

LEE HIGHWAY VISIONING STUDY



05.11.16

CREDITS

Special thanks to members of the **Lee Highway Alliance (LHA)**, the **Community Advisory Group (CAG)** and the **Lee Highway Presidents' Breakfast (LHPB)**.

Waverly Hills Civic Association

Sandi Chesrown, Co-founder
Ginger Brown, Co-founder
Louis Wassel, Co-founder

Cherrydale Citizens Association

Maureen Ross
Tom Kornis
Jim Todd

Donaldson Run Civic Association

Anne Wilson
Bill Richardson
Deirdre Dessingue

Yorktown Civic Association

Andrew Schneider
Mike Cantwell

East Falls Church Civic Association

Liz McGonigle
Franz Gimmler
Anne Collins

Glebeewood Civic Association

Laura Johnson
Laurel Wessman

John M Langston Citizens Association

Willie Jackson Baker
Alexandra Bocian

Leeway Overlee Civic Association

Kim Klingler
Scott Matties
Lala Matties

Lyon Village Citizens Association

Jim Lantelme
John Armstrong

Maywood Civic Association

Antony Maderal
Joan Lawrence
Amanda Davis

North Highlands Citizens Association

Ponnappa Paleyanda
Anita Machhar
Dawn Dekker

Old Dominion Civic Association

Mike Conyngham
Chris Forinash
Richard Lolich

Rock Spring Civic Association

Charlie Flickner
Carl Cunningham
Mark Luncher

Tara Leeway Civic Association

Bill Braswell
Kim Person
Michelle Winters

Waycroft Woodlawn Civic Association

Sharon Dorsey
Jim Pebley
Tracie Morris

Rosslyn Civic Association

Jennifer Zelen
Jennifer Beals-Gittner
Rita Hummel

Calloway Church

Sandra Green

Economic Development Advisor

Sally Duran

Urban Design Advisor

Karen Kumm Morris, RLA, FALSA

Planning Advisor

Lisa Nisenson, *Greater Places*

Stratford School

Susan Cunningham

Special thanks also to the **Langston Brown Community Center**, where the charrette and most meetings to date have taken place.

The Lee Highway Alliance (LHA) would like to express special appreciation to the County Board, the Planning Commission, the Economic Development Commission, the Civic Federation and Arlington County Staff who have supported this effort since its 2012 formation.

Libby Garvey, Arlington County Board
(Chair)

Jay Fiset, Arlington County Board (Vice-Chair)

Katie Cristol, Arlington County Board

Christian Dorsey, Arlington County Board

John Vihstadt, Arlington County Board

Mary Hynes, Arlington County Board
(former)

Walter Tejada, Arlington County Board
(former)

Mark Schwartz, County Manager

Gabriela Acurio, Deputy County Manager

Steve Cover, Director, DCPHD

Bob Duffy, DCPHD, Planning Director,
Planning Division

Kris Krider, DCPHD, Supervisor, Urban
Design & Research

Claude Williamson, DCPHD, Supervisor,
Comprehensive Planning

Justin Falango, DCPHD, Project Coordinator,
Urban Design & Research

Kellie Brown, DCPHD, Comprehensive
Planning

Leon Vignes, DCPHD, Comprehensive
Planning

Rebecca Ballo, DCPHD, Historic
Preservation

Jason Beske, DCPHD, Urban Design &
Research

David Cristeal, DCPHD, Director, Housing
Division

Andrew D'huyvetter, DCPHD, Urban Design
& Research

Joel Franklin, DCPHD, Housing

Jill Griffin, AED, Real Estate & Development

Richard Hartman, DES, Transportation
Planning

Victor Hoskins, Director, AED

Jane Kim, DES, Development Services

Irena Lazic, DPR, Planning & Development

Cynthia Liccese-Torres, DCPHD, Historic
Preservation Program Coordinator

Jessica Margarit, DCPHD, Communications

Chikwe Njoku, DCPHD, Chief,
Neighborhood Services Division

Margaret Rhodes, DCPHD, Comprehensive
Planning

Michelle Stafford, DCPHD, Neighborhood
Services

Richard Tucker, DCPHD, Comprehensive
Planning

Ritch Viola, DES, Transportation Supervisor

Brett Wallace, DCPHD, Urban Design &
Research

Steven Yaffe, DES, Transit Planning

The Lee Highway Alliance (LHA) would also like to thank the many landowners, business owners, land use attorneys, non-profits and commissions members that offered their time and subject matter expertise to this effort.

Kate Bates, President, Arlington Chamber of
Commerce

Betsy Frantz, President, Leadership Arlington

Martha Moore, Civic Federation

Ralph Johnson, Properties Owner

Peter Hage, Arlington Parks & Recreation
Commission

Pamela Gillen, AIA, ECOARC

Jon Kinney, Bean, Kinney & Korman, P.C.

Matt Ginivan, The JBG Companies

Eric Dobson, NAIOP & Preservation
Arlington

Inta Malis, Arlington County Planning
Commission (former)

Nancy Iacomini, Arlington County Planning
Commission

Brian Harner, AIA, Arlington County
Planning Commission (former)

Peter Fallon, Arlington County Planning
Commission (former)

Janet Kopenhaver, Chair, Arts Commission

Marjorie Green, VOICE

Brian Scull, The Shooshan Company

Kedrick Whitmore, Venable, LLP

Dr. Matthew Shank, President, Marymount
University

Cathy Wolfe, AIA, Director Campus Planning,
George Mason University

Nick Stone, PH.D, Director, Virginia Tech,
National Capital Region

Jeannette Chapman, Center for Regional
Analysis, George Mason University

Cherrydale Business Alliance (numerous
businesses)

Michelle Horwitz Cornwell, VP, BMC Property
Group/Lyon Village Shopping Center

Mark Silverwood, Silverwood Companies

Michael Zacharia, CBRE/Lee Heights Shopping
Center

Mary Rouleau, Alliance for Housing Solutions

Nina Janopaul, Arlington Partnership for
Affordable Housing

Michael Foster, MFTA Architecture

Walter Webdale, AHC, Inc.

Holly Sadeghian, Glebe Lee Shopping Center

Alan Berman, Garden City Shopping Center

Adrian Stanton, Virginia Hospital Center

Roni Robins, VP, A. J. Dvoskin, Lee Harrison
Shopping Center

Bob Bushkoff, Dittmar

Tad Lunger, McGuire Woods LLP

Barnes Lawson, The Law Firm of William B.
Lawson, P.C.

Prepared for:

Arlington County and the Lee Highway Alliance

Consultant Team:

DOVER, KOHL & PARTNERS
t o w n p l a n n i n g

Dover, Kohl & Partners | consultant team lead, community outreach & town planning

Hall Planning & Engineering | Complete Streets transportation planning

AECOM | landscape architecture, urban design & open space planning

Ferrell Madden | urban design

Partners for Economic Solutions | economics & implementation

CONTENTS

LHA Response	2
Background	6
Purpose of this Study	
LHA Guiding Principles	
Charrette Process	10
Vision for Lee Highway	26
Key Ingredients:	
Neighborhood Character, Building Design, & Historic Preservation	
Street Design & Transportation Improvements	
Community Open Spaces & Gathering Places	
Mix Of Housing Choices, Local Businesses & Economic Vitality	
Illustrating the Vision	42
Recommendations	60
Appendix	A.1
Summary of Feedback from Pre-Charrette Interviews	
Notes from Hands-on Session Table Presentations	
Scans of Charrette Feedback Forms	
Comments on Draft Report	

“Quotes in blue are comments from charrette participants”



“Quotes in green are comments on the draft report”



LHA RESPONSE

The Lee Highway Alliance (LHA) is pleased to transmit to you the Lee Highway Visioning Study, a giant step forward in realizing a new, joint community vision for a more economically vibrant, walkable, attractive Lee Highway corridor—one that benefits neighborhoods and businesses.

The Grassroots Citizen-led Effort Laid the Groundwork for This Study

In the spring of 2012, citizens from the Waverly Hills Civic Association who were developing their Neighborhood Conservation Plan saw signs that Lee Highway (US29) was ripe for re-planning. The region was growing—projected to increase by more than 36% in the next 25 years. The economy was picking up—Arlington had the lowest unemployment in Virginia. Major development projects were already under construction, including the Bergman’s site at Lee Highway and North Veitch Street and Parkland Gardens at 20th Road North and North Glebe Road.

Unfortunately, Lee Highway was the only corridor in Arlington County without a focused planning effort and the General Land Use Plan (GLUP) had not been comprehensively updated for 57 years. The community was stuck with land use policy written in 1955. Characterized by mid to late 20th C. low-rise commercial development and surface parking lots, the auto-oriented public realm and general development pattern reflected traditional highway corridors throughout the U.S. The urgency to improve the corridor and to avoid piecemeal or by-right development without any community benefits and became the mission of those citizens.

In February of 2013, the Lee Highway Presidents Breakfasts (LHPB) organization was born representing a coalition of nine civic associations. Over the next three years, that number grew to 18 civic associations —alongside

businesses, landowners and non-profits – as a coordinated grassroots movement in strategic partnership with the County.

Supported by County Staff, the LHPB met 24 times on Saturday mornings, usually at the Langston Brown Community Center. Through this series of walking tours and educational forums the community learned about and discussed planning and zoning, transportation, public art, historic resources, open space and streetscaping, sustainability, retail development, and housing, all of which were presented by local experts. LHPB also developed and implemented a survey of local businesses to better understand their needs.

In the fall of 2014, the LHPB transitioned into a broader group of stakeholders, which became the Lee Highway Alliance (LHA). The educational phase transitioned into a community outreach phase to identify the primary issues important to the re-visioning of the corridor. The LHA—who was supported by the County’s Community Planning Housing and Development (CPHD) Planning Division who provided a comprehensive baseline analysis of existing conditions along Lee Highway including extensive mapping—hosted five major community meetings.

The result of those large community meetings was the formation of a Community Advisory Group (CAG), comprised of leaders of the active 15 civic associations, who drafted a document identifying the community’s shared values—the Lee Highway Alliance’s Guiding Principles. The purpose was to establish a welcoming, vibrant and attractive corridor of distinctive neighborhood places that include activity centers of a low to medium mixed-use character, featuring community-serving retail with more restaurants, recreational activities, and other businesses. Lee Highway would transition into a complete street that is safe for everyone whether walking, riding, biking, or driving, with improved transportation services. Also identified as important community values were enhanced streetscaping, open space and community gathering places, maintaining stable residential while attracting new housing options to meet the needs of all ages including those who would like to age in place, and promoting environmental sustainability and historic preservation. The last principle was developing an institutional framework to maintain and promote a new vision for the corridor through a public private partnership.

“... it really is our children we need to be planning for...”

In the fall of 2015, at the request of the LHA Arlington County funded a community-wide visioning charrette led by a team of highly qualified consultants, which is described in detail by the consultants in the following section of this study. In October, an extensive outreach strategy was undertaken by the LHA and the County to ensure strong stakeholder participation, especially targeting Lee Highway the neighborhoods, businesses, and land owners. The LHA Guiding Principles document was given to the consultants as the foundation for this four-day community event.

Under the scope of work for the charrette, the consultants' goal was to interview numerous stakeholders and then to study five mixed use activity nodes to test a range of development options, resulting in both short term and long term recommendations for land use policy, transportation, economic development, and other corridor wide improvements. Hundreds of people participated in the charrette over the four days of activities from November 6-9, 2015.

In February 2016, the Consultant team led by Dover, Kohl & Partners presented its Draft Lee Highway Visioning Study—their interpretation of the community's vision for the future of Lee Highway. The Visioning Study documented the charrette process, identified key ingredients for the Lee Highway Vision and illustrated that Vision. The purpose of the plans and illustrations was not to convey specific plans for improvements or new development, but rather to demonstrate 'what if' drawings of the Vision on sample sites within the mixed use activity nodes and to explore possibilities for the potential form and appearance of future development. Many of the concepts laid out in the document were provided as "food-for-thought", to continue the community conversation and inform future detailed planning of the corridor.

The Lee Highway Alliance (LHA) Listened Carefully to the Public Reaction to the Visioning Study

The LHA solicited public feedback through a series of presentations to civic association and business groups. The organization also carefully reviewed the hundreds of public comments collected by Arlington County.

The reactions fell into three general categories; 1) consensus views that generally verified the Guiding Principles; 2) broad concerns that need additional consideration; and 3) specific items for future discussion with Staff during the scoping process.

Consensus Views that Verified the Guiding Principles

The consensus views of the Visioning Study included:

- The Visioning Study well documented the charrette process. The input that charrette participants offered—both inside and outside the neighborhoods—was accurately reported;
- The Visioning Study generally verified the Guiding Principles developed by the LHA. Density and building heights requires a much more detailed conversation;
- There is a need for enhanced streetscaping and undergrounding of utilities, a desire for more open space, improved parking, enhanced bus transit, and both affordable housing and affordable commerce strategies;
- Lee Highway faces structural problems that need to be addressed through comprehensive planning including insufficient sidewalks without room for trees and shade, narrow parcel sizes and the need for tapering of any new taller buildings to limit the impact on adjacent neighborhoods, and wide and fast streets that negatively affect the safety of the corridor;
- The high cost of the approval process, including rezoning costs and site plan conditions, can result in participation only by those who can afford it thus excluding many small, local property owners and developers from a more organic and smaller form of new development; and

- A reasonable increase in density within the mixed-use villages (building on historical development patterns and existing commercial areas) might be needed to meet the goals of a more economically vibrant, walkable, attractive, livable Lee Highway corridor for all ages.

Broad Concerns that Need Additional Consideration

Six major messages were heard through public feedback, which need additional consideration. These include:

- Lee Highway is a neighborhood-serving corridor for a geographically broad population—a unique mix of suburban and urban without a metro or light rail line. Solutions that are appropriate for the Rosslyn Ballston (RB) corridor are probably not right for Lee Highway. A prime example of this is retail parking. Because retail serves single-family homeowners who live too far away to walk, and because small businesses believe parking is important to their success, adequate retail parking must be carefully considered;
- Lee Highway will continue to function as a major east west arterial commuter route into Washington DC, and the roadway should not be less than two vehicular lanes in each direction;
- Schools are overcrowded but the Visioning Study does not adequately address how development pressure may affect the school population over time. Schools and other community facilities must be included in the initial discussion and all along the way;
- Fire Station 8 is an incredibly significant historical landmark. Any future long-range plan must include this as a major consideration;
- A robust and honest conversation needs to occur about how planning can move towards the goals of the Affordable Housing Master Plan of 2500 units and address the issue of aging in place along Lee Highway; and
- A more innovative conversation needs to begin about how Lee Highway fits within the County’s economic development plans, and how the corridor can strengthen economic competitiveness as a hub for innovation to improve the tax base while providing additional jobs and income.

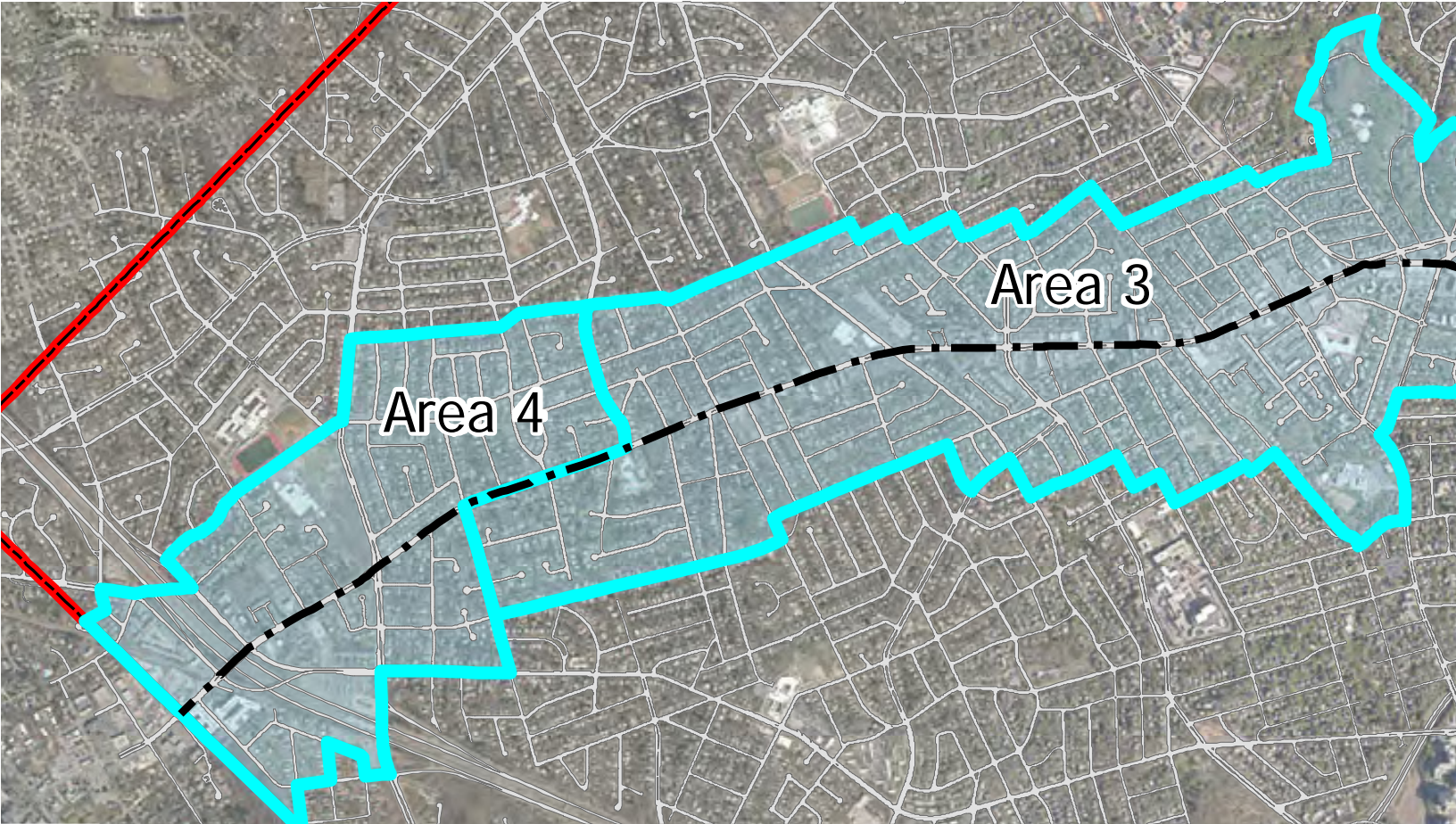
Next Steps

- LHA will complete 12 presentations of the Visioning Study to various civic organizations by mid-June of 2016.
- As part of our strategic partnership, LHA met with the County’s CPHD team to discuss the 2016 pre-planning process and will continue to provide input on the major scope elements over the summer. The anticipated timing to discuss the draft scope document with the community will occur in the fall.
- LHA will continue to update the County Board on their efforts. LHA remains eager to begin the formal planning process in January of 2017, including the establishment of the community stakeholder group, charge and overall project schedule to carry out a detailed planning study of the Lee Highway corridor.



EXISTING CONDITIONS in the Lee Highway corridor.

BACKGROUND



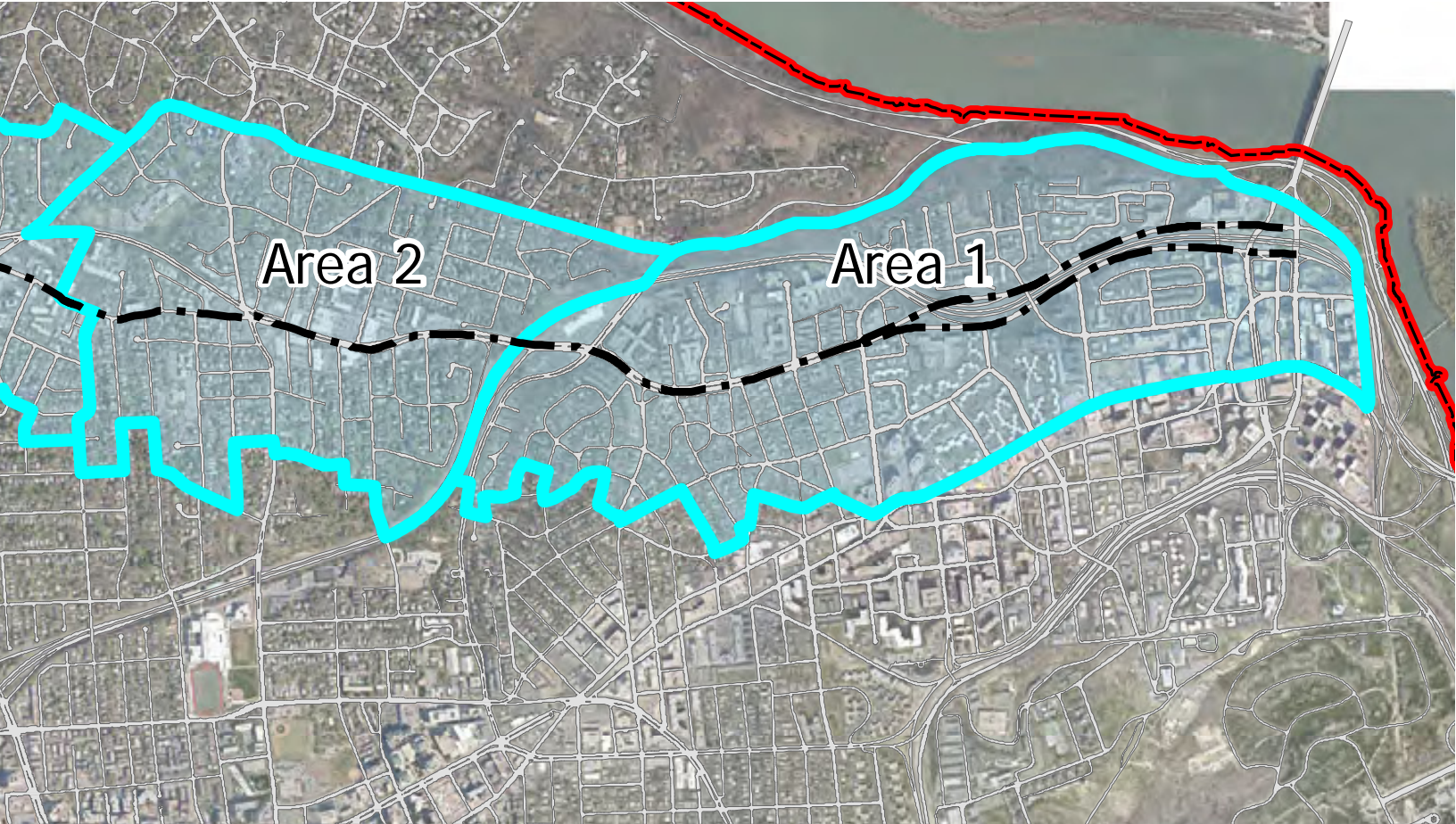
Background & Purpose of this Study

The Lee Highway corridor is a major east-west thoroughfare spanning the length of Arlington County from East Falls Church to Rosslyn, leading into Washington DC. It is a major commuter corridor, and serves as a primary commercial destination for the northern half of the County. The general development pattern, characterized by mid to late 20th century low-rise commercial development with prominent surface parking lots and limited pedestrian and bicycle infrastructure, is typical of many the commercial corridors of its era found throughout the country.

Lee Highway is one of the only commercial corridors in Arlington County that has not been the subject of a focused planning effort. There is a mounting sense of urgency to establish a vision and plan to guide future development, given the existing urban form, limited corridor-wide planning and outreach conducted to date, and growing development pressure expanding from the Rosslyn-Ballston corridor (located less than a mile to the

south). There is also a concern that without coordinated planning Lee Highway will miss an opportunity for future development to accompany progress toward community goals for improved urban design, open spaces, pedestrian/bike access, historic preservation, and affordable housing.

In response to increasing community interest, a coordinated local civic engagement and leadership movement has emerged. In February, 2013, the first Lee Highway Presidents Breakfast (LHPB) was held by the Waverly Hills Civic Association, who began working on Lee Highway in 2012 to bring together a coalition from the communities surrounding Lee Highway to start a grassroots process for the re-visioning and eventual re-planning of Lee Highway. LHPB recognized that good planning is usually proactive, collaborative and visionary rather than piecemeal. From the beginning, the LHPB was a partnership with the County staff, County Board, Planning Commission, local businesses and land owners. That dedicated group grew from nine



THE LEE HIGHWAY CORRIDOR STUDY AREA, as defined in Arlington County's *Lee Highway Briefing Book*. The geographic boundaries were designed to include all land within 1/4 mile of the centerline of Lee Highway to the north and south. Areas 1 to 4 correspond to census block group boundaries, and were delineated for data gathering purposes.

civic associations to 18 civic associations (15 of which were very active), and more than 400 stakeholders and transitioned to the current coalition called the Lee Highway Alliance (LHA).

The LHA conducted a series of walking tours and community meetings, input from which resulted in the definition of a set of Guiding Principles (see page 9). Background analysis and base mapping of the corridor was conducted and summarized in a *Lee Highway Briefing Book* prepared by County staff. The next step was for the County and LHA to host an intensive multi-day design charrette to continue the conversation about the community's long term vision for Lee Highway.

The goals of the charrette were to achieve meaningful engagement of a broad range of residents, business owners, and community stakeholders; test ideas about the community's long term vision for Lee Highway,

through workshops as well as drawings and illustrations; and capture the community's perspectives regarding the corridor's strengths, weaknesses, opportunities, and needs.

A consultant team led by Dover, Kohl & Partners was selected to work with the County and LHA to conduct a planning charrette at the Langston Brown Community Center on November 6 - 9, 2015. This report summarizes the community input from that Visioning Charrette and provides consultant recommendations that can serve as a basis for future discussions. This report may be used to identify future actions, and to evaluate the potential for future formal County studies and planning efforts for the corridor.

Charrette Preparations

In the month preceding the charrette the County, in coordination with the LHA, executed a robust engagement strategy to inform community members of upcoming events and their opportunity to participate. Highlights of this outreach effort are outlined at right.

Members of the consultant team began planning efforts with a site visit on October 15 – 16, 2015. The purpose of the visit was to get up to speed on the analysis and visioning conducted by the County and LHA to date, to learn more about existing conditions and opportunities to explore, and prepare for the charrette. Consultant team members participated in a bus tour with the Community Advisory Group (CAG) representatives from the Civic Associations, toured and photographed the corridor, and conducted interviews with Lee Highway stakeholders.

Prior to the site visit, a list of corridor stakeholders was compiled by the LHA; County staff used this list to schedule consultant interviews. Fifteen individual or small group meetings were conducted by the Dover-Kohl team either during the site visit or on the first day of the charrette. Stakeholders included LHA members with particular areas of interest such as Lee Highway property and business owners, local developers, and affordable housing and historic preservation advocates. The team also met with members of the County Board and Planning Commission; representatives from the Community Facilities Study, Arlington Transit (ART), Virginia Department of Transportation (VDOT), Arlington Public Schools (APS); and members of County staff including planning, housing, and parks experts. The County and CAG participated only in those meetings where they served as technical experts on specific subject areas, so the consultant team could gather input directly from multiple sources. A summary of key issues and opportunities identified through stakeholder interviews is included in the appendix; this information was synthesized with input gathered during the charrette to describe the community vision for Lee Highway.



above: The consultant team participated in a walking/bus tour of the corridor with members of the CAG and County staff during an initial site visit

CHARRETTE OUTREACH

included:

WEB:

- Highlights on project, County, and LHA / Civic Assoc. webpages
- Calendar event page (including details, map, transit options)
- “Live” daily reporting in a blog-style format
- LHA outreach via Next Door

SOCIAL MEDIA:

- Event information posts through County channels such as @ArlingtonVA and @planArlingtonVA on Twitter and Facebook
- “Live” tweeting with images from the event
- Promotion hashtag #visioningleehwy

EMAIL:

- Featured in various newsletters produced by the County and Arlington Public Schools
- Invites and reminders to LHA’s list serve
- Invites and reminders to businesses, commissioners, every civic association and other community groups

PRINT:

- Updates via the Citizen, a quarterly County paper delivered to every residence
- Flyers distributed throughout community facilities, neighborhoods and County buildings
- Large-scale banner on Lee Highway
- “Backpack Mail” delivered to parents via children in public schools

MEDIA:

- Authored a blog post to be featured on local media outlet, Greater Greater Washington
- Media alerts and press releases to keep media contacts informed
- Coordinated inquiries and interviews with reporters

Lee Highway Alliance Guiding Principles

Prior to the visioning charrette, the Lee Highway Alliance held monthly breakfasts and walking tours as well as five community visioning meetings. Hundreds participated in these events; input was used to establish a set of “Guiding Principles”. Listed below, these principles were used as a baseline for community conversations during the charrette.

1. Establish a Welcoming, Vibrant, & Attractive Corridor of Neighborhood Places

Design spaces to strengthen and respect existing neighborhoods and create improved identities through a series of distinctive mixed-use activity centers. Welcoming gateways and wayfinding/signage will enhance the sense of arrival and promote easy navigation of the corridor. Improve landscaping, the tree canopy (shaded sidewalks), lighting, and underground utilities.

2. Provide a Complete Street Safe for Everyone – Walking, Riding, Biking, Driving

Design and operate the corridor to enable safe access for all users, including pedestrians, bicyclists, transit riders, and motorists of all ages; widen sidewalks and make it easier to cross the highway and connect to neighborhoods; encourage safe bicycling through facilities and continuous lanes (where possible the length of the corridor) and links to neighborhoods; enhance transportation services; provide sufficient on-street and off-street parking.

3. Enhance Character through Open Space & Community Gathering Places

Increase and improve parks, plazas, and other open spaces; add amenities such as public art, seating, special paving, water features, and landscaping to encourage community interaction.

4. Develop a Low to Medium Mixed Use Character

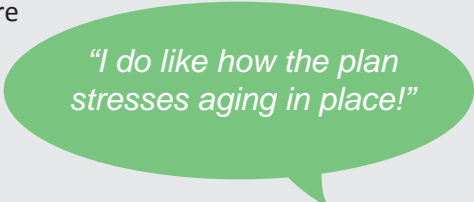
Plan for vibrant, attractive mixed-use activity centers (within existing commercial areas) with generally low/medium building heights tapering to adjacent neighborhoods; encourage creative architecture that contributes to the distinctive identities and market flexibility.

5. Encourage Economic Vitality & Sustainability

Identify the corridor as an innovative place to establish businesses with a streamlined approvals process; maintain existing and attract new community serving businesses, small and large; encourage local business incubators; engage commercial and institutional partners to create destination environments with mixed uses that build market identity and energize the economy.

6. Encourage a Range of Housing Choices & Staying in Place

Maintain stable residential; encourage a range of new housing options that are affordable serving all ages to meet the housing needs of families, students, and older adults who wish to stay in place throughout life; encourage living closer to transit, jobs, shopping, services, and universities.



“I do like how the plan stresses aging in place!”

7. Promote Environmental Sustainability & Conservation

Transform the corridor into a “green main street” - encourage innovative methods of environmental conservation.

8. Encourage & Support Historic Preservation

Retain the depth of character; identify and support preservation of historic resources that increase public understanding and appreciation for the corridor’s architectural and cultural history; respect Arlington’s past.

9. Maintain & Promote the Corridor

Develop an on-going institutional framework to maintain and promote the Lee corridor, including a public-private partnership to continue the dialogue and realize the vision.

CHARRETTE PROCESS

A four-day public planning charrette was the centerpiece of the visioning process for Lee Highway. Community work sessions were designed to gather input and visualize the future urban design and character of the four-mile corridor. The focus of discussion was on the street design of Lee Highway (vehicular, pedestrian, bicycle, and transit facilities) and the design of the buildings and public spaces that front directly on it. This focus was expanded at five study areas that centered upon key intersections where commercial development has historically been concentrated in the corridor. These focus areas were used to examine specific design alternatives and potential challenges (such as transitions to surrounding neighborhoods) in more detail. Transportation and open space networks were examined corridor-wide and beyond, to identify opportunities for enhanced regional services and connectivity.

There were specific goals established at the onset of the charrette: to confirm the Guiding Principles; to identify the locations of activity nodes along the corridor; to explore street design ideas and the desired character of future development (including tolerance for various building heights); and to identify needs for transportation and open space improvements. Community workshops provided opportunities for group brainstorming and input; specific exercises were designed to gather input on the above topics. An open studio and open house allowed community members to have one-on-one conversations with members of the consultant team as draft ideas were being explored. Anonymous surveys were available throughout the charrette, allowing for discrete written feedback to the team. Finally, an Open Arlington forum was launched to allow online participation.

The hands-on nature of the charrette and the opportunity to interact with differing perspectives allowed for the consideration of a number of issues, ideas, and perspectives. The following pages summarize charrette events and community input received. Additional detailed notes and feedback are included in the Appendix.



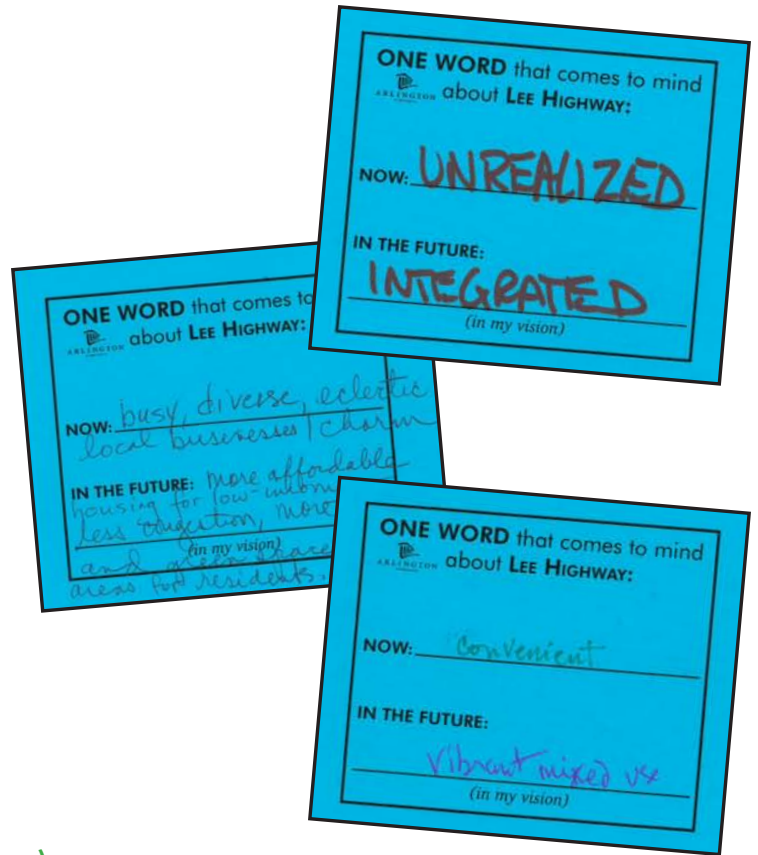
above: Participants at the charrette kick-off listen to the introductory presentation (top); identify building form preferences (middle) and identify key issues on base maps (bottom).

Visioning Charrette: Day 1

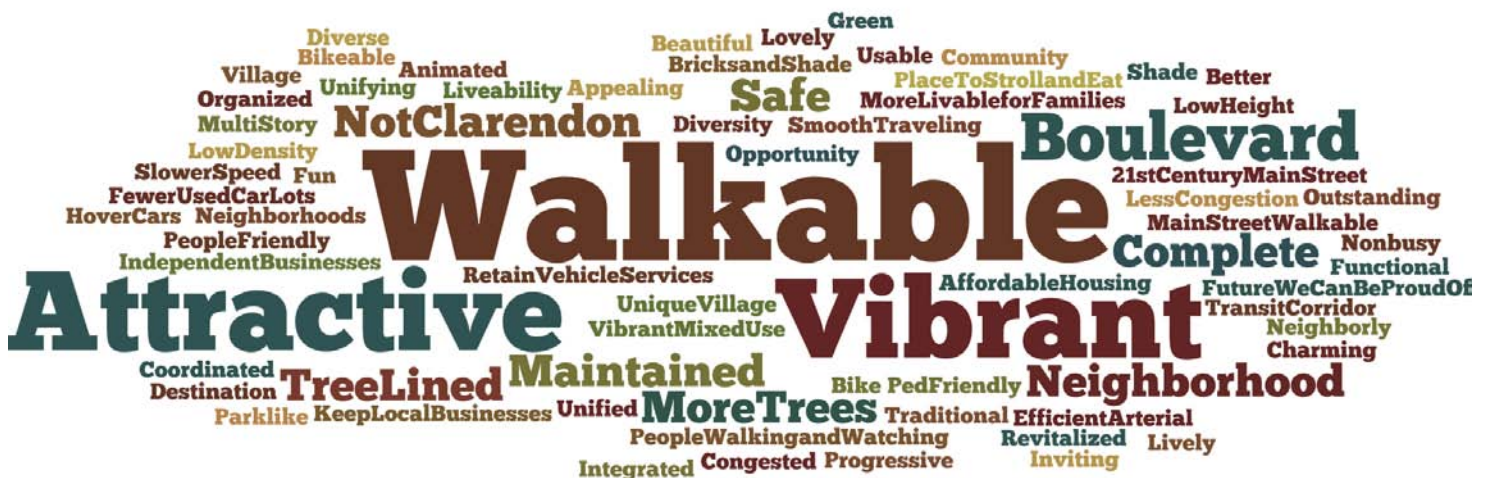
On Friday, November 6, a kick-off meeting marked the official start of the charrette. A brief “food for thought” presentation summarized key issues for consideration, and objectives for the weekend. Over 88 community members were in attendance. A series of keypad polling questions gathered information about participants in attendance, how they use Lee Highway today, and goals for the future. An open house format between presentations allowed participants to talk with representatives from the consultant team and County staff about what was on their mind, and mark these ideas on base maps located throughout the room. Additional activities included “one word” cards and “building form and character” photo boards. Input gathered at the kick-off event is summarized on the following pages.

“One Word” to describe Lee Highway

Participants at the Kick-off Meeting were asked to describe their vision for Lee Highway in one word. Some examples are shown below, as well as a summary of responses. The more often a response was given, the larger the text.



LEE HIGHWAY, IN THE FUTURE (in my vision):



Building Form and Character

Participants at the open house were given green dots and asked to put them on photos that demonstrated positive urban form and architectural character, that could be a precedent for future development on the Lee Highway corridor. The photos showed commercial, mixed-use and residential buildings as well as open spaces in the region and across the country.

The images on this page show those that had the most dots at the end of the charrette. An analysis of the results identified common elements found in the photos that were most popular among community members:

- Photos that include outdoor gathering spaces – including outdoor dining – received a high number of dots. Several participants wrote “people space” as the reason they selected these photos.
- Photos with mature street trees were highly rated.
- Street scenes that contain wide sidewalks, with pedestrian space separated from moving cars by trees or on-street parking, and buildings with active uses on the back side of the sidewalk, were also highly rated.
- Many of the most-liked photos were low to mid-rise buildings. Taller buildings that were liked have an expression line and architectural detailing to differentiate the base of the building from upper floors, reinforcing a pedestrian scale along the sidewalk.
- The photos included buildings of varying architectural styles; many of the well-liked photos are in traditional, historic settings. One participant wrote “historic character” as the reason they selected these images.

COMMERCIAL AND MIXED-USE BUILDINGS



“Should note that low rise development will occur by-right, without any site plan review and community input.”

RESIDENTIAL BUILDINGS



29
DOTS



16
DOTS



9
DOTS



7
DOTS

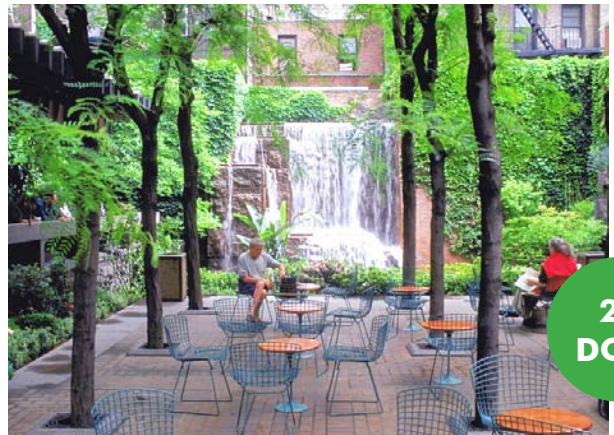
PUBLIC SPACES



26
DOTS



26
DOTS



22
DOTS

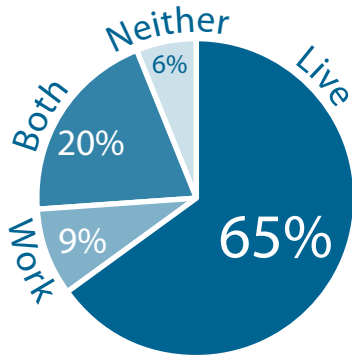


21
DOTS

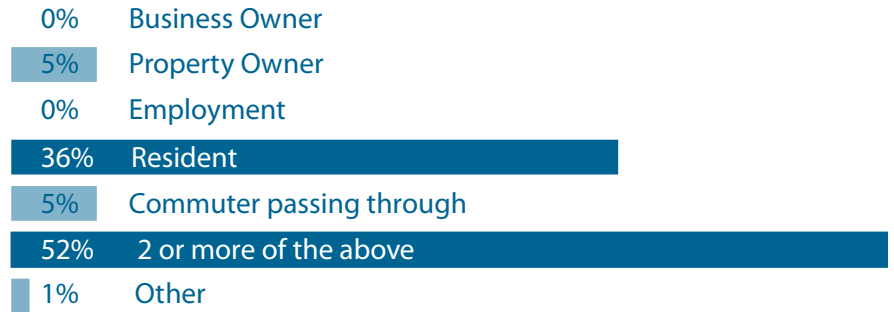
Keypad Polling Results

At the charrette kick-off meeting, a random selection of attendees (88 participants) answered keypad polling questions in real time, to give an understanding of who was in attendance, how the corridor is used today, and what the priorities are for the future.

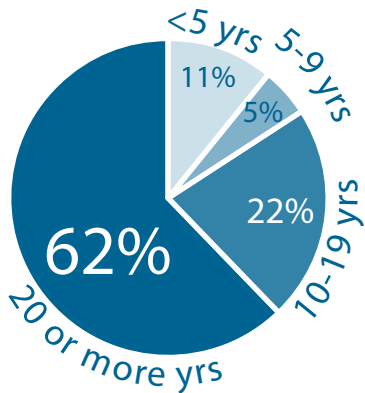
Do you **live and/or work** in the Lee Highway corridor?



Which best describes your **interest** in Lee Highway?



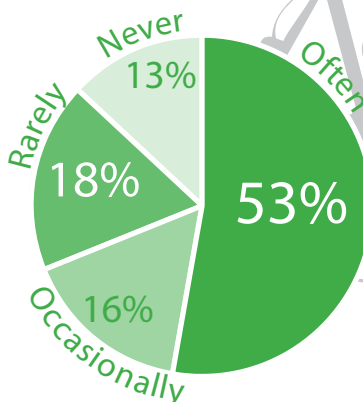
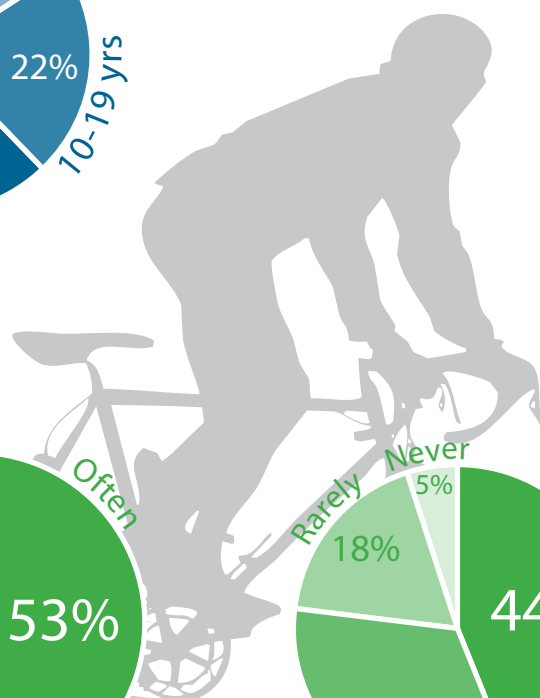
If yes, **how long** have you lived in the corridor?



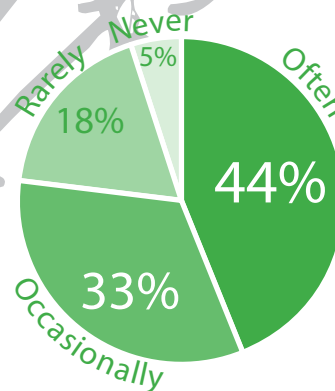
Did your **parents** ever walk or bike to school?



Do the **kids in your family** ever walk or bike to school?



How often do you (or any member of your family) walk or bike to a **park**?



How often do you (or any member of your family) walk or bike to a **store**?

“Making the area more walkable and better for bikes are not the same objectives.”

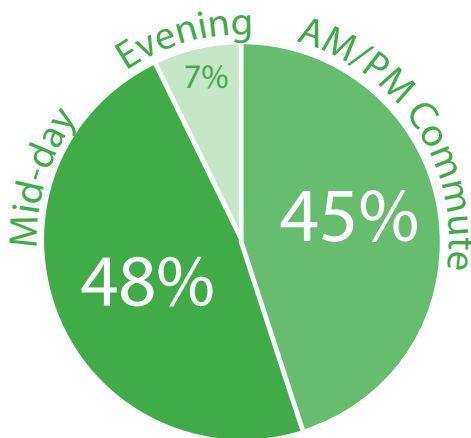
How often do you travel on the Lee Highway corridor?



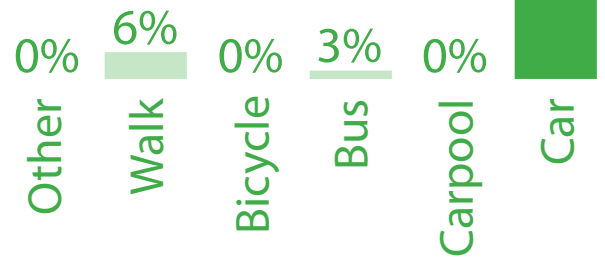
"Making alternative modes of transportation safer, more effective and more attractive will allow the corridor to develop into the vision that is described here."

"If Lee Highway is made a complete detriment to cars, they will take side roads."

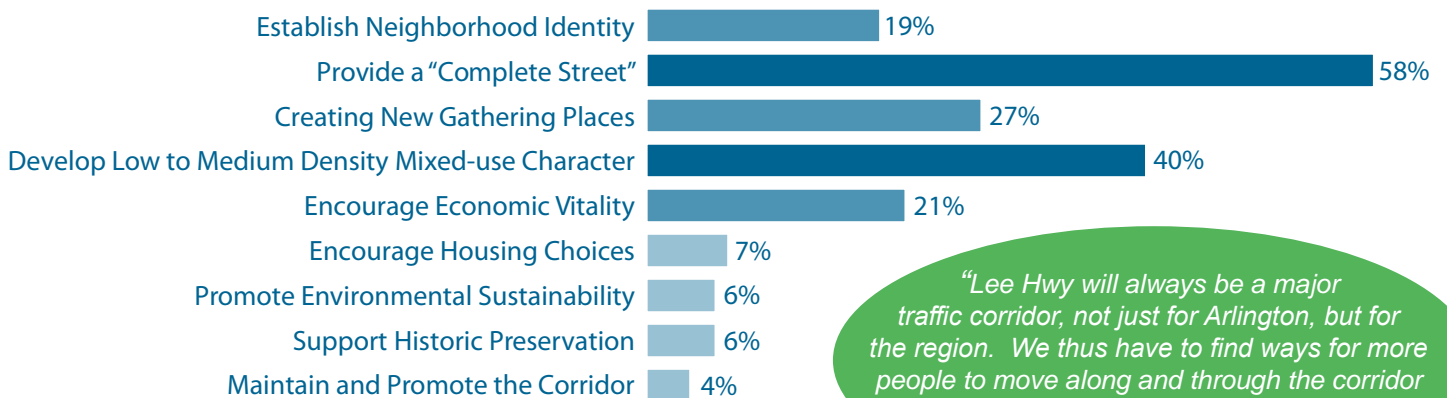
The time of day I most often travel on the corridor is:



The primary way I typically move around the corridor is by:



Which of the following do you think are the most important to address to ensure a positive future for Lee Highway? (select 2)



"Lee Hwy will always be a major traffic corridor, not just for Arlington, but for the region. We thus have to find ways for more people to move along and through the corridor while preserving our ability to live along it."

Visioning Charrette: Day 2

On Saturday, November 7, a Hands-on Design Session was held allowing stakeholders and community members the opportunity to come together to interactively plan for the Lee Highway corridor's future evolution. An opening presentation recapped some of the input received the night before, and challenges to be addressed during the charrette.

The goal of the Hands-on Design Session was to begin to form a short- and long-range vision for the future of Lee Highway. Approximately 170 participants divided into 18 table groups to work on design exercises. Interactive techniques made it easy for the community to offer a range of suggestions.

Each table had a set of maps that included the overall corridor, as well as one specific segment of the corridor at a larger scale. Participants were encouraged to draw on the maps to illustrate their ideas that included concepts for the future street design, bicycle and pedestrian facilities, landscaping and open spaces, and building design. Additional exercises explored street design and neighborhood scale.

At the end of the workshop, one person from each table summarized "three big ideas" from their conversation to the entire assembly. Additional written surveys allowed participants to share their opinions on the ideas discussed.



above: Participants at the hands-on design session discuss their vision for Lee Highway (above and right); at the end of the group brainstorming session, one representative from each table recaps the "top three ideas" (bottom).



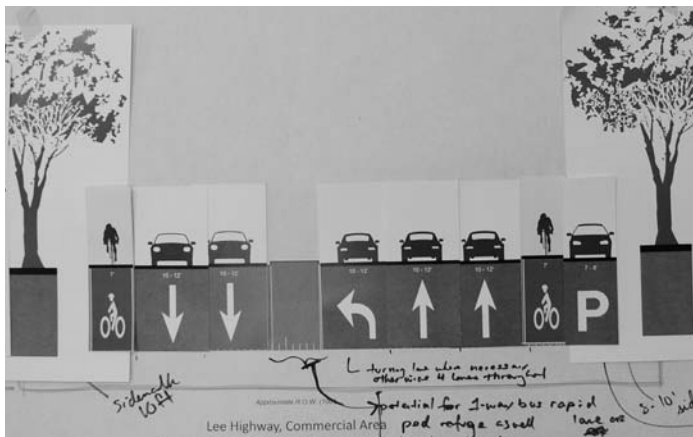
HANDS-ON DESIGN EXERCISE MAPS: Photos of two of the Hands-on Design Exercise maps are included here to show the types of drawings produced. Participants identified opportunity sites for new buildings and open spaces, and discussed appropriate development forms. Several themes, such as walkability, preserving local businesses and creating mixed-use nodes emerged from multiple tables. A table participant presented these drawings to the larger assembly; notes from those presentations are included in the Appendix.

Build the Street, Your Way

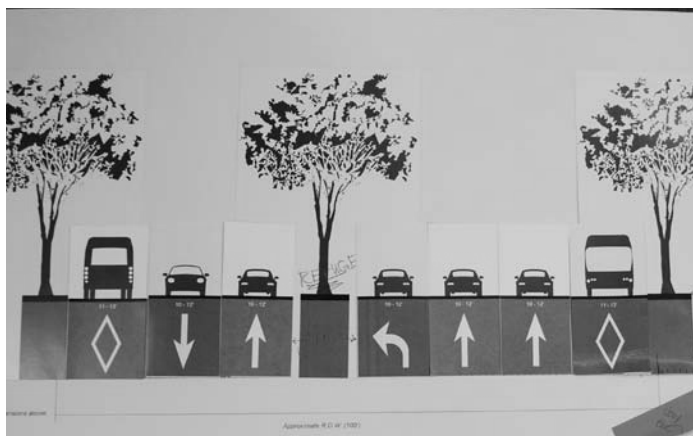
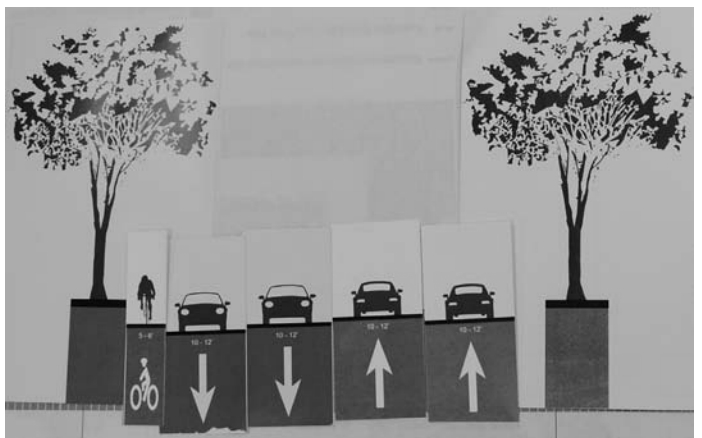
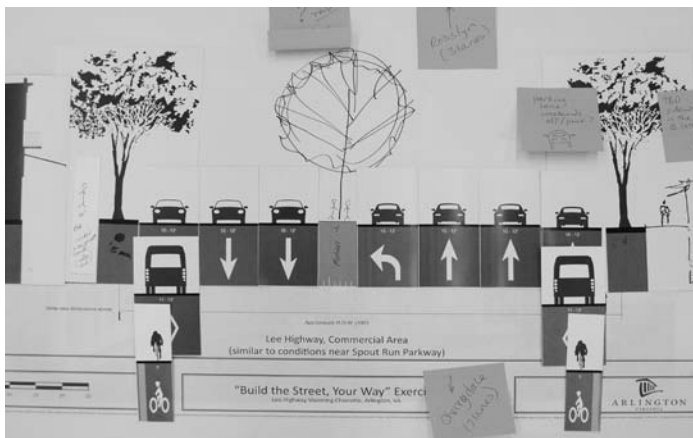
At the Hands-on Session, each table completed a “build the street, your way” exercise. “Playing pieces” consisting of vehicular lanes, bike lanes, and trees were provided, and each table assembled them as they envision the street configuration to be in the future, drawing in other elements such as sidewalks and medians. Participants had to balance the needs of cars, pedestrians, cyclists, and transit, and come up with a design solution that fit within the dimension of the existing right-of-way.

The images below show configurations proposed by several representative tables; participants quickly realized the difficulty of fitting all that they wanted, and contemplated trade-offs to make the most “complete” street. The wider section (near Spout Run) offered participants more freedom for redesign; in the narrower section (near George Mason) trade-offs between travel lanes, bike facilities and other design elements were contemplated. All of the tables included street trees, and envisioned a more walkable environment along sidewalks in the future.

Lee Highway - conditions near Spout Run (6-lane)



Lee Highway - conditions near George Mason (4-lane)



Neighborhood Form

A fourth hands-on design exercise gathered input on neighborhood scale and intensity for the five focus areas along the corridor; each table was given four stacks of post-it notes, each color represented buildings of varying height:

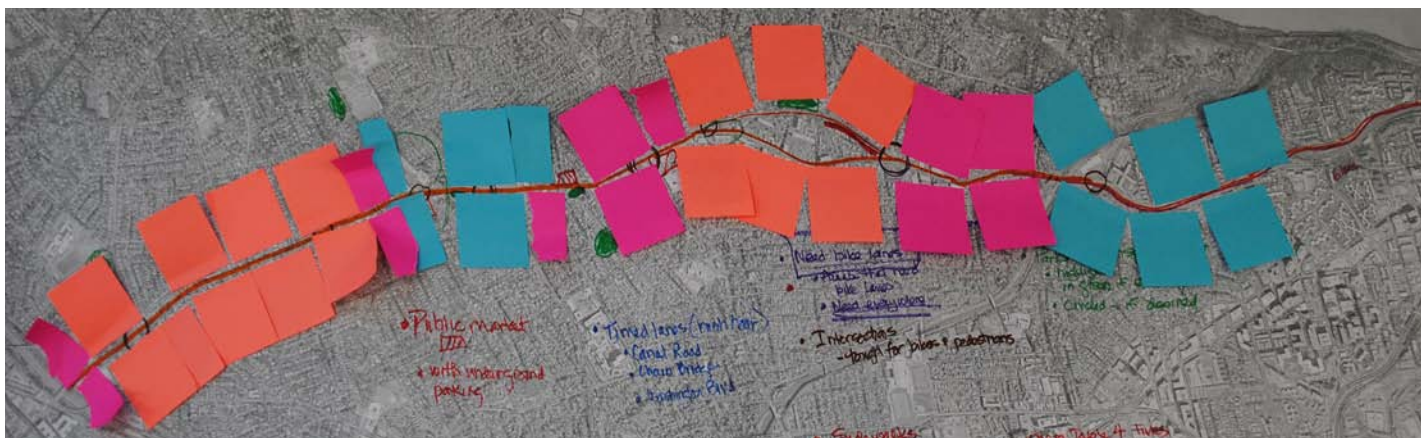
orange = 1 to 3 stories | pink = 4 to 6 stories | blue = 7 to 12 stories | yellow = greater than 12 stories

Participants were asked to arrange the post-it notes to represent where they felt lower buildings and intensity is appropriate in the corridor, and areas where taller buildings and greater intensity is appropriate. Some examples are included below. Generally, key intersections or “mixed-use nodes” were identified for greater heights, and existing residential areas were identified to remain at the lowest (1 - 3 stories) height range. The highest height range (yellow) was used sparingly.

A summary of input from each table at key nodes is below, with the greatest numbers highlighted. If different colors (more than one height) were identified for any portion of the focus area, all height ranges are listed (leading some areas to have a greater number of responses listed, and thus more diversity of height ranges).

Some tables went into further detail in specifying future the range of height, identifying “pink” areas limited to up to five stories, and “blue” areas limited to up to nine stories. An analysis of the below results therefore can be used to show conceptually where higher and lower intensities are contemplated in the corridor; greater specificity of the height range should be determined during future detailed planning.

	East Falls Church	Harrison & George Mason	Glebe & Lee Heights	Cherrydale (near 5-points)	Lyon Village & Spout Run
orange (between 1 - 3 st.)	1 table	7 tables	3 tables	2 tables	1 table
pink (between 4 - 6 st.)	5 tables	13 tables	9 tables	9 tables	6 tables
blue (between 7 - 12 st.)	2 tables	5 tables	9 tables	2 tables	10 tables
yellow (greater than 12 st.)	3 tables	-	2 tables	-	4 tables





Visioning Charrette: Day 3

Following the Hands-on Design Session, the planning team set up a temporary studio space at the Langston Brown Community Center. The team's first task was review the feedback forms completed by participants, and to create a series of "synthesis maps" summarizing common ideas and input heard for each segment of the Lee Highway corridor. Then, each member of the planning team focused on a specific portion of the corridor, drawing plans or renderings to illustrate the ideas on sample parcels along the corridor. Additional team members focused on corridor-wide "big ideas" for transportation, open space, affordable housing and local businesses, outlining potential strategies that could achieve stated community objectives.

On Sunday, November 8, this work continued at the studio; the doors remained open for any interested members of the community to stop by and give their input. From 3pm – 5pm, a "Design Studio Walk-through" was held; this informal event held approximately 24-hours after the hands-on session gave community members a chance to be updated on the ideas in-progress. More than 70 people stopped by the studio at this time; planning team members shared their work-in-progress and gathered feedback. Participants that missed the Saturday session had the opportunity to give their input on all of the hands-on exercises conducted to date.



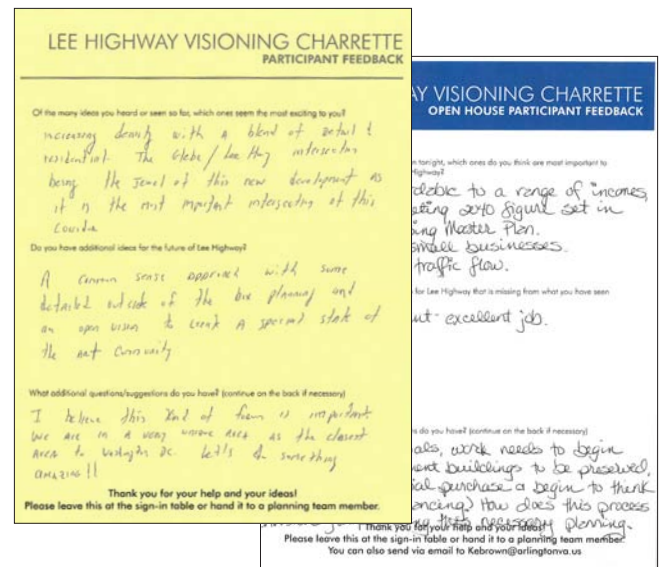
above: Participants at the design studio walk-through review the work underway as the consultant team worked to synthesize community input

Participant Feedback Forms

Throughout the charrette week, participants expressed their opinions through written “Participant Feedback” forms. The first (yellow forms) were distributed at the Hands-on Design Session, and available at the studio in the days that followed. A separate form was distributed at the Charrette Open House.

The graphic below summarizes common themes and ideas in response to the questions *“Of the many ideas you have heard or seen so far, which ones seem most exciting to you? Which do you think are most important to include as part of the vision for Lee Highway?”*

All input forms received are included in the Appendix.



37% mentioned
STREETSCAPE DESIGN & PEDESTRIAN/BIKE/TRANSIT

“more trees along Lee Highway, better landscaping... make a Complete Street...safe Lee Highway...Lee Boulevard...wide sidewalks... protected bike lanes...bike lane or bus/bike lane...bike on parallel routes... safe intersections...frequent bus to metro...shuttle bus... walkability...more green...underground utilities...”

8% mentioned
GATHERING SPACES

“carve out public plazas at nodes... village squares for gathering, dining, outdoor recreation...create sense of place with more gathering places from retail to parks...”

8% mentioned
INCREASED DENSITY

“additional density along the corridor, focus on specific nodes...density along Lee with step downs to single family homes...increase density with blend of retail and residential...”

13% mentioned
AFFORDABILITY (HOUSING AND PROTECTING SMALL BUSINESSES)

“preserve small businesses with affordable housing above... age in place...affordable housing, variety of housing types... need space for small businesses...retain small local businesses... preserve existing businesses while encouraging new businesses...”

15% mentioned
IMPROVED PUBLIC REALM & MIXED-USE NODES

“urban village at Glebe and Lee Highway...village centers at Lee/Harrison, Lee/Glebe, Lyon Village...Lee Highway as a series of villages... create a town center around Cherrydale...distinct personality for each key node...beautiful mixed-use nodes...”

19% other responses including:

- IMPROVE VEHICULAR MOVEMENT – 4%**
- LOW TO MEDIUM DENSITY – 3%**
- PARKING – 3%**
- DAYLIGHT SPOUT RUN – 2%**
- OTHER – 7%**

Visioning Charrette: Day 4

On Monday, November 9, the planning team continued to work in the studio to create draft illustrations to convey the community vision, and to define the “key ingredients” to achieving the emerging community vision. Hypothetical illustrative plans and renderings to show potential new building character and height were drawn multiple ways, to allow community members the opportunity to evaluate options.

In the evening, the draft concepts for the corridor and mixed-use activity nodes were pinned up on easels, and an Open House event was held. Approximately 110 community members were in attendance. A short 15-minute presentation which gave an overview of the four-day charrette and draft ideas was repeated every 45 minutes. During the break between presentations, planning team representatives spoke with attendees to gather their feedback on the draft illustrations. Community members were also encouraged to fill out a written feedback form, or to go online to give additional feedback over the course of the next week. Input from this event was used to refine the ideas and images for the draft charrette report.



“We live in an urban area and more people want to live here with us! Why not encourage that rather than force them to live further out and go speeding down our streets and clogging even more of our roads to get downtown?”

“Everything comes at a cost – especially increased density.”

above: Participants at the Open House review the draft concepts generated during the four-day charrette event.

right: Community members share their vision for the future of Lee Highway.



how do YOU envision

the future of Lee Highway?

pedestrian easy access across Lee Hwy

underground utilities
 wide, central side walks to accommodate tables, displays - Put parking in rear & quiet space (or underground)
 trees, proper planting & care parking behind storefronts, not along street side

physically divided bike lanes
 maintain the main bike trails - light

Need narrow green spaces & plantings
 Place & plant

More Trees

Underground Wiring

Walkable, safer crossings.

Underground Metro

Redevelop commercial areas w/ underground parking & clean up / mixed commercial spaces & public gathering

GREENER / SHADIER (TREES + PLANTED MEDIAN)

STREET TREES!!

LESS VISUAL CHAOS
 safe crossings!

STILL PLENTY OF EASY PARKING

Buried Power Lines
 Arlington has more street-level cables than any home on an island with its own system. 2nd for this region.

Public, kid-friendly space & NOT too cluttered
 NOT too high-rise

Walkable!
 Slower cars protected sidewalks

Keep FS & Seating, small gathering spaces

More trees
 small gathering places

Green space
 open-air event spots

PARK BENCHES

Separate bike lanes / colored
 Restrooms w/ outdoor seating
 Areas for activities
 Trees / plants
 Better bus / transport options
 easier pedestrian crossings
 turn light

Replicate Lee Heights shopping area
 More shopping places - cafes, shops

Public, kid-friendly space & NOT too cluttered
 NOT too high-rise

HIGH DENSITY!
 Bike & ped friendly along whole corridor

Slow moving cars
 Lots of trees
 More? or bike seating

Build in more community-based
 Community Center
 Neighborhood as gathering place

Green space
 open-air event spots

Pedestrian-friendly!

BIKEABLE!

street side cafe/activities
 walkable family activities

Affordable

Family friendly
 underground power lines

VIBRANT + welcoming
 historic charm
 preserving beautiful bldgs, adding new, beautiful of human scale, accessible & bustling

Bikeshare!
 from Lyon Vlg through East Falls Church

More Uber / ZipCar!

human scale bldgs
 independent business / services
 have residential option for those who are older & can't walk to move out of community

BIKE Lanes
 need lights for walkers

More trees
 small gathering places

Hopefully the street in front of the Lee Hill shops will be a pedestrian zone & gathering place for events

Mobility that take advantage of new tech-enabled ride share & van share, like Bird?

PLEASE NOT an alternate for people who don't want to pay I-66 tolls.
 Whatever makes our property value go up the most. * (but true...)

Build in more community-based
 Community Center
 Neighborhood as gathering place

wide, well lit sidewalks

When they got severe extreme wear pruning!

PLEASE NOT an alternate for people who don't want to pay I-66 tolls.
 Whatever makes our property value go up the most. * (but true...)

PLEASE NOT an alternate for people who don't want to pay I-66 tolls.
 Whatever makes our property value go up the most. * (but true...)

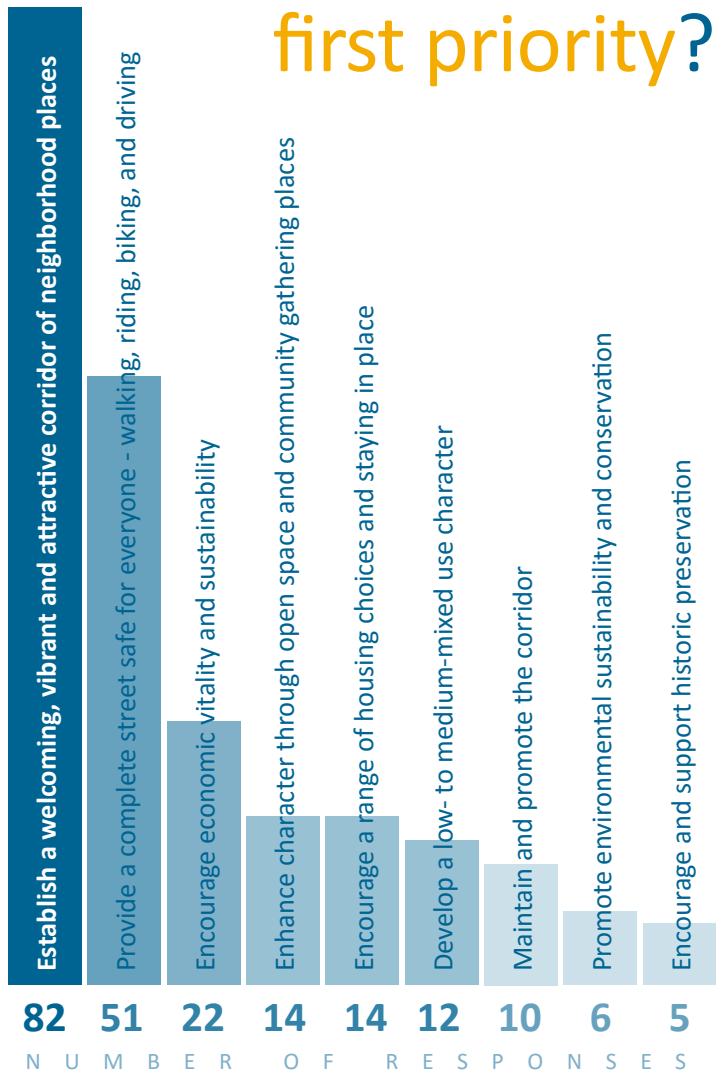
PLEASE NOT an alternate for people who don't want to pay I-66 tolls.
 Whatever makes our property value go up the most. * (but true...)

PLEASE NOT an alternate for people who don't want to pay I-66 tolls.
 Whatever makes our property value go up the most. * (but true...)

Open Arlington: Lee Highway Forum

In the week that followed the charrette, an online community forum was conducted for the Lee Highway Community Visioning effort; 216 online survey responses were received. The online input, with that gathered during the charrette, has helped to shape the vision in this report. A summary of that input is contained on these pages; the full results can be viewed at peakdemocracy.com/portals/105/Forum_311/Issue_3214.

Which of the LHA’s draft Guiding Principles is your first priority?



identify key issues for

North Highlands / Spout Run / Lyon Village

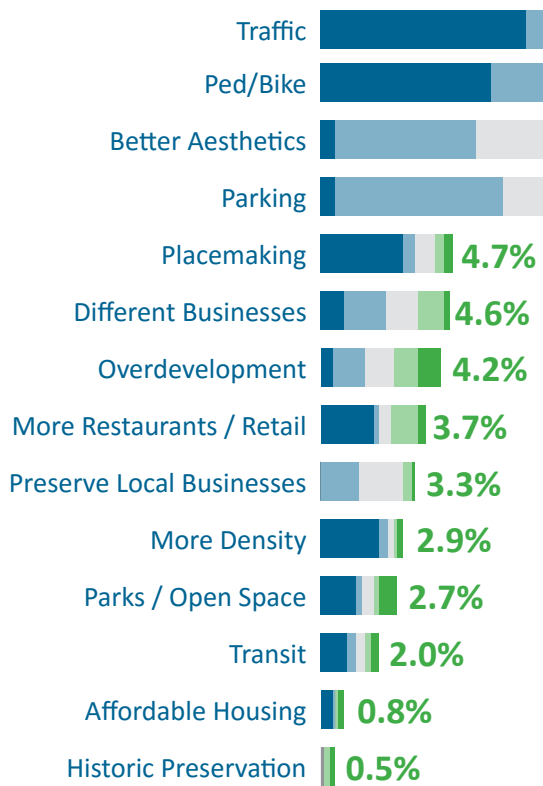
Participants highlighted that Lee Highway is a true highway in this area, and walkability is consequently unpleasant. Common themes include:

- *Not walkable*
- *Feels like a highway, not a neighborhood*
- *Many apartments are dated*
- *Big parking lots and not enough green space*
- *I-66 is a barrier*

Cherrydale / Maywood

Participants overwhelmingly want to make the five-point intersection safer for both cars and pedestrians. There were also many comments touting the positive qualities of the area. Highlights of the commentary include:

- *Good example for the rest of the corridor*
- *Five-point intersection dangerous*
- *Concerns for schoolchildren crossings*
- *Some expressed aversion to car dealerships and auto shops*



key issues facing the corridor

Participants were asked for commentary on the opportunities and challenges facing nodes along the Lee Highway corridor. Comments were sorted into recurring themes at left; overwhelmingly, traffic management and walkability were main concerns, with aesthetic improvements and improved parking at the next tier of importance. There was also a lot of attention to neighborhood character, with concerns about overdevelopment of single family neighborhoods, placemaking, types of businesses, and parks & open space identified. Specific comments for each node are below.



nodes along the corridor:

Lee at Glebe / Glebe and Lee Heights Shopping Center / Waverly Hills

Main concerns identified are the movement of traffic and people at the intersections with both Glebe and Old Dominion, as well as the Lee Heights shopping center. There is a lot of support for the Lee Heights shopping center, but also desire for aesthetic and parking improvements. Common themes include:

- *Poor walkability, dangerous intersections*
- *Want to keep local character, particularly Lee Heights shopping center and historic buildings*
- *High traffic volume and difficult left turns*
- *Underutilized space in parking lots along the street frontage*

Lee at Harrison / Lee at George Mason

Participants main concerns surround the Lee-Harrison shopping center and the Garden City shopping center. Identified challenges include:

- *Keep or replace existing businesses - but do not add more retail*
- *Poor walkability and neighborhood connections*
- *Garden City: lack of parking, and resulting issues with traffic, turn lanes, curb cuts; lack of cooperation between property owners*
- *Aversion to the TitleMax reuse*

East Falls Church

Participants mentioned traffic, connectivity, and walkability as top concerns as well as a desire for more density and placemaking near the Metro. Highlights include:

- *Pedestrian safety challenged by traffic volumes and street design*
- *Divided by I-66*
- *Want a walkable mixed-use center near Metro*

VISION FOR LEE HIGHWAY



Vision Principles

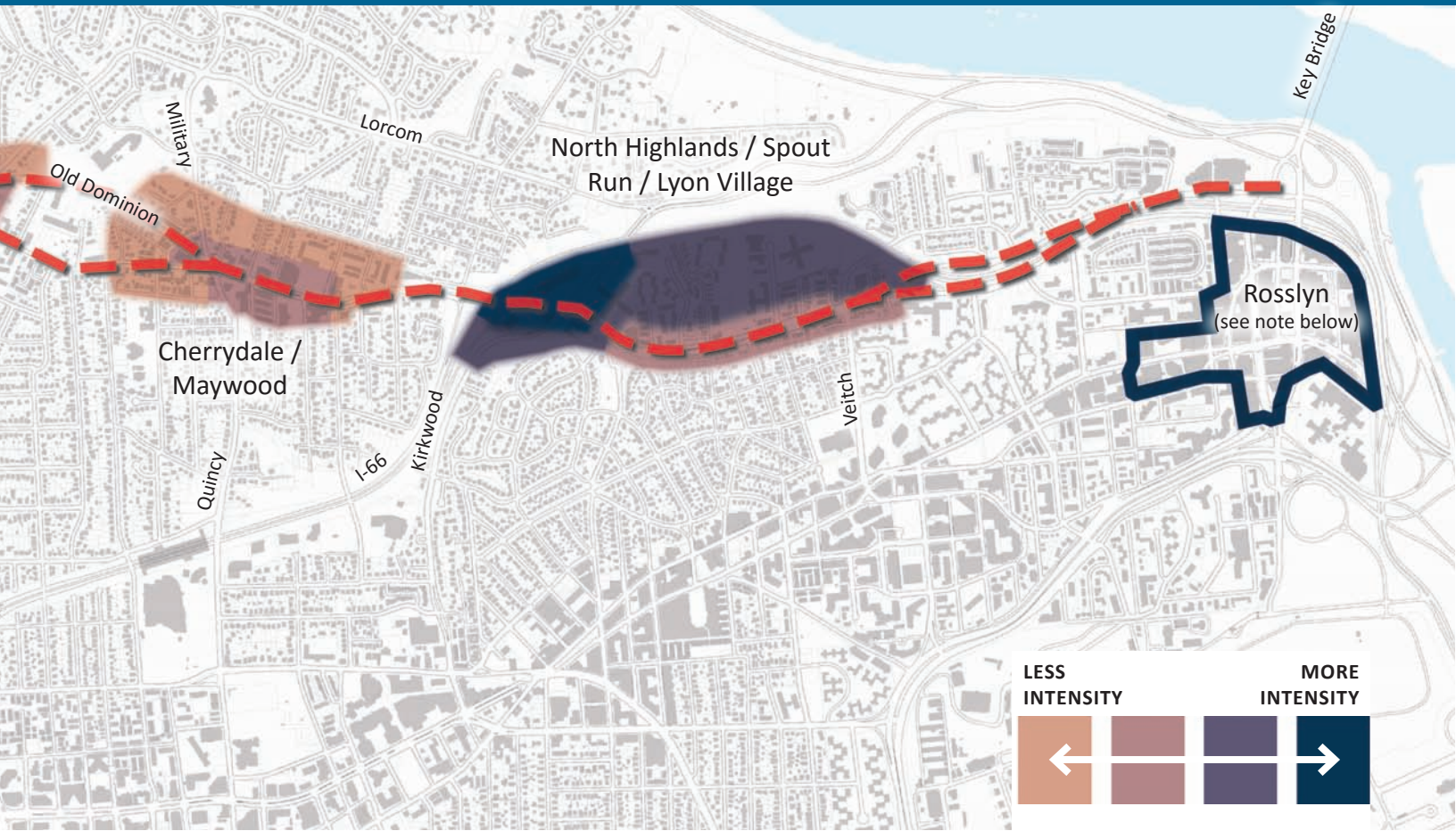
During the Charrette, information was gathered from community participants to examine the draft LHA Guiding Principles and better define the community vision for the Lee Highway corridor. Hands-on design exercises explored street design options and building scale; participants used base maps to identify corridor-wide concepts and opportunities as well as ideas to pursue for specific intersections and nodes along the corridor. .

Overall, charrette participant input was generally consistent with the existing Guiding Principles; however, several key issues and ideas have risen to the forefront.

Based on input received during the charrette, the following “KEY INGREDIENTS” for an improved future along Lee Highway have come into focus:

- *Neighborhood Character, Building Design, and Historic Preservation...pg 28*
- *Street Design and Transportation Improvements... pg 32*
- *Community Open Spaces and Gathering Places... pg 36*
- *Mix of Housing Choices, Local Businesses & Economic Vitality.. pg 40*

This section expresses the community vision for Lee Highway as a series of vision statements organized according to these key ingredients, that paint a picture of what the corridor can be in the future; these principles can help guide future planning and implementation efforts.



A SERIES OF MIXED-USE CENTERS or “nodes” are envisioned to line the Lee Highway corridor. Imagined as “hubs of activity” to support the surrounding community, these neighborhood centers each have a unique character, scale, and setting. The greatest intensity / building heights are envisioned for the eastern corridor ; smaller centers (of less intensity) are found at key intersections. East Falls Church (2011) and Cherrydale (1994) are already guided by County Board adopted plans. **Specific boundaries for each node, levels of intensity and specific building height parameters, should be further explored and defined through future planning efforts.**

Note: The Rosslyn Sector Plan was adopted in July 2015, defining a long term vision and guide for the Rosslyn Coordinated Redevelopment District (outlined above). The Rosslyn area was thus not a focus of the Lee Highway Visioning Study; however this area of greater urban intensity does function as an important gateway to the Lee Highway corridor and it’s envisioned sequence of mixed-use activity nodes.

In the future, the Lee Highway Corridor will...

... contain a series of unique neighborhoods, centered on mixed-use “activity nodes” of varying scale and character that line the corridor.

There is not one single character envisioned for the four mile Lee Highway corridor; rather, it is a sequence of neighborhoods that each has its own identity. This is reinforced through mixed-use neighborhood centers or “nodes” of varying scales and settings at key intersections that line the corridor. There is a desire to create hubs of activity at each node with sufficient density to give vitality to retail uses and to incentivize new development that brings with it improved urban design. The eastern corridor (in Rosslyn and near Spout Run) is seen as more appropriate for higher densities and intensities. The intersection of Lee Highway and Glebe Road will be a center of activity, but of a lower scale than found in neighborhood centers to the east. Mixed-use centers located at intersections with Harrison Road and George Mason as well as Cherrydale and Waverly Hills areas are envisioned as having a low to medium neighborhood scale.

There is also a desire to keep the existing lower-scale character of development in certain areas; specifically there is consensus for maintaining the existing character in residential sections of the corridor as well as adjacent to surrounding residential neighborhoods and single-family homes.



Pedestrian-friendly streetspace (Avinguda Diagonal, Barcelona)



Walkable, tree-lined street (Greenville, SC)

DENSITY IN THE NODES

“neighborhood hubs of density, retail, community space... the nodes are great idea and can handle higher buildings in the Glebe/Lee area... ensure sufficient density for vitality of retail and incentivize to redevelop dilapidated buildings... concentrate density within existing centers to create more new housing choices, shops and services... build up density and placemaking at the nodes”

MAINTAIN LOWER-SCALE CHARACTER

“development not like Clarendon... keep height of buildings lower, 4 to 6 stories... keep Arlington humble, quaint, charming”



Wide sidewalks, on-street dining (Bethesda Row, MD)



Walkable retail setting (Nantucket, MA)



Streets may become temporary gathering spaces (Lancaster Blvd, CA)



New community main street (Glenwood Park, Atlanta GA)



Buildings frame tree-lined street (Cours Mirabeau, Aix-en-Provence, France)



Traditional main street (Rhinebeck, NY)

TOWN AND NEIGHBORHOOD CENTERS of a variety of scales. The above precedent images contain several common elements that contribute to success: a mix of uses to activate the streetspace, comfortable, tree-lined sidewalks and street-oriented buildings that define a sense of place, and quality public spaces where the community can gather.

In the future, the Lee Highway Corridor will...

... feature improved placemaking with unique architectural character and personality expressed through buildings and public spaces, and sensitive transitions to single family neighborhoods.

The community wants to see improved aesthetics and building design along Lee Highway. While each node will have a unique architectural character and personality expressed through buildings and public spaces, all new buildings should follow basic design goals. These goals include the following:

- high levels of building transparency with doors and windows that face the street (especially at the ground level, to activate sidewalks);
- quality architectural detailing that reflects local precedents; and
- off-street public or private parking located to the rear in garages lined by habitable spaces, or underground, in order to prioritize the pedestrian experience on the sidewalk.

The details of the streetscape – including wide sidewalks, canopy street trees, improved landscaping, special paving materials, pedestrian-oriented signage, and separation from moving vehicles with on-street “teaser” parking in select areas – were identified as methods to positively define sense of place. The inclusion of signature gathering places in the mixed-use nodes, such as new parks/plazas or a year round farmers/urban market, can also help to define neighborhood character.

In many areas, Lee Highway is lined with commercial properties; residential neighborhoods adjoin these businesses. There is a strong community sentiment for preserving neighborhood character. New development on Lee Highway should improve and strengthen the community. Transitions between new development on the corridor and surrounding homes should be made carefully with buildings that step down in scale to single family homes.

At key intersections, there are some larger “opportunity” parcels that could redevelop in this manner in the future with mixed-use buildings that step down in scale toward residences. One of the challenges observed is the shallow depth and/or small size of many parcels that line the corridor. These could be consolidated to make sites large enough to accommodate a transition; if that is not workable, special design solutions will be needed. For commercial uses, one of the limiting factors on smaller sites is availability of land for parking. Between the mixed-use nodes residential buildings, which have lower parking demands, could be a workable solution to explore on constrained parcels. Within the nodes, public parking solutions on larger sites shared amongst many parcels is a way to alleviate this concern. Parking requirements for smaller parcels could then be reduced or eliminated, allowing more site area for buildings, landscaping and appropriate buffering to residential neighbors.

PARKING IN THE MIXED-USE NODES

“shared / County parking @ Harrison, Glebe and Lyon Village... underground parking or neighborhood garages... include parking garages but make them blend in like in Charleston, SC... off-peak on-street parking?”

TRANSITION TO NEIGHBORHOODS

“buildings can be 7 - 10 stories at certain nodes such as Spout Run if tapered so that no more than 40 - 45 feet tall near single family homes... respect single family neighborhoods, lower scale density”

“Recognition of the auto parking needs in mixed-use nodes, including parking garages, is key to economic vitality.”

... be more “green” by incorporating street trees and improved landscaping in public spaces and sustainable design techniques in new construction.

In the future, Lee Highway will be “greener”. In the public realm, this takes the form of an improved streetscape with wide sidewalks and new canopy street trees that create an improved pedestrian realm and shade the sidewalk. Frequent, high quality landscaped public spaces will also be distributed along the corridor. In the private realm, this takes the form of new buildings with improved urban design that reinforce walkability and that also incorporate “green” design technologies so that growth yields improved sustainability.



Canopy street trees (Charleston, SC)

... maintain a unique sense of place through preservation of sites of historic significance.

The Lee Highway corridor is lined with historically significant neighborhoods and sites (as identified in the Lee Highway Briefing Book and other resources). These include National Register Historic Districts of Cherrydale, Waverly Hills, Maywood, and Lyon Village (among others), and important sites such as the Stratford School, the Cherrydale Fire Station, the Lee Heights Shopping Center, the Hall’s Hill/High View Park neighborhood, and Calloway Church and cemetery. Preserving and integrating historic buildings and sites into future development as a coordinated part of planning is an important element of the vision. The preservation of historic sites will help the corridor maintain a unique sense of place, adding value. The history of the corridor can also be celebrated by incorporating existing structures or commemorative art into the design of new community open spaces.



Cherrydale Hardware (Lee Highway corridor)



Lee Heights shopping center (Lee Highway corridor)

HISTORIC PRESERVATION

“emphasize and integrate places of historic significance to help create sense of place... preserve some of the past look... integrate historic sites in hubs near parks and open spaces”

In the future, the Lee Highway corridor will...

... be “Complete”, with safe access for pedestrians, cyclists, transit riders, and drivers, as well as improved streetscape design.

The highest priority for charrette participants, identified through written surveys and keypad polling, was the transformation of Lee Highway to a Complete Street. “Complete Streets” balance the needs of all users of the roadway, creating an environment where transit riders, drivers, walkers, and cyclists of all ages and abilities feel comfortable. Complete Streets are intended to improve the mobility, health, economic, and environmental conditions of a region by improving safety, connectivity, and accessibility for all. Today, the corridor features an automobile-first “highway” street design that has rendered the other modes weak to non-existent. A Complete Streets approach for the future represents a paradigm shift in how this roadway will function and serve its community.

The vision and goals for street design that address each of the modes (walking, biking, using transit and driving) are described on the following pages.

Walking & Streetscape Design

The vision for Lee Highway is to achieve greater walkability, where local residents can frequent businesses on foot or visitors can frequent several establishments without having to go back to their vehicle. The mixed-use nodes are perhaps the greatest priority areas for improvements, but changes can be made corridor-wide. The “highway” design of the street is currently limiting the ability to safely and comfortably navigate the corridor on foot. Slowing the speed of vehicles in the walkable nodes is a chief priority; this can improve safety for all users. In addition, frequent crosswalks, lacking today in many segments of the corridor, are needed to facilitate safe crossings. Design standards compatible with pedestrian and bicycle mobility can assure the new mixed use street sections meet the goals.

To enhance walkability, changes to the streetscape design are needed to improve appearances and make walking a pleasant experience. These design elements include the following:

- adding continuous, connected, widened sidewalks;
- narrowing travel lanes;
- adding visual cues to slow travel speeds;
- undergrounding power lines; and
- adding healthy canopy street trees.

Biking

Providing safe and improved biking facilities in the corridor is an important piece of the vision for Lee Highway. Today, only highly experienced riders travel the corridor on bike, and they report feeling unsafe. There is a desire for families and riders of all abilities to be able to travel comfortably by bike in the future. However, there was not consensus on how this should be achieved. Some participants want a focus on improvements to parallel routes such as 22nd and 26th streets, citing limited right of way width as a constraint. Others want improvements on Lee Highway itself; ideas explored include introducing protected bike lanes (lanes separated from moving vehicles by landscaping, striping or other barriers to increase comfort and safety) or shared bus/bike only lanes (restricting travel lanes for only bus or bike use, reducing the number of conflicts for cyclists while also enhancing transit efficiency). Both approaches -- improving parallel routes and making changes to the Lee Highway street design -- should be analyzed further for feasibility.

Using Transit

The vision for Lee Highway includes enhanced transit that better serves the needs of users of the corridor. Ideas include improved bus stops, increased bus frequency, and more routes that are convenient to more destinations. This is already in motion – ART bus route 55 recently replaced Metrobus 3A and will offer better services (improved reliability and frequencies) between East Falls Church and Rosslyn. Improving linkages to existing Metro stations, such as introducing shuttles between mixed-use nodes and the Rosslyn-Ballston corridor could be a near-term solution. Introducing Transit Signal Priority (TSP) along with synchronization of traffic signals along the corridor can improve transit travel times by reducing the amount of wait time. In the long-term, priority transit services such as a faster limited stop service or a Bus Rapid Transit (BRT) system could be explored. There is a 10-year Transit Development Plan (TDP) underway, with opportunities for the Lee Highway community to participate and help evaluate recommendations.

“COMPLETE” STREET DESIGN

“reclaim vehicle space for people.. focus on the concept of Complete Streets, better traffic control to limit speeds particularly in higher density areas... multimodal transportation... traffic calming and pedestrian safety”



Dedicated shared bus / bike lane (Paris)



Space for pedestrians, bikes, transit, and vehicles (Kensington High St, London)



Complete Street (New York, NY)



Protected bike lane (Boulevard Rochechouart, Paris)



Comfortable pedestrian environment (Avenue Montaigne, Paris)

COMPLETE STREETS create environments where transit riders, drivers, walkers, and cyclists of all ages and abilities feel comfortable. The above precedents show comfortable pedestrian spaces and transit-oriented settings, as well as a range of bike facility types that could be applicable for Lee Highway.



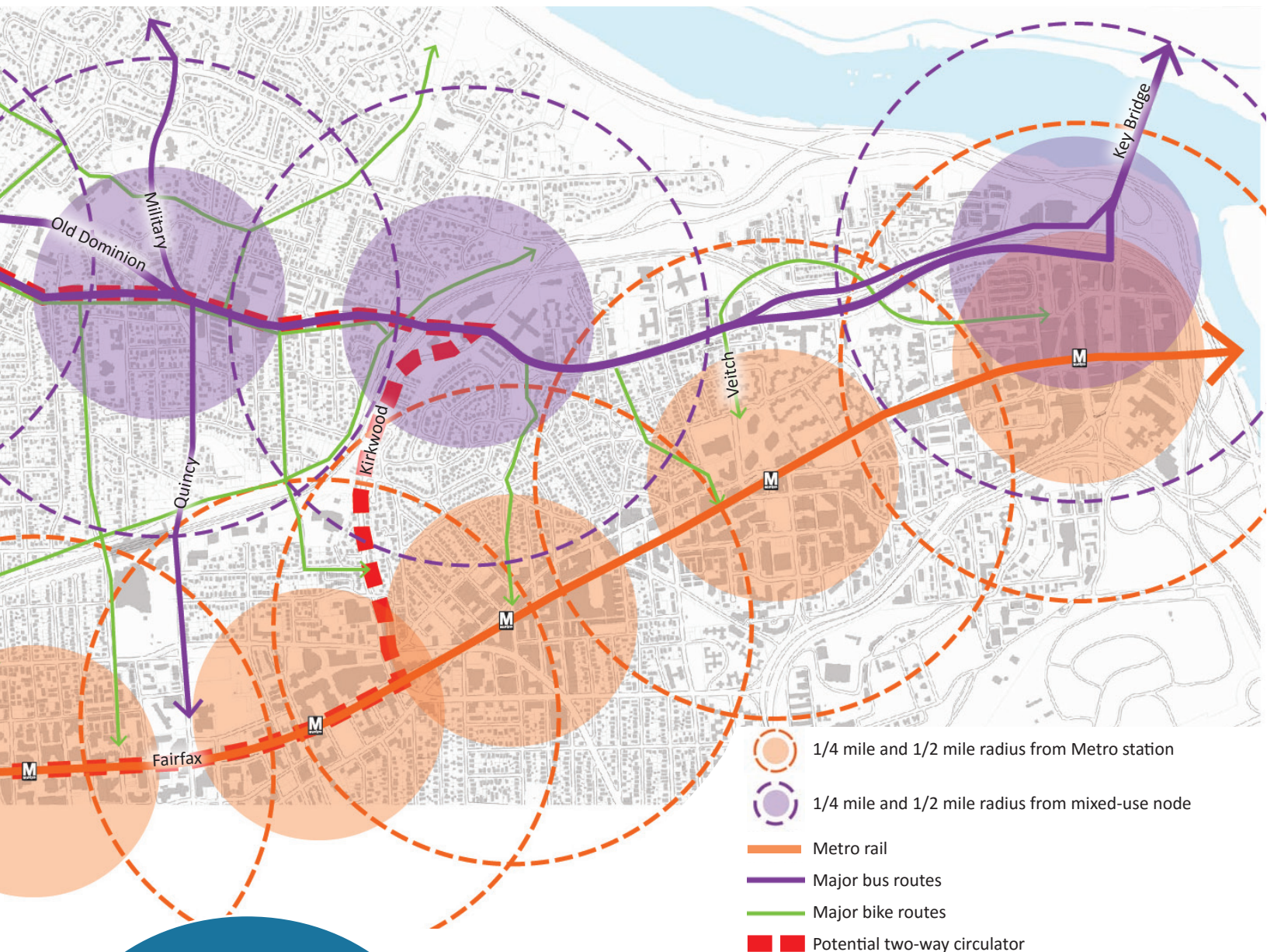
Driving

Traffic and specifically vehicular flow was identified as a top priority through the Open Arlington online forum. The challenge for the future is to balance the needs of all modes, creating a Complete Street; thus, in the mixed-use nodes, improvements for vehicular function can be pursued, but not at the expense of the other modes (walking, biking, transit). Enhanced synchronization of traffic signals was suggested as one way to increase flow efficiency. Implementation of adaptive signal control is an upgrade that could be explored – this technology can change or adapt signal timing based on actual conditions.

In addition to flow, the number of vehicles on the road impacts drivers’ experiences. Some participants expressed concern about I-66 HOT lanes and potential increases to Lee Highway traffic; while the answer to this is not yet known, investigating methods to mitigate traffic is part of

the vision. Changes in street design to improve walking, biking, and transit mobility can reduce vehicle speed, thus assisting people to use other modes for some of their trips. In addition, new street network connections should be planned and included as a part of new development to provide more options for drivers to circulate, which can reduce the number of cars on Lee Highway itself.

“Improved synchronization and adaptive traffic signal controls would greatly increase the vehicle capacity along the corridor.”



TRAFFIC & VEHICLE FLOW

"timed traffic lights... retain safe, steady traffic flow... reduce congestion... adaptive signal control at Lee and Sycamore"

TRANSIT & METRO ACCESS

"frequent reliable bus transportation from Lee to Metro, sufficient for people to rely on and get in the habit of using... bus lane... circulator bus service"

ENHANCING CORRIDOR MOBILITY: The above diagram summarizes opportunities identified to improve north/south access to the Metro running parallel through the Rosslyn-Ballston corridor. This can be done through improving bus service, enhancing bus transfers and augmenting the bicycle network to better connect redevelopment in the heart of Lee Highway to Ballston, Virginia Square and Clarendon. Another way to enhance Lee Highway connectivity to the Metro systems would be to add a circulator bus system that follows Lee Highway, Glebe Road, Fairfax Drive and Kirkwood Road. This service could run in both directions, thereby achieving short headways and smoothly connecting Lee Highway destinations in Lyon Village, Cherrydale, Lee Heights and Glebe Road to the Orange and Silver. This could open Lee Highway businesses to a broader trade area. While the ridership and financial feasibility of this system needs to be verified, intuitively the system could appeal to a wide variety of Lee Highway residents and businesses.

Community Open Spaces & Gathering Places

In the future, the Lee Highway corridor will...

...include additional community open spaces and gathering places to support growth in mixed-use nodes.

In the future, and particularly as growth occurs in new mixed-use nodes, there will be a need to include more community open spaces in the corridor. Outdoor and indoor activity spaces should be balanced with passive use spaces. New community spaces can be both public and privately-owned, open, visible, safe, welcoming, and capable of serving a range of age groups and families.

There is a community-wide desire to provide neighborhoods along Lee Highway with social gathering spaces that provide settings for community events, shaded seating, outdoor dining, and small open play lawns; these should become attractive pieces of the surrounding neighborhood's character. New social spaces can align with proposed activity nodes at East Falls Church, Lee Heights, Cherrydale, Lyon Village and Rosslyn.

...feature new community spaces that are integrated into walk/bike networks.

Enhancing pedestrian and bike facilities in proximity to existing and new open/social gathering spaces, schools, recreation facilities, and natural areas will bring improved access to more community members, and thus increase the impact of these resources. Within the mixed-use nodes, increasing pedestrian access is a priority; outside the nodes, new spaces should be linked to bike networks (on-street bike routes, off-street trails, and bikeshare facilities). Making all neighborhood streets "complete", or safe for walking and biking, is a goal for future improvements.



Art located in City Gardens (St. Louis, MO)
<https://cityparksblog.files.wordpress.com/2010/09/citygarden1.jpg>



Movie Night on the Lawn on D (Boston, MA)
<http://i.imgur.com/FUvBYnf.jpg>

WHAT KINDS OF OPEN SPACES?

"public plaza with artwork at Glebe and Lee... gathering spaces where people can eat in common outdoor space, do group activities, etc... village squares for gathering, dining, outdoor recreation... love the idea of integrating as many community amenities, such as small "pocket" parks into walk/bike networks... shared gathering spaces (sculptures, fountains, theatres, tetherball, volleyball, etc.)"



Shaded walk and seating in Discovery Green (Houston, TX)

www.pps.org/wp-content/uploads/2011/08/Discovery-Green-promenade-photo-by-erion.shehaj.jpg



Fountain and open space at Ellis Square (Savannah, GA)

www.tridentsustainability.com/wp-content/uploads/DWC1008-Square8.jpg



Artwork in Canal Park (Washington DC)

www.arkitology.com/wp-content/uploads/2013/10/Canal-Park-Olin-9.jpg



Farmer's Market at Discovery Green (Houston, TX)

www.suttonsquare.com/wp-content/uploads/2013/04/discoverygreen4.jpg



Interactive seating and water feature in Canal Park (Washington DC)

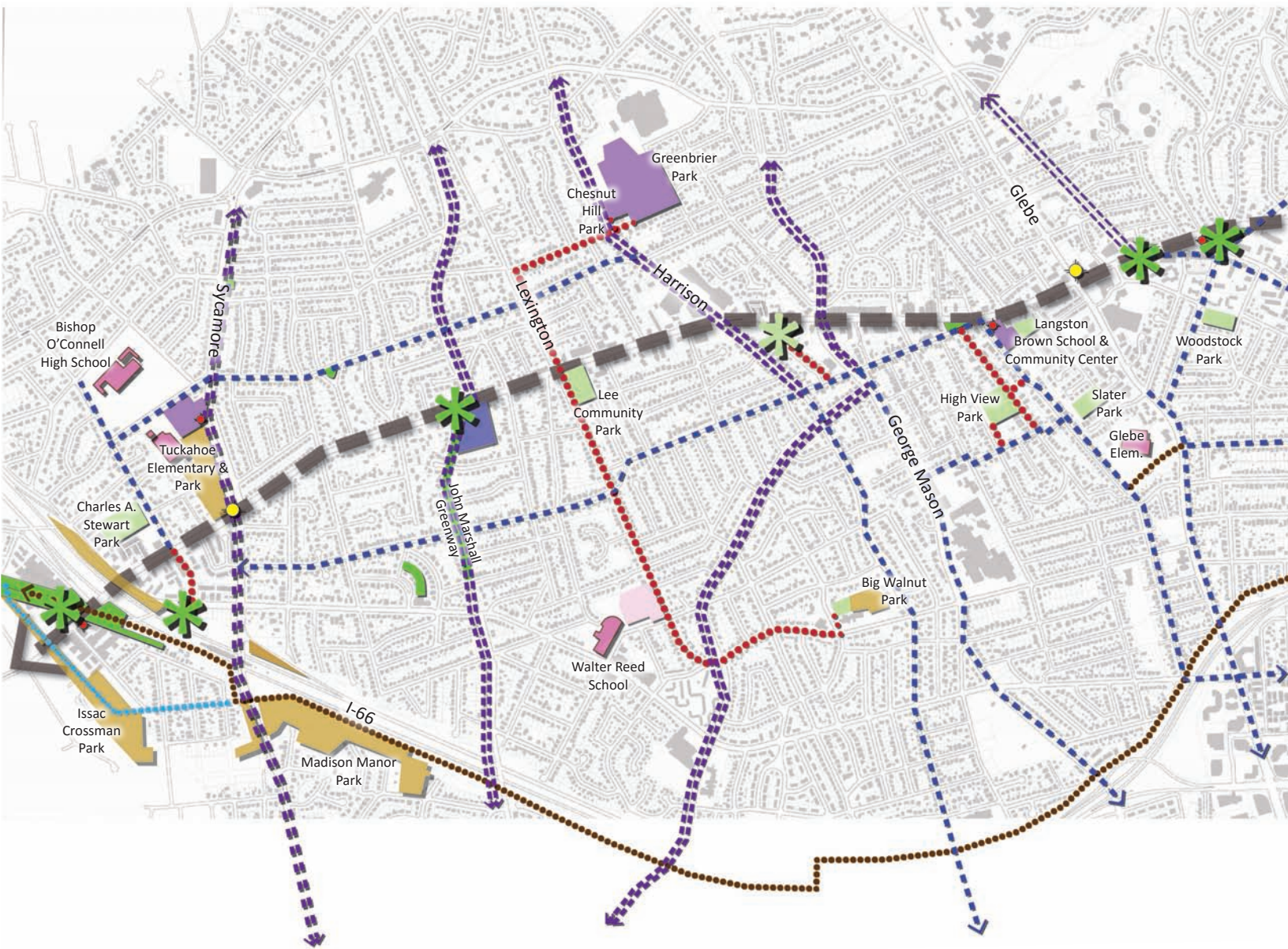
www.canalparkdc.org/_files/images/0908canalpark_095_pc_crop.jpg



Interactive public art on Lawn on D (Boston, MA)

www.contemporist.com/wp-content/uploads/2014/09/sw_170914_02-630x420.jpg

OPEN SPACE PRECEDENT IMAGERY demonstrates the variety of community spaces that could be part of the Lee Highway corridor, including active and passive uses, gathering places, and quality landscaping (including canopy trees and public art).



Corridor-wide Open Space Concepts

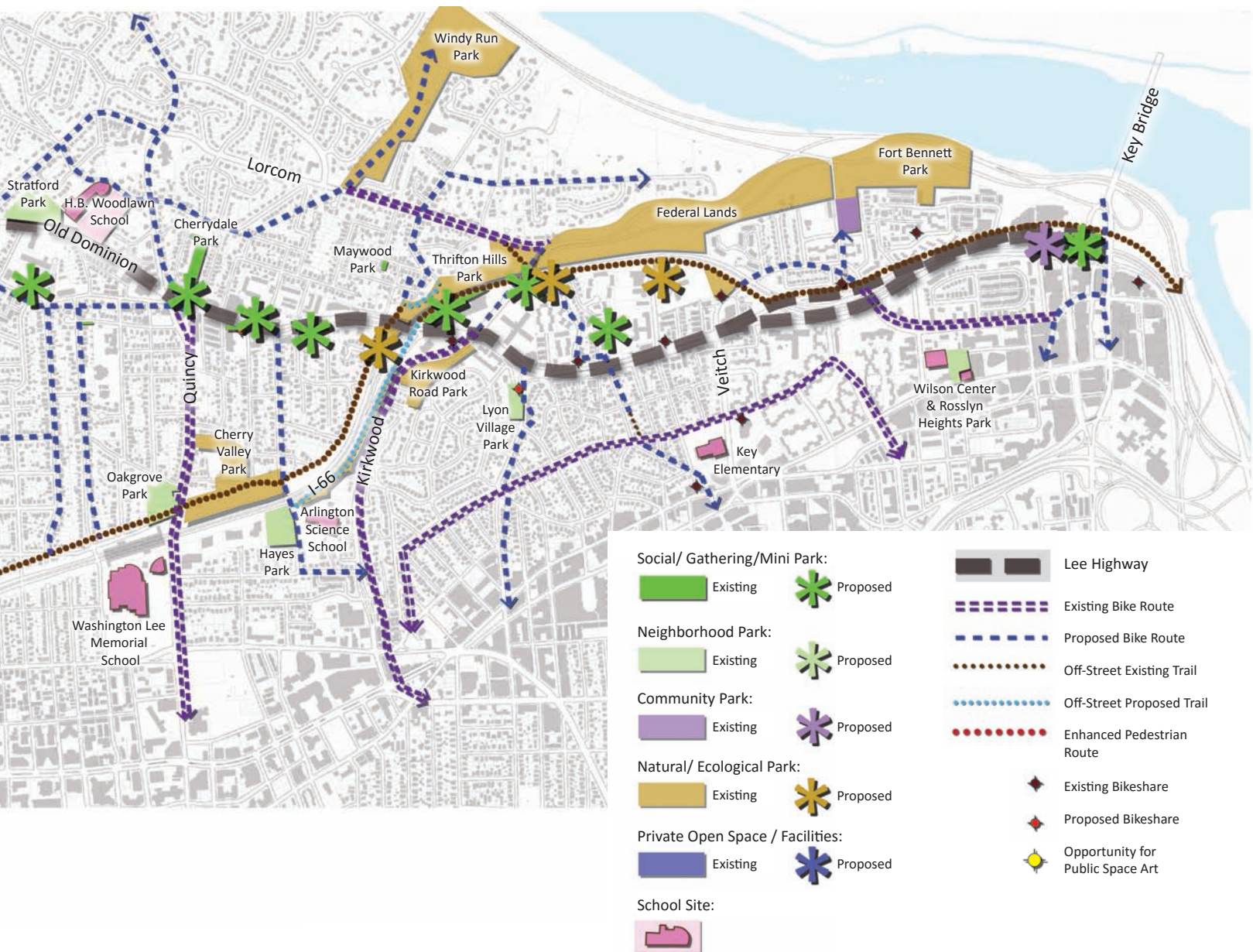
Access to open space along Lee Highway is currently characterized by long walking distances to larger, recreation oriented parks and natural areas. As new development occurs in mixed-use nodes and the corridor's density increases, the desire to walk long distances will diminish, capacities of existing spaces will be reduced, and the type of needs for open space will change. In addition, resource-based natural spaces such as Tuckahoe Park and Thrifton Park cannot be recreated in small settings, increasing the need to provide enhanced access to these resources from each mixed-use node as well as removing remaining gaps in accessibility to outdoor and indoor recreation facilities.

Highlights of the open space concept include enhanced walkable access to existing and new social / gathering spaces; enhanced bike and pedestrian access to each open

space and school; bike access to corridor-wide indoor and outdoor recreation facilities; equitable distribution of recreation and social gathering opportunities; and improved access to resource-based natural areas.

The ongoing Public Spaces Master Plan underway will be officially defining different open space types. For purposes of the above diagram, the following definitions were used:

Private Open Space/Facilities may consist of the following: multi-family courtyards, mews, lawns; multi-family recreation areas including playgrounds, pools, tennis courts, dog curbing/exercise areas, volleyball courts, and community gardens (typically ¼ – 1 ac. in size); multi-family indoor facilities such as fitness space, community rooms, game room; and commercial courtyards and setback spaces.



The following definitions are for publicly owned or leased spaces:

Social Gathering Space may consist of open lawn or paved space, typically with tree canopy and range in size from ¼ to 1+ acre. Amenities may include ¼ to ½ acre of open lawn, event space, outdoor dining, shaded seating, children play feature, community landmark(s), gateways, and landscaping.

Neighborhood Parks may consist of a combination of open lawn, athletic courts or fields and range in size from 1 to 3 acres. Amenities may include athletic court(s), multi-purpose open lawn space, playground, community gardens, dog run, walking path(s), shaded seating, pavilion(s), or optional parking.

Community Parks may consist of a combination of open lawn, athletic courts or fields and range in size from 3 to 5+ acres. Amenities may include lighted athletic court(s), multi-purpose open lawn space or single-use athletic field(s), restrooms, playground, community gardens, dog park or run, walking paths, shaded seating, pavilions, and parking (handicap spaces minimum).

"I'd like to see dedicated public space for a farmer's market. As well as the village square with community amenities."

In the future, the Lee Highway corridor will...

...feature an improved appearance and functionality; however, that should not come at the expense of affordability, for both housing as well as local businesses.

As new housing is added in mixed-use buildings in the nodes, a portion should be made affordable to a range of incomes; this is consistent with input from charrette participants as well as the vision of the County's recently-adopted Affordable Housing Master Plan (see details page 73). Corridor-wide, there is a desire to provide a greater variety of unit types and housing choices to give corridor residents the ability to downsize and stay in the neighborhood, or "age in place". Ideas for housing variety include a range of types that appeal to more households, such as multifamily apartment homes and duplexes, townhouses, and accessory units. These could be marketed to specifically appeal to seniors; smaller units could also be desirable for students, young professionals, and others as well. Some regulatory reform may be necessary to implement these ideas, such as removing barriers to accessory units; this is something the County has already started to explore.

The community also expressed a desire to retain and encourage small local businesses. Stakeholders that were interviewed suggested that escalating rents for Lee Highway retail space are starting to price out long-time local, independent businesses. Future actions and policies are desired to counter this trend, to ensure that a changing and improved urban form does not come at the expense of the local businesses that make Lee Highway unique.

It should be noted that community input regarding service-oriented businesses, such as car dealerships, was divided. Several respondents felt strongly these should remain in the corridor as a resource to community members. Others felt that there should be a focus on restaurants, community serving retail and businesses that promote gathering and activity. The vision can accommodate both points of view, by focusing walkable, sidewalk-activating building forms and uses in mixed-use activity nodes and allowing for a wider variety of auto-oriented establishments in other segments of the corridor.

AFFORDABLE HOUSING

"opportunities for mixed income and affordable housing with increases in density... need affordable housing... evolve in place... affordable housing a must... affordable housing & variety of choices including ADUs... housing affordable to a range of incomes... broader mix of housing types and costs"

LOCAL BUSINESSES

"maintain spaces for small local businesses... support and space for small local businesses... preserve businesses that are critical to community life and prosperity... affordable commerce... more retail and services, but really want to keep small, local businesses... need space for small businesses"

...maintain economic vitality by encouraging a diverse mix of services and destinations, and by utilizing innovative economic development strategies.

The vision for the future of the Lee Highway corridor is to retain small, local businesses, while also adding new options to the mix, enhancing economic vitality and sustainability. New retail destinations, enhanced services, and popular gathering places can create vibrant mixed-use nodes. Taking steps to encourage reinvestment, to upgrade or replace existing structures and respond to the needs of the community as well as new businesses, is one way to achieve this goal; this could entail analyzing potential physical or regulatory impediments to improvements. Making investments in shared public infrastructure such as parking and public open spaces is another way to advance the establishment of vital mixed-use environments. The community would also like to see innovative economic development strategies to activate the corridor and increase opportunity for residents, such as encouraging incubator businesses, start-ups, or the creation of “maker” spaces. Given the close proximity of three universities to the Lee Highway corridor, those institutions will also play a key role in its future economic vitality. Adding to the variety of offerings can energize the corridor, spark additional investment, and better serve the community.



ECONOMIC VITALITY

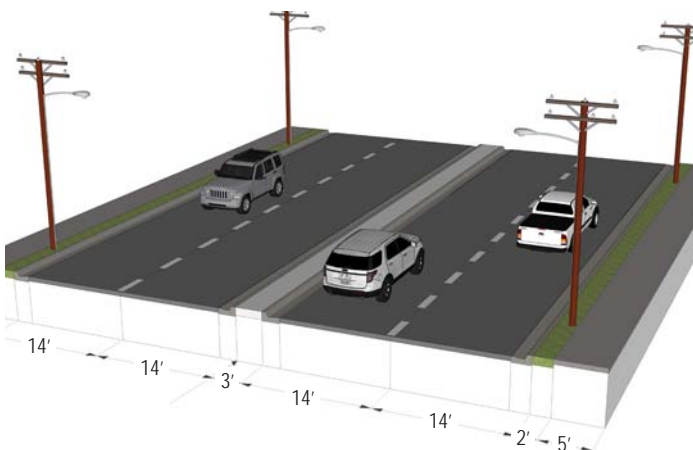
“incubator businesses, encourage start-ups, retain small businesses... small business incentives, maintain established favorite small businesses... ensure sufficient density for vitality of retail and incentivize to redevelop dilapidated buildings... preserving businesses that are critical to community life and prosperity...”

ILLUSTRATING THE VISION

The vision for Lee Highway, as expressed by community members, has been described on the preceding pages. During the charrette, consultant team members undertook specific urban design studies, including illustrative plans and renderings for specific activity nodes along the corridor, as well as explored ideas for Lee Highway street design; these are summarized in this section.

The purpose of the following plans and illustrations is not to convey specific plans for improvements or new development, but rather demonstrate application of the vision on sample sites, to test feasibility of the vision, and to explore possibilities for the potential form and appearance of future development. These concepts are provided as “food-for-thought”, to continue the community conversation and inform future detailed planning efforts for the corridor.

below: TYPICAL EXISTING CONDITIONS on Lee Highway: four travel lanes, a narrow green strip, concrete median, overhead power lines, and narrow sidewalk.



Potential Lee Highway Street Design RETROFIT

To achieve a Complete Street that balances goals for walkability, bikeability, enhanced transit and vehicular function, potential Lee Highway street reconfigurations were studied and illustrated for segments of the corridor during the charrette.

Common elements of the vision that are illustrated include:

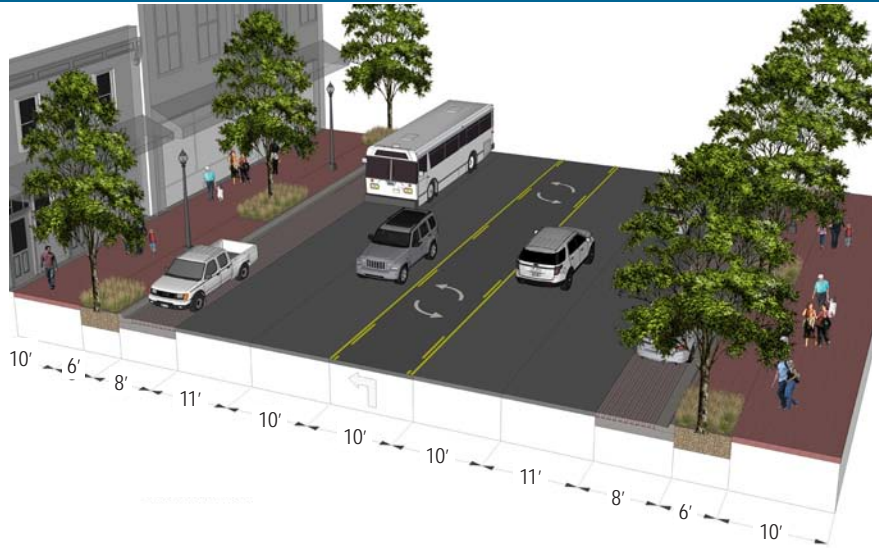
- a high quality pedestrian realm with wide sidewalks and trees;
- a tree planting area to separate pedestrians from moving vehicles, increasing comfort and safety ;
- vehicular lanes that are right-sized (narrowed) to create more width for other elements such as sidewalks, while also managing vehicle speed in walkable areas;
- undergrounding of utilities allows for better growth of newly planted street trees; and
- safe bike facilities. A shared dedicated bus/bike lane is illustrated, which is one way to provide safe bicycle access on Lee Highway. Other options described during the charrette, such as cycle tracks and protected bikeways, should also be explored.

The corridor right-of-way width varies from approximately 100' at wide (6-lane) points, to 70' in narrower (4-lane) segments. These illustrations demonstrate one way these above elements can be configured to fit in the dimensional constraints found in various segments of the corridor.

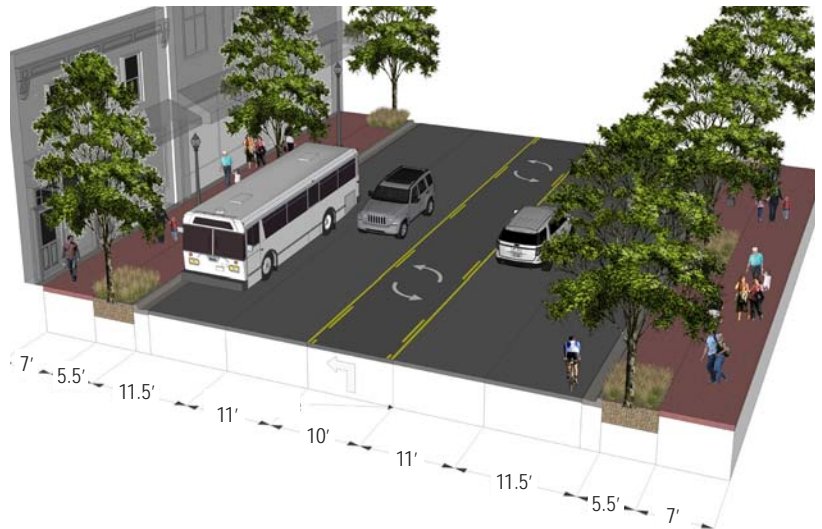
The design options all assume the street redesign to fit within the existing right-of-way; there could also be opportunity for additional width (for wider sidewalks, bike facilities, etc.) through easements on private parcels or acquisition of frontage. This will need to be explored in future studies.

“The Bus/Bike Lane option needs to be seriously considered, or the planned density should be scaled down if dedicated rapid transit lanes are not feasible.”

top right: 100' RIGHT OF WAY. This section is applicable in mixed-use nodes where the right-of-way is wider, such as near Spout Run. Four travel lanes, a dedicated center turn lane, on-street parking, and a wide sidewalk with tree wells create a pedestrian-friendly environment. The center turn lane could become a “safety strip”, paved in cobblestones to slow travel speeds and reinforce walkability. This hypothetical design contemplates removing two outer travel lanes to achieve a more Complete Street; other options discussed at the charrette was converting the outermost lanes to a dedicated bus/ bike lane (see below).



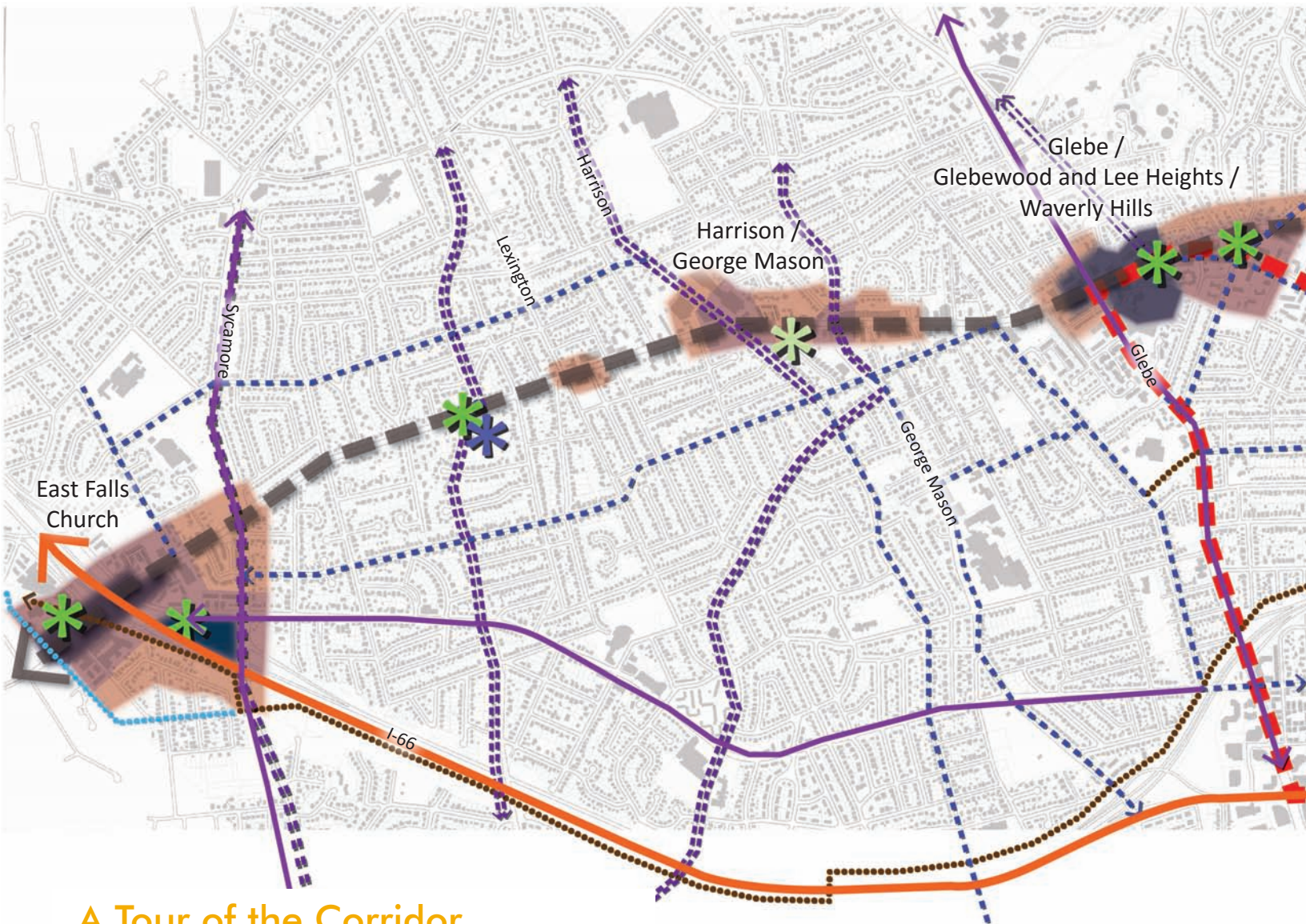
middle right: 80' RIGHT OF WAY. The design of this section is similar to the 100' example, except with there is no on-street parking and slightly narrowed sidewalks to fit within the right-of-way dimension. Comfortable sidewalks and street trees remain. Buildings are shown at the back edge of the sidewalk; these could be set back to create a wider sidewalk, for example where outdoor dining is desired.



below right: 70' RIGHT OF WAY. In the narrowest areas, typically found mid-block, the center turn lane/median is removed.

below: BUS/BIKE LANE OPTION. All of the street designs could optionally substitute a shared bus/bike lane as the outer travel lane. The feasibility of this option should be further studied, both for areas of the corridor that currently have 6-lanes as well as 4-lanes.





A Tour of the Corridor

This section elaborates on the current character and proposed vision for Lee Highway's activity nodes. Information about existing zoning, land use, and historic resources along the corridor can be found in the appendix."

Rosslyn

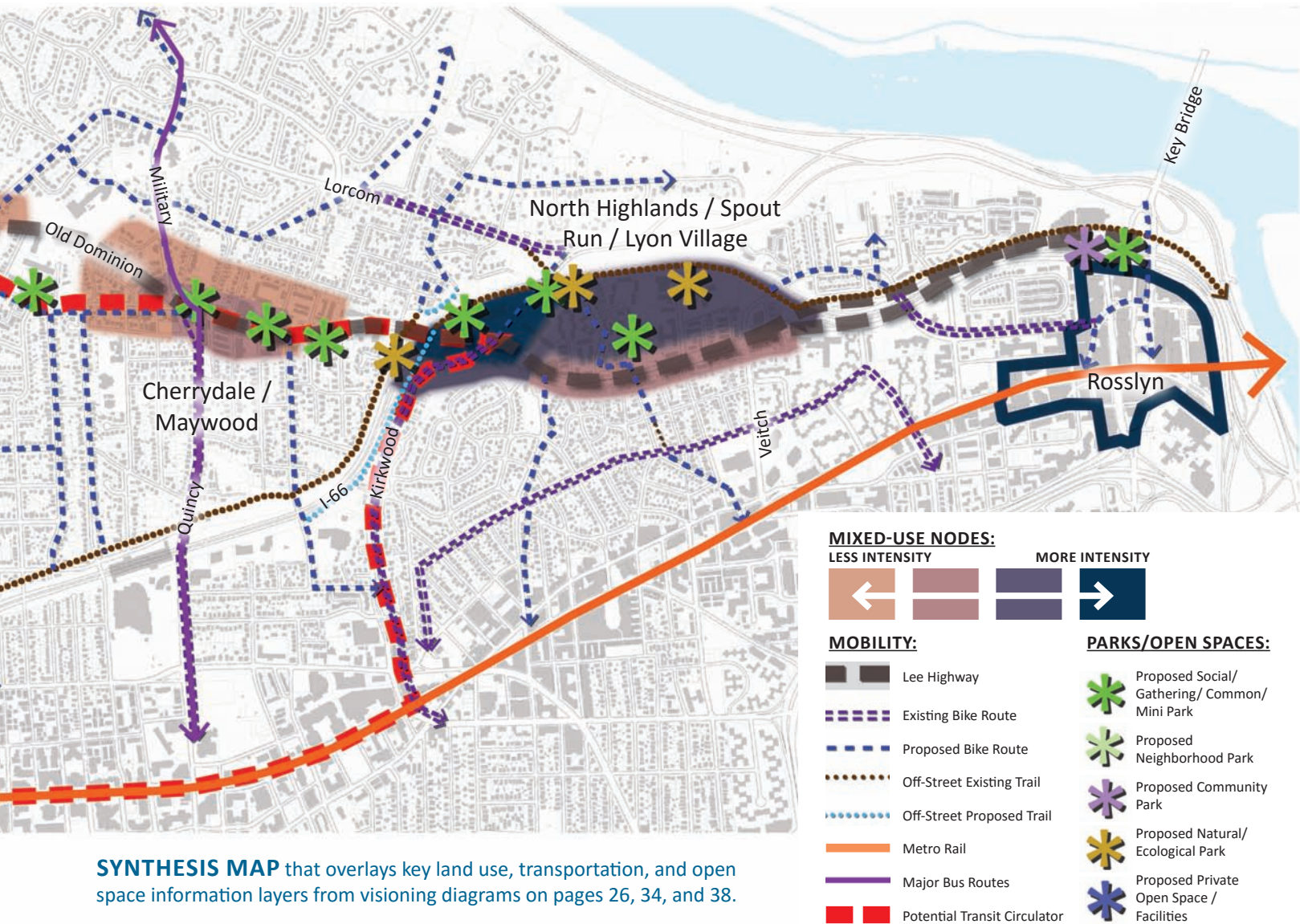
Rosslyn forms an important gateway to the Lee Highway corridor. The Rosslyn Sector Plan was adopted in July 2015, defining a long term vision and guide for the Rosslyn Coordinated Redevelopment District. With this recent plan and policy document in place, the Rosslyn area was not a focus of additional urban design study during the charrette. The vision and goals of the recently approved plan were integrated and reinforced where possible into the Lee Highway visioning open space and transportation network diagrams.

North Highlands / Spout Run / Lyon Village (pg 46)

Due to changes in topography and separation from neighborhoods by the I-66 perimeter, charrette input identified this node as an area that could be an appropriate place for increased intensity and infill. Plans and illustrations for this area studied the potential for new development on infill sites according to the community vision for improved walkability with mixed-use, street-oriented buildings and new open spaces.

Cherrydale / Maywood (pg 48)

During the charrette, the five-points intersection (where Lee Highway intersects with Old Dominion Drive, Quincy Street and Military Road) was a focus of community input. Illustrations explore the potential to reconfigure this intersection to improve pedestrian safety and make a pleasant community outdoor space.



SYNTHESIS MAP that overlays key land use, transportation, and open space information layers from visioning diagrams on pages 26, 34, and 38.

Glebe Road / Glebe Road and Lee Heights / Waverly Hills (pg 50)

Glebe Road, one of the primary north/south intersections with Lee Highway was identified as a primary hub of activity. Consensus emerged that the area around this intersection was appropriate for new pedestrian-oriented, mixed-use development to create a vital center, although input was divided as to exactly how much and how tall new development should be. The Lee Heights shopping area was identified as one of the corridor’s most recognizable destinations. Illustrations explore the potential for new development of various scales to transform this node into a walkable mixed-use center that integrates new street-oriented buildings, the preservation of the Lee Heights shopping center and other historic buildings, and new community open spaces and gathering places. Transitions to surrounding residential neighborhoods were also explored.

Harrison / George Mason (pg 56)

Charrette input focused on the major shopping centers at these intersections as potential opportunity sites for new development according to the community vision; participants like the mix of uses found here, but not necessarily the auto-oriented form of development. There is a desire to maintain a low to medium scale of development, compatible with surrounding residences. Illustrations explore scenarios for a potential redesign of the Garden City shopping center.

East Falls Church (pg 58)

East Falls Church has an adopted area plan that governs new development. Community input generally concurred with this vision, but identified deficits in pedestrian and bicycle connections, a need for traffic calming, and desire for new public spaces. Potential interventions to address these concerns were explored and documented.

North Highlands / Spout Run / Lyon Village

The first area examined in detail is the North Highlands / Spout Run / Lyon Village area. This area sits between I-66 and Lee Highway, east of the I-66 overpass by Lyon Village Shopping Center and west of the I-66 overpass at Uhle St and McCoy Park. It is an area of steep topography, much of it in the valley of Spout Run and surrounded by higher grounds. Its northern edge includes the deep ravine along Spout Run itself and the Custis Trail Bikeway. The character of its existing building stock varies widely. It has a predominance of mid-Twentieth Century apartment buildings, some relatively large compounds but also smaller units and even some single-family houses. A recently completed mixed-use project sits at the extreme eastern end of the area that includes an 11 story residential building and a medium-sized upscale grocery store. South of Lee Highway is Lyon Village characterized by predominantly single family houses. The frontages along Lee Highway itself are a mix of residential and small commercial activities and buildings.

Lee Highway has 6 travel lanes in this area. The “highway” character is dominant for this portion of the corridor as it receives commuting traffic from an I-66 exit at its western end.

Charrette conversation identified this node as an area that could be an appropriate place for increased intensity and infill. Due to changes in topography and the I-66 perimeter, issues of taller buildings adjacent to existing single-family neighbors are minimized. In general, there was community consensus for the greatest building heights in the area along I-66 and Spout Run (including redevelopment of the Lyon Village Shopping Center). There was also generally consensus for additional new development in this node, with reduced height, fronting Lee Highway east of N Highland St. The height limit contemplated for this central area ranged from 3 to 6 stories – with care given to the configuration relative to neighbors to the immediate south of Lee Highway. New development is in the form of street-oriented buildings that infill existing parking lots, advancing the vision for a vital, mixed-use community center.



Visualizing hypothetical new development on the north side of Lee Highway at the intersection with Kirkwood Road / Spout Run Parkway (similar potential exists for the southwest corner as well). New mixed-use buildings replace parking lots on the back edge of the Lee Highway sidewalk. Tree-lined streets with wide sidewalks create a comfortable retail environment; parking is provided to the rear or underground. Buildings are tallest in the Lyon Village Shopping Center area, with heights decreasing along Lee Highway uphill to the east.



Key Vision Ideas Illustrated

- a** Mixed-use buildings with ground floor shopfronts replace parking lots along Lee Highway sidewalks, to form a vital activity center.
- b** The Lyon Village Shopping Center could become a redevelopment site in the future; this site could be suitable for taller building heights due to its lack of neighbors, topography, and I-66 border.
- c** Infill buildings with underground parking replace surface parking lots, enhancing walkability.
- d** Frequent crosswalks are included along the Lee Highway corridor.
- e** Buildings at the top of the hill, along Lee Highway, should be shorter (3 to 6 stories).
- f** Improved bike access should be provided. An improved bike path here can provide a better connection across I-66 and to the new Lyon Village Center, connecting to existing paths along Spout Run/natural areas.
- g** New open space / gathering spaces are added as new development occurs.



above: Existing conditions, Cherrydale and the 5-points intersection, aerial view.

below: A hypothetical “what if?” image showing the *Elongated Green* alternative and new infill buildings along Lee Highway. This is one of two alternatives studied (see next page).



Cherrydale

The Cherrydale area was subject of a Neighborhood Conservation Plan in 2005 (updated in 2014). It has significant historic buildings, as well as new infill according to the plan, and was identified as a positive precedent for the corridor in the Open Arlington online forum.

During the charrette, a main source of concern in this area was regarding safety and function of the five-points intersection, where Lee Highway intersects with Old Dominion Drive, Quincy Street and Military Road. Descriptions from participants regarding this intersection include “ugly” and “confusing”. There were concerns for pedestrian safety, particularly for schoolchildren from Stratford School crossing the road, as well as concerns for the safety of cyclists and drivers.

The County has an intersection improvement project underway aimed to improve sidewalks and crosswalks at the five-points intersection. During the charrette, additional scenarios were explored to investigate potential changes to traffic circulation to reduce conflict points, further improve pedestrian crossings, and make a pleasant community outdoor space (see next page). Both concepts intend that new sidewalks are added on streets that intersect with Lee Highway where they presently don’t exist, free of obstructions that hinder pedestrian movement, and identified historic buildings remain. Further traffic flow / feasibility analysis are needed if these concepts are pursued in future planning studies.



Key Vision Ideas Illustrated

- a** Options explored to change traffic patterns to reduce conflicts and improve safety for all users by having vehicles circulate around an attractive community green.
- b** Wide sidewalks, street trees, and crosswalks improve safety and comfort for pedestrians.
- c** In the future, new buildings can be built up to the back edge of the sidewalk, further enhancing the pedestrian environment.
- d** Buildings adjacent to existing residential homes are lower in scale, to transition from larger buildings on the corridor.
- e** Improved entrance to Cherrydale Park integrates green space into the urban fabric
- f** New community gathering spaces can be part of redevelopment of larger parcels; illustrated is an option for reconfiguration of the existing Safeway.
- g** Historic buildings are preserved.

The “Triangle” concept shows a triangular green space that functions similar to a roundabout; traffic signals may be required. This concept has less of an impact on neighboring properties. For westbound traffic turning left at Quincy, there would be an additional left turn to go around the triangle and continue on to Lee Highway.

The “Elongated Green” alternative concept shows a wide right-of-way occupied by a large central green space with the roadways on the sides. This sets up a formal space; in the future, 4 to 6-story buildings can be added to define this space and form a sense of enclosure. The sidewalks at the edges of buildings can be 18-20 feet wide, accommodating outdoor dining and large shade trees. As drawn, this scenario would require an expansion of the public right-of-way along the south side of Lee Highway currently used for parking. The drawing shows a proposed building in front of the existing Toyota showroom that perhaps could be a landmark anchoring the terminated vista of the grand public space.



above: Triangle Concept

below: Elongated Green alternative

Glebe Road / Glebewood and Lee Heights / Waverly Hills

Glebe Road is one of the primary north/south intersections with Lee Highway; during the charrette, this area was identified as one of the primary mixed-use nodes, and potentially as a location for increased density. The images on the following pages explore options for this important intersection; although there was consensus regarding a desire for new development and more density here, charrette participant input was divided as to exactly how much could be appropriate.

The Lee Heights shopping area, east of the Glebe intersection (near the Lee Highway / Old Dominion intersection) is one of the corridor's most recognizable community destinations. Businesses here appeal to the corridor, North Arlington and the broader region. Although there is a lot of community support for the shopping center, there is also desire for aesthetic and parking improvements. This critical element of social infrastructure can be enhanced through adjacent mixed-use redevelopment that provides parking and takes advantages of opportunities to add new walkable residential and retail amenities westward towards Glebe Road.

Through conversations with the community, two options were studied that show open space enhancements, infill and redevelopment opportunities between Woodstock Street and Glebe Road. The options are intended to illustrate different possibilities and engage the community in conversation over the best path forward. The options each imagine a segment of Lee Highway from the intersection with Old Dominion east to Woodstock Street as a shared space where pedestrians, bicyclists, buses and vehicles are blended together. This "street" can act as a public plaza at certain times and further enhance the existing Lee Heights destination. The options differ in the level of property assemblage contemplated to achieve the redevelopment, the location and placement of publicly accessible open space and the level of change to the existing street network. Future studies could combine desirable elements of each to define a vision for this important node.

[LHA Note: Working with VDOT and the communities to better move traffic and pedestrians between Lee Highway and Lorcom Lane, Old Dominion Drive, and Woodstock Street should be a priority of future studies for this area.](#)

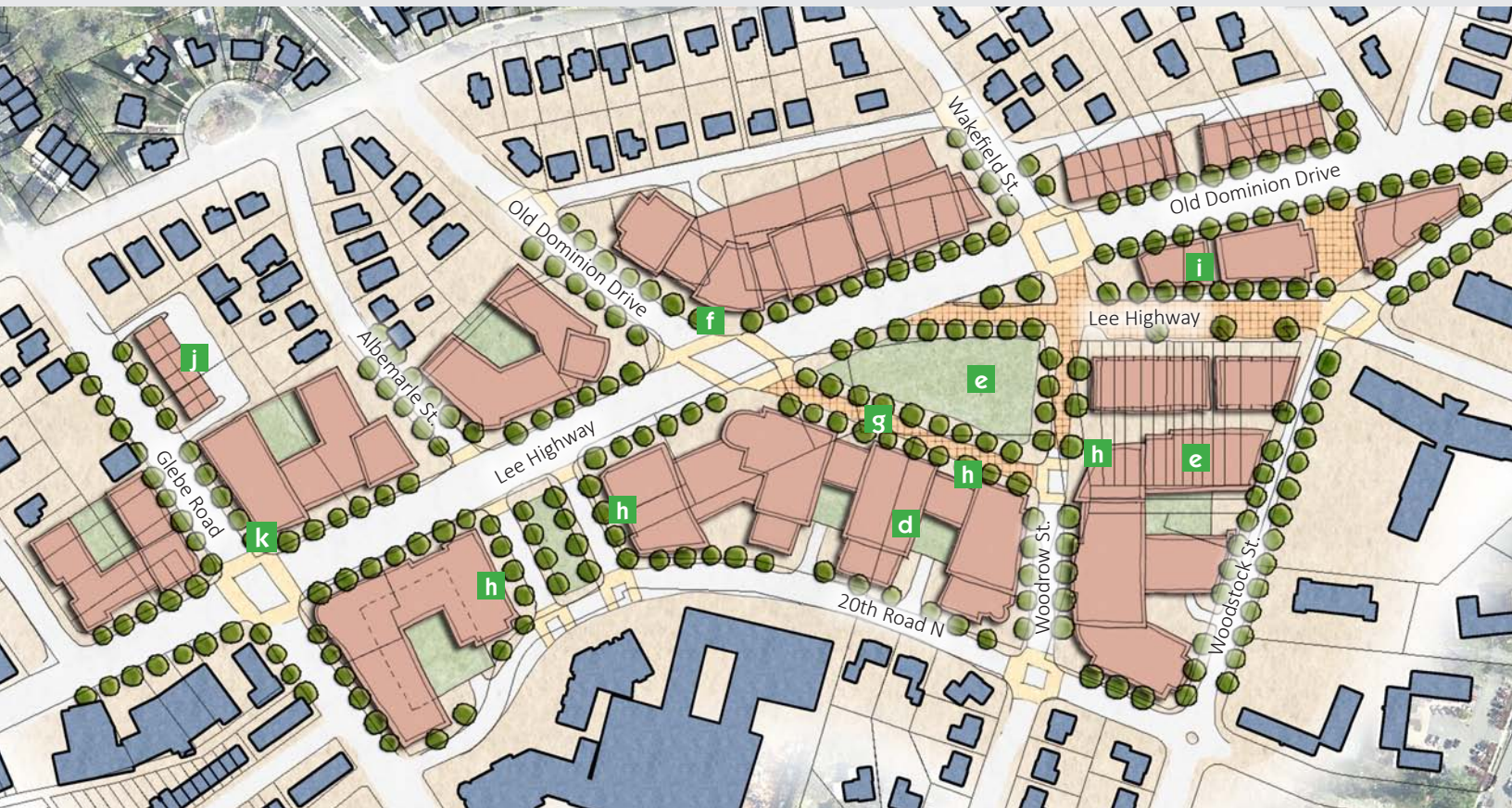
Key Vision Ideas Illustrated

- a** In Concept A, a new park space is imagined in the triangular parcel between Lee Highway and Old Dominion Dr.
- b** Concept A imagines the preservation of existing Woodrow Street and 21st Road N but contemplates realigning Old Dominion Dr. to intersect with Lee Highway at a right angle, to enhance the pedestrian crossing experience and open up an infill building site on the north side of Lee Highway.
- c** Redevelopment south of Lee Highway could include a new community open space and pedestrian-friendly street connection. Neighborhood streets can be traffic calmed with crosswalks and/or textured pavers to discourage cut-through traffic.
- d** Redevelopment opportunities south of Lee Highway could be built around internal parking garages accessed from lower elevation on the southern side of the blocks (Concept A and B).
- e** Concept B illustrates infill development and a new parking structure south of the existing Lee Heights Shopping Center buildings, and a significant plaza and park space in the existing triangle between Lee Highway and Old Dominion Drive.
- f** In contrast to Concept A, this drawing maintains the existing alignment of Old Dominion Dr. north of Lee Highway as well as Albemarle and Woodrow Streets.
- g** In Concept B, a new highly walkable street could connect from Lee Highway and Old Dominion to Woodrow St, midway between Lee Highway and 20th Rd N, to allow for new pedestrian and vehicular circulation patterns as well as framing a central community gathering space.
- h** New street-oriented retail and residential buildings activate new park spaces (Concept A and B).
- i** Concept B also illustrates new mixed-use development between Lee Highway and Old Dominion Dr. that could be served by shared parking with new development to the south.
- j** Development transitions to townhomes at a lower scale moving toward surrounding single-family homes.
- k** Pedestrian-oriented mixed-use buildings are envisioned for the intersection of Glebe and Lee (Concept A and B).



above: Glebe and Lee Heights, Concept A

below: Glebe and Lee Heights, Concept B



Visualizing Options: Lee Heights Shopping Center

The conceptual plans on the previous page show two potential options for future reuse of the area where Lee Highway meeting Old Dominion in front of the Lee Heights Shopping Center. These options are visualized below, to give a better understanding of how each could look in the future from a pedestrian point of view.



Existing conditions, Lee Heights Shopping Center, looking east



PLAN CONCEPT A: Lee Highway is transformed into a shared space to improve walkability and creates a shared community amenity between Lee Heights Shopping Center and a new park space to the north.





PLAN CONCEPT B: The same street scene as Concept A, but with a new mixed-use building to the north creating a two-sided retail street.



Change Over Time: Lee Highway at Glebe Road

The intersection of Glebe Road is envisioned to be a pedestrian-oriented, mixed-use hub of activity; this transformation will not occur overnight. Likely, it would be a gradual process, as individual properties decide to redevelop over time, according to the vision.

These illustrations contemplate a hypothetical change over time, starting with existing conditions (1). Key ideas of the vision that are illustrated are identified in the “final” step (4).



New buildings step down in scale transitioning to residential neighborhoods

New park spaces are a part of new development

New buildings have transparent facades with doors and windows that face the street, and active ground floor uses that line the sidewalk, activating the pedestrian realm



Parking is located to the rear of buildings, or in lined garages. Larger site could potentially contain public/shared garages

Canopy street trees line Lee Highway

Historically significant buildings are preserved as part of future development

Some community participants expressed an opinion that taller buildings could be acceptable at this intersection; this alternative shows the above rendering with 8 to 10-story buildings for evaluation



Lee Highway at Harrison / Lee Highway at George Mason

Harrison Street and George Mason Drive represent major north/south intersections along Lee Highway. During the charrette, community input was focused on the existing shopping centers in this area – and what they could be in the future.

At the George Mason intersection, the Garden City shopping center was a topic of interest. Charrette participants like the small local businesses here, but want to see improved aesthetics. Additional challenges include parking (difficult to access), poor walkability / access from neighborhoods, and a relatively shallow lot without a lot of space to transition to existing single family homes behind. The community was split regarding the preferred scale of new development – some want to see existing heights to remain, while others envision greater density. A rough economic feasibility analysis showed that redevelopment at the same size is unlikely. Thus, two options were illustrated, one that shows potential for facade/cosmetic improvements, and the second that shows redevelopment with ground floor retail and three stories above. In the redevelopment option, one floor of parking is built into site topography at the ground level, accessible at grade by a rear alley; existing angled parking in the front is replaced by parallel parking, which allows for a wider sidewalk in front of shops.

This intersection also contains land owned by the Virginia Hospital Center. Today, these parcels contain small businesses such as a daycare and a TitleMax store; the latter, a recent reuse, was cited by participants as inappropriate

and an example of what “not to do” as it does not promote pedestrian activity. During pre-charrette interviews it was learned that these parcels have potential to become County-owned in the future. As such, the potential for future redevelopment is greater. Illustrations study the potential for new apartments or mixed-use buildings on these sites that fit the community vision for walkable, street-oriented buildings, that could also contain a portion of affordable units. There also could be potential to consolidate parcels in the southwest corner (with the post office site) to form a larger property with more options.

East of the George Mason intersection is Fire Station 8, which was a topic of interest during the charrette due to a recent County study that proposed relocation. This

Development Alternatives for Single-Story Retail Building (per square foot of existing space)			
	Cosmetic Improvements	Redevelop at Same Size	Redevelop for Retail and 3 Stories of Apartments
Current Rent	\$45	\$45	\$45
Achievable Rent	\$47	\$65	\$142
Investment, Including Lost Rent During Construction	\$10	\$330	\$855
Required Return	10%+	10%+	10%+
Incremental Return	20%	6.1%	11.3%
Development Feasible	Yes	No	Yes

above: Analysis to gain a rough understanding of the heights needed to make redevelopment of a single story building feasible.





fire station served the historic Hall's Hill / High View Park neighborhood and is an important landmark in the community. Further study of potential for future use as a fire station or as a reuse that maintains the existing structure and presence on Lee Highway is desired.

At the intersection of Lee Highway with Harrison Street, the community envisions mixed-use redevelopment of retail parcels to replace surface parking lots along street frontages and upgrade walkability and connectivity to the surrounding neighborhoods. In particular, the existing Safeway / Sleepy's parcels on the northwest corner, if consolidated, could have adequate space for new street-oriented mixed-use buildings, parking to the rear or in structures lined by habitable space, and a transition in

Potential redevelopment of the Sleepy's / Safeway site at the intersection of Lee Highway and Harrison street with 4-story mixed-use, street-oriented buildings. Parking would be located to the rear, or in a lined parking structure.

scale to surrounding neighborhoods. A similar potential exists on the large parcel on the southwest corner of this intersection. The Lee/Harrison shopping center on the northeast corner was recently upgraded, thus new development here is much less likely, particularly in the near term.

Once again, community input was divided as to the scale of development, with some advocating for a small scale and others for increased density of up to six stories.

Key Vision Ideas Illustrated

- a** Redevelopment of Garden City shopping center to include one story of parking built into topography, ground floor retail with 3 stories above.
- b** Angled parking changes to parallel to allow for wider sidewalk in front of shopfronts; additional parking now available at the ground level, accessed from the rear.
- c** New 3-story mixed-use or apartment buildings with parking on ground level (built into topography) or to the rear reinforce the pedestrian realm. The lower parking needs of residential buildings make development of these shallow parcels feasible.



Visualizing the potential for cosmetic improvements at the Garden City shopping center.

East Falls Church

East Falls Church has an adopted plan (East Falls Church Area Plan, 2011) to guide future development and improvements. Charrette input generally concurred with this existing vision, but identified some additional considerations that could help to refine this vision, particularly for pedestrian and bicycle connections, a need for traffic calming, and desire for new public spaces.

The East Falls Church area is surrounded by detached single-family houses and dominated by owner-occupied townhouses, with only a handful of commercial properties. Input during the charrette was that the single-family residential area should retain that basic character for the foreseeable future, with an improved pedestrian realm (primarily sidewalks and street trees). The East Falls Church area should be highly pedestrian-friendly due to the location of the metro station; however, this is not the case today.

For example, residents noted how “pedestrian unfriendly” Sycamore and Washington Boulevard are for those approaching the station from the north and west, because of both the volume and speed of the automobiles and minimal sidewalks. In addition, for those approaching from the southwest, going to the station requires either an unpleasant walk across the Lee Highway bridge / I-66 overpass or a circuitous path along the W&OD trail and through the neighborhood to the south. Interestingly, there is currently no commercial or retail development in the area oriented toward the transit riders.

Potential interventions to address these concerns were explored and documented. The charrette design study focused on:

- Improving pedestrian and bicycle connections throughout the area, with an emphasis on traffic calming.
- Finding opportunities for new public/gathering spaces (both green and hardscape).
- Advancing the opportunity for transit-oriented development, by identifying several opportunity sights for redevelopment—the most obvious target being the “park-and-ride” lot owned jointly by WMATA and VDOT, located at the current entrance to the Metro station (as identified in the existing area plan).
- Investigating the potential of creating a new western entrance to the Metro, which in addition to providing an improved pedestrian connection from the west, might also create an opportunity for reconfiguring the existing highway “flyover” and slowing the traffic pattern for cars travelling east-bound on Washington Boulevard. Relocating the bus facility from the Sycamore station entrance and creating a larger transit hub, as well as creating a new public space by bridging over the interstate was also an idea proposed.

“Key Vision Ideas” illustrated in the charrette study build upon ideas in the adopted plan, and document some potential additions and refinements that could be considered as implementation steps are pursued.



Key Vision Ideas Illustrated

- a** New “gateway” green space where the W&OD Trail crosses Lee Highway.
- b** Potential new western metro entrance.
- c** Mixed-use building(s) between Westmoreland and I-66, replacing an existing motel, of comparable scale as the other new buildings along Westmoreland.
- d** New street-oriented, mixed-use buildings at the northwest and northeast corners of Lee Highway and Washington Boulevard.
- e** Existing stone Verizon building on Lee Highway, renovated for new use; a small apartment building can be infilled on the existing parking lot, fronting on Washington Boulevard.
- f** A new Pedestrian Path can be created as part of redevelopment, providing a direct connection between Lee Highway and Washington Boulevard, with a mid-block pedestrian crosswalk to access the Metro station.
- g** Potential highway cap with public open space, and/or transit hub location.
- h** New mixed-use building at Underwood and Lee Highway (current Suntrust Bank site) including potential neighborhood-scale grocery, maintaining parking at the rear of the lot.
- i** Large-scale mixed-use redevelopment on the Metro parking lot, between 7-12 stories adjacent to rail, stepping down to 4 stories along Washington Boulevard (approximate height of townhouses directly across the street). The amount of park-and-ride spaces for the station should be maintained at or near current levels.
- j** New development here can include a public plaza with ground-level neighborhood-serving retail both around the plaza and along the street frontage near the intersection of Washington and Sycamore.
- k** New townhouse/small apartment scale infill on northwest corner of Sycamore and Washington, with potential for small-scale, neighborhood-serving retail on ground floor, oriented toward Metro pedestrian traffic.
- l** Potential parallel bike facility on 22nd St. N.
- m** Existing historic structure (Eastman-Fenwick House) preserved.

RECOMMENDATIONS

The Lee Highway visioning charrette was an important first step in community engagement and planning for this key commercial corridor. A continued community conversation through future detailed planning efforts will be needed to see the ideas discussed carried forward to implementation.

This section contains a set of preliminary consultant recommendations for next steps, organized according to the “Key Ingredients” of the vision. Each topic has a summary of key considerations as well as potential *Interim Steps* (typically easier to execute, less complex or lower cost actions) and *Long Term Goals*. Understanding that this visioning exercise is a first step in what is anticipated to be an extended County/community planning effort that will lead to specific policies, tools, and public and private sector actions, the recommendations herein are more general in nature.

The intent is that these recommendations can be used as a resource for the LHA and County in determining next steps. Following the completion of this study, there will be a period of time for review and refinement of goals and potential actions. The end result will be a Work Plan that details future scopes of work and next steps to move forward with planning and implementation of the community vision for Lee Highway.

Building Design, Neighborhood Character, & Historic Preservation

Planning Considerations:

The vision for Lee Highway imagines an enhanced public realm with improved building and urban design, sustainability features, and preservation of historic assets. Next steps should be aimed to continue to generate momentum forward, which may include organizing educational forums to learn more about best practices in the region and across the country.

Existing preservation policies, which include the identification of historic resources and requirements that these resources be considered as part of future planning and development, should be continued; however, the County could investigate the use of additional policies and tools that could lead to further predictability and ensure assets are preserved. This could include securing “important” sites, utilizing transfer of development rights (TDR) or other enhanced preservation tools, or expanding local historic designations.

Importantly, next steps will also need to include the development of implementing tools and policies to direct new development according to the vision. The charrette led to a conceptual vision for the corridor, but there are many details remaining to be resolved before implementing policies can be created. Future plans and studies will be needed to engage the community, stakeholders and technical experts to answer outstanding questions, to add further detail and specificity to the vision, and to formalize the vision into policy and regulations. Some elements of the vision can benefit from planning on a larger, corridor-wide basis, such as:

- Designing and completing open space and transportation networks (particularly bike and transit facilities).
- The boundaries of walkable, mixed-use activity nodes along Lee Highway need to be defined. These boundaries can be used as the basis for future small area plans and regulatory reform, as well as to work in conjunction with updated transportation policy for walkable street design. The boundaries should be large enough to include future mixed-use areas as well as areas of transition to surrounding residential neighborhoods.

Once nodes are defined, the County and community have the ability to initiate a fine-grained planning process and focus in on defining specific details of the vision, which can then lead to changes in regulatory tools to implement. This could be done corridor-wide, or as individual small area plans for each node. The County and LHA will need to work together to determine which areas or nodes should proceed with detailed planning first; some preliminary considerations include:

- The North Highlands / Spout Run / Lyon Village urban design study revealed great potential for new infill development sites; community input identified portions of this area as appropriate to consider additional building heights and intensity. New mixed-use development here could include some new affordable units; along with advancing placemaking, this new development has potential to help meet County goals for affordability. However, it was indicated that the Lyon Village shopping center, one of the primary potential infill sites, is performing well and

therefore not a likely candidate for change in the near term, which removes some urgency for planning.

- Exploration of the five points intersection in Cherrydale revealed potential for an intersection improvement project that improves safety for pedestrians, cyclists, and vehicles while simultaneously enhancing the public realm and providing quality open space. Planning to advance these concepts could be prioritized given the nearby location of Stratford School and concerns for school children crossing. The availability of funding sources for this type of intersection project could influence this decision.
- The Glebe Road / Glebe Wood / Waverly Hills / Lee Heights area was identified by the community as an essential activity node. This area has a good mixture of all of the elements of the community vision – potential redevelopment opportunity sites on which to explore enhanced placemaking, a need to better define potential for changes to permitted building heights, historic assets to preserve, and potential sites for a new signature open / gathering space. If this node was planned first, it could become a good precedent for the corridor.
- The shopping centers at the Harrison Road intersection seem to be performing well; any changes to the physical form of buildings and the urban environment here in the near term are less likely. At George Mason, there is community interest regarding the potential to reconfigure Garden City shopping center, but a complicated ownership structure could make that difficult. The potential availability of parcels at George Mason acquired by the County from the Virginia Hospital Center could create near-term redevelopment opportunities.
- East Falls Church and Rosslyn already have plans in place, thus are less likely to be prioritized first for future study. The Rosslyn Sector Plan (2015) and East Falls Church Area Plan (2011) can be referenced for future implementation items; new community input received can supplement this process.

Building Design, Neighborhood Character, & Historic Preservation VISION PRINCIPLES

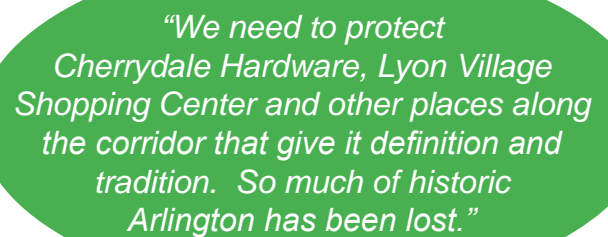
In the future, the Lee Highway Corridor will...

... contain a series of unique neighborhoods, centered on mixed-use “activity nodes” of varying scale and character that line the corridor.

... feature improved placemaking with unique architectural character and personality expressed through buildings and public spaces, and sensitive transitions to single family neighborhoods.

... be more “green” by incorporating street trees and improved landscaping in public spaces and sustainable design techniques in new construction.

... maintain a unique sense of place through preservation of sites of historic significance.



“We need to protect Cherrydale Hardware, Lyon Village Shopping Center and other places along the corridor that give it definition and tradition. So much of historic Arlington has been lost.”

Recommended Interim Steps:

1. Continue current preservation procedures.
2. Establish the locations and boundaries for mixed-use activity nodes along the corridor that can become the basis for future area plans and regulatory updates (see Regulatory Recommendations), and work in tandem with walkable street design policies.
3. Continue to pursue joint County/community studies of potential future use of Fire Station No. 8.
4. Continue to explore ways to preserve and celebrate the historic and cultural resources of the Lee Highway corridor (Calloway Cemetery, Hall's Hill neighborhood, the Stratford School, Cherrydale Fire Station, etc.) This could include installing additional physical markers to explain the significance of sites and buildings, new public art installations, continued building preservation efforts, and the organization of community events, tours and activities that provide education and celebrate the unique heritage of this area.
5. Continue to conduct educational forums on urban/sustainable design techniques to learn best practices on how the corridor can transform into a walkable, "green main street". Forums can be targeted to community members, property owners, developers and local design professionals.

Long-Term Goals:

1. Explore additional historic preservation strategies, which may include:
 - Work to protect "important" sites (as designated by the HRI).
 - Explore tools for enhancing preservation efficacy, including transfer of development rights (TDR). TDR policies are currently one of the County's best tools for preservation, such as those helping to preserve Fort Myer Heights, Clarendon and Columbia Pike.
 - Expand local historic designations.
2. Specify height, building placement, building separations and step backs, and other standards for new buildings according to the vision in new regulations (see Regulatory Recommendations).
3. Specify standards for sustainable design as part of new development; standards may be integrated into new regulatory frameworks.

Historic Preservation

The *Historic Preservation Master Plan*, adopted in 2006, establishes priorities, goals, and objectives for Arlington County's historic preservation activities. Since adoption, the County has undertaken a major initiative to classify historic resources according to their historical and architectural significance in the Historic Resources Inventory (HRI). Creating the HRI, as well as developing strategies for preserving Arlington's most vital historic resources, was one of two priority recommendations in the Plan.

Nearly 400 historic garden apartments, shopping centers, and commercial buildings built between 1909 and 1962 have been classified into one of six categories: Essential, Important, Notable, Minor, Altered/Not Historic, and Demolished. More information, including the HRI maps as well as information on National and Local Historic Districts and Sites can be found in the Appendix.

Preserving Local Businesses

Unique small businesses along Lee Highway form an important part of the community's identity. Retaining these local businesses while also promoting the physical design of the corridor to change and evolve is part of the community vision. Establishing programs/policies to implement this goal will be part of the next phase of planning.

An interesting example that could be researched as a precedent is the City of San Francisco, which recently created a Legacy Business Historic Preservation Fund. The City now recognizes small businesses and non-profit organizations that have existed in the city for 30 years or more as "historic assets" worthy of preservation. For the 300 businesses and non-profits recognized each year, the grant program provides an annual grant of \$500 per employee up to 100 employees. Property owners are awarded an annual grant of \$4.50 per square foot (capped at 5,000 square feet) in exchange for extending 10-year or longer leases to legacy businesses. Longer lease terms protect these businesses against displacement by new businesses paying higher rents.

Fire Station No. 8

Fire Station No. 8, located on Lee Highway near Culpeper Street, is an important part of the cultural heritage of the Hall's Hill neighborhood and Lee Highway corridor. A recent County study identified Station No. 8 as a candidate for potential relocation due to facility size and response times to residents. Community members have voiced concerns about relocation; if that is determined to be the best choice, an inclusive community process should be conducted to consider options for the future use of the Station No. 8 site. The goal would be to ensure that what comes next respects and honors the heritage of those who established the station and served as fire fighters.

Key events from a [timeline](#) of the history of Station No. 8 are excerpted below; the full history can be referenced at <http://library.arlingtonva.us/2015/08/04/legacy-halls-hill-vfd-and-station-no-8/>.

1898 – First firefighting company in future Arlington County formed in Cherrydale by volunteers.

1918 – Group of volunteer firefighters forms in the Hall's Hill area, an African American neighborhood that began as home to many freed slaves and was kept separate from adjacent white communities in part by an 8' wooden fence.

1920 – Arlington County is formally established by the Virginia General Assembly

1925 – Hall's Hill Volunteer Fire Department (HHVFD) elects its first officers and trustees.

1926 – HHVFD buys its first motor-driven engine, a 1917 Mitchell, with funds raised through door-to-door canvassing and pledged donations.

1927 – HHVFD is officially incorporated. HHVFD moves to a lot on Lee Highway and a telephone is installed in the firehouse. Each residence in the community receives a card asking for a donation of 25 cents each month to support the fire company.

1932 – Arlington government begins paying for equipment and the utility bills for volunteer fire companies in the County and provides HHVFD with its first pumper.

1934 – The HHVFD relocates to a lot at 2209 North Culpeper St. near Lee Highway and a new firehouse is built. The land is owned by the Hicks family, which runs several businesses including the Hicks Store and Restaurant just west. The firehouse develops as a de facto community center, providing a constant source for local news and conversation and eventually offering the convenience of a pay telephone and a soda machine.



1940 – The County begins negotiating a pay rate for a professional fire staff—to work within the volunteer companies primarily as drivers—in July. Hall's Hill will be last among the firefighting companies assigned paid professionals with three men added in January 1951.

1951 – Station No. 8's first three County-paid firefighters arrive in January to be followed by a fourth later in the year. A fifth is added in 1952, a sixth in 1953 and two more in 1954. All men are African-American. The same will hold true for subsequent hires into the early 1960s. A popular notion holds that No. 8 is the first officially black-run and operated fire station south of the Mason-Dixon line.

1957 – Alfred Clark becomes the first African American fire captain in the County, continuing to serve at Station No. 8.

1962 – Ground is broken for a new Station No. 8 on land immediately east of the 2209 North Culpeper site. The new firehouse will have the address 4845 Lee Highway. The site is made up of five parcels that will be purchased by the County from 1962 to 1968. The final parcel is deeded by the HHVFD and the Hicks family.

Late 1962-Early 1963 – Integration reaches the Arlington County Fire Department including Station No. 8, as it prepares for a new, larger home next door.

1963 – The new Station No. 8 at 4845 Lee Highway opens June 17. It is staffed with 17 paid firefighters and several volunteers.

1999 – A study for the County Manager identifies Station No. 8, plus three others, for possible "relocation, consolidation, replacement or closure".

Regulatory Recommendations

The future regulatory framework and tools for Lee Highway should provide the foundation and parameters for the physical character of future redevelopment. First and foremost, any new regulations should directly address the issues of *context and scale*. Secondly, they may also need to address the range of allowed land uses, if the existing uses or those designated on the GLUP are not supportive of the community vision.

The visioning process has reiterated that Lee Highway is of varied character along its length. Even though existing land uses are predominantly commercial, there is not a desire to see continuous mixed-use buildings with shopfronts. Therefore, an important first step is to determine where the mixed-use activity centers should be located, and their appropriate size, scale, and edges. Then, development standards will be needed to shape the desired type of development for each, recognizing and reinforcing its unique character. Standards might also incentivize the achievement of other plan goals, such as the creation of new public spaces, utilization of sustainable technologies, development of affordable housing, simplifying the approvals process for small property owners to encourage reinvestment, and the maintenance of local businesses.

Recommended Interim Steps:

1. *Establish Locations and Parameters.* Additional fine-grained planning and urban design work is recommended. This work should:
 - More clearly define the centers and edges of each of the activity nodes, establishing the desired character and intensity of each, identifying the key places where mixed-use is desired/required (vs. allowed), as well as the areas of transition to the adjacent neighborhoods to ensure compatibility.
 - Identify likely private redevelopment sites (for the short and long-term) and establish priorities for public investment.
 - Establish a framework map for implementing future new development regulations.
2. *Review the Existing GLUP Designations at the Parcel Level.* The existing GLUP designations are intended to complement and transition to the surrounding single-family neighborhoods; however, the GLUP designations are broad land use categories and intensities with no indication of physical character.

As a more refined plan for each activity node is developed, the GLUP designations should be reviewed at a site-specific level to determine if any of the existing designations would prohibit the type of redevelopment the community has envisioned for the node. If so, initiate the process to amend the GLUP.

3. *Review the Existing Zoning Standards at the Parcel Level.* The Lee Highway Corridor activity nodes include a range of base zoning districts, from commercial to residential, at varying intensities. In addition, the Unified Commercial/Mixed Use Development (UC/MUD) district is available to provide flexible, site-specific solutions to redevelopment in certain commercial locations. Most of the existing commercial zoning along the corridor currently prohibits by-right residential development except for single-family houses.

As the plans are refined for the new mixed-use centers, a closer examination should be made of the base zoning at a parcel-by-parcel level, verifying which redevelopment sites would require rezoning before the envisioned development could move forward.

Outside of the new mixed-use centers, there could be consideration for allowing some commercial parcels to be rezoned to allow for an urban residential form of development (which could be an opportunity/mechanism to achieve other goals, such as affordable housing.)

Long-Term Goals:

1. *Draft New Development Standards.* Based on the refined vision and plans for each activity node, determine what types of standards will be needed to bring the preferred development character to reality. Ultimately, any new standards should emphasize physical form and character and be responsive to context. Suggested elements to be studied and addressed include:
 - Scale; new standards should not only address building heights, but also building footprints.
 - Building placement – through both orientation and “build-to” requirements to define the public realm, and step-downs and setbacks to address transitions to adjacent neighborhoods
 - Façade requirements (including windows and functioning entries), particularly at the street-level, to help breakdown the building scale and activate the sidewalk
 - Standards for the placement, design, and amount of parking
 - Standards for signage and streetscape that are pedestrian-oriented and enhance the public realm
 - Standards for regulating uses should provide flexibility, to be market responsive and allow for change over time. For example, in most locations, allow a range of uses, rather than requiring specific ones, and limit the locations that require retail and/or mixed-use to key locations in the centers
 - Standards that are based on abstract statistics and ratios should be avoided, which often reward large scale development over fine-grained infill (i.e. the larger the lot, the more relative development potential).
2. *Implementation Mechanisms.* The standards recommended above could be implemented through a variety of mechanisms or tools that have been used elsewhere in Arlington County. The standards should directly reinforce the desired physical character; however, the mechanisms can be used to incentivize the fulfillment of several other goals for the corridor.

Some tools to consider, individually or in combination, are:

 - The creation of an optional corridor overlay district(s), with additional development potential contingent on the use of the new form and character standards along with the provision of some of the additional public benefits identified in the plan, such as public spaces and affordable housing.
 - The creation of a new UC/MUD district crafted specifically for the Lee Highway Corridor (comparable to the one developed for Clarendon).
 - Creation of and rezoning to new mixed-use base districts, with clear standards and streamlined review process, creating more certainty for citizens and developers alike.
 - The use of TDRs to achieve increased development potential in key locations while preserving the existing scale and character of other areas.

Whichever mechanisms are chosen, the development review process (related to both timeline, requirements, and fees) should not favor/incentivize large scale redevelopment over fine-grained infill. The ability for small-scale, local developers and entrepreneurs to participate in redevelopment is important to achieving corridor goals.

Street Design & Transportation Improvements

Planning Considerations:

A milestone decision regarding the future character of the Lee Highway corridor is approaching. Today, the suburban character of the last century, which has a strong automobile-oriented policy, has made other transportation modes (particularly walking and biking) weak to non-existent. Emerging local and national trends, including the vision for Lee Highway, search for Complete Streets and greater choice among modes, which requires updated policies.

The vision for complete streets and enhanced transit can be implemented after a vision of place for the mixed-use nodes is established. The designation of walkable nodes along the Lee Highway corridor in County plans or policies can be an effective first step. Second, new street design standards for Complete Streets in those walkable zones can be drafted and implemented in coordination with VDOT, to proactively guide the design of multimodal street design in these walkable context zones. Design standards should include parameters such as designated design speeds, vehicular lane widths, curb radii, permitted dimensions for on-street parking, design of bike facilities, sidewalk width, and tree planting details. The potential for dedicated transit lanes should also be explored. Guidance for designing context-sensitive walkable streets can be referenced in the ITE/CNU Recommended Practice book titled *Designing Walkable Urban Thoroughfares*.

Other municipalities have established this strong connection between a district's context and the required street design. Examples that could be researched include:

- El Paso, Texas tied specific street cross sections to context types of Rural, Compact Urban and Drivable Suburban. Primary arterial target speeds, for example, were set to 25-30 mph for Compact Urban Areas and 40 mph for Drivable Suburban Areas.
- Massachusetts DOT established unique street design parameters as standards for Suburban vs. Urban area types for developed land throughout the state. MassDOT tied street design to area context.

Perhaps the most important element to address through future design is motor vehicle speed, both running speed and design speed. Vehicle speeds must be managed, in mixed-use nodes, if walkability becomes policy. This will benefit the visibility of local businesses, as well as the safety of all users of the roadway.

There are several questions to be further explored as part of future planning for transportation and street design, primarily surrounding *access* and *mobility*. How will businesses along the corridor be impacted with changes to mobility patterns and parking strategy; how can mobility

changes help businesses improve and thrive? Will travelers of all modes experience reasonable travel times, safety and comfort?

As part of future studies, the existing traffic counts should be reviewed to further establish current travel patterns and network capacities. Capacity should be balanced across both the street network and the modes. Bus/bike lanes and other design proposals need to be tested for feasibility. The potential impacts of I-66 HOT lanes must also be considered.

Recommended Interim Steps:

1. Conduct additional studies to refine the vision for transportation and streetscape improvements (in conjunction with land use planning).
2. Establish working relationship with VDOT on Lee Highway planning issues.
3. Pursue VDOT / County street design standards for walkable contexts, particularly for mixed-use nodes.
4. Implement incremental transportation and streetscape improvements according to the vision (as opportunities arise). Corridor transportation projects or initiatives to further the community vision could include:
 - As corridor intersection or streetscape projects are introduced along the corridor, seek ways to enhance walkability, by creating continuous, unobstructed sidewalks, by undergrounding power lines, and by including street trees. The use of structural soils or other similar planting techniques to ensure healthy tree growth in urban conditions should be investigated.
 - Explore the implementation of textured paving (including as "safety strips" for central turn lanes) to help manage motor vehicle speed in highly walkable, mixed-use nodes. Rough, textured pavers permit maneuverability yet discourage fast travel.
 - Seek opportunities to connect parallel bike routes.
 - Explore the feasibility of dedicated bus/bike lanes (east of I-66, where the existing street has six travel lanes.)
 - Seek transit upgrades, such as creating/ enhancing bus stops, and increasing frequency and routes.
 - Improve walkability around East Fall Church metro station by managing vehicle speeds and enhance pedestrian ways.
 - Synchronize traffic signals to improve flow;

investigate use of adaptive control that changes signal timing based on actual traffic demand.

Long-Term Goals:

1. Implement corridor-wide street design overhaul based on new street design standards and desired land use context/character.
2. Implement enhanced bike and transit facilities. Options include bus/bike lanes on Lee Highway and/or a dedicated transitway plus a protected bike lane through the corridor.
3. Continue to seek transit upgrades: explore implementation of a shuttle to Metro, Bus Rapid Transit, and/or dedicated transit lanes.
4. Add new street network connections in conjunction with new development.

Street Design & Transportation Improvements VISION PRINCIPLES

In the future, the Lee Highway Corridor will...

... be “Complete”, with safe access for pedestrians, cyclists, transit riders, and drivers, as well as improved streetscape design.

Recent and Ongoing Multimodal Transportation Planning Initiatives

Implementing the multimodal vision for Lee Highway will require planning and coordination between the County, VDOT and community. Several recently completed and ongoing initiatives will be helpful:

DPRT/VDOT Multimodal System Design Guidelines

Local governments throughout Virginia are increasingly prioritizing multimodal investments. To aid local governments, the Virginia Department of Rail and Public Transportation developed the *Multimodal System Design Guidelines*, a framework for multimodal planning at the regional, local and corridor scale.

These Guidelines can be helpful as the County moves forward with additional detailed design for the Lee Highway corridor. The Guidelines are a significant improvement in planning, designing and building multimodal facilities in Virginia, offering new terms for defining context adjacent to streets, as well as the design elements for individual streets and blocks. The Guidelines make possible a harmonization of definitions between the Lee Highway vision and the emerging VDOT multimodal design practice, helping to resolve differences in design terminology that can hinder progress.

The Guidelines designate Multimodal Centers and Corridors as either “Through Movement” or “Placemaking” in function, with important differences in design for the various modes. The County, VDOT, and community will need to work in a collaborative way through future detailed planning to designate the functionality of Lee Highway. Arlington is

a prime candidate for testing the new Guidelines, given the dynamic land development environment and the transportation diversity that exists already.

Arlington County Transportation Planning

In 2015, Arlington County commenced a *Multimodal Needs Assessment* for the portion of Lee Highway between Spout Run Parkway and North Lexington Street. The assessment provides a summary of existing conditions and a strengths, weaknesses, opportunities, and threats (SWOT) analysis that informed the visioning study. In addition, the assessment identifies potential near term improvements that can be implemented immediately as well as longer-term improvements that can be undertaken in coordination with the corridor vision.

Arlington’s *Transit Development Plan* is a 10-year plan for transit service currently underway, analyzing existing transit service and recommending future improvements. This Plan is important because it provides a foundation for requests for state funding that makes transit improvement viable. Recommended improvements for Lee Highway include improved frequency and changes/improvements to existing bus routes to better serve the community. These proposed improvements are important to make transit a reliable, convenient choice for more users.

As the corridor vision for land use and zoning is refined and implemented, additional transit upgrades such as Bus Rapid Transit (BRT) systems can also be evaluated to fit the changing context.

Community Open Spaces & Gathering Places

Planning Considerations:

Arlington County is currently undertaking an update to a county-wide Public Spaces Master Plan that provides an opportunity for the Lee Highway corridor to define a new vision (Vision Principles Section) for community open spaces and public gathering places. Key to any vision is the definition of actions for implementation. Considerations for implementation include input from the Public Spaces Master Plan (PSMP) as to the trends and lifestyle needs for open space and public gathering space within the Lee Highway corridor. Input may be in the form of additional public participation feedback; online engagement, and/or statistically valid survey results. This information should be compared to results of public engagement feedback received during this visioning process for the corridor. Additional considerations should include alignment of Lee Highway corridor recommendations with any county-wide public spaces access or public and private design standards developed as part of the PSMP as well as recommendations of implementation strategies which may include capital investment guidelines, prioritization and partnerships.

In coordination with on-going county-wide initiatives, recommendations have been developed to supplement current public spaces planning by the County and grouped into interim and long-term actions. Interim steps are consistent with current standards and public feedback, while long-term actions are to be evaluated upon approval of the PSMP and on a regular basis with public input, for refinement of goals.

Recommended Interim Steps:

Recommended Interim actions are developed to achieve two initiatives: alignment with current County requirements or goals; and implementation of community goals specific to the Lee Highway corridor area. These actions include the following:

1. Apply County-wide goal for access to public spaces per ongoing planning initiatives.
2. Develop and implement “tactical urbanism” temporary demonstration projects where appropriate (see next page).
3. Develop opportunities for art in public spaces.
4. Develop one signature new public space that includes community gathering space within the corridor.

Community Open Spaces & Gathering Places VISION PRINCIPLES

In the future, the Lee Highway Corridor will...

...include additional community open spaces and gathering places to support growth in mixed-use nodes.

...feature new community spaces that are integrated into walk/bike networks.

Long-Term Goals:

Long-Term actions advance corridor specific goals that exceed existing County-wide requirements or goals. As long-term actions, implementation of each should be coordinated with future County initiatives and guiding documents for consistency and revised accordingly with public input. These long-term actions include:

1. Implement an advanced goal of creating a walkable and bikeable network of public spaces within 1/4 mile of each residence outside mixed-use nodes and within 1/8 mile within mixed-use nodes.
2. Provide new social gathering spaces at each mixed-use node (at least five signature spaces along the corridor).
3. Balance outdoor/indoor activity spaces with passive needs and priorities of the community.

Tactical Urbanism

While significant public and private investment may be needed to completely transform the public realm along Lee Highway, building momentum in the short-term doesn't require large amounts of funding. Tactical urbanism projects are low-cost, temporary installations that can help the community experience the benefits of potential future improvements and test ideas while building momentum toward achieving the vision. Often tactical urbanism projects are grassroots efforts initiated by local community or advocacy groups to test ideas and demonstrate the impacts of public space design interventions.

Municipalities and citizen groups across the country are experimenting with many types of tactical urbanism installations, including temporary street design and open space projects. This page contains some examples of open space projects that could be applicable along Lee Highway.



A temporary pop-up park and community garden space
<http://assets.justice.vic.gov.au/ccp/resources/69dbafa1-e2f1-46a1-953c-d2d01b7300c4/popupparkdandennonggarden.jpg>



An on-street parking space turned into an outdoor library and social gathering space (Dallas, TX)
www.parkingdaydallas.org/wp-content/uploads/2013/09/03.jpg



A parklet in a temporary/transition lot along a busy street. Contains shaded seating, bike racks, food and landscaping (Minneapolis, MN)
http://media.bizj.us/view/img/3258101/img1227*750xx3264-1841-0-0.jpg



A parklet with outdoor seating, bike racks and landscaping (Raleigh, NC)
https://c1.staticflickr.com/1/764/21138083518_d2f78fb57c_c.jpg

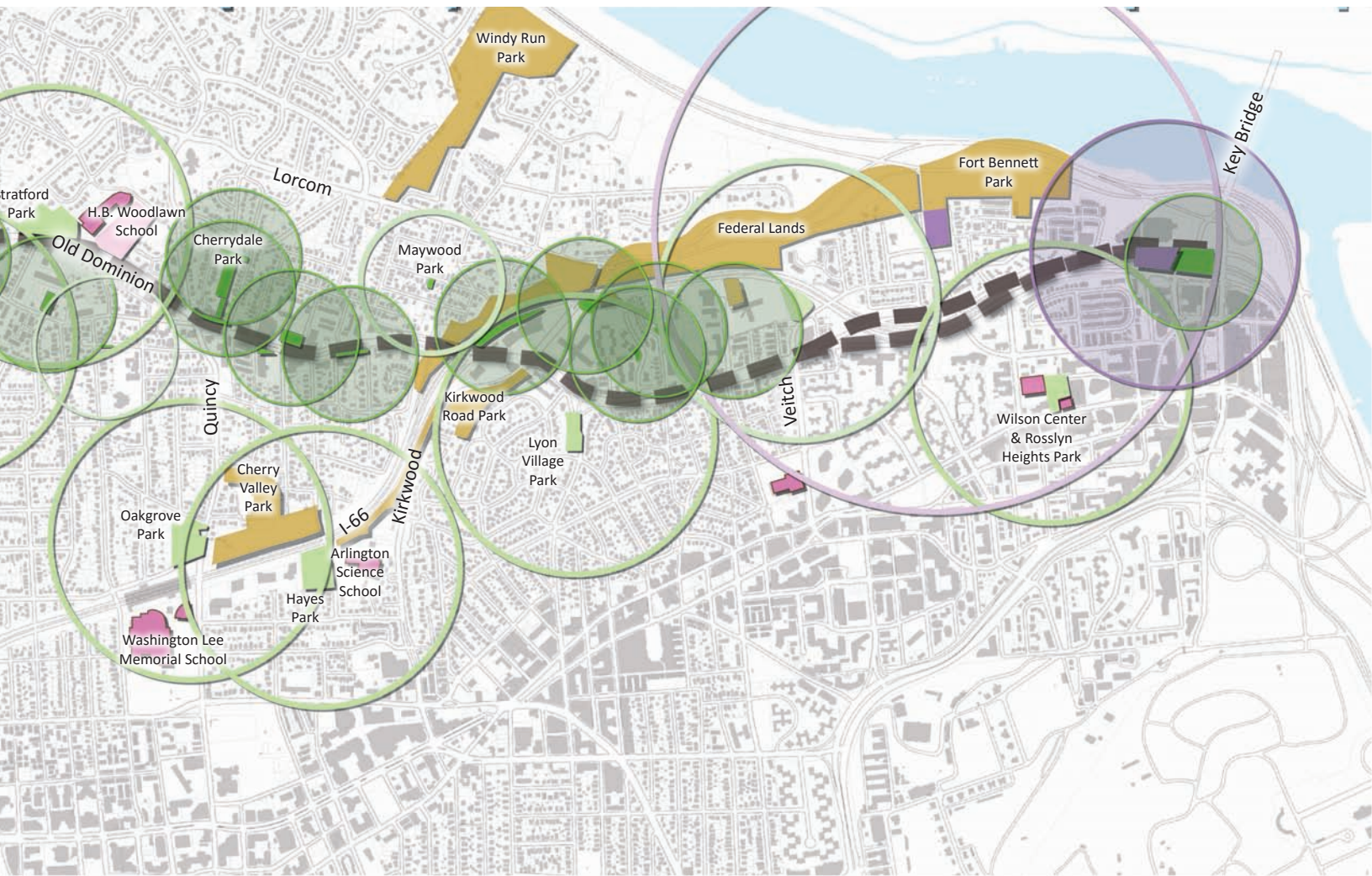


Temporary seating and pop-up park in a vacant lot
<http://archive.avenuecalgary.com/files/articles/popupcomplete.jpg>



ACCESS TO PARKS AND GATHERING SPACES. The community vision includes new parks and open spaces in the Lee Highway corridor. Ongoing planning initiatives to define a County-wide access goal can be expanded upon in the Lee Highway corridor to include access to public park spaces within 1/4 mile of each residence and an even more walkable 1/8 mile access within mixed-use nodes.

The above map expands upon the analysis diagram shown on page 38 to include access circles of 1/8 mile radius (2 to 3 minute walk to social/gathering spaces); 1/4 mile radius (5 minute walk to neighborhood parks); and 1/2 mile radius (10 minute walk to community spaces) around existing and proposed open spaces, to visualize the extent of coverage within the corridor. The locations and shapes of new open spaces drawn in illustrative site studies have also been incorporated.



Mix Of Housing Choices, Local Businesses & Economic Vitality

Planning Considerations:

Mix of Housing Choices

The Lee Highway Corridor and Arlington County as a whole both suffer from high rents and home prices that preclude access to affordable housing for large segments of the county's population. Some of the factors contributing to this lack of affordable housing include:

- An imbalance between supply and demand that has bid up rents and prices.
- High land and development costs.
- Limited availability of developable sites.
- Zoning and density restrictions that limit the diversity of housing choices for seniors seeking to downsize in the neighborhood, young families and moderate-income households.

During pre-charrette interviews, housing advocates referenced the recently adopted the Affordable Housing Master Plan which enumerates several key tools for development of affordable housing (see details page 73). Four are particularly appropriate for the Lee Highway corridor: zoning provisions that affordable housing units be provided in exchange for increased density; County investment through the Affordable Housing Investment Fund (AHIF) in concert with Federal and State funding; low-cost lease of County-owned non-park properties; and accessory dwellings. Also possible would be zoning provisions that allow small multi-family buildings (e.g., two to four units) in single-family neighborhoods.

Local Businesses

The concentration of purchasing power in the Lee Highway corridor and surrounding neighborhoods supports a vibrant retail market with low vacancies and increasing rents. Small local businesses represent a majority of the corridor's retail and service businesses, many of which are concentrated in small shopping centers and freestanding buildings. The community has expressed strong interest in maintaining local retailers and their unique character. However, some stakeholders report that high rents are increasingly constraining their ability to remain in the corridor. Many small, local businesses cannot afford the rents of \$60 per square foot or more paid by national retailers such as Starbucks and Chipotle, particularly in their early years. The development costs typically inherent in new mixed-use developments may exacerbate rent pressures in the corridor.

Some community members have recommended developing a strategy for supporting local businesses aimed

at reducing local retailers' cost of occupancy through lower rents, renovation costs and/or taxes.

Another approach would focus on helping local businesses to better compete for residents' expenditures by improving access for their customers. Concentration of new housing and retail uses in nodes designed for walkability, bikeability and transit service will provide new customers and an environment that encourages them to frequent nearby businesses.

Public/private garages to provide adequate parking for local retailers with site constraints would respond to concerns voiced by both retailers and residents. Also important is the inclusion of some limited number of "teaser" parking spaces in front of retailers that give shoppers the feeling of easy parking.

Shop Local campaigns encourage area residents to patronize locally owned businesses. The Austin Independent Business Alliance launched a "Keep Austin Weird" program to educate the area's residents as to the economic benefits of retaining locally owned businesses and keeping their retail dollars local.

Some communities use zoning and other legislative actions to constrain "formula retail", capping store sizes and/or making chain retail subject to store size caps. In addition to promoting smaller businesses, this could limit the need for oversized parking areas associated with big box retail as well as the problem of reuse when a store closes. More research will be needed to implement this idea; caps on retail space size may not be possible in Virginia due to the Dillon Rule which strictly limits the powers of local governments. Regulations will need to be carefully calibrated to get the desired results. There are now some urban models of big box retailers that could meet consumer demand without damaging other Lee Highway retailers (because there aren't many shoppers goods retailers) and could help to activate one of the mixed-use nodes. Rockville, MD adopted legislation in 2000 that could be referenced as an example; this ordinance blocks new stores of more than 65,000 sf and requires compliance with siting and design guidelines for stores of 25,000sf to 65,000sf.

Transfers of Development Rights (TDRs) allow property owners to shift their development rights by selling those rights to a developer with a different site. TDRs support historic preservation by allowing owners to benefit from the value of new development without demolishing the historic structure. A similar program could be developed

Mix Of Housing Choices, Local Businesses & Economic Vitality VISION PRINCIPLES

In the future, the Lee Highway Corridor will...

...feature an improved appearance and functionality; however, that should not come at the expense of affordability, for both housing as well as local businesses.

...maintain economic vitality by encouraging a diverse mix of services and destinations, and by utilizing innovative economic development strategies.

“Ideally, Lee Highway would be redeveloped with mixed-income developments for all types of residents. For multi-family developments that affect school growth, coordination would be necessary with Arlington Public Schools.”

“And without new housing forms it will be difficult to age in community”

Affordable Housing Master Plan

The County Board recently adopted the Affordable Housing Master Plan guided by the following vision:

“Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.”

Six affordable housing principles guide the Master Plan:

1. Housing affordability is essential to achieving Arlington’s vision.
2. Arlington County government will take a leadership role in addressing the community’s housing needs.
3. A range of housing options should be available throughout the County affordable to persons of all income levels and needs.
4. No one should be homeless.
5. Housing discrimination should not exist in Arlington.
6. Affordable housing should be safe and decent.

Based on future demographic and current needs analysis, the Master Plan projected a need for 15,800 additional committed affordable units to meet the housing needs of all county renter households with incomes at or below 60 percent of Area Median Income (AMI). In 2015, 60% of AMI is \$65,500 for a family of four or \$45,900 for a single individual.

In keeping with Principle #3 that a range of housing options should be available throughout the County, the Master Plan recommends that the Lee Highway/ East Falls Church corridor accommodate 11 percent of committed affordable units by 2040 or 2,500 units, up from 266 committed affordable units today. **To meet the affordable housing goal, the Lee Highway Corridor will need to add 2,234 units over the next 25 years.**

to allow owners of small-scale retail properties to generate income in exchange for commitments to lease to local businesses. TDR programs depend on identifying desirable sites that could accommodate new development at higher densities and predicating that higher density on the purchase of TDRs. Such a program would require careful formulation. To the extent that it captures the value of increased density to reduce retail rents, it could divert resources otherwise earmarked for affordable housing.

Economic Vitality

Beyond strategies to support local retailers, the community's goals for economic vitality and sustainability call for encouraging continual reinvestment and supporting the growth of new industry in the corridor.

Maintaining a corridor's economic vitality and future business opportunities typically requires a continual flow of reinvestment to upgrade or replace obsolescent structures and respond to the needs of new businesses. For some of the Corridor's smaller properties, redevelopment to offer upgraded retail spaces is constrained, in part, by the complexity and cost of the site plan approval process. Local developers and property owners report that site plan approval typically costs a minimum of \$700,000 for attorney, architect and engineering fees. For a small property of an acre or two, development economics prohibit that scale of up-front expenditure. Such small properties represent a significant portion of the Corridor's commercial frontage given the shallow property depths. Long-term redevelopment of small properties along the corridor will require changes in the development approval process, the zoning code and/or the General Land Use Plan.

Financing and other incentives can help local businesses and property owners to improve the appearance and functionality of their facilities, contributing to a more attractive and sustainable corridor. The District of Columbia's Great Streets program that focuses on commercial corridors provides small business capital improvement grants to retail and service businesses (excluding liquor stores, nightclubs, bars, banks and hotels). Grants are awarded for building renovation and/or equipment up to a maximum of \$85,000. The grant selection criteria include prior operating business experience, financial viability and market support as well as commitments to create new jobs for District residents and use District-based contractors and businesses.

Other approaches to help diversify and grow the economy include partnerships with local universities, small business incubators and creation of "maker" spaces.

Arlington is developing a growing base of start-ups and other small businesses with TechShop, WeWorks, 1776 and other co-working opportunities. To date, that activity has focused in Crystal City, taking advantage of the available office space, the concentration of young entrepreneurs and workers, and Metro access. Lee Highway may be able to attract small businesses with development of "maker" spaces for businesses as they mature and no longer need to share equipment and facilities.

"Maker" spaces intended for small manufacturers are emerging as an important opportunity for reuse of older industrial and commercial spaces. Flexible spaces, often with shared equipment, have great appeal for start-up companies in 3-D printing, fashion and design, jewelry, food preparation, carpentry and other crafts. Lee Highway has a few properties that would be suitable for maker use, and more may become available as new retail spaces are developed in the walkable nodes; however, the properties available now are limited in number and commercial rents are relatively high.

Some jurisdictions are helping to nurture the maker economy by branding and marketing locally manufactured goods. SFMade, a non-profit organization founded in 2010 to promote San Francisco's manufacturing sector, created a nationally recognized local brand platform that promotes consumer awareness of products made locally by 400 San Francisco-based manufacturers. It publishes and distributes a free Discover Locally Made map that shows the locations of more than 70 retailers that sell goods produced by SFMade members. In Washington, the Think Local First organization has undertaken a Made in DC initiative to promote locally made products.

Recommended Interim Steps

Mix of Housing Choices

1. The County and its non-profit partners should proceed with efforts to implement the Affordable Housing Master Plan, seeking suitable sites for affordable housing development and inclusion of affordable units in new developments. That effort should begin with an educational effort to inform residents about available tools, the need for changes in zoning and the GLUP, and the contributions those changes could make toward meeting the community goal of offering a mix of housing choices.
2. Potential development sites for affordable housing and/or mixed-income housing should be sought. They could include:
 - Parking lots and other land owned by non-profit affordable housing developers.
 - Property owned by churches or other faith-based organizations.
 - County-owned non-park sites, including those that might be acquired from the Virginia Hospital Center.
3. Zoning revisions allowing additional density at key development nodes would enhance the feasibility of developing these sites. A larger number of permitted units allows spreading the costs associated with land, infrastructure and development approvals over a larger project, reducing the per-unit costs of development.
4. Depending on the zoning mechanisms used to create the concentrated development nodes, the site plan approval process would create the opportunity to require new developments to include affordable units on site. For other properties where the zoning would allow matter-of-right development, new legislation or changes in the zoning code or the GLUP may be needed to assure that affordable housing units are provided by developments that benefit from increased density.
7. Local independent businesses should explore interest in starting a Shop Local campaign for Arlington and/or Lee Highway.
8. The County should evaluate the need and potential efficacy of using Transfers of Development Rights to support small businesses that want to retain their existing buildings while still benefiting from future development opportunities.

Economic Vitality

9. The County and LHA should pursue plan changes and infrastructure investments needed to support mixed-use development focused in walkable nodes.
10. The County and developers should explore alternative approaches to streamline the development approvals process to address the needs of small property owners unable to afford to participate in the site review process.
11. The County should explore the need for direct business assistance for façade improvements and evaluate alternative financing and other incentives.
12. The County and LHA should explore the creation of a public-private partnership to undertake further planning and implement the vision for Lee Highway. The Columbia Pike Revitalization Organization (CPRO), a coalition of businesses, civic associations, property owners, and Arlington County that have been working to plan and implement the vision for revitalization of Columbia Pike, could be used as a model.

Long-Term Goals

1. Reach the Affordable Housing Master Plan goal of 2,500 affordable units in the Corridor by 2040.
2. Develop concentrated nodes of higher-density mixed-use environments with enhanced connections to surrounding neighborhoods.
3. Create and implement strategies for local business retention.
4. Increase economic vitality through County-wide initiatives to diversify the local economy and corridor-level strategies to reduce regulatory barriers to redevelopment.

Local Businesses

5. The County should evaluate the potential pros and cons of a new legislative initiative to encourage leasing to local businesses a portion of new retail space in new developments that benefit from increased density.
6. Private landowners and retailers should work with the County to identify the need and opportunity for public/private development of a parking garage to support Corridor businesses.