

Performance Plan

BBID STRATEGIC PLAN FY 2015 - 2018

The Networked Neighborhood of Tomorrow -- Strategic initiatives are the core areas of focus through which the strategy is converted into actual results. We believe that there are four areas to focus on in terms of new efforts by the BID:

- Data & Analytics
- User Experience
- Program Development
- Operations

Ongoing & Planned Activities -- In addition to the new activities that are part of this strategic plan, we also have a number of ongoing projects that we will continue to work on:

- BID Website: Content and navigation/front and back end
- Taste of Arlington
- Taste of Arlington website
- Farmer's Market and Mega Market
- Property Managers Group
- Wifi Hotspots
- Metro Canopy Art Project
- Additional Art Projects
- Redevelopment in Ballston
- Placemaking: Holiday lights and medians
- Board and committee meetings
- Other events: holiday, art, Power 100, new businesses. Some of the activities that we have planned, but have not yet been able to implement include:
- Banners
- Parklets
- Gateway Signage
- Mobile app marketing
- Illustrated Map
- Parking signage

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Organization

Name: Ballston Business Improvement District
Acronym: BBID

Stakeholder(s):

Tina Leone: CEO, Ballston Business Improvement District

Role: [To be named]

Employees: Company employees of commercial tenants -- Almost all commercial tenants are companies and the majority of revenue or value is generated by the employees of the company - not by the managers or executives. By focusing on generating value for the employees, the BID improves the chances of making a real impact on the company. This in turn impacts the perception that having employees in Ballston is better for business.

Role: [To be named]

Business Owners: Retail business owners -- Retail businesses support various lifestyle choices and the stronger the connection that can be made between company employee/resident needs and retail business products and services, the happier all parties will be. For the BID to get involved here is a win-win. Company employees/residents get connected to what they want. Retail businesses easily get customers just by being in Ballston.

Role: [To be named]

Tenant Executives: Commercial tenant executives and leadership -- With all that company managers and executives have to deal with today, it is unlikely that they have time to take on additional "responsibilities" for improving the neighborhood they are located in. But if that neighborhood is actually doing something that is positively impacting their business, they are going to be more receptive to building a dialogue and that will allow the BID to build stronger connections that can grow into robust networks.

Role: [To be named]

Commercial Brokers: Commercial brokers are a critical part of delivering value to property owners and making sure that the Ballston brand is clearly and effectively articulated to the market.

Role: [To be named]

Business Visitors: (non-Ballston employees) We have split out business visitors from social visitors because they are a key source of value when they join networks that are connected to commercial tenant employees (ie: they bring in ideas or information). Business visitors are also potential ambassadors that are directly connected to potential clients - companies that have commercial space in other locations in the region.

Role: [To be named]

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Stakeholder(s):— continued

Residents: This group will naturally benefit from BID efforts servicing the first two categories of customer. The challenge here is that while residents are a vital part of the Ballston equation, budget and operational capacity need to be taken into consideration when serving this group independently

Role: [To be named]

Social Visitors: This last group is an important group, especially if there are larger events. But again, this group will also benefit from efforts serving the more primary customer segments.

Role: [To be named] To create a leading business district that attracts, supports and connects the most creative, compelling and ambitious minds in the region.

Mission

To 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 in Ballston.

Values

Customer Focus: While the BID does not have customers in the traditional sense, we feel that use of the word helps us better think about the types of relationships that it wants to create. In simplest terms, we want to think about the BID offering a great service and product that is a perfect fit for its target customers. We see the ranked order of customers as follows: * Company employees of commercial tenants * Retail business owners * Commercial tenant executives and leadership * Commercial brokers * Business visitors (non-Ballston employees) * Residents * Social visitors By delivering value to these core customer segments, we believe that in the end property owners will benefit.

Metrics: As a commercial BID, the ultimate goal is to impact commercial vacancy rates. But impacting the rate is not a clear process and the scope of activities that the BID can undertake is limited. Working backwards from this goal, however, we can build a model that highlights important variables and points to achievable results. The point of including metrics as part of the overall solution is that the BID needs to develop a more robust approach to dealing with data, which will impact overall resource utilization in the short term.

Goal: Commercial Vacancy

Ensure that Ballston maintains a commercial vacancy rate that is well below the average of the surrounding area.

Stakeholder(s):

[To be named]

Role: [To be named]

Other Information

Our broad goal is to ensure that Ballston maintains a commercial vacancy rate that is well below the average of the surrounding area. While Ballston's vacancy rate is currently lower than its peer neighborhoods, we should not assume this position can be sustained without direct and proactive efforts. Increasing commercial space options in the area, as well as constantly fluctuating economic circumstances, will mean more competition and a more challenging market environment.

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective 1: Learning, Networking & Collaboration

Create innovative and dynamic opportunities for learning, networking and collaboration that leverage the unique combination of research, education, non-profit and corporate organizations in the Ballston area.

Other Information

Our strategy is to focus on creating innovative and dynamic opportunities for learning, networking and collaboration that leverage the unique combination of research, education, non-profit and corporate organizations in the Ballston area.

Stakeholder(s):

Corporate Organizations

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategic Initiative 1.1: Data & Analytics

Collect, manage and share data about what makes Ballston unique and how the BID is driving results.

Other Information

In order to move beyond generalities, we propose an increased focus on collecting, managing and sharing data about what makes Ballston unique and how the BID is driving results. We are propose taking on the following new projects:

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 1.1.1: Success Tracking

Clarify success criteria for the BID and create operational capacity for tracking, managing and sharing data around key variables.

Other Information

Success Criteria, Variables and Open Data Platform Project: This project will aim to clarify success criteria for the BID and create operational capacity for tracking, managing and sharing data around key variables.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 1.1.2: Capability & Connections

Understand which organizations are located in the area and their needs.

Other Information

Organizational Capability & Connections Project: This project will aim to conduct market research in Ballston, including tenant tours, to allow for a deeper understanding of which organizations are actually located in the area and consider their needs requirements.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategic Initiative 1.2: Operations

Change and adapt our organization.

Other Information

Organizations themselves must change and adapt in order to succeed. In this area, we propose taking on the following projects:

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 1.2.1: Internships

Create an internship program.

Other Information

This project aims to create a formalized internship program that will allow the BID to shift some of its limited resources from operational tasks to those focused on new value creation.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 1.2.2: Operational Audit

Clarify tasks, the value they add, and the role they will play in BID operations.

Other Information

This project will focus on clarifying the tasks that are being done, the value they add and the future role they will play in BID operations.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 1.2.3: Taste of Arlington Transition

Develop a transition plan that could include the Taste becoming a separate organization.

Other Information

Taste of Arlington takes up a tremendous amount of internal resources and there are questions as to whether this program, although successful, benefits our key customers. This project will focus on developing a transition plan that could include the Taste becoming its own organization and finding additional resources through grants.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective 2: Placemaking

Transform Ballston into a unique and amenity-rich destination point with a strong sense of community.

Other Information

We will also continue to focus on and make an impact with our placemaking efforts that over time will transform Ballston into a unique and amenity-rich destination point with a strong sense of community.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategic Initiative 2.1: User Experience

Emphasize the various touch points for each user category.

Other Information

While the Ballston BID brand has helped to create greater awareness of Ballston, we believe that greater emphasis needs to be placed on the various touchpoints for each user category. We propose taking on the following new projects:

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.1.1: Digital Content

Create a strategy and operational guidelines for digital content.

Other Information

Digital Content Strategy and Operational Guidelines: This project will aim to create a clear strategy and operational guidelines for all digital content (web, mobile, social, etc.) This includes looking at potentially shifting the messaging of digital properties from being "BID" focused to being more "Ballston" focused.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.1.2: User Experience Audit

Examine user experience for each category to develop insights and solutions.

Other Information

Based on our new customer definitions, this project will take a comprehensive look at the user experience for each category in order to develop insights and possible solutions.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategic Initiative 2.2: Program Development

Shift the type of programs developed and delivered.

Other Information

Based on the insights and information we learned through the strategic planning process, we believe that there needs to be a shift in the type of programs developed and delivered. We propose taking on the following new projects:

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.2.1: Ballston Employee Events

Create an event series targeting Ballston employees to help them learn, connect, and grow.

Other Information

This project will aim to create a successful event series that targets Ballston employees and helps them learn, connect, and grow.

Stakeholder(s):

Ballston Employees

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.2.2: Education

Leverage the educational institutions in the area in a unique and meaningful way.

Other Information

We like the initial idea of trying to leverage the educational institutions in the area in a unique and meaningful way. One avenue that was discussed was the "free" educational credit. This and other possibilities will be explored, which could include the creation of a new event property that leverages the unique combination of organizations and people in the Ballston area.

Stakeholder(s):

Educational Institutions

In the Ballston area

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.2.3: Retail Group

Set up a retail advisory group.

Other Information

Retailers help to create and define a neighborhood. This project will focus on setting up a retail advisory group that will meet on a regular basis.

Stakeholder(s):

Ballston Retailers

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.2.4: Resident Integration Outreach

Create a plan to get residential partners on board to financially support the BID.

Other Information

This project will focus on creating a coordinated outreach plan that works towards getting residential partners on board to financially support the BID's efforts.

Stakeholder(s):

Ballston Residents

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Project 2.2.5: Dark Fiber

Create a plan for promoting the dark fiber services.

Other Information

This project will focus on creating a coordinated plan for promoting the dark fiber services available in the area.

Stakeholder(s):

[To be named]

Role: [To be named]

Administrative Information

2015-01-012018-12-31

Publication Date: 2016-05-17

Source: <http://www.ballstonbid.com/sites/default/files/BallstonBID-StrategicPlan2015.pdf>

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