ACKNOWLEDGMENTS

Over the last 18 months, we have been thinking, studying, analyzing, critiquing and praising NoMa and the NoMa Business Improvement District. The “we” referred to includes a large number of people with varying perspectives - more than 30 people from planning experts to developers to local business owners and neighbors gave generously of their time and insights. We are most fortunate that these very smart people care deeply about NoMa. They were essential to this effort.

During all the time we were considering and planning, NoMa was continuing its breathtaking growth. In 2008, NoMa included just over 10.2 million square feet of buildings. By 2014, NoMa had jumped to more than 17.5 million square feet of built space and the first wave of more than 3,800 apartments was just finishing up. We were dreaming about retail and parks. Today, NoMa is well into its second wave of residential development with 1,800 new apartments currently under construction. Marvelous retailers, like REI and Landmark Theaters, are coming here and a future with great parks and public spaces has been secured. NoMa office space, more than 12.7 million square feet of it, is now filled with nearly 40 percent private sector tenants. NoMa apartments leased up at a surprising pace and are now filled with well-educated, well-employed tenants. The great location and fabulous transit assets that led many of us to believe in the promise of NoMa have delivered a great new 21st century mixed-use neighborhood for Washington, DC. NoMa is already bigger and even more vibrant than we dared to dream just a decade ago.

The development of the NoMa BID’s strategic plan for 2016 through 2021 was a time to challenge ourselves about how to make sure in the next decade that NoMa continues to be even bigger and more exciting than we dream today. The Plan lays out our strategies to ensure that NoMa’s future continues to exceed our expectations and becomes an even more dazzling, connected urban center. The NoMa BID will build on the terrific strengths of the neighborhood and make sure that during this period of growth NoMa strengthens its relationship with our entire community - neighbors and businesses.

Thank you for your interest in NoMa and joining with us to continue in its success.

Sincerely,

Douglas M. Firstenberg

Robin-Eve Jasper

EXECUTIVE SUMMARY

Vision 2021

NoMa is a vibrant, thriving neighborhood serving as the downtown for those who live, work and visit north of Massachusetts Avenue (NoMa) and the nearby areas of Union Market, Shaw, U Street, H Street NE, Bloomingdale and Capitol Hill North. NoMa, thanks to its transit assets and appealing 21st-century environment, has become, and will continue to be, a dense mixed-use urban center seamlessly connecting these neighborhoods.

Assets

Today, in 2016, NoMa’s 35 blocks include 12.8 million square feet of office space, 3,836 residential units and 360,000 square feet of neighborhood-serving retail. By 2018, retail will explode, again — the BID area will add 196,500 square feet of destination retail. In addition, 2,679 residences and 1,228,000 square feet of office, including more than 299,000 square feet in adaptively reused historic, smaller buildings, will deliver. NoMa will also add a grand park for public gatherings and informal recreation, the Underpass Art Installations, and several significant, new public parks. A new Circulator route, a streetcar stop and the expanded Metropolitan Branch Trail serving bicyclists and pedestrians will add to NoMa’s remarkable transit network.

Business Objectives

The NoMa BID will guide and facilitate the continued growth of a dazzling, “connected” NoMa; an exemplary 21st century mixed-use urban neighborhood.

Strategies

• Enliven vacant spaces with active uses
• Improve connections to other neighborhoods
• Support the development of great parks and public spaces
• Communicate the benefits of NoMa throughout the region
• Continuously improve core NoMa BID services

Approach

The NoMa BID will capitalize on its proven ability to coordinate public and private activity to achieve the Vision 2021. Committed leadership, a unique collaboration among BID members, and strong partnerships engaging the District of Columbia government, NoMa stakeholders and residents will remain crucial to our success. As a small organization with limited resources and a big vision, the NoMa BID will continue to rely on professionalism, efficiency, creativity, tenacity, and goodwill to make grand things happen.
BACKGROUND

How We Developed the NoMa BID
2016-2021 Strategic Plan

Imagining the Future
At the outset of this strategic planning initiative, a broad array of partners participated in a two-part planning process focusing on how to enable NoMa to move, over the next five years, toward realization of its full potential as a great, modern urban center. The process started with an approach called “scenario planning” to avoid the pitfalls that often come from purely linear thinking about the future. We assembled a cross-section of neighborhood stakeholders (see Appendix A) and engaged the Community Building Institute and the planning practice group at Gensler, the world’s largest and most collaborative design and architecture firm.

The scenario planning process resulted in a set of narratives of what NoMa might look like in 20-30 years. Each narrative depended on possible, significant future events and circumstances like (i) whether the economy is strong at the national and local level, (ii) whether the District continues to deliver good and ever-improving municipal services, (iii) whether young people continue to choose to move to D.C. and (iv) whether they stay to raise their families. It was determined that, in all plausible narratives, NoMa faces a positive future thanks to its location, accessibility and building inventory. At the margins, however, there are potential variations, for example, in the vitality of the office market, the nature and quality of the retail offerings, and who chooses to live and then stay in NoMa.

A number of long-term potential challenges were also identified during the scenario planning effort. For example, NoMa could experience a weak office market in a poor economy, or an oversupply of aging rental units and a decrease in retail vibrancy.

In each scenario, a crucial role for the NoMa BID was envisioned. The scenario planning process provided an added benefit in that it brought out information to help position the BID to adjust course as events dictate.
With the planning scenario exercise providing background and context, a more traditional strategic planning process that focused on opportunities for and threats to NoMa over the next five years was launched. Five key objectives emerged from intensive work by the Strategic Planning Committee comprised of NoMa BID members, community members and staff, and the active engagement of the Board of Directors.

They were:

1. Enliven vacant spaces with active uses.
2. Ensure that pedestrian, bicycle, vehicular and transit connections between NoMa and other neighborhoods are appealing, efficient and safe.
3. Support efforts by the NoMa Parks Foundation to create great parks and public spaces in NoMa.
4. Re-double efforts to publicize the unique appeal and assets of NoMa.
5. Focus on improving the quality and effectiveness of well-established core services, including:
   a) neighborhood cleaning and public space maintenance
   b) an active calendar of NoMa events
   c) multi-channel communications to residents, workers, neighbors, visitors and others
   d) research and data, and
   e) projecting a welcoming presence.

Each of these strategies – as well as current conditions in NoMa and its development pipeline – is discussed in detail below.

Also evaluated: How successful were previous plans?

NoMa BID Prior Strategic Plan Objectives

2007

Improve the quality of life in NoMa, establish private sector management and accountability with regard to the funds the NoMa BID received, and make the district more attractive to businesses and potential residents.

2012

Coordinate public and private investment, educating commercial tenants and real estate brokers about the NoMa neighborhood, maintaining a clean and welcoming environment throughout NoMa’s commercial core, sponsoring lively and attractive events for residents, workers and visitors and maintaining an appealing and authentic identity for NoMa.

In the last eight years, the NoMa BID has been remarkably successful in achieving its objectives. The objectives were appropriate to their time. Over the next five years, it will be crucial for the NoMa BID to be just as successful in guiding and facilitating a period of equally dramatic change that will foster the evolution of NoMa into a fully mature, vibrant and thriving D.C. neighborhood.
NOMA NOW

NoMa is on the cusp of changes that will be even more dramatic than the changes brought about by the development and delivery of nearly 4,000 apartments and 1.3 million SF of office space in the last five years.

In the next five years:
- retail offerings will abound
- restaurants and bars will open
- parks and green spaces will dot the neighborhood, and
- office space square footage and the number of residential units will almost double.

Destination Retail Arrives

Several new, large mixed-use projects will ignite the next phase of NoMa’s development. Construction is underway on Douglas Development’s Uline Arena redevelopment on 2.5 acres at Delaware Avenue, M Street and Third Street. Uline Arena, with its fascinating history and iconic barrel vault shape, will be home to REI’s 52,000-square-foot flagship store, restaurants, and 171,000 square feet of office space. Even more great retail is planned as part of the Central Armature redevelopment joint venture between Trammell Crow and the Dorr Family and Foulger Pratt’s 301 N Street. Third Street will be a wonderful, active street.

Diagonally across from Uline will be The Wilkes Company’s 300 M Street with 416 rental apartments and ground floor retail.

Work also will begin on the second phase of JBG’s N Street NoMa, which will include a Landmark Theater, a seven-screen art house-style cinema, 63,000 square feet of exciting retail offerings as well as apartments and office space at the corner of First and N Streets. N Street will become a walkable block with trees and other plantings, seating and spots for relaxing outside. A retail pedestrian promenade, the “NoMa Meander,” will start at N Street NoMa and continue south as part of Skanska’s Tyber Place and MRP’s project.

Parks and Public Art

Thoughtful collaboration among NoMa BID members, the NoMa Parks Foundation and the District government, has ensured that NoMa will have great parks and public spaces. Several key elements of NoMa’s public realm strategy have already been secured. They include acquisition of a great 2-acre space for informal recreation at Harry Thomas Way right off the Metropolitan Branch Trail, a small site at the corner of Third and L Streets that will serve as a small neighborhood green space and/or dog park, the NoMa Meander and the underpass art parks.

The NoMa underpass art park project is an effort to create more appealing and inviting spaces underneath NoMa’s bridges that connect the east and west sides of the rail tracks. The M Street underpass installation entitled “Rain,” is scheduled to be complete in 2016. Plans for a small public space at the northwest corner of Second and M Streets adjacent to the underpass installation are being developed.

The second NoMa underpass art park, entitled “Lightweave,” will be installed in the L Street underpass and will peek out onto L Street between the tracks and First Street. These underpass art parks will be linked to and through the commercial core of NoMa by the Metropolitan Branch Trail, which will invite people to experience the area on foot or bicycle through an exhilarating environment of public art, attractive plantings and great urban moments.
Residential Growth

Today in NoMa’s BID area there are close to 4,000 new apartments. There are also more than 1,500 new apartments under construction: they include AvalonBay’s AVA, at 55 M Street, with 438 new units and 11,000 square feet of retail; Camden’s NoMa Phase 2, with 405 new units; and the John and Jill Ker Conway Residence, with 124 units of affordable housing, including 62 units reserved for formerly homeless veterans. Over the next three years, we are expecting that 25 new residential buildings will break ground in and adjacent to NoMa, including the Union Market area.

Office Growth

The U.S. Department of Justice’s recently announced plan to occupy an additional 839,000 feet of space at StonebridgeCarras’ Constitution Square, including a new 490,000 square foot office building, is likely to encourage additional office projects. Other recent leases reinforce the attractiveness of NoMa to both public and private sector tenants. Today, private sector tenants occupy approximately 38 percent of NoMa’s 7.7 million square feet of leased office space.

Republic Properties’ new 195,000 square foot office building at 660 North Capitol Street, new office space at Douglas Development’s Uline Arena, and 368,000 square feet of office space in Phase II of JBG’s N Street NoMa are under construction.

Greater NoMa

Outside the NoMa BID taxing district boundaries, we see tremendous activity as well. Union Market retail and residential are growing. In addition to the 69,000 square feet of artisanal vendors in the Union Market building and the Angelika pop-up theater, there are now two full service restaurants: Bidwell and Masseria. LCOR’s Edison is under construction with 187 apartments and 27,500 square feet of retail. And groundbreaking is expected in 2016 on Level 2’s Highline project with 8,400 square feet of retail and 315 units of residential space. The Highline project will include a small public park on the east side of the railroad tracks north of Florida Avenue.

North of the North Capitol-New York Avenue intersection, an area of small, hip retail is flourishing. There are now three neighborhood bar-restaurants: The Pub and the People, Washington Firehouse, Wicked Bloom Social Club; and two new popular, limited-service restaurants: DCity Smokehouse and Uncle Chips.

Pop-ups

In 2014, the NoMa BID embarked on an aggressive “fill the gap” strategy that involved creating activities and improving spaces to make productive use of vacant lots and retail spaces. The goal was to address the needs of a growing residential population and ensure neighborhood vibrancy. We carefully planned and forged partnerships with the development community to create spaces like the Lobby Project, NoMa Junction, REI’s Community Space, and Lunch Box; the incubation of businesses like Yoga NoMa, Wunder Garten beer garden and Carpe Librum; and the creation of series like Nerds in NoMa and Art in the Lobby. Based on their success, the NoMa BID plans to grow these activities as one way to achieve its business objectives during the period when new retail is under construction.
## Development in NoMa, 2016-2020

<table>
<thead>
<tr>
<th>Development Name</th>
<th>Delivery Year</th>
<th>Office Square Footage</th>
<th>Retail Square Footage</th>
<th>Residential Units</th>
<th>Hotel Rooms</th>
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<td>John and Jill Ker Conway Residence</td>
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<td>2,500</td>
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<td>Republic Square II</td>
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<td>Uline Arena</td>
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<td>171,000</td>
<td>76,000</td>
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<td>7,000</td>
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<tr>
<td>Camden NoMa</td>
<td>2017</td>
<td>405</td>
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<td>50 Florida Avenue</td>
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<td>182</td>
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<td>100 K Street</td>
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<td>222</td>
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<td>Four Constitution Square</td>
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<td>N Street NoMa: 50 Patterson</td>
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<td>320</td>
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<td>120</td>
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<td>1150 First Street NE</td>
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<td>N Street NoMa: 33 N</td>
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<td>5,000</td>
<td>340</td>
<td>345,000</td>
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<td></td>
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<tr>
<td>Tyber Place: 44 M</td>
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<td>233,600</td>
<td>11,000</td>
<td>244,600</td>
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<tr>
<td>Tyber Place: 88 M</td>
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<td>8,600</td>
<td>307,400</td>
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<td><strong>Total</strong></td>
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<td>317,500</td>
<td>4,180</td>
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### Our Strategy to Support the Continuing Emergence of a Dazzling, Connected NoMa

Even with all of the great developments completed or now underway, we still see some gaps in the overall NoMa experience. These include remaining vacant lots and certain pathways that do not have an attractive, cared-for appearance. While these conditions are typical of any urban area being developed, especially at the speed and scale of NoMa's development, the NoMa BID must maintain its focus and attention in order to fully achieve the promise of NoMa.

We have developed, therefore, a five-pronged strategy to achieve the objective of a dazzling, connected NoMa over the next five years:

1. **Enliven vacant spaces with active uses.**
2. **Ensure that pedestrian, bicycle, vehicular, and transit connections within NoMa and to NoMa from other neighborhoods are appealing, efficient and safe.**
3. **Support the efforts of the NoMa Parks Foundation to create great parks and public spaces in NoMa.**
4. **Re-double efforts to get the “word out” to those who may not yet be aware of the unique appeal and assets of NoMa.**
5. **Search for ways to continually improve the quality and effectiveness of our well-established core services: neighborhood cleaning and public space maintenance, an active calendar of NoMa events, multi-channel communications to residents, workers, neighbors, visitors and beyond, research and data, and projecting a welcoming presence.**

Details for each of the elements of this five-pronged strategy are explored on the pages that follow.

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**Estimated Value of 2016-2020 Development:** $2.4 Billion Dollars
1. Enliven Vacant Spaces with Active Uses.

A major effort to fill the remaining vacant spaces in NoMa has already begun. Primarily through the establishment of pop-up events and businesses, the NoMa BID has infused NoMa with an ever-increasing level of activity and an array of amenities for residents, workers and visitors. To date, the NoMa BID has generated six pop-ups, including a secondhand book store, Carpe Librum; a yoga studio, Yoga NoMa; a beer garden, Wunder Garten; the largest public art piece in D.C. at NoMa Junction; and D.C.’s first lunchtime food truck pod, Lunchbox. The pop-ups resulted in significant coverage in the local media, particularly The Washington Post. (See Appendix E for examples of our press mentions.)

While pop-up businesses have proven remarkably successful, in 2015, close to 29,000 people attended events in NoMa—most of them moves at the Summer Screen at NoMa Junction but thousands also came out for cooking events like the Curbside Cookoff.

We will continue to work with our BID members and other partners to expand pop-ups and enliven the neighborhood. These opportunities are difficult to find and often expensive and time-consuming to execute, but the results pay off as they create a lively ambiance, generate buzz and get thousands of people to NoMa. It will be harder to identify sites as the NoMa market becomes even more active and existing vacant lots rapidly become construction sites. Nevertheless, we hope our terrific success in 2015 will help convince owners of the value of committing property to the creation of pop-ups.

Over the next five years, then, this focus will continue but will also adapt to meet the changing needs of the neighborhood. As a greater diversity of brick and mortar retail comes to NoMa, the need for pop-ups will dwindle.

2. Ensure Pedestrian, Bicycle, Vehicular and Transit Connections between NoMa and Other Neighborhoods Are Appealing, Efficient and Safe

NoMa’s transit and vehicular connections are truly second to none in the region. Union Station, the region’s largest transit hub, hosts 35 million visitors annually, and includes Amtrak routes with daily service to Baltimore, New York and throughout the northeast corridor; a compelling location for many office tenants and residents. Additionally, NoMa’s access to regional commuter rail—MARc and VRE—as well as two Metro Red Line stations are a huge benefit utilized by residents and workers alike. The abundance of transit has enabled NoMa to achieve regional sustainability objectives with a remarkable 80 percent of NoMa workers commuting by mass transit, bicycle, or by walking.

Bicycle infrastructure within NoMa is strong, with eight Capital Bikeshare stations, the District’s first separated cycle track on First Street, and the Metropolitan Branch Trail, (which ultimately will extend eight miles from Silver Spring to Union Station).

Within NoMa, there are many vibrant, appealing streets, particularly First Street—the commercial spine of NoMa. Finally, vehicular access to NoMa by way of Route 50, Interstate 95 and North Capitol Street is excellent.

Walking and Biking

We will build on this great foundation and even improve walkability, especially at the edges of NoMa where it can be enhanced. District-led projects such as the Mid City East Small Area Plan and Livability Study and the Florida Avenue Multimodal Transportation Study provide recommendations to improve space and safety for pedestrians. Further, NoMa BID public space initiatives will change the appearance and appeal of the areas where people enter and connect throughout NoMa.

The NoMa BID will continue to work with its partners in the District government to ensure that the recommendations of these studies and plans are implemented. In addition, we will work to improve the appearance and functioning of seven gateways:

- Third and H Streets NE
- First Street and Massachusetts Avenues NE
- New Jersey and Massachusetts Avenues NE
- Third and Florida Avenue NE
- Florida Avenue and North Capitol Street NE
- New York and Florida Avenues NE, and
- New York Avenue and North Capitol Street NE.

As major connection points for NoMa and the District, more than 100,000 people move through these corridors and gateways each day.

Within the NoMa BID, we plan new and improved landscaping design and features, more aesthetic construction fence treatments and public art. The NoMa BID will work with the District Department of Transportation (DDOT) to ensure pedestrian and bike routes feel safe and are visually appealing. We aim to help improve bicycle connections running east-west at K, M, Q and R Streets in addition to making significant improvements to the Metropolitan Branch Trail as outlined in the MBT Safety and Access Study of August 2015.

Streetcar

When the D.C. Streetcar opens, NoMa will benefit from yet another mode of transportation landing on its doorstep with a NoMa stop at the H Street entrance to Union Station. The H Street corridor is the first segment of a 22-mile streetcar network. The H Street/Benning Road to Union Station and then to Georgetown line will create a five-mile route cutting across the District at its widest point. The proposed route will follow K Street NW from Georgetown,
connecting to H Street via New Jersey Avenue. This line will offer improved reliability and mobility through a limited-stop and dedicated lane model that will get riders from Union Station to Georgetown in 22 minutes or less. Through the NoMa BID’s membership on the DC Surface Transportation Board, we will continue to push the planning and execution of the project forward with a well reasoned and well-thought-out design, financing, implementation, and governance plan.

Circulator NoMa Route
A new NoMa Circulator route will one day provide an enjoyable bus ride to and from home, work and evening activities. Currently under study, this route will serve NoMa and other hotspots in DC. As with all Circulator routes, it will offer more targeted travel on shorter routes with a predictable schedule and at lower cost than standard Metrobus.

Two-way Street Conversions
By 2021, the NoMa street grid will be fixed, and driving in NoMa will no longer involve a confusing series of isolated one-way streets. The one-block segments of L, Pierce and M Streets will flow both ways, increasing capacity and allowing for better access to adjacent properties and businesses, like National Public Radio, Camden NoMa, the AWA at 55 M Street and Tyber Place.

Metro Third Street Tunnel
A new entrance to connect the NoMa-Gallaudet U Metro Station to Third Street, which will benefit travelers to the Union Market area and points east, is under study. The NoMa BID will support and help advance this initiative while ensuring that those who benefit the most are responsible for their fair share of its cost.

New Entrance to Union Station on First Street
Union Station will rebuild the pedestrian access from First Street NE, creating more spacious, easier access for pedestrians. The redesign will open up Union Station to First Street NE, creating another great space in the neighborhood. The NoMa BID will work to support this initiative.

On a more regional scale, the NoMa BID will work with WMATA, the Union Station Redevelopment Corporation, Amtrak and DDOT to ensure that WMATA’s 2040 Regional Transit System Plan, Burnham Place, future high-speed rail on the Northeast Corridor and DDOT’s MoveDC vision are all realized in an appropriate, timely and effective way. Each of these projects has a tremendous regional impact and, upon completion, will help improve the competitiveness and appeal of the District and NoMa.

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3. Support Efforts by the NoMa Parks Foundation to Create Great Parks and Public Spaces in NoMa Parks Projects

In recent years, the NoMa BID implemented a game-changing strategy for parks and green space. In 2012, the NoMa BID released an ambitious Public Realm Design Plan to serve as the basis for creating a system of parks in NoMa. In 2014, the District government embraced this plan and provided a $50 million commitment to the newly created NoMa Parks Foundation.

The NoMa BID will continue to play a critical role in facilitating the work of the NoMa Parks Foundation. In addition to providing strategic and administrative support, the NoMa BID leverages its relationships with its members and other NoMa stakeholders to encourage the development of high-quality privately-owned, publicly-accessible spaces throughout NoMa. It has successfully advocated for the development of the NoMa Meander, a pedestrian retail promenade, and the inclusion of a significant amount of privately owned, publicly accessible space at Storey Park. The NoMa BID will continue to encourage developers to include public space in private projects. The NoMa BID will also encourage the inclusion of public art as a signature element throughout NoMa.

To link NoMa residents and workers to these great system of public spaces, the NoMa BID and the NoMa Parks Foundation will focus on improvements to the Metropolitan Branch Trail. This extremely valuable but under-utilized community asset will receive improvements to attract more users and beautify the experience of those walking and riding along The Trail. A description of the Trail improvements as identified by DDOT, MPD, the NoMa BID and community stakeholders can be found at http://bit.ly/1PZ5CqU. Parks currently planned by the NoMa Parks Foundation include:

NoMa Green: This two-acre parcel is the largest park in NoMa. It will be designed to accommodate flexible recreation, public events, and relaxation in NoMa with direct connections to the neighboring Metropolitan Branch Trail.

L Street Plaza: Envisioned as NoMa’s “town square,” the L Street Plaza takes advantage of public space to create a plaza ideal for community gatherings and events.

Underpasses: Artistic lighting installations will increase lighting levels and dramatically improve the aesthetics of four underpasses within NoMa (M Street, L Street, and K Street).

Corridors and Pocket Parks: Small public spaces invite people to gather with neighbors or relax on their own. Further, The NoMa Parks Foundation is developing a framework to tie together and enhance the K, L, M, N, Pierce, Patterson, and First and Second Street corridors.

NoMa Meander: The NoMa Meander is a unique pedestrian retail promenade that will divide the 800-foot-long “super blocks” between First Street NE and North Capitol Street. The NoMa Meander will traverse four blocks from New York Avenue to Pierce Street NE, connecting through the N Street and Tyber Place developments, AvA project and the planned mixed-use project on the DC Housing Authority property between Pierce and M Street. Comprised primarily of privately-owned, publicly-accessible spaces, the NoMa Parks Foundation was active in conceiving, planning and encouraging collaboration for the development of the NoMa Meander. The first phase is expected to open in 2018 with the new Landmark Theater.

The NoMa Parks Foundation will assist with the implementation of those NoMa Meander elements in District-owned public space. These elements will encourage people to continue their walks through the neighborhood along an attractive route lined with shops, greenery, and traffic-calming measures.

Other Parks: The NoMa Parks Foundation is also working to identify and acquire additional spaces to meet a variety of park related needs, such as a dog park, a playground, and spaces to showcase public art. Once built, these spaces will further green NoMa and create more great places for residents, workers and visitors.
4. Re-double Efforts to Publicize the Unique Appeal and Assets of NoMa.

NoMa has been fortunate to receive a great deal of media attention over the last few years. Despite its enviable success in this regard, certain out-of-date perceptions about NoMa still exist. Moving forward, we will intensify our efforts to (i) get the word out about today’s NoMa and (ii) share the truth about the active, dynamic neighborhood that is NoMa today.

The NoMa BID Marketing and Events team maintains an active presence on Facebook and Twitter, produces a newsletter, generates print collateral for events and targeted markets and maintains a high-quality digital photography library used by BID staff and our members. We regularly submit press releases to real estate and business publications, as well as neighborhood publications and blogs. Our marketing also includes public space advertising on construction fence banners as well as other signage, and murals. These outreach channels, supplemented with earned media, have enabled the business community and the public at large to track NoMa development, events, and neighborhood news.

Through the Planning and Economic Development team, the NoMa BID gathers and provides our members and public officials a wealth of information not always available through public or proprietary databases. Information gathered by surveys and other efforts of the Planning and Economic Development team is often fresh and newsworthy, adding to the image of NoMa as a thriving 21st-century mixed-use neighborhood.

Finally, the NoMa BID uses events to engage and appeal to the local community as well as draw people from outside the neighborhood to experience NoMa. These events play a role in attracting and retaining residents, and create a positive neighborhood buzz.

Recently, with support from several of our members, the NoMa BID embarked on the “City. Smarter.” public relations campaign. The two-year campaign highlights how NoMa satisfies the needs of the 21st-century workplace. The campaign addresses office, residential and retail users with a special emphasis on enticing office users to experience NoMa’s great neighborhood and to consider its array of green buildings. The campaign employs targeted direct outreach, digital media, press, specialized tours and events.

With NoMa now 53 percent built out, the need to draw residents and businesses here still remains a high priority and will continue to be a high priority through 2021. We will continue our current strategies, periodically reassessing based on market conditions. Future plans include:

Digital Media: Producing high-quality web content for desktop and mobile use. The NoMa BID is considering the creation of an interactive version of NoMa’s popular Development Map. Additionally, we will evaluate our City. Smarter. campaign to determine whether to continue digital advertising around certain content.

Social Media: Developing a more impactful social media strategy that takes into account our objectives and our various audiences. We will also work to expand NoMa’s followings on Facebook and Twitter and consider platforms like Instagram and LinkedIn.
Cleaning and Public Space Maintenance

The NoMa BID will continue to employ a Clean Team to supplement District of Columbia agencies and complement the efforts of private property owners to clean and maintain public space from building faces to curbs. The Clean Team will keep, as a priority, removal of trash and assistance to property owners. We will help property owners maintain and improve the tree boxes adjacent to their properties and adopt often overlooked public spaces, such as traffic islands and bike trails. When resources permit, the Clean Team will also clean areas immediately adjacent to the NoMa BID boundaries to enhance the perception of the neighborhood’s cleanliness and to prevent litter from migrating into the NoMa BID area. The Clean Team will help District of Columbia agencies remove unwanted graffiti, posters and stickers from public infrastructure and will power-wash the sidewalks in select areas. Additionally, the NoMa BID will organize regular public safety meetings with police, District agencies, property owners, property managers, tenants and residents. To combat aggressive panhandling and other quality of life crimes, the NoMa BID will coordinate the appropriate agencies. Similarly, in order to help maintain order in the neighborhood, the BID will coordinate with entertainment and amenity providers. We are also revamping the Ambassador Program to make our ambassadors a more visible element of our marketing campaign. We will assess the impact of this shift and determine whether we can further leverage the program. Finally, we will pursue a new approach to construction signage that will create a coherent, impactful neighborhood-wide program to be implemented by the NoMa BID and our members during construction. We also will consider opportunities to use temporary public art installations to fill gaps in the neighborhood and to draw attention to the unique appeal and assets of NoMa.

Homeless Outreach

The BID will continue to help connect homeless people in NoMa to city agencies such as the District Department of Mental Health and the District Department of Human Services for substance abuse issues, crisis counseling, food stamps, housing vouchers, Medicaid, and other services. The NoMa BID supports DC’s annual Point-in-Time Homeless Census by leading a team of volunteers through the neighborhood to count and conduct surveys with homeless persons about their experiences and circumstances. The NoMa BID has produced two printed resource guides specific to homeless issues – one for homeless clients living on BID streets, and the other for property managers and retailers. Since we have started our homeless outreach services, the BID has helped place 20 homeless people in housing and helped connect 50+ people to services.

5. Focus on Improving the Quality and Effectiveness of Well-established Core Services.

Active Calendar of NoMa Events

Fun, interesting events bring people to the neighborhood, including curated tours, thought leadership events and large community events. As public spaces for holding events become more reliably available, the NoMa BID staff will continue to explore the possibility of a large annual event with regional appeal to bring a cross-section of our target audiences to the neighborhood. The Marketing and Events team will focus on attracting people to the neighborhood particularly by enhancing the BID’s signature events, such as NoMa Summer Screen, as well as ramping up new, events and attractions in pop-up spaces. The events team will connect with the region’s top festival and event planners to encourage them to relocate or expand their events to NoMa.

NoMa Research and Data

The Economic Development team tracks a wide variety of data on neighborhood growth, demographics and resources in order to tell prospective investors, tenants and other groups about NoMa’s attributes. The data also help us project what NoMa will be like in the next five years and identify potential projects and initiatives of importance for the neighborhood. We will continue to track movement and growth in NoMa and use that information to emphasize the need for quality, well-maintained infrastructure and public space projects to our partners in District agencies and the private sector.

Projecting a Welcoming Presence

The Ambassador Program will focus on improving the quality of life in NoMa by increasing connectivity in the neighborhood. To facilitate this, the Ambassadors will become the best team in the D.C. area through a comprehensive training program, and we will use our mobile kiosk to increase awareness of NoMa hospitality Ambassadors in the neighborhood. At the most visible locations, our Ambassadors will promote events, answer questions and distribute useful information and occasional goodies to residents, workers and visitors.
At the NoMa BID, we have effectively worked with both BID members and public and private partners to accomplish wonderful things in NoMa; far beyond the scope of typical business improvement district services that focus mainly on cleaning sidewalks and pressing for city services. We are most proud of efforts like our establishing of the NoMa Parks Foundation to partner with the District to acquire land and develop parks in NoMa and our launching of pop-ups, including a yoga studio that now operates independently of the NoMa BID. Our signature events have broadcast the NoMa identity throughout the District and beyond. NoMa Summer Screen is now a community staple drawing diverse crowds well in excess of 1,000 people each evening. NoMa’s speaker series, “Nerds in NoMa,” is a smart, topical wintertime salon that draws a savvy, urbanist crowd from neighborhoods throughout D.C.

We pride ourselves in venturing outside the norm and the predictable; incubating businesses and encouraging all stakeholders to give their best to NoMa. That’s key to what we do to support the emergence of a dazzling NoMa. And we plan to keep the vision and creativity coming over the next five years.

Partnerships and Fundraising
NoMa has been ground zero for public-private partnerships. The “PPP” that established the NoMa Gallaudet Metro Station is a nationally-recognized example, not just of a great transit-oriented development investment, but also of the extraordinary benefits to be derived from public / private collaboration.

Such collaboration is facilitating the NoMa Meander, the four-block retail pedestrian promenade being developed on almost exclusively private property owned by five different entities, none of them required by law or regulation to participate. This is truly extraordinary. We attribute these remarkable achievements to NoMa BID members understanding that the whole can be “greater than the sum of the parts” and we congratulate them for voluntarily participating in this and other initiatives that are not possible using just the BID’s resources. The collaborative spirit of our members is what enables us to “think big.” In 2015, not including commitments to the Meander, BID members voluntarily committed more than $400,000 in support of neighborhood initiatives.

Of course, the task of creating a great neighborhood has not fallen exclusively on the BID’s members. The NoMa BID has partnered with the District Government on a variety of successful neighborhood initiatives, including effective use of planning grants, the magnificent grant to the NoMa Parks Foundation, and funding for the NoMa-Gallaudet U Metro Station East Entrance Study. As the scope of our undertakings continues to grow over the next several years, we will investigate other sources to fund our big ideas. This is especially true with regard to parks and public spaces. Starting in 2016, we will investigate foundation and other philanthropic resources interested in funding art in public spaces, community-building art projects, neighborhood parks and the development of one or more cultural institutions, from music amphitheaters to museums.

New Organizational Goals
The NoMa BID staff, dedicated, smart and hard-working, has contributed so much to the positive reputation of the NoMa BID. Our reputation is the currency that has enabled us to build strong partnerships. Going forward, we will work to magnify our successes by (1) better aligning events, marketing and public relations with our strategic goals, (2) garnering more recognition and rewards for our talented staff, and (3) continually re-assessing programs to ensure they do not become formulaic or stale.

NoMa is a community with enviable attributes, from a wonderfully desirable location near Union Station and the US Capitol to multiple transit options to easy access to thoroughfares that link the City’s many neighborhoods. Yet, perhaps its greatest asset is its people, with their ideas, energy and willingness to work collectively toward a common goal.

The NoMa BID’s Strategic Plan 2016-2021 takes those attributes and organizes them into a vision that will permanently establish NoMa as one of Washington, D.C.’s best, most dynamic neighborhoods for living, working and visiting. The plan sets a course for continued economic development, job growth, new public amenities – from public art to parks – and an improved environment for pedestrians and cyclists. As we implement the plan’s strategies, we will help achieve positive outcomes during a period of intense growth, contributing to NoMa’s transition to an even more diverse, complete and thriving D.C. neighborhood.