

# Columbia Pike Revitalization Organization

## FY 2018 Work Plan

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### **Strategic Plan**

**Adopted by CPRO Board November 2016**

#### **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, 2017 – JUNE 30, 2018**

## 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 -- FY17 Review -- FY18 Plan

### **FY17 -- A Year of Transition.**

**FY17 Budget: \$370,165.**

Working with a budget of \$370,165 – which included a \$200,000 base grant from the County supplemented by \$170,165 in other grant and fundraising efforts -- the CPRO board developed a Three-Year Strategic Plan and proposed to the County a \$1.3 million budget, targeted for full implementation in 2020. CPRO requested an additional \$1 million in County funds, beyond the existing \$200,000 in base funding, in order to implement necessary revitalization programs and support the staffing required for CPRO to become a full partner with the County in the economic development of Columbia Pike.

During FY17, CPRO produced its annual Columbia Pike Blues Festival, expanded the summer movie series, continued its Farmers Market, re-vamped its web site, launched a new bi-monthly newsletter and reinvigorated its membership outreach, in addition to participating in numerous County and community events and undertakings. These activities had to be continuously balanced with the part-time schedules of staff – a ¾ time executive director, a ½ time assistant director, and 1/3 time events and social media manager – for a total of 1.63 FTE's. The executive director is salaried, but the other very dedicated staff are employed on an hourly basis with neither sick leave nor vacation leave, no health insurance, no retirement, nor training opportunities. This arrangement, in place for years, has caused many a valuable aide to leave, and threatens the sustainability of the programs and the viability of the organization.

On April 22, 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 for FY18. As part of its approval of CPRO's funding, the County Board included several 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.

### **FY19 – Beginning Implementation of Strategic Plan.**

**FY18 Budget: \$549,860**

The County's new commitment of \$400,000 in ongoing funding provides a reliable base of support for CPRO's basic administrative expenses, including rent and payroll for three full-time staffers: the executive director, an assistant director for administration and operations, and an events and social media manager. In FY18, this base funding will be supplemented by \$149,860 in additional revenue from grants, donations, and membership dues, as well as underwriting and sponsorships for our special events programs. (See chart).

Work is underway in three major areas: 1) to collaborate with the Department of Environmental Services in the hiring of a second FTE in the Solid Waste Bureau for a clean and safe program; 2) to design, plan and install a new Banner program on the Pike; and 3) to open a second Farmers Market on the West End. Given the future demands on the County's budget, staff is already in discussions with local foundations and state organizations to support CPRO's various activities. Without a fully-staffed organization, CPRO would not be able to pursue these various initiatives, meet community and County government expectations of participation, nor undertake the robust fundraising and sponsorship programs needed to keep CPRO viable.

## **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**
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### **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. This year, with the assistance of AED's Cultural Affairs Division, the Blues Festival 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. Planning is underway for the programming and fundraising for the 23<sup>rd</sup> 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.

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.

A relatively new event, the 3<sup>rd</sup> annual Fall Wine and Craft Beer Festival, will be held October 7, 2017. After a successful inaugural event in 2015, the event was hampered by rain in 2016. Although CPRO suffered minimal losses from this event, it still demonstrated the vulnerability of outdoor events for small community organizations.

#### **FY18 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.**

## **IMPROVING THE PIKE EXPERIENCE THROUGH PLACE-MAKING (continued 2)**

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

The Farmers Market at the Pike and Walter Reed Drive is CPRO's most enduring event. It serves to provide all members of the Columbia Pike community with fresh, local produce. This Pike Plaza market 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 and Operations, Amy McWilliams, is working with a committee of west end residents to start another market at Arlington Mill. She has already filed a Use Permit Application in August and it is expected to be reviewed by the County Board at their October 21<sup>st</sup> meeting. Vendors have been expressing interest and vendor selection will take place in the fall, while a marketing program is developed by the working group. CPRO's Committee on West End Engagement will be working to ensure the success of the market as one of its major goals.

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 is to clean and beautify 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 will authorize the transfer of \$47,000 of its County funding to the Solid Waste Bureau to employ one other full-time employee 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.

The goal is for the Solid Waste Bureau (SWB) to have a new worker on board by no later than October 1, 2017. 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 Parks and Recreation (DPR), Transportation (pedestrian and bike activities), to determine efficiencies and enhanced coordination necessary to keep Columbia Pike cleaner.

## **IMPROVING THE PIKE EXPERIENCE THROUGH PLACE-MAKING (continued 3)**

Working to beautify the public realm in cooperation with the private sector, CPRO staff will coordinate 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 three major Clean Up Days – in the late fall of 2017, MLK Day Jan. 15, 2018 and Earth Day, April 22, 2018.

### **FY18 OUTCOMES:**

- **Seven-day per week coverage of the Columbia Pike corridor**
- **New weekend service including litter pick-up, trash can emptying and landscape work (mulching, weed control, pruning, mowing)**
- **Augmented 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.**

### **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 a \$10,000 grant to the Washington Forrest Foundation for its September round of funding, which would bring the total budget to \$26,000 for Phase One. (A decision will be made September 22.) This would enable 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. (Please note: A major project at the intersection at George Mason Drive is currently under construction until 2019; banners will be installed upon its completion.) Staff has already researched production and installations costs, and is investigating County regulations on banner installations, as well as working on banner designs. Depending on County approvals, Phase One could be completed by the end of the calendar year 2017.

### **FY18 OUTCOMES:**

- **Banner coverage at 4 out of 5 commercial nodes over 3.5 miles (5<sup>th</sup> node at George Mason Drive is under construction)**
- **48 individual banners**
- **Opportunity for \$10,000 in supplemental grant funds**

- **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.**

## **IMPROVING THE PIKE EXPERIENCE THROUGH PLACE-MAKING (continued 4)**

### **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 will involve extensive staff work on the part of 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. The CPRO committee on West End engagement is also working on a variety of ideas for other community projects to include the creation of several Little Free Libraries, developing an international festival, supporting the quarterly Food Truck parties at the former dumpster site, and determining future use of the former dumpster site at Four Mile Run Drive.

#### **FY18 OUTCOMES:**

- **A new Farmers Market opening at the Arlington Mill Community Center in May, 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.

#### **FY18 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 Winter 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,

#### **FY18 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.

#### **FY18 OUTCOMES:**

- **CPRO has a three-member full-time staff**
- **CPRO Board Creates Human Resources policies for the organization, to ensure proper levels and components of compensation**
- **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 (4)

### **AUGUST, 2017**

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

Farmers Market at Pike Plaza (4)

### **SEPTEMBER, 2017**

Farmers Market at Pike Plaza (4)

### **OCTOBER, 2017**

Farmers Market at Pike Plaza (4)

**Sat. Oct. 7, Fall Wine & Craft Festival Pike**

### **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 (8)

### **JANUARY, 2018**

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

Mon. Jan. 15, Martin Luther King Day Pike Clean-Up Day

Farmers Market at Pike Plaza (4)

### **FEBRUARY - MARCH, 2018**

**Pike Community Luncheon**

Fundraising for Farmers Market, Movies and 23<sup>rd</sup> Annual Blues Festival

Farmers Market at Pike Plaza (4)

### **APRIL, 2018**

**Sun. April 22 Pike Clean-Up Day – Earth Day**

### **MAY, 2018**

**Sat. MAY 6 -- GRAND OPENING, Arlington Mill Farmers Market**

### **JUNE, 2018**

**Movie Nights (9)** June 7, 9, 14, 16, 21, 23, 28, 30

**Sat. June 16 -- 23<sup>rd</sup> Annual Columbia Pike Blues Festival**