



NATIONAL LANDING

PENTAGON CITY

CRYSTAL CITY

POTOMAC YARD

FY2023 WORK PLAN

REVISED
FEBRUARY
2022

BOLD TRANSITIONS



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 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 \$11 billion in public and private investments in the works, the National Landing BID will be critical to managing the place, 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 FY2023 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 FY2023 Work Plan acknowledges that there are still market and programming uncertainties stemming from the ongoing COVID-19 pandemic. The BID remains focused on supporting a strong recovery, helping to shape the district's development, and advancing key transportation and priority projects in FY23. The organization will pursue a concerted recovery effort to help ignite the business community, drive the local economic engine, and create community excitement as National Landing is redefined as an innovation district 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.

The National Landing BID boundary 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 tentative, draft language is based on the contents in the draft Pentagon City Sector Plan and is subject to revision pending County Board consideration.

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 district 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

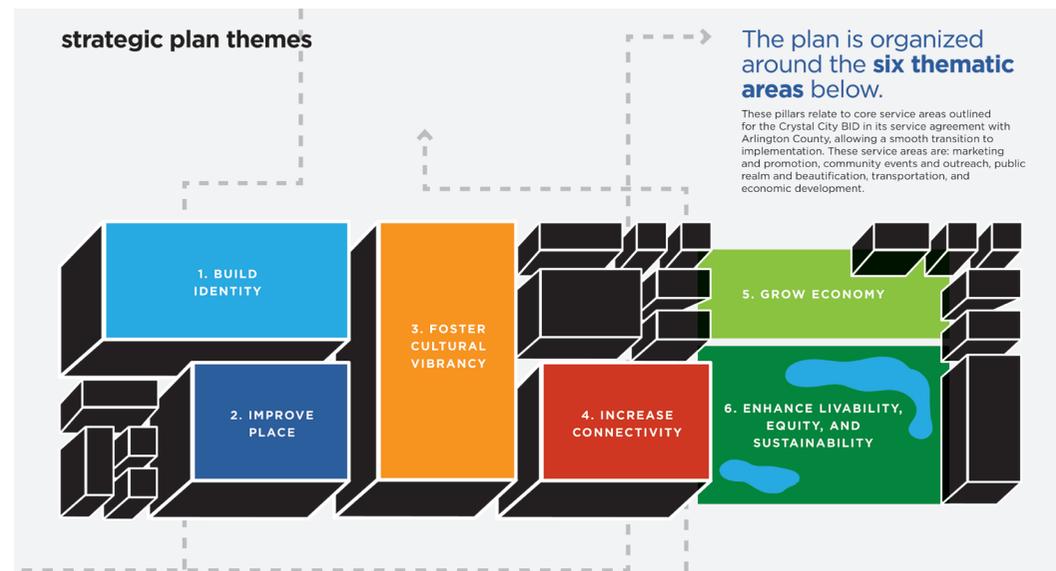
Published in May 2019, the BID's Area-Wide Strategic Plan outlines the vision and values for the organization; establishes a set of guiding themes or principles that serve as the foundation for the BID's work; and guides annual work plan development. The plan also provides a historical baseline from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

VALUES



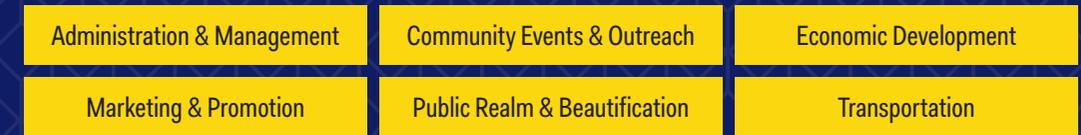
VISION

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.



Though the Strategic Plan implementation matrix only extends through FY2021, the Strategic Plan — along with all existing County plans, policies, principles, and guidelines — continues to serve as the foundation for this FY2023 Work Plan. 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 FY2023 objectives while also providing an update on current FY2022 objectives and accomplishments.

SIX CORE BID SERVICE AREAS



Though the BID aims to be as clear and specific as possible in the Work Plan list of objectives, many projects and opportunities may emerge throughout the year that were not anticipated. Particularly given the uncertainty around the impact of the COVID-19 pandemic around organizational budgets, stakeholder needs, and the timeline of recovery, the BID asks for continued flexibility around addressing unforeseen events to achieve our shared goals and objectives for a thriving and activated downtown environment. Further, the Strategic Plan should continue to be viewed as a supplement to the annual work plan, serving as the BID's reference point for any specific objectives, strategies, or tactics not articulated in this Work Plan document.

THE NEXT CHAPTER

With the expansion of the BID, establishment of the National Landing downtown brand, and a new wave of public and private investment spurred in part by the arrival of Amazon, 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 anticipates initiating an update to the BID's strategic plan in FY2023 to appropriately ground the BID's work through 2030 and beyond.



FY2022 PRIORITIES

As outlined in the FY2022 Work Plan, key priorities that are underway include focusing on recovery and resilience amid the ongoing pandemic pressures, advocating for the creation of a more robust transportation network that prioritizes people and micro-mobility users, cultivating an improved street-level experience and engaging community programming, and building a strong and welcoming organization and business community.



NATIONAL LANDING BID WORK PLAN PRIORITIES: FY2022 COMPLETED OR UNDERWAY

CENTERING ON RECOVERY AND RESILIENCE

- Implementation of comprehensive outreach database
- Release of HR&A Market and Economic Analysis and Innovation Report
- Completion of Metro Plaza Improvements including new and rehabilitated artwork to support return to transit



CULTIVATING A CONNECTED AND ACTIVATED DOWNTOWN

- Mobility Next Report
- PBC Coalition
- Robust virtual and in-person line-up of programming

BUILDING A STRONG, WELCOMING ORGANIZATION AND BUSINESS COMMUNITY

- Overhaul of COVID-19 Office Policy and creation of return-to-office plan
- Equity Framework
- Fully staffed BID organization



FY2023 PRIORITIES

BOLD TRANSITIONS - MANAGING CHANGE AND BUILDING COMMUNITY

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. In FY2023, the organization remains focused on supporting a strong recovery for retail, office and hotels; building community identity and sense of place through events and programming; helping to shape the district's development including a vibrant public realm; and support the advancement of key transportation and priority development projects. The National Landing BID is committed to doing better to strengthen diversity and equity in National Landing, as well as within the organization itself.

The following FY2023 priorities will guide the BID's continued work and inform the specific objectives outlined in each of the program areas.

FY2023 PRIORITIES

Support a strong economic recovery, return to office and tourism, and business attraction environment and highlight National Landing as a regional and national story of downtown reinvestment, renewed amenity, innovation, and opportunity

- Explore evolving markets in a post-COVID era and new sector niches and opportunities
- Offer support through technical assistance, grants, and other programs to existing small businesses and attract new entrepreneurs to the area with a special emphasis on attracting business owners who are women and people of color
- Capitalize on arrival of Virginia Tech and Amazon as well as County investments in Dark Fiber and 5G to position the area as Smart City/Innovation District
- Grow regional and national media coverage and social media followers

Build neighborhood identity, sense of community and regional recognition through an enhanced public realm, stimulating events and activations, and a fun and welcoming environment

- Develop new signature events and partnerships at a larger scale
- Subject to County approval of 501(c)3 framework, deploy 501(c)(3) to garner additional resources to support public space enhancements, arts and culture, programming, or social impact efforts
- Identify and implement strategic public realm enhancements and activation opportunities

Champion County plans, transportation projects, and private sector real estate development to be people-oriented and well-designed to support creation of the most connected district in the country

- Continue comprehensive wayfinding planning and design effort



- Support multimodal infrastructure initiatives that deliver people-centric design and safety including Route 1 and CC2DCA
- Embrace the Pentagon City Green Ribbon concept and explore opportunities to expand green network throughout National Landing

Grow the organization and build a culture and climate that fosters collaboration and creativity, embraces future-forward strategy, and values diversity, equity and inclusion in all facets of the work.

- Initiate update to Strategic Plan
- Implement Equity Action Plan across board, committees, and programs

ADMINISTRATION & MANAGEMENT

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

FY2022 ACCOMPLISHMENTS & OBJECTIVES (July 1, 2021 to June 30, 2022)

- Enhance accounting processes and systems through new technologies integration (Q1)
- Expand organizational capacity in human resources (Q1)
- Establish remote work and return-to-work protocol for all BID staff (Q1, Q2)
- Implement virtual meeting technology and adaptations to prepare office for a flexible post-COVID-19 environment (Q1, Q2)
- Focus on staff development and organizational structure (Q1, Q2)
- Update annual employee evaluation process (Q2)
- Develop an equity action plan to guide DEI efforts across programs (Q2)
- Complete full staff-up to approximately 10-11 full-time employees (FTEs) covering the range of programmatic service areas (Q2)
- Deliver FY2021 Audit, FY2021 Annual Report, and FY2023 Work Plan to the County (Q2)
- Conduct a review and assessment of progress on the Area-Wide Strategic Plan (Q2)
- Streamline Board and Committee communication processes and procedures (Q2)
- Continue pursuit of Managing Agent role for Potomac Yard Property Owners Association (Q3, Q4)
- Explore creation of a 501(c)(3) to enable the BID to better leverage support for locally-oriented charitable efforts and use of grants for public space/art – CMO, AED, DPR (Q3, Q4)
- Build stronger partnerships with Arlington County and other stakeholders – all agencies (Q1, Q2, Q3, Q4)

FY2023 OBJECTIVES

- Initiate update to Strategic Plan (C) (ACVS, AED, CMO, CPHD, DES, DPR, PA)
- Implement and integrate Equity Action Plan across programs and continue DEI initiatives (W)
- Deliver FY2022 Audit, FY2022 Annual Report, and FY2024 Work Plan to the County (C) (AED, CMO)
- Continue to develop the framework for the non-profit arm of the National Landing BID and receive approval from the County to launch 501(c)(3) (C) (AED, CMO)
- Continue pursuit of Managing Agent role for Potomac Yard Property Owners Association (W) (AED, CMO)
- Conduct industry-specific benchmarking on benefits and compensation to ensure competitiveness and employee retention (C)
- Continue efforts to strengthen organizational infrastructure and protocols and focus on creating a strong, collaborative team culture (C)

KEY

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



MARKETING & PROMOTION

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

FY2022 ACCOMPLISHMENTS & OBJECTIVES

- Executed a creative communications and marketing campaign promoting our outdoor flex space - Summer House, that garnered an exclusive feature in the Washington Post (Q1)
- Implemented a communications strategy and toolkit to highlight stakeholder interest in priority transportation projects (Q1)
- Executed a multifaceted and innovative “Back to Office/Homecoming” marketing campaign inclusive of earned media, social and digital tactics to highlight National Landing as a leader (Q2)
- Built and designed targeted microsites on the BID’s main website to support and promote BID campaigns, events and initiative (Q1, Q2, Q3, Q4)
- Increased mentions of both the BID and National Landing in high-profile national and local media outlets through media relations efforts, heightened social media strategies, digital storytelling and influencer engagement (Q1, Q2, Q3, Q4)
- *Increase social media strategies and continue to grow our e-marketing database and efforts (Q1, Q2, Q3, Q4)*
- *Increase promotional efforts of all programs and events through creative social media tactics and videos (Q1, Q2, Q3, Q4)*
- *Implement a thought-leadership strategy to raise the profile of the BID and its executives (Q1, Q2, Q3, Q4)*
- *Increase engagement and enhanced brand/market recognition through innovative social and digital media tactics (Q1, Q2, Q3, Q4)*
- *Utilize storytelling and messaging to create a clear narrative that positions National Landing on both a local and global platform (Q1, Q2, Q3, Q4)*
- *Enhance community engagement relationships and identify channels for efficient and targeted communications (Q1, Q2, Q3, Q4)*
- *Conduct outreach to property owners and stakeholders to ensure consistency in branding, messaging, signage and placemaking efforts as construction and development continue (Q1, Q2, Q3, Q4)*

KEY

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



FY2023 OBJECTIVES

- Continue to build a nationally-recognized profile for National Landing through earned media, thought-leadership and innovative marketing campaigns (W)
- Explore and implement innovative digital tools and AI experiences that drive community building and align with National Landing’s positioning as a smart city and innovation district (P) (AED)
- Build a dynamic, unified and authentic brand focused on diversity, equity and inclusion (DEI) around National Landing to resonate with its community (W)
- Drive innovative and digital storytelling efforts that highlight priority transportation projects and the area’s growth as a connected urban district (W) (DES)
- Develop and execute an integrated creative brand marketing campaign to reintroduce National Landing on both a local and national scale (C) (AED, CMO)
- Continue to highlight the National Landing brand into environmental and out-of-home (OOH) opportunities (W)
- Enhance promotion of the area across all industry sectors, plus new emerging and innovative markets (W) (AED)
- Continue to build the profile of the BID and its executives through a thought-leadership strategy based on areas of expertise (W)
- Explore opportunities, engagements and tactics to bolster National Landing as convention, hospitality and tourism hub (P) (ACVS)
- Continue to promote and support small business and local economic opportunities through integrated marketing efforts (W) (AED)
- Amplify National Landing placemaking efforts that reinforce the destination as a dynamic and connected urban district to live, work and play (W)
- Develop clear and consistent communications efforts surrounding area transformation and construction milestones (W) (AED, CPHD)
- Explore opportunities to create a turnkey all-inclusive production studio to help serve and support communications of community partners, businesses and stakeholders (P) (AED, CAD, CMO, CPHD)
- Elevate the National Landing visual identity and name on an increasingly national scale through speaking engagements and media relations (W)
- Create innovative campaigns around recovery, rebuilding, resilience, and small business support in the wake of the COVID-19 pandemic (W) (AED)

PUBLIC REALM & BEAUTIFICATION

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

FY2022 OBJECTIVES

- *Hired public realm coordinator to strengthen on-the-ground presence and ongoing maintenance and operations of BID-managed spaces (Q1)*
- Identify public space interventions to expand opportunities for outdoor working environments (Q1, Q2)
- *Create an iconic mural at the Crystal City Metro Plaza (Q2)*
- Refresh Crystal City Metro Plaza into a modern, sustainable, safe and welcoming place (Q2, Q3)
- *Activate public realm and support outdoor dining through unique opportunities to use parklets and interim meanwhile spaces (Q1, Q2)*
- Implement sustainable, native, and modern landscaping in area medians (Q1, Q2, Q3)
- Explore signature artistic public space improvements in expanded areas (Q2, Q3, Q4)
- Collaborate with County Staff to develop a National Landing Public Art Action Plan in conformance with the Arlington County Public Art Master Plan that identifies placemaking opportunities and raises the cultural profile and destination value of the area (P) (DES, PA, CPHD)
- Implement sponsorship program for community-led public space initiatives (Q3, Q4)
- Explore locations for outdoor entertainment for safe public events and activities (Q1, Q2, Q3, Q4)
- Continue to pursue opportunities for temporary creative placemaking in coordination with appropriate County agencies (Q1, Q2, Q3, Q4)
- *Identify opportunities to remove divisive symbols and names within the public realm (Q1, Q2, Q3, Q4) (AED, CMO, DES, DPR)*

KEY

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



FY2023 OBJECTIVES

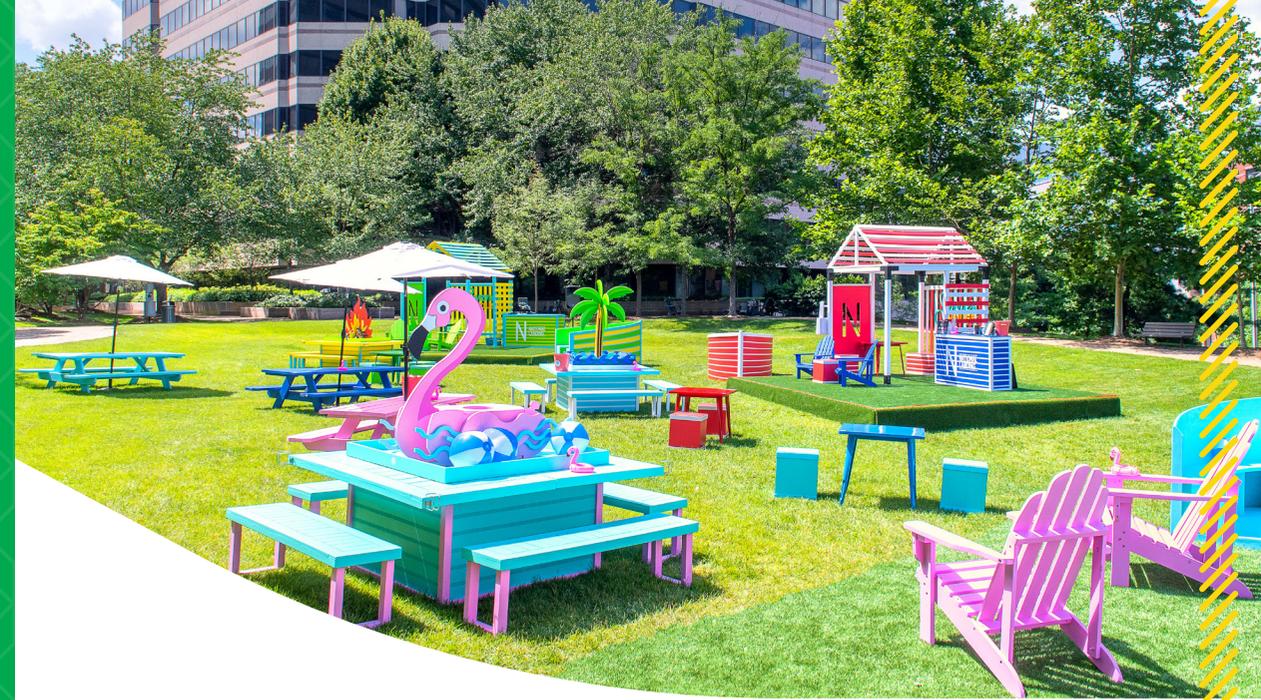
- Leverage existing County plans and guidance to enhance and improve the urban tree canopy, especially along streets and sidewalks (P) (DES, DPR)
- Support implementation of and explore opportunities to build on existing County park plans to develop a connected, green network throughout National Landing (P) (CPHD, DES, DPR)
- Pilot bold design interventions for new and engaging street-level experiences that are welcoming and inviting to all (P) (DES, CPHD)
- Initiate a "Green Print" document to visualize how to elevate bold park and open space ideas such as connecting to the Waterfowl Sanctuary and access to the Potomac River (P) (DES, DPR)
- Partner with local universities to support planning and design studios with National Landing as a laboratory (W)
- Develop a National Landing Public Art Action Plan in conformance with the Arlington County Public Art Master Plan that identifies placemaking opportunities and raises the cultural profile and destination value of the area (P) (DES, PA)
- Implement recommendations or pilot interventions supporting the National Landing Public Art Action Plan (P) (DES, PA)
- Implement sustainable, biophilic landscaping in area medians (W) (VDOT) (DPR)
- Continue to pursue opportunities for temporary creative placemaking in coordination with appropriate County agencies (W) (PA) (DPR)
- Maintain and grow partnerships with DHS, PathForward, and other stakeholders to support the most vulnerable in the community including people experiencing homelessness (W) (DHS)
- Inventory and address public realm infrastructure in the BID's portfolio for ongoing maintenance (W)
- Monitor and stay engaged on park and open space planning, design and development in the district (W) (CPHD, DPR)

COMMUNITY EVENTS & OUTREACH

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

FY2022 ACCOMPLISHMENTS & OBJECTIVES

- *Launched Summer House, an outdoor flex space and activated it with more than 10 community events (Q1)*
- *Hired a communications and engagement specialist to grow business and community contacts and outreach efforts (Q1)*
- *Successfully reopened in-person events in line with state and local guidance, including creation of new health and safety protocols for all events and programs (Q1)*
- *Continued a DEI-focused initiative called "Equity in Action," as well an equity-focused monthly newsletter series (Q1, Q2, Q3, Q4)*
- *Began to identify opportunities and partnerships for new signature event concepts that have clear revenue generating opportunities (Q1)*
- *Partnered with the County Department of Parks and Recreation to open and program the Long Bridge Park facility and outdoor green spaces (Q1)*
- *Execute a small business support program, based on need (Q2)*
- *Continue to identify new sponsorship and stakeholder opportunities*
- *Support seasonal farmers markets in two locations - Crystal City and Pentagon City (Q1, Q4)*
- *Identify new partnerships in creative and emerging markets that reinforce National Landing as an innovation district and vibrant destination (Q1, Q2, Q3, Q4)*
- *Execute a variety of high impact activations and integrate placemaking moments across the district*



- *Utilize events and programming to activate vacant and underutilized spaces and increase the community's use of the public realm (Q1, Q2, Q3, Q4)*
- *Continue support of arts and culture and further programming connection to events and community engagement (Q1, Q2, Q3, Q4)*
- *Create successful mechanism and processes to support two civic-focused initiatives each year, funded through partnerships and sponsorships with property owners, businesses and stakeholders (Q2, Q3, Q4)*
- *Continue to keep residents and other stakeholders up-to-date on all development projects (Q1, Q2, Q3, Q4)*
- *Work with ACVS to help attract and retain large and unique conventions, meetings and events to the area (Q1, Q2, Q3, Q4)*
- *Enhance partnerships with all three area civic associations to support existing neighborhood programs, create new offerings, and identify channels for efficient communications (Q1, Q2, Q3, Q4)*
- *Support expansion of rail service as a core mobility and economic development priority (Q1, Q2, Q3, Q4) (DES)*



KEY

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

FY2023 GOALS

- Further define and execute large-scale, signature event concepts to create heightened visibility for National Landing as the region's next premier destination and to drive sponsorship opportunities for the BID (W)
- Build a robust community engagement plan and toolkit to further expand reach and increase engagement among both residents and businesses (C)
- Cultivate new partnerships and event sponsorship opportunities to help drive visibility and ignite the local economic engine (W)
- Maintain a continued focus on inclusivity and equitable access across all programming and events (W)
- Explore opportunities, events and partnerships to identify and enhance National Landing's platform as a convention, hospitality and tourism hub (P) (ACVS, AED)
- Continue to expand upon National Landing's efforts to become a premier gaming/esports destination through partnerships and the exploration of the creation of an innovation lab (W) (AED)
- Identify new vacant and underutilized public and private spaces to program - especially at the boundaries between neighborhoods and at the edges of the district (P) (CPHD)
- Continue ongoing exploration for greater partnership opportunities for businesses and stakeholders (W)
- Support and enhance County efforts to keep residents and other stakeholders up-to-date on all development and capital projects (W) (AED, CPHD, DES)
- Continue to grow and enhance partnerships with Arlington County Parks and all three area civic associations to support existing neighborhood programs and create new offerings (W) (DPR)

KEY

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



ECONOMIC DEVELOPMENT

Objective: Grow the economy by building on market strengths and shaping a cohesive, equitable, and resilient approach to planning and development

FY2022 ACCOMPLISHMENTS & OBJECTIVES

- Participate in County-led planning initiatives such as the Pentagon City Planning Study, Affordable Housing Master Plan Update and the Crystal City Height Study (Q1, Q2)
- *Hire staff for economic development research and engagement functions (Q2)*
- *Release National Landing Market Analysis Summary Report, supporting position as an emerging innovation district (Q2)*
- *Coordinate with AED to offer business grants to support COVID recovery (Q2, Q3)*
- *Convene market-specific roundtables to understand COVID-19 impacts and recovery strategies (Q2, Q3)*
- *Coordinate with Virginia Tech to enhance linkages as an innovation anchor (Q2, Q3, Q4)*
- Collect, synthesize, and disseminate market data with a focus on business and tenant attraction (Q2, Q3, Q4)
- *Identify a dynamic online platform to display and digitally map the development pipeline (Q3)*
- Increase access to employment and business opportunity, including attracting small businesses to new retail space (Q3, Q4)
- Advocate for, lead ideation, and serve as a convener for the formation of a Live Arts Theater and cultural facility (Q3, Q4)
- Convene opportunities for business networking, with a special focus on small, minority-owned businesses (Q3, Q4)
- Implement prioritized recommendations from area committees (Q1, Q2, Q3, Q4)
- Enhance business-to-business connections that better support a tech hub and cultivate an ecosystem for mission-driven nonprofits and government (Q3, Q4)
- Continue to support a safe return to office spaces and tenant retention, and also promote the attractiveness of the National Landing submarket (Q2, Q3)
- Provide adaptive responses to meet the needs of the hotel sector to build back occupancy levels (Q2, Q3, Q4)
- Prepare small businesses, especially retailers and restaurants, to pivot to COVID-19 recovery efforts (Q1, Q2, Q3, Q4) (CMO)
- Support investments and pilots that build smart city infrastructure and market the area as an innovation district (Q1, Q2, Q3, Q4)
- *Explore opportunities to attract esports programming and venues to National Landing (Q1, Q2, Q3, Q4)*
- *Stay engaged on affordable housing issues and opportunities to support (Q1, Q2, Q3, Q4)*
- Continue to track and support private redevelopment efforts (Q1, Q2, Q3, Q4)



FY2023 OBJECTIVES

- Explore evolving markets in a post-COVID era and new sector niches and opportunities (W) (AED)
- Offer support through technical assistance, grants and other programs to existing small businesses and partner with property owners to attract new entrepreneurs to the area with a special emphasis on attracting women and minority business owners (P) (AED)
- Position area as Smart City/Innovation District model to support economic development efforts (W) (AED)
- Convene a National Landing Economic Summit as an annual event (P) (AED)
- Support AED and property owner efforts to market the area to prospective office tenants (P) (AED)
- Support existing hotels and the return to tourism and work travel and attract boutique hotel operators and market key offerings and locations (P) (AED, ACVS)
- Build stronger business to business engagement with major employers and existing office tenants (P) (AED)
- Initiate a retail analysis and strategy for attracting and retaining small, local and minority-owned businesses and increasing food and beverage retail offerings (C) (AED)
- 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)
- Support pop-up retail opportunities for local entrepreneurs in each neighborhood (P) (AED)
- Foster internship program opportunities with nearby universities including HBCUs to grow an equitable local talent pipeline (P) (AED)
- Partner with and pilot innovation programs/activities with Virginia Tech (W) (AED)
- Champion new affordable housing initiatives including attracting private capital to County programs and projects (W) (CPHD)
- *Explore the potential for a small business incubator (P) (AED)*

KEY

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

TRANSPORTATION

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



FY2022 ACCOMPLISHMENTS & OBJECTIVES

- Support County in evaluating the effectiveness of temporary pick-up/drop-off zones and work with Arlington County DES to make select locations permanent (Q1) (DES)
- Prepare campaign for “return to transit” to support return to work and recovery (Q1, Q2) (CMO)
- Complete a Wayfinding Trends Report to support a cohesive, modern NL-wide wayfinding system that unites the downtown, showcases technological advancements, and is multimodal (Q1, Q2, Q3) (DES, CMO)
- Coordinate with County to assess, refine and amend the Comprehensive Sign Plan Regulations to allow for BID-wide wayfinding signage (Q2, Q3, Q4) (DES)
- Identify opportunities to enhance mobility connections to Potomac Yard (DES)
- Strengthen partnership with Arlington Transportation Partners (ATP) on transportation demand management initiatives (Q3) (ATP)
- Pursue partnerships that reinforce the area city as a testing ground for innovative transportation technologies and approaches (Q3) (ATP)
- Continue to champion priority capital transportation projects (Q1, Q2, Q3, Q4) (DES, VDOT)
- Participate in engagement for the CC2DCA NEPA process on Purpose and Need and the development of alignment alternatives (Q1, Q2, Q3, Q4) (DES)
- Continue engagement efforts around the transformation of Route 1 into an at-grade, multi-modal urban boulevard (Q1, Q2, Q3, Q4) (DES) (VDOT)
- Advocate for vision zero and people-first principles, including through formation of the People Before Cars Coalition (Q1, Q2, Q3, Q4) (DES) (CMO)
- Support shift to alternative transportation modes to preserve COVID-19 pandemic mobility trends (Q1, Q2, Q3, Q4) (DES) (CMO)

FY2023 OBJECTIVES

- Elevate Mobility Next priorities with an updated progress report (P) (DES, VDOT)
- Coordinate with County to assess, refine and amend the relevant regulations to allow for BID-wide wayfinding signage (Q2, Q3, Q4,) (DES)
- Continue efforts to develop and receive approval for a comprehensive wayfinding plan that outlines a brand-centric, innovative, integrated, and multi-modal signage system (W) (DES)
- Continue support for a safer and more accessible, multimodal transportation network across National Landing that delivers people-centered, next generation mobility (W) (DES, CMO)
- Continue efforts around “return to transit” messaging and place enhancements (W) (AED, DES)
- Elevate the area as one of the most connected districts in the country and pursue trade coverage of the area as a transportation case study (P)
- Strengthen partnerships with regional and national transportation thought leaders (P)
- Explore ridesharing pilot partnership (P) (DES)
- Support district-wide transportation demand management (P) (DES)
- Support application of complete streets and “vision zero” principles (W) (DES)
- Pursue partnerships that reinforce the area city as a testing ground for innovative transportation technologies and approaches including working with Virginia Tech (W) (DES)
- Continue participation in engagement efforts and support for priority capital transportation projects that enhance National Landing mobility (W) (DES)

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



FY2023 PROPOSED NATIONAL LANDING BID BUDGET

INCOME

	PREVIOUS YEAR	UPCOMING YEAR
Net County Tax Assessment Funds	\$ 4,364,000	\$ 4,360,600
Plus: County Retained Tax Assessment Funds	\$ 205,700	\$ 205,500
Interest & Other Income	\$ 0	\$ 100,000
TOTAL INCOME	\$ 4,570,400	\$ 4,666,100

EXPENSES

	PREVIOUS YEAR	UPCOMING YEAR
Administration & Management	\$ 454,100	\$ 499,100
Marketing & Promotions	\$ 772,500	\$ 791,800
Public Realm Improvements	\$ 960,300	\$ 985,300
Community Events & Outreach	\$ 747,300	\$ 786,900
Economic Development	\$ 729,300	\$ 729,300
Transportation	\$ 701,200	\$ 668,100
County Admin Fee ¹	\$ 91,400	\$ 91,400
Delinquency/Appeals	\$ 114,300	\$ 114,200
TOTAL EXPENSES	\$ 4,570,000	\$ 4,666,100

RESERVES

	PREVIOUS YEAR	UPCOMING YEAR
Operating Contingency Reserve	\$ 229,000	\$ 0

1 2% of County Tax Assessment.



BID BUDGET HISTORY

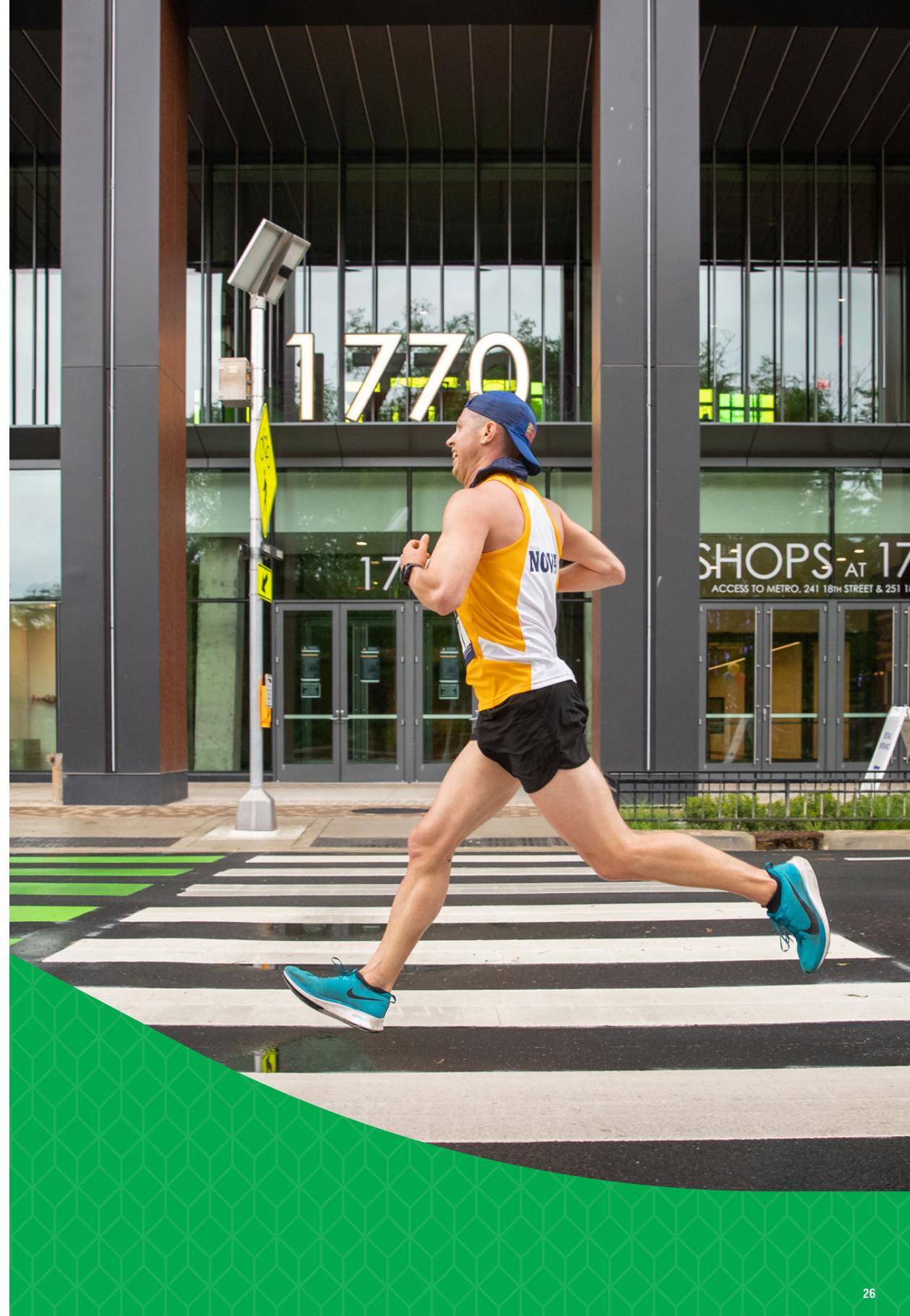
FISCAL YEAR ¹	BUDGET ²	TAX RATE ³
2007	\$1,701,000	.045
2008	\$2,090,055	.045
2009	\$2,173,657	.043
2010	\$2,219,885	.043
2011	\$2,034,115	.043
2012	\$2,354,450	.043
2013	\$2,540,428	.043
2014	\$2,591,803	.043
2015	\$2,626,899	.043
2016	\$2,579,181	.043
2017	\$2,588,141	.043
2018	\$2,681,991	.043
2019	\$2,585,894	.043
2020	\$2,813,656	.043
Expanded National Landing BID⁴		
2021	\$4,614,000	.043
2022	\$4,570,400	.043
2023	\$4,666,100	.043

1 Fiscal Year is from July 1 through June 30

2 Budget includes property assessments plus estimates for event income and sponsorships

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

4 Budget reflects final, audited revenues for prior fiscal years as reported in submitted Annual Reports or estimated revenues assumed in approved/proposed work plan; totals have been rounded to the nearest hundred for all years since the formation of the National Landing BID





National Landing Business Improvement District
2011 Crystal Drive, Suite 205 | Arlington, VA 22202
703-412-9430 | NationalLanding.org | @NationalLanding

