

An aerial night photograph of the NoMa district in Washington, D.C. The image shows a mix of modern and historic architecture. In the foreground, a modern building with a glass facade and a rooftop garden with several satellite dishes is visible. The background features the illuminated dome of the U.S. Capitol building under a dark blue sky. The entire image is framed by a colorful, geometric border with patterns of dots and lines in black, yellow, orange, and pink.

NOMA

NOMA BUSINESS IMPROVEMENT DISTRICT

Making NoMa Magnetic

2022-2026 STRATEGIC PLAN



Table of Contents

2 Preface

Letter from the President & BID Board Chair

3 Our Vision for the NoMa of 2026

4 Strategic Plan Overview

5 NoMa Now (2021)

The NoMa BID: NoMa's Champion & Steward
Supporting & Growing NoMa Business

6 Cultivating Community & Identity

Our Successes & Assets

8 The Ground Floor: NoMa's Retail

The NoMa Lifestyle: Residential

Staying Power: NoMa's Offices

NoMa's Parks & Public Spaces

12 Greater NoMa

14 Our 2022-2026 Strategic Plan

16 Our Goal: Making NoMa Magnetic

17 Our Strategic Initiatives

A Magnetic NoMa is Uplifting

18 Work to Make Justice, Equity, Diversity,
and Inclusivity Foundational to the NoMa BID

19 Build on the Foundation of a Stable &
Sustainable Pandemic Recovery

20 Serve the Needs of People Living in NoMa –
Housed and Unhoused Alike

A Magnetic NoMa is Vibrant

21 Attract to NoMa, Incubate, and Support
an Intentional Mix of Retail Businesses

22 Establish a Cultural Anchor in NoMa

23 Enliven Public and Private Ground-floor
Spaces in NoMa

24 Leverage the Redesigned Virtual Circle to
Connect, Beautify, and Enhance NoMa

A Magnetic NoMa is Dynamic

25 Deepen and Broaden the NoMa BID's
Core Services to Meet the Changing
Needs of the Neighborhood and its Parks

26 Champion the Expansion of Metro
Connectivity in NoMa

27 Ensure the Redevelopment of Union
Station Maximally Benefits NoMa

28 Reimagine North Capitol Street as a
Community Boulevard

30 Our Strategic Pillars

32 Approach

How We Developed the Plan

33 Acknowledgements

34 Deriving Targets & Tracking Outcomes

35 Evaluation & Feedback

36 Conclusion

LETTER FROM THE PRESIDENT & BID BOARD CHAIR

Partners, friends, and colleagues,

It's an incredibly exciting time for NoMa. The neighborhood has grown into a vibrant and vital part of DC, and is still being shaped into what it will ultimately become. For the past year, the NoMa Business Improvement District (NoMa BID) has been reflecting, studying, analyzing, and envisioning—both to assess where we are and to plan for what lies ahead. We are pleased to present the NoMa BID's strategic plan for the years 2022-2026.

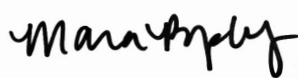
Over the past five years, NoMa has continued to experience phenomenal growth. At the end of 2016, the NoMa BID included 15.9 million square feet of built space. Today, that number is nearly 21 million. Much of this growth came in the residential sector, with the volume of multifamily units increasing from about 3,400 to 7,300 (a 115% increase). Goals of adding retail and parks were realized, with retail square footage increasing from 378K to 538K over that same period and NoMa's third state-of-the-art park about to start construction. Over the next two years, that rate of residential and retail growth is expected to be exceeded, and the number of hotel rooms in NoMa will more than double. Meanwhile about 80 residents are moving to NoMa each month, in 2021, and office occupancy continues to outperform the rest of the District of Columbia.

NoMa is greater and more vibrant than we could have even dreamed a decade ago—which tells us we need to be dreaming bigger. This Plan lays out our strategies to ensure that NoMa's future continues to exceed our expectations and becomes an even more prominent, connected, and desirable urban destination. Not only will this plan guide our work over the next five years, it will allow us to position the neighborhood for continued growth and maturation over the next ten, fifteen, twenty years, and beyond.

The NoMa community was essential to the development of this plan and we are grateful to those who helped shape it. More than thirty people—including industry experts, local business owners, and residents—generously lent their time, expertise, and perspective to this process and the plan is richer because of it.

The NoMa BID will continue to build on the tremendous strengths of the community and guide the neighborhood towards its future. We hope you will join us on this journey.

Sincerely,



Maura Brophy



Brigg Bunker

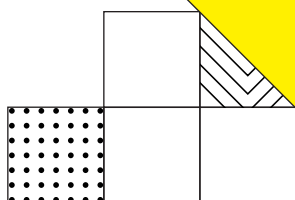


Our Vision for the NoMa of 2026

One of the most exciting things about NoMa is that it's continuously evolving. It's a wonderful place today, yet still becoming what it will ultimately be. We envision the NoMa of 2026 as a vibrant, resilient neighborhood that is growing into its full potential as a new nexus of DC life.

NoMa occupies a unique space in the District, both physically and culturally. We are a neighborhood at the crossroads where Northeast meets Northwest, where commercial meets residential, where the federal core meets everyday life. Thanks to the anchor of Union Station at the southern end of NoMa, we're hardwired into a transportation network that connects DC to thriving cities up and down the east coast. NoMa is the District's launchpad and its inviting front porch, inspiring workers and residents to think big and embrace the world beyond while providing travelers and visitors a unique and joyful mix of bon voyage and bienvenidos.

NoMa has begun to grow into this extraordinary connective potential through infrastructural investments, cultural activations, and a vision that is not constrained by lines on a map. This strategic plan sets our ambitions for the future of NoMa and outlines the ways in which we will work to realize it. The plan is where the BID's purpose meets its vision, and establishes a common goal for the BID and its partners to work towards. Among other things, the plan will help us agree to actions that will contribute to NoMa's success, align resources accordingly, and communicate effectively with the partners that we will work with towards shared goals.



GOAL:

Making NoMa Magnetic

Uplifting NoMa Initiatives

Serve the Needs of People Living in NoMa – Housed and Unhoused Alike

Work to Make Justice, Equity, Diversity, and Inclusivity Foundational to the NoMa BID

Deliver a Stable & Sustainable Pandemic Recovery

Vibrant NoMa Initiatives

Attract, Incubate, and Support an Intentional Mix of Retail Businesses

Establish a Cultural Anchor in NoMa

Enliven Public and Private Ground-floor Spaces in NoMa

Leverage the Redesigned Virtual Circle to Connect, Beautify, and Enhance NoMa

Dynamic NoMa Initiatives

Deepen and Broaden the NoMa BID's Core Services to Meet the Changing Needs of the Neighborhood and its Parks

Champion the Expansion of Metro Connectivity in NoMa

Ensure that the Redevelopment of Union Station Maximally Benefits NoMa

Reimagine North Capitol Street as a Community Boulevard

PILLARS:

CONNECTIVITY

ECONOMIC DEVELOPMENT

INCLUSIVITY

BRAND & REPUTATION

PLAY

SAFETY

Strategic Plan Overview

We aim to use the next five years to advance the immediate term opportunities that contribute towards our vision while also positioning NoMa for the next 5, 10, 20 years and beyond. This strategic plan will thread the successes of the past and opportunities for the future together and will serve as another steppingstone along the path of NoMa's progression.

Through this plan, the NoMa BID will create opportunities to reinforce connections and connectivity, to cultivate our community, and to provide the spaces, the ideas, and the resources that will continue to make NoMa a place people want to be. It will also work on its own and with others to position the neighborhood to benefit from long-term key opportunities that will have a unique impact.



NoMa Now (2021)

The NoMa BID: NoMa's Champion & Steward

NoMa Business Improvement District strives to be both a vocal champion and an effective steward of the NoMa neighborhood on behalf of all of its businesses, employees, residents, visitors, and the city as a whole.

In our role as cheerleader, we promote NoMa, attracting attention and business activity. We host our own events and sponsor the events of others. We create and celebrate public art. And we connect visitors, workers, and residents to experiences and opportunities they can enjoy.

Our stewardship of the neighborhood is evident in the work of our Ambassador Operations team, cleaning and beautifying the streets and public spaces. And behind the scenes, our staff is coordinating and communicating, building relationships and engaging stakeholders to create long-lasting investments and commitments to what NoMa can become.

Supporting & Growing NoMa Businesses

The NoMa BID provides a vital layer of support for the businesses within Greater NoMa. We know that a thriving business community runs on diversity—diversity of ideas, of sectors, of sizes, and of target markets. We work hard to connect businesses to the people who live and work in NoMa, and to cultivate a physical and cultural environment where everyone can flourish.

We connect NoMa's businesses with advice, guidance and promotional support, we conduct and analyze research, and perhaps most impressively, we build and maintain dazzling public spaces. We're always on the lookout for new ideas and approaches to serving businesses and their employees, and we create adaptive communication channels for owners, tenants, managers, and workers to connect with us and provide feedback.

Cultivating Community & Identity

NoMa has experienced dramatic change since the NoMa – Gallaudet University Metro Station was built in 2004. Its identity continues to develop as a growing volume of new residents, businesses, institutions, and public space improvements make their mark.

When residents, employees, and visitors of these parts think about NoMa, they don't think of lines on a map, but instead think of a growing and vibrant neighborhood that provides convenient access to the rest of DC and the region. When employers think about NoMa, they see an affordable and accessible alternative to downtown.

Throughout the input phase of this plan, we heard from employees, residents, and stakeholders that community & identity represented a next frontier for NoMa, but conversely that the BID could not directly create them. Instead, the strategy we've embraced is to create the spaces, experiences, and opportunities that will help community and identity develop, grow, and flourish.

Our Successes & Assets

NoMa's success is evident in everything from the large number of cranes dotting the skyline to the thriving businesses that line the streets and fill the office towers. As this plan kicks off, the neighborhood is in the middle of another construction boom, continuing to attract large volumes of private investment. Currently (Summer 2021), the NoMa BID comprises 12.6 million square feet of office space, 5,922 multifamily residential units, 622 hotel rooms, and 425,000 square feet of retail. When the buildings currently being built are completed, all of these numbers will have increased, some quite dramatically:

	OFFICE (SF)	RETAIL (SF)	RESIDENTIAL (UNITS)	HOTEL (ROOMS)
APRIL 2018	11,603,628	387,058	4,327	622
APRIL 2021	12,642,628	424,758	5,922	622
APRIL 2024 (ESTIMATE)	12,679,628	691,808	12,121	1,676

Public investment in NoMa has been just as foundational to the neighborhood's success. The NoMa Parks Foundation is wrapping up its execution of the District of Columbia's \$50 million investment in NoMa for the creation of public park spaces. And tens of millions more will be applied to projects such as the reconfiguration of the intersection at New York and Florida Avenues NE to calm traffic and create stunning new public plaza and green spaces, the replacement of the H Street Bridge, the addition of bike lanes on Florida Avenue NE and K Street NE, and new Bus Priority measures on H Street NW.

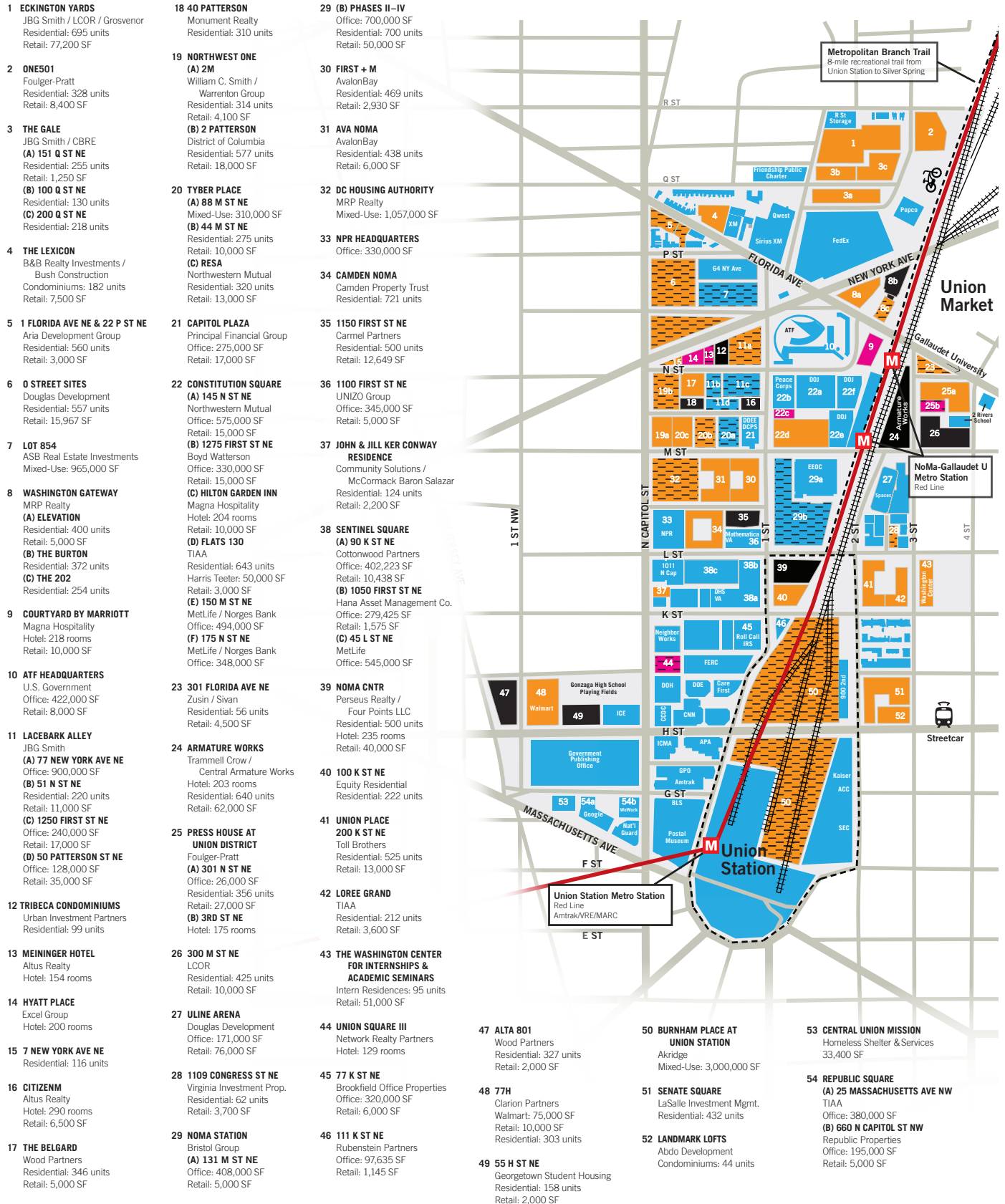
But NoMa's oldest and best asset remains the same: location, location, location. As the business focus and cultural attention of the city shift eastward, NoMa is perfectly positioned to become a new hub of DC life.

NoMa Development Map

New construction and planned development projects, as of August 2021.

Building Type	Office (SF)	Retail (SF)	Residential (units)	Hotel (rooms)	Total* (SF)*	% of Total
Commercial	14,259,628	464,108	—	—	14,723,736*	38.7%
Residential	—	265,050	7,776	—	7,489,956*	19.7%
Hotel	—	20,000	—	622	418,510*	1.1%
Under Construction	—	154,099	3,363	728	3,786,100*	10.0%
Planned	4,088,497	382,258	6,821	1,344	11,588,305*	30.5%
TOTAL	18,348,125	1,285,515	17,960	2,694	38,006,607*	

*Estimate



The Ground Floor: NoMa's Retail

As retail-heavy districts around the world suffered from the effects of the pandemic, a growing residential population in NoMa continued to support neighborhood businesses even as offices emptied out. NoMa's retail establishments pivoted swiftly to meet the changing needs of the neighborhood, and while some closed temporarily, most have since reopened their doors and resumed normal operations. Meanwhile, retail vacancy is around 12 percent, and interest in the neighborhood remains high. By several metrics, NoMa is on the cusp of a retail boom, with ten new establishments opening in 2021, and more than 240,000 square feet of retail space now under construction (a 57% increase in supply). As you'll see below, we will adapt our retail strategy for NoMa to make the most of these opportunities, and we are excited about what the future holds in this space.

The NoMa Lifestyle: Residential

Living in NoMa is ideal for anyone interested in being a part of the culture and vibrancy of the District of Columbia. Our location can't be beat, and that, along with our relative affordability, is the main draw for current and prospective residents alike. The NoMa BID added about 1,600 multifamily residential units over the past few years (a 37% increase), including the NoMa BID's first condo buildings. Construction in this sector continues at a rapid pace, and at a scale that will reshape the neighborhood over the next several years. As of this writing, 3,500 multifamily housing units are under construction within the NoMa BID. Upon completion, this would constitute a 58% increase in the supply of NoMa's multifamily residential stock and include additional homeownership opportunities. All told, more than 12,200 people now live in NoMa / Union Market today, with roughly twice that expected by the end of Fiscal Year 2026.

Staying Power: NoMa's Offices

NoMa's office market is strong and balanced. Vacancy numbers have been stronger compared to that of the rest of the District of Columbia, hovering around 6% since early 2019, while District-wide vacancies increased to above 12%. The key to our office resiliency is reliable long-term office tenants, such as federal government agencies, landmark anchor office tenants like National Public Radio, and a healthy mix of residential, retail, and hotel offerings that support the office market.

NoMa's Parks & Public Spaces

Five years ago, we laid out an ambitious public spaces agenda that built on the 2012 Public Realm Design Plan and we committed to delivering outstanding public spaces. Since then, the NoMa Parks Foundation (NPF) has used its \$50 million grant from the District of Columbia to create dazzling, inviting green spaces throughout the neighborhood and has invested in establishing outdoor recreational space in a rapidly developing and formerly parks-starved community.





Today, NoMa's public spaces are varied, unique, and establish the neighborhood as a place where everyone is welcome to spend some time:

- The Underpass Art Parks, located on L and M Streets NE where they pass under the train tracks, introduced colorful and interactive light displays in historically dark settings to improve the connection between the west and east sides of the neighborhood.
- Swampoodle Park was completed in the fall of 2018 and makes the most of just 8,200 square feet of space. The park includes a highly-designed dog park, a unique children's play structure known as a "Wallholla," bench seating, planting beds, a public notice board, and a complex bioretention structure.
- Alethia Tanner Park, opened in June of 2020, is a hidden gem in Eckington. It is named in honor of a woman who was enslaved in Maryland, but ultimately purchased her own freedom and the freedom of many of her relatives and friends. Ms. Tanner also supported education, entrepreneurship, and churches for the Black community in the District. Since opening, the park has swiftly become a much-loved space for relaxation, respite, and exercise, where people from across the District could enjoy wide-open green space, a playground, and a dog park. Alethia Tanner Park also includes a key connection from Q Street to the Metropolitan Branch Trail, a café kiosk perfect for providing tasty treats to park goers, and a built-in performance space for movies or plays that will play host to our outdoor movie series.

NOMA PARKS, PLAZAS & ART



Illustrated by Friendly Design Co

PLAZAS

- 1 Quincy Lane
- 8 Morse Street Plaza
- 10 N Street Metro Plaza
- 15 Breezeway
- 16 NoMa Meander
- 19 REI Plaza
- 28 Union Square Plaza
- 31 CNN-CareFirst Plaza
- 32 G Place Plaza

PUBLIC ART

- 7 Gateway Wings
- 12 The Chicken & The Egg
- 14 Journeys
- 17 Torqued Tensility
- 18 Rain Underpass Art
- 23 Lightweave Underpass Art
- 26 100 K sculpture
- 29 Composition for the Axemen
- 30 Trigadilly

MURALS

- 3 2 Florida (West Wall)
Chris Pyrate
- 4 Metropolitan Branch Trail
(West Wall)
Multiple Artists
- 5 PEPCO (North Wall)
Red Swan
- 6 PEPCO (East Wall)
Hoxxoh
- 9 1300 First (North Wall)
Aniekam
- 11 37 New York (West Wall)
NOSÉGO
- 13 33 New York (East Wall)
Birdcap

- 20 Ava (West Wall)
James Bullough
- 25 Kerr Conway (East Wall)
Kate Deciccio
- 27 15 K (North Wall)
RichT

PARKS

- 2 Alethia Tanner Park
- 21 Banner Lane Community Park
Final Name TBD
- 22 Swampoodle Park II
Final Name TBD
- 24 Swampoodle Park

And more public spaces are on the way in NoMa, including:

- The redevelopment of the infamous Florida Avenue/New York Avenue interchange, aka “Dave Thomas Circle.” With the roadway design finalized by DDOT, NPF partnered with renowned architecture firm SWA/Balsley to design appealing and usable community spaces that will occupy three parcels of land (totaling 1.3 acres!) created by the new configuration. The design for the new public spaces was enthusiastically supported by the community and was also approved by the U.S. Commission of Fine Arts, the National Capitol Planning Commission and the DC State Historic Preservation Office. Construction by DDOT is expected to begin in early 2022.
- To the excitement of the neighborhood, NPF was able to purchase the 8,400-SF parcel of land directly across L Street NE from the existing Swampoodle Park to create a sister park with a similar footprint. This new neighborhood park — which is being designed by Lee and Associates — will feature more “passive” elements aimed at relaxation and contemplation that couldn’t be included in its more activity-focused elder sibling. The NPF expects to finalize design and begin construction (and an official naming process) in 2022.
- Two new developments in NoMa—Eckington Yards in the north and Central Armature Works in the east—will incorporate pedestrianized retail plazas that will provide exciting spaces to explore, shop, and enjoy a stroll. Quincy Lane, the “woonerf”-style plaza at Eckington Yards is open now, while the plaza at Armature Works is expected in 2022.
- A new public park is being built as part of the development at 2 Patterson St. NE that will open onto North Capitol Street and include a yet-to-be-designed water feature. This park is expected to open in 2026.



Greater NoMa

There is even more to the NoMa neighborhood beyond the BID's boundaries. Today, the NoMa cultural footprint extends farther than our founders could have imagined. This concept of what comprises Greater NoMa is fluid, of course, and context-dependent, but there were some consistent ideas of what was included:

- Dense and relatively new mixed-use development in the BID and parts of Union Market
- Stable single-family residences east of the BID and in Eckington
- High-density affordable housing immediately west of North Capitol Street
- Diverse, popular retail offerings mixed with warehouses and wholesalers at the core of Union Market.

Since 2016, the Union Market area has grown into an incredible destination on NoMa's doorstep, with about two million square feet of mixed-use development, including more than 1,900 residential units and about 220,000 square feet of office space. The residential projects were the first large scale multifamily developments to deliver, illustrating a notable shift from the primarily retail and warehouse uses that had characterized the area. With new properties also came new vibrant and unique retail tenants and restaurants. Up to three million additional square feet could deliver in the next five years, with continued focus on residential projects.

The built environment on the west side of North Capitol Street is also changing. Historically, affordable housing projects such as Sursum Corda, Tyler House, and Sibley Plaza have characterized the area. However, Sursum Corda is currently being replaced by a project that will include an even larger volume of affordable units, in addition to 900 new market rate units. This redevelopment, in addition to MRP's Northwest One project (both currently under construction), promise at least two million square feet of residential development with a relatively high proportion of affordable housing units.

NoMa sits at the center of a web of growing and exciting neighborhoods. To the east, H Street NE is a rapidly developing, transit-oriented, and retail-dense corridor that is only a 15-minute walk from the core of NoMa, with DC's historic Capitol Hill neighborhood only a few blocks to the south. Northeast lies thriving Union Market, and beyond that, the trendy industrial triangle of Ivy City. The more downtown-like Mt. Vernon Triangle lies due west, while Truxton

Circle and Shaw extend northwest. Northward, neighborhoods like Eckington, Brookland, and Brentwood connect to NoMa via the Metropolitan Branch Trail, a critical biking and walking corridor that brings walkers, joggers, and bicyclists through our streets every day.

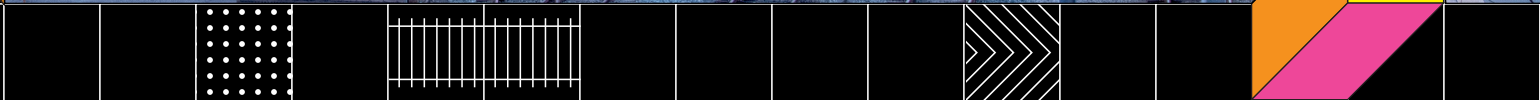


A vision of the MBT at night

NOMA: *At the Center of it All*

Illustrated by Friendly Design Co





The background features a white grid on a black field. Various geometric shapes, including squares and rectangles, are scattered across the grid. Some of these shapes are filled with bright colors: yellow, orange, and magenta. Other shapes contain patterns: a grid of white dots, a series of white horizontal lines, a series of white diagonal lines, and a series of white vertical lines. On the far left, a vertical strip shows a photograph of a city street with a red brick building and a construction crane.

Our 2022–2026 Strategic Design

Building on the previous strategic plan’s goal of creating a “dazzling, connected” NoMa, we’ve developed an interconnected system of strategic initiatives that are aimed at achieving one over-arching goal. These initiatives are supported by six strategic pillars that embody the foundational aspects of our work. The goal, initiatives, and pillars mutually reinforce one another and will define and guide our work over the next five years, allowing us to create, curate, and activate NoMa’s working, playing, and living spaces for the benefit of all.

Join us as we envision the dynamic, uplifting, and vibrant NoMa of 2026.

OUR GOAL:

Making NoMa Magnetic

Magnetic places have a gravitational pull, they draw us in and encourage us to stay awhile, to dig deeper, to get comfortable. These places feel vital to us, and that vitality is visceral—we feel it when we walk around a place, we hear it in the rhythms of work and life. This goal rose to the top over the course of our planning process for a clear reason: the success of the NoMa neighborhood and NoMa businesses hinges on it. Our mix of office, retail, and residential provides a resilient foundation for NoMa's drawing power; but our success depends on the people who live, work, and play here, and it's the BID's role to focus and amplify that power.

To us, a Magnetic NoMa is:

- **UPLIFTING** – a Magnetic NoMa raises up and supports its community, and ensures that living in NoMa is fun, dignified, and rewarding for everyone.
- **DYNAMIC** – a Magnetic NoMa draws a line from the past to the future, and doesn't shy away from either, changing and growing along with the entire District.
- **VIBRANT** – a Magnetic NoMa lights up the skyline and ignites the imagination, feeding the senses, the sensibilities, and the appetites of all.

And above all else, a Magnetic NoMa is an undeniable part of what makes life in DC great.

It's worth noting too that this goal is not new for the BID. Indeed, it has been present in everything the BID has done since its inception. Reiterating the goal of a Magnetic NoMa here at the apex of our strategic design for the next five years ensures that it will remain top-of-mind for our staff and board and rightly centers it as we build our work on the foundation provided by this plan and the BID's history.



Our Strategic Initiatives

The goal of Making NoMa Magnetic led us directly to a set of key initiatives. The initiatives outlined here are important, ambitious, cross-cutting projects that will require work from everyone at the BID—and the BID’s partners-- in order to achieve success. What these initiatives share is a common set of building blocks: the context of **what**, **where**, and **when**.

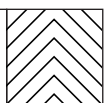
None of these things are static. They have always been changing and will always change. So it’s important for our strategy to be able to reflect those changes over time.

These strategic initiatives cannot and will not define the BID’s work entirely. Some of them may be pushed out of the timeframe of this plan by circumstances beyond our control, or another set of initiatives may become a higher priority as the context in NoMa changes. Even as we pursue them and achieve them, the everyday work of the BID will continue. The elements of our strategy are flexible, so long as the overarching goal continues to be served. This combination of a clear framework and adaptable implementation maximizes our capability to achieve our goal, and to do good work along the way.

THE WHAT is the work of the BID as embodied by our core services, our commitment to the people of the neighborhood, and our belief in always building towards a better NoMa.

THE WHEN is our moment, here in 2021, but also the five years imagined in this plan, the history of the spaces we occupy, and where we will go in the long-term.

THE WHERE is the neighborhood itself, its location and connections, its streets and sidewalks, green spaces and architecture, its businesses and its people.



A Magnetic NoMa is **Uplifting**

We will make NoMa's success a platform,
shared with and accessible to all

UPLIFTING NOMA INITIATIVES

Work to Make Justice, Equity, Diversity, and Inclusivity Foundational to the NoMa BID

Systemic racism has been embedded into American institutions since before the nation's founding. Unless directly confronted and perpetually fought against, structural imbalances will continue to exist at the foundation of our civic, economic, and cultural society. Despite its history and place as a center of Black culture and progress, DC is not immune from this, nor are the District's Business Improvement Districts.

In order to successfully execute this initiative, Justice, Equity, Diversity, and Inclusion (JEDI) must be more than buzzwords for the NoMa BID. These concepts must be the compass that points the way forward.

NoMa's diversity is its greatest strength, and the only way to preserve and fortify that diversity is to invest the time, money, and work in preventing its erosion.

This initiative involves:

- Committing to support for NoMa Ambassadors, including paying a living wage and providing education support, job opportunities and placements (internally and externally), career counseling, and more.
- Seeking out BIPOC candidates for leadership positions and diversifying the Board of Directors
- Attracting and incubating Black-owned businesses and cultivating and supporting BIPOC entrepreneurs
- Creating an paid Fellowship position for emerging BIPOC leaders in the fields of community development, urban planning, or placemaking to spend a year guiding and contributing to the BID's work at the highest level.

PILLARS:

**ECONOMIC
DEVELOPMENT**
INCLUSIVITY
**BRAND &
REPUTATION**

Build on the Foundation of a Stable & Sustainable Pandemic Recovery

As we all gradually and inconsistently emerge from the pandemic, one thing is clear: the impacts of the coronavirus are widespread and unavoidable. This plan—and the future it envisions—is dependent on NoMa, the District, and the nation achieving an effective and sustainable recovery.

NoMa and its businesses were more fortunate than some, and the neighborhood's resilience is a testament to the work, vision, and adaptability of everyone here. But it is how we build on these critical characteristics that will determine how effectively we will pivot from recovery to resurgence.

PILLARS:

CONNECTIVITY
ECONOMIC
DEVELOPMENT
INCLUSIVITY
BRAND &
REPUTATION
PLAY
SAFETY

This initiative involves:

- Creatively activating public and private spaces – A NoMa tradition and hallmark of the BID's role. While the spaces may change, the need to creatively showcase the neighborhood and excite people is evergreen.
- Ongoing business communication & support – Finding new ways to connect with businesses and provide them with resources, access, and assistance will always be a priority.
- Centering events & culture – In addition to maintaining our calendar of successful—and even beloved—annual events, the BID can create spaces for the community to inhabit (culturally speaking) and nurture events and culture as they happen organically.
- Prioritizing public health & safety – Our public space team—including our incredible Ambassadors—view themselves as the stewards of NoMa, not just the sidewalks and street poles, but the people and the businesses too. The goal is simple and won't change: to keep NoMa healthy and safe.
- Resilient planning & vision – NoMa weathered the pandemic well, because of our mix of tenant types, connection to governments (both city and federal), and the adaptability of our businesses. This resilience did not happen by accident, and visionary planning from the Board-level on down is how we will stay resilient into the future.
- Marketing NoMa as the post-pandemic neighborhood of choice for residents and retail—a neighborhood that allows businesses to thrive by giving them a breadth of residents and workers to serve. Whether they come to work in an office or stay to work from home, there will be people in NoMa.



Serve the Needs of People Living in NoMa – Housed and Unhoused Alike

The issue of people experiencing homelessness is not unique or new to NoMa, but NoMa's experience does present unique challenges and opportunities. Since 2019, the NoMa BID has been partnering with the h3 Project to deliver targeted, individualized outreach services to people who are unhoused in the neighborhood. In spite of the successes achieved in that time, activity in the underpass encampments have grown, both physically and in terms of the work and attention of the BID.

While the way forward towards permanent housing for people experiencing homelessness in NoMa can only be determined by the District government, we are not powerless. We will hold them accountable, and be an engaged and valuable partner in their efforts. Whatever the District's approach, we must be intentional and strategic in our work to serve all residents in NoMa, housed and unhoused alike.

This initiative involves:

- Enhancing existing outreach capabilities through scaling up current approaches, employing complementary contractors, and increasing staff and board support
- Working with other BIDs, Main Street organizations, businesses, and our representatives in the District government to create more opportunities for people experiencing homelessness in NoMa to secure housing and support.
- Implementing a comprehensive communications strategy that tells the story of the BID's work and connects NoMa residents and businesses to ways they can help and support their encamped neighbors
- Prioritizing significant investments in the well-being of and outcomes for people experiencing homelessness in NoMa
- Encouraging and advocating for public initiatives that ensure that the encampments are safe hygienic, and temporary—with the goal of permanent housing for all

PILLARS:

INCLUSIVITY

BRAND &
REPUTATION

SAFETY



A Magnetic NoMa is **Vibrant**

We will ensure that NoMa is a place where life can be seen, heard, and felt on every corner

VIBRANT NOMA INITIATIVES

Attract to NoMa, Incubate, and Support an Intentional Mix of Retail Businesses

NoMa's retail has proven to be resilient and community-focused, and that creates a strong foundation for attracting and incubating businesses that both appeal to NoMa residents and workers and draw people to NoMa from across the city and the region. Cultivating locally-owned businesses, businesses that speak to the identity and culture of NoMa, and businesses owned by women and/or BIPOC will help to complement current retail and forge a resilient and empowering retail community for the future.

While NoMa's retail profile is strong, targeted investments of time, resources, and the attention will result in a vibrant retail community existing in partnership with the residents and workers in the neighborhood. Specific categories of retail include destination-oriented retail and multi-purpose arts-and-performance spaces.

This initiative involves:

- Redoubling our commitment and service to NoMa businesses to help them succeed
- Creating and maintaining an annual strategic retail assessment that looks at the current retail profile against our targets
- Convening NoMa BID businesses to establish a strong network of BID-led and peer-based support
- Leveraging the BID's history of incubation to attract interested entrepreneurs and business owners and to help make the case to property owners and managers
- Prioritizing support and resources for businesses that reinforce the strategic Pillars and other initiatives through microloans and/or other creative mechanisms
- Targeting the BID's own purchasing and procurement in line with these elements and in support of the strategic Pillars

PILLARS:

ECONOMIC
DEVELOPMENT
INCLUSIVITY
BRAND &
REPUTATION
PLAY



Establish a Cultural Anchor in NoMa

In the previous strategic plan, the NoMa BID committed to the creation of landmark parks that would bring people to NoMa. With Swampoodle Park, Alethia Tanner Park, and the new parks, plazas, and public spaces in the pipeline, that promise has largely been fulfilled.

The next chapter of NoMa's story will be cultural, told in the imaginations of residents, workers, and visitors. It will be written with murals and sculpture, streetscapes and projection art, music and movie nights, and in the communities that flourish here.

Central to this story is the establishment of a cultural “anchor” location in the neighborhood, a focal point for the ongoing cultural conversation in NoMa. While the form and function of such a space will ultimately be determined by that conversation, the need for such a space is clear, and the groundwork necessary for its creation can begin today.

This initiative involves:

- Creating a board- and community-led process for the identification and establishment of a cultural anchor
- Initiating funding conversations with the District, private-sector foundations, and the performing arts community
- Identifying opportunities in the 5-10 year horizon for possible development of a site
- Building support across the greater NoMa community

PILLARS:

**ECONOMIC
DEVELOPMENT**

**BRAND &
REPUTATION**

PLAY



Enliven Public and Private Ground-floor Spaces in NoMa

NoMa has a history of finding creative and unique ways use existing spaces through pop-up businesses, temporary parks and plazas, event activations, and more. That eye for possibility is baked into our approach, and while the number of unused or underused spaces may be dwindling, the opportunities are only increasing.

The BID can play a thoughtful leadership role in the community, acting as a matchmaker between spaces and activators, providing guidance and both direct and indirect support in the planning stages, as well as promoting the activations themselves. Current spaces may close or vanish, but new public and private spaces will continue to be created, and the community's appetite for unique and engaging activity will be high.

Success here means developing methods for standing out in a crowded cityscape of things to do and places to go. The connection to NoMa's public art and our history of creating fun, unique spaces in the unused corners of an urban neighborhood will serve this initiative well.

This initiative involves:

- Marketing NoMa as a home for space activations and cultivating relationships with the "activation community"
- Developing a guide and resources for space activations that can be distributed to community groups and individuals interested in getting involved
- Working with property owners to identify spaces and implement guidelines for their use
- Focusing BID resources and programming on spaces that can be successfully activated

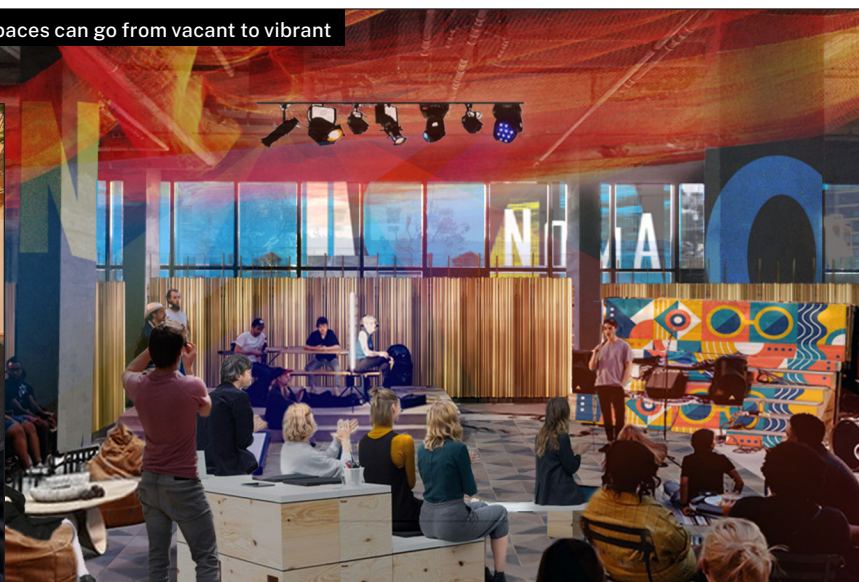
PILLARS:

ECONOMIC
DEVELOPMENT

BRAND &
REPUTATION

PLAY

Retail spaces can go from vacant to vibrant



Leverage the Redesigned Virtual Circle to Connect, Beautify, and Enhance NoMa

The NoMa Parks Foundation has worked with DDOT to design and build an incredible trio of public plazas and green space at the heart of NoMa. These yet-to-be-named spaces form a green and walkable bridge between the southern core of NoMa and the Eckington end of the neighborhood. While these spaces are designed to be a draw for the community of residents and workers, the BID will utilize programming and core services to truly bring them to life.

The strategy to do so is necessarily different from a space like Tanner Park, and must be centered on creating a communal sense of investment and ownership in the spaces, while finding creative ways to connect people with them that feel organic and comfortable.

This initiative involves:

- Programming the new spaces, including grand opening celebrations, weekly farmers' markets, festivals, and more
- Coordinating and encouraging community use of the spaces for events
- Establishing and supporting a "friends" organization to help with regular upkeep and care of the spaces
- Creation of a "gateway" art piece that welcomes people into NoMa
- Regularly closing the new segment of First St. NE during low-traffic days/hours, combining two of the open spaces for community programming and events and affirming that public space is for people first and cars second

PILLARS:

ECONOMIC
DEVELOPMENT

BRAND &
REPUTATION

PLAY

The plan for the new plazas in NoMa



A glimpse of the planned eastern plaza



A Magnetic NoMa is **Dynamic**

NoMa has become something great, and we will ensure it keeps getting better

DYNAMIC NOMA INITIATIVES

Deepen and Broaden the NoMa BID's Core Services to Meet the Changing Needs of the Neighborhood and its Parks

The NoMa BID delivers services to businesses, property owners, developers, residents, workers, and visitors. Each of these audiences interacts differently with the neighborhood, and has different needs, wants, and experiences. Our core services were established to meet those needs and as the neighborhood changes, so too will our role in serving it.

The keystone of this initiative is evolving BID services in concert with NoMa, anticipating needs and adapting to them as seamlessly as possible. Built into this idea is a creative and flexible staff that is happy and well-managed, and an internal structure that elevates communication and collaboration across departments.

This initiative involves:

- Refining our ability to gather information through community relationship management, surveys, social listening tools, and more.
- Sharpening communication methods to connect the right information to the right audiences
- Deploying the physical and digital infrastructure to boost peoples' experiences in the neighborhood and online
- Connecting NoMa businesses to the BID, the community, external resources, and each other
- Capitalizing on the potential of NoMa's safe, clean, and welcoming public spaces
- Establishing a dedicated, sustainable source of funding for the ongoing maintenance of NoMa's parks
- Expanding the BID boundary where and when appropriate or desired

PILLARS:

CONNECTIVITY
ECONOMIC
DEVELOPMENT
INCLUSIVITY
BRAND &
REPUTATION
PLAY
SAFETY

Champion the Expansion of Metro Connectivity in NoMa

NoMa's story is inextricably linked to Metro, starting with the creation of the NoMa-Gallaudet Metro station in 2004, and access to Metro—and through Metro, access to everything the region has to offer—will continue to be a defining feature of the neighborhood well into the future. Connecting NoMa to its Metro stations through redesigned entrances that serve the community is a critical priority.

The proposed 3rd St. NE entrance to the NoMa-Gallaudet station would serve residents and businesses east of the train tracks and would tie the burgeoning Union Market area even more closely to NoMa, as well as provide a faster connection for the Gallaudet University's shuttle bus service.

Similarly, the refresh of the 1st St. NE entrance to Union Station will offer improved access not only to Metro, but to all of the amenities of Union Station (soon to begin its own long-awaited redesign).

The need for these station improvements is clear, however the BID cannot execute these projects itself. The BID will be a champion of these projects and work with the appropriate decision-makers and parties to ensure their completion.

This initiative involves:

- Promoting the concepts and communicating the benefits of these improvements to the residents and businesses in NoMa, and to local decision-makers
- Tracking the funding and construction processes relevant to the creation of these new Metro entrances
- Marshaling support and lending the BID's voice to funding/construction/coalition-building efforts as needed

PILLARS:

CONNECTIVITY

ECONOMIC
DEVELOPMENT

INCLUSIVITY

BRAND &
REPUTATION



Ensure the Redevelopment of Union Station Maximally Benefits NoMa

Union Station is one of NoMa's greatest assets and is positioned for expansion. The Washington Union Station Expansion Project (SEP) will cement the station as a world-class multi-modal facility in the heart of NoMa. Improvements will include new intercity and commuter rail passenger platforms, tracks and concourses, a new integrated intercity bus facility, and enhanced intermodal connections to the Metro, pedestrian, and vehicular modes at the station. The SEP will also create vibrant spaces in and around the historic station, tying the station even more closely into the neighborhood.

While construction for the project is still years away, the decisions being made today will directly affect NoMa and the impact of the SEP on the neighborhood. As the most transformative project in NoMa's future, the BID must be a champion for a successful SEP and will make sure that the neighborhood's interests are represented as plans move forward.

This initiative involves:

- Promoting the benefit of the SEP to the NoMa neighborhood and surrounding communities
- Representing the interests of the greater NoMa community during SEP planning and coalition-building
- Ensuring that the strategic needs of NoMa and the BID are served throughout the SEP process and in the final product
- Working with the appropriate parties to ensure the project's completion and success

PILLARS:

CONNECTIVITY

ECONOMIC
DEVELOPMENT

BRAND &
REPUTATION



Imagine Burnham Place above the Union Station railyard

Reimagine North Capitol Street as a Community Boulevard

More than just the street that represents NoMa's western boundary, North Capitol Street exists as a barrier to east-west connectivity across the District. At once both a business-lined neighborhood street and a bustling arterial for commuter traffic, the street is the cause of or contributor to a host of safety and community issues.

NoMa needs connectivity to the west—to the thriving Mount Vernon triangle, to Truxton Circle and Shaw, and to Chinatown and beyond—but true connectivity must be more than roads. A reimagined North Capitol Street should serve the neighborhoods, residents, and businesses that depend on it, protect vulnerable users, and integrate communities rather than divide them.

The NoMa BID will seek both short-term and long-term ways to alleviate the challenges of North Capitol Street, through focused core services, relationship-building with communities to the west, and intentional collaboration with ongoing efforts to recreate the corridor at the city level.

PILLARS:

CONNECTIVITY

ECONOMIC
DEVELOPMENT

INCLUSIVITY

SAFETY

This initiative involves:

- Being a champion for the improvement of North Capitol Street. Continued engagement with the North Capitol Street community stakeholder coalition
- Building relationships with residents, communities, and businesses west of North Capitol Street and connecting them with targeted services
- Improving and increasing NoMa neighborhood branding on North Capitol Street itself
- Programming events strategically focused on North Capitol Street, its businesses, and its residents

Looking east, L St. NE can be a gateway to NoMa





Our Strategic Pillars

CONNECTIVITY

ECONOMIC DEVELOPMENT














































INCLUSIVITY

BRAND & REPUTATION

PLAY

SAFETY

These strategic pillars are the fundamentals of the strategy, clearly identifying the work areas of the BID and supporting the goal. They are organizational priorities that work in concert with each other rather than in conflict, and they underlie all of the BID's internal departments and programs. Each is important on its own, but it is in their interaction with and influence upon each other that their true value lies. It's no exaggeration to say that without work on all six pillars, work on any one of them would be much more difficult. As you may have noticed earlier in the plan, each of our initiatives is in service to multiple of Pillars.

	CONNECTIVITY	ECONOMIC DEVELOPMENT	INCLUSIVITY	BRAND & REPUTATION	PLAY	SAFETY
Establish a Cultural Anchor in NoMa						
Serve the Needs of People Living in NoMa – Housed and Unhoused Alike						
Work to Make Justice, Equity, Diversity, and Inclusivity Foundational to the NoMa BID						
Champion the Expansion of Metro Connectivity in NoMa						
Reimagine North Capitol Street as a Community Boulevard						
Attract, Incubate, and Support an Intentional Mix of Retail Businesses						
Activate Public and Private Ground-floor Spaces in NoMa						
Ensure the Redevelopment of Union Station Maximally Benefits NoMa						
Leverage the Redesigned Virtual Circle to Connect, Beautify, and Enhance NoMa						
Build on the Foundation of a Stable & Sustainable Pandemic Recovery						
Deepen and Broaden the NoMa BID's Core Services to Meet the Changing Needs of the Neighborhood and its Parks						

Connectivity

Connectivity as a strategic Pillar means understanding NoMa's streets, sidewalks, trails, and rails as spaces that must serve people first. It means connecting communities and people to one another, enhancing pedestrian conditions and experiences, improving transportation and mobility resources and access, creating innovative ground-level activations and experiential art, actively supporting transit, and reimagining key roads as safe spaces that connect communities instead of dividing them.

Economic Development

Economic development goes hand-in-hand with physical development, but is not a foregone conclusion. It must be planned for, shepherded, and safeguarded through policies, programs, priorities, and placemaking. As a strategic Pillar, economic development means ensuring that NoMa remains a resilient engine of growth at the heart of DC and lives up to the ideal of mixed-use—living, working, and playing that mutually reinforce one another provide the foundation for a thriving neighborhood economy.

Inclusivity

NoMa is a diverse community, and needs to ensure that justice, equity, diversity, and inclusion are foundational concepts for the neighborhood's future. For NoMa as a whole to succeed, the wellbeing of all of the residents, tenants, workers, and visitors must be a part of that success. Strategically, cementing inclusivity in NoMa creates the foundation for all of the BID's future work. This work is both forward-looking and inward-looking, and while it will not be easy or quick, it is both necessary and overdue. Making inclusivity a Pillar means taking a hard look at ourselves, asking questions, and listening to the answers, but most importantly it means declaring the neighborhood's ideals and living up to them.

Brand & Reputation

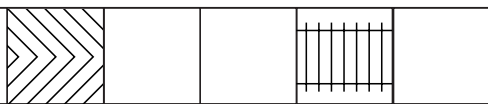
NoMa is not just a physical place or a place on a map, bounded by roads and railways, but also a conceptual place in peoples' minds and in their homes. NoMa has a sterling reputation for businesses and their employees, and for residents old and new. Making brand & reputation a strategic Pillar means more than resting on the neighborhood's success. It means building a name for the neighborhood that is synonymous with fun, with play, with arts, and with culture, and promising that NoMa will be a destination for everyone week in and week out, day or night.

Play

NoMa needs more play, and making this a strategic Pillar will elevate fun to the top of the list for the BID's efforts, and will inform the way decisions are made around marketing, events, public space operations, and even planning. New spaces like Alethia Tanner Park create opportunities for unique new events, while better connections to surrounding neighborhoods allow new communities to discover and enjoy NoMa for the first time. New mobility options, new retailers, new partners and stakeholders, and a new approach to using public streets for the benefit of the public will set the stage for dynamic changes. Strategically, play sets high expectations for our work, but meeting them will certainly be fun.

Safety

Safety is always a priority for any neighborhood, but making it a strategic Pillar in NoMa means thinking differently. Using art to slow down traffic, empowering residents to take care of one another, finding the right experts to provide the right solutions, and using the latest technology to connect people with the resources they need are some of the concepts that strategically prioritizing safety makes possible in NoMa. NoMa is not unique in the safety challenges it faces—roadway hazards, violent and nonviolent crime, public health issues, and more—but thanks to the mix of people, businesses, and communities that come together here, we may be able to create unique solutions.





Approach

How We Developed the Plan

Strategic plans have long lives, and this one began well before the end of the previous plan. As tracking of key performance indicators and evaluation of the 2016 plan was underway at the start of the 2020 fiscal year, the first elements of this plan began to take shape.

With the hiring of Chief of Staff Daniel Hoagland in January, the BID began devoting resources specifically to the formulation and design of the new plan. BID leadership built out an 18-month process designed to deliver a plan by the summer of 2021, in time for the plan to begin with the 2022 fiscal year that October.

We began by seeking input from as many stakeholders and sources as possible. We brought together the staff, board, and community to form committees that would provide guidance and feedback. We commissioned original research and analyzed the work of experts in planning, place-making, real estate, and more.

We worked with a public opinion firm to convene focus groups of people who live and work in NoMa and conduct individual interviews with prominent individuals in development, retail, and real estate. Our committees dedicated their time and energy key topics: culture and identity, connectivity, community and inclusivity, the pandemic.

On the quantitative side, we built a comprehensive research framework examining retail, residential, and office outlooks for the five years of the plan, together with best-in-field predictions for post-pandemic recovery, and a range of financial projections. To this we added the results of our own biannual community surveys and the outcomes from the 2016 plan.

Acknowledgements

This strategic plan would not have been possible without the contributions of the following people, organizations, and businesses. We thank them for their work and for their confidence in and support of the NoMa BID.

We acknowledge:

The leadership of Robin-Eve Jasper, NoMa BID President 2008-2021

The leadership of Maura Brophy, NoMa BID President 2021-

The work of NoMa BID staff past and present, and specifically the contributions of:

- Daniel Hoagland, Chief of Staff
- Jesse London, Planning and Economic Development Senior Manager

The guidance and work of the NoMa BID Board of Directors, and specifically the members of the Strategic Planning Committee:

- Caiti Anderson of REI
- Brigg Bunker of Foulger-Pratt
- Josh Dix of Trammel Crow Company
- Mike Ponticelli of Bisnow Media
- Matt Robinson of MRP Realty
- Pam Tapscott of Mathematica

The NoMa community, and specifically the members of the Community Strategic Planning Committee:

- Drew Courtney, ANC 6C commissioner
- Kim Cox, Father McKenna Center
- Heather Edelman, NoMa resident
- Anne Phelps, NoMa resident
- Conor Shaw of the Eckington Civic Association
- Eric Shin of Seoul Spice
- Gerard Wall, NoMa resident
- Kamille Warren, NoMa resident

The facilitation, skill, and guidance of Bill Potapchuk and the Community Building Institute

The time and thoughtfulness of our interviewees and focus group participants

The insightful work of our research partners:

- Gensler
- The DC Policy Center
- RKG
- OpinionWorks

The photography of Sam Kittner, as well as Allen Russ and Emma McAlary.



Deriving Targets & Tracking Outcomes

Tracking progress against this plan will be critical to our success. As such, the BID will identify key performance indicators, set targets, and monitor progress. The approach we take to establishing these targets will reflect the strategic vision we've identified, in that it will consider targets that can be achieved within the 5-year plan period, and also the "positioning" of the neighborhood for growth beyond the next five years given its longer-term trajectory. For instance, while we will certainly track progress towards achieving our overarching goal of "making NoMa magnetic," we will also aim to evaluate our progress within our strategic Pillars and our vision for the growth of NoMa long-term. An important thing to note given the nature of this plan is that some measures will be quantitative while others will be qualitative, however they will all be integral to our success.



Evaluation & Feedback

A successful strategic plan is a living document that is periodically reviewed by both its creators and its users, with an eye towards changing contexts and constraints as opportunities for adaptations are evaluated.

For this plan, periodic evaluations by the staff and the board (and additional stakeholders) will include the following questions:

- Is the goal still effective and achievable?
- Are the Pillars still valid and connected to achieving the goal?
- What progress has been made on the initiatives and are there any that have been completed?
- What new initiatives may have arisen that should be included?





Conclusion

This plan finds NoMa as a neighborhood on the cusp. We're emerging from our past as the new kid on the block, as the place with the odd name, as the construction capital of DC, and the next phase of our growth has arrived. The vision laid out at the beginning of the plan is rooted in the fundamentals of NoMa—our past, our people, our places—and shows us that we can be a new nexus for District life, an uplifting, vibrant, and dynamic hub of business, culture, art, and community. This vision points the way, and this plan maps the route.

As always with plans such as these, we are well aware that the future is fundamentally unpredictable, but we feel that this plan represents not only our best attempt to foresee it, but also our best approach to achieve it. We could not be prouder of this strategic plan nor more inspired and excited by the vision of NoMa laid out in its pages.

Our goal is straightforward—Make NoMa Magnetic—but it encompasses an incredible amount of hard work, thoughtful intention, meaningful partnership, and enthusiastic dedication on the part of our staff, board, and stakeholders. Succeeding will be challenging, but the NoMa BID team is ready to rise and meet it head-on.

We invite you, whether you are a NoMa resident, worker, business owner, visitor, partner, or just an interested observer, to come and see what NoMa has to offer, today and tomorrow.








NOMA

NoMa Business Improvement District

1200 First St. NE, Suite 310
Washington, DC 20002
(202) 289-0111

  @NoMa.BID
 @NoMaBID
NoMaBID.org