



# BUILDING FOR TOMORROW



NATIONAL  
LANDING

PENTAGON CITY  
CRYSTAL CITY  
POTOMAC YARD

ANNUAL  
REPORT  
FY2021



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# National Landing is Building for Tomorrow



**Tracy Sayegh Gabriel**  
*President & Executive Director*



**Andrew VanHorn**  
*Dweck Properties  
FY2021 Chair, Board of Directors*

National Landing is evolving as a story of innovation, sustainability, resilience, and community. These themes are illustrated in the past year's priorities: focusing on economic recovery and strengthening small businesses with grants and direct support during a pandemic year; supporting people before cars mobility by reimagining highways and multimodal airport connections to become the most accessible and connected downtown; and building a more welcoming organization and inclusive community through dynamic and responsive programming, events, and policies.

Last year was the first year that the BID officially represented the collective geography of Crystal City, Pentagon City and Potomac Yard. To better reflect the consolidated downtown, we announced National Landing as the new name of our organization and launched a corresponding branding effort to forge a visual identity reflective of National Landing's three interconnected neighborhoods. A new website and social media entities now serve as important tools for the community and visitors. As our brand becomes more established, we have remained committed to building on our role as a guiding force behind community engagement, and while the format changed in certain instances due to the pandemic, our goal of creating connection has remained the same.

Given the ever-changing nature of the COVID-19 crisis, the BID has had to remain agile in how we respond to the needs of our downtown and its stakeholders. With more than \$11 billion in public and private investments in the works, the National Landing BID is more critical than ever to managing the district, helping to shape development, welcoming new and existing residents, tenants, and visitors, and coordinating the vision that all stakeholders share for the future. As the area's transformation accelerates, it's important that we're also scaling our operations to meet current and future needs. We are committed to doing better to strengthen diversity and equity in National Landing, as well as within our organization. We look forward to continuing to bolster our existing partners and new strategic partnerships to help reinforce National Landing as a dynamic destination and connected urban district.

# WHO WE ARE

The National Landing Business Improvement District (BID) serves as a champion for Virginia's largest walkable downtown. The BID is a public-private partnership with Arlington County established to promote and activate the area's business, retail, restaurant and residential community. Established as the Crystal City BID in 2006, the member-driven nonprofit organization officially launched as an expanded BID district and changed the organization's name to reflect the enlarged geography of National Landing in July 2021.

Funded by a special tax paid by the 58 property-owning members within the BID's boundaries, and governed by a Board of Directors elected by those members, the BID plays an important role in the development and vitality of National Landing and its core neighborhoods, Crystal City, Pentagon City, and Potomac Yard, steering sustainable growth and enhancing the area's diversity and livability.

Visit [nationallanding.org](http://nationallanding.org) to learn more.

The BID supports and complements National Landing's exciting transformation through six core service areas:



**1**  
**ADMINISTRATION  
& MANAGEMENT**



**2**  
**COMMUNITY  
EVENTS  
& OUTREACH**



**3**  
**ECONOMIC  
DEVELOPMENT**



**4**  
**MARKETING  
& PROMOTION**



**5**  
**PUBLIC REALM  
& BEAUTIFICATION**



**6**  
**TRANSPORTATION**



The National Landing BID's approximately 450 acres includes all of Crystal City and Potomac Yard-Arlington and portions of Pentagon City. The official BID service boundaries are illustrated in the above map.



# FY2021 PRIORITIES

MARKING THE FIRST FULL YEAR AS THE EXPANDED NATIONAL LANDING BID, the organization set out to focus on several new priorities in FY2021 including:

- ▶ Implementing a new name for the larger BID organization while maintaining individual brand identities
- ▶ Extending core BID services and programming to Pentagon City and Potomac Yard
- ▶ Launching a branded marketing campaign to support the entire BID Service Area
- ▶ Supporting County and area property owners in delivering signature urban design to priority capital projects - roads, street, buildings
- ▶ Highlighting the area's transformation story in the context of the collective downtown and managing growth and change

As the COVID-19 Pandemic continued to impact office occupancies, tourism, and sales at area retail and restaurant businesses, the BID continued to balance these priorities with more immediate needs including:

- ▶ Small Business Assistance
- ▶ Communications and Outreach
- ▶ Virtual and Small In-Person Events
- ▶ Community Spirit & Support
- ▶ Advocacy
- ▶ Business Continuity

## ORGANIZATIONAL GROWTH

- DONE - Creating an Area-Wide BID that encompasses Crystal City, Pentagon City, and Potomac Yard
- UNDERWAY - Staffing up the organization to support the extension of the BID's core services to the whole area
- UNDERWAY - Extending core BID services and programming to Pentagon City and Potomac Yard

## BRAND

- DONE - Building a new brand for the whole area and the BID organization
- DONE - Implementing a new name for the larger BID organization while maintaining individual neighborhood brand identities
- DONE - Launching a branded marketing campaign to support the entire BID Service Area
- ONGOING - Highlighting the area's transformation story in the context of the collective downtown and managing growth and change

## ADVOCACY

- ONGOING - Supporting County and area property owners in delivering signature urban design to priority capital projects -- roads, streets, buildings, etc
- ONGOING - Working with the County to align initiatives, projects, and funding priorities through a high level of coordination

# FY2021 HIGHLIGHTS



## October 2020

- ▶ *BID releases Reimagine Route 1 Report*



## March 2021

- ▶ *Eternal Sundown art installation illuminates Long Bridge Park Esplanade*
- ▶ *The National Cherry Blossom Festival expands to National Landing marking the festival's first ever expansion to Virginia*



## January 2021

- ▶ *Washington Housing Conservancy announce partnership to acquire Crystal House, adding to dedicated affordable housing stock*
- ▶ *BID releases Mobility Next report, positioning National Landing as America's most connected downtown*



## April 2021

- ▶ *Love Local Campaign launches in partnership with RAMW; \$100K provided to 30 local businesses*



## May 2021

- ▶ *People Before Cars public awareness campaign launches, amplifying the movement to reimagine and create a greener, safer, better Route 1*  
<https://nationallanding.org/people-before-cars>

# FULL FY21 HIGHLIGHTS

### July 2020

- First fully-funded year as the National Landing BID

### August 2020

- BID partners with local organizations to provide Arlington families with fresh produce

### September 2020

- VDOT kicks off Route 1 Multimodal Improvements Study
- LCOR breaks ground on 12th Street Apartments

### October 2020

- BID releases *Reimagine Route 1* Report

### December 2020

- BID hires Ashley Forrester as VP of Marketing & Communications and Malaika Scriven as VP of Planning & Development

### January 2021

- BID releases *Mobility Next* report, positioning National Landing as America's Most Connected Downtown
- The Washington Post features National Landing's transportation initiatives in an article titled, "*Coming in the next decade: National Landing adds buses, trains, sidewalks, streets*"

### February 2021

- Shrooms exhibit brings colorful sculptures to North Gateway Green
- Hook Hall Helps aid hospitality industry workers

### March 2021

- Colleen Rasa joins BID team as Brand Marketing Manager
- The National Cherry Blossom Festival expands to National Landing, marking the festival's first ever expansion to Virginia

### April 2021

- Love Local Campaign delivers \$100K to 30 local small businesses in partnership with RAMW
- Eternal Sundown art installation illuminates Long Bridge Park Esplanade

### May 2021

- *People Before Cars* public awareness campaign launches, amplifying the movement to reimagine and create a greener, safer, better Route 1.
- Amazon donates 12 Japanese Cherry Blossom Trees to National Landing as a part of its partnership with the National Cherry Blossom Festival

### June 2021

- Summer House pop-up activates the North Gateway Green
- Sustainable landscape installations piloted in Potomac Yard and Pentagon City
- BID Board and staff complete Diversity, Equity, and Inclusion training
- Opened a second weekly Farmers Market in Pentagon City



# NATIONAL LANDING BY THE NUMBERS

## HOTEL & RESIDENTIAL



**5,490**

hotel rooms  
second only to downtown DC in the region



**7,000**

new residential units  
in the pipeline



**16,030**

existing residential units  
throughout National Landing

## PRIVATE SECTOR INVESTMENT



**\$8B+**

private-sector investment  
in the pipeline,  
including:

**\$2.5B**

anticipated investment  
by Amazon

## TRANSPORTATION



**\$4B**

regional and local transportation projects  
in planning, design,  
or under construction



# EQUITY IN ACTION

NATIONAL LANDING BID IS COMMITTED TO STRENGTHENING OUR DIVERSITY, EQUITY AND INCLUSION EFFORTS as an organization and community-builder. Advancing our efforts to foster an organizational culture embracing anti-racist policies, practices and leadership is our top priority. The BID's new Equity committee was formed to lead these efforts and ensure alignment with Arlington County's Equity focus. To steward these efforts, the BID led a series of DEI focused campaigns, programming and training over the course of the year as noted below:

## TRAINING

- Racial Equity Institute Groundwater Training
- Leadership Greater Washington Antiracist Leadership Series
- Arlington County Dialogues on Race and Equity - Official Partner and training on facilitation
- Team Culture Workshop
- 3-part DEI Workshop Series led by consultant Provoc
  - ▶ Baseline DEI Understanding
  - ▶ Race, Equity and Land Use/Real Estate
  - ▶ Action Plan/Framework Workshop

## POLICY/PLAN/ACTION

- Area-wide BID Strategic Plan
- 2021 Annual Meeting

## ONGOING PROGRAMMATIC FOCUS AREAS IDENTIFIED

- Renaming Efforts
- Procurement
- Business Attraction and Support
- Development: Affordable Housing and Transit

## ORGANIZATIONAL

- Cultural Audit conducted by Silverene Group
- HR policies and benefits audit and industry compensation study/plan conducted by Silverene Group
- Updated Employee Manual including language on Equal Opportunity and Commitment to Diversity
- Priority to diversity in talent pool/hiring
- Urban Alliance Internship sponsor
- External HR representative that all staff can turn to for guidance, perspective, and recommendations on personnel, interpersonal, and policy issues
- Board Census to gain a greater understanding of Board make up and to determine how this representation reflects our membership
- Launched new Equity in Action Newsletter



Photo Credit: Privilege to Progress

# MARKETING & PROMOTIONS

## MARKETING PARTNERSHIPS & ACTIVATIONS

THE BID DEVELOPED NEW STRATEGIC PARTNERSHIPS to identify opportunities for innovation and event creation, as well as generate economic activity.

New partnerships included:

- Restaurant Association Metropolitan Washington
- Partnered with JBG SMITH and Amazon to bring the National Cherry Blossom Festival to National Landing for the first time ever, aligning with our mission to activate public spaces
- Washington Nationals and their philanthropic arm
- Monumental Sports and Entertainment and their esports NBA2K team, Wizards District Gaming. Through this partnership the BID tapped into a new market, aligning with our district's vision for tech/innovation-focus

To activate outdoor spaces and enliven the streetscape in vibrant and uplifting ways, National Landing launched:

- Campaigns "Love National Landing" and "Turn Up the Love," a series of engaging outdoor pop-ups to bring light and joy during every season
- People Before Cars, a public awareness and education campaign that communicates the benefits of a safer Route 1
- Summer House, an outdoor flex space providing a fun and casual use space, as well as scheduled activations and pop-up events
- Pride celebrations in partnership with Freddie's Beach Bar & Restaurant, an installation of artistic Pride flags displayed along the Long Bridge Esplanade, and an "Equity in Action" program called "Creating Safe Spaces"



## HIGHLIGHTS

THE BID CONTINUED TO DEFINE AND ELEVATE awareness of National Landing as an innovation district and emerging urban destination through creative integrated communications and marketing efforts.

- Social following grew by 14% (year over year)
- Garnered more than 1.5 million media impressions
- Produced five videos showcasing National Landing small businesses as part of our Love Local campaign in partnership with Restaurant Association Metropolitan Washington (RAMW)
- Hired a VP of Communications and Marketing and a Brand Marketing Manager
- Increased thought leadership exposure of BID executives on panels, podcasts, and other speaking engagements

## SOCIAL MEDIA

Social following grew by **14%**  
(year over year)



**1,572,891**

impressions generated since June 2020 across all social channels

**5,523**

newsletter subscribers

**2,658**

new followers since June 2020 across all social channels



**9,286**

Facebook followers



**5,095**

Instagram followers



**5,449**

Twitter followers

**in**

**900**

LinkedIn followers



**155**

YouTube subscribers

# COMMUNITY EVENTS & OUTREACH

“I #LOVENATIONALLANDING FOR ALL THE EVENTS THEY PUT TOGETHER FOR THE LOCAL COMMUNITY ESPECIALLY THE BIKE TO WORK WEEK FESTIVITIES AND MOVIE SERIES. IT IS A GREAT PLACE FOR DINING AND HAVING FUN FOR PEOPLE OF ALL AGES. THE BID DOES AN AMAZING JOB OF ENGAGING THE COMMUNITY, BUSINESSES AND PARTNERS IN CREATING A WELCOMING, ACTIVE AND GREAT PLACE TO LIVE, WORK OR PLAY!”

National Landing Resident





230

events



24,173

total attendees



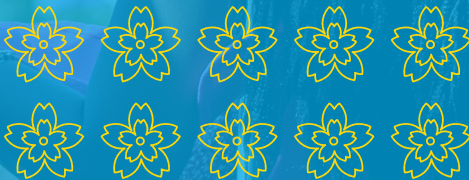
12,749

In person attendance



11,424

Virtual attendance



10+

new events & regional partnerships

## HIGHLIGHTS

**BUILT COMMUNITY PRIDE AND CONNECTION** through dynamic programming, partnerships and events that grow the culture and identity of National Landing as a destination.

- Executed more than 200 virtual, in-person and socially distanced events including movie nights, Fridays at the Fountain, fitness programming (i.e. 5Ks and Bike to Work Week), as well as developed new offerings including the National Landing Market and a second farmers market in Pentagon City
- Partnered with Blerdcon — the country’s only comic convention for nerds of color — to expand the inclusive event’s offerings to the public realm
- Worked with area-focused committees to identify place-specific events and programming in new catalytic locations



**"I #LOVENATIONALLANDING BECAUSE IT'S MADE MY WORK FROM HOME FOR THE PAST YEAR SO MUCH MORE FUN. FROM WALKS AT LONG BRIDGE TO YOGA IN THE WATER PARK TO DINING LOCAL AND NOW TO SUMMER HOUSE COFFEE TUESDAYS AND OTHER AWESOME EVENTS LIKE THE FOOD TRUCKS COMING UP. IT KEEPS MY FIANCÉ BUSY WITH SO MANY FUN THINGS TO DO. THE OPTIONS ARE ENDLESS WITH NATIONAL LANDING!!! I LOVE WHERE I LIVE BECAUSE OF ALL THESE COMMUNITY EVENTS!"**

National Landing Resident

**Summer  
HOUSE**



## EVENT CALENDAR SNAPSHOT

### Virtual Programs

National Landing Live  
 Sunday Evening Yoga  
 Lunchtime Zumba  
 Pure Barre  
 Fridays at the Fountain on  
 National Landing Live  
 Art Jamz Holiday Paint Nite

Imagine the Pastabilities  
 Community Dinner  
 Happy Hour Yoga  
 Mindfulness Happy Hour  
 Yummy Yin Yoga  
 Equity in Action

### In Person Programs

Crystal City Farmers  
 Market  
 Pentagon City Farmers  
 Market  
 Velofix Mobile Bike Shop  
 Fall Into Fitness  
 On the Move  
 Ride in Reels  
 Barre at the Grounds  
 5K Friday: The Great  
 Inflatable Race

Lunchtime Zumba  
 Bike to Work Week  
 Movies in the Park  
 FRESHFARM Market at  
 National Landing  
 80s Yoga  
 Fridays at the Fountain  
 National Landing Market  
 Twilight Yoga  
 Morning Yoga in the Park

**"I #LOVENATIONALLANDING  
 BECAUSE THERE ARE A LOT  
 OF THINGS TO DO THAT I CAN  
 ENJOY WITH MY FIANCÉ!  
 WE'VE HAD SO MUCH FUN  
 GOING TO THE FRIDAYS BY  
 THE FOUNTAIN THE MOST."**

National Landing Resident

**"I #LOVENATIONALLANDING  
 BECAUSE I CAN COUNT ON  
 THEM FOR FUN ACTIVITIES  
 THAT WILL MAKE ME SMILE."**

National Landing Resident

# ECONOMIC DEVELOPMENT

MAJOR PUBLIC AND PRIVATE SECTOR DEVELOPMENT IS TRANSFORMING National Landing into one of the most exciting places to live and do business. With the arrival of anchors Virginia Tech and Amazon, National Landing is strengthening its position as a technology and innovation hub. Amazon's campus will deliver state-of-the-art office space, as well as community-oriented amenities such as retail offerings and open space for all to enjoy. Virginia Tech's new campus will have tech forward educational programming to catalyze innovation, startups and partnerships in National Landing. As our area recovers from the pandemic, the BID focuses on repositioning to provide enhanced communications and small business assistance, while preparing resources and approaches for eventual recovery and return to business.

**HIGHLIGHTS** - National Landing BID continued to lead the following economic development projects throughout FY21:

- Actively engaged in the site plan/development review processes for area projects including PenPlace, Crystal City Water Park, 2000 and 2001 South Bell Street and public engagement for the Crystal City Building Heights Study
- Supported Arlington County's Pentagon City Planning effort through active participation on the Planning Task Force
- Hired VP of Planning & Development
- Initiated HR&A Economic Market Study and Innovation Report
- Supported hard-hit restaurant community during pandemic via \$100,000 Love Local grant program





**HIGHLIGHTS** - Additional major development projects that took place across the National Landing district include:

- July 2020 - Arlington County kicks off Pentagon City Planning Study
- September 2020 - LCOR breaks ground on 12th Street Apartments
- January 2021 - Washington Housing Conservancy and Amazon announce partnership to acquire Crystal House for provision of affordable housing
- February 2021 - Amazon proposes 3.3 million square feet for Phase 2 at PenPlace and includes the iconic Helix
- March 2021 - JBGS breaks ground on 1900 Crystal Drive residential towers
- May 2021 - Arlington County Board approves JBGS proposal for 758 new residential units at 2000 and 2001 South Bell Street
- June 2021 - Arlington County Board approves site plan amendment converting approved office at Potomac Yard into 491 units of residential housing

# TRANSPORTATION

NATIONAL LANDING IS POSITIONED TO BE the country's most connected downtown through upcoming infrastructure investments. The BID continues to champion next-generation urban mobility with renewed efforts to highlight the CC2DCA Multimodal Connector, support interregional rail opportunities, pilot micromobility solutions, and support the transformation of Route 1 into a people-focused urban boulevard.

## HIGHLIGHTS

- Released Reimagine Route 1 Report focusing on safety for downtown's most vulnerable - pedestrians, cyclists, and scooter users
- Launched the People Before Cars public awareness and education campaign that communicated the benefits of creating a safer Route 1
- Released Mobility Next report highlighting major transportation projects that will position National Landing as the most connected downtown in the country
- Served on Arlington County's Vision Zero External Stakeholders Working Group
- Designed enhancements to the Metro Plaza to improve the return to transit experience
- Participated in VDOT's Route 1 Multimodal Improvements Feasibility Study Task Force

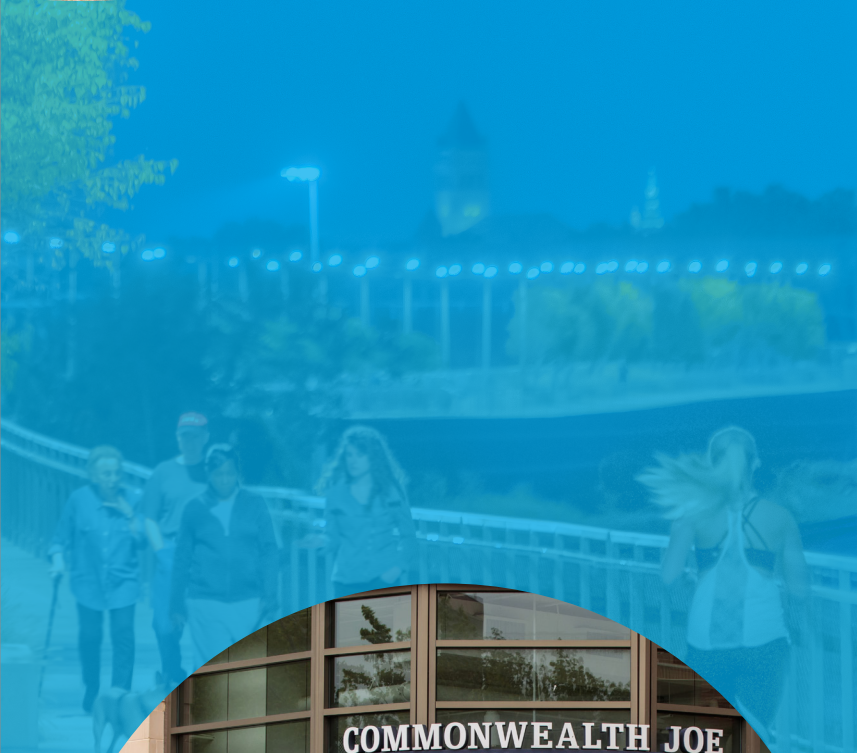






# PUBLIC REALM & BEAUTIFICATION

THROUGH COLLABORATIVE COMMUNITY WORKSHOPS AND PUBLIC FEEDBACK OPPORTUNITIES, National Landing is helping steward ongoing beautification efforts to enhance the area's street-level presence and open space experience. Current efforts include repositioning and planning of future public space such as Metro Plaza in an effort to best serve businesses, visitors and residents. As people look to re-engage with their friends and families in safe outdoor settings and workers return to office, access to well-designed parks and plazas is more important than ever.



## HIGHLIGHTS

- Received County approval and installed new National Landing light pole banners throughout downtown
- Developed plan to upgrade the Metro Plaza and create a people-centric, active gateway into Crystal City
- Launched a Call for Artists for a new mural at the Metro Plaza
- Developed comprehensive landscape plan to upgrade 500,000 sq. ft of BID-maintained landscaped medians throughout National Landing
- Completed first two pilot plantings of the new landscape plan in Pentagon City and Potomac Yard
- Added new container plantings along 23rd Street Restaurant Row
- Conducted an inspection of the BID's inventory of art in the public realm and completed necessary repairs
- Planted a dozen Cherry Trees with the National Cherry Blossom Festival, Amazon and Arlington County
- Deployed branded COVID-safety and uplifting messaging signage throughout National Landing
- The Shrooms, an interactive lights installation, produced by Sydney-based light and design studio, amigo & amigo was part of the BID's winterlong "Turn Up Love" campaign.
- Eternal Sundown, a lights installation that lit up the Long Bridge Park esplanade was a welcomed addition to spring in National Landing
- Collaborated with County to update and improve 7 targeted Pick Up Drop Off sites along key commercial corridors



# ADMINISTRATION & MANAGEMENT

THOUGH THE PANDEMIC DELAYED THE INTENDED TIMELINE FOR A FULL EXPANSION IN STAFF, the BID welcomed some new staff members and focused heavily on organizational development and growth. A thorough cultural assessment and audit of corporate policies, the development of new employee compensation benchmarking, and several other improved processes and procedures established a strong foundation on which to build a resilient, motivated, and efficient BID team. These investments will reap dividends as the BID remains poised to lead National Landing out of the pandemic and into a new phase of development and transformation.

## HIGHLIGHTS

- Delivered FY2020 Audit and Annual Report as well as FY2022 Proposed Work Plan to Arlington County
- Contracted with new accounting and bookkeeping partner to enhance executive committee and Board of Directors financial reporting
- Enhanced Board Committee structure to improve stakeholder engagement and participation
- Established employee on-boarding framework to guide successful and smooth growth of the organization
- Grew staff capacity through the hiring of three additional employees and formally establishing new department leadership structure
- Engaged consultants to perform cultural audit and improve corporate policies and organizational framework

## HIGHLIGHTS (cont.)

- Conducted thorough overview of employee compensation and benefits to establish clear benchmarks
- Coordinated with Arlington County on revisions to BID Service Agreement which provide additional flexibility for minor, Work Plan compliant adjustments to budget expenditures
- Installed new office technology to enable added flexibility for virtual meetings and support continued remote work
- Adopted bylaws amendments to clarify BID membership and committee structure
- Updated Office COVID-19 Policy as needed to protect health and wellness of BID staff while continuing to deliver organizational goals and objectives
- Organized regular coordination meetings with key County agencies including AED, CMO, DES, DPR, and CPHD



# BUDGET & FINANCIALS

## FY2021 CONTRACTORS AND SERVICES

### GREATER THAN \$50K

Chapel Valley Landscape Company  
JBG SMITH  
HR&A Advisors, Inc.  
Restaurant Association Metropolitan Washington  
F.W. Haxel Company, Inc.  
Design Foundry  
Elizabeth Yoder, LLC  
Rubenstein Associates, Inc.  
Pike Productions  
Hoerr Schaudt Landscape Architects  
Dodge-Chrome, Inc.

### \$15K TO \$50K

D\*MNGOOD LLC  
The Brand Guild  
Light Art Collection  
Walnut Street Creative  
Venable, LLP  
Squadra Films and Entertainment  
NOVA Retail LLC  
Toole Design Group, LLC  
Your Part-Time Controller  
Design Army  
MONUMENTAL SPORTS AND ENTERTAINMENT  
Synetic Theater  
ADVOC8  
Provoc, Inc  
WP Company LLC  
Conder Inc, LLC  
NARD'S INC  
Amigo & Amigo  
Sabrina Rupperecht  
Senoda, Inc.  
Local News Now LLC  
Pentagram Design, Inc  
The Urban Alliance Foundation, Inc

## FINANCIAL POSITION

Total Assets .....	\$1,800,007
Total Liabilities .....	\$375,654
Deferred Rent .....	\$23,041
<b>NET ASSETS .....</b>	<b>\$1,401,312</b>

## SUPPORT & REVENUES

County Disbursements .....	\$4,614,017
Other Income .....	\$39
<b>TOTAL SUPPORT &amp; REVENUE .....</b>	<b>\$4,614,056</b>

## PROGRAM AREA EXPENSES

Marketing .....	21%	\$840,989
Economic Development .....	16%	\$616,429
Community Events & Outreach .....	20%	\$782,804
Public Realm & Beautification .....	21%	\$843,660
Transportation .....	6%	\$256,491
Administration & Management .....	16%	\$635,337
<b>TOTAL EXPENSES .....</b>		<b>\$3,975,619</b>

## CARRY OVER / FY022 RESERVES\*

Operating Contingency .....	\$229,000
Back In Office Reserve .....	\$155,000
Metro Plaza Enhancements Reserve .....	\$460,000
Downtown Wayfinding Initiative .....	\$112,300
<b>TOTAL EXPENSES .....</b>	<b>\$956,300</b>

\*Use of surplus funds towards FY2022 reserves approved by County Manager

## FY2021 BOARD OF DIRECTORS

**Christer Ahl**  
CCCRC

**Kara Alter**  
JBG SMITH

**Matt Bowyer**  
Lidl US  
Potomac Yard Committee Co-Chair

**Robin Burke**  
Beacon Capital Partners  
Crystal City Committee Co-Chair

**Mark Carrier**  
BF Saul (As of January 2021)

**Joe Chapman**  
Amazon

**Crystal Christmas**  
Crystal City Marriott  
Secretary (April-present)

**Gary Cook**  
Lincoln Property Company

**Nora Dweck-McMullen (Vice Chair)**  
Dweck Properties  
Vice Chair (July-April 2021)

**Richard Fernicola**  
Brookfield Properties  
Pentagon City Committee Co-Chair

**Shannon Flanagan-Watson**  
Arlington County

**Judy Freshman**  
Crystal City Civic Association  
(EX-OFFICIO)

**Matt Gerber**  
Westin Crystal City  
Transportation Committee Co-Chair  
(resigned March 2021)

**Kingdon Gould**  
Gould Property Company

**Brian Grant**  
Equity Residential  
Secretary (July-April 2021)  
Vice Chair (As of April 2021)

**Freddie Lutz**  
Freddie's Beach Bar & Restaurant  
23rd Street Committee Co-Chair

**Glenda MacMullin**  
CTA  
Treasurer  
Audit Committee Chair

**Jason Najjourn**  
Synetic Theater  
Equity Committee Co-Chair

**Titilayo Ogunmakinwa**  
American Diabetes Association  
Equity Committee Co-Chair

**Kate Paine**  
Arlington Economic Development  
(EX-OFFICIO)

**Robert Peck**  
Commonwealth Joe  
Pentagon City Committee Co-Chair

**Regina Rees**  
USAA Realestate  
Potomac Yard Committee Co-Chair

**Rebecca Rivard**  
Kimco Realty

**Suzie Sabatier**  
JBG SMITH

**Harmar Thompson**  
LGOR  
Transportation Committee Co-Chair  
(as of March 2021)

**Pamela Van Hine**  
Aurora Highlands Civic Association  
(EX-OFFICIO)

**Andy VanHorn**  
JBG SMITH (Through April 2021)  
Dweck Properties (As of April 2021)  
Chair

**Ed Virtue**  
Crowne Plaza  
(resigned January 2021)

**Todd Yeatts**  
Boeing





**FY2021  
NATIONAL LANDING BID STAFF**

**Tracy Sayegh Gabriel**  
*President & Executive Director*

**Robert H. Mandle**  
*Deputy Executive Director*

**Ashley Forrester**  
*Vice President, Marketing & Communications*

**Malaika Scriven,**  
*Vice President, Planning & Development*

**Cassie Bate Hurley**  
*Director, Events & Strategic Partnerships  
(through October 2021)*

**Jasmine Gipson**  
*Former - Manager, Economic Development & Planning  
(through May 2021)*

**Colleen Rasa**  
*Brand Marketing Manager*

**Mai Abdelaziz**  
*Office Manager*

**Estefani Sanchez**  
*Former - Intern*

**Regan O'Brien**  
*Former - Intern*

**Rush Lee**  
*Former - Intern*



**NATIONAL LANDING  
BUSINESS  
IMPROVEMENT  
DISTRICT**

2011 Crystal Drive, Suite 205  
Arlington, VA 22202  
703.412.9430  
[nationallanding.org](http://nationallanding.org)

   @nationallanding

#LoveNationalLanding



**NATIONAL  
LANDING**

PENTAGON CITY  
CRYSTAL CITY  
POTOMAC YARD

