

**COMPILATION OF STAFF AND TASK FORCE COMMENTS ON PRELIMINARY  
POLICIES**

**Summary of Big Picture Comments:**

Jerry Norris:

Ensure Crystal City contains or has convenient access to businesses, amenities, and services to support the complete human life cycle. This could include a range of restaurants and entertainment options; health care, child-care, spiritual and educational facilities; local government services; and a range of residential unit sizes, including family-sized units.

Chris Ahl:

Originally concerned that principles were too detailed, now concerned that they are not detailed enough, particularly in the area of transportation.

Staff proposed “preamble” or purpose of the principles, ultimately policies.

The Guiding Principles for Crystal City, once finalized, should provide a set of broad based Guiding Policies for the future redevelopment of Crystal City. The Guiding Policies should urge a better balance of uses to promote the use of transit; breaking up super-blocks and provision of additional public spaces, cultural uses, and street level retail to ensure a lively street level experience; maintaining the underground passageway as an alternative path for pedestrians with improved access to the sidewalk through retail connections to the underground.

**Crystal City Planning Process-  
Preliminary Policies Outline**

**A. Enhancing Crystal City as a Great Place *For the People***

**1. Create a High Quality Public Realm that Strengthens the Sense of Place** with contained streets and public spaces that establish links and foster a sense of community.

- The Street system, transit system, and park system should work together to establish the framework around which redevelopment may occur.
- Target existing ineffective ‘Gray’ spaces to consolidate into development sites before carving into existing green spaces.
- Public spaces should be properly programmed to promote activity in order to enliven the public realm.
- Create a central plaza at Metro that incorporates high quality integrated public art and great design.

- Create accessible public spaces that are appropriately located and take into consideration the quality of life for the anticipated population of resident, visitors, tourists, and office workers at full build-out.
- Integrate cultural venues with public spaces and streets.
- Provide attractions along streets to stir interest and to encourage walking such as public art, cultural venues and retail.

**Deleted:** <#>Create a second access point to Metro. ¶  
 <#>Create an enhanced pedestrian link between Metro and VRE. ¶  
 <#>Create an enhanced pedestrian connection to the North Tract. ¶

**Staff**

**New A. Enhance Crystal City as a Great Place for Residents, Workers, and Visitors.**

Some new principles, some suggestions to tighten language, and a question.

- Coordinate the public realm so that the street system, transit system, sidewalks, and a variety of public open spaces work together to establish the framework around which redevelopment may occur.
- Break up the “super-blocks” to improve the urban form and pedestrian experience, and enhance the street-level experience for all users.
- Target existing ineffective ‘Gray’ (WHAT DOES THIS MEAN?) spaces to consolidate into development sites before carving into existing green spaces.
- Increase the amount of high-quality, accessible and “usable” public open space in Crystal City
- Create a variety of accessible public spaces that are strategically located throughout Crystal City. These public spaces should be appropriately sized, designed, and programmed to attract, serve and support the anticipated population of residents, workers, and visitors including their recreation, leisure, social and cultural needs.
- Acknowledge open spaces that naturally occur between buildings for their ability to provide visual relief and a calming influence.
- Establish at least one large, centrally located public space that can serve as the “heart” of Crystal City and a venue for large, programmed community events.
- Integrate cultural venues with public spaces and streets in an effort to increase visibility and accessibility, create synergy between uses, and increase pedestrian activity levels overall.
- Provide attractions and/or amenities along streets to stir interest and to encourage and active street life, such as streetscape furniture, wayfinding, public art, cultural venues and retail.

**Mitch Bonanno**

1. **Create a High Quality Public Realm that Strengthens the Sense of Place** with contained streets and public spaces ~~that~~ TO establish links, ~~foster~~ PROMOTE a sense of community, AND POSITION CRYSTAL CITY TO ATTRACT HIGH QUALITY TENANTS TO NEW CLASS “A” OFFICE SPACE.
- Target existing ineffective ‘Gray’ spaces to consolidate into development sites WHERE FEASIBLE before ~~carving into~~ IMPACTING existing PUBLIC green spaces. [please further define “gray spaces” so as to better address feasibility.]
- Create accessible public spaces that are appropriately located AND PHASED, and take into consideration PROXIMITY TO THE NORTH TRACT, AND the quality of life for the anticipated population of residents and office workers at full build-out.

- Create an enhanced pedestrian connection to the North Tract. [there are many compelling reasons for a vehicular connection to the North Tract and such should not be precluded via these planning principles]

**Terry Savela**

Add a bullet under #1, "Create a High Quality Public Realm that Strengthens the Sense of Place" to discuss our objectives for the Underground, particularly since this is a defining element for Crystal City's "sense of place."

**Sally Cooper**

- Public spaces should be properly “designed” to replace “programmed” to promote activity in order to enliven the public realm
- (Clarify) - Create a central plaza at Metro that incorporates high quality integrated public art and great design. (“At” or “near” Metro? Plaza appears to be “near” Metro. With “near” concern re night safety for transit users decreases)
- Integrate cultural venues with public spaces and streets and interior walkway system.
- Provide attractions along streets and in the interior walkway system to stir interest and to encourage walking such as public art, cultural venues and retail.

**2. Provide a Mix of Uses** by balancing office, residential, retail, cultural, and civic uses.

- Locate the elements of daily living within the center of Crystal City to reduce dependency on the automobile.
- Consider the needs of anticipated demographics.
- Provide housing at a mix of prices and types to address all income levels, family compositions, and accessibility requirements
- Provide for varied cultural uses and strategically locate those uses to maximize their ability to promote adjacent uses such as restaurants and public spaces.
- Attract neighborhood services to more affordable retail spaces.

**Staff**

New

- Increase the residential base, maintain a healthy office and hotel base, and provide sufficient retail and cultural uses to attract new residents, workers, and visitors to Crystal City.
- Reduce dependency on the automobile by locating elements of daily living within Crystal City.
- Create a thriving “Class A” office environment with a balance of some “Class B” and “Class C” office space.
- Provide a mix of housing options to address income levels, family composition, and accessibility.
- Provide varied cultural uses and locate them near restaurants and public spaces.
- Provide flexibility so that development can be phased to meet market conditions.

### **Mitch Bonanno**

- Locate the elements of daily living within ~~the center of~~ Crystal City to reduce dependency on the automobile. [what defines “the center” of Crystal City? Market dynamics and realistic viability must dictate the location of specific retail uses.]

### **Sally Cooper**

- Locate the additional elements of daily living within the center of Crystal City to further reduce dependency on the automobile.
- Clarify - Attract neighborhood services to more affordable retail spaces. (Useful to clarify, in general, where these spaces would be – street level, underground, or section/block designation)
- New: Incorporate pedestrian safety benefits by balancing mix of uses throughout C.C. (particularly important at night)

### **3. Relate Architecture to the Human Scale**

- Create new buildings with bases, middles and tops where the base of one or two stories relates to the pedestrian and the top creates a meaningful connection to the sky.
  - Retail uses should use wide expanses of glass at the base of the building.
  - The Base should always have the appearance of greater height than all other floors.
  - Incorporate different heights and building tops to animate the skyline.
  - Buildings should create and frame the public realm and establish view corridors.
  - Blocks should have distinct and defined edges.
- Provide a meaningful and careful transition from the core of Crystal City to the adjacent single family neighborhood.

### **Staff**

This topic was reworded using action words and altered to reduce redundancies.

### **3. Relate Urban Design to the Human Scale**

- Create new buildings where the base of one or two stories relates to the street level and the top creates a meaningful connection to the sky.
- Use wide expanses of glass for base of building retail spaces.
- Give bases the appearance of greater height than other floors.
- Incorporate different heights and building tops to animate the skyline.
- Use buildings to create and frame the public realm and establish view corridors.
- Create distinct and defined block edges.
- ~~Provide a meaningful and careful transition from the core of Crystal City to the adjacent single family neighborhood. (covered in another topic)~~

### **Mitch Bonanno**

- o Buildings should create and frame the public realm and establish view corridors. [please define “view corridors”]

### **4. Increase Connectivity**

- Create a hierarchy of streets.

- Increase multi-modal qualities of Crystal Cit with better pedestrian and bike connections.
- Provide comprehensive wayfinding for all users.
- Establish gateways and significant features at streets and paths that connect to adjacent neighborhoods.
- Provide better connections to the underground retail both vertically and horizontally
- Provide an enhanced pedestrian connection to the airport.
- Create a second access point to Metro.
- Create an enhanced pedestrian link between Metro and VRE.
- Create an enhanced pedestrian connection to the North Tract.

**Staff**

This has been reworded and given a greater multimodal focus.

**4. Enhance Multimodal Access and Connectivity.**

- Provide new and better transit services designed to accommodate the proposed density as it builds out.
- Improve transportation and land-use connections to encourage transit use.
- Create a hierarchy of streets to facilitate automobile, transit, bike, and pedestrian use.
- Enhance multimodal transportation in Crystal City through better transit, pedestrian, and bike connections.
- Provide better connections to the underground retail both vertically and horizontally
- Provide comprehensive wayfinding for all users.
- Establish gateways and significant features at streets and paths that connect to adjacent neighborhoods.

(these may be too detailed and covered generally above)

- ~~Provide an enhanced pedestrian connection to the airport.~~
- ~~Create a second access point to Metro.~~
- ~~Create an enhanced pedestrian link between Metro and VRE.~~
- ~~Create an enhanced pedestrian connection to the North Tract.~~

**Terry Savela**

Expand the bullet under #4 that mentions improving connectivity to the Underground to include reference to maintaining connectivity through the underground to the Metro

**Sally Cooper**

Transportation (roadways, public transit, bike, pedestrian) could be incorporated into other sections or could stand alone. The latter might bring a greater level of attention and prominence to a vital subject.

- Create a hierarchy of streets; improve traffic flow; minimize congestion; accommodate transitway
- Increase multi-modal qualities of Crystal City with (1) better pedestrian and bike connections, (2) enhancement of current transit connections and (3) attention to future transitway, including fixed facility elements.

- New: Enhance interior walkway system that links many offices, residences and hotels to transit and to retail/services; during demolition and rebuild ensure temporary access routes until uninterrupted, traffic and weather protected aspects of walkway system can be resumed
- New: Recognize C.C.'s relationship to surrounding high density communities, particularly National Gateway/Potomac Yard and Pentagon City; address impacts of traffic generation; improve traffic flow within C.C.
- Substitute "Facilitate creation of" for "Create" a second access point to Metro

## 5. Incorporate Green Building Principles into all Urban and Architectural Design.

These were changed by staff to combine proposed principles and to begin with action words.

- Consider Environmental Sustainability an integral part of all aspects of development. Place emphasis on overall energy efficiency such as building orientation, building color, roof color/type, fenestration orientation/size/efficiency, lighting, and HVAC selection.
- Design buildings and neighborhoods using state of the art technology and process, to protect the local environment (stormwater quality, waste reduction, heat island reduction) and the regional environment (climate change, Chesapeake Bay protection, air quality).
- Design and build new buildings using the US Green Building Council's LEED Green Building Rating system. Achieve formal LEED certification from the USGBC at the "Certified" level for these buildings.
- Reuse of existing buildings should be encouraged as part of the over all sustainability strategy.

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### Staff

- ~~Reuse of existing buildings should be encouraged as part of the over all sustainability strategy.~~ (Remove this principle, as this is a redevelopment plan, not a preservation plan.)

### Mitch Bonanno

- Environmental Sustainability should be an integral part of all aspects of development and should not be considered in isolation of other principles INCLUDING FINANCIAL FEASIBILITY. THE INCREASED INITIAL COST SHOULD BE CONSIDERED IN THE CONTEXT OF THE OVERALL EQUATION OF FINANCIAL FEASIBILITY TO ENSURE THIS GOAL IS FULFILLED. [this change reflects the language used in the last version]
- ~~Buildings and neighborhoods should be designed using state of the art~~ utilize technology and process so as to protect the local environment (stormwater quality, waste reduction, heat island reduction) and the regional environment (climate change, Chesapeake Bay protection, air quality). [vague definitions such as "state of the art" should not be used in a policy document. Referencing "USGBC certified" applies a defined standard, which is appropriately updated as technology evolves.]
- ~~Emphasis should be placed on overall energy efficiency such as building orientation, building color, roof color/type, fenestration orientation/size/efficiency, lighting, and HVAC~~

~~selection~~) [This creates a vague standard. These parameters are part of the USGBC evaluation and need not be separately noted.]

- ~~Reuse of existing buildings should be encouraged as part of the over all sustainability strategy.~~ [This parameter is part of the USGBC evaluation and need not be separately stated. Additionally, this statement is not appropriate outside the scope of sustainability.]

#### **6. Define Several Neighborhoods with Identifiable Centers.**

- The incorporation of cultural venues, public spaces, and/or concentrations of retail should be used to define neighborhood centers.
  - Provide places for a farmer’s market, specialty food stores, small business owners, etc.

#### **Staff**

Proposed replacement principles to incorporate the same intent, but make tighter.

- Define Crystal City by its neighborhoods, including the northern residential neighborhood, the central Metro station district, the entertainment district along Crystal Drive, and the hotel district to the south.
- Use cultural venues, public spaces, and/or concentrations of retail to define neighborhood centers.

#### **Wendy Rahm**

Are these parallel points rather than one supporting the other?

#### **Sally Cooper**

New: Incorporate mixed uses throughout the area (even though balance may vary) to obtain spread of activities and associated pedestrian security benefits.

#### **7. Preserve the Integrity of the Surrounding Single-Family Home Neighborhoods**

- Buildings along Fern Street, between 18th and 23<sup>rd</sup> Streets should be of a scale similar to the single family homes on the west side of Fern Street.
  - Taper buildings up in scale and height from Fern Street to the west to Eads Street to the east.
- Provide greater pedestrian and bike connections to the single family neighborhoods without increasing the number of pass-through cars.
  - Avoid opportunities for freeway cut thru traffic into the single family neighborhoods.

#### **Staff**

Proposed new to tighten and include the northern residential neighborhood.

#### **7. Preserve the Integrity of the Existing Residential Neighborhoods**

- Preserve the character of the residential neighborhoods by providing meaningful and careful transitions from the tallest and most dense areas of Crystal City to the northern and western residential neighborhoods.
- Taper buildings up in scale and height from Fern Street to the west to Eads Street to the east.

- Buildings along Fern Street, between 18<sup>th</sup> and 23<sup>rd</sup> Streets should be of a scale similar to the single-family homes on the west side of Fern Street
- Provide improved pedestrian and bike connections from Crystal City and avoid opportunities for cut thru traffic into the adjacent single-family neighborhoods.

### 8. Parking Strategy

- Improve way-finding for short term parking both on the street and within parking garages.
- Easy to find, reasonably priced or free parking is important to a vibrant cultural/retail/restaurant environment.
- Reduce single occupancy trips by office workers to Crystal City.
- Create a balance between encouraging transit use and easy/affordable parking

#### Staff

This is draft language to be shaped further by the transportation analysis.

### 8. Parking/TDM Strategy

- Focus on shared parking and maximizing use of all existing parking resources.
- Ensure easy to find, reasonably priced parking to support a vibrant cultural/retail/restaurant environment.
- Strengthen employer-based programs to reduce single occupancy trips by office workers to Crystal City.
- Create a balance between transit use and parking options.

#### Mitch Bonanno

- ~~Easy to find, reasonably priced or free parking is important to a vibrant cultural/retail/restaurant environment.~~ [this is not a principle and can not be dictated by a planning process]

#### Wendy Rahm

I believe the focus on reducing parking and "forcing" people to take public transportation would be done at our peril... I certainly would not encourage any cultural organization to spend start-up money to relocate to an area where parking is planned to be reduced -- it would make no business sense for them... I believe we need to take into account a regional perspective as opposed to a more local Arlington perspective when we approach the parking issue and its potential economic impact. With that in mind, I would urge keeping bullets 1,2,and 4 to reflect that reality. (Others should comment on the business needs in bullet 3.)

#### Sally Cooper

### 8. Parking Strategy *and Way-finding*

Comment: Way-finding (vehicular and pedestrian) is important enough to justify inclusion in the heading)

New: Improve way-finding for pedestrians (exterior and interior walkways)

- Reduce single occupancy trips by office workers to and residents in Crystal City

#### Staff

This is a proposed new topic covering transportation generally. It could be its own topic or included as part of another topic.

**9. Create a multimodal transportation system that enhances access and connectivity through a balanced, safe, and efficient use of the public realm that supports the community character of Crystal City.**

- Create vibrant, pedestrian oriented streets by balancing the use of the public realm to increase space for pedestrians, parking, bicycles, and transit, while narrowing/reducing vehicle travel and turn lanes.
- Enhance the urban quality of Crystal City by strengthening the urban grid and eliminating the “spaghetti style” street network.
- Incorporate Route 1 as an asset to the overall multimodal transportation network of Crystal City, rather than a divider, by allowing greater pedestrian connectivity while providing efficient vehicular movement.
- Incorporate a useable and safe bicycle network into the Crystal City transportation network by balancing the prioritization between vehicular use and bicycle/pedestrian use.
- Provide surface transit service throughout the day at levels that have travel times competitive with the auto for trips both within Crystal City and connecting to regional trip generators.
- Provide parking to meet community needs and increase on-street parking spaces to enhance the pedestrian experience and to calm traffic, while managing the parking supply and rates in a cost-efficient and equitable manner.
- Support transportation demand management (TDM) policies such as managing the parking supply and rates to reduce single-occupancy vehicle use and encourage the use of transit, carpools, and non-motorized transport.

**Sally Cooper**

New **9. *Provide Elements to Significantly Increase Non-auto Travel***

(Note: These items could be incorporated into the Connectivity section or be placed in a separate Transportation section)

- Ensure that transit-oriented development is an ongoing aspect of redevelopment
- Establish goal of meeting a major portion of a increased travel demand by transit to minimize roadway congestion
- Maintain and enhance interior walkway system’s linkage to Metrorail and create easy/direct linkage to transitway stations
- Ensure that transitway station-stops are an integral architectural element of Crystal City
- Identify Metrorail station area for high density (ridership focus) and for day/night activity (to provide safety and perception of same)
- Create attractive, safe (including good day/night visibility) locations to enter/exit transit, whether within buildings, connecting to buildings or at stations

- Ensure that pedestrian access ways to and areas surrounding transit entry/exit locations are attractive, safe (including perception of same) day and night
- Provide activity around current Metrorail station (interior and at surface), around bus transfer center and around transitway stations; ensure activity is not precluded for Metrorail second entry; give prominence and presence to the VRE station
- Design for reliable, time-saving movement on the transitway

**NEW: 10. Acknowledge the existing Crystal City community throughout planning and implementation**

- Establish as an objective minimizing disruption for those who live and work in C.C.
- Ensure sensitivity to current neighborhood in overall design as well as methods, phasing and timing of demolition and construction (renovation and new build)
- Identify and enhance the current attributes of C.C. (such as scattered green/open spaces and transit/pedestrian-friendly environment with central core free from intrusion of weather and traffic)

**B. Implementation**

**9. Make Crystal City a Primary Economic Engine of Arlington County.**

- Urge the Crystal City Business Improvement District (BID) to brand Crystal City and market its identity
- Make Crystal City a “Class A” office environment with a balance of some “Class B” and “Class C” office space.
- Arlington Economic Development will provide assistance to tenants and small businesses during the BRAC transition and redevelopment
- Maintain and encourage a robust hotel environment at Crystal City.
- All new development should be economically viable.
- Provide flexibility to phase development to meet market conditions.
- Promote public/private partnerships for public realm and/or transit enhancements.

**Staff**

Some additions to make tighter and to provide additional guidance

**9. Economic Sustainability**

- Implement the plan at the block level or in increments of multiple blocks in order to realize a balanced mix of uses accompanied by sufficient open spaces and service and cultural uses.
- Urge the Crystal City Business Improvement District (BID) to brand Crystal City and market its identity
- Provide assistance to tenants and small businesses during the BRAC transition and redevelopment through Arlington Economic Development.
- Maintain and encourage a robust hotel environment at Crystal City.
- Encourage new development that is economically viable.
- Promote public/private partnerships for public realm and/or transit enhancements.

- ~~Make Crystal City a “Class A” office environment with a balance of some “Class B” and “Class C” office space.~~ This may go better in No. 2

**Mitch Bonanno**

- NEW: Provide incentives for redevelopment as recommended by the BRAC transition task force. Incentives may include tax incentives, public funding contributions/financing, business enterprise zones, expedited approval and permitting process specific to BRAC impacted buildings etc.
- Make Crystal City a “Class A” office environment TO COMPETE WITH OTHER JURISDICTIONS AND LOCALITIES WITHIN THE WASHINGTON, D.C. REGIONAL REAL ESTATE MARKET. ~~with a balance of some “Class B” and “Class C” office space.~~ [What is an appropriate “balance” and why would we specifically require class B and C office space in such a strategic location for the County?]
- CREATE A VISION PLAN WHICH ENSURES all new development CAN be economically viable, AND ENCOURAGES REDEVELOPMENT BY MAKING EACH PHASE FINANCIALLY FEASIBLE WITHOUT RELYING ON FUTURE OPPORTUNITIES OR PLANS OF OTHER PROPERTY OWNERS.
- Provide flexibility to phase development TIMING AND USE-TYPE to meet market conditions AND ENCOURAGE REDEVELOPMENT.
- Promote public/private partnerships, TAX INCREMENT FINANCING STRUCTURES (TIF), AND OTHER CREATIVE NON-TRADITIONAL MEANS OF FINANCING ~~for~~ public realm and/or transit enhancements.

**Sally Cooper**

11 (was 9). Make Crystal City a Primary Economic Engine of Arlington County

Question: Should this read “Maintain Crystal City as a ---”?

New: Encourage (1) new and current retail/services that are complementary and (2) retention of retail/services for the core customer base (office workers and residents) while adding activity/attractions for visitors (and the base) with special attention to evenings and weekends – a careful balance, not a substitution.