

# NATIONAL LANDING

BUSINESS  
IMPROVEMENT  
DISTRICT

**DESTINATION,  
CONNECTIVITY,  
INNOVATION**

**FY2023 ANNUAL REPORT**

# WHO WE ARE

The National Landing Business Improvement District (BID) is a nonprofit, public-private partnership that serves as the place management organization for National Landing. We are storytellers, placemakers, idea champions, and community builders.

# MISSION

To serve as champions for the National Landing neighborhoods of Crystal City, Pentagon City, and Potomac Yard, enhancing our district's vibrancy, social appeal, and economic competitiveness and creating an inviting environment and experience for all.

# VISION

National Landing will redefine our downtown as a dynamic, mixed-use, urban center with vibrant streets, playful programming, next generation mobility, world-class parks, and human-scaled design. Our future is sustainable and innovative, with a strong economy and inclusive community.



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

# Destination, Connectivity, Innovation

As we reflect on the remarkable journey of the past year, we are invigorated by the progress we have achieved and the exciting path that lies ahead. Destination, connectivity, and innovation have been our guiding themes, celebrating our achievements in these areas while embracing the transformative changes that are shaping the future of Virginia's largest walkable downtown.

From the long-awaited opening of the Potomac Yard Metro Station—a dream nurtured over decades—to the awe-inspiring arrival of Amazon's HQ2, hailed as the “economic development story of the century,” the past year has written chapters of history in National Landing. We proudly lay new claim to the title of the fastest-growing district in the DC region.

Our downtown is flourishing with an inclusive array of restaurants, bars, and shops. From the enticing options on 23rd Street to the bustling retail oasis at Met Park and along Crystal Drive, National Landing continues to grow its destination appeal.

Our advocacy for a downtown that puts people and connectivity at its core is helping to deliver next generation mobility and leading-edge outcomes for an extraordinary \$4 billion investment in transportation infrastructure. This visionary landscape encompasses a reality where Amtrak, VRE, and MARC will converge at a single station, which will be seamlessly linked to the nation's sole airport-to-downtown multimodal walkway, the BID-championed CC2DCA Multimodal Connection.

National Landing has also emerged as a global hub for innovation, as newcomers like the AWS Skills Center, Federated Wireless, and HII join the illustrious ranks of Boeing, Amazon, the Pentagon, and Virginia Tech's Innovation Campus.

Above all, National Landing's allure lies in its welcoming, vibrant, and united community. A community where people and businesses converge, upholding the values of inclusion, sustainability, and shared prosperity.

As we step into this new chapter, let's take with us the spirit of boundless possibility that National Landing embodies. We are excited for what lies ahead for both our organization and the entire district!

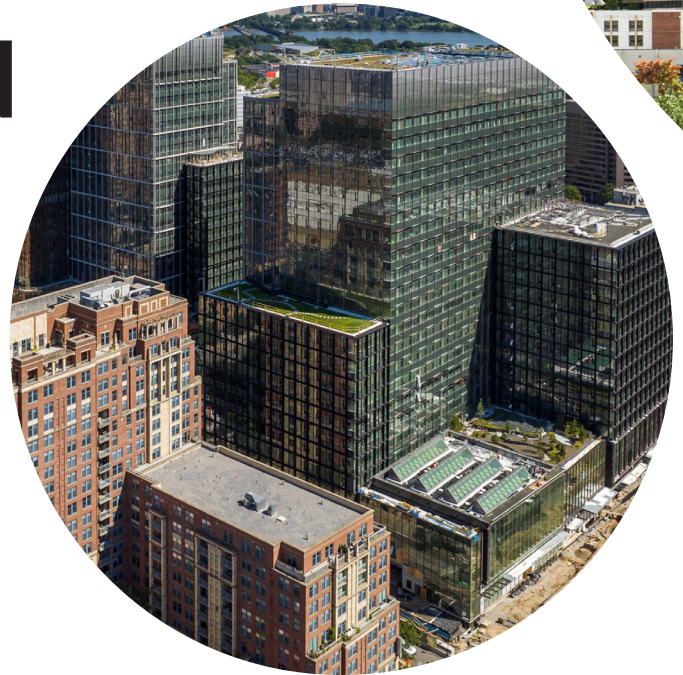


**Tracy Sayegh Gabriel**  
*President & Executive Director*

**Jack Kelly**  
*VP of Development, JBG SMITH  
FY 2023 Chair, BID Board of Directors*

# DISTRICT TRANSFORMATION

## FY2023 National Landing Milestones



### JULY 2022

- ▶ Amazon Fresh opened along Crystal Drive

### AUGUST 2022

- ▶ Fox 5's Good Day DC completed a live broadcast "ZipTrip" show from Long Bridge Park highlighting National Landing's development transformation and local businesses

### SEPTEMBER 2022

- ▶ Federated Wireless announced relocation of HQ to National Landing
- ▶ Long Bridge project received \$20 million federal RAISE Grant to fund parallel pedestrian and bicycle bridge across the Potomac

### OCTOBER 2022

- ▶ Alamo Drafthouse Cinema opened with nine theaters and 915 seats along Crystal Drive
- ▶ America's largest shipbuilder and global defense tech provider, HII, announced new 36,000 square foot lease along Crystal Drive
- ▶ Amazon Web Services opened a new 10,000 square foot Skills Center on Crystal Drive to provide training on cloud computing and in-person classes for the public
- ▶ The Sage at National Landing completed construction and began leasing for its 20-story, 306-unit project
- ▶ Army Navy Drive Complete Streets project breaks ground

### NOVEMBER 2022

- ▶ Technomics announced expansion of National Landing-based HQ bringing 150+ new jobs

### DECEMBER 2022

- ▶ Arlington Partnership for Affordable Housing/EYA Development team selected by Arlington County to develop over 655 affordable housing units as part of the Crystal House infill development project

### JANUARY 2023

- ▶ Arlington County Board approved JBG SMITH project to replace vacant office building at 223 23rd Street with two new residential towers and over 1,400 residential units

### FEBRUARY 2023

- ▶ Federal agencies reached concurrence on preferred alignment for the CC2DCA Multimodal Connection, a key milestone towards implementation
- ▶ Virginia Tech celebrated topping-out of Virginia Tech Innovation Campus facility in Potomac Yard-Alexandria

### MARCH 2023

- ▶ IKEA announced new small-format flagship concept for Pentagon City
- ▶ JBG SMITH initiated community engagement efforts for the RiverHouse infill project promising over 1,670 new residential units across the 36-acre site

# FY2023 PRIORITIES

## APRIL 2023

- ▶ Amazon announced full list of over a dozen ground-floor retail tenants for HQ2, including several women- and minority-owned local businesses, a daycare facility, and an outpost of the Museum of Contemporary Art Arlington
- ▶ Conte's Bike Shop opened at HQ2 as the first of several retail businesses

## MAY 2023

- ▶ JBG SMITH announced new roster of restaurants for redeveloped Water Park, featuring nearly a dozen small and locally-owned restaurants and bars
- ▶ Dweck Properties announced new proposal for 403-unit residential redevelopment along Route 1
- ▶ WMATA celebrated the opening of the Potomac Yard Metro Station
- ▶ Syntetic Theater garnered three Helen Hayes Awards for Host & Guest production

## JUNE 2023

- ▶ Amazon opened HQ2 at Metropolitan Park with two towers, Jasper and Merlin, with over 2 million square feet of office space, surrounded by a new 2.5-acre public open space
- ▶ Arlington County Board approved Dweck Properties' infill development at Crystal Towers to include 209 residential units and 28,000 square feet of retail
- ▶ Kimco announced its newest residential delivery, The Milton, an 11-story, 253-unit building
- ▶ WMATA launched new Metrobus Route 16M Columbia Pike-National Landing, extending a "premium transit corridor" to the Crystal City Metro Station

- ▶ Support a strong economic recovery and business attraction environment highlighting National Landing as a regional and national story of downtown reinvestment, enhanced amenities, innovation, and opportunity.
- ▶ Build neighborhood identity, sense of community and regional recognition through an enhanced public realm, stimulating events and activations, and a fun and welcoming environment.
- ▶ Champion Arlington County plans, transportation projects, and private sector real estate development to be people-oriented and well-designed to support creation of the most connected district in the country.
- ▶ Grow the organization and build a culture and climate that fosters collaboration and creativity, embraces future-forward strategy, and values diversity, equity and inclusion in all facets of the work.





# MARKETING & PROMOTION

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.

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## TOP MEDIA MENTIONS

Amazon HQ2 was thought up pre-pandemic. But the world is hybrid now – *Washington Post*

Crystal City's fresh appeal goes far beyond Amazon, locals say – *Washington Post*

This underground bike race features clowns, aliens and Mario Kart – *Washington Post*

Want to walk to DCA? Plans for a pedestrian airport bridge move forward – *Washington Post*

Move over, 'National Landing' – Amazon HQ2's neighborhood tries on 'NaLa' – *Washington Post*

Blerdcon CEO Hilton George On Why We Need Events Like This [Interview] – *Washingtonian*

Wizards of National Landing – *Virginia Business*

Construction on new Crystal City Amtrak station could begin in 2025 – *Washington Business Journal*

Big changes are afoot for the roads and rails around Amazon's HQ2. Here's a look. – *Washington Business Journal*

More Restaurants, Bars Coming to Amazon's HQ2 – *Arlington Magazine*

Orlando Jones talks "Abbott Elementary," hosting Pink in the Park – *FOX 5 DC*

The Once and Future Crystal City – *Arlington Magazine*

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214

media stories mentioning/  
featuring National Landing,  
a 66% increase year over year

850  
million

impressions garnered by  
news stories, an 89% increase  
year over year

\$7.6  
million+

estimated value of earned  
media, a 165% increase  
year over year



Across Instagram, Facebook,  
X, and LinkedIn, the BID's  
total social media followers,  
engagement, and impressions  
grew by 16%, 27%, and 16%,  
respectively

## HIGHLIGHTS

- Partnered with Fox 5 to host a "Zip Trip", a live televised morning show for Good Day DC at Long Bridge Park, featuring 20+ National Landing businesses, free food, and giveaways from local businesses to attendees
- Through a Titanium Sponsorship for the 2023 RAMMYs and by highlighting three new, local businesses, the BID created awareness of National Landing to restaurant industry to enhance appeal for entrepreneurial restaurateurs
- Created joyful interruptions throughout the year, bringing light and levity to pockets and places in National Landing, with Instagrammable backdrops like "Shimmer Season"
- Brought to life the "Home for the Holidays" campaign, partnering with National Landing hotels to offer discounted room rates during the holidays, promoted to residents in need of guest accommodation during the winter season
- Sparked joy and celebrated inclusion through a Pride Pop-up Party at the Crystal City Metro entrance, and supported local business with a Pride Happy Hour at Freddie's Beach Bar & Restaurant
- Celebrated our robust transportation infrastructure with a "Hello Yellow" Pop-up activation at Crystal City and Pentagon City Metro entrances, bringing awareness to the reopening of the Yellow Line, and our district's convenient access to multiple Metro stations and transit options
- Earned extensive print and digital coverage for the National Landing Garage Racing Championships in Washington Post
- Recognized people in our community during cultural heritage and awareness months; featured local business leaders on a new National Landing blog during Black History Month, Women's History Month, and Pride Month

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### ↑ ABOVE

The National Landing profile was elevated through a partnership with National Cherry Blossom Festival and by delivering the first-ever Pink in the Park festival at Long Bridge Park, garnering over 6,000 RSVPs, almost 145 million earned media impressions, and over 200,000 social media impressions, and by attracting six sponsors, including Amazon, Clark Construction, Dominion Energy, Dweck, Renaissance Hotels, and the Arlington Convention and Visitors Service.

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# COMMUNITY EVENTS & OUTREACH

THROUGH ALMOST 200 CREATIVE EVENTS and activations of open spaces, the BID delivered a wide variety of free, fun, and engaging experiences for the community. Over 32,000 people registered for our events during fiscal year 2023, and we supported over 125 businesses through robust partnerships. Our partnerships and community engagement activities collectively demonstrate our commitment to fostering growth, inclusivity, diversity, and enrichment within National Landing and beyond.



## EVENT SNAPSHOT

# Nearly 200

BID-hosted events in National Landing

# 32,000+

event registrations

→ **New: Jazz @ Met**



## HIGHLIGHTS

- Awarded *Best Seasonal Experience* by the BizBash 10th Annual Event Experience Awards for the Nala Beach Club activation
- Brought Pink in the Park across the Potomac as Virginia's premier National Cherry Blossom Festival event
- Relaunched underground bike races as the Garage Racing National Championships, earning print and digital coverage in the Washington Post, and activating a underused parking garage for an unconventional use
- Introduced NaLa Fridays at the Park in conjunction with Dweck Properties as a live music series at Long Bridge Park
- Launched Jazz @ Met, a signature new annual event series, in partnership with DC Jazz Festival and Amazon
- Launched Fit @ Met, a free outdoor fitness class series, in partnership with District Fray and Amazon, to complement other fitness series in Potomac Yard and Crystal City
- Hosted Movies in the Park, a free outdoor, family-friendly movie series at Virginia Highlands Park and launched the Movies @ Met series at Metropolitan Park
- Delivered a fall acoustic concert series at Virginia Highlands Park called National Landing Unplugged
- Leveraged investments at NaLa Beach Club and Parklets with a variety of community events including workshops, coffee breaks, and social and family-friendly programming
- Celebrated our commitment to equity, diversity, and inclusion with events like Latin Beach Party and Sips and Salsa
- Celebrated Oktoberfest with the community and supported 23rd Street businesses with a vibrant seasonal event bringing together residents, visitors, and local businesses
- Marked grand opening of Alamo Cinema Drafthouse at the premier of Black Panther: Wakanda Forever with an event and special guest appearance from Grace Yeboah Ofori, the jewelry designer for the film
- Brought cheer to National Landing throughout the winter season with "Happy NaLadays", a full event and activation lineup, including Miracle on 23rd Street, a temporary Christmas Tree lot and Holiday Market, a wreath-making event, and our popular Peppermint Mocha Latte Competition
- Produced National Landing Market, a weekly artisan market that featured local vendors representing cultures from around the world, selling furniture, vintage clothing, collectibles, antiques, and a curated selection of jewelry, arts and crafts, and more
- Partnered with the Arlington Chamber of Commerce to leverage connections to the Arlington business community through events and advocacy that support our local economy including the Chamber's Annual Meeting, Annual Gala, and Business After Business gatherings as well as participation in the AWE Women in Tech panel during Women's History Month
- Supported Synetic Theater as a cultural anchor through annual season sponsorship
- Returned as a proud sponsor of Blerdcon, a multi-day and multi-genre convention
- Partnered with Volo Sports to connect community-focused recreational sports with privately-owned open space providing opportunities for healthy activities that build a sense of community

### SIGNATURE EVENT: Pink in the Park

**5,000+**

event registrations

**145 million**

earned media impressions

**200,000**

paid advertising impressions

**200,000**

social media impressions

**Nearly \$220,000**

total sponsorship revenue



# ECONOMIC DEVELOPMENT

NATIONAL LANDING CONTINUES ITS EVOLUTION into one of the Washington region's most transformative urban markets. Through increased data and analytical efforts, the BID developed a series of quarterly market snapshot reports highlighting National Landing's market sector trends. In June 2023, the BID published an updated Market Impact Study outlining National Landing's competitive edge and market strengths as a premier innovation district. With unprecedented development, an emphasis has remained on tracking the area's robust development pipeline and telling the story of National Landing's transformative growth.



## HIGHLIGHTS

- Published updated Market Impact Study providing a submarket overview and benchmarking downtown position as well as an exploration of innovation district opportunities
- Produced quarterly real estate market snapshots highlighting major market trends specific to National Landing
- Completed an updated market analysis of National Landing's economic and fiscal impacts on Arlington County
- Collaborated with Arlington Economic Development to explore ways to expand the area's programmatic assets to realize National Landing's full potential as an innovation district
- Held an Innovation Workshop with area stakeholders to highlight shared priorities as a premier innovation district and opportunities to advance governance and branding
- Led development tours for organizations like ULI and various delegations
- Continued review and tracking of key development projects and Arlington County plans and policies
- Held an Amazon study tour with BID Board to connect with Amazon HQ1 leaders and share lessons learned from Seattle and Bellevue, Washington
- Partnered with Bludot and AED's BizLaunch to expand the Open Rewards program in National Landing, promoting locally-owned and small businesses
- Conducted one-on-one interviews with businesses in the Crystal City Underground shops to understand their needs and explore opportunities for support
- Provided keynote remarks at Smart Cities Connect and VOICE conferences and thought leadership on various economic development and sustainability panels

# BY THE NUMBERS



## EXISTING DEVELOPMENT

**5,500**

hotel rooms

**16,000+**

residential units

**16.5 million**

square feet of office and retail space

## PIPELINE DEVELOPMENT

**70**

hotel keys

**8,200**

planned residential units

**5.9 million**

square feet of office and retail space

## INVESTMENT & IMPACT

**\$12 billion**

public infrastructure projects and private sector development pipeline

**\$1 billion**

Virginia Tech Innovation Campus

**\$64 million**

Net Fiscal Impact of National Landing development

## NEW RETAIL ANNOUNCED OR OPENED IN FY2023

- + Alamo Drafthouse Cinema
- + Amazon Fresh
- + AWS Skills Center
- + Brij Coffee
- + Bubbie's Plant Burger
- + Celebree School of National Landing
- + Conte's Bike Shop
- + Cracked Eggery
- + Crush Pizza
- + DC Dosa
- + District Dogs
- + Dolci Gelati
- + Falafel Inc
- + GLO30
- + Good Company Doughnuts & Cafe
- + Hustle Fitness
- + IKEA
- + Mae's Market
- + Makers Union
- + MARKET Coffee + Fresh Goods
- + Museum of Contemporary Art (MoCA) Arlington
- + NiHao
- + Peruvian Brothers
- + Pho Wheels
- + Queen Mother's
- + Social Burger
- + South Block
- + Surreal
- + Taqueria Xochi
- + Tiki Thai
- + Toby's Ice Cream
- + Water Bar
- + Z-Burger



# TRANSPORTATION

**THE BID CONTINUES TO CHAMPION PEOPLE-FIRST MOBILITY** and focus on transportation advocacy to influence and shape the \$4 billion in infrastructure projects underway in the broader district. Advocacy around “Big Move” projects have been at the forefront of our transportation efforts, like the CC2DCA Multimodal Connection, leveraging passenger rail service, reimagining Route 1 as an urban boulevard, and the new Crystal City Metro entrance. The BID has also progressed its wayfinding initiative into the next phase and has enhanced programming around key transportation touchpoints like Bike to Work Day and Transit Equity Day. National Landing remains on track to be the nation’s most connected urban downtown.





## HIGHLIGHTS

- Championed a reimagined Route 1 supporting an at-grade facility with narrower lanes, a slower speed limit, and space for an enhanced public realm and sidewalk
- Celebrated Arlington County's progress to deliver key multimodal improvements including the Transitway expansion of dedicated bus lanes between Crystal City and Pentagon City, and the implementation of the Crystal City Bike Network plan
- Hosted quarterly Transportation Roundtables in collaboration with Arlington, providing a platform for sharing information on major transportation infrastructure projects throughout our district
- Initiated Phase 2 of the National Landing Downtown Wayfinding Initiative focused on developing a conceptual plan for National Landing
- Publicly demonstrated our commitment to transportation and mobility infrastructure, using opportunities like Transit Equity Day to bring awareness to National Landing's convenient connectivity
- Participated in and advocated for the preferred alternative location and type of facility in the draft environmental assessment for the Crystal City to DCA (CC2DCA) project, slated to be an intermodal connection from Washington National Airport to Crystal City's bustling commercial corridor
- Highlighted the efforts of the City of Alexandria and WMATA with the opening of the Potomac Yard Metro Station, the southern gateway to National Landing
- Elevated people-first mobility priorities through the collaborative work of the People Before Cars Coalition
- Celebrated Bike Month to highlight our district's unparalleled multimodal transit network with live events such as a documentary screening, free bike tune-ups, and Bike to Work Day
- Published an update to National Landing Mobility Next report highlighting key projects that will define the district's multimodal future and celebrated with a transit-themed happy hour event with key stakeholders





# PUBLIC REALM & BEAUTIFICATION

THE BID CONTINUES EFFORTS TO INJECT VIBRANCY, SUSTAINABILITY, and biophilia into the public realm throughout National Landing. Key efforts kicked off to inspect, assess, and evaluate legacy art, lighting, and landscape assets throughout National Landing, setting the stage for new projects, programs, and approaches in the coming years. The BID also initiated efforts to complete a full open space inventory, identify key opportunities to enhance connectivity, and educate around the improving network of green spaces throughout National Landing.

## HIGHLIGHTS

- Launched and installed two parklets at 12th and South Fern streets that created an inviting temporary open space while serving as a critical programmable asset while other park spaces were offline due to construction
- Partnered with JBG SMITH and Light Art Collective to install Rhizome, a one of a kind light installation in South Bell Street plaza
- Evaluated condition of legacy art and lighting assets and began execution of decommissioning plan to free capacity and funding for future efforts
- Continued implementation of the BID's comprehensive landscape plan to bring more native species, sustainability, and biophilic principles into the nearly 500,000 square feet of BID-managed medians throughout National Landing





- Installed Pride-themed banners at key locations including 23rd Street's Restaurant Row during Pride month
- Garnered community feedback through a Public Safety Stakeholder meeting with presentations by DHS, PathForward, and ACPD
- Established the groundwork for future/existing public realm interventions such as the BID-led Biannual Site Visits, a 23rd Street Pocket Park art installation, and the upcoming development of the BID's Green Print publication highlighting our district's growing green network
- Maintained and grew partnerships with DHS, PathForward, and other stakeholders to support the most vulnerable in the community including people experiencing homelessness
- Demonstrated thought leadership on equity in placemaking at local and national conferences



# ADMINISTRATION & MANAGEMENT

THIS FISCAL YEAR MARKED TWO IMPORTANT MILESTONES to ensure a strong foundation for success for the BID over the course of the next several years. Most importantly, the BID released the draft Strategic Framework aimed at guiding the BID's work over the course of the next five years. The effort builds on the success of the BID's 2018 Area-Wide Strategic Plan, aligns with the organization's 2022 Equity in Action Plan priorities, and anticipates the transformation of the downtown over the next decade. From an internal perspective, the BID established more clear and consistent return-to-office expectations to maximize efficiency, productivity, and employee satisfaction.

## HIGHLIGHTS

- Presented draft Strategic Framework to BID Board of Directors, members, and stakeholders at the FY2023 Annual Meeting
- Continued efforts to operationalize the Equity in Action programs and initiatives
- Refreshed employee compensation study to ensure competitiveness and employee retention and attraction ahead of anticipated FY2024 hiring needs
- Updated return-to-office policies for a more consistent in-office presence
- Regularly convened committees and roundtables to ensure an engaged Board and BID membership
- Delivered FY2022 Audit, Annual Report, and FY2023 Proposed Work Plan & Budget to Arlington County
- Achieved first full-year as fully staffed organization post-BID expansion
- Completed office outfit plans including the installation of three No Kings Collective murals



# FINANCIALS

## CONTRACTORS AND SERVICES

### GREATER THAN \$50k

Chapel Valley Landscape Company  
 The Brand Guild  
 JBG SMITH  
 Social Supply  
 HR&A Advisors, Inc.  
 Squadra Films, LLC  
 Control Video, LLC

### \$15k TO \$50k

D\*MNGOOD, LLC  
 Fandango II, LLC  
 Syzygy Events International  
 Venable, LLP  
 Gensler  
 Senoda, Inc.  
 HerreraJazz  
 Brick & Story, LLC  
 Dodge-Chrome, Inc.  
 DriveByEntRP, LLC  
 United Fray  
 Elizabeth Yoder, LLC  
 Pathforward  
 Synetic Theater  
 DC Jazz Festival  
 The Silverene Group, LLC  
 Cordia Partners  
 Encore Decor, Inc.  
 Jackson Pro Audio  
 ZGF Zimmer Gunsul Frasca  
 Architects, LLP  
 Arlington Chamber of Commerce  
 Chalk Riot LLC  
 No Kings Collective  
 Real Fun Content, LLC  
 The RemiXperience

## FINANCIAL POSITION

Total Assets ..... \$1,383,705  
 Total Liabilities ..... \$825,654

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**NET ASSETS ..... \$558,051**

## SUPPORT & REVENUES

County Disbursements ..... \$4,318,652  
 Other Income ..... \$359,577

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**TOTAL SUPPORT & REVENUE ..... \$4,678,229**

## PROGRAM AREA EXPENSES

Marketing ..... 17% ..... \$833,975  
 Economic Development ..... 14% ..... \$725,393  
 Community Events & Outreach ..... 23% ..... \$1,159,575  
 Public Realm & Beautification ..... 22% ..... \$1,079,937  
 Transportation ..... 11% ..... \$558,646  
 Administration & Management ..... 13% ..... \$629,844

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**TOTAL EXPENSES ..... \$4,987,370**

## CARRY OVER / FY 2024 RESERVES\*

FY2023 Operating Funds ..... \$27,100  
 Operating Contingency Reserve ..... \$57,150  
 Back-to-Business Reserve ..... \$7,700  
 Downtown Wayfinding Initiative Reserve ..... \$86,000

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**TOTAL CARRY OVER ..... \$177,950**

\* USE OF SURPLUS FUNDS TOWARDS FY2024 RESERVES APPROVED BY COUNTY MANAGER

## FY2023 BOARD OF DIRECTORS

**Katrina Adams** (RESIGNED JANUARY 2023)  
*March of Dimes*

**Matt Bowyer**  
*Lidl US*

**Stacey Brayboy** (AS OF JANUARY 2023)  
*March of Dimes*

**Robin Burke**  
*Beacon Capital Partners*  
Secretary

**Mark Carrier**  
*B.F. Saul Company*

**Joe Chapman** (RESIGNED JULY 2022)  
*Amazon*

**Gary Cook**  
*Lincoln Property Company*

**Kimberly Driggins**  
*Washington Housing Conservancy*

**Nora Dweck-McMullen**  
*Dweck Property Company*

**Aubrey Fenton**  
*Equity Residential*

**Richard Fernicola**  
*Brookfield Properties*

**Shannon Flanagan-Watson**  
*Arlington County*

**Judy Freshman** (NON-VOTING)  
*Crystal City Civic Association*

**Kingdon Gould**  
*Gould Property Company*

**Charles Hill**  
*Hilton Arlington National Landing*

**Jack Kelly**  
*JBG SMITH*  
Chair, Wayfinding Committee Co-Chair

**Elizabeth King** (NON-VOTING)  
*Arlington Economic Development*

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

**Glenda MacMullin**  
*CTA*  
Treasurer, Audit Committee Chair

**Donna Marquez**  
*Hyatt Regency, Crystal City*

**Andrea Murray** (AS OF MARCH 2023)  
*JBG SMITH*

**Abbey Oklak** (AS OF JULY 2023)  
*Kimco Realty*

**Joe Oyler** (AS OF MARCH 2023)  
*The Boeing Company*

**Shaym Patel** (RESIGNED MARCH 2023)  
*JBG SMITH*

**Robert Peck**  
*Commonwealth Joe*

**Patrick Phillippi** (AS OF OCTOBER 2022)  
*Amazon*

**Sahil Rahman**  
*RASA*  
Equity Committee Co-Chair

**Regina Rees**  
*USAA Real Estate*

**Rebecca Rivard** (RESIGNED JULY 2022)  
*Kimco Realty*

**Harmar Thompson**  
*LCOR*  
Transportation Committee Co-Chair

**Pamela Van Hine** (NON-VOTING)  
*Aurora Highlands Civic Association*

**Andy VanHorn**  
*Dweck Property Company*  
Vice-Chair

**Todd Yeatts** (RESIGNED JULY 2022)  
*The Boeing Company*

## BID STAFF

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

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

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

**Ben Wills**  
*Director, Marketing*  
*& Communications*

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

**Mai Abdelaziz**  
*Office Manager*

**Roquois Clarke**  
*Events Manager*

**Alexander Cline\***  
*Planning and Innovation*  
*Associate*

**Luke Fichter**  
*Community Engagement*  
*and Communications Specialist*

**Matthew Jones**  
*Planning & Transportation*  
*Manager*

**Alex Michael**  
*Public Realm Coordinator*

**Colleen Rasa**  
*Brand Marketing Manager*

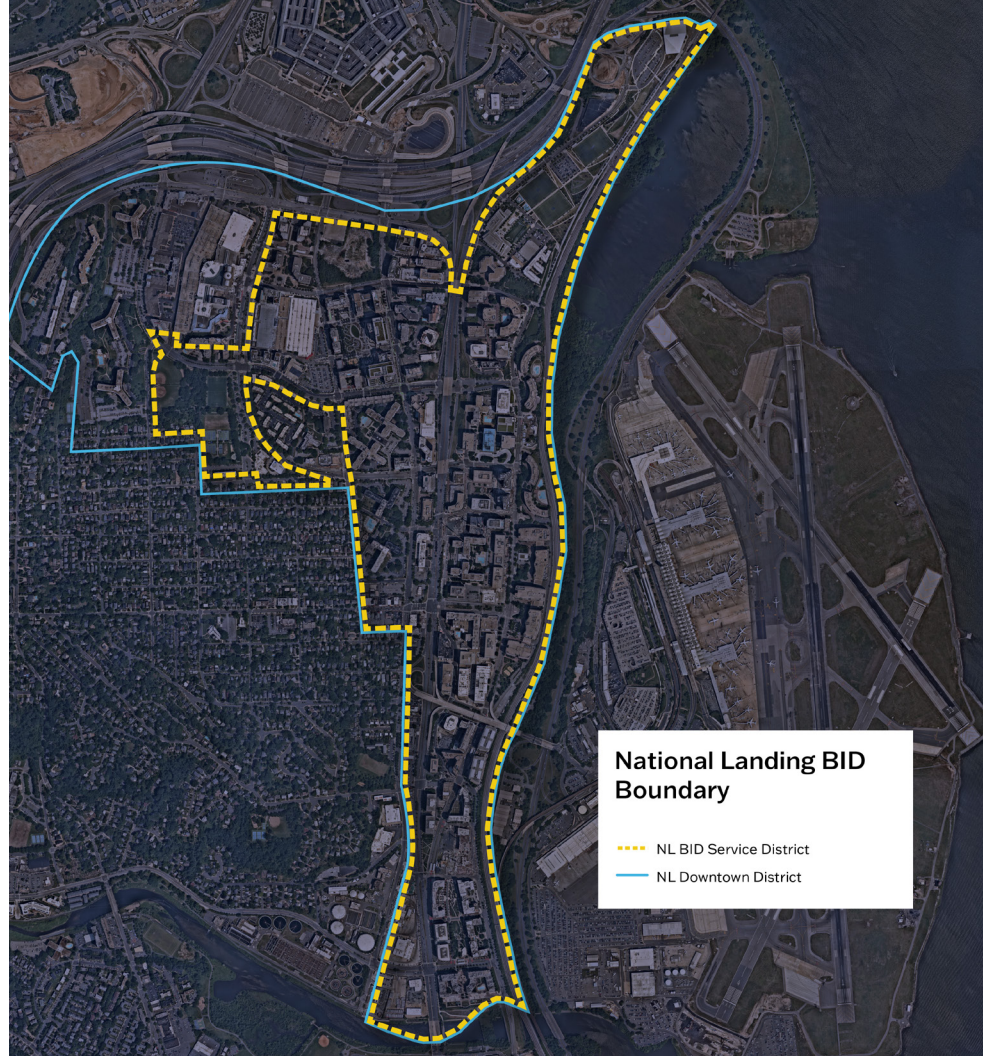
**Alexys Rivers\***  
*Marketing Fellow*

\* NOTE: LEFT BID ROLE DURING FY2023



## VOTING MEMBERS

2620 Jefferson Davis Hwy I  
607 S Bell Street, LLC  
Affinius Capital (Cushman & Wakefield)  
AK Crystal, Inc  
Albright and Mason, LLC  
Amazon  
Ashford Hospitality  
Beacon Capital Partners  
Bernstein Management Company  
B.F. Saul Company  
Blackstone  
Bloomberg BNA  
BM Smith & Associates  
The Boeing Company  
Borger Management  
Brookfield  
calSTRS  
Camden  
Choy Se Kon  
Clarion Partners  
CommAssoc, c/o Legum & Norman  
Connie Hallquist  
Consumer Technology Association  
Cortland  
DoubleTree/Hilton  
Dweck Properties  
Equity Residential  
Erkiletian Companies  
First Union National Bank  
Four Mile Run Associates, LLC  
Gould Property Company  
Invesco Advisors  
JBG SMITH  
Kimco  
LaSalle Investment Management  
C/O Lincoln Property Company  
LCOR  
Lidl US, LLC  
Marc Real Estate Liability  
Market Square at Potomac Yards  
MRP Realty - Office  
MRP Realty - Residential



Noble Investment Group  
Panco / Bennington Investors  
PFC, LLC  
Potomac Gateway Associates  
Property Reserve, Inc  
SEI Arlington Acquisition Corp  
South 23rd Street Partnership  
South Ball Street, LLC  
Sovran Bank  
Starwood Capital Group  
(C/O Vanderbilt)  
Truist  
Twenty-Third Street Corridor, LLC  
UIP  
Washington Housing Conservancy  
Westin Crystal City  
Wheelock Street Capital  
William Bayne  
WRIT  
Zavarella Eula Trustee  
ZOM



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@NationalLanding





NATIONAL  
LANDING