



FY2018 Annual Report

Crystal City Business Improvement District

Letter from the President & Chair

Can you feel it? A transformation is underway in Crystal City!

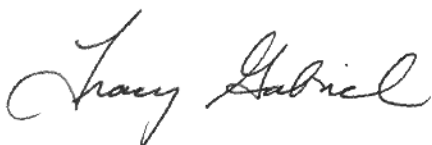
Perhaps not since the heyday of Crystal City's development as a commercial center has the positive energy and investment interest around the central business district been this strong. The area is beginning a new cycle of investment with \$2 billion in private development in the pipeline and billions more in public infrastructure!

This anticipated growth and proactive focus have the potential to reposition Crystal City as a 21st century urban center with dynamic amenities and restaurants, high-quality design, convenient, and healthy living options, and an innovative business ecosystem built on the already strong presence of tech companies and mission-driven non-profits and associations.

This investment interest affirms what insiders have long known about Crystal City: it offers great value, an urban scale and sensibility, and convenience and access to downtown DC and the rest of Arlington and Northern Virginia. Today, Crystal City is an important economic engine for Arlington County and is ripe for ongoing rediscovery as a downtown with limitless potential.

Fiscal Year 2018 has been one of transition for the Crystal City BID with a focus on redefining both the future of the organization and the area in order to strengthen our impact on the vitality of the community. Through collaboration with the community, our stakeholders, and our Arlington County partners, we are forging a new collective vision for the area that will be outlined in our Strategic Plan in Fiscal Year 2019, guiding our work for years to come.

We are just getting started! And we invite all stakeholders to play a part in Crystal City's continued evolution.



Tracy Sayegh Gabriel
President & Executive Director



Glenda MacMullin
Chair, Board of Directors



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I. 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) Administration & Management;
- 2) Community Events & Outreach;
- 3) Economic Development;
- 4) Marketing & Promotion;
- 5) Public Realm &

Beautification; and 6) Transportation.

Located right on the Potomac River five minutes from the center of Washington DC, the greater Crystal City area has emerged as Virginia's largest walkable downtown. The BID has been instrumental in supporting the rediscovery of Crystal City for its unparalleled access, easy urbanity, and relative market value. For more information, visit www.crystalcity.org.

BID Maps & Boundaries

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.

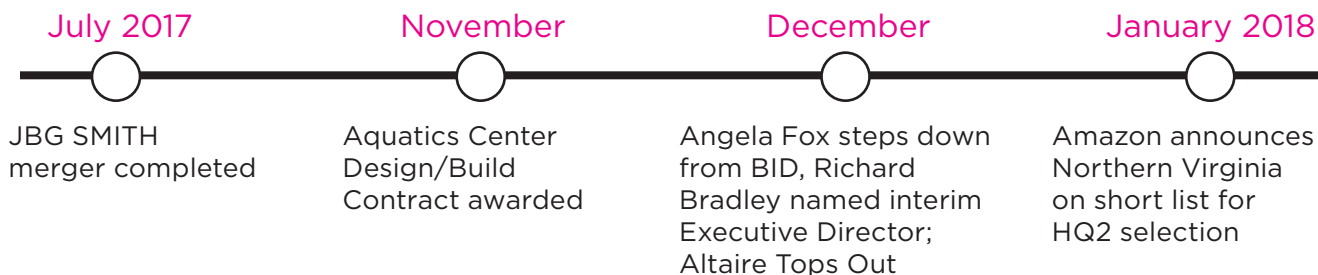
Creation of an "Area-Wide BID" to include both Pentagon City and Potomac Yard-Arlington has long been a goal of the

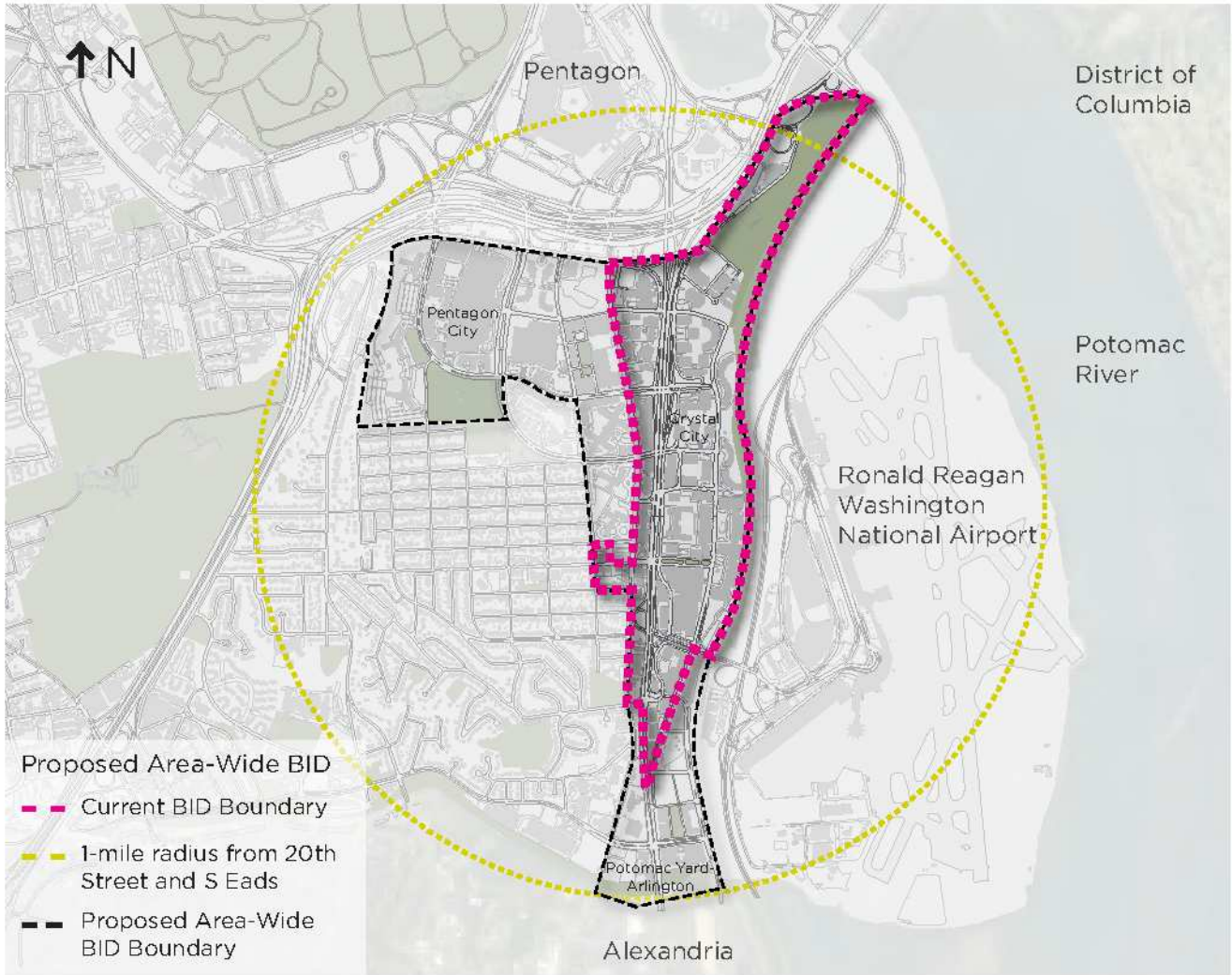
Crystal City BID. An "Area-Wide BID" would reinforce the complementary nature of these markets and allow the organization to better recognize needs and identify strategies to address them. The Crystal City, Pentagon City, and Potomac Yard-Arlington area has a total asset value of over \$11 billion and represents a powerful economic engine for Arlington County, the region, and the Commonwealth of Virginia.

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

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

FY2018 Milestones/Highlights





February

CC2DCA Feasibility Study released; Clark Street Demolition begins

March

March of Dimes announces Crystal City HQ relocation

April

Strategic Plan/ Future Cities Project launched; New Crystal City guide released

June

Tracy Gabriel announced as New President & Executive Director

II. By the Numbers

Harnessing the Momentum

There is a tremendous amount of excitement around the current cycle of investment in this area which is breathing new life into the streets and signaling the changes to come. Whether it is the **\$342 million** worth of public infrastructure investment planned by the County over the next decade, the **\$2 billion** private sector development pipeline in the next five years, the **\$3 billion** in regional transportation investments in air, rail, and road, or the prospect of major new tenants, Crystal City is drawing interest, investment, and headlines.

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

\$6B

Total Asset Value:
Crystal City

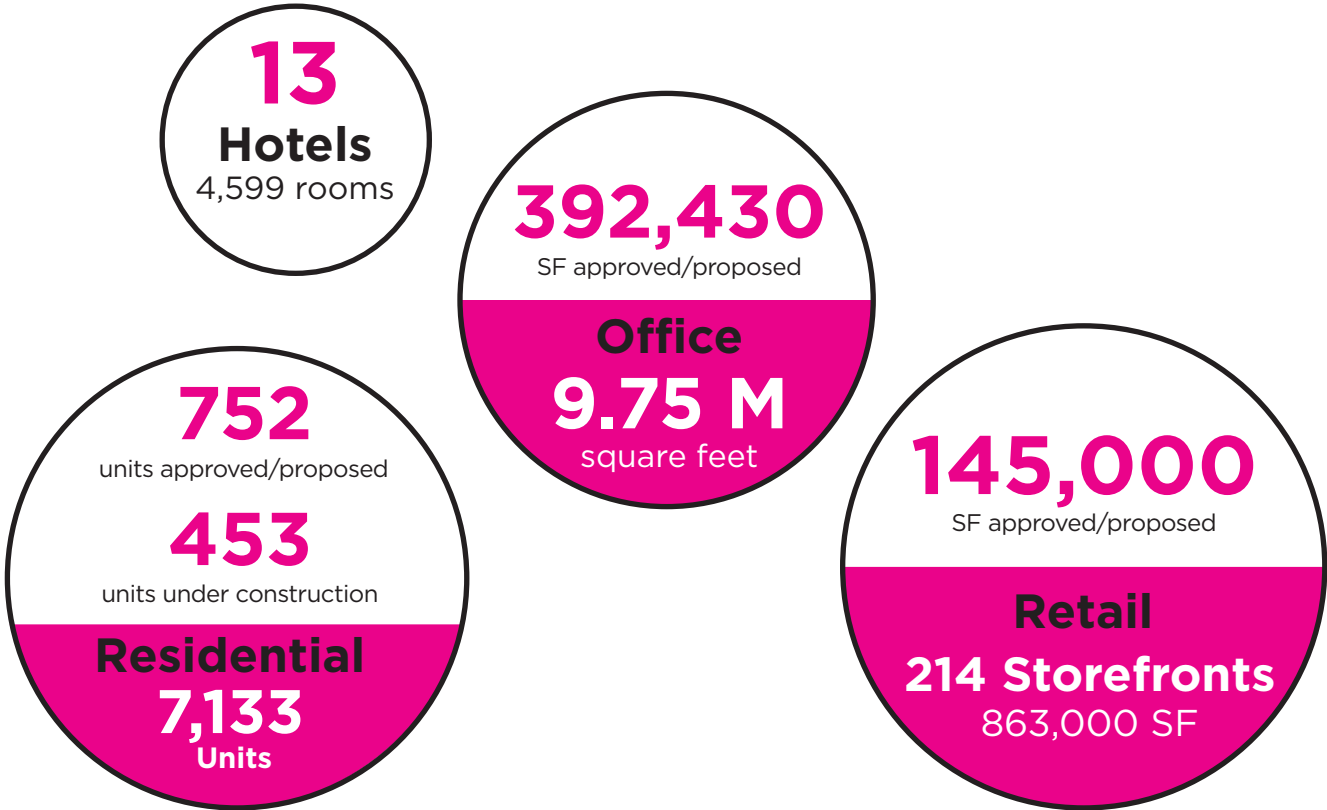
\$29.25M

Net Fiscal Impact
of Crystal City

8.4%

County General Fund
Revenues Generated in
Crystal City

Crystal City (area as defined by Sector Plan)



Office Relocations from DC since 2013

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

Office Pricing

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

more retail

square footage than downtown DC

largest hotel district

in the region outside downtown DC

\$11.3B

Total Asset Value Area-Wide

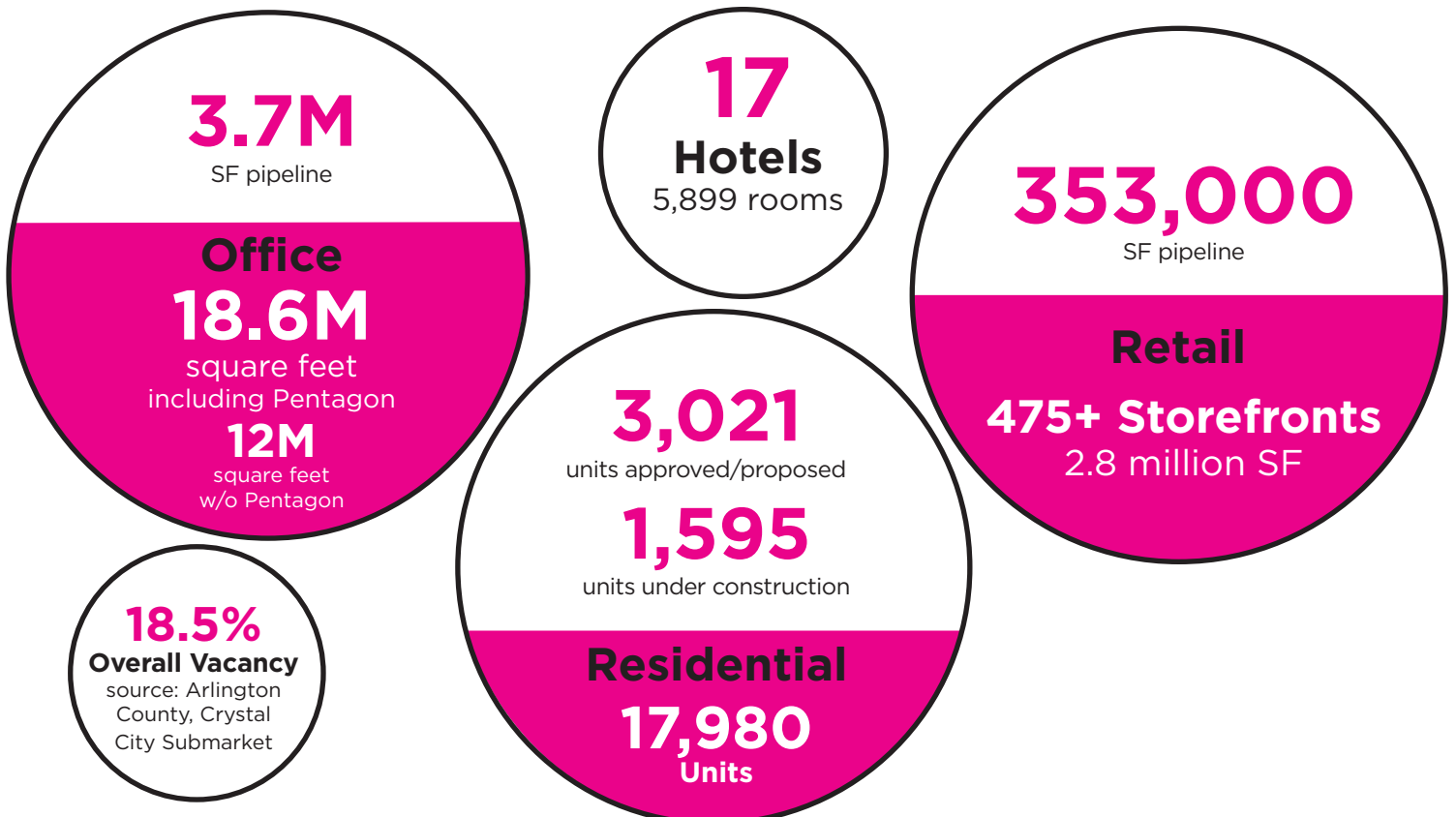
\$57.41M

Net Fiscal Impact Area-Wide

17.8%

County General Fund Revenues Generated Area-Wide

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



III. Development Outlook

Momentum: Private Sector Investment

The greater Crystal City area is seeing a tremendous amount of investment by the private sector.

Today, over \$2 billion worth of development projects are under construction or anticipated to get underway over the course of the next five years. At least another \$780 million of projects have already delivered since 2013.

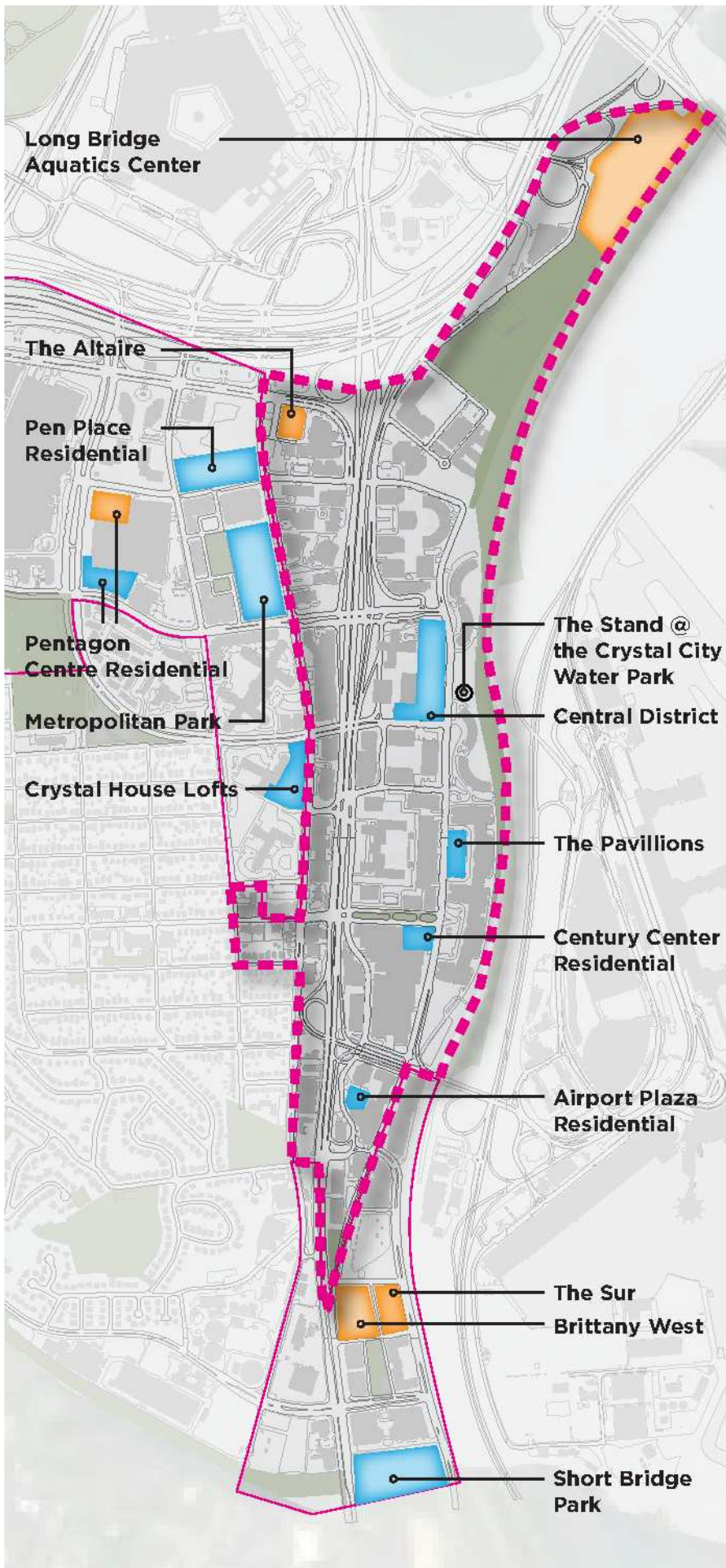
\$780M
Projects completed since 2013



4,336 units
in pipeline (under construction, approved or proposed); net increase of over 22%



over \$2 billion
worth of projects in five year pipeline (under construction, approved or proposed)



Strategic Placemaking Investments

- The Stand @ the Crystal City Water Park
- Pavilions @ the 2121 Crystal Drive Courtyard
- Long Bridge Aquatics Center
- Short Bridge Park

4,336 units in the pipeline

- The Altaire: 453 Units Under Construction
- Pentagon Centre Residential: 440 Units Under Construction
- Century Center Residential: 302 Units Approved
- Crystal House Lofts: 252 Units Approved
- Pen Place Residential: 300 Units Proposed
- The Sur: 360 Units Under Construction
- Potomac Yards – Brittany West: 342 Units Under Construction

■ Planned
■ Under Construction

current as of June 30, 2018

IV. Public Infrastructure Investment

Momentum: Investing in Transportation and Mobility

Already well-known for its range of mobility options, Crystal City will benefit heavily from investments in transportation infrastructure over the next decade totaling well over \$3 billion.

The diverse assortment of investments and plans include road, rail, transit, and air transport that will redraw the region's accessibility map.



Crystal City VRE Station



Project Journey

Over \$258 million in Arlington County planned transportation projects

- Clark Street Demolition and 15th Street Realignment
- Crystal Drive Two-Way
- Second Crystal City Metro Entrance
- Transitway Extension & New Premium Bus Service to Columbia Pike Corridor

Approximately \$3.4 billion in regional transportation investment

- 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

Momentum: Investing in Parks & Open Spaces

The Crystal City area enjoys access to a surprising range of open spaces and recreational assets from neighborhood parks like the Crystal City Water Park to Trailheads. Trailheads for the Four Mile Run and Mount Vernon Trails provides access to an incredible regional network of linear parks and trails, including the George Washington Memorial

Parkway and Gravelly Point. Nearby Long Bridge Park, Virginia Highlands Park, Eads Park, and Fort Scott Park provide a range of active and passive recreational opportunities. Long Bridge Park, with its over 30 acres of open space, half-mile long esplanade, playground, and soccer fields opened in 2013 and already attracts nearly 300,000 annual visitors, making it the most visited Arlington County park.

Several new investments—both public and private—will bring even more open space opportunities to this corner of Arlington, whose park system was recently ranked fourth in the nation by the Trust for Public Land.



Long Bridge Aquatics Center



Short Bridge Park



Long Bridge Park

Over \$83 million of investment in new park spaces over the next decade

- Long Bridge Park Aquatics Center: 75,000 Square Foot Aquatics Facility & 10 Acres of New Park Space
- Central District Market Square: Nearly 1 Acre
- Eads Park: 31,000 Square Feet
- 15th Street Garden Park: 33,000 Square Feet
- Short Bridge Park: 3.5 Acres

V. BID Organizational & Program Highlights

The majority of FY2018 focused on the transition to new BID leadership and charting a new path for both the area and the Crystal City BID as an organization. This effort sought to leverage the successes of the past decade by harnessing the momentum of new ownership, new leadership, and new opportunities while enhancing transparency and focusing on partnership building.

The transition team in collaboration with staff guided the following key initiatives and accomplishments in FY18:

Events & Activation

Completed 350 events and conducted a comprehensive review of BID events and programming to ensure alignment with new messaging and budget priorities

Brand & Communication

Refreshed the BID's strategic communications plan to focus predominately on an economic and place-based message and initiated a new branding effort

Arts & Beautification

Continued landscape maintenance efforts along 30 median areas and implemented three new large-scale temporary mural projects

Transportation

Initiated and completed the CC2DCA study, exploring a direct pedestrian connection to Reagan Washington National Airport

Strategic Plan

Launched a collaborative strategic planning effort to establish a new vision for the area and guide the organization's future work plans.

Administration & Financial

Initiated a thorough organizational review of governance, policies, and procedures which resulted in several major policy changes and initiatives

Events & Activation

The Crystal City BID's activations and event programming have focused on attracting people to the area and driving perception change since 2006.

Last year, nearly 57,000 people participated in a robust line-up of approximately 350 individual events and activities coordinated by or in partnership with the Crystal City BID.

This year, as part of the organization's transition and shifting priorities,

the BID completed a thorough assessment of the event calendar, streamlined partnerships and collaborations to enhance authenticity, reduced costs, and managed limited staff resources while maximizing impact.

This review placed new emphasis on fitness and health activities and empowered partners to incorporate their brand identities into programming.

57,000

Attendees of Crystal City BID programming

350+

community events

40,000+

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



Fridays at the Fountain

FY 2018 Event Calendar

Fitness

- Crystal City Twillighter -**
Saturday, July 22
- Marine Corps Marathon -**
Sunday, October 22
- Hip Hop Yoga -**
Wednesday, January 3
- Zen & Zin -**
February 13 & March 23
- Crosshairs Garage Races -**
Wednesdays: March 7 - April 4
- 5k Fridays -**
Fridays in April
- Yoga in the Water Park -**
Mondays: April - September
- Sunday Brunch Yoga at the Sports Pub -**
Sundays
- Bike to Work Week -**
May 14 - May 18
- Lunchtime Zumba -**
Wednesdays: May - September
- Armed Forces Cycling Classic -**
Sunday, June 10

Play

- Trek Tuesdays -
Tuesdays:
November - March
- DC Fray Street Hockey -
Thursdays:
April - August
- Earth Treks Rendezvous -
Every 4th Friday

Food & Drink

- Sip & Salsa -
Sunday, September 10
- Pups & Pilsners -
Sunday, September 17
- Phoenix Bikes Makers Ball -
Thursday, April 26
- Food Truck Thursdays -
Thursdays: April - November
- Fridays at the Fountain -
Fridays: May - October
- Crystal City Thunder -
Memorial Day Weekend

Arts & Markets

- Crystal Couture -**
February 2, 3
- Tossed & Found -**
March 10, 23-25
- FRESHFARM Market -**
Tuesdays: April - November
- Crystal City Craft Market -**
Thursdays: May & June,
September & October
- VeloFix -**
Thursdays: April through October
- First Friday Exhibitions w/Gallery
Underground & ArtJamz -**
Every First Friday
- Crystal City Carsfera Auto Festival -**
June 16



Street Hockey



Synetic Theater



Sunday Brunch Yoga



Armed Forces Cycling Classic



Earth Treks



Food Truck Thursday

Branding & Communications

Fiscal Year 2018 marked the beginning of major discussions about an update to Crystal City's brand and messaging. One initial catalyst was JBG SMITH's adoption of an interim brand and deeper exploration into Crystal City's identity and story.

The BID continued this effort through the strategic plan process and community engagement efforts. Shifts in messaging included a new focus on size, scale, value, and rediscovery.



Highlights

- Refreshed the BID's strategic communications plan to update messaging and broaden focus
- Published a new program directory of destinations and events in Crystal City
- Partnered on social media with JBG SMITH for placemaking initiative
- Realigned event marketing strategy for greater impact
- Updated streetlight banners with interim Crystal City branding
- Initiated a new branding and naming effort in conjunction with the Strategic Plan process
- Utilized Neighborland, an online and in-person engagement platform, to solicit input on branding



Arts & Beautification

Keeping the area’s central medians clean, green, and beautiful is a key priority for the Crystal City BID. Focused on delivering an attractive “front door” to the neighborhood, the BID maintains these otherwise overlooked areas which comprise nearly 415,000 square feet of landscaped space.

Three new bold works joined Crystal City’s extensive collection of art including temporary

murals by international street artist Remi Rough and local artist Matt Corrado, and an over 10,000 square foot parking lot mural by No Kings Collective. A new partnership with Exposed DC brought fresh rotating photography exhibits to the pedestrian concourse in the Crystal City Shops.



Transportation

In February 2018, the Crystal City BID released the Crystal City to DCA (CC2DCA) Pedestrian Connection Feasibility study to explore the concept of a new, direct pedestrian connection between Crystal City and Ronald Reagan Washington National Airport.

The report deemed the new connection feasible at an approximate cost of \$38 million. This conclusion was a key first step towards delivering on this exciting economic development catalyst that would position Crystal City for continued growth and investment. Arlington County demonstrated its recognition of the project's value through a commitment of over \$500,000 to further study the CC2DCA connection.



Key Feasibility Study Recommendations

- Establish CC2DCA Steering Committee
- Ensure Design Coordination with new VRE Station
- Coordinate with Arlington County to include funds for CC2DCA in Capital Improvement Program
- Investigate short-term improvements

CC2DCA Vision

To directly link Crystal City with DCA via a context-sensitive pedestrian connection that strengthens Crystal City's office and hotel community and offers new opportunities to link residents and visitors to an intermodal hub connecting the airport, Metro, commuter rail, regional rail, and trails.

Strategic Plan

In April 2018, the Crystal City BID initiated a collaborative strategic planning process exploring the future of the greater submarket that includes Crystal City, Pentagon City, and Potomac Yard-Arlington.

The process, called the **Future Cities Project**, will consider the strategic goals of the organization and determine a new collective vision for the area — all with the goal of transforming the greater Crystal City area into a lively, walkable urban center.


The BID led a robust, participatory process to allow all stakeholders to have a voice in plan development. The BID also authorized several expert analyses, ranging from market studies to urban design analysis, in order to provide a data-driven foundation for plan recommendations.

With anticipated completion in Fall 2018, the strategic plan will inform the Crystal City BID’s work plan and efforts for the next three to five years.

Strategic Analyses

- Market Baseline & Opportunities: *JLL*
- Net Fiscal Benefit Analysis: *Jeannette Chapman of the Stephen Fuller Institute*
- Branding & Identity: *Trajectory*
- Public Realm Study: *ZGF Architects*
- Arts & Entertainment Assessment: *Bolan Smart Associates*

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

Administration & Financials

As a part of the transition, an in-depth review and update of the organization’s administrative and financials policies, procedures, and mechanisms was conducted.

Efforts focused on establishing an accountable, transparent, and stable organizational framework for the BID’s new leadership.

FY2018 Administrative Highlights

- Enhanced HR and administrative infrastructure to implement industry best practices
- Updated financial and accounting policies and procedures to ensure more transparent reporting to the Board
- Amended organization’s bylaws to clarify roles and responsibilities for the BID’s board and executive leadership
- Established an Area-Wide BID Coordinating Committee to begin exploring the potential for an expanded BID boundary to include Pentagon City and Potomac Yard-Arlington
- Completed search and selection of a new President & Executive Director

Financial Position

Current Assets	\$780,891
Prepaid Expenses	\$33,210
Other	\$2,044
Property & Equipment	\$3,068
Total Assets.	\$783,959

Liabilities & Net Assets

Total Current Liabilities	\$140,571
Unrestricted Net Assets.	\$643,388
Total Liabilities & Net Assets:	\$783,959

Support & Revenues

County Disbursements	\$2,614,094
Sponsorship & Events.	\$111,589
Contributions	\$ -
Interest Income	\$243
Total Support & Revenues.	\$2,721,931

Totals

Operations	\$695,953	(26.3%)
Marketing.	\$1,021,778	(38.6%)
Administration	\$931,070	(35.2%)
Total Expenses	\$2,648,800	

FY2018 Contractors & Services

\$15K to \$50K

1776
American Advertisers of NOVA
Arlington Sports
Art Whino
Capital Party Rentals
Carefirst BlueCross BlueShield
Crystal City Events LLC
Crystal City Wine Shop, Inc
DIG-WashDC
Dodge Chrome
EPI-Colorspace
Garry Lincon
Green Vista
Joe Herrera
Local News Now

Maggy Francois, LLC
Neighborland, Inc.
No Kings Collective
Nomad Event Systems
Phoenix Bikes
Pipkin Creative
Communications
Scott Circle Communications
Synetic Theater
The Javera Group
Trajectory
Venable LLP
WTOP-Hubbard

Greater than \$50K

BrightView Landscape
Services, Inc
CESC Plaza Limited
Partnership
E-Energy Relativity, Inc
Jones Lang LaSalle
Management Inc.
The McCormick Group
The Urban Partnership
Vanasse Hangen Brustlin, Inc



BID Staff

Tracy Gabriel

President & Executive Director
August 2018 - Present

Richard Bradley

Interim Executive Director
December 2017 - August 2018

Rob Mandle

Chief Operating Officer

Kyle Easter

Office Manager

Cassie Hurley

Events Manager

Executive Committee

Chair: **Glenda MacMullin**
Consumer Technology
Association

Vice Chair: **Andy VanHorn**
JBG SMITH

Vice Chair: **Nora Dweck-
McMullen**
Dweck Properties

Treasurer: **Derrick Morrow**
Hyatt Regency Crystal City

Secretary: **Doug Abbott**
Gould Property Company/
Abbott Development Group

Directors

Christer Ahl

Resident

Kara Milikovich Alter

JBG SMITH

Suzie Boggs

JBG SMITH

Evan Burfeld

1776

Robin Burke

Beacon Capital Partners

Jay Corbalis

JBG SMITH

Jim Creedon

JBG SMITH

Mark Fallon

Doubletree Hotel

Dori Familiant

Doubletree Hotel

Shannon Flanagan-Watson

Arlington County (Ex-Officio)

Karen Gentry

Beacon Capital Partners

Kingdon Gould III

Gould Property Company

Dave Greenberg

Good Stuff Eatery

Alan Haskel

PBS

Vikki Kayne

JBG SMITH

Shawn Kyle

JBG SMITH

Regan Linke

Marriott Gateway Crystal City

Josh Lustig

Crowne Plaza

Freddie Lutz

Freddie's Beach Bar &
Restaurant

Natalie Monkou

Arlington Economic
Development (Ex-Officio)

Jerry Norris

Battlespace, Inc/Resident/EDC

Mark Rivers

Lowe Enterprises

Steve Taylor

Lyft

Harmar Thompson

LCOR

Pamela Van Hine

Resident (Ex-Officio)

Jim Woods

WeWork/WeLive





Crystal City Business Improvement District

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