



**NATIONAL
LANDING**
BUSINESS
IMPROVEMENT
DISTRICT

**FY2026
WORK PLAN
& BUDGET**

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.

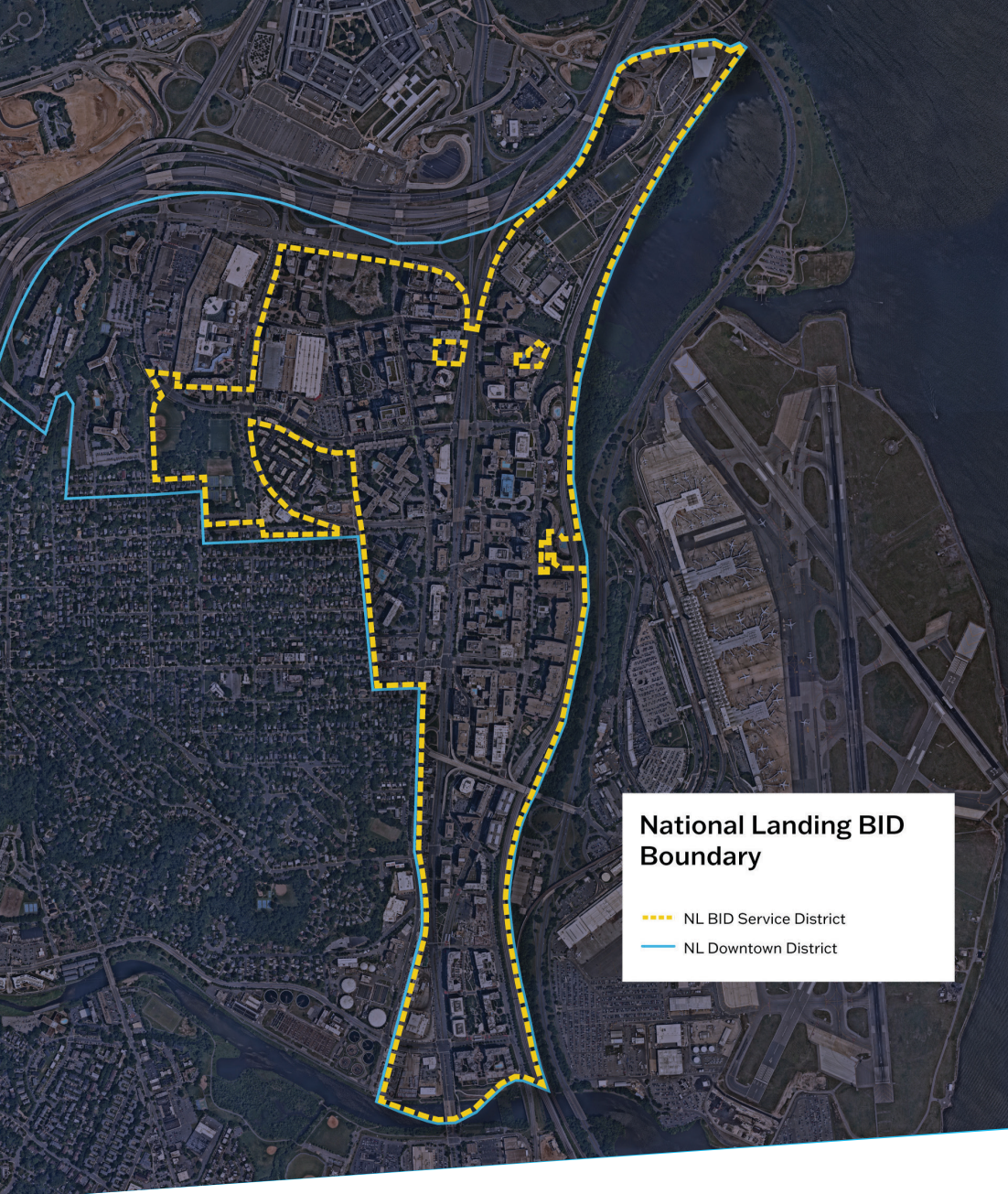
MISSION

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 a nearly 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 Arlington.

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 emerging 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 FY2026 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.

Developed by BID staff, reviewed and approved by the BID Board of Directors, and based on the direction outlined in the organization's service agreement with Arlington County as well as the BID Board-approved Strategic Plan, the Annual Work Plan, along with the annual assessment rate, is reviewed by the County Manager and subject to approval by the County Board.



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 County budget, including the NLBID proposed Work Plan and Budget, and the proposed annual tax rate for the NLBID is advertised.=

APRIL

County Board considers BID Work Plan and Budget for approval

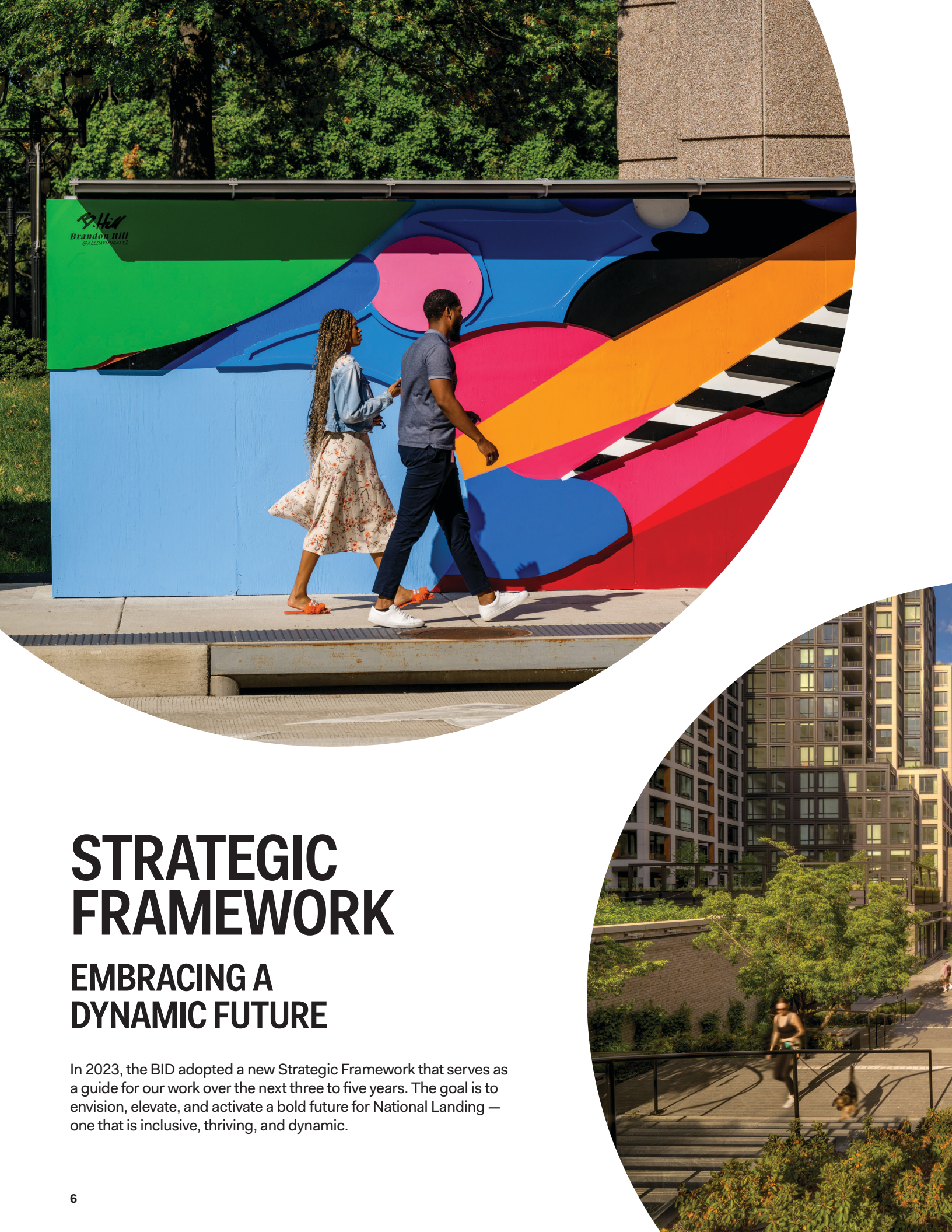
JUNE 30

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

FY2026 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.





FOUNDATION

Establish a National Landing Foundation

EQUITY

Implement Equity Forward Action Plan

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

ART

Develop high-impact, temporary installations and signature art

COLLABORATION

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

MOBILITY

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

GREEN RIBBON

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

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

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**

AMBASSADORS Continue exploration of ambassador team feasibility **W · CMO**

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**

POTOMAC YARD OWNERS ASSOCIATION / TRANSPORTATION DEMAND MANAGEMENT ASSOCIATION Reconvene Potomac Yard stakeholders to identify strategic priority actions within context of the Strategic Framework **W**

BOARD AND STAKEHOLDER MANAGEMENT Continue to cultivate an engaged Board of Directors and informed BID membership **W**

NEW OFFICE AND CONVENINGS Utilize new office and boardroom availability to have more on-site, in-person meetings with stakeholders including Board of Directors and committee meetings **W**



KEY

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

COUNTY & STATE DEPARTMENT ABBREVIATIONS KEY

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

BRAND Continue execution of a comprehensive Brand refresh including visual identity, taglines, and event creative **W**

WEBSITE Deliver a comprehensive website overhaul and updated digital presence to support both business-to-business and business-to-consumer needs **C**

MESSAGING Strengthen messaging for organization and stakeholders to help advance the area's profile **W**

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 and meeting opportunities **P · AED, ACVS**

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

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 · AED, ACVS**

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 to explore potential 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

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

- Engage stakeholders for greater collaboration on funding and locations for placemaking interventions using toolkit
- Demonstrate early progress on identifying and catalyzing key sites

ART Advocate for high-impact permanent installations and public art WAED, CPHD

- Collaborate with the Arlington Public Art to pursue a new piece of signature art as well as interim installations in National Landing
- Continue to coordinate on the location of public art and selection of artists with County and private development

EQUITY Implement Equity Forward Action Plan W · CMO

- Reconsider commemorations and names that do not align with National Landing values

OTHER INITIATIVES

CREATIVE PLACEMAKING Implement Year 1 Initiatives from completed National Landing Placemaking Toolkit 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

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

STREETSCAPE Pilot bold, 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 to monitor the maintenance and cleanliness of streets, medians, public space; identify 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 periodic 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

PARK AND OPEN SPACE 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

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 and explore opportunities to deliver new and returning flagship events to National Landing C · AED, DPR

CULTURE Set a foundation for a more permanent arts and entertainment presence in National Landing P · AED · CAD

- Attract arts and culture anchor institutions and new entertainment venues
- Strengthen the area's arts and culture offerings through programming and partnerships

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 W · CMO

OTHER INITIATIVES

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 AND VARIED 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

COMMUNITY ENGAGEMENT Strengthen community building and enhance 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

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



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

NEXT GENERATION MOBILITY Champion next generation, people-centered mobility W · CMO, DES

- Continue efforts to track and advocate for the CC2DCA Multimodal Connection, Long Bridge and Route 1 "big move" projects to ensure that they are iconic, people-centered projects
- Coordinate with key County and state stakeholders to ensure important infrastructure projects in construction like Long Bridge, Fourth Track, and Crystal City Metro East Entrance remain fully funded and deliver on time
- Work with the County to ensure all complete streets (Army Navy Drive, South Eads, 15th Street South) projects meet best-in-class standards
- Engage the public in campaigns to support desired transit outcomes

WAYFINDING Continue to coordinate with the County to assess, refine, and amend the relevant sign regulations to allow for a district-wide wayfinding system W · CMO, DES, CPHD

EQUITY Implement Equity Forward Action Plan W · CMO · DES

- Continue to support safety and access for all by working with Arlington County to ensure all Maintenance of Traffic (MOT) requirements are enforced for all projects

OTHER INITIATIVES

PARTNERSHIPS/COALITIONS Support ongoing partnerships to advance the area's mobility through advocacy and support for best practices and design excellence W · DES

TRANSPORTATION OUTREACH Continue to tell the story of National Landing's connectivity and transit-rich environment, including universal access W · DES

ARLINGTON'S TRANSPORTATION FUTURE Stay involved and engaged in Arlington's County-wide transportation planning update and help ensure its application in National Landing W · CMO · DES

TRANSIT CULTURE AND EVENTS Continue to celebrate bike month and transportation milestones and culture through community-building events and communications W · DES

INNOVATION Support National Landing as a laboratory for innovation in the transportation space including pilots and smart city applications P · DES

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 Continue to advocate and advance innovation district efforts throughout National Landing W · AED, CMO, DTS

- Implement findings of innovation district work with Alexandria and Arlington including application of a cross-jurisdictional governance model for the district
- Support local programming and convenings that advance an innovation ecosystem
- Continue market research that underscores competitive advantages of National Landing as a center for innovation
- Reinforce target industry verticals

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

- 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

OTHER INITIATIVES

SMALL BUSINESS/LEGACY SUPPORT Continue collaborations with the County to leverage programs such as Relaunch and Open Rewards to support the legacy and small business community W · AED

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

MARKET INTELLIGENCE & POSITION Continue tracking National Landing real estate market sector data through various tools including quarterly market snapshots; annual National Landing Summit and/or report, and launching a new website dashboard to track key data stats W · AED

HOUSING Champion affordable housing initiatives W · CPHD

HOSPITALITY Support hospitality market needs and celebrate hotel renovations and new concepts that showcase our hospitality offerings W · ACVS, CPHD, AED

TALENT PIPELINE Foster strong working relationships with Virginia Tech Innovation Campus and George Mason and explore opportunities with nearby universities (especially HBCs) and top National Landing tech anchors to grow tech talent pipeline in support of National Landing's growing innovation ecosystem 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 and engage local businesses and strengthen capacity and support for new and existing businesses to thrive with a continued focus on attracting a diversity of business owners and expanding access to opportunity for underrepresented groups W · AED

ARTS & ENTERTAINMENT Complete market research and analysis to support the attraction of more arts and entertainment venues to National Landing and work with property owners and the County to prioritize these cultural uses P · AED · CPHD




NATIONAL LANDING
PENTAGON CITY
CRYSTAL CITY
POTOMAC YARD

CRYSTAL CITY


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

WICK
MCK'S
OD & STEAKS

NO PARKING
EXCEPT FOR
LOADING AND UNLOADING
PASSENGERS
OR MERCHANDISE
OR FOR THE
HANDICAPPED
OR FOR
EMERGENCY
VEHICLES
NO STANDING
OR STOPPING
FOR
MORE THAN
3 MINUTES
EXCEPT FOR
LOADING AND UNLOADING
PASSENGERS
OR MERCHANDISE
OR FOR THE
HANDICAPPED
OR FOR
EMERGENCY
VEHICLES

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.

FY2026 PROPOSED NATIONAL LANDING BID BUDGET

INCOME	PREVIOUS YEAR (FY2025)	UPCOMING YEAR (FY2026)
Net BID Assessment Disbursement	\$4,820,500.....	\$4,796,500
Plus: County Retained Funds	\$227,200.....	\$226,100
Other BID Revenue	\$200,000.....	\$200,000
TOTAL INCOME.....	\$5,247,700.....	\$5,222,600

EXPENSES	PREVIOUS YEAR (FY2025)	UPCOMING YEAR (FY2026)
Administration & Management.....	\$530,000.....	\$530,000
Marketing & Promotions	\$949,200.....	\$944,800
Public Realm & Beautification.....	\$1,085,900.....	\$1,119,900
Community Events & Outreach.....	\$1,136,100.....	\$1,160,200
Economic Development.....	\$700,000.....	\$694,800
Transportation	\$600,000.....	\$544,800
County Admin Fee ¹	\$101,000.....	\$100,500
Delinquency Appeals Reserve ²	\$126,200.....	\$125,600
BID Operating Contingency Reserve Contribution ³	\$19,300.....	\$2,000
TOTAL EXPENSES.....	\$5,247,700.....	\$5,222,600

RESERVES	PREVIOUS YEAR (FY2025)	UPCOMING YEAR (FY2026)
Operating Contingency Reserve	\$262,380.....	\$261,100

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 \$261,100



BID BUDGET HISTORY

FISCAL YEAR ¹	BUDGET ²	BID ASSESSED RATE ³
CRYSTAL CITY BID		
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
2025.....	\$5,247,700.....	.043
2026.....	\$5,222,600.....	.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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#LoveNationalLanding
@NationalLanding

