

Columbia Pike Revitalization Organization

FY 2019 Work Plan

Strategic Plan

Adopted by CPRO Board November 2017

Primary Strategies

- 1. Improving the Pike experience through place-making**
- 2. Sustaining community engagement**
- 3. Marketing and communicating the Pike's assets**
- 4. Strengthening CPRO's infrastructure**
- 5. Catalyzing new development**

JULY 1, 2018 – JUNE 30, 2019

CPRO VISION

Columbia Pike – Arlington’s oldest and newest Main Street, where authentic diverse neighborhoods connect to the world.

Columbia Pike represents roughly 38 percent of Arlington County’s entire population. The eastern end of the Pike, anchored by the Pentagon and the Air Force Memorial, with views of the Potomac River and Washington, DC, has the potential to be an impressive monumental gateway to a revitalized Columbia Pike Main Street. The western end, a blend of ethnic and demographic diversity, epitomizes the Pike’s culture of inclusion. 22204 is truly the World in a Zip Code, an opportunity for place-making, for celebration, and for economic development.

The three-and-a-half-mile stretch in-between these two points includes approximately 32,000 households and 1.5 million square feet of gross commercial floor area -- only about 37% of total by-right development potential. Because of its relative affordability in comparison to the County’s Metro corridors, further development and enhancement of the Pike provides opportunity to expand Arlington’s tax base.

The goals of the Columbia Pike Neighborhoods Area Plan, adopted by the County in 2012, are to foster a healthy, diverse community with high quality of life along the Pike and vibrant, economically-strong, mixed-use commercial centers. The plan calls for a safe, pedestrian-friendly corridor with attractive buildings and tree-lined streets, public art and open spaces that link the neighborhoods with the commercial corridor and the region. Flowers in the tree boxes, banners on light poles, music and cafés enlivening the streets.

Nearly 72,000 residents live within 23 census tracts located a half-mile, or a 15-minute walk from the Pike. With more attention and resources allocated to this significant segment of Arlington, the County’s tax base could be expanded significantly.

Having CPRO as a reliable, on-the-ground neighborhood partner helps ensure AED’s success in the economic development of this community. With proper resources and staffing, CPRO is an important player in ensuring the Pike’s future viability.

EXECUTIVE SUMMARY – FY18 Review – FY19 Plan

FY18 – A Year of Stabilization

FY18 Budget: \$549,860

On April 22, 2017, the County Board approved an additional \$200,000 in ongoing County support for CPRO, bringing the total of the County's base support to \$400,000 annually. This amount stabilizes the infrastructure required for CPRO to become a full partner with the County in the economic development of Columbia Pike. As of July 1, 2017, CPRO's basic administrative expenses are being covered, including rent and payroll for three full-time staffers: an executive director, an assistant director for administration and operations, and an events and social media manager, as well as a part-time administrative assistant. It is anticipated that base funding will be supplemented by **\$149,860** in additional revenue from underwriting and sponsorships for special events programs, as well as grants, donations, and membership dues.

As part of its approval of CPRO's funding, the County Board included several new directives – to expand entertainment programming, institute a “clean and safe” program to beautify the public realm, create a banner program, expand place-making activities at the west end of the Pike, and last but not least, to expand organizational capacity. So far in FY18, CPRO has produced its 22nd annual Columbia Pike Blues Festival, expanded the summer movie series, continued its Farmers Market, re-vamped its web site, launched a weekly newsletter, reinvigorated its membership outreach and initiated a new CPRO committee on West End Activation, in addition to participating in numerous County and community events and initiatives.

In response to new directives, CPRO has collaborated with the County's Department of Environmental Services, and turned over \$40,000 back to the County to hire a second FTE in the Solid Waste Bureau for a clean and safe program. This establishes a base line of service that is absolutely necessary to keep the Pike free of trash and litter. We also planned the design and installation of a new Banner program on the Pike, and are waiting for the County's Dept. of Community Planning, Housing and Development (CPHD) to determine the approval process for installation. In November, the County Board approved the permit application CPRO developed for a second Farmers Market at Arlington Mill, scheduled to open May 5, 2018.

Given the future demands on the County's budget, staff, in October, invited the Virginia Housing Development Authority (VHDA) to tour the Pike and is in discussions with VHDA to determine ways VHDA can support CPRO's revitalization activities. CPRO has already received a new \$10,000 grant from the Washington Forrest Foundation to supplement the Banner program, bringing the total available for that project to \$26,000.

With a fully-staffed organization, CPRO is able to pursue these various initiatives, meet the County's expectation of CPRO's participation in County initiatives and programs, as well as various expectations of community participation, and at the same time undertake the robust fundraising and sponsorship programs needed to keep CPRO viable.

FY19 – Continuing Implementation of Strategic Plan Proposed FY19 Budget: \$549,860

In FY19, CPRO will continue to follow through on implementing the Strategic Plan approved by the CPRO Board in November 2016, and by the County Manager in August, 2017.

CPRO’S PRIMARY STRATEGIES from STRATEGIC PLAN, November 2016

1. Improving the Pike experience through place-making
2. Sustaining community engagement
3. Marketing and communicating the Pike’s assets
4. Strengthening CPRO’s infrastructure
5. Catalyzing new development

1. IMPROVING THE PIKE EXPERIENCE THROUGH PLACE-MAKING

A. PLACEMAKING: EVENTS – Building on past successes with Music and Movies

CPRO’s special community-building events play a major part in place-making for Columbia Pike. In FY18, with the assistance of AED’s Cultural Affairs Division, the Blues Festival in June, 2017 attracted approximately 8,000 attendees to “Arlington’s biggest street party”, garnered the attention of the Virginia Tourism Corporation with a \$7500 music grant (thanks to Arlington’s tourism team) and won accolades for the caliber of the music and community participation, which included the Pike’s ten civic associations, as well as members of the Pike’s restaurant community. For FY19, planning is underway for the programming and fundraising for the 23rd Annual Blues Fest, scheduled to be held June 16, 2018.

Likewise, the Summer Movie Nights program, which attracted nearly 2,500 attendees to the 26 movies presented at Arlington Mill Community Center and Penrose Square, will continue to provide free entertainment for Pike residents at both ends of the Pike, and also present opportunities for the Pike’s small business community to showcase itself through sponsorships and CPRO’s promotions. The Movie Nights program raised \$26,000 to pay for itself in full. The same level of funding is expected for FY19.

A relatively new event, the 3rd annual Fall Festival, was held October 7, 2017, attended by about **2,000 people**, and generated a profit of **\$3,000**. After a successful inaugural event in 2015, the event had been hampered by rain in 2016. At that time, CPRO suffered minimal losses from that event, but it demonstrated the vulnerability of outdoor events for small community organizations.

Major events break even or are minimally supplemented by member dues and donations. This year, on-going signature events are expected to generate \$90,000 in sponsorships, grants and revenue with \$105,000 in expenses.

FY19 OUTCOMES:

- **12,000+ event attendees activating the Pike on evenings and weekends**
- **\$90,000+ in event revenue from attendees and community partners**
- **Enhanced regional profile of Columbia Pike as a place to visit, shop and dine**
- **A continued public perception of the Pike having a vibrant quality of life.**

B. PLACEMAKING: EVENTS – Extending The Farmers Market to Arlington Mill

The Farmers Market at Columbia Pike and Walter Reed Drive is CPRO's most enduring event and it serves to provide all members of the Columbia Pike community with fresh, local produce. The Market at Pike Park has been operating every Sunday year-round for 15 years, with CPRO hosting 50 markets over the course the year – except for Christmas and New Year's. In recent years, with the help of local grants, CPRO has been able to offer SNAP benefits at the market.

CPRO's Assistant Director for Administration, Amy McWilliams, has been working with a committee of west end residents to start another market at Arlington Mill. She filed a Use Permit Application in August which was reviewed and approved by the County Board in November, 2017. Five of the ten expected vendors have agreed to participate in the market, and that list will be finalized in December, followed by the development of a marketing program. CPRO's Committee on West End Engagement will be working to ensure the success of the market as one of its major goals. This market will not be year-round. It will run from May through October.

In addition, we will continue collaboration efforts with our partners – Arlington Food Assistance Network (AFAC), INOVA, Virginia Cooperative Extension and the Arlington County Dept. of Human Services -- to ensure that SNAP beneficiaries can patronize both markets.

FY18 OUTCOMES:

- **A second CPRO Farmers Market will open at Arlington Mill on May 6, 2018.**
- **A total of 74 farmers markets between the two locations**
- **Continue to provide and publicize SNAP benefits at old and new locations**
- **Helping to brand Columbia Pike as place to find fresh local food and products**

C. PLACEMAKING: THE PUBLIC REALM – Cleaning and Beautifying Columbia Pike

The hallmark of a desirable community in which to live and work is a clean and pleasant public realm. Therefore, one of CPRO's primary objectives ensure the cleanliness and beautification of the Pike's streetscape. After exploring the costs of providing enhanced maintenance and landscaping services on its own, and considering the possibility of contracting with a CPRO worker to augment the County's one-person 'clean team' for the Pike, CPRO met with the County's Solid Waste Bureau and arrived at a mutually satisfying solution

With the approval of the County Manager and AED, CPRO authorized the transfer of \$40,000 of its County funding to the Solid Waste Bureau to employ one other full-time employee by October 1, 2017 so that the Pike will have a two-person team – seven days a week -- for trash pick-up and cleaning of the entire length of Columbia Pike. This will establish the minimum baseline of services that the County must provide the Pike community. The Solid Waste Bureau (SWB) had a new worker on board by October 1, 2017.

In FY19, it is anticipated that the Solid Waste Bureau will be able to fund this worker through the County's General Funds, and that the CPRO's \$47,000 in funding will continue in FY19 and be directed toward beautification and streetscape efforts on the Pike.

In addition, in coordination with SWB, CPRO will meet with other County Departments and the program directors responsible for any other aspects of cleaning and beautification, including pedestrian and bike activities, to determine efficiencies and enhanced coordination necessary to keep Columbia Pike cleaner.

In regards to the private sector, CPRO staff is meeting and coordinating with the Pike's property owners on their responsibilities regarding cleaning and beautification on Columbia Pike, as well as the Pike Presidents Group, to identify and coordinate efforts in the residential communities. After the transfer of funds to SWB, about \$3,000 remains available to coordinate private efforts, which CPRO has tentatively dubbed "Don't Mess With The Pike". CPRO will also pursue both state and local funding to expand this first-time effort. The plan is to conduct a "Don't Mess With The Pike" anti-littering campaign and engage neighborhoods to participate in major Clean Up Days on MLK Day Jan. 15, 2018 and Earth Day, April 22, 2018.

FY19 OUTCOMES:

- **Seven-day per week coverage of the Columbia Pike corridor by Arlington County**
- **Continued County weekend service including litter pick-up, trash can emptying and landscape work (mulching, weed control, pruning, mowing)**
- **Continued weekday service (up to 3 days/week) with two workers cleaning together;**
- **New capacity for merchant and property owner engagement and coordination with CPRO (development of a call list)**
- **New anti-littering campaign "Don't Mess with the Pike", to include Clean-Up Days**
- **Coordination with DPR on landscaping issues, e.g. stump grinding.**
- **Development of beautification and streetscape programs**

D. PLACE-MAKING: THE PUBLIC REALM: Establishing a Pike Banner Program

A pilot banner program for the length of Columbia Pike is being planned and costed out in at least two phases, depending on funding. A budget of \$16,000 is currently available for Phase One of this program – however, at the request of one of the foundation's principals, CPRO has already applied for and received a \$10,000 grant from the Washington Forrest Foundation,

which brings the total budget to \$26,000 for Phase One. This enables CPRO to install up to 48 banners, covering the intersections of four of the Pike's five major "nodes": Dinwiddie Street, Glebe Road, Walter Reed Drive and Barton Street. (Note: A major project at George Mason Drive is currently under construction until 2019; banners will be installed upon its completion.) Staff has developed a prototype banner design, researched production and installations costs, and is working with the County on developing regulations for the banner installations -- the timing of regulation approval is unknown. Depending on County approvals, Phase One could be completed by the end of the calendar year 2018.

FY19 OUTCOMES:

- **Banner coverage at 4 out of 5 commercial nodes over 3.5 miles (5th node at George Mason Drive is under construction)**
- **48 individual banners in Phase I**
- **\$10,000 in supplemental grant funds**
- **Design of banner for Phase II**
- **The completed program will run the entire length of the Pike, and effectively brand "Columbia Pike" as an important component of the greater Arlington community.**

E. PLACE-MAKING: New Initiatives at the West End of the Pike

The major new initiative at the west end of the Pike will be the opening of a second Farmers Market at Arlington Mill in May of 2018. This effort has involved extensive staff work from CPRO to deal with requirements of Arlington County, screening and signing up vendors, and working with the committee of residents in the West End dedicated to making a success of this new Farmers Market, which is being developed in response to the community's request. (See above).

In addition, during the summer of 2018, Movie Nights Programming at in the West End will be expanded to match the number of offerings in the East End-- June 2018. During FY19, CPRO staff is working with CPRO's Committee on the West End to ensure success of new Farmers Market and advise on long-range event planning and fundraising.

FY19 OUTCOMES:

- **A new Farmers Market operating at the Arlington Mill Community Center in Summer and Fall, 2018**
- **26 summer movie showings drawing a total of 2,500 attendees**
- **Plans in place for new entertainment options and improvements to the neighborhood's quality of life**

2. SUSTAINING COMMUNITY ENGAGEMENT

In order to continuously sustain the engagement of the Pike community, CPRO must use the tools at its disposal -- its website, newsletter, Facebook, Twitter, Instagram and other social media outlets -- to share the Pike's many stories. In-person gatherings are equally important, and at least one public forum will be held to inform the general public about economic development on the Pike, in addition to ongoing efforts to expand membership.

FY19 OUTCOMES:

- **36 e-newsletters -- three per month -- publicize Pike events and issues**
- **Analytics for the newsletter, web site, Facebook and other social media postings are developed to determine reach of these efforts**
- **Pike information forum/luncheon held in March or April, 2018**
- **New Membership brochure developed. Membership income reaches \$20,000 level.**

3. MARKETING AND COMMUNICATING THE PIKE'S ASSETS

CPRO serves as the information clearinghouse on Columbia Pike, through Board and staff interaction with the community, and raises awareness of CPRO's role in South Arlington's economic development. Toward that end, it must have a robust communications platform that targets community, consumers and investors. In the absence of the Communications Director position being filled,

FY19 OUTCOMES:

- **Uniform branding of all of CPRO's communication vehicles**
- **In absence of Communications Director position being funded, create a standing Marketing and Communications committee of the board members who are communications professionals to work with Events Manager to develop a program that increases engagement with all audiences.**

4. STRENGTHENING CPRO'S INFRASTRUCTURE

A major element of CPRO's Strategic Plan developed in November of 2016 focused on strengthening CPRO's infrastructure. Toward that end, the group focused on diversifying funding sources, improving organizational structure and staff capacity, and strengthening the governance of the CPRO board. CPRO will be working with both County and State government agencies to obtain in-kind resources and new funding. A plan for staff development,

compensation, evaluation and retention will be developed, in addition to an inventory of office equipment. And the governance of the CPRO board will be strengthened.

FY19 OUTCOMES:

- **CPRO has a three-member full-time staff plus part-time administrative assistance**
- **CPRO Board Creates Human Resources policies for the organization, to ensure proper levels and components of compensation, including health insurance**
- **CPRO Board Exec. Comm. establishes committee responsibilities, esp. for Governance (Bylaws, Nominations and Board Development) and Strategic Plan projects**
- **New Board handbook created**
- **Relationship established with Virginia Housing Development Authority (VHDA) and its Community Development programs**
- **\$149,000 raised from private and State grants, sponsorships and membership dues**

5. CATALYZING NEW DEVELOPMENT

FY18 OUTCOMES: ALL OF THE ABOVE

FY 18 CPRO CALENDAR OF ACTIVITIES July 1, 2017 – June 30, 2018

JULY, 2017

Movie Nights (8) July 5, 7, 12, 14, 19, 21, 26, 28

Pike Beautification – Kick-Off Meeting with Solid Waste Bureau

Farmers Market at Pike Plaza (5)

Communications: e-Newsletter published (3) July 6, 13, 20

AUGUST, 2017 – SEPTEMBER, 2017

Movie Nights (8) August 2, 4, 9, 11, 16, 18, 23, 25

Farmers Market at Pike Plaza (8)

Communications: e-Newsletter published (7) August 3, 10, 17, 31 & September 7, 14, 21

OCTOBER, 2017

Saturday, October 7 – Fall Wine & Craft Festival Pike

Farmers Market at Pike Plaza (5)

Communications: e-Newsletter published (3) October 5, 12, 19

NOVEMBER – DECEMBER, 2017

December 2 – Winter Festival at Penrose Square (with BM Smith)

Fundraising – Request to County Manager for FY19 funding by December 1

Farmers Market at Pike Plaza (9)

Communications: e-Newsletter published (6) November 2, 9, 30 & December 7, 14, 21

JANUARY, 2018

Fundraising for Blues Fest, Movies, and Farmers Market – Deadline for State Music grant

Monday, January 15 – Martin Luther King Day Pike Day of Service on the Pike

Farmers Market at Pike Plaza (4)

Communications: e-Newsletter published (3) January 4, 11, 18

FEBRUARY – MARCH, 2018

Pike Community Luncheon

Fundraising for Farmers Market, Movies and 23rd Annual Blues Festival

Farmers Market at Pike Plaza (4)

Communications: e-Newsletter published (5) February 1, 8, 15 & March 1, 8, 15, 29

APRIL – MAY, 2018

Sunday, April 22 Pike Clean-Up Day – Earth Day

Saturday, May 5 – GRAND OPENING of Arlington Mill Farmers Market

Farmers Market at Pike Plaza (9)

Communications: e-Newsletter published (7) April 5, 12, 19 & May 3, 10, 17, 31

JUNE, 2018

Movie Nights at Arlington Mill and Penrose Square (10) June 1,2,8,9,15,16,22,23,29,30

Saturday, June 16 – 23rd Annual Columbia Pike Blues Festival; Farmers Market at Pike Plaza (4)

Communications - e-Newsletter published (3) June 7, 14, 21

FY 19 CPRO CALENDAR OF ACTIVITIES July 1, 2018 – June 30, 2019

JULY, 2018

Movie Nights at Arlington Mill and Penrose Square (8) July 6,7,13,14,20,21,27,28

Farmers Market at Pike Plaza (5)

Communications: e-Newsletter published (3) July 5, 12, 19

AUGUST, 2018 – SEPTEMBER, 2018

Movie Nights at Arlington Mill and Penrose Square (9) August 3,4,10,11,17,18,24,25,31

Farmers Market at Pike Plaza (9)

Communications: e-Newsletter published (8) August 2, 9, 16, 23, 30 & September 6, 13, 20

OCTOBER, 2018

Saturday, October 6 - Columbia Pike Fall Festival

Farmers Market at Pike Plaza (4)

Communications: e-Newsletter published (3) October 4, 11, 18

NOVEMBER, 2018 – DECEMBER, 2018

Saturday, December 1 - Winter Wonderland at Penrose Square

Farmers Market at Pike Plaza (9)

Communications: e-Newsletter published (5) November 1, 8 & December 6, 13, 20

JANUARY, 2018

Farmers Market at Pike Plaza (4)

Communications: e-Newsletter published (4) January 3, 10, 17, 31

FEBRUARY, 2018

Farmers Market at Pike Plaza (4)

Communications: e-Newsletter published (3) February 7, 14, 21

MARCH, 2019

Pike Luncheon

Farmers Market at Pike Plaza (5)

Communications: e-Newsletter published (3) March 7, 14, 21

APRIL, 2018 – MAY, 2018

Farmers Market at Pike Plaza (8)

Communications: e-Newsletter published (7) April 4, 11, 18 & May 2, 9, 16, 30

JUNE, 2019

Columbia Pike Blues Festival; Movie Nights at Arlington Mill and Penrose Square

Farmers Market at Pike Plaza (5)

Communications: e-Newsletter published (3) June 6, 13, 20