

FY2020 Work Plan

Crystal City Business Improvement District

Who We Are

About US

The Crystal City Business Improvement District (BID) is a non-profit organization established as a public-private partnership with Arlington County in 2006 to promote the vibrant Crystal City business, retail, restaurant and residential community. Funded by a special tax paid by property owners within the BID's boundaries, the Crystal City BID membership is comprised of more than 40 property owners.

Governed by a Board of Directors elected by its membership, the BID plays an important role in the development and vitality of Crystal City.

The BID is supporting Crystal City's exciting transformation and attractiveness as an urban

center through six core service areas: 1) Administration & Management; 2) Community Events & Outreach; 3) Economic Development; 4) Marketing & Promotion; 5) Public Realm & Beautification; and 6) Transportation. Located right on the Potomac River five minutes from the center of Washington DC, the greater Crystal City area has emerged as Virginia's largest walkable downtown. The BID has been instrumental in supporting the rediscovery of Crystal City for its unparalleled access, easy urbanity, and relative market value. For more information, visit www.crystalcity.org.

BID Map and Boundaries

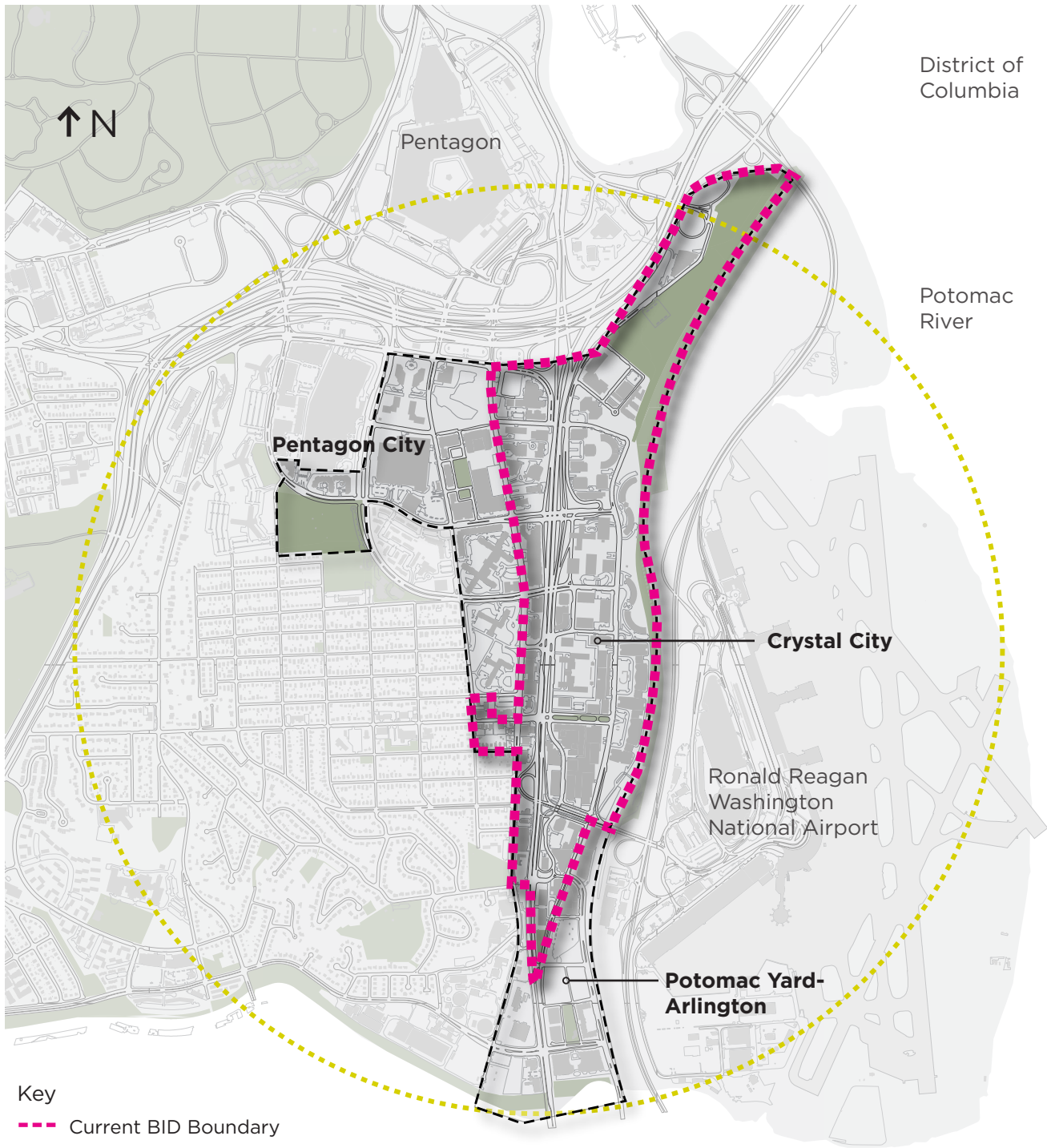
The Crystal City BID's boundary covers approximately 240 acres bounded generally by the George Washington Memorial Parkway to the east; South Eads Street to the west (but including 23rd Street between South Fern and South Eads Street); I-395 to the north and Potomac Yard-Arlington to the south.

Creation of an "Area-Wide BID" to include both Pentagon City and Potomac Yard-Arlington has long been a goal of the Crystal City BID. An "Area-Wide BID" would reinforce the complementary nature of these markets and allow the organization to better recognize needs and identify strategies to address them as a single downtown. In fact, the Crystal City, Pentagon City, and Potomac Yard-Arlington area has a total asset value of over \$11 billion and represents a powerful economic

engine for Arlington County, the region, and the Commonwealth of Virginia.

With over 18 million square feet of office, nearly 18,000 residential units, 5,900 hotel rooms and approximately 475 retail storefronts and restaurants, the greater Crystal City area rivals the size and scale of major central business districts around the country including Austin, Indianapolis, and even Miami.

Although Crystal City's current Strategic Plan effort embraces an "Area-Wide" perspective, Crystal City BID services and events remain solely directed within the current established boundaries.



Key

- - - Current BID Boundary
- . . . 1-mile radius from 20th Street and S Eads
- - - Proposed Area-Wide BID Boundary

Alexandria

Amazon HQ2

Amazon's selection of the area in November 2018 to establish one of two new headquarters was a tremendous win for Crystal City, Arlington County and the region. Crystal City was already experiencing a new cycle of investment and the arrival of Amazon will only accelerate the transformation underway, further diversifying the local economy, bolstering an already strong tech presence, attracting additional companies and investment, and creating an even better Crystal City for those that live, work, and visit here.

National Landing is the new overarching brand for the growing Central Business District of Northern Virginia that encompasses existing neighborhoods in both Arlington and Alexandria - including Crystal City, Pentagon City, and Potomac Yard. The name was introduced through the joint state and local bid for Amazon and helps unify the distinct districts that comprise Virginia's largest walkable downtown.

Through the gradual arrival of Amazon and the investments in transportation infrastructure and new parks, and development of new offices, retail, residences and a new Virginia Tech Innovation campus, the area will transform into a seamless urban corridor full of dynamic and distinct neighborhoods and communities. This creation of a more unified downtown identity has long been viewed as a BID priority and the arrival of Amazon and the commitment to these investments helps achieve that goal.

Amazon's search process and announcement reveals what many in the area already knew - that Crystal City offered incredible value and opportunity. It also underscores the importance and relevance of the BID's strategic planning effort which informs this FY2020 Work Plan.



PenPlace and Metropolitan Park

What Amazon Means for the Area

25,000

Amazon employees over 12 years

4M SF

space to be occupied by Amazon

\$2.5B*

anticipated investment by Amazon in Crystal City & Pentagon City

\$195M*

state investment in new or expanded transportation projects

1M SF

Virginia Tech Innovation Campus

750

expected masters program enrollment at Virginia Tech Innovation Campus

*According to Crystal City BID estimates, an additional \$6 billion of public and private investments transportation, parks, and buildings are in the pipeline for the Arlington portion of National Landing.



By the Numbers

Harnessing the Momentum

Even before the selection of the area by Amazon for a second headquarters location, there has been a tremendous amount of excitement around the current cycle of investment breathing new life into the streets and signaling the changes to come. Whether it is the **\$342 million** worth of public infrastructure investment in transportation and parks planned by the County over the next decade, the **\$4.8 billion** private sector development pipeline in the next five years, the **\$3.4 billion** in regional transportation investments in air, rail, and road, or the prospect of major new tenants, Crystal City is drawing interest, investment, and headlines.

The Crystal City BID is harnessing this momentum to envision an inviting and inclusive future - shaping development, fostering placemaking, and enhancing quality of life and the vibrancy of businesses.

\$6B

Total Asset Value
Crystal City (2018)

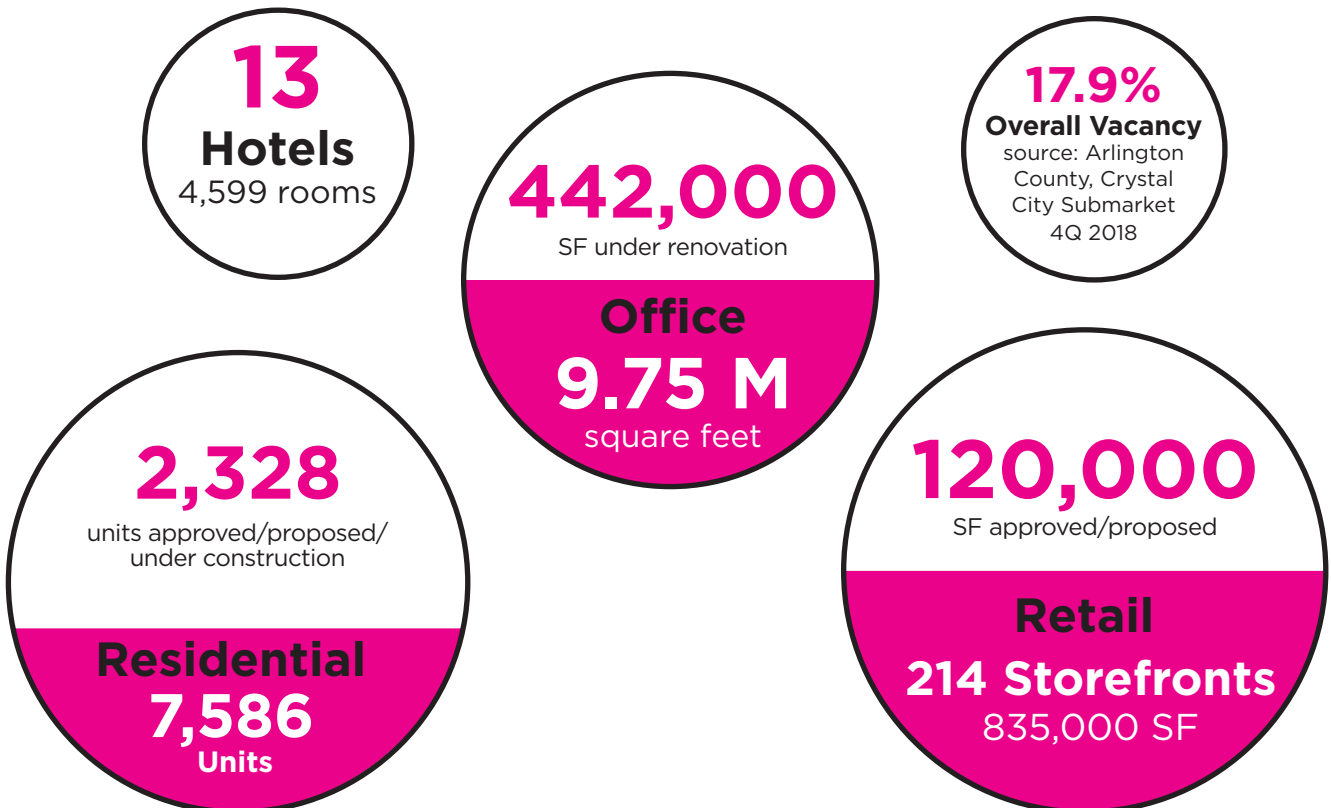
\$29.25M

Net Fiscal Impact
of Crystal City (2018)

8.4%

County General Fund
Revenues Generated in
Crystal City (2018)

Crystal City (area as defined by Sector Plan)



Office Relocations from DC since 2013

- 20 Tenants
- 75% non-profits/associations
- 580,000 SF

Office Pricing

- Class A: Crystal City \$38.70 vs Downtown DC \$70.69
- Class B: Crystal City \$35.35 vs Downtown DC \$50.87

more retail

square footage than downtown DC

largest hotel district

in the region outside downtown DC

\$11.3B

Total Asset Value Area-Wide (2018)

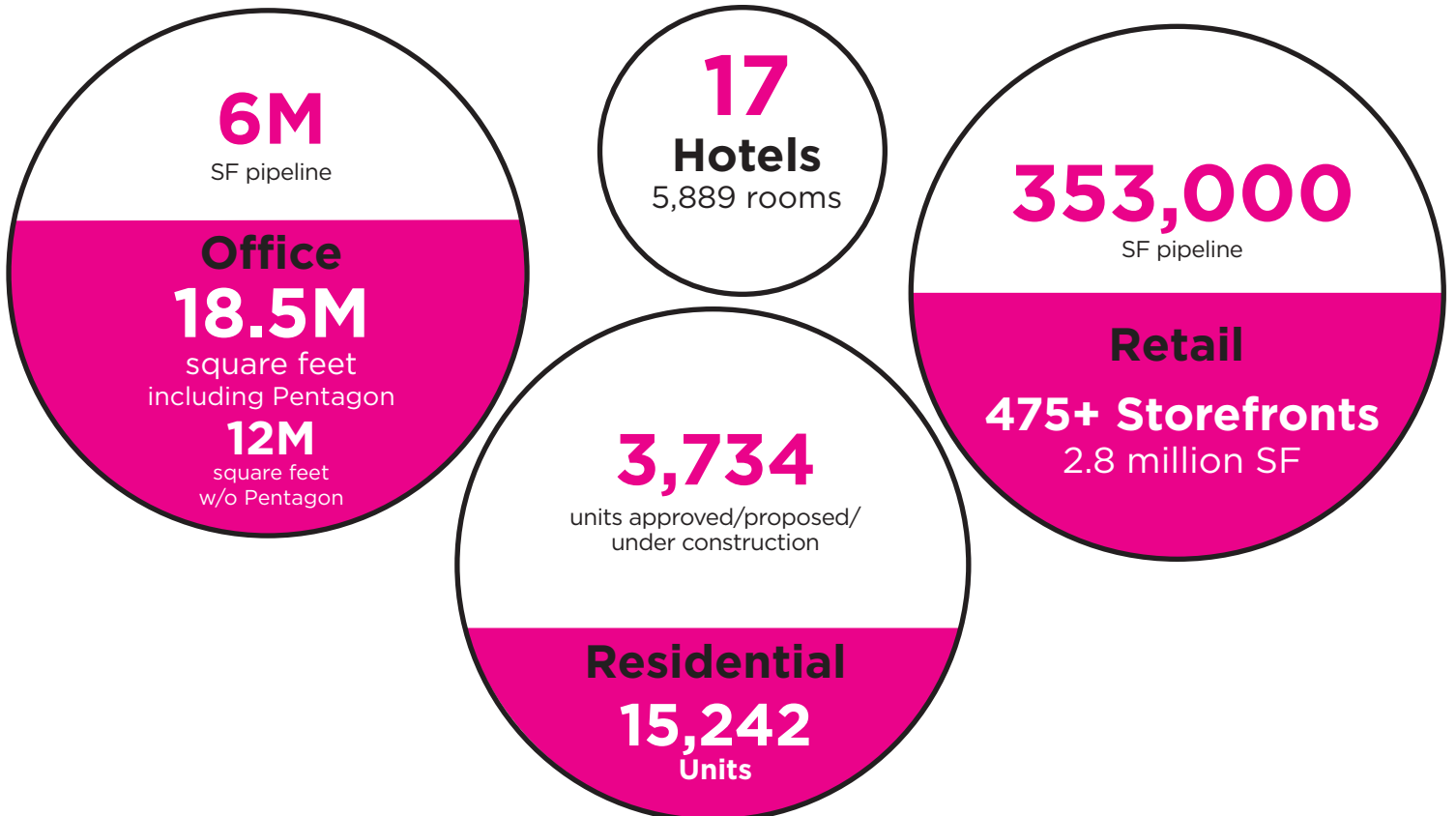
\$57.41M

Net Fiscal Impact Area-Wide (2018)

17.8%

County General Fund Revenues Generated Area-Wide (2018)

Area-Wide Perspective (1-mile radius from 20th and S. Eads Streets)



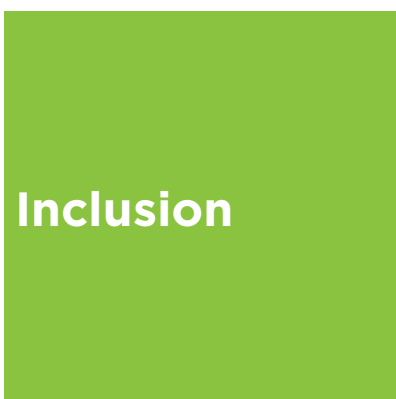
Strategic Framework

In April 2018, the Crystal City BID initiated a collaborative strategic planning process exploring the future of the greater submarket that includes Crystal City, Pentagon City, and Potomac Yard – Arlington. The process, called the **Future Cities Project**, helped to outline strategic objectives for the BID and determine a new collective vision for the area – all with the goal of transforming the greater Crystal City area into a lively, walkable urban center.

The strategic plan provides a foundation for the Crystal City BID’s work plan for Fiscal Year 2020 and beyond. The following graphics highlight the plan framework including values, themes, and goals around which to develop the strategies for the strategic plan.

Values

The strategic plan is informed by a set of values which envision a Crystal City that is sustainable and inclusive; that values innovation and supports entrepreneurship; that promotes diversity and builds community; and that upholds a commitment to high-quality design and an openness to partnership and collaboration.



Themes

The strategic plan is organized around five elements or thematic areas: cultural vibrancy, economy, identity, place, and connectivity with vision statements for each. These pillars relate to the core service areas outlined for BIDs by Arlington County through their service agreements. The service areas include administration and management, community events and outreach, economic development, marketing and promotion, public realm and beautification, and transportation.

Foster Cultural Vibrancy

community events & outreach

The Future Cities area enjoys authentic and compelling arts, culture, and entertainment options that match its scale and density.

Grow Economy

economic development

The Future Cities area is an economic engine with thriving office, retail, hotel, and residential markets that contribute to the County's sustainable growth.

Build Identity

marketing & promotion

The Future Cities area is recognized as one of the region's most dynamic, connected, and enterprising urban centers to live, work, visit, and invest in.

Improve Place

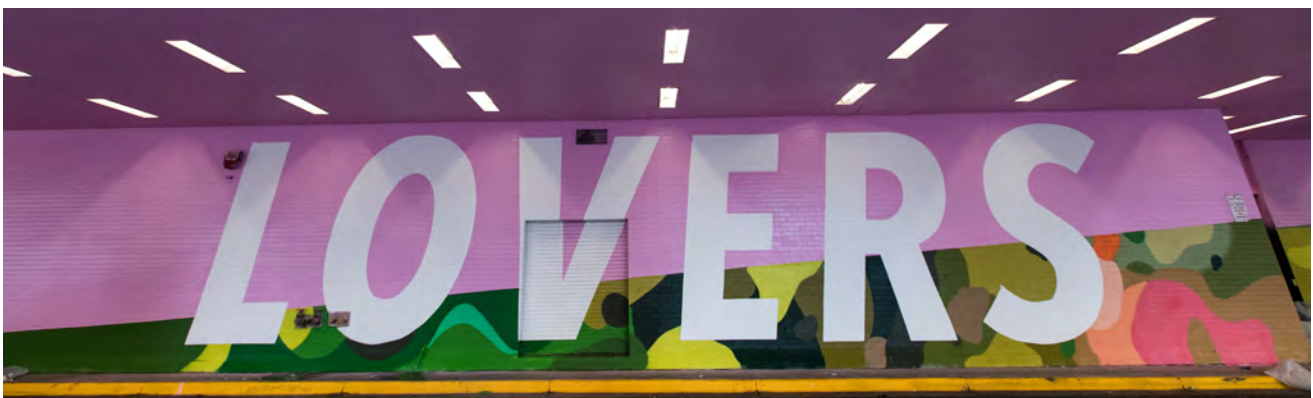
public realm & beautification

The Future Cities area is a vibrant downtown with high-quality urban design, remarkable parks, and an enjoyable, inviting public realm.

Increase Connectivity

transportation

The Future Cities area is seamlessly connected and easily navigable for workers, residents, and visitors, by various modes.

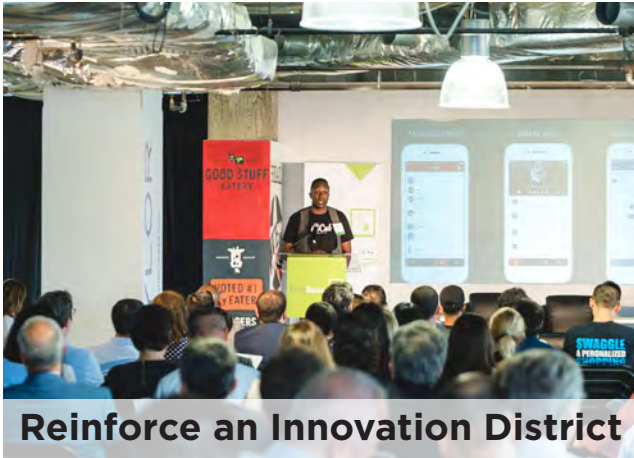


Big Moves

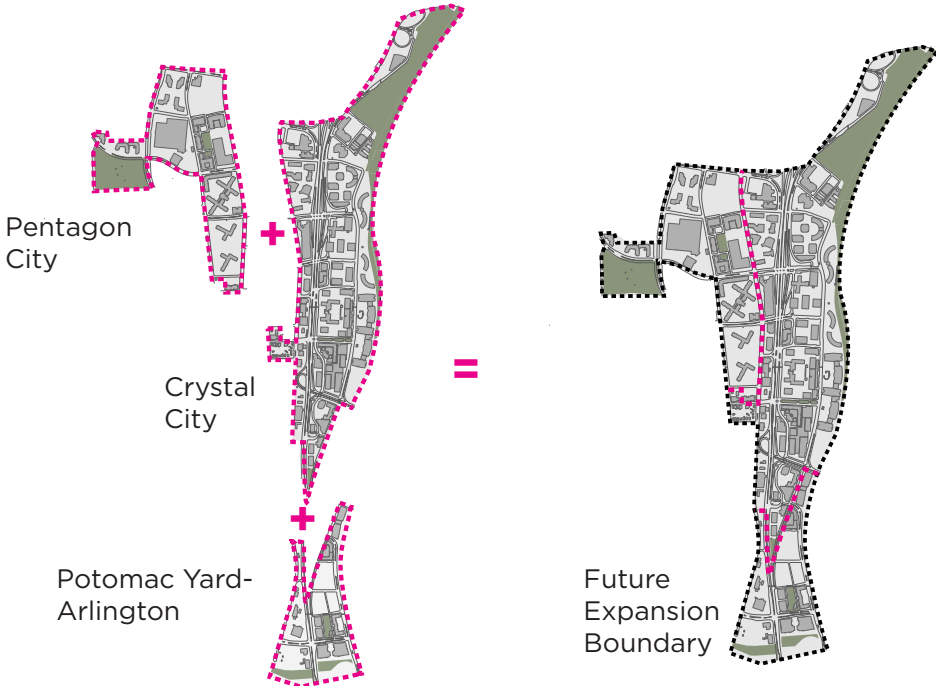
A major focus of the Crystal City BID's 2020 Work Plan will be a series of "big moves" identified during the strategic planning process as being critical for the long-term success of the area. These projects are cross-cutting initiatives. Due to their sheer scale and anticipated impact, the big moves are highlighted below and in the most relevant BID service area.



Integrate Culture Everywhere



Reinforce an Innovation District



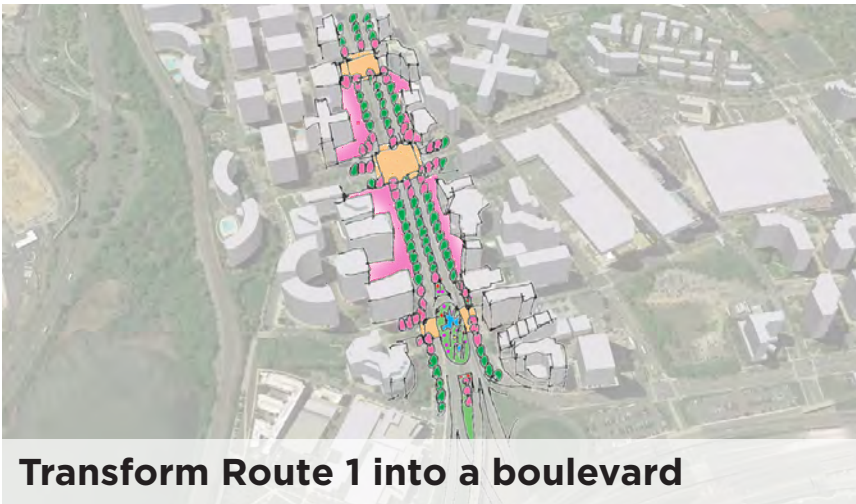
Distinguish as a unified, vibrant downtown



Makeover to Remarkable



Implement CC2DCA



Transform Route 1 into a boulevard

Administration & Management



Focus on building a strong organization and expanding operations to best serve the broader area

Service Area: Administration & Management

FY2019 Accomplishments & Objectives

- Hired President & Executive Director
- Conducted FY2018 Audit
- Delivered FY2018 Annual Report & FY2020 Proposed Work Plan to County
- Continue to enhance transparency, accountability, and governance policies
- Petition for Area-Wide BID (Q2, Q3)
- Finalize Strategic Plan (Q3)
- Hire additional BID staff to support core service areas (Q3)
- Relocate BID Office to new space (Q4)
- Highlight the organization's progress and success at the annual meeting (Q4)

FY2020 Objectives

- Operationalize Strategic Plan
- Establish Area-Wide BID
- Hire additional staff to support Area-Wide BID and Strategic Plan
- Increase capacity for partnerships with Arlington County and other stakeholders
- Invest in existing staff development to enhance productivity and capacity
- Deliver FY2019 Audit, FY2019 Annual Report, and FY2021 Work Plan to the County



Community Events & Outreach



Foster Cultural Vibrancy

Foster opportunities for arts, culture and entertainment that create a more lively and attractive experience

Service Area: Community Events & Outreach

FY2019 Accomplishments & Objectives

- Launched inaugural Crystal City Oktoberfest attracting over 2,000 participants
- Issued activation-inspired public art RFP & launched 1-month engagement of Impulse at *the Grounds*
- Continue core BID line-up of programming
- Retire select events and programs per new strategic focus
- Continue use of Neighborland platform to engage the community
- Launch series of new arts-focused programming in line with strategic plan goals

57,000
event attendees

350+
BID Sponsored events

FY2020 Objectives

- Maintain and develop memorable BID events and programming that change perceptions and build community
- Promote existing and attract additional venues for music, culture, and entertainment
- Incorporate high-quality arts programming
- Foster sense of community, aka “Pride of Place”, and support the community’s participation in the area’s transformation
- Develop area-focused committees for targeted discussion of place-specific needs and interventions

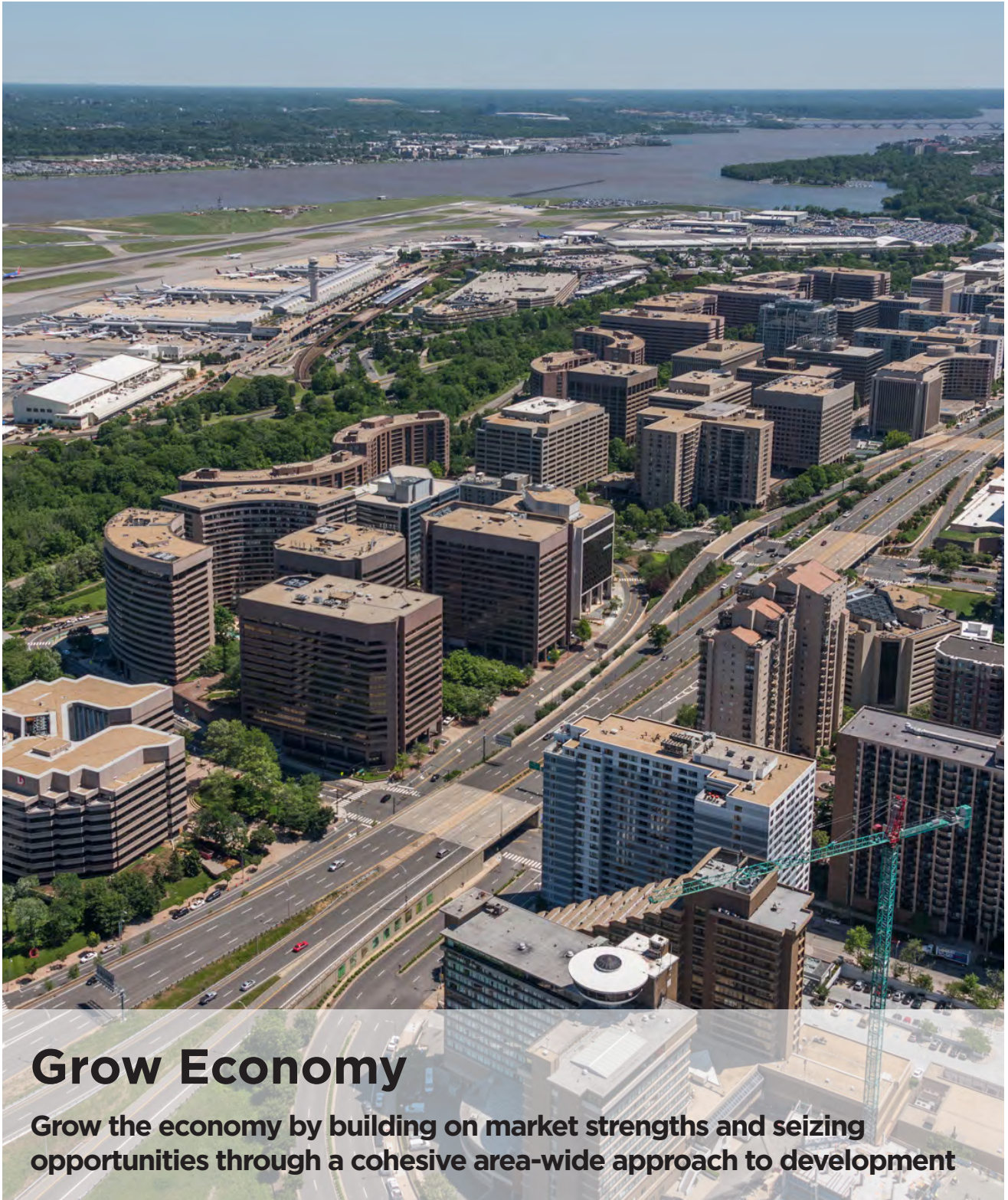
40,000
visitors to the Art Underground

3,000+
Neighborland participants



Big Move
Integrate
culture
everywhere

Economic Development



Grow Economy

Grow the economy by building on market strengths and seizing opportunities through a cohesive area-wide approach to development

Service Area: Economic Development

FY2019 Accomplishments & Objectives

- Completed Net Fiscal Impact Analysis for Future Cities Area
- Increase BID capacity to monitor market intelligence across sectors
- Track and support private redevelopment efforts
- Realign staffing to support economic development service area (Q3)

FY2020 Objectives

- Support area's ability to serve next generation of tech companies and cultivate an ecosystem for mission-driven nonprofits and government
- Attract a diverse group of destination and neighborhood-serving retail
- Integrate hotels and visitors into the community
- Continue to track and support private redevelopment efforts
- Lead dialogue with stakeholders to assess local policies and regulations that promote redevelopment

\$342M

Public Infrastructure Investment¹

\$780M

Private Development since 2013²

\$4.8B

Private Development in the pipeline²

¹ Funds outlined in County CIP FY2019 to 2028 for transportation and parks investments in Crystal City/Pentagon City/Potomac Yard areas

² Based on Crystal City BID staff estimates of development activity as of January 2019



Big Move
Reinforce market recognition as an Innovation District

Marketing & Promotion



Build Identity

Build a new identity for the area and its neighborhoods that emphasizes its assets, value, and potential

Service Area: Marketing & Promotion

FY2019 Accomplishments & Objectives

- Delivered second edition of Crystal City events brochure and directory
- Updated messaging and communications to incorporate area-wide perspective
- Promote area “wins” and successes through press releases, social media, and media outreach
- Finalize a new brand and family of brands for the whole area and the BID (Q3, Q4)

FY2020 Objectives

- Promote the area across all sectors
- Implement and promote new brand identity
- Develop cohesive communications, marketing, and outreach infrastructure

3,757

Newsletter Subscribers

2,412

Instagram Followers

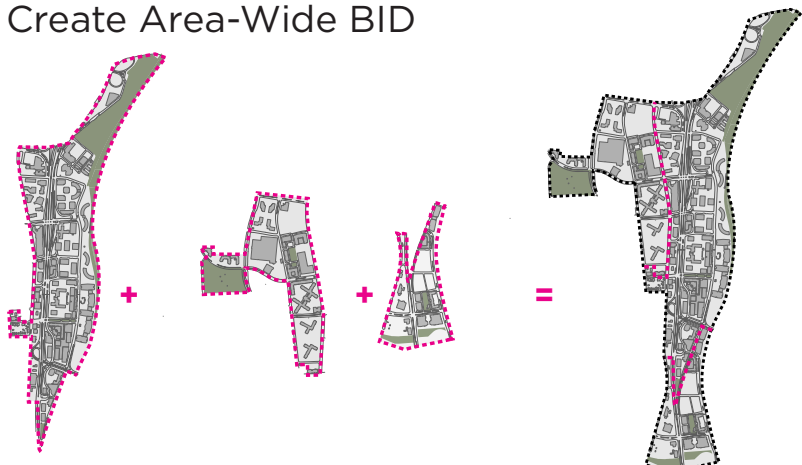
7,935

Facebook Fans

4,842

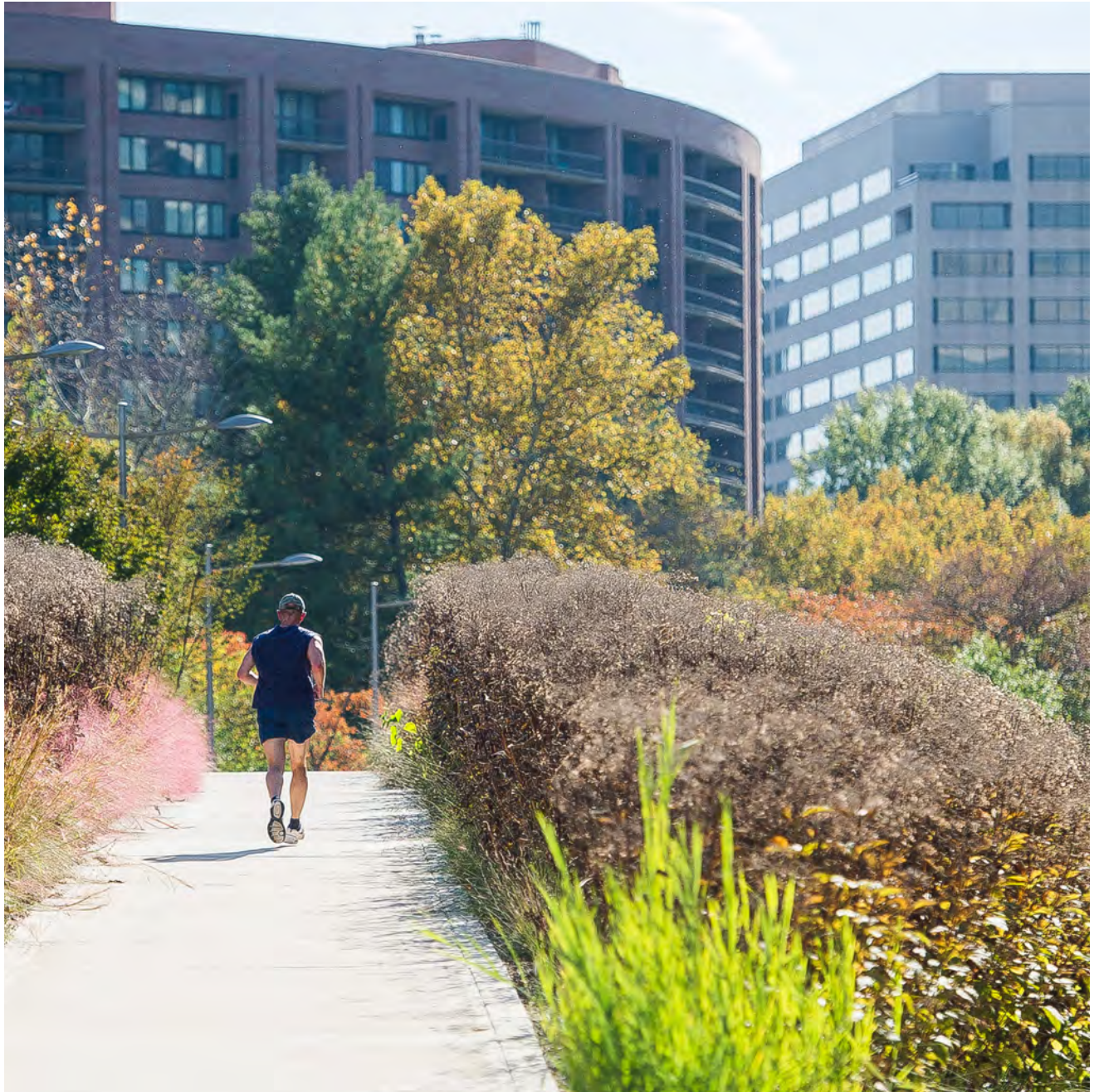
Twitter Followers

Create Area-Wide BID



Big Move
Distinguish as a unified, vibrant downtown

Public Realm & Beautification



Improve Place

Improve place by creating a more dynamic, attractive, and activated public realm

Service Area: Public Realm & Beautification

FY2019 Accomplishments & Objectives

- Initiate temporary public art efforts
- Expand breadth of creative placemaking
- Conduct comprehensive public realm analysis and inventory (Q3)
- Launch “fresh-start” initiative for one-time area-wide beautification (Q3, Q4)
- Initiate development of streetscape and landscape guidelines for the area (Q3, Q4)
- Pilot landscape enhancements that signal a more contemporary environment (Q4)

FY2020 Objectives

- Define, enhance, and connect the area’s distinct districts as outlined in the strategic plan
- Support bold design interventions that reorient buildings to face the street
- Transform the public realm through streetscape and landscape design
- Create and highlight a green network connecting and improving existing open spaces, parks, and plazas
- Incorporate high-quality public art in high impact or underutilized locations

415,000 Square Feet
BID-maintained Landscaping

35,000+ Square Feet
Art Walls



Big Move
Makeover to
Remarkable

Transportation



Increase Connectivity

Increase connections within the area and to adjacent economic activity centers

Service Area: Transportation

FY2019 Accomplishments & Objectives

- Work with the County on next steps to study CC2DCA; Establish CC2DCA Steering Committee
- Continue design coordination with new VRE Station
- Coordinate with County on all relevant transportation-related capital improvement projects
- Track and support transportation infrastructure projects that affect the area
- Investigate short-term improvements to improve connectivity (Q3, Q4)
- Pursue a pilot demonstration for innovative transportation technology (Q3, Q4)
- Study precedents and prototypes to inform conversion of Route 1 into a boulevard (Q3, Q4)

FY2020 Objectives

- Advocate for enhanced regional rail connections
- Pilot Complete Street principles in targeted areas through temporary urbanism
- Continue implementation of CC2DCA
- Strengthen east-west connectivity including near term steps for transforming Route 1 into a boulevard
- Consider partnerships that reinforce Crystal City as a testing ground for innovative transportation technologies
- Plan for arrival of new premium bus service to Columbia Pike



Big Moves

1. Implement CC2DCA
2. Transform Route 1 into a boulevard

FY2020 Budget



Focus on accountability, transparency, and fiscal responsibility

FY2020 Budget

Revenue

| | |
|------------------------------------|--------------------|
| Tax Assessment Disbursed to BID | \$2,639,256 |
| County Retained Funds | \$124,400 |
| Total BID Tax Assessment | \$2,763,656 |
| Other BID Revenue | \$50,000 |
| Total BID Operating Revenue | \$2,813,656 |

Service Area Expenses

| | |
|------------------------------------|--------------------|
| Administration & Management | \$537,556 |
| Community Events & Outreach | \$496,700 |
| Economic Development | \$297,700 |
| Marketing & Promotion | \$516,000 |
| Public Realm & Beautification | \$541,500 |
| Transportation | \$299,800 |
| Total Service Area Expenses | \$2,689,256 |

County Retained Funds

| | |
|--|------------------|
| County Admin Fee - 2% | \$55,300 |
| Delinquency/Appeals Reserve Contribution | \$69,100 |
| Total County Retained Funds | \$124,400 |

| | |
|-----------------------|--------------------|
| Total Expenses | \$2,813,656 |
|-----------------------|--------------------|

Note - The Crystal City BID Board of Directors approved an initial FY2020 budget at the October 2018 board meeting. The budget was subsequently updated to reflect current 2019 County assessment data and a revised FY2020 budget was approved by the board of directors at its January 2019 meeting.

Crystal City Business Improvement District

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