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### Values, Vision, Mission

**Values:** At its core, CPRO 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 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 increase the quality of life of our community and build a better future for all.

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

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

## Goal I: Partnership & Engagement

Identify, prioritize, and enhance partnerships with a variety of local organizations and entities, in order to foster dialogue and increase engagement with stakeholders along Columbia Pike, building consensus where possible. Increase participation in various County and community initiatives, working groups, commissions, etc.

Current Active<sup>1</sup> Partnerships:

<ol style="list-style-type: none"> <li>1. Arlington County Government – County Board &amp; Manager’s Office</li> <li>2. Arlington Economic Development &amp; Biz Launch</li> <li>3. Economic Development Commission</li> <li>4. Form Based Code (FBC) Advisory Working Group</li> <li>5. Cooperative for a Hunger Free Arlington (CHFA)<sup>2</sup></li> </ol>	<ol style="list-style-type: none"> <li>6. Arlington Public Schools</li> <li>7. Arlington County Chamber of Commerce</li> <li>8. Pike Presidents Group</li> <li>9. Arlington Housing Corporation (AHC)</li> <li>10. Arlington Partnership for Affordable Housing (APAH)</li> <li>11. BIDs (Ballston, National Landing, Rosslyn) &amp; Partnerships (Clarendon, Lee Highway)</li> </ol>
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<ul style="list-style-type: none"> <li>Arts Advisory Committee</li> <li>Arlington Community Corps</li> <li>Arlington County Civic Federation</li> <li>Arlington County Crime Solvers</li> <li>Arlington Department of Community Planning, Housing, &amp; Development</li> <li>Arlington Department of Environmental Services</li> <li>Arlington Department of Parks &amp; Recreation</li> <li>Arlington Economic Development</li> <li>Arlington Independent Media (AIM)</li> <li>Arlington Pediatric Center</li> <li>Arlington Presbyterian Church</li> <li>Arlington Rotary Club</li> </ul>	<ul style="list-style-type: none"> <li>Community Progress Network (CPN)<sup>3</sup></li> <li>Digital Equity Initiative</li> <li>Emergency Preparedness Advisory Commission (EPAC)</li> <li>Flare Rides</li> <li>La Cocina</li> <li>League of Women Voters</li> <li>Mary Marshall Assisted Living Facility</li> <li>Planning Commission</li> <li>Public Facilities Review Committee</li> <li>Transportation Commission</li> <li>Virginia Hospital Center</li> <li>Vision Zero External Stakeholder Group</li> <li>Volunteer Arlington</li> </ul>
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<sup>1</sup> Active – Including membership, regular attendance, and/or working on initiative(s) together. Does not include retail or restaurants on the Pike. The first 10 are some of our most influential and active partnerships.

<sup>2</sup> CHFA - <https://newsroom.arlingtonva.us/release/covid19-food-cooperative-hunger-free-arlington-chfa/> includes AFAC and others

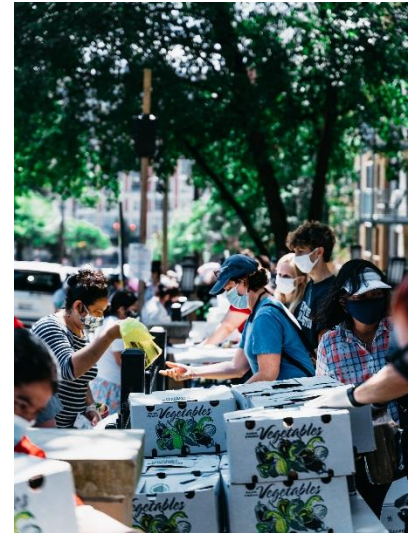
<sup>3</sup> CPNET - <http://communityprogressnetwork.org/membership/> includes over 25 organizations.

## Goal II: Placemaking

Continue to provide and/or support events and programs that are mission driven and meet the needs of our community.

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

1. Assess current events and programs to determine need and sustainability, particularly during the current COVID-19 pandemic.
2. Determine community needs and CPRO's capacity to address or assist.
3. Adapt existing programs and create new initiatives with our various partners and Arlington County.



Existing Programming	New Initiatives
1. Assess and adapt CPRO's <u>Signature</u> summer events for safety: Blues Festival, Movie Nights	6. Continue Feed Our Families weekly produce distribution to residents and expand scope and reach in partnership with CHFA
2. Host annual Columbia Pike Progress Luncheon virtually, September 25, 2020	7. Expand upon La Cocina Partnership to host Pre Pike Progress Luncheon – VIP Tour, etc.
3. Ensure safe year-round operations at Columbia Pike Farmers Market	8. Assess and advocate for growing childcare needs, public transportation needs, and more
4. Maintain Columbia Pike street banners	9. Work with County on Digital Equity Initiative
5. Continue to expand “Clean & Safe” initiatives with Arlington County Police Department Outreach Teams and Department of Environmental Services	10. Host quarterly Connecting & Collaborating sessions to keep residents informed of County and community initiatives

## Goal III: Business Support & Economic Growth

Increase reciprocal engagement with the local business community and property owners to determine their needs and challenges and develop needed resources or programming for sustainable economic growth.

CPRO staff have spent several months expanding outreach into the business community. With the assistance of Arlington Economic Development, BizLaunch, and a new bilingual intern, we have expanded our database to include over 750 local businesses. During conversations with our County partners and the local business community, we have assessed the needs and developed several new initiatives.

New Initiatives	Future Programming in Discussion
1. Buy A Nurse Lunch - Funded through the end of 2020 to spend \$40,000 at local restaurants	6. Expanding on Roundtables and Technical Assistance to provide additional workshops and practical training
2. Business Roundtables - Currently virtual discussions and presentations to share important resources and connect businesses with both CPRO and each other	7. Developing joint promotional campaigns and opportunities including online directories and social media campaigns
3. Form Based Code Position Paper - Published recommendations to County Board for amendments to meet new market trends and technical innovations	8. Establish centralized informational portal to provide crucial resources for businesses and increase participation in Columbia Pike Business Online Forum
4. Business “Open” Banners - Advocated for signage regulation changes and provided over 50 free banners to businesses during Stay-at-Home Orders	9. Provide marketing packages with resources guides and content to assist new businesses and increase Columbia Pike brand awareness
5. Technical Assistance - Provide one-on-one consultation services for businesses to discuss new technical needs, make recommendations, and basic training	10. Work with partners to find simple solutions for website development and easy updating
	11. Find affordable multi-lingual translation services for use by CPRO and local businesses; hire bi-lingual part-time staff for CPRO outreach efforts
	12. Work with commercial property owners, managers, and brokers to stay up-to-date on emerging market trends and provide more timely, relevant data/assistance to businesses
	13. Update website to better position CPRO as able to provide expertise and support to attract funding and support

## Goal IV: Branding & Marketing



Increase brand awareness of the organization and promote Columbia Pike as a unique and vibrant community.

Many of our initiatives to support businesses laid out in Goal III will serve to promote the Columbia Pike community as a whole, as well as the individual businesses. Additionally, CPRO has spent much of the past year working with our design partners, Winking Fish, to redesign the Columbia-Pike.org [website](#). The website has shifted the focus from CPRO to Columbia Pike. In FY2021, we will enter Phase II of our redesign process that will serve to increase attention on all community events and amenities beyond CPRO's programs.

COVID-19 has given us an opportunity to further engage and support businesses and the community and further define and showcase our brand and value to the those who we currently serve and those we may serve in the future. In that vein, through the rest of 2020 and into 2021, CPRO will leverage our experiences, board, community members, and materials on page 8 as we go through a renaming and rebranding process.



## Goal V: Organizational Infrastructure

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

The CPRO Board of Directors spent the early part of 2020 laying the groundwork for a new long-term strategic plan that will provide greater direction for the organization. This document and the outputs are a direct outcome of that 6 month process.

Within these plans are efforts to expand the board to: more accurately represent the community we serve and better provide the needed skills and expertise to fulfill our mission. In late 2020 and early 2021, CPRO will also explore the development and launching of a Community Advisory Board. This new advisory board, along with an effort to modernize and update our bylaws, will aid our organization in continuing to expand how and who we represent, and better support Columbia Pike and the greater community.

Our staff will also be transitioning to remote work and our physical offices will be transitioned to storage, in order to reserve funding for the increases in programming outlined above. We will consider acquiring physical offices on Columbia Pike again in 2021 once the current health crisis has passed and we determine the offices are necessary to complete our work.

## Committees (Roles & Responsibilities)

<b>A. Executive</b>	<b>B. Finance</b>
<ul style="list-style-type: none"> <li>• Oversight of Operations – Includes Budget (V)</li> <li>• Oversight for All Committee Actions &amp; Timelines (I-V)</li> <li>• Oversight of Executive Director (V)</li> <li>• Government Relations (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Policy development for Funds (V)</li> <li>• Fundraising strategies &amp; events (ii)</li> <li>• Sponsorship, donor, membership models (V)</li> <li>• Budget development &amp; projections for economic growth (III)</li> </ul>
<b>C. Programs, Events, &amp; Communications</b>	<b>D. Governance</b>
<ul style="list-style-type: none"> <li>• Brand awareness &amp; marketing strategy (IV)</li> <li>• Marketing &amp; Communications support for Programs &amp; Events (II)</li> <li>• Audience engagement and business communications (I &amp; III)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify needed skills/expertise – current &amp; future (I, III)</li> <li>• Secure resources (V)</li> <li>• Onboard Resources (V)</li> </ul>

## Committees (Assignments & Activities)

Below are each committee's assigned members. Members in bold are the Committee Chairs.

<b>A. Executive</b> (Staff: Klingler)	<b>B. Finance</b> (Staff: McWilliams)
<b>President: John Murphy</b> Vice-President: Carmen Romero Secretary: Michael Garcia Treasurer: Shannon Bailey Assistant Treasurer: Tad Lungler Immediate Past President: John Snyder	<b>Carmen Romero</b> Tad Lungler David Orr Karen Rosales John Murphy
<b>C. Programs, Events, &amp; Communications</b> (Staff: Smith, Lovins)	<b>D. Governance</b> (Staff: Klingler, McWilliams)
<b>Shannon Bailey</b> Guy Gotts Diane Duston Linda LeDuc David Peete	<b>John Snyder</b> John Murphy Michael Garcia Diane Duston Andrew Moore

The activities below are each committee’s immediate action items to be completed by the end of calendar year 2020.

A. Executive (Staff: Klingler)	B. Finance (Staff: McWilliams)
<p>Review and Better Understand New Priorities, Current State, and Recommended Partners.</p> <p>Develop Go-Forward Approaches/Plans.</p>	<p>Update FY2021 Budget &amp; Chart Of Accounts.</p> <p>Evaluate and Set Donor Model Priorities.</p> <p>Prepare and Execute Columbia Pike Progress Luncheon Fundraiser.</p>
C. Programs, Events, & Communications (Staff: Smith, Lovins)	D. Governance (Staff: Klingler, McWilliams)
<p>Evaluate and Determine the Longevity Of New COVID-19 Programming.</p> <p>Set Criteria for Moving Forward with Calendar Year 2021 Events.</p>	<p>Evaluate the Current Board Of Director’s Skill Sets and Representation.</p> <p>Begin Recruitment of New Members to Fill Vacancies With The Needed Skill Sets.</p> <p>Update the Organization’s Bylaws and Clarify Member Roles and Responsibilities.</p>

## Reference – Strategic Planning Dependencies/Documents

Below is a summary of the key points of various reference documents as well as notes as to how CPRO is working to meet recommendations within these documents.

### COLUMBIA PIKE REVITALIZATION PLAN

1. Vision of a Main Street: Celebrating Our Diversity & Integrating the Past with the Future  
*CPRO is currently an Associate Member of the Virginia Main Street Program*
2. Corridor Center/Node Concept
3. Revitalization Through Tools  
*CPRO works with various partners on the following tools:*
  - a. Form Based Code
  - b. AHIF & Mixed Housing
  - c. Transit
  - d. TIPIF, TRE, Tech Zone (BPOL), Columbia Pike Development Fund
  - e. Small Business Assistance Network
  - f. Parking Strategy

### COLUMBIA PIKE COMMERCIAL MARKET STUDY

1. Branding, Marketing, & Placemaking  
*CPRO's programs and events support these efforts*
2. Increased Use Flexibility within FBC  
*In partnership with property owners, CPRO has submitted a FBC Position Paper to County leadership for review that includes use flexibility recommendations*
3. Enhanced Business Support  
*New business support programming by CPRO and enhanced partnerships with County officials and departments in underway*

### CPRO EMPATHY BRIEF

All of the following key points of the Empathy Brief were considered and addressed during the Strategic Planning process and are included in the goals and action items.

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| <ol style="list-style-type: none"><li>1. Challenges<ol style="list-style-type: none"><li>a. Brand Awareness &amp; Value</li><li>b. Funding &amp; Resources</li><li>c. Clear Expectations</li></ol></li><li>2. Opportunities<ol style="list-style-type: none"><li>a. Convening Stakeholders</li><li>b. Repositioning CPRO's Brand</li><li>c. Developing Each Node's Brand</li></ol></li></ol> | <ol style="list-style-type: none"><li>3. Next Steps<ol style="list-style-type: none"><li>a. Prioritizing/Marrying Diversity &amp; Development</li><li>b. Audience Identification &amp; Prioritization</li><li>c. Update Strategic Plan</li><li>d. Refresh &amp; Diversify Board</li><li>e. Determine Needs of Community</li><li>f. Develop Event-Specific Strategies</li></ol></li></ol> |
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### STRATEGIC PLANNING FINAL REPORT – Crystall Kuykendall