

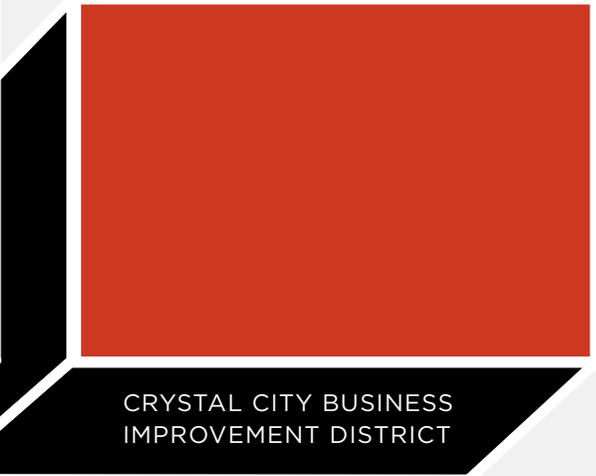


area-wide  
STRATEGIC PLAN

THE "FUTURE CITIES" PROJECT



CRYSTAL CITY  
PENTAGON CITY  
POTOMAC YARD-ARLINGTON ▶

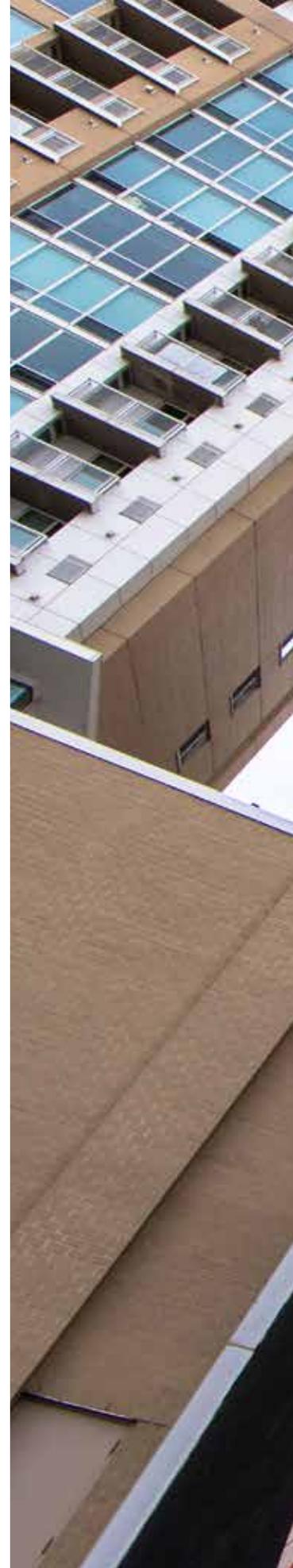


APRIL 2019 ▶

CRYSTAL CITY BUSINESS  
IMPROVEMENT DISTRICT

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## NATIONAL LANDING

is comprised of the Crystal City, Pentagon City and Potomac Yard-Arlington neighborhoods.



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.

National Landing 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 quality of life.



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## THE PLAN

During a period of leadership transition, the Crystal City BID initiated a collaborative strategic planning process to explore the future of the downtown including Crystal City, Pentagon City, and Potomac Yard–Arlington. The strategic planning process, called the Future Cities Project, set out to determine strategic objectives for the BID as an organization and a new collective vision for the area as a cohesive and reinvigorated downtown community. The planning area encompasses a geography broader than the current BID’s boundaries, recognizing:

- 1 all three neighborhoods currently function as one submarket and mixed-use downtown; and
- 2 the longstanding goal of creating a unified downtown under one BID organization.

The Strategic Plan builds on the goals of the Crystal City Sector Plan, approved by Arlington County in 2010, and 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.

The plan is intended to be a living document that guides the BID’s annual work plan development, provides a historical baseline from which to measure progress and impact, and serves as a basis for continued engagement with the community and area stakeholders.

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## THE PROCESS

Launched in April 2018, the Strategic Plan was developed through a robust participatory process that engaged a wide range of stakeholders including BID Board members, elected officials, County staff, property owners, business and community leaders, area residents, local employees, and the general public. A steering committee consisting of 35 members provided broad guidance on the effort while five industry-specific working groups of 10-12 stakeholders focused on targeted topics: Retail & Restaurant, Hospitality, Office, Residential, and Culture & Entertainment.

Civic association leadership provided resident representation at the steering committee level and on several working groups. Additional opportunities for the public to offer feedback

were provided via an interactive platform called Neighborland, including an online forum and in-person pop-up stations deployed on street corners and in building lobbies throughout the engagement process.

A robust team of consultants and subject matter experts (outlined at right) supported the effort by providing a baseline understanding of existing conditions, including the current state of various market sectors and core challenge and opportunity areas. A summary of all consultant reports is available in the appendix to this document.

Feedback from the steering committee, working groups, and direct public engagement consistently focused on the following topics: better dining and retail options; improved connectivity, especially for pedestrians and those on bicycles; improved office occupancy and economic diversification; enhanced quality and quantity of public and open spaces; increased cultural and entertainment destinations; and greater variety in the housing stock that supports various price points and ownership opportunities.

In December 2018, the process culminated in two community-wide open house events where the Crystal City BID presented the draft Strategic

Plan Framework, acknowledged the plan in the context of Amazon’s selection of the area as a second headquarters, and provided public notice of early implementation efforts: 1) the creation of an Area-Wide BID and 2) the downtown naming and branding initiative. As part of the open house, attendees were invited to share thoughts and feedback on the core themes and strategies that emerged through the community process. This strategic plan document incorporates input received at the open houses and prior engagement efforts.

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### STRATEGIC PLAN ANALYSES

**JLL**

*Market Baseline & Opportunities Study*

**Jeannette Chapman of the Stephen Fuller Institute**

*Net Fiscal Benefit Analysis*

**Trajectory**

*Brand Identity Exploration*

**ZGF Architects**

*Public Realm Study*

**Bolan Smart Associates**

*Arts & Entertainment Assessment*



**3,000**

online and in-person participants



**18**

committee meetings



**14**

interactive white board locations for community feedback



**20**

stakeholder interviews



**78**

Steering committee and working group members



**2**

Public open houses



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## ABOUT THE BID

The Crystal City BID is a private, non-profit organization established as a public-private partnership with Arlington County in 2006 to combat the severe economic challenges presented by Base Realignment and Closure (BRAC) legislation passed by Congress in 2005. The organization's principle mission is to promote and enhance the Crystal City business, retail, restaurant, and residential community. The BID is funded by a special tax paid by the over 40 property owners within the established boundaries who comprise the organization's membership. Governed by a Board of Directors elected by its membership, the BID plays an important role in the development and vitality of Crystal City and is strengthening the experience and identity of the area.

The BID supports Crystal City through six core service areas:

- ❶ Administration and Management;
- ❷ Community Events and Outreach;
- ❸ Economic Development;
- ❹ Marketing and Promotion;
- ❺ Public Realm and Beautification, and
- ❻ Transportation.

The BID supports the transformation of Crystal City into a vibrant urban center and a diverse mixed-use community. The BID aims to serve as a responsible place steward and partner in the area's ongoing reinvention.

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## ABOUT THE DOWNTOWN

With over 12 million square feet of office, nearly 15,250 residential units, almost 5,900 hotel rooms and approximately 475 retail storefronts and restaurants, National Landing rivals the size and scale of major central business districts around the country including downtown Austin and Indianapolis. The total asset value of the combined Crystal City, Pentagon City, and Potomac Yard-Arlington area tops well over \$11 billion and represents a powerful economic engine for Arlington County, the region, and the Commonwealth of Virginia.

While the area has lost 24,000 federal jobs since 2000 and battled high commercial office vacancy rates, it has been emerging in recent years as a technology hub and center for nonprofits and associations. In fact, more than half of the current workforce in the greater Crystal City area has a background in STEM. The district is already the region's largest hotel market after Downtown DC with 17 hotels. The area also has a thriving and sizable residential community, which will be bolstered by another 3,600 residential units currently in the pipeline.

The greater Crystal City area has the capacity and plans in place to balance growth with livability. After accounting for Amazon's 4 million square feet of proposed new development, the approved plans for the area still allow for an additional 17 million square feet of new development, leaving significant room for complementary development, especially new housing. The cycle of reinvestment already underway supports downtown revitalization and is an affirmation of transit-oriented, sustainable development. Whether it is the \$310 million worth of public infrastructure investment planned by the County over the next decade, the over \$3 billion in regional transportation investments in air, rail, and road, or the \$4.7 billion private sector development pipeline including Amazon's pending arrival, the area has tremendous potential to reposition itself as a downtown for the future.



### IN ANTICIPATION OF AMAZON

The greater part of the strategic planning process was completed in the background of Amazon's much anticipated decision of where to locate a major new headquarters. Amazon's selection of the area, however, does not alter the core values nor diminish the relevance of the identified themes and strategies, rather it reinforces their importance.

Amazon's gradual arrival and integration of 25,000 jobs over the next ten to twelve years will only accelerate the transformation and momentum already underway, diversifying the local economy, bolstering an already strong technology presence, attracting additional companies and investment, and supporting an enhanced neighborhood for those that live and work here. In this context of change and accelerated revitalization, the strategic plan is even more critical to ensuring the collective objectives of stakeholders are accomplished in a comprehensive, inclusive, and sustainable way.



# what's with the name national landing?





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**Arlington County used “National Landing” to identify the collective area in its joint bid with the City of Alexandria and the Commonwealth of Virginia to propose Crystal City, Pentagon City, and Potomac Yard-Arlington for a second headquarters location for Amazon.**

With the selection of National Landing by Amazon in November 2018, this new name garnered a great deal of attention taking many by surprise and raising concern about the nature of its arrival. This challenge presents an opportunity in the context of the Strategic Plan.

A companion “area wide” naming and branding effort occurred with stakeholders in conjunction with the strategic planning process. The impetus for the naming effort derived from stakeholder concern that the downtown submarket lacked recognition and the County’s existing formal name, the Jefferson Davis Corridor, utilized in planning and economic development documents, did not represent a desirable moniker for the area. Adding to the nomenclature complexity, both Pentagon City and Crystal City include the term “city” in their name although neither are true cities by definition. So, to elevate the status of the overarching area as a cohesive, mixed-use urban center of regional and national importance, stakeholders set out to determine a new name for the collective area while retaining the existing neighborhood identities.

“Future Cities” was a placeholder name during the planning process and several additional ideas were tested with stakeholders along the way including “Lower Arlington,” “Penn-Crystal,” and “National Landing.” With no clear frontrunner identified, the naming and branding effort was put on hold following the steering committee meeting in September 2018.

The Crystal City BID sees value in adopting National Landing for the area-wide name for both the expanded BID organization and place branding efforts given the extent of media coverage, public recognition, and BID member adoption. However, more dialogue is needed with area stakeholders and it is important that this name not supplant the existing names of the unique neighborhoods that are ingrained in and valued by the community.

# vision

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

As the downtown is set to experience momentous change, the vision is focused on ensuring the next chapter for the area unlocks latent potential and creates a more contemporary identity and strengthened economy, while preserving the aspects the community values most.



## VALUES

The strategic plan is informed by a set of values which emerged through the strategic plan process that serve as the underpinnings of plan concepts and strategies. Stakeholders envision a downtown that is sustainable and inclusive; values innovation and supports entrepreneurship; promotes diversity and builds community; and upholds a commitment to high-quality design and an openness to partnership and collaboration.

**INNOVATION +  
ENTREPRENEURSHIP**

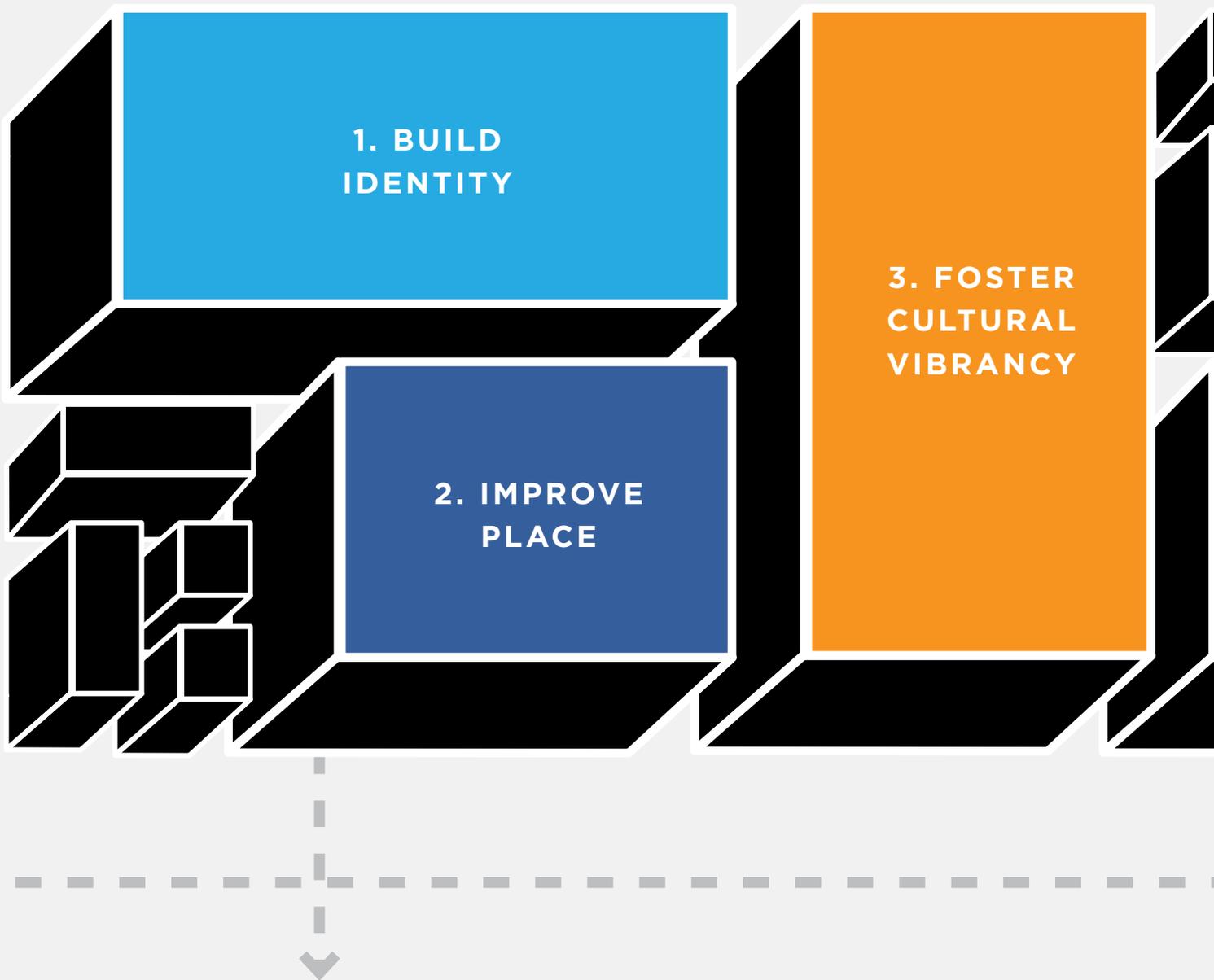
**DESIGN EXCELLENCE**

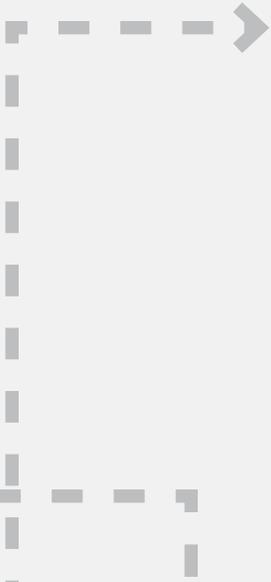
**SUSTAINABILITY**

**INCLUSION**

**PARTNERSHIP**

# strategic plan themes

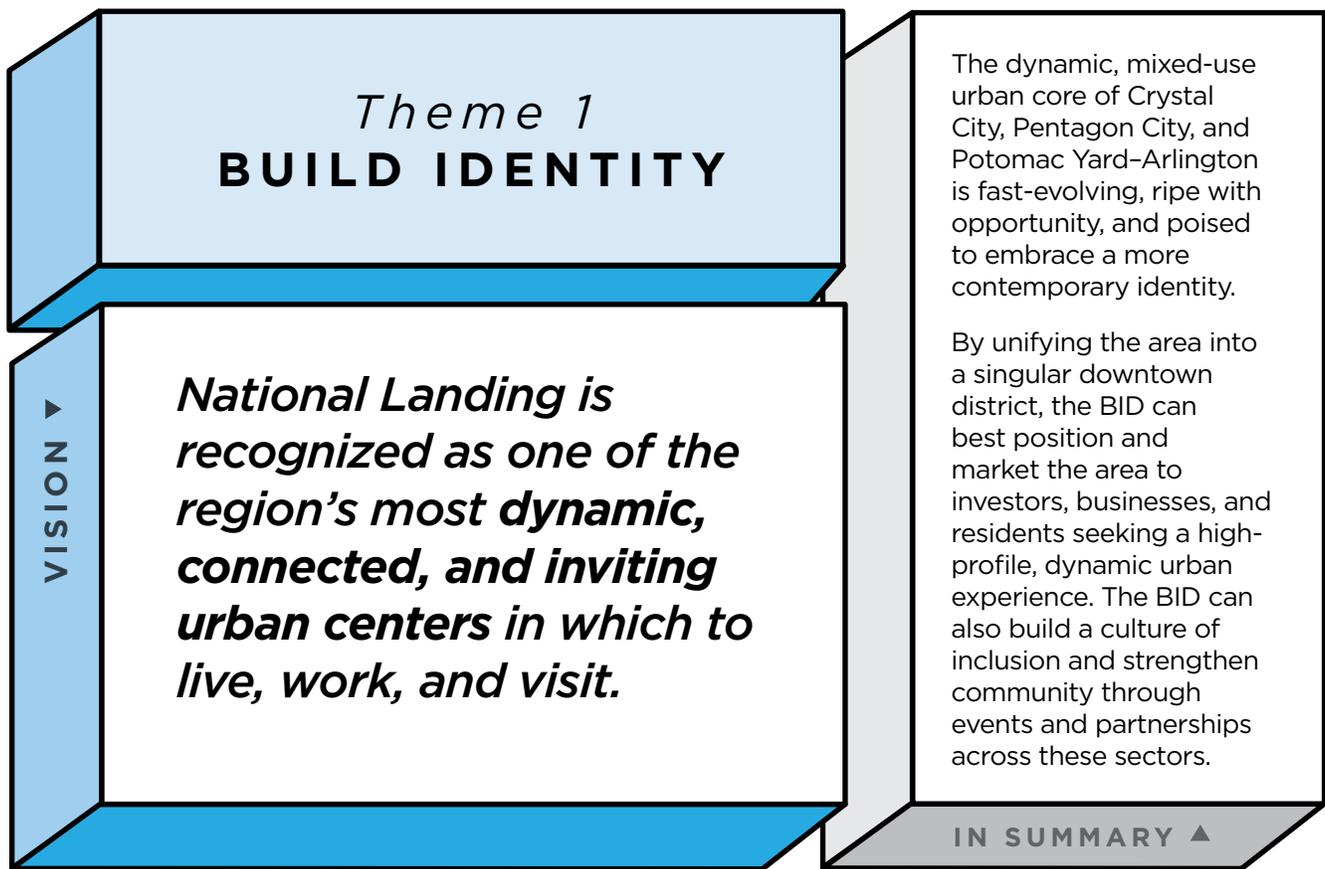




## The plan is organized around the **six thematic areas** below.

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





*Theme 1*  
**BUILD IDENTITY**

VISION ▼

*National Landing is recognized as one of the region's most dynamic, connected, and inviting urban centers in which to live, work, and visit.*

The dynamic, mixed-use urban core of Crystal City, Pentagon City, and Potomac Yard-Arlington is fast-evolving, ripe with opportunity, and poised to embrace a more contemporary identity.

By unifying the area into a singular downtown district, the BID can best position and market the area to investors, businesses, and residents seeking a high-profile, dynamic urban experience. The BID can also build a culture of inclusion and strengthen community through events and partnerships across these sectors.

IN SUMMARY ▲

**GOAL**

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

**BIG MOVE**

***Distinguish as a unified, vibrant downtown***

National Landing will be strengthened by unifying the district's neighborhoods. The combined areas of Crystal City, Pentagon City, and Potomac Yard-Arlington make up the largest, walkable downtown district in the Commonwealth of Virginia in terms of scale of development. Yet, awareness of this urban center as a collective district has not extensively permeated the public and market consciousness. Extending the reach of the existing Crystal City BID to include the entirety of the district would better facilitate this messaging. 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 organizational level but also opportunities for joint branding, enhanced connectivity, and improved sense of place.

**HIGH LEVEL STRATEGIES**

- 1.1** Create an area-wide BID that encompasses Crystal City, Pentagon City, and Potomac Yard-Arlington
- 1.2** Build a new brand for the whole area and the BID organization
- 1.3** Establish new marketing capacity and develop cohesive communications
- 1.4** Maintain and develop impactful and engaging BID events

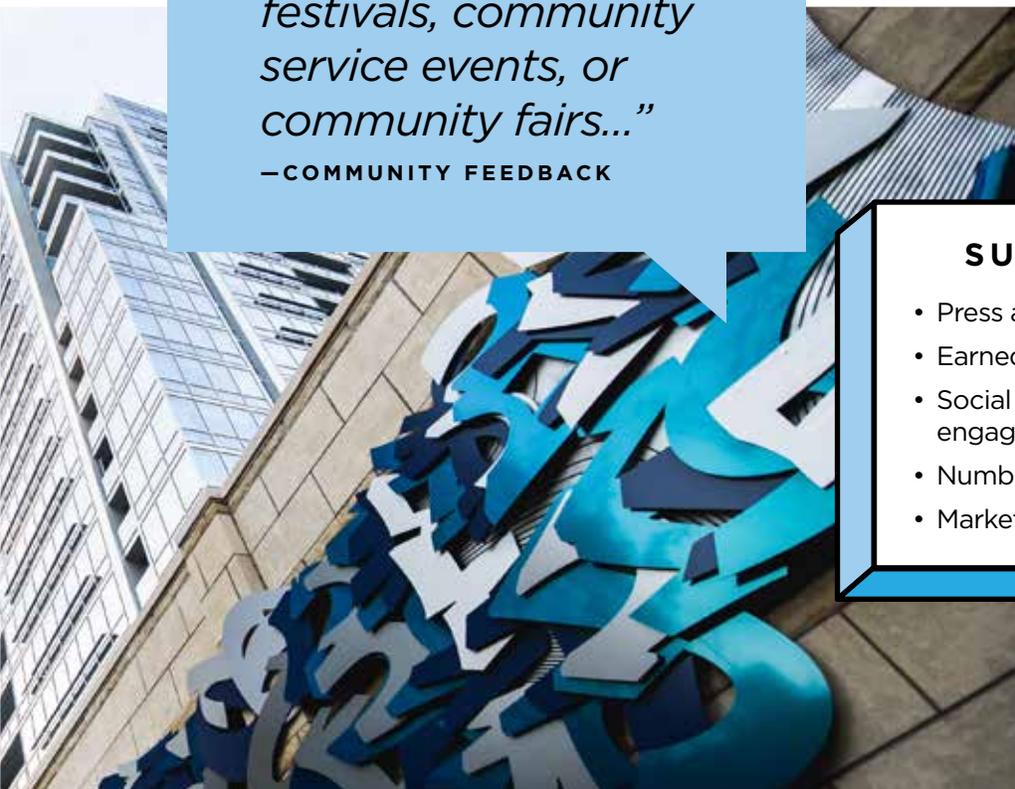


*“More community social events—community civic festivals, community service events, or community fairs...”*

—COMMUNITY FEEDBACK

### **SUCCESS MEASURES**

- Press and media mentions
- Earned and unearned media valuation
- Social media followers & engagement metrics
- Number of events
- Market perception



## Theme 2 IMPROVE PLACE

VISION ▼

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

Though National Landing enjoys significant market advantages in terms of scale, value, location, and convenience, the area suffers from outdated architecture, an auto-centric public realm, and a confusing, disorienting street network. Improving the quality of the public realm through public space improvements and pedestrian-oriented urban design will create a memorable, dynamic environment that benefits workers, residents, and visitors alike. New development and a fresh approach to building architecture will usher in an exciting new era in the district's design.

IN SUMMARY ▲

### GOAL

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

### BIG MOVE

#### ***Makeover to remarkable***

National Landing will makeover its urban design for tomorrow. While Crystal City enjoys a compact, urban scale, much of the area's architectural and design aesthetic emerged during the 1960s and 1970s resulting in a more auto-oriented form and superblock pattern. A focus on automotive mobility led to a predominantly introverted building orientation and suburban-style setbacks with internalized pedestrian circulation and interior retail as characterized by the Crystal City Underground. A singular construction era limits the variety of architecture quintessential to great cities. 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.

### HIGH LEVEL STRATEGIES

2.1

Transform the public realm

2.2

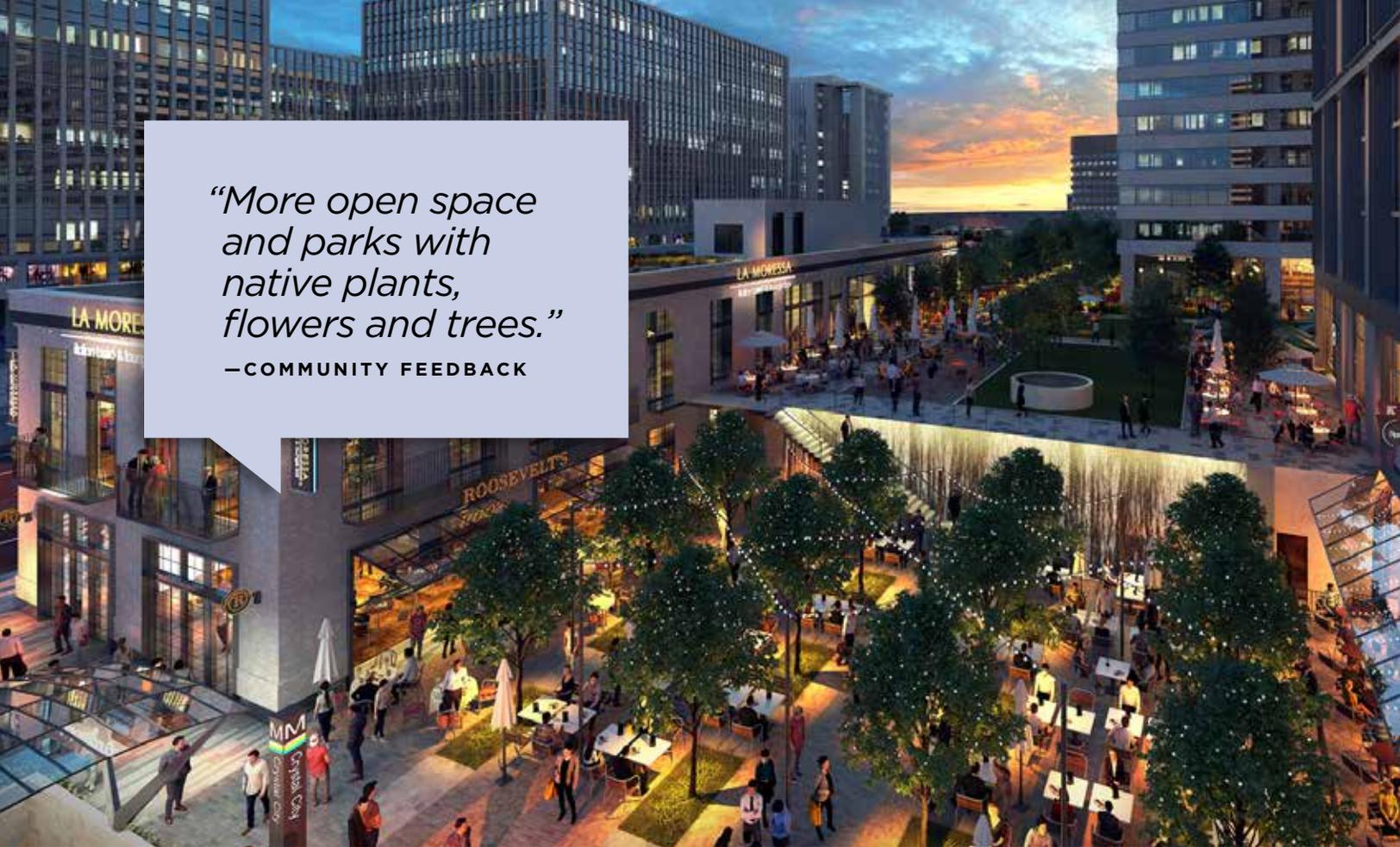
Create and highlight a green network: Market Square, South Bell Street, South Eads, South Hayes, Center Park, Water Park, Southern Gateway, Long Bridge Park

2.3

Support bold design interventions for a new aesthetic and engaging street-level experience

2.4

Define, enhance, and connect the area's distinct districts: 12th Street, Center Park, 23rd Street, Crystal Drive, S. Hayes Street



*“More open space  
and parks with  
native plants,  
flowers and trees.”*

—COMMUNITY FEEDBACK

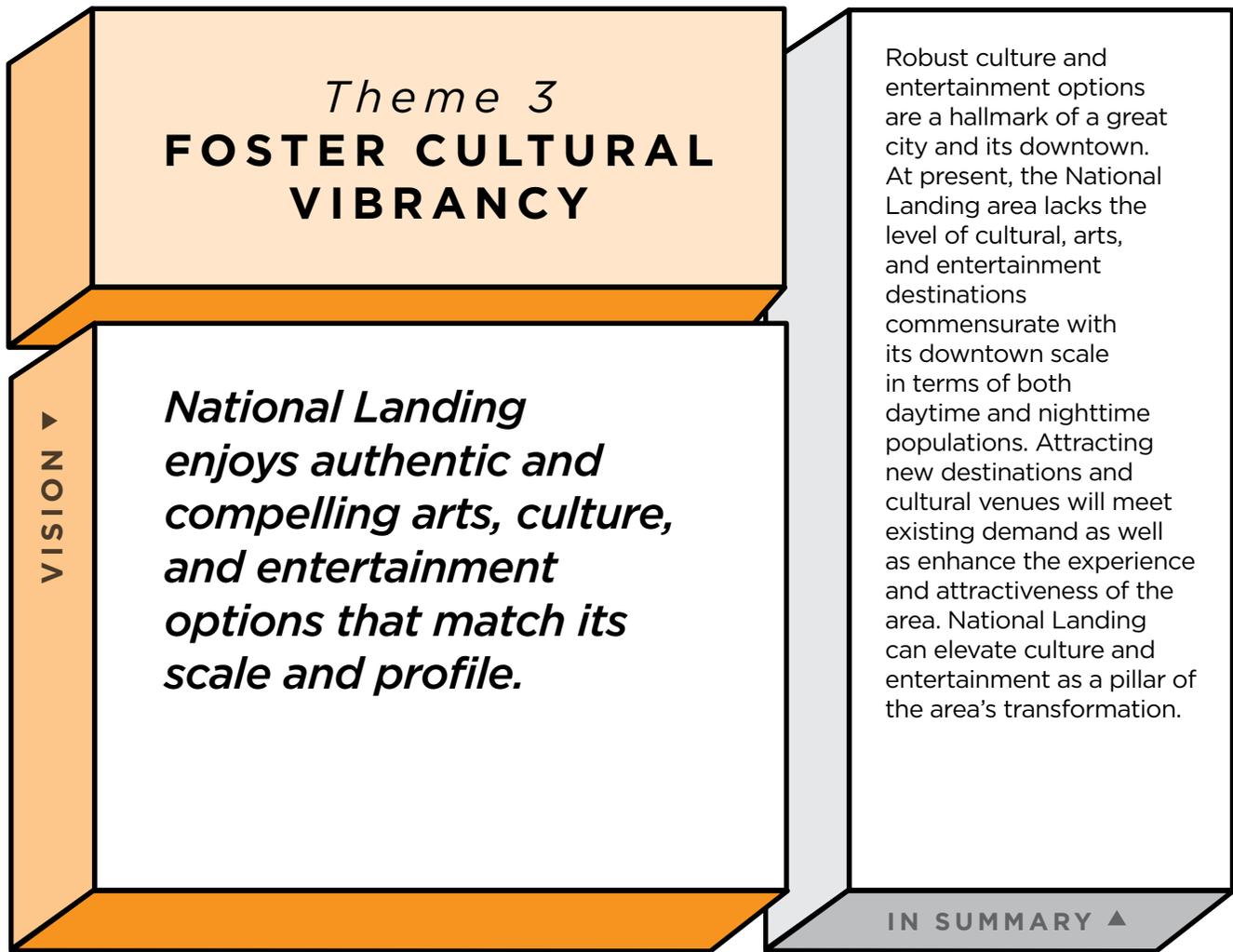


*“More outdoor  
amenities like kid  
and workout friendly  
parks, playgrounds...  
and recreational  
green space.”*

—COMMUNITY FEEDBACK

### **SUCCESS MEASURES**

- Amount of open space/parks
- Number of parklets/public squares with seating/amenities
- Number of street trees
- Tree canopy coverage
- Public perceptions about the state of the public realm
- Park usage/visitors
- Market perception



**GOAL**

Foster opportunities for arts, culture, and entertainment that create a more lively and attractive experience.

**BIG MOVE**

***Integrate Culture Everywhere***

National Landing will promote the integration of culture in all facets of the district. A thriving arts, culture, and entertainment scene is critical to the success of any downtown community. The area welcomes new arts, culture and entertainment assets as the number of offerings are not yet commensurate with a downtown of this scale. Culture will be a pillar of the next wave of investment in the area. 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.

**HIGH LEVEL STRATEGIES**

- 3.1** Incorporate high quality public art and programming
- 3.2** Promote more venues for music, culture, and entertainment
- 3.3** Leverage proximity of the river and celebrate the aquatic center

*“More performing arts – Concert halls, live music, outdoor community theater events, free summer concerts...”*

– COMMUNITY FEEDBACK



*“Bigger and more visible library”*

– COMMUNITY FEEDBACK



### **SUCCESS MEASURES**

- Attendance at existing arts and culture venues
- Number of permanent venues for music, culture, and entertainment
- Number of temporary art galleries, music shows, theater shows, pop-up exhibits
- Number of public art displays

*Theme 4*  
**INCREASE  
CONNECTIVITY**

VISION ▼

*National Landing connects seamlessly to the region and within the downtown through integrated mobility, high quality transit, a cohesive bicycle network, and safe, walkable streets.*

National Landing is a highly accessible, transit rich area despite coming of age during an auto-oriented era. The area's robust transportation infrastructure includes two metro stations, the Virginia Railway Express commuter rail, premium and regular bus service, Ronald Reagan Washington National Airport, very strong highway access, and protected bike lanes. The area is poised to achieve next generation mobility through state-of-the-art improvements including adding a second Crystal City Metro entrance, building a new Virginia Railway Express station in Crystal City, transforming Route 1 into a boulevard, constructing an Intermodal Connector to National Airport, extending transit to Columbia Pike, and establishing a permanent protected bicycle facility network. These plans will enable the area to effectively accommodate anticipated growth while encouraging active and sustainable transportation choices and enhancing the pedestrian experience.

IN SUMMARY ▲

**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.

**BIG MOVE 1**

***Transform route 1 into a boulevard***

National Landing will unify east and west by transforming Route 1 into an urban boulevard. Route 1's current configuration and highway geometry creates a physical and psychological barrier separating Crystal City to the east and Pentagon City and Aurora Highlands to the west. Transforming the roadway 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.

**BIG MOVE 2**

***Implement CC2DCA***

National Landing will be the most connected downtown to an airport in the country with the implementation of the CC2DCA Intermodal Connector. Initiated and championed by the BID, CC2DCA 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.



*“Improve efficiency and safety on Crystal Drive and Route 1”*  
 – COMMUNITY FEEDBACK

- SUCCESS MEASURES**
- Commute to work mode split
  - Overall transit ridership (including Capital Bikeshare)
  - Mileage of protected bike lanes
  - Bike, pedestrian, and vehicular volume counts

**HIGH LEVEL STRATEGIES**

<b>4.1</b>	Strengthen east-west connectivity	<b>4.4</b>	Advocate for enhanced regional rail connections
<b>4.2</b>	Support enhanced transit ridership and transportation	<b>4.5</b>	Become a testing ground for innovative transportation technologies
<b>4.3</b>	Enhance connections to DCA and adjacent generators	<b>4.6</b>	Apply complete streets principles throughout the area

## Theme 5 **GROW ECONOMY**

VISION ▼

*The National Landing area is a thriving and sustainable economic engine across market sectors.*

Since 2000, the National Landing area has lost approximately 24,000 jobs due to a combination of federal relocations, sequestration, and Base Realignment and Closure legislation and has suffered from an associated high commercial vacancy rate. Despite those obstacles, the area has now emerged as a technology hub and a center for nonprofits and associations with businesses realizing a distinct value opportunity. The district also serves as a regional hospitality center with the second largest hotel market after Downtown DC. Amazon's arrival is a gamechanger in perception and a validation of the area's appeal for businesses. The company's gradual entry into the area will certainly add to this positive momentum and attract additional investment from related businesses. Retail and restaurants are also anticipated to thrive and support enhanced street-level activity. The BID stands poised to welcome new businesses and strengthen the area's business and innovation community, while helping to shape growth and change in the interest of the whole community.

IN SUMMARY ▲

### GOAL

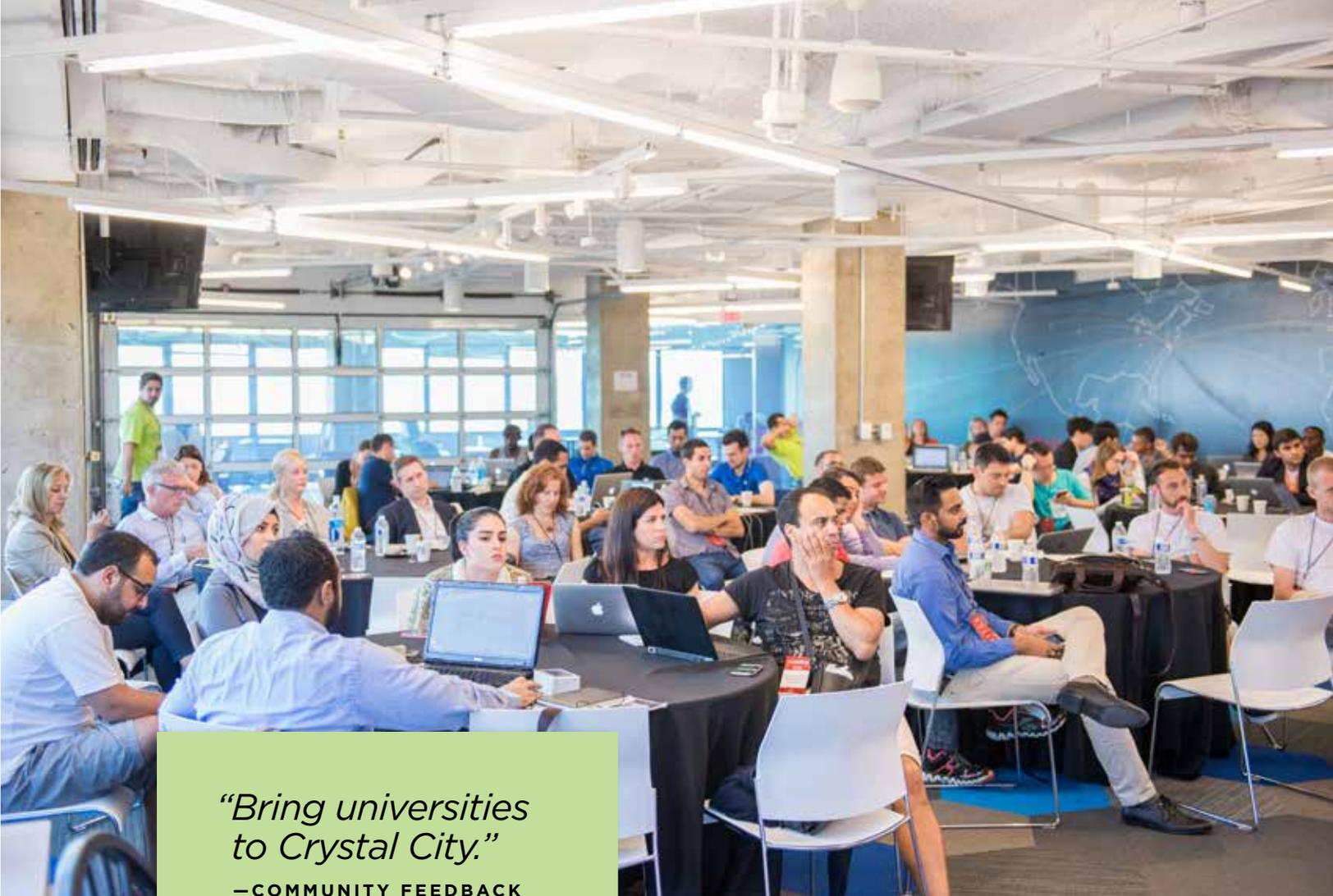
Grow the economy by building on market strengths, attracting top talent, cultivating innovation, and embracing an area-wide approach.

### BIG MOVE

#### **Reinforce market recognition as an Innovation District**

National Landing will embrace innovation. A significant technology and innovation cluster has already emerged within Crystal City focused on the cloud, analytics, and particularly on cyber security, influenced heavily by the presence of the

federal government and associated contractors. With a strong base of technology workers and businesses, further emphasizing this 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. The notion of being an innovation district is crosscutting and goes well beyond workforce and industry. It means taking a general experimental approach to transportation, public space design, and programming.



*“Bring universities to Crystal City.”*  
—COMMUNITY FEEDBACK

**HIGH LEVEL STRATEGIES**

- 5.1** Attract and retain tech companies, nonprofits, and government
- 5.2** Integrate hotels and visitors into the community
- 5.3** Understand and promote the area’s market
- 5.4** Cultivate diverse retail and turn buildings “inside out”
- 5.5** Build on educational institutions as anchors

- SUCCESS MEASURES:**
- Commercial office vacancy rate
  - Hotel occupancy rate
  - Retail sales estimate
  - Total retail square footage
  - Total street fronting restaurants/retailers
  - Daytime/evening population estimates
  - Total number of area businesses
  - Number of restaurants
  - Occupancy rate for residential units

*Theme 6*  
**ENHANCE  
LIVABILITY, EQUITY,  
AND SUSTAINABILITY**

VISION ▾

*National Landing supports  
an equitable, engaged,  
and environmentally  
sustainable community.*

The National Landing area will experience significant change as the area develops in accordance with approved plans. This renewed focus and development attention require thoughtfully managing and shaping growth to foster an inclusive community and enhance livability for residents. In an effort to build social capital and foster partnerships, the BID will serve as a forum for community engagement and dialogue while also expanding local collaborations. A crucial component of social equity is addressing affordable housing and homeless outreach services. Paired with this is supporting access to employment through local hiring, especially from within underserved communities and attracting small and local as well as minority-owned businesses. The BID will mainstream sustainability best practices, enhance the district's resilience, and encourage local implementation of cutting-edge innovations. These actions will benefit the entire community and place an emphasis on social and environmental responsibility and overarching livability.

IN SUMMARY ▲

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**GOAL**

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

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**BIG MOVE**

***Serve as community convener on growth and development***

National Landing is a transforming district that can be a model of engagement in achieving enhanced livability with increased growth. The area is strengthened by its participatory planning history and robust framework for development. While these plans will guide future development which

is anticipated to accelerate with the arrival of Amazon, community dialogue will flourish around how to retain livability, affordability, and quality of life. 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.



*“More affordable housing for working and middle class”*  
 –COMMUNITY FEEDBACK

**HIGH LEVEL STRATEGIES**

- 6.1** Steward sector and site plan implementation
- 6.2** Build a culture of community engagement and collaboration
- 6.3** Support housing for all
- 6.4** Increase access to employment and business opportunity
- 6.5** Lead in building an environmentally sustainable and resilient neighborhood

**SUCCESS MEASURES**

- Total housing units
- Total affordable housing units
- Number of New Locally-Owned Businesses
- Sustainability Indicators (TBD)



# implementation plan

## KEY

● Initiate

○ Continue/Maintain

● Complete

**ACVS** Arlington Convention and Visitors Service

**AED** Arlington Economic Development

**APS** Arlington Public Schools

**CA** Cultural Affairs

**CBO** County Board Office

**CMO** County Manager's Office

**CPHD** Department of Community, Planning, Housing, and Development

**DES** Department of Environmental Services

**DHS** Department of Human Services

**DPR** Department of Parks and Recreation

**PA** Public Art

## Theme 1 BUILD IDENTITY

FY19	FY20	FY21	Partner County Agency	
				<b>1.1 Create an area-wide BID that encompasses Crystal City, Pentagon City, and Potomac Yard-Arlington.</b>
●	●		AED, CBO, CMO	<ul style="list-style-type: none"> <li>Pursue formal expansion process to include the entire urban center.</li> </ul>
●	●		AED, CBO, CMO	<ul style="list-style-type: none"> <li>Develop new “area-wide” work plan that brings core BID services to entire area.</li> </ul>
	●		AED	<ul style="list-style-type: none"> <li>Establish new working groups/committees for each geographic area.</li> </ul>
●	○	●		<ul style="list-style-type: none"> <li>Add additional staff capacity to maintain and enhance services for the new area-wide BID.</li> </ul>
				<b>1.2 Build a new brand for the whole area and the BID organization.</b>
●	●		AED	<ul style="list-style-type: none"> <li>Initiate a collaborative branding working group.</li> </ul>
●	●		AED, CBO, CMO	<ul style="list-style-type: none"> <li>Rename and develop a new brand identity for the urban center and its distinct neighborhoods.</li> </ul>
●	○	●		<ul style="list-style-type: none"> <li>Develop new banners, signage, and wayfinding that project the new brand.</li> </ul>
				<b>1.3 Establish new marketing capacity and develop cohesive communications.</b>
●	●			<ul style="list-style-type: none"> <li>Develop a new BID office as a marketing center that projects contemporary area identity.</li> </ul>
○	○	○		<ul style="list-style-type: none"> <li>Design and continuously update presentations for various audiences.</li> </ul>
	●	●		<ul style="list-style-type: none"> <li>Create new marketing materials: directories, maps, welcome kits, etc.</li> </ul>
	●			<ul style="list-style-type: none"> <li>Transform online brand and presence.</li> </ul>
●	●			<ul style="list-style-type: none"> <li>Create dedicated outreach/communications staff positions.</li> </ul>
				<b>1.4 Maintain and develop impactful and engaging BID events.</b>
○	○	○		<ul style="list-style-type: none"> <li>Design inclusive, sustainable, community-building events.</li> </ul>
●	○	○		<ul style="list-style-type: none"> <li>Maintain and develop new signature large-scale programming.</li> </ul>
●	○	○	AED, DES, PA	<ul style="list-style-type: none"> <li>Increase vacant space activations and the community's use of the public realm.</li> </ul>

## Theme 2 IMPROVE PLACE

FY19	FY20	FY21	Partner County Agency	
				<b>2.1 Transform the public realm.</b>
●	●			<ul style="list-style-type: none"> <li>Inventory the public realm.</li> </ul>
	●		AED, DES	<ul style="list-style-type: none"> <li>Create streetscape design guidelines.</li> </ul>
●	○	●	AED, CPHD, DES	<ul style="list-style-type: none"> <li>Implement a comprehensive wayfinding program.</li> </ul>
●	○	○	AED, CPHD, DES, DPR, PA	<ul style="list-style-type: none"> <li>Increase applications of temporary urbanism and creative placemaking for activation.</li> </ul>
●	○	○	CPHD, DPR	<ul style="list-style-type: none"> <li>Elevate aesthetic of open/green spaces to fit the new contemporary identity of the area.</li> </ul>
	●	○	DES, DPR	<ul style="list-style-type: none"> <li>Implement green infrastructure improvements to improve stormwater management.</li> </ul>
●	○	○	CPHD, DES, DPR	<ul style="list-style-type: none"> <li>Experiment with seasonal treatments and high-profile design interventions.</li> </ul>
				<b>2.2 Create and highlight a green network.</b>
	●		CPHD, DES, DPR	<ul style="list-style-type: none"> <li>Create a “Green Print” open space guide.</li> </ul>
	●	○	CPHD, DPR	<ul style="list-style-type: none"> <li>Provide conceptual park design assistance to owners and the County.</li> </ul>
	●	○	CPHD, DPR	<ul style="list-style-type: none"> <li>Complete a signature green network that connects existing and planned open spaces.</li> </ul>
	●	○		<ul style="list-style-type: none"> <li>Emphasize sustainability, high-performance, and health benefits of projects.</li> </ul>
	●	○	CPHD, DPR	<ul style="list-style-type: none"> <li>Engage the community to determine best uses and design for new open areas.</li> </ul>
	●	○	CPHD, DES, DPR	<ul style="list-style-type: none"> <li>Implement attractive, high-performance landscape enhancements.</li> </ul>
●	○	○	CPHD, DES, DPR	<ul style="list-style-type: none"> <li>Increase the use of native plants in landscape design.</li> </ul>
				<b>2.3 Support bold design interventions for a new aesthetic and engaging street-level experience.</b>
	●	○	CPHD, DES, DPR	<ul style="list-style-type: none"> <li>Encourage iconic, bold architecture and urban design in new development, infrastructure, and parks.</li> </ul>
	●	○	AED, CPHD	<ul style="list-style-type: none"> <li>Support building rehabilitation that focuses on creating activated ground floor spaces, especially along blank or arcaded facades of hotels and office buildings.</li> </ul>
	●	○		<ul style="list-style-type: none"> <li>Provide design assistance to property owners.</li> </ul>
	●	○		<ul style="list-style-type: none"> <li>Promote third space lobby enhancements.</li> </ul>
				<b>2.4 Define, enhance, and connect the area’s distinct districts.</b>
	●	○	DES	<ul style="list-style-type: none"> <li>Enhance the district through targeted beautification projects.</li> </ul>
	●	○	CPHD	<ul style="list-style-type: none"> <li>Anchor districts with catalytic development.</li> </ul>
●	○	●	AED, CPHD	<ul style="list-style-type: none"> <li>Focus on subdistrict branding to ensure unique identities of each district are not lost.</li> </ul>
●	○	○		<ul style="list-style-type: none"> <li>Reinforce activity nodes by activating them with programming.</li> </ul>

## Theme 3 CULTURAL VIBRANCY

FY19	FY20	FY21	Partner County Agency	
				<b>3.1 Incorporate high quality public art and programming.</b>
	●	○	AED, CPHD, DES, PA	<ul style="list-style-type: none"> <li>• Create and implement a Public Art Action Plan.</li> </ul>
●	○	○	PA	<ul style="list-style-type: none"> <li>• Increase opportunities for temporary art activations.</li> </ul>
	●	○	AED, PA	<ul style="list-style-type: none"> <li>• Support placemaking and beautification through art-based wayfinding and connections.</li> </ul>
	●	○	AED, CPHD, PA	<ul style="list-style-type: none"> <li>• Utilize the developer arts contribution.</li> </ul>
				<b>3.2 Promote more venues for music, culture, and entertainment.</b>
●	○	○	CA, CPHD	<ul style="list-style-type: none"> <li>• Ensure that there are homes for Synetic Theater, Gallery Underground, and other studios in the community.</li> </ul>
	●	○	CA, CPHD	<ul style="list-style-type: none"> <li>• Seek opportunities for activation of vacant spaces through temporary music and entertainment uses.</li> </ul>
●	○	○	AED, CA, CPHD, PA	<ul style="list-style-type: none"> <li>• Support the creation of an Arts District Initiative along 23rd Street.</li> </ul>
●	○	○	CA, CPHD	<ul style="list-style-type: none"> <li>• Enter into more live music programming partnerships.</li> </ul>
●	○	○	AED, CA, CPHD	<ul style="list-style-type: none"> <li>• Attract new and unique arts, theaters, and museums to the community.</li> </ul>
	●	○	ACVS, DES	<ul style="list-style-type: none"> <li>• Promote accessibility of adjacent memorials and attractions.</li> </ul>
				<b>3.3 Leverage proximity of the river and celebrate the aquatic center.</b>
	●	○	ACVS, DPR	<ul style="list-style-type: none"> <li>• Incorporate the Long Bridge Park Aquatic Center into the area's fabric.</li> </ul>
	●	○	DPR	<ul style="list-style-type: none"> <li>• Activate the Long Bridge Park esplanade as a community space.</li> </ul>
●	○	○	DES, DPR	<ul style="list-style-type: none"> <li>• Leverage connections to the Mount Vernon Trail and NPS property connections.</li> </ul>
	●	○	DPR	<ul style="list-style-type: none"> <li>• Take advantage of future Short Bridge Park opportunities.</li> </ul>
●	○	○	AED, CPHD, DPR	<ul style="list-style-type: none"> <li>• Advocate for waterfront access for the community.</li> </ul>

## Theme 4 INCREASE CONNECTIVITY

FY19	FY20	FY21	Partner County Agency	
				<b>4.1 Strengthen east-west connectivity.</b>
●	○	○	CPHD, DES	• Support the transformation of Route 1 into an at-grade boulevard and simultaneously improve the pedestrian experience and enhance the landscape.
●	○	○	DES, PA	• Enhance 12th Street beneath the Route 1 overpass.
●	○	○	DES	• Improve pedestrian connections across Route 1 south of 20th Street.
				<b>4.2 Support enhanced transit ridership and transportation.</b>
●	○	○	AED, CMO	• Explore BID potential to take on Transportation Demand Management programs.
○	○	○	DES	• Support Arlington Transportation Partners in outreach efforts and information dissemination.
	●	○	DES	• Employ research to optimize transit planning and operation.
				<b>4.3 Enhance connections to airport and adjacent generators.</b>
○	○	○	AED, DES	• Advance the CC2DCA Intermodal Connector.
		●	CMO, DES	• Increase connectivity with the Pentagon.
○	○	○	DES	• Extend premium bus service to Columbia Pike.
○	○	○	DES	• Expand multimodal connection to DC through the Long Bridge.
				<b>4.4 Advocate for enhanced regional rail connections.</b>
●	○	○	CPHD, DES	• Advocate for construction of a second Crystal City metro entrance.
●	○	○	AED, CPHD, DES	• Integrate the Virginia Railway Express, MARC, Amtrak, and high-speed rail.
				<b>4.5 Become a testing ground for innovative transportation technologies.</b>
●	○	○	AED, DES	• Support integrated mobility infrastructure pilots.
	●	○	AED, DES	• Become an autonomous vehicle last mile testing ground.
				<b>4.6 Apply complete streets principles throughout the area.</b>
	○	○	CPHD, DES	• Create BID-specific complete street guidelines and implement pilot programs.
●	○	○	DES	• Create a permanent protected bicycle facility network.
	●	○	DES	• Re-align signal timing to be pedestrian-oriented.

## Theme 5 GROW ECONOMY & LIVABILITY

FY19	FY20	FY21	Partner County Agency	
				<b>5.1 Attract and retain tech companies, nonprofits, government, retail, and restaurants.</b>
●	○	○	AED	• Recognize and celebrate existing tenants.
	●	○	AED	• Develop STEM-based economy research.
	●	○	AED	• Launch commercial tenant retention and attraction initiatives.
			AED	• Encourage ecosystem cultivation through sector-specific and employee-focused programming.
	●	○	AED	• Develop programmatic partnerships with existing businesses and organizations.
				<b>5.2 Integrate hotels and visitors into the community.</b>
●	○	○	ACVS	• Facilitate hotel conference collaborations.
	●	○	CPHD	• Support operators and assist with extroverted street level design.
	●		AED	• Attract boutique hotel operators.
				<b>5.3 Understand and promote the area's market.</b>
	●	○	AED	• Act as a demographic, investment, retail sector research clearinghouse.
●	○	○	AED	• Compile comprehensive market sector intelligence.
●	○	○	AED	• Monitor fiscal impact of the area.
●	○	○	AED	• Grow business-to-business connections and raise profile of local industry leaders.
				<b>5.4 Cultivate diverse retail and turn buildings “inside out.”</b>
●	○	○	AED	• Analyze and track the current retail market including trends, gaps, and opportunities.
●	○	○	AED, CPHD	• Support pop-up retail and experiential activities.
●	○	○	AED, CPHD	• Attract unique retail tenants.
●	○	○	AED, CPHD	• Enhance local nightlife and entertainment.
●	○	○	AED	• Engage existing retailers and small businesses.
				<b>5.5 Build on educational institutions as anchors.</b>
●	○	○		• Foster partnerships with existing and nearby universities to grow local pipeline.
●	○	○		• Coordinate with Virginia Tech Innovation Campus to enhance linkages.
●	○	○		• Elevate presence of educational institutions and attract new satellite campuses.

## Theme 6 ENHANCE LIVABILITY, EQUITY, AND SUSTAINABILITY

FY19	FY20	FY21	Partner County Agency	
				<b>6.1 Steward sector and site plan implementation.</b>
●	○	○	CPHD, DPR	<ul style="list-style-type: none"> <li>Lead on design and open space planning.</li> </ul>
●	○	○	AED, CPHD	<ul style="list-style-type: none"> <li>Serve as a community covener around development.</li> </ul>
●	○	○	AED, CPHD	<ul style="list-style-type: none"> <li>Actively engage in Site Plan process.</li> </ul>
●	○	○	CPHD, DES	<ul style="list-style-type: none"> <li>Facilitate education and awareness about upcoming public and private infrastructure projects.</li> </ul>
●	○	○	AED, CPHD, DHS, DPR	<ul style="list-style-type: none"> <li>Encourage family and age-friendly design and offerings.</li> </ul>
				<b>6.2 Build a culture of community engagement and collaboration.</b>
○	○	○	CPHD	<ul style="list-style-type: none"> <li>Serve as a forum for community engagement and dialogue.</li> </ul>
○	○	○		<ul style="list-style-type: none"> <li>Expand local partnerships and collaborations.</li> </ul>
●	○	○		<ul style="list-style-type: none"> <li>Ensure a range of perspectives by aiming for demographic diversity.</li> </ul>
	●	○	AED	<ul style="list-style-type: none"> <li>Establish a Corporate Responsibility committee.</li> </ul>
				<b>6.3 Support housing for all.</b>
	●	○	CPHD	<ul style="list-style-type: none"> <li>Establish housing affordability committee.</li> </ul>
	●	○	CPHD	<ul style="list-style-type: none"> <li>Initiate an affordable housing inventory .</li> </ul>
●	○	○	AED, CPHD	<ul style="list-style-type: none"> <li>Advocate for “missing middle” housing types.</li> </ul>
●	○	○	DHS	<ul style="list-style-type: none"> <li>Partner on homeless outreach services.</li> </ul>
				<b>6.4 Increase access to employment and business opportunity.</b>
	●	○	AED	<ul style="list-style-type: none"> <li>Partner with organizations supporting employment access.</li> </ul>
	●	○	AED	<ul style="list-style-type: none"> <li>Promote employment opportunities locally and throughout the region.</li> </ul>
	●	○	AED, APS, DHS	<ul style="list-style-type: none"> <li>Support local hiring, especially from within underserved communities.</li> </ul>
●	○	○	AED	<ul style="list-style-type: none"> <li>Support attraction of small, local and minority-owned businesses for new retail opportunities.</li> </ul>
				<b>6.5 Lead in building an environmentally sustainable and resilient neighborhood.</b>
	●	○	CPHD	<ul style="list-style-type: none"> <li>Highlight and promote area’s sustainability and environmentally responsible characteristics.</li> </ul>
●	○	○		<ul style="list-style-type: none"> <li>Incorporate sustainability best practices and enhance resilience throughout BID programming, including events, public realm maintenance, and management.</li> </ul>
	●	○	AED, CMO, CPHD, DES	<ul style="list-style-type: none"> <li>Support transportation demand management practices to decrease single occupancy vehicle commuting.</li> </ul>
	●	○		<ul style="list-style-type: none"> <li>Develop neighborhood sustainability and resilience indicators to measure progress.</li> </ul>



# acknowledgements

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## STRATEGIC PLAN COMMITTEE

Christer Ahl, Crystal City Civic Association  
Sajeel Ahmed, Pentagon  
Natasha Atkins, Aurora Highlands Civic Association  
Robin Burke, Beacon Capital Partners  
Simon Carney, Brookfield  
Bruce Childs, USAA  
Brett Cory, Camden  
Bill Denton, Erkiletian Company  
Bob Duffy, Arlington County  
Nora Dweck-McMullen, Dweck Properties  
Susan English, Arlington Ridge Civic Association  
Rich Fernicola, Brookfield  
Shannon Flanagan-Watson, Arlington County  
Carol Fuller, Crystal City Civic Association  
Anthony Fusarelli, Arlington County  
Libby Garvey, Arlington County Board Liaison  
Geoff Glazer, Kimco  
Kari Glinski, FRIT  
Kingdon Gould, Gould Property Company  
Brian Grant, Equity Residential  
Andrew Griffin, Kimco  
Keith Knight, Equus  
Regan Linke, Ashford Hospitality  
Freddie Lutz, 23rd Street - Freddie's Beach Bar & Restaurant  
Glenda MacMullin, Consumer Technology Association

Andrew Marshall, Roseland Residential Trust  
Alexander Martinez, Bytecubed  
Natalie Monkou, Arlington Economic Development  
Derrick Morrow, Hyatt Regency  
Geoff Orazem, Eastern Foundry  
Mark Rivers, Lowe Enterprises  
Jane Siegel, Planning Commission  
Harmar Thompson, LCOR  
Laurie Van Dalen, Simon - Fashion Center  
Andy VanHorn, JBG SMITH  
Todd Yeatts, Boeing Company

---

## WORKING GROUP: OFFICE

Suzie Sabatier, JBG SMITH  
Robin Burke, Beacon Capital Partners  
Bruce Childs, USAA  
Simon Carney, Brookfield  
Judy Freshman, Crystal City Civic Association  
Kingdon Gould, Gould Property Company  
Alan Haskel, PBS  
Charles Lancaster, Gould Property Company  
Jean Lockhart, Bloomberg, BNA  
Natalie Monkou, Arlington Economic Development  
Mark Rivers, Lowe Enterprises  
Sean Mooney, WeWork  
Todd Yeatts, Boeing Company

---

## WORKING GROUP: RESIDENTIAL

Doug Abbott, Abbott Development Group  
Brett Cory, Camden  
Carol Fuller, Crystal City Civic Association  
David Cristeal, Arlington County  
Nora Dweck-McMullen, Dweck Properties  
Rich Fernicola, Brookfield  
Brian Grant, Equity Residential  
Taylor Lawch, JBG SMITH  
Andrew Marshall, Roseland Residential Trust  
Yvonne Parks, WeLive  
Harmar Thompson, LCOR  
Andy VanHorn, JBG SMITH

---

## WORKING GROUP: HOSPITALITY

Kenneth Abrom, Holiday Inn National Airport Hotel  
Lee Seiler, Hilton Crystal City  
Terry Duvall, Renaissance Arlington Capital View Hotel  
Emily Cassell, Arlington County  
Crystal Christmas, Crystal City Marriott  
Mark Fallon, Doubletree/Embassy Suites  
Matthew Gerber, Westin Crystal City  
Regan Linke, Crystal Gateway Marriott  
Josh Lustig, Crowne Plaza/Holiday Inn  
Manuel Martinez, Ritz Carlton, Pentagon City  
Derrick Morrow, Hyatt Regency

---

**WORKING GROUP: RETAIL & RESTAURANTS**

Christer Ahl, Crystal City Civic Association

Geoff Dawson, Highline/Bedrock Bars

John Finlay, 23rd Street - Crystal City Sports Pub

Geoff Glazer, Kimco

Andrew Griffing, Kimco

Kara Glinski, FRIT

David Greenberg, Good Stuff Eatery

Ex Nattapol, Earth Treks

Morou Ouattara, Kora Restaurant

Nick Porter, Jaleo

Andrew Son, JBG SMITH

Michael Stiefvater, Arlington Economic Development

Laurie Van Dalen, Simon - Fashion Center

---

**WORKING GROUP: CULTURE, ENTERTAINMENT, NIGHTLIFE**

Angela Adams, Arlington County

Kara Alter, JBG SMITH

Steen Fullmer, Arlington Artists Alliance

Anna Danielson, Synetic Theater

Linda Holder, Synetic Theater

Michelle Isabell-Stark, Arlington County

Freddie Lutz, Freddie's Beach Bar & Restaurant

Geogria Papadopoulos, Twenty-Third Street Corridor, LLC

Sandi Parker, Gallery Underground

Marsha Semmel, Arts Commission

Paata Tsikurishvili, Synetic Theater

Stratis Voutsas, Twenty-Third Street Corridor, LLC

Tina Worden, Arts Commission

---

**STRATEGIC PLAN CONSULTANTS**

Rich Bradley, Urban Partnership

Natalie Avery, Javera Group

Rachel Davis, Walnut Street Creative

Michael Hartnett, JLL

John Sikaitis, JLL

Kaitlynn Long, ZGF Architects

Otto Condon, ZGF Architects

Jeannette Chapman, Stephen Fuller Institute

Jeannette Hanna, Trajectory

Eric Smart, Bolan Smart Associates

Pam DuBois, Bolan Smart Associates

---

**POSITIONING WORKSHOP GROUP**

Kara Alter, JBG SMITH

Jay Corbalis, JBG SMITH

Terry Duvall, Renaissance Arlington Capital View

Susan English, ARCA

Rich Fernicola, Brookfield

Kari Glinski, FRIT

Andrew Griffin, Kimco

Vikki Kayne, JBG SMITH

Natalie Monkou, AED

Derrick Morrow, Hyatt Regency

Harmar Thompson, LCOR

Todd Yeatts, Boeing Company

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**CRYSTAL CITY BUSINESS IMPROVEMENT DISTRICT**

Yulia Buynova

Kyle Easter

Caleb Elliott

Tracy Sayegh Gabriel

Cassie Hurley

Robert H. Mandle



# area-wide

STRATEGIC PLAN ADDENDUM  
CLARIFICATIONS MEMO

THE "FUTURE CITIES" PROJECT

CRYSTAL CITY  
PENTAGON CITY  
POTOMAC YARD-ARLINGTON ▶

JUNE 2019 ▶

CRYSTAL CITY BUSINESS  
IMPROVEMENT DISTRICT

## **purpose**

**The Crystal City Business Improvement District celebrates the alignment of goals for the area's future and is excited to work as a partner, collaborator, and advocate with Arlington County staff and other stakeholders towards the realization of shared objectives.**

In response to feedback from Arlington County staff and community stakeholders following the publication of the Strategic Plan, this memo seeks to provide additional clarification on the intent, roles/ responsibilities, and priorities of the Crystal City Business Improvement District (BID).

# addendum

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## ROLES AND INTENT

Given the scale of transformation and investment anticipated for the area over the next few years, there will be considerable work for all parties to enhance and support the district. Specifically, the BID can leverage its resources to support County initiatives, to supplement services for the district that would not otherwise be publicly provided, and to help accelerate desired outcomes. Approaching the Area-Wide Strategic Plan, the BID intends to use as a reference point all existing County plans, policies, principles, and guidelines, such as the Crystal City Sector Plan and Pentagon City PDSP. A high level of coordination is anticipated with the County and the community across all the BID's initiatives.

The intent of the Strategic Plan is to serve as a high-level guiding document to set an overarching vision for the organization's work. The plan points to efforts where the BID can contribute to and support the district by taking advantage of the increased and accelerated investment to the area. While the plan's goals and strategies are often broadly worded, these concepts will be operationalized and refined through the annual preparation of a work plan and associated budget for submittal to the County Manager for review and recommendation to the Arlington County Board for ultimate approval. Therefore, there will be ample opportunity for coordination between the County and the BID in prioritizing and operationalizing the plan to ensure synergies with already completed or underway County initiatives.

Each of the Strategic Plan themes corresponds to the BID's distinct service areas outlined in the Service Agreement. Cross functional work is successfully underway and is currently included in our FY 2020 workplan. Per County direction, the BID has worked to ensure that the organization's workplan, budget, and annual report better correspond to core service areas. The Strategic Plan stays true to this approach. As Crystal City and the broader area experience momentous change, the BID has a role to play in evolving responsibilities and leveraging resources to supplement needed programs and services.

As it relates to large scale capital projects, the BID does not intend to be the lead party or implementor but instead will aim to play an advocacy role to influence and help shape these types of projects. In this case, the BID plays a

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

The following items are additional clarifications organized by content area and/or theme.

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## THE PLAN (P. 4)

- The Strategic Plan builds on goals of the Pentagon City, Pentagon Centre, and Potomac Yard PDSPs not just the Crystal City Sector Plan in the context of proposed BID expansion.

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## ABOUT THE BID (P. 6)

- "Principle" mission is a typo and should be "principal" mission.

---

## ABOUT THE DOWNTOWN (P. 6)

- Data references for "Virginia's Largest Walkable Downtown" and other figures are based on JLL market studies completed in 2019, Arlington Economic Development data on the Crystal City Submarket, and the BID's own in-house data tracking. Studies and additional data can be provided upon request.

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## VALUES (P. 11)

- To clarify, this section is not portraying the value proposition of an area-wide BID, but rather the principles upon which the themes and strategies are built. These values were vetted throughout our Strategic Plan process.

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## SUCCESS MEASURES (P. 15, 17, 19, 21, 23, & 25)

- The BID intends to employ metrics in order to measure progress and change as well as to help champion and promote the district. The County had suggested that the BID include more metrics in the annual report and workplan and therefore, specific indicators or success measures are integrated into the Strategic Plan by theme. Some metrics will act as benchmarks for the BID's success as an organization while others measure things beyond the BID's organization, namely, the neighborhood's general progress toward

shared goals. These data points may also prove useful in marketing and promoting the area to residents and prospective businesses.

---

### THEME 1: BUILD IDENTITY (P. 14, 15, 27)

BIG MOVE | Distinguish as a unified, vibrant downtown

- Strategies around Building Identity reflect the highest near-term priorities for the BID, namely, BID expansion to include Pentagon City and Potomac Yard-Arlington and branding.
- See page 43 for a map of the proposed area-wide BID boundaries.

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### THEME 2: IMPROVE PLACE (P. 16, 17, 28)

BIG MOVE | Makeover to remarkable

- It should be noted that the Big Move does not mention the approved PDSPs for the area and their roles as plans that will guide future development in the area. The intention of this concept is not to revisit existing County plans, but rather to focus on supporting plan implementation.

#### 2.1 | Transform the public realm

- As it relates to strategies across *Transforming the Public Realm*, the notion is that the BID would work closely with the County to determine priorities and opportunity areas.
- As it relates to the development of Streetscape Guidelines, it would be a joint effort with DES/CPHD similar to the Rosslyn BID's Streetscape Elements Master Plan and build upon the Sector Plan and PDSP principles and guidelines.
- In terms of implementing green infrastructure improvements for stormwater management and general landscape enhancements, the BID already maintains more than 500,000 SF of landscaped areas, which offer opportunities for enhanced design and environmental performance.

#### 2.2 | Create and highlight a green network

- The concept of a "Green Print" is to inventory existing and proposed green space and to help add additional guidance for open space,

building on existing plans for the area. The BID would only engage in the effort in tandem with property owners, community members, and the County. Some interest had emerged for the BID to play this role and more dialogue is needed.

- Regarding the creation of a signature green network, BID's intention is to play an active role in elevating and supporting the concept not direct implementation.
- In terms of conceptual park design assistance for owners and the County, this is a concept where the BID might use its resources to sketch or develop proposals for temporary (or permanent) improvements for leftover, interstitial or underperforming spaces that the BID could fund and maintain.

#### 2.3 | Support bold design interventions for a new aesthetic and engaging street-level experience.

- The BID's intention regarding design assistance for property owners is focused on providing preliminary assistance to visualize implementation of design goals such as landscape improvements or extroverting ground floors. For example, the BID might provide a sketch or basic rendering to help a property owner visualize a change to help spur further investment in design.

#### 2.4 | Define, enhance, and connect the area's distinct districts

- The strategy involving anchoring the district with catalytic development is outside of the BID's direct purview. The BID intends to support this concept generally, but property owners will be responsible for implementing in accordance with existing and proposed plans with review led by CPHD.

---

### THEME 3: FOSTER CULTURAL VIBRANCY (P. 18, 19, 29)

#### 3.1 | Incorporate high quality public art and programming

- In the realm of public art, the BID intends to continue to work closely with AED as a partner. The BID will likely only be directly implementing public art of a temporary nature.

3.3 | Leverage proximity of the river and celebrate the aquatic center.

- Please note that the full name of the Aquatics Center is “The Long Bridge Park Aquatics & Fitness Center.”

NEW: 3.4 | Support a new library to serve the Crystal City area

- A “bigger and more visible library” is mentioned as Community Feedback on Page 19. The BID recognizes that the addition of a new public library would be an important community asset for our growing neighborhood. Therefore, this memo intends to highlight support for a new library as an additional high-level strategy under Cultural Vibrancy. The BID supports the continuation of library services and the potential development of new library to serve Crystal City and the broader area.
- The BID intentionally did not call for the creation of an “arts or cultural district.” However, the concept of enhancing culture is widely supported as a pillar by all stakeholders and the BID supports increasing cultural destinations (both public and private) in the area, more commensurate with the area’s scale as a downtown.

Overall:

- In general, it is important to note that the BID is interested in fostering inclusion, diversity and equity including within arts /culture and overall entertainment.

---

#### **THEME 4: INCREASE CONNECTIVITY (P. 20, 21, 30)**

BIG MOVE | Transform Route 1 into a boulevard & Implement CC2DCA

- The intention is for the BID to “support” increasing connections generally, including for both Big Moves under this theme.. The BID seeks to influence and advocate for the transformation of Route 1 into a boulevard and the implementation of CC2DCA. The BID will not be a lead for either effort but can play an important role in elevating and supporting the efforts of VDOT and the County.

4.2 | Support enhanced transit ridership and transportation

- Exploring TDM approaches is important to Potomac Yard-Arlington property owners and therefore a strategy is included that calls for exploration of a potential BID role. This item would require close coordination with DES and the County Manager to determine feasibility.

4.5 | Become a testing ground for innovative transportation technologies

- For the business district to “become an autonomous vehicle last mile testing ground,” it will require close coordination and County partnership.

Overall:

- For all connectivity strategies involving capital projects and physical improvements, it is appropriate to interpret the BID’s role as an advocate and not as a lead entity.

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#### **THEME 5: GROW ECONOMY (P. 22, 23, 31)**

5.1 | Attract and retain tech companies, nonprofits, government, retail, and restaurants

- This strategy would better be worded as “Support the attraction and retention of tech companies, nonprofits, and government...”
- The BID’s role in attraction and retention is a supportive one and does not involve business development, incentives, or active prospecting. The BID’s supportive attraction activities would be completed in coordination with Arlington Economic Development and include those strategies listed under both attraction and market promotion:
  - Act as a demographic, investment, and retail sector research clearinghouse.
  - Compile comprehensive market sector intelligence.
  - Monitor fiscal impact of the area.
  - Grow business-to-business connections and raise profile of local industry leaders.
  - Recognize and celebrate existing tenants in district.
  - Develop STEM-based economy research.
  - Encourage ecosystem cultivation through sector-specific and employee-focused programming.
  - Develop programmatic partnerships with existing businesses and organizations.

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## **THEME 6: EQUITY, SUSTAINABILITY, AND LIVABILITY (P. 24, 25, 32)**

BIG MOVE | Serve as a community convener on growth and development

- The intent of the Big Move that stated that the BID would serve as a community convener on growth and development was not to duplicate the very valuable roles of civic associations and various Arlington County departments in community building and engagement. Instead, the BID wishes to complement those roles and serve as another resource to support the work of our community partners.

6.2 | Build a culture of community engagement and collaboration

- The wording might be better understood as the BID hopes to leverage our resources to support the existing network of community partners and to bring business groups and civic associations together to engage in a productive dialogue on planning and development.

6.3 | Support housing for all

- Housing affordability and affordable housing is an important interest of BID stakeholders and therefore included in the Strategic Plan. The BID will collaborate on this critical topic but not lead policy efforts.

6.5 | Lead in building an environmentally sustainable and resilient neighborhood

- It should be noted that sustainability and sustainable development will be viewed through a lens of a balanced, optimized “urban metabolism” that fully integrates both environmental and built elements.

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## **IMPLEMENTATION MATRIX (P. 27)**

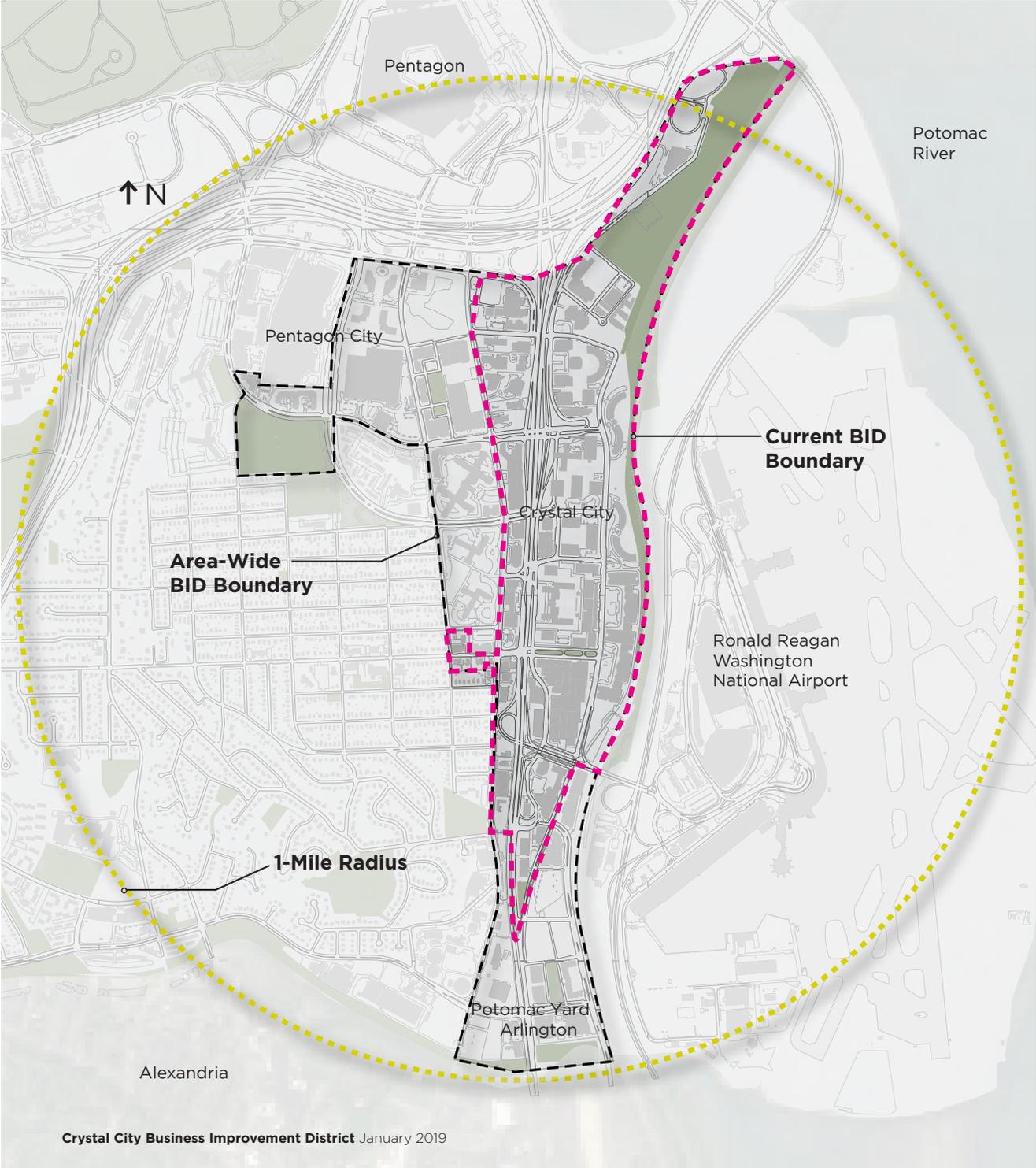
- The BID has opted for the term “partner” to emphasize our role in supporting County’s policies and goals. In many cases, our County partners serve as the lead entity in a given initiative.

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## **PRIORITIES**

- The BID’s highest-level priorities are under “Build Identity” and strategies 1.1 and 1.2. Both BID expansion and branding efforts are already well underway.
- The BID will work with County to align with initiatives, projects, and funding priorities with a high level of coordination.
- Staffing up will be required to carry out the Strategic Plan and cover geographic expansion should it occur. The implementation matrix outlines those elements of the strategic plan that have already been initiated in the current FY2019 fiscal year. The BID’s goals for FY2020 assume an approved expansion during the FY 2020 year, followed by the supporting funds in FY2021. The BID plans staff additions throughout FY2020 and into FY2021 based on these assumptions.

# proposed area-wide BID boundary





**CRYSTAL CITY BUSINESS IMPROVEMENT DISTRICT**

2001 Richmond Highway, Suite 505  
Arlington, VA 22202  
703.412.9430

**[www.crystalcity.org](http://www.crystalcity.org)**

**Twitter @CrystalCityVA**

**Instagram @CrystalCity\_VA**

**Facebook [facebook.com/crystalcityVA](https://facebook.com/crystalcityVA)**

