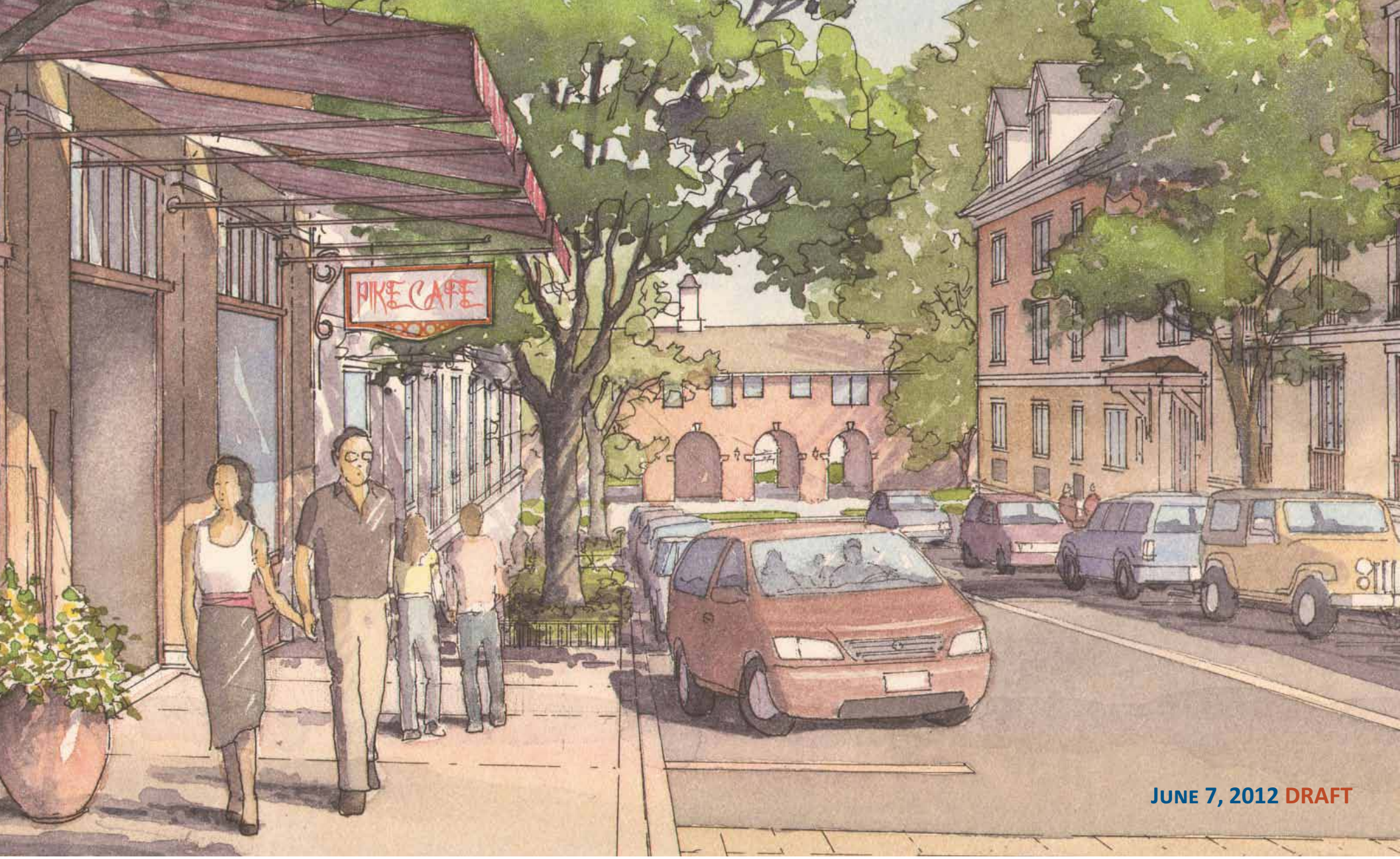


JUNE 7, 2012 DRAFT

COLUMBIA PIKE NEIGHBORHOODS AREA PLAN

COLUMBIA PIKE
NEIGHBORHOODS
AREA PLAN
the next step in the Land Use & Housing Study

CONSULTANT TEAM:

Dover, Kohl & Partners
town planning
1571 Sunset Drive
Coral Gables, FL 33143
www.doverkohl.com

Ferrell Madden
town planning & form-based code
19 14th Street, SE
Washington, DC 20003
www.ferrell-madden.com

Partners for Economic Solutions
economic analysis
349 Cedar Street, NW
Washington, DC 20012
www.pesconsult.com

AECOM
transportation planning
150 North Orange Avenue
Suite 200
Orlando, FL 32801
www.aecom.com

AECOM
parks and open space
222 Clematis Street
Suite 200
West Palm Beach, FL 33401
www.aecom.com

IN CONSULTATION WITH THE COLUMBIA PIKE LAND USE & HOUSING STUDY WORKING GROUP AND PLENARY GROUP

WORKING GROUP MEMBERS:

Inta Malis, Working Group Chair
Reid Goldstein
Nina Janopaul
Takis Karantonis
Dave Leibson
Kathleen McSweeney

Arlington County Staff
Bob Brosnan
John Chadwick (APS)
David Cristeal
Alex Iams
Matt Mattauszek
Marc McCauley
Jennifer Smith
Stephen Wade
Claude Williamson

ADDITIONAL STAFF TEAM MEMBERS:

Richard Hartman
Bethany Heim
Michael Leventhal

PLENARY GROUP MEMBERS:

Alcova Heights – Bob Williams
Elly Merica (alt.)
Arlington Heights – Stacey Whyte
Arlington View – Gene Hubbard
Lynn Durbin (alt.)
Tom Barlow (alt.)
Barcroft – Dick Dendy
Elizabeth Karl (alt.)
Columbia Forest – Eileen Kenna
Columbia Heights – Ed Miltenberger
Columbia Heights West – Linley Mancilla
Genelle Schuler (alt.)
Douglas Park – Linda Dye
John Snyder (alt.)
Reid Goldstein
Forest Glen – Gary Montante
Paul Lansing (alt.)
Foxcroft Heights – John Moran
Penrose – Stefanie Pryor
Andrew Moore (alt.)
Darcey Cuffman (alt.)

Tenants
Claudia Torres
Yvette Morris

Columbia Pike Revitalization Organization
Takis Karantonis

Planning Commission
Inta Malis
Steve Cole (alt.)

Housing Commission
Kathleen McSweeney

Historical Affairs & Landmark Review Board
Joan Lawrence
Nancy Iacomini (Former HALRB)

Transportation Commission
Bill Gearhart

Parks & Recreation Commission
Brian Coyne
Chris Hulett (alt.)

Major Property Owners
Guy Gotts (Reinsch Properties)

Major Developers
Nina Janopaul (APAH)
Mark Silverwood (Silverwood Associates, Inc)

BRAVO
Charles Rinker
Dennis Jaffe (alt.)

Alliance for Housing Solutions
Stuart Raynor
Mary Rouleau (alt.)

At Large – Housing Policy
Dave Leibson

Prepared for
Arlington County,
Virginia

ARLINGTON
VIRGINIA

DOVER, KOHL & PARTNERS
town planning

JUNE 7, 2012 DRAFT

Contents

Executive Summary

Chapter 1 Introduction

Chapter 2 Process

Chapter 3 Vision

Chapter 4 Policies

Chapter 5 Implementation

Purpose of the Columbia Pike Neighborhoods Area Plan

In the late 1990s, Arlington County embarked on a planning process called the Columbia Pike Initiative (CPI) to encourage revitalization and build a safer, cleaner, more competitive and vibrant Columbia Pike community. At that time the Pike had not seen much new development or reinvestment. Limitations caused by existing zoning and development regulations had continually deterred development along the once vibrant corridor. The Columbia Pike Redevelopment Organization (CPRO) was established to oversee revitalization efforts in collaboration with the County. These initial planning efforts focused on the commercial centers (called the Revitalization District Nodes), resulting in a Form Based Code (FBC) that has encouraged new pedestrian-oriented, mixed-use development as envisioned by the Columbia Pike Initiative Plan. The Code has helped to unlock development potential, and public and private reinvestment in the area over the past decade is helping to transform the Pike.

In 2008, the County Board issued a charge to begin work on phase 2 of the Columbia Pike Initiative, a Land Use and Housing Study to plan for the primarily multi-family residential areas located between the mixed-use nodes. The purpose of the study is to create a comprehensive future vision and plan to guide public and private investment coming to the Pike over the next 30 years, and, importantly, sustaining a supply of housing to serve a community with a broad mix of incomes. The value of creating a plan is that it can proactively work to achieve these desired outcomes, which may not otherwise happen relying purely on market forces and incremental decisions. This comprehensive plan is intrinsically distinct from other planning studies completed to date for Arlington's commercial and transit corridors whereby the scope of the study focused primarily on residential areas and set out to achieve a very challenging objective of preserving significant amounts of existing market rate affordable housing.

To ensure participation and feedback from the community during the planning process, a Plenary Group comprised of residents, property owners, community leaders and key stakeholders was established to provide input as various plan concepts and ideas emerged. There is also a Working Group, comprised of members of County staff and a smaller subset of the Plenary Group, who were tasked with the review and analysis of key issues, and to formulate working recommendations that would be presented to the Plenary Group and the larger community for feedback at key milestones throughout the process.

At an early stage in the process, the Working Group established three major guiding principles to direct their work: 1) develop a Plan that maintains a range of housing stock that will support the culturally and economically diverse character that has come to define Columbia Pike, that makes Columbia Pike unique, and that distinguishes it from other neighborhoods in Arlington; 2) endeavor to expand the use of Form Based Code; and 3) include goals for which we may not yet have identified tools, as well as take into account the wide range of current County policy goals and objectives.

In the course of developing seven overall goals to guide the study, an ambitious affordable housing preservation goal was established. A survey of the housing stock in the study area determined that currently the housing stock includes 2,900 market rate units affordable at 60% of Area Median Income and 3,200 market rate units at 80% of Area Median Income (AMI). A goal was set to preserve 100% of the 60% of the AMI units and 50% of the 80% of the AMI units. From there, study participants set out to create a Plan that would achieve physical revitalization through form improvements while preserving the existing affordability of the community.

GOALS OF THE PLAN*

1. Foster a healthy, diverse community with high quality of life along the Pike.

2. Stabilize and strengthen single-family and multi-family neighborhoods and support established concepts of vibrant, economically-strong mixed-use commercial centers.

3. Improve existing housing stock and expand housing options to achieve a housing mix that serves diverse households, preserves affordability for current and future residents, and supports the adopted Housing Goals and Targets and the CP Initiative.

4. Create a safe, pedestrian-friendly and multi-modal corridor with attractive and tree-lined streetscapes and seamless linkages between neighborhoods, to the commercial centers, and to the region.

5. Preserve neighborhood character, historic buildings and tree canopy.

6. Enhance urban design and architectural features to improve the Pike's identity and maintain compatible transitions between the neighborhoods and commercial centers.

7. Incorporate sustainable, energy efficient, "green" neighborhood and building design principles.

*The goals of the plan were established by the Plenary Group at the onset of the planning process. Each goal has specific objectives detailed in Chapter 1.

The Vision and Form of Development: The Plan seeks to balance a range of housing affordability, improved forms of buildings and open spaces, and the preservation of historically significant buildings. The result is a comprehensive vision that targets redevelopment along the Columbia Pike frontages and areas further off the Pike in the eastern and western sections. Building conservation areas are also designated for several well-established apartment and condominium complexes, which include significant supply of market rate affordable housing, open space, and mature trees and the existing form of development is preferred.

The Urban Form Vision Map establishes new building heights ranging from three to ten stories, and there are four building frontage types proposed.
The overall goal is to create new infill development as part of a walkable, transit-oriented community. New streets and bicycle connections, particularly running east and west, offer more circulation options for neighborhoods and make traveling along the Pike safer and more pleasant. Wider sidewalks, residential buildings set back from the sidewalk, and more trees will provide a boulevard experience that will be a contrast to the commercial areas. The zoning tool to implement these changes will be new Form Based Code tailored to residential buildings, which will provide bonus density as in incentive to build according to the vision.
In the end this new development will bring more residents to help support and sustain existing businesses and to attract new ones, creating a community where residents can finds goods and services close at hand.

Affordable Housing: The study required a significant economic analysis to establish an appropriate level of incentive to attract property owners to development options that includes an ambitious affordable housing program. Based on a full assessment of land values, rent levels, construction costs, and other economic factors, an affordable housing unit requirement was established that would help meet the housing goal of the Plan. The affordable housing contribution, a 20% increment on the net new density above the existing zoning limits, is applied for all properties developing under the FBC. Additionally, a property owner can choose to fulfill the affordable housing requirement by retaining some portion of the existing buildings, provided they are sufficiently renovated and dedicated as committed affordable housing. The required increment for this option is the number of units equivalent to 25% on the net new density.

Additional affordable housing can be achieved through an array of tools that are being offered. Once a property owner provides the minimum affordable housing contribution and fulfills tenant relocation obligations, a set of optional tools will be available at a property owner's discretion. These tools include a number that are commonly used today by affordable housing developers, such as the Affordable Housing Investment Fund (AHIF) and low-income housing tax credits. However, in order to achieve the magnitude of affordable housing in this plan additional new strategies and tools are required. New tools described in the Plan will be offered to preserve affordability and renovate existing housing through loan programs, tax exemptions, parking incentives, and the right of first refusal for the County to possibly acquire more units. In addition, working strategically with affordable housing partners will yield projects with additional housing across a wider range of income levels. A separate Tools Technical Report supplements the Plan recommendations outlined in Chapter 5 and provides additional documentation on the various housing tools considered.

As the plan is implemented it is expected that the Pike will add about 10,000 new housing units. The majority of this housing will be provided at prevailing market rates, but the Plan ensures that a supply of affordable housing will be maintained in each subarea of the Pike. While there are varying quantities of affordable housing in each subarea today, the Plan proposes to change the mix and distribution in the future. A Plan goal is to facilitate a wider mix of incomes in each subarea. Reflecting an overarching principle among Working Group members, the study attempts to ensure that everyone who lives on Columbia Pike today will continue to have a home here and will be able to enjoy the benefits of the community's new vision.

Finally, this plan identifies the necessary action steps for implementing the Neighborhoods Area Plan. These steps are generally organized by the following categories: Plan Adoption, Comprehensive Plan Amendments, Zoning Ordinance Amendments, Housing Tools, and Other Supporting Recommendations.

Subarea I (Western Pike)

The western portion of the Columbia Pike Neighborhoods Area Plan is a mix of rental apartment buildings of various vintages and several condominiums. Heights vary widely, with a handful of nine and ten story buildings close to the Pike, as well as many two and three story garden apartments and townhouses to the north. The area contains large blocks and a lack of east-west road connections running parallel to the Pike. While there is an abundance of open space centered around the Four Mile Run to the east and the Glencarlyn Park to the north, there is a lack of connectivity to this green space. An examination of topography reveals many steep areas which break up the neighborhood and partially explains the disconnected form of existing development.

The urban form vision for this area seeks to stitch together these disconnected areas with new pedestrian and vehicular connections as well as new open spaces in strategic locations. These connections can be a benefit to the community achieved through redevelopment. New mixed use buildings could occur adjacent to the Revitalization District Nodes, with the balance of new development being residential of varying densities. The greatest density is envisioned to be possible along the Pike, compatible with the existing taller buildings found there, decreasing as one moves further into the neighborhoods. New development according to the Plan will follow form-based regulations for massing, height, and relationship of buildings (and parking) to the street, to achieve community goals for walkability and sustainable urban form.

Existing Conditions, Arbor Heights Apartments

Phase I - Initial improvements to site infrastructure

Final Phase - Partial redevelopment of the site can frame the new public space

Subarea II (Central Pike)

The central portion of the Columbia Pike Neighborhoods Area Plan is dominated by several large rental garden apartments complexes, such as Barcroft and Westmont Gardens. The heights of most existing buildings are three to four stories, however the towers forming The Brittany Condominium are up to fourteen stories. The area lies between three Revitalization District Nodes. The central area is characterized by large blocks and missing street connections, particularly around Doctor's Branch Park. This park, along with nearby Four Mile Run to the west and Barcroft Park to the southwest serve as easily accessible recreational areas for residents. Steep topography is mostly concentrated within the park spaces, but also creates a few challenging building sites within the Barcroft Apartments. Many other areas sit on relatively flat land.

The urban form vision for this area seeks to retain a large area with historic buildings, open spaces, trees, and affordable housing amidst appropriate redevelopment areas to achieve plan goals for affordable housing and an enhanced urban form. Much of the Barcroft complex is envisioned to remain preserved, in exchange for redevelopment at the edges where change would bring the greatest benefit to the public realm. For example, redevelopment of the northeastern corner of the Barcroft property adjacent to (and completing) the mixed-use Revitalization District Node is ideal for redevelopment, given its proximity to future transit and the possibility of enhancing the walkability of the Pike frontage. Other sites along the Pike are envisioned for redevelopment in an effort to best attain plan goals such as walkability, new street connectivity and public open spaces, an enhanced urban realm, and retention of affordable housing.

Existing Conditions

Phase I - Public infrastructure improvements such as the new streetcar, a widened sidewalk, pedestrian lighting and additional street trees

Final Phase - Private redevelopment can include high-quality building facades lining the Pike to replace parking lots and compliment public improvements

Subarea III (Eastern Pike)

The eastern portion of the Columbia Pike Neighborhoods Area Plan contains a great variety of building forms, including much taller (over ten stories) buildings surrounded by surface parking, and also neighborhoods with single-family detached homes. A relatively poor and disconnected street network forces most vehicular traffic onto Columbia Pike. No parallel east-west route exists in this location, causing a bottleneck of both local and through traffic. Flatter topography provides a greater opportunity for redevelopment in this area which could allow for more efficient use of the land. The Towers Park is located here, offering tennis courts, a basketball court, a playground, and other recreational facilities. Penrose Park, located nearby, offers additional recreational options within walking distance. The Army & Navy Country Club immediately to the south offers views of open green space from many of the area buildings, despite being closed to the general public.

The urban form vision for this area encourages infill and redevelopment of suburban building forms (buildings surrounded by parking) in a sustainable fashion, while accruing community benefits such as affordable housing, new street connections and open space. Potential building height in this area is greater than other areas of the Pike, compatible with the greater height of existing buildings, with a transition or step-down at the edges to existing single family neighborhoods. All new buildings will be street-oriented; coupled with smart street design, this will greatly enhance pedestrian and bike opportunities. A new central open space is envisioned for this area, to provide a central gathering space and recreational opportunity for existing and future residents. Fillmore Gardens and Arlington Village are similar to the Barcroft campus of buildings, open space, and affordable housing and are recommended to remain in their current form.

Existing Conditions, Dominion Plaza Apartments

Phase I - A new infill building defines the street edge

Final Phase - Additional infill or redevelopment transforms the public street space

Subarea IV (Foxcroft Heights)

Foxcroft Heights sits at the far eastern end of the Columbia Pike Neighborhoods Area Plan and within close proximity to the Pentagon, Arlington National Cemetery, and Myer-Henderson Hall. The neighborhood is small (around 15 acres) and made up mostly of rowhouses, single-family detached homes, and several small apartment buildings. The sixteen story Sheraton National Hotel sits at the southwestern corner of the neighborhood adjacent to Columbia Pike and Washington Boulevard. Though centrally located, Foxcroft Heights is relatively isolated due to its position between several large highways and federal facilities. There are excellent views across the Potomac River toward the District of Columbia from the Sheraton National Hotel. The existing Navy Annex building to the east is slated for demolition in the near future.

The majority of the Foxcroft Heights neighborhood, including all of the single-family homes and rowhouses along Ode and Oak Streets, is envisioned to remain in its current state as a conservation area and no redevelopment or infill incentives are proposed; individual property owners may continue to make changes to property in manners consistent with the existing zoning regulations. General improvements to streets throughout the neighborhood are recommended to help slow traffic and increase walkability, which may include new / widened sidewalks, street trees, and crosswalks which could be implemented through County programs such as the Neighborhood Conservation program. A new access road is envisioned to the east to provide a more direct connection from Columbia Pike to the Myer-Henderson Hall base and handle the vehicular trips to and from that area south toward the Pike. New mixed-use buildings are envisioned for the Pike frontage, to improve the pedestrian experience and may provide neighborhood-serving retail space with additional residential units. The scale and character of buildings on these sites would be in keeping with the architecture of the neighborhood yet offer a development pattern consistent with plans for other parts of the Columbia Pike frontage and meet other goals of the study including preservation of affordable housing.

Potential infill along the Columbia Pike frontage in Foxcroft Heights

Illustrative Master Plan

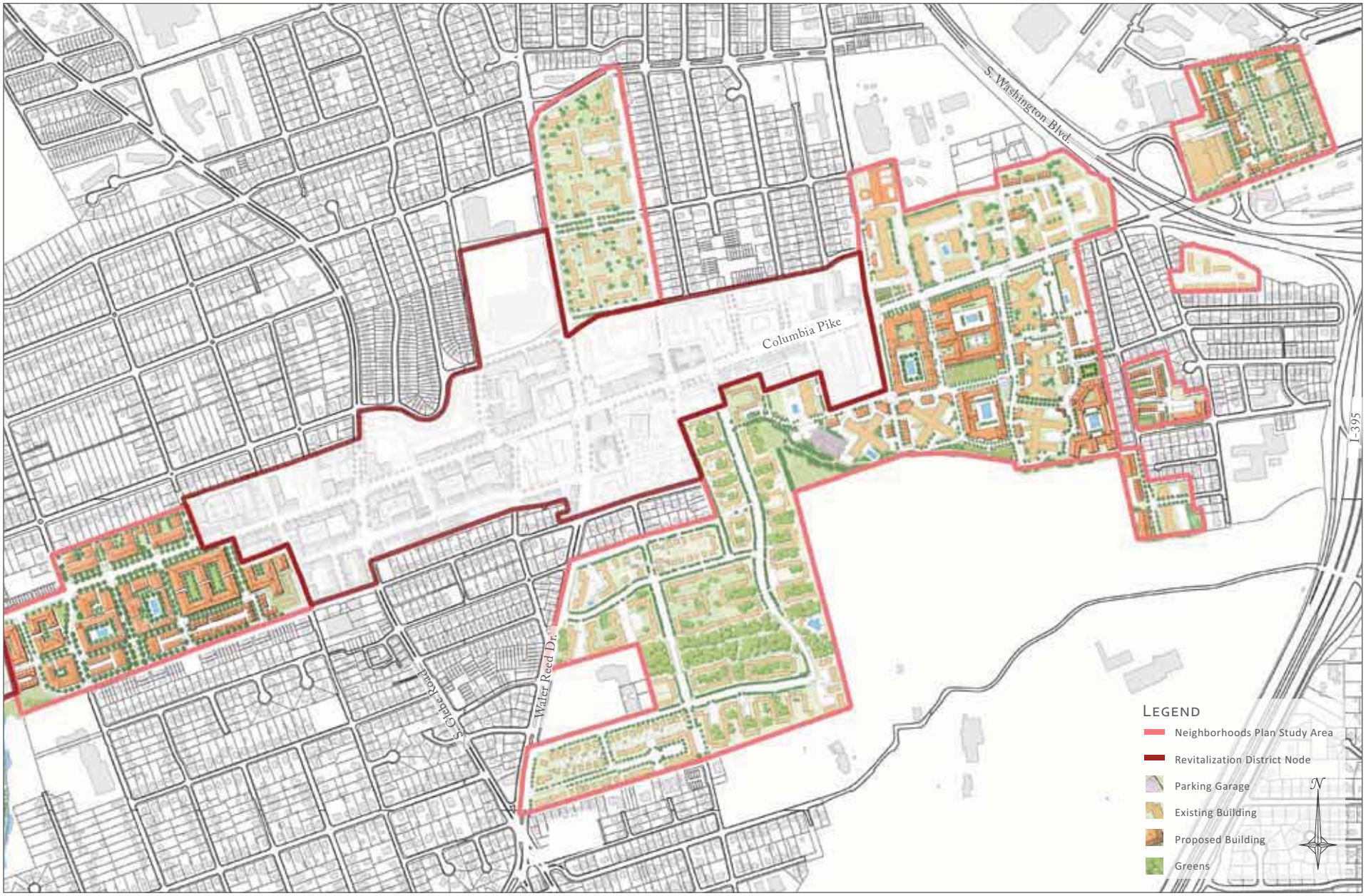
The Illustrative Master Plan synthesizes community ideas and depicts one way in which physical build-out of the study area could occur according to the policies and recommendations of the Columbia Pike Neighborhoods Area Plan.

Notes about the Illustrative Plan:

1. The Illustrative Plan identifies key opportunity parcels for potential redevelopment and conservation, and illustrates key planning concepts identified during the June 2011 charrette and refined thereafter. All ideas expressed in this plan are for illustrative purposes only, and represent conceptual ideas, and are not reflective of specific plans for individual properties. The physical configurations of any future redevelopment will be dependent upon the decisions of individual property owners to implement change according to the policies established by the Columbia Pike Neighborhoods Area Plan, and ultimately guided by development regulations in the Neighborhoods Area Form Based Code.

2. For Redevelopment areas, pursuant to the Urban Form Vision Map in this document, this Illustrative Plan shows sites with full redevelopment, sites with a mix of existing and new buildings, and other sites with only existing buildings. It is possible for sites shown with existing buildings to fully redevelop according to the policy recommendations and implementation tools described further in Chapter 4 and 5, however, it is not anticipated that redevelopment would occur in the near to mid-term.

Columbia Pike Illustrative Plan (Western Half)



Columbia Pike Illustrative Plan (Eastern Half)

Policy Recommendations

In order to realize the concepts and vision outlined in the Columbia Pike Neighborhoods Area Plan Document, a series of Policy Recommendations were established which provide recommendations and guidance for future decisions which will implement the vision.

Housing & Affordability

Existing Unit Preservation Policies (pg 4.9) and New Development Policies (pg 4.16)

The following policies are recommended to encourage preservation of existing affordable units and/or create new affordable units when redevelopment occurs:

H.1. Develop and adopt a package of financial incentives to support the Plan's affordable housing objectives including:

H.1.1 Pursue financial resources to supplement existing funding, primarily Affordable Housing Investment Fund (AHIF), for affordable housing.

H.1.2 Continue to refine criteria for and adopt tax incentives, such as partial tax exemptions for renovation and redevelopment.

H.1.3 Develop a new local funding program for energy efficiency improvements to existing housing units in exchange for commitments to maintain affordability.

H.2. Provide technical assistance to condominium associations to help owners address challenges to long-term financial viability.

H.3. Establish corridor-wide affordable housing incentives associated with bonus density commensurate with the development value created so that the plan does not accelerate redevelopment of existing housing.

H.4. Similar to the existing Form Based Code (FBC) for the Nodes, create a new FBC for the Neighborhoods Area Plan that streamlines the development process and accelerates approvals for projects that include affordable housing. Continue to lend technical and strategic assistance through the permitting process to avoid unnecessary and costly delays to property owners and developers who propose affordable housing.

H.5. Provide bonus density and other incentives including financial tools described above in exchange for provision of units affordable at 60 percent of the AMI, and units lower at 40% of the AMI or higher at 80% of the AMI, (for developments taking advantage of the FBC provisions to achieve higher density).

H.6. Encourage compatible infill development within existing multi-family residential complexes that commit to preserving some of their units at affordable rents.

H.7. Incentivize energy efficient and sustainable development that supports healthy living and minimizes long-term operating and maintenance costs.

H.8. Use Transfer of Development Rights (TDR) to preserve affordability (in conjunction with historic preservation, open space and other Neighborhoods Area Plan goals & objectives).

H.9. Evaluate opportunities in the future to develop affordable housing on sites owned by the County and faith-based institutions.

H.10. Evaluate options to retain and create ownership opportunities for households earning between 60% and 120% of the AMI.

Historic Preservation

(pg 4.18)

The following policies are recommended related to historic preservation:

HP.1. Increase awareness among property owners of available funding sources for the restoration of historic properties.

HP.2. Provide workshops for property owners on how to care for and appropriately renovate historic properties in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

HP.3. Provide incentives to retain and restore significant portions of historic properties, such as permitting greater density or height on other portions of the site.

HP.4. Allow for context-sensitive infill development. A Form Based approach can provide the armature for such infill within the context of the Form Based Code Regulating Plan.

HP.5. Create detailed architectural standards for new buildings on historic sites, integrated into the Form Based Code to ensure high-quality, predictable results are realized. These standards should be created in collaboration with the HALRB and other stakeholders.

HP.6. Use Transfer of Development Rights (TDR) and other financial tools to protect sites from redevelopment and maintain affordability.

Urban Form & Land Use

Building Height Policies (pg 4.28)

The following policies are recommended related to building height to encourage variation in building heights, adaptability, and flexibility for multiple unit types while retaining appropriate transitions to lower-density residential areas:

UF.1. Use a Form Based Code (FBC) to establish minimum and maximum heights (in stories, as shown through proposed building frontage types for each street frontage in relation to the street being fronted), to a minimum and maximum depth, respectively. Heights and development potential permitted under the Form Based Code are available to the extent objectives identified in this Plan area achieved including the creation of a more walkable environment, inclusion of affordable housing, the preservation of specified historic structures, and the incorporation of new public open space as indicated on the Regulating Plan.

UF.2. Designate select sites as eligible for an additional "bonus" height (in additional stories) to further assist with achievement of goals such as contributions for affordable housing or new open space either on-site or elsewhere in the corridor. Sites identified for "bonus" height should be designated as receiving sites to accommodate Transfer of Development Rights (TDR).

UF.3. Ensure that there are appropriate height limits for areas where new construction may be permitted adjacent to lower-height neighborhoods. A Form Based Code should include standards regarding step downs in height, step backs in massing, or minimum distances of separation (Neighborhood Manners).

Development Potential & Land Use Policies (pg 4.31)

The following policies are recommended related to development potential and land use:

UF.4. Use a Form Based Code (FBC) to establish the urban form of potential redevelopment sites in a compact, walkable pattern with increased connectivity to the mixed-use centers and neighborhoods. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.5. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.6. Designate locations for additional increases in height in exchange for achieving the Plan objectives via a FBC. Establish clear incentives and ex-

pectations for such increased development potential.

UF.7. Use Transfer of Development Rights (TDRs) to support affordable housing, historic preservation, green and energy efficient buildings, and open space goals. Designate receiving sites based on the four directives above.

UF.8. Work with school officials to ensure that all areas of Columbia Pike are adequately served by neighborhood schools and those schools are properly located in proximity to the changing population.

UF.9. Designate areas adjacent to or across the street from the existing FBC Nodes for new mixed-use buildings where ground floor retail or other commercial uses should be provided. This should be limited to those sites that would complement and complete the existing Nodes in terms of pedestrian connectivity, physical placemaking and urban design.

UF.10. Other than areas noted above to complete a mixed-use node, other locations for neighborhood-serving retail should be limited to sites that are greater than walking distance (¼-mile, depending on topography and pedestrian connectivity) from an existing mixed-use center. Additional detail on the maximum square footage, parking, hours of operation, etc. shall be provided in the Form Based Code.

Parking Policies (pg 4.34)

The following policies are recommended related to parking:

UF.11. Incorporate regulations in the Form Based Code (FBC) to regulate the location/placement of parking on private property, particularly as it relates to the public realm.

UF.12. Set parking ratios in a manner consistent with the FBC for existing Nodes, however, in order to incentivize the preservation or creation of affordable housing, offer a reduced parking ratio for projects with dedicated affordable units.

UF.12.1 Through development of FBC in the designated redevelopment areas, finalize a recommendation to allow for a lower parking ratio for dedicated affordable units, such as a minimum of 0.825 spaces per unit which includes a shared parking provision of 0.125 space per unit for when projects exceed the minimum affordable housing requirements. Evaluate what level of Transportation Demand Management (TDM) measures may be needed to achieve the reduced parking ratios and incorporate standards in the FBC.

UF.13. Decrease the minimum required parking in consideration of shared parking programs, where applicable.

UF.14. Provide public parking on-street within each subarea.

UF.15. Work with neighborhoods using the existing neighborhood parking permit program when/if problems arise from spillover parking.

Sustainable Neighborhood Design and Energy Efficiency Policies (pg 4.35)

The following policies are recommended related to sustainable design and energy efficiency:

UF.16. Incorporate safety / crime prevention techniques, appropriate urban sustainable practices, and visitability techniques into a Form Based Code. Specifically this includes:

UF.16.1 Safety / crime prevention strategies, such as minimum block frontage buildout requirements, new streets for increased connectivity, and lighting design standards for pedestrian safety.

UF.16.2 Sustainable practices such as encouraging "green buildings," and urban context-appropriate green development practices.

UF.16.3 Visitability standards that maintain appropriate urban character and street-oriented architecture.

UF.17. Explore energy efficiency standards for buildings with a focus on implementing a water-based district energy system.

Transportation

(pg 4.37)

The following policies are recommended related to transportation:

T.1. Provide new street links in the network to facilitate vehicular, pedestrian and/or bicycle movement parallel to the Pike (specifically 9th, 11th and 12th Streets).

T.2. When building new streets, build complete streets with parking, sidewalks, and street trees on both sides. Recommendations for dimensions of typical sections for new streets based on the County's Transportation Master Plan and the 65', 70', and 75' sections already used in the mixed-use nodes are provided in this Plan.

T.3. Where complete street connections are not possible, create new pedestrian and/or bicycle connections, particularly to parks and open spaces.

T.4. Continue to reduce the number of curb cuts along Columbia Pike, as well as other streets, through the creation of new rear alleys. Service access and parking for all buildings should be located away from building frontages.

T.5. Integrate traffic calming measures into the design of residential neighborhood streets, particularly in Foxcroft Heights.

T.6. Improve access for all users to transit stops along Columbia Pike and in the neighborhoods, particularly the planned streetcar stops.

Open Space

(pg 4.42)

The following policies are recommended for the preservation and enhancement of open space, both public and private:

OS.1. Evaluate a ratio of open space acreage to number of residents specifically for the Columbia Pike corridor for public, and some limited private (such as the Washington-Old Dominion trail) open spaces. This can be established in the future in coordination with County-wide parks and recreation planning efforts.

OS.2. Achieve a mix of several new publicly-accessible open spaces and private open spaces within the Columbia Pike Revitalization District and the Neighborhoods study area through Form Based Code regulations to meet resident needs.

OS.3. Continue to build and maintain strong partnerships with Arlington Public Schools to make open spaces on school properties more available and accessible to the public.

OS.4. Seek opportunities to add to the open space network through innovative, non-traditional open space methods for this urban community.

OS.5. Continue to identify long-term acquisition or easement opportunities in the broader Columbia Pike area, based on resident needs.

OS.6. Through the Public Spaces Master Plan Update and Land Acquisition and Preservation Program processes, if a level of service (or other measurement) for monitoring and acquiring, when needed, additional open space to meet open space demands of the growing population is determined, evaluate how the Columbia Pike corridor may be impacted.

Public Facilities

(pg 4.47)

The following policies are recommended related to the provision of public facilities:

PF.1. Plan for needed public facilities, such as fire departments, police substations, and schools. This includes working with staff and officials to evaluate projections, and identifying potential locations and implementation/funding strategies for new facilities, if warranted.

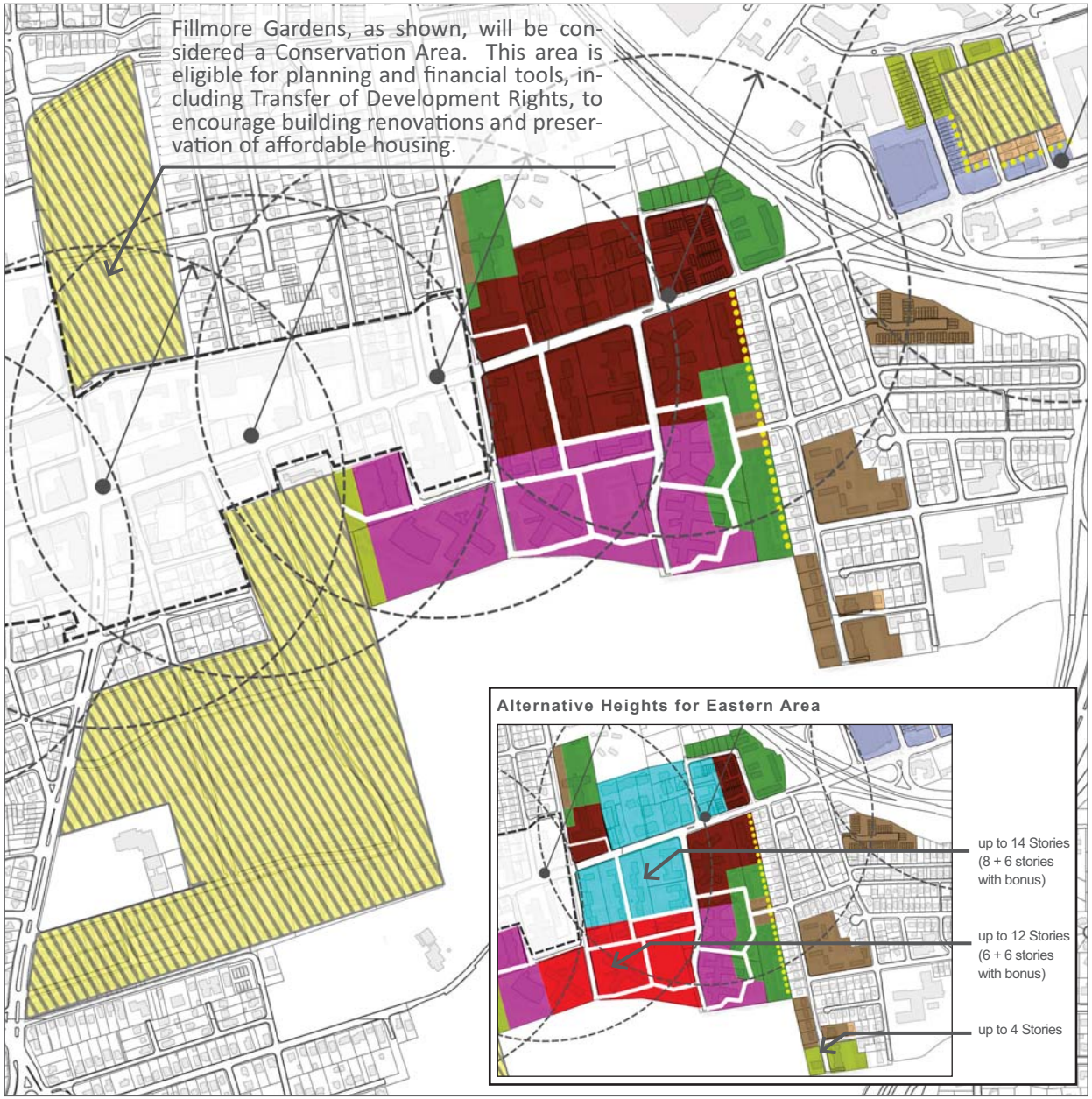
PF.2. Consider proximity to public infrastructure (such as streetcar stops and recreational facilities) when siting future public facilities.

PF.3. Design new public facility buildings (if needed) appropriately for the context envisioned for the future of Columbia Pike. This includes incorporating provisions in the Form Based Code to permit facilities to be located on the ground floor of buildings along appropriate street frontages.

PF.4. Endeavor to evaluate the viability and effectiveness of locating new public facilities together with affordable housing, as modeled at Arlington Mill, as a way of meeting Plan goals.

Urban Form Vision Map

Western Columbia Pike (Note: This diagram is conceptual and is non-regulatory.)



Eastern Columbia Pike (Note: These diagrams are conceptual and are non-regulatory.)

Legend

Conservation Areas (the FBC would not apply)

- Conservation (No increased development potential considered)

Redevelopment Areas (the FBC would apply)

Character Area Types & Corresponding Maximum Building Heights

Urban Mixed-use (description on page 4.24)

- 10 Stories (8 + 2 Stories with bonus)
- 8 Stories (6 + 2 Stories with bonus)
- 6 Stories
- 5 Stories

Urban Residential (description on page 4.25)

- 10 Stories (8 + 2 Stories with bonus)
- 8 Stories (6 + 2 Stories with bonus)
- 6 Stories
- 4 Stories

Townhouse/Small Apartment (description on page 4.26)

- 3 Stories

Detached Residential (description on page 4.27)

- 3 Stories

Neighborhood Manners

For areas abutting single family development, a lower height will be required to ensure an appropriate transition in scale to those areas. See the discussion of "Neighborhood Manners" on page 4.28 for further discussion.

Existing Revitalization District Node

Please refer to the Illustrative Master Plan in Chapter 3 to see how the envisioned potential future development pattern fits with the Urban Form Vision Map.

A Form-Based Regulatory Approach

A form-based regulatory approach is the core and armature for the pursuit of the Neighborhoods Area Plan goals and objectives (specifically those related to urban form and land use) because it will be the most effective implementation tool. Unlike conventional zoning, which identifies types of development or land uses that are not allowed, a Form Based Code (FBC) clearly prescribes the form and character of development that is desired and establishes a streamlined process for review and approval.

A review of existing zoning regulations and site analysis indicates that in many cases the land development regulations for the properties along Columbia Pike do not match the goals that the community expressed during this planning process for walkability and sustainable urban design. Through a FBC, appropriate regulation that is supportive of community-endorsed planning policies can encourage development according to the community vision by providing certainty and clarity. By establishing clear zoning standards for design, investors can have confidence that their project will be approved. Neighbors can also be assured that developments under the Form Based Code will enhance, rather than harm, the neighborhoods along the Pike. In addition, this type of regulatory framework allows for the proactive planning and implementation of other plan goals by incorporating provisions for affordable housing, historic preservation, and new open spaces, as described throughout this report. Even where developments are planned by-right or thru the site-plan review process, the Neighborhoods Area Plan and the Form Based Code provide investors with clear guidelines on what the community would like to see.

A Form Based Code is a land development regulatory tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of "place". Conventional zoning strictly controls land-use, through abstract regulatory statistics, which can result in very different physical environments. The base principle of Form Based coding is that design is more important than use. Simple and clear graphic prescriptions for building height, how a building is placed on site, and building elements (such as location of windows, doors, etc.) are used to control development. Land-use is not ignored, but regulated using broad parameters that can better respond to market economics, while also prohibiting undesirable uses.

The Arlington community is already familiar with the concept of form-based coding as a result of the existing Revitalization District Form Based Code, which has encouraged new mixed-use development in the Revitalization District Nodes since its adoption in 2003. The code for the Neighborhoods Area Plan area would utilize a similar organizational structure as this code; however, the standards for new development will be different, tailored to the desired residential character of the neighborhoods. For example, Building Envelope Standards for new buildings will typically prescribe green dooryards, with building intensity and scale providing an appropriate transition to the adjacent single-family neighborhoods. The Regulating Plan will match appropriate street frontages to the existing network of streets, and new street connections will be in the locations mapped in the Illustrative Plan so that they can be incorporated into new development proposals (thus improving walkability).

The Neighborhoods Area Plan Form Based Code, similar to the existing Revitalization District Form Based Code, will streamline the process of approving projects that comply with the standards because the Neighborhoods Area Plan already incorporates significant levels of public investment in the planning process.

URBAN FORM VISION MAP

The Urban Form Vision Map (previous page) displays maximum building heights, land use, and development/conservation areas in the Neighborhoods Area Plan, and will be used to directly inform future zoning regulations contained in the FBC. Some of the components depicted will be incorporated into the FBC Regulating Plan. The Vision Map contains a variety of frontages types shown along proposed new and existing streets (Urban Mixed-Use, Urban Residential, Townhouse/Small Apartment, and Detached Residential); these frontage types describe the form of development desired. The following page contains a brief description of the character envisioned for each of these areas.

Frontage Types

	Urban Mixed-use	Urban Residential	Townhouse/Small Apartment	Detached Residential
Maximum Building Height	5-8 stories (may be up to 10 stories in some areas with additional bonus height)	4-8 stories (may be up to 10 stories in some areas with additional bonus height)	3 stories, excluding English basements and attic stories	3 stories
Facade Transparency	Ground floor 33-70%; Upper floors 20-70%	Ground floor 33-70%; Upper floors 20-79%	20-70%	25-70%
First Finished Floor Elevation	Minimum 0-3 feet, depending on use	Minimum 3 feet (for residential units)	Minimum 3 feet, maximum 8 feet	Minimum 3 feet, maximum 7 feet
Permitted Projections	Awnings, bay windows, shopfronts, balconies, and signs	Awnings, covered entrances, bay windows, and balconies	Awnings, bay windows, stoops, porches and balconies	Awnings, bay windows, stoops, porches and balconies
Minimum First Floor Ceiling Height	12-15 feet above sidewalk, depending on use	9 feet clear, 12 feet above sidewalk	9 feet clear, 12 feet above sidewalk	9 feet clear, 12 feet above sidewalk
Percentage Build-To	Minimum 75%	Minimum 60% or 75%, depending on location	Minimum 65%	Minimum 60%
Continuous Building Frontage	-	-	Maximum 120 feet	-
Minimum Lot Width	-	-	-	40 feet
Minimum Private Open Area	15% of buildable area, at or above grade	20% of buildable area, at or above grade	15% of buildable area, primarily at grade	25% of buildable area, at grade

Implementation

Vision & Policy Recommendations

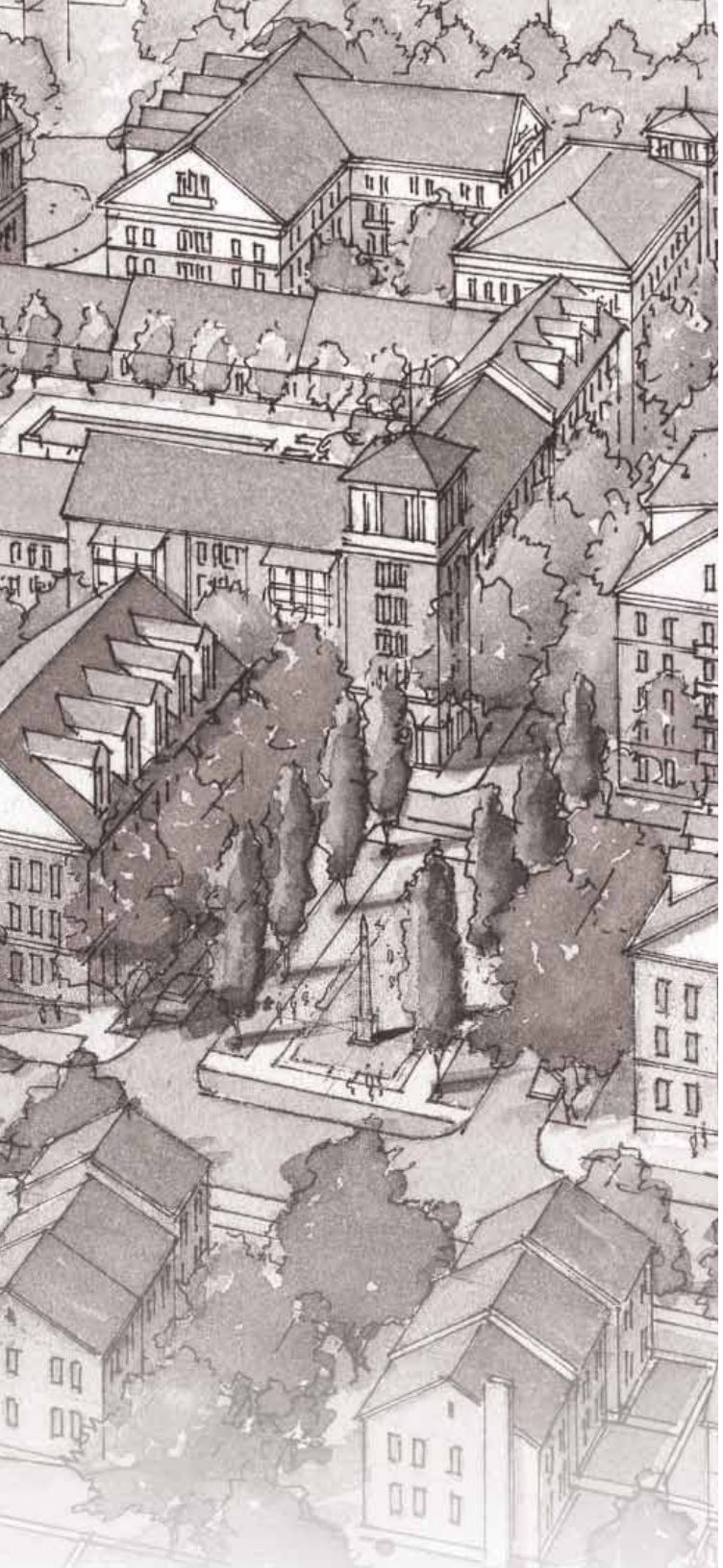
The vision and policy recommendations for the Columbia Pike neighborhoods have been documented in the Columbia Pike Neighborhoods Area Plan Report through plans, illustrations, and text. The steps necessary for implementing the plan are generally organized by the following categories:

- Plan Adoption
- Comprehensive Plan Amendments
- Zoning Ordinance Amendments
- Housing Tools
- Other Supporting Recommendations

An Implementation Matrix is provided at the ends of this section *(not included at this time and will be provided in the final report)* that summarizes each action item with corresponding information on timing and responsible implementing agency(ies). For several actions listed below, a number in parentheses **(#)** is provided that corresponds to additional information on that particular strategy or tool that can be found in the Tools Technical Report, a Supporting Document to this Plan.

ACTION STEPS

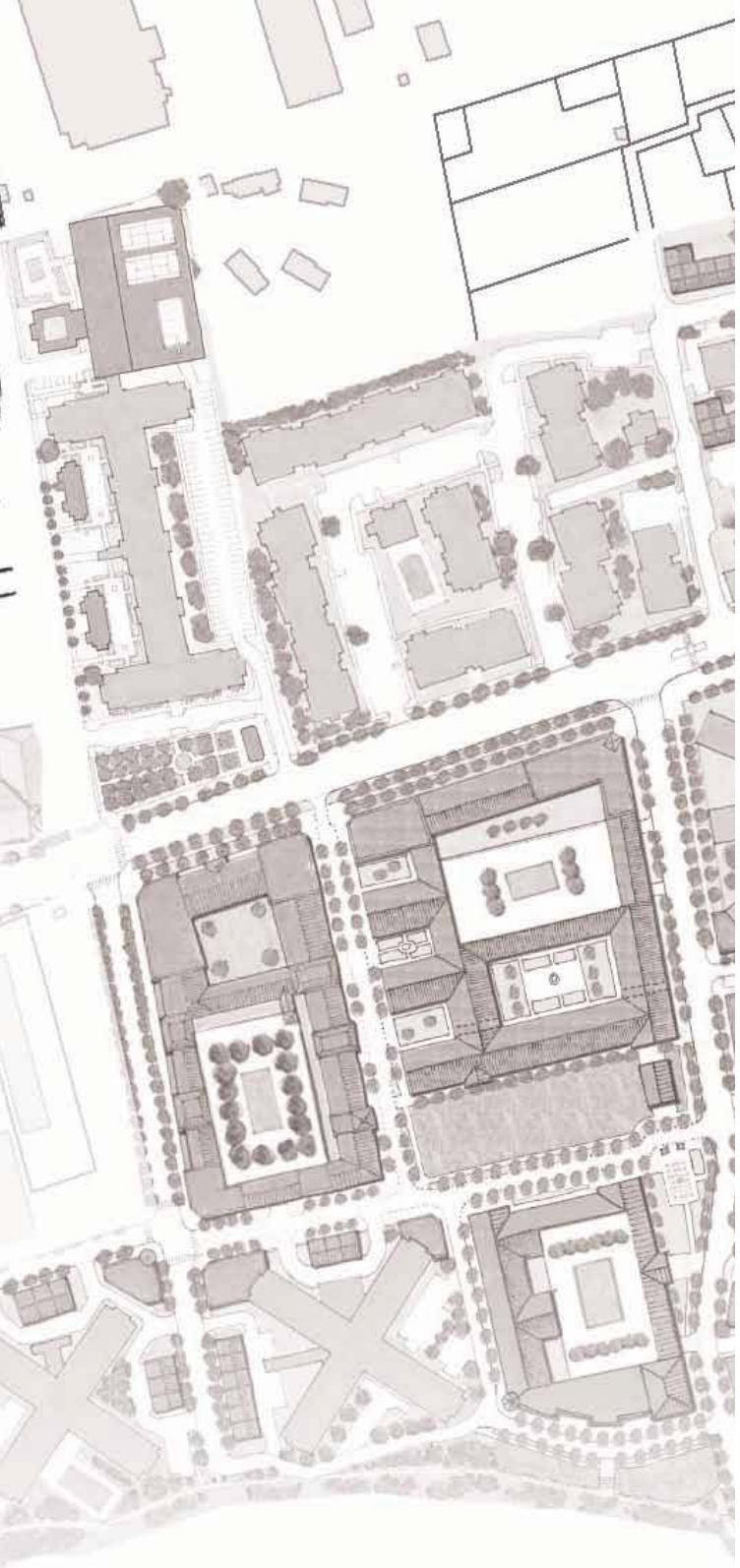
1. Adopt the Columbia Pike Neighborhoods Area Plan
2. Amend the General Land Use Plan (#5A)
3. Amend the Master Transportation Plan
4. Amend the Zoning Ordinance to include a new Neighborhoods Plan Form Based Code (FBC) (#5B)
5. Amend TDR Policy and Ordinance to allow TDR by Use Permit (#5C)
6. Consider undertaking a future study to re-examine the existing FBC
7. Establish a Financial Implementation Team to develop the full program detail for the financial implementation tools
8. Assist moderate-income homebuyers and existing condominium owners (#6D)
9. Provide technical assistance for condominium associations (#8E)
10. Work with affordable housing development partners when affordable housing proposals seek approval through "RA" zoning Use Permit review (#5E)
11. Encourage Affordable-by-Design innovations to increase affordable ownership opportunities
12. Explore development of County and non-profit owned land for affordable housing (#8D)
13. Create mechanism to allow County assistance for site work for projects with high percentage of affordable housing units (#8B)
14. Continue to take full advantage of Federal and State funding tools (#6B)
15. Explore the potential interest in a pooled equity fund with area foundations, banks and other lenders (#6E)
16. Encourage property owners to sell sites to entities that would sustain long-term affordability (#8A)
17. Examine opportunities to generate committed affordable housing units on public or non-profit owned properties (#8A)
18. Continue funding AHIF to support affordable housing on Columbia Pike and throughout Arlington County (#6A)
19. Use Tax Increment Public Infrastructure Fund (TIPIF) to fund selective key public infrastructure improvements (#6F)
20. Increase awareness amongst property owners regarding available funding or strategies for the rehabilitation of historic structures (#6B)
21. At a property owner's request, assist in the National Register designation process
22. Work with the Community Energy Plan process to evaluate the feasibility of designating Columbia Pike (or portions thereof) as an energy efficiency district and achieve energy efficient buildings (#8C)
23. Encourage Foxcroft Heights Civic Association to pursue funding through the Neighborhood Conservation Program to implement desired traffic calming of streets in that neighborhood
24. Continue to use existing tools for acquisition and development of new public parks and open space and consider dedicated funding sources as part of the Land Acquisition and Preservation Policy (LAPP) process
25. Continue to examine how non-traditional spaces may meet open space needs
26. Pursue grants and partnerships to achieve parks and open spaces
27. Continue to monitor on regular intervals the housing growth along Columbia Pike and school age population to assess school needs
28. Combine compatible new facilities where possible
29. Design new facilities with a proper civic presence



Introduction

Purpose of the Neighborhoods Area Plan 1.3

Neighborhoods Area Plan Goals and Objectives 1.5



The Columbia Pike Neighborhoods Area Plan is the final phase of the Columbia Pike Initiative, an effort initiated in the late 1990s to build a safer, cleaner, more competitive and vibrant Columbia Pike community. This Plan will guide future public and private investment in the residential areas of the Pike corridor according to the community's vision and goals.

Purpose of the Neighborhoods Area Plan

Columbia Pike has a long history, originating as a pay-to-use turnpike in the early 1800s, and evolving to a thriving community when the GI's were returning home from WWII. Commercial areas were introduced to serve this residential population, and the Pike evolved into the "main street" of south Arlington County. In the late 1990s, Arlington County embarked on a planning process called the Columbia Pike Initiative (CPI) to encourage revitalization and build a safer, cleaner, more competitive and vibrant Columbia Pike community. At that time the Pike had not seen much new development or reinvestment. Limitations caused by existing zoning and development regulations had continually deterred development along the once vibrant corridor. The Columbia Pike Redevelopment Organization (CPRO) was established to oversee revitalization efforts in collaboration with the County. These initial planning efforts focused on the commercial centers (called the Revitalization District Nodes), resulting in a Form-Based Code (FBC) that has encouraged new pedestrian-oriented, mixed-use development as envisioned by the Columbia Pike Initiative Plan. The Code has helped to unlock development potential, and public and private reinvestment in the area over the past decade is helping to transform the Pike.

In 2008, the County Board issued a charge to begin work on phase 2 of the Columbia Pike Initiative, a Land Use and Housing Study to plan for the primarily multi-family residential areas located between the mixed-use nodes. The purpose of the study is to create a plan to guide public and private investment coming to the Pike while sustaining a supply of housing to serve a community with a broad mix of incomes. The value of creating a plan is that it can proactively work to achieve these desired outcomes, which may not otherwise happen relying purely on market forces and incremental decisions.

To ensure participation and feedback from the community during the planning process, a Plenary Group comprised of residents, property owners, community leaders and key stakeholders was established to provide input as various plan concepts and ideas are explored. There is also a Working Group, comprised of members of County staff and a smaller subset of the Plenary Group, who are tasked with the review and analysis of key issues, and act as a group to formulate working recommendations to be presented to the Plenary Group and the larger community for feedback at key milestones throughout the process.

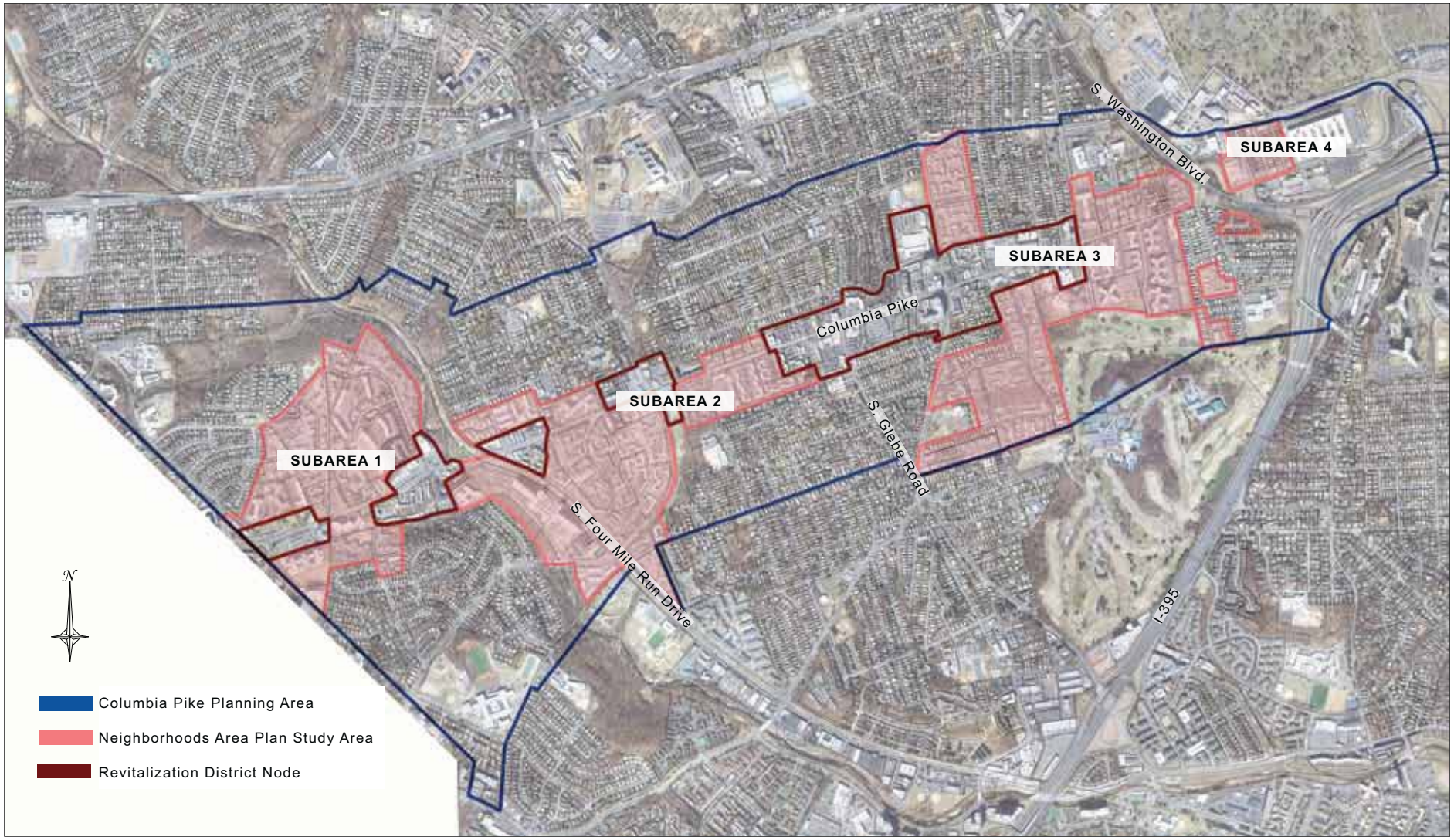
The Columbia Pike Neighborhoods Area Plan is the culmination of the Land Use and Housing Study. In May 2011, a Preliminary Analysis Report was completed to gain better understanding of the economic dynamics facing development and preservation in the corridor. In June 2011, a public charrette (week-long planning session) was held for the community to work with the planning team and apply the knowledge gained through the preliminary analysis and to create a draft plan for the future of the greater Pike corridor. In February 2012, a Policy Framework which synthesized the established plan goals, community input, and draft planning concepts was presented to the County Board. This Plan document expands upon the ideas of that Policy Framework, providing revisions based on County Board and community input, and further detail on how the policies and ideas can be implemented.

New development built in the mixed-use nodes under the FBC

Columbia Pike Initiative Vision (2002):
To create a vital "Main Street" for adjacent neighborhoods through a lively mix of uses with shopfronts, sidewalk cafes, and other commercial uses at street level, overlooked by canopy shade trees, upper story residences and/or offices.

Columbia Pike will be….

- A vibrant community with safe neighborhoods and active retail and office uses, as well as a variety of housing options and types, all involving a mix of renovation, revitalization, and/or redevelopment.
- An ethnically diverse and culturally rich community.
- A community that can be easily accessed by public transportation and on foot.
- A community with well-designed and attractive buildings, streetscapes, public art, and open spaces that link the commercial corridor with the neighborhoods.
- A corridor with distinct commercial mixed-use districts.



Aerial Map of the Neighborhoods Area Plan study area

Neighborhoods Area Plan Goals and Objectives

This comprehensive plan is intrinsically distinct from other planning studies completed to date for Arlington's commercial and transit corridors whereby the scope of the study focused primarily on residential areas and set out to achieve a very challenging objective of preserving significant amounts of existing market rate affordable housing. At an early stage in the process, the Working Group established three major guiding principles to direct this work: 1) develop a Plan that maintains a range of housing stock that will support the rich, culturally and economically diverse character that has come to define Columbia Pike, that makes Columbia Pike unique, and that distinguishes it from other neighborhoods in Arlington; 2) expand the use of Form Based Code; and 3) establish planning goals, even for goals for which tools may not yet be identified, and develop a comprehensive and creative set of implementation tools.

Columbia Pike, Arlington, VA

This led to formation of the following goals and objectives which were outlined by the Plenary Group at the onset of this planning process and continued to guide the planning team throughout the study process. They build upon and are compatible with the vision expressed in the 2005 Columbia Pike Initiative (CPI) Revitalization Plan Update as well as the County Board Resolution adopted in 2008 for phase two of the Columbia Pike Initiative (the Land Use & Housing Study). The goals and objectives are intended to apply to the corridor as a whole and are not solely for the transition areas between the existing Revitalization District nodes. The CPI goals are overarching and, although rephrased, the intent of the CPI goals is included.

New York, NY

Once the goals were established, form and economic analyses completed, community feedback provided through intensive design workshops, the vision for the Neighborhoods area was established. The approach would be to target redevelopment along the Columbia Pike frontage and in the western and eastern areas further off the Pike in order to improve the building form and pedestrian experience. Conservation areas would be sought for several well-established apartment and condominium complexes in the surrounding area behind the commercial nodes or other Columbia Pike-fronting properties. And, importantly, creative planning, financial, and programmatic tools and/or strategies would be described for the preservation of affordable housing in the context of future revitalization of the corridor.

Seattle, WA

1. Foster a healthy, diverse community with high quality of life along the Pike.

Macro/General

a) Continue to guide revitalization and redevelopment efforts with planning and implementation incentives in order to improve the physical form of development and to strengthen Columbia Pike's market appeal in Arlington and the region.

Montgomery, AL

Columbia Pike, Arlington, VA

Hudson Valley, NY

b) Promote the Pike's diverse population and seek ways to bring the community together to share ideas and cultures.

c) Through a combination of policies (housing, sustainability, economic, historic preservation, design, environmental, and transportation), promote and design the Pike Corridor as a place for affordable living with competitive choices for housing, transportation access, goods, and services to entice existing and future residents when they are evaluating household expenses and housing locations.

d) Design complete streets, accessible and diverse open spaces and community centers, trail connections, and sustainable places and mixed-use buildings to enhance health and wellness.

e) Support the streetcar initiative and convert auto-oriented, aging properties and land uses into walkable, transit-oriented properties.

f) Meet the daily demands of the community with access to well-performing public facilities, support services, and schools along the Pike corridor.

g) Ensure Columbia Pike's long term economic sustainability through a Plan that will generate sufficient economic value (tax revenues & community benefits) to help achieve the planned public improvements.

h) Incorporate diverse residential building forms to allow the Pike's population to maintain residency over time and as personal needs change. Allow for accessible and adaptive design solutions when designing buildings and public spaces to accommodate various modes of mobility.

2. Stabilize and strengthen single-family and multi-family neighborhoods and support established concepts of vibrant, economically-strong mixed-use commercial centers.

General

a) Support Columbia Pike events and marketing to enhance and elevate the profile of this area as a place to live, work, seek entertainment, shop, and dine out.

Uses & Community/Economic Development

b) Increase the amount of housing stock along Columbia Pike to accommodate housing demands for this well-located and transit-served section of Arlington.

c) Enhance and sustain single- and multi-family residential neighborhoods surrounding commercial centers. Concentrate denser residential types/units within a 5-minute walk of planned streetcar stops along the Pike to encourage and bolster the planned streetcar system and other transit modes and to reduce single occupant vehicle trips.

d) Create active, lively, 18-hour commercial centers by implementing the Columbia Pike Initiative concepts and the Form Based Code (FBC) to generate a new mix of offices, residences, retail and restaurant establishments, hotels, and other commercial businesses.

e) Focus main street-type retail in the commercial centers and allow for other commercial uses, such as convenience retail and professional offices, in limited locations in the residential areas, primarily at streetcar stops and potentially in other needed locations along the Pike, to meet daily needs for the Pike community.

f) Provide assistance to small businesses seeking to expand, secure or locate space for business in the commercial centers along Columbia Pike.

g) Develop a plan for the eastern end of the Pike to serve as the major gateway into the Corridor with a mix of commercial and residential uses and in a manner that is complimentary to the nearby Federal facilities and memorials.

Infrastructure/Parking

h) Continue to upgrade the condition of public utilities to assure adequate capacity, efficiency, and sustainability for future planned development.

i) Provide adequate transportation facilities and services for new residential and commercial development while eliminating large surface parking lots and maintaining an adequate supply of parking on adjacent single-family residential streets.

Columbia Pike area, Arlington, VA

Columbia Pike area, Arlington, VA

3. Improve the existing housing stock and expand housing options to achieve a housing mix that serves diverse households, preserves affordability for current and future residents, and supports the adopted Housing Goals and Targets and the CP Initiative.

a) Retain or replace all (100%) of the current market rate affordable units (MARKS) with rents affordable to households earning at or below 60% of the Area Median Income (AMI) within the next 30 years. This equates to approximately 3,200 units based on the County's 2009 Rent & Vacancy Survey.

b) Retain or replace half (50%) of the current MARKS with rents affordable to households earning between 60% and 80% of the AMI within the next 30 years. This equates to approximately 1,700 units based on the County's 2009 Rent & Vacancy Survey.

c) Retain or replace all existing committed affordable housing units (i.e. CAF's)

Columbia Pike, Arlington, VA

Columbia Pike, Arlington, VA

Columbia Pike, Arlington, VA

Washington, DC

d) Rely on the market to provide an adequate supply of rental units with rents affordable to households earning more than 80% of the AMI.

e) Support retention of existing and the creation of new ownership units available and priced to meet the incomes of households earning between 60% and 120% of the AMI.

f) Rely on the market to provide an adequate supply and range of options of ownership units available and priced to meet the incomes of households earning more than 120% of the AMI.

g) Distribute the range of affordability levels over the entire study area. Explore options for preservation that address concentrations of affordable housing. Explore options for mixed income buildings.

h) Increase the supply of affordable efficiencies and affordable units with 3 or more bedrooms.

i) Provide opportunities for households earning below 40% of the AMI to live on the Pike through subsidies or additional units, or a combination of the two.

j) Establish measures to monitor the impact of housing plans on schools and other public facilities.

k) Key Metrics to Examine for Housing Objectives:

- Goals and outcomes will be measured both in terms of unit counts and number of households.
- Subareas and civic association boundaries will be among the geographies that will be used to measure and report housing within neighborhoods; real estate records do not always match the civic association boundaries.
- Projected schools populations and other impacts to other public facilities will be monitored as recommendations are developed.

4. Create a safe, pedestrian-friendly and multi-modal corridor with attractive and tree-lined streetscapes and seamless linkages between neighborhoods, and to the commercial centers, public spaces, and the region.

Connections; transit; ridership demand and capacity

a) Improve transit capacity and connections by developing the Columbia Pike streetcar, enhancing local bus services within neighborhoods, and increasing bus service between Columbia Pike and other parts of Arlington County.

b) Plan and locate future transit stops along Columbia Pike to adequately serve planned developments and activity centers.

c) Continue planning for the Columbia Pike multi-modal improvements that will improve traffic flow without increasing vehicle speeds by providing a five-lane street section with trees, landscaping and adequate sidewalks along the length of Columbia Pike.

d) When planning for new, or improvements to existing, pedestrian and bicycle connections, ensure routes are safe by incorporating lighting, visibility, and accessibility design standards.

e) Provide fully accessible pathways from residential developments to transit stops and public spaces along Columbia Pike.

f) Take advantage of new development to expand the street grid in order to provide alternative access options for pedestrians, bicyclists and motorists to reach Columbia Pike and surrounding neighborhoods.

g) Incorporate alleys and reduce driveways on Columbia Pike to improve overall traffic and transit operations in the Corridor.

h) Use traffic-calming principles for improving existing streets and in designing new streets to reduce vehicle speeds and improve pedestrian safety.

i) Complete bicycle routes along streets and trails parallel to Columbia Pike.

j) Provide sensitively-designed multi-use trails to provide access for the public to enjoy.

Columbia Pike area, Arlington, VA

Columbia Pike area, Arlington, VA

Columbia Pike area, Arlington, VA

5. Preserve neighborhood character, historic buildings, and tree canopy

Historic Preservation

a) Balance preservation and conservation of the historic complexes, buildings and structures identified in the Columbia Pike Initiative Plan and Form-Based Code with opportunities for new infill development to enhance the overall housing stock along Columbia Pike.

b) Evaluate other structures outside of the existing revitalization district for potential preservation.

c) Consider, where applicable, building expansions such as “bump-outs”, recognizing the need to be sympathetic to scale, materials, rhythm, and building placement.

Tree Canopy

d) Identify “specimen” or “significant” trees and seek to preserve them through redevelopment and/or renovation projects.

e) Preserve and expand the existing tree canopy, with particular attention given to cultivating a diverse species mix.

Columbia Pike area, Arlington, VA

Columbia Pike, Arlington, VA

Washington, DC

Open Space

f) Build new town squares and civic greens designated in the Form-Based Code to provide central gathering spaces for the Pike community, and visitors, to enjoy during the week, weekends, and for special events.

g) Achieve new public open spaces that serve a variety of users and uses and meet the needs of the growing community, and seek ways to improve connections among open spaces to enhance access to the open space network.

h) To retain neighborhood character in residential areas, consider private open spaces around residential buildings when planning for renovation and redevelopment projects.

i) Preserve existing parks, woodland areas, and public space within the Columbia Pike study area and identify opportunities for expansion.

j) Optimize parks and public spaces through partnerships, creative repurposing, and use of new technologies to maximize use and availability of recreational amenities

k) Identify opportunities and create new partnerships with Arlington Public Schools and other private, governmental and non-profit organizations to help serve the community's need for open space.

6. Enhance urban design and architectural features to improve the Pike's identity and maintain compatible transitions between the neighborhoods and commercial centers.

Urban Design and Building Form, Heights & Transitions

a) Coordinate the arrangement and connectivity of public spaces, including the streets, sidewalks, interior walkways, and a variety of public open spaces, in order to establish a coherent framework around which redevelopment and renovation shall occur.

b) Define a building form in residential areas along the edge of Columbia Pike to: 1) emphasize the distinct transitions to and from the commercial centers; 2) reinforce the sense of building enclosure; 3) orient fronts of buildings towards the street; 4) maintain "eyes on the street"; 5) accommodate comfortable, well-lit and attractive streetscapes, and 6) expand street tree coverage.

c) Maintain relief in the built environment for light, air, landscape plantings, and gathering spaces through the strategic orientation of buildings and placement of open spaces.

d) Create distinct block edges and vary elevations to better frame the public realm and to enhance views from within the public realm.

e) Identify areas for new streets, or pedestrian corridors, to reduce the scale of large blocks and improve the urban form and pedestrian experience while respecting the character of the Corridor.

f) Ensure compatible building forms and mass occur across streets to provide for cohesive development.

g) Ensure that new development is appropriately scaled in height and mass to provide a compatible transition to existing and planned lower-density, lower-scaled development.

h) Locate parking, service and loading areas away from public view corridors.

Architectural Design/Details

i) As part of new development and renovation, apply compatible architectural design and materials with historic resources that will generate urban, foreground structures built with durable, lasting materials.

j) Use distinctive architectural designs to distinguish residential areas from commercial centers and to enhance visual appeal along the Corridor.

k) Design the base of buildings to enhance the edge of the public realm and create opportunities to "over-see" streets and walkways with techniques such as ground-floor retail where specified in the Form Based Code, multiple ground floor entrances, porches or stoops, and/or ground-floor transparency.

l) Incorporate public art consistent with the Public Art Master Plan.

Columbia Pike area, Arlington, VA

Atlanta, GA

7. Incorporate sustainable, energy efficient, "green" neighborhood and building design principles.

a) Implement the County standards for environmental sustainability and overall energy efficiency as integral parts of all aspects of neighborhood and building design and development, including district energy appropriate building systems and infrastructure.

b) Design buildings and neighborhoods using the best available, and economically feasible, technologies and processes to protect the local environment (storm water quality, waste reduction, heat island reduction, etc.) and the regional environment (energy efficient, climate change, Chesapeake Bay protection, air quality, etc.).

c) Provide ample opportunities for community gardens, food markets or other safe and viable food exchanges, and roof-top gardening to contribute to the overall health of the community.

d) Organize uses so that basic goods and services can be reasonably accessed on foot.

this page left intentionally blank

Process

Preliminary Analysis 2.3

The Neighborhoods Area Plan Charrette 2.8

Plan Refinement & Policy Framework 2.18

Public Participation has played a critical role in the creation of the Columbia Pike Neighborhoods Area Plan. The planning process was designed to be a collaborative effort, with many opportunities for feedback and interaction between the planning team, county staff and Arlington community, so that the final plan policies and action items will reflect the goals and desires of the community. This chapter contains a brief summary of the meetings and interaction that led to the creation of the Neighborhoods Area Plan.

Preliminary Analysis

The Columbia Pike Land Use & Housing Study was initiated in 2008. The Plenary Group and Working Group were formed, and began meeting to establish plan goals and objectives. In 2010, the Dover-Kohl team was retained to assist these groups by providing expertise in planning, urban design, and economics to create a detailed plan to guide future development and preservation along the Pike.

The first step for the planning team was to conduct a preliminary economic and urban form analysis to prepare for a charrette to be held in June 2011. In January 2011, an Analysis Workshop was conducted by the team to explore hypothetical scenarios that could achieve plan goals on nine prototypical sites, and learn about the economic feasibility of each. Following the workshop the team continued work on the preliminary analysis, to test additional scenarios and identify which were likely to occur in the future, and how these fit with and worked to implement the various plan goals. This work informed and shaped discussions held during the charrette week by identifying feasible strategies that could be used to achieve plan goals, such as the creation and retention of affordable housing, the preservation of historic structures, and the attainment of a more sustainable urban form.

Following is a brief description of the key meetings and workshops held during the Preliminary Analysis phase. (A more detailed description of these events and input received can be found in Chapter 2 of the May 2011 Preliminary Analysis Report).

Preliminary Site Visit
(December 14-16, 2010)

In December 2010, members of the Dover-Kohl team conducted a preliminary site visit to gain a better understanding of the conditions shaping future development and preservation along Columbia Pike. A primary component of the site visit was field analysis. The team drove and walked along the corridor/study area, with specific attention given to the nine representative sites. The team studied the existing urban form and the network of streets, blocks and lots, land uses, parking locations and building types, and urban design elements (building placement, massing, and height).

Following the site visit, the team conducted a series of meetings to discuss the approach and process of the study, overall project goals and objectives, and upcoming schedule, including sessions with the Working Group.

Plenary Group Meeting # 6: Kick-off and Discussion
(January 8, 2011)

On January 8th, a Plenary Group meeting was held to kick-off the Dover-Kohl team's interaction with the Arlington community. The session began with an overview of the project goals and objectives, and a review of the initial market analysis prepared by the Dover-Kohl team. The group then reviewed changes that have occurred in the Revitalization District Nodes under the Form-Based Code (FBC), and discussed lessons learned and how they could apply to the study area. Finally, the group identified preferences for preservation, revitalization, and redevelopment forms in each sub-area and identified opportunities

Analysis of Representative Sites

At the onset of the analysis phase, nine representative sites were selected by the Working Group and Dover-Kohl team for analysis (refer to Appendix B). These sites were selected as they represent "prototypical" conditions; some are garden apartments, some mid-rise, some high-rise. They are a variety of sizes, and located at various intervals along the corridor (east, central, west). By understanding the economics of various possible future interventions (such as preservation/renovation, partial redevelopment, or full redevelopment), the planning team identified policies and tools that could help the community realize their goals if these scenarios were to transpire in the future.

In each scenario, the study goals and sustainable urbanism principles were used to direct interventions to urban form. These drawings and detailed financial analysis were reviewed to see how well each would meet the established goals, including the ambitious goal for retaining 100% of the current market rate affordable units. The team then identified what trade-offs, if any, might need to be considered.

Plenary Group Meeting #6: Kick-off and Discussion

Working on-site during the Analysis Workshop

Let's Talk Housing forum

Analysis Work-in-Progress Presentation

and constraints. The conversation focused on how to balance preferred urban form with plan goals established to date by the community.

Analysis Workshop
(January 22-26, 2011)

In January 2011, the Dover-Kohl team conducted a five-day Analysis Workshop. The purpose of the workshop was to explore strategies to achieve plan goals on prototypical sites (such as garden apartments, mid-rise, high-rise, etc), and learn lessons about the economic feasibility of each scenario. The Plenary Group and Dover-Kohl team worked together to review a preliminary urban analysis of the representative sites, and discussed potential scenarios that could be explored for future development / preservation aimed to realize plan goals for retaining affordable housing and achieving a sustainable urban form. The group also reviewed opportunities and issues identified through property owner meetings. This discussion guided work completed during the remainder of the workshop.

Over several days, the Dover-Kohl team set up an on-site design studio on the Pike and it was open for members of the community to drop by throughout the day to see the work-in-progress. The team began drawing and testing scenarios for each of the representative sites, and conducted meetings with County staff, the Working Group, and representative sites' property owners.

On Monday, January 24th, a public forum entitled *"Let's Talk Housing – A Dialogue on Affordable Housing Tools"* was held to discuss implementation tools that could be utilized to create or preserve affordable housing along Columbia Pike. Dover-Kohl principal Victor Dover joined other national experts in the field of housing in a discussion with the Arlington community to explore tools and solutions that have worked in other communities, and discuss how these could be applied to the Pike.

Plenary Group Meeting #8: Work-in-Progress Presentation
(February 17, 2011)

In February 2011, members of the Dover-Kohl team led a meeting of the Plenary Group to review preliminary observations from the Analysis Workshop. The group reviewed the scenarios tested, preliminary economic findings, and potential implementation tools. Input received at this meeting was used to guide additional analysis, to prepare the team and community for the June charrette.

Following the Work-in-Progress Presentation, the Dover-Kohl team continued to refine the urban and economic analysis of the nine representative sites. In addition, a prototype model was created as a means to quickly isolate and test the impacts of multiple variables suggested at the meeting (such as unit types / unit mix, density, construction types, and parking ratios). In March 2011, a "Tools Committee" was established among members of the Working Group. This committee worked with Partners for Economic Solutions (PES) to identify and evaluate potential implementation tools; the primary focus of this work was to identify those tools that could be used to maintain affordable housing in the corridor. This work evolved into the development of the Tools Technical Report, a supporting document to this Plan.

Preliminary Analysis

Arbor Heights (formerly Magnolia Commons) was one of nine "representative" sites selected for detailed urban and economic analysis during the January 2011 workshop; below is a brief summary of the analysis completed which helped inform the vision and planning process (a complete summary of analysis for all nine sites can be found in Appendix B).

Scenario 1: Renovation + Site Improvements
In this scenario, existing units are retained and renovated. Site improvements enhance the livability of the area. Changes include transforming a parking lot into a tree-lined street with diagonal parking, a new linear green space adjacent to 8th Road S, and a new east - west street that could potentially connect across adjacent parcels in the future.

GAP PER AFFORDABLE UNIT: $64,000.*

Scenario 2: Infill + Partial Redevelopment
Incorporating the site infrastructure improvements shown in the first scenario, this sketch explores infill of underutilized site areas, and redevelopment of select buildings. New buildings frame the linear green and define the Pike's edge. In this scenario, the value provided by new development (including the addition of for-sale townhouse units) provides a significant reduction in the financial gap.

GAP PER AFFORDABLE UNIT: $30,000.*

Scenario 3: Redevelopment along the Pike
This scenario explores high density development along the Pike (near planned transit), and preserves existing buildings uphill. In this scenario, higher-density development (at a ratio of 4.6 units per each unit replaced) provides a greater cross-subsidy from the returns from market-rate development to offset the costs of creating affordable units.

GAP PER AFFORDABLE UNIT: $19,000.*

PLAN LEGEND

- New Buildings
- Existing Buildings
- Public Greens
- Semi-private Space

*"Gap per affordable unit" is the estimated difference between total development costs and the amount that can be expected to be provided by private investment for each new committed affordable unit. This is an indicator of the scale of public subsidy that is needed to support each committed affordable unit.

Plenary Group Meeting #9: Review of Preliminary Analysis

(May 24, 2011)

On May 24, 2011, a Plenary Group meeting was held to review the contents and findings of the Preliminary Analysis Report, which contained a summary of the pre-charrette urban form and economic analysis completed by the Dover-Kohl team. The group discussed which implementation tools seemed most promising to achieve plan goals, and how the preliminary analysis could be applied and used to inform conversations held during the charrette week.

Foxcroft Heights Pre-charrette Meetings

(January - June, 2011)

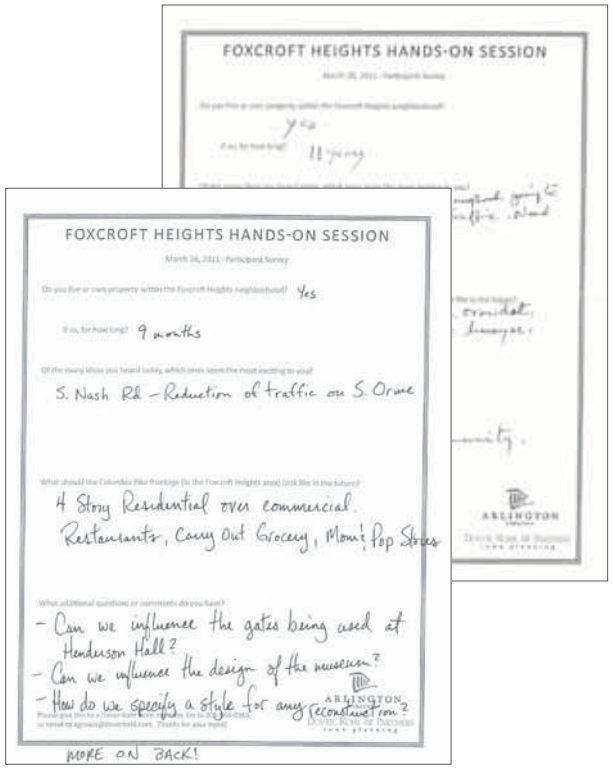
Prior to the June 2011 charrette, several planning sessions were held with residents and property owners of the Foxcroft Heights neighborhood. This unique area of primarily single-family homes is different from the primarily multi-family residential areas found in the remainder of the study area. In addition, there are several important changes anticipated in and around the neighborhood (including the closure of the Navy Annex and expansion of Arlington National Cemetery). The initial sessions were held to give the neighborhood focused attention, and begin a conversation regarding what the residents and property owners would like the area to be in the future.

Following Plenary Group meetings held on January 8th and 22nd, additional sessions were conducted with Foxcroft Heights residents and property owners. Participants at these visioning sessions expressed many concerns, focusing on addressing near-term needs while also looking toward long-term outcomes. At these sessions, the group discussed concepts for the desired forms of future growth and development along Columbia Pike, ideas for enhancements to existing streets and open spaces, and the potential for building revitalization or redevelopment in or around the neighborhood in the future.

A Hands-on Design Session was held with participants from the Foxcroft Heights neighborhood in March 2011. The intent of the session was to identify areas of concern, items of consensus, and to begin to establish a long-range vision for the neighborhood. Through group discussions with a planning facilitator, residents were encouraged to write and draw their ideas. Ideas included locations for the new street planned for this area (Nash Street), ideas for height and massing for infill buildings, and concepts for what the Pike frontage could look like in the future. At the end of the workshop, a spokesperson from each table reported the findings from his or her group to the entire assembly. The presentations allowed the community and planning team to see common interests. More than 45 neighbors and property owners participated in the session. A follow-up meeting was held with the Foxcroft Heights neighborhood in April to present preliminary sketches. The sketches included concepts for traffic calming to create more livable streets, how the Columbia Pike frontage could be retrofitted, and the potential for incremental change in the neighborhood while preserving community character.

On June 23, 2011, a pre-charrette meeting was held to recap the input received and initial sketches completed, and discuss neighborhood goals for the charrette week ahead.

Foxcroft Heights Hands-on Design Session

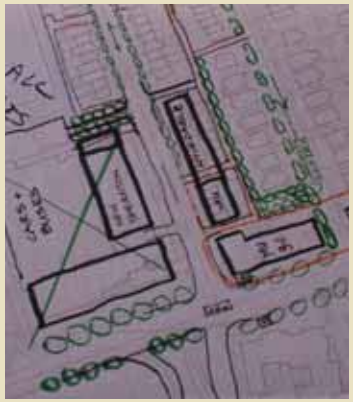


Participants at pre-charrette Foxcroft Heights meetings provided input through question and answer sessions, group discussions, one-on-one conversations, as well as through written exit surveys.

Pre-charrette Concepts for Foxcroft Heights

A number of possibilities were explored for the future of Foxcroft Heights both prior to and during the charrette. There were a number of issues in which the Foxcroft community was unable to come to a consensus on, including acceptable building heights, the nature of possible redevelopment (if at all) in the core of the neighborhood, and the need for street improvements. Shown here are some of the renderings and sketches that were produced during the early stages of discussion.

Several early sketches showing the possibility of incremental redevelopment of some lots set amongst existing homes and townhomes in Foxcroft Heights



Example table drawings from the Foxcroft Hands-on Session (March 26)

A range of scales for new development was explored for the frontage along Columbia Pike in Foxcroft Heights.

The Charrette

Direct community input shaped the ideas and recommendations found in The Neighborhoods Area Plan. On June 24 – 30, 2011 Arlington County invited the Pike community to participate in a series of public events, called a "charrette." The purpose of the charrette was to allow the community to work with the planning team, to apply the knowledge gained through the preliminary analysis phase and create a draft plan for the future of the greater Pike corridor. The following sessions were held through the week and provided many opportunities for community participation.

What is a Charrette?

Charrette is a French word that translates as ''little cart.'' At the leading architecture school of the 19th century, the École des Beaux-Arts in Paris, students would be assigned a tough design problem to work out under pressure of time. They would continue sketching as fast as they could, even as little carts, charrettes, carried their drawing boards away to be judged and graded. Today, ''charrette'' has come to describe a rapid, intensive and creative work session in which a design team focuses in a particular design problem and arrives at a collaborative solution. Charrettes are product-oriented. The public charrette is fast becoming a preferred way to face the planning challenges confronting American communities.

Banner hung over the Pike in the weeks prior to the charrette

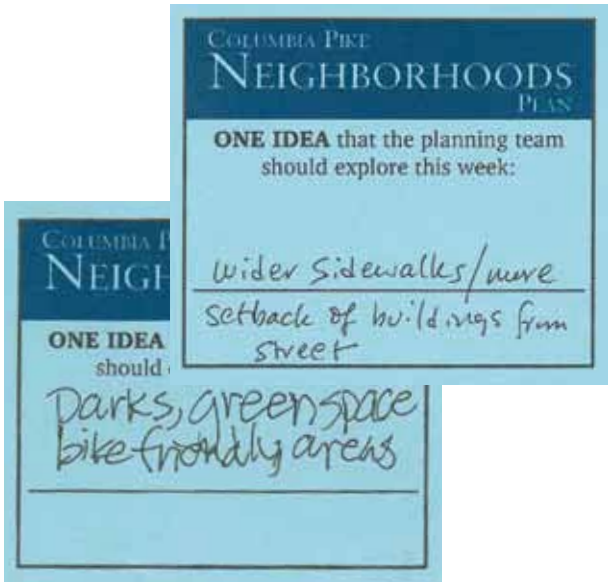
Kick-off Presentation

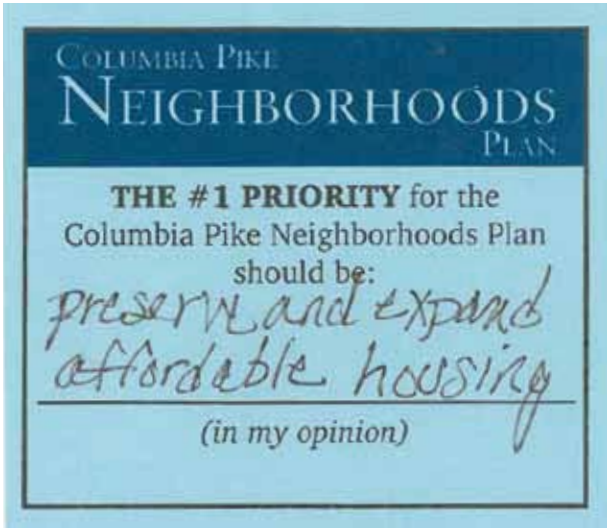
On the evening of June 24th, approximately 120 community participants gathered for a Kick-off Presentation. Arlington County Board Chairman Christopher Zimmerman welcomed the gathering, and gave a short recap of progress seen to date on the Pike as a result of the Columbia Pike Initiative, including new walkable building forms constructed over the past decade in the Revitalization District Nodes. Victor Dover (Principal, Dover, Kohl & Partners) then explained the upcoming charrette process, and gave a "food for thought" presentation on sustainable neighborhood planning. Victor highlighted the community's role in the charrette, explaining that participating in the process would ensure a vision and plan representative of community ideals. Other members of the planning team gave a brief overview of issues for consideration during the week; Geoffrey Ferrell (Principal, Ferrell Madden) explained how the form-based code could be expanded to include the study area, and guide future change according to the community vision. David Barth (Principal, AECOM) summarized the open space planning objectives, and Anita Morrison (Principal, Partners for Economic Solutions) described the economic challenges to meeting plan goals.

At the conclusion of the presentation, an open microphone session was conducted and attendees were encouraged to stand up and voice questions about what they had just heard, identify areas of concern, and share their vision for the Pike.

Christopher Zimmerman, Arlington County Board Chairman, welcomes the crowd to the Kick-off Presentation.

Keypad polling was used to gather input during the presentation.





Community members ask questions for consideration during the week.

Community Hands-on Design Session

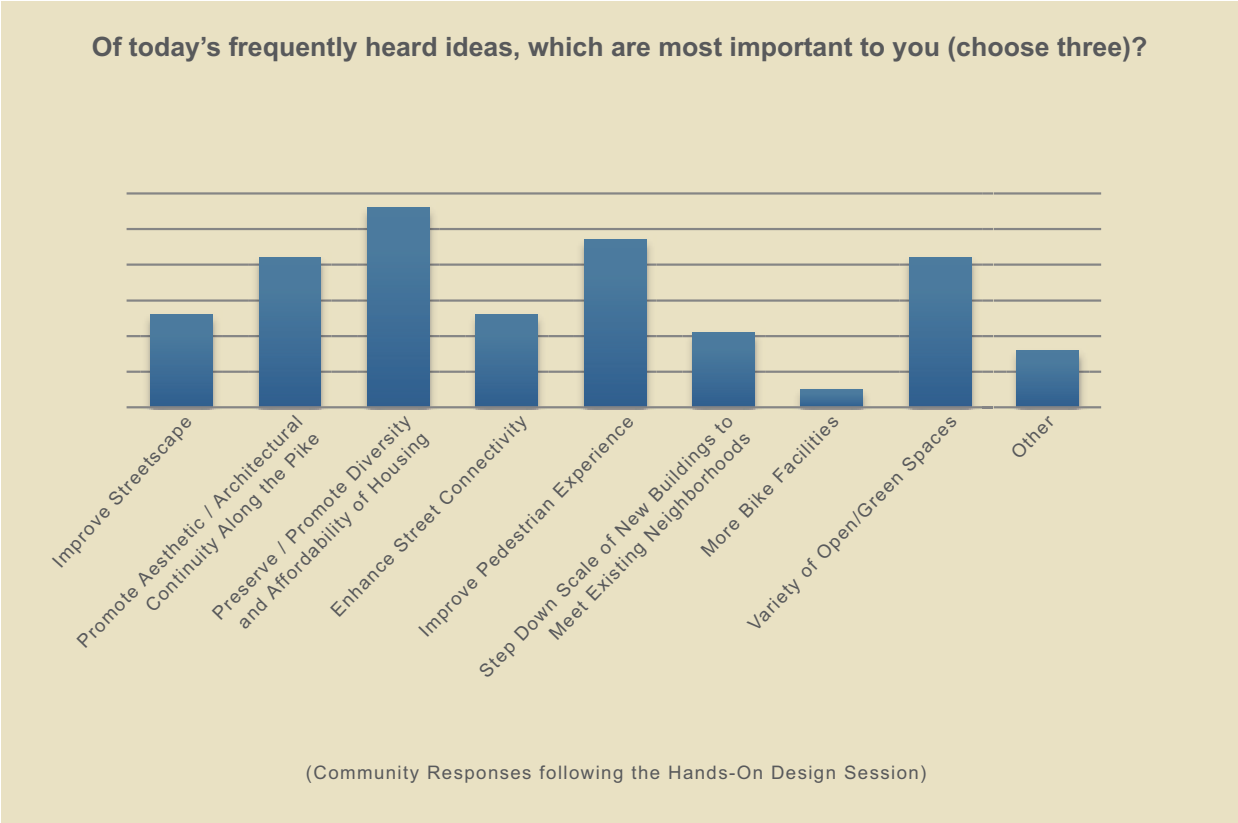
On Saturday June 25th, a Hands-on Design Session was held. The intent of the session was to identify areas of consensus and begin to create a long-range community vision for the future of the Pike neighborhoods. More than 100 people participated in the session, many of whom had attended the Kick-off Presentation the night before. After a short overview of the session's purpose and ground rules, participants were organized into groups of about ten people, where they completed a series of planning exercises.

For the first exercise, each table was provided with a sheet of photographs organized in three separate columns depicting buildings of varying height, style and disposition to the street. Each participant was given six red dots and six green dots. They were instructed to place green dots on photos with desirable buildings or street scenes and red dots on photos of undesirable buildings or street scenes. Participants were encouraged to write comments explaining why they did or did not like each photo. This exercise helped the planning team begin to identify community preferences for building form and character.

For the second exercise, participants focused on a map of general character areas throughout the entire corridor - areas of mixed-use (primarily the Revitalization District Nodes), Neighborhood "Center" areas with multifamily residential buildings of a medium intensity, and Neighborhood "General" areas with multifamily and single family residential of lower intensity. Participants were asked to adjust the boundaries of these areas to fit their vision for the future of the corridor, taking into account existing and future conditions such as proximity to the Revitalization District Nodes, future streetcar stops, and transitions to the surrounding single-family neighborhoods.

For the third exercise, each table was provided with a basemap from one of the four subareas (western corridor, central corridor, eastern corridor, and Foxcroft Heights) and asked to draw their ideas at a greater level of detail. Participants were asked to illustrate important elements of their vision, such as potential locations for new open spaces, new street connections and new buildings. Copies of the various plan scenarios explored for representative sites during Phase 1 were provided at the same scale as the basemap, so that participants could utilize the elements they preferred on their maps.

At the end of the workshop a spokesperson from each table reported the findings and major points from his or her group to the entire assembly. The presentations allowed the community and planning team to see common ideas emerge.


Of today's frequently heard ideas, which are most important to you (choose three)?
Improve Streetscape
Promote Aesthetic / Architectural Continuity Along the Pike
Preserve / Promote Diversity and Affordability of Housing
Enhance Street Connectivity
Improve Pedestrian Experience
Step Down Scale of New Buildings to Meet Existing Neighborhoods
More Bike Facilities
Variety of Open/Green Spaces
Other
(Community Responses following the Hands-On Design Session)

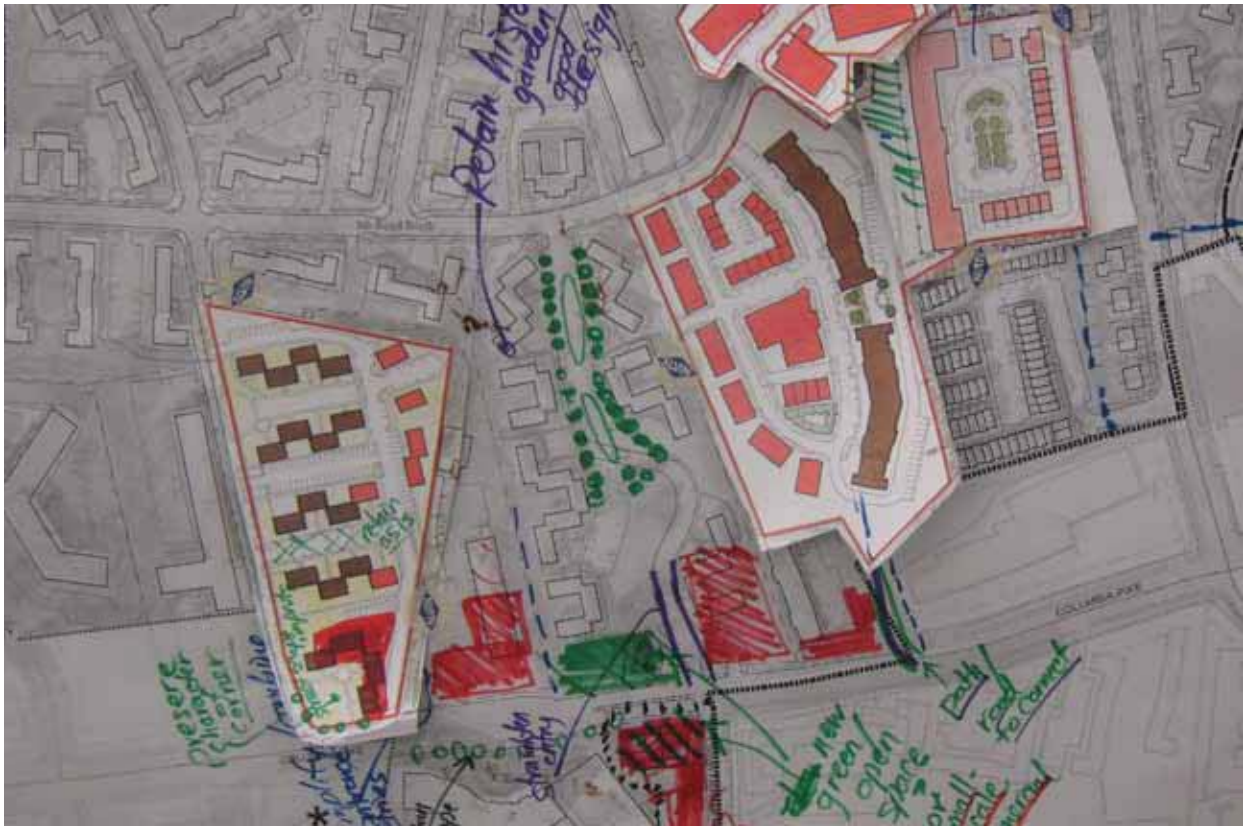
Building Form and Architectural Character Preferences

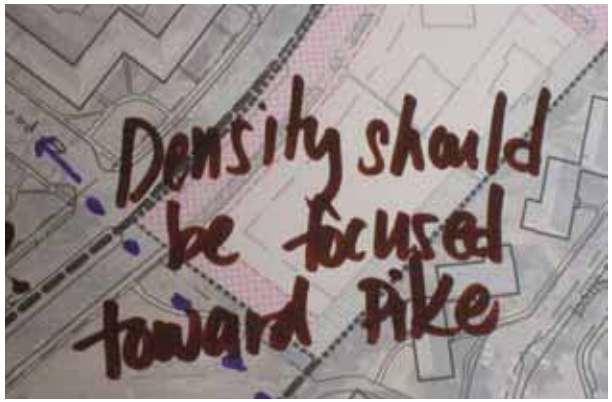
At the Hands-On Design Session, residents were asked to identify building forms and architectural characters they most and least preferred with red and green dots from a sampling of photos of various scales of development; below is a sampling of the results.

Mixed-Use Buildings
Variety of Scales

Multi Family Residential
Medium Scale ≤ 6 Stories

Multi-family and Attached Single-Family
Low Scale ≤ 3 Stories





Sampling of community notes and drawings from the Hands-on Design Session

Design Studio & Open House

During the week, the planning team occupied a Design Studio each day, offering community members the flexibility to stop by when they were available to see the work in progress and give further input. Community drawings from the Hands-on Design Session were placed around the room for new participants to review as they joined the planning process. An Open House event was held one evening to allow the public to view many of the ideas and drawings. Members of the planning team were available to answer questions and gather feedback on the drawings and illustrations in-progress

In addition to community drop-ins to the Design Studio, members of the planning team also met with the members of the Working Group and County staff in scheduled technical meetings. These meetings included sessions with specialists in housing, open space, transportation, schools, historic preservation, and plan implementation. These technical meetings served to shape the detailed elements of the vision and ensured that the ideas being proposed were feasible.

As citizens and technical experts frequented the studio, they helped the planning team to further develop key concepts for the plan, as the team could check whether the ideas shared during public workshops were being addressed in a satisfactory manner. The team worked to synthesize the many ideas heard from the community throughout the week into a cohesive vision for the future of the Pike neighborhoods. Diagrams, drawings, and plans were created to clearly illustrate the initial concepts of the vision for the community.

Team members working in the studio

Reviewing feedback from Hands on Session

Drawings and big ideas being shown during Open House

Planning for Open Space

On June 27th, an additional workshop was held at the Arlington Career Center to focus specifically on planning for public open spaces. David Barth, Principal of AECOM, gave an overview on open space planning, and how key concepts could be applied in the Pike corridor. The community participants then completed a survey which helped to identify open space needs in the corridor. The survey was also available online after the meeting, and was used to shape the open space vision for the greater Columbia Pike area.

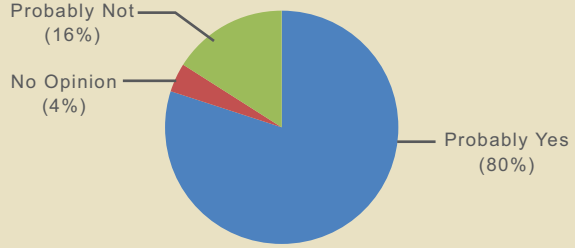
Planning for Open Spaces workshop at the Arlington Career Center

Work-in-Progress Presentation

The charrette week concluded on June 30th when a Work-in-Progress Presentation was made. A crowd of over 150 people attended the event, eager to see the draft results of the charrette.

The presentation summarized the charrette events and incorporated key themes and ideas raised during meetings and informal sessions. Victor Dover presented the draft concepts formulated over the week, illustrating possibilities for preservation, infill, and redevelopment along the corridor. Illustrations showing "before and after" scenarios helped attendees to envision the ideas discussed. An Illustrative Plan showed potential locations for infill buildings, new open spaces and other physical elements of the vision. Additionally, transportation and the corridor's open space network were focused upon. At various intervals during the presentation, keypad polling allowed for quick feedback from the audience. That and an exit survey helped to gauge the public response to the ideas presented and kick start the next phase of work to simulate the main ideas and generate a vision plan.

Is the Pike Neighborhoods Area Plan generally on the right track?



(Community Responses at the Work-in-Progress Presentation)

The community's input during the work in progress presentation was documented using key polling questions and written exit surveys

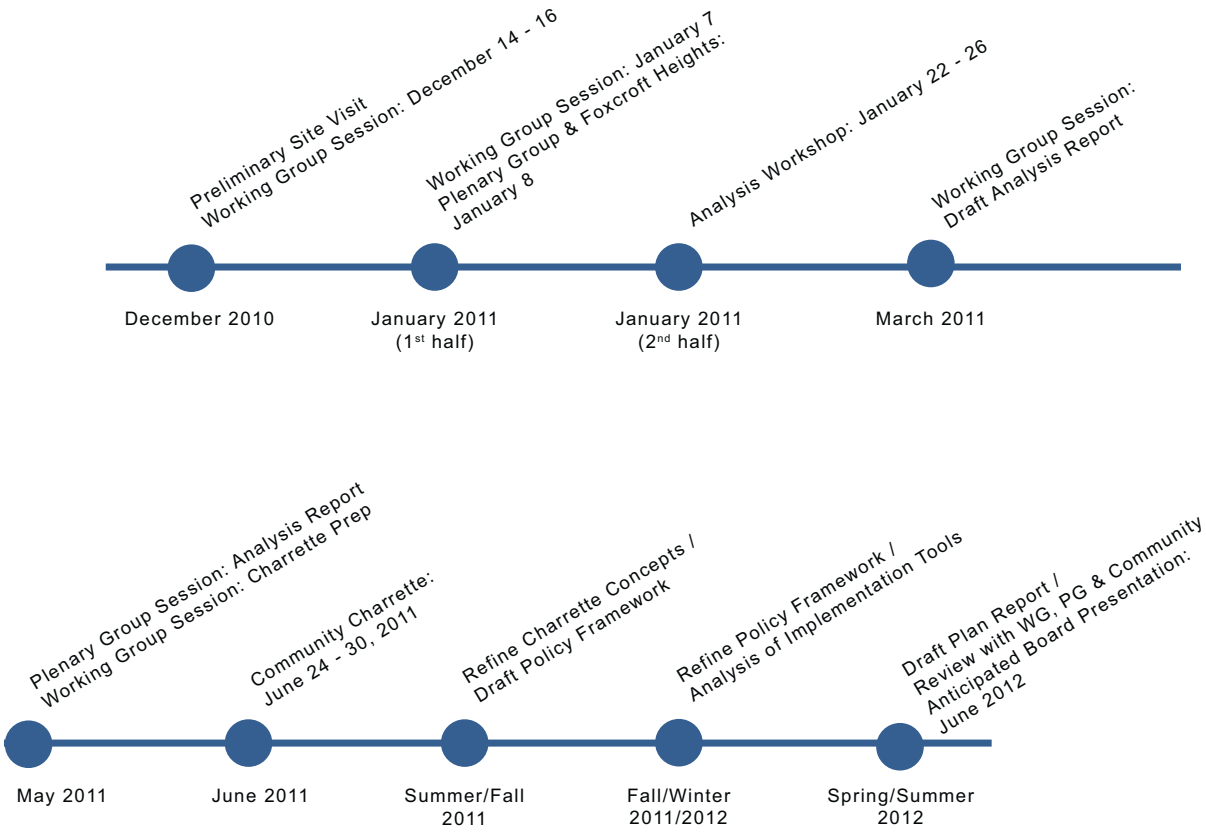
The Neighborhoods Area Plan

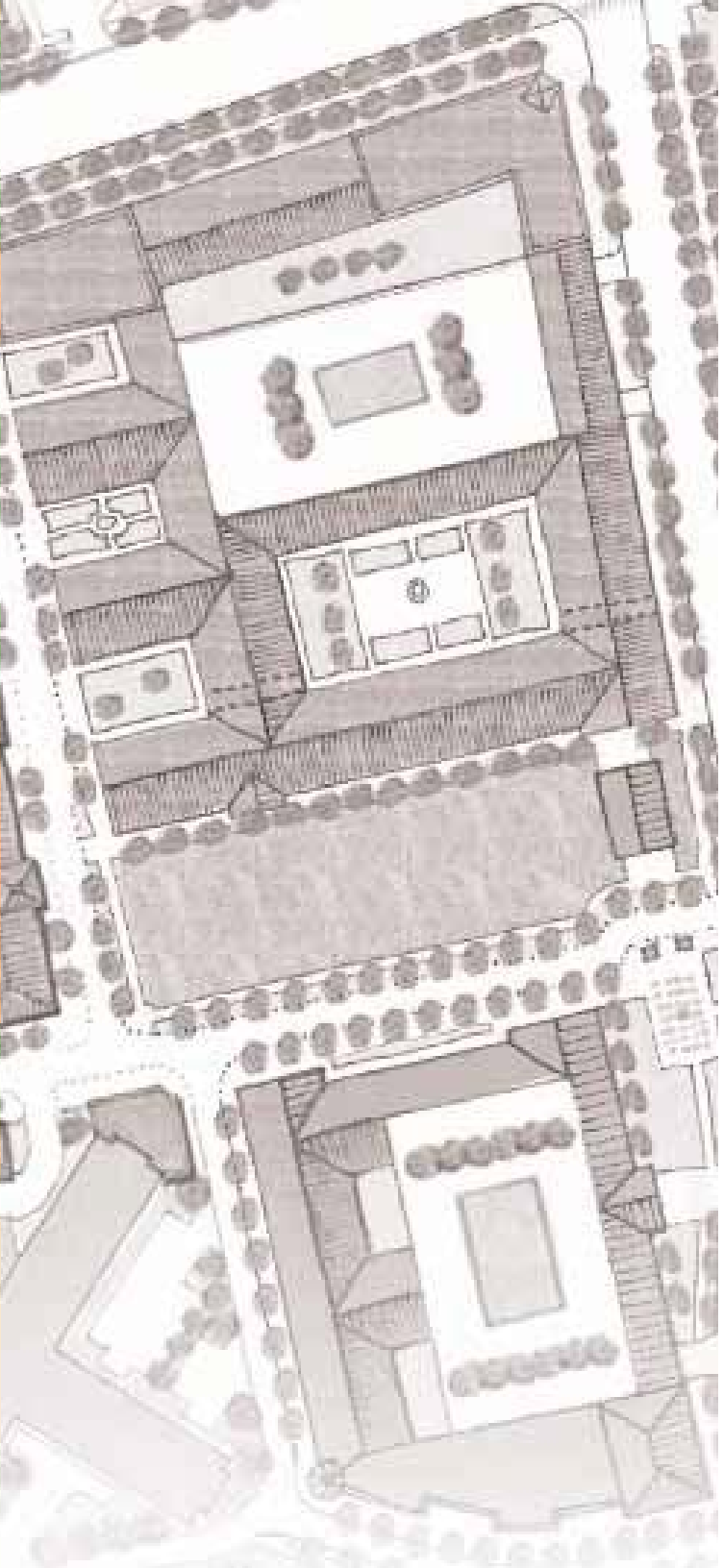
Refinement with Working Group, Plenary Group, & County Board

Following the charrette, the Dover-Kohl team refined the plans and illustrations using the community input received, and began work on a draft Policy Framework document. The Policy Framework was the first step in the process of synthesizing the established goals, community input, and draft charrette concepts. It provided a set of directives which are based on: 1) the goals and objectives set forth by the Plenary Group for Columbia Pike; 2) input from the community gathered during the charrette; and 3) overall planning concepts generated by the consultant team based on inputs received. The policy directives focus primarily on the Neighborhoods Plan study area, but also consider the greater context where applicable (for example, for open space network concepts and in relation to the Revitalization District Nodes). The Policy Framework was presented and reviewed with the Plenary Group in October and, later in December, to discuss comments received. A revised Policy Framework was shared in February 2012 with the County Board.

The Policy Framework (with revisions resulting from input at and following the County Board meeting) forms the foundation of the Neighborhoods Area Plan. This Plan document further details the policy recommendations, and includes implementation strategies, tools, next steps and responsibilities.

Project Timeline (major milestones)





Vision

Existing Conditions 3.3

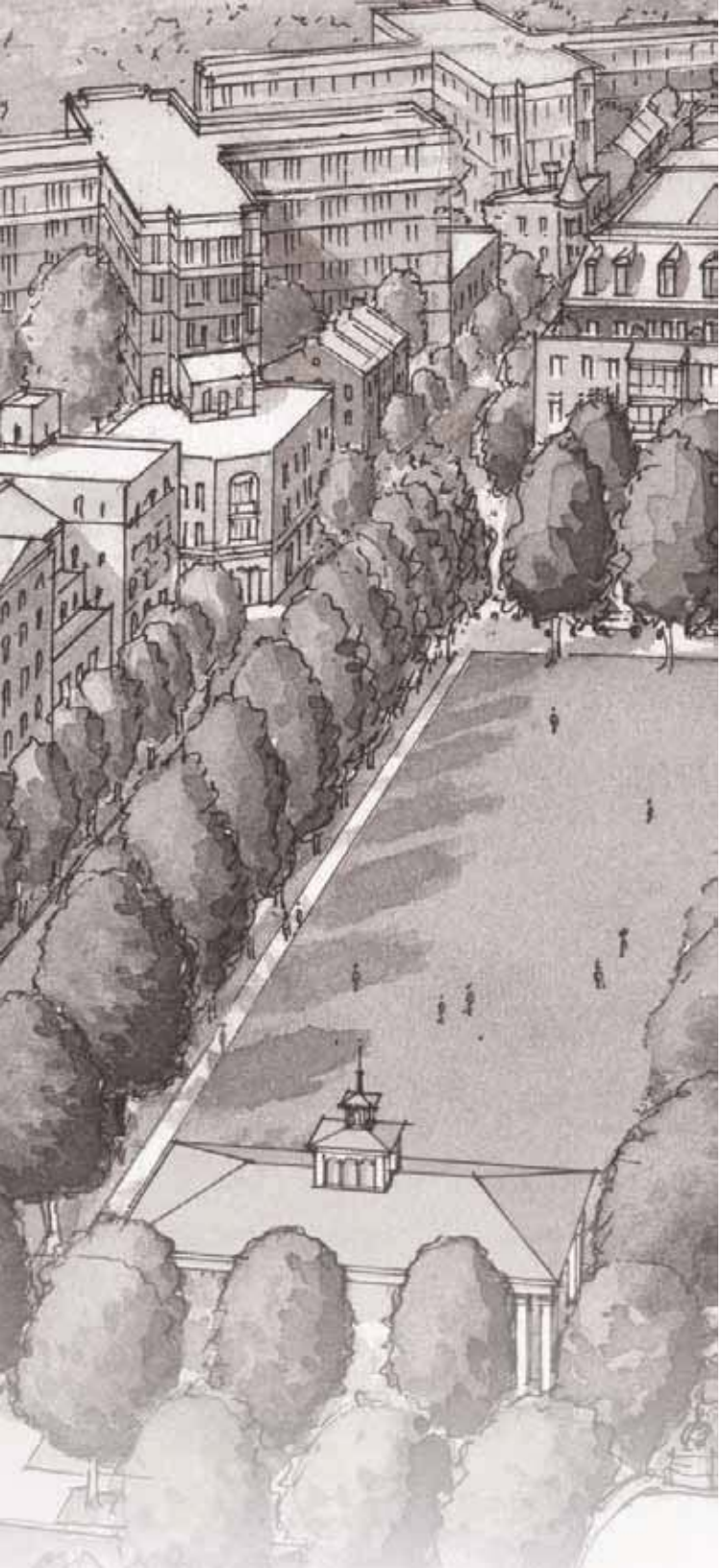
Illustrative Master Plan 3.4

Subarea I - Western Pike 3.6

Subarea II - Central Pike 3.10

Subarea III - Eastern Pike 3.16

Subarea IV - Foxcroft Heights 3.22



The community-driven vision for the Columbia Pike neighborhoods is described here through plans, illustrations and diagrams. The Illustrative Master Plan for the Columbia Pike Neighborhoods identifies key areas for future growth, redevelopment, preservation and open space. This Chapter includes specific design details and recommendations for each of the four subareas along the Pike.

A Vision for The Pike Neighborhoods

This chapter presents a comprehensive vision for the future form of development in the Columbia Pike corridor. Building upon the 2002 Columbia Pike Initiative vision that includes a vibrant main street with distinct commercial mixed-use districts, an ethnically diverse and culturally rich community, a multimodal transportation system, and well designed and attractive buildings and public spaces, the Columbia Pike Neighborhoods Area Plan provides a refined future vision for the residential areas along the Pike. This refined vision is based upon community input expressed throughout the planning process, with an overall goal of obtaining a sustainable, enhanced physical form of development along Columbia Pike to support a diverse, mixed-income community. This refined vision includes a healthy community with high quality of life; strong single-family and multi-family neighborhoods that support the mixed-use commercial centers; a mixed housing stock that serves diverse households; a corridor of multi-modal transportation options, including increased connectivity for all travel modes; sustainable building forms that support walkability and create a distinct identity for the Pike neighborhoods; sensitivity to historic buildings and neighborhood character; new and improved open spaces; compatible transitions between residential neighborhoods and commercial centers; and development that is sustainable and energy efficient.

This vision for the Pike's future is conveyed in this chapter through an illustrative plan and visualizations. The Illustrative Master Plan synthesizes community ideas and depicts one way in which physical build-out of the study area could occur according to the goals, policies and recommendations of the Plan. By showing the Plan's policies and recommendations applied to actual properties, streets, and public spaces along the corridor, the feasibility and suitability of Plan goals have been analyzed, allowing for interactive refinement with the Arlington community.

The Neighborhoods Area Plan study area consists primarily of multi-family residential complexes located in the Pike corridor between the mixed-use Revitalization District Nodes. These multi-family areas (those designated as Low-Medium and Medium on the General Land Use Plan) comprise the study area since these areas are most predisposed to future economic and physical change. Decisions for property owners of these large complexes will impact hundreds of residents and units. Having a plan in place can ensure future change happens according to the community's vision. In the primarily single-family areas beyond the study area, by comparison, less future change is anticipated. While the single family areas have generally not been included in the study area, they have been taken into consideration when drafting policy recommendations to create a holistic plan. (The Foxcroft Heights neighborhood is an exception; due to the amount of change planned in the immediate surroundings, including the closing of the Navy Annex and expansion of Arlington National Cemetery, this single-family area was also included to be able to proactively plan for the future. Similarly, the Carver Homes area within the Arlington View neighborhood has been included in the study. The property is an aging complex of townhouse units with considerable pressures and limited options due to its non-conforming zoning status. The County considered the timing would be appropriate to examine both of these areas as part of the larger residential study and to attempt to establish a future vision collaboratively with each respective community.)

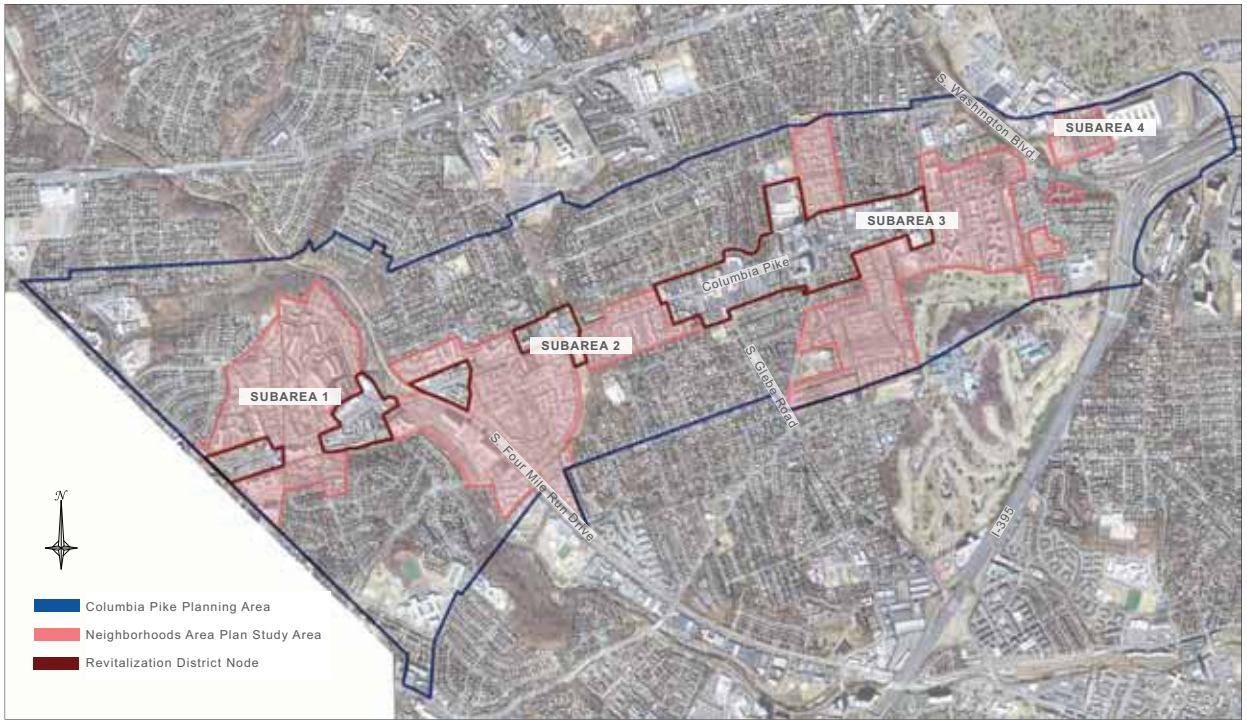
The corridor has been divided into four subareas for focused analysis and concentration: Subarea I (Western Pike), Subarea II (Central Pike), Subarea III (Eastern Pike), and Subarea IV (Foxcroft Heights). While there is a great deal of similarity between the various subareas along Columbia Pike, there are some distinct differences as well which present unique opportunities and challenges for future growth. Following is a general synopsis of the existing conditions within the four subareas, along with observations by the design team and a general summary of the urban form vision established through this Plan. Additional design details and recommendations can be found on the pages that follow.

Subarea I (Western Pike)

The western portion of the Columbia Pike Neighborhoods Area Plan is a mix of rental apartment buildings of various vintages and several condominiums. Heights vary widely, with a handful of nine and ten story buildings close to the Pike, as well as many two and three story garden apartments and townhouses to the north. The area contains large blocks and a lack of east-west road connections running parallel to the Pike. While there is an abundance of open space centered around the Four Mile Run to the east and the Glencarlyn Park to the north, there is a lack of connectivity to this green space. An examination of topography reveals many steep areas which

break up the neighborhood and partially explains the disconnected form of existing development.

The urban form vision for this area seeks to stitch together these disconnected areas with new pedestrian and vehicular connections as well as new open spaces in strategic locations. These connections can be a benefit to the community achieved through redevelopment. New mixed use buildings could occur adjacent to the Revitalization District Nodes, with the balance of new development being residential of varying densities. The greatest density is envisioned to be possible along the Pike, compatible with the existing taller buildings found there, decreasing as one moves further into the neighborhoods. New development according to the Plan will follow form-based regulations for massing, height, and relationship of buildings (and parking) to the street, to achieve community goals for walkability and sustainable urban form.



Aerial Map of the Neighborhoods Area Plan study area

Subarea II (Central Pike)

The central portion of the Columbia Pike Neighborhoods Area Plan is dominated by several large rental garden apartments complexes, such as Barcroft and Westmont Gardens. The heights of most existing buildings are three to four stories, however the towers forming The Brittany Condominium are up to fourteen stories. The area lies between three Revitalization District Nodes. The central area is characterized by large blocks and missing street connections, particularly around Doctor's Branch Park. This park, along with nearby Four Mile Run to the west and Barcroft Park to the southwest serve as easily accessible recreational areas for residents. Steep topography is mostly concentrated within the park spaces, but also creates a few challenging building sites within the Barcroft Apartments. Many other areas sit on relatively flat land.

The urban form vision for this area seeks to retain a large area with historic buildings, open spaces, trees, and affordable housing amidst appropriate redevelopment areas to achieve plan goals for affordable housing and an enhanced urban form. Much of the Barcroft complex is envisioned to remain preserved, in exchange for redevelopment at the edges where change would bring the greatest benefit to the public realm. For example, redevelopment of the northeastern corner of the Barcroft property adjacent to (and completing) the mixed-use Revitalization District Node is ideal for redevelopment, given its proximity to future transit and the possibility of enhancing the walkability of the Pike frontage. Other sites along the Pike are envisioned for redevelopment in an effort to best attain plan goals such as walkability, new street connectivity and public open spaces, an enhanced urban realm, and retention of affordable housing.

Subarea III (Eastern Pike)

The eastern portion of the Columbia Pike Neighborhoods Area Plan contains a great variety of building forms, including much taller (over ten stories) buildings surrounded by surface parking, and also neighborhoods with single-family detached homes. A relatively poor and disconnected street network forces most vehicular traffic onto Columbia Pike. No parallel east-west route exists in this location, causing a bottleneck of both local and through traffic. Flatter topography provides a greater opportunity for redevelopment in this area which could allow for more efficient use of the land. The Towers Park is located here, offering tennis courts, a basketball court, a playground, and other recreational facilities. Penrose Park, located nearby, offers additional recreational options within walking distance. The Army & Navy Country Club immediately to the south offers views of open green space from many of the area buildings, despite being closed to the general public.

The urban form vision for this area encourages infill and redevelopment of suburban building forms (buildings surrounded by parking) in a sustainable fashion, while accruing community benefits such as affordable housing, new street connections and open space. Potential building height in this area is greater than other areas of the Pike, compatible with the greater height of existing buildings, with a transition or step-down at the edges to existing single family neighborhoods. All new buildings will be street-oriented; coupled with smart street design, this will greatly enhance pedestrian and bike opportunities. A new central open space is envisioned for this area, to provide a central gathering space and recreational opportunity for existing and future residents. Fillmore Gardens and Arlington Village are similar to the Barcroft campus of buildings, open space, and affordable housing and are recommended to remain in their current form.

Subarea IV (Foxcroft Heights)

Foxcroft Heights sits at the far eastern end of the Columbia Pike Neighborhoods Area Plan and within close proximity to the Pentagon, Arlington National Cemetery, and Myer-Henderson Hall. The neighborhood is small (around 15 acres) and made up mostly of rowhouses, single-family detached homes, and several small apartment buildings. The sixteen story Sheraton National Hotel sits at the southwestern corner of the neighborhood adjacent to Columbia Pike and Washington Boulevard. Though centrally located, Foxcroft Heights is relatively isolated due to its position between several large highways and federal facilities. There are excellent views across the Potomac River toward the District of Columbia from the Sheraton National Hotel. The existing Navy Annex building to the east is slated for demolition in the near future.

The majority of the Foxcroft Heights neighborhood, including all of the single-family homes and rowhouses along Ode and Oak Streets, is envisioned to remain in its current state as a conservation area and no redevelopment or infill incentives are proposed; individual property owners may continue to make changes to property in manners consistent with the existing zoning regulations. General improvements to streets throughout the neighborhood are recommended to help slow traffic and increase walkability, which may include new / widened sidewalks, street trees, and crosswalks which could be implemented through County programs such as the Neighborhood Conservation program. A new access road is envisioned to the east to provide a more direct connection from Columbia Pike to the Myer-Henderson Hall base and handle the vehicular trips to and from that area south toward the Pike. New mixed-use buildings are envisioned for the Pike frontage, to improve the pedestrian experience and may provide neighborhood-serving retail space with additional residential units. The scale and character of buildings on these sites would be in keeping with the architecture of the neighborhood yet offer a development pattern consistent with plans for other parts of the Columbia Pike frontage and meet other goals of the study including preservation of affordable housing.

Illustrative Master Plan

The Illustrative Master Plan synthesizes community ideas and depicts one way in which physical build-out of the study area could occur according to the policies and recommendations of the Columbia Pike Neighborhoods Area Plan.

Notes about the Illustrative Plan:

1. The Illustrative Plan identifies key opportunity parcels for potential redevelopment and conservation, and illustrates key planning concepts identified during the June 2011 charrette and refined thereafter. All ideas expressed in this plan are for illustrative purposes only, and represent conceptual ideas, and are not reflective of specific plans for individual properties. The physical configurations of any future redevelopment will be dependent upon the decisions of individual property owners to implement change according to the policies established by the Columbia Pike Neighborhoods Area Plan, and ultimately guided by development regulations in the Neighborhoods Area Form Based Code.

2. For Redevelopment areas, pursuant to the Urban Form Vision Map in this document, this Illustrative Plan shows sites with full redevelopment, sites with a mix of existing and new buildings, and other sites with only existing buildings. It is possible for sites shown with existing buildings to fully redevelop according to the policy recommendations and implementation tools described further in Chapter 4 and 5, however, it is not anticipated that redevelopment would occur in the near to mid-term.

Columbia Pike Illustrative Plan (Western Half)

Columbia Pike Illustrative Plan (Eastern Half)

Subarea I - Western Pike

Plan Details

A A new bridge for pedestrians and cyclists over Four Mile Run connects the end of 9th Street South (a planned "bike boulevard") with South Arlington Mill Drive to the west. This connection also ties in with the Washington and Old Dominion Trail, and the Four Mile Run Trail, both part of a wider system of trails.

B With redevelopment of the Columbia Grove site and infill buildings at Wildwood Park, a new pedestrian connection is envisioned between the two properties to increase east-west connectivity. This potential connection will allow residents easier access to commercial amenities on the Pike and to the future streetcar.

C Partial redevelopment and preservation of Arbor Heights (formerly known as Magnolia Commons) has been explored, as well as the introduction of a new park space. See page 3.8 for illustrations of this area.

D Space was identified for a small, flat playing field across from Tyrol Hills Park as part of a partial redevelopment scheme for Tyrol Hills Apartments.

E At The Fields, each of the existing buildings are retained while identifying ways to fit a range of additional new building types onto the site and improve the overall street network. New road connections have been made west toward Arbor Heights and east toward Emerson Street. A pedestrian connection (in the form of stairs) has been envisioned leading south to the Pike, allowing residents to more easily access to retail and transit. At a point when redevelopment of these buildings makes economic sense, the area is targeted for new mid-rise buildings.

F Given its adjacency to a Revitalization District Node, the corner of Greenbrier Apartments has been identified as an area for a substantial new mixed-use building. Additional areas for infill and redevelopment on the site have also been envisioned.

G A new "green connector " running through the neighborhood from Columbia Pike to Tyrol Hill Park acts as a pedestrian spine to provide an additional pedestrian connection from the upper reaches of Columbia Heights West to Columbia Pike.

H 7th Street South should be designated a "Safe Route" leading to Campbell Elementary School.

I New infill buildings create complete, two-sided street spaces.

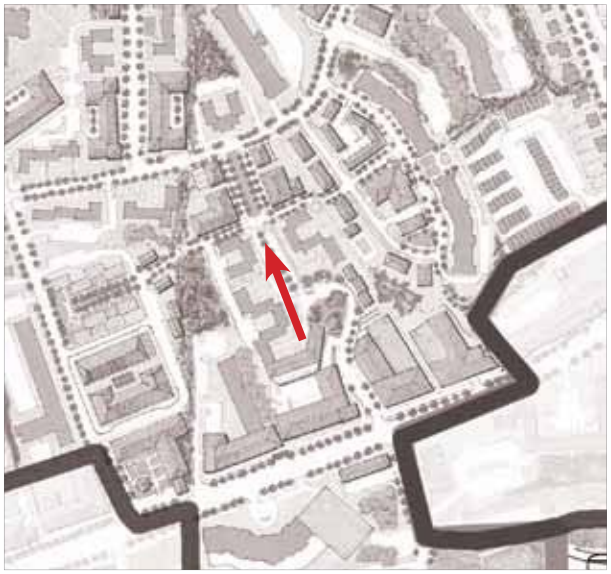
J Several opportunities were found for taller buildings directly along Columbia Pike, with heights stepping down to meet existing neighborhoods beyond.

Aerial view of Subarea 1 and its surroundings

Neighborhoods in Subarea I

At Arbor Heights the potential for new publicly-accessible open space was explored along South Frederick Street, between Columbia Pike and 8th Road South. Currently a parking lot, the street space is shown here divided into two one-way streets separated by a new park space in the middle and terminating at a view of the existing neoclassical portico. This could be accomplished when redevelopment of the site along Columbia Pike occurs and the driveway and parking areas could be converted to a greener setting. On-street parking, ample lighting and street furniture would also contribute to a more walkable environment.

Existing Conditions



Location of this view at Arbor Heights

Phase I - Initial improvements to site infrastructure

Final Phase

Subarea II - Central Pike

Plan Details

A Redevelopment of the northeastern corner of the Barcroft property is shown at the intersection of George Mason Drive and adjacent to (and completing) the mixed-use Revitalization District Node. This location is ideal for redevelopment, given its proximity to future transit and the possibility of enhancing the walkability of the Pike frontage. See page 3.15 for an illustration of this area.

B The majority of Barcroft's original garden apartments are envisioned to remain preserved, in exchange for redevelopment at the edges. Barcroft contains the largest single stock of affordable rental units on Columbia Pike and includes an impressive cohesive campus of garden style buildings, open space, and mature shade trees. Tools including Transfer of Development Rights (TDR) are recommended to help incentivize building renovations and preservation of affordable housing.

C Several site improvements, new publicly-accessible open spaces, and additional road connections have been shown in Barcroft Apartments.

D South Wakefield Street is shown reconfigured around several new street-oriented buildings.

E Redevelopment of several sites high on the hill along Four Mile Run Drive would yield new mid-rise apartment buildings opposite the 14 story Brittany Condominium towers.

F Complete redevelopment of the Westmont Gardens site has been illustrated. Westmont occupies a prime location along the Pike. A new publicly-accessible park space containing a playground and exercise equipment is located at the southern edge of the site across from existing single-family homes. Lower buildings on the Westmont site step down to carefully meet existing neighborhoods. See page 3.14 for an illustration of this area.

G Similar redevelopment potential is envisioned for Oakland Apartments and Quebec Apartments as they are adjacent to existing Revitalization Districts and each include a planned future streetcar stop.

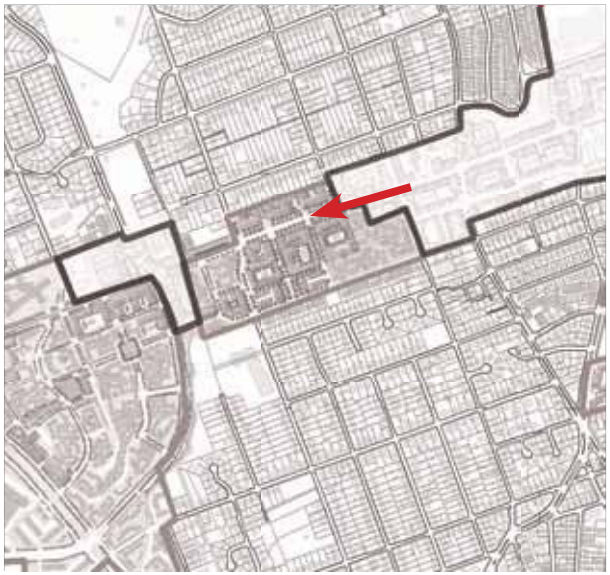
H The potential for long-range redevelopment of the Dundree Knolls Condominiums with Pike-facing buildings and townhouses has been envisioned. The current townhouses face away from Columbia Pike with their backyards along the sidewalk, creating an uncomfortable pedestrian experience. A long blank fence lines the sidewalk, with no natural surveillance from within the homes.

Aerial view of Subarea II and its surroundings

Neighborhoods in Subarea II

The following sequence shows the evolution of Columbia Pike over time, in the area between Monroe Street and Quincy Street. Residential portions of the Pike should differ in character from the mixed-use Revitalization District Nodes. New street-oriented buildings can be placed behind deeper setbacks containing a small tree lawn, creating a highly walkable streetscape. The addition of the streetcar in the coming years will bring more pedestrians along the Pike.

Existing Conditions



Location of this view along Columbia Pike

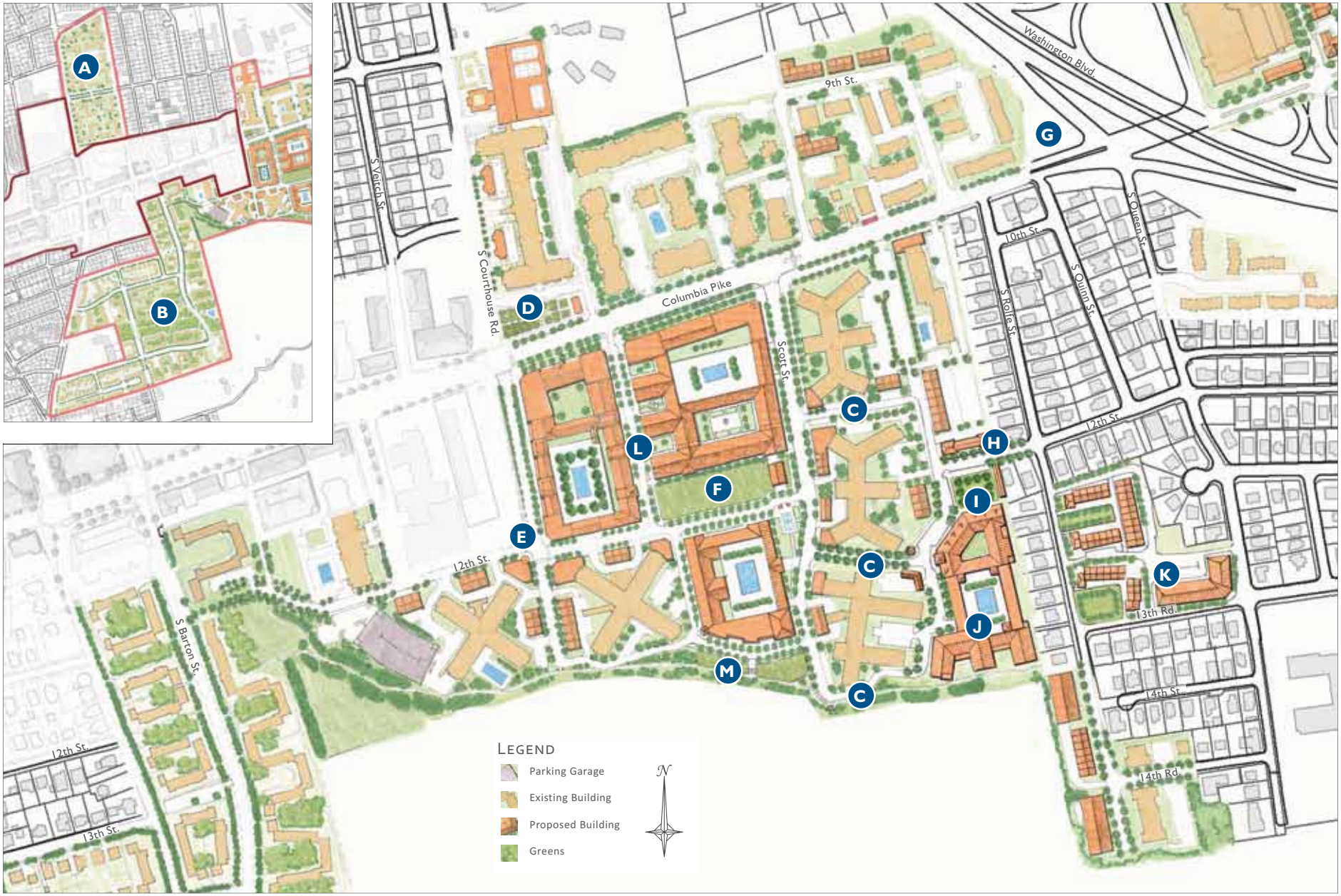
Phase I - The new streetcar comes in, along with improvements to the sidewalk, lighting and additional street trees

Final Phase

View of the Westmont Gardens site, looking north

View from Columbia Pike looking into Barcroft, showing mixed-use development and apartments along a new street framing the view toward historic buildings

Subarea III - Eastern Pike



Plan Details

A Fillmore Gardens contains the second largest inventory of affordable rental units along the Pike. Similar to Barcroft Apartments, this site also incorporates significant open space and a cohesive campus of garden style buildings. Therefore, it has been shown preserved. A portion of the Fillmore Gardens site is located outside of the Pike Neighborhoods Plan study area and is part of one of the Revitalization District Nodes. This portion of the site may be redeveloped under the existing form based code in exchange for full preservation of the remaining portion of the site located within the study area. Tools including Transfer of Development Rights (TDR) are recommended in order to help incentivize unit renovation and preservation of affordable housing.

B Arlington Village, and the surrounding garden style apartments and condominiums, are envisioned to remain in their existing state as a conservation area.

C Formalizing several existing parking lots into a network of real streets around The Wellington will provide the opportunity for additional new infill development while improving the walkability and vehicular mobility of the area.

D The existing open space in front of Dorchester Towers could become a formal public green in the future (coinciding with infill development on the site) through the addition of new streets on the east and north sides and the creation of a civic structure or kiosk at the eastern end

E Shown is the potential for new street-oriented infill development around the intersection of 12th Street and South Courthouse Road. See page 3.20 for illustrations and details about the design concept for this area

F A new publicly accessible park is envisioned for the southern portion of the current site of Dorchester Apartments, as part of redevelopment of the remainder of the site at higher densities. In addition to a large open lawn for informal soccer and football games, a childrens' "spray-ground" (on the south side of 12th Street) and pavilion have been illustrated. See page 3.18 for details.

G As the off ramp from Washington Boulevard is reconfigured, newly open space on VDOT property could become an ideal site for community gardens.

H 12th Street is extended to the west, creating a crucial east-west connection

I The currently private dog park and tot lot are envisioned to become publicly accessible in the future

J New infill development behind The Wellington would add new residential units and help define the southern edge of the dog park

K Low-density redevelopment has been illustrated at Carver Homes, which represents a townhouse form of development with a low-scale apartment building on one corner. A large open space has been retained at the southwestern corner of the property to maintain the neighborhood character

L Redevelopment of the Dorchester Apartments site is envisioned along a new street with parking structures (see page 3.19) hidden in the center of the blocks and topped with amenity decks, or placed underground. Proximity to the Pike and mixed-use Revitalization District Node dictate taller buildings in this location.

M A new publicly-accessible park space on the southern portion of Dominion Towers lies between the proposed roadway and golf course.

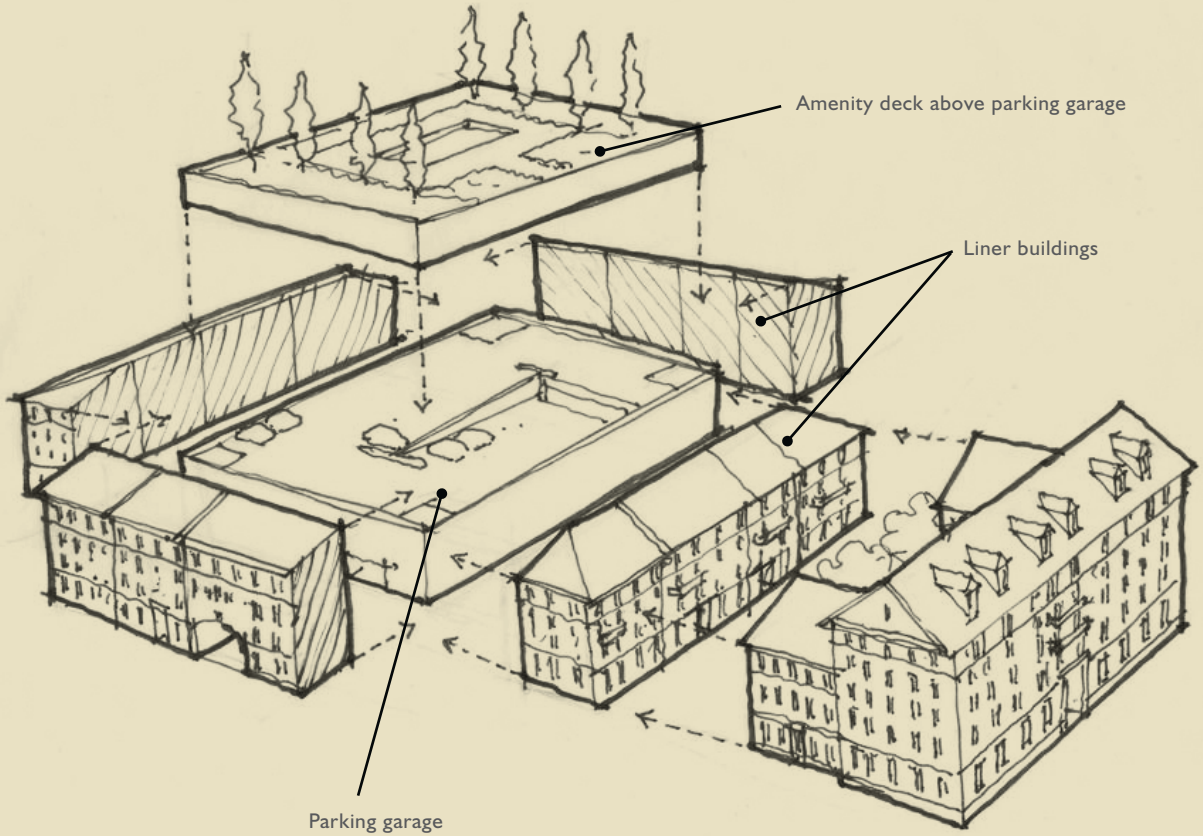
Aerial view of Subarea III and its surroundings

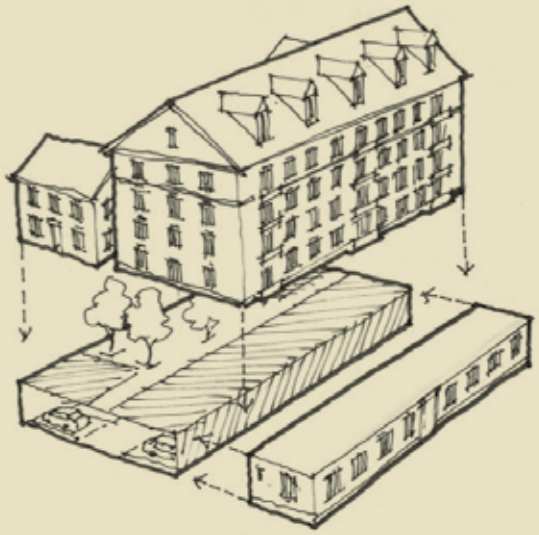
View of a new park with buildings facing onto the space from all sides, providing a new amenity within close walking distance of many eastern Pike residents

Accommodating Parking Garages in a Walkable Environment

Structured parking has been shown on the Illustrative Plan for many of the buildings in Subarea 3, as well as in several other locations along the Pike. Due to constrained sites and increased densities in this area, parking structures would be necessary to meet the parking requirements of new buildings. Within highly walkable neighborhoods, such as those envisioned by the Pike Neighborhoods Area Plan, it is essential that these parking garages are designed to be both functional and discreet.

The diagrams here show how parking can be concealed from view (mid-block) of adjacent streets by habitable "liner" space. Amenity Decks can be placed above the garage to create pleasant views from units facing the interior of the block.





Many buildings from the latter half of the last century, such as Dominion Plaza shown here, have little or no relationship to adjacent streets. There is much potential to engage the street space through careful infill development, while simultaneously adding value and a greater variety of housing types to already occupied sites. Here, several shallow townhomes are added at the corner of 12th Street and Courthouse Road. Additionally, a new pedestrian entrance to the Dominion Plaza building has been created at the corner. These types of interventions, if implemented on several adjacent properties, would do much to increase the vitality and walkability of neighborhood streets throughout the corridor.

Existing Conditions

Location of this view at Dominion Plaza

Phase I

Final Phase

Subarea IV - Foxcroft Heights

Plan Details

A New low- to medium-scale mixed use buildings along the Pike improve the street frontage while providing neighborhood-serving retail space and additional residential units. The scale and character of buildings on these sites would be in keeping with the architecture of the neighborhood, and buildings would transition down to the adjacent single-family areas.

B With the 16-story Sheraton National Hotel and heavy vehicular traffic going in and out of Myer-Henderson Hall, two land uses that are planned to remain, Orme Street is identified as a location for Incremental redevelopment of existing rowhouses as taller, live-work townhouses or small apartment buildings. This building form would offer an alternative form of development to better bridge the two intensive, adjacent uses and maintain an appropriate transition to the existing neighborhood to the east.

C The majority of the Foxcroft Heights neighborhood, including all of the single-family homes and rowhouses along Ode and Oak Streets, is envisioned to remain in its current state as conservation areas and no redevelopment or infill is contemplated.

D The primary entrance to Myer-Henderson Hall at the end of Orme Street

E Although a narrow space, new infill townhouses along Columbia Pike on the corner of the Sheraton National Hotel property creates a more attractive street frontage and screens views of driveways from the sidewalk.

F Ode and Oak Streets are envisioned to remain as one-way roads. General improvements to streets throughout the neighborhood will help to slow traffic, and increase walkability through new/widened sidewalks, street trees, and crosswalks. See pages 3.26 and 3.27 for detailed information about recommended streetscape changes.

G Demolition of the Navy Annex is expected to begin soon. This will be the future site of an expansion to Arlington National Cemetery.

H A new access road is envisioned to provide a more direct connection from Columbia Pike to the Myer-Henderson Hall base and handle the vehicular trips to and from that area south toward the Pike.

Aerial view of Foxcroft Heights and its surroundings

Neighborhoods around Subarea IV

Looking north on Orme Street, with potential new live-work buildings (right) opposite from the Sheraton National Hotel

View over Foxcroft Heights from the south, depicting the possibilities for new infill development along the Pike and Orme Street

Streets in Foxcroft Heights

Unlike other subareas of the Pike Neighborhoods Plan, Foxcroft Heights presents unique problems and challenges when it comes to the neighborhood streets. High traffic volumes, cut-through traffic, speeding and bus circulation all contribute negatively to the quality of life within the neighborhood. A detailed evaluation of Foxcroft Heights' streets was conducted during the charrette alongside residents. The following detailed strategy for improvements has been created to help address many of the pressing issues.

The mid-block portions of Ode and Oak Streets should be preserved in their current character. However, the two streets have problems with cut-through traffic, speeding, wrong way travel, and parking supply. The plan recommends leaving the mid-block portions of the streets with their current widths and one-way configurations and introducing traffic calming measures, including: entrance features, humps or tables, and street trees. These types of improvements are shown in the map on page 3.28. See Figure 4 for the concept of the entrance features and the transition from a two-way to a narrower one-way street. Though these traffic calming measures were tailored to suit Ode and Oak, these and other measures could be considered for other sensitive streets in the Columbia Pike area.

Problematic cut-through traffic in Foxcroft could be addressed by: i) changing the street ends (i.e., Ode and Oak in the areas marked as "A" in the map on page 3.28) to two-way; and ii) providing rear public lanes between Ode and Orme and between Ode and Oak as shown on the same map (labeled "E"). In this way, motorists can visit the commercial parcels along Columbia Pike and would have desirable routing options, via Southgate and the Pike, which do not include the one-way portions of Ode and Oak.

The commercial lots along Columbia Pike would likely change and redevelop over time. When they change, the four street ends would also change and use the typical cross-section shown in Figure 4. These street ends would lead to the driveways and lanes which would: i) provide access to off-street parking facilities and service areas; and ii) provide circulation routes so that motorists do not get stuck when the street changes to one-way (in the opposite direction). Access to driveways, off-street parking, or service areas would not be provided from Southgate or Columbia Pike. These recommended lane configurations and access changes are tailored to suit the Foxcroft Neighborhood. However, rear access lanes are generally being proposed elsewhere in the Columbia Pike area and some of the techniques employed above could be reused and/or modified to suit other situations.

The homes along Orme may change over time and the Columbia Pike frontage of the hotel property could change to small infill development such as liner townhouse buildings where a wider landscaped space exists. However, the hotel use and existing structure is very unlikely to change. Taking into account that the hotel uses would remain, the cross-section for Orme would be the same as for the street ends, as shown in Figure 4, except for the portion between Columbia Pike and the hotel's driveways. Each of the southern portion's travel lanes would be one foot wider to accommodate the buses to and from the hotel. Despite being wider than the northern part, the southern portion of Orme would still be substantially narrower that the current street. It is proposed that the centerline of the southern portion of Orme be shifted away from the hotel to allow for better radii/access to the hotel's driveways and the proposed off-street bus facility behind the hotel.

In comparison with other street cross sections in Arlington, Southgate Road has an obsolete and excessively wide cross-section. To improve the pedestrian and bicycle access in this area, the same section as was proposed for Orme Street, next to the hotel, is proposed for Southgate while still maintaining sufficient operations for the buses and other large vehicles that need to access the military base. Southgate's cross-section, in the vicinity of Ode and Oak could follow the existing northern curb line in order to allow the shape of the block to the south of Southgate to be made rectilinear. It is not expected that these type of changes would have an effect on the base but would allow: i) the small public park to expand to the north: and ii) the development parcel, between Ode and Oak to become more attractive and functional for redevelopment.

Sidewalks are intended to continue across driveways uninterrupted in elevation, material, width, alignment, and aesthetic. This is shown in Figures 2 and 3. Any elevation change between the sidewalk and the street should be accommodated in the apron; the apron would be concrete and it would extend from the sidewalk to the (flush) curb.

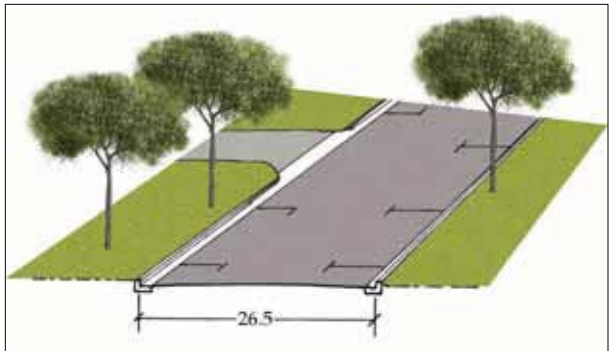


Figure 1 - Existing typical street section in Foxcroft

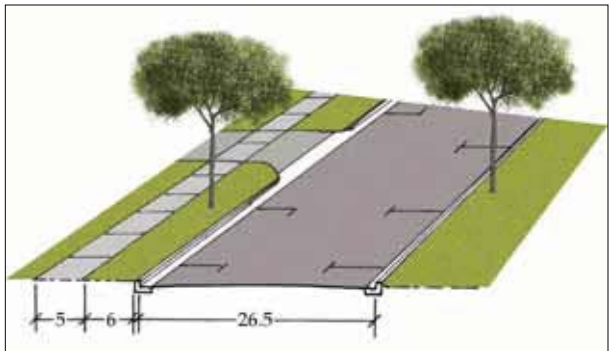


Figure 2 - Improved street section with sidewalk on one side

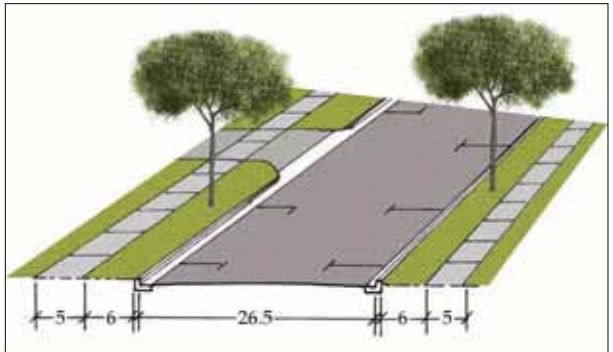


Figure 3 - Improved street section with sidewalk on both sides

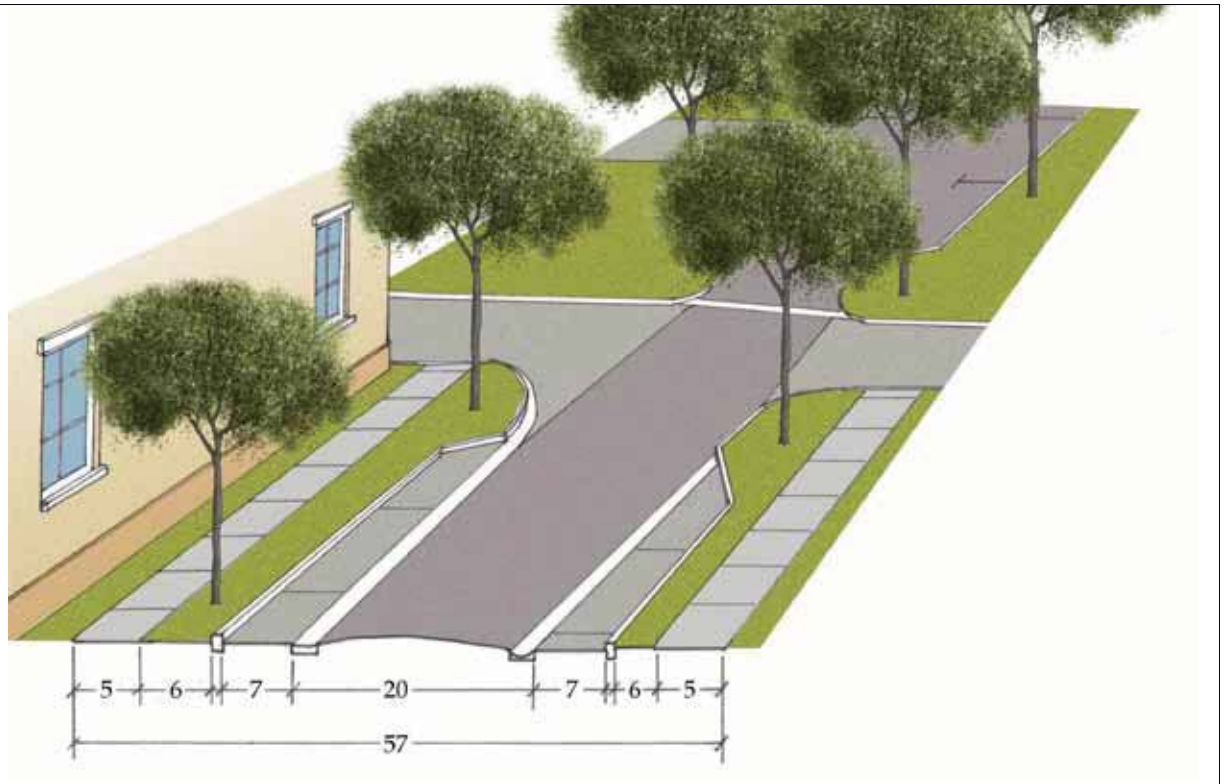
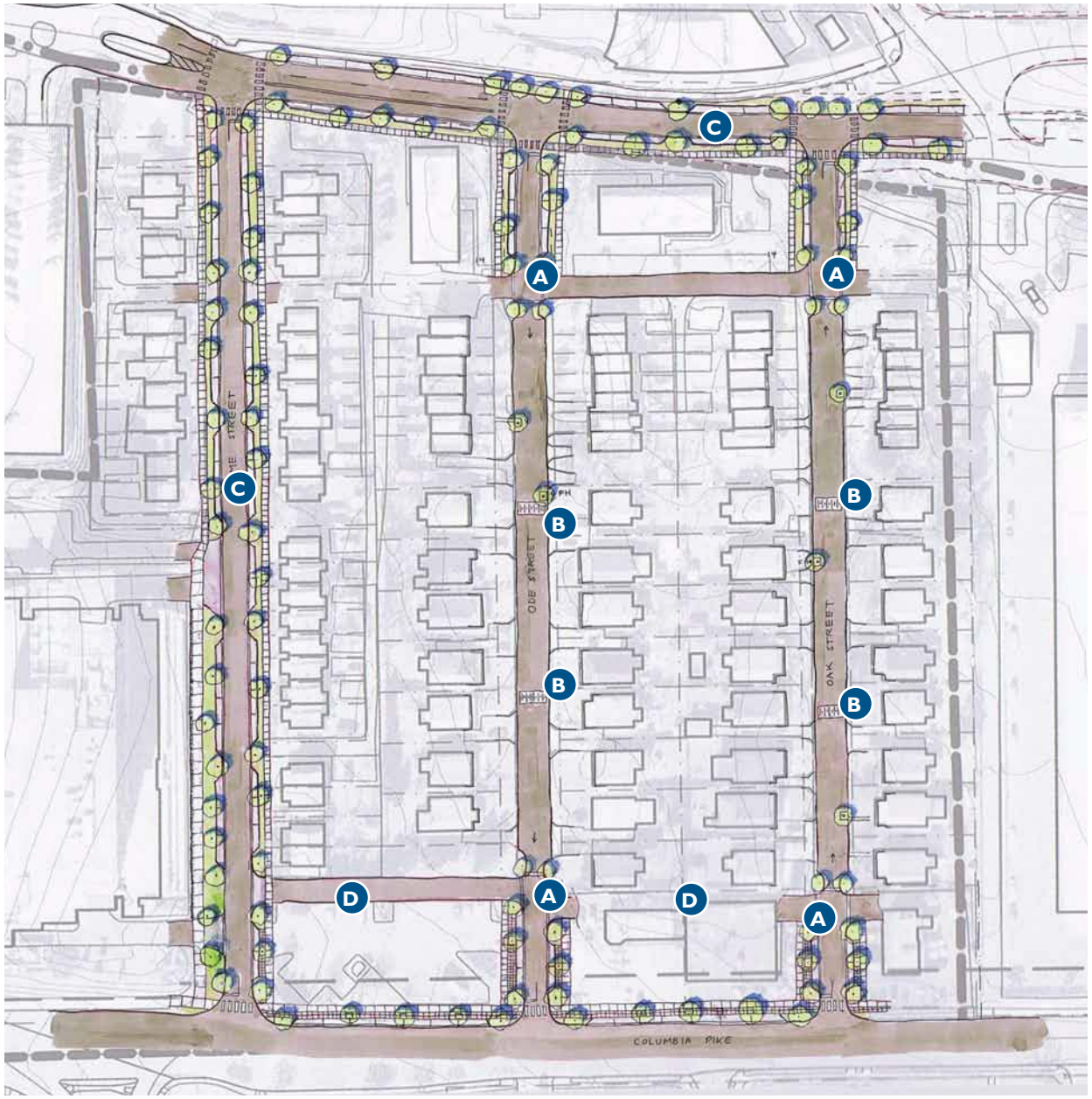
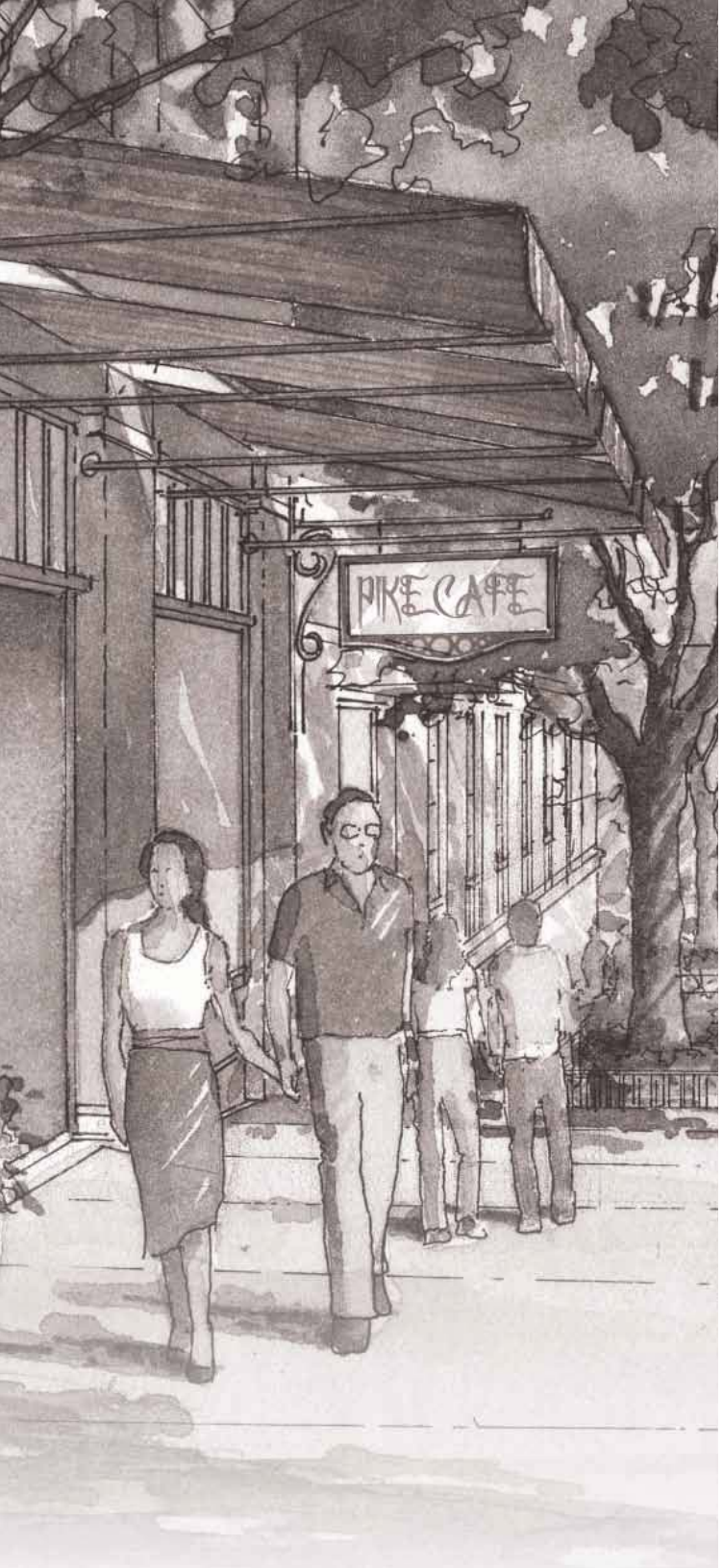


Figure 4 - Diagram of transitional area from two-way to one-way street section, which acts as an “entrance” to the neighborhood



- **A** Locations of proposed transitional areas from two-way to one-way traffic, which are detailed on page 3.27
- **B** Locations of proposed paved speed humps to help slow cars and reduce cut-through traffic
- **C** Locations of the proposed new street section shown in Figure 3 on page 3.27
- **D** Rear public lanes provide access to the back of mixed-use buildings along Columbia Pike and allow for vehicular circulation



Policies

Policy Recommendations 4.3
Housing & Affordability 4.9
Historic Preservation in this Affordable Housing Context 4.18
Urban Form & Land Use 4.21
Transportation 4.37
Open Space 4.42
Public Facilities 4.47

In order to realize the concepts and vision outlined in the previous Chapter, a series of Policy Recommendations were established which provide guidance for future decisions which will implement the Neighborhoods Area Plan; these recommendations are described here.

Policy Recommendations

Housing & Affordability

Existing Unit Preservation Policies (pg 4.9) and New Development Policies (pg 4.16)

The following policies are recommended to encourage preservation of existing affordable units and/or create new affordable units when redevelopment occurs:

H.1. Develop and adopt a package of financial incentives to support the Plan's affordable housing objectives including:

H.1.1 Pursue financial resources to supplement existing funding, primarily Affordable Housing Investment Fund (AHIF), for affordable housing.

H.1.2 Continue to refine criteria for and adopt tax incentives, such as partial tax exemptions for renovation and redevelopment.

H.1.3 Develop a new local funding program for energy efficiency improvements to existing housing units in exchange for commitments to maintain affordability.

H.2. Provide technical assistance to condominium associations to help owners address challenges to long-term financial viability.

H.3. Establish corridor-wide affordable housing incentives associated with bonus density commensurate with the development value created so that the plan does not accelerate redevelopment of existing housing.

H.4. Similar to the existing Form Based Code (FBC) for the Nodes, create a new FBC for the Neighborhoods Area Plan that streamlines the development process and accelerates approvals for projects that include affordable housing. Continue to lend technical and strategic assistance through the permitting process to avoid unnecessary and costly delays to property owners and developers who propose affordable housing.

H.5. Provide bonus density and other incentives including financial tools described above in exchange for provision of units affordable at 60 percent of the AMI, and units lower at 40% of the AMI or higher at 80% of the AMI, (for developments taking advantage of the FBC provisions to achieve higher density).

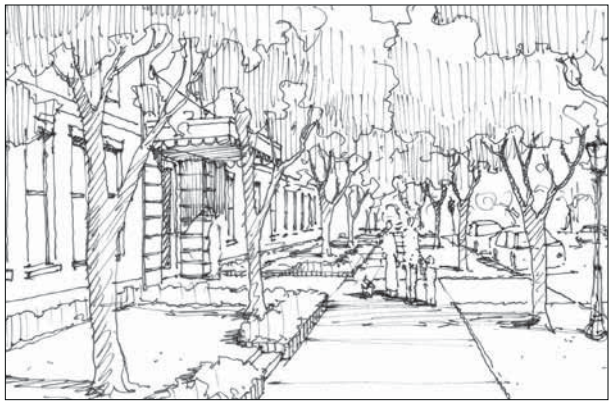
H.6. Encourage compatible infill development within existing multi-family residential complexes that commit to preserving some of their units at affordable rents.

H.7. Incentivize energy efficient and sustainable development that supports healthy living and minimizes long-term operating and maintenance costs.

H.8. Use Transfer of Development Rights (TDR) to preserve affordability (in conjunction with historic preservation, open space and other Neighborhoods Area Plan goals & objectives).

H.9. Evaluate opportunities in the future to develop affordable housing on sites owned by the County and faith-based institutions.

H.10. Evaluate options to retain and create ownership opportunities for households earning between 60% and 120% of the AMI.



Historic Preservation

(pg 4.18)

The following policies are recommended related to historic preservation:

HP.1. Increase awareness among property owners of available funding sources for the restoration of historic properties.

HP.2. Provide workshops for property owners on how to care for and appropriately renovate historic properties in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

HP.3. Provide incentives to retain and restore significant portions of historic properties, such as permitting greater density or height on other portions of the site.

HP.4. Allow for context-sensitive infill development. A Form Based approach can provide the armature for such infill within the context of the Form Based Code Regulating Plan.

HP.5. Create detailed architectural standards for new buildings on historic sites, integrated into the Form Based Code to ensure high-quality, predictable results are realized. These standards should be created in collaboration with the HALRB and other stakeholders.

HP.6. Use Transfer of Development Rights (TDR) and other financial tools to protect sites from redevelopment and maintain affordability.

Urban Form & Land Use

Building Height Policies (pg 4.21)

The following policies are recommended related to building height to encourage variation in building heights, adaptability, and flexibility for multiple unit types while retaining appropriate transitions to lower-density residential areas:

UF.1. Use a Form Based Code (FBC) to establish minimum and maximum heights (in stories, as shown through proposed building frontage types for each street frontage in relation to the street being fronted), to a minimum and maximum depth, respectively. Heights and development potential permitted under the Form Based Code are available to the extent objectives identified in this Plan area achieved including the creation of a more walkable environment, inclusion of affordable housing, the preservation of specified historic structures, and the incorporation of new public open space as indicated on the Regulating Plan.

UF.2. Designate select sites as eligible for an additional "bonus" height (in additional stories) to further assist with achievement of goals such as contributions for affordable housing or new open space either on-site or elsewhere in the corridor. Sites identified for "bonus" height should be designated as receiving sites to accommodate Transfer of Development Rights (TDR).

UF.3. Ensure that there are appropriate height limits for areas where new construction may be permitted adjacent to lower-height neighborhoods. A Form Based Code should include standards regarding step downs in height, step backs in massing, or minimum distances of separation (Neighborhood Manners).

Development Potential & Land Use Policies (pg 4.31)
The following policies are recommended related to development potential and land use:

UF.4. Use a Form Based Code (FBC) to establish the urban form of potential redevelopment sites in a compact, walkable pattern with increased connectivity to the mixed-use centers and neighborhoods. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.5. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.6. Designate locations for additional increases in height in exchange for achieving the Plan objectives via a FBC. Establish clear incentives and expectations for such increased development potential.

UF.7. Use Transfer of Development Rights (TDRs) to support affordable housing, historic preservation, green and energy efficient buildings, and open space goals. Designate receiving sites based on the four directives above.

UF.8. Work with school officials to ensure that all areas of Columbia Pike are adequately served by neighborhood schools and those schools are properly located in proximity to the changing population.

UF.9. Designate areas adjacent to or across the street from the existing FBC Nodes for new mixed-use buildings where ground floor retail or other commercial uses should be provided. This should be limited to those sites that would complement and complete the existing Nodes in terms of pedestrian connectivity, physical placemaking and urban design.

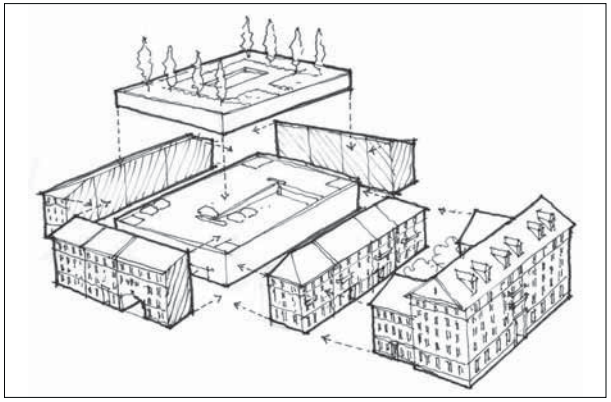
UF.10. Other than areas noted above to complete a mixed-use node, other locations for neighborhood-serving retail should be limited to sites that are greater than walking distance (¼-mile, depending on topography and pedestrian connectivity) from an existing mixed-use center. Additional detail on the maximum square footage, parking, hours of operation, etc. shall be provided in the Form Based Code.

Parking Policies (pg 4.34)
The following policies are recommended related to parking:

UF.11. Incorporate regulations in the Form Based Code (FBC) to regulate the location/placement of parking on private property, particularly as it relates to the public realm.

UF.12. Set parking ratios in a manner consistent with the FBC for existing Nodes, however, in order to incentivize the preservation or creation of affordable housing, offer a reduced parking ratio for projects with dedicated affordable units.

UF.12.1 Through development of FBC in the designated redevelopment areas, finalize a recommendation to allow for a lower parking ratio for dedicated affordable units, such as a minimum of 0.825 spaces per unit which includes a shared



parking provision of 0.125 space per unit for when projects exceed the minimum affordable housing requirements. Evaluate what level of Transportation Demand Management (TDM) measures may be needed to achieve the reduced parking ratios and incorporate standards in the FBC.

UF.13. Decrease the minimum required parking in consideration of shared parking programs, where applicable.

UF.14. Provide public parking on-street within each sub-area.

UF.15. Work with neighborhoods using the existing neighborhood parking permit program when/if problems arise from spillover parking.

Sustainable Neighborhood Design and Energy Efficiency Policies (pg 4.33)

The following policies are recommended related to sustainable design and energy efficiency:

UF.16. Incorporate safety / crime prevention techniques, appropriate urban sustainable practices, and visitability techniques into a Form Based Code. Specifically this includes:

UF.16.1 Safety / crime prevention strategies, such as minimum block frontage buildout requirements, new streets for increased connectivity, and lighting design standards for pedestrian safety.

UF.16.2 Sustainable practices such as encouraging "green buildings," and urban context-appropriate green development practices.

UF.16.3 Visitability standards that maintain appropriate urban character and street-oriented architecture.

UF.17. Explore energy efficiency standards for buildings with a focus on implementing a water-based district energy system.

Transportation

(pg 4.37)

The following policies are recommended related to transportation:

T.1. Provide new street links in the network to facilitate vehicular, pedestrian and/or bicycle movement parallel to the Pike (specifically 9th, 11th and 12th Streets).

T.2. When building new streets, build complete streets with parking, sidewalks, and street trees on both sides. Recommendations for dimensions of typical sections for new streets based on the County's Transportation Master Plan and the 65', 70', and 75' sections already used in the mixed-use nodes are provided in this Plan.

T.3. Where complete street connections are not possible, create new pedestrian and/or bicycle connections, particularly to parks and open spaces.

T.4. Continue to reduce the number of curb cuts along Columbia Pike, as well as other streets, through the creation of new rear alleys. Service access and parking for all buildings should be located away from building frontages.

T.5. Integrate traffic calming measures into the design of residential neighborhood streets, particularly in Foxcroft Heights.

T.6. Improve access for all users to transit stops along Columbia Pike and in the neighborhoods, particularly the planned streetcar stops.

Open Space

(pg 4.42)

The following policies are recommended for the preservation and enhancement of open space, both public and private:

OS.1. Evaluate a ratio of open space acreage to number of residents specifically for the Columbia Pike corridor for public, and some limited private (such as the Washington-Old Dominion trail) open spaces. This can be established in the future in coordination with County-wide parks and recreation planning efforts.

OS.2. Achieve a mix of several new publicly-accessible open spaces and private open spaces within the Columbia Pike Revitalization District and the Neighborhoods study area through Form Based Code regulations to meet resident needs.

OS.3. Continue to build and maintain strong partnerships with Arlington Public Schools to make open spaces on school properties more available and accessible to the public.

OS.4. Seek opportunities to add to the open space network through innovative, non-traditional open space methods for this urban community.

OS.5. Continue to identify long-term acquisition or easement opportunities in the broader Columbia Pike area, based on resident needs.

OS.6. Through the Public Spaces Master Plan Update and Land Acquisition and Preservation Program processes, if a level of service (or other measurement) for monitoring and acquiring, when needed, additional open space to meet open space demands of the growing population is determined, evaluate how the Columbia Pike corridor may be impacted.

Public Facilities

(pg 4.47)

The following policies are recommended related to the provision of public facilities:

PF.1. Plan for needed public facilities, such as fire departments, police substations, and schools. This includes working with staff and officials to evaluate projections, and identifying potential locations and implementation/funding strategies for new facilities, if warranted.

PF.2. Consider proximity to public infrastructure (such as streetcar stops and recreational facilities) when siting future public facilities.

PF.3. Design new public facility buildings (if needed) appropriately for the context envisioned for the future of Columbia Pike. This includes incorporating provisions in the Form Based Code to permit facilities to be located on the ground floor of buildings along appropriate street frontages.

PF.4. Endeavor to evaluate the viability and effectiveness of locating new public facilities together with affordable housing, as modeled at Arlington Mill, as a way of meeting Plan goals.

this page left intentionally blank

Housing & Affordability

The Illustrative Plan provides a vision for renovation and enhancement of existing housing developments as well as selective redevelopment. Most of the Pike's existing mid-rise apartment and condominium complexes are likely to remain in place with periodic renovations. The Plan demonstrates how many of these sites can evolve over time, replacing surface parking lots with structured parking and new housing units, sited and designed to enhance the public realm and pedestrian environment.

Ultimately, the number of new units constructed will depend on the decisions of individual owners as to the timing and design of their properties' renovation or redevelopment and the possible development options provided under this Plan and corresponding zoning. Though current market economics do not support private development of mid-rise and high-rise housing towers today, those economics will likely change over time and may eventually support higher-density development. Several of the Pike's larger garden apartment complexes may remain as they are for many years into the future. Others may be redeveloped at higher densities. As drawn, the amount of redevelopment shown on the Illustrative Plan would create approximately 5,500 - 6,500 net new housing units in the Study Area (depending on building heights). Mixed-use development in the Revitalization District Nodes could add another 4,400 new units to the current Pike Corridor inventory of 9,077 apartments and over 3,600 condominiums. These new housing units, combined with additional housing units anticipated to be added to mixed-use buildings in the Revitalization District Nodes, will bring new vitality to the Pike, providing customers for new and existing businesses. Coupled with enhancements to the public realm, greater pedestrian activity will add to the corridor's security and sense of community. The concentration of density in a transit corridor will further reduce dependence on single-occupancy vehicles, leading to a more sustainable community where residents have more transportation choices and lower transportation costs.

The projections show more than 10,000 new housing units on Columbia Pike. The current housing affordability mix would change by 2040 if Columbia Pike developed according to the Illustrative Plan. (See Pie Charts below). The percent of market rate units would nearly triple, the percent of CAFs would double, the percent of 80 percent MARKs would go down by 1/3, and there would no longer be 60% MARKs.

The housing affordability mix per sub area would also change over time (see three bar charts). As with the corridor wide projections, each sub area would see an increase in the percent of market rate units and CAFs, and a significant decrease in percent of MARKs.

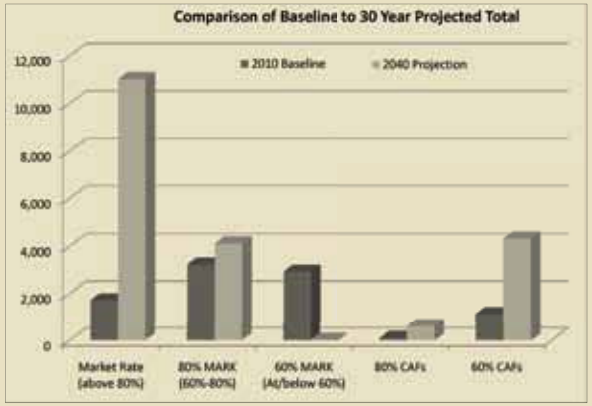
Assumptions Incorporated into 30 Year Projections Include:

PRAT Forecast

1. PRAT Forecast assumes 4,400 total units, all as Multi-family, market rate rentals. 409 of those units were re-classified as CAFs and distributed among Subareas 1-3 (i.e. Arlington Mill, Shell Gas Station Site); to be provided by Partners of the County
2. 50% of PRAT Forecast was assumed in Subarea 3 (Towncenter), 27% in Subarea 2 (Neighborhood Center + 1/2 of Village Center) and 23% in Subarea 1 (other 1/2 of Village Center & Western Gateway).

Illustrative Plan Concepts

3. Sites with historic characteristics are still under discussion. These projections use the Illustrative Plan concepts of partial preservation and will be updated as part of the Final Area Plan.
4. Illustrative Plan projections represent the following assumptions:
   - Sites with existing CAFs would only be allowed to redevelop as 100% CAFs in the future
   - Sites where full redevelopment is shown would provide 20% of net new units as CAFs (within new construction)
   - Sites where partial redevelopment is shown would provide 25% of net new units as CAFs (within preserved buildings)
   - West-end projects can provide 1/3 of required CAF units at 80% AMI if they provide twice as many affordable units
   - Preserved, exisiting units that are not CAFs will remain as 80% MARKs
   - New construcion units will be market rate (greater than 80% AMI)
   - Subarea 4 projections will be updated as part of the Final Area Plan.
   - 30 Year projections are approximate



	2010 Baseline	2040 Projection	*% of Projection within FBC nodes*
Columbia Pike			
Market Rate (above 80%)	1,714	11,000	*37%*
80% MARK (60%-80%)	3,213	4,100	*0%*
60% MARK (At/below 60%)	2,917	0	*0%*
80% CAFs	84	600	*7%*
60% CAFs	1,120	4,300	*9%*
Total Units [1]	**9,048**	**20,000**	
Subarea 1: Western Pike			
Market Rate (above 80%)	235	2,400	*38%*
80% MARK (60%-80%)	1,028	900	*0%*
60% MARK (At/below 60%)	378	0	*0%*
80% CAFs	84	400	*5%*
60% CAFs	759	2,200	*9%*
Total Units	**2,484**	**5,900**	
Subarea 2: Central Pike			
Market Rate (above 80%)	0	3,200	*34%*
80% MARK (60%-80%)	688	1,200	*0%*
60% MARK (At/below 60%)	1,578	0	*0%*
80% CAFs	0	200	*5%*
60% CAFs	284	900	*10%*
Total Units	**2,550**	**5,500**	
Subarea 3: Eastern Pike			
Market Rate (above 80%)	1,479	5,400	*37%*
80% MARK (60%-80%)	1,497	2,000	*0%*
60% MARK (At/below 60%)	961	0	*0%*
80% CAFs	0	100	*10%*
60% CAFs	77	1,100	*8%*
Total Units	**4,014**	**8,600**	

1 - Foxcroft Terrace (29 units) will be shown as part of Final Area Plan

Affordable Housing

Developed largely from the 1930s to the 1960s, the Colum¬bia Pike corridor includes housing of different types, sizes and rent levels. The corridor's stock of 9,077 rental apartments includes 1,204 com¬mitted affordable units (CAFs), 2,924 market rate units (MARKs) affordable to households with incomes up to 60 percent of the Area Median Income (AMI) ($64,500 for a family of four and $51,600 for a family of two) and 3,191 MARKs affordable to households with incomes between 60 percent and 80 percent of AMI ($68,800 for a family of two or less). Most apartments have one or two bedrooms with three-bedroom units represent¬ing only four percent of the supply. The complete rental inventory is illustrated on pages 4.12 and 4.13. This 2010 snapshot represents the geographic distribution of affordability within the Columbia Pike corridor. It is the starting point that formed the basis for many of the future assumptions and recommendations.

Rents have increased steadily over the last decade, growing 58.5 percent from 2000 to the third quarter of 2010 in the Columbia Pike / Shirlington subarea. At the same time, the Area Median Income grew only 25 percent, indicating a decrease in affordability. The disparity between asking rents and affordable rents means that more than one-third of current Columbia Pike households and individuals pay more than 30 percent of their income for housing; 14 percent pay more than half of their income.

Preserving affordable housing is a key, but challenging, goal of the Neighborhoods Area Plan. Without public intervention, the Pike's future will involve rent and utility bill increases among today's market affordable units to the point that they will no longer be affordable for many current residents. Demand for housing on Columbia Pike will continue to increase with regional job growth and growing interest in close-in locations that provide good quality of life, easy transit access and shorter commuting times, allowing higher and higher rents. As apparent through recent actions by Pike property owners at several apartment complexes, rent increases will occur gradually year by year; in others, the owners will empty a building for renovation and then re-lease it at much higher rents. The Pike has also benefited from public/private partnerships that resulted in both improved existing properties and long-term affordable rental. To meet the Plan's affordable housing goals, the County will need sufficient tools and incentives to support further partnerships. To address the housing challenge, the County may also consider whether any additional evaluation of the existing Revitalization District Nodes should occur.

Preservation of Existing Affordable Units

Market pressures are likely to continue to increase market rents along Columbia Pike, inexorably reducing the County's inventory of market affordable units. Converting those existing units to committed affordable units is the approach most likely to result in long-term affordability. This conversion typically requires significant capital subsidies to fill the gap between the development costs and the private investment justified by income-restricted future rents. The number of units that can be converted to committed affordable units will depend on the available funding and the willingness of property owners to make their properties available for conversion or sell them to developers with the capability to achieve both property improvements and long-term affordable rents.

Many of the apartments along Columbia Pike are owned by a few families who have indicated their intention to retain ownership and continue to rent their properties as a long-term investment. This Plan outlines incentives to encourage these long-term property owners to maintain at least a portion of their units as market affordable units over the mid- and long-term. The incentives should help reduce the property owner's operating costs to relieve some of the pressure for higher rents in exchange for retention of affordable rents. Several of these incentives could address the cost pressures.

One recommended tool is a reduction of property taxes for affordable units. Arlington already provides a partial exemption of increased taxes resulting from multi-family building renovation and redevelopment. Applying a new construction partial exemption to the Pike is seen as a beneficial incentive as well as incorporating an affordable housing requirement into the current renovation partial exemption. Reducing taxes for existing MARKs not being renovated would likely require State enabling legislation to create a new property-type classification for affordable housing units. Though the legislative process could take years, consideration should be given to pursuing such authority, possibly in collaboration with other jurisdictions in the region with similar pressures on retaining affordable housing. In the short term, a loan program using Affordable Housing Investment Fund (AHIF) should be offered to advance the preservation of units, coupled with a right of first refusal to acquire the site upon future sale. Additionally, the County already assesses properties based on net operating income, accounting for the impact of lower rents.

Funding improvements that reduce energy consumption in market affordable units and thereby reduce operating costs are also effective and considered appropriate for Columbia Pike where it is possible that existing buildings may remain for some period of time. In exchange for low-cost funding of energy-saving improvements, a certain number of current MARKs could retain their affordable rent levels for a negotiated term.

Federal Low-Income Housing Tax Credits are a key funding source for affordable housing. Arlington County also has a series of local funding sources including AHIF loans that are tailored to the needs of individual developments. If needed, a line of credit could be accessed for housing or site acquisition. These loans have been successful in the past for the County in meeting its housing goals and would continue to be used by non-profit and for-profit developers in the future to acquire existing multi-

A series of Policy Recommendations, outlined on pages 4.3 - 4.7, provide recommendations and guidance for future decisions to implement the goals and vision of the Neighborhoods Area Plan. These Policy Recommendations reappear throughout Chapter 4 in blue boxes to accompany text and diagrams that provide additional explanation and supporting information.

Existing Unit Preservation Policy Recommendations

H.1. Develop and adopt a package of financial incentives to support the Plan's affordable housing objectives.

H.2. Provide technical assistance to condominium associations to help owners address challenges to long-term financial viability.

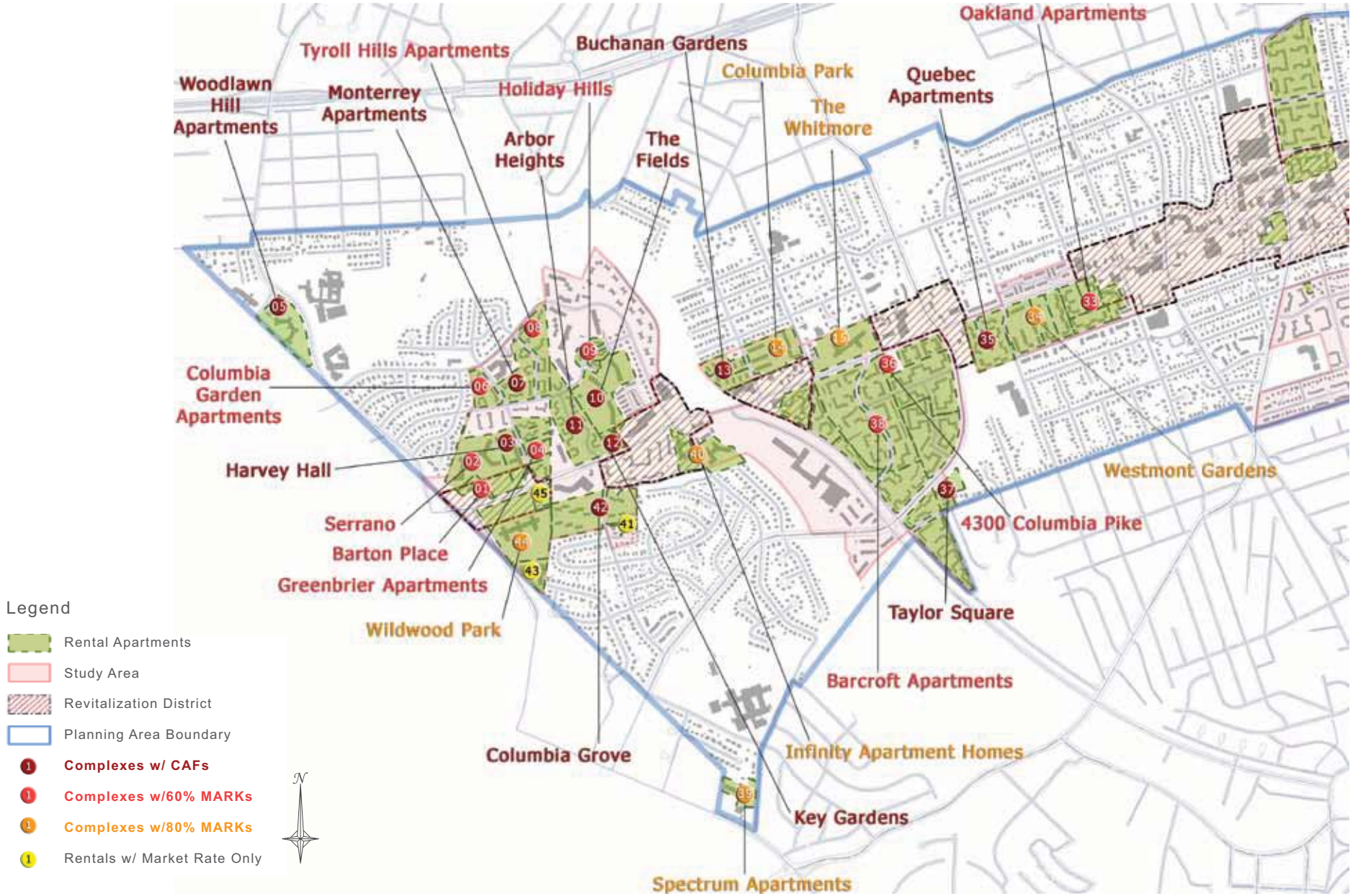
H.3. Establish corridor-wide affordable housing incentives associated with bonus density commensurate with the development value created so that the plan does not accelerate redevelopment of existing housing.

H.4. Similar to the existing Form Based Code (FBC) for the Nodes, create a new FBC for the Neighborhoods Area Plan that streamlines the development process and accelerates approvals for projects that include affordable housing. Continue to lend technical and strategic assistance through the permitting process to avoid unnecessary and costly delays to property owners and developers who propose affordable housing.

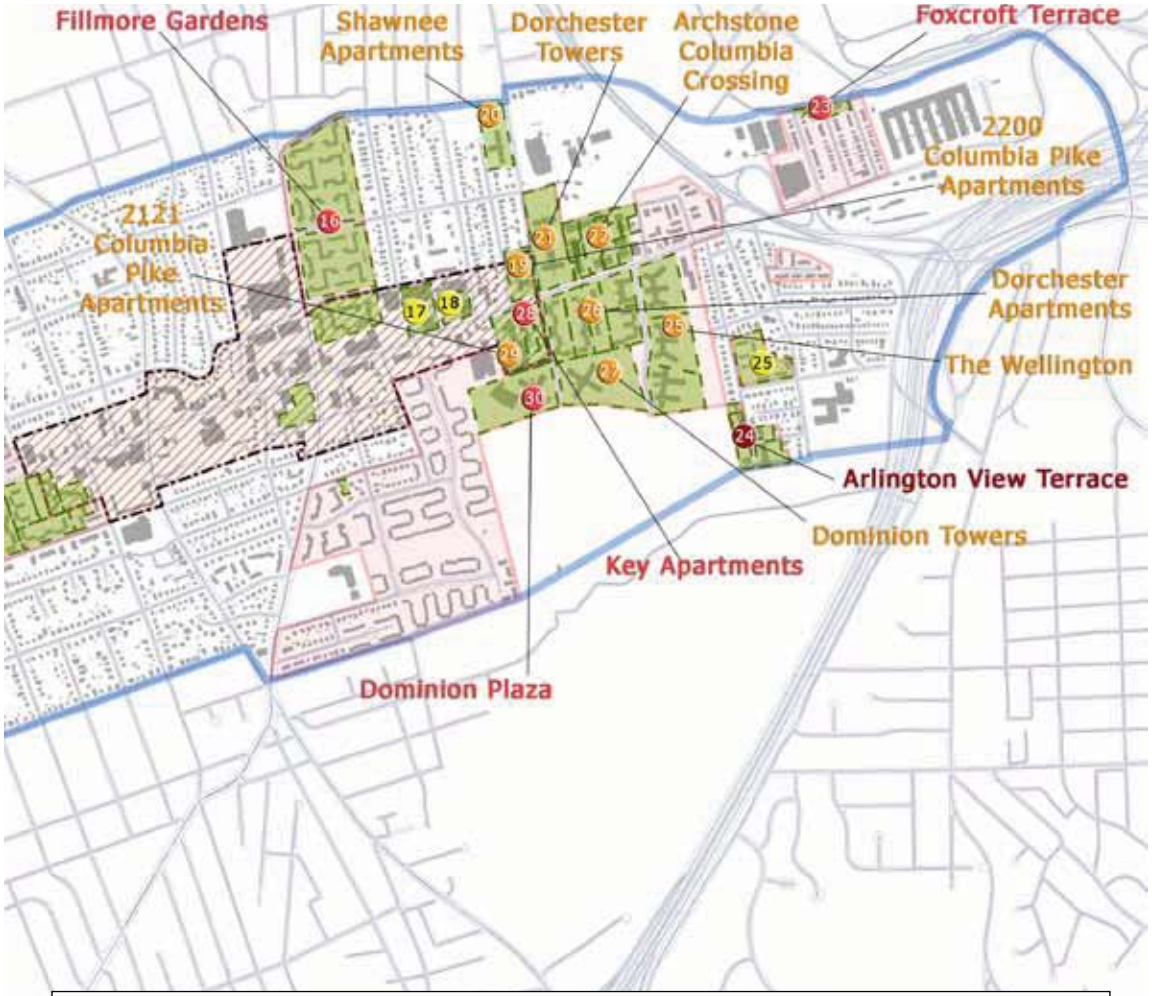
Housing Affordability

Rental housing is deemed to be affordable when households spend not more than 30 percent of their income on gross rent (including utilities). Levels of affordability relate to household incomes, expressed as a percent of the Area Median Income (AMI) by household size.

Affordable Housing 2010 Baseline Condition in the Columbia Pike Corridor



(Map produced by Arlington County - CPHD)



CAFs:	Units that are 1) wholly owned by nonprofits, excepting any units planned to serve households with incomes above 80% of median family income; 2) are guaranteed by agreement with the federal, state or County government to remain affordable to low and moderate income households for a specific period or time; or 3) owner-occupied units whose owner received County subsidy to assist with the purchase	
60% MARKs:	Some units in the complex have rents below 60% Area Medium Income (AMI)	
80% MARKs:	Some units in the complex have rents between 61-80% AMI)	
Market Rate:	All units have rents above 80% AMI	

	Multi-family Rental Complexes	Total Units	Market Rate	CAFs	MARKs
01.	Barton Place	33	0	0	60/80%
02.	Serrano	279	0	0	60/80%
03.	Harvey Hall	115	0	115	No
04.	Greenbrier Apartments	108	0	0	60%
05.	Woodlawn Hill Apts*	235	0	235	No
06.	Columbia Garden Apts	62	0	0	60%
07.	Monterey Apartments	109	0	109	No
08.	Tyroll Hills Apartments	119	0	0	60%
09.	Holiday Hills	18	0	0	60%
10.	The Fields	199	0	189	80%
11.	Arbor Heights	198	0	198	No
12.	Key Gardens	22	0	22	No
13.	Buchannan Gardens	111	0	111	No
14.	Columbia Park	178	0	0	80%
15.	The Whitmore	218	0	0	80%
16.	Fillmore Gardens	559	0	0	60%
17.	Penrose Square	299	299	0	No
18.	Siena Park	188	188	0	No
19.	2200 Columbia Pike Apts	218	0	0	80%
20.	Shawnee Apartments*	85	0	0	60/80%
21.	Dorchester Towers	260	0	0	80%
22.	Archstone Columbia Crossing	247	0	0	80%
23.	Foxcroft Terrace	29	0	0	60%
24.	Arlington View Terrace	77	0	77	No
25.	The Wellington	711	704	0	80%
26.	Dorchester Apartments	388	0	0	60/80%
27.	Dominion Towers	330	0	0	60/80%
28.	Key Apartments	30	0	0	60%
29.	2121 Columbia Pike Apts	114	0	0	80%
30.	Dominion Plaza	318	0	0	60/80%
31.	2814 S. 13th Street	6	6	0	No
32.	The Halstead	269	269	0	No
33.	Oakland Apartments	245	0	0	60%
34.	Westmont Gardens	249	0	0	80%
35.	Quebec Apartments	172	0	129	80%
36.	4300 Columbia Pike	15	0	0	60%
37.	Taylor Square	44	0	44	No
38.	Barcroft Apartments	1318	0	0	60%
39.	Spectrum Apartments*	97	0	0	80%
40.	Infinity Apartment Homes	227	0	0	80%
41.	Carman Apartments	16	16	0	No
42.	Columbia Grove	210	0	210	No
43.	Wildwood Towers	134	0	0	80%
44.	Wildwood Park	400	0	0	80%
45.	55 Hundred	235	235	0	No
	Study Area Total:	**9,077**	**1,717**	**1,204**	
	* Outside of Study Area Total:	417	0	235	

For purposes of maintaining an accurate housing inventory, rental complexes from both the Land Use & Housing Study Area ( ) as well as the Form Based Code Revitalization Districts ( ) were included in this 2010 Baseline Condition.

family projects with market-rate units and preserve these units or a portion of these units as affordable housing for 30 years or more.

Funding from local, state or federal sources is a critical factor in the creation of affordable housing. Direct funding as a way to retain or create affordable housing will remain one of the main tools for the life of the Plan. However, those funding resources are limited, and additional revenues will be needed to meet the Plan's affordable housing goals.

Funding improvements that reduce energy consumption in market affordable units and thereby reduce operating costs are also affective and considered appropriate for Columbia Pike where it is possible that existing buildings may remain for some period of time. As a trade-off for low-cost funding of energy-saving improvements, a certain number of current MARKs could retain their affordable rent levels for a negotiated term.

Federal Low-Income Housing Tax Credits are a key funding source for affordable housing. Arlington County also has a series of local funding sources, including AHIF loans that are tailored to the needs of individual developments and access to a line of credit that can be used for housing or site acquisition. These loans have been successful in the past for the County in meeting its housing goals and will continue to be used by non-profit and for-profit developers in the future to acquire existing multi-family projects with market-rate units and preserve these units or a portion of these units as affordable housing for 30 years or more.

Tax Exemption

The reduction of property taxes for owners of specific properties for a designated period of time is sometimes used to stimulate affordable rental housing preservation, rehabilitation and construction. There are currently available two multifamily housing partial tax exemptions in Arlington. Both exempt the increase in assessed value of the improvements that result from a rehabilitation or redevelopment. Arlington already offers some form of partial tax exemption to developers in designated revitalization zones and rental property owners who participate in housing subsidy programs. Partial tax exemptions can be structured in a variety of ways including freezing or reducing the property's taxable assessed value, or reducing the rate at which a property is assessed.

Arlington carefully structures any partial tax exemption program to leverage and maximize the desired public benefit in order to minimize the overall fiscal impact. To encourage rehabilitation and prevent the loss of existing affordable rental homes, for example, Arlington offers to limit real estate tax assessment increases for property owners who upgrade or remodel aging structures. By stipulating the inclusion of affordable units as a condition for eligibility for one of Arlington's partial tax exemptions, this policy can further help to increase the supply of homes available to low- and moderate-income households. Also, partial tax exemptions can be used to promote participation in subsidized housing programs (by rental property owners) in areas that see rising property tax assessments due to housing price increases.

Providing a partial tax exemption lowers the amount of tax revenue collected, thereby putting pressure on other revenue sources to pay for County services. However, many of the developers and property owners accessing the partial tax exemptions may also be looking for an AHIF loan. The partial tax exemption enables the property to have a higher net operating income (NOI), which in some cases enables the private lender to provide a larger loan. When this happens, the property owner would need a smaller AHIF loan. So, even though general property tax revenue is reduced by the partial tax exemption, the AHIF could be stretched farther by providing smaller loans. The planning team's financial calculations suggest that for every $2 in reduced collected tax revenue over the life of the exemption, $1 less in AHIF could be provided.

Affordable Ownership Opportunities

Columbia Pike benefits from an extensive condominium inventory of roughly 3,600 condominiums, including several developments with affordable prices. Between April 2010 and 2011 in zip code 22204 (which includes the entire Columbia Pike corridor), the median sale price for a two-bedroom condominium was $280,000. If a family of four receives Arlington County's Moderate Income Purchase Assistance Program (MIPAP) down payment and closing cost assistance, they would need a household income of $66,800 to afford this condominium. Without MIPAP, that same family would need a household income of $76,400.

On Columbia Pike, two-bedroom condo sales are currently being advertised at the Brittany for $220,000, at Carlyle House for $226,000, at Park Glen for $170,000, at Commons of Arlington for $225,000, and at Park Spring for $155,000. Condo fees can make these properties less affordable. County-wide there are currently over 170 properties priced under $300,000. However, some of Columbia Pike's affordable condominium developments are facing challenges as the buildings age and require more maintenance, as individual owners find themselves unable to pay their condominium fees and utility bills, and as the share of rental units prevents the buildings from qualifying for Federal Housing Administration financing.

Current market conditions have created considerable barriers for low-, moderate- and even middle-income-households seeking affordable ownership options. These (primarily access to financing) are well documented and unfortunately are outside the control of the County and its partners seeking to increase the supply of affordable ownership options. However, the County can use its existing resources to help existing low- and moderate-income owners sustain their homes and continue to explore ways to increase the supply. These include:

- Support to non-profits such as A-HOME that provide individual credit and foreclosure prevention training and counseling.
- Continued access to the County's MIPAP program – both for individual properties located throughout the Neighborhoods Area Plan area and affordable-by-design developments such as Davis Place. MIPAP is available to credit-worthy, income-eligible households who can meet current lender requirements and find a suitable unit.
- More aggressive efforts with builders to create units that are affordable, functional and attractive. The County could sponsor a competition for builders to come up with a new affordable-by-design model that meets an "affordable, functional and attractive" definition and then offer incentives to create such a development within the Pike study area.
- When market conditions improve and/ or change, assist income-eligible households purchase existing units in buildings that could, over the life of the Plan, convert from market affordable rental to ownership.

Funding from local, state or federal sources is a critical factor in the creation of affordable housing. Direct funding as a way to retain or create affordable housing will remain one of the main tools for the life of the Plan. However, those funding resources are limited, and additional revenues will be needed to meet the Plan's affordable housing goals.

Affordability in New Development

To achieve the Plan's goals to preserve affordable housing, new housing must be added along the corridor. The current zoning in the Columbia Pike corridor provides limited opportunity for infill development. Allowing increases in density along the corridor would help to support businesses, enhance public amenities and street frontage, and improve urban form through redevelopment.

Redevelopment at higher densities also creates additional value, part of which could be captured to support the development and operation of affordable housing. The Neighborhoods Area Plan envisions use of a Form Based Code (FBC) to steer infill development in the residential areas and it is recommended that it be designed to link redevelopment to the creation of affordable housing and other community amenities in return for bonus density above the by-right zoning.

An example of this is to establish Tier 1 bonus density through Form Based Code with a requirement that any project taking advantage of the increased development opportunities under FBC must provide 20 percent of the net new units above the by-right zoning as units affordable at 60 percent of the Area Median Income (AMI) for a period of 30 years. Alternatively, it is possible that existing buildings may remain as part of a partial redevelopment scheme and if units are committed in the existing housing stock, the FBC would require a higher percentage (25 percent) of affordable units at 60 percent of AMI, also for a period of 30 years. As described further in this Plan, all buildings developed under the Code would be expected to meet the form of development requirements and property owners would be expected to provide existing tenant surveys and describe assistance measures, as well as evaluate in good faith the other available tools, including financial tools described above, that could be used to provide additional units of affordable housing.

In addition to the above, Tier 2 bonus density of additional stories is offered on selected sites where the additional height would be appropriate and compatible with surrounding development, taking into consideration Columbia Pike frontage, streetcar access, and distance from low-density residential areas. (Refer to the Urban Form & Land Use section of this chapter for more information.) In exchange for the rights to develop the extra units, the developer would have the option to preserve units on another Sending Site through Transfer of Development Rights or provide additional on-site affordable units.

Private development with increased density is effective at generating new committed affordable housing units. To meet the Plan's affordability unit distribution, it is contemplated that projects may provide units at higher or lower income levels in response to the current geographic distribution of units. For households at lower and higher incomes, it may be desirable to allow for fewer affordable units with deeper subsidies, or more units with shallower subsidies, that would serve households at slightly lower and higher incomes. The FBC should incorporate provisions to allow for a range of affordability levels.

Serving households at or below 40 percent of the AMI requires additional resources and tools beyond increased density. Arlington County has tradition-

New Development Policy Recommendations

H.1. Provide bonus density and other incentives including financial tools described above in exchange for provision of units affordable at 60 percent of the AMI, and units lower at 40% of the AMI or higher at 80% of the AMI, (for developments taking advantage of the FBC provisions to achieve higher density).

H.2. Encourage compatible infill development within existing multi-family residential complexes that commit to preserving some of their units at affordable rents.

H.3. Incentivize energy efficient and sustainable development that supports healthy living and minimizes long-term operating and maintenance costs.

H.4. Use Transfer of Development Rights (TDR) to preserve affordability (in conjunction with historic preservation, open space and other Neighborhoods Area Plan goals & objectives).

H.5. Evaluate opportunities in the future to develop affordable housing on sites owned by the County and faith-based institutions.

H.6. Evaluate options to retain and create ownership opportunities for households earning between 60% and 120% of the AMI.

ally used its Housing Grants and Federal Housing Choice Vouchers to compensate landlords for the much lower rents. Additional funding is needed to extend those benefits to more low-income households and individuals; it is expected that these tools would continue to be used in the future.

Ensuring that housing remains affordable requires consideration of ongoing utility costs (electric, gas, and water) in addition to affordable rents. Incorporating energy efficiency and water efficiency components and systems in new and renovated buildings addresses this need. Many energy efficient and water efficient components do not add cost to the construction of the buildings. These types of design components are encouraged by Arlington and Virginia. The Virginia Housing Development Authority (VHDA), through its use of competitive and non-competitive low- and moderate-income housing tax credits, offers points to property owners submitting applications when the proposed buildings achieve specified sustainability standards ("EarthCraft" or "LEED").

The donation or use of public land (including school sites) and land owned by faith-based institutions and non-profit housing organizations is a powerful tool for the creation of affordable housing. Although no public land or faith-based institutions exist in the study area, this is a concept for further consideration in order to advance the housing goals. Using public land eliminates or reduces one of the major development costs and provides an opportunity to ensure long-term affordability with proper covenants. Affordable housing developments such as Arlington Mill use public land to make it financially feasible to create new affordable housing units in the Columbia Pike neighborhood. Allowing residential development on land owned by faith-based institutions could create new opportunities, subject to appropriate development standards (such as a new Form Based Code) and compatibility with nearby development.

Affordability by Design in the FBC

Applicants choosing to use the Neighborhoods Area Plan Form-Based code will be required to provide a percentage of their new units (above the existing density) as committed affordable units, but this is not the only way the code can promote affordability within new development.

Form-Based Codes can also promote affordability by design. The code will allow a variety of unit types, including accessory units and types not commonly found on the Pike today such as duplexes and triplexes. These unit types, inherently affordable, can be designed in a form appropriate for the walkable, transit-supportive context envisioned for the Pike (such as english basements and stacked flats in rowhouse form). In addition, the code can contain regulations that can promote affordability without sacrificing a high-quality urban realm, making the provision of affordable housing more feasible. This may include regulations to reduce development costs (such as reduced parking ratios in transit-served areas to reduce the amount of funding needed for site infrastructure), and permitting smaller minimum lot sizes, variety of unit types or increased lot coverage (increasing development efficiency and building in opportunities for naturally occurring affordable units). More information about the Form-Based code can be found on page 4.19 and in Appendix A.

Historic Preservation

A significant portion of Columbia Pike's identity is tied to the garden apartments built along the corridor throughout the mid-twentieth century. These sites are typified by three story brick buildings enclosing a series of courtyard spaces, characteristic of their era. Although not accessed as public open spaces, many of these courtyards contain private greens and mature tree canopy, contributing positively to the character of the corridor. Several of these complexes are historically significant and eligible for listing in the National Register due to the historical significance, original design layout and each complex's architectural integrity. These complexes are also culturally important due to the era that construction occurred and the need to provide government employee housing in the Nation's Capital when significant government expansion occurred and the Pentagon construction began in the years preceding, during and post-WWII. Properties were also identified on the County's Historic Resource Inventory (HRI) with a mix of complexes in the "Essential" category, sites that are considered to have the highest level of historic significance, followed by "Important" and "Notable" categories.

It is important to find the proper balance among preservation, renovation, redevelopment, and infill, while also considering other plan goals, such as affordable housing, connectivity, sustainability, public open space, and walkable urban form. Renovation of most structures absent of subsidies or incentives would likely require increases in rent to pay for upgrades, threatening the stock of affordable housing along the Pike. Currently, there is also a threat that historic properties could be completely razed and redeveloped, by right. Therefore this plan identifies incentives and subsidies to encourage both building and affordable housing preservation in key locations; strategies for the preservation of existing affordable units can work hand-in-hand with preservation goals, given many of the historic buildings contain primarily market-rate affordable units today. Strategies include public subsidies (by a non-profit or the County), or tax incentives (which may not be available in all cases). Workshops are part of the strategy and are aimed towards property owners to learn how to care for and appropriately renovate properties in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties. Federal and State Historic Tax Credits provide major financial assistance for rehabilitating historic properties in accordance with these standards.

Conservation is the primary objective for several large complexes along Columbia Pike including Barcroft Apartments, Fillmore Gardens, Arlington Village Condominium and several other small condominium complexes surrounding it, and Park Glen Condominium (see Urban Form Vision Map, page 4.22-4.23). However, infill and redevelopment is permitted and limited where these properties have frontage directly on Columbia Pike. Each of these complexes alone, or in a grouping such as the ones around Arlington Village, have a cohesive campus setting with low-scale buildings surrounded by open spaces with mature shade trees. These areas are contributing to the overall character and identity of the Columbia Pike community and they are envisioned to be retained. Housing offered in these areas, whether rental or ownership, is predominantly affordable due to the age of the building stock and unit sizes. The open spaces provided around the buildings are part of the original design, and while private and for the use by each complex's residents, is of benefit to the entire community as it provides relief to the otherwise urban environment that the Pike is evolving into. Retaining entire or significant portions of these complexes will help fulfill the Plan's goals for preserving affordable housing stock and sustaining a community with a mix of existing buildings and newer construction.

For these conservation areas, the Plan generally prefers the existing form of development and envisions it to remain in the future. However, several resources are available should renovations be proposed in keeping with the original historic design or affordable housing commitments. Financial assistance, available now or potentially as new Plan implementation tools in the future (particularly for energy efficiency), could assist condominium complexes that may be in need of building upgrades to ensure the assets are well maintained over time. These could also include use of historic tax credits and preservation easements.

Historic Preservation Policy Recommendations

HP.1. Increase awareness among property owners of available funding sources for the restoration of historic properties.

HP.2. Provide workshops for property owners on how to care for and appropriately renovate historic properties in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

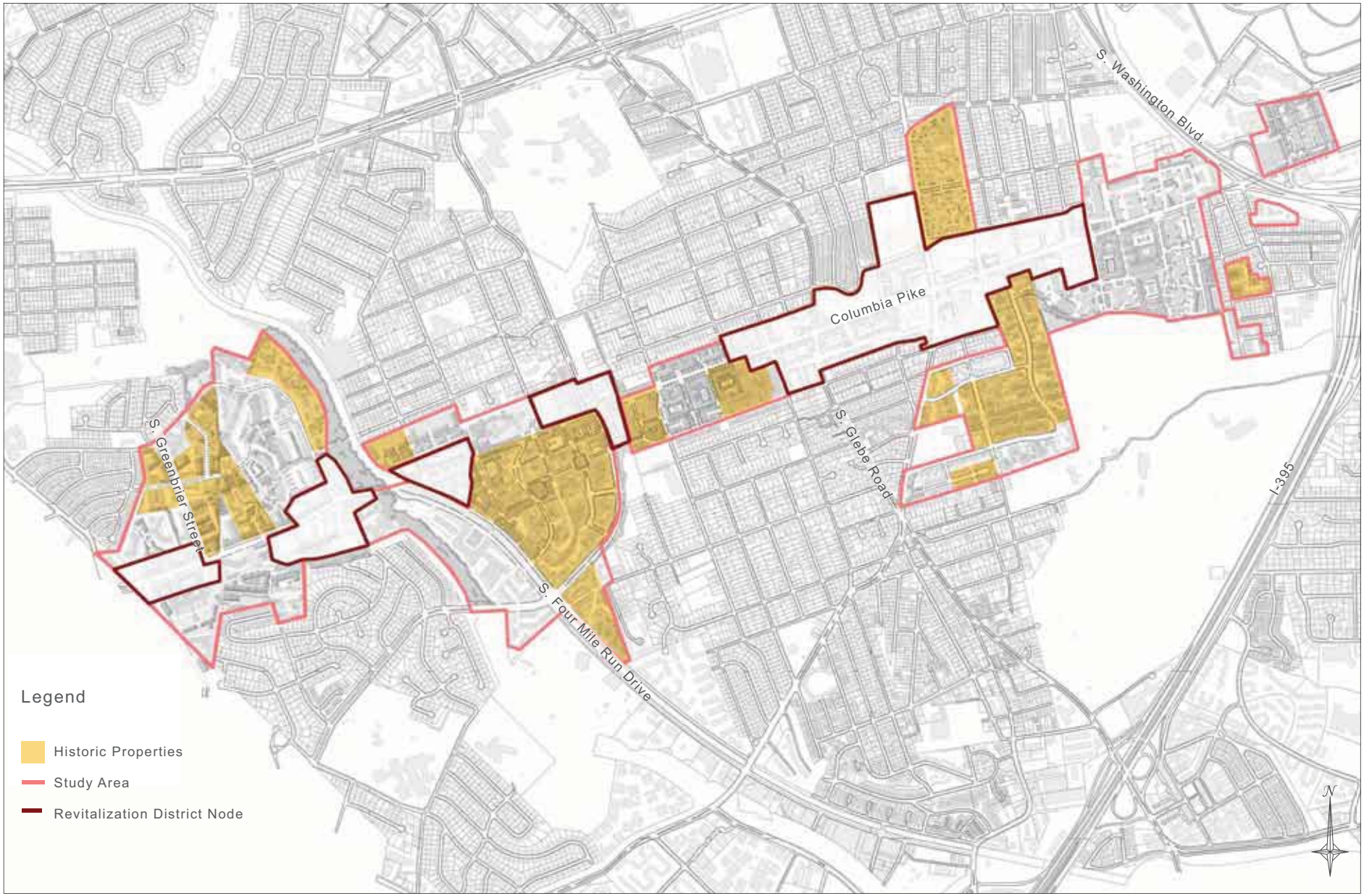
HP.3. Provide incentives to retain and restore significant portions of historic properties, such as permitting greater density or height on other portions of the site.

HP.4. Allow for context-sensitive infill development. A Form Based approach can provide the armature for such infill within the context of the Form Based Code Regulating Plan.

HP.5. Create detailed architectural standards for new buildings on historic sites, integrated into the Form Based Code to ensure high-quality, predictable results are realized. These standards should be created in collaboration with the HALRB and other stakeholders.

HP.6. Use Transfer of Development Rights (TDR) and other financial tools to protect sites from redevelopment and maintain affordability.

Existing Historic Resources, 2011



Additional incentives for preservation are offered for two of the complexes, Barcroft and Fillmore Gardens. For those complexes, Transfer of Development Rights (TDR) can provide further incentives and these sites would be designated as Sending Sites. In the case of TDRs, additional development rights could be granted with the sole intention of transferring them to other sites along Columbia Pike or elsewhere in the County in exchange for preservation commitments ensuring buildings are renovated and affordability preserved. Because these two sites are so large and many buildings and housing units are involved (approximately 1,500 units combined), these are the complexes emphasized for use of TDR. The key challenges in using TDRs are in creating demand for the credits by designating sufficient receiving sites and in aligning the timing of historic preservation with the new development that requires TDRs. Receiving sites occur where additional bonus density or height is appropriate and consistent with the plans and goals for a particular area. For locations along Columbia Pike, the Plan identifies potential Receiving Sites (see Urban Form & Land Use section of Chapter 4).

The introduction of some new development or additional height (respectful of the historic resource, and with the intent to further other Plan goals) can be considered along the Columbia Pike frontage of the Barcroft complex, and to some extent along George Mason Drive and Four Mile Run Drive. The portion of the Fillmore Gardens complex along Columbia Pike is already within the existing FBC in the Nodes, and other Conservation sites are away from the Pike. At Barcroft, small interventions are considered possible with the FBC tool in order to provide a more consistent urban form of buildings along Columbia Pike, in close proximity to the future streetcar, and where additional density is possible.

Other properties in the study area were noted to have historical significance for similar reasons as those mentioned above but were much smaller complexes. These complexes are scattered in the central and western portions of the corridor, some having Columbia Pike frontage. For these properties, it is envisioned that some preservation may occur; however a greater degree of change to balance the Plan's goals is possible and full redevelopment could be considered under the proposed FBC. For these area, like in other parts of the corridor where redevelopment is contemplated, it may be possible to realize new buildings mixed with existing buildings, and achieve the affordable housing goals along with a change in the urban form of development and improved walkability along the Pike, and greater connectivity of the street network).

For all sites along Columbia Pike, it is possible that a property owner may enter FBC and meet the affordable housing requirements by providing the committed affordable units in renovated buildings (see Housing & Affordability section above). This is available at the owners' option. Another tool for preservation, additional height, was evaluated as a measure to incentivize building and affordable housing preservation. While several areas along the Pike have been identified for additional height (see Urban Form Vision Map), this tool is targeted to projects that provide additional on-site affordable units or receive density from sites designated as Sending Sites where structures, and affordability, would be preserved. The sites designated for additional height have Pike frontage or are adjacent to existing taller buildings, mostly clustered in the west and east ends of Columbia Pike where greater distance from low-density housing exists. One complex, Arbor Heights, would meet the criteria and would therefore be possible to preserve several of the existing buildings away from the Pike. For these sites, the Form Based Code (FBC) may indicate additional site improvements envisioned to improve connectivity or create open spaces and these elements would be sought with any FBC application.

Complexes that are retained, whether in conservation or FBC redevelopment areas, may be eligible to use another zoning tool in addition to the proposed FBC. This tool, a special exception use permit, would be used to renovate buildings and/or accommodate building expansions, by allowing modest adjustments to the building form if affordable housing and historic preservation objectives are met, such as structural adjustments needed to "bump-out' existing building walls and increase unit sizes.

Design parameters for new development on historic sites will be key when existing structures remain as part of a FBC application. Throughout the Neighborhoods Area Plan, overall architectural standards would be created to establish basic parameters regarding functional building element configuration and palettes for building materials, serving to establish a coherent character and encourage a high caliber, lasting quality of development. When developing the FBC, a more detailed set of architectural standards would be established in collaboration with the Historical Affairs & Landmark Review Board (HALRB) and other stakeholders in order to integrate standards or procedures into the Form Based Code to ensure high-quality, predictable results are realized when development occurs adjacent to conservation areas or when existing structures are maintained amidst new construction on a property. They goal would be to develop a set of standards that would yield design outcomes that maintain a sense of historic character of each property and reflect and complement the traditional materials and techniques of the mid-century garden apartments. The standards would specify details, such as window proportions, roof or cornice configurations, and brick detailing.

Urban Form & Land Use

A Form-Based Regulatory Approach for the Columbia Pike Neighborhoods

A Form-Based regulatory approach is the core and armature for the pursuit of the Neighborhoods Area Plan goals and objectives (specifically those related to urban form and land use) because it will be the most effective tool to ensure they are realized. Unlike conventional zoning, which identifies types of development or land uses that are not allowed, a Form Based Code (FBC) clearly prescribes the form and character of development that is desired, and establishes a streamlined process for its review and approval.

A review of existing zoning regulations and site analysis indicates that in many cases the land development regulations for the properties along Columbia Pike do not match the goals that the community expressed during this planning process for walkability and sustainable urban design. Through a FBC, appropriate regulation that is supportive of community-endorsed planning policies can encourage development according to the community vision by providing certainty and clarity. By establishing clear zoning standards for design, investors can have confidence that their project will be approved. Neighbors can also be assured that what gets developed will enhance, rather than harm, the neighborhoods along the Pike. In addition, this type of regulatory framework allows for the proactive planning and implementation of other plan goals by incorporating provisions for affordable housing, historic preservation, and new open spaces, as described throughout this report.

A Form Based Code is a land development regulatory tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of "place". Conventional zoning strictly controls land-use, through abstract regulatory statistics, which can result in very different physical environments. The base principle of Form Based coding is that design is more important than use. Simple and clear graphic prescriptions for building height, how a building is placed on site, and building elements (such as location of windows, doors, etc.) are used to control development. Land-use is not ignored, but regulated using broad parameters that can better respond to market economics, while also prohibiting undesirable uses.

The Arlington community is already familiar with the concept of form-based coding as a result of the existing Revitalization District Form Based Code, which has encouraged new mixed-use development in the Revitalization District Nodes since its adoption in 2003. The code for the Neighborhoods Area Plan area would utilize a similar organizational structure as this code; however, the standards for new development will be different, tailored to the desired residential character of the neighborhoods. For example, Building Envelope Standards for new buildings will typically prescribe green dooryards, with building intensity and scale providing an appropriate transition to the adjacent single-family neighborhoods. The Regulating Plan will match appropriate street frontages to the existing network of streets, and new street connections will be in the locations mapped in the Illustrative Plan so that they can be incorporated into new development proposals (thus improving walkability).

The Neighborhoods Area Plan Form Based Code, similar to the existing Revitalization District Form Based Code, will streamline the process of approving projects that comply with the standards because the Neighborhoods Area Plan already incorporates significant levels of public investment in the planning process.

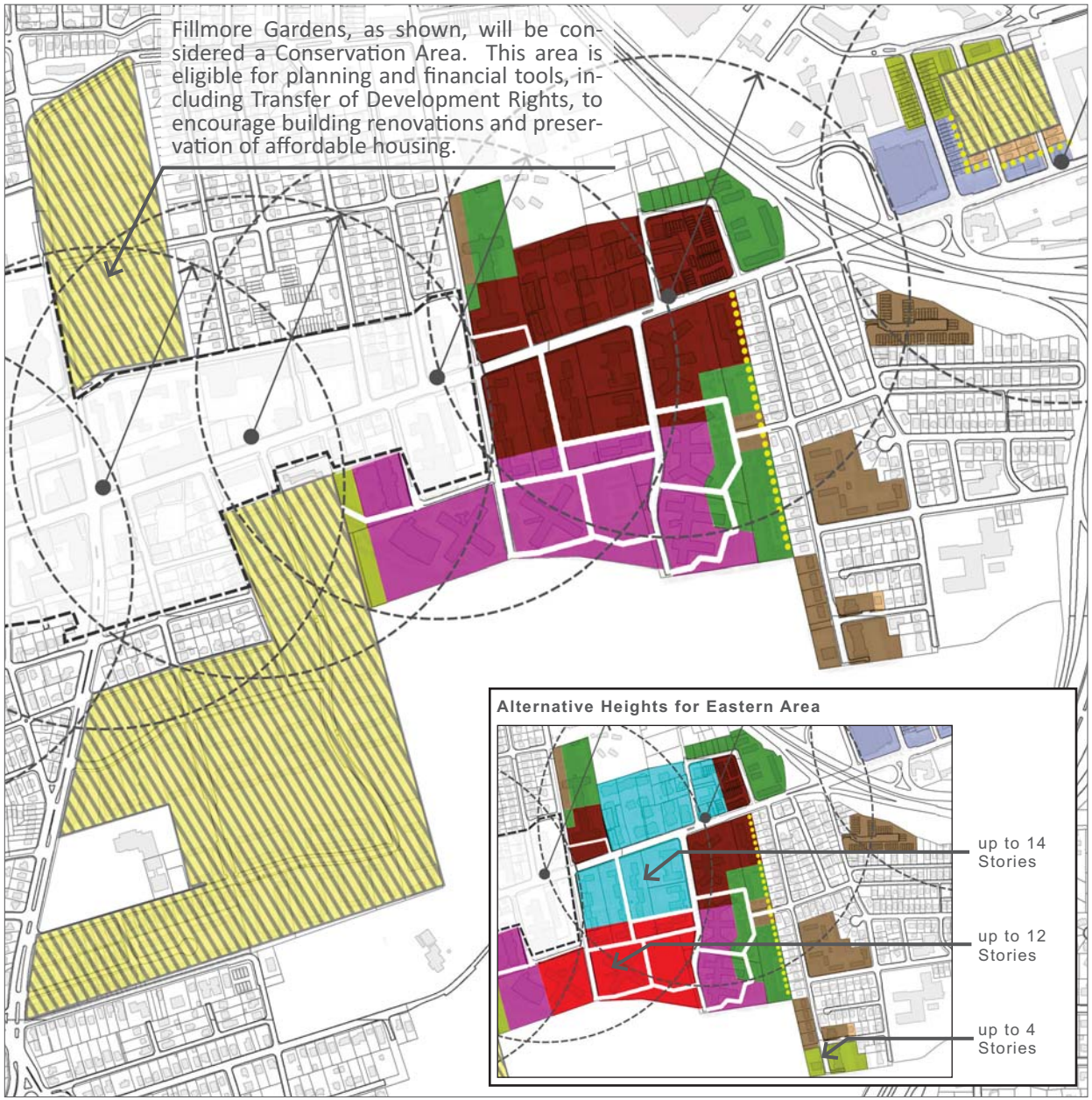
Urban Form Vision Map

The Urban Form Vision Map is one of the primary maps to guide the physical form of development in the Neighborhoods area. The Urban Form Vision map will be used to directly inform future zoning regulations contained in the FBC with some components incorporated into a Regulating Plan. This map displays two key categories for the properties in the study area: Conservation and Redevelopment. Conservation Areas are areas where the recommendation is to maintain the existing form of development and preservation of affordable housing, existing buildings, open spaces, and landscaping including tree cover would occur. New development is not planned for these areas however limited opportunities for building renovations, building expansions such as "bump outs" to enlarge housing unit sizes, or site improvements to improve pedestrian circulation, screen parking, or reduce impervious pavement are possible. In contrast, Redevelopment Areas are those areas where more significant changes to the existing form are contemplated and the design of new development would be guided by the Plan. On the Urban Form Vision Map, a variety of building types are shown, and within each category, maximum building heights are designated. Redevelopment and infill development is targeted to the along the Columbia Pike frontage and further away from the Pike frontage in the far west end and east end of the Pike. In some instances the building heights may exceed the heights planned for currently with the FBC for the existing Nodes. Today, there are areas in the corridor that have a mix of building heights, often exceeding four and five stories.

The Vision Map contains a variety of frontages types shown along proposed new and existing streets (Urban Mixed-Use, Urban Residential, Townhouse/Small Apartment, and Detached Residential); these frontage types regulate the form of development on parcels which border the street. Pages 4.22 - 4.25 contain a brief description of the character envisioned for each of these areas.

Urban Form Vision Map

Western Columbia Pike (Note: This diagram is conceptual and is non-regulatory.)



Eastern Columbia Pike (Note: These diagrams are conceptual and are non-regulatory.)

Legend

Conservation Areas (the FBC would not apply)

- Conservation (No increased development potential considered)

Redevelopment Areas (the FBC would apply)

Character Area Types & Corresponding Maximum Building Heights

Urban Mixed-use (description on page 4.24)

- 10 Stories (8 + 2 Stories with bonus)
- 8 Stories (6 + 2 Stories with bonus)
- 6 Stories
- 5 Stories

Urban Residential (description on page 4.25)

- 10 Stories (8 + 2 Stories with bonus)
- 8 Stories (6 + 2 Stories with bonus)
- 6 Stories
- 4 Stories

Townhouse/Small Apartment (description on page 4.26)

- 3 Stories

Detached Residential (description on page 4.27)

- 3 Stories

Neighborhood Manners

For areas abutting single family development, a lower height will be required to ensure an appropriate transition in scale to those areas. See the discussion of "Neighborhood Manners" on page 4.28 for further discussion.

Existing Revitalization District Node

Please refer to the Illustrative Master Plan in Chapter 3 to see how the envisioned potential future development pattern fits with the Urban Form Vision Map.

"Urban Mixed-use"

This is the basic urban street frontage, once common in cities across the United States. These are multi-story buildings sitting at the back of the sidewalk with one or more entrances at the street level and windows across the facade. There could be several buildings lined up shoulder to shoulder, filling out a block, or on smaller blocks, a single building might fill the block face.

This frontage is located in the most urban portions of the Neighborhoods Area Plan area, almost exclusively limited to those locations that complete the street-space of the existing Columbia Pike mixed-use centers. Urban Mixed-use can accommodate a range of uses, including retail shop fronts. It is anticipated that there be significant pedestrian traffic along this frontage type.

Maximum Building Height: 5-8 stories (*may be up to 10 stories in some areas with additional bonus height)*

Facade Transparency: Ground floor 33-70%; Upper floors 20-70%

First Finished Floor Elevation: Minimum 0-3 feet, depending on use

Permitted Projections: Awnings, bay windows, shopfronts, balconies, and signs

Minimum First Floor Ceiling Height: 12-15 feet above sidewalk, depending on use

Percentage Build-To: Minimum 75%

Minimum Private Open Area: 15% of buildable area, at or above grade

"Urban Residential"

This is a basic urban residential street frontage. The primary form is, like that of the Urban Mixed-Use (although purely residential) a multi-story building with windows across the facade and one or more entrances along the street. It sits behind a landscaped dooryard. These buildings may be configured around a courtyard. The character and intensity of this frontage varies according to the placement of the required building line. The buildings define the street-space, but typically with a greener and more informal edge than that found in the Urban Mixed-Use Frontage. The Urban Residential Frontage also includes a significant requirement for private open spaces, which can be achieved through a combination of balconies and spaces interior to the lot. This is the most intensely urban of the residential frontages.

Maximum Building Height: 4-8 stories (*may be up to 10 stories in some areas with additional bonus height)*

Facade Transparency: Ground floor 33-70%; Upper floors 20-79%

First Finished Floor Elevation: Minimum 3 feet (for residential units)

Permitted Projections: Awnings, covered entrances, bay windows, and balconies

Minimum First Floor Ceiling Height: 9 feet clear, 12 feet above sidewalk

Percentage Build-To: Minimum 60% or 75%, depending on location

Minimum Private Open Area: 20% of buildable area, at or above grade

"Townhouse/Small Apartment"

This frontage is of moderate intensity, often created by a series of smaller attached structures—configured as single-family residential or stacked flats. This building envelope standard has regular street-space entrances, as frequently as 18 feet. The character and intensity of this frontage varies depending on the street-space and the location of the required building line—the buildings may be placed up to the sidewalk with stoops, or further back with small dooryard gardens and/or front porches. Similar in scale to the townhouse or row house, a small apartment is of limited size and can also be used to transition the urban form of the Urban Mixed-Use and Urban Residential forms to abutting single-family neighborhoods. It is anticipated that the pedestrian activity along these frontages will vary considerably based on the time of day and day of the week.

Maximum Building Height: 3 stories, excluding English basements and attic stories

Facade Transparency: 20-70%

First Finished Floor Elevation: Minimum 3 feet, maximum 8 feet

Permitted Projections: Awnings, bay windows, stoops, porches and balconies

Minimum First Floor Ceiling Height: 9 feet clear, 12 feet above sidewalk

Percentage Build-To: Minimum 65%

Continuous Building Frontage: Maximum 120 feet

Minimum Private Open Area: 15% of buildable area, primarily at grade

"Detached Residential"

The detached frontage is represented by the traditional single family house with small front and side and yards along a tree-lined street. Structures are 2 to 3 stories in height with pitched roofs and front porches.

This frontage is limited to a very few locations, primarily to accommodate infill development while protecting the character of the existing single family neighborhoods that were included in the study area.

Maximum Building Height: 3 stories

Facade Transparency: 25-70%

First Finished Floor Elevation: Minimum 3 feet, maximum 7 feet

Permitted Projections: Awnings, bay windows, stoops, porches and balconies

Minimum First Floor Ceiling Height: 9 feet clear, 12 feet above sidewalk

Percentage Build-To: Minimum 60%

Minimum Lot Width: 40 feet

Minimum Private Open Area: 25% of buildable area, at grade

Building Height

Building heights are very often a source of concern among residents of an area faced with potential development pressure such as Columbia Pike. Many times "height" takes the brunt of an argument against development because "density", when specified as FAR (floor area ratio) or units per acre, is difficult to understand and can take on unpredictable forms. The negative connotations of "height" can also be a reaction to incompatible architectural character. One of the advantages of a Form Based Code (FBC) is the predictability of the building form and its ability to 'sculpt' physical transitions in a complementary way. Residents and neighbors along with County officials and administrators can have a level of comfort that any new construction will be within prescribed parameters rather than each project being individually negotiated.

Following the Urban Form Vision map, the Columbia Pike Neighborhoods Area Plan Form Based Code will indicate a minimum and maximum number of stories for all properties where development is specified. Within the number of allowable stories, a range will be given for the minimum and maximum floor-to-floor dimensions (story height). Following the FBC, two 6 story buildings are not likely to be the same height, resulting in variety along the streetscape. To ensure that no building is too tall for the width of the street, and potentially detrimental to the street-space, an overall maximum height in feet is also specified.

As described in Chapter 3, the future vision for each sub-area is a strategic balance of conservation areas and redevelopment areas. For the redevelopment areas, it is important to maintain compatibility with the existing character of the adjacent neighborhoods and to ensure that appropriate transitions are provided towards the conservation areas, those areas with several large, low-rise housing complexes.

Tier 2 Bonus Height Provisions

Additional "bonus" height can be gained in exchange for achieving objectives of the Plan. Additional stories (up to the maximum heights shown on the Urban Form Vision Map) are possible for certain areas. This bonus height is possible in certain circumstances, including in exchange for receiving density from a Sending Site under a TDR. In these instances, the site would be noted as a "receiving site". Also, bonus height could be considered in exchange for the provision of additional on-site affordable housing units beyond the minimum requirement of 20% of the net new density described in the Housing chapter.

Neighborhood Manners

Single-family development will be buffered with step-downs in height; greater height will generally be permitted along major streets, and away from rear lot lines and lower-scale homes.

To further protect the character of single-family neighborhoods, the Form Based Code will continue the tradition of "neighborhood manners" to ensure appropriate transitions to single-family detached residential development. The code would stipulate a maximum height in feet within a set distance of any single-family residential lot, which would supersede the permitted height the balance of the parcel.

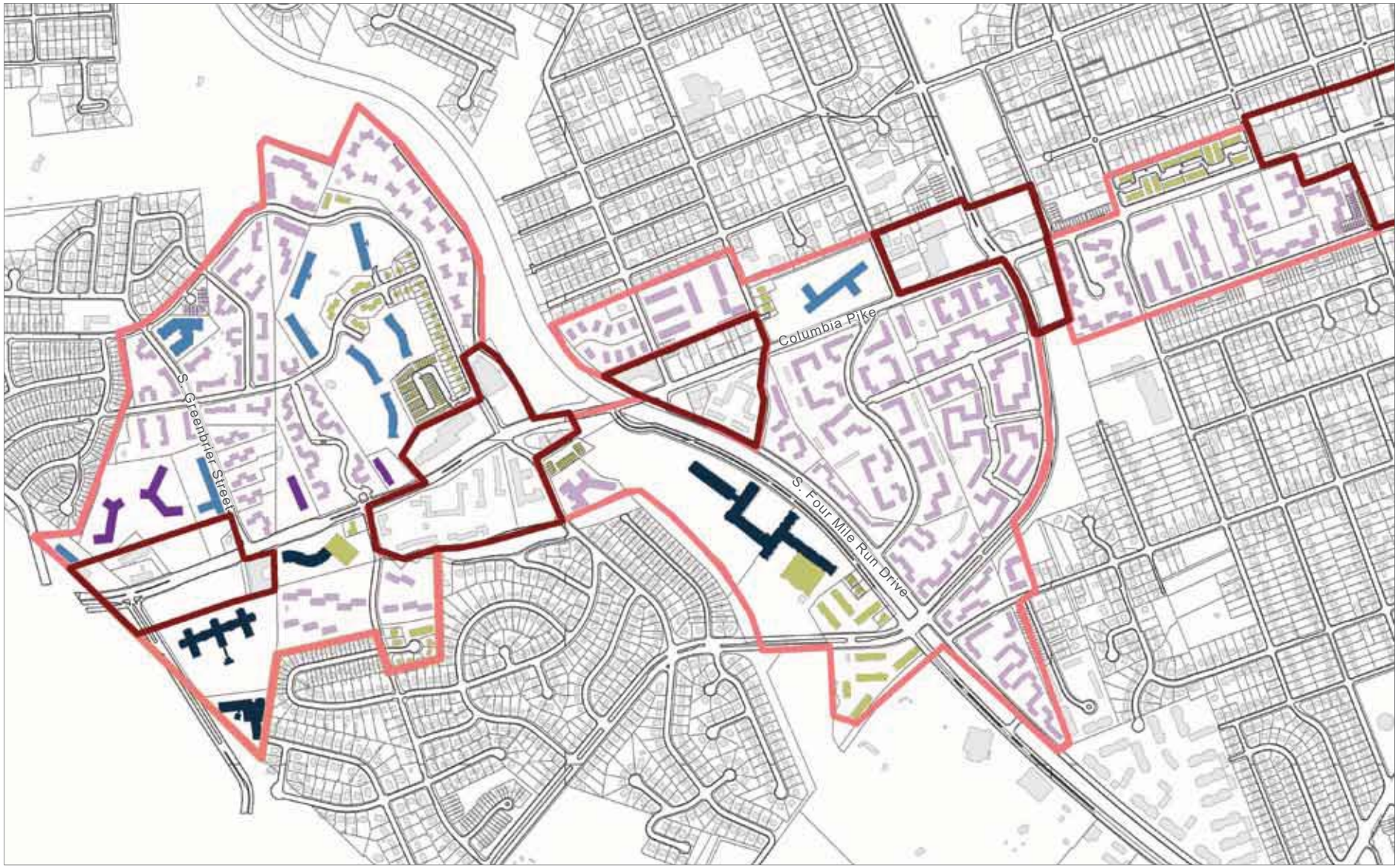
Building Height Policy Recommendations

UF.1. Use a Form Based Code (FBC) to establish minimum and maximum heights (in stories, as shown through proposed building frontage types for each street frontage in relation to the street being fronted), to a minimum and maximum depth, respectively. Heights and development potential permitted under the Form Based Code are available to the extent objectives identified in this Plan area achieved including the creation of a more walkable environment, inclusion of affordable housing, the preservation of specified historic structures, and the incorporation of new public open space as indicated on the Regulating Plan.

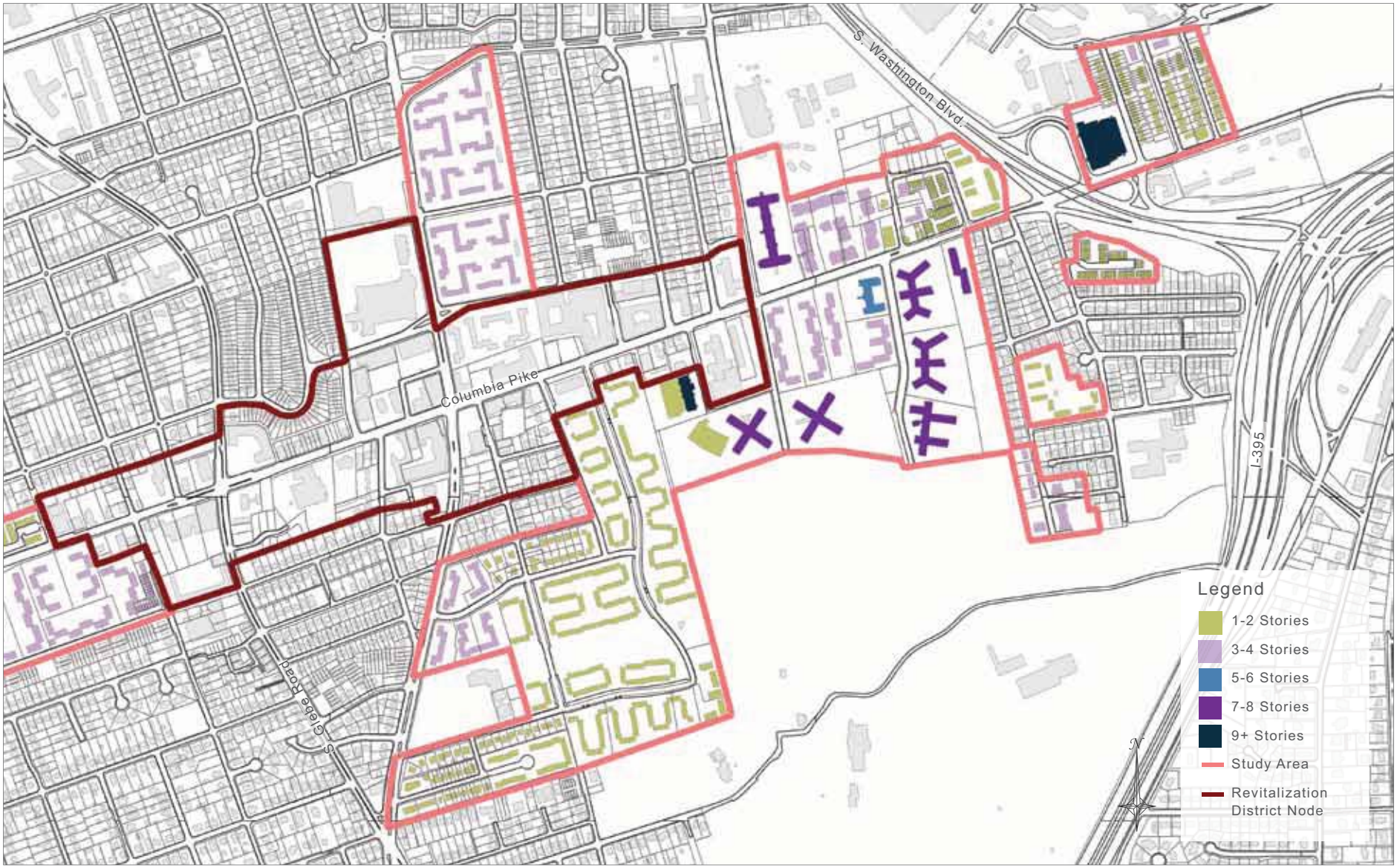
UF.2. Designate select sites as eligible for an additional "bonus" height (in additional stories) to further assist with achievement of goals such as contributions for affordable housing or new open space either on-site or elsewhere in the corridor. Sites identified for "bonus" height should be designated as receiving sites to accommodate Transfer of Development Rights (TDR).

UF.3. Ensure that there are appropriate height limits for areas where new construction may be permitted adjacent to lower-height neighborhoods. A Form Based Code should include standards regarding step downs in height, step backs in massing, or minimum distances of separation (Neighborhood Manners).

Existing Building Heights, 2011



Western Columbia Pike



Eastern Columbia Pike

Development Potential & Land Use

With minimal exception, the study areas are currently designated for residential uses and are anticipated to remain so. Their continuation as vibrant residential areas is important in providing a variety of housing options that support the existing mixed-use centers. Creation of new retail or commercial uses in the Neighborhoods area (i.e., outside of the Revitalization District Nodes) is generally not recommended. Exceptions are made in the context of the Neighborhoods Area Plan goals and objectives, on a limited, site-specific basis (for example, to complete and complement the mixed-use nodes, to provide for secondary retail or professional office space on ground floors fronting on Columbia Pike, or to provide small increments of neighborhood-serving retail in areas further from Columbia Pike in the east and west ends that do not have as convenient pedestrian access to the nodes).

Although density, in and of itself, was not a primary focus of comment during the public process, several of the Neighborhoods Area Plan goals and objectives, key policy issues, and implementation tools are directly intertwined. In order to achieve certain Plan goals, some amendments to the General Land Use Plan (GLUP) may be needed in select areas.

As the housing economic analysis and design charrette have both illustrated, many of the study area sites are configured with forms typical of a 1960s automobile-dominant community. On many sites buildings (primarily mid-rise apartments) are arranged as freely placed objects, with large surface parking lots and residual or unusable green spaces meeting the street edge. The garden apartments differ from the mid-rise complexes, where particular design choices occurred which led to a better integration of buildings

Development Potential & Land Use Policy Recommendations

UF.4. Use a Form Based Code (FBC) to establish the urban form of potential redevelopment sites in a compact, walkable pattern with increased connectivity to the mixed-use centers and neighborhoods. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.5. Use a FBC to focus most increased development potential within walking distance (typically ¼-mile, depending on topography and pedestrian connectivity) of the proposed new transit stops to maximize trip capture and minimize automobile trips.

UF.6. Designate locations for additional increases in height in exchange for achieving the Plan objectives via a FBC. Establish clear incentives and expectations for such increased development potential.

UF.7. Use Transfer of Development Rights (TDRs) to support affordable housing, historic preservation, green and energy efficient buildings, and open space goals. Designate receiving sites based on the four directives above.

UF.8. Work with school officials to ensure that all areas of Columbia Pike are adequately served by neighborhood schools and those schools are properly located in proximity to the changing population.

UF.9. Designate areas adjacent to or across the street from the existing FBC Nodes for new mixed-use buildings where ground floor retail or other commercial uses should be provided. This should be limited to those sites that would complement and complete the existing Nodes in terms of pedestrian connectivity, physical placemaking and urban design.

UF.10. Other than areas noted above to complete a mixed-use node, other locations for neighborhood-serving retail should be limited to sites that are greater than walking distance (¼-mile, depending on topography and pedestrian connectivity) from an existing mixed-use center. Additional detail on the maximum square footage, parking, hours of operation, etc. shall be provided in the Form Based Code.

Parking

Walkability, sustainability, improved pedestrian connectivity, and promoting a multi-modal corridor are emphasized for the study area; however, the necessity of storing cars must still be addressed. For potential redevelopment within the sub-areas, parking must be handled appropriately, from both a design and policy/management perspective. If too much parking is required, it can be a (if not the) controlling or dominant factor for individual project design (including the relationship of buildings to the public realm) as well as a significant factor in the per unit cost of residential development. Conversely, providing insufficient parking within redevelopment sites can create parking problems in the surrounding neighborhoods.

The Neighborhoods Area Plan Form Based Code (FBC) will contain standards for the location / placement of parking, to ensure it does not adversely impact the urban realm. Parking should be shielded from view of pedestrians on all primary streets; a parking setback line would be established on the Regulating Plan, a methodology similar to the existing FBC for the mixed-use nodes.

Minimum parking ratios in the Neighborhoods area should match the standards set forth in the existing FBC with a ratio of one and one-eighth parking space per unit. Although, a lower parking ratio is recommended for sites that exceed the minimum affordable housing requirements. National precedents have shown justification for lowered parking ratios along high-capacity transit corridors. The implementation of the streetcar will likely lead some current residents to decide to lower their transportation costs and take advantage of this new convenience, and thus reduce the number of parking spaces needed at residential complexes. In addition, car-free households may decide to locate in new units constructed along the Pike because of the proximity and convenience of the enhanced transit service. Also, national and local precedents demonstrate reduced parking needs for occupants of affordable units. In Arlington, non-profit providers indicate that on multiple sites around the County, and not just those at Metro locations, occupants of affordable units have lower parking utilization of less than 1 space per unit today. Taking this into account and relying on the market somewhat to determine the necessary parking supply will advance achievement of the affordable housing goals set by this Plan. This incentive to modestly reduce the overall amount of parking may result in additional affordable housing units through development cost savings. The lowered parking ratios would help to not only ensure that the proper amount of space is dedicated to parking, but also would reduce construction costs to help make the provision of affordable units feasible.

In addition, the FBC could include criteria for shared-parking, where applicable at mixed-use sites, that could minimize the impact of costs to build parking while still maintain an adequate supply of parking. For example, it is possible to share parking between day time office workers and resident parking, where typically the timeframes differ when occupants need the parking.

During the planning process, several stakeholders expressed concern regarding spillover parking in surrounding single-family residential neighborhoods. If problems do arise in the future, the existing neighborhood parking permit program should be utilized to regulate parking on single-family streets.

Parking Policy Recommendations

UF.11. Incorporate regulations in the Form Based Code (FBC) to regulate the location/placement of parking on private property, particularly as it relates to the public realm.

UF.12. Set parking ratios in a manner consistent with the FBC for existing Nodes, however, in order to incentivize the preservation or creation of affordable housing, offer a reduced parking ratio for projects with dedicated affordable units.

UF.12.1 Through development of FBC in the designated redevelopment areas, finalize a recommendation to allow for a lower parking ratio for dedicated affordable units, such as a minimum of 0.825 spaces per unit which includes a shared parking provision of 0.125 space per unit for when projects exceed the minimum affordable housing requirements. Evaluate what level of Transportation Demand Management (TDM) measures may be needed to achieve the reduced parking ratios and incorporate standards in the FBC.

UF.13. Decrease the minimum required parking in consideration of shared parking programs, where applicable.

UF.14. Provide public parking on-street within each sub-area.

UF.15. Work with neighborhoods using the existing neighborhood parking permit program when/if problems arise from spillover parking.

New streets with on-street parking can be a significant source of parking in the area; all new streets should have parking on at least one side, with the majority parked along two sides (see page 4.37 for recommended design details for new streets). New or retrofitted streets associated with redevelopment under the FBC can provide a supply of parking which can alleviate concerns about reduced ratios. Several new streets, including additional segments of 11th Street, are envisioned through this plan and would contribute more space for more on-street parking as the properties revitalize and redevelop.

Sustainable Neighborhood Design

Enhancing urban design to improve Pike identity and transitions between the centers and neighborhoods has been identified as a Neighborhoods Area Plan goal. Good urban design can have a positive effect on other community issues as well, leading to more sustainable neighborhoods.

Safety / Crime Prevention "Eyes on the Street": Renovating and retrofitting suburban areas into a block and street framework will provide increased natural surveillance and greater clarity between the public and private realms. Good urban form is known to provide what is called Crime Prevention Through Environmental Design (CPTED). The absence of the distinction between public and private territory has been linked to increased crime (Oscar Neuman, Defensible Space: Crime Prevention Through Urban Design).

A Form Based Code has proven to be an effective tool to implement this desired urban form. The standards can provide a link between increased development rights and block frontage build-out and minimum frontage requirements. The code can also specify the location for new streets to complete the block network, and provide increased connectivity. In addition, the code can address other safety measures, such as lighting standards to ensure streets and public spaces are adequately lit.

Appropriate Urban Sustainable Practices: Citizens in Arlington County are committed to environmental stewardship and the issue of sustainability was a part of almost every discussion during the charrette and planning process. Recognizing that compact, walkable, mixed-use, energy efficient urban development is the foundation of sustainability, all

Sustainable Neighborhood Design and Energy Efficiency Policy Recommendations

UF.16. Incorporate safety / crime prevention techniques, appropriate urban sustainable practices, and visitability techniques into a Form Based Code. Specifically this includes:

- UF.16.1 Safety / crime prevention strategies, such as minimum block frontage build-out requirements, new streets for increased connectivity, and lighting design standards for pedestrian safety.
- UF.16.2 Sustainable practices such as encouraging "green buildings," and urban context-appropriate green development practices.
- UF.16.3 Visitability standards that maintain appropriate urban character and street-oriented architecture.

UF.17. Explore energy efficiency standards for buildings with a focus on implementing a water-based district energy system.

and the surrounding landscape. Several garden style complexes are targeted for conservation where the existing form is desired and a level of preservation is preferred. However, in order to address a variety of goals and to allow for urban infill development along the Pike frontage, several areas may accommodate redevelopment and it would follow more current urban design principles with buildings placed closer to streets and more organized open spaces.

Several of the sub-areas can physically accommodate more development, with little or no increase in height, by infilling or redeveloping in a more urban form along the street edge, which will in turn provide a more pedestrian-friendly environment. An increase in the number of residents within the study area, particularly within walking distance of the Columbia Pike corridor and the mixed-use nodes, will directly help attract and support new businesses, restaurants, entertainment and services. In addition, density will have implications for maintaining existing and attaining new affordable housing units. The housing analysis indicates that increasing the number of existing units (beyond one-for-one) for redevelopment sites increases the projected cash-flow and reduces the size of the potential needed subsidy; however, only up to a point, beyond which increased construction costs become a factor particularly so in today's market. Over time, however, economics may change and additional height and density may attract property owners, even those owners of mid-rise complexes, to rethink long term strategies and when redevelopment occurs, the Plan's goals could be achieved. The Urban Form Vision map shows areas recommended for increased development potential using a Form Based Code to guide urban form.

Existing General Land Use Plan Legend

RESIDENTIAL

- Low
- Low
- Low-Medium
- Medium
- High-Medium
- High

COMMERCIAL & INDUSTRIAL

- Service Commercial
- General Commercial
- Service Industry

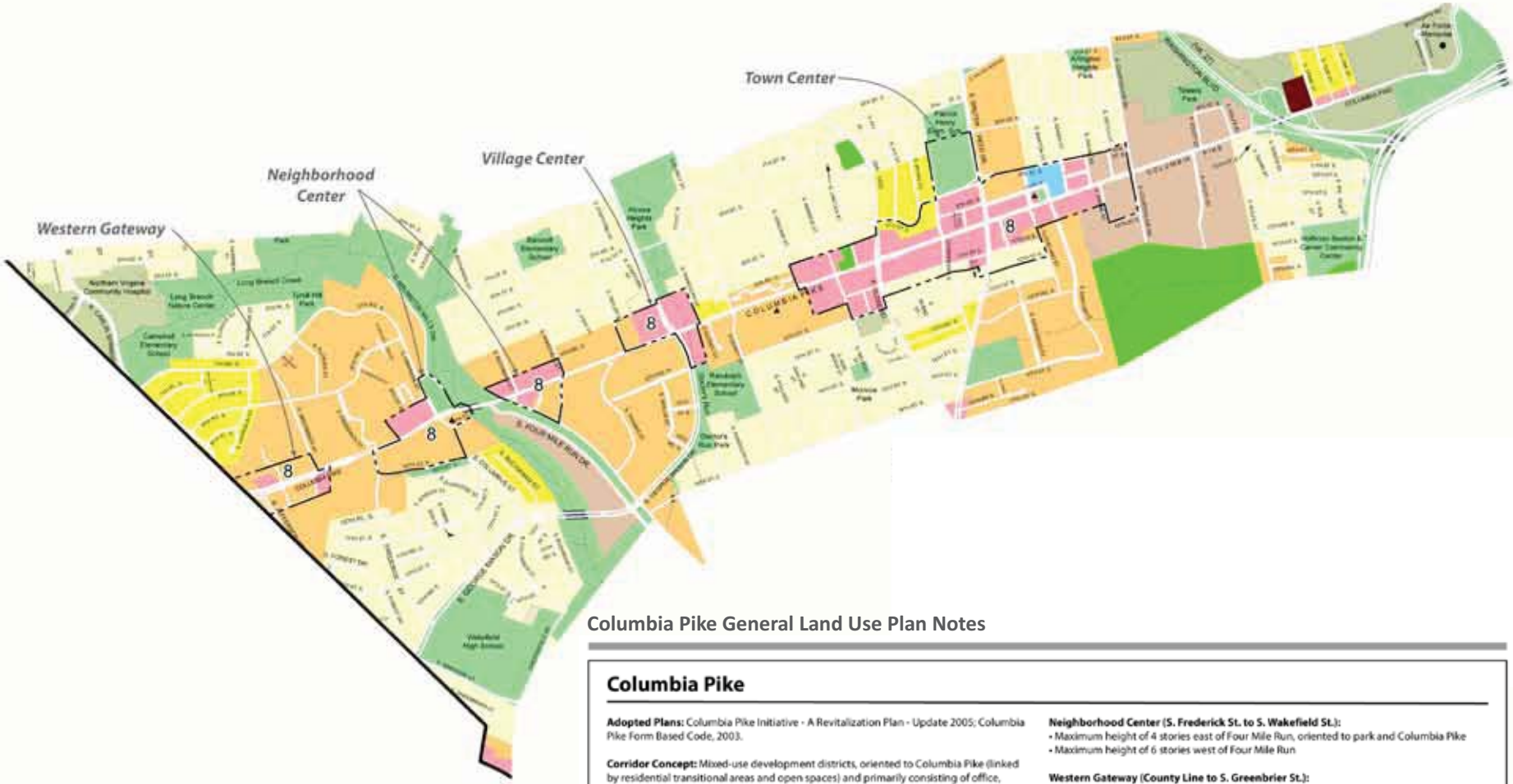
PUBLIC & SEMI-PUBLIC

- Public
- Semi-Public
- Government and Community Facilities

OFFICE-APARTMENT HOTEL

- Low
- Medium
- High

Existing General Land Use Plan (GLUP) for the Columbia Pike Corridor



Columbia Pike General Land Use Plan Notes

Columbia Pike

Adopted Plans: Columbia Pike Initiative - A Revitalization Plan - Update 2005; Columbia Pike Form Based Code, 2003.

Corridor Concept: Mixed-use development districts, oriented to Columbia Pike (linked by residential transitional areas and open spaces) and primarily consisting of office, residential, retail, and cultural uses.

Plan/Form Based Code Features:

Town Center (S. Oakland St. to S. Courthouse Rd.):
- Maximum height of 6 stories
- Incorporate historic structures with heights up to 8 stories
- Creation of public square at Adams Square and Fillmore Garden Shopping Center sites

Village Center (S. Taylor St. to S. Randolph St.):
- Maximum height of 6 stories (except northwest corner which has 54 ft. height maximum)
- Day-lighting of Doctor's Run (south of development district)

Neighborhood Center (S. Frederick St. to S. Wakefield St.):
- Maximum height of 4 stories east of Four Mile Run, oriented to park and Columbia Pike
- Maximum height of 6 stories west of Four Mile Run

Western Gateway (County Line to S. Greenbrier St.):
- Maximum height of 6 stories except 10 stories on the south side of Columbia Pike at S. Greenbrier Street

Special Planning District: "Columbia Pike Special Revitalization District"

Neighborhood Conservation Plan Areas: Arlington View (Plan accepted 1964); Penrose (Plan accepted 2004); Arlington Heights (Plan accepted 2008); Douglas Park (Plan accepted 1998); Alcova Heights (Plan accepted 1999); Barcroft (Plan accepted 2008); Claremont (Plan accepted 1990); Columbia Forest (Plan accepted 2004); Columbia Heights West (Plan accepted 2000); Columbia Heights (Plan accepted 2000), Foxcroft Heights (Plan accepted 2009).

contextually appropriate steps should be taken to maximize the sustainability of the Columbia Pike Neighborhoods.

The greenest approach is the reuse of existing structures whenever possible. For new construction (or substantial renovation), standards that specify energy efficiency and the pursuit of "green certification" (such as LEED or EarthCraft) for building management and construction techniques could be employed. The Community Energy Plan establishes specific recommendations for achieving short and long-term energy efficiency goals. In addition, urban-context-appropriate green techniques should be considered, such as:

- Green roofs
- Stormwater capture (building/lot level)
- Solar capture (roof top photovoltaics and passive solar heating where appropriate)
- High performing energy efficient buildings
- District energy systems
- Public open spaces used for stormwater management where possible
- Canopy shade trees (deciduous) along Pike neighborhood streets, squares, greens and parks to provide seasonally appropriate shade

Accommodate Visitability: While accommodating a more urban setting along the Pike corridor, visitability (housing designed in such a way that it can be lived in or visited by people who have trouble with steps or who use wheelchairs or walkers) is an important consideration for sustainable development. It is not possible to predict within which homes a resident will develop a disability. Over a home's lifespan it may accommodate many different families, each having different needs. Creating basic access at the time of construction costs relatively little compared to the cost of a future retrofit. There are many methods with which visitability to residential units can be achieved while maintaining the elevated finished floor that is considered to be vital to give privacy of ground floor units in urbanized areas.

Transportation

The County's existing policy framework is largely consistent with the transportation goals of the Neighborhoods Area Plan. The existing policies cover a myriad of good principles consistent with plan goals including creating smaller blocks, utilizing alley access to consolidate curb cuts, creating parallel vehicular and bicycle networks, and encouraging non-car modes. These policies should continue to be implemented where possible in the Pike corridor. The planned streetcar improvements will further emphasize the strength of the policies in place.

The transportation analysis involved a broader examination of the entire Columbia Pike planning boundary to assess connectivity, however, recommendations are primarily limited to the study area. Several new strategies are suggested that will go a long way in creating a pedestrian- and bike-friendly, interconnected street network in the Columbia Pike corridor, and serve to implement these County-wide policies. The Illustrative Plan (Chapter 3) shows potential alignments for new vehicular and pedestrian/bicycle connections, which will reduce block sizes and enhance walkability and access for residents (shown as dashed red or blue lines on the diagram on pages 4.40 and 4.41. Particularly important are connections along 9th, 11th, and 12th streets, which provide new options for travel parallel to the Pike. These proposed connections can be implemented over time, as individual sites make improvements or redevelop. The new connections (as well as required new alleys) will be mapped on the Neighborhoods Area Plan Form Based Code Regulating Plan which will ensure the desired connection is included as a part of any new development under the new code.

As part of the Columbia Pike Multimodal Project, improvements are being planned that will provide a five-lane street cross section that would accommodate the future streetcar. However, these improvements do not envision the complete building-to-building streetspace envisioned during the 2002 and 2011 charrettes for when properties along the Pike redevelop. The Regulating Plan accounts for this ultimate streetspace, showing the future Required Building Line (RBL) for new development which anticipates appropriately-sized dooryards, sidewalks, planting strips, and on-street parking. The proposed section on page 4.36 illustrates key dimensions; this section builds upon work completed in the Columbia Pike Street Space Task Force Report (adopted in 2005), with adjustments as needed to implement the updated vision of the Neighborhoods Area Plan.

For pedestrian comfort and use, the design of new streets is as important as including the connection itself. The Regulating Plan will show the desired "streetspace" for new streets, or dimension from building wall to building wall. Within this dimension, the layout of street elements such as setbacks/dooryards, sidewalks, street trees, on-street parking, and travel lanes must be appropriately sized to accommodate all modes of travel (pedestrian, bike, vehicular and transit). The illustrations on page 4.37 show the desired streetspace dimensions for new streets in the study area, which utilize existing County standards in the recently-adopted Transportation Master Plan for context-sensitive curb-to-curb width, and implement the community vision for walkable streets with a character unique from the mixed-use nodes by providing shallow dooryards, wide sidewalks, and tree lawns wide enough to support canopy shade trees.

Transportation Policy Recommendations

T.1. Provide new street links in the network to facilitate vehicular, pedestrian and/or bicycle movement parallel to the Pike (specifically 9th, 11th and 12th Streets).

T.2. When building new streets, build complete streets with parking, sidewalks, and street trees on both sides. Recommendations for dimensions of typical sections for new streets based on the County's Transportation Master Plan and the 65', 70', and 75' sections already used in the mixed-use nodes are provided in this Plan.

T.3. Where complete street connections are not possible, create new pedestrian and/or bicycle connections, particularly to parks and open spaces.

T.4. Continue to reduce the number of curb cuts along Columbia Pike, as well as other streets, through the creation of new rear alleys. Service access and parking for all buildings should be located away from building frontages.

T.5. Integrate traffic calming measures into the design of residential neighborhood streets, particularly in Foxcroft Heights.

T.6. Improve access for all users to transit stops along Columbia Pike and in the neighborhoods, particularly the planned streetcar stops.

Design changes to existing streets will also be a part of the solution. Existing streets should be retrofitted where possible to include needed pedestrian amenities such as sidewalks, on-street parking and street trees. This will begin to bring balance among all modes of travel, and was identified by charrette participants as particularly important in the Foxcroft Heights neighborhood. (Refer to Chapter 3 for detailed description of the vision for retrofitted, walkable streets in the Foxcroft Heights neighborhood).

Ongoing efforts to improve bicycle connections along Columbia Pike are integrated with recommendations of the Neighborhoods Area Plan. This bicycle travel enhancement effort called the Columbia Pike Bicycle Boulevards seeks to establish a parallel system of bicycle routes along the corridor. Changes to existing streets will include new signage, pavement markings, crosswalks and intersection enhancements; to create a complete network, the planned bike routes include new street or trail connections as well, which coincide with those shown on the Illustrative Plan.

Typical Street Section - Columbia Pike

Along Columbia Pike, the future streetspace (building to building) dimension in the mixed-use nodes is regulated at the time of redevelopment through the existing Revitalization District Form Based Code. There has been community consensus that the character of the residential areas should be different from the frontage of the mixed-use nodes, with wider dimensions between buildings across the street to allow for more landscape plantings and overall greening of the streetscape as new development is introduced. This provides a contrast to mixed-use areas, and replicates the greener aesthetic of many of the existing garden apartment complexes seen today, while also taking into consideration newer County policies for walkability and a more urban, rather than suburban, orientation towards the street frontage.

Building upon work completed in the Columbia Pike Street Space Task Force Report (adopted in 2005) and further refined through more recent efforts such as the Columbia Pike Multimodal and the Bicycle Boulevards studies, the illustration above shows a proposed typical condition along the Pike for the residential areas. The curb-to-curb dimension will generally be 56' without parking. The long-term vision for this streetspace include on-street parking, which will add an additional 8' to each side, making the overall curb-to-curb dimension 72'.

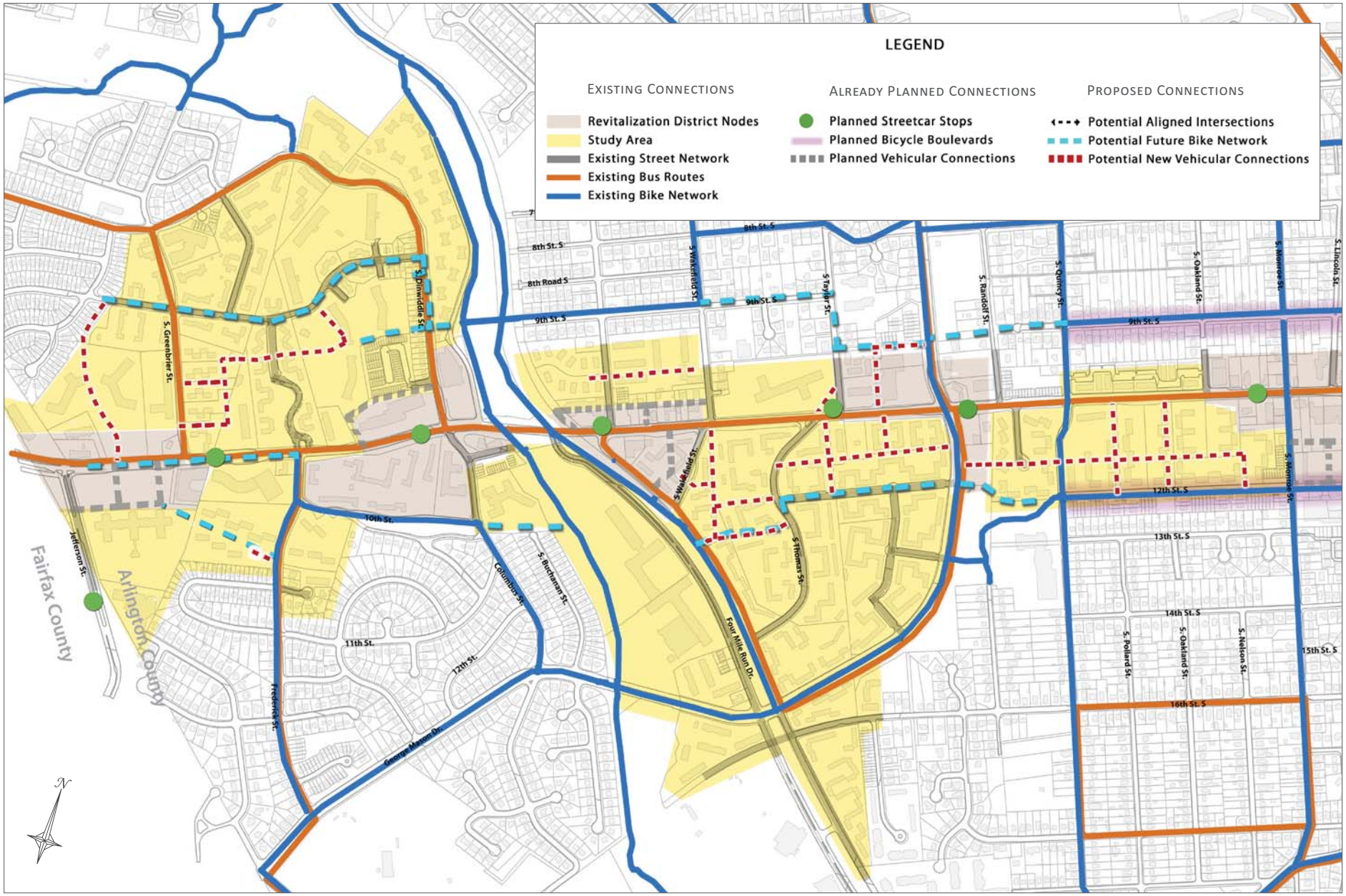
Between the curb and front building wall, street elements are dimensioned to maximize the pedestrian experience, and create the environment envisioned by community. The proposed tree lawn is shown at 8' wide, to provide a comfortable separation between pedestrians and vehicles, and allow the growth of mature shade trees. In the Neighborhoods area, it is recommended that street trees be located in tree lawns rather than alternating with on-street parking (as planned for some areas in the existing Revitalization District where limited space is available) to achieve a consistent on street parking lane and street tree alignment. This recommendation is intended to maximize the size and quantity of trees and create the green, shaded aesthetic desired by the community. The 8' sidewalk can accommodate higher levels of pedestrian activity anticipated along the Pike. The 13' dooryard provides an additional setback for new buildings, and provides space for a second row of shade trees; this double allée of trees will significantly "green" the residential portions of the Pike, creating a contrast to the more urban condition in the mixed-use nodes. The dooryard can also be used to accommodate stoops on new buildings.

Typical Street Sections - New Neighborhood Streets

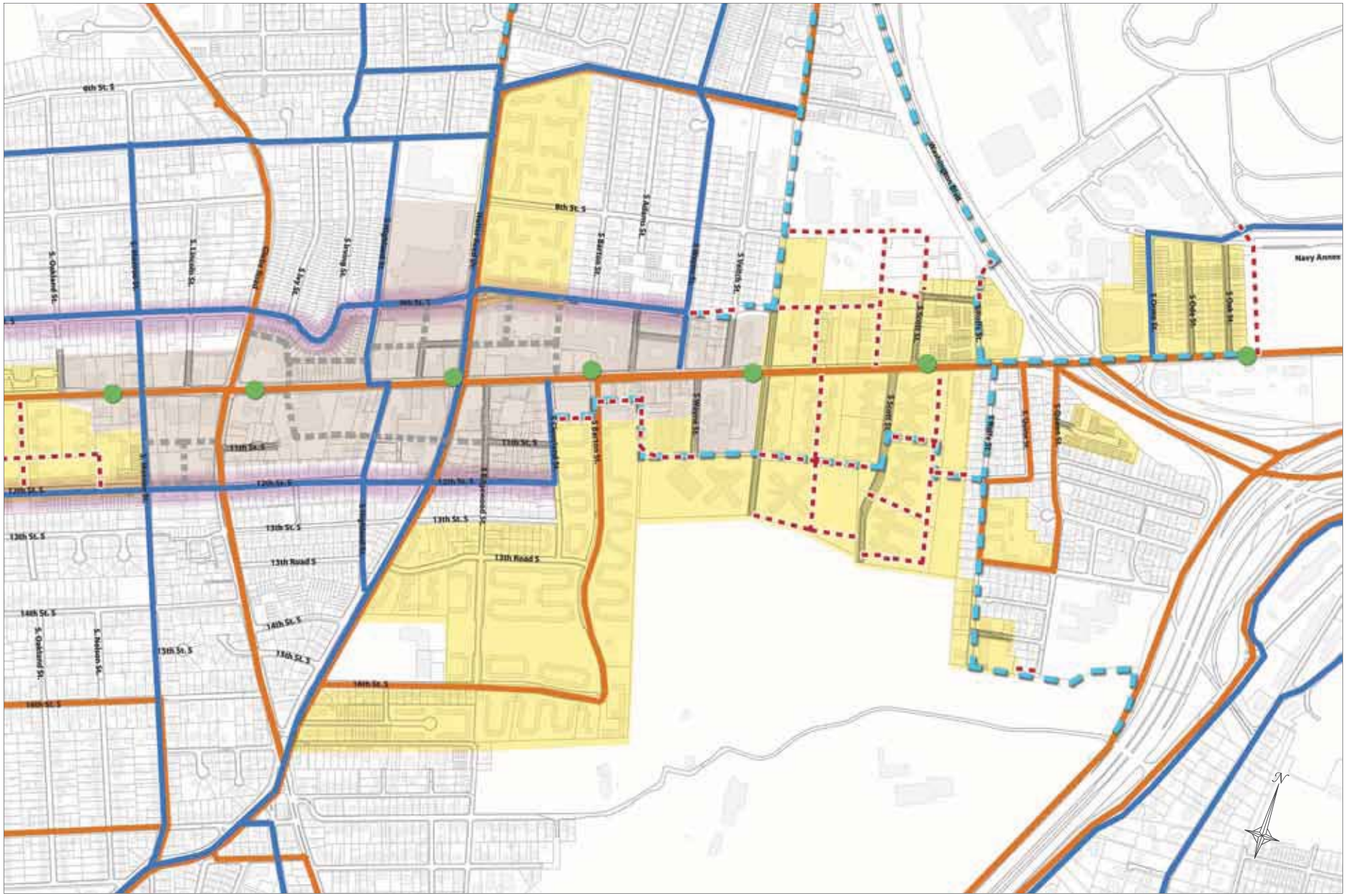
The illustrations on this page show the desired streetspace dimensions for new streets in the study area. The sections utilize existing County standards for curb-to-curb width, and specify the necessary dimensions of elements from curb to building wall to produce a highly-walkable environment.

The ST 80-36 shows a typical condition with a 6' tree lawn (wide enough to accommodate a mature shade tree), 6' sidewalk for pedestrian comfort, and 10' dooryard which can accommodate shade trees and small gardens and may include stoops or porches. In some areas, narrower sections are appropriate, especially where existing conditions constrain what can be achieved; however, it is not anticipated that narrower sections would be used extensively. The ST 68-36 is a variation of the above with a more shallow (4') dooryard, which is just wide enough to contain a stoop. The ST 54-36 further reduces the overall streetspace width by alternating parking with tree plantings (alternatively, there could be parking on only one side of the street) and narrowing the sidewalk to a minimum dimension of 5'. Use of these modified, narrower street sections will be mapped to specific locations on the Form Based Code Regulating Plan.

Transportation Connections Maps



Western Columbia Pike (Note: This diagram is conceptual and is non-regulatory.)



Eastern Columbia Pike (Note: This diagram is conceptual and is non-regulatory.)

Open Space

The desirability, livability and sustainability of a community can be directly related to the quality of its open spaces, including public plazas, parks and recreation facilities, private lawns and amenity areas, natural areas, and greenways, trails and streets. A robust and vibrant system of public spaces is integral to the accomplishment of the goals established in the Columbia Pike Neighborhoods Area Plan. Although there are currently no national standards available to guide the community in the formation of open space policies, several effective tools can be utilized which other successful localities have employed to establish a baseline assessment of existing conditions and monitor appropriate acreage of and access to open space for area residents.

For the Neighborhoods area, an assessment of the overall quality, type and distribution of open space, levels of access to open spaces, identification of barriers hindering access to open space, and potential opportunities for connectivity between open spaces was undertaken. This assessment was expanded to include the entire Columbia Pike planning boundary in order to consider the network of open spaces for this corridor which included spaces just outside of the multi-family residential areas. The Columbia Pike area contains a wide range of public open space types ranging from small civic gathering spaces to sport complexes and a mix of private open spaces such as courtyards and multi-family recreation areas. The overall open space system is similar in acreage per person to such large and diverse communities as New York City and Chicago.

Currently, the Columbia Pike Area contains 171 acres of publicly accessible open space. The Open Space Vision map (page 4.44 - 4.45) represents the overall distribution of existing and potential opportunities for new open space within the Columbia Pike community (based on expressed community needs and priorities). In order to work towards accomplishing this vision, new public parks and open space policies are needed. Active park space is the primary focus of several of the Policy Recommendations due the standardization of typical facilities and spatial needs; however, detailed attention was also provided for the preservation and possible enhancement of natural space as well. The open space Policy Recommendations draw upon the successes of other comparable jurisdictions while providing for the unique characteristics of the Columbia Pike area.

Open Space Priorities

The Arlington County Community Attitude & Interest Citizen Survey, conducted in July 2008 by Leisure Vision/ ETC Institute, indicates that the top priority needs for Columbia Pike residents (within the 22204 zip code) include:

- Walking and biking trails
- Neighborhood parks
- Nature centers and trails
- Indoor swimming pools
- Natural areas and wildlife habitats
- Indoor fitness and exercise facilities
- Off-leash dog areas
- Outdoor playgrounds

During the Neighborhoods Area planning process, several methods were utilized to confirm this earlier analysis and determine current open space priorities in the Pike corridor, including a non-statistically based

Open Space Policy Recommendations

OS.1. Evaluate a ratio of open space acreage to number of residents specifically for the Columbia Pike corridor for public, and some limited private (such as the Washington-Old Dominion trail) open spaces. This can be established in the future in coordination with County-wide parks and recreation planning efforts.

OS.2. Achieve a mix of several new publicly-accessible open spaces and private open spaces within the Columbia Pike Revitalization District and the Neighborhoods study area through Form Based Code regulations to meet resident needs.

OS.3. Continue to build and maintain strong partnerships with Arlington Public Schools to make open spaces on school properties more available and accessible to the public.

OS.4. Seek opportunities to add to the open space network through innovative, non-traditional open space methods for this urban community.

OS.5. Continue to identify long-term acquisition or easement opportunities in the broader Columbia Pike area, based on resident needs.

OS.6. Through the Public Spaces Master Plan Update and Land Acquisition and Preservation Program processes, if a level of service (or other measurement) for monitoring and acquiring, when needed, additional open space to meet open space demands of the growing population is determined, evaluate how the Columbia Pike corridor may be impacted.

survey and a community workshop conducted during the 2011 charrette a non-statistically based online survey conducted by Arlington County in July 2011, interviews with County staff and stakeholders, site visits and interviews, and trends in similar urbanizing areas. The results of these surveys and input suggest that the top priority needs within the corridor are consistent with the 2008 Arlington County Community Attitude & Interest Citizen Survey, particularly the need for walking and biking trails, neighborhood and community parks, natural areas and indoor recreation and fitness facilities (including pools). Based on public outreach efforts, the top priority needs in the Columbia Pike area are:

- Natural areas
- Multi-purpose open space
- Sidewalks
- Neighborhood parks
- Hiking trails
- Green spaces (public and private)
- Bike trails
- Indoor swimming

Some of the needs identified by the 2008 survey are currently being addressed by the County through the development of new park or public facilities, namely indoor pools and recreation facilities. In addition to the needs identify through the various methodologies listed above, urbanizing areas typically have an increased need for dog parks and civic gathering spaces as populations increase. These two needs may not have been identified during the survey as the community's needs are currently being met. However, as density and population increases along Columbia Pike the needs for these types of open spaces will increase and may result in demand exceeding opportunities.

Open Space Acreage / Access Standards

In order to strengthen a locality's open space planning methodology, many jurisdictions have adopted an approach which baselines a specific amount of open space acreage for the established, or growing, population. To accommodate the anticipated population growth in the Columbia Pike area, it is recommended this type of approach be used, and that a ratio of open space acres to the number of residents be established to guide how future open spaces would be planned and achieved. This ratio should reflect the desired lifestyle in the County and the corridor. The existing acreage-to-resident ratio of 4.75 acres of open space per 1,000 persons can serve as a target for consideration to be maintained for the future of the Columbia Pike area. This baseline should be further evaluated during County-wide planning sessions for the Public Spaces Master Plan update, to achieve the ultimate open space vision for the Columbia Pike corridor. While national standards regarding an appropriate ratio for the community do not exist, it is expected that any County-wide Plan would establish a specific and appropriate ratio for the Columbia Pike area.

In addition to establishing an acreage-to-resident ratio, a standard for access should be established for Columbia Pike as well. This standard would address the public's accessibility to public parks and recreation facilities. Similar to acreage, there are also currently no national standards for open space access; variables include climate, street design, availability of trails or transit, demographics and other factors. When setting access goals, alleviation of existing barriers to accessibility in coordination with transportation goals of the Columbia Pike area should be taken into consideration. Some access needs may be met outside of the Columbia Pike Neighborhoods area.

In order to ultimately implement this type of approach for the Columbia Pike corridor, evaluation at a County-wide level will need to be continued to determine the extent to which acreage and/or access standards may be needed.

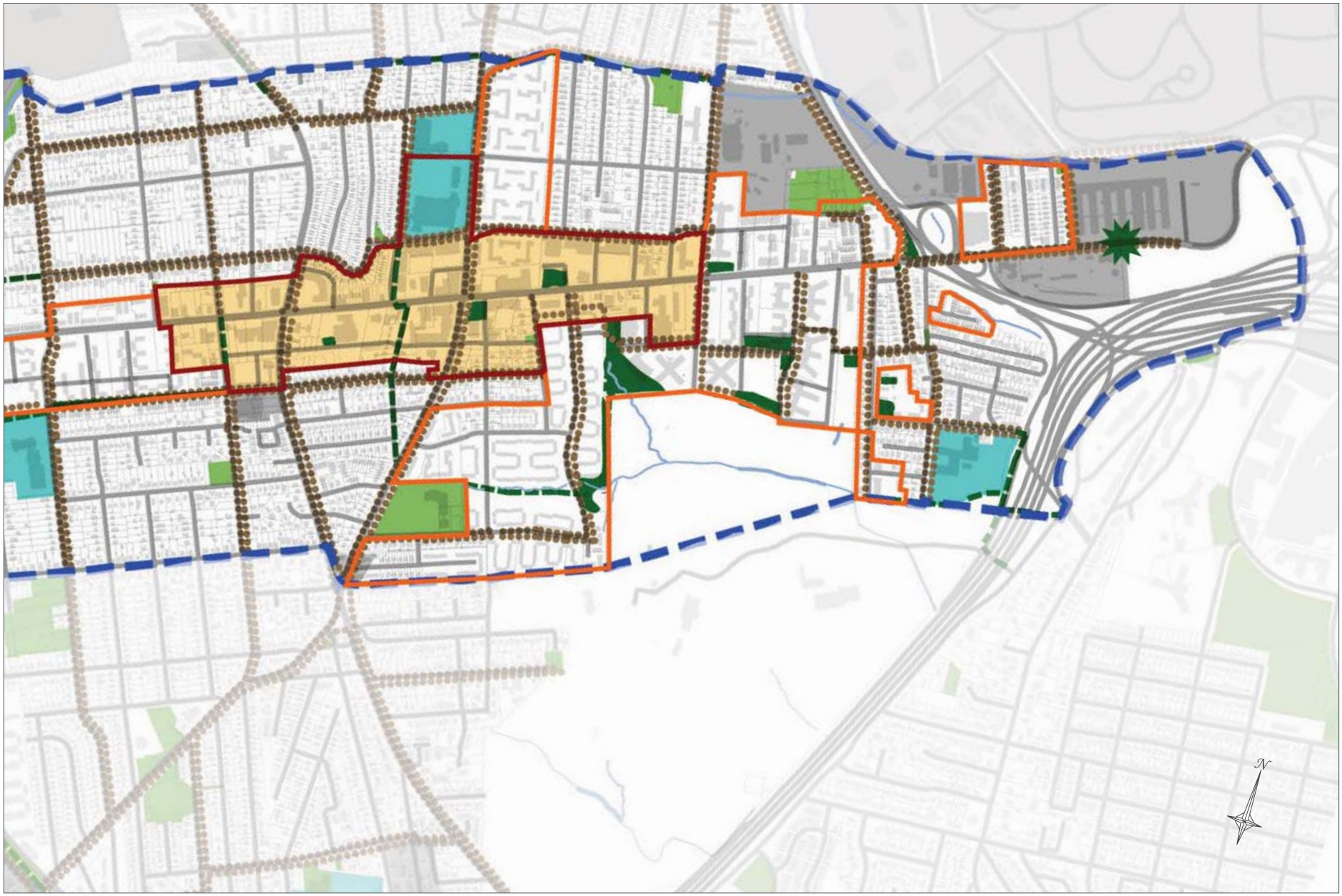
Existing and Proposed Form-Based Code Open Spaces

Currently the County does not require the maintenance of minimum parks and recreation acreage or access standards, or the addition of new public neighborhood or community parks concurrent with new development, unless a space has been identified on the existing Form Based Code Regulating Plans. With the exception of these few public greens or plazas shown for the existing nodes which add value for community gatherings and cultural events, among others, new developments or redevelopments in the Columbia Pike area have not contributed to the types of open space or park space that Pike residents listed as priority needs, such as neighborhood parks, hiking trails and natural areas.

It is contemplated that additional parks or open space will be needed over time to meet the growing community's needs. As shown on the Open Space Vision map (see page 4.44 - 4.45), several new open spaces have been contemplated that would address needs voiced thus far by the community as well as address good planning and urban design principles emphasized in the goals and in concert with other policies. These spaces have been identified for parts of the corridor that presently lack, or have limited access to, public parks, where denser development is contemplated, and where additional density through bonus height can help achieve the space by freeing land at-grade

Columbia Pike Open Space Vision Map

Note: This diagram is conceptual and is non-regulatory. Possible Long-Range Opportunities for Open Space to be determined once future County-wide parks and recreation planning efforts are completed.


N

for open space and shifting density to another portion of the site. In order to ultimately implement these open spaces, a form-based regulatory framework should be established in which developers of new projects would provide land, facilities and/or funding in exchange for bonus density under Tier 1 or Tier 2 to create the envisioned open spaces. It is anticipated, however, that in the context of this Plan emphasizing such targeted and intensive affordable housing goals, that the County may also be a key partner in the achievement of the future open spaces, particularly those that have existing buildings in place today. In the Form Based Code framework, spatial requirements will be defined by the Regulating Plan. Corresponding specifications for various facility and open space types could also be provided to ensure functional spaces and facilities that meet the needs of users.

School Partnerships

In addition to urban plazas, neighborhood and community parks, open spaces on school property also contribute to meeting open space needs for residents. While some of these spaces may be covered under existing use agreements between the County Board and Arlington School Board, some of the spaces may not be open and available for full public use especially during the normal school day. If these spaces at schools can be shared mutually with the community to meet recreational purposes they would bolster the overall supply of open space and more fully benefit the expanding community needs. It is recommended that both entities continue to discuss needs periodically and monitor locations where increased opportunities for joint use of school facilities for the public beyond those present today are possible.

Non-Traditional Public and Private Open Space & Recreation Contributions

In an urban area such as Columbia Pike, contemplating how open space and recreational needs are met may require a combination of both public and private areas and activities. In order to appropriately provide accessible and meaningful spaces or programs for the general public or residents of a particular complex, the regulatory framework should include parameters to judge how a development project meets the desired open space system and resident needs. Non-traditional spaces such as roof tops and parking garages may be utilized for public and/or private open space needs. Concurrently, an innovative assessment methodology should be created to review and verify a development application and the possible effects on open space. Through development of the FBC, standards should be established for private open spaces, in addition to the proposed public spaces described above, in order to meet the residents' needs and provide supplemental spaces for public parks and facilities.

Long Term Opportunities

Beyond the measures noted on previous pages, the Pike community must rely on open spaces beyond the immediate borders of the study area to meet the open space needs of a growing population. In the Columbia Pike area, open space expansion options are limited but could be achieved through policy choices the County has used in the past. These may include steering development away from ecologically constrained land to allow for the preservation of open space, such as areas prone to flooding or those with severely steep slopes. Other opportunities include the expansion of existing neighborhood parks which could occur over a very long time period and could

A variety of open spaces are envisioned as a part of the Neighborhoods Area Plan; see Chapter 3 for more details.

be achieved either through land acquisitions or easements as opportunities become available. These opportunities may not be the simplest or most expedient ways to expand the open space system because so many property owners would be involved; however, with limited raw land available to create new open space, adding to an existing facility to achieve greater capacity or diverse uses is an option for consideration. These opportunities would be identified and continue to be evaluated through future study of the extent to which these areas may be needed, as well as implementation strategies, perhaps as part of the Public Space Master Plan Update. Tracking priority land acquisitions or establishing First Right of Refusal agreements with nearby or adjacent property owners may be useful tools in achieving long-term opportunities.

Public Facilities

The provision of adequate public facilities (fire stations, police substations, and schools) is an important feature of a sustainable community. As planning for the Neighborhoods Area Plan has advanced, consideration has been given to potential impacts of plan implementation on area public facilities. In particular, the potential effects of a changing population for area schools were raised during the charrette.

Depending on the extent of new development realized, the timing of the new developments, and the number of school children present in new units, additional new school facilities may be needed in the Columbia Pike Planning Area over the next 30 years or longer to adequately meet demand. Arlington Public Schools (APS) officials have begun coordination to review projections, and will monitor actual growth based on redevelopment to determine when and if new facilities are needed.

Based on preliminary estimates, the Illustrative Plan as shown represents an increase in the total number of housing units along the corridor which may result in a potential net gain of approximately 1,100 students over the planning period (30 years). These estimates are predicated on current assumptions, and could vary based on many factors, most notably the size and cost of new units. (This analysis also does not include potential indirect growth in the single family homes surrounding the study area as the Pike transforms into a more walkable, family-friendly area.)

Based on preliminary estimates of enrollment growth based on redevelopment as well as an increase in student generation rates of neighborhoods adjacent to Columbia Pike, APS anticipates the need to build new school facilities (primarily elementary schools) to house the expected growth in children in the Pike corridor over the next 30 years. New school facilities should be designed appropriately for the context in which they are placed. An urban school prototype should be considered, especially in areas closest to Columbia Pike, to continue a walkable, pedestrian-friendly environment. The open space and recreational accessory uses for school facilities would be examined further and could occur in non-traditional ways such as in mid-block greens or on rooftop decks, or could be located within walking distance at a nearby park. School facilities would, of course, also function as community facilities during non-school hours and joint-use facilities are expected to be standard in any discussion of public facilities.

Analysis is being completed regarding the need for other types of public facilities in the corridor. For example, a study is expected to evaluate the need for a new fire station in the greater Columbia Pike area in the context of looking at the fire station needs County-wide. If it is determined that new facilities are needed in the Neighborhoods area, they could be implemented in association with future redevelopment, and should be designed appropriately for the context envisioned for the future of Columbia Pike. This includes buildings designed according to the parameters of the Form Based Code (such as having doors and windows facing the street, and providing a continuous street wall to support pedestrian activity).

To implement the provision of public facilities in the study area, the draft Neighborhoods Area Plan Form Based Code will permit new small-scale public facilities (such as a daycare or pre-K facility) to occur in the ground floor of new buildings. Larger-scale facilities could be also permitted on appropriate street

Public Facilities Policy Recommendations

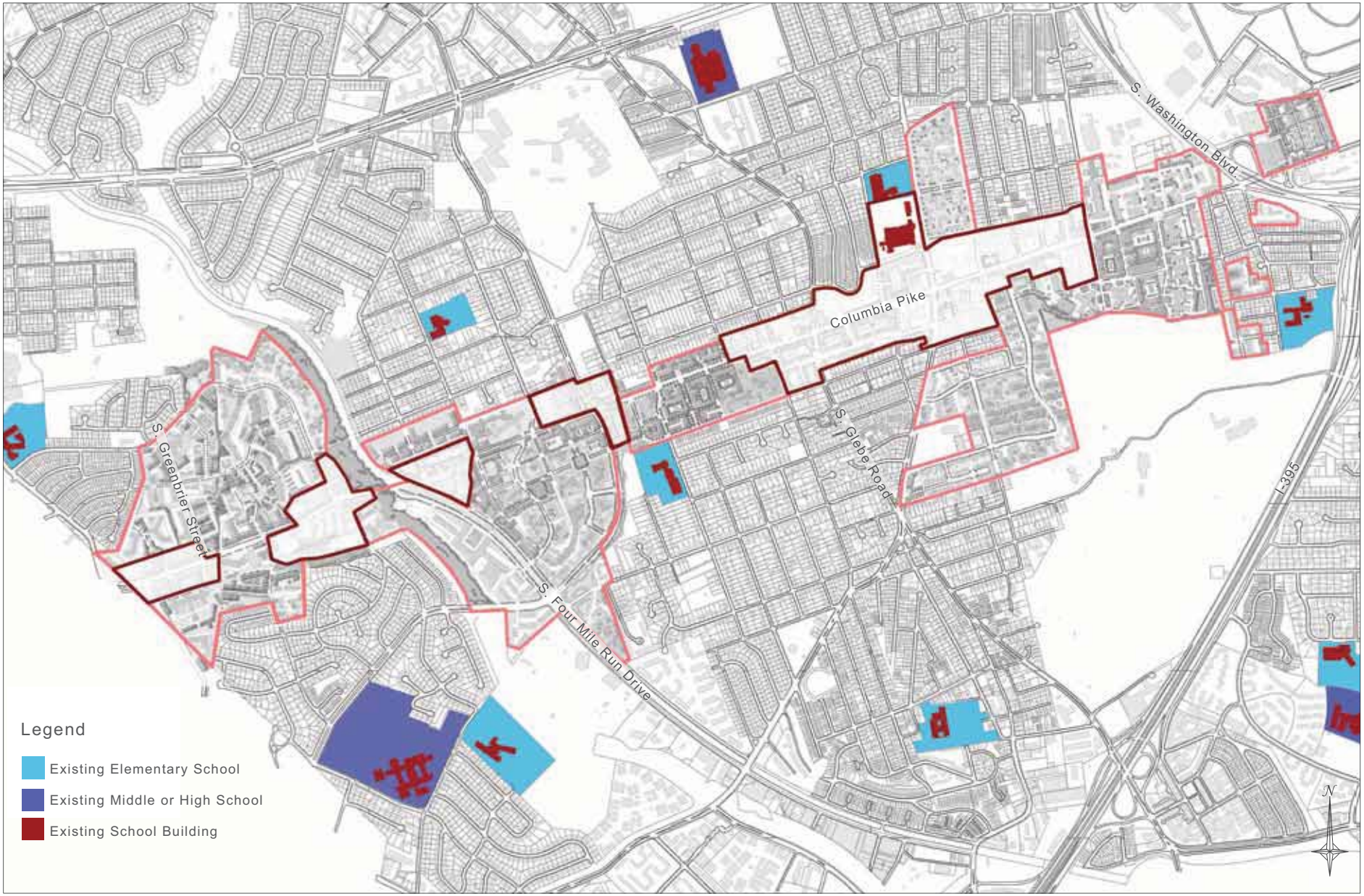
PF.1. Plan for needed public facilities, such as fire departments, police substations, and schools. This includes working with staff and officials to evaluate projections, and identifying potential locations and implementation/funding strategies for new facilities, if warranted.

PF.2. Consider proximity to public infrastructure (such as streetcar stops and recreational facilities) when siting future public facilities.

PF.3. Design new public facility buildings (if needed) appropriately for the context envisioned for the future of Columbia Pike. This includes incorporating provisions in the Form Based Code to permit facilities to be located on the ground floor of buildings along appropriate street frontages.

PF.4. Endeavor to evaluate the viability and effectiveness of locating new public facilities together with affordable housing, as modeled at Arlington Mill, as a way of meeting Plan goals.

Existing School Sites in the Greater Columbia Pike Planning Area



frontages. Public facilities could be paired with new affordable housing developments, as modeled at Arlington Mill. In addition, the existing FBC for the mixed-use nodes could be amended in the future to include provisions for locating public facilities on the ground floor of new mixed-use buildings. The inclusion of public facility space could be incentivized through such things as permitting buildings in appropriate locations as designated on the Urban Form Vision Map to utilize additional "bonus height" (see page 4.23) in exchange for providing public space at the ground level.

Arlington Public Schools Estimates

The estimated net gain of new students in the corridor resulting from development according to the Plan (1,100) was derived using a combination of formulas. First, the estimates assume that the demolition of current garden apartments would result in a reduction of students at a rate of 0.25 students per unit. The replacement and additional new units would generate students at a rate of 0.20 students per unit (assumes a rate of 0.03 for the 65% of units expected to be 1 bedroom or smaller and a rate of 0.50 for the 35% of units expected to be 2 bedrooms or greater). The 1,100 students would be distributed at 50% elementary, 20% middle, and 30% high schools which would result with a net of approximately 552 students distributed among the six neighborhood elementary schools, 221 students among three middle schools, and 331 students between two high schools. Exact impacts on schools are difficult to predict, however, as APS anticipated new elementary seats under construction in the next 10 years which may effect boundaries and admissions policies for schools County-wide.

this page left intentionally blank

Implementation

Action Steps 5.3

Implementation Matrix 5.11

This chapter identifies the necessary action steps for implementing the Columbia Pike Neighborhoods Area Plan.

Action Steps

The vision and policy recommendations for the Columbia Pike neighborhoods have been documented in the preceding chapters of this document through plans, illustrations, and text. This chapter does not repeat all of the recommendations found in previous chapters, but rather focuses on the necessary action steps for implementing the plan, along with an explanation of how these actions should be pursued. These steps are generally organized by the following categories:

- Plan Adoption
- Comprehensive Plan Amendments
- Zoning Ordinance Amendments
- Housing Tools
- Other Supporting Recommendations

An Implementation Matrix is provided at the ends of this section *(not included at this time and will be provided in the final report)* that summarizes each action item with corresponding information on timing and responsible implementing agency(ies). For several actions listed below, a number in parentheses **(#)** is provided that corresponds to additional information on that particular strategy or tool that can be found in the Tools Technical Report, a Supporting Document to this Plan.

Plan Adoption:

1. Adopt the Columbia Pike Neighborhoods Area Plan

Arlington County should adopt the Columbia Pike Neighborhoods Plan, giving the plan official standing. Adopting the plan sends an important message to property owners and residents that the political decision makers support the Plan. The Columbia Pike Neighborhoods Area Plan advances the goals and objectives of the Land Use & Housing Study while reflecting the future vision for the corridor by citizens.

Comprehensive Plan Amendments:

2. Amend the General Land Use Plan (#5A)

The GLUP should be amended to reflect the new policy guidance and implementation tools to be used to achieve the vision. Amendments could include: 1) a new GLUP note and district boundary to indicate the geographic areas where the plan's goals, policies, recommendations and future implementation tools apply; 2) open space symbols indicating locations for new space; and 3) policy notes in the GLUP booklet to highlight important Plan goals, recommendations and strategies for the Neighborhoods area. The GLUP should indicate Redevelopment Areas eligible to use the Neighborhoods Area Plan Form Based Code (see below) and Conservation Areas.

Redevelopment Areas are targeted along the Columbia Pike frontage and further away in the far west end and east end of the corridor to improve the building form and pedestrian experience, especially in areas close to the existing Nodes and the planned streetcar service.

Conservation Areas are targeted to several areas where the existing form of development is well liked and it is envisioned to generally remain as is. In these areas a variety of tools may be used to achieve preservation of the existing conditions but allowing for building renovations, possible unit expansions, site improvements consistent with County policies, and preservation of affordable housing. Tools such as Transfer of Development Rights, preservation easements, zoning tools, and financial tools may be possible. In discreet locations in the Barcroft apartment complex, some site improvements are contemplated by the Plan. If the property owner seeks to use incentives for conservation, the County would seek to achieve some of these improvements including the removal of excess pavement in exchange for more sustainable green areas, street or streetscape improvements, or small open spaces. These improvements may be eligible if a TDR certification or actual transfer is sought.

3. Amend the Master Transportation Plan

The Master Transportation Plan should be amended to indicate new streets specified in the Neighborhoods area and require new street connections be provided as a part of redevelopment where mapped on the Neighborhoods Area Plan FBC Regulating Plan.

Zoning Ordinance Amendments:

4. Amend the Zoning Ordinance to include a new Neighborhoods Plan Form Based Code (FBC) (#5B)

General Administration

The Zoning Ordinance should be amended to include a new Form Based Code option for the Neighborhoods area, for property owners to consider in addition to their existing by-right zoning. A Form Based Code is recommended for implementation of the Neighborhoods Area Plan goals. This tool is viewed as an effective tool to ensure that community goals are met, and provides predictable results. The FBC option should be properly incentivized so that property owners are encouraged to utilize it, to encourage new development to occur in a form desired by the community.

Consistent with the policy recommendations for Redevelopment Areas contained in Chapter 4, the Form Based Code should contain provisions that allow bonus density and increased height (beyond what is currently permitted by-right) in appropriate locations to incentivize its use. Providing a streamlined approvals process that eliminates uncertainty and costs associated with re-zoning can also be a significant incentive for using the FBC. As the administrative section of the FBC is created, care should be taken to ensure the process is clear and timely to avoid unnecessary and costly delays. It is recommended that there be two tracks for FBC project approval: Administrative and by Use Permit. Administrative approvals would be the most expeditious route, and should be utilized where possible when new development is proposed according to the standards of the code. The Use Permit approval process should be utilized for sites requesting variances for any code provisions, or for applications containing complex provisions (such as applications requesting use of Bonus Height provisions and Transfer of Development Rights.

Following are specific recommendations for standards to be included as part of the FBC to meet Neighborhoods Area Plan goals for Urban Form, Affordable Housing, Historic Preservation, Transportation, Open Space, and Public Facilities:

Urban Form and Use Elements

In order to prescribe the desired urban characteristics of development in the Pike corridor, the Form Based Code will contain a Regulating Plan designating areas for potential redevelopment whereby an initial increment of bonus density may be achieved (Tier1), Required Building Lines (the line along which the front wall of a new building is required to be located), and proposed street and open space locations. Building Envelope Standards will work hand-in-hand with the Regulating Plan to guide new development according to the community vision, providing standards for building height and massing along various frontage types mapped to specific locations on the Regulating Plan. The Regulating Plan and Building Envelope Standards should reflect the Urban Form Vision Map contained in Chapter 4 of this report. The Building Envelope Standards should also include provisions for new mixed-use buildings in limited locations to complement and complete the existing FBC nodes and to provide limited locations for neighborhood-serving retail (consistent with policy directives UF.10 and UF.11).

In addition to the heights permitted by-right for various frontage types under the Form Based Code option, the Regulating Plan should also designate select sites where Tier 2 Bonus Height would be considered, in exchange for meeting significant plan goals. This could include contributions for affordable housing or open space in the corridor, or to act as a receiving site under a TDR approach to renovate and preserve affordability at several Conservation site sites or achieve new open spaces along the corridor (consistent with policy directive UF.2).

Establish Architectural Standards, and incorporate Affordable-by-Design options as outcome of design competition as described below. Form Based Code provisions should promote affordability by design; this includes allowing a variety of unit types (including accessory units), reduced parking ratios as a means to reduce development costs (see Other Supporting Recommendations), and permitting smaller lot sizes and increased lot coverage. In addition, “Affordable by Design” models should be encouraged, as described under Affordable Housing Tools.

Affordable Housing Elements

During the FBC review process, an applicant will need to demonstrate a “Housing Plan” in

which an affordable unit contribution will be required for all development taking advantage of the added density allowed under the Neighborhoods Plan FBC that exceeds the density allowed with the by-right zoning (Tier 1 Bonus).

The contribution will be based on net new development exceeding the maximum allowable development under the existing by-right zoning district. Twenty percent (20%) of net new units above the maximum allowable zoning will be required as units affordable with rents up at 60% of the AMI for a term of 30 years in new construction. In lieu of the above contribution in new construction, when projects preserve affordable units in existing housing stock, 25% of net new units above the maximum allowable zoning will be required as units affordable with rents up to 60% of the AMI for a term of at least 30 years.

For projects west of George Mason Drive, once the number of units have been determined to meet the 20% or 25% affordable unit requirement, an applicant may choose to recalculate this contribution such that up to one-third of the calculated units may be converted to 60-80% of the AMI units using the following formula: for every one unit required at 60% of the AMI, two units may be provided instead with rents up to 80% of the AMI. The County Board in its discretion may permit a larger percentage than the one-quarter proportion of the 20% or 25% of the 60% of the AMI units to be converted as described above. Alternatively, for projects east of George Mason Drive, an applicant may choose to recalculate this contribution such that up to one-third of the calculated units may be converted to 40% of the AMI units using the following formula: for every two units required at 60% of the AMI, one unit may be provided instead with rents up to 40% of the AMI.

The committed affordable units shall have a mix of unit types with a targeted emphasis on family sized units of two or more bedrooms and other criteria specified in the County's Housing Goals and Targets. The mix shall provide that half of the rental CAFs are two-bedrooms or greater, of which 25% are greater than two bedrooms.

Any existing units proposed to remain in place and become committed affordable housing units per the above requirements, shall be renovated to meet, at a minimum, Building and Zoning Code requirements. Any existing units proposed to remain in place and become committed affordable housing units per the above requirements shall be fully renovated units that will last for the life of the affordability commitment. The renovation includes a full rehabilitation with new kitchens, bathrooms, windows, roofs, HVAC, and electric, including County standards for overall energy efficiency, e.g., energy efficient insulation, accessibility, and asbestos and lead paint abatement. Furthermore, as part of its development application an applicant shall provide the County with documentation indicating the condition of existing units and describe all proposed improvements. Existing units may be modified to allow for "bump outs" to improve the overall unit size and configuration.

Furthermore in the Housing Plan, the applicant shall adhere to Arlington County's Board

Table 5.1 - Street Element Dimensions

Street Type	Tree Lawn	Sidewalk	Dooryard	Curb-to-Curb*	Streetspace
Columbia Pike					
ST 130 - 72	8'	8'	13'	72'	130'
New and Reconfigured Existing Streets**					
ST 54 - 36	7' (alt. w/ parking)	5'	4'	36'	54'
ST 68 - 36	6'	6'	4'	36'	68'
ST 80 - 36	6'	6'	10'	36'	80'

* Curb-to-curb dimension is to face of curb and includes on-street parking on both sides of the street; dimensions shall comply with Arlington's Master Transportation Plan specifications.
** Refer to the FBC Regulating Plan to determine the appropriate street type for use on new or existing streets.

Approved Tenant Relocation Guidelines. The Guidelines specify that a tenant profile, relocation plan, and description of the relocation assistance be provided (financial and otherwise). The relocation plan would outline strategies to mitigate any displacement that may occur as a property is fully or partially redeveloped.

Also, the applicant will be expected to examine in good faith other available tools that can be utilized to possibly provide additional dedicated committed affordable units. Incentives to obtain additional affordable housing units include a reduced parking ratio for all committed affordable units (.825 spaces/unit on the 20% or 25% of the net new units and the additional affordable units); and access to partial tax exemptions on both new construction and renovation.

The County Board may permit additional height for those areas shown on the Regulating Plan and designated for "Bonus Height", for the purpose of: 1) accommodating density transferred from a Sending Site or 2) in exchange for on-site affordable units at a rate of one unit affordable at 60% of AMI for at a rate to be negotiated.

In the event a FBC project reserves land for a new public open space that is one acre or larger as shown on the Regulating Plan, the applicant may by Use Permit approval only and through a Transfer of Development Rights, move, at a minimum, the density of the open space acreage based on the by-right density to either 1) another portion of the site that has been designated for "bonus height" provided the density can fit within the allowable additional height; or 2) another site within the Neighborhoods Plan area that is designated for "bonus height" or 3) another appropriate site in the County. The County Board may consider whether additional density, or other value, should be certified and eligible for transfer. Furthermore, an applicant may request funding assistance from the County through the Tax Increment Public Infrastructure Fund (TIPIF) for acquisition and construction costs to achieve these designated open spaces shown on the FBC Regulating Plan.

Historic Preservation Elements

Where the Urban Form Vision Map specifies redevelopment or infill development adjacent to sites designated as Conservation Areas, the new development should be done carefully and with sensitivity to the existing structures. The Form Based Code should include architectural standards specific to these sensitive historic sites which would ensure a compatible and appropriate building character. These standards should be created in close collaboration with the Historical Affairs and Landmark Review Board (HALRB) and adopted in conjunction with the Form Based Code. Projects would be expected to adhere to the architectural guidelines, however HALRB review of proposals would allow for consideration of any possible modifications to FBC requirements deemed necessary to achieve compatible designs and materials with the adjacent historic buildings.

Transportation and Parking Elements

New street connections will be provided as a part of redevelopment under the Form Based Code, in the locations mapped on the Regulating Plan. The Form Based Code should contain street design standards for new and improved streets in the Neighborhoods Plan study area. Recommended street design configurations for new and reconfigured streets are contained in Chapter 4; these new street types (the ST 80-36, the ST 68-36 and the ST 54-36) should be approved for use in the Pike corridor, and will be mapped to appropriate locations on the Regulating Plan. These standards are summarized in Table 5.1 below. The streetspace widths will be used to locate new Required Building Lines for redevelopment.

On-street parking should be provided on all new streets, and at every feasible opportunity on existing, reconfigured streets. As in the existing FBC for the Revitalization District nodes, on-street parking should be counted toward meeting required parking ratios; this will reduce development costs associated with structured parking and may assist with meeting affordable housing goals.

The ST 130-72, described in Chapter 4, should be approved for use along residential frontages of Columbia Pike, and used to guide future improvements. Required Building Lines shall be located on the Regulating Plan accordingly, to frame the edges of the 130' streetspace. This street design incorporates the curb-to-curb dimensions currently proposed as part of the

Multi-Modal study, and prescribes appropriate dimensions for on-street parking, tree lawns, sidewalks, and dooryards, so that with future redevelopment the desired urban form along the Pike can be achieved.

Reduced parking ratios should be permitted under the FBC for sites that meet specified criteria. A parking ratio of 0.825 space per unit should be established for dedicated affordable units when a property owner proposes a development project that includes additional affordable housing than the base requirement. As has been done in other areas of the County, Transportation Demand Management (TDM) measures could be utilized in exchange for reduced parking ratios; appropriate measures could be incorporated into the code standards. In addition, shared parking programs should be permitted on applicable sites (primarily those that are mixed-use or adjacent to the mixed-use nodes), to ensure an appropriate amount of parking is provided to meet demand while not negatively impacting the urban realm. (#5D)

Open Space Elements

The Form Based Code Regulating Plan will locate required new open spaces in the Neighborhoods Plan study area, to implement the Conceptual Open Space Vision. Required Building Lines will frame the edge of these new spaces, which must be left open as a condition of redevelopment under the Form Based Code. The County may assist with site improvements to these new open spaces.

Spaces larger than 1 acre in size should qualify for additional considerations; in exchange for providing a new public space of this size, sites may become eligible for Bonus Height provisions, or may be eligible for additional County (TIPIF) funding to compensate owners for land acquisition. Alternatively, these properties could qualify as a sending site under a TDR approach. The vision contains one open space of this size, located in the eastern corridor at S. Scott Street and 12th Street; if any additional open spaces of this size are contemplated in the future, these same provisions may apply.

Public Facilities Elements

When new public facilities (such as schools, fire and police stations, etc.) are constructed within the Pike Neighborhoods Plan area, all buildings and site plans should be carefully designed following the intent of the Form Based Code, with some leeway to accommodate distinctive civic architecture. Guided by FBC, with doors and windows facing the street, rear parking and prominent street-oriented entrances, these facilities will be inherently more pedestrian friendly. In addition, these structures will fit in more appropriately with other new privately-constructed buildings under the Form Based code.

In addition to new County-initiated facilities, the Form Based code could make it easier for civic structures to be located on private sites as well. The Form Based Code could provide incentives for developers in exchange for locating new facilities on these private sites as part of larger redevelopment schemes. Alternative and non-traditional formats for facilities, such as a pre-kindergarten located in the ground-floor shop-front of a new mixed-use building, would also be allowed under the Form Based code.

5. Amend TDR Policy and Ordinance to allow TDR by Use Permit (#5C)

The current County TDR policy requires use of the Site Plan approval process on receiving sites, and the County Board must approve all sending and receiving site designations. In order to facilitate the use of TDRs in the Pike corridor, it is recommended that this policy be amended to allow use of TDR by Use Permit. Sending sites are targeted to Barcroft and Fillmore Gardens apartment complexes and for sites with new open spaces of larger than 1 acre in size. Receiving sites should be those designated as eligible for Tier 2 Bonus areas, which would be shown on the Neighborhoods Area Plan Regulating Plan. Per Action 6 below, it is possible that additional receiving areas could be located in the existing Nodes, however, additional study would be needed to determine those areas and amend the existing FBC.

To preserve affordable units in place and rehabilitate buildings in a manner consistent with the historical significance, as well meet modern day sustainable design, several tools are available including the transfer of development rights. TDR could allow value to be generated to maintain the existing conditions when otherwise a property owner may choose to change the exist-

ing conditions to something considered to be a higher or better use under the existing zoning provisions. Through further analysis after Plan adoption, the TDR provisions for Columbia Pike should provide clear standards for the density certification process and establish the potential amount of density that could be transferred, either the unused by-right density on a site consistent with the current TDR Policy or possibly more if needed to accomplish the dual goal of renovated units and preservation of affordability. It is contemplated that possibly three to four times as many market rate housing units may be needed on receiving sites to preserve units and affordability at a sending site.

With regards to open space, it is important to maintain a high quality of life with places for people to recreate or participate in community events and activities, and to provide an overall balance of open areas and buildings. Therefore, several new public open spaces within the existing residential complexes are desired. These new spaces would ultimately be shown on the Regulating Plan and the reservation of land would be sought when a property owner seeks redevelopment pursuant to the Neighborhoods Area Plan FBC. As part of the incentives to achieve new open spaces with FBC, a property owner may shift density from one part a site to another where new development is appropriate and can be accommodated within the allowable form. Alternatively, when a planned open space is of a substantial size (over 1 acre) and envisioned in the Plan for development as a public park, a property owner may request certification of a specified amount of density on the land designated for open space and then transfer that amount to another receiving site along Columbia Pike or elsewhere in the County where additional density can be accommodated. Similarly, the standards for density certification process and potential density amount would be determined with additional analysis after Plan adoption.

6. **Consider undertaking a future study to re-examine the existing FBC**

   Develop a scope of work for this effort in order to help meet the affordable housing goals that would examine sites coded for the Main Street and Avenue Site building types to evaluate whether additional height could be appropriate. Additional height could be in exchange for additional on-site affordable housing or to receive density from Sending Sites in the Neighborhoods area.

Affordable Housing Tools:

7. **Establish a Financial Implementation Team to develop the full program detail for the financial implementation tools including those listed below**

   A variety of financial tools will help preserve affordability and achieve other plan objectives. These include tax credits (low income housing, historic), partial tax exemptions, loans, tax increment public infrastructure finance (TIPIF) and the Affordable Housing Investment Fund (AHIF). The proposed partial tax exemptions and TIPIF policies have County-wide budget implications. The extent of these tax tools should be calibrated against other County budget investments and needs. These also need to be carefully balanced against each other, (i.e., if a property accesses partial tax exemptions, a TIPIF policy may not be feasible because a tax increment would not be present and vice versa). Also, a proposed new loan program requires a trial period due in part to the limited amount of AHIF funding. The program details should be further vetted and marketed to all the Columbia Pike property owners before a portion of AHIF is allocated to the program. To facilitate effective execution of the Neighborhoods Area Plan and to calibrate a balanced package of economic incentives, a financial implementation team would be assembled to develop program-specific recommendations and the implementation language for the proposed partial tax exemptions, TIPIF, and the new loan program. It is expected that the financial implementation team would consist of County staff from CPHD, AED, DMF, CAO, property owners, developers, Housing Commission representatives, and advocates.

   a. Adopt a Partial Tax Rehabilitation Exemption Program (#7A)

   Revise the County's current multifamily rehabilitation property tax exemption to require commitment of affordable units in addition to those generated by the FBC and to maintain the tax exemption at 100 percent of the increased property value for improvements for 15 years without a step-down in the percentage exempted in the last five years . This will better match the incentive to the actual costs incurred in committing long-term affordability.

b. Adopt a Partial Tax Exemption Program on New Construction (#7B)

Adopt a partial tax exemption for new construction with a commitment of affordable units in addition to those generated by the FBC. Maintain the tax exemption at 100 percent of the increased property value for improvements for 15 years without a step down in the percentage exempted in the last five years. Apply eligibility of this tool within the special boundary established for the Neighborhoods Plan area as shown on the GLUP.

In cooperation with other jurisdictions, pursue legislative authority to extend the tax exemption program to 30 years to match the affordability requirement.

c. Create an Affordable Housing Preservation Loan program (#6C)

Create an affordable housing preservation loan program that incentivizes owners to make modest renovations and continue offering existing units at rents affordable to households earning 60 to 80 percent of the Area Median Income (AMI). Within the confines of the County's current legislative authority, provide low-interest loans in exchange for extended commitments to maintain a portion of the property's units at affordable rents.

The program is intended to encourage modest renovations and the maintenance of affordable rents for 15 years if the property owners are not yet prepared to enter the FBC process. In exchange for this low-interest loan, the County would stipulate:

- Affordable rents for 15 years with annual income verification,
- A Right of First Refusal for 15 years,
- Virginia Maintenance code and zoning inspections (similar to CAF agreements),
- Moderate rehabilitation of the units depending on the needs of the property,
- Property owner would accept housing grants/housing choice vouchers; and
- Repayment of the loan either at the sale of the property or upon entering the FBC process.

The County would offer an additional incentive to property owners utilizing this tool who may be interested in dedicating the property perpetuity as affordable units to certify density available for Transfer of Development Rights.

d. Create a new property tax classification for affordable housing (#7D)

In collaboration with other jurisdictions, pursue new legislative authority to "reclassify" affordable housing so as to allow imposition of a different, lower property tax rate for affordable housing providers (both for- and non-profit entities). This incentive would be used to encourage owners of MARKs units to maintain affordability and to reduce operating costs for CAFs.

8. Assist moderate-income homebuyers and existing condominium owners (#6D)

Continue access to the County's Moderate Income Purchase Assistance Program (MIPAP) for credit-worthy, income-eligible households. Support non-profits that provide individual credit and foreclosure prevention training and counseling.

9. Provide technical assistance for condominium associations (#8E)

Consider development of an outreach program of technical assistance to condominium associations to help them address such issues as deferred maintenance.

10. Work with affordable housing development partners when affordable housing proposals seek approval through "RA" zoning Use Permit review (#5E)

In 2009, the County Board approved revisions to the Zoning Ordinance to allow, by special exception use permit approval, modifications to certain zoning provisions for properties with "RA" zoning and considered to have non-conforming zoning status when a property owner pursues maintenance, renovation and preservation of affordable housing and the owner will contribute affordable housing. As an ongoing process, continue to work with property owners along Columbia Pike who seek to maintain existing buildings and units and would convert them to committed affordable housing. Renovation and maintenance of existing properties and buildings may be a challenge because a complex is considered non-conforming with the current

zoning regulations. This tool gives the County Board discretion to approve alternative design solutions when the alternative would be in keeping with the overall intent of the zoning and plan for the area.

11. Encourage Affordable-by-Design innovations to increase affordable ownership opportunities

Consider conducting a design competition for affordable-by-design housing models that are "affordable, functional and attractive". County should consider all sites within the Neighborhoods Plan as potential sites for affordable ownership options. If suitable solutions are supported, evaluate how to amend the FBC to allow these building forms, if needed.

12. Explore development of County and non-profit owned land for affordable housing (#8D)

Consider development of an an outreach program of technical assistance to condominium associations in affordable developments to help them address such issues as deferred maintenance.

13. Create mechanism to allow County assistance for site work for projects with high percentage of affordable housing units (#8B)

For some development or preservation projects, County assistance may be needed in order to keep development costs low and to help maintain affordability. Public improvements, such as new streets, public open space, and utility undergrounding benefit the entire community and some may eventually become a County asset which makes the use of bond funding more practical. Additionally, the County can plan for these improvements as part of the capital improvement program (CIP) cycles. The County could also reduce development costs associated with permit, tap, and water/sewer fees through a rebate-like program using AHIF funding or tax increment public infrastructure financing (TIPIF). Also, the County could consider in certain situations, waiving or amending specific site requirements, such as utility undergrounding, when the County Board considers that an alternative design solution would meet the intent of Neighborhoods Plan and that the proposed design is equal to or better than the original requirement and it would not negatively impact the surrounding area in order to enable a financially-feasible affordable housing project.

The County may consider financial assistance for those projects that exceed the affordable housing requirements set forth in the FBC.

Leverage Non-County Housing Resources

14. Continue to take full advantage of Federal and State funding tools (#6B)

Federal and State programs provide significant financial resources for affordable housing, including Low-Income Housing Tax Credits. Several foundations and other philanthropic entities also support affordable housing development. The County and its non-profit and for-profit affordable housing developers have taken great advantage of these programs.

15. Explore the potential interest in a pooled equity fund with area foundations, banks and other lenders (#6E)

Staff received a request to create a pooled investment fund to create affordable housing along transit corridors. Like the County's experience with its AHIF loan program, pooled equity funds leverage various sources of funding to achieve fund objectives. Dedicate resources and undertake a special study to examine the scope, benefits, players/entities and other components of pursuing a pooled investment fund and land banking.

16. Encourage property owners to sell sites to entities that would sustain long-term affordability (#8A)

In Arlington County, a hybrid approach to land banking could allow for-profit entities to own improvements subject to a ground lease with a non-profit entity, or other type of affordable housing sponsor that owns the underlying land. This hybrid model permits the non-profit/other to fully support the burden of writing-down the land costs. Allowing non-profit/other entities to acquire and hold land for community benefit and enter into long-term leases at below-market rates would maintain the land as a long-term affordable property.

Dedicate resources and undertake a special study to examine the scope, benefits, players/entities and other components that would be needed to allow and/or encourage this tool.

17. Examine opportunities to generate committed affordable housing units on public or non-profit owned properties (#8A)

Sites owned by churches, schools, the County, and other mission-driven entities should be encouraged to create affordable housing, as was done at the Arlington Mill Community Center and the First Baptist Church of Clarendon projects. Although no particular sites in the Neighborhoods Area Plan meet these ownership criteria at the time of Plan adoption, it is recognized that these entities exist along the Columbia Pike corridor within the existing commercial centers or just off the Pike and that at some point in the future, could contribute land for the purposes of creating affordable housing units.

Continue the County's Affordable Housing Funding

18. Continue funding AHIF to support affordable housing on Columbia Pike and throughout Arlington County (#6A)

County funding for affordable housing supports preservation of existing affordable housing and/or creation of new units. Arlington County's existing toolkit for the production and preservation of affordable housing includes significant General Fund financial support for affordable housing. These funds are directed to the AHIF account and used by the County to preserve and create more affordable housing.

19. Use Tax Increment Public Infrastructure Fund (TIPIF) to fund selective key public infrastructure improvements (#6F)

In December 2002 the Arlington County Board established the Tax Increment Public Infrastructure Fund (TIPIF) Policy. This policy establishes a financial framework for evaluating and investing in public infrastructure designed to support and complement particular private investment projects, and further associated public amenities, within the Columbia Pike Special Revitalization District (SRD). The policy allows for as much as 85% of the incremental real estate tax revenues associated with a private investment in a qualified project to be allocated towards specified public investments. The TIPIF policy tool is intended to provide a more focused and project-specific allocation of incremental real estate tax revenue, and the analysis of the relationship of the tax revenues dedicated to public benefit received can therefore be more effectively analyzed on a case-by-case basis. Thus, the expected scale of impact on the redistribution of general fund revenues is significantly less than a TIF applied to a larger district. In the context of the TIPIF policy, qualifying project criteria includes the stimulation of private investment in other private investment projects, furthering the expectation that this tool should result in a net positive tax revenue impact. To date, TIPIF has been used twice on Columbia Pike, and both times the public investment was directed towards additional public parking in mixed-use multifamily developments (The Halstead and Penrose Square).

Other Supporting Recommendations Additional Historic Preservation Action Steps

20. Increase awareness amongst property owners regarding available funding or strategies for the rehabilitation of historic structures (#6B)

The County should facilitate workshops and provide assistance to property owners interested in rehabilitating historic structures. Workshops can educate and inform property owners about the range of funding options and incentives available to them and the necessary steps to adequately care for a culturally significant local asset.

21. At a property owner's request, assist in the National Register designation process

The process for placing a property on the National Register of Historic Places can be a daunting an unfamiliar one for most property owners. Arlington County has knowledgeable staff who should be available to assist applicants with the process and inform them of the benefits of national designation for their historic properties.

Additional Urban Form & Land Use Action Steps

22. Work with the Community Energy Plan process to evaluate the feasibility of designating Columbia Pike (or portions thereof) as an energy efficiency district and achieve energy efficient buildings (#8C)

Ensuring that housing remains affordable requires consideration of ongoing utility costs (electric, gas, and water) in addition to affordable rents. Incorporating energy efficiency and water efficiency components and systems in new and renovated buildings addresses this need. Many energy efficient and water efficient components do not add cost to the construction of buildings. Also, County standards for environmental sustainability and overall energy efficiency call for development to include water-

based district energy appropriate building systems (i.e., hydronic heating and cooling) and infrastructure.

There is potential for green funding initiatives. Arlington County is currently reviewing numerous potential financial incentive programs that could be designed and implemented to support and facilitate energy efficiency projects in residential and commercial buildings. One of the County's goals is to create financial incentives that allow affordable housing developers to be early adopters of energy efficiency technology without negatively impacting the County's affordable housing goals.

Also, Arlington supports the Virginia Housing Development Authority's (VHDA) use of the EarthCraft program (a holistic green building program with a focus on energy efficiency), which awards affordable housing project points for increased State funding. Arlington should work with VHDA to amend their scoring system to accommodate a wider range of energy efficient building heating/cooling systems. Including central water-based heating and cooling systems makes buildings more energy efficient and facilitates future connection to a district energy system.

Additional Transportation Action Steps

23. Encourage Foxcroft Heights Civic Association to pursue funding through the Neighborhood Conservation Program to implement desired traffic calming of streets in that neighborhood.

The Foxcroft Heights neighborhood is different from most other areas in the Neighborhoods Area Plan. The core of the neighborhood is comprised of primarily single-family attached and detached homes, and is envisioned to remain as such into the future. Due to planned changes to street infrastructure imminent in the surrounding area as well as existing issues with cut-through traffic, traffic calming strategies and street improvements to enhance walkability were identified as a part of the vision for the future of this neighborhood (see Chapter 3). The existing Neighborhood Conservation Program provides funding for these types of improvements; the Foxcroft Heights Civic Association should pursue funding through this mechanism to improve livability along neighborhood streets. Implement new street connections in FBC Conservation areas.

Additional Open Space Action Steps

24. Continue to use existing tools for acquisition and development of new public parks and open space and consider dedicated funding sources as part of the Land Acquisition and Preservation Policy (LAPP) process

It is anticipated that the County will need to continue using current tools to achieve open space acquisitions and improvements in order to meet resident needs for parks and open spaces in conjunction with developer contributions. Further examination through the Land Acquisition and Preservation Policy (LAPP) process should be informative on other methods the County could explore for one or more dedicated public funding sources for the acquisition and development of new public parks and open space.

25. Continue to examine how non-traditional spaces may meet open space needs

A wide range of parks and open spaces, such as those shown in the Illustrative Master Plan for Columbia Pike, can help to improve the quality of life for residents. The County should consider outdoor spaces of all types, from tiny urban plazas to large recreational facilities, when meeting community needs.

26. Pursue grants and partnerships to achieve parks and open spaces

Both public and private funding should be considered and be leveraged to obtain additional funding for parks and public spaces through matching grants and partnerships. Assistance may be needed for grant-writing and to administer various parks and public space grants. Additionally, existing partnerships with Arlington Public Schools and State/Federal agencies should be revisited and/or monitored over time to explore the full potential of the open space and recreational system for the enjoyment of the community.

Additional Public Facilities Action Steps

27. Continue to monitor on regular intervals the housing growth along Columbia Pike and school age population to assess school needs

A regular check of the progress of the Pike Neighborhoods Area Plan should be done in order to keep pace with growth along the Columbia Pike corridor and ensure that school facilities adequately meet the local demands.

This may be done annually and should involve a meeting between planning staff and Arlington Public Schools (APS) staff. While the planning department can alert APS of new private development along the corridor, APS can in turn provide updates on anticipated needs for educational facilities. These facilities may be coordinated with future development and discussed with property owners.

28. Combine compatible new facilities where possible

With the high price of real estate and a limited number of potential sites for new public facilities, the County should combine uses of any newly constructed facilities wherever possible. When planning for a new facility along Columbia Pike, careful consideration should be given to maximize the investment by exploring other potential public uses. Significant cross-departmental coordination will likely be required.

29. Design new facilities with a proper civic presence

The design of civic buildings which are intended for cultural, educational and governmental purposes are the most visible and enduring symbol of a community's values. As such, all new public facilities should be thought of and designed as landmarks. Buildings should be sited prominently with upright proportions and a conspicuous front entrance facing a street or public space. Floor-to-floor heights and architectural details should be proportionally larger and of a finer quality than those of private buildings.