

# BALLSTON

BUSINESS IMPROVEMENT DISTRICT



# WORKPLAN AND BUDGET

FY2027



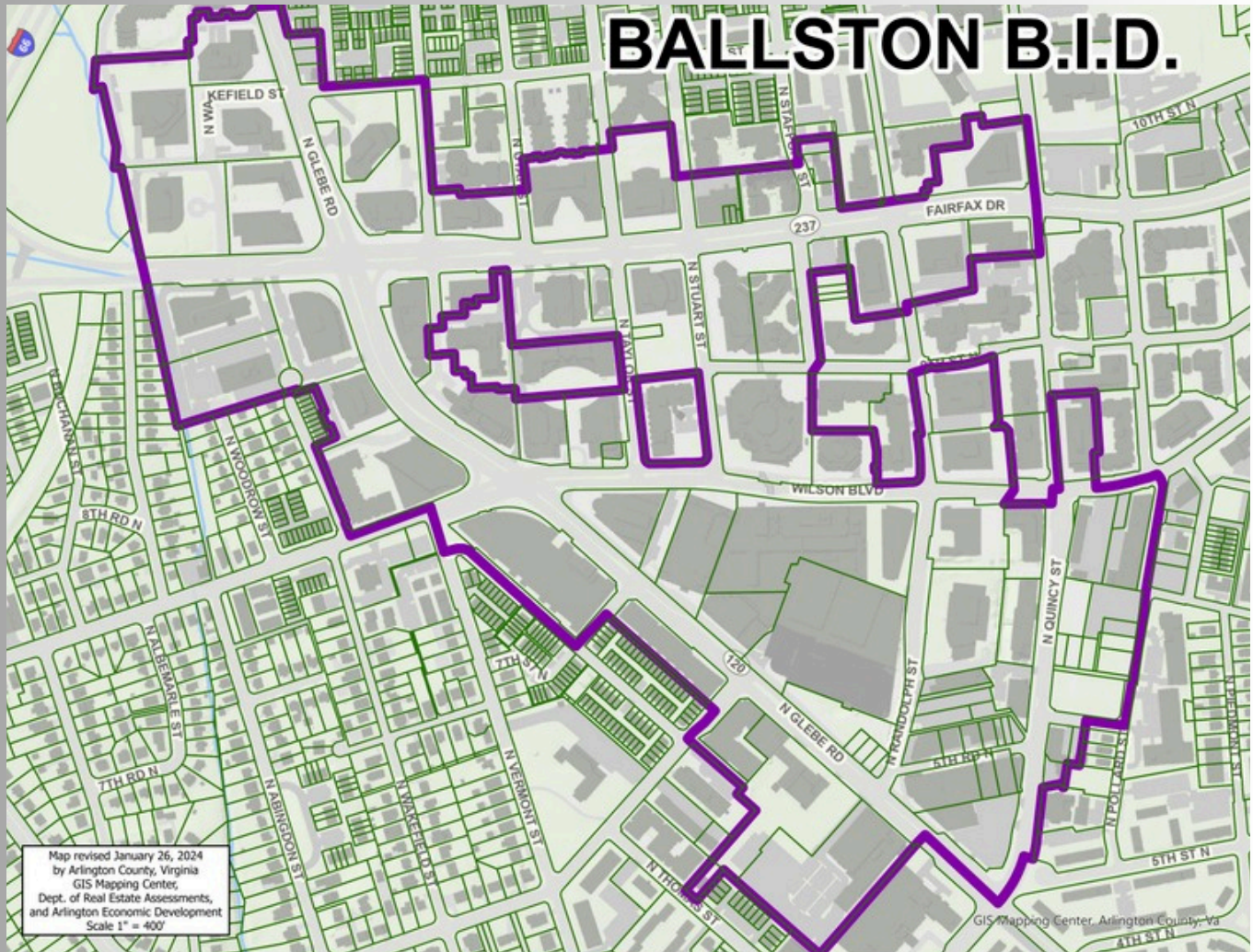
## Workplan & Budget FY27

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# BALLSTON BID MAP



The Ballston Business Improvement District (BID) encompasses 25-blocks characterized by strong transportation connectivity and a unique mix of commercial assets. Positioned at the western end of the Rosslyn-Ballston corridor, the area provides immediate access to I-66, Glebe Road, and the Ballston-MU Metro Station, served by the Orange and Silver lines. The district's diverse office, retail, and mixed-use properties support a high-density, activity-rich environment that strengthens the local economy and enhances accessibility for businesses, employees, residents, and visitors across the region.

# GOVERNANCE

Formed in 2010, the Ballston Business Improvement District (BID) encompasses more than 8.2 million square feet of commercial space and over 1,000 businesses. Established as a non-profit Virginia corporation, the BID operates under a service agreement with Arlington County, which defines its responsibilities, scope of services, and commitment to fiscal accountability and transparency on behalf of the property owners. Through this agreement, the BID provides supplemental services that complement the core County functions and address the unique needs of the district.

Governance is provided by the Ballston Business Improvement Corporation (BBIC), a Board of Directors composed of property owners, business leaders, and community representatives. This structure ensures that resources are invested strategically to support business growth, enhance the neighborhood experience, and foster an environment where companies and talent can thrive.





## MISSION

The Ballston BID works to position the district as premier destination where top companies and talent choose to locate and grow.

## VISION

The Ballston BID envisions a dynamic, interconnected urban hub where technology, education, defense, retail, and hospitality converge, creating a vibrant and accessible community that champions innovation and sustainable growth.

# BALLSTON BID

# BID Board of Directors

- David Baker**, Virginia Tech Research Center
- Simon Carney\***, Brookfield Property Partners
- Justin Cooper**, Westin Arlington Gateway
- John DiCamillo**, CBRE
- Shannon Flanagan-Watson**, Arlington County
- Stacy Foster**, Mastercard
- Tim Friemel\***, Snell Properties
- Craig Gerardi\***, Piedmont Office Realty Trust
- Lori Godby**, BF Saul Company
- Morgan Hannell**, Monumental Sports & Entertainment
- David Kinney**, KINCO LLC
- Marta Lopez**, Insight Property Group
- Aaron Moore**, VIDA Fitness
- Randy Painter**, Ballston-Virginia Square Civic Association
- Shane Pomajambo**, Whino
- Marcus Robinson**, Colliers International
- Kevin Shooshan\***, The Shooshan Company
- Brad Smith**, NRECA
- Larry Smith**, Arlington Green Homes
- Kim Stein\***, KLNB
- Mark Witschorik**, Jamestown Urban Management, L.P.
- Dustin Young\***, NRECA
- Mark Zetlin**, Mercedes-Benz of Arlington

## \*BOARD OFFICERS

### Arlington County Liaisons

- Matt de Ferranti**, Arlington County Board
- Katharine Ange**, Arlington Economic Development

### Legal Counsel

- Evan Pritchard**, Wire Gill LLP

### Representative

- Dave Tran**, Jamestown Urban Management, L.P.

“

“In the face of all the economic headwinds we have faced over the past few years, a BID in my view is a non-negotiable must have for any business district that wants to be taken seriously, attract and retain talent and resources, and compete in our broader ecosystem.”

**JOHN DICAMILLO**

“

“Serving on the Board has allowed me to support a cause that I care about. While my company does business in Ballston, I’m also a regular visitor in my off-work hours. Having the opportunity to contribute my professional and leadership skills to the Ballston BID Board has provided me with the opportunity to help ensure that Ballston continues to meet the needs of the community – from business to nightlife and everything in between!”

**SIMON CARNEY**



“

“I enjoy serving on the Ballston BID Board because our company (Shooshan and Kodiak) are highly invested in Ballston, in terms of both capital and our time/effort over the last (almost) 40 years. Ballston had a very strong office market for several years, and over the last 10-15 years built one of the top residential markets in the DC area, and I want to see a time when both are flourishing together.”

**KEVIN SHOOSHAN**

“

“Serving on the Board has been a deeply rewarding experience. It’s an opportunity to help shape the future of Ballston through collaboration, innovation, and community connection. The BID is a vital force in ensuring Ballston continues to thrive, attracting talent, businesses, investment, and energy where we work and live.”

**STACY FOSTER**

“

“The Ballston BID enhances the neighborhood by maintaining clean, safe, and welcoming public spaces that help universities, like Virginia Tech, attract world-class talent and students. It supports local businesses and fosters economic growth through educational events, marketing, and community partnerships. By promoting innovation, sustainability, and connectivity, the BID plays a vital role in shaping Ballston’s long-term vibrancy and appeal as a dynamic urban center.”

**DAVID BAKER**

# BALLSTON GIVES

Ballston Gives is the 501(c)(3) charitable affiliate of the BID. It provides a philanthropic framework that supports community focused initiatives benefiting Ballston and the surrounding region.

The organization enables charitable contributions and partnerships with nonprofit organizations that align with community needs and BID priorities. Ballston Gives serves as a platform for future charitable engagement, offering flexibility to support initiatives that advance shared community goals.

Through Ballston Gives, the BID is positioned to pursue programs, events, and partnerships that strengthen community wellbeing and reinforce Ballston's role as a civic leader.



# CORE COMMITMENTS

Ballston's FY27 Core Commitments define the BID's strategic focus for the year ahead, guiding efforts to connect people, strengthen businesses, and enhance the neighborhood's public spaces and experiences. Rooted in collaboration and community impact, these commitments align Ballston's initiatives with its long-term vision and shared goals for a thriving, inclusive, and dynamic urban district.

▷▷ CONNECTION AND IDENTITY  
Cultivate belonging and pride in place through authentic experiences, storytelling, and partnerships that celebrate Ballston's unique mix of assets, diversity, and environmental stewardship.



▷▷ INNOVATION AND GROWTH  
Strengthen Ballston's economic ecosystem by fostering collaboration, supporting enterprises, and positioning the district as a hub for talent and investment.

▷▷ ORGANIZATIONAL STRENGTH AND INTEGRITY  
Advance organizational strength through effective governance, operational efficiency, and a culture of accountability that ensures long-term impact.



▷▷ VIBRANCE AND ACCESSIBILITY  
Enhance public spaces and mobility through placemaking, activation, sustainability, and advocacy to create a more welcoming, connected, and sustainable district.

# TOP PRIORITIES

In FY27, the BID will focus on initiatives that strengthen long term sustainability, reinforce Ballston's identity, and deliver clear value across commercial, retail, hospitality, and residential audiences.

## ▶▶ ELEVATE MARKETING, BRANDING, AND STORYTELLING

Strengthen marketing and communications in alignment with the adoption of the strategic plan by advancing a cohesive narrative and increasing visibility across digital and on the ground channels. This work will reinforce brand identity, pride in place, support business attraction and retention, and clearly communicate the district's value as Ballston continues to evolve.



## ▶▶ ADVANCE RESIDENTIAL EDUCATION AND OUTREACH

Expand engagement with the commercial residential base through a targeted education and outreach campaign. Through the board-led Expansion Committee, evaluate boundary and residential inclusion considerations, engage commercial residential property owners and stakeholders, and assess service alignment. These efforts will inform Board recommendations that support sustainable growth, sound governance, and long-term financial sustainability.

## ▶▶ PLACEMAKING AND PEOPLE CENTERED EXPERIENCES

Position Ballston as a welcoming vibrant destination by scaling proven programs, activating public spaces year-round, and celebrating the businesses, places, and people that define and humanize Ballston's identity.



# SERVICE FRAMEWORK

Ballston's growth, vitality, and identity are shaped through a comprehensive framework of services that bring together property owners, businesses, and community partners. This framework is built around six core pillars, which ensure that every initiative strengthens investments, supports business success, and fosters a thriving environment where companies grow, talent chooses to be, and residents are proud to call home.

The six pillars of service highlight how Ballston delivers impact every day by fostering community, supporting business, and positioning the neighborhood as one of the region's most dynamic destinations. Together, they demonstrate why ***It's Better in Ballston***.

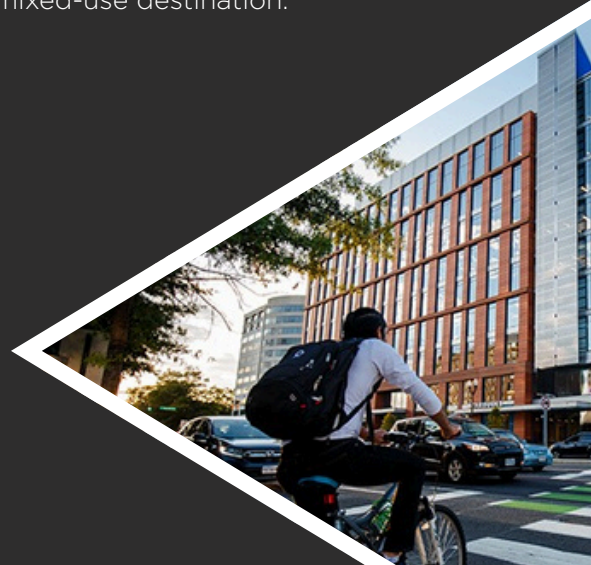
## Community Events & Outreach

A dynamic calendar of events and outreach initiatives brings together employees, residents, and visitors while showcasing local businesses and strengthening neighborhood connections. These gatherings go beyond celebration by offering opportunities for learning, professional development, wellness, and community engagement that enrich the Ballston experience and build lasting relationships.



## Public Realm & Beautification

Enhancing Ballston's public spaces fosters a vibrant community and elevates the everyday experience through beautification, wayfinding, streetscape improvements, placemaking, and advocacy. This program area is especially vital as the neighborhood evolves, with conversions of commercial space into residential creating new opportunities to activate the streetscape and strengthen Ballston's identity as a dynamic, mixed-use destination.



## Economic Development

Business growth and investment are advanced by supporting property owners, championing businesses, partnering with AED to attract new companies, and connecting enterprises with County departments and resources. These efforts strengthen Ballston's position as a hub for innovation, talent, and opportunity.



## Transportation

Ensuring Ballston remains one of the region's most accessible and connected neighborhoods by working alongside Arlington County, transit agencies, property owners, and transportation partners to support and promote walkable, bike-friendly, and multimodal transportation options.



## Marketing & Promotion

The Ballston BID showcases the neighborhood as a premier destination for business, hospitality, and culture. Strategic campaigns, digital platforms, and brand-building initiatives elevate Ballston's profile, attract visitors, and reinforce the message that ***It's Better in Ballston.***

## Management & Administration

Strong administration underpins Ballston's six pillars of service. Budgeting, staffing, professional development, and technology management keep programs running smoothly, while engaged board leadership ensures sound governance and accountability. A team culture rooted in collaboration and reflective of Ballston's diversity powers the creativity and innovation that bring initiatives to life.

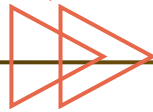


# COMMUNITY EVENTS

Drive business engagement and strengthen community connections through events, programs, and outreach initiatives that bring together residents, employees, and visitors. Create meaningful experiences that showcase Ballston's businesses, celebrate its identity, and foster a sense of belonging while reinforcing Ballston's reputation as a vibrant, connected urban neighborhood.

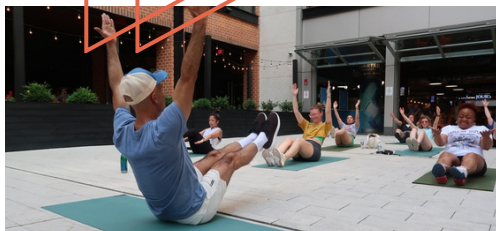
## Ongoing Initiatives

**Expanded the Property Managers Luncheon program** with curated, expert-led sessions featuring county representatives and industry leaders to foster collaboration and insight-sharing, amplified by a new biweekly newsletter providing ongoing communication, timely updates, and tools to support BID initiatives between meetings. **DES, CPHD, ACPD**



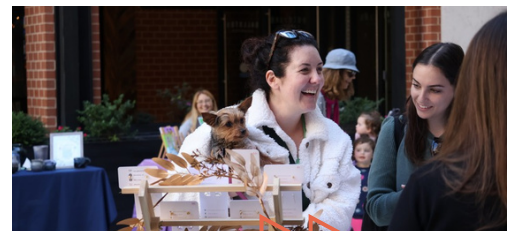
**Evolved the Ballston Farmers Market** into a year-round community activation that draws more than 3,000 visitors annually and features 20 regional vendors, reinforcing Ballston as a dynamic destination for residents and workers alike.

**Built on the success of the Singing Tree light installation** by introducing a festive market and live music at Welburn Square, creating a vibrant holiday experience that enhances community engagement, activates public space, and strengthens Ballston's identity as a premier destination.



**Advanced Ballston's reputation as the fittest neighborhood in Arlington**, America's fittest city for eight consecutive years—through the BallstonMOVES campaign and Bike to Work Day activations that promote sustainability, active commuting, and community-wide wellness engagement. **DES**

**Piloted the Made-in Markets** to showcase local artisans, crafters, and entrepreneurs, celebrating the region's creative talent and craftsmanship. Based on strong engagement and vendor interest, the program will return as a series of markets that highlights the creative economy, supports small business growth, and enhances the neighborhood's cultural vibrancy. **BZL**



**Launched the Pumpkin Palooza fall festival in FY26**, creating a signature community event that celebrates the season and supports Ballston's restaurant community through featured seasonal offerings. Building on its success, the program will continue in FY27 to elevate visibility for local eateries, drive foot traffic, and position Ballston as a premier dining destination.



## New Initiatives



- ▶ **Introduce enhanced data collection methods** to more effectively evaluate event performance, while also capturing insights from attendees and vendors to continuously improve future programming.
- ▶ **Develop sponsorship opportunities** that allow businesses and partners to engage directly with the BID's events and programs, providing increased brand visibility, community connection, and meaningful support for initiatives year-round.
- ▶ **Pilot short-term activations and pop-ups** designed to foster connection, celebrate local spirit, and build pride in place through engaging experiences and gatherings that bring residents, employees, and visitors together across Ballston.
- ▶ **Advance efforts to establish Ballston Quarter as a central indoor hub for cultural and creative programming**, delivering shared experiences that reflect the district's diversity, foster cultural connection, and reinforce Ballston as a welcoming and dynamic destination. [AED](#), [CAD](#), [Public Art](#)

# ECONOMIC DEVELOPMENT

Foster a thriving business environment through programs and partnerships that advance business attraction, retention, and engagement. Collaborate with property owners, businesses, and County agencies to encourage investment, innovation, and sustainable growth.



## Ongoing Initiatives

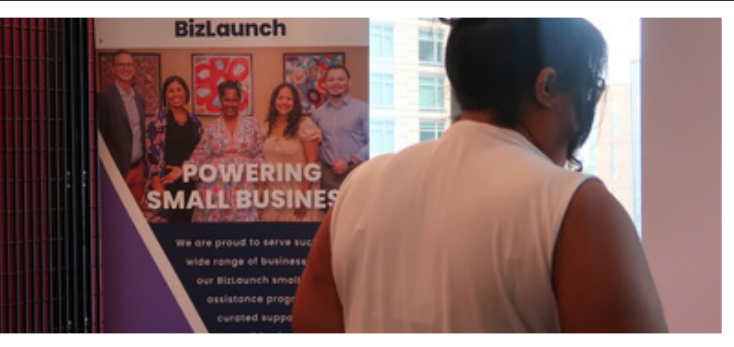
- ▶ **Advance innovation and technology initiatives** in partnership with AED by offering curated, guided tours that showcase Ballston's unique mix of assets and highlight its role as a complete ecosystem for business, talent, and community, strengthening the district's position as a hub for economic growth and development. [AED](#)
- ▶ **Enhance arts and placemaking programs** by engaging local businesses and enhancing wayfinding throughout the district to connect enterprises, artists, and visitors, promoting a more vibrant, accessible, and visually engaging environment. [AED](#), [ACA](#)
- ▶ **Deepen business support efforts** by connecting small businesses and entrepreneurs to essential resources, guidance, and opportunities, helping to foster growth, resilience, and a well-supported local business community. [BZL](#)
- ▶ **Strengthen and sustain the Business Impact Series** to deepen employee connections with their companies and the broader Ballston community through programming that fosters engagement and well-being, including the Learning Lab featuring thought leaders on emerging trends, Wind Down Wednesday promoting wellness, and Ballston Beats enhancing cultural enrichment.
- ▶ **Host annual employee engagement events** to celebrate and connect the Ballston workforce through live entertainment, interactive experiences, and local business promotions, strengthening employee satisfaction, retention, and connection to the community.
- ▶ **Support and actively promote the Open Rewards program** to drive spending at Ballston businesses, incentivize local engagement, and strengthen connections between merchants and the community. [BZL](#)

# New Initiatives

▶ **Expand business partner engagement** by hosting events that strengthen relationships with local employers, foster collaboration, and encourage greater participation in BID programs and initiatives.



▶ **Operationalize the new Strategic Plan** informed by insights from partners, businesses, and community members, and developed with support from Spotted MP, who served as our strategic planning consultant. The plan ensures Ballston's future growth reflects stakeholder priorities and community needs, guiding initiatives that foster investment, innovation, and a thriving local economy.



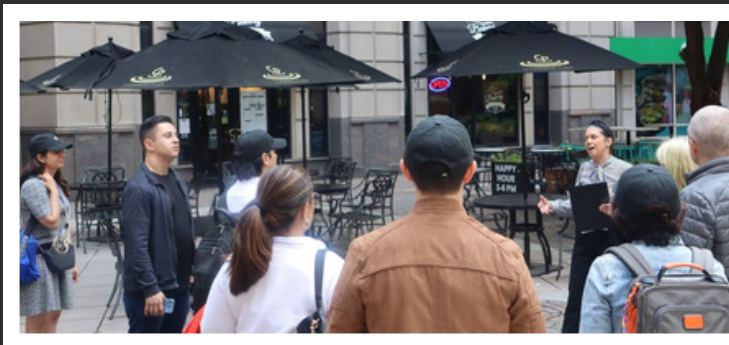
▶ **Partner with AED to elevate anchor institutions and district definers** to intentionally highlight Ballston's character and economic base. [AED](#)



▶ **Elevate partnerships with educational institutions** by highlighting University Row and reinforcing Marymount University's role as Arlington's University, creating deeper connections between students, faculty, and the business community to support workforce development and innovation.



▶ **Collaborate with AED to explore economic resiliency across the Rosslyn-Ballston Corridor** by sharing market observations, on the ground insights, and emerging opportunities or challenges to support the corridor's long term economic vitality and competitiveness.. [AED](#)



▶ **Establish pipelines for engagement** with businesses by introducing a business welcome and onboarding program.

# MARKETING & PROMOTION

Elevate Ballston's profile by driving strategic campaigns, partnerships, and storytelling that attract visitors, engage stakeholders, inspire community pride, and reinforce broad recognition that ***It's Better in Ballston.***

## Ongoing Initiatives

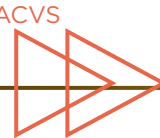
**Grow the BID newsletter** by increasing open rates and subscriber base through engaging content, targeted distribution, and clear calls to action that strengthen recognition of the ***It's Better in Ballston*** brand.

**Enhance BID website assets** with resources for brokers, businesses, and residents, plus information on visiting, loyalty programs, and events—positioning the site as a central hub for marketing and promotion.

**Expand partnerships and media reach** through co-branded promotions with property owners, businesses, and leveraging ambassadors/influencers to increase visibility and credibility.

**Position Buzz in Ballston** as the BID's signature video series, highlighting neighborhood stories and businesses to reinforce Ballston as a premier business destination while strengthening the ***It's Better in Ballston*** brand, expanding LinkedIn reach, and engaging a professional audience.

**Continue partnership with ACVS** to co-create social content and share assets, expanding visibility and reach across platforms. **ACVS**



## New Initiatives

**Refresh brand assets and build structures to align BID messaging** across the website, collateral, digital graphics, and district visuals to ensure Ballston's identity stays cohesive, recognizable, and engaging.

**Leverage Google platforms** to drive traffic, showcase BID programs and businesses, and reinforce the ***It's Better in Ballston*** brand.

**Strengthen social media presence** by creating dynamic stories, reels, and content that highlight Ballston's businesses, events, and community, fostering connection and expanding audience reach.

# PUBLIC REALM & BEAUTIFICATION

Enhance Ballston's public spaces to ensure they remain safe, vibrant, and welcoming by fostering environments that encourage community activity, support economic vitality, and reinforce Ballston's identity as a premier destination through wayfinding, banners, streetscape improvements, public art, and placemaking.

## Ongoing Initiatives

- ▶▶ **Maintain landscaped medians along Fairfax Drive**, featuring seasonal planting and enhanced holiday lighting to create a welcoming streetscape.
- ▶▶ **Preserve BID wayfinding signage** throughout Ballston to ensure clear navigation and a consistent district identity.
- ▶▶ **Partner with CAD, property owners, and community organizations** to introduce pop-up art exhibits that beautify construction areas, turning temporary spaces into engaging, creative experiences that enhance Ballston's streetscape.  
AED



## New Initiatives

- ▶▶ **Incorporate installations into outdoor initiatives** to transform public spaces into vibrant, immersive experiences that attract visitors, encourage community gathering, and showcase Ballston's unique character.
- ▶▶ **Explore incorporating technology into public art** to create interactive, innovative installations that engage the community and highlight Ballston's identity as a forward-thinking neighborhood.  
ACA, CPHD
- ▶▶ **Integrate Department of Parks and Recreation** resources into engagement with property managers through targeted correspondence and luncheons, increasing awareness of available services and supporting coordination on site conditions, tree planting, and public space improvements. DPR
- ▶▶ **Assess a food truck corral and public realm activation** featuring a pop-up lunch and live music to create opportunities for community engagement in shared spaces. DPR, AED

# TRANSPORTATION

Advocate for ongoing transportation improvements and increased multimodal options in collaboration with Arlington County and key stakeholders to enhance accessibility and support a safe, efficient, and connected mobility network for all who live, work, and visit Ballston.

## Ongoing Initiatives

- ▶ **Collaborate with Arlington County staff** to promote sustainable commuting options and encourage increased use of public transportation. **DES**
- ▶ **Partner with Arlington Transportation Partners** to connect local businesses with mobility resources and customized commuting programs as part of ongoing outreach and transportation demand management efforts. **ATP**



## New Initiatives

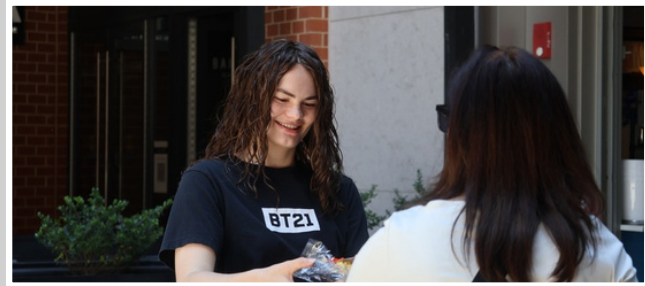
- ▶ **Explore partnerships with WMATA and the County** to activate the Ballston-Marymount University Metro station with programming to strengthen connections between transit users, local businesses, and the surrounding community. **DES**
- ▶ **Evaluate marketing and activation opportunities** to promote Ballston as a premier destination for doing business, highlighting the district's innovation, talent, and connectivity through potential campaigns that reach commuters, visitors, and future investors.

# MANAGEMENT & ADMINISTRATION

Strengthening Ballston's foundation through effective management, leadership, and governance that drive efficiency, accountability, and transparency. Empower staff, optimize operations and technology, and engage the board to ensure the BID operates effectively and continues to advance Ballston's growth and vitality.

## Ongoing Initiatives

- ▶ **Uphold financial integrity** by consistently applying fiscal procedures, exercising careful oversight, and maintaining transparency in all financial practices.



- ▶ **Foster staff engagement and retention** by sustaining a positive work environment supported by ongoing professional development and continuous feedback that promote growth, alignment, and job satisfaction.

- ▶ **Strengthen board engagement and governance** by regularly refining the Board Packet and Onboarding Orientation to equip members with the knowledge and tools needed for informed, strategic decision-making and effective oversight.



- ▶ **Enhance Board communications** through ongoing improvements to meeting materials and regular updates, including the biweekly Ballston Brief which provides organizational, programmatic, and community news to keep board members informed and engaged.



## New Initiatives



▶ **Implement next-phase improvements to management systems** by leveraging newly migrated platforms to enhance workflow, data accuracy, and organizational efficiency.

▶ **Build team financial expertise** by developing staff proficiency in budget management and key financial systems to enhance fiscal awareness and operational efficiency.

▶ **Elevate the BIDs internship program** by deepening partnerships with University Row – the BID’s collective of four universities with a presence in Ballston, to engage emerging talent in BID initiatives, enhancing organizational capacity, and supporting local workforce development.

▶ **Drive the work of the Membership Expansion Committee** to explore and implement the formal integration of residential stakeholders into the BID ecosystem, recognizing their participation and financial support as essential to achieving organizational goals and long-term vitality.



# HISTORY OF FUNDING

## Fiscal Year      Adopted Tax Revenue

2012	\$1,241,759
2013	\$1,482,732
2014	\$1,524,736
2015	\$1,572,603
2016	\$1,544,770
2017	\$1,610,085
2018	\$1,539,333
2019	\$1,681,199
2020	\$1,497,516
2021	\$1,569,935
2022	\$1,471,612
2023	\$1,431,745
2024	\$1,476,793
2025	\$1,331,772
2026	\$1,217,155
2027	\$1,051,616

*In FY2019 BBIC Board of Directors implemented a one-time BBIC tax rate increase to \$0.053 per assessed commercial property value.*



## Revenue

▶ The BBIC’s funding is primarily derived from real estate tax revenues collected by Arlington County from commercial office and retail properties within the Ballston BID. For FY2026, total funding was approved at \$1.217M, based on a tax rate of \$0.045 per \$100 of assessed commercial property value.

▶ For FY2027, revenue projections assume no change to the tax rate and a 14% decrease in collections due to lower property assessments, resulting in an estimated \$1.05M. Including additional revenue sources, total projected funding for FY2027 is \$1.096M.





# BUDGET

## INCOME

	FY26 ADOPTED	FY27 ESTIMATE
<b>County Tax Assessments</b>	\$ 1,192,812	\$ 1,030,584
<b>County Retained Fees</b>	\$ 24,343	\$ 21,032
<b>Other BID Revenue</b>	\$ 35,000	\$ 45,000
<b>Total Income</b>	<b>\$ 1,252,155</b>	<b>\$ 1,096,616</b>

## EXPENSES

	FY26 ADOPTED	FY27 ESTIMATE
<b>Marketing &amp; Promotion</b>	\$ 126,250	\$ 134,700
<b>Community Events &amp; Outreach</b>	\$ 198,012	\$ 204,963
<b>Public Realm &amp; Beautification</b>	\$ 90,800	\$ 94,250
<b>Economic Development</b>	\$ 351,250	\$ 215,841
<b>Transportation</b>	\$ 9,500	\$ 9,300
<b>Management &amp; Administration</b>	\$ 417,000	\$ 371,530
<b>Arlington County 2% Admin Fee</b>	\$ 24,343	\$ 21,032
<b>Total Expenses</b>	<b>\$ 1,217,155</b>	<b>\$ 1,051,616</b>
<b>Delinquency/Appeals Reserve</b>	<b>\$ 60,858</b>	<b>\$ 52,581</b>

*For FY2027, revenue projections assume no change to the tax rate and a 14% decrease in collections due to lower property assessments, resulting in an estimated \$1.051M. Including additional revenue sources, total projected funding for FY2027 is \$1.096M.*



# INDEX OF DEPARTMENT PARTNERS

## **ARLINGTON COUNTY POLICE DEPARTMENT (ACPD)**

Community Events & Outreach

## **ARLINGTON ECONOMIC DEVELOPMENT (AED)**

Economic Development

Public Realm and Beautification

## **Arlington Convention and Visitor Services (ACVS)**

Marketing and Promotion

## **BizLaunch (BZL)**

Community Events and Outreach

Economic Development

## **Arlington Cultural Affairs (ACA)**

Economic Development

Public Realm & Beautification

## **ARLINGTON TRANSPORTATION PARTNERS (ATP)**

Transportation

## **COMMUNITY PLANNING, HOUSING, AND PUBLIC REALM DEVELOPMENT (CPHD)**

Community Events & Outreach

Transportation

## **DEPARTMENT OF PARKS AND RECREATION**

Public Realm and Beautification



# IT'S BETTER IN **BALLSTON**



# **WORKPLAN & BUDGET**

FY2027

