



**NATIONAL  
LANDING**

**BUSINESS  
IMPROVEMENT  
DISTRICT**

# **FY2025 WORK PLAN & BUDGET**

**FEBRUARY 1, 2024**

**NATIONAL  
LANDING**  
PENTAGON CITY  
CRYSTAL CITY  
POTOMAC YARD

# 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.





**National Landing BID Boundary**

- NL BID Service District
- NL Downtown District

## OUR SERVICE DISTRICT

The BID serves National Landing with a focus on an approximately one-square mile service district that runs from a northwestern boundary at South Hayes Street in Pentagon City to a southern boundary at Four Mile Run in Potomac Yard in Arlington, VA, and encompasses the breadth of Crystal City and major thoroughfares like Crystal Drive and Richmond Highway. The National Landing BID covers the largest service district of any place management organization in Northern Virginia.

## OUR DOWNTOWN

National Landing is Virginia's largest walkable downtown, a thriving urban center that is the fastest growing district in the DC region with robust residential, office and hotel sectors that rival the scale of downtown Austin or Oakland. National Landing is also an innovation corridor and global tech center spanning from Arlington to Alexandria and anchored by the Virginia Tech Innovation Campus, the Pentagon, and global headquarters for Amazon (HQ2) and Boeing. With \$12B in public and private investments underway and plans for sustainable growth and transportation infrastructure, the area is experiencing an exciting urban reinvention that is increasing the area's amenities, opportunities and destination appeal.

## WHAT WE DO

We foster community in National Landing through programs that support events, art, economic development, marketing, placemaking, and transportation. The National Landing BID is a steward for the area's reinvention, managing growth and the needs of our business and residential community.

# ABOUT THIS WORK PLAN

The National Landing BID FY2025 Work Plan provides a blueprint for implementation of the BID's mission and vision as outlined in the *2023 Strategic Framework: Embracing a Dynamic Future*. This Work Plan document outlines the budget, programs, and strategic objectives for each of the core service areas consistent with the organization's Business Plan, Strategic Framework, and Arlington County Service Agreement. The Annual Work Plan, budget, and BID assessment rate is reviewed by the County Manager and subject to the approval by the Arlington County Board.

## A PUBLIC-PRIVATE PARTNERSHIP WITH ARLINGTON COUNTY

In April of 2006, the Arlington County Board established the **Crystal City Business Improvement Service District** via ordinance 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) in 2020 to accommodate growth and respond to the changing needs of the area.

The Arlington County Board engages 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 serves as the governing body for the Service District, adopting the annual budget and setting the rate for an ad valorem real estate assessment imposed on all real property (excluding condominiums) within the Service District. Revenue from the BID assessment, in addition to private sponsorships, is used to support the work of the BID as outlined in the annual Work Plan. While the Service District boundaries exist independently of the BID organization, the work carried out within the Service District is made possible through this collaboration between the County Board, the BID, and property owners.



## WORK PLAN & BUDGET TIMELINE

### JULY 1

New Fiscal Year Begins

### JULY-SEPTEMBER

BID staff drafts upcoming Fiscal Year Work Plan & Budget in consultation with County agencies

### OCTOBER

Draft Work Plan Approved by BID Board of Directors

### DECEMBER

Proposed Work Plan and Budget submitted to County Manager

### JANUARY

County provides updated assessment information resulting in Work Plan & Budget modifications

### FEBRUARY

County Manager proposes annual budget - including the BID proposed Work Plan & Budget - and the proposed annual assessment rate is advertised

### APRIL

County Board considers BID Work Plan and Budget for approval

### JUNE 30

Fiscal Year ends

### JULY 1

New Fiscal Year begins





# STRATEGIC FRAMEWORK

## EMBRACING A DYNAMIC FUTURE

In 2023, the BID adopted a new Strategic Framework that serves as a guide for our work over the next three to five years. The goal is to envision, elevate, and activate a bold future for National Landing — one that is inclusive, thriving, and dynamic.



## OUR ROLES

We collaborate with community partners and stakeholders to deliver our mission, taking on different roles depending on the nature of the specific project, initiative or goal. For example, we may take on the role of an “Advocate” to support transportation projects owned by other entities but play the role of “Implementer” in piloting a new parklet or landscape enhancement. BID roles include:

Advocate  
Champion  
Communicator  
Convener  
Educator  
Implementer

Innovator  
Placemaker  
Steward  
Storyteller  
Observer



## OUR VALUES

Our values shape our culture, inform our behavior, and support strategic decisions.

Ambitious  
Collaborative  
Creative  
Design-forward  
Fun

Inclusive  
Innovative  
People-centered  
Sustainable

# FY2025 PRIORITIES

## BIG MOVES

The National Landing BID's 2023 Strategic Framework defines 12 key "Big Moves" that serve as our priority initiatives that guide the BID's work. These initiatives require broad engagement and collaboration with area stakeholders and Arlington County agencies and are likely to span multiple fiscal years.





## COLLABORATION

Explore cross-jurisdictional governance models to enhance collaboration with Alexandria and Arlington on innovation district and place management

## WAYFINDING

Spearhead innovative wayfinding to improve experience and unify district identity

## DESTINATION

Deliver a flagship event with regional appeal

## AMBASSADORS

Explore creating an ambassador team for a clean, safe, and welcoming environment

## CULTURE

Support attracting new cultural anchors or entertainment venues including eSports and gaming opportunities

## GREEN RIBBON

Advocate for a comprehensive Green Ribbon network throughout National Landing with new access to Roaches Run as an immersive nature sanctuary, and other recreational connections to waterfront

## EQUITY

Implement Equity Forward Action Plan

## MOBILITY

Champion next generation, people-centered mobility moves: a reimagined Route 1, an iconic CC2DCA Multimodal Connector, and a Regional Rail Hub

## ART

Develop high-impact, temporary installations and signature art

## CAMPAIGN

Launch place-defining campaign to build brand awareness, grow perception of place, and enhance destination appeal

## COMMERCIAL RESILIENCY

Support Arlington County and stakeholder explorations of future of work, creative reuse of office space, and pilots of commercial resiliency strategies

## FOUNDATION

Establish a National Landing Foundation

**ORGANIZATION**  
Administration & Management

**BRAND**  
Marketing & Promotions

**PLACEMAKING**  
Public Realm & Beautification

**COMMUNITY & CULTURE**  
Community Outreach & Events

**ECONOMY & DEVELOPMENT**  
Economic Development

**MOBILITY**  
Transportation

# STRATEGIC PILLARS

The Strategic Plan Framework is organized around six Strategic Pillars. These pillars, and their corresponding goals outlined above, relate directly to the six core service areas outlined in our Service Agreement with Arlington County enabling a smooth transition to implementation via our annual Work Plan and Budget.



# ORGANIZATION

Build a model BID organization with a culture rooted in collaboration, equity, and fun; and lay the foundation for greater impact in the community through delivery of our mission.

## PRIORITY INITIATIVES

**FOUNDATION** Continued development and establishment of a National Landing Foundation **W · CMO**

- Build on FY2024 efforts to launch Foundation pending on-going collaboration and discussion with and approval from the County

**AMBASSADORS** Explore and initiate ambassador team **W · CMO**

- Pending approval by the BID Board, Membership, and county, incorporate ambassador program budget and work plan into FY2026 Work Plan development
- Outline and initiate Ambassador Program Hiring Plan
- Determine and pursue Ambassador Program space needs

**EQUITY** Implement Equity Forward Action Plan **W · CMO**

- Deliver FY2024 Summary Report to Equity Committee
- Establish updated Action Plan Priorities

## OTHER INITIATIVES

**ORGANIZATIONAL STRUCTURE** Continue efforts to strengthen organizational infrastructure and protocols and focus on creating a strong, collaborative team culture **W**

**FRIENDS OF THE BID** Build on FY2024 efforts to create a fee-for-service model partnership for areas within National Landing, but outside the Service District **W**

**POTOMAC YARD OWNERS ASSOCIATION / TRANSPORTATION DEMAND MANAGEMENT ASSOCIATION** Continue efforts to address the needs of Potomac Yard stakeholders **W**

**BOARD AND STAKEHOLDER MANAGEMENT** Continue to cultivate an engaged Board of Directors and informed BID members through implementation of best practices **W**

### KEY

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

### COUNTY & STATE DEPARTMENT ABBREVIATIONS KEY

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



## BRAND

Create a compelling brand that emphasizes convenience, urban amenities, innovation, and playfulness and realizes broad name adoption of National Landing.

## PRIORITY INITIATIVES

**CAMPAIGN** Launch place-defining campaign to build brand awareness, grow perception of place, and enhance destination appeal **C**

- Develop brand personas, identify core audiences and messages, and launch phase 1 of multi-year integrated campaign that grows a district-wide identity

**EQUITY** Implement Equity Forward Action Plan **W · CMO**

- Continue building and evolving a dynamic brand identity focused on diversity, equity, and inclusion
- Deliver digital content that features people and places of National Landing, using storytelling to share the rich history and inspire a dynamic future for our community

## OTHER INITIATIVES

**TOURISM HUB** Leverage and support tourism and convention & meeting opportunities to drive National Landing visibility and ignite the local economic engine **P · AED, ACVS**

**EARNED MEDIA/MEDIA RELATIONS** 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 National Landing brand **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**

# PLACEMAKING

Champion a people-centered public realm and open spaces through design that prioritizes safety, biophilia/connections to nature, and accessibility for all.

## PRIORITY INITIATIVES

**GREEN RIBBON** Advocate for a comprehensive Green Ribbon network throughout National Landing with new access to Roaches Run as an immersive, nature sanctuary, and other recreational connections to the waterfront W · DES, DPR

- Utilize Green Print to market public space assets – both existing and under development – as well as opportunities to expand and enhance a connected network
- Explore pilot projects to incorporate biophilic elements into the public realm that enhance connections between existing and future public and private open space assets

**ART** Develop high impact temporary and permanent installations and public art W · PA, DPR

- Support Arlington Public Art to create National Landing centric art initiatives to include both permanent and interim art AED
- Collaborate with the County on planning a new piece of signature art in National Landing W · AED
- Continue to coordinate on the location of public art and selection of artists with County and private development AED · CPHD

**EQUITY** Implement Equity Forward Action Plan W · CMO

- Reconsider commemorations that do not align with National Landing values

## OTHER INITIATIVES

**CREATIVE PLACEMAKING** Implement Year 1 Initiatives from completed National Landing Placemaking Plan W · AED, DPR

**DISTRICT-WIDE BANNERS** Install next generation of street pole banners throughout National Landing C · CPHD

**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

**STREETSCAPE** Pilot bold, biophilic design interventions for new and engaging street-level experiences that are welcoming and inviting to all P/W · CPHD, DES

**DOWNTOWN OPERATIONS PLAN** Update the downtown operations plan for monitoring the maintenance and cleanliness of streets, medians, public 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** Continue to 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

**AMERICANA HOTEL SIGN** Find permanent National Landing location for the old “Americana Hotel” sign W · CPHD

**PLANNING COORDINATION** Monitor and stay engaged on park and open space planning, design and development in the district W · DPR

**PUBLIC SAFETY** Monitor public safety concerns and build partnerships to ensure a safe and inviting community W · ACPD



*National-Landing*

MOVIES IN  
THE DARK

FOR ALWAYS

FOR LOVE

QUEEN

KING

# COMMUNITY & CULTURE

Grow destination appeal and community capital through arts, culture, entertainment, events, and programming.

## PRIORITY INITIATIVES

**DESTINATION** Deliver a flagship event with regional appeal C · AED, DPR

- Explore opportunities to deliver new and returning flagship events to National Landing
- Continue to produce a premier event for National Cherry Blossom Festival

**CULTURE** Help attract new cultural anchors or entertainment venues including eSports and gaming opportunities W · CA

- Raise awareness of National Landing to new audiences, attracting new businesses, visitors, and residents along the way, while preserving existing and elevating new aspects of culture

**EQUITY** Implement Equity Forward Action Plan W · CMO

- Share the story of National Landing's past, present, and future through the lens of community and culture
- Enhance ongoing DEI efforts across our communications channels, partnerships and events

## OTHER INITIATIVES

**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 traditions by delivering successful 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 events, programming and partnerships for newly completed or previously under-activated public spaces and privately-owned open spaces W · ACPD, CPHD, DES, DPR

**PARTNERSHIPS/SPONSORSHIPS** Explore creative partnerships and strategic sponsorships for community events and programs to drive new revenue sources and expand impact W · ACVS, AED

**NEXT-GEN EXPERIENCES** Leverage National Landing's growing status as a hub for innovation by providing more tech and innovation inspired programming, events, and experiential activations, and leveraging gaming partnerships P · AED, DTS

**CULTURAL CONNECTIONS** Strengthen and elevate presence and programming for existing cultural institutions and conferences such as MoCA Arlington, Blerdcon, and others P · AED

**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

**COLLABORATION** Develop strong relationships with Arlington County agencies and land-owning members to streamline and modernize permitting and agreement processes W · AED, CMO, CPHD



# ECONOMY & DEVELOPMENT

Foster a dynamic and resilient economy by elevating competitive advantages, attracting and celebrating businesses, cultivating innovation and talent, and shepherding a robust development pipeline.

## PRIORITY INITIATIVES

**INNOVATION** Explore cross-jurisdictional governance models to enhance collaboration with Alexandria and Arlington on innovation district and place management W · AED, CMO, DTS

- Advance the establishment of a new governance structure dedicated to advancing National Landing as a premier Innovation District
- Continue cross-jurisdictional governance efforts with Alexandria and Arlington on innovation and place management
- Develop capital and operating strategy
- Launch Pilot through on-site physical and programmatic activations

**COMMERCIAL MARKET RESILIENCE** Support County and stakeholder explorations of the future of work, creative reuse of office space, and pilots of commercial resiliency W · AED, CPHD

- Work with County staff on an ongoing update to the 4.1 Administrative Regulations for Site Plan applications process, with the goal of refining and streamlining the process where feasible
- Promote commercial market resiliency initiatives to National Landing stakeholders and other interested parties and support implementation

**EQUITY** Implement Equity Forward Action Plan W · CMO

- Implement strategies for attracting and retaining new retail, especially small, local, and minority-owned businesses C · AED, ACVS

## OTHER INITIATIVES

**SMALL BUSINESS/LEGACY SUPPORT** Leverage technical services programming, in alignment with Arlington County's ReLaunch program to support National Landing's small business community W · AED

**DEVELOPMENT** Continue to track and monitor development and help steward people-centric development W · CPHD, AED

**MARKET INTELLIGENCE & POSITION** Complete quarterly market snapshots; annual NL summit and/or report W · AED

**HOUSING** Champion affordable housing initiatives W · CPHD

**HOSPITALITY** Explore opportunities to attract a boutique hotel product to target niche travel customers W · ACVS, CPHD, AED

**TALENT PIPELINE** Foster opportunities with nearby universities (especially Historically Black Universities) and tech anchors to grow tech talent pipeline in National Landing W · AED

**TENANT ATTRACTION** Support AED and property owner efforts to market National Landing to prospective office tenants W · AED

**TENANT RETENTION** Collaborate with AED, property owners, and other stakeholders to celebrate existing businesses and tenants with a goal of supporting retention efforts W · AED

**RETAIL/RESTAURANTS** Promote local businesses and implement retail strategy with a pathway for women and people of color W · AED



CINEMA

Favorita  
TACOMBI  
TACOS



ENTER

LA GUERA

BALAM





CYHARS  
SPACE

GENERATING  
NATIONAL \*\*\*  
CHAMPIONSHIPS

NATIONAL  
LAND

WELIS MFG

WELIS

WELIS MFG

WELIS MFG

WELIS MFG

# MOBILITY

Steward next generation mobility through projects, policies, and technologies that position National Landing to become the most walkable, bike-friendly, transit-rich, and connected urban district in the country.



## PRIORITY INITIATIVES

**IDENTITY VIA WAYFINDING** Continue efforts to develop and receive approval for a comprehensive wayfinding plan that outlines a brand-centric, innovative, and integrated multi-modal wayfinding system that can be implemented in a cost effective manner. W · CMO, DES, CPHD, AED

- Coordinate with the County to assess, refine and amend the relevant sign regulations to allow for BID-wide wayfinding system
- Continue efforts to develop and receive approval for a comprehensive wayfinding plan

**MOBILITY** Champion next generation, people-centered mobility moves W · CMO, DES

- Prioritize best-in-class, iconic, and people-centered design approaches and operational considerations for key “Big Move” projects including CC2DCA, Route 1, and the National Landing Regional Rail Hub
- Continue support for a safer and more accessible, multimodal transportation network across National Landing that delivers people-centered, next generation mobility
- Elevate Mobility Next priorities with an updated progress report that champions National Landing’s commitment to transportation infrastructure investment

**EQUITY** Continue implementation of Equity Forward Action Plan W · CMO

- Ensure transportation access for all and advocate for safe streets and connections for people of all abilities

## OTHER INITIATIVES

**PARTNERSHIPS/COALITIONS** Support partnerships to elevate National Landing as a transportation case study of best practices of people-centric mobility DES

**SMART CITY** Support partnerships that reinforce the area as a testing ground for innovative transportation technologies and Smart City best practices AED, DES, DTS

**TRANSPORTATION MANAGEMENT** Support district-wide transportation demand management DES

**TRANSIT OUTREACH** Supplement County and transit agency outreach and marketing campaigns, especially for MetroRail, the 16M and MetroWay systems DES

**VISION ZERO** Support the continued application of complete streets and “vision zero” principles DES

# FISCAL YEAR BUDGET

The National Landing BID's primary source of income is derived from real estate assessment revenue collected by Arlington County from properties within the BID boundaries.

## FY2025 PROPOSED NATIONAL LANDING BID BUDGET

INCOME	PREVIOUS YEAR (FY2024)	UPCOMING YEAR (FY2025)
Net BID Assessment Disbursement .....	\$4,528,600.....	\$4,820,500
Plus: County Retained Funds .....	\$213,500.....	\$227,200
Other BID Revenue .....	\$200,000.....	\$200,000
<b>TOTAL INCOME.....</b>	<b>\$4,942,100.....</b>	<b>\$5,247,700</b>

EXPENSES	PREVIOUS YEAR (FY2024)	UPCOMING YEAR (FY2025)
Administration & Management.....	\$505,000.....	\$530,000
Marketing & Promotions .....	\$860,000.....	\$949,200
Public Realm & Beautification.....	\$1,045,500.....	\$1,085,900
Community Events & Outreach.....	\$850,000.....	\$1,136,100
Economic Development.....	\$700,000.....	\$700,000
Transportation .....	\$600,000.....	\$600,000
County Admin Fee <sup>1</sup> .....	\$94,900.....	\$101,000
Delinquency Appeals Reserve <sup>2</sup> .....	\$118,600.....	\$126,200
BID Operating Contingency Reserve Contribution <sup>3</sup> .....	\$168,100.....	\$19,300
<b>TOTAL EXPENSES.....</b>	<b>\$4,942,100.....</b>	<b>\$5,247,700</b>

RESERVES	PREVIOUS YEAR (FY2024)	UPCOMING YEAR (FY2025)
Operating Contingency Reserve .....	\$168,100.....	\$262,380

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 \$262,380



# BID BUDGET HISTORY

FISCAL YEAR <sup>1</sup>	BUDGET <sup>2</sup>	BID ASSESSED RATE <sup>3</sup>
<b>CRYSTAL CITY BID</b>		
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
<b>EXPANDED NATIONAL LANDING BID</b>		
2021.....	\$4,791,000.....	.043
2022.....	\$4,570,400.....	.043
2023.....	\$4,666,100.....	.043
2024.....	\$4,942,100.....	.043
2025.....	\$5,247,700.....	.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 Tax Rate is per \$100 of assessed property value of all designated commercial property including commercial, rental apartments but excluding residential condominiums







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