



# Arlington County Retail Plan



Adopted July 18, 2015



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## **ACKNOWLEDGEMENTS**

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## **RESOLUTION TO ADOPT THE ARLINGTON COUNTY RETAIL PLAN**

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WHEREAS, the County Board finds that an update to the Rosslyn-Ballston Corridor Retail Action Plan is required to reflect the dynamism of retail and its changing trends; and

WHEREAS, the County Board finds that such an update is required to expand the area covered by the plan beyond the Rosslyn-Ballston Corridor; and

WHEREAS, the County Board recognizes the importance of creating a community where retail is convenient, appealing, activating and sustainable; and

WHEREAS, the County Board concludes that retail should provide interest and authenticity, entertainment and experiences, and goods and services to residents, employees and visitors; and

WHEREAS, the County Board wants to create an environment in which Arlington's local, independent, regional and national businesses can thrive; and

WHEREAS, the County Manager has proposed that the County Board adopt the Arlington County Retail Plan to replace the Rosslyn-Ballston Corridor Retail Action Plan; and

WHEREAS, the Arlington County Retail Plan captures current retail trends, the current retail environment in Arlington, describes a vision for the retail environment in Arlington, addresses Arlington's Planning Corridors and other commercial areas in the County and, through its recommendations and guidance, will create an environment for successful retail;

WHEREAS, the County Board finds that the Arlington County Retail Plan will serve as the guiding document for ground floor uses for the public;

NOW, THEREFORE, BE IT RESOLVED, consistent with prior practice, that based on the aforementioned considerations, the County Board of Arlington County declares that the Arlington County Retail Plan is not a regulatory document but rather a guiding plan for development of ground floor spaces; and

BE IT FURTHER RESOLVED, consistent with prior practice and as expressed at Plan Chapter 1, Introduction, Section 1.1 (Purpose), that while development proposals should strive to support and advance the vision and implementation elements of the Arlington County Retail Plan, in the spirit of providing for new and innovative uses and affording maximum creativity, projects that do not adhere to specific use categories or the letter of every provision in the design guidelines, but none-the-less demonstrate a clear alternative approach which achieves the stated intent of the Arlington County Retail Plan, will be recognized as valid alternatives; and

THEREFORE, the County Board of Arlington County hereby adopts the Arlington County Retail Plan.

July 18, 2015

## EXECUTIVE SUMMARY

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*Arlington will be a community where retail is convenient, appealing, activating and sustainable; that provides interest and authenticity, entertainment and experiences, and goods and services to residents, employees and visitors; and where local, independent, regional and national businesses thrive.*

The Arlington County Retail Plan (“Retail Plan”) will replace the Rosslyn-Ballston Corridor Retail Action Plan (“2001 Retail Action Plan”) as the resource for retail policies and varying types of ground floor uses. The Retail Street Maps will update and replace the retail maps provided in the 2001 Retail Action Plan. Additionally, there are several departures from the 2001 Retail Action Plan including an expanded geography; a strategic focus for primary retail sales locations; the accommodation of variety of uses on the ground floor; the creation of an environment for successful retail; and an increased importance of the public realm.

The Retail Plan is divided into five main sections including:

Introduction	Sets forth the purpose of the document including why the Retail Plan is necessary; what the Retail Plan will accomplish; and how the Retail Plan will be used.
Arlington’s Retail Vision, Principles and Policies	States the vision for Arlington’s retail environment and those principles and policies to achieve the vision.
Retail Overview	Defines the term “retail” in Arlington County vernacular and delves into general information about the dynamics of retail; introduces the concept of retail equivalents; identifies important pieces of retail infrastructure; and highlights the current retail environment in Arlington.
Implementation Elements	Retail Street Maps, design guidelines and an action plan which will implement the vision, principles and policies for retail in Arlington.
Appendices	Includes a basic primer on retail; Arlington’s retail history and current ownership patterns; changing retail trends and a glossary.

**Retail Principles:** The six principles, shown below, and the thirteen accompanying policies which implement each principle (found in Chapter 2.), collectively provide the means for which Arlington achieves its Retail Vision.

- Retail evolves and changes. Retail reflects the trends.
- Retail is a mix of local, independent, regional and national retailers.
- Retail needs customers.
- Retail needs to look like retail.
- Retail thrives in a well-designed and well-managed public realm.
- Retail likes to cluster.

**Implementation Elements:** Implementation of the vision includes three pieces: the Retail Street Maps, design guidelines and an action plan.

### *Retail Street Maps*

The Retail Plan introduces updated retail street typologies and maps for the Major Planning Corridors. The typologies increase in levels of flexibility both in use and design as depicted in the graphic to the right. The nomenclature and designation on the maps indicate the placement, design and use of ground floor space necessary to achieve the retail vision.

Red*	Gold*	Blue*	Green
<ul style="list-style-type: none"> <li>•Design Standards: Exterior &amp; Interior</li> <li>•Retail Sales</li> <li>•Food Establishments</li> <li>•Entertainment Establishments</li> <li>•Services</li> <li>•Repairs</li> </ul>	<ul style="list-style-type: none"> <li>•Design Standards: Exterior &amp; Interior</li> <li>•Retail Sales</li> <li>•Food Establishments</li> <li>•Entertainment Establishments</li> <li>•Services</li> <li>•Repairs</li> <li>•Retail equivalents</li> </ul>	<ul style="list-style-type: none"> <li>•Design Standards: Exterior</li> <li>•Retail Sales</li> <li>•Food Establishments</li> <li>•Entertainment Establishments</li> <li>•Services</li> <li>•Repairs</li> <li>•Retail equivalents</li> </ul>	<ul style="list-style-type: none"> <li>•No Design Standards**</li> <li>•All uses as permitted by the Zoning Ordinance</li> </ul>

\* Other uses as permitted in the Zoning Ordinance may be approved, on a case-by-case basis, by the County Board.

\*\* Other adopted design standards may apply.

The Retail Plan continues to promote the concept of clustered retail streets identified as Red Streets with uses limited to retail sales, food establishments, entertainment establishments, services and repairs. These conventional retail environments work best when clustered; allowing customers to see all of the retail; accommodating a park-once and shop environment; and creating a hub of activity. However, even in these Red Streets, the plan allows for future flexibility by providing the County Board criteria through which they can legislatively approve other types of uses in ground floor spaces.

The Retail Plan incorporates a new term, “retail equivalents,” into the typology nomenclature. Retail equivalents are uses that, while not traditional retail uses, provide similar visual interest and active street life within a storefront to traditional retail uses. Retail equivalents provide valuable pieces to the community infrastructure, and may include uses such as child care centers, schools and other educational facilities, medical uses, civic and government uses, and in some instances residential amenities. This retail equivalent concept increases the level of flexibility, accommodates the changing nature of retail and improves Arlington’s level of competitiveness in attracting future office tenants with a desire to create an enhanced work environment.

*Design Guidelines:* The built environment is as important to the pedestrian experience as are the uses contained within, therefore, the Retail Plan recommends a level of design standards



suitable to the various retail street types. Exterior and interior design standards should be considered for both Red and Gold Streets and exterior design standards for Blue Streets. These design standards are intended to create a strong street frontage while maintaining flexibility for a variety of uses over time within the space. The design guidelines, will be used to analyze special exception projects and will assist developers, property owners, business owners, staff and the community in developing retail spaces that: operate functionally; provide interest to the pedestrian; allow for a sense of authenticity; accommodate a variety of users and uses; and remain accessible both visually and through the ease and convenience of the customer in reaching the retail. Other adopted plans and policies may provide more prescriptive guidelines or standards which will apply; however, for retail uses, the Retail Plan will provide the starting point for design from a retail perspective if little to no guidance is in place.

*Action Plan:* The action plan itemizes specific tasks necessary to realize the vision, principles and accompanying policy statements. Implementation measures include continued County practice; amendments to Arlington County Code; and updated administrative regulations. Additionally, several recommendations are designed to be the first step in a broader County discussion.

The Retail Plan and its action plan reinforce the importance of key pieces of Arlington’s retail infrastructure: grocery stores and regional shopping centers. Achieving the retail vision for Arlington requires both of these elements. However, these elements have qualities that don’t always align with standardized rules and regulations. In 1985, the Arlington County Board adopted a Grocery Store policy, in recognition of the importance of grocery stores to neighborhoods, the challenges presented by existing zoning regulations, and closure of existing grocery stores due to redevelopment. The Retail Plan validates the continued importance of such a policy and recommends that updates to its application are necessary to address the changing dynamics of the grocery store concept.

As critical pieces in the retail infrastructure and with the ability to draw shoppers, employees and residents into an area, strong regional shopping centers can significantly improve the neighborhoods where they are located. Two of Arlington’s regional shopping centers, Ballston Common Mall and Fashion Centre at Pentagon City, are over 20 years old. Due to the size and placement within the Ballston and Pentagon City neighborhoods, these centers must increase placemaking efforts – pulling storefronts to the street, creating multiple entry points and creating activity and attractions on the outside as well as inside. These exterior improvements, combined with interior renovations, will create the strong regional shopping centers Arlington desires. To encourage and facilitate such changes, the Retail Plan calls for the flexibility and creativity required for updates to these regional centers.

Finally, the Retail Plan recognizes the importance of the public realm and its relationship with retail. The public realm must be managed appropriately to ensure that all uses are accommodated while granting enough flexibility to encourage spontaneity and activity. The Retail Plan acknowledges that the public realm often acts as the buffer between retail activities and residential uses. Finding a balancing between these, sometimes incompatible, uses is important.

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# CHAPTER 1. INTRODUCTION

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## 1.1. Purpose

The foundation of the Arlington County Retail Plan (“Retail Plan”) is an explicit vision statement for retail in Arlington. Grounded in Arlington’s shared community vision of “a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods...”<sup>1</sup> as well as the work of the Retail Task Force of the Economic Development Commission, the retail vision addresses the conventions and idiosyncrasies of retail and commerce, and the need to serve Arlington’s business and residential communities.

*Arlington will be a community where retail is convenient, appealing, activating and sustainable; that provides interest and authenticity, entertainment and experiences, and goods and services to residents, employees and visitors; and where local, independent, regional and national businesses thrive.*

The purpose of this Retail Plan is to achieve this vision. Therefore, the Retail Plan must accomplish three things.

- **Clarity:** The Retail Plan must provide clear guidance as to the design, placement and specific uses within the ground floor of special exception projects in Arlington.
- **Consistency:** The Retail Plan must ensure consistent application of this guidance and provide for a common terminology for retail references.
- **Flexibility:** The Retail Plan must accommodate a level of flexibility with respect to use, design and timing, so that policy guidance does not restrict more rapidly evolving market trends.

## Why is this Retail Plan needed?

Over time, Arlington has vacillated in its prescriptiveness of the design and use of ground floor space in its planning documents and special exception site plans. In early planning efforts, less attention was paid to ground floor design and use. These policies and practices resulted in ground floor environments that did not always provide a level of activity, interest and transparency typically associated with good urban design. To address some concerns, in 2001, the County Board adopted, as a supporting document to the Comprehensive Plan, the *Rosslyn-Ballston Corridor Retail Action Plan* (“2001 Retail Action Plan”). The 2001 Retail Action Plan identified specific opportunities and constraints in developing viable retail markets in each of the downtown areas along the Rosslyn – Ballston corridor. It also established more prescriptive guidelines with regard to use of ground floor space.

Concern was raised by various stakeholders that the implementation of the 2001 Retail Action Plan and sector plans that followed had become overly ambitious and prescriptive – resulting in special exception projects approved with expectations that ground floor uses would include “entertainment and main street retail” in almost all locations.

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<sup>1</sup> From the Arlington County Vision Statement

In response to this concern, the Arlington Economic Development Commission appointed a Retail Task Force. The task force identified numerous challenges to Arlington’s retail environment. Four challenges, in particular, were identified by the task force, highlighting the desire to rethink policies for ground floor uses in Arlington.

- Retail overly required or, at a minimum, expected in the wrong locations
- Policies too prescriptive for the dynamic nature of retail
- Mandated versus planned versus organic growth of retail
- Confusing processes for small businesses and retailers

Building upon the vision, these challenges and the desire for clarity, consistency and flexibility, the Retail Plan will update policies and practices found within the 2001 Retail Action Plan as well as within certain sector plans and small area plans. Perhaps more importantly, the Retail Plan resets the conversation about ground floor uses in Arlington.

Arlington now recognizes that longer-term plans and policies in most cases are not nimble enough to deal with more rapidly changing market conditions in retail and commerce, and that uses other than conventional retail can generate activity and interest on the ground floor. This Retail Plan recognizes that overly prescribing ground floor use can inhibit rather than promote street-level activity and vibrancy. Therefore, the Retail Plan will shift the paradigm from a “retail everywhere” approach to a policy framework that identifies a limited number of strategic locations for retail sales, food establishments, entertainment uses, services and repair. The remainder of the areas addressed in the Retail Plan have greater flexibility on the uses that occur within the spaces with appropriate external and internal design conditions that maintain the look and feel of an urban street. This updated approach will:

- Strengthen Arlington’s primary retail nodes;
- Allow long- and short-term market shifts in retail and ground floor use to occur within policy framework;
- Accommodate innovative uses on the ground floor; and
- Increase Arlington’s overall level of economic competitiveness.

Additionally, through specific recommendations and action items within the Retail Plan, Arlington will become an easier place for businesses to open and succeed.

### **What will this Retail Plan do?**

The Retail Plan will replace the 2001 Retail Action Plan. There are several significant changes between the documents:

- **Expanded geography:** The Retail Plan focuses on Arlington’s three Major Planning Corridors: Rosslyn-Ballston Metro Corridor, Jefferson Davis Metro Corridor and the Columbia Pike Corridor; and provides context for commercial activities within Arlington’s other planning areas, including Cherrydale, Shirlington, East Falls Church and Nauck. It also provides a starting reference point in discussing Arlington’s other commercial mixed use areas.
- **Strategic locations:** The Retail Plan encourages a concentration of retail sales, food establishments and entertainment uses. This concentration, or clustering of similar uses,



allows for individual businesses to benefit from the customer traffic generated to the whole. The plan accommodates some flexibility of use within these clustered locations; the plan does not discourage these pure retail uses outside of the strategic locations.

- **Variety of uses:** The Retail Plan removes the list of uses envisioned for each street typology and replaces them with broader categories consistent with the Arlington County Zoning Ordinance. Additionally, the Retail Plan expands the variety of uses identified as suitable for the ground floor and includes a new term, “retail equivalents.”
- **Enhanced business environment:** The Retail Plan addresses and promotes County policies and practices that encourage a mix of local, independent, regional, national and international businesses by creating markets that are ripe for retail brokers to promote and for future tenants to show interest.
- **Public realm importance:** This document places increased importance on the relationship between the public realm and successful retail. An interesting public realm will enhance the customer’s experience and support the endeavors of small businesses and retailers.
- **Changes & practices:** In order to address the lessons Arlington has learned over time about the dynamics of retail, the Retail Plan captures, in a more formalized manner, changes in the County’s views and practices in the treatment of retail and ground floor uses.

### **How will the Retail Plan be used?**

The Retail Plan provides guidance to developers, property owners, business owners, staff, the community, and the County Board and its commissions when considering the ground floor uses within future development proposals or amendments both administratively and legislatively. The Retail Plan is not regulatory; the plan and its implementation elements communicate a vision for the type and design of ground floor uses the County would like to see achieved through the special exception process.

The updated retail street typologies and maps are envisioned to:

- Provide normalization of retail street typologies using a common nomenclature
- Provide consistency across planning documents – both now and into the future
- Provide additional flexibility both administratively and through legislative approvals referencing the typologies
- Preserve strategic locations for pure retail uses

To provide the clarity, consistency and flexibility emphasized in the Retail Plan and to normalize the sector plans, staff interpreted various legends – some more prescriptive than others – and the visions found in sector plans that culminated from years of planning. Sector plans provide important guidance for Arlington, including the placement of buildings, open spaces and streets; provision of height and density guidelines; and, most importantly, creation of a vision for the community. Arlington uses its sector plans as a decades-long planning tool. As we have learned through the evolution of retail in Arlington, prescribing uses on the ground can create unintended challenges, and any prescription of ground floor uses can benefit from shorter time horizons than typical with sector plans.

The Retail Plan provides this shorter-term vision and greater flexibility to allow the marketplace to evolve over time. Therefore, the adoption of the Retail Plan and its maps will supersede the proposed ground floor uses found within sector plans. Sector and other small area plans often provide a more nuanced approach to the design at the street level and contain specific and customized design standards. These more explicit standards are applicable. In the instance there are limited to no design standards, the Retail Plan will provide guidance.

Perhaps most importantly, the terminology created for the Retail Plan will allow for a level of consistency for future planning studies. The Retail Plan will affect future legislative and administrative actions and it will inform future neighborhood, sector and small area plans, by establishing a common vocabulary for ground floor uses. Future plans are anticipated to provide updates to the maps in the Retail Plan, keeping it up-to-date through future adopted policies resulting from community discussion.

The Retail Plan does not affect existing ordinances such as the Zoning Ordinance, Noise Ordinance or Vending Ordinance. These regulatory tools have bearing on retail uses but this plan does not change the tools upon adoption. Recommendations within the Retail Plan will initiate conversation about the application of these tools on retail uses and how they may be better tailored to accommodate businesses, enhance processes and improve compatibility issues between commercial and residential uses.

## CHAPTER 2. ARLINGTON'S RETAIL VISION, PRINCIPLES & POLICIES

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### 2.1. Retail Vision Statement

Through conceptual plans and planned uses, previous plans and documents inferred a vision for retail within an area. As stated in the introduction, the Retail Plan provides the first explicit vision statement for retail in Arlington.

*Arlington will be a community where retail is convenient, appealing, activating and sustainable; that provides interest and authenticity, entertainment and experiences, and goods and services to residents, employees and visitors; and where local, independent, regional and national businesses thrive.*

### 2.2. Retail Principles and Policies

To reflect Arlington's retail experience and identified challenges, changing trends in retail and dynamics of the retail environment, and the need for flexibility while providing clarity and consistency, the Retail Plan simplifies and distills the intent of the original guiding principles from the 2001 Retail Action Plan.

Below are six principles with 13 accompanying policy statements designed to create an active and interesting retail environment in which Arlington's businesses can thrive; and goods and services are provided to residents, employees and visitors.

#### **Retail evolves and changes. Retail reflects the trends.**

1. Use the Retail Street Maps as a guide to uses envisioned on the ground floor of special exception projects, and as permitted by the Zoning Ordinance.
2. Site specific factors in special exception projects may require flexibility in evaluating adopted plans and policies to provide for the location and configuration of loading, parking and service corridors for ground floor spaces.

#### **Retail is a mix of local, independent, regional and national retailers.**

3. Special exception projects should define general categories of uses, sizes and locations of ground floor uses, as opposed to specifying a particular tenant or use.
4. Facilitate opportunities for local, independent, regional, and national retailers, including the repositioning of aging regional shopping centers, to locate and succeed in Arlington.

#### **Retail needs customers.**

5. In areas that support 18-24 hour populations, consider a mix of uses such as grocery stores, entertainment and fitness uses, civic uses, and other retail equivalents as recommended in the Retail Street Maps.

6. Provide additional opportunities to generate customers of all demographics through activities such as special events, festivals, celebrations, short term uses or pop-ups.

**Retail needs to look like retail.**

7. Allow for creative design of ground floor facades to facilitate identity and visibility for individual tenants and to encourage an active and attractive mixed use environment.
8. Interior of ground floor spaces should be designed to accommodate a variety of uses over time.

**Retail thrives in a well-designed and well-managed public realm.**

9. Balance placement of street trees and street furniture, as provided in streetscape standards and sector plans, with the need for access and visibility of ground floor uses.
10. Balance placement of outdoor cafes, merchandise and mobile vending with pedestrian accessibility and circulation.
11. Continue to create on-street parking opportunities and provide for short-term parking – for both vehicles and bicycles – proximate to ground floor uses and as recommended in the Master Transportation Plan.
12. Public art should be a prominent component of Arlington’s mixed use areas as it enlivens and enhances the pedestrian experience, provides a sense of place, allows for wayfinding and promotes the local culture.

**Retail likes to cluster.**

13. Create continuous ground floor retail storefronts in areas identified as "Red Streets" on the Retail Street Maps.



## CHAPTER 3. RETAIL OVERVIEW

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### 3.1. Retail elements

Retail is necessary for a sustainable community – providing needed goods and services to residents, employees and visitors. However, beyond providing just goods and services, retail allows for a level of activity and interest on the street.

#### **Retail definition**

Retail, in Arlington, encompasses the following use categories as defined in the Arlington County Zoning Ordinance (ACZO). The ACZO contains specific characterizations of each category and a more exhaustive listing of common uses.

- Sales
  - Consumer comparison goods (general merchandise, apparel, furnishings and other types of similar merchandise);
  - Convenience goods (delis, gifts, drugstore items, personal care, cards/stationary);
  - Grocery stores
- Food establishments (bakeries, coffee shops and restaurants)
- Entertainment (theaters, arcades and accessory entertainment activities)
- Personal services (banks, dry cleaners, salons, spas, veterinary clinics, urgent care)
- Repairs (locksmiths, tailors)
- Equivalents<sup>2</sup>
  - Uses that have characteristics similar to retail (transparency, open floor plans, hours of operation, level of activity, similar customer base and number of customers, etc.), can provide visual interest and create an active street life. Examples include, but are not limited to, hotel lobbies, residential amenities, other cultural venues, medical and educational uses, day care uses, and innovative work space elements.

#### **Retail clusters and anchors**

Retail works best when clustered, so that individual retailers benefit from the customer traffic generated by the whole. Customer traffic generation can be further enhanced by the presence of an anchor(s), which may be a larger retail establishment, such as a grocery store, or alternatively, may be a civic or cultural use, such as a library or theater, which are significant destinations.

Successful clustering, in compact and linear retail street frontages, allows the customer to see all the retail at once. Urban retail clusters can be weakened considerably if retail expands beyond a typical walking distance, extends too far outside a linear corridor, or lacks continuity and is broken up by large gaps in street front retail activity. The clustered retail environment allows for customers to park once (vehicle or bicycle) and walk to numerous establishments. Increased walking – and thus increased activity – further activates the street and provides greater exposure to businesses.

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<sup>2</sup> Please note that the term “retail equivalent” is not in the Arlington County Zoning Ordinance.

### **Retail equivalents**

Urban neighborhoods, such as those found throughout Arlington, should provide a full range of uses to support an expansive mix of customers throughout the daytime, evening and weekend periods. Other ground floor uses, such as educational uses, cultural uses (e.g. theaters, museums, galleries and art studios), and additional third spaces, a place outside of home or work where people gather and socialize and learn from each other, can draw potential customers to an area and provide additional amenities and services to residents and employees.



**Maker Space – TechShop in Crystal City**

Often these uses have characteristics similar to retail (storefront design, transparency, hours of operation, similar customer base and number of customers, etc.) and provide visual interest and create an active street life. These uses, referred to as retail equivalents in this document, can provide a valuable piece to the community infrastructure.

Retail equivalents can include: child care centers, conference facilities, schools and other educational facilities, maker spaces, medical uses, civic and government uses. Certain civic and government uses, like a post office or library, are often used as anchors for retail areas. This concept allows Arlington to have varying uses of retail equivalents drawing people to the area and benefit the retail area as a whole.

There are some instances in which the primary use of the building requires a specific ground floor use. For example, a hotel has a lobby busy with guests checking in and out at registration, using Wi-Fi services and informal meeting space – akin to a third place.



Hotel lobby in Crystal City

Educational facilities, such as colleges and universities, can provide similar activity with bookstores, student activity centers and lounges on the ground floor. Other innovative work space elements that are critical to Arlington’s competitiveness in attracting office tenants include work cafés, enhanced lobbies, conferencing space, and other types of collaborative space. Finally, community spaces, fitness centers and leasing spaces for residential buildings are important for the primary use and provides a level of activity and interest to the ground floor. All of these uses contribute toward the all-day activity necessary for an interesting public realm and are considered retail equivalents.



Collaborative work space – Gensler, Washington, DC

Health care uses are a growing sector within ground floor uses. Hospitals are using a retail-like model to expand their customer base. The nature of urgent care facilities is changing; although the facilities provide services for patients who do not have a regular physician or for those requiring more convenient hours, the facility acts as the gateway to the hospital and other diagnostic facilities. Walk-in patients generate ample traffic for these facilities and wellness centers and can generate activity for other nearby retailers. Additionally, there is a hybrid concept emerging where pharmacies are expanding not just to groceries but also to wellness clinics. Accommodating medical uses – especially those with a retail-like concept – on the ground floor provides additional amenities and services for residents, employees and visitors and can help to draw customers into other storefronts.



Storefront urgent care facility

Not all ground floor locations are appropriate for retail equivalents. Uses known to generate limited activity throughout the day should not be placed at the “100 percent corner” – the most visible and premier location within the retail area. Lobbies, even hotel lobbies, should be designed appropriately within these premier locations.

As this is a new concept for Arlington, we will continue to learn the nuances of these uses – the activity, the transparency requirements, and the integration into Arlington’s storefronts and streetscape. However designed, retail equivalents should enhance the pedestrian experience. Within Red, if approved, and Gold Streets, it is envisioned that spaces accommodating retail equivalents could be used for retail sales, food establishments or entertainment uses in the future.



### 3.2. Retail infrastructure

In addition to storefronts within Arlington’s commercial corridors, other elements inform the retail infrastructure in Arlington. This underlying infrastructure includes physical components such as streets and street design, parking, grocery stores, regional shopping centers and older retail spaces, as well as support to Arlington’s retailers.

#### Streets and parking

Attracting a maximum share of any available customer base to a retail area requires two critical components: accessibility and visibility.

The retail space needs to be accessible for all modes of circulation, including walking, biking, driving, bus, metro, etc. “Two-way, two-sided” is a general rule of successful retail. This rule reflects the key aspects of accessibility and visibility. Two-way streets maximize the accessibility of and visibility from trips and retail on both sides of the street enhances visibility, particularly for pedestrians, as well as providing the overall benefit of clustering.



Retail Street in Clarendon

The width of the street plays an important role in walkability and ease of access to retail on both sides of the street. Wide, multi-lane streets discourage pedestrians from crossing the street; vehicular speeds are typically higher; and storefronts and signs are designed for the automobile (35 miles per hour) and not the pedestrian (three miles per hour).

The major objective in parking design for both automobiles and bicycles is to make it accessible and easily identifiable while reducing its impact on the quality of the visual environment, and minimizing the extent to which it may disrupt pedestrian movement along storefront uses.



**On-street parking**

Ensuring that there is adequate parking to accommodate retail is important for customers and employees. Different ground floor uses will generate different parking demands, however, location and the mix of uses within the building and within the area will change that demand. Understanding the parking needs of retail is important because not all modes of transportation are available to customers or employees at certain hours.

### **Grocery stores**

One important amenity within each neighborhood is a grocery store – for convenience, identity and sense of a place within a neighborhood – and which may often serve as an anchor for larger retail projects. Where such a need is identified, allowing for planning and zoning incentives may be appropriate to encourage the addition, retention and/or expansion a grocery store in the neighborhood.

In 1985, the Arlington County Board adopted a Grocery Store policy (Appendix A.5), in recognition of the importance of grocery stores to neighborhoods, the challenges presented by existing zoning regulations, and closure of existing grocery stores due to redevelopment. Now,



almost 30 years later, certain areas within Arlington may still be considered underserved by grocery stores from a walkability standpoint; grocery stores are aging and may require improvement to continue to be market-competitive; and the construction demands of grocery stores within an urban environment are different than those of other retail uses.

Use of the Grocery Store policy has ranged from density incentives to accommodate grocery stores to flexibility for parking, loading and transparency. Recent applications of the policy include:

Project	Date	Application of Policy
Shirlington Harris Teeter	August 2003	Bonus density approved (7,880 square feet)
Potomac Yard Harris Teeter	December 2003	Bonus density approved (50,000 square feet)
Penrose Square Giant	October 2006	Used as an element to support the resolution for a “Designated Project” under the Tax Increment Public Infrastructure Fund (TIPIF) Policy
Trader Joes	November 2010	Permitted the use of reserved parking spaces, changed the compact parking ratio, modified conditions pertaining to transparency and accommodated outdoor merchandising
Bergmann’s MOMs	December 2012	Bonus density approved (13,257 square feet)
Metropolitan Park 4&5 Whole Foods	July 2013	Departures from the Metropolitan Park Design Guidelines, modifications of Zoning Ordinance requirements (parking & loading)
1401 Wilson Blvd Grocery Store	June 2014	Received credit (\$1,000,000) toward community benefits for the provision of a full-service grocery store.

The policy has been applied in past cases without explicitly stated guidelines. The continued use of this policy allows the County Board to extend enhanced opportunities to grocers wishing to remain, expand or relocate into Arlington. The broad and flexible statements within the policy remain relevant and allow Arlington to realize the retention, expansion and construction of grocery stores in neighborhoods that may be underserved by such use. However, the policy should undergo a strategic assessment to, at a minimum:

- Define grocery stores as used in the policy;
- Identify, in the policy, how a grocery store should serve the community either as an identified need or enhanced customer choice;
- Establish clear criteria for how the policy is applied in the review of special exception projects; and
- Specifically list the types of incentives that can be applied through the policy to support the construction of a grocery store.

### **Regional shopping centers**

Two of Arlington's regional shopping centers, Ballston Common Mall and Fashion Centre at Pentagon City, are strategic from both economic development and placemaking perspectives. These regional shopping centers have a much larger trade area in which they must compete than do other retail projects in Arlington. These regional shopping centers are over 20 years old, and newer or recently renovated shopping areas elsewhere within the region, plus the extension of Metro rail to Tysons Corner, will increase the competition and challenges to draw customers.

Due to the size and placement within the Ballston and Pentagon City neighborhoods, the centers must increase placemaking efforts – pulling storefronts to the street, creating multiple entry points and creating activity and attractions on the outside as well as inside. To encourage and facilitate such changes, the County must allow for the flexibility and creativity required for the repositioning of these regional centers. Strategic thinking and land use planning around these large pieces of retail infrastructure will be an important element in enhancing the centers. New tools, or a combination of existing tools, must be identified to address specific development parameters within a specific location. These tools must allow for creativity, additional and interesting signs for businesses along the outside of the center as well as those within, and for facades and architectural features that reflect the types of uses within the center. These tools might also provide for more flexibility in potential height and density to facilitate and accelerate such redevelopment and accommodate complementary uses and future customers.

### **Older buildings**

Older mixed-use buildings in Arlington have not always benefitted from design guidelines from a retail perspective. As a result, retail within these buildings can be challenging to lease and, once leased, challenging for a tenant due to a multitude of reasons including façade limitations, lack of visibility and material choices. Fixing such design challenges, particularly on the Red and Gold Streets, is important in creating the retail cluster with strong storefront continuity. Such improvements may be as simple as changing out reflective glass and other improvements may be more involved such as bumping out the retail bays to the back of the sidewalk which may require additional density. Often, constraints with respect to the degree space can be physically altered are encountered in repositioning and/or renovating the ground floors of older buildings. Thus, strict adherence to the Retail and Urban Design Guidelines (Chapter 4) may not be feasible in some of these buildings. Review is necessary to determine if a combination of existing tools, potentially new tools and updated processes can provide for greater flexibility in design and density. Timely, straightforward processes incorporating a level of flexibility and creativity is essential to improve these retail streets and these older buildings.

### **Assistance to small businesses and retailers**

Although Arlington's numbers are similar to that of the region and the nation, continued support of small businesses and retailers is a key piece to the continued success and sustainability of retail in Arlington which allows for the authenticity so desired. This support ranges from providing Arlington's entrepreneurs with timely information, access to networking

events, suggesting locations and assistance in navigating permitting processes as well as outreach and education to property owners and brokers. In addition to the ad-hoc assistance offered to these entrepreneurs by County staff, there are two defined groups that provide support to Arlington's small businesses.



*BizLaunch* is Arlington's small business assistance network and a one-stop-shop for starting or growing a business in Arlington. *BizLaunch* partners with a wide variety of small business organizations to provide information on writing a business plan, taxes, permits, licensing, marketing, financing, as well as counseling, and research opportunities, all provided free of charge.

*BizLaunch* also works closely with retailers and other businesses located in buildings slated for redevelopment to find new space either temporarily or permanently; provide guidance in updating business plans to reflect a new location (and possibly new trends); and often works as a bridge of communication between the retailer and the developer.

The *BizTeam* is an interdepartmental team, including representation from Arlington Economic Development, the Department of Community Planning, Housing and Development, the Department of Environmental Services, the Department of Human Services and the Office of the Commissioner of the Revenue, and assists tenants in navigating the permitting process as they build out their space.

Once the businesses are open, staff provides marketing and promotion through articles and social media.

In the past, the County has not actively marketed Arlington to particular individual retailers rather it leverages its relationships with its Business Improvement Districts (BIDs) and partnerships, the Chamber of Commerce, property owners, retail brokers and any future merchant association to actively promote Arlington as a strong retail location for national, regional and local retailers. Arlington sets the framework for a successful retail environment through general placemaking, policy adoption and straightforward processes; the BIDs and partnerships provide enhanced placemaking and specific marketing for the area through branding, events and activities; the property owners and brokers provide specific tenant attraction and marketing of the various spaces; and the Chamber of Commerce and any merchant associations will provide the voice and support to the businesses.

### 3.3. Arlington's Retail Environment

Certain elements of Arlington's retail environment can provide even more interest and activity, as well as critical services to an area. Such elements include outdoor cafes, vending, live entertainment, farmers markets and other special events. All of these uses require appropriate management to mitigate potential tension between businesses, residents and property owners, and at times specific provisions to facilitate successful placement and retention.

Balance is critical. Elements within Arlington's retail environment must be complementary and not competing or distracting uses. Compatibility issues between commercial and residential uses often plays out within the public realm: noise from diners at outdoor cafes, queuing of patrons for popular restaurants, live entertainment venues or the variety of special events and activities.

#### Outdoor cafes

Outdoor cafes enliven the streetscape throughout the year and enhance economic development within the area. Outdoor cafes provide for passive surveillance of the street and enable people to participate in street life. Arlington has over 200 restaurants with outdoor seating – with close to 2,000 tables. This outdoor seating is very important for Arlington's restaurants. Outdoor seating can accommodate more diners during compressed dining hours due to a change in customer preference. Outdoor seating can accommodate additional customers during periods of nice weather. Outdoor seating, with its umbrellas, tables and chairs, make for an attractive retail setting.

Current processes to accommodate outdoor cafes have two tracks: one when seating is located on private



Outdoor seating in Arlington

property; and a second if seating is located within an area dedicated to public use. Often private property lines in Arlington extend to the street and include sidewalks over which the public has the right to traverse. This situation can cause conflict between restaurateurs wanting to include additional seating and for pedestrians on the sidewalks. Providing an easy and understandable process for the location and operation of outdoor cafes in both private and publically dedicated areas is important. Ensuring safe and convenient access with ample sidewalk widths is imperative.

Rather than special exception processes which require legislative approval, most communities that permit outdoor cafes utilize an annual administrative licensing approach. A public comment period and specific criteria are applied to appropriately manage and maximize the use of the public realm. Arlington amended its Zoning Ordinance to define and clarify the regulation of outdoor cafes within private property. Now, Arlington's Department of Environmental Services is reviewing how such commercial uses, like outdoor seating and design elements can best be accommodated within the public right-of-way. Clarifying this process will allow for clear and equitable management of the public realm. Additional changes to the Zoning Ordinance may result from this review and potential process change.

### **Vending**

Arlington's vending community is a key element of retail. This "streetail" expands customer choice, provides an opportunity for entrepreneurs entering into the food services field and adds a bit of organized chaos and programmed messiness into Arlington's public realm. Arlington has seen continued growth in vendors – mobile food trucks, fashion trucks, carts and tables in its populated areas. Arlington has over 75 licensed mobile food vendors alone.



Mobile vending - fashion

With social media and serial followers, vending can help pull customers into different areas. Establishing vending zones, to allow trucks to vend for longer than two hours or for alternative hours, can help prime an area that is not quite ready for retail or can attract people to other



uses – parks, cultural venues or other businesses. Locations for zones have been under consideration for Rosslyn and Courthouse.

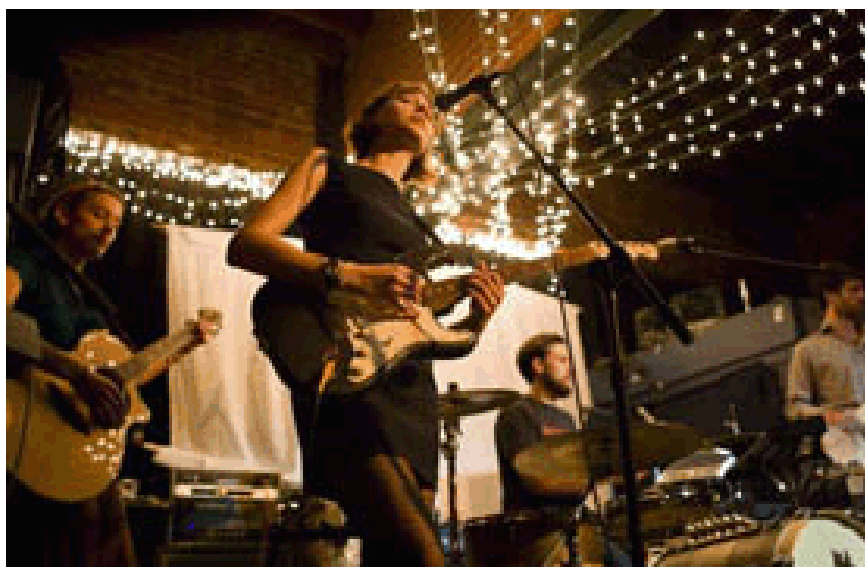
Rules and regulations should appropriately balance commercial vending operations with other uses within the public realm - including use of the sidewalk and curb space management; ensure that the public health, safety and welfare is maintained; and provide clarity and congruence between policy and practice. Currently vendors are permitted to vend for two (2) hours which aligns with most parking meters within the retail areas. Amendments are required to refine vendor regulations to better manage the public realm. An administrative process, similar to one that may be developed for other uses within the public realm, should be considered.



Vending in Rosslyn

### **Live entertainment**

Arlington permits live entertainment within restaurants via a special exception process. This process includes community review of the request and legislative approval with conditions intended to mitigate the potential impacts to surrounding properties and neighbors which might include such things as noise and additional crowds. Over the years, the required conditions for



Live entertainment in Clarendon

the approval of live entertainment have become more standardized; however, there is limited variation within the condition language that recognizes the different environments in which each venue is located. Standards for venues located in areas that have more concentrated retail and restaurant uses or located below residential uses may need to be different than those venues located in less retailed areas. Evaluation of the conditions is necessary to determine if they continue to address issues associated with live entertainment.

The Arlington County Noise Ordinance was updated in July 2014 to address concerns about noise related to outdoor dining, live entertainment and the mixed-use environment in



Arlington. Staff monitors noise complaints and, if necessary, will adjust the Noise Ordinance or enforcement levels.

### **Special events and short-term uses**

Arlington is host to numerous special events throughout the year ranging from the Marine Corps Marathon to the Taste of Arlington to a Mardi Gras parade and a variety of cultural events and road races. Additionally, Arlington is home to seven different farmers markets found throughout the county and occurring on various days of the week: Arlington's Farmers' Market in Courthouse, Ballston Farmers' Market, Clarendon Farmers' Market, Columbia Pike Farmers' Market, Crystal City Farmers' Market, Rosslyn Farmers' Market and the Westover Farmers' Market. All of these events draw people to the area, provide interesting activities and cause potential customers to walk by storefronts.

In addition to these events, programming of indoor and outdoor spaces also provides reason for additional customers: live entertainment draws varied and new clientele to restaurants; and the temporary ice skating rink at Pentagon Row provides entertainment options for all ages while others may opt to shop. Continued support of special events and public and private programming of indoor and outdoor venues is important to Arlington and successful retail.

Programming of indoor and outdoor spaces may also include short-term uses which also draws customers into a retail area. Often short-term uses are deployed while a space is in transition (for example prior to lease up or between leases). Pop-up stores – either seasonal or a trial retail concept, galleries, art installations, studio and performance space, innovator labs, a sales or rental office or space



Farmers market



Temporary Use: Crystal City BID, Crystal Couture

for other special events (such as the Crystal City BID Crystal Couture) are examples of these short-term uses.

Sites prepared for redevelopment can also accommodate short-term uses, particularly during the time period after approval and demolition but prior to construction. Examples include the open space, Central Space, which was developed in Rosslyn prior to construction of Central Place; a vending area with mobile food trucks, carts and the use of containers like those used at the Fairgrounds at Half Street in Washington, DC near the Navy Yard Metro Station; and other events or markets. Allowing such uses within an otherwise darkened storefront, or into a vacant or underdeveloped property through the use of shipping containers, provide activity, draw potential customers to the area and allow the owner to showcase the space to potential tenants and brokers.



Former Central Space, Rosslyn

Due to the nature of short term uses, it is critical to establish a streamlined application, review and approval process. Special exception projects and conditions of approval should also allow for flexibility of retail and ground floor uses to include short-term and pop-up uses. Because it is not necessarily intended that short-term uses will become the de facto use of the space, such uses should be accommodated in all buildings that have ground floor retail. Criteria should be established to address the duration of these short-term uses and other elements to be reviewed such as accessibility, circulation and impacts to and on the primary use of the building.

## CHAPTER 4. IMPLEMENTATION ELEMENTS

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Three components provide the implementation of the vision, principles and policies for successful retail in Arlington: Retail Street Maps, Design Guidelines and an Action Plan.

This Retail Plan is a guiding document, to be used in conjunction with other adopted plans and policies, for property owners and developers, the community, the County Board and its commissions, and County staff to reference when considering the ground floor uses within future development proposals or amendments. As statements of policy only, the Retail Plan and the following implementation elements do not modify approved projects and associated development rights that exist at the time of this plan adoption. Rather they communicate the vision for uses and design elements of ground floors.

### 4.1. Retail Street Maps

The Retail Street Maps indicate the location of certain types of retail and provide a visual description of the vision, principles and policy statements. A theme that runs through this document is that retail does not need to be in all places – retail equivalents and other uses, even residential and office, can encourage, through appropriate design, the interaction of people throughout the day in an enjoyable pedestrian environment. Successful and sustainable retail requires strategic placement.

As mentioned in the Purpose section of this document, the Retail Street Maps and typologies provide the following:

- Normalization of retail street typologies using a common nomenclature
- Consistency across planning documents – both now and into the future
- Additional flexibility both administratively & through legislative approvals
- Preservation of strategic locations for pure retail uses

#### **Retail Street Types**

Successful clustering of retail requires streets that are generally two-way, two-sided and a continuous stretch of storefronts with limited to no gaps. The following retail street types, with varying levels of retail activity promotes this type of concentration. Retail equivalents extend outwards from these concentrations. The clustering of complementary retail and other ground floor uses may be challenging with the multiple ownership patterns seen in urban retail; however, by providing a geographic area for varying types of uses, the various retail uses may become compatible overtime and share a particular market segment.

In addition to the types of uses envisioned for each street type, the design of the building exteriors and interiors should ensure compatibility with these street types.

There are four retail street types identified on the maps with an increasing level of flexibility from “Red” to “Green.” The characteristics of the streets are highlighted in the graphic below.

	STREET TYPES			
USES	RED	GOLD	BLUE	GREEN
Retail Sales	✓	✓	✓	✓
Food Establishments	✓	✓	✓	✓
Entertainment	✓	✓	✓	✓
Services & Repair	✓	✓	✓	✓
Equivalents		✓	✓	✓
Other Uses per Zoning				✓
DESIGN				
Interior	✓	✓		
Exterior	✓	✓	✓	
Other requirements	✓	✓	✓	✓

\*The uses included are provided as guidance. Other uses as permitted in the Zoning Ordinance may be approved, on a case-by-case basis, by the County Board.

**RED** - Streets for which the predominate frontage of the buildings are planned for retail sales, food establishments, entertainment establishments or services and repairs as permitted by the Zoning Ordinance. Exterior and interior design elements as set forth in the Retail and Urban Design Guidelines.

**GOLD** - Streets planned for any type of retail use or retail equivalent as permitted by the Zoning Ordinance. Exterior and interior design elements as set forth in the Retail and Urban Design Guidelines.

**BLUE** - Streets planned for any type of retail use or retail equivalent as permitted by the Zoning Ordinance. Exterior design elements as set forth in the Retail and Urban Design Guidelines.

**GREEN** - Streets where any retail uses or retail equivalents are optional.

Those streets that are not classified on the maps (white) are streets not envisioned for retail uses. Inclusion of retail uses along these streets is not encouraged and will be evaluated on a case by case basis where limited retail is consistent with neighborhood character.

Where a Red Street intersects with other retail street types, the characteristics of the Red Street are intended to extend the depth (or width, as applicable) of the storefront around the

corner. Likewise, where other street types intersect, it is intended that the characteristics of the more prescriptive street type continues for the depth (or width) of that storefront around the corner.

As part of a new special exception site plan or an amendment to an existing site plan, property owners may ask the County Board to approve retail equivalents within the Red Street typology or other uses as permitted by the Zoning Ordinance within the Gold or Blue Streets. In reviewing such cases, the County Board may consider factors which include, but are not limited to:

- Evaluation of goals and objectives of the County to determine whether the proposed use furthers the visions set forth in existing plans and adopted policies.
- Physical evaluation of the space
  - Location of the space within the building
  - Orientation of the space to the street
  - Topography of the site
- Evaluation of the context and surrounding area
  - Existing and planned development
  - Phasing of a multi-building development
- Evaluation of use characteristics and whether it is similar to that of the street typology
  - Hours of operation
  - Level of activity
  - Intended customer base

The following maps and accompanying text highlight Arlington's Major Planning Corridors and the planned retail street types. As set forth in the Introduction, the Retail Plan provides a shorter-term vision and greater flexibility to allow the marketplace to evolve over time. The Retail Street Maps make some strategic changes to sector plans based on the evolution of the area, changing retail trends, and the current retail market. The Map Notes for each map provide more detailed information and clarification about these changes.

The Retail Street Maps will be updated, as necessary, to incorporate changes resulting from any future planning studies. It is intentional that the Retail Street Maps do not provide specifics on open space elements; sector plans and small area plans provide specific guidance and recommendations as to open space elements. Where an adopted plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.

## Major Planning Corridors – Rosslyn – Ballston

### *Rosslyn*

- Rosslyn has a number of extraordinary assets that provide it with a strong foundation as one of Arlington’s most densely concentrated areas of activity. Set at the eastern end of the Rosslyn-Ballston corridor and just across the Potomac River from Washington, D.C., Rosslyn’s attractive and convenient location continues to support its ongoing transformation into a distinctive urban place.
- Today, Rosslyn’s approximately 300 acres host over 8,000 residential units, 8.4 million square feet of office space, 2000 hotel rooms and 550,000 square feet of retail with 2.1 million square feet of commercial, 320 hotel rooms and over 1,000 residential units approved and under construction (Arlington County FY 2014 Arlington Corridors Development Update).
- Its proximity to some of the premier tourist sites in the region also make Rosslyn a great choice for hotel visitors.
- As Rosslyn transforms from a business-oriented location (Monday – Friday, 9 am – 5 pm) to an 18 -hour mixed-use place in which to live, work, play and stay, there will be increased demand for restaurants and entertainment options with hours extending later in to the evening and on weekends as well as an updated, full service grocery store to be provided through a recently approved site plan.
- Rosslyn is also exceptionally well-positioned within the regional transportation network: a transfer point for both Metro buses and the Orange, Silver and Blue lines of the Metrorail system – a station that is now served by three lines in four directions; a stopping location for commuter buses and discount bus lines; and immediate access to and from three limited access roadways, and an established location for ride sharing (“slugging”).
- Already a significant number of people pass through Rosslyn each day - an average of 17,000 passengers per day boarding at the Rosslyn Metro Station – one of the highest in the Metro system. Refining the multimodal transportation system consistent with current Master Transportation Plan policies will support enhanced accessibility for Rosslyn’s future residents, workers, and visitors.
- The Rosslyn Business Improvement Service District, established in 2001, enhances the area through urban placemaking and wayfinding; markets the neighborhood and its retail businesses with branding and promotion; has a Retail Task Force to review the needs of the community and the availability of spaces, and is working to provide guidance for enhancing the streetscape environment.
- Rosslyn fosters an attractive retail environment by promoting pedestrian activity and creating a sense of “place” and identity to support street-front activity through a well-curated collection of permanent and temporary public art and other public realm improvements.
- The Central Place plaza will create a gathering place with its central location and adjacency to the Metro station. This prime location along the future 18th Street corridor will be ideal for businesses that can provide retail for both visitors and the neighborhood.
- The ongoing addition of employees, visitors and residents will support the continued growth of a strong customer base for retailers and allow retailers to capture more of the evening and weekend trade.

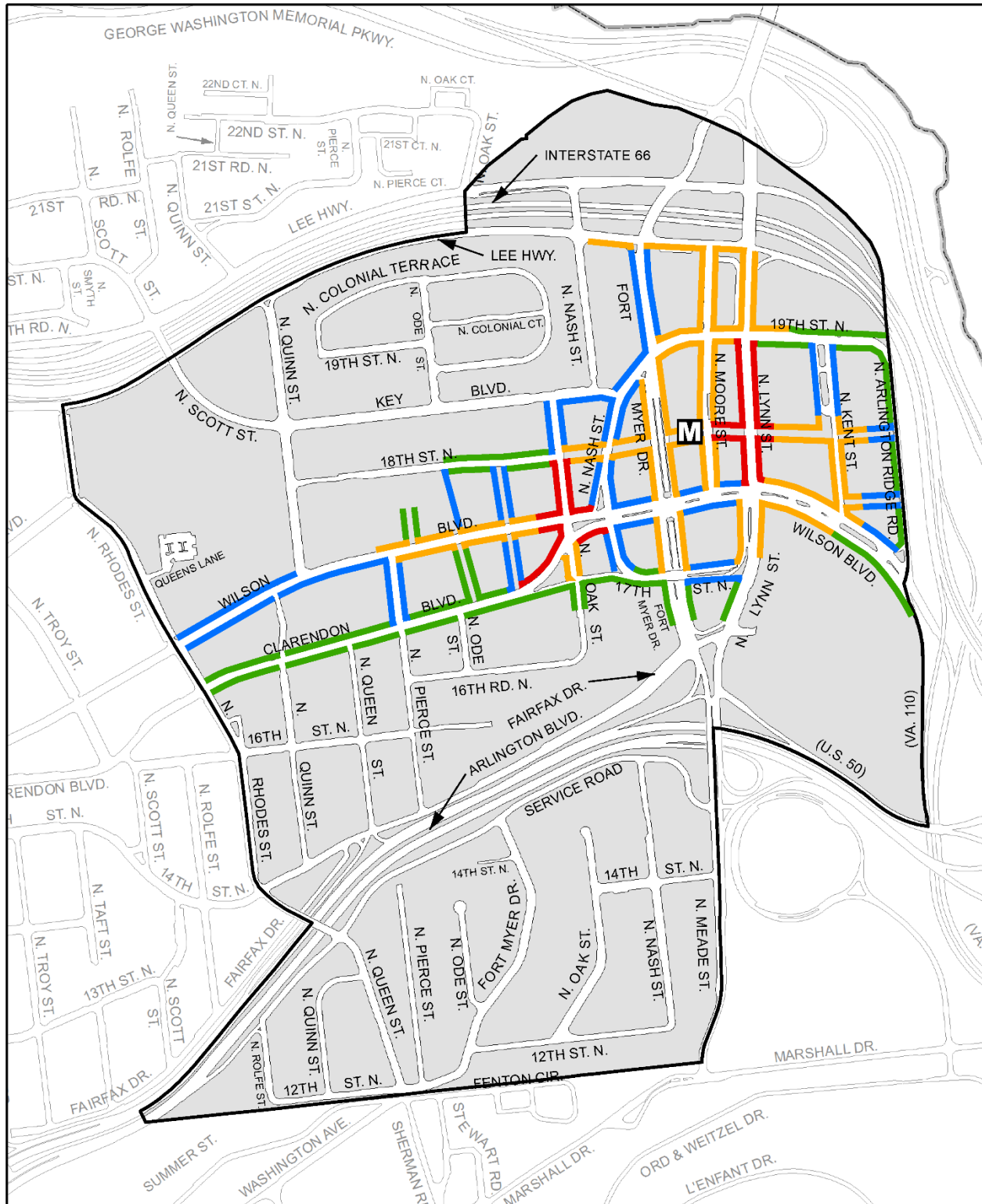
### **Map Notes**

This map will be consistent with the recommendations in Realize Rosslyn and Western Rosslyn Area Planning Study (WRAPS) processes.

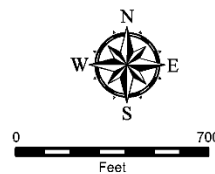
Design of ground floor space should be consistent with the Retail and Urban Design Guidelines as set forth in this Retail Plan. Realize Rosslyn and WRAPS may have more detailed design guidelines and nuances for buildings within those particular study areas.



# Rosslyn



See Arlington County Retail Plan, July 18, 2015, for details about street classifications. Where an adopted Plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.  
Map prepared by Arlington County GIS Mapping Center  
Produced and © December 2015.



## **Planning Corridors – Rosslyn – Ballston**

### ***Courthouse***

- Since 1898, when the Courthouse was relocated from the City of Alexandria to Fort Myer Heights in Arlington, the government center has been the central feature of the area. Today, Courthouse continues to serve as the County seat with the courthouse, government center and jail. As the civic center of Arlington, Courthouse is a neighborhood filled with amenities, including a growing array of restaurants, pubs and lounges, a multi-screen movie theater and several hotels.
- In over 230 acres, Courthouse has over 7,300 residential units, almost 3.6 million square feet of office, 550 hotel rooms and 330,000 square feet of retail with 375,000 square feet of commercial, 800 residential units and 160 hotel units approved and under construction (Arlington County FY 2014 Arlington Corridors Development Update).
- Numerous people come to Arlington every day to interact with the County government and the court system and the enhanced public space will draw additional people to the civic center of Arlington. Visitors to the area will continue to generate a retail demand for entertainment and restaurants.
- Arlington Farmers' Market is an important feature of this area as a source of healthy foods and as a community amenity and, in combination with the Urban Village Market, draws close to 3,000 people each Saturday. Retail coordinated with the Arlington Farmers' Market would continue to build on this amenity.
- Courthouse has exceptional parking resources because of the availability of Courthouse Plaza parking during nights and weekends, as well as the surface lot along Courthouse Road accommodating visitors to the movie theater, markets and other retail.
- Redevelopment of the large surface parking lot and the "landmark" block (15th Street N, N Veitch Street, Clarendon Boulevard and Courthouse Road) will realize the vision of Courthouse as a state of the art government center with a signature public space for all Arlingtonians.

### **Map Notes**

This map will be coordinated, and subsequently updated with changes stemming from the Envision Courthouse process currently underway.

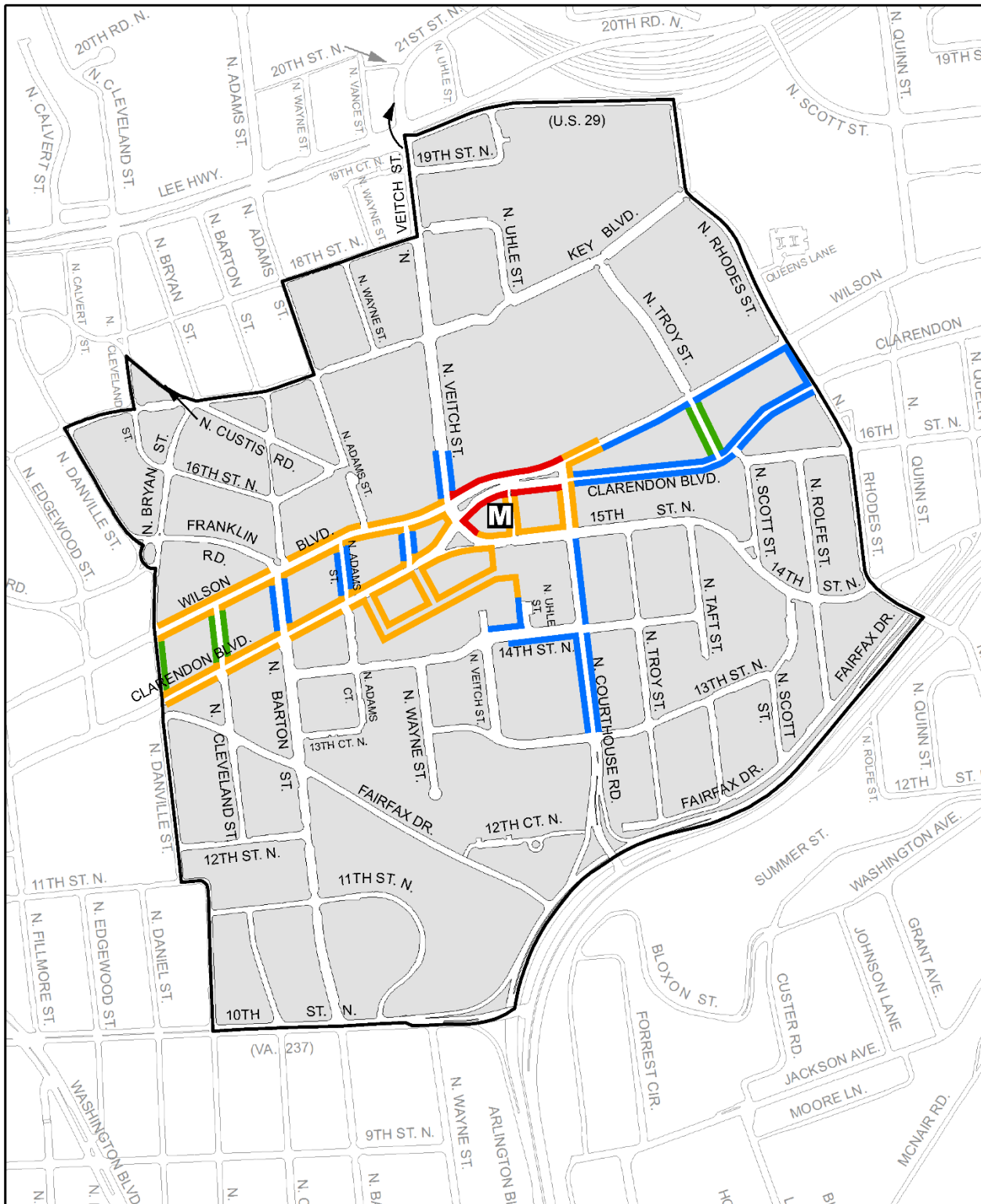
Changes from the 2001 Retail Action Plan include the following **four** changes.

- 1) Change Wilson and Clarendon Boulevards between North Adams Street and North Veitch Street from "Entertainment & Main Street" to "Gold." This focuses the cluster of retail at the heart of Courthouse at Clarendon and Wilson Boulevards at Uhle Street.
- 2) Change the area within Courthouse plaza and the two cross streets going through the plaza from "Entertainment & Main Street" to "Gold." This focuses the cluster of retail at the heart of Courthouse and provides greater flexibility for spaces less visible to the street.
- 3) Change Wilson Boulevard east of North Courthouse Road from "Entertainment & Main Street" to "Gold." Again, the intent is to focus the cluster of retail sales and restaurants toward the center of Courthouse.
- 4) Add North Troy Street as "Green." The portion of this street was added with redevelopment of two parcels. The street, while it does provide a pedestrian connection, is the access point to loading and parking for the property to the west. Concentrating uses on Clarendon and Wilson Boulevards.

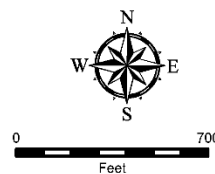
Design of ground floor space should be consistent with the Retail and Urban Design Guidelines as set forth in this Retail Plan. It is anticipated that the Envision Courthouse process will result in more detailed design guidelines for buildings within that particular study area.



# Courthouse



See Arlington County Retail Plan, July 18, 2015, for details about street classifications. Where an adopted plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.  
Map prepared by Arlington County GIS Mapping Center  
Produced and © December 2015.



## **Major Planning Corridors – Rosslyn – Ballston**

### ***Clarendon***

- Long a commercial focal point in Arlington, Clarendon retains several historic structures that have retail and restaurant uses on the ground floor.
- Now, from the popular stores of Market Common Clarendon to a selection of night spots featuring live music, lounges and dancing, Clarendon is known throughout the area as a destination for dining and live entertainment.
- In over 200 acres, Clarendon has close to 3,300 residential units, almost 1.4 million square feet of office and 800,000 square feet of retail with 321,000 square feet of commercial and 220 residential units approved or under construction (Arlington County FY 2014 Arlington Corridors Development Update).
- The Apple Store, Whole Foods and Trader Joe's draw significant numbers of customers from outside of the Clarendon area – further increasing the customer support for other retail uses.
- Market Common Clarendon offers opportunities for comparison shopping within a self-defined retail center – Clarendon's anchor. This project provides the critical mass of retail opportunities for Clarendon to achieve even greater recognition as a retail and restaurant destination.
- The historic buildings, as well as the design standards set forth in the Clarendon Sector Plan, have contributed to storefronts that are more appropriate for the three mile-an-hour pace of the pedestrian.
- Significant development sites still exist in Clarendon. Application of the recommendations found within the Clarendon Sector Plan will maintain the land use balance, provide for appropriately scaled buildings and allow for a continued expansion of the customer base – for both daytime and evening populations.
- Clarendon does not have any hotel rooms. Development of a hotel property, an idea that has been discussed intermittently, would increase the types of customers visiting the retail, restaurants and live entertainment venues.

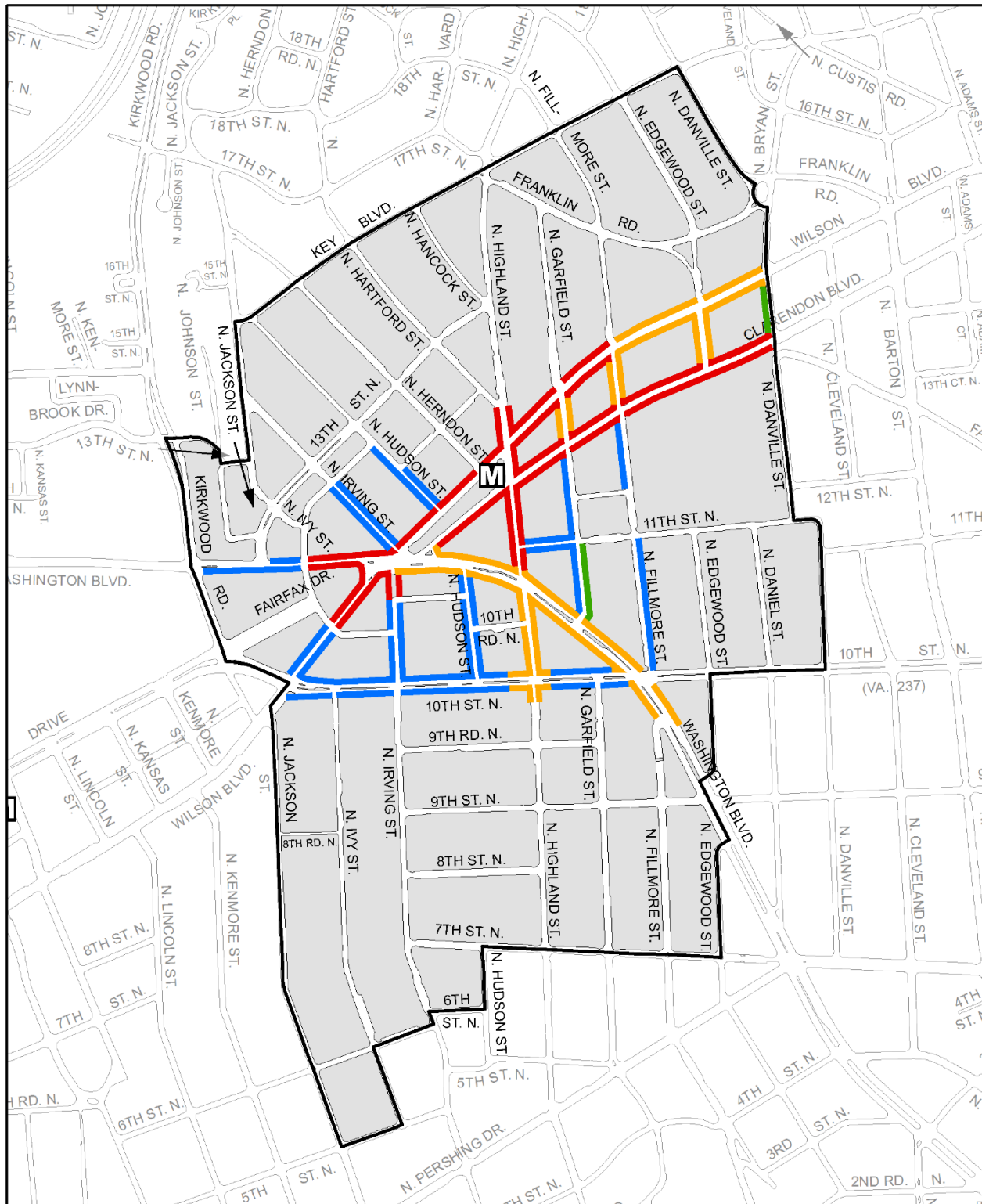
### **Map Notes**

The intent of the changes of the street typography within Clarendon is to cluster retail sales, food establishments, entertainment uses and services along the spine of Clarendon – the Wilson Boulevard and Clarendon Boulevard pairing. As streets radiate from this linear cluster, the typologies become more flexible. There are **nine** changes from the Clarendon Sector Plan.

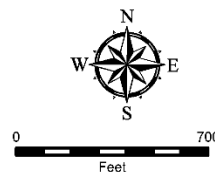
- 1) Wilson Boulevard at 10<sup>th</sup> Street N change from "retail frontage" to "Blue."
- 2) Wilson Boulevard between North Fillmore and North Danville Streets from "retail frontage" to "Gold."
- 3) North Irving Street and 10<sup>th</sup> Street N intersection change from "retail frontage" to "Blue."
- 4) 10<sup>th</sup> Street N (north side) between North Irving and North Hudson Streets change from "retail frontage" to "Blue."
- 5) 10<sup>th</sup> Street and North Highland Street intersection change from "retail frontage" to "Gold."
- 6) 10<sup>th</sup> Street North between North Highland Street and Washington Boulevard change from "retail frontage" to "Gold."
- 7) Washington Boulevard between Clarendon Boulevard and North Fillmore Street change from "retail frontage" to "Gold."
- 8) North Fillmore Street (west side) between Clarendon Boulevard and 1<sup>st</sup> Street N add "Blue."
- 9) North Garfield, North Fillmore and North Edgewood Streets between Wilson and Clarendon Boulevards change from "retail frontage" to "Gold."

Design standards within the Clarendon Sector Plan for ground floor space will take precedence over those found in the Arlington County Retail Plan.

# Clarendon



See Arlington County Retail Plan, July 18, 2015, for details about street classifications. Where an adopted plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.  
Map prepared by Arlington County GIS Mapping Center  
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## **Major Planning Corridors – Rosslyn – Ballston**

### ***Virginia Square***

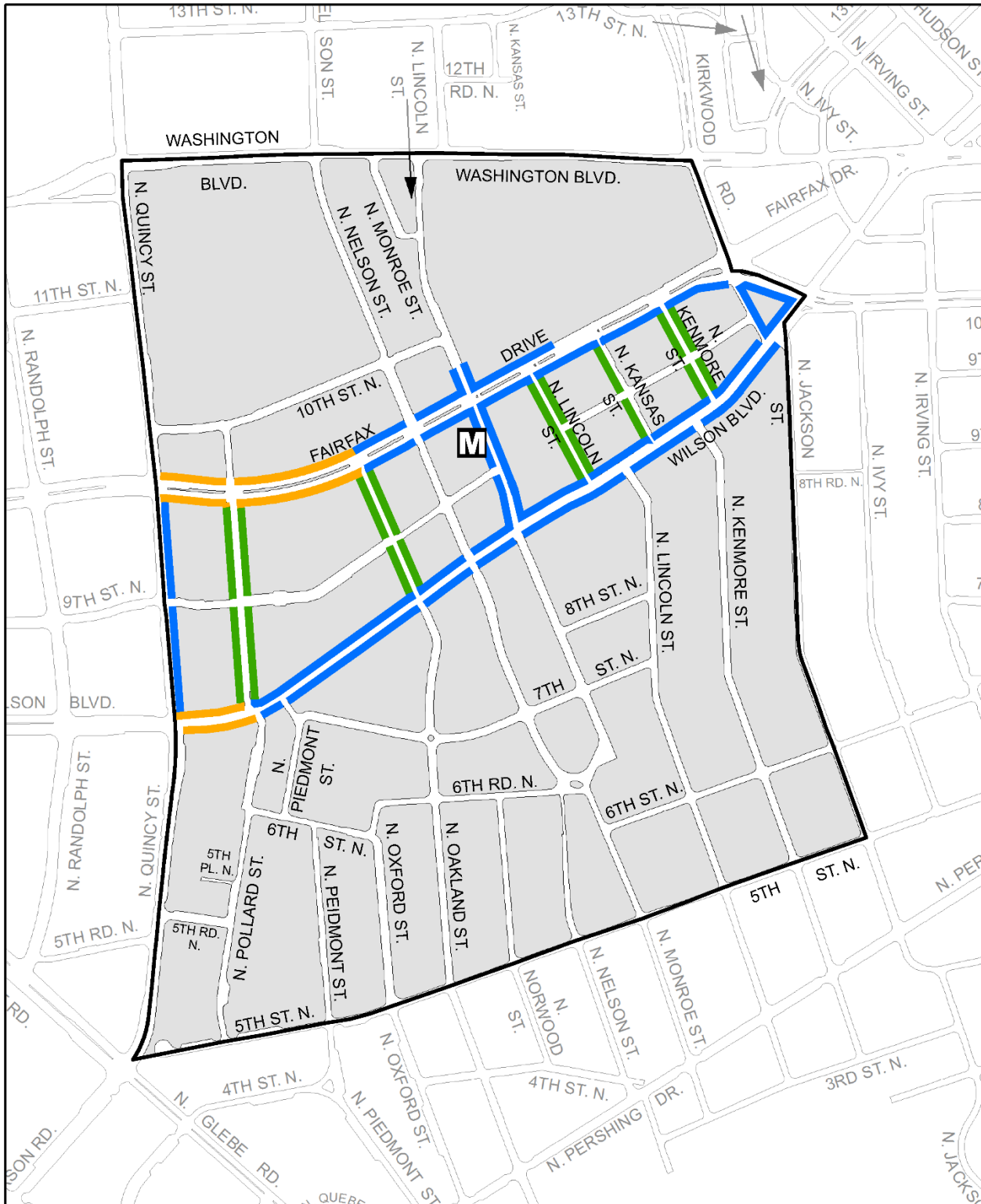
- Virginia Square developed in the late 1940s as a residential community and one of Arlington’s commercial districts. In 1951, weeks after the Hecht’s department store opened in Ballston, Kann’s department store opened along with the Virginia Square Shopping Center making Virginia Square, along with Ballston and Clarendon, a retail center in Arlington.
- Virginia Square has shifted from a retail center to an educational and cultural center. Approximately 4,000 students and faculty of GMU call the Arlington campus home; the Arlington Arts Center on Wilson Boulevard is one of the largest non-federal venues for contemporary art in the Washington metropolitan area; the Central Library is the hub of library services for Arlington County; and approvals in 2012 will lead to the construction of a black box theater. Virginia Square also includes 3,700 residential units, 130 hotel rooms and 283,000 square feet of retail (Arlington County FY 2014 Arlington Corridors Development Update).
- Continued growth of programs at GMU will increase the number of students and faculty thus increasing customer demand for retail, restaurants and services. This makes connections along Fairfax, Washington, and Wilson Blvd to the Clarendon businesses important.
- Programming at the Arlington Arts Center and studio spaces within in the Arlington Arts Center and along Wilson Boulevard that provide space for artists in residence attract people from outside of Virginia Square. Visitors to these cultural venues tend to seek out other retail and restaurants during the same trip.
- Commercial activities, located on the edges of the Virginia Square area (north side of Washington Boulevard and south side of Wilson Boulevard) provide personal and business services to adjacent neighborhoods.
- Specialty retail and services, such as Casual Adventure and Slye Digital Media Services along Washington Boulevard, draw a customer base from beyond Virginia Square.
- Older commercial spaces, particularly in small buildings along on the edges of Wilson and Washington Boulevards, may provide for affordable space for smaller retail or service businesses, possibly continuing in the future if new redevelopment maintains low-scaled buildings with small, discreet storefronts on the ground floor.

### **Map Notes**

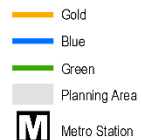
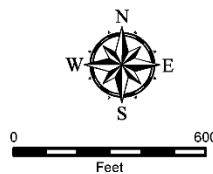
The uses in the Retail Street Maps are generally consistent with those described in the adopted Virginia Square Sector Plan. Many of the uses envisioned on the ground floor of this area included gallery space, art and cultural uses, educational and medical uses. Therefore, the “Blue” street designation is appropriate for many of the streets as they transition between Clarendon and Ballston. However, moving toward Ballston, particularly Fairfax Drive west of St. George’s Episcopal Church and Wilson Boulevard west of North Pollard Street could develop into a more active transition area and staff recommends the “Gold” designation to accommodate design both inside and outside.

Design on ground floor space should be consistent with the Retail and Urban Design Guidelines as set forth in this Retail Plan.

# Virginia Square



See Arlington County Retail Plan, July 18, 2015, for details about street classifications. Where an adopted plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.  
Map prepared by Arlington County GIS Mapping Center  
Produced and © December 2015.



## **Major Planning Corridors – Rosslyn – Ballston**

### ***Ballston***

- Since the development of the Hecht's department store in 1950, retail in Ballston had been concentrated within the Ballston Common Mall (formerly Parkington). Over time, retail and services have emerged along Fairfax Drive and several restaurants have clustered along Wilson Boulevard, across from the mall. Over 7.5 million square feet of office, 1.1 million square feet of retail, almost 7,900 residential units, and close to 1,000 hotel rooms make Ballston a lively place with a variety of hotels, shopping and dining venues.
- Beyond the numbers, Ballston is becoming known for its cluster of science and technology organizations and the strong presence of higher education. This is redefining Ballston: shifting demographics and driving the demand for entertainment, restaurants and cultural activities. Infrastructure is required to support science, technology and entrepreneurship and the provisions for maker space and conference facilities are necessary.
- The Kettler Capitals Ice Skating Rink (training center for the Washington Capitals) and the 12-screen cinema within the Ballston Common Mall draw a significant number of customers from outside of Ballston. The public parking garage at Ballston Common Mall supports these uses, the mall and offices, and is a valuable resource to the community. As the owner of this valuable, but aging, resource, Arlington should continue to look for opportunities to maintain and improve its function.
- Successful redevelopment of the Ballston Common Mall, a significant piece of Arlington's retail infrastructure, is important in changes envisioned for Ballston. Improvements to the mall will increase the number of workers and residents within Ballston; allow for storefronts to open to the street; and attract new businesses to the area. Land use strategies will be important to consider for this benefit to the community.
- Easy access to major arterials (including I-66, Glebe Road, and Arlington Boulevard), a major transfer point for Metrorail and regional and local bus service, and proximity to both the Custis and Washington & Old Dominion trail systems.
- Continue work with VDOT to transform North Glebe Road into an urban boulevard with a pedestrian scale, to be further supported by continued redevelopment along the western edge of the roadway consistent with the established vision set forth in County plans.
- The Ballston BID, established in 2011, is working to enhance and market the area – through placemaking, wayfinding, branding and promotion.

### **Map Notes**

The 2001 Retail Action Plan is the most current policy that pertains to ground floor uses for the entirety of the Ballston area; the North Quincy Street Plan Addendum (2013) addresses the ground floor uses on and around North Quincy Street and North Glebe Road. There are **eleven** changes from the 2001 Retail Action Plan.

- 1) Fairfax Drive west of the North Glebe Road intersection change from "Optional" to "Blue."
- 2) North Glebe Road between Fairfax Drive and 11<sup>th</sup> Street N change from "Optional" to "Blue."
- 3) North Glebe Road and Fairfax Drive intersection change from "Optional", "Large Format" and "Entertainment & Main Street" to "Gold."
- 4) Fairfax Drive between North Glebe Road to North Quincy Street change from "Entertainment & Main Street" to "Gold."
- 5) North Glebe Road (east side) between Fairfax Drive and 7<sup>th</sup> Street N change from "Large Format" to "Gold."
- 6) North Glebe Road (west side) between Fairfax Drive and 7<sup>th</sup> Street N change from "Large Format" to "Blue."
- 7) North Taylor Street between Fairfax Drive and Wilson Boulevard change from "Personal & Business" to "Green."
- 8) North Stuart Street between Fairfax Drive and Wilson Boulevard change from "Entertainment & Main Street" to "Gold."
- 9) 9<sup>th</sup> Street N between North Vermont and North Quincy Streets change from "Personal & Business" to "Green."
- 10) North Glebe Road between 7<sup>th</sup> Street N and Henderson Road change from "Large Format" to "Blue."
- 11) North Randolph Street between North Glebe Road and Wilson Boulevard change from "Large Format" to "Blue."

Design on ground floor space should be consistent with the Retail and Urban Design Guidelines as set forth in this Retail Plan.



[illegible]

## **Major Planning Corridors – Jefferson Davis**

### ***Crystal City***

- With its proximity to Ronald Reagan Washington National Airport, the Pentagon and Washington, DC, Crystal City was a prime location for commercial and residential growth. Beginning as a private-sector development in the 1960s to meet the demand for office space outside of Washington, DC, Crystal City became an urban center of mixed-use development with office, apartment and hotel buildings connected with an internal retail spine (referred to as Crystal Underground).
- Crystal City is now home to 15 hotels with over 5,000 hotel rooms, over 11.5 million square feet of office space and almost 8,000 residential units with over 2.3 million square feet of commercial and over 1,300 residential units approved or under construction (Arlington County FY15 Arlington Corridors Development Update).
- Crystal City is a confluence of transportation options: the Metrorail station with the Yellow and Blue lines (over 13,000 boardings on an average weekday); the Virginia Railway Express (VRE) station; access to the Mount Vernon and Four Mile Run trails; and proximity to the Ronald Reagan Washington National Airport.
- To address concerns with the 2005 Base Realignment and Closure Commission (BRAC) recommendations and implications of significant job relocation from Arlington (primarily from within the Crystal City area), the County Board adopted the Crystal City Sector Plan (2010). The sector plan provides for the preferred vision for the future of Crystal City with a reconfigured street network, enhancements to existing public open spaces, proposals for new public open space, sites for new and/or redeveloped buildings and numerous urban design components. This updated vision will continue to enhance Crystal City as a premier place to work, live, stay and play. New activity nodes have been planned in Crystal City and include retail-oriented public open spaces. Appropriate programming of these open spaces will be critical for the success of the retail.
- Today, almost 50 percent of the retail space in Crystal City is internal space within Crystal Underground with limited to no visibility from the street. Redevelopment will increase the amount of external space (up to 75 percent) with street frontage and visibility.
- The Crystal City Sector Plan was the first sector plan to incorporate a detailed retail analysis to project retail demand. The retail demand in Crystal City will become more balanced between residents, employees and visitors and place a new emphasis on convenience and services and food and beverage-driven categories. The changes in tenancy due to BRAC and an increase in residents, will require Crystal City to recognize the possible shift in the demographics and psychographics of its population. Ground floor uses must accommodate this trend with additional third places (such as maker spaces) and live entertainment.
- Additionally, cultural and civic uses will be particularly important as more residents move into Crystal City. Synetic Theater, located in Crystal City, has earned 92 Helen Hayes Nominations and received 24 Helen Hayes Awards. The theater draws audiences from the entire Washington DC region. Guests to the theater often dine before or after shows providing customer demand for the restaurants in Crystal City.
- The Crystal City Business Improvement Service District, established in 2006, promotes and markets Crystal City through numerous activities, events and improvements focused around four key tenets: Crystal City is a place that is active, artful, accessible and green.

### ***Pentagon City***

- Formerly an undeveloped location in Arlington with only rail spurs, nominal warehouse structures and a Western Electric plant, Pentagon City has undergone a dramatic change since 1976. Now, with hundreds of stores and restaurants in over 1.7 million square feet of retail; three distinct shopping centers: The Fashion Centre at Pentagon City, the Pentagon Row shopping and entertainment complex, and Pentagon Centre; and smaller storefronts found in Metropolitan Park offer a shopping experience with regional anchors.



- In close to 275 acres, Pentagon City also showcases over 1.2 million square feet of office, 5,000 residential units and almost 700 hotel rooms with over 3.0 million square feet of commercial, 3,000 residential units and 550 hotel rooms approved or under construction (Arlington County FY 2014 Arlington Corridors Development Update).
- In addition to the shopping experience, the Pentagon City area offers several tourist destinations including the Pentagon Memorial, honoring the 184 people who died there on September 11; the Air Force Memorial; and the Drug Enforcement Agency Museum and Visitors Center.
- The Fashion Centre at Pentagon City and Pentagon Row will realize increased competition with Tyson's Corner with the recent opening of the Silver Line (Metro). To encourage updates and redevelopment of these properties, land use strategies, including consideration of new or revised zoning tool(s) will be important in accommodating increased competitiveness.
- From a transportation perspective – off a major interstate highway, access to Metrorail, and the future location of a streetcar transfer point on 12th Street South, Pentagon City is ideally located to maximize the number of customers from outside the area. Accommodations for tour buses within Pentagon City allow for a significant number of tourists to visit the area and partake of the retail offerings.
- With the continued development of Metropolitan Park and the planned development of PenPlace, Pentagon City will realize an increase in both residents and employees, creating a demand for neighborhood-serving convenience and services and food and beverage-driven categories.

### *Potomac Yard*

- Just south of Crystal City, the Potomac Yard Phased-Development Site Plan (PDSP) was approved by the County Board in 2000. The site is divided into six land bay areas developed in phases. The proposed development features a transportation network that creates an active and memorable pedestrian environment that is well-connected to public transit.
- The central feature and focal point of the PDSP is Center Park, a two acre parcel that is envisioned as the grand outdoor room of Potomac Yard. Street-level retail is concentrated around major focal points, including Center Park, but design guidelines recommend that all office buildings be designed to accommodate retail.
- Final Site Plans have been approved for all six land bays for a total of approximately 4.4 million square feet of office, retail, residential, and hotel development. To date, four of the land bays have been developed with over one million square feet of office (although almost half has sat vacant since construction), 625 hotel rooms and almost 900 residential units.
- With a limited daytime population, and limited visibility, the retail in Potomac Yard has been challenged in its viability.

## **Map Notes**

Although the legends vary, this map is intended to be consistent with the adopted Crystal City Sector Plan. The use of the “Gold” designation provides suitable flexibility for an area that continues to transform.

The adopted plans for Pentagon City are predominately approved PDSPs, where the term retail was not specifically defined. As South Hayes Street and 12th Street South are important spines within the Pentagon City area, significant portions have been designated Red. Other streets accommodated more variety of uses and are designated as described in the adopted PDSPs and associated design guidelines.

The Potomac Yard PDSP called for retail in each land bay. The intent was for each land bay to provide for goods and services on site – Blue is appropriate.

Design standards within the Crystal City Sector Plan, and the design guidelines from the various PDSPs within Pentagon City and Potomac Yard for ground floor space will take precedence over those found in the Arlington County Retail Plan.



## **Major Planning Corridors – Columbia Pike**

### ***Columbia Pike***

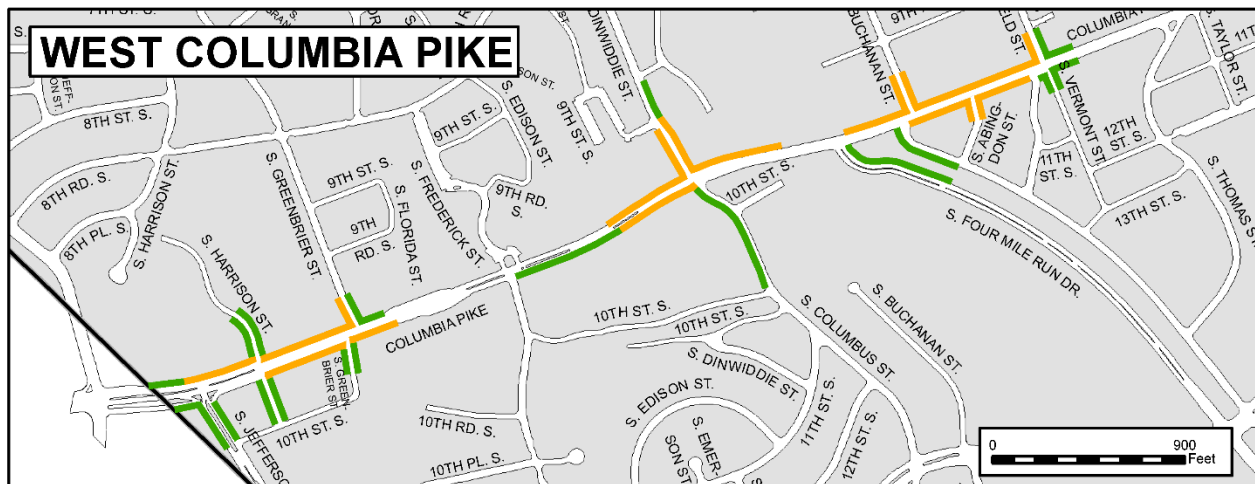
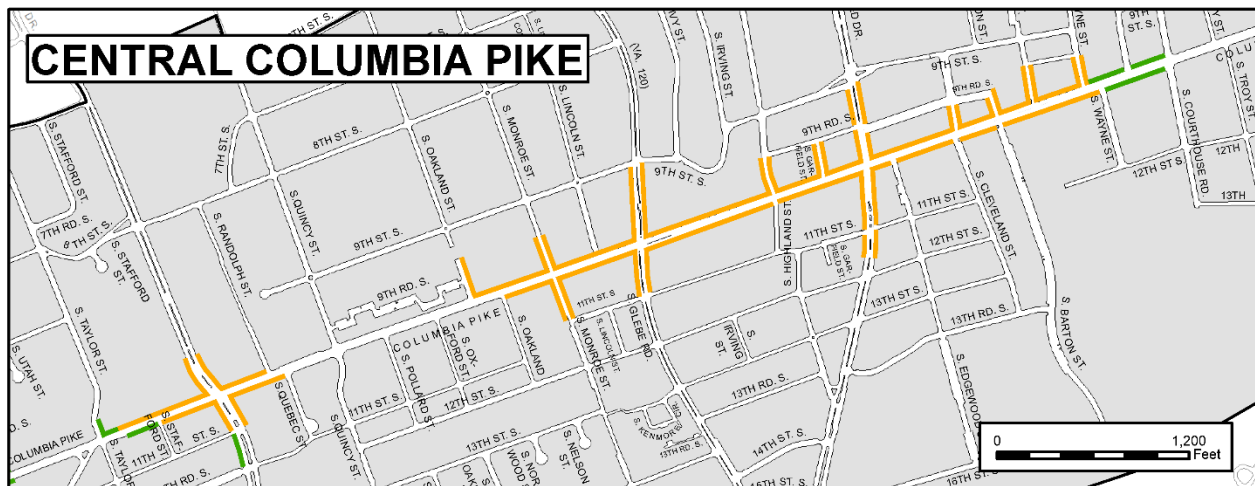
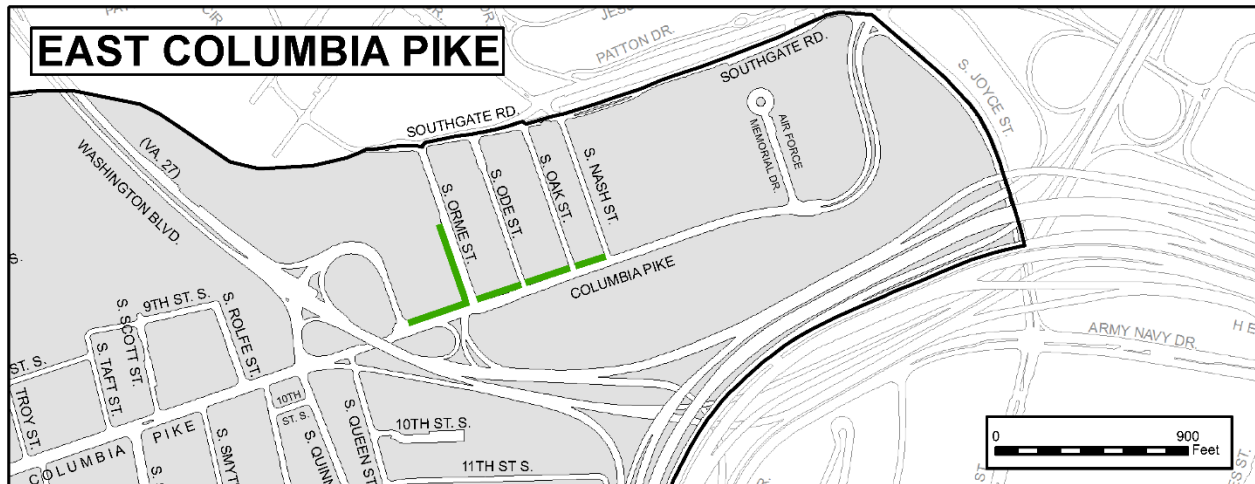
- Continued planning has occurred along Columbia Pike since the 1990s. Today, the *Columbia Pike Initiative – A Revitalization Plan, Update 2005* (CPI – 2005), the *Neighborhoods Area Plan* (2012) and the *Columbia Pike Special Revitalization District Form Based Code* (2003) provide guidance and regulation for development along Columbia Pike.
- The *Columbia Pike Special Revitalization District Form Based Code* (FBC) represents a cutting-edge, revitalization and redevelopment tool: a legal document that regulates land development by setting careful and clear controls on building form – with broad parameters on building use – to shape clear public space (good streets, neighborhoods and parks) with a healthy mix of uses including retail.
- Retail is concentrated on the “Main Street Sites” within the four, major, mixed-use development nodes: Western Gateway, Neighborhood Center, Village Center and Town Center. The FBC definition of retail is inclusive and includes: “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/stationery), personal business services, professional offices, restaurants, grocery stores, and hotel, theater, and other uses that provide visual interest and create active street life.”
- Recent development projects along Columbia Pike have seen their ground floor space successfully leased to a variety of retailers and food and beverage categories.
- With the recent adoption of the *Neighborhoods Form Based Code* (N-FBC), the implementation tool for the *Neighborhoods Area Plan*, a substantial amount of new density (housing units) is expected. The increased population will help to support the existing commercial centers and businesses within them.
- Retail uses were not a main focus for the new N-FBC; however, the N-FBC completed the planning and regulatory framework for a few key intersections already regulated under the existing FBC. The N-FBC does indicate a few areas where optional retail is possible in support of the increased population.

### **Map Notes**

The map is intended to be consistent with the adopted Columbia Pike Initiative, Neighborhoods Plan, Form Based Code (FBC) and Neighborhood-Form Based Code (N-FBC). The allowed uses within the ground floor are as prescribed in the CP-FBC and CPN-FBC.

Design standards as required by the Form Based Code take precedence over those found in the Arlington County Retail Plan.

# Columbia Pike



See Arlington County Retail Plan, July 18, 2015, for details about street classifications. Where an adopted plan identifies a park or open space at the back of the sidewalk, the retail street type on this map applies to the ground floor frontage located within or at the back of the park or open space.  
Map prepared by Arlington County GIS Mapping Center  
Produced and © December 2015.



## **Planning Areas**

Outside of the Major Planning Corridors, Arlington has identified four areas as “Planning Areas” which include Shirlington, Nauck, East Falls Church and Cherrydale. There are no Retail Street Maps that accompany these particular areas. However, the following descriptions provide an overview as to the types of retail planned for the area and the design guidelines and action plan will provide for appropriate review and analysis should any special exception project come under consideration in these areas.

### *Shirlington*

On December 4, 1984, the County Board amended a Phased-Development Site Plan (PDSP) for over 25 acres near I-395 and Shirlington Road. This included the Shirlington shopping center, an older retail development. The revised plan, and subsequent amendments in 1997, 2000, 2001, and 2003, outlined a mixed-use destination center with office space (580,626 square feet), retail space (294,206 square feet), hotel (142 rooms), housing (1,033 units), and additional land area. While the PDSP helped provide a blueprint for Shirlington, implementation of this plan required both the private sector and the County to make significant investments in the area. Within the PDSP, Campbell Avenue was designed to create an exceptional pedestrian experience lined with retail, terminating in the Signature Theater/Shirlington Library complex, and its public plaza. Street level amenities ensure that this main public space supports the desired character, in terms of plantings, outdoor dining, signs, lighting, and street furniture. Now, during the day, Shirlington is friendly and relaxing, as young professionals, families, and retirees mix seamlessly, moving up and down the street, shopping, dining, or just enjoying an afternoon stroll. In the evenings, theater-goers and young people fill the street, enjoying pre-theater dinners or late-night gatherings with friends. The mood is energetic and exciting, yet accessible and safe, as Shirlington welcomes a diverse and friendly crowd. A variety of amenities and 24-7 activity helps create a secure, welcoming environment.

### *Nauck*

Close to Shirlington, the Nauck community has a long and storied history. Due to development pressures and neighborhood concerns, the County Board adopted the Nauck Village Center Action Plan in 2004. The plan provides an urban design framework to guide public and private development and investment in the core area of the neighborhood – along the spine of Shirlington Road – to encourage a balanced range of housing, recreation, employment, community services, retail and entertainment opportunities to the Nauck neighborhood while also serving, on a more limited basis, a larger regional audience. The concept plan has called for ground floor retail surrounding the “Town Square Center” – a major activity node within the village center. The action plan was envisioned as the first phase in studying the general vicinity. The second phase, a review of the commercial and industrial areas along I-395 and South Four Mile Run Drive is scheduled to begin in 2015. Consideration of service commercial and, perhaps more importantly, industrial uses within this area will be an important element of this next phase.

### *East Falls Church*

In 2011, the County Board adopted the *East Falls Church Area Plan* – a plan that provides for new mixed-use development located along Lee Highway and at the East Falls Church Metro Station, which will include public spaces and neighborhood-serving retail. The vision is to ensure that East Falls Church retains its residential character, better balances automobile traffic with all alternate modes (transit, bicycle, pedestrian), and provides opportunities for transit-oriented development that enhance and complement the surrounding community.

Development within the Neighborhood Center of East Falls Church is envisioned to occur within three nodes: the Transit Mixed-Use Area (at the East Falls Church Metrorail station), the Neighborhood Transition Area, and the Gateway Mixed-Use Area. Retail is required in specific areas: within the plaza of the Transit Mixed-Use Area and, dependent on site consolidation, along Lee Highway in the Gateway Mixed-Use Area. Emphasis within the plan was placed on the desire of the community for a grocery store and enhanced pedestrian connectivity to the Metrorail station and across I-66.

### *Cherrydale*

In 1994, the County Board adopted the *Lee Highway Cherrydale Revitalization Plan – Revitalization Through Community Design*, and in 1995 the County Board established a “Special Revitalization District” for the Cherrydale commercial area along Lee Highway. The goal of the plan and the district was to revitalize an aging commercial area, encourage the continuation of existing businesses and to provide urban design and development guidance. First and foremost, the plan recognized and preserved the character of the Cherrydale area as a neighborhood commercial corridor. Since the adoption of the plan, there have been several special exception projects: Hunter’s Park, an age-restricted, affordable housing project with retail and service uses on the ground floor; Bromptons at Cherrydale, a mixed-use project with townhouses and condominiums above ground floor retail; Dominion Heights, a condominium project with ground floor retail uses; and Fire Station #3 (at the edge of the revitalization district). There has been discussion about the redevelopment potential of the Cherrydale Safeway. Maintaining a grocery presence is important and bringing the building to the back of the sidewalk will help to frame that section of Lee Highway and provide for a stronger retail node. Ensuring that retail, goods and services stretch along this section of Lee Highway will continue Cherrydale’s role as a neighborhood commercial corridor.



### **Commercial streets/neighborhood nodes**

Commercial streets and neighborhood nodes provide retail and services to a community. These commercial nodes and strips change over time as densities and travel patterns shift. However, these places are still important to communities and to retailers as rents may be less expensive while pedestrian and vehicular traffic remain steady – less than the urban retail but consistent. The space can offer new entrepreneurs an opportunity to go into a brick and mortar storefront to build confidence, customers and credit. Care should be taken to ensure that these older commercial nodes continue to thrive and to serve the needs of the community. If desired and supported by the surrounding communities, future planning studies can address the opportunities for improvement of these areas; the depth of the commercial lots and proximity to residential areas; the parking requirements compared to the parking needs; mechanisms to provide design enhancement; the ability for merchants to work together for shared services such as waste removal; and tools to promote and market the space.

#### *Neighborhood nodes*

Arlington's Historic Preservation Master Plan states: "The early-twentieth-century planned developments in Arlington created what has been termed the "urban village:" a collection of small neighborhood and commercial nodes linked by transportation corridors. Prior to World War II, the majority of residents walked or used streetcars, trains, and eventually buses to access shopping and entertainment, requiring developers to provide clusters of convenience shops in close proximity to residential living. Many of Arlington's traditional neighborhoods have these nodes of neighborhood-serving commercial uses with surrounding residential development, often developed at the same time by the same company." Such neighborhoods include Buckingham (1938), Westover (1938), Williamsburg (mid-1950s) and Shirley Park (late 1950s). These shopping centers are a valuable resource to the community and provide an important scale and context to the neighborhoods. If requested, staff will provide assistance to property owners and tenants within these areas.

#### *Lee Highway*

Lee Highway is not one neighborhood, but a continuum of neighborhoods blending into each other along a commercial corridor. Long a transportation corridor, portions of Lee Highway were proximate to an interurban trolley moving people from the more suburban neighborhoods to Washington, DC between the 1900s and 1930s. Continued growth and expansion of neighborhoods along this original streetcar line created a demand for retail and services. Several commercial districts along Lee Highway developed: Lee-Harrison, Highview Park, Lee Heights, Cherrydale, and Lyon Village – each with a unique neighborhood feel. The development occurred over time with establishments in existence since the late 1920s (Cherrydale Hardware) with a significant amount of development between the late 1940s and the early 1960s. Many of these commercial areas are located on fairly shallow lots adjacent, in many instances, to single family neighborhoods. Updates and improvements to such commercial area are often limited in scope due to these constraints as well as parking requirements. The civic associations surrounding the Lee Highway corridor have begun to consider what the future community vision should be for the Lee Highway frontage. Change, if any, should acknowledge the neighborhood context and the importance of the neighborhood-

serving retail. A future planning process will identify a vision for Lee Highway, and will determine if current zoning regulations align with that vision. Additionally, Lee Highway is one of the few roads in Arlington maintained by the Virginia Department of Transportation (VDOT) resulting in different street design standards than typically seen in Arlington's other planning corridors.

## 4.2. Retail and Urban Design Guidelines

Arlington maintains a healthy blend of local, independent, regional and national retailers and provides support and assistance to all. Continuing to maintain this mix and striving to improve any regulatory framework which may impede improvement is important for retail. However, other elements are as important to the success of retail – including how the space looks and functions, both from inside and out.

The design guidelines, while not requirements, will aid in the review of special exception projects and will assist developers, property owners, business owners, staff and the community in developing retail spaces that:

- Operate functionally;
- Provide interest to the pedestrian;
- Allow for a sense of authenticity for the retailer and Arlington;
- Accommodate a variety of users and uses; and
- Remain accessible both visually and through the ease and convenience of the customer in reaching the retail.

Where other adopted plans and policies provide more explicit design guidelines or standards than found within the Retail Plan, the ground floor design standards consistent with the sector plans are applicable.



### **Interior Design**

In addition to the type of use within the space, the interior of the space requires appropriate attention to design as well. As projects are developed, attention to internal, spatial design is essential. Development projects on Red and Gold Streets should apply the following list of guidelines. Application of the guidelines will allow for maximum flexibility and use of the space, which will in turn allow spaces to accommodate a variety of retail uses throughout the life of the building.

- **Vertical Space** – Floor-to-ceiling heights at least 15 feet. Grocery stores and other large retailers may require more height.
- **Horizontal Space** – Depth of the space should be at least 20 feet from the front façade; a greater depth accommodates storage and back of house operations. Shallower space will limit the types of retailers interested in the space.
- **Accessibility** – Direct access to service corridors for trash and loading to separate such activities from the customer.
- **Infrastructure** – Exhaust ventilation for food establishments to enhance the marketability of the space. Location of vents should be considered such as locating exhaust vents on a roof rather than through the side of the building which would create discomfort for pedestrians. Consider noise mitigating finishes and materials during construction particularly for projects with residential uses above the ground floor.
- **Flexibility** – The design of ground floor spaces should allow for the subdivision of space to accommodate a variety of retail sizes.

### **Exterior Design**

In creating a pedestrian friendly environment, particularly one with successful retail, the design of the exterior of the building and sidewalk experience is critical. Flexibility needs to be part of the overall design for storefronts, signs, and the façade. The following design elements should be considered for Red, Gold and Blue Streets when planning for an active, attractive storefront and sidewalk:

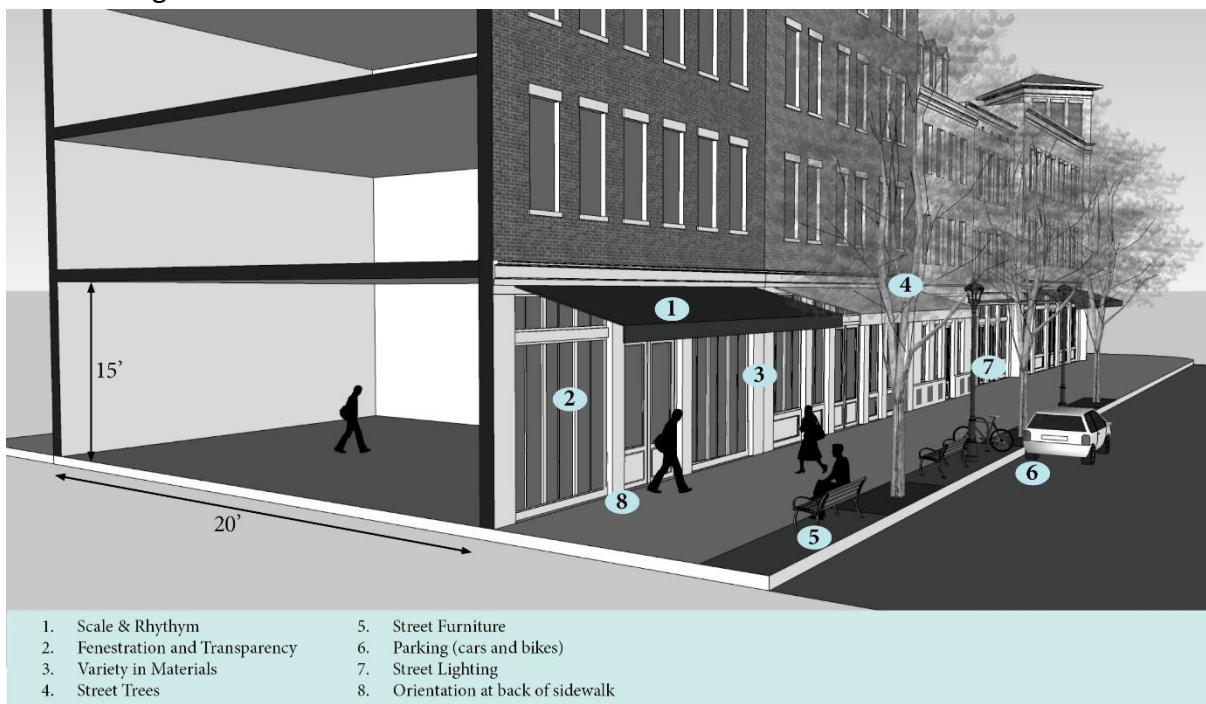
- **Scale, variety and rhythm** – Design storefronts for three miles an hour (pedestrian speed) rather than 35 miles per hour (vehicular speed). Variety and articulation on facades at a pedestrian scale (the lower one to two floors of a building) will help make the sidewalk experience more interesting. The variety will also allow retailers to differentiate themselves.
- **Orientation** – Storefronts need to be placed at the back of the sidewalk to promote sidewalk activity. Providing a shy-zone, an area directly in front of the storefront, of two-feet can accommodate opening doors, sidewalk signs and window shoppers.
- **Materials** – Ensure that high quality materials (e.g. glass, masonry, wood and metal) and finishes are used in the construction of the storefront to engage the customer and create visual interest.
- **Creativity and flexibility** – While maintaining the general guidelines above, storefront designs should be encouraged to be creative and flexible so that retailers and other ground floor tenants can customize their spaces, inside and out.

- **General character and context** – Storefront design should be sensitive to the neighboring context and design of nearby façades and storefronts. Heights, materials and orientation of the storefronts all contribute to this context.
- **Fenestration and Transparency** – Proprietors have a matter of seconds to capture a potential customer’s interest as they walk by. Therefore, windows should be transparent and provide clear views into the store, rather than dark or tinted discouraging potential customers. The table below provides general guidelines with the higher levels of transparency encouraged on Red and Gold Streets and more flexibility considered as the variety of uses increases on Blue Streets. Blank façades are strongly discouraged regardless of a street’s color designation. Additionally, interior and exterior lighting can enhance the storefront and pique interest as well.

Street Type	Level of Transparency (between 2 - 10 feet above grade)
Red & Gold	Approximately 65% of ground floor
Blue	Approximately 50% of ground floor

- **Comfort** – Areas of respite such as plazas can provide a comfortable place for seating with trees offering shade for comfort. Having such amenities will encourage more activity near retail.

Finally, lobbies are a necessary element of buildings and the placement and resulting address can be quite valuable in marketing these buildings. However, large lobbies may not necessarily provide for interest, a level of activity and can create a large gap in the retail continuity. A lobby is successful when located on the appropriate street (for the address), provides functionality for the upper levels of the building and is designed, either in size or activity, to continue the interest along the street front.





**Other factors to consider:** Site topography, lot configuration, existing buildings and those buildings with historic designation all need to be studied when designing retail space. Several redevelopment projects have successfully incorporated historic resources into the design of their facades:



- The Phoenix in Clarendon preserved the Joseph L. Fisher United States Post Office and the Dan Kain Trophy Shop which now houses the Lyon Hall restaurant;
- Clarendon Center incorporated several historic buildings into its design;
- The Halstead on Columbia Pike maintained the façade of the old hardware store and houses P. Brennan's Irish Pub (image above).

Maintaining historic facades, when appropriate, can add to the variety and authenticity of retail spaces in Arlington.



## **Signs**

Signs are important as they can catch a potential customer's eye; provide information about the goods and services offered within; and can provide additional visibility. Retail signs must be of the appropriate size and location to adequately capture the awareness of the target customer. A well-designed and well-placed sign can assist in the retailer's success. All signs need to comply with sign regulations in the Zoning Ordinance.



**Variety of storefronts and sign types**

These regulations allow for flexibility and creativity in sign types and design and permit a variety of sign types (projecting, sidewalk, umbrella and awning signs, among others). The variety of sign types and styles provides for an interesting environment.





Leasing signs

Additionally, the sign regulations provide for sales and leasing signs allowing property owners and brokers to market the space.



## **Public Realm**

The public realm includes streets, sidewalks, parks, plazas, street trees, street furniture, vending carts and public art. In areas in which there is a defined center of activity – retail needs to be a key component of the public realm: the public realm becomes a permeable edge of retail. Management of the public realm should provide an attractive foreground for retail that complements the visibility and appeal of the storefronts.

Street trees provide welcome shade, reduce the scale of the street, provide for better storm water management practices, and enhance the environment. Careful selection of tree species should be done to ensure that storefronts are visible from the street. The appropriate placement of street trees and street furniture will reinforce the sidewalk environment and provide a sense of protection for pedestrians from vehicles.



**Public realm elements**

Other design elements enhance storefronts and may encroach into the public realm: awnings, canopies, street furniture, and in some instances merchandise, provide another layer of interest for pedestrians walking along the street. Public art, wayfinding and appropriate lighting can also be incorporated into the streetscape to engage the public and help create a sense of place.

### 4.3. Action Plan

The following Action Plan identifies specific implementation actions to achieve the principles and accompanying policy statements. Implementation measures include continued County practice; amendments to Arlington County Codes; and updated administrative processes. The actions are accompanied by proposed timing and responsible departments, with the lead agency in bold.

Recommendations	Implementation	Time Frame	Agencies
<b>Overall</b>			
Adopt this Arlington County Retail Plan, including the vision, principles and policies, the Retail Street Maps, the Design Guidelines and the Action Plan within.	Adoption	Underway	County Board
<b>Retail evolves and changes. Retail reflects the trends.</b>			
<ol style="list-style-type: none"> <li>1. Use the Retail Street Maps as a guide to uses allowed on the ground floor of special exception projects, and as permitted by the Zoning Ordinance.</li> <li>2. Site specific factors in special exception projects may require flexibility in evaluating adopted plans and policies to provide for the location and configuration of loading, parking and service corridors for ground floor spaces.</li> </ol>			
As projects move forward in the special exception review process, accommodate the need for varying loading, parking and other variations that certain retail uses require within the context of broader County values such as urban design, placemaking objectives, connectivity, etc. and as per the <i>Master Transportation Plan</i> .	Incorporate design flexibility for retail uses into site plan conditions, as warranted.	On-going	AED CPHD <b>DES</b>
Continue to review and monitor retail trends to allow policies and their applications to remain nimble and current.	Continued monitoring.  Review and update, as warranted, the Arlington County Retail Plan on the Arlington County Comprehensive Plan review cycle.	On-going  Long-term	<b>AED</b> CPHD DES
Review the standard site plan condition regarding Retail Elements to identify any conflicts in implementation of the recommendations of this plan to both existing and future projects.	Update special exception condition language for Retail Elements, if warranted.	On-going	AED <b>CPHD</b> DES

**Retail is a mix of local, independent, regional and national retailers.**

3. Special exception projects should define general categories of uses, sizes and locations of ground floor uses, as opposed to specifying a particular tenant or use.
4. Facilitate opportunities for local, independent, regional, and national retailers, including the repositioning of aging regional shopping centers, to locate and succeed in Arlington.

Study and identify zoning and other tools to facilitate opportunities to reposition and redevelop Arlington's aging regional shopping centers.	Conduct study of regional shopping centers;  Amend Zoning Ordinance and adopt other tools, as warranted by the study.	Short term	AED CPHD
Provide a clear process for small businesses and retailers to navigate. Continue to: <ul style="list-style-type: none"> <li>▪ Review the regulatory process;</li> <li>▪ Provide assistance to retailers displaced through redevelopment;</li> <li>▪ Offer networking and educational opportunities;</li> <li>▪ Assist in the permit application and review process.</li> </ul>	Continue support of the BizLaunch and BizTeam programs.	On-going	AED CHPD CMO COR DES DHS
Continue to leverage relationships with Business Improvements Districts (BIDs) and partnerships with the Chamber of Commerce, property owners, retail brokers and any future merchant association to actively promote Arlington as a prime location for national, regional and local retailers.	Maintain relationships and promote Arlington.	On-going	AED

**Retail needs customers.**

5. In areas that support 18-24 hour populations, consider a mix of uses such as grocery stores, entertainment and fitness uses, civic uses, and other retail equivalents as recommended in the Retail Streets Map.
6. Provide additional opportunities to generate customers of all demographics through activities such as special events, festivals, celebrations, short term uses or pop-ups.

Review where and how the Grocery Store Policy is used and assess whether revisions to the policy or supplemental administrative guidance are warranted.	Revise the Grocery Store Policy and/or develop administrative guidance.	Underway	AED CPHD
<p>Provide a forum for on-going conversation and problem solving among business district leaders, representative stakeholders and key County Staff about short term uses.</p> <p>Continue exploration of tools to achieve zoning flexibility for site plan properties within discrete geographic areas of the county, as well as other areas, based on specific distinguishing factors, such as location, vacancy rates, area streets and surrounding uses, among others</p>	Tools may include updates to standard site plan conditions; administrative review processes; and facilitation of dialogue among staff and stakeholders.	Underway	AED CPHD
Support special events, farmers' markets and public and private programming of indoor and outdoor venues within Arlington.	Continue to support the application of the Special Events Policy and process; and continue to process, in a timely and straightforward manner, special exception use permits and site plans which accommodate such events.	On-going	ACPD AED CPHD DPR



**Retail needs to look like retail.**

7. Allow for creative design of ground floor facades to facilitate identity and visibility for individual tenants and to encourage an active and attractive mixed use environment.
8. Interior of ground floor spaces should be designed to accommodate a variety of uses over time.

As sector plans and small area plans are updated, consider recommendations for taller ground floors to accommodate the various types of ground floor uses as identified within the Retail Street Maps.	Address ground floor heights in future sector plan and small area plans.	Long term	AED CPHD
In analyzing special exception projects, consider modifications in overall building height where floor-to-ceiling heights need to be greater to accommodate ground floor uses or to reduce required ground floor heights in areas where lower heights are appropriate, in consideration of surrounding land use context.	Consider modification of use regulations in special exception review.	On-going	CPHD
For special exception projects, encourage developers to incorporate appropriate space for venting and exhaust, as well as noise mitigating finishes and materials during construction for potential occupancy by food establishments and live entertainment uses.	Evaluate during the review of special exception applications; update condition language when appropriate.	On-going	AED CPHD
Study and identify zoning and other tools to facilitate and, potentially expedite, opportunities to enhance the retail environment of older buildings (i.e. façade improvements, bump-outs, etc).	Study process to achieve ground floor design enhancements.  Amend Zoning Ordinance and adopt other tools, if warranted by the study.	Short term Long term	AED CPHD
Incorporate the retail design guidelines with standards established for the public realm.	Coordinate integration of the Retail and Urban Design Guidelines.	Short term	AED CPHD DES

Provide for a periodic review of Zoning Ordinance Article 13 (Signs) to ensure that allowed signs meet changing trends in retail as applied to tenants and small businesses.	Review all sign regulations and amend Zoning Ordinance, if warranted.	Long term	AED CPHD
	Review sign regulations pertaining to existing comprehensive sign plans and amend Zoning Ordinance, if warranted.	Short term	
Retail thrives in a well-designed and well-managed public realm.			
9. Balance placement of street trees and street furniture, as provided in streetscape standards and sector plans, with the need for access and visibility of ground floor uses.			
10. Balance placement of outdoor cafes, merchandise and mobile vending with pedestrian accessibility and circulation.			
11. Continue to create on-street parking opportunities and provide for short-term parking – for both vehicles and bicycles – proximate to ground floor uses and as recommended in the Master Transportation Plan.			
12. Public art should be a prominent component of Arlington’s mixed use areas as it enlivens and enhances the pedestrian experience, provides a sense of place, allows for wayfinding and promotes the local culture.			
Review landscape plans, particularly the placement of street trees and street furniture, in concert with existing plans and policies, with sensitivity to access and visibility of the ground floor uses.	Consider access and visibility of ground floor uses in review of landscape plans.	On-going	CPHD DES DPR
Study the application of a process that licenses the use of the public realm, with sufficient criteria to best accommodate outdoor cafes, design elements, merchandise displays, vendors and food trucks.	Study a licensing process for use of the public realm;	Short - Long term	AED CPHD DES DPR
Amend the Zoning Ordinance, if warranted, to facilitate such a process including outdoor seating and the outdoor display of merchandise.	Amend Zoning Ordinance, if warranted		

Amend Chapter 30. of the Arlington County Code, Peddlers, Vendors and Canvassers, and other chapters as may be necessary, to address: <ul style="list-style-type: none"> <li>Hours of operation;</li> <li>Regulations for food carts and food trucks;</li> <li>Consistency across jurisdictions;</li> <li>Fees and licensing procedures; and</li> <li>Appropriate and effective management of the public realm.</li> </ul>	Amend Vending Ordinance	Short term	ACPD <b>AED</b> COR DES DHS
Monitor the noise complaints and live entertainment use permits to determine if the issues associated with the environment created by night life uses have been adequately addressed. Review and update, if appropriate, conditions applied to live entertainment and outdoor café uses to establish expectations and address compatibility and operate in harmony with adjacent and surrounding uses.	Monitor and adjust the Noise Ordinance, if warranted. Update, if warranted, live entertainment and outdoor café conditions and practices.	Long term	ACPD AED <b>CPHD</b> DES
As per the <i>Master Transportation Plan</i> , when and where feasible, work with private property owners and BIDs to implement smart garage technology within the retail areas to allow patrons arriving by vehicle an easy and efficient way to find public parking opportunities within garages.	Study feasibility	Long term	DES
Continue to incorporate public art into Arlington's mixed use areas.	Continue support of Arlington's Public Art Program	On-going	<b>AED</b>

**Retail likes to cluster.**

13. Create continuous ground floor retail storefronts in areas identified as "Red Streets" on the Retail Street Maps.

Continue to condition special exception site plans to require shopping, dining, entertainment service and repair uses on streets identified as Red Streets on the Retail Street Maps.	Update condition language to require retail sales, food establishments, entertainment establishments, services and repair on these streets where appropriate.	On-going	AED CPHD
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ACPD – Arlington County Police Department

AED – Arlington Economic Development

COR – The Office of the Commissioner of Revenue

CPHD – Department of Community Planning, Housing & Development

DES – Department of Environmental Services

DHS – Department of Human Services

DPR – Department of Parks & Recreation

Underway – Work is currently in progress

On-going – Work is continuously implemented through ongoing projects.

Short term – Within the next three years

Long term – Within five years

This Action Plan is not an official work plan nor should it be seen as any prioritization. Rather, this Action Plan is a reflection of current processes and how and when other action items may be accommodated. Staff may modify the timing of these action items based on County Manager or County Board directives and priorities.

## APPENDICES

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### A.1. Retail primer

#### How urban retail is different

Urban retail environments more often are a collection of individual landlords and tenants and the decisions by these individuals creates a more complicated environment. Urban retail can have varying competitive trade areas: the area may be very compact and competes only within itself for a neighborhood-level demand, or it may be a retail and entertainment destination, that competes with other such destinations across a region. Differing store sizes, constraints on parking and loading, and sign requirements can further complicate the urban retail environment.

To support successful urban retail, Arlington must understand these complexities and be mindful of retail oversupply and poor retail locations. Some level of oversupply is necessary and can help encourage strong competition; provide access for new concepts; and ensure continued overall market success. However, a chronically oversupplied, retail market, where space is frequently vacant and retailers are consistently failing or limiting quality of service, has a significant negative impact not only on fiscal health, but also on urban placemaking and overall community quality of life. In urban retail environments, the only thing more damaging than vacant retail storefronts is a failing retail storefront.

Local government planning must be mindful of the total retail supply and demand and should strategically locate retail in areas where it has the highest chance to succeed and avoid locations that will challenge retail success even in the strongest of markets. The planning focus should be on broad policy frameworks speaking to general sizes and locations of retail and other ground floor uses, while allowing the market to drive specific landlord-tenant decisions within that general framework.

#### Retailer economics

The ultimate success or failure of retail environments relies on the economics of retail. Factors such as cost of rent and other occupancy costs (utilities, taxes, parking, etc.) and availability of capital and credit are often key determinants on what type of retail can realistically thrive in certain locations. Retail spaces, especially in urban areas, can be expensive to build out, particularly if extensive parking is required. As a result the retail space that is delivered often requires high rents to justify the cost. In excellent retail locations with strong depth of market, basic supply and demand further pushes rents upward.

Failure, underperformance of retail, or high turnover of space is costly to a landlord. To limit this exposure, many landlords seek out larger (in order to limit the number of transactions and potential instances of failure), proven, credit-worthy retailers that have the ability to cover higher rents, contribute to fit-out costs of space, and limit downside of failure by securing some or all future rent associated with a lease. The result is, in many cases, that retail spaces are leased to national or larger regional chains; the smaller and/or local start-up retailers, who

often do not have significant access to capital or credit required to fit out a space or secure a lease, are seen as risky and less desirable. As such, a landlord may choose to keep a space vacant rather than take the financial risk of renting to an unknown retailer.

High turnover in a retail space may indicate a poor location for a specific type of retail use. Recognizing the changing nature of retail, the associated risks, and how the variability of customer demand, competitive supply and retail economics dictate the success or failure of retail, local government should not manage the specific tenancies of retail but rather be strategic about those areas where the specific type of retail (sales, services or equivalents) is managed. Other areas recommended for retail should allow a broader variety of types of retail, in order to construct an overall framework to create an attractive place for many varieties of retail types across the jurisdiction.

### **Customer demand**

Retail, as the saying goes, follows rooftops. The success of retail depends upon the appropriate depth of customers and their spending. In mixed-use, urban environments, household-driven demand is accompanied by spending from employees and visitors. In areas where commercial and hotel uses dominate, these sources of demand may comprise the majority of customer spending.

Customer preferences and retailer performance have a significant impact on the capture of potential customer dollars, and thus retail success. Only half of all new retail establishments survive five years or more and only about one-third survive 10 years or more.<sup>3</sup> However, not all retail that fails does so because of poor location or lack of depth in customer demand; in many cases the individual retailer simply does not meet the market's expectations. Beyond individual retailer performance, broader shifts in customer preferences, driven by generational, cultural and/or technological changes, can affect retail performance. Short-term retail success can be significantly affected by local, regional and national economic cycle shifts; retail spending is particularly negatively impacted by economic downturns. Customer demand constantly changes, affecting the type of retail that succeeds. Retail, by its own nature, is an ever-evolving and transient land use.

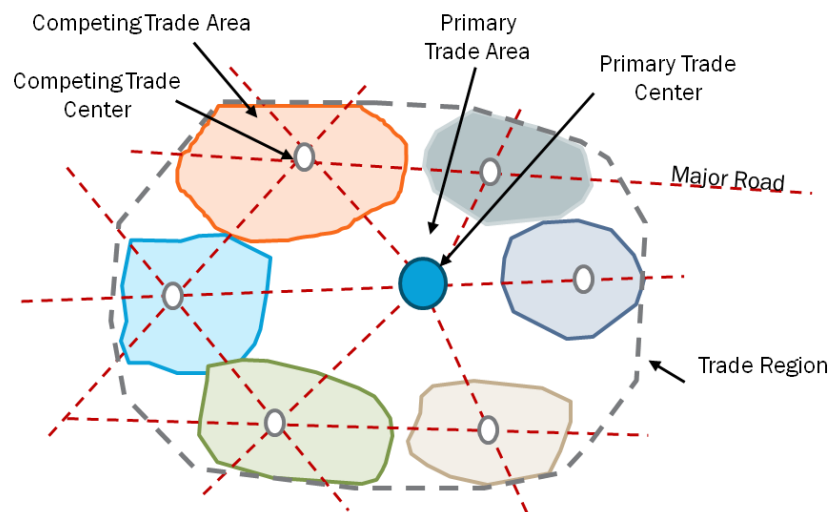
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<sup>3</sup> US Small Business Administration. (2012) Frequently Asked Questions about Small Business. Retrieved from <http://www.sba.gov/sites/default/files/FINAL%20FAQ%202012%20Sept%202012%20web.pdf>



## **Trade areas**

The depth of customer demand is determined within retail trade areas – the geographic area from which a retail establishment or cluster of establishments expects to draw the majority of its demand. Retail trade areas for any given retail establishment are dependent upon a number of variables, including accessibility and visibility to and from the retail location, location of competitors, density of population, and type and size of store. Jurisdictional boundaries typically have limited to no effect on retail trade areas, unless there is significant variation in retail-related taxes.



Given the variability of these factors, *trade areas are often not uniform in shape, such as a radius from a retail location, but instead are dependent upon the specifics of a retail use and location.* The required trade area will influence the type and size of store and the related amount of sales required to achieve success that may be appropriate in a particular location.

## **A.2. Historical context**

### **Early retail in Arlington**

Arlington has a long history of retail. The transformation of Clarendon from a residential subdivision into Arlington's commercial and cultural center, complete with businesses and social and civic institutions started with substantial construction in the 1920s. Then, between the 1930s through the 1940s, significant growth in Arlington occurred to



View of Clarendon – looking east on Wilson Boulevard (1930s)  
Odd Fellow Hall and the Rees Building on the left

accommodate the expanding federal work force. Development at this time included numerous large garden apartment complexes with associated retail, such as Arlington Village, Colonial

Village, Westover and Buckingham. During this time, Clarendon continued to remain the retail center of Arlington.

Arlington's population growth increased steadily from the 1940s to the 1970s. Retail increased to reflect this growth with the Parkington Shopping Center in what is now Ballston, built around a structured parking garage and anchored with Hecht's, the then-largest suburban department store in the East, and with thirty other shops; and the commercial development in Crystal City (Crystal Underground) and Rosslyn (Metro Center Mall).

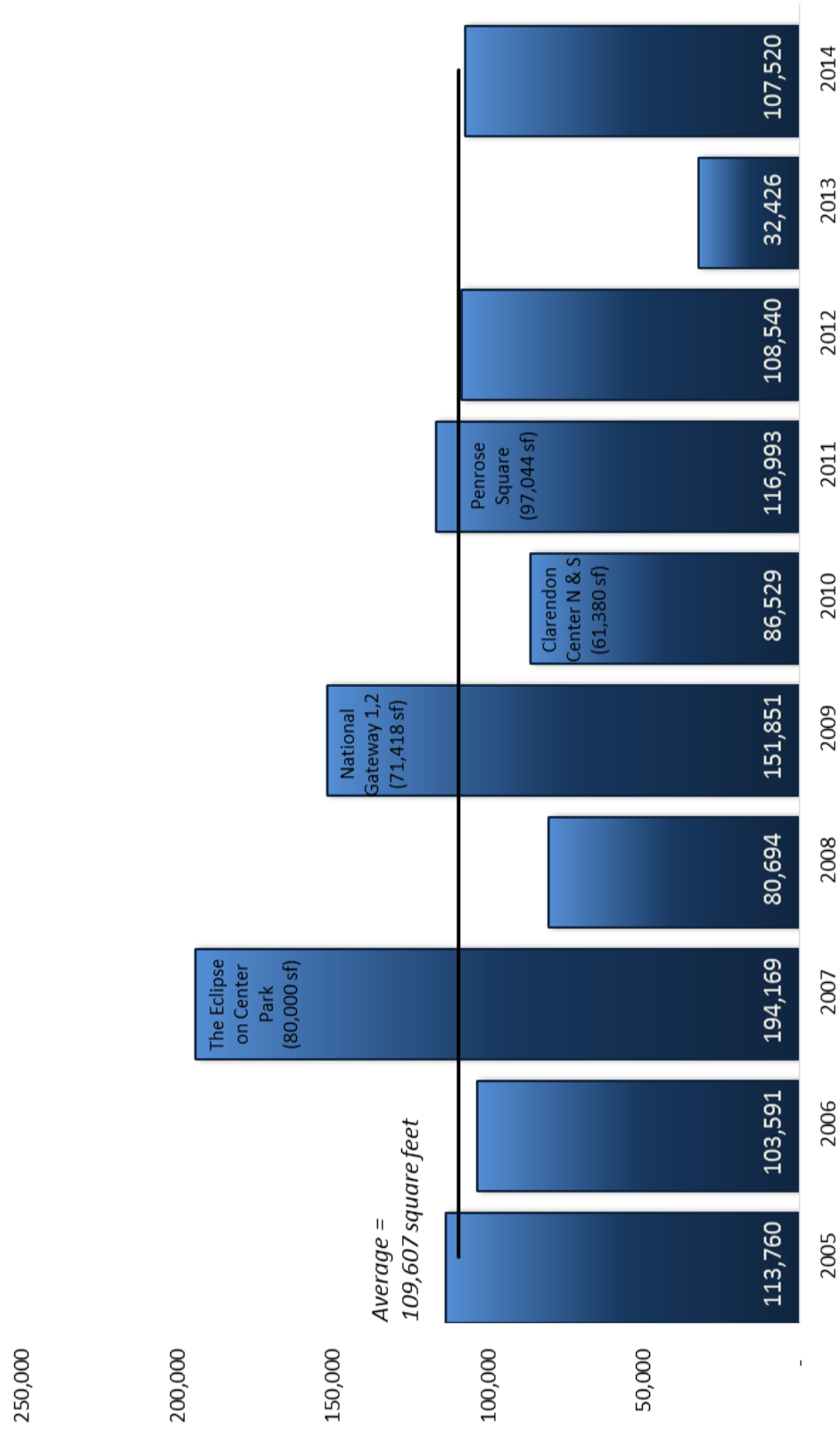
In the mid-1980s, Arlington saw significant growth in retail with construction of Ballston Common Mall (a significant and strategic reinvestment of Parkington) and the first phase of The Village at Shirlington. In the 1990s, Pentagon City saw a significant increase of retail offerings with Fashion Centre (1990) and Pentagon Centre (1994). From 2000 to 2009, Clarendon Market Common (2001), Pentagon Row (2001-2002), and the second phase of The Village at Shirlington (2006) continued to increase Arlington's retail base. **Today, Arlington offers over 6.6 million square feet of retail.**

#### **Continued growth of retail**

In addition to the retail in the regional centers, Arlington has approved a significant amount of retail in mixed-use projects. In the past ten years, Arlington has realized a fairly consistent increase of retail – over 115,000 square feet per year (see chart on the next page) – an amount comparable to a small neighborhood shopping center. During this timeframe, an average of six projects containing ground floor retail have been developed each year. The size of the retail averaged 10,000 square feet.

# Retail Developed Per Year

A Ten-Year Snapshot



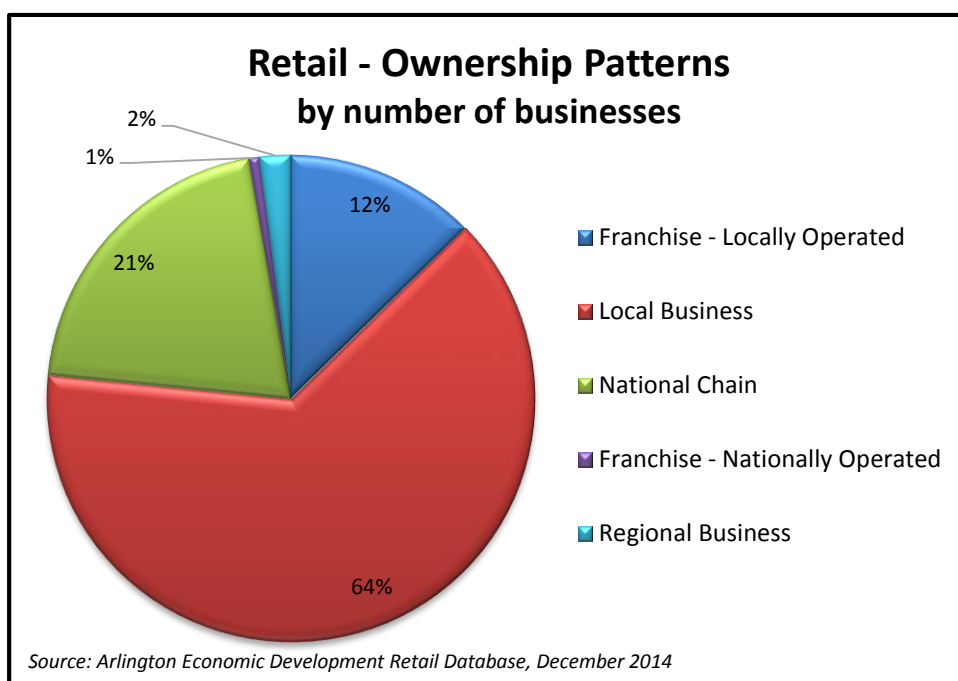
Source: Arlington Economic Development Building Database, January 2015  
Projects with greater than 60,000 square feet of retail have been called out

### A.3. Retail in Arlington Today

#### Ownership patterns & categories of retail

In addition to knowing the amount of retail space that exists in Arlington, it is important to understand the types of existing retail to best provide a snapshot of Arlington's retail market. Arlington Economic Development (AED) tracks retail information – the number of businesses as well as the number of vacancies – and updates the information each year through Certificate of Occupancy review, phone calls and site surveys. Since tracking began in 2007, the vacancy rate of space designated for retail has hovered around five percent. However, this rate does not necessarily capture spaces that have been leased numerous times with successive, but unsuccessful, businesses, and therefore may be higher than it appears. While Arlington has a fairly low vacancy rate, in certain locations high turnover continues to be a challenge, either due to chronically uncompetitive locations and/or a highly competitive marketplace.

Ownership patterns of retail and service businesses within Arlington indicate that more than 60 percent are local businesses and an additional 13 percent are listed as franchise operations operated by a local operator. **Over three-quarters of retail in Arlington is owned by local or regional businesses.**



AED separates this retail into specific categories: sales; services – personal and business; arts and entertainment; civic and non-profit. The following tables show the types and percentages of businesses in the two largest categories: shopping and dining; and personal and business services.

Forty-six percent of the retail trade businesses in Arlington are restaurants, constituting 27 percent of all retail uses in the County. Unlike the retail sales category, service businesses within Arlington have a more even distribution with personal and professional services and banks/financial institutions in the top three. This high percentage of restaurants, professional and personal services in Arlington reflect the retail trends within the region and nation.

<b>Retail Trade</b>	Franchise Locally Operated	Franchise Nationally Operated	Local Business	Regional Business	National Chain	Grand Total of Category	Percentage of Total by Category
Car Dealerships	12		43		3	58	4.02%
Clothing & Apparel			51		87	138	9.56%
Electronics	3	4	32	1	29	69	4.78%
Food & Beverage Stores	26		71	3	21	121	8.39%
Gasoline Stations	29		3		1	33	2.29%
Hobby & Sporting Goods	3		41	2	9	55	3.81%
Home & Garden	2		52	1	23	78	5.41%
Jewelry, Gift & Specialty	10		125	7	48	190	13.17%
Pet-related			3		2	5	0.35%
Pharmacy	1		3		23	27	1.87%
Restaurant	164	3	415	7	80	669	46.36%
<b>Grand Total of Ownership</b>	<b>250</b>	<b>7</b>	<b>839</b>	<b>21</b>	<b>326</b>	<b>1443</b>	<b>100.00%</b>
<b>Percentage of Total by Ownership</b>	<b>17.33%</b>	<b>0.49%</b>	<b>58.14%</b>	<b>1.46%</b>	<b>22.59%</b>	<b>100.00%</b>	

<b>Services</b>	Franchise Locally Operated	Franchise Nationally Operated	Local Business	Regional Business	National Chain	Grand Total of Category	Percentage of Total by Category
Administrative and Support Services	6		26		7	39	4.70%
Banks & Financial Institutions	1		14	12	81	108	13.01%
Dry-cleaning & Tailoring			103			103	12.41%
Education	1		11	1	7	20	2.41%
Fitness	10	4	43	5	2	64	7.71%
Mailing & Storage	5		7		3	15	1.81%
Medical Services	1		89		1	91	10.96%
Other			7			7	0.84%
Personal Services	2	5	154	6	5	172	20.72%
Pet-related			14			14	1.69%
Professional Services	16		81	3	18	118	14.22%
Rental & Leasing	1		3		7	11	1.33%
Repair & Maintenance	8		54	2	4	68	8.19%
<b>Grand Total of Ownership</b>	<b>51</b>	<b>9</b>	<b>606</b>	<b>29</b>	<b>135</b>	<b>830</b>	<b>100.00%</b>
<b>Percentage of Total by Ownership</b>	<b>6.14%</b>	<b>1.08%</b>	<b>73.01%</b>	<b>3.49%</b>	<b>16.27%</b>	<b>100.00%</b>	

Source: Arlington Economic Development Retail Database, January 2015

### **Comparison to region and nation**

In reviewing retail in Arlington, it is helpful to put it into context with trends seen both regionally and nationally. While the tracked information provides an extremely detailed account of the businesses in Arlington, the comparison of Arlington nationally, regionally and locally, requires different metrics.

#### *Arlington's demand*

Arlington's market continues to provide an extraordinary environment for successful retail: distinctive and accessible urban villages, numerous public transportation options, an educated and wealthy population, diverse businesses ranging from start-ups to Fortune 100 companies, premier educational and cultural facilities, business visitors and tourists, and a supportive

government. The socioeconomics and demographics of Arlington reveal much about this trade area.

	Arlington	Alexandria	Fairfax*	District of Columbia	Washington DC MSA	US
<b>Median Age</b>	33.6	35.6	37.3	33.9	36.1	37.2
<b>Per Capita Income</b>	\$ 79,967	\$ 76,362	\$ 66,679	\$ 70,710	\$ 57,343	\$ 39,937
<b>Median Household Income</b>	\$ 80,636	\$ 73,565	\$ 102,867	\$ 59,308	\$ 83,080	\$ 50,227
<b>Average Household Income</b>	\$ 106,932	\$ 100,451	\$ 128,228	\$ 89,092	\$ 106,509	\$ 68,013
<b>White Collar Employment of Residents</b>	79.4%	77.4%	78.5%	75.3%	74.3%	61.6%
<b>Residents with Graduate/Professional Degree</b>	36.9%	28.8%	28.0%	27.5%	22.2%	10.4%

\* Fairfax includes Fairfax County, the City of Falls Church and Fairfax City

Sources: US Census 2010 – Median Age; Bureau of Economic Analysis, 2010 – Per Capita Income; ESRI Business Analyst, 2010 – Average Household Income, White Collar Employment of Residents, Educational Attainment

It is not just Arlington’s residents purchasing items and services. With over 11,000 hotel rooms which operate at a 76.7 percent occupancy rate, Arlington realizes over three million visitor days per year. From these visitors, Arlington generates more tourism spending than any other county in the Commonwealth – accounting for over \$2.8 billion – or 13.2 percent of total visitor spending in the state in 2013. Visitor spending in Arlington was up 22.1 percent over 2009 levels and almost two percent over 2013 levels.<sup>4</sup>

Arlington has added an average of 625,000 square feet of office space each year within the last ten years. Assuming a conservative estimate of one employee per 250 square feet of space, an additional 2,608 workers each year will be looking for lunch options, stores and services nearby to run errands and fitness centers, medical offices or spas to maintain a healthy lifestyle. Retail success can be significantly affected by local, regional and national economic cycle shifts; and now, at the time of increased vacancies, Arlington’s retailers are feeling a negative impact.

The Virginia Department of Taxation reported that taxable sales in Arlington for 2013 were over three billion dollars (\$3,232,890,486). Approximately two thirds of these taxable sales, over two billion dollars, are retail and food and beverage related sales. This reflects purchases made by residents, employees and visitors to Arlington. However, even with over two billion dollars in retail and food and beverage sales, the estimated demand for retail and food and beverage is in excess of \$4.7 billion dollars.<sup>5</sup> With a demand greater than sales, Arlington is considered to

<sup>4</sup> US Travel Association for Virginia Tourism Corporation (2014). *The Economic Impact of Domestic Travel On Virginia Counties 2013*. Washington, DC.

<sup>5</sup> ESRI Business Analyst, 2013. This number is estimated using information from the Bureau of Labor Statistics Consumer Expenditure Surveys to which psychographics (the study of general lifestyle, interests, values and cultural preferences) for the area are applied to model spending habits and behaviors. The difference between the demand (expenditures) and the supply (sales) is described as a leakage/surplus factor.



have a leakage of retail opportunity – customers must travel outside of Arlington to purchase many goods and services – in most broad retail categories. Much of this can be explained by the difficulty of serving a full retail spectrum in primarily urban areas, as many large-scale retailers continue to prefer more auto-oriented, single-use sites that can accommodate ample floor plates and surface parking. Some can be explained through the growing presence of online transactions. However, it is important to note that Arlington is not unique in this regard – Washington, DC and even the larger Washington, DC MSA show a leakage of retail opportunity for most retail offerings.

#### *Arlington supply*

The US Census Bureau tracks employment data on an annual basis as categorized by the North American Industry Classification System (NAICS) which is the standard used by federal statistical agencies in classifying business establishments. The following table provides a comparison of retail establishments and the number of paid employees at each establishment. While this is not an exact measurement of locally owned businesses versus national chains, it does provide a snapshot of the general size of retailers. Arlington’s profile is generally similar to national, regional and local profiles.

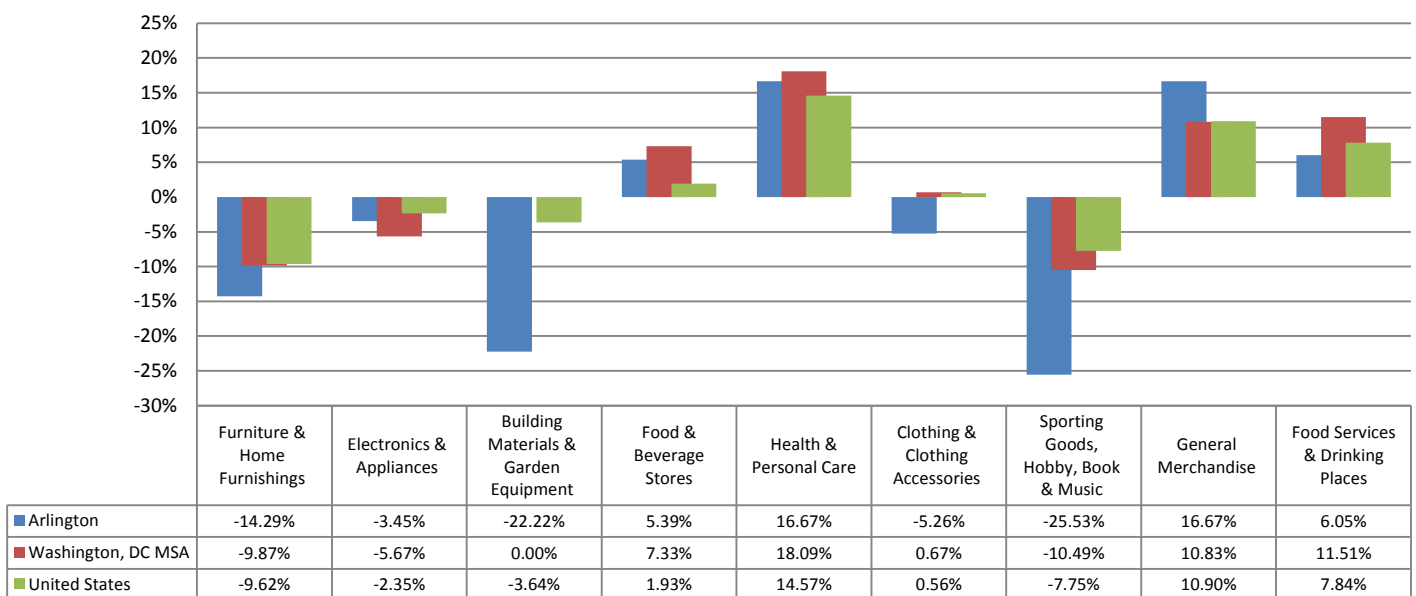
<b>Retail Establishments – Employment</b>		
	Under 10 Employees	Under 20 Employees
<b>US</b>	70.4%	86.2%
<b>VA</b>	67%	84.6%
<b>Washington-Arlington-Alexandria, DC-VA-MD-WV MSA</b>	65.6%	82.7%
<b>Arlington</b>	66%	83%
<b>DC</b>	73.2%	87.9%
<b>Alexandria</b>	69.8%	85.2%
<b>Fairfax</b>	62.3%	81%
<b>City of Falls Church</b>	81.5%	89.1%

*Source: US Census Bureau, 2012 County Business Patterns (sorted by NAICS), released May 2014.*

The Bureau of Labor Statistics compiles information each year on employment which includes the number of establishments, employees and earned wages, also categorized using NAICS. The pattern of growth and decline of the retail industry sectors within Arlington is generally similar to that of the Washington, D.C. Metropolitan Statistical Area (MSA) and the nation. However, there are some outliers in Arlington: a higher growth rate in Health & Personal Care and larger decreases in Furniture and Home Furnishings, and Building Materials & Garden Equipment Dealers.

During the 2004 – 2013 timeframe, Arlington added close to 950,000 square feet of retail. Much of the space has been filled by smaller general merchandise stores or convenience stores and we have seen the addition of several larger pharmacies. Within this same time frame, there has been a decline in the number of book and music stores in Arlington: the closure of regional chains like Olssen’s and national chains like Borders generated a higher rate of decline in establishments in this sector than in the nation and region. Arlington has also seen a reduction of furniture and home furnishing stores as well as hardware and garden supply stores. These figures may suggest that many of the store types that saw a decline may require a larger trade area or store footprint than Arlington can provide. While the store type may not be located in Arlington, it may be available in neighboring jurisdictions.

**Rate of Growth in Retail Establishment Subsections  
(2004 - 2013)**



Source: Bureau of Labor Statistics, 2014 Quarterly Census of Employment & Wages, 2004 - 2013

## A.4. Evolving National Trends

Staying on top of trends, understanding the needs and shopping habits of customers and recognizing that customer bases continue to change is important for the success of retail. The following section highlights some of the changing trends in retail today and how policies may change to accommodate these trends.

### Influence of technology in retail

Technology and data are key to retail today.

Most retailers have adopted an omni-channel distribution model – utilizing mobile, online and a storefront presence – to meet demand both online and in store and allow merchants to remain competitive onsite rather than just “showrooming” (in which customers look at the products onsite but find a better price and purchase online). This model has resulted in a blurring between virtual and physical stores – creating a seamless environment for the customer. In addition to these multiple fronts of customer interaction, the business owner is expected to provide excellent customer service and an ever-enhanced experience for the customer. Consequently, the size needs of

stores continue to change – smaller if the retailer is providing a point for pick-up with limited product inventory or larger to provide a more experiential shopping experience with customized products. Either way, the business owner is striving to maximize efficiency in the brick and mortar space – trying to achieve lower costs and higher sales.



While retailers will likely continue to balance e-commerce and storefront needs, some may move more aggressively toward pick-up or distribution activities within their

physical space. For example, the grocery food marketplace is seeing an evolving concept of on-line ordering with single location pick-up, as competition to or an extension of, the grocery delivery model. In cases such as these, the nature of the retail space changes significantly from

traditional retail, both outside and inside the space, and creates different needs for loading, parking, operating hours, and transparency of the physical storefront, to name a few. Because of these variations, these types of spaces may not fit into the current thinking of active, vibrant retail, or interpretation of a retail use from a regulatory standpoint. However, these types of

retailers will still likely want to choose locations with strong access to customers, similar to conventional storefronts.

### **Experience-based retail**

With increased reliance on technology and alternative distribution, uses that do not compete (or compete less strongly) with e-commerce will likely fill the space within the brick-and-mortar storefronts. Certain goods and services do not lend themselves to online purchasing. Nationally, the restaurant sector (fast food, fast casual and upscale operators) continues to see strong growth, and this trend is prevalent in Arlington as well. In addition, there has been a change within the grocery industry: growth in niche grocery stores, pharmacies and drug stores with aisles filled with an increasing amount of grocery items, and discount stores (e.g. dollar stores) stocked with grocery items. Yoga studios and other health and fitness centers are also seeing growth on the ground floor level.<sup>6</sup>

### **Authenticity and format changes**

Retail trends point to an increased demand for authenticity. Customers want retail areas to provide different experiences, different offerings and a different appearance from other retail areas. Local and regional retailers provide the difference and savvy property owners are now incorporating such tenants into the mix of ground floor uses. Recognizing the need to fit into the urban retail environment and allow for that level of difference, Walmart, Target, Safeway and other national, large format retailers have made changes – incorporating pedestrian-friendly design, smaller formats, less parking, and a variety of product types – to fit within this fabric.<sup>7, 8</sup> The size of the store can often fit within the infill development pattern of urban areas rather than overwhelm them; the storefronts are designed to engage the pedestrian rather than be surrounded by a swath of off-street parking; and the product choices quickly reflect the purchasing habits of nearby residents. Arlington requires a special exception use permit for large-format stores (greater than 50,000 square feet on one level). Design guidelines for storefronts, as discussed in more detail later in this document, can help to address potential issues of large format stores.

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<sup>6</sup> ChainLinks Retail Advisors. (2013). *Fall/Winter 2013 Retail Review & Forecast*. Atlanta, GA: Author.

<sup>7</sup> Newberg, Sam (2011). Grocery Wars. Urban Land. Retrieved from <http://urbanland.uli.org/Articles/2011/May/NewbergGrocery>

<sup>8</sup> Clifford, Stephanie (2012). Retailer's Idea: Think Smaller in Urban Push. New York Times. Retrieved from [http://www.nytimes.com/2012/07/26/business/retailers-expand-into-cities-by-opening-smaller-stores.html?\\_r=2](http://www.nytimes.com/2012/07/26/business/retailers-expand-into-cities-by-opening-smaller-stores.html?_r=2)

### **Third places**

A third place – a place outside of home or work where people gather and socialize and learn from each other – adds to the activity and excitement on the street and is an important element in every community. The original third places were the local taverns. Third places have evolved to include coffee shops and cafes, parks, community centers and other civic spaces, allowing for impromptu conversations and meetings.

Now there is a different need evolving from and for entrepreneurs. Not only is space necessary to house the office functions of these start-ups; but additionally important is space in which the entrepreneur can develop prototypes and models and space where connections and chance encounters can be made between a designer, a fabricator and a marketer. New storefronts, termed “maker” spaces, provide equipment and machines available as part of a membership – similar to a gym or fitness studio – while offering a small café, retail shop of supplies, classes and workshops to all. This “maker” space is a new type of third place. Allowing for such infrastructure in communities is important in attracting start-ups, entrepreneurs and potential employees.



*Source: [cincinnatiusa.org](http://cincinnatiusa.org)*

## **A.5. Grocery Store Policy**

### **ARLINGTON COUNTY, VIRGINIA POLICY FOR GROCERY STORES**

It shall be the policy of Arlington County, Virginia, to support the retention and expansion of existing grocery facilities in Arlington, and to support the construction of new grocery facilities where feasible, appropriate, and in accordance with the County's general land use policies. Recognizing that different areas of the County and different residential and office populations may have differing grocery shopping requirements, County support and assistance will be equally available to independent operators and to major chains.

The Arlington County Board and the staff will seriously consider any reasonable proposal whose purpose is consistent with this policy. Interested parties are encouraged to bring forward suggestions for County action which would accomplish this purpose. Certain specific examples which are considered appropriate are as follows:

1. To seriously consider any reasonable suggestion for modification of County policies and regulations, (such as those pertaining to zoning, site plan, and parking standards) that would support the retention, expansion, or establishment of grocery stores.
2. To strongly encourage grocery operators and landlords to retain grocery stores as major tenants in existing shopping facilities, and to include grocery facilities in their new development projects.
3. To weigh, as part of any land use, zoning, or site plan decision, the impact of that decision on the community's grocery shopping needs.
4. To affirm the involvement of County staff in assisting grocery operators, the use of Arlington County Industrial Development Revenue Bond financing to support grocery store expansion and construction, (subject to the availability of funds) and the use of available financing programs of other agencies.
5. To support alternative approaches, whether publicly or privately initiated, for meeting the grocery shopping needs of special populations. Examples: Private home delivery, as offered by some independent grocers; transportation programs for the elderly and handicapped, etc.).

Adopted by the Arlington County Board on 10/5/85



## A.6. Glossary of Terms

The definitions listed below are intended to serve as supporting information for this document. Where terms appear in both this glossary and in the Arlington County Zoning Ordinance, as of September 2014, their definitions are consistent, unless otherwise noted. However, as the Zoning Ordinance is amended from time to time, the Zoning Ordinance should be referenced for the most current and regulatory definitions.

**100 percent corner.** The most visible and premier location within the retail area.

**A-frame sign.** Any sign that may easily be moved or removed and that can feasibly be displayed for a limited period of time in any one location.

**Anchor(s).** Retail establishments, often in the format of larger-format establishments such as a grocery store, or civic and cultural uses, such as a library or theater, which are significant customer destinations.

**BizLaunch.** Arlington's small business assistance network for starting or growing a business in Arlington. BizLaunch partners with a wide variety of small business organizations to provide information on various aspects of owning a small business including writing a business plan, taxes, permits, licensing, marketing, and financing. In addition, the BizLaunch center offers information, counseling, and research opportunities.

**BizTeam.** A complementary resource to the BizLaunch program, developed to assist and support small businesses, including retailers, through the permitting process.

**Blue street.** A street type used in the Retail Street Maps, for which any type of retail use or retail equivalent is planned. Exterior design elements as set forth in the Retail and Urban Design Guidelines.

**Boutiques, Bistros & Banks – Recommendations for Successful Retail in Arlington.** A report on the findings of the July 2008 Arlington Retail Task Force formed by the Economic Development Commission in response to planned staff review of retail policies and a similar request from the Arlington Chamber of Commerce.

**Business improvement districts (BIDs).** Districts, approved by the County Board by ordinance, which provide additional services within the district. Such services, which typically include beautification and maintenance programs; community activities and events; and marketing and promotions, must be for the benefit of all properties included within the district. The district is funded through an additional tax levy.

**Consumer comparison goods.** Goods such as general merchandise, apparel, furnishings and other similar merchandise.

**Convenience goods.** Goods such as delis, gifts, drugstore items, personal care products, and cards/stationery and other similar items.

**E-commerce.** The common term for electronic commerce, the buying and selling of goods online through websites or online marketplaces (i.e. Ebay and Amazon). Often part of a larger omni-channel retail presence.

**Entertainment (indoor).** Establishments such as billiards and bowling alleys. In this document the reference includes accessory entertainment activities such as live entertainment.

**Gold street.** A street type used in the Retail Street Maps for which any type of retail use or retail equivalent is planned. Exterior and interior design elements as set forth in the Retail and Urban Design Guidelines.

**Goods and services.** Goods and services include consumer comparison goods, such as general merchandise, apparel, furnishings; conveniences goods, such as delis, gifts, drugstore items, personal care, cards/stationary); personal and business services, such as banks, dry cleaners, salons, spas, health and fitness, repair such as locksmiths and tailors); restaurants; entertainment, such as billiards, bowling alleys, live entertainment); and grocery stores.

**Green street.** A street type used in the Retail Street Maps, describing streets where retail uses are optional.

**Grocery store policy.** A policy adopted by the County Board in 1985 that provides for flexibility in zoning and other regulations in order to facilitate the retention, expansion or relocation of grocery stores in Arlington.

**Large-format retail.** A retailer that is focused on either general merchandise, such as Target and Walmart, or a particular merchandise category, such as Crate & Barrel and Best Buy, and which occupies in excess of 20,000 square feet. This definition differs from the regulatory definition in the Arlington County Zoning Ordinance which is based on a maximum GFA (50,000 square feet on a single level) and the required number of parking spaces for such use.

**Live entertainment.** Any entertainment involving performances, or delivery of entertainment by one or more persons, including but not limited to: musical ensembles, solo performers, deejays, karaoke, comics/comedians, theatrical acts (when performed in a venue other than a theater) and dancing. Live entertainment does not include piped-in background music, where no “live” person is actively involved in the playing of the music.

**Maker spaces.** A concept where storefronts provide equipment and machines, available as part of a membership, similar to that provided by a gym or fitness studio, while also offering

a small café, retail shop selling supplies, and/or classes and workshops members and nonmembers. Such spaces are attractive to start-ups, entrepreneurs and potential employers. A maker space can be a type of third place.

**Metropolitan Statistical Area (MSA).** A geographic entity delineated by the [Office of Management and Budget \(OMB\)](#) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics

**North American Industry Classification System (NAICS).** A standard classification system used by federal statistical agencies to classify business establishments.

**Omni-channel distribution model.** Utilization of a combination of mobile, online and physical storefront presences as a marketing technique.

**Personal and business services.** Services such as banks, dry cleaners, salons, spas, health and fitness facilities.

**Placemaking.** The planning, design and management of the public realm to create a space which engages people through the variety of activities and uses and promotes the identity of the place through its urban design.

**Pop-up retail.** Short term use of a space, including existing buildings and shipping containers, to accommodate seasonal sales or a trial retail concept, often deployed in spaces that are in transition, e.g. prior to lease up or in time periods between long-term leases.

**Public realm.** Non-private areas – either through ownership or easement – including streets, sidewalks, parks and plazas.

**Red street.** A street type used in the Retail Street Maps, for which the predominate frontage of the buildings are planned for retail sales, food or entertainment establishments, services or repair. Exterior and interior design elements as set forth in the Retail and Urban Design Guidelines.

**Regional shopping center.** A large-scale mall serving a region, anchored by department stores, fashion specialty stores and restaurants. Typically these centers are in excess of 500,000 square feet.

**Repair services.** Services such as locksmiths and tailors.

**Restaurant sector.** The sector of the market that includes fast food, fast casual food and upscale operators of food service.

**Retail equivalents.** Uses that have characteristics similar to retail such as the hours of operation, the customer base and the level of activity that provide visual interest and

create an active street life, but are not retail uses. Uses include but are not limited to museums, galleries, day care uses, medical and dental offices, colleges and universities and hotel lobbies; as well as certain innovative office elements and residential amenities such as fitness centers, community rooms, etc.

**Retail sales.** The final step in the distribution of goods and merchandise to the general public for personal or household consumption.

**Rosslyn – Ballston Corridor Retail Action Plan.** A policy plan for retail in the Rosslyn-Ballston Corridor, adopted by the County Board in 2001. The Rosslyn-Ballston Corridor Retail Action plan is superseded by this document.

**Showrooming.** A shopping technique in which a customer looks at products onsite in a physical store, but subsequently finds a better price and purchases the product online.

**Shy zone.** An area, typically two – three feet in depth, adjacent to a storefront to buffer pedestrians from doorways, sidewalk signs, window shoppers and other appurtenances.

**Small business initiative.** A 2011 initiative of the Arlington County Board to assist small businesses in Arlington. Implementation strategies included, among others, an enhanced web portal for small businesses opening in Arlington; the establishment of the BizTeam; and updates to the sign regulations.

**Smart garage technology.** A system designed to electronically track the number of parking spaces in use within a garage. The system provides the parker with information about the total number of available parking spaces for the entire garage or, if more robust, the number of available spaces by level or even by parking aisle. The technology is designed to assist parkers in finding a parking space quickly.

**Streetail.** A concatenated term used to describe retail that is located on the street including vending, outdoor dining, merchandise and the like.

**Third places.** Places outside of home or work where people gather, socialize and learn from each other, allow for impromptu conversations, and which add to the activity and excitement on the street. Third places may include coffee shops and cafes, as well as parks, community centers and other civic spaces.

**Trade areas.** The geographic area from which a retail establishment or cluster expects to draw the vast majority of its demand.

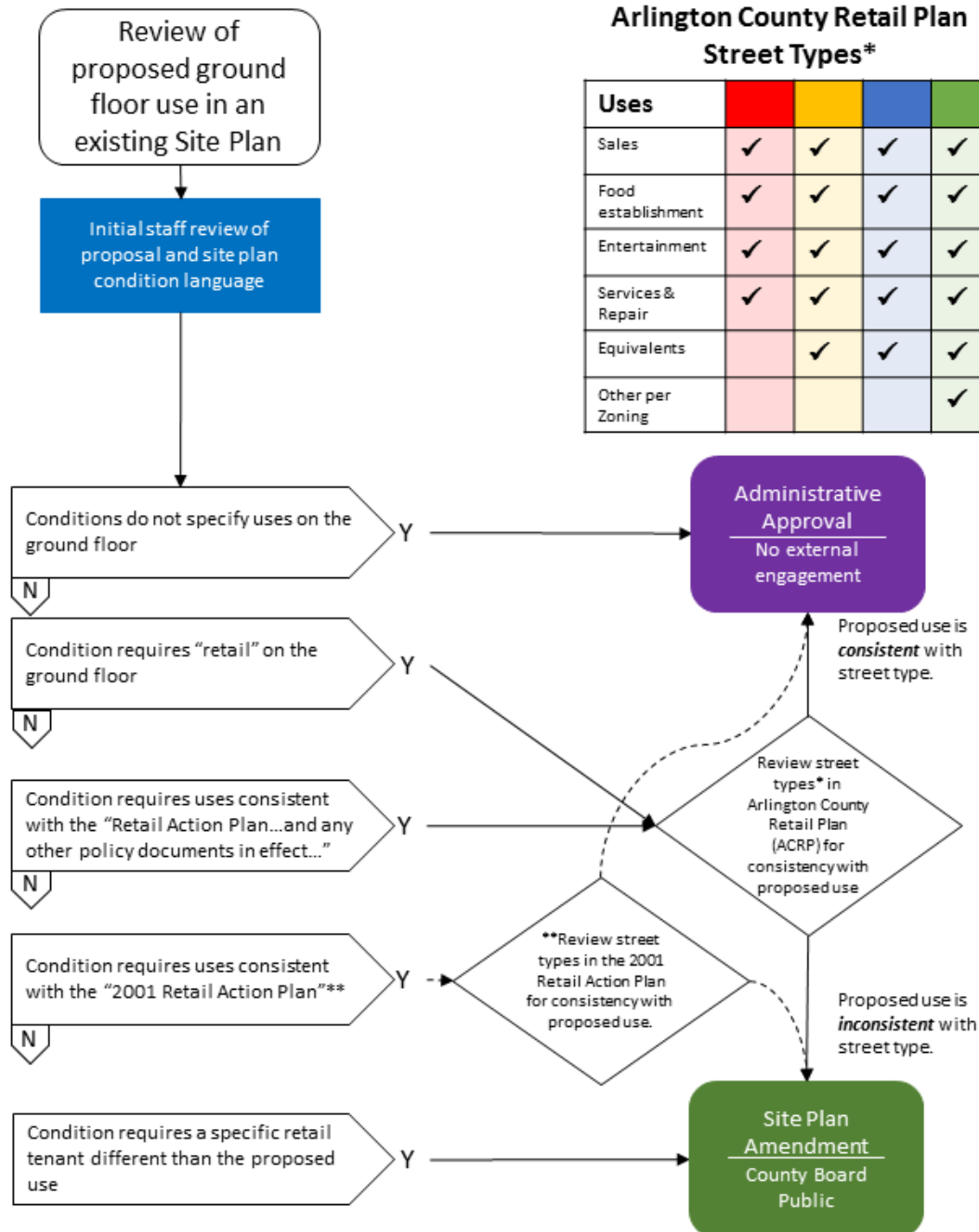
**Urban retail.** A collection of stores, typically offering neighborhood goods and services, accessible by surrounding residential areas within walking distance and often drawing from a wider market area.

**Vending.** The act of offering of merchandise, goods, food or services for sale or barter from a stationary but temporary site or from a kiosk within the County.

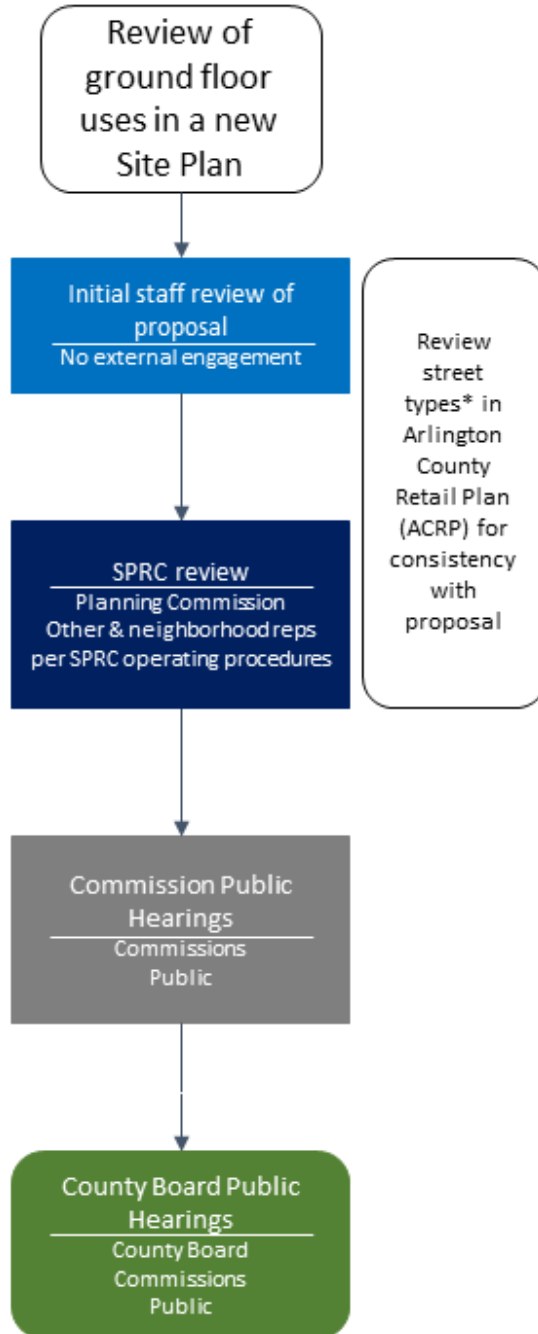
**Walkability.** A measure to how conducive an area is for walking.

## A.7. Process charts

Charts depicting the relationship of the Arlington County Retail Plan to the special exception site plan process in Arlington.







### Arlington County Retail Plan Street Types\*

Uses				
Sales	✓	✓	✓	✓
Food establishments	✓	✓	✓	✓
Entertainment	✓	✓	✓	✓
Services & Repair	✓	✓	✓	✓
Equivalents		✓	✓	✓
Other per Zoning				✓
Design				
Interior	✓	✓		
Exterior	✓	✓	✓	
Other Requirements	✓	✓	✓	✓

If the proposed use is not consistent with the retail street type, review against criteria within the Retail Plan (page 23).

If the proposed design is not consistent, review and explain the rationale (e.g. topography, existing building, specific user).



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