

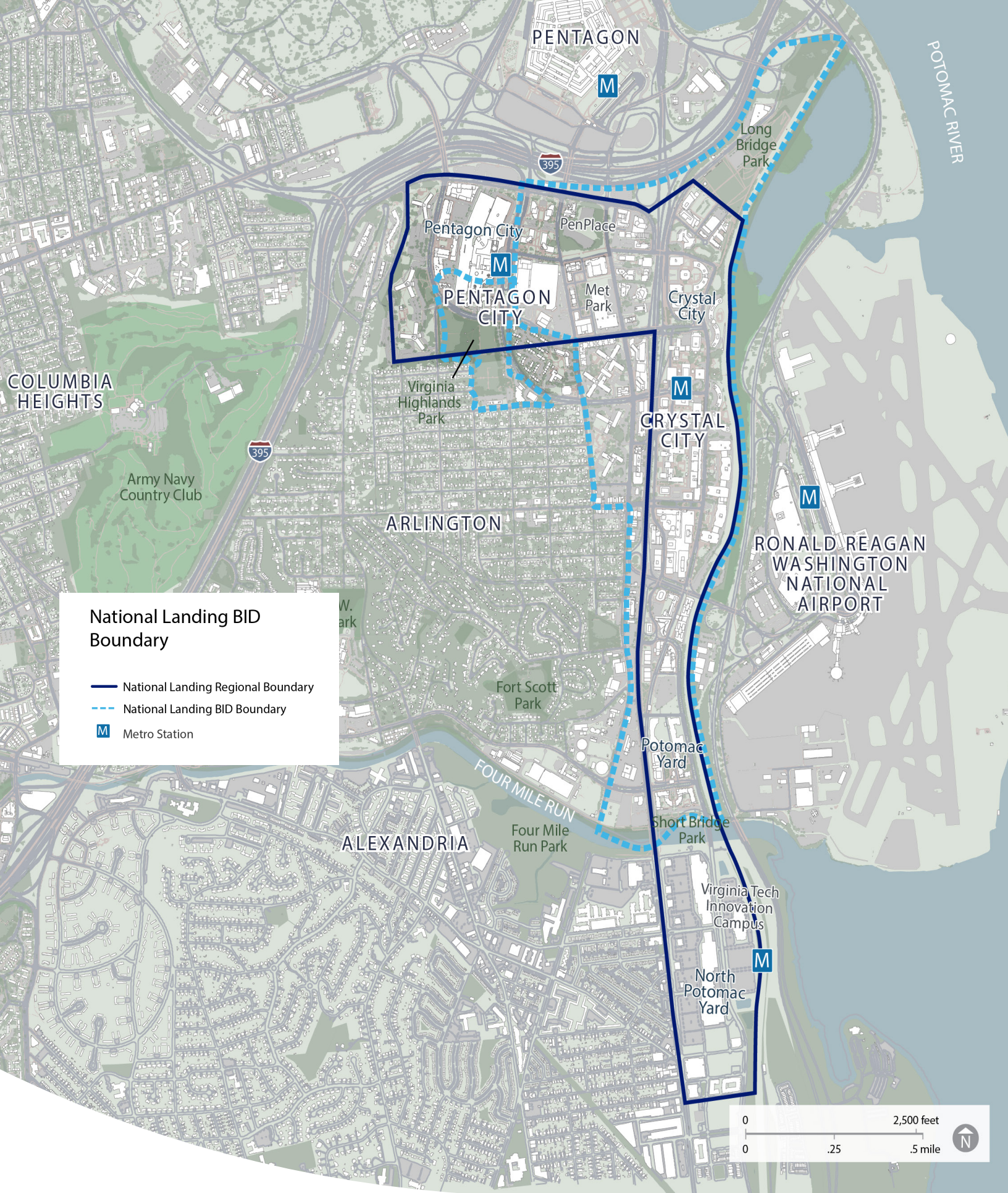


BOLD TRANSITIONS



NATIONAL
LANDING
PENTAGON CITY
CRYSTAL CITY
POTOMAC YARD

FY2024
WORK
PLAN



National Landing BID Boundary

- National Landing Regional Boundary
- - - National Landing BID Boundary
- M Metro Station



NATIONAL LANDING BID AND BOUNDARY

In April of 2006, the Arlington County Board established via ordinance the Crystal City Business Improvement Service District with the purpose of providing additional, more complete and more timely services, events, and activities, beyond those already provided by the County within the district. The Service District has since been reaffirmed, expanded, and renamed as the National Landing Business Improvement Service District (Service District) to accommodate growth and respond to the changing needs of the area.

Since September of 2006, the Arlington County Board has engaged the National Landing Business Improvement District (“BID”) as an independent contractor to serve as the managing entity of the Service District. The BID is a private, non-profit Virginia corporation whose Board of Directors and committee memberships include owners and tenants of property located within the Service District and other interested parties.

The Arlington County Board is the governing body for the Service District, adopting the annual budget and setting the rate for an ad valorem real estate tax imposed on all real property within the Service District. Revenue from the BID assessment is used to support the work of the BID as established in the BID Board of Directors approved annual Work Plan and Budget, which along with the annual assessment rate, is reviewed by the County Manager and subject to approval by the County Board. While the Service District boundaries exist independently of the BID organization, the work carried out within the Service District is made possible through a collaboration between the County Board and the BID organization.

The National Landing Service District is exclusively located within Arlington County comprised of the three distinct neighborhoods of Crystal City, Potomac Yard, and portions of Pentagon City. The term “National Landing,” however, also refers to a cohesive new urban district that extends into Potomac Yard, Alexandria to include the Virginia Tech Innovation Campus and the soon-to-open Potomac Yard Metro Station. This broader district and name emerged through Northern Virginia’s pursuit of Amazon’s HQ2 and has become recognized as a new commercial submarket.

The use of National Landing as the overarching name for the area was vetted by the BID through a significant community outreach and engagement process as part of the name change for the BID’s Service District, which was approved by the Arlington County Board in early 2020.

Note that this language reflects text in the County Board approved Pentagon City Sector Plan.

INTRODUCTION

The National Landing Business Improvement District (BID) serves as a champion for Virginia's largest walkable downtown, which encompasses the Arlington neighborhoods of Crystal City, Pentagon City and Potomac Yard. The BID is a 501(c)(6) non-profit organization established to promote and activate the area's business, retail, restaurant and residential community within Crystal City, Pentagon City, and Potomac Yard at National Landing Business Improvement Service District.

The National Landing BID strategically highlights the strengths of the area as a walkable, dynamic urban center that is an emerging hub of innovation, a welcoming residential community, and a growing destination with new amenities from parks, dining and entertainment choices to unparalleled transportation options. Over the next 10 years, National Landing is positioned to become one of the most connected urban districts across the country. With more than \$12 billion in public and private investments in the works, the National Landing BID will be critical to managing the district, welcoming new and existing residents, tenants, and visitors, and realizing the vision that all stakeholders share for the future. The BID aims to continue to champion people-centered improvements, build community through programming, serve as a responsible steward of the changes underway, and be a national model for BIDs experiencing major reinvestment.

This FY2024 Work Plan provides a blueprint for implementation and lays out the budget, programs, and strategic objectives for each of the core service areas consistent with the National Landing BID's Business Plan and Strategic Plan. While there is much work to be done across the BID's core service areas, this FY2024 Work Plan acknowledges that there are still market and programming uncertainties and the need to ensure a strong recovery as post pandemic structural changes emerge. The BID is focused on evolving with the district's needs, delivering engaging programming, and creating community excitement for National Landing as an innovation and tech hub and the "next" mixed-use destination.

The BID continues to play a collaborative role — with both property owners and the County — as high-profile projects move forward. New transit stations and access points, improved transportation options, more residential units, and Amazon offices under construction benefit from the BID's coordination with property owners, businesses, and the residential community.

Additionally, key objectives of the strategic plan remain a constant of the BID's work:

- **BUILD** a nationally-recognized profile and strengthened identity for the area and its neighborhoods emphasizing its assets, value, and potential;
- **DEFINE** and elevate awareness of National Landing as an innovation and tech hub.
- **CREATE** a more dynamic, inclusive, and activated public realm and human scaled experience;
- **FOSTER** opportunities for arts, culture, and entertainment that create a more lively and attractive experience; and
- **INCREASE** connections within the area and to adjacent economic activity centers to be one of the most transit accessible, convenient, and easy-to navigate districts in the country.



STRATEGIC PLAN: VALUES, VISION, AND THEMES

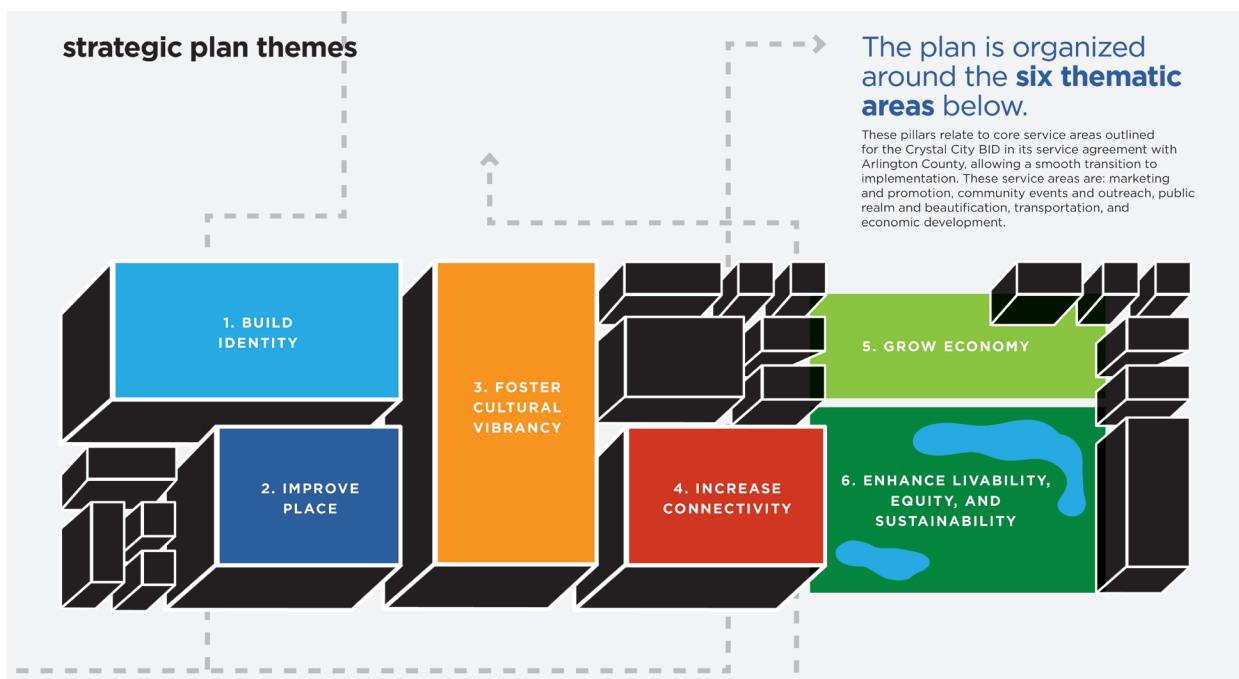
Approved by the BID's Board of Directors in April and published in May 2019, the Area-Wide Strategic Plan outlines the vision and values for the organization; establishes a set of guiding themes or principles that serve as the foundation for the BID's work; and guides annual work plan development. The plan also provides a historical baseline from which to measure progress and impact, and serves as a foundation for continued engagement with the community and area stakeholders.

VALUES



VISION

National Landing is a leading, mixed-use urban center with new street-level activity and amenities, enhanced community assets, next-generation mobility, and human-scaled design, implementing plans for sustainable growth and building a diverse economy and an inclusive community.



THE NEXT CHAPTER

With the geographic expansion of the BID, establishment of the National Landing downtown brand, a new wave of public and private investment spurred in part by the arrival of Amazon, and the adoption of the Pentagon City Sector Plan, much progress has been made towards realizing the vision established by the 2019 Strategic Plan. This progress coupled with new challenges posed by managing growth and the sharing of its benefits, as well as ramifications of the COVID 19, pandemic illustrate the need to consider the next chapter for the BID's work. The BID has initiated an update to the BID's strategic plan in FY2023 to appropriately ground the BID's work through 2028 and beyond.

This important update, however, will not occur prior to the submission of this FY2024 Work Plan to the BID Board of Directors or the County Board for necessary approvals. As a result, the 2019 Strategic Plan — along with all existing County plans, policies, principles, and guidelines — continues to serve as the foundation for this FY2024 Work Plan. Though the BID anticipates many of the core values and thematic pillars from the current Strategic Plan will remain relevant, many ideas, projects, and opportunities may emerge from these conversations that may not be anticipated during the drafting of this Work Plan. As a result, the BID asks for continued flexibility around unforeseen opportunities and challenges that may emerge in the forthcoming Strategic Plan, which will be a guiding document in FY 2024.

SIX CORE BID SERVICE AREAS

Organized around each of the six core service areas defined in the County Board approved Service Agreement with the BID, this Work Plan outlines core FY2024 objectives. The Strategic Plan serves as a supplement to this annual work plan and as the BID's reference point for any specific objectives, strategies, or tactics not articulated in this Work Plan document.

Administration & Management	Community Events & Outreach	Economic Development
Marketing & Promotion	Public Realm & Beautification	Transportation



FY2024 PRIORITIES

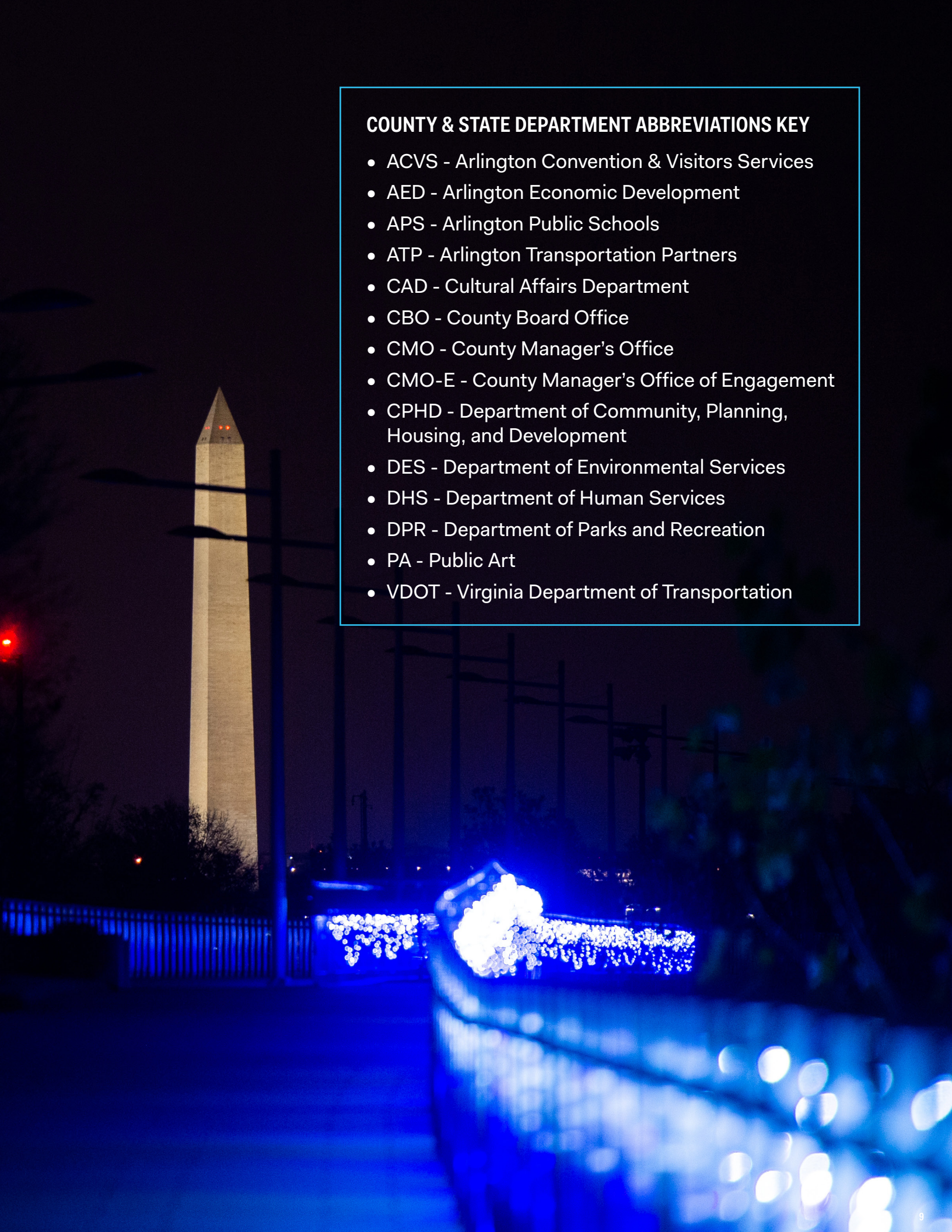
The National Landing BID will enter FY 2024 seeking to define and support National Landing as a model for the “post-pandemic downtown” by uplifting the area’s profile, enhancing vitality through programming, ensuring competitiveness, and advocating for great amenities, placemaking, and connectivity. Additionally, the BID will continue to explore how to evolve and adapt as an organization along with the neighborhood’s ongoing growth and transformation. Below are interim, albeit evergreen, priorities that will guide the BID’s efforts in FY 2024. The BID’s priorities will be further defined in the upcoming Strategic Plan to be completed by the start of FY 2024.

TOP THEMES

- Elevating Innovation & Economic Position
- Building Destination Value
- Managing Growth & Enhancing Place
- Supporting Next Generation Parks & People-First Mobility
- Cultivating an Inclusive Community & Evolving the Organization

PRIORITY AREAS FOR COUNTY COORDINATION

- Downtown Wayfinding Regulations
- Public Art Coordination
- Innovation Hub Advancement
- Foundation Formation
- Signature Events: Permits for Parks and Streets
- Friends of BID Pilot
- Green Print Open Space Inventory & Opportunity Plan
- Tourism & Destination Marketing

A nighttime photograph of the Washington Monument, illuminated in white, standing against a dark sky. In the foreground, a bridge is decorated with numerous blue lights, creating a bokeh effect. The scene is captured from a low angle, looking up at the monument and across the bridge.

COUNTY & STATE DEPARTMENT ABBREVIATIONS KEY

- ACVS - Arlington Convention & Visitors Services
- AED - Arlington Economic Development
- APS - Arlington Public Schools
- ATP - Arlington Transportation Partners
- CAD - Cultural Affairs Department
- CBO - County Board Office
- CMO - County Manager's Office
- CMO-E - County Manager's Office of Engagement
- CPHD - Department of Community, Planning, Housing, and Development
- DES - Department of Environmental Services
- DHS - Department of Human Services
- DPR - Department of Parks and Recreation
- PA - Public Art
- VDOT - Virginia Department of Transportation

ADMINISTRATION & MANAGEMENT

Goal: Build a model BID organization with a culture rooted in collaboration, equity, and work-life balance and lay the foundation for greater impact

FY2024 OBJECTIVES

- Strategic Plan – Operationalize the National Landing Strategic Plan anticipated to be approved by the BID Board no later than July 2023 (C)
- National Landing: Equity Forward – Continue implementation of Action Plan (W)(CMO)
- National Landing Foundation – Engage consultant to determine feasibility, develop organizational framework, and support launch of foundation pending on-going collaboration and discussion with and approval from the County (C)
- Friends of the BID –Develop organizational framework, and support launch of Friends of the BID Program, a fee-for-service model partnership for areas within National Landing, but outside the Service District (C)
- Potomac Yard Owners Association/ Transportation Demand Management Association – Building on outreach conducted in FY2023, take steps to further address the needs of PY Stakeholders (W)
- Organizational Structure – Continue efforts to strengthen organizational infrastructure and protocols and focus on creating a strong, collaborative team culture (W)

KEY

- Italics* New Work Plan Item
- P Planning
- W Working/Underway
- C Completion



MARKETING AND PROMOTION

Goal: Define and elevate awareness of National Landing as an innovation hub and emerging urban destination through creative integrated communications and marketing efforts

FY2024 OBJECTIVES

- **Earned Media** – Identify proactive opportunities for storytelling National Landing as an innovation hub through earned media, integrated marketing and thought leadership efforts. (W) (AED)
- **Digital Storytelling** – Continue to identify next generation practices, tools and experiences to heighten community experiences and the profile of National Landing as a smart city (P) (AED)
- **Creative Promotion** – Continue to expand the reach of National Landing through an integrated creative brand marketing campaign to reintroduce National Landing on both a local and national scale (W)
- **Raise Area Profile** – Enhance promotion of the area across all industry sectors, including emerging tech and innovative business markets (P) (AED)
- **Thought Leadership** – Continue to build the profile of the BID and its executives through a national and regional thought leadership strategy based on areas of expertise (P)
- **Tourism Hub** – leverage and support tourism and convention & meeting opportunities to drive National Landing visibility and ignite the local economic engine (P) (AED) (ACVS)
- **Inclusive Community** – Build a dynamic, unified and authentic brand focused on diversity, equity and inclusion (DEI) around National Landing to resonate with its community (W) (CMO)

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PUBLIC REALM & BEAUTIFICATION

Goal: Improve place for people by creating more attractive, activated, and sustainable streetscapes and open spaces

FY2024 OBJECTIVES

- Tree Canopy – Leverage existing County plans and guidance to enhance and improve urban tree canopy, especially in public open spaces and along streets and sidewalks (P/W) (DES, DPR)
- Green Ribbon – Support implementation of and explore opportunities to build on existing County park plans to develop a connected, biophilic green network throughout National Landing (P/W) (CPHD, DES, DPR)
- Streetscape – Pilot bold design interventions for new and engaging street-level experiences that are welcoming and inviting to all (P/W) (CPHD, DES)
- Creative Placemaking – Develop a creative placemaking plan to direct efforts around temporary placemaking and interim public art. Continue to pursue bold interim creative placemaking opportunities such as parklets and interim open spaces in underutilized areas or future development sites that can contribute to and enhance vibrancy and activation of the public realm (W) (PA, DPR)
- Public Art Coordination – Support Arlington Public Art to create National Landing-centric public art policies and recommendations to include both permanent and interim public art; Collaborate with the County on delivering a new piece of signature public art in National Landing (W) (PA)
- Parklets – Evaluate parklet pilot success and determine if/where additional parklets should be sited (C) (DES)
- Green Print – Finalize the Green Print document and utilize to raise awareness of existing assets and opportunities, such as the Waterfowl Sanctuary, and support implementation of key County priorities including the Green Ribbon in Pentagon City and how it can be expanded throughout National Landing (W) (DES, DPR)
- Downtown Operations Plan – Develop and implement a downtown operations plan for monitoring the maintenance and cleanliness of streets, medians, and open space and identifying the appropriate owner, County agency, or enhanced BID service needed to meet expectations; partner on services for people experiencing homelessness (C) (CMO, DPR, DHS)
- Biannual Walks – Conduct biannual stakeholder walks along commercial corridors to identify areas of opportunity and needed attention (W) (CMO, CPHD, DES, DHS, DPR)
- Landscape Beautification – Continue to maintain designated medians and implement incremental upgrades focused on sustainability and biophilic principles (W) (DES, DPR)
- Coordination – Monitor and stay engaged on park and open space planning, design and development in the district (W) (DPR)

KEY

Italics New Work Plan Item
P Planning
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COMMUNITY EVENTS & OUTREACH

Goal: Build community pride and connections through dynamic programming, partnerships and events that grow the culture and identity of National Landing as a destination

FY2024 OBJECTIVES

- Community Engagement – Enhance community engagement efforts to expand reach and increase engagement among businesses and residents and further support outreach efforts of our stakeholders and the County (W) (AED, DPR, CMO)
- Legacy + Signature Events – Maintain long standing legacy events while ideating and executing new and signature event and placemaking experiences that reinforce National Landing as the region’s next premier destination. (W)
- New Locations - Develop compelling programming and partnerships for newly completed open spaces like Met Park and Water Park (W) (CPHD, DPR)
- Partnerships – Explore strategic sponsorships for community events and programs to drive creative revenue sources and expand impact (W) (ACVS AED)
- Next-Gen Experiences – Leverage National Landing’s growing status as an innovation hub by providing more tech and innovation inspired programming, events, and experiential activations, and leveraging gaming partnerships (P) (AED)
- Equity in Action – Enhance ongoing DEI efforts across our communications channels, partnerships and events (W) (CMO)
- Communications – Support and enhance County efforts to keep residents and other stakeholders up-to-date on all development and capital projects (W) (DES, CPHD, DPR)

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ECONOMIC DEVELOPMENT

Goal: Grow the economy by building on market strengths and shaping a cohesive, equitable, and resilient approach to growth

FY2024 OBJECTIVES

- Innovation Hub – Showcase National Landing as an innovation hub and focus on enhancing programming and initiatives that continue to expand and maintain status as a destination for innovation companies, start-ups, and top tech talent (W) (AED)
- Development – Track and monitor development projects and help steward and support people-oriented development with attractive urban design and architecture, improved connectivity, and more equitable outcomes (W) (CPHD, DES, DPR)
- Housing – Coordinate with County to champion new affordable housing initiatives including attracting private capital to County programs and projects (W) (CPHD, DES)
- Talent Pipeline – Partner with AED’s Tech Talent Program and foster opportunities with nearby universities including HBCUs to grow an equitable talent pipeline and promote existing workforce development opportunities to the community (P) (AED)
- Tenant Attraction – Support AED and property owner efforts to market National Landing to prospective office tenants (P) (AED)
- Tenant Retention – Collaborate with AED, property owners, and other stakeholders to celebrate existing businesses and tenants with a goal of supporting retention efforts (P) (AED)
- Tourism Hub – Leverage and support tourism, convention, and meeting opportunities to drive National Landing visibility and ignite the local economic engine (P) (AED)
- Boutique Hotel – Explore opportunities to attract a boutique hotel product to the market to target niche travel customers (P) (AED)
- Retail/Restaurants – Initiate a retail analysis and strategy for attracting and retaining new retail especially small, local, and minority-owned businesses and increasing food and beverage retail offerings (C) (AED, ACVS)
- Market Intelligence & Position – Complete quarterly market snapshots, develop annual National Landing Summit and report, and define post-COVID economic positioning (C) (AED)

KEY

<i>Italics</i>	New Work Plan Item
P	Planning
W	Working/Underway
C	Completion



TRANSPORTATION

Goal: Champion people-centered urban mobility for all modes, enhance safety, and make National Landing the most connected downtown in the country

FY2024 OBJECTIVES

- Downtown Wayfinding Initiative – Continue BID Wayfinding Planning process including completion of wayfinding concept plan and determination of appropriate regulatory framework (W) (DES, CPHD, DPR, AED)
- Mobility Pilots & Partnerships – Identify key partnerships and pilots to pursue a safe, walkable, and connected next generation mobility network (W) (DES)
- Big Move Projects – Update Mobility Next as key projects advance to continue to elevate the area as the most connected downtown in the Country (W) (DES)
- People Before Cars Coalition – Track existing transportation projects and work with coalition partners to advocate for people first mobility solutions (W) (DES)
- Potomac Yard Green Ribbon – Work with DES/DPR to explore an extension of the Green Ribbon concept to include Potomac Yard and connections to open space in Alexandria (W) (DES, DPR)
- Transit Campaigns – Build community awareness of 16M Bus and Metroway/ Transitway Extension; (P) (DES)
- Engagement – Serve as an important communications channel for informing the community of construction closures, transit operation changes, and project updates (W) (DES)
- Transportation Demand Management – Partner with Arlington County through Arlington Transportation Partners (ATP) to help engage employers and other stakeholders on improving transit ridership and use of active transportation modes (W) (DES, ATP)
- Open Streets – Explore targeted opportunities for temporary street closures that enhance recreation and market or festival programming (P) (DES, DPR)

KEY

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FY2024 NATIONAL LANDING BID BUDGET

INCOME

	PREVIOUS YEAR (FY 2023)	UPCOMING YEAR (FY 2024)
Net County Tax Assessment Funds	\$ 4,360,600	\$ 4,528,600
Plus: County Retained Tax Assessment Funds	\$205,500	\$ 213,500
Other BID Revenue	\$ 100,000	\$ 200,000
TOTAL INCOME	\$ 4,666,100	\$ 4,942,100

EXPENSES

	PREVIOUS YEAR (FY 2023)	UPCOMING YEAR (FY 2024)
Administration & Management	\$ 499,100	\$ 505,000
Marketing & Promotions	\$ 791,800	\$ 860,000
Public Realm & Beautification	\$ 985,300	\$ 1,045,500
Community Events & Outreach	\$ 786,900	\$ 850,000
Economic Development	\$ 729,300	\$ 700,000
Transportation	\$ 668,100	\$ 600,000
County Admin Fee ¹	\$ 91,400	\$ 94,900
Delinquency/Appeals ²	\$ 114,200	\$ 118,600
BID Operating Contingency Reserve Contribution ³	\$ -	\$ 168,100 (minimum)
TOTAL EXPENSES	\$4,666,100	\$ 4,942,100

RESERVES

	PREVIOUS YEAR (FY 2023)	UPCOMING YEAR (FY 2024)
Operating Contingency Reserve ⁴	\$ 229,000	\$ 168,100

1 2% of BID assessment revenue

2 Maximum contribution towards fund held by County to cover potential collection shortfall due to assessment appeals or delinquent collections

3 Maximum permitted BID Operating Contingency Balance is 5% of budget or \$246,100 for FY2024

4 FY2024 fund balance likely to be higher but depends on final amount utilized during FY2023



BID BUDGET HISTORY

FISCAL YEAR ¹	BUDGET ²	BID ASSESSMENT/ TAX RATE ³
2007	\$1,701,000	.045
2008	\$2,090,055	.045
2009	\$2,173,657	.043
2010	\$2,219,885	.043
2011	\$2,034,115	.043
2012	\$2,354,450	.043
2013	\$2,540,428	.043
2014	\$2,591,803	.043
2015	\$2,626,899	.043
2016	\$2,579,181	.043
2017	\$2,588,141	.043
2018	\$2,681,991	.043
2019	\$2,585,894	.043
2020	\$2,813,656	.043
Expanded National Landing BID		
2021	\$4,791,000	.043
2022	\$4,570,400	.043
2023	\$4,666,100	.043
2024	\$4,942,100	.043

1 Fiscal Year is from July 1 through June 30

2 Budget includes BID Assessment Revenues plus estimates for event income and sponsorships

3 BID Assessment Rate is per \$100 of assessed property value of all designated commercial property including commercial, rental apartments but excluding residential condominium ownership





NATIONAL LANDING

PENTAGON CITY
CRYSTAL CITY
POTOMAC YARD

NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT

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#LoveNationalLanding