The work contained in this report was coordinated through Western Washington University’s (WWU) Sustainable Communities Partnership Program (SCP) between the City of Arlington and Huxley College of the Environment’s Urban Transitions Planning Studies. The partnership, initiated in the fall of 2019, involves a series of three urban planning courses, led by faculty instructors, 21 student participants, the SCP coordinator, and support staff from the City of Arlington, business leaders, and members of the Arlington community.

The planning study commenced in fall quarter 2019 under the direction of Barbara Coe, instructor, where baseline data was collected and analyzed. During this period, a community-visioning workshop was conducted to ascertain the community’s preferences with respect to future growth opportunities and improvements to the Arlington downtown area. See Report 1, Fall 2019 for details of the fall quarter work.

In winter quarter 2020, the study advanced into the urban design stage. Directed by Professor Nicholas Zaferatos, students analyzed the responses from the community-visioning event, and applying best management planning practices and sustainable development principles, prepared a series of preliminary concepts and recommendations that encourage urban infill to meet long-term population growth demands and enhancements to the urban character of the Arlington downtown. Planning recommendations provide for increased integration of the Centennial Trail with the downtown, the transition of West Avenue and MacLeod Avenue to residential and mixed use districts, street improvements to provide for increased on-street parking and pedestrian and bicycle safety, the provision of structured public parking facilities, and the development of pedestrian-centered public and retail square on Olympic Avenue.

In this final report, recommendations are presented to identify opportunities and strategies that encourage urban infill to meet long-term population growth demands and enhancements to the urban character of the Arlington downtown. Planning recommendations provide for increased integration of the Centennial Trail with the downtown, the transition of West Avenue and MacLeod Avenue to residential and mixed use districts, street improvements to provide for increased on-street parking and pedestrian and bicycle safety, the provision of structured public parking facilities, and the development of pedestrian-centered public and retail square on Olympic Avenue.

We wish to extend our appreciation to members of the community who participated in this study, our gratitude to Mayor Barbara Tolbert and her lead staff, Sarah Lopez, for their continuing support in conducting this study, and to SCP coordinator Lindsey MacDonald for coordinating this partnership with the City of Arlington.

2020 WWU Student Contributors
INTRODUCTION

1.1 STUDY PURPOSE

The City of Arlington asked Western Washington University’s Urban Planning and Sustainable Development program to develop a downtown master plan that identifies ways to:

- Attract and retain businesses and housing
- Integrate West Avenue with Olympic Avenue
- Identify ways to improve safety and mobility, especially for pedestrians, but also to consider traffic patterns and parking
- Incorporate the Centennial Trail into the downtown as a draw for business and recreation
- Review Downtown Design Standards

These issues were identified to ensure Arlington’s future growth is accommodated in ways that protect and preserve its unique character. People are attracted to Arlington for its quaint downtown, its parks and open space, and its proximity to larger metropolitan areas. To be ahead of future population pressures, and to ensure a community that is accessible and affordable to a range of income levels, while at the same time protecting its natural resources, the City should direct future growth and development toward the downtown core.

The study focused on ways to increase the amount of housing and commercial/retail space in downtown, expand public space and parks, capitalize on the Centennial Trail, and come up with creative solutions for mobility, traffic and parking that will help to accommodate Arlington’s future population growth. The design concepts and recommendations are based on feedback we received from community workshops and survey results.

1.2 RECOMMENDATIONS

Report 3, Spring 2020, details recommendations for implementing numerous proposed improvements in the downtown over a span of 20 or more years in the following areas:

- Land Use
- Design
- Social Equity (emphasizing Affordable Housing)
- Public Sphere
- Transportation and Mobility
- Environmental Hazards

Some recommendations are short-term, reflecting actions the city or community could take immediately in light of COVID-19, while others are medium to long-term projects that include code revisions, hazards planning and more. Where applicable, the study identifies anticipated project costs, and funding and technical assistance resources.

In addition, this report concludes with an analysis of three Catalyst Projects that could bring new life to Arlington’s downtown by creating and enhancing public spaces, providing attractive and affordable housing, and adding amenities and attractions. These catalysts include:

- The City Center Square
- The Centennial Urban Corridor
- Urban Residential Transitions

Catalyst site costs, as well as other costs detailed in the report, are estimates, and should be verified at the time of project implementation. The previous reports, Report 1, Fall 2019 and Report 2, Winter 2020, describe other aspects of the study.

1.3 SUMMARY

Together, Arlington’s residents, businesses, and the City can promote the social, economic and environmental sustainability of its downtown through code revisions, street improvements, and public sphere enhancements.

All the recommendations are just ideas at this point, and require careful community review and dialogue. We hope these strategies and recommendations help you see the exciting possibilities for Arlington’s future.

While we are in the midst of COVID-19, some of our proposals may seem out of reach, and yet, it is never too soon to start thinking about your community’s recovery and the possibilities available to you based on your strong assets like historic Olympic Avenue, the Centennial Trail, downtown parks, and more. Your community will keep welcoming new people, and now is your opportunity to think creatively about how you will do that while also enhancing the vibrancy and viability of downtown Arlington.
2.1 INTRODUCTION

In previous reports, Arlington’s downtown land use patterns were described, as was the input collected from residents about land use preferences. In addition to an assessment of current conditions and community input, a comprehensive infill development analysis helped describe Arlington’s capacity to grow and how the downtown area could accommodate future growth. This section gives suggestions for the implementation of the changes recommended in previous reports.

The previous reports’ recommendations emphasized land use consistency, producing a cohesive, mixed-use downtown core and transitioning away from Olympic Avenue as the only pedestrian-oriented commercial “Main Street.” Arlington’s code allows mixed-use development throughout the downtown area, however, land uses remain divided between light industrial, commercial, multifamily residential, and single family residential uses (Figure 2.1). Promoting new mixed-use development in the downtown would allow Arlington to provide needed housing for the City’s projected population growth and assist in creating a vibrant, walkable, and affordable downtown. Recommendations in this chapter incorporate community input on both aesthetic and land use preferences.

Through community input, four study areas, or corridors, were identified to organize recommendations in the downtown. These include the Transitional Residential Corridor, the Olympic Avenue Corridor, the West Avenue Corridor, and the Centennial Urban Corridor.

• The Olympic Avenue Corridor retains the pedestrian-friendly “Main Street” feel with a smaller scale development footprint than is currently allowed in the municipal code. New development on Olympic Avenue should incorporate mixed-use buildings that share common features and aesthetic to current buildings. These recommendations are based on community preference for retaining Olympic Avenue as its current state. The Olympic Avenue area is shown in red in Figure 2.2.

• The West Avenue Corridor extends the commercial area beyond Olympic Avenue, while accommodating larger mixed-use development and high-density residential. In Figure 2.2, the West Avenue Corridor is shown in purple (mixed-use) and dark blue (high density).

• The Centennial Urban Corridor is a vibrant, pedestrian-oriented green space with higher-density, mixed-use buildings that front the trail for pedestrian access to businesses and residential units. Some parcels that extend from the trail to Olympic Avenue may be subdivided and rezoned to allow for new development along the trail. Figure 2.2 shows the Centennial Urban Corridor in purple.

The study proposes two main strategies for the City of Arlington to facilitate and manage land use changes within the downtown: floating zones and incentive programs. Floating zones establish classifications that are approved for future use on compliant parcels. This allows changes in zoning to occur incrementally, with each property or project receiving approval for a zoning change via an application by the developer or by recommendation from the planning board/commission (Blanchard, 2013). The floating zones proposed here are intended to preserve Olympic Avenue’s character, encourage mixed-use development throughout the downtown area, and supply a diverse range of housing options.

The second proposed strategy is to create and implement incentive programs that will assist in making zoning changes and infill projects appealing to developers. The City of Bellingham’s Infill Toolkit, City of Ferndale’s Catalyst Incentives Program, and City of Rochester’s C.U.S.T. Toolkit Program are described as examples below.

In addition to addressing these strategies, this chapter provides code revision recommendations and lists sources for funding and technical assistance to support policy and regulatory land use changes in downtown Arlington.

2.2 PHASING

The following timeline is intended to guide the City of Arlington in the process of adopting land use changes that will promote housing affordability, walkability, vibrancy, and appropriate density downtown.

Phase 0: Within the next year

Begin code revision process to allow for density and land-use changes

• Examine and correct regulatory barriers
• Include incentives or subsidies for desirable forms of development

Phase 1: 1-2 years

Define districts and finalize code specifications for each float zone

• Set requirements and limitations for uses, building heights, setbacks, etc.

• Create an infill toolkit
• Refer to Bellingham’s Infill Toolkit, which contains detailed guidelines for various types of infill housing development

Phase 2: 3-5 years

Align incentives with infill goals

• Incentivize affordable, medium- and high-density housing and mixed-use development in and around downtown

Create forms-based code for West Avenue to allow for streamlined permitting processes

• Ensure a cohesive feel for the corridor and incentivize development by simplifying permitting if design codes are met

Phase 3: 6-10 years

Reassess citywide zoning to align with downtown Mixed-use and Land use changes

• As new developments are built and demand changes, larger updates and changes to zoning
Table 2.1: Current & Recommended Code Regulations for Downtown Development

<table>
<thead>
<tr>
<th>Current regulations</th>
<th>Recommended regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Lot Size</td>
<td>Floating zones for each downtown corridor can be added to the zoning code to guide desirable forms of development while ensuring that certain goals and standards are met. Floating zones for each downtown corridor can be added to the zoning code to guide new development. Updated height and setback requirements are described in Table 2.1.</td>
</tr>
<tr>
<td>Minimum density of residential units per acre for all new development</td>
<td>Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles. Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles.</td>
</tr>
<tr>
<td>Minimum density of retail sales or office square feet per acre</td>
<td>Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles. Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles.</td>
</tr>
<tr>
<td>Allow for parcels between Olympic Avenue and Central Trail to be subdivided so that density on the Trail aligns with the uses and height restrictions that apply to West Avenue.</td>
<td>Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles. Developers and investors could be incentivized to preserve downtown in accordance with Smart Growth principles.</td>
</tr>
</tbody>
</table>

2.2.3 Community Development Block Grants

Community Development Block Grants (CDBGs) from the US Department of Housing and Urban Development (HUD) are notably in providing housing for low-income community members, relieving blight or addressing a threat to public safety. These grants amount range from $200,000 to $1,000,000. More information is available here: https://www.hud.gov/offices/cdf/.

2.4.4 Historic Preservation

Arlington’s quaint, all-American main street characteristics can be preserved through a historic Preservation Plan. Communities with a Historic Preservation Plan can become Certified Local Governments through the Washington Trust for Historic Preservation and have access to state and federal funding (RevitalizeWA, 2018). Through the plan, business owners could be incentivized to preserve their buildings. The incentives could include tax credits, special tax assessments, grants, easements, and alternative paths for building compliance (Phoebe Historical Preservation Plan, 2016).
DESIGN

3.1 INTRODUCTION

This chapter covers different code revisions and additions suggested for the City of Arlington’s current design guidelines and standards. Informed by strategies created by cities similar to Arlington (comparable in population size, focus on historic designs, and/or similar growth patterns), the following suggestions would aid Arlington in creating a downtown corridor that protects its historic small-town character. These strategies would also accommodate anticipated future growth in Arlington.

3.2 ARLINGTON DESIGN STANDARDS

The City of Arlington currently has design standards that maintain the small town character. However, with anticipated growth pressures, Arlington should adopt codes that not only protect the character of the City, but also welcome new residents and businesses.

After researching downtowns with historic character such as downtown Mount Vernon, WA, it is advised that Arlington should incentivize businesses and building owners to maintain their buildings as well as adopt sustainable designs. Codes should not only protect historic buildings, but also ensure that new buildings are built as interpretations of historic and traditional designs.

3.3 STRATEGIES AND RECOMMENDATIONS

The following section outlines strategies and recommendations for the City of Arlington. These proposals work towards the goal of maintaining the historic feel of downtown Arlington, while promoting sustainable practices and renovations for pre-existing and future developments.

3.3.1 Case Study

Mount Vernon, Washington

A strategy Arlington could use in the future follows the lead from Mount Vernon’s design guideline. Mount Vernon’s downtown expansion is constrained by a river and a freeway, so growth can only occur to the north or south. The downtown is a traditional small-town retail district with contiguous storefronts and other pedestrian-friendly amenities. The rest of the downtown core is more pedestrian-oriented than other parts of town, with non-vehicular connections to areas outside the core. The City has developed a pre-approved list of paint colors. However, more significant renovations, must go through a five-person design review board (Stone, 2018).

3.3.2 Building Renovations

Arlington’s Olympic Avenue Design Standards and Development Design Standards thoroughly cover many aspects of downtown design such as modular roofing, landscaping, street lighting, and color pallets along with many other elements. Overall, Arlington’s Design Standards do not need many code revisions; however, the design standards relating to historic buildings and architecture could be developed further.

New construction and rehabilitation projects should focus on preserving and establishing character-defining elements, specifically those of historic architecture. Some character-defining elements to preserve are:

- Display windows
- Transom windows
- Recessed doorways
- Sign band
- Door trim
- Upper story windows
- Cornice molding
- Masonry

Figure 3.1 is an example of a historic building that utilizes architectural characteristics from the list above. The building has kickplates below the large transparent windows, a multi-story doorway, transom windows, and pedestrian friendly signage.

Implementing new construction and rehabilitation projects would create a more uniform and aesthetically pleasing downtown area. Arlington’s history is also quite important to its residents, so incorporating historical buildings to bring attention to the City’s rich history.

3.3.3 Form Based Codes

To create a higher quality public realm, Arlington should adopt form-based codes that focus on physical form rather than the separation of land uses (Form-Based Codes Institute, 2014, para. 2). Form-based codes recognize that this is not an example, form-based codes can facilitate the development of affordable housing in close proximity to employment opportunities and community services, reducing commutes and transportation costs. Form-based codes are flexible enough to allow for greater variability in business frontage sizes, which can be important for retaining small, family-owned restaurants and shops (Goldsmith & Gladney, 2019).

Form-based codes can be implemented through a hybrid strategy, where certain locations, rather than the whole community, are zoned under form-based code standards. The City of Lacey, Washington implemented this strategy in their Woodland district in order to promote development and join the residential and commercial districts.

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3.3.4 Missing Middle Housing (MMH)

Missing Middle Housing is a housing movement founded by architectural designer Daniel Parolek. The movement refers to the development of non-traditional homes in single-family zones, such as duplexes, triplexes, and bungalows. Such housing types are called “missing” because they have before been excluded from many cities, where the majority of residential zoning has only allowed for single-family homes. The missing middle housing types serve low-income and middle-income families, college students, and other non-traditional family units. The housing options can also promote community and create a more walkable neighborhood. The Missing Middle Housing Project has compiled information for elected officials, planners, and developers who seek to implement such strategies in their cities and neighborhoods. The information presented by the project shows potential housing styles, such as a multiplex, and gives the ideal lot specifications, location, and implementation strategy for each style.

3.4 PHASED DEVELOPMENT

Table 3.1 shows the different phases during which the City of Arlington can adopt the proposed design strategies in order to create a lively downtown over time.

3.5 INCENTIVES AND FINANCING

While many property owners wish to engage in sustainability projects, it is often difficult for them to find resources to do so. The following incentives and financing strategies will help Arlington create pathways for businesses and developers to create a more lively downtown.

3.5.1 Incentive Program

Incentives that would encourage businesses to update building designs and adopt sustainable designs include:

- Priority in building processing and plan review
- Tax incentives
- ‘Break’ zoning rules and regulations.
- Marketing / publicity rewards
- Incentive payment from an energy program

Monetary incentives make up 75% of incentives for businesses to go green (Yudelson Associates, 2007). This means that the financial burden of developing green practices is the biggest factor to take into consideration when designing new buildings and renovating existing ones. According to the study by Yudelson Associates (2007), developers agreed that local governments should create incentives if they wish to accelerate the growth of green buildings. Developers also agreed that quicker permitting processes was also an intriguing incentive to adopt green business practices, along with the potential to “break” zoning rules, such as density and floor ratios (Yudelson Associates, 2007).

3.5.2 Building Renovation Financing

Phase 2 and 3 overlap in a lot of potential funding, as they both pertain to sustainable building renovations. A number of funding sources are outlined below:

- USA Grants Applications: Has grants for existing business owners as well as prospective business owners. These commercial property grants can be utilized for a wide variety of uses, including building renovations, which can be accessed here: https://www.gov-grants.us/commercial-property-grants/
- Environmental Protection Agency: Has grants for sustainable and “green” building renovations. More information can be accessed here: https://www.epa.gov/grants-specific-epa-grant-programs
- The Green Building Alliance: Has an extensive list of loans and grants dedicated to retrofitting buildings to be more sustainable and environmentally conscious, including for LEED certifications. More information can be accessed here: https://www.go-gba.org/resources/green-building-green-building-incentives-guide/

These are just a few of the many funding sources available to the City of Arlington, business owners, and non-profits for improving upon the existing and future buildings in the downtown corridor.

3.6 SUMMARY

Arlington’s current design standards have helped maintain the small town character of downtown. As the City grows, it is important to accommodate that growth with adequate design guidelines and other code requirements. The recommendations listed in this chapter would help Arlington maintain its small town feel while creating a community that is walkable and welcoming.
4.1 INTRODUCTION
This chapter covers social equity solutions that the City of Arlington can adopt and/or revise in its comprehensive plan. The reasons for this are discussed in the following sections.

4.2 SOCIAL EQUITY IN COMPREHENSIVE PLAN
Arlington’s Comprehensive Plan highlights social equity issues like gentrification and poor health, COVID-19, and community and economic recovery in order to prevent social equity issues like gentrification and poor health.

4.3 AFFORDABLE HOUSING NEEDS
As the technology industry continues to expand in western Washington, and cities including Seattle and Everett continue to grow, Arlington is projected to grow to approximately 30,000 residents over the next 20 years. While growth and development can bring many benefits to a city, they can also have negative effects, including the displacement of current residents due to increased housing costs. Arlington should consider mitigation strategies that anticipate and minimize the negative development impacts associated with growth. The following sections outline a number of strategies.

4.4.1 Implementing Social Equity in City Documents
The goal for social equity within Phase 1 is to create policies that address social equity. A review of Arlington’s Comprehensive Plan and municipal codes found limited reference to social equity issues; furthermore the City does not have social equity specialists on staff. As Arlington continues to grow, it is important to ensure adequate policy guidance and staffing to prevent social equity issues associated with growth. Many cities throughout the U.S. are recognizing the problems that gentrification can cause within communities and have implemented social equity components within their comprehensive plans or in other planning documents.

4.4.2 Language Consistency: Carriage Housing
The phrase ADU is also more commonly used in planning documents across the nation. Figure 4.1 shows that there are many types of ADUs beyond a Carriage House. Arlington should adopt the language of ADUs in order to keep language consistent in planning documents.

4.4.3 Diverse Housing
The most common and profitable housing developments are apartments and single-family homes. However, study proposes that the City of Arlington incentivize more diverse housing, including towndhomes, duplexes, triplexes, and small apartments. These “missing middle” housing options promote higher densities and could be subsidized and/or designated as affordable housing.

4.4.4 Preventative Action by Community and Government
As neighborhoods gentrify, securing properties for affordable housing projects becomes much more difficult. For neighborhoods that are susceptible to gentrification or in the very early stages of gentrification, it can be hard to envision the rapid rise in property values and bond debts. Projects financed with housing credits serve people with lower incomes and greater needs in rural and urban communities alike. After a multifamily project is completed, the housing organization monitors and inspects the properties to ensure that they remain in compliance, and thus, eligible for the tax benefits that helped finance them for at least 40 years.

According to the Washington State Housing Finance Commission (2018), two primary tools to finance affordable multifamily units include bonds and housing tax credits, both of which are purchased by investors on the private market. The bond sales’ proceeds are loaned to a developer through the bank while tax credits are converted into equity in the project. Offering different financing tools allows for a customized approach based on the project’s population and location. Multifamily bond financing, for example, works best in urban areas, where projects are large enough and rent is high enough to enable developers to repay their bond debt. Projects financed with housing credits serve people with lower incomes and greater needs in rural and urban communities alike. After a multifamily project is completed, the housing organization monitors and inspects the properties to ensure that they remain in compliance, and thus, eligible for the tax benefits that helped finance them for at least 40 years.

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and evolving methods to limit the spread of
business hours, businesses could discuss new
monthly online “Zoom” meetings during non-
take to better protect themselves, their staff,
owners on preventative measures they can
partner with the Snohomish County Health
customers and staff at risk of catching and
Many local businesses are facing the challenge
der development organizations, and residents
change does come. In Austin, Texas, the
affordable inventory is mostly located on land acquired
before gentrification became a big issue. And
in the Columbia Heights neighborhood of
Washington, D.C., subsidized housing was built
prior to the neighborhood’s gentrification. Way,
Mueller, and Wegmann (2018), also suggest
removing “as much land from market
pressures as possible, through mechanisms
that create community land trusts, long-term
affordability restrictions, and nonprofit and
public ownership of land” can also slow the
impact of gentrification (p. 52).
4.4 COVID-19 and Public Health
Many local businesses are facing the challenge of
continuing business without putting their
customers and staff at risk of catching and
spreading COVID-19 to others. The City should
work with the Snohomish County Health
District to educate local business leaders
on best practices to protect their staff and
customers. Through bi-weekly or
customers who rely on public transportation
hardships for many low-income families. To
this pandemic has also caused financial
changes to share their successful financial strategies to
better mentor other small businesses during
affordable housing units within their development.
4.5 INCENTIVES
Table 4.1 outlines a number of programs the City of
Arlington could adopt to incentivize equitable
affordable housing in downtown, such as density bonuses, site
tax breaks similar to a density bonus or subsidy, and fee waivers.

| Table 4.1: Incentive Strategies for Affordable Housing |
| Density Bonuses | Density bonuses provide developers the opportunity to increase the density of their development if they dedicate a portion of it to affordable housing units (Inclusionary Housing). This increases the likelihood of new developments being built in Arlington. |
| Subsidies | Subsidies are another incentive used by many cities to encourage higher density and affordable housing. Subsidies are given to developers for a variety of reasons, including making a percentage of units in a project affordable. |
| Tax breaks | Similar to a density bonus or subsidy, tax breaks provide a financial incentive to developers to provide a public amenity such as affordable, equitably affordable housing. |
| Faster permit processing | Faster permit processing is a unique way to incentivize providing affordable housing. As the permit process is expedited, developers who incorporate affordable units into the property developments can do so faster. |
| Fee waivers | Fee waivers can cover costs associated with the development process, such as impact fees and building permit fees, and help incentivize the development of more affordable housing. |

In order for the City of Arlington to implement the strategies and recommendations made above, the study highlights a number of incentives and potential methods for financing affordable housing developments.

4.5 INCENTIVES AND FINANCING
In order for the City of Arlington to implement the strategies and recommendations made above, the study highlights a number of incentives and potential methods for financing affordable housing developments.

**Multifamily Tax Exemption (MFTE)** is a state program that Washington, D.C. uses to incentivize the development of new affordable units within city centers where there are insufficient housing options for residents (Puget Sound Regional Council, n.d.). The MFTE ensures affordability as communities continually grow, making sure that there is a range of housing options available for all residents (City of Seattle, n.d.). Under the Growth Management Act, cities like Arlington are eligible to apply to the state’s program to provide the necessary funding to enact the MFTE. Projects that are approved are eligible to be exempt from ad valorem property taxation on residential improvement value for either eight or 12 years. Those eligible for the 12-year exemption must have a minimum of 20% of the units be designated affordable or 100% if the property is a new home. Eight-year exemptions are dependent on the jurisdiction in which the property is located and do not have an affordability housing requirement.

4.5.5 Affordable Housing Property Tax Levy
The City of Arlington should adopt an affordable housing property tax levy for the maximum amount of $0.50 per $1,000 of assessed value of property for a maximum of up to fifty cents per thousand dollars of assessed value of property in each year for up to ten consecutive years to finance the purchase of land that needs to be acquired for sufficient housing options for residents when specifically authorized to do so by a majority of the voters of the taxing district voting on a ballot proposition authorizing the levy (City of Arlington, 2012).

4.5.5 Affordable Housing Property Tax Levy
The central focus of Washington’s Affordable Housing Trust Fund is to purchase land that is inadequate affordable housing in Washington cities. Under this measure authorized by RCW 84.52.105:

> “A county, city, or town may impose additional regular property tax levies of up to fifty cents per thousand dollars of assessed value of property in each year for up to ten consecutive years to finance the purchase of land that needs to be acquired by a county, city, or town to build or rehabilitate housing for very low-income households as well as facilitating the mixing of class and race and undoing the effects of exclusionary zoning (Schneider, 2013). In Washington state, this service helps people in vulnerable residents.

In Arlington, Virginia, the program is currently in its fourth year and is expected to remain in place for an additional five years to help residents facing increased costs of living, such as rent. AREN can cover many costs of owning and renting homes, including back rent, deposits for rent, and utility and telephone services. This service helps people in need, as families, individuals, and residents suffering from gentrification.

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Case Study: Bellingham Home Fund - Bellingham, WA

The Bellingham Home Fund is similar to AREN as it also helps low-income communities combat housing insecurities. The Fund, supported through property taxes, was approved by voters in Bellingham, WA, in 2012, and approved by the City Council:

“This proposition funds housing and housing services for people with low or very low incomes, including those with disabilities, veterans, seniors, and families with children by (a) authorizing an increase in the City’s regular property tax levy by up to $0.12/$1,000 to $2.62/$1,000 of assessed value as allowed by RCW 84.52.105, each for seven years, generating approximately $1,000,000 annually” (City of Bellingham 2012).

The Bellingham Home Fund, approved by voters again in 2018, helps hundreds of people find affordable homes and supports struggling tenants in efforts to keep their homes. This fund has also supported homeless people in securing housing so that they are able to find jobs to support their homes and find affordable housing. The Fund, granted by the City to developers, can provide as much as $3 million for construction and other development costs.

4.6.5 Accessory Dwelling Unit (ADU) funding

The City should review the costs associated with ADU construction and approval fees. The pre-building costs for an ADU can run close to $16,000. A building permit costs $750, and submitting plans for approval costs an additional $1,700. Working with an architect on designing an ADU could cost up to $11,000, while the expertise of a structural engineer is around $2,500. In response to the high cost, multiple funding options are available for homeowners looking to add an ADU to their property (United Dwelling, 2020).

- **Home equity loan:** Home equity loans are one of the most common loan approaches. If you own enough of your property outright, and it is deemed valuable enough, a bank may allow you to borrow against that property up to an agreed-upon amount. As with any loan, there are interest payments involved, and since a person’s property is their collateral, if they default on it the property will be foreclosed.

- **PACE loan:** Pace loans offer homeowners financing for environmentally-friendly upgrades. These loans require no money down, but come with some major drawbacks. Interest rates on PACE loans are often higher than regular loans. Plus, because a person does not make regular payments, once or twice a year, their bank account is at risk of taking some real damage if they do not vigilantly budget and save.

- **HELOC (Home Equity Line of Credit):** A HELOC is a second mortgage for homeowners to utilize to access some of the equity in their home. These are adjustable rate loans with interest rates around the Prime Rate. They typically have a 30-year amortization with a 10-year interest only period.

- **Construction loan:** A construction loan is a specialized loan product where the appraisal is based on the after completed value of the property. The closing costs and interest rates on construction loans are typically higher than on a standard refinance.

- **Personal lines of credit:** Many banks offer personal lines of credit for borrowers with good credit scores and income. These lines are typically free to set up and can range from $10,000 to $50,000. They are, however, at higher interest rates than mortgages and HELOC loans.

Table 4.2 shows an example of getting a construction loan for an ADU.

<table>
<thead>
<tr>
<th>Current home value</th>
<th>$400,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>After renovation home value</td>
<td>$500,000</td>
</tr>
<tr>
<td>Construction loan amount</td>
<td>$200,000</td>
</tr>
<tr>
<td>A construction loan at 6% after improved value</td>
<td>$400,000</td>
</tr>
<tr>
<td>Funds available for construction</td>
<td>$200,000 minus closing costs</td>
</tr>
</tbody>
</table>

The Affordable and Diverse Housing Fund is based in Sydney, Australia, and promotes the development of diverse and affordable housing types, such as ADUs, cottage houses, and apartments. The goal of the fund is to make sure that all neighborhoods within Sydney set aside 15% of the residential space for affordable housing (City of Sydney, 2016). This fund, granted by the City to developers, can provide as much as $3 million for construction and other development costs.

4.6 PHASED DEVELOPMENT

Table 4.3 lays out the recommended phasing for the financing strategies and recommendations described above. The phasing plan is based on the complexity, cost, and feasibility of each recommendation in a timely manner.

<table>
<thead>
<tr>
<th>Phase</th>
<th>(0-1 Year)</th>
<th>(1-3 Years)</th>
<th>(3-5 Years)</th>
<th>(5-7 Years)</th>
<th>(7-10 Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Purchase a construction loan for an ADU.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
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<tr>
<td>4</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

4.7 SUMMARY

Though the City of Arlington has already addressed some ways to implement affordable and low-income housing within the City’s comprehensive plan, the recommendations in this chapter would improve the code relating to social equity within the City. Policies and code for social equity a priority in the comprehensive plan will be a key part in combating issues such as homelessness and gentrification as the City’s population grows.

- **Affordable Housing Property Tax Levy**
- **Change code language for Carcinogenic housing to ADU**
- **Domestic Violence Services Comprehensive Plan**
- **Partner with a local food bank to set up locations for “pop-up” food banks**
- **Connect business leaders to share about social distancing measures that work for them**
- **Adopt Multifamily Tax Exemption**
- **Adopt Incentive Zoning**
- **Create a subtraction from the planning association by setting an overall rate for social housing initiatives**
- **Create diverse housing along MacLeod Avenue**
- **Provide 30% of Social housing in residential areas**
- **Provide more than 25% of Social housing in residential areas**
- **Provide 15% of Social housing in residential areas**
- **Prepare plans for local and regional initiatives**
- **Help tenants relocate to new homes**
- **Emergency housing**
- **Storage of personal property**
5.1 INTRODUCTION

This chapter focuses on prioritizing recommendations, current code review and revisions, and costs and funding sources for projects associated with the public sphere. In this case, the public sphere is defined as places for “interaction and exchange of ideas that impact the quality of the urban environment” and shape individual and collective behaviors (Pacheco, 2017, para. 4). The public sphere is supported by infrastructure that provides connectivity in a city (e.g., trails, pathways, sidewalks, plazas, parks, and more) and supports both physical and mental health (Pacheco, 2017). This chapter provides recommendations for fostering healthy, vibrant communities through improvements to Arlington’s parks, trails, streetscapes, green infrastructure, and public art. In addition, the chapter includes suggestions for social distancing measures in light of the global COVID-19 pandemic.

5.1.2 Phases of Implementation

Each of the projects are categorized into one of several phases from immediate up to 20 years from now (Figure 5.1). Immediate changes mostly include social distancing measures as they relate to public safety and the overall health of the community. Phases 1 (0-1 year) and 2 (11-20 years) include projects that could be done fairly quickly, with minimal costs and easily identified funding sources. Phase 3 (11-20 years) includes more expensive projects that would take more time to gather funding, materials, and space to complete. 5.2 COVID DISTANCING MEASURES IN THE PUBLIC SPHERE

The COVID-19 pandemic has already presented itself as the biggest disruption to daily life in recent history in light of these events, the City has recommended a series of measures designed to help Arlington maintain social distancing guidelines. For example, restaurants may choose to be outside. Regular sanitation of existing and new seating should be part of the regular City maintenance schedule. Additional measures the City could take include installing hand sanitizer stations in public places, such as sidewalks and public restrooms, and setting guidelines for6'x6' taped squares to help the public better visualize COVID distancing measures. This could be implemented on high-pedestrian areas such as sidewalks and public plazas and parks. The City could also develop a temporary outdoor seating plan (similar to current seating and adding temporary seating to ensure appropriate social distancing. For example, benches could be divided with plexiglass or marked for limited occupancy. New seating may be incorporated into existing parks and sidewalks. This is not intended to attract more visitors to public spaces, but to make up for lost seating due to distancing guidelines and provide patrons a safe alternative to existing seating options if they choose to be outside. Regular sanitation of existing and new seating should be part of the regular City maintenance schedule.

5.2.1 Recommendations

The following recommendations are actions the City of Arlington could take immediately. One of the most basic steps in response to COVID-19 is education. The City could use signage to inform the public of CDC guidelines and best-practices when outside. Signs could range from encouraging stay-at-home practices, distance guidelines (with a creative way to distance), maximum occupancy recommendations, and history. In recent years, the City has substantially impacted by successionary waves of illness. Many cities in Washington have taken these measures, commonly to access funds, expedite responses, or enforce distancing measures. In March, the City of Auburn passed such a proclamation, which authorizes temporary staff and expenditures for departments and streamlines bidding procedures for contracts (MSRC (1), 2020). Pertinent are sections 3 and 4 of the proclamation.

5.2.2 Phasing

Recommended COVID-19 social distancing measures are low-cost, temporary actions the City should take to create safe public spaces. They are classified as Phase 0, meaning they should be implemented as soon as possible. Ultimately, social distancing decisions will need to be coordinated with the Safe Start Washington phased recovery plan (MSRC (2), 2020), and the City’s actions will need to be guided by state recommendations.

5.2.3 Code Revisions/Additions

As of spring 2020, Arlington had few confirmed cases of COVID-19 amidst the global pandemic. However, the City should consider taking precautionary steps to be prepared to take action if the situation worsens in the future. The recommended actions would allow the City to access funds and expedite action. A draft of an emergency proclamation would prepare Arlington to respond swiftly if the City is substantially impacted by successionary waves of illness. Many cities in Washington have taken these measures, commonly to access funds, expedite responses, or enforce distancing measures. In March, the City of Auburn passed such a proclamation, which authorizes temporary staff and expenditures for departments and streamlines bidding procedures for contracts (MSRC (1), 2020). Pertinent are sections 3 and 4 of the proclamation.
“Section 3. These powers will be exercised in light of the exigencies of the situation without regard to time-consuming procedures and formalities prescribed by State statutes and rules, or by City ordinance (except for mandatory constitutional requirements). These include but are not limited to budget law limitations, requirements for competitive bidding, publication of notices related to the performance of public work, entering into contracts, incurring of obligations, employment of temporary workers, rental of equipment, purchase of supplies and equipment, levying of taxes, City performed or directed work in areas of the City that are subject to moratoria, and the appropriation and expenditure of funds.

Section 4. I delegate to Department heads and their designees the authority to solicit quotes and estimates for contracts necessary to combat the emergency. Department heads may enter into contracts in an amount not to exceed Twenty-Five Thousand Dollars ($25,000). Contracts over this amount will be signed by the Mayor” (Auburn, 2020).

If Arlington introduces a proclamation like Auburn’s, it would be better prepared to quickly take steps to reduce and prevent further spread of COVID-19. In the case of a recognized emergency, RCW 39.04.280 and RCW 35.33.081 authorize cities to make expenditures with the approval of the legislative body and without public notice or hearing. Having a proclamation in place would allow the City’s Public Works and Parks and Recreation departments to access funds to implement social distancing measures. Even if a proclamation is deemed unnecessary at this juncture, ordinances that allow departments to access funds to respond to an emergency would still provide valuable flexibility for protecting the health and safety of Arlington residents.

5.2.4 Costs & Funding Sources

As mentioned above, the funds for COVID-19 social distancing measures could be made accessible through emergency proclamation or by discretion of City Council per RCW 39.04.280 and RCW 35.33.081. Public Works would likely be the most appropriate department to implement the majority of measures, with the Parks and Recreation Department being responsible for measures taken in parks. Funds from the City’s operating budget could be allocated to these departments to fund these measures. Table 5.1 introduces the cost of social distancing measures, as well as funding sources.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Cost</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hand Sanitizer Stations</td>
<td>$15 per unit, plus sanitizer</td>
<td>Public Works, Parks and Recreation</td>
</tr>
<tr>
<td>Signage</td>
<td>$200</td>
<td>Public Works, Parks and Recreation</td>
</tr>
<tr>
<td>Ground Decorations</td>
<td>$5 per roll of ground marking tape</td>
<td>Public Works</td>
</tr>
<tr>
<td>Seating</td>
<td>$20 per chair (Home Depot, 2020)</td>
<td>Public Works</td>
</tr>
</tbody>
</table>

5.3 PARKS

5.3.1 Recommendations

In recent months, parks and other public spaces have proven to be essential components of cities, with recent stay at home orders and social distancing practices keeping residents close to home (Hurtado, 2020). Communities across the world are recognizing the value of recreational greenspace to promote health and wellness. The City of Arlington has implemented excellent features within their existing park space. The study recommends expanding the existing parks in the downtown, revamping the Rockery Park, as well as adding new green spaces, such as pocket parks, to support Arlington’s projected growth.

The Rockery Park

The Rockery Park, located at E Division Street and N West Avenue, is a small neighborhood park with some vegetation and fencing. Three parallel paths run through the park, including the Centennial Trail (Figure 5.2). This park has great redevelopment potential that could serve as a gathering area for small groups and individuals traveling along the trail. When not in use for other purposes, the recommended design, depicted in Figure 5.3, could double as a skateable surface or “skatedot” for wheeled enthusiasts to practice their skills (Parents for Skateparks, n.d.). Differing from a skatepark due to a much smaller scale, this park would offer a space to attract and entertain young adolescents while family members explored the Centennial Trail. Additional landscaping is recommended along the perimeter to further protect users from E Division Street and other nearby roads.
Alley Pocket Park

An underutilized space exists between buildings along the west side of Olympic Avenue, between 4th and 5th Streets. While the space itself is long and narrow, the vacant gap between two businesses (Figure 5.4) could be utilized as a small pocket park as depicted in Figure 5.5. The suggested additions in this space include a relaxing water feature, seating, lighting, and vertical art and foliage.

Legion Park Expansion

To support anticipated population growth in Arlington, the study recommends expanding Legion Park to continue onto the west side of the Centennial Trail. Currently, this site is bare and underutilized (Figure 5.6). The City could install fencing and trees along the train tracks to separate train car storage from the expanded park and add a play structure appropriate for young children and families (Figure 5.7). A historical railroad themed addition for the playground would promote and preserve Arlington’s history and values (Figure 5.8). Expanding the park would enhance trail users’ experiences as well as provide more space to accommodate people during events. To implement this plan, the City should verify property lines to ensure that the park does not encroach onto the railroad company’s property or sign an agreement with the railroad company for use of the property as a park.
5.3.2 Phasing
The recommended phasing for park projects is outlined in Table 5.2 and described in more detail below.

The Rockery Park, pictured in Figure 5.3, and Alley Pocket Park along Olympic Avenue, pictured in Figure 5.5, are recommended to be implemented in Phase 2. The City could move more quickly on the Rockery Park remodel because the City already owns the land. The changes to the Rockery Park are minor, but are aimed at providing a mix of uses to support community members of all ages, socio-economic status, and ability levels. The skatepark design provides a downtown attraction for adolescents, something that is currently lacking according to community member feedback.

The City, with cooperation from neighboring property owners, could implement the Alley Pocket Park along the west side of Olympic Avenue within the next ten years. With existing uses and new developments proposed nearby, this quiet pocket park could provide a unique and relaxing space for visitors to take a break from shopping or be a destination in its own right.

The Legion Park expansion is recommended for implementation in Phase 3. While some elements of the plan, such as negotiations with the railroad company and the installation of fencing and tree buffers, could be enacted sooner, the proposed use of the area will be vital to the success of other nearby proposals in the study such as the underground parking lot and retail infill above it. To encourage priority in the other park proposals, this expansion would prove most beneficial just after or around a similar time of the parking garage completion and would tie nicely with the proposed Civic Plaza.

5.3.3 Costs & Funding Sources
The construction and maintenance of public parks is costly. For example, the standard cost for play structures is up to $1000 per child (Unlimited, 2017). Table 5.3 outlines estimated costs for park improvements. Arlington should seek funding to implement these park projects from multiple sources including federal, state and local programs, as well as support from private partnerships (Delaware Complete Communities Toolbox, n.d.). The Washington State Recreation and Conservation Office (RCO) offers competitive grant funding for various types of public parks and recreation projects (Recreation and Conservation Office, 2020).

5.4 TRAILS
5.4.1 Recommendations
Arlington’s existing trail system is quite robust and well used. Several improvements to the amenities along Centennial Trail would further enhance the trail. These improvements include expanding seating options along the trail, ensuring all pathways are ADA accessible, improving lighting, and increasing the availability of waste receptacles and bike racks. The trail is already beloved by the residents of Arlington, but these improvements would further elevate users’ experience of the trail and make it more accessible to all. The trail is connected to several other improvement projects, which are addressed in different sections of this report.

To enhance and emphasize the Centennial Corridor, the parking in sooner, the proposed use of the area will be vital to the success of other nearby proposals in the study such as the underground parking lot and retail infill above it. To encourage priority in the other park proposals, this expansion would prove most beneficial just after or around a similar time of the parking garage completion and would tie nicely with the proposed Civic Plaza.

To enhance and emphasize the Centennial Corridor, the parking in

soon.
between Railroad Street and the Centennial Trail should be converted into open space with rain gardens from Division Street to 3rd Street. Three parking spaces, one of which is reserved for accessible parking, should be installed at the northern ends of each block from Division Street to 3rd Street to ensure easy access to the trail via the sidewalks. The parking that is lost would be made up for in the parking garages proposed in Chapter 6. Phasing for this would coincide with the phasing for the Centennial Urban Corridor, discussed in Chapter 8.

5.4.2 Phasing
Table 5.4 outlines the proposed trail improvements, which are relatively simple and would enhance the quality of the trail users’ experience. Under Phase 1, simple lighting improvements, and additional bike racks, waste receptacles, and public seating options are recommended. Also included in Phase 1 is ensuring that all trails and pathways connecting the trail to seating or other amenities are ADA accessible. The installation of complex lighting improvements, including the addition of light posts or feature lights to increase visibility of trail features, are included in Phase 2 improvements. With these relatively simple improvements, the trail can be a safer, more user-friendly space for Arlington’s residents.

5.4.3 Costs & Funding Sources
Costs for recommended trail improvements are detailed in Table 5.5, along with suggested funding sources.

5.5 STREETSCAPE
5.5.1 Recommendations
The streetscape, which includes the built and natural environment, is created by the design quality of the street and contributes to the distinct character of a place (Complete Communities Toolbox, n.d.). Streetscape beautification enhances the publics’ experience by providing visually appealing places and improved functional uses. There are a number of strategies the City can take to strengthen the downtown’s amenities. These strategies, similar to those described in the Trail section, include providing more pedestrian-oriented lighting, accessible recycling receptacles, and additional public restrooms. In addition to those public amenities, bike racks and additional public seating can add to the downtown’s accessibility.

5.5.2 Phasing
Table 5.6 outlines street improvement recommendations by implementation phases. The easiest updates are adding public seating options, waste and recycling receptacles, wayfinding signage, and bike racks. These additions improve the usability and accessibility of the streetscape without requiring any changes to infrastructure. For this reason, they are classified in Phase 1 improvements. Updating the lighting would take place over three phases of improvements. Expanding the use of tree lighting along Olympic Avenue would be relatively simple and low-cost, thus is part of Phase 1. Updating the light posts would be slightly more costly and would require new connections to the power so it falls into Phase 2. The City has expressed interest in installing light poles which also serve as charging stations for electric cars. Due to the cost of engineering and implementing this update, it is included in Phase 3. If the City were able to apply for grants to help offset the costs, this improvement could be moved up to Phase 2. Construction of a public restroom in the downtown will be critical as Arlington continues to grow, but more density is required before a downtown public restroom would be feasible. Thus, this project is included in the Phase 3 improvements. The majority of these streetscape improvements are shown in Figure 5.9.

5.5.3 Phasing
Table 5.6 outlines street improvement recommendations by implementation phases. The easiest updates are adding public seating options, waste and recycling receptacles, wayfinding signage, and bike racks. These additions improve the usability and accessibility of the streetscape without requiring any changes to infrastructure. For this reason, they are classified in Phase 1 improvements. Updating the lighting would take place over three phases of improvements. Expanding the use of tree lighting along Olympic Avenue would be relatively simple and low-cost, thus is part of Phase 1. Updating the light posts would be slightly more costly and would require new connections to the power so it falls into Phase 2. The City has expressed interest in installing light poles which also serve as charging stations for electric cars. Due to the cost of engineering and implementing this update, it is included in Phase 3. If the City were able to apply for grants to help offset the costs, this improvement could be moved up to Phase 2. Construction of a public restroom in the downtown will be critical as Arlington continues to grow, but more density is required before a downtown public restroom would be feasible. Thus, this project is included in the Phase 3 improvements. The majority of these streetscape improvements are shown in Figure 5.9.
5.5.3 Costs & Funding Sources
Costs for recommended streetscape improvements are detailed in Table 5.7, along with suggested funding sources.

5.6 GREEN INFRASTRUCTURE
Surface runoff from urban areas, such as downtown Arlington, contributes to the degradation of waterways via stormwater runoff. It is not uncommon for oil, chemicals, and fecal contamination to be deposited in stormwater systems, causing their runoff, building owners would offset their individual load on the stormwater system. Stormwater guidelines apply does not include downtown. Arlington could also incentivize private developers to use native plants when landscaping their developments by waiving some impact fees. In the case of mixed-use development, the Arlington Municipal Code (AMC) already has guidelines that call for various green infrastructure features that manage runoff. This language occurs in the mixed-use development regulations, AMC 20.110. Specifically, AMC 20.110.14(j) sets guidelines for Low Impact Development (LID), which aims to manage rainfall and runoff. However, the mixed-use overlay zone where the guidelines apply does not include downtown.

Table 5.7: Costs and funding options for projects regarding the streetscape

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved lighting</td>
<td>~$5,300-$11,150 per curbside</td>
<td>Public Works</td>
</tr>
<tr>
<td>Waste receptacles</td>
<td>See Table 5.6</td>
<td>See Table 5.4</td>
</tr>
<tr>
<td>Benches and curved seating</td>
<td>See Table 5.5</td>
<td>See Table 5.4</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>$100-$200 per sign, $30 = labor and materials</td>
<td>Public Works; Arts Commission</td>
</tr>
<tr>
<td>Vegetation</td>
<td>$55 for hanging basket, plus $20 for plants and soil = $75 per street (Plants Unlimited, 2020)</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.8: Recommended phasing for green infrastructure

<table>
<thead>
<tr>
<th>Proposed Change</th>
<th>Phase 0 (Immediate)</th>
<th>Phase 1 (0-1 years)</th>
<th>Phase 2 (2-10 years)</th>
<th>Phase 3 (11-20 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioswale construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stormwater green belts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native plant landscaping incentives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicly funded bioswales on right of way</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developer implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.6.1 Recommendations
Bioswales could be an integral part of controlling Arlington’s surface runoff and protecting local waterways. These features, usually located in the right-of-way between sidewalks and streets, are planted with local vegetation and grasses (Figure 5.10). They capture runoff from impermeable surfaces and filter out pollutants (EPA, 2019).

5.6.2 Phasing
Table 5.8 outlines green infrastructure phasing. Phase 1 recommendations include developing private incentives and developer guidelines for green infrastructure and native vegetation improvements. Stormwater mitigation measures such as bioswales and rain capture require more planning and investment, and thus are identified as Phase 2 improvements.

5.6.3 Code Review & Recommendations
Stormwater Guidelines
In the case of mixed-use development, the Arlington Municipal Code (AMC) already has guidelines that call for various green infrastructure features that manage runoff. This language occurs in the mixed-use development regulations, AMC 20.110. Specifically, AMC 20.110.14(j) sets guidelines for Low Impact Development (LID), which aims to manage rainfall and runoff. However, the mixed-use overlay zone where the guidelines apply does not include downtown.

5.6.4 Costs & Funding Sources
Developers would be required to install and pay for bioswales if large-scale renovations or new development projects make improvements to sidewalks and right of ways. For existing roads in downtown, the responsibility of implementation would most likely fall on the City of Arlington Stormwater Utility. Fortunately, RCW 35.67.360 enables stormwater utilities to use public monies or credit to implement stormwater mitigation measures. Additionally, the Department of Ecology has a suite of grant and loan options available for Arlington to access state funds. Table 5.9 outlines costs and funding sources.

5.7 PUBLIC ART
Public art installations, designed and chosen by members of the community, can create a sense of place in downtown Arlington and should be integrated into as many aspects of development as possible. Public art enhances the public sphere by creating a unique downtown, highlighting important community values, and making for an interesting destination point for tourists and locals (Arlington Public Art Strategic Plan, 2019).

While Arlington has very prominent art pieces throughout downtown, a case study of the City of Arlington Stormwater Utility, Fortunately, RCW 35.67.360 enables stormwater utilities to use public monies or credit to implement stormwater mitigation measures. Additionally, the Department of Ecology has a suite of grant and loan options available for Arlington to access state funds. Table 5.9 outlines costs and funding sources.
Portland, Oregon, shows just how powerful a simple piece of art can be in transforming a city (Semenza, 2011). The Sunnyside neighborhood was experiencing vandalism, crime, traffic violations, and other undesirable behaviors, which led to negative impacts on residents’ health and well-being. To counter these negative impacts, the community painted a giant sunflower in the middle of an intersection and installed several interactive art pieces throughout the neighborhood. These actions created a sense of place, revitalized the community by giving people places to gather and socialize, and increased social capital (Semenza, 2011). While Arlington may not experience the negative behaviors or impacts that the Portland neighborhood did, this case shows how art can have highly positive consequences when created by people from the community. There is room for more art installations throughout downtown Arlington, especially as the downtown expands with new infill development. Incorporating art throughout every step of the development and implementation process would keep the “spaces in between” unique and vibrant.

5.7.1 Recommendations

Small and large scale art installations can be incorporated into downtown Arlington. Small-scale art includes things like murals to enhance blank walls on buildings, painted sidewalks (can include 6’ markers to incorporate CDC guidelines for social distancing), as well as fun activities for children and families, creative road signs and directional signs to improve wayfinding, painted benches, or painted storefront windows. The examples shown in Figures 5.11-5.14 are simple ways to add vibrancy to the downtown.

Medium and large-scale art projects coincide with new infrastructure. These include mosaics pressed or drawn into new concrete sidewalks and crosswalks (Figure 5.15), artistic bike racks, interesting light posts and signage, interactive art like the sound garden on the Centennial Trail, playground sculptures, and other large sculptures. These pieces would quickly turn into statements throughout the downtown and serve as placemakers for tourists and locals. The red wagon, shown in Figure 5.16, is hugely popular with children and families and is something different to do when walking through their trail system.

To enhance the sense of place and community in Arlington, art should be designed and voted on by locals. A competition-based program like KAPOW, in Bellingham, Washington, is a great way to accomplish this and get community members actively involved in shaping the visual future of the downtown. To learn more about KAPOW and how it works, reference the Winter Studio Report under the “Public Art” section. Also found in the Winter Report is information on the program Arlington currently has in place for funding, which comes from 10 percent of new construction sales tax from the Public Art Strategic Plan (City of Arlington Public Art Strategic Plan, 2019).
5.7.2 Phasing

Table 5.10 outlines public art phasing. Small-scale art projects could be undertaken in Phase 1. Large-scale art requires more planning and investment, or might be incorporated into new development, so is listed in Phases 2 and 3.

<table>
<thead>
<tr>
<th>Proposed Change</th>
<th>Phase 0 (Immediate)</th>
<th>Phase 1 (0-1 Year)</th>
<th>Phase 2 (2-10 Years)</th>
<th>Phase 3 (11-20 Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small-scale art</td>
<td>Murals on buildings and sidewalks, creative road and directional signs, and pointing benches, and storefronts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large-scale art</td>
<td></td>
<td></td>
<td>Mosaics in sidewalks and crosswalks, creative bike racks, light posts and signage, playgrounds, sculpture, and other interactive art pieces</td>
<td>Continuing projects from Phase 2.</td>
</tr>
<tr>
<td>Temporary art</td>
<td>COVID-19 related social distancing measures that could include temporary public art such as painted storefronts, chalk designs on sidewalks, and painted signage</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.7.3 COVID-19 and Public Art

The COVID-19 pandemic has brought a lot of uncertainty to many cities, but through art, the Arlington community can become closer and stronger.

The following recommendations should be taken into consideration when creating new guidelines for upholding CDC requirements amidst the pandemic.

**Sidewalk Art**

According to CDC guidelines, people must maintain a distance of at least six feet between each other at all times to limit the spread of viruses. Sidewalk markings serve as reminders for social distancing, and local artists can use this as an opportunity to create unique and temporary designs with paint or chalk on Arlington’s sidewalks and the Centennial Trail. Examples from other cities are shown in Figures 5.17 and 5.18. The markings can include inspirational or funny messages, murals, or fun activities like hopscotch. If more permanent pieces are desired, the artist would go through the Art Commission for approval and use paint instead of chalk. General members of the public should use chalk, making for an easy removal if undesirable and creating a new canvas periodically for other artists to utilize after rain.

**Storefronts**

Many local businesses commission artists to paint seasonal murals on their windows, but in this time, social distancing reminders should be painted in addition to a mural or message from the business owner. This enhances the feeling of a close community downtown and maintains a connection between businesses and customers, even when local shops are closed for the time being. Examples of painted windows on storefronts are shown in Figures 5.19 and 5.20.

In addition to sidewalks and storefronts, public art should be incorporated into as much of the downtown as possible. Opportunities for more public art include street light posts, trash cans, benches, utility boxes, and even streets.

5.7.4 Costs & Funding Sources

Arlington’s Public Art Strategic Plan includes great options for funding for various art projects. Public art funding should be applied to community building during the COVID-19 pandemic, as well as to implement a competition-based program like KAPOW.
TRANSPORTATION, MOBILITY AND PARKING

6.1 INTRODUCTION

The transportation element serves as a guide for enhancing pedestrian access, reducing congestion, and implementing infrastructure to encourage a variety of transportation options in the downtown. This chapter addresses topics such as street network changes, pedestrian safety, and parking. Among the identified topics, there are tangible project recommendations regarding phasing, cost estimates, and potential funding sources to support the suggested projects.

6.1.1 Phases of Implementation

• Phase 1: 0 - 2 Years
• Phase 2: 3 - 10 Years
• Phase 3: 11 - 20 Years
• Phase 4: 21+ Years

6.1.2 Transportation, Mobility and Parking Topics

• Street Network/Traffic Flow
• Parking - On and Off Street
• Public Transit
• Bike Connections
• Pedestrian Safety

The transportation, mobility and parking goals include implementing a street network that is more pedestrian friendly and fosters economic development. Vehicle, bicycle and pedestrian traffic flow could be improved by revising the street network with one-way streets. This could allow for wider sidewalks, as well as dedicated bicycle lanes, and provide better connectivity for bikes to the Centennial Trail. The proposed revisions could further enhance pedestrian safety as Arlington continues to grow.

6.2 STREET NETWORK

Olympic Avenue is the main roadway through Arlington’s downtown. As the main thoroughfare, it is used for more than driving and walking down the sidewalks. It is a community gathering place, used for annual parades, the farmers market, and other events. Community members have expressed that pedestrian safety and other transit options could benefit from road improvements. In response to improving safety and increasing transit options in the downtown, the main goals of the street network changes are:

1. Slow vehicle traffic through downtown
2. Balance different modes of transit
3. Redesign streets to support public safety for people using the downtown

6.2.1 Recommendations

To meet these goals, the street network relies on the efficient use of the street Right-of-Ways (ROWs). To meet community desires, a one-way street system has been modeled. Most of the projects in this chapter are dependent on the implementation of this one-way street system design (see Winter Studio Report for more information about the one-way streets).

Figure 6.1 portrays the proposed one-way street routes on 3rd, 4th, and 5th Streets. The one-way streets could run from French Avenue to West Avenue.

Suggestions for street network changes include:

• One-way Conversions: on 3rd, 4th, and 5th Streets
• Street Calming Infrastructure: curved driving patterns on Olympic Avenue
• Pedestrian Mall: temporary vehicle traffic closure on Olympic Avenue between 2nd and 3rd Streets (See more about this project in the Catalyst Chapter of this report)
• Code revisions: updated traffic, bicycle, and pedestrian laws

6.2.2 Phasing

This section outlines the phasing of street network changes for each project, which are shown in Table 6.1.

6.2.2 Code Revisions

With a growing population, Arlington will need to accommodate increased traffic flow. Utilizing the proposed one-way streets could help facilitate future increased traffic flow. Arlington should...
revise their street and traffic codes to include specific one-way street regulations, as the current municipal code does not contain any specific codes related to one-way streets.

Street calming infrastructure is another method of facilitating traffic flow. Traffic calming measures are required by the city's code to be approved by the Director of Public Works (Municipal Code 20.110.014). This code outlines curb extensions (bulb-outs); it currently stipulates that they cannot be larger than one foot of the parking lane width (Arlington, 2020). The proposed bulb-outs are the same width as the parking lane width (Figure 6.2). Arlington should consider revising their code for curb extensions to allow for curb extensions as the parking lane width. This revision could help the City better facilitate traffic flow and emphasize pedestrian safety by increasing pedestrian visibility. An example of bulb-out dimensions ideal for traffic calming can be found in San Francisco’s plan. They recommend bulb-outs abutting the travel lane. This increases safety for pedestrians and also prevents damage to parked cars (SF Better Streets, 2015).

6.2.4 Costs & Funding Sources

Potential funding sources for the proposed street network improvements are shown in Table 6.2. To alleviate economic pressure on Arlington, other funding options, such as grants, are available. Grants from the Transportation Improvement Board can fund street calming infrastructure (TIB, 2020). There are also Federal programs

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Way Street Conversion</td>
<td>$1,320,000 per lane (1.75 miles total cost)</td>
<td>Flexible Funding Programs – Surface Transportation Block Grant Program (23 U.S.C. 133)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provides funding for street preservation and improvements for highways, tunnels, and bridges on public roads, pedestrian and bicycle safety, and transit projects (FTA, 2020).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Highway Safety Improvement Program (23 U.S.C. 148)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The U.S. DOT program provides funding for projects that meet the project's criteria for reducing traffic fatalities (U.S. DOT, 2015).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportation Alternatives Program – Transportation Enhancements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provides federal funds for projects that expand transportation options, including pedestrian and bicycle infrastructure (U.S. DOT, 2017).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportation Improvement Board – Urban Sidewalk Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This program supports grant for transportation related construction for cities with populations of 5,000 and greater (TIB, 2020).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adequate bicycle parking assuming car parking demands decrease with increased bicycle infrastructure. Reserve code to specify exact dimensions of parking stalls (Section 20.72.110 – Arlington Municipal Code: Bicycle parking facilities).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bike Lane Infrastructure: add bike lanes with buffers between the sidewalk and the street to the proposed one-way streets on 3rd, 4th, and 5th Streets. The recommended minimum width of bike lanes is six feet for one-way streets and five feet for two-way streets.</td>
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<tr>
<td></td>
<td></td>
<td>Traffic Calming Infrastructure: incorporate curved streets and four-way stops at every intersection.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pedestrian Mall: allow for temporary vehicle traffic closure on Olympic Avenue between 2nd and 3rd Streets. Raised roads with physical barriers prevent vehicles from entering and they also calm traffic (See more about the pedestrian mall idea in the Catalyst Chapter).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bulb-out Crosswalks: add bulb-out crosswalks on Olympic and West Avenues and on 3rd, 4th, and 5th Streets where they connect to the Centennial Trail, similar to what is pictured in Figure 6.2.</td>
</tr>
</tbody>
</table>

6.3 PEDESTRIAN AND MULTIMODAL SAFETY

The downtown area is the heart of Arlington, and as the community continues to grow it is important to prepare for increased traffic in the downtown. By offering street revisions and multiple modes of transportation, such as bike lanes and sidewalk buffers, Arlington can improve its street connectivity and pedestrian safety.

To promote pedestrian and multimodal safety, the primary goals of the street revisions are:

- Facilitate increased traffic flow
- Offer different modes of transportation to the downtown area
- Increase pedestrian and bike connectivity to the downtown area and Centennial Trail

6.3.1 Recommendations

The study has proposed multiple additions to the downtown area in order to meet these main goals. These studies include:

- Street Narrowing on Olympic and West Avenues: to widen sidewalks, add diagonal parking, and improve crosswalks.
- Street Furniture: to permit outdoor furniture on the side of each sidewalk from one edge to 30 inches outwardly continuously along the street on all sidewalks in the downtown, except MacLeod Avenue.
- Bicycle Parking Requirements: to ensure adequate bicycle parking assuming car parking demands decrease with increased bicycle infrastructure. Reserve code to specify exact dimensions of parking stalls (Section 20.72.110 – Arlington Municipal Code: Bicycle parking facilities).
Table 6.3: Phasing of proposed pedestrian and multi-modal revisions

<table>
<thead>
<tr>
<th>Proposed Change</th>
<th>Phase 1 (8 - 2 Years)</th>
<th>Phase 2 (3 - 10 Years)</th>
<th>Phase 3 (11 - 20 Years)</th>
<th>Phase 4 (21+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street Narrowing</td>
<td>Street conversions &amp; paving to convert street width and space definitions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sidewalk Amenity</td>
<td>All sidewalks beside MacLeod Avenue should permit outdoor furniture on either side of the sidewalk from the edge to 30 inches towards.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulb-Out Crosswalks</td>
<td>Revise language in city code, transportation plan, and pedestrian plan to encourage the use of bulb-outs and curb extensions for pedestrian safety in areas with current or anticipated heavy pedestrian use.</td>
<td>Temporary bulb-outs placed prior to proposed permanent bulb-outs to help the public adjust.</td>
<td>Permanent traffic-calming infrastructure installed in the study area. Includes bulb-outs, crosswalks, diagonal parking and intersections.</td>
<td></td>
</tr>
<tr>
<td>Bike Lane Infrastructure</td>
<td>Street conversion- paint bike lanes and install green bike barriers between car traffic and bike lanes.</td>
<td>Install bike racks on the wide sidewalks throughout downtown after the new road network has been paved and planted.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.3.3 Code Revisions

Arlington’s current code for pedestrian and multimodal safety could be improved by adding specific language that encourages a greater range of mobility options, including more bike lanes and multimodal paths in the downtown. The recommended phasing process allows for the public to adjust to changes that accommodate increasing pedestrian use. Requiring buffers between sidewalks and bike lanes on one- and two-way streets increases the safety and flow of multimodal traffic. Figure 6.3 illustrates what bike lanes with buffers could look like. Arlington’s code does not specify dimensions for bike parking stalls. It is recommended that Arlington add more specific requirements based on population projections and bike storage needs.

6.3.4 Costs & Funding Sources

The cost to implement changes for increasing pedestrian and multimodal safety are determined by factors ranging from stormwater management impacts, size of area designated for curb extension, or relocate existing street furnishings, need to remove or relocate existing street furnishings, need to relocate current utility poles, and presence of transit stops. One-way street conversion costs and funding source information can be found in greater detail in the Street Network Section (Section 6.2). Funding options for street calming infrastructure projects can be achieved through grants from the Transportation Improvement Board’s Urban Sidewalk Program (Table 6.4). This grant program funds transportation related projects that address pedestrian safety and system connectivity in cities with a population greater than 5,000 (Transportation Improvement Board).

6.4 PARKING

Parking availability downtown is currently limited to surface lots and parallel on-street parking. The residents of Arlington expressed a need for more parking, and this is especially necessary given the forecasted future population growth of the area (GMA, 2020). The parking change suggestions aim to:

1. Maximize on-street parking by delineating spaces
2. Minimize aesthetic impacts of parking-related infrastructure
3. Balance commercial and residential land uses with parking opportunities
4. Propose parking garages with delineated parking spaces

Table 6.4: Cost estimates and potential funding sources for pedestrian and multimodal safety projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Way Street Conversion</td>
<td>Bicycle lane costs range from $5,000-$50,000 per lane (depending on existing road conditions and if there is a need to adjust urban street factors (NHTSA))</td>
<td></td>
</tr>
<tr>
<td>Bulb-out Crosswalks</td>
<td>$2,923 per foot (Active Living Research, 2012)</td>
<td></td>
</tr>
<tr>
<td>Bike Parking</td>
<td>$1,000 - $600 per bike (The Park, 2019)</td>
<td></td>
</tr>
</tbody>
</table>

Figure 6.3: Green buffer between a bike lane and car traffic (MAG, 2015).
6.4.1 Recommendations

To meet these parking goals, several projects are proposed. Suggestions for parking changes include:

- Delineated diagonal parking: marked parking spaces on streets to maximize spaces.
- Alternating diagonal parking: on West and Olympic Avenues to allow for more parking spaces and to calm traffic.
- Delineated parallel parking: on both sides of MacLeod Avenue to maximize spaces.
- Parking garages: located on four parcels with high infill potential in strategic locations near downtown.

Figure 6.4 shows parking on alternate sides of Olympic Avenue on either side of the intersection (east/west). This technique calms traffic while providing parking to both directions of traffic. With delineated parking spots and the addition of the proposed parking garages, 353 additional parking spots could be created. Table 6.5 presents the final number of additional parking spaces to be implemented. The study recommends that certain off-street parking sites be redeveloped.

6.4.2 Phasing

The study recommends making parking revisions in Phase 2 or 3 once more development has been added in downtown (Table 6.6).

6.4.3 Code Revisions

Arlington’s current code does not require businesses in the Old Town Business District to provide parking unless the lot is zoned as residential. Zoning laws for residential lots require a minimum of two parking spaces per unit (unless it is a single room unit). There is a growing movement in cities to reduce or remove off-street parking requirements. Cities like Hartford, Minneapolis, and San Francisco have made these changes. The private developer can still choose to have parking while allowing incentives for increased density via less parking requirements. Additionally, if vehicle parking requirements are decreased, increased attention should be given to multimodal mobility including public transit, pedestrian, and bicycle connectivity.

6.4.4 Costs & Funding Sources

Table 6.7 reviews the proposed parking improvement projects and their potential funding sources. Through increased bicycle parking, delineated parking, and the continuous assessment of parking requirements, Arlington can prepare for fluctuating parking demand. Potential funding sources include the Transportation Improvement Board (TIB) and the Transportation Alternatives Program.

6.5 PUBLIC TRANSIT

According to the community meetings, public transit is underutilized due to its infrequency and one-way flow. The one-way flow is inconvenient for travel from Smokey Point to downtown Arlington. The community suggested the current configuration be replaced with a closed-loop bus service circling the downtown to Smokey Point and routing through the neighborhoods in between. The proposed frequency could be 20 minutes, which could require about 6 busses to cover the estimated total route time of 60-80 minutes. Greater population density is needed in Arlington to justify the large initial and annual costs of a more frequent public transit system (Guerra, 2018).

The public transit changes focus on:

- Improving the bus route to reach more people.
outside the downtown area

- Accommodating for future population growth to keep up with demand
- Decreasing the reliance on private vehicles to increase public transit use

6.5.1 Recommendations

The suggested changes to the public transit are:

- Bus Stops: Renovate and add new bus stops to accommodate the new transit route.
- Access Management: Revise routes to include Smokey Point, other high-visit areas (e.g., parks), and locations with populations that are less likely to have vehicles (e.g., retirement homes, schools) emphasizing areas with children, elderly, and lower income residents.

6.5.2 Phasing

Due to public transit's immense initial and continuous implementation costs, expansion should be timed strategically to limit financial losses. Waiting for appropriate density and demand is the best way to do this. Table 6.8 shows the estimated schedule for the transit network restructuring and growth.

Arlington currently has limited transit access that only flows north-south once an hour. The original residents surveyed showed little knowledge about the bus system. The lack of knowledge stems from a lack of use. This showcases the need to restructure the transit system itself. A stronger transit system could also significantly reduce car traffic, preventing future issues with congestion.

6.5.3 Costs & Funding Sources

This section breaks down funding and costs of the recommended public transit projects. Table 6.9 itemizes the required costs for implementing the proposed transit improvements along with external funding avenues. The total cost after being fully established could be between $5,560,000 and $5,750,000 paid over the minimum course of 20 years with an additional $1,800,000 annual cost. While this is a large upfront sum, many federal grants are available to help pay for the big expenses transit improvements can incur.

6.6 SUMMARY

The transportation proposals outline a variety of mobility options. The recommendations would result in more equitable sharing of the streets between car, pedestrian, bicycle, and public transit. One-way streets allow the widening of sidewalks and insertion of bike lanes. Other traffic calming techniques—such as diagonal parking, chicanes, and bulb-outs—in the main streets enhance the atmosphere of leisure, attract more people, create a livelier streetscape, and boost the local economy. The bicycle plan’s bike lanes capitalize on the beloved Centennial Trail by extending its network and further integrating it into downtown. Finally, the transit plan provides better connectivity throughout Arlington to grant more accessibility to carless communities. All the multimodal suggestions work to balance the streetscape and improve transportation and mobility.

### Table 6.7: Funding sources for proposed parking improvement projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Spaces</td>
<td>Salary of planning staff and GIS technician(s)</td>
<td>Arlington’s Adopted Budget is sufficient to cover these costs (Arlington, 2020).</td>
</tr>
<tr>
<td>Bike Parking</td>
<td>One bike rack is about $100 - $600. Covered bike racks are about $1,500. (The Park, 2019).</td>
<td>Transportation Alternatives Program - Transportation Enhancements. Program provides federal funds for projects that expand transportation options, including pedestrian and bicycle infrastructure (U.S. DOT, 2017).</td>
</tr>
<tr>
<td>Delineate Parking</td>
<td>With the proposed parking improvements, Arlington’s downtown area can have an additional 120 parking spots, totaling 600 on-street parking spots. The cost for stripping parking lots is $4-5 for each parking stall, with handicap stalls costing about $25-30 each (Seal, n.d.). Arlington would need to set aside $5,000-6,000.</td>
<td>Arlington’s Adopted Budget can cover the costs of delineated parking (assuming the budget is not drastically lower than the 2019-2020 budget). (Arlington, 2020). Transportation Improvement Board: Urban Sidewalk Program. This grant provides support for transportation related construction for cities with populations of 5,000 and greater (TIB, 2020).</td>
</tr>
</tbody>
</table>

| Table 6.8: Recommended phases for the implementation of different aspects of the transit proposal

<table>
<thead>
<tr>
<th>Proposed Change</th>
<th>Phase 1 (0 - 2 Years)</th>
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<th>Phase 3 (11 - 20 Years)</th>
<th>Phase 4 (21 - 25 Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Roadway Management</td>
<td>Conduct roadway analysis on current transit route to understand current problems.</td>
<td>Conduct roadway analysis.</td>
<td>Conduct roadway analysis.</td>
<td>Continue evaluating roadway analysis to collect information on current transit use to understand roadway conditions.</td>
</tr>
<tr>
<td>Smokey Point Bus Route</td>
<td>Identify targeted commutation to begin planning the new shuttle route, such as in Lanning</td>
<td>Increase the frequency of the bus route in the downtown area.</td>
<td>Increase the frequency of the bus route in the downtown area.</td>
<td>Increase the frequency of the bus route in the downtown area.</td>
</tr>
<tr>
<td>Arlington Community Transit</td>
<td>Install new bus stops and signage.</td>
<td>Update signs to reflect new transit schedule.</td>
<td>Continuously reassess new route to go into operation.</td>
<td>Continuously assess new transit schedule.</td>
</tr>
<tr>
<td>Arlington Community Transit</td>
<td></td>
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</tr>
</tbody>
</table>

| Public Outreach to Make Public Aware of Transit Changes | Advertise all public transit changes at bus stops and frequently visited locations in town. | | | |

| Park & Ride at Smokey Point | Begin researching the need for potential development. | | | |

| Table 6.9: Recommended phases for the implementation of different aspects of the transit proposal

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<tr>
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</thead>
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| Public Outreach to Make Public Aware of Transit Changes | Advertise all public transit changes at bus stops and frequently visited locations in town. | | | |

| Park & Ride at Smokey Point | Begin researching the need for potential development. | | | |
7.1 INTRODUCTION

To address future development and growth in Arlington, the environmental hazards and climate change chapter highlights project recommendations, outlines phasing strategies, and identifies costs and potential funding sources. This chapter presents implementation suggestions that could serve to protect the community from future natural hazards and provide for a healthy environment while considering the implications of climate change in the Puget Sound region. The winter studio report details local hazards and specific mitigation actions that could reduce impacts during a hazard event. Mitigation projects similar to the ones outlined in the winter report should be included in a city level hazards mitigation plan.

Downtown Arlington is well situated in terms of avoiding significant damage from natural hazards as they are currently mapped. However, future climate change risks could increase hazard exposure, resulting in future threats such as inundation from flooding. The City should improve their hazards planning by taking the precautions outlined in this chapter.

7.2 LOCAL HAZARD PREPAREDNESS AND SAFETY

The City has updated Digital Flood Insurance Rate Maps (DFIRMs) in PDF form and divided them into parcels (Figure 7.1). These maps are difficult to locate and interpret in their current form (FEMA, 2016; Snohomish County, n.d.). Despite the downtown not being located within the current mapped floodplain, surrounding infrastructure that is critical to reach the downtown could be damaged by a 100- or 500-year flood. Updated DFIRMs can be accessed online in a searchable form similar to Google Maps. Figure 7.2 shows what the DFIRM portal looks like when the flood maps are most up to date.

In response to improving safety and preparedness in Arlington, the main goals of localizing hazard preparedness and safety are to:

1. Promote safety of residents.
2. Avoid placement of road infrastructure in areas highly vulnerable to natural hazards.
3. Understand and plan based on localized data and hazard risks.

7.2.1 Recommendations

Suggestions for localizing hazard preparedness and safety include:

• Updating DFIRMs: digital online map portal.
• Creating a city level hazards plan.
• Update suggestions for City Comprehensive Plan Hazards Appendix - Intermediate step to creating a city level hazards plan.

7.2.2 Phasing

Currently, Arlington is included within the Snohomish County Hazard Mitigation Plan. In Washington State, small cities are typically under the county’s Emergency Management Division. However, once cities reach populations of about 40,000, they usually make their own city specific hazards mitigation plan. Payalpah has a population of about 40,000 and has created their own city hazards plan aside from the county planning efforts (Puyallup, 2013). Arlington is predicted to grow to a population of about 25,000 by 2035. Thus, 20+ years from today, the City should be considering and preparing to create their own hazards mitigation plan that is community specific in order to allow ample time to create a localized hazards plan prior to reaching a population of 40,000.
7.2.3 Costs & Funding Sources

The projects outlined in this chapter have alternative funding sources available to reduce cost impacts on the City. The Washington Department of Ecology, FEMA, and the Washington Emergency Management Division provide funds for projects similar to the ones suggested. Table 7.2 provides a cost analysis and funding options to provide routes for project implementation. Inaction in disaster preparedness and mitigation can result in large financial and social costs to a city on the region. Every $1 spent on mitigation efforts is equivalent to $4 spent on recovery efforts (FEMA, 2019). The upfront cost of mitigation and planning for local hazards is worth the investment when looking at that cost comparison.

7.3 SUMMARY

Anticipation of growth in Arlington will require changes in the developmental phases of hazard planning documents. For now, the hazards analysis in the appendix of the City’s comprehensive plan is sufficient and standard for cities of equivalent size. However, starting the process of creating a more detailed hazards appendix could make the transition to a localized hazard mitigation plan smoother and quicker. The suggestions of updating DFIRMs and creating a local hazards plan for the downtown corridor could foster a resilient and prepared community.
8.1 INTRODUCTION

The following chapter highlights specific locations in downtown Arlington with high infill potential, provides details about what future development could look like, and outlines the steps necessary for implementing that development. The chapter outlines the phasing and prioritization of catalyst projects and highlights the changes, such as zoning and code revisions, that need to be made in order to support these projects. The catalyst projects being considered are:

- City Center Square
- Centennial Trail Corridor
- Urban Transitions

Each of these projects comprise various aspects that will be phased at different times throughout the next 20 years. The City Center Square consists of a pedestrian mall, a parking garage, new buildings, and a city plaza. The Centennial Trail Corridor includes phasing out industrial uses on West Avenue, adding mixed-use development with dual frontage businesses, and making trail improvements. The Urban Transitions focuses on medium-density housing on MacLeod Avenue to create a transition zone between downtown and single-family residential zones, as well as to ensure a gradual integration of multi-family development near downtown.

These projects are broken down into phases, with certain projects happening before others (Figure 8.1):

- Phase 1: 0 - 1 year
- Phase 2: 2-10 years
- Phase 3: 11-20 years
- Phase 4: 20+ years

8.2 CATALYST 1: CITY CENTER SQUARE

The City Center Square comprises multiple projects: the pedestrian mall on Olympic Avenue, a revised surface parking lot and parking garage, new infill development, and a Civic Plaza. The phasing plan outlines actions to be taken within a 20 year planning horizon (Figure 8.1).

Phase 1 (0-1 Year):

Pedestrian Mall

Create the ability to temporarily close Olympic Avenue between 1st and 3rd Streets for pedestrian use. Making Olympic Avenue more pedestrian-friendly would encourage people to spend time downtown. This is an easy way to begin the revitalization of downtown and thus is suggested for Phase 1. Actions required include:

- Raising the street up to the level of the sidewalk between 1st and 3rd Streets to encourage more pedestrian traffic while slowing vehicle traffic.
- Installing retractable bollards to temporarily block off the street for special events, and give pedestrians more space for social distancing.
- Improving the streetscape with the addition of street trees, planter boxes, lighting, and street furniture to enhance the pedestrian experience on Olympic Avenue.

Phase 2 (2-10 Years):

Underground Parking Garage

Allocate funding through (Years 2-4)
- Apply for grants
- Capital improvements money
- Start contracting and finalizing designs (Years 2-4)
- Start construction of the garage (Years 5-6).

Public/private partnership for retail infill (Years 6-7)

Phase 3 (11-20 Years):

Civic Plaza

Construction should begin after the retail infill and community buildings have been constructed.

Connections from the plaza to the Olympic Underground Parking Garage, Legion Park Expansion, and Pedestrian Mall should be completed to tie everything together.

There are several options that the City may pursue to implement the proposed development.

- Option 1: City retains ownership of the parcels and leases the land for development.
- Option 2: City sells the parcels along Olympic Avenue for the proposed infill development, while retaining ownership of the land that would be used for the new surface parking lot behind the buildings.
- Construct new community building (Year 8)
8.2.1 Catalyst 1 Existing Conditions
The parcels where the City Center Square site is proposed include a paved public parking lot, a gravel parking lot, and a small civic plaza surrounded by the Chamber of Commerce and City Hall buildings. Figure 8.2 shows the parcels and Figure 8.3 shows Olympic Avenue, where the pedestrian mall is proposed.

Parcel 1:
Parcel ID: 31051100100600
Land Use: Commercial
Area: 4.31 acres

Parcel 2:
Parcel ID: 31051100103500
Land Use: Commercial
Area: 0.18 acres

Parcel 3:
Parcel ID: 31051100100900
Land Use: Undeveloped
Area: 0.32 acres

Parcel 4:
Parcel ID: N/A
Land Use: Public ROW—Road and Sidewalk
Area: ~2 acres

8.2.2 Catalyst 1 Basic Site Plan
The City Center Square site plan proposes an underground parking garage and a more pedestrian friendly streetscape. The proposed site will include (1) new commercial and civic buildings on the west side of Olympic Avenue, (2) a pedestrian-oriented Olympic Avenue that can be temporarily closed as a pedestrian mall, and (3) an expanded plaza, all tied together with more public art and landscaping (Figure 8.4). The new commercial buildings would be located on top of the underground garage and would hide the surface level parking lot from the street.
8.2.3 Catalyst 1 Site Concepts

Figures 8.5-8.7 show the refined concepts for the public parking surface lot and underground garage. Figure 8.8 shows examples of bright and welcoming underground parking garages, which would allow the space to be used as an events center during winter/inclement weather months. Figures 8.9 and 8.10 show the Pedestrian Mall and City Center Plaza.

Figure 8.5: Surface parking lot and new commercial retail buildings
Figure 8.6: Underground parking featuring the elevator core and the enclosed police parking
Figure 8.7: Secure police parking
Figure 8.8: Different underground parking styles
Figure 8.9: Proposed Pedestrian Mall on Olympic Avenue. This image is facing southeast. The buildings in the image are replicas of the current buildings on the east side of Olympic Avenue between 3rd Street and 2nd Street.
8.2.4 Catalyst 1 Costs and Funding

The City Center Square recommendations consist of multiple elements which, taken together, will be quite costly to implement. Table 8.1 outlines the estimated costs and funding options for the various elements.

Parking Garage:
The current parking lot is 5,717 square yards. To remove the current parking lot and excavate the new garage would cost roughly $1,133,574 at $110 per cubic yard (Homewyse Calculator, n.d.). The construction of the new underground garage would cost $3,963,276 at $64 per square foot. There are additional costs that come with the design for this parking garage. The underground portion that is for police use only will include a $53,800 wall to separate pedestrian parking from police parking. The private police elevator would add an additional $28,000. Lastly, the security gate that would only be accessible via police badge would cost roughly $19,000. The 275 square foot public restroom inside the garage would cost $82,500.

New Buildings:
The new two-story, 50,000 square foot commercial buildings, while requiring a substantial upfront investment, would generate significant annual rental revenues. One of the commercial buildings would include access to the public parking garage elevator. It would also include the other public restroom costing $82,500. If the City were to contract a private developer, the price of the developer and construction would cost a minimum of $14.5 million (Cumming, 2020). The City would still own the property, receiving rent from the developer.

Table 8.1: Estimated costs of the different elements of the City Center Square

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimates</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Garage</td>
<td>Construction of Site: $3,963,000 ($64 per sq ft)</td>
<td>-Community Development block grants</td>
</tr>
<tr>
<td></td>
<td>Demolition (Extraction): $1,134,000 ($10 per CY)</td>
<td>-City of Arlington capital improvements budget</td>
</tr>
<tr>
<td>New Buildings (Commercial Use)</td>
<td>Minimum of $14.5 million (Cumming, 2020)</td>
<td>-The City will maintain ownership of the property, lease property to a developer.</td>
</tr>
<tr>
<td></td>
<td>Elevator (one unit): $28,000</td>
<td></td>
</tr>
<tr>
<td>New Civic Building</td>
<td>Minimum of $3.7 million (Cumming, 2020)</td>
<td>-The City will maintain ownership of the property, lease property to a developer.</td>
</tr>
<tr>
<td>Police Station Add-Ons</td>
<td>Wailea Ilii Portion with Gate: $33,800</td>
<td>-Police Budget</td>
</tr>
<tr>
<td></td>
<td>Elevator: $28,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Security Features: $19,000</td>
<td></td>
</tr>
<tr>
<td>Pedestrian Mall</td>
<td>Raising the Street: $1,066</td>
<td>-Community Development block grants Capital improvements funding</td>
</tr>
<tr>
<td></td>
<td>~30,000 sq ft</td>
<td></td>
</tr>
<tr>
<td>Civic Plant</td>
<td>Laying brick: $1,066</td>
<td>-Capital improvements funding</td>
</tr>
<tr>
<td></td>
<td>~32,000 sq ft</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>Sidewalks: Standard: $88,000</td>
<td>-Community development block grants Capital improvements funding</td>
</tr>
<tr>
<td></td>
<td>Brick: $135,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Landscaping (25,000 sq ft): $34,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Utilities (4 fixtures 275 sq ft);</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$46,000</td>
<td></td>
</tr>
<tr>
<td>Total Cost</td>
<td>at a minimum $24 million</td>
<td></td>
</tr>
</tbody>
</table>

8.2.4 Catalyst 1 Costs and Funding

The City Center Square recommendations consist of multiple elements which, taken together, will be quite costly to implement. Table 8.1 outlines the estimated costs and funding options for the various elements.

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New Buildings:
The new two-story, 50,000 square foot commercial buildings, while requiring a substantial upfront investment, would generate significant annual rental revenues. One of the commercial buildings would include access to the public parking garage elevator. It would also include the other public restroom costing $82,500. If the City were to contract a private developer, the price of the developer and construction would cost a minimum of $14.5 million (Cumming, 2020). The City would still own the property, receiving rent from the developer.
The new two-story, 10,000 square foot civic building would cost a minimum of $3.7 million if contracted out like the new commercial buildings (Cumming, 2020).

Pedestrian Mall:
The pedestrian mall is roughly 30,000 square feet. To raise the street six inches to sidewalk level would cost roughly $150,000 (RaiseRite, 2012).

Civic Plaza:
The 12,000 square feet of brick work that the Civic Plaza design requires would cost around $180,000 (CostOwl, 2020).

Other Expenses:
Other expenses include the construction of new sidewalks to replace the existing ones that would be removed for construction of the parking garage. There would also be more sidewalks constructed to align with designs, and offer additional pedestrian spaces. There are two different materials chosen for the sidewalks. The standard sidewalks would cost $88,160 and the brick sidewalks and public space would cost $135,000. The total sidewalk cost would be $223,160. Additional costs would include landscaping for the 25,000 square feet of new greenspace in the design. Landscaping would cost roughly $54,000, although this could be lower if current trees and landscaping were preserved.

8.3 CATALYST 2: CENTENNIAL URBAN CORRIDOR

The Centennial Urban Corridor proposes transforming the Centennial Trail between 3rd and Division Streets into a vibrant mixed-use corridor that includes pedestrian-friendly infrastructure and mixed-use retail and multi-family housing. Included in the plan are enhancing trail amenities, phasing out incompatible land uses, expanding green space, and improving walkability. The following section describes the current conditions (including zoning and use) in the corridor, provides contrasting images of current and proposed development, and outlines two site-specific examples that the City could capitalize on in the near future to catalyze change in the corridor.

8.3.1 Centennial Corridor Existing Conditions
The existing Centennial Trail is a recreation-centered route through downtown Arlington and is an important asset. However, as Arlington continues to experience population growth, the corridor along the trail could serve as a key catalyst site for mixed-use development. Figure 8.11 shows two high-potential parcels ripe for redevelopment:
• 102 East Division Street and 540 North Olympic Avenue
• 405 West Avenue and 406 West Avenue

They will be further detailed in the following sections. For more information about how high-potential infill sites were determined, please refer to the Downtown Arlington Master Plan Report (Urban Planning Studio, Winter 2020).

Figure 8.11: The Centennial Urban Corridor between 3rd and Division Streets (red outline)

Figure 8.14 illustrates the proposed Centennial Urban Corridor, with access to Railroad Street restricted, the trail and green space expanded, and new mixed-use development built to the parcel boundary. Figure 8.15 is a rendering of what the corridor could look like with development directly...
8.3.3 Centennial Urban Corridor Phasing

Figure 8.19 shows the proposed phasing for the Centennial Urban Corridor. Details about each of the phases are outlined below.

**Phase 1 (0-1 Year):**
- **Dual-frontage requirements for businesses**
  - Require dual-frontage for any new businesses on Olympic and West Avenues that abut the Centennial Trail (allowed in current code - AMC 20.46.050c).
  - Incentivize existing businesses between 3rd and 5th Streets to incorporate dual-frontage with an informative guide that outlines the benefits including return on investment (more business) and a more dynamic environment for the downtown.
- **Trail improvements**
  - Begin implementing amenities and improvements along the southern end of Centennial Trail (See Chapter 5 Public Sphere for details).
- **Phase out industrial uses on West Avenue that directly abut the trail**
  - Designate elsewhere. Follow recommendations from the Land Use Chapter in phasing out vehicle-focused development.
- **Attract more attention and use to the Centennial Trail**
  - Place Centennial Trail-specific wayfinding along West and Olympic Avenues to increase trail visibility.
  - Design kiosks that illustrate future proposals for the corridor to garner interest and public support.
  - Market high-potential infill parcels to private developers.
  - Improve public art installations along the trail, with contributions from local schools and/or artists.
  - Negotiate agreement with Arlington Tire Pros to paint a mural on the rear wall of their building that faces the trail. This will make the corridor between 3rd and 4th Streets more attractive while incompatible uses are still present.

**Restrict access to Railroad Street**
- Announce plans to restrict access on Railroad Street to businesses and residents, allowing for only necessary access and deliveries. The majority of public parking, except accessible spots, would be removed to expand green space, the trail network, and walkability.

**Phase 2 (2-10 Years):**
- **Dual Frontage**
  - All businesses in the Centennial Urban Corridor that abut the trail should implement dual-frontage.
- **Subdivision Regulations**
  - Parcels abutting the trail to the west and Olympic Avenue to the east should be subdivided to encourage infill development along the trail.
- **Mixed-Use Development**
  - Require the majority of new development on the trail to be mixed-use.
  - Require residential units in the majority of new development along the corridor.
  - Incentivize green roof on existing and new commercial buildings to add value to the residential component through a landscaped
8.3.4 Site 1: 102 East Division & 540 North Olympic Avenue

8.3.4.1 Site 1 Existing Conditions
Site 1 in the Centennial Urban Corridor consists of two parcels previously occupied by the Bookshelf store (land currently for sale) and neighboring Triple Shot Espresso, which is still operating (Figure 8.20). These parcels, with some of the highest infill potential in the downtown, occupy a prime location for initiating the Centennial Urban Corridor concept.

Parcel Numbers:

102 East Division - #00529900900300
• Use Code: 662 Special Construction Trade
• Size (Gross): 0.08 Acres / 3484.8 Sq. Ft.
• Owner: Poyner Family LLC

540 North Olympic - #00529900900101
• Use Code: 910 Undeveloped (Vacant) Land
• Size (Gross): 0.32 Acres / 13939.2 Sq. Ft.
• Owner: City of Arlington

Zoning: Both parcels are currently in the Old Town Business District #2 Zone.

Combined Size (Gross): 0.40 Acres or 17,424 Sq. Ft.

Figures 8.21 and Figure 8.22 show the existing site uses of the two parcels.
8.3.4.2 Site 1 Basic Site Plan

Redevelopment of these two parcels into a single, mid-rise, mixed-use development is recommended. These parcels, with their limited development, are easily developable. And, new development on the north end of the corridor (where new development is relatively static), would catalyze the area.

The mixed-use development would have commercial use on the first floor and two to three stories of residential development above (Table 8.2). The building height along Olympic Avenue would be restricted to two stories; the half bordering the trail could be as high as four stories. Figure 8.23 shows the basic site plan. Conceptual renderings are shown in Figures 8.24-26.

Table 8.2: Site 1 Mixed-Use Development Space Allocation

<table>
<thead>
<tr>
<th>Floor Space</th>
<th>Square Footage</th>
<th>Public/Square Footage</th>
<th>Residential/</th>
<th>Number of</th>
<th>Unit Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Floor Commercial</td>
<td>16,624 B</td>
<td>1,000 B</td>
<td>2,000 B</td>
<td>~ 15,000 B</td>
<td>15 Residential Units</td>
</tr>
<tr>
<td>Second Floor Residential</td>
<td>11,008 B</td>
<td>1,000 B</td>
<td>1,700 B</td>
<td>~ 8,700 B</td>
<td>17 Residential Units</td>
</tr>
<tr>
<td>Third/Fourth Residential</td>
<td>10,908 B</td>
<td>1,000 B</td>
<td>1,700 B</td>
<td>~ 8,700 B</td>
<td>17 Residential Units</td>
</tr>
<tr>
<td>Total Residential</td>
<td>~ 1,500 B</td>
<td>~ 1,500 B</td>
<td>~ 8,700 B</td>
<td>17 Residential Units</td>
<td></td>
</tr>
</tbody>
</table>

*These renderings show about 15% of the square footage of multifamily property consists of unusable space such as elevators, lobbies, and common areas. For this research, (sq. ft.) was considered.

Figure 8.23 - Basic site plan for mixed-use development on 102 East Division St & 540 North Olympic Avenue

Figure 8.24: Site 1 first floor commercial space
Figure 8.25: Site 1 Development from Centennial Trail
Figure 8.26: Site 1 Rendering (two-story height on Olympic Avenue, show four stories facing the Centennial Trail)
8.3.4.3 Site 1 Cost/Revenue Analysis

The proposed development for Site 1 includes 32 residential units at about 1,000 square feet per unit, and 16,000 square feet of commercial space. The apartments would rent for $1000/month (NAA), while the commercial is valued at $2.70 per square foot (based on average commercial rates in Arlington). Annual revenue from the residential units comes to $384,000. Annual revenue for the commercial space would be $518,400. Total, the residential and commercial rents would generate about $958,348 per year. Table 8.3 outlines the details.

Table 8.4 displays the annual income, expenses, and net operating income (NOI) that are associated with the proposed development.

Table 8.5 shows the valuation of the building, which is estimated to be $7,451,162 (with 8% CAP rate). The project would qualify for a loan of $5,588,732 (75% of project valuation). The construction costs are estimated at $7,200,000, and operating income of $596,093 making this development project relatively feasible with the right investor.
8.3.5 Site 2: 405 West Avenue & 406 West Avenue

8.3.5.1 Site 2 Existing Conditions
The second redevelopment site along the Centennial Trail is two high-infill potential parcels on West Avenue (Figure 8.27). The proposed development would occur after the existing automotive uses relocate. Figures 8.28 and 8.29 show the current conditions of the parcels.

Parcel Numbers:
- 405 West Avenue - #00618100400300
  • Use Code: 641 Automobile Repair & Services
  • Size (Gross): 0.45 Acres / 19,602 Sq. Ft.
- 406 West Avenue - #31050200301400
  • Use Code: 699 Other Miscellaneous Services NEC
  • Size (Gross): 0.39 Acres / 16988.4 Sq. Ft.

Zoning: Old Town Business District 2
Combined Size (Gross): 0.84 Acres / 36590.4 Sq. Ft.

8.3.5.2 Basic Site Plan
The parcels along West Avenue are centrally located and have high-infill potential. The proposed mixed-use development emphasizes residential units designed as multifamily “stacked flats” that are appropriately scaled, well designed, higher density units that can provide a range of rental rates. Table 8.6 shows the proposed uses by floor. Figure 8.30 shows the basic site plan.

<table>
<thead>
<tr>
<th>Floor</th>
<th>Square Foot of Unit</th>
<th>Public Space per Floor (Exp. below)</th>
<th>Residential Sq. Ft./Floor</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Floor Commercial</td>
<td>34,969 sq ft</td>
<td>1,000 sq ft</td>
<td>30,000 sq ft</td>
<td>100 Residential Units</td>
</tr>
<tr>
<td>First Floor Commercial</td>
<td>34,969 sq ft</td>
<td>4,000 sq ft</td>
<td>30,000 sq ft</td>
<td>90 Residential Units</td>
</tr>
<tr>
<td>Second, Third, and Fourth Floors</td>
<td>34,969 sq ft</td>
<td>N/A</td>
<td>N/A</td>
<td>3 Commercial Units</td>
</tr>
</tbody>
</table>

Table 8.6: Site 2 Multifamily “Stacked Flats” Space Allocation

Images 8.31 and 8.32 are from a proposed development in Toronto, ON. The “Vic Towns” on Victoria Park Avenue in North York, ON serve as an excellent example of the development being proposed for 405-406 West Avenue. The Vic Towns are four-stories with a variety of communal and private rooftop terraces. Although the Vic Towns are more modern than the current aesthetic of downtown Arlington, development along the Centennial Urban Corridor in Arlington could take on a more modern look as design standards transform over phases 1 and 2.
8.3.5.3 Site 2 Cost/Revenue Analysis

The proposed development includes 90 residential units at about 1,000 square feet per unit, renting for $1000/month. These are estimated to generate an annual rental revenue of $1,080,000. In addition, the development includes 30,000 square feet of commercial space valued at $2.70 per square foot, which yields an annual revenue of $972,000. Together, along with other estimated revenue, the development would generate about $2,179,224 per year as shown in Table 8.7.

Table 8.8 displays the annual income, expenses, and net operating income (NOI) associated with the proposed development.

Table 8.9 shows the valuation of the building, which is estimated to be $18,654,600. The table also includes the projected development debt. Based on the estimated project value, the loan amount that the developer could expect, which is based on 75% of the project valuation (CREFCOA), which amounts to about $13,990,500.

Summary of the numbers:
- Net Operating Income: $1,235,623
- Effective Gross Revenue: $2,059,367
- Operating Expenses: $823,744
- Total Initial Project Debt (assuming loan based on LTV): $4,664,100

The valuation of the building was found to be $18,654,600 (with 6.6% CAP rate.) The project would qualify for a loan of $13,990,500 (75% of project valuation). The construction costs are estimated at $18,654,600, with an annual operating income of $1,235,623 and initial project debt of $4,664,100, making this development project feasible.

Table 8.7: Estimated annual rental revenue from Site 2

<table>
<thead>
<tr>
<th>Rentable Space</th>
<th>No. of Units</th>
<th>Rent/Unit</th>
<th>Area/Unit (ft²)</th>
<th>Total #</th>
<th>Rent/Unit/ft²</th>
<th>Total Annual Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartments 1,000 sq ft</td>
<td>90</td>
<td>$1.00</td>
<td>90,000 ft²</td>
<td>$1,000</td>
<td>$90,000,000</td>
<td></td>
</tr>
<tr>
<td>General Commercial</td>
<td>3</td>
<td>$2.70</td>
<td>30,000 ft²</td>
<td>$27,000</td>
<td>$972,000</td>
<td></td>
</tr>
<tr>
<td>Other Rental Revenue</td>
<td></td>
<td></td>
<td></td>
<td>$127,224</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Rental Revenue</td>
<td>93</td>
<td></td>
<td></td>
<td>$2,179,224</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 8.8: Revenues, Expenses, and Net Operating Income for the Site 2 Development

<table>
<thead>
<tr>
<th>Revenue</th>
<th>% of OR</th>
<th>Annual Revenue/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Potential Revenue (GPDR)</td>
<td></td>
<td>$2,179,224</td>
</tr>
<tr>
<td>Loan Vacancy</td>
<td>5.00%</td>
<td>($108,963)</td>
</tr>
<tr>
<td>Loan Debt</td>
<td>8.50%</td>
<td>($180,891)</td>
</tr>
<tr>
<td>Effective Gross Revenue (DR)</td>
<td></td>
<td>$2,059,367</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Personnel</td>
<td>8.5%</td>
</tr>
<tr>
<td>Management Fees</td>
<td>5.00%</td>
</tr>
<tr>
<td>Taxes</td>
<td>15.4%</td>
</tr>
<tr>
<td>Insurance</td>
<td>1.4%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2.3%</td>
</tr>
<tr>
<td>Marketing</td>
<td>1.8%</td>
</tr>
<tr>
<td>Central Service</td>
<td>2.9%</td>
</tr>
<tr>
<td>Replacement Reserve</td>
<td>2.5%</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>37.8%</td>
</tr>
</tbody>
</table>

Net Operating Income | $1,235,623 |

Table 8.9: Site 2 Development Valuation and Debt

<table>
<thead>
<tr>
<th>Pro Forma Net Operating Income (NOI) and Value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro Forma NOI</td>
<td>$1,235,623</td>
</tr>
<tr>
<td>Capitalization Rate</td>
<td>6.6%</td>
</tr>
<tr>
<td>Value of Income Property Only (NOI / Cap Rate)</td>
<td>$18,721,560</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Loan Terms</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Rate</td>
<td>5.75%</td>
</tr>
<tr>
<td>Amortization (years)</td>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Debt Based on Loan to Value (LTV)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum LTV Percentage</td>
<td>75.00%</td>
</tr>
<tr>
<td>Maximum Loan Based on LTV for Income Property</td>
<td>$13,990,500</td>
</tr>
</tbody>
</table>

Using Debt Coverage Ratio (DCR)

- Monthly NOI | $102,368 |
- Maximum DCR | 1.25 |
- Maximum Monthly Payment (NOI/DCR/12) | $82,374 |
- Maximum Loan Based on DCR for Income Property | $17,971,276 |
8.4.1 Catalyst 3 Existing Conditions
The existing conditions of the parcels include: a funeral home, an asphalt parking lot owned by the funeral home, and a detached single family residence.

Parcel 1:
- Parcel ID: 00529900301700
- Use Code: 624 Funeral & Crematory Services (Inc. Cemeteries)
- Area: 0.22 Acres
- Parking Requirement: 34

Parcel 2:
- Parcel ID: 00529900301500
- Use Code: 624 Funeral & Crematory Services (Inc. Cemeteries)
- Area: 0.22 Acres
- Parking Requirement: 21

Parcel 3:
- Parcel ID: 00529900301300
- Use Code: 624 Funeral & Crematory Services (Inc. Cemeteries)
- Area: 0.22 Acres
- Parking Requirement: 0

Parcel 4:
- Parcel ID: 00529900301100
- Use Code: 111 Single Family Residence - Detached
- Area: 0.21 Acres
- Parking Requirement: 2

8.4.2 Catalyst 3 Basic Site Plan
The medium density Urban Transitions Plan on 3rd Street and MacLeod Avenue proposes a townhouse development with 12 units (Figures 8.33). Each unit would have an individual entry facing the street (Figure 8.34). Each unit would also incorporate approximately 1,000 square feet of private open space through individual roof access (Figure 8.35). This development is meant to increase the amount of diverse housing types, provide more affordable housing, and promote walkability with close proximity to the downtown.

8.5 SUMMARY
This chapter outlined three catalyst areas in Arlington: the City Center Square, the Centennial Urban Corridor, and the Urban Transitions Residential Housing Zone. These areas have high-infill potential parcels that could support mixed-use retail and higher density housing. Developments in these areas will be critical as Arlington finds efficient and effective ways to accommodate future population growth while preserving and enhancing its downtown core.