

ARLINGTON HEIGHTS NEIGHBORHOOD ACTION PLAN

Prepared for the Town of Arlington, Massachusetts
by the Metropolitan Area Planning Council

April 2019



Acknowledgments

This report provides recommendations to revitalize and energize the historic Massachusetts Avenue commercial area in Arlington Heights. Thank you to all who participated throughout the process. This project is funded by an Equitable Transportation Oriented Development (eTOD) grant from the Barr Foundation and the Commonwealth of Massachusetts District Local Technical Assistance (DLTA) program administered by the Metropolitan Area Planning Council (MAPC).

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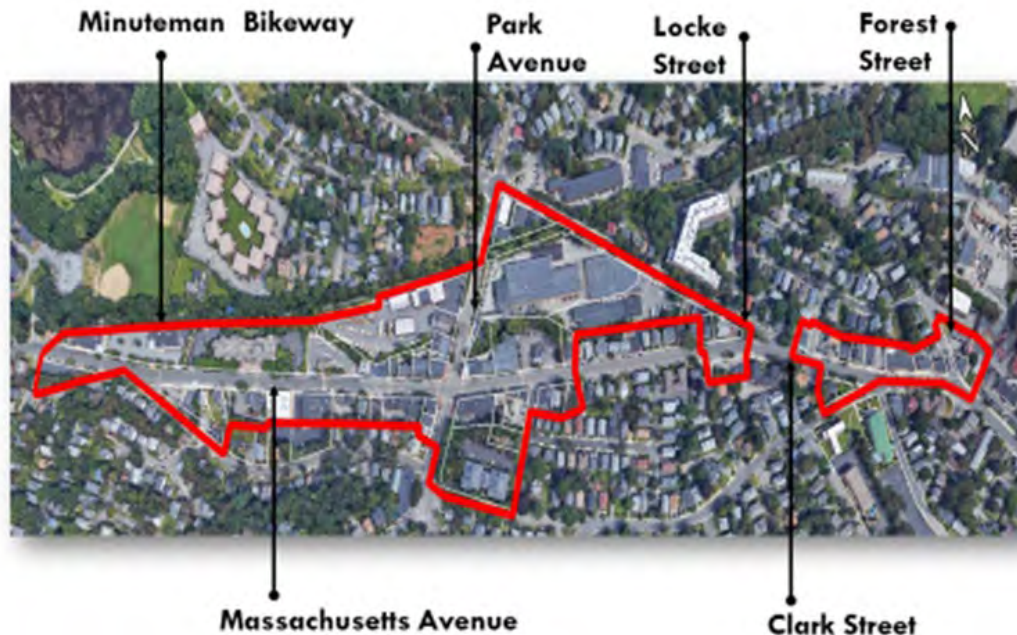
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Executive Summary and Zoning Recommendations

The Arlington Heights neighborhood is anchored by the historic Massachusetts Avenue business corridor. The corridor has yet to reach its full potential to accommodate additional business opportunities and housing units, including mixed-use developments. The purpose of this report is to summarize analysis and planning activities undertaken by the Town with assistance from the Metropolitan Area Planning Council (MAPC), and to provide recommendations to accomplish the town's goals as identified through the public process related to Arlington Heights. The map below indicates the study area.

The recommendations are the result of a robust community engagement process, and analyses of economic development opportunities, zoning, and land use.



BACKGROUND

The Massachusetts Avenue business corridor in Arlington Heights has regularly been identified as an opportunity area for expanding business and multi-family housing, and for developments that include both categories of use in “mixed-use” projects. Previous studies have identified the zoning regulations as barriers to additional development. In this project, the Town partnered with the Metropolitan Area Planning Council to analyze the zoning and to develop recommendations to remove these regulatory barriers and encourage appropriate development. As part of this study, MAPC is also making several non-zoning recommendations for municipal actions.

MAPC conducted two community forums and attended two steering committee meetings. The forums, in May and October 2018, provided valuable guidance on what the neighborhood residents and business owners wished to see in this location in terms of uses, heights, and design.

KEY RECOMMENDATIONS

1. Create one entirely new business district to replace the existing four business districts.

The existing zoning (see map below) consists of 4 business districts and is confusing, duplicative and does not foster a cohesive business district. A single business district, tailored to the distinctive vision for the neighborhood, can solidify the corridor as a walkable mixed-use area. The new district, tentatively labeled the Arlington Heights Business (“AHB”) district, would include more as-of-right uses and dimensional and parking requirements tailored for the area.

The business district should include all of the land zoned in any of the existing Business districts and the MBTA lot currently zoned Transportation. It should **not include** the land currently zoned Industrial.

2. Re-zone part of the existing Industrial District, the four acre “Gold’s Gym” site, as a Planned Unit Development (PUD).

This “Gold’s Gym” parcel holds tremendous potential for redevelopment into housing, with some restaurant and retail use, as well as connectivity to the Minuteman Bikeway. A new site layout that incorporates the Bikeway and Mill Brook open space/recreation opportunities, as well as connections to Massachusetts Avenue, will be key to maximizing the development opportunities at this site. This may include phased development.

Many of the Town of Arlington’s existing PUD provisions should ensure a successful project if the site is rezoned; however, MAPC would suggest altering some of the existing PUD provisions to tailor the zoning more specifically for this site. A separate Arlington Heights PUD District is therefore proposed.

The remainder of the current Industrial district in Arlington Heights, including the Arlington Lumber Company, should remain zoned Industrial. The Lumber Company is a catalyst for the “home improvement” cluster of stores in Arlington Heights: City Paint, Sherwin-Williams, Wanamaker’s Hardware, etc. It is a viable business, one of a few locally owned lumber stores in the area.

3. Provide for a tiered Environmental Design Review process.

A tiered Environmental Design Review process would provide for different levels of review based on established criteria, such as type of development, size, etc. A new Administrative Environmental Design Review would allow for staff review of smaller projects, ensuring the design meets the Town’s standards without potentially lengthy time delays.

4. Review the existing Design Standards to ensure they reflect neighborhood specifics.

Review the existing Design Standards and possibly fine-tune them to include reference to and recommendations regarding the confluence of Massachusetts Avenue, the Minuteman Bikeway and the Mill Brook in Arlington Heights. Consider developing more detailed Design Guidelines for this zoning district to illustrate the Gold’s Gym site potential.

5. Work with the MBTA to better utilize the bus turn-around lot.

Located in the middle of the Arlington Heights Massachusetts Avenue corridor, this bus parking/turn-around area creates a gap in the business district, and presents potential if the Town can work with the MBTA to accommodate the buses while providing for development beyond the small, currently vacant structure. This site could also be redesigned to continue to accommodate the bus turnaround while at the same time providing a key open space location, allowing for a public gathering space which is currently missing from the Heights.











6. Explore ways in which creative place-making projects, both temporary and medium/long term, can bring vitality to the Heights and foster a more active and vibrant street life.

NEXT STEPS - SHORT TERM ACTIONS

1. Establish a zoning committee (the "AH Zoning Committee"), or work with the existing town-wide zoning committee, to continue exploring the zoning for Arlington Heights including the recommendations in this report.
2. Through this AH Zoning Committee and other outreach activities, support the changes to multi-family and mixed-use zoning that are being proposed at the spring 2019 Annual Town Meeting, as these warrant articles will have impacts on the future actions needed in Arlington Heights.
3. Based upon the votes at the 2019 Town Meeting, town planning staff should work with the AH Zoning Committee to determine the best options for future bylaw changes to implement the zoning changes in this report that are accepted by the Committee.
4. The Arlington Heights Zoning Committee should begin work immediately after spring town meeting 2019 to prepare the recommended zoning changes for Arlington Heights, both the AHB District and the AH-PUD District, since the warrant for Town meeting 2020 closes in February 2020, only 8 months later.
5. Additional Short-term non-zoning actions could include:
 - a. Seek changes to local regulations (and if needed, to state limits on liquor licenses) to make it easier to open restaurants, as these are a major "wanted" element for the Heights;
 - b. Plan for more public events (historical re-enactments, street-closure dance parties, arts events) to draw crowds to the Heights, to meet the residents' desires for more community events, and to support commercial activity by increasing visibility and foot traffic;
 - c. Begin negotiations with the MBTA regarding future temporary or permanent use of all or part of the bus turn-around for public events (dance parties, farmers' markets, music events); try to host some events during the summer of 2019;
 - d. Coordinate with the implementation of the Arts and Culture Action Plan to plan locations of murals to provide visual interest and identity for the Heights, to support arts pop-ups in vacant storefronts, to plan for future installations (temporary or permanent) of public art, and to plan for community events;
 - e. Make the Heights a more desirable location to go to spend money by improving the ease of finding parking, improving walkability, and enhancing the experience of shopping here through targeted public and private improvements, etc.

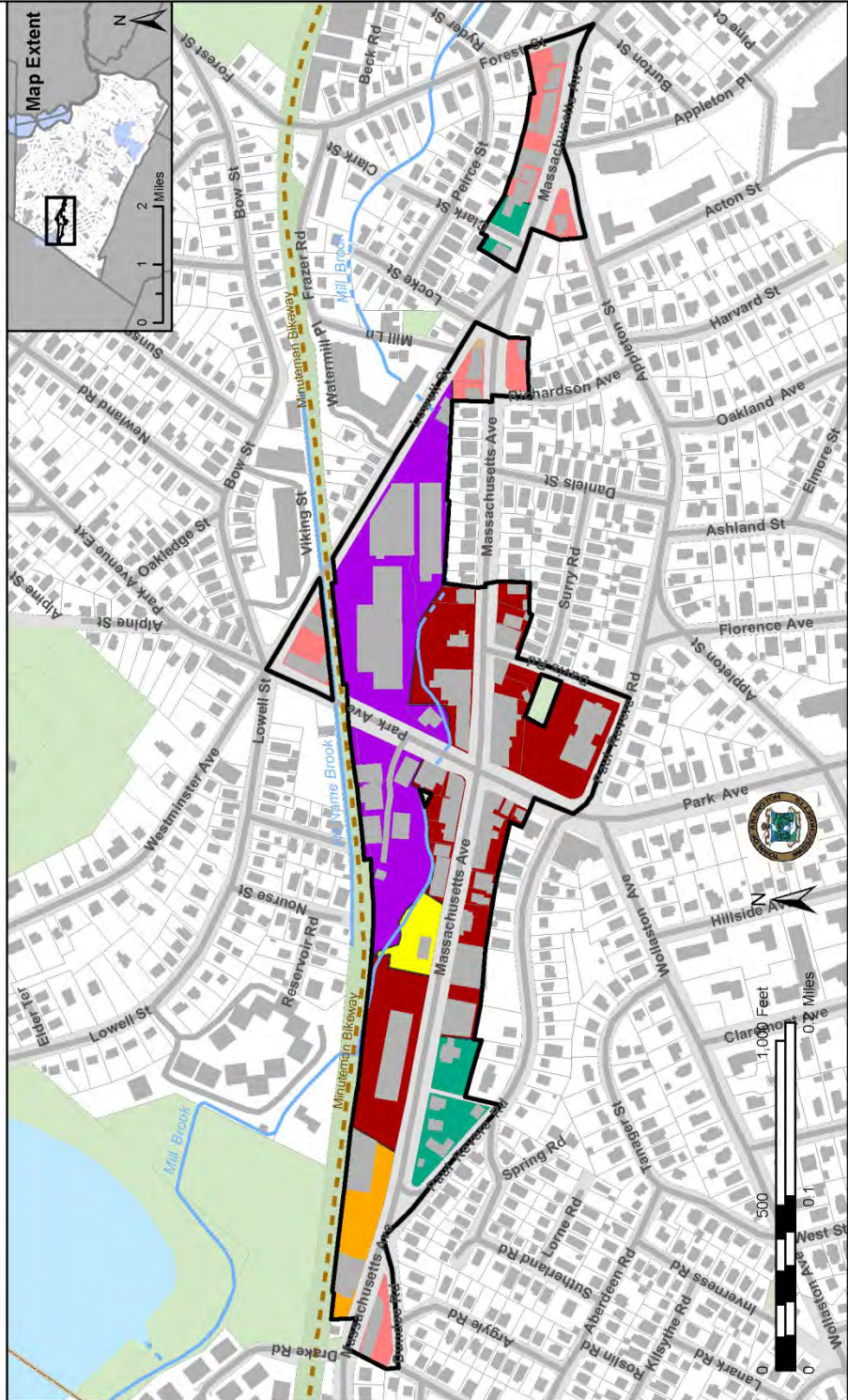
Arlington Heights Visioning and Planning

Town of Arlington, MA

- | | |
|---|---|
|  B4: Vehicular-Oriented Business |  Structure |
|  B2: Neighborhood Business |  Minuteman Bikeway |
|  B2A: Major Business |  Parcel Boundary |
|  B3: Village Business |  Right-Of-Way |
|  T: Transportation | |
|  Open Space | |

The information shown on this map is from the Arlington Geographic Information System (GIS) database and is intended for informational purposes only. The Town of Arlington has made reasonable efforts to ensure accuracy of the content, but does not guarantee the accuracy of the information. Users are responsible for determining its suitability for their intended use or purpose.

Map for planning purposes only,
created by the Arlington GIS Office 5/18/2018.



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SECTION I

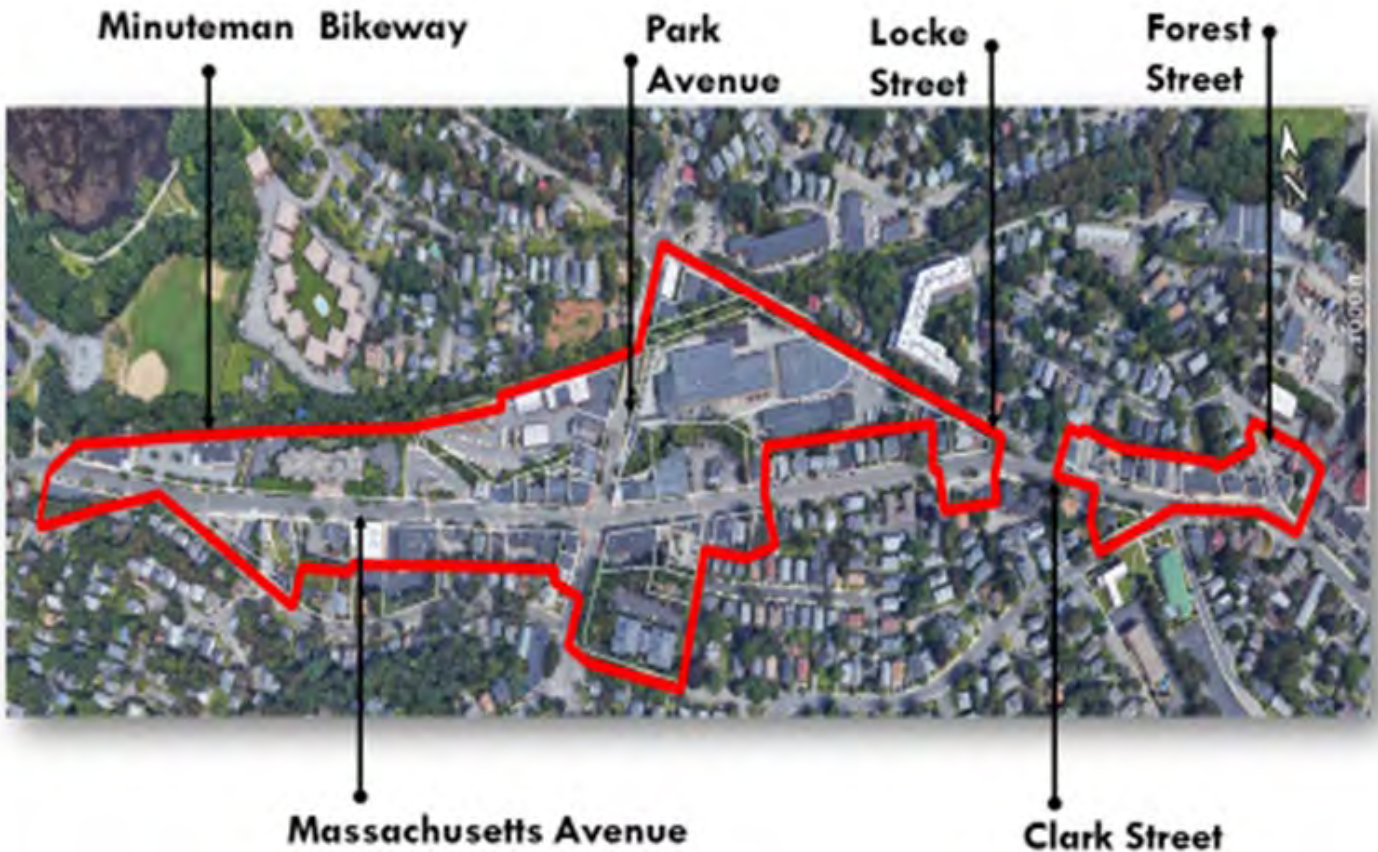
Context

LOCATION AND STUDY AREA

Arlington Heights (“the Heights”) is one of the town’s three major business districts and an important transportation hub along Massachusetts Avenue (Mass Ave).

The study area is an approximately one mile corridor along Massachusetts Avenue, running from Forest Street on the east to the town boundary with Lexington on the west. The study area includes parcels that are currently zoned for Business, Industry and Transportation. The study area includes:

- 29 Parcels
- 236 Acres
- 40% of Area for Parking
- 1.29M sq. ft. Building Area



HISTORICAL PERSPECTIVE

All of Massachusetts Avenue in Arlington, including this section, is part of the state-designated Battle Road Scenic Byway. Termed the “Road to Revolution,” the street follows the approximate path of British soldiers on April 19, 1775 during the battles that marked the start of the American Revolution. There are several Scenic Byway Resources in or just outside of the study area, including Old Schwamb Mill and the Captain Benjamin Locke House.

Massachusetts Avenue, historically and continuing into the present time, has been a main thoroughfare for transportation and commerce. In the 19th century, streetcars to Cambridge traversed the street, and a railroad line provided service to Boston.



Street car running along Mass Ave. c. 1900. Looking west from intersection with Park Avenue

ARLINGTON HEIGHTS TODAY

The Massachusetts Avenue section of Arlington Heights consists of a mix of neighborhood-serving local businesses and larger regional/national businesses. The Minuteman Bikeway follows the historic route of a railroad that provided passenger and freight service to this area. The Arlington Lumber Company and the Gold's Gym site are remnants of the industrial land uses that abutted the railroad, and are zoned as such. The commercial nature of Massachusetts Avenue in the study area is historic and uses have grown and changed over time. There are a few residences in the study area, and a gas station. The neighborhood surrounding Massachusetts Avenue includes single- and two-family homes on the south side and three- and four-family homes on the north side. Though outside of the study area, these residential areas are an integral part of the Heights and the residents are an important customer base for the Massachusetts Avenue businesses.

There are five bus routes that currently serve the Arlington Heights area on Massachusetts Avenue, originating from Alewife MBTA Station and Harvard Square. One route goes to Hanscom Field. Unfortunately, several of the routes only run during weekdays, and predominantly serve commuters during rush hours.

The Mill Brook, a partially covered brook that originates at Arlington's Great Meadows and runs between and parallel to the Minuteman Bikeway and Massachusetts Avenue in the Heights, holds potential, although climate resilient development techniques will need to be utilized for successful incorporation into redevelopment projects.



2017 Image from Google Streetview: Note many of the same structures are in both 1900 and 2017 photos.

SECTION II

What Did We Already Know?

Previous Plans, Studies and Surveys

Arlington has a long history of planning. The following plans provided guidance for this project. The key points relevant to Arlington Heights specifically are noted.

Arlington Master Plan was completed and adopted by the Town in 2015.

The Master Plan Goals relevant to Arlington Heights include:

- Encourage mixed-use development that includes affordable housing, primarily in well-established commercial areas;
- Provide a variety of housing options for a range of incomes, ages, family sizes, and needs;
- Preserve the “streetcar suburb” character of Arlington’s residential neighborhoods;
- Strategically improve public infrastructure, including town properties, and access to public parking; improve promotional and wayfinding signage; and
- Enhance access to Minuteman Bikeway.

Arlington Housing Production Plan, adopted in 2016

The Housing Production Plan recommends integrating affordable units in a range of housing types into the fabric of Arlington’s existing neighborhoods through redevelopment of certain underutilized properties and reuse of existing buildings. Relevant HPP Goals include:

- Goal 2: Encourage mixed-income housing through mixed-use development in business districts.
 - Strategy 1: Use zoning to actively encourage housing production on identified developable sites along commercial corridors and in other smart growth locations.
 - Strategy 3: Amend dimensional regulations to facilitate production of multifamily housing through mixed-use development in commercial areas and other smart growth locations.

Support Arlington Heights

This was a citizen-led effort to bring attention to the potential for additional retail and business opportunities in Arlington Heights. Many of the group’s organizers and followers were active participants in the public participation process for this study. The group sponsored a survey in 2016 and has an active Facebook Page with 120 members.

The Open Space Plan, adopted in 2015, helped to inform this project, in particular as relates to potential for redevelopment near the Mill Brook, the daylighting of currently culverted sections of that stream, the potential for a linear park to be established along this waterway, as well as the potential to provide better connections from Arlington Heights to the Minuteman Bikeway.

Zoning Bylaw: The Town has recently made strides towards updating its Zoning Bylaw to reflect the vision articulated in the Master Plan, which includes a number of recommendations to amend the Zoning Bylaw to encourage mixed-use development. At the spring 2016 Town Meeting, an amendment to the Zoning Bylaw that allows mixed-use development along commercial corridors by special permit passed with overwhelming support, as did parking reductions in high-density residential and business districts. At the spring 2018 Town Meeting, residents voted to recodify the Town's Zoning Bylaw. The recodification substantially reorganized the Bylaw, removing inconsistencies, clarifying procedures, and making it simpler and more user-friendly. This recodification was extremely helpful in making Arlington's zoning regulations more easily understandable.

The **Arlington Arts & Culture Action Plan**, completed in 2017, was another resource for this project. Relevant guidance includes art in public places, arts and culture festivals and community events in public places, promotion of art in vacant storefronts to improve vitality of business areas, and artistic amenities in public places (beautiful and functional benches, wayfinding, bike racks, banners, murals, etc.).

When the project began, there was a general consensus by Town officials and residents that the "Heights" had the same potential to be a destination in Arlington as the other 2 commercial districts. Residents were troubled by vacancies and a lack of desired uses. The goal of this project was to help discover why these conditions existed, and to recommend changes to the land use regulations that would spur the revitalization that the community wants to see.

SECTION III

What Did We Find Out?

Public Process, Market Analysis, Zoning Analysis

CURRENT PROJECT

The Town of Arlington applied for MAPC Technical Assistance Program (TAP) funds for a visioning and planning process for Arlington Heights. The area has been identified as an opportunity area for new growth, particularly mixed-use development. The project deliverables are recommendations for modifying the existing zoning to foster a thriving business district, including the creation of additional housing units.

The project envisioned a robust public process, analysis of market conditions, and of course a zoning analysis to determine how the zoning might be adjusted to meet the community vision. Each of these is described in the following sections.

PUBLIC PROCESS – STEERING COMMITTEE

The Town convened a Steering Committee comprised of town officials, interested citizens and representatives of the business community. The Committee included representatives from the following groups:

- Arlington Park and Recreation Dept.;
- Arlington Department of Planning and Community Development;
- Arlington Public Works Dept.;
- Housing Corporation of Arlington;
- Old Schwamb Mill;
- Sunrise Senior Living; and
- Support Arlington Heights.

Two meetings were held with the Steering Committee. The first meeting introduced the project and presented a zoning overview. The second meeting reviewed the market analysis MAPC prepared.

In addition, two public forums were held. The process and results of these forums is included in the sections below. Input from both public forums was used to develop the zoning and other recommendations included in this report.

PUBLIC FORUM #1, MAY 23, 2018

The first Arlington Heights Community Forum was held on May 23, 2018 at the Dallin Elementary School. The purpose of the Forum was to introduce the Arlington Heights zoning project, to present the results of the Retail Market Demand Analysis for Arlington Heights Rezoning, and to obtain community feedback about what businesses and uses the attendees would like to see in the Heights. Feedback received at this forum was used to help develop a guiding vision for the Study Area and to enable the Town of Arlington and the Metropolitan Area Planning Council (MAPC) to work collaboratively to make recommendations on zoning and other changes that can facilitate redevelopment of parcels for additional local businesses, mixed-use, and multi-family housing.

Approximately 100 people were in attendance at this first Forum. There were three different opportunities for attendees to actively participate:

- 1) On the back of the Agenda, there were three questions focused on businesses in Arlington Heights (AH);
- 2) The “Table Exercise” provided copies of the Study Area map and asked for general information about the area;
- 3) The “Board Exercise” provided a paper ballot and asked about housing and design.

Results from each exercise are summarized below. There was some overlap between the “Agenda exercise” and the “Table exercise”, and the results are discussed both separately and as a combined group of answers.

Summary Observations

The majority of attendees were supportive of the existing goods and services available in Arlington Heights, but also identified the need to maintain storefronts and welcome new businesses, in particular retail and restaurants.

Attendees appreciated the local merchants, ease of access, and neighborhood “feel” of the area. The most sought-after additions included a coffee shop, ice cream shop, wine bar and additional restaurants.

Arlington Heights was considered to be relatively accessible, with slightly more than 50% of respondents indicating they regularly got there by bike or by walking. However, there is still a need for appropriate levels of parking, as 35% get there by car.

There was also a desire for a more cohesive district “feel.” Perhaps related to this, at least in part, there was an interest in more community gathering spaces and community events, and improvements to the public realm. There was also support for outdoor seating and public art installations.

Table discussions were generally more focused on economic development issues and how to support additional businesses; additional housing was also supported, especially as a means to support the local businesses and to enable more retail vibrancy.

The results of the Forum also indicated support for mixed-use projects including multi-family housing of 3 to 5 stories. Attendees were asked to rank six types of housing, from studios to affordable senior units, according to their overall first, second and third choice. Two-to-three bedroom units ranked first, followed by one-to-two bedroom styles. Affordable family housing outranked both studio apartments and affordable senior housing.

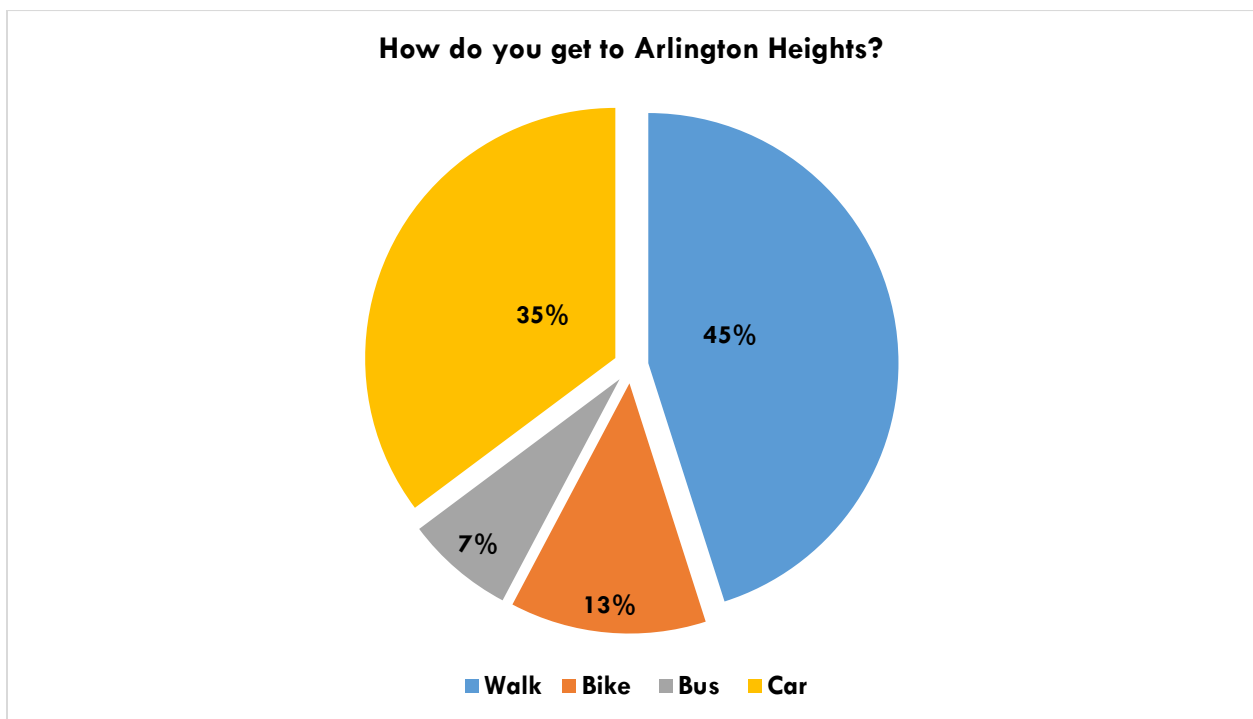
Forum #1 Exercises to Obtain Public Input:

Exercise #1. Questions on the back side of the meeting agenda

Participants were asked to provide input on the following:

- What is your favorite business in Arlington Heights?
- How do you get to the businesses? Walk, Bike, Bus, Car?
- What is missing?
- Other Comments

The most quantifiable question was how people access the shopping and other amenities of Arlington Heights.



Of the people who responded to this question, 32, or 45% walked to local businesses. Twenty-five people, or 35%, took a car. The rest biked or took public transportation (bus).

These results illustrate the need to continue to improve the bike/pedestrian-friendly nature of the Heights, while also recognizing that there will be a continuing need to provide adequate parking for vehicles for those who drive to the Heights. The need for parking was echoed in the table discussions as well.

Respondents to the question of their favorite businesses in Arlington Heights listed the following 16 businesses:

Agenda Question:			
What is your favorite business in Arlington Heights?			
Trader Joe's	31	Wonder Yoga	5
Wanamakers	21	Balich's*	4
D'Agostino's	17	Szechuan Dumpling	4
Pensey's	14	Thai & Son	4
Cookie Time (Lakota)	9	Banks	4
Walgreens	7	Prime Butcher	3
Starbucks	7	Pets Unleashed	3
Salon	6	La Posada	3

*Closed

The above chart shows that the diversity of businesses in Arlington Heights is key to its success as a shopping destination.

Forum participants listed the following 25 categories of uses that they felt were missing, or that they would like to see more of in Arlington Heights:

Agenda Question: What is missing?			
Bookstore		Breweries	Retail
Parking/signage/spaces*		Unique businesses	Ice Cream
Consistency		Farmers market*	Community Events*
Old Town Feel		More bus service*	Outdoor gatherings*
Businesses leaving		Trash barrels*	Restaurants
Coffee shops/houses		Trees*	Public Art*
Live Entertainment		Bakeries	Public Transportation*
Night Life		Fitness Studios	Pubs
Common meeting places*			

Note that the above list of “what’s missing” includes not only the additional types of businesses that residents wish were present, but also the additional public amenities/events that they feel would enhance the District (i.e., items with * in above list). See also further discussion below in the “Table Discussion” section related to the question of “what’s missing.”

Exercise #2. Table Discussion

As part of the Table Discussion Exercise, participants were asked to provide their ideas related to the following questions:

- What do you like about Arlington Heights? What are the greatest **assets**?
- What is missing? What are the critical issues to address?
- What are the opportunities?
- What is your vision for Arlington Heights?

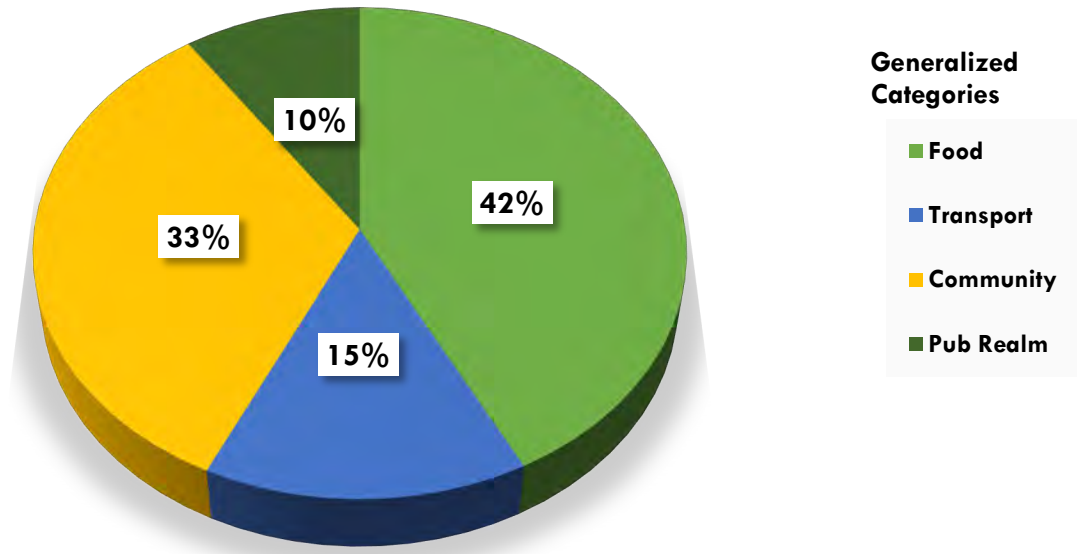
This “Assets” question echoes, but is not quite the same as, the question asked in the “Agenda exercise” above, which was more directly related to retail. This table discussion question is broader, and has therefore resulted in a broader set of responses regarding assets.

The following were listed during the Table exercise as the greatest assets of Arlington Heights by those in attendance, with the numbers indicating the frequency of times the item was listed:

Table Exercise Question # 1: What do you like about Arlington Heights? What are the greatest assets?			
Stores	14	Neighbors/hood	7
Bikeway or path	14	Reservoir	6
Trader Joe's	13	Parks	6
Community	10	Clean, neat feel	6
Accessibility	10	Cookie Time (Lakota)	5
Penzey's	10	Walgreens	5
Walk-ability	10	Pets Unleashed	5
Hardware Store	9	Bus Routes	4
Residential Aspect	8	Parking	4
Public Trans	8	Schools	4
Restaurants	7	Retro Feel	3

Assets include “stores” as a category, as well as call-outs for specific key businesses; open spaces such as parks, the bike path, and the Reservoir; accessibility topics such as walkability, bus service, and parking; and items that enhance the “community” such as neighbors/hood, cleanliness, etc. Table discussion question #2 also echoed the Agenda questions. The chart below indicates what attendees identified as “missing” elements in Arlington Heights. The 20 topics identified by the forum participants have been grouped into four categories: Food and Beverage (coffee shops, restaurants, bakery); Transportation-related (bike racks, parking and walkability); “Community” related includes farmer’s markets, diversity, housing, etc. and “Public Realm”, to categorize Appearance and Signage. The 20 elements could be sorted in a variety of ways; this is just one example. This data indicates apparent significant support for additional options for restaurants and food shops, as well as a desire for an increase in community-related activities.

"Missing" Elements in Arlington Heights



Comparing the above chart and results to the input received via the “Agenda exercise” question related to “what’s missing,” if the Agenda exercise answers are grouped by similar categories, the results are:

- Retail and Food – 44%
- Community – 28%
- Transport – 8%
- Public realm – 20%

Although the results do not line up exactly, both exercises indicate the participants were most interested in the shopping/food experience and the community oriented experience, indicating that these may be critical elements for the town to focus on in bringing more vitality to the Heights.

The Table Exercise also asked for input related to opportunities. The chart on the next page lists the input received. The most-often-mentioned opportunities included filling vacant storefronts with a diversity of shops and restaurants or making storefront façade improvements (18 mentions), improvement of wayfinding and signage in the Heights (11), running more community events (8), taking over the bus turn-around and re-using it for a public gathering space (8), capitalizing on access to the bike path (7), establishing more residential/mixed-use/affordable units in the Heights (4), making pedestrian improvements (4), and improving bus service (4).

Table Exercise Question 3: What are the opportunities?
Fill the empty storefronts, empty kiosk by Bikeway, across from backside of Scutra Shattuck's, Better signage for all businesses (classy, consistent, but readable), community events (in kid-friendly locations, such as parks, etc.), more better bike path access points
Empty storefronts, signage-can't tell what's there and no consistency.
Children's Library and spaces, kid friendly restaurants, nicer signage, middle schools nearby
Build more mixed use areas w/ more apartments/condos
Storefront enhancements, bike path access & signage: public access, Main Street program, Culture events focused on Heights, moving the bus depot area during certain hours-like having farmers markets, coordinate my town about placement for bike service-where to put stations, better landscape of Mill brook, better promotion of historical artworks and to have better signage
Aesthetically pleasing enhancements parking garage with mixed use on first floor. Wider sidewalks. Way finding, knowing how to get to community services(library, parking) from your car. More public transportation near McClennan Park
Vacant industrial space, empty warehouses, no public transportation near McClennan Park
Fresh produce market, taking over part of bus turn-a-round, the building there with greenery and connection to bike path and parking
Housing and AMCI-Library
Re-use of vacant industrial buildings for restaurants and retail in updated storefronts and possibility for 2nd flloor offices, apartments and better use of upstairs avails for apartments
Redevelop large industrial area
Swiss bakers, aeronault brewery are interested, develop the bus turn-a-round into a park space, add a parking sign to direct drivers to the parking lot behind and intergrate businesses with bike path
Too many chain stores/businesses, express bus(es) to Alewife and Harvard Square, better more reliable buses on the existing routes (62,76,77,79,78) and no bars and more green space/trees/bushes
Balich space, nicola pizza space, bus depot, destination place and at night, community gathering
take over the MTA depot for parking and move the depot to the back area near Gold's gym
The heights is not that far from Arlington canter, but it feels isolated, sleepy boring, we could fix the walk links in the chain to the rest of Arlington links to Cambridge. That would bring some life to the Heights
The opportunities depend on the buy in of residents, bus needs and individual needs who live and use the area
Create more homogeneous aesthetic, bring in another panera-like coffee shop/bakery, create an outdoor café area, use temporary seating areas taking over 2 parking spots like lexington does
Open some restaurants/informal dining places, need local watering hole of daytime variety, a wine bar with music, a real and comfy diner, and create an outdoor dining space
Is there empty space in the big golds gym building that can be used for something? A pub perhaps?
Bus turn-around empty stones and empty stores, entertainment-kids indoor place
Bike-Share, Bus department and golds gym area
Community engagement and update going to allow more restaurants and bars?
People yearning to stay local
Connect Bike path to Mass ave w/ park/playground
Great population, golds gym site and so many kids-after school program
A Place to grow daycare has to close during snow emergeniies
More bus service at night and the heights can't get grants for future.....
I like what art lounge does to encourage jazz performances- can it do more?
Rerouting incoming traffic up on Paul Revere Rd from Lexington that people looking to gain access on RT2 do not have to come down to the intersection of Park Ave. and Mass Ave. to take a right to Rt 2
Local Shopping, fresh, local produce (closest thing is Wilson's in Lex) and affordable
More access points to the bike path & businesses; cafes & restaurants; community events, like children's days, movie in the park nights, concerts, farmers markets, pop-up art, etc. Better access for bike/pedestrians would draw folks towards Arlington Heights instead of East Arlington
More community gatherings, spaces like café or library, more children's spaces, music and farms markets, walking street traffic, connecting to bike path, diversity economic, race age, affordable housing
More consistency of retail-esp towards art, filling dead space, more inviting spaces to gather and wayfinding on bikepath and in commercial district
Increased businesses that cater to the families that live in the area and their everyday needs for example, and respectfully someone only buys a vacuum once every 10 years or more or gets their hair done occasionally, but coffee and eating establishments or certain clothing or gift shops or book stores would be more useful to the immediate community.
Easier regulations concerning parking, more loans or funding and support for incoming restaurants, creating a local public transportation similar to Bee Hive, more flattering lighting at night, vacant storefronts opportunities
Smaller(Bee Hive) service, directions to the library, making housing affordable
Walking the heights from D'Agostino's to Trader Joes/Walgreens-many people walk the bike path as well
Landlords need to maintain store fronts, ice cream shops and cafes and sidewalk sales

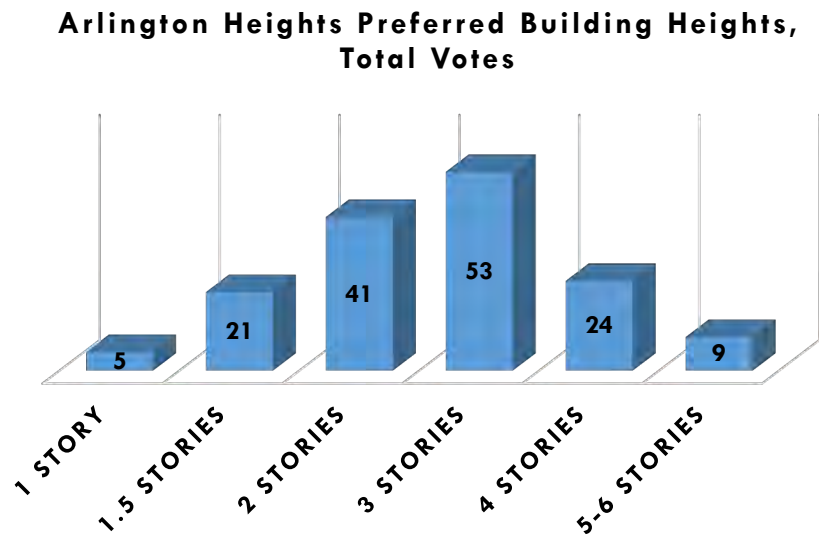
Exercise #3: Housing and Design Board Discussion

Forum attendees were provided a 4 page paper ballot with illustrations depicting

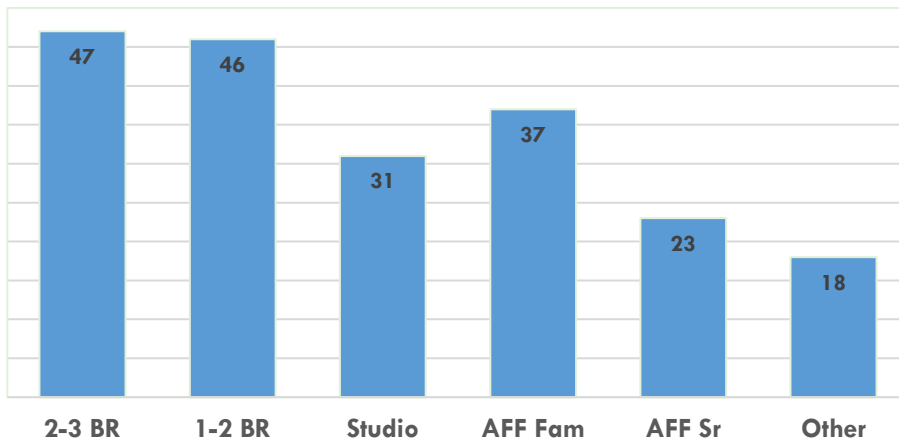
- a variety of building heights;
- a selection of several housing types (Studio apartments/condo, affordable family units, etc.);
- images of different building styles (“Village”, “Mansard”, etc.) and
- images of various amenities.

Participants were asked to select which type(s) they preferred/would support in Arlington Heights.

The charts below reflect the input received:

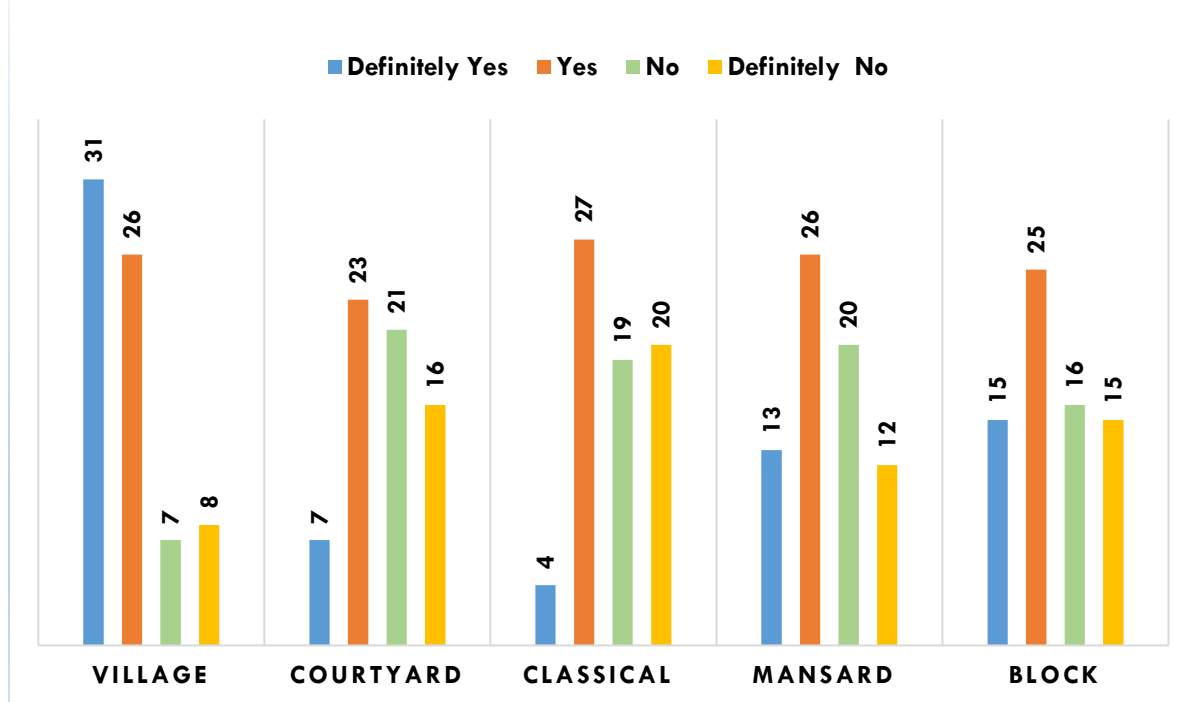


Arlington Heights Housing Choices Ranked by Total Votes



Taken together, the responses to the questions about height and type of housing units seem to indicate widespread support for denser, multi-family housing types in Arlington Heights along Massachusetts Avenue, and support for an affordable housing component to future development (in conformity with the Arlington Inclusionary policy of 15% of total units reserved as affordable).

ARLINGTON HEIGHTS CHOICE OF BUILDING STYLES RESPONSES



Almost unanimously, attendees supported outdoor seating, gathering spaces, connectivity and public art.

Arlington Heights Amenities Responses

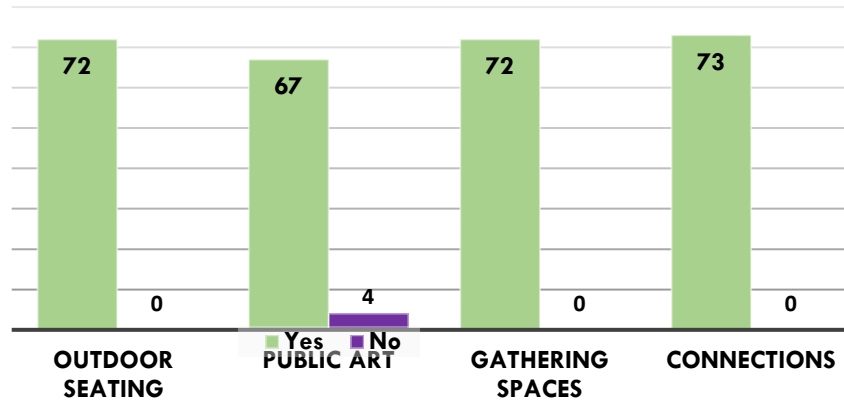


Table Exercise #4: Vision Statements

As a final element of Forum 1, participants were invited to provide concepts to be included in a vision statement for Arlington Heights. Comments included the following:

Table Exercise Question 4: What is your vision for Arlington Heights?
Synergistic retail, green/sustainable development, clearly and defined aesthetic that matches community character, as of right mixed use, housing varieties increased, accessibility throughout and retail that is current, matches, keeps pace with surrounding demographic and attracts new residents
Keep a more walkable character
More community spaces/parks, more outdoor activities(movies, concerts) more outdoor seating and food truck festival
No Multi-use bldgs/no housing above stores/no multi level bldgs, no more housing already too crowded, better bus reliability /less travel time, keep historic bldgs, this needs to be done for the town as a whole, not just heights and also for Arlington Center; and East Arlington
Community events, arts & Culture(redo mural), more vibrant, and one stop shop for all your needs/errands
Better Walkability, mixed use zoning, increased density of housing and shops, taller buildings, less isolation for residents. Easy walking, biking, a bus service to all of Arlington, to Cambridge, to the red line, get rid of 1 story chain stores, build up to 2-4 floors and recruit locally mined independant businesses
I would like to see an artists commerical district that has more green space, parking, and more attention to signage-opportunities for park and include a landscaped narrow corridor along Mill Book on south side. Golds gym parking lot. Also: enlarge Roche park.
Maintain the small-town feeling but make the area appear as an area, rather than a jumble of half-planned storefronts
A place to go to meet friends for lunch or dinner. Stop in to pick up items last minute. Design it so it has a clear visual town center identity rather charmless right now
More benches, food trucks, occasional F.T. festivals to draw people in, well-cared for storefronts-clean, flower, etc.
Gathering area/keep vintage community feeling
Filled store fronts and healthy businesses, businesses refresh that appeals to new residents moving in
Brewery, reastaurants, cafes that are not Starbucks or other chains, a bookstore
More non-nail salon retail
Gathering pub/coffee shop. We need town grants for the facades in Arlington Heights-help morale!
Have to make it more than a place to leave ex. Lexington
Better visual signs of businesses in area while driving thru
To balance the "small Town" feel with modern ammenities

PUBLIC FORUM #2, OCTOBER 4, 2018

A second forum was held on October 4, 2018. The main goal of this forum was to gather input from participants regarding the types/densities of uses, the associated parking, and public amenities such as open space that they would like to see in the future redevelopment of the 4-acre Gold’s Gym site, which represents one of the largest potential redevelopment sites in Arlington Heights. Elements such as the mix of uses selected for this location may reflect the participants’ broader goals for the Arlington Heights area, but specific design elements (e.g., height) may be more site-specific and should not be assumed to translate to the remainder of the Heights. Input received during this forum was used in preparing the draft Arlington Heights Planned Unit Development use table.

Meeting attendees were given a scaled map of the “Gold’s Gym” site and asked to imagine how they would like to see the site redeveloped in the future. They were also provided pieces of paper representing housing units, parking spaces, open space, retail and artisanal/fabrication space scaled at different square footages to aid in imagining the spatial requirements for each use category. In all, participants provided a total of 9 plans which represented the goals of those working in their groups.

Every plan included housing and retail. One plan did not include office space, while two did not include artisanal/fabrication space. All included open space, often emphasizing connectivity to Park Street and the existing Minuteman Bike Trail. Below is a summary of uses, by plan.

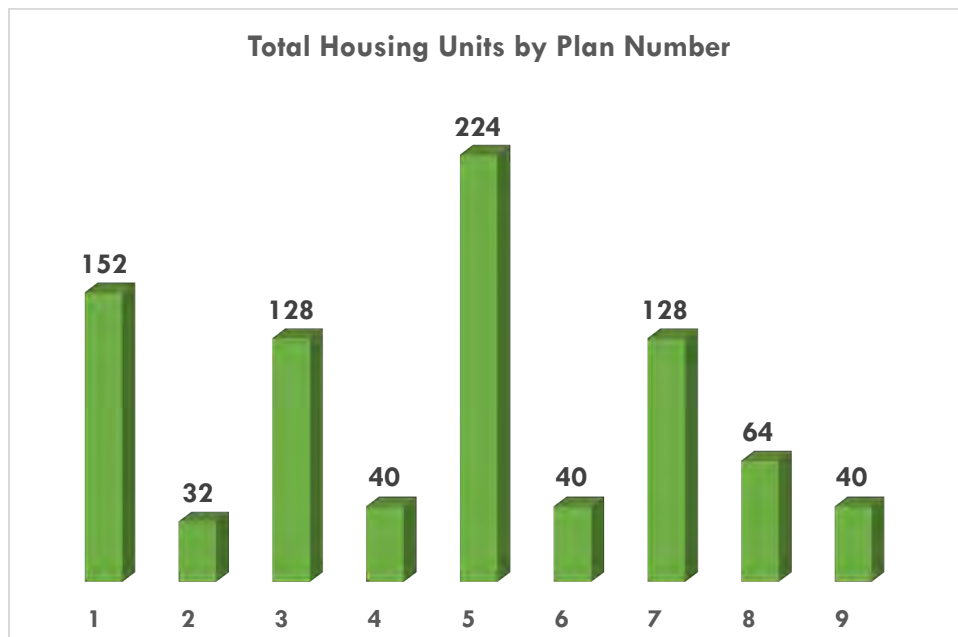
Plan #	Total Housing Units	Total Retail Sq. Ft.	Total Office Sq. Ft.	Total Artisanal Sq. Ft.	Total Open Space Sq. Ft.	Total Parking Spaces
Plan 1	128-152	33,000	22,500	18,000	33,600	120
Plan 2	32	12,000	18,750	9,000	24,000	156
Plan 3	128	9,000	7,500	0	19,200	48
Plan 4	40	9,000	15,000	18,000	33,600	72
Plan 5	224	15,000	7,500	18,000	43,200	168
Plan 6	40	18,000	1,500	0	38,400	120
Plan 7	128	21,000	0	18,000	28,800	180
Plan 8	64	27,000	22,500	9,000	33,600	120
Plan 9	40	9,000	7,500	9,000	38,400	96

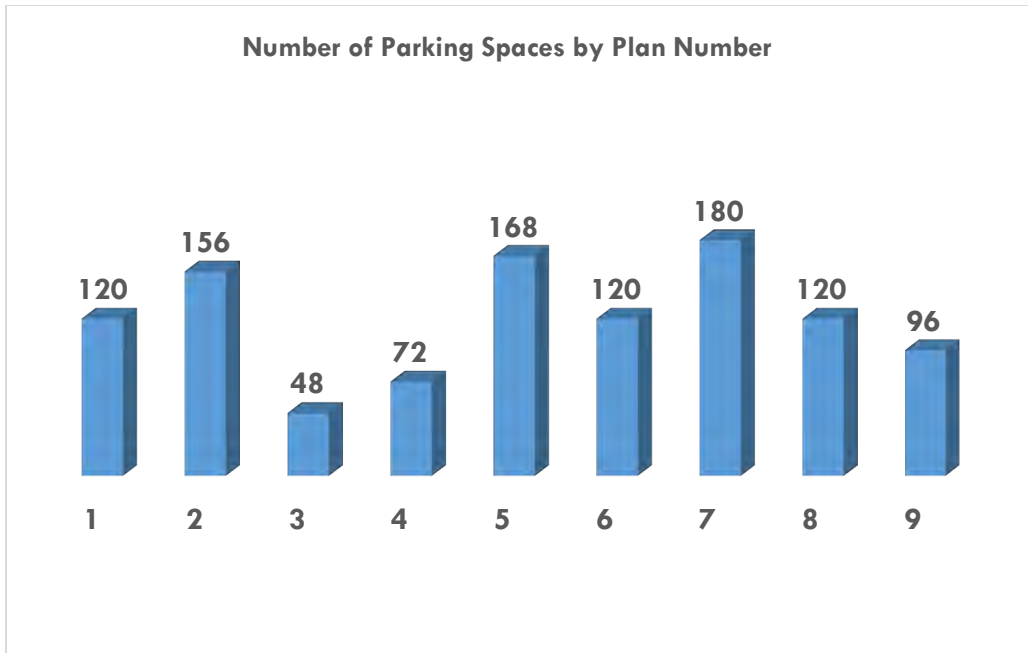
This exercise was an “informal” exercise, and is likely more illustrative of the goals of the participants than recommendations for actual specifics of proposed zoning. Some participants may not have directly connected the amount of square footage (or number of units) in a particular

use with the amount of parking that might go with it; these figures should perhaps be interpreted as “aspirations” (e.g., one group of participants would like to see open space along the brook and bike trail, a mix of taller housing and retail structures, and relatively little surface parking if possible).

The following charts graphically portray the range of housing units and parking. Housing density proposed for this site ranged from a low of 8 units per acre (Plan #2) to a high of 56 units per acre (Plan #5); five of the plans were at or below 16 units per acre, while four of the plans were at or above 32 units per acre.

The parking ratios showed a similarly broad range. In some Plans (1, 5 and 7) a large number of parking spaces are provided that correspond to a robust number of suggested housing units. For Plan # 3, however, 128 units are recommended, but only 48 parking spaces, perhaps indicating that the participants felt that the walkable and transit-oriented nature of the Heights could allow for a significant reduction in the number of required parking spaces.



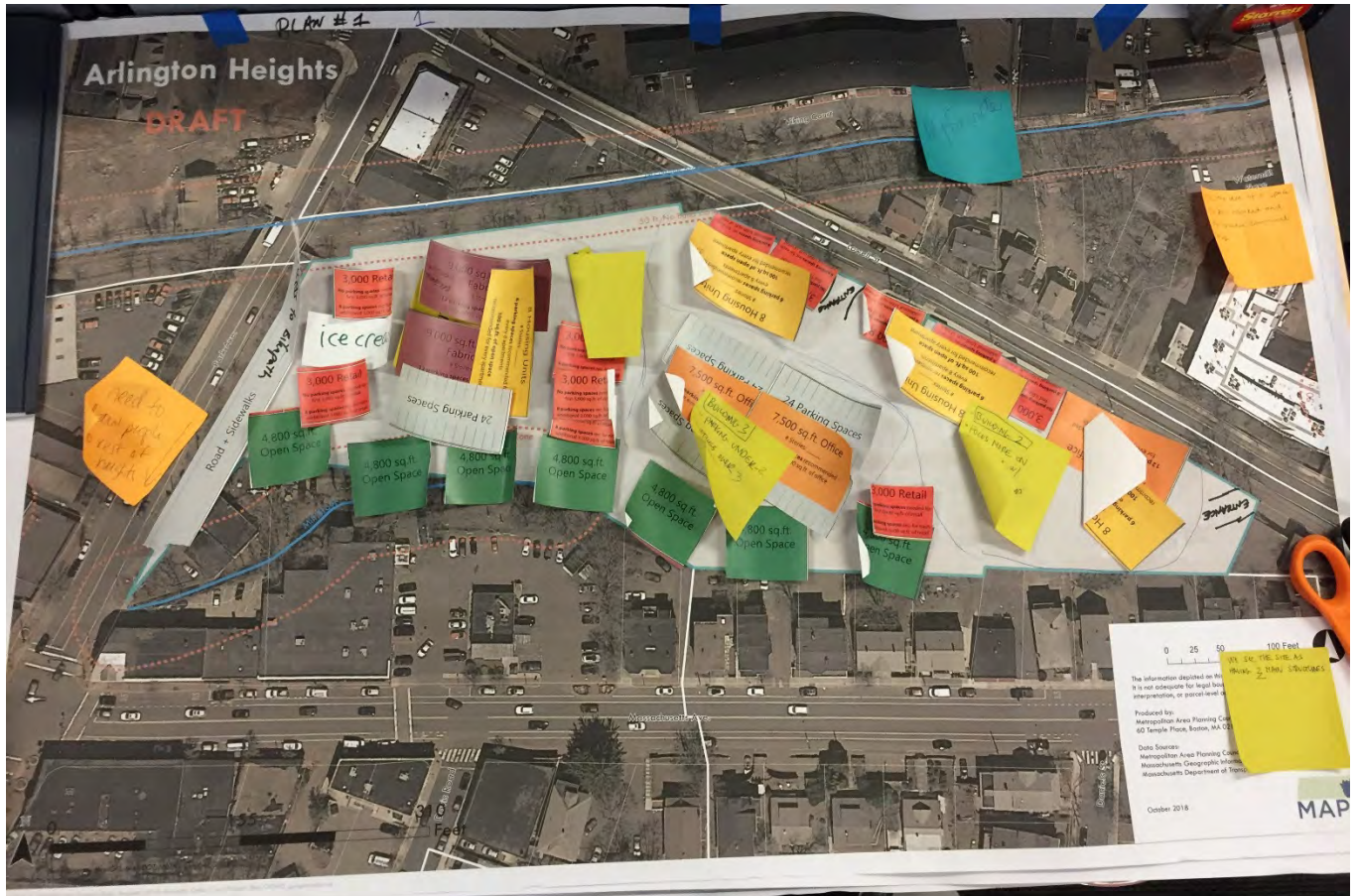


Each of the 9 plans also illustrate a layout of the uses on the site (e.g., emphasizing open space along Mill Brook, connectivity to the bike path, location of office versus mixed-use structures). These plans can be further analyzed to fine tune Design Guidelines of Preferences for future development.

Excerpt from Arlington Heights Project Public Forum # 2 Summary of Attendee Plans (full copy in appendix)

Plan #	HOUSING		RETAIL		OFFICE		ARTISANAL/FABRICATION		OPEN SPACE		PARKING	
	# of Buildings x Stories	# Housing Units	# of retail stores	x 3,000 sf	# of Buildings x Stories	x 7,500 sf	Number	x 9,000 sf	Number	x 4,800 sf	Number	x 24 spaces
1	3x5-6; 1x1 4blocks	128-152	11	33,000	3x1	22,500	2	18,000	7	33,600	5	120
1 Notes	Building 1: 5-6 stories, mixed use, artisan/retail on lower floors + housing above. Outside amphitheatre part of complex, like Bow Market in Somerville		Close to open space allotments, ice cream, sidewalk + bikepath		Building 3: 2 floors of underground parking, 3 stories office above		In conjunction with 1-story housing and a parks/rec center		Loves the idea of making a Bow Market-like area & having 3 main structures on premise		Centered on Building 3 office space	
	Building 2: 5-6 stories, focused more on residential with retail on ground level		Need to draw people to rest of Heights		-		-		Predominantly along Mass Ave side		In conjunction with fabrication/housing/parks/ rec center	

An example of one of the 9 plans for the “Gold’s Gym Site”



More details on each of the 9 plans for the “Gold’s Gym Site” is in the Appendix to this report.

MARKET ANALYSIS

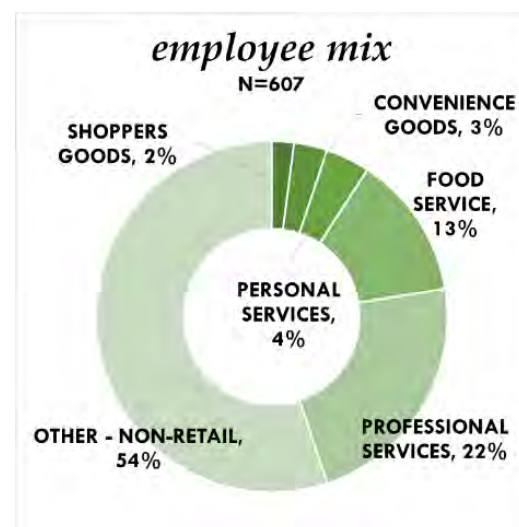
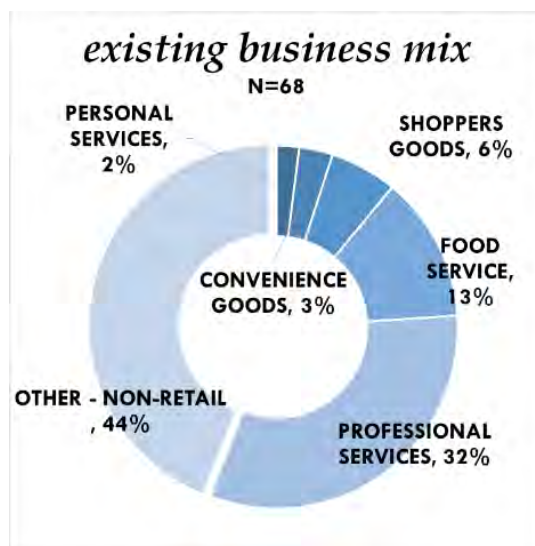
In 2018, MAPC completed the Retail Market Demand Analysis for Arlington Heights Rezoning (full copy in the Appendix). This Market Analysis concluded that there was capacity for significant additional commercial growth in Arlington Heights, which could be supported by the local and regional trade areas. The report estimated that the Hyper Local (i.e., walking) Trade Area could support approximately 7 additional stores totaling about 24,000 square feet of space, and that the broader primary and secondary trade area could support an additional 80+/- stores, assuming that the town takes certain actions to enable this growth to be supported (e.g., additional public infrastructure investments, marketing, or hosting of public events to draw more shoppers to the Heights).

The report provides data and analysis regarding the business area, and makes recommendations regarding potential strategies to attract retail investment, which the analysis indicates can be supported by the residents and employees within the trade areas.

A few of the informational graphics related to this Market Analysis are included below; the full report is in the Appendix.

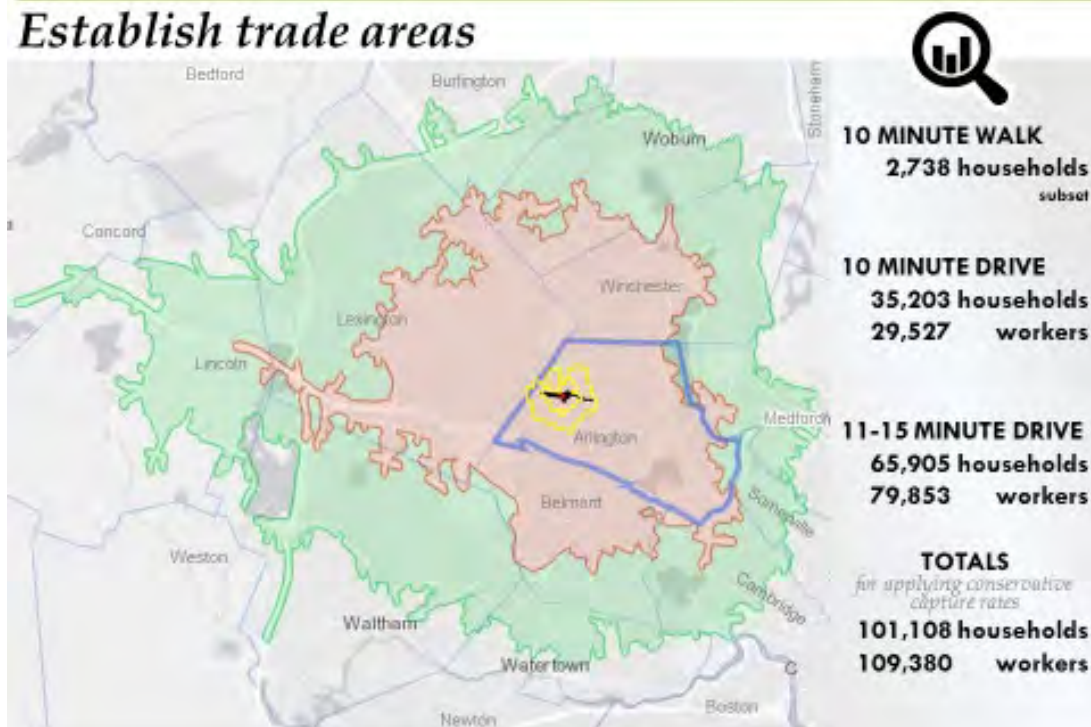
Characteristics of the Existing Mix of Businesses within Arlington Heights:

Study Area Context	Town Context
68 businesses including 49 retail/services	1,408 businesses including 880 retail/services
600 employees	12,148 employees
206 households 272 residents	18,652 households 44,408 residents
1.3 household size	2.4 household size



The Trade Area Map indicates the locations of the residents and employees whose purchases would support the Arlington Heights business area:

On the following map the Arlington Heights business area is shown in Black, the Hyper Local (walking) Trade Area is outlined in yellow, the 10-minute drive (Primary Trade Area) is shaded pink, and the 11 – 15 minute drive (Secondary Trade Area) is shaded green.



The recommendations from the Retail Market Demand Analysis included:

- Exploring less restrictive use and dimensional zoning regulations
- Encouraging more flexible parking strategies to better utilize existing parking resources
- Undertaking infrastructure improvements to the public realm to improve walkability of the district
- Reducing the distance between business front entrances by reducing building side yard requirements
- Encouraging mixed-uses to create a more compact, vibrant, activity node
- Investing in wayfinding/district branding signage, outdoor seating, and landmark public art/sculpture to enhance the identity of the Heights as a destination.

In order to expand the number and types of business in Arlington Heights, additional spending needs to be drawn to the businesses in the Heights, by

- Adding more housing, through mixed-use redevelopment in the area, to add more local spending by residents, or
- Making the Heights a more desirable destination by improving the ease of finding parking and walkability along with enhancing the visitor experience through targeted public and private improvements, etc.

ZONING ANALYSIS

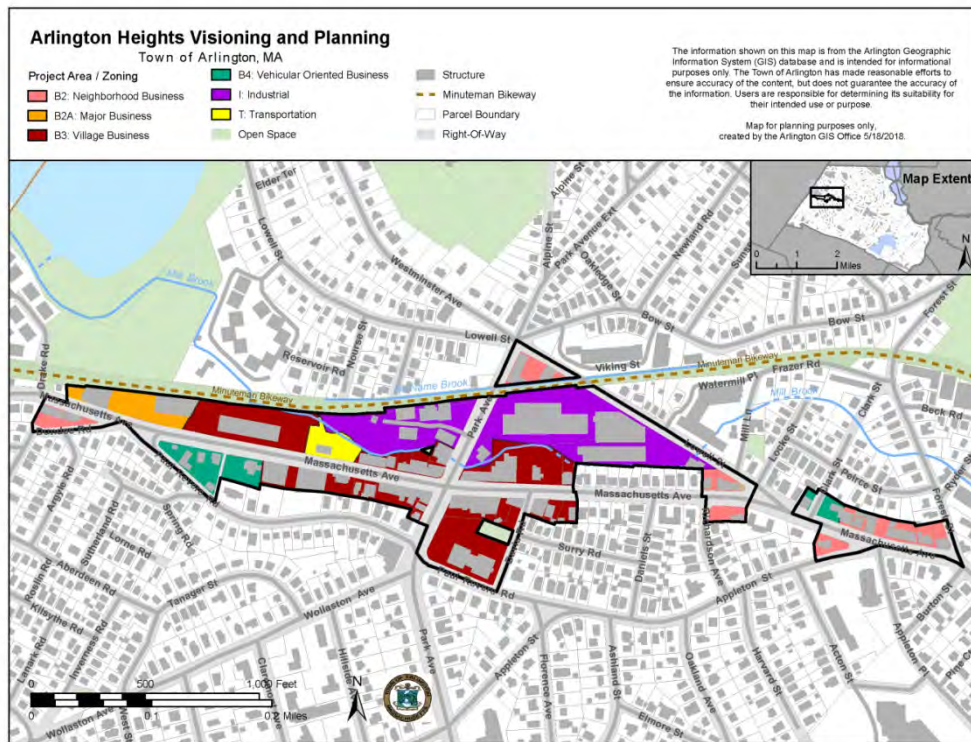
Based upon the input received from the Steering Committee, the public forums, and Arlington Planning Department staff, MAPC developed the following set of Key Goals and Development Principles, which served to guide MAPC's zoning analysis and recommendations.

Key Goals to Guide Zoning Recommendations

- Maintain the community standards that have made Arlington an attractive and desirable place to live, work, and visit;
- Simplify the existing zoning for the area. The more straight-forward and direct the zoning, the easier for business owners, developers, etc. to invest in the community; and
- Streamline project permitting

Development Principles for Arlington Heights

- Facilitate additional restaurants, desired community retail and services, and housing;
- Provide for a mix of uses in new/rehabilitated structures; and
- Encourage connectivity between the Bikeway and restaurants/shops in the study area



Zoning Overview: Zoning District, Dimensions and Uses

Currently, land in the Study Area (see map) is zoned in the following four different Business districts, the Industrial District, and the Transportation district for the MBTA bus turn-around:

- B2 Neighborhood Business

- B2A Major Business

- B3 Village Business

- B4 Vehicular Oriented Business

Each Business district includes Uses and Density and Dimensional Regulations. These are the key elements of zoning regulations because they specify what can be located where, and the allowable size of structures. Together with parking requirements, the dimensions prescribe how much of a given parcel can be developed. MAPC analyzed Dimensions and Uses, as summarized below.

Generalized Height and Use Characteristics in the Study Area Zoning Districts

	Height Limit		Uses/Comments
BUSINESS DISTRICTS			
Neighborhood Office (B-1) Not in study area – included for comparison	35 ft/3 stories		1 and 2 family homes; Houses with 1st floor offices; offices
Neighborhood Business District (B-2)	35 ft/3 stories, 50 ft/4 stories for mixed-use		Retail and services oriented for pedestrians
Major Business District (B-2A)	40 ft/4 stories, 60 ft/5 stories for mixed-use		Retail and service establishments; medium density housing
Village Business District (B-3)	60 ft/5 stories		Retail, services, offices. Mixed-use (Residential) encouraged. Pedestrian oriented
Vehicular Oriented Business District (B-4)	40 ft/4 stories, 60 ft/5 stories for mixed-use		Retail oriented toward automotive traffic; larger parking lots; includes auto sales, services stations. Town is encouraging shift to office, retail, services
INDUSTRIAL DISTRICT			
Industrial District (I)	52 ft/4 stories		Manufacturing, assembly, processing
Transportation District			

DIMENSIONAL ANALYSIS

The **dimensions** are arrayed by Uses: Single-Family Detached, Two-Family Dwelling, Townhouse/Apt. Building, etc. For example, within the B2 Neighborhood Business District, a Three-Family house requires a 6,000 sq. ft. Minimum Lot Area, while a Townhouse/Apt. Building use requires a 5,000 sq. ft. Minimum Lot Area. The alternative is to establish a standard Minimum Lot Area for the district, regardless of use.

There are twelve Dimensional Categories: Minimum Lot Area, Lot Area Per Dwelling Unit; Lot Frontage; Front, Side and Rear Yard Setbacks; Maximum Height in feet and Maximum Stories, Floor Area Ratio (FAR); Landscaped Open Space and Usable Open Space. All except Maximum Lot Coverage are utilized by each of the Business districts for at least one use.

MAPC developed a Consolidated Dimensionals Table in order to compare and contrast dimensional requirements. **By arraying the Dimensional requirements first by use, then by district (See Table in the Appendix)**, it was possible to compare requirements across the districts by use. For example, all Business districts have exactly the same dimensional requirements for Single-Family, Two-Family, Duplex and Three-Family dwellings: 6,000 SF Minimum Lot Area, 60 ft. frontage, .75 FAR, etc. This was helpful in determining dimensional variations within the Study Area.

USE ANALYSIS

A similar use analysis was also conducted by reviewing the various Classes of Uses and comparing them across the four Business districts.

The attached Use Item Table (**see Appendix**) has been edited to include only the four Business districts in the Study Area noted above, and the PUD and Industrial districts as they exist currently. The PUD Uses are in the *first* column following the Class of Use and the I uses are the *last* column in the table. The purpose of this table is to illustrate how similar the districts are in terms of uses.

Among the differences: The B-4 allows motor vehicle-type uses by Special Permit and this is the major distinction between this district and other Business districts. Apartments are permitted by Special permit in all four districts; townhomes are permitted by Special Permit in all but B4. The Other Permitted Uses are very consistent, either Yes or Special Permit in general across the districts.

CONCLUSION

The conclusion is that there are more similarities among the four districts than there are distinctions, and that having 4 commercial zoning districts in Arlington Heights is confusing, unnecessary, and does not lead to the development of a cohesive business district.

Not only are the Business districts fairly similar, but the land uses within the one-mile study area along Massachusetts Avenue are fairly consistent in character, comprised of retail stores and restaurants that serve primarily the immediate area. The uses are similar enough that four different districts are not required to differentiate either uses or scale of development.

ZONING ANALYSIS CONCLUSIONS AND RECOMMENDATIONS

The primary zoning recommendation is to consolidate Business districts, and the Transportation district because it applies to one parcel, into a single Business district applicable to Arlington Heights. This district would be tailored to Uses and Dimensions appropriate to the Heights, consistent with community vision.

Many uses in the new district (tentative name: Arlington Heights Business (AHB) district) should be as of right, rather than requiring a special permit, although some uses such as multi-family and mixed-use may need to remain by special permit in order to ensure that the developments are responsive to abutters concerns and design guidelines/criteria.

PERMITTING ANALYSIS

Thorough project review is important to communities in order to ensure that projects meet zoning and environmental requirements, and that new development/redevelopment is of a scale and character that is compatible with existing conditions, or an improvement on existing conditions.

However, there are projects that are smaller in scale, often proposed by local business owners, that require minimal of review. Time is indeed money to these applicants, and sometimes just hiring an attorney to represent them before town boards is a trying and expensive process. In a community such as Arlington, with strong professional planning staff, there is no reason not to have a tiered Site Plan review process (see page 30 of A Best Practices Model for Streamlined Local Permitting at <https://www.mass.gov/files/documents/2016/07/os/permitting-bestpracticesguide.pdf>). Professional staff can review certain projects, leaving the more impactful projects for board review. As long as there is a public information process and the Arlington Redevelopment Board is apprised of the projects, this can be very successful.

Criteria would need to be developed and adopted by the Town, either through Town Meeting for a change in the zoning, or a Redevelopment Board public hearing if done under the Board's Rules and Regulations. Although most smaller projects would be delegated to the staff, the Redevelopment Board would reserve the right to its own review if the project was deemed to be controversial. These expedited reviews save time and money for the applicant and allow the Redevelopment Board to focus its energy on larger project review and planning work.

An additional recommendation would be to streamline the permitting process by developing a new Administrative Environmental Design Review. This would allow for staff review of smaller projects, ensuring the design meets the Town's and the community's standards. The town would develop a design checklist for the smaller projects undergoing staff review and ensure that review results are communicated at the next Redevelopment Board meeting. The current public hearing-based Environmental Design Review would be revised to allow for staff review. Larger projects would follow the existing process. All projects in the new zoning district would be subject to Environmental Design Review either by staff or the ARB.

SECTION IV

What Do We Want to Do Now?

One of the overall conclusions of this project is that there is not a need for the multiple business districts that exist side-by-side in the Heights, and that consolidation of these districts into a single district could provide greater clarity and efficiency in the permitting process and greater consistency of future development in the Arlington Heights Business (AHB) district. In addition, in order to open up additional development opportunities consistent with the goals expressed by participants in the Arlington Heights planning process, MAPC is recommending that the portion of the industrial District to the east of Park Drive (i.e., the “Gold’s Gym site”) be re-zoned as the Arlington Heights Planned Unit Development (PUD-AH) district. The components of the new AHB district, and the PUD-AH district, are discussed separately below. Each section also includes a Use Table comparison to illustrate the proposed zoning versus the current Use Table in the zoning. MAPC recommends Arlington proceed to draft the district based on these components, or request additional assistance from MAPC to do so.

In addition, MAPC is recommending other short term, non-zoning, activities to add foot traffic, and thereby support the Arlington Heights businesses, as well as to add a sense of vibrancy and vitality to the area. This effort should be undertaken in concert with the efforts to implement the Arlington Arts and Culture Plan. These activities are listed after the zoning discussion below.

ZONING ELEMENTS TO CONSIDER IN THE NEW AHB DISTRICT

Proposed Uses: New AHB District

The DRAFT Use Table below (beginning on page 35) shows an array of proposed Uses for the new Arlington Heights Business District, along with the existing B2, B2A, B3, and B4 district Use Item array for comparison. The proposed AHB use items are largely based on participant feedback during the public forums. It is important to note that multi-family units are recommended to only be allowed as part of mixed-use projects, to ensure that commercial space is included as first floor uses to maintain an active street-front in the Heights.

Because there are a number of zoning change proposals going to Town Meeting vote in spring 2019, MAPC recommends that the details of the AHB zoning be finalized after the Town Meeting vote. In the meantime, MAPC recommends establishing a committee (or re-authorizing and providing a new mission for the existing steering committee for this project) that would

- Support the zoning changes proposed for spring 2019 Town Meeting
- Read and discuss the zoning recommendations of this report
- Immediately after spring 2019 town meeting, begin to work on final recommended zoning language for Arlington Heights (both the AHB and AH-PUD), so it is ready for close of Warrant in early 2020

Proposed Dimensions: New AHB district

Some of MAPC’s suggested dimensional changes for the AHB district reflect the Multi-family zoning (MF district) project (which MAPC is working on concurrently and the results of which are

being considered at the 2019 Spring Town Meeting) recommendations because it is our belief that mixed-use, multi-family projects are appropriate along Massachusetts Avenue, including in Arlington Heights. Consistent regulations will help to streamline permitting.

These proposed dimensions were developed by looking at existing requirements, and the resultant impact on development. The goal is to encourage appropriate development and provide flexibility.

Min. Lot Area	5,000 sf	All uses, consistent across district
Lot Area/DU	800 sf	Most likely will be more limited by other site factors
Lot Frontage	30 ft	
Front Yard	Varies – Contextual with adjacent properties	
Side Yard	0 ft	
Rear Yard	20 feet	
FAR	2.0	
Max Height	60 ft., 5 stories by right (but 1 story less if subject to height buffer)	

Height buffer: Consistent with MF district recommendations, reduce distances to 25-50 feet.

Rationale: These dimensions retain a reasonable degree of relief for adjacent residential parcels while not effectively lowering height limits across entire parcels.

Height Setback: Similar to recommendation for Multi-family zoning project, require a setback above the third story, rather than above the second story.

Open space: Similar to recommendations for Multi-family zoning project, eliminate the usable open space requirement for multifamily and mixed-use development, and instead increase the landscaped open space requirement from 10% to 20% of gross floor area. Also, allow up to 25% of landscaped open space to occur on balconies or rooftops.

Parking Requirements: 1 space per unit. Encourage rideshare; require bicycle parking. Continue to allow for additional reduction in parking based on Transit accessibility per Section 6.1.5. Commercial parking requirements should remain per the existing zoning bylaw.



Attendees at the May Public Forum, discussing uses, heights and design

RECOMMENDATIONS FOR REVISED ZONING: New Arlington Heights Business (AHB) District

<i>Class of Use</i>	B2	B2A	B3	B4	New AHB District
Residential					
Single-family detached dwelling	Y	Y	Y	Y	N
Two-family dwelling, duplex dwelling	Y	Y	Y	Y	N
Six or more single-family dwellings or six or more units in two-family dwellings or duplex dwellings on one or more contiguous lots	SP	SP	SP	SP	N
Three-family dwelling	SP	SP	SP	SP	N
Townhouse	SP	SP	SP	SP	N
Apartment building	SP	SP	SP	SP	SP
Conversion to apartments, up to 18 units per acre, with no alteration to the exterior of the building					N
Single-room occupancy building					SP
Group home	Y	Y	Y	Y	Y
Hotel/Motel		SP	SP	SP	SP
Conversion of one or two-family dwelling to bed and breakfast	SP	SP	SP	SP	Y
Assisted living residence			SP		SP
Dormitory (<i>Note: permitted if use is for educational or religious purposes.</i>)	Y	Y	Y	Y	Y
Institutional, Educational					
Community center, youth club, adult education center, or similar facility operated by a non-profit institution (<i>Note: permitted if use is for educational or religious purposes.</i>)	SP		SP		SP
Nonprofit, members-only private club or lodge	SP	SP	SP	Y	SP
Licensed nursing home					
Non-exempt educational use, e.g., trade, driving, music, dancing school	Y	Y	Y	Y	SP
Library, museum, or art gallery open to the public and not conducted as a private gainful business. (<i>Permitted if c40A Sec. 3 use.</i>)					Y
Agricultural					
Sales place for flowers as a principal not accessory use, garden supplies, agricultural produce, conducted outdoors or commercial greenhouse	Y	Y	Y	Y	N
Farm on less than 2 acres unless otherwise exempt under G.L. c. 40A, tt, or market garden provided that all goods or produce sold are grown on the premises	Y	Y	Y	Y	N
Public Recreational, Entertainment					
Conservation land	Y	Y	Y	Y	Y
Municipal or non-profit park, playground, or similar outdoor recreation facility	Y	Y	Y	Y	Y
Municipal or non-profit fishing, tennis, swimming, skating, golf club, or other outdoor recreation facility not conducted as a private gainful business					
Municipal or non-profit recreation building	Y	Y	Y	Y	SP

<i>Class of Use</i>	B2	B2A	B3	B4	New AHB District
Municipal or non-profit enclosed entertainment and recreation facilities	SP	SP	SP	SP	SP
Fire station	Y	Y	Y	Y	Y
Police station	Y	Y	Y	Y	Y
Town office building	Y	Y	Y	Y	Y
Municipal public works yard and associated maintenance, storage, and office facilities	SP	SP	SP	SP	N
Utility, Transportation, Communications					
Bus, transit, railroad station	SP	SP	SP	SP	SP
Motor freight terminal				SP	N
Essential services	SP	SP	SP	SP	Y
Radio or television studio or receiving facility without wireless transmitting facilities	Y	SP	Y	Y	Y
Municipal or other public parking area or structure	SP	SP	SP	SP	SP
Commercial parking or vehicle storage facility, with no repairs, servicing or sale of gasoline	SP	SP	SP	SP	SP
Residential surface parking lot serving residential uses in another district provided that: <ul style="list-style-type: none"> The lot used for parking abuts the residential property it serves for at least 50 ft.; and Both lots are under common ownership; and The parking lot complies with the screening provisions of Section 6.1 	SP	SP	SP	SP	SP
Wireless Communication Facility					
In a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building	SP	SP	SP		Y
In a building other than a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building	SP	SP	SP	SP	SP
In a building other than a Town building with an exempt use, wireless shall not extend above the highest point					Y
Commercial & Storage Uses					
Motor vehicle sales and rental, sale of auto parts , and accessory storage entirely within an enclosed structure, provided the neighborhood is protected from noise, fumes, gases, smoke and vapor				SP	N
Outdoor sales and storage of undamaged, operable automobiles				SP	N
Auto repair shop, not including a junkyard or open storage of abandoned vehicles, body work or auto painting				SP	N
Car wash facility				SP	N
Auto service station				SP	SP
Personal, Consumer, and Business Services					
Copy center or print shop for sheet-fed printing	Y	Y	Y	Y	Y

<i>Class of Use</i>	B2	B2A	B3	B4	New AHB District
Bank, credit union or other financial service; <2,000 sq. ft.	Y	Y	Y	Y	Y
2,000 sq. ft. or more, or any drive-up banking service		SP	SP	SP	SP
Personal service establishment	Y	Y	Y	Y	Y
Hand laundry, dry cleaning, or tailor with more than 5 employees on site at the same time	SP	Y	Y	Y	Y
Consumer service establishment	Y	Y	Y	Y	Y
• With more than 5 employees on site		SP	SP	SP	SP
Funeral home	Y	SP	Y		SP
Veterinary and animal care; accessory overnight boarding only for veterinary/medical care in an enclosed building		Y	Y	Y	SP
Eating and Drinking Establishments					
Restaurant					
< 2,000 sq. ft. gross floor area	Y	Y	Y		Y
=> 2,000 sq. ft., and any restaurant that is principal use on lot of 10,000 sq. ft. or more	SP	SP	SP	SP	SP
Restaurant, Fast-Order Food					
< 1,500 sq. ft. in gross floor area	Y	Y	Y		Y
=> 1,500 sq. ft., and any restaurant that is principal use on lot greater than 10,000 sq. ft. or more	SP	SP	SP	SP	SP
Restaurant, Drive-in Food Service				SP	N
Catering Service		SP	SP	Y	SP
Retail					
Retail, general, >3,000 sq. ft. gross floor area	SP	SP	SP	SP	SP
Retail, local; <3,000 sq. ft.	Y	Y	Y	Y	Y
Manufacture, assembly, packaging of goods provided that at least 50% of such goods are sold at retail primarily on the premises					
<1,000 sq. ft.	Y	Y	Y	Y	Y
=>1,000 sq. ft.	SP	SP	SP	SP	SP
Office Uses					
Including but not limited to professional, business, or medical offices					
• Less than 3,000 sq.ft. gross floor area per building	Y	Y	Y	Y	Y
• Office, display or sales space with no more than 25% of floor space used for assembly, packaging or storage of commodities		SP	SP	Y	Y
• In an existing building originally designed for single- or two- family residential use, if the building retains its residential appearance and is on street with ROW LESS than 50 ft.	SP		SP	SP	Y
Wholesale Business and Storage					
Wholesale business in enclosed facility		SP		SP	N
Office, display or sales of a wholesale estab. < 25% pack					N

<i>Class of Use</i>	B2	B2A	B3	B4	New AHB District
Wholesale storage and sale of flammable liquid, or wholesale business conducting at least half of the business at retail on the premises				SP	N
Storage: vehicle, fluid, raw materials					N
Open or enclosed storage of vehicles				SP	N
Commercial Entertainment, Amusement, Assembly Uses					
Enclosed entertainment and recreation facilities not conducted as a private for-profit business	SP	SP	SP	SP	SP
Outdoor entertainment and recreation facilities		SP	SP		SP
Enclosed entertainment and recreation facilities conducted for a profit	SP	SP	SP	SP	SP
Indoor Motion Picture Theater	SP	SP	SP	SP	SP
Adult Uses					
Research, Laboratory, Related Uses					
Offices with data processing facilities or laboratories and testing facilities, which may include minor assembly or fabrication limited to 25% of floor area	SP	SP	SP	SP	SP
Research and development establishment	SP	SP	SP	SP	SP
Light Industry					
Laundry or dry cleaning plant				SP	N
Printing, binding, engraving plant			SP	SP	N
Industrial services: machine shop, plumbing, electrical shop, etc.					N
Contractor's or Building Tradesman's yard				SP	N
Stone cutting, shaping, finishing in enclosed facility				SP	N
Truck service and repair AUTO Body Shop, all work inside				SP	N
Light manufacturing provided dust, flashing, fumes, gases, odors, refuse matter, smoke, and vapor in enclosed facility or disposed of properly and provided no noise or vibration is perceptible without instruments at a distance greater than 50 feet				SP	N
Other Principal Uses					
Medical Marijuana Treatment Center			SP		SP
Marijuana Retailer		SP	SP	SP	SP
Artisanal fabrication	SP	SP	SP	SP	Y
Artistic/creative production	Y	Y	Y	Y	Y
Mixed-use	SP	SP	SP	SP	Y

RE-ZONE GOLD'S GYM SITE AS PUD-AH

This four acre site is the largest parcel in the Study Area. It holds tremendous potential for redevelopment into housing, with restaurant and retail use, as well as connectivity to the Minuteman Bikeway. As is noted above, this site was chosen as the topic for the October Public Forum, where participants were asked to provide their thoughts on what uses and site layout might be appropriate for redevelopment of the site.

As is described in the Public Process in Section III above, each plan proposed by forum attendees included housing, retail and open space. One plan did not include office space, while two did not include artisanal/fabrication space. The location of the open space often emphasized connectivity to Park Street, the Mill Brook, and/or the existing Minuteman Bikeway.

The discussion and results of the second public forum, which focused on this location, are included above in Section III, with the detailed notes in the Appendix to this report. The spreadsheet in the Appendix indicates the types of uses attendees desired. Pictures of the site layouts prepared by the participant teams show the variety of ideas: from a focus on housing, to one on open space—even a new branch library! The site has many possibilities.

OTHER CONSIDERATIONS FOR THE GOLD'S GYM SITE

Proximity to Mill Brook is both a challenge and an opportunity. Construction near the day-lighted portions of the Brook will be subject to approval of the Town's Conservation Commission. However, so much of the potential stream buffer of the Mill Brook is already paved, and any reconstruction on the property could be designed to actually improve stream quality. Potential development elements such as a river walk, outdoor seasonal seating for a coffee shop/wine bar, or a performance space all are possible. Linkages to the Minuteman Bikeway should also be incorporated into any redevelopment proposal to enable formal access from the Bikeway to Park Ave. and thereby to Arlington Heights.

As climate issues are addressed, the amount of impervious surface, particularly on rebuilt (or never built) land, together with new stormwater regulations (federal MS 4 permits) will need to be carefully considered.

Arlington's existing PUD regulations provide flexibility and should be utilized wherever possible.

MAPC recommends that, in general, the specific dimensions for the PUD-AH should mirror the AHB district, except that additional height, perhaps up to 65 ft, could be allowed because of the change in grade toward the rear of the site. The redevelopment of this site should also include design elements to improve circulation, such as a formal connection between Park Avenue and Lowell Street.

The **Design Standards for Arlington** were adopted in 2015, and include sections on three corridors (Massachusetts Avenue, Mill Brook, and the Minutemen Bikeway) all of which come together and inter-relate in Arlington Heights. They should be reviewed in light of rezoning Massachusetts Avenue and the Multi-family zoning project. Additional detail may be helpful. If the Standards are not revised, perhaps Design Guidelines could be developed.

The Use Item Table below (beginning on the next page) shows potential uses that should be considered for this site, to make this Arlington Heights PUD (PUD-AH) meet more of the development goals identified through the public process for this Arlington Heights study.

Use Regulations for Planned Unit Development Districts: Existing and Proposed

PUD = Existing Zoning

PUD-AH = Proposed Arlington Heights PUD

	PUD	PUD-AH
Single-family detached dwelling	Y+	N
Two-family dwelling, duplex dwelling	Y	Y
Six or more single-family dwellings or six or more units in two-family dwellings or duplex dwellings on one or more contiguous lots		N
Three-family dwelling	SP	SP
Townhouse	SP	Y
Apartment building		Y
Conversion to apartments, up to 18 units per acre, with no alteration to the exterior of the building		N
Single-room occupancy building	SP	N
Group home	Y	Y
Hotel/Motel	SP	SP
Conversion of one or two-family dwelling to bed and breakfast		N
Assisted living residence		N
Dormitory (<i>Note: permitted if use is for educational or religious purposes.</i>)	SP	N
Community center, youth club, adult education center, or similar facility operated by a non-profit institution (<i>Note: permitted if use is for educational or religious purposes.</i>)	SP	Y
Nonprofit, members-only private club or lodge	SP	SP
Licensed nursing home	SP	SP?
Non-exempt educational use, e.g., trade, driving, music, dancing school	Y	Y
Library, museum, or art gallery open to the public and not conducted as a private gainful business. (<i>Permitted if c40A Sec. 3 use.</i>)	SP	Y
Agricultural		
Sales place for flowers as a principal not accessory use, garden supplies, agricultural produce, conducted outdoors or commercial greenhouse	Y	Y
Farm on less than 2 acres unless otherwise exempt under G.L. c. 40A, §3 , or market garden provided that all goods or produce sold are grown on the premises	Y	Y*
*e.g., could be rooftop farm or apiary		

Class of Use	PUD	PUD-AH
Conservation land	Y	Y
Municipal or non-profit park, playground, or similar outdoor recreation facility	Y	Y
Municipal or non-profit fishing, tennis, swimming, skating, golf club, or other outdoor recreation facility not conducted as a private gainful business	SP	Y
Municipal or non-profit recreation building	Y	Y
Municipal or non-profit enclosed entertainment and recreation facilities	SP	SP
Fire station	Y	Y
Police station	Y	Y
Town office building	Y	Y
Municipal public works yard and associated maintenance, storage, and office facilities	SP	N
Bus, transit, railroad station	SP	N
Motor freight terminal		N
Essential services	SP	Y
Radio or television studio or receiving facility without wireless transmitting facilities	Y	Y
Municipal or other public parking area or structure	SP	SP
Commercial parking or vehicle storage facility, with no repairs, servicing or sale of gasoline	SP	SP
Residential surface parking lot serving residential uses in another district provided that: <ul style="list-style-type: none"> The lot used for parking abuts the residential property it serves for at least 50 ft.; and Both lots are under common ownership; and The parking lot complies with the screening provisions of Section 6.1 	SP	SP
In a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building		SP?
In a building other than a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building	SP	SP?
Located on a public utility pole; no part of wireless facility shall extend more than 40 feet above ground or have a total volume over 2 cubic feet	Y	SP
Ground Mounted Solar Photovoltaic Installation		SP

Class of Use	PUD	PUD-AH
Motor vehicle sales and rental, sale of auto parts, and accessory storage entirely within an enclosed structure, provided the neighborhood is protected from noise, fumes, gases, smoke and vapor	SP	N
Outdoor sales and storage of undamaged, operable automobiles	SP	N
Auto repair shop, not including a junkyard or open storage of abandoned vehicles, body work or auto painting	SP	N
Car wash facility	SP	N
Auto service station	SP	N
Copy center or print shop for sheet-fed printing	Y	Y
Bank, credit union or other financial service; <2,000 sq. ft.	Y	Y
2,000 sq. ft. or more, or any drive-up banking service	SP	SP
Personal service establishment	Y	Y
Hand laundry, dry cleaning, or tailor with more than 5 employees on site at the same time	Y	Y
Consumer service establishment <ul style="list-style-type: none"> With more than 5 employees on site at the same time 	Y	Y
Funeral Home	Y	N
Veterinary and animal care; accessory overnight boarding only for veterinary/medical care in an enclosed building	Y	SP
< 2,000 sq. ft. gross floor area	Y	Y
=> 2,000 sq. ft., and any restaurant that is principal use on lot of 10,000 sq. ft. or more	SP	Y
< 1,500 sq. ft. in gross floor area	Y	Y
=> 1,500 sq. ft., and any restaurant that is principal use on lot greater than 10,000 sq. ft. or more	SP	Y
Restaurant, Drive-In Food Service		SP
Catering service	SP	SP
Retail, general, >3,000 sq. ft. gross floor area	SP	Y
Retail, local; <3,000 sq. ft.	Y	Y
<1,000 sq. ft.	Y	Y
=>1,000 sq. ft.	SP	SP
Including but not limited to professional, business, or medical offices <ul style="list-style-type: none"> Less than 3,000 sq.ft. gross floor area per building 	Y	Y

Class of Use	PUD	PUD-AH
• 3,000 sq. ft. or more gross floor area per building	SP	Y
• Office, display or sales space with no more than 25% of floor space used for assembly, packaging or storage of commodities	Y	Y
• In an existing building originally designed for single- or two- family residential use, if the building retains its residential appearance and is on street with ROW LESS than 50 ft.	SP	N
Wholesale business in enclosed facility	Y	N
Office, display or sales of a wholesale estab. < 25% pack		N
Wholesale storage and sale of flammable liquid, or wholesale business conducting at least half of the business at retail on the premises		N
Storage: vehicle, fluid, raw materials		N
Open or enclosed storage of vehicles		N
Enclosed entertainment and recreation facilities not conducted as a private for-profit business	SP	SP
Outdoor entertainment and recreation facilities		SP
Enclosed entertainment and recreation facilities conducted for a profit	SP	SP
Indoor Motion Picture Theater	SP	SP
Adult Uses		N
Offices with data processing facilities or laboratories and testing facilities, which may include minor assembly or fabrication activities limited to 25% of the floor area	SP	SP?
Research and development establishment	SP	SP?
Laundry or dry cleaning plant		N
Printing, binding, engraving plant		N
Industrial services: machine shop, plumbing, electrical		N
Contractor's or Building Tradesman's yard		N
Stone cutting, shaping, finishing in enclosed facility		N
Truck service and repair AUTO Body Shop, all work inside		N
Light manufacturing provided dust, flashing, fumes, gases, odors, refuse matter, smoke, and vapor in enclosed facility or disposed of properly and provided no noise or vibration is perceptible without instruments at a distance greater than 50 feet		N
Medical Marijuana Treatment Center		SP
Artisanal fabrication	SP	Y
Artistic/creative production	SP	Y
Mixed-use	SP	Y

Class of Use	PUD	PUD-AH
Renting of up to three rooms	Y	N
Accessory private garage for noncommercial vehicles	Y	N
Accessory storage of a recreational trailer or vehicle, registered automobile or boat, or utility trailer, not in the front yard	Y	SP
Accessory structure not used as part of business	Y	SP
Home occupation or office	Y	Y
Physician or Clergy office within a residence with up to 1 nonresident employee	SP	N
Family child care	Y	Y
Accessory retail or office use in apartment building over 20,000 square feet in gross floor area, provided: all activities are located on the first floor or basement floor levels, such uses shall not occupy more than 2,000 sq. ft.; all materials, goods, and activities in connection with said uses shall be confined completely within the building	Y	Y
Accessory personal services for occupants or employees of hotel, office, or industrial use; access limited to within the building	Y	Y
Accessory off-street parking and loading spaces conforming to the provisions of Section 6.1	Y	Y
• In a private garage accessory to a dwelling if owned or used by a person residing in such dwelling	Y	Y
• Open air parking or storage accessory to a dwelling if owned or used by a person residing in such dwelling	Y	Y
• Parking of not more than 4 commercially-owned shared vehicles	Y	Y?
• Parking of not more than 4 commercially-owned shared vehicles, located on land under the jurisdiction of the Town	Y	N
Accessory outdoor storage; storage area not exceeding 25% of the lot coverage of the principal building.		N
Temporary food or beverage concession for profit at an event	Y	Y
Fundraising event conducted by an Arlington based non-profit organization, no automated amusements	Y	Y
Other accessory use customarily incidental to permitted primary use	SP	SP
Activities accessory to a permitted use that are necessary in connection with scientific research	SP	SP?
Up to three dwelling units in a building containing a business or service use	SP	Y
Fraternal, civic, entertainment, professional, or health or similar clubs or organizations as an accessory use	Y	Y
Cable television studio and/or head end site including antenna and satellite reception facility	Y	SP
Catering service		Y

OTHER RECOMMENDATIONS, INCLUDING SHORT-TERM NON-ZONING RECOMMENDATIONS

PERMITTING

As discussed in the Permitting Section, a tiered Environmental Design Review process would help expedite smaller projects while ensuring an appropriate level of review.

ARLINGTON LUMBER COMPANY

The Lumber Company's restoration of the historic office structure is testament to their commitment to the wellbeing of this neighborhood. The Lumber Company is also a catalyst for the "home improvement" cluster of stores in Arlington Heights: City Paint, Sherwin-Williams, Wanamaker's Hardware, etc. MAPC recommends keeping the Industrial zoning on this site in order to maintain the existing businesses, which are an important cluster for the Arlington Heights district.

Short term, non-zoning, actions to support businesses and vitality of Arlington Heights

Additional short-term, non-zoning actions could include:

- Seek changes to local regulations (and if needed, to state limits on liquor licenses) to make it easier to open restaurants, as these are a major "wanted" element for the Heights;
- Plan for more public events (historical re-enactments, street-closure dance parties, arts events) to draw crowds to the Heights in order to meet the residents' desires for more community events and to support commercial activity by increasing visibility and foot traffic;
- Begin negotiations with the MBTA regarding future temporary or permanent use of all or part of the bus turn-around for public events (dance parties, farmers' markets, music events); try to host some events during the summer of 2019;
- Coordinate with the implementation of the Arts and Culture Plan to plan locations of murals to provide visual interest and identity for the Heights, support arts pop-ups in vacant storefronts, to plan for future installations (temporary or permanent) of public art, and to plan for community events.
- Make the Heights a more desirable location to go to spend money by improving the ease of finding parking, improving walkability, and enhancing the experience of shopping here through targeted public and private improvements, etc.

Appendices

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APPENDIX I:

MAPC Edited Use Regulations for Business Districts, PUD, and I Districts

5.5.3.

APPENDIX

MAPC Edited Use Regulations for Business Districts, PUD and I

	PUD	B2	B2A	B3	B4	I
Residential						
Single-family detached dwelling	Y+	Y	Y	Y	Y	
Two-family dwelling, duplex dwelling	Y	Y	Y	Y	Y	
Six or more single-family dwellings or six or more units in two-family dwellings or duplex dwellings on one or more contiguous lots		SP	SP	SP	SP	
Three-family dwelling	SP	SP	SP	SP	SP	
Townhouse	SP	SP	DP	SP		
Apartment building		SP	SP	SP	SP	
Conversion to apartments, up to 18 units per acre, with no alteration to the exterior of the building						
Single-room occupancy building	SP					
Group home	Y	Y	Y	Y	Y	
Hotel/Motel	SP		SP	SP	SP	
Conversion of one or two-family dwelling to bed and breakfast		SP	SP	SP	SP	
Assisted living residence				SP		
Dormitory (<i>Note: permitted if use is for educational or religious purposes.</i>)	SP	Y	Y	Y	Y	
Institutional, Educational						
Community center, youth club, adult education center, or similar facility operated by a non-profit institution (<i>Note: permitted if use is for educational or religious purposes.</i>)	SP	SP		SP		
Nonprofit, members-only private club or lodge	SP	SP	SP	SP	Y	SP
Licensed nursing home	SP					
Non-exempt educational use, e.g., trade, driving, music, dancing school	Y	Y	Y	Y	Y	
Library, museum, or art gallery open to the public and not conducted as a private gainful business. (<i>Permitted if c40A Sec. 3 use.</i>)	SP	SP	SP	SP		
Agricultural						
Sales place for flowers as a principal not accessory use, garden supplies, agricultural produce, conducted outdoors or commercial greenhouse	Y	Y	Y	Y	Y	
Farm on less than 5 acres unless otherwise exempt under G.L. c. 40A, §3 , or market garden provided that all goods or produce sold are grown on the premises	Y	Y	Y	Y	Y	Y

Class of Use	PUD	B2	B2A	B3	B4	I
Public Recreational, Entertainment						
Conservation land	Y	Y	Y	Y	Y	Y
Municipal or non-profit park, playground, or similar outdoor recreation facility	Y	Y	Y	Y	Y	Y
Municipal or non-profit fishing, tennis, swimming, skating, golf club, or other outdoor recreation facility not conducted as a private gainful business	SP					
Municipal or non-profit recreation building	Y	Y	Y	Y	Y	Y
Municipal or non-profit enclosed entertainment and recreation facilities	SP	SP	SP	SP	SP	SP
Fire station	Y	Y	Y	Y	Y	Y
Police station	Y	Y	Y	Y	Y	Y
Town office building	Y	Y	Y	Y	Y	Y
Municipal public works yard and associated maintenance, storage, and office facilities	SP	SP	SP	SP	SP	SP
Utility, Transportation, Communications						
Bus, transit, railroad station	SP	SP	SP	SP	SP	
Motor freight terminal					SP	SP
Essential services	SP	SP	SP	SP	SP	SP
Radio or television studio or receiving facility without wireless transmitting facilities	Y	Y	SP	Y	Y	Y
Municipal or other public parking area or structure	SP	SP	SP	SP	SP	SP
Commercial parking or vehicle storage facility, with no repairs, servicing or sale of gasoline	SP	SP	SP	SP	SP	
Residential surface parking lot serving residential uses in another district provided that:	SP					
<ul style="list-style-type: none"> • The lot used for parking abuts the residential property it serves for at least 50 ft.; and • Both lots are under common ownership; and • The parking lot complies with the screening provisions of Section 6.1 		SP	SP	SP	SP	SP
Wireless Communication Facility						
In a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building		SP	SP	SP		SP
In a building other than a Town building; wireless facility shall not extend more than 15 feet or 25% of building height, whichever is less, above the highest point of the building	SP	SP	SP	SP	SP	SP
Located on a public utility pole; no part of wireless facility shall extend more than 40 feet above ground or have a total volume over 2 cubic feet	Y	Y	Y	Y	Y	Y
Ground Mounted Solar Photovoltaic Installation						Y

Class of Use	PUD	B2	B2A	B3	B4	I
Commercial & Storage Uses						
Motor vehicle sales and rental, sale of auto parts, and accessory storage entirely within an enclosed structure, provided the neighborhood is protected from noise, fumes, gases, smoke and vapor	SP				SP	SP
Outdoor sales and storage of undamaged, operable automobiles	SP				SP	Y
Auto repair shop, not including a junkyard or open storage of abandoned vehicles, body work or auto painting	SP				SP	SP
Car wash facility	SP				SP	SP
Auto service station	SP				SP	
Personal, Consumer and Business Services						
Copy center or print shop for sheet-fed printing	Y	Y	Y	Y	Y	Y
Bank, credit union or other financial service; <2,000 sq. ft.	Y	Y	Y	Y	Y	
2,000 sq. ft. or more, or any drive-up banking service	SP		SP	SP	SP	
Personal service establishment	Y	Y	Y	Y	Y	
Hand laundry, dry cleaning, or tailor with more than 5 employees on site at the same time	Y	SP	Y	Y	Y	
Consumer service establishment	Y	Y	Y	Y	Y	Y
• With more than 5 employees on site at the same time			SP	SP	SP	
Funeral Home	Y	Y	SP	Y		
Veterinary and animal care; accessory overnight boarding only for veterinary/medical care in an enclosed building	Y	Y	Y	Y	Y	
Eating & Drinking Establishments						
Restaurant						
< 2,000 sq. ft. gross floor area	Y	Y	Y	Y		Y
=> 2,000 sq. ft., and any restaurant that is principal use on lot of 10,000 sq. ft. or more	SP	SP	SP	SP	SP	
Restaurant, Fast-Order Food						
< 1,500 sq. ft. in gross floor area	Y	Y	Y	Y		
=> 1,500 sq. ft., and any restaurant that is principal use on lot greater than 10,000 sq. ft. or more	SP	SP	SP	SP		SP
Restaurant, Drive-In Food Service					SP	
Catering service	SP		SP	SP	Y	Y
Retail						
Retail, general, >3,000 sq. ft. gross floor area	SP	SP	SP	SP	SP	
Retail, local; <3,000 sq. ft.	Y	Y	Y	Y	Y	
Manufacture, assembly, packaging of goods provided that at least 50% of such goods are sold at retail primarily on the premises						
<1,000 sq. ft.	Y	Y	Y	Y	Y	Y
=>1,000 sq. ft.	SP	SP	SP	SP	SP	SP
Office Uses						
Including but not limited to professional, business, or medical offices						
• Less than 3,000 sq.ft. gross floor area per building	Y	Y	Y	Y	Y	Y

Class of Use	PUD	B2	B2A	B3	B4	I
Office Uses, cont.						
• 3,000 sq. ft. or more gross floor area per building	SP	SP	SP	SP	SP	SP
• Office, display or sales space with no more than 25% of floor space used for assembly, packaging or storage of commodities	Y		SP	SP	Y	
• In an existing building originally designed for single- or two- family residential use, if the building retains its residential appearance and is on street with ROW LESS than 50 ft.	SP	SP		SP	SP	SP
Wholesale Business & Storage EDIT ADDITIONAL WHOLESALE BUSINESS USES FOR I ZONE						
Wholesale business in enclosed facility	Y		SP		SP	Y
Office, display or sales of a wholesale estab. < 25% pack						Y
Wholesale storage and sale of flammable liquid, or wholesale business conducting at least half of the business at retail on the premises					SP	SP
Storage: vehicle, fluid, raw materials						SP
Open or enclosed storage of vehicles					SP	
Commercial Entertainment, Amusement, Assembly Uses						
Enclosed entertainment and recreation facilities not conducted as a private for-profit business	SP	SP	SP	SP	SP	SP
Outdoor entertainment and recreation facilities			SP	SP		
Enclosed entertainment and recreation facilities conducted for a profit	SP	SP	SP	SP	SP	SP
Indoor Motion Picture Theater	SP	SP	SP	SP	SP	
Adult Uses						
Research, Laboratory, Related Uses						
Offices with data processing facilities or laboratories and testing facilities, which may include minor assembly or fabrication activities limited to 25% of the floor area	SP	SP	SP	SP	SP	SP
Research and development establishment	SP	SP	SP	SP	SP	Y
Light Industry						
Laundry or dry cleaning plant					SP	Y
Printing, binding, engraving plant				SP	SP	Y
Industrial services: machine shop, plumbing, electrical						Y
Contractor's or Building Tradesman's yard					SP	Y
Stone cutting, shaping, finishing in enclosed facility					SP	Y
Truck service and repair AUTO Body Shop, all work inside					SP	SP
Light manufacturing provided dust, flashing, fumes, gases, odors, refuse matter, smoke, and vapor in enclosed facility or disposed of properly and provided no noise or vibration is perceptible without instruments at a distance greater than 50 feet					SP	SP
Other Principal Uses						
Medical Marijuana Treatment Center				SP		
Artisanal fabrication	SP	SP	SP	SP	SP	Y
Artistic/creative production	SP	Y	Y	Y	Y	Y
Mixed-use	SP	SP	SP	SP	SP	SP no Resid

Class of Use	PUD	B2	B2A	B3	B4	I
Accessory Uses						
Renting of up to three rooms	Y					Y
Accessory private garage for noncommercial vehicles	Y	Y	Y	Y	Y	Y
Accessory storage of a recreational trailer or vehicle, registered automobile or boat, or utility trailer, not in the front yard	Y				Y	Y
Accessory structure not used as part of business	Y	Y	Y	Y	Y	Y
Home occupation or office	Y	Y	Y	Y	Y	Y
Physician or Clergy office within a residence with up to 1 nonresident employee	SP	Y	Y	Y	Y	Y
Family child care	Y	SP	SP	SP	SP	
Accessory retail or office use in apartment building over 20,000 square feet in gross floor area, provided: all activities are located on the first floor or basement floor levels, such uses shall not occupy more than 2,000 sq. ft.; all materials, goods, and activities in connection with said uses shall be confined completely within the building	Y	Y	Y	Y	Y	Y
Accessory personal services for occupants or employees of hotel, office, or industrial use; access limited to within the building	Y		Y		Y	Y
Accessory off-street parking and loading spaces conforming to the provisions of Section 6.1	Y	Y	Y	Y	Y	Y
The storage or keeping of not more than one commercial vehicle:						
• In a private garage accessory to a dwelling if owned or used by a person residing in such dwelling	Y	Y	Y	Y	Y	Y
• Open air parking or storage accessory to a dwelling if owned or used by a person residing in such dwelling	Y	Y	Y	Y	Y	Y
• Parking of not more than 4 commercially-owned shared vehicles	Y	Y	Y	Y	Y	Y
• Parking of not more than 4 commercially-owned shared vehicles, located on land under the jurisdiction of the Town	Y	Y	Y	Y	Y	Y
Accessory outdoor storage; storage area not exceeding 25% of the lot coverage of the principal building.		SP	SP	SP	SP	
Temporary food or beverage concession for profit at an event	Y	Y	Y	Y	Y	Y
Fundraising event conducted by an Arlington based non-profit organization, no automated amusements	Y	Y	Y	Y	Y	Y
Other accessory use customarily incidental to permitted primary use	SP	SP	SP	SP	SP	SP
Activities accessory to a permitted use that are necessary in connection with scientific research	SP	SP	SP	SP	SP	SP
Up to three dwelling units in a building containing a business or service use	SP	SP	SP	SP	SP	
Fraternal, civic, entertainment, professional, or health or similar clubs or organizations as an accessory use	Y	Y	Y	Y	Y	
Cable television studio and/or head end site including antenna and satellite reception facility	Y		SP			
Catering service		Y	Y	Y	Y	Y

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APPENDIX II:

Consolidated Zoning Dimension Review

Consolidated Dimensionals for Single Family Detached Dwelling (SF); Two Family Dwelling (TF); Duplex Dwelling (Duplex); Three Family Dwelling (3F); Townhouse/Apt. Bldg; Mixed Use													
Use	Zone	Min. Lot Area SF	Lot Area Per DU SF	Lot Frontage FT	Front Yard	Side Yard	Rear Yard	Max Height FT	Max Stories	FAR	Landscaped Open Space	Usable Open Space	Maximum Lot Coverage
SF, TF, Duplex, 3 F	B2	6,000	2,500	60	20	10	20	35	2.5	.75	10%	30%	--
	B2A	6,000	2,500	60	20	10	20	35	2.5	.75	10%	30%	--
	B3	6,000	2,500	60	20	10	20	35	2.5	.75	10%	30%	--
	B4	6,000	2,500	60	20	10	20	35	2.5	.75	10%	30%	--
Townhouse/Apt. Bldg	B2	5,000	1,450	50	20	10	20	35	3	1.0	10%	20%	--
	B2A												
	B3	20,000	600	100	15+(H/10)	(H+L)/6	(H+L)/6	60/40	5/3	1.4	10%	20%	--
	B4												
Apartments on street w/ ROW =<50 ft.	B2												
	B2A	20,000	1,450	100	15	10+(L/10)	30	35	3	.80	10%	25%	--
	B3												
	B4	20,000	1,450	100	15	10+(L/10)	30	35	3	.80	10%	30%	--
Apartments on street w/ ROW >50 ft.	B2												
	B2A	20,000	700	100	15+(H/10)	(H+L)/6	(H+L)/6 at least 30 ft	40/35	3/3	1.20	10%	20%	--
	B3												
	B4	20,000	700	100	50	15+(H/10)	(H+L)/6 at least 30 ft	40/20	5/3	1.4	10%	20%	--
Mixed-use <= 20,000 sf	B2	--	--	50	--	--	10+(L/10)	50	4	1.5	10%	See 5.3.21	--
	B2A	--	--	50	0	0	10+(L/10)	60/50	5/4	1.5	--	See 5.3.21?	--
	B3	--	--	50	0	0	(H+L)/6	60/50	5/4	1.5	--	See 5.3.21	--
	B4	--	--	50	0	0	10+(L/10)	60/40	5/4	1.5	10%	See 5.3.21	--
Mixed-use >20,000 sq. ft	B2	>20,000	1,450	50	0	0	10+(L/10)	40	3 (See 5.3.17C)				--
	B2A	>20,000	700	50	0	0	10+(L/10)	50/40	4/3	1.0	10%	See 5.3.21	--
	B3	>20,000	600	50	0	0	(H+L)/6	50/40	5/3	1.4	10%	See 5.3.21	--
	B4	>20,000	700	50	0	0	10+(L/10)	50/40	3/3	1.0	10%	See 5.3.21	--
Other Permitted Use	B2	--	1,450	50	--	--	10+(L/10)	35	2.5	1.0	10%	See 5.3.21	--
	B2A	--	1,450	50				35	3	1.0	20%/10%	See 5.3.21	--
Any other permitted use <20,000 sq. ft.	B3	--	600	50	--	--	(H+L)/6	60/40	5/3	1.0	20%	See 5.3.21	--
Any other permitted use >=20,000 sq. ft.	B3	20,000	600	50	--	--	(H+L)/6	60/40	5/3	1.4			--
Other Permitted Use	B4	--	--	50	--	--	10+(L/10)	35	3	1.0	10%	See 5.3.21	--

NOTES

Greyed out means that use is not available in that zone

-- Means none – no Minimum

Two nos. for Hts: First is general ht. limit, second is limit within the height buffer – sec. 5.3.19

Section 5.3.21

5.3.21. Supplemental Requirements in the Business and Industrial Districts

A. Screening and Buffers: Industrial and Business Districts and Parking Lots

(1) Screening and space buffers shall be required in any Industrial (I) or Business (B) district that abuts certain buildable residential lots. The minimum width of the buffer shall be as follows:

I or B District	Abutting R District	Minimum Buffer
B3, B2A, B4	RO THRU 5	15 ft
B1, B2	RO-R5	10 ft

The strip shall contain a screen of plantings of vertical habit not less than three feet in width and six feet in height at the time of occupancy of such lot. Individual shrubs or trees shall be planted not more than 20 feet on center, and shall thereafter be maintained by the owner or occupants to maintain a dense screen year-round. At least 50% of the plantings shall consist of evergreens and they shall be evenly spaced. A solid wall or solid wooden fence, five to six feet in height, complemented by suitable plantings, may be substituted for one-half the required width of such landscaped buffer strip; however, provisions of this section shall not supersede the minimum setbacks for parking lots per Section 6.1 nor the minimum yard requirements of Sections 5.5 and 5.6. No screen shall be closer than 10 feet to a public or private way. Where deemed appropriate by the property owner and immediate abutters, and as approved by the building inspector, another wall or fence height or fence type, including but not limited to coated chain link or “wrought iron” types may be substituted for the required wall or fence. See Section 5.3.7 for screening and buffer requirements for Business districts, Industrial districts, and parking lots.

(2) For any area used for the parking of more than five vehicles, the screening provisions of Section 6.1, Off-Street Parking, shall apply.

- B. Accessory Structures. Accessory structures must comply with the minimum yard, maximum height, and minimum open space requirements of the district in which they are located.
- C. Upper-Story Setbacks. In any district where the maximum building height exceeds three stories, upper-story building setbacks shall be required. See 5.3.17 for Upper Story Step Back requirements.
- D. For mixed uses and any permitted residential use not specifically identified in the tables in Section 5.5.2, the minimum open space requirements (computed from the residential floor area only) shall be 10% landscaped and 20% usable in the B1, B2, B2A, B3, and B4 districts, and 15 percent usable in the B5 district.
- E. Minimum side and rear yards in Industrial Districts and minimum front, side, and rear yard are not required when abutting railroad track or railroad right-of-way if railroad is utilized for loading or unloading.

APPENDIX III:

October Forum Plan Analysis Spreadsheet

Arlington Heights Project Public Forum # 2 Summary of Attendee Plans

Plan #	HOUSING		RETAIL		OFFICE		ARTISANAL/FABRICATION		OPEN SPACE		PARKING	
	# of Buildings x Stories	# Housing Units	# of retail stores	x 3,000 sf	# of Buildings x Stories	x 7,500 sf	Number	x 9,000 sf	Number	x 4,800 sf	Number	x 24 spaces
1	3x5-6; 1x1 4blocks	128-152	11	33,000	3x1	22,500	2	18,000	7	33,600	5	120
1 Notes	Building 1: 5-6 stories, mixed use, artisan/retail on lower floors + housing above. Outside amphitheatre part of complex, like Bow Market in Somerville		Close to open space allotments, ice cream, sidewalk + bikepath		Building 3: 2 floors of underground parking, 3 stories office above		In conjunction with 1-story housing and a parks/rec center		Loves the idea of making a Bow Market-like area & having 3 main structures on premise		Centered on Building 3 office space	
	Building 2: 5-6 stories, focused more on residential with retail on ground level		Need to draw people to rest of Heights		-		-		Predominantly along Mass Ave side		In conjunction with fabrication/housing/parks/rec center	
2	4x1 4blocks	32	4	12,000	3x1	18,750	1	9,000	9	24,000	6.5	156
2 Notes	Two one-story locations above retail (Mass Ave side)		All 4 on Mass Ave beneath housing		1 building half size (3,750 sq.ft)		-		9 plots, but 8 are half-plots -- 24,000 total sq.footage		Distributed down road/sidewalk strip directly in middle of land	
	-		-		-		-		Carefully allocated and divided across land		Road entrances from both side and trees strip	
3	4x4 4blocks	128	3	9,000	1x4	7,500	0	0	4	19,200	2	48
3 Notes	With some surrounding greenery, Dag's Penceys on Mass Ave side		Also indicates gym, indoor pool, bar/brewery, restaurants: frozen yogurt, breakfast diner, Panera-like place		Incubator space		-		All Mass Ave side		Road/sidewalk straight through middle of land -- Park Ave to Lowell St	
	-		NO more hair salons, nail shops or banks -- more ice cream & sandwich shops		-		-		Expand sidewalks on Mass Ave to accommodate outdoor seating		-	
4	5x1 5blocks	40	3	9,000	2x1	15,000	2	18,000	7	33,600	3	72
4 Notes	-	-	Under/near housing unit		-	-	-	-	Sidewalks & open space along Lowell St/Park Ave		-	-
5	7x4 7blocks	224	5	15,000	1x1	7,500	2	18,000	9	43,200	7	168
5 Notes	Land design: housing-centric design		2 units designated as pubs, both underneath housing		None Included		Add artisanal to connect with Schwamb Mill		Major open space on west end of land; great access space to bike path		Sidewalks and bike paths	

	Realistic in that area can only support so many buildings		2 more retail units underneath housing		None Included		See Bow Center in Union Sq for business-restaurants that connect in small space		Enhance Millbrook with open space - better connects with bikeway		In middle of land with two Lowell St access points	
Plan #	HOUSING		RETAIL		OFFICE		ARTISANAL/FABRICATION		OPEN SPACE		PARKING	
	# of Buildings x Stories	# Housing Units	# of retail stores	x 3,000 sf	# of Buildings x Stories	x 7,500 sf	Number	x 9,000 sf	Number	x 4,800 sf	Number	x 24 spaces
6	5x1 5blocks	40	6	18,000	2x1	15,000	0	0	8	38,400	5	120
6 Notes	Mostly segmented -- housing one side, office/retail the other		4 units in plaza with central parking		Sidewalks cutting through from Park Ave to Lowell St		-		-		Appears mostly for office/retail - divided by road/sidewalks	
	-		2 units underneath housing		-		-		-		-	
7	4x2; 2x4 6blocks	128	7	21,000	0	0	2	18,000	6	28,800	7.5	180
7 Notes	2 two-story buildings in conjunction with retail and open space		4 units underneath 2 two-story buildings		-		Love the brewpub and getting more traffic from the bike path!		4 plots in conjunction with housing/retail area		Parking based on housing's gravity	
	Road/sidewalk located behind housing and retail units		-		-		-		Some smaller green space drawn in in southeast corner with sidewalk		-	
8	4x2 4blocks	64	9	27,000	1x1; 1x2	22,500	1	9,000	7	33,600	5	120
8 Notes	2 buildings in conjunction with retails		3 units underneath each of 2 two-story housing buildings		1x1 with two retail units underneath		Brewery/music venue		Awesome open space		Parking carefully placed through middle of land, along road + sidewalk in center	
	2 buildings in conjunction with artisanal		2 units underneath 1 office building		-		1 unit underneath two-story housing		Carefully placed around borders of the land		Parking within buildings so not visible from street view	
9	1x3; 1x2 2blocks	40	3	9,000	1	7,500	1	9,000	8	38,400	4	96
9 Notes	1 two-story building with three retail units underneath		All 3 units underneath 1x2 housing building		-		-		Land use primarily for open space, particularly on western portion		Parking mostly center and east of land	
	-		-		-		-		-		Road/sidewalk in middle of land, road connects with Park Ave	

PLAN # 1



PLAN # 2



PLAN # 3



PLAN # 4



PLAN # 5



PLAN # 6



PLAN # 7



PLAN # 8



PLAN # 9



APPENDIX IV:

Materials used at Forum 1 to gather feedback on uses, scale of structures, and design

Arlington Heights Zoning Project

Boards used in gathering input from participants at May 23, 2018 Public Forum

ARLINGTON HEIGHTS PLANNING PROJECT

BUILDING STYLES

DIRECTIONS: Indicate what building styles you would like to see in town

I would like to see buildings that look like this:



Definitely Yes	Yes	No	Definitely No
----------------	-----	----	---------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------







<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

ARLINGTON HEIGHTS PLANNING PROJECT

DIRECTIONS: Choose your first and second choices for the heights of new construction in town.

BUILDING HEIGHTS

Single Story	FIRST CHOICE	SECOND CHOICE	Three stories	FIRST CHOICE	SECOND CHOICE
	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
One and a half stories	<input type="radio"/>	<input type="radio"/>	Four stories	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Two stories	<input type="radio"/>	<input type="radio"/>	Five to six stories (depending on location)	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>

ARLINGTON HEIGHTS PLANNING PROJECT

DIRECTIONS: Indicate your first, second, and third choices for housing types in Arlington Heights

HOUSING TYPES



Credit: Sunrise of Arlington



Credit: 100 Resilient Cities



Credit: Monterey Cohousing Community, Minneapolis, MN

Apartments/Condos
2 to 3 bedrooms

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Affordable Family Units

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Apartments/Condos
1 to 2 bedrooms

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Affordable Senior Units

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Apartments/Condos
Studios

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other Types of Housing

(Such as Co-housing, Continuing Care)

FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ARLINGTON HEIGHTS PLANNING PROJECT

DIRECTIONS: Indicate whether you would support the listed amenities

AMENITIES

I would support these kinds of amenities in Arlington Heights:

Outdoor Seating At Restaurants

		<input type="checkbox"/>
		<input type="checkbox"/>

Public Art

		<input type="checkbox"/>
		<input type="checkbox"/>

Gathering Spaces For Community Activities

		<input type="checkbox"/>
		<input type="checkbox"/>

Connections between Mass Ave/Stores/Minuteman Trail

		<input type="checkbox"/>
		<input type="checkbox"/>


APPENDIX V:

Retail Market Demand Analysis for Arlington Heights Rezoning

a RETAIL MARKET DEMAND ANALYSIS *for* ARLINGTON HEIGHTS REZONING

march 2018





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ACKNOWLEDGEMENTS

The Arlington Heights Retail Market Demand Opportunity Gap Analysis was conducted as part of the Arlington Heights Rezoning Study. It was conducted in order to contextualize the planning and rezoning study's zoning and urban design framework analyses, and provide guidance to the advisory committee and community for decision making.

Both analyses were conducted with funds from the State of Massachusetts' District Local Technical Assistance (DLTA), and the Planning for MetroFuture Technical Assistance (PMTA) programs. Such funding enables the Metropolitan Area Planning Council (MAPC) to achieve its mission in providing towns and cities with assistance in achieving equitable local smart growth that also benefits the greater Boston region. MAPC is grateful to the Governor and the Legislature for their support and funding of these programs.

MAPC Officers

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I. RETAIL MARKET DEMAND ANALYSIS

The following retail market demand opportunity gap analysis for the Town of Arlington, Massachusetts (see Figures 1-4 for Town context maps as well as study area maps) is comprised of **six components** that were examined in order to conservatively assess the potential to support additional retail square footage. The **first component** is the establishment of local and regional trade areas with reasonable driving distances for the households within them.

The **second component** is a retail opportunity gap analysis that examines the “gap” or difference between actual retail sales figures and estimated spending of households on a variety of different types of retail goods and food establishments (both inside and outside of the trade area).

The **third component** is the determination and application of reasonable assumptions related to: (a) the amount of market demand the study area can conservatively be expected to “capture” from the larger trade areas; and (b) the conversion of those “gap” or “leakage” retail sales figures into square feet using assumptions for sales per square foot and typical retail floorplate sizes by retail subtypes.

The **fourth component** is a conservative estimate of the amount of spending that local workers can be assumed to do during commutes and lunch hours, and the number of establishments that these workers can support. Collectively, these first four components provide a snapshot in time of market demand for specific types of retail establishments with the greatest potential for success, and the approximate amount of square footage and number of establishments that the Town, chamber of commerce, and brokers could reasonably expect if they employ appropriate strategies to capture that market potential.

The **fifth component** is an inventory of the existing retail establishments within the study area and an assessment of how they compare to the typical mix of stores found in many downtown, mixed-use, walkable commercial districts.

The **sixth component** involves polling property/business owners as well as commercial brokers for insights into local business opportunities as well as the local regulatory/business climate for insights.

Improving any of the Arlington Heights’s potential shortcomings can make it more attractive and competitive so it can capture a part of the market demand from the retail trade areas.

KEY FINDINGS ¹

- **34 to 82 potential household-supportable retail and food establishments** totaling between 123,700 and 303,800 square feet.
- Within a **retail trade area of a 0 to 15 minute drive** from Arlington Heights.
- Based on the assumption that **if the Town can create the right conditions and incentives**, and invest in an enhanced public realm and streetscape, it can potentially attract a conservative 3% of the local and 3% of the regional 101,108 householders and 109,380 workers to shop in Arlington Heights.
- **Of the 34 to 82 potential retail establishments** supportable by the households within the local primary and regional trade areas, **the following are the predominant retail subtypes with the greater probability** of being supported (if the Town can create the right conditions/incentives) by

¹ Sources: (a) ESRI Business Analyst 2017; (b) MAPC Downtown and Mixed-Oriented Retail Uses Selected from ESRI NAICS Codes; (c) 2017 Infogroup, Inc.; (d) Esri Total Residential Population forecasts for 2017; and (e) MAPC local workers spending assumptions and analysis.

untapped spending dollars: (a) 7-18 restaurants totaling 14,800 to 36,500-SF, (b) 2-18 clothing stores totaling 3,400 to 35,600-SF, (c) 2-7 miscellaneous "other" retail stores totaling 5,200 to 13,600-SF, (d) 3-6 hardware stores totaling 23,600 to 50,700-SF, (e) 1-3 home furnishings stores totaling 2,000 to 7,100-SF, (f) 1-3 office supplies stores totaling 4,800 to 13,300-SF, and (g) 2-3 electronics/appliance stores totaling 9,000 to 14,600-SF. **A finer grain analysis of a subset** within a 10-minute walk and a 10-minute drive **confirm overlapping localized demand for the following** retail subtypes: (a) 1-7 restaurants/eating places, and (b) 2-8 clothing stores.

Arlington Heights Retail Market Analysis 2018

- potential supportable retail opportunities - subject to Town setting right conditions
- sources: ESRI and Infogroup. Retail MarketPlace 2017; MAPC Select Retail Uses and Store Sizes/Sales Data

total potential retail household & worker supportable

Study Area Context

- 68 businesses incl. 49 retail/services
- 607 employees
- 206 households – 272 residents
- 1.3 household size

Hyper-Local Retail Trade Area (subset of Primary)

- 0-10 minute walk
- 2,738 households – 10% capture rate
- 2.2 household size

Primary Local Retail Trade Area

- 0-10 minute drive
- 35,203 households - 3% capture rate
- 29,527 workers - 5% capture rate
- 2.5 household size

Secondary Regional Trade Area

- 11-15 minute drive
- 65,905 households - 3% capture rate
- 79,853 workers - 3% capture rate
- 2.5 household size

Town Context

- 1,408 businesses incl. 880 retail/services
- 12,148 employees
- 18,652 households – 44,408 residents ACS 2016
- 2.4 household size

Potential Retail

7 stores 24,300 sf (included in Primary)

34 stores 123,700 sf
1.5 stores 4,200 sf

48 stores 180,100 sf
1.5 stores 4,500 sf

TOTALS

101,108 HOUSEHOLDS
109,380 WORKERS

85 STORES
303,800 SF HOUSEHOLD-SUPPORTABLE
8,700 SF WORKER-SUPPORTABLE

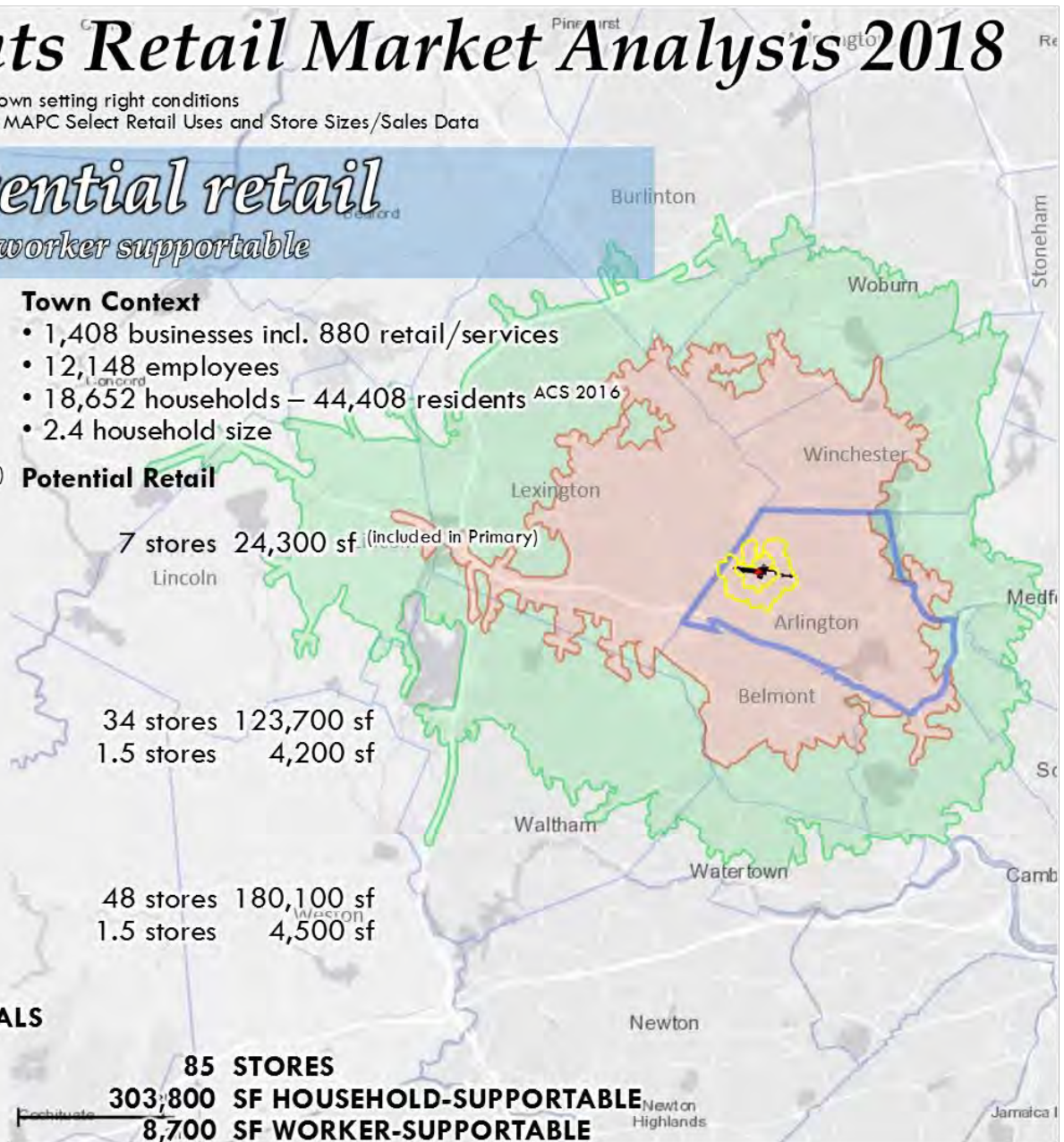


Figure 1 Context Map of Arlington Town Boundary and Surrounding Communities

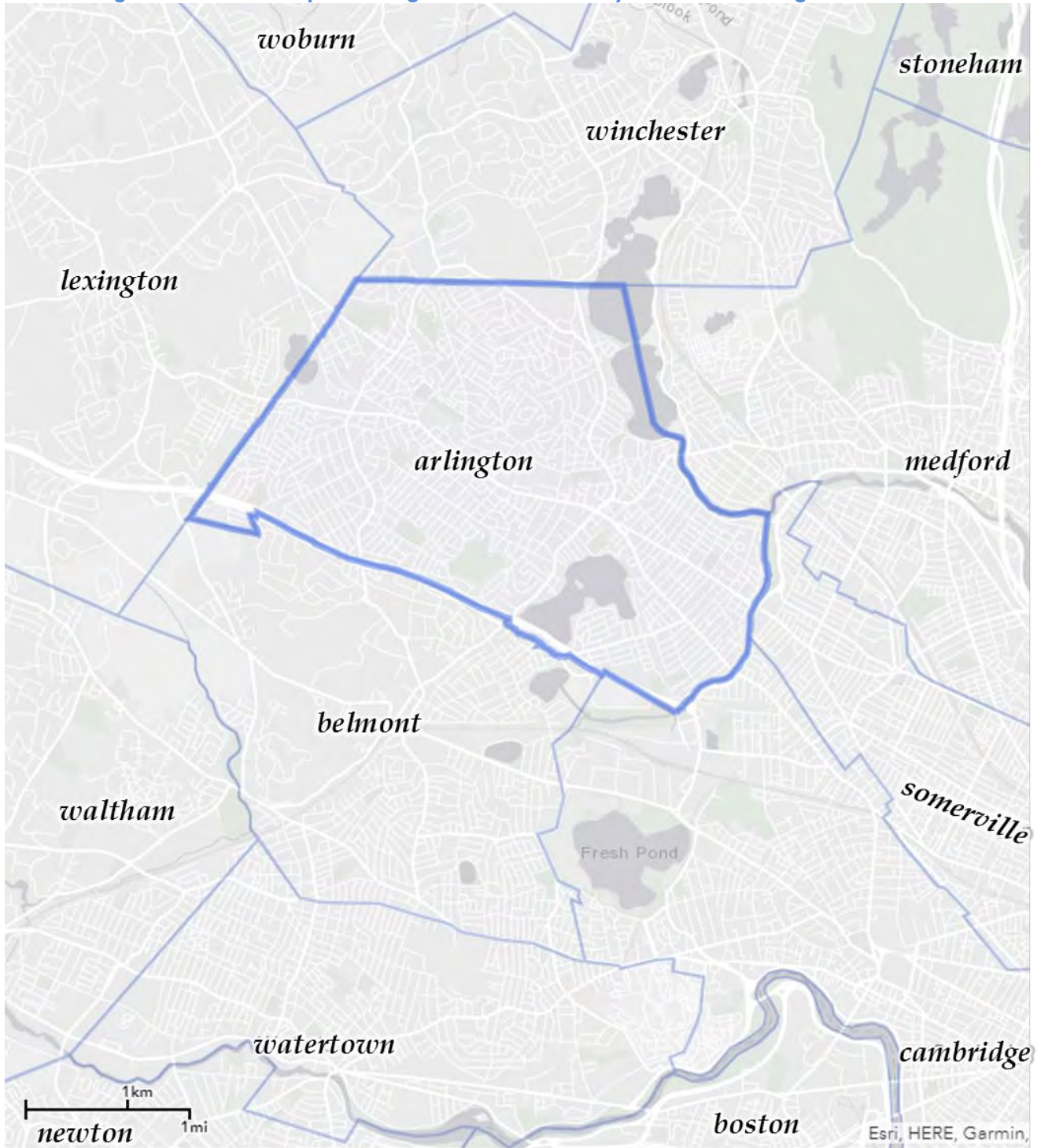


Figure 2 Aerial View of the Town of Arlington with the Study Area in Red

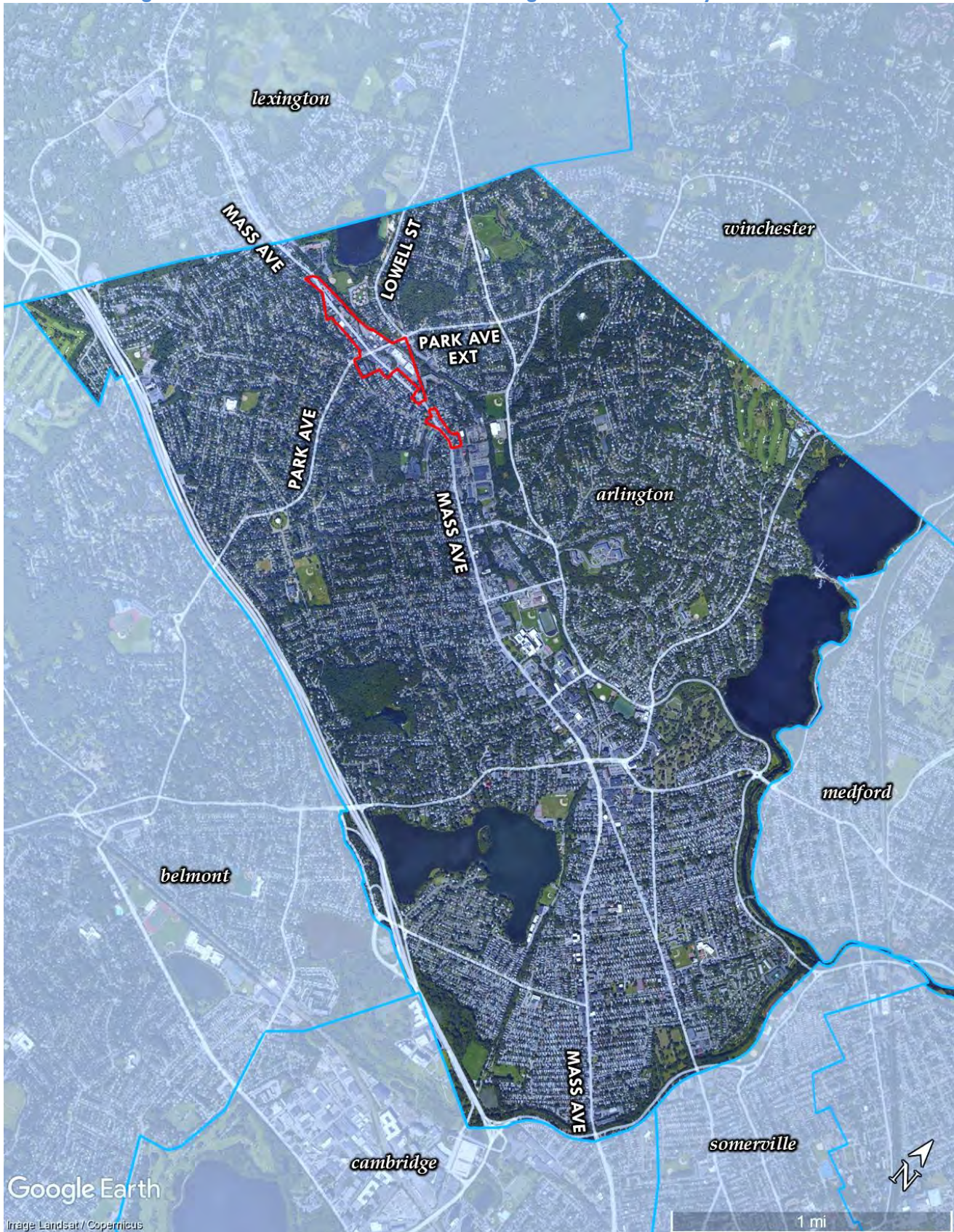


Figure 3 Study Area in Red within Town of Arlington

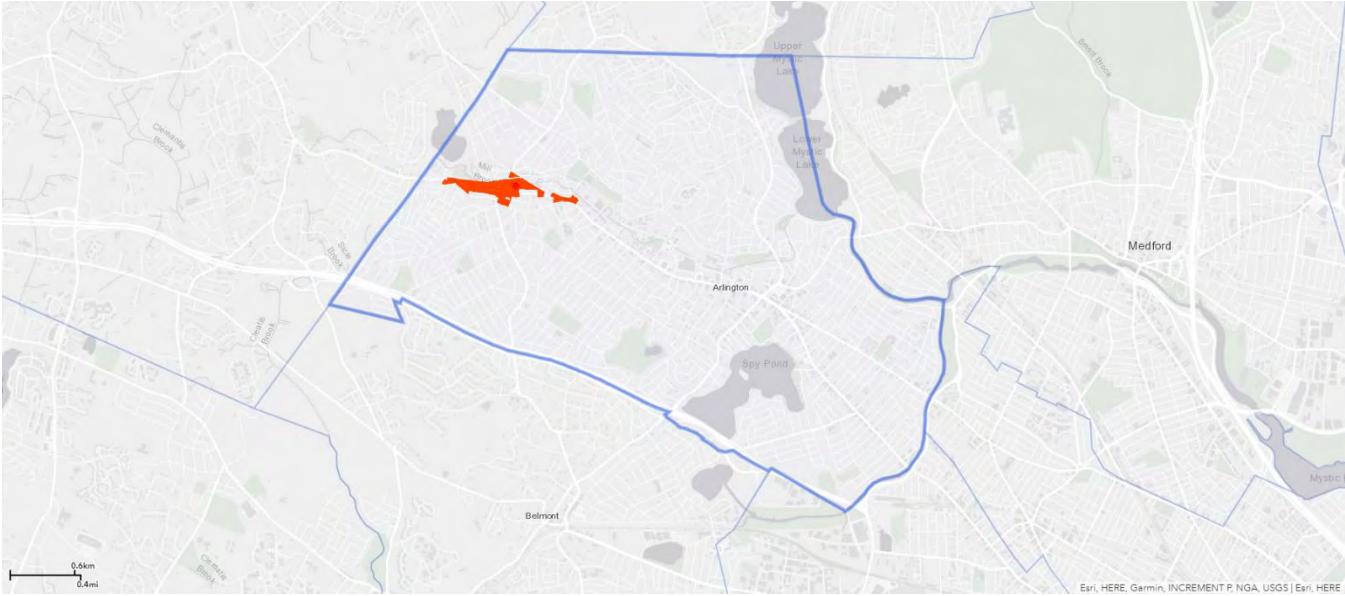


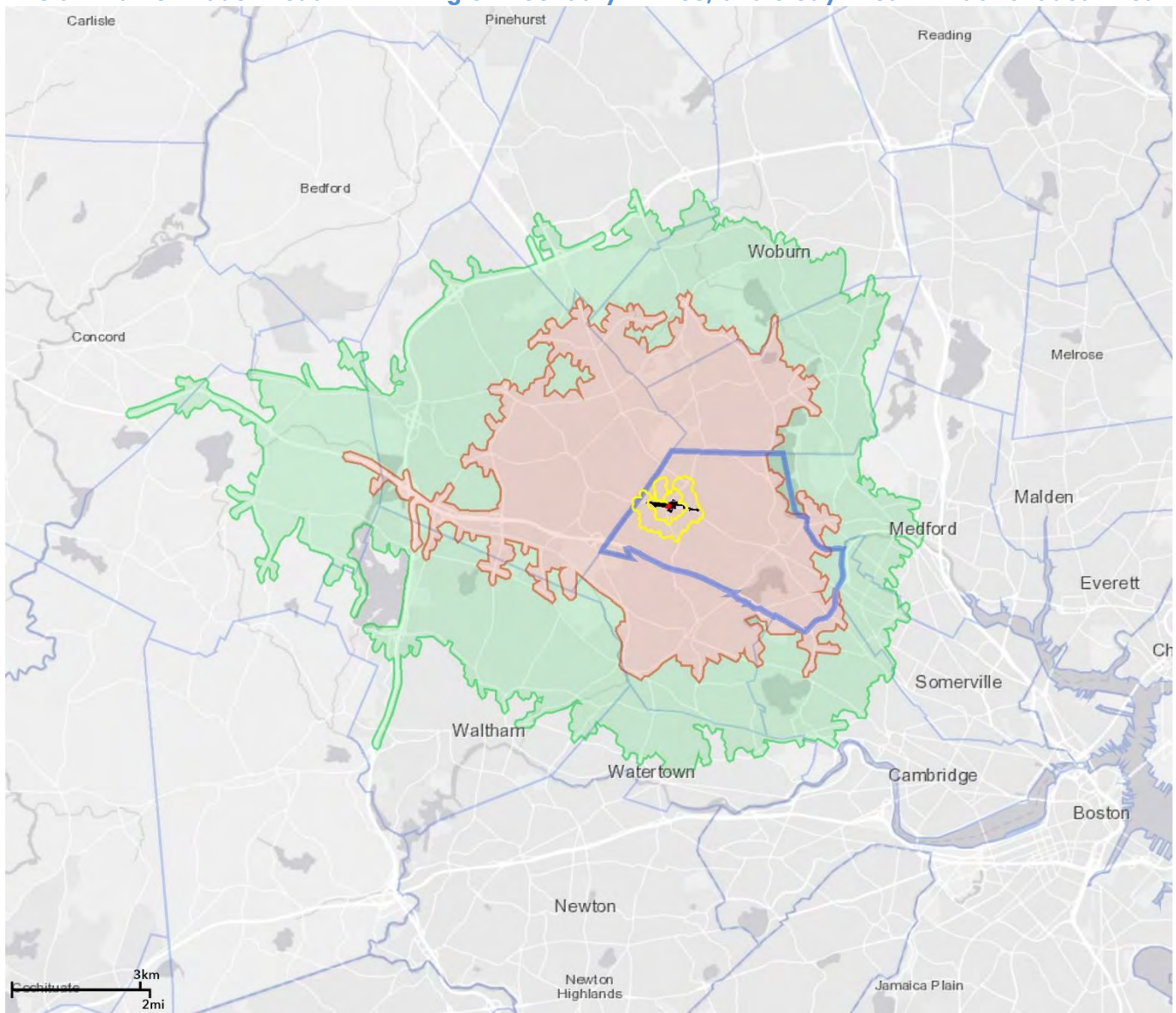
Figure 4 Arlington Heights Study Area in Greater Detail in Red



A. TRADE AREAS

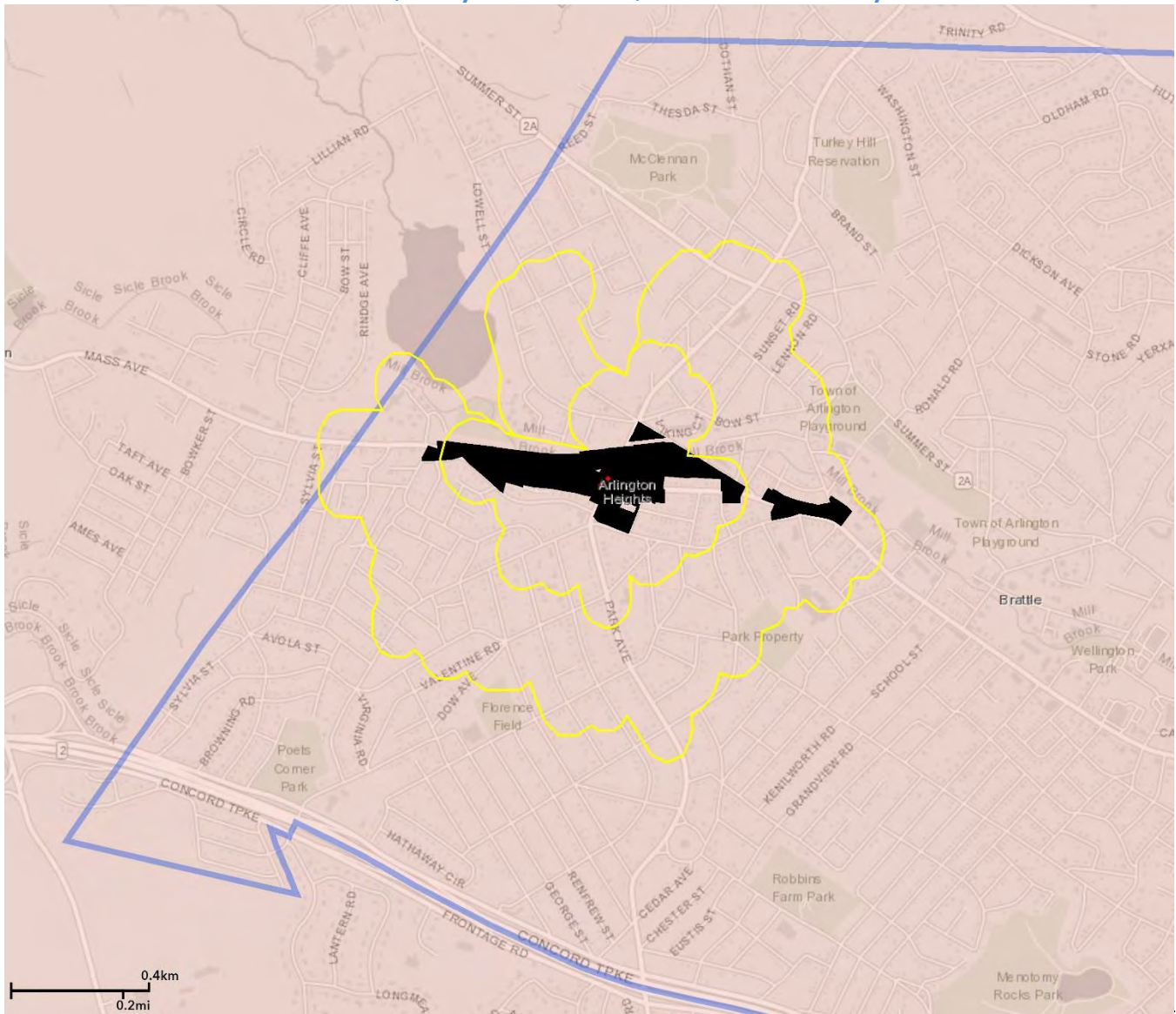
In order to estimate the amount of additional retail that Arlington Heights can support, it is important to first identify a trade area. The trade area is the geographic area from which a retail establishment generates sales. There are many factors to consider when determining a primary trade area including the distance and time that people may be willing to travel in order to reach a destination, any physical or geographic barriers as well as regional competition. For the Arlington Heights planning and rezoning study area, three “concentric” trade areas have been identified in order to provide both finer grain and large scale context. The primary local trade area would include households within a ten minute drive from the central intersection of Massachusetts Avenue with Park Avenue, Park Avenue Extension, and Lowell Street. This primary local trade area is highlighted in the light red color in Figure 5 and represents a 10-minute drive from the study area.

Figure 5 Hyper-Local Walking, and Primary Local and Secondary Regional Driving Retail Market Trade Areas with Arlington Boundary in Blue, and Study Area in Black Shaded Area



The primary local retail trade area almost entirely contains the territorial extent of the Town of Arlington, and extends as far south as the Waltham/Belmont border and northern Cambridge, as far north as the Burlington/Woburn border, as far west as the Lexington/Lincoln boundary, and as far east as western Medford. It is reasonable to assume that people who live within a 10-minute drive would be willing to travel the distance in order to attain goods and services within close proximity of Arlington Heights.

Figure 6 Greater Detail of Hyper-Local Retail Trade Area with 5-Minute and 10-Minute Walking Bands in Yellow, Study Area in Black, and Town Boundary in Blue



There are 85,526 people in 35,203 households living within a 0-10 minute drive (primary local trade area in red in Figure 5) of the Arlington Heights study area. This population figure represents almost twice the population² of the Town of Arlington. In order to determine if there are additional opportunities

² According to 2012-2016 American Community Survey 5-Year Estimates data, the population of the Town of Arlington is 44,408 residents, and the number of households is 18,652 (occupied housing units).

on top of those within the primary local trade area, MAPC staff also examined a secondary regional trade area of an additional 11-15 minute drive time. It is reasonable to assume that some people within the secondary regional trade area will be willing to travel a greater distance if there is a real destination, or popular restaurant or cluster of restaurants in a given place.

Within the primary local trade area that has been described, this analysis also defines a finer grain hyper-local trade area within a 10-minute walk of the study area shown in Figure 6. The figures shown in this analysis for the hyper-local walking trade area are for the purposes of contextualizing the study area and providing finer grain insight into how many households (and their disposable incomes) can potentially support additional retail. Unless explicitly stated, all of the hyper-local trade area figures are a subset of the figures for the Primary Local 0-10-minute drive trade area, and are included in those figures. Within the hyper-local trade area, there are 6,010 people living in 2,738 households³. This 10-minute walk area entirely engulfs the study area and extends beyond it. For context purposes, the study area has 272 residents living in 206 households⁴.

The secondary trade area is highlighted in light green in Figure 5 represents an additional 11-15-minute drive time toward Arlington Height’s central intersection. It includes the primary market, and extends as far south as Watertown, as far north as southern Burlington, as far east as Medford, and as far west as the Concord/Lincoln border. There are an additional 164,536 people living in 65,905 households within an additional 11-15-minute drive toward Arlington Heights.

Table 1 Summary Data from Retail Market Trade Areas for Retail Market Demand Opportunity Gap Analysis

RETAIL MARKET TRADE AREA SUMMARY DATA RETAIL MARKET DEMAND OPPORTUNITY GAP ANALYSIS Arlington Heights Rezoning Study Area Population 272 - Households 206 – HH Size 1.3				
TRAVEL TIME BAND	PEOPLE	HOUSEHOLDS	# MAJOR SHOPPING CENTERS	REGIONAL SHOPPING SF
Hyper-Local Primary 0-10 minute walk	incl. in Primary 6,010	incl. in Primary 2,738	0	0
Primary Local 0-10 minute drive	86,526	35,203	1	243,000
Secondary Regional 11-15 minute drive	164,536	65,905	4	1,190,000
0-15 minute drive total cumulative	251,062	101,108	5	1,433,000

Sources: (a) ESRI Business Analyst/Infogroup Retail MarketPlace 2017; (b) ESRI Business Summary Report with Total Residential Population forecasts for 2017⁵; and (c) Directory of Major Malls, Inc.

³ Source: (a) ESRI Business Analyst/Infogroup Retail MarketPlace 2017; (b) ESRI Business Summary Report with Total Residential Population forecasts for 2017

⁴ Source: (a) ESRI Business Analyst/Infogroup Retail MarketPlace 2017; (b) ESRI Business Summary Report with Total Residential Population forecasts for 2017

⁵ Data Note: Data on the Business Summary report is calculated using Esri’s Data allocation method which uses census block groups to allocate business summary data to custom areas.

The secondary trade areas' regional draw is important to the success of restaurants. The assumption regarding regional competition is that if there is market demand for development and the Town positions itself to create optimal local conditions within Arlington Heights, the Town should be able to draw in businesses and customers from the region. If Arlington Heights is able to draw customers from farther away, the Town could support additional retail.

As shown in Figure 7 there are approximately five major retail shopping centers within an immediate 15-minute drive from Arlington Heights that will be direct competitors, including Middlesex Commons, Burlington Crossroads, 3rd Avenue Burlington, the Watertown Mall, and the Arsenal Yards. According to ESRI Business Analyst and Directory of Major Malls, Inc. data, these five shopping centers have approximately 1,433,000 gross feet of leasable area. This will be a limiting factor that will influence how much retail the market in Arlington Heights will be able to support.

**Figure 7 Regional Retail Trade Area Competition:
Major Shopping Centers within Trade Areas**

MAJOR SHOPPING CENTERS

Source: Directory of Major Malls, Inc. / ESRI BAO

- | | | |
|--|---|---|
| | <i>15 minute drive</i> | |
| <i>10 minute drive</i> | 2. BURLINGTON CROSSROADS
189,000 GLA | 4. WATERTOWN MALL
261,000 GLA |
| 1. MIDDLESEX COMMONS
243,000 GLA | 3. 3RD AVENUE BURLINGTON
300,000 GLA | 5. ARSENAL YARDS
440,000 GLA |

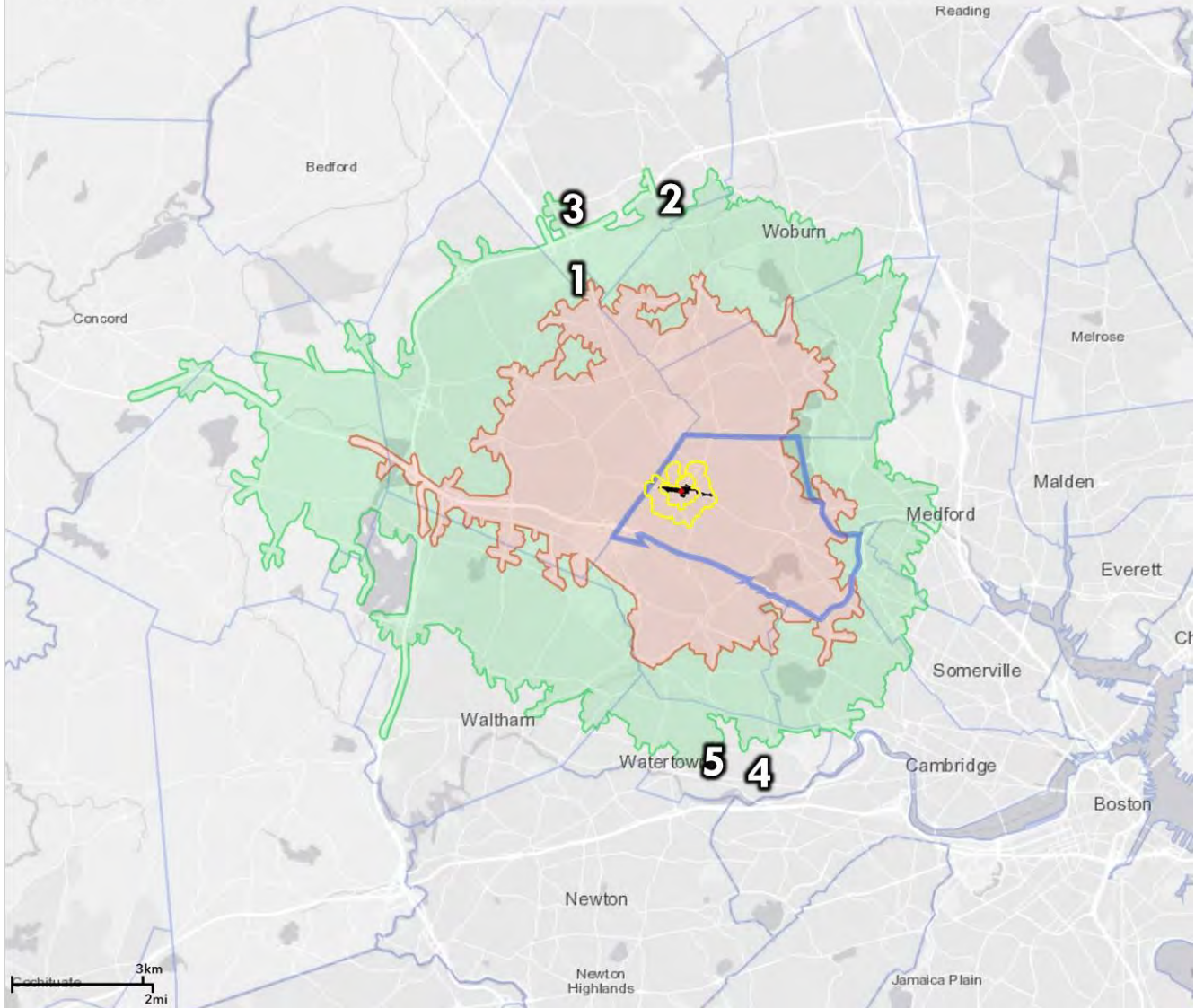
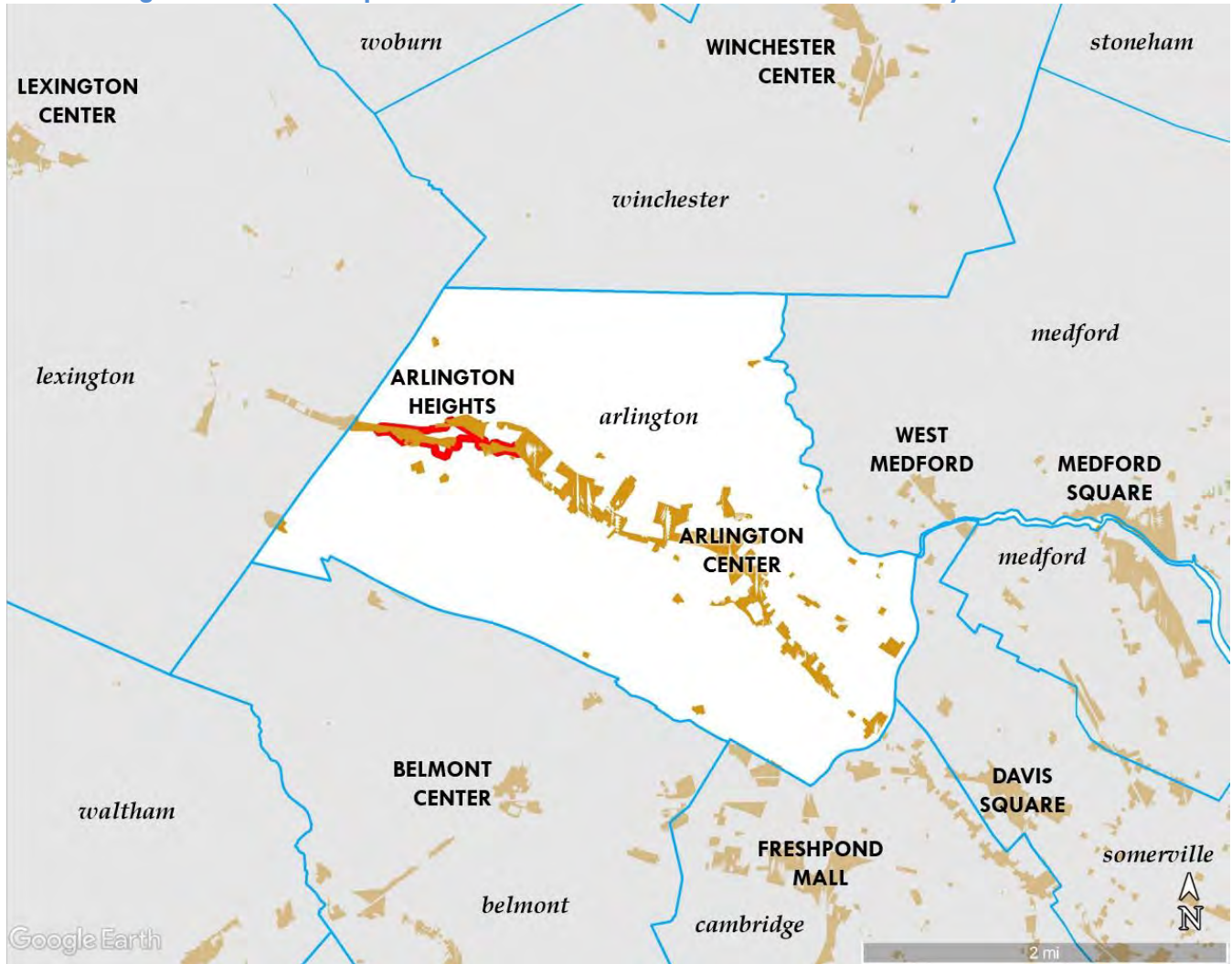


Figure 8 Context Map of Local Commercial Nodes & Areas with Study Area in Red



B. RETAIL OPPORTUNITY GAP ANALYSIS

MAPC staff analyzed ESRI Business Analyst data within the defined trade areas in order to conduct a retail gap analysis. A retail opportunity gap analysis examines the “gap” or difference between actual retail sales figures and estimated spending of households on a variety of different types of retail goods and food establishments (both inside and outside of a retail trade area). If the demand exceeds the supply, there is “leakage,” meaning that residents must travel outside the area to purchase those goods. In such cases, there is an opportunity to capture some of this spending within the market area to support new retail investment. When there is greater supply than demand, there is a “surplus”, meaning consumers from outside the market area are coming in to purchase these goods and services. In such cases, there is limited or no opportunity for additional retail development.

Thus, the retail gap analysis provides a snapshot of potential opportunities for retailers to locate within an area. In addition to the gap analysis based on how much potential retail square footage can be supported by households, MAPC conducted an analysis for how much could be supported by local workers.

Table 3 is a summary of the retail opportunity gap analysis by industry group for the primary local and secondary regional trade areas (see Figure 5) with the incremental, non-cumulative figures for the primary and secondary trade area bands. It is followed by an abbreviated cumulative summary in Table 3 for the total 0-15-minute drive trade area. The dollar figures in parentheses and red are negative numbers indicate that there is a surplus of retail sales within the trade area (and that there is no untapped disposable income to be had). In other words, there is a significant amount of dollars being spent inside the trade area within that industry group, with many customers being drawn in from outside the trade area. It can be viewed as measure of success for the existing businesses within that particular industry group but also as a challenge for prospective businesses to set up shop and compete for customers. The dollar figures in black are positive numbers that indicate a retail gap or “leakage” of missed opportunity to outside of the trade area and represent potential opportunities for more retail within the area.

Tables 3 and 5 indicate that overall, the 35,203 households within the primary local trade area that are within a 10-minute drive can potentially support 4,123,000-SF of retail, of which the study area could potentially capture 3% of that square footage (123,700-SF) for 34 potential retail establishments within the study area. This was based on a conservative 3% capture rate assumption relative to the retail gap dollar amount in sales potential for a number of MAPC-designated “downtown and mixed-use oriented retail” NAICS uses with restaurants and clothing stores having the greatest potential.

There are additional opportunities when considering the secondary regional trade area, which has 65,905 additional households with potential untapped disposable household income based on ESRI Business Analyst data estimates and actual sales figures. Within an additional 11-15-minute drive trade area, approximately 3,694,000-SF of potential retail can be supported, of which the study area can potentially capture 3% of that square footage (180,100-SF) for 48 additional establishments within the study area. Of those 48 potential establishments, the following predominant downtown/mixed-use

oriented retail sub-types have the greatest potential: restaurants, clothing, miscellaneous/other, and home furnishings establishments.

As a point of clarification, due to the variation in the average sales per square foot and typical store floorplate sizes by type of retail establishment, higher sales figures in Tables 3 and 4 do not necessarily translate into a supportable establishment if that retail business requires a bigger store floorplate or has to make higher sales per square foot in order to pay a lease.

The secondary regional trade area is particularly important to the success of potential restaurants which oftentimes draw on expanded trade areas. Restaurants do not only depend on spending from the households located within its trade area but also on customers who drive to or through the study area as well as local office workers during lunch and commute hours. Given that the ability to potentially support successful restaurants relies heavily on untapped spending dollars located within the outermost 11-15-minute regional drive band, it will be a challenge to create physical, regulatory and marketing conditions within Arlington Heights that will draw the interest of the shoppers in those households.

Table 2 Retail Opportunity Gap Analysis for Arlington Heights Rezoning Study with Conversion of Sales Dollars Using Assumptions into Total Potential Retail Square Footage - Household Supportable

TOTAL POTENTIAL RETAIL SQUARE FOOTAGE - HOUSEHOLD SUPPORTABLE													
MAPC Downtown and Mixed-Oriented Retail Uses Selected from ESRI NAICS Codes	NAICS	PRIMARY TRADE AREA - HYPER-LOCAL 0- to 10-MINUTE WALK				PRIMARY TRADE AREA - LOCAL 0- TO 10-MINUTE DRIVE <i>(this IS cumulative of the hyper-local walk subarea)</i>				SECONDARY TRADE AREA - REGIONAL 11- to 15-MINUTE DRIVE <i>(this is NOT cumulative of the primary trade area) (important for restaurants - regional draw)</i>			
		Retail Gap Sales Dollars	Supportable Square Feet	Capture Rate 10%	Number of Stores	Retail Gap Sales Dollars	Supportable Square Feet	Capture Rate 3%	Number of Stores	Retail Gap Sales Dollars	Supportable Square Feet	Capture Rate 3%	Number of Stores
Furniture & Home Furnishings Stores													
Furniture	4421	\$2,104,019	9,351	935	0.2	\$28,826,023	128,116	3,843	1.0	\$15,232,866	67,702	3,385	0.8
Home Furnishings	4422	\$1,853,428	9,267	927	0.5	\$6,288,303	31,442	943	0.5	\$24,931,373	124,657	6,233	3.1
Electronics & Appliance Stores	443	\$5,834,818	25,933	2,593	0.5	\$68,173,663	302,994	9,090	1.7	\$24,908,616	110,705	5,535	1.0
Building Materials, Garden Equip. & Supply													
Bldg material & Supply Dealers	4441	\$4,975,414	33,169	3,317	0.4	\$117,864,299	785,762	23,573	2.7	\$81,626,303	544,175	27,209	3.1
Lawn & Garden Equip & Supply Stores	4442	\$1,853,428	10,019	1,002	0.2	(\$2,212,779)	0	0	0.0	\$12,267,961	66,313	3,316	0.7
Food & Beverage Stores													
Grocery	4451	\$14,763,954	41,011	4,101	0.2	\$222,230,851	617,308	18,519	0.7	\$267,083,626	741,899	37,095	1.5
Specialty Food Stores	4452	\$746,576	2,074	207	0.1	\$12,704,520	35,290	1,059	0.5	\$14,754,735	40,985	2,049	1.0
Beer Wine and Liquor	4453	\$1,230,072	3,417	342	0.2	\$32,545,360	90,404	2,712	1.4	(\$44,155,818)	0	0	0.0
Health and Personal Care	446,4461	(\$1,058,513)		0	0.0	\$48,863,186	122,158	3,665	0.3	\$76,942,547	192,356	9,618	0.7
Clothing & Clothing Accessories													
Clothing	4481	\$6,834,310	34,172	3,417	1.7	\$105,052,538	525,263	15,758	7.9	\$79,209,463	396,047	19,802	9.9
Shoe	4482	\$1,205,161	6,695	670	0.3	\$17,008,779	94,493	2,835	1.4	\$19,160,882	106,449	2,661	1.3
Jewelry , Luggage and Leather Goods	4483	\$1,858,441	4,176	9	0.0	\$24,117,065	54,196	1,626	0.8	\$34,422,577	77,354	1,934	1.0
Sporting Goods, Hobby, Book and Music Stores													
Sporting Goods, Hobby, Musical Instr	4511	\$2,792,792	14,699	1,470	0.3	\$61,770,054	325,106	9,753	2.0	\$57,622,529	303,276	15,164	3.0
Book, Periodical and Music Stores	4512	\$649,596	4,480	448	0.1	\$10,230,262	70,554	2,117	0.5	\$2,902,010	20,014	1,001	0.3
Miscellaneous Store Retailers													
Florists	4531	(\$380,209)		0	0.0	\$4,036,622	19,222	577	0.4	\$5,573,386	26,540	1,327	0.9
Office Supplies	4532	\$1,172,754	8,377	838	0.2	\$22,475,933	160,542	4,816	1.2	\$23,789,390	169,924	8,496	2.1
Used Merchandise	4533	\$436,736	2,912	291	0.1	\$4,087,024	27,247	817	0.4	\$7,231,577	48,211	2,411	1.2
Other	4539	\$1,575,136	7,876	788	0.4	\$34,598,739	172,994	5,190	2.6	\$33,477,108	167,386	8,369	4.2
Food Services & Drinking Places													
Special Food Services	7223	\$533,834	1,907	191	0.1	\$7,033,088	25,118	754	0.3	\$4,262,802	15,224	761	0.3
Drinking Places - Alcoholic Beverages	7224	\$833,420	2,315	232	0.1	\$14,354,396	39,873	1,196	0.6	\$15,152,793	42,091	2,105	1.1
Restaurants/Other Eating Places	7225	\$7,515,664	25,052	2,505	1.3	\$148,528,784	495,096	14,853	7.4	\$129,749,825	432,499	21,625	10.8
SUB-TOTALS			Supportable Retail SF	Capture Rate 10%	Number of Stores		Supportable Square Feet	Capture Rate 3%	Number of Stores		Supportable Square Feet	Capture Rate 3%	Number of Stores
<i>by non-cumulative trade area bands/rings</i>		<i>subtotal retail</i>	217,627	21,354	5.4		3,563,089	106,893	25.9		3,203,994	155,605	35.8
		<i>subtotal food</i>	29,274	2,927	1.4		560,087	16,803	8.3		489,815	24,491	12.1
		<i>subtotal food & retail</i>	246,900	24,282	6.8		4,123,176	123,695	34.1		3,693,809	180,095	48.0
TOTAL - POTENTIAL RETAIL SQUARE FOOTAGE - HOUSEHOLD SUPPORTABLE		Supportable Retail SF	Number of Stores	Of the 34 to 82 potential retail establishments supportable by the local primary and regional trade areas, the following are the predominant retail subtypes with the greater probability of being supported (if the Town can create the right conditions/incentives) by untapped spending dollars: (a) 7-18 restaurants totaling 14,800 to 36,500-SF, (b) 2-18 clothing stores totaling 3,400 to 35,600-SF, (c) 2-7 miscellaneous "other" retail stores totaling 5,200 to 13,600-SF, (d) 3-6 hardware stores totaling 23,600 to 50,700-SF, (e) 1-3 home furnishings stores totaling 2,000 to 7,100-SF, (f) 1-3 office supplies stores totaling 4,800 to 13,300-SF, and (g) 2-3 electronics/appliance stores totaling 9,000 to 14,600-SF. A finer grain analysis of a subset within a 10-minute walk and a 10-minute drive confirm overlapping localized demand for the following retail subtypes: (a) 1-7 restaurants/eating places, and (b) 2-8 clothing stores.									
		<i>retail</i>	262,497	62									
		<i>food</i>	41,293	20									
		<i>food & retail</i>	303,791	82									

• Sources: (a) Esri and Infogroup. Retail MarketPlace 2017; and (b) MAPC Select Downtown-Oriented Retail Uses and Store Size/Sales Data

Table 3 Abbreviated Retail Opportunity Gap Analysis

ABBREVIATED RETAIL OPPORTUNITY GAP ANALYSIS CUMULATIVE SUMMARY OF HOUSEHOLD SUPPORTABLE RETAIL WITHIN 15-MINUTE DRIVE WITH LOCAL 3% CAPTURE RATE, AND 3% REGIONAL CAPTURE RATE				
RETAIL TYPES	NAICS	RETAIL GAP SALES DOLLARS	CAPTURED SQUARE FOOTAGE	NUMBER OF STORES
Furniture & Home Furnishings Stores	—	—	—	—
Furniture	4421	\$44,058,889	7,229	1.8
Home Furnishings	4422	\$31,219,676	7,176	3.6
Electronics & Appliance Stores	443	\$93,082,279	14,625	2.7
Building Materials, Garden Equip. & Supply	—	—	—	—
Bldg material & Supply Dealers	4441	\$199,490,602	50,782	5.8
Lawn & Garden Equip & Supply Stores	4442	\$10,055,182	3,316	0.7
Food & Beverage Stores	—	—	—	—
Grocery	4451	\$489,314,477	55,614	2.2
Specialty Food Stores	4452	\$27,459,255	3,108	1.6
Beer Wine and Liquor	4453	(\$11,610,458)	2,712	1.4
Health and Personal Care	446,4461	\$125,805,733	13,283	0.9
Clothing & Clothing Accessories	—	—	—	—
Clothing	4481	\$184,262,001	35,560	17.8
Shoe	4482	\$36,169,661	5,496	2.7
Jewelry , Luggage and Leather Goods	4483	\$58,539,642	3,560	1.8
Sporting Goods, Hobby, Book and Music Stores	—	—	—	—
Sporting Goods, Hobby, Musical Instr	4511	\$119,392,583	24,917	5.0
Book, Periodical and Music Stores	4512	\$13,132,272	3,117	0.8
Miscellaneous Store Retailers	—	—	—	—
Florists	4531	\$9,610,008	1,904	1.3
Office Supplies	4532	\$46,265,323	13,312	3.3
Used Merchandise	4533	\$11,318,601	3,228	1.6
Other	4539	\$68,075,847	13,559	6.8
Food Services & Drinking Places	—	—	—	—
Special Food Services	7223	\$11,295,890	1,515	0.5
Drinking Places - Alcoholic Beverages	7224	\$29,507,189	3,301	1.7
Restaurants/Other Eating Places	7225	\$278,278,609	36,478	18.2
TOTAL	—	—	303,791	82.1

Sources: ESRI Business Analyst 2017; & MAPC Downtown & Mixed-Oriented Retail Uses Selected from ESRI NAICS Codes

1. POTENTIAL RETAIL SQUARE FOOTAGE: HOUSEHOLD-SUPPORTABLE

MAPC staff uses a conservative capture rate to analyze the retail gap and understand the potential for additional establishments. This capture rate acknowledges that any single retail district will never be able to re-capture the full amount of retail leakage. Competition from regional shopping areas such as Middlesex Commons, Burlington Crossroads, 3rd Avenue Burlington, the Watertown Mall, and the Arsenal Yards (shown in Figure 6), and online shopping will always draw business away from the study area. When analyzing the market potential within the primary local trade area, MAPC used a 3% capture rate. When looking at market potential within the secondary regional trade area, MAPC used a conservative 3% capture rate. Using this methodology, the market within a 15-minute drive time of the study area could likely support the industries detailed below in Table 4.

It is important to note that **the data below is not a prediction** for what will occur in Arlington Heights, rather it is an opportunity or estimate of retail space that could be supported based on the retail gap analysis figures, average sales per square foot of different store types, average store sizes in downtown areas, and an estimated spending capture within each trade area.

Table 4. Retail Market Potential Estimate – Household Supportable

POTENTIAL SUPPORTABLE RETAIL SQUARE FOOTAGE * & PREDOMINANT SUBTYPES		
Retail Trade Area	Total Number of Establishments (only Primary & Secondary are incremental)	
Hyper-Local Trade Area (subset of Primary) <ul style="list-style-type: none"> • 0-10 Minute Walk • 2,738 households • 10% capture rate 	7 stores – 24,300 sf incl. in Primary incl. 1 restaurant, 2 clothing	
Primary Local Trade Area <ul style="list-style-type: none"> • 0-10 Minute Drive • 35,203 households • 3% capture rate 	34 stores – 123,700 sf incl. 7 restaurants, 8 clothing, 3 hardware, 3 other	
Secondary Regional Trade Area <ul style="list-style-type: none"> • 11-15 Minute Additional Drive Time • 65,905 households • 3% capture rate 	48 stores – 180,095 sf incl. 11 restaurants, 10 clothing, 4 other, 3 home furnishings	
Total	34 to 82 stores – 123,700 to 303,800 sf	
Predominant Subtypes	14,800 to 36,500 sf	7-18 restaurants
	3,400 to 35,600 sf	2-18 clothing stores
	5,200 to 13,600 sf	2-7 miscellaneous “other” stores
	23,600 to 50,700 sf	3-6 hardware stores
	2,000 to 7,100 sf	1-3 home furnishings stores
	4,800 to 13,300 sf	1-3 office supplies stores
	9,000 to 14,600 sf	2-3 electronics/appliance stores

Sources: ESRI Business Analyst 2017; & MAPC Downtown/Mixed-Oriented Retail Uses from ESRI NAICS Codes

* If Town can create the right conditions/incentives

The **primary local trade area** which covers the area within a 0-10-minute drive can potentially support 123,700-SF of retail use or **approximately 34 storefronts**. The **secondary regional trade area** which covers an additional 11-15-minute drive can potentially support more opportunities due to the larger number of households within it. This area can potentially support an additional 180,100-SF of retail or **approximately 48 additional storefronts** if the Town can overcome local challenges such as clear shared parking areas, and creating an alluring streetscape with sidewalk extensions conducive to outdoor seating, leisure, congregating and shopping. Overcoming this and other potential obstacles can help Arlington Heights attract regional businesses.

In total, the entire 15-minute drive from the center of the Arlington Heights study area could *potentially* support a cumulative total of 303,800-SF of retail including up to 82 stores. **Of the 34 to 82 potential retail establishments** supportable by the households within the local primary and regional trade areas, **the following are the predominant retail subtypes with the greater probability** of being supported (*if the Town can create the right conditions/incentives*) by untapped spending dollars: (a) 7-18 restaurants totaling 14,800 to 36,500-SF, (b) 2-18 clothing stores totaling 3,400 to 35,600-SF, (c) 2-7 miscellaneous "other" retail stores totaling 5,200 to 13,600-SF, (d) 3-6 hardware stores totaling 23,600 to 50,700-SF, (e) 1-3 home furnishings stores totaling 2,000 to 7,100-SF, (f) 1-3 office supplies stores totaling 4,800 to 13,300-SF, and (g) 2-3 electronics/appliance stores totaling 9,000 to 14,600-SF. **A finer grain analysis of a subset** within a 10-minute walk and a 10-minute drive **confirm overlapping localized demand for the following** retail subtypes: (a) 1-7 restaurants/eating places, and (b) 2-8 clothing stores.

When considering a strategy for attracting new retail establishments to a particular area, the Town and chamber of commerce should consider factors such as:

- Availability and quality of the retail space
- Size of the spaces available
- Location of the space- is this a place where many people are passing by?
- Foot traffic
- Rents and terms
- Parking- is it available nearby or within a short walk?
- Product or service price points
- Marketing
- Business plan and acumen
- Infrastructure capacity, zoning and regulatory obstacles
- Permitting and inspection processes

Although the potential exists for more retail, based on support from the numbers from the secondary trade area, the amount captured may be less, dependent on the above factors.

2. CONSUMER SPENDING HABITS OF HOUSEHOLDS WITHIN RETAIL TRADE AREAS

In addition to examining and converting sales dollars using conservative assumptions into potential supportable retail square footage, it is worth mentioning some of the consumer spending habits. These habits can offer insight into what types of retail might be successful in Arlington Heights. Based on available data from ESRI and Infogroup (see Table 2), there seems to be some differences between the hyper-local, primary local and secondary regional retail trade areas with regards to median disposable income, median household incomes, median age, and average household sizes. Overall, the hyper-local

and secondary-regional trade areas have comparable median disposable incomes (\$67K versus \$64K) but the hyper-local area has slightly higher median household incomes (\$96K versus \$91K), smaller household sizes (2.1 versus 2.4), and is slightly older (43.9 versus 39). The local primary trade area stands out in that it has higher median disposable and household incomes (\$81K and 113K) as well as age (45.3).

According to ESRI's Tapestry demographics data, in terms of consumer spending habits, the hyper-local, primary local, and secondary regional trade areas all are comprised of the following ESRI Tapestry households:

- a) a majority (65% or 1,777) of the households within a 10-minute walk are characterized as "Urban Chic", and are **"educated consumers"** who **"enjoy art galleries and yoga"**, **"shop at Trader Joe's, Costco or Whole Foods"**, and enjoy **organic foods, imported wine, and quality coffee**;
- b) almost a third (31% or 11,034) of the households within a 10-minute drive (and 6% or 150 within the hyper-local) are characterized as "Top Tier" households who prefer **luxury imported cars**; visit **day spas, salons, and local art galleries**; use **dry cleaning** services; prefer **exclusive gyms**; and shop at both **high-end full-price retailers** (Nordstrom) **and mainstream establishments** such as Target, Kohl's, Macy's, Bed Bath & Beyond, and online at Amazon.com; and
- c) **when one aggregates** the large absolute number of "Urban Chic" households within the primary (31% or 9,694) and regional (17% or 11,261) trade areas, **a noteworthy 22% or 22,295 of the total households** are comprised of these educated consumers who **enjoy leisure retail/service establishments**. It is also worth noting that a subset of these (31% of the primary trade area households) are in closer proximity and potentially less challenging to attract to the study area.

These two ESRI Tapestry consumer market segments represent the larger blocks and are supplemented by the following smaller amounts of high-spending leisure consumer households: (a) 3,872 "Trendsetter" households within the primary area are "spenders and fashion-conscious"; (b) an additional 10,728 "Trendsetters" are within an additional 11-15 minute drive; and (c) 8,847 "Laptops and Lattes" households who "dine out frequently" are within the same 11-15 minute drive from the study area.

In addition to the opportunities for specific types of potential retail establishments identified by the aforementioned retail sales gap figures, the ESRI Tapestry consumer spending habits listed below can potentially offer insight to existing and prospective businesses, zoning regulatory bodies, and the local Chamber of Commerce, and inform **a local-business outreach strategy** for permitting **and attracting specific types of retail investment**.

Table 5 Household Spending Habits

ESRI TAPESTRY “TOP 3 MARKET SEGMENTS” DEMOGRAPHICS ON HOUSEHOLD SPENDING HABITS			
Source: 2018 ESRI and INFOGROUP			
	HYPER-LOCAL PRIMARY 0-10 MINUTE WALK (subset of local primary)	LOCAL PRIMARY 0-10 MINUTE DRIVE (cumulative)	SECONDARY REGIONAL 11-15 MINUTE DRIVE (cumulative)
Median Disposable Income	\$66,847	\$80,757	\$64,497
Median Household Income	\$96,470	\$112,548	\$91,130
Average Household Size	2.1	2.4	2.4
Median Age	43.9	45.3	39.0
ESRI Tapestry Household Spending Habits ⁶	<p>65% or 1,777 households “Urban Chic” – Segment 2A</p> <ul style="list-style-type: none"> • Educated consumers. • Avid moviegoers, and enjoy art galleries and yoga. • Tech-savvy uses PCs for shopping, banking. • Top market for Apple computers. • Shop at Trader Joe’s, Costco, or Whole Foods. • Eat organic foods, drink imported wine, and truly appreciate a good cup of coffee. 	<p>31% or 11,034 households “Top Tier” – Segment 1A</p> <ul style="list-style-type: none"> • Purchase or lease luxury cars with the latest trim, preferably imports. • Frequently visit day spas and salons, use dry cleaning services, and exercise at exclusive clubs. • Visits to local art galleries. • Shop at high-end retailers such as Nordstrom (readily paying full price), as well as Target, Kohl’s, Macy’s, and Bed Bath & Beyond, and online at Amazon.com. 	<p>17% or 11,261 households “Urban Chic” – Segment 2A</p> <ul style="list-style-type: none"> • Educated consumers. • Avid moviegoers, and enjoy art galleries and yoga. • Tech-savvy uses PCs for shopping, banking. • Top market for Apple computers. • Shop at Trader Joe’s, Costco, or Whole Foods. • Eat organic foods, drink imported wine, and truly appreciate a good cup of coffee.
	<p>27% or 740 households “City Lights” – Segment 8A</p> <ul style="list-style-type: none"> • Price-conscious consumers, they seek out deals on brands they like at warehouse clubs, Walmart, or Target. • Health-conscious consumers, who purchase low-calorie and low-fat food. • Prefer to bank in person. • Price savvy but will pay for quality brands they trust. • Attuned to nature and the environment, and when they can, purchase natural products. 	<p>28% or 9,694 households “Urban Chic” – Segment 2A</p> <ul style="list-style-type: none"> • Educated consumers. • Avid moviegoers, and enjoy art galleries and yoga. • Tech-savvy uses PCs for shopping, banking. • Top market for Apple computers. • Shop at Trader Joe’s, Costco, or Whole Foods. • Eat organic foods, drink imported wine, and truly appreciate a good cup of coffee. 	<p>16% or 10,728 households “Trendsetters” – Segment 3C</p> <ul style="list-style-type: none"> • Are spenders. • Fashion-conscious residents shop for essentials at discount and warehouse stores. • But buy branded apparel at Banana Republic, Nordstrom, Macy’s and Gap.
	<p>6% or 150 households “Top Tier” – Segment 1A</p> <ul style="list-style-type: none"> • Purchase or lease luxury cars with the latest trim, preferably imports. • Frequently visit day spas and salons, use dry cleaning services, and exercise at exclusive clubs. • Visits to local art galleries. • Shop at high-end retailers such as Nordstrom (readily paying full price), as well as Target, Kohl’s, Macy’s, and Bed Bath & Beyond, and online at Amazon.com. 	<p>11% or 3,872 households “Trendsetters” – Segment 3C</p> <ul style="list-style-type: none"> • Are spenders. • Fashion-conscious residents shop for essentials at discount and warehouse stores. • But buy branded apparel at Banana Republic, Nordstrom, Macy’s and Gap. 	<p>13% or 8,847 households “Laptops and Lattes” – Segment 3A</p> <ul style="list-style-type: none"> • This is the top market for owning an iPod...laptop • Uses laundromats and dry cleaners frequently. • Favorite department store is Banana Republic. • Leisure time going to movies, dance performances, concerts, bars, nightclubs. • Dine out frequently.

⁶ Consumer preferences are estimated from data by GfK MRI.

C.SUPPLEMENTAL RETAIL DEMAND ANALYSIS: WORKER-SUPPORTABLE

In addition to examining the potential supportable retail within the trade areas based on residential demand, MAPC used ESRI Business Analyst information to determine the potential for local workers to support retail during their lunch hour, and commutes to and from work⁷. As shown in Table 6, there are 29,527 workers employed within a 0-10-minute drive, an additional 79,853 within an 11-15-minute drive for a total of 109,380 workers. These are the number of workers that are assumed a fraction of which could be captured by the trade areas to support additional retail square footage given optimal conditions for attracting new business development and attracting customers to a pleasant environment. Given closer proximity, the assumption for the primary local trade area was a higher capture rate of 5% for these 29,527 workers, and a lower 3% capture rate of the additional 79,853 workers within the additional drive time that forms the limit of the secondary regional worker trade area.

1. POTENTIAL RETAIL SQUARE FOOTAGE: WORKER-SUPPORTABLE

Assuming these workers could respectively spend a conservative \$15 and \$10 a week on food and convenience, it was estimated that a total of 3 typical small food/convenience stores totaling 8,717-SF could be supported by workers. This figure is in addition to the 82 potential retail establishments shown in Table 5 that could be supported by residential demand.

Table 6 Worker Supported Potential Retail Square Footage
WORKER SUPPORTED - POTENTIAL RETAIL SQUARE FOOTAGE

	Local Worker Spending		Potential Supportable Retail	
	Number of Workers	Annual Spending (estimated)	Square Footage Retail	Number of Stores
Workers within Primary Local Trade Area <ul style="list-style-type: none"> 0-10 Minute Drive Time 5% capture rate 	29,527	\$1,151,553	4,187	1.5
Workers within Secondary Regional Trade Area <ul style="list-style-type: none"> 11-15 Minute Additional Drive Time 3% capture rate 	79,853	\$1,245,707	4,530	1.5
Totals	109,380	\$2,397,260	8,717	3

Sources: (a) 2017 Infogroup, Inc., and Esri Total Residential Population forecasts for 2017; and (b) MAPC local workers spending assumptions
Assumptions:

- 5% worker capture within primary trade area. \$15/week spending per employee, primarily on food and convenience.
- 3% worker capture within secondary trade area. \$10/week spending per employee primarily on food and convenience.
- Average sales per square foot for food and convenience of \$275, and average store size of 2,500-SF

⁷ According to the International Council of Shopping Center’s (ICSC) June 2012 report by Joel Groover, titled “New Retail Frontier: Lunchtime Shoppers”, local office workers spend approximately \$100 dollars a week on food and convenience during the work week (during commutes to and from the office, or during the day, i.e., lunch).

D.TOTAL POTENTIAL RETAIL SQUARE FOOTAGE: HOUSEHOLD AND WORKER SUPPORTABLE

Table 7 Total Household & Worker Supportable Retail Square Footage

TOTAL HOUSEHOLD AND WORKER SUPPORTABLE POTENTIAL SUPPORTABLE RETAIL SQUARE FOOTAGE *		
Retail Trade Area 0-15 Minute Drive	Total Average # of Establishments (incremental)	
Hyper-Local Trade Area (subset of Primary) <ul style="list-style-type: none"> 2,738 households – 10% capture rate 	7 stores – 24,300 sf (included in Primary)	
Primary Local Trade Area <ul style="list-style-type: none"> 35,203 households - 3% capture rate 29,527 workers - 5% capture rate 	34 stores – 123,700 sf 1.5 stores – 4,200 sf	
Secondary Regional Trade Area <ul style="list-style-type: none"> 65,905 households - 3% capture rate 79,853 workers - 3% capture rate 	48 stores – 180,100 sf 1.5 stores – 4,500 sf	
TOTALS		
109,380 WORKERS 101,108 HOUSEHOLDS	34 to 85 STORES 8,700 SF WORKER-SUPPORTABLE + 123,700 to 303,800 SF HOUSEHOLD-SUPPORTABLE	
Predominant Subtypes	14,800 to 36,500 sf	7-18 restaurants
	3,400 to 35,600 sf	2-18 clothing stores
	5,200 to 13,600 sf	2-7 miscellaneous “other” stores
	23,600 to 50,700 sf	3-6 hardware stores
	2,000 to 7,100 sf	1-3 home furnishings stores
	4,800 to 13,300 sf	1-3 office supplies stores
	9,000 to 14,600 sf	2-3 electronics/appliance stores

Sources: (a) ESRI Business Analyst; (b) MAPC Downtown and Mixed-Oriented Retail Uses Selected from ESRI NAICS Codes; (c) 2017 Infogroup, Inc.; (d) Esri Total Residential Population forecasts for 2017; and (e) MAPC local workers spending assumptions and analysis.

* If Town can create the right conditions/incentives to attract investors and shoppers.

E. EXISTING RETAIL INVENTORY

In order to assess the current retail environment in the study area, MAPC analyzed retail inventory InfoGroup data from ESRI Business Analyst Online to understand the current mix of businesses in Arlington Heights. According to InfoGroup and ESRI Business Analyst 2017 data, the Arlington Heights study area has 68 businesses and 607 employees. For the purposes of the retail market demand analysis, MAPC classifies the NAICS codes that ESRI BAO employs into retail uses that are more downtown and mixed-use oriented. The goal is to promote uses that are more conducive to promoting leisure and walkability, are associated with quintessential New England town centers, and lend themselves to compact growth development that is less auto-oriented.

According to the table (see Table 8 and Figure 8), over half (48% or 38) of the study area's businesses are in retail, and employ approximately 46% or 277 of the employees in the study area. MAPC compares the typical percentage range of retail types found in downtown and mixed use areas with that of the study area in order to understand which uses are under- or over-represented. The five retail subtypes are shoppers' goods, convenience goods, food service, personal services, and professional services. The study area overall seems overrepresented with professional services having 32% of its total businesses in this category while the typical downtown mix is 10%. In terms of food service establishments, the study area is within the typical 10-20% range with 13%. The Town seems to have significantly less businesses in the other three categories, with:

- 6% shoppers goods businesses compared to 30-40% of a typical downtown area,
- 3% convenience goods shops versus the typical 20-30%, and
- 2% personal services versus the typical 10-20%.

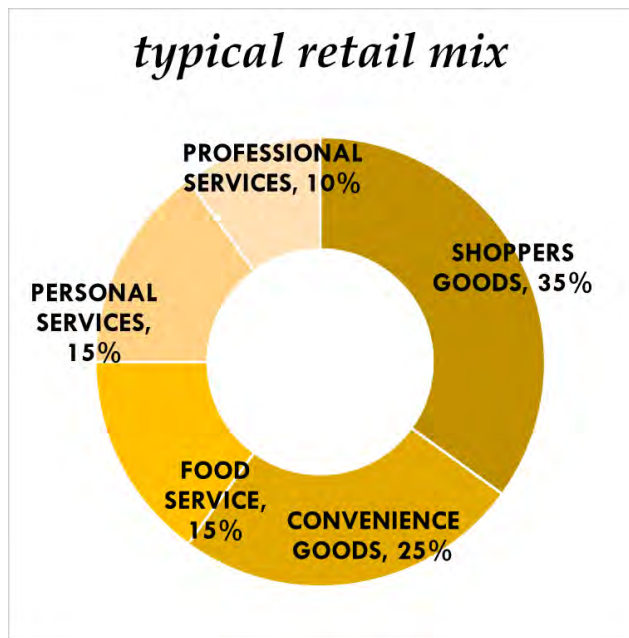
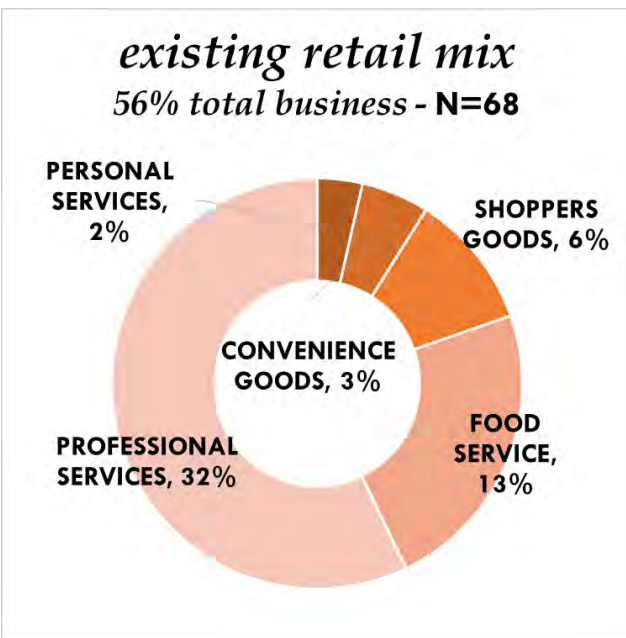
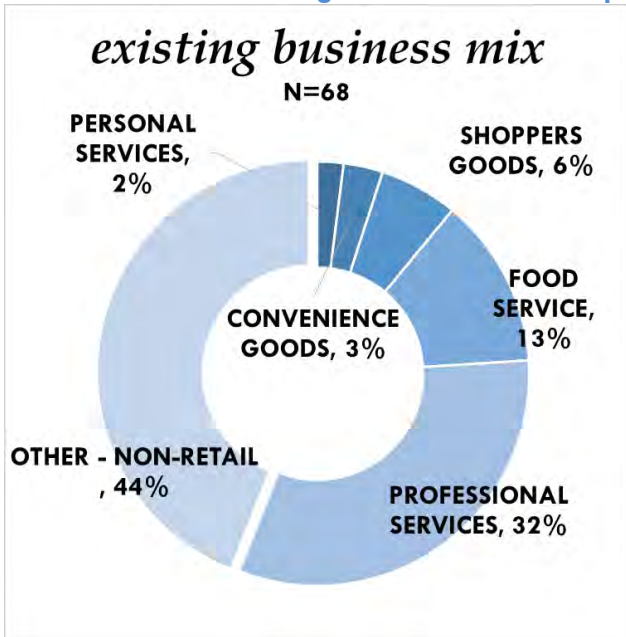
With regards to the number of workers its businesses employ, retail businesses employ approximately 46% or 277 employees in the study area.

Table 8. Summary of Study Area Retail Inventory and Other Business Types

EXISTING RETAIL INVENTORY IN ARLINGTON HEIGHTS BY NAICS CODES AND MAPC DOWNTOWN/MIXED-USE RETAIL TYPES					
Retail - MAPC Downtown & Mixed-Use Oriented Industry Groups	Businesses		Typical Downtown Business Mix	Employees	
	Number	Percent	Percent	Number	Percent
		38	56%		277
Shoppers Goods	4	6%	30-40%	15	2%
Furniture & Home Furnishings Stores	0	0%		0	0%
Electronics & Appliance Stores	0	0%		0	0%
Bldg Material & Garden Equipment & Supplies Dealers	2	3%		11	2%
Clothing & Clothing Accessories Stores	1	1%		1	0%
Sport Goods, Hobby, Book, & Music Stores	1	1%		3	0%
Convenience Goods	2	3%	20-30%	21	3%
Miscellaneous Store Retailers	2	3%		21	3%
Food Service	9	13%	10-20%	81	13%
Food & Beverage Stores	2	3%		30	5%
Food Services & Drinking Places	7	10%		51	8%
Personal Services	1	2%	10-20%	24	4%
Health & Personal Care Stores	1	2%		24	4%
Professional Services	22	32%	10%	136	22%
Information	0	0%		2	0%
Finance & Insurance	1	1%		5	1%
Real Estate, Rental & Leasing	3	4%		15	2%
Professional, Scientific & Tech Services	6	9%		21	3%
Other Services	12	18%		93	15%
Other - Non-Retail	30	44%		330	54%
Total Businesses	68	100%		607	100%

Source: ESRI Business Analyst 2018, and MAPC Analysis

Figure 9 Business & Employee Summary for the Arlington Heights



II. POTENTIAL STRATEGIES TO ATTRACT RETAIL INVESTMENT

A **multi-pronged approach is needed** to capture the potential retail market demand in Arlington Heights trade area, attract potential shoppers to the retail district, encourage existing business/property owners to expand or invest, and attract new retail businesses. Based on the retail market demand opportunity gap analysis, even with a very conservative 3% capture rate assumption, the large numbers of households with healthy disposable incomes can potentially support several dozen retail establishments.

A. FLEXIBLE ZONING IN KEY AREAS TO ALLOW MIXED USE DISTRICTS

A better mix of shoppers goods, convenience goods, and personal service uses should be a goal of the Town's economic development strategy for the study area, and would help create a thriving business district. As part of an overall economic development strategy, it will need a mixed-used strategy to encourage additional infill and/or redevelopment investment by potentially exploring **less restrictive use and dimensional regulations**, and **flexible shared parking** strategies. Retail thrives in compact areas where: (a) shoppers can park once, and go door to door to nearby establishments, and (b) nearby residents and office workers can do local errands on foot.

Acknowledging that retail proximity is key to retail success, and to other uses such as residential and office space, it is recommended that mixed-use zoning districts be created in targeted areas in order to create a more compact retail/activity node. As part of the zoning strategy, front yard and side yard setbacks should be examined in order to **reduce the distance between the buildings and front doors** of retail establishments and developments, in order to encourage walking from one development to the next. Potentially, minimum lot widths and frontages should be examined in order to reduce the storefront entrance distances so that they are within a comfortable walking distance of approximately 60 feet or less. In order to **accommodate complementary residential and office uses**, maximum building heights and FARs should be explored to vertically accommodate such uses. As part of the rezoning, the **fragmented nature of many small business/commercial industrial districts** within the study area should be reexamined and consideration should be given to consolidating them toward the goal of simplicity for existing and prospective businesses, and to create a compact, interconnected cohesive retail/activity node. Lastly, shared parking strategies and parking ratios should be evaluated to "free up" more of the land for people and buildings, and **convert single-use parking lots** that might remain vacant on weeknights or weekends into shared/multi-use ones.

B. URBAN DESIGN GUIDELINES & FRAMEWORK, & STREETScape ENHANCEMENTS

The urban design and public realm streetscape guidelines stated for Arlington Heights in the Town's Master Plan should be considered as the basis for making potential zoning amendments to the study area's dimensional regulations. These include also potentially requiring additional circulation connections on larger blocks and/or parcels so as to **create new**: (a) **"streets" with enhanced frontages** for (re)development [potentially with on-street parallel parking]; (b) **internal or mid-block loading/service alleys** for businesses; and (c) **pedestrian/bike connections throughout the study area** including potentially to the regional bike path (including wayfinding signage at trail heads to attract visitors to the district). In order to create a superior pedestrian environment, **any new proposed parking lots** should be laid out and designed in a manner that creates **prominent** (possibly curbed/grade-separated) **pedestrian walkways** from areas in the parking lot toward building entrances and to off-site connections such as adjacent sidewalks.

In addition to exploring urban design guidelines and site layouts for opportunity sites within the study area, the Town should consider how to **invest in expanding the streetscape and public realm** through sidewalk bumpouts, and/or requiring modest and purposeful "build-to" lines and/or building setbacks that blur the line between public sidewalk and storefront seating/gathering/entrance areas. Investment in **wayfinding/district-branding signage, outdoor seating, and landmark public art/sculpture.**

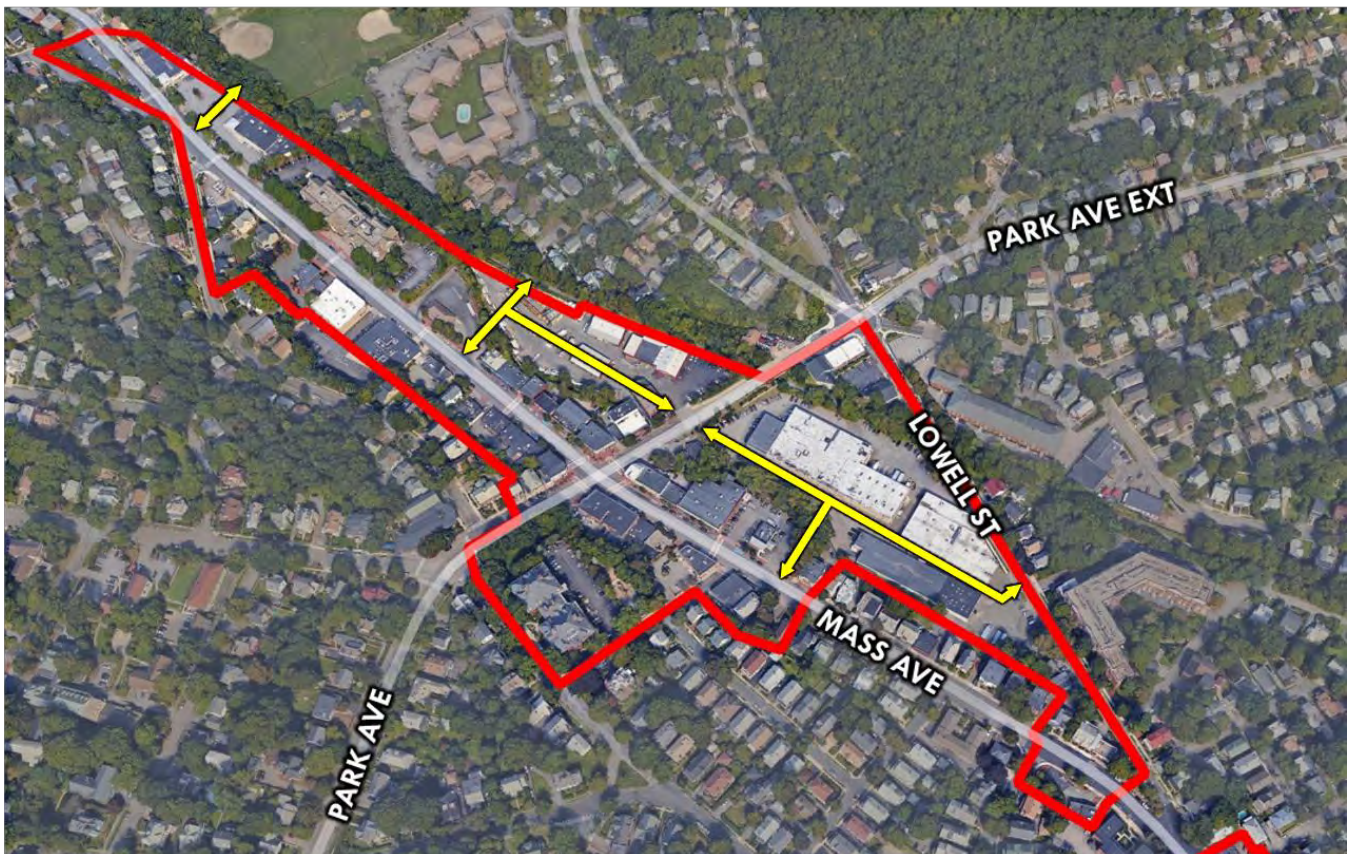


Figure 10 Illustrative Concept for Potential New Mid-Block Circulation Connections for Potential Redevelopment Opportunity Sites and Enhanced Connections to Regional Bike/Ped Trail



Figure 11 Examples of Landmark Public Sculpture/Art that can Garner Interest and Help with District Branding

C. MARKETING CAMPAIGN ANNOUNCING NEW REDEVELOPMENT POTENTIAL

Beyond the Town amending and simplifying the study area’s zoning regulations and/or permitting process so as to be less restrictive, the Town should partner with the local Chamber of Commerce to reach out to local property/business owners and potential outside investors. The goal should be to make them aware that the Town has recently made business-friendly changes and to share the quantitative and qualitative insights of the retail market demand opportunity gap analysis. Ideally, the Town’s investment in the analysis can be used to **help inform existing and prospective business owners of the strong demand for certain retail subtypes and better understand some of the consumer spending habits and preferences** of area households. Leveraging the analysis can potentially help such business owners make investment decisions, and possibly facilitate obtaining financing.

Lastly, the Town might consider investing and **executing a temporary placemaking demonstration project** to generate interest and investment to the area. Such a demonstration project could entail the temporary activation of an underutilized site and/or parking lot through the use of a seasonal cargo container pop-up store or community event space.



Figure 12 Cargo Container Pop-Up Store in Copenhagen, Denmark.
Source: <https://www remodelista.com/posts/10-stores-housed-in-shipping-containers/>

D. RESTAURANT SUCCESS ENHANCED BY LIQUOR LICENSES

The Town should continue to advocate for flexibility for granting liquor licenses since many restaurants depend on them. As of October 2015, the Town was capped at 15 licenses and had been petitioning the State for five additional. Additional clarity on how beer and wine versus general alcohol licenses are granted (as well as well minimum seat requirements) might help existing and prospective business owners with their business plans.