



ROSSLYN

FISCAL YEAR
WORKPLAN
2023



A dynamic and growing community.

ROSSLYN OVERVIEW

The Rosslyn Business Improvement District (BID) was established in 2003 as the first BID in Arlington County. It comprises a 17-block downtown area of commercial and residential buildings. Over the 19 years since its inception, the BID's governing body, the Rosslyn Business Improvement Corporation (RBIC), has become an integral part of the dynamic and growing Rosslyn community. Governed by a Board of Directors that is 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 RBIC's focus for FY2023 will continue priorities established in FY2022 as well as expand activations, help businesses navigate work-force issues and continue efforts toward enhancing public realm assets.



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



MARKETING AND PROMOTIONS

services 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.



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.



PUBLIC REALM IMPROVEMENTS

that ensure vibrant, safe, beautiful and engaging 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.



OPERATIONAL SERVICES

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



COMMUNITY ACTIVITIES

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



MANAGEMENT AND ADMINISTRATION

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

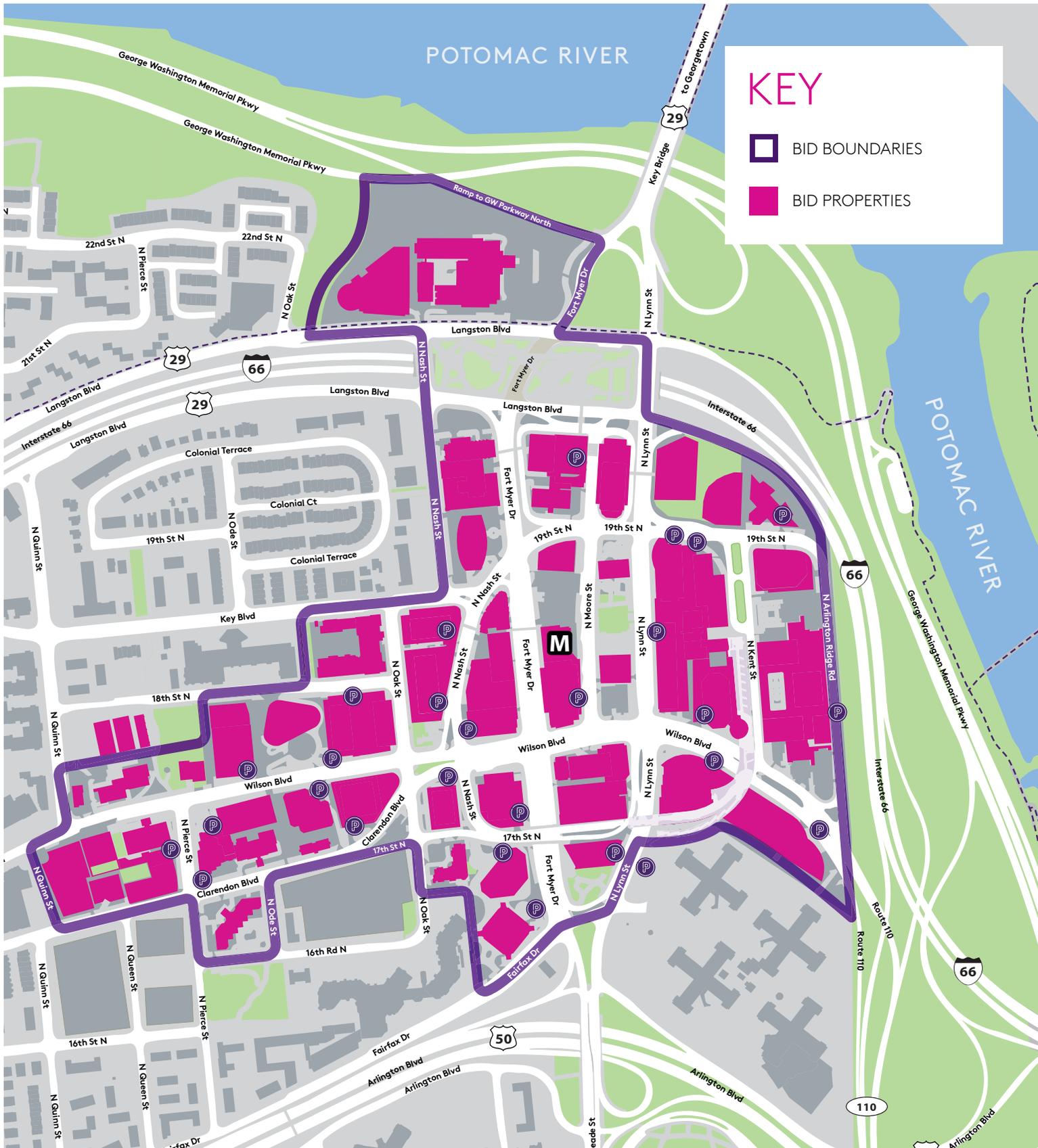
ROSSLYN BID BOUNDARIES

The Rosslyn BID is situated in a coveted location that is served by multiple major roadways, Northern Virginia's 2nd busiest metro stop, in close proximity to the Potomac River and within 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



MISSION & VALUES



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 public health, 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

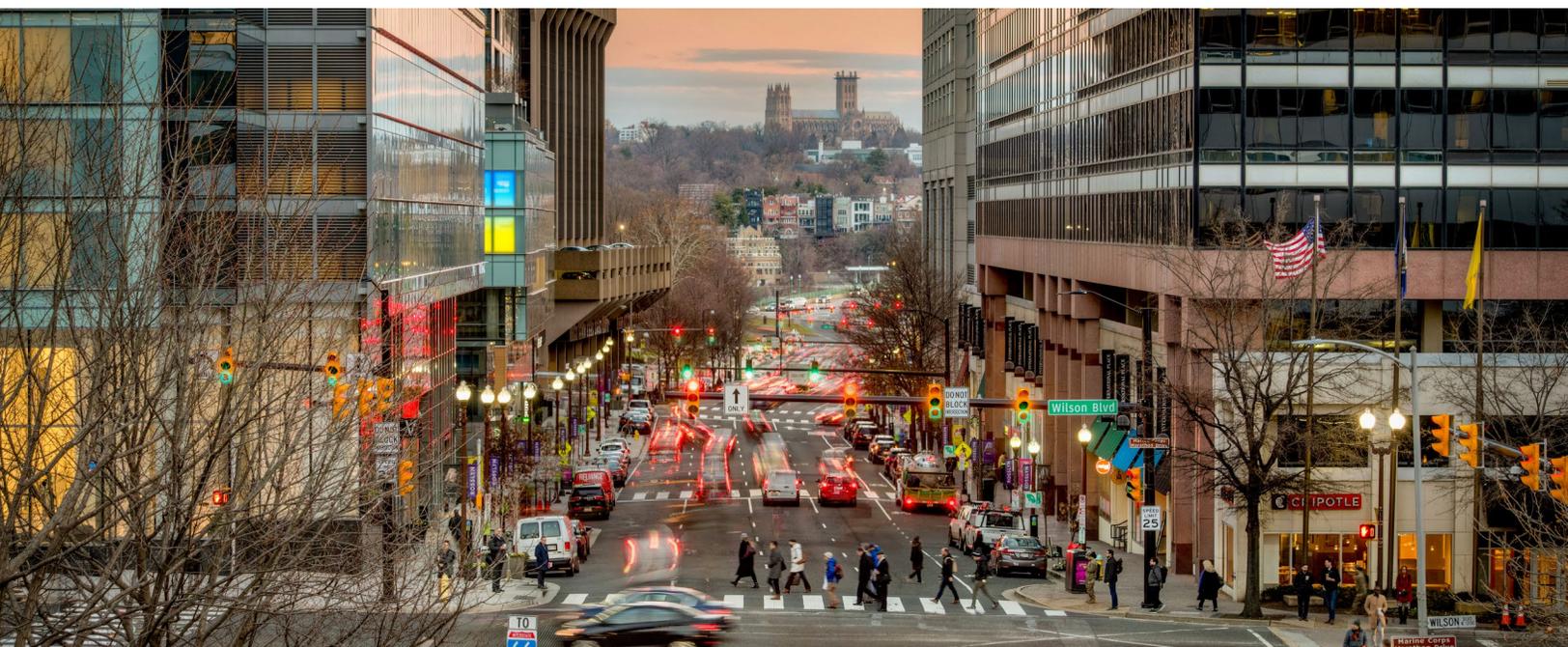
Establishing Rosslyn as an urban, active and connected community by continuing to strengthen perception and increasing awareness.

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

It was hard to anticipate that the COVID-19 pandemic and all the challenges it brought about would continue for as long as they have. However, within those circumstances, the Rosslyn BID team and Board of Directors found ways to adapt and pivot with new solutions for the community as a whole. There were many lessons learned, and we apply these lessons forward as we continue to focus our work for near-term recovery and long-term sustainability.

Urban, active, connected.



Marketing and Promotions

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

PREVIOUS YEAR'S ACHIEVEMENTS

265,820 page views on Rosslynva.org

25.18% increase in LinkedIn Followers

12.79% increase in engagement across all social media platforms

Engaged with over **140** Rosslyn businesses to promote and provide BID services according to their needs

Secured local, national and trade press hits for O2 which achieved over **16.8M** media impressions

Implemented **holistic marketing campaigns** to reach new audiences, drive awareness, and increase attendance to community events

- #ROSSLYNREFRESH reached **235,761** social media users
- Generated **9.3M** media impressions worth over **\$1.1M**
- Reached **17K** residents with postcard mailers

FY2023 INITIATIVES

ONGOING

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

Activate communications channels to increase engagement within the Rosslyn community

Steward partnerships with other organizations, including Arlington County, to share and cross-promote initiatives

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

Explore new digital marketing strategies to reach audiences who are not yet back in the neighborhood

NEW

Engage the community with holistic, branded campaigns and activations

Establish consistent reporting of metrics and analytics to evaluate reach and effectiveness of campaigns

Partner with Arlington Department of Environmental Services, transportation and transit divisions to promote return to transit as a component of return to work efforts




16.8M+
MEDIA IMPRESSIONS
FOR O2




235,761 SOCIAL MEDIA
USERS REACHED 10

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

Beautified the neighborhood with seasonal decor, including **Rosslyn Cheer** holiday decor, and a spring campaign that included an interactive swing wall at Central Place Plaza and **"flower bombs"** that were a part of Rosslyn Refresh

In coordination and partnership with Department of Parks and Recreation (DPR) and Department of Technology, installed **giga-bit Wifi** at Gateway Park, Central Place Plaza and Dark Star Park

Partnered with DPR to bring enhancements to **Gateway Park**, including new outdoor furnishings and other beautification elements

Supported **RCA's site plan process**, helping to facilitate a positive outcome by engaging with County staff, JAG, and community stakeholders

Re-opened O2 at Gateway Park to provide a safe and innovative workspace for the community. O2 was honored with an **IDA Pinnacle Award** for 2021

Launched pilot **placemaking activations** promoting Rosslyn's extensive trail network

Piloted the use of **QR codes and ground decals** as a method for determining hi-pedestrian traffic locations and temporary wayfinding

Worked with DPR to finalize the buildout of the **dog park**, including a plan for promotion, maintenance, and safety

FY2023 INITIATIVES

ONGOING

Work with DPR to bring additional interim enhancements and activations to Gateway Park

Work with DPR and County Manager's Office to continue progress toward Potomac River access and an Arlington boathouse

Support the site plan review process as new projects are initiated

Work with Department of Environmental Services (DES) to advance the Core of Rosslyn Transportation Study initiatives, deploy tactical safety enhancements and support the County's Vision Zero implementation

Create pop-up activations

NEW

Working with DPR, create a roadmap for Gateway Park Master Planning and collaborate with other County departments as necessary

Initially working with County Liaison, explore ways to bring electrical access to various public spaces, such as Freedom Park bridges, to enable seasonal decor and other temporary initiatives

Conduct a holistic inventory of current assets and remaining challenges within the public realm, and develop and deploy tactical elements, such as crash-grade planters, ground decals, etc., to enhance the streetscape, sidewalk safety and street-level experience

Creatively implement non-traditional wayfinding tactics, as we work towards a longer-term initiative to improve wayfinding in Rosslyn



O2
WAS HONORED WITH AN
IDA PINNACLE
AWARD
FOR 2021



Economic Development

Through our Economic Development work, we seek to build relationships with businesses and key stakeholders as well as nurture and promote economic vitality.

PREVIOUS YEAR'S ACHIEVEMENTS

Developed a **holiday basket auction** to help promote Rosslyn businesses: East West, Compass, Paint Bar, Miracles in the City, Bash, Open Road/Salt, South Block, and Barley Mac

Engaged with over **140** Rosslyn businesses to promote and provide BID services according to their needs

Established **thought leadership** in return-to-office conversations with prominent participation in events by Arlington Economic Development (AED), Washington Business Journal and Bisnow

Created an exciting video to showcase upcoming developments in Rosslyn, which was unveiled at our annual meeting, **City Social**

Worked with Compass Coffee and South Block for giveaways at O2 to help **drive business** to their establishments

Worked with AED to support small business grants, contributing **100K** to the effort

Monitored businesses' plans for **return-to-office** and shared information with County officials as well as other Rosslyn stakeholders

Worked with County, to facilitate restaurant **Temporary Outdoor Seating Area** (TOSA) applications

FY2023 INITIATIVES

ONGOING

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

Support commercial leasing by exploring opportunities to leverage corporate partners for activations (Nestle's Good Life Festival, Deloitte's Business of Kindness)

NEW

Host events and develop partnerships related to workforce topics

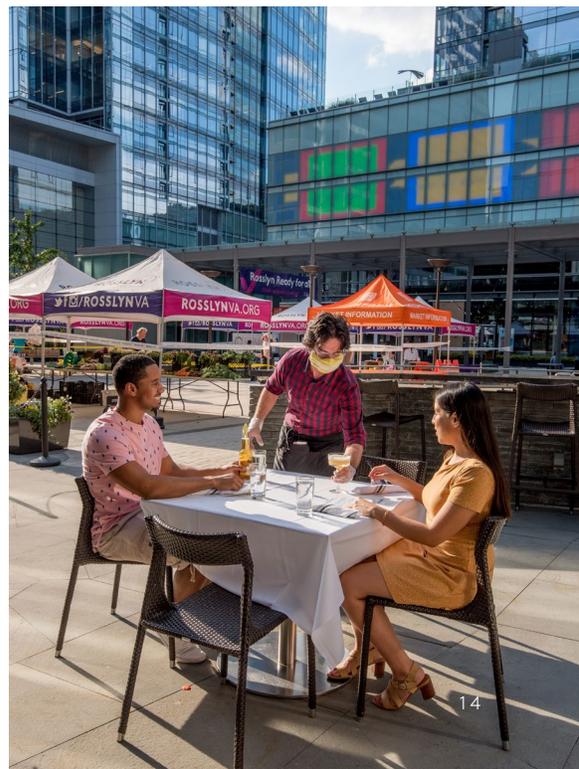
Explore and support corporate citizenship and volunteer opportunities to connect our businesses to the neighborhood/community

Refocus Business Engagement program on supporting restaurants and new businesses

Work in partnership with Arlington County Community Planning and Housing Development (CPHD) and AED to explore areas for regulatory flexibility that enhances economic development in Rosslyn and supports Rosslyn businesses



140+ ROSSLYN BUSINESSES ENGAGED



Operational Services

Our Operational Services help maintain and enhance a clean and safe public realm where access to and from Rosslyn 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

Worked closely with Arlington County Police Department (ACPD) to manage **102** shifts of Rosslyn Police program and PathForward, to increase homeless support during COVID-19

Supported restaurant **all-weather heating solutions** to help extend operation period during COVID-19 restrictions on indoor seating

Coordinated with Department of Environmental Services (DES): Transportation, Engineering and Operations (TE&O) to advance transportation safety enhancements at Fort Myer & Langston in support of **Vision Zero** objectives

Responded to **84** issues reported by the Rosslyn community and facilitated resolutions with pertinent County departments

Collected and disposed of **97,335** lbs of trash and **26,050** lbs of recycling

Completed annual flower plantings, installing over **15,000** flowers and plants across the neighborhood

Worked with DES/TE&O to develop a pick-up/drop-off (PUDO) zone strategy for Rosslyn that resulted in the creation of additional **PUDO locations**

FY2023 INITIATIVES

ONGOING

Partner with DPR to ensure safe and pleasant experiences within Rosslyn park spaces through collaboration on repairs/improvements and offering some financial and/or in-kind support from the BID

Conduct weekly patrols of the BID to assess safety and operational issues on Rosslyn streets/sidewalks

Assist in directing public inquiries and trouble reports relating to Rosslyn streets, sidewalks and other public rights-of-way to the DES C3 response system, ACPD and/or other resources for information/resolution

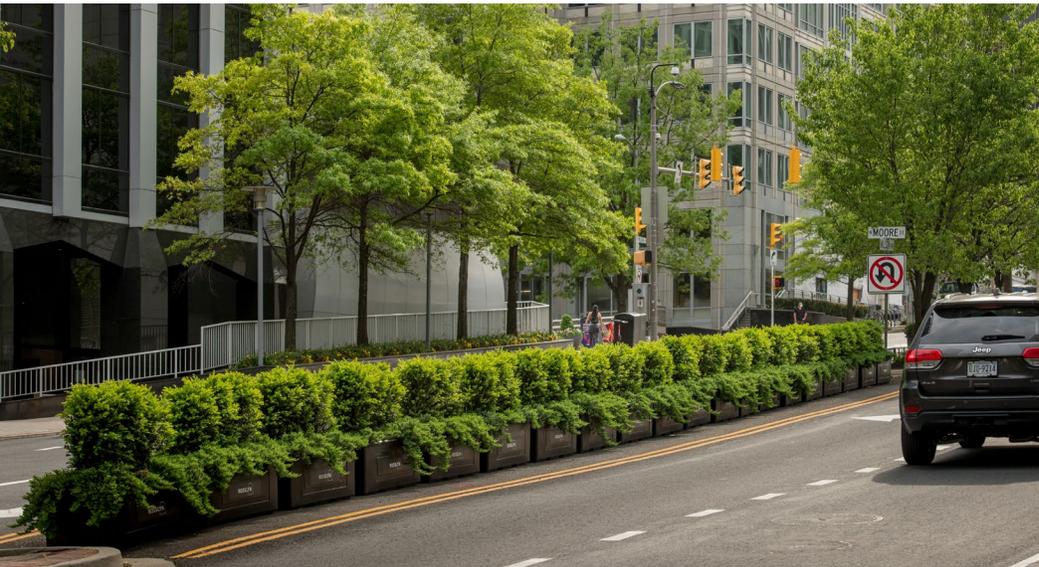
Assist the public with directional, general Rosslyn, and other information

Partner with ACPD and PathForward on homeless needs

Serve as a resource for and work with building property management

Beautify the neighborhood with seasonal plantings and other decor

Provide snow removal and de-icing for various Rosslyn sidewalk access points and support property owners and DES as needed in other public access areas



15K+
FLOWERS
AND PLANTS
INSTALLED



Community Activities

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

PREVIOUS YEAR'S ACHIEVEMENTS

Under continued COVID-related restrictions, produced successful virtual events:

- Rosslyn Rivals **virtual trivia** competitions
- **Partnership with businesses** to develop virtual fitness series and cocktail demonstrations
- Produced **educational webinars** about the history of Rosslyn and a virtual flower arrangement workshop
- Live-streamed **Dark Star Park Day**

Launched **Rosslyn Cheer** campaign that included televised tree lighting in partnership with ABC 7 and "Wanderland" a self-guided, COVID-safe activation throughout Rosslyn

Created **Rosslyn Flower Market** as part of overall **Rosslyn Refresh** spring campaign. This new event included pop-up flower cart giveaways located near Rosslyn restaurants to generate more foot traffic

Launched new **Rosslyn Live** event series bringing live performances to Gateway Park during a time when many theaters were closed or operating under limited capacity

Rosslyn Cinema returned with the use of a reserved seating system that enabled social distancing and increased safety. All films were sold out in advance

Worked with Rosslyn businesses, Rock Recovery and Salt, to produce the **Rosslyn Rossolutions Wellness Series** which reached over **200** people and more than **100** participants. Published five news articles resulting in **246,000** impressions and a paid media reach of over **250,000**

Added a new "March Madness" competition to the **Rosslyn Rival's** brand, which captured **101** participants and helped boost Rosslyn restaurant sales

Completely revamped **City Social** to a highly engaging digital format with giveaways, in-depth panels and active participation from local executives and businesses

FY2023 INITIATIVES

ONGOING

Build on hallmark events such as Rosslyn Cheer, Rosslyn Blooms, Rosslyn LIVE, and Rosslyn JazzFest and collaborate with AED Cultural Affairs to secure artists

Bring community-loved activities and series like Rosslyn Cinema, Farmer's Market, Rosslyn Reads and Bootcamp back to pre-pandemic levels

Partner with Rosslyn businesses to showcase them at BID events

NEW

Expand community-based events to test new areas of the neighborhood

Add events and activations to help serve as a proxy for vibrancy in the neighborhood while offices are still not fully back

Bring the Rosslyn Cheer Holiday Market to Freedom Park in an effort to grow the market and layer in experiential programming



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 recruitment, retention, development, and support are key to our success.

PREVIOUS YEAR'S ACHIEVEMENTS

Received **clean audit** and finalized FY21 financial statements

Changed payroll and benefits services provider to enable a more **robust online platform**

Hired and onboarded **new PR firm**

Negotiated and renewed **Ambassador Services** contract that included an increase in the hourly pay rate for Ambassadors

Established **hybrid work processes** that included opportunities for virtual team-building events

Developed **new framework** for the Urban Design Committee and garnered agreement to evolve it to the Urban Design Community

Hired and onboarded **new staff** to include new positions that enhance and enable growth in our programs

FY2023 INITIATIVES

ONGOING

Continuous evaluation of areas of work to ensure diversity, equity, and inclusion

Hire and onboard qualified individuals with an emphasis on diversity and cultural fit

Maintain regular staff engagement and development opportunities

Ensure diversity in Board recruitment

Ensure sound decision making grounded in analytics and efficient processes

Maintain robust fiscal controls and transparency

Continue to execute new direction for the Urban Design Community

NEW

Engage Human Resources consultant to evaluate hiring, retention, and compensation practices

FISCAL YEAR BUDGET



RBIC's income is sourced from real estate tax revenues collected by Arlington County from properties within the BID boundaries. The RBIC funding for FY2022 was approved at \$4.2M, based on a tax rate of \$0.078 per \$100 of assessed property value. Assuming no change to the tax rate, FY2023 real estate tax revenues will grow by 3.4% to \$4.35M.

ROSSLYN BUSINESS IMPROVEMENT CORPORATION FISCAL YEAR 2023 BUDGET

	<u>FY 2022</u>	<u>FY 2023</u>
INCOME		
County Tax Assessment Funds	4,051,600	4,190,400
County Retained Funds	157,200	162,100
Interest & Other Income	8,000	8,000
Total Income	<u>4,216,800</u>	<u>4,360,500</u>
EXPENSES		
Marketing & Promotions	763,600	838,000
Operational Services	961,000	1,005,000
Economic Development	376,000	448,000
Public Realm Improvements	658,700	550,700
Community Activities	772,000	793,000
Management & Administration	528,300	563,700
County Requirements		
County Admin Fee	84,200	87,100
Delinquency/Appeals	73,000	75,000
Subtotal County Requirements	<u>157,200</u>	<u>162,100</u>
Total Expenses	<u>4,216,800</u>	<u>4,360,500</u>

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ROSSLYN