



NoMa and the 4th District



**Symposium on Architectural Design and Revitalization of Floresta,
Unisinos, Porto Alegre, December 19, 2014**

Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development (GUD)



NoMa and the 4th District, Nós Coworking, June 9, 2014



Inspiring Better Cities.



A Post-Industrial Brazilian Neighborhood Aims to be Latin America's Silicon Valley

BY GREG SCRUGGS | NEXT CITY | JUNE 19, 2014

On June 9, Nós hosted its latest working group on the 4º Distrito and invited Dr. Marc Weiss, international professor of economics and business management at Unisinos Porto Alegre. Weiss is chairman and CEO of Global Urban Development, a network of urban affairs leaders, and currently advising the Rio Grande do Sul state government on metropolitan economic strategy.

In 1998, he authored a strategic economic development plan for Washington, D.C. that fingered the area north of Massachusetts Avenue, which he coined "NoMa," as a potential development opportunity in a blighted area, anchored by media companies and accessible by a new Metro station. The results today are total assessed real estate values in the billions of dollars and 40,000 workers daily, which have injected activity into the neighborhood.



WHO WE ARE
PUBLICATIONS
GUD MAGAZINE
GUD HISTORY & EVENTS

ENERGY & CLIMATE
PARTNERSHIP OF THE
AMERICAS

FACING THE
ENVIRONMENTAL
CHALLENGE

ANALYZING GLOBAL URBAN
DEVELOPMENT

ENVISIONING SUSTAINABLE
FUTURES



GLOBAL URBAN DEVELOPMENT

What is our fundamental challenge for global urban development in the 21st century?

Can we possibly succeed in enabling every community to peacefully grow and thrive?

Why can't we all just get along?

Barcelona · Beijing · Belo Horizonte · Curitiba · Hong Kong · Istanbul · London · Porto Alegre ·
Prague · Rehoboth · San Francisco Bay Area · Singapore · Sydney · Toronto · Washington, DC



METROPOLITAN ECONOMIC
STRATEGY: ADVANCING
INNOVATION AND
PROSPERITY

GENERATING SUSTAINABLE
ECONOMIC DEVELOPMENT

INCLUSIVE ECONOMIC
DEVELOPMENT: TREATING
PEOPLE AND COMMUNITIES
AS ASSETS

IMPROVING GLOBAL
HEALTH

BUILDING GENDER
EQUALITY

CELEBRATING OUR URBAN
HERITAGE



EVENTS

REGIONAL DEVELOPMENT COUNCILS, RIO GRANDE DO SUL, BRAZIL, NOVEMBER 12, 2014: DR. MARC WEISS



Rio Grande do Sul Economic Strategy: Most Sustainable and Innovative Place in Latin America by 2030





Planning for Regional Development: Metropolitan Economic Strategy, Sustainable Innovation, and Inclusive Prosperity for Rio Grande do Sul

**12th Annual COREDES Meeting
Santa Cruz do Sul, November 12, 2014**

**Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development (GUD)**

http://www.globalurban.org/COREDES-RS_Presentation_November_2014.pdf



Oportunidades de Desenvolvimento Local e Regional relacionados a Implementação do Estaleiro EBR de São José do Norte, no Rio Grande do Sul

Relatório do Global Urban Development (GUD) para o Grupo Empresarial M. Stortti Consultores, Federação das Indústrias do Rio Grande do Sul (FIERGS) e para a Agência de Desenvolvimento e Promoção do Investimento do Rio Grande do Sul (AGDI)

Dezembro de 2012



MARC A. WEISS

Metropolitan Economic Strategy: The Key to Prosperity

Metropolitan Economic Strategy is now essential for every nation and urban region to generate sustainable prosperity and quality of life.



STATE POLICY APPROACHES TO PROMOTE METROPOLITAN ECONOMIC STRATEGY

By
DR. MARC A. WEISS

PUBLISHED BY
THE NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

OCTOBER, 2002



Investing in Fundamental Assets and Building Dynamic Industry Networks

A good economic strategy consists of two key elements:

- 1) building from strength — investing in the fundamental assets and activities that make people more productive and places more valuable;*
- 2) generating dynamism — promoting modern, globally competitive industry networks that accelerate the pace of innovation and growth.*



PEOPLE are the most vital economic asset in the world

INVESTING IN FUNDAMENTAL ECONOMIC ASSETS:

- Transportation
- Infrastructure
- Education
- Workforce Development
- Research
- Technology
- Markets
- Capital
- Health
- Safety
- Environment and Amenities
- Culture
- Quality of Life



The Four Greens

- **Green Savings** — cutting costs for businesses, families, communities, and governments by efficiently using renewable resources and by reducing and reusing waste
- **Green Opportunities** — growing jobs and incomes through business development and expanding markets for resource efficiency, sustainability, and clean technologies
- **Green Talent** — investing in fundamental assets such as education, research, technological innovation, and modern entrepreneurial and workforce skills, because people are now the world's most vital green economic resource
- **Green Places** — establishing sustainable transportation and infrastructure, and protecting and enhancing the natural and built environment, to create more attractive, livable, healthy, vibrant, prosperous, productive, and resource-efficient areas and communities.

Metropolitan Economic Strategy for America's Cities and Regions

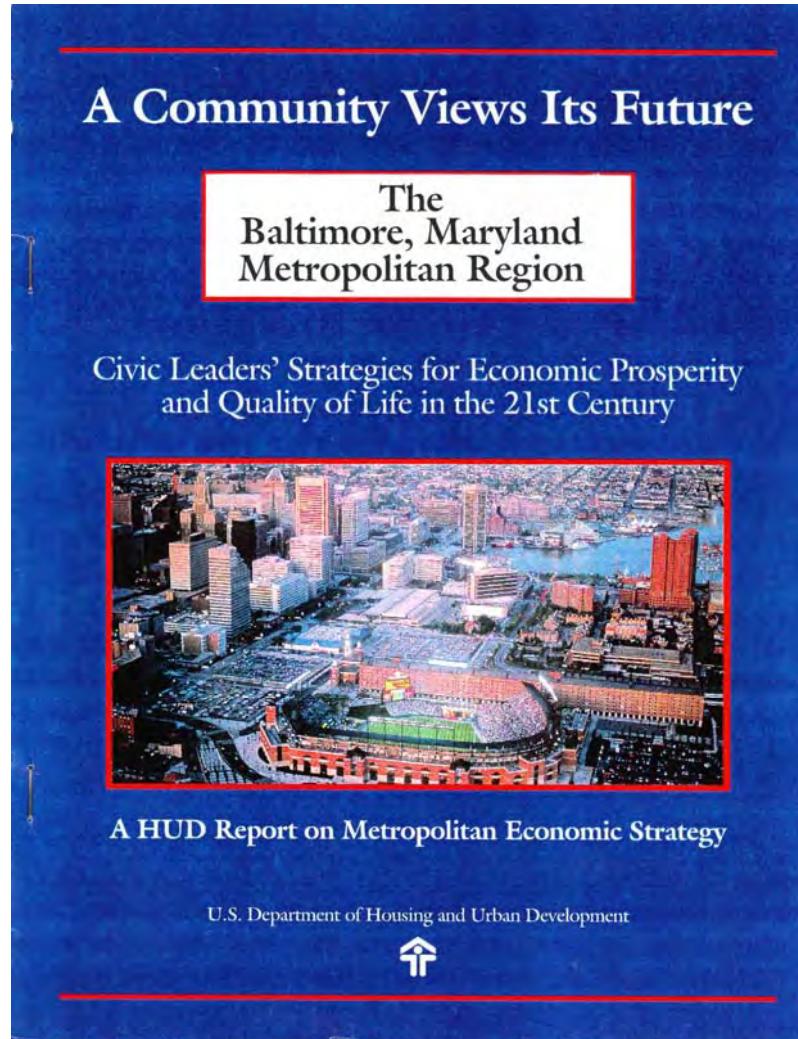
Henry G. Cisneros and Marc A. Weiss

The New American Economy

After a quarter-century of sweeping change in the global economy, the metropolitan regions of the US are positioned for prosperity. Metropolitan regions have been centers of manufacturing and commerce since the beginning of the industrialization and urbanization of America in the 19th century. In more recent years, the new knowledge and information-based, technology and communications-intensive, globally oriented economy has changed the economic dynamic of metropolitan regions. Some regions have prospered as centers of the New Economy by growing new types of service industries – business, professional, financial, health – and by spawning whole new manufacturing sectors – computers, electronics, telecommunications, multimedia. Other regions have become more competitive by transforming older manufacturing industries, such as automobiles or apparel, into more productive, technology-driven industry “networks”.

Our study, based on evidence from case studies of 12 U.S. metropolitan regions and analysis of quantitative data on 114 of the country's largest metropolitan regions, finds that most U.S. metropolitan regions are freshly positioned to succeed in the new global economy and to bring increased prosperity to America's families and communities in the 21st century.

Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





GLOBAL URBAN DEVELOPMENT



U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D.C. 20410-0001

THE SECRETARY

In America today, nearly 80 percent of the population and almost 90 percent of the employment growth is in metropolitan regions. We are individuals and families looking to the future for good jobs and business opportunities, for rising incomes to own homes, for children to get a worthwhile education, for communities to thrive in health and safety. All of us share a common fate in a new metropolitan economy that will determine our nation's prosperity and quality of life in the 21st Century.

This New Economy -- knowledge and information-based, technology-intensive, and globally oriented -- demands new skills in education, research, and workforce development. To be competitive now requires regional collaboration and innovative leadership: a Metropolitan Economic Strategy for investment in transportation and infrastructure, environmental preservation, and community revitalization.



Strategic Economic Development Plan for Washington, DC 1997-99



Washington, DC: January - March 1998

*Inclusive Citywide Participatory Budgeting Competition
for \$73 million in Federal Funds (CDBG, HOME, & LIHTC)*

**\$73 million grants and tax credits generated \$300
million investments in low and moderate-income
communities, which produced:**

Recent public and private community investment of \$300 million is creating 6,000 neighborhood jobs, 1,700 new and renovated homes and apartments, affordable homeownership opportunities for 1,500 families, 250,000 square feet of neighborhood retail and office space, the revitalization of 16 community business districts, and nearly 50 new or renovated neighborhood service centers – including health care and child care, arts and recreation, education and job training, parks and playgrounds.



GLOBAL URBAN DEVELOPMENT

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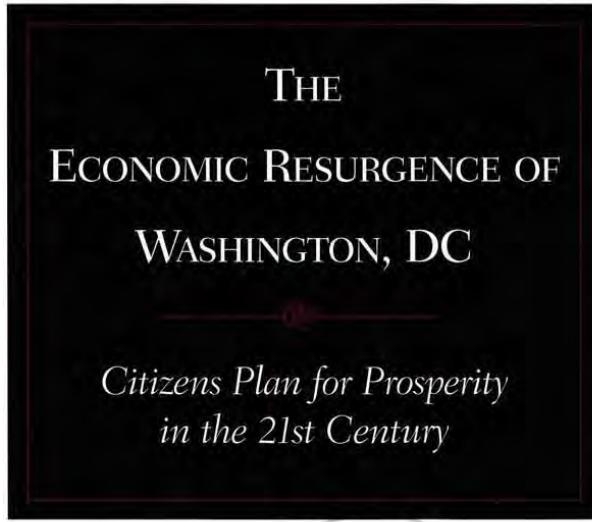
Jennifer LeFurgy
Policy Associate

SOUTHWEST WASHINGTON, D.C.

A Strategy for Revitalizing Waterside Mall and the Waterfront



Marc Weiss (center), SWNA president, leads panel members and local representatives on a tour of the study area.



The image shows the cover of a report titled "The Economic Resurgence of Washington, DC: Citizens Plan for Prosperity in the 21st Century". The cover is dark with white text. Below the title is a subtitle: "Citizens Plan for Prosperity in the 21st Century". To the right of the title, there is a stylized, handwritten-style text "By the People, For the People" in a large, flowing script. At the bottom of the cover, there is a small paragraph of text. The entire report cover is set within a white rectangular frame.

The Strategic Economic Development Plan for Washington, DC,
and The Economic Summit are co-sponsored by
the District of Columbia Government, the Financial Responsibility and Management Assistance Authority,
the United States Department of Commerce Economic Development Administration,
the Local Initiatives Support Corporation, Fannie Mae, and the World Bank.

Coordinators: Richard Monteith and Dr. Marc Weiss
District of Columbia Department of Housing and Community Development

NOVEMBER 1998



1998 WASHINGTON, DC ECONOMIC PLAN: INCLUSIVE AND PARTICIPATORY LEADERSHIP

The superb Steering Committee that guided the Strategic Economic Development Plan consisted of Douglas Austin, Michael Barr, Richard Bradley, Carol Thompson Cole, Philip Dearborn, Brenda Donald, Gail Edwards, Jeffrey Finkle, Julian Fore, Stephen Fuller, Shari Garmise, James Gibson, Mark Goldstein, Anthony Gould, Tracy Harris, Kwasi Holman, Gregory Irish, Charlene Drew Jarvis, Robert Jones, Lloyd Jordan, Kenneth Kimbrough, Thomas Kingsley, Cathy Lange, Arthur Lawson, Susan Linsky, Darius Mans, Patricia Mathews, John McKoy, Kevin McQueen, Richard Monteilh, Oramenta Fleming Newsome, Alvin Nichols, Douglas Patton, Perry Pockros, Paul Pryde, Viki Reath, Robert Richardson, Daniel Ritchie, Elijah Rogers, Philip Singerman, Michael Springer, Dana Stebbins, Joseph Sternlieb, Lynda de la Vina, Marc Weiss, and Paul White. Thanks to everyone for doing an amazing job in a very accelerated time frame.

Thanks also go to the Industry Network leaders and the Cross-Cutting Policy Working Group Leaders for their outstanding service and leadership: Sandy Fitz-Hugh, Whayne Quin, William Edwards, Barbara Wolfson, Emily Vetter, Marie Johns, Pedro Alfonso, Charlene Drew Jarvis, Herman Bulls, John Green, Robert Malson, Austin Kiplinger, Todd Mason, Jonathan Halfman, Debra Reese, Marc Weiss, A. Scott Bolden, Kwasi Holman, Gregory Fazakerly, Thomas Wilbur, Gail Edwards, John McKoy, Thomas Kingsley, Norris Dodson, Steven Jacobson, Joseph Heiney-Gonzalez, William Jameson, Robert Gladstone, Richard Bradley, Albert Hopkins, Julie Rogers, Ernest Skinner, Oramenta Fleming Newsome, Martin Mellett, and Phyllis Jones.



1998 WASHINGTON, DC ECONOMIC PLAN

3-PART STRATEGIC FRAMEWORK

STRATEGIC INDUSTRIES

- Industry Networks
- Growing Businesses and Jobs across the Private Sector

STRATEGIC POPULATIONS

- Workforce Development
- Attracting and Retaining Residents

STRATEGIC AREAS

- Downtown
- Neighborhoods



1998 WASHINGTON, DC ECONOMIC PLAN

THE CROSS-CUTTING POLICY WORKING GROUPS

This plan was written by Washingtonians for Washingtonians. All of the participants were citizen leaders who have a vital stake in the economic future of the city and who will be responsible for the successful completion of the many important tasks the plan identifies. We formed six active and ongoing Industry Network groups with business, community, and government leaders taking on major projects to grow businesses and jobs in the city. In addition, we created six cross-cutting policy working groups to focus on a broader set of issues that must be addressed to expand prosperity and quality of life for every family and community in Washington, DC. Working closely together, hundreds of citizen experts focused on three broad approaches to producing successful economic outcomes:

STRATEGIC INDUSTRIES

1. **Business Promotion:** growing businesses and jobs by investing in marketing and incentives; business retention and attraction.
2. **Business Climate:** improving the tax and regulatory environment and overall service delivery system.

STRATEGIC POPULATIONS

1. **Workforce Development:** encouraging the growth of a strong residential and workforce base by emphasizing quality education, job training, and placement.
2. **Attracting and Retaining Residents:** enhancing the quality of life through increasing homeownership and improving schools, safety, cultural and recreational amenities.

STRATEGIC AREAS

1. **Downtown:** planning and developing downtown to generate commercial activity, stores and services, transportation, housing, arts and culture, and recreation.
2. **Neighborhoods:** planning and developing neighborhoods to generate commercial and industrial activity, stores and services, transportation, housing, arts and culture, and recreation.



1998 WASHINGTON, DC ECONOMIC PLAN BACKGROUND RESEARCH REPORTS

How to grow Industry Networks (Steven Waldhorn and James Gollub of ICF Kaiser);

Universities and graduate business schools promoting inner city entrepreneurship (Dr. Michael Porter and Monica Dean of Harvard Business School and the Initiative for a Competitive Inner City);

Federal procurement spending in the city and region
(Dr. Stephen Fuller of George Mason University);

Commercial revitalization around neighborhood Metro stations
(David Lee and Derrick Woody of Stull and Lee Architects and Planners);

Workforce development and attracting/retaining residents
(Thomas Kingsley and Margery Austin Turner of the Urban Institute);

Demographic and homeownership trends (George Grier of the Greater Washington Research Center);

Creating an effective local delivery system (Jeffrey Finkle and Shari Garmise of the Council for Urban Economic Development);

Location of federal jobs in the city and region (Viki Reath of Reath Communications).



1998 WASHINGTON, DC ECONOMIC PLAN INDUSTRY NETWORKS

- Business/Professional/Financial/Association Services
- Hospitality/Entertainment/Tourism/Specialty Retail
- Universities/Educational/Research Institutions
- Biomedical Research/Health Services
- Media/Publications
- Information Technology/Telecommunications



1998 WASHINGTON, DC ECONOMIC PLAN INDUSTRY NETWORKS AS ECONOMIC DRIVERS

<i>Washington, DC Private Sector Job Growth</i>	
Sector	1980-1996 Percent Change
INDUSTRY NETWORKS	
BIOMEDICAL RESEARCH / HEALTH SERVICES	+45
BUSINESS/PROFESSIONAL/ FINANCIAL/ASSOCIATION SVCS	+37
HOSPITALITY/ENTERTAINMENT/ TOURISM/SPECIALTY RETAIL	+13
MEDIA/PUBLICATIONS	+9
UNIVERSITIES/EDUCATIONAL/ RESEARCH INSTITUTIONS	+5
INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS	+4
TOTAL INDUSTRY NETWORKS	+24
OTHER PRIVATE SECTOR	-1
TOTAL PRIVATE SECTOR	+14

Source: NPA Data Services, Inc., adjusted by
Urban Institute estimates



1998 WASHINGTON, DC ECONOMIC PLAN INDUSTRY NETWORKS AS ECONOMIC DRIVERS

Together, these six Industry Networks have been the engines of prosperity for Washington, DC's economy during the past two decades. From 1980 through 1996, the six Industry Networks collectively grew by 24 percent, adding 56,400 jobs. During the same time frame, the rest of the city's private businesses together lost 1,000 jobs, a one percent decline, and total government employment dropped by 17 percent, with a net loss of 47,800 public sector jobs. At the end of 1996, these six Industry Networks employed 293,400 people, accounting for 64 percent of all private jobs located in the city, up from a 59 percent share in 1980. The six Industry Networks are the leading edge for the city within the metropolitan economy – 22 percent of the total jobs in the region for these six Industry Networks were located in Washington, DC in 1996, compared to just 15 percent of the regional total for the city's other private business sectors. The growth of these Industry Networks has been crucial for the city's economic prosperity and highlights their vital role in helping diversify Washington, DC's economy to compete more effectively in the regional and global marketplace.



1998 WASHINGTON, DC ECONOMIC PLAN KEY BUSINESS SECTORS IN THE INDUSTRY NETWORKS

Key Business Sectors In The Industry Networks

Business/Professional/Financial/Association Services

Legal Services	Business Services
Business and Professional Associations	Management and Public Relations
Real Estate	Banking and Related Services
Accounting, Auditing, and Bookkeeping	Insurance, Pension and Other Funds
Engineering and Architectural Services	Securities, Commodities and Related Services
Holding Offices and Investment Services	

Hospitality/Entertainment/Tourism/Specialty Retail

Eating and Drinking Establishments	Lodgings
Recreational Activities	Specialty Retail
Museums, Art Galleries, Botanical Gardens, and Arboreta	

Universities/Educational/Research Institutions

Private Colleges and Universities	Research and Testing Services
Vocational Schools	Libraries

Biomedical Research/Health Services

Hospitals	Offices and Clinics of Doctors and Other Practitioners
Nursing and Home Health Care	Miscellaneous Health and Allied Services
Research and Testing Services	Medical and Dental Laboratories
Medical Manufacturing	

Media/Publications

Newspapers	Miscellaneous Business Services
Periodicals	Radio and Television Broadcasting
Miscellaneous Printing and Publishing	Motion Picture Production and Services
Books	Cable and Other Pay Television

Information Technology/Telecommunications

Software and Other Computer Services	Telecommunications
Information Technology	

Source: ICF Kaiser



1998 WASHINGTON, DC ECONOMIC PLAN SELECTION CRITERIA FOR THE 40 KEY ACTIONS

This plan is the product of a broad-based, consensus-building effort that literally included more than 400 business, civic, community, and government leaders.

These participants saw their role as not only composing an effective plan, but in moving the people and organizations of Washington, DC from cynicism and inertia to enthusiasm and momentum. To that end, our 30-member steering committee developed 40 key actions, programs that you'll see highlighted throughout these pages, the centerpiece of implementing the overall plan. These 40 actions emerged from the six Industry Networks and the six Cross-Cutting Policy Working Groups focusing on Strategic Industries, Strategic Populations, and Strategic Areas. The 40 actions were selected because they fulfill three main criteria:

1. they are bold and innovative;
2. they will make a real difference in accomplishing the overall strategy of growing businesses, jobs, population, neighborhoods, and prosperity;
3. they will all be initiated – and many of them will be completed – during the next 12 months.

These 40 key actions by themselves, or even taken together, are not the sum total of the plan. They are a downpayment, the first steps in implementing the strategy – essential steps for developing momentum and generating a track record of success. In future years, we will build on the results achieved from these first actions by launching broader, longer term initiatives to grow our economy and strengthen our families and communities.



I. STRATEGIC INDUSTRIES

A. GROW INDUSTRY NETWORKS

ACTION 1: REDUCE TAXES TO ENCOURAGE BUSINESS USE OF NEW TECHNOLOGY

Implement tax reductions to promote new technology in business firms, including accelerated depreciation of computer equipment, reducing taxes on software development, and eliminating the tax on internet access.

ACTION 2: CREATE A HOSPITALITY INDUSTRY PLAN FOR THE ENTIRE CITY

Generate a comprehensive Hospitality Industry Plan to attract visitors and tourists to spend more time and money during the day and in the evening at sites and businesses both downtown and in Washington, DC's culturally rich and diverse neighborhoods.

ACTION 3: INVOLVE UNIVERSITIES IN SUPPORTING ECONOMIC DEVELOPMENT

Encourage local universities to provide technical and financial packaging assistance for small business entrepreneurs, including minority-owned and community-based firms. In this inner-city economic development initiative, universities also will reach out to the business community to establish a mentoring network for small entrepreneurs, as well as conduct field studies, special courses, research, policy analysis and other related economic development activities.

ACTION 4: STREAMLINE HEALTH CARE INDUSTRY REGULATIONS

Level the regulatory playing field with health care providers in the surrounding region by simplifying the Certificate of Need process, permitting procedures, and licensing requirements.

ACTION 5: LAUNCH A MEDIA CAMPAIGN TO IMPROVE THE CITY'S IMAGE

Mount a comprehensive three-year print and broadcast media campaign, starting with a videotape on the Strategic Economic Development Plan, to improve the city's image in the region and around the world.

ACTION 6: ESTABLISH A TECHNOLOGY COUNCIL TO ATTRACT AND EXPAND FIRMS

Establish a Washington, DC Technology Council to support attraction and expansion of technology-based business firms and jobs in the city.



GLOBAL URBAN DEVELOPMENT

I. STRATEGIC INDUSTRIES

B. GROW BUSINESSES AND JOBS

ACTION 7: EXPAND THE MARKETING CENTER TO RETAIN AND ATTRACT FIRMS

Increase funding to expand the Washington, DC Marketing Center by adding staff and resources for aggressively retaining and attracting businesses and jobs, targeting firms in the Industry Networks with special incentives and marketing campaigns to generate 1,000 new jobs annually. The Marketing Center will work with the public and private sectors to improve the availability of information needed for economic development, including an Early Warning System for potential business relocations, computerized geographic information systems, and an ongoing census of firms and associations conducting business within the city.

ACTION 8: IMPLEMENT REFORMS IN CONSUMER AND REGULATORY AFFAIRS

Take immediate action to implement recently adopted management reforms and legislation, especially the recommendations of the Business Regulatory Reform Commission, to transform the Department of Consumer and Regulatory Affairs into a more responsive agency.

ACTION 9: PROVIDE TARGETED INCENTIVES TO GROW FIRMS AND EXPAND JOBS

Provide incentives for businesses to relocate and/or expand in Washington, DC, connecting these incentives to encouraging employment opportunities for city residents.

ACTION 10: ASSIST LOCAL FIRMS IN OBTAINING FEDERAL AND PRIVATE CONTRACTS

Provide local firms with technical assistance in bidding on federal procurement contracts to capture a larger share of this rapidly growing multi-billion dollar activity for Washington, DC's companies and workers. Also, work with other major employers and institutions, such as the World Bank, Inter-American Development Bank, International Monetary Fund, Fannie Mae, and many others, to increase contracts for the city's companies to provide goods and services.

ACTION 11: INCREASE CAPITAL AVAILABILITY FOR COMMUNITY-BASED BUSINESSES

Utilize various tools to expand available capital financing for business start-ups and expansion, and for neighborhood economic development, including community development financial institutions such as the CityFirst Bank, Community Reinvestment Act commitments from mainstream lending institutions, and public programs offered by the Small Business Administration and other entities.

ACTION 12: PROMOTE METROPOLITAN COOPERATION FOR MUTUAL ECONOMIC BENEFIT

Promote metropolitan cooperation that serves the combined economic interests of the city and the region, including connecting Washington, DC's residents to metropolitan jobs, creating NoMa as a multimedia/technology district focused on generating "content" for growing information technology and telecommunications businesses, extending Metrorail transit service to Dulles Airport to strengthen the ties between downtown Washington, DC and metropolitan growth, co-sponsoring the Olympic Games to be held in the Washington-Baltimore region during the summer of 2012, promoting the Washington, DC Bicentennial in the year 2000, developing the Empowerment Zone as a partnership of Washington, DC and Prince George's County, and having the Washington, DC Marketing Center work actively with the Greater Washington Initiative in marketing the region to attract and retain businesses and jobs.

ACTION 13: STRENGTHEN ECONOMIC PARTNERSHIP WITH THE FEDERAL GOVERNMENT

Work to improve the city's partnership with the federal government by aggressively marketing available incentives, focusing on the redevelopment of surplus property, exploring options for increased funding, making greater use of federal agency resources, and promoting innovative economic development efforts such as the US Navy's "Bridges to Friendship" initiative tied to expansion of employment at the Navy Yard. Through the Washington, DC Marketing Center, monitor and take action to prevent federal jobs and agencies from leaving the city, as well as actively recruit federal employment back from locations outside the city.



II. STRATEGIC POPULATIONS

A. WORKFORCE DEVELOPMENT

ACTION 14: ESTABLISH THE WORKFORCE INVESTMENT BOARD AS A CLEARINGHOUSE

Establish the Workforce Investment Board (WIB) as a public-private partnership in Washington, DC serving as a central clearinghouse and network to link education, community-based support services, skills training, and job placement with employers and industry associations. The WIB should promote and enforce standards of accountability and performance by job training providers, and spearhead management reforms in the Department of Employment Services.

ACTION 15: EXPAND THE ROLE OF THE UNIVERSITY OF THE DISTRICT OF COLUMBIA

Build the capacity of the University of the District of Columbia (UDC) to meet the needs of the Industry Networks and other major employers by expanding Associate Degree programs to complement the existing four-year curriculum.

ACTION 16: SUPPORT PUBLIC "SCHOOL-TO-CAREER" PROGRAMS AND CHARTER SCHOOLS

Provide resources for public "school-to-career" programs and public charter schools to train students for jobs in growing industries such as hospitality and information technology

ACTION 17: CONNECT WASHINGTON, DC RESIDENTS TO METROPOLITAN JOBS

Enable the city's residents to obtain good jobs throughout metropolitan Washington by supporting the Regional Jobs Initiative, Bridges to Work, and similar partnership activities linking suburban employers with city-based providers of job training and placement, transportation, child care, and related support services.



II. STRATEGIC POPULATIONS

B. ATTRACTING AND RETAINING RESIDENTS

ACTION 18: PROMOTE HOMEOWNERSHIP WITH EMPLOYERS, CHURCHES, AND SCHOOLS

Working through the Washington, DC Partners in Homeownership, recruit major neighborhood employers such as universities and hospitals, and key community institutions including churches and schools, to offer incentives for people moving to and living in Washington, DC's neighborhoods and generating 1,000 new homeowners annually.

ACTION 19: INCREASE DOWNTOWN HOUSING AND MIXED-USE RETAIL, SERVICES AND ARTS

Increase rental housing and homeownership in the downtown area east of 15th Street, NW, by making more publicly owned sites available for residential and mixed-use development including retail stores and services; by providing tax increment financing, and by offering land use incentives such as zoning modifications which grant commercial and retail density bonuses to encourage housing development. Construct or expand arts, entertainment, and cultural activities and facilities in and near downtown, including a new national music museum.

ACTION 20: SUPPORT AND DEVELOP NEIGHBORHOOD ARTS, CULTURE, AND TOURISM

Provide increased public and private financial support for neighborhood tourism, historic heritage tours, arts festivals and cultural activities, and create a citywide Heritage Tourism Trail including the African-American Civil War Memorial and other sites. Establish a non-profit Cultural Development Corporation to build and/or manage arts, entertainment, cultural, and specialty retail activities and facilities in neighborhoods throughout the city.

ACTION 21: DEMOLISH AND REDEVELOP BLIGHTED PROPERTIES

Condemn, acquire and demolish vacant and blighted buildings in Washington, DC's neighborhoods and make the land available to those who have a feasible plan for redevelopment. Grant the Condemnation Board the legislative authority to demolish property consistent with historic preservation guidelines.

ACTION 22: ENHANCE COMMUNITY SAFETY BY IMPOUNDING CARS USED IN CRIME

Remove barriers to implementation of existing laws by developing a secured parking lot for motor vehicles used in criminal activities that are confiscated and impounded by police officers.



III. STRATEGIC AREAS

A. DOWNTOWN

ACTION 23: ATTRACT RETAIL INVESTMENT DOWNTOWN IN THE F STREET CORRIDOR

Attract investment to the F Street retail corridor and the Woodward and Lothrop building downtown through public-private cooperation.

ACTION 24: USE RELOCATION OF EMPLOYMENT SERVICES TO ENHANCE DEVELOPMENT

Redevelop the Department of Employment Services (DOES) building at Sixth Street and Pennsylvania Avenue, NW, for mixed-use space, including housing, and build a new headquarters for DOES as part of a neighborhood development strategy.

ACTION 25: CREATE PARKING FACILITIES FOR TOUR BUSES

Establish centrally-located parking facilities for tour and charter buses, trucks, and other large commercial vehicles, in order to reduce downtown and neighborhood traffic congestion, noise and air pollution, and make downtown and neighborhoods more attractive to visitors. Provide convenient local transportation and other amenities at these sites to promote tourist use, and encourage bus companies to create more jobs in the city for local residents.

ACTION 26: DEVELOP NOMA AS A TECHNOLOGY, MEDIA, HOUSING AND ARTS DISTRICT

Develop "NoMa" – North of Massachusetts Avenue – as a new mixed-use information technology, communications media, arts and entertainment, and housing district in the area from the new Washington Convention Center east to Union Station and north to New York Avenue. Create special financial incentives for technology firms in NoMa by abating or reducing all city taxes. The Department of Housing and Community Development should support a NoMa plan to identify major opportunities for private and public investment and development, including a new Metro station at New York and Florida Avenues, NE. Implement the foreign trade zone and establish an "inland port" in the New York Avenue corridor to promote international business activities and make use of federal foreign trade incentives.



GLOBAL URBAN DEVELOPMENT

III. STRATEGIC AREAS

B. NEIGHBORHOODS

ACTION 27: FOCUS BUSINESS ACTIVITY NEAR NEIGHBORHOOD METRO STATIONS

Provide public and private incentives for investment in the areas around neighborhood Metro stations, targeting both existing stations like Anacostia and newly constructed stations such as Columbia Heights. These Metro stations will serve as the primary anchors for economic development in neighborhoods, with an emphasis on promoting community shopping facilities, banks, and related office, commercial, retail, and tourist activity to expand businesses, jobs and services.

ACTION 28: CREATE BUSINESS IMPROVEMENT DISTRICTS FOR NEIGHBORHOODS

Create Business Improvement Districts (BIDs) or "BID-like" organizations, and provide support for Merchants' Associations in neighborhood commercial areas to offer increased cleanliness, attractiveness, public safety and security, streetscape improvements, and coordinated marketing campaigns.

ACTION 29: BUILD A METRO STATION AT NEW YORK AVENUE TO SPUR DEVELOPMENT

Create a public-private financing mechanism to build a new Metrorail station on the existing Red Line near New York Avenue and Florida Avenue NE, enabling a large area of currently vacant and underutilized land and buildings to be developed for thousands of new jobs and housing opportunities.

ACTION 30: HAVE FEDERAL INCENTIVES COVER EVERY NEIGHBORHOOD IN THE CITY

Encourage the Congress to pass Congresswoman Eleanor Holmes Norton's bill applying the special Enterprise Zone economic incentives to every census tract in Washington, DC.

ACTION 31: USE NAVY YARD EXPANSION TO GENERATE LOCAL BUSINESS AND JOBS

Using 5,000 new jobs as leverage, expand the Washington Navy Yard by redeveloping the surrounding area and generating business activity and employment on both sides of the Anacostia River. In preparation, the Department of Housing and Community Development should provide funding for an economic development plan to attract new investment in the Southeast/Southwest waterfront area.

ACTION 32: REBUILD EAST OF THE RIVER WITH MAJOR STORES AND HOMEOWNERSHIP

Produce a comprehensive development plan for East of the River neighborhoods promoting community and regional retail and office space around Metro stations and other large sites such as Camp Simms, St. Elizabeth's, and the Anacostia River waterfront, combined with a strong focus on increasing homeownership, and reducing the concentration of blighted and vacant apartment buildings.

ACTION 33: INVEST IN GEORGIA AVENUE TO GROW JOBS AND IMPROVE NEIGHBORHOODS

Focusing on key anchors such as Howard University, the new Washington Convention Center, two existing and two Metro stations under construction, and the Eastern Avenue gateway, build a public-private partnership to enhance business activity and create jobs by attracting new commercial investment and development along Georgia Avenue. At the same time, strengthen the quality of life, improve public works, public education, and public safety, and increase affordable homeownership by renovating housing and expanding home financing in adjacent residential communities, such as Fannie Mae and Howard University are doing in the LeDroit Park neighborhood.

ACTION 34: USE THE EMPOWERMENT ZONE TO INCREASE COMMUNITY INVESTMENT

Take advantage of the city's joint Empowerment Zone application with Prince Georges' County as a means of enhancing economic investment in targeted neighborhoods.

ACTION 35: INCREASE SUPPORT FOR COMMUNITY DEVELOPMENT ORGANIZATIONS

Increase public and private support for technical assistance provided to community development corporations and community-based organizations to expand their capacity to develop businesses, jobs, commercial and residential buildings, and promote homeownership.

ACTION 36: CLEAN UP AND REDEVELOP HAZARDOUS "BROWNFIELD" SITES

Clean up and redevelop environmentally hazardous "brownfields" sites, providing new business and job opportunities for environmentally sensitive activities, and expanding available land resources for economic development.



IV. IMPLEMENTATION

ACTION 37: PROVIDE ADMINISTRATIVE MANAGEMENT AND LEADERSHIP

Establish a position, such as a Deputy Mayor for Economic Development, to serve as a main point of contact for businesses, and to coordinate economic development activities conducted by city departments and agencies, including the Department of Housing and Community Development. The Deputy Mayor's office would focus primarily on administrative and policy coordination, rather than on expediting large projects or negotiating development deals. For example, this office would design a comprehensive asset management strategy to more effectively utilize available surplus city-owned property designated for economic development. The Deputy Mayor would be responsible for coordinating city government implementation of the Strategic Economic Development Plan for Washington, DC, working in collaboration with the new National Capital Revitalization Corporation, the private sector, and community groups.

ACTION 38: IMPLEMENT THE CITYWIDE ECONOMIC DEVELOPMENT CORPORATION

Implement the National Capital Revitalization Corporation (NCRC) as a non-profit, citywide economic development organization to make loans or investments in projects and businesses, buy and sell land and buildings, perform additional development-related functions, and incorporate other public and private economic development activities and programs.

ACTION 39: IMPROVE BUDGET COORDINATION AND REGULATORY STREAMLINING

Create an Office of Management and Budget in the Mayor's Office to evaluate and monitor departments and agencies, and to coordinate budget, regulatory, and policy priorities with the goal of promoting a business and resident-friendly city. Adopt clearinghouse recommendations of the Business Regulatory Reform Commission that establish comprehensive evaluation and monitoring functions.

ACTION 40: ESTABLISH ONGOING MONITORING TO IMPLEMENT THE 40 KEY ACTIONS

Establish an ongoing Steering Committee of business, civic, community and government leaders to monitor on a regular basis the progress of the Strategic Economic Development Plan for Washington, DC, and particularly to implement the 40 key actions during the coming year. Both the Industry Networks and the Steering Committee will meet monthly to move forward all 40 action initiatives. They will delineate explicit goals and set measurable performance standards as benchmarks to monitor the results produced. Also, they will establish clear lines of accountability and responsibility for completing each project, and prepare quarterly progress reports covering each of the 40 actions. Implementation of each action will be led by an ad hoc group of key stakeholder organizations and individuals, meeting regularly to accomplish the most important tasks. One organization and one or more designated leaders will commit to bringing each of the 40 action groups together, focusing on successfully achieving important outcomes within the next 12 months.

KEY LESSONS FOR ECONOMIC DEVELOPMENT

LESSON 1: THINK AND ACT STRATEGICALLY

LESSON 2: CREATE COMMON IDENTITY AND SENSE OF PURPOSE

LESSON 3: INVOLVE EVERYONE

LESSON 4: TAKE ACTION AND PRODUCE RESULTS

LESSON 5: BUILD ON THE FUNDAMENTALS

LESSON 6: FOCUS ON THE BIG RESOURCES

LESSON 7: BE YOURSELF

LESSON 8: COLLABORATE WITH AND SUPPORT THE PRIVATE SECTOR

**LESSON 9: BE COMPREHENSIVE – LINK GROWTH OF BUSINESSES,
JOBS, AND INCOMES TO PEOPLE AND PLACES**

LESSON 10: CONNECT TO THE DYNAMICS OF THE REGIONAL ECONOMY

LESSON 11: WORK WITH AND STRENGTHEN CIVIL SOCIETY

**LESSON 12: IMPROVE QUALITY OF LIFE – SUSTAINABILITY AND
INCLUSIVENESS**



NoMa 1997-2014



REPORT FOR THE OECD AND THE GOVERNMENT OF WALES ON THE NOMA (NORTH OF MASSACHUSETTS AVENUE) STRATEGIC ECONOMIC DEVELOPMENT INITIATIVE IN WASHINGTON, DC

Dr. Marc A. Weiss, Chairman and CEO, Global Urban Development

May 2008

**[Note: on June 18, 2012, the New York Avenue Metro Station
was officially renamed as the NoMa Metro Station.]**

1. Rationale for the initiative

Problem to address: In 1997 the city of Washington, DC was suffering from slow job growth, insufficient new investment and development, population loss, declining government revenues, and troubled low-income neighborhoods. Formulating and implementing a major new private sector-oriented economic development strategy had become a vital necessity.

Policy context: During August 1997, the US Congress passed legislation, signed by President Clinton, entitled the National Capital Revitalization Act. This law was primarily designed to address long-term structural fiscal imbalances harming the financial viability of the District of Columbia Government, such that it was running substantial budgetary deficits, unable to raise sufficient revenue to meet its expenditure obligations. Two years earlier, the federal government created the District of Columbia Financial Responsibility and Management Assistance Authority (the "Control Board") to order substantial reductions in personnel and spending, and to directly manage the DC government. In 1997 the Control Board was tasked by Congress with producing a strategic economic development plan designed to grow private sector businesses and jobs for DC residents, among other reasons, in order to increase the tax and revenue base.

Action concept: In the fall of 1997, Dr. Andrew Brimmer, Chairman of the Control Board, hired Richard Monteilh as the Director of the Office of Economic Development and Department of Housing and Community Development, and then hired me as the Senior Adviser to Mr. Monteilh, and as the Coordinator of the Congressionally mandated strategic economic development plan. Within one year Richard Monteilh and I, working with literally thousands of city and regional stakeholders from business, government, labor, civic, community, and faith-based leadership, including a 40-member steering committee, produced an Economic Summit held at the World Bank, attended by more than 2 000 people, and published *The Economic Resurgence of Washington, DC: Citizens Plan for Prosperity in the 21st Century*. The city's first-ever comprehensive, private sector growth-oriented economic development strategy focuses on three broad categories: strategic industries (six key industry networks/clusters, plus growing businesses and jobs across the private sector), strategic populations (workforce development, plus attracting and retaining residents) and strategic areas (downtown and neighborhoods). The centerpiece of the plan was 40 strategic actions whose implementation was committed to begin within one year of the plan's publication in November 1998. Among these 40 actions were two that are central to this report: Action 26—Develop NoMa (North of Massachusetts Avenue) as a Technology, Media, Housing, and Arts District; and Action 29—Build a Metro Station at New York Avenue to Spur Development.



RELATÓRIO PARA A OCDE E O GOVERNO DO PAÍS DE GALES SOBRE A INICIATIVA DE DESENVOLVIMENTO ECONÔMICO ESTRATÉGICO DA NOMA (NORTE DA AVENIDA MASSACHUSETTS) EM WASHINGTON, DC

Dr. Marc A. Weiss, Presidente e CEO, Global Urban Development¹

Maio 2008

**[Nota: em 18 de junho de 2012, a Estação de Metro New York Avenue
foi oficialmente rebatizada como Estação de Metro NoMa.]**

1. Base lógica para a iniciativa

Problema alvo: Em 1997 a cidade de Washington, DC estava sofrendo de baixo crescimento de empregos, desenvolvimento e novos investimentos insuficientes, perda de população, receitas governamentais declinantes, e vizinhança de baixa-renda problemática. Formular e implementar uma grande e nova estratégia de desenvolvimento econômico orientada para o setor privado tornara-se uma necessidade vital.

Contexto político: Durante agosto de 1997, o Congresso dos EUA aprovou legislação, assinada pelo Presidente Clinton, intitulada Ato de Revitalização da Capital Nacional. Essa lei foi primariamente projetada visando os desequilíbrios fiscais estruturais de longo-prazo prejudicando a viabilidade financeira do Governo do Distrito de Columbia, que estava operando sob déficits orçamentários substanciais, incapaz de levantar receita suficiente para cumprir suas despesas obrigatórias. Dois anos antes, o governo federal criou a Autoridade de Responsabilidade Financeira e Assistência Administrativa do Distrito de Columbia (a “Controladoria”) para ordenar substanciais reduções em gastos e pessoal, e para gerenciar diretamente o governo de DC. Em 1997, a Controladoria recebeu a incumbência do Congresso de produzir um plano de desenvolvimento econômico estratégico para aumentar negócios do setor privado e empregos para os residentes de DC, entre outras razões, com o intuito de ampliar a base de receitas e impostos.



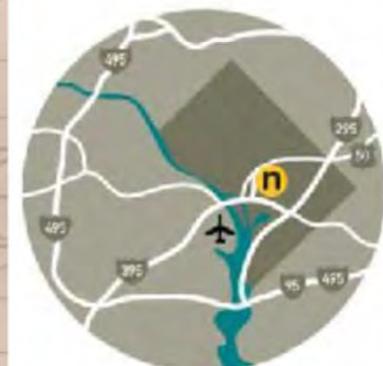
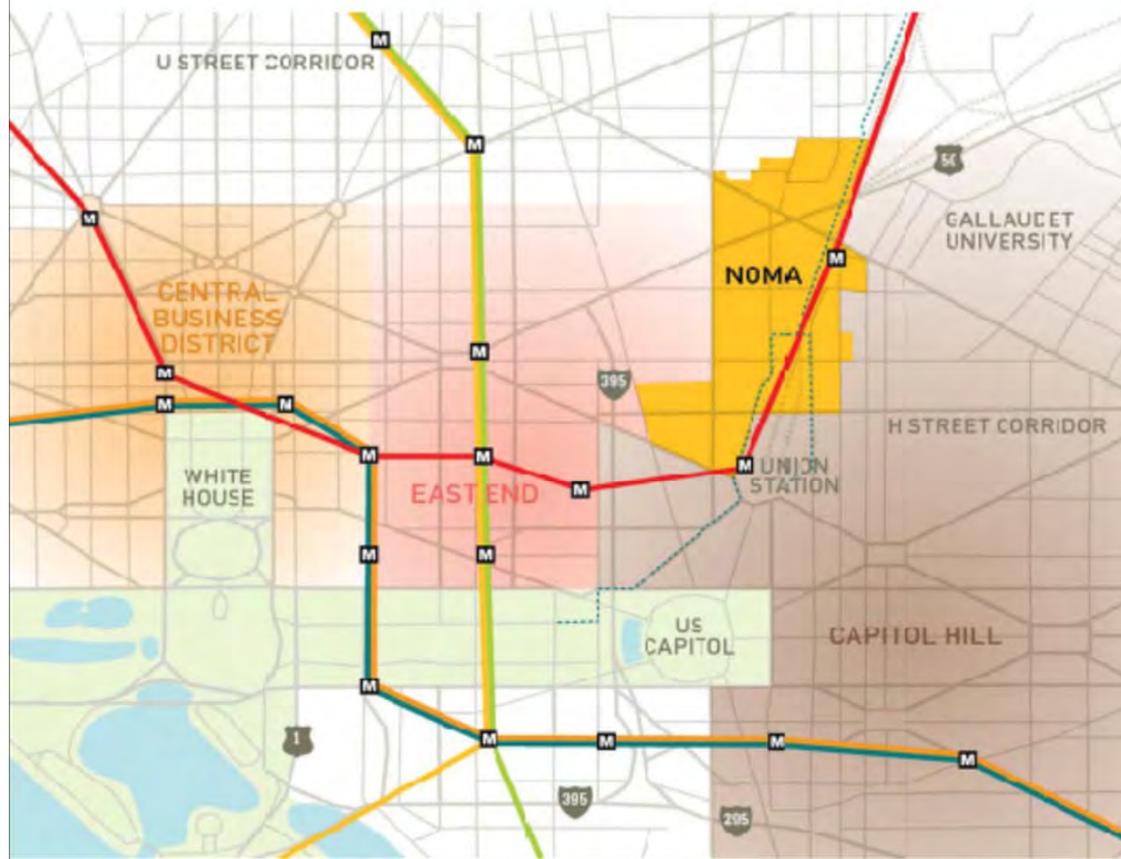
1998 WASHINGTON, DC ECONOMIC PLAN

NoMa

ACTION 26: Develop NoMa as a Technology, Media, Housing, and Arts District

ACTION 29: Build a Metro Station at New York Avenue to Spur Development

North of Massachusetts Avenue (“NoMa”) **NOMA**





NoMa's Fundamental Assets in 1998

- Centrality of Location/Regional Accessibility
- Rail Infrastructure
- Large Development Sites
- Industrial Loft-Style Buildings
- Broadband Fiber Optic Cable
- Washington, DC as a Global Media Center
- IT and Telecom in Metropolitan Washington
- Urban Multimedia Arts/Tech Lifestyle

The Washington Post

Visions of NoMa Renaissance

By David Montgomery

Sunday, March 12, 2000; C1

Unlike the office and arena developers south of Massachusetts, the NoMa planners hope to preserve the artists and residents--even attract more. They argue that this is also an opportunity to achieve a broader goal: Attract the Internet entrepreneurs who are flocking to the suburbs. It's a high-tech twist on the SoHo model. As arts, media and technology increasingly blend and feed off each other, the consultants envision NoMa as a place to encourage that ferment.

"If we pull it off, this will be the most successful, consciously designed, full-blown economic development initiative that this city has ever done," says Marc Weiss, who coined the term NoMa two years ago when he was a consultant to the city.

The planners see NoMa as a 24-hour neighborhood where people would continue to live and work. "We don't want the city to turn into a suburban office park," says Peter Calthorpe, a Berkeley, Calif.-based sage of the "new urbanism" philosophy that favors eclectic, pedestrian-friendly neighborhoods.

Using a \$200,000 city grant, a civic group called the Cultural Development Corp. hired Calthorpe, Patrick Phillips of Economics Research Associates in Washington and Donald Carter and Ray Gindroz of Urban Design Associates in Pittsburgh. A final report is due next month.

Besides lower Manhattan, their models include SoMa--south of Market Street in San Francisco--and LoDo--Lower Downtown in Denver. Much of NoMa is anchored by Shaw, a mixed-income neighborhood increasingly popular with young home buyers looking for bargains. The consultants' most dramatic proposals are for two sections with vacant and city-owned land. First is the 18-block Mount Vernon Triangle just east of Mount Vernon Square. Second is a proposed 10-block "technology district" north of Union Station.



Uline Arena/Washington Coliseum



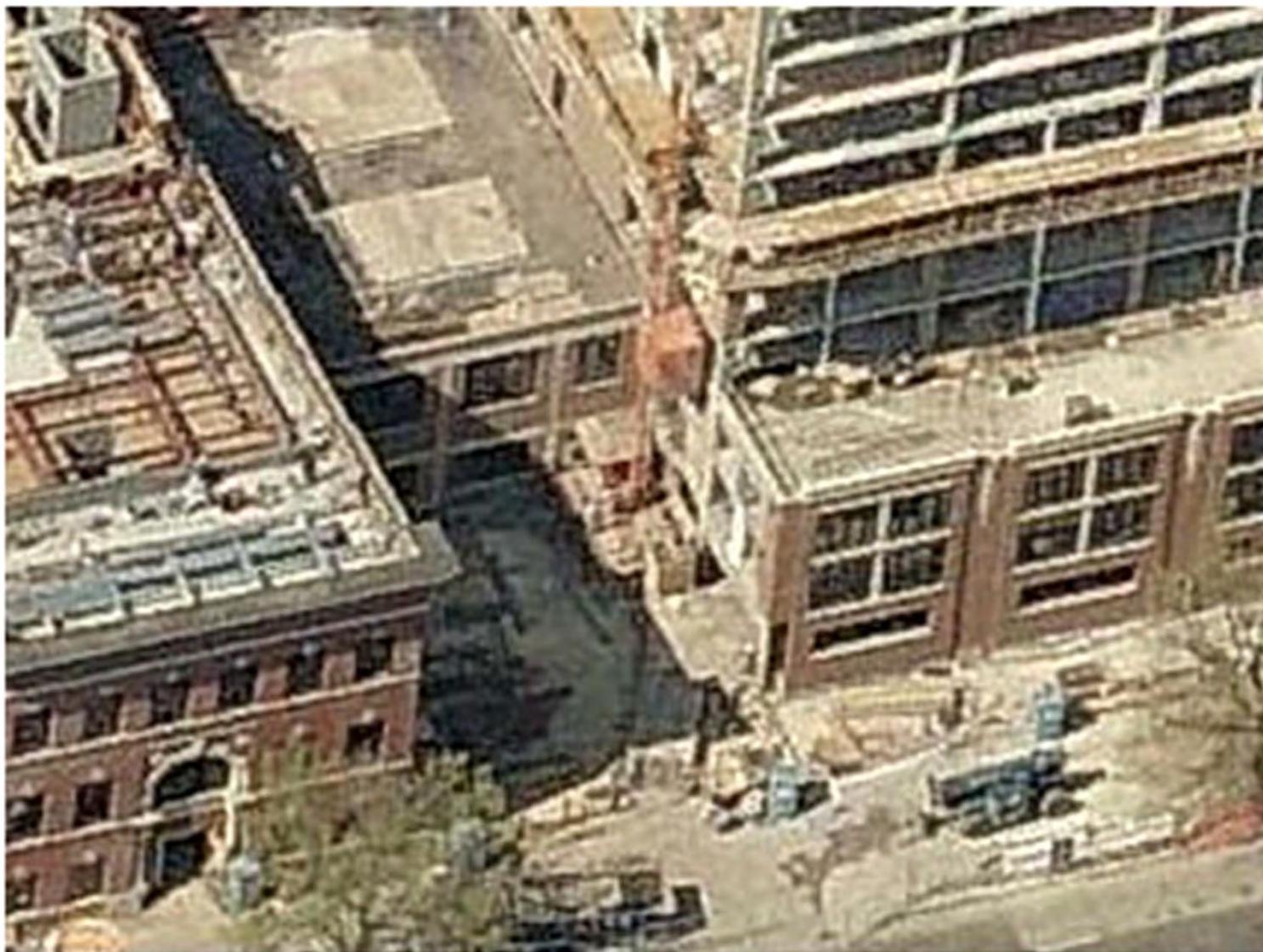
Peoples Drug Store warehouse



Woodward & Lothrop Department Store warehouse



Abandoned buildings and vacant land in NoMa, 1997



Yale Steam Laundry



Judd & Detweiler Printers converted to Sirius XM Satellite Radio ₄₈



Hecht's Department Store warehouse



NoMa Metro Station





Financing NoMa Metro Station

Private Sector: \$35 million

District of Columbia Government: \$44 million

Federal Government: \$31 million

Financing NoMa: New York Avenue Metro Station Corporation

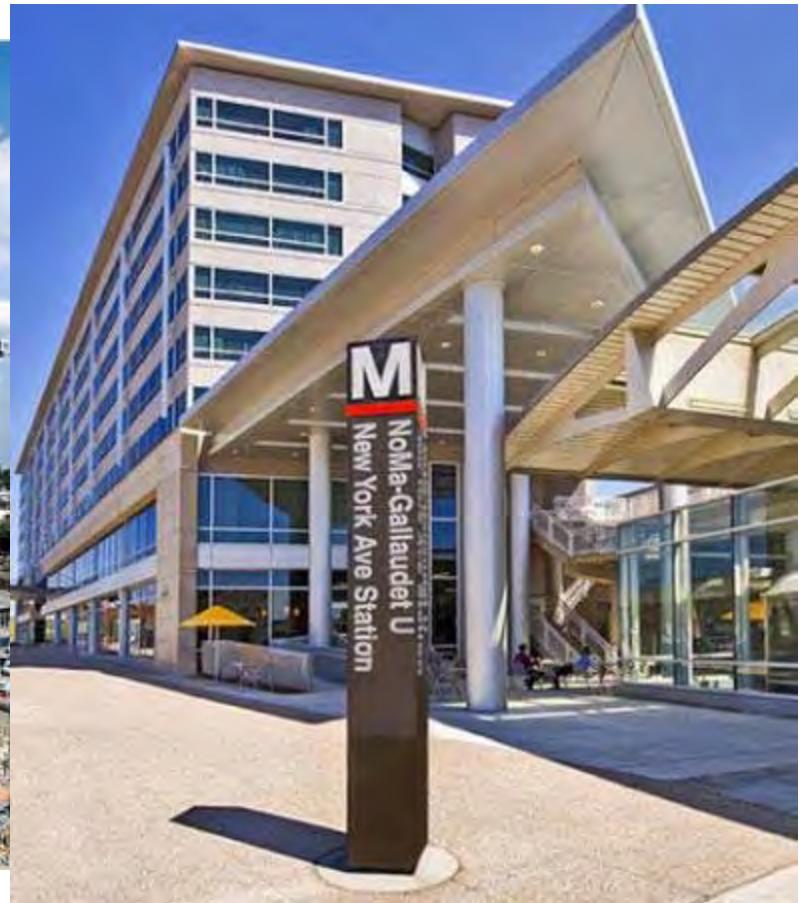


Groundbreaking for the New York Avenue station. From left: Metro general manager Richard A. White; Dr. I. King Jordan, president of Gallaudet University; Therman Walker of the North Capital Business Association; Dr. Marc Weiss; D.C. City Councilman Vincent Orange; Delegate Eleanor Holmes Norton; D.C. Mayor Anthony Williams; Metro Board member Gladys Mack; D.C. City Councilman and Metro Board member David Catania.

With bands playing and pennants flying, people thronged to the groundbreaking of New York Avenue station on Saturday, December 16, 2000. The turning of the earth for the first "in-fill" station came less than a month before completion of the 103-mile Metrorail system and the opening of the Green Line in Prince George's County, Md.

As with past Metro stations, New York Avenue station is at the core of a revitalization initiative. In this case, it's the redevelopment of Washington's New York Avenue corridor that is expected to emerge as a prime site for high tech companies, federal agencies and retail activity. The development plan for the new station comprises three funding partners: the District of Columbia, the federal government and private interests. Creation of this unique funding arrangement was spearheaded by a stakeholder group known as the New York Avenue Metro Station Corporation under the leadership of Dr. Marc Weiss, a District of Columbia public policy specialist.

Located Next to NoMa Metro Station



**US Department of Justice, Bureau of Alcohol,
Tobacco, Firearms, and Explosives (ATF)**

NoMa/Gallaudet U Station





NoMa Community Outreach and Neighborhood Benefits

- **McKinley Technology High School**
- **NoMa Community Outreach & Marketing Center**
- **Employment training and placement**
- **Infrastructure improvements**
- **Exempt from Metro Station special property tax assessment**
- **Rhode Island Place shopping center**
- **New retail stores and services in several locations**
- **City First Bank (community development financing)**
- **New and renovated affordable housing**
- **Promoting affordable homeownership**
- **Metropolitan Branch Trail (hiking and biking)**
- **Capitol Bikeshare**
- **Neighborhood commercial & arts center (H St. NE)**
- **New light rail line (H St. NE)**
- **NoMa Business Improvement District (NoMa BID)**



NoMa Business Improvement District (NoMa BID)





NoMa's New Fundamental Assets

Getting Richer by Becoming Greener

- Compact
- High-Density
- Resource-Efficient
- Transit-Oriented
- Walkable
- Bicycle-Friendly
- Mixed-Use
- Green/LEED Buildings
- Broadband Infrastructure
- Smart Growth
- New Urbanism
- Livable Community

Input from Stakeholders

The planning process began with review of previous planning efforts and community outreach. More and more residents and workers identify their neighborhood as NoMa and their opinions and preferences should guide public realm enhancements. The BID and the planning team interviewed a number of NoMa residents, workers, property managers, developers and individuals involved in previous planning efforts. The goal of this stakeholder engagement was to understand the motivations and aspirations of each constituent group and solicit suggestions from the people who will use the public realm every day.

Overall, the people who currently live in, and will likely move to, NoMa can be considered an active, social group of young professionals who commute largely via transit, bicycle or on foot. The surrounding neighborhoods are more mixed in age and include a greater number of families.

The resident group consistently identified the need to overcome barriers like New York Avenue and North Capital Street and connect the community better in an east/west direction. The employee group was most interested in new outdoor amenities that could be enjoyed at lunch. A common theme between all groups was that one central park would not be sufficient, that a system of connected, flexible open spaces with a variety of amenities would better serve the community.

The design team asked a few specific questions to help shape recommendations. The questions and the most common answers are listed below.

What is NoMa's greatest strength?

- Transit accessibility
- Proximity to employment
- Emphasis on "green" development
- Events like summer screen and the farmer's market



What is NoMa's greatest weakness?

- Sterile or uninviting east/west streets
- Lack of park space
- Low visibility from outside the neighborhood



What is the most important element to add within the public realm?

- Comfortable places to sit
- Outdoor fitness facilities
- Lush landscaping
- Gathering space for events
- Place to throw out a blanket and picnic/read
- Places to eat lunch
- Additional facilities for bicycles
- Playgrounds
- Community dog parks
- Art installations
- Gateway elements that announce the neighborhood
- Signature "post card" moments





GLOBAL URBAN DEVELOPMENT

82%

NoMa BID residents
get to work
without a car

92

WALK SCORE

18,000

residents live within
a half-mile of First
& M Streets, NE

446,000+

SF Class A Office
net absorption
in 2013

20

LEED
CERTIFIED
BUILDINGS

20,000+

PEOPLE AT NOMA-SPONSORED
POP-UP EVENTS IN 2013

358,000+

RETAIL SQUARE FOOTAGE
IN NOMA TODAY

NoMa is DC's most connected neighborhood,
with green, contemporary spaces and vibrant
history. To learn more, visit www.nomabid.org.

NEIGHBORHOOD TENANTS

American Bus Association
American Chemistry Council
American Iron and Steel Institute
American Medical Association
American Psychological Association
Amtrak
Bureau of Alcohol, Tobacco, Firearms &
Explosives
Bureau of Labor Statistics
CareFirst BlueCross BlueShield
Case Western Reserve University
Community College of the University of
the District of Columbia
CNN
Congressional Quarterly-Roll Call
Consumer Financial Protection Bureau
Customs & Border Protection
DC Public Schools
DC Department of Health
DC Department of the Environment
DC Housing Authority
Department of Education
Department of Homeland Security
Department of Justice
Department of Veterans Affairs
Equal Employment Opportunity
Commission
Federal Energy Regulatory Commission
Google
Government Printing Office
Internal Revenue Service
International City/County Management
Association
Kaiser Permanente
Mathematica Policy Research
Metropolitan Washington Council of
Governments
NeighborWorks America
NPR
Office of Del. Eleanor Holmes Norton
Office of Personnel Management
Securities and Exchange Commission
Sirius XM Satellite Radio
Smithsonian National Postal Museum
The Washington Center for Internships &
Academic Seminars
University of Phoenix

NEIGHBORHOOD RETAILERS

A Deli Italian Café
Au Bon Pain
Blue Boy Document Imaging
Café Phillips
Capital One Bank
Constitution Café
Courtyard by Marriott
CVS
DCity Smokehouse
FedEx
Fiddleheads Saloon
Five Guys Burgers and Fries
Georgetown Valet
Good's Deli
Harris Teeter
Heron Glass
Hilton Garden Inn
Hyatt Place
Indigo
Lucky's Café
McDonald's
Metro Immediate & Primary Care
Mint Indian Food Bar
Moe's Southwest Grill
New York Pizza
Pottbelly Sandwich Works
Railroad Deli
Roti Mediterranean Grill
7-Eleven
Sherwin-Williams
Starbucks
Station Stop
Station Café
Sunrise Café
TD Bank
TD Burger
The Perfect Pita
Todd Gray's Watershed Restaurant
Tony's Auto Repair
Toscana Café
Tynan Coffee & Tea
Uncle Chip's Cookies
Union Kitchen
Union Market
Union Station (120+ shops &
restaurants)
Unleashed by Petco
Uptown Café
Walmart
Wells Fargo
Wendy's
West Wing Café

NOMA
CONNECTED

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Suite 310
Washington, DC 20002
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F 202.289.0113
www.nomabid.org

T 202.289.0111
F 202.289.0113
www.nomabid.org
Red Line Metro
NomabidSideU

NoMa DEVELOPMENT MAP



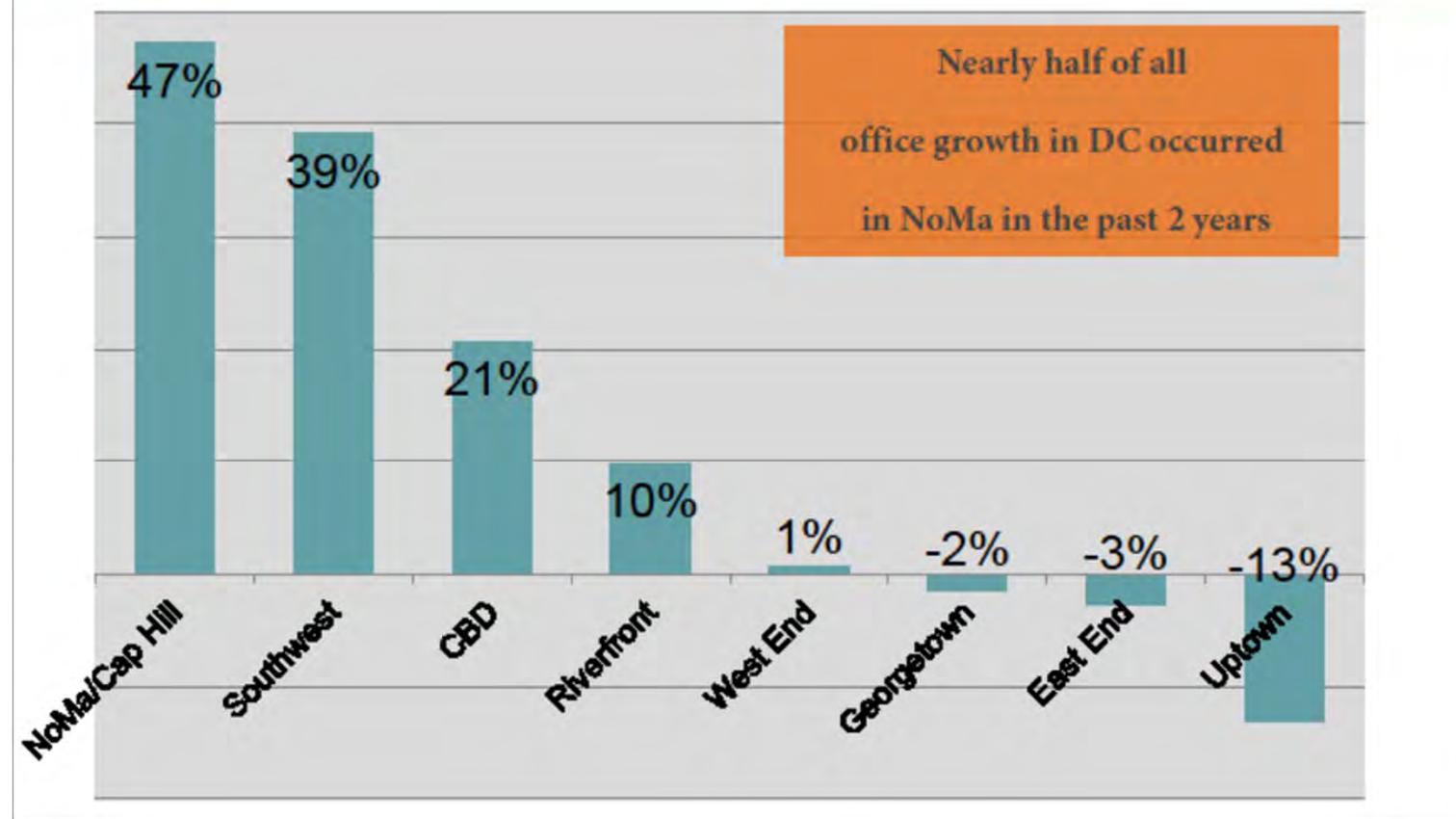


NoMa video

<http://youtu.be/OqS2epTdCul>

Office Net Absorption in DC 2009-2010

NoMa



Recent Development (2005 – 2010)

NOMA

\$3 Billion Private Investment

8 Million Square Feet Mixed Use

- 6 million SF Office
- 200,000 SF Retail
- 1,700 Housing Units
- 400 Hotel Rooms





Top, a 2007 image of NoMa shows empty development sites, parking lots and fields just blocks from the U.S. Capitol.

- **More than \$4 billion in assessed values in 2012**
- **\$1 billion under construction**



New and renovated commercial and residential buildings in NoMa, 2011

FIRST STREET/PUBLIC REALM



*Above: DC Bocce behind 1200 First Street, NE.
R: First Street, NE before construction started.*



Public Realm Master Plan

NOMA
CONNECTED



NoMa – DC's Newest Neighborhood

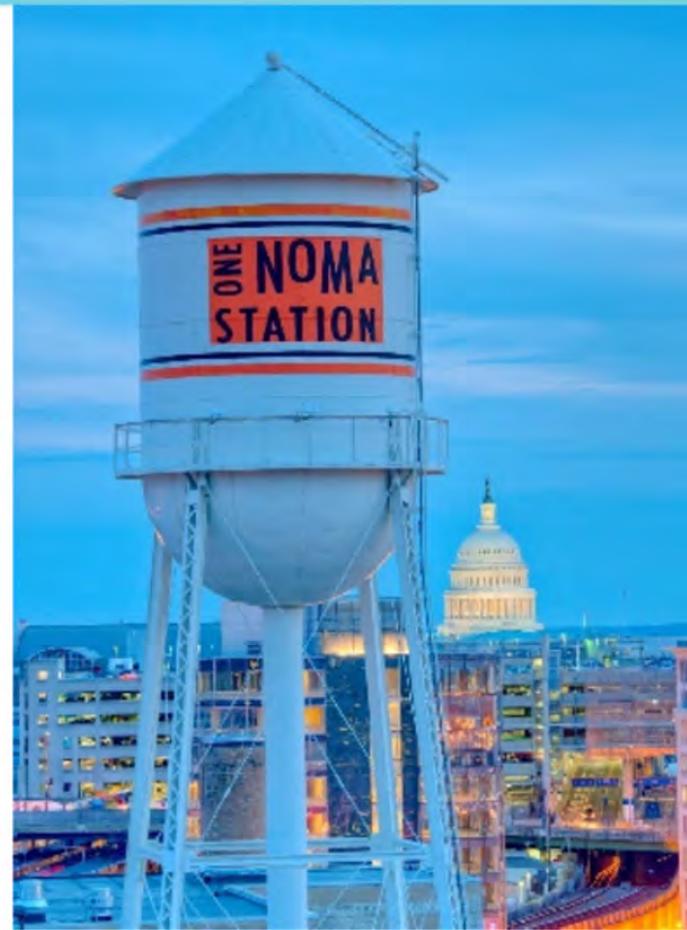
NOMA

At Full Build-Out:

26 million SF planned

- 14 million SF office
- 10,000 residential units
- 1,300 hotel rooms
- 1 million SF of retail

\$9 billion private investment



DC's Next Engine for Economic Growth

NOMA

- \$6 billion in net new tax revenues over 20 years
- 41,000 permanent jobs
- 28,000 construction jobs
- 12,000 new residents

Source: Robert Charles Lesser and Company/Green Door Advisors, February 2008





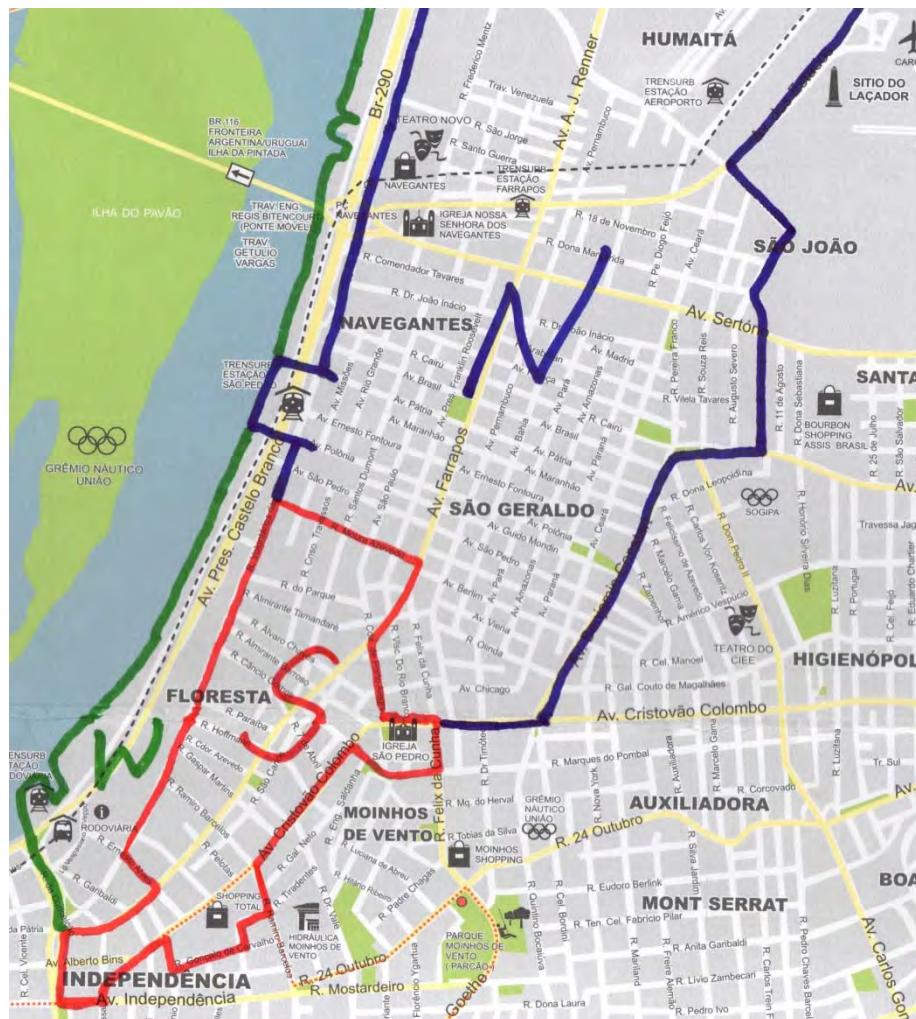
Next in NoMa video

<http://youtu.be/UDQOjX3sH8A>



4th District Strategy

Divide 4th District into 3 Strategic Planning Zones: South, North, and West





POA Resilient City Initiative

Diversifying Porto Alegre's Economy:

Focus on the 4th District



Strengthen Existing 4th District Institutions and Initiatives

- **Nos Coworking**
- **Distrito Criativo**
- **Vila Flores**
- **Porto Alegre Hostel Boutique**
- **CITE**
- **Semente Negocios**
- **IPA/Inovapoa Weaving Ideas Incubator**

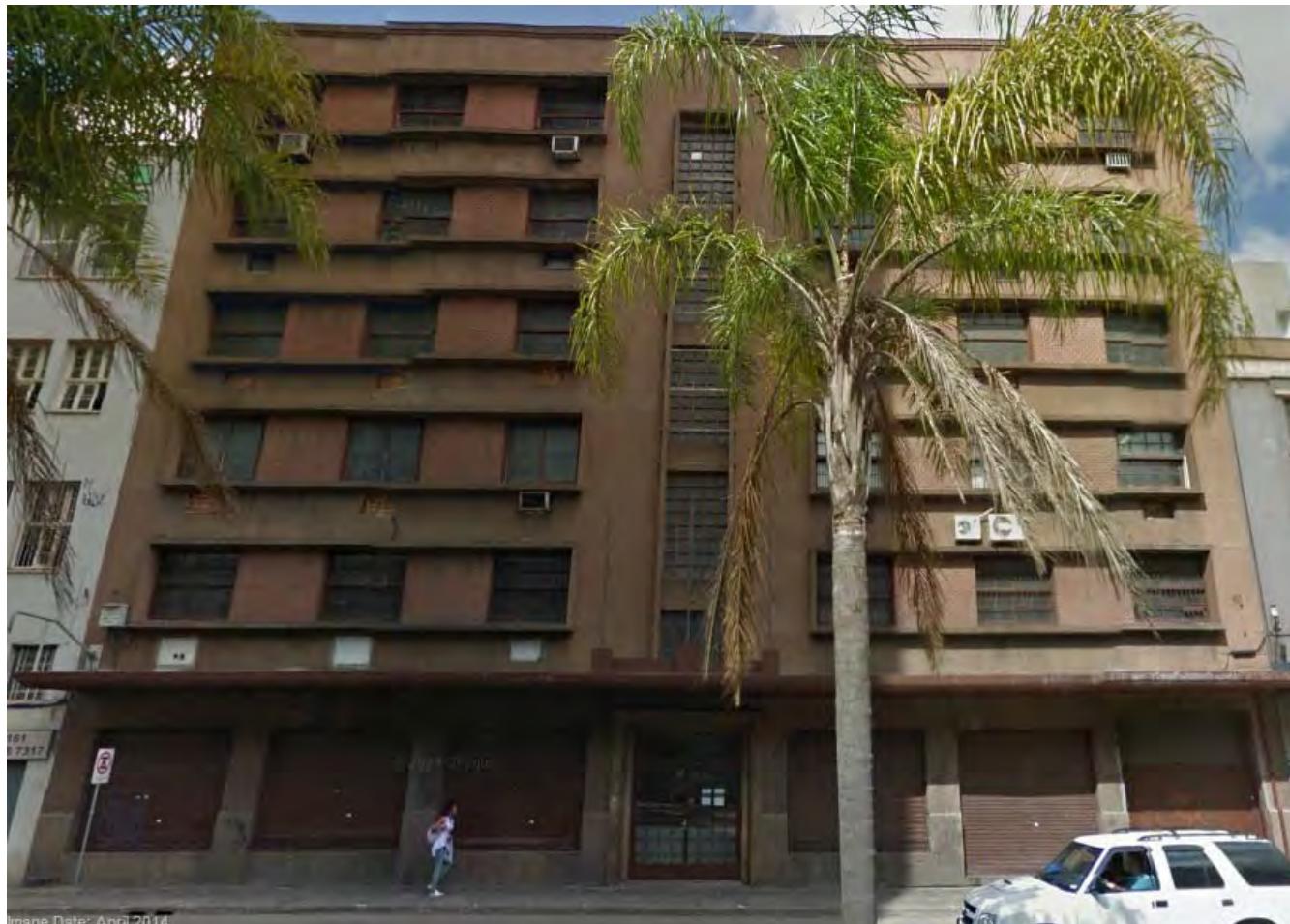
Praca Florida



Sustainable Innovation and Digital Technology Research and Education Center and Business Accelerator



Audio-Visual Industry Network (APL) Center



Community Planning and Urban Design Competition for 4th District South



Implement POA Innovation Law

LEI MUNICIPAL DE INOVAÇÃO

O Projeto de Lei Complementar foi desenvolvido pelo executivo, votado e aprovado na Câmara Municipal de Vereadores no dia 18 de setembro de 2013. A proposta do governo municipal, depois de sancionada pelo Prefeito em 29 de novembro de 2013, entrou em vigor em 03 de dezembro e busca o desenvolvimento socioeconômico, ambiental e cultural, e o apoio e interação entre empresas, governos e instituições de ensino. A proposta é identificar novos patamares de eficácia, a partir da sinergia das suas atividades, adotar práticas de inovação e de inteligência coletiva como estratégia para maior participação da sociedade; incentivar a expansão dos empreendimentos existentes, bem como a criação e atração de novos; utilizar mecanismos financeiros e tributários como

estratégia de desenvolvimento da inovação, da ciência e da tecnologia; conscientizar o cidadão para as boas práticas da gestão ambiental e encorajar a formação e qualificação de mão-de-obra especializada.

A Lei traz medidas de incentivo e apoio às atividades de inovação, ciência e tecnologia no ambiente empresarial, acadêmico e social para empresas e cidadãos estabelecidos na Capital. Voltada para o progresso coletivo, prevê ainda políticas de incentivos financeiros e fiscais, arranjos produtivos locais, fomento aos parques tecnológicos e incubadoras criativas.

Cria ainda o FITPOA, fundo para fomentar programas, projetos de empresas de base tecnológica e desenvolvimento de pesquisa que tenham como foco a inovação e a

pesquisa científica e tecnológica. As receitas previstas para este fim poderão vir de transferências financeiras do Governo Federal e Estadual, recursos financeiros de consórcios, convênios e contratos, doações, rendimentos de suas aplicações, dotações consignáveis na lei orçamentária anual, créditos adicionais e outros recursos financeiros que lhe forem transferidos ou destinados. Ainda, entre os incentivos previstos estão: redução ou isenção das taxas de IPTU, ITBI e outras taxas, e redução do ISSQN. O projeto também prevê o Prêmio Inovação Porto Alegre. A regulamentação estará sendo desenvolvida pelo executivo, em 2014.



SUSTAINABLE INNOVATION ZONES



Berlin



London



SUSTAINABLE INNOVATION ZONES

The screenshot shows the EcoDistricts website's "TARGET CITIES" page. The header features the EcoDistricts logo and a navigation menu with links to ABOUT, TARGET CITIES, TRAINING, PROTOCOL, SUMMIT, BLOG, and JOIN, along with a SEARCH bar. The main content area is titled "TARGET CITIES" and includes a breadcrumb navigation: HOME / TARGET CITIES. Below the title is a collage of images illustrating urban development projects, including a 3D architectural rendering of a city block, a person riding a bike, a child playing on a colorful mural, a street scene with people, and a view of a modern residential area. To the right, a yellow sidebar lists "PROJECTS", "PARTNERS", "COLLABORATORS", and "UPDATES". A quote from Michael B. Hancock, Mayor of Denver, is displayed: "The transformation of the Sun Valley neighborhood is a top priority for the City of Denver and the Denver Housing Authority. We are excited about the Target Cities initiative because we believe the EcoDistricts Protocol provides a framework for this to happen at a scale that is the most sustainable, inclusive, and ultimately replicable for other City neighborhoods." The quote is attributed to Michael B. Hancock, Mayor, City of Denver.

TARGET CITIES

HOME / TARGET CITIES

Introducing Target Cities

The pilot program, redefined.

Target Cities is a new two-year partnership with nine development projects across seven North American cities to amplify and accelerate district-scale community regeneration and create replicable models for next-generation urban revitalization.

The program, launched as a [Clinton Global Initiative Commitment \(CGI\)](#) in June 2014, is a fresh approach to building

PROJECTS
PARTNERS
COLLABORATORS
UPDATES

"The transformation of the Sun Valley neighborhood is a top priority for the City of Denver and the Denver Housing Authority. We are excited about the Target Cities initiative because we believe the EcoDistricts Protocol provides a framework for this to happen at a scale that is the most sustainable, inclusive, and ultimately replicable for other City neighborhoods." - Michael B. Hancock, Mayor, City of Denver

SUSTAINABLE INNOVATION ZONE MANAGEMENT



ECODISTRICT



About the ecoDistrict

An ecoDistrict is a neighborhood or district with a broad commitment to accelerate neighborhood-scale sustainability. The DowntownDC ecoDistrict program is committed to helping make Downtown more sustainable by promoting better energy, water, waste, and transportation management in building construction and maintenance practices.

ecoDistrict Goals

- Reduce peak and overall energy consumption
- Enhance the economic performance, market positioning, and market share of Downtown buildings
- Develop and promote Downtown DC as one of the most sustainable downtowns in the world

DowntownDC Business Improvement District



For more information,
please visit the GUD website:
www.globalurban.org

email me at:
marcweiss@globalurban.org