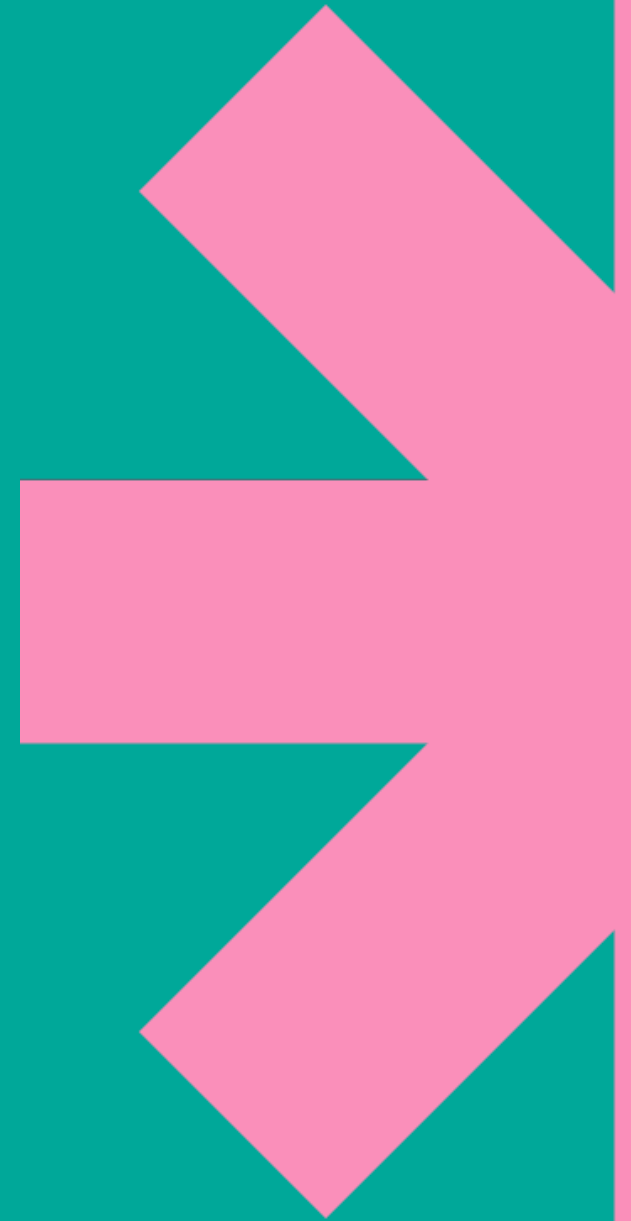


Golden Triangle Repositioning Strategy

September 2026



GOLDEN TRIANGLE™



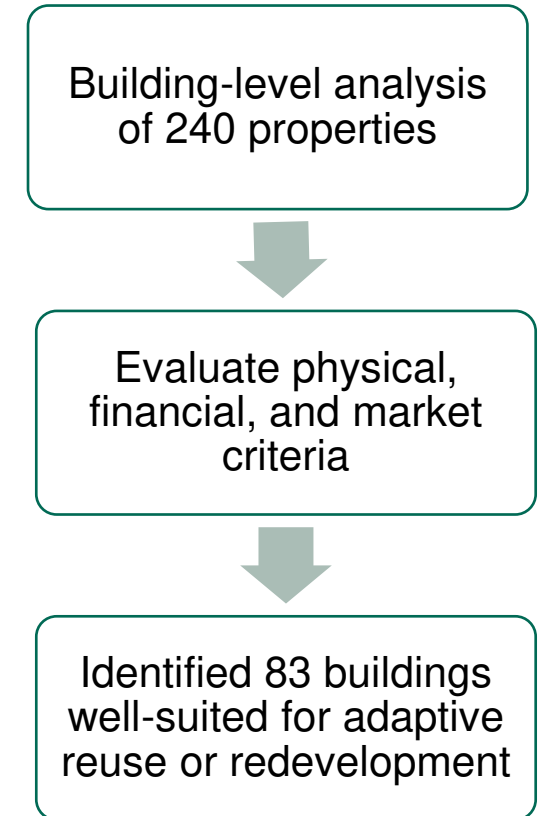
Background

The Repositioning Strategy is the result of stakeholder collaboration, data analysis, and a strategic realignment of the Golden Triangle's future.

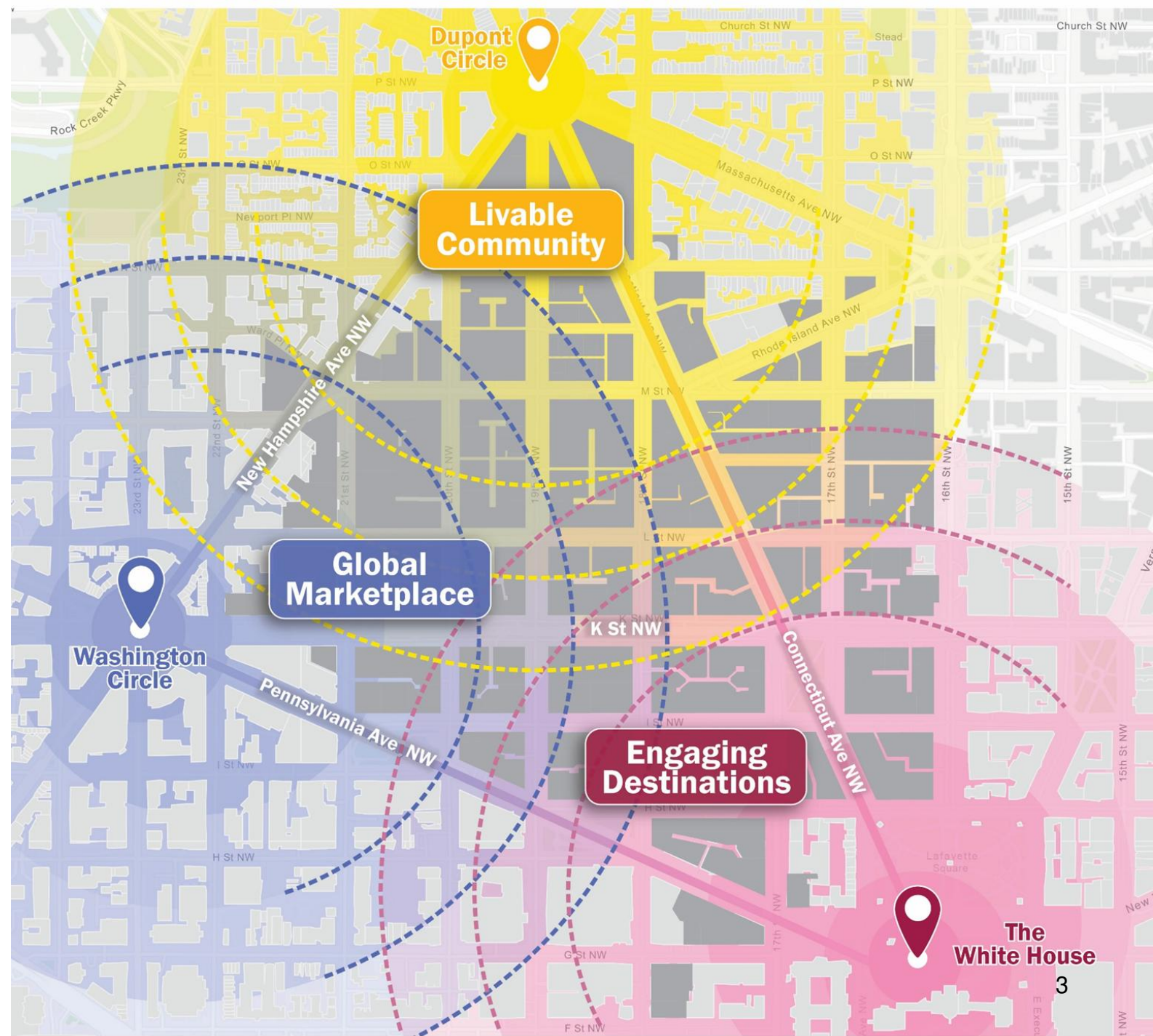
Collaboration



Analysis



The Golden Triangle is positioning itself to transform into a mixed-use destination that builds on its unique location and market strengths.





The Golden Triangle is surrounded by vibrant residential neighborhoods and sits at the nexus of the White House, global institutions, and a major university.

The Golden Triangle Advantage



Global Community

Home to hundreds of international employers and NGOs, the Golden Triangle attracts a diverse talent pool and cultures from around the world.



Modern Workplaces

Highest concentration of Class A office space in downtown DC, hosting the District's top law, professional services firms, and medical offices.



Connectivity

The neighborhood offers unmatched connectivity via nearby interstates, transit service on every block, and direct access to Union Station and 3 international airports.



Knowledge Economy

560+ public and nonprofit organizations, nearly 50 tech firms, 7 major universities, and 92% of nearby residents holding a bachelor's degree or higher.



Urban Experience

Tree-lined streets, destination dining, and rich cultural offerings create a vibrant, pedestrian-friendly lifestyle with nearly perfect Walk Scores.



Spending Power

Nearby residents have high disposable incomes – with a median household income of \$150,000 – fueling demand for premium experiences.



Sustainability

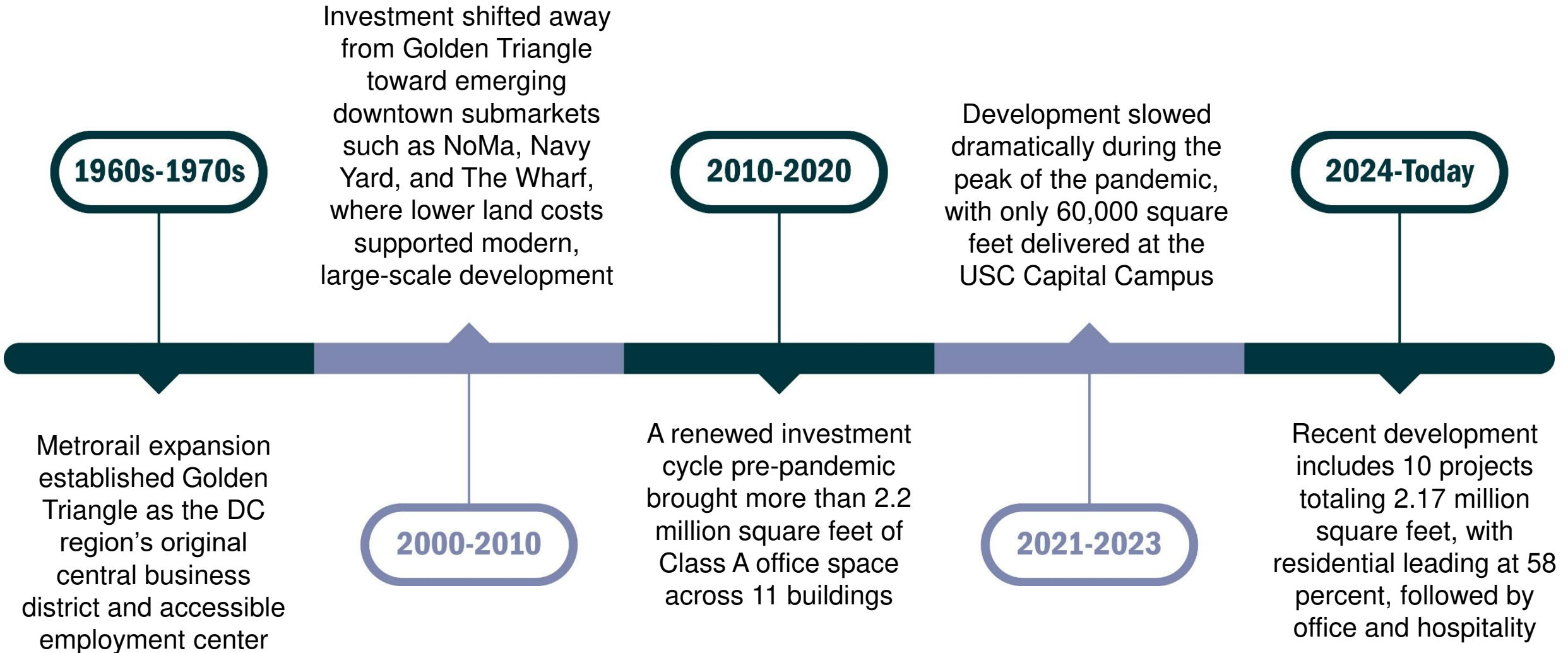
The first and only LEED-certified BID in the world, Golden Triangle sets a global benchmark for green infrastructure and environmental stewardship.



Hospitality

With 2,000+ hotel rooms and easy access to DC's top attractions, the Golden Triangle has a growing hospitality sector, driven by its 75,000+ daily visitors.

Key forces that have shaped the Golden Triangle's evolution



Mixed-Use Evolution Underway: Office

Demand for high-quality workplaces is growing throughout the Golden Triangle.

- 35.3 million SF of office space, and home to 24 trophy office buildings
- 3+ million SF of office space leased in the past five years, with multiple Class A renovations underway
- Trophy office buildings built after 2015 are experiencing only 11% vacancy compared to the 26% average
- Innovation and higher ed space poised to double from 1.5 million SF today to 3 million SF by 2035



North America's first SmartScore-certified building, 17xM, delivered in 2024

Mixed-use Evolution Underway: Residential

Office buildings are increasingly being converted and redeveloped to meet residential demand near Dupont Circle and West End in the Golden Triangle.

- 163 new housing units recently delivered, adding 230+ residents
- 1,119 housing units in the pipeline, adding 1,600+ residents
- Capacity for 7,000 units and 10,000+ residents living in the Golden Triangle at build-out



Conversion of Peace Corps offices into Elle apartments, delivered in 2024

Mixed-use Evolution Underway: Hospitality, Entertainment, and Retail

Over \$300 million has been recently invested in visitor destinations and public realm amenities to support the Golden Triangle's global community.

- 2,000+ hotel rooms, with 366 hotel rooms recently delivered
- 1.7 million SF of ground-floor retail today, with capacity to grow to 2.5 million SF by 2035
- Annual visitation projected to grow from 18.4 million to 24.5 million by 2035



National Geographic Museum of Exploration renovation, reopened in 2026

Opportunity for Continued Mixed-Use Investment

Ongoing shifts in the market have created a major opportunity to repurpose and redevelop aging buildings in the Golden Triangle with above-average vacancy.

- 86% of properties selling below assessed value and 57% selling for less than half of their assessed value
- More than 50% of buildings are Class B or C
- More than 65% of buildings constructed between 1950 and 1990

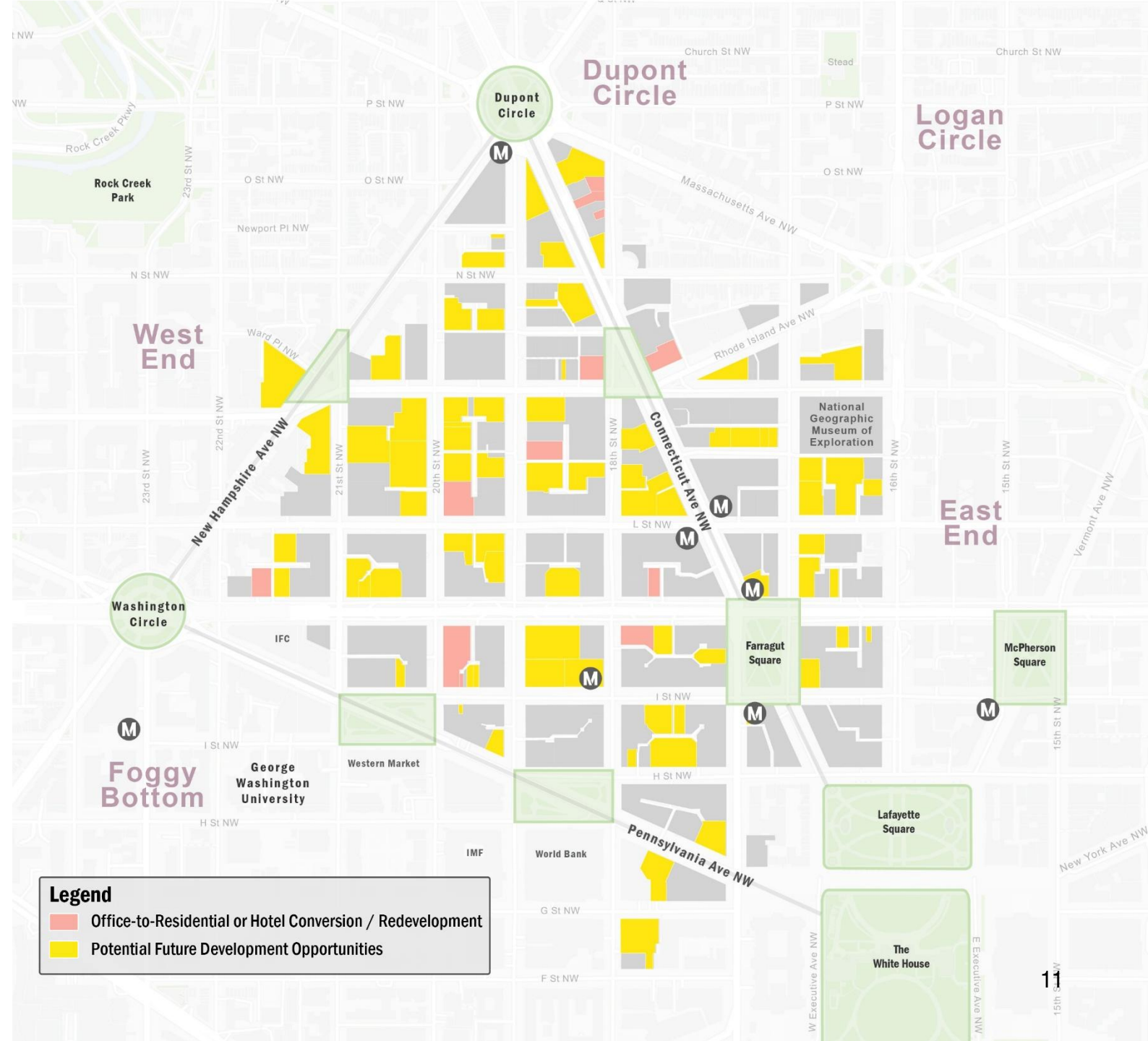


Office to residential redevelopment underway along K Street

Conversion / Redevelopment Analysis

One-third of the buildings in the BID, representing approximately 12 million square feet, are candidates for conversion or redevelopment based on physical, financial, and market factors.

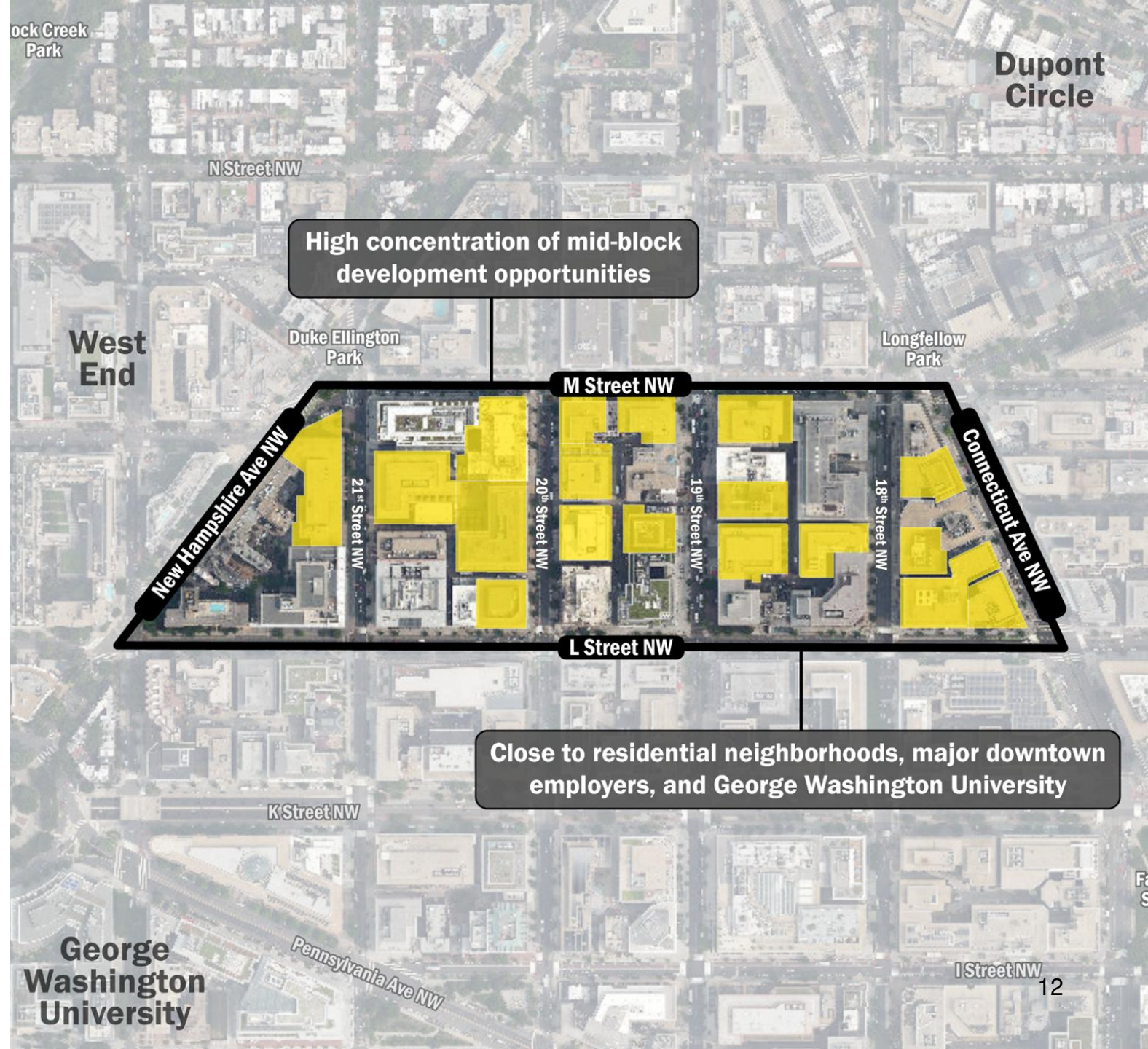
- Year built and renovated
- Vacancy rate, Building class
- Rent history
- Floorplate size and depth
- Parking availability
- Historic status
- Available height
- Mid-block location



Unique Development Opportunity

Clusters of older mid-block buildings with high vacancy rates and large floor plates in the “Trapezoid” create an opportunity to redevelop multiple blocks from the inside out.

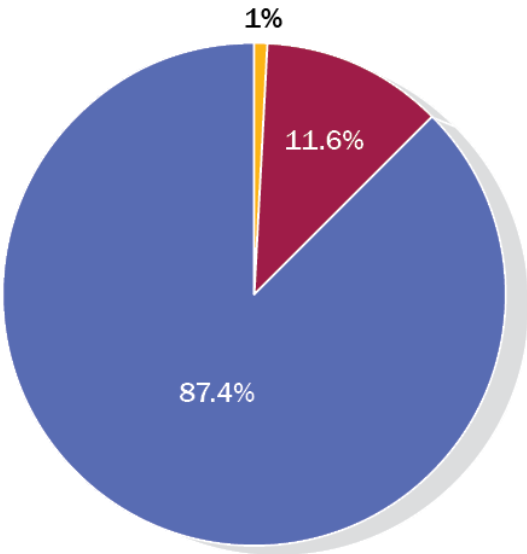
- Capacity for approximately 3.9 million square feet of mixed-use development
- East-west connections to improve the pedestrian experience
- Publicly accessible parks to bring light and air to downtown
- Revitalized streetscapes and ground floor activity



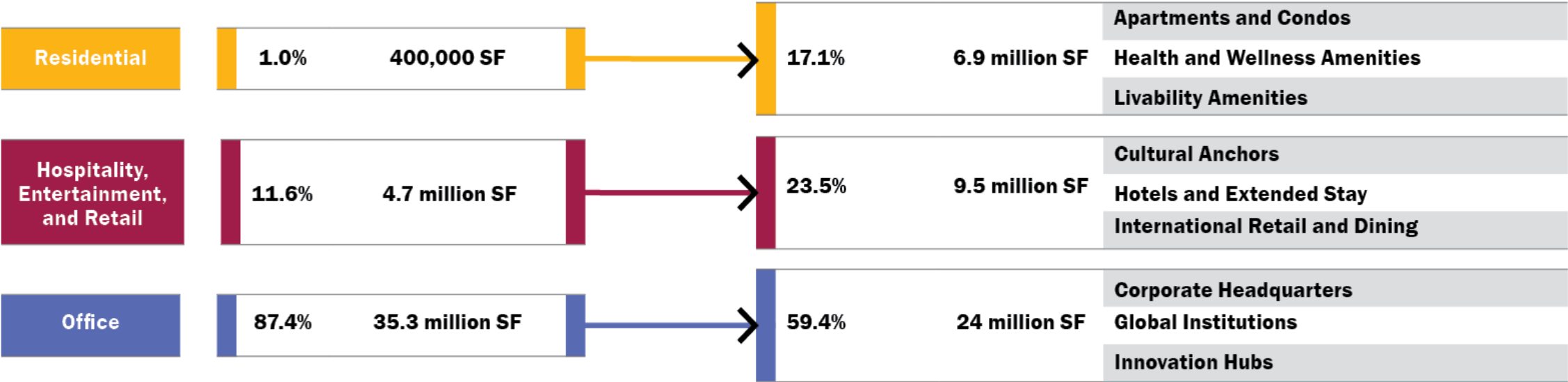
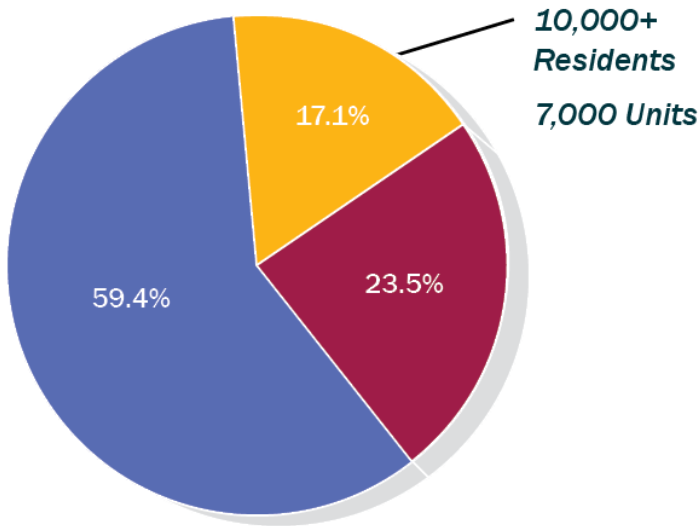
The Golden Triangle's Repositioning

With significant development potential and diverse market demands from residents, workers, students, and visitors, the Golden Triangle can become a downtown neighborhood unlike any other.

Golden Triangle Today
2025



Golden Triangle Build Out Capacity
Next 10 Years and Into the Future



Vision and Brand Pillars for Repositioning

The Golden Triangle is a dynamic and livable community where people create, exchange, and celebrate ideas that shape our city, our nation, and the world.

Global Marketplace



Where the White House meets the world in an international ecosystem where global, national, and local anchors, corporations, universities, and talent shape the future.

Livable Community



Where new housing, residential and wellness amenities, and activated parks and streets enhance quality of life and meet the evolving demands of downtown living.

Engaging Destinations



Where visitors, workers, and residents discover new destinations and enjoy curated retail, dining, arts, and cultural experiences that inspire connection and exploration.

Five Strategic Elements for Repositioning

Iconic Corridors



Transformed to enrich how people move through, perceive, and enjoy a highly sustainable and walkable mixed-use neighborhood

Future Business Ecosystem



Office remains a cornerstone by attracting and creating synergies between global, national, and local corporations and institutions

Residential Community



Investments in new housing and livability amenities serve diverse needs and income levels

Experience Economy



New entertainment anchors, retail, and other ground floor experiences draw visitors from around the world to the Golden Triangle

Vibrant Public Spaces



A dynamic network of open spaces brings people together to enjoy public art, cultural experiences, and social connection

Iconic Corridors

Modernize and refresh iconic corridors and neighborhood streets

Legend

Iconic Corridor

Engaging Local Street

M

 Metro Entrance





1. Iconic Corridors

Modernize and refresh iconic corridors and neighborhood streets

Strategic Actions

- **1.1.** Re-establish Connecticut Avenue as a dynamic shopping and entertainment destination offering experiences that attract visitors, workers, and residents alike.
- **1.2.** Define K Street's role within an increasingly mixed-use environment to improve cross-city mobility and economic vitality, and create an inviting, walkable public realm for people.
- **1.3.** Brand and activate Pennsylvania Avenue as the region's gateway to the global marketplace.
- **1.4.** Enhance 17th, 19th, and M Streets as walkable corridors for residential amenities, boutique experiences, and neighborhood dining.

Connecticut Avenue

Re-establish Connecticut Avenue as a dynamic shopping and entertainment destination.

- Add residential-serving retail and amenities near Dupont Circle.
- Unlock larger-scale shopping and entertainment destinations between Farragut Square and M Street.
- Advance safer crossings at key intersections.
- Bring White House visitors into Farragut Square and downtown.
- Curate additional full-day streetscape, park, and plaza activations.
- Incorporate additional space for outdoor dining.



Ground floor retail along Connecticut Avenue

Pennsylvania Avenue

Brand and activate Pennsylvania Avenue a gateway to the global marketplace.

- Create a visitor hub surrounding major attractions like the Renwick Gallery and the People's House.
- Building on the Pennsylvania Avenue West streetscape project, activate ground-floors with dining and cultural programming.
- Leverage existing institutions and anchors that host major events, like the World Bank and IMF, to activate the corridor with embassy showcases and street takeovers.
- Create mixed-use campus hubs that bring George Washington University closer to downtown.



Pennsylvania Avenue West streetscape enhancements underway

Engaging Local Streets

Enhance 17th, 19th, and M Streets as walkable corridors for residential amenities, boutique experiences, and neighborhood dining.

- Create a visitor hub around the National Geographic Museum of Exploration with experiential uses at 17th and M Streets.
- Build on the success of the M Street parklet by widening sidewalks to support outdoor dining, gathering spaces, and neighborhood-serving retail.
- Reinforce 19th Street's identity by encouraging a mix of international dining, health and wellness uses, and other neighborhood amenities along the corridor.



17th Street rooftop experience



19th Street amenities



M Street parklet



Future Business Ecosystem

An aerial photograph of a city skyline, featuring a prominent bridge and various buildings. The image is used as a background for a text overlay.

Foster a future
business
ecosystem for
world-renowned
institutions and
corporations





2. Future Business Ecosystem

Foster a future business ecosystem for world-renowned institutions and corporations

Strategic Actions

- **2.1.** Attract businesses that benefit from proximity to the White House, global institutions, and George Washington University.
- **2.2.** Partner with George Washington University and other universities to accelerate talent retention, entrepreneurship, corporate partnerships, and research commercialization.
- **2.3.** Develop centers of excellence at the intersection of policy and tech, leveraging the Golden Triangle's unique access to global leaders, investors, and top talent.

Global Employment

Develop a business attraction strategy for major global corporations and institutions.

- Identify international companies and think tanks focused on trade, finance, international development, and government relations.
- Create marketing materials for potential tenants that feature the presence of existing international organizations, the benefits of locating within Golden Triangle, and owners and brokers to reach out to.
- Leverage major events like World Bank and IMF meetings by offering complementary programming and events designed to draw attendees into the neighborhood.



World Bank Annual Spring Meeting

University Partnerships

Partner with universities to accelerate talent retention and entrepreneurship.

- Survey university students and faculty to understand their housing and professional development needs, and determine how those can be accommodated in the Golden Triangle.
- Create a network of third spaces that fosters collaboration, innovation, and community engagement.
- Develop a shared university commercialization service to support licensing and startup creation across partner institutions and companies.



University of Southern California event



Popular cafe at Farragut Square

Centers of Excellence

Leverage concentration of policy institutions and growing tech sectors to create industry-leading centers of excellence.

- Pursue one or more corporate innovation hubs in sectors like AI, fintech, cybersecurity, aerospace, legal services, and policy innovation.
- Strengthen connections between innovators and venture capital firms to accelerate company formation and growth through tools like the Global Soft Landing program.
- Create shared innovation spaces that connect researchers, entrepreneurs, investors, and industry leaders.



GWU Research

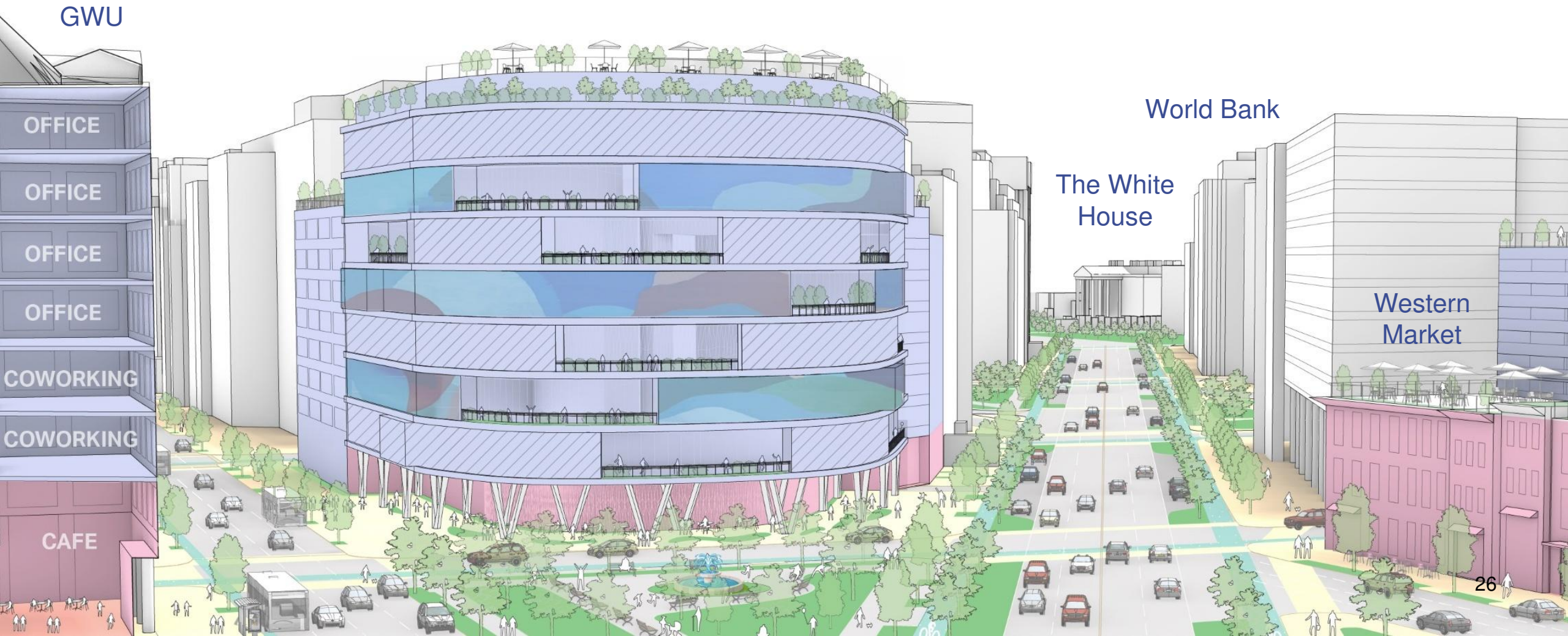


Global Soft Landing event in BID



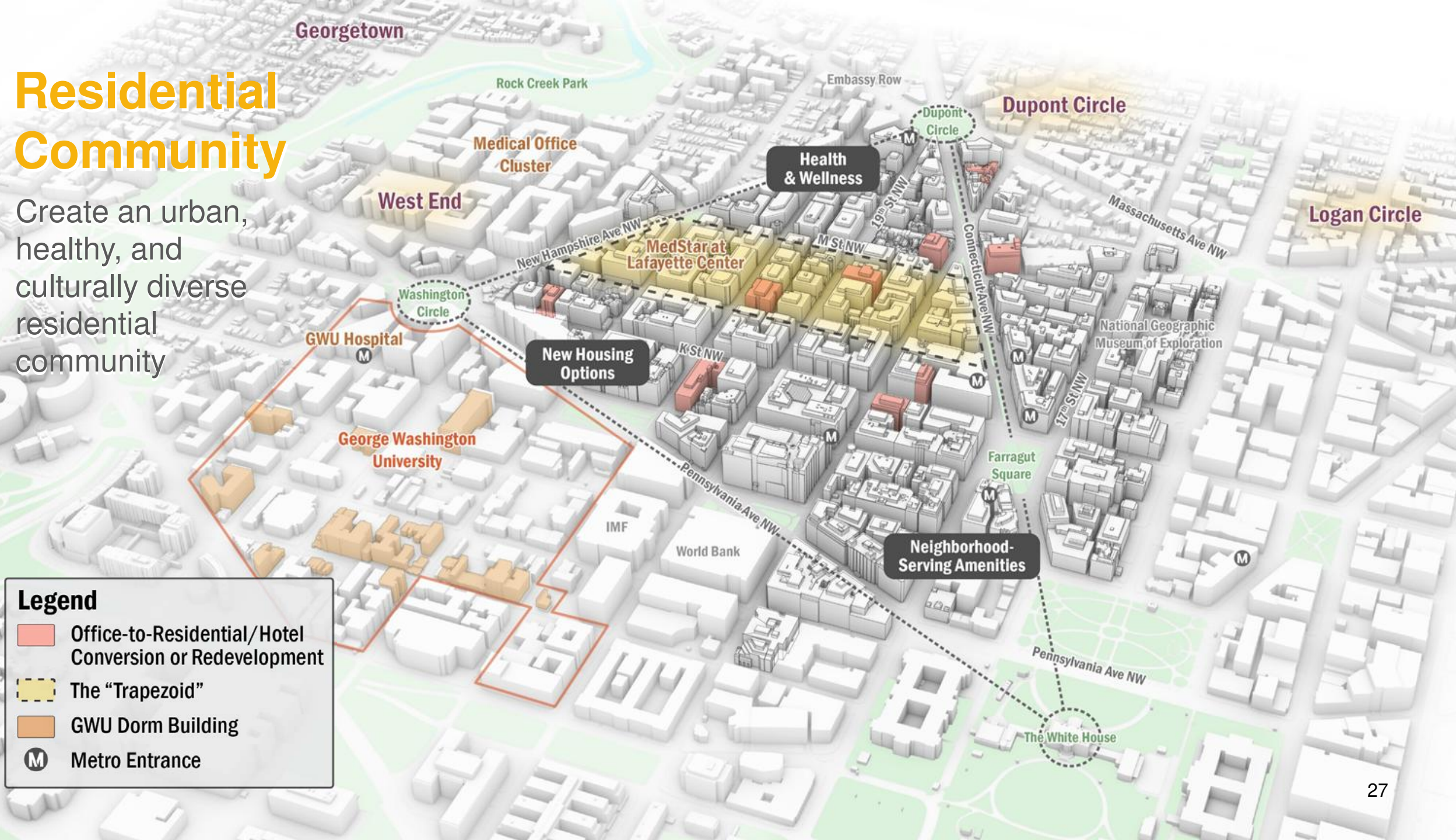
Prototyping lab at mHUB in Chicago IL

Opportunity for more seamless blend between the White House, global institutions and George Washington University along Pennsylvania Avenue to advance Centers of Excellence in the Golden Triangle.



Residential Community

Create an urban, healthy, and culturally diverse residential community



Legend

- Office-to-Residential/Hotel Conversion or Redevelopment
- The "Trapezoid"
- GWU Dorm Building
- M Metro Entrance



3. Residential Community

Create an urban, healthy, and culturally diverse residential community

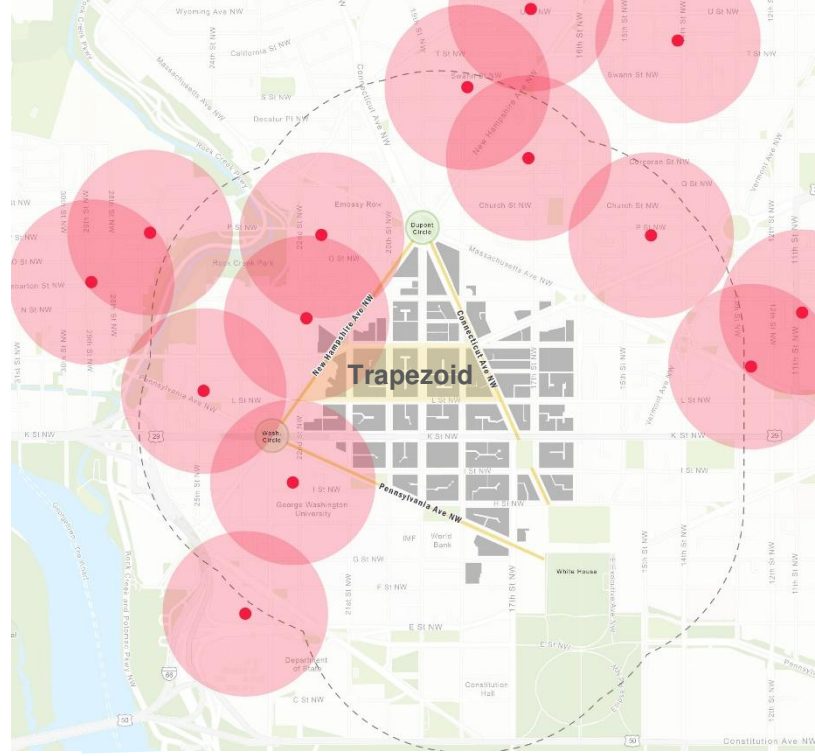
Strategic Actions

- **3.1.** Plan for up to 7,000 new housing units serving a range of household sizes, lifestyles, and incomes, including redevelopment opportunities in the “Trapezoid”.
- **3.2.** Integrate neighborhood-serving amenities for incoming residents, including grocery, childcare, recreation, and green space, into future development.
- **3.3.** Create a health and wellness hub that complement the neighborhood's leading medical institutions, and expands offerings for residents and office workers, and attracts wellness-focused tourism.

Residential Amenities

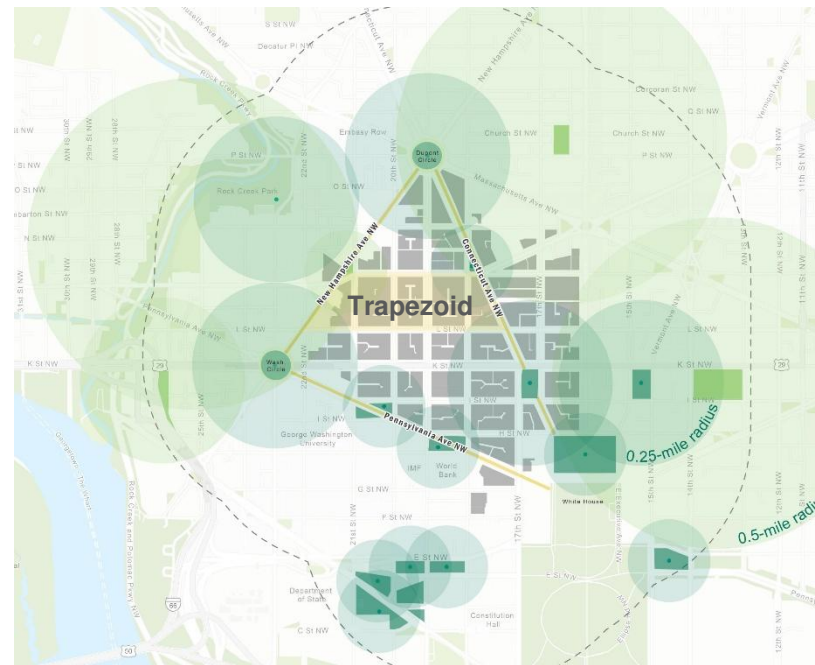
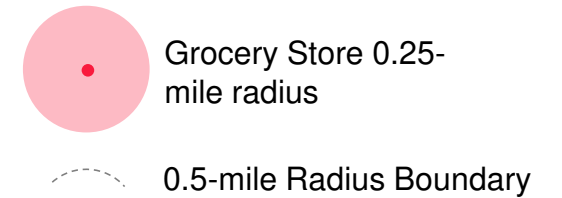
Add livability amenities to the Golden Triangle to serve the emerging residential market.

- Introduce a boutique or full-service grocer between 10,000 and 40,000 square feet.
- Develop a recreation facility between 15,000 and 60,000 square feet using a mixed-use or YMCA-style model.
- Establish a shared framework with the District and property owners to create a multi-parcel open space in the “Trapezoid”.



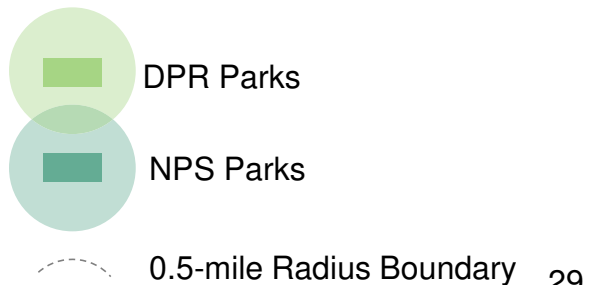
Grocery Store Access

Much of the Golden Triangle's growing residential population is outside a convenient walking distance to grocery options.



Park Access

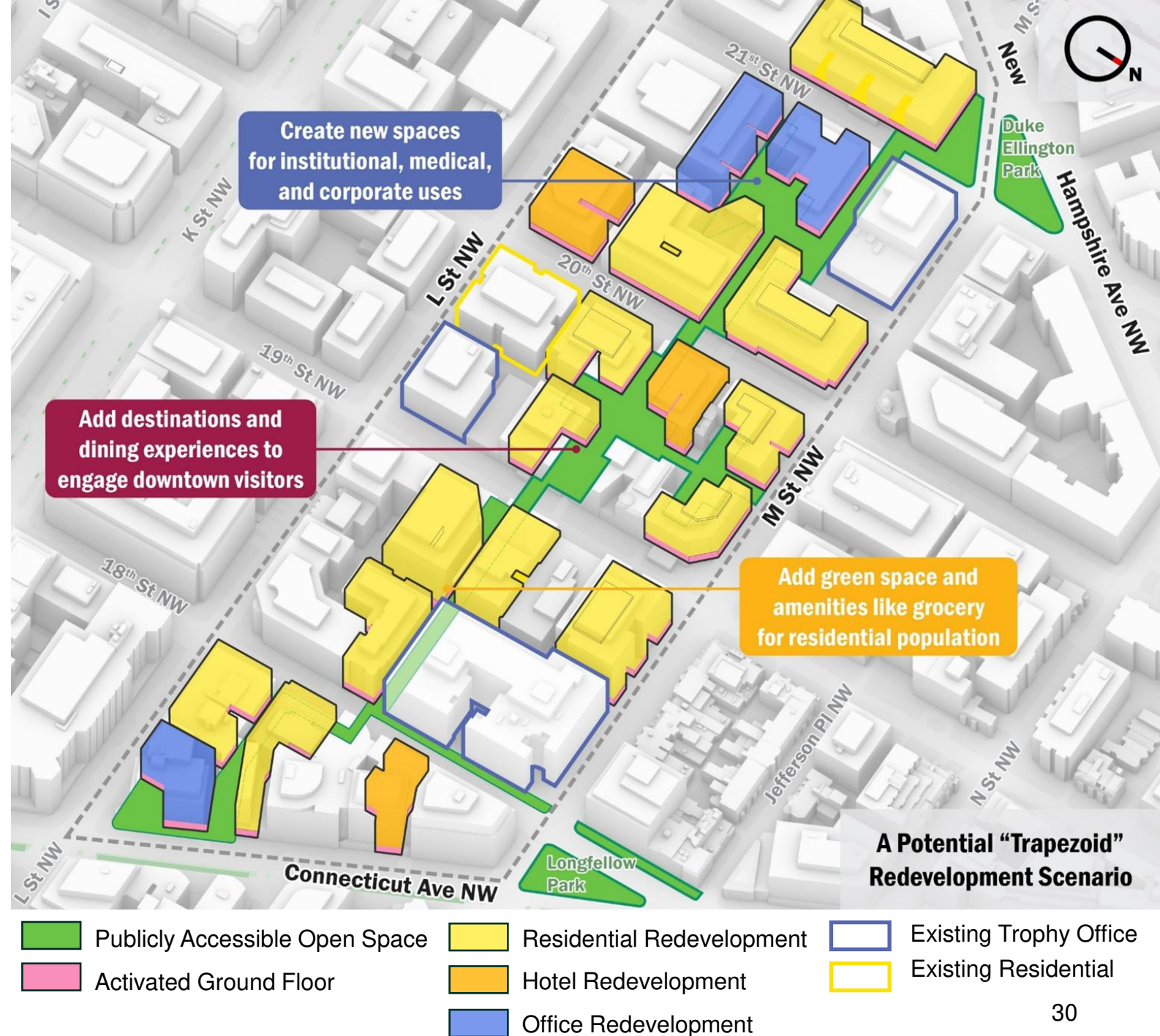
Access to highly programmable parks with recreational amenities is limited for residents living in the Golden Triangle.



Residential Development

Advance the “Trapezoid”, a multi-block design solution that can support up to 4,000 residential units or hotel rooms, new modern office space, and 2.5 acres of new, connected open space.

- Establish an implementation and funding strategy with the District and property owners that incentivizes cooperation.
- Proactively market the redevelopment opportunity with property owners and potential developers interested in large-scale redevelopment.
- Determine land acquisition needs for public amenities.



Health & Wellness Community

Leverage the BID's sustainability brand and world-class medical office space and hospitals to deliver additional health and wellness uses and build a livable, mixed-use community.

- Integrate and grow retail health offerings, including new experience-driven wellness and fitness uses.
- Work with health providers to expand programming and meet growing demand for wellness.
- Partner with GWU to deliver community fitness classes and youth programming.



Healthy cuisine options



Medical and wellness experience



Fitness programming

Experience Economy

Establish an experience economy inspired by global culture and retail offerings

Legend

Attraction

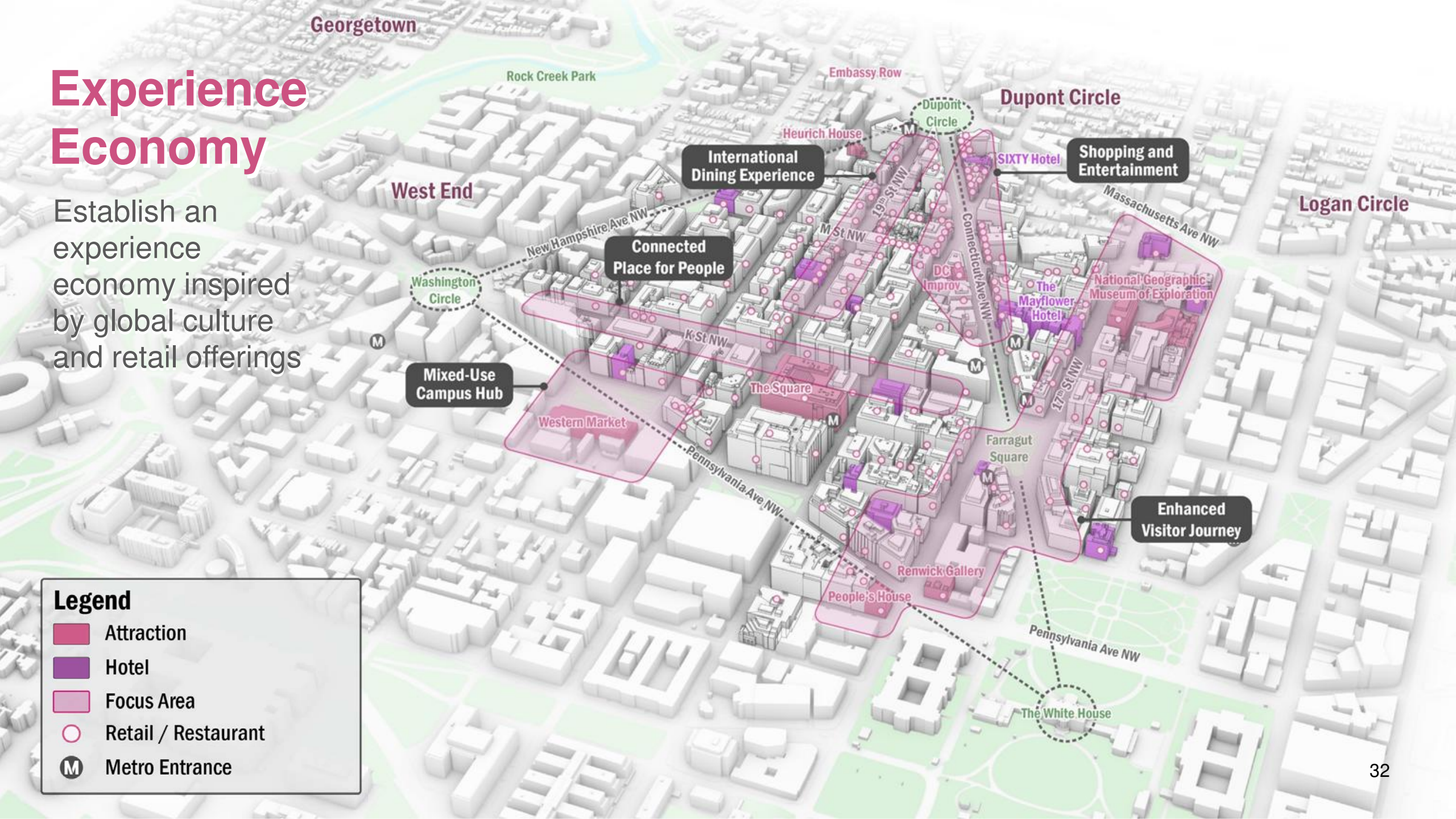
Hotel

Focus Area

Retail / Restaurant

M

Metro Entrance





4. Experience Economy

Establish an experience economy inspired by global culture and retail offerings

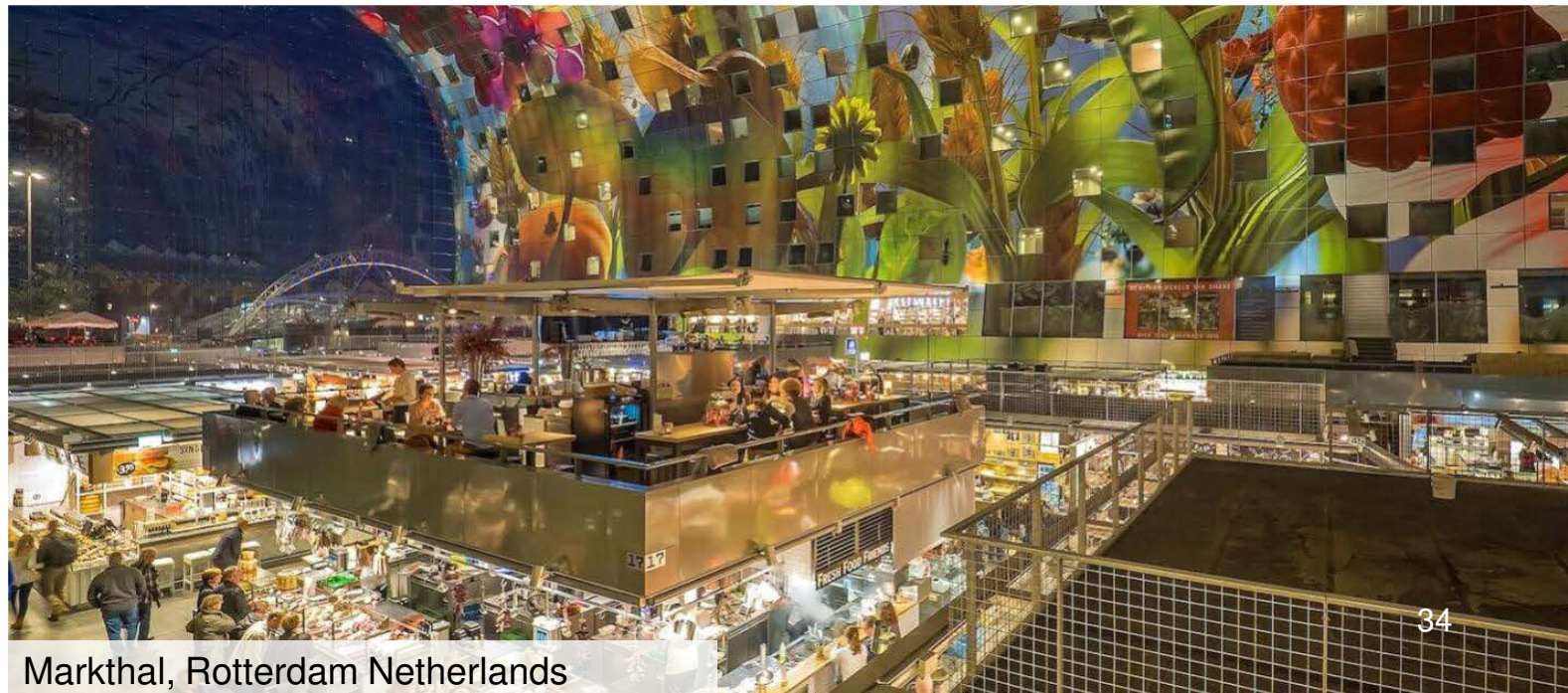
Strategic Actions

- **4.1.** Develop a modernized merchandising plan and retail strategy for key corridors to better capture demand from global employees, a diverse residential population, university communities, and hotel visitors.
- **4.2.** Create and promote a visitor journey between the People's House, the White House, Farragut Square, and the National Geographic Museum along 17th Street and Connecticut Avenue through retail, streetscape amenities, public space activations, and new attractions.
- **4.3.** Leverage demand from global institutions to establish the Golden Triangle as a destination for international retail, food and beverage, event spaces, lifestyle amenities, and programming.

International Culinary and Cultural Experience

Build on the Golden Triangle's global community to deliver international dining destinations, like the World Table concept.

- Develop feasible program for World Table that includes international food vendors and restaurants, and a variety of event spaces to host cultural showcases, international pop-ups, and corporate and international events.
- Engage embassies to develop public art and events programming.
- Pursue qualified operator that can successfully advance and manage the World Table.



Visitor Journey

Create and promote a visitor journey from destinations surrounding the White House to the National Geographic Museum along 17th Street.

- Improve the pedestrian experience through enhanced crosswalks, wayfinding, and public art.
- Activate sidewalks with outdoor seating, planters, and other placemaking elements that encourage people to linger and explore.
- Strengthen the identity of visitor destinations through coordinated branding, programming, and partnerships that increase visitation.



Current conditions near the Renwick Gallery and the People's House

In the future, ground floors are activated to create a welcoming experience for residents and visitors

Historic Green Triangle

Invest in the public realm and visitor amenities surrounding Farragut Square to create a living promenade where people gather and experience culture.

- Enhance the 800 block of Connecticut Avenue between Lafayette and Farragut Squares with street trees, lush landscaping, new paving, lighting, and seating.
- Widen sidewalks along 17th Street around Farragut Square and introduce safer, more visible crossings to improve pedestrian connectivity and mobility.
- Activate the public realm with performances, exhibitions, markets, and outdoor dining.

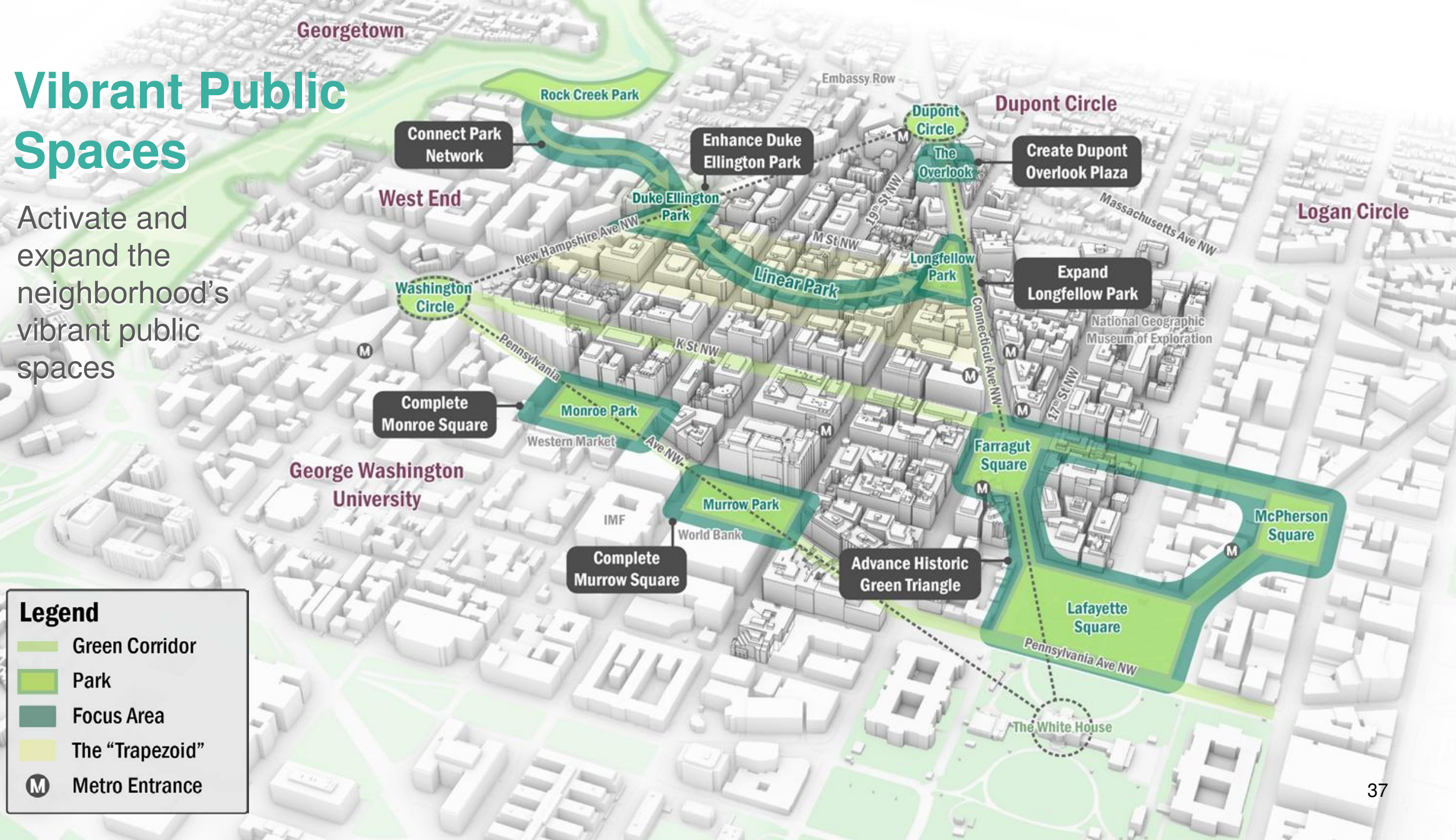


Current conditions along the 800 block of Connecticut Avenue

In the future, the Historic Green Triangle is animated with retail, art, street trees, and cultural experiences

Vibrant Public Spaces

Activate and expand the neighborhood's vibrant public spaces



Legend

- Green Corridor
- Park
- Focus Area
- The "Trapezoid"
- M Metro Entrance



5. Vibrant Public Spaces

Activate and expand the neighborhood's vibrant public spaces

Strategic Actions

- **5.1.** Implement the vision for Historic Green Triangle to enhance the visitor experience with new spaces to gather and experience downtown.
- **5.2.** Re-imagine Murrow and Monroe Parks as full squares serving the neighborhood's international community with ground-floor activations, programming, and public art.
- **5.3.** Develop a green space strategy to meet the park access needs of a growing residential population through enhancements to existing parks and public spaces, stronger connections to Rock Creek Park, and new open spaces in the "Trapezoid".

Murrow and Monroe Parks

Expand Murrow and Monroe Parks into vibrant, connected public spaces with safe access across Pennsylvania Avenue.

- Identify improvements that complement Pennsylvania Avenue West Streetscape enhancement project.
- Activate park edges with ground-floor retail and outdoor dining.
- Partner with the District and NPS to include interpretation and programming that connect the area's history with future growth.



Longfellow Park

Create an expanded plaza that highlights NPS's commemorative works while also supporting residential activity fronting the park.

- Widen the sidewalk on the north side of M Street to buffer the park from traffic, shorten pedestrian crossing distances, and create space for outdoor dining west of the park.
- Expand the 18th Street edge of the park to create more plaza space and periodically close the street to vehicles to host community events.
- Close the nearby slip lane at the Nuns of the Battlefield Monument at the intersection of Connecticut and Rhode Island Avenues at M Street.



Current conditions along 18th Street at Longfellow Park

In the future, public spaces are expanded surrounding Longfellow Park to support entertainment, gathering, and dining

Dupont Overlook Plaza

Complete the Dupont Circle experience with a permanent pedestrian refuge for informal social gathering.

- Create an elevated perspective overlooking Dupont Circle and Connecticut Avenue.
- Add experiential design elements, such as sculptural terraces, that invite people to socialize.
- Preserve existing public art while layering in new plantings, shade structures, seating, and safe, well-marked crossings.



Current conditions along the south of Dupont Circle at the Overlook

In the future, right-of-way is retrofitted to create an inviting plaza to people-watch at Dupont Circle

Repositioning Strategy Implementation Priorities

This transformation won't come from one project alone. It will take a mix of policy, investments, and visionary leaders and developers working together.

1. Convene property owners, developers, investors, and District-agencies on strategies that will make development in the “Trapezoid” viable.
2. Complete strategies to support retail modernization, the visitor journey, and the future business ecosystem.
3. Work closely with DMPED, WDCEP, and brokers to focus business attraction efforts on international institutions and corporations.
4. Engage university students and faculty around a shared strategy that addresses university alignment, housing needs, commercialization, talent development, and start-up growth.
5. Invest in and deliver public realm upgrades and ground floor activation along key corridors like Connecticut Avenue.



GOLDEN TRIANGLE