

**Ballston Business
Improvement District**
Strategic Plan

TABLE OF CONTENTS



| | |
|---|------------|
| About..... | 4 |
| Letter From The Board..... | 5 |
| Introductions..... | 6-7 |
| Executive Summary..... | 8 |
| District Context & Baseline Assessment..... | 9 |
| Strategic Planning Process - Insight Tactics..... | 11 |
| Our Findings..... | 12 |
| Strategic Focus Areas & Recommended Tactics..... | 16 |
| Summary Of Tactics By Year..... | 36 |
| Metrics & Accountability..... | 39 |
| Financial Framework..... | 39 |
| Conclusion..... | 40 |
| Appendix..... | 41 |



The Ballston Business Improvement District (BID) is a public–private partnership dedicated to strengthening Ballston as a vibrant, innovative, and connected urban center in the heart of Arlington, Virginia. Funded by a special tax assessed from commercial property owners within its boundaries, the BID invests in initiatives that enhance economic vitality, public spaces, and the overall experience for those who work, live, and visit here.

BID FOCUS AREAS

The BID focuses on placemaking, community engagement, and strategic partnerships to ensure Ballston remains a premier business location where companies and talent choose to locate and grow. Through public space activation, events and markets, business support and collaboration, the BID fosters an environment where technology, education, defense, retail, and hospitality intersect. This work positions Ballston as a dynamic interconnected hub and top destination for professionals, entrepreneurs, and visitors.

FUTURE VISION FOR THE BALLSTON BUSINESS IMPROVEMENT DISTRICT

The Ballston BID Stakeholder engagement process offered a clear, and actionable roadmap for the district’s future, grounded in current strengths and informed by what employees, business owners, residents, and visitors want Ballston to become in the years ahead. Findings affirm that Ballston is well positioned today, while highlighting opportunities to sharpen its identity, deepen engagement across the district, and remain competitive in a rapidly evolving regional landscape.

Ballston’s future builds on its exceptional walkability and transit access, strengthening its role as one of the region’s most convenient, connected, and car-free friendly urban centers. Its growing food and beverage scene will continue to serve as a powerful draw, evolving to meet changing tastes and elevated expectations for urban districts.

As an employment and innovation hub, Ballston is well-positioned to deepen its reputation as a center for education, tech, professional services, and forward-thinking employers. This daytime population fuels retail, activates public spaces, and sustains long-term economic vitality.

Equally important is Ballston’s sense of community and shared experience. BID-led events, placemaking, and public activation are not amenities alone, but essential tools for fostering belonging, building district pride, and driving repeat visitation. The future of Ballston is one where streets, plazas, and programs work together to create a district that feels vibrant, inclusive, and alive at all hours.

These insights point to a clear vision: a connected, energetic, and people-centered Ballston, that leverages its strengths, evolves intentionally, and serves as a model for a modern, mixed-use urban district.

A Letter from the Board

On behalf of the Board of Directors, it is my pleasure to present the Ballston Business Improvement District (BID) Strategic Plan for 2026 to 2029. This plan reflects a shared vision for the district's future and a commitment to ensuring that Ballston remains a dynamic, resilient and connected urban center.

Changes in property values and commercial to residential conversions require the BID to meet these challenges with clarity and purpose. This Strategic Plan positions the BID to respond to these challenges in ways that will benefit property owners, businesses, residents and visitors alike.

This Strategic Plan arrives at an important crossroads for our organization. We have recently engaged strong executive leadership and a team that is focused on positive impact and accountability. Guided by stakeholder input and Board leadership, this document sets a bold yet practical course for the years ahead.

With a strong foundation, clear priorities, and committed leadership, the Board is confident that the BID is well positioned to thrive amid continued change. This Strategic Plan provides clear guidance for us to strengthen the impact of our organization so that we can maximize Ballston's long-term potential and ensure that Ballston continues as a successful urban center.

Sincerely,

Simon Carney

Simon Carney
Board President
Ballston Business Improvement District

INTRODUCTION



INTRODUCTION

The 2026–2029 Strategic Plan for the Ballston Business Improvement District is grounded in a clear understanding of the market forces shaping Ballston today and the opportunities that will define its future. As the region continues to adapt to evolving economic conditions, Ballston stands at a pivotal moment where intentional strategy, alignment, and investment are essential to sustaining momentum and long-term vitality.

Ballston’s market environment reflects both regional pressures and localized opportunity. Economic and real estate conditions will continue to shape leasing activity, investment decisions, and business confidence, particularly as rent levels, operating costs, and redevelopment timelines evolve. Simultaneously, shifts in retail and office demand are reshaping expectations. Successful districts must offer experience-driven retail, flexible and right-sized commercial spaces, and workplaces that earn the commute through amenity-rich, activated environments.

Transportation and access are among Ballston’s strongest assets. Metro connectivity, walkability, and multimodal options position the district as one of the region’s most convenient urban centers. At the same time, concerns about the Metro environment and overall quality of the public realm underscore the need for continued focus on safety, wayfinding, and infrastructure enhancements.

Looking outward, Ballston operates within a highly competitive ecosystem of peer districts and BIDs. Nearby areas such as Mosaic District, Clarendon, Rosslyn, and Tysons invest heavily in branding, placemaking, and programming to attract residents, employers, and visitors. This dynamic reinforces the importance of clear differentiation.

This plan also reflects an internal recognition that Ballston has, in recent years, drifted from some of the key fundamentals that make districts thrive. The 2026–2029 horizon calls for a deliberate “back to basics” approach that supports short-term to mid-term outcomes while laying the groundwork for “long-term” success. This includes supporting return-to-office efforts, lease renewals, and new lease execution; improving the public realm, clear wayfinding, and accessibility; delivering consistent communication and promotion; strengthening partnerships; and strong stakeholder coordination.

These short-term actions create the foundation for scalable events, activations, and programming that reliably drive foot traffic beyond peak hours and, over time, attract and retain residential audiences to support the BID’s long-term growth.

Over the 2026–2029 period, Ballston must sharpen its identity, strengthen partnerships across sectors, and deliver a consistently compelling district experience rooted in basic principles, executed with excellence, and designed to support businesses, engage residents, and activate the district at all hours.

01 Executive Summary

The BID exists to strengthen Ballston as a vibrant, inclusive, and economically resilient urban district, serving workers, businesses, residents, and visitors. As one of Arlington’s most dynamic and unique corridors, Ballston sits at the intersection of higher education, research, transit-oriented development, and mixed-use growth. The BID plays a critical role as a convener, advocate, and place manager aligning stakeholders advancing shared priorities to ensure Ballston’s continued vitality amid changing economic and social conditions.

Over the planning horizon, priorities focus on supporting return-to-office efforts, lease renewals, and new leasing activity; improving the public realm and wayfinding; delivering consistent promotion and partnerships; and expanding programming that drives foot traffic beyond peak hours.

Success is defined by improving leasing momentum, increased daytime and evening activity, strong stakeholder alignment, and a clear, compelling identity that supports long-term growth.



02 District Context & Baseline Assessment

SNAPSHOT OF TODAY

District geography and boundaries - The BID spans approximately 25 blocks, generally bound by Fairfax Boulevard to the north, Wilson Boulevard to the south, N Quincy Street to the east, and N Glebe Road to the west.

Property mix and scale (2025 Data) - Ballston's diverse property base supports a balanced, mixed-use environment that drives activity throughout the day and positions the district for sustained growth:



OFFICE & COMMERCIAL SPACE: 8,296,903 square feet of commercial space anchors employment, innovation, and daytime population.



RETAIL: 592,000 square feet of retail space supports businesses, activates the streetscape, and enhances the visitor experience.



RESIDENTIAL: 9,861 apartment units contribute to a growing residential base and strengthen around the clock vibrancy.



HOSPITALITY & MEETINGS: 1,805 hotel rooms and 26,262 square feet of meeting space support tourism, business travel, and district wide events.

Employment and visitation trends - Ballston continues to function as a strong employment center, with a daytime population driven by education, technology, research, and professional services. Employers benefit from direct Metro access, a walkable environment, and proximity to talent pipelines.

Visitation trends reflect Ballston's evolution into a true mixed-use district. Weekday activity is anchored by workers and students, while evenings and weekends are increasingly driven by dining, with growth areas to either introduce or expand on entertainment, events, and retail experiences. Viewed as mid-term goals, BID-led programming and seasonal activations play a key role in extending visitation beyond traditional work hours and encouraging repeat visits from residents and visitors across the region.

Major assets and anchors - Ballston's strength lies in its concentration of anchors that collectively support economic vitality, daily activity, and long-term growth:

- **Transit & Accessibility:** Direct Metro access and a highly walkable street network.
- **Education & Research (University Row):** Major academic and research institutions that reinforce innovation and workforce development.
- **Employment & Innovation:** A strong base of tech, professional services, and mission-driven organizations.
- **Retail, Dining & Entertainment:** The surrounding food and beverage scene serves as a primary driver of visitation and draw.
- **Public Realm & Programming:** Parks, plazas, and BID-led events that activate public space and strengthen community connection.



MARKET & ENVIRONMENTAL SCAN

Ballston’s market outlook is shaped by regional economic pressures and localized opportunity. Economic and real estate conditions continue to influence leasing activity, investment timing, and business confidence. According to CBRE, Ballston is estimated to have approximately 22.5% in overall office vacancy and approximately 7 million square feet of inventory within the district.

At the same time, Ballston benefits from its proximity to Washington, DC and its position as a transit-oriented, walkable alternative for companies seeking value and flexibility. Recent tenant relocations include Growing Results (from DC) and Epigen (from Tysons), underscore the district’s ability to attract businesses seeking high-quality space, strong accessibility, and a vibrant environment.

Retail and office trends continue to favor experience-driven retail, flexible formats, and offices that “earn the commute,” making tenant mix, street-level activation, and amenities more important than ever. Transportation and access remain defining advantages for Ballston, though concerns around the Metro environment reinforce the need for continued investment in the public realm, cleanliness, safety, and wayfinding.

A scan of competitive districts and peer BIDs highlights the importance of differentiation. Competing BIDs continue to invest aggressively in branding and programming reinforcing the need for Ballston to sharpen its identity and deliver a distinctive district experience.

Looking ahead, these near-term realities reinforce a long-term objective: advancing select commercial space to residential conversion and growing Ballston’s residential base to sustain retail, support evening and weekend activity, and ensure the BID’s long-term vitality.

KEY CHALLENGES

Several interconnected challenges include vacancies and underutilized spaces that disrupt street-level energy, perception and branding gaps, public realm and safety concerns near high-traffic corridors and transit areas, and the need for stronger coordination among stakeholders. Stakeholders also emphasized the critical need for fully integrating residential into the BID ecosystem, not only as beneficiaries but as active financial partners, given the critical role residents play in sustaining activity beyond the workday, strengthening neighborhood advocacy, and ensuring Ballston thrives as a true 18-hour district.

03 Strategic Planning Process - Insight Tactics

The strategic planning process was informed by inclusive stakeholder engagement designed to capture diverse perspectives on Ballston’s current conditions and future potential. In 2025-2026, Northern Virginia–based Spotted MP (Marketing + Public Relations) (the “Consultant Team”) was engaged to lead this effort, bringing deep experience in strategic planning, outreach, and engagement across the DMV region. The Consultant Team led a comprehensive process that included stakeholder outreach, market research, street and residential surveys and qualitative engagement to identify market opportunities and develop strategies that support a thriving, competitive, and resilient business district.

WHO WAS ENGAGED

Engagement included a diverse cross-section of the Ballston community, ensuring both economic and lived-experience perspectives informed the strategic plan. Stakeholders engaged included property owners, retailers and major employers, residents, local government partners, and cultural and nonprofit organizations with a presence in or connection to the district.

ENGAGEMENT APPROACH

The Consultant Team conducted approximately 30 in-depth individual interviews with Board members, property owners, business owners, real estate professionals, and Arlington County Economic Development staff. These conversations provided insight into organizational capacity, public realm conditions, the business environment, and broader market dynamics.

In addition, an online survey was distributed to more than 40 identified Ballston stakeholders. Further qualitative input was gathered through informal community intake at Ballston BID events and residential building socials, ensuring resident voices were included alongside business and institutional perspectives. Through the community intake process and surveys, we received over 175 responses.



04 Our Findings

WHAT WE HEARD

Where Businesses & People Choose to Be

Stakeholders consistently described Ballston as a district with the potential to be boundless, one without rigid edges or a single identity. Boundless reflects a place that continues to evolve, welcomes new ideas and businesses, and new audiences, and supports a diverse mix of users. Rather than functioning solely as an office district, retail hub, or nightlife node Ballston, is seen as a connected, mixed-use environment where work, living, culture, education, and recreation intersect. Stakeholders affirmed Ballston's core strengths, including walkability, transit access, a strong employment base, and a growing mix of dining, retail, and community programming. At the same time, respondents identified challenges that limit the district's full potential, including visibility and branding, foot traffic variability, public realm concerns, and the need for stronger coordination and communication across stakeholders. Gaps were also noted in business support, networking opportunities, and off-peak activation. Stakeholders emphasized the importance of partnerships, both within Ballston and with Arlington County, particularly Arlington Economic Development (AED) to align efforts, maximize the BID's limited resources, ensure alignment across stakeholders, and deliver cohesive strategies that strengthen the district's visibility, vitality, and long-term success. Across all groups, there was a shared aspiration for Ballston to evolve as a more connected, boundless, vibrant, and inclusive district that balances economic vitality with a strong sense of place and community identity.

While Ballston benefits from a strong base of office workers and residents who live, work, and engage in the district or nearby adjacent neighborhoods, it currently lacks several elements needed to attract visitors from across the region and encourage longer stays. Beyond dining, transit access, and occasional events, stakeholders noted limited all-day and weekend offerings. Expanding destination-driven programming, diversifying retail beyond service uses, strengthening cultural offerings, enhancing the public realm, and sharpening Ballston's brand as a place to linger rather than pass through will be critical to increasing dwell time and positioning Ballston as a true regional destination.

PRIORITIES FOR THE NEXT THREE YEARS:

Survey responses and recent market conditions point to a clear set of priorities for the next three years:

- Residential Stakeholder Engagement
- Building a Thriving Business & Entertainment Ecosystem
- Marketing, Branding & District Storytelling
- Public Realm Enhancements
- Community & Cultural Programming

Together, these priorities demonstrate strong support for a balanced strategy that advances economic competitiveness while investing in placemaking, quality of life, and district identity.



ASPIRATIONAL VISION FOR BALLSTON

Stakeholders envision Ballston as a district that is dynamic, diverse, and engaging; tech-forward and innovative; and welcoming, vibrant, and community-driven. The vision extends beyond Ballston's role as a business and employment hub toward a destination with character, culture, and energy that resonates throughout the day, evening, and weekends.

Achieving this vision requires meaningful integration of Ballston's residential community into the BID's work. Residents play an essential role in supporting retail, driving evening and weekend activity, and sustaining a vibrant, mixed-use district. Strengthening connections between businesses, property owners, workers, and residents is fundamental to Ballston's long-term vitality. While Ballston is widely viewed as a convenient and active neighborhood, respondents agree there is room to grow as a cultural and community destination. There is strong demand for more activation, richer public space experiences, and a clearer, more compelling district identity. Branding and marketing gaps remain a recurring theme, with a desire for Ballston's story to be sharpened and promoted more consistently to reflect current realities rather than outdated perceptions.

WHAT'S DRIVING ENGAGEMENT AND WHAT'S MISSING

Today, engagement in Ballston is driven largely by dining, transit access, BID events, and existing public spaces. Stakeholders expressed a strong desire for deeper placemaking, more frequent and varied cultural programming, and everyday experiences that animate the public realm beyond peak hours. There is also a clear desire for support and attraction of small and local retail businesses, which are seen as critical to street-level vitality and neighborhood character.

Across all groups, there is deep pride in Ballston's vibrancy and accessibility, paired with a shared goal: to make Ballston more visible, original, and connected, both internally among stakeholders and across the region.

MARKET CONTEXT AND STRUCTURAL CHALLENGES

Ballston remains a vital neighborhood and office market destination within Northern Virginia, contributing significantly to the regional economy and offering one of the strongest downtown environments outside of Washington, D.C. However, despite its success, BID revenue has declined year-over-year driven by several converging factors.

The BID is funded primarily through assessments on commercial office properties, while commercial residential (multifamily) properties do not currently contribute. Office property values have declined due to lower demand, increased regional competition, reduced federal contracting, and the continued shift toward remote and hybrid work. Anticipated office-to-residential conversions, while positive for long-term neighborhood vitality, will further reduce assessed office inventory and near-term BID revenue.

THE CRITICAL ROLE OF RESIDENTIAL

In response, stakeholders emphasized the critical need to more formally integrate commercial residential properties into the BID model. Peer BIDs such as National Landing and Rosslyn assess commercial residential properties, resulting in more stable budgets and expanded capacity to serve both businesses and residents. Without a similar approach, Ballston’s assessment-based approach is likely to continue to decline.

Equally important, residents are no longer viewed simply as beneficiaries of BID activity, but as essential partners in sustaining foot traffic, supporting local businesses, advocating for the district, and ensuring Ballston thrives as a true mixed-use, all-hours neighborhood.

ADMINISTRATIVE CAPACITY & IMPLICATIONS FOR THE STRATEGIC PLAN

These findings shape the strategies and tactics outlined in this Strategic Plan and reinforce several priorities that must remain central over the planning horizon. These include deeper residential inclusion, clearer branding and marketing, consistent activation, and sustainable funding models anchored in a “back-to-basics” approach that strengthens Ballston’s core.

Implementation must also reflect operational reality. The Ballston BID is powered by a small and nimble team, making focus, clarity, and pacing essential. The Strategic Plan is intentionally structured around realistic, scalable, and phased tactics that can be executed without overextending staff capacity. Clear sequencing, achievable timelines, and defined roles will help maintain momentum and ensure consistent impact.

To fully achieve the Plan’s branding and visibility goals, supplemental support will be necessary. Partnering with a consultant is recommended to elevate media outreach, campaign execution, and brand consistency, allowing the BID team to concentrate on district coordination and strategic leadership.

By aligning ambition with administrative capacity, the Plan serves as a practical roadmap for steady execution, adaptability, and long-term success.



IMPLEMENTATION ROADMAP

The following matrix outlines recommended strategic focus areas and associated tactics phased over a three-year horizon. This approach balances near-term priorities with long-term objectives, establishing a strong foundation in Year 1, scaling effective initiatives in Year 2, and amplifying impact and sustainability in Year 3, while remaining realistic and achievable for a small BID team.

Why This Phasing Works

- Year 1 (short-term goals achieved within 6-12 months) builds trust, clarity, and operational discipline
- Year 2 (mid-term goals achieved within 12-24 months) scales what proves effective and visible
- Year 3 (long-term goals achieved from 24-36 months) positions Ballston for long-term sustainability, funding resilience, and regional relevance

This Structure

- Respects staff capacity
- Keeps the plan actionable
- Creates early wins while building toward bigger outcomes

Year 1: Foundation & Focus

Year 1 centers on clarity, alignment, and operational discipline. The BID will sharpen Ballston's narrative, strengthen internal coordination, reinforce clean and safe fundamentals, and establish the BID as the district's central connector for businesses, residents, and partners. Early wins will build trust and demonstrate value.

Primary outcomes: Clear identity, stronger coordination, visible BID value, and reliable baseline metrics.

Year 2: Expansion & Activation

Year 2 builds on proven successes. The BID will scale placemaking, deepen partnerships, activate underutilized spaces (including Ballston Quarter), and introduce higher-visibility programming and storytelling. Residential engagement will move from education to advocacy.

Primary outcomes: Increased foot traffic, stronger activity beyond peak hours, and measurable economic impact.

Year 3: Amplification & Sustainability

Year 3 focuses on long-term positioning and resilience. The BID will leverage Ballston's success regionally, pursue structural funding solutions (including residential inclusion), and position Ballston as a leading mixed-use, innovation-driven district.

Primary outcomes: Sustainable funding, regional recognition, and a future-ready BID model.

Strategic Focus Areas and Recommended Tactics

Tactic 1. Elevate Anchor Institutions, Employers, and District Definers

GOAL

Leverage what already works. Strengthen Ballston's identity, visibility, and economic vitality by better connecting, promoting, and operationalizing its existing assets rather than creating new ones. This approach delivers near-term value to commercial property owners while building a cohesive district story that residents can identify with and ultimately support as members.

WHAT WE HEARD

Stakeholders were clear: Ballston does not need reinvention. Its strength lies in a dense concentration of institutions, employers, amenities, and community assets, but these assets are not always clearly connected, promoted, or leveraged as a cohesive district story that supports leasing, talent attraction, employee experience, and business growth.

STRATEGIC DIRECTION

Ballston's future success depends on positioning its anchors as part of a connected, visible, and compelling ecosystem. The BID's role is to coordinate, amplify, and advocate for these assets in ways that benefit property owners and tenants while reinforcing Ballston as a place to work, live, and invest.

BALLSTON SHOULD CONSISTENTLY HIGHLIGHT AND INTEGRATE:

- Major employers and commercial office tenants that anchor Ballston's daytime population, workforce, and economic output
- Educational and research entities that anchor talent and innovation
- The Washington Capitals and related sports and entertainment assets that establish regional draw
- Innovation-driven businesses, restaurants, and community-focused spaces that contribute to Ballston's day-to-night energy
- Wellness and fitness offerings that position Ballston as active, healthy, and livable

These anchors should be consistently integrated across branding, storytelling, programming, and external communications.



OFFICE



RETAIL



RESIDENTIAL



HOSPITALITY

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

- 1. Create a Ballston Anchor Map & Index (digital + printable)*
Highlight anchor categories in educational and research institutions, major employers, innovation companies, wellness /fitness/lifestyle destinations, and Washington Capitals and sports related/entertainment areas as a flagship draw.
- 2. Refine and Amplify The “Buzz in Ballston” Storytelling Series*
Run on a quarterly basis with focus areas on education & research, sports & entertainment, innovation & tech, and wellness & movement.
- 3. Feature Anchor Partner Monthly Across All BID Channels (Web, Email, Social Media, and Pitches)*
One anchor per month with an emphasis on success stories, impact, and reasons to locate or remain in Ballston.

Year 2: Expansion & Activation: Must Do's

- 1. Convene an Annual Anchor Roundtable*
Invite-only working sessions with major employers and institutions to align messaging, identify shared priorities, and surface collaborative opportunities. This initiative will feed “Next in Ballston” and by year 2, the BID will have credibility, content history, and clearer priorities.
- 2. Expand “Buzz in Ballston”*
Move toward an outward facing storytelling platform with earned media pitching.

Year 2: Expansion & Activation: Nice to Have

- 1. Elevate Anchor Map for External Recruitment, Leasing and Economic Development Use.*



OUTCOME

Ballston has a clear and credible articulation of what defines it, why it matters, and how its anchors work together. Commercial property owners see tangible value through coordination, visibility, and economic activity. Residents increasingly understand and engage with Ballston's assets, supporting a future membership model. The BID is recognized as the central organizer and advocate for the district's long-term success

Tactic 2. Serve as the District's Front Door

The Ballston BID should function as the primary touchpoint for information, coordination, and connection. This role delivers immediate value to commercial property owners while creating a clear, accessible experience for residents and visitors. The BID will:

- Provide real-time insight into district activity, events, amenities, and workplace support services
- Act as a connector between businesses, property owners, institutions, residents and County partners
- Offer a clear way to understand “what’s happening in Ballston” at any given time, including leasing, development, programming and placemaking

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

- 1. Launch a “Start Here: Ballston” Landing Page*
Develop a digital front door providing real-time information on what’s open, new, and coming soon; events and activations; leasing information, business resources, and tenant support tools.
- 2. Create an Enhanced, User-Friendly Website*
Establish the BID website as a central hub for district storytelling, data, and information, integrating content from the Start Here page.
- 3. Designate BID Staff as District Concierge*
Reinforce the BID as the first point of contact for prospective tenants and employees, commercial property owners and brokers, media and influencers, county and regional partners.
- 4. Refine the Biweekly “Ballston Brief” Snapshot*
Produce a concise, scannable update covering events, business momentum, tenant initiatives, and notable developments. Share with AED, property owners, brokers, major employers, and office tenants to maintain alignment with minimal staff lift.



Year 2: Expansion & Activation: Must Do's

- 1. Expand "Start Here: Ballston" into a More Dynamic, Segmented Experience*
Create clear pathways for businesses, tenants, residents, and visitors with more frequent updates tied to activations and placemaking.
- 2. Develop Targeted Marketing Materials by Audience*
Segment materials for business and resident/visitor needs while drawing from shared core content to minimize lift, maintain efficiency, and consistency.
- 3. Launch a Proactive Earned-Media Strategy*
Consistently pitch Ballston stories to elevate visibility, reinforce the district's narrative, and showcase what makes Ballston distinctive. Focus on prospective tenants, media, influencers, and county and regional partners.



OUTCOME

Ballston becomes easy to understand, access, and engage with. Commercial property owners receive clear, actionable value through coordination, visibility, and intelligence. Residents gain a transparent view into district activity and benefits, supporting future membership. The BID is recognized as the district's central connector and long-term steward.

Tactic 3. Strengthen Business Intelligence/Economic Coordination/Network Amplifiers

Ballston's on-the-ground presence positions the BID to act as an early intelligence and coordination hub for commercial office and employment activity. This role directly supports existing members while building data discipline needed for long-term, mixed-use governance.

- Identify companies that are expanding, relocating, or exploring leasing opportunities
- Share real-time market insights with AED and partner agencies
- Support proactive office tenant outreach, retention, and attraction

Formalizing this role strengthens Ballston's contribution to countywide economic development and reinforces the BID's value as a trusted market partner.

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

- 1. Implement a Simple Office Market Intelligence Log or CRM*

The BID can begin by maintaining a simple internal log that tracks office tenant openings, closures, consolidations; expansions, relocation, and site search conversations; leasing inquiries and trends.

As capacity and resources allow transition to a lightweight platform such as Airtable, HubSpot, Salesforce, or Notion to maintain a real-time, centralized view of office market activity and support faster coordination with AED.
- 2. Create a Business Watch List*

Building from the market intelligence log/CRM the BID can maintain a Business Watch List. Pulled directly from insights captured in the log/CRM, the list would track underutilized spaces, high-potential sectors, businesses at risk or ready to grow.
- 3. Formalize Regular Office Market Check-Ins with AED*

Monthly or quarterly coordination focused on trends and market observations; on-the-ground intel from brokers, owners, and tenants; employer and talent pipeline intelligence; emerging market opportunities or challenges.
- 4. Leverage Board Members Expertise and Networks*

Position Board members, particularly those with backgrounds in development, ownership, brokerage, finance, and commercial real estate, as informal market sensors to share insight on leasing activity, tenant movement, development timing shifts, and employer expansion or contraction signals in a lightweight, conversational format.

Incorporate a standing 10-minute quarterly Board agenda item titled Market Signals and Opportunities to capture insights that can be tracked and shared.

Engage Board members, when appropriate, to support attraction and retention efforts through strategic introductions to brokers, tenants, and investors, with clear guidance on when involvement is most valuable.

Year 2: Expansion & Activation: Must Do's

1. *Evaluate Performance and Refine Approach*
Assess the market intelligence system, coordination with AED, and Board engagement. Review metrics such as tenant touchpoints, leads shared, introductions facilitated, and retention outcomes. Adjust tools, reporting, and level of effort based on impact and capacity.

Year 2: Expansion & Activation: Nice to Have's

1. *Expand Board Portal Resources*
Utilize the Board Portal to distribute a quarterly Ballston Market Pulse summarizing key trends, wins, risks, and open questions, paired with prompts encouraging Board members to share observations between meetings.



OUTCOME

Ballston becomes a data informed economic intelligence and engagement hub. Members benefit from improved retention, targeted attraction, and proactive response to market opportunities and risks.



Tactic 4. Establish Consistent Pipelines for Engagement

To maximize impact, the BID should create clear, repeatable systems that support

- Business engagement and relationship management
- Information sharing across stakeholders
- Regular, structured touchpoints with property owners, tenants, and partners

Consistency ensures institutional knowledge is retained, business opportunities and risks are identified early, and engagement efforts do not rely solely on ad hoc interactions.

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

1. *Introduce a Business Welcome & Onboarding program*
Establish a standardized process to introduce new businesses to BID services, marketing opportunities, and partnership resources. The program can include a welcome kit, BID overview & service guide, marketing & promotions checklist, and “request a meeting” functionality through the BID’s website.

2. *Formalize Regular Business & Stakeholder Touchpoints*
Build on existing engagement channels by creating structured, recurring opportunities for information sharing and relationship building.

The BID already convenes stakeholders through quarterly property manager luncheons, which serve as a strong existing platform. The BID can formalize and enhance these meetings by:

- Incorporating a consistent agenda that includes district updates, upcoming activations, leasing and vacancy trends, and emerging challenges.
- Capturing key takeaways, market insights, and action items.
- Sharing brief follow up recaps to reinforce coordination and maintain momentum.

Year 2: Expansion & Activation: Nice to Have's

1. *Expand Sector Specific and Small Group Engagement Opportunities*
Introduce targeted engagement formats that support deeper relationship building and market intelligence gathering.

2. *Reintroduce or Reimagine Business Networking Series “Sip & Mingle”*
Relaunch or introduce alternative networking formats that provide value while maintaining manageable staff capacity. Options may include short-format breakfasts, virtual updates or industry briefings, and partner hosted gatherings.



OUTCOME

Ballston establishes a consistent and coordinated business engagement framework that strengthens relationships with stakeholders, improves information sharing, and enhances overall business retention and district alignment.



Tactic 5. Increase Visibility and Reinforce Identity

Ballston's assets are strong but under-leveraged. The BID must lead a clear, disciplined identity and visibility strategy that delivers immediate value to commercial property owners while preparing residential stakeholders for future membership. The BID should:

- Consistently promote Ballston's strengths through marketing, earned media, public relations, campaigns and partnerships
- Reinforce Ballston as a vibrant, innovative, and connected urban hub
- Ensure messaging reflects today's Ballston, not outdated perceptions

This approach strengthens leasing, investment, and retention while building pride and alignment among commercial and residential stakeholders.

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

1. *Develop a Core Ballston Narrative Framework*
Establish a shared foundation used across all BID communications: What Ballston is; Who it's for, including businesses, workers, residents, and visitors; Why it's different.
2. *Align all BID Communications to 3–5 Key Proof Points*
Standardize messaging around anchors, innovation, wellness, arts, accessibility to ensure consistency and clarity.
3. *Begin Pitching Ballston as a Place-Based Story*
Focus intentional outreach on regional media, business publications, and lifestyle/cultural outlets.
4. *Pair Storytelling with Physical Visibility*
Pilot low-cost, high impact tools such as windows, storefront, and construction decals; temporary wayfinding signage; and on-site storytelling integrated into BID events.

Year 2: Expansion & Activation: Must Do's

1. *Leverage/Brand Ballston as a Beauty, Wellness and Movement District*
Curate and publish a wellness asset directory; expand outdoor fitness and wellness programming to longer seasons; partner with existing fitness and health tenants; leverage and amplify the Iceplex as a year-round movement, recreation, and community wellness asset supporting all ages.
2. *Package Wellness Offerings into Visitor- and Worker-Facing Campaigns*
Position Ballston as productive and livable, supporting employee attraction, retention, and residential engagement with Work Well in Ballston and Move Through Ballston campaigns.

The BID must lead a clear, disciplined identity and visibility strategy that delivers immediate value to commercial property owners while preparing residential stakeholders for future membership...



OUTCOME:

Ballston's identity becomes clearer, more confident, and more widely recognized. Commercial property owners and tenants see immediate value through visibility, activation and demand generation, while residential stakeholders are meaningfully integrated into the district's story and future. The BID emerges as a central connector and steward of Ballston's continued success.

Tactic 6. Market Ballston as a “Boundless” Destination

Position Ballston as a future-forward, mixed-use destination where multiple sectors and experiences thrive side by side, reinforcing resilience and differentiation.

Ballston’s diversity is its advantage, stakeholders consistently stated it should not be defined by a single identity. The mix *is* the story.

“Ballston is Boundless” becomes the umbrella narrative that can scale across branding, media, programming, partnerships, and placemaking - allowing Ballston to evolve without rebranding every cycle.

Recommended Tactics

Year 1: Foundation & Focus: Must Do’s

- 1. Formalize “Ballston is Boundless”*
Integrate the Boundless positioning consistently across BID messaging, marketing materials, digital platforms, and partner communications. Develop a partner toolkit that includes messaging guidance, visual assets, and sample copy to ensure alignment and cohesive storytelling across stakeholders.
- 2. Develop a Short Boundless Guide*
Define what Boundless means in practice. The document should articulate the district’s values, competitive advantages, long-term aspirations, and serve as a guiding narrative for communications, partnerships, and placemaking initiatives.
- 3. Build a Boundless Proof Point Library*
Establish a curated library of proof points organized by sector including tech/innovation, research/education, wellness, hospitality/retail, sports/arts/entertainment.
- 4. Launch “Boundless by Design” Series*
Introduce a recurring “Boundless by Design” series, held monthly or quarterly that highlights the people, projects, and places shaping the district. The series can feature panel discussions, spotlight campaigns, site tours, or digital storytelling that reinforces the district’s identity and activates cross sector engagement.

Year 1: Foundation & Focus: Nice to Have’s

- 1. Develop Boundless Visual Identity Elements*
Create a cohesive suite of assets that bring the Boundless positioning to life across physical and digital platforms. This can include branded badges, templates, social media graphics, and event signage that partners can integrate into their own materials.

Year 2: Expansion & Activation: Must Do's

- 1. Use Proof Points as Backbone for Earned Media + Recruitment Storytelling*
Leverage the Boundless library as the foundation for proactive media outreach, business recruitment materials, and investor communications. Align messaging across press releases, pitch materials, website content, and speaking engagements to reinforce a consistent narrative about the district's strengths and trajectory
- 2. Pilot Cross-Sector Boundless Activations*
Launch 2-3 pilot activations that connect complimentary sectors and showcase the district's character. Concepts can include innovation + arts, wellness + food, sports + small business. The activations should be designed to test formats, build partnerships, and generate visibility while reinforcing the *Boundless* positioning.

Year 2: Expansion & Activation: Nice to Have's

- 1. Launch a Partner Adoption Campaign*
Encourage anchors/tenants to echo Boundless language and visual elements into their own communications.

Year 3: Amplification & Sustainability: Must Do's

- 1. Position Ballston as a Case Study for Mixed-Use Resilience and Post-Pandemic District Evolution*
Pursue targeted media, industry speaking engagements, and thought leadership opportunities that highlight measurable outcomes, innovative strategies, and lessons learned.
- 2. Expand Regional Storytelling Partnerships*
Coordinate with Arlington County and partner districts to align messaging and amplify visibility. Implement joint campaigns, shared content, and cross promotion efforts that position Ballston within a broader regional narrative.



OUTCOME

One story, many expressions: Ballston's diversity becomes tangible, credible, and compelling.

Tactic 7. Integrate/Activate Residential Stakeholders as BID Partners

Incorporate residents as formal stakeholders and champions of Ballston’s future. As Ballston continues its transformation from an office driven environment to a fully mixed use district, the BID model must evolve accordingly.

Residents already benefit from BID services, programming, and public realm investments, yet they are not formally included into the governance and engagement framework. This misalignment limits the BID’s ability to fully leverage a growing residential base that drives evening and weekend activity, supports retail performance, and strengthens long-term stability.

Residential inclusion is not symbolic, it is structural. A balanced mixed use district requires alignment between commercial and residential interests to sustain tax base stability, reinforce public safety and activation, and maintain market competitiveness. The BID must clearly link resident participation to measurable district outcomes and long-term competitiveness.

Recommended Tactics

Year 1: Foundation & Focus: Must Do’s

- 1. Develop a Residential Inclusion Brief*
Prepare a brief that clearly outlines how the BID is funded today, the services residents already benefit from, and what residential inclusion would enable in tangible terms. The brief should illustrate scenarios with/without residential participation to clarify strategic and financial implications.
- 2. Leverage Regional Peer BID Models*
Reinforce comparable BIDs that have incorporated residential stakeholders to demonstrate viable governance structures, funding approaches, and measurable results. Use examples to inform recommendations and build stakeholder confidence.
- 3. Build a Resident Communications Channel*
Create a structured communications platform for residents (dedicated newsletter + dashboards) to provide regular updates on BID initiatives, service delivery, and district metrics.

Year 1: Foundation & Focus: Nice to Have’s

- 1. Publish a Resident-Facing “Ballston at a Glance” Quarterly Report*

Year 2: Expansion & Activation: Must Do's

1. *Define "What Residential Support Makes Possible" Framework*
Articulate how residential participation directly supports clean and safe services, programming, placemaking, branding, and district activation. Link contributions to visible outcomes and measurable performance indicators.
2. *Launch a Residential Advisory Committee*
Establish a formal committee with defined structure, responsibilities, and reporting pathways to ensure consistent residential input and coordinated stakeholder engagement.
3. *Expand Resident Programming*
Increase programming and activations that strengthen after hours vitality, reinforce retail performance, and support a balanced mixed use environment.

Year 3: Implementation & Sustainability: Must Do's

1. *Advance Structural Pathway for Residential Inclusion*
Collaborate with the County and legal counsel to define a clear assessment and governance framework that enables formal residential participation. Evaluate funding scenarios, legal considerations, and implementation timelines to establish a feasible, transparent, and equitable structure aligned with the BID's long term sustainability goals.

The BID must clearly link resident participation to measurable district outcomes and long-term competitiveness...



OUTCOME

A shared investment model that aligns services with Ballston's evolving identity and stabilizes BID capacity long-term.

Tactic 8. Create Experiences That Humanize Ballston

Build emotional connection and district loyalty through authentic, community-driven experiences that are participatory, local, and distinctly Ballston.

Stakeholders want Ballston to feel more human, creative, and “alive”, with signature experiences that can’t be replicated elsewhere.

Shift from one-size-fits-all events to Ballston-only experiences rooted in anchors and cross-sector partnerships. Make BID value visible through on-site storytelling and “Powered by BID” touchpoints.

Recommended Tactics

Year 1: Foundation & Focus: Must Do’s

- 1. Expand Creative Placemaking*
Introduce interactive murals, participatory art installations, and maker demonstrations that invite public engagement and reinforce district identity. Prioritize highly visible locations to strengthen everyday activation and experiential value.
- 2. Strengthen Cohesion Across Existing Programs*
Align established initiatives such as the Art Walk, markets, and fitness programming under a consistent Ballston brand framework. Standardize visual identity, messaging, and on-site branding to create a unified district experience across all events.
- 3. Add Visible BID Touchpoints + Storytelling*
Incorporate branded signage, wayfinding elements, and QR enabled storytelling at activations to elevate awareness of BID services, highlight district assets, and connect audiences to digital content.

Year 1: Foundation & Focus: Nice to Have’s

- 1. Launch “Ballston Built” Recognition Platform*
Create a recognition program featuring window decals, business spotlights, and a content series that celebrates locally rooted businesses, makers, and innovators contributing to the district’s identity.

Year 2: Expansion & Activation: Must Do's

1. *Develop 1–2 Signature “Ballston-Only” Activations*
Leverage anchor institutions and district assets to create experiences unique to Ballston. Concepts may include a 3x3 hockey tournament or a “Portfolio in Motion” fashion showcase. These activations should be scalable, media worthy, and distinctly tied to the district’s brand.
2. *Leverage building façades as identity markers*
Implement murals, pavement art, and a façade mini grant program to transform highly visible corridors into branded identity assets.



OUTCOME

Ballston feels unmistakably itself, participatory, creative, and memorable, with visible BID leadership and measurable community impact.



Tactic 9. Strengthen Local Partnerships Before Expanding Regionally

Build internal coordination and shared messaging across Ballston stakeholders to increase impact locally first, then scale partnerships regionally with credibility.

There are many assets and stakeholders, but not enough alignment. Stakeholders want a unified identity and stronger collaboration before broader regional outreach.

It's essential to create a "One Ballston" ecosystem: shared goals, shared language, shared calendar, and co-created programming. Use anchors as collaborative leaders and build proof-of-concept case studies before expanding.

Recommended Tactics

Year 1: Foundation & Focus: Must Do's

- 1. Develop a Ballston Partnership Framework*
Define clear partnership goals, priority audiences, core messages, and proof points to guide external engagement.
- 2. Launch "One Ballston" Messaging Toolkit*
Provide partners with standardized language, visual assets, and content templates to ensure consistent district positioning across communications and campaigns.
- 3. Convene Recurring Stakeholder Alignment Meetings Quarterly*
Establish regular cross sector meetings to coordinate programming, share updates, and identify collaboration opportunities.
- 4. Pilot Co-Created Programs (Business + Arts, Retail + Wellness, Sports + Community)*
Test collaborative initiatives that connect business and arts, retail and wellness, and sports and community partners. Focus on scalable concepts that demonstrate shared investment and broaden audience reach.

Year 1: Foundation & Focus: Nice to Have's

- 1. Host Property Owner Salon Series*
Organize small group discussions focused on activation strategies, temporary uses, and shared investment priorities to strengthen alignment and surface implementation opportunities.

Year 2: Expansion & Activation: Must Do's

1. *Activate Anchors as Ecosystem Connectors*
Leverage major anchors to extend district reach and engagement. Examples include hockey related fan activations, watch parties, and youth sports programming, as well as MoCA led art walks, public art initiatives, and artist driven experiences.
2. *Launch "Next in Ballston" collaboration platform*
Create a recurring platform for research showcases, startup demonstrations, and creative presentations that highlight emerging talent and reinforce the district's innovation ecosystem.

Year 3: Amplification & Sustainability: Must Do's

1. *Expand Partnerships with Regional Bids/Chambers and Arlington County*
Sample List:
 - National Landing
 - Rosslyn BID
 - Columbia Pike Partnership
 - Clarendon Alliance
 - Langston Boulevard Alliance
 - Arlington County Chamber of Commerce
 - International Downtown Association
2. *Package Successful Pilots as Case Studies to Support Media + Investment Narratives*



OUTCOME

Ballston presents a unified identity, increases partnership efficiency, and scales its influence regionally with proof and cohesion.





Strategic Condition: Ballston Quarter as a District Catalyst

Ballston Quarter’s current state materially influences the success of Tactic #1 and the broader strategy to elevate anchors, increase dwell time, and create a more experiential district.

While repositioning Ballston Quarter is not within the BID’s direct control, its performance significantly shapes perception, foot traffic, and the overall energy of the neighborhood. If it remains underutilized or lacks a compelling identity, it constrains the district’s ability to attract destination visitors, sustain activity beyond peak dining hours, and reinforce Ballston as a place to linger rather than pass through.

For the strategic plan to succeed, Ballston Quarter must function as a visible and active ecosystem partner. The BID’s role is not to “transform” the property, but to create the conditions, partnerships, and activation pathways that support it operating as an experiential engine for the district.

BID ROLE IN SUPPORTING THIS CONDITION

Rather than a separate tactic, the following actions would be embedded within Tactic #1 and related efforts:

Year 1: Foundation & Focus: Priority Actions

- 1. Advance a Creative Use Framework**
Partner with ownership and leasing teams to explore a streamlined structure for 30 to 90 day short term licenses that lowers barriers to activating vacant or underused space.
- 2. Support Rotating Pop-Ups and Temporary Activations**
Work alongside property management, universities, artists, and operators to test short term uses such as residencies, markets, and showcases that signal vibrancy and generate learning.
- 3. Develop and Socialize an Activation Toolkit**
Assemble and share a toolkit outlining available spaces, infrastructure, permitting steps, and district demographics to position Ballston Quarter as activation ready.
- 4. Encourage Visible Signals of Activity**
Collaborate with ownership to identify opportunities for exterior facing visuals that reinforce momentum and communicate energy to the street.



Year 2: Expansion & Activation: Priority Actions

- 1. Pursue High Visibility Touring Activations with Ownership Alignment*
Support efforts to attract destination experiences aligned with the district brand, providing district level promotion, coordination, and relationship building as appropriate.
- 2. Facilitate “Ballston Inside” Indoor Placemaking Series in Partnership with Tenants and Property Stakeholders*
Convene partners to explore recurring art, innovation, and cultural programming that leverages shared and semipublic spaces.
- 3. Coordinate Consistent Low-Lift “Gap Fillers”*
Align smaller scale activations with property stakeholders and tenants to sustain energy between major experiences and reinforce repeat visitation.



OUTCOME

Ballston Quarter operates as a visible connector and experiential node within the district ecosystem, contributing to perception change, increased dwell time, and stronger support for surrounding businesses.







Summary of Tactics by Year










Summary of Tactics by Year

The consolidation of tactics by year and priority allows the BID to quickly understand sequencing, align resources, and communicate priorities to stakeholders. Tactics are color coded **green** and **orange** to indicate **must do** and **nice to have** initiatives. In addition, the Strategic Condition tied to Tactic #1 is identified in **blue** within the table. This visual distinction signals that it is partnership driven rather than a BID-led initiative.

| PILLAR OF SERVICE | YEAR ONE |
|--|--|
|  <p>Marketing and Promotions</p> | <ul style="list-style-type: none"> • Create a Ballston BID anchor map & index • Refine & amplify the “Buzz in Ballston” series • Create an enhanced, user-friendly website • Launch a “Start Here: Ballston” landing page • Refine the biweekly “Ballston Brief” snapshot • Develop a core Ballston narrative framework - Ballston is Boundless • Monthly anchor partner feature across all BID channels • Align all BID communications to 3-5 key proof points • Begin pitching Ballston as a place-based story • Boundless visual identity elements |
|  <p>Economic Development</p> | <ul style="list-style-type: none"> • Designate BID staff as district concierge • Implement a simple office market intelligence log or CRM • Create a Business Watch List • Formalize regular office market check-ins with AED • Introduce a Business Welcome & Onboarding program • Develop a residential inclusion strategy/brief • Advance creative use framework for Ballston Quarter, pilot pop-ups and activation kit for touring operators |
|  <p>Community Events, Outreach & Partnerships</p> | <ul style="list-style-type: none"> • Formalize regular business & stakeholder touchpoints • Build resident communications channels • Expand creative placemaking and strengthen cohesion across existing programs • Add visual BID touchpoints • Develop Ballston Partnership Framework • Launch One Ballston messaging toolkit for partners • Convene stakeholder alignment meetings • Pilot-co-created programs with district tenants and retailers • Host Property Owner Salon Series |
|  <p>Management & Administration</p> | <ul style="list-style-type: none"> • Leverage Board Members expertise and networks • Ballston at a Glance quarterly report |
|  <p>Public Realm & Beautification</p> | <ul style="list-style-type: none"> • Pair storytelling with physical visibility |
|  <p>Transportation</p> | <ul style="list-style-type: none"> • Partner with Metro on safe and/or entrance activations/beautification • Development of a parking map |



Summary of Tactics by Year

| PILLAR OF SERVICE | YEAR TWO | YEAR THREE |
|--|--|---|
|  <p>Marketing and Promotions</p> | <ul style="list-style-type: none"> Expand “Buzz in Ballston” with earned media Expand “Start Here Ballston” into a segmented experience Develop targeted marketing materials by audience Launch a proactive earned-media strategy Package wellness offerings into visitor and worker facing campaigns Partner Boundless adoption campaign Encourage Ballston Quarter - exterior facing visuals to signal activity | <ul style="list-style-type: none"> Elevate anchor map for external recruitment |
|  <p>Economic Development</p> | <ul style="list-style-type: none"> Evaluate business intelligence, economic coordination, network amplifiers performance and refine approach Create what residential support makes possible framework Launch residential advisory committee Pursue national touring activations for Ballston Quarter Facilitate Ballston Quarter indoor placemaking and programming “gap filler” | <ul style="list-style-type: none"> Advance pathway for residential inclusion with County and legal assessment framework |
|  <p>Community Events, Outreach & Partnerships</p> | <ul style="list-style-type: none"> Convene annual anchor roundtable Activate anchors as ecosystem connectors (Caps/MoCA, etc) Launch “Next in Ballston” (research, tech, or creative showcases) Leverage/Brand Ballston as a beauty, wellness, and movement district Expand resident programming designed for evenings/weekends Develop “Ballston-only” activations leveraging anchors Leverage facades as identity markers Expand sector specific & small group engagement opportunities Reintroduce/ reimagine business networking series | <ul style="list-style-type: none"> Expand partnerships with regional BID’s/ Chamber/County Package successful pilots as case studies to support media and investment narratives Expand annual anchor roundtable regionally |
|  <p>Management & Administration</p> | <ul style="list-style-type: none"> Expand Board portal resources | |
|  <p>Public Realm & Beautification</p> | <ul style="list-style-type: none"> Ongoing pairing of storytelling with physical visibility and community partnerships | |

06 Metrics & Accountability

To ensure measurable progress, transparency, and return on investment for members, the Ballston BID will track a clear set of performance metrics aligned with the Strategic Plan. These metrics will enable data-driven decision-making, demonstrate value to stakeholders, and allow the BID to adapt strategies as market conditions evolve.

KEY PERFORMANCE INDICATORS (KPIs) SHOULD INCLUDE:

- Foot traffic and visitation trends during peak and off-peak periods
- Retail and office vacancy rates, leasing activity, and tenant mix
- Event attendance and participation to evaluate the effectiveness of programming and activations
- Media impressions and sentiment to measure brand visibility, reach, and perception
- Stakeholder satisfaction gathered through surveys and ongoing engagement
- Marketing campaigns, initiatives and earned media success
- Partnership collaboration and impact

REPORTING CADENCE

Progress will be reported through quarterly or bi-yearly dashboards that provide clear, accessible snapshots against key goals. An annual impact report will synthesize data, highlight outcomes, and share progress toward long-term objectives ensuring stakeholders remain informed, engaged, and aligned with the BID's direction.

07 Financial Framework

Current assessment and revenue sources

- Tax rate of \$0.045 per \$100 of assessed commercial property value
- Revenue sources: assessments, bank interest, sponsorships, program fees

Top 5 Commercial Property Owners

1. Jamestown Premier Stafford LLC
2. Arlington VA | FGF LLC
3. Liberty Center LLC
4. Arlington Gateway
5. The Shooshan Company

Top 5 Tenants by Square Feet

(Data provided by AED for FY25 Annual Report)

1. Defense Advanced Research Projects Agency (DARPA)
2. Office of Naval Research (ONR)
3. US General Services Administration (GSA)
4. Accenture Federal Services
5. Virginia Tech

Opportunities for grants, sponsorships, and partnerships

- a. Grants: state and local arts grants supporting cultural programming, economic development/tourism grants supporting experiential destinations that drive visitation and foot traffic
- b. Sponsorships: corporate sponsorships and lifestyle brands seeking alignment with innovation and experiential marketing, property owner and developer tied to activation and tenant engagement, local and regional businesses seeking visibility at events
- c. Partnerships: collaborations with universities, sports teams, creative and cultural institutions and businesses to curate experiences and installations

08 Conclusion

What Ballston Should Be Known For...

Ballston should be known as the region's most connected, innovative urban hub - a place where energy, intellect, and everyday life intersect with intention. It is not simply a location to work or live; it is where ideas are tested, people connect, and opportunity takes shape. Ballston's diversity is a defining strength, contributing to a dynamic culture and a resilient local economy.

What distinguishes Ballston is its ability to align education, workforce talent, and quality of life. Few districts integrate research, education, entrepreneurship, wellness, and lifestyle as seamlessly. Anchored by universities, think tanks, tech firms, startups, and a professional sports presence yet surrounded by parks, dining, arts, and walkable neighborhoods, Ballston offers an ecosystem where productivity and creativity thrive side by side. It is a destination where innovation and art intersect, serving as the arts hub of Arlington County and a place where culture is woven into daily life rather than confined to isolated venues.

Ballston's identity is defined by cultural understatement. Unlike flashier corridors, its confidence is quiet and earned. Progress here is driven by people who build, research, teach, and create favoring substance over spectacle. This authenticity gives Ballston credibility, depth, and staying power in a crowded regional landscape.

At the same time, Ballston's continues to evolve. Its growth reflects reinvestment, adaptability, inclusivity, and a willingness to rethink how urban districts function. Every chapter builds on the last, reinforcing a district that is active and forward-looking.

Above all, Ballston is a human-scaled downtown. It is sophisticated without being sterile, energetic without being overwhelming. People can truly live life here working, meeting, dining, moving, and playing in a community that feels accessible, authentic, and real. That balance grounded in diversity, innovation, and everyday livability is Ballston's defining strength and the foundation of what it should be known for in the years ahead.



Appendix



ACKNOWLEDGMENTS

This Strategic Plan was developed through a consultant led process guided by the Strategic Planning Committee and informed by staff and community stakeholders. The BID extends its appreciation to all who contributed their insight and expertise.

Executive Committee

Simon Carney, Brookfield Property Partners
President

Kevin Shooshan, The Shooshan Company
Vice-President

Kim Stein, KLN
Vice-President

Craig Gerardi, Piedmont Trust Realty
Vice-President

Dustin Young, NRECA
Treasurer

Tim Friemel, Snell Properties
Secretary

G. Evan Pritchard, Wire Gill LLP
Counsel

Strategic Planning Committee

Simon Carney
Brookfield Property Partners

Kevin Shooshan
The Shooshan Company

Kim Stein
KLN

Dustin Young
NRECA

Justin Cooper
Westin Arlington Gateway

Stacy Foster
Mastercard

Bob Wiberg
Piedmont Realty Trust

Dave Tran
Jamestown, L.P.

Board of Directors

David Baker
Virginia Tech

Justin Cooper
Westin Arlington Gateway

Glenn Davidson
Marymount University

John DiCamillo
CBRE

Shannon Flanagan-Watson
Arlington County

Lori Godby
BF Saul Company

Morgan Hannell
Monumental Sports & Entertainment

David Kinney
KINCO, LC

Marta Lopez
Insight Property Group

Aaron Moore
Vida Fitness

Randy Painter
Ballston-Virginia Square Civic Association

Shane Pomajambo
Whino

Marcus Robinson
Colliers International

Brad Smith
NRECA

Larry Smith
Arlington Green Homes

Mark Witschorik
Jamestown, L.P. International

Board of Directors (Continued)

Mark Zetlin
Mercedes-Benz of Arlington

Katharine Ange
Arlington County (AED Liaison)

Matt de Ferranti
Arlington County (County Liaison)

Dave Tran
Jamestown, L.P. (Representative)

Staff

Danette Nguyen
CEO

Pinky Advani
Business & Community Engagement
Director

Jackie Nnaji
Marketing & Communications
Manager

Francisco Cartagena
Operations Manager

“Ballston is a human-scaled downtown. It is sophisticated without being sterile, energetic without being overwhelming. People can truly live life here working, meeting, dining, moving, and playing in a community that feels accessible, authentic, and real. That balance grounded in diversity, innovation, and everyday livability is Ballston’s defining strength and the foundation of what it should be known for in the years ahead.”

