

WORKPLAN 2015



CRYSTAL CITY





Arguably one of the most effective public-private partnerships in Arlington County, the Crystal City Business Improvement District (BID) has worked tirelessly to transform the image, perception, and reality of the Crystal City experience. Thanks to the deep commitment the business owners have made in conjunction with Arlington County to serve their collective business interests, the area has developed an image that is well-worthy of Arlington County's largest downtown and hotel district. It has been a remarkable success, and maintaining the momentum is critical to the on-going success of the Crystal City.

The Crystal City BID is a public-private partnership between commercial businesses located within the BID district and Arlington County. Funded solely by and for the businesses within the Crystal City BID boundary, the Crystal City BID is tasked to provide a higher level of service to visitors, workers and residents in Crystal City, making it a world-class destination in both Arlington and the greater DC region. The goals for the Crystal City BID, as outlined in the Business Plan and listed below, govern these activities and plans:

Create measurable value for the stakeholders through higher occupancy levels for apartment and office owners, more "quality of life" appeal for office tenants, residents and hotel guests, and higher sales for retail and restaurants by virtue of being in a popular, high-demand neighborhood.

Ensure a regional image through creative marketing and image-building, special events and busy sidewalks, Crystal City will be known as a first-class, friendly and lively place for residents, workers, and visitors.

Establish unique benefits for residents, office-workers, and visitors with special services and amenities that help attract and retain users.

Present an attractive and user-friendly face whether from I-395, Route 1, Metro or its sidewalks, the BID will work to make the physical gateways and spaces inside Crystal City easy to navigate, appealing and memorable.

Stay connected, convenient and accessible for all properties within the district through enhanced transportation systems and pedestrian routes.

Provide sufficient parking for the varied needs and different groups in Crystal City plus attractive, clear signs to parking facilities, starting at its gateways.

Expand shopping and dining options by attracting more diverse range of restaurants and both convenience and destination shops.

Ensure effective management and governance from the Board of Directors and staff that are in continual touch with the stakeholders and with opportunities for growth. The BID will work with County partners and will provide abundant opportunities for all stakeholders to help shape and monitor BID programs.

To achieve these goals, the Crystal City BID has created four key program areas -- ACTIVE, ARTFUL, ACCESSIBLE, and GREEN. This Work Plan details each area for FY2014.

ACTIVE



Whatever age or ability, Crystal City offers everyone a chance to get ACTIVE. There are weekly outdoor Zumba and yoga classes, street hockey leagues, competitive racquetball tournaments, pickup volleyball, and basketball games. From Bike to Work Day to the Air Force Cycling Classic, enthusiasts of all abilities can easily enjoy a great ride. The area hosts numerous running events throughout the year including the Marine Corps Marathon, 5K Fridays, and the Crystal City Twilighter.

Run

Twilighter. The Crystal City Twilighter is one of the area's premier evening races with a flat course, great runner premiums and perks, and a fabulous after party. With over 2,500 participants, and hundreds of spectators, the race fills the streets of Crystal City, and its restaurants and bars.

Marine Corps Marathon. Hundreds of bright colorful flags line the streets of Crystal City as the runners pass miles 22, 23, and 24 of the Marine Corps Marathon. The area hosts a family friendly festival at the intersection of 18th and Crystal Drive, conveniently located near the Metro. The kid-tastic celebration features music, moon bounces, face paintings, balloon art, arts and crafts with the National Children's Museum, and circus activities.

5K Fridays. For five weeks in April, runners from across the DC region come to Crystal City to get fit, healthy, and ready for spring. The course is always the same; which allows racers to challenge themselves to better their time over the five weeks and evaluate their progress.

Ride

Bike to Work Week. The Crystal City BID is expanding its support of car-free initiatives and, instead of Bike To Work Day, hosts Bike to Work Week. Riders are able to enjoy a light healthy breakfast, learn about commuter shower membership options at Sport & Health Club, and get their bike safety checks and repairs by Revolution Cycles.

The Air Force Association Cycling Classic/Community Challenge Ride. The Air Force Cycling Classic begins with a community ride on a 12.5 kilometer circuit course. Participants are challenged to complete as many laps as they can in 3.5 hours. After the community ride, the professionals race on a criterium course, where the riders ride around a 1km circuit in the heart of Crystal City. In addition to the men's race, the event also features a kids race, women's pro-am, and a men's amateur race.

Diamond Derby. Born from the idea of an alternative, competitive, unique cycling event that is free-spirited, fun and imaginative, the Crystal City Diamond Derby invites riders of all abilities to test their skills on the parking garage turned race course.

Fit

Outdoor Classes: From May through September, the Crystal City BID and Sport & Health Club host free outdoor Zumba and Yoga classes. These classes give residents and employees an easy way to get outside and be active. Participants can shower for free in any of the Sport & Health Clubs after the class.

Social Sports: A recent trend in young professional socializing is the participation in a variety of different social sports leagues. Crystal City hosts a number of leagues including street hockey, volleyball, kickball, touch football, dodgeball, soccer, bocce, and more.

WPRO Christmas Classic: The Christmas Classic is a WPRO (Women's Professional Racquetball Organization) Tier 1 event that takes place in the Crystal Gateway Sport & Health Club and features top talent from all over the world.

Expansion Areas

Account for all active assets throughout the new BID area (events, businesses, outdoor assets) and integrate them into current marketing and promotion activities. Current bike and run races already often touch neighboring jurisdictions.

ARTFUL



Home to nationally recognized theater, stunning street art, designer cuisine, unique shopping, a fashion extravaganza, an international and regional wine festival, Crystal City provides a cultural destination that is uniquely accessible and entertaining for all ages.

Art Walls

In the Art Walls program, the Crystal City BID takes works from local artists, prints them on dibond aluminum, and mounts them on walls throughout the area. Located throughout Crystal City, these additions bring color and energy to drab underpasses and building walls - creating stunning views throughout the area.

Screen

The courtyard at 1850 Bell Street serves as a movie theater on Monday evenings in the summer. There is no better place to meet friends, bring a picnic, and enjoy an evening under the stars.

Vintage Crystal

Sip and Salsa. Held in September, A Taste of Wine and Jazz takes place in the courtyard near 220 20th Street. With wine supplied by Jaleo Wine Shop, A Taste of Wine and Jazz serves up the best in Latin wine, jazz, and salsa dancing; showcasing Crystal City's tasty restaurants and beautiful open spaces.

1K Beer and Wine Walk. In partnership with the Washington Wine Academy, the 1K Wine Walk gives wine tasters an opportunity to sample from 45 wines while walking and shopping their way through the Crystal City Shops.

Wine in the Water Park. Every Friday in September and June, residents, visitors, and workers are invited to the Crystal City Water Park for Wine in the Water Park.

Pups & Pilsners. Pups and Pilsners is a dog-friendly festival features a massive beer garden with ten stations – each with a different craft brew, including offerings from local breweries.

Couture

Every February, Crystal City becomes the region's fashion capital with Crystal Couture. The area is transformed into a fashion hot spot filled with boutiques, free makeovers, body painting, runway shows, and more. Crystal Couture is a fashion lover's dream.

Theater

Synetic Theater. As the nation's premier physical theater company, Synetic brings world-class theater to Crystal City. In addition to Synetic performances, the theater also hosts performances and shows from other organizations such as Miss United States and comedy performances.

FOTO DC

Every year in November, Crystal City brings over 150 of FotoDC's best images across the river and into the interior walkways. Then in April, select pictures from FotoDC's Cherry Blossom Festival replace those pictures as the interior walkways become a year-round gallery.

Gallery Underground/Art Underground

Opened in 2012, Gallery Underground brings works from area artists and exhibits that will rotate on a monthly basis. Art Underground transforms five blocks of Crystal City's interior retail space into a vibrant arts and cultural destination with galleries, studios, interactive exhibits and activities, performance and classroom spaces, and a host of special events.

Expansion Areas

Identify new locations to expand the Art Walls program throughout the new BID area and bring new businesses into existing programming efforts such as Couture, Sip and Salsa, and other promotional opportunities.

ACCESSIBLE



Crystal City is one of the most ACCESSIBLE areas in the region. Whether flying into Washington National Airport, traveling via train on the Virginia Railway Express (VRE), hopping on the vast Metro Rail/Bus system, driving in your car, or pedaling on the trails, all “roads” lead to Crystal City. The Crystal City BID works to maximize these assets while expanding their use and efficiency throughout the area.

Wi-Fi

Crystal City added another layer of accessibility by offering free internet Wi-Fi Access in its most beautiful courtyards, plazas, and parks.

Bike Culture

Already known as a great area for bicycle commuting and recreational riding, Crystal City is a leader in bike culture for the Washington, DC Metropolitan area. With direct access to the Mount Vernon Trail cyclists of all abilities and ages can enjoy a great ride.

City Hub

In partnership with Revolution Cycles, the Revolution Cycles City Hub opened in Crystal City in 2010. The City Hub offers bicycle accessories, repairs and an innovative bicycle lease program, making bicycles available to area residents, employees, and visitors looking for a quick ride.

Capital Bikeshare

In partnership with Arlington County and DDOT, the Crystal City BID helped bring Capital Bikeshare to the region. Capital Bikeshare is a point to point system which allows users to commute to work, run errands, head to a restaurant, etc without the hassles of bike ownership.

Metro Rail/Bus

Crystal City is centrally located on the yellow and blue lines of the Metro system. The Crystal City metro station located in the heart of Crystal City. In addition, six Metro bus routes, and three commuter buses also service the area.

Car/Parking

With connections to every major highway and interstate in the area, getting to Crystal City is easy and parking is even easier. Crystal City contains a number of parking facilities that make finding a space close to your destination simple and convenient.

Virginia Railway Express

The Virginia Railway Express (VRE) represents one of the most popular non-Metro systems for Crystal City employees. Located next to the Water Park, the VRE station provides convenient access to suburban Virginia communities, and Washington, D.C.

Car Show

What goes together better than Dads and cars. On Father’s Day, car clubs from the area come to Crystal City to show off their vehicles on the streets of Crystal City.

15th Street Gateway

Arlington County’s plans to convert the northern part of Crystal Drive and 12th Street to two-way traffic will create a 20,000 sq. ft. area of open space at the 15th Street entrance to Crystal City. The Crystal City BID is designing a new enhancement to make this a true gateway experience, consistent with its mission to transform the "ends and edges" of Crystal City.

Expansion Areas

Extend the banner programming throughout the new BID area to facilitate wayfinding and to promote the area’s identity.

GREEN



Crystal City is a transit-oriented, eco-conscious area. The Crystal City BID enhances the area's GREEN assets with environmentally responsible and sustainable landscaping programs, waste-free events, composting, street recycling, and more.

Landscaping

The Crystal City BID manages the central medians that represent the "front door" to the area's businesses, residences, and restaurants. By tending to the medians on Route 1, enhancing the landscaping under the Airport overpass, adding hanging baskets to 23rd Street, and upgrading an existing pocket park at 23rd Street South and South Eads Street, the BID has made the area greener, cleaner, and more user-friendly. All plantings are low-to-no mow and water and environmentally friendly.

Street Recycling

In August, 2009 the BID placed 50 street recycling bins on the streets of Crystal City. Managed by the property owners, these bins bring a much needed service to the area.

Power Purge

The Crystal City BID gives offices, workers, and residents a free opportunity to recycle their electronics and sensitive documents safely and securely at the annual Power Purge & Shred.

Floral Frenzy

At the Floral Frenzy, residents and workers grab, dig up and take home flowers, bulbs, and other plants from Crystal City's gorgeous landscaping. This model of reuse creates a win-win while keeping Crystal City beautiful and green!

Farms

FRESHFARM Farmers Market. The FRESHFARM Farmers Market takes place every Tuesday from 3PM to 7PM from the spring through the fall. Over 20 local farmers and producers bring together seasonal fruits and vegetables, fresh-cut flowers, container plants and herbs, farm-raised eggs, all-natural meats, artisan baked goods, coffees and teas, specialty foods and much more.

Community Supported Agriculture. The Crystal City BID is also proud to offer a Community Supported Agriculture (CSA) Program. Available through a partnership with Great Country Farms, the CSA provides high-quality locally-grown fruits and vegetables to registered CSA members.

Composting

The Crystal City BID offers a location for area residents and workers to drop off their compost. This free service gives participants a convenient way to decrease the amount of trash they create and help support our environment.

Low-To-No-Waste Event Policy

To ensure that Crystal City's festivals and events are not contributing to landfills and environmental over-use, the Crystal City BID established a low-to-no-waste policy in the fall of 2008. On-site recycling and compost bins along with recycled and/or biodegradable products are used for all food and drink samples at Crystal City BID sponsored events.

Expansion Areas

Bring the BID's approach to low impact landscape enhancements and maintenance to the publicly accessible median strip areas of the expansion area.

MARKETING



CRYSTALCITY
DIAMOND DERBY
RACES • PARTY • ART • MUSIC • FASHION • FOOD



The Crystal City BID works to market the area as an Active, Artful, Accessible, and Green place. The goal is to make the area a more attractive location for businesses and residents, and to work to fill the vacancies created by BRAC. In addition to the programs identified in the above sections, the Crystal City BID performs additional marketing activities to position the area as an important destination for businesses looking for office space in the greater Washington, DC region.

Conferences and Forums

Members of the Crystal City BID regularly attend conferences and forums, both in the Washington, DC area, and throughout the country. The conferences present an opportunity to promote Crystal City to new audiences, and for Crystal City BID employees to learn on new developments and ideas within the industry.

Speaking Engagements and Tours

Employees of the Crystal City BID are frequently asked to speak at conferences, on panels, or to lead area tours. These activities present employees as experts in the field and give them a unique opportunity to highlight and promote Crystal City.

Tenant Tours

Representatives from the Crystal City BID are often asked by local property owners to accompany them on tours of area buildings. The representatives add value to these tours by being able to explain the benefits that Crystal City as a whole can offer.

B2B Marketing

The Crystal City BID has begun a national Business to Business campaign to directly market the region to top businesses and employers throughout the nation.

Creative Expressive Marketing

The Crystal City BID proposes the creation of a new creative expressive branding approach that treats our existing businesses as assets to celebrate in a way that bolsters brand identity, attracts and retains businesses, and facilitates strong placemaking. This new approach would establish the ability for the Crystal City BID to curate such temporary strategies without requiring protracting County review and approval.

ACCOUNTABLE



The BID will continue to meet all of its contract obligations – financial audit, annual report, work plans, disbursement requests, annual meeting, etc – on time and early, operating with the highest standards of work integrity, accountability, professionalism and leadership.

Key Accomplishments - FY2014

Topic/Action	Accomplishment/Action/Status
Audit	Selected/Conducted/Submitted on-time
Annual Report	Designed/Printed/Distributed on-time
Evaluations	Reviewed Staff Performance
Personnel Manual	Reviewed/Signed
Baseline	Re-established for 2013
2014 Work Plan	Revised w/County (on-time)
2014 Disbursements	Requested/Filed (on-time)
Annual Meeting	Held 6/16/14

The FY2015 budget plans for normal inflationary increases for administrative support costs. An approximate two percent internal contingency fund is provided in order to meet unexpected program or administrative expenses during the year. Administrative expenses include salaries and personnel legal, accounting, office/rent, parking, travel, training, conference, membership and other basic office support expenses.

HISTORY AND BUDGET

The BID was approved by the Arlington County Board on April 22, 2006 and officially began operations at the beginning of the 2007 Fiscal Year. The organization hired its first Executive in 2006 in order to carry out the key mission of the organization and lead the creation and execution of effective programs. In 2011, the Arlington County Board removed the organization’s sunset clause, allowing the organization to continue its operations in perpetuity.

Property tax assessments devoted to the BID are designated to supplement, but not replace, the County’s basic public services and property owner responsibilities within the District. The services agreement between Arlington County and the BID provides for supplemental Marketing, Programming, and Operations services to be carried out by the Corporation.

Projects and plans are built based on a short history of operation, by benchmarking with similar organizations, and in consideration of an estimated assessment level for the FY2015 year.

<u>Fiscal Year*</u>	<u>Budget</u>	<u>Tax Rate*</u>
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

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

	2015 Budget
Income	
AC Disbursements (Assessments)	2,626,899
Sponsorship Income (in-kind/cash)	40,000.00
Event Income	35,000.00
Interest Income	1,000.00
Program Reserve Draw Down	
Total Income	<u>2,702,899.00</u>
Expense	
Administration Expense	
Personnel Expenses	
Benefits	85,000.00
Payroll Expenses	5,000.00
Salary	<u>610,000.00</u>
Total Personnel Expenses	<u>700,000.00</u>
Professional Fees	
D&O Insurance	2,000.00
Liability Insurance	1,000.00
Auditor/Accounting	7,500.00
Legal Fees	<u>5,000.00</u>
Total Professional Fees	<u>15,500.00</u>
Development/Support	
Staff	20,000.00
Admin Partnership	15,000.00
Membership	3,000.00
Board	18,000.00
Travel & Conference	<u>30,000.00</u>
Total Development/Personnel Support	<u>86,000.00</u>
Office Expenses	
Licenses/Subscriptions	500.00
Office Supplies	12,000.00
Office Equipment/Software	20,000.00
Phone/Internet	18,000.00
Postage/Delivery	1,500.00
Rent/Office Space	85,000.00
Depreciation Expense	<u>6,200.00</u>
Total Office Expenses	<u>143,200.00</u>
Total Administration Expense	<u>944,700.00</u>
Program Expense	
Marketing	
Branding/Design	20,000.00
Advertising	220,000.00
Brochures/Stationery/Printing	65,000.00
Photography/Video	15,000.00
Press/Communications	35,000.00
Website/Newsletter/Calendar	20,000.00
Promotional Items/Giveaways	20,000.00
Research	<u>10,000.00</u>
Total Marketing	<u>405,000.00</u>
Operations	
Sponsorships/Partnerships	180,000.00
Talent/Labor	100,000.00
Equipment Rental	60,000.00
Supplies	50,000.00
Permits/Insurance	25,000.00
Banners/Wayfinding/Signage	100,000.00
Landscaping/Décor/Lighting	600,000.00
Transportation	100,000.00
Green/Cleaning/Recycling/Compost	40,000.00
Security	<u>2,000.00</u>
Total Operations	<u>1,257,000.00</u>
Total Program Expense	<u>1,662,000.00</u>
County Fee	
1% AC Administration fee	26,268.99
Delinquency Reserve Fund	<u>65,672.48</u>
Total Expense	<u>2,698,641.47</u>