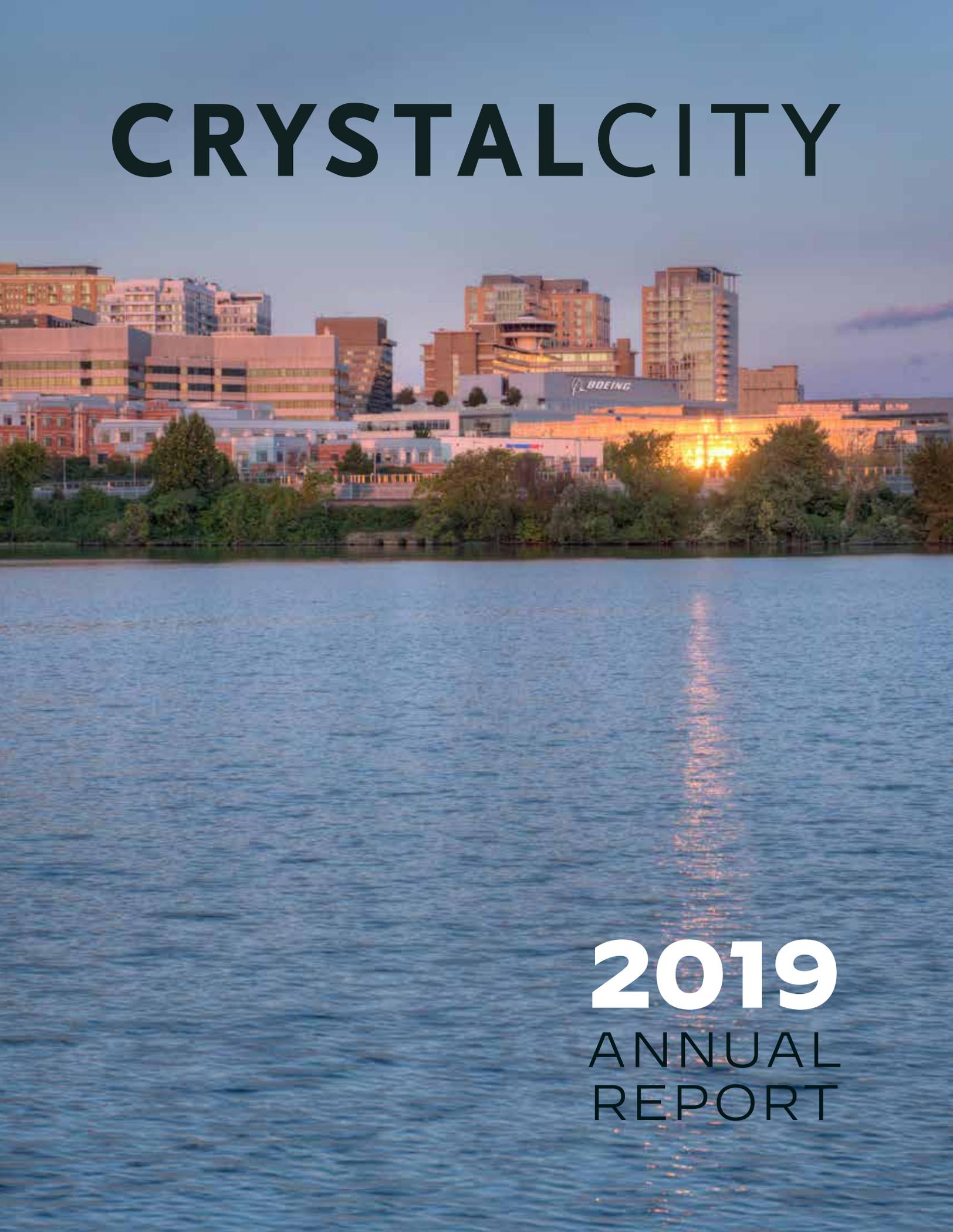


# CRYSTALCITY

A photograph of the Crystal City skyline at dusk, viewed from across a body of water. The buildings are illuminated with warm lights, and the sky is a mix of blue and orange. The water in the foreground is dark blue with some ripples. A prominent building in the middle ground has the word 'BOEING' on its side.

**2019**  
ANNUAL  
REPORT



## Letter from the President & Chair

This 2019 Annual Report celebrates a breakout year for the Crystal City Business Improvement District (BID) and the area as a whole.

Crystal City has always had great bones and the makings of an inviting downtown and urban center – an engaged community, outstanding transportation choices, central location, convenience, density, and a plan for growth and the future. The billions already planned in public and private investment to recharge the district were given an incredible boost when Amazon selected the area for its second headquarters location in November 2018. This decision, along with the announcement of a new Virginia Tech Innovation Campus nearby, elevated the area into the national spotlight, changed market perception, and spawned additional resources, investment, and interest.

The broader Crystal City area abounds with the spirit of optimism and that sentiment has only skyrocketed. While the area is still in the early stages of its reinvention, longstanding plans are coming to fruition faster than anyone could have imagined just a year ago.

The BID through its place management and promotion work has been actively engaged in efforts to promote and enhance the area's distinction as

Virginia's largest walkable downtown and a transforming urban center. The BID has continued to host a multitude of events that build community and promote livability and fun, while at the same time strengthening and diversifying the work of the organization through expanded programs, new hires, and an office relocation plan.

The BID released an all-encompassing Strategic Plan in May 2019, after a robust participatory process that engaged 3,000 stakeholders. The plan embraces Crystal City, Pentagon City, and Potomac Yard-Arlington as unique neighborhoods comprising a single downtown under the National Landing umbrella. The longstanding goal of BID expansion to include Pentagon City and Potomac Yard and a rebranding of this cohesive downtown district emerged as the highest priorities from the plan. Major inroads were made in Fiscal Year 2019 that enabled the approval of expansion by the Arlington County board in the first quarter of Fiscal Year 2020.

The BID is excited to continue to collaborate with agencies, partners, and stakeholders to make the area a sustainable, vibrant, and inclusive district that is an even better place to live, work and visit.

**Tracy Sayegh Gabriel**  
President & Executive Director

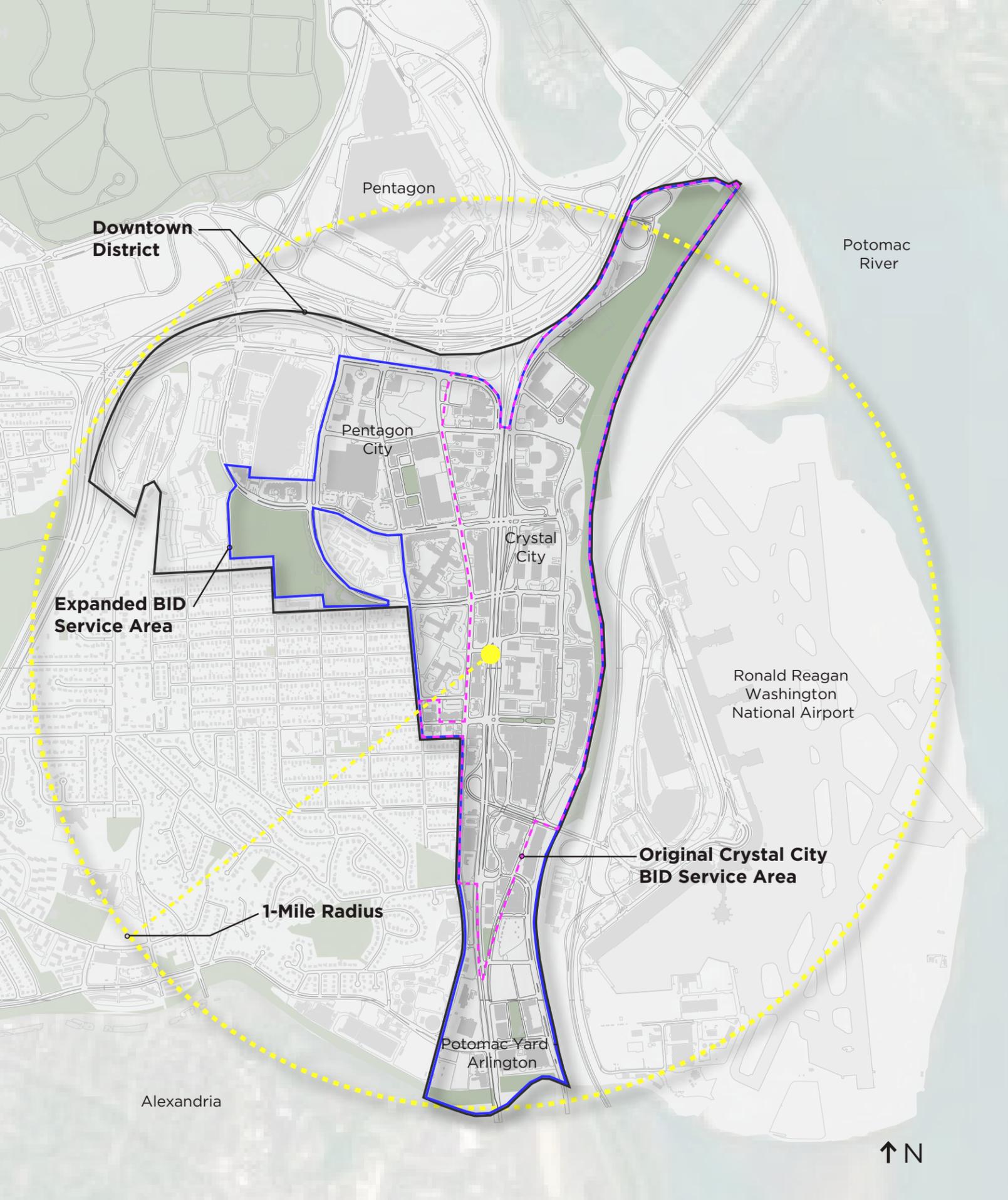
**Glenda MacMullin**  
Consumer Technology Association  
FY2019 Chair, Board of Directors

**Andrew VanHorn**  
JBG SMITH  
FY2020 Chair,  
Board of Directors



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# WHO WE ARE

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. Community Events & Outreach
2. Economic Development
3. Marketing & Promotion
4. Public Realm & Beautification
5. Transportation
6. Administration & Management

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, growing amenities, and relative market value.

The Crystal City BID's approximately 240 acres are 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. In FY 2019, the BID laid the groundwork to expand the boundaries to Potomac Yard and Pentagon City.



## FY2019 MILESTONES/HIGHLIGHTS

**AUGUST  
2018**

Tracy Sayegh Gabriel joins BID as President and Executive Director

**SEPTEMBER**

Inaugural Oktoberfest draws 2000+ attendees

**OCTOBER**

Bowlero signs lease for 44k SF venue on 23rd Street

**NOVEMBER**

Amazon announces Crystal City and Pentagon City as location for HQ2

**DECEMBER**

BID hosts "Strategic Plan Open House" providing public notice of Area-Wide BID and downtown naming efforts; Petition drive for Area-Wide BID initiated

**JANUARY  
2019**

"Lunch On Us" provides free lunch to workers affected by Federal Shutdown

**FEBRUARY**

JBG SMITH submits plans for 700+ residential units at 1900 Crystal Drive

**APRIL**

BID initiates new Brand and Identity effort with Pentagram

**MAY**

BID releases Area-Wide Strategic Plan/Area-Wide BID proposal submitted to County

**JUNE**

Virginia Tech announces new site for Innovation Campus just across Four Mile Run



# TRANSFORMATION

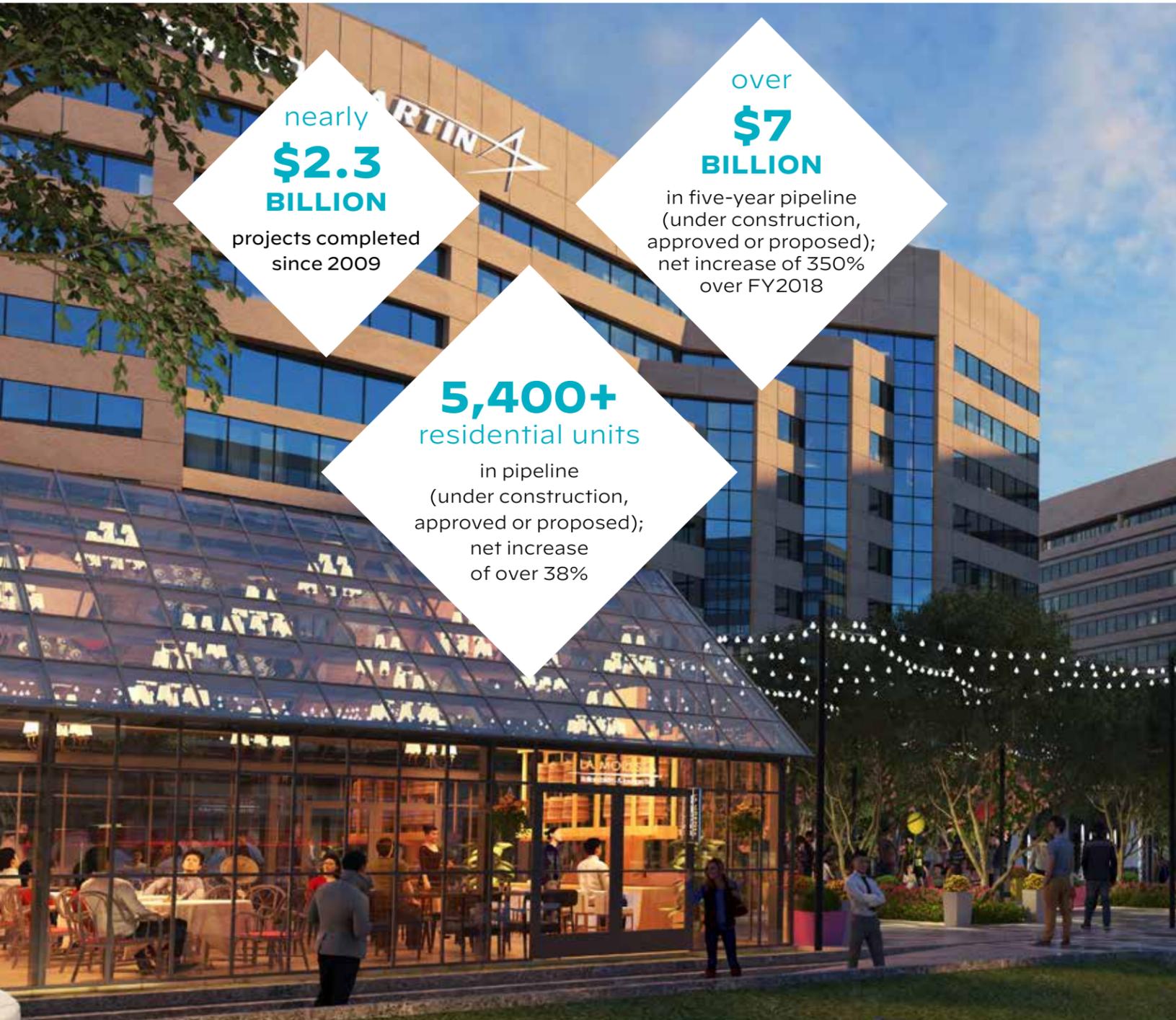
The area stands to experience momentous change in the coming years as longstanding plans are implemented through a resurgence of public and private investment. As Virginia's largest walkable downtown just minutes from the center of Washington DC, it was only a matter of time before the greater Crystal City area would be rediscovered for its urbanity, infrastructure, convenience, and potential. Amazon's selection of National Landing 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 entire district and its component neighborhoods have 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 Crystal City Business Improvement District (BID) is harnessing this momentum to envision an inviting, and inclusive future – shaping development, fostering placemaking, encouraging vibrancy of businesses, and enhancing the area's quality of life.

# DEVELOPMENT OUTLOOK

## BY THE NUMBERS

### Private Sector Investment\*



nearly  
**\$2.3**  
BILLION

projects completed  
since 2009

over  
**\$7**  
BILLION

in five-year pipeline  
(under construction,  
approved or proposed);  
net increase of 350%  
over FY2018

**5,400+**  
residential units

in pipeline  
(under construction,  
approved or proposed);  
net increase  
of over 38%



## NOTABLE PROJECTS

- Dining in the Park @ 2121 Crystal Drive
- Long Bridge Aquatics Center
- Short Bridge Park
- Central District: 84,000 SF of retail; anticipated completion – late 2020
- 1770 Crystal Drive: 260,000 SF Office Renovation - HQ2 Lease; anticipated completion – late 2020
- The Witmer: 440 Units; anticipated completion – July 2019
- Crystal Houses: 819 Units; proposed
- The Sur; 360 Units; anticipated completion – early 2020
- The Clark: 342 Units; anticipated completion – early 2020
- Riverhouse Apartment: 1000+ units; proposed
- 1900 Crystal Drive: 790 units; proposed
- Brookfield Redevelopment: 6 500k+ SF, 50 units; proposed
- Amazon HQ2: at least 4 million SF

# PUBLIC INFRASTRUCTURE INVESTMENT BY THE NUMBERS

## Investing in Parks & Open Spaces



more than  
**\$83**  
**MILLION**

of public investment in new park spaces over the next decade

### Under construction

- Long Bridge Park Aquatics Center : 75,000 Square Foot Aquatics Facility & 10 Acres of New Park Space

### Planned

- Central District Market Square: ~1 Acre
- Eads Park: 31,000 Square Feet
- Short Bridge Park: 3.5 Acres
- Tear Drop Parcel Park: ~1 Acre

## Investing in Transportation & Mobility



more than  
**\$227**  
**MILLION**

in Arlington County planned transportation projects

### Underway in FY2019

- Clark Street Demolition and 15th Street Realignment
- Crystal Drive Two-Way

### Funded in CIP and/or the expanded HQ2 package

- Second Crystal City Metro Entrance
- Transitway Extension & New Premium Bus Service to Columbia Pike Corridor

### New projects prioritized in Amazon HQ2 package

- Route 1 Boulevard Conversion
- CC2DCA Intermodal Connection
- Project Journey at Reagan Washington National Airport
- I-395 Hot Lanes
- Atlantic Gateways Project
- Long Bridge Replacement
- New Pedestrian and Bicycle Crossing with Long Bridge
- Virginia Railways Express; Crystal City Station Expansion



approximately  
**\$3.4**  
**BILLION**

in regional transportation investment

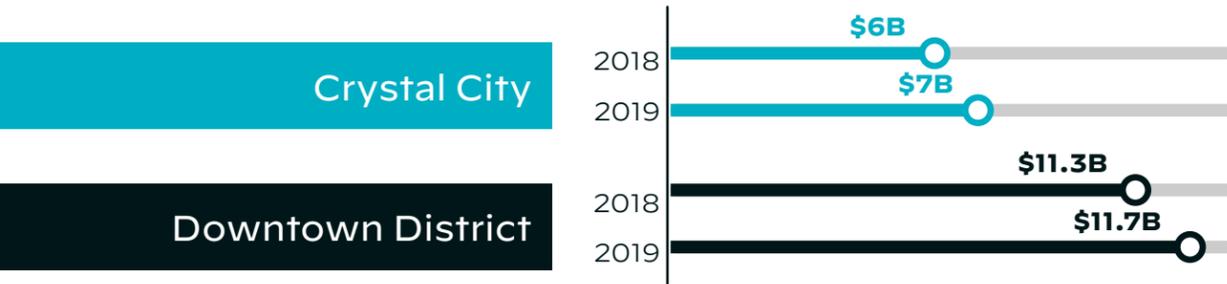
# DOWNTOWN SNAPSHOT

## BY THE NUMBERS

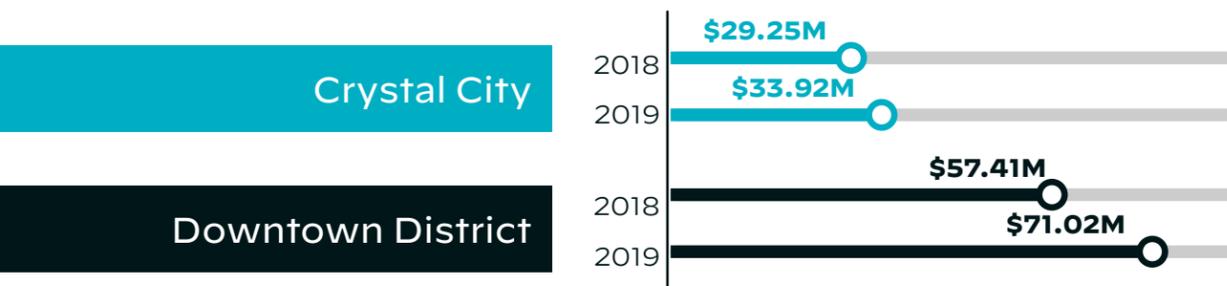


### ACCELERATING MOMENTUM

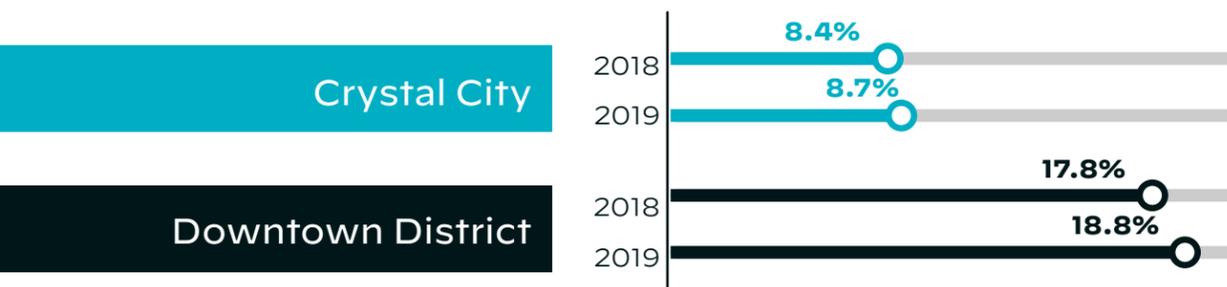
#### TOTAL ASSET VALUE



#### NET FISCAL IMPACT



#### % OF COUNTY GENERAL FUND REVENUES GENERATED



#### HOTEL

**Crystal City**

- 13 hotels; 4,599 rooms

**Downtown District**

- 17 hotels; 5,899 rooms

#### OFFICE

**Crystal City**

- 9.75 million SF existing
- 441,869 SF under major renovation (Amazon HQ2)

**Downtown District**

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

#### RESIDENTIAL

**Crystal City**

- 7,586 units (6% increase over 2018)
- 2,415 units approved/proposed (3.2X 2018 pipeline)

**Downtown District**

- 15,074 units
- 1,142 units under construction
- 4,329 units approved/proposed
- Pipeline will add over 22% more units over the next decade

# AMAZON BOOST & BEYOND

## 2019 SPOTLIGHT



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 new campus will attract.

With the Amazon decision, Crystal City and National Landing entered the national media spotlight, putting the Crystal City region

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.

While Amazon grabbed the headlines, they were only part of the story of this economic development win. The incentive

package included commitments to build a Virginia Tech Innovation Campus in the Alexandria portion of Potomac Yard. The 1 million square foot campus and its 750+ Masters students and hundreds of Doctoral Candidates will be located directly across the shared border between the BID's new boundary and Alexandria. The facility will create a powerful southern anchor to the downtown district and build a valuable pipeline of talent, not just for Amazon, but for a growing technology-focused regional economy.

The BID also celebrated an influx of private investment, new tenants, and business retention in the greater Crystal City area. The district continues to serve as a center for national nonprofits and associations – including March of Dimes who relocated from New York, and PBS and Conservation

International who renewed their leases – and as a technology hub with businesses of all shapes and sizes. Many long-time office, restaurant and retail tenants re-upped during the period, and many more are moving in to enliven the area. Amazon aside, County plans allow for an additional 17 million square feet of new development, leaving significant room for complementary, mixed-use development, including new housing and street-level retail activity, especially along Crystal Drive.

# AREA-WIDE BID

## 2019 SPOTLIGHT

After securing unanimous approval from the Crystal City BID Board of Directors and overwhelming support from local property owners, the BID submitted a formal Area-Wide BID proposal to Arlington County for ultimate approval by the Arlington County Board.

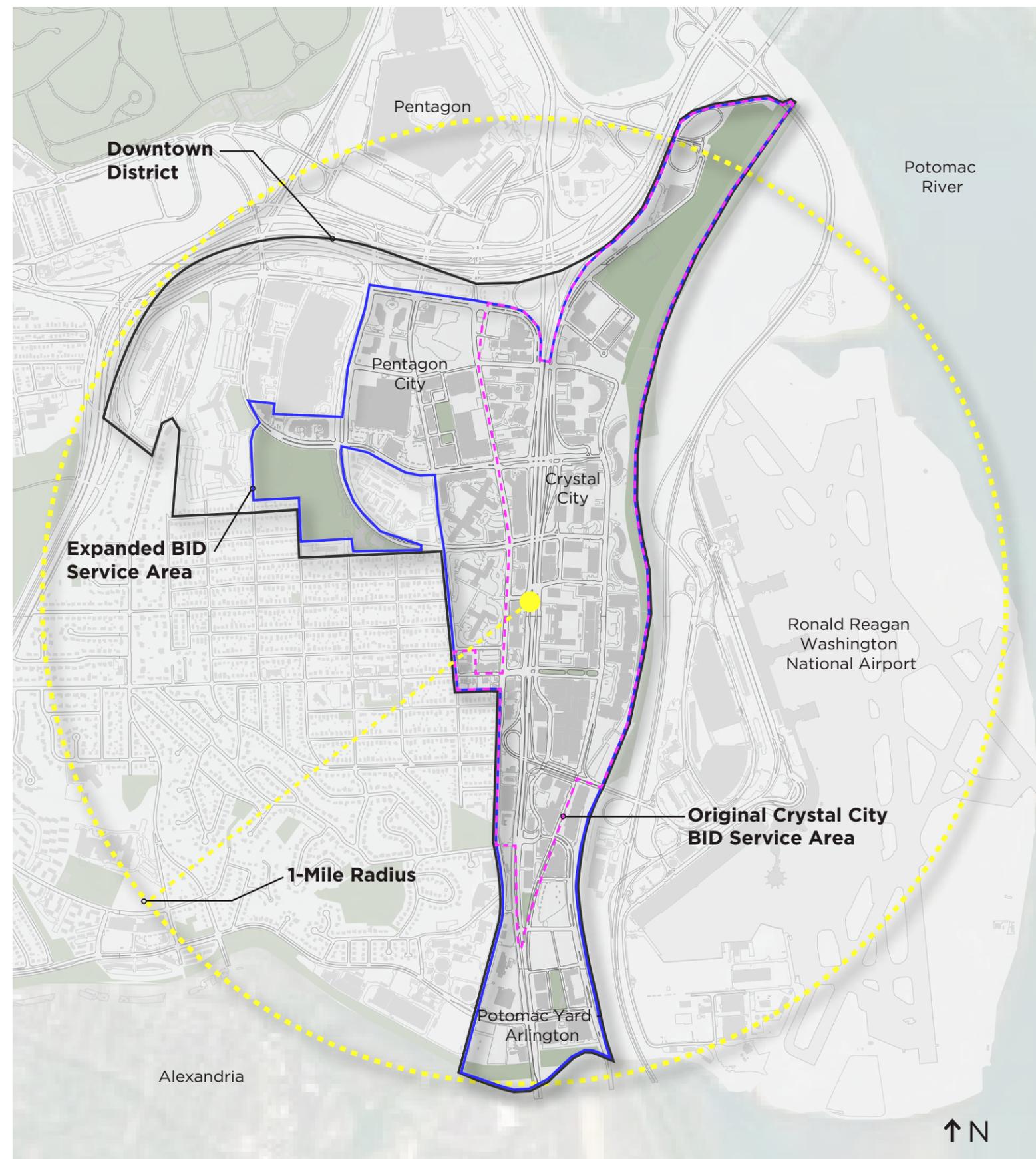
The BID requested that the County Board approve an extension of its current boundaries to the west to incorporate the majority of Pentagon City and to the south to encompass the entire Arlington section of Potomac Yard. This would represent a nearly 70 percent increase in the BID's geographic area. In addition to achieving a long-standing goal of uniting the three distinct yet interconnected neighborhoods, an expanded BID would take responsibility for shaping and promoting the area's identity as a vibrant, nationally recognized urban center.

### AREA-WIDE BID BENEFITS

There is a significant value proposition for property owners to support the BID's expansion including the following benefits:

- Coordination of shared goals to capitalize on momentum and stay informed;
- Market cohesion and area-wide branding;
- A stakeholder forum and collective voice in shaping growth and development;
- Business to business relationships through the Board, committees, and stakeholder events;
- Place stewardship and cutting edge placemaking;
- Promotion of a new, contemporary image and identity;
- Robust programming and events that enliven the experience of residents, workers and visitors;
- Landscape maintenance and beautification of common area spaces;
- Enhanced connectivity and identification of transportation improvements;
- Direct outreach and communication with property management; and
- A range of core place management and promotion services including economic development, outreach and events, marketing, public realm and beautification, and transportation planning.

### EXPANDED BID SERVICE AREA



# DOWNTOWN DISTRICT BRAND

## 2019 SPOTLIGHT

In Fiscal Year 2019, the BID began a process to develop an overarching downtown district brand, a top priority for the organization that became even more important with the prospect of BID expansion.

Running concurrently with the Strategic Plan effort, this process included a widely marketed outreach effort that included data-gathering through interviews, committee roundtables, and an online platform that received comments from more than 3,000 people. To elevate the status of the overarching area as a cohesive, mixed-use urban center of regional and national importance, the BID recognized the need for a new name for the downtown district that would include and retain the names of the individual neighborhoods – Crystal City, Pentagon City, and Potomac Yard. With expansion, this “umbrella” name could also serve as the basis for a new identity for the BID organization.

Stakeholders did not find a suitable or preferred name and the BID placed the naming effort on hold in September.

In November, the Amazon HQ2 announcement utilized a new name, National Landing, developed by Arlington and Alexandria economic development officials to refer to the urban corridor that includes Pentagon City, Crystal City, and Potomac Yard – both Arlington and Alexandria portions. Since the announcement, the term National Landing has been embraced by the media with more than 1,000 unique mentions as well as the private sector who saw value in linking themselves to the amenity pool and elevated identity of the greater downtown district.

With expansion planned for fall 2019, the Crystal City BID began a second branding and naming effort in spring 2019. Community outreach efforts will continue throughout the fall with the goal of formalizing a new name for the organization and the downtown district while ensuring that the identities of the existing neighborhoods are maintained.

### IN SEARCH OF A NAME



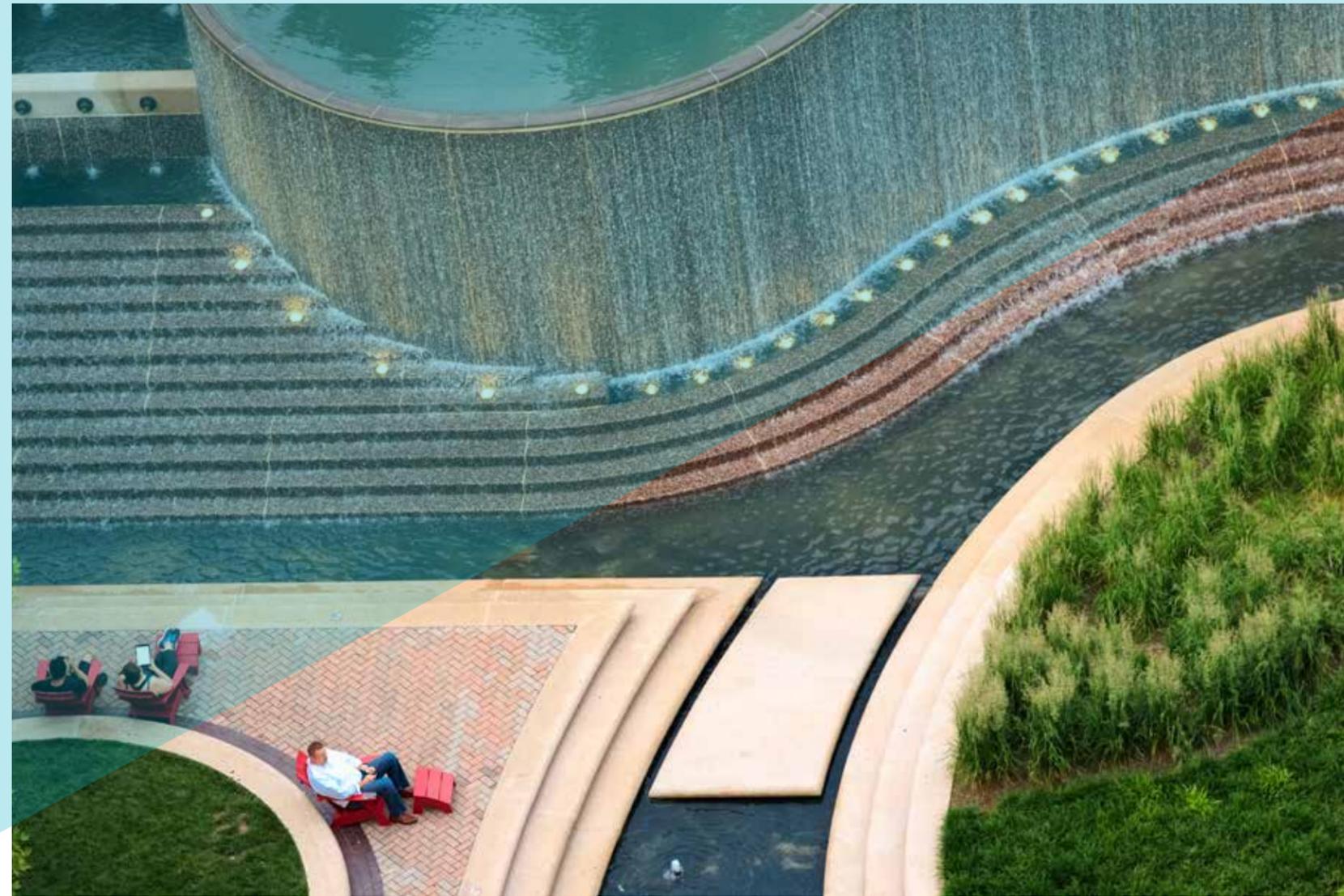
# AREA-WIDE STRATEGIC PLAN 2019 SPOTLIGHT

The Crystal City BID released the Area-Wide Strategic Plan on May 1, 2019. Incorporating input from extensive outreach with the public and business leaders, the plan builds on the goals and objectives of the Crystal City Sector Plan, approved by Arlington County in 2010. It capitalizes on new investment and interest in the area to shape a vision for the future and create an action plan for how to best support the transformation.

The strategic plan will serve as the foundation for the Crystal City BID's work for the next three to five years guiding annual work plan development, providing a historical baseline from which to measure progress and impact, and serving as a basis for continued engagement with the community and area stakeholders.

## 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, implementing plans for sustainable growth and building a diverse economy and an inclusive community.**



## ENGAGEMENT PROCESS



**3,000**

Online and in-person participants



**17**

Committee meetings



**14**

Interactive white board locations for community feedback



**20**

Stakeholder interviews



**44**

Steering Committee members



**5**

Working Groups with 64 members

**THEME 1**

**BUILD IDENTITY**

**Vision**

The district is recognized as one of the region’s most dynamic, connected, and inviting urban centers in which to live, work, and visit.

**Goal**

Build a new, nationally-recognized profile and strengthened identity for the area and its neighborhoods, emphasizing its assets, value, and potential.

**Work Plan Service Area:**

Marketing & Promotion; Community Events & Outreach



**THEME 4**

**INCREASE CONNECTIVITY**

**Vision**

The district connects seamlessly to the region and within the downtown through integrated mobility, high quality transit, a cohesive bicycle network, and safe, walkable streets

**Goal**

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.

**Work Plan Service Area:**

Transportation

**THEME 2**

**IMPROVE PLACE**

**Vision**

The district is a vibrant downtown with high-quality architecture and urban design, signature parks, and an enjoyable, inviting, and memorable public realm.

**Goal**

Create a more dynamic, attractive, and activated public realm and human-scaled experience.

**Work Plan Service Area:**

Public Realm & Beautification



**THEME 5**

**GROW ECONOMY**

**Vision**

The district is a thriving and sustainable economic engine across market sectors.

**Goal**

Grow the economy by building on market strengths, attracting top talent, cultivating innovation, and embracing an area-wide approach.

**Work Plan Service Area:**

Economic Development

**THEME 3**

**FOSTER CULTURAL VIBRANCY**

**Vision**

The district enjoys authentic and compelling arts, culture, and entertainment options that match its scale and profile.

**Goal**

Create a more dynamic, attractive, and activated public realm and human-scaled experience.

**Work Plan Service Area:**

Public Realm & Beautification;  
Community Events & Outreach



**THEME 6**

**ENHANCE LIVABILITY, EQUITY, AND SUSTAINABILITY**

**Vision**

The district supports an equitable, engaged, and environmentally sustainable community.

**Goal**

Balance growth with new community assets and champion inclusive policies and the creation of a sustainable, resilient, and amenity-rich environment.

**Work Plan Service Area:**

Lens applies to all service areas

# STRATEGIC PLAN BIG MOVES



## **DISTINGUISH AS A UNIFIED, VIBRANT DOWNTOWN**

An Area-Wide BID organization with a holistic downtown perspective and unified voice would strengthen the area, ensure the benefits of development are widespread, and advance the overarching vision. Unification is not just about the organization but also opportunities for joint branding, enhanced connectivity, and improved sense of place.

## **MAKEOVER TO REMARKABLE**

There is an opportunity to overhaul the urban design of the area for a more inviting street-level experience in terms of public realm, buildings, and open space. Catalytic rehabilitation and development projects will deliver new expectations for design excellence and pedestrian experience.

## **INTEGRATE CULTURE EVERYWHERE**

New cultural and entertainment venues throughout the Crystal City area will attract additional retail and restaurant businesses creating a livelier and more attractive street experience. Public art and cultural programming will ensure that culture is also manifest in the public sphere.

## **TRANSFORM ROUTE 1 INTO A BOULEVARD**

Transforming Richmond Highway (Route 1) into a multi-modal, pedestrian-friendly, and urban-oriented boulevard presents the largest and most comprehensive opportunity to create a truly walkable, connected, urban downtown.

## **IMPLEMENT CC2DCA**

The CC2DCA Intermodal Connector will deliver a multimodal transportation asset to Virginia's largest downtown linking many of Crystal City's transportation assets – a Metro rail station, the Virginia Railway Express, premium bus service, Ronald Reagan Washington National Airport, and the Mount Vernon Trail – with an enjoyable 5-minute walk across a new, iconic pedestrian connection. Such a multimodal hub would position the neighborhood to attract additional private and public infrastructure investment, including the potential for true regional rail service, Amtrak, and even the possibility of high-speed rail.

## **REINFORCE MARKET RECOGNITION AS AN INNOVATION DISTRICT**

With a strong base of technology workers and businesses, further emphasizing the Innovation District model and harnessing the talent pipeline of the new Virginia Tech Innovation campus will strengthen the ability to attract other innovative companies and organizations looking to benefit from the access to talent and knowledge.

## **SERVE AS COMMUNITY CONVENER ON GROWTH AND DEVELOPMENT**

The BID has a role to play as place steward and community convener. The BID can bring together civic associations, other stakeholders, and the general public to engage in a productive dialogue around priorities for new development and the area as a whole.

# BID ORGANIZATIONAL & PROGRAM HIGHLIGHTS

Though a primary focus of FY2019 revolved around finalizing the Area-Wide Strategic Plan, much of the framework of the plan had already been outlined close to the beginning of the year. The BID presented this framework to the community via two open houses in early December 2018, taking questions and feedback on the effort.

This enabled the BID to lay the groundwork for implementation of the plan's goals and objectives all while continuing to provide the suite of quality BID programs and events. As part of this effort, the BID reoriented the existing operations and marketing programs into the newly defined service areas to better align with the Strategic Plan themes as well as the BID's formal service agreement with Arlington County.



# COMMUNITY EVENTS & OUTREACH



## FY2019 EVENT CALENDAR

JULY 2018 – JUNE 2019

**First Fridays in the Gallery Underground**  
Every month

**Sunday Brunch Yoga**  
Every Sunday

**Glow Yoga**  
June - August

**Lunchtime Zumba**  
May-September

**Food Truck Thursdays**  
April - October

**Crafts Market**  
September & October

**Fridays at the Fountain**  
May - October

**The 10th annual Twiligher 5K**  
July 2018

**DC Fray Street Hockey**  
July – September & April – May

**PARK(ing) Day**  
September 2018

**Big Kid Adult Play Date**  
September 2018

**Oktoberfest**  
September 2018

**Marine Corps Marathon**  
October 2018

**Harvest Social at the Lover's Mural**  
November 2018

**IMPULSE**  
December 2018

**Lunch on Us**  
January 2019

**Trek Tuesdays**  
February & March

**Crosshairs Garage Races**  
March 2019

**Women in STEM**  
March 2019

**Tossed & Found**  
March 2019

**5K Fridays**  
April 2019

**Bike to Work Week**  
May 2019

**Armed Forces Cycling Classic**  
June 2019

**WABA Sweet Ride & Shindig**  
June 2019

In FY2019, the BID emphasized people and community-building with the organization's line-up of events and programming. The BID hosted or partnered on over 300 unique events this year, ranging from weekly events like Fridays at the Fountain and the Farmers Market, to larger, more ambitious gatherings like the first ever Crystal City Oktoberfest, the Harvest Social, and a panel on Women in STEM. While the number of events in FY2019 is a slight reduction from the 350+ events reported in the prior year's annual report, it is the result of a thorough review and assessment of past events. The new collection of events and activities retains a robust calendar while balancing impact with shifting organizational priorities and limited staff resources. The increased estimated attendance illustrates that the new approach has been successful.

## FY2019 HIGHLIGHTS

- Launched The Grounds, a temporary art and event space, that hosted a number of programs including Impulse, a month-long interactive public art installation, and a new Valentines Day Market
- Initiated Social Dinners concept to build community and a sense of neighborhood pride
- Hosted Women in STEM panel highlighting area's focus on tech, non-profits, and equity
- Featured Synetic Theater at the BID's Annual meeting with a rendition of their show, Richard III
- Retired select events and programs per new strategic focus
- Launched Inaugural Oktoberfest with 2000 attendees
- Established an on-call events team, a flexible roster of vetted and trained people to help implement events
- Targeted new partnerships with Conferences including Blerdcon and League of American Bicyclists' National Bike Summit

# 74,000

Attendees of Crystal City BID programming

# 300+

Community Events

# 40,000+

Visitors to the Art Underground (Synetic Theater, Studios Underground, Gallery Underground)

# ECONOMIC DEVELOPMENT



Through annual updates to in-depth market sector analysis, fiscal impact analysis, and close tracking of on-going local development efforts, the BID has advanced the goal of becoming a clearinghouse for planning and economic development information. In FY2019, the BID built upon the baseline information collected in FY2018 illustrating the tremendous amount of momentum underway and providing the market intelligence necessary to educate others interested in investing or locating in the downtown district. The BID was actively engaged as a key spokesperson for the area to media outlets highlighting the area's economic development strengths and serving as a primary point of contact for market insights and tours to industry groups, brokers, and existing and prospective tenants.

## HIGHLIGHTS

- Completed update to Net Fiscal Impact Analysis for Downtown District
- Enhanced development tracking efforts
- Expanded capacity to monitor market intelligence via market studies and CoStar subscription
- Created new development map to illustrate and communicate area transformation
- Dedicated staff to assist with data collection and research capacity including the Planning & Operations Associate and Intern resources
- Developed a range of fact sheets about the area to better share economic development data and tell the neighborhood story
- Completed engagement with existing commercial tenants and prospective new ones, as well as interested groups and organizations ranging from commercial brokers and property managers to universities and foreign delegations
- Participated in dozens of public presentations, panels and tours educating about future development and opportunities in Crystal City and the Downtown District including formal speaking engagements with:

- |   |   |                                  |
|---|---|----------------------------------|
| ▶ ULI (multiple)                              | ▶ Smarter Growth                            | ▶ Crystal City Civic Association |
| ▶ APA (multiple)                              | ▶ Bisnow                                    | ▶ National Press Club/FDI        |
| ▶ NAIOP                                       | ▶ Arlington Premiere                        | ▶ National Bicycle Summit        |
| ▶ Leadership Center for Excellence (multiple) | ▶ American Society for Civil Engineers      | ▶ American Diabetes Association  |
| ▶ VRLTA                                       | ▶ American Society for Highway Engineers    | ▶ Foreign delegations            |
| ▶ MIT   | ▶ Virginia Tech, Urban Affairs and Planning | ▶ REAL Professionals             |
| ▶ Georgetown University (multiple)            | ▶ DCA Live                                  | ▶ Lambda Alpha                   |
| ▶ Greater Greater Washington Coalition for    | ▶ AHCA                                      |                                  |

# MARKETING & PROMOTION



**600%**

increase in press mentions outside the DC region

**45%**

increase in social media mentions for Crystal City

**4,200**

Newsletter Subscribers

**8,204**

Facebook Fans  
(increase of ~3.3%)

**2,950**

Instagram Followers  
(increase of ~22.3%)

**5,111**

Twitter Followers  
(increase of ~5.6%)

In FY2019, Crystal City and the broader area became a center of media attention, making press activity and speaking engagements a far more important component of the BID's marketing and promotion work. The Crystal City area received multiple positive features that appeared in such esteemed outlets as the Financial Times, Wall Street Journal, The New York Times and on all major broadcast networks.

Another focus of the BID's marketing work in FY 2019 surrounded promotion of a unified downtown market. This emphasis aligns with the top priorities of the BID's Strategic Plan: the creation of an Area-Wide BID organization and an accompanying brand and identity for the unified downtown district. Therefore, much of the BID's work in this service area focused on developing key messaging and communications that capture this greater downtown perspective. Finalization of the expanded organization's brand and determination of a new name to reflect the area-wide scope will be a key priority into FY2020.

## HIGHLIGHTS

- Increased BID press capacity through media training and dedicated PR team
- Enhanced relationships with several media outlets and increased media coverage and press mentions
- Updated messaging and communications to incorporate area-wide perspective via new downtown district
- Delivered new fall, spring, and summer editions of Crystal City events brochure and directory adding civic association information and resources
- Grew social media platforms through enhanced marketing plan and additional digital engagement
- Promoted area "wins" and successes through press releases, social media, and media outreach
- Initiated a new branding and naming effort for the area-wide BID
- Established a Branding Committee that includes stakeholders from the three neighborhoods of the Area-Wide District

# PUBLIC REALM & BEAUTIFICATION



In FY2019, the BID emphasized keeping the area's central medians clean, green, and beautiful through the maintenance of nearly 415,000 square feet of landscaped space. The BID also continued to weave public art into the public realm to activate vacant lots and add visual interest. In the Area-Wide Strategic Plan, the BID outlined new strategies and tactics to further "Improve Place" through urban design, public realm enhancements, and more connected and memorable green spaces that will require close coordination with Arlington County agencies as well as the community. Additionally, the BID will continue to look for opportunities for creative placemaking and strategic interim enhancements to the public realm like The Grounds and the Interim Dog Run concept plan.

## HIGHLIGHTS

- Contracted with new landscape management company to maintain area medians
- Initiated comprehensive tree census and audit
- Crafted plan for interim dog run facility on existing temporary open space created by Clark Street demolition
- Hired new support staff for public space and beautification including a new Planning & Operations Associate
- Released a nation-wide call for public art installations and artists that culminated in the Impulse light and motion activation at The Grounds
- Installed a new large-scale mural by No Kings Collective at The Grounds
- Removed obsolete public realm fixtures and hardware previously installed by BID
- Regularly reported private development construction updates to Crystal City community to ensure smooth public realm operations and minimize nuisance to community

# TRANSPORTATION



Following the release of the BID's CC2DCA Intermodal Connector Feasibility Study in early 2018, funding for the next stage of the project was quickly included in Arlington County's 10-year Capital Improvement Program (CIP), the only new project added in a difficult budget cycle. The project was also included in a collection of high-profile transportation projects that were part of the successful joint Arlington/Alexandria/Commonwealth of Virginia bid to attract Amazon HQ2 to Arlington.

The transportation infrastructure commitments included in the CIP and in the HQ2 commitment add an important funding boost to accelerate needed improvements within and around the BID. The BID aims to remain abreast of all area major transportation projects that might affect access and mobility for Crystal City – even those projects not directly within the BID's service district. In many instances, the BID's holistic view of the downtown can add value to the planning processes for these projects. CC2DCA represents a project that emerged as a direct result of this engagement.

The BID aims to continue to work closely with Arlington County in developing innovative and creative transportation solutions laying the groundwork for the next generation of mobility infrastructure and further enhancing the area's connectivity and competitiveness.

## HIGHLIGHTS

- BID's CC2DCA Intermodal Connector Feasibility Study was added to the County CIP and part of the package of transportation infrastructure investments included in the Amazon HQ2 proposal
- Initiated study to inform Route 1 conversion to urban boulevard
- Planned pilot to bring SPIN scooter charging stations to the area's downtown district
- Achieved Platinum status for Arlington Transportation Partners' Champions program
- Continued collaboration with Arlington County on CC2DCA research and data collection efforts
- Continued Transportation Quarterly meetings to keep interested stakeholders informed about area infrastructure projects

# ADMINISTRATION & MANAGEMENT



In FY 2019, the BID significantly strengthened the organization in terms of programs, staffing, and strategic vision. The release of the Area-Wide Strategic Plan in May of 2019 advanced the diversification for the organization and set the organization's agenda and vision. Its publication marked a major turning point for the BID as an organization. The transition towards implementation began immediately with the formal request to Arlington County for an Area-Wide BID boundary adjustment, initiation of an area-wide branding effort, securing a lease for a new BID office space, and a more goal and objective oriented approach to our programs and operations.

New support staff, including full-time, part-time, interns, and contract staff, enabled the BID to continue to deliver across service areas while remaining nimble and resourceful.

## HIGHLIGHTS

- Hired Tracy Sayegh Gabriel as President & Executive Director
- Hired new support staff including Planning & Operations Associate, Administrative Assistant, events team, and interns
- Completed and published Area-Wide Strategic Plan
- Submitted Area-Wide BID Boundary proposal to Arlington County Manager's Office
- Contracted with new bookkeeping specialists to improve accounting processes
- Executed lease for new office space and engaged consultants on space design
- Hosted Annual Meeting with 200+ stakeholders and guests
- Achieved highest participation rate for annual mailing in at least the past five years
- Continued to introduce administrative best practices and evaluate policies and contracts for enhanced governance

# BUDGET & FINANCIALS

## FINANCIAL POSITION

|                         |                  |
|-------------------------|------------------|
| Total Assets .....      | \$1,125,849      |
| Total Liabilities ..... | \$268,242        |
| <b>Net Assets .....</b> | <b>\$857,607</b> |

## SUPPORT & REVENUES

|   |                    |
|---|--------------------|
| County Disbursements .....                | \$2,520,350        |
| Sponsorship & Events .....                | \$60,246           |
| Contributions .....                       | \$ -               |
| Interest Income .....                     | \$135              |
| <b>Total Support &amp; Revenues .....</b> | <b>\$2,721,931</b> |

## TOTALS

|                             |                    |         |
|-----------------------------|--------------------|---------|
| Operations .....            | \$688,279          | (29.1%) |
| Marketing .....             | \$1,110,638        | (46.9%) |
| Administration .....        | \$567,595          | (24.0%) |
| <b>Total Expenses .....</b> | <b>\$2,366,512</b> |         |

## FY2019 CONTRACTORS & SERVICES

### Greater than \$50K

BrightView Landscape Services, Inc  
 Carefirst BlueCross BlueShield  
 JBG Smith  
 Pentagon Design, Inc  
 Rubenstein Associates, Inc.  
 Toole Design Group, LLC  
 Venable LLP

### \$15K to \$50K

Gensler  
 American Advertising Distributors of NOVA  
 Arlington Sports  
 ASD SKY  
 Bisnow LLC  
 Burdette Smith & Bish LLC  
 Creos Experts-Conseils Inc  
 Crystal City Wine Shop, Inc.  
 Dodge-Chrome, Inc.  
 Entercom Communications Corp.  
 Hubbard Radio Washington DC, LLC

John E. Kelly & Sons  
 Jones Lang LaSalle Americas Inc.  
 Joseph A. Herrera  
 Neighborland, Inc.  
 No Kings Collective  
 NOVA Retail LLC  
 Synetic Theater  
 The Stand by Common Ground, LLC  
 The Urban Partnership  
 Trajectory  
 Walnut Street Creative

# EXECUTIVE COMMITTEE

|            |   |
|------------|---|
| Chair      | <b>Glenda MacMullin</b><br>Consumer Technology Association            |
| Vice Chair | <b>Andy VanHorn</b><br>JBG SMITH                                      |
| Vice Chair | <b>Nora Dweck-McMullen</b><br>Dweck Properties                        |
| Treasurer  | <b>Derrick Morrow</b><br>Hyatt Regency Crystal City                   |
| Secretary  | <b>Doug Abbott</b><br>Gould Property Company/Abbott Development Group |

# BOARD OF DIRECTORS

|   |   |
|---|---|
| <b>Christer Ahl</b><br>Resident                                 | <b>Josh Lustig</b><br>Crowne Plaza                                      |
| <b>Kara Milikovich Alter</b><br>JBG SMITH                       | <b>Freddie Lutz</b><br>Freddie's Beach Bar & Restaurant                 |
| <b>Robin Burke</b><br>Beacon Capital Partners                   | <b>Natalie Monkou</b><br>Arlington Economic Development<br>(Ex-Officio) |
| <b>Joe Cardone</b><br>Doubletree Hotel                          | <b>Mark Rivers</b><br>Lowe Enterprises                                  |
| <b>Jay Corbalis</b><br>JBG SMITH                                | <b>Suzie Sabatier</b><br>JBG SMITH                                      |
| <b>Mark Fallon</b><br>Doubletree Hotel                          | <b>Steve Taylor</b><br>Lyft   |
| <b>Shannon Flanagan-Watson</b><br>Arlington County (Ex-Officio) | <b>Harmar Thompson</b><br>LCOR  |
| <b>Kingdon Gould III</b><br>Gould Property Company              | <b>Pamela Van Hine</b><br>Resident (Ex-Officio)                         |
| <b>Brian Grant</b><br>Equity Residential                        | <b>Jim Woods</b><br>WeWork/WeLive                                       |
| <b>Dave Greenberg</b><br>Good Stuff Eatery                      | <b>Todd Yeatts</b><br>The Boeing Company                                |
| <b>Alan Haskel</b><br>PBS                                       |   |
| <b>Regan Linke</b><br>Marriott Gateway Crystal City             |   |

# BID STAFF

**Tracy Sayegh Gabriel**

President & Executive Director

**Robert H. Mandle**

Chief Operating Officer

**Cassie Hurley**

Senior Events Manager

**Jasmine Gipson**

Planning & Operations Associate

**Mai Abdelaziz**

Administrative Assistant





**Crystal City  
Business Improvement District**

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