



IMAGE © David Hills

ROSSLYN

FISCAL YEAR
WORKPLAN
2024



A dynamic and growing community.

ROSSLYN OVERVIEW

The Rosslyn Business Improvement District (RBID) was established in 2003 as the first BID in Arlington County. It comprises a 17-block downtown area of commercial and residential buildings. The Rosslyn Business Improvement Corporation (RBIC), a 501(c)(6) nonprofit organization, was created to oversee and deliver high-quality services to meet the needs of the BID's diverse stakeholders. Celebrating 20 years since inception, RBIC has become an integral part of the dynamic and growing Rosslyn community. Governed by a Board of Directors made up of commercial and residential property owners, Rosslyn tenants and County representatives, RBIC enhances the community through its innovative and collaborative delivery of diverse services.

The BID Board of Directors, staff, and stakeholders are proud of the progress and success over the last 20 years. We look forward to leveraging our collective experiences and lessons learned to launch us into the next decade.

RBID's focus for FY2024 will continue priorities established in FY2023 as well as expand activations, help businesses navigate work-force issues, and continue efforts toward enhancing public realm assets.



RBID engages its stakeholders and the community at large through the following major program areas:



MARKETING AND PROMOTIONS

that establish Rosslyn as an urban, active, and connected community by increasing awareness and promoting Rosslyn's central and walkable location, bold cultural influences, and unparalleled business opportunities.



PUBLIC REALM IMPROVEMENTS

that ensure vibrant, safe, beautiful, and engaging public spaces to encourage community activity and support economic vitality. Service lines within this program area include landscaping, streetscape, urban planning and design, and placemaking activations/installations.



COMMUNITY ACTIVITIES

that enliven the public realm and create connectedness, collaboration, and fun. Events and activations are vital components in providing accessible and inclusive experiences for the neighborhood.



ECONOMIC DEVELOPMENT

to nurture and maintain a strong economic climate that supports business retention and recruitment as well as maintain and build strong relationships with key stakeholders that enables connections and promotes economic vitality.



OPERATIONAL SERVICES

that help to maintain and enhance a clean and safe public realm where Rosslyn access is diverse and reliable. Services within this program area includes Ambassador services, transportation, pedestrian and wayfinding support, and general public realm maintenance and operations.



MANAGEMENT AND ADMINISTRATION

that support foundational elements and ensure a high functioning organization. These functions are paramount to the successful execution of all BID objectives.

ROSSLYN BID BOUNDARIES



The Rosslyn BID is situated in a coveted location that is served by multiple major roadways, Northern Virginia's second busiest Metro stop, in close proximity to the Potomac River, and an easy walk across the Key Bridge to Georgetown. As a major economic driver within Arlington County and the DMV, Rosslyn boasts unparalleled views of the nation's capital and the Potomac River.

...unparalleled views.



ROSSLYN BID MAP



LEGEND

- BID Boundaries
- Rosslyn Boundaries
- Parks & Public Space



MISSION

As a community-based organization, our mission is to provide high-quality, stakeholder-oriented services designed to define, enhance, and continually improve Rosslyn for those who work, live, visit, and do business within our district.

VALUES

Our values are the foundation of our everyday efforts to meet our mission.

LEADERSHIP
Collaboration
INTEGRITY *Innovation*
PROFESSIONALISM
Responsiveness **INCLUSION**

GUIDING PRINCIPLES

Through our work we seek to keep our neighborhood clean, safe, and connected with an increased focus on economic recovery and long-term sustainability for all. Our guiding principles include:

SHAPE ROSSLYN'S URBAN CHARACTER

Supporting the continued evolution of Rosslyn into an accessible, walkable, and mixed-use community.

STRENGTHEN ROSSLYN'S PERCEPTION

Establishing Rosslyn as an urban, active, and connected community by continuing to strengthen perception and increase awareness.

ACTIVATE THE NEIGHBORHOOD

Creating and supporting robust activity in Rosslyn through events, community engagement, visual elements, and amenities.

MAINTAIN A STRONG BID ORGANIZATION

Supporting and enhancing foundational elements to ensure a high-functioning organization, which is paramount to the successful execution of all BID objectives.



ROSSLYN BID SERVICES



Rosslyn was tested through the challenges of the pandemic, and while we continue to face economic uncertainties and the way we work remains in flux, we are optimistic. Our work in the coming year will continue to focus on navigating headwinds and adapting to meet changing needs, partnering closely with Arlington Economic Development (AED) to create new ways to support our businesses. We look forward to supporting the County's critical Rosslyn revitalization projects—a redeveloped Gateway Park and new Potomac River access—which are exciting projects that will lead us toward an evolved Rosslyn that is a jewel in the regional landscape.

Urban, active, connected.



Marketing and Promotions

Marketing and Promotions services establish Rosslyn as an urban, active, and connected community by increasing awareness and promoting its central and walkable location, unparalleled business opportunities, and growing residential community.

PREVIOUS YEAR'S ACHIEVEMENTS

Increased user traffic across all channels year-over-year, including:

- **+26%** Rosslynva.org page views (376K vs. 299K)
- **+8.5%** E-blast subscribership (17.1K vs. 15.7K) and **+31%** email open rates (29% vs. 22%)
- **+8.8%** Followership across all social media platforms including Facebook, Instagram, Twitter, and LinkedIn (23.8K vs. 21.8K)
- **+54.7%** Video views on social media platforms (56.1K vs. 36.9K)

Established consistent **reporting of metrics and analytics** to evaluate reach and effectiveness of campaigns, as well as inform future strategy

Added **third-party digital advertisements** via the Division D platform to our digital marketing strategy for Rosslyn Cheer, Rosslyn Refresh, and Rosslyn Jazz Fest, which generated **2.7M** impressions and **11.5K** clicks

Coordinated 10 live on-air, small business spotlight, and in-studio opportunities on **WJLA's Good Morning Washington** to promote Rosslyn Cheer, Rosslyn Refresh, Inca Social, Fog Point Oyster Bar, Loving Heart Holistic Wellness, and Convene

PR efforts yielded 76 media placements (57 online, 19 broadcast), **428M online impressions**, 72.8M potential TV viewers, and 2.9M paid social media impressions

Received **1,341 inquiries** through the website contact form and **348 media inquiries**

FY2024 INITIATIVES

ONGOING

Provide marketing and promotions support for Rosslyn businesses to include feature articles in weekly e-blast, social media placements, and press features

Serve as a primary source of information for the community for safety, development, events, and neighborhood news

Adapt to the evolving social media landscape, prioritizing short form video content across TikTok and Instagram

Actively engage, cultivate, and manage press relationships to ensure coverage of RBID programs, announcements, resident and business activities, and other stakeholder projects

NEW

Develop and pursue marketing relationships with new advertising and digital platforms/services

Audit and update brand assets, including messaging, printed collateral, and digital graphics from office market and retail study results

Partner with AED to strategize and align efforts on seasonal marketing campaigns and digital assets

Engage PR firm in finding new opportunities for pitches, media coverage, thought leadership, and speaking opportunities in untapped outlets



LOVING HEART HOLISTIC WELLNESS

ROSSLYN, VA

54.7%
INCREASE IN VIDEO VIEWS
YEAR-OVER-YEAR



@RosslynVA



Public Realm Improvements

At the Rosslyn BID, our Public Realm Improvements help ensure vibrant, safe, and beautiful public spaces that encourage community activity and support economic vitality. Service lines within this program area include landscaping, streetscape, urban planning and design, and placemaking activations/installations.

PREVIOUS YEAR'S ACHIEVEMENTS

Supported multiple Rosslyn projects through the County's **site plan review** process, helping to facilitate a positive outcome by offering feedback and engaging with County staff, property owners, and community stakeholders

Piloted **placemaking activations** and collected data promoting Rosslyn's extensive trail network and active transportation culture

Completed a **Holistic Neighborhood Planter Study** to inventory current assets and plan for future streetscape projects aligned with the County's Biophilic City initiative

Partnered with Department of Parks and Recreation (DPR) to bring enhancements to Gateway Park, including new outdoor furnishings, temporary dog park maintenance, and other **placemaking/beautification elements**

Coordinated with County leadership and community stakeholders to **bolster engagement in the County's Capital Improvement Plan** process and garner public input on Rosslyn's key priorities (Gateway Park, Arlington's river access, and Core of Rosslyn Transportation projects)

Aided Department of Environmental Services (DES) **safety enhancement pilots** by deploying 11 new crash-grade planters along Fort Myer Drive Bridge, and continued to maintain over 30 additional crash-grade planters throughout Rosslyn

Beautified the neighborhood with **seasonal decor installations**, including Rosslyn Cheer holiday decor, and a spring campaign that included "Big Blooms" at the County's first floating bus stop and an art collaboration with H-B Woodlawn's students as part of Rosslyn Refresh

Supported several County-led **curbspace management and public realm-related initiatives** (Pickup/Drop-off zones, micromobility, Future of Outdoor Dining Study)

FY2024 INITIATIVES

ONGOING

Partner with DPR and Cultural Affairs to bring enhancements and placemaking activations to Rosslyn's key neighborhood entryways and parks, including Gateway Park and Dark Star Park
Pilot creative pop-up activations and temporary way-finding solutions to promote Rosslyn's extensive trail network, unique neighborhood assets, and active transportation culture

Support the County's site plan review process as new projects are initiated

Work with DES to advance the Core of Rosslyn Transportation Study, deploy tactical safety enhancements, and serve on the County's Vision Zero External Working Group

NEW

Coordinate with DPR and County leadership to further support Gateway Park's and the Arlington Boathouse Site's Master Planning processes

Explore new partnerships and collaborations to promote Rosslyn's proximity to the regional trail network and the Potomac River

With over five approved Site Plans in the pipeline, coordinate with County staff, developers, and key stakeholders to inform the community of upcoming redevelopments and construction activities

Partner with DES to evaluate and implement new transportation pilots to advance the County's Vision Zero goals and improve safety



PARTNERED
WITH THE
COUNTY TO
ADVANCE
VISION ZERO



Economic Development

Through our Economic Development work, we seek to create and implement a strategy specific to Rosslyn that promotes economic vitality and supports our role in business attraction and retention, as it ladders up to Arlington County's overall efforts.

PREVIOUS YEAR'S ACHIEVEMENTS

Supported the opening of **eight new retailers**, including &Pizza, Fog Point, Hot Lola's, Inca Social, Loving Heart Holistic Wellness, Playful Pack, Seoul Spice, and Yuraku

Conducted **neighborhood familiarization tours** for partner organizations and businesses, including NAIOP, American Planning Association, ULI, Northeastern University, DES/WalkArlington, reaching 500+ attendees

Explored and supported **corporate citizenship and volunteer opportunities** to connect our businesses to the neighborhood/community, such as Deloitte's Volunteer Day and Grant Thornton Cleanup at Gateway Park

Convened the Rosslyn community back in person at City Social, highlighting recently opened businesses and upcoming redevelopments

Participated in **AED-led Business Appreciation Month** visits, sponsoring the closing reception in Rosslyn

Supported businesses' plans for **return-to-office** and shared information with County officials, staff, and other Rosslyn stakeholders

Rosslyn BID President participated in local and national speaking engagements, served on local and international Board of Director meetings, and continued to engage peers in the larger business community, which ultimately led to being named in **Washington Business Journal's Power 100 class of 2022**

Sponsored participation for four Rosslyn restaurants for the **Arlington Chamber of Commerce Fall Restaurant Week**

FY2024 INITIATIVES

ONGOING

In coordination with AED, engage with Rosslyn businesses, property owners, and real estate community at all stages of the leasing lifecycle

Track and support businesses as they return to the neighborhood, partnering with AED through exchange of information, coordinated retention efforts, and further recovery support

Grow the Rosslyn business network

Provide increased support for Rosslyn retailers through use of BID marketing, inclusion in events/activations, and networking

NEW

Conduct current state of Rosslyn retail and office market studies to help guide future economic development and engagement strategy

Utilize Rosslyn retail and office market study results to evolve the Business Engagement program
Host networking opportunities for Rosslyn and regional executives

With multiple simultaneous redevelopments in the pipeline; communicate, coordinate, and convene with Arlington County and key stakeholders to strengthen Rosslyn's long-term economic competitive advantage

Continue collaboration with Arlington Convention and Visitors Services (ACVS) to promote Rosslyn hotels, events, and hospitality businesses



CONVENED THE
ROSSLYN COMMUNITY
BACK IN PERSON
AT CITY SOCIAL

Operational Services

Our Operational Services maintain and enhance a clean and safe public realm where Rosslyn access is diverse and reliable. Services within this program area include Ambassador services, transportation, pedestrian and wayfinding support, and general public realm maintenance and operations. Operational services also serve to support initiatives within other program areas.

PREVIOUS YEAR'S ACHIEVEMENTS

Collected **113,850 lbs. of trash** (97,335 in FY23) and 30,500 lbs. of recycling (26,050 in FY23)

Worked closely with Arlington County Police Department (ACPD) on a **successful off-duty engagement program** season managing 80+ shifts that helped strengthen its community relationship

Reported and responded to **72 safety and infrastructure repair issues** and facilitated resolutions with pertinent County Departments

Through **945 homeless outreach interactions**, we helped connect those in need with PathForward and educate them on other County resources

Worked with property managers on a BID-wide **winter clothing drive** and collected 150 bags that were donated to PathForward

Enhanced and beautified the experience throughout the BID with **37,000 plants**, and created a fun and festive holiday season environment with bows, a 24-foot Christmas tree, and décor at Central Place Plaza

Worked closely with the DPR to **keep public parks clean and safe** with ACPD visits, plantings, and perimeter cleaning by our ambassadors

Kept pedestrians safe during **snow removal season** by cleaning pedestrian ramps within the BID

Continued to support **Flags Across Arlington** by coordinating with 18 properties to hang large flags

FY2024 INITIATIVES

ONGOING

Enhance Rosslyn by cleaning sidewalks and public spaces through our ambassador program

Maintain a strong relationship between the community and ACPD through the Rosslyn off-duty police program

Report Rosslyn public space inquiries and issues to the DES C3 response system and/or other resources for information/resolution

Partner with ACPD and PathForward on homeless needs and build trust within the homeless community

Serve as a resource for and work with building property management

Beautify the neighborhood with seasonal plantings, outdoor furniture, and other décor

Provide snow removal and de-icing for sidewalk ramps and support the community as needed

Partner with the DPR to ensure safe and pleasant experiences within Rosslyn parks including repairs/improvements and functional Wi-Fi

NEW

Assess planters and street furniture around development projects and identify the best re-deployment location

Welcome the community to enjoy the neighborhood through re-deployment of tables and chairs that were removed during the pandemic

Work with Arlington County Urban Forestry to explore and identify alternative strategies for tree pits



37K
PLANTS
TO BEAUTIFY THE
NEIGHBORHOOD



Community Activities

At the Rosslyn BID, our diverse and inclusive Community Activities enliven the public realm and create community, connectedness, collaboration, and fun.

PREVIOUS YEAR'S ACHIEVEMENTS

Brought **community favorite** back to pre-pandemic attendance levels, including Rosslyn Cinema, Rosslyn Rivals Trivia, Rosslyn Refresh, Boot Camp, Rosslyn Reads, Rosslyn LIVE, and Rosslyn Rocks

Signature events saw **record-level attendance**, surpassing previous years:

- **9K+ jazz fans** attended the 30th anniversary of Rosslyn Jazz Fest, in partnership with AED's Cultural Affairs division
- **1,200+** attended the two-day Holiday Market in Central Place Plaza that followed the tree lighting
- **750+** tickets were claimed for our annual community celebration, City Social, which was back in-person to The View of DC and sold out within hours of opening:
 - **MVP awards** were presented to DPR and R-DOGS to highlight their example of partnership and collaboration that improves public spaces
 - Community tables showcased **Rosslyn civic associations** ACPD/Arlington County Fire Department (ACFD), and DPR
- **134K viewers** took in our community **tree lighting live on air with ABC7** and performances by H-B Woodlawn choir

Added several **new activations** and brought back seasonal events to activate a broader audience, such as:

- **Pop-ups** at Bennett Park Atrium
- **Rosslyn Rivals Bingo Happy Hour**, which sold out both dates
- A **new wellness series** "Zen in the City" at Dark Star Park featuring Rosslyn business, Loving Heart Holistic Wellness
- **Cider Fest** with 350+ attendees to the View of DC, offering four local cideries and the popular pie eating contest
- Rosslyn Live featuring **Synetic Theatre's "A Midsummer Nights' Dream"** at Gateway Park, which sold 300+ tickets

FY2024 INITIATIVES

ONGOING

Continue to grow signature events such as Rosslyn Cheer, Rosslyn Refresh, Rosslyn Cinema, and Rosslyn Jazz Fest

Partner with Rosslyn businesses to showcase them at BID events

Use registrations to gauge interest and as a way to notify attendees of event information in advance

Expand event offerings that target specific community interest groups, such as pet owners, parents, singles, LGBTQ+, etc.

Evaluate previous Farmers Market season and optimize hours by surveying e-blast subscribers and continuing to activate the market with live music and community tables

NEW

Create new relationships that allow us to capitalize on partner audiences to expand event reach

Test sponsorship opportunities for signature events as a way to elevate BID events by adding in outside brands and lists

Examine event trends and integrate into events

Work with DPR to explore feasibility of installing an ice-skating rink for winter activation



9K+
GUESTS
ATTENDED
ROSSLYN'S
30TH ANNUAL
JAZZ FEST



Management and Administration

The Management and Administration functions establish the foundation of our organization. Through a culture of collaboration, inclusiveness, and innovation, we emphasize diversity in thought and action that is grounded in fiscal responsibility and community engagement. Solid practices in staff and board recruitment, retention, development, and support are key to our success.

PREVIOUS YEAR'S ACHIEVEMENTS

Received **clean audit** and published FY22 financial statements

Hired and onboarded **six new staff members**

Hired and onboarded **new PR firm** – the Clyde Group

Recruited and onboarded **five new board members**, including apartment residents and workforce level representation

Evaluated and implemented **efficiencies in office systems** resulting in a 61% decrease in telephone expenses

Held multiple staff **team building and development activities**, including staff wide retreat and steps challenge

Completed **compensation analysis** benchmarked against the current market and made salary adjustments to ensure retention

Worked with all program areas to begin **development of analytics** for decision making and progress tracking

FY2024 INITIATIVES

ONGOING

Continuous evaluation of areas of work to ensure diversity, equity, and inclusion. Hire and onboard qualified individuals with an emphasis on diversity

Maintain regular staff engagement and develop team building opportunities

Ensure diversity in Board recruitment

Ensure sound decision making grounded in analytics and efficient processes

Maintain robust fiscal controls and transparency

NEW

Determine the skills that are required for a successful Business Engagement program using office market/ economic development and retail studies

Expand internal human resource function, placing a greater emphasis on retention and staff development through increased training, team building, and staff recognition programs

Assist RBID Board leadership transition by onboarding new board chair and support in implementing Board policies and procedures

Identify and evaluate longer-term financial opportunities and strategies to support multi-year initiatives



**HELD BOARD
AND STAFF TEAM
BUILDING AND
DEVELOPMENT
ACTIVITIES**



FISCAL YEAR BUDGET



RBID’s income is sourced from real estate tax revenues collected by Arlington County from properties within the BID boundaries. RBID funding for FY2023 was approved at \$4.36M, based on a tax rate of \$0.078 per \$100 of assessed property value. Assuming no change to the tax rate, FY2024 real estate tax revenues total \$4.55M.

ROSSLYN BUSINESS IMPROVEMENT CORPORATION FISCAL YEAR 2024 BUDGET

	<u>FY 2023</u>	<u>FY 2024</u>
INCOME		
County Tax Assessment Funds	4,190,400	4,279,700
County Retained Funds	162,100	265,900
Interest & Other Income	8,000	39,500
Total Income	<u>4,360,500</u>	<u>4,585,100</u>
EXPENSES		
Marketing & Promotions	842,000	852,600
Operational Services	1,015,000	1,038,300
Economic Development	451,000	531,900
Public Realm Improvements	536,700	588,200
Community Activities	787,000	720,400
Management & Administration	566,700	587,800
Subtotal Expenses	<u>4,198,400</u>	<u>4,319,200</u>
County Requirements		
County Admin Fee	87,100	90,900
Delinquency/Appeals	75,000	175,000
Subtotal County Requirements	<u>162,100</u>	<u>265,900</u>
Total Expenses	<u>4,360,500</u>	<u>4,585,100</u>

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