GOLDEN TRIANGLE
BUSINESS IMPROVEMENT DISTRICT

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Request for Proposals
Repositioning the Golden Triangle: Sub-Area Plans

Submissions due Wednesday, February 12, 2025, by 5:00 pm.

I. Project Context

Downtowns all over the country are in a state of transformation and change. The Golden Triangle Business Improvement District (Golden Triangle BID) in Washington, DC has traditionally been the core of DC's central business district. But with high rates of telework impacting Washington, DC, Downtown urgently needs to diversify its mix of uses to ensure a dynamic, vibrant, and resilient environment.

The scope of this project is to develop a repositioning strategy for the Golden Triangle area, including one or more conceptual plans for the Golden Triangle BID, that identifies opportunities for new residential development and sites that can support community amenities such as schools, green space, neighborhood-serving retail, and civic and recreational uses. The conceptual plans may identify one or multiple sub-neighborhoods within the Golden Triangle BID, each with their own mix of uses and/or unique opportunities. The overall repositioning strategy and conceptual plans will serve as a guiding document to the public sector for making necessary infrastructure investments, and to the private sector as they consider what and how to reposition their assets.

In 2023, the Golden Triangle BID, the Downtown DC BID, and the Federal City Council led a comprehensive stakeholder engagement effort, coupled with economic analysis, to develop the Downtown Action Plan (DAP), published in June 2024. The DAP builds on the goals of Mayor Muriel Bowser's DC Comeback Plan and lays out a series of recommended interventions, programs, and investments to reimagine and reinvigorate Downtown DC. The DAP also dovetails with recommendations laid out in the Office of Planning's Public Realm Plan, which identifies catalytic projects to transform public spaces in Downtown DC. This repositioning strategy is intended to advance implementation of the vision and recommendations laid out in the DAP.

II. About the Golden Triangle Business Improvement District

The Golden Triangle Business Improvement District is an award-winning non-profit 501(c)(6) corporation that works to enhance the Golden Triangle — the 44-square-block neighborhood that stretches from Dupont Circle to Pennsylvania Avenue NW, in Washington, DC.

Founded in 1997, GTBID encourages economic development through capital improvement projects, a variety of engaging events, and public art projects. GTBID also strives to increase the quality of life through public safety and maintenance services. GTBID is dedicated to making the Golden Triangle a great place to live, work, and play.

III. Project Goals

- Create a conceptual plan laying out a mix of uses for the loosely defined geography contained within the boundaries of New Hampshire Ave NW, Pennsylvania Ave NW, Massachusetts Ave NW,

and 15th St NW. The area within these boundaries may be broken up into smaller sub-areas based on the plan's organizing principles. The conceptual plan(s) must also introduce key community amenities and placements to support a growing residential community.

- Define an urban design framework for implementation to guide public and private sector investment.
- Identify specific opportunities for transformative development to introduce new uses (e.g., residential, university, entertainment, arts and culture, etc.)

IV. Project Outcomes

Expected study outcomes include identification of:

- Corridors and catalytic nodes to increase arts, cultural, retail and commercial options, and increase housing
- Clusters with high potential for residential conversions[1] (including student housing) and related service/amenity improvements
- Zones or clusters of buildings with high potential for conversion from office to other uses (e.g., hotel, arts/cultural uses, universities, etc.)
- Identification of sites that can support community amenities such as schools, green space, neighborhood-serving retail, and civic and recreational uses
- Site specific opportunities for a new anchor based on a recently completed analysis
- Priority public realm improvements that have the potential to improve the pedestrian experience and catalyze private investment

V. Scope of Work

Phase 1: Existing Conditions
1. Establish base understanding of existing conditions:
   a. Review existing data and recent plans (e.g., Comeback Plan, Downtown Action Plan, Public Realm Plan, others provided by client team) to build foundational understanding of study area and current conditions.
   b. Compile basic data inventory, using pre-existing data from client team, on:
      i. Office inventory, including ownership, size, occupancy, ground floor retail, value, building condition, etc.
      ii. Hotel inventory, including number of keys, quality, building condition, etc.
      iii. General real estate market conditions (e.g., trends in rent, vacancy, absorption, pipeline, etc.) for the Golden Triangle BID, DC overall, and 3-5 peer markets.

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[1] Here, and throughout, conversion can mean redevelopment of an existing building to accommodate a new use and/or demolition of an existing building to accommodate new construction.

Phase 1 Deliverables:
Database of existing properties (office, retail, other), including identification of properties slated for conversion and properties that have been foreclosed and/or are at risk of foreclosure.

Phase 2: Analysis
1. Identify opportunities for residential conversion:
    a. Conduct analysis of supply-side factors: Inventory of current/planned proximate residential units, age, leasing performance, cost per SF, etc.
    b. Conduct analysis of regulatory environment and financial feasibility for residential conversions: Inventory existing programs and policies to support residential conversions in DC. Conduct high-level financial analysis to understand if conversions in the BID are feasible, and if so, what building types are most feasible. Identify gaps where subsidy may be required.

2. Identify opportunities for office to other use conversions:
    a. Produce case studies and conduct best practice research from peer cities with mixed-use, technology sector anchored, and/or arts/culture/entertainment districts to identify applicable take-aways and opportunities well suited to the GT BID market.
    b. Based on existing client data that identifies opportunity clusters for redevelopment, prioritize 2-4 specific buildings/blocks in the plan geography well suited to conversion, accompanied by supportive analysis regarding potential uses that can be accommodated in these redeveloped buildings.
    c. Conduct high-level financial feasibility analysis based on data from prior tasks and existing market data to understand if office to other use conversions in the BID are feasible, and if so, what building types are most feasible, what uses can be accommodated, and anticipated public subsidy needed to facilitate conversion.

3. Identify opportunities to build the Penn West innovation ecosystem:
    a. Build off existing efforts to bring an innovation hub to the Penn West Equity and Innovation District, one of five key nodes identified in the DAP. Based on preceding analyses and existing client information, prioritize 2-4 specific buildings/blocks in the BID that could accommodate an innovation hub.
    b. Review DMPED's recently completed sector strategy (focused on identifying high-growth sectors where DC has a competitive advantage) and identify opportunities for Penn West to support business attraction efforts in these sectors.
    c. Build off ongoing university attraction efforts, coupled with DMPED's sector strategy, to identify opportunities to accommodate universities in the neighborhood. Focus on universities that are aligned with Penn West vision and sector strategy and have potential for catalytic impact, and provide recommendations to integrate them into the broader Penn West Equity and Innovation District ecosystem (e.g., research hubs, shared facilities, collaborative programming, student residential).

      d.   Recommend the types of supportive amenities that need to be in place to help catalyze Penn West's innovation ecosystem and provide recommendations on where these amenities should be located in the Penn West area.

4.   Create a profile on the amenities needed to support a mixed-use future in the plan geography, including schools, parks and open space, grocery stores, neighborhood supporting retail, and other uses throughout the day and night:

      a.   Identify streetscape and placemaking changes to support different sub-areas within the broader mixed-use neighborhood.

      b.   Identify needed amenities to support a residential population and provide recommendations on suitable locations.

5.   Identify specific opportunities for residential, university, and entertainment uses:

      a.   Review findings from the recently completed anchor opportunity analysis study. Identify solutions to enhance user experience in and around the new anchor institution and build area as a cultural district, including opportunities for new uses, tenants, development, services, amenities, streetscape enhancements, public art, and parks and open space.

      b.   Provide an evaluation of conversion potential of a limited building set based on initial discovery, including analysis of floor-plate compatibility, building form, services, context, and floor height/facade considerations.

      c.   Identify potential restrictions/roadblocks due to current land use regulations and provide recommendations on variances and amendments that could facilitate and support future conversions and streetscape redesigns.

      d.   Facilitate stakeholder engagement of DMPED and OP staff and existing and new property owners in the BID to gather their vision for the future of the neighborhood. Use this input on redevelopment potential to inform identification of specific opportunities.

      e.   Based on all of the above research and analysis, identify 5-8 specific buildings/blocks in the Golden Triangle well suited to residential conversion, accompanied by supportive analysis (specify if opportunities are for redevelopment or new construction).

      f.   Based on all of the above research and analysis, including findings from the anchor opportunity analysis, identify specific sites feasible for accommodating a new anchor in the Golden Triangle (specify if opportunities are for redevelopment or new construction).

      g.   Based on all of the above research and analysis, identify nodes/hubs that are emerging in terms of mixed-use potential and recommend retail/ground floor uses to further enhance the redevelopment opportunities in these high-priority areas.

Phase 2 Deliverables: Report summarizing findings from all of the above tasks; conceptual plans that highlight specific redevelopment opportunities, including recommended locations for different uses and amenities.

Phase 3: Recommendations

1.   Public Space Design Vision:

      a.   Develop a vision focused on creating a cohesive, impactful public realm across the neighborhood, with an emphasis on maximizing the BID's existing public spaces. Update

conceptual plans within the broader neighborhood master plan to more fully lay out the different elements of a new, mixed-use neighborhood, including open spaces reimagined as unique and memorable public spaces, and highlight where different elements will locate and how different nodes will fit together in service of the overall vision.

2. Stakeholder engagement:
    a. Identify and engage with the following stakeholder groups to gather their feedback on project goals and outcomes:
        i. Designated private sector stakeholders within the defined geography and its vicinity
        ii. Deputy Mayor for Planning and Economic Development
        iii. Director of the DC Office of Planning
        iv. Golden Triangle BID staff

3. Produce final repositioning plan for Downtown DC:
    a. Use the concept plans produced in earlier phases, accompanied by narrative, data, diagrams, maps, and similar illustrations, to produce a final repositioning plan:
        i. Describe new experience and overall vision for the transformed neighborhood. Ensure the neighborhood's new identity as the mixed-use business district of the future is clearly communicated in an exciting, aspirational, fresh, and compelling manner, including messaging recommendations on how to position the neighborhood as distinct and unique from other parts of DC. This positioning should reflect and leverage existing neighborhood assets, including its centrality, connectivity, and proximity to the White House and other global institutions.
        ii. Provide finalized master plan that maps out current and future proposed uses. Highlight how proposed uses build off existing and emerging nodes in the neighborhood (e.g., emerging residential cluster around Connecticut Ave. and L St. NW).
        iii. Create up to four illustrative views of key new district features showing 'before' and 'after' views of aspirational improvements.
        iv. Describe a path to transformation based on study items, including strategies to mobilize potential partners and necessary organizational structure to advance implementation.
        v. Identify tactical, short- and longer-term improvements required to support the study outcomes.
        vi. Summarize study inputs informing deliverable; produce an appendix that includes detailed discovery paths of work and all findings from previous phases of work.

Phase 3 Deliverables: Final repositioning study with updated concept plans, design recommendations for key nodes, and full appendix of previous findings; executive summary PowerPoint presentation to be used in communicating vision with investors and other external stakeholders.

VI.   Budget

The budget for the above scope of services is up to $320,000. We anticipate the need for future add-on contracts to implement recommendations that come out of this study.

This project is contingent upon funding availability. The BID anticipates receiving grant awards to fund this project in February 2025.

VII.   Selection Criteria

Submissions will be evaluated based on the following criteria:

- **Team Composition and Qualifications – 30%:** Team demonstrates: 1) expertise with the broad range of skills and analytic abilities needed to accomplish goals outlined in this RFP, and 2) familiarity with the DC region, specifically downtown DC and the Golden Triangle neighborhood.
- **Vision and Project Approach – 40%:** Proposed scope of work and methodology demonstrates understanding of project goals and outlines a feasible path to producing required deliverables. Overall project approach and vision is clearly aligned with the strategic economic development goals of the District and the BID. Team demonstrates creativity and forward-thinking approach to reimagining the Golden Triangle into a mixed-use neighborhood.
- **Past Project Experience – 30%:** Team demonstrates successful track record of delivering similarly complex projects of urban design, site planning, and downtown revitalization in a timely manner that meets client expectations.

VIII.   Submission Guidelines

Interested respondents should submit the following materials via email to economicdevelopment@goldentriangledc.com no later than 5:00 pm on Wednesday, February 12, 2025. Emails should have the subject line: RFP Response for Repositioning the Golden Triangle: Sub-Area Plans.

The submission should be a single PDF document that contains the following:

1. Cover letter summarizing interest in the project and highlighting ability to execute. Cover letter should be signed by the team's lead and include contact information.
2. Overview of project team, including an organizational chart of all involved firms that indicates role and project lead for each involved organization. Include resumes of key project personnel and specify their role within the overall project team.
3. Proposed scope of work that details overall project approach, followed by a task-based description of how the project team will deliver all requested services and produce requested deliverables.
4. Proposed project timeline that includes targets for stakeholder engagement and completion timeframe for all deliverables.

5. Proposed project budget with fee per task.
6. 4-6 examples of past projects that highlight project team's experience executing similar projects, such as developing neighborhood plans, designing mixed-use districts, supporting office to residential and to other use conversions, and developing amenity plans to support new residential neighborhoods.

Interested respondents with questions regarding the RFP and requested scope of services can submit questions via email to economicdevelopment@goldentriangledc.com. The deadline to submit questions is Tuesday, January 21 at 5:00 pm. Compiled answers will be posted to the BID's website by 5:00 pm on Monday, January 27.

The BID anticipates hosting in-person interviews for finalists the week of March 10, 2025, with the goal of bringing the final selected team under contract by the end of March 2025.