



Business Plan for Charter Renewal
Golden Triangle
Business Improvement District

Charter Period October 1, 2018 – September 30, 2023

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Table of Contents

- Introduction 2
- Accomplishments: FY 2013 – 2018 4
- Addressing the Goals 4
 - Safe, Secure and Prepared Program 6
 - Effective and Responsive Member Services 7
 - Access 7
 - Improve and Enhance the Public Realm 8
 - Promote the Brand 9
 - Develop a Retail Management Program 10
 - Transform Connecticut Avenue into a World-Class Boulevard 11
- Golden Triangle: Looking Ahead 12
 - Why Renew? 12
 - The Next Five Years: Goals, Objectives & Strategies 13
 - Core Goals 14
 - Vibrancy Goals 14
 - Transformative Goals 16
- Boundary Changes for the New Charter Term 18
- Financial Plan 18
 - Revenues 18
 - Member Assessments 18
 - Time and Manner of Collecting BID Taxes 19
 - Fundraising and Sponsorship 20
 - Expenses 20
- Conclusion 23
- Appendix A. Golden Triangle Board of Directors 23

Introduction

About the Golden Triangle Business Improvement District

The Golden Triangle Business Improvement District (BID) was established in 1997 with the goal of enhancing the neighborhood – a 43-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 encompasses most of the central business district of the city and represents 33 million square feet of commercial office space, approximately 500 retailers and/or restaurants, museums and cultural centers, eight hotels, and seven parks, including historic Farragut Square.

In creating the Golden Triangle BID, area property owners agreed to pay an additional property assessment to supplement city services. All owners and tenants of commercial property in the Golden Triangle neighborhood are members of the Golden Triangle BID. The BID's founders aimed to create a clean, safe, attractive, and friendly business district to increase property values, retain and expand office tenancy, encourage better quality retail, and attract shoppers, diners, and tourists.

Today, the BID operates several programs that support the neighborhood's continued economic vitality: cleaning, safety, homeless outreach, public realm beautification, events to activate public space, and economic development marketing to attract and retain businesses.

Many of the BID's services are considered best-in-class within DC and select initiatives, notably its emergency preparedness program, are acknowledged as national best practices.

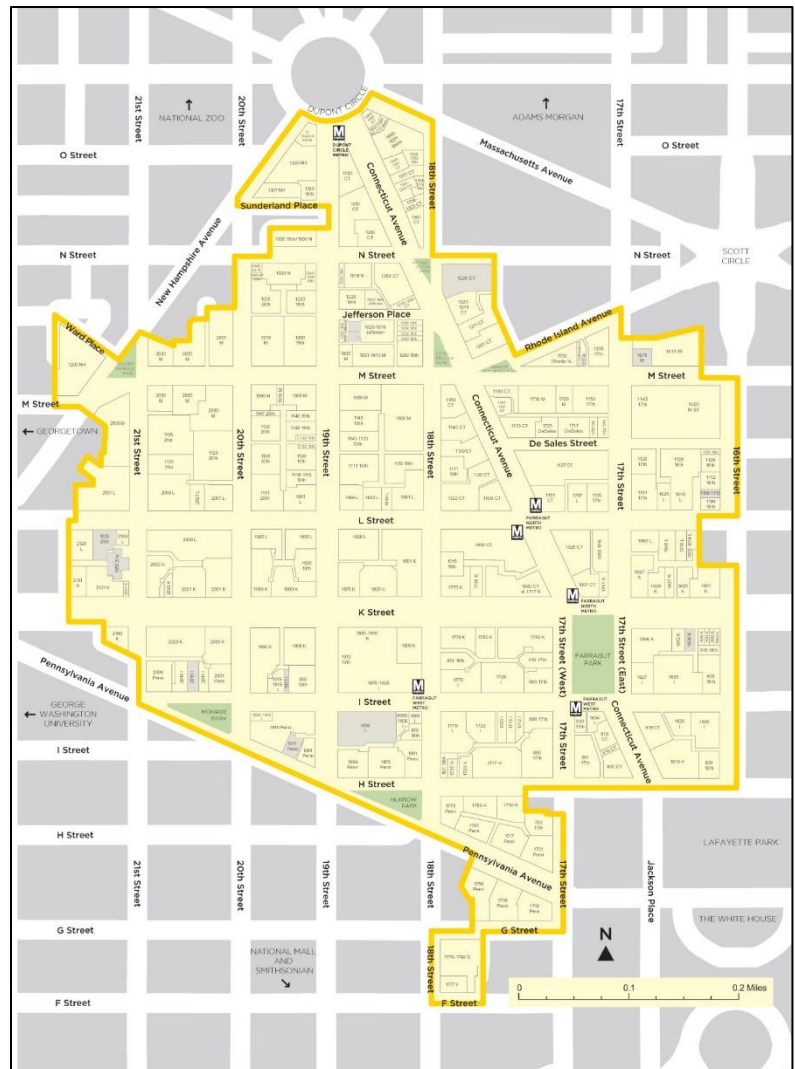


Figure 1. Golden Triangle BID Boundaries.

Governance

The Golden Triangle BID is a non-profit 501(c)(6) corporation governed by a Board comprised of up to 23 directors, representing property owner ratepayers and other stakeholders. See Appendix A of this report for a list of the current Board of Directors.

The Gold Standard

The Golden Triangle is a premier and unparalleled business location within the greater DC region – figuratively and literally, it is the Gold Standard. The neighborhood is a bustling, colorful, diverse city center revolving around a unique and memorable collection of retailers and restaurants, and is home to three of the busiest Metro stations in the system and exciting public gathering spaces such as Farragut Square.

Business and association leaders choose the Golden Triangle as a location for their offices, shops, and restaurants because it is a thriving central business district that allows them to be uniquely connected to both a local and global community. The neighborhood provides a welcoming, inviting environment for professionals from established fields such as law, architecture, commercial real estate, and banking, along with those in technology and other emerging sectors.

Additionally, important city corridors in the Golden Triangle – particularly Connecticut Avenue, K Street and Pennsylvania Avenue – have become recognized worldwide for their beauty, sophistication, and brilliance. Everything about the Golden Triangle says quality, attention to detail, and an unflinching commitment to enhancing how people experience this simultaneously classic and modern business district.

The BID’s mission is to ensure that the Gold Standard is achieved and that the neighborhood’s position as an unequalled business location is maintained. All aspects of the Golden Triangle BID’s day-to-day operations, management practices, and strategic programs are rooted in this mission.

As the city and the region have changed dramatically over the last 20 years, the Golden Triangle has held its identity as the classic business district and – in partnership with the District government – has emerged stronger, with improved infrastructure, public safety, technology, and maintenance services. A vibrant and healthy central business district is a major asset not only to Golden Triangle stakeholders but also to the city and the national capital region as a whole.

For these reasons, property owners, other stakeholders, and the city have strongly supported and approved each five-year charter renewal for the Golden Triangle BID. The results of this Gold Standard mission can be seen in the BID’s accomplishments during the last 20 years of operations.

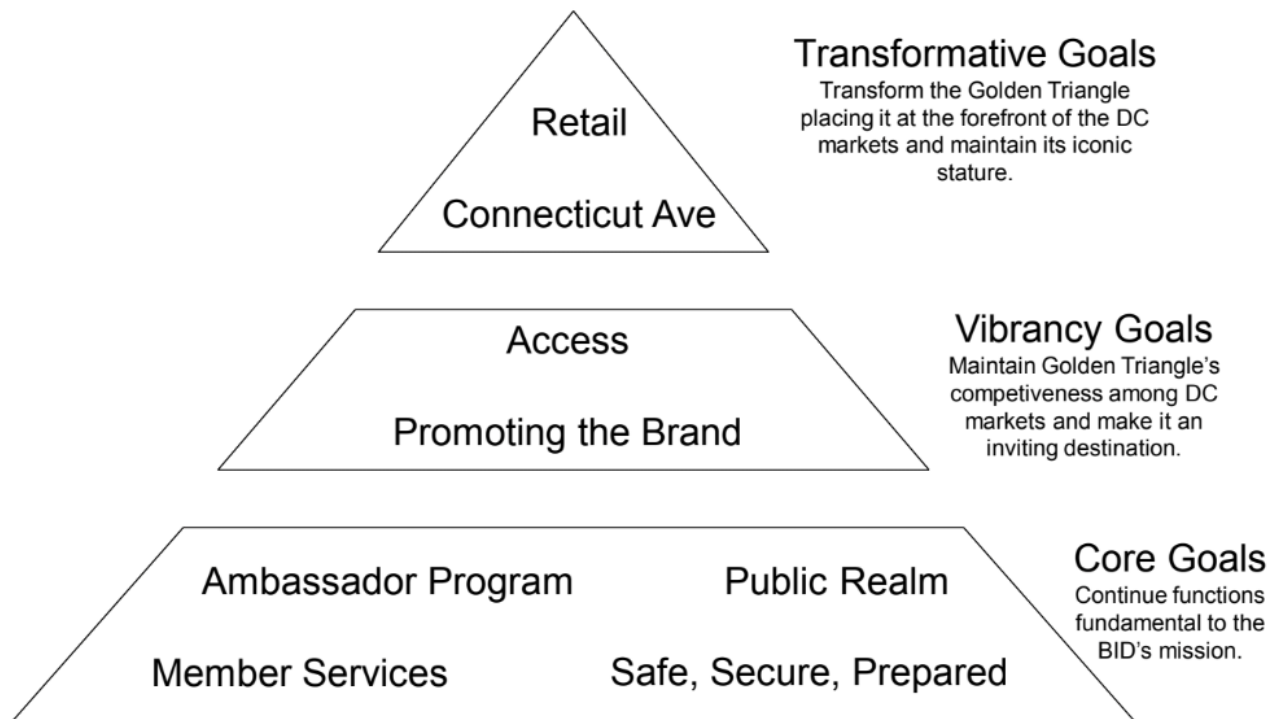
Accomplishments: FY 2013 – 2018

During the FY2013 to FY2018 Charter term, the Golden Triangle implemented the vision and goals set forward in its strategic plan for the period. The strategic plan, which was based on input from a variety of stakeholders, established key goals that are outlined in Figure 2.

These goals guided all aspects of the BID's operations, from long-term budgeting and investment to annual performance plans and daily operations.

The graphic below illustrates the goals according to their impacts and is broken down as follows: Core Goals, Vibrancy Goals, and Transformative Goals.

Figure 2. Strategic Plan Goals (established 2012)



Addressing the Goals

Ambassador Program and Performance/Public Realm

Perhaps the greatest example of the BID's commitment to the Gold Standard can be seen on the streets and sidewalks of the 43-square-block area that comprises the Golden Triangle. Through its street maintenance team known as "Ambassadors," the Golden Triangle makes the neighborhood a clean and attractive place for area workers, residents, and visitors – contributing to the BID's mission to improve the neighborhood's quality of life and economic success.

The Golden Triangle Ambassador Program is the BID's most foundational and most important program. It has long been known for its attention to detail, as each day Ambassadors empty the BID's 350-plus trash and recycling cans, clean 17 miles of sidewalks and curb cuts, and remove graffiti within 24 hours.

However, this last charter period, the BID also focused on implementing a number of improvements to increase efficiency as needs have changed due to increased density in the neighborhood and a more vibrant night time economy. For example, the BID began a Nightshift Ambassador Team, which operates six days a week from 10 p.m. to 6:45 a.m. This overnight team collects trash, power-washes sidewalks, and deploys three All Terrain Litter Vehicles. Night-shift Ambassadors can clean the area more effectively during the quieter overnight hours. This results not only in a more efficient use of resources, but also in a cleaner BID in the early morning hours, when workers and others return to the neighborhood.

The BID created a parks team of Ambassadors who focus their efforts daily on the BID's seven parks. They remove trash, clean walkways, deadhead plants, and remove weeds. The need for a dedicated Parks Team resulted from the increased activity in the parks and public spaces. As more and more people have been using the Golden Triangle parks, the need for focused attention became increasingly necessary.

The Ambassador team changed its operations to help manage the BID's significant increase in programming. The BID now operates more than 150 outdoor events each year, mostly in the parks. Events like TriFit, Picnic in the Park, and Golden Cinema all require set-up and removal of seating, tables, tents, and other materials. During the BID's flagship weekly event, Farragut Fridays, the Ambassadors set up and remove more than 250 tables and chairs, three tents, modular furniture, fencing for special events, and much more, depending on the particular pop-up activities each week. They help staff the event throughout the day, collecting an average of 35-50 bags of trash each Friday of the event series – testament to the high number of people using the park.

During the winter months, the BID's team of Ambassadors is always well prepared and ready for snowstorms or any other inclement weather. Their efforts are especially appreciated by those in the neighborhood on such days. It's not unusual to hear a "thank you" from people walking past curb cuts that Ambassadors are shoveling.

This charter term, the Golden Triangle improved its snow planning and response, adding equipment like snow plows and Bobcats to its operation for snow removal. This planning and deployment was most useful during the back-to-back blizzards of 2016, which dumped more than 30 inches of snow on the Washington region.

To increase efficiency, the BID created a unified Ambassador-Public Realm annual work plan that tracks hundreds of assigned/completed tasks and creates associated how-to guides for the various tasks.

Safe, Secure and Prepared Program

Since September 11, 2001, the nature of safety and security throughout the world has changed significantly. The Golden Triangle's premier location and identity as home to powerful organizations make emergency preparedness especially top of mind for property owners and other key stakeholders. This charter term, the BID continued to develop its safety and security capabilities to create a program now considered best-in-class nationally. For its efforts, the BID received two awards from FEMA and one from the International Downtown Association.

The Golden Triangle's program has three focus areas: increasing situational awareness by sharing information; enhancing preparedness through training and education; and improving coordination before, during, and after emergencies, crime or special events.

On a regular basis, thousands of stakeholders receive valuable information about incidents in the neighborhood through Golden Triangle email, phone, and text alerts. These alerts notify people of incidents such as traffic congestion, street closures, and suspicious packages. The BID's e-alert list includes more than 650 property and security managers, and approximately 900 businesses and individuals. The BID also sends security bulletins to property and security managers. These bulletins provide focused information about potentially disruptive special events, crime trends, criminal lookout information, major utility disruptions, and other concerns.

The BID's unique training program includes tabletop exercises that allow participants to learn while testing response plans and assumptions with neighbors and tenants. During the last charter term, thousands participated in the BID's more than 50 training programs on a wide variety of threats such as active shooters, nuclear/radiological attacks, suspicious packages, cyber incidents, utility interruptions, shelter in place and evacuation scenarios, and Metro emergencies. For these events, the BID partnered with experts from the Metropolitan Police Department, the FBI, the Secret Service, Metro Transit Police, DC Fire and EMS, Pepco, the National Weather Service and Lawrence Livermore National Laboratory, the nation's foremost expert on radiological detonation.

The BID also worked collaboratively with its law enforcement partners throughout the charter term. For example, the BID held monthly Safety Council meetings with officials from a multitude of local and federal public service agencies. These meetings and the ongoing work between them resulted in several high impact cases being solved. The BID worked closely with law enforcement agencies on five chronic cases, which involved 65 instances of theft, burglary and destruction of property, and 125 cases of hate/bias graffiti. The cumulative cost to businesses and individuals in these cases was more than \$50,000. As a follow-up to these cases, the BID worked with the criminal justice system to issue community impact statements and advocate for proper sentencing and stay-away orders on behalf of the neighborhood. The BID also coordinates with law enforcement and public safety agencies on major events. The BID worked closely with the Secret Service and the Metropolitan Police Department to improve coordination before, during, and after the 2015 Papal Visit, and the 2013 and 2017 Presidential Inaugurations. Finally, the BID assisted during incident response for several suspicious packages, a potential shooter incident during morning rush hour, and the 2016 Pepco transformer fire that affected 21 buildings, impacting almost 14,000 workers in 5 million square feet of office space.

Effective and Responsive Member Services

For many of its stakeholders, the Golden Triangle has long been known for outstanding performance of its final core goal, “Effective and Responsive Member Services.” This charter term, the Golden Triangle enhanced its program for delivery of quality services to its members.

For example, the increase in the number of utility and construction projects in the neighborhood caused unintended impacts for traffic, pedestrians, and businesses. The BID enhanced its coordination with utility companies and permitting agencies and now serves as a clearinghouse on projects in the neighborhood. This enables the BID to provide advance information, allowing building managers, tenants, and businesses to plan and enabling the BID to intervene, when necessary, to ensure that impacts are mitigated. The BID’s involvement helped to mitigate impacts of the K Street ADA project, WMATA’s Farragut North transformer project, WMATA’s Farragut North/Dupont Circle chiller project, the New Hampshire Avenue construction project, a major water pipe replacement, and numerous fiber optic upgrades.

The BID worked regularly with District government agencies such as the Department of Transportation (DDOT) to report items having an impact on Golden Triangle buildings and businesses. This resulted in several alleys being repaved, many trees being replaced, and hundreds of potholes being repaired. The BID also brought lobby fairs to more than 100 buildings and hosted events to offer members opportunities to network, share information, and learn about neighborhood resources.

Access

During the FY 2013 – 2018 charter period, the BID improved the arrival experience and mobility within the district by monitoring transportation projects and changes, providing input to the District government, and keeping the public informed. The BID also worked with tenants to understand their needs and advocated for modifications that addressed these needs, while continuing to improve mobility and access throughout the Golden Triangle and the city.

For example, the BID provided detailed input to DDOT and kept stakeholders informed during the early phases of several long-range transportation projects, such as the K Street transitway, the 16th Street busway, and the H Street contra-flow bus lane. The BID also worked with DDOT and stakeholders to mitigate impacts of projects such as the L and M Street cycle tracks and the M Street/New Hampshire lane reconfiguration. At the request of MPD, the neighborhood ANC, and several businesses, the BID worked with DDOT to improve traffic flow and pedestrian safety during weekend nights. As a result of the BID’s ongoing effort, DDOT added traffic control officers and car-sharing pickup points in areas that are especially busy on weekend nights.

On an ongoing basis, the BID advanced a variety of projects from traffic signals to signage and curbside management. The BID also regularly communicated transportation options to workers, visitors, shoppers, and others. Perhaps the best example occurred during Metro’s Safe Track program, when entire segments of rail lines were closed for weeks. During this period, the Golden Triangle supplemented its usual means of communicating disruptions – e-alerts and property manager communications – with a campaign highlighting how BID staff planned to adapt to Safe Track “surges” by taking the bus, riding their bikes, and carpooling. This campaign was disseminated through websites, e-newsletters, and brochures handed out at the BID’s many events.

Improve and Enhance the Public Realm to Reflect the Vision and Promote the Brand

During the FY 2013 – FY 2018 charter period, the BID ensured that public spaces throughout the Golden Triangle were managed and maintained in a way that truly reflected the Gold Standard vision and promoted the Golden Triangle brand. The BID’s public realm program brought public art to the neighborhood, beautified the Golden Triangle through distinct and well-maintained landscaping, and implemented projects that promote environmental sustainability and enhance vibrancy. To support the increased efforts in this area, the BID added a public realm coordinator in FY 2016.

At its most basic level, the BID developed and formalized a public realm work plan that ensured that every element in the public realm – each traffic control box, light pole, tree box, trash can, etc. — sparkled. The BID also worked with the DC Office of the Chief Technology Officer to launch free public WiFi on Pennsylvania Avenue, implemented the District’s first seasonal parklet at 2020 K Street, and has now added a total of more than 570 new bike racks, including an artistic rack at 20th and L Streets.

Over the last five years, the Golden Triangle increased its landscaping services as a strategy to bring more color, interest, and vibrancy to the neighborhood. During this period, the BID added flower baskets to Farragut and Murrow Parks; installed planters in Monroe Park and outside the Dupont Circle Metro; and added new landscaping in Duke Ellington Park and on the Connecticut Avenue Overlook. The BID installed drip irrigation in the Connecticut Avenue median, in Farragut Square and on park light poles. During the winter holiday season, the BID also installed holiday wreaths and lighting.

The BID also invested in public art and in distinguishing features at neighborhood parks to make visitors’ and workers’ experience in the Golden Triangle more memorable. In 2015, two new public art projects featured a fountain/structure with color-changing LED lights at Monroe Park and matching color changing LEDs in existing light poles in Murrow Park. In addition, the K Street Gateway art installed in 2017, features a collection of large scale prisms along the median of this iconic street. The project helped to soften one of the major thoroughfare entrances to the neighborhood, making it both pedestrian-friendly and engaging to the eye for motorists.

Also in 2017, the BID completed Phase I of the Duke Ellington Park renovation. The project included major sustainability improvements and a redesign to make it a more active area, along with new landscaping, the addition of a rain garden and rainwater recovery system complete with permeable pavement, and new seating features.

In 2018, the BID will launch an exciting partnership with the Renwick Gallery, which will bring with it a prestigious exhibition to outdoor locations within the Golden Triangle.

Other public realm investments, like the BID's four rain gardens at 19th and L Streets, enhance the street's identity and make it more inviting, while demonstrating the BID's commitment to environmental sustainability. The 19th Street Rain Gardens include four sculptures that symbolize the rain gardens' function to collect, hold, and filter excess rain water. The rain gardens filter tens of thousands of gallons of runoff annually and provide a refuge and resting spot for butterflies, pollinators, and people. Through the BID's projects and coordination with the city, more than 10,000 square feet of impervious space has been converted to green space in the last five years.

Promote the Brand

During the 2013 to 2018 Charter term, the BID established its signature events program and organized a variety of promotional initiatives to enhance outreach to stakeholders, build awareness about the BID's offerings, and attract new visitors to the neighborhood. The Golden Triangle hosts more than 150 outdoor events each year, mostly between May and October. These include Trifit, Picnic in the Park, and Farragut Fridays. The campaign: "It's Golden Outside; Escape the Indoors" encourages workers, residents, and hotel guests to experience the neighborhood through events such as:

- **TriFit** features three exercise programs three days a week: Yoga in Farragut Park on Tuesdays; Barre at 2100 M on Wednesdays; and Pilates at Farragut Park on Fridays. The program serves more than 3,000 participants over the course of its five-month season, from May through September.
- **Picnic in the Park** occurs on Wednesdays and Thursdays in Edward R. Murrow and Henry Wadsworth Longfellow National Parks to encourage office workers and tourists to take a break and enjoy these two Golden Triangle parks, complete with lawn games and other activities. More than 1,000 people take part in the summer-long activity.
- **Farragut Fridays**, the Golden Triangle's signature event series, attracts nearly 40,000 to Farragut Park throughout the months of May through September. The day begins with an "outdoor office" activation that provides modern outdoor office furniture and free public WiFi to hundreds of people each week. During lunch hours, more than 250 tables and chairs are set up, inviting people to linger while eating their lunch. Ping pong tables, lawn games, EverBlocks, a Jenga game, and canvas painting are among the regularly featured activities each week, along with the Golden Triangle's information table, complete with a trivia contest and prize wheel. Each week also features different pop-up activities, such as chef demonstrations, pet adoptions, performances by Wolf Trap musicians, or free CPR classes. For 10 weeks during the summer, Farragut Fridays ends in the evenings with Golden Cinema, which presents a popular series of outdoor movies starting at sunset. The movie series has grown each year and in the summer of 2017, it attracted more than 2,700 attendees in just eight nights – as a result of a rain-shortened season.

- During the winter months, the BID has sponsored various holiday season activities. These have included free gift-wrapping outside various retail locations; wreath-decorating in association with i Ricchi Ristorante; and a flash prize program, with the support of various retailers. In addition, the BID hosted “12 Days of Golden Giveaways,” a social media campaign that awarded winners with approximately \$11,000 in prizes from participating Golden Triangle restaurants and retail shops.

The BID also sponsors two other special events each year that help to brighten neighborhood streets within the BID – Golden Haiku and Golden Streets. These programs increase awareness of the Golden Triangle and help to promote its brand as an area that values and consistently seeks to create vibrant, colorful public spaces within the neighborhood. Through Golden Haiku, the first temporary public art project of its kind in DC, thousands of poets from throughout the world submitted haiku for a chance to have their words displayed on signs posted on tree boxes throughout the Golden Triangle. World-renowned haiku poets judged the more than 1,200 entries received in FY 2017, hundreds of which were selected to be featured on signs that are displayed within the Golden Triangle, in late winter and early spring.

The annual Golden Streets competition encourages property owners to showcase flowers and plants in beautifully designed tree box displays in front of their buildings, while drawing the attention of passersby to the high-quality landscaping and attractive buildings in the area. The tree “gardens” were judged by top horticultural experts from the Smithsonian, Dumbarton Oaks, the National Arboretum, and *Washington Gardener Magazine*.

[Develop a Retail Management Program](#)

Over the past five years, the BID established an economic development program that includes retail, restaurant, and office attraction and retention. The BID focused on research and positioned itself as a resource for retailers, restaurants, the commercial real estate industry, and the city. The BID installed pedestrian counters and began maintaining an inventory of vacant spaces, while also gathering data, analyzing trends, and distributing market reports to brokers and potential tenants. The BID created a detailed Economic Development section on its website to include: 1) more robust market data across retail, office, hospitality, and residential sectors; 2) an interactive pending development map, and; 3) an available retail spaces map. The BID also developed an electronic newsletter that is sent monthly to more than 700 brokers, building owners, and city leaders. The newsletter focuses on economic development news in the neighborhood, such as new businesses, building redevelopment, and major deals.

In addition to research, the BID hosted programs such as the “Art of the Office” program series through which architects, brokers, business leaders, and other thought leaders discuss trends in office space design and usage. These programs featured innovative workplaces and spread the word about the Golden Triangle as a great place for business. The BID also monitored and provided input on District policies and regulations, to help attract innovative companies to the area. Finally, the BID has positioned itself as a tech-friendly neighborhood by pursuing and coordinating with the District to pursue smart-city technology. Through these strategies, the BID continued to advance the overall betterment of the neighborhood and provided the resources to help future tenants see the many opportunities within the Golden Triangle.

A recent initiative of the Golden Triangle, in collaboration with the DC Department of Small and Local Business Development, and private sector partners, is the establishment of a new Shop Made in DC store. It provides opportunities for DC entrepreneurs, food and beverage providers, artisans and craft makers to sell their products. Thanks to a collaboration with Boston Properties, made possible by the BID, the shop officially opened in October 2017, in a prime storefront location at 1333 19th Street, directly across from the south entrance to the Dupont Circle Metro Station.

[Transform Connecticut Avenue into a World-Class Boulevard](#)

During the FY 2013 – 2018 charter period, the BID’s efforts to transform Connecticut Avenue came to fruition. The project began in 2008, when the BID brought together building owners, businesses, and city officials to develop a vision for the corridor that elevated the street beyond a cavernous corridor of concrete and steel into a vibrant, green, walkable area that supported pedestrian movement and encouraged retail. The project’s focal point, a four-block median that marched along the center of the street, was completed by DDOT in 2012. Throughout the FY 2013–2018 charter term, the BID ensured that the median plantings popped with color throughout the year, maintaining the 20 hollies, 308 boxwoods, and thousands of annual plants that changed each season. At night, the median sparkled with programmable lights shining through the holly trees, rotating the colors that are displayed along the corridor.

In 2013, DDOT commenced construction of the final phase of the project, installing new sidewalks, adding benches and bike racks, and widening the tree boxes into tree “gardens,” which included up-lighting installed by adjacent building owners. Throughout the construction process, the BID collaborated intensely with DDOT, members, and stakeholders to mitigate impacts to businesses.

One of the marquee projects advanced by the BID was the Connecticut Avenue Overlook, a mini park at the top of the Golden Triangle, at Dupont Circle. It features benches, bike racks, a landscaped area, and LED lighting powered by footsteps on power-generating sidewalk pavers. With the implementation of unique and memorable projects like the Overlook, as well as additional green space and enhanced pedestrian safety, Connecticut Avenue has grown into a truly memorable street.

Golden Triangle: Looking Ahead

Why Renew?

The Golden Triangle is a dense employment district with approximately 89,000 daily office workers. While the residential population in the BID itself is currently very low, more than 41,000 residents do live within a half mile of the neighborhood. In addition, thousands of students at George Washington University's Foggy Bottom campus live and study nearby. There is significant purchasing power among area residents and workers: the average employee salary is \$108,000 and the average income for those within a half-mile of the BID is \$123,000.

The high density of workers, high levels of income, and active streets of the Golden Triangle make the neighborhood a strong retail hub. The BID also has myriad businesses that cater to the service needs of area offices, including banks, office supply stores, and printing shops. In addition, the restaurant options in the Golden Triangle are plentiful and growing. Diners in the Golden Triangle can find cuisine from all around the globe, at all price points. Recently, the BID has welcomed the addition of several new fine dining restaurants that feature renowned, award-winning chefs.

Building on this strong foundation, the Golden Triangle is in the midst of a development renaissance. An estimated 5 million square feet of office space is scheduled to be repositioned in the next five years, representing more than \$2.5 billion in investments by the development community. Many of these repositionings will result in Class-B office buildings converting to Trophy-Class office buildings.

This surge of redevelopment is attracting and helping to retain regionally significant office tenants, including law firms, technology firms, healthcare companies, and major NGOs. This activity has also attracted interest from a new class of destination retailers and restaurants seeking access to the Golden Triangle's active and affluent consumer base.

In this environment of growth and opportunity, the BID plays an increasingly important role. Remaining responsive to members, keeping the streets clean and safe, beautifying the neighborhood and creating a sense of place through events and public art are critical activities as the BID's members and their needs continue to grow and evolve.

To rise up and meet increasing market demands over the next five years, the BID will continue its core functions to maintain the economic vitality of the Golden Triangle. The BID will also focus on enhancing the Golden Triangle's vibrancy and competitiveness among DC markets. Finally, the BID will seek opportunities to capitalize on market opportunities that have the potential to transform the neighborhood.

The Next Five Years: Goals, Objectives & Strategies

In October of 2016, the Golden Triangle Board of Directors updated its strategic plan (See Figure 3) to set an agenda for the next charter term, through FY 2023. The plan was developed over a nine month period based on significant stakeholder outreach that included one-on-one meetings, focus groups, an online survey, and a series of leadership workshops with the Golden Triangle board.

The new strategic plan embraces the organization's core programs, continues many of its successful initiatives, and acknowledges that new opportunities and challenges exist for the future.

Figure 3. Strategic Plan Goals (updated 2016)



Core Goals

Core goals in the BID's strategic plan describe organizational activities that are constants for the BID, considered "infrastructure" that the BID must provide as a solid foundation to maintain the economic vitality and competitiveness found within the neighborhood.

Ambassador Performance

This charter term, the Golden Triangle Ambassador program will be focused on continuing its high level of performance, "being brilliant at the basics," while continuing to look for efficiencies that enable the program to keep up with the neighborhood's changing needs.

Safe, Secure and Prepared

The Golden Triangle will maintain the strong foundation of its nationally recognized emergency preparedness program and adapt it as the nature of terrorism throughout the world continues to change. As the BID's program gains national recognition, it will work with law enforcement personnel on a national scale to ensure that the neighborhood's fundamental training and infrastructure needs are met. The BID intends to seek grant funding and donations to increase the number of public space cameras in the neighborhood to ensure that the area is well protected.

The BID is also committed to ensuring the continued success of its Homeless Outreach Program. To reduce the number of persons experiencing homelessness in the Golden Triangle, the BID will partner with district agencies and advocates to research best practices and develop new comprehensive, individual-focused strategies. In addition, the BID will work to change the perception of homelessness in the neighborhood through outreach efforts to various stakeholders in the community.

Public Realm

The BID has historically placed a high level of attention on the details of the public realm – inspecting, monitoring and following up on all street assets, such as light poles, trash cans and bike racks through a comprehensive annual work plan. In the next charter period, the BID will continue to ensure that public spaces throughout the Golden Triangle are managed and maintained in a way that truly reflects the Gold Standard mission and promotes the Golden Triangle brand.

Responsive Member Services

Already known for responsive service to its members, the Golden Triangle will continue to deliver the highest quality services to its members through property management programming, interaction with the city on key issues, and persistent advocacy for critical needs.

Vibrancy Goals

Vibrancy goals provide enhancements to the Golden Triangle environment that make it an attractive and distinctive neighborhood. With a strong foundation in the core programs, the Golden Triangle intends to increase its focus on vibrancy goals this next charter period. The updated strategic plan includes five vibrancy goals: (1) Communications, (2) Mobility, (3) Placemaking, (4) Programming and Activation, (5) Retail and Restaurants.

Communications

In 2017, the BID hired a Director of Communications and Marketing to consolidate communications through the BID's many channels. The Communications and Marketing staff will keep members informed about the BID's services, promote the Golden Triangle neighborhood and businesses, and communicate benefits to ratepayers, property managers, partner agencies, employees, and selected markets.

Mobility

While the previous strategic plan aimed at improving the arrival experience, the updated plan also emphasizes improving mobility within the Golden Triangle neighborhood for all modes of transportation. The BID will continue to be a resource to the city for neighborhood and street-level analyses, coordinate with DDOT and WMATA, serve as a voice for the Golden Triangle, keep stakeholders informed about upcoming transportation projects, and communicate information about unplanned issues within the transportation network, such as road closures and accidents. Improving bicycle and pedestrian safety is also a priority within the Golden Triangle. The BID will continue to work with DDOT to advocate for safety initiatives and incorporate safety initiatives into placemaking projects, where feasible.

Placemaking

In the FY 2019 – 2023 charter period, the Golden Triangle BID will design and install improvements that create inviting and unique places in the neighborhood and reinforce its brand as DC's premier office address.

To advance this goal, the BID will focus on three primary strategies: (1) pursuing leading edge public space improvements and public art to create unique places; (2) collaborating with private property owners to improve the design of adjacent public spaces; and (3) working with local and federal agencies to enhance public green spaces within the Golden Triangle.

In the upcoming charter period, the BID will focus on priority improvements along transformative spaces. It will continue to seek permanent and temporary public art exhibits to create unique and memorable places in the Golden Triangle. Implementation of the capital program depends on the BID's ability to meet its sponsorship and fundraising goals. With those funds, the BID will seek to expand the 19th Street rain gardens and implement additional environmental improvements at Duke Ellington Park.

Programming and Activation

The BID is committed to activating spaces within the neighborhood with programming that can promote the Golden Triangle brand, attract visitors and build a sense of community. In the FY 2019 – 2023 charter period, the BID will be a leader in creating unique programming that supports its goals, is authentic to the Golden Triangle, and strengthens the identity of the neighborhood. It will become a leader in this area by identifying top priority spaces for activation and by hosting events, many of them related to arts and culture, which provide compelling community benefit, align with the BID's strategic goals, and make efficient use of staff capacity and funding.

The BID will also continue to program Farragut Square with vibrant, ongoing activities, creating a visible “public square” for the neighborhood. Summertime programming will continue with programs such as Farragut Fridays, Picnic in the Park, and the popular TriFit outdoor exercise series.

Retail and Restaurants

The high density of workers, high levels of income, and active streets of the Golden Triangle make the neighborhood a strong hub for restaurant and retail activity. The retail character of the neighborhood is built around mid- and high-end men’s and women’s apparel shops, jewelry stores, and boutiques. The BID continually strives to attract new retail and restaurants to the Golden Triangle to enhance the neighborhood’s vitality and bring more activity to key corridors and streets.

In the upcoming charter period, the BID will become a go-to resource for market information by collecting and disseminating restaurant and retail data and trends to keep owners and brokers informed. In addition, the BID will track and promote new business and investment, including developing welcome packages for new businesses.

To advance the neighborhood’s cache, the BID will identify and promote unique retail or restaurant concepts and maintain an inventory of underutilized spaces and collaborate with property owners to accommodate these concepts. The BID’s communication team will help support and promote existing retail and restaurants and leverage their marketing efforts.

Transformative Goals

Transformative goals identify opportunities to capitalize on market opportunities for structural change within the neighborhood. Transformative goals are “game changing” and help to advance investments that will make a lasting impact. The transformative goals address two areas that cut across BID programs and services: (1) Pennsylvania Avenue and (2) CBD of the Future.

Pennsylvania Avenue

While Pennsylvania Avenue east of the White House embodies the national role of Washington, Pennsylvania Avenue west of the White House (“Penn West”) has the potential to become a global destination highlighting the international status of the nation’s capital. Penn West should be the city’s hub of global activity and cultural celebration, and the model for urban sustainability and innovation.

In the upcoming charter period, the BID will seize the opportunity to redesign and transform Pennsylvania Avenue into an internationally themed thoroughfare.



Figure 4. Rendering of Pennsylvania Avenue Improvements

As with Connecticut Avenue, the BID brought together key stakeholders – residents, building owners, businesses, and local and federal agencies – to develop a vision for the Pennsylvania Avenue West corridor (See Figure 4). DDOT completed an alternatives analysis in 2017, and the BID is working with DDOT so that the project drawings can be further developed and the construction funded.

The BID will work with DDOT to reposition the public right-of-way to make it more attractive and safe for all travelers. It will brand and enhance the public realm to make it a place that people want to pass through and engage with and one where businesses will want to locate. The BID will seek opportunities to install public art and coordinate with partners to activate the corridor with events and programming. It will leverage the avenue’s great location and international occupants – like the IMF, World Bank, and George Washington University – to incorporate internationally themed programming and design options.

CBD of the Future

In the FY 2019 – FY 2023 charter period, the BID will retain the competitive advantages and value of the neighborhood and fortify the Golden Triangle’s brand as the premier office location in Washington, DC. Through research, communication, and marketing, the BID will position itself as a key area for the technology sector and other creative industries to locate.

Working with the city and other stakeholders, the BID will explore opportunities to bridge the gap between office and residential value and advance mixed-use development in the neighborhood. The Golden Triangle will aim to effectively develop an 18-hour-a-day economy, strengthen its retail market and attract more businesses in the start-up and technology space.

Boundary Changes for the New Charter Term

The Golden Triangle BID Board of Directors submitted documentation to the Mayor and the Department of Small and Local Business Development for the following buildings to be added to the Golden Triangle BID during the FY19-23 Charter term:

<u>Address</u>	<u>Square and Lot</u>	<u>Owner</u>
1200 16th St. NW (The Jefferson Hotel)	Square 0182, Lot 0084	DC Cap Hotelier
1701 Rhode Island Ave., NW	Square 0159, Lot 0087	Alcion Ventures & Akridge
2141 K St. NW	Square 0073, Lot 0079	SNH Reit
2175 K St. NW	Square 0073, Lots 0083, 0084	Deka Immobilien Invest. GmbH
1308 19th St. NW	Square 0115, Lot 0065	Arca Foundation
1310 19th St. NW	Square 0115, Lot 0064	Saltzman & Evinch
1312 19th St. NW	Square 0115, Lot 0803	Ramson Rabindranauth
1314 19th St. NW	Square 0115, Lot 0804	1314 19th St. LLC

Financial Plan

The Golden Triangle BID's five-year financial plan demonstrates how it will fund the strategies and initiatives outlined in the strategic plan.

Revenues

Figure 5 below summarizes anticipated revenue over the charter term.

Figure 5. Golden Triangle Business Improvement District Revenues

Revenue Source	FY 2019 Proposed	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed
Member Assessments	\$5,400,000	\$5,900,000	\$6,150,000	\$6,360,000	\$6,500,000
Other Income	\$197,000	\$233,000	\$244,000	\$278,000	\$283,000

Assessment revenue is determined by square footage multiplied by the BID's assessment rate. As a result, the BID's Member Assessment revenue is dependent on the amount of rentable business area in the Golden Triangle. Figure 6 illustrates the current and anticipated rentable business area in the neighborhood. There is significant ongoing and planned redevelopment in the Golden Triangle.

As illustrated, the neighborhood will experience a decrease in square footage – and thus, assessment revenue – before it begins to increase again. The decrease is a result of buildings being torn down before new ones are constructed.

Figure 6. Golden Triangle Current and Projected Rentable Business Area

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Rentable Business Area	32.9M	32.8M	32M	33.9M	34.2M	34.4M	34M
Change from Previous Year	230,872	(117,128)	(827,145)	1,934,586	254,172	195,242	(336,766)

Member Assessments

The majority of the BID’s funding comes from member assessments. Currently, commercial properties pay \$0.145 per square foot of net Rentable Business Area (RBA). Hotels pay \$0.115 per square foot based on 90 percent of gross building area.

On July 12, 2017, the BID’s Board of Directors approved increasing the member assessment rate to \$0.17 per square foot of RBA for commercial buildings and to \$0.14 per square foot for hotels (based on 90 percent of gross building area) for the next charter term, beginning in FY 2019. The Board also voted to allow for a 3 percent discretionary rate increase, if deemed necessary, annually beginning FY 2020. Whether the increase is necessary would be considered by the Board annually as they consider the budget for the upcoming fiscal year. The rate increase and discretionary inflationary increase were voted on by members and ratified at the September 27, 2017 Annual meeting. The Golden Triangle has increased its tax rate only twice in its 20-year history: from \$0.105 to \$0.115 in 2001, and to \$0.145 in 2011. Several factors are driving the need to increase the rate, including inflation, the growth in programming adopted as part of the strategic plan, and various costs associated with the Ambassador Program.

The Board of Directors also voted to include residential buildings in the BID membership at their July 12, 2017 meeting. As a result, the BID is seeking legislative changes that would assess any multifamily residential buildings that are built within the BID boundaries at \$120 per unit annually. Individual condo owners would also have the opportunity to opt-into the BID at \$120 per unit.

Time and Manner of Collecting BID Taxes

The BID assessment is an additional real property tax and is collected by the District, as provided by the enabling legislation. BID taxes are due semi-annually, at roughly the same time District property taxes are due. Delinquent BID taxes are subject to interest and penalties and all applicable collection mechanisms, including District tax sale. BID tax funds are deposited by the District’s tax collection agent directly into the BID’s account.

Fundraising and Sponsorship

Member assessments account for more than 90 percent of the BID’s revenue. The remaining revenue comes from sponsorships and grants. The BID began collecting sponsorship revenue for outdoor events in 2016, and hired a Partnerships and Development Manager in 2017. To diversify revenue and open new funding channels, the BID is creating a 501(c)3 non-profit affiliate. The creation of a new non-profit affiliate was deemed necessary during the most recent strategic plan discussions, as stakeholders determined the need to augment assessments with additional funding sources. The 501(c)3 will provide new funding eligibility for a variety of grants, sponsorships, and contributions that could leverage BID assessments and other funding sources.

Expenses

Figure 7 presents a summary of the Golden Triangle BID’s projected operating expenses for FY 2019 – FY 2023.

Figure 7. Golden Triangle BID FY 2019 – 2023 Operating Expenses

Program	FY 2019 Proposed	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed
Ambassador Program	\$2,100,000	\$2,300,000	\$2,400,000	\$2,500,000	\$2,600,000
Public Realm	\$750,000	\$780,000	\$860,000	\$890,000	\$910,000
Safe & Secure	\$390,000	\$400,000	\$410,000	\$420,000	\$440,000
Research & Economic Development	\$280,000	\$290,000	\$370,000	\$310,000	\$320,000
Events	\$380,000	\$390,000	\$400,000	\$420,000	\$430,000
Marketing & Communications	\$530,000	\$550,000	\$570,000	\$580,000	\$600,000
Administration	\$1,330,000	\$1,380,000	\$1,470,000	\$1,520,000	\$1,570,000
Operating Expenses	\$5,750,000	\$6,090,000	\$6,520,000	\$6,650,000	\$6,870,000

(* Note: All figures are rounded, which may reflect a variance in some of the totals.)

Ambassador Program

The Golden Triangle BID delivers enhanced maintenance services for the neighborhood through the hard work of Golden Triangle Ambassadors. With approximately 89,000 area workers and thousands of visitors moving through the area each workday and with active nightlife through the weekends, the Golden Triangle Ambassadors keep busy cleaning the neighborhood’s public spaces, parks, and street amenities. Their work has expanded in recent years so that they are now on duty 21 hours a day. On an annual basis, the Ambassador program provides more than 60,000 man hours of labor. This team of Ambassadors also welcomes visitors, creates a sense of safety, and keeps neighborhood streets clean and emblematic of the desired “gold standard.”

The Golden Triangle’s Ambassadors help sustain low crime levels by acting as additional “eyes and ears” on the street. They also provide maps of the neighborhood, directions, and information on restaurants and retail to people who are new to the neighborhood.

Public Realm

The Public Realm program is responsible for planning, designing and maintaining leading edge public space improvements in the Golden Triangle. The Public Realm program partners with government agencies and utility companies to ensure that the public space is appropriately maintained. It also maintains and landscapes all seven of the parks in the neighborhood and adds beauty and color to the streets by planting flowers and hanging flower baskets in the parks and maintaining the landscaped Connecticut Avenue median and five rain gardens.

In addition, the Public Realm program advances the BID's goal of improving the arrival experience and mobility within the Golden Triangle by keeping stakeholders informed of planned and ongoing transportation projects; researching and implementing new safety initiatives; and serving as a liaison among DDOT, WMATA, and BID members.

The Public Realm program plans and collaborates with property owners and government agencies to advance large scale public space initiatives and public art, such as the 19th Street Rain Gardens and Pennsylvania Avenue improvements. Innovative projects, landscaping and installation are a key component of what makes the Golden Triangle stand out as a best-in-class neighborhood and organization. The 501(c)3 will provide new funding eligibility for a variety of grants, sponsorships, and donor contributions that could leverage BID assessments and other funding sources to support these capital improvements in the public space.

Safe, Secure and Prepared

The BID's Safe, Secure and Prepared program is responsible for keeping the Golden Triangle streets safe, preparing the neighborhood for natural and man-made disasters, and sharing critical real-time information with stakeholders. The program convenes local and federal law enforcement agencies to discuss public safety concerns and conducts walks of the neighborhood to examine safety issues. In addition, the BID connects members with the tools they need to increase their preparedness for all-hazards emergencies, including cutting edge programming and quarterly exercises where members can test and improve emergency plans through "real-life" scenarios. Finally, the program delivers neighborhood specific alerts to update stakeholders on street closures, extreme weather, and other incidents.

Research and Economic Development

The Research and Economic Development program is responsible for data collection and analysis of market information in support of the BID's goals of attracting new retail and restaurants and becoming the CBD of the future. The program leads a variety of initiatives that include maintaining an inventory of leasing activity, monitoring retail and restaurant trends, regularly updating demographics, and analyzing the workforce. In addition, the Research and Economic Development program is responsible for identifying strategies to fortify economic strengths and to remain competitive and positioned as DC's premier office location.

Events

The Events program activates spaces within the neighborhood through programming that promotes the Golden Triangle brand, attracts visitors and builds a sense of community. The BID's events provide unforgettable experiences that inspire outdoor enjoyment for workers and visitors. The events are designed to increase vitality, spotlight the Golden Triangle's bustling retail and office sectors, and encourage a collaborative networking experience for area workers.

Communications and Marketing

The Communications and Marketing program leads the BID's efforts in communications to members and visitors through conventional marketing and public relations, outreach strategies, and digital marketing. The program also disseminates information and key messages to attract new retail and restaurants, and to welcome and promote new businesses and organizations within the BID.

Administration

The Administration program provides finance, budgeting, and human resources support for the entire organization. In addition to finance and budgeting, the Administration program is responsible for managing sponsorships and supporting fundraising. The program also manages the 501(c)3 financial reporting systems, allowing the BID to increase its fundraising and sponsorship revenue.

Conclusion

The Golden Triangle BID looks forward to continuing to serve the City's central business district for another five years. We have seen the transformation that has occurred in the neighborhood over the 20 years that the BID has been in existence and are proud of our contribution to these positive changes.

We thank our many partners, including DC agencies, federal agencies, ANC's 2A and 2B, building owners, property managers, retail and restaurant owners, workers, and residents. We are especially grateful to Councilmember Jack Evans for his steadfast support of BIDs and the Golden Triangle neighborhood, over the last 20 years.

The Golden Triangle Board of Directors and staff respectfully request renewal of the BID's charter for the term beginning October 1, 2018, and ending September 30, 2023.

Appendix A. Golden Triangle Board of Directors

Board of Directors Roster (FY 2018)

Executive Committee:

Board President: Scott Mead, Lerner Corporation

Board Vice President: Sean Warfield, Tishman Speyer

Board Treasurer: Casey Brill, PNC Bank

Past President/Board Secretary: Kathryn Clement, JBG Smith

Past President/Executive Committee Member: Gregory Meyer, Brookfield Properties

Executive Committee Member: John Sikaitis, JLL

Members:

Mark Benedetti, Blake Real Estate

James Brawner, Brawner Management, LLC

Casey Brill, PNC Bank

Hans Bruland, The Hay-Adams

Anthony Chang, Washington REIT

Kathryn Clement, JBG Smith

Holly Cook, American Bar Association

Joe Donovan, Beacon Capital Partners, LLC

Dan Dooley, Carr Properties

Bill Feeks, Rockrose Development

William Grillo, Cushman & Wakefield

Janene Jackson, Holland & Knight

Marty Kelly, Transwestern

Caroline Kruger, Boston Properties

Scott Mead, Lerner Corporation

Gregory Meyer, Brookfield Properties

Eric Posner, The Tower Companies

James Rich, Zuckerman Gravely Management

John Sikaitis, JLL

David Toney, Akridge

Sean Warfield, Tishman Speyer

Nicola Whiteman, Apartment and Office Building Association of Metropolitan Washington

Ex Officio:

Stanley Fineman, Wilkes Artis, Chartered

Carl Gewirz