



Strategic Plan Refresh FY2024-2027

Values, Vision, Mission, Goals,
Objectives, Details & Committees

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Values, Vision, Mission

Values: At its core, Columbia Pike Partnership (CPP) values inclusiveness, connectivity, heritage, and prosperity.

- **Inclusiveness.** We strive to make Columbia Pike a place for all people – one that people of all walks of life can enjoy and/or call home.
- **Connectivity.** We work to convene and connect residents, visitors, businesses and organizations both small and large, and property owners with each other and with Arlington County to create a sense of community, provide a collective voice, and ensure we are all working together to achieve our goals.
- **Heritage.** We celebrate and work to preserve Columbia Pike’s rich history and diversity.
- **Prosperity.** Everything we do is to create equity and increase the quality of life of our community and build a better future for all.

Vision: CPP has a VISION of an authentic and accessible Columbia Pike community where social, ethnic, and economic diversity is celebrated.

Mission: CPP has a MISSION to foster a vibrant, safe, connected, and diverse Columbia Pike community. CPP exists to be the convening body representing the interests of all those who live, work and visit Columbia Pike.

Goal I: Partnership & Engagement

Background:

Over the past three years we have had significant growth in our Partnership and Engagement initiatives. We will continue to expand our partnership network to foster community dialogue and increase engagement with stakeholders along Columbia Pike and beyond.

Some of the greatest opportunities for Partnership and Engagement for the Columbia Pike Partnership is with fellow non-profits, safety net providers, transit and housing entities, business support, economic development organizations, property owners, developers, managers, businesses, the county, and others¹.

Objectives:

Columbia Pike Partnership will continue to explore opportunities where it can further its mission and vision by leading, convening, and coordinating stakeholders. Events like the [Annual State of the Pike](#) is a prime example of these efforts.

- A.) Identify, prioritize, and/or enhance partnerships that fill gaps and/or provide significant opportunities for CPP that aligns with our values, vision, and mission.
- B.) Ensure that prioritized partnerships have clearly defined and documented expectations across partners.
- C.) Provide opportunities for CPP BoD members to actively participate in and celebrate these partnerships.
- D.) Continue to look for other opportunities to support our partners, develop additional mutually beneficial programs and partnerships, and enhance our influence regionally.

¹ A sampling of our current partnerships can be found on page 11 of our [35th Anniversary Report](#).

Details:

- 1.) Partner with Arlington Economic Development (AED) and Community Planning Housing and Development (CPHD) to develop a plan to implement the [two remaining priorities](#)² in the [Columbia Pike Commercial Market Study](#).
- 2.) Partner with AED: Biz Launch and Biz Investment in order to support our current businesses and assist in identifying and attracting new businesses that serve the Columbia Pike community.
- 3.) Partner with Chamber of Commerces and other Economic Development Organizations in order to develop partnered programming and enhance our visibility and reach. Organizations may include: [Arlington Chamber of Commerce](#), [LEDC](#), [Asian American Chamber of Commerce](#), [ECDC](#), [NVBCC](#), [NVCC](#), etc.
- 4.) Partner with property owners, managers, and brokers and identify opportunities for long-term relationships in order to continue to advocate for and execute upon the [Columbia Pike Premium Transit Network/16M](#) and changes to the FBC, as outlined in CPP's [FBC Position Paper](#). Leverage this group as CPP grows our reach, influence, and ability to support and improve Columbia Pike.
- 5.) Partner with fellow Partnerships, Business Improvement Districts (BIDS), and Regional Players³ to showcase our [Recipes for Recovery & Monthly Lunch Club](#), while assisting our partners with launching and sharing their programs. Leverage the launch of the [16M](#) to partner with [BC7RC](#), [National Landing BID](#), etc.
- 6.) Facilitate Columbia Pike Partnership Board of Directors participation with targeted county/community groups - identifying priority county or community groups that warrant CPP board liaison participating.

² In partnership with AED and CPHD, the first priority has been implemented resulting in an amendment to the [Form Based Code \(FBC\)](#).

³ Throughout COVID, in support of our local restaurants, VHC Health, Arlington Pediatrics, Arlington Free Clinic, and Mary Marshall Assisted living, we partnered on [Buy a Nurse Lunch](#). We have also partnered with our fellow Partnerships to present a [Multi Partnership Proposal](#) resulting in additional County support.

Goal II: Placemaking

Background:

Over the past three years we have broadened and expanded our Placemaking⁴ activities. Based on our budget and resources, the majority of our Placemaking activities have been programs and events that have been strategically located at e.g - major intersections, key buildings, parks, or businesses and look to create a sense of place and celebrate our community.

Some semi-permanent Placemaking opportunities have come from our partnerships with: [Arlington Arts/Stay Arlington](#), [Columbia Pike Documentary Project](#), [Prio Bangla - Multicultural](#), [Black Heritage Museum of Arlington](#) and [Virginia Tourism - LOVE Letters](#).

We have had some initial opportunities to aid in more permanent Placemaking through our [street banner program](#), open for business banners, [new transit stations](#), and other [public art](#).

Objectives:

Columbia Pike Partnership will continue to ensure all of our initiatives align with our mission to foster a vibrant, safe, connected, and diverse Columbia Pike community and vision of an authentic, exciting, and accessible Columbia Pike community where social, ethnic, and economic diversity is celebrated, CPP is taking the following steps:

- A.) Take lessons and new tools and techniques learned from COVID and continue to assess current events and programs to determine need, capacity, sustainability, and community value.
- B.) Strive for all CPP programming and events to break even financially and any revenues are further reinvested in CPP staff and our community.
- C.) Adapt existing programs and continue collaborating with our range of partners in initiatives that showcase Columbia Pike and create community, county, and regional connections.
- D.) Recognize CPP's role in coordinating and leading events and programs by showcasing CPP through our events, programs, initiative design and marketing and communications.
- E.) Revisit the [placemaking priority](#) in the [Columbia Pike Commercial Market Study](#), develop a strategic plan to accomplish the priority, and engage our partners to help us accomplish the priority.

⁴ As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution. Placemaking may include events, programming, and creating community space and a sense of community. Project for Public Spaces. Retrieved July 19, 2023, from <https://www.pps.org/article/what-is-placemaking>

Details:

Existing Programming (FY2023)	Expanded or New Initiatives (FY2024 - 2027)
<p>1a.) Annual Columbia Pike Progress Luncheon - Continue to use the luncheon to present topics of interest and importance for the Columbia Pike community and region.</p>	<p>1b.) Further leverage the Luncheon to resurrect annual community awards and VIP new business tours.</p> <p>1c.) Consider putting the resources and funding in place to transition the luncheon to an evening gala, potentially beginning in CY2025.</p>
<p>2a.) Annual Columbia Pike Blues Festival - Continue to use the blues festival for community building. Also continue the partnered Blues Moments.</p>	<p>2b.) Further market and advertise the blues festival to attract attendees outside of 22204, the county, and the region.</p> <p>2c.) Further enhance the Blues Moments partnerships and events to further celebrate Juneteenth, Pride, and our diversity.</p>
<p>3a.) Year Round Farmer's Market - Continue the longest running Sunday farmer's market in Arlington. Continue to offer SNAP during the busy season and continue to provide opportunities for community engagement year round.</p>	<p>3b.) Further leverage the farmer's market to aid with community engagement, branding, marketing and communication</p> <p>3c.) Identify opportunities for additional visibility and revenue for CPP through our longstanding farmer's market.</p>
<p>4a.) Year Round Programs & Events - Continue our current events and programming, while always looking for ways to improve and further enhance community partnership and engagement.</p>	<p>4b.) Further leverage our Board of Directors, (BoD), Community Advisory Council (CAC), community, volunteers, and ad hoc team members to ensure we are better connected and have full staffing for all of our programs and events.</p>
<p>5a.) Clean and Safe - Continue CPP's partnership with the County whereas the Department of Environmental Services (DES) provides two staff members to cover and maintain Columbia Pike.</p>	<p>5b.) Work with DES to ensure that resources are committed to address the Pike community's growing and changing needs.</p> <p>5c.) Formalize the initial work being done with the County etc. to prevent, minimize, mitigate, and permanently clean up e.g. - graffiti, trash, extended loitering, that can sometimes occur in transitioning communities.</p> <p>5d.) Consider developing an Annual Columbia Pike Clean Up Day in partnership with the Pike President's Group (PPG), Volunteer Arlington, Arlington Chamber, Eco Action Arlington, Businesses, etc.</p>
<p>6a.) Advocacy & Community Support - During COVID CPP continued our advocacy work in the areas of e.g. - transit, affordable housing, business support, and expanded our scope in the</p>	<p>6b.) Proactively continue to play a connecting and a support role in traditional areas, as well as find new and additional mechanisms to support in the areas of food security, digital equity, and childcare.</p>

<p>areas of: food security, digital equity, and childcare.</p>	
<p>7a) Node Placemaking - Continue to advocate for the implementation of the priorities/recommendations that came out of Columbia Pike Commercial Market Study.</p> <p>In addition, continue to execute upon the Street Banner program. However, due to persistent construction up and down Columbia Pike, we needed to take down the “Oldest and Newest Main Street” Street Banners.</p>	<p>7b.) Revisit the placemaking priority - to develop a strategy focused on the unique market positioning of the commercial node along Columbia Pike. This strategy has the potential to include, e.g. - building, transit stations, public art, public spaces, or other.</p> <p>7b.) CPP will look to develop re-designed banners that showcase the diversity of our corridor that represents “The World in a Zip Code”⁵. We will also look for future funding etc. to support this effort. Once construction has stabilized the Street Banner campaign and maintenance will be resurrected.</p>

Goal III: Brand & Creating External Identity

Background:

Since the publication of the previous [Strategic Plan \(FY2020 - 2023\)](#), our organization has accomplished many things - most notably, the renaming and rebranding from [Columbia Pike Revitalization Organization \(CPRO\)](#) to [Columbia Pike Partnership](#). With the prior strategic plan focused on internal marketing and communications efforts, the focus for this strategic plan is on external branding and identity.

Objectives:

- A.) Leverage our new logo, color scheme, publications, etc. to fully and consistently brand our programs and events.
- B.) Leverage new resources (additional funding/improved brand awareness due to more effective use of digital marketing efforts) to further enhance the Pike corridor's sense of community and create a destination.
- C.) Use marketing and communications to promote the identity, sense of community and place of the Columbia Pike corridor through the use of further defining the nodes⁶, enhanced navigation and signage, etc.
- D.) Visualizing the future state of the pike with documentation both of our end state as well as recording of the transformation.

⁵ Brookings Institute: <https://www.brookings.edu/articles/the-world-in-a-zip-code-greater-washington-d-c-as-a-new-region-of-immigration/>
 Virginia Humanities: <https://virginiahumanities.org/events/2023/06/a-world-in-a-zip-code-columbia-pike-documentary-project/>
 Carnegie Endowment: <https://carnegieendowment.org/2001/05/08/discussion-of-world-in-zip-code-event-332>
 Kojo: <https://thekojonamdishow.org/shows/2015-08-20/living-diversity-on-columbia-pike/>,
 ArlNOW: <https://www.arlnow.com/2022/03/29/documentary-project-shows-how-columbia-pike-is-a-lens-to-arlingtons-diversity/>

⁶ [Columbia Pike Commercial Market Study](#)

Details:

Existing Programming (FY2023)	Expanded or New Initiatives (FY2024 - 2027)
<p>1a.) Updated Website - Launched updated website in 2021. Launched additional pages in 2022/2023: En Espanol, Cuisines of the World, Diversity, Recipes for Recovery, Business Support. Will be launching Columbia Pike Documentary Project in Q4 2023.</p>	<p>1b.) Leverage and Include a bigger section about the Farmers Market, add photos, videos and a blog entry on CPP’s webpage. Continue to play off of and showcase our diversity, as well as implement translation services to accommodate a greater number of languages to meet the needs of the Pike.</p> <p>1c.) Have developed event specific and topical blogs. Working to further partner with AED, Chamber, BoD and CAC Members with specialized knowledge, etc. on additional topical Blogs.</p>
<p>2a.) Newsletter - Publish a weekly newsletter with 8,400 subscribers. Implemented Customer Relationship Management (CRM) System - Hubspot.</p>	<p>2b.) Begin to categorize and develop targeted lists through our CRM that can be used for the newsletter, events, etc.</p>
<p>3a.) Boletin - As discussed in Goal III, CPP currently develops and distributes quarterly publications in Spanish and English. Includes QR codes to track code usage on paper version.</p>	<p>3b.) To support the publication and other activities, advertisement space will be made available and a campaign will be developed to contact and encourage businesses, etc. to participate.</p>
<p>4a.) Social Media - CPP currently utilizes and continues to grow followers on Facebook, Instagram, LinkedIn, Twitter/X.</p>	<p>4b.) Enhance our engagement with younger residents, etc. via other social media channels, (i.e TikTok, Threads, etc.)</p>
<p>5a.) Ads, Visibility, Targeting & Direct Mail - CPP has expanded in this area specifically in the past year. We applied for and received Google Ads Grant for \$10k per month and contracted with Community Boost to aid in content development. Our annual events are featured in the Virginia Tourism Page and other travel, tourism, and economic development publications. We are currently featured on County e-boards and cable channels. We have leveraged grant money and signed a six month contract with ARLnow. CPP has also developed and sent postcard mailers out to 23k residents outlining our summer events. Our next postcard will be a “Call to Action” to Become a Partner and/or Sponsor.</p>	<p>5b.) Automate and create CRM workflows on our emails to sponsors and vendors, while creating more engaging and effective content for our fundraising efforts and asks.</p> <p>5c.) Continue and improve efforts to leverage our ads, visibility, targeting, and direct mail to expand our potential sponsor and donor pool, within Columbia Pike, Arlington, and beyond. The communications will capitalize on the identity of Columbia Pike and will showcase our role and work in the community.</p>

Goal IV: Business Support & Economic Growth

Background:

CPP staff have spent the last few years expanding outreach into the business community. With the assistance of Arlington Economic Development, BizLaunch, Arlington Chamber of Commerce, the addition of a Bilingual Business Engagement Specialist, etc., we have expanded our database to include over 750 local businesses.

During conversations with our partners and the local business community, we continue to anticipate and assess their needs, have developed new initiatives, and look to expand and improve upon them.

Objectives:

- A.) Continue to assess and anticipate the needs of Columbia Pike businesses to identify opportunities to support, connect, or, when appropriate, develop initiatives to support this community constituency.
- B.) Work with our partners, specifically with AED, to develop plans to revisit and implement the [business support and retention priority](#) in the [Columbia Pike Commercial Market Study](#).
- C.) Increase reciprocal engagement with local businesses, community, and property owners with the goal of better understanding their needs and fostering an environment for sustained economic growth.
- D.) Elevate and help promote our local businesses through programs and marketing efforts to increase their visibility in the broader Arlington and DMV community.

Details:

Existing Programming (FY2023)	Expanded or New Initiatives (FY2024 - 2027)
<p>1a.) New Business Support - CPP currently plans and facilitates FREE Grand Openings and Ribbon Cuttings. This also includes FREE technical assistance prior to opening, social media planning, and execution, including: Electeds, AED, Chamber, Community Leaders.</p> <p>In addition, CPP currently provides a business resource webpage that is a centralized informational portal that provides crucial resources for businesses.</p>	<p>1b.) Assist with Targeted Campaigns that provide social media checklists for businesses, in addition to targeted partnered communications and marketing, etc. Applicable to new businesses, but also targeted events/campaigns in partnership with the businesses, e.g. - Valentines Day, Spring Cleaning, Mother’s Day, Father’s Day, Veterans Day, EOY Holidays, Business Anniversaries.</p>
<p>2a.) Connect and Collaborate - Currently conducting three online and/or in person sessions annually. Topics are determined by our partners, e.g. - AED, Biz Launch, Chamber and/or direct business input. In addition we have published and launched the Recipes for Recovery & Monthly Lunch Club.</p>	<p>2b.) Leverage Connect & Collaborate, etc. to enhance and formalize our small business advisors, including: the number of small businesses that provide insights, formal feedback, and engage with CPP, this might also be done through the CAC and/or other mechanisms.</p>
<p>3a.) Columbia Pike Commercial Market Study & Three Priorities - The Arlington County Board provided three charges/priorities, once of which was specific to assisting SWaM, legacy, and businesses that need assistance with relocation and retainment due to development. CPP has already partnered to assist others in relocating, including the Black Heritage Museum of Arlington (BHMA).</p>	<p>3b.) As discussed in Goal I, enhanced partnership is key in addressing this goal. The 2023 Annual Columbia Pike Progress Luncheon discussed SWaM, Diverse, Legacy Small Business Sustainment. CPP needs to continue the conversation by convening and connecting luncheon attendees, influencers, county leaders, regional partners, and others.</p> <p>3c.) CPP has also requested a “Business Displacement/Relocation Policy & Best Practices Study” - See Page 5. CPP will continue to partner and advocate to ensure this remains a priority for Columbia Pike and the greater Community.</p>
<p>4a.) Boletin Interviews & Spotlights - Launched in 2021, Boletin continues to be the go-to publication for bilingual news about Columbia Pike. After the initial monthly pilot, Boletin is now being published on a quarterly basis and being distributed electronically, via mail, and hand delivery.</p>	<p>4b.) Identify additional mechanisms to enhance readership and track readership and engagement of our current publication.</p>

Goal V: Organizational Infrastructure & Sustainability

Background:

Evaluate the organization's infrastructure and secure resources and funding to ensure a sustainable future for CPP.

In FY2020 - FY2023, the CPP Board of Directors laid out the groundwork to create an organization and a Board of Directors that was more aligned with its values, vision, mission, and goals. One of the goals was to more accurately represent the community we serve and better provide the needed skills and expertise to fulfill our mission. This goal was implemented by revisiting and realigning [our people](#), as well as launching our Community Advisory Council (CAC).

This new advisory council, along with updating our bylaws, allowed our organization to expand who we represent and better support Columbia Pike and the community at large. Through our board members and partnerships, we secured the funds to recruit and grow from 3.5 FTEs with no benefits to 4.5 FTEs with benefits.

In FY2022, we were being displaced by development. Due to COVID, we were able to negotiate a reduced rent and save some monthly costs. In FY2023 we needed to find a new physical space and partnered with [BHMA](#) to negotiate rent within our budget from [ECDC](#), leading to our current space and [Partnered Grand Opening](#).

Objectives:

- A.) Continue to invest in the organization's infrastructure and secure funding and resources to ensure a sustainable future for CPP.
- B.) Leverage our current partners as we continue to identify and prioritize our organizational needs.
- C.) Utilize our BoD, CAC, and others as we expand our relationships and partnerships to assist in sustaining and growing our organization.

Details:

In order to implement our values, vision, mission, and goals outlined in this strategic plan, we need to further enhance our organizational infrastructure and financial sustainability in some key areas:

- 1.) **Team Sustainment & Cohesion** - Grow and align our staff and team to appropriately meet the demands of our organization. Ensure our compensation and benefits are competitive with peer organizations, are internally equitable, encourage staff retention, and team cohesion.
- 2.) **Board Engagement** - Has become a primary focus area for CPP. We have representative and engaged individuals on the board. We must ensure the board has clear expectations, understand how they can contribute, feel appreciated and part of the Team, and abide by the values, vision, mission, and goals of CPP. We will continue to use the CAC as a board pipeline and will provide training/continuing education opportunities for both new and current board members.
- 3.) **Financial Sustainability** - CPP is incredibly appreciative of our current grants, sponsors, and donors. Each year we work tirelessly to target, maintain and develop relationships, and gain funders. Therefore, CPP is exploring options for alternative funding. In addition, based on recommendations from Leadership Center for Excellence's [On Board!](#) Training, CPP will be formally developing a reserve fund over the course of the next three years.

Our organization operates very similarly to organizations such as Business Improvement District (BID) or Community Improvement District (CID). The primary difference between CPP and these groups is the source of funding. BIDs and CIDs have dedicated funding sources. The process of applying for funding annually is a strain on both team and board resources taking focus away from our core mission and vision. We would like to explore the possibility of a Special Service District along the Columbia Pike corridor to fund CPP. By instituting a Special Service District, CPP staff will focus on execution of our mission and vision through our normal activities; Placemaking, connecting, etc.

- 4.) **Physical Sustainability** - CPP is currently sharing our home with BHMA and there is one year left on our lease with ECDC. In CY2025 we will automatically go to a month-to-month lease. Therefore, it is imperative that we develop a strategy and plan to find a more sustainable and permanent home.⁷

⁷ Defined as at least a 10 year lease at a minimum using our current rent budget.

Committees (Roles & Responsibilities)

Please visit:

https://docs.google.com/document/d/1L_-OSPCOyIiKxLo7IjPx25g43zVyyI_U/edit?usp=sharing&oid=108014845264151575609&rtpof=true&sd=true

Immediate Next Steps

Will link to the FY2024 Playbook:

<https://drive.google.com/drive/folders/1KBvolZBz2BZTjozFvJus45e7I71UzT3o?usp=sharing>

Reference – Strategic Planning Dependencies/Documents

FY2020 - FY2023 Strategic Plan

<https://www.columbia-pike.org/wp-content/uploads/2020/10/CPRO-FY2021-Strategic-Plan.pdf>