

TOWN OF ARLINGTON
COMMERCIAL DEVELOPMENT PLAN
STRATEGIES ASSESSMENT

PHASE III

MARKETING AND PROMOTION

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LARRY KOFF & ASSOCIATES
TODREAS HANLEY ASSOCIATES, INC.
COLLIERS MEREDITH & GREW, INC.
ICON ARCHITECTURE, INC.
HOWARD/STEIN-HUDSON ASSOCIATES, INC.
WALKER PARKING CONSULTANTS

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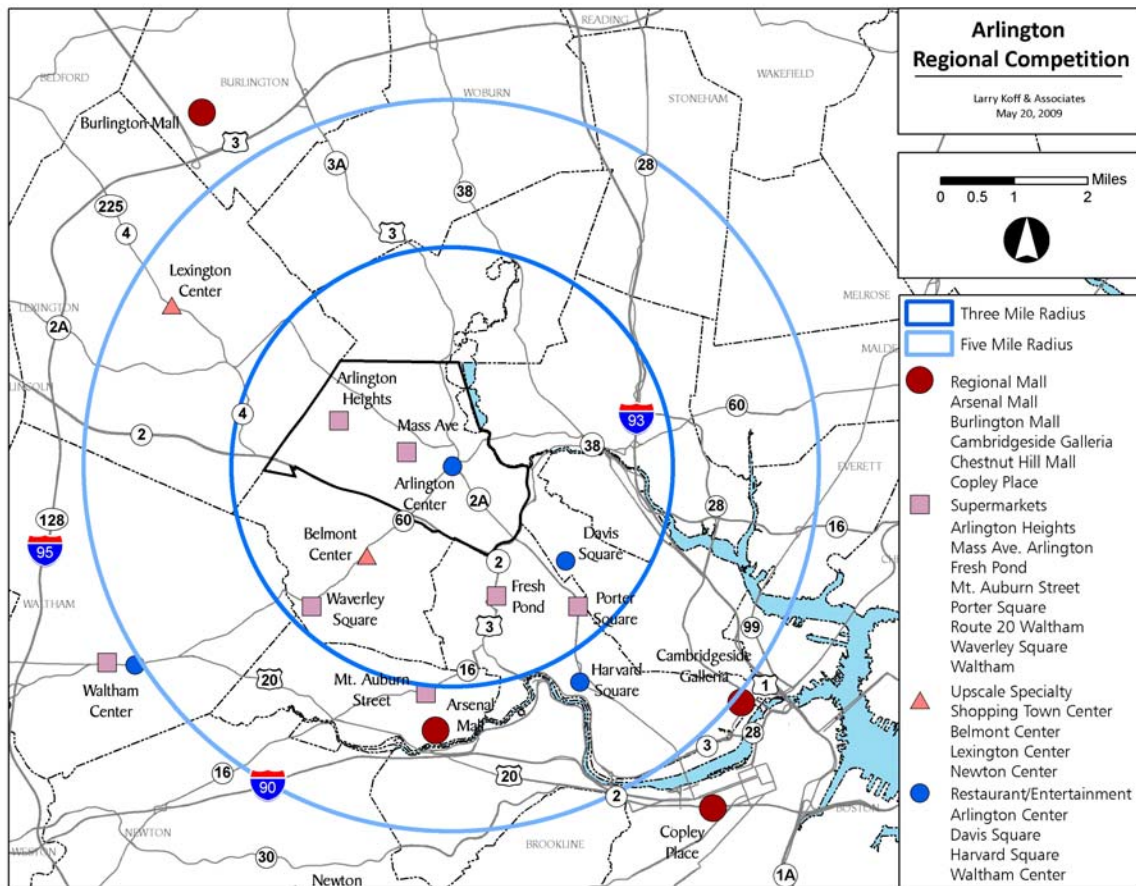
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I. Regional Context

Arlington is a secondary market for commercial activity in the region. Businesses compete for shopping, restaurant and entertainment, and groceries with

- Regional malls
- Other nearby town centers
- Transit oriented commercial locations

The centers described below are considered the most competitive to Arlington since they are convenient and easily accessed within a 1 to 3 mile radius and short drive time depending on time of day and traffic. Because shoppers will shop for different things at different times, often from the workplace and/or to and from special occasions, or for special items on the internet, there is always competition from a wide range of stores and places



The retail centers within the market area which most strongly compete with Arlington's villages include:

Lexington Center (Lexington) is a physically and visually attractive shopping district. The Center benefits by its proximity to major historic tourist sites that are well funded and continuously promoted. Lexington Center has well-maintained, clean sidewalks and shining storefronts and signs. Parking is not considered a problem as it is generally

available on Massachusetts Avenue, the main street, or on the side streets. There are a few destination places, such as Michaelson's Shoes, a major attraction for children's shoes, and the new restaurant, Lexx. The tenant mix consists mainly of small owner-operated stores in women's apparel, specialty foods, jewelry and gifts. Most of these stores target the upscale shopper. The small movie theatre and variety of small restaurants keep the vitality in the evenings. Lexington is a compact district with the majority of ground floor uses dedicated to retail and largely uninterrupted by services or offices. The image of Lexington is that it serves an upscale residential and tourist market with purchasing power. Rents tend to be high, over \$30 per square foot, and this fuels vacancies and turnover, especially in the newly developed mixed-use projects.

Massachusetts Ave. in this area is relatively narrow and traffic moves fairly slowly. This facilitates a pedestrian-friendly two-sided character to the shopping district. Both public (on and off-street) and private parking are adequate and well located.

Belmont Center (Belmont) is a small compact upscale shopping district with the key advantage of Macy's department store, an important anchor attracting shoppers from the adjacent communities. Several locally and regionally owned stores in women's apparel and gifts as well as a few quality restaurants provide Belmont Center with cluster of shops that strengthen its identity as a place to go for shopping and lunch, and increasingly dinner. The Center is clean, safe, and aesthetically appealing. Parking can usually be found on Leonard Street, the main street, or in a lot behind Macy's and the other stores. Rents are relatively high, running between \$35 and \$45 per square foot and this causes tenant turnover.

Fresh Pond/Alewife Brook Parkway (Cambridge) is a two-sided shopping center district with national chains and conventional parking in front of the stores. The tenant mix is stable with many anchor /destination businesses: Whole Foods, Jasper White's Summer Shack, Circle Furniture, TJ Maxx, Staples and Trader Joes, among other lesser chain stores. There is also a multiplex Cinema featuring first-run films. Although there is continuous traffic congestion, this shopping district is convenient to Arlington residents and will continue to capture market share for many off-price and non-specialty items.

Arsenal and Watertown Malls (Watertown) are extremely successful shopping venues with the standard mall stores, anchor department stores and major off-price big box stores. The major attractions have been Old Navy, Target, Best Buy, Home Depot, and several restaurants. In addition to the shops in every merchandise category there are massage and cellular phone services. The two malls opposite each other are convenient, accessible, easy in-out parking. Promotional activities with continuous discounts, coupons, sales, and events keep customers interested and returning to shop and to be entertained.

Burlington Mall, Burlington located off Route 128/I-95, at the junction with Route 3 is one of greater Boston's largest regional and most popular shopping, eating, and entertainment centers. It is easy to find, easy to park, and has shops and restaurants to suit almost everyone's taste and budget. Burlington Mall draws customers from at least

30 minutes away and has been considered the most successful mall in the region despite the development of new lifestyle centers and the recent addition to the shopping center scene of the regional upscale fashion mall in Natick. Recent development has added significant office blocks and health facilities to the area surrounding the mall.

The other significant shopping centers, big boxes and malls for entertainment and shopping that compete with Arlington are farther away, depending on traffic, often 15 to 30 minutes drive time and are thus considered secondary in significance. The most competitive of many choices in this second tier would include those for general shopping: Costco in Everett and Waltham, Home Depot and Target in Somerville, and Fresh Pond. For specialty shopping: Porter Square and Huron Village in Cambridge, and Davis Square in Somerville

	Arlington	Belmont	Cambridge	Lexington	Medford	Watertown	Winchester
Population	42,000	24,000	102,000	31,000	55,573	32,000	21,090
Population Density per Square Mile	8,152	5,148	15,837	1,851	6,777	8,045	3,491
% Households with Children	26%	35%	19%	42%	25%	20%	39%
% Graduated College	61%	70%	70%	76%	39%	55%	71%
Median Household Income	\$65 K	\$80 K	\$48 K	\$97 K	\$69 K	\$60 K	\$118K
% Single Family Homes	40%	51%	9%	80%	38%	22%	72%
Median Home Price	\$425 K	\$645 K	\$630 K	\$615 K	\$227 K	\$411 K	\$422 K

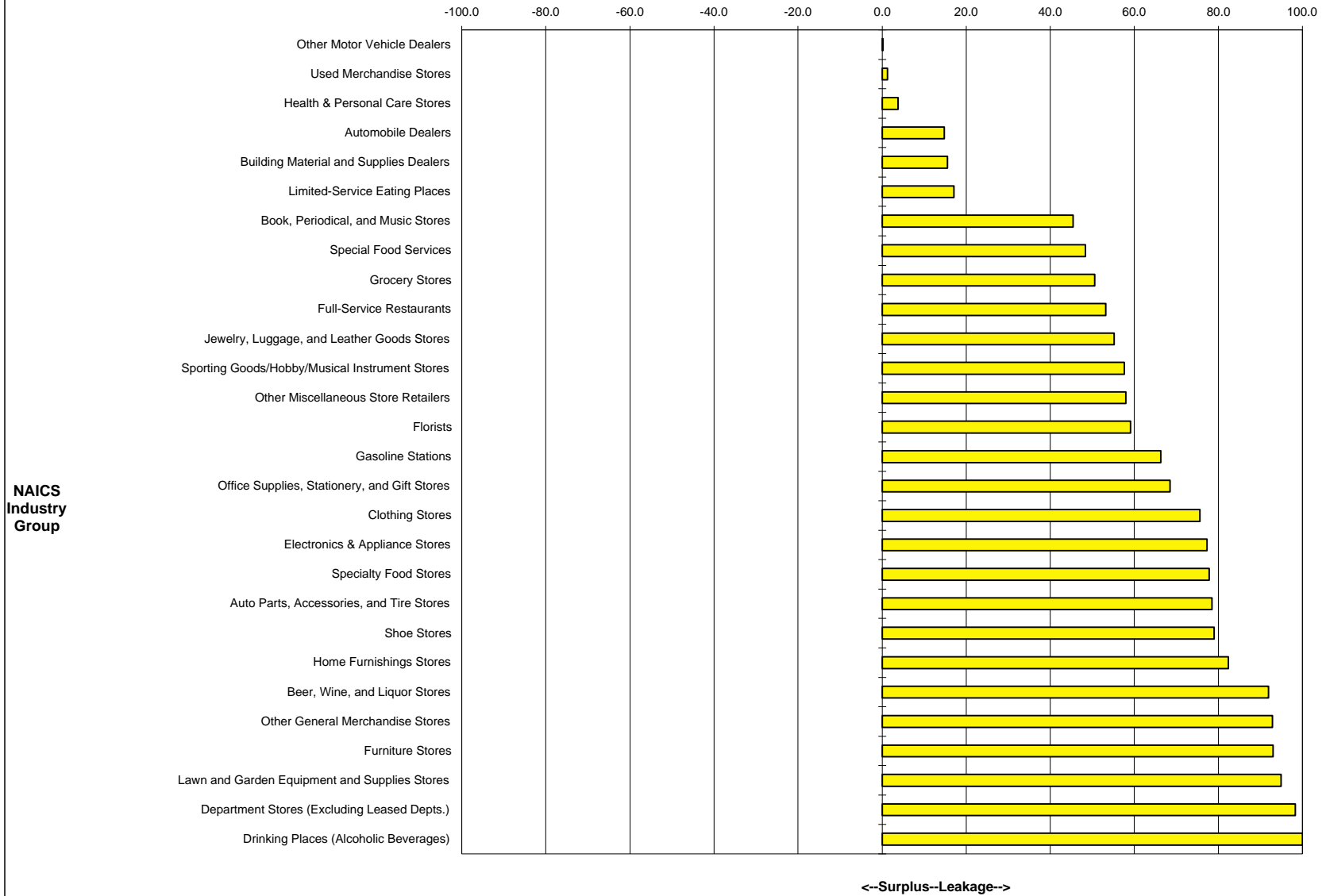
Source: US Census, 2009

A. RETAIL DEMAND, SUPPLY AND LEAKAGE IN ARLINGTON

In 2008 Arlington’s residents and people working in Arlington spent \$708 Million on retail trade, but Arlington’s retail stores and services sold only \$266 Million, leaving a retail gap of \$442 Million. Although the leakage is large it is not unexpected given that Arlington has no shopping centers, big-box stores or other locations that residents would go to for large or numerous purchases.

In fact the town of Arlington has leakage in all retail categories. The following graph shows leakage by retail and restaurant category for Arlington. The data on which the graph is based appears in the Appendix as do graphs and tables for each of the retail areas (0.5 mile radii). The graph has been sorted so that it goes from the least leakage (Other Motor Vehicle Dealers) to the most (Drinking Places, which are not allowed in Arlington). Three non store retailers, electronic shopping and mail order, vending machine operators and direct selling establishments do not exist in Arlington and have been removed from all tables and graphs.

Leakage/Surplus Factor by Industry Group



In evaluating a Surplus/Leakage graph as shown above, attention should be primarily focused on both ends. The bottom of the graph shows the retail uses with the most leakage, where the local market spends few of its dollars at local merchants. There are many internal reasons for complete (Alcoholic Drinking Places [bars] are not permitted) or very high (Liquor Stores are limited in size or number) leakage. There may also be external reasons such as large or especially effective competition in a nearby niche or shopping center, capture of the market by big box stores or stores that only locate in shopping centers.

The other end of the leakage graph should be examined for possibilities of developing a niche so that you attract even more local and outside shoppers.

Leakage

The greatest leakage is in retail categories that do not exist in Arlington: Drinking Places (which are not permitted) and Department Stores which have largely limited their locations outside of central cities to major shopping centers which Arlington does not have. Currently Department Stores are declining in number rather than growing.

Moving up the list, Lawn and Garden stores sell goods that are now commonly bought in big box stores such as Home Depot and Lowes or at greenhouse garden centers. Lexington and Winchester, just outside of Arlington, have famous examples of this type of operation. It is unlikely that a competing center could be successfully developed in Arlington.

Furniture Stores – Arlington has two furniture stores, Shaker Workshops and Unique Antique Imports. Both sell to specialized, limited markets. Cambridge has a furniture niche at Putnam Square while Burlington Mall and other smaller shopping centers near the 128-195 beltway have a large variety of “name brand” furniture stores covering a wide variety of products and price ranges.

Likewise shoe stores, home furnishing stores and electronics stores have largely moved from town retail to shopping centers or big box stores. Lexington has Michelson’s shoe store which has such a strong reputation for knowledge, service and for stocking shoes for people with special needs that it is a destination store recommended by foot doctors throughout the region.

Consumer Spending

Although Arlington is not among the wealthiest communities in the Boston Metropolitan Area, it is wealthy when compared to towns throughout the country. In fact due to income as well as high costs, Arlington residents spend more than USA averages for retail goods and services. For most goods and services Arlington residents spend 30% to 60% more than the nationwide average.

The following table shows Arlington's Spending Potential Index (SPI). The SPI for the USA =100. It also shows the average spent and the total spent by Arlington's households.

Expenditures for Goods and Services – Arlington

TOWN OF ARLINGTON	SPI Index	Average Spent per Household	Total
Apparel and Services	131	\$3,519.23	\$66,647,111
Men's	137	\$680.29	\$12,883,284
Women's	123	\$1,161.51	\$21,996,598
Children's	137	\$569.56	\$10,786,319
Footwear	106	\$510.55	\$9,668,831
Watches & Jewelry	162	\$361.59	\$6,847,827
Apparel Products & Services	187	\$235.73	\$4,464,252
Computer			
Computers & Hardware for Home Use	167	\$351.20	\$6,651,085
Software & Accessories for Home Use	171	\$49.33	\$934,248
Entertainment & Recreation	152	\$5,642.24	\$106,852,741
Fees & Admissions	169	\$1,045.52	\$19,800,129
Membership Fees for Clubs	161	\$266.56	\$5,048,159
Fees for Participant Sports, excl. Trips	167	\$190.62	\$3,609,978
Admission to Movie/Theatre/Opera/Ballet	177	\$263.92	\$4,998,032
Admission to Sporting Events, excl. Trips	173	\$105.45	\$1,997,022
Fees for Recreational Lessons	171	\$217.90	\$4,126,516
Dating Services	183	\$1.08	\$20,422
TV/Video/Sound Equipment	152	\$2,184.85	\$41,376,689
Community Antenna or Cable TV	145	\$1,065.41	\$20,176,803
Televisions	164	\$483.05	\$9,147,932
VCRs, Video Cameras, & DVD Players	146	\$48.63	\$921,046
Video Cassettes & DVDs	157	\$102.46	\$1,940,368
Video Game Hardware & Software	153	\$54.77	\$1,037,172
Satellite Dishes	147	\$1.63	\$30,830
Rental of Video Cassettes & DVDs	152	\$77.37	\$1,465,170
Streaming/Downloaded Video	186	\$1.51	\$28,596
Sound Equipment	161	\$341.39	\$6,465,183
Rental & Repair of TV/Radio/Sound Equipment	148	\$8.64	\$163,589
Pets	153	\$676.68	\$12,814,915
Toys & Games	145	\$216.20	\$4,094,479
Recreational Vehicles & Fees	126	\$551.05	\$10,435,783
Sports/Recreation/Exercise Equipment	142	\$306.33	\$5,801,247
Photo Equipment & Supplies	154	\$196.51	\$3,721,540
Reading	162	\$465.09	\$8,807,959
Food	152	\$12,613.67	\$238,877,681
Food at Home	151	\$7,365.27	\$139,483,476
Bakery & Cereal Products	150	\$1,009.98	\$19,127,043
Meat, Poultry, Fish, & Eggs	150	\$1,832.19	\$34,698,015
Dairy Products	152	\$847.66	\$16,053,011
Fruit & Vegetables	158	\$1,311.48	\$24,836,769
Snacks & Other Food at Home	148	\$2,363.96	\$44,768,638
Food Away from Home	153	\$5,248.40	\$99,394,205
Alcoholic Beverages	166	\$990.36	\$18,755,427
Nonalcoholic Beverages at Home	146	\$646.49	\$12,243,219

Expenditures for Goods and Services – Arlington

TOWN OF ARLINGTON	Spending Potential Index	Average Spent per Household	Total
Investments	178	\$1,802.50	\$34,135,730
Vehicle Loans	137	\$7,954.28	\$150,638,242
Nonprescription Drugs	137	\$155.62	\$2,947,176
Prescription Drugs	127	\$721.37	\$13,661,242
Eyeglasses & Contact Lenses	143	\$110.52	\$2,093,068
Mortgage Payment & Basics	159	\$14,540.62	\$275,370,180
Maintenance & Remodeling Services	175	\$3,612.25	\$68,408,711
Maintenance & Remodeling Materials	144	\$600.22	\$11,366,920
Utilities, Fuel, & Public Services	140	\$6,405.42	\$121,305,786
Household Textiles	159	\$222.12	\$4,206,562
Furniture	162	\$1,066.91	\$20,205,064
Floor Coverings	161	\$155.97	\$2,953,779
Major Appliances	153	\$461.11	\$8,732,550
Housewares	147	\$139.91	\$2,649,692
Small Appliances	158	\$55.61	\$1,053,074
Luggage	169	\$17.00	\$322,013
Telephones & Accessories	103	\$44.38	\$840,386
Child Care	148	\$607.50	\$11,504,779
Lawn & Garden	145	\$615.63	\$11,658,762
Moving/Storage/Freight Express	183	\$96.05	\$1,819,073
Owners & Renters Insurance	132	\$649.93	\$12,308,372
Vehicle Insurance	149	\$2,089.09	\$39,563,151
Life/Other Insurance	138	\$794.08	\$15,038,344
Health Insurance	141	\$2,855.58	\$54,078,977
Personal Care Products	152	\$659.58	\$12,491,044
School Books and Supplies	151	\$177.97	\$3,370,384
Smoking Products	131	\$591.25	\$11,197,177
Vehicle Purchases (Net Outlay)	150	\$7,757.40	\$146,909,656
Gasoline & Motor Oil	140	\$3,526.42	\$66,783,375
Vehicle Maintenance & Repairs	156	\$1,549.80	\$29,350,196

Total expenditures listed in the two tables exceeds 2.2 billion dollars.

B. TRADE AREAS/NICHE MARKET(S)

Potential Trade Areas

Given the difficult transportation situation and the number, variety and location of competing retail areas we see Arlington's trade areas as limited, with little opportunity for expansion except by developing niche uses capable of attracting shoppers from throughout the region.

Arlington retail has several markets which we evaluate in this document.

- Local retail market— The demand for goods and services providing convenience to residents who live within a half mile of the retail centers.

- Regional niche market(s)—The theaters and some restaurants and specialty retail stores draw from the surrounding communities.
- Tourism market—This currently appears to be a minor factor. The Minuteman Bike trail seems to be a substantial market which includes both commuter and pleasure trips.

As part of our reconnaissance research we also examined the wider market available to any businesses able to make a sub-regional name for itself so that it can draw shoppers from a wider area. Because of the traffic and parking problems identified in this report, it is clear that the niche retailer will have to offer goods or services that do not have significant competition so that people will be willing to travel to shop in their store.

Today the theaters are businesses that qualify. They show movies and performances that are not easy to find in the metropolitan area and do so in distinct environments that bring back memories of childhood to baby boomers and older residents.

Our field research indicates that Arlington is developing another niche market in alternative health practices including exercise, massage, physical and mental therapies and related activities.

Both of these “niches” are beneficial to the overall economy because the people they attract from outside Arlington have the opportunity, time and money to eat and/or shop in Arlington as part of their visit.

To obtain an idea of the size of the wider potential market we looked at the numbers for all Towns adjacent to Arlington (Belmont, Cambridge, Lexington, Medford, Somerville and Winchester.

Excluding Arlington’s population, these adjacent communities have a population of 311,600 people living in 126,300 households. Median Household Income is just over \$100,000 and median home value \$550,600. Average Household Income exceeds \$140,000 per year.

The surrounding communities spent just under six billion dollars on retail goods in 2008.

In short, there is a significant market that could greatly impact Arlington retailers who are able to capture even a small portion of it.

C. RENTS

The following table compares the rents for retail space in Arlington with other, competitive locations. Arlington’s rents are lower than all the other competitive locations indicated.

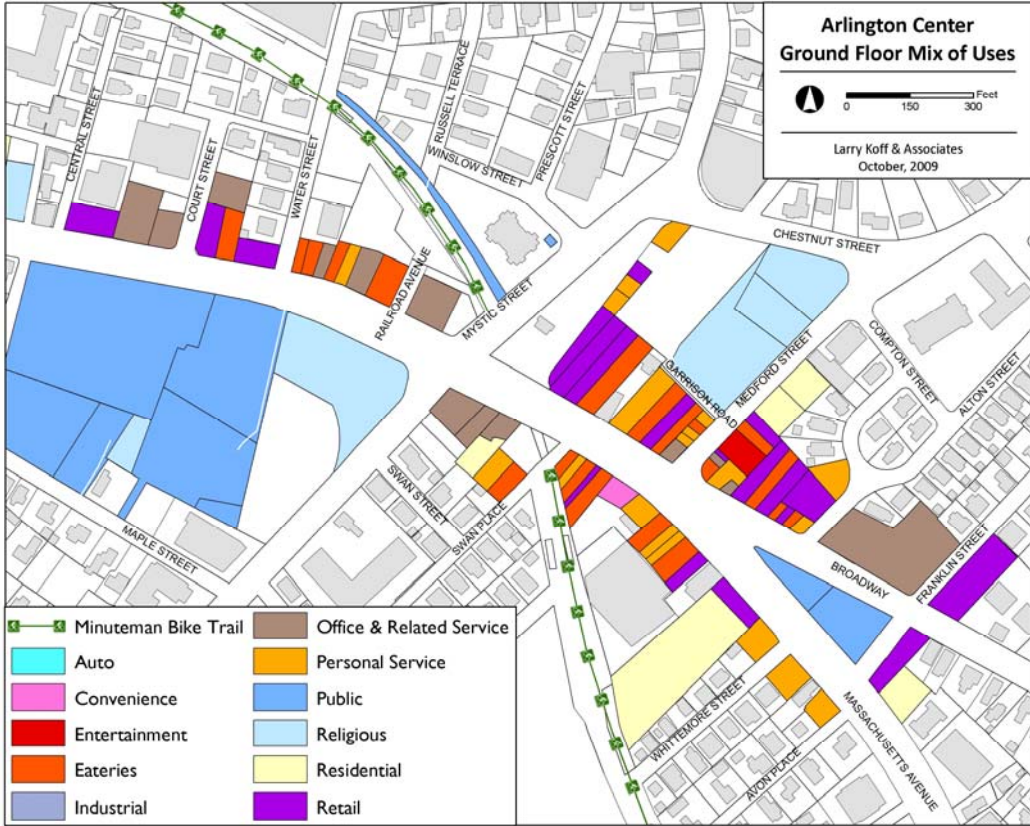
Comparison of retail rents in Arlington and adjacent towns

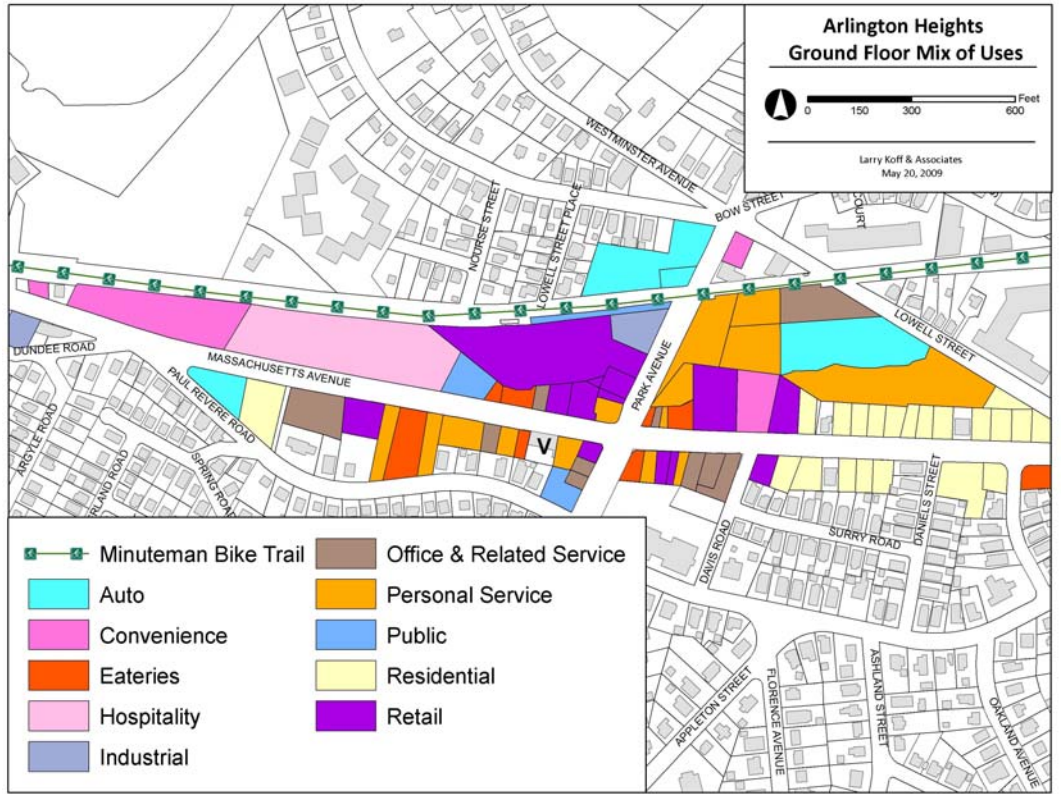
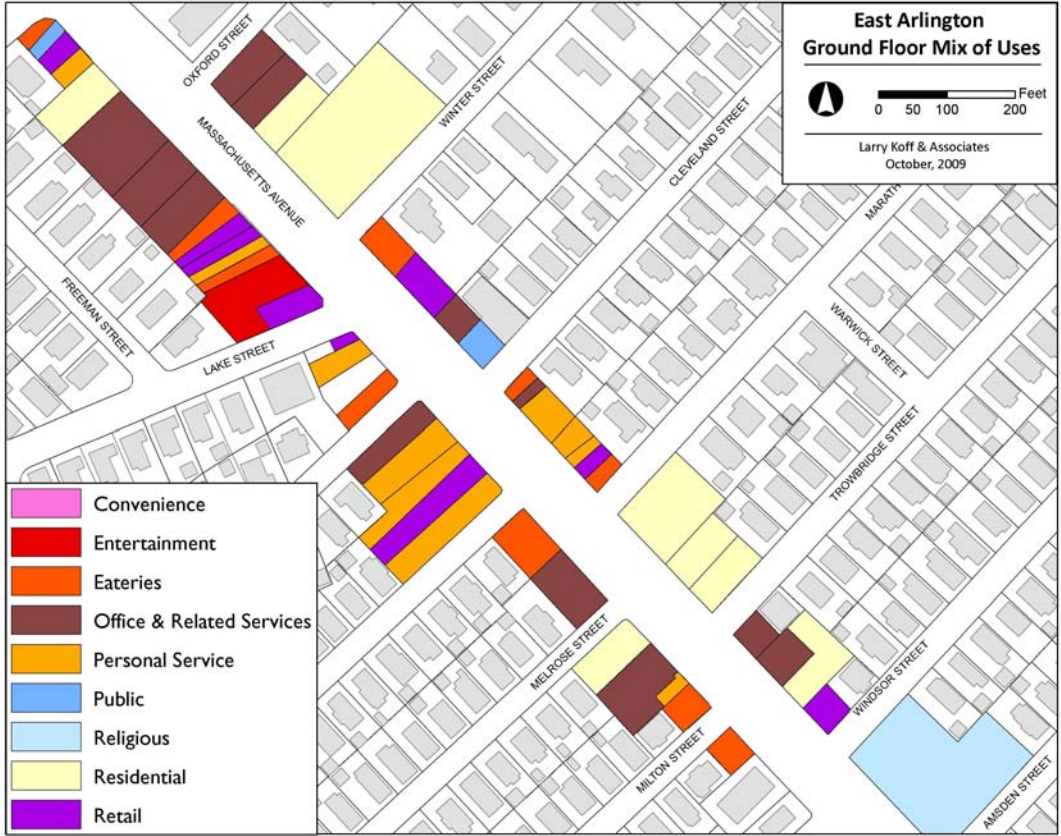
Town Center	Rent (per S.F.)	Assessed Value (per S.F)	Tax Rate
East Arlington	\$15 - \$30	\$153	All: \$11.92/\$1000
Arlington Center	\$15 - \$30	\$116	All: \$11.92/\$1000
Arlington Heights	\$15 - \$30	\$89	All: \$11.92/\$1000
Lexington	\$20-\$45	\$200	Residential: \$12.97/\$1000 Commercial/Industrial: \$24.97/\$1000
Winchester	\$20-\$30	\$175	All: \$10.62/\$1000
Belmont Center	\$30-\$40		All: \$11.89/\$1000
Belmont Squares	\$20-\$25		All: \$11.89/\$1000
Trapelo Road (Belmont)	\$20-\$25		All: \$11.89/\$1000
Davis Square	\$35-\$45		Residential: \$11.71/\$1000 Commercial/Industrial: \$19.25/\$1000
North Cambridge	\$20-\$30		Residential: \$7.56/\$1000 Commercial/Industrial: \$17.97/\$1000

Source for rents: Colliers Meredith & Grew and Todreas Hanley Associates

II. Mix of Uses

Stores / % of space	East Arlington	Arlington Center	Arlington Heights
Retail	13 / 21%	29 / 8%	18 / 23%
Restaurants/ Entertainment	9 / 21%	17 / 5%	4 / 1%
Convenience / Fast-Food	10 / 10%	17 / 4%	13 / 15%
Personal Service	14 / 16%	38 / 33%	17 / 23%
Office & Related Services	33 / 32%	91 / 47%	10 / 15%
Vacant	2 / 2%	5 / .5%	3 / 1%
Total	79 / 104k sq. ft.	210 / 884k sq. ft.	73 / 716k sq. ft.

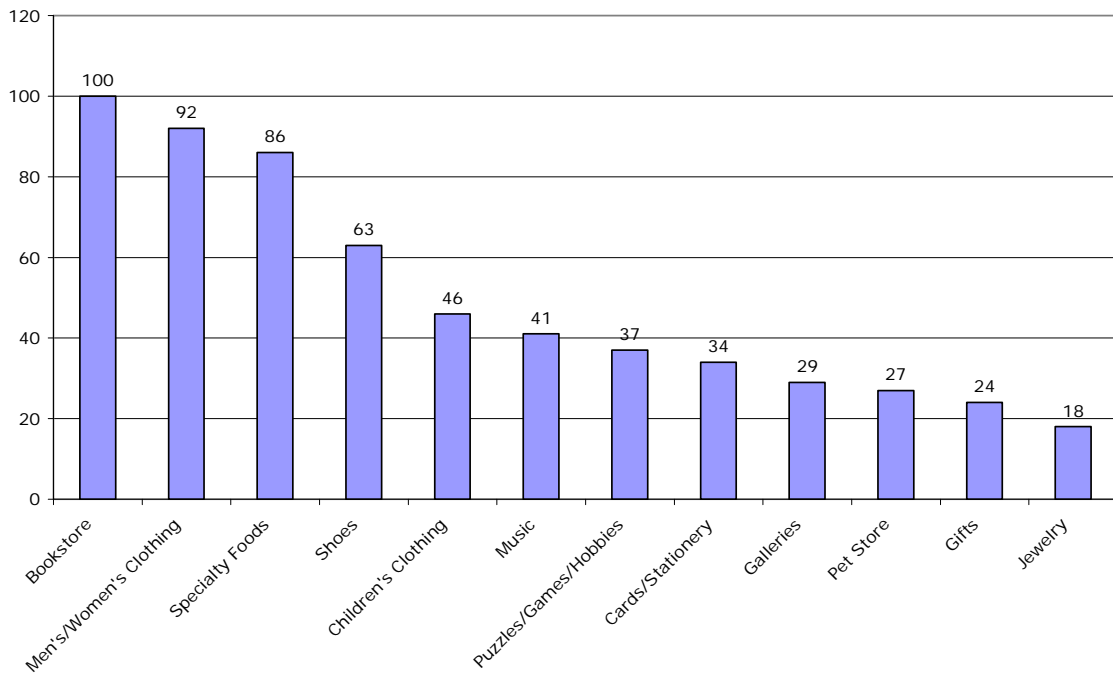




A. RETAIL SURVEY RESULTS

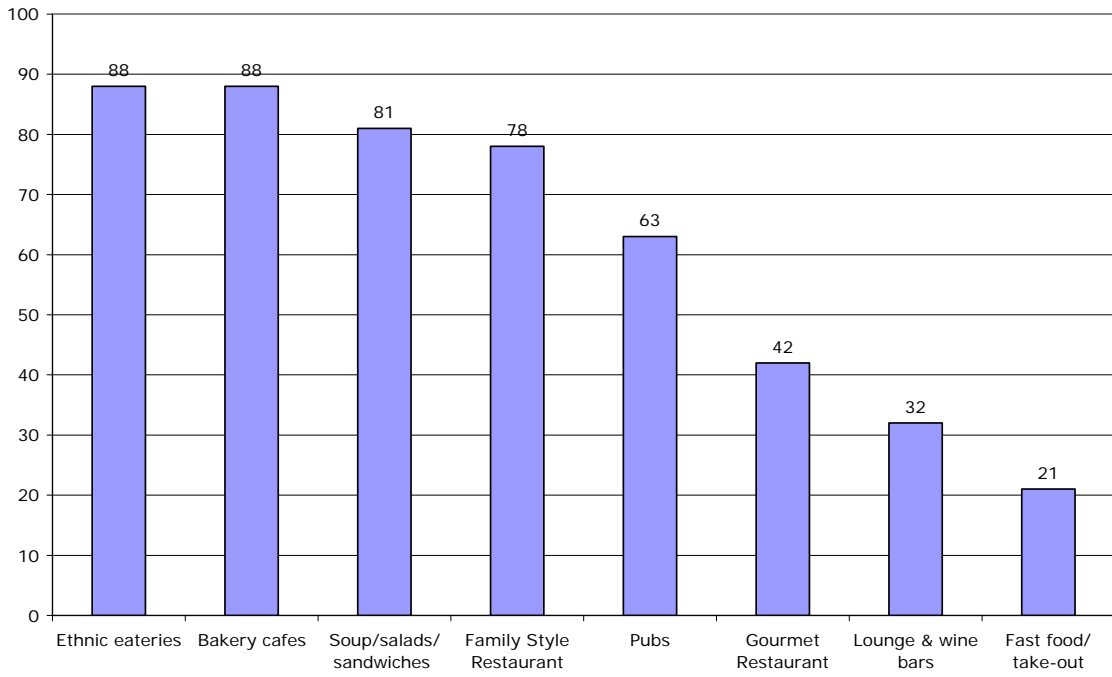
The Town of Arlington posted a retail survey on the internet for Town residents.¹ The survey asked about preferences for stores they would like to see throughout Arlington and the types of restaurant they would like to see as well. In addition, respondents were asked about specific stores they want to see open in the Town. A large variety of stores were listed as desirable in the merchandise categories of specialty and take-out food, apparel, general merchandise, and comparison goods. These specific stores were added to the Master Tenant List if they were appropriate in size, market and demographic needs, still in business, and were not too close to Arlington. If Arlington did not meet the marketing criteria or preferences of the retailer they were not added to the list. A total of 433 residents responded to the survey, 233 through the internet and 200 from paper surveys which were distributed and picked up by Planning Department staff at the local libraries and Town Hall at the Clerk and Selectmen's offices.

Figure 1: Additional retail store categories requested



¹ Survey conducted by Town of Arlington Office of Community and Economic Development, July, 2009

Figure 2: Additional eatery categories requested



III. Marketing and Promotion

A. ARLINGTON CENTER

Identity/Promotion

As the core of Arlington, the downtown can and should become the place for all things about Arlington: a meeting place for informal congregating, a marketplace, a tourist center, and a dining and cultural entertainment center.

- Its image as an emerging center for restaurants is important, and is the key to its revitalization. Restaurants bring people, and shopkeepers notice the people and decide to locate near the restaurants.
- Arlington Center, with the Minuteman Bikeway and the Farmer's Market, is an ideal focal point for those seeking a green, healthful lifestyle.
- Other merchandising themes to complement this are family-oriented shops, apparel, home furnishings and gifts, and specialty foods, and cafes.

Promotion

The Friends of the Broadway Plaza has identified activities to promote interest and business in Arlington Center. Working with area restaurants, the Regent Theater, the Farmer's Market and local arts and music groups, the Broadway Plaza area has the potential to become a major destination location in the Boston area for the rare mix of activities for families and young working people.

- Initiate art evenings
- Piggy-back on other "big days/evenings" in Arlington Center, such as summer Wednesday Farmer's Markets: host a weekly art show by local artists during the Farmer's Market and dinner hours, hang paintings for viewing and purchase by the public
- Introduce an event for Thursday evenings, when many businesses are open
- Involve the Regent Theater in special evenings: live music, entertainment, etc.

Points to Emphasize

- Broadway Plaza is the focal point
- Downtown has restaurants, theatre, farmer's market, and cultural events
- Minuteman Bike Path attracts thousands of bikers and walkers

Tourism

While there are significant historic buildings throughout the town, and the Minuteman Bike Path runs through the length of Arlington, the Center is the commercial district that has the greatest potential to concentrate on tourism as a generator of economic development.

To promote tourism, Arlington Center needs to improve in the following areas:

- Marketing and awareness: Identify and promote sites of interest to tourists.



- Support facilities: A welcome center with public restrooms and information.
- Participation in regional and state-wide tourism promotion efforts that Arlington’s attractions are listed in brochures, web-pages and catalogues.

Re-tenanting and revitalization

The “Broadway Block” is currently facing some significant vacancies and turnovers which are not necessarily apparent to the local resident. A number of properties are for sale and businesses are either vacant or have plans to vacate after their lease expires. Many of these businesses are located on or near Broadway Plaza. This “softening” of the retail market not only illustrates the need for revitalization in the Center, but it presents immediate opportunities for transformation through new businesses that build on the Center’s unique identity.

First and foremost in merchandising is to add variety to the restaurant theme so that when people are thinking about going out for the evening they think of Arlington, as well as Waltham, Somerville, and Cambridge. The difference will be that Arlington’s downtown is attractive to local families and residents of communities in the area while Somerville and Cambridge attract students from the nearby colleges.

A major focus should be to encourage quality restaurants and cafes to locate adjacent to Broadway Plaza. Arlington Center also needs more small cafes or sandwich shops where bikers, parents with kids, and commuter customers can meet informally.

Target Tenant Types	Specific Tenant Examples
<ul style="list-style-type: none"> ▪ Coffee shops and cafes ▪ Upscale pubs with live entertainment on weekends ▪ Contemporary (American) restaurants ▪ Upscale pizza ▪ Ethnic: Middle-Eastern, Spanish Tapas, Greek, Caribbean, and Mediterranean restaurants ▪ Breakfast/Lunch ▪ Specialty bakeries and prepared foods ▪ Sporting goods and apparel ▪ Apparel and accessories ▪ Home furnishing ▪ Consignment clothing ▪ Five and Dime 	<ul style="list-style-type: none"> ▪ Bloc 11 ▪ Perks Coffee Ltd ▪ Stone Hearth Pizza ▪ Café Luna ▪ The Independent ▪ Sound Bites ▪ City Sports ▪ Second Time Around

*Contact information for target tenants can be found in Appendix IV

Historic Resources



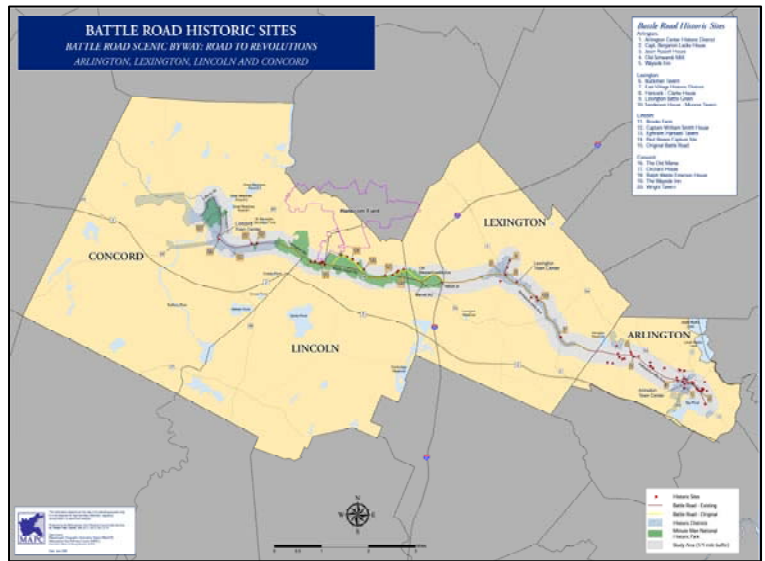
Tourism Strategy: Promoting Arlington’s Historic Sites

To put Arlington “on the map” with other Boston area communities notable for their historic resources, Arlington’s historic and cultural sites should be:

- Accessible and affordable: Accessible means easy to get to (finding, driving, and parking). It is even better if they can be accessible to tourists without cars, using public transit, bikes, or if possible, organized tours. Accessible also means that the sites are open and available to the public during traditional tourism hours so that detailed planning is not required for the tourist to be able to arrive when the facility is open. Finally, accessible means available to and understandable by people with limited ability to walk, see, hear or understand English.
- Understandable: Part of a trail of related tourism attractions that put Arlington’s historic sites into their context in the development of the country; part of a logical stop on a “trail.”
- Educational: To attract and provide useful information to students at various educational levels including supporting research projects for the numerous colleges and universities in the Boston area.



While increased information and accessibility may bring about some slight increase in visitors, the large number of well-known historic sites in Greater Boston will make it hard for Arlington's sites to compete. Boston's North End, Charlestown neighborhood, the near-by Towns of Lexington and Concord, are all associated with the American Revolution through history classes (starting in elementary school), fiction and non-fiction books, poems, songs and paintings. Tourists come to see in real life what they have learned about all their lives. However, if Arlington can increase its visibility along the Battle Road Scenic Byway, which connects the Town to other more well-known historic towns, tourism can become a more reliable source of visitors.



Tourism Attraction Dimensions

Tourism Services and Facilities

Arlington is weak in all aspects of tourism services and facilities. Arlington has one hotel and one bed and breakfast. It has a large number and a good variety of restaurants, but there is no easy way for tourists, whether local or regional, to find the ones they would be interested in. There are no public restrooms in the centers, or places to get local information.

Accessible Cultural/Historical Resources

Arlington has 62 buildings and sites on, or nominated for, the National Register of Historic Places. It was site of important military activity during the British Army's retreat from Lexington and Concord and its residents played many important roles in the Revolutionary War. However, very few, if any, of these sites are open to the public on a regular daily schedule, so they cannot be considered accessible.

Outdoor Recreation

Arlington is a major segment of the Minuteman Bikeway, which connects to Alewife station (and on to Davis Square) on one end, and continues through Lexington, across I-95/128 to Bedford on the other. This is the most heavily used "rail-trail" in Massachusetts, and attracts tourists, commuters, and day-trippers. A count in Arlington near Alewife station found 353 pedestrians, 454 bikers and 729 joggers, for a total of over 1,500 users per day. There is significant potential to attract bikers to shop in the centers, and for regional bike travelers and tourists to use Arlington's commercial areas as a stopping point for refreshment and local culture. Many steps can be taken to draw bikeway users into the retail and community activity in Arlington. Both Bedford and

Lexington have developed facilities along the bikeway, with public restrooms, tourism info and retail oriented establishments toward bikeway users.

Short-Term Action Recommendations

Develop creative tours, such as historic homes and gardens in Arlington, a nature bike trail tour, midnight bike tours of commercial architecture, and any other special tour related to Arlington’s history or culture.

Other historic buildings in the Boston area have made a good business by serving as sites for family and public events, conferences, dinners. Examples include the Admiral’s house at the Charlestown Shipyard, the Commander’s Mansion in the Watertown Arsenal, as well as others. This provides income to maintain and publicize the facility while at the same time familiarizing members of the community with its attractiveness and history.

Long Term Action Recommendations

We propose that the Arlington artistic community be called on to produce works about the Town and its historic and other tourism resources, using every tool at its command. We suggest organizing and funding competitions for histories, stories, songs, and videos. As the art is created and goes out into the world it will start to create a demand for the history that Arlington has to offer.

B. EAST ARLINGTON

Identity/Promotion

East Arlington owes its image as an unusual and artistic hub to the existence of the Capitol Theatre block and its colorful signs and facades and arts-related stores. Beginning with the restaurant Flora, East Arlington is now home to a number of exceptional quality restaurants. The theme for East Arlington is Creative Arts, Boutiques and Eateries. This district already attracts new business prospects that have searched for retail space in Huron Village and the South End. Customers come from the region to attend the Capitol Theatre Cinema and eat at a number of the local quality restaurants.



The merchandising theme for this district is clearly creative arts. The theme can be strengthened with the addition of more hand-crafted gift stores, retailers selling unusual furniture and accessories for the home, art galleries, clothing boutiques, and especially a sit-down restaurant or café/bakery offering lunch as well as dinner. The dining and

entertainment component can be enhanced with the addition of outdoor dining, and the ability to have an alcoholic drink before and/or after the cinema at the restaurant. The addition of small coffee and tea shops and specialty ethnic foods, ice-cream and candy parlor, will also enhance the district for local residents.

East Arlington should continue to develop its marketing and promotion activities. The district should adopt merchant guidelines for business practices as shown in the Marketing and Promotion section of the East Arlington Supplement.

Points to Emphasize

- Specialty district for arts and crafts
- Capitol Theatre is an evening anchor along with a number of evening dining restaurants.
- Specialty district for “foodies” with eateries for all tastes and all budgets.

Re-Tenancing and Regulatory Reform

East Arlington currently has few vacancies; however some offices occupying prime ground floor retail space interrupt the retail rhythm of the street. Whenever possible, efforts should be made to have consistent retail on the ground floors of the principal blocks with offices and non-retail/restaurant businesses flanking at the ends. A list of target tenants is identified below.

Target Tenant Types	Specific Tenant Examples
<ul style="list-style-type: none"> ▪ Cafes/lunch ▪ Family eateries/restaurants ▪ Specialty foods and catering ▪ Art galleries ▪ Distinctive home furnishings ▪ Musical instruments/music store ▪ Specialty games 	<ul style="list-style-type: none"> ▪ Stone Hearth Pizza ▪ Gran Gusto Restaurant ▪ Boutique Fabulous ▪ Learning Express ▪ Zia Outlets ▪ Stellabella toys and games ▪ LaBella's Fine Foods ▪ Dave’s Fresh Pasta

*Contact information for target tenants can be found in Appendix IV

Historic Resources



C. ARLINGTON HEIGHTS

Identity/Promotion

This commercial district can be identified as Arlington’s Village with small-scale buildings on a reduced-width (2-lane) section of Massachusetts Avenue. The village streetscape and relatively narrow avenue are ideal for small-scale shops, informal eateries, and restaurants. The Heights can become the spot for bikers to find grab-and-go food, for families to go out for dinner, and for everyday purchases and services, as well as specialty hobbies. It can also become known as a destination for home-improvement merchandise and services. The Heights is well-positioned to attract shoppers from Lexington and other parts of Arlington. The Heights has had a history of specialized schools, and it should continue to strengthen that niche with classes in health and fitness.

Points to Emphasize

- Intimate village-experience for walking and shopping
- Good opportunity for family and home-related retailing
- 5 to 7 Minutes from Lexington Center
- Bike path runs adjacent to many of the stores with direct access
- Established as a neighborhood shopping district
- Trader Joes, Walgreens, and Panera Bread are anchors

Re-Tenancing

Of the three centers, the Heights currently has the largest number of vacant stores. Re-tenancing of spaces is a priority.

While the distance between the destination stores, Trader Joes and Walgreens, and the rest of the Heights is not large, shoppers tend not to continue their shopping in other stores. One reason is that grocery store and Walgreens shopping trips are generally auto destinations with limited, high turnover customer parking. Another reason is that the large MBTA bus turn-around makes it unattractive to walk from Trader Joe's to the stores in the Heights.

This district needs to be reinvigorated by the presence of independent, owner-operated or small chain stores and restaurants, particularly in the spaces connecting the ends of the district. It needs to continue to be the shopping area for goods and services used by families for themselves and for their homes. Small local retail shops interspersed with eating places and a few upscale pubs with evening entertainment will be attractive to the residents, and will likely draw from the Lexington market as well.

The Gold's Gym site, while presently conveying the sports/fitness and home improvement themes of the Heights, may in the long term present a redevelopment opportunity. A suitable major store at this location can serve as an anchor and help the smaller existing stores by bringing in new regional customers to the Heights, who then would shop at the other stores. Appropriate development will occur if the following conditions are met: the design of the development must be connected visually and physically to the existing retail areas on Massachusetts Avenue and allow for easy walking and biking; the connections and/or paths must be pleasant, safe, and attractive; the retail must be limited to one, or possibly two, regional or national chains. A shopping center with national chains would likely succeed, but at the demise of the local stores. Eventually, the small stores would not survive.

Target Tenant Types	Specific Tenant Examples
<ul style="list-style-type: none"> ▪ General grocery store ▪ Home improvement goods ▪ Appliances ▪ Lighting ▪ Tiles and flooring ▪ Sewing and needlework ▪ Antiques/collectibles ▪ Vintage/custom furniture ▪ Pub ▪ Coffee/Cafes, small eateries ▪ New and used Books ▪ New and used music/instruments 	<ul style="list-style-type: none"> ▪ Roche Brothers ▪ Boston Materials Building Coop ▪ Ben Franklin ▪ Stone Hearth Pizza ▪ J.P. Licks/ Emack and Bolio's ▪ Peats Coffee ▪ Anna's Taqueria ▪ Matt Murphy's Pub ▪ Tables to Teapots ▪ Bowl & Board ▪ Concord Book Store ▪ Watertown Tile ▪ Circles

*Contact information for target tenants can be found in Appendix IV

Historic Resources





D. MODEL BUSINESS PRACTICES

1. Hours of operation
 - Uniform evening hours at least two nights and ideally four will greatly improve sales, since many residents work or are in school during the day.
2. Curb appeal
 - Maintain clean and updated storefronts and windows.
 - Change window displays bi-monthly.
 - Maintain clean sidewalks and entries.
 - Add plants or seasonal items in window boxes to beautify exterior space.
 - Bring selected or sales merchandise outdoors when possible.
3. Personal approach
 - Survey customers to know where they come from and their preferences.
 - Provide personal and quality service.
 - Keep an updated database of customers.
 - Be informed about new products in and related to store theme.
 - Update the store's appearance and signs.
 - Keep a small bowl of candies at the cashier.
4. Community pride
 - Tell business associates in other locations about the advantages of Arlington.
 - Support cooperative advertising efforts and promotional events.

E. MARKETING ROAD MAP

Goals

1. To create ways to market and draw positive attention to Arlington as a place to shop, eat, walk, bike, and find entertainment, cultural, historic and educational activities.
2. To bring more customers to Arlington's stores from neighboring communities; to strengthen existing retailers; to attract other retailers to consider Arlington as a place for business.
3. To demonstrate that Arlington is a better and/or equal business location than its competing town centers, namely, Cambridge, Lexington, Belmont, Somerville, Medford; but also considering Boston, Waltham, West Concord, Malden.
4. To re-enforce the image of Arlington as being business-friendly.

A marketing program would consist of the following elements:

Create Graphics and Materials

- Create a logo and tag line that sums up a “cool” image; e.g., Arlington, “THE PLACE—VISIT US”.
- Create the best message that is reality-based about shopping in Arlington; e.g., small, unusual shops, restaurants, theatres, art – we don't miss a beat.
- Identify the most favorable demographic facts that the Town and merchants approve for dissemination
- Create an advertisement that reflects message
- Create a joint advertisement for individual shops
- Create fact sheets about specific merchants for public relations story
- Create a calendar of events to be published in The Globe Calendar and Boston Magazine
- Create a Press Kit about Arlington and its special features and merchants

Determine Reasonable Budget

- Analyze cost, market, and suitability of advertising in neighborhood news media and blogs in neighboring towns (start with Arlington, Somerville, Belmont, Cambridge, Medford), and select as many formats as reasonable budget permits for disseminating message.
- Based on information gathered, determine a media plan for print and internet.
- Determine cost associated with Calendar of Events, and select whatever budget permits.

Disseminate Information

- Work with the colleges in the metropolitan region to supply interns in marketing and communication—Arlington can be an excellent project for students in both these disciplines



- Invite members of the press to each calendar event.
- Use Joanne Bergin at New England Journal of Real Estate for feature articles on Arlington as a place for business.
- Maintain the internet site and blog with updated information.

Appendix 1: Arlington Center Businesses

Number	Street Name	Business Name	Business Description	Business Type
283	Broadway	Play Time	Arts and crafts supplies	Specialty Retail
299	Broadway	Right Turn	Substance abuse/mental health	Personal Service
301	Broadway	Body Mind Systems	Martial arts	Personal Service
303	Broadway	Mifune	Japanese/Chinese restaurant	Food
307	Broadway	Magic Dragon Comics	Comic books and accessories	Specialty Retail
309	Broadway	Ripples	Hair Salon	Personal Service
311	Broadway	Divinity Splendor Glow	Handcrafted gifts and cards	Specialty Retail
313	Broadway	Arlington Optique Boutique	Optician-- glasses, sunglasses, contacts	Specialty Retail
315	Broadway	Gemma	Italian restaurant, take out	Food
319	Broadway	Krazy Karry's	Burger joint	Food
319	Broadway	CVS Pharmacy	Pharmacy and sundries	Convenience
325	Broadway	Watertown Savings Bank	Bank	Office & Related Services
325	Broadway	Yoga & Healing	Dahn yoga classes	Personal Service
327	Broadway	Starbucks Coffee	Coffee house	Food
295-297	Broadway	American Alarm	Alarm Company	Personal Service
9	Court St.	Rush-Kent Insurance	Insurance	Office & Related Services
9	Court St.	Fredric C. Harris	Legal services	Office & Related Services
9	Court St.	Patrick J. Murphy	Legal services	Office & Related Services
9	Court St.	Dennis J. Carey	Legal services	Office & Related Services
397	Massachusetts Ave.	Helena's	Women's clothing and accessories	Specialty Retail
397	Massachusetts Ave.	Wild Child	Children's clothing	Specialty Retail
397	Massachusetts Ave.	Isis Maternity	Maternity supplies, strollers, toys, etc	Specialty Retail

Number	Street Name	Business Name	Business Description	Business Type
399	Massachusetts Ave.	The Music Studios at Arlington Center	Music classes and lessons	Personal Service
400	Massachusetts Ave.	Wilkens Insurance Agency	Insurance	Office & Related Services
400	Massachusetts Ave.	American Laser Centers	Hair removal, skin rejuvenation	Personal Service
400	Massachusetts Ave.	Golden Water Massage	Massage therapy	Personal Service
406	Massachusetts Ave.	Chiro Care	Chiropractic, massage, acupuncture	Office & Related Services
406	Massachusetts Ave.	Publicover	Security services	Personal Service
406	Massachusetts Ave.	Wayside	Youth and family support network	Personal Service
418	Massachusetts Ave.	Saville & Grannan	Funeral & cremation	Personal Service
430	Massachusetts Ave.	The Computer Café	Computer sales, service, training	Specialty Retail
432	Massachusetts Ave.	New England Photo	Cameras, photos, copies, etc.	Specialty Retail
444	Massachusetts Ave.	Kayuga II	Asian cuisine	Food
448	Massachusetts Ave.	T & L Nails	Complete nail care	Personal Service
449	Massachusetts Ave.	Leader Bank	Bank	Office & Related Services
450	Massachusetts Ave.	La Buona Vita	Italian restaurant	Food
451	Massachusetts Ave.	The Chilly Cow	Ice cream, frozen custard, cakes	Food
452	Massachusetts Ave.	Ronald A. Riesz	Dispensing optician	Specialty Retail
454	Massachusetts Ave.	Punjab	Market, food and supplies	Convenience

Number	Street Name	Business Name	Business Description	Business Type
455	Massachusetts Ave.	Mission Trophy	Trophies	Specialty Retail
455	Massachusetts Ave.	Clerc & Associates P.C.	Legal services	Office & Related Services
455	Massachusetts Ave.	Maid Pro	Maid services	Personal Service
456	Massachusetts Ave.	TC Jewelers	Jewelery, new and used	Specialty Retail
457	Massachusetts Ave.	Verizon Wireless	Wireless retail	Specialty Retail
457	Massachusetts Ave.	Papa Gino's	Pizza restaurant/take out	Food
458	Massachusetts Ave.	Heads Up	Hair salon, supplies	Personal Service
460	Massachusetts Ave.	United Shoe Repair	Shoe repair	Personal Service
463	Massachusetts Ave.	Sunny Cleaners	Dry cleaning	Personal Service
464	Massachusetts Ave.	Tango	Argentinian restaurant	Food
468	Massachusetts Ave.	Derby Farms	Flowers & gardens, gifts and supplies	Convenience
471	Massachusetts Ave.	Fitness First	Health Club	Personal Service
473	Massachusetts Ave.	Rio Brazillian Barbeque	Brazillian cuisine	Food
474	Massachusetts Ave.	Something Extra (for Women)	Women's clothing and accessories	Specialty Retail
476	Massachusetts Ave.	Dr. John Archibald	Optomitrist	Specialty Retail
478	Massachusetts Ave.	Steve's House of Pizza	Pizza restaurant/ take out	Food
485	Massachusetts Ave.	Punjab	Indian cuisine (restaurant)	Food

Number	Street Name	Business Name	Business Description	Business Type
487	Massachusetts Ave.	Main Event Tuxedo	Tuxedo rental	Specialty Retail
489	Massachusetts Ave.	Costume Company	Costumes, retail and rental	Specialty Retail
493	Massachusetts Ave.	Wood & Strings Music	Instruments and lessons	Personal Service
594	Massachusetts Ave.	Jam'n Java	Coffee house	Food
600	Massachusetts Ave.	Anton's Cleaners	Drycleaning	Personal Service
626	Massachusetts Ave.	Cambridge Savings Bank	Bank	Office & Related Services
635	Massachusetts Ave.	Coldwell Banker	Residential brokerage	Office & Related Services
635	Massachusetts Ave.	WT Phelan	Insurance	Office & Related Services
635	Massachusetts Ave.	Leone & Leone Law Offices	Legal services	Office & Related Services
635	Massachusetts Ave.	Kalivas Insurance Agency	Insurance	Office & Related Services
635	Massachusetts Ave.	Frank Chiara, Esquire	Legal services	Office & Related Services
635	Massachusetts Ave.	Arlington Education Association	Educational advocacy group	Office & Related Services
635	Massachusetts Ave.	Ann Waters	Legal services	Office & Related Services
635	Massachusetts Ave.	Fitzsimmons Law Offices	Legal services	Office & Related Services
635	Massachusetts Ave.	Vann Clare	Legal services	Office & Related Services
635	Massachusetts Ave.	Martha Penzenik	Architectural services	Office & Related Services

Number	Street Name	Business Name	Business Description	Business Type
645	Massachusetts Ave.	Not Your Average Joe's	Restaurant, American cuisine	Food
655	Massachusetts Ave.	Bank of America	Bank	Office & Related Services
659	Massachusetts Ave.	JR Burke Salon	Hair, facials, waxing, nails, manicures. .	Personal Service
661	Massachusetts Ave.	Associates Block		Office & Related Services
661	Massachusetts Ave.	Heeltoe Consulting	Hardware/software consulting	Office & Related Services
661	Massachusetts Ave.	Consulting Services	?	
661	Massachusetts Ave.	Open Eye Video	Community video productions	Office & Related Services
661	Massachusetts Ave.	Felicia Brown	Mental health services	Office & Related Services
661	Massachusetts Ave.	?	?	
661	Massachusetts Ave.	Kerry Garvey	?	
661	Massachusetts Ave.	Tip Joy	?	
661	Massachusetts Ave.	Arlington Apartment Association	?	Office & Related Services
661	Massachusetts Ave.	Jane Axelrod	?	
661	Massachusetts Ave.	Robert Bordonardo	?	
661	Massachusetts Ave.	Jill Rozell	Mental health services	Office & Related Services
661	Massachusetts Ave.	Donnettes Peary	?	

Number	Street Name	Business Name	Business Description	Business Type
661	Massachusetts Ave.	Laura Stambona, LICSW	Mental health services	Office & Related Services
661	Massachusetts Ave.	Holistic Therapies & Fitness	Fitness, acupuncture, massage, etc.	Personal Service
661	Massachusetts Ave.	Robert Olivardia, PHD	Mental health services	Office & Related Services
661	Massachusetts Ave.	Maryellen Crowley, PHD	Mental health services	Office & Related Services
661	Massachusetts Ave.	Realization Pictures	Media production company	Office & Related Services
661	Massachusetts Ave.	Movie Media	?	Office & Related Services
661	Massachusetts Ave.	The Society for Biblical Studies	Bible studies	Personal Service
661	Massachusetts Ave.	P. Miano/Terra Vista	Travel and learning programs	Personal Service
661	Massachusetts Ave.	Rentals/White Acre Realty Trust	Realty	Office & Related Services
661	Massachusetts Ave.	Body Access Pilates & Pedaling	Fitness	Personal Service
663	Massachusetts Ave.	Thai Moon	Thai cuisine (restaurant)	Food
665	Massachusetts Ave.	VCA City Cats Hospital	Veternary services	Office & Related Services
669	Massachusetts Ave.	Quiznos Subs	Sub sandwiches	Food
671	Massachusetts Ave.	Domino's Pizza	Pizza restaurant/take out	Food
673	Massachusetts Ave.	Camilla's	Bridal shop	Specialty Retail
675	Massachusetts Ave.	Coyote Impressions	Cards and gifts	Specialty Retail
677	Massachusetts	Forever Young	Massage therapy	Personal Service

Number	Street Name	Business Name	Business Description	Business Type
681	Massachusetts Ave.	Symmes Minimart	Groceries, sundries	Convenience
683	Massachusetts Ave.	Vacant space		
685	Massachusetts Ave.	Henry Bear's Park	Children's toys	Specialty Retail
689	Massachusetts Ave.	Tryst	Creative American cuisine, restaurant	Food
691	Massachusetts Ave.	Wand & Will	Women's empowerment/advocacy	Office & Related Services
691	Massachusetts Ave.	Dr. Jeffrey L. Brown & Associates	Mental health services	Office & Related Services
691	Massachusetts Ave.	Virginia Deforge, RN, CSCP	Mental health services	Office & Related Services
691	Massachusetts Ave.	Lore Peters, ATR, LMHC	Psychotherapy, expressive arts therapy	Office & Related Services
691	Massachusetts Ave.	Kathlene Carey, MS, RN, CS, MPH	Mental health services	Office & Related Services
691	Massachusetts Ave.	Green Markets International	Environment and renewable energy	Office & Related Services
691	Massachusetts Ave.	Anita Gram, PHD	Mental health services	Office & Related Services
691	Massachusetts Ave.	Steve & Ceane Willis, PHD	?	Office & Related Services
691	Massachusetts Ave.	Robert Schneider Photography	Contemporary documentary photography	Personal Service
691	Massachusetts Ave.	Business Matters	Home cleaning	Personal Service
693	Massachusetts Ave.	Mr. Sushi	Japanese cuisine	Food
699	Massachusetts Ave.	Citizen's Bank	Bank	Office & Related Services

Number	Street Name	Business Name	Business Description	Business Type
715	Massachusetts Ave.	Copies Inc.	Copy services	Specialty Retail
717	Massachusetts Ave.	Swanson's Jewelers	Jewelry	Specialty Retail
721	Massachusetts Ave.	Merle Norman Cosmetics	Facials, waxing, manicures, etc.	Personal Service
725	Massachusetts Ave.	Gentle Dental	Dentistry	Office & Related Services
727	Massachusetts Ave.	Vacant space		
729	Massachusetts Ave.	Vacant space		
731	Massachusetts Ave.	Vacant space		
742	Massachusetts Ave.	Turning Point	Career and business consulting	Office & Related Services
742	Massachusetts Ave.	Waterhouse Wellness	Massage, chiropractor, acupuncture	Office & Related Services
742	Massachusetts Ave.	The Edinburg Center	Mental health services	Office & Related Services
432A	Massachusetts Ave.	Shanghai Village Restaurant	Szechuan & Mandarin cuisine	Food
454A	Massachusetts Ave.	Chai Café	Tea, desserts	Food
456A	Massachusetts Ave.	Wells Fargo	Home mortgage	Office & Related Services
470-472	Massachusetts Ave.	Sweet Chili	Thai restaurant	Food
475-477	Massachusetts Ave.	Creative Expressions Salon	Hair, skin, nails	Personal Service
669A	Massachusetts Ave.	Tsunami	Japanese cuisine	Food

Number	Street Name	Business Name	Business Description	Business Type
1	Medford St.	H & R Block	Tax preparation	Personal Service
3	Medford St.	La Ladybug Boutique	Gifts and knick knacks	Specialty Retail
4	Medford St.	European Hair Design	Hair cutting/styling	Personal Service
6	Medford St.	Janiak's	Shoe Boutique	Specialty Retail
7	Medford St.	Regent Theater	Movie house	Entertainment
8	Medford St.	Pink Dolly/Inside	Women's clothing/accessories	Specialty Retail
10	Medford St.	Gail Ann Coffee Shop	Coffee house	Food
12	Medford St.	Welcome Home Properties	Realty	Office & Related Services
12	Medford St.	Mastrocola Law Offices	Legal services	Office & Related Services
13	Medford St.	The Book Rack	Bookstore	Specialty Retail
13	Medford St.	Henry Olds	?	
13	Medford St.	Center for Executive Effectiveness	Business software	Office & Related Services
13	Medford St.	Mojo Marketing	Marketing and sales consulting	Office & Related Services
13	Medford St.	Book Rack (business office)	Administrative	Office & Related Services
13	Medford St.	Booth Simpson Design	Graphic Design	Office & Related Services
13	Medford St.	InterioReview	Surveyors	Office & Related Services
13	Medford St.	Regent Theater (business office)	Administrative	Office & Related Services
14	Medford St.	Beijing Kitchen	Mandarin, Szechuan, Cantonese	Food
11A&B	Medford St.	Mo-Co Music	Music classes and lessons	Personal Service
13A	Medford St.	Compassionate Arts	Health and longevity services	Personal Service
9A&B	Medford St.	Manna Sushi	Japanese/Korean restaurant	Food

Number	Street Name	Business Name	Business Description	Business Type
12	Mill St.	Autopart International	Foreign and domestic auto parts	Auto
22	Mill St.	Mount Auburn	Medical	Office & Related Services
22	Mill St.	Dr. Robert Austin	Medical	Office & Related Services
22	Mill St.	Dr. Ann Morval	Medical	Office & Related Services
22	Mill St.	People GIS	Computer	Office & Related Services
22	Mill St.	ADEM Realty Trust	Realty	Office & Related Services
22	Mill St.	Denise Block-PDM Associates	Mental health services	Office & Related Services
22	Mill St.	Dr. Joseph Gimbles	Medical	Office & Related Services
22	Mill St.	H.T. Bailey	Professional office suite	Office & Related Services
22	Mill St.	Dr. David Khoury	Medical	Office & Related Services
22	Mill St.	Vacant space		
22	Mill St.	New England Forensics	Forensic science	Office & Related Services
22	Mill St.	Dr. Maureen Norman	Medical	Office & Related Services
22	Mill St.	Leo Corsetti	Insurance	Office & Related Services
22	Mill St.	Michael and Sharon Jacques	Medical/psychology	Office & Related Services
22	Mill St.	Dr. Michael Fitzpatrick	Medical	Office & Related Services
22	Mill St.	New England Museum Association	Professional association	Office & Related

Number	Street Name	Business Name	Business Description	Business Type
22	Mill St.	Lena Olsson-- Millbrook Physical Therapy	Physical therapy	Office & Related Services
22	Mill St.	Dr. William Flynn	Medical	Office & Related Services
22	Mill St.	22 Mill St. Professional Building		Office & Related Services
22	Mill St.	Dr.s Paul Burns & Michael Foley	Medical	Office & Related Services
22	Mill St.	Dr. Maria Falzone	Medical	Office & Related Services
22	Mill St.	Dr. Alan Ertel	Medical	Office & Related Services
22	Mill St.	Debra Neiman	Financial Planning	Office & Related Services
22	Mill St.	T.H. Reenstierna, LLC	Real Estate	Office & Related Services
22	Mill St.	Dr. Fariba Esbah	Dentistry	Office & Related Services
22	Mill St.	Bevan Gu-New England	Acupuncture	Office & Related Services
22	Mill St.	Dr. Barry Paul	Medical	Office & Related Services
22	Mill St.	Thomas Ruane	Accounting	Office & Related Services
22	Mill St.	Suburban Radiology Associates	Medical	Office & Related Services
22	Mill St.	Dr. Frank Traniello	Dentistry	Office & Related Services
24	Mill St.	Dorian Color Lab	Digital imaging company	Personal Service
24	Mill St.	Shattuck's Ace Hardware	Hardware retail	Specialty Retail

Number	Street Name	Business Name	Business Description	Business Type
29	Mill St.	Adamian Development	Real estate development	Office & Related Services
30	Mill St.	Brigham's Corporate Offices	Administrative (vacant?)	Office & Related Services
32	Mill St.	Dirico Karate	Martial arts instruction	Personal Service
38	Mill St.	Frozen Food Association of New England	Professional association	Office & Related Services
14-16	Mill St.	Holovak & Coughlin Sporting Goods	Sports retail	Specialty Retail
42-46	Mill St.	Brigham's	Ice cream/restaurant (vacant?)	Food
7	Mystic St.	Alternative Productions	Computer graphics and imaging	Office & Related Services
7	Mystic St.	North Star Alliance	Vocational counseling	Personal Service
7	Mystic St.	RM Staffing	?	
7	Mystic St.	Kratylos Technologies	Software development (for mobile phones)	Office & Related Services
7	Mystic St.	Susan Huang	?	
7	Mystic St.	Warren Realty	Realty	Office & Related Services
9	Mystic St.	Restoration Services	Restoration of damaged valuables	Personal Service
19	Mystic St.	A Skin Care Salon	Skin, body and nails	Personal Service
25	Mystic St.	Porch + Wardrobe	Clothing and sundries	Specialty Retail
25	Mystic St.	Grecian Jewelers	Jewelry	Specialty Retail
92	Summer St.	Scutra	Contemporary American cuisine	Food
94	Summer St.	Bob's K & J Variety	Convenience store	Convenience
96	Summer St.	Mar-di Cleaning	Dry cleaners	Personal Service
100	Summer St.	O'Donoghue Insurance Agency	Insurance	Office & Related Services
108	Summer St.	Napa Auto Parts	Auto parts	Auto
94B	Summer St.	Shanny Beer and Wine	Beer and wine retail sales	Convenience

Appendix II: East Arlington Business

Number	Street	Business Name	Business Description	Business Type
121	Massachusetts Ave	Maida Pharmacy	Pharmacy and sundries	Convenience
127	Massachusetts Ave	The Rental Group	Realty	Office & Related Services
134	Massachusetts Ave	Arlington Diner	Breakfast, lunch, dinner	Food
135	Massachusetts Ave	Hear USA	Hearing aids	Office & Related Services
137	Massachusetts Ave	Giles Fine Wine	Wine and beer, retail	Convenience
138	Massachusetts Ave	Za	Pizza and salad restaurant	Food
141	Massachusetts Ave	Leader Bank	Bank	Office & Related Services
142	Massachusetts Ave	Lexington Driving School	Driving instruction	Office & Related Services
144	Massachusetts Ave	J & D Cleaners	Dry cleaning	Personal Service
148	Massachusetts Ave	Democratic Regional Office	Political	Office & Related Services
152	Massachusetts Ave	Dagg's Deli	Delicatessen and convenience store	Food
156	Massachusetts Ave	Nextel	Wireless retail	Specialty Retail
159	Massachusetts Ave	Audio Video Plus	Car stereo, audio/video repair	Specialty Retail
160	Massachusetts Ave	Anthony's Barber Styling	Hair cutting, styling	Personal Service
160	Massachusetts Ave	Pierre's & Sophia's Tailoring	Tailors	Personal Service
161	Massachusetts Ave	Thailand Café	Thai restaurant	Food

Number	Street	Business Name	Business Description	Business Type
161	Massachusetts Ave	Bank of America	Banks	Office & Related Services
162	Massachusetts Ave	Francesca's Kitchen	Subs, wraps, pasta, take-out	Food
163	Massachusetts Ave	May's Nail Designs	Nail care	Personal Service
164	Massachusetts Ave	Infinity Beauty	Salon, day spa	Personal Service
165	Massachusetts Ave	Tiki In	Chinese food, take-out	Food
166	Massachusetts Ave	Kathmandu Spice	Himalayan fusion cuisine	Food
167	Massachusetts Ave	Vincent's Barber Shop	Hair cutting, styling	Personal Service
169	Massachusetts Ave	Barismo	Coffee and supplies	Food
171	Massachusetts Ave	Connor Architecture	Architectural services	Office & Related Services
173	Massachusetts Ave	Olympic Pizza	Take-out food	Food
177	Massachusetts Ave	Global Realty	Realty	Office & Related Services
179	Massachusetts Ave	Mami Hair Salon	Hair cutting, styling	Personal Service
180	Massachusetts Ave	Robin Goldstein, PHD	Mental health services	Office & Related Services
180	Massachusetts Ave	Leader Mortgage Company	Lending	Office & Related Services
180	Massachusetts Ave	Infinity Creations	Jewelry, gifts	Specialty Retail
180	Massachusetts Ave	Leader Corporate Offices	Office, administrative	Office & Related Services

Number	Street	Business Name	Business Description	Business Type
180	Massachusetts Ave	K. Ruma, LICAC, D. Schufelt, MAC, J. Gilcrest, LMHC	Mental health services	Office & Related Services
180	Massachusetts Ave	Center for Cancer Support and Education	Mental health services	Office & Related Services
180	Massachusetts Ave	I. Stevens, PsyD, L. Egler, PHD, R. Garrity, PHD	Mental health services	Office & Related Services
180	Massachusetts Ave	Whole Earth, New England	Integrative medicine (acupuncture, bodywork)	Office & Related Services
180	Massachusetts Ave	Glen S. Rothfeld, MD, MAC	Medical services	Office & Related Services
180	Massachusetts Ave	The Natural Apothecary	Herbal medicines	Office & Related Services
180	Massachusetts Ave	Arlington Vision Center	Eyeglasses and accessories, optician	Specialty Retail
180	Massachusetts Ave	Cambridge Savings Bank	Banks	Office & Related Services
180	Massachusetts Ave	Arlington Professional Practices	Office, administrative	Office & Related Services
180	Massachusetts Ave	Dinklage Associates	Mental health services	Office & Related Services
180	Massachusetts Ave	Foto Lab	Photography, copies, etc.	Specialty Retail
180	Massachusetts Ave	Bubbling Brook ACUP	Acupuncture	Office & Related Services
180	Massachusetts Ave	J. Harris, MD. R. Wiseman, PsyD, S. Dowden, PHD	Mental health services	Office & Related Services
180	Massachusetts Ave	La Mirage	Hair, nails, skin care	Personal Service
183	Massachusetts Ave	Clay Dreams	"Paint your own pottery" crafts	Specialty Retail
185	Massachusetts Ave	Tall Tree Guild	Contemporary furniture	Specialty Retail

Number	Street	Business Name	Business Description	Business Type
187	Massachusetts Ave	Arlington Bakery & Pastry Shop	Baked goods, retail	Food
189	Massachusetts Ave	Artwear	Women's wear and accessory	Specialty Retail
190	Massachusetts Ave	Flora	Restaurant	Food
191	Massachusetts Ave	Jewelry Boutique	Jewelry	Specialty Retail
194	Massachusetts Ave	Vacant		
198	Massachusetts Ave	Fantasy Nails	Nail care	Personal Service
200	Massachusetts Ave	Christo's Fruit and Deli	Imported groceries	Convenience
201	Massachusetts Ave	Ristorante Olivio	Italian restaurant	Food
202	Massachusetts Ave	Monroe Salt Works	Pottery, jewelry, glass, gifts, etc.	Specialty Retail
204	Massachusetts Ave	Capitol Theater	Theater	Entertainment
212	Massachusetts Ave	Maxima Art Center	Gift shop and gallery	Specialty Retail
212	Massachusetts Ave	Quebrada Baking Company	Baked goods	Food
214	Massachusetts Ave	Continentale	Hair salon and supplies	Personal Service
218	Massachusetts Ave	Whatta Wing	Wings and grill	Food
220	Massachusetts Ave	Robert O. Murphy, DMD	Dentistry	Office & Related Services
223	Massachusetts Ave	White & Quinn Insurance	Insurance agency	Office & Related Services

Number	Street	Business Name	Business Description	Business Type
223	Massachusetts Ave	Walter Fey, CPA	Accounting services	Office & Related Services
226	Massachusetts Ave	Squire's House	Funeral Home	Personal Service
226	Massachusetts Ave	Bessette Realty	Realty	Office & Related Services
226	Massachusetts Ave	Lane Conn, PHD	Mental health services	Office & Related Services
226	Massachusetts Ave	Sarah Conn, PHD	Mental health services	Office & Related Services
226	Massachusetts Ave	Laura Kramer, MD	Mental health services	Office & Related Services
226	Massachusetts Ave	Elizabeth Corpt, LICSW	Mental health services	Office & Related Services
226	Massachusetts Ave	P. Lynn Caesar, PHD	Mental health services	Office & Related Services
226	Massachusetts Ave	Leslie Spieth, PHD	Mental health services	Office & Related Services
226	Massachusetts Ave	Joseph Winn, MSW, LICSW	Mental health services	Office & Related Services
234	Massachusetts Ave	Rainbow Cleaners	Dry cleaners	Personal Service
238	Massachusetts Ave	Marbella	Kitchens, baths, and more-- supplies	Specialty Retail
242	Massachusetts Ave	Sabatino's Italian Kitchen	Take-out restaurant	Food
137A	Massachusetts Ave	Herb's Locksmith	Security service	Personal Service
148A	Massachusetts Ave	Nobile Insurance Agency	Insurance	Office & Related Services
167A	Massachusetts Ave	13 Forest Gallery	Local art--paintings, sculpture, glass, etc.	Specialty Retail
169A	Massachusetts Ave	Coin Op Laundry	Self-help laundry	Personal Service
212A	Massachusetts Ave	Art Beat	Arts and crafts store	Specialty Retail

Appendix III: Arlington Heights Businesses

Number	Street	Business Name	Business Description	Business Type
50	Lowell St.	Road Warrior Moving	Moving company	Personal Service
1234	Massachusetts Ave.	Dunkin Donuts		Food
1241	Massachusetts Ave.	Sedona Sun	Facials, massage waxing, manicures/pedicures	Personal Service
1241	Massachusetts Ave.	Blush	Hair salon	Personal Service
1250	Massachusetts Ave.	Gormley Chiropractic		Office & Related Services
1293	Massachusetts Ave.	Penzeys Spices	Spices	Specialty Retail
1297	Massachusetts Ave.	D'Agostino's Market	Groceries	Convenience
1298	Massachusetts Ave.	Wanamaker Hardware		Specialty Retail
1300	Massachusetts Ave.	Cambridge Savings Bank		Office & Related Services
1303	Massachusetts Ave.	Sports Etc.	Sporting goods, retail	Specialty Retail
1305	Massachusetts Ave.	Comicazi	Comics and toys	Specialty Retail
1306	Massachusetts Ave.	Vision Phone Card Distributors		Office & Related Services
1308	Massachusetts Ave.	Embassy Cleaners	Dry cleaning	Personal Service
1309	Massachusetts Ave.	Arlington Animal Clinic	Veterinary services	Office & Related Services
1310	Massachusetts Ave.	Bouvier Jewelers	Jewelry and gifts	Specialty Retail
1312	Massachusetts Ave.	Something Savory	Diner	Food

Number	Street	Business Name	Business Description	Business Type
1313	Massachusetts Ave.	Classic Café	Diner	Food
1314	Massachusetts Ave.	Balich 5 & 10		Specialty Retail
1315	Massachusetts Ave.	?		
1317	Massachusetts Ave.	Heights Barber Shop	Hair salon	Personal Service
1319	Massachusetts Ave.	Serge's Fine Jewelry	Jewelry and gifts	Specialty Retail
1320	Massachusetts Ave.	Star Nails	Complete nail care	Personal Service
1321	Massachusetts Ave.	Arlington Florist	Flowers, gifts	Convenience
1322	Massachusetts Ave.	Hair Say	Hair salon	Personal Service
1323	Massachusetts Ave.	Capri Pizza & Subs	Italian take-out	Food
1324	Massachusetts Ave.	Splash Tanning	Tanning salon	Personal Service
1328	Massachusetts Ave.	Brigham's Ice Cream and Sanwiches		Food
1332	Massachusetts Ave.	Big Picture Framing	Picture framing service and retail supplies	Specialty Retail
1337	Massachusetts Ave.	The UPS Store	Packing and shipping	Specialty Retail
1339	Massachusetts Ave.	Things We Love	Gifts, curios	Specialty Retail
1340	Massachusetts Ave.	Horizons Day Spa and Hair Salon	Massage, facials, nails, etc.	Personal Service
1341	Massachusetts Ave.	Quad Multisport	Bicycles & gear, running, clothing	Specialty Retail

Number	Street	Business Name	Business Description	Business Type
1343	Massachusetts Ave.	Larson Insurance	Insurance agency	Office & Related Services
1345	Massachusetts Ave.	I Chef	Salads, sandwiches	Food
1346	Massachusetts Ave.	Quad Cycles	Bicycles and biking gear	Specialty Retail
1351	Massachusetts Ave.	Oreck Vacuum	Vacuums and supplies	Specialty Retail
1360	Massachusetts Ave.	Jade Garden	Chinese restaurant	Food
1370	Massachusetts Ave.	Utopia Cleaners	Dry cleaning	Personal Service
1371	Massachusetts Ave.	Chaandi	Jewelry and gifts	Specialty Retail
1375	Massachusetts Ave.	Lakota Bakery	Baked goods	Food
1377	Massachusetts Ave.	Sala Thai	Thai cuisine, restaurant	Food
1386	Massachusetts Ave.	Swiftly Printing	Copy services	Specialty Retail
1395	Massachusetts Ave.	Sunrise Assisted Living	Elderly care	Hospitality
1398	Massachusetts Ave.	Massage Envy	Massage	Personal Service
1398	Massachusetts Ave.	Vacant storefront		
1398	Massachusetts Ave.	Panera Bread	Soup, salad, sandwiches, bread	Food
1398	Massachusetts Ave.	Jenny Craig	Weight loss clinic	Office & Related Services
1420	Massachusetts Ave.	Citizens Bank	Bank	Office & Related Services

Number	Street	Business Name	Business Description	Business Type
1425	Massachusetts Ave.	Walgreens	Pharmacy and sundries	Convenience
1427	Massachusetts Ave.	Trader Joe's	Groceries and sundries	Convenience
1432	Massachusetts Ave.	Antoine's Auto Repair--Gulf Station	Gasoline and auto repair	Auto
1465	Massachusetts Ave.	Starbucks Coffee	Coffee house	Food
1472	Massachusetts Ave.	City Paint	Paint store	Specialty Retail
1474	Massachusetts Ave.	Statewide Contracting Services	Contractor	Industrial
1476	Massachusetts Ave.	Wallex Glass	Glass repair for home and business	Industrial
1267A	Massachusetts Ave.	Custom Contracting, Inc.	Design, remodeling center	Specialty Retail
1289A	Massachusetts Ave.	Dr. Carmen Goulet	Chiropractic	Office & Related Services
1310A	Massachusetts Ave.	Mike's Barber Stylist	Hair salon	Personal Service
1315A	Massachusetts Ave.	Beijing Massage	Massage	Personal Service
1348-54	Massachusetts Ave.	Galaxy Market	Groceries and sundries	Convenience
1367-69	Massachusetts Ave.	Villa House of Pizza	Pizza take-out	Food
1472B	Massachusetts Ave.	City Spray and Pump Repair		Industrial
2	Park Ave.	Peter Pan Superette	Convenience store	Convenience
8	Park Ave.	MacDonald Plumbing and Heating	Plumbing contractor	Industrial

Number	Street	Business Name	Business Description	Business Type
10	Park Ave.	Vartan International Corp.		Office & Related Services
12	Park Ave.	Tattoo Studio	Tattoos	Personal Service
14	Park Ave.	Vacant	Formerly Arlington Health Foods	
19	Park Ave.	Citgo	Gas station	Auto
30	Park Ave.	Gold's Gym	Fitness club	Personal Service
30	Park Ave.	Alpha Auto Body	Auto body repair	Auto
30	Park Ave.	Bigfoot Moving and Storage	Moving company	Personal Service
30	Park Ave.	PCF	Publishers Circulation Fulfillment, Inc.	Office & Related Services
40	Park Ave.	Sunshine Cleaners	Dry cleaning	Personal Service
41	Park Ave.	Arlington Coal and Lumber	Lumber company	Specialty Retail
47	Park Ave.	The Home Center	Kitchen design, hardware, tools	Specialty Retail
71	Park Ave.	Armen's Tailoring	Tailors	Personal Service
75	Park Ave.	Adam's Century 21	Realty	Office & Related Services

Arlington Target Tenant Contact Information

TENANT	CONTACT PERSON	PHONE NUMBER	OTHER BUSINESSES
Bloc 11	Tucker Lewis & Jennifer Park	617-623-0000	Diesel Café, Somerville: 617-629-8717
Perks Coffee Ltd		781-762-5565	
Stone Hearth Pizza	Christopher Robbins & Jonathan Schwarz	617-484-1700 (Belmont Store)	Stone Hearth Cambridge, Needham
Café Luna		617-576-3400	
The Independent	Jess Willis	617-440-6022	
Sound Bites	Yasser Mirza	617-623-8338	Sound Bites Pizzeria & Grill: 617- 623-9464
City Sports	Mike Kennedy (CEO) Jeff Connor (Pres.) Pam Roche (Dir. Of Marketing)	978-988-5100	City Sports throughout the East Coast, based in Boston
Second Time Around	Jeffrey Cassler (Pres.) Alex McCord (Dir. Creative Operations)	617-247-3504	Retail stores throughout the East Coast, based in Boston
Gran Gusto Restaurant	Giuseppe Castellano (Chef/Part-owner)	617-441-0400	
Boutique Fabulous	Mara Anka Kustra (owner)	617-864-0656	
Learning Express	George Russell (VP New Store Ops)	978-889-1000	Stores throughout the country, based in Devens, MA
Zia Clothing Outlet	Karen Kostigan (Owner)	617-484-5525	
Stellabella toys and games	Richard Henry (Owner)	617-491-6290	
LaBella's Fine Foods		781-391-3335	
Dave's Fresh Pasta	Dave Jick (Owner)	617-623-0867	
Roche Brothers	Gary Pfeil (President) Patrick Roche (Co-owner, Vice-Chair of the Board)	781-235-9400	Stores throughout MA, based in Wellesly
Boston Materials Building Coop		617-442-2262	
Ben Franklin	David Larson (franchising)	1-800-992-9304 Ext. 402	Stores throughout the country, based in Wisconsin
J.P. Licks	Vince Petryk (Owner)	617-524-6740 (JP Store)	Stores throughout Greater Boston
Peet's Coffee	James E. Grimes (Divisional Vice-Pres) P. Christine Lansing (General Manager)	510-594-2100	Locations throughout the US, based in CA
Anna's Taqueria	Michael Kamio (Owner)	617-739-7300 (Coolidge Store)	Locations throughout Greater Boston
Boca Grande	Mariko Kamio (Owner)	617-354-7400 (Cambridge Store)	Locations in Cambridge and Brookline
Matt Murphy's Pub		617-232-0188	
Tables to Teapots		978-266-1115	
Bowl & Board	Mark Giarusso (Co-Owner) Maria Giarusso (Co-Owner)	617-776-1049 (Somerville Store)	5 locations throughout MA and RI
Concord Bookshop		978-369-2405	
Watertown Tile		617-926-7200	
Emack and Bolio's	Robert Rook?	617-505-5195	

TOWN OF ARLINGTON
COMMERCIAL DEVELOPMENT PLAN STRATEGIES
ASSESSMENT

PHASE III

DEVELOPMENT SITES OVERVIEW

March 11, 2010

LARRY KOFF & ASSOCIATES
TODREAS HANLEY ASSOCIATES, INC.
COLLIERS MEREDITH & GREW, INC.
ICON ARCHITECTURE, INC.
HOWARD/STEIN-HUDSON ASSOCIATES, INC.
WALKER PARKING CONSULTANTS

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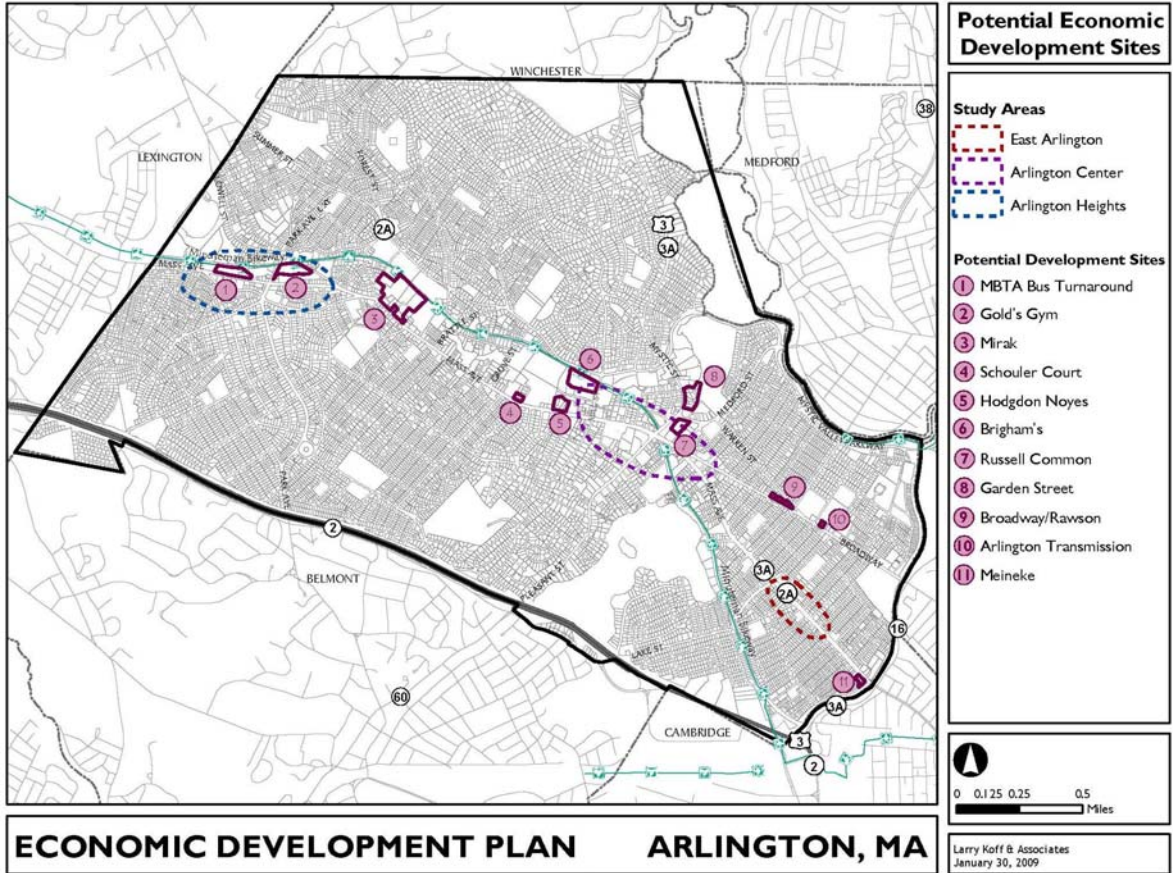
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I. Development Sites Introduction

The development site analysis of the Arlington Commercial Development Study considered 11 underutilized commercial sites throughout the Town that were identified by the Planning Department. A survey of these sites by the consultants indicated that most were relatively small and located outside of the three centers. Four sites were generally considered for their retail potential as summarized in the table below. As noted, the Gold's Gym and related property was the only site that had retail potential that could, with the appropriate use, have a positive impact upon the adjacent commercial center of Arlington Heights. Schouler Court was not located in one of the three centers and was a small site with limited parking and retail potential. The Brigham's site, while located on the edge of Arlington Center, is primarily a rear lot parcel. Residential uses, it was concluded, were a more appropriate use for this site. A private developer obtained site control of this property during the course of our study. In addition, it was decided that the largest site, owned by Mirak and utilized by various auto dealers, was not to be studied in detail. The property owners did not want the Town to assess possible re-use options for this property as this might give the false impression of imminent land use changes. Furthermore, the Hodgden-Noyes site was in the process of being reviewed by the permitting boards for use by CVS so likewise, it was not considered.

	Gold's Gym	Mirak	Schouler Court	Brigham's
Future Industrial Use	No	Yes	Possible	No
Retail Potential	Yes	Not desired	Possible	Minor
Consider Re-Zoning	Yes	No	No	Possible

The following map and table identify background information on each of the 11 sites. The detailed analysis of the Gold's Gym, Schouler Court, and Brigham's sites follows and includes a real estate Market analysis by Colliers Meredith & Grew, a retail market study by Todreas Hanley Associates, Inc and design analysis by Icon Architecture, Inc.



Potential Development Site Assessment

Site	1 MBTA	2 Gold's Gym	3 Mirak	4 Schouler	5 Hodgden- Noyes	6 Brigham's Site	7 Russell Common	8 Garden Street	9 Broadway Rawson
Existing Conditions									
Location	AH	AH	Near AH	Near AC	Near AC	Near AC	AC	Near AC	Between AC & EA
Land Area acres		2.95	12.37	0.56	7.18	3.87	1.52	2.92	2.04
Land Area SF	-	128,458	538,916	24,340	312,754	168,490	66,255	127,118	88,744
Gross Building Area		75,242	172,540	24,026	91,556	65,253	NA	42,908	26,826
Finished Bldg Area		74,788	150,495	17,370	86,852	62,102	NA	27,819	14,091
# Floors		2	1, 4	1, 2	1, 2	1	NA	1, 2, 3	1
Building Condition									
Number of Owners	1	1	2	3	1	1	1	8	6
Building AV		\$1,688,700	\$4,621,200	\$613,700	\$1,688,600	\$3,897,400	\$3,300	\$2,453,000	\$1,135,000
Land AV		\$1,560,800	\$8,997,300	\$1,124,800	\$2,137,600	\$2,274,600	\$1,159,600	\$2,287,000	\$1,413,800
Total AV		\$3,277,200	\$13,789,500	\$1,749,400	\$11,286,300	\$6,214,500	\$1,162,900	\$5,184,500	\$2,579,200
Zoning	B3	Industrial	Industrial	B2A	B4	B2A	R1	R6 / Ind.	B2 / B4
FAR	SF, 2F, 3F, Duplex: .75 TH or Apartment: 1.4 Other: 1 or 1.4	1.5	1.5	SF, 2F, 3F, Duplex: .75 Apt. on street w/width <50 ft.: 0.8 Apt. on street w/width >50 ft.:1.2 Other: 1.0	See Site 4	See Site 4	SF: NA Other: 0.35	SF, 2F, 3F, Duplex: .8 TH, Apt., or office on lot <20K SF: 1.2 Other: .8 See Site 2 for Ind.	SF, 2F, 3F, Duplex: .75 TH or Apartment: 1.0 Other: 1 See Site 4 for B4
Height	SF, 2F, 3F, Duplex: 2.5/35 TH or Apartment: 5/60 or 3/40 Other: 5/60 or 3/40	4/52 or 3/39	4/52 or 3/39	SF, 2F, 3F, Duplex: 2.5/35 Apt. on street w/width <50 ft.: 3/35 Apt. on street w/width >50 ft.: 4/40 or 4/25 Other: 3/35	See Site 4	See Site 4	2.5/35	SF, 2F, 3F, Duplex: 3/35 TH, Apt., or office on lot >20K SF: 4/40 or 3/35 Other: 3/35 See Site 2 for Ind.	SF, 2F, 3F, Duplex: 2.5/35 TH or Apartment: 3/35 Other: 3/35 See Site 4 for B4



I. Gold's Gym Site Analysis

Currently, the Gold's Gym site has a mix of service retail (a fitness center), office, and industrial tenants. Due to the construction method, long-term retention of the existing industrial buildings is unrealistic. This acceptable because the long-term highest and best use for this site is non-industrial uses. Among these potential uses, the residential market is very strong, while there is limited potential for future office uses.



From these factors, four scenarios were created for future reuse of the site. Two of these scenarios (3 and 4) include a supermarket, which would have the most positive impact on the commercial vitality of the Heights. While a supermarket would be beneficial, certain regional and national retailers locating at this site would hurt the existing Mass. Ave. stores. Regardless of the exact use, re-zoning would be required for commercial or residential uses.

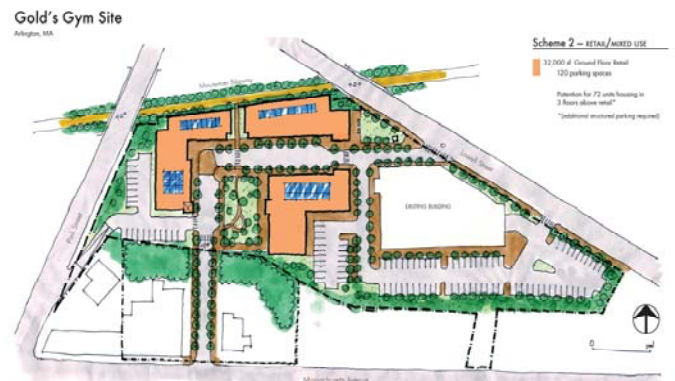
A. DESIGN ALTERNATIVES

Scenario 1: Residential Focus

Building 1	10,000 SF ground floor retail 25 apartment units
Building 2	40 apartment units
Buildings 3-7	21 ground floor units 42 double story townhouse units
128 total units with residential parking below grade	

Scenario 2: Retail/Mixed-Use

Buildings 1- 3	32,000 SF ground floor retail 120 parking spaces
	Potential for 72 housing units in 3 floors above retail (additional structured parking would be required)
	Existing Skyrope building remains



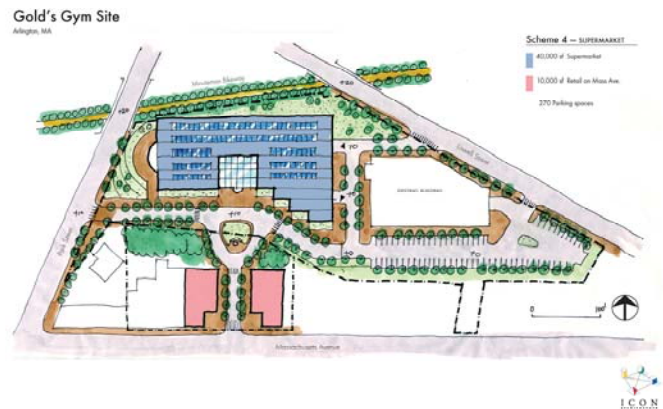
Scenario 3: Supermarket

Building 1	40,000 SF supermarket
Building 2	15,000 SF retail (new on Lowell St.) 340 parking spaces
Building 3	9,000 SF retail (New on Mass Ave.)



Scenario 4: Supermarket

Building 1	40,000 SF supermarket 270 parking spaces
Building 2&3	10,000 SF retail (new on Mass Ave.) Existing Skyrope building remains



Arlington Commercial Development Study
September 2009

B. TRAFFIC GENERATION ESTIMATES (Howard/Stein-Hudson Associates)

Scenario 1:

	DAILY	AM	PM
TOTAL	1,029	66	93
IN	514	19	56
OUT	514	47	38

Scenario 3:

	DAILY	AM	PM
TOTAL	2,936	96	298
IN	1,468	59	148
OUT	1,468	37	144

Scenario 2:

	DAILY	AM	PM
TOTAL	1,247	54	111
IN	623	21	60
OUT	623	32	52

Scenario 4:

	DAILY	AM	PM
TOTAL	2,591	88	262
IN	1,295	54	133
OUT	1,295	34	129

Summary:

- Massachusetts Ave at Park Avenue currently operates at level of service F in the morning and evening peaks
- None of the alternatives greatly impact the level of service of that intersection.
- The supermarket alternatives, 3 and 4, would create deteriorated conditions at Massachusetts Ave. and Lowell Street at the afternoon peak hour for traffic heading southeast.

C. GOLD'S GYM MARKET STUDY BY COLLIERS MEREDITH & GREW

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Exhibit A: Colliers Meredith & Grew 1st Quarter 2009 Market Viewpoint
Exhibit B: Demographic Report

Executive Summary

Colliers Meredith & Grew's Development & Advisory Services Group has reviewed the development potential of the Gold's Gym site at 30 Park Avenue in Arlington, Massachusetts. While the current site is well maintained, fully-occupied and serves a niche in the marketplace, we believe that the site's current use is not its long-term highest and best use and therefore we have evaluated other higher-density development scenarios that could be pursued by the current or subsequent owner in the future.

We have reviewed Arlington's office, hotel, retail and residential real estate markets. Based on our analysis, we believe that Arlington's lack of highway and subway access makes it a less-than-desirable office market and thus speculative commercial office development is unlikely. Hotel demand is similarly weak due to the absence of demand from tourists, universities and large employers. While big box or strip mall retail development may be unlikely it is possible that an upscale grocer may be interested in the site. Of all the property types, residential development is the most likely and given the long-term attractiveness of Arlington and the size and location of the Gold's Gym site, we believe that residential development at the site can be economically viable. We believe that a mixed-use development that is primarily residential with supporting neighborhood retail and some office use would be an attractive development opportunity that supports Arlington's commercial centers.

Office Market Overview

Colliers Meredith & Grew's Research Group tracks approximately 2.9 million square feet of space in the Alewife Station/Route 2 submarket. According to our first quarter 2009 market viewpoint (attached as Exhibit A), asking rents in the area range from \$27 to \$33 per square foot for Class-A space and \$23 to \$26 per square foot for lower-quality Class-B space. The vacancy rate is 19.1%, the highest rate of Arlington/Cambridge's three submarkets.

In addition to the data discussed above, we also reviewed the data of Costar, Inc., a commercial real estate information company that tracks a wider array of buildings. In total, Costar tracks 53 office buildings, totaling just over a half million square feet of space in Arlington. These buildings are primarily located along Massachusetts Avenue and many of them are stick-built residential conversions. On average, these buildings are roughly 10,000 square feet in size. According to Costar, the largest office building in town is the Brigham's site located at 30 Mill Street. The most recently constructed office building is 180 Massachusetts Avenue, a 14-unit office condo building.

Currently, a handful of buildings post asking rents for space, ranging from \$19 up to \$40 per square foot. The average asking rent is \$25 per square foot, which is in line with Colliers Meredith & Grew's market research. The table below contains details on these properties.

Building Address	Property Type	Rentable Building Area	Total Available Space (SF)	% Leased	Avg Wtd Rent	Bldg Class	Yr Built	Owner Name
7 Central St	Office	17,000	2,224	87%	\$19.40	C	1927	American Alarm & Communications, Inc.
297 Broadway	Office	32,709	2,649	92%	\$20.16	C	1925	Sheffield Partners LLC
180 Massachusetts Ave	Office with street-level Retail	23,420	1,280	100%	\$40.00	C	1988	Office Condo - Multiple Owners
792 Massachusetts Ave	Medical Office	6,000	800	87%	\$20.00	B	1910	Jason Ter Llc
5-11 Water St	Office	29,000	3,500	88%	\$24.00	C	1911	Water Power Trust
Average		21,626	2,091	91%	\$24.71		1932	

Arlington has significantly less commercial office space than its neighbors because office tenants and developers have preferred to locate to communities served by the MBTA subway lines (Cambridge) or locations with ample parking and close proximity to Route 128/Route 95 (Lexington, Waltham and Burlington). Most of the commercial office development has been small scale and many of the buildings are used for medical offices. Recently, discussion regarding the redevelopment of the Brigham's site has focused on residential construction, although an earlier developer proposed a medical office development.

Another redevelopment site under discussion is the Symmes Hospital site. In 2002, Arlington voters approved a \$14 million Proposition 2 1/2 debt-exclusion override to buy the former Symmes Hospital. The development rights for the site were awarded to EA Fish, who partnered with JPI in 2007. JPI has demolished five townhouse buildings on the 18-acre site, installed utilities and paved the road to make way for the mixed-use development. JPI has proposed Jefferson at Arlington 360, a 200-unit apartment complex that was slated to be completed in 2010 but has since been shelved, pending improvements in the capital markets.

A commercial development project that could potentially be replicated at the Gold's Gym site is the 27-unit, 22 Mill Street Professional Building. The four-story, brick building was built in 1984 and contains 45,454 rentable square feet (approximately 1,700 square feet per unit). While the Gold's Gym site could accommodate a larger scale version of a commercial office development like the 22 Mill Street Professional Building, it is unlikely that the current market rents, even at the high end, will be enough to entice a developer to build a large scale, speculative office development at the site. Later in this study we will discuss the feasibility of housing at this site and while we think that housing is the most viable development type, it is possible that a mixed use development with housing and some amount of office or retail space could be viable.

Hotel Market Overview

Similar to the commercial office market, the hotel market in Arlington is very small due to competition from its more accessible neighbors. Most visitors priced out of the Boston market opt to stay in Cambridge, Quincy or other locations that are directly served by the MBTA subway lines. Business travelers will either stay downtown, Cambridge or closer to the office parks of Waltham, Burlington and other communities along Route 128. A quick search of the area yielded one hotel, the Homewood Suites, which is located on Massachusetts Avenue near the Alewife Brook Parkway. The 100-key hotel was constructed in 2002 and sold in 2007 for \$15,975,000 or \$159,750 per key. The hotel offers short term and long term accommodations and currently posts a rack rate of \$179/night.

Demand for hotel rooms in Arlington is weak due to the lack of larger corporate office campuses, hospitals, universities or tourist attractions. In addition to poor demand, Arlington does not have the highway or public transportation access to connect it to higher demand areas. Overall, there does not appear to be sufficient demand to support a new large scale hotel at the Gold's Gym site or anywhere else in Arlington.

Retail Market

Costar tracks 66 retail buildings in Arlington, totaling 579,000 square feet of space. The majority of these buildings are located along Massachusetts Avenue and Broadway. Retail in Arlington includes restaurants, supermarkets, banks, gas stations and other uses. The largest retail shop is the 58,679 square foot Stop & Shop at 905 Massachusetts Avenue. Currently, a handful of buildings post asking rents for space ranging from \$16 up to \$43 per square foot. The average asking rent is \$26 per square foot. The table below contains details on these properties.

Building Address	Type	Rentable Building Area (S)	Total Available Space (SF)	Percent Leased	Average Weighted Rent	Notes
1040-1060 Massachusetts Ave	General Freestanding	12,000	2,700	78%	\$16	Brattle Plaza - listed space currently used as a law office
676-683 Massachusetts Ave	Storefront Retail/Office	11,809	2,000	83%	\$18	Strip Mall tenants include Coyote Impressions
882B Massachusetts Ave	Restaurant	1,200	1,200	0%	\$27	
25 Massachusetts Ave	General Freestanding	6,000	6,000	0%	\$30	Former Hollywood Video
1337 Massachusetts Ave	General Freestanding	1,520	950	100%	\$30	The UPS Store
1193 Mass Ave	Strip	10,000	920	91%	\$20	WT Phelan Insurance
Arlington Village Shoppes - 1398 Massachusetts Ave	Strip	22,000	12,300	44%	\$43	Bierbrier Development
Average		9,088	4,192		\$26	

Retail in Arlington is small scale, with very few destination retailers. High-quality retailers have demonstrated a preference for locating at any one of the number of shopping centers in nearby communities like Watertown and Burlington. In addition, large retailers (like big box stores and national chains) look to locate along higher volume roadways where large retail pads are available to accommodate large stores with ample surface parking. The challenge for the Gold's Gym site is that in order to justify a retail development at the location, it would require a large, destination retailer or a collection of smaller niche retailers, all groups that would rather locate on a higher traffic thoroughfare with better site visibility, access and parking capacity. It is possible that retail space as a portion of a mixed use development at the Gold's Gym site is viable, although the retail space will likely serve as a convenience or amenity for the development and not contribute to the overall health of Arlington's commercial centers. A retail village would be an attractive development at the site, however, given the cost of new development, developers are likely to charge rents that are more appropriate for tonier neighbors to the north and west. The most viable retailer to locate at the site would be a large neighborhood convenience retailer such as an upscale grocer. This scenario appears viable given the lack of grocery-store choice in the area.

Housing Market

According to demographic data company AGS, Arlington's 41,000 people live in 19,400 housing units, of which 6,530 are rentals. The vacancy rate for all units in 2008 was 7.0%, although this estimate may under-represent current conditions. (For complete demographic data, please refer to Exhibit B: Demographics).

A quick database search of buildings in Arlington yields approximately 70 apartment buildings with over 9 units each. These buildings include mid-rise, high-rise and garden-style apartments. Many of the buildings were built after World War II and are primarily located along Massachusetts Avenue, Broadway and Brattle Drive. Of these buildings, the four buildings that most commonly occur when conducting an internet search of apartment rentals in Arlington are the 146-unit Millbrook Square Apartments, the 71-unit Grove Apartments, the 48-unit Parkway-Mystic Apartments and the 43-unit Cedar Crest Apartments.

The most recently completed luxury rental project that comes up in an internet search is the Legacy at Arlington Center. The 110-unit project at 420-440 Massachusetts Avenue was completed in 2000. The building consists of a mix of one- and two-bedroom units with monthly rental rates ranging from \$1,525 to \$1,650 for a one-bedroom unit (averaging 880 square feet) up to \$1,800 to \$2,400 for a two-bedroom unit (averaging 1,400 square feet).

While Arlington does have a number of relatively large apartment complexes, the majority of its rental housing stock is in 2-family buildings. A search of MLS rentals in Arlington yields the following table:

Location	Building Type	# Beds	Unit Size	Yr Built	Rent/Month	Rent/Yr/SF
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23 Oxford St	2 Family	2	1,100	1921	\$2,500	\$27.27
109 Westmoreland Ave	2 Family	2	991	1969	\$1,100	\$13.32
78 Highland Ave	2 Family	2	1,236	1915	\$1,450	\$14.08
18 Richardson Ave	2 Family	2	1,100	1924	\$1,500	\$16.36
The Rembrandt	45 unit condo bldg	2	963	1989	\$1,800	\$22.43
10 Jason St	2 Family	1	650	1925	\$1,350	\$24.92
Arizona Terrace	118 unit condo bldg	1	1,100	1965	\$1,100	\$12.00

On the following page, the table summarizes the largest residential condominium developments in Arlington, in order of year completed.

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Minuteman Village 40 Brattle	16	2008	approx. 2,000 SF townhomes	\$450,000-\$500,000
Avenue 264 264 Mass. Ave.	27	2005	700 SF 1 beds - 1,500 SF 3 beds	\$300,000-\$550,000
Heritage Square 741 Mass. Ave.	19	2004	1,750-2,500 SF townhouses	\$500,000-\$800,000
Russell Place	40	2003	800 SF 1 bed - 2,250 SF 3 beds	\$400,000-\$600,000
Cutters Mill Mill St & School St	33	2001	2,000-2,500 SF 2 beds	\$450,000-\$500,000
One Watermill Place	130	1998	600 SF 1 bed - 1,250 SF 2 beds	\$250,000-\$450,000
The Rembrandt 975 Mass. Ave.	45	1989	800 SF 1 beds 1,250 SF 2 beds	\$250,000-\$350,000
Spy Pond Condos Hamilton Road	142	1980s	600 SF 1 bed - 1,250 SF 2 beds	\$200,000-\$500,000
The Kentwood 990 Mass. Ave.	64	1972	800-1,000 SF 1 & 2 beds	\$250,000-\$400,000
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The Cutter School 1 School Street	35	1925	800 SF 1 beds - 1,250 SF 2 beds	\$250,000-\$450,000
The Irvington 135 Pleasant St	17	1906	1,000-2,500 SF 1 & 2 beds	\$250,000-\$500,000
114 Pleasant St	27	1900	600-800 SF 1 & 2 beds	\$200,000-\$300,000
The Locke School 88 Park Ave	39	1898	1 & 2 beds	\$250,000-\$500,000

According to the Warren Group, in the first quarter of 2009, the median condominium sale price in Arlington was \$324,000, down 12% from its 2005 peak of \$368,225. While pricing may be weak currently, residential housing is likely to stabilize longer term and is the highest and best use for the Gold's Gym site. While Arlington's population is stagnant, demand for housing is anticipated to rebound given that Arlington remains a very desirable community given its access to Metropolitan Boston, its diverse population, good schools and commercial centers. The number of units will ultimately depend on the land price and construction costs since higher costs require more units to achieve economic feasibility. Whether a developer pursues a for-rent or for-sale residential development at the site will depend on the state of the economy and the capital markets at the time of development. Currently, developers are reporting that financing for apartments is slightly easier to obtain than financing for

condominiums. Most developments in Arlington contain one and two-bedroom units as opposed to larger townhouse style projects given that more than two-thirds of households in Arlington are one and two person households. We anticipate that this trend will continue and that development of the Gold's Gym site will likely include a substantial number of units consisting of primarily one and two-bedroom units.

The most likely development at the Gold's Gym site will be a mix of uses, including residential and some neighborhood retail. It is possible that a developer may secure a large, specialty retailer such as a gourmet grocer or an office user like a medical or law practice. An urban village would be an attractive project and would create demand for the commercial areas of Arlington. The site benefits from access from both Park Avenue and Lowell Street. For larger-scale retail to work at the site, and to promote further cohesion with Arlington's commercial areas, we recommend that the site have an access point along Massachusetts Avenue. Details on site constraints due to grade changes, contamination from former uses and wetlands will need to be reviewed in order to ensure that those factors do not make development at the site cost prohibitive. In addition, any analysis of a redevelopment proposal should take into account that there are a number of businesses located on the four and a half acre site and so redevelopment of the site could potentially result in a net-decrease in jobs if the site is replaced with all residential development.

II. Schouler Court Site analysis

At the corner of Schouler Court and Mass. Ave., there is a former garage currently for sale by Stop & Shop, but not actively marketed. Adjacent to the garage is a former florist and garage, both of which are empty. The owner of both these two properties, Arlington Lithograph, is interested in either converting the empty storefronts into a retail store or leasing out the space.

Redevelopment is constrained by its secondary retail locations, limited parking, and would be dependent on incentives from the owner. Incentive examples include modest lease terms, fit-up costs, length of lease terms, and ventilation system.

The proposed plan encourages Stop & Shop to either renovate or sell its deteriorating garage, encourage Arlington Lithograph to open a shop or rent out the empty storefront, and/or encourage both owners to eliminate front yard parking, replace Arlington Lithograph's empty greenhouse with shared surface parking, which would allow for the possibility of a public plaza or outdoor seating for a café along Mass. Ave.

A. RETAIL MARKET STUDY

Memorandum

August 12, 2009
To: Larry Koff,
Larry Koff & Associates
From: Carol Todreas
RE: Schouler Court

The Schouler Court location in Arlington, MA, has the benefit of being adjacent to the Stop and Shop Supermarket. As such it has parking and visibility from the street. It is a site suited for a destination use, a tenant whose market is mainly customers needing parking. The problem, however, is that most retail tenants that require parking fall into the category of "Big Box", and the site is not large enough to accommodate that size retailer. Therefore, tenant types that would utilize the site are smaller specialty retailers whose market base comes from the adjacent residential neighborhoods or convenience uses that complement the supermarket.

Based on size, configuration, and location, tenant types that are likely to be interested are: dry cleaners, banks, family/burger restaurants, veterinarian and pet-related stores, framers and prints stores, spa/ facial salons, specialty home furnishings, sporting goods, specialty bakery and food market. There is also a possibility that one of these uses could be combined with a café/bakery. Some specific tenant examples are: Friendly's (regional chain), Cabots (Newton) 4 Burgers (Cambridge) Pemberton Market (Cambridge), Elizabeth Grady Facial Salon (Boston), and China Fair Tabletop (Cambridge).

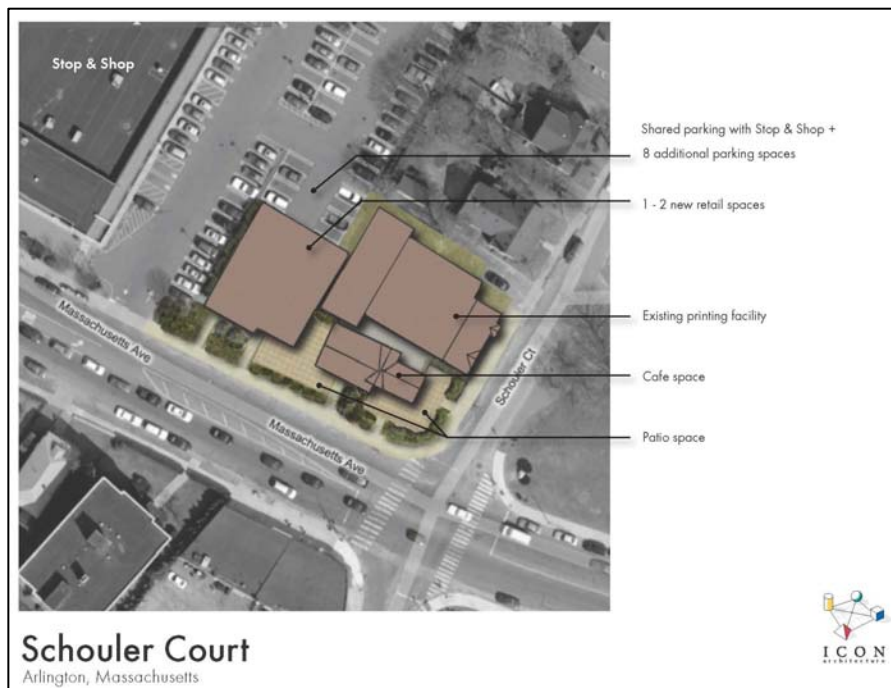
The owner of Arlington Lithograph has indicated an interest in opening a package store. From a location and market position, a beverage/package store, either full alcohol or wine and malt

would be viable in this location as a complement to the supermarket. The question the town would need to answer is whether this is an appropriate location for this use, which might ideally be located in one of the three retail centers to add to the vitality and bring in customers to these locations. Furthermore, the proximity to the school and the availability of a package license are issues which would require additional review by the Town and the Alcohol Beverage Control Commission, which might obstruct or severely delay the establishment of such a business.

To support the vitality of the town’s three commercial centers, additional destination retail and restaurant uses are to be discouraged in Mass Ave Corridor locations like Schouler Court. An alternative is to encourage non-retail, “creative” types of businesses, such as interior designers and decorator studios, architects and engineers, or specialized schools, such as real estate, dance studios, community ed., or programs like the Children’s Room.

Regarding retail rents along the Massachusetts Avenue corridor in Arlington, MA: there is a wide range from \$15 to \$42 per square foot asking with several vacancies at this writing. Retail tenants are aware that the rental market is soft and filled with choices at the moment; therefore, the rent and conditions are quite negotiable and dependant on several factors from precise location, parking, length of term, rental structure, incentives, character and size of space. If a prospect has made an overture to the owner, it is likely the base rent would settle somewhere in the low \$20’s; however, rent relates to occupancy costs and this rent would finally depend on what subsidies and incentives the owner provides. If the owner solicits interest from a tenant, the subsidy would be far greater. No matter who the prospect is or who starts the negotiations, it is probable that the owner will have to provide a tenant with substantial physical improvements and a below–market-rate rent for the first eighteen to twenty-four months of the lease.

B. PROPOSED SITE PLAN



C. SCHOULER COURT MARKET STUDY BY COLLIERS MEREDITH & GREW

MEMORANDUM

Jessica Sawyer
Assistant Vice President
160 Federal Street
Boston, Massachusetts 02110-1701
Tel 617.330.8089
Fax 617.330.8132
Jessica.Sawyer@colliersmg.com

TO: Larry Koff, Larry Koff & Associates
FROM: Jessica Sawyer
DATE: August 26, 2009
SUBJECT: Review of 887 Massachusetts Avenue, Arlington

In June 2009, the Town of Arlington asked the consulting team to look into ways of improving the commercial viability of Massachusetts Avenue in the area near its intersection with Schouler Court. Currently, the Arlington Lithograph Co., Inc. occupies 6 Schouler Court and 895 Massachusetts Avenue, containing two buildings that are attached and form an "L" shape around 887 Massachusetts Avenue, a former garage currently owned by Stop & Shop. Arlington Lithograph is a commercial printing company that employs approximately 20 workers.

Table with 4 columns: Address, Owner, Lot, Building SF. Rows include 901 Mass Ave Former Florist Shop/Garage, 6 Schouler Court Arlington Lithograph, and 887 Mass Ave Former Garage.

The table provides details on the three properties mentioned above.

The Stop & Shop-owned garage is currently on the market for \$450,000, according to Brian Roache of Atlantic Retail Properties, a broker representing Stop & Shop. However, there is no "for-sale" sign at the property and there is no listing on MLS or Atlantic Retail Properties' website. A follow-up call to Kirk Jackson at Stop & Shop confirmed that the property is for sale and that Atlantic Retail Properties is the broker.

The site is located along a quiet strip of Massachusetts Avenue and lacks the retail vibrancy of Arlington Heights or Arlington Center. While the neighboring high school and Stop & Shop create significant traffic, the number of empty storefronts across the street from the garage indicates that this is a soft retail location. It is possible that a café, coffeehouse, ice cream parlor or gourmet hamburger restaurant would be interested in locating at the site, however, given the poor condition of the building and the significant renovation costs necessary, it is unlikely that a local retailer would be willing to make such a significant capital outlay given that there are other less expensive and equally or better situated locations along Massachusetts Avenue. It is possible that a national retailer, such as a coffee shop, would be interested in the site if they were able to obtain a drive-thru, although this may not be feasible given the traffic from the high school. A national retailer such as a bank or convenience store would most likely require a larger lot, which would only be feasible if the site were combined with the Arlington Lithograph properties.

The most likely purchaser of the site at this time is Arlington Lithograph, since its property surrounds the site. When asked about this possibility, Eric Faiola of Arlington Lithograph did not indicate a strong desire to purchase the site. Mr. Faiola mentioned that Arlington Lithograph and Stop & Shop have had several conversations over the years about the sale of the site and none of those discussions resulted in a sale. At the time, Arlington Lithograph did not need the additional space but wanted to acquire the site to control the entire half-block. Those conversations also included discussion of Stop & Shop's possible acquisition of Arlington Lithograph's properties. The intention of the purchase was for Stop & Shop to demolish the buildings and increase its parking capacity and expand its store into a Super Stop & Shop format.

Mr. Faiola could not confirm if the firm intends to stay in Arlington over the long term, but he did express interest in renovating 901 Massachusetts Avenue into two storefronts. Currently, there is a "For Rent" sign in the window of the former florist. Opening up this vacant retail space depends upon Mr. Faiola's ability to find a tenant willing to locate to this site, which faces significant competition from the number of empty storefronts in the more heavily-trafficked retail cores of Arlington Center and Arlington Heights. In addition, the space requires significant fit-out including the addition of air-conditioning, a cost that will likely be capitalized in the lease rate, which may make this space more expensive than other spaces around town.

In addition, Mr. Faiola has expressed interest in opening an upscale wine shop in one of his two store-fronts. He is seeking to obtain a full liquor license for his store, which will need Town Meeting approval and may face opposition from community members that are concerned about the proximity of a liquor store to the high school. The owner has stated that he is willing to work with the Town.

While we recognize that convenient parking is important for his business, we believe that the site could be greatly enhanced by landscaping in front of 901 Massachusetts Avenue with possible seating if a café were to rent space in one of the storefronts. Please refer to attached plans by ICON Architecture for a graphic of what it would look like if the parking is eliminated and patio space is created along Massachusetts Avenue. To address the loss of parking, the graphic depicts the demolition of the greenhouse behind the former flower-shop and shows the addition of eight additional parking spaces. These spaces would be shared with Stop & Shop since they could only be accessed from the grocery store's parking lot. Cooperation between Stop & Shop and Arlington Lithograph is required in this scenario. Furthermore, it is important to note that even with the retention of parking spots in front of 895 Massachusetts Avenue, patrons at a potential retail store may park in Stop & Shop's parking lot, which may result in retaliatory enforcement of Stop & Shop's customer-only parking policies.

Given that the former florist and garage buildings are in good condition, the cost to fit out the property owned by Arlington Lithograph will be considerably less expensive than acquiring, demolishing and rebuilding the garage owned by Stop & Shop. It is possible that if Mr. Faiola were to be successful in opening or leasing the two storefronts, it may create enough retail vibrancy that a retailer would consider purchasing the corner garage parcel. It may even be possible over the long term that Mr. Faiola would consider purchasing the site for retail use if his two storefronts prove to be lucrative, however, retail is not his core business and it may be unlikely that he will consider making this type of investment.

III. Brigham's Site Study

Located slightly west of Arlington Center is the former Brigham's corporate offices and production facility. The property has been sold to Wood Development Partners, LLC, who have already retained an architect to develop the property into 116 residential units, surface parking, and supporting retail.

A. DESIGN STUDY

Development guidelines could highlight features that should be respected, including the Minuteman Bikeway, flood plane, access points, views, building types, heights, massing, and location of retail. An issues map and an example of a potential site plan from ICON Architecture is shown below.

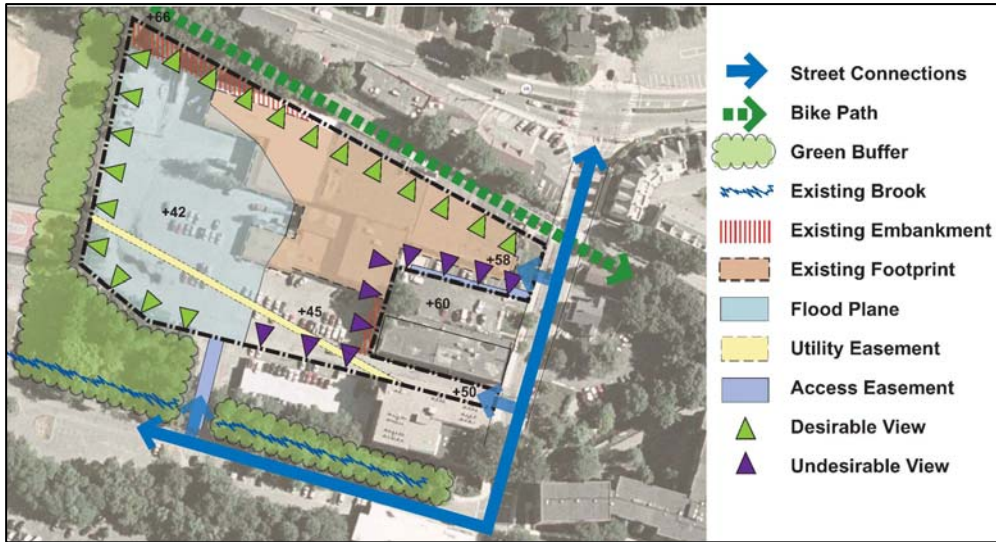


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Exhibit B: Demographic Report	



Executive Summary

Colliers Meredith & Grew's Development & Advisory Services Group has reviewed the development potential of the Brigham's site at 30 Mill Street in Arlington, Massachusetts. We have reviewed Arlington's office, hotel, retail and residential real estate markets and evaluated whether there is sufficient demand to support development of the site under a number of scenarios. We believe that Arlington's lack of highway and subway access makes it a less-than-desirable office market and thus speculative commercial office development is unlikely. Hotel demand is similarly weak due to the absence of demand from tourists, universities and large employers. Big box or strip mall retail development is also unlikely given the lack of highway access, visibility, and competition from nearby shopping areas. Of all the property types, residential development is the most likely and given the long-term attractiveness of Arlington and the size and location of the Brigham's site, we believe that residential development at the site can be economically viable.

Office Market Overview

Colliers Meredith & Grew's Research Group tracks approximately 2.9 million square feet of space in the Alewife Station/Route 2 submarket. According to our first quarter 2009 market viewpoint (attached as Exhibit A), asking rents in the area range from \$27 to \$33 per square foot for Class-A space and \$23 to \$26 per square foot for lower-quality Class-B space. The vacancy rate is 19.1%, the highest rate of Cambridge's three submarkets.


In addition to the data discussed above, we also reviewed the data of Costar, Inc., a commercial real estate information company that tracks a wider array of buildings. In total, Costar tracks 53 office buildings, totaling just over a half million square feet of space, in Arlington. These buildings are primarily located along Massachusetts Avenue and many of them are stick-built residential conversions. On average, these buildings are roughly 10,000 square feet in size. According to Costar, the largest office building in town is at the Brigham's site. The most recently constructed office building is 180 Massachusetts Avenue, a 14-unit office condo building.

Currently, a handful of buildings post asking rents for space, ranging from \$19 up to \$40 per square foot. The average asking rent is \$25 per square foot, which is in line with Colliers Meredith & Grew's market research. The table below contains details on these properties.

Building Address	Property Type	Rentable Building Area	Total Available Space (SF)	% Leased	Avg Wtd Rent	Bldg Class	Yr Built	Owner Name
7 Central St	Office	17,000	2,224	87%	\$19.40	C	1927	American Alarm & Communications, Inc.
297 Broadway	Office	32,709	2,649	92%	\$20.16	C	1925	Sheffield Partners LLC
180 Massachusetts Ave	Office with street-level Retail	23,420	1,280	100%	\$40.00	C	1988	Office Condo - Multiple Owners
792 Massachusetts Ave	Medical Office	6,000	800	87%	\$20.00	B	1910	Jason Ter Llc
5-11 Water St	Office	29,000	3,500	88%	\$24.00	C	1911	Water Power Trust
Average		21,626	2,091	91%	\$24.71		1932	

Arlington has significantly less commercial office space than its neighbors because office tenants and developers have preferred to locate to communities served by the MBTA subway lines (Cambridge) or locations with ample parking and close proximity to Route 128/Route 95 (Lexington, Waltham and Burlington). Most of the commercial office development has been small scale and many of the buildings are used for medical offices. The table below provides details on a few recently proposed projects.

Location	Details
75 Summer Street	The site is currently owned by Mirak and they have proposed a 11,500 square-foot Class B office building with street level retail.
Symmes Hospital Site	In 2002, Arlington voters approved a \$14 million Proposition 2 1/2 debt-exclusion override to buy the former Symmes Hospital. The development rights for the site were awarded to EA Fish, who partnered with JPI in 2007. JPI had demolished five townhouse buildings on the 18-acre site, installed utilities and paved the road to make way for the mixed-use development. JPI has proposed Jefferson at Arlington 360, a



200-unit apartment complex that was slated to be completed in 2010 but has since been shelved, pending improvements in the capital markets.

The Brigham's site is located next to the 27-unit, 22 Mill Street Professional Building. The four-story, brick building was built in 1984 and contains 45,454 rentable square feet (approximately 1,700 square feet per unit). While the Brigham's site could accommodate a larger scale version of a commercial office development like the 22 Mill Street Professional Building, it is unlikely that the current market rents, even at the high end, will be enough to entice a developer to build at the site. Later in this study we will discuss the feasibility of housing at this site and while we think that housing is the most viable development type, it is possible that a mixed use development with housing and some amount of office or retail space could be viable.



Hotel Market Overview

Similar to the commercial office market, the hotel market in Arlington is very small due to competition from its more accessible neighbors. Most visitors priced out of the Boston market opt to stay in Cambridge, Quincy or other locations that are directly served by the MBTA subway lines. Business travelers will either stay downtown, Cambridge or closer to the office parks of Waltham, Burlington and other communities along Route 128. A quick search of the area yielded one hotel, the Homewood Suites by Hilton Cambridge-Arlington, which is located on Massachusetts Avenue near the Alewife Brook Parkway. The 100-key hotel was constructed in 2002 and sold in 2007 for \$15,975,000 or \$159,750 per key. The hotel offers short term and long term accommodations and currently posts a rack rate of \$179/night.

Demand for hotel rooms in Arlington is weak due to the lack of larger corporate office campuses, hospitals, universities or tourist attractions. In addition to poor demand, Arlington does not have the highways or public transportation access to connect it to higher demand areas. Overall, there does not appear to be sufficient demand to support a new large scale hotel at the Brigham's site or anywhere else in Arlington.

Retail Market

Costar tracks 66 retail buildings in Arlington, totaling 579,000 square feet of space. The majority of these buildings are located along Massachusetts Avenue and Broadway. Retail in Arlington includes restaurants, supermarkets, banks, gas stations and other uses. The largest retail shop is the 58,679 square foot Stop & Shop at 905 Massachusetts Avenue. Currently, a handful of buildings post asking rents for space, ranging from \$16 up to \$43 per square foot. The average asking rent is \$26 per square foot. The table below contains details on these properties.

Building Address	Type	Rentable Building Area (S)	Total Available Space (SF)	Percent Leased	Average Weighted Rent	Notes
1040-1060 Massachusetts Ave	General Freestanding	12,000	2,700	78%	\$16	Brattle Plaza - listed spaces currently used as a law office
676-683 Massachusetts Ave	Storefront Retail/Office	11,809	2,000	83%	\$18	Strip Mall tenants include Coyote Impressions
882B Massachusetts Ave	Restaurant	1,200	1,200	0%	\$27	
25 Massachusetts Ave	General Freestanding	6,000	6,000	0%	\$30	Former Hollywood Video
1337 Massachusetts Ave	General Freestanding	1,520	950	100%	\$30	The UPS Store
1193 Mass Ave	Strip	10,000	920	91%	\$20	WT Phelan Insurance
Arlington Village Shoppes - 1398 Massachusetts Ave	Strip	22,000	12,300	44%	\$43	Bierbrier Development
Average		9,088	4,192		\$26	

Retail in Arlington is small scale, with very few destination retailers. High-quality retailers have demonstrated a preference for locating at any one of the number of shopping centers in nearby communities like Watertown and Burlington. In addition, large retailers (like big box stores and national chains) look to locate along higher volume roadways where large retail pads are available to accommodate large stores with ample surface parking. The challenge for the Brigham's site is that in order to justify a retail development at the location, it would require a large, destination retailer or a collection of smaller niche retailers, all groups that would rather locate on a higher traffic thoroughfare with better site visibility, access and parking capacity. It is possible that retail space as a portion of a mixed use development at the Brigham's site is viable, although the retail space will likely serve as a convenience or amenity for the development and not contribute to the overall health of Arlington's commercial centers.

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While Arlington does have a number of relatively large apartment complexes, the majority of its rental housing stock is in 2-family buildings. A search of MLS rentals in Arlington yields the following table:

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The Irvington 135 Pleasant St	17	1906	1,000-2,500 SF 1 & 2 beds	\$250,000-\$500,000
114 Pleasant St	27	1900	600-800 SF 1 & 2 beds	\$200,000-\$300,000
The Locke School 88 Park Ave	39	1898	1 & 2 beds	\$250,000-\$500,000

According to the Warren Group, in the first quarter of 2009, the median condominium sale price in Arlington was \$324,000, down 12% from its 2005 peak of \$368,225. While pricing may be weak currently, residential housing is likely to stabilize longer term and is the highest and best use for the Brigham's site. While Arlington's population is stagnant, demand for housing is anticipated to rebound given that Arlington remains a very desirable community given its access to Metropolitan Boston, its diverse population, good schools and commercial centers. The number of units will ultimately depend on the land price and construction costs since higher costs require more units to achieve economic feasibility. Whether a developer pursues a for-rent or for-sale residential



development at the site will depend on the state of the economy and the capital markets at the time of development. Currently, developers are reporting that financing for apartments is slightly easier to obtain than financing for condominiums. Most developments in Arlington contain one and two-bedroom units as opposed to larger townhouse style projects given that more than two-thirds of households in Arlington are one and two person households. We anticipate that this trend will continue and that development of the Brigham's site will likely include a substantial number of units consisting of primarily one and two-bedroom units.

TOWN OF ARLINGTON

COMMERCIAL DEVELOPMENT PLAN STRATEGIES
ASSESSMENT

PHASE II

ARLINGTON HEIGHTS SUPPLEMENT

November 10, 2009

Larry Koff & Associates
Todreas Hanley Associates

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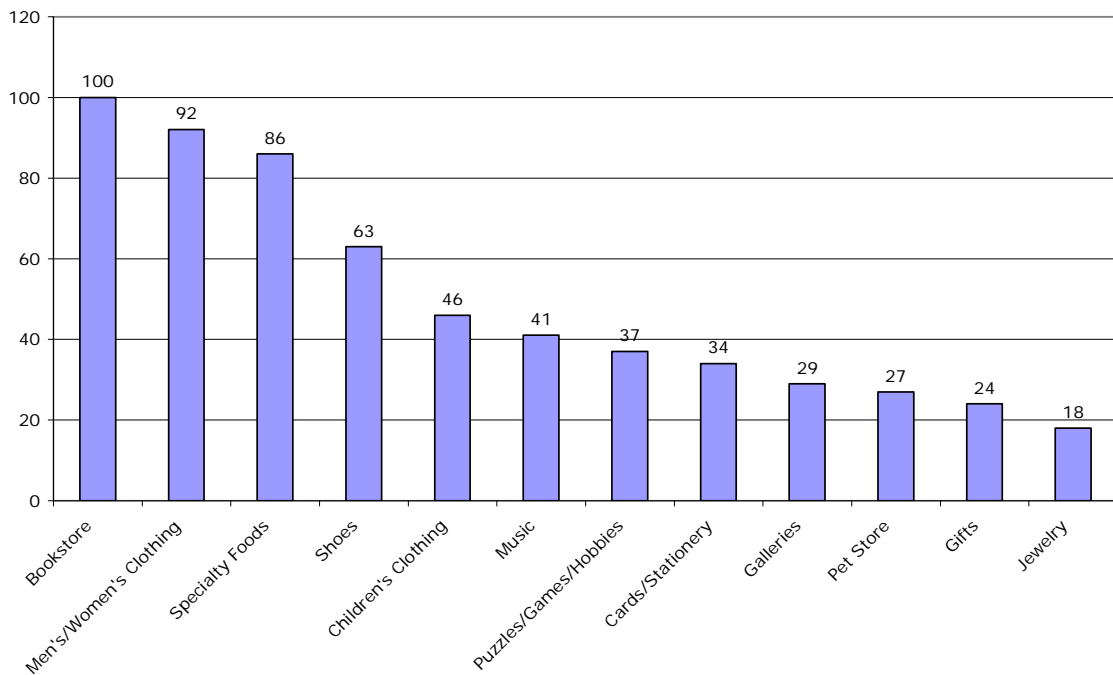
INTRODUCTION

The following background material has been provided by members of the Consultant Team. Some of this material was developed for the Town-wide Commercial Area Study. Other information has been provided to assist the Arlington Heights businesses.

RETAIL SURVEY RESULTS

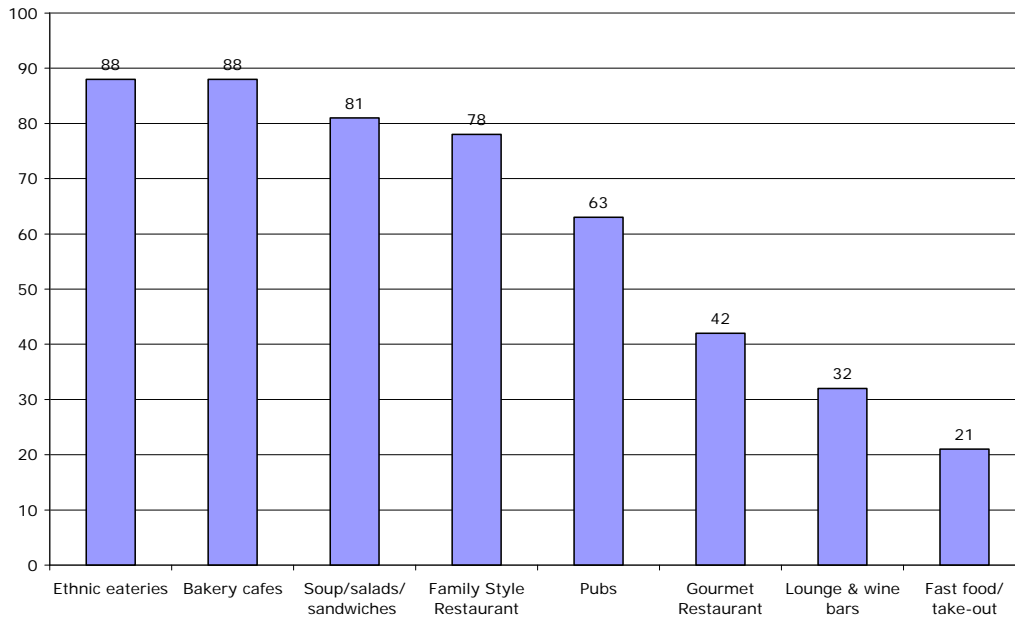
The Town of Arlington posted a retail survey on the internet for town residents.¹ The survey asked about preferences for stores they would like to see in Arlington and types of restaurant they would like to see. In addition, respondents were asked about specific stores they want to see open in the town. A large variety of stores were listed desirable in the merchandise categories of specialty and take-out food, apparel, general merchandise, and comparison goods. These specific stores were added to the Master Tenant List if they were appropriate in size, market and demographic needs, still in business, and were not too close to Arlington. If Arlington did not meet the marketing criteria or preferences of the retailer they were not added to the list. A total of 433 residents responded to the survey, 233 through the internet and 200 from paper surveys which were distributed and picked up by Planning Department staff at the local libraries and Town Hall at the Clerk and Selectmen's offices.

Figure 1: Additional retail store categories requested



¹ Survey conducted by Town of Arlington Office of Community and Economic Development, July, 2009

Figure 2: Additional eatery categories requested



RENTS

The following table compares the rents for retail space in Arlington with other, competitive locations. Arlington’s rents are lower than all the other competitive locations indicated.

Table 1: Comparison of retail rents in Arlington and adjacent towns

Town Center	Rent (per S.F.)	Assessed Value (per S.F.)	Tax Rate
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Winchester	\$20-\$30	\$175	All: \$10.62/\$1000
Belmont Center	\$30-\$40		All: \$11.89/\$1000
Belmont Squares	\$20-\$25		All: \$11.89/\$1000
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North Cambridge	\$20-\$30		Residential: \$7.56/\$1000 Commercial/Industrial: \$17.97/\$1000

Source for rents: Colliers Meredith & Grew and Todreas Hanley Associates

HISTORIC BUILDINGS

A number of key buildings particularly at the intersection of Massachusetts and Park Avenues are identified by the Historical Commission as historic. All exterior changes of these buildings will require review by the Commission.



MARKETING AND PROMOTION

Model Business Practices

1. Hours of operation
 - Uniform evening hours at least two nights and ideally four will greatly improve sales, since many residents work or are in school during the day.
2. Curb appeal
 - Maintain clean and updated storefronts and windows.
 - Change window displays bi-monthly.
 - Maintain clean sidewalks and entries.
 - Add plants or seasonal items in window boxes to beautify exterior space.
 - Bring selected or sales merchandise outdoors when possible.
3. Personal approach
 - Survey customers and know where they come from and their preferences.
 - Provide personal and quality service.
 - Keep an updated database of customers.
 - Be informed about new products in and related to store theme.
 - Update the store's appearance and signs.
 - Keep a small bowl of candies at the cashier.
4. Community pride
 - Tell business associates in other locations about the advantages of Arlington.
 - Support cooperative advertising efforts and promotional events.

Marketing Road Map

Goals

1. To create ways to market and draw positive attention to Arlington as a place to shop, eat, walk, bike, find entertainment, cultural, historic and educational activities.
2. To bring more customers to Arlington's stores from neighboring communities; to strengthen existing retailers, to attract other retailers to consider Arlington as a place for business.
3. To demonstrate that Arlington is a better and/or equal business location than its competing town centers, namely, Cambridge, Lexington, Belmont, Somerville, Medford; but also considering Boston, Waltham, West Concord, Malden.
4. To re-enforce the image of Arlington as having changed from non-business friendly to business-friendly.

A marketing program would consist of the following elements:

Create Graphics and Materials

- Create a logo and tag line that sums up a “cool” image; e.g., Arlington, “THE PLACE—VISIT US”.
- Create the best message that is reality-based about shopping in Arlington; e.g., small, unusual shops, restaurants, theatres, art – we don't miss a beat.
- Identify the most favorable demographic facts that the Town and merchants approve for dissemination
- Create an advertisement that reflects message
- Create a joint advertisement for individual shops
- Create fact sheets about specific merchants for public relations story
- Create a calendar of events to be published in The Globe Calendar and Boston Magazine
- Create a Press Kit about Arlington and its special features and merchants

Determine Reasonable Budget

- Analyze cost, market, and suitability, of advertizing in neighborhood news media and blogs in adjacent towns (start with Arlington, Belmont, Somerville, Cambridge, Medford), and select as many formats as reasonable budget permits for disseminating message.
- Based on information gathered, determine a media plan for print and internet.
- Determine cost associated with Calendar of Events, and select whatever budget permits.

Disseminate Information

- Work with the colleges in the metropolitan region to supply interns in marketing and communication—Arlington can be an excellent project for students in both these disciplines
- Invite members of the press to each calendar event.
- Use Joanne Bergin at New England Journal of Real Estate for feature articles on Arlington as a place for business.
- Maintain the internet site and blog with updated information.

Points to Emphasize

- Intimate village-experience for walking and shopping
- Good opportunity for family and home-related retailing
- 5 to 7 Minutes from Lexington Center
- Bike path runs adjacent to many of the stores with direct access
- Established as a neighborhood shopping district
- Trader Joes, Walgreens, Panera Bread are anchors

Zoning

Arlington Heights is different from the other two centers in that the northern side of Massachusetts Ave., behind the Business 3 zone is comprised of an industrial zone (I or Industrial District):

“These areas in the Mill Brook Valley allow uses requiring the manufacture, assembly, processing or handling of materials which because of their traffic, noise, appearance, odor, or hazards would be disruptive to residential and other business uses. Residential uses, retail business uses, or uses which would otherwise interfere with the intent of this bylaw are discouraged.”

The maximum allowable height in the Industrial zone is 52 feet. A substantial portion of the Arlington Heights industrial zone is the Gold’s Gym site.

The only other difference between Arlington Heights and the other two centers is that this area has two small sections comprised of Business 4 (B4 or Vehicular Oriented Business District):

“Uses include establishments primarily oriented to automotive traffic which require large amounts of land in proportion to building coverage; or establishments devoted to the sale or servicing of motor vehicles, the sale of vehicular parts and accessories, and service stations. Arlington has an overabundance of automotive and automotive accessory sales and service establishments; thus when one of these businesses closes, the conversion of the property to other retail, service, office or residential use is encouraged.”

Business District Hot Sheet

DOING BUSINESS IN ARLINGTON HOTSHEET

SAVE YOURSELF HEADACHES, DELAYS, FINES—*FRUSTRATION*—READ THIS HOTSHEET!

BEFORE SIGNING LEGAL DOCUMENTS YOU NEED TO CONSULT:	BECAUSE WHAT YOU ARE PROPOSING MAY INVOLVE:	IF WHAT YOU ARE PROPOSING INVOLVES:				
		OPENING A NEW BUSINESS	EXPANDING AN EXISTING BUSINESS	MOVING TO A NEW LOCATION	CHANGING ONLY OWNERS	CHANGING ONLY TYPE OF BUSINESS
Chamber of Commerce Michèle M. Meagher 781.643.4600	Where connections are made and business happens!	YES	YES	YES	YES	YES
Town Clerk, C. Rainville 781.316.3070	Business registration	YES	YES	YES	YES	YES
Inspectional Services Michael Byrne 781.316.3390 inspectionalservices@town.arlington.ma.us CRITICAL: Confirm with the Bldg. Insp. that your use is allowed by zoning	Building changes Demolition Electric work Flooring Handicap access Plumbing work Parking (zoning) Signs (zoning; obtain app. then go to Plng.)	YES YES YES YES YES YES YES YES	YES YES YES YES YES YES YES YES	YES YES YES YES YES YES YES YES	NO NO NO NO NO NO NO NO	NO NO NO NO YES NO YES YES
Plng. Dept./Redev. Bd. Kevin O'Brien 781.316.3094	Envir. review (zoning) Parking (zoning) Signs (zoning)	YES YES YES	YES YES YES	YES YES YES	NO NO YES	YES YES YES
Board of Health Christine Connolly 781.316.3170	Body art Car refinishing Dumpsters Food Massage Pools Sale of tobacco prod. Tanning	YES YES YES YES YES YES YES YES	YES YES YES YES YES YES YES YES	YES YES YES YES YES YES NO YES	YES YES YES NO YES YES YES YES	YES YES YES YES YES YES YES YES
Board of Selectmen Marie Krepelka 781.316.3022	Alcohol, liquor Amusement Auto dealers/services Awnings Auctioneers Dumpsters Entertainment Food Hackney/public cars Inns, lodgings 2 nd -hand dealers Street furn./seating	YES YES YES YES YES YES YES YES YES YES YES YES YES	YES YES YES YES YES YES YES YES YES YES YES YES YES	YES YES YES YES YES YES YES YES YES YES YES YES YES	YES YES YES YES YES NO YES YES YES YES YES YES YES	YES YES YES YES YES NO YES YES YES YES YES YES YES
Conservation Comm. Corinna Beckwith 781.316.3012	Floodplains Rivers Wetlands	YES YES YES	YES YES YES	YES YES YES	NO NO NO	NO NO NO
Fire Department Chip Ryan, Fire Prev. 781.316.3803	Fire/smoke detectors Hazardous materials	YES YES	YES YES	YES YES	NO YES	YES YES
Historical Commission JoAnn Robinson 781.316.3275	Exterior changes to designated historic building	YES	YES	YES	NO	NO
Historic Districts Comm. Carol Greeley 781.316.3265	Exterior changes to buildings in defined historic districts	YES	YES	YES	NO	NO
Public Works Dept. Town Engineer 781.316.3320 781.316.3104 (Trash)	Curb cut/road access Sewer hook-up Water hook-up Trash collection	YES YES YES Yes	YES YES YES YES	YES YES YES YES	NO YES YES YES	NO YES YES YES
Zoning Bd. of Appeals Chris Carabello 781.316.3396	Zoning (special permits, variances)	YES	YES	YES	YES	YES

Listed contacts are not necessarily department heads, but contacts will direct callers to appropriate staff.

This guide outlines where to go for answers about major municipal requirements that must be considered when doing business in Arlington. There may also be state and federal requirements to be considered. The ultimate responsibility for complying with government requirements lies with you as the business owner, making it imperative that you seek appropriate advice **BEFORE** you take action.

Created by the Arlington Chamber of Commerce and the Town of Arlington Planning Department—Revised: March 11, 2009

TOWN OF ARLINGTON

TASK III

COMMERCIAL DEVELOPMENT PLAN STRATEGIES
ASSESSMENT

ARLINGTON CENTER SUPPLEMENT

September 30, 2009

LARRY KOFF & ASSOCIATES

TODREAS HANLEY ASSOCIATES, INC.

COLLIERS MEREDITH & GREW, INC.

ICON ARCHITECTURE, INC.

HOWARD/STEIN-HUDSON ASSOCIATES, INC.

WALKER PARKING CONSULTANTS

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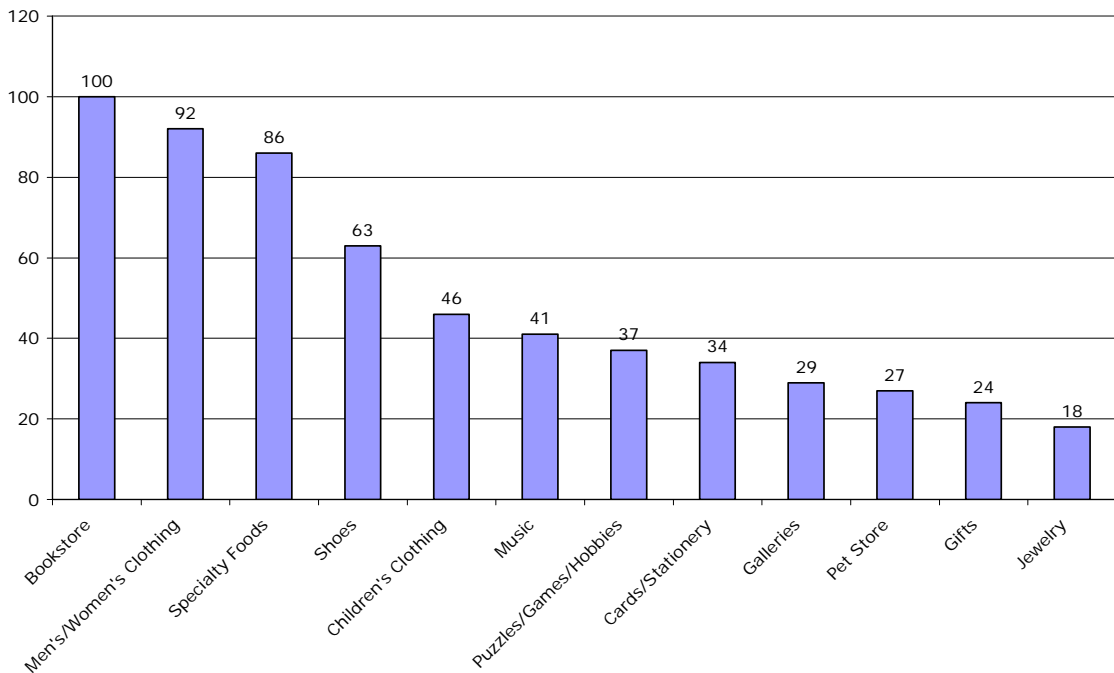
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ARLINGTON CENTER SUPPLEMENT

A. RETAIL SURVEY RESULTS

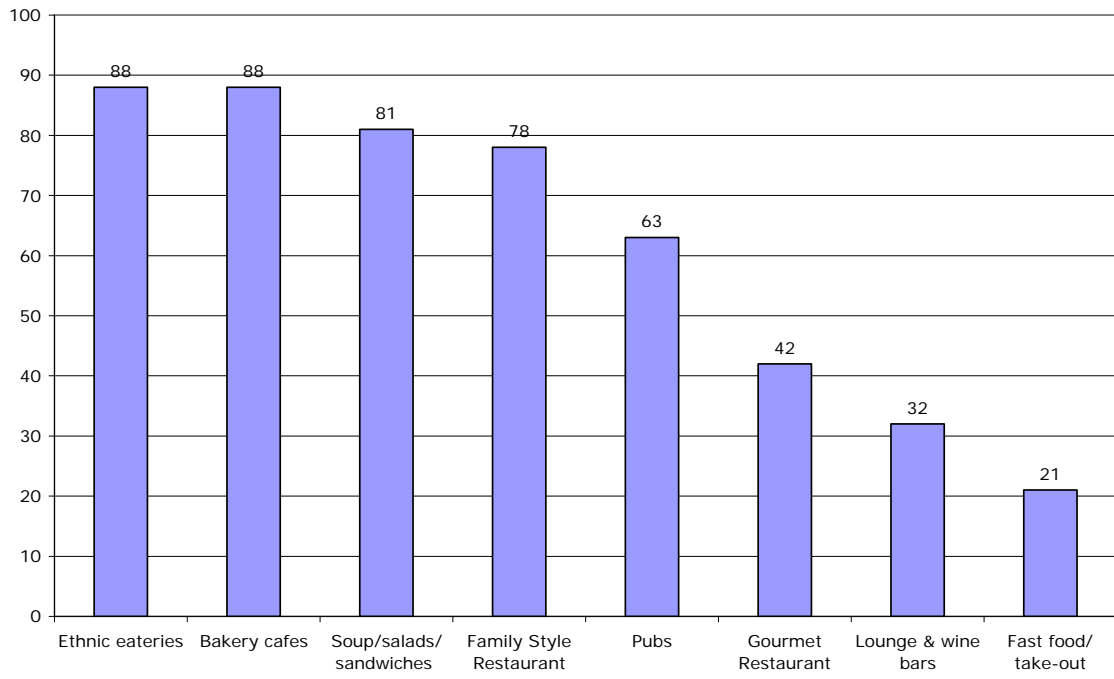
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Figure 2: Additional eatery categories requested



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Source for rents: Colliers Meredith & Grew and Todreas Hanley Associates

C. HISTORIC BUILDINGS

Of the three commercial areas, only Arlington Center has had most of the buildings added by the Historical Commission to the inventory of historic buildings. Partial or full demolition, and some additional changes, must be reviewed and approved by the Commission.



D. ARLINGTON CENTER RESTAURANTS WITH LIQUOR LICENSES, OUTDOOR SEATING (Draft)

Name	Address	Contact Person	Phone	Building Owner	Sidewalk Width (ft.)	Liquor License	Outdoor Seating?	Retractable Windows
Gail Ann Coffee Shop	10 Medford St.			Frank Pasciuto Trust	9'2"	NO		Good location
Beijing Kitchen	14 Medford St.			Frank Pasciuto Trust	9'2"	NO		
Mifune	303 Broadway			A.C.S. Development Corp	9'9"	FULL		
Gemma	315 Broadway			A.C.S. Development Corp	9'8"	NO		
Krazy Karry's	319 Broadway			A.C.S. Development Corp	9'9"	B/W	Has seating	
Starbuck's	327 Broadway			George Mazmanian Trust	9'9"+	NO		Good location
Shanghai Village	432A Mass Ave			Ara K Gechijian	11'5"	FULL		
Kayuga II	444 Mass Ave			Im Douglas Trust	11'10"	B/W		
La Buona Vita	450 Mass Ave			Charles L Poulos Trust	11'5"	B/W		
Chilly Cow	451 Mass Ave			Brian Leclair	11'10"	NO		
Chai Café	454A Mass Ave			Charles Poulos Trust	9'10"	NO		
Papa Gino's	457 Mass Ave			Galal Ibrahim	11'10"	NO		
Tango	464 Mass Ave			Max Cohen	11'	FULL		Good location
Sweet Chili	470 Mass Ave			Max Cohen	11'	B/W		Good location
Steve's House of Pizza	478 Mass Ave			Max Cohen	11'	NO		
Punjab	485 Mass Ave			Akbarian Mohammed	11'	FULL	Wants seating	
Jam 'n Java	594 Mass Ave			John's Son LLC	Lot	NO		
Not Your Average Joe's	645 Mass Ave			Donald A & John M Calareso	9'3"	FULL	Wants seating	Good location
Thai Moon	663 Mass Ave			Charles Blumsack	14'10"	B/W		
Quizno's	669 Mass Ave			Three Mass Realty LLC	13'	NO		
Pasha	669A Mass Ave			Charles Blumsack	12'3"	NO		
Domino's	671 Mass Ave			Charles Blumsack	12'3"	NO		
Tryst	689 Mass Ave			Edward Navasargian	11'10"	FULL		Good location
Mr. Sushi	693 Mass Ave			Edward Navasargian	11'10"	B/W		
Manna Sushi	9 Medford St.			Brantwood Holdings LLC	10'	NO		

Already has outdoor furniture

Larry Koff & Associates

E. TOURISM STRATEGY

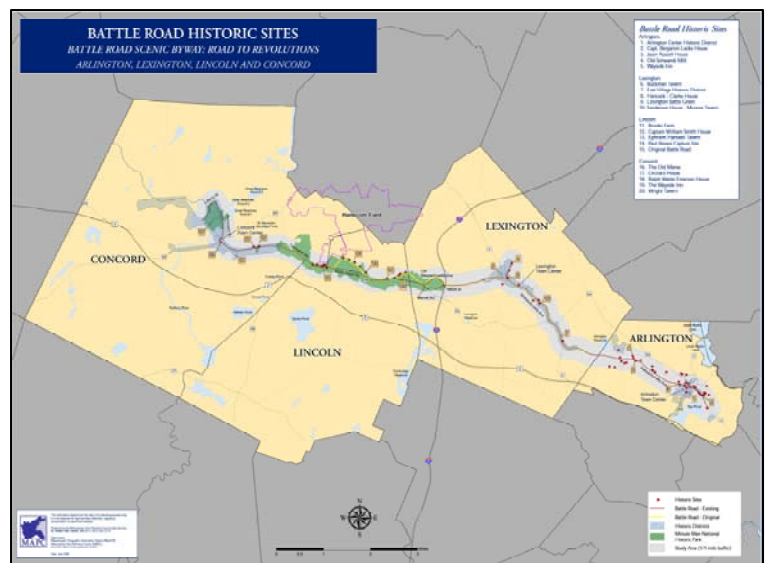
Tourism: Promoting Arlington's Historic Sites

To put Arlington “on the map” with other Boston area communities notable for their historic resources, Arlington’s historic and cultural sites should be:

- Accessible and affordable: Accessible means easy to get to (finding, driving, parking). It is even better if they can be accessible to tourists without cars, using public transit, bikes, or if possible, organized tours. Accessible also means that the sites are open and available to the public during traditional tourism hours so that detailed planning is not required for the tourist to be able to arrive when the facility is open. Finally, accessible means available to and understandable by people with limited ability to walk, see, hear or understand English.
- Understandable: Part of a trail of related tourism attractions that put Arlington’s historic sites into their context in the development of the country; part of a logical stop on a “trail.”
- Educational: To attract and provide useful information to students at various educational levels including supporting research projects for the numerous colleges and universities in the Boston area.



While increased information and accessibility may bring about some slight increase in visitors, the large number of well-known historic sites in Greater Boston will make it hard for Arlington’s sites to compete. Boston’s North End, Charlestown neighborhood, the near-by Towns of Lexington and Concord, are all associated with the American Revolution through history classes (starting in elementary school), fiction and non-fiction books, poems, songs and paintings. Tourists come to see in real life what they have learned about all their lives. However, if Arlington can increase its visibility along the



Battle Road Scenic Byway, which connects the Town to other more well-known historic towns, tourism can become a more reliable source of visitors.

Tourism Attraction Dimensions

Tourism Services and Facilities

Arlington is weak in all aspects of tourism services and facilities. Arlington has one hotel and one bed and breakfast. It has a large number and a good variety of restaurants, but there is no easy way for tourists, whether local or regional, to find the ones they would be interested in. There are no public restrooms in the centers, or places to get local information.

Accessible Cultural/Historical Resources

Arlington has 62 buildings and sites on, or nominated for, the National Register of Historic Places. It was site of important military activity during the British Army's retreat from Lexington and Concord and its residents played many important roles in the Revolutionary War. However, very few, if any, of these sites are open to the public on a regular daily schedule, so they cannot be considered accessible.

Outdoor Recreation

Arlington is a major segment of the Minuteman Bikeway, which connects to Alewife station (and on to Davis Square) on one end, and continues through Lexington, across Rt I-95/128 to Bedford on the other. This is the most heavily used "rail-trail" in Massachusetts, and attracts tourists, commuters, and day-trippers. A count in Arlington near Alewife station found 353 pedestrians, 454 bikers and 729 joggers, for a total of over 1,500 users per day. There is significant potential to attract bikers to shop in the centers, and for regional bike travelers and tourists to use Arlington's commercial areas as a stopping point for refreshment and local culture. Many steps can be taken to draw bikeway users into the retail and community activity in Arlington. Both Bedford and Lexington have developed facilities along the bikeway, with public restrooms, tourism info and retail oriented establishments toward bikeway users.

Stowe Vermont's community bikeway has a changing selection of outdoor art as well as direct access to restaurants and other local retail.

Short-Term Action Recommendations

Develop creative tours, such as historic homes and gardens in Arlington, a nature bike trail tour, midnight bike tours of commercial architecture, and any other special tour related to Arlington's history or culture.

Other historic buildings in the Boston area have made a good business by serving as sites for family and public events, conferences, dinners. Examples include the Admiral's house at the Charlestown Shipyard, the Commander's Mansion in the Watertown Arsenal, as well as others. This provides income to maintain and publicize the facility while at the same time familiarizing members of the community with its attractiveness and history.

Long Term Action Recommendations

We propose that the Arlington artistic community be called on to produce works about the Town and its historic and other tourism resources, using every tool at its command. We suggest organizing and funding competitions for histories, stories, songs, and videos. As the art is created and goes out into the world it will start to create a demand for the history that Arlington has to offer.

Later, when tourism picks up, Arlington's historic sites and retailers can return the favor by selling the artists' works.

F. PHYSICAL IMPROVEMENT PLAN FOR BROADWAY BLOCK

Preliminary Concept Sketch



Broadway Block Improvements

- Remove the existing raised granite platform and barrier wall near the curb
- Create a central seating area surrounded by a mix of seasonal and evergreen plantings (and maybe a seating wall)
- Allow traffic to enter the reconfigured end of Broadway from Massachusetts Ave., including the bus, which would stop along Massachusetts Ave. and then turn around via Broadway, rather than making a u-turn on Massachusetts Ave. itself

- Extend head-in parking along Broadway as much as possible toward Franklin St.
- Widen the sidewalk along Medford Street and extend streetscape improvements past the Regent Theatre
- Connect Broadway Plaza to the triangle west of the fire station with a level pedestrian crossing and add a bus shelter

G. FRIENDS OF BROADWAY PLAZA WORK PLAN

The following work plan was prepared by Friends of Broadway Plaza. Improvements are grouped into completed, short-term, medium-term, and long-term categories. Some of these recommendations have been discussed with various department heads. The work plan reflects a broad range of local concerns. Additional property owners, merchants and volunteers need to work on this list of recommendations with the Town.

Completed Improvements

- Planted and maintained planters (retailers)
- Increased frequency of trash removal and clean-up (Town)
- Added cigarette butt receptacles (Town)
- Initiated carving of “Arlington” in large granite block; decided to move project to long-term category (retailers)
- Met with youth and discussed their use of the plaza (retailers)
- Researched and initiated stricter enforcement of news racks (retailers, Town)
- Initiated formation of non-profit “Friends of Broadway Plaza” organization (retailers)
- Initiated award of recognition signs to retailers contributing to plaza improvement effort (retailers)

Short-Term Improvements (1 year)

Physical

- Move trash barrel pick-up to Medford Street to create more space (Town)
- Add “Big Belly” trash barrels (Town)
- Replace outdoor light fixtures (Town)
- Add hanging planting baskets to exterior light fixtures—baskets to be selected by Friends of Broadway Plaza (Town, retailers)
- Continue successful planting and maintenance of the existing planters (retailers)
- Add window planting boxes (retailers)
- Remove the unused newspaper racks (Town)

Cultural

- Continue to address problems created by use of plaza by youth and those (homeless?) who stay for several hours (retailers, Town)
- Immediately remove anyone who is drunk (retailers, Town)

- Ask anyone using foul language, or engaging in any other inappropriate behavior, to leave immediately (retailers)
- Fill vacant retail spaces with the types of businesses that enliven and contribute to vibrancy, for example, restaurants, cafés, bookstores, etc. (Town, retailers, owners)

Maintenance and Cleaning

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

Medium-Term Improvements (2 to 3 years)

Physical

- Move the taxi stand to Medford Street (Town)
- Add bike racks (Town)
- Require that stationary buses not idle—perhaps wait down the block until ready to pick up passengers (Town)
- Provide more attractive signage (Town, retailers, owners)
- Remove granite (stadium) seating (Town)

Cultural

- Initiate art evenings (retailers)
- Piggyback on other “big days/evenings” in Arlington Center, such as summer Wednesday Farmer’s Markets: host a weekly art show by local artists during the Farmer’s Market and dinner hours, hang paintings for viewing and purchase by the public (retailers)
- Introduce an event for Thursday evenings, when many businesses are open (retailers)
- Involve the Regent Theater in special evenings: live music, entertainment, etc. (retailers)
- Reward with a special sticker for their windows businesses that go the extra mile to make their store fronts and space in front of their stores look cared (“Friends of Broadway Plaza” sticker); one example is the landscape work done by the martial arts space this past spring (retailers, Town)

Maintenance and Cleaning

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

Long-Term Improvements (over 3 years)

Physical

- Redesign and reconstruct the plaza (Town, as part of Mass. Ave. Corridor Project, Phase 2) by removing/modifying the perimeter granite wall,

correcting drainage problems, re-planting trees, re-setting heaved bricks, re-locating Cooper's Tavern memorial stone, and closing Broadway at Massachusetts Ave. to connect the plaza with the Fire Station space

- Carve a marker stone with either "Arlington" or "Broadway Plaza"
- Re-locate or eliminate items (benches, small planters, water fountain, mail box, etc.) to create more coherent, less cluttered space
- Move outdoor seating closer to restaurants, away from streets

Cultural

- Continue special cultural programming (retailers)

Maintenance and Cleaning

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

H. MARKETING AND PROMOTION

Model Business Practices

1. Hours of operation
 - Uniform evening hours at least two nights and ideally four will greatly improve sales, since many residents work or are in school during the day.
2. Curb appeal
 - Maintain clean and updated storefronts and windows.
 - Change window displays bi-monthly.
 - Maintain clean sidewalks and entries.
 - Add plants or seasonal items in window boxes to beautify exterior space.
 - Bring selected or sales merchandise outdoors when possible.
3. Personal approach
 - Survey customers and know where they come from and their preferences.
 - Provide personal and quality service.
 - Keep an updated database of customers.
 - Be informed about new products in and related to store theme.
 - Update the store's appearance and signs.
 - Keep a small bowl of candies at the cashier.
4. Community pride
 - Tell business associates in other locations about the advantages of Arlington.
 - Support cooperative advertising efforts and promotional events.

Marketing Road Map

Goals

1. To create ways to market and draw positive attention to Arlington as a place to shop, eat, walk, bike, find entertainment, cultural, historic and educational activities.
2. To bring more customers to Arlington's stores from neighboring communities; to strengthen existing retailers, to attract other retailers to consider Arlington as a place for business.
3. To demonstrate that Arlington is a better and/or equal business location than its competing town centers, namely, Cambridge, Lexington, Belmont, Somerville, Medford; but also considering Boston, Waltham, West Concord, Malden.
4. To re-enforce the image of Arlington as having changed from non-business friendly to business-friendly.

A marketing program would consist of the following elements:

Create Graphics and Materials

- Create a logo and tag line that sums up a “cool” image; e.g., Arlington, “THE PLACE—VISIT US”.
- Create the best message that is reality-based about shopping in Arlington; e.g., small, unusual shops, restaurants, theatres, art – we don't miss a beat.
- Identify the most favorable demographic facts that the Town and merchants approve for dissemination
- Create an advertisement that reflects message
- Create a joint advertisement for individual shops
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Determine Reasonable Budget

- Analyze cost, market, and suitability of advertizing in neighborhood news media and blogs in adjacent towns (start with Arlington, Belmont, Somerville, Cambridge, Medford), and select as many formats as reasonable budget permits for disseminating message.
- Based on information gathered, determine a media plan for print and internet.
- Determine cost associated with Calendar of Events, and select whatever budget permits.

Disseminate Information

- Work with the colleges in the metropolitan region to supply interns in marketing and communication—Arlington can be an excellent project for students in both these disciplines
- Invite members of the press to each calendar event.

- Use Joanne Bergin at New England Journal of Real Estate for feature articles on Arlington as a place for business.
- Maintain the internet site and blog with updated information.

Points to Emphasize

- Broadway Plaza is the focal point
- Downtown has restaurants, theatre, farmer's market, and cultural events
- Minuteman Bike Path attracts thousands of bikers and walkers

I. BROADWAY BLOCK VISION

The revitalization of Broadway Plaza as the focal point and core of Arlington Center will serve as the catalyst for the rest of the downtown. It will be the center for activities and entertainment. Improvements to the physical environment and the mix of businesses can take place in stages. Initially Broadway Plaza needs to be kept clean and safe, redesigned to limit vehicular idling, with low maintenance plantings and furnishings, and provided with an improved public seating environment for pedestrians and adjacent restaurants. Transformation of the fire station to a market place and tourism center has the potential to create a major destination and meeting place in the Broadway Block. This latter project would require a significant effort. If it proves infeasible, the recommended plan for Arlington Center can still go forward.

The Regent Theatre, and the addition of restaurants and cafes to complement it, can become more of a regional attraction in the short and medium-term. It is important for theatre patrons to have more than one place to go. The other restaurants nearby should serve light fare and/or dessert after performances, and dinner or café food before performances. Broadway Plaza should be alive and humming with evening and weekend activities, attracting residents from Arlington and its adjacent communities.

The other retail opportunity is to attract bikers from the bike path by providing a direct rather than diagonal crossing at Massachusetts Ave. and add bike racks to the street furniture. A bike center within a bike store would be an attraction where bikers meet for promotional events and special cycling tours, such as a midnight race and ride down Arlington's Massachusetts Ave.

The Farmers' Market is an asset to the community, and operates without funding from the Town. While it does attract some excellent local farmers, it still does have to compete with all the other Farmers' Markets in the adjacent towns. To distinguish itself further from the other markets, it should be expanded to include other (non-food) markets, such as a flea market, an arts and crafts market, a bikers market, and/or any other type of market that would stay open after 6:30 PM. Wednesday could become a special day for public theatre, or musical or sporting events. To organize and coordinate this, a paid Farmers' Market manager is essential.

TOWN OF ARLINGTON
COMMERCIAL DEVELOPMENT PLAN STRATEGIES
ASSESSMENT
PHASE II
EAST ARLINGTON SUPPLEMENT

October 29, 2009

Larry Koff & Associates
Todreas Hanley Associates
Walker Parking Consultants

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¹ Walker Parking Consultants (2009). East Arlington Parking Analysis. July 2, 2009.

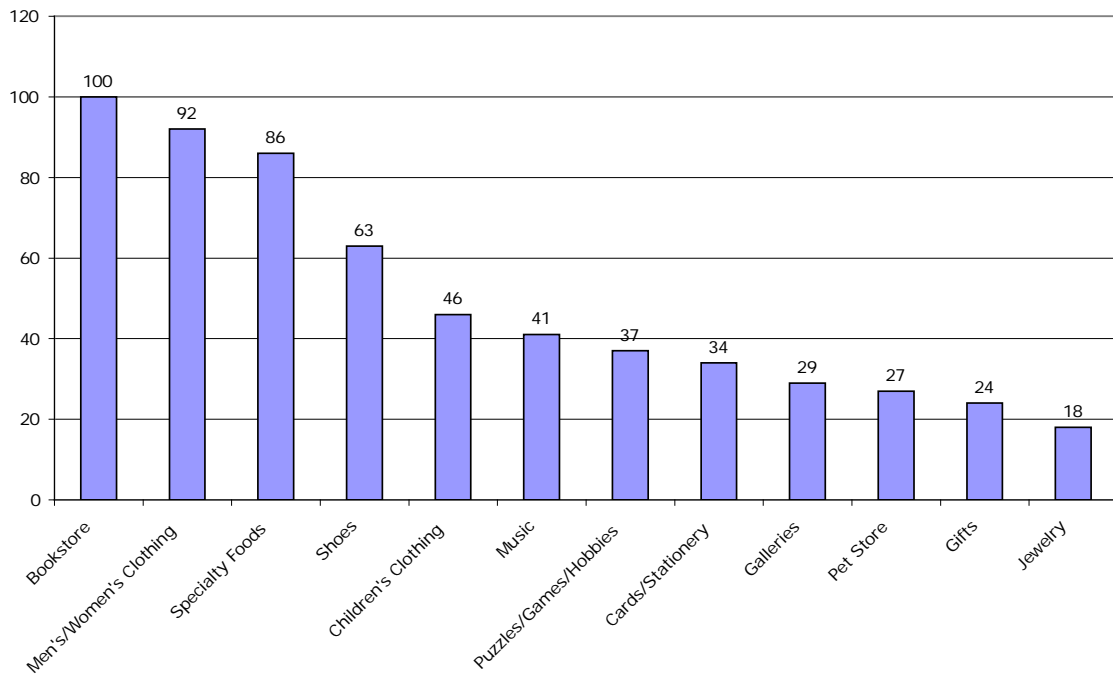
INTRODUCTION

The following background material has been provided by members of the Consultant Team. Some of this material was developed for the Town-wide Commercial Area Study. Other information has been provided to assist the East Arlington businesses.

RETAIL SURVEY RESULTS

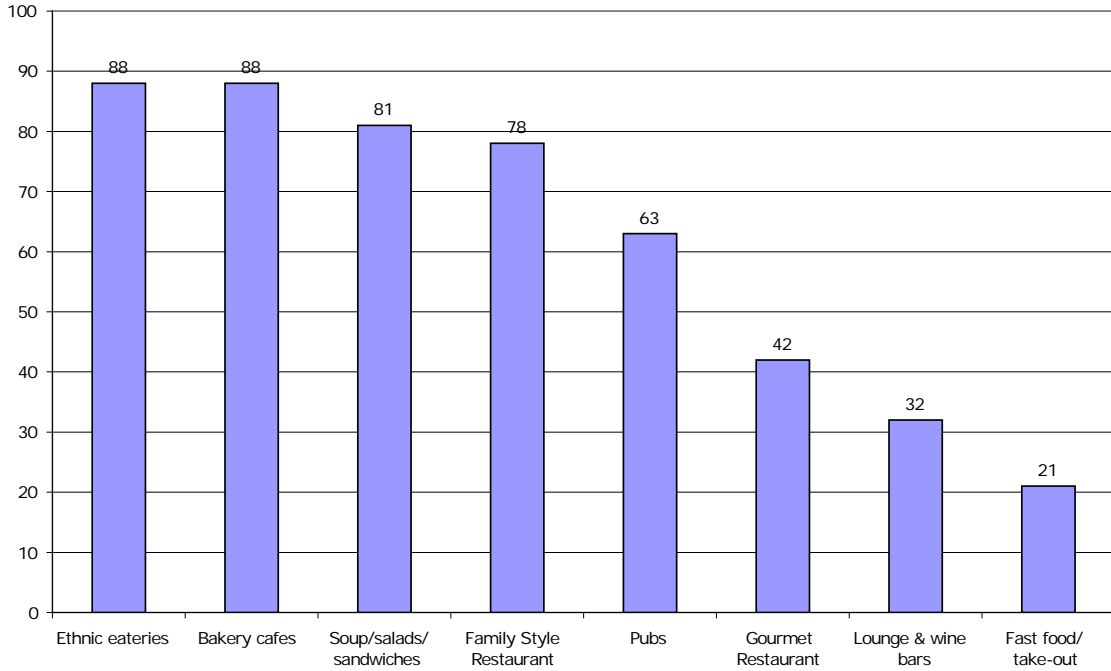
The Town of Arlington posted a retail survey on the internet for Town residents.² The survey asked about preferences for stores they would like to see throughout Arlington and the types of restaurant they would like to see as well. In addition, respondents were asked about specific stores they want to see open in the Town. A large variety of stores were listed as desirable in the merchandise categories of specialty and take-out food, apparel, general merchandise, and comparison goods. These specific stores were added to the Master Tenant List if they were appropriate in size, market and demographic needs, still in business, and were not too close to Arlington. If Arlington did not meet the marketing criteria or preferences of the retailer they were not added to the list. A total of 433 residents responded to the survey, 233 through the internet and 200 from paper surveys which were distributed and picked up by Planning Department staff at the local libraries and Town Hall at the Clerk and Selectmen's offices.

Figure 1: Additional retail store categories requested



² Survey conducted by Town of Arlington Office of Community and Economic Development, July, 2009

Figure 2: Additional eatery categories requested



RENTS

The following table compares the rents for retail space in Arlington with other, competitive locations. Arlington’s rents are lower than all the other competitive locations indicated.

Table 1: Comparison of retail rents in Arlington and adjacent towns

Town Center	Rent (per S.F.)	Assessed Value (per S.F)	Tax Rate
East Arlington	\$15 -\$30	\$153	All: \$11.92/\$1000
Arlington Center	\$15 -\$30	\$116	All: \$11.92/\$1000
Arlington Heights	\$15 -\$30	\$89	All: \$11.92/\$1000
Lexington	\$20-\$45	\$200	Residential: \$12.97/\$1000 Commercial/Industrial: \$24.97/\$1000
Winchester	\$20-\$30	\$175	All: \$10.62/\$1000
Belmont Center	\$30-\$40		All: \$11.89/\$1000
Belmont Squares	\$20-\$25		All: \$11.89/\$1000
Trapelo Road (Belmont)	\$20-\$25		All: \$11.89/\$1000
Davis Square	\$35-\$45		Residential: \$11.71/\$1000 Commercial/Industrial: \$19.25/\$1000
North Cambridge	\$20-\$30		Residential: \$7.56/\$1000 Commercial/Industrial: \$17.97/\$1000

Source for rents: Colliers Meredith & Grew and Todreas Hanley Associates

HISTORIC BUILDINGS

Of the three commercial areas, only Arlington Center has had most of the buildings added by the Historical Commission to the inventory of historic buildings. Partial or full demolition, and some additional changes, must be reviewed and approved by the Commission.



MARKETING AND PROMOTION

The following information has been provided by the consultant firm of Todreas Hanley and Associates.

Model Business Practices

1. Hours of operation
 - Uniform evening hours at least two nights and ideally four will greatly improve sales, since many residents work or are in school during the day.
2. Curb appeal
 - Maintain clean and updated storefronts and windows.
 - Change window displays bi-monthly.
 - Maintain clean sidewalks and entries.
 - Add plants or seasonal items in window boxes to beautify exterior space.
 - Bring selected or sales merchandise outdoors when possible.
3. Personal approach
 - Survey customers to learn where they come from and their preferences.
 - Provide personal and quality service.
 - Keep an updated database of customers.
 - Be informed about new products in and related to store theme.
 - Update the store's appearance and signs.
 - Keep a small bowl of candies at the cashier.

4. Community pride
 - Tell business associates in other locations about the advantages of Arlington.
 - Support cooperative advertising efforts and promotional events.

Marketing Road Map

Goals

1. To create ways to market and draw positive attention to Arlington as a place to shop, eat, walk, bike, and find entertainment, cultural, historic and educational activities.
2. To bring more customers to Arlington's stores from neighboring communities; to strengthen existing retailers; to attract other retailers to consider Arlington as a place for business.
3. To demonstrate that Arlington is a better and/or equal business location than its competing town centers, namely, Cambridge, Lexington, Belmont, Somerville, Winchester, and Medford; but also considering Boston, Waltham, West Concord, Malden.
4. To re-enforce the image of Arlington as business-friendly.

A marketing program would consist of the following elements:

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Points to Emphasize

- Specialty district for arts and crafts
- Capitol Theatre is an evening anchor along with a number of evening dining restaurants.
- Specialty district for “foodies” with eateries for all tastes and all budgets.

Re-Tenancing and Regulatory Reform

East Arlington currently has few vacancies and some offices—for example an architect’s office—occupying prime ground floor retail space—interrupt the retail rhythm of the street. Whenever possible, efforts should be made to have consistent retail on the ground floors of the principal blocks with offices and non-retail/restaurant businesses flanking at the ends. A list of target tenants is identified below.

A change in zoning to discourage/prohibit offices at ground floors of buildings should be considered.

Target Tenant Types	Specific Tenant Examples
<ul style="list-style-type: none"> ▪ Cafes/lunch ▪ Family eateries/restaurants ▪ Specialty foods and catering ▪ Art galleries ▪ Distinctive home furnishings ▪ Musical instruments/music store ▪ Specialty games 	<ul style="list-style-type: none"> ▪ Stone Hearth Pizza ▪ Gran Gusto Restaurant ▪ Boutique Fabulous ▪ Learning Express ▪ Zia Outlets ▪ Stellabella toys and games ▪ LaBella's Fine Foods ▪ Dave’s Fresh Pasta

WALKER PARKING STUDY

Executive Summary

Why a parking program for East Arlington?

1. The merchants are deprived of having conveniently available parking for their customers because many of the most desirable spaces are filled by employees, and in some cases, commuters.
2. There is no convenient, dedicated parking for employees.
3. There are no clear regulations about parking in the adjacent residential areas.

Parking Industry Best Practices

1. Parking industry best practice recommends that the spaces closest to the intended destination be set aside for patrons and visitors, known as “discretionary users”, because they have a choice about whether or not to visit a business.
2. Employees and residents, known as “mandatory users”, have a better knowledge of the area and higher comfort level parking some distance away from their intended destination. However, since employees arrive first, they often take the closest spaces, and occupy them all day.
3. A mechanism is needed to compel mandatory users to seek alternate parking and save the curbside spaces along Mass. Ave. for customers.
4. Attaching a monetary value to use and/or abuse of parking is the most effective means for regulating its use.
5. Funds collected for the use of public parking assets should be used to benefit the community in some form.

Findings

1. Parking Supply in East Arlington commercial district (defined as Elmhurst to Varnum, and Windsor to Harlow)
 - a. There are approximately **96 legal parking spaces along Mass. Ave.**, primarily intended for commercial users.
 - b. There are roughly **250 off-street, privately owned parking spaces** in the district. This inventory includes parking at the Crosby School, Hardy School, Cambridge Savings Bank (180 Mass. Ave.), Summit House, Trinity Baptist Church and others. These spaces are not available for use by the general public.
 - c. There are roughly **600 on-street parking spaces on side streets** located within ‘acceptable walking distance’ to the commercial center, based on industry standards.
 - d. **Only 96 of the 945 total spaces** in the district **are designated for customers** today.

- e. Of the 96 spaces, observations have indicated that **many spaces are occupied by employees**, leaving fewer convenient spaces available for customers.
2. Parking Occupancy of Mass. Ave. parking spaces:
 - a. Weekday occupancy averages 73% of capacity (96 spaces).
 - b. Weekend parking occupancy is higher.
 - i. Friday evening – 86% use of capacity.
 - ii. Saturday afternoon – 100% utilization.
 - iii. Saturday night – 127% utilization indicating extensive illegal parking (i.e. too close to intersections, blocking driveways, obstructing fire hydrants, occupying bus stops, etc.).
 3. Projected Need for Parking.
 - a. The **most severe parking inadequacy occurs Saturday nights**.
 - i. Projections suggest a need for as many as **295 spaces** to support commercial activity in the district as shown in Table 3 on page 10.
 - b. Weekday demands also exceed the current allocated commercial supply.
 - i. Commercial uses could need as many as **273 spaces** at the peak hour as shown in Table 3 on page 10.

Recommendations

1. Review and discuss findings of Walker Parking Study with business community.
2. Further define parking problem, as perceived by businesses and residents.
3. Identify preferred solutions
 - Reserve Mass. Ave. spaces for high turnover, customer spaces
 - Change time limits for Mass. Ave. parking
 - Mark parking spaces
 - Increase enforcement and regulation
 - Use of Hardy and Crosby School lots for evening and weekend parking by customers and employees
 - Shared parking in private lots
 - Valet parking
 - Metering
4. Create an entity to implement and monitor parking program