



FY2018 WORKPLAN & BUDGET

OVERVIEW

The Ballston Business Improvement District (BID) began operations in 2011 and provides a range of services, events and activities that are supplemental to those already provided to the neighborhood by Arlington County. The BID is currently funded by a portion of the commercial properties in Ballston that are classified as office/retail.

The BID is a 501(c)(6) organization and is governed by a 22-member Board of Directors who are elected or County-appointed to represent commercial property owners; tenants; cultural and recreational interests; educational, community and science/technology interests. The Board of Directors has also established several standing and ad-hoc committees to accomplish the goals of the organization and deliver the BID services described in this plan. These committees include: Finance; Strategic Planning; Marketing and Branding; Placemaking; Retail; and a Property Managers Group.

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

VISION

Our vision for Ballston is to create a leading business district that attracts, supports and connects the most creative, compelling and ambitious minds in the region.

MISSION

The Ballston BID will imagine and implement innovative programs, partnerships and collaborations that bring people together, create a sense of community and strengthen the economic vitality of our businesses and commercial partners.

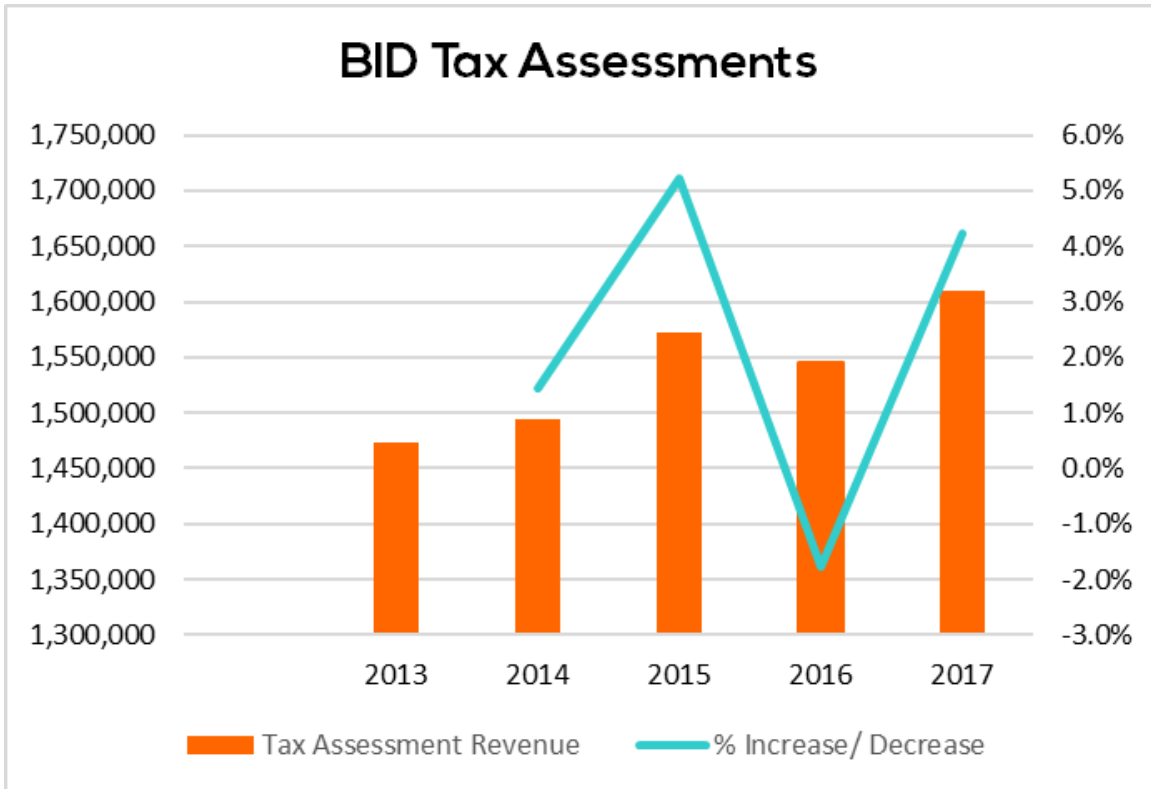
STRATEGIC PLAN OBJECTIVES

- Increase focus on collecting, managing and sharing data about what makes Ballston unique and how the BID is driving results.
- Place greater emphasis on the various touch-points for each of our customer categories- commercial tenants, retailers, employees, brokers, visitors, and residents.
- Develop programming geared toward tenant retention and targeting Ballston employees to help them learn, connect and grow.
- Revise the operational structure of the BID to maximize staff's talent, time and attention on the right, high impact, strategic projects.

Please see **Attachment A** for the FY15-18 Strategic Plan for a detailed outline of our objectives and action steps we are taking to meet the strategic plan objectives.

BUDGET

Please see **Attachment B** for the FY18 Budget. Arlington County approved a rate for CYs 2011-17 of \$0.045 per \$100 of assessment value for each non-residential, commercial property located within the District. For the FYs ending June 30, the funding received from commercial property tax assessments within the District remained relatively even over the last few years:



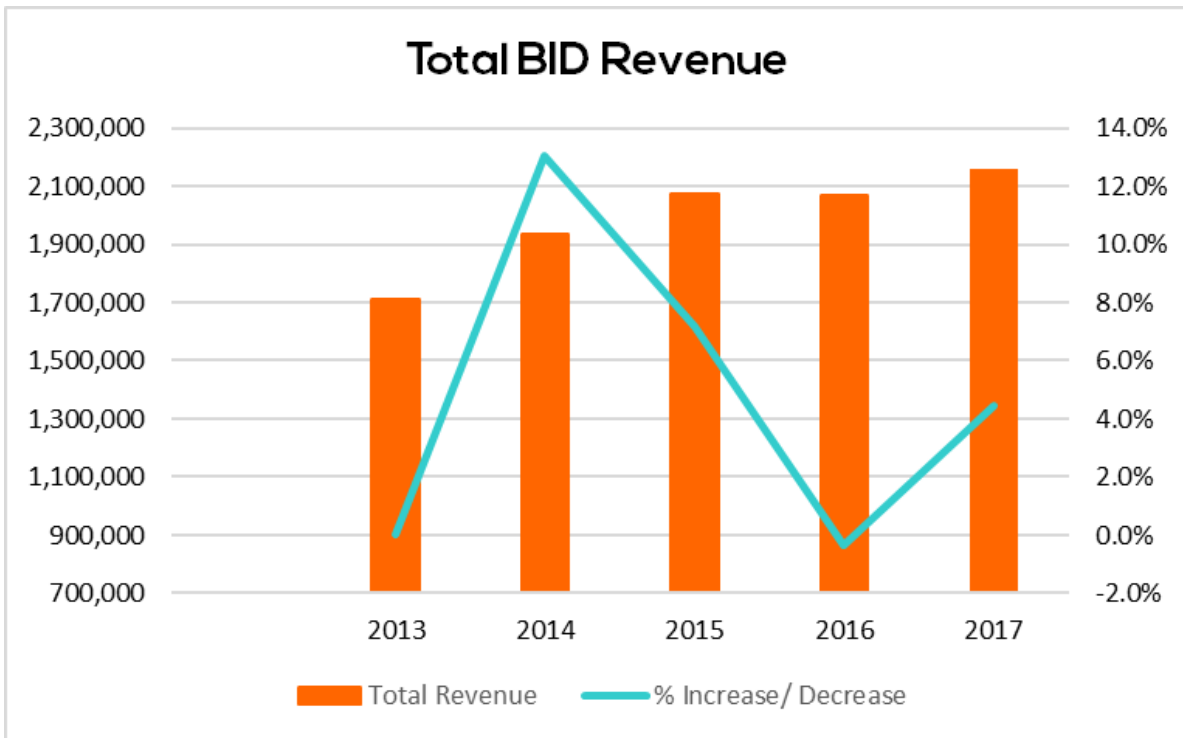
FY	Tax Revenue	% Inc/(Dec)	Tax Rate*
2012	\$1,241,759		.045
2013	1,473,351	18.6%	.045
2014	1,494,734	1.4%	.045
2015	1,572,603	5.2%	.045
2016	1,544,770	-1.8%	.045
2017	1,610,085	4.2%	.045
2018	1,674,488	4.0%	.045

* Tax rate is per \$100 of assessed value

** Estimated 4% increase for 2018

In addition to the tax assessed funding, BID staff raises funds to supplement the budget through cash and in-kind sponsorships and tickets sales for our programs and events which primarily include Taste of Arlington but also include our Farmers Market, Property Managers Group, and other special programs such as the LaunchPad and Restaurant Challenges. **The funds raised are detailed below and are estimated for FY17.**

FY	BID Fundraising Revenue	Total Revenue	% Increase/ Decrease
2013	\$ 240,000	\$ 1,713,351	0%
2014	442,000	1,936,734	13.0%
2015	503,000	2,075,603	7.2%
2016	523,460	2,068,230	-0.4%
2017	550,000	2,160,085	4.4%



PROGRAMS AND OPERATIONS

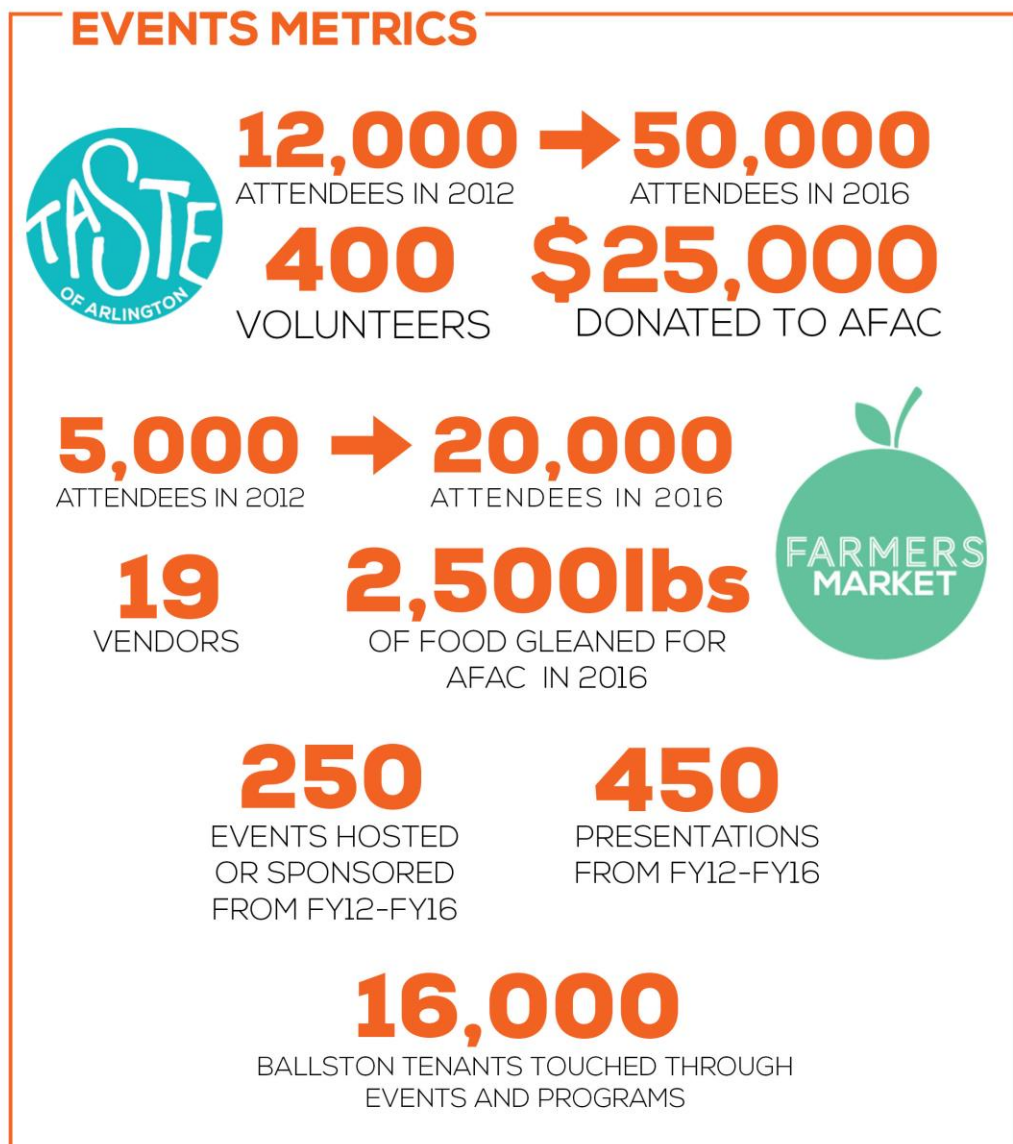
The Ballston BID has 3 program budget areas that have assigned action steps to ensure each organizational goal will be achieved:

- Branding and Marketing
- Physical Enhancements (Placemaking)
- Management, Finance and Administration

For each area, we have outlined the accomplishments made over the last FY16 and ongoing FY17 as well discuss the steps we will take in FY18.

BRANDING & MARKETING

Notable Metrics from January 2012 to November 2016:



SOCIAL METRICS

450+

EARNED MEDIA
PLACEMENTS
THROUGH PR

149

PLACEMENTS IN
FY 16 ALONE

7,500+

FOLLOWERS ON SOCIAL MEDIA

14,000


SUBSCRIBERS TO BI-MONTHLY
NEWSLETTER

60k

WEBPAGE VIEWS
PER MONTH

PROGRAMS & ACTIVITIES FOR FY2017/18

We will continue to focus on making closer connections among the commercial tenants and the employees who work here in Ballston.

- Ballston Tenant/Employee Events – We are continuing to build this program with a successful series of events targeting Ballston employees and helps them learn, connect and grow. 
 - Touched 16,000 Ballston employees in FY16 through this program
 - Introduced Quarterly Networking Happy Hours- Ballston Sip 'N' Mingle
 - Maintained 2-3 Monthly presentations to Ballston office tenants
 - Introduced FoodTruck Days
- Customer Focused Programs & Events – In addition to the above program for Ballston employees, we will design and implement programs tailored for our other customers, including retailers, brokers, visitors, and residents.
 - Commissioned and completed a detailed 10yr Retail Plan for Ballston with Streetsense

- Hosted the Arlington Concierge Tour with the Arlington Convention and Visitors Service
- Created, presented and/or sponsored programs with Arlington Real Estate Group, BisNow, Washington Business Journal, Commercial Real Estate Women, Arlington Chamber of Commerce, Arlington Economic Development

- Success Criteria, Variables and Data Project - This project clarifies success criteria for the BID and tracking, managing and sharing data around key variables.



FY16-17: We analyzed relevant metrics to measure our success and track our event attendance, vacancy rate, sales taxes, demographics, etc. We also launched the Ballston360 which is housed on our website and will become the resource for all things Ballston- locations, directions, amenities, vacant space, demographics, programs, and even photos and videos of Ballston people, places and events all integrated into one application.

We will continue to populate Ballston360 as well as evaluate its effectiveness in FY17/18.

- Organizational Capability & Connections Project - We will continue conduct market research in Ballston, including user surveys and tenant interviews, to gain a deeper understanding of what programs our tenants value.

During FY16, we completed a survey of over 600 employees and 40 companies in Ballston to see where we needed to focus on for the future. In early FY17, we held focus groups for our BallstonConnect Mobile App, our participating restaurants for Taste of Arlington, and our Property Managers Group. For FY18, we will continue to survey and meet with our tenant companies and employees and adjust our programming as their needs evolve.

- Digital Content Strategy – We have developed and implemented strategies and guidelines for all digital content (web, mobile, social, etc.)

- User Experience Audit – Completed for the website and Directory in FY16/17. We will conduct a user audit of Ballston360 as well as a focus group for our wayfinding program in FY18.
- Social Media – As noted above, we've experienced steady growth of followers and are focused on increasing user engagement.

- Taste of Arlington – Our last annual Taste in May 2016 hosted a record 50,000 visitors. We partnered with and made a donation of \$25,000 to the Arlington Food Assistance Center.

- Taste of Arlington Transition Project – We created BallstonGives and received our IRS determination letter in April 2016. This entity will be responsible for managing Taste of Arlington and will become the charitable arm of the Ballston BID. Ballston BID staff will continue to run the Taste event until and if at such time BallstonGives can sustain its own operations.



- PR/Media Relations - As shown in the metrics above, this program has been highly successful and has brought consistent, positive attention to Ballston and

the BID's programs, activities and amenities including major, special events. We will continue our media relations program to build on the momentum and exposure we've gained over the last four years.

- Real Estate Challenge with Virginia Tech – We continue to explore a possible “challenge” program series with a regional/national real estate challenge in partnership with VA Tech. This would be an academic challenge where students will be asked to solve a real estate problem. Va Tech will recruit teams from universities while the BID's role will be to promote the challenge regionally, host the related events to be held in Ballston and recruit mentors from the BID membership as well as companies in Ballston.

PHYSICAL ENHANCEMENTS

PLACEMAKING PROJECTS FOR FY17/18



- BID-Wide Wi-Fi Program – We have begun implementation of fast, free, seamless outdoor Wifi throughout the BID. With this installation, we will be the first neighborhood in our region to provide this valuable asset.
- Arlington County Parking Wayfinding Signs – During FY16, the Arlington County Parking Manager engaged Kimley-Horn to complete an Off-Street Parking Wayfinding Plan for Ballston (as well as Courthouse, Virginia-Square and Shirlington). Our community highly anticipates- and we fully support- this initiative to install parking signage throughout the Ballston neighborhood. We encourage Arlington County to include the cost of design, fabrication, installation, etc. for these signs to be included in the County's budget for FY18.
- BallstonConnect Mobile Application – Our focus group of 20 users and 130 people surveyed, confirmed that our mobile app is a success. With nearly 10,000 downloads, we are currently working on improving the user experience and adding more robust content - what is happening in Ballston today, more contests, polls, etc.
- Farmers' Market – We will continue to run the market every Thursday, and have expanded the market season from April through November. As stated above, our Farmers market has grown quickly and has become one of the most successful of FRESHFARM's managed markets. We will also continue to expand and upgrade the MEGAMarket on the first Thursday of each month, to increase the market offerings and broaden our reach to workers and residents.



- Median Landscaping and Maintenance – In early FY17, we received approval to implement improvements to the medians on Fairfax Drive. We are scheduled to begin work in April 2017 to complete the median repairs, as well as install the gateway signage and decorative fence.

- Ballston Metro Canopy Temporary Light-Art Installation – We continue to work with WMATA, Arlington Public Art and the Arts Commission with the planning and design stages for this project nearly complete for an interactive light art installation with LEDs and motion sensors installed in the canopy. Installation is planned in conjunction with Arlington County’s redesign and construction work of the Ballston Metro Plaza, which has been delayed due to Metro’s SafeTrack program. When the work does begin, we will install the art near the end of the construction, which is now planned for in FY18.
- Banners – We completed the research, design, and cost analysis for fabricating, installing and maintaining light-box and digital banners for Ballston during FY16. We will continue to work with the County to work on a way to install the banners under a phased plan during FYs 17/18.
- Smart Wayfinding – FY17- We are currently installing new wayfinding signs throughout Ballston. These static signs show the map of Ballston as well as direct people to use the BallstonConnect Mobile App for the most recent information, in case of changes. For FY18, we will conduct research on digital, interactive wayfinding options.

MANAGEMENT, FINANCE & ADMINISTRATION

- Strategic Plan - During FY14 and 15, we evaluated our progress on our original strategic plan and modified our strategy going forward for FYs 16-18 (see **Attachment A**). The programs described in this workplan document were formulated in support of the strategic plan.
- Retail Group Project – Completed in FY17, our retail committee commissioned a 10yr Retail Study by Streetsense to help us and our BID members shape the future for retail in our neighborhood.
- BID Expansion/Commercial Apartment Property Integration Project – Please see **Attachment C** for a Summary Case Statement.



This project is underway and is working to bring commercial apartment building owners on board as partners to plan the future for and financially support the BID’s efforts. Our focus is expanding the boundaries of the BID to include apartment properties as BID members. We are currently reaching out to apartment building owners to gauge and garner their support. If successful, we will submit a boundary expansion request, signed petitions, proposed workplan, etc. by June 2017. The County’s approval and integration process will take about 12 months. If approved, apartments could then be included in the BID for FY19. We will work closely with AED and the County Manager’s office to evaluate this possibility and to determine what form, timing, tax rate, etc. would be implemented should apartments be approved to join to BID.

AWARDS RECEIVED

- 2016 MarCom Award- Platinum Level, November 2016. For achievements in media placements and public relations.
- 2015 MarCom Award- Platinum Level, November 2015. For our Ballston BID FY14 Annual Report Design.
- 2015 Merit Award, International Downtown Association; October 2015. For our public art series, "Public Displays of Innovation."
- 2015, 2014 and 2013 Winner- Best Festivals of Northern Virginia, Virginia Living Magazine
- Chairman's Award, Arlington Chamber of Commerce; December 2014. For outstanding support of the Chamber and business community.
- 2014 MarCom Award- Gold Level, MarCom Awards; November 2014. For achievements in media placements and public relations.
- 2014 Communicator Award of Distinction, The Communicator Awards- Academy of Interactive and Visual Arts; September 2014. Our FY13 Annual Report won this award for its design.

Ballston Bid FY 2018 Annual Budget

Income

County Funds- Current FY	1,486,215
 Arlington County Retained Funds	
Arlington County Admin Fee	15,401
Delinquency Appeals Set Aside	38,503
Total Arlington County Retained Funds	<u>58,607</u>
Total Arlington County Funds	1,540,119

Expense

Tenant Engagement Programs/Events	35,000
Holiday Event	5,000
Annual Meeting	35,000
Taste of Arlington - BallstonGives	-
Other Programs/Events/Sponsorships	32,000
Programs and Events	107,000

Website	60,000
Collateral Materials/Publications	25,000
Ads	19,800
Social Media	18,000
Press/Media Relations	84,000
Staff	310,000
Total Marketing & Promotion	623,800

Streetscape	95,000
Artscape	175,000
The Hub	97,700
Staff	190,000
Total Placemaking/Physical Enhancements	557,700

Management & Administration

Management	
Staff	90,000
Office Rent	72,000
Office Operating Exp/Utilities	3,000
Office Parking	4,800
Administrative Costs	65,715
Conferences/Meetings/Events	26,400
Total Administration	261,915

Professional Fees	
Accounting Fees	26,000
Professional Development	10,800
Legal Fees	6,000
Total Professional Fees	42,800

Total Management & Administration	304,715
--	----------------

Total Expense	1,486,215
----------------------	------------------

Net County Retained Funds	53,904
----------------------------------	---------------

Other Expenses	
Arlington Cty Admin Fee	15,401
BBID Contingency Funding (internal fund)	-
Delinquency & Appeals Set Aside/BBID Contingency Funding	38,503
Total Other Expenses	53,904

Annual Budget

Branding & Marketing (less revenue from events)	623,800
Placemaking/Physical Enhancements	557,700
Management, Finance, Admin (+ FFE)	304,715
Total Budget	1,486,215

Reconciliation to County Budget Submission

Total Budget per Program Area	\$ 1,486,215
County Fee & Contingency Fund	53,904
	<u>\$ 1,540,119</u>