



# FY2021 Work Plan

Area-Wide Business Improvement District:  
Crystal City, Pentagon City, Potomac Yard

# 2021: Unifying Our Downtown

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. The BID supports the area's exciting transformation and attractiveness as an urban center through six core service areas: Administration & Management; Community Events & Outreach; Economic Development; Marketing & Promotion; Public Realm & Beautification; and Transportation.

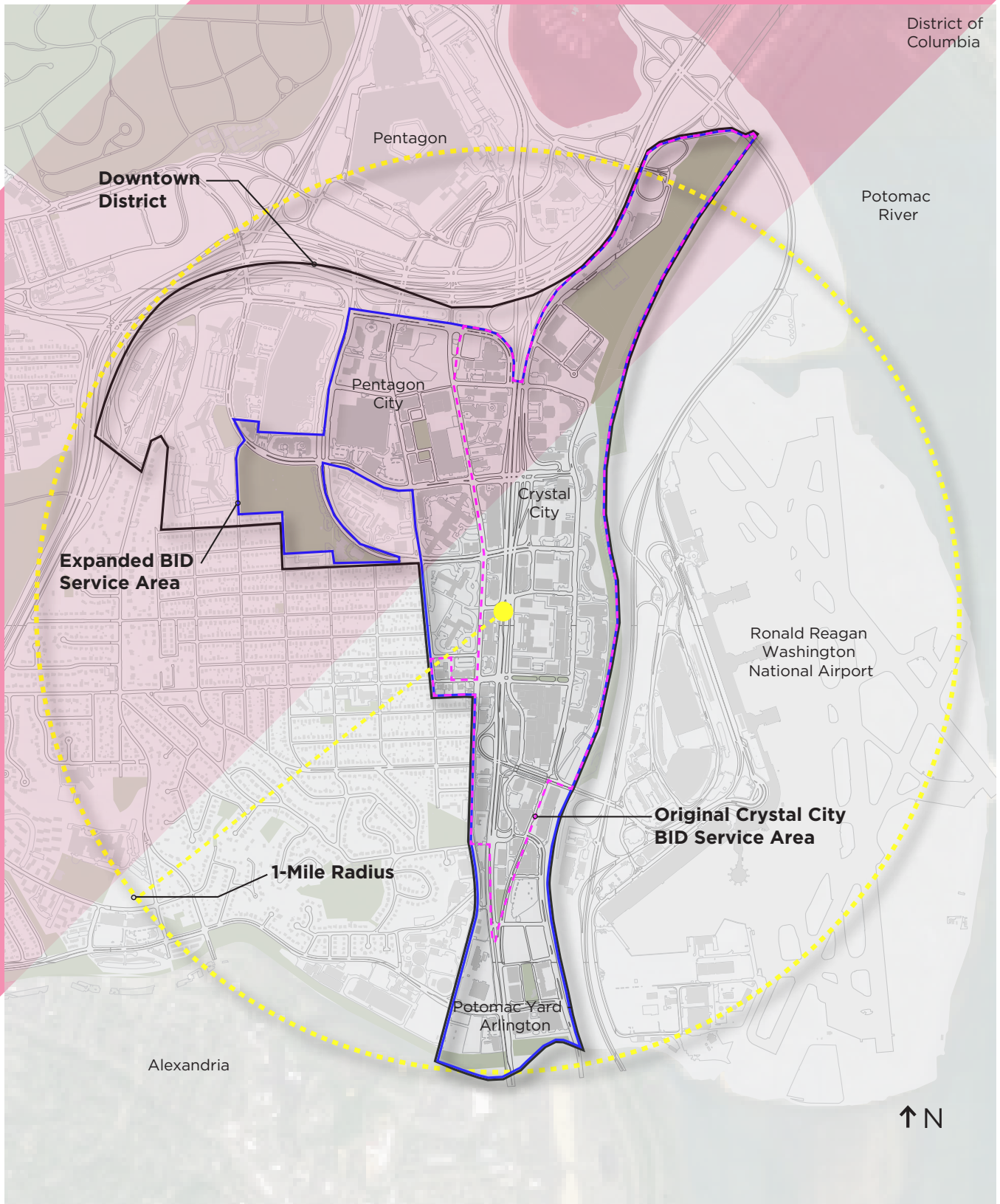
The BID's initial formation was a direct response to the anticipated economic impacts of the 2005 Base Realignment and Closure (BRAC) legislation, which disproportionately affected the Crystal City neighborhood. While a singular focus on Crystal City made sense at the time, today's economic realities and more recently, the anticipated arrival of Amazon's second headquarters require a broader perspective that holistically integrates the neighborhoods Pentagon City, Crystal City, and Potomac Yard into a unified market. This cohesive approach will best position the area for economic development success and enhanced connectivity as a leading urban center.

In September 2019, the Arlington County Board approved the Crystal City BID's expansion to Pentagon City and Potomac Yard, following overwhelming support of stakeholders in both the existing district and expansion areas. The boundary of the new Area-Wide BID, which will be renamed to encompass the entire area, is illustrated in Figure 1 and encompasses the commercial cores of Crystal City, Pentagon City, and Potomac Yard – Arlington. Within the BID District,

only commercial properties (including commercial apartments) will be subject to the Area-Wide BID assessment of .043/\$100 of assessed value levied by Arlington County to support the organization's activities and operations. Through expansion, the BID district grew by 70 percent in terms of land area and increased membership from 40 to 58 property owners. An expanded organization will increase the BID's geographic impact and focus on achieving the following goals:

- Build a new, nationally recognized profile and strengthened identity for the area and its neighborhoods emphasizing its assets, value, and potential
- Create a more dynamic, attractive, and activated public realm and human-scaled experience
- Foster opportunities for arts, culture, and entertainment that create a more lively and attractive experience
- 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

Fiscal Year 2021 (FY2021) will be the first year that the Area-Wide BID will be fully operational. This FY2021 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 Crystal City BID's Area-Wide Business Plan and Strategic Plan.



**Key**

- Area-Wide BID Service Area Boundary as of FY2021
- - - 1-mile radius from 20th Street and S Eads
- - - Previous Service Area
- Downtown District



# A Transformative Moment

The BID is poised to steward the momentous change that National Landing—comprised of the Crystal City, Pentagon City and Potomac Yard neighborhoods—will experience in the coming years, as longstanding plans are implemented through a resurgence of public and private investment. As Virginia’s largest walkable downtown, just minutes from the center of Washington, DC, it was only a matter of time before the greater Crystal City area would be rediscovered for its urbanity, infrastructure, convenience, and potential. Amazon’s selection of the area as the location for their second headquarters in 2018 launched the area into the national spotlight and affirmed its appeal and value for businesses, residents, and visitors alike.

The BID’s expanded district has the density, urban scale, capacity for planned growth, and appetite for transformation to enable sustainable, transit-oriented development and the creation of a highly desirable, mixed-use urban center. Even prior to Amazon’s selection, the area had begun experiencing interest and investment that had breathed new life into its streets, signaling the changes to come. The BID is harnessing this momentum to envision an inviting and inclusive future—shaping development, fostering placemaking, encouraging vibrancy of businesses, and enhancing the quality of life.

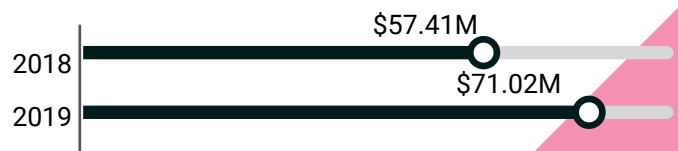


# By The Numbers : Downtown District Position and Outlook

## TOTAL ASSET VALUE<sup>1</sup>



## NET FISCAL IMPACT<sup>1</sup>



## % OF COUNTY GENERAL FUND REVENUES GENERATED<sup>1</sup>



## Residential<sup>2</sup>

- approximately 15,680 units
- approximately 702 units under construction
- approximately 6,490 units approved or proposed
- Pipeline will add over 22% more units over the next decade

## Office<sup>2</sup>

- 11.9 million SF
- 6.2 million approved/proposed
- 48% increase in pipeline office over 2018

## Hotel<sup>2</sup>

- 17 hotels; 5,899 rooms

<sup>1</sup>Total Asset Value, Net Fiscal Impact, and % of County General Fund Revenues Generated sourced from "Fiscal Impact Analysis, Jeannette Chapman, Fuller Institute, 2018, 2019"

<sup>2</sup>Residential, Office, and Hotel data sourced from "Crystal City BID Research, January 2020"

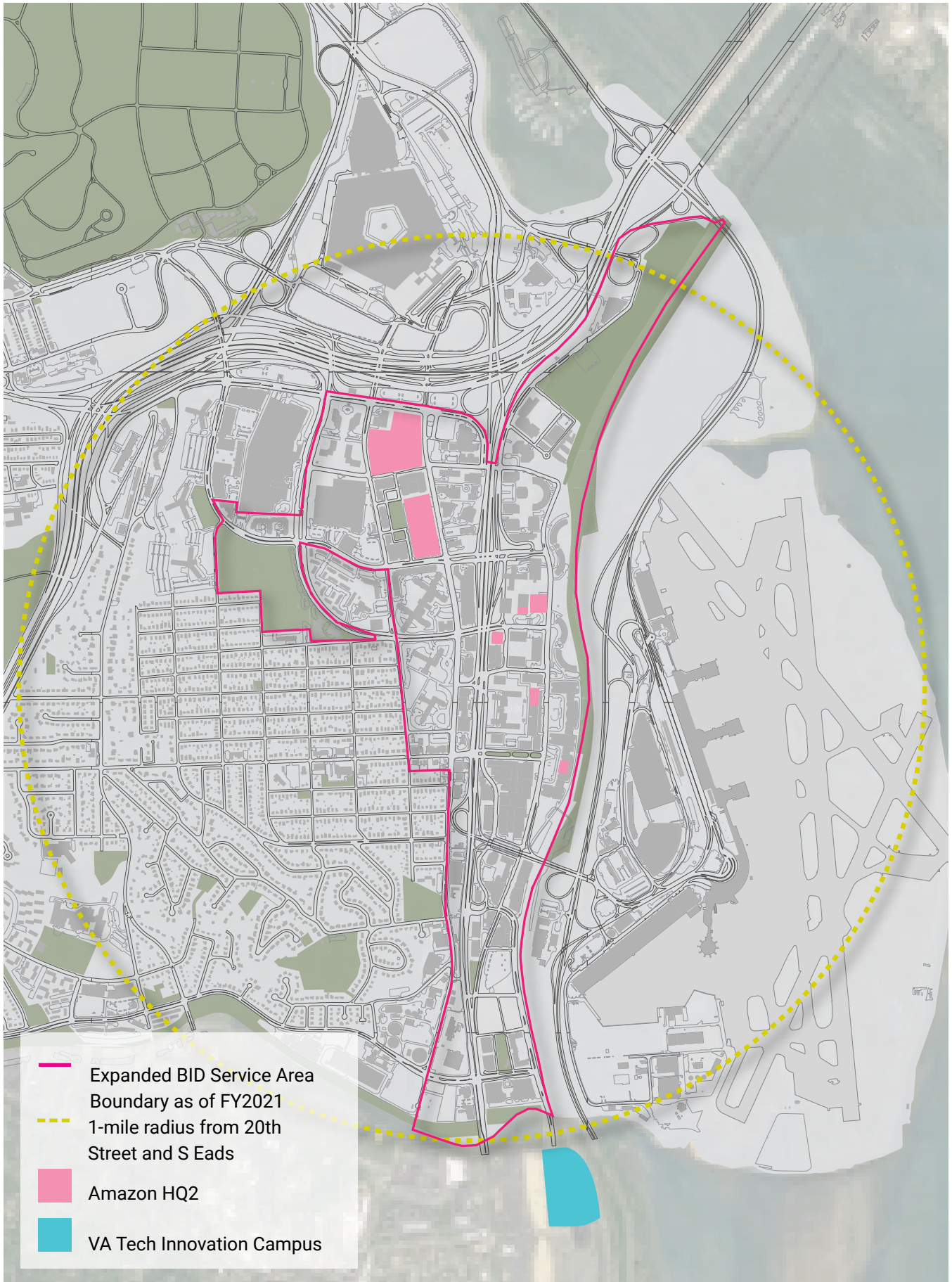


# Amazon and Virginia Tech Innovation Campus Boost

In November 2018, the Crystal City area won perhaps the most high-profile, impactful, and closely watched headquarters search ever with Amazon's selection of the location for its second headquarters. This was a major win for the neighborhood, the business and civic community, and local, regional and statewide government representatives. The public and private sectors' shared sense of commitment and responsibility set the area apart from the competition, as did offering the talent, infrastructure, and transportation network that Amazon needed. Importantly, the area has the sustainable blueprint for smart growth to accommodate 25,000+ Amazon employees, as well as the additional investment that its presence will attract.

With the Amazon decision, Crystal City and National Landing entered the national media spotlight, putting the area on the map like never before. From the moment Amazon announced the 20 finalists through the rumors of its strong interest in Northern Virginia, culminating with the dramatic November announcement, this area was the center of attention. According to the BID's research, the number of Crystal City mentions in media outlets outside the DC region grew by more than 600 percent between 2017 and 2018. Social media mentions of Crystal City also increased by about 45 percent in Fiscal Year 2019. The Crystal City area always had great bones, but has lagged in terms of external perception. This highly-publicized vote of confidence is one of the biggest game-changers for the local market.







**1000+ mentions of “National Landing” in the media between Nov 2018 - Sept 2019**

# In Search of a New Name

In the summer of 2018, the BID began a process to develop a downtown district brand, a top priority with the prospect of BID expansion in the near future. Part of the branding effort centered around the search for a suitable “area-wide” name for the entire urban center, which includes Crystal City, Pentagon City and Potomac Yard. Stakeholders expressed concern that the entire submarket lacked recognition as a whole, and that County planning terminology labeling the area as the Jefferson Davis Corridor was an undesirable term for the area.

When the Amazon HQ2 deal was announced, “National Landing” debuted, a new name for the urban center that was selected by Arlington County and City of Alexandria economic development officials for their joint pitch to Amazon. In the last year, National Landing has been mentioned in the media more than 1,000 times and risen to the top of the BID’s shortlist for a new name.

Significant community outreach through 2018 and 2019 included a survey taken by 1,000+ people, four open houses and office hours around the County, two sets of postcards sent to 16,000 households, interviews, focus groups, committee roundtables, and dozens of presentations. The feedback heard revolved around the following three points:

- Existing neighborhood names of Crystal City, Pentagon City, and Potomac Yard have great value to both employees and residents, and that those names should be retained.
- General recognition and agreement that the Crystal City BID needs a new name for its expanded organization.
- Generally, positive feedback on adopting National Landing as an umbrella term for the area and as an organizational name once it was made clear that the neighborhood names would remain.

Community engagement continued into the winter of 2020, with formal letters of support received from the three area civic associations and the CCCRC. On January 23, 2020, the Crystal City BID Board of Directors approved a resolution to change the organization’s name to the National Landing Business Improvement District. Following anticipated approval by the Arlington County Board and ratification by the BID’s full membership, the BID will roll out a new visual identity and brand that reflects the National Landing name while retaining the existing names of Crystal City, Pentagon City, and Potomac Yard.

**25 brand  
committee  
stakeholders  
and 1000+  
brand survey  
participants**

# Strategic Plan Framework

Published in May 2019, the Area-Wide Strategic Plan outlines organizational objectives for the BID and a new collective vision for the area focused on transforming the greater Crystal City area into a lively, walkable urban center and cohesive downtown community. While the Strategic Plan predated the BID's expansion beyond Crystal City to Pentagon City and Potomac Yard, the plan's focus area encompassed this broader geography recognizing that all three neighborhoods currently function as one submarket as well as the longstanding goal of creating a unified mixed-use downtown under one BID organization.

The plan was developed through a robust participatory process that engaged a wide range of stakeholders including BID Board members, elected officials, County staff, property owners, business and community leaders, area residents, local employees, and the general public. A steering committee consisting of 35 members provided broad guidance on the effort while five industry specific working groups of 10-12 stakeholders focused on targeted topics: Retail & Restaurant, Hospitality, Office, Residential, and Culture & Entertainment. Over 3,000 stakeholders participated in the process online.



## vision

The District is a leading mixed-use urban center with new street-level activity and amenities, enhanced community assets, next generation mobility, and human-scaled design, realizing plans for sustainable growth, a diverse economy, and an inclusive community.

# strategic plan themes

The plan is organized around the **six thematic areas** below.

These pillars relate to core service areas outlined for the Crystal City BID in its service agreement with Arlington County, allowing a smooth transition to implementation. These service areas are: marketing and promotion, community events and outreach, public realm and beautification, transportation, and economic development.



**3000 online  
and in-person  
participants**



**The Crystal City BID is the first and only BID in Arlington County to successfully expand its boundaries.**

# How We Get There

The Strategic Plan along with all existing County plans, policies, principles, and guidelines serves as the foundation for this FY2021 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 FY2021 objectives as well as a progress update on current FY2020 objectives and accomplishments.

## **BID Service Areas:**

1. Administration and management
2. Community events and outreach
3. Economic development
4. Marketing and promotion
5. Public realm and beautification
6. Transportation

## FY2021 priorities

In the Strategic Plan Addendum published in June 2019, the BID outlined priorities including:

1. Creating an Area-Wide BID that encompasses Crystal City, Pentagon City, and Potomac Yard
2. Building a new brand for the whole area and the BID organization
3. Staffing up the organization to support the extension of the BID's core services to the whole area
4. Working with the County to align initiatives, projects, and funding priorities through a high level of coordination

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. Therein lies the value and importance of the Strategic Plan which should be viewed as a supplement to the annual Work Plan and would be our reference point for any specific objectives, strategies, or tactics not articulated in this document.

With the County Board approval of the Area-Wide BID in September 2019 and a comprehensive, branding initiative underway, the BID will focus on several new priorities for FY2021 including:

1. Implementing a new name for the larger BID organization while maintaining individual neighborhood brand identities
2. Extending core BID services and programming to Pentagon City and Potomac Yard
3. Launching a branded marketing campaign to support the entire BID Service Area
4. Supporting County and area property owners in delivering signature urban design to priority capital projects – roads, streets, buildings
5. Highlighting the area's transformation story in the context of the collective downtown and managing growth and change

# scaling up

The Crystal City BID is the first and only BID in Arlington County to successfully expand its boundaries. Consistent with the Area-Wide BID Business Plan submitted to the County Board to petition for BID expansion, the BID envisions undertaking the following immediate steps in preparation for an expanded BID in FY2021:

- **Existing Organization Expansion** | The services of the new Area-Wide BID will be delivered by the 501(c)(6), non-profit organization already established as the Crystal City BID.
- **Branding Effort** | The Crystal City BID organization will be renamed to reflect the area-wide identity, which will require an ordinance change to reflect the new name of the taxing district. The BID has completed outreach on the renaming of the organization and the development of a visual brand identity - brand story, logos, signage, and place branding - to encompass and elevate all three distinct neighborhoods under the umbrella of one mixed-use downtown. The BID has created a Brand Committee, hired a brand consultant, and undertaken a robust public outreach campaign in order to finalize the new name and brand identity in FY2020.
- **Identification of Area-Specific Opportunities** | The BID is establishing area-specific committees of the BID Board in Q2 of FY2020 to include a 23<sup>rd</sup> Street Committee, Potomac Yard Committee, Pentagon City Committee, and Crystal City Committee in order to develop key priorities and opportunities to guide place-specific BID activities in FY2021 and beyond.
- **New Board and By-laws** | The organization will be governed by a board of directors of at most 26 and at least 18 individuals. Assessed owners must make up at least 60 percent of the voting members of the board of directors. There are also new goals to achieve a mix of asset class and geographic representation as well as gender and racial diversity. Several amendments to the existing Crystal City BID Bylaws are anticipated to be enacted in June 2020 to reflect this governance structure.
- **Office Relocation and Staffing Up** | The BID is undertaking the design and build out of a new BID office that can accommodate a growing staff and better serve as a marketing center for the area with an anticipated move-in by Q3 of FY2020. The BID will begin ramp up and recruitment for an estimated total of ~12 FTEs.
- **Contracting as Managing Agent** | There is a compelling value proposition for Potomac Yard property owners to consider utilizing the BID as a third-party managing agent for the administration and operations of the Potomac Yard Community Association (PYCA) and Transportation Management Program Association (TMPA). The BID would not supplant the existing responsibilities of those organizations. If managing agent arrangements are pursued, the governance and integrity of all three entities – the PYCA, the TMPA, and the Area-Wide BID - would remain intact with all appropriate firewalls and tracking protocols to ensure clear and separate budgets and operations, with oversight from Arlington County.

# commitment to partnership

Given the scale of transformation and investment anticipated for the area over the next few years, a considerable amount of work and support will be needed to ensure achievement of our shared vision for the area. With an ambitious Work Plan and collaborative mindset, the BID is well-positioned to assist area property owners as well as Arlington County.

The BID has committed to working closely with the County to align initiatives, projects, and funding priorities. The organization can leverage its resources to support County initiatives, supplement services for the district that would not otherwise be publicly provided, and help accelerate desired outcomes. As it relates to large-scale capital projects, the BID does not intend to be the lead party or implementor but instead will play an advocacy role to influence and help shape these types of projects. In this case, the BID plays a squarely supportive role as an additional

voice advocating to achieve the best outcomes and design excellence, providing additional research and planning as needed, communicating to stakeholders about proposed improvements, and aiding in their acceleration when possible.

This Annual Work Plan represents the primary mechanism by which the BID and County agencies align their respective initiatives and priorities. As such, for each Work Plan objective on the pages that follow, a notation has been included (in acronym format) for the relevant County Agency or Agencies that the BID plans to engage with and/or support in pursuit of that objective. This notation should not be considered limiting as the BID is open to additional collaborations with any and all relevant agencies.

## county and state department abbreviations key

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



# Administration & Management



**The BID is focused on building a strong organization and expanding operations to best serve the broader area.**

# Service Area: Administration & Management

## FY2020 Accomplishments & Objectives

- Approval of Area-Wide BID to include entire urban center (Q1)
- Invest in staff development to enhance productivity (Q1, Q2)
- Operationalize Strategic Plan (Q1, Q2)
- Evaluate terms and capacity for third party managing agent contracting to Potomac Yard associations (Q1, Q2)
- Deliver FY 2019 Audit, FY2019 Annual Report & FY2021 Proposed Work Plan to County (Q2)
- Establish new working groups/committees for each geographic area (Q2)
- Enhance partnerships with Arlington County and other stakeholders
- Begin recruitment and hire additional staff to support Area-Wide BID and core service areas (Q3, Q4)
- Complete overhaul of all BID staffing policies including benefits (Q3)
- Complete build-out of and relocation to new BID office (Q3)
- Submit a work plan and budget for PYCA/TMPA (Q3,Q4)
- Highlight the organization's progress and success at the annual meeting (Q4)

## FY2021 Objectives

- Establish a fully functional Area-Wide BID - AED, CMO **C**
- Complete full staff-up to approximately 10-12 Full-Time Employees (FTEs) covering the range of programmatic service areas **C**
- Focus on staff onboarding, development, and organizational structure **W**
- Enhance and extend programs and core services to benefit entire BID District **W**
- Invest in vehicles and equipment needed to adequately service the expanded BID area **C**
- Grow in-house capacity in finance, human resources, and operations **C**
- Continue to enhance transparency, accountability, and governance policies **W**
- Build stronger partnerships with Arlington County and other stakeholders – All agencies **W**
- Deliver FY2020 Audit, FY2020 Annual Report, and FY2022 Work Plan to the County - AED, CMO **C**

### Phase

- P** Planning
- W** Working/Underway
- C** Completion

# Community Events & Outreach



**310+**  
events

**10**  
new or expanded events

**68,000+**  
event attendees

**30,000+**  
Synetic audience and  
outreach programs

# Service Area: Community Events & Outreach

## FY2020 Accomplishments & Objectives

- Partnered with Blerdcon – the country’s only comic convention for nerds of color – to expand the inclusive event’s offerings to the public realm with a three-day food truck rally and “back lot” experience (Q1)
- Co-hosted Crystal City’s first National Night Out event in partnership with the Crystal City Civic Association and Arlington County Police (Q1)
- Revived outdoor movie event through partnership with Alamo Drafthouse Cinema (Q1)
- Work with Synthetic Theater and the Gallery Underground to promote cultural offerings
- Reduce the environmental impact of BID events by reducing event waste
- Work with area-focused committees to identify place-specific events and programming in new catalytic locations
- Partner with existing employers on new programming and events
- Maintain and grow existing programming and establish new events
- Continue seasonal publication of events and business directory

## FY2021 Objectives

- Expand repertoire of inclusive, sustainable, community-building events **C**
- Identify and implement events programming at new venues and locations to serve broader district and area-wide audience – CA, DES, DPR **C**
- Develop at least one new, signature large-scale event – CA, DES, DPR **C**
- Identify partners and execute additional live music experiences – CA **C**
- Program Long Bridge Park Esplanade – DPR **W**
- Incorporate sustainability best practices and enhance resilience throughout BID programming, including events – DES **W**
- Raise profile and reach of existing events and programming **W**
- Utilize events and programming to activate vacant and underutilized spaces and increase the community’s use of the public realm – DES, DPR **W**
- Support arts and culture programming connection to events and outreach – CA, PA **W**
- Develop greater capacity and define approach for direct outreach to businesses, residents, and employees – AED, CMO-E **W**
- Increase events production and scale through new staff hire **C**

### Phase

- P** Planning
- W** Working/Underway
- C** Completion

# Economic Development



**\$342M**  
public infrastructure  
investment

**\$8B+**  
private development  
pipeline

**\$2.3B**  
private development  
since 2009

# Service Area: Economic Development

## FY2020 Accomplishments & Objectives

- Monitor market intelligence across sectors through Co-Star and other market reports
- Track and support private redevelopment efforts
- Invest in economic development presentations and engagement with key audiences, brokers, and media
- Actively engage in the site plan/development review processes
- Continue to benchmark district through updated Net Fiscal Impact Analysis and Market Studies
- Develop interactive online development map (Q3,Q4)
- Enhance economic development collateral and strengthen partnerships
- Increase direct business engagement and elevate recognition of existing companies/employers
- Share market data and competition position through collateral, digital content, panels, and tours

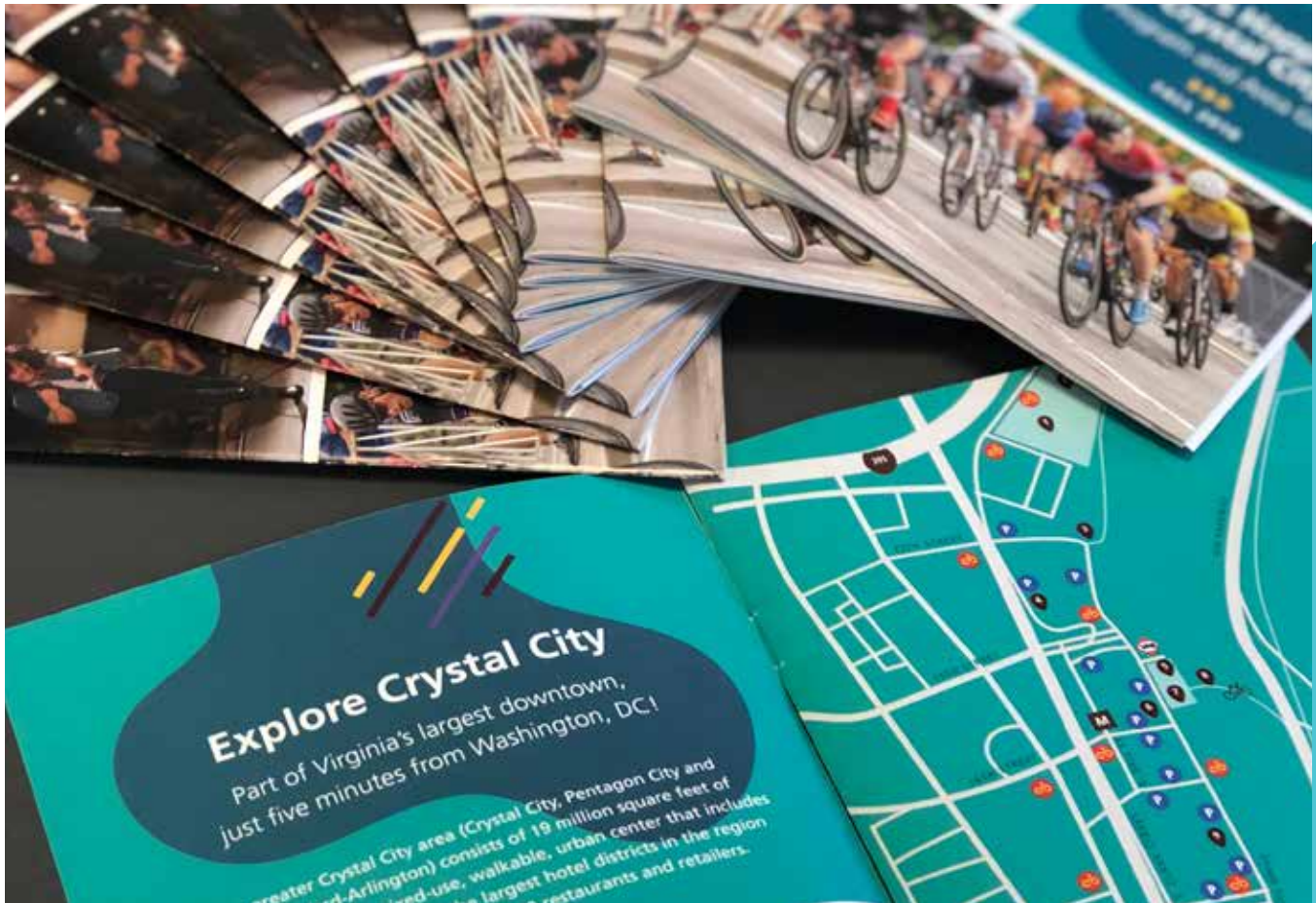
## FY2021 Objectives

- Hire staff for economic development research and engagement functions **C**
- Become “first source” for local market data – AED **W**
- Promote district’s competitive position through collateral, digital content, panels, and tours **W**
- Partner with County to support commercial tenant retention and attraction initiatives – AED **W**
- Identify the economic development needs of specific area geographies and the district as a whole – AED **W**
- Continue active engagement in the site plan/development review processes – CPHD, PC **W**
- Increase access to employment and business opportunity including attracting small businesses to new retail space – AED **W**
- Attract unique retail tenants with a focus on enhancing local nightlife and entertainment – AED **W**
- Coordinate with Virginia Tech Innovation Campus and other educational institutions to enhance linkages – AED **W**
- Work with County and area committee to support the unique needs of 23rd Street business owners including parking management and streetscape enhancement – AED, CA, CMO, CPHD, DES, DPR, PA **W**
- Enhance business to business connections that better support a tech hub and cultivate an ecosystem for mission-driven nonprofits and government – AED **W**
- Develop programmatic partnerships with existing businesses and organizations – AED **W**
- Work with hotels to enhance visitor experience and pursue hotel conference collaborations – ACVS **W**
- Continue to track and support private redevelopment efforts – AED, CPHD **W**

### Phase

- P** Planning
- W** Working/Underway
- C** Completion

# Marketing & Promotion



**1,000+**  
brand survey  
participants

**17,000+**  
households receiving  
brand outreach

**3,757**  
newsletter subscribers

**16,000+**  
social media followers  
across platforms

# Service Area: Marketing & Promotion

## FY2020 Accomplishments & Objectives

- Update messaging and communications to incorporate area-wide perspective
- Promote area “wins” and successes through press releases, social media, and media outreach
- Execute a robust public outreach process on naming and branding (Q1, Q2)
- Continue successful media engagement and high-profile speaking opportunities
- Rename and develop a new brand identity for the urban center and its distinct neighborhoods (Q3)
- Finalize a new brand and family of brands for the whole area and the BID (Q4)
- Overhaul website with a new look and feel (Q4)
- Develop new banners and signage for the new brand (Q4)

## FY2021 Objectives

- Track media coverage of District and pursue proactive media strategy to increase positive press coverage **W**
- Promote the area across all sectors **W**
- Create and hire for dedicated marketing and engagement staff positions **C**
- Audit and overhaul communications, marketing, and outreach infrastructure **C**
- Utilize brand to develop new, cohesive marketing materials: directories, maps, welcome kits, presentations **C**
- Integrate brand in the public realm and place branding – AED, CMO, CPHD, DPR **C**
- Develop promotional video content **C**
- Create a social media strategy **C**
- Initiate wayfinding project to incorporate the new brand – AED, CMO, CPHD, PA **W**

### Phase

- P** Planning
- W** Working/Underway
- C** Completion

# Public Realm & Beautification



**415,000 sq ft**  
**BID-maintained**  
**landscaping**

**35,000+ sq ft**  
**art walls**

# Service Area: Public Realm & Beautification

## FY2020 Accomplishments & Objectives

- Launched Synthetic Mural competition to enhance public realm along S. Bell Street (Q1)
- Refreshed all BID maintained landscape areas with new maintenance contractor (Q1)
- Initiated pollinator garden and urban nature initiatives (Q1)
- Socialized interim dog run concept proposed for open spaces created from S. Clark Street removal (Q1)
- Completed inventory of urban street trees in district (Q2)
- Completed Synthetic Mural featuring International Artist, Jay Shogo (Q2)
- Identify collection of strategic enhancement streetscape and landscape enhancement areas (Q2, Q3)
- Explore urban street tree enhancement program (Q3, Q4)
- Initiate 23rd Street streetscape improvement study in collaboration with area committee (Q3)
- Develop comprehensive roadmap for implementing temporary placemaking throughout the area (Q3)
- Implement Interim Public Space Concept along S. Clark Street (Q4)
- Study how best to highlight and connect the area's existing and proposed public realm spaces(Q4)

## FY2021 Objectives

- Complete comprehensive public realm analysis and inventory - DES, DPR, CPHD **C**
- Expand temporary public art initiatives – CA, PA **W**
- Initiate development of streetscape guidelines for the area – DES, DPR, CPHD **W**
- Craft Public Art Action Plan for the area that identifies placemaking opportunities and helps define distinct districts – CA, PA **C**
- Explore third space lobby enhancements and programming – CPHD **W**
- Pursue opportunities for temporary creative placemaking - DES, DPR, CA **W**
- Support the planning, design, and implementation of public spaces – DPR, CPHD, DES
- Incorporate sustainable and quality landscaping into the public realm – DES, DPR, CPHD

### Phase

- P** Planning
- W** Working/Underway
- C** Completion

# Transportation



**The BID was awarded the International Downtown Association Pinnacle Award for excellence in infrastructure innovation, recognizing the CC2DCA Feasibility Study.**

# Service Area: Transportation

## FY2020 Accomplishments & Objectives

- Initiated study of interim changes to existing wayfinding system (Q1)
- Finalize Route 1 Boulevard Study (Q2)
- Continue to support County efforts to implement CC2DCA
- Launched scooter charging station pilot (Q2)
- Support efforts to launch planned 16M bus service between Columbia Pike and Crystal City (Q4)
- Launch campaign to discourage bike lane blocking along Crystal Drive (Q4)

## FY2021 Objectives

- Strengthen partnership with Arlington Transportation Partners (ATP) on transportation demand management initiatives – ATP, DES **W**
- Study Route 1 interim pedestrian improvements south of 20<sup>th</sup> Street – DES, VDOT **P**
- Track and support transportation infrastructure projects that affect the area including CC2DCA, VRE, Long Bridge, Route 1 and others **W**
- Develop protected bicycle network roadmap based on Bicycle Element of the Master Transportation Plan – DES **C**
- Explore opportunities to support complete street pilots in targeted areas through temporary urbanism – DES **W**
- Consider partnerships that reinforce Crystal City as a testing ground for innovative transportation technologies **W**
- Collaborate with Potomac Yard TMPA to explore enhanced connectivity **W**
- Support application of complete streets and 'Vision Zero' principles – DES **W**

### Phase

- P** Planning
- W** Working/Underway
- C** Completion



<b>Fiscal Year<sup>1</sup></b>	<b>Budget<sup>2</sup></b>	<b>Tax Rate<sup>3</sup></b>
2007	\$1,701,000	.045
2008	\$2,090,055	.045
2009	\$2,173,657	.043
2010	\$2,219,885	.043
2011	\$2,034,115	.043
2012	\$2,354,450	.043
2013	\$2,540,428	.043
2014	\$2,591,803	.043
2015	\$2,626,899	.043
2016	\$2,579,181	.043
2017	\$2,588,141	.043
2018	\$2,681,991	.043
2019	\$2,585,894	.043
2020	\$2,813,656	.043
2021 (expanded)	\$4,791,000	.043

<sup>1</sup> Fiscal Year is from July 1 through June 30 and the tax rate is per \$100 of assessed property value

<sup>2</sup> Budget includes property assessments plus estimates for event income and sponsorships

<sup>3</sup> Tax rate is per \$100 of assessed property value of all designated commercial property, including commercial, rental apartments

# FY2021 Proposed Area-Wide BID Budget

## Revenue

Tax Assessments Disbursed to BID	\$4,527,000
County Retained Assessment Funds	\$214,000
<b>Total BID Tax Assessment Revenue</b>	<b>\$4,741,000</b>
<b>Other BID Revenue</b>	<b>\$50,000</b>
<b>Total Income</b>	<b>\$4,791,000</b>

## Service Area Expenses

Administration & Management	\$426,000
Community Events & Outreach	\$848,000
Economic Development	\$653,000
Marketing & Promotion	\$889,000
Public Realm & Beautification	\$983,000
Transportation	\$658,000
<b>Total Service Area Expenses</b>	<b>\$4,457,000</b>

**BID Contingency Reserve** **\$120,000**

## County Retained Funds

County Admin Fee - 2%	\$95,000
Delinquency/Appeals Contribution	\$119,000
<b>Total County Retained Funds</b>	<b>\$214,000</b>

**Total Expenses** **\$4,791,000**

NOTE: FY2021 Budget has been revised to reflect updated 2020 County Assessments received on January 23, 2020.



**Crystal City Business Improvement District**  
2011 Crystal Drive, Suite 205  
Arlington, VA 22202  
703.412.9430

[www.crystalcity.org](http://www.crystalcity.org)  
Twitter @CrystalCityVA  
Instagram @CrystalCity\_VA  
Facebook [facebook.com/crystalcityVA](https://facebook.com/crystalcityVA)