

## Columbia Pike Land Use & Housing Study – Update 1/26/09

On September 16, 2008 the County Board adopted a resolution authorizing the County Manager to commence the Columbia Pike Land Use and Housing initiative and establish a Plenary Group (Attachment A). The resolution referenced a study proposal prepared by staff that described in more detail the purpose of the study, the approach, schedule and process. The original study proposal assumed that economic and planning/urban design consultant resources would be extensively used to assist staff with the completion of this planning effort. In light of the County's limited funding resources to hire consultants, staff has reevaluated the original proposal, examining the following:

- **Which tasks could be accomplished by staff and which tasks are most critical for consultant assistance?**

*Staff concludes that assistance from Economic consultants is the most critical need and recommends that the available funding be primarily used for this purpose. Staff considers the economic analysis as an important aspect needed prior to the Visioning & Urban Design/Form analysis tasks. Consultant expertise is considered beneficial due to their ability to directly outreach and communicate with property owners, gain an understanding of the market trends/demands along Columbia Pike, and provide recommendations based on best practices for how the County might approach tools and incentives to achieve the desired goals for this area. With this consultant economic analysis, staff would then be able to complete the remaining phases of work, which includes the Visioning & Urban Design Analysis, document preparation, and creation of implementation tools.*

- **How would the proposed time schedule be impacted if fewer consultants and more staff resources are utilized?**

*With fewer consultants, additional staff resources (beyond those anticipated in the Original study proposal) will be needed for the Visioning & Urban Design Analysis and document preparation phase (Phase 2). In light of other on-going studies/projects on the Planning Work Plan and each projects' respective staffing resources, it is expected that the overall schedule for this Study would be longer than the Original study proposal. In addition, any other Columbia Pike projects/initiatives, planning projects or special studies could be delayed as a result of additional staff resources dedicated to this effort.*

- **How should the study proposal approach be clarified to accomplish the County Board Resolution but mindful of the overall schedule?**

*The Original study proposal outlined general overall steps. This revised proposal includes additional clarity on the study approach as follows, consistent with the County Board Resolution (dated September 16, 2008):*

- *Select 5 Key Sites (or properties) to examine in close detail (selection of sites To Be Determined in consultation with community members);*
- *Adapt findings/policies/recommendations from Key Sites to other areas within Study Area; and*
- *Examine Corridor-wide policies at a broader level.*

*By targeting the detailed analysis to a select group of sites/properties, staff anticipates that the overall schedule can be completed within approximately 2 to 2-1/2 years. This timeframe is longer than originally anticipated (approx. 1-1/2 to 2 years) with consultant resources; however, it is shorter than would be anticipated if detailed analyses were undertaken for all areas within the Study area.*

*Lastly, in order to provide a working document to help guide future revitalization plans as soon as possible, staff recommends that, at a minimum, a Policy Document be prepared. This document would outline key policies and critical recommendations for the study area; however, the streamlined document may not be as detailed as other comparable long-range plans.*

• **Are any changes to the community’s participation needed?**

*No, staff does not recommend changes to the community participation. Staff expects to meet with the Plenary Group to review and gain feedback on analyses and major policy recommendations. Also, staff would continue collaborating with the Working Group (a subgroup to the Plenary Group) who would assist with the overall process.*

**Highlights of Revised Study Proposal**

The following table summarizes the key changes to the Columbia Pike Land Use & Housing study proposal (Attachment B):

	<b>Original Proposal</b>	<b>Revised Proposal</b>
<b>Consultants</b>	Consultants for economic analysis, visioning/ urban design analysis, document development, and Implementation tools	Consultants for economic analysis and graphic assistance only. Staff resources expanded to address other major process elements, including Visioning/ Urban Design Analysis, document development, and Implementation tools
<b>Approach</b>	General overall steps were identified; however, details of approach were not provided.	Approach clarified. Detailed analysis would be undertaken for Key Sites/Properties (up to 5 sites).  Analysis/findings/policies for Key Sites/Properties would be adapted to other areas within the Study Area.  Corridor-Wide Analysis completed for broad planning policies
<b>Final Product</b>	Completed product is full, in-depth Plan Document	Completed product is streamlined document, such as a Policy Document with selected maps/graphics
<b>Schedule</b>	Targeted from approx. September '08 to approx. July '10	Targeted from approx. January '09 to approx. January '11

## **Additional Information for Revised Proposal**

Corridor-Wide Analysis/Policies include:

1. Concept Plan
2. Broad policies for Density/Use; Building Form/Heights, Build-To Line, Historic Preservation; Streets/Streetscape/Parking; Open Space/Facilities/Programs

Detail Analysis/Policies for Key Sites/Properties include:

1. Illustrative Plan
2. Specific Policies/Recommendations for Density/Use; Building Form/Heights, Build-To Line, Historic Preservation; Streets/Streetscape/Parking; Open Space/Facilities/ Programs

Approved by the County Board on 9/16/08

**RESOLUTION on the *Columbia Pike Land Use & Housing Study* –  
A study of residential areas along Columbia Pike**

**September 16, 2008**

WHEREAS, the County Board finds that initiating the next phase of long-range planning along Columbia Pike is critical in anticipation of market adjustments and changes along the Pike which would place higher demands on residential properties as a result of prior planning and redevelopment activities in the Columbia Pike Revitalization District; and

WHEREAS, the County Board finds that the possible loss of affordable housing along the Pike if appropriate planning measures are not undertaken is of great concern; and

WHEREAS, the County Board finds that commencing this planning initiative is consistent with recommendations included in the *Columbia Pike Initiative – A Revitalization Plan, Update 2005*, which described a future planning study, the Columbia Pike Housing Initiative, to study the residential areas along the Pike that were not included in the first phase of the plan and consistent with the County Board Chairman's list of priorities expressed on January 1, 2008; and

WHEREAS, the County Board expects that the second phase of the *Columbia Pike Initiative Plan* would be prepared which would establish a vision for the residential areas that is compatible with and builds upon the adopted vision for the commercial nodes and future streetcar along Columbia Pike; and

WHEREAS, the County Board expects that through this effort, an emphasis will be placed on finding strategies and tools to preserve affordable housing with opportunities for revitalization and redevelopment in order to enhance the quality of life along the corridor; and

WHEREAS, the County Board expects that the existing housing would be improved and housing options expanded in order to achieve a housing stock that is consistent with the County's adopted Housing Goals and Targets; diverse in type, affordability, and ownership; and attracts a broad population of individuals, seniors, and families; and

WHEREAS, the County Board expects that the vision expressed in the new plan would also encourage mixed-use, infill development adjacent to Columbia Pike to promote walkability and use of the future transit.

NOW, THEREFORE, be it Resolved that, based on the aforementioned considerations, the County Board of Arlington County hereby authorizes the County Manager to commence the Columbia Pike Land Use & Housing Initiative and establish a Plenary Group with representatives from neighborhoods along Columbia Pike, advisory commissions, CPRO, major property owners, major developers, and housing and tenant advocacy groups to assist staff and consultant teams by identifying critical issues for discussion, reviewing and discussing analyses and recommendations, and communicating with the broader community, as described further in the attached study proposal.

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**Attachment A**

## **COLUMBIA PIKE INITIATIVE**

### **LAND USE & HOUSING STUDY PROPOSAL REVISED - 1.826.09**

#### **INTRODUCTION – PURPOSE OF THE STUDY**

As a follow-up recommendation in the *Columbia Pike Initiative – A Revitalization Plan, Update 2005*, staff is initiating the second phase of planning along the Pike to study the residential areas along the Pike that were not included in the first phase of the plan, which focused on the commercial nodes. The CPI Plan (2005) described the Housing Initiative is one that would seek to enhance the quality of life along the corridor by improving existing housing and by expanding housing options as expressed through a housing revitalization plan that emphasizes implementation and development strategies.

Now, with anticipated market adjustments along Columbia Pike as a result of prior planning and redevelopment activities in the existing Revitalization District, the County anticipates that there likely will be change and higher demands on these residentially developed properties. The purpose of this planning study is to anticipate, affect, and manage that change. One example is the potential impact of market changes on the supply of older affordable housing. Therefore, to mitigate the above, further purposes of this study would be to:

- Develop a plan that includes a new vision that coincides with the community's housing goals and compliment the County's efforts to enhance the quality of life along the corridor with an emphasis on affordable housing preservation and opportunities for revitalization and redevelopment for targeted areas;
- Develop and or improve a housing stock that is diverse in housing type as well as affordability for individuals, seniors, and families; and
- Develop a plan that is compatible with and builds on the adopted vision for the commercial nodes and the future streetcar along the corridor;
- Develop a plan that encourages mixed-use, infill development adjacent to Columbia Pike to promote walkability and use of the future transit; and
- Identify new and/or existing tools and incentives to help implement this new vision.

Completing the Columbia Pike Housing Study and addressing the goals listed above would also further several of the County's adopted Housing Goals and Targets. Though dependant on the strategies that ultimately come from the Study, these could include increasing the rate of home ownership, increasing the number of multi-bedroom units, and distributing any committed affordable housing units within projects and neighborhoods.<sup>1</sup>

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<sup>1</sup> On December 9, 2000, the County Board adopted 9 Housing Goals and on December 6, 2003 the County Board adopted numerical Targets for each of the 9 Housing Goals (see: [www.arlingtonva.us/Departments/CPHD/housing/pdf/page64350.pdf](http://www.arlingtonva.us/Departments/CPHD/housing/pdf/page64350.pdf))

## **BACKGROUND**

In January 1998, the County Board announced the creation of the Columbia Pike Initiative. The goal of the initiative was to build a safer, cleaner, more competitive and vibrant Columbia Pike community. Through an extensive community process, a new long-range vision and plan was adopted in March 2002 called the *Columbia Pike Initiative: A Revitalization Plan*. Although the transportation component was studied comprehensively, this Revitalization Plan primarily focused on the four commercial nodes of the corridor, whereby recommendations on economic development, commercial revitalization, land use and zoning, housing, urban design, transportation, open space and recreation were developed. This new vision revisits and celebrates the more traditional urban "Main Street" environment.

The end result will be an improved, enhanced, and walkable "Main Street" for Arlington County through preservation, revitalization, and new development, where people can live, work and play. To implement this vision for these commercial nodes, in February 2003, the County Board adopted the *Columbia Pike Special Revitalization District Form Based Code* and various economic incentives. The process to develop the Code resulted in a refined concept and vision for the Corridor as described in the *Columbia Pike Initiative – A Revitalization Plan, Update 2005*. The Form Based Code regulates land development, setting careful and clear controls on building form, with broad parameters on building use, to shape clear public space.

## **GEOGRAPHIC STUDY AREA**

The geographic focus of the study would be concentrated on the areas within the civic association boundaries along Columbia Pike within the Columbia Pike Planning Area and would be the areas planned "Low-Medium" Residential (16-36 units/acre) and higher along the Columbia Pike Corridor on the General Land Use Plan (see attached maps). The study would also include the neighborhood known as Foxcroft Heights on the eastern end of Columbia Pike. This study, as proposed, would not specifically reevaluate the properties within the Columbia Pike Revitalization District; however, any future plans for the residential areas should be compatible with the adopted vision for these revitalization districts and therefore, staff would analyze the transitions between the different areas for continuity. After initial discussion with community members, other residential areas along the Pike could also be included in the scope of this study. It is also possible that additional areas might be recommended for inclusion within the study after analyzing the initial findings of the economic analysis.

## **APPROACH/SCHEDULE AND PROCESS FOR INVOLVEMENT**

The process would be primarily staff and consultant-driven with assistance from economic consultants and some limited assistance from graphic illustrators. The community would be consulted to identify issues, goals and a vision for the remainder of Columbia Pike. ~~Staff and~~ The economic consultant would conduct economic analyses, then staff would develop a vision/concept plan (using findings from the economic analysis), preliminary policies and recommendations and develop a final vision for

community and Advisory Commission review and County Board approval. Staff would work with two citizen groups: a **"Working Group"** and a **"Plenary Group"**.

The **"Working Group"** would be a sub-group/committee of the larger, more broadly represented Plenary Group (see below). This group would consist of 5 to 6 people and would meet on a regular basis with staff to assist with defining the direction and goals of the study, act as a sounding board for staff in identifying issues and recommendations as well as in planning for community involvement. The Working Group members would also assist staff in preparation for "Plenary Group" and larger community meeting agendas.

The second group would be a **"Plenary Group"**. This would be a group representing the broader community interests and would consist of approximately 20 to 25 members who would meet with staff and consultants primarily to identify issues, discuss opportunities, and review and comment on findings, policies, and recommendations prepared by the staff and consultant team. It is anticipated that **County Board** members would also interact with the Plenary Group throughout this process to monitor progress and provide direction when needed.

**Staff and Consultants:** An inter-departmental team of staff would be established with participation from Planning, Housing, Economic Development, Historic Affairs, Transportation, and Parks/Recreation/Cultural Affairs. Overall, it is recommended that limited professional consultants or consultant teams with economic and housing expertise would be retained to work with staff to study what density and economic incentives are needed (primarily for Key Sites/Properties) in order to achieve the community's housing and development goals. Economic and feasibility analyses would be conducted and findings would be developed. These findings would be tested against the established goals. Staff would then use this analysis retain an expert urban design consultant to conduct a visioning process with the community to generate a vision and series of policies for County Board consideration that is compatible with the findings of the economic study in terms of the needed incentives to achieve the community's housing objectives and with the form desired for Columbia Pike. Lastly, staff would work with the consultants to develop a plan, or policy document, and implementation tools once the vision has been established.

It is anticipated that the planning phase (1a - 2) will take approximately 1.5 years to complete and the implementation phase (3) may take approximately up to one (1) additional year following completion of the plan. Below is a more detailed approach to studying and developing the plan for the residential areas along the Pike.

**Phase 1a: Planning for the Plan (Approx. 3 months\*; -September 2008 January to January/ February 2009 April 2009) (\*Timeframe dependent on status of consultant funding)**

This first phase is primarily the preliminary work conducted by staff to commence the study of the residential areas of the Columbia Pike corridor. During this phase, staff would establish the organization, management, and staffing needs; gather initial information; refine the scope of the project; and establish the administrative functions.

During this phase, staff would hire consultants to complete some initial tasks described above so that the analysis can be presented at an initial community forum. Key steps during this phase would include:

- Establishing and convening an interdepartmental team;
- Developing a detailed work plan, schedule, goals and process and review with **Working Group**;
- Gathering information including: existing conditions, interviews with various property owners; and best practices;
- Hold an initial meeting with the **Plenary Group** to introduce the study, provide information about study areas, review previous planning efforts and solicit ideas on goals and issues;
- Develop an RFP, review with **Working Group**, and conduct process for selecting a Housing and Economic Development consultant and Visioning and Urban Design consultant; and s
- Select consultants.
- Preliminary discussion of Key Sites/Properties (see Phase 1b. below for additional discussion)

The final products of this phase would include a list of goals and issues to be addressed and setting preliminary objectives for analysis; hiring a consultant (s); gathering/obtaining preliminary information on ownership, rents and other information; and holding an initial community forum to introduce the study.

The **Working Group's** role in this phase would be to:

- Review staff's proposed problem statement and goals for the study;
- Review the RFQ/RFP for consultant assistance; and
- Review staff's preliminary information and design for the initial community forum.

The **Plenary Group's** role in this phase would be to:

- Introduce the upcoming study
- Review staff's proposed definition of the problem and goals for the study;
- Review the proposed scope of work & schedule
- Provide feedback on the goals and scope of work, and any preliminary objectives for analysis;
- Confirm Plenary Group representatives
- Communicate upcoming study process to representative groups (i.e. civic associations)
- Participate in a Work Session with the County Board to confirm the goals of the study that can be tested with the economic analysis and visioning processes in Phase 1b and Phase 2
- *2 meetings anticipated\**

**\*Note:** Separate meeting(s) with major property owners may also be scheduled to obtain input on the study and solicit participation on the Plenary Group.

**Community Forum 1** Draft Agenda: ~~(anticipated timing~~ *late 2008/early 2009)*

- Introduce study and proposed goals
- Present background information

**Phase 1b: Economic Analysis (Approx. 6-7 months; January/February  
March/April\* 2009 to July-October 2009) (\*Timeframe dependent on status of  
consultant funding)**

During this phase, staff would develop and discuss the criteria for and selection of Key Sites/Properties to analyze as part of the economic analysis. Key Sites/Properties would be those areas that would be specifically analyzed and then used to develop policies for other sites in the Study area. and the consultants would examine issues and identification of issues, opportunities and constraints, as well as, Also, areas for potential preservation, revitalization, or redevelopment would be identified during this phase for the Key Sites/Properties. Further discussion of goals/objectives/targets which would be used to compare against the results from the economic analysis. Then, a An economic analysis would then be conducted on various development scenarios (i.e., high/med/low benefit package) for achieving community and County housing objectives, including the use of density and other housing and economic incentives. The findings from this analysis would be used in Phase 2 to generate alternatives and a preferred/a recommended development or/ redevelopment envelope that would be needed to realize the housing objectives. Key steps during this phase would include:

- Analyzing market trends (land sales, rents, construction costs, etc.) in the study area; and projecting likely development scenarios if the County did not take any further proactive actions;
- Selection of Key Sites/Properties (up to 5 Sites/Properties incl. Foxcroft Heights area) for detailed analysis;
- Recommending variables for development alternatives to address goals of the study such as the amount and mixes of affordable housing and other housing types, amount of preservation versus new development etc.;
- Assessing and recommending areas for potential preservation, revitalization, and redevelopment within Key Sites/Properties;
- Conducting a preliminary test of data against the goals established above;
- Developing initial recommendations on targeted areas, potential development box and incentives needed to meet the goals set forth above; and
- Developing a range of alternative objectives and strategies for achieving County goals; and
- Preliminarily analyzing how the recommendations for the Key Sites/Properties could apply to other areas of the Study area.

The final products of this phase would include: 1) market analysis of the Key Sites/Properties and assessment of the findings compared with the preliminary goals/objectives identified in Phase 1; 2) refinement of goals/objectives as needed; and 3) a set of preliminary recommendations for the Key Sites/Properties regarding areas for potential preservation and new development based on the goals of the study.

The **Working Group's** role in this phase would be to:

- Review staff's list of criteria and recommended list of Key Sites/Priorities and provide feedback
- Review initial findings recommendations and information from the economic analysis consultants;
- Review staff's recommendation for Community Forum 2; and

The **Plenary Group's** role in this phase would be to:

- Review information/findings from the consultant economic analysis;
- Provide input/feedback and/or elevate major concerns with development alternatives/initial recommendations which would lead into the Phase 2 (Visioning) process; and
- Share information with respective representative groups
- Participate in a Work Session with the County Board to review findings & recommendations
- *1-2 meetings anticipated*

**Phase 2: Visioning and Urban Design/Plan Development (Approx. 6-9 months; September/October July 2009 to December 2009/January April-June 2010)**

This phase takes the findings and/or preliminary recommendations of the Economic Study analysis in Phase 1b. and develops alternative scenarios of what the "development envelope" could physically look like for the Key Sites/Properties. It is important to note that this part of the process will be driven by the findings of the economic analysis. Initially, a community visioning sessions with the community forum would be convened occur to solicit feedback on height, placement, and housing type preferences (starting from the development parameters recommended in the economic study). Staff would prepare graphics of the Key Sites/Properties using 3D modeling, or similar, to facilitate the discussion of the development parameters; alternatives; and selection of preferred options and seek feedback on the preferences of the various alternatives from the community. The desired result from these preferences would be to achieve a set of preferred form alternatives for the Key Sites/Properties that would achieve the desired outcomes from the economic analysis.

Once the preferred forms of development for each of the Key Sites/Properties are determined, staff would also examine how the vision and policies for those sites/properties would apply to other areas in the Study area. Major planning principles/policies would be developed for the entire study area, differing from the Key Sites/Properties where more in depth analysis would be completed. The recommendations would be analyzed with the economic strategies and adjustments would be made as needed to one or the other in order to achieve the desired goals.

Through the course of several community meetings and feedback from the **Plenary Group**, a policy final document would be developed that would include a vision, concept plan, and recommendations regarding density, land use and zoning, urban design, and housing, street/parking/streetscape, open space/facilities policies, as well as and economic incentives and strategies. A tiered level of information would be included in the document with the broadest policies recommendations applied to all areas in the

Study area and the most specific details/policies focused on the Key Sites/Properties. These recommendations would be analyzed with the economic strategies and adjustments would be made as needed to one or the other in order to achieve the desired goals. Key steps in this phase would include:

- ~~Working with design consultant on findings of the economic analysis;~~
- Developing alternative form analyses for targeted areas-Key Sites/Properties along the Pike comparing the economic analysis findings, to include:
  - Density & Use (incl Housing Program)
  - Building Form/Heights, Urban Design & Historic Preservation
  - New Streets
  - New Open Spaces
- Reviewing and refining form alternatives and selecting preferred alternative (s) analyses with the **Plenary Group**;
- Developing Corridor-wide planning policy framework:
  - Adapting the Key Sites/Properties form analysis to develop the following policies for other areas in the Study area:
    - Density & Use (incl. Housing Program)
    - Building Form/Heights, Urban Design & Historic Preservation
  - Streets/Streetscape/Parking,
  - Open Space/Facilities/Programs
- **Presenting economic analysis, visioning session, and preliminary form analyses with the broader Columbia Pike community;**
- Finalizing Vision and Policies/Recommendations for Key Sites/Properties and Corridor-Wide policies design concepts;
- Developing a first draft of the **Columbia Pike Residential Land Use/Housing Policy Document/ Plan** to include:
  - Corridor Wide Concept Plan
  - Corridor-Wide Policies: Density/Use; Building Form incl. Building Heights, Build-To Line; and Historic Preservation; Streets/Streetscape/Parking; Open Space/Facilities/Programs;
  - Key Sites/Properties: Illustrative Plan with specific policies/recommendations for density/use, building form/heights and urban design, streets/streetscape, and open spaces
  - Recommended (including a concept plan and recommendations on urban design, intensity of housing use and types, transportation, and economic incentives and strategies;
- Reviewing the draft plan with the **Plenary Group** and refinement;
- Reviewing the draft plan with the **broader Columbia Pike community**;
- Reviewing the draft plan with **advisory commissions**; and
- Presenting the final plan to the **County Board** for their consideration.

The final product of this phase would be establishing a vision and overall set of policies for the remaining areas of Columbia Pike.

If funding allows, graphic illustration consultants could be utilized to convey concepts and illustrations.

The **Working Group's** role in this phase would be:

- Review ~~staff/consultant~~ initial analysis and preliminary form recommendations for Key Sites/Properties and provide input;
- Assist staff in evaluating the proposed vision and preferred form alternative;
- Review preliminary recommendations for Corridor-wide policies;
- Review initial draft policy document/plan;
- Provide input to staff/~~consultants~~ on refinements to draft plan based on input from Plenary Group and Community Forum meetings; and
- Assist staff with preparation for Plenary Group, Community Forum, and advisory commission/County Board meetings.

The **Plenary Group's** role during this phase would be to:

- Review staff/consultant initial analysis and preliminary form recommendations and provide input;
- Participate in a Work Session with the County Board to review preliminary recommendations
- Review draft plan and provide input
- *2-3 meetings anticipated*

**Community Forum 2** Agenda:

- Present economic analysis & recommendations for preservation/redevelopment areas in Key Sites/Properties
- Visioning Session
- Discussion of ideas/opportunities/constraints and development envelope parameters for Key Sites/Properties as well as Corridor-wide issues

**Community Forum 3** Agenda\*:

- Review draft plan and provide input
- \* Note: Community Forum 3 could alternatively be handled through a series of smaller meetings

### **Phase 3: Implementation (February-July 2010 – July-December 2010/January 2011)**

After adoption of the Columbia Pike Residential Policy Document/Plan, staff would then develop the implementation tools needed to implement the vision/recommendations ~~with the assistance of the consultants~~. These new tools would be reviewed by key community groups and advisory commissions to ensure consistency with the Columbia Pike Residential Policy Document/Plan. Key steps in this phase would include:

- Developing tools and incentives;
- Reviewing proposed tools and incentives with the **Plenary Group** and advisory committees;
- Refining tools and incentives; and
- Developing final recommendations for County Board consideration.

The final product of this phase would be tools (zoning, land use and economic) to implement the vision for the residential areas along Columbia Pike.

The **Working Group's** role in this phase would be to:

- Assist staff in evaluating implementation tools; and
- Assist staff in refinement based on input from Plenary Group

The **Plenary Group's** role in this phase would be to:

- Review proposed implementation tools and provide input

## **DRAFT Plenary Group Composition and Charge**

The Plenary Group is an advisory committee established by the County Manager to provide neighborhood, property owner, and business perspectives on matters regarding the Columbia Pike Land Use & Housing Study Residential Plan initiative.

Specifically, **Plenary Group** members will:

- Provide leadership and input on the broad and localized perspectives on the proposed study, new vision, recommendations, and implementation tools;
- Assist staff ~~and consultant team~~ through a series of periodic meetings by providing input on several major milestones of this effort, including:
  - The scope of work of the study and identification of issues and study goals;
  - Review and input on the economic analysis;
  - Review and input on the vision and preferred form of development along the Pike's residential areas;
  - Review of draft/final policy document/plan; and
  - Review and input on the implementation tools;
- Assist staff in the review of any new policies for consistency/compatibility with the existing CPI Plan and Form Based Code;
- Act as liaisons to keep neighborhoods informed of ongoing discussions and to seek feedback to share with the full Plenary Group; and
- Identify a subcommittee of Plenary Group members who will serve as a **Working Group** to:
  - to meet with staff on a regular basis (schedule to be determined; anticipated bi-weekly) to keep process moving forward;
  - act as a sounding board for staff in identifying issues and recommendations; and
  - assist staff in preparation for Plenary Group meetings and Community Forums, including framing discussion topics

### **Composition:**

The full **Plenary Group** shall consist of one representative, preferably Civic Association Presidents, from each of the following groups:

- Columbia Pike Neighborhoods, including:
  - Alcova Heights
  - Arlington Heights
  - Arlington View
  - Barcroft
  - Claremont
  - Columbia Forest
  - Columbia Heights
  - Columbia Heights West
  - Douglas Park
  - Forest Glen
  - Foxcroft Heights
  - Nauck
  - Penrose
- Columbia Pike Revitalization Organization (CPRO)
- Planning Commission
- Housing Commission
- HALRB
- Transportation Commission
- Parks & Recreation Commission
- Major Property Owners (2)
- Major Developer (1-2) (i.e. Silverwood, AHC, APAH)
- BRAVO (1)

- Alliance for Housing Solutions  
(AHS)-(1)

The **Working Group** (5-6 members total) shall consist of:

- Columbia Pike Civic Association Representatives (2)
- Planning Commission Representative (1)
- Housing Commission Representative (1)
- CPRO Representative (1)
- Major Developer (1)

**Resources:**

In addition to preparing materials for review and discussion with the Plenary and Working Groups, staff will utilize email and the County's website to disseminate information to the groups and the broader community.

**Meetings:**

The CPI Coordinator will collaborate to establish a regular meeting schedule.