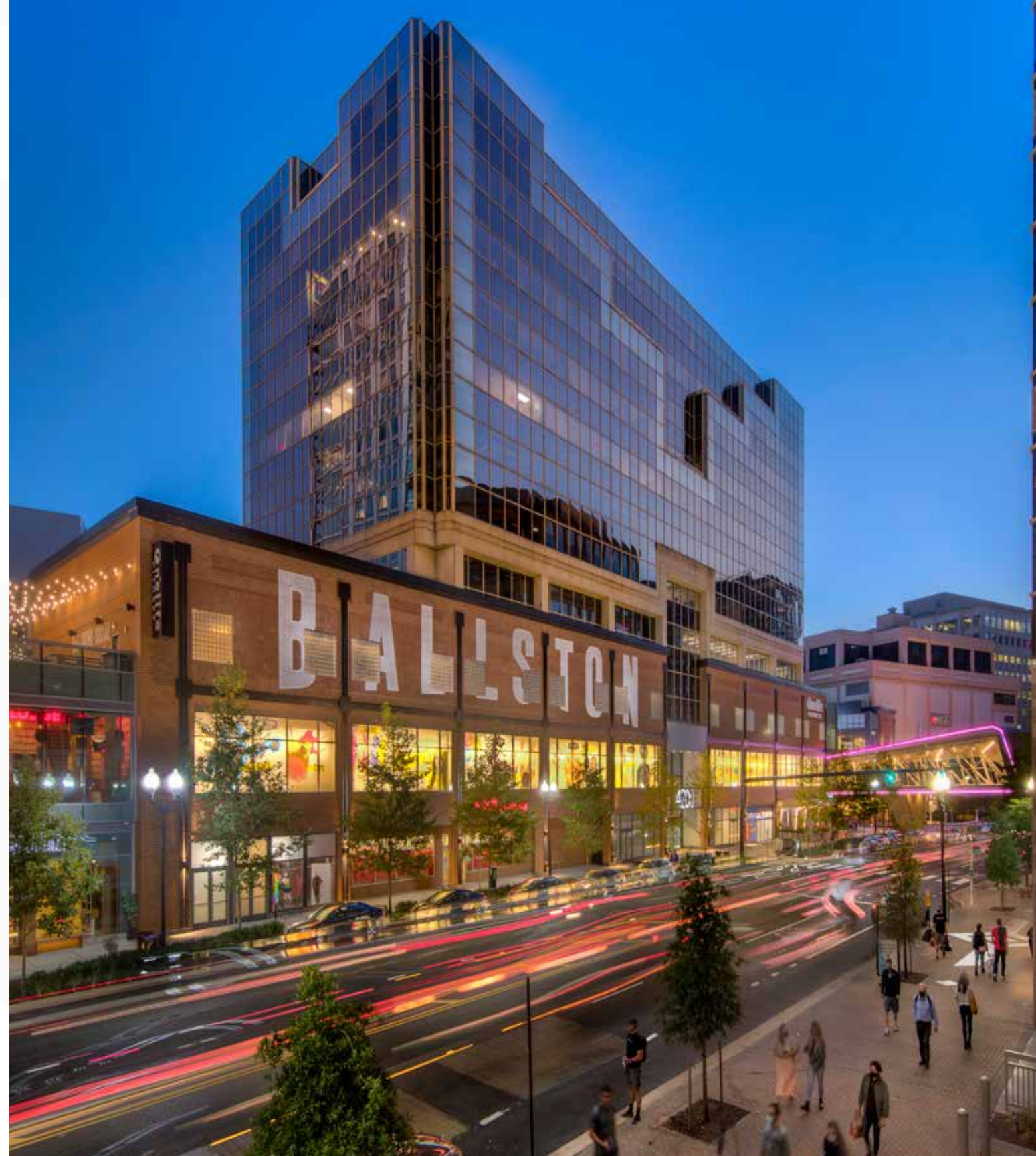


# BALLSTON BID

WORKPLAN & BUDGET  
FY2025



## BOARD OF DIRECTORS

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Brookfield Property Partners

VICE PRESIDENT

**Greg Geisler**  
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**County Appointee Larry Smith** Arlington Green Homes  
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**Office Broker Representative John DiCamillo** CBRE  
**Retail Broker Representative Kim Stein** KLNb  
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**Civic Association Representative Allyson Ugarte** Ballston-Virginia Square Civic Assoc.  
**Restaurant Tenant Representative Shane Pomajambo** WHINO  
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**Mark Witschorik** Jamestown, L.P.  
**David Kinney** KINCO, LLC  
**Tiffany Haller** Lincoln Property Company  
**Marcus Robinson** Colliers International

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Director of Business Engagement  
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## BOARD COMMITTEES

### Marketing Committee

The purpose of the Marketing Committee is to steward the BID brand and ensure that our marketing and communications programs are consistent with our strategic plan with clearly defined objectives to enhance the reputation and recognition of Ballston.

### Placemaking Committee

The Placemaking Committee determines placemaking projects and priorities that support the BID's strategic plan objectives using art, design, culture, beautification and creativity to build character and quality of place in Ballston.

### Community Engagement Committee

This committee guides the revision of existing and the development of new, engaging, and sustainable event programs that leverage Ballston's key assets (technology, education and sports). The committee will seek and encourage non-board member, Ballston stakeholders to participate in this work.

### Finance & Governance Committee

This committee is established to support the BID's Board of Directors in fulfilling its responsibility to oversee the BID's financial and governance strategy and performance.

# ABOUT THE BID

To facilitate the continued growth and evolution of Ballston, The Ballston Business Improvement District (BID) began operations in 2011 and provides a range of services, events, and activities to elevate Ballston as the premiere choice for businesses to locate their operations.

The BID's tax assessment revenues are funded only by a portion of the commercial properties in Ballston that are classified as office/retail. Commercial apartment properties are not included in the BID. The services provided are supplemental to those already provided by Arlington County and are focused primarily for the benefit of commercial property owners within Ballston.



# ABOUT THE BID

The BID is a 501(c)(6) organization and is governed by a 23-member Board of Directors who are elected or County-appointed to represent commercial property owners; tenants; cultural and recreational interests; educational, community and science/technology interests.

The Board of Directors has also established several standing and ad-hoc committees to accomplish the goals of the organization and deliver the BID services described in this plan. These committees include: Finance & Governance; Strategic Planning; Marketing and Branding; Placemaking; Community Engagement; and a Property Managers Group.

# BALLSTONGIVES

In January 2016, the BID created a 501(c)(3) charitable subsidiary, BallstonGives, which serves to support and partner with our local charitable organizations so that together we can have a greater positive impact on our neighborhood and further enrich the lives of the people who live and work here. We seek to create a strong sense of neighborhood by curating and strengthening connections among each other, especially through the experience of volunteering. We believe that supporting our non-profit partners is, quite simply, good for business.



# ADOPTED TAX REVENUE

FISCAL YEARS 2012-24

FISCAL YEAR	PROPERTY TAX REVENUE	ADOPTED % CHANGE
2012	\$ 1,241,759	---
2013	\$ 1,482,632	19.4%
2014	\$ 1,524,736	2.8%
2015	\$ 1,572,603	3.1%
2016	\$ 1,544,770	-1.8%
2017	\$ 1,610,085	4.2%
2018	\$ 1,539,333	-4.4%
2019	\$ 1,681,199	9.2%
2020	\$ 1,497,516	-10.9%
2021	\$ 1,569,935	4.8%
2022	\$ 1,471,612	-6.3%
2023	\$ 1,431,745	-2.7%
2024	\$ 1,476,796	3.1%
2025	\$ 1,331,772	-9.8%

\*FY19 BBIC Board of Directors implemented a one-time BBIC tax rate increase to \$0.053.

Rate returned to \$0.045 (per \$100 of assessed value) for the following FYs.

# REVENUE

Over the last 13 years, the BID expanded its work to include resident-focused programs with the goal of creating a more wholistic, connected community. Ballston now has the top three densest census tracts in the entire Washington DC region.

Revenue from commercial office and retail property tax assessments has grown marginally or, as is more often the case, has decreased 7 of the last 12 years. Our tax rate has only been adjusted once upward (FY 2019) during these challenging times to maintain our budget.

# FY25 OUTLOOK

The BID faces a significant decrease in revenues during a period of rising inflation and costs of operations, programming, and staff retention, which impacts its ability to provide services to the Ballston community.

During FY23, the BID board of directors underwent the strategic planning process and produced a new plan—our fourth plan in 12 years. The FY23-25 strategic plan (attached to this workplan) streamlines our efforts to focus almost solely on the needs of the commercial property owners, office tenants and their employees. This FY25 workplan reflects that refocus and continues work to fulfill the objectives the strategic plan outlines.





# FY25 OUTLOOK

Ballston is still a great choice for new companies and their employees to call home. Leasing activity is increasing, and we are encouraged by opportunities to welcome and support new and continuing office and retail tenants in Ballston. However, we are not immune to the effects of the current economy. Our BID member properties are experiencing lower demand for office space, high commercial office vacancy rates, higher interest rates, the ongoing effects of recent years of inflation, and difficulty in securing capital.

Although a good majority of pre-pandemic signed leases are being paid, these leases are coming to closure and spaces are emptying out. We expect that more of our BID member properties will default, convert uses, and most will continue to experience declining valuations over the next several years.

# FY25 OUTLOOK

Our priorities for FY25 will continue to be our tenant and commercial broker outreach efforts as outlined in our strategic plan and in this workplan.

These efforts include our Business Appreciation Campaign where we host in-office or full member building events for employees to engage and connect with each other, the BID and the Ballston community.

We hosted over 20 events directly engaging with over 1,200 employees during CY 2023, resulting in stronger awareness and partnership with the business community.

We can see the positive results in our metrics with survey participants increasing from 1,200 to over 1,600 this fiscal year - with 46% of respondents reporting as employees, employers, or employer representatives. Our social media audience has more than doubled in the past two years, with our greatest growth on Instagram at a steady rate of 94 new followers each on average each month.





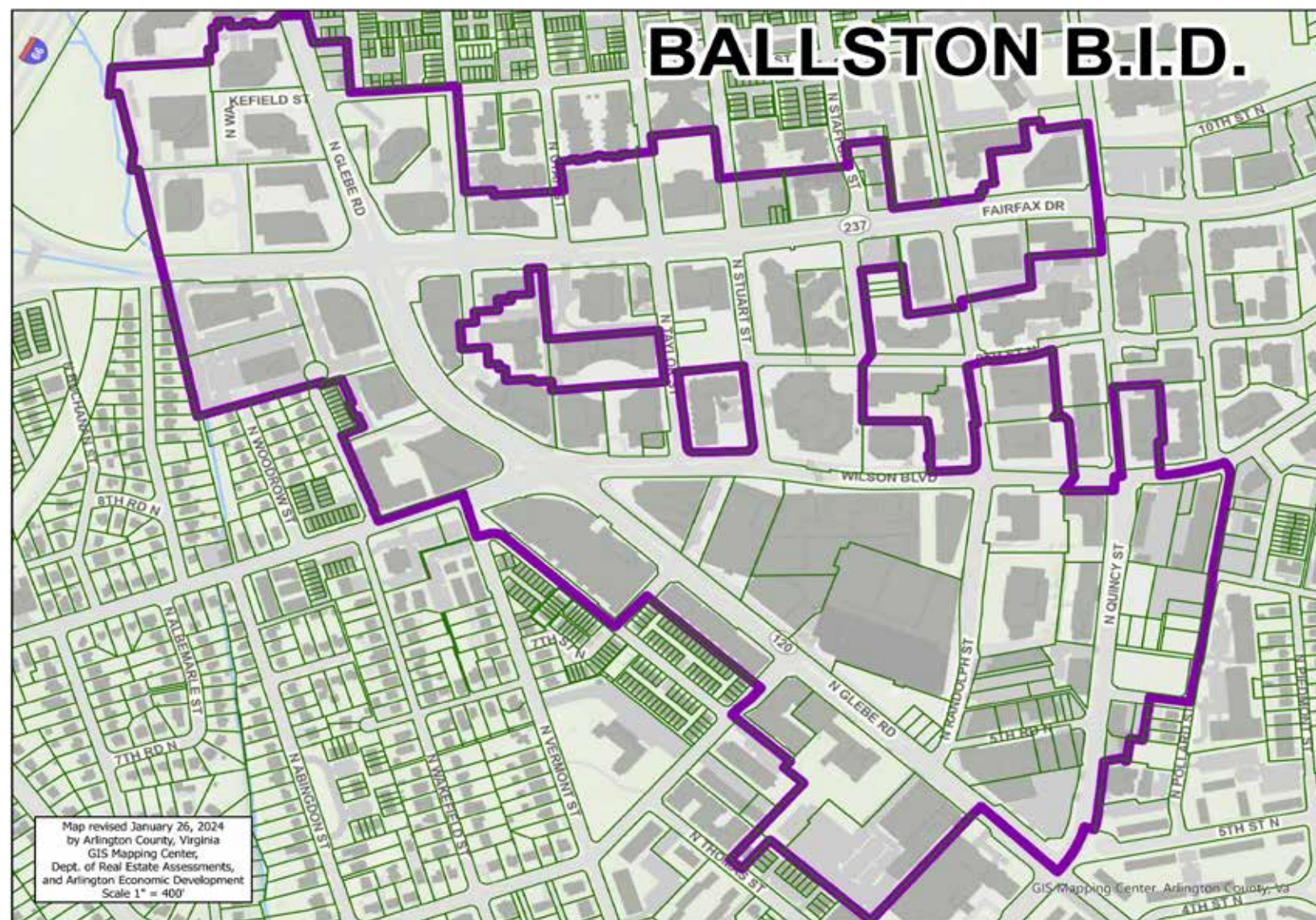
# FY25 OUTLOOK

Other employee-focused programs include our weekly Farmers' Market, quarterly Sip and Mingle networking events, and Ballston WorkPerks – a new employee discount program with neighborhood retailers.

Our tenant outreach and support also includes our signature programs to showcase our restaurants and retailers in Ballston including the Farmers' Market, Sip and Mingles, Mix Madness and Quarterfest.

Our broker outreach efforts will continue in partnership with Arlington Economic Development including interviews, surveys and quarterly check-ins to engage and exchange market intelligence with commercial brokers.

We will also continue to support Arlington Economic Development with their commercial market resiliency efforts as well as partner with them and support their entrepreneur and innovation programs.



## VISION

Ballston as one of the region's most exciting places for thriving business activity, a place where employers and workers choose to patronize local retailers and restaurants, and where their needs and expectations for a vibrant work environment are met and exceeded.

## MISSION

To ensure Ballston develops and improves upon its status as a premier business district location where top companies and talent choose to locate and grow through a combination of public activation, marketing, and targeted economic development in partnership with key public and private stakeholders

## VALUES

Building partnerships, fostering relationships, evoking emotion, giving back, being transparent, innovating and creating for a greater good.

**101+**  
PROPERTIES\*

**8.3M+**  
SF COMMERCIAL

**22,000+**  
EMPLOYEES

**118+**  
ACRES

**987K+**  
SF RETAIL

**18,000+**  
RESIDENTS

**1,000**  
BUSINESSES

**1,000+**  
HOTEL ROOMS

**9,300+**  
APARTMENTS\*\*

\*Data for provided by CoStar and 2023 Data Axle, Inc. using Esri's data collection method, Arlington Economic Development, and Arlington Department of Parks and Recreation

\*\*Data for number of existing and recently delivered apartments determined by plans provided by Arlington County Department of Community Planning Housing and Development and Arlington County Department of Management and Finance

# FY24 HIGHLIGHTS

As we continued our work during FY24 under the FY23-FY25 strategic plan, we found much success in our programs focused on commercial property owners, company tenants, and their employees.

## **Adopted and fully immersed in the new strategic plan - focused almost entirely on commercial owners, tenants, and our workforce**

- Restructured events and programming to employee-specific needs
- Created an annual survey for employees and employers to share vital feedback
- Partnered with market intelligence data providers to secure insights on consumer traffic

## **Launched the Business Appreciation Campaign to connect and engage even more directly with property managers, businesses, and employees**

- Provided additional touchpoints between property managers, the BID, and businesses
- Connected properties and businesses with amenities and neighborhood services
- Engaged and educated members of workforce on BID services and resources





# FY24 HIGHLIGHTS

## **Hosted a robust schedule of diverse events to serve and engage the business community**

- Promoted 46 businesses neighborhood-wide through 2023 Quarterfest Crawl
- Secured post-pandemic record participation in Sip & Mingle networking series increasing participation by 30% to over 120 people per event.
- Continued success and expansion of Farmers' Market as a workforce resource – with over 50% of employee survey respondents indicating participation, 15,700+ total attendees, and 24 vendors

## **Redeveloped website with new content, business directory and updated resources**

- Redeveloped workforce resources and introduced broker-focused resources
- Implemented new technology to more effectively present businesses and properties
- Reimagined blog, news, and content blocks to share audience-specific content

## **Furthered internal and external connections to achieve greater visibility and impact**

- Strengthened tenant and broker connections, partnering with AED
- Began publishing thought leadership series on LinkedIn and through industry outlets
- Supported and advocated for Ballston business community on projects in public realm

# FY24 HIGHLIGHTS

**Continued to execute comprehensive communications strategy in support of Strategic Plan, business community needs, and visibility amongst targeted audiences**

- Grew Instagram following by more than 20% over a 12-month period (5,500+ total)
- Launched thought leadership initiative on industry trends and challenges via LinkedIn
- Partnered with 17 businesses for social giveaways to increase their brand awareness
- Leveraged local influencers for BID programs, member properties, and businesses
- Redeveloped website elements to facilitate custom content for targeted audiences
- Increased open rate of Ballston e-newsletter by 11% over a 12-month period
- Featured 18 businesses and local leaders through the BallstonConnect podcast



# MARKETING AND PROMOTION

Objective: To increase local and regional awareness of Ballston, to attract and retain businesses, and to promote member businesses in the public eye.

## FY24 INITIATIVES

Incorporated and engaged Ballston businesses in BID PR efforts to increase brand awareness, highlight their work, and share their experience operating/working in Ballston

Created and executed event marketing campaigns welcoming back employees and incentivizing their return to the office

Collaborated with Arlington Economic Development on existing engagement processes to more actively, directly, and effectively coordinate with County programming

Boosted the promotion efforts of our network of ambassador-influencers for the benefit of businesses in our district

Collaborated regularly with Arlington Convention and Visitors Service to jointly promote public events and initiatives (when applicable)

Regularly featured board members in BID public relations efforts to highlight their contributions to Ballston and the business community

## FY25 NEW INITIATIVES

Rebrand and expand the Business Appreciation Campaign as a more permanent workforce resource program encouraging in-office participation and supporting employees through businesses of our amenity-rich streetscape

Leverage updated website assets through resource distribution to commercial real estate property managers, commercial real estate brokers, and business owners/commercial tenants

# MARKETING AND PROMOTION

Objective: To increase local and regional awareness of Ballston, to attract and retain businesses, and to promote member businesses in the public eye.

## ONGOING INITIATIVES

Promote Ballston as a destination for business and enjoyment via earned TV, radio and print media channels

Execute marketing campaigns for all BID events including Sip and Mingles, BallstonMoves, Mix Madness, Quarterfest, Singing Tree and Farmers' Market

Collaborate with Arlington Economic Development and Arlington Convention and Visitors Service to jointly promote business, public events and initiatives (when applicable)

Continue to grow our presence and engagement on all social media channels for the benefit of businesses in our district. Leverage our network of ambassador-influencers for the benefit of businesses in our district

Produce and promote the BID's e-newsletter, the BallstonConnect Podcast and original content articles on LinkedIn and other industry media vehicles

Maintain, update and add content to the Ballston BID website to meet in support of BID stakeholders

Feature Ballston businesses and employees in BID public relations efforts to highlight their contributions to Ballston and the business community

Create tenant videos showcasing new tenants and their stories, why they chose Ballston, and opportunities to promote their business

# PUBLIC REALM IMPROVEMENTS

Objective: To promote neighborhood hospitality and enhance the experience of working in the BID. Physical improvements to include banners, wayfinding, streetscape improvements, public art, placemaking, public WIFI, etc.

## FY24 INITIATIVES

Redesigned, repaired and replaced wayfinding signs throughout Ballston

Explored options to create spaces for outdoor collaboration

Maintained medians currently under the BID's landscaping care

Continued collaboration with AED on a potential public art project at the Ballston Metrorail Station based upon outcome of discussions with Arlington County and WMATA

## ONGOING INITIATIVES

Maintain 5 blocks of medians on Fairfax Drive currently under the BID's landscaping care including annual plantings and holiday lighting

Maintain BID-installed wayfinding signs throughout Ballston

Continue support for and promote to Ballston businesses Arlington County's outdoor seating policies

# PUBLIC REALM IMPROVEMENTS

Objective: To promote neighborhood hospitality and enhance the experience of working in the BID. Physical improvements to include banners, wayfinding, streetscape improvements, public art, placemaking, public WIFI, etc.

## FY25 NEW INITIATIVES

Determine options for an engaging public art project in the Ballston Metro canopy and the Arlington County-owned public parking garage at Ballston Quarter  
(CMO, AED, APA, CPHD, DES)

Assist with planning, fundraising, and promoting the Ballston Mural Project  
(AED, APA, DES)

Explore possibility of reprogramming Liberty Center and Welburn Square for improved community use and engagement programs  
(Property Owners, CMO, AED, CPHD, DES, DPR)

# COMMUNITY EVENTS AND OUTREACH

Objective: Business-focused public events, memberships, sponsorships and programming- either in-person or virtually- with the purpose of building networks, supporting business, and providing entertainment.

## FY24 INITIATIVES

Continued to partner with other community organizations and Ballston businesses to create new and modify existing programs to connect, support and engage our business community, including the corporate-sponsored Ballston Singing Tree at Welburn Square as a new annual holiday tradition

Expanded the Business Appreciation Campaign to hosting 25 events and directly engaging over 1,000 employees

## ONGOING INITIATIVES

Continue to use non-tax assessment revenue streams, including sponsorship opportunities where possible to supplement tax-assessment revenues

Host and expand Quarterfest Crawl and Mix Madness to support Ballston restaurants and employees

Host the Farmers' Market season from April through November and install the Holiday Singing Tree during December/January at Welburn Square

Engage with commercial residential property owners on a bi-annual basis to explore partnership and sponsorships

Partner with other community organizations, create new and modify existing programs to connect, support and engage our business community

Gather feedback from employers and employees through annual surveys and focus groups to further refine resources spent on activation and determine the success of current event efforts.

Support and promote Arlington County's annual Art Walk

# ECONOMIC DEVELOPMENT

Objective: To promote business location and business and employee retention. Efforts include data collection, develop business intelligence, and targeted marketing in support of and in coordination with AED.

## FY24 INITIATIVES

Continued outreach and gathered feedback from employers and employees through surveys and focus groups to further refine resources spent on activation and determine the success of current efforts. Increased survey participation by 33% from 1,200 to 1,600 responses

Implemented employee “WorkPerks” program to offer discounts to and ways to engage and introduce them to Ballston, the BID, its amenities, and services

Developed an enhanced broker engagement strategy through 1-on-1 meetings, quarterly round tables, a Ballston-specific industry quarterly newsletter

Created new multi-media tools (video, photography) that marketed the Ballston sub-market

Established an on-line resource hub on labor force and other market data including available data and links to Arlington County resources, including updated district demographics, employment data, return to work metrics, traffic and pedestrian counts, and market trends

Conducted interviews/surveys of commercial brokers to determine potential new uses for vacant office/retail spaces and discussed regularly with AED

Supported County efforts for continued changes in permitted use requirements in commercial properties

# ECONOMIC DEVELOPMENT

Objective: To promote business location and business and employee retention. Efforts include data collection, develop business intelligence, and targeted marketing in support of and in coordination with AED.

## ONGOING INITIATIVES

Continue to increase participation in annual constituent survey to enhance current and develop new programming focused for employee engagement and entertainment

Maintain touchpoints with brokers featuring with a regular series of broker meetings with AED participation

Continue monthly business engagement meetings with AED to discuss leads and opportunities for business outreach to support AED recruitment efforts

Continue commercial broker 1-on-1 meetings, quarterly round tables, and Ballston-specific industry quarterly newsletter

Update our on-line resource hub on labor force and other market data, including updated district demographics, employment data, return to work metrics, traffic and pedestrian counts, and market trends

Conduct interviews/surveys of commercial brokers to determine potential new uses for vacant office/retail spaces and discussed regularly with AED

Continue quarterly broker roundtable meetings and 1-on-1 meetings, broker-focused newsletter, and other, targeted events

Update multi-media tools (video, photography) that market the Ballston sub-market.

# ECONOMIC DEVELOPMENT

Objective: To promote business location and business and employee retention. Efforts include data collection, develop business intelligence, and targeted marketing in support of and in coordination with AED.

## **ONGOING INITIATIVES (CONT'D)**

Continue to conduct interviews and/or surveys of commercial brokers to gain market intelligence and discuss with AED

Support County efforts for continued changes in permitted use requirements in commercial properties

## **FY25 NEW INITIATIVES**

Rebrand and expand our Business Appreciation Campaign- our ongoing series of employee-focused in building/office programs

Update our Ballston amenity marketing deck for easy distribution and download to showcase local market assets and information

Update and expand resources on our website for the commercial/broker audience, including local commercial property showcase/case study highlights to celebrate tenanting & property development successes

# TRANSPORTATION

Objective: To advocate for the increased mobility of community members and coordination with Arlington County.

## ONGOING INITIATIVES

Explore with county staff any tangible (in addition to our marketing efforts) measures we can take to encourage people to return to using public transportation (in particular, Metro) as a safe method for commuting

Continue to participate in and support advocacy efforts that encourage the implementation of the Ballston West Metro Entrance

# ADMINISTRATIVE AND MANAGEMENT

Objective: To ensure an efficient operational management of the organization that includes staffing, professional development, office management, technology systems, and similar.

## FY24 INITIATIVES

Developed a written and agreed upon set of guidelines and expectations that outline board responsibilities and commitments, including attendance at a minimum number of board meetings, participation in committees, etc.

Discussed strategic plan and professional goals with each staff member and determined opportunities for development that align with the plan

Updated the staff professional develop program with new priorities and allocated funds in the annual budget for staff professional development activities including professional courses and training

Explored options for new office space prior to lease expiration  
December 2024

# ADMINISTRATIVE AND MANAGEMENT

Objective: To ensure an efficient operational management of the organization that includes staffing, professional development, office management, technology systems, and similar.

## ONGOING INITIATIVES

Continue to use non-tax assessment revenue streams, including sponsorship opportunities where possible to supplement tax revenues

Continue to expand board members working towards greater gender, racial, and ethnic diversity and including major office tenants, retail tenants selling various products, and restaurant tenants

Update professional goals annually with each staff member and determine opportunities for development that align.

Update the staff professional develop program with new priorities and allocate funds in the annual budget for staff professional development activities

## FY25 NEW INITIATIVES

Finalize options for, decide on and move into new office space

# BALLSTON BID FY25 BUDGET

**Purpose: To highlight significant budget changes from previous year budget.**

The BID's financial pressures are due to properties exiting the service district through residential conversions, shifting market conditions for commercial office and retail space, and increasing expenses.

	FY24 ADOPTED	FY25 ESTIMATE
<b>INCOME</b>		
Net County Tax Assessment Funds	\$ 1,447,257	\$ 1,305,137
Plus: County Retained Tax Assessment Funds	29,536	26,635
Interest & Other Income	--	--
<b>Total Income</b>	<b>\$ 1,476,793</b>	<b>\$ 1,331,772</b>
<b>EXPENSES</b>		
Administration & Management	\$481,184	\$ 332,137
Marketing & Promotion	317,363	310,125
Community Events & Outreach	214,085	214,350
Public Realm Improvements	129,578	100,775
Economic Development	289,255	331,325
Transportation	15,792	16,425
County Admin Fee <sup>1</sup>	29,536	26,635
Delinquency/Appeals	--	--
<b>Total Expenses</b>	<b>\$ 1,476,793</b>	<b>\$ 1,331,772</b>
<b>Delinquency/Appeals Reserve<sup>2</sup></b>	<b>\$ 73,840</b>	<b>\$ 66,589</b>

<sup>1</sup>2% of County Tax Assessment

<sup>2</sup>Internal reserves of 5% of total tax assessment revenue are board directed funds to be used for project contingencies or other program efforts.



PHOTOS BY  
SAM KITTNER PHOTOGRAPHY



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