



FY2027
WORK PLAN
& BUDGET

WHO WE ARE

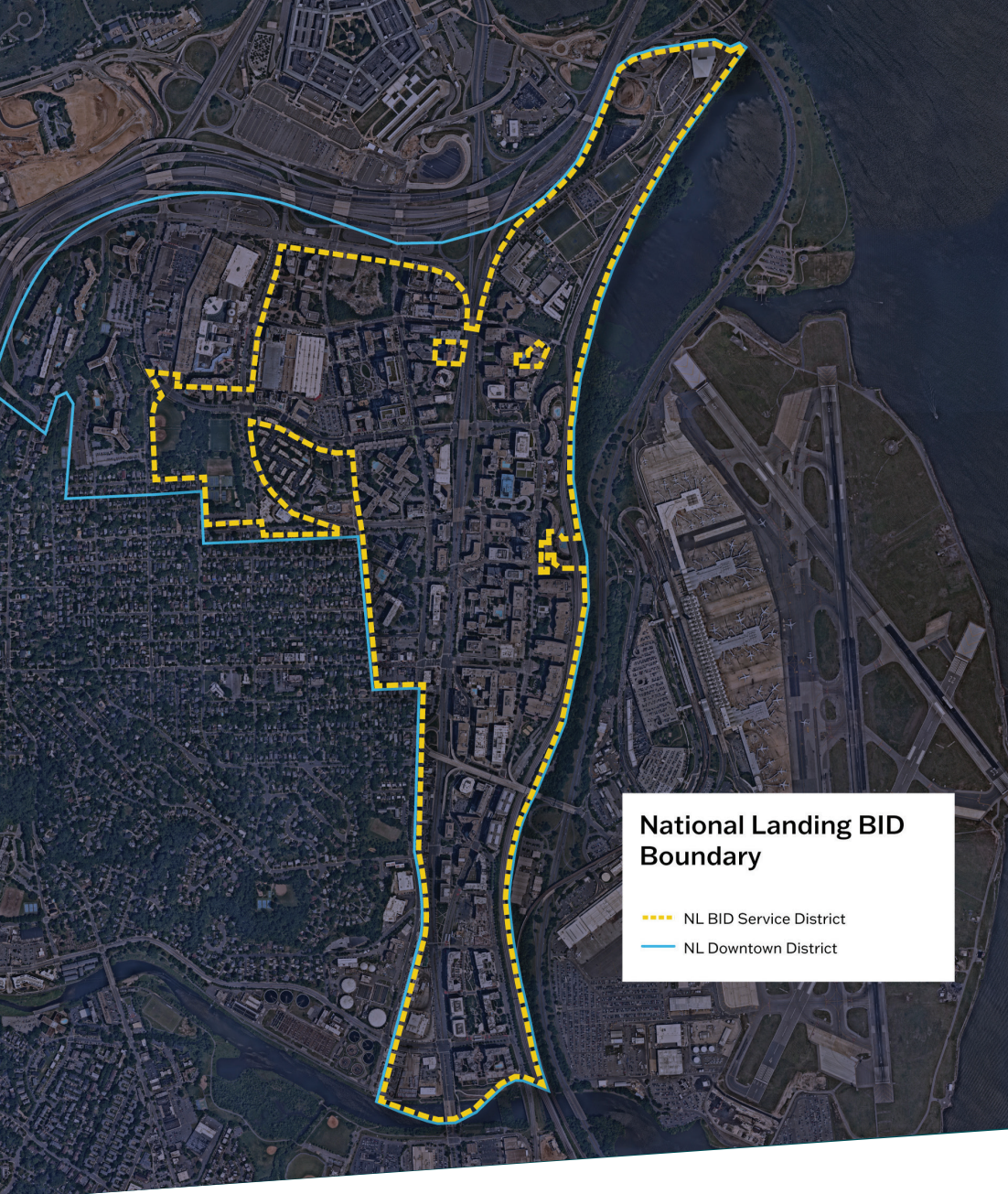
The National Landing Business Improvement District (BID) is a non-profit, public-private partnership that serves as the place management organization for National Landing, the largest walkable downtown in Virginia.

MISSION

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

VISION

The National Landing BID 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.

National Landing is the urban core and innovation hub of Northern Virginia, comprised of three distinct neighborhoods—Crystal City, Pentagon City, and Potomac Yard, spanning Arlington to Alexandria.

OUR TRANSFORMATION

National Landing is one of the D.C. region’s most exciting transformation stories. Once an auto-centric suburban office district, the area has evolved into a dynamic, mixed-use urban destination. Decades of planning—accelerated by the arrivals of Amazon HQ2 and the Virginia Tech Institute for Advanced Computing—have propelled National Landing into a thriving innovation ecosystem. With \$12 billion in public and private investment underway, the area now boasts people-forward mobility, scenic streets, abundant parks and thousands of new homes coupled with one of the region’s largest hotel markets and a fast-growing restaurant scene. As Virginia’s largest walkable downtown, National Landing offers unmatched connectivity and an energetic culture, all just minutes from Washington, D.C.

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 transformation, helping to foster an energetic community, grow destination appeal and meet the needs of our business and residential network.

ABOUT THIS WORK PLAN

The National Landing BID FY2027 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, Equity Forward, and Arlington County Service Agreement.

A PUBLIC-PRIVATE PARTNERSHIP WITH ARLINGTON COUNTY

In April of 2006, the Arlington County Board established 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 within the district boundary. 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 | Innovator |
| Champion | Placemaker |
| Communicator | Steward |
| Convener | Storyteller |
| Educator | Observer |
| Implementer | |



OUR VALUES

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

- | | |
|----------------|-----------------|
| Ambitious | Inclusive |
| Collaborative | Innovative |
| Creative | People-centered |
| Design-forward | Sustainable |
| Fun | |

FY2027 PRIORITIES

BIG MOVES

The National Landing BID's 2023 Strategic Framework defined 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.

For FY2027, the top BID priorities are Art, Culture, and Commercial Resiliency with an overarching focus on developing a new Strategic Plan.





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

STRATEGIC PLAN*

Update Strategic Plan with horizon of FY2029 to FY2033

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

*Top Priority

ORGANIZATION
Administration & Management

BRAND
Marketing & Promotion

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

STRATEGIC PLAN Engage in an update of the BID’s Strategic Plan with a planning horizon of FY2029 to FY2033 C

FOUNDATION Grow capacity and funding for the Trust for National Landing W • CMO

AMBASSADORS Continue exploration of ambassador team feasibility W • CMO

EQUITY Implement Equity Forward Action Plan W • CMO

- Reevaluate plan to update with demographics and economic conditions and work with stakeholders to identify any new disparities or emerging opportunities

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

OFFICE UTILIZATION Evaluate utilization of the BID office and equipment and prepare scenario plans for expansion of BID staff W

KEY

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

COUNTY & STATE DEPARTMENT ABBREVIATIONS

- | | | |
|--------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------|
| ACPD Arlington County Police Department | ATP Arlington Transportation Partners | DES Dept. of Environmental Services |
| ACHD Arlington County Health Department | CAD Cultural Affairs Department | DHS Dept. of Human Services |
| ACFD Arlington County Fire Department | CBO County Board Office | DPR Dept. of Parks and Recreation |
| ACVS Arlington Convention and Visitors Service (ACVS) | CMO County Manager’s Office | DTS Dept. of Technology Services |
| AED Arlington Economic Development | CMO-E County Manager’s Office of Engagement | PA Public Art |
| APS Arlington Public Schools | CPHD Dept. of Community, Planning, Housing, and Development | VDOT Virginia Dept. of Transportation |
| ATP Arlington Transportation Partners | | |



BRAND

Build a compelling brand that emphasizes urban amenities, innovation, and community, and realizes broad name adoption of National Landing.

PRIORITY INITIATIVES

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

WEBSITE Deliver a comprehensive website update in conjunction with the Brand refresh with an 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**

OTHER INITIATIVES

TOURISM HUB Leverage and support tourism, conventions and meeting opportunities **P • AED, ACVS**

ADVERTISING AND CAMPAIGN Deliver creative campaigns for BID events and broader economic development initiatives that build brand awareness, drive new audiences, and enhance destination appeal **C**

EARNED MEDIA/MEDIA RELATIONS Identify proactive opportunities for storytelling of National Landing 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**

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 **W • DES, DPR**

- Advocate for priority “big move” initiatives outlined in the Green Ribbon report such as new access to Roaches Run as an immersive, nature sanctuary, projects that support climate mitigation and resiliency and other recreational connections to the waterfront
- Explore priority “pilot projects” to incorporate biophilic elements into the public realm that enhance connections between existing and future public and private open space assets

ART Advocate for high-impact permanent installations and public art

- Collaborate with the Arlington Public Art to pursue a new piece of signature art as well as interim installations in National Landing **WAED**

OTHER INITIATIVES

CREATIVE PLACEMAKING Operationalize National Landing Placemaking Toolkit and implement priority creative placemaking opportunities and initiatives **W • AED • DPR • CPHD • VDOT • MWAA**

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

DISTRICT-WIDE BANNERS Complete a District-Wide update of all existing banners to reflect updated brand elements identified in the Brand Refresh **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 Identify new site and permanently install the former “Americana Hotel” sign within National Landing **W • CPHD**

BIANNUAL WALKS Continue to conduct regular 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 Leverage the County’s Public Space Master Plan refresh to elevate National Landing initiatives 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 events with regional appeal and explore opportunities for attracting new and returning destination level events to National Landing **C • AED • DPR • ACVS • ACPD • ACFD • ACHD • DES**

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

OTHER INITIATIVES

LEGACY + SIGNATURE EVENTS Maintain traditions by promoting and delivering successful legacy events while integrating new, signature event and placemaking experiences that reinforce National Landing as the region's next premier destination **W • ACPD, CPHD, DES, DPR**

NEW AND VARIED LOCATIONS Develop compelling events, programming and partnerships for newly completed or previously under-activated public spaces and privately-owned open and/or indoor 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

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
- Work with the County to ensure all complete streets (South Eads, 15th Street South) projects meet best-in-class standards
- Continue mobility advocacy efforts to support a people-centered downtown

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**

OTHER INITIATIVES

PARTNERSHIPS/TOURS/COALITIONS Support ongoing partnerships and delegations interested in learning about the area's transformation **W • 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 • CMO • 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 Launch National Landing Innovation District **W • AED, CMO, DTS**

- Utilize National Landing Innovation District entity to collaborate across academia, business and government
- In collaboration with partners, support marketing the National Landing Innovation District
- Support local programming and convenings that advance an innovation ecosystem

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 implementing updated signage and wayfinding recommendations

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**

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**

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**



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.

FY2027 PROPOSED NATIONAL LANDING BID

INCOME	PREVIOUS YEAR (FY2026)	UPCOMING YEAR (FY2027)
Net BID Assessment Disbursement	\$4,796,500	\$4,804,900
Plus: County Retained Funds	\$226,100	\$98,100
Other BID Revenue	\$200,000	\$322,000
TOTAL INCOME	\$5,222,600	\$5,225,000

EXPENSES	PREVIOUS YEAR (FY2026)	UPCOMING YEAR (FY2027)
Administration & Management	\$530,000	\$710,400
Marketing & Promotions	\$944,800	\$1,000,000
Public Realm & Beautification	\$1,119,900	\$1,000,000
Community Events & Outreach	\$1,160,200	\$1,230,400
Economic Development	\$694,800	\$674,100
Transportation	\$544,800	\$512,000
County Admin Fee ¹	\$100,500	\$98,100
Delinquency Appeals Reserve ²	\$125,600	\$0
BID Operating Contingency Reserve Contribution ³	\$2,000	\$0
TOTAL EXPENSES	\$5,222,600	\$5,225,000

RESERVES	PREVIOUS YEAR (FY2026)	UPCOMING YEAR (FY2027)
Operating Contingency Reserve	\$261,100	\$261,300

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



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
2027	\$5,225,000.....	.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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