



ROSSLYN-BALLSTON CORRIDOR

RETAIL ACTION PLAN



**Strategies and
Recommendations
for Retail Attraction
and Retention**

Arlington County, Virginia

Adopted by the Arlington County Board
on May 19, 2001.

Rosslyn-Ballston Corridor
RETAIL ACTION PLAN

Arlington County, Virginia

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Preface

Work on this Retail Action Plan began in 2000. A "Final Draft" of the Plan was reviewed and acted upon, by unanimous consent, of the Arlington County Planning Commission at its meeting of May 7, 2001. The Commission recommended that the Board accept the Final Draft of the Plan as a general policy guide, with further recommendations that the Plan be coordinated with the Sector Plans, that maps and Plan text be made congruent, and that the document be updated and reprinted within two years.

On May 19, 2001, the Arlington County Board, by unanimous consent, (i) adopted the "Proposed Retail Street" maps in the attached Plan to help guide decisions on appropriate locations for retail uses in order to achieve viable retail districts (ii) adopted the Urban Design Principles and Guidelines in the attached Plan to help guide the design and function of retail development for the creation of a quality retail urban environment and (iii) took no action on the strategies and tools in the attached Plan, as they will be individually considered through future retail-related items that come forward for County Board consideration.

Subsequent to the Planning Commission and Board Actions, County staff has worked to remove and correct inconsistencies in the Plan, and to update it to reflect subsequent events. During the course of the above sets of hearings, it was clarified that the Retail Action Plan was to act as a general policy guide, to be further updated and reviewed within two years. Furthermore, the products of more recent planning activities, such as the almost completed Virginia Square Sector Plan Update Study, the on-going "in between areas" (Rosslyn/Courthouse) study and the just commenced Clarendon Sector Plan Update Study, would be understood to take precedence over the findings or concepts of the Retail Action Plan in those cases where there was a conflict between them. The Retail Action Plan is seen as the overall conceptual guide, with the more detailed recent Sector Plans and studies as updated refinements.

The present document represents the most current overall guidance on Rosslyn-Ballston Corridor retail issues as of Sept 30, 2001. It is therefore no longer the Final Draft but rather the actual Retail Action Plan for the Rosslyn-Ballston Corridor with respect to "Proposed Retail Streets" and with respect to "Urban Design Principles and Guidelines" until any such specifics are refined or superseded in the context of a later dated Sector Plan, or Board action. In addition, the general principles as to market positioning of each "downtown" and the various discussions as to implementation strategies and tools can be anticipated to serve as a major foundation of guidance with respect to future Board deliberations in each more specific district and project action.

Executive Summary

This report summarizes the market niches or themes identified for each of the Metro station areas along the Rosslyn-Ballston Corridor and outlines an action plan for implementing the strategies defined in the Retail Action Plan for each downtown area.

Downtown Themes

The theme for each downtown is derived from the existing characteristics of each area including predominant retail offerings, physical environment, civic or cultural amenities, as well as public policy and other forces that may guide future development. Each downtown's theme provides the basis for developing a specific retail market niche in the context of differentiating that area relative to the other downtowns in the Corridor and County (See Table I). The market niche begins to define the types of retail and amenities that are appropriate to promote each district as a unique destination.

TABLE I

AREA	DOWNTOWN THEME
Rosslyn	The 24 hour business and cultural district
Courthouse	The village center for civic activities and the performing arts
Clarendon	The village center for shopping and entertainment
Virginia Square	The village center for arts, culture, and education
Ballston	The "in town" destination for lifestyle goods and entertainment

Action Plan

The Retail Action Plan for the Rosslyn-Ballston Corridor identifies specific opportunities and constraints in developing viable retail markets in each of the downtown areas along the Corridor. To address the constraints and to take advantage of the opportunities a series of strategies were developed that identify specific actions and tools that are needed to achieve the goals of the marketing positioning statements for each of the downtown areas. The strategies were divided into three categories: Land Use and Zoning, Marketing and Urban Design. Specific tasks for implementing the strategies were then identified and mapped out in a logical sequence of implementation. The result is an action plan that consists of tasks that can be accomplished in the following time frames:

- O -- Ongoing
- ST -- Short Term (immediately or within one year)
- MT -- Mid Term (within one and three years)
- LT -- Long Term (within three and five years)

On May 19, 2001 the Arlington County Board adopted the “proposed Retail Streets” maps and the “Urban Design Principles and Guidelines” contained in this Plan as guides for their future review of specific locations and design of retail uses in the Corridor. The specific “tools” and “strategies” listed below will be individually considered through future retail-related items that come forward for County Board consideration.

Land Use and Zoning

Tools	Suggested Action/Strategy	Timing	Lead Organization
COMPREHENSIVE PLANNING	Adopted the R-B Corridor Retail Action Plan to serve as the policy guide for future County Board decisions in terms of where retail should be located and what type of retail should be established (Corridor-wide) .	Adopted by Board Action on May 19, 2001	DED
	Reevaluate Sector Plans to address land use issues that have recently been identified by the Virginia Square, Rosslyn, and Clarendon communities and to identify issues that may prevent implementation of the R-B Corridor Retail Action Plan. These Sector Plan revisions will take precedence to this Retail Action Plan in the case of conflicts of interpretation. (Virginia Square, Clarendon & Rosslyn) .	MT	DCPHD
	Study the area along Glebe Road in Ballston to identify opportunities and strategies for converting some of the large land holdings from auto related uses to community oriented retail (such as drugstores, hardware, etc.) to serve the adjacent residential areas (Ballston) .	MT	DED/DCPHD
	Undertake a land use and urban design study for the in-between areas: the Rosslyn – Courthouse area and the Courthouse – Clarendon area (In-between areas) .	LT	DCPHD
ZONING ORDINANCE AMENDMENTS	Reduce the number of used car lots in favor of interim uses that support retail by implementing newly adopted regulations on motor vehicle sales and rental lots (Corridor-wide) .	O	DCPHD
	Amend the Zoning Ordinance to change the “C-2,” “C-3,” “C-TH” and “C-R” districts to require street-level retail for by-right development in areas designated for such use in the R-B Corridor Retail Action Plan (Corridor-wide) .	ST	DCPHD
	Changes to parking requirements in the context of the Parking Task Force recommendations including: <ul style="list-style-type: none"> • Extending distance for the no parking option for restaurants within 1,000 ft from a metro station • Shared or off-site parking to ensure availability of convenient parking by restaurants and retail patrons during non-office hours (Corridor-wide). 	MT	DCPHD/DED

Tools	Suggested Action/Strategy	Timing	Lead Organization
SITE PLAN / DEVELOPMENT REVIEW PROCESS	<p>Through the site plan process:</p> <ul style="list-style-type: none"> Ensure that retail space in new development be designed in a manner consistent to the design guidelines included in the R-B Corridor Retail Action Plan (Corridor-wide). Concentrate retail development around the Ballston Common Mall and in large format, sub-regional destination retailers that could be located in the ground floors of office buildings (Ballston). Allow some of the required office parking to be placed in surface lots or other facilities to encourage retail shopping (Clarendon). Encourage office development that appeals to design and creative firms to achieve a sense of place as a design and arts oriented community (Clarendon). 	O	DCPHD/DED
	Use County land and other incentives to encourage live theatre development (Corridor-wide)	O	DCPHD/DPRCR
	Develop comprehensive and detailed conditions to control retail in special exception proposals (use permit and site plan) (Corridor-wide) .	ST	DCPHD
	Amend Administrative Regulation 4.1 and special exception filing requirements for submission of applications that include a retail component to require detail drawings/elevations for retail (Corridor-wide) .	ST	DCPHD
	<p>Develop incentives to:</p> <ul style="list-style-type: none"> Encourage retail uses that are consistent with the retail market niches identified in the retail action plan, including retail equivalent uses such as theaters, art galleries, artisan shops and other cultural facilities (Ballston & Virginia Square). Encourage and support entertainment type activities and other attractions that strengthen retail in Rosslyn such as roof top uses, museums or other cultural uses (Rosslyn). Encourage and support property owners seeking to expand or renovate existing buildings to upgrade and/or expand their existing retail space (Rosslyn). Encourage the development of museums, music venues, theaters, and other cultural amenities in Central Place and throughout Rosslyn (Rosslyn). Encourage the location of restaurants and other uses that generate activity on Potomac River overlooks and in other locations to maximize views of Washington D.C. (Rosslyn). 	ST	DCPHD/DED

Marketing

Tools	Suggested Action/Strategy	Timing	Lead Organization
RETAIL ATTRACTION AND DEVELOPMENT	Develop a retail marketing plan targeting 3 audiences (Corridor-wide) : <ul style="list-style-type: none"> Developer: To promote available sites and market support to retail developers. Retailer: To promote available retail space and market support to appropriate retailers. Consumer: To work with shopping mall operators to develop a joint marketing effort to promote Arlington as a retail destination to consumers. 	MT	DED
	Develop a retail attraction/retention plan to: <ul style="list-style-type: none"> Attract viable tenants to the Ballston Common Mall during the transition period of repositioning this facility in the marketplace (Ballston). Attract large format uses in Ballston including home goods and furnishings to support and compliment the Ballston Common Mall (Ballston). Establish community oriented retail (such as drugstores, hardware stores, etc.) to serve adjacent residential areas (Ballston). Identify retail and service uses most needed to support the operations of the FDIC and George Mason University campus (Virginia Square). Encourage arts related specialty retail (Virginia Square). Encourage the retention of local small businesses likely to be displaced by redevelopment (Corridor-wide). Encourage and support the relocation of financial and business service firms on Clarendon Boulevard to elsewhere in the area and replace them with businesses such as restaurants that animate the street and support theatre development (Courthouse). Encourage expansion of the farmer's market in conjunction with development of the new civic plaza (Courthouse). Attract as lead tenant of Central Place a Multiplex Cinema, major museum, blockbuster retailer or other use that will attract extensive pedestrian and consumer activity (Rosslyn). Retain existing screen theaters in Ballston and Courthouse area (Ballston & Courthouse). Encourage the inclusion of live theatre establishments in new development (Corridor-wide). Attract a greater array of convenience goods and services, such as drugstores, food stores and fitness centers, to support the growing residential and office populations (Corridor-wide). 	ST MT LT MT O O O LT LT LT O O O	DED

Tools	Suggested Action/Strategy	Timing	Lead Organization
RETAIL ATTRACTION AND DEVELOPMENT (Cont.)	Facilitate the establishment of a business improvement district (BID) for the Rosslyn Downtown core (Rosslyn)	ST	DED
	Establish a retail management district (see Tools Glossary) in order to facilitate: <ul style="list-style-type: none"> • Street front retailers to operate in a cooperative manner with common hours of operation, store maintenance standards and common advertising and similar programs and policies. • Participation of in retail marketing and promotion campaigns, common hours of operation, and other cooperative programs and policies. (Ballston, Clarendon and Rosslyn)	ST	Partnerships
	Develop educational or other programs for property owners/brokers to lease to appropriate tenants in support of defined market niches or themes (Corridor-wide) .	ST	Partnerships
	Based on the recommendations of the Parking Task Force, establish parking management districts (see Tools Glossary), or otherwise coordinate access, operations and marketing of parking resources to: <ul style="list-style-type: none"> • Maximize the use of both public and private parking facilities. • Implement and publicize an area-wide parking validation program for retail uses. • Develop public parking resources. (Ballston, Clarendon and Rosslyn)	ST	Partnerships/DED
	Based on the findings of the Clarendon/Courthouse/Virginia Square Parking Study; and further studies, discuss, resolve and act upon Parking Strategies for the various central Corridor cores beginning with Clarendon (Clarendon)	MT	DED/DMF/DPW
	Evaluate the operation of the Ballston Garage to determine the most effective manner of the operation that will allow the Ballston Common Mall to be as competitive as possible in the region (Ballston) .	MT	DED/DMF/DPW DED/DPW/DMF Partnerships

Tools	Suggested Action/Strategy	Timing	Lead Organization
FINANCIAL INCENTIVES	Expand existing Rehabilitation Tax Credit program to include the R-B Corridor in designated areas and achieve the following: <ul style="list-style-type: none"> Retention of the scale of existing buildings along the north side of Wilson Boulevard to provide appropriate space for proprietor operated businesses (Clarendon). Encourage the development of new retail centers to strengthen the convenience goods and services trade in the area (Virginia Square). 	MT	DED
	Develop a displaced business assistance program and other incentives to assist local independent retailers to locate in and remain viable in Arlington (Corridor-wide) .	MT	DED
ARTS AND CULTURAL ACTIVITIES	Encourage and support public and private investment in transforming the Arlington Arts Center into a premier cultural facility (Virginia Square) .	MT	DPRCR
	Develop a special events program to highlight Virginia Square as a regional destination for visual art activities (Virginia Square) .	MT	DPRCR
	Work with property developers/owners to activate plazas and other open spaces with live performances, special events, etc: Promote and program Stuart Park and other public spaces as community gathering places through special events, concert and performance series, etc. (Ballston) .	ST - LT	DPRCR Partnerships
	Restructure the Spectrum Theater to develop the most viable entertainment venue appropriate for the area (Rosslyn) .	MT	DPRCR
	Implement a program of special events along the R-B Corridor such as "First Night" celebration, holiday festival of lights, summer concert series, etc. (Corridor-wide) .	MT	DPRCR Partnerships
	Encourage the development of new tourist and cultural attractions to build on the presence of nearby National Monuments (Iwo Jima, Roosevelt Island) and attract additional tourist interest to Rosslyn and its retail businesses (Rosslyn) .	LT	DED/ DPRCR

Urban Design

Tools	Suggested Action/Strategy	Timing	Lead Organization
SITE PLAN / DEVELOPMENT REVIEW PROCESS	Encourage the inclusion of public art in C-O-Rosslyn projects as a way of enlivening the street and retail environment (Rosslyn) .	O	DCPHD/DPRCR
	Encourage and support building or business owners to install new signage, awnings and other façade improvements that would make the existing retail more visible and enliven the overall pedestrian environment (Corridor-wide) .	O	DCPHD/DED Partnerships
	Explore modifications to the Courthouse Plaza's lobby area to create additional street front retail along Clarendon Boulevard (Courthouse) .	LT	DCPHD/OSS
	Develop incentives for converting existing non-retail space in the ground floor of buildings (designated for primary retail) into adequate retail space (Corridor-wide) .	LT	DCPHD
	Encourage George Mason University to provide a connection to Washington Boulevard in its expansion plans (Virginia Square) .	LT	DCPHD/DED
ZONING ORDINANCE	Continue to develop and implement changes and amendments to sign guidelines (administrative) and sign ordinance including number of permitted signs, color, art, etc., to allow more flexibility (Corridor-wide) .	MT	DCPHD
	Changes to the "C-2" zoning district to add by-right requirements such as build-to line and minimum height restrictions to achieve desirable building massing in areas designated for retail development (Corridor-wide) .	MT	DCPHD
	Develop guidelines and new regulations for by-right development to incorporate urban design and landscape requirements for parking lots (Corridor-wide) .	MT	DCPHD
COMPREHENSIVE PLANNING	Develop new standards for streetscape (R-B Corridor Streetscape Plan) in accordance with the objectives outlined in the Urban Design Guidelines section of the Retail Action Plan (Corridor-wide) .	ST	DCPHD
	Retain existing requirements of the Clarendon Sector Plan that relate to façade treatment and building base requirement to achieve well-defined retail space (Clarendon) .	ST	DCPHD

Tools	Suggested Action/Strategy	Timing	Lead Organization
FINANCIAL INCENTIVES	<p>Develop a Façade Improvement Program for budget consideration. Through this Program:</p> <ul style="list-style-type: none"> Market façade improvement program to building owners to facilitate investment in their properties to make their retail space more inviting and accessible from the street (Corridor-wide). Make façade improvements to the Ballston Common deck (Ballston). Encourage reinvestment in existing buildings, principally along the north side of Wilson Boulevard between Danville and Garfield Street to enhance the appearance of the commercial district and to preserve existing fabric of one and two stories (Clarendon). Encourage additional façade improvements and business development on the remainder of the Metro block as an interim step prior to redevelopment (Courthouse). Encourage façade improvements (including installation of new signage, awnings, etc.) that would make the existing retail more visible and enliven the overall pedestrian environment (Rosslyn). 	MT	DED
	Develop a capital program for budget consideration to enhance the appearance of the public right-of-way by making improvements along vacant and underutilized sites (i.e. used car lots) (County-wide) .	MT	DED
	Encourage the business community to develop private financing mechanisms, such as a BID* as a means of providing amenities in the downtown areas (Corridor-wide) .	MT	DED Partnerships

* The activities typically associated with managing the urban environment represent program areas that could be undertaken by one or more potential Business Improvement Districts (BID) or other privately funded mechanisms developed by the property owners and business owners along the R-B Corridor.

TRAFFIC AND PEDESTRIAN MANAGEMENT AND IMPROVEMENTS	Continue to make pedestrian improvements along major arterials in the R-B Corridor through the narrowing of travel lanes, widening medians and/or providing adequate/distinctive sidewalks and crosswalks to create an attractive pedestrian oriented environment that will support new retail development. Specifically: <ul style="list-style-type: none"> • Work with VDOT to redesign Glebe Road from Fairfax Drive to Quincy Street to narrow travel lanes, widen medians or otherwise create a more pedestrian friendly environment to support new retail development (Ballston). • Narrow Wilson and Clarendon Boulevards between Veitch Street and Courthouse Road in order to provide a better pedestrian connection between Colonial Place and the rest of the Courthouse area (Courthouse). • Upgrade pedestrian connections to adjacent residential areas and implement street improvements (including additional lane narrowing, widening sidewalks, improving crosswalks, etc.) to provide for increased pedestrian activity on these streets (Rosslyn). 	ST – LT	DPW
	Undertake streetscape and infrastructure improvements: <ul style="list-style-type: none"> • On those portions of Washington and Wilson Boulevards identified for primary and secondary retail in the R-B Corridor Retail Action Plan (Corridor-wide). • Along primary pedestrian streets (Clarendon). • On the Metro block and 15th Street to provide a better linkage to Courthouse Plaza (Courthouse). • Along the primary retail streets and in Central Place to provide enough sidewalk width to allow for sidewalk cafes and other uses or events that activate the street (Rosslyn). 	LT	DPW
	Develop and implement a banner program along the R-B Corridor (Corridor-wide) .	MT	DED/DCPHD DPW Partnerships
	Enhance the Wayfinders system (additional signage as needed, banners, etc.) to assist people in finding their way to specific destinations (Corridor-wide) .	ST – LT	DED

Introduction

Arlington County is a thriving community with strong neighborhoods and a growing economy. Future success economically and as a community is predicated on residential neighborhoods, business centers and commercial areas with sufficient intrinsic value that the community continues to attract companies, visitors and residents. Such value is realized, at least in part, through the creation of vibrant commercial centers that first and foremost provide the goods and services desired by the local residents, employees and businesses, allowing them to meet their daily needs within the community. Value is enhanced when these central business districts offer the types of retail, entertainment and cultural activities that encourage people to come to the districts for reasons other than work. Value is further enhanced when neighborhoods have easily accessible commercial centers that serve as a stage for a myriad of community activities and social life.

Unlike many communities, Arlington does not have a single, identifiable downtown that serves as the focus for the social and economic life of the overall community. Rather, the County possesses a number of neighborhood-based commercial areas that have long served as centers of commerce for the larger community. Many of these commercial centers, such as Ballston, Clarendon, Rosslyn, and Crystal City, are undergoing a renaissance as high-density development or redevelopment takes place around the Metro stations. Shirlington and Pentagon City are experiencing new town center type development, while other areas such as Columbia Pike and Lee Highway continue to serve as local service-commercial corridors.

In recent years there has been much public discussion about realizing the potential of Arlington as a series of interlinked "urban villages": Central to each neighborhood would be a village center or "downtown" where people can come together to interact, work, shop, be entertained and enjoy cultural activities in a lively and pleasant pedestrian oriented environment.

By building on the distinctive assets of each of the County's existing commercial areas, Arlington has the opportunity to create a diversity of neighborhood focused "downtowns" that appeal to different types of people and businesses, thereby realizing the widest possible economic and social base. Nationally there is growing support for smart growth and other initiatives that emphasize this type of village center development. Arlington's current land use goals and policies serve as catalysts in attracting this type of development as is evident in the Pentagon Row mixed use project, Clarendon Market Commons and the proposed expansion of the Village of Shirlington.

In each of these new developments retail is a key component. Retail is needed not only to provide the goods and services to support the resident and office populations in the County, but also to enhance the vibrancy of the existing commercial centers so that each one continues to evolve and thrive as an appealing and vital destination in the region. In 1999, Bay Area Economics (BAE) completed a retail market assessment of the Metro station areas along the Rosslyn-Ballston Corridor and five additional neighborhood commercial areas targeted for revitalization activities. The BAE study concluded that Arlington is not capturing its market share of retail sales and identifies opportunities for retail growth in the categories of comparison goods¹, food, hardware, furniture and home furnishings and eating and drinking.

The ability of Arlington to continue to maintain a high quality of life and to attract investment, is based in part on its ability to define, develop and promote attractive and lively downtowns. The challenge is to structure each of these downtowns in such a way that each is as differentiated as possible relative to one another, while at the same time creating a balance amongst them all. The end result should provide the larger County community a full range of goods and services allocated amongst a variety of different shopping environments and experiences.

The following Retail Action Plan serves as a guide for how the County can strategically and comprehensively develop a viable retail economy in the context of evolving a series of differentiated downtown cores along the Rosslyn-Ballston Corridor. The plan builds on an assessment of current retail conditions in Arlington as well as national and regional retail trends to lay the foundation for the development of retail strategies and policy(s). This plan is one in a series of plans aimed at establishing and promoting distinct retail environments in each of the major commercial districts in the County: Rosslyn, Courthouse, Clarendon, Virginia Square, Ballston, Crystal City, Pentagon City, Shirlington and Columbia Pike.

The first section of this plan provides a general overview of the County, highlighting Arlington's assets and identifying opportunities and constraints in the context of retail market growth. Following the County Overview, each Metro station area along the Rosslyn-Ballston Corridor is presented in a section that in effect represents a strategic plan for developing and promoting a specific retail market niche in the context its own distinctive and vibrant downtown environment. The final section of the plan presents general urban design principles and guidelines to provide a framework for the creation of a quality urban environment by addressing issues related to the built environment.

While each of the Metro station areas along the R-B Corridor has its own character, market identity and strategies, the close proximity of each area to the next and the relationship of the in-between areas warrant a plan for the entire corridor. This plan is based on the conclusions and recommendations of the Bay Area Economics Retail

¹ Comparison goods: these are retail goods for which consumers tend to comparison shop among stores and brands and typically include the types of goods found in department stores, "big box" retailers and regional malls.

Market Assessment, as well as insights gained from retailers, developers, brokers, architects and others actively engaged in the retail business. In addition it incorporates staff findings based on review of County data as to retail and land use conditions and trends, as well as building upon the direction provided by the various plans and policies that have already been adopted by the County Board over the years.

Neighborhood commercial districts outside the Metrorail corridors (such as Westover, Buckingham, Cherrydale and pockets along the commercial corridors such as Lee Highway) are not addressed in the overall series of retail action plans mentioned above. It is anticipated that these areas will continue to provide the convenience goods and service needs of the immediately adjacent residential neighborhoods, but not act as major regional draws. Other principles, approaches and tools are being developed for these areas outside the scope of this specific Rosslyn/Ballston Corridor oriented Retail Action Plan.

Definitions

Following is a list of definitions of terms used throughout this document:

Retail - Unless otherwise noted, retail is an inclusive phrase that encompasses consumer comparison goods (General merchandise, apparel, furnishings and other types of similar merchandise - commonly referred to as GAFO categories in the retail industry), convenience goods (food (delis), gifts, drugstore items, personal care, cards/stationary), personal and business services, restaurants, grocery stores, and hotel, theater and other uses that provide visual interest and create active street life.

Category Killer – Stores that offer tremendous selection of a particular merchandise category at low prices, other wise referred to as big-box. (e.g.. Best Buy (electronics); Toys-r-Us (toys)).

Consumer Goods – Retail goods for which consumers tend to comparison shop. Examples include apparel and accessories, household goods and furnishings, books, toys, sporting goods, etc.

Convenience Goods Services – Goods and services that individuals purchase for use on a daily basis. Typically consumers do not comparison shop for these items but rather purchase them at a time/location based on convenience. Examples include prepared food (delis), gifts, drugstore items, personal care, cards/stationary, etc.

Entertainment Retail – Uses that provide entertainment or leisure activities such as movie theaters, live theaters, art galleries or other art venues, restaurants and live entertainment such as nightclubs, etc. Current retail trends combine shopping with entertainment - aimed at providing an experience rather than just selling goods. Examples include Rainforest Cafe (dining in a rainforest), Bass Pro (try out fishing equipment), Discovery Stores (educational/museum), etc.

Independent Retailer – A retailer that is indigenous to Arlington or the surrounding Metro region, typically referred to as “Mom & Pop” or proprietor owned businesses. While there may be more than one location within the region, the retailer does not have a national presence. Examples include Java Shack, Cowboy Café, Olssons Books & Records.

Large Format - A retailer that is focused on a particular merchandise category and occupies in excess of 20,000 SF of space (i.e. Crate & Barrel, Barnes & Noble).

Lifestyle Retail – Any type of shopper goods or entertainment venue that reflects or projects the image or persona of an individual. Examples include health and fitness (i.e. GNC, Foot Locker), outdoor leisure (biking, camping, hiking) (i.e. REI, Eddie Bauer), home entertainment (i.e. Meyer Emco), Pottery Barn (loft style home furnishings), etc.

Main Street Retail – Retail that is located along and has direct access from street frontage. This type of retail is typically identified as not being located in an enclosed environment such as a mall.

Personal and Business Services- Services typically found in retail districts include banks, dry cleaners, ticket agencies, hair salons, shoe, watch and jewelry repair, photo copying, fitness centers, etc.

Retail Equivalent – Any non-retail use or activity that compliments retail or otherwise enlivens a retail space or street. Examples include theaters, art galleries, and other entertainment or cultural facilities.

Specialty Retail – Individual retail outlets that focus on a single merchandise category. Examples include specialty food (such as a bakery, fish market or wine store), apparel (such as lingerie or children’s shoes), etc.

Retail Categories

The following list provides examples of the types of retail that meet the objectives of the Retail Action Plan in establishing well defined retail streets in Arlington's downtown areas. The categories of Entertainment and Main Street Retail and Consumer and Business Services coincide with the categories represented on the Proposed Retail Street maps in the Retail Action Plan.

Entertainment and Main Street Retail:

- Amusement enterprises
- Art or antique shop
- Bakery
- Bird store, pet shop or taxidermist
- Book, stationary or card store
- Clothing or wearing apparel shop
- Coffee Shop
- Delicatessen
- Department, furniture, home furnishings or household appliance store
- Drugstore
- Dry goods or notion store
- Florist or gift shop
- Grocery, fruit or vegetable store
- Hardware, paint or appliance store
- Hobby or handcraft store
- Ice cream or confectionery store
- Indoor theaters
- Interior decorating store (with incidental interior decorating service)
- Jewelry store
- Leather goods/luggage
- Meat or fish market
- Newsstand
- Nursery, flower or plant store
- Optical store (operating as a commercial enterprise with incidental eye exam)
- Pet shop
- Restaurant
- Secondhand or consignment shop
- Shoe store
- Specialty food store (fish market, breads & pastries, wine, etc.)
- Sporting goods store
- Variety store
- Video tape or record store

Consumer and Business Services:

Animal hospital or veterinary clinic
Automobile rental (retail functions only – no auto servicing)
Bank or other financial institution
Barbershop or beauty salon
Blueprinting or photostatting
Business college operated as a commercial enterprise
Catering establishment
Clothes cleaning or laundry establishment
Cellular telephone outlets
Dance studio
Employment agencies
Film processing kiosk or film exchange
Health club
Insurance sales
Locksmith
Mailing service, including bulk mailing
Medical or dental offices, clinics or laboratories
Music conservatory or music instruction
Photocopy studio
Printing, lithographing or publishing
Private postal service
Repair shop (small appliance, television, radio)
Real estate brokers
Shoe repair
Tailor or dressmaker
Tax service
Trade or commercial school
Upholstery shop
Wedding chapel

County Overview

Arlington is a small community, 26 square miles, centrally located in the Washington Metropolitan region. In addition to its location, Arlington's distinction lies with its diversity of neighborhood focused commercial districts, each one a distinctive place which provides convenient access to work, shopping, entertainment and other amenities associated with urban living. While each district has its own character, there are opportunities and challenges that are common to all in developing and promoting attractive and lively downtown environments in which retail is a vital component.

Retail Market Opportunities

Arlington has a strong retail market with 34 square feet of retail space per capita as compared to the national average of 19 square feet per capita. This indicates an inflow of expenditures from those who do not live in the County. Part of that capture is from Arlington's employment base, 68% of which are not Arlington residents. Arlington's central location and access to Metro in the regional transportation network have allowed the County to capture sales revenue from others outside the County. Based on the trade areas for each of the three major shopping centers in Arlington (Ballston Common Mall, Fashion Centre at Pentagon City, Pentagon Centre) Arlington is currently capturing a portion of the retail market from the District of Columbia and Prince George's County.

Even with the inflow of expenditures previously mentioned, the Bay Area Economics (BAE) Retail Market Assessment (released in 1999) indicates the County is experiencing a "leakage" (dollars spent outside the County) of \$267 million or 16.7 percent of total potential in 1997. The BAE study indicates that Arlington should be able to capture greater sales in the areas of hardware, furniture, home furnishings, groceries and eating and drinking expenditures. The strength of comparison goods sales also indicates that additional growth is possible in that market sector.

While the potential for growth in the retail market clearly exists, Arlington is not recognized within the retail industry as a prime retail location. Several factors contribute to this perception including: the lack of well defined retail concentrations in the Metro station areas; the lack of continuous street level activity (block by block development with gaps in between); and the fact that Arlington's uniqueness in the region has not been marketed in a way to capture the attention of either retailers or the consumers they serve.

In addition to these constraints caused by perceptions of the market, Arlington's ability to attract new retail or expand the current retail businesses has been limited by lack of space throughout the County. Arlington's vacancy rate in retail space averages 2%. A majority of the retail space available is small - 2,500 SF or less. The general lack of retail space in the County has had the following consequences:

- Business attraction opportunities are limited (Retailers such as Ethan Allan looking for 35,000 square feet have been unable to find feasible Arlington locations although the County easily fits their demographic profile.)
- Growth of existing businesses is constrained
- There is limited space available in which to relocate businesses displaced by new development
- Low vacancy rates translate into higher lease rates because available space is so limited

Downtown Retail Development

With the exception of three large shopping centers (Ballston Common Mall, Fashion Centre at Pentagon City, Pentagon Centre) the majority of the retail space creation in Arlington over the last several years has been in the ground floors of medium to high-density mixed-use development located in the Metro station areas. Due to a number of design and other physical problems, much of this space has not been conducive to retail success. Much of the development in the Metro station areas has resulted in office buildings that are typical of suburban locations and lack the definition of an urban retail environment. Typically the retail spaces have not been designed with retail features such as high ceilings, large glass storefronts, highly visible signage, etc. Much of the retail space in mixed-use buildings tends to be small, with little street presence or it is hidden along minimally trafficked side streets. Some of the spaces do not have access to off-street loading or service corridors, and most are not designed to accommodate proper venting for restaurant uses.

These design constraints not only hamper retail operations, but also present obstacles, usually in terms of costs, to upgrading or rehabilitating outmoded space. Because of these constraints, the County has recently experienced the conversion of numerous retail spaces to other uses, which defeats the County's desire to establish a continuous street-level retail presence in the downtown areas.

Potential sites for new, retail-only development are limited either because of land price, unwillingness of property owners to sell or complicated site configuration. For these reasons most new retail development will most likely continue to occur as part of mixed-use projects either in the Metro corridors, and Shirlington or through redevelopment of existing retail areas along the Columbia Pike and Lee Highway corridors. Achieving a critical mass of retail in a downtown district on a site by site basis will require strategies that tie the individual sites together into a cohesive whole. The goal of the strategies should be to establish a balanced mix of retail (both national chain stores and local independents) and cultural activities in a lively physical environment that communicates a distinctive sense of place in each of the County's downtown areas.

A challenge for any successful downtown is to ensure that the urban environment

provides a safe and vibrant stage in which people can interact. There are many components that contribute to this environment: attractive buildings and streetscapes, well designed public open space, frequent and varied activities that appeal to residents, workers and visitors, etc. As with a shopping mall, the urban environment needs to relay the perception of being well managed. One tool that has gained popularity in managing downtowns is the Business Improvement District (BID). A BID provides an organizing and financing mechanism to implement special projects that enliven the urban environment, to develop and promote special events and to undertake specific marketing efforts (such as establishing a retail management district for the purpose of establishing and managing joint parking operations, joint promotional activities, etc.). A BID may also undertake parking management, retail management and traffic & pedestrian management activities.

Revitalization

Throughout the County, but especially in the older commercial districts, much of the retail space is small and obsolete, is poorly signed, and with the exception of some of the larger shopping centers (Westover, Lee Harrison, Adams Square, etc.), has inadequate parking. In addition to physical constraints, fragmented property ownership plays a role in these areas with respect to their not being able to achieve a critical mass of retail uses. Retail leasing in these districts tends to be based on maintaining an income stream for individual properties rather than trying to achieve a desired mix of tenants throughout the district. Relatively high rental rates, competition for available space, risk aversion and capital gains exposure are disincentives to property owners in terms of making improvements to their property. The combined effect of these obstacles detracts from the overall attractiveness of the commercial districts both from a physical and a marketability standpoint.

Arlington's Commercial Revitalization Program has successfully facilitated public and private investment in a number of neighborhood commercial areas, including Westover, South 23rd Street and along Columbia Pike. However, the resources devoted to the program are limited. The Study of Area Revitalization and Preservation Strategies (SARPS), released by Hunter Associates in 1999, indicates that Arlington lags behind other jurisdictions in providing incentive programs for revitalization. In order to keep the older commercial areas of the County competitive in the marketplace, strategies are needed to facilitate more public and private investment. Investment should be focused not only in the built environment (buildings, streets, sidewalks) to provide spaces for people to gather, but also in amenities such as public art and community facilities. Investment should also be made in establishing community events, which provide people a reason to come to the commercial district and additional opportunities for the local businesses to capture market share.

One of the concerns of implementing a revitalization program is retail gentrification. Research should be done to determine how other communities have successfully addressed the issue of retail gentrification in their revitalization programs.

Locally-Owned Businesses

One of Arlington's unique assets is the substantial base of small proprietor-owned (mom & pop) businesses. These businesses are viewed as a vital element of the community because they provide a local character in their products and services that the national retailers may not target. Many of the business owners reside in the local area and are active participants in community life. These businesses tend to be located in buildings that are likely to be demolished as redevelopment occurs, or in properties that are being repositioned in the market place (such as Courthouse Road Shops, and the Waterview site in Rosslyn).

Given the difference in character and also the higher rent structures in new and renovated buildings or mixed-use centers, it may be difficult for many of the affected businesses to find locations in the new developments. In addition to the price differential between the older and newer retail spaces, locally-owned businesses are often handicapped because they typically do not have the financial credit status that the property owners or developers seek when leasing the retail space in these new or renovated projects. Retail gentrification occurs as these local independents are pushed out in favor of national or other tenants with stronger financial credit (recent example includes the Colonial Village Shopping center). Financial programs or other strategies geared toward retaining affordable retail space in the County are needed to ensure that the local independent retailers continue to thrive and characterize Arlington's downtown areas as interesting destinations in the region. Small business assistance programs could be focused to assist the local entrepreneur to be competitive in the market place.

Parking

Access to parking is a problem for retailers and customers throughout the County, regardless of the type of area. Notable exceptions may be the Fashion Centre at Pentagon City and a few of the post-war shopping centers such as Lee/Harrison. In the Rosslyn-Ballston Corridor Metro station areas parking is generally provided in underground garages. These garages, while accommodating the daytime needs of the buildings in which they are built, are not perceived as serving the evening and weekend demands of the downtown areas. Specific concerns include price, visibility, accessibility and hours of operation. The garage facilities are independently owned and operated, with the exception of the Ballston public garage. This makes it difficult to know which garage is open during what hours, what the parking fees may be, etc. A parking management district may be one solution to provide coordination for the operations and marketing of parking resources in the downtown areas. Such a coordination effort could be undertaken by the existing public/private partnerships, or through the establishment of one or more Business Improvement Districts (BID). Better signage on the street, as well as at the entrance to the garages, would assist visitors in finding parking facilities throughout the downtown areas.

Other parking resources should also be investigated. The older commercial districts are often plagued by disjointed parking patterns resulting from fragmented property ownership. Many areas of the County have parking facilities that are not used to their full potential in off peak hours. Shared parking is one concept that can be implemented without incurring financial resources. This includes the sharing of parking facilities of office buildings for retail use during the evening and weekend hours when there is no demand for office parking. Shared parking could also include parking being provided on a district-wide basis by allowing the use of underutilized parking facilities to meet the parking requirements throughout the commercial district rather than on a parcel by parcel basis. Another parking resource to consider is public parking. On-street parking should also be encouraged and provided throughout the County's retail districts.

Guiding Principles for Retail Strategy Development

As summarized in the previous overview, the County has many assets to build upon, opportunities to capture and some issues to address as it moves forward in developing a formal retail work program. The following guiding principles establish a baseline from which retail strategies can be developed for each of the Rosslyn-Ballston Corridor's downtown areas.

- Each of the Corridor's downtowns² should have its own market identity and niche (theme) and a retail marketing strategy to support the theme. This will allow Arlington to capture as broad a market as possible by providing the maximum amount of choice to residents, workers and visitors.
- Each of the downtowns should have opportunities for local independent retailers to prosper and offer products or services that are unique to Arlington or the region.
- The downtowns should be lively pedestrian environments (safe and convenient parking, streetscape improvements and amenities, open spaces for community events and gathering places, buildings that are designed to read as retail at the street level, etc.) that encourage human interaction and pedestrian activity.
- In the urban environment, retail uses alone do not draw consistent pedestrian traffic. In the downtowns, retail should be supported by other activities (movies, theater, farmers markets) and events (festivals, concerts, holiday celebrations) that give people a reason to come to the area. They also need to be supported by substantial daytime (office) and 24 hour (residential) populations within walking distance.
- The downtowns should provide a full range of services and amenities to support the resident and daytime populations, including a variety of recreational uses (i.e. 24 hour fitness centers) and community services (i.e. libraries, childcare), etc.
- Public art should be a prominent component of the downtowns to enliven and enhance the pedestrian experience as well as promote local culture.
- Arlington's retail strategies should reflect regional market opportunities to capture the potential market that extends beyond the County's resident, visitor and daytime population to include residents in the District of Columbia, Fairfax, Falls Church, etc.
- Not every street within the downtowns should be programmed for street-front retail.

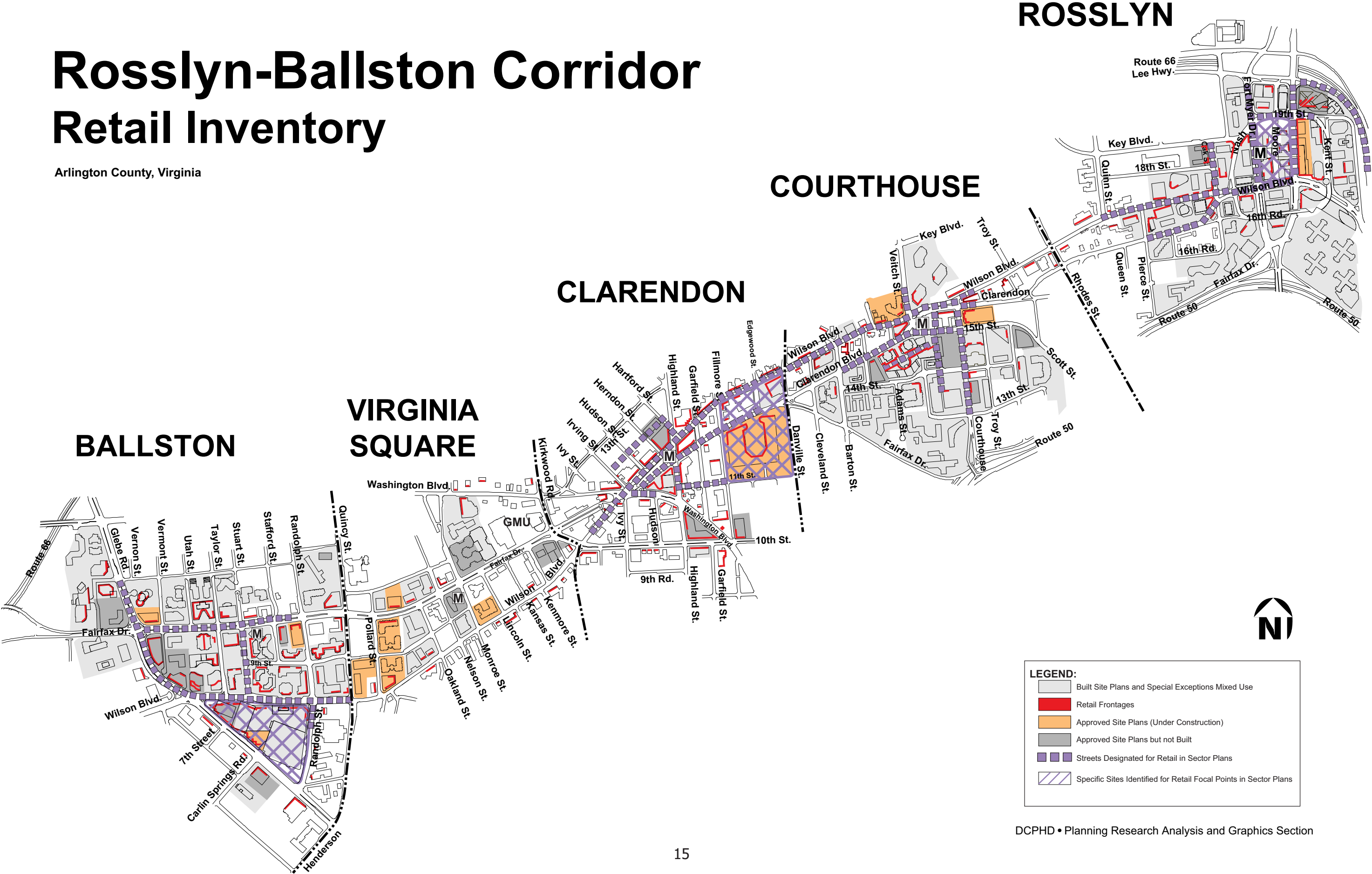
² Downtowns: the pedestrian oriented high-density commercial and mixed use cores surrounding each of the five Metrorail stops from Rosslyn through Ballston. Generally these areas have a roughly east/west walking distance extending about 1/2 mile from the Metro station entrances and a lesser north/south walking radius.

Retail should be concentrated in designated geographies where customers can visit by foot (parking once) more than one establishment and businesses can benefit from greater exposure.

- Business clusters should be established to develop a critical mass of similar or complementary retail uses so businesses can benefit from spin off trade.
- Parking facilities should be provided in the retail districts such that visitors/customers need only park once and be able to visit more than one establishment.

Rosslyn-Ballston Corridor Retail Inventory

Arlington County, Virginia



Rosslyn-Ballston Corridor Proposed Retail Streets

Arlington County, Virginia

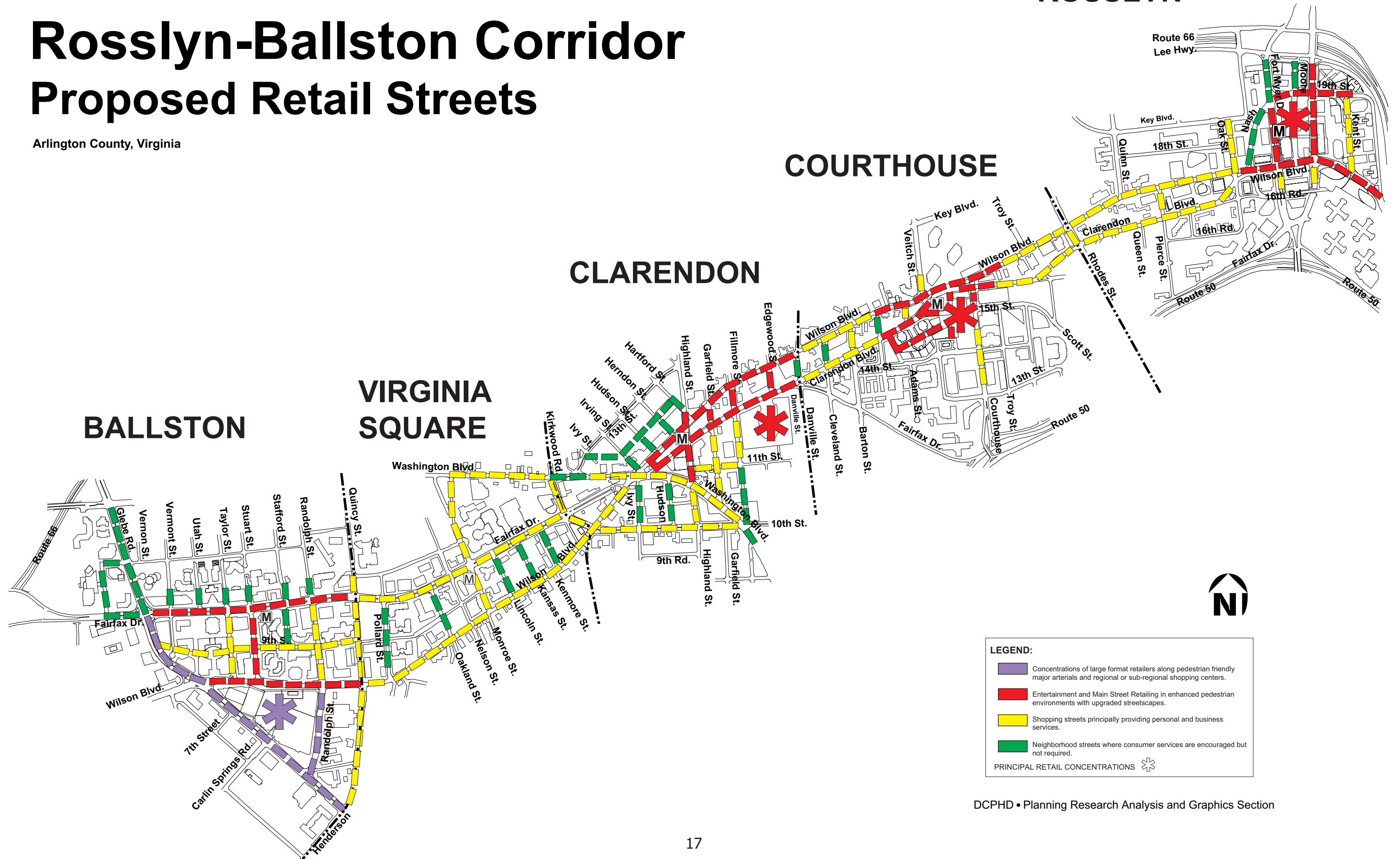
ROSSLYN

COURTHOUSE

CLARENDON

VIRGINIA
SQUARE

BALLSTON



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Rosslyn

Rosslyn's transformation into a Class-A office market is attracting leading technology companies and a burgeoning workforce with a technology and financial orientation. Rosslyn's appeal as a visitor destination remains strong due to the proximity of the hotels to the Arlington National Cemetery, Freedom Park, Iwo Jima and the easy access to Georgetown, downtown Washington DC and other high-profile tourist attractions in the area. Rosslyn is losing retail trade market share mostly due to retail facility offerings that are limited in scope (servicing the daytime office population) and have very little presence on the street. Many of the retail establishments are located in office buildings that lack the general cues of retail space (signs, well lit window space, attractive entrances, etc.) and operate in conjunction with office hours (not open in the evenings and on weekends).

The BAE study indicates that Rosslyn has the opportunity for growth in comparison goods (particularly specialty apparel), drugstore items, food, eating and drinking, bookstores, and gift shops. With the new office, residential and hotel developments Rosslyn has the potential to capture more of the evening and weekend trade.

Market Positioning Statement

Rosslyn is a dense central business district that is evolving as a vibrant downtown in which to live, work and be entertained. An appropriately programmed and designed Central Place redevelopment could transform the heart of this downtown into a lively hub of pedestrian activity. Central Place provides the opportunity to develop a high-profile shopping and entertainment center that includes up-scale fashion and specialty shops and entertainment venues on the magnitude of I-max theaters, "edutainment" type attractions such as Discovery Store and other activities that appeal to a young mobile workforce and tourists. Rosslyn's focus on state-of-the art communications and technology provides opportunities to develop tech museums or similar type inter-active attractions.

In addition to Central Place, the renovation and redevelopment of many of Rosslyn's older buildings provides opportunities for upscale restaurants, cyber cafes, and other dining and entertainment venues that will provide evening and weekend attractions for workers, visitors and residents. Rosslyn's premier skyline offers additional opportunities to develop rooftop or penthouse attractions such as dining, capitalizing on the views of Downtown Washington and the surrounding area.

Opportunities:

- Rosslyn occupies one of the most strategic positions of any office area. Overlooking downtown Washington and Georgetown, Rosslyn is exceptionally well positioned in the regional transportation network.

- Rosslyn provides a convenient location to high-profile tourist destinations such as the Iwo Jima Memorial, the, Freedom Park, Roosevelt Island, Arlington National Cemetery, Georgetown and the museums and monuments of downtown Washington.
- Rosslyn has an inventory of over 2000 hotel rooms. The high occupancy rates of the hotels (in some cases as high as 85%), coupled with the expanding residential and office bases indicate that additional hotel development is warranted.
- Rosslyn has approximately 8.3 million square feet of office space and is home to major companies such as Boeing, Raytheon, Applied Energy Services, Friedman Billings and Ramsey, as well as numerous national associations.
- Two C-O-Rosslyn projects have been approved, the expansion of the Metro Center building and 1801/1735 Lynn Street. The latter project will provide the first full block face of quality retail space in Rosslyn's history. The proposed Waterview project also contains retail space as well as a 384-room luxury hotel with the area's largest ballroom/conference facility.
- Rosslyn's appearance is being enhanced as Rosslyn's first generation buildings are renovated (essentially rebuilt with new skins, mechanical systems and interiors) (notable examples include the Commonwealth Tower, the Ames Center and 1200 Wilson) or replaced by Trophy and Class A edifices (1801 Wilson).
- Rosslyn continues to evolve from its roots as a federal government office center into a premiere business environment that is home to national and regional headquarters.
- Rosslyn has a resident population in excess of 6,200 households which represents a 15% household growth since 1990.
- Arlington County is expending considerable funds to upgrade the pedestrian environment through streetscape projects, a \$2.1 million project to upgrade the Metro station and its environs, road narrowings and other improvements.
- The outstanding views from buildings, plazas and other vantage points offer the opportunity to develop visitor and other attractions.

Constraints:

- Despite County and private efforts much of Rosslyn continues to be perceived as not being a pedestrian friendly environment. This is in large part due to the excessive width of streets especially Fort Myer Drive with its tunnel and lack of an attractive or interesting street wall.
- Due to close proximity to Pentagon City Fashion Centre and Georgetown, Rosslyn is limited in its ability to compete for fashion and apparel trade.
- The Rosslyn Spectrum doesn't function as a premier live theater destination, which could provide the springboard for developing other evening and nighttime activities.
- Despite a large inventory of spaces parking in Rosslyn is difficult to use due to lack of a coordinated management effort for operating hours, directional signage, fees, etc.
- Skywalks in Rosslyn are difficult to use because it is complicated for a visitor or anyone unfamiliar with the system to find there way through. Often connections between uses are not direct. The skywalks have also tended to draw activity away from the street. Retail uses at the skywalk level have not been successful.
- Even though there are 419,000 square feet of retail space in Rosslyn, these uses have very little presence or impact on the street because many of the establishments are located in office buildings that lack the general cues of retail space, i.e. window space and displays, appropriate signage, easy to find entrances, etc.
- The combination of poor access to adjacent residential areas and the operation of most businesses only during office hours leads to a lack of evening activity.

Strategies:**Land Use and Zoning**

Establish a core retail area as defined by Wilson Boulevard, Lynn Street, 19th Street and Fort Meyer Drive. (Refer to Map)

- Facilitate the development of Central Place to provide a minimum of 100,000 square feet of retail space.

Implementation Tool: Retail Density Incentives, Retail Attraction & Marketing Plan

- Encourage and support entertainment type activities and other attractions that strengthen retail in Rosslyn such as roof top uses, museum or other cultural uses, etc.
Implementation Tool: Retail Equivalency Criteria, Development Process Review
- Encourage and support property owners seeking to expand or renovate existing buildings to upgrade and/or expand their existing retail space.
Implementation Tool: Development Process Review, Rehabilitation Tax Credit
- Encourage and support building or business owners to install new signage, awnings and other façade improvements that would make the existing retail more visible and enliven the overall pedestrian environment.
Implementation Tool: Façade Improvement Program
- Encourage the developer of Central Place and others to include museums, music venues, theaters and other cultural amenities in their projects.
Implementation Tool: Retail Equivalency Criteria, Retail Density Incentives
- Encourage the inclusion of public art in C-O-Rosslyn projects as a way of enlivening the street and retail environment.
Implementation Tool: Arts and Cultural Activities Program

Marketing

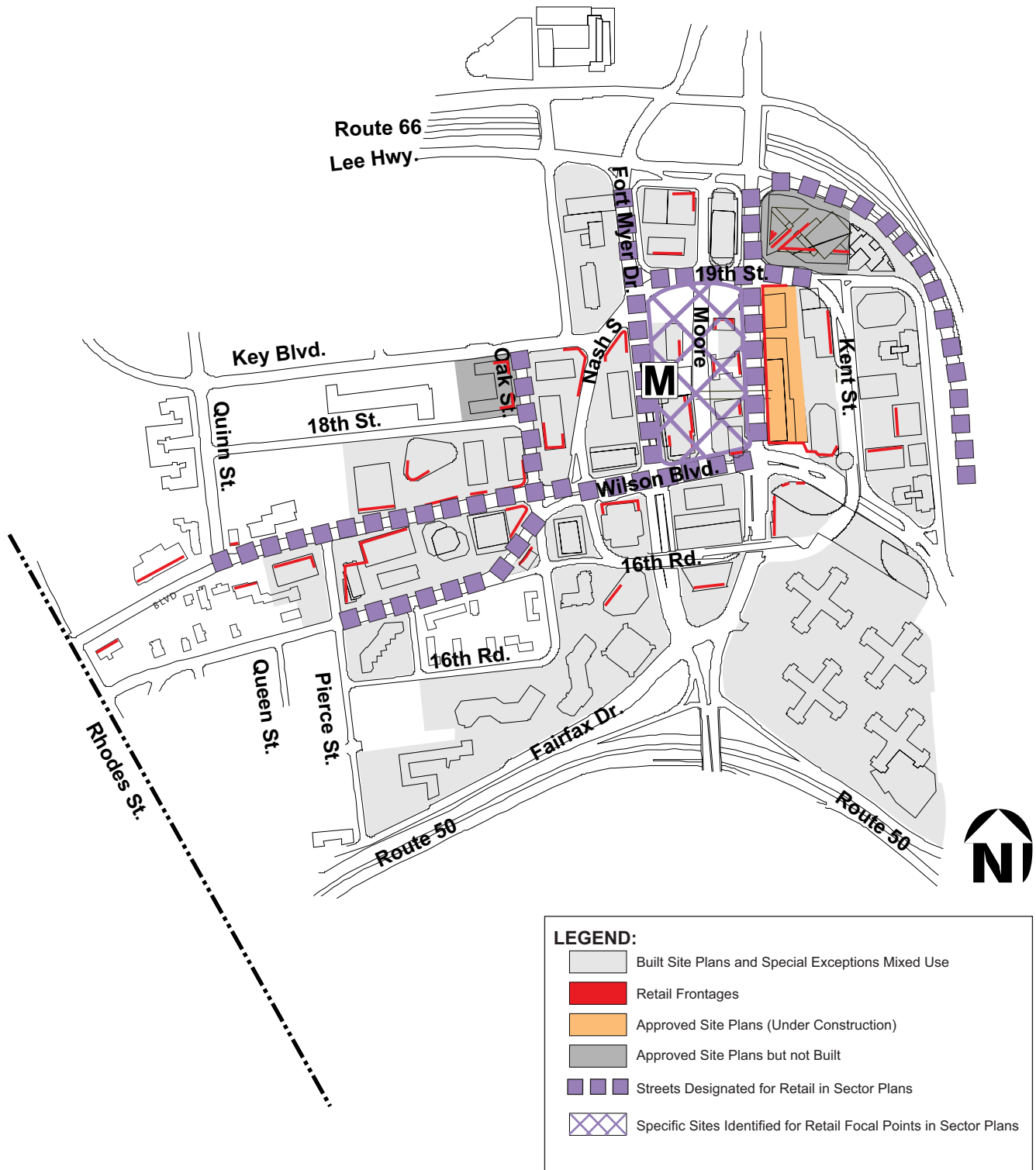
- Implement and publicize an area-wide parking validation program for retail users.
Implementation Tool: Parking Management District, Business Improvement District
- Encourages retailers to participate in retail marketing and promotion campaigns, common hours of operation, and other cooperative programs and policies.
Implementation Tool: Retail Management District, Business Improvement District
- Recruit or otherwise facilitate the inclusion of a Multiplex cinema, major museum, blockbuster retailer or other facility or use that will attract extensive pedestrian and consumer activity as the lead tenant for Central Place.
Implementation Tool: Retail Attraction & Marketing Plan, Retail Equivalency Criteria
- Locate restaurants and other uses that generate activity on Potomac River overlooks and in locations to maximize views of Downtown.
Implementation Tool: Development Process Review

- Encourage the development of new tourist and cultural attractions to build on the presence of Roosevelt Island, Iwo Jima and the Arlington National Cemetery to attract additional tourist interest to Rosslyn and its retail businesses.
Implementation Tool: Arts and Cultural Activities Program, Retail Equivalency Criteria
- Maximize Rosslyn's proximity to Georgetown and its entertainment as a means to increase off-hours pedestrian traffic in Rosslyn.
Implementation Tool: Retail Attraction & Marketing Plan, Promotional Activities Program
- Restructure the Spectrum theater to develop the most viable theater or other entertainment venue appropriate for Rosslyn, which may include switching from live theater to screen format.
Implementation Tool: Arts and Cultural Activities Program

Urban Design

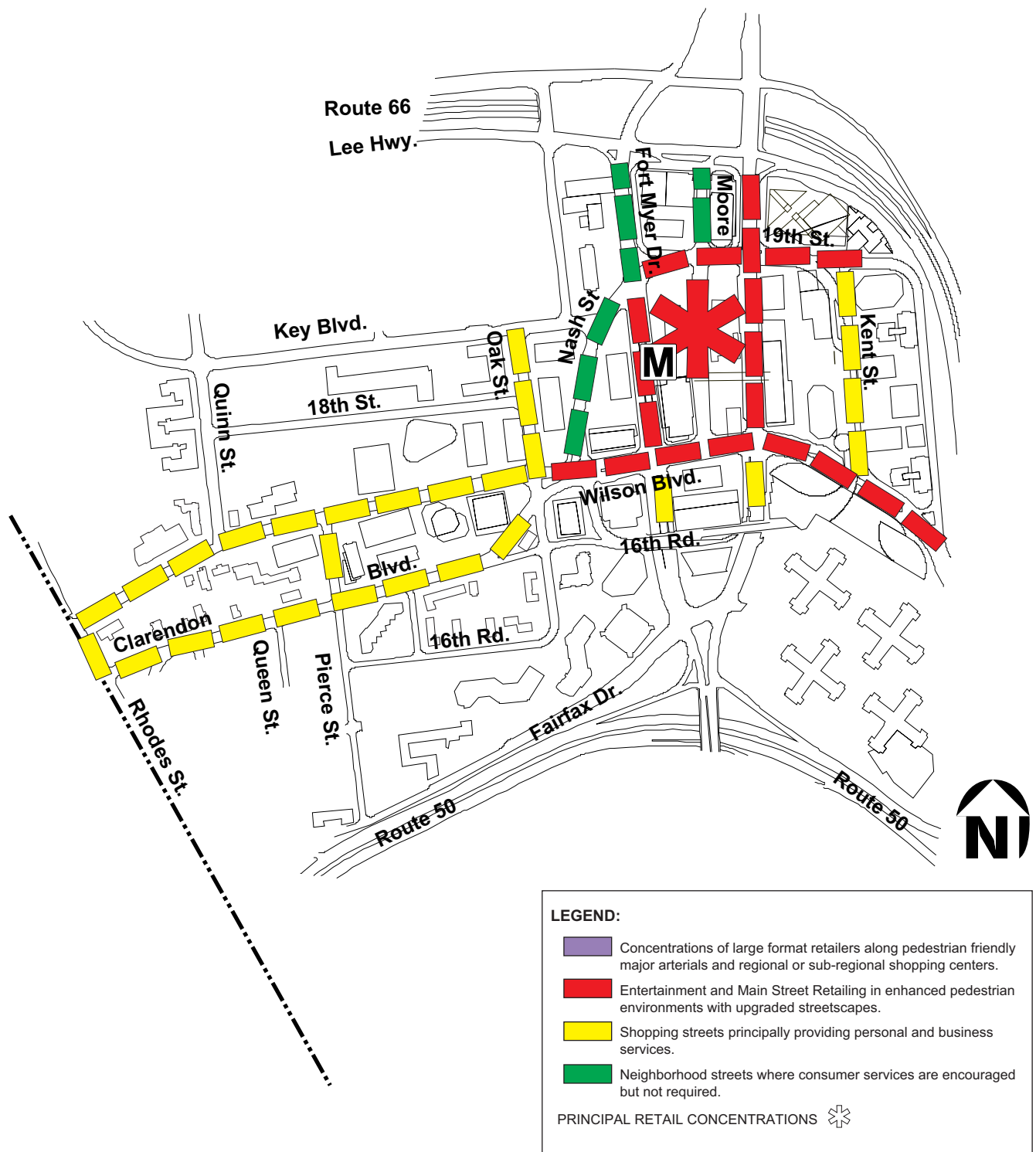
- Upgrade the appearance and enhance the visibility of existing retail establishments.
Implementation Tool: Façade Improvement Program, Appearance Improvement Program
- Upgrade the pedestrian connections to adjacent residential areas and implement other street improvements to provide for increased pedestrian activity on the streets by including additional lane narrowings, widening sidewalks, improving crosswalks, etc.
Implementation Tool: Traffic & Pedestrian Management, Streetscape Standards
- Along the primary retail streets and in Central Place provide enough sidewalk width to allow for sidewalk cafes and other uses or events that activate the street.
Implementation Tool: Traffic & Pedestrian Management, Streetscape Standards

ROSSLYN RETAIL INVENTORY



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ROSSLYN PROPOSED RETAIL STREETS



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Courthouse

The Courthouse Metro station area is the center of Arlington County government and home to major associations and technology businesses with over 15,000 employees. Historically, retail in Courthouse has been local oriented convenience goods and services located in the older commercial buildings along Wilson Boulevard and Courthouse Road. More recently, new office and residential development has provided new retail space resulting in an expansion of retail offerings to service its daytime and resident populations including new restaurants, new coffee shops and a bookstore-café.

The BAE report indicates a potential for sales growth in restaurants, drugstore and specialty food stores to service the office and resident populations. Future hotel development will provide further support for convenience goods and services as well as restaurants.

Market Positioning Statement

Courthouse is the center of the Arlington County government and related civic activities. The County's plans to establish a multi-purpose performing arts center adjacent to Courthouse Plaza would set the stage for establishing a performing arts district in this burgeoning civic center. A concentration of live theaters, together with the programming of one of the largest public plazas in the Washington area, could result in a lively downtown cultural center at the heart of the County. A performing arts district provides opportunities for the development of coffee shops and a variety of dining and other entertainment venues that appeal to late night theatergoers.

In addition to the spin off opportunities from the theaters, the growing resident and office population present opportunities to expand the local convenience goods and services market. New hotel development would bring additional market support for dining and convenience goods and services that appeal to visitors and residents alike. Because Courthouse is within easy walking distance of the Clarendon Market Commons project, Courthouse is well served in terms of consumer goods, and should not be targeted for retail development of this type. Clarendon and Wilson Boulevards between Troy and Rhodes Streets offer the opportunity for additional retail development that provides convenience goods and services to support the office and resident populations.

Opportunities:

- An additional 2,000 employees can be expected when the office buildings currently under construction are completed and occupied.
- The residential population of the Courthouse Metro station continues to expand. Courthouse experienced a 15% increase of total number of households and 17%

increase in total resident population from 1990 to 1998. Resident population is generating demand for services and convenience shopping (food and other specialty items), as well as for restaurants.

- Courthouse has exceptional parking resources because of the availability of Courthouse Plaza parking nights and weekends and the surface lot on Courthouse Road.
- Current and future development projects planned for the Courthouse metro station area include: Strayer University and retail development at the Courthouse Metro station, two hotel projects have been approved, the Arlington performing arts center proposed for Courthouse Plaza, and the Courthouse Plaza which will be Arlington's civic center and the largest public plaza in the Washington area.
- The approved hotel projects will enhance the evening market opportunities as will the additional residential construction already underway.
- The Courthouse movie theaters generate considerable activity on Courthouse Plaza and for other area businesses and add considerably to the area's success as an evening and weekend destination.

Constraints:

- Courthouse Plaza retail and restaurants are not visible from the major streets.
- The potential for retail only development is limited due to number of suitable sites and competition for retail market in Clarendon, Ballston and Rosslyn.
- While Courthouse offers an array of personal and consumer service businesses there are gaps, most notably a drug store.
- Much of the street frontage of Clarendon Boulevard adjacent to Courthouse Plaza is occupied by businesses that are service oriented and do not contribute to a lively pedestrian environment, particularly on evenings and weekends.
- Surface parking lots at critical locations, especially above the Metro station and along Clarendon Boulevard, break the continuity of the streetscape and negatively impact pedestrian connections to Clarendon.

Strategies:

Land Use and Zoning

Establish a core retail area as defined by Courthouse Road, Clarendon Boulevard, Wilson Boulevard and Wayne Street (Refer to Map).

- Preserve the Colonial Place Shopping Center on the northside of Wilson Boulevard (across from Wendy's) in order to keep the scale and character of the existing shops.

Implementation Tool: Rehabilitation Tax Credit, Façade Improvement Program

Marketing

- Encourage and support the relocation of the financial and business service firms on Clarendon Boulevard and replace with businesses such as restaurants that animate the street and support theater development.

Implementation Tool: Displaced Business Assistance Program, Retail Marketing Plan

- Retain a screen theater at Courthouse by working with the owners of AMC Theaters and/or the Charles E. Smith Companies to identify and develop the most viable theater format for Courthouse.

Implementation Tool: Retail Marketing Plan, Arts and Cultural Activities Program

- Encourage the development of additional live theaters to complement the County's proposed multi-purpose performing arts center and develop critical mass as a performing arts district.

Implementation Tool: Retail Marketing Plan, Arts and Cultural Activities Program, Retail Equivalency Criteria

- Encourage the development of a greater array of convenience goods and services, such as drugstores, food stores, restaurants and fitness centers, to support the growing resident and office populations.

Implementation Tool: Retail Marketing Plan

- Encourage expansion of and provide marketing for Farmer's Market, and Antiques and Collectibles Markets, in conjunction with development of the new civic plaza.

Implementation Tool: Retail Marketing Plan, Promotional Activities Program

Urban Design

- Explore modifications to the County's lobby area of 2100 Clarendon Boulevard to allow additional street front retail along Clarendon Boulevard.





Implementation Tool: County-owned Property

- Encourage additional façade improvements and business development on the remainder of the Metro block as an interim step prior to redevelopment.
Implementation Tool: Façade Improvement Program, Appearance Improvement Program
- Undertake streetscape and other improvements to the Metro block and 15th Street to better link that area with Courthouse Plaza.
Implementation Tool: Traffic & Pedestrian Management, Streetscape Standards
- Narrow Wilson and Clarendon Boulevards between Veitch Street and Courthouse Road in order to better connect Colonial Place with the rest of the Courthouse area.
Implementation Tool: Traffic & Pedestrian Management, Streetscape Standards
- Enliven the pedestrian environment around the Metro block by providing additional sidewalk space for sidewalk cafes.
Implementation Tool: Traffic & Pedestrian Management, Streetscape Standards

COURT HOUSE RETAIL INVENTORY

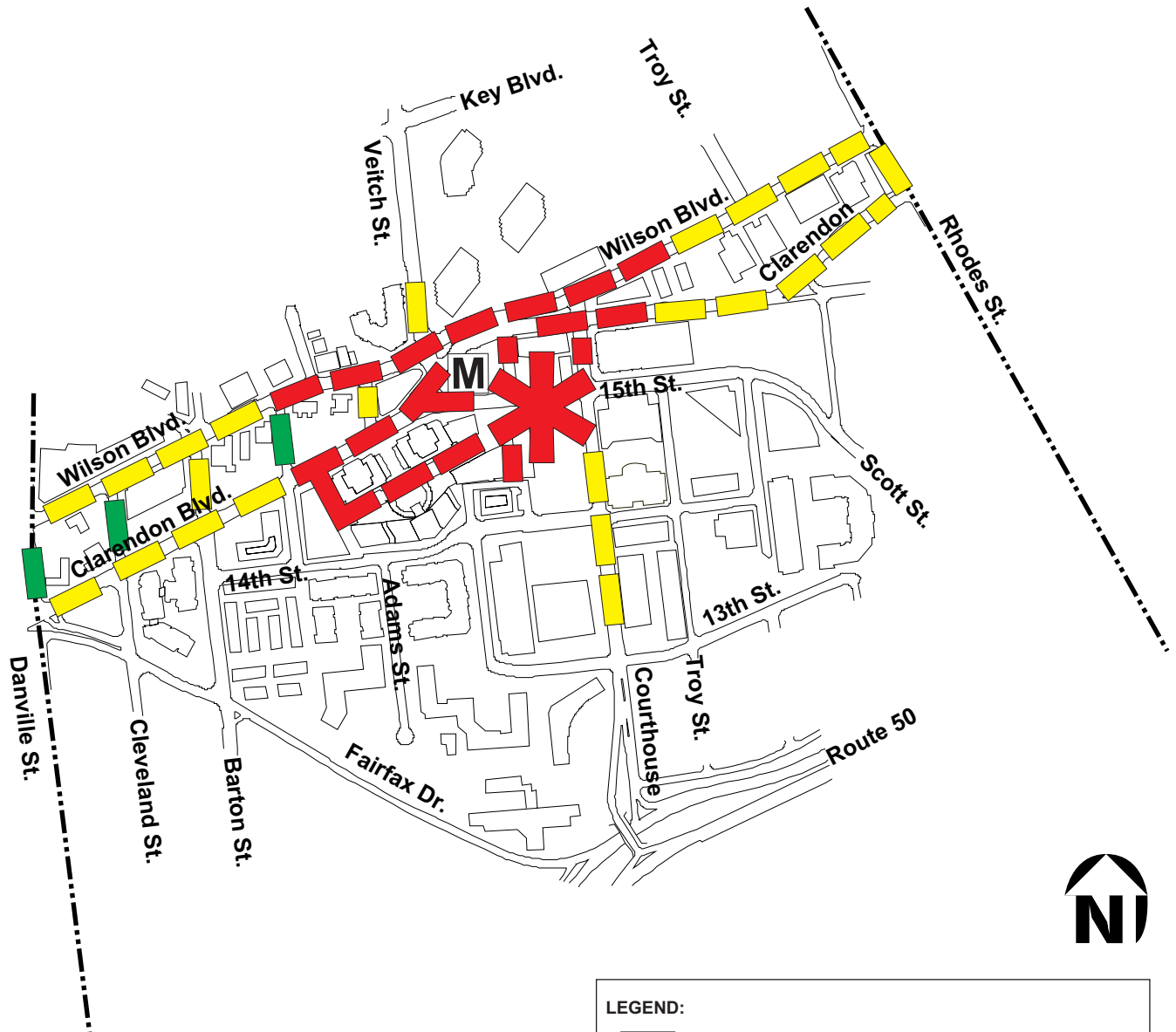


LEGEND:

-  Built Site Plans and Special Exceptions Mixed Use
-  Retail Frontages
-  Approved Site Plans (Under Construction)
-  Approved Site Plans but not Built
-  Streets Designated for Retail in Sector Plans
-  Specific Sites Identified for Retail Focal Points in Sector Plans

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COURTHOUSE PROPOSED RETAIL STREETS



Clarendon

Clarendon is known throughout the Washington metro region as a destination for dining and live entertainment. The Clarendon Metro station area includes several residential neighborhoods offering a variety of housing options in a “close-in” location. Clarendon is also home to several high tech and design firms that chose Clarendon as a location because of its convenient access within the Metro region and the entertainment establishments that are attractive to the region’s young workforce.

The heart of the Clarendon retail district was at one time around the Clarendon Metro station. With the Clarendon Market Commons and other projects planned for the area east of Highland Street, the core retail district is expanding to the east between Highland and Danville Streets. The Clarendon Market Commons project, with its mix of national and local retail tenants, will broaden Clarendon’s consumer base beyond the market draw of the restaurants and nightclubs, further strengthening Clarendon’s position as a destination in the region.

The BAE study indicates that Clarendon can capture a greater market share of the restaurant, comparison goods, drugstore items and furniture and home furnishings.

Market Positioning Statement

Clarendon is a blend of new office and commercial development with an older neighborhood commercial district that results in a lively urban village with a Main Street appeal. Clarendon’s charm comes from its eclectic mix of small shops and ethnic restaurants that are known in the region for their unique goods and services. The new Clarendon Market Commons project will provide a “critical mass” of retailing to support the daytime and resident populations of both Courthouse and Virginia Square. The national retail brand names included in the Clarendon Market Commons project provide opportunities to draw further market support from the region, thereby strengthening Clarendon’s position as a destination for retail and entertainment.

The streets adjacent to and extending from the Clarendon Market Commons provide the opportunity for additional retail development. Fillmore Street between Wilson Boulevard and 11th Street offers the opportunity for additional retail development to connect the western end of Clarendon Market Commons with the active restaurant scene on Wilson Boulevard. Clarendon Boulevard offers the opportunity for local-serving retail to provide a connection between the Clarendon Market Commons and the Courthouse area.

Many of Clarendon’s restaurants not only feature live entertainment, but also showcase the works of local artists. These emerging informal galleries offer the opportunity for Clarendon to capitalize on the emerging arts scene as a venue for expanding the area’s appeal in conjunction with Virginia Square and the Arlington Arts Center.

Opportunities:

- Clarendon is a recognized destination in the Washington Metro region for restaurants and live entertainment.
- Many of the restaurants in Clarendon act as informal galleries, displaying the works of local artists.
- A high percentage of existing retail businesses in Clarendon are proprietor owned businesses. As such, the character of the businesses in Clarendon is decidedly unique and strongly differentiates the area from competitors such as Old Town, Adams Morgan and similar places.
- The Clarendon Market Commons project provides opportunities for comparison shopping within a self-defined retail center and provides the critical mass of retail opportunities for Clarendon to achieve even greater recognition as a retail and restaurant destination.
- Fresh Fields is one the higher grossing stores for its chain in the region and draws customers from outside the Clarendon area. The BAE report indicates an inflow of \$19 million in 1997 for food category retail.
- The Sector Plan for Clarendon calls for a lower FAR (4.0) as compared to 6 to 10 FAR for Ballston and Rosslyn respectively and 2 to 3 story development immediately adjacent to the main retail streets, which could result in a more intimate scale of redevelopment.
- New office development, such as that recently approved for Clarendon Market Commons and the Hartford Building, will increase the daytime population in the area, bringing new market support for area businesses.
- Over 2,000 units of rental and condominium apartments have recently been completed or are under construction between Courthouse and Clarendon. Another 375 units will be constructed as part of Clarendon Town Center. This new residential base provides expanded market support for retail activity in Clarendon.
- Parking meters are being added in more locations on Wilson and Clarendon Boulevards expanding the parking inventory and effectively resulting in street narrowing that, in turn enhances the pedestrian environment.
- With the County's lease at 3033 Wilson Boulevard for the Department of Human Services, the building's 465 space parking garage is available for community and retail parking outside of office hours.

Constraints:

- There is a perceived parking shortage in Clarendon during the lunchtime and evening hours brought about by restrictions on the use of major surface parking lots, poor signage and a limited supply of on-street parking. In actuality, there is a surplus of spaces, now that the Clarendon Market Commons and 3033 Wilson Boulevard garages are available, but there may still need to be improvements in terms of general awareness of the availability of these facilities, including better signage.
- Restaurants within 1,000 feet of the Metro station are not required to provide on-site parking although they generate considerable demand for parking.
- Twenty five percent of the used car dealerships in the County are located in Clarendon. Typically the lots exhibit minimal, if any, improvements and are not well maintained. The open lots break up the streetwall and detract from the pedestrian environment.
- The used car lots do not generate significant pedestrian activity and preclude the development of interim retail uses that would positively contribute to the area's vitality.
- Clarendon has not yet experienced the same level of redevelopment as the other Metro station areas along the corridor. About 45% of Clarendon's existing small proprietor owned businesses are located in buildings that are likely to redevelop. This places many of the very businesses that have created Clarendon's character at risk of relocation or closing.
- Clarendon is one of the few places along the Rosslyn-Ballston Corridor with an inventory of older office buildings representing period architecture, such as the Navy League and Underwood Buildings. As development pressures increase in Clarendon, the Arlington community risks losing historically significant architectural resources.
- Many restaurants have indicated that daytime business is not strong largely due to the lack of employment centers within walking distance and available and convenient parking.

Strategies:

Land Use and Zoning

- Establish a core retail area as defined by Highland Street, Clarendon Boulevard, Wilson Boulevard and Danville Street (Refer to Map).
- Retain scale of existing buildings along the northside of Wilson Boulevard from Danville to Garfield in order to provide appropriate space for proprietor operated businesses.
Implementation Tool: Rehabilitation Tax Credit
- Ensure the availability convenient parking including office building parking for non-office hours use by restaurant and retail patrons.
Implementation Tool: Parking Management District, Development Process Review
- Develop additional public parking resources in the area.
Implementation Tool: Parking Management District, Public Parking, Development Process Review
- Encourage galleries or other retail uses that achieve the desired market position.
Implementation Tool: Development Process Review, Arts and Cultural Activities Program

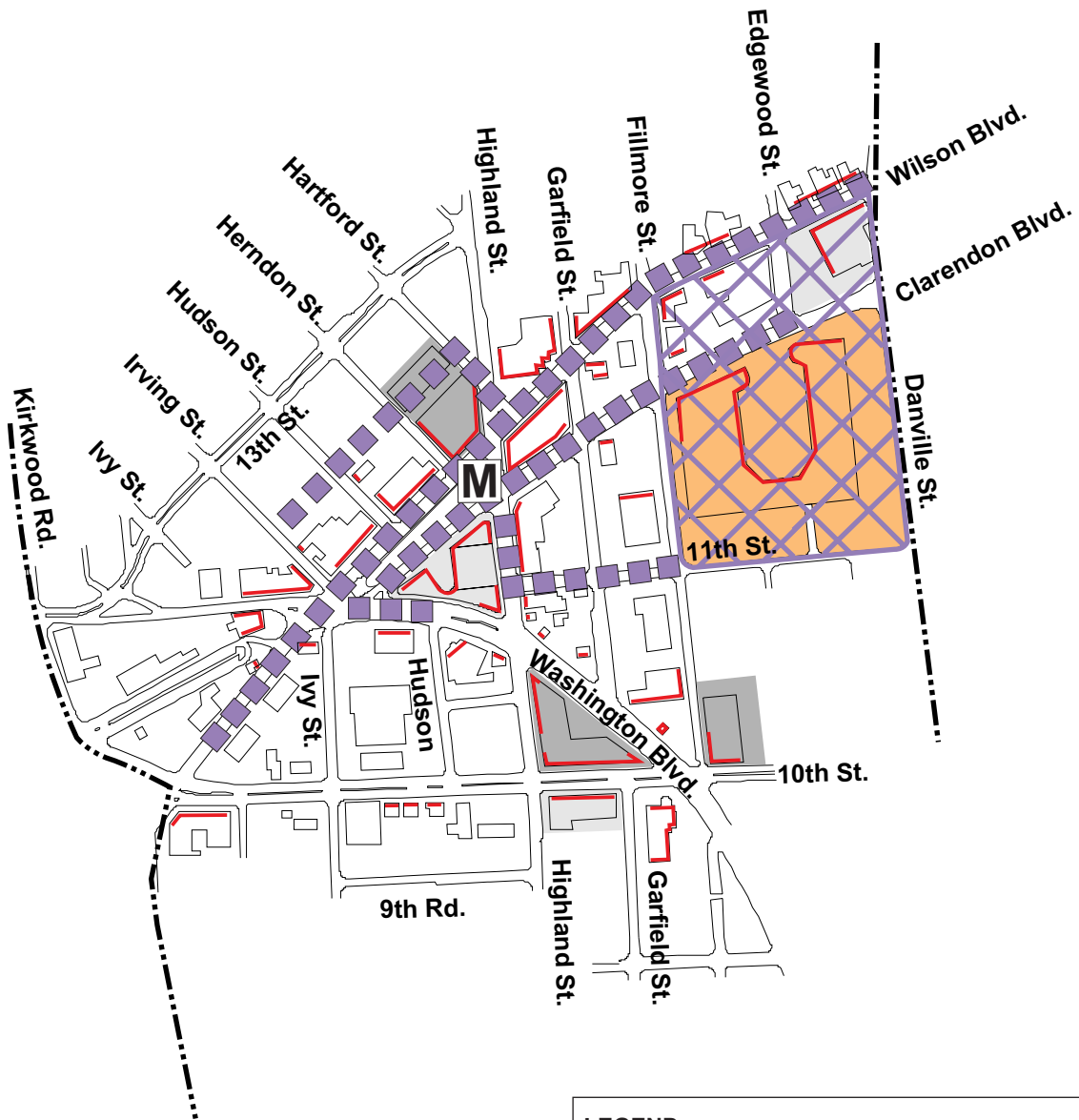
Marketing

- Maximize the use of both public and private parking facilities in the area through promotion, managed operations, etc.
Implementation Tool: Parking Management District
- Encourage office development that appeals to design and creative firms that mesh with Clarendon's evolving image as an arts oriented community.
Implementation Tool: Development Process Review
- Promote Clarendon as a location for gallery/artisan uses.
Implementation Tool: Arts and Cultural Activities Program, Retail Marketing Program, Retail Equivalency Criteria
- Encourage retention of local small businesses that are likely to be displaced by redevelopment.
Implementation Tool: Displaced Business Assistance Program, First Option on Set-Aside Retail Space







Urban Design

- Encourage reinvestment in existing buildings, principally along the northside of Wilson between Danville and Garfield, to enhance the appearance of the commercial district and to preserve existing fabric of one and two story buildings.
Implementation Tool: Rehabilitation Tax Credit, Façade Improvement Program
- Retain the existing requirements of the Clarendon Sector Plan that relate to façade treatments, setting back the building above the third floor level, varying materials along the principal façade and other methods that result in well defined retail space.
Implementation Tool: Development Process Review
- Enhance the streetscape along the primary pedestrian streets to reflect their central role in the creating the area's image.
Implementation Tool: Enhanced Streetscape Improvements, Appearance Improvement Program

CLARENDON RETAIL INVENTORY

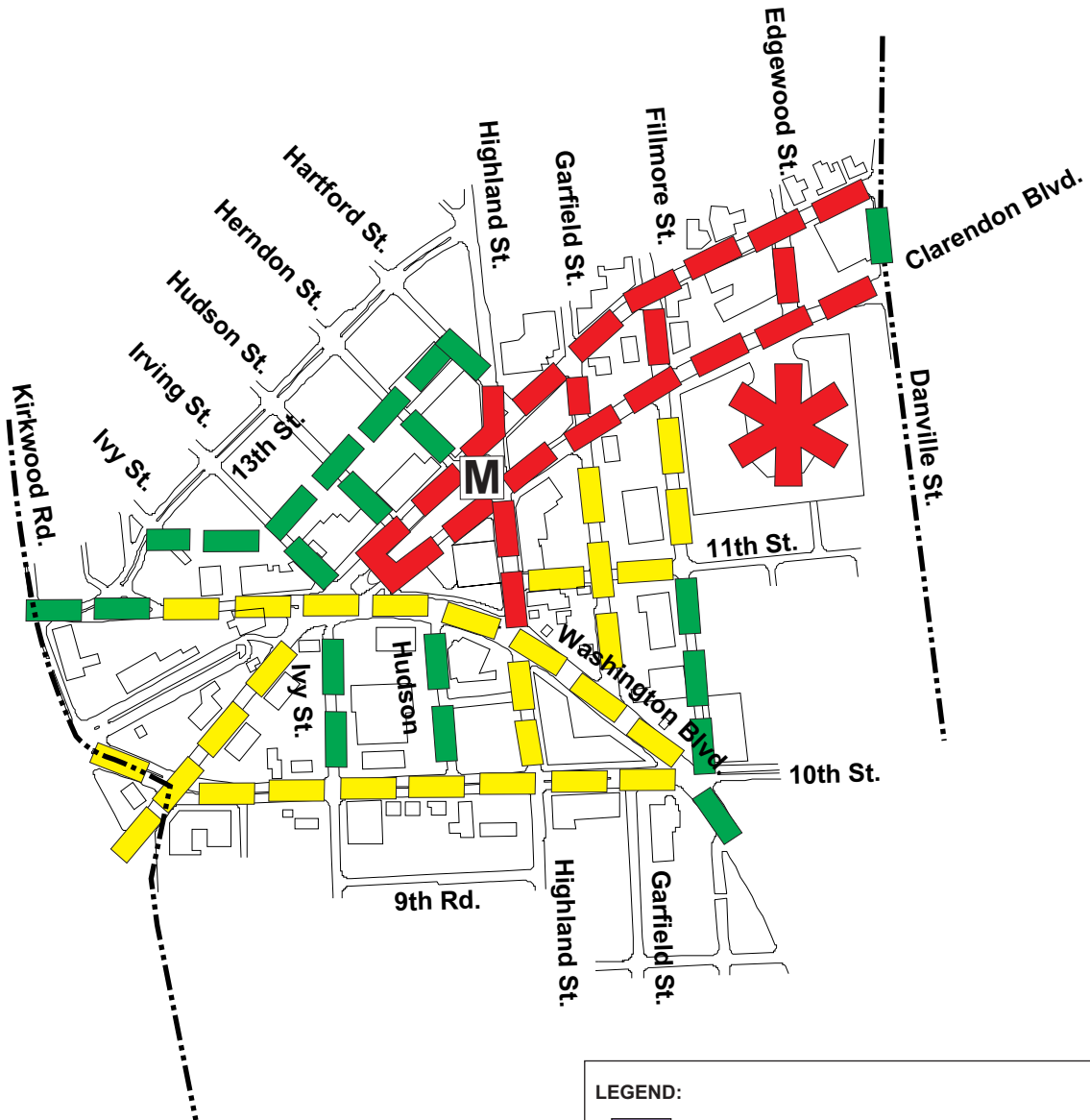


LEGEND:


-  Built Site Plans and Special Exceptions Mixed Use
-  Retail Frontages
-  Approved Site Plans (Under Construction)
-  Approved Site Plans but not Built
-  Streets Designated for Retail in Sector Plans
-  Specific Sites Identified for Retail Focal Points in Sector Plans

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CLARENDON PROPOSED RETAIL STREETS



LEGEND:

-  Concentrations of large format retailers along pedestrian friendly major arterials and regional or sub-regional shopping centers.
-  Entertainment and Main Street Retailing in enhanced pedestrian environments with upgraded streetscapes.
-  Shopping streets principally providing personal and business services.
-  Neighborhood streets where consumer services are encouraged but not required.

PRINCIPAL RETAIL CONCENTRATIONS 

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Virginia Square

Retail in Virginia Square was at one time centered around the Kann's department store, located where George Mason University currently has its law school. Since that time, retail has shifted from a regional destination to a small collection of services and consumer essentials such as grocery stores, specialty food and goods, and convenience stores. Most of this retail is found in older commercial properties along Wilson and Washington Boulevards at the periphery of the neighborhood. New office and residential developments along Fairfax Drive and Wilson Boulevard are providing opportunities for additional local serving retail in the heart of the neighborhood.

Virginia Square is within easy walking distance to the shopping and entertainment venues of both the Ballston and Clarendon downtown areas. Because of its close proximity to both of these districts, Virginia Square should not be targeted for retail development that would compete with these destinations for market share. Retail development in Virginia Square should be focused on expanding the convenience goods and services to support office and residential development in the immediate vicinity of the Metro station. The BAE report highlights the expansion of the George Mason University and the FDIC campus as potential market support for additional restaurants, coffee shops and similar facilities to serve the student and visitor populations.

The planned expansion of the Arlington Arts Center will enhance the center's ability to play a significant role in the regional as a destination for visual arts activities and programs. Visitors to the Arts Center will provide additional market support for restaurants and similar facilities, as well as specialty retail that may be associated with the Arts Center.

Market Positioning Statement

Virginia Square is a high-rise residential and office community conveniently located between Ballston and Clarendon. Because of its close proximity to Ballston and Clarendon, Virginia Square is well served by both of these downtown areas in terms of consumer goods and entertainment retail, and should not generally be targeted for retail development of this type, except for the additional occasional eating and drinking establishment. The growing office and residential population of Virginia Square offers the opportunity to expand the local market for goods and services. Fairfax Drive, Wilson Boulevard and Monroe Street all offer opportunities for local-oriented retail in the immediate vicinity of the Metro station.

With the phased expansion of George Mason University and FDIC, there are opportunities to develop restaurants, coffee shops and other similar facilities to serve students and visitors. A number of underutilized sites along Washington Boulevard provide the opportunity for new local-oriented retail development, which will enhance the viability of that corridor.

The planned expansion of the Arlington Arts Center offers opportunities to enhance Virginia Square's role in the region as a destination for visual arts and related activities. The expansion of the Arts Center offers the opportunity to expand visual arts and other cultural activities into the community by incorporating related uses (gallery spaces, artisan workshops, etc.) into what is traditionally thought of as retail space. Specialty retail with an arts focus offers additional opportunities to further define Virginia Square as a destination for visual arts.

Opportunities:

- The FDIC training facility, George Mason University and the high rise residential population in the vicinity of the Virginia Square Metro provide market support for convenience goods and services.
- The future expansion of George Mason University and FDIC will provide additional support for retail and services.
- Pockets of service commercial uses currently exist along Washington and Wilson Boulevards that provide convenience goods and services to the adjacent neighborhoods.
- Specialty retail such as Pica Deli, Fish Store & More and Casual Adventure draw customers from beyond the Virginia Square Metro station area.
- The planned expansion of the Arlington Arts Center will define Virginia Square as a destination in the region for visual arts.

Constraints:

- There is a limited supply of existing retail space in the Virginia Square Metro station area. The commercial areas along Wilson and Washington Boulevards contain older commercial structures with service commercial uses that may or may not serve the daytime and resident population of the Metro station area.
- Virginia Square is in close proximity (walking distance) to the commercial cores of both Ballston and Clarendon. Establishing too strong a retail presence in Virginia Square would weaken the regional retail markets being targeted towards Ballston and Clarendon.
- The students attending George Mason University travel to the facility from elsewhere in the region. Non-resident student populations (no dorm or on-campus living) tend to do a majority of their shopping close to home.

- The Arlington Arts Center is a community asset but its location, appearance and operations do not represent a vibrant urban community with a nationally recognized arts program.

Strategies:

Land Use and Zoning

Establish a core retail area as defined by Wilson Boulevard, Monroe Street, Washington Boulevard and Jackson Street (Refer to Map).

- Encourage consolidation/redevelopment of select sites along Washington and Wilson Boulevards to provide for the development of new retail centers to strengthen the convenience goods and services trade in the area.

Implementation Tool: Rehabilitation Tax Credit

- Encourage the development of space to be used for galleries or other uses that would integrate or expand the visual arts focus into the community.

Implementation Tool: Retail Equivalency Criteria, Retail Density Incentives

Marketing

- Work with FDIC and George Mason University to identify retail and service uses most needed to support their operations.

Implementation Tool: Retail Attraction & Marketing Plan

- Strengthen and expand the types of goods and services appropriate to the area (specialty food, delis, coffee shops, etc.).

Implementation Tool: Retail Attraction & Marketing Plan

- Encourage and support the public and private investment in transforming the Arlington Arts Center into a premier cultural facility.

Implementation Tool: Arts and Cultural Activities Program, County-owned Property

- Develop a retail attraction plan that includes arts related specialty retail.

Implementation Tool: Retail Attraction & Marketing Plan

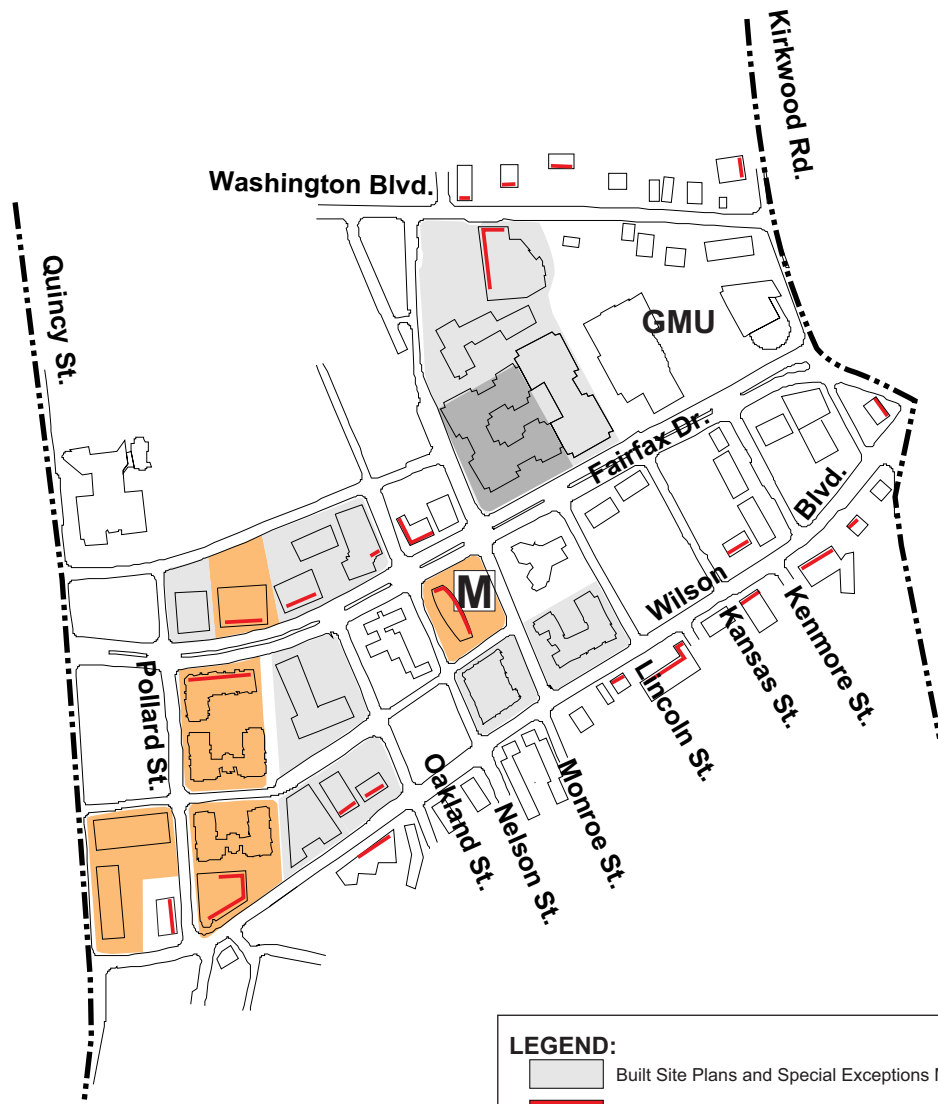
- Develop a special events program to highlight Virginia Square as a regional destination for visual arts activities.

Implementation Tool: Arts & Cultural Activities Program

Urban Design

- Encourage George Mason University to provide a connection to Washington Boulevard in its expansion plans.
Implementation Tool: Traffic & Pedestrian Management
- Upgrade the streetscape and infrastructure of Washington and Wilson Boulevards.
Implementation Tool: Streetscape Standards

VIRGINIA SQUARE RETAIL INVENTORY

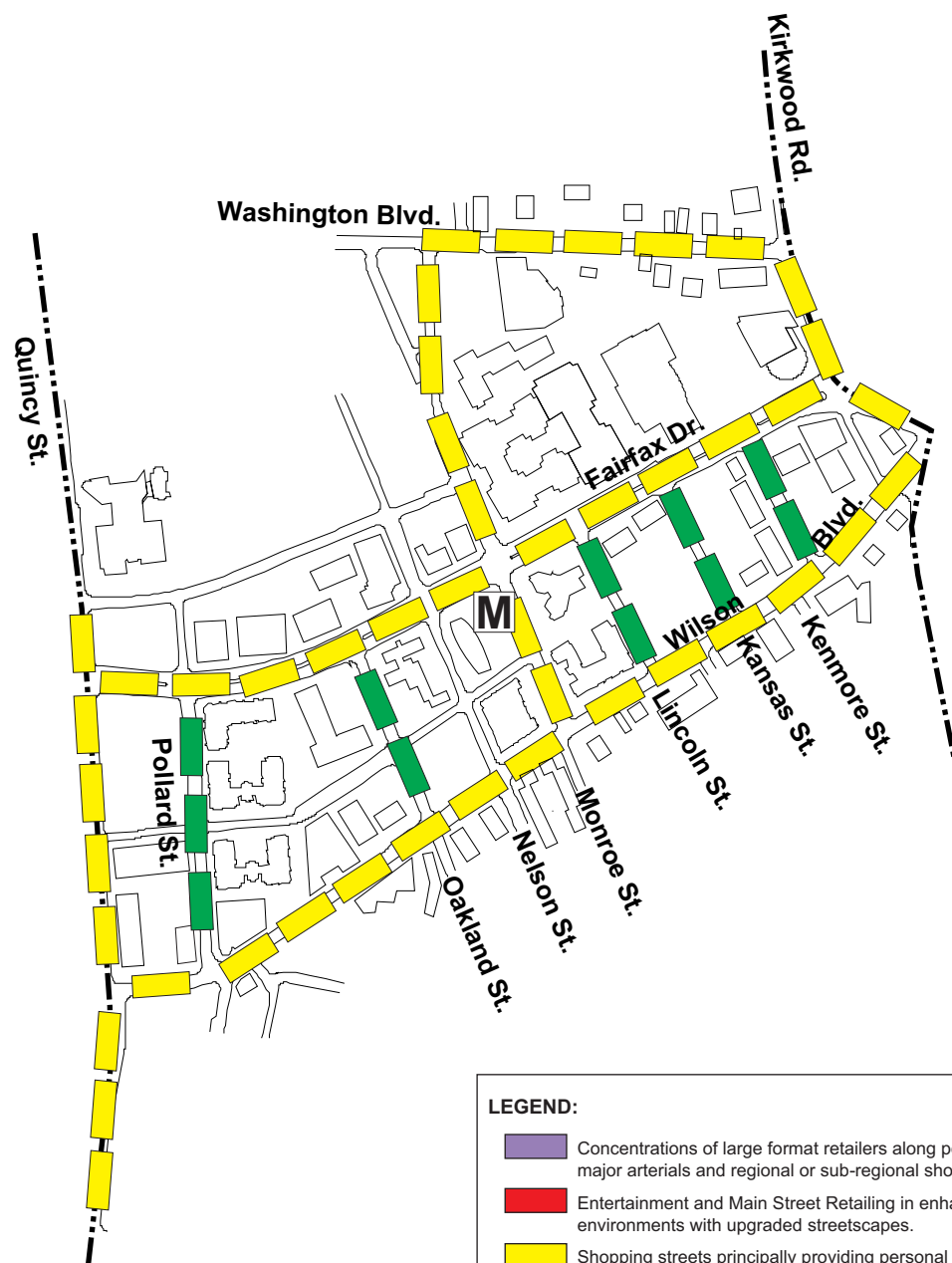


LEGEND:

- Built Site Plans and Special Exceptions Mixed Use
- Retail Frontages
- Approved Site Plans (Under Construction)
- Approved Site Plans but not Built
- Streets Designated for Retail in Sector Plans
- Specific Sites Identified for Retail Focal Points in Sector Plans

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VIRGINIA SQUARE PROPOSED RETAIL STREETS



LEGEND:

- Concentrations of large format retailers along pedestrian friendly major arterials and regional or sub-regional shopping centers.
- Entertainment and Main Street Retailing in enhanced pedestrian environments with upgraded streetscapes.
- Shopping streets principally providing personal and business services.
- Neighborhood streets where consumer services are encouraged but not required.

PRINCIPAL RETAIL CONCENTRATIONS

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Ballston

Ballston is a rapidly growing new downtown blending a mix of high-rise residential, office and hotel development supported by street level retail and entertainment. Retail in Ballston is currently concentrated within the Ballston Common Mall with a concentration of restaurants and food venues emerging along Fairfax Drive. The pedestrian environment is not well established because piecemeal development of the area has left large, uninteresting gaps along the street corridors that discourage retail and restaurant patrons from visiting more than one business per visit to the area.

Despite the growing resident and office population, Ballston is losing a portion of the total dollars available for retail because the current retail offerings are narrow. The BAE study indicates that Ballston can capture a greater market share of the restaurant, food (grocery) and other convenience goods, entertainment, hardware and drugstore trade. Given the growing resident and daytime populations within the Ballston Metro Station area, Ballston can also capture more of the local evening and weekend trade.

Market Positioning Statement

Ballston offers the opportunity to expand its position as a principal shopping destination in the region. The considerable inventory of under-utilized sites along Glebe Road and Randolph Streets offer the opportunity to introduce new retail concepts, such as large format retailers or multi-story retail facilities, to support and complement the goods and services provided by the Ballston Common Mall. Stuart Street provides the opportunity to establish a lively pedestrian connection between the shopping in and around the Ballston Common Mall and the bustling restaurant activity along Fairfax Drive.

In addition to regional shopping, dining and entertainment, Ballston's growing resident and office populations present opportunities to expand the local convenience goods and services market. Neighborhood streets such as 9th Street, Randolph Street and Taylor Street provide opportunities for convenience goods and personal and business services to flourish in an attractive and bustling neighborhood setting.

With easy access to major arterials, easily accessible parking and a range of retail, restaurant and entertainment offerings in a pleasant, walkable urban environment, Ballston is the "in town" destination in the region for shopping, dining and entertainment.

Opportunities:

- The Ballston Metro Station area has a significant number of households in high-rise apartments and condominiums. Typically these households are young professionals without children or empty nesters/retirees. Industry research shows these demographic profiles tend to spend more of their disposable income on lifestyle

goods and services and leisure activities.

- Ballston's easy access to I-66, Glebe Road, Rt. 50 and other major arterials provides easy access to a very large and generally high-income (based on per capita income) market base within and outside the County.
- Ballston is located approximately eight miles from the Tysons Corner shopping area. The primary trade area for a regional center is defined as 5-25 miles. This provides Ballston with the opportunity to capture some of the resident market share that exists between Ballston and Tysons Corner.
- The District of Columbia's current plans for retail development in the burgeoning 7th Street and East End corridors are focused on capturing the tourist/visitor market, leaving a gap in the District marketplace for home goods/furnishings and other comparison goods and services. This presents an opportunity for Ballston to capture some of the market share from District residents travelling to Tyson Corner or other areas to meet their shopping needs.
- Given the formidable competition of the Fashion Centre at Pentagon City and Tysons Corner as regional fashion and apparel centers, the Ballston Common Mall is being repositioned in the marketplace as a local service and entertainment destination. In addition to attracting new retailers, such as the Regal Cinemas, the owner of the mall has commissioned design studies to make the mall more street friendly by introducing new entries, façade upgrades and other improvements.
- The growing population of workers and residents in the Ballston Metro Station area is generating strong demand for services and convenience shopping as well as for restaurants and groceries. Harris Teeter's decision to locate their flagship store at Glebe and Randolph is testament to the strength of the Ballston market.
- Stuart Park and other public spaces present opportunities to utilize public open space to establish a sense of place in the community by providing common ground for the resident and office populations to gather and celebrate community life through special events, concert and performance series, etc.
- Ballston has an existing base of popular eating establishments including Rio Grande which is one of the highest grossing restaurants in the region and Carpool, which has been cited as one of the most popular establishments for tech workers.
- Retail brokers have identified Ballston as a potential location for the new urban concepts that many large format retailers are developing to capture downtown markets, such as multi-level configurations and new market concepts such as the Sears Hardware Store (25-30,000 SF format).
- Ballston has a considerable inventory of under-utilized sites along Glebe Road and

Randolph Streets that could provide locations for the large format retailers described above. These include the car dealerships, the 950 North Glebe property, and the WMATA bus garage site. A Staple's is already located along Glebe Road.

Constraints:

- Ballston Common Mall functions as a self-contained facility that does not open out onto the street. The lack of visual interest along the street front inhibits the center's ability to draw potential shoppers from elsewhere in the district.
- Because of the formidable competition from Tysons Corner and the Fashion Centre at Pentagon City in fashion and apparel, Ballston Common Mall is being repositioned in the marketplace. This has left the mall with vacant storefronts which inhibit the center's ability to draw shoppers.
- Ballston has considerable parking resources including the Ballston Garage, on-street parking and thousands of spaces in below grade parking garages. However, parking is still considered to be a problem by both merchants and customers. Specific concerns include lack of destination and directional signage, uncertainty about access and availability (particularly in the evening and on weekends) and high prices for short term parking.
- The Ballston Common Mall relies on the Ballston public garage as its primary source of parking. Because of the need to charge market rates for parking regardless of user, Ballston Common Mall is unable to provide parking competitively with other malls in the region.
- The wide width of Wilson Boulevard, Fairfax Drive and Glebe Road and the perception that the automobile is given preference over the pedestrian result in an unfriendly and sometimes dangerous pedestrian environment that discourages residents and workers from fully utilizing the retail and services in the area.
- The Smartscape program has improved the cleanliness of the area but Ballston generally lacks the level of maintenance or public improvements in the form of banners, plantings or other decorative elements that are expected of a premiere downtown and that support a viable retail environment.
- Most of the street-front retail occurs in office buildings. In general these buildings are designed as office buildings and do not have the design features appropriate for retail uses such as large window area. Typically these buildings have very little retail identity and the quality and design of the signage is poor. The lack of access to interior loading and trash areas and no provision for exhaust vents for restaurants are additional obstacles to retail operations.
- The design difficulties and subsequent costs for retrofitting the types of spaces

described above into fully functional retail space, has led building owners and property managers to seek modifications on the types of allowed uses (i.e. from retail to office or service uses). This further detracts from establishing a strong retail presence in the district.

- Outside of the Ballston Common Mall, retailers are not encouraged to operate in a cooperative manner with common hours of operation, store maintenance standards, common advertising and similar programs and policies. This detracts from establishing a lively retail presence along the street edge with store fronts going black at varying times, unattractive properties, proliferation of signs, etc.
- Small pockets of unimproved retail frontage, such as across Fairfax Drive from the Ballston Metro Station, and along Glebe Road across from the Ballston Common Mall detract from the urban environment because of the proliferation of poorly designed signs, outmoded retail buildings, etc.
- Stuart Park and other public spaces are not programmed or otherwise utilized to the greatest extent possible as community gathering places for special events, concert and performance series, etc.

Strategies:

Land Use and Zoning

Establish a core retail area as defined by Glebe Road, Fairfax Drive and Quincy Street. (Refer to Map).

- Concentrate retail development around the Ballston Common Mall and in large format, sub-regional destination retailers that are located in the ground floors of office buildings. Encourage the creation of appropriate spaces for the large format.
Implementation Tool: Retail Density Incentives, Retail Attraction & Marketing Plan

- Ensure the availability of convenient parking including office building parking for non-office hours use by restaurant and retail patrons.
Implementation Tool: Public Parking, Parking Management District

- Build on Harris Teeter's location on Glebe Road to establish community oriented retail (such as drugstores, hardware, etc.) to serve the adjacent residential base.
Implementation Tool: Retail Attraction & Marketing Plan

Marketing

- Work with developers, retail brokers and the Ballston Partnership to create an area wide attraction and retention plan that includes developing a focus for the large

format retail offerings outside of Ballston Common such as home goods and or furnishings.

Implementation Tool: Retail Marketing Plan

- Work with the owners of the Ballston Common Mall to attract viable tenants to the Mall during the transition period of repositioning the facility in the marketplace.

Implementation Tool: Retail Marketing Plan

- Encourage street front retailers to operate in a cooperative manner with common hours of operation, store maintenance standards, common advertising and similar programs and policies.

Implementation Tool: Retail Management District, Business Improvement District

- Maximize use of both public and private parking facilities. Oversight should be provided to organize access, availability, cost and to provide marketing for parking facilities.

Implementation Tool: Business Improvement District, Public Parking, Parking Management District

- Evaluate the operation of the Ballston garage to determine the most effective manner of operation that will allow the Ballston Common Mall to be as competitive as possible in the region.

Implementation Tool: Public Parking

- Promote and program Stuart Park and other public spaces as community gathering places through special events, concert and performance series, etc.

Implementation Tool: Arts and Cultural Activities Program, Promotional Activities Program, Business Improvement District

Urban Design

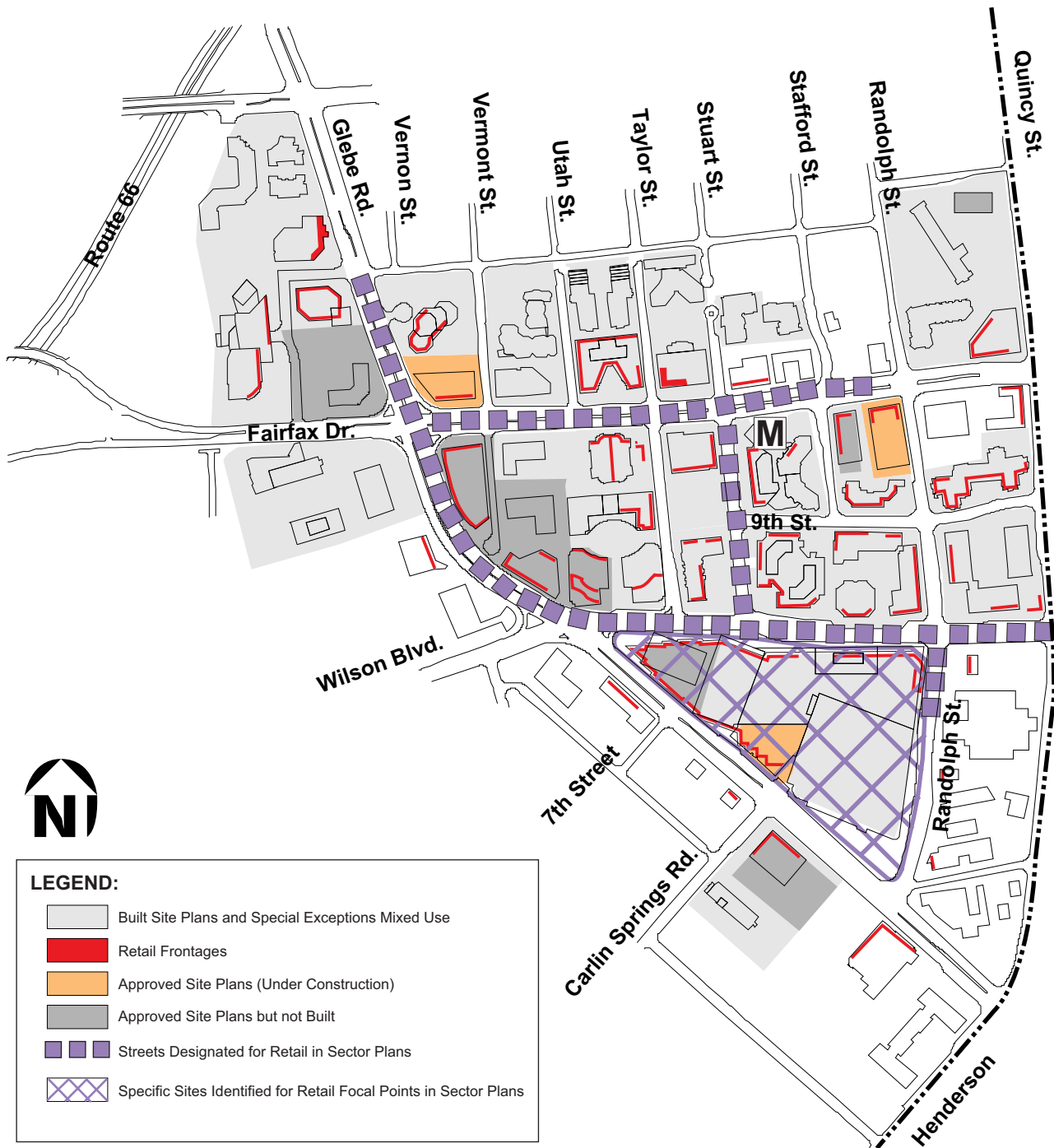
- Encourage building owners with retail fronts to undertake façade improvements that make the building more inviting with a stronger street presence that includes more stores opening directly to the sidewalk, bold storefront design and improved signage. This would include making façade improvements to the Ballston parking deck if the County retains ownership.

Implementation Tool: Appearance Improvement Program, Façade Improvement Program

- Work with VDOT to redesign Glebe Road from Fairfax Drive to Quincy Street to narrow travel lanes, widen medians, or otherwise create a more pedestrian environment to support new retail development.

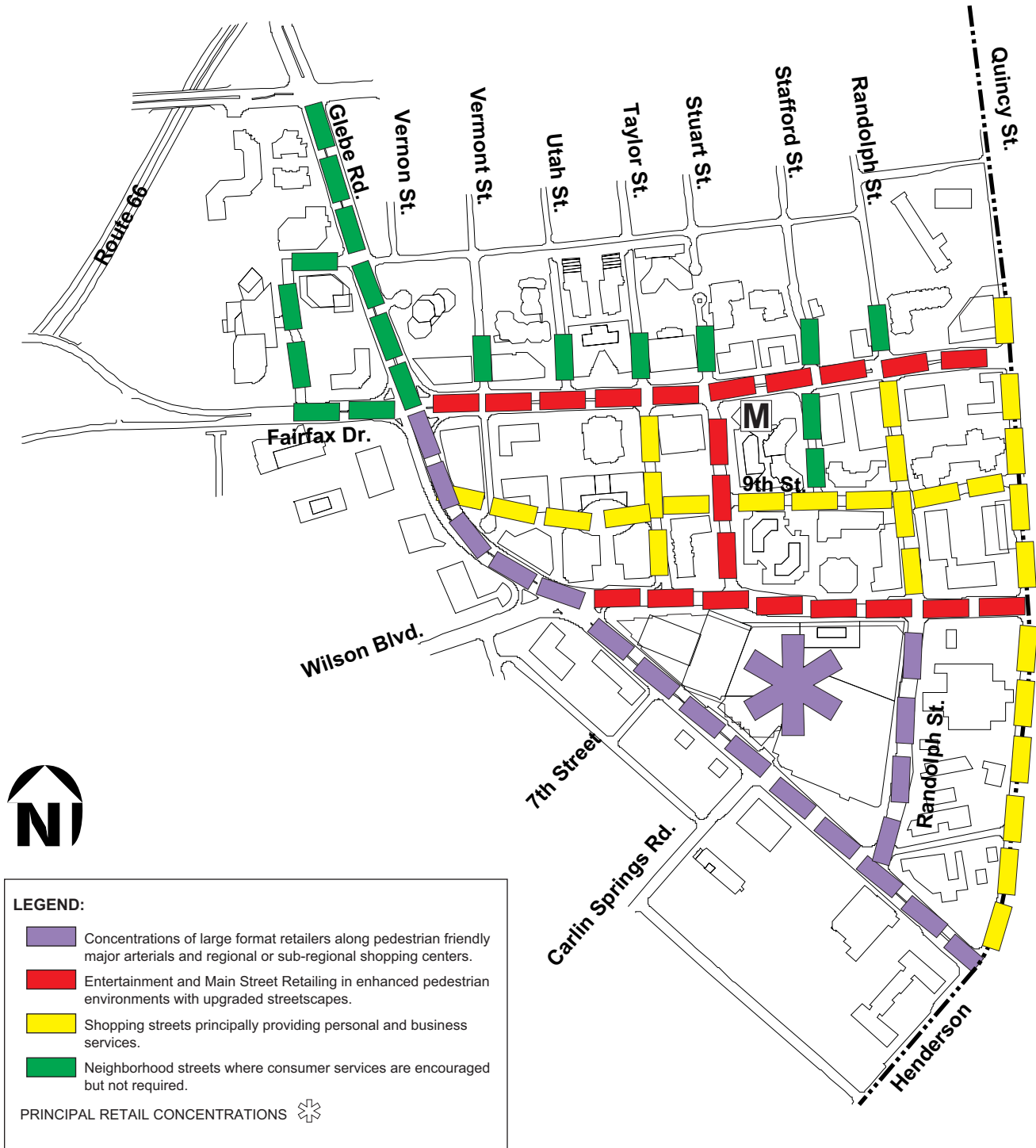
Implementation Tool: Enhanced Streetscape Improvements, Traffic & Pedestrian Management

BALLSTON RETAIL INVENTORY



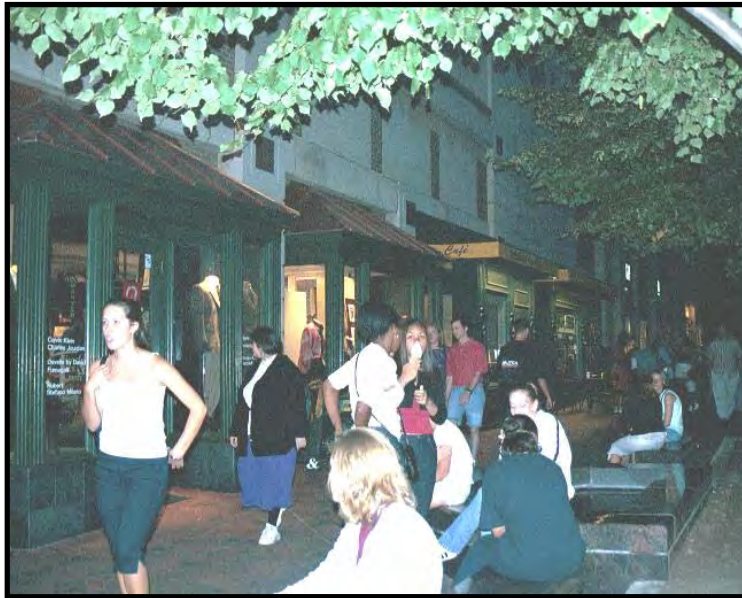
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BALLSTON PROPOSED RETAIL STREETS



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URBAN DESIGN PRINCIPLES AND GUIDELINES



Urban Design Principles And Guidelines

Cities can identify and build on themes unique to their downtown areas (using natural, architectural, and cultural assets) to establish an inviting market identity and an environment that adds delight to the shopping experience. An attractive outdoor environment (a plaza or special street) that serves as a social space and identifiable focus can help stabilize existing businesses and draw new retail investment by unifying and organizing retail uses.

An initial factor in any retail attraction formula is a strong urban design and streetscape component. In addition to the issues of market and economics that impact the viability and character of retail potential, issues of design and image impact directly the likelihood of individual business success. Issues such as street level exposure; façade for business identification; retail identification and cohesion; and, pedestrian generators are critical to retail success. Also important is the design and function of the retail space, which must provide direct access to loading, and adequate height of the retail space.

The following general principles and design guidelines addressing issues related to commercial building mass and placement, pedestrian connectors, streetscape, storefronts and parking, are provided as a framework for the creation of a quality urban environment in which retail uses can flourish.

General Principles

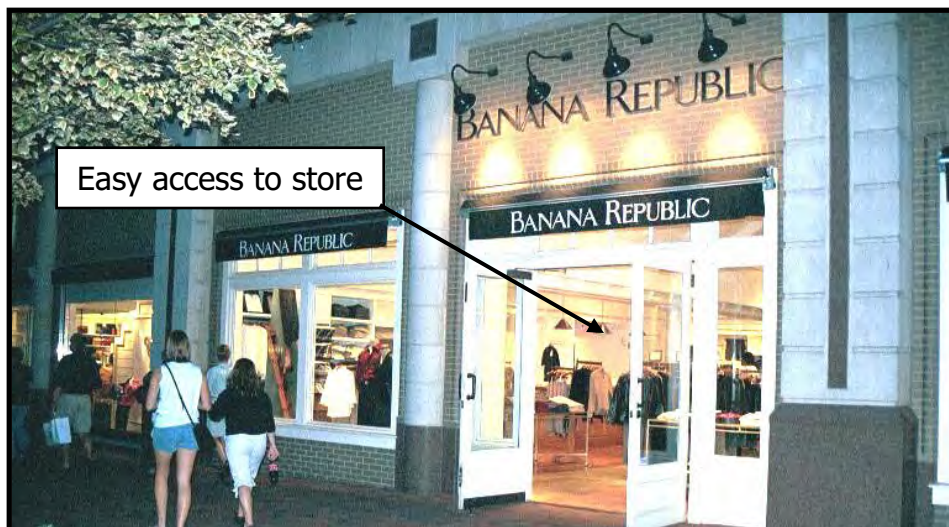
1. Observe the basic rules of retailing: maximize visibility, accessibility and security.
2. Locate retail next to other uses that generate high level of activity (i.e. cultural, recreational, conference, hotel and office activities). Using the basic anchor concept, identify and take advantage of high traffic location, like through-block connections between parking areas and the principal retail street frontage.
3. Capitalize on retail opportunities in mixed-use development. Retail components of mixed-use developments should be designed to provide lively street fronts and linkages to the busiest pedestrian thoroughfares. Blank walls and inward orientation of public and retail uses produce a negative impact on both the existing streetscape and new development and should be highly discouraged.
4. Work to create a highly focused one-stop shopping location where the pedestrian reigns supreme. Building a critical mass of activity will help increase the drawing power of the downtown retail sector.
5. Recognize the importance of continuity in ground level retail uses: Continuous storefronts will help create functional links along important pedestrian connections.
6. Create a sense of place and a positive setting for pedestrian activity. Retail revitalization is not likely to be successful unless it is pursued in concert with initiatives for public improvements and the more effective management of circulation, transit, and parking. A comprehensive approach is needed to create a competitive market edge for an urban area.

Building Mass and Placement

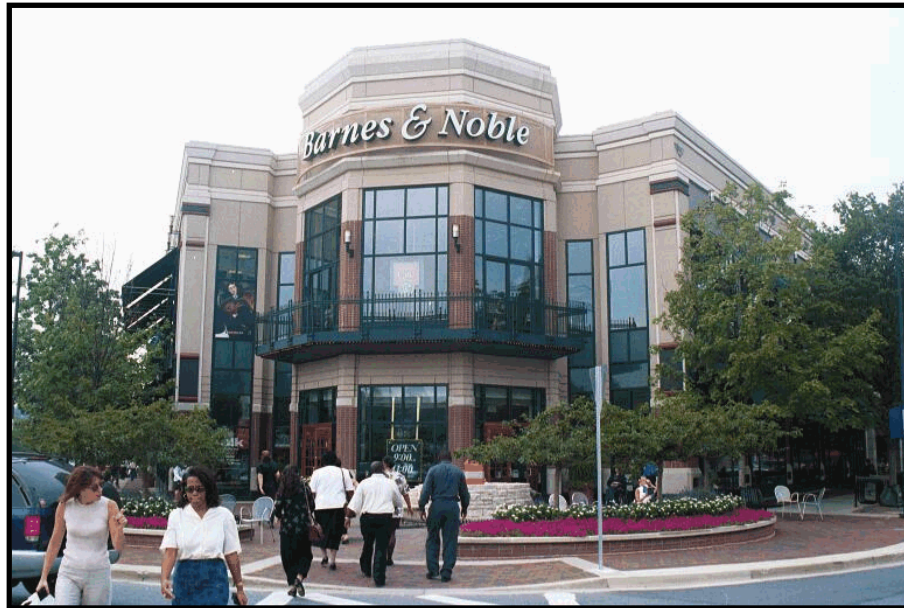
The placement of building in relation to the sidewalk is one of the most important elements in the creation of a vibrant and successful retail street.



- Buildings should be placed at the back of the sidewalk. The retail base on a building should come out to the street helping to create an active pedestrian environment and a well defined space.



- The street level of new buildings should be designed with as much public use space as possible and with frequent and easy access into internal activity from adjacent sidewalks.



- When designing building corners, give special attention to the role of such elements as doors, windows, awnings and other attractive design features play in reinforcing the intersection as an activity area and to further define the building edge.



- In multi-story buildings, differentiate between the pedestrian-oriented uses including retail and the office or residential levels above. This can be accomplished through the use of different texture, fenestration, scale and/or materials on the ground level.

Storefronts

The primary role of the storefront is to identify the business located within and attract customers. Display windows, glass paneled entrance doors, and signs are the storefront's most important architectural features.



- Storefronts should complement the architectural character of the entire building.



- Large display windows, tastefully decorated with a variety of merchandise should be designed to welcome shoppers and maximize visibility of goods and services.



- Individualistic storefronts, within established limits, should be encouraged since it creates visual interest and draw shoppers along the street.



- Non retail occupants are encouraged to maintain the continuity of a street level retail environment so the flow of shopper interest is not interrupted. Display of plants, shadow window boxes, or artwork could be used if privacy is required.



- Awnings, canopies and skeletal marquees should stretch out over the shopping street as an element that invites shoppers into the stores.



- Color, graphics and dimensional signs should be part of the storefront design to add fun and interest to the main street.



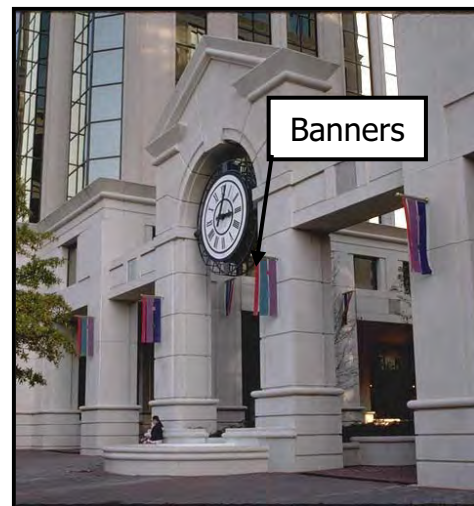
- Multiple-level retail should be visually accessible from the street through the provision of transparent facades.



- The interior mall should have as much natural lighting as possible using skylights and transparent facades. Interior retail areas should be linked to other public spaces and to the overall pedestrian system, and should be highly visible from the street through the use of multi-level transparent façade and easily accessible entrances.

Streetscape

Streetscape is the collective image and character of a variety of elements that make up the street or public environment. The streetscape is composed of the street, the sidewalks, lighting, trees, public art, and street furniture such as benches, trash containers and planters. The streetscape should help create a unified image and defined visual structure for the retail area and for an inviting and comfortable pedestrian environment. The design of the streetscape should provide an attractive foreground for the retail and a setting for activity by creating an environment that is visually rich and satisfying and that complements the visibility and appeal of the storefront.



- Create an elegant, colorful streetscape with the addition of street vendors, awnings, banners, fountains, trees and flowers designed for the comfort and enjoyment of pedestrians.



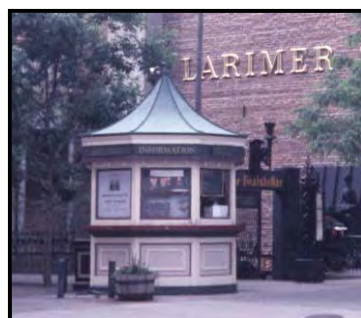
- Sidewalk widths should vary according to the amount of pedestrian activity anticipated for the area. At minimum, the sidewalk should be designed to accommodate a pedestrian zone adjacent to storefronts to permit both window-shopping and through-movement. Sidewalks should also provide for additional space for sidewalk cafes, seating areas and street trees.



- Street trees of substantial size should be provided to help create a sense of scale and provide a canopy of shade without obscuring the retail.



- Place street furniture and trees at the edge of the sidewalk in order to reinforce the sidewalk environment and provide a psychological barrier that separates pedestrians from vehicles.



- A vocabulary of well-designed street furniture should be provided as a unifying theme. These should include streetlights, benches, trash receptacles, planters, etc.
- Accommodate street vendors in attractive kiosks that complement the streetscape and adjacent architecture.



- Provide an ample amount of well designed seating to increase the shopping experience's level of comfort.



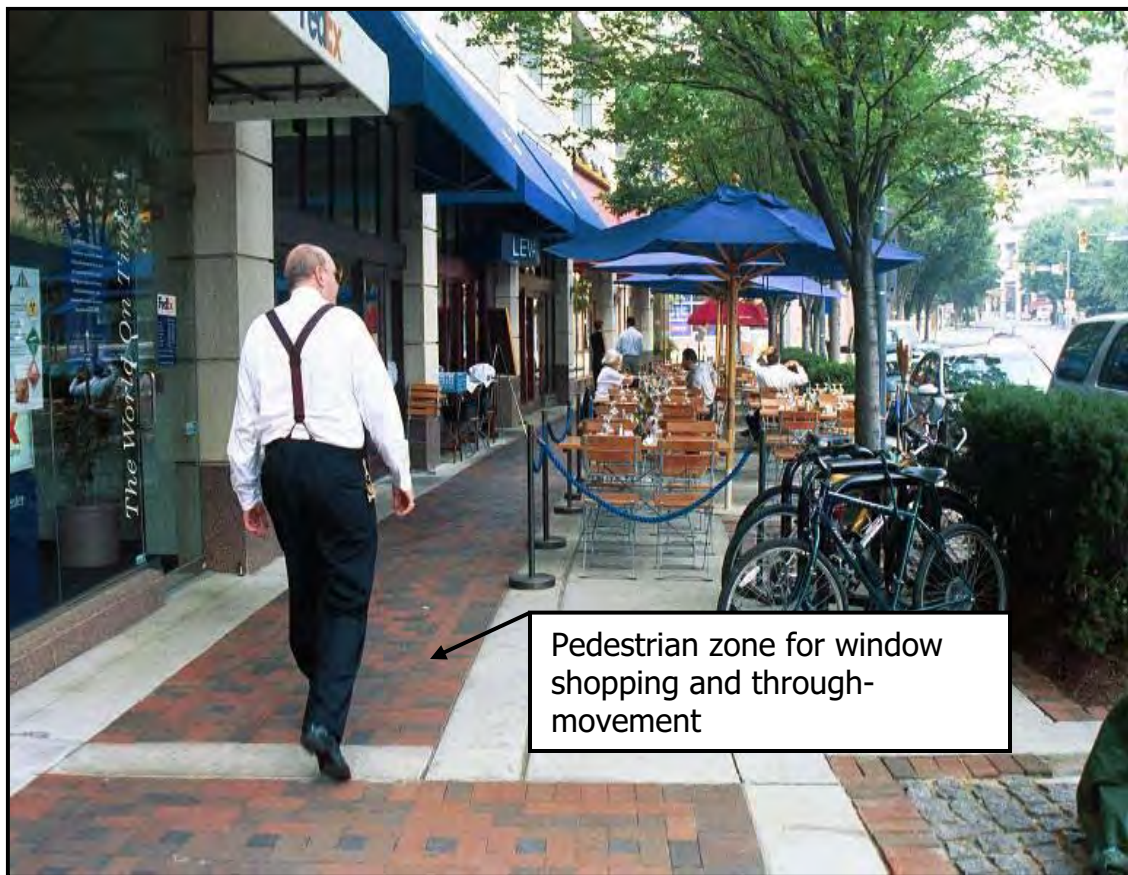
- Promote the use of public art (e.g. sculptures, murals, banners, etc.) to enhance the streetscape, engage people's attention and add variety to the urban experience.



- Provide clear and attractive information and directional signs.

Pedestrian Connections

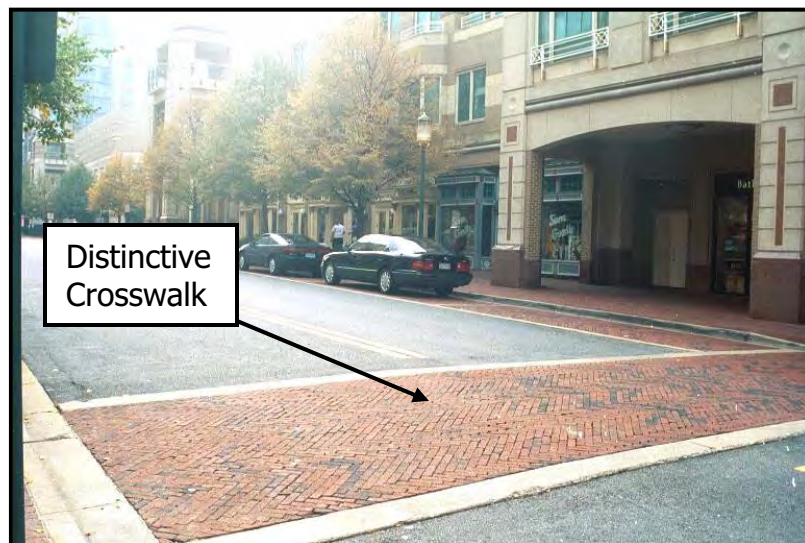
To create an area that will attract a diverse and concentrated mix of uses and foster economic interaction among these uses, it is essential to encourage people to move through the downtown core in foot. One of the priority objectives in revitalization is to establish a functional and attractive system of pedestrian connections.



- Mark pedestrian areas with strong changes of color, material and/or texture. Use special paving to provide a visible connecting element that reinforces the pedestrian system.



- Avoid the formation of pedestrian barriers (physical, visual or psychological) within public right-of ways.



- For pedestrian safety, crosswalks (either at intersection or mid-block) shall be constructed at the intersection of major pedestrian and vehicular paths. Crosswalks should have adequate width and different texture and color to clearly identify an interface of pedestrian and vehicular movement.



- Grade-separated pedestrian linkages (skywalks or tunnels) should be discouraged because they tend to take pedestrian activity away from the retail street. If provided, they should maintain a 24-hour adequate access for pedestrian travel connecting activity nodes and focal points and be designed as transparent as possible.



- Provide internal circulation and continuity from one block to another. In full-block development, locate pathways to preserve existing views and vistas.



- Ensure that the pedestrian circulation system can function with a minimum of conflict through the creation of a pleasant and attractive pedestrian system. The interruption of pedestrian walkway by driveways, curb cuts, and other access points should be minimized by limiting the widths of driveway cuts and by designing common driveway entrances to a group of commercial buildings when possible.

Parking

One of the most important aspects that can contribute to the success of retail and can make downtown a quality place is the way parking is handled. The major objective in parking design is to make it accessible and easily identifiable while reducing its impact on the quality of downtown's visual environment and minimizing the extent to which it may disrupt pedestrian movement among retail uses and other activity centers.



- Short-term street parking should be provided, to the extent possible, along all retail streets as a convenience for shoppers.



- Parking with clearly marked entrances and easy pedestrian access should be highly encouraged. To the extent possible, parking in new development should be placed underground for it has the least visual impact on the street.



- Surface parking and parking structures should be located to minimize their impact on the street wall and pedestrian circulation (i.e. parking could be placed behind buildings). However, entrances to parking lots and structures should be easily identified and accessible from the retail street. Low hedges/walls, landscaping and trees should be installed to screen surface parking lots and minimize their impact. Rear facades of buildings should be designed to provide attractive linkages between parking and retail streets. Parking structures on pedestrian oriented streets should provide ground level retail.

APPENDIX

**SEPTEMBER 21, 1999
COUNTY BOARD WORK SESSION**

**URBAN VILLAGE FORUM – STREET LEVEL RETAIL
NRECA Building**

(Follow-up Work Session to be held November 4, 1:00 p.m.)

Notes by Toni Copeland, Assistant Clerk

ALL COUNTY BOARD MEMBERS PRESENT

STAFF: Adam Wasserman, Rodney Irwin, Robert Mace, Susan Ingraham-Bell, Pamela Locke, Sakura Namioka, Joan Kelsch, Conchita Mitchell, John Tuccillo, Toni Copeland

MODERATOR: John Tuccillo, Economist

The Forum began at 7:23 p.m.

I. Welcome and Introductions.

Mr. Ferguson thanked the NRECA for donating the room; the Rock Bottom Brewery for the food; and the Department of Economic Development for organizing the event.

II. Program Overview and Speaker Introductions.

Mr. Tuccillo provided an overview of the Forum and made speaker introductions, including:

Richard Heapes, Partner, Street-Works
Anita Morrison, Principal Bay Area Economics
John Asadoorian, Asadoorian Retail Real Estate
Jeff Donald, Rock Bottom Brewery
Mike Howard, CarrAmerica
Larry Demaree, Demaree & Associates, Inc.
Doug Loescher, Assistant Director, National Main Street Center
Dale Roberts, Java Shack

III. Background Presentation and Market Overview.

HEAPES: "Build It and They Will Come" – Main Street. What is it, and who are they.

MORRISON: Look at retail mix currently in Arlington; metro, two corridors, and two neighborhood commercial districts.

IV. Panel Discussion.

HEAPES: Major components of good retail street: 1) immersive place with 10 to 15 minute walking experience; 2) narrow – need meandering space. Wilson Boulevard is too wide with too much traffic.

MORRISON: What other uses needed to support retail operation: urban entertainment centers coming from concept need to provide experience -- movie theatres, performing arts, museums, a lot of food; no magic formula.

HEAPES: 100 percent chain stores is death.

DONALD: Post office and libraries.

DEMAREE: Parking is critical. Ideal parking space is one inside store. Everyone wants space close to where they shop. Street parking makes it work. You cannot put it at the store so you have to have a perception that you can get that prime space. Nothing uglier than parking deck that fronts on retail street.

LOESCHER: Parking is universal. You can drive by a store and have the illusion that there is parking out front; pedestrian environment. Above and below are real solutions. Best strategies are management in motion -- signs, creative solutions to maximize spaces. Real question is "Is there a draw in that area?"

ROBERTS: Building one large parking lot does not always work. You need small parking lots during evenings and weekends.

ASADOORIAN: We love our cars in this region. A lot of retail goods and services are represented here. While parking is a must, it is part of a larger issue. More of a sense of space in Clarendon than in Ballston where big office buildings are. If you create the emotional pull for retail, people find a way to get there. Bethesda is a pain to park. Unless the County owns the land, you really cannot mandate it.

HEAPES: The experience has to overcome the inconvenience. Georgetown. Retail parking should be at grade, open, painted white, opposite of office parking. Not just a count but a physical experience. One of the best is the Pentagon City parking deck. AMC Courthouse is a frightening experience trying to get back to your car. Valet parking -- managing spaces added 800 spaces a day because they knew where the spaces were.

ZIMMERMAN: Cars and how they relate to main street experience. Balance between no cars and having place that is car dominated. One hand emphasize on street parking, but it is not a lot of parking.

HEAPES: You may get 10 to 15 percent parking on street maximum. Angle bad/parallel good. Wants parallel parking because harder to back into them and provides safe zone for jaywalking. You want cars to be obstruction. Narrow lanes. You could fix Wilson Boulevard but you need to de-designate it as a thoroughfare. Really bad news is that there needs to be another strategy for parking. Bethesda model with parking inside blocks is good public model.

MORRISON: The number of people and dollars they have to spend but nature of the population and where they are in their life cycle, where they see themselves, like soccer moms in bookstores and coffee shops. Looking for demographics but also looking for the place. Can you achieve the sense of having a place people want to be.

HEAPES: Retail wants to go where their competition is – Gap is there, we need to be there. Want to be next to other certain stores.

ROBERTS: Building character, personality, street visibility, close to Metro, public transportation, is parking around the area shared with other businesses, pedestrian-friendly. Those are what people look for when looking to open up a space.

TUCCILLO: Clarendon: Major/national retailer in that area in terms of location or attract smaller?

ROBERTS: Great to bring in national chain. Brings in more people to area, and you have more money to advertise. They create more visibility for other shops.

HOWARD: Leases Olmsted building where there is only day time trade in the area. Not enough square footage to attract a Gap or Barnes and Nobles. Maybe McCaffrey site might.

ASADOORIAN: Conundrum. What makes Arlington different. Wilson Boulevard is a highway. Streets that go through Arlington get you from the District to other parts of Virginia. You are going to get a Crate and Barrel or Barnes because they can afford the rent. What happens is that you lose sense of character of what Arlington is. If Alexandria, Tysons, and other areas all have the same, you lose unique character. Interesting restaurant that does not exist anywhere else. Biggest challenge is you can't achieve in Arlington what is done elsewhere. Don't want to saturate market. Strongest markets are Rosslyn-Ballston and Pentagon; Columbia Pike is more local. The Rosslyn-Ballston Corridor has stuff to be a regional draw. Basics -- has to be visible, signage potential. Mom and pop retails that develop their unique signage, streetscape, parking and pedestrian venues where people know how to get from one place to another. Higher ceilings 11 – 15 feet. Glass store fronts. Accessibility and visibility.

FAVOLA: In the Rosslyn-Ballston Corridor and throughout Arlington, have been pursuing mixed-used. Should we focus purely on different types of retail in a small area then expand out around there in effort to produce more of a main stream feel – can it work with office with 1st floor retail?

DEMAREE: You need a continuum of space with character and feeling - want to be there – joyful spenders. You can have a Georgetown and bring in uses not thought of before or Clarendon with a few blocks of real fabric and intersecting rows. To try to make office buildings with 1st floor retail will only add to a few spots.

HOWARD: 1110 North Glebe Road (Black Eyed Pea) had space which remained vacant. Tough requirement for certain spaces. Some need some thinking outside the box that maybe retail won't work in that space.

ASADOORIAN: What defines Arlington/Clarendon. It is that pedestrian streetscape? Clarendon will grow on its own. You have to create the gimmick and pull. This is Arlington – we're on the move. How do you get a clothing store in Ballston – you don't have the shopping atmosphere to meander from one to another store. Clarendon has potential – would be wise to focus on that.

ROBERTS: Moving a shop like Java Shack to pre-standing building into new high-rise office building. Rio Grande has character within a building.

HEAPES: Is it possible to take 9th Street and make it into a main street? It has a visibility problem. Need to look at master leasing. Need agenda where agenda is the retailer, not something else. We are the most ethnic neighborhood in the area.

FISSETTE: Ballston. Critical mass piece. Mall or Courthouse area where we have a huge lobby and in Ballston have large mall with wonderful street front except for mall itself. What about having mall create more openness and open up a street front with still interior mall. Our ethnic restaurants have problems reintegrating into redevelopments. What about the exterior and strategies to ensure you keep that uniqueness in ethnic restaurants.

ASADOORIAN: You can't make markets, can't say let's open up Ballston Common. Restaurants and servers want to be in Ballston. Clarendon has features you can accentuate. What Ballston fronts is office; no shopping at night. Can't change that. Master leasing situation – downtown DC, east end, change in attitude of property owners because they pay to be involved. Property owners pay into it and look for guidance. They will design the buildings, plan for brick sidewalks, signs.

LOESCHER: Very active differentiation of what they are so smaller shops are not swallowed up by bigger chains. Intervention by downtown organizations. Management mechanisms to provide a lot of services and education to retailers. Some other organization or nonprofit agency acting as intermediary.

ROBERTS: Co-existence. Being unique and creating unique business environment and community involvement. Can make changes immediately where larger chains cannot. We have the Clarendon Alliance and Columbia Pike Revitalization Organization who assist small business, and the Department of Economic Development is getting together a program right now for business planning and others to help businesses survive.

DEMAREE: Retail is always evolving and many are truly independent and don't want to grow and others want to grow, change and serve customers. Same with any chain – need to grow. Could be that you have some good, small, nice businesses that won't make it but others will and have multiple locations. Believe life is about growth. Joyful spenders by serving customers. Raise the bar and increase the service.

HOWARD: One of the keys to bringing in smaller businesses is basic design of building. Can you re-lease it without a lot of work. Some don't have capital coming in. One of keys is design of building and space and it will last forever.

DEMAREE: Got to have good leasing people looking for tenants to get the space. Finding unique tenants takes effort.

LOESCHER: Need another organization to drive the process who knows what the districts need and can support and work with those shops to find the right space.

ASADDOORIAN: It is a tough business – retail/real estate brokers. Not necessarily the lack of desire but lack of focus in retail developer industry. A lot of companies don't have the retail people.

HEAPES: Not just the retail frontage on the street – need great side streets and second floors and residual places. Antique shops on side streets. Having relative compact, Immersive place is important for \$8 and \$12 spaces. More than just the street itself.

GEARHART: Clarendon – no sense of main street - underlying zoning C-3 and sector plan back to early 80's that call for bigger than C-3 like 110 foot buildings. Clarendon as we know it bulldozed. How do you preserve main street and change kind of office expected. Smaller commercial users like trade associations. Lose feel with block-long buildings.

FISSETTE: Don't want to lose character and scale of Clarendon. Concern to all of us but tools we do have, Sector Plan, does call for scaling back after 1st couple of stories. Puts emphasis on first 2 floors – materials, windows, people don't look up as much with right facades. Despite how tall they end up being will keep main street feel. It's "uniform" that is bad word. We are looking for character and dividing it up. Can have ½ block with 15 stores along it.

FAVOLA: Wider sidewalks and trees, public place, public art. Focal points and pedestrian-friendly physical attributes will help a lot. Enamored with Richard's (Heapes) comment on finding someone to purchase all store front space and have it redeveloped with real retail emphasis. Can do that in tandem with Sector Plan but will take a lot of work.

CITIZEN: Rather than government's approach to modern zoning to direct development saying this is what we will have, that encourages this homogenization we are seeing. Government needs to step back and be a facilitator. Need to let it evolve organically. Chains are not inherently bad. We need a local component because national one does not distinguish us.

LOESCHER: Controlled chaos. Really successful main streets are four dimensional. You have 3 dimensions. Tough balancing act with how far we want to go with master development.

ASADOORIAN: You can't go against nature and the nature of this corridor is going away from retail with office development. Goes back to entity that sets the tone. Spent a lot of money downtown to create a spot where people can hang out and chat for a minute, kiosk for flowers, phone. These little things create the stage.

CITIZEN: What can Arlington do to facilitate this transition that Clarendon may be experiencing like kicking out ethnic restaurants and no place for them to go. What should we do as partnership? Create small term leases.

DEMARÉE: Hard to do that. A lot die in the process.

ROBERTS: Small ethnic restaurants can move to different areas. Just because they move out of one, there are other opportunities.

TUCCILLO: Exciting prospect for Arlington to strengthen retail configuration and opportunities.

HOWARD: Arlington has business improvement districts, Clarendon Alliance, and Ballston Partnership who help drive retail development.

ROBERTS: Small businesses have good foot hold in Arlington County and bring on challenges; would be good for small business.

ASADOORIAN: Arlington has story to tell that hasn't been told. Retailers looking for unique environments they are not in. Need marketing. Crossroads of all elements are here. Has to be packaged.

DEMAREE: Been looking for opportunity here but has not been found yet. Have McCaffrey plan which is opportunity to create streetscape urban atmosphere. Central place in Rosslyn is major piece which might revitalize, and great opportunities in Clarendon but worrying about high-rise which will replace those buildings. Several spots that can be created along the road. Cafes. Numerous opportunities but how to make it work.

LOESCHER: One of the most exciting opportunities is letting residents define what this will be. Grassroots organization or entity that can help manage and pull in energy of people who live there can make a huge difference.

HEAPES: Second what John said. Stop building crappy office buildings in corridor. They are not main street buildings. No more four-sided urban office buildings. It is in your control. "Want new sign ordinance for Wilson and Clarendon Boulevards requiring each tenant to have a minimum of 6 signs (Joke)."

MORRISON: Is a fabric here. A lot of elements with performing arts and grassroots activities. Paying a lot of attention to fine details of zoning and site approvals. Making sure you get café seating in new spaces and find things that enliven the space and not just green.

TUCCILLO: Heard a lot of good stuff. Great writer "A Sense of Where You Are". Thanked the audience and panel.

V. Conclusion and Next Steps.

FERGUSON: Closing comments, please.

FAVOLA: Many positive things walked away with tonight. Pluses – dynamics and diversity that we need we already have. Have raw materials to create retail markets and main streets. Need to come up with vision of what we want and creative approach. One thought to leave you with – you know you're in a place and you know when you're not. The Rosslyn-Ballston Corridor is where are planning documents derive from.

LANE: Have a lot of opportunities in Arlington and gives hope for future and vision. Have a lot of areas where we can create things, but have a lot of challenges. Attracting kind of retail that is not just restaurants. Want to focus on that in future. Need varied mix of restaurants, other kinds. Improve concentration, targeted areas know it will work; parking – important part of it; need to update sign ordinance – have community that looks at it as bad – need comprehensive review.

FISETTE: Special interest in this. We have 11 different and unique markets in Arlington. Keeping them all is important. We have a government and grassroots community that has a texture of its own, participates and is on to this issue. Funkiness on Wilson Boulevard happened – was not dictated. Let market run its course and provide guidance for what emerges. Still opportunities. (Used personal example of buying all materials for home improvement project in other jurisdictions, except paint.) Tysons is larger than we are geographically but Rosslyn-Ballston Corridor has more people living in it than in office space there. Pedestrian-friendliness, urban design, parking.

ZIMMERMAN: Definition of boundaries – having sense of place and sense of transition when going in and out. Didn't get to big main street versus little. Tend to focus on retail as destination place but also need interest in other retail, real village kind of stuff that can be made to work better. Important ideas that people brought up, and is most essential thing to focus on, has to do with keeping what we got. Only have a little of it but may be catalyst. Menders of urban fabric. Need to preserve the surviving urban factor that we have. Figure out DNA and replicate more of it while there still is some. Role of cars. You can't bar the cars but can't let them run everything. How do you get balance – calm main street. Finally, role of government, tremendous importance of public involvement but government can be in way of stopping things from happening. Need to unfetter creativity of market place. Comprehensive review of sign ordinance has been underway for awhile and have enacted part of it but more to come. Haven't been involved enough with parking and public infrastructure. Need to help focus the market to preserve market.

FERGUSON: Thanked everyone from business community. Appreciate staff here and the staff who are writing everything down. Will be useful for work session. Thanked Sustainability Roundtable. January 26 is next event on Sustainability and Green Technology. Even though increased CBPOP, safety is important. Need more Police – in Shirlington area have hired off-duty but not direction for County government. We want our officers down there. Like comment by Heapes, need services that don't shut down at 5:00 p.m. In Rosslyn, may change zoning to interspersing residential. Designing buildings for retail. Ballston Garage – people don't like to park there for some reason. Create incentive for people to go in there. One dollar after 4:00 p.m. or lower to 0.50 to get them in there in the evening. Need post office in Ballston. That is what makes retail traffic – post offices and libraries.

ADJOURNED AT 9:52 P.M.

GLOSSARY OF IMPLEMENTATION TOOLS

Management of the Environment

- ♦ **Business Improvement District (“BID”)**– An organizing and financing mechanism used by property owners and business owners to enhance the future of their retail and commercial area by assessing themselves additional taxes to be used for supplemental services, marketing and capital improvements beyond those provided by the local municipality. A BID may include parking management, retail management and traffic & pedestrian management.
- ♦ **Parking Management District** – The coordination and management of public parking resources complimented by private parking resources, as in Bethesda. For example, parking on a district wide basis can be calculated according to set operational criteria in order to increase locational options for restaurants and other businesses with high parking requirements not being met on site. A parking management district may include a program of valet parking, coordinated hours of operation, coordinated fee structure, marketing, etc. A parking management district may be a program funded and managed by a BID.
- ♦ **Retail Management District** – The coordination of retail operations within a designated geographic area. A retail management district may include joint marketing and services for retailers within the designated district, coordinated hours of operation, a system to oversee appearance and maintenance of store fronts, etc. Such a management district differs from a BID in that the latter would undertake broader activities and use a different funding mechanism. A retail management district may be a program funded and managed by a BID.
- ♦ **Traffic & Pedestrian Management** - Changes in traffic & pedestrian management policies to make an area more pedestrian friendly. Examples include narrowing streets, providing on street parking, highlighting crosswalks and other pedestrian zones, managing traffic flow with traffic lights, curb cuts, etc.

Land Use and Zoning

- ♦ **Sector Plan Amendments** – Review most current sector plans and prepare amendments or updates, as needed, to require retail use on the ground floor of buildings, consistent with the goals of adopted retail policy(s) and plans.
- ♦ **Development Review Process** – Develop comprehensive and detailed conditions to guide retail development in special exception buildings (Supported through amendments to Administrative Regulation 4.1) .

- **Retail Density Incentives** - Do not include retail square footage in calculating a project's FAR, in effect providing a density bonus for desired targeted retail, with a substantial and punitive penalty for any future conversions to office use.
- **Retail Attraction & Marketing Plans** – Require specific retail marketing plans for site plan projects, including identifying types of retail desired and the marketing strategy to attract and retain those retailers.
- **Retail Space Requirements** - Require the design of the retail to be functionally appropriate including appropriate size, special attention to ceiling height, venting, loading, service entrances, storefront design, signs, doors and windows. Require final review of the design.
- **Retail Equivalency Criteria** – Establish specific criteria by which non-retail uses would be acceptable substitutions for retail uses in designated areas. Examples include theater, galleries, museums, etc.
- **Retail Parking** - Require evening and daytime retail parking with each site plan, use permit or site plan amendment as part of future approvals.
- **Enhanced Streetscape Improvements** – For retail streets where special design emphasis is needed, require enhanced streetscape improvements, including larger trees, more pedestrian amenities and other enhancements such as banners in the public right-of-way (in authorized areas according to set criteria).

Zoning Ordinance

- ♦ **Signage** – Review and identify changes or modifications to the sign ordinance that would result in greater flexibility in use of signage to enliven the retail streets.
 - **Comprehensive Sign Plans** - Develop specific criteria for and make their approval administrative. Any requests beyond the criteria would still require minor site plan approval.
 - **Special Sign Districts** – May be accomplished through an overlay district that would permit installation of unique, artistic, or additional signage.
 - **Sign Standards** - Amend the zoning ordinance to provide more flexibility in use of signs.
- ♦ **Parking** – Review and identify changes or modifications to the parking requirements of the Zoning Ordinance that would result in greater flexibility in providing parking options in the downtown areas.
- ♦ **Zoning Districts** - Study and revise by-right Zoning Districts in the RB Corridor to require retail use on the ground floor of buildings, consistent with the adopted plans. Zones to be considered for change would include "C-R" "C-2" and "C-3."

Urban Design

- ♦ **Traffic & Pedestrian Management** - make changes in traffic & pedestrian management policies to make the downtown areas more pedestrian friendly. Examples include narrowing streets, providing on street parking, highlighting crosswalks and other pedestrian zones, managing traffic flow with traffic lights, curb cuts, etc.
- ♦ **Streetscape Standards** - Establish a new set of streetscape standards that are consistent with the goals of adopted retail policy(s) and plans. The streetscape standards should include maps showing designation of streets for different types of streetscape, standard details for streetscape implementation and a set of streetscape guidelines (addressing issues such as location of street furniture, blank walls, screening of surface parking, etc.)

Financial Incentives

- ♦ **Rehabilitation Tax Credit** - Establish a tax abatement program for rehabilitation of existing structures. This could apply to improvements to the ground floor retail space of office buildings as well as in designated revitalization areas.
- ♦ **Façade Improvement Program** - Establish a revolving loan fund or other incentives for façade enhancements.
- ♦ **Displaced Business Assistance Program** - For businesses impacted by redevelopment, with priorities as follows:
 1. Businesses displaced by a specific redevelopment project;
 2. Businesses displaced by other redevelopment in the County; or
 3. Other existing businesses in the County.
- **First Option on Set-Aside Retail Space** - Utilize the County site plan review process to obtain first option at market rate rents of a percentage of retail space for a set period of time.
- **Lease Guarantees** - Provide lease guarantees for qualified businesses that do not meet credit criteria to locate in set-aside space.
- **Loan Guarantees** - Provide a loan guarantee for tenant improvement and/or working capital loans provided by a private lender for qualified businesses.
- ♦ **Tax Increment Financing** - Provide improved streetscape and other area-wide amenities by earmarking increases in taxes due to increased assessment values in a specified area. This is based on taxes that increase due to increase in values rather than an increase in tax rates, as is done with a BID.

- ♦ **County-owned Property** - Use County-owned property to leverage desired development through sale or lease. This could include parking or appropriate retail development on streets designated for primary retail.
- ♦ **Public Parking** – Provide for public development, ownership and/or control of parking resources for convenient short-term retail purposes.
- ♦ **Appearance Improvement Program** – Use capital improvement funds to enhance appearances, through streetscape improvements, undergrounding of utilities and providing screening and landscaping of vacant and underutilized (used car) lots at high visibility locations. If such work would be required in site plan approvals for future development projects, provide for repayment in the future.

Marketing

- ♦ **Retail Marketing Program** – A marketing program that highlights the market niche of each of the downtown areas utilizing a variety of tools/materials to target specific audiences, such as developer, retailer, consumer.
- ♦ **Retail Space Availability** – Joint marketing effort with the partnerships and others to provide enhanced information regarding retail space locations in each of the downtown areas.
- ♦ **Electronic Kiosk System** – An electronic information system to include restaurant and retail location information for the use of employees, tourists and residents at strategic locations around the County.

Cultural/Entertainment Activities

- ♦ **Arts and Cultural Activities Program**- An enhanced arts and cultural program designed to enhance and enliven the downtown environment (on a daily basis) to include entertainment activities in existing parks and other public spaces connected to retail areas, programming for evening, lunch-time and weekend activities, public art activities, etc.
- ♦ **Promotional Activities Program** – A special events program designed to promote the downtown area to include seasonal or annual special events such as summer concert series, jazz festival, first night celebration, etc. This program may be a program funded and managed by a BID.

ROSSLYN-BALLSTON CORRIDOR APPLICATION OF RETAIL STRATEGIES IMPLEMENTATION TOOLS

Tools	Ballston	VA Square	Clarendon	Courthouse	Rosslyn
MANAGEMENT					
Business Improvement District	*	*	*	*	*
Parking Management District	*		*		*
Retail Management District	*		*	*	*
Arts and Cultural Activities Program	*	*	*	*	*
Promotional Activities Program	*	*	*	*	*
LAND USE AND ZONING					
Retail Density Incentives	*		*		*
Retail Attraction & Marketing Plans	*	*	*	*	*
Enhanced Streetscape Improvements	*	*	*	*	*
Retail Parking Requirements	*		*	*	*
Retail Space Guidelines	*	*	*	*	*
Retail Equivalency Criteria	*	*	*	*	*
Sector Plan Amendments	*	*	*	*	*
Comprehensive Sign Plans	*	*	*	*	*
Special Sign Districts	*		*	*	*
Sign Standards	*	*	*	*	*
Parking Modifications	*	*	*	*	*
Zoning Districts	*	*	*	*	*
URBAN DESIGN					
Traffic & Pedestrian Management	*	*	*	*	*
Streetscape Standards	*	*	*	*	*
FINANCIAL					
Rehabilitation Tax Credit		*	*	*	*
Facade Improvement Program		*	*	*	*
Displaced Business Assistance Program			*	*	*
First Option on Set-Aside Retail Space			*	*	*
Lease Guarantees	*	*	*	*	*
Loan Guarantees	*	*	*	*	*
Tax Increment Financing	*		*		*
County-owned Property	*		*	*	
Public Parking	*		*	*	*

Appearance Improvement Program	•	•	•	•	•
MARKETING					
Retail Marketing Plan	•		•	•	•
Retail Space Availability	•	•	•	•	•
Electronic Kiosk System	•	•	•	•	•

Draft Plan Section/ Downtown Area	Public/Staff Comment (Department)	Plan Revision/Action/ Comments
General	<p>Identify conflicts between the Retail Action Plan and other plans such as the Sector Plans, Master Transportation Plan or other initiatives such as Pedestrian Initiative, etc. (CPHD, Planning Commission)</p> <p>The tone of the plan was directed more toward economic development than quality of life. (Planning Commission)</p> <p>The County should not dictate where retail can and can not go. The County should let retail happen on its own and not try to micro-manage the retail market. (Local Retailer)</p> <p>It should be stated that the Retail Action Plan for the R-B Corridor is not meant to denigrate the Jefferson Davis, Lee Highway or other major commercial corridors in the County. (Planning Commission)</p> <p>Think outside of the box in terms of potential sites for retail development. Look at car dealerships and used car lots. Work with dealerships to create more urban prototypes and convert larger land holdings to retail. (Planning Commission)</p> <p>Priorities need to be established for program development, give a rationale for priorities. (Planning Commission)</p> <p>The use of incentives need to be tied back to processes (i.e. site plan review) or otherwise made available at the appropriate time. (Planning Commission)</p>	<p>A discussion of the plan and how it relates to other plans and initiatives has been included.</p> <p>The County Overview was expanded to include discussion of quality of life issues.</p> <p>The Retail Action Plan is a guide for retail location. Retail professionals participating in the retail focus group and the Urban Village Forum on Street-Level Retail indicated that such a plan would communicate to retailers that the County is trying to develop a sense of place and critical mass for retail themes.</p> <p>A broader discussion of retail throughout the County has been added in the County Overview.</p> <p>Used car lots and other underutilized sites in the Corridor will be targeted with program efforts to facilitate redevelopment.</p> <p>The Action Steps outline the process for implementation.</p> <p>An overall "toolbox" will be developed that will include incentives and other appropriate tools.</p>

	<p>The plan needs to define the next steps. (Planning Commission)</p> <p>Need to address retail gentrification. It may be helpful to use examples of other places that have successfully dealt with this issue. (Planning Commission)</p> <p>The plan does not sufficiently address the issues of the Mom & Pop businesses. What solutions can we offer for displacement, escalating market rents, etc? (Planning Commission)</p>	<p>The Implementation Plan outlines the process for implementation.</p> <p>As staff develops tools for revitalization, best practices regarding retail gentrification will be researched.</p> <p>A discussion of small business development and retention has been added to the County Overview.</p>
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<p>Guiding Principles</p>	<p>Public art should be mentioned as a strategy (PRCR)</p> <p>Guiding principles should highlight community's desire for a mix of local, regional and national retailers. (Planning Commission)</p>	<p>A guiding principle was added to incorporate public art in the downtown environment.</p> <p>Guiding principles reflect desire for mix of retail.</p>
<p>Ballston</p>	<p>DPW is pursuing with VDOT a number of pedestrian improvements along Glebe Road in Ballston, all of which will advance the themes in the Retail Action Plan. (DPW)</p> <p>A number of community entertainment options are being pursued for Stuart Street as the "festival street." More café style restaurants would benefit from the planned increase in special events along this retail spine. (Ballston Partnership)</p> <p>The strategy to attract large retailers along Glebe Road needs to balance an increase in traffic (generated by new retail) with appropriate measures to ensure safe pedestrian access in this area. (Ballston Partnership)</p> <p>Current demographic profiles indicate that "Lifestyle Retail" should perform well with the emerging population trends in Ballston. However, these numbers can change as the single professionals marry and have families. Our retail options must suit these market changes over the next ten years. (Ballston Partnership)</p> <p>Ballston should analyze what market niches our consumers desire that are not being met by Tysons Corner and Pentagon City, and seek to fill them within our borders. (Ballston Partnership)</p> <p>The Ballston Retail Committee will reconvene and should be able to address the need for coordinated</p>	<p>DPW is currently engaged in a number of efforts that advance the themes of the plan.</p> <p>These efforts support the intent of the plan.</p> <p>There are a number of initiatives underway to make Glebe Road more pedestrian oriented.</p> <p>The retail market is constantly changing and will need to be continually monitored and retail offerings adjusted to meet market demands.</p> <p>This will be done as part of developing the retail marketing plan for Ballston.</p> <p>The partnerships can each play a role in the management of their respective downtown areas.</p>

	<p>hours, common advertising, etc. among the merchants. We also plan to provide recruitment and retention assistance to merchants, developers and brokers. (Ballston Partnership)</p> <p>Traditional retail in office buildings is limited, but perhaps we can explore uses that meet the demands of the consumer that are more suited to the ground floor of an office building. (Ballston Partnership)</p> <p>Perhaps some of the community-oriented retail currently located within the Ballston Common Mall can be located in proximity to Harris Teeter to establish a core of community-based retail along Glebe Road. (Ballston Partnership)</p>	<p>Types of uses in the ground floor spaces should follow a plan for achieving a critical mass that promotes a specific market niche.</p> <p>The plan encourages community-oriented retail along Glebe Road.</p>
Virginia Square	<p>Identify market niche for Virginia Square (CPHD)</p> <p>Include personal and business services in Marketing Positioning Statement. (CPHD)</p> <p>Delete the reference to moving the Arts Center. Major investment is being made in the Arlington Arts Center including improvements to the appearance, operations and presence. (PRCR, CPHD)</p> <p>DPW is currently pursuing sidewalk improvements along Wilson Boulevard between 10th and Monroe Streets. (DPW)</p>	<p>Virginia Square is identified as a local-serving retail market.</p> <p>Marketing Positioning Statement reflects personal and business services.</p> <p>Reference to moving the Arts Center has been deleted.</p> <p>It has been the County's practice to achieve such improvements through redevelopment. This project will be an interesting test of the County's priorities for interim sidewalk improvements.</p>

<p>Clarendon</p>	<p>Encourage developers to incorporate public art and cultural facilities, or cover a portion of their costs into their projects. (PRCR)</p> <p>The County should encourage and require personal and business services on Clarendon Boulevard between N. Danville and N. Barton Streets. (CPHD)</p> <p>Ground level retail should be requirement on all new development in and around the core retail area in Clarendon. (Clarendon Alliance)</p> <p>New development in and around the retail core in Clarendon should be built closer to the curb and should maintain sidewalk widths from one block to the next. (Clarendon Alliance)</p> <p>Areas designated as "Entertainment and Main Street Retailing" should extend at least half of the block on the streets on the north side of Wilson Boulevard. (Clarendon Alliance)</p> <p>The large red star placed over the Clarendon Market Common site on the "Proposed Retail Streets Map" should be placed in a more central location within the district so as not to diminish the role played by existing retail stores and restaurants that collectively serve as a major destination. (Clarendon Alliance)</p> <p>Because of the close relationship between the Clarendon and Courthouse Metro sector areas and the potential for a strong retail corridor stretching from Clarendon through to Courthouse, Wilson and Clarendon Boulevards should be designated "Entertainment and Main Street Retailing" on the Proposed Retail Street Maps. (Clarendon Alliance)</p>	<p>Specific mechanisms such as retail equivalency criteria or retail bonus incentives will need to be developed.</p> <p>The Proposed Retail Streets Map has been revised to reflect this designation.</p> <p>The Retail Action Plan targets specific streets for retail in order to achieve a critical mass.</p> <p>This can be addressed currently as projects come in for plan review.</p> <p>Main Street retail uses would be encouraged to spill around the corner. There is not much advantage to requiring those types of uses for half blocks.</p> <p>The market positioning statement addresses Clarendon as a destination within the region. The red star serves to designate a high concentration of shopper goods such as a mall or other stand-alone destination.</p> <p>The Retail Action Plan is a guide for where types of retail uses and development should occur. The Plan does prevent such retail from going into these locations. The intent of the Plan is to create a critical mass of retailing within a smaller geography rather than having it spread out.</p>
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	<p>The large intersection of Wilson Boulevard, Fairfax Drive and Washington Boulevard should be the focus of an enhanced pedestrian environment with upgraded streetscapes. (Clarendon Alliance)</p>	<p>This area should be treated as a gateway, perhaps with a broader focus to include architectural features in addition to enhanced streetscapes.</p>
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<p>Courthouse</p>	<p>Wilson Boulevard between N. Troy and N. Rhodes Streets should be designated to require personal and business services to be consistent with the Rosslyn retail plan. (CPHD)</p> <p>North Courthouse Road between Arlington Boulevard and 15th Street North should not be required location for retail. (CPHD)</p> <p>Wilson and Clarendon Boulevards between Courthouse Road and Veitch Street are currently being narrowed. (DPW)</p> <p>New streetscape around the triangular block of Clarendon Boulevard and Uhle and 15th Streets is ready to go to construction. (DPW)</p>	<p>The Courthouse Retail Streets Map has been modified to reflect this designation.</p> <p>The approved hotel development for North Courthouse Road includes first floor retail and services.</p> <p>DPW is engaged in several initiatives that will enhance the pedestrian environment and advance the intent of the plan.</p> <p>DPW is engaged in several initiatives that will enhance the pedestrian environment and advance the intent of the plan.</p>
<p>Rosslyn</p>	<p>Identify the Spectrum Theater and the Newseum as major destinations. (Rosslyn Renaissance)</p> <p>Site plan requirements for Central Place retail should include street-oriented retail, continuous street frontage, multiple entrances, multiple tenants. Eliminate the minimum retail square footage requirement. (Rosslyn Renaissance)</p> <p>Roof-top uses, such as observation decks, should be encouraged but not on every building – only at select locations. (Rosslyn Renaissance)</p> <p>Include a strategy for better signage in Rosslyn to assist people in finding parking and attractions such as the Spectrum Theater. (PRCR, Rosslyn Renaissance)</p> <p>Reduce the parking requirement for retail and establish a retail parking validation program. The County should consider subsidizing the operating costs of a private garage.</p>	<p>Cultural attractions have been highlighted in the plan.</p> <p>These requirements will advance the intent of the plan.</p> <p>These uses may need to be identified as site plans come forward.</p> <p>Signage is an urban design strategy that can apply to all downtown areas.</p> <p>Retail parking validation is something that should be considered as part of an overall parking management plan.</p>

	<p>(Rosslyn Renaissance)</p> <p>Encourage new tourist and cultural attractions and develop a program to bring tourists from Arlington Cemetery to Rosslyn. (Rosslyn Renaissance)</p> <p>Filling in the Fort Meyer tunnel is not recommended. With the current grade separation, the signal timing is set to optimize Wilson Boulevard. This arrangement seems easier for pedestrians. An at-grade intersection would result in a compromised progression for both streets. (DPW)</p>	<p>While not a retail focus, the development of tourist and cultural attractions can be addressed through the Cultural Affairs programs and the Convention and Visitors Service.</p> <p>This strategy has been deleted.</p>
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<p>Implementation Tools</p>	<p>Look at condemnation as a strategy for getting control of used car lots and other underutilized sites. (Planning Commission)</p> <p>The sector plans for the R-B Corridor need to be reviewed as one of the first steps of the Action Plan. (Planning Commission)</p> <p>The report would benefit from some further elaboration on what party (County Government, Partnerships, private developers, individual retailers, etc.) should logically take the lead on each of the marketing recommendations. (Economic Development Commission)</p> <p>In the Development Review Process require tenant design criteria for a building with three or more tenants. (Planning Commission)</p> <p>The retail Attraction & Marketing Plan should have a condition requiring "retail for lease" signs at the construction sites. (Planning Commission)</p> <p>Retail Space Requirements should include a condition for the developer to provide a grease exhaust for at least one retail space over 1,000 SF per building. (Planning Commission)</p> <p>Consider limiting the % of lobby and back house space per ground floor buildings located on "Main Street" designated areas. (Planning Commission)</p> <p>Establish a more restrictive list of retail types appropriate for "Main Street" versus neighborhood consumer services. (Planning Commission)</p>	<p>This purpose is not allowed under the Virginia Constitution.</p> <p>The review of the sector plans is currently in the work program for CPHD.</p> <p>The Action Plan highlights specific marketing activities as well as a lead agency or other party to direct or coordinate the implementation.</p> <p>This can be achieved through amendments to Administrative Regulation 4.1 as mentioned in the Action Plan.</p> <p>The Retail Attraction and Marketing Plans for each project will include specific marketing activities to be undertaken by the developer.</p> <p>This will be reviewed on a case by case basis in the site plan review process.</p> <p>This will be reviewed on a case by case basis in the site plan review process.</p> <p>The list of retail uses identifies retail appropriate for "Main Street" including a variety of uses and activities that will enliven the retail street versus retail areas with a focus on neighborhood consumer goods and services.</p>
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	<p>Retail density incentives will need to include very specific requirements so that density is not given away without clearly defined benefits to the County. (Planning Commission)</p> <p>Provide assistance to local retailers to raise their level of sophistication to help them compete with national brand tenants – including credit rating, design, marketing, merchandising, etc. (Planning Commission)</p> <p>Consider investing a portion of the meals tax collected from restaurants back into supporting the restaurants through public parking, streetscape improvements, etc. (Planning Commission)</p>	<p>The use of density and other incentives to achieve desired retail will need to be considered on a case by case basis during the site plan review process.</p> <p>DED is currently working the Arlington Chamber of Commerce to establish a Retail Council that can coordinate and address specific retail issues and activities.</p> <p>The County can not use revenue generated from the meals tax to support debt such as public parking or capital improvements. District-wide financing mechanisms such as a BID or TIF would be more appropriate because a single category of use, such as restaurants, is not targeted as a source of revenue for improvements that benefit an entire retail district.</p>
Urban Design Guidelines	<p>Upgrade appearance of existing retail – including better signage. (Rosslyn Renaissance)</p> <p>There needs to be broader view of streetscapes – wrap in residential, non-retail, the greenway, etc. (Planning Commission)</p> <p>Reston Town Center and Bethesda Central District are good local models, but the financial structuring of this look may be hard to obtain in Arlington. (Ballston Partnership)</p>	<p>The Partnerships can play a role in encouraging businesses to improve their appearance. The sign ordinance now allows greater flexibility, which could result in better signage.</p> <p>New R-B Corridor streetscape standards will be developed incorporating efforts such as the greenway, etc.</p> <p>Development practices throughout the Metro area are being examined and compared to determine which strategies may be appropriate for Arlington.</p>



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