

BUSINESS IMPROVEMENT DISTRICT 2008 ANNUAL REPORT



CRYSTALCITY

**BOLD**

**CREATIVE**

**FUN**

**PLAYFUL**

**BRILLIANT**

**COLORFUL**

**SUCCESSFUL**

**GREEN**

**PARTNERSHIPS**

**WHIMSICAL**

**ACCESSIBLE**



## Letter from the President/CEO

It has been another very big year in Crystal City. There are new restaurants, new residents, new tenants, a new theater, new art, and more. Whether it is an older building with six-added stories and a new glass façade, or colorful street banners announcing the next big event, there is a sense of anticipation, excitement, and energy. There are people on the street – and not just at lunchtime. We are growing as a destination – for visitors, workers, and residents.

Our job at the Crystal City Business Improvement District (BID) is to transform the way people see, perceive, and experience Crystal City. This is no small task, but it is happening. Every day we are making great strides. Walking around, you can feel it. You can see it. You can hear it. You can taste it.

We started with the words we use to describe our area and the experiences we offer. Some of the words came about organically, others more strategically. From BRIGHT and BRILLIANT to colorful, creative, fast, fun, fit, green, accessible, playful, and soulful, the words have helped frame expectations – and they are great expectations. We have used these words to drive every program, message, and plan that we undertake. The results are visible and credible.

Though we rarely get much time to truly reflect on all that has happened, writing this report has been a wonderful reminder of the many things we have done in the last twelve months and how far we have come. I hope you will enjoy reflecting with us – that these pages will convey the vibrancy and impact of change, and that, if you have not visited us lately, you will make the time to check us out.

*Transformation is the name of the game, and we are fully engaged.*

Angela Fox  
President/CEO

## About the Crystal City Business Improvement District

Established in April of 2006, the Crystal City Business Improvement District (BID) is creating a soul for Crystal City. A public-private partnership, the BID is providing a higher level of service to visitors, workers and residents in Crystal City - driving to become a world-class destination in both Arlington and the greater DC region. Our programs focus on creating urban texture through marketing, events, physical enhancements, transportation planning, cleaning and security.





# *TRANSFORMATION*



To make change happen, we have to understand and respect the old images that people carry and then shift them so they no longer weigh on the minds of our many constituents. We do not deny the past – we use it as a baseline, a reminder of how a community comes together to reinvent the images and the experience. It is important for our many stakeholders to recognize and expect a continual transformation in Crystal City. We will keep moving fast forward – strategically – and we will only get better.



As Arlington's largest downtown, Crystal City is a colorful, fun, and vibrant "place to be" with endless possibilities. Crystal City features an abundance of fine restaurants, cafes, specialty stores, outdoor movie nights, bike trails, and two award-winning theaters - Arena Stage and the Washington Shakespeare Company. Plus, Crystal City regularly hosts a wide variety of events, ranging from running and cycling races to music and wine festivals to family-friendly celebrations.

With its easy accessibility to the Metropolitan DC area and close proximity to Washington National Airport and numerous bike and pedestrian trails, Crystal City attracts many well-known businesses, non-profits, artists, tourists, and residents. From our hotels to our transportation options, Crystal City is also a "green" and environmentally-minded place where visitors can feel good about their stay with us, inside and out.

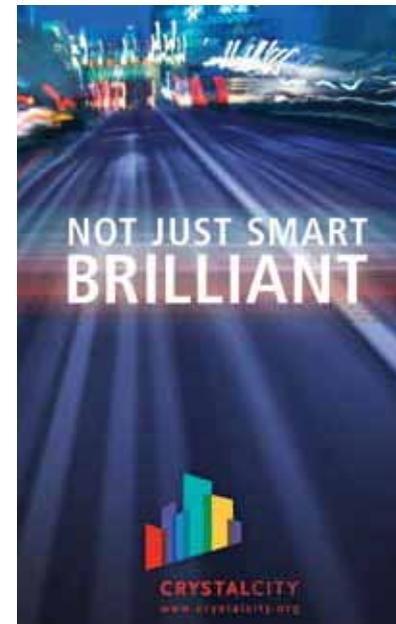
# PLAYFUL VIBRA



Branding is a promise, not a logo. It is about giving people an image and delivering on that experience, consistently and creatively. This is at the core of who we are, and to help us, we have filled our toolbox extensively this year. We re-engineered and expanded many of our events and programs, including the addition of a rock concert at the end of the Marine Corps Marathon. We stretched the reach of some of our programs and messages by creating umbrella brands, such as Crystal Ride and Crystal Run, allowing us to further define the experience by effectively unifying similarly themed events into an existing brand logo. In the case of Crystal Ride, it now refers to three cycling events and we can easily add more.

In addition, we launched a new website, an online newsletter, and have branched out in cyberspace with blogging and social networking sites. You can even visit us on Facebook! We have also ensured that our brochures, mailers, and promotional materials are top quality, clear, clean, useful, and recyclable.

All of this has led to significant media coverage – a critical component to getting the word out and making people think differently about Crystal City. More importantly, it has brought people to our doorstep, restaurants, theaters, and open spaces. And, to make sure we are being the concierges that we want to be, we are surveying visitors at every available opportunity - measuring our progress, listening to our audience, enhancing our events. We are relentless in terms of the expectations we set for our results.





Crystal City is an ACTIVE, ARTFUL, and GREEN place. We are strategic about the partners we choose – ensuring that we can extend our reach well-beyond our very small staff. These partnerships include reaching into the communities and inviting our neighbors to come play with us. Though far too numerous to list here, some of our key partner logos are listed below.



## CRYSTAL BLOCK

August 25, 2007, April 13, 2008

After a vigorous morning of rollerblading on Crystal Drive, the community celebrated on historic “Restaurant Row.” With partner tents and street vendors, the event was a true collaboration of businesses and the arts. The Johnny Artist, Mary Ann Redmond, and the Niki Barr Bands performed while patrons enjoyed family-friendly activities. Several Crystal City restaurants offered coupons, promotions and food samples. This event was a hit, leading to increased restaurant traffic on 23rd Street and receiving over 20 editorial media mentions.

The second community block party celebrated “Art & Air” by honoring the April landing of the Crystal Flight airplane statues on the streets of Crystal City. Throughout the day, festival bands played a range of sounds: 80’s music, retro-American, country and classic rock. A good time was had by all with a variety of family-friendly activities and just good ‘ole fashioned street fun.



# FASTEST



## **CRYSTALrun** Marine Corps Marathon October 28, 2007

With a growing Marine Corps Marathon partnership, activities along the Crystal City race route were expanded, and we inaugurated a post-race celebration concert at this year's event on October 28, 2007. Over 30,000 runners participated in the 32nd Annual Marine Corps Marathon, and more than 15,000 spectators (a 25% increase from the previous year) flooded Crystal City to cheer marathoners along miles 21 and 22 and to enjoy Crystal Run festivities. The all-day, family-friendly festival included a coconut tree climb, moon bounce, BB&T Chevrolet Monte Carlo #2 NASCAR, and arts and crafts with the National Children's Museum. Runners were met with colorful banners and a set of freshly-painted racing stripes along the race route. Crystal City's renowned restaurants showcased tasty food samples while local radio stations and bands played. The fun-filled day culminated with the Spin Doctors headlining the post-race celebration.



## **CRYSTALride** U.S. Air Force Cycling Classic May 4, 2008

In May 2008, 300 cycling enthusiasts of all abilities participated in Crystal Ride, a 12.5 kilometer circuit through Crystal City which started and finished at the U.S. Air Force Memorial. The signature U.S. Air Force Cycling Classic, presented in partnership with Arlington Sports, Inc., kicked off shortly thereafter with the Men's Pro Circuit Race, attracting 15 international and U.S. teams. This year, the Academy Shoot-out was added which pitted collegiate squads from the three top military academies in team time trials and street sprints with 45 cadets competing for all-important bragging rights.

# TE REFASTEST

## Arlington & Alexandria Community Bike Ride June 7, 2008

In the spirit of getting fit while having fun outdoors with family and friends, the Arlington & Alexandria Community Bike Ride kicked off in Crystal City on June 7, 2008. Along with us, Arlington County, the City of Alexandria, Mountain Atlantic and the Washington Area Bicyclists Association sponsored the event. The non-competitive bike ride was designed for families and people of all ages to have fun while getting a first-hand view of some of the best trails, bike routes and facilities the region has to offer. Riders were given a choice of two routes – Family Ride (8 miles) or Community Tour (23 miles) - with full service rest stops along both routes. Music and family fun activities concluded the day of riding and fun.



## Washington Area Bicyclist Association Bike to Work Day May 16, 2008

Thousands of area commuters bicycled to work as a fun, healthy and clean alternative to driving solo. The free event was open to all commuters and was sponsored by the Washington Area Bicyclist Association and Commuter Connections. Crystal City hosted one of the 26 pit stops for the event where coffee and morning treats were served. We were proud to participate in this event, which dovetailed with our deep commitment to “clean and green.”





## CRYSTAL ROCKS

Spin Doctors  
October 27, 2007

Following the Marine Corps Marathon and Crystal Run, the Spin Doctors took the stage and rocked it out in Crystal City. Thousands of marathon runners and spectators hung out, listened to tunes and enjoyed the post-race celebration. The concert provided a sensational finale to a terrific day.

Everclear Performs  
June 8, 2008

Our partnership with MIX 107.3 ensured Crystal City was rocking and rolling with the multi-platinum rock band Everclear at the 4th Annual Crystal Rocks on June 8, 2008. Flip Like Wilson opened the free concert while 4,000 attendees enjoyed the sights and sounds sitting on blankets or lawn chairs along Crystal Drive. The perfect Sunday afternoon outdoor concert had rockers jamming and toe tapping to the music. Both before and after, concert goers enjoyed Crystal City's incredible restaurants and eateries.



*vintage*CRYSTAL

A Taste of Wine & Jazz  
September 30, 2007

The first annual Vintage Crystal – A Taste of Wine & Jazz was launched with much fanfare. The successful event attracted thousands of enthusiasts who enjoyed sipping over 20 wines from around the world, sampling tasty treats from 15 of the area’s finest restaurants while listening to cool jazz sounds from DC’s own Duke Ellington Jazz Festival. Key Crystal City partners, such as MIX 107.3, Smooth Jazz 105.9 and DC Modern Luxury, helped make the event a success. Great wine, food, music, and weather enticed residents and newcomers alike to check out what Crystal City had to offer.





# FUN BRILLIANT SC



## CRYSTAL SCREEN

Outdoor Film Festivals  
from Clint Eastwood to James Bond...

### Hang 'Em High

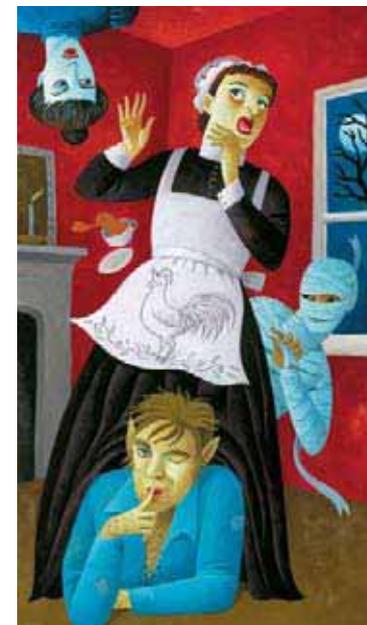
When fiscal year 2008 opened, the Clint Eastwood outdoor film festival was mid-stream. The Monday night series continued to grow audiences each week, building a demand to make it an annual event.

### From Crystal City with Love

James Bond fans were “shaken and stirred” in Crystal City on Monday nights starting in the spring of 2008. The spy series presented the sizzling and sophisticated film collection in its entirety with more than 500 people attending each night. The second annual festival utilized one of Crystal City’s many green spaces and movie fans enjoyed bringing a blanket and a picnic to relish Agent 007’s heroics under the stars. Creative activities and giveaways also added to the fun.



# DULFUL CONNECTED



## Arena Stage

Arena Stage, Washington's largest not-for-profit producing theater, chose Crystal City to house its temporary theater and administrative offices while its permanent home undergoes major renovations over the next three years. With Crystal City's accessible transportation options, the 460-seat Arena Stage has already proven to be a big draw for theater lovers in the area, resulting in a 10 - 15% economic boost for Crystal City. The Washington Post honored the partners that worked with us to make the relocation happen with their Innovative Leadership in the Theater Community Award, as part of the annual Helen Hayes Awards.



# WHIMSICAL COLOR



**CRYSTAL FLIGHT**  
A Celebration of Art & Air,  
April - October, 2008

Crystal City playfully celebrated its long-standing connection to flight when 50 five-foot by five-foot airplane statues landed on the streets of Crystal City in April. The colorful, creative and whimsical planes (25 fighter jets/25 vintage planes) were designed and decorated by talented local artists with area businesses sponsoring each plane. The exhibit attracted visitors from all over and highlighted Crystal City's integral relationship with "Flight" due to the local presence of the U.S. Air Force, Boeing, Lockheed Martin, Northrop Grumman and the close proximity to Washington National Airport.



JK Moving & Storage Inc.

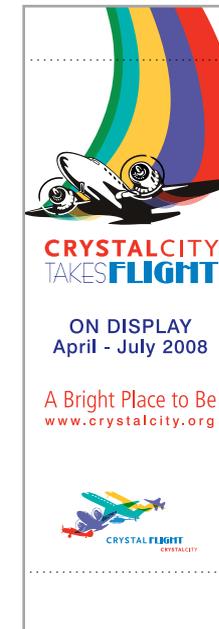




### Way-finding / Signage

Nothing carries your words like the images you put on your streets. From pole banners to sidewalk stickers, we are striping the area with color while creatively and consistently helping people learn about and locate our events, programs, and points of interest. We have put color and our messages on every pole and designed a rotating event banner system that is fun, playful, and helpful. Banners are replaced in a timely fashion with graphics that are clean, readable, and underscore our overall branding message.

With the opening of Arena Stage in Crystal City, we also had to make sure that people could find the theater. We worked with area stakeholders in placing more than 100 signs – including formal highway signs on Route 1, supplements to the existing way-finding system, and other creative approaches – helping audiences new to Crystal City enjoy their experience and become familiar and comfortable with the area. We also made fun use of stickers with our Airplane project – using these little sidewalk “breadcrumbs” to create a 4.5 mile “Flight Path,” that helped people get healthy as they explored and viewed the airplanes.



# SUSTAINABLE



**CRYSTALgreen**

To leverage Crystal City's "green" assets while striving to further sustainability efforts, we proudly launched Crystal Green. The program seeks to reduce energy demand and the area's carbon footprint, minimize automotive travel, increase recycling, and promote environmental awareness and sensitivity, underscoring Crystal City as the region's "Emerald City."



**CRYSTAL Farms**

The farm came to Crystal City this year through Community Supported Agriculture (CSA). By partnering with several Crystal City corporations, we offered local employees and residents the ability to purchase "shares" of Great Country Farm's crops with weekly deliveries of fruits and vegetables. The small-business farm has a vested interest in ensuring the employment of sustainable growing practices of its fields. Plus, locally grown produce has a much shorter travel distance, reducing fossil fuel consumption. The CSA "shares" sold out within a week and set the stage for a Farmers Market in 2009.



# CREDIBLE ACCESSIBLE

## Environment: Landscaping / Infrastructure

We manage many of the central medians that represent the “front door” to the area’s businesses, residences, and restaurants. To ensure these areas are clean, green and sustainable, we contracted Chapel Valley Landscape Company to provide regular maintenance of the properties utilizing best “environmental” practices. These include the use of Integrated Pest Management techniques to minimize spraying of pesticides and herbicides, as well as making strategic enhancements, including new plantings that require minimal maintenance, no mowing, and no irrigation or watering.

Whether on the medians on Route 1, new landscaping under the Airport overpass, hanging baskets and the upgrade of an existing pocket park at 23rd Street South and South Eads Street, we have made our environment greener, cleaner, and more user-friendly.



## Transportation

Transportation is one of Crystal City’s biggest assets. We offer easy access to DCA, all major area interstates, VRE, and METRO. Though the BID does not build roads or transportation infrastructure, we do work closely with those that do to ensure that all Crystal City transportation systems are working together efficiently and effectively. We also focus on parking consistency, maps, signal timing, and finding simple ways to make these complex systems function better. We promote alternate transportation, such as biking and car sharing with Zipcar, to help minimize our carbon footprint while helping our many workers, visitors, and residents get healthy.





## STATEMENT OF FINANCIAL POSITION

### ASSETS

Cash and equivalents	\$ 293,129
Property and equipment	\$ 24,868
<b>Total assets</b>	<b>\$ 317,997</b>

### LIABILITIES AND NET ASSETS

Accounts payable and other liabilities	\$ 108,957
Unrestricted net assets	\$ 209,041
<b>Total liabilities and net assets</b>	<b>\$ 317,997</b>

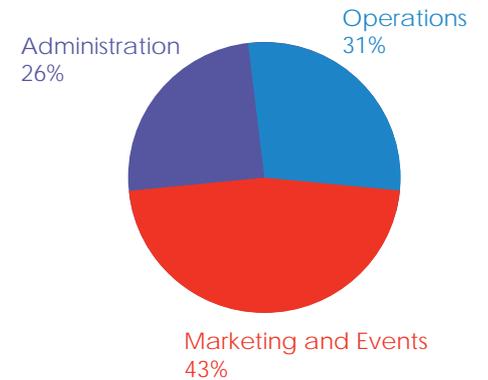
## STATEMENT OF ACTIVITIES

### SUPPORT AND REVENUES

Assessment revenue less county fees	\$ 1,641,575
Sponsorship and event support	\$ 41,652
Interest income	\$ 17,992
<b>Total support and revenues</b>	<b>\$ 1,760,644</b>

### EXPENSES

Administration	\$ 384,449
Marketing and events	\$ 632,736
Operations	\$ 450,330
<b>Total expenses</b>	<b>\$ 1,467,515</b>
Increase in unrestricted net assets	\$ 293,129





# COMMITTED ENERGY

## BOARD OF DIRECTORS

### OFFICERS

Chair  
*Jerry Norris*  
 Battlespace  
 Economic Development Commission

Vice Chair  
*Marty Almquist*  
 Cassidy & Pinkard Colliers

Treasurer  
*Scott Nadeau*  
 Crystal Gateway Marriot

Secretary  
*Richard Smith*  
 Vornado/Charles E. Smith

### COUNTY REPRESENTATIVES

*Alex Iams*  
 Arlington Economic Development

*Mark Schwartz*  
 Management and Finance

### MEMBERS

*Doug Abbott*  
 Gould Property Company

*Andy Aument*  
 Archstone-Smith

*Joan Berman*  
 Vornado/Charles E. Smith

*Mitch Bonanno*  
 Vornado/Charles E. Smith

*Brenda Davis*  
 Vornado/Charles E. Smith

*Steve Cowan*  
 Doubletree Hotel

*Jean-Marc Dizard*  
 Hyatt Regency Crystal City

*Kingdon Gould III*  
 Gould Property Company

*Jim Gray*  
 NCB Capital Impact

*Alan Haskel*  
 Public Broadcasting Service

*Freddie Lutz*  
 Freddie's Beach Bar

*Glenda MacMullin*  
 Consumer Electronics Association

*Mara Olguin*  
 Vornado/Charles E. Smith

*Maribeth Spitz*  
 Transwestern

*Harma Thompson*  
 Lowe Enterprises

*Gordon Vivace*  
 Cucina Vivace

*Steve Wilder*  
 The Boeing Company

*Toni Yelamos*  
 ThinkFoodGroup

## STAFF



*Angela Fox*  
 President/CEO

*Robert Mandle*  
 Operations Director

*Maurisa Potts*  
 Marketing Director

*Charles Gray*  
 Office Manager

### COUNSEL

*La Fonte Nesbitt*  
 Holland & Knight LLP

Designed by



