City of Arlington Downtown Master Plan

BUILDING THE DREAM DOWNTOWN

CITY OF ARLINGTON
DOWNTOWN MASTER PLAN

FINAL DRAFT
SEPTEMBER 2018

Acknowledgments

Arlington City Council

W. Jeff Williams
Mayor

Helen Moise
District 1

Sheri Capehart
District 2

Roxanne Thalman
District 3

Kathryn Wilemon
District 4

Lana Wolff
District 5

Robert Shepard
District 6

Victoria Farrar-Myers
District 7

Michael Glaspie
District 8

Planning and Zoning Commission

Brian Cotter
Place 1

Linda Gibson
Place 2

Jeff McCurdy
Place 3

Clay Kelley
Place 4

Ignacio Nunez
Place 5

Ron Smith
Place 6

Brad McCorkle
Place 7

Charles Brady
Place 8

Cameron Atkins
Place 9

Downtown Master Plan Advisory Committee

Frank Alexander
Terry Bertrand
Rebecca Boles
Rebecca Boxall
Jim Burgin
Amy Cearnal
Carl Cravens
Patti Diou
Ryan Dodson
Aldo Fritz
John Hall
Chris Hightower
Michael Jacobson
Michael Jarrett
Valerie Landry
Eric Leidlein
Sam Mahrouq
Jeni McGarry
Kevin McGlaun
Ignacio Nunez

City of Arlington Staff

Trey Yelverton, City Manager
Jim Parajon, FAICP, Deputy City Manager
Gincy Thoppil, AICP, Director, Planning and Development Services
Alicia Winkelblech, AICP, Senior Strategic Initiatives Officer
Lyndsay Mitchell, AICP, Strategic Planning Manager
Ann Foss, PhD, AICP, Principal Planner
Sarah Stubblefield, AICP, Senior Planner
Elaine Dennehy, AICP, Research and Analytics Manager
Tony Herhold, Operations Analyst

Consultant Team

MIG, INC.

Chris Beynon, AICP, Principal in Charge
Ellie Fiore, AICP, Project Manager
Kelsey Hubbard, Project Associate
Mark De La Torre, Urban Designer

Economic & Planning Systems

Andrew Knudtsen, Managing Principal
Brian Duffany, Senior Vice President
Julia Jones, Associate

Walter P. Moore

Kurt Schulte, AICP, Principal
David Manuel, AICP, CNU-A, Senior Associate

Executive Summary

Vision

The City of Arlington Downtown Master Plan establishes a strategic framework and specific action items to guide the next generation of development of Downtown Arlington. Arlington is The American Dream City and Downtown is **the ideal place for those seeking opportunity to build their individual American Dream.** This Plan builds on the substantial public and private investment in Downtown in the last several years.

The City and its partners leveraged a broad base of stakeholder input to inform the Plan. By leading a series of outreach activities with Downtown residents, businesses, developers, landowners, neighborhood associations, faith- and community-based organizations, and arts and cultural groups, the team was able to heed calls for a wide range of new public amenities, including increased culinary and retail options, more office and housing choices, green spaces, and cultural events.

Goals and Strategies

The Arlington Downtown Master Plan seeks to mobilize this comprehensive vision through several key goals:

1. Attract **more people downtown** to live, work, socialize, and recreate.
2. Establish the city center as a local and regional **destination with a distinct identity.**
3. Ensure a **robust, resilient economy** in Downtown and its surrounding districts.
4. Foster a **diversity of housing types** at a range of price points.
5. Develop a **critical mass of activity** to support existing businesses and residents and attract new entrepreneurs and residents.
6. Activate **streets, open spaces, and parks** to ensure a safe, vibrant, and livable environment.
7. Strengthen the area as an entertainment destination and encourage and promote Downtown's **arts, culture, and music scene.**
8. Support **civic and community-oriented** uses and programs, including a distinct public art program.
9. Create a **diverse community** that welcomes all residents, employees, students, and visitors.

Several strategies are proposed to achieve these ends, including physical and placemaking improvements. The use of art, signage, and gateway treatments will support the cultivation of a distinct local identity while connectivity and streetscape improvements will make Downtown more walkable.

Focus Areas

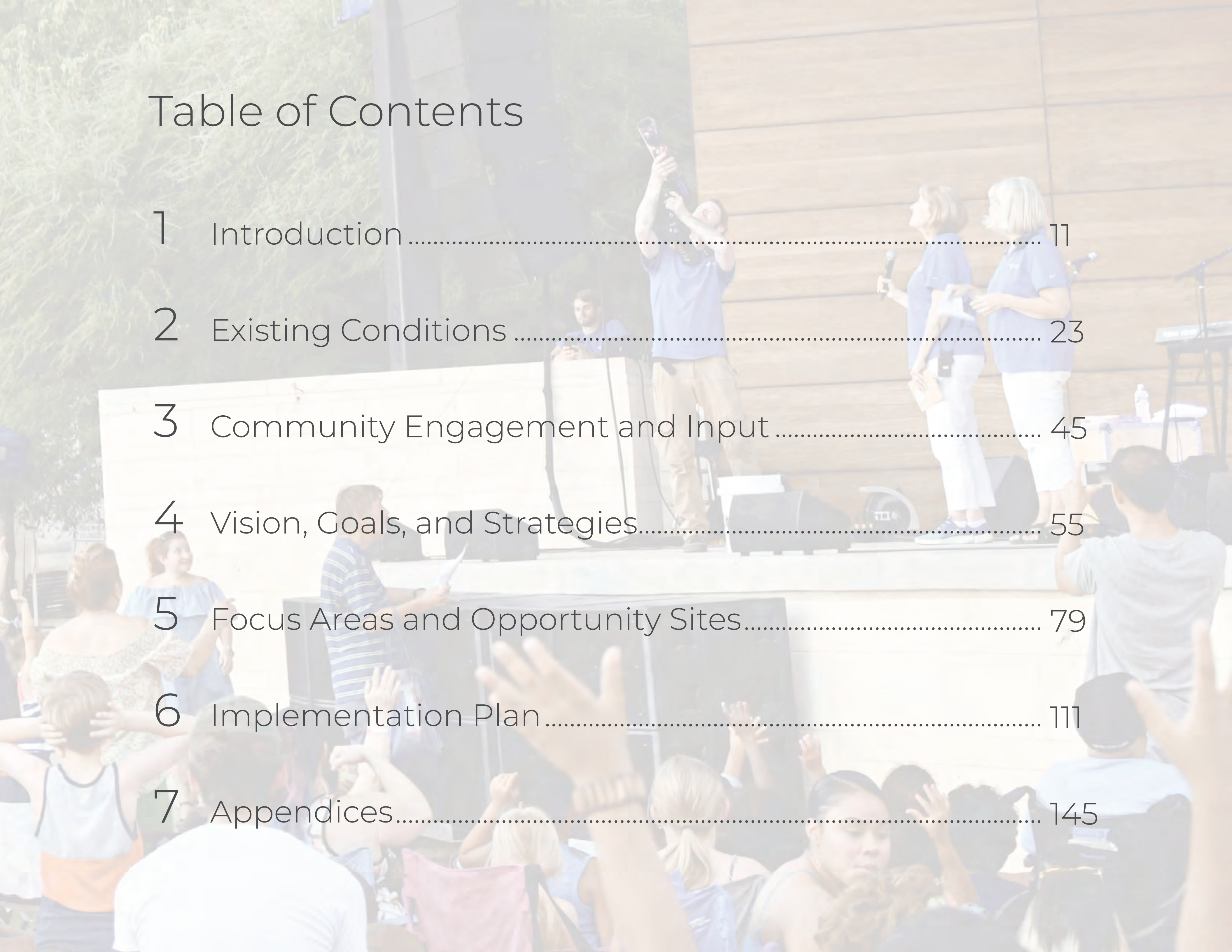
The Plan identifies several key Focus Areas that are centers of activity in Downtown and proposes specific strategies for their development:

1. **Downtown Core**
2. **East Main Street**
3. **Front Street**
4. **West Main Street**
5. **Other Opportunity Sites** including: Abram and Cooper Streets; Northwest of Division and Center Streets; Northeast of Division and East Streets; and Border Street / Southeast Downtown

Distinct in both character and land use, these areas form a complementary mosaic of districts that will facilitate the diversity of experiences outlined and envisioned by stakeholders, ranging from recreation and cultural celebration to commerce and industry innovation.

This Plan bears the fruit of a collaborative effort to create an activated Downtown that is vibrant, prosperous, and welcoming for all – one ensuring that Arlington continues to be a hub that both safeguards and nurtures the American Dream.

baylorarlington.com



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WELCOME
— TO —
Downtown
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1 INTRODUCTION

The American Dream Downtown

Downtown Arlington is on the verge of something special. Long the center of civic activity for this vibrant city, Downtown is evolving to include a diverse range of uses and activities. Recent public and private investment and development have created an **eclectic Downtown that is uniquely Arlington.** The city center is an increasingly livable, dynamic environment, with new mixed-use housing, entertainment options, work places, and public facilities and amenities. It's surprising, authentic – and teeming with possibility.

Arlington is *The American Dream City* and Downtown is **the ideal place for those seeking opportunity to pursue their individual American Dream.** It has a storied history of nurturing emerging talent and enterprises. The Arlington Music Hall hosted country stars such as LeAnn Rimes and Blake Shelton early in their careers. Mission Arlington has provided holistic support to countless residents and families on their path to self-sufficiency. Nascent businesses including Urban Alchemy and Legal Draft Beer Company got their start by repurposing structures in Downtown, allowing them to gain a foothold in the market and pursue their dream of running their own businesses. Today, there are dozens of small and independent businesses creating opportunity and providing goods, services, and entertainment for Arlington residents and visitors. The emerging spirit of Downtown is **authentic, eclectic, and visionary.**

Nationally, statewide and across the Dallas-Fort Worth Metroplex, developers and entrepreneurs are **reinvesting in and transforming urban and suburban downtowns.** Arlington is no exception. Development momentum is increasing, public and private sector projects are newly built or in the pipeline, and there is increasing demand for housing and amenities in Downtown Arlington.

Pockets of revitalization and clusters of commercial activity are emerging in and around the city core as the housing market is quickly evolving and diversifying.

While change is underway, targeted improvements and strategies will be essential to channeling this investment and achieving the ultimate vision. The City of Arlington invites innovation, creativity, and entrepreneurship to grow in its city center. This Plan will lead the next era of change and solidify **Downtown Arlington's identity as a premier place to launch, grow, and nurture the American Dream.**

Plan Context

Plan Area

Arlington's geographic, market, and demographic profile are ideal for capitalizing on regional growth and activity. Recent growth in the city has been focused in the residential sector, on the University of Texas at Arlington (UT Arlington) campus, and in large-scale projects in the Entertainment District, but increasingly, investment and development are also shifting toward Downtown Arlington.

Located in Tarrant County, approximately 12 miles east of Fort Worth and 20 miles west of Dallas, Arlington is a key part of the booming Dallas-Fort Worth Metroplex. Arlington enjoys a stable and diverse employment base and is well-connected to the broader region. The Union Pacific (UP) rail line runs east-west through Arlington and three major freeways link the city to the greater region. Arlington is a pioneer in innovative transportation, including municipal on-demand rideshare and an autonomous shuttle service. With an area of 99 square miles, Arlington's existing assets include UT Arlington, General Motors, and Six Flags over Texas among many others. It is home to the Texas Rangers, Dallas Cowboys, and the Dallas Wings sports franchises and is the nation's 50th most populous city.

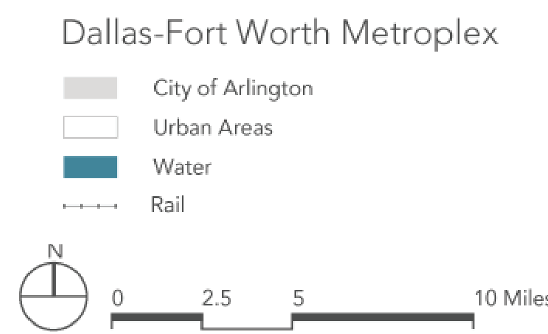
The study area for Arlington's Downtown Master Plan (also referred to as the Downtown Master Plan) is defined by North Street and Houston Street to the north, South Collins Street to the east, South Cooper Street to the west, and East Border Street and UTA Boulevard to the south. This is the primary geography for which analysis and detailed plans were prepared, but the Master Plan considers Downtown in the city and regional context as well as opportunities outside these borders.

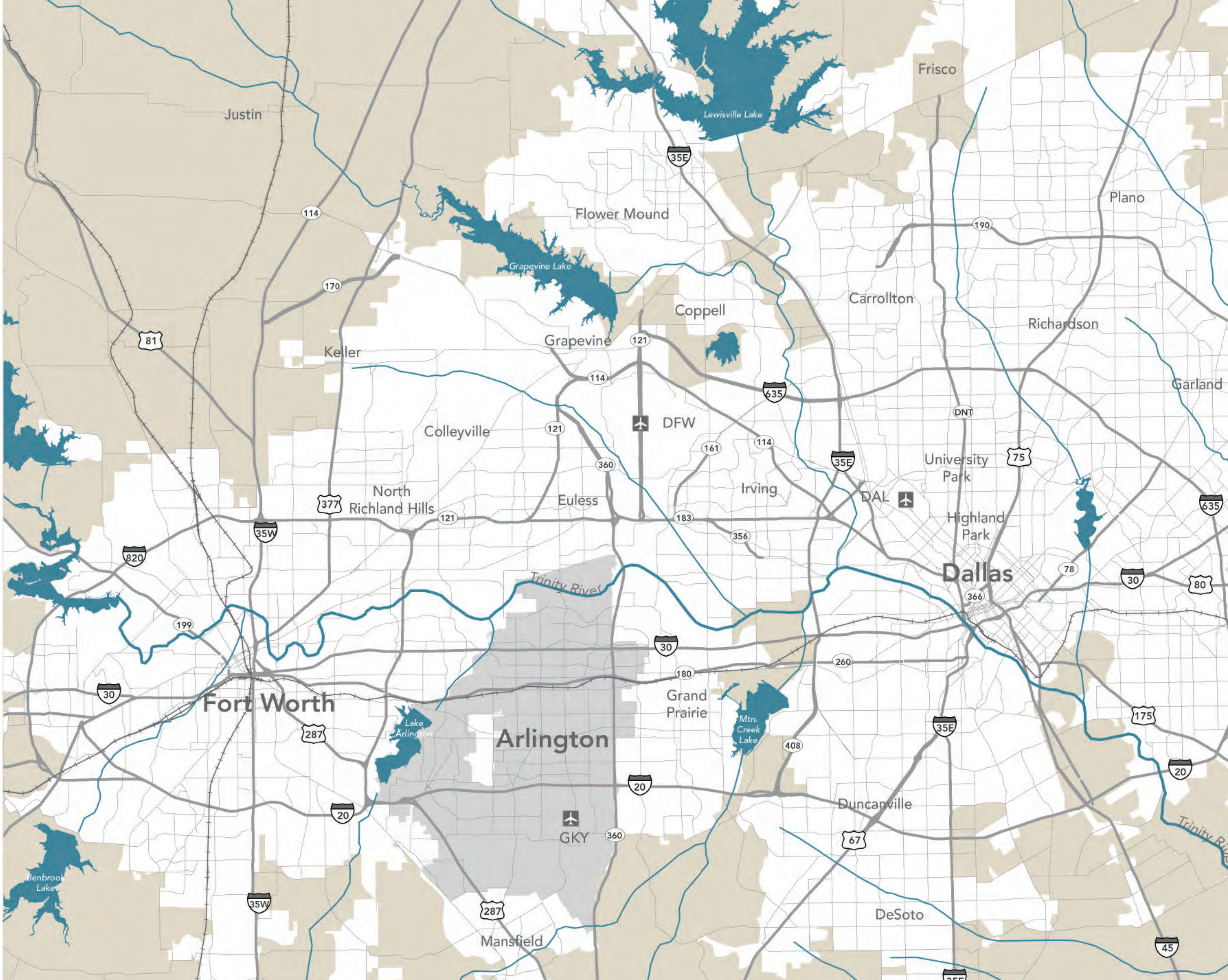
Prior Plans

This plan builds upon the successful implementation of the 2004 Downtown Master Plan and reflects and incorporates key goals from the other plans, described below.

2015 Comprehensive Plan: 99 Square Miles

The 2015 Comprehensive Plan envisions Downtown Arlington as a business and civic core for the City, with a strong physical identity. The Downtown/University Neighborhood (which includes and is more extensive than the Downtown Master Plan study area) is specified as a high-intensity future development area in the Comprehensive Plan. The area is intended to include a mix of uses including retail, education, office, government, cultural, and entertainment venues, as well as higher density residential development.

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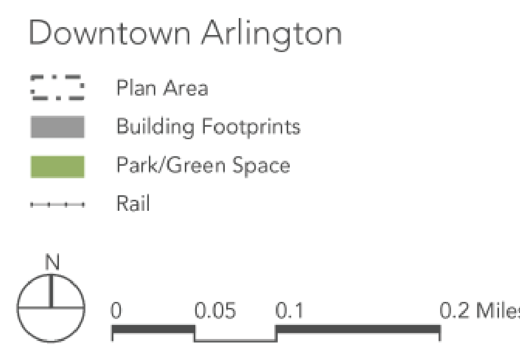
2012 Division Street Corridor Strategy: Discover Division

This market-based plan identifies strategic improvements and projects to improve the physical and aesthetic environment of Division Street. Division Street is a major east-west route through Downtown and is a state highway. Today, it is dominated by vehicular traffic and is home to primarily auto-related businesses. The Plan focuses on better connecting Division to the rest of the city core and improving pedestrian infrastructure and experiences.

2004 Downtown Master Plan

The prior Downtown Master Plan envisioned Downtown as a mixed-use destination for Arlington and surrounding areas. It outlines strategies and recommendations for many aspects of city center development. The 2004 plan contributed to the implementation of significant projects including the new George W. Hawkes Library, the first mixed-use housing development in Downtown at 101 Center, the construction of Founders' Plaza and Levitt Pavilion, and extensive public art.



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About the Arlington Downtown Master Plan

Planning Process

The planning process for the Downtown Master Plan was a collaboration among City of Arlington staff; a multi-disciplinary consultant team led by urban planning and design firm MIG, Inc.; the Arlington Urban Design Center; the Downtown Master Plan Advisory Committee; the Planning and Zoning Commission, and City Council. In addition, a robust set of stakeholder and community engagement activities took place throughout the project (described in detail in Chapter 3). Through rigorous technical and market analyses, site observations, visioning sessions, and community meetings, the planning process was organized into five phases:

The Planning Process

DISCOVERY

The first phase focused on initiating the project, engaging key stakeholders, and conducting background research into the physical, economic, and social forces that are shaping Downtown.

VISIONING

The Visioning Phase built on a detailed analysis of existing conditions to begin defining a preferred future for Downtown. This included the first advisory committee and public meetings, which served to gather broad community input on priorities for the plan.

PRELIMINARY RECOMMENDATIONS

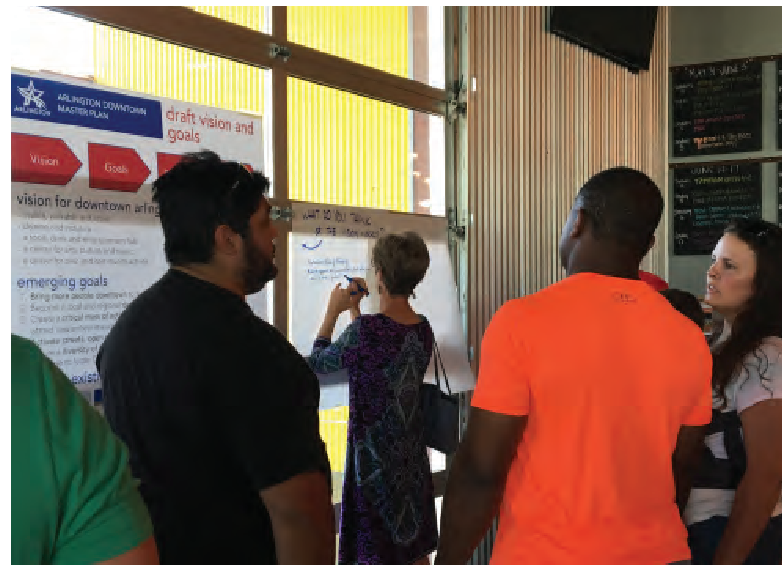
This phase included the development, presentation, and review of recommendations for shaping the future of Downtown Arlington, and draft implementation tools for the emerging plan.

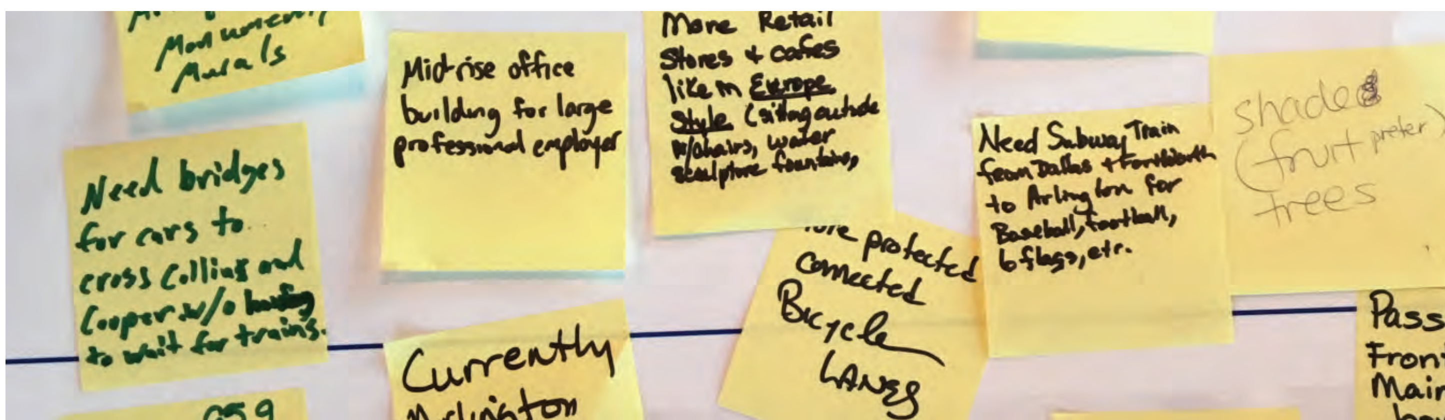
DRAFT PLAN

This phase included the development, review, and revision of the Draft Plan, including a detailed Implementation Strategy.

FINAL PLAN

This final project phase included the development, approval, and adoption of the Downtown Master Plan.





Downtown stakeholders and Arlington residents were active participants in the planning process, contributing their vision and ideas through in-person and online meetings, charrettes, surveys, and more.

Plan Overview

The Downtown Master Plan is an action-oriented strategic plan that outlines how to jump-start change and usher in the next phase of Downtown's evolution. It provides a range of recommendations and strategies grounded in thorough analysis, City policy, and community engagement. Following this Introduction chapter, the remainder of the plan consists of the following sections :

2. Existing Conditions

This chapter sets the scene for the Downtown Master Plan, highlighting Arlington's rich history as well as taking an in-depth look at the Downtown Study Area. Assets, challenges, and opportunities within the city center are identified, along with findings from related market, housing, and development analyses.

3. Community Engagement and Input

This section highlights the community and stakeholder engagement process, including key audiences, activities, and the role of each group involved. It describes the promotion and outreach efforts led by the City, outlines how each group weighed in during each project phase, and summarizes key themes and feedback.

4. Vision, Goals, and Strategies

This chapter presents the overarching plan goals and how they contribute to The American Dream Downtown. It also introduces the key physical and programmatic recommendations and strategies that comprise the Downtown Master Plan.

5. Focus Areas and Opportunity Sites

This chapter applies the Downtown Strategies to specific areas identified for focused investment and catalytic development. It includes narrative and illustrations to clearly explain the application of the strategies and provides concepts that can inspire and guide future development and placemaking.

6. Implementation Plan

This chapter provides detail to support City staff and community partners in implementing the Downtown Master Plan. It includes overarching strategies to minimize barriers, leverage resources, and catalyze implementation. An action plan details timing and sequencing of the strategies and projects presented in Chapters 4 and 5, identifying lead actors, partnerships, timing, and potential funding sources.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2 EXISTING CONDITIONS

History of Arlington and Downtown

Arlington and its Downtown have a **rich and storied history of innovation, education, and entrepreneurship**, going back nearly 150 years. In 1876, the Texas and Pacific Railway Company created Arlington, which was incorporated as a municipality in 1884. A mineral well became the focal point for the town. Community members opened businesses and enterprises, and established Arlington College, a private preparatory school.

By 1900 Arlington's population reached over 1,000 people and several blocks of brick commercial buildings were in place. Within four years, the North Texas Traction Company began operation of an interurban line through town along Abram Street, which provided access to more than 70 rail connections in Fort Worth and Dallas. The first City Hall was built soon thereafter.

Arlington grew steadily into the 1950s when it had 8,000 residents and covered over four square miles. In 1953, General Motors established an assembly plant in Arlington, setting the stage for a prosperous industrial economy and a significant growth surge in the coming decades. By 1960, just after Arlington College became the University of Texas at Arlington (UT Arlington), the city's population soared to more than 45,000. The entertainment industry began to grow with the creation of Six Flags Over Texas and the relocation of the Washington Senators professional baseball team. The Senators became the Texas Rangers in the 1970s.

By 1980 Arlington's population reached 160,000, almost quadrupling the 1960 population. Today, Arlington's population is nearly 400,000 and the community and Downtown are experiencing a new wave of investment, growth, and change.

Downtown Population Growth, 2000-2016

	2000	2010	2016
Arlington	332,969	365,438	383,899
Downtown	317	338	356

Annual % Change 2010-2016

Arlington 0.8%

Downtown 0.7%

Downtown Household Growth, 2000-2016

	2000	2010	2016
Arlington	124,547	133,072	134,846
Downtown	178	127	135

Annual % Change 2010-2016

Arlington 0.2%

Downtown 0.9%

Source: ACS; ESRI; EPS

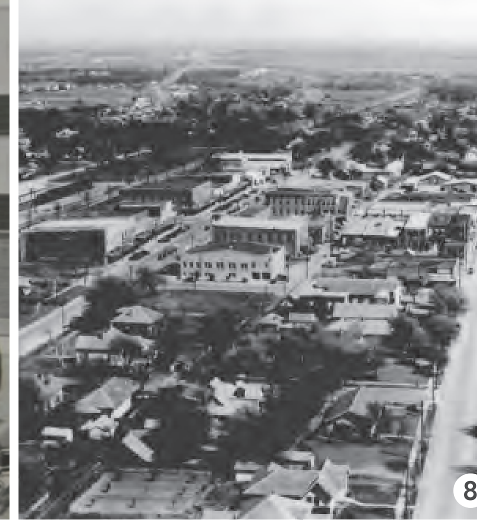
Growth and Demographics

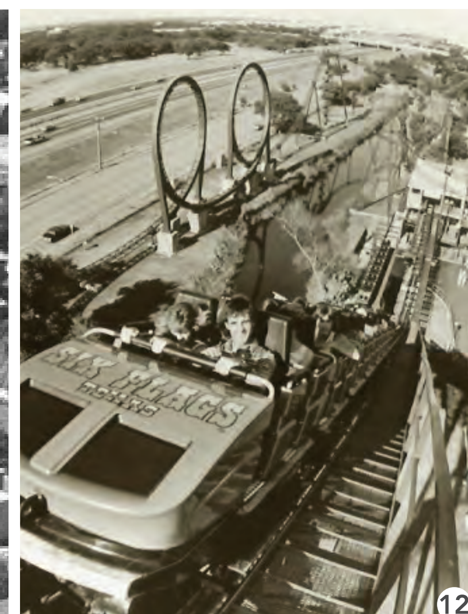
The City of Arlington's **large and diverse population is a key asset and a defining characteristic** among cities in the Dallas-Forth Worth Metroplex. Downtown currently has only a few hundred residents and is demographically distinct from Arlington as a whole. Compared to the City of Arlington, Downtown residents are more likely to be younger renters with lower incomes. This is in part due to the proximity to the UT Arlington campus and its student population.

UT Arlington enrolls both online learners and "face-to-face" students who attend traditional classes on campus. The headcount of on-campus students in 2017 was 38,000. The population of full-time students is steadily growing at 2.2 percent per year, and accounts for 72 percent of the overall student body. The part-time student population is growing more slowly at 0.4 percent per year.

While UT Arlington is a great asset, tremendous opportunity exists to further grow and diversify Downtown's population by attracting and welcoming a range of residents – including students, young professionals, families, and seniors – in an array of housing types and at a variety of income levels.

1. *Arlington's First Three Stores, 1876*
2. *Arlington Mineral Well, 1910*
3. *T & P Depot, 1904*
4. *Tom Ditto's E. Main Grocery Store, 1898*
5. *Arlington Street Scene, 1921*
6. *Arlington Street, Year Unknown*





7. *Day One at General Motors, 1954*
8. *Downtown Arlington, Year Unknown*
9. *Downtown Arlington, 1950s*
10. *Arlington Theater, 1950s*
11. *UT Arlington, Year Unknown*
12. *Six Flags Over Texas, 1960s*

Commercial Market

In general, Arlington enjoys a **strong, diversified, and stable employment base** that provides job opportunities at all wage levels. Downtown is located between, and strongly influenced by, two of the City's major employment centers: UT Arlington and the expanding Entertainment District. A detailed market assessment is included as Appendix A.

Local market trends relevant to the Downtown Master Plan include:

- Downtown office-based employment is concentrated in the information, finance and banking, professional services, and local government sectors.
- Most Downtown offices are Class C spaces, and low vacancy rates suggest strong demand for these spaces.
- New co-working spaces provide an emerging model for different types of workspaces that can be accommodated in Downtown.
- There are a few specialty shops in Downtown, but the presence of unique retail stores is limited, as is the presence of health, wellness, and personal service establishments.
- The number of retail, leisure, and hospitality jobs in Downtown is markedly lower than the citywide average.
- Several new businesses have opened in Downtown the last few years.
- Many of these are business types that were previously absent from or in short supply in Arlington, including co-working spaces and experiential food and beverage enterprises.

There is abundant opportunity to **grow and diversify office, retail, and commercial services in Downtown Arlington** to capture a larger share of the dynamic Metroplex economy and further activate the central city.

Housing

A housing market analysis provided insights into the local housing stock, including the **types of existing and planned residential development in Arlington** and those that are currently lacking. The analysis is included as Appendix B.

Key findings that influenced the development of this Master Plan include:

- Arlington's housing stock is predominantly detached single-family residential homes (approximately 60 percent).
- Most existing and new residential developments in Arlington are either detached single-family or large multi-family buildings.
- Since 2015, multi-family development has outpaced single family development citywide.
- Some new projects outside Downtown, such as Ballpark Estates and Viridian, include townhomes (attached single-family properties) and have demonstrated market demand for communities with a diversity of housing types in a walkable, amenity-rich neighborhood.
- Twenty-seven percent of current UT Arlington students live in the City of Arlington, and the University predicts that this figure will grow over time.
- A significant number of recent residential projects have been constructed on or immediately surrounding the UT Arlington campus. The unit mix of new and proposed multi-family rental developments is designed to serve the student population.
- Downtown Arlington will soon have another mixed-use residential project, Park Place, in addition to 101 Center. These buildings, with ground-floor retail, on-site amenities, and residential on upper floors, are a new housing product not previously seen in Downtown.

New and pending residential developments demonstrate market demand for more diverse housing products, including townhomes, mixed-use multi-family, and single-family homes in walkable neighborhoods. The area is poised to accommodate these types of housing products as **Downtown Arlington evolves into a denser urban center with more round-the-clock activity.**

Firmly Texan, American, and international, Arlington offers something unique to each visitor.

-Downtown Arlington Management Corporation

Land Use and Zoning

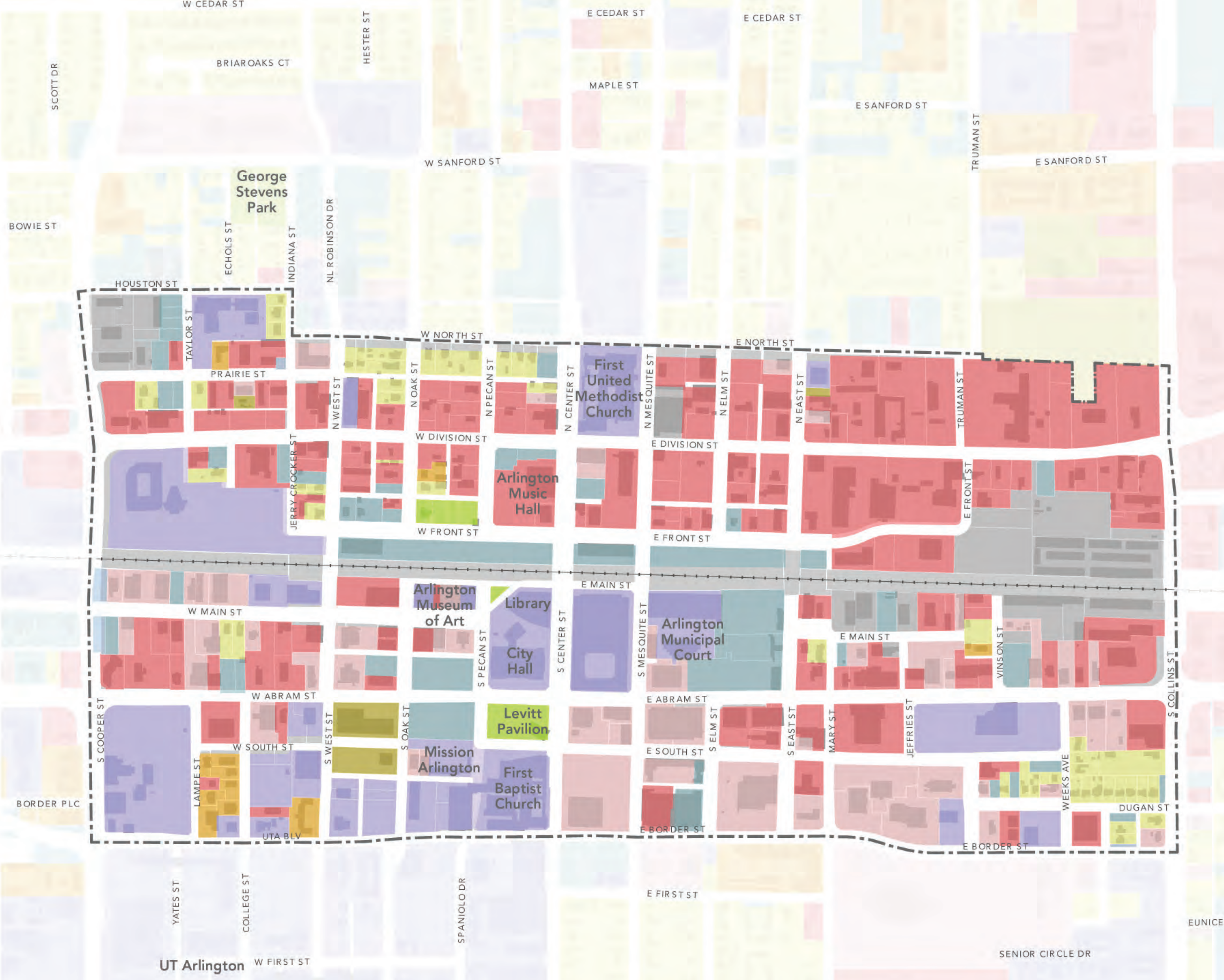
Downtown Arlington is comprised of a mix of land uses, including commercial, retail, light industrial, and institutional uses; automobile sales and related businesses; social services, religious, and cultural organizations; residential properties; and vacant land and open space. Within the last 10 years **Downtown has experienced significant development.** As discussed in the Market Studies section above, new uses have emerged throughout the area, including cafes, offices, breweries, housing, and a new Downtown library.

Currently, there are nine different zoning districts in Downtown Arlington. The majority of land is in the Downtown Business, General Commercial, and Light Industrial zones.

Other key considerations related to land use and zoning include:

The Downtown Business Zoning District (DB) provides for a mix of uses concentrated in the central business district. These include civic, service, office, cultural, institutional, and residential uses. Design standards are intended to create a mixed-use, pedestrian-friendly environment as well as make the development process more streamlined and predictable.

The Downtown Neighborhood Overlay (DNO) District is intended to protect and enhance the character and function of the downtown business and lodging areas, and to attract new residential development, including mixed-use projects that encourage pedestrian activity. Design standards ensure that structures in the area exhibit a distinctive, high-quality character, and that surrounding neighborhoods are adequately buffered from more intense Downtown development.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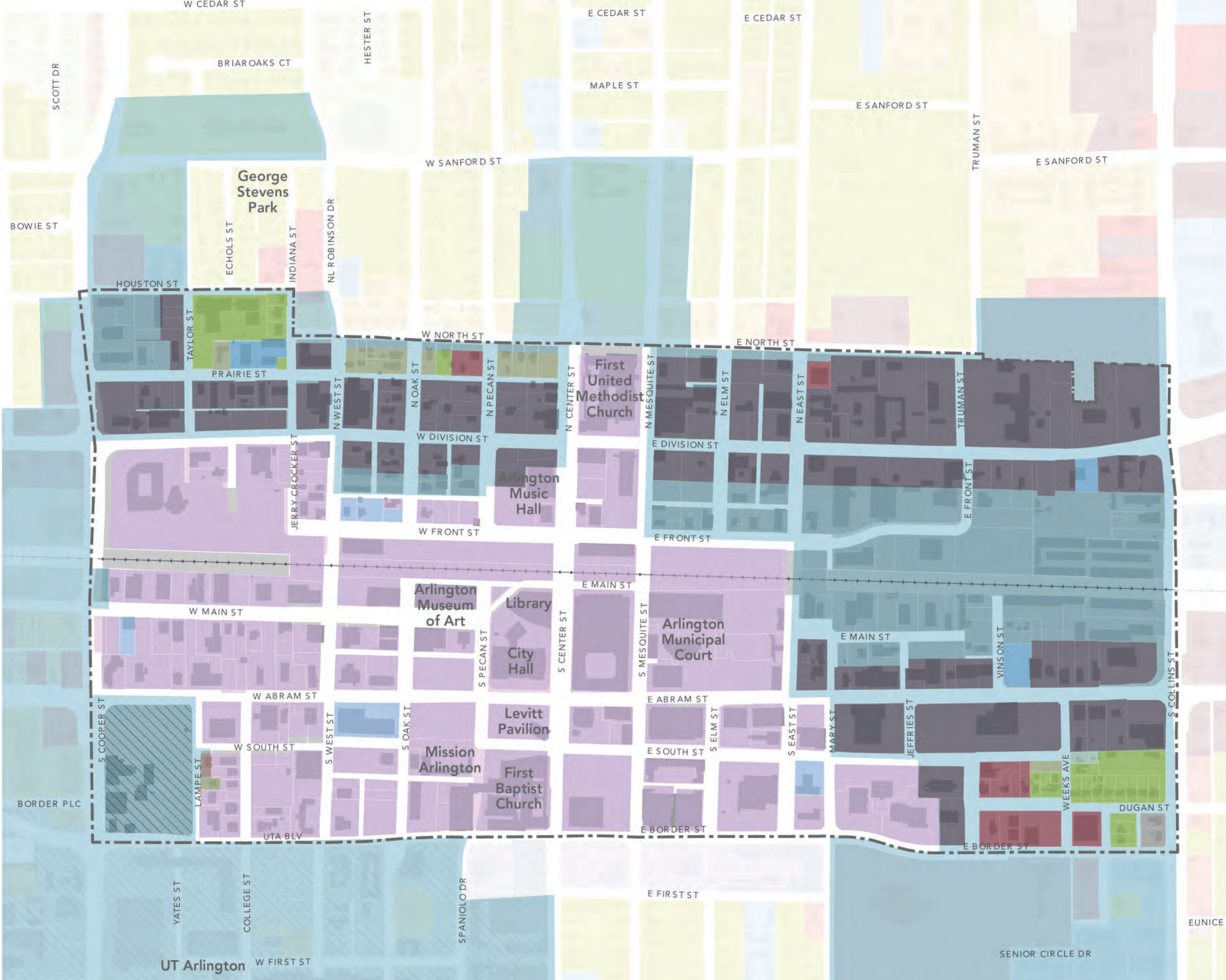
The City also has a **Tax Increment Reinvestment Zone (TIRZ)**, which covers most of the study area for the Downtown Master Plan (Zone 1). The Downtown TIRZ is a tool to generate Tax Increment Financing (TIF), which is then reinvested in Downtown through community improvement projects. The current TIRZ expires in December 2018, and the City is planning for renewal of the TIRZ district.

Combined with increased market opportunities, the City of Arlington has the basic land use, zoning, and financing tools in place to support the goals of the Comprehensive Plan and **create a diverse, relatively dense mix of uses in Downtown.**



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1. *Founder's Plaza and Levitt Pavilion welcome visitors to downtown for concerts, celebrations, and relaxing.*
2. *The fast-growing University of Texas at Arlington is immediately adjacent to Downtown.*
3. *Vacant and developable land is scattered throughout Downtown.*
4. *West Main Street retains the scale and character of Arlington's original Downtown.*
5. *Division Street is home to many auto-oriented businesses, including service stations and car dealerships.*
6. *101 Center is the first mixed-use residential project in Downtown.*

Design and Character

A variety of factors contribute to the overall aesthetic and sense of place Downtown, including the **architectural style of buildings, landscaping, and ground floor uses and activation.** Key aspects of the urban design, streetscape, and overall character of Downtown Arlington include:

- Downtown contains a mix of architectural styles, featuring several low-scale 1970s-era office and commercial buildings, as well as more contemporary mixed-use development.
- Much of the area is comprised of one- to two-story commercial buildings, punctuated by taller office buildings and new residential structures.
- Surface parking dominates much of the Downtown, creating an auto-dominated environment and gaps in the street wall.
- Some vacant storefronts are scattered throughout Downtown, including the ground floor retail space of new mixed-use developments. Vacancies create an uninviting environment for pedestrians and potential shoppers.
- A lack of ground floor activation further detracts from the pedestrian experience and walkability of Downtown.
- Recent development, including restaurants with outdoor patio seating, has helped to create a more vibrant street frontage along some Downtown blocks.
- Downtown's street tree canopy is limited and inconsistent.
- Overall, Downtown is lacking in parks and open spaces. However, Levitt Pavilion is a critical amenity for Downtown, providing a large central gathering space and open lawn area. The new plaza between City Hall and the library is another key addition.

- There are several gaps in the urban fabric, including vacant parcels and surface parking lots throughout Downtown.

Ongoing redevelopment and infill development consistent with the City's Downtown design guidelines will contribute to an **improved public realm and more consistent, attractive, and comfortable pedestrian experience.**

Branding, Identity and Wayfinding

The City of Arlington and Downtown itself have made **strides in bolstering their images and identities in recent years**. In 2014, the City of Arlington underwent a branding effort, resulting in the "The American Dream City" motto. A logo was created to collectively brand the City. Additionally, the Downtown Arlington Management Corporation (DAMC) has branded Downtown with a logo to help visitors more easily identify when they are in the city center.

Some Downtown signage, wayfinding, and branding is present in and around the city center, but it is inconsistent, as is the application of the two logos. Signs just outside of Downtown do not consistently identify Downtown as a destination nor provide direction to its key attractions. The wayfinding signs in and around the core are designed for vehicle drivers rather than pedestrians and cyclists. Likewise, there is minimal signage and wayfinding connecting the UT Arlington campus with Downtown.

Public art plays an important role in the design and character of a city center. Arlington has an eclectic mix of public art pieces, many of which are clustered in certain areas Downtown.

- Currently located between Mission Arlington and City Hall, the DREAM sculpture is a key Downtown landmark that reinforces Arlington's motto as "The American Dream City".

ARLINGTON[SM]
THE AMERICAN DREAM CITY

downtown
ARLINGTON
MUSIC • CULTURE • FOOD • SHOPPING

- The “Historic Arlington” wall mural on the Vandergriff Building at Division and Center Streets is a visual connection to the City’s past, reminding viewers of Arlington’s rich history as well as its current success.
- The “Stars of Texas” art installation features 20 star sculptures located throughout Arlington. Each star is designed and painted by a local Texas artist.

Downtown lacks clear boundaries as well as a distinct identity among Arlington and Metroplex residents. Public art, wayfinding signs, and logos contribute to a sense of place Downtown, but a coordinated, cohesive approach – as well as more bold design – is needed to **elevate Downtown’s image and identity.**

Mobility and Circulation

Downtown Arlington is built upon a regular, walkable street grid that forms the basis of easy pedestrian navigation. However, the street grid has been interrupted over time through redevelopment, and the Union Pacific rail line creates a distinct barrier between the north and south portions of Downtown. As a result, Downtown is auto-dominated and challenging to navigate. **Other features of Downtown mobility include the following:**

- The pedestrian network is disconnected and inconsistent. Some Downtown blocks provide a pleasant walking experience, while others abruptly transition to an uncomfortable environment with a lack of street trees, an uneven street wall, and narrow or absent sidewalks.
- Several key barriers, including auto-dominated roadways and the rail line, inhibit pedestrian activity and connectivity in Downtown.
- There are several sidewalks in Downtown near UT Arlington, but the routes are not highly visible or intuitive.
- Several gaps exist in the bicycle network, particularly in the east-west directions.
- Existing bikeways in Downtown are on-street facilities that are not buffered or protected.
- Ongoing streetscape improvements along Abram Street will enhance the pedestrian environment and calm vehicle traffic along this important east-west route.
- Vehicle traffic counts on Downtown thoroughfares have been stable over the last 10 years.
- Center, Mesquite, and Abram Streets have fairly low traffic volumes given their capacities.

- The City of Arlington does not have a conventional public transit system, but it does provide innovative public mobility programs.
- Via is a public on-demand ride-share service available to the public for a flat, per-ride fee. Downtown is within the Via service area.
- An autonomous shuttle service and the Arlington Entertainment District Trolley both operate just outside the Downtown area, serving routes within the Entertainment District.

Downtown Arlington has a strong basis from which to create a **connected, multimodal transportation network** but will require strategies and investments to restore key pieces of the historic grid.

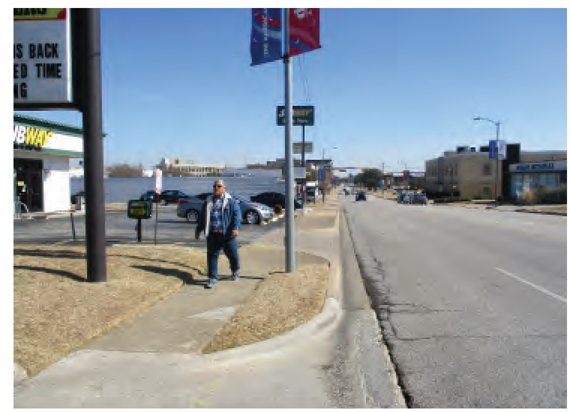
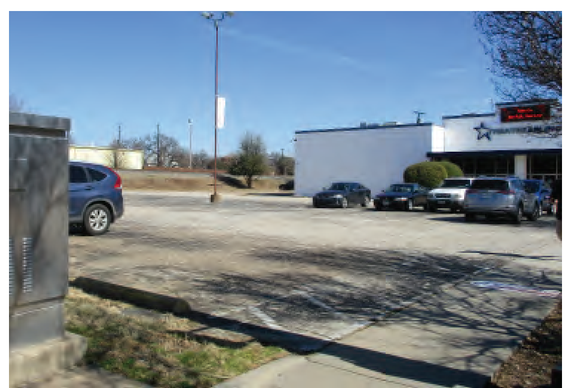
Infrastructure

Infrastructure conditions Downtown are inconsistent and vary significantly by location. The following observations and analyses describe infrastructure within and around Downtown Arlington:

- Downtown's sidewalk conditions are inconsistent.
- Areas with a distinct lack of sidewalks include Division Street and the Mission Arlington area, despite the fact that they have relatively high pedestrian activity. As of this writing, however, sidewalks along Division Street were under design.
- Most pedestrian routes require improvements in lighting, sidewalks, shade, and other amenities to provide a safe, comfortable walking experience.

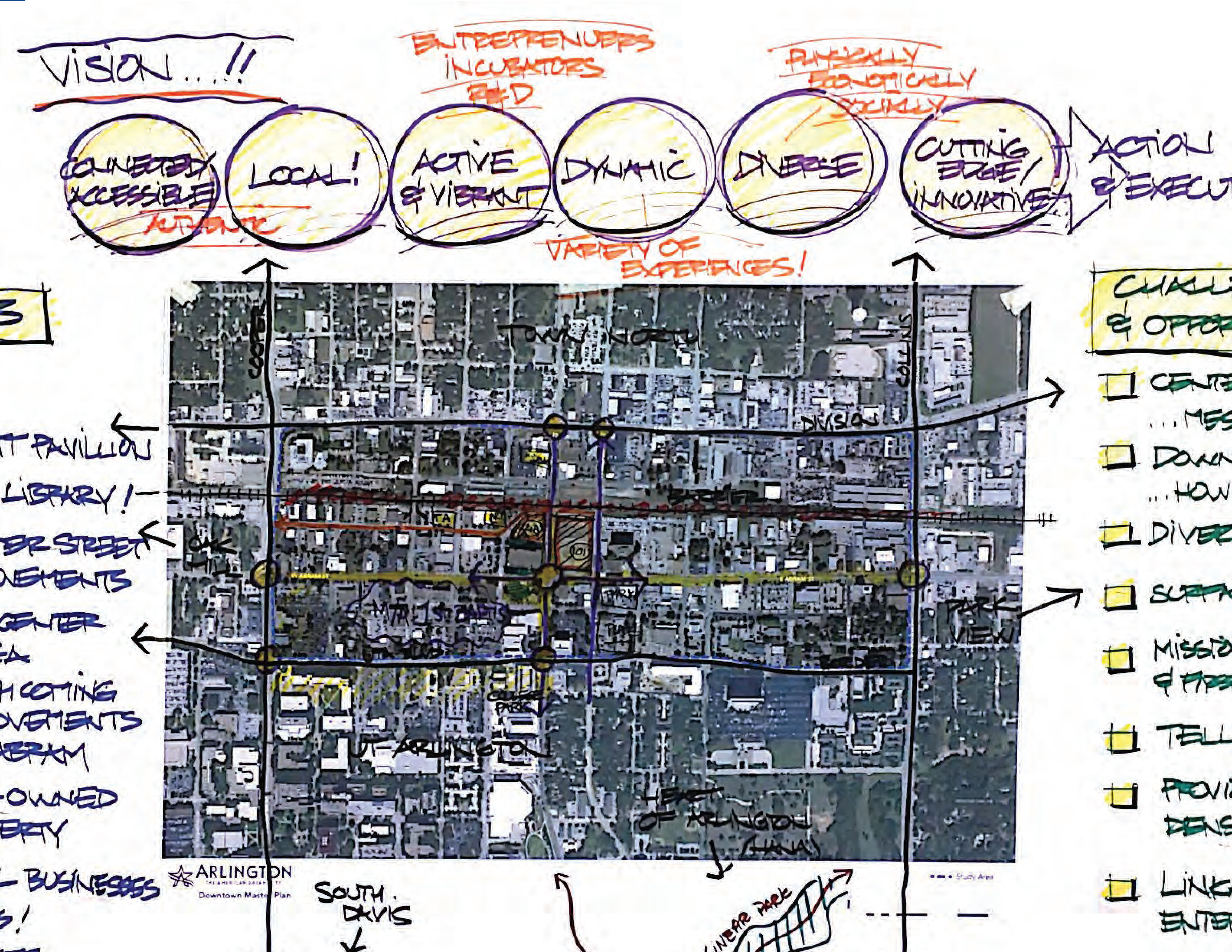





- Although traffic volumes are only moderate within Downtown, many arterials are dominated by autos, detracting from a safe, walkable urban environment.
- A shortage of crosswalks, complete sidewalks, shade, and lighting makes walking feel unsafe and uncomfortable in many areas. The number of surface parking lots also detracts from a consistent pedestrian environment.
- The ongoing Abram Street improvements will support connectivity and walkability and set an important precedent for the design and treatment of Downtown roadways.
- Overall, there is an extensive amount of pavement within the Downtown.
- Several surface parking lots contribute to the amount of impervious surface Downtown, contributing to the urban heat island effect and detracting from a comfortable walking environment.
- Continued development of the Abram streetscape will add on-street parking throughout the heart of Downtown.
- Certain blocks with accessible sidewalks and on-street parking could add landscaping and curb extensions. These include Oak, Pecan, South, and East Streets.
- In general, surface and on-street parking options are underutilized. These parking lots provide opportunities for infill development or temporary activation through community events and placemaking installations.

While generally in sound condition, infrastructure in Downtown would benefit from greater consistency and improvements. There is generally adequate space in the right-of-way to **upgrade the pedestrian environment, reduce the amount of impervious surface, and use space more efficiently.**


VISION...!!
ENTREPRENUERS
INCUBATORS
R&D
PHYSICALLY
ECONOMICALLY
SOCIALLY
CONNECTED/ ACCESSIBLE
AUTHENTIC
LOCAL!
ACTIVE & VIBRANT
DYNAMIC
VARIETY OF EXPERIENCES!
DIVERSE
CUTTING EDGE/ INNOVATIVE
ACTION
TOWN NORTH
COOPER
COLLINS
DIVISION
PAVILLION
LIBRARY!
PARK VIEW
UT ARLINGTON
COLLEGE PARK
HEART OF ARLINGTON (HANA)
BORDER
SOUTH DAVIS
LINEAR PARK
ARLINGTON
Downtown Master Plan
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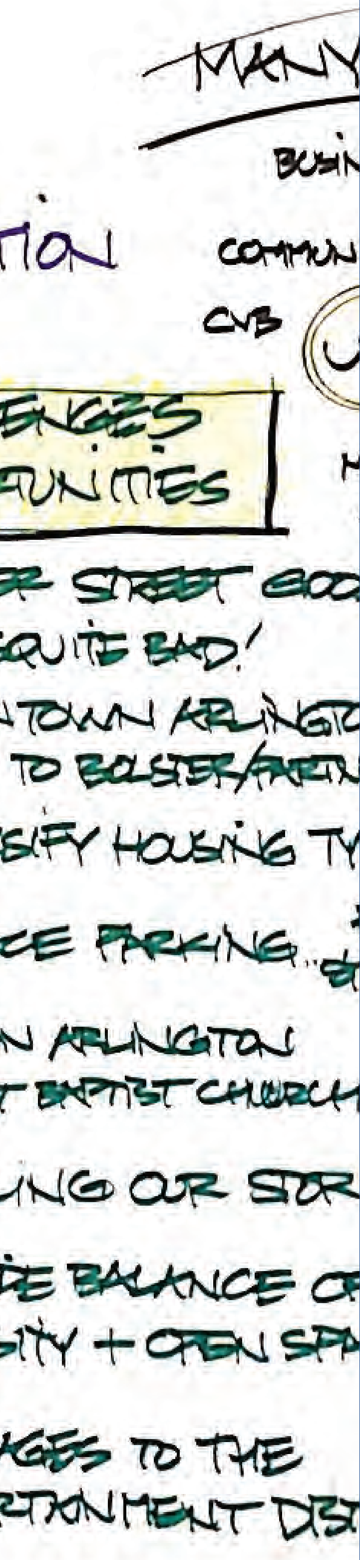


3 COMMUNITY ENGAGEMENT AND INPUT

Community Engagement Goals and Approach

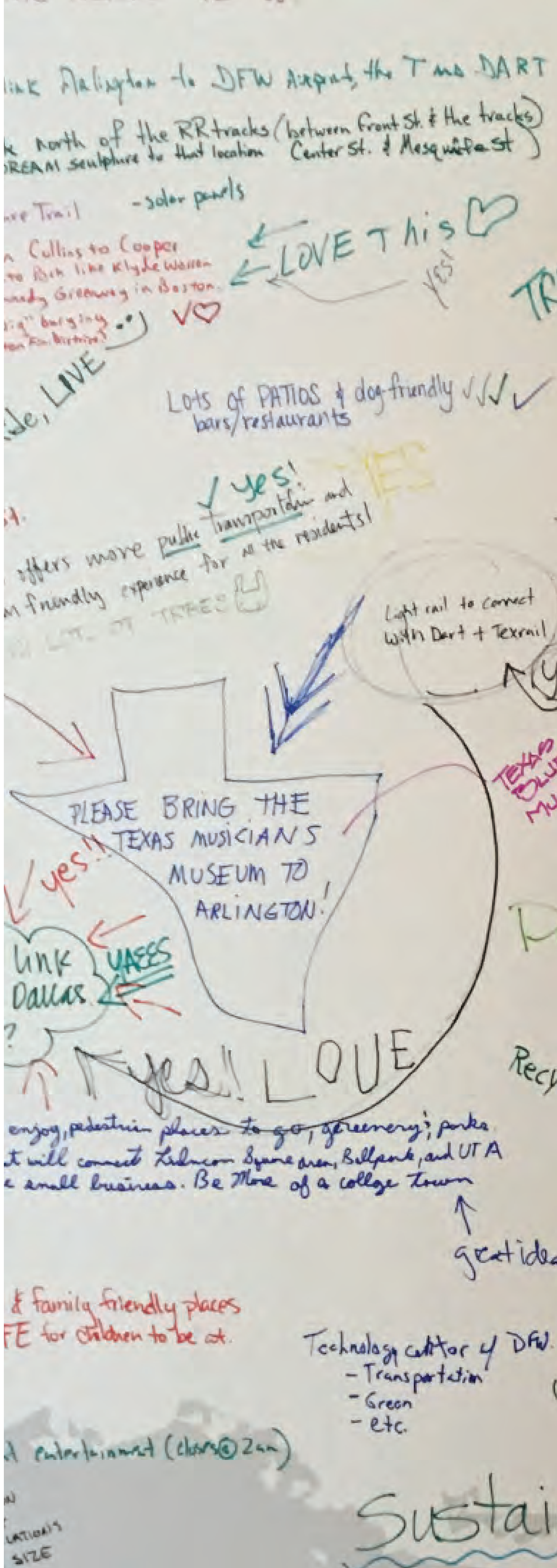
Garnering the **collective inspiration, creativity, and drive of the greater community** is critical to implementation of Arlington's Downtown Master Plan. Throughout the planning process, the project team sought input from a range of Arlington residents and stakeholders to **generate ideas, identify community priorities, and inform recommendations**. A multi-pronged approach to outreach was designed and executed to:

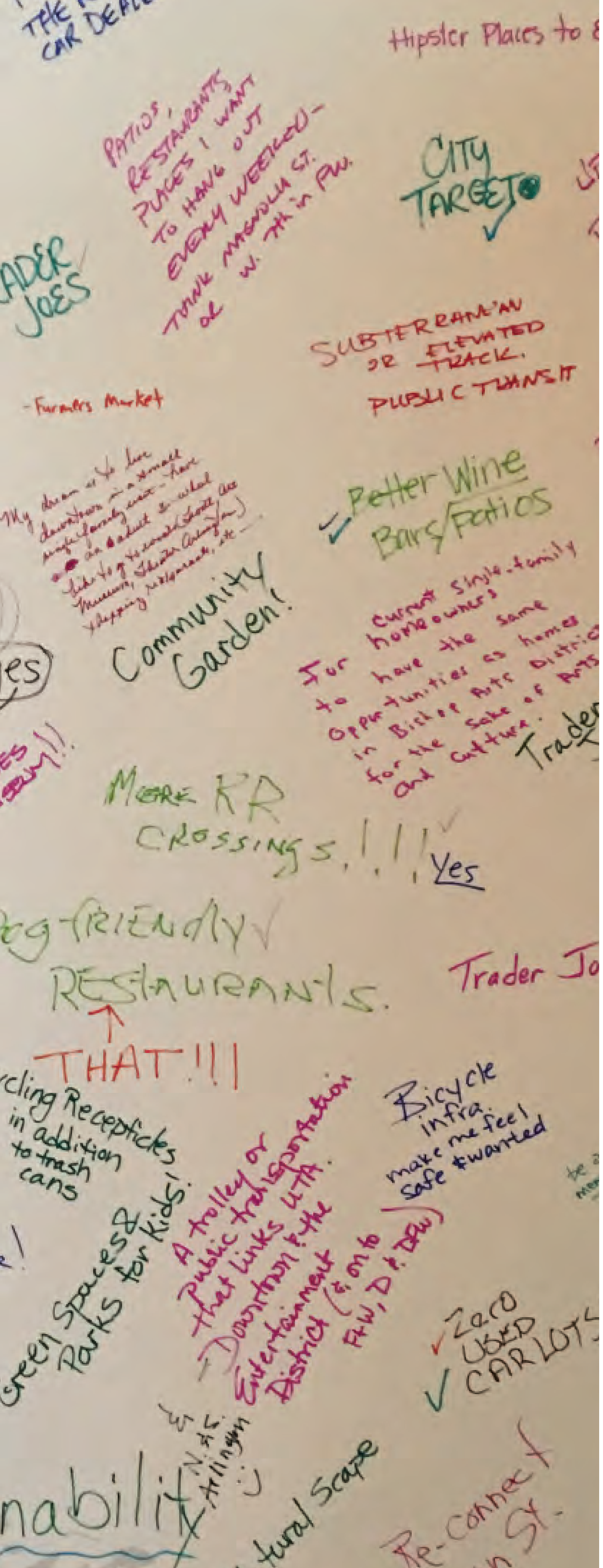
- Inform the community about the Downtown Master Plan process and opportunities for engagement;
- Engage a wide range of community stakeholders in identifying a vision and setting goals for Downtown Arlington;
- Develop an understanding of the community's issues, concerns, and opportunities to address in the Downtown Master Plan; and
- Incorporate community input to shape and prioritize the strategies proposed in the Plan.

Audiences and Activities

The City and its partners employed a range of methods and tools to reach diverse audiences and to make it easy, convenient, and fun for people to participate in the planning process. The following key audiences contributed ideas and direction through a variety of activities over the course of the project:

- Arlington Chamber of Commerce, Downtown Arlington Management Corporation (DAMC), and Downtown businesses





- The UT Arlington community including administration, faculty, staff, and students
- Arlington residents
- Neighborhood associations
- Property owners
- Real estate developers and brokers
- Faith- and community-based organizations
- Arts and cultural groups and institutions

The City convened a stakeholder group to guide the planning process and to serve as a sounding board for emerging themes and strategies. The Downtown Master Plan Advisory Committee (DMPAC) included property owners as well as representatives from Downtown businesses, institutions, and organizations, including UT Arlington, First Baptist Church, the Arlington Museum of Art, DAMC, Mission Arlington, and other key community representatives. Consisting of 20 members, the DMPAC met four times during the 10-month planning process. Each DMPAC meeting was open to the public.

The project team also met with the City Council Community and Neighborhood Development (CND) Committee several times to provide project updates, present plan concepts, and garner feedback and input from Councilmembers. CND members in turn provided updates to the full City Council during their regular work sessions. In addition, the project team provided regular updates on the project to the Planning and Zoning Commission.

Community outreach activities and public input opportunities aligned with the five project phases, as described below.

Discovery

Stakeholder Interviews: The project team conducted 18 one-on-one interviews with key Downtown stakeholders. The purpose was to receive candid, in-depth perspectives on Downtown's assets, challenges, and opportunities. Hearing directly from those with strong connections to the area allowed the project team to develop a sound understanding of Downtown's existing conditions and future possibilities.

Intercept Surveys: Team members also conducted informal intercept surveys of UT Arlington students on campus to learn about their perceptions of Downtown Arlington. These "on the street" conversations provided an important perspective from this target audience.

Community Survey: The City, in conjunction with DAMC, developed and promoted an online survey. The survey collected information about current experiences and perceptions of Downtown as well as ideas and priorities for enhancements and improvements. Designed to allow people to provide detailed input quickly through multiple choice questions, the survey also had ample space for respondents to leave more in-depth comments and feedback. More than 1,000 people participated in the online survey.

DMPAC Meeting #1: The first meeting of the DMPAC was held during the Discovery phase. The meeting introduced committee members to the scope of the plan and allowed the project team to gather information on the overall vision for Downtown Arlington, as well as specific assets, opportunities, and challenges.

Visioning

DMPAC Meeting #2: Committee members convened a second time during the Visioning phase to review the findings of the existing conditions, market analyses, and initial public outreach, as well as to provide input on preliminary plan recommendations.

Public Open House #1: The first of three interactive open house meetings was held in the spring of 2018, hosted at Legal Draft Beer Company in Downtown. The meeting served as an opportunity to introduce the Downtown

Master Plan process to the community at large and hear from the public about their visions, issues, and ideas for improvements. The meeting included a presentation followed by multiple interactive exercises on several topics. Several members of the project team were in attendance to answer questions and hear ideas directly from the public. More than 160 people participated in this meeting.

P&Z Meeting #1: City staff attended a meeting of the City's Planning and Zoning Commission (P&Z) to present and take comment on visioning input and market analyses.

Recommendations

DMPAC Meeting #3: At the third DMPAC meeting, committee members reviewed draft plan recommendations including potential changes to roadways, streetscapes, and focus areas. Participants viewed "before and after" photo-simulations and provided input on character and potential development scenarios. Attendees also discussed appropriate land uses for opportunity sites.

Public Open House #2: The second meeting was structured as an informal, come-and-go event. Also hosted at Legal Draft Beer Company, the meeting allowed participants to drop in and view exhibits and complete exercises at their own pace. More than 110 people attended this event.

P&Z Meeting #2: City staff attended a meeting of the City's Planning and Zoning Commission (P&Z) to present analysis and preliminary recommendations and to gather feedback from the Commissioners.

Draft Plan

DMPAC Meeting #4: At the final DMPAC meeting, committee members reviewed the Draft Master Plan. Stakeholders provided feedback on Plan strategies, focus areas, and key implementation actions.

Public Open House #3: At this event, the public had an opportunity to learn about the comprehensive Downtown Master Plan in its final draft form. Visitors were provided with a Plan overview and encouraged to provide feedback and hold discussions with staff.

P&Z Meeting #3: City staff attended two additional Commission meetings during the Plan review and adoption process. At the first, staff presented the Draft Plan for feedback. At the latter, P&Z Commissioners voted on sending the Plan to Council for review and adoption.

Final Plan

The final draft Downtown Master Plan was presented to the City Council in a series of three public meetings. The Draft Plan was presented to the Council in a work session before being presented for recommendation and adoption at two subsequent meetings.

Promotion and Publicity

The City promoted the community survey and open house meetings through established City channels and supplemental outreach efforts in conjunction with trusted partners, agency representatives, and local community groups such as DAMC, the Chamber of Commerce, and UT Arlington.

The City hosted a webpage with information about the Downtown Master Plan process, meeting dates, and survey information. The City also publicized the public meetings and online survey using news articles, social media, postcards in key City buildings, and email blasts. Partner organizations, including the DAMC, Arlington Chamber of Commerce, and UT Arlington, also publicized the events.

Survey Highlights

Respondents were asked to think outside the box and identify what they would like to see in Downtown Arlington that isn't there now. Common responses include:

- Outdoor destinations, such as a public plaza, playground, dog park, sidewalk cafes
- Public amenities, including landscaping, public art, misters to spray water on hot days, public restrooms
- More restaurants and shopping options, especially independent, locally owned businesses, and a grocery store
- Larger buildings with housing and offices
- More festivals and events happening Downtown
- Celebration of Arlington's history and culture

Key Findings

The level of participation in the Downtown Master Plan community survey and open house meetings reflects the level of energy and interest surrounding the future of Downtown Arlington. Residents and stakeholders **are optimistic about the future of Downtown and eager to see further change and development.**

Input from the multiple community engagement tools and events was largely consistent, with an emphasis on creating **a truly lively, bustling, and active city center.** The summary of community survey findings is included as Appendix C. At each phase of the planning process, stakeholder and public input helped to identify priorities and shape concepts that ultimately formed the Downtown Master Plan strategies and actions. The following are key findings and themes from all public engagement activities.

Destinations and Amenities

There is a strong desire for *additional destinations* in Downtown, including:

- Dining options
- Music, art, and entertainment
- Small retail shops
- Urban grocery store
- Farmers market

Residents would like to see more amenities and an improved pedestrian environment Downtown, including:

- Trees and native landscaping
- Public art
- Benches and seating
- Shade
- Lighting

Land Use

Community members are generally in favor of **new housing options in Downtown**. In particular, they would like to see high- and middle-density housing types that are not presently found in Arlington. These include townhomes, apartments, and condominiums for young professionals and downsizing couples.

There is also interest in a **small hotel or additional bed and breakfasts** in Downtown, as well as **more offices and creative work spaces.**

Finally, community members want to see additional and improved **parks and open spaces.** Preferences for parks programming include dog parks, community events, and creative play experiences.

Mobility and Connectivity

There is general support for a better-connected Downtown that is easier to navigate, particularly on foot. Community members would like to see **pedestrian and bike safety improvements across the rail line,** including new rail crossings at East and Pecan Streets. There is support for a more **complete and connected bikeway system** through and to Downtown. Residents are also interested in better connecting pedestrians and bicyclists between Downtown and adjacent trails and destinations, particularly UT Arlington, the Entertainment District, and the Johnson Creek Linear Trail.

There were mixed opinions among participants about whether or not to convert Center and Mesquite Streets back to two-way travel. Stakeholders were generally supportive of further evaluating the option and its impacts on Downtown through a future study.

Application of Community Input

The collective input from the Arlington community engagement process helped shape the Downtown Master Plan vision, goals, and recommendations. Ideas and feedback gleaned from the public and project advisors, coupled with the analyses presented in the previous chapter, form the building blocks upon which the Downtown Master Plan is built.

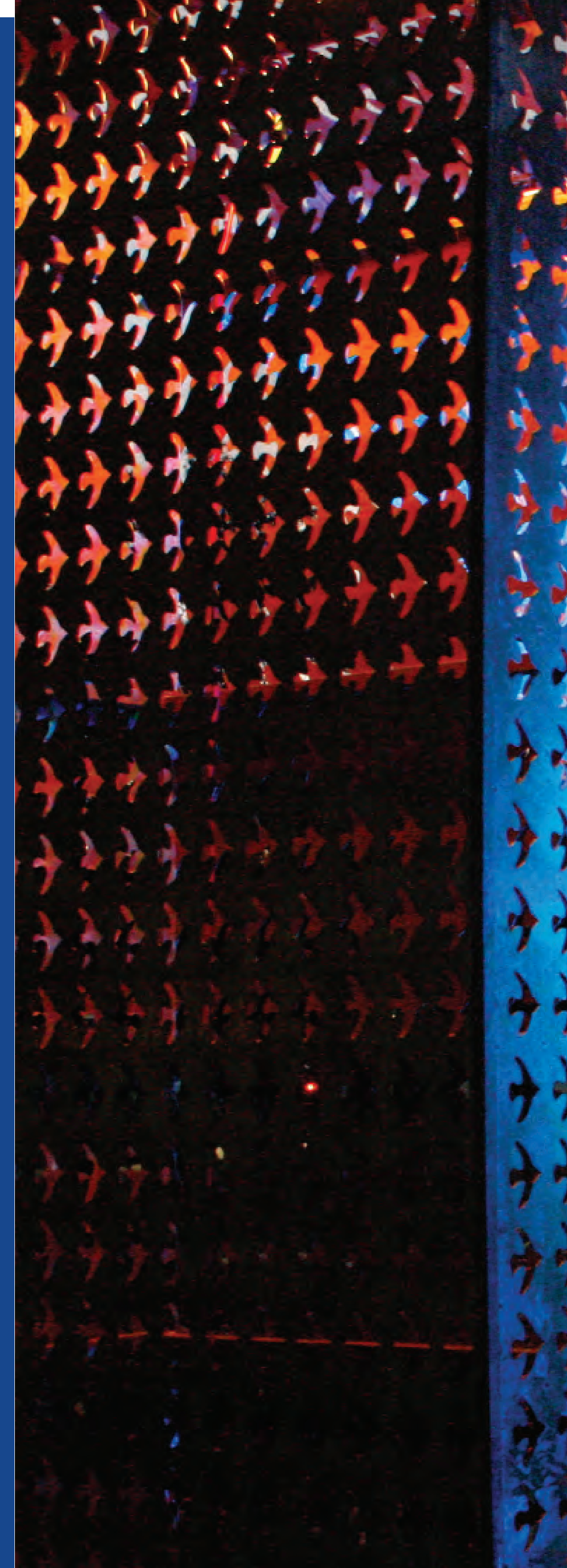

FOUNDERS PLAZA
Celebrating Community
Through Nature and The Arts

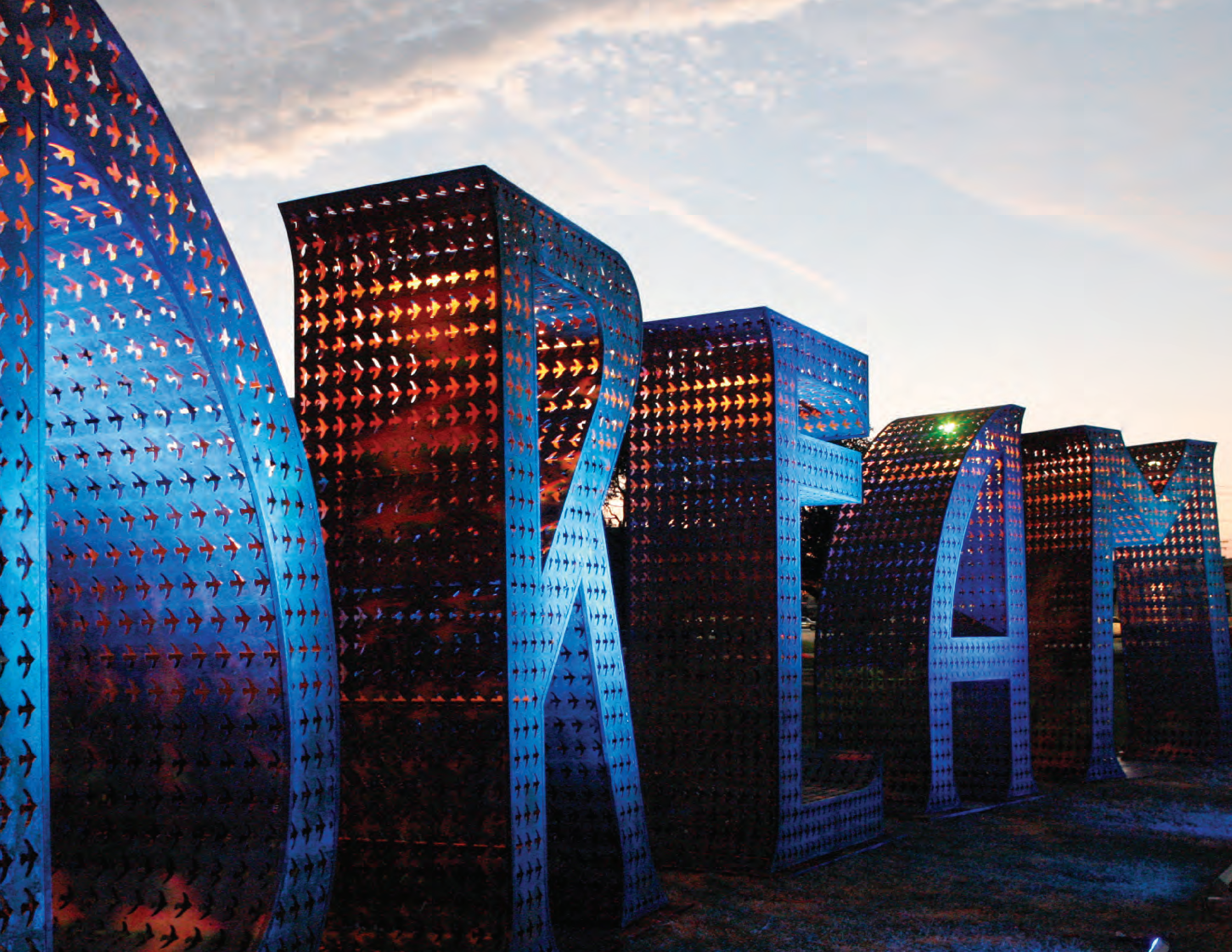
4 VISION, GOALS, AND STRATEGIES

The Vision for Downtown Arlington

Downtown Arlington is the place where people can **start, build, and cultivate their American Dream.**

It is a **walkable, vibrant, and economically strong urban center.** Complementing other destinations such as the Entertainment District and the University of Texas at Arlington, Downtown attracts residents of Arlington, the UT Arlington Community, people from the entire Dallas-Fort Worth Metroplex, and visitors from across the country and around the world. It's a place where residents establish a true sense of community, students engage with the community outside the classroom, artists and musicians light up hidden-gem venues and events, chefs create new and exciting dishes in bustling restaurants, and entrepreneurs develop and test the latest products and tech tools. Arlington's city center is **welcoming and diverse**, with a range of housing types and jobs that fuel the 21st century economy. **Comfortable and safe**, with abundant interconnected open spaces that host everything from daily yoga and pop-up gatherings, to concerts and festivals, Downtown builds upon and fosters Arlington's **active and family-friendly culture.** Arlington's **unique history and identity** is highlighted in the city center's public art and streetscapes, balanced with **contemporary design** that reflects this forward-thinking city and transformed Downtown environment.





Goals

The Downtown Master Plan provides a path to realizing the Vision for Downtown Arlington. Several goals support this pathway toward a more dynamic future, including:

1 Attract **more people Downtown** to live, work, socialize, and recreate

2 Establish the city center as a local and regional **destination with a distinct identity**

3 Ensure a **robust, resilient economy** in Downtown and its surrounding districts

4 Foster a **diversity of housing types** at a range of price points

5 Develop a **critical mass of activity** to support existing businesses and residents and attract new entrepreneurs and residents

6 Activate **streets, open spaces, and parks** to ensure a safe, vibrant, and livable environment

7 Strengthen the area as an entertainment destination and encourage and promote Downtown's **arts, culture, and music scene**

8 Support **civic and community-oriented** uses and programs, including a distinct public art program

9 Create a **diverse community** that welcomes all residents, employees, students, and visitors

Strategy Diagram

The Strategy Diagram illustrates the **physical concepts and strategies that will guide the continued growth and evolution of Downtown Arlington.** The improvements in the Strategy Diagram build upon and leverage the area's many existing assets to improve the connectivity and vibrancy of Downtown buildings, streets, and open spaces.

The Strategy Diagram focuses on the physical center of Downtown in order to create activity nodes and to cultivate a cohesive and coherent identity. Creating **critical mass and a stronger sense of place** is important. The Plan recognizes that investment, development, and change will continue to occur throughout Downtown. However, it directs the City and its partners to focus on a **targeted set of programs, policies, and projects** that will help catalyze further change in key areas and locations over the near term. Transformation of these places will then spur further change throughout Downtown and beyond over the mid and long term, as the city center gains more traction as a truly vibrant urban hub.

Existing Assets and Amenities: These established community, cultural, institutional, and religious assets and amenities are the foundation of the Master Plan and support Downtown's overall identity and vibrancy.

Gateway Streets: Cooper, Collins, and Division Streets are all Gateway Streets into the Downtown area. These roadways act as vehicular-centered corridors that bring traffic to and through Downtown.

"Main" Streets: Center, Mesquite, and Abram Streets have lower traffic volumes than Gateway Streets. These "Main" Streets move traffic through the Downtown and are key routes for pedestrians and bicyclists. These streets are priority locations for traffic calming, streetscape amenities, and pedestrian safety improvements.

Two-Way Options: Converting Center and Mesquite Streets from one-way to two-way traffic could help reconnect the Downtown and support walkability. Though it requires further study, this change may be a way to help calm vehicle speeds, improve economic vitality, and help foster a "main street" walking environment.

Focus Area: Portions of East Main, Front, West Main, and Abram Streets are identified as Focus Areas due to their existing character, conditions, and potential. Development, new uses, and improvements in these areas will leverage existing momentum to spark catalytic development and activate their surroundings.

Potential Vehicular Access: These opportunities to re-establish vehicle connections will create more direct and intuitive vehicular and pedestrian paths of east-west travel.

Opportunity Sites: These under-utilized sites are the highest priority for infill development and redevelopment. Transformative, catalytic projects on these sites will activate key locations and enhance Downtown's overall economic health and social vibrancy.

Park/Green Space: Existing, new, and improved parks and green spaces will provide opportunities for recreation, programming, community events, and public art.

Future Redevelopment: These sites are not being utilized to their full land use potential and there is opportunity for future redevelopment as well as further support of activities already taking place. However, they are lower priorities than the identified Opportunity Sites.

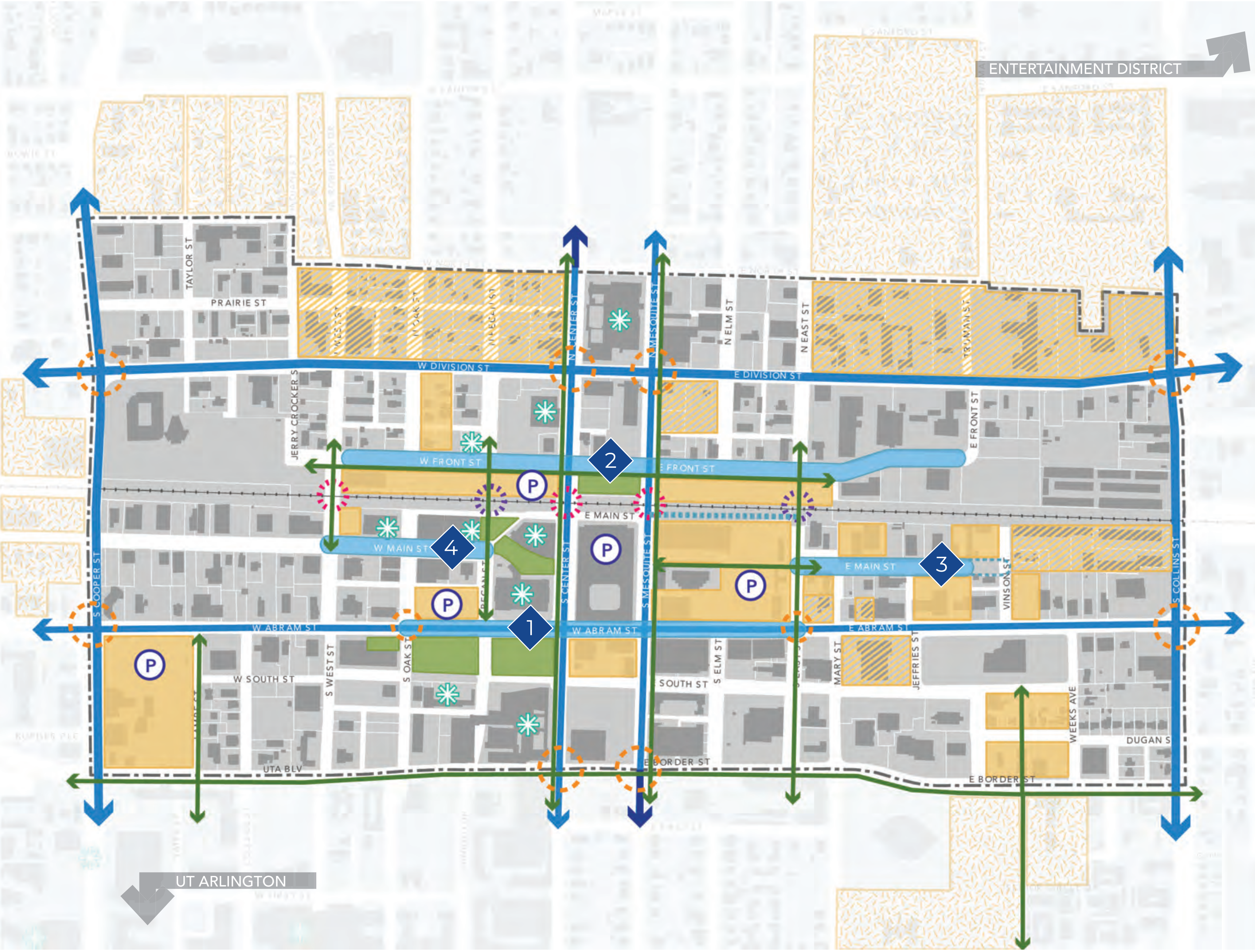
Existing Rail Crossing: At-grade rail crossings exist at Center and Mesquite Streets, accompanied by an underpass crossing at West Street. Each of these crossings are vehicle-focused and provide a low comfort level to pedestrians, deterring north-south movement across the tracks.

Proposed Rail Crossing: Adding pedestrian rail crossings at East and Pecan Streets will better connect commercial activity on East Main and Front Streets and help connect the Front and Division Street areas to the Downtown core.

Pedestrian and Bike Connections: New and enhanced pedestrian and bicycle connections will help bridge the gaps within the existing network, creating a more holistic, safe, and appealing option for pedestrian and bicycle travel.

Gateways: Main entry points are opportunities to define and celebrate Downtown, as well direct autos and pedestrians to key destinations. Bold, colorful signage, signature landscaping, and distinct building design should be used to enhance the Downtown brand and create a sense of energy and vibrancy.

Opportunity Sites in the Sphere of Influence: Several key sites for development and redevelopment lie just outside the Downtown study area. They hold the potential for future catalytic projects, from housing and hotels to offices and tech incubators.


ENTERTAINMENT DISTRICT
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PRAIRIE ST
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JERRY CROCKER S
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Approach, Strategies, and Actions

Market-Based Approach

Downtown Arlington is poised for strong growth over the next decade-plus. Economic studies conducted during the planning process (Appendices A and B) ensure that the **goals and strategies of the Downtown Master Plan are grounded in market realities.** These analyses demonstrate the potential to add 1,300 to 2,300 additional dwelling units and 100,000 to 170,000 square feet of ground-floor retail, food and beverage, and other commercial space over the next 10 to 12 years. These development targets provide a framework for absorption moving forward.

Collectively, the combination of residential and commercial development will achieve the critical mass needed for long-term viability. The term “critical mass” describes an environment in which a sufficient number and concentration of well-connected businesses, entertainment venues, residences, and other destinations and activities create a larger economic impact and better resident and visitor experience than if they were dispersed. Realizing this critical mass is necessary for the long-term success of Downtown redevelopment.

The strategies below build upon the recent market momentum in Downtown to generate additional investment and increase the city core’s vitality by harnessing the creative, entrepreneurial spirit of The American Dream City.

Key Strategies and Actions

Downtown Arlington is rich in established civic, cultural, and community amenities. Recent and pipeline investments have positioned Downtown as a place with abundant opportunities to live, work, socialize, and recreate. The following strategies and supporting actions will guide the continuing evolution of Downtown Arlington.

A) Foster a series of distinct, connected Focus Areas within Downtown.

Why? Downtown Arlington offers experiences, scale, and character that distinguish it from other local destinations and help to create a competitive advantage. Accentuating the character and identity of each focus area broadens Downtown's appeal and creates multiple destinations for visitors, encouraging them to spend more time in the city center. It also responds to the Arlington community's desires for greater and more varied Downtown experiences.

How?

A1. Allow and encourage land uses that strengthen and enforce the identity of Downtown's Focus Areas.

A2. Recruit and support businesses and establishments that are complementary to existing uses.

A3. Encourage the restoration and adaptive reuse of existing buildings to facilitate new businesses and creative activity.

A4. Improve the connectivity and walkability of Downtown, so that residents and visitors can easily explore multiple areas.

B) Support small businesses, entrepreneurs, and creative enterprises to position Downtown Arlington and the UT Arlington campus as a center for innovation.

Why? Downtown Arlington is uniquely positioned to take advantage of its geographic position within the Dallas-Fort Worth Metroplex and its proximity to the intellectual capital of UT Arlington. Downtown's adjacency to campus, relative affordability, and supply of land and adaptable structures together create an environment perfectly suited to innovation, creativity, and entrepreneurship.

How?

B1. Continue working with UT Arlington to locate and establish one or more business and technology incubation centers in Downtown or nearby.

B2. Allow and encourage the adaptive reuse of existing structures, including the City's property near the southwest corner of Cooper and Division Streets, as innovation labs and/or maker spaces.

B3. Partner with UT Arlington and other organizations to develop incubators and other business support networks in Downtown, particularly for technology, arts, music, and cultural endeavors.

B4. Promote new development concepts in retail and food and beverage, such as market halls, culinary incubators, and other models for lower-cost start-up space for local entrepreneurs.

B5. Partner with the City's Economic Development team to promote existing small business programs and tools to those considering locating in Downtown.

B6. Collaborate with organizations such as Theater Arlington, the Arlington Music Hall, and the Arlington Museum of Art to develop and launch outreach, educational, and technical assistance programs to support emerging enterprises.

C) Grow and diversify Downtown's employment base.

Why? Downtown Arlington is ideally positioned within the City and the Dallas-Fort Worth Metroplex to capture market demand for a wide range of work places. Bringing more business to Downtown means more people working, shopping, and eating in the urban core, creating a cycle of continued investment. It will also increase tax revenues and tax increment financing (TIF) that can be re-invested in Downtown public projects.

How?
C1. Explore the possibility of bringing a small hotel and/or conference center to Downtown, possibly in partnership with UT Arlington.
C2. Ensure ground-floor commercial spaces are flexible enough to accommodate a range of employment types (except in key locations, where ground-floor retail is desired).
C3. Promote Downtown to local and regional businesses seeking land, redevelopment, or adaptive reuse opportunities.

D) Identify and remove or mitigate barriers to investing in Downtown.

Why? Small businesses, artists, and others pursuing their American Dream likely have fewer resources – and less capital – than larger entities. Streamlining processes and lowering costs reduces the barrier to entry for new businesses.

How?

D1. Ensure Downtown land use designations and zoning are supportive of the goals of the Downtown Master Plan.

D2. Continue to review the Unified Development Code, Building Codes, and Fire Codes to identify further efficiencies for site development, improvements, and desired land uses.

D3. Consider making the requirement for ground-floor mixed-use commercial space more flexible except in the designated blocks in the Downtown Core where retail is preferred.

D4. Ensure the Downtown Neighborhood Overlay and the Downtown Business zoning districts align with the Downtown Master Plan Strategy Diagram and reflect current and planned land uses.

E) Support the development of a diverse range of housing types in Downtown.

Why? As Arlington continues to grow, demand for housing – and new types not typically found in the city – will increase. Focusing new units in and around Downtown will help meet this need, protect established single-family neighborhoods, and support a range of housing options for a diversity of people.

How?

E1. Actively pursue opportunities to support the development of homes for young professionals, first-time homebuyers, and downsizing households.

E2. Support high-quality food and beverage, specialty retail, and health and wellness businesses with streamlined permitting to increase the amenities that will, in turn, attract more residents.

E3. Secure a developer to create townhomes or a similar middle-density residential product on the City-owned site on West Main and Cooper Streets.

E4. Concentrate housing density in the Downtown core while allowing other surrounding areas to develop at more moderate densities.

E5. Encourage small-scale medium-density infill development in the neighborhoods adjacent to the Downtown core, including the areas north and south of Border Street and north of North Street.

E6. Pursue land assembly opportunities to encourage high-density housing developments and mixed-use projects.

F) Reconnect Downtown and support walkability.

Why? Successful downtowns are pedestrian-friendly. Re-establishing Downtown's historic grid and overcoming the barrier of the railroad in key locations will make navigating Downtown by foot or bicycle easier, safer, and more comfortable.

How?

F1. Re-establish vehicular connection between West and East Main Streets by extending the roadway from Main and Mesquite Streets to East Street in a way that preserves the developability of the property in that area.

F2. Pursue at least one additional below-grade pedestrian and bicycle rail crossing at Pecan and/or East Streets and consider further study to determine if an additional vehicular crossing between Mesquite and Vinson Streets would be feasible.

F3. Include funding for a new pedestrian crossing of the rail line in the proposed 2018 bond program.

F4. Improve the West Street underpass to enhance the pedestrian experience and facilitate north-south connectivity.

F5. Evaluate the feasibility of connecting East Main Street to Vinson Street.

F6. Require that site designs for large parcels and blocks establish pedestrian and bicycle connectivity through the site.

F7. Limit any future permanent street closures, except in circumstances where pedestrian and bicycle access and circulation are strongly maintained.

G) Better connect Downtown to adjacent and nearby destinations such as UT Arlington and the Entertainment District.

Why? Downtown Arlington is centrally and strategically located in the City, between the Entertainment District and UT Arlington. Improving physical connections to these assets will help bring visitors to the University and Entertainment District to the city center and facilitate travel among these top destinations

How?

G1. Improve the physical and visual connections between UT Arlington and Downtown to facilitate travel between the two destinations.

G2. Design Pecan Street from the rail line to Abram Street as a pedestrian- and bicycle-focused roadway with consistent streetscaping and landscaping to facilitate travel between the emerging Front Street area, nearby civic and cultural facilities, and green spaces on Abram Street.

G3. Establish a safe connection between Downtown and the Johnson Creek greenbelt by completing the bicycle infrastructure along UTA Boulevard/Border Street and continuing it south to the planned Johnson Creek Linear Trail.

G4. Continue promoting Via as an option to move visitors between Downtown and the Entertainment District.

G5. Continue to pilot innovative mobility solutions (e.g., autonomous shuttles, personal delivery devices) in and around the Downtown Area.

H) Partner with land owners and developers to catalyze development.

Why? Redevelopment is an important strategy to transform areas of Downtown. Large redevelopment projects can have a catalytic impact when well executed, but they can also carry a large amount of risk. The City can position Downtown for more partnerships with developers in several ways.

How?

H1. Seek opportunities for property assemblage that can facilitate master development. Assembling land reduces the risk to a development partner and creates a defined project or opportunity that can be marketed. Large development moves can then induce demand for additional individual projects.

H2. Be proactive and flexible in working with landowners and developers on Downtown opportunity sites.

H3. Minimize risk for the private sector through a streamlined and predictable entitlement process.

H4. Utilize the Downtown TIRZ to fund strategic public infrastructure investments that align with the goals of the Plan.

I) Improve and program a network of open spaces throughout Downtown.

Why? Enhancing parks and other green spaces will generate additional activity at different times of the year, week, and day to improve safety and comfort. Creative park design and programming can attract visitors and residents to the city center, encourage development, and contribute to economic development.

How?

I1. Develop the green space along Front Street between Center and Mesquite Streets on City-owned property as a multi-purpose, safe public space.

I2. Organize Library and other civic programs and events in the new Downtown plaza between the Library and City Hall.

I3. Program available green spaces, such as Levitt Pavilion and Knapp Heritage Park, to provide programs and amenities to create more prominent public gathering spaces.

I4. Improve and activate Gene Allen Park to complement the new plaza, host arts and cultural events, and activate Pecan Street for connectivity between Gene Allen Park and the Levitt Pavilion.

I5. Ensure new developments provide adequate open space in their projects.

J) Ensure new development contributes to an attractive and active public realm.

Why? Urban and streetscape design features can elevate the public realm to create interesting and welcoming environments that are comfortable and safe for pedestrians. Improving the public realm in Downtown Arlington will help enhance its image and attract more residents, visitors, and investors.

How?

J1. Review and update Downtown zoning and overlay districts as necessary to ensure design standards contribute to the goals of this Plan.

J2. Continue implementing the Division Street Corridor Strategy to improve the character, appearance, and function of this Gateway Street.

J3. Encourage colorful buildings and the use of public art to bring more color to Downtown.

J4. Implement streetscape improvements in targeted areas, prioritizing

1. Front Street from Center to East Streets
2. East Main Street from East to Jeffries Streets
3. West Street from West Main to Front Streets, including railroad underpass upgrades
4. Front Street from West to Center Streets, in tandem with development of that area
5. Center and Mesquite Streets from Abram to Front Streets
6. Pecan Street from West Main to Abram Streets
7. Oak Street from Abram Street to UTA Boulevard

K) Consolidate and strategically locate structured and/or shared parking to serve multiple locations.

Why? Ensuring that adequate, easy-to-find, and low- or no-cost parking is available will remove barriers for those who wish to travel to Downtown by car. Reducing the number of surface parking lots will contribute to a more pleasant and walkable urban environment. However, any new parking structures should be built with active ground floors and attractive architecture, as well as be designed to adapt to evolving urban mobility and development trends.

How?

K1. Further evaluate the feasibility, cost, and design options for parking structures in the general locations shown on the Strategy Diagram.

K2. Identify opportunities for shared parking among Downtown uses, including surface lots in the near-term.

K3. Ensure that signage and wayfinding allow visitors to easily find and access parking structures and help people navigate Downtown as pedestrians after they park.

K4. Employ technology that provides real-time data on parking space availability that helps drivers quickly find easy, convenient parking.

K5. Develop structured parking with anticipatory design to allow conversion to other uses as the market evolves.

K6. Review the Unified Development Code to ensure parking requirements are consistent with the Plan goals and strategies and update as necessary.

L) Use art, signage, and gateway treatments to build Downtown's identity and sense of place.

Why? One of Downtown's challenges is that it does not have a clear identity or tangible boundaries. People, whether traveling by car, bicycle, or foot, are not necessarily aware that they have entered Downtown and may face challenges traveling to their destination. Bold, iconic art and gateway treatments can boost Arlington's identity, draw visitors, and create a sense of civic pride. Distinct, branded signage and wayfinding tools help those traveling by any mode reach their destination.

How?

L1. Work with DAMC to develop a new logo and tagline or "brand" for Downtown Arlington that reflects its emerging identity.

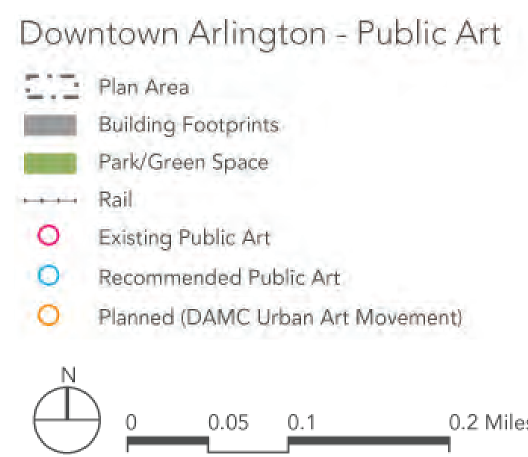
L2. Integrate the Downtown logo and brand into wayfinding signs, placemaking elements such as banners, temporary exhibits or events, and promotional tools.

L3. Create standards and procedures for implementation of public art, including standard theme(s), content, style, and location. Create a committee to commission artists and review work prior to implementation.

L4. Develop and install at least one iconic and/or interactive public art piece in a prominent and visible location that will attract visitors to Downtown.

L5. Integrate art, branding, and placemaking into Downtown infrastructure, including the West Street railroad underpass and any new rail line crossings.

L6. Encourage arts institutions, including Theater Arlington and the Arlington Museum of Art, to use their buildings and land for public art pieces and installations.




W CEDAR ST
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BRIAROAKS CT
MAPLE ST
SCOTT DR
E SANFORD ST
TRUMAN ST
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George Stevens Park
BOWIE ST
ECHOLS ST
INDIANA ST
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HOUSTON ST
TAYLOR ST
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PRAIRIE ST
N WEST ST
N OAK ST
N PECAN ST
N CENTER ST
First United Methodist Church
N MESQUITE ST
N ELM ST
N EAST ST
TRUMAN ST
W DIVISION ST
E DIVISION ST
JERRY CROCKER ST
Arlington Music Hall
E FRONT ST
W FRONT ST
E FRONT ST
E MAIN ST
Arlington Museum of Art
Library
W MAIN ST
Arlington Municipal Court
E MAIN ST
City Hall
S PECAN ST
S CENTER ST
S MESQUITE ST
VINSON ST
S COLLINS ST
W ABRAM ST
E ABRAM ST
S COOPER ST
S WEST ST
S OAK ST
Levitt Pavilion
S ELM ST
S EAST ST
MARY ST
JEFFRIES ST
W SOUTH ST
E SOUTH ST
Mission Arlington
First Baptist Church
LAMPE ST
BORDER PLC
WEEKS AVE
DUGAN ST
UTA BLV
E BORDER ST
E BORDER ST
E FIRST ST
YATES ST
COLLEGE ST
SPANIOLO DR
EUNICE
SENIOR CIRCLE DR
UT Arlington
W FIRST ST

Downtown Arlington will become a public art destination, creating a **network of themed exhibits throughout the center city.** Local and regional artists will create distinct pieces that attract visitors to downtown. Established cultural centers, including the Arlington Museum of Art and Theater Arlington, can use their façades, streetscapes, and open spaces to host visual and interactive art. Blank walls, underutilized public spaces, and new businesses are all potential art destinations.

The City and its partners, including DAMC, will work with local artists and stakeholders to identify a theme that will unite Downtown's public art.

M) Pursue multiple tools and strategies for infrastructure, development, and public realm improvements.

Why? Creating great places requires investment by both private and public entities. Close partnership and coordination between key stakeholders is critical. Creating a synergistic blend of public amenities, commercial activity, and residential development requires the use of multiple tools and strategies to create critical mass and enduring vibrancy.

How?

M1. Renew the Downtown TIRZ for the 2019-2038 period to help fund priorities and projects in the Plan.

M2. Consider creating separate entities, as allowed by State law, to assist with financing projects on a case-by-case basis, such as a Housing Finance Corporation, Public Facilities Corporation, or others.

M3. Continue collaborating with the DAMC as the administrator of a Business Improvement District (BID) and ensure the five-year service plan supports the implementation of the Plan.

M4. Issue and distribute requests for proposals (RFPs) to develop key City sites.

M5. Create a Downtown developer toolkit to direct developers and investors to key sites, help them navigate the entitlement process, and access City incentives and tools.


East ST 100
E Main ST 400
401

5 FOCUS AREAS AND OPPORTUNITY SITES

Downtown is comprised of a collection of **Focus Areas**, each with its own character, land uses, and physical attributes. These areas form the building blocks for creating a **vibrant mosaic of districts** that provide a range of experiences for residents, workers, and visitors.

The physical and functional center of the city is the **Downtown Core**, where the intensity and density of uses will be highest. It is surrounded by and connected to **East Main Street**, which has the potential to thrive as a mixed-use industrial district; **Front Street**, a burgeoning brewery and culinary district, with opportunities to expand with additional uses and activities; and **West Main Street**, the historic “main street” area of Downtown that can be better positioned with more retail, civic uses, and arts and cultural programming.

A key goal of the Downtown Master Plan is to **strengthen and connect these emerging destinations**, so they become stronger, better known, and more easily accessed. The Plan provides context-specific strategies and actions that will bring about tangible change in each area, in support of the overall Downtown vision.

Each Focus Area is described and illustrated below along with recommendations.

"Our dream is that we can continue to help the community by revitalization and through different projects that add that cool factor."

- Ryan Dodson, DMP Advisory Committee Member

1 Downtown Core

Assets, Challenges, and Opportunities

The Downtown Core, centered around Abram, Center, and Mesquite Streets, is the **civic and cultural hub of Arlington.** It houses City Hall, the brand-new George W. Hawkes Downtown Library, Levitt Pavilion, and Downtown's first multi-story, mixed-use apartment buildings. Abram Street is home to many long-standing and new establishments that offer an array of food and beverage options. However, the Downtown Core remains auto-dominated and has significant gaps in the urban fabric that detract from its walkability and desirability. Continued redevelopment of under-utilized parcels coupled with ongoing improvements to Abram Street will contribute to an active, urban city center.





The Downtown Core is a mix of building heights, style, and density

Vision and Character

The Downtown Core is a civic and community destination with a system of active, pleasant open spaces and destinations that attract a diversity of people to Downtown. New mixed-use housing in the urban core boosts the daytime and nighttime populations, supporting businesses and making the streets safer and more active. The Abram Street streetscape improvements will help to transform this road into a greener, calmer, more pedestrian-friendly route through Downtown. Additional retail and commercial uses provide goods and services to residents, workers, and visitors. City Hall and the Library continue to offer a variety of services to residents.

Conceptual Model of the Downtown Core Focus Area

Note: For illustrative purposes only. Prepared by the Arlington Urban Design Center.

arlington URBAN DESIGN CENTER

Recommendations

DC1: Strategically locate ground-floor commercial activity on the blocks of Abram Street between Center and Mary Streets. By concentrating the amount of ground-floor commercial uses in this area, the City can help create an activity center and a critical mass of destination retail.

DC2: Encourage the development of new types of housing, particularly condominiums and one and two-bedroom apartments that appeal to young professionals and downsizing households.

DC3: Encourage the redevelopment of the southeast corner of Center and Abram Streets into mixed-use housing with ground-floor commercial.

DC4: Encourage an urban grocery store to locate on Abram Street in the Downtown Core. Ideal locations would be the ground-floor of Park Place or a redeveloped adjacent block.

DC5: Develop a parking structure with ground-floor commercial use to accommodate visitors to Downtown and City Hall employees on the existing surface parking lot west of City Hall.

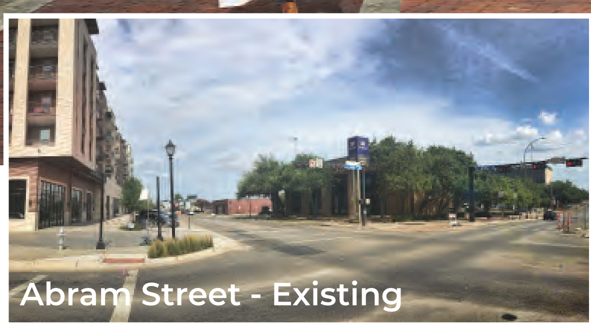
DC6: Encourage structured parking on or adjacent to opportunity sites, in conjunction with other development, such as ground-floor retail. Focus on parcels whose size and shape are most conducive to structured parking, including those sites identified on the Strategy Diagram.

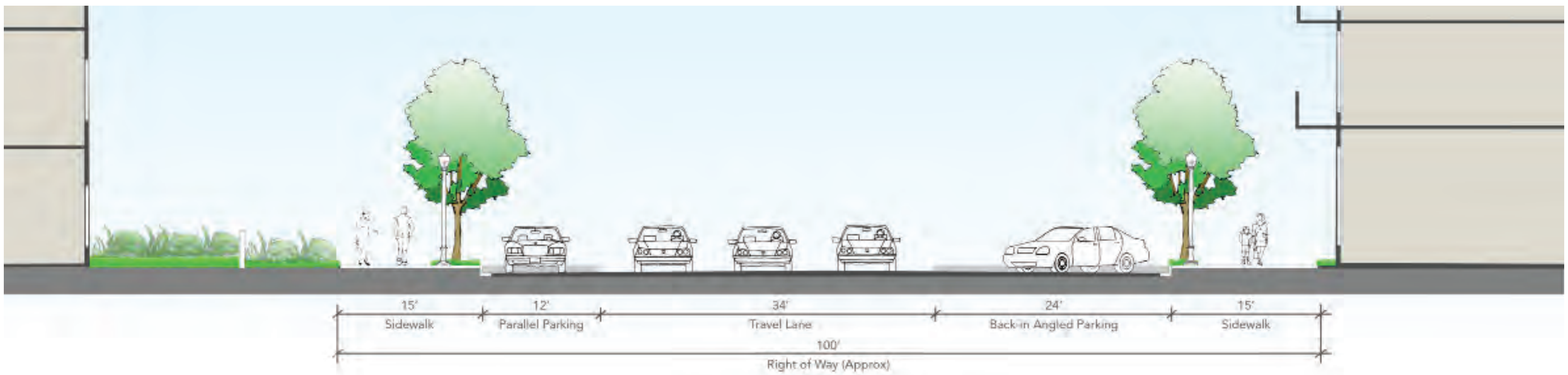
DC7: Collaborate with landowners to develop the surface parking lots around the City Tower/Municipal Court Building.

DC8: Study the possibility of converting Mesquite and Center Streets to two-way vehicular traffic to better contribute to a pedestrian-friendly experience. Conduct a detailed traffic simulation of the study area with two-way traffic on Mesquite and Center Streets to determine the level of impact to traffic caused by this change, if study results and community buy-in support proceeding with the change.

DC9: Inventory traffic signal hardware, signage, and striping to develop cost estimates for the two-way potential conversion if study results and community buy-in support proceeding with the change.

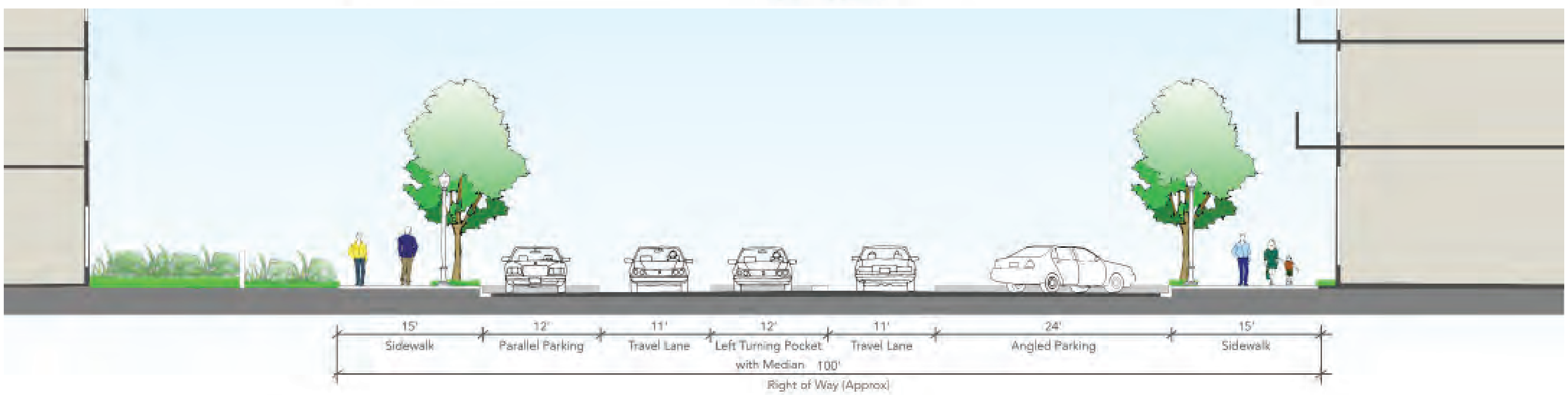
Abram Street - Potential


Abram Street - Existing



Existing Conditions

The existing Center Street design accommodates three lanes of southbound vehicle traffic as well as back-in angled parking.



Potential

The existing right-of-way on Center Street can be re-designed to accommodate two-way vehicle traffic with minimal construction.

The example above illustrates a potential direction for further study of converting Mesquite and Center to two-way traffic. If preliminary traffic studies and stakeholder engagement support this change, the City will lead detailed technical analyses and planning.

NOTE: For illustrative purposes only

2 Front Street

Assets, Challenges, and Opportunities

Front Street parallels the rail line to the north and includes an array of land uses, ranging from new office, flex spaces, and bars to vacant parcels and municipal parking lots. Recent investment at Urban Union is representative of creative new uses and investment coming to Downtown. The Front Street right-of-way is wide for the current traffic volumes, creating an opportunity to repurpose some area to support a more pedestrian-friendly environment. There is tremendous opportunity for infill development. However, proximity to the rail line and limited parcel depth south of Front Street create challenges. The proximity of Front Street to the Downtown Core positions it to contribute to a vibrant city center and help stitch Downtown together.

Front Street has a diversity of road and sidewalk conditions as well as many types of uses along several blocks.

Vision and Character

Front Street continues to develop as a commercial hub with an improved streetscape, open spaces, and diverse work spaces. A new City park south of Front between Center and Mesquite is an outdoor amenity for residents and workers, and it is home to the iconic DREAM statue. A new structure west of Center Street adds employment uses, ground-floor activity, and underground parking. This new structure also provides a below-grade pedestrian link under the rail line to the West Main/ Downtown Core area.

Conceptual Model of the Front Street Focus Area

Note: For illustrative purposes only. Prepared by the Arlington Urban Design Center.

arlington URBAN DESIGN CENTER sustainable design cooperation

Recommendations

FS1: Enhance and add pedestrian and bicycle facilities and connections within the existing Front Street right-of-way where possible.

FS2: Encourage development of the land currently dedicated to surface parking lots.

FS3: Study the feasibility of using subterranean parking for new buildings on the southern side of Front Street, including a scenario in which a pedestrian connection to West Main Street and the Arlington Museum of Art is created.

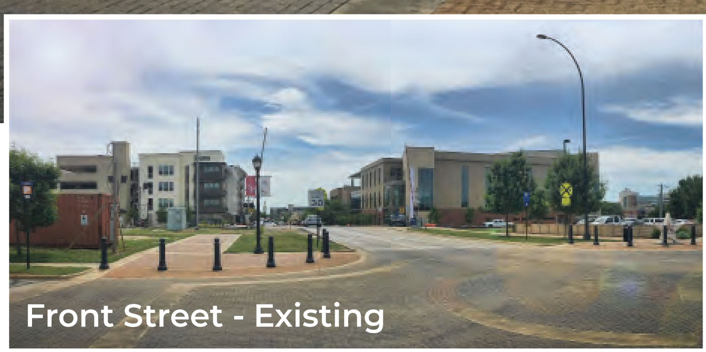
FS4: Review the off-premise parking agreement that encumbers portions of the City's parking lot on Front Street and revisit the agreement to reduce or eliminate the number of dedicated spaces on the City's lot.

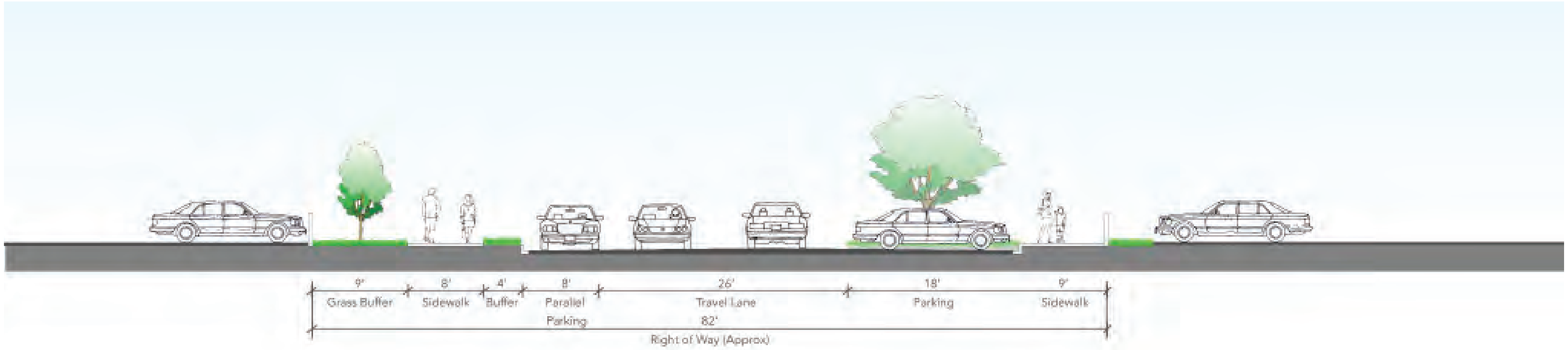
FS5: Design and program the new City open space to house the DREAM statue, provide a visual and physical barrier between the park and rail line, and accommodate multiple uses, such as an off-leash dog park and community events.

FS6: Encourage outdoor seating along Front, Center, and Mesquite Streets to activate the public realm and strengthen the connection to the Downtown Core.

FS7: Encourage context-appropriate infill development north of Front Street, including medium-density residential developments.

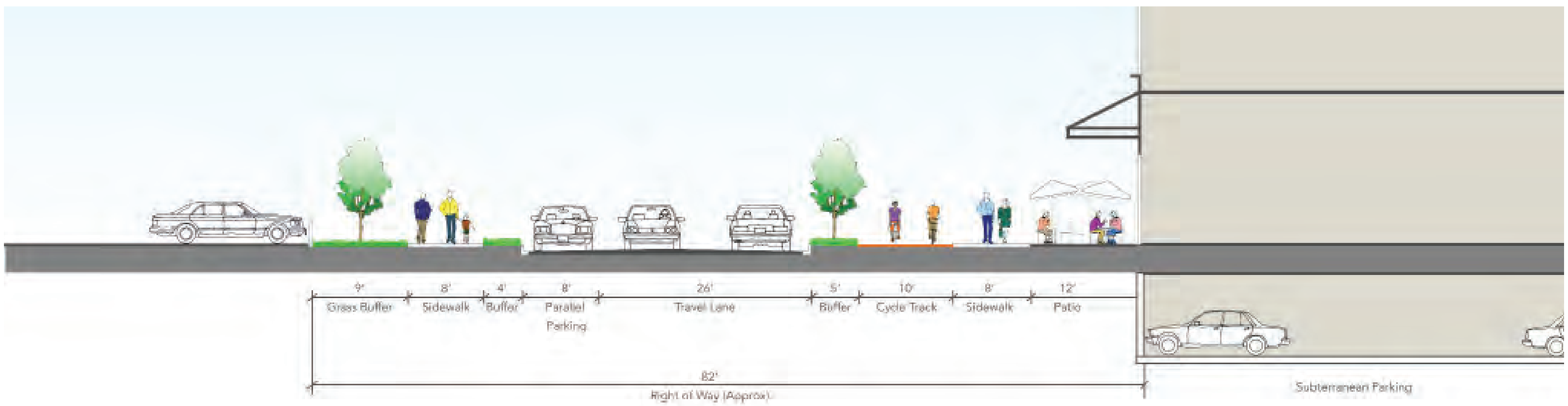
Front Street - Potential


Front Street - Existing



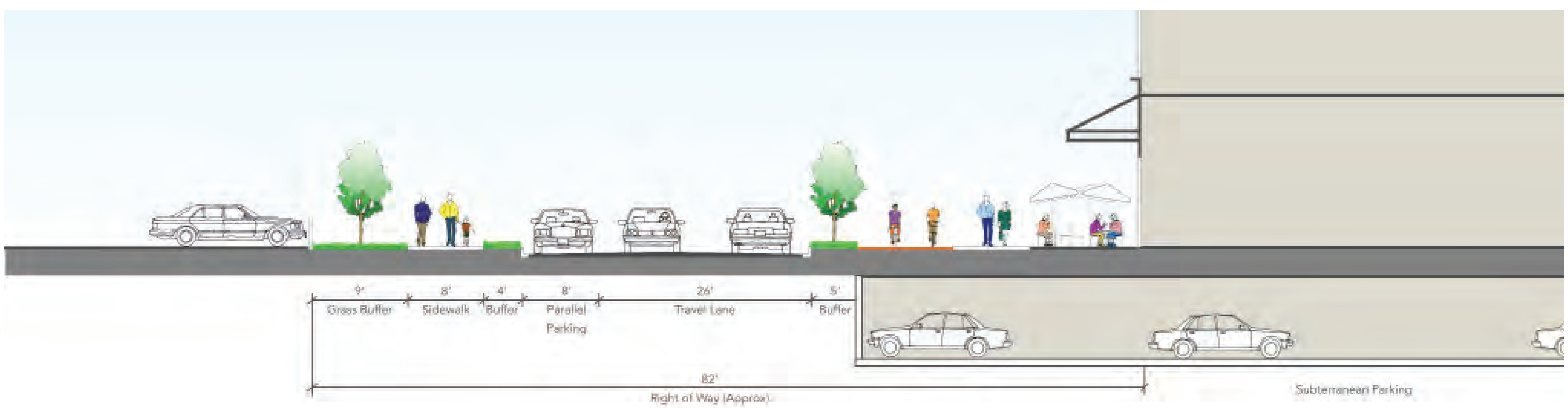
Existing Conditions

Front Street currently has two wide travel lanes as well as on-street parallel and right-angle parking.



Potential 1

The existing right-of-way could be redesigned to accommodate protected bicycle and pedestrian paths and allow room for outdoor seating for a new building.



Potential 2

There may be an opportunity to provide subterranean parking that serves the Front Street District and connects pedestrians to West Main Street.

NOTE: For illustrative purposes only

3 East Main Street

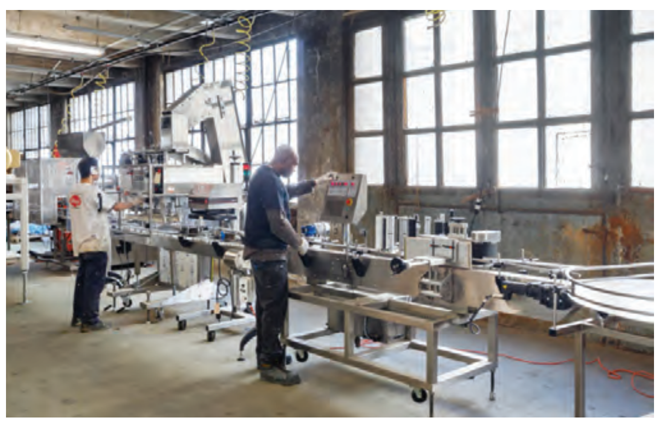
Assets, Challenges, and Opportunities

East Main Street is home to an eclectic mix of light industrial buildings, single-family homes, and successful new businesses. Urban Alchemy Coffee and Wine Bar and Division Brewing have infused new life into this area. Connections to East Main Street from Abram Street and across the rail line have been cut off over time, making it challenging to find the area. However, the limited vehicular traffic makes it feel safe for pedestrians and bicyclists and contributes to its character. There is ample opportunity for adaptive reuse of existing structures as well as infill development, and East Main's wide right-of-way creates opportunity for re-using that public space for community-oriented uses.

East Main Street has a very wide roadway and is home to many low-scale buildings and uses

Vision and Character

East Main Street is a dynamic hub of activity with diverse food and beverage options, creative work places, and abundant open spaces including outdoor seating, small performance spaces, and a new park. Infill housing has brought additional residents to the area. Flexible street design allows for a safe mix of modes on the street and the opportunity to use right-of-way for markets and events. Improved connectivity facilitates access by vehicles, bicyclists, and pedestrians to support businesses and events.



“It seems like we are getting a lot more fun, independent businesses such as Urban Alchemy, Sugar Bee Sweets, and the craft beer restaurants. This adds to the charm of downtown! Been loving the Levitt events too.”

- Arlington Resident, ADMP Survey

Recommendations

EM1: Repurpose the City-owned land along East Main between Mary and East Streets to create public open space.

EM2: Narrow the roadway to ensure slow vehicle traffic and dedicate excess right-of-way to other uses.

EM3: Use green buffers and bollards to separate the street from open spaces.

EM4: Allow the street to be temporarily closed for festivals, markets, and other events.

EM5: Ensure pedestrian access through the redeveloped City Tower/Municipal Court site west of East Street.

EM6: Re-establish vehicular connection between East and West Main Streets by creating a roadway parallel to the rail tracks, on the northern edge of the City Tower/ Municipal Court site.

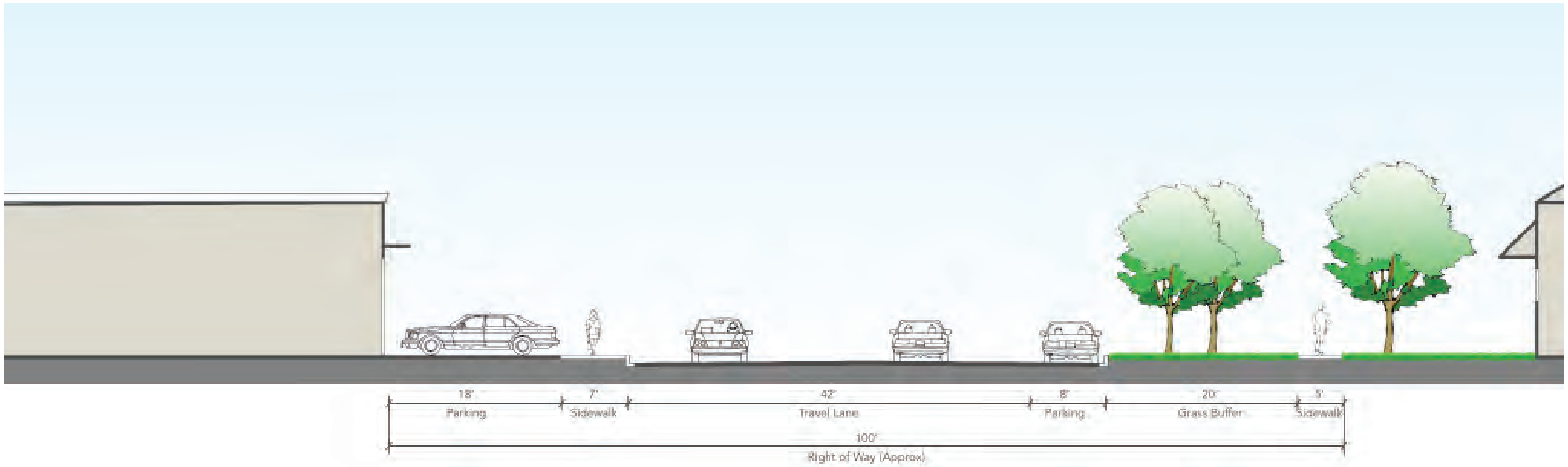
EM7: Collaborate with property owners of the surface parking lots surrounding the City Tower/Municipal Court to ensure appropriate and desired land uses, urban design, and connectivity for the site, creating a transition from the urban core to the lower-scale East Main district.

EM8: Consider and pursue additional pedestrian, bicycle, and vehicular crossings of the rail line at East Street to connect the East Main and Front Street Focus Areas.

EM9: Consider feasibility of an additional rail line vehicular crossing between Mesquite and Vinson Streets.

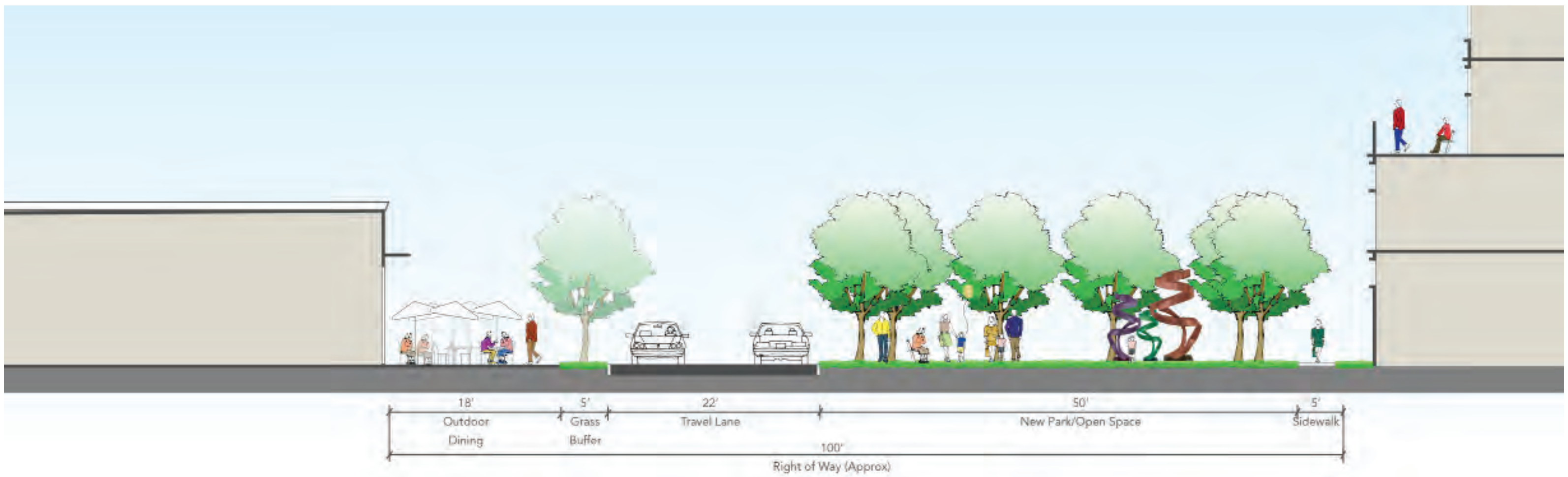
East Main Street - Potential

East Main Street - Existing



Existing Conditions

East Main Street has a very wide right-of-way and includes 20' of lawn that is in the public right-of-way.



Potential 1

Narrowing the roadway and relocating parking could preserve two travel lanes for vehicles, while creating a new open space and making room for outdoor cafe and dining tables.

Potential 2

East Main Street can function as a "festival street" and be temporarily closed for community events.

NOTE: For illustrative purposes only

4 West Main Street

Assets, Challenges, and Opportunities

West Main Street retains the scale and design of the original charming Downtown commercial main street. It is a mix of single-story, fine-grained establishments punctuated by larger buildings with less active frontages. Anchor cultural institutions and destinations, including Theater Arlington, the Arlington Museum of Art, and Miss Persis' Dance Studio, line the two-lane street. Angled parking and limited vehicular traffic support a walkable environment, though consistent streetscaping, greenery, and shade are lacking. To the east, West Main Street terminates at the Downtown library and plaza.

West Main Street retains the scale of a traditional downtown main street and is very walkable

Vision and Character

West Main Street is a revitalized cultural and shopping district, bringing this historic street back to life. Façade upgrades, greater ground-floor transparency, and an improved streetscape create a charming traditional main street and support small, local businesses. The cluster of open spaces along Pecan Street are used for formal and informal programs, including those associated with the Downtown Library, City Hall, and Arlington Museum of Art. Coupled with streetscape improvements along Pecan Street, this strengthens the network of parks and open spaces throughout the center of Downtown.

Recommendations

WM1: Maintain the current right-of-way design and dimensions to support a pedestrian-friendly environment.

WM2: Extend the West Main streetscape treatment between Pecan and Cooper Streets and implement improvements in conjunction with the reconstruction of the fire station at West and Main.

WM3: Strengthen the connection between the West Main Street and Downtown Core Focus Areas through streetscape, placemaking, and wayfinding.

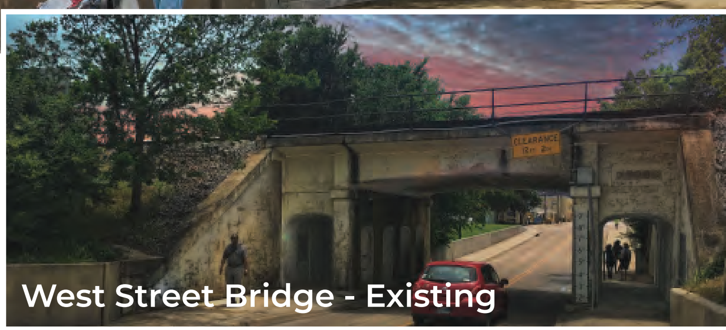
WM4: Promote the identity of the West Main Focus Area as a cultural and innovation district that includes Theater Arlington, the Arlington Museum of Art, and other supportive uses and programs.

WM5: Improve the West Street railroad underpass to facilitate safe, comfortable, north-south pedestrian travel.

WM6: Identify opportunities for public art, including murals and performance art, on West Main Street. Work with the theater and museum to develop a mural program that is coordinated with Downtown's overall public art theming to enhance the blank building facades and promote shows and exhibits.

WM7: Identify physical improvements and programmatic opportunities to activate Gene Allen Park.

West Street Bridge - Potential


West Street Bridge - Existing

Other Opportunity Sites

Abram and Cooper

A key opportunity site identified during the planning process lies at the corner of Abram and Cooper Streets, outside of the Focus Areas. The block bounded by Abram Street, Cooper Street, UTA Boulevard, and Lampe Street is owned by UT Arlington. This large key parcel is an opportunity for redevelopment. The site's location at the intersection of UT Arlington and Downtown along a Gateway Street creates an opportunity to attract desired land uses while creating a powerful gateway entrance to Downtown. The site could potentially include a mix of commercial, lodging, office, and housing. Recommendations for this site include the following:

AC1: Collaborate with UT Arlington on the redevelopment of the property on the southeast corner of Abram and Cooper Streets to identify appropriate land uses and potential partnerships and create a signature gateway development.

AC2: Ensure that the site design encourages north-south pedestrian and bicycle connectivity from UT Arlington to Abram Street and re-establishes east-west connections.

AC3: Encourage bold design with vertical articulation along Cooper Street to create a sense of entry into Downtown.

Northwest of Division and Center

The four blocks northwest of the intersection of Division and Center Streets are identified as opportunity sites for townhomes or small-lot single-family residences. Infill development in this area would provide a transition from the city center to the single-family residential neighborhoods to the north. It would also provide the opportunity to improve the neighborhood streetscape and infrastructure, including enhancement of a complete sidewalk network.

NW1: Ensure the zoning districts, zoning overlays, and design guidelines are supportive of the type of residential infill desired by the City.

NW2: Identify parcels for development and promote these to potential developers.

Northeast of Division and East

The blocks north of Division Street bound by East and Collins Streets present opportunities for new residential and commercial uses that would further activate Division Street, meet housing demand, and provide a transition to the neighborhoods to the north and to the Entertainment District.

NE1: Encourage development opportunities that would add land uses that are complementary to and better connect the Entertainment District and Downtown.

NE2: Improve pedestrian connectivity between the Entertainment District and Downtown, including a potential realignment of Front and/or Truman Street north of the tracks.

NE3: Add gateway features to the intersection of Division and Collins Streets in concert with redevelopment in order to announce the entry into Downtown.

Border Street / Southeast Downtown

The two blocks north of Border Street bounded by Spruance Street and Weeks Avenue contain several opportunity sites for medium-density residential development, specifically townhomes or small multi-family units. These housing types can add density to Downtown, as well as provide a transition from the single-family homes to the east and the increasing density in the East Main and Downtown Core Focus Areas. A north-south pedestrian and bicycle pathway through these blocks can facilitate travel by foot or bike. The blocks immediately to the south of Border Street are additional opportunities for a “townhome village”—a well-designed, connected, urban-scale neighborhood.

Reducing the travel lanes on Border Street between Mary and Collins Streets will preserve sidewalks on both sides of the street and allow right-of-way to be repurposed for a protected bicycle path. This infrastructure will link the existing bicycle path with points to the south and east. Extending the cycletrack to the south through the townhome village will provide a critical pedestrian and bicycle connection from UTA Boulevard/Border Street to the Johnson Creek greenway.

BS1: Work with property owners in the area to assemble areas to market to developers for infill townhomes or multi-family units.

BS2: Review zoning designations on these blocks to ensure consistency with the desired density and land use.

BS3: Evaluate the impacts of narrowing Border Street to two lanes between Mary and Collins Streets.

BS3: Ensure site design on these residential blocks includes north-south connections for pedestrians and cyclists.

Conceptual Model of the Southeast Downtown Opportunity Area

Note: For illustrative purposes only. Prepared by the Arlington Urban Design Center.

Opportunities in the Downtown Sphere of Influence

Two additional areas outside of the Downtown study area are identified as sites that present an opportunity for residential or residential mixed-use development. These sites are excellent opportunities to accommodate demand for housing while introducing mid-density residential products to the Downtown market.

West Main Street at North Cooper

The City of Arlington owns approximately two acres of land just west of the Downtown study area at West Main and Cooper Streets, within the Downtown Neighborhood Overlay. The City should partner with developers to create a high-quality, context-sensitive residential or mixed-use development that is consistent with the City's design guidelines.

North of Downtown

The Downtown Master Plan also identifies several blocks north of North/Houston Streets, generally from Oak Street to Cooper Street, that are targeted for townhomes or small-lot single-family infill development.

Opportunities for Park/Green Spaces

The City of Arlington enjoys abundant parks and green spaces. The Downtown Master Plan focuses on strengthening the network of parks in Downtown as well as improving connections to nearby amenities. In particular, opportunities abound to better connect Downtown to UT Arlington and the Entertainment District through trails, parks, and green spaces.

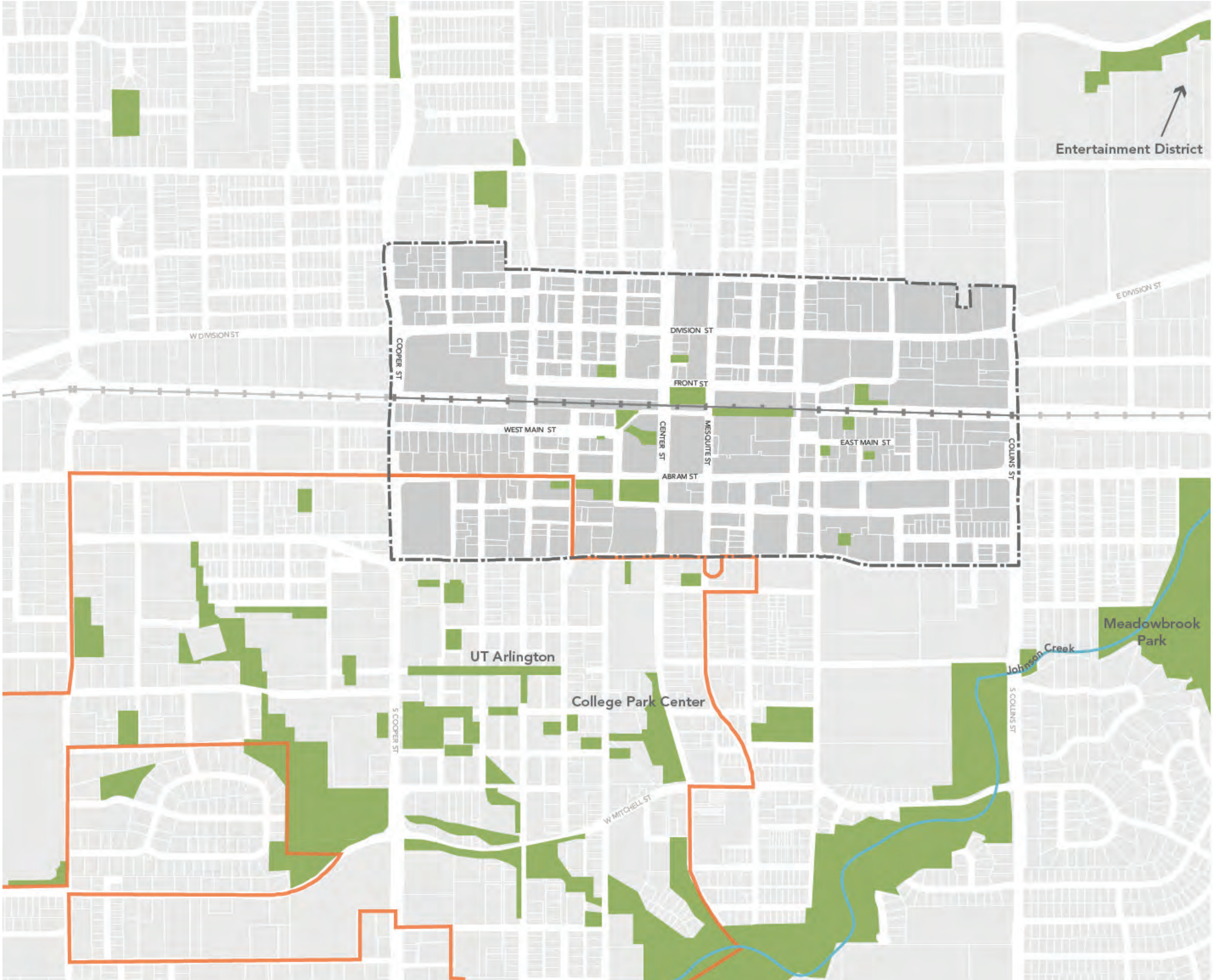
Arlington Downtown Master Plan

Arlington - Park/Green Space

Downtown
Park/Green Space
UT Arlington
Rail

N

0 0.125 0.25 Miles



Entertainment District
E DIVISION ST
DIVISION ST
W DIVISION ST
COOPER ST
FRONT ST
WEST MAIN ST
CENTER ST
MESQUITE ST
EAST MAIN ST
COLLINS ST
ABRAM ST
Meadowbrook Park
Johnson Creek
UT Arlington
College Park Center
S COOPER ST
S COLLINS ST
W MITCHELL ST


Arlington

6 IMPLEMENTATION PLAN

Introduction

Turning the Downtown Master Plan vision into action requires collaboration, creativity, and the strategic use of resources. The City of Arlington's Office of Strategic Initiatives will spearhead many of these efforts, working with critical partner organizations including UT Arlington, DAMC, and other City departments, as well as key stakeholders such as Downtown property owners, residents, and area businesses. Implementation strategies and tools are presented on the following pages. They are followed by an Infrastructure Plan, as well as a detailed Action Plan that identifies a path forward for City leaders, staff, and partners to implement key strategies and recommendations in the Downtown Master Plan.

Implementation Strategies

The City of Arlington regularly employs multiple tools to achieve its goals. These include but are not limited to **regulatory actions, funding and financing tools, and partnerships.**

Regulatory Actions

The City of Arlington regulates land use and development citywide, and it works with property owners and developers to facilitate the process while ensuring development is consistent with the City's vision and goals. Its regulatory toolbox includes policy and regulations such as comprehensive and land use plans; zoning, building and fire codes; design standards; and overlay districts. The City has the full range of regulatory planning tools at its disposal and will update or revise these resources as needed to best support Plan implementation.

Funding and Financing

Downtown redevelopment involves significant public-sector costs including infrastructure, utilities, placemaking investments, development incentives, and public parking. The City of Arlington has in place two of the most relevant and useful tools allowed by Texas law for revitalizing and reinvesting in Downtowns – a Business Improvement District (BID) and a Tax Increment Reinvestment Zone (TIRZ).

Business Improvement District

- A BID is a special taxing district that allows an area of a City or County to pay for a higher level of service through an additional property tax or special assessment. BIDs must adopt a five-year service plan, approved by the BID Board of Directors and City Council.

- The Downtown Arlington BID is administered by the Downtown Arlington Management Corporation (DAMC) and levies a $0.16 cent property tax (per $100 of appraised value) on properties within its borders. The BID currently raises approximately $275,000 per year (FY17) and uses the funds for increased maintenance, lighting, and events and marketing. The role of the BID and DAMC is an important funding and organizational tool and is further described below.

Tax Increment Reinvestment Zone

- A City or other entity may use Tax increment financing (TIF) to capture incremental increased assessed value and property tax created by new development within a defined area. In a Tax Increment Reinvestment Zone (TIRZ), the base assessed value (and property tax) is set or “frozen” at the amount existing on a chosen date. After this date, any new tax revenues generated from an increase in assessed value due to new development or general property value increases are redirected to the TIRZ. These funds pay for projects and eligible expenses defined in the TIRZ Plan and in accordance with State law. TIRZ funds can be invested in many projects and provide development incentives such as gap financing.
- The Downtown Arlington TIRZ (Zone 1) currently generates about $1.6 million per year in tax increment revenue. The growth in taxable value and revenue has been strong, at 4.7 percent per year for the past 10 years, enabling the TIRZ to invest $9.0 million in downtown since 2000.

- The TIRZ has invested and should continue to invest in catalytic projects. Developments that received assistance from the TIRZ include Vandergriff Town Center, the 300 Block of Abram Street, and 101 Center. Infrastructure and placemaking projects that incorporated TIRZ funds include the new Library and City Center mixed-use parking garage, Division Street sidewalks, the UT Arlington Special Events Center Parking Garage, Founders Park, and the Levitt Pavilion.
- The TIRZ will expire in December 2018. A planned renewal of the TIRZ will provide implementation funding for priorities identified in the Downtown Master Plan. Preliminary recommendations for these investments are included in the Implementation Plan on page 117.

Public Facilities Corporation

- Local governments in Texas can create (or sponsor) a Public Facilities Corporation (PFC) as an organizational and financing tool to build public facilities and infrastructure. PFCs are non-profit corporations and therefore are tax exempt, and may issue tax-exempt bonds at low interest rates. Bonds can be paid from facility or project revenues (e.g., parking revenue from a parking structure) or from contributions from the sponsor (i.e., the City). Facilities can be exempt from property tax if they are used for charitable or public purposes. If a private user occupies the facility it becomes taxable but can still benefit from tax-exempt financing.

- PFCs are becoming a more common tool for financing income-restricted workforce housing. A multifamily building can be tax exempt if 20 percent of the units are owned by a housing authority and 50 percent are restricted to residents earning up to 80 percent of the area median income (AMI). Housing authorities are using PFCs to partner with a developer who builds the project for a fee. The project revenues cover operating costs and potentially a return on the investment.

Partnerships

The City of Arlington has a successful history of productive partnerships with Downtown land owners, businesses and institutions. The members of the Downtown Master Plan Advisory Committee (DMPAC) represent these many partners. The City's Office of Strategic Initiatives will continue to foster these relationships and work cooperatively with other city departments to leverage resources and ensure a coherent approach to improving the Downtown.

Downtown Arlington Management Corporation (DAMC)

The primary responsibilities of a BID are to support the safety and cleanliness of the public realm and contribute to economic development of the District through marketing and promotion. The City maintains primary responsibility for basic services, including waste management and right-of-way maintenance and repairs, while BID services are generally additive and supplemental. Examples of these services include enhanced landscaping and more frequent litter patrols.

DAMC was formed as a non-profit community-based organization to serve as the collective voice for the Downtown business community, to advocate for its revitalization, and to support public-private partnerships with both the City of Arlington and UT Arlington. DAMC manages the BID through which Downtown Arlington stakeholders assess themselves to support high-quality public services. These DAMC services are intended to supplement City services in order to create a more inviting environment and to attract and retain investment and vitality in the Downtown core. The BID and DAMC also collaborate with the City to prioritize TIRZ-funded projects. DAMC offers façade improvement grants and uses its funding for marketing, promotion, and supporting special events.

Other Partners

The City has a successful track record of working with other Downtown partners including downtown churches, Mission Arlington, UT Arlington, and Urban Union, LLC. It will continue to collaborate with these organizations in service of the Downtown Master Plan and other shared goals. Examples of these partnerships include convening or participating in advisory committees, reviewing land use and development plans, and collaborating on marketing, events, and programming.

Developer Partnerships

Property owners and the real estate and development community have a critical role in the evolution and development of the city center. Every development project, large or small, contributes to the vibrancy of Downtown.

While the City is a major Downtown property owner, most buildings in the center city are built, owned, and occupied by private businesses and individuals. The City of Arlington engages with developers through its use of TIRZ incentives, and the City has issued a request for proposals from developers to develop city-owned property. To catalyze major projects, the City may wish to create stronger and more creative partnerships with the private sector.

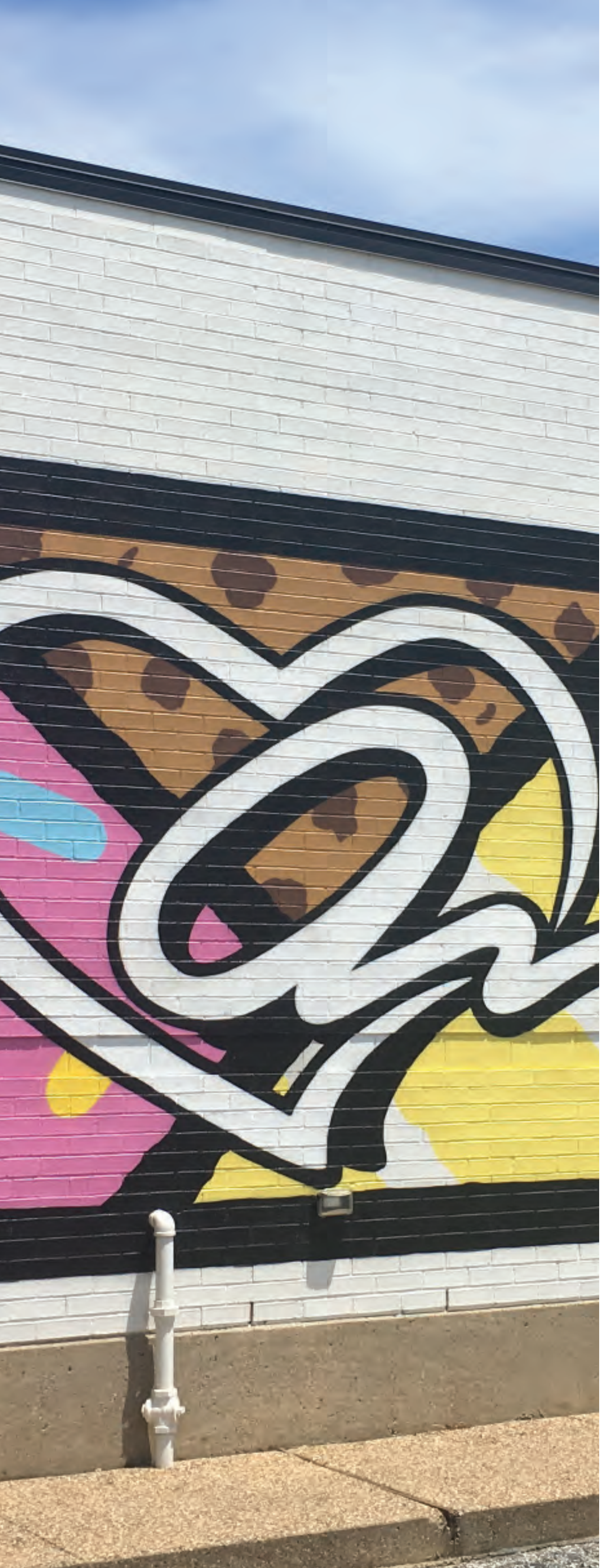
When a municipality controls land it can offer to developers, it has more leverage in directing the type of development it wants. When a city owns or otherwise controls land, it is also in the best position to attract a “master developer” as a partner, as the city has eliminated the risk and time associated with assembling property into a viable development site.

There are several best practices for partnering with developers that benefit the City of Arlington, protect the public interest, and provide private entities with a sufficient return on investment.

- **Have a defined project and available land.** Developers will be most responsive to a well-defined opportunity. Generally, this means specific properties that are controlled by the City or other public entity and are available for development. It is much harder to attract a developer if he or she will need to acquire property from multiple parties in order to create a viable site.
- **Be flexible on specifics.** The private sector is well-equipped to judge risk and opportunity for specific sites. Development proposals should be compatible with the overall vision for Downtown, but the City should not be

overly prescriptive on the specific land uses it would like to see on a given site.

- **Use the right amount of incentive.** When a developer is requesting financial assistance from the City, there should be an "open books" policy through which a developer is required to submit a financial proforma of the project, showing the rate of return with and without the assistance. This allows the City to gauge the amount of gap financing needed for the project to generate a rate of return sufficient to move the project forward. The City should guard against creating excess developer profit, subsidizing cost overruns, or paying too much for land and focus resources on projects that would not move forward without incentives.
- **Minimize risk in the entitlement process.** Developers need to have confidence that they will be able to get any necessary variances or other approvals to move a project forward before investing a substantial amount of money in project planning. A predictable and streamlined entitlement process lessens this risk. Cities that offer some kind of guarantee, or buy back if the entitlement process does not allow for the proposed developments, are best positioned to attract a master developer.
- **Ensure there is public benefit.** When public land is sold for private development, the public should reap some benefits from the project. This can be in the form of parks and open spaces, parking garages, income-restricted housing, arts or cultural space, or other community benefits.



Infrastructure Plan

The following is a preliminary list of infrastructure projects and public improvements that can be funded by the Downtown TIRZ after its planned renewal in 2019. The detailed project financing plan and list of improvements will be documented in the TIRZ Project and Financing Plan.

Infrastructure Projects

These capital projects include major investments that support connectivity and mobility or otherwise impact the physical environment in the city center. Infrastructure priorities in this Downtown Master Plan include:

- Construction of a new pedestrian and bicycle railroad underpass
- Study of possible conversion of Center Street and Mesquite Street to two-way traffic
- Development of a shared parking structure(s)
- Upgrades of water, sewer, and stormwater infrastructure

Developer Participation

Public-private partnerships can facilitate catalytic developments and desired projects. TIRZ funds can be used to reimburse developers for public improvements or to bridge financing gaps to ensure project viability. Priority Downtown Master Plan projects for which TIRZ funds may be used include:

- Incentivizing an urban grocery store
- Attracting a hotel or other hospitality services

Streetscape Improvements

Public realm upgrades can improve the safety and comfort of those travelling Downtown and create a dynamic environment that attracts visitors. These improvements include landscaping, lighting, and street furniture as well as pedestrian and bicycle amenities.

The following streetscape improvements (ordered by priority) will be completed as redevelopment occurs:

1. Front Street from Center to East Streets
2. East Main Street from East to Jeffries Streets
3. West Street from West Main to Front Streets, including railroad underpass upgrades
4. Front Street from West to Center Streets, in tandem with development of that area
5. Center and Mesquite Streets from Abram to Front Streets
6. Pecan Street from West Main to Abram Streets
7. Oak Street from Abram Street to UTA Boulevard

Streetscape improvements include elements such as: sidewalks, curb ramps, crosswalks, trees, landscaping, and furnishings.

Other

TIRZ funds may also be used to acquire land and/or assemble parcels to create a developable site.

Implementation Plan

Strategy A: Foster a series of distinct, connected Focus Areas within Downtown							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
A1. Allow and encourage land uses that strengthen and enforce the identity of Downtown's Focus Areas.	City Planning staff	P&Z; City Council	City staff				X
A2. Recruit and support businesses and establishments that are complementary to existing uses.	Chamber of Commerce; DAMC	City Economic Development and Planning staff	BID				X
A3. Encourage the restoration and adaptive reuse of existing buildings to facilitate new businesses and creative activity.	DAMC	City Planning staff	BID funds; TIRZ funds; AUDC; building codes	X	X		
A4. Improve the connectivity and walkability of Downtown, so that residents and visitors can easily explore multiple areas.	City Transportation staff	City Planning staff	TIRZ funds, BID funds, bond funds, City staff				X

AUDC: Arlington Urban Design Center

BID: Business Improvement District

DAMC: Downtown Arlington Management Corp

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

UDC: Unified Development Code

Strategy B: Support small businesses, entrepreneurs, and creative enterprises to position Downtown Arlington and the UT Arlington campus as a center for innovation

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
B1. Continue working with UT Arlington to locate and establish one or more business and technology incubation centers in Downtown or nearby.	City staff	UT Arlington; City Planning staff	City staff	X			
B2. Allow and encourage the adaptive reuse of existing structures, including the City's property near the southwest corner of Cooper and Division Streets, as innovation labs and/or maker spaces.	City Planning staff	City Economic Development staff	City staff, AUDC	X	X		
B3. Partner with UT Arlington and other organizations to develop incubators and other business support networks in Downtown, particularly for technology, arts, music, and cultural endeavors.	Chamber of Commerce	DAMC; UT Arlington; City Planning staff; Cultural Organizations	City staff; Grants; Chamber Staff	X	X		
B4. Promote new development concepts in retail and food and beverage, such as market halls, culinary incubators, and other models for lower-cost start-up space for local entrepreneurs.	DAMC	City Planning staff	City staff; DAMC staff	X	X		
B5. Partner with the City's Economic Development team to promote existing small business programs and tools to those considering locating in Downtown.	City Economic Development staff	City Planning staff; DAMC	City staff; DAMC staff	X	X	X	X
B6. Collaborate with organizations such as Theater Arlington, Arlington Music Hall, and the Arlington Museum of Art to develop and launch outreach, educational, and technical assistance programs to support emerging enterprises.	DAMC	Theater Arlington; Arlington Music Hall; Arlington Museum of Art; City Planning staff	DAMC staff, Grants		X		

Strategy C: Grow and diversify Downtown's employment base							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
C1. Explore the possibility of bringing a small hotel and/or conference center to Downtown, possibly in partnership with UT Arlington.	City staff	UT Arlington; City Planning Staff; Developers	City staff, TIRZ funds; 380 Incentives		X		
C2. Ensure ground-floor commercial spaces are flexible enough to accommodate a range of employment types (except where ground-floor retail is desired).	City Planning staff	P&Z; City Council	City staff; UDC	X	X		
C3. Promote Downtown to local and regional businesses seeking land, redevelopment, or adaptive reuse opportunities.	City Economic Development staff	DAMC; City Planning staff; Chamber of Commerce	City staff; DAMC staff; Chamber staff				X

AUDC: Arlington Urban Design Center

DAMC: Downtown Arlington Management Corp

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

UDC: Unified Development Code

Strategy D: Identify and remove or mitigate barriers to investing in Downtown

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
D1. Ensure Downtown land use designations and zoning are supportive of the goals of the Downtown Master Plan.	City Planning staff	P&Z; City Council	City staff; UDC	X			
D2. Continue to review the Unified Development Code, Building Codes, and Fire Codes to identify further efficiencies for site development, improvements, and desired land uses.	City Planning staff	Fire; Code Compliance; P&Z	City staff; Consultant	X			
D3. Consider making the requirement for ground-floor mixed-use commercial space more flexible except in the designated blocks in the urban core where retail is preferred.	City Planning staff	P&Z; City Council; DAMC	City staff; UDC	X			
D4. Ensure the Downtown Neighborhood Overlay and the Downtown Business zoning districts align with the Downtown Master Plan Strategy Diagram and reflect current and planned land uses.	City Planning staff	P&Z; City Council	City staff	X			

DAMC: Downtown Arlington Management Corp

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

UDC: Unified Development Code

Strategy E: Support the development of a diverse range of housing types in Downtown							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
E1. Actively pursue opportunities to support the development of homes for young professionals, first-time homebuyers, and downsizing households.	City Planning staff	Real Estate; City Economic Development Staff; Housing Authority	City staff	X	X		
E2. Support high-quality food and beverage, specialty retail, and health and wellness businesses with streamlined permitting to increase the amenities that will, in turn, attract more residents.	City Planning staff	DAMC	City staff; DAMC	X	X		
E3. Secure a developer to create townhomes or a similar middle-density residential product on the City-owned site on West Main and Cooper Streets.	City Planning staff; City Economic Development staff	Developer	City staff	X			
E4. Concentrate housing density in the Downtown core while allowing other surrounding areas to develop at more moderate densities.	City Planning staff	P&Z; City Council	City staff; UDC	X	X	X	X
E5. Encourage small-scale medium-density infill development in the neighborhoods adjacent to the Downtown core, including the areas north and south of Border Street and north of North street.	City Planning staff	P&Z; City Council	City staff; UDC				X
E6. Pursue land assembly opportunities to encourage high-density housing developments and mixed-use projects.	City Economic Development and Planning staff	City Council	TIRZ; Landbanking fund	X	X		

Strategy F: Reconnect Downtown and support walkability

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
F1. Re-establish vehicular connection between West and East Main Streets by extending the roadway from Main and Mesquite Streets to East Street.	City Transportation staff	City Planning Staff	City staff; TIRZ funds		X		
F2. Pursue at least one additional below-grade pedestrian and bicycle rail crossing at Pecan and/or East Streets and consider further study to determine if an additional vehicular crossing between Mesquite and Vinson Streets would be feasible.	City Planning and Transportation Staff	City Manager's Office; Union Pacific	City staff	X	X	X	
F3. Include funding for a new pedestrian crossing of the rail line in the proposed 2018 bond program.	City Planning staff	City Transportation Staff	Bond funds	X			
F4. Improve the West Street underpass to enhance the pedestrian experience and facilitate north-south connectivity.	City Planning and Transportation staff	Union Pacific	TIRZ funds, BID funds		X		
F5. Evaluate the feasibility of connecting East Main Street to Vinson Street.	City Transportation staff	City Planning staff	City staff		X		
F6. Require that site designs for large parcels and blocks establish pedestrian and bicycle connectivity through the site.	City Planning staff	Developers; P&Z	City staff				X
F7. Limit any future permanent street closures, except in circumstances where pedestrian and bicycle access and circulation are strongly maintained.	City Planning and Transportation staff	P&Z; City Council	City Staff				X

BID: Business Improvement District

TIRZ: Tax Increment Reinvestment Zone

P&Z: Planning and Zoning Commission

Strategy G: Better connect Downtown to adjacent and nearby destinations such as UT Arlington and the Entertainment District							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
G1. Improve the physical and visual connections between UT Arlington and Downtown to facilitate travel between the two destinations.	City Planning staff	City Transportation staff; DAMC	City staff; DAMC staff; TIRZ funds; BID funds	X	X		
G2. Design Pecan Street from the rail line to Abram Street as a pedestrian and bicycle-focused roadway with consistent streetscaping and landscaping to facilitate travel between the emerging Front Street area, nearby civic and cultural facilities, and green spaces on Abram Street.	City Planning staff	City Transportation staff; Parks	City staff; TIRZ funds	X			
G3. Establish a safe connection between Downtown and the Johnson Creek greenbelt by completing the bicycle infrastructure along UTA Boulevard/Border Street and continuing it south to the planned Johnson Creek Linear Trail.	City Parks staff	City Planning and Transportation staff	City staff ; grants; TIRZ funds; Linear Trail fees			X	
G4. Continue promoting Via as an option to move visitors between Downtown and the Entertainment District.	City Planning staff	DAMC; Via	City staff; DAMC staff, Via staff				X
G5. Continue to pilot innovative mobility solutions (e.g. autonomous shuttles, personal delivery devices) in and around the Downtown Area.	City Planning staff	City Council; City Transportation staff; UT Arlington	City staff; grant funds				X

BID: Business Improvement District

DAMC: Downtown Arlington Management Corp

TIRZ: Tax Increment Reinvestment Zone

Strategy H: Partner with land owners and developers to catalyze development

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
H1. Seek opportunities for property assemblage that can facilitate master development.	City Planning staff	Cty Manager's Office; City Council; City Economic Development staff	TIRZ funds, landbanking funds	X	X		
H2. Be proactive and flexible in working with landowners and developers on Downtown opportunity sites.	City Planning staff	City Economic Development staff	City staff				X
H3. Minimize risk for the private sector through a streamlined and predictable entitlement process.	City Planning staff	City Council; P&Z	City staff				X
H4. Utilize the Downtown TIRZ to fund strategic public infrastructure investments that align with the goals of the Plan.	City Planning and Economic Development staff	City Transportation and Finance staff; City Council	TIRZ funds				X

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

Strategy I: Improve and program a network of parks and open spaces throughout Downtown							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
I1. Develop the green space along Front Street between Center and Mesquite Streets on City-owned property as a multi-purpose, safe public safe.	City Parks staff	City Planning staff	City staff ; Park fees, grants; TIRZ funds		X		
I2. Organize Library and other civic programs and events in the new Downtown plaza between the Library and City Hall.	Arlington Public Library	DAMC	City staff; DAMC staff	X			
I3. Program available green spaces, such as Levitt Pavilion and Knapp Heritage Park, to provide programs and amenities to create more prominent public gathering spaces.	City Parks staff	City Planning staff; Historical Society; First Baptist Church	City staff; TIRZ funds; donations; grants	X			
I4. Improve and activate Gene Allen Park to complement the new plaza, host arts and cultural events, and activate Pecan Street for connectivity between Gene Allen Park and the Levitt Pavilion.	City Parks staff	City Planning staff; Arlington Public Library	City staff; TIRZ funds; donations; grants		X		
I5. Ensure new developments provide adequate open space in their projects.	City Planning staff	City Council; P&Z	City staff				X

DAMC: Downtown Arlington Management Corp

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

Strategy J: Ensure new development contributes to an attractive and active public realm							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
J1. Review and update Downtown zoning and overlay districts as necessary to ensure design standards contribute to the goals of this Plan.	City Planning staff	P&Z	City staff	X			
J2. Continue implementing the Division Street Corridor Strategy to improve the character, appearance, and function of this Gateway Street.	City Planning staff	City Transportation staff	Grant funds; City staff				X
J3. Encourage colorful buildings and the use of public art to bring more color to Downtown.	DAMC	DAMC	City staff; DAMC staff				X
J4. Implement streetscape improvements in targeted areas, prioritizing: 1. Front Street from Center to East Streets 2. East Main Street from East to Jeffries Streets 3. West Street from West Main to Front Streets, including railroad underpass upgrades 4. Front Street from West to Center Streets, in tandem with development of that area 5. Center and Mesquite Streets from Abram to Front Streets 6. Pecan Street from West Main to Abram Streets 7. Oak Street from Abram Street to UTA Boulevard	City Transportation staff	City Planning staff	TIRZ funds				X

DAMC: Downtown Arlington Management Corp **P&Z:** Planning and Zoning Commission **TIRZ:** Tax Increment Reinvestment Zone

Strategy K: Consolidate and strategically locate structured and/or shared parking to serve multiple locations							
Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
K1. Further evaluate the feasibility, cost, and design options for parking structures in the general locations shown on the Strategy Diagram.	City Planning staff	City Transportation staff	City staff	X	X		
K2. Identify opportunities for shared parking among Downtown uses, including surface lots in the near-term.	City Planning staff	City Transportation staff; DAMC	City staff; DAMC staff	X	X		
K3. Ensure that signage and wayfinding allow visitors to easily find and access parking structures and help people navigate Downtown as pedestrians after they park.	City Planning staff	City Transportation staff; DAMC	TIRZ funds		X		
K4. Employ technology that provides real-time data on parking space availability that helps drivers quickly find easy, convenient parking.	City Transportation staff	City Planning staff; DAMC	Grants			X	
K5. Develop structured parking with anticipatory design to allow conversion to other uses as the market evolves.	City Planning staff	City Council	TIRZ		X		
K6. Review the Unified Development Code to ensure parking requirements are consistent with the Plan goals and strategies and update as necessary.	City Planning staff	P&Z; City Transportation staff; City Council	City staff	X			

DAMC: Downtown Arlington Management Corp

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

Strategy L: Use art, signage, and gateway treatments to build Downtown's identity and sense of place

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
L1. Work with DAMC to develop a new logo and tagline or "brand" for Downtown Arlington that reflects its emerging identity.	DAMC	City Planning staff	City staff; BID funds; DAMC staff	X			
L2. Integrate the Downtown logo and brand into wayfinding signs, placemaking elements such as banners, temporary exhibits or events, and promotional tools.	DAMC	City Planning staff	BID funds; DAMC staff; City staff		X		
L3. Create standards and procedures for implementation of public art, including standard theme(s), content, style, and location. Create a committee to commission artists and review work prior to implementation.	DAMC	City Planning staff; City Council	DAMC staff; City staff; Public art map	X	X		
L4. Develop and install at least one iconic and/or interactive public art piece in a prominent and visible location that will attract visitors to Downtown.	City Planning staff	City Parks staff; DAMC	City staff; Donations; Grants		X		
L5. Integrate art, branding, and placemaking into Downtown infrastructure, including the West Street railroad underpass and any new rail line crossings.	City Planning staff	City Transportation staff	City staff; TIRZ funds				X
L6. Encourage arts institutions, including Theater Arlington and the Arlington Museum of Art, to use their buildings and land for public art pieces and installations.	DAMC	City Planning staff; Theater Arlington; Arlington Museum of Art	DAMC staff; City staff; Public art map	X	X		

DAMC: Downtown Arlington Management Corp **TIRZ:** Tax Increment Reinvestment Zone **BID:** Business Improvement District

Strategy M: Pursue multiple tools and strategies for infrastructure, development, and public realm improvements

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
M1. Renew the Downtown TIRZ for the 2019-2038 period to help fund priorities and projects in the Plan.	City Economic Development staff; City Manager's Office	Finance; City Council	City staff; consultant	X			
M2. Consider creating separate entities, as allowed by State law, to assist with financing projects on a case-by-case basis, such as a Housing Finance Corporation, Public Facilities Corporation, or others.	City Manager's Office	City Council	City staff	X			
M3. Continue collaborating with the DAMC as the administrator of a Business Improvement District (BID) and ensure the five-year service plan supports the implementation of the Plan.	DAMC	City Planning and Economic Development staff; City Council	City staff				X
M4. Issue and distribute requests for proposals (RFPs) to develop key City sites.	City Planning and Economic Development staff	City Council	City staff				X
M5. Create a Downtown developer toolkit to direct developers and investors to key sites, help them navigate the entitlement process, and access City incentives and tools.	City Economic Development staff	City Planning staff; DAMC	City staff; DAMC staff	X			

DAMC: Downtown Arlington Management Corp

Downtown Core Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
DC1: Strategically locate ground-floor commercial activity on the blocks of Abram Street between Center and Mary Streets.	City Planning staff	P&Z; City Council	City staff; Strategy Diagram	X	X		
DC2: Encourage the development of new types of housing, particularly condominiums and one and two-bedroom apartments that appeal to young professionals and downsizing households.	City Planning staff	P&Z; City Council	City staff				X
DC3: Encourage the redevelopment of the southeast corner of Center and Abram Streets into mixed-use housing with ground-floor commercial.	City Planning staff	P&Z; City Council	City staff; 380 or other Economic Development incentives		X		
DC4: Encourage an urban grocery store to locate on Abram Street in the Downtown Core. Ideal locations would be the ground-floor of Park Place or a redeveloped adjacent block.	City Planning and Economic Development staff	P&Z; City Council	City staff; 380 or other Economic Development incentives	X			
DC5: Develop a parking structure with ground-floor commercial to accommodate visitors to Downtown and City Hall employees on the existing surface parking lot west of City Hall.	City Planning staff	City Transportation staff; P&Z; City Council	City staff; TIRZ funds		X		

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

CONTINUE Downtown Core Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
DC6: Encourage structured parking on or adjacent to opportunity sites, in conjunction with other development, such as ground-floor retail. Focus on parcels whose size and shape are most conducive to structured parking.	City Planning staff	City Transportation staff; P&Z; City Council	City staff; TIRZ funds; Strategy Diagram				X
DC7: Collaborate with landowners to develop the surface parking lots around the City Tower/Municipal Court Building.	City Planning staff and Economic Development staff	City Transportation staff; P&Z; City Council	City staff; TIRZ funds; Strategy Diagram	X			
DC8: Study the possibility of converting Mesquite and Center Streets to two-way vehicular traffic to better contribute to a pedestrian-friendly experience.	City Transportation staff	City Planning staff; P&Z; City Council	City staff		X		
DC9: Inventory traffic signal hardware, signage, and striping to develop cost estimates for the two-way potential conversion if study results and community buy-in support proceeding with the change.	City Transportation staff	City Planning staff; P&Z; City Council	City staff		X		

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

Front Street Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
FS1: Enhance and add pedestrian and bicycle facilities and connections within the existing Front Street right-of-way where possible.	City Transportation staff; Developer Partner	City Planning staff; P&Z; City Council	City staff; TIRZ	X	X		
FS2: Encourage development of the land currently dedicated to surface parking lots.	City Planning staff	City Transportation staff; P&Z; City Council	City staff	X	X		
FS3: Study the feasibility of using subterranean parking for new buildings on the southern side of Front Street, including a scenario in which a pedestrian connection to West Main Street and the Arlington Museum of Art is created.	City Planning staff; Developer Partner	City Transportation staff; City Council; Arlington Museum of Art	City staff	X			
FS4: Review the off-premise parking agreement that encumbers portions of the City's parking lot on Front Street and revisit the agreement to reduce or eliminate the number of dedicated spaces on the City's lot.	City Planning staff	City Economic Development staff	City staff	X			

DAMC: Downtown Arlington Management Corp

AUDC: Arlington Urban Design Center

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

CONTINUE Front Street Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
FS5: Design and program the new City open space to house the DREAM statue, provide a visual and physical barrier between the park and rail line, and accomodate multiple uses, such as an off-leash dog park and community events.	City Parks staff	City Planning staff; DAMC	City staff; TIRZ funds; Park fees	X			
FS6: Encourage outdoor seating along Front, Center, and Mesquite Streets to activate the public realm and strengthen the connection to the Downtown Core.	City Planning staff	DAMC	City staff				X
FS7: Encourage context-appropriate infill development north of Front Street, including medium-density residential developments.	City Planning staff	P&Z; City Council; City Economic Development staff	City staff; AUDC				X

DAMC: Downtown Arlington Management Corp

AUDC: Arlington Urban Design Center

TIRZ: Tax Increment Reinvestment Zone

East Main Street Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
EM1: Repurpose the City-owned land along East Main between Mary and East Streets to create public open space.	City Planning staff	City Parks staff; P&Z; City Council	City staff; TIRZ		X		
EM2: Narrow the roadway to ensure slow vehicle traffic and dedicate excess right-of-way to other uses.	City Transportation staff	City Planning staff; P&Z; City Council	City staff		X		
EM3: Use green buffers and bollards to separate the street from open spaces.	City Transportation staff	City Planning and Parks staff	City staff; TIRZ		X		
EM4: Allow the street to be temporarily closed for festivals, markets, and other events.	City Transportation staff; DAMC	City Planning staff; P&Z; City Council	City staff; DAMC staff		X		
EM5: Ensure pedestrian access through the redeveloped City Tower/Municipal Court site west of East Street.	City Planning staff; Developer Partner	City Transportation staff; P&Z; City Council	City staff; AUDC		X		
EM6: Re-establish vehicular connection between East and West Main Streets by creating a roadway parallel to the rail tracks, on the northern edge of the City Tower/Municipal Court site.	City Transportation staff	City Planning staff; P&Z; City Council	City staff			X	
EM7: Collaborate with property owners of the surface parking lots surrounding the City Tower/Municipal Court to ensure appropriate and desired land uses, urban design, and connectivity for the site.	City Planning staff	City Transportation staff; P&Z; City Council	City staff; AUDC	X			
EM8: Consider and pursue additional pedestrian, bicycle, and vehicular crossings of the rail line at East Street to connect the East Main and Front Street Focus Areas.	City Planning staff	Union Pacific; City Transportation staff; P&Z; City Council	City staff	X			
EM9: Consider feasibility of an additional rail line vehicular crossing between Mesquite and Vinson Streets.	City Planning staff	Union Pacific; City Transportation staff; P&Z; City Council	City staff	X			

West Main Street Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
WM1: Maintain the current right-of-way design and dimensions to support a pedestrian-friendly environment.	City Transportation staff	City Planning staff	City staff	X			
WM2: Extend the West Main streetscape treatment between Pecan and Cooper Streets and implement improvements in conjunction with the reconstruction of the fire station at West and Main Streets.	City Planning staff	City Transportation staff; DAMC	City staff; TIRZ		X		
WM3: Strengthen the connection between the West Main Street and Downtown Core Focus Areas through streetscape, placemaking, and wayfinding.	City Planning staff	City Transportation staff; DAMC	City staff; TIRZ		X		
WM4: Promote the identity of the West Main Focus Area as a cultural and innovation district that includes Theater Arlington, the Arlington Museum of Art, and other supportive uses and programs.	DAMC	DAMC; Art Museum; Theater Arlington; Communications	City staff; DAMC staff	X			
WM5: Improve the West Street railroad underpass to facilitate safe, comfortable, north-south pedestrian travel.	City Transportation staff	City Planning staff; DAMC	City staff; TIRZ			X	
WM6: Identify opportunities for public art, including murals and performance art, on West Main Street. Work with the theater and museum to develop a mural program that is coordinated with Downtown's overall public art theming to enhance the blank building facades and promote shows and exhibits.	DAMC	Art Museum; Communications	City staff	X			
WM7: Identify physical improvements and programmatic opportunities to activate Gene Allen Park.	City Parks staff; Library	City Planning staff	City staff		X		

DAMC: Downtown Arlington Management Corp **TIRZ:** Tax Increment Reinvestment Zone

Abram and Cooper Opportunity Site Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
AC1: Collaborate with UT Arlington on the redevelopment of the property on the southeast corner of Abram and Cooper Streets to identify appropriate land uses and potential partnerships and create a signature gateway development.	City Planning staff; Developer Partner	P&Z; City Council	City staff				X
AC2: Ensure that the site design encourages north-south pedestrian and bicycle connectivity from UT Arlington to Abram Street and re-establishes east-west connections.	City Planning staff	UT Arlington; City Transportation staff; P&Z; City Council	City staff; AUDC		X		
AC3: Encourage bold design with vertical articulation along Cooper Street to create a sense of entry into Downtown.	City Planning staff	City Transportation staff; P&Z; City Council	City staff; AUDC		X		

Northwest of Division and Center Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
NW1: Ensure the zoning districts, zoning overlays, and design guidelines are supportive of the type of residential infill desired by the City.	City Planning staff	P&Z; City Council	City staff; AUDC	X			
NW2: Identify parcels for development and promote these to potential developers.	City Planning staff	City Economic Development staff	City staff; AUDC		X		

AUDC: Arlington Urban Design Center

P&Z: Planning and Zoning Commission

Northeast of Division and East Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
NE1: Encourage development opportunities that would add land uses that are complementary to and better connect the Entertainment District and Downtown.	City Planning staff	City Economic Development staff; P&Z	City staff				X
NE2: Improve pedestrian connectivity between the Entertainment District and Downtown, including a potential realignment of Front and/or Truman Street north of the tracks.	City Planning Staff	City Transportation staff; P&Z	City staff			X	
NE3: Add gateway features to the intersection of Division and Collins Streets in concert with redevelopment in order to announce the entry into Downtown.	City Planning Staff	City Economic Development staff; Developer partners	City staff		X		

P&Z: Planning and Zoning Commission

Border Street Site Strategies

Action	Lead	Partner(s)	Potential Resources	Timeframe (years)			
				0-2	3-5	6-15	Ongoing
BS1: Work with property owners in the area to assemble areas to market to developers for infill townhomes or multi-family units.	City Planning staff	City Economic Development staff; P&Z; City Council	City staff; AUDC		X		
BS2: Review zoning designations on these blocks to ensure consistency with the desired density and land use.	City Planning staff	P&Z; City Council	City staff	X			
BS3: Evaluate the impacts of narrowing Border Street to two lanes between Mary and Collins Streets.	City Planning staff	City Transportation staff	City staff; TIRZ		X		
BS4: Ensure site design on these residential blocks includes north-south connections for pedestrians and cyclists.	City Planning staff; Developer Partner	P&Z; City Council	City staff; AUDC		X	X	

AUDC: Arlington Urban Design Center

P&Z: Planning and Zoning Commission

TIRZ: Tax Increment Reinvestment Zone

City of Arlington Downtown Master Plan

APPENDICES

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APPENDIX A

Existing Conditions Market Assessment

Prepared by: Economic & Planning Systems, Inc.

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INTRODUCTION AND SUMMARY OF FINDINGS

Introduction

This report summarizes the existing market trends, business and real estate conditions, emerging assets, and opportunities in and around Downtown Arlington. The content of this report is based on analysis of published economic and demographic data, City data sources, and Economic & Planning Systems' (EPS) and MIG's interviews with stakeholders. The purpose is to identify the strengths, weaknesses, and opportunities related to growing a more vibrant mix of housing and businesses in Downtown Arlington. Downtown Arlington can contribute to the City's economic development and quality of life by being a place where all residents can come to dine, shop, have cultural/arts experiences, wander, and engage in other leisure, educational, and civic activities.

Report Organization

This report was prepared by EPS in parallel with the Housing Needs and Market Assessment report, also by EPS. The Housing Report examines trends and development potentials for housing, and evaluates student housing demand in detail. This report looks more broadly at commercial real estate, business conditions, and land use conditions in Downtown. This report also contains strategy recommendations that are complementary to and in addition to the recommendations and strategies in the Housing Report.

The report is organized into four chapters, outlined below.

1. **Introduction and Summary of Findings –** Recommends housing and commercial development targets for Downtown, summarizes major findings on market and business conditions, and provides strategy recommendations for consideration in the Downtown Master Plan process.
2. **Economic and Demographic Trends –** Summarizes key regional trends in population, job growth, unemployment, and residential construction in the region, focusing on a four-county urban area including Tarrant, Dallas, Collin, and Denton Counties and separately, the City of Arlington.
3. **Arlington Development and Business Conditions –** Evaluates recent trends in new residential and commercial development, new businesses in Downtown, and the land supply. Also identifies the key assets and market drivers in Downtown that can be leveraged to capture more market demand.
4. **Retail and Commercial Development** – Summarizes strengths and weaknesses in Downtown including the retail and commercial business mix. Presents retail demand estimates and 'critical mass' targets by business category to support the visioning process.

Summary of Findings

Development Targets

A key recommendation is to set a goal for Downtown housing production and a larger 'critical mass' of food & beverage and ground floor commercial space.

- **Housing Targets** - The Housing Report defines two housing expansion scenarios in Downtown. The "Low" scenario is a target of approximately 1,300 new housing units and the "High" scenario is a target of approximately 2,300 new housing units, based on an assumption of capturing 5 to 8 percent of the total City housing market share in Downtown. Recommended housing types include a range of multifamily, condominium, townhome, loft, and small single family or cottage style homes.

- **Commercial/Retail Targets** - The housing growth (and new population) in the two scenarios support roughly 100,000 to 170,000 square feet of food & beverage, retail, and other commercial mixed use space (50 to 80 new businesses). Implied in this target is the assumption that investments in placemaking and general aesthetics will make Downtown more attractive to additional customers/visitors in the rest of Arlington and the Metroplex for destination entertainment and food & beverage offerings.

General Market Findings

The two primary development trends in and around Downtown are in multifamily housing and food & beverage.

Multifamily Development

- The growth of UT Arlington is attracting national multifamily and student housing developers to the Downtown and campus areas, as exhibited by the Park Place and LIV+ developments. There has been a surge in multifamily development over the last years, but the market may be oversupplied in the near term (2-3 years) from the sudden increase in supply.

- The unit mix of the most recent multifamily developments and those in the development pipeline in and near Downtown is shifting to about 30 percent three- and four-bedroom units, compared to less than 5 percent in conventional suburban apartments. Buildings with unit mixes weighted towards larger units generally target students more than conventional renters.

Other Residential Development

- Prior to the recent expansion of multifamily construction, most new construction was in single family detached homes. There are few other product types offered between single family and multifamily, such as townhomes, condominiums, and other small, low-maintenance "lock and leave" housing products. Empty nesters in Arlington who wish to downsize their homes have few options if they want to stay in Arlington.

Food & Beverage and Retail

- Several new businesses have broadened the food & beverage mix in Downtown. These include the "upscale casual" restaurants in the Block 300 development on Abram Street, plus Urban Alchemy, Division Brewing, and Urban Union (Legal Draft, Tipsy Oak). Prior to this, the restaurant offerings were largely bar/pub food, fast food, and pizza/subs. The market catered mostly to students and the sports bar/pub market.

- In a city of over 380,000 people, the Downtown can support a larger and broader mix of food & beverage options. More up-market, sit-down, and chef-driven restaurants and "next wave" of experiential (e.g., farm to table) establishments should be targeted for Downtown.

- The retail and general commercial space in Downtown is heavily weighted in the car dealerships and automotive services categories (40 percent of businesses). While the retail market is in flux nationally due to the growing impact of e-commerce, a mix of unique specialty retail and food & beverage attracted to downtown—complemented by more up-market personal services and health and wellness businesses—should also be targeted.

Student Housing

UT Arlington is working to attract more full-time students and to increase the overall caliber of the school. If realized, these goals will create additional demand for multifamily and student housing in Arlington. In the short term, however, the student housing market is softening and may be oversupplied.

- The proposed development pipeline around and on-campus and in Downtown contains approximately 2,752 beds of new supply resulting in a net addition of 2,336 beds after demolition of old inventory. UT Arlington officials noted that this is the largest amount of new supply that has entered the market in their recollection, and there are concerns about saturating the market. Pre-leasing for the 2018-2019 academic year is reported to be slower in some of the new buildings suggesting that there may be an oversupply.

- If the current trend in housing continues—with 28 percent housed in Arlington in various forms of on- and off-campus, UT Arlington and private housing—there will be demand for nearly 1,200 new beds by 2028 as presented in the Housing Needs Analysis Report. The planned supply over the next two to three years however exceeds the projected demand over the next 10 years by 1,179 beds. These figures however do not account for the potential for newer higher quality housing to draw students out of older obsolete properties. Then again, newer housing is more expensive than older properties that appeal to students on a more limited budget and there is a limit to the amount of luxury student housing that can be absorbed.

- Despite the potential oversupply of student housing in the current market, if UT Arlington does succeed in attracting more full-time on-campus students, there will be demand for more student housing. The City and UT Arlington will need to continue to work together on housing strategies and land use policies to accommodate students in a manner that benefits the community and UT Arlington.

Development Strategies

This section begins with an overview of the recommended priority areas for Downtown, followed by more specific development strategies.

The recent increase in real estate development/investment and business formation in Downtown indicates that momentum is building and there is more potential for growth and reinvestment. A challenge is that most of the recent development in and near Downtown, especially in the residential market, is geared to students. In other university community downtowns, students contribute to the vibrancy and create additional support for local businesses, just as they can for Downtown Arlington. However, in Downtown Arlington the market needs to be broadened so that it is not dominated by one market segment, but instead also attracts people from throughout Arlington and the Metroplex because of the broad array of food & beverage and entertainment offerings and the quality of the place.

Priority Strategy Areas

From the analysis in this report, stakeholder interviews, and EPS's experience, the top recommended priority issues are outlined below for further evaluation and strategy development by the City, stakeholders, and Consultant Team.

- **Placemaking –** Investing in and creating an attractive walkable public realm in Downtown is a critical step.
- **Housing diversity –** The market for student housing is strong and the private market is responding to demand. Left on its own, the market will continue to produce student housing in and around Downtown. The City can consider supporting and incentivizing housing in Downtown that serves a broader market.
- **Broaden Downtown customer base –** Following student housing, student-oriented retail and food & beverage is likely to follow. The City can consider supporting and incentivizing more mid- and up-market food & beverage and specialty retail in Downtown. Given retail market conditions nationally, the priority is recommended to be on mid- to up-market experiential food & beverage.
- **Food & beverage critical mass and breadth –** New food & beverage districts are emerging in Downtown. However, they are not well connected. Downtown needs three to four blocks of contiguous and high-quality active street space. This can be comprised of retail, food & beverage, personal services (e.g. salons, fitness), and office space. The City can consider modifying the development code to allow flexibility in design that could allow development to respond with the best configuration of ground floor space given the location.

Pursue New Market Segments

The Housing Needs and Market Assessment Report recommends six target market segments that can be targeted to support broader housing and food & beverage options in Downtown. The target market segments are:

- **Daytime population –** Over 500 businesses with approximately 4,500 daytime employees in Downtown.
- **Nighttime and weekend population –** Music, art, cultural, and family event attendees.
- **Young Professionals/Early Career Workforce –** The 20 to 35 population, which was approximately 24 percent of Arlington's population in 2016 (approximately 91,000 people).
- **Empty Nesters/Downsizers -** The 60 to 70 population, approximately 9 percent of Arlington's population in 2016 (approximately 33,000 people).
- **UT Arlington Senior/Graduating Class -** UT Arlington has an on-campus senior class of approximately 8,000. Many of these students fall into the young professional/early career market segment with similar preferences. When these students graduate, they are another source of demand and may be interested in living Downtown with the right mix of amenities and housing options. Many college communities retain some of their alumni due to their positive association with the community.
- **Anchor Institution Patrons -** The two largest institutions in Downtown are the First Baptist Church Arlington and First United Methodist Church. Combined they bring 2,600 people Downtown weekly. A portion of their membership should be targeted for downtown housing, particularly the move-down (55+) segment.

Broaden Housing Type Options

1. ***Encourage and/or incentivize a broader mix of housing types.***

   More product diversity in housing will broaden the market in Downtown. More townhomes, apartments with fewer three- and four-bedroom units, lofts, and even small-lot single family homes and cottages should be encouraged.

2. ***Place the highest densities of housing in Downtown.***

   Higher densities concentrate spending power to support businesses and create a larger 18-hour Downtown population. Density is also generally needed to achieve project scale sufficient to overcome redevelopment costs and land assemblage costs (financial feasibility). However, recognize that the market needs to be broadened to promote a range of housing product types. Elsewhere in Downtown and on its edges, identify locations for higher density infill townhomes (e.g., 20 to 30 units per acre) as well as compact single family homes. The breadth of uses and incomes associated with these other product types will round out the Downtown community.

3. ***Consider expanding the focus area for housing to the areas immediately surrounding Downtown to allow for lower density product types.***

Some of the neighborhoods around Downtown could support more infill housing and renovations of the existing housing stock, especially for the lower density housing products recommended, such as small-lot single family homes and cottages. These neighborhoods will, however, need to be better connected to Downtown, and will likely need code updates to allow the recommended housing types.

Consider tools to direct student housing to areas judged to be appropriate as needed.
The City may be able to regulate the unit mix of apartments to encourage or discourage specific development formats. For example, in some areas the City could consider allowing only a certain percentage of units three bedrooms or larger.

Build Critical Mass

"Critical mass" is a term that describes an environment where there is a sufficient number and concentration of well-connected business, entertainment, culture, and activities that create larger economic impact and better visitor experience than if they are dispersed in a larger area.

4. *Promote and expand Downtown Arlington's successful arts venues.*

   Arlington has already succeeded with strong music and arts venues including the Levitt Pavilion and the Arlington Music Hall, and a national gospel music artist has opened a state-of-the-art recording studio just off West Main Street. A major property owner also has interest in bringing more live music to Arlington, building on his experience with Live Oak in Fort Worth. The Arlington Museum of Art has strong visitation, with a concentration on high quality rotating exhibits. Recognizing the depth of endowments and permanent art collections that exist in competing communities such as Dallas and Fort Worth, Arlington has focused on change. Branding the full art scene with an emphasis on "always something new" will amplify Arlington's unique position in the Metroplex and drive repeat visitation. In addition, providing opportunities for young/beginning artists with little capital will round out the experience and increase the long-term evolution of Downtown as a hub for artists.

5. *Increase the number, breadth, and quality of food & beverage and—to a lesser extent—specialty retail offerings in Downtown.*

   New food & beverage establishments and districts are emerging in Downtown, building from the recent evolution of the industry emphasizing the experiential and unique aspects of the producers and venues. However, these areas are not well connected. Downtown needs three to four blocks of contiguous and high-quality active street space. This can be comprised of retail, food & beverage, personal services (e.g., salons, fitness, and wellness), and office space.

6. *Attract at least one hotel to Downtown.*

   Arlington hotel occupancies are high and there is unmet demand during major sports and entertainment events, with hotel stays leaking to Fort Worth and Dallas. A 300-room Loew's Hotel is coming to the Entertainment District, which will re-capture some of this demand. There is interest from UT Arlington and downtown property owners in developing hotels, potentially a boutique or independent hotel (less than approximately 100 rooms).

Placemaking and Connectivity Strategies

Achieving critical mass also requires good connectivity and attention to placemaking. The City should fund and incentivize market drivers and amenities that will help diversify the market. Among the more recognizable amenities are food & beverage, entertainment, and arts venues. Walkability and access to parks and green space is also a key driver.

7. *Connect existing and emerging nodes of activity and new businesses.*

   To build on the momentum created by private investment, the emerging districts need to be connected with appealing and legible pedestrian, bicycle, and potentially public transportation investments. Wayfinding can also be added to help patrons move easily from district to district.

8. *Improve the public transportation connections between Downtown, Texas Live! and the Entertainment District.*

   While Texas Live! and the Entertainment District cater to a mass market, the demographics and preferences of sports fans are broad enough that a segment of these visitors, especially Gen X and Millennial visitors, will be attracted to the unique home-grown character of Downtown.

   An easy-to-understand and easy-to-use link will benefit both Downtown and the Entertainment District. Entertainment District visitors will enjoy the scale and character of Downtown (and already do). People living in Downtown will enjoy an easy opportunity to take in sports and large venue entertainment. Focusing the new transportation system, Via Rideshare, to create this link and/or establishing separate, dedicated service should both be considered to make this connection.

Economic and Demographic Trends

This chapter provides an overview of macro level economic and demographic trends in the Metroplex surrounding Arlington. In evaluating Downtown's opportunities, it is helpful to understand how the economics and demographics of Arlington compare or relate to the larger region. In this analysis, the Metroplex is defined as Tarrant, Denton, Dallas, and Collin Counties, which contain most of the urbanized population and employment in the larger, formally-defined Dallas-Fort Worth Metropolitan Area (consisting of 13 counties).

Regional Trends

Arlington has a population of 383,899 and has been growing at 0.8 percent per year since 2010, as shown in **Table 1**. From 2010 through 2016, Arlington added 18,461 people and 1,774 households. A household is a group of people, related or unrelated, living in one housing unit. This equates to 3,077 people per year and 296 households per year. Household growth correlates closely with housing demand and construction. Arlington has consistently accounted for about 10 percent of the population growth in Tarrant County since 2000. Growth throughout Tarrant County accelerated from 2010 through 2016 compared to 2000 through 2010.

Table 1
Regional Population Trends

Description	2000	2010	2016	Change 2010-2016 Total	Ann. #	Ann. %
Population						
Tarrant County	1,446,813	1,809,034	1,947,529	138,495	23,083	1.2%
Dallas County	2,218,899	2,368,139	2,513,054	144,915	24,153	1.0%
Collin County	491,675	782,341	886,633	104,292	17,382	2.1%
Denton County	432,382	662,614	754,650	92,036	15,339	2.2%
Four-County Region	**4,589,769**	**5,622,128**	**6,101,866**	**479,738**	**79,956**	**1.4%**
Arlington	*332,969*	*365,438*	*383,899*	*18,461*	*3,077*	*0.8%*
Households						
Tarrant County	534,137	657,134	682,967	25,833	4,306	0.6%
Dallas County	807,621	855,960	894,542	38,582	6,430	0.7%
Collin County	181,970	283,759	314,918	31,159	5,193	1.8%
Denton County	158,630	240,289	265,790	25,501	4,250	1.7%
Four-County Region	**1,682,358**	**2,037,142**	**2,158,217**	**121,075**	**20,179**	**1.0%**
Arlington	*124,547*	*133,072*	*134,846*	*1,774*	*296*	*0.2%*

Source: US Census Bureau, 2000 and 2010 Census; US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); Economic & Planning Systems

Arlington has approximately 162,000 jobs within the City boundaries, or 18 percent of the employment in Tarrant County, as shown in Table 2. The City's share of Tarrant County employment has been fairly constant at about 18 to 20 percent over the past 10 to 15 years. Jobs in Arlington grew at a steady pace of 1.5 percent per year, or about 2,200 jobs per year.

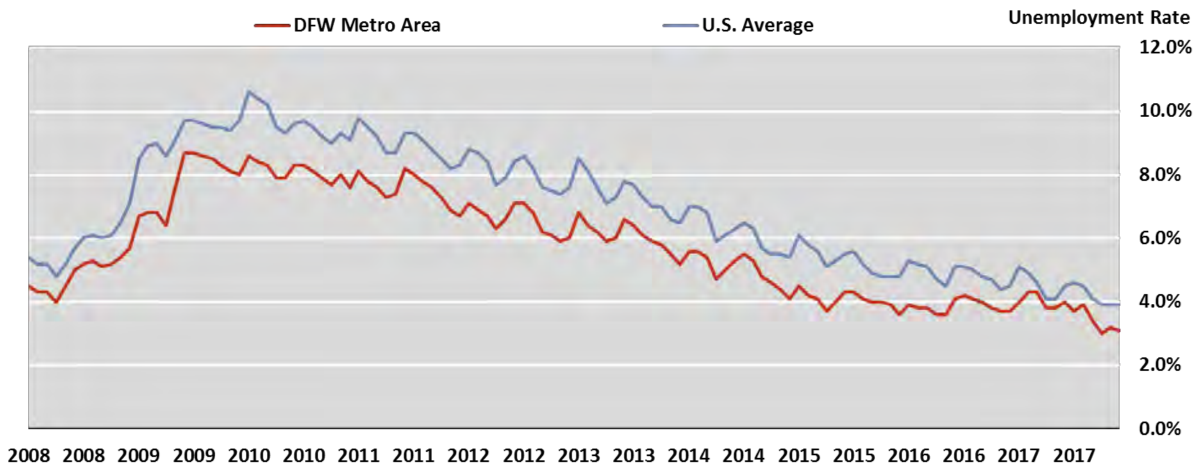
Table 2
Regional Employment Trends

Description	2005	2010	2015 [1]	Change 2005-2015		
				Total	Ann. #	Ann. %
Tarrant County	710,041	783,059	888,401	178,360	17,836	2.3%
Dallas County	1,394,595	1,433,631	1,621,149	226,554	22,655	1.5%
Collin County	241,606	295,137	392,652	151,046	15,105	5.0%
Denton County	146,823	175,056	221,904	75,081	7,508	4.2%
Four-County Region	**2,493,065**	**2,686,883**	**3,124,106**	**631,041**	**63,104**	**2.3%**
Arlington	*139,738*	*139,438*	*161,608*	*21,870*	*2,187*	*1.5%*

[1] LEHD On the Map 2015 employment data is the most recent complete data source for all geographies
Source: LEHD On the Map; Economic & Planning Systems

The Dallas-Fort Worth-Arlington 13-County MSA has consistently outperformed the U.S. economy for the past 10 years, with unemployment consistently 1.0 to 2.0 percent less than the national average, as shown in Figure 1. The effects of the Great Recession were not felt as strongly in the Metroplex as in other parts of the U.S., though the pace of development did decline.

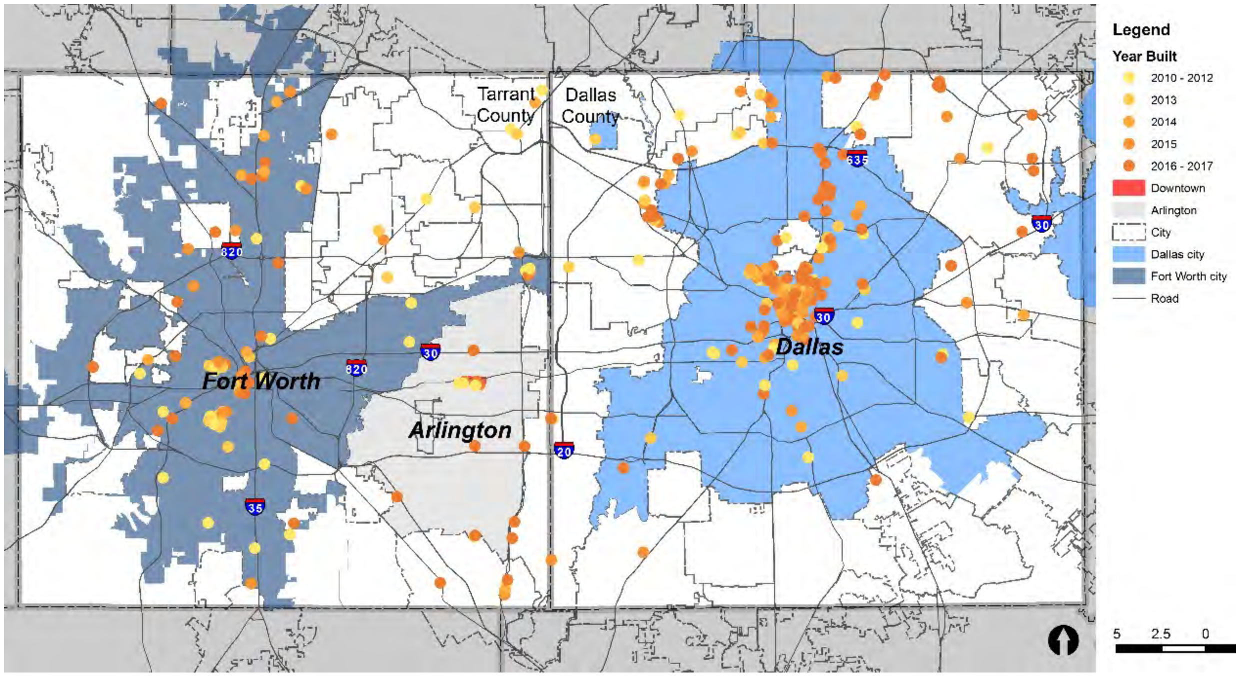
Figure 1
Unemployment Rate (Not Seasonally Adjusted)



Source: Bureau of Labor Statistics; Economic & Planning Systems

Multifamily construction has been booming in central cities and metropolitan areas including the DFW Metroplex since the Great Recession. As illustrated in Figure 2 and Table 3, most of the construction in the region has occurred in the cities of Dallas and Fort Worth. Much of this has been driven by the preferences of the young workforce to live in urban environments, close to work and entertainment, and with transit access. Dallas has captured approximately half of the market, followed by Fort Worth at approximately 20 percent. Arlington had a 2.0 percent market share with approximately 2,400 new multifamily units compared to 20,600 in Fort Worth from 2010 through 2018 (including new projects soon to be completed).

Figure 2
Regional Multifamily Housing Construction 2010-2018



Source: CoStar; Economic & Planning Systems

Table 3
Multifamily Housing Construction, 2010-2018

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010-2018 Units	2010-2018 Pct.
Arlington	0	66	459	0	0	94	304	952	528	2,403	2%
Dallas	1,154	1,002	4,590	5,750	6,637	6,229	7,107	8,854	14,529	55,852	49%
Fort Worth	1,468	197	2,798	1,440	1,302	2,129	1,410	2,612	7,242	20,598	18%
Other	1,258	1,297	2,137	3,497	1,734	5,041	2,729	4,299	13,973	35,965	31%
Total	**3,880**	**2,562**	**9,984**	**10,687**	**9,673**	**13,493**	**11,550**	**16,717**	**36,272**	**114,818**	**100%**

Source: CoStar; Economic & Planning Systems

Arlington Trends

Downtown has an estimated population of approximately 350, as shown in Table 4 (this is a 2017 estimate; 2016 data is no longer available). These demographic estimates have not yet caught up with new housing construction in Downtown. With 676 units under construction or recently completed, the Downtown population could exceed 1,600 in the near future. Since 2010, the Downtown population is estimated to have grown very modestly by 18 people. It should be noted that small area demographic estimates like this can have large margins of error.

Table 4
Downtown Population and Households, 2000-2016/7

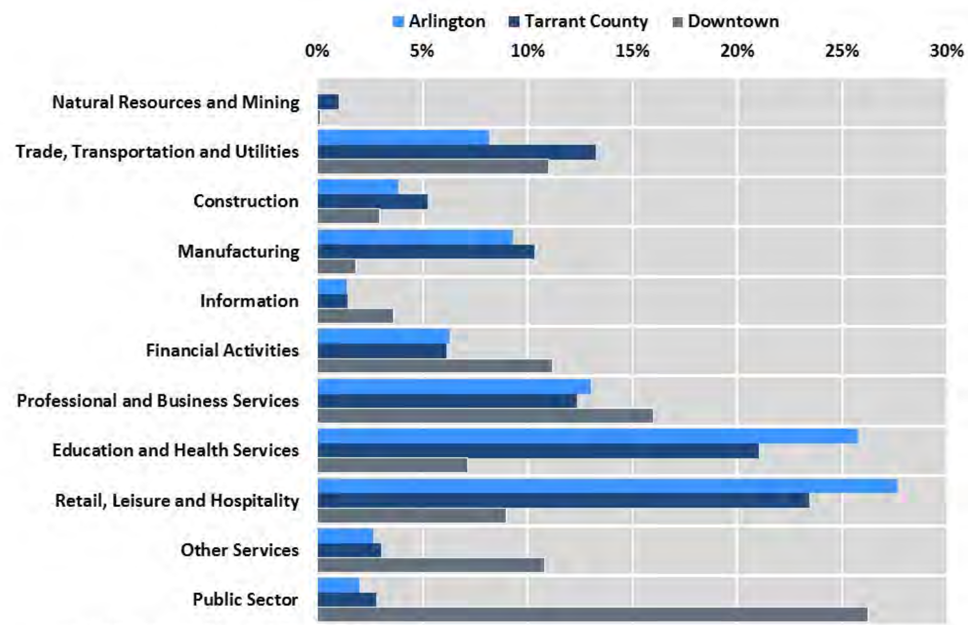
Description	2000	2010	2016/7	Change 2010-2016/7 Total	Ann. #	Ann. %
Population						
Arlington	332,969	365,438	383,899	18,461	3,077	0.8%
Downtown	317	338	356	18	3	0.7%
Households						
Arlington	124,547	133,072	134,846	1,774	296	0.2%
Downtown	178	127	135	8	1	0.9%

Note: Figures for Downtown are 2017 estimates; 2016 estimates are no longer available for this geography.
Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); ESRI Business Analyst; Economic & Planning Systems

Figure 3 compares the industry employment mix in Downtown, Arlington, and Tarrant County as a whole. The composition of employment in Arlington is fairly similar to Tarrant County for most industry sectors. Arlington, however, has a higher concentration of employment in education and health care due to the presence of UT Arlington and Texas Health Arlington. In Tarrant County, warehousing and distribution (and utilities) is 13 percent of employment but only about 7 percent in Arlington.

Downtown's employment mix contrasts with the broader City, however. Office-based employment is more concentrated in Downtown in sectors such as information (print media and technology), finance and banking, professional services, and local government (City of Arlington and Tarrant County offices). The concentration of retail, leisure, and hospitality jobs in Downtown are noticeably lower than the citywide average.

Figure 3
Employment by Industry, 2015



Source: LEHD On the Map; Economic & Planning Systems

Downtown is experiencing new investment and development in housing and retail/commercial space. This chapter summarizes and evaluates the impacts of these new developments. It also identifies the existing and emerging assets and market drivers in Downtown from a real estate development and market demand perspective.

Housing

In 2016 and 2017, 1,256 apartments units were built in Arlington, as shown in **Table 5**. These included 101 Center (244 units), Overture Highlands (167 units), Arlington Commons (353 units), Riverside Apartments (188 units), The Arlie (169 units), and 404 Border (135 units). There are another 738 units under construction and 1,209 units proposed. Projects under construction include LIV+, 8four8, and Dial Senior Living. Proposed projects include Secretariat, Residence at Arbor Grove, 710 Benge, and Arlington Commons Phase II, III, and IV. In Downtown, 379 units were built in 2016 and 2017 and another 297 units will be under construction soon in Park Place, across Abram Street from 101 Center. These developments are evaluated in more detail in the *Housing Needs Assessment* document. There is a high level of interest in multifamily and student housing investment in Arlington as exhibited by the large amount of recent and planned construction. The challenge is to attract development with a more diverse mix of housing.

Table 5
Recent and Proposed Housing Development

Description	Status	Year	Units	Studio	1 BR	2 BR	3 BR	4+ BR
Downtown								
101 Center	Existing	2017	244	59	42	69	42	32
404 Border	Existing	2016	135	-	63	72	-	-
Subtotal			**379**	**59**	**105**	**141**	**42**	**32**
Park Place	Under Construction	2019	297	59	53	70	36	79
Total			**676**	**118**	**158**	**211**	**78**	**111**
Campus Area								
The Arlie	Existing	2016	169	-	4	50	35	80
The Lofts at College Park	Existing	2012	81	-	81	-	-	-
Campus Edge	Existing	2012	128	-	-	4	16	108
Vandergriff Hall	Existing	2012	250	-	-	-	-	-
Midtown UT Arlington	Existing	2011	66	-	-	15	23	28
Maverick Place	Existing	2009	117	-	8	31	-	78
The Heights on Pecan	Existing	2008	308	-	92	168	-	48
Subtotal			**1,119**	**0**	**185**	**268**	**74**	**342**
West Campus Residential Hall	Under Construction	2018	267	-	-	-	-	-
8FOUR8 Mitchell	Under Construction	2018	298	35	60	107	16	80
LIV+ Arlington	Under Construction	2018	260	-	26	85	19	130
710 Benge Drive	Proposed	2019	34	-	-	-	-	-
Subtotal			**859**	**35**	**86**	**192**	**35**	**210**
Total			**1,978**	**35**	**271**	**460**	**109**	**552**
Outside of Downtown (Not Mapped)								
Center Place II	Existing	2015	94	-	-	-	-	-
Overture Highlands	Existing	2017	167	-	95	72	-	-
Riverside Apartments	Existing	2017	188	-	96	84	8	-
Arlington Commons Phase I	Existing	2017	353	-	266	87	-	-
Subtotal			**802**	**0**	**457**	**243**	**8**	**0**
Dial Senior Living	Under Construction	2018	180	-	-	-	-	-
Arlington Commons Phase II-IV	Proposed	10 years	975	-	-	-	-	-
The Residence at Arbor Grove	Proposed	2019	126	-	101	25	-	-
Secretariat	Proposed	2019	74	-	30	44	-	-
Subtotal			**1,355**	**0**	**131**	**69**	**0**	**0**
Total			**2,157**	**0**	**588**	**312**	**8**	**0**

Source: City of Arlington; CoStar; Economic & Planning Systems

P:\173097-Arlington Downtown Master Plan\Data\[179097-MultiFam.xlsx]T-Unit Mix 2

New Businesses and Commercial Development

There are several new businesses and developments that are an indication that the "next wave" of urban/downtown food & beverage concepts are growing in Arlington. While overall market conditions for retail store sectors are weak due to the effects of online retail, the food & beverage and entertainment sectors of retail have been growing. These entertainment sectors are experiential rather than consumption based, and the real experiences that these businesses provide need brick and mortar space.

- **Urban Alchemy Coffee and Wine Bar –** This business opened in early 2018 on East Main Street in a converted light industrial/shop building. Business is reported to be strong, and it is one of the first and few "third spaces" in Arlington. Third places provide spontaneous/ informal gathering places for residents, business meetings, and music performances. They create more opportunities for idea sharing for the creative community as well as the general business community.
- **Potager's Other Stuff –** Another "third space", this is an eclectic coffee and light fare restaurant that also serves craft beer and wine. It is located between South and Abram on Mesquite in an attractive one-story brick building.
- **Urban Union –** Urban Union is the name for the district or concept being developed by Dodson Development on East Front Street (east of East Street). The concept is to create an infill food & beverage, specialty retail, and creative/professional office district. Comparable developments cited by the developer include Bishop Arts District and Trinity Groves in Dallas. Current businesses include the Legal Draft brewery, a small renovated professional office building, and the Tipsy Oak bar/restaurant (under construction). The Tipsy Oak is new construction modelled after a craftsman style cottage. The other buildings are renovations/ conversions of light industrial/shop buildings similar to Urban Alchemy.
- **Vandergriff Town Center –** This mixed used building was developed in about 2006 at the corner of Mesquite and Division. The anchor tenant is the Grease Monkey Burger Shop (craft beer, burgers), plus several professional offices and up-market personal services (Aveda Salon). The west side of the building and its parking relate strongly to the Arlington Music Hall and Babe's Chicken Dinner House.
- **Block 300 (Abram Street) –** This block of 1960s era commercial space was acquired, renovated, and repositioned by Dodson Development. It brought two new national/regional upscale casual restaurants to Arlington: Twisted Root Burger Co. and Flying Fish. The interest from restaurants was reported to be strong and the project leased up quickly.
- **Division Brewing –** This is a new craft brewery on East Main across the street from Urban Alchemy. The building is a converted light industrial/shop building with a modest and functional level of finish. The owners' focus is on specialty beers. There is also informal back yard seating and occasional food truck service.
- **Free Play Arcade –** This project took a former Goodyear Tire/Service Center and converted it to an arcade and bar/restaurant. It has vintage arcade games and has been named one of Metroplex's best bars. It features seasonal, limited-run, and exclusive beers.

Existing Assets and Market Drivers

There are many existing assets and market drivers in Downtown that can be leveraged to broaden the diversity of demand in Downtown.

- University of Texas Arlington – UT Arlington is expanding many of its programs and is working to attract more full-time students (face-to-face learning). Current enrollment is approximately 38,000, which includes a mix of campus-only and mixed-mode education (some on-campus, some online). UT Arlington is expecting a growth rate of 1.4 percent per year for total enrollment which equates to 5,800 more students in 10 years. However, not all of these students will be physically present on the campus. Mixed mode (on-campus plus online) learning and purely online learning are growing faster than on-campus only learning. The number of on-campus only students has declined by about 2,500 students over the past 10 years as shown in Table 6.

Table 6
UT Arlington On- and Off-Campus Enrollment Trends, 2007-2017

					Percent of Total Enrollment		
Calendar Year	**Total Enrollment**	**On-Campus Only**	**On- and Off-Campus**	**Off-Campus Only**	**On-Campus Only**	**On- and Off-Campus**	**Off-Campus Only**
2007	33,761	29,043	3,766	952	86.0%	11.2%	2.8%
2008	33,513	28,232	4,303	978	84.2%	12.8%	2.9%
2009	36,234	28,813	5,070	2,351	79.5%	14.0%	6.5%
2010	46,692	29,636	6,146	10,910	63.5%	13.2%	23.4%
2011	49,746	28,766	7,708	13,272	57.8%	15.5%	26.7%
2012	49,992	27,352	8,812	13,828	54.7%	17.6%	27.7%
2013	51,009	27,344	8,732	14,933	53.6%	17.1%	29.3%
2014	54,496	27,945	8,846	17,705	51.3%	16.2%	32.5%
2015	57,720	28,437	9,212	20,071	49.3%	16.0%	34.8%
2016	61,822	27,849	10,116	23,857	45.0%	16.4%	38.6%
2017	64,958	26,559	11,795	26,604	40.9%	18.2%	41.0%
Total Change	**31,197**	**-2,484**	**8,029**	**25,652**			
Ann. Growth Rate	**6.8%**	**-0.9%**	**12.1%**	**39.5%**			

Note: A student can be full time in one term and a part time in another w ithin the calendar year. Therefore, full plus part-time students do not equal total headcount.
Source: UT Arlington; Economic & Planning Systems

- **Benefits of Nearby University** - There are many benefits to having a major university in a city. These include university and private sector R&D partnerships and technology transfer, attracting research grants, an immediate supply of skilled labor, and the sporting and cultural events associated with universities that bring visitors and spending to a city.

- **Levitt Pavilion –** This park and outdoor performance venue in the center of Downtown was created in 2008. Several stakeholders identified it as a "game changer" for Downtown. It attracts over a million visitors to the area each year, with national-name music acts as well as local and community-oriented events.

- **Arlington Music Hall –** This theatre and music venue opened in 1950. It recently had a $6.0 million renovation including some improvements to the surrounding block and businesses. It hosts major country music acts, with names such as Willie Nelson and Loretta Lynn performing there.

- **Babe's Chicken Dinner House –** "Babe's" is located next to the Music Hall and is a regionally and nationally known restaurant for a Texas-style family or group meal. It has synergies with the Music Hall as well as events in the Entertainment District.

- **West Main Street –** West Main Street still has the compact walkable street pattern of a traditional pre-war downtown. It has several assets that can be leveraged to create a larger arts, cultural, and entertainment district. The Arlington Museum of Art has high-quality exhibit rotations that attract national visitors, some whom spend nearly a day at the museum. There is a dance school and studio that also hosts Cotillions—bringing many local families to these blocks. National gospel music artist Kirk Franklin recently opened a state of the art recording studio at 102 S. Oak Street.

- **Theatre Arlington –** This live theatre venue has been on West Main Street since 1991. They produce 9 shows per year including drama, comedy, musicals, and youth shows.

- **Local Housing and Consumer Market Segments –** The *Housing Needs Assessment* identifies in more detail several market segments in Arlington that can be targeted to support growth in housing and commercial/food & beverage space. Conversely, a better mix of retail and food & beverage could also better serve the City population and these market segments.

  — **Daytime population –** There are over 500 businesses and approximately 4,500 daytime employees in Downtown. Some of these employees may wish to live closer to their jobs.

  — **Nighttime and weekend population –** There are numerous music, art, cultural, and family events Downtown from which more spending could be leveraged if there was a better mix and more synergistic (closer together) mix of restaurants, bars, and specialty retail.

  — **Young Professionals/Early Career Workforce –** This market segment is aged 20 to 35 and is diverse in income, job type, and household type. They were 24 percent of Arlington's population in 2016 (approximately 91,000 people). National consumer research indicates that many in this age group want reasonably-priced housing and proximity to walkable urban environments with a mixture of jobs, entertainment, and food & beverage options.

  — **Empty Nesters/Downsizers –** The core of this market segment is aged 60 to 70 and was approximately 9 percent of the Arlington population in 2016 (approximately 33,000 people). Like the 20 to 35-year olds, this age group is also diverse in income, wealth, and household type. Some—

especially the more affluent—have housing and location preferences like the 20 to 35-year old group. Neighborhoods such as Viridian in Arlington and Camp Bowie in Fort Worth show that these buyers will pay a premium for walkability and access to amenities.

— **Recent UT Arlington Graduates –** UT Arlington has a graduating class of approximately 8,000 each year. A portion of this segment may want to live in Downtown Arlington. Many college communities retain a high number of alums due to their positive association with the community.

— **Anchor Institution Patrons –** There are several anchor institutions in Downtown that attract many people every week. The two largest are the First Baptist Church Arlington and First United Methodist Church. Combined, they bring 2,600 people Downtown weekly. A portion of their membership should be targeted for Downtown housing—particularly the move-down (55+) segment.

- **Entertainment District –** The Entertainment District is a regional tourism and leisure attraction with about 14 million visitors per year. While outside the defined study area, it is a major economic driver. It is nationally known as the home of the Dallas Cowboys and the Texas Rangers, plus a Six Flags amusement park and numerous other attractions. Hotel occupancies in the District are reported to be in the mid-70 percent range, which is an industry threshold that indicates that additional hotel rooms are needed in the market. Loews Hotels is expected to bring 300 hotel rooms to the Entertainment District, adjacent to Texas Live, by 2019. During major events, visitors stay in Fort Worth and Dallas due to a lack of availability in the District. Attracting a new hotel to Downtown is therefore a key strategy.

Land Supply

In this section, the key opportunities and constraints from the land ownership evaluation are summarized.

- **Infill and Redevelopment -** The amount of Downtown land in public or non-profit ownership has been cited as a constraint to redevelopment and revitalization. There are, however, many other areas of Downtown in private ownership that can be considered for redevelopment. There are numerous surface parking lots and obsolete commercial buildings that can be assembled into larger redevelopment sites. An example is the Park Place apartment development which razed a Class B-C office building for redevelopment. Every major road corridor in Downtown has areas that could be considered for redevelopment if the property can be assembled.
- **UT Arlington Land –** The UT Arlington School of Social Work occupies the block at S. Cooper and Abram. There are long-term concept discussions to relocate these functions, opening up the site for redevelopment as a campus gateway, campus village, or for other university purposes. The University may seek a private sector development partner to execute the project.
- **Division Street –** There are discussions among property owners and used car businesses on the east end of Downtown about assembling land for a large redevelopment project or to improve the overall quality and look of the car dealership businesses.

RETAIL AND COMMERCIAL DEVELOPMENT

In this chapter, the existing mix of Downtown retail and food & beverage businesses are tabulated and evaluated. Next, the results of a retail demand (trade area expenditure potential) analysis are presented. This analysis recommends a target amount of new retail/commercial space in Downtown. Last, the hotel market and office market are addressed.

Retail, Food & Beverage

The Downtown food & beverage mix is concentrated in the fast food, pubs/sports bars, and "upscale casual" segments. However, prior to the Block 300 Abram Development (E. Abram between East and Elm), the newer upscale casual segment was not represented in Downtown, as shown in **Table 8** on the following page. This development brought a major expansion of the restaurant offerings: Twisted Root Burger and Flying Fish. Other new and successful restaurants in this segment include Fuzzy's Taco Shop and Mellow Mushroom Pizza. There are some other notable options outside the fast food and upscale casual segments: Potager Café and Urban Alchemy offer a more upscale urban café experience; and two new craft breweries are bringing the growth of craft beer to Arlington. These are also "third spaces"—businesses and venues that facilitate informal gathering and idea sharing. The Downtown study area does not have any destination fine dining restaurants, and no restaurants were identified with sit-down table cloth type-service.

There is very little retail in Downtown Arlington. Most of the retail/commercial businesses in Downtown are automotive and maintenance and repair/light industrial services, as shown in **Table 7**. The types of retail found in strong downtowns vary according to each area's competitive strengths and weaknesses, but generally include more businesses in specialty/ boutique retail, clothing and accessories, art galleries, and other niche retail.

Table 7
Downtown Retail and Commercial Business Mix

Industry	Inventory Count	Inventory Percent
Automotive	42	45.7%
Maintenance and Repair, Wholesale, Misc.	24	26.1%
Convenience Stores	6	6.5%
Home Furnishings Stores	6	6.5%
Specialty Retail	4	4.3%
Beer, Wine & Liquor Stores	3	3.3%
Clothing & Accessories	2	2.2%
Food/Convenience Stores	5	5.4%
Total	**92**	**100.0%**

Source: Dun & Bradstreet Hoovers, 2018; Economic & Planning Systems

Table 8
Downtown Restaurant Inventory

Name	Type	Inventory	
Potager Cafe	Café	1	
Urban Alchemy Coffee and Wine Bar	Café	1	
Subtotal		**2**	**11%**
Division Brewing	Craft Brewing	1	
Legal Draft	Craft Brewing	1	
Subtotal		**2**	**11%**
Old School Pizza & Suds	Pizza/Subs	1	
Subway	Fast Food	1	
Jimmy Johns Gourmet Sanwiches	Fast Food	1	
McDonald's	Fast Food	1	
Wendy's	Fast Food	1	
Subtotal		**5**	**26%**
J R Bentley's Restaurant & Pub	Pub/Bar	1	
J. Gilligan's	Sports Bar	1	
Mavericks Bar & Grill	Sports Bar	1	
Subtotal		**3**	**16%**
Flying Fish	Upscale Casual	1	
Namoo Koreanbowl	Upscale Casual	1	
Fuzzy's Taco Shop	Upscale Casual	1	
Mellow Mushroom Pizza	Upscale Casual	1	
Twisted Root Burger Co.	Upscale Casual	1	
Grease Monkey	Burger Bar	1	
Subtotal		**6**	**32%**
Babe's Chicken Dinner	Other	1	5%
Total		**19**	**100%**

Source: Dun & Bradstreet Hoovers, 2018; Economic & Planning Systems

Retail Spending Potential

Expanding retail and food & beverage (F&B) in Downtown depends on two factors: expanding housing and investing in placemaking. In a City of over 380,000, there is sufficient population density to support a vibrant Downtown retail and food & beverage mix. One of the major constraints is the lack of critical mass—the aggregation of retail and food & beverage businesses in well-connected clusters.

The adage that "retail follows rooftops" is generally true, making the expansion of Downtown housing a key strategy. The *Housing Needs Assessment* defines two housing expansion scenarios in Downtown ranging from 1,300 to 2,300 new housing units. These two scenarios support roughly 74,400 to 124,500 square feet of retail space, as shown in Table 9 with additional supporting calculations in the Supplemental Tables at the end of this report. The existing trade area demand figures are shown for reference, but are not given as much weight as the new demand projections because of the large number of grocery stores, restaurants, and other retail within about a mile to two miles of Downtown.

The Downtown can likely support more growth in retail and food & beverage space than supported by housing growth alone. Since downtowns draw from larger citywide and regional trade areas, the potential square footage was increased with an "inflow factor" estimated conservatively at a 25 percent increase. The assumption behind the inflow factor is that there will be a significant investment in placemaking to attract more customers and businesses to Downtown. In addition, many commercial and mixed use settings also house other non-retail businesses such as personal services, small offices (e.g. insurance agents), and other miscellaneous commercial businesses. Another 25 percent addition for these other businesses is also included. **The recommended square footage target is approximately 100,000 to 170,000 square feet, or approximately 50 to 80 new businesses, as shown.**

Table 9
Existing and Potential Downtown Retail Demand (Sq. Ft.)

Store Type	Existing Trade Area Demand (Sq. Ft.)	New Retail Sq. Ft. Low Housing Scenario	New Retail Sq. Ft. High Housing Scenario
Convenience Goods			
Supermarkets and Other Food Stores	65,300	16,100	27,000
Convenience Stores	9,400	2,300	3,900
Beer, Wine, & Liquor Stores	12,700	3,100	5,200
Health and Personal Care	17,600	4,300	7,300
Total Convenience Goods	**105,000**	**25,800**	**43,400**
Other Shopper's Goods			
Clothing & Accessories	13,600	3,400	5,600
Furniture & Home Furnishings	12,900	3,200	5,300
Electronics & Appliances	5,600	1,400	2,300
Sporting Goods, Hobby, & Music Stores	8,200	2,000	3,400
Miscellaneous Retail	11,700	2,900	4,800
Total Other Shopper's Goods	**52,000**	**12,900**	**21,400**
Eating and Drinking	**91,700**	**25,800**	**42,400**
Total Retail Goods	**248,700**	**64,500**	**107,200**
Plus Inflow from Arlington and Metroplex (+25%)		**80,625**	**134,000**
Plus other Commerical/Services Space (+25%)		**100,781**	**167,500**
Approx. # of Businesses @ 2,000 Sq. Ft./Space		**50**	**84**

Source: Economic & Planning Systems

Hotel Demand

The Convention and Visitors Bureau reports that hotel occupancy rates in North Arlington average approximately 75 percent annually. This is a threshold in the hotel industry that is a good gauge that there is demand for additional hotel rooms. It has also been reported by local real estate experts that the City is losing hotel stays to Dallas and Fort Worth during big events in the Entertainment District, and the new Loews Hotel will capture some of this leakage. UT Arlington has also expressed interest in having a boutique hotel close to campus. Hotel development is an opportunity that should be included in the Plan and pursued by real estate developers, the City, and UT Arlington.

Office and Employment

The City's business inventory data shows that Downtown's office employment mix is typical of many downtowns. Banking/financial services, real estate, and professional services firms are all present Downtown, as shown in Table 10. Many are small businesses are owned by Arlington residents. Local government is the largest employment sector in Downtown.

Table 10
Downtown Office Tenant Types

Industry	Inventory Employees	Inventory Percent
Financial Activities		
Banking	87	2.4%
Insurance	40	1.1%
Other	38	1.0%
Subtotal	**165**	**4.5%**
Real Estate	**263**	**7.1%**
Local Government	**2,530**	**68.5%**
Information	**145**	**3.9%**
Professional and Business Services		
Accounting Services	26	0.7%
Legal Services	146	4.0%
Architecture, Engineering, and Creative	146	4.0%
Professional Services	136	3.7%
Other Services	139	3.8%
Subtotal	**593**	**16.0%**
Total	**3,696**	**100.0%**

Source: Dun & Bradstreet Hoovers, 2018; Economic & Planning Systems

Real estate statistics from CoStar show a private office building inventory of approximately 73 buildings or nearly 500,000 square feet. The vacancy rate is low at 6.7 percent. Rent levels average $15.26 per square foot before tenant expenses, which is well below the mid to upper $20 per square foot range needed to make new construction feasible. Most of the inventory is classified as "Class C" space—the lowest grade of commercial office space tracked in the real estate brokerage and investment industry.

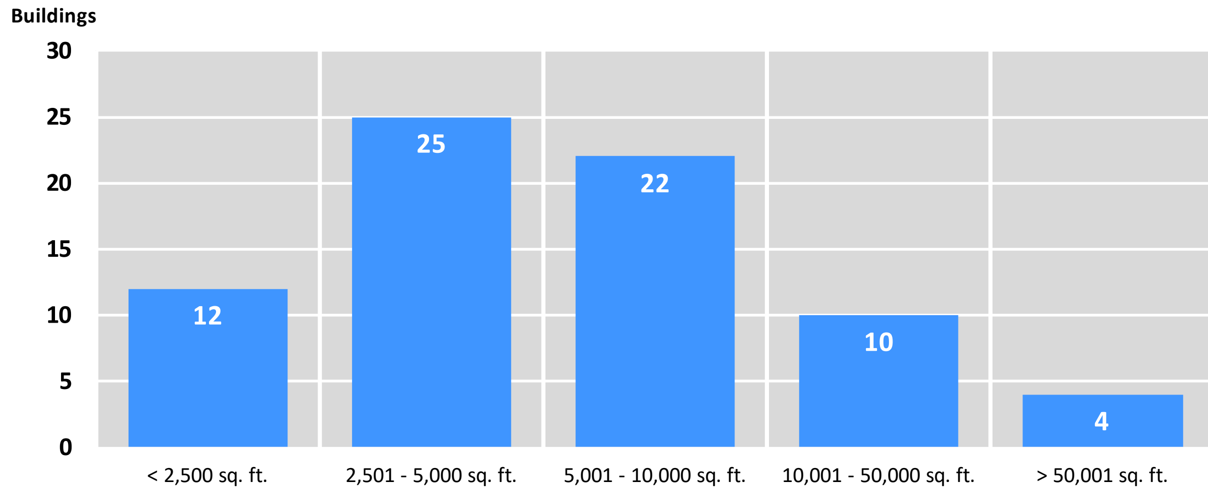
Table 11
Downtown Office Market Summary Statistics

Description	Downtown Office
Number of Buildings	73
Total Square Feet	496,845
Average Rent	$15.26
Vacancy Rate	6.7%

Source: CoStar; Economic & Planning Systems

The office building sizes in Downtown reflect the tenant mix—small to medium sized buildings for small businesses. As shown in Figure 4, most buildings are in the 2,500 to 10,000 square foot range. There are four buildings larger than 50,000 square feet.

Figure 4
Downtown Office Building Size Ranges



Source: CoStar; Economic & Planning Systems

Supplemental Retail Spending Calculations

Table 12
Spending Potential in Existing Trade Area and Housing Growth Scenarios

Spending Group		Current Income and Spending	Housing Scenario Growth 2018-2028	
			Low	High
Households				
Existing Trade Area Households		5,500		
New Households		N/A	1,355	2,275
Average Household Income		$76,000	$76,000	$76,000
Total Household Income (THI)		**$418,000,000**	**$102,974,585**	**$172,934,834**
On Campus and Nearby Students				
Existing Students		10,000		
New Students		0	3,800	6,000
Total Students		**10,000**	**3,800**	**6,000**
Dining Out [1]		$850	$850	$850
Grocery and retail [1, 2]		$1,300	$1,300	$1,300
9 Month Spending		**$2,150**	**$2,150**	**$2,150**
Dining Out		$8,500,000	$3,230,000	$5,100,000
Grocery/Convenience/Market	75%	$9,750,000	$3,705,000	$5,850,000
Retail	25%	$5,375,000	$2,042,500	$3,225,000
Immediate Area Student Spending		**$23,625,000**	**$8,977,500**	**$14,175,000**

Source: Economic & Planning Systems
[1] Source: Local Spending by Traditional College Students, Central Michigan Univ., 2008
https://www.westga.edu/~bquest/2008/local08.pdf; Economic & Planning Systems
[2] 75/25 grocery and retail allocation estimated by EPS.

Table 13
Existing Trade Area Spending Potential by Retail Category

Downtown Retail Type	Pct. of THI	Downtown Trade Area ($000s)	Students ($000s)	Total ($000s)
Total Household Income (THI) ($000s)	**100.0%**	**$418,000**	**$23,625**	
Convenience Goods				
Supermarkets/Grocery Stores	6.3%	$26,136		$26,136
Convenience Stores	0.9%	$3,762		$3,762
Beer, Wine, & Liquor Stores	0.9%	$3,802		$3,802
Health and Personal Care	1.7%	$7,023		$7,023
Total Convenience Goods	**9.7%**	**$40,724**	**$9,750**	**$40,724**
Shopper's Goods/Speciality Retail				
Clothing & Accessories	1.1%	$4,773		$4,773
Furniture & Home Furnishings	0.8%	$3,219		$3,219
Electronics & Appliances	0.7%	$2,796		$2,796
Sporting Goods, Hobby, Book, & Music Stores	0.7%	$2,866		$2,866
Miscellaneous Retail	0.7%	$2,918		$2,918
Total Other Shopper's Goods	**4.0%**	**$16,572**	**$5,375**	**$16,572**
Eating and Drinking	**5.6%**	**$23,578**	**$8,500**	**$32,078**
Total Downtown Retail	**19.3%**	**$80,874**	**$23,625**	**$89,374**

Source: US Census of Retail Trade; Economic & Planning Systems

Table 14
Existing Trade Area Retail Demand (Sq. Ft.)

Store Type	Sales Per Sq. Ft.	Current Retail Demand - No Growth		
		Downtown Trade Area	Students	Total
Convenience Goods				
Supermarkets and Other Food Stores	$400	65,300		65,300
Convenience Stores	$400	9,400		9,400
Beer, Wine, & Liquor Stores	$300	12,700		12,700
Health and Personal Care	$400	17,600		17,600
Total Convenience Goods	**$391**	**105,000**	**25,000**	**105,000**
Other Shopper's Goods				
Clothing & Accessories	$350	13,600		13,600
Furniture & Home Furnishings	$250	12,900		12,900
Electronics & Appliances	$500	5,600		5,600
Sporting Goods, Hobby, & Music Stores	$350	8,200		8,200
Miscellaneous Retail	$250	11,700		11,700
Total Other Shopper's Goods	**$338**	**52,000**	**15,900**	**52,000**
Eating and Drinking	**$350**	**67,400**	**24,300**	**91,700**
Total Retail Goods		**224,400**	**65,200**	**248,700**

Source: Economic & Planning Systems

Table 15
Housing Growth Scenarios: Spending Potential by Retail Category

Downtown Retail Type	Pct. of THI	Low Housing Scenario: Downtown Trade Area ($000s)	Low Housing Scenario: Students ($000s)	Low Housing Scenario: Total	High Housing Scenario: Downtown Trade Area ($000s)	High Housing Scenario: Students ($000s)	High Housing Scenario: Total
New Households and Students		**1,355**	**3,800**		**2,275**	**6,000**	
THI ($000s)	**100.0%**	**$102,975**	**$8,978**	**$111,952**	**$172,935**	**$14,175**	**$187,110**
Convenience Goods							
Supermarkets/Grocery Stores	6.3%	$6,439	---	$6,439	$10,813	---	$10,813
Convenience Stores	0.9%	$927	---	$927	$1,556	---	$1,556
Beer, Wine, & Liquor Stores	0.9%	$937	---	$937	$1,573	---	$1,573
Health and Personal Care	1.7%	$1,730	---	$1,730	$2,906	---	$2,906
Total Convenience Goods	**9.7%**	**$10,032**	**$3,705**	**$10,032**	**$16,848**	**$5,850**	**$16,848**
Shopper's Goods/Speciality Retail							
Clothing & Accessories	1.1%	$1,176	---	$1,176	$1,975	---	$1,975
Furniture & Home Furnishings	0.8%	$793	---	$793	$1,332	---	$1,332
Electronics & Appliances	0.7%	$689	---	$689	$1,157	---	$1,157
Sporting Goods, Hobby, Book, & Music Stores	0.7%	$706	---	$706	$1,186	---	$1,186
Miscellaneous Retail	0.7%	$719	---	$719	$1,207	---	$1,207
Total Other Shopper's Goods	**4.0%**	**$4,082**	**$2,043**	**$4,082**	**$6,856**	**$3,225**	**$6,856**
Eating and Drinking	**5.6%**	**$5,808**	**$3,230**	**$9,038**	**$9,755**	**$5,100**	**$14,855**
Total Downtown Retail	**19.3%**	**$19,923**	**$8,978**	**$23,153**	**$33,459**	**$14,175**	**$38,559**

Source: US Census of Retail Trade; Economic & Planning Systems

Table 16
Housing Growth Scenarios: Retail Demand

Store Type	Total Spending Low	Total Spending High	Sales Per Sq. Ft.	New Retail Sq. Ft. Low Housing Scenario	New Retail Sq. Ft. High Housing Scenario
New Housing Units	**1,355**	**2,275**		**1,355**	**2,275**
Convenience Goods					
Supermarkets and Other Food Stores	$6,439	$10,813	$400	16,100	27,000
Convenience Stores	$927	$1,556	$400	2,300	3,900
Beer, Wine, & Liquor Stores	$937	$1,573	$300	3,100	5,200
Health and Personal Care	$1,730	$2,906	$400	4,300	7,300
Total Convenience Goods	**$10,032**	**$16,848**	**$391**	**25,800**	**43,400**
Other Shopper's Goods					
Clothing & Accessories	$1,176	$1,975	$350	3,400	5,600
Furniture & Home Furnishings	$793	$1,332	$250	3,200	5,300
Electronics & Appliances	$689	$1,157	$500	1,400	2,300
Sporting Goods, Hobby, & Music Stores	$706	$1,186	$350	2,000	3,400
Miscellaneous Retail	$719	$1,207	$250	2,900	4,800
Total Other Shopper's Goods	**$4,082**	**$6,856**	**$338**	**12,900**	**21,400**
Eating and Drinking	**$9,038**	**$14,855**	**$350**	**25,800**	**42,400**
Total Retail Goods	**$23,153**	**$38,559**		**64,500**	**107,200**
Plus Inflow from Arlington and Metroplex (+25%)				**80,625**	**134,000**
Plus other Commerical/Services Space (+25%)				**100,781**	**167,500**

Source: Economic & Planning Systems

APPENDIX B

Downtown Arlington Housing Needs Assessment

Prepared by: Economic & Planning Systems, Inc.

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INTRODUCTION

This report was prepared for the Existing Conditions Analysis phase of the Downtown Arlington Master Plan process. The purpose of this Housing Needs Assessment is to evaluate demographic and housing market trends and conditions in the City of Arlington and Downtown Arlington to identify the types of housing that are needed in the broader community and to create a more balanced and vibrant Downtown. It is organized into the following four chapters, outlined below:

Baseline Trends - Provides an overview of basic demographic trends and characteristics in Arlington that influence housing demand.

Supply Conditions - Summarizes housing supply trends and conditions in Arlington and Downtown. Recent trends and characteristics of new housing construction are important to evaluate because they are direct measurements of where the housing market is headed and what it is supplying (and conversely, not supplying).

Demand Conditions - Contains housing demand projections and targets for Downtown Arlington to aid the visioning process and development of the Master Plan. A key aspect of the analysis is defining market segments to broaden the housing and retail mix in Downtown to serve the full spectrum of preferences in Arlington.

Housing Availability – Provides recommendations, strategies, and other considerations to be used in the development of the Downtown Master Plan.

Downtown Challenge

In the past, Downtown Arlington has had very little housing and the corresponding local population has been low. This is changing. With two projects completed within the last two years (101 Center and 404 Border) and a third under construction (Park Place), there will be 676 new units in Downtown. The new investment will increase the number of households by a factor of seven, from the low in 2010 of 127.

The recent investments include the construction of 101 Center Street, a 244-unit apartment development, and 404 Border, a 135-unit apartment development just outside the Downtown Plan area boundary. Currently, the market for housing for students at the University of Texas Arlington (UT Arlington) is strong. A substantial number of projects have been completed on campus or closely adjacent to campus.

The 101 Center project is located in the center of Downtown. Property representatives report that tenants are comprised of approximately 60 percent students and 40 percent conventional households although residents of the building report a higher percentage of students. Given that there has not been any new housing construction in Downtown in years, these new investments indicate a strengthening market and a broadening of opportunity. However, maintaining a wide mix of housing is essential in Arlington as a whole—and in Downtown in particular—as this report will discuss.

Benefits of Downtown Housing

The most vibrant downtowns are places where people live, work, and enjoy leisure, recreation, and cultural activities. In Downtown Arlington, expanding housing options has been identified as an objective for the Downtown Plan to address. EPS's experience and the analysis contained in this report recommend that a broad mix of housing be supported in Downtown. A mix of housing types broadens the customer base in Downtown to include residents of many ages, household and family type, and income ranges. In addition, the housing market in Arlington is underserving the young/early career workforce and the empty nester move-down markets. Downtown is an area of opportunity to create a broader mix of housing options for the City's residents, where there are many quality of life, employee attraction and retention, and other economic development benefits.

Summary of Findings and Recommendations

1. ***Arlington is a growing city within one of the fastest growing metropolitan areas in the United States.***

The Dallas-Fort-Worth-Arlington Metropolitan Statistical Area (13 counties) had the most population growth of all MSA's in the U.S. from 2010 through 2017. The smaller four-county core of the MSA comprised of Tarrant, Dallas, Collin, and Denton Counties has added 80,000 people per year over the past 16 years (220 per day). Arlington has grown by 3,100 people per year over the past six years, or 8.5 people per day. The sheer amount of growth and strength of the regional economy is an asset and an opportunity. If only a small percentage of the region's growth can be directed to Downtown Arlington, there will be a large benefit. An increase in investment in the quality of the place in Downtown is needed to attract more private investment in housing and new businesses.

2. ***Downtown housing is important to creating a strong Downtown, but also has broader citywide benefits.***

The types of housing that are most often built in downtowns are different than in the other areas of cities and suburbs. Downtown housing is typically higher density (more units per acre), often attached (e.g., condominiums, apartments, townhomes), and can be at a range of pricing from income-restricted affordable housing to high-end luxury homes. These different types of housing provide options for the many different types of people and life stages that every city has—young, old, with or without children, and at different income levels. For example, moderately priced for-sale housing in particular creates a stepping stone for first time buyers to build equity that may be used towards a larger move-up home if desired, to accommodate a larger family.

The housing market in Arlington is underserved in the young/early career workforce and the empty nester move-down markets. Portions of these market segments seek smaller, lower maintenance, and sometimes lower-cost homes than the single family detached homes that are prevalent in Arlington. Broadening the housing options will enable the city to better serve more market segments in its population. Creating a mix of housing types in downtowns also broadens the customer base for downtown businesses to include residents of many ages, household and family types, and income ranges.

3. ***The housing market in Arlington is concentrated in the single family detached home and multifamily (apartment) segments, with little variety between these two ends of the housing spectrum.***

Over the past 10 years, single family construction accounted for about two-thirds of all new home construction, with multifamily construction (mostly apartments) making up the remaining one-third on average. There have been only a few developments recently that have brought other housing types into the Arlington market. As a result, the empty nester "lock and leave" market in particular is underserved. In general, first time buyers have few other options besides a single family home. Viridian offers for-sale townhomes, as well as small lot single family homes. Ballpark Estates, on Road to Six Flags Street, is a new townhome development priced in the upper $200,000 range. These developments illustrate that the market will pay a premium for something different and high quality.

4. *The market for housing, as well as business patrons, in Downtown should be broadened. Downtown's market appeal should be expanded beyond the surge of multifamily and student-oriented housing development. Six target market segments are identified.*

If attracted successfully with the right conditions created in Downtown, this broader market can support more and different housing and food & beverage options in Downtown. The private market is addressing the market for student housing. The City's focus is therefore recommended to be on 'rounding out' Downtown to serve other segments of the market and Arlington's residents. The recommended market segments are:

- Daytime population – Over 500 businesses with approximately 4,500 daytime employees in Downtown.
- Nighttime and weekend population – Music, art, cultural, and family event attendees.
- Young Professionals/Early Career Workforce – The 20 to 35 population, which was 24 percent of Arlington's population in 2016 (approximately 91,000 people).
- Empty Nesters/Downsizers - The 60 to 70 population, which was approximately 9 percent of Arlington's population in 2016 (approximately 33,000 people).
- Recent UT Arlington Graduates - UT Arlington has a graduating class of approximately 8,000 each year. Many college communities retain a high number of alums due to their positive association with the community.
- Anchor Institution Patrons - The two largest institutions in Downtown are the First Baptist Church Arlington and First United Methodist Church. Combined they bring 2,600 people Downtown weekly. A portion of their membership should be targeted for downtown housing, particularly the move-down (55+) segment.

Finally, the Plan should also support senior housing in Downtown to serve the needs of the City's aging population and to bring an additional market segment to Downtown.

5. This report recommends an ambitious 10-year Downtown housing goal of 1,300 units to approximately 2,300 units with many housing types within those totals. This will broaden housing options and support Downtown businesses with a larger Downtown population.

Demographic projections in this report estimate the potential for 1,300 to 2,300 units of housing Downtown if 5.0 to 8.0 percent of the market can be captured in Downtown. Critical to these assumptions are major investments in Downtown placemaking and amenities, making Downtown a more desirable place to live and spend time. As shown below in Table , three general types of housing are recommended for Downtown plus the immediate areas around it to provide for additional planning flexibility. Flats can be apartments or condominiums; townhomes can be for-rent or for-sale; and single family homes are envisioned as compact, small lot (3,500 to 5,000 sq. ft.), or even cottage-style homes on lots of 3,500 square feet or less. Since "retail follows rooftops," bringing additional housing to Downtown is also important in supporting a broader and larger mix of Downtown food & beverage and retail businesses.

Table 1
Downtown Housing Goal (Low Scenario)

		Housing Types			Housing Demand			
Description	**New Construction**	**Flats**	**Town-homes**	**Single-Family**	**Flats**	**Town-homes**	**Single-Family**	**Total**
Urban Professionals (20-35)	391	75%	25%	0%	293	98	0	391
Downsizers (60-70)	227	33%	33%	33%	76	76	76	227
UT Arlington Seniors	508	80%	20%	0%	407	102	0	508
Anchor Institution Patrons	69	33%	33%	33%	23	23	23	69
Affordable Senior Housing	160	100%	0%	0%	160	0	0	160
Total	**1,355**				**958**	**298**	**99**	**1,355**

Source: Economic & Planning Systems

The demand scenarios on which these housing goals are based do not include student housing. The only students included in the projections are capturing 1.0 to 2.0 percent of each year's senior class of approximately 8,000 after graduation or the end of their studies. Student housing may create additional demand but is addressed separately as it has different policy implications.

6. The Downtown and UT Arlington Campus area has experienced a large addition of new housing, with nearly 1,500 apartments built in the last six years and another 1,100 under construction or proposed in 2018 and 2019. The growth of UT Arlington is attracting national and DFW region multifamily and student housing developers.

The growth in UT Arlington enrollment, its goal of attracting more full-time students, and the proven financial model of private student housing is attracting private investment from DFW region and national multifamily and student housing developers. Recent projects in Downtown and near the

UT Arlington Campus include 101 Center (244 units), The Arlie (169 units), and 404 Border (135 units). There are another 855 units under construction and 1,209 units proposed. Projects under construction include LIV+ (260 units) 8four8 (298 units), and Park Place (297 units).

Pre-leasing activity for the 2018-2019 school year is reported to be slower than previous years, likely due to the large and sudden increase in supply particularly in 2016 and 2017 when 548 units were built in or near Campus and in Downtown. The market should be monitored to determine if this is a short-term oversupply that will be corrected over the next two to three years. The private student housing that is being built may be unaffordable to the more typical UT Arlington student. Growth in full time non-commuter students, who tend to be from higher income households, may be required to sustain the pace of private student housing growth.

7. ***The unit mix in multifamily housing proposed now—and built recently—in and near Downtown and the UT Arlington campus indicates that the properties are largely oriented to the student market.***

The unit mix in conventional suburban apartment buildings is weighted to one- and two-bedroom units with a small percentage of three-bedroom units. Generally, a unit mix concentrated in larger units with more bedrooms lends itself to student housing, often rented by the bedroom. The unit mix of the proposed and recently built apartments compared to the inventory built prior to 2008 is shifting to serve the student population. For housing built in 2008 and prior, 6 to 7 percent of the units were three-bedroom units and there were no four-bedroom units. In total, the proposed projects in and around Downtown and the UT Arlington campus have 7 percent three-bedroom units and 27 percent four-bedroom units. For example, Park Place is 12 percent three-bedroom and 27 percent four-bedroom units. 101 Center is 17 percent three-bedroom and 13 percent four-bedroom units. Closer to the UT Arlington campus, properties such as the Arlie (built in 2016) and LIV+ Arlington (under construction) have well more than half of their units in three- and four-bedroom configurations.

8. ***UT Arlington is working to attract more full-time students and to increase the overall caliber of the school. If realized, these goals will create additional demand for multifamily and student housing in Arlington. In the short term, however, the student housing market is softening and may be oversupplied.***

If UT Arlington succeeds in attracting more full-time students over the long term more on- and off-campus housing will be needed. If the current trend in housing continues—with 28 percent housed in Arlington in various forms of on- and off-campus, UT Arlington and private housing—there will be demand for nearly 1,200 new beds by 2028, as shown in Table 2.

Table 2
Student Housing Demand Projections

Description	Pct. Housed in Arlington	2018	2023	2028	Change 2018-2028 Total	Ann. #	Ann. %
UT Arlington On Campus Enrollment		26,940	28,928	31,063	4,123	412	1.4%
Students Housed in Arlington	28%	7,565	8,123	8,723	1,158	116	1.4%

Source: UT Arlington; Economic & Planning Systems

The proposed development pipeline around and on-campus and in Downtown contains approximately 2,752 beds of new supply resulting in a net addition of 2,336 beds after demolition of old inventory. UT Arlington officials noted that this is the largest amount of new supply that has entered the market in their recollection, and there are concerns about saturating the market. Pre-leasing for the 2018-2019 academic year is also reported to be slower in some of the new buildings suggesting that there may be an oversupply.

If the percentage of new enrollment housed in Arlington is held constant at 28 percent, the market may be oversupplied at least in the short-term. The planned supply exceeds projected demand by 1,179 beds as shown in Table 3 looking purely at projected growth in students and planned housing supply.

Table 3
2018-2028 Student Housing Supply and Demand Projection

Description	Supply/Demand
Planned New Supply	2,336
Forecasted New Demand	-1,158
Supply minus Demand (Beds)	**1,179**
Supply:	**Surplus**

Source: UT Arlington; Economic & Planning Systems

These figures however do not account for the potential for newer higher quality housing to draw students out of older obsolete properties. Then again, newer housing is more expensive than older properties that appeal to students on a more limited budget and there is a limit to the amount of luxury student housing that can be absorbed.

Despite the potential oversupply of student housing in the current market, if UT Arlington does succeed in attracting more full-time on-campus students, there will be demand for more student housing. The City and UT Arlington will need to continue to work together on housing strategies and land use policies to accommodate students in a manner that benefits the community and UT Arlington.

9. The City and UT Arlington can consider land use policies and regulations to direct the growth of student housing to the appropriate areas.

Looking long term, it is likely that market pressure for student housing in and near Downtown will continue after the current surge of student housing development stabilizes. The City and UT Arlington therefore need to collaborate on policies to accommodate the growing number of students who will live in Arlington. The City does have land use options for directing student housing to areas it deems appropriate. The City can consider regulating the unit mix of apartments to encourage or discourage specific development formats. For example, in some areas the City could consider allowing only a certain percentage of units three bedrooms or larger.

10. Observations from other cities with large universities suggest that a student population can be part of a vibrant downtown.

This report and the accompanying *Existing Conditions Market Assessment* note that vibrant downtowns have a mixture of housing, retail/commercial space, and a variety of food & beverage options. To support the retail and food & beverage businesses, as well as entertainment and cultural venues, a larger downtown population is needed. Students can be part of this larger population. A concern of the City and some stakeholders, however, is that too concentrated of a student population may deter investment in businesses and housing that serves other market segments. It is recommended that the City focus on broadening the appeal of Downtown to other market segments so that the student population complements a larger Downtown population.

Baseline Trends

This chapter provides an overview of basic demographic trends and characteristics in Arlington that influence housing demand.

Population and Housing Trends

Arlington has a population of 383,899 and has been growing at 0.8 to 0.9 percent per year, as shown in **Table 4**. Since 2010, Arlington added 18,461 people and 1,774 households. A household is a group of people, related or unrelated, living in one housing unit. This equates to 3,077 people and 296 households per year. Household growth correlates closely with housing demand and construction. Arlington has consistently accounted for about 10.0 percent of the population growth in Tarrant County since 2000. Growth in both areas accelerated from 2010 through 2016 compared to 2000 through 2010.

Downtown has an estimated population in 2017 of approximately 350 (a 2016 estimate was not available). These demographic estimates have not yet caught up with new housing construction in Downtown, however. With more than 650 units under construction or recently completed, the Downtown population could exceed 1,600 in the near future. Since 2010, the Downtown population is estimated to have grown very modestly by 18 people. It should be noted that small area demographic estimates like this can have large margins of error.

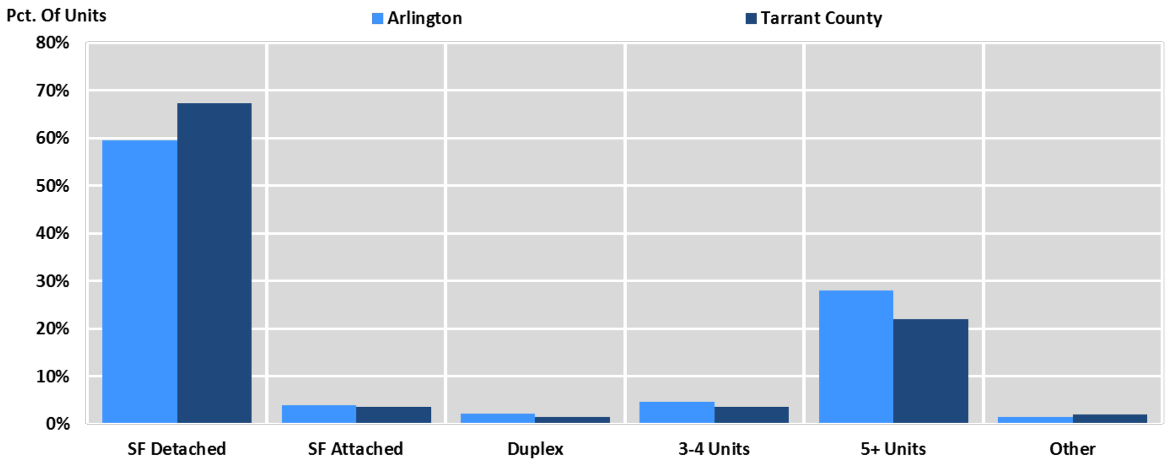
Table 4
Population and Household Trends, 2000-2016/7

				2000-2010			2010-2016/7		
Description	**2000**	**2010**	**2016/7**	**Total**	**Ann. #**	**Ann. %**	**Total**	**Ann. #**	**Ann. %**
Population									
Downtown	317	338	356	21	2	0.6%	18	3	0.7%
Arlington	332,969	365,438	383,899	32,469	3,247	0.9%	18,461	3,077	0.8%
Tarrant County	1,446,813	1,809,034	1,947,529	362,221	36,222	2.3%	138,495	23,083	1.2%
Households									
Downtown	178	127	135	-51	-5	-3.3%	8	1	0.9%
Arlington	124,547	133,072	134,846	8,525	853	0.7%	1,774	296	0.2%
Tarrant County	534,137	657,134	682,967	122,997	12,300	2.1%	25,833	4,306	0.6%

Note: Figures for Downtown are 2017 estimates; 2016 estimates are no longer available for this geography.
Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); ESRI Business Analyst; Economic & Planning Systems

Citywide, Arlington's housing stock mix is typical of many suburban communities and of Tarrant County and Metroplex suburbs in general. The housing stock is comprised mainly of single family homes and apartments, with little diversity of housing in between these two categories. In Arlington, 60 percent of the homes are single family detached units, compared to 67 percent in Tarrant County, as shown in **Figure 1**. Twenty-eight percent of Arlington's housing is in multifamily structures (apartments) with 5 or more units in the structure compared to 22 percent in all of Tarrant County. The remaining 12 percent of Arlington's housing is in single family attached homes (e.g., townhomes), duplexes, and other unit types including mobile homes.

Figure 1
Existing Housing Stock, 2016

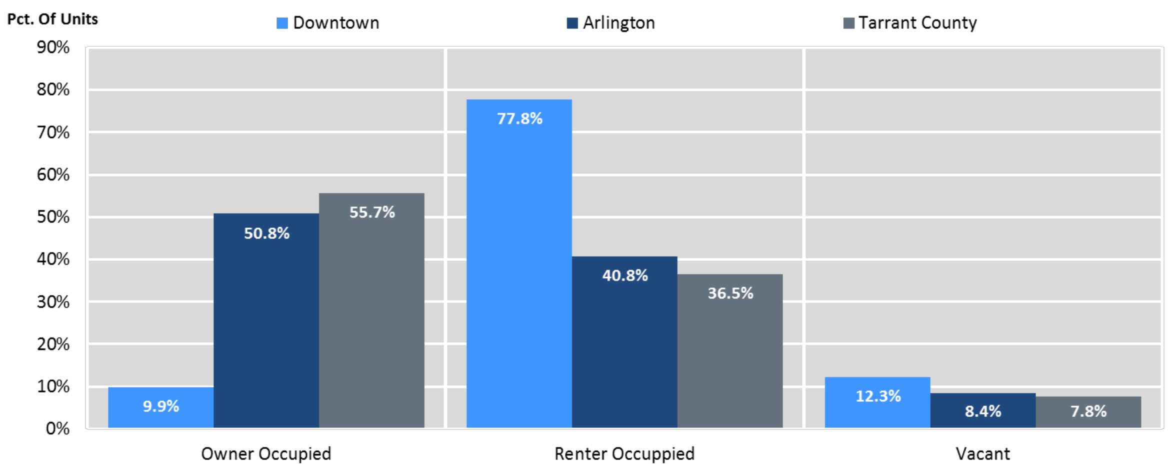


Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); Economic & Planning Systems

Demographics

The demographics of a downtown are always different than citywide averages due to the types of housing available and the characteristics of people who choose to live in downtowns, and the same is true for Arlington. While 40.8 percent of homes citywide are renter-occupied, 77.8 percent are renter occupied in Downtown, as shown in Figure 2, which is about twice the city average. On average, the City of Arlington is very similar to Tarrant County with only a slightly higher percentage of renters and owners. The proximity to UT Arlington is the primary reason for the high number of renters in Downtown at this time.

Figure 2
Housing Tenure, 2016



Note: Downtown data only available for 2017
Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); ESRI Business Analyst; Economic & Planning Systems

Other key demographic indicators in Downtown are also heavily influenced by the student population. The median household income is $22,580, which is about half of the citywide median, as shown in Table. Downtown demographics are typically weighted towards smaller households without children, both young and older generations. In Downtown, 20 percent of the households have children, compared to nearly 40 percent citywide. Downtown is also younger, with a median age of 24.5, compared to 32.8 citywide.

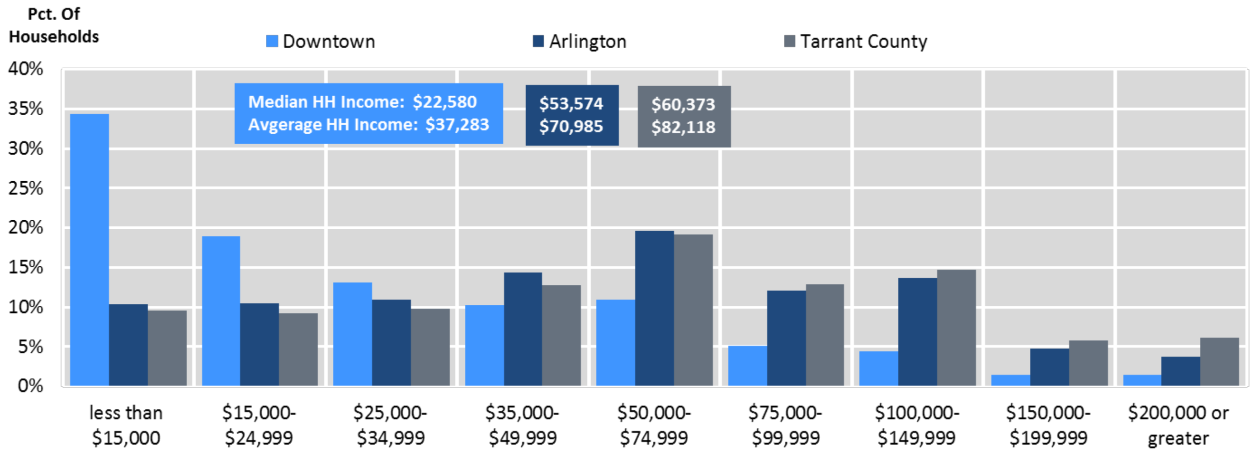
Table 5
Selected Characteristics Downtown Compared to Arlington

Description	Downtown Count	Downtown Pct.	Arlington Count	Arlington Pct.
Household Characteristics				
Median HH Income	$22,580	-	$53,574	-
Average HH Size	1.88	-	2.82	-
With Children	20	19.6%	51,391	38.1%
Without Children	82	80.4%	83,455	61.9%
Housing Tenure				
Owner Occupied	17	10.7%	74,829	50.8%
Renter Occuppied	118	74.2%	60,017	40.8%
Vacant	24	15.1%	12,385	8.4%
Total	**159**	**100.0%**	**147,231**	**100.0%**
Median Age	24.5	-	32.8	-

Note: Dow ntow n data only available for 2017
Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); ESRI Business Analyst; Economic & Planning Systems

The household income distribution in Downtown is also heavily influenced by the presence of students. Downtown has a larger percentage of households in the income ranges below $35,000 per year, as shown in Figure . The affordability of the small amount of existing housing also influences these income figures.

Figure 3
Household Income Distribution, 2016



Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); ESRI Business Analyst; Economic & Planning Systems

HOUSING SUPPLY CONDITIONS

This chapter summarizes housing supply trends and conditions in Arlington and Downtown. Recent trends and characteristics of new housing construction are important to evaluate because they are direct indicators of where the housing market is headed and what it is supplying, and conversely not supplying.

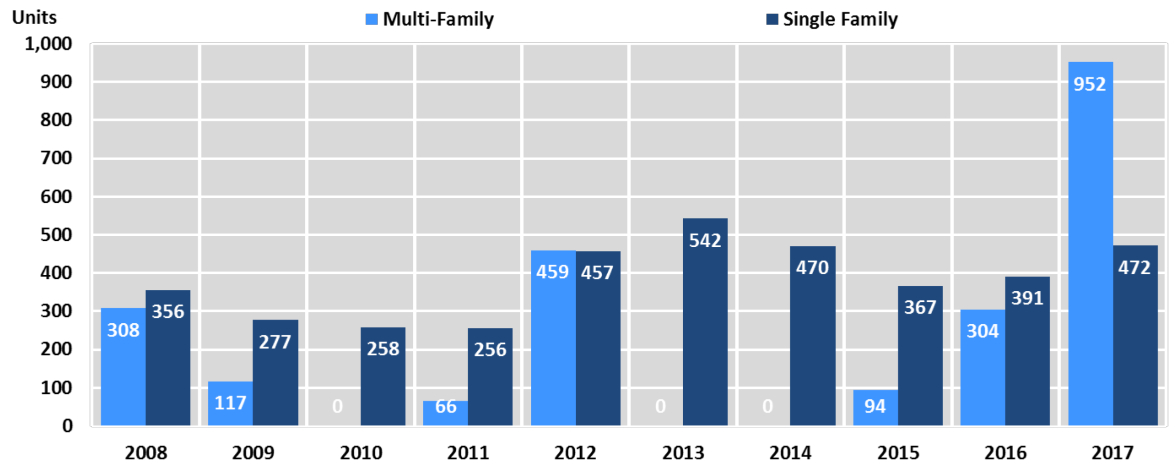
Housing Production Trends

Since 2010, new home construction in Arlington (full city limits) has occurred at an average pace of about 650 homes per year. Over the past 10 years, single family construction accounted for about two-thirds of all new home construction, with multifamily construction making up the remaining one-third. In 2016 and 2017, multifamily construction was two-thirds of new construction, as shown in Figure 4. It is common, however, for multifamily development to shift these percentages significantly over a short time period because of the large number of units delivered in a single multifamily development.

A significant number of the recent multifamily developments within Arlington are located on—or immediately surrounding—the UT Arlington campus. The growth goals of UT Arlington are creating additional demand for multifamily housing and the market is responding. UT Arlington's goals of growing a larger number of full-time on-campus students will create more demand for student housing over time. The larger University of Texas system is growing rapidly, and the State and universities are working to bolster other schools to take pressure off the University of Texas Austin and Texas A&M. Student housing is particularly profitable for developers because units rent per bedroom, enabling the per-square foot rents to be higher than in conventional apartments.

Notable in the figure below is the lack of other types of housing such as townhomes and condominiums. There is, however, at least one recent townhome development not captured in these figures: Ballpark Estates on Road to Six Flags Street.

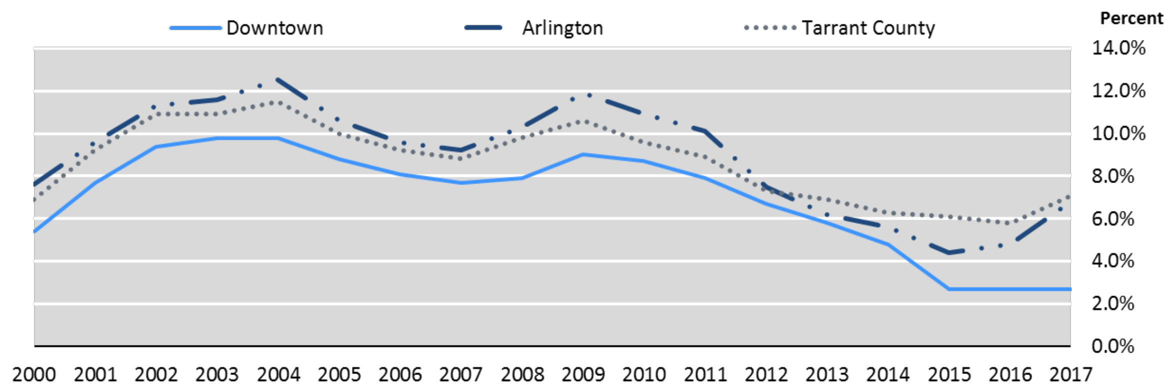
Figure 4
Arlington Residential Construction, 2008-2016



Source: City of Arlington; Economic & Planning Systems

The rental market in Arlington has been strong, as exhibited by decrease in vacancy rates through 2015. Most developers view equilibrium at a threshold of 95 percent occupancy (5 percent vacancy). Current Downtown vacancy rates are very low, between 2.0 and 3.0 percent. It should be noted that there has been a recent increase in the vacancy rate from 4.0 to just over 6.8 percent for the City, as shown in **Figure 5**. This is likely due to the large amount of new apartment supply that has hit the market and is attracting tenants from older outdated properties. UT Arlington housing staff indicated that this was a trend in some of the student-oriented housing. Until recently, there was little new investment in multifamily housing, which may have created "pent-up demand" for newer, better-quality housing. These trends should be monitored closely to gauge how deep the demand is for newer, more expensive rental housing. However, in the long run, the growth plans of UT Arlington will create more demand for rental housing if they are realized. In Chapter 4, UT Arlington's enrollment trends and projections are evaluated in more detail.

Figure 5
Multifamily Vacancy, 2000-2017



Source: CoStar; Economic & Planning Systems

New Housing Development

This section profiles recent housing development in and around Downtown, with a focus on the unit mix or configuration of new construction—a gauge of whether the properties are marketing to students or conventional renters.

In 2016 and 2017, 1,256 units of apartments were built in Arlington, as shown in **Table and Figure** . These included 101 Center (244 units), Overture Highlands (167 units), Arlington Commons (353 units), Riverside Apartments (188 units), The Arlie (169 units), and 404 Border (135 units). There are another 738 units under construction and 1,209 units proposed. Projects under construction include LIV+, 8four8, and Dial Senior Living. Proposed projects include Secretariat, Residence at Arbor Grove, 710 Benge, and Arlington Commons Phase II, III, and IV. In Downtown, 379 units were built in 2016 and 2017 and another 297 units will be under construction soon in Park Place, across Abram Street from 101 Center. The unit mix for each property is also shown in percentage terms in **Table** .

Table 6
Multifamily Recent and Planned Development, 2008-2019

Description	Status	Year	Units	Studio	1 BR	2 BR	3 BR	4+ BR
Downtown								
101 Center	Existing	2017	244	59	42	69	42	32
404 Border	Existing	2016	135	-	63	72	-	-
Subtotal			**379**	**59**	**105**	**141**	**42**	**32**
Park Place	Under Construction	2019	297	59	53	70	36	79
Total			**676**	**118**	**158**	**211**	**78**	**111**
Campus Area								
The Arlie	Existing	2016	169	-	4	50	35	80
The Lofts at College Park	Existing	2012	81	-	81	-	-	-
Campus Edge	Existing	2012	128	-	-	4	16	108
Vandergriff Hall	Existing	2012	250	-	-	-	-	-
Midtown UT Arlington	Existing	2011	66	-	-	15	23	28
Maverick Place	Existing	2009	117	-	8	31	-	78
The Heights on Pecan	Existing	2008	308	-	92	168	-	48
Subtotal			**1,119**	**0**	**185**	**268**	**74**	**342**
West Campus Residential Hall	Under Construction	2018	267	-	-	-	-	-
8FOUR8 Mitchell	Under Construction	2018	298	35	60	107	16	80
LIV+ Arlington	Under Construction	2018	260	-	26	85	19	130
710 Benge Drive	Proposed	2019	34	-	-	-	-	-
Subtotal			**859**	**35**	**86**	**192**	**35**	**210**
Total			**1,978**	**35**	**271**	**460**	**109**	**552**
Outside of Downtown (Not Mapped)								
Center Place II	Existing	2015	94	-	-	-	-	-
Overture Highlands	Existing	2017	167	-	95	72	-	-
Riverside Apartments	Existing	2017	188	-	96	84	8	-
Arlington Commons Phase I	Existing	2017	353	-	266	87	-	-
Subtotal			**802**	**0**	**457**	**243**	**8**	**0**
Dial Senior Living	Under Construction	2018	180	-	-	-	-	-
Arlington Commons Phase II-IV	Proposed	10 years	975	-	-	-	-	-
The Residence at Arbor Grove	Proposed	2019	126	-	101	25	-	-
Secretariat	Proposed	2019	74	-	30	44	-	-
Subtotal			**1,355**	**0**	**131**	**69**	**0**	**0**
Total			**2,157**	**0**	**588**	**312**	**8**	**0**

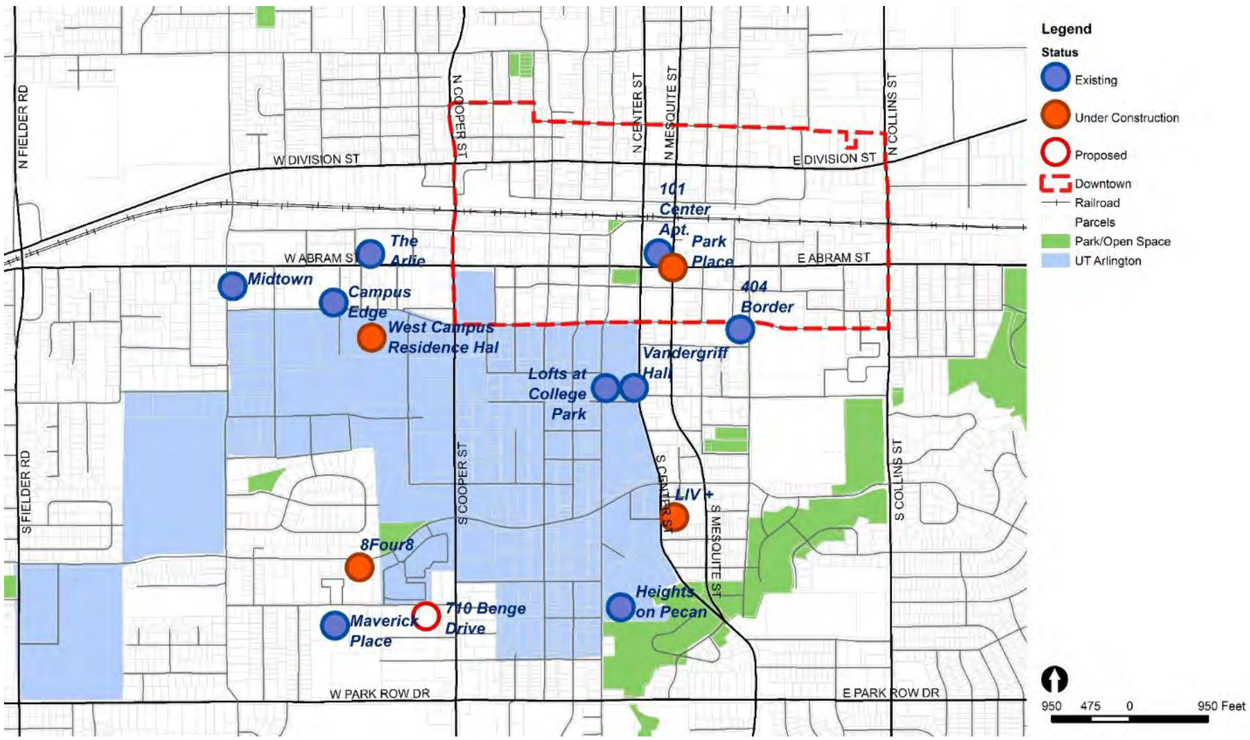
Source: City of Arlington; CoStar; Economic & Planning Systems

Table 7
Unit Mix in Recent and Planned Development, 2008-2019

Description	Status	Year	Units	Studio	1 BR	2 BR	3 BR	4+ BR
Downtown								
101 Center	Existing	2017	244	24%	17%	28%	17%	13%
404 Border	Existing	2016	135	-	47%	53%	-	-
Subtotal			**379**	**16%**	**28%**	**37%**	**11%**	**8%**
Park Place	Under Construction	2019	297	20%	18%	24%	12%	27%
Total			**676**	**35%**	**46%**	**61%**	**23%**	**35%**
Campus Area								
The Arlie	Existing	2016	169	-	2%	30%	21%	47%
The Lofts at College Park	Existing	2012	81	-	100%	-	-	-
Campus Edge	Existing	2012	128	-	-	3%	13%	84%
Vandergriff Hall	Existing	2012	250	-	-	-	-	-
Midtown UT Arlington	Existing	2011	66	-	-	23%	35%	42%
Maverick Place	Existing	2009	117	-	7%	26%	-	67%
The Heights on Pecan	Existing	2008	308	-	30%	55%	-	16%
Subtotal			**1,119**	**0%**	**21%**	**31%**	**9%**	**39%**
West Campus Residential Hall	Under Construction	2018	267	-	-	-	-	-
8FOUR8 Mitchell	Under Construction	2018	298	12%	20%	36%	5%	27%
LIV+ Arlington	Under Construction	2018	260	-	10%	33%	7%	50%
710 Benge Drive	Proposed	2019	34	-	-	-	-	-
Subtotal			**859**	**6%**	**15%**	**34%**	**6%**	**38%**
Total			**1,978**	**2%**	**19%**	**32%**	**8%**	**39%**
Outside of Downtown (Not Mapped)								
Center Place II	Existing	2015	94	-	-	-	-	-
Overture Highlands	Existing	2017	167	-	57%	43%	-	-
Riverside Apartments	Existing	2017	188	-	51%	45%	4%	-
Arlington Commons Phase I	Existing	2017	353	-	75%	25%	-	-
Subtotal			**802**	**0%**	**65%**	**34%**	**1%**	**0%**
Dial Senior Living	Under Construction	2018	180	-	-	-	-	-
Arlington Commons Phase II-IV	Proposed	10 years	975	-	-	-	-	-
The Residence at Arbor Grove	Proposed	2019	126	-	80%	20%	-	-
Secretariat	Proposed	2019	74	-	41%	59%	-	-
Subtotal			**1,355**	**0%**	**66%**	**35%**	**0%**	**0%**
Total			**2,157**	**0%**	**65%**	**34%**	**1%**	**0%**

Source: City of Arlington; CoStar; Economic & Planning Systems

Figure 6
New and Proposed Multifamily Development Since 2008

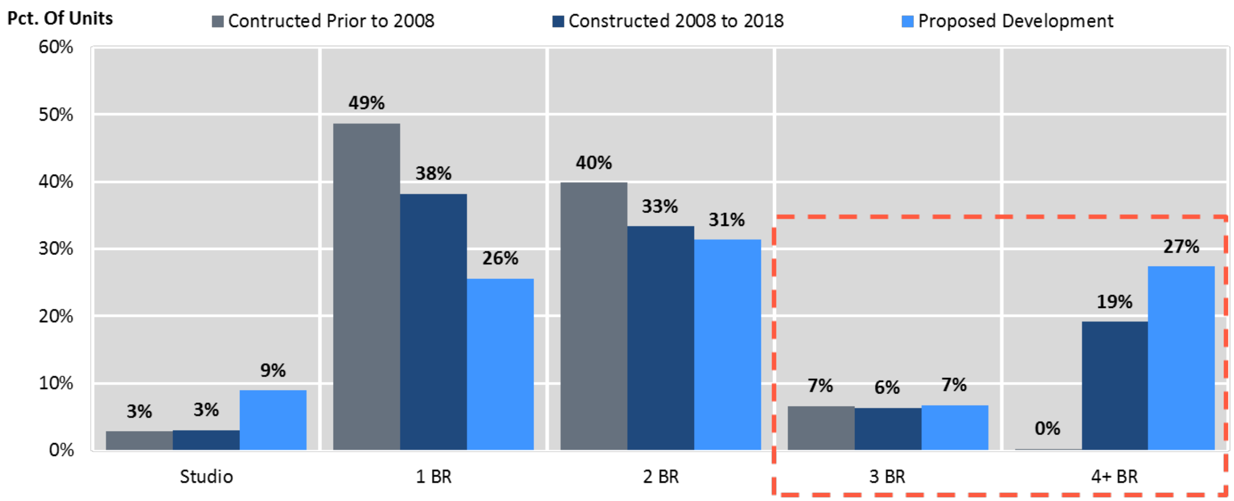


The unit mix in the inventory under construction in and around Downtown has generated attention, as the composition of new multifamily construction has attracted a larger student population to the Downtown area than was present historically. As shown above in Table , the unit mix in conventional suburban apartment buildings is weighted to one- and two-bedroom units with a smaller percentage of three-bedroom units. Generally, a unit mix concentrated in larger units with more bedrooms lends itself to student housing, often rented by the bedroom. The amount of student housing that is needed or desired in Downtown Arlington is an issue that will be evaluated along with UT Arlington's growth forecasts in the next chapter.

The unit mix of the proposed apartments compared to the inventory built prior to 2008, and even inventory built from 2008 into 2018, is shifting to serve the student population. For housing built in 2008 and prior, 6 to 7 percent of the units were three-bedroom units and there were no four-bedroom units.

Proposed projects have 7 percent three-bedroom units and 27 percent four-bedroom units in aggregate, as shown in **Figure** . Several of the new and recent developments are profiled below.

Figure 7
Unit Mix of Multifamily Development



Source: City of Arlington; CoStar; Economic & Planning Systems

New Development – Downtown and UT Arlington Area

Heights on Pecan (UT Arlington Property)
1225 S Pecan St.

Year Built: 2008
Units: 308
Unit Mix: 1 BR, 2 BR, 4 BR
Rent: $910 - $2,774
Amenities: Swimming Pool; Washer and Dryer; Walk-in Closets; Free Cable; Free Internet Connection; Paid Utilities

Maverick Place
930 Benge Dr.

Year Built: 2009
Units: 117
Unit Mix: 1 BR, 2 BR, 4 BR
Rent: $1,040 - $2,440
Amenities: Clubhouse; Fitness Center; Cyber Café; Game Room; Tanning Dome; Swimming Pool; Sand Volleyball Court

Campus Edge
1001 UT Arlington Blvd.

Year Built: 2012
Units: 128
Unit Mix: 2 BR, 3BR, 4 BR
Rent: $1,678 - $2,716
Amenities: Garage Parking; Barbeque Grills; Multimedia Area; Recreation Center; Fitness Center; Outdoor Fireplace

Midtown
1121 UT Arlington Blvd.

Year Built: 2011
Units: 66
Unit Mix: 2 BR, 3 BR, 4 BR
Rent: $1,440 - $2,580
Amenities: Fitness Center; Game Room; Business Center; Covered Parking; Picnic and Grilling; Swimming Pool; TV Lounge; Tanning Salon

Lofts at College Park (UT Arlington Property)
500 S Center St.

Year Built: 2012
Units: 81
Unit Mix: 1 BR
Rent: $989 - $1,015
Amenities: Free WiFi; Free Cable; Washer and Dryer; Garage Parking; Paid Utilities; Walk-in Closets

Vandergriff Hall (UT Arlington Property)
587 Spaniolo Dr.

Year Built: 2012
Units: 250
Unit Mix: 2 BR
Rent: $5,743/person fall & spring total
Amenities: Free WiFi; Free Cable; Free Unlimited Laundry; Study Lounge; Game Room; Computer Lab

The Arlie
815 W Abram St.

Year Built: 2016
Units: 169
Unit Mix: 1 BR, 2 BR, 3 BR, 4 BR
Rent: $1,349 - $3,156
Amenities: Outdoor Gaming Area; Fitness Center; Recreation Center; Multimedia Area; Outdoor Fire Pit; Dog Park; Barbeque Grills

404 Border
404 E Border St.

Year Built: 2016
Units: 135
Unit Mix: 1 BR, 2 BR
Rent: $1,235 - $1,930
Amenities: Business Center; Carports; Clubhouse; Coffee Bar; Dog Park; Outdoor Fireplaces; Picnic and Barbeque; Rooftop Sky Lounge; Swimming Pool; Fitness Center

101 Center
101 Center St.

Year Built: 2017
Units: 244
Unit Mix: Studio, 1 BR, 2 BR, 3 BR, 4 BR
Rent: $1,079 - $2,996
Amenities: Bike Parking; Swimming Pool; Community Lounge; Fitness Center; Balconies; Grilling Pavilion; Business Center; Private Meeting Rooms

Under Construction and Proposed Development

LIV +
1001 S Center St.

Year Built: 2018
Units: 260
Unit Mix: 1 BR, 2 BR, 3 BR, 4 BR
Rent: $1,265 - $2,860
Amenities: Fresh Market; Three Courtyards; Two-Story Clubhouse; Study Rooms; Flex Space; Fitness Center; Covered Parking Garage

8Four8
848 W Mitchell St.

Proposed Year Built: 2018
Units: 298
Unit Mix: Studio – 5 BR

Park Place
South & Mesquite

Proposed Year Built: 2019
Units: 297
Unit Mix: Studio – 5 BR

West Campus Residential Hall (UT Arlington Property)
Nedderman Dr.

Proposed Year Built: 2018
Units: 267
Unit Mix: 2 BR

710 Benge Drive

Proposed Year Built: 2019
Units: 34

DEMAND CONDITIONS

This chapter contains housing demand projections and targets for Downtown Arlington to aid the visioning process and development of the Master Plan. The information is presented in the order outlined below.

Growth Patterns and Forecasts – As a baseline, housing demand is typically generated by employment and the resulting household (and population) growth. Data on employment and household forecasts are provided by the North Central Texas Council of Governments (NCTCOG). These regional forecasts were consulted for information on growth patterns rather than for population and household growth totals, as the forecasts are somewhat dated at this time. The Texas State Demographer produces forecasts of population by age, which were used to define market segments to target for Downtown housing.

Market Segments – The target market for housing in Downtown needs to be broadened to create a more diverse housing mix and resident population. This section identifies several target markets including young professionals and the early career workforce, downsizing households, recent UT Arlington graduates, and people affiliated with anchor institutions such as the First Baptist Church Arlington and First United Methodist Church.

Downtown Capture Rates – The amount of development that a downtown area can capture (the percentage share of the larger market) depends on many factors—particularly available land. We present Downtown market share estimates for several other large city downtowns for comparison.

Housing Demand Projections - Starting with the population by age forecasts and demographics, we project demand in Arlington from each market segment, and estimate the market share that could be captured in Downtown under the right conditions.

Student Housing Demand – Last, growth projections and student geography data from UT Arlington are analyzed to gauge the potential demand for multifamily and student housing that could result from the planned growth of UT Arlington full-time enrollment.

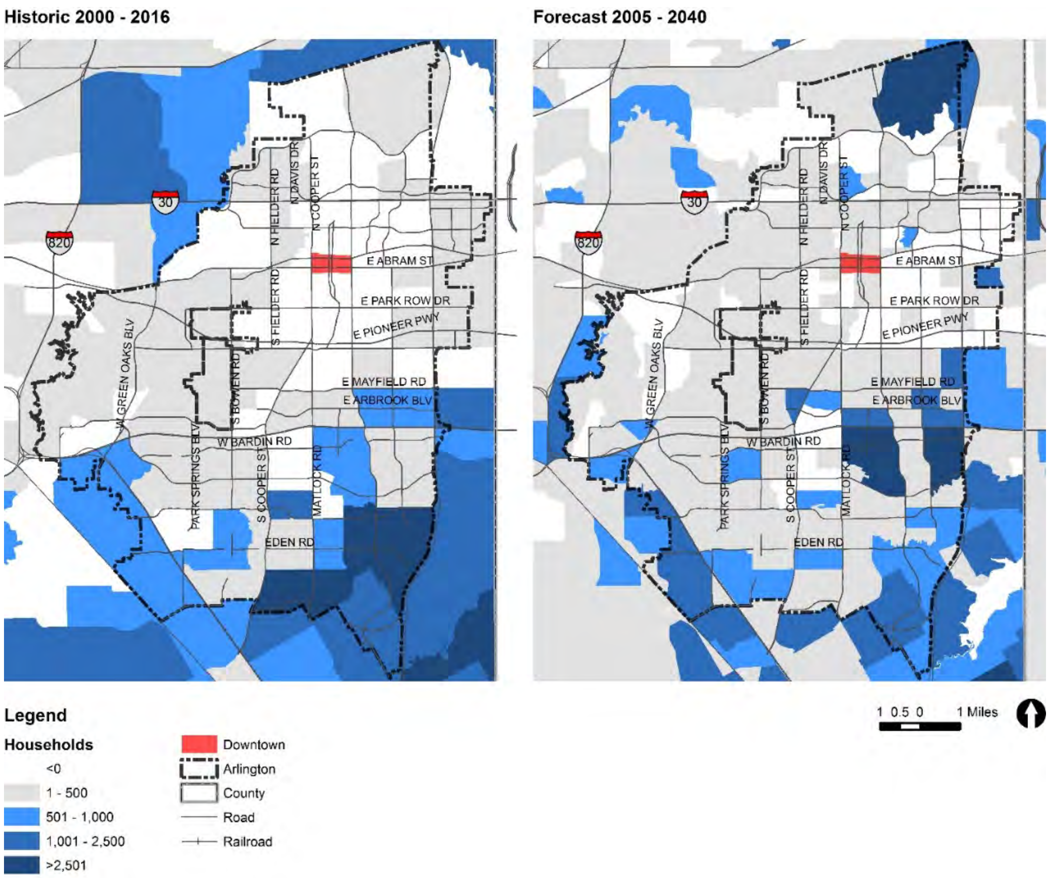
Growth Patterns and Forecasts

NCTCOG prepares land use, population/household, and employment forecasts for long-range transportation and land use planning. These provide a starting point for gauging growth potential in Arlington. The forecast numbers are dated, as 2005 is used as the base year, but are the most recent figures available. The most recent 2005 to 2040 forecast shows Arlington growing from 130,000 to 184,000 households, an increase of 54,000 households with 166,000 people (a 40 percent increase). These were prepared prior to the Great Recession and have not been adjusted. The City is at 135,000 households as of 2016, indicating that the Great Recession resulted in growth that was slower than forecasted.

The growth patterns in the NCTCOG forecast were compared to historic growth patterns to show how growth in this region of the Metroplex and Arlington is changing. From 2000 through 2016, most of Arlington's growth occurred in—or moved to—the southern portion of the city and to Mansfield, as shown in

Figure . As vacant land has been developed, more of the growth is expected to move farther south, with less growth in Arlington. There are still some large growth opportunities in the City, but over time these will diminish. When suburban communities become ringed by urban development, the opportunities for growth shift to reinvesting in existing areas such as Downtown, and infill and redevelopment areas.

Figure 8
Household Change, Historic and Forecasted



Market Segments

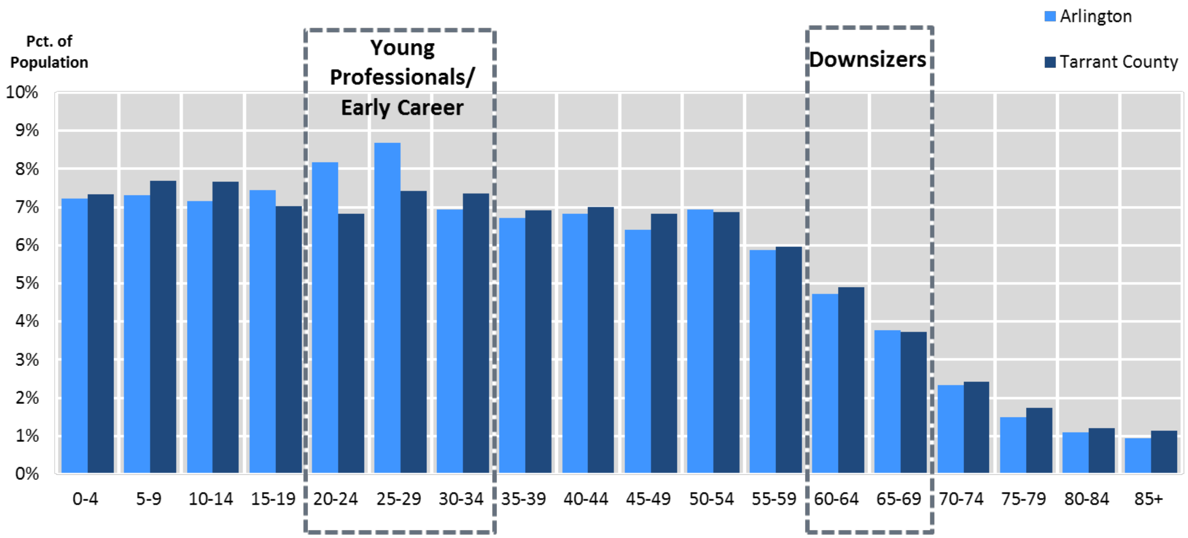
A key aspect of the Downtown Master Plan is attracting more housing development to Downtown. The current market direction is trending toward continued multifamily and student-oriented housing. These types of housing are needed in the community but will result in a homogenous Downtown if the trend continues. Through demographic analysis and interviews with stakeholders and local real estate experts, we have identified target markets for Downtown.

Young Professionals/Early Career Workforce

This segment is aged 20 to 35 and is diverse in income, job type, and household type. They are approximately 24 percent of Arlington's population in 2016 as shown in Figure , or 91,280 people. In 2018, this age group is estimated at 92,893 people, as shown in Table . Some are single and without children, while others may be couples without kids or thinking of starting a family. A common element is a desire for reasonably-priced housing—for sale or for rent. For first-time buyers, a small, low maintenance home is often a first step to building equity to move up to a larger home for a larger family. Employees of the Arlington Independent School District (Arlington ISD), Texas Health Arlington, UT Arlington, and any number of professional services and trades businesses who are in this age range fall into this category.

Many national consumer and housing preference surveys indicate that this generation of people is increasingly attracted to urban environments with a mixture of jobs, entertainment, food & beverage options, and a walkable environment. Housing types that will appeal to them range from apartments to condominiums, townhomes, lofts, and small lower maintenance single family detached homes. These product types are almost non-existent in Arlington.

Figure 9
Age Distribution, 2016



Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); Economic & Planning Systems

Empty Nesters/Downsizers

The core of this market segment is aged 60 to 70 and is approximately 9 percent of the Arlington population in 2016, or 32,612 people as shown in Figure . In 2018, this age group is estimated at 35,311 as shown in Table . Like the 20 to 35-year old's, this age group is also diverse in income, wealth, and household type. However, for many of them their children have moved out of the family home. Some will age in place in the family home; others will sell that home and seek a smaller, lower maintenance home. Many in this segment have no mortgage debt and significant equity in their current home that they can use towards purchasing an urban "move-down" home.

This group—especially the more affluent members—share common preferences with the 20- to 35-year old's: smaller, lower maintenance homes, in a walkable environment, and close to restaurants and entertainment. Neighborhoods such as Viridian in Arlington and Camp Bowie in Fort Worth show that buyers will pay a premium for walkability and access to amenities. Again, we know from evaluating housing stock data and interviewing realtors and developers that this product type is undersupplied in Arlington.

UT Arlington On-Campus Senior Class

UT Arlington has an on-campus senior class of approximately 8,000. Many of these students fall into the young professional/early career market segment with similar preferences. When these students graduate, they are another source of demand and may be interested in living Downtown with the right mix of amenities and housing options. Many college communities retain some of their alumni due to their positive association with the community.

Anchor Institution Patrons

There is a unique opportunity Downtown among the several anchor institutions that attract many people to Downtown every week. The two largest are the First Baptist Church Arlington and First United Methodist Church. Combined they bring 2,600 people to Downtown weekly. A portion of their membership should be targeted for Downtown housing, particularly the move-down segment. The growing desire for community can be found within numerous demand segments across a range of markets. Research has shown that opportunities for community are no longer as available as they have been in previous decades, and people have greater motivation to seek out community, both traditional and unconventional. In the Downtown Arlington market, the Anchor Institution patrons have already committed to their communities and also, by location, committed to Downtown Arlington. Providing options for them to increase their presence and participation within their respective communities could generate demand for housing Downtown.

Senior Housing

Nationally and in Arlington there is demand and a need for senior housing. Our housing target recommendations include 150 to 200 units of senior housing, housing roughly 300 people. This housing could be market rate or affordable. If developed as income and age-restricted affordable housing, it would likely be under the Federal Low Income Housing Tax Credit (LIHTC) program, a competitive program administered by the states. We have assumed here that at least one competitive tax credit allocation would be awarded in Arlington.

Downtown Capture Rates

What is a reasonable amount of housing to expect in Downtown? The amount of housing that can be attracted to an existing built-up area depends on many factors. The constraints of available land, individual land owner objectives, and redevelopment costs are key factors. Looking at how much housing market share other downtowns have captured provides guidance for goals in Arlington.

In the seven cities shown below in Table , the housing market share calculations (how much of the total city's growth occurred in downtown) range widely from approximately 5 to 20 percent. These are significantly larger cities with strong downtowns; they illustrate the market potentials that exist when the right combination of placemaking and amenities, retail and restaurants, jobs, and transportation access are concentrated in a downtown. Fort Worth is the closest city evaluated. The area within a 1-mile radius of downtown captured just under 2 percent of the City's growth. Expanding to a 1.5-mile radius, the Fort Worth downtown area captured 5.5 percent of the housing market. In Dallas, the 1-mile radius captured 6 percent of the market and the 1.5-mile radius captured almost 10 percent.

Table 8
Downtown Capture of Housing Growth

Description	2000-2010 Ann. Growth	2000-2010 Share	2010-2016 Ann. Growth	2010-2016 Share
Fort Worth				
City	7,604	100.0%	5,327	100.0%
Downtown				
1 Mile	89	1.2%	90	1.7%
1.5 Mile	189	2.5%	292	5.5%
2 Mile	224	2.9%	489	9.2%
Dallas				
City	3,332	100.0%	7,676	100.0%
Downtown				
1 Mile	544	16.3%	473	6.2%
1.5 Mile	982	29.5%	757	9.9%
2 Mile	1,277	38.3%	1,274	16.6%
Austin				
City	7,190	100%	6,072	100%
Downtown				
1 Mile	338	4.7%	234	3.9%
1.5 Mile	594	8.3%	547	9.0%
2 Mile	661	9.2%	811	13.3%
Denver				
City	3,437	100%	4,759	100%
Downtown				
1 Mile	738	21.5%	528	11%
1.5 Mile	1,052	30.6%	873	18%
2 Mile	1,145	33.3%	1,206	25%
Portland				
City	2,794	100%	2,245	100%
Downtown				
1 Mile	469	16.8%	182	8%
1.5 Mile	888	31.8%	480	21%
2 Mile	987	35.3%	633	28%
Seattle				
City	3,792	100%	4,323	100%
Downtown				
1 Mile	728	19.2%	862	20%
1.5 Mile	1,400	36.9%	1,475	34%
2 Mile	1,695	44.7%	1,818	42%

Source: ESRI Business Analyst; Economic & Planning Systems

Housing Demand Projections

Using forecasts of population by age for Tarrant County from the Texas State Demographer (adjusted for Arlington), the population in each demand segment is forecasted in Table . The demand from the growth of UT Arlington is addressed in a separate section. Over the next 10 years, the young professional/early career segment is projected to grow by 14,700 people in Arlington and the downsizers by 8,500. The total number of senior class members over the next 10 years will be 95,600. As noted above, the anchor institutions bring 2,600 people to Downtown each week; this is a fixed amount today, not a forecasted growth amount.

Table 9
Demand Segment Population Growth, 2018-2028

				2018-2028		
Demand Segment	**2018**	**2023**	**2028**	**Total**	**Ann. #**	**Ann. %**
Young Professionals/Early Career (20-35)	92,893	99,277	107,580	14,687	1,469	1.5%
Downsizers (60-70)	35,311	41,351	43,857	8,546	855	2.2%
UT Arlington On-Campus Seniors [1]	8,082/yr.	8,678/yr.	9,319/yr.	95,559	9,556	1.4%
Anchor Institution Patrons	---	---	---	2,600	260	-
Affordable Senior Housing	---	---	---	300	30	-

[1] Estimated at 30% of students enrolled in on-campus enrollment of 26,600 in 2017.

Source: US Census Bureau American Community Survey 2012-2016 (5-Year Estimate); UT Arlington; Economic & Planning Systems

In Table we apply estimated market share capture rates to the population forecasts to estimate potential demand. In Table 17, the population is converted to households (a household is equivalent to an occupied housing unit) by dividing by an average urban or downtown housing unit household size of 1.88.

Capture Rate – To quantify the potential Downtown market share, we assume capture rates of 5.0 to 8.0 percent for the young professionals and downsizers, and 1.0 to 2.0 percent to UT Arlington graduates. This results in a potential Downtown population of 2,500 to 4,300.

New Households/Housing Units – After converting population to households, the Downtown housing goal is estimated at 1,300 to 2,300 new households, as shown in Table 17.

Table 10
Downtown Population Growth Capture, 2018-2028

	Downtown Capture		Total Pop. Change	
Population	**Low**	**High**	**Low**	**High**
Urban Professionals (20-35)	5.0%	8.0%	734	1,175
Downsizers (60-70)	5.0%	8.0%	427	684
UT Arlington Seniors	1.0%	2.0%	956	1,911
Anchor Institution Patrons	5.0%	8.0%	130	208
Affordable Senior Housing	---	---	300	300
Total			**2,547**	**4,278**

Source: Economic & Planning Systems

Table 17
Downtown Household/Housing Unit Growth Targets, 2018-2028

Description	Population Low	Population High	Household Size	Total Household Change Low	Total Household Change High
Urban Professionals (20-35)	734	1,175	1.88	391	625
Downsizers (60-70)	427	684	1.88	227	364
UT Arlington Seniors	956	1,911	1.88	508	1,017
Anchor Institution Patrons	130	208	1.88	69	111
Affordable Senior Housing	300	300	1.88	160	160
Total	**2,547**	**4,278**		**1,355**	**2,275**

Source: Economic & Planning Systems

The previous tables estimated aggregate demand by market segment. The next step is to convert these into Downtown housing unit types. Three broad categories of housing are used, as shown in Table (low scenario) and Table (high scenario).

Flats – These can be condominiums, apartments, lofts, or other multifamily structured housing at a variety of heights and overall densities (units per acre).

Townhomes – Townhomes are single family attached homes that can be for rent or for sale. They appeal to young and older households and can be built at entry level to luxury prices and finishes.

Single family detached – Single family detached housing is not typically found in dense urban environments. However, some areas of Downtown and the periphery of Downtown could accommodate small-lot, modestly sized single family homes and/or cottages.

Each market segment is also assigned an estimated mix of housing types to build up to a diverse housing production target. For the young/early career segment, the split is estimated at 75 percent flats and 25 percent townhomes. Downsizers and seniors are split approximately one-third across each product type. The potential demand from current and future UT Arlington students is addressed separately because of the policy considerations the City and stakeholders have identified.

Downtown Housing Targets - As shown, the low scenario target is 1,300 units of new housing over the next 10 years. The high scenario shows a 10-year target of 2,300 new housing units.

Table 12
Downtown Demand by Housing Type (Low Scenario)

Description	New Construction	Housing Types: Flats	Housing Types: Town-homes	Housing Types: Single-Family	Housing Demand: Flats	Housing Demand: Town-homes	Housing Demand: Single-Family	Total
Urban Professionals (20-35)	391	75%	25%	0%	293	98	0	391
Downsizers (60-70)	227	33%	33%	33%	76	76	76	227
UT Arlington Seniors	508	80%	20%	0%	407	102	0	508
Anchor Institution Patrons	69	33%	33%	33%	23	23	23	69
Affordable Senior Housing	160	100%	0%	0%	160	0	0	160
Total	**1,355**				**958**	**298**	**99**	**1,355**

Source: Economic & Planning Systems

Table 13
Downtown Demand by Housing Type (High Scenario)

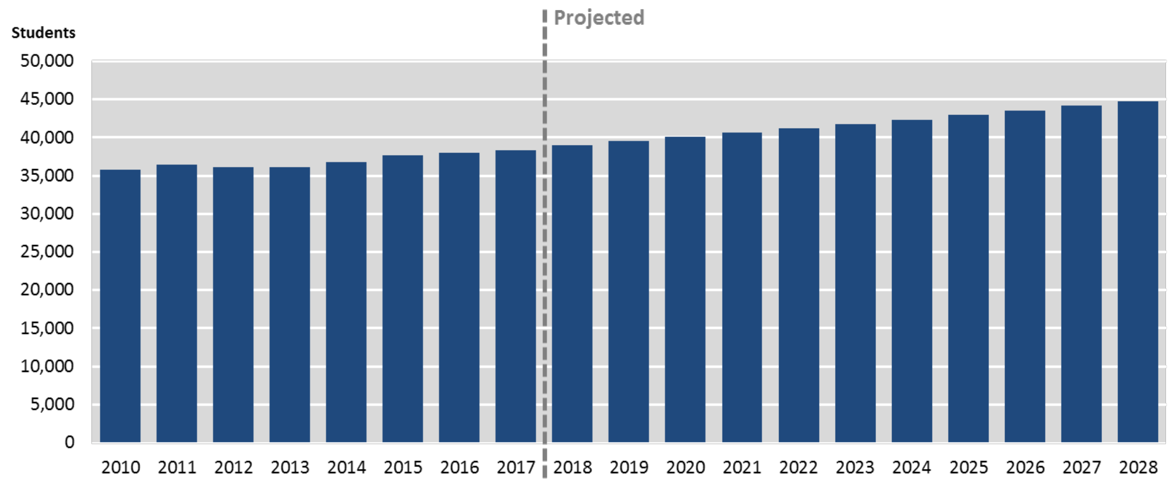
Description	New Construction	Housing Types: Flats	Housing Types: Town-homes	Housing Types: Single-Family	Housing Demand: Flats	Housing Demand: Town-homes	Housing Demand: Single-Family	Total
Urban Professionals (20-35)	625	75%	25%	0%	469	156	0	625
Downsizers (60-70)	364	33%	33%	33%	121	121	121	364
UT Arlington Seniors	1,017	80%	20%	0%	813	203	0	1,017
Anchor Institution Patrons	111	33%	33%	33%	37	37	37	111
Affordable Senior Housing	160	100%	0%	0%	160	0	0	160
Total	**2,275**				**1,600**	**518**	**158**	**2,275**

Source: Economic & Planning Systems

Student Demand Projections

UT Arlington is expanding many of its programs and is working to attract more full-time students (face-to-face learning). This is part of a larger strategy of accommodating the growing demand for higher education in all public universities in Texas. UT Arlington staff provided enrollment projections from 2018 through 2028, as shown in **Figure** . Current enrollment is approximately 38,000, which includes a mix of campus-only and mixed-mode education (some on-campus, some online). UT Arlington is expecting a growth rate of 1.4 percent per year for total enrollment which equates to 5,800 more students in 10 years. However, not all of these students will be physically present on the campus.

Figure 10
UT Arlington Total Enrollment Trend and Projection, 2010-2028



Source: UT Arlington; Economic & Planning Systems

The number of on-campus only students has declined by about 2,500 students over the past 10 years as shown in **Table**. The number of students enrolled in both on-campus and distance learning has grown much faster, with an increase of 8,000 students and annual growth of 12.1 percent. Distance only enrollment has increased even more, with growth of over 25,000 students over the past 10 years.

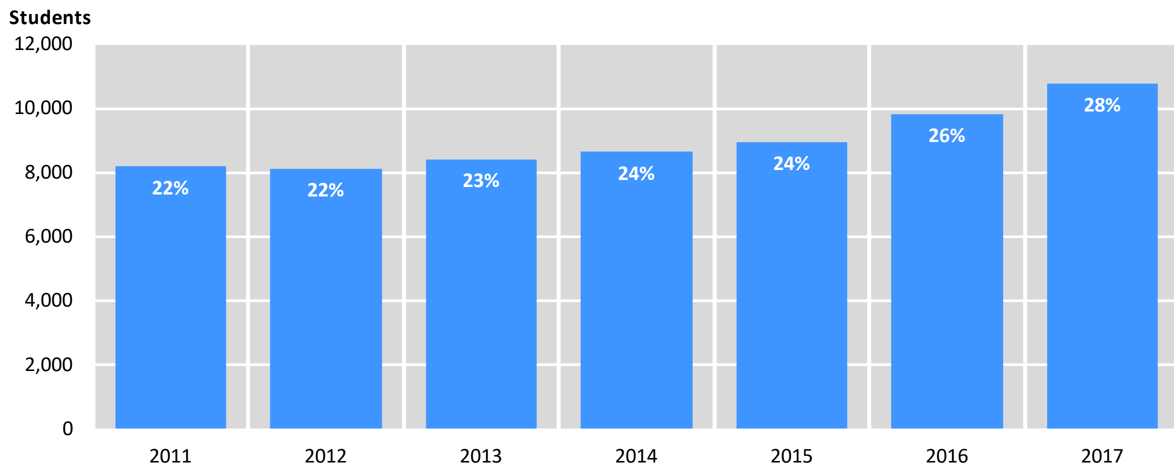
Table 14
UT Arlington On- and Off-Campus Enrollment Trends, 2007-2017

Calendar Year	Total Enrollment	On-Campus Only	On- and Off-Campus	Off-Campus Only	Percent of Total Enrollment		
					On-Campus Only	On- and Off-Campus	On- and Off-Campus
2007	33,761	29,043	3,766	952	86.0%	11.2%	2.8%
2008	33,513	28,232	4,303	978	84.2%	12.8%	2.9%
2009	36,234	28,813	5,070	2,351	79.5%	14.0%	6.5%
2010	46,692	29,636	6,146	10,910	63.5%	13.2%	23.4%
2011	49,746	28,766	7,708	13,272	57.8%	15.5%	26.7%
2012	49,992	27,352	8,812	13,828	54.7%	17.6%	27.7%
2013	51,009	27,344	8,732	14,933	53.6%	17.1%	29.3%
2014	54,496	27,945	8,846	17,705	51.3%	16.2%	32.5%
2015	57,720	28,437	9,212	20,071	49.3%	16.0%	34.8%
2016	61,822	27,849	10,116	23,857	45.0%	16.4%	38.6%
2017	64,958	26,559	11,795	26,604	40.9%	18.2%	41.0%
Total Change	**31,197**	**-2,484**	**8,029**	**25,652**			
Ann. Growth Rate	**6.8%**	**-0.9%**	**12.1%**	**39.5%**			

Note: A student can be full time in one term and a part time in another within the calendar year. Therefore, full plus part-time students do not equal total headcount.
Source: UT Arlington; Economic & Planning Systems

Currently, 10,770 students, 28 percent of total enrolled students, live in Arlington, as shown in **Figure** . The percentage living in Arlington has increased from 22 percent to 28 percent over the past seven years, the longest period for which these data are available.

Figure 11
Percent of Total Enrollment Living in Arlington, 2011-2017



Source: UT Arlington; Economic & Planning Systems

If the current trend in housing continues—with 28 percent housed in Arlington in various forms of on- and off-campus, UT Arlington and private housing—there will be demand for an estimated 1,158 new beds by 2028, as shown in **Table** . At 1.8 people per unit, this would be roughly 600 to 650 new apartment units. If UT Arlington is successful in attracting more full-time students, the percentage living in Arlington would increase and student housing demand over the long-term would be higher.

Table 15
Estimated UT Arlington Students Living in Arlington, 2018-2028

Description	Pct. Housed in Arlington	2018	2023	2028	Change 2018-2028 Total	Ann. #	Ann. %
UT Arlington On Campus Enrollment		26,940	28,928	31,063	4,123	412	1.4%
Students Housed in Arlington	28%	7,565	8,123	8,723	1,158	116	1.4%

Source: UT Arlington; Economic & Planning Systems

Multifamily and Student Housing Supply

The proposed development pipeline around and on-campus and in Downtown contains approximately 2,700 beds of supply resulting in a net addition of over 2,300 beds after old inventory is redeveloped/replaced, as shown in Table. Based on the unit mixes, which are weighted heavily to three- and four-bedroom units, and the location near campus, most of the new supply is expected to cater mainly to students, such as LIV+ and Park Place.

Table 16
Proposed Student-Oriented Multifamily Housing

Description	Proposed Beds	Demolished Beds [1]	Net Addition	Percent 3 & 4 Bedroom	Market Orientation
West Campus Hall	534	96	438	N/A	Students
LIV +	800	226	574	58%	Students
8Four8	678	94	584	32%	Mostly students, some conventional
Park Place	706	0	706	39%	Mostly students, some conventional
710 Benge Drive	34	0	34	TBD	Students
Total	**2,752**	**416**	**2,336**		

[1] Beds estimated at 1.88 beds per unit
Source: UT Arlington; Economic & Planning Systems

UT Arlington officials noted that this is the largest amount of new supply that has entered the market in their recollection, and there are concerns about saturating the market. Pre-leasing for the 2018-2019 academic year is also reported to be slower in some of the new buildings suggesting that there may be an oversupply, at least in the short term.

Looking purely at the projected growth in students, with 28 percent assumed to live in Arlington as is the current trend, the projected growth in students is not enough to be absorbed in the planned supply of new student housing. As shown in Table , the new demand of 1,158 students housed in Arlington is less than the development pipeline of 2,336 beds indicating a potential oversupply of nearly 1,200 beds. On the other hand, these figures do not account for the higher quality of the new student housing compared to the many older obsolete properties for newer housing. These newer developments are likely to still be able to attract students looking for quality. Then again, the newer housing is more expensive than the older properties which appeal to students on a more limited budget.

Table 17
Student Housing Supply and Demand (Beds), 2018-2028

Description	Supply/Demand
Planned New Supply	2,336
Forecasted New Demand	-1,158
Supply minus Demand (Beds)	**1,179**
Supply:	**Surplus**

Source: UT Arlington; Economic & Planning Systems

Cities however plan for long periods of time. Despite the potential oversupply of student housing, if UT Arlington does succeed in attracting more full-time on-campus students, there will be demand for more student housing. The City and UT Arlington will need to continue to work together on housing strategies and land use policies to accommodate students in a manner that benefits the community and UT Arlington.

Housing Availability

In this final chapter, EPS presents a more qualitative characterization of the housing market in Arlington from the viewpoint of two perspective buyer types: a young professional single or couple and an empty nester couple. For each buyer type, a hypothetical home type and price range were created. The price range was based on a rough household income range and what typical households in that range spend on housing. Next, available homes for sale that meet their requirements are compiled from for-sale listings in the multiple listing service (MLS) system.

Single Young Professional or Couple

Looking for:	Condo, small townhome, maybe a small single family home. Would love to be near restaurants and bars.
I make:	$60,000-$100,000/year
I want to spend:	$150,000-$200,000

Here are my options in Arlington

Condo/Townhome:

Location: 211 Wooded Glen, 76013 (NW Arlington)
Square Feet: 1,900
Beds/Baths: 3/2
Price: $225,000
Year Built: 2006

1 Listing
None in my price range

Small Single Family Home:

64 Listings; Here are some options on the low and high end.

Most were built in the 70s and 80s and need some updating. None are walkable to downtown.

Location: 4931 Highbank, 76018 (SE Arlington)
Square Feet: 1,200
Beds/Baths: 3/2
Price: $160,000
Year Built: 1986

Location: 3503 Hastings, 76013 (NW Arlington)
Square Feet: 1,350
Beds/Baths: 3/2
Price: $184,900
Year Built: 1967

Empty-Nester Couple

Looking for:	Something low maintenance; our kids have moved out and we don't need the space. Less than 2,000 square feet.
I make:	Retired, but our home is paid off and we have savings.
I want to spend:	$250,000+

Here are my options in Arlington

Condo/Townhome

10 Listings; there are a few units that are new construction. There were almost 100 listings for single family homes, but they all have big yards. There is very little 'lock and leave' housing.

Location: 211 Wooded Glen, 76013 (NW Arlington)
Square Feet: 1,900
Beds/Baths: 3/2
Price: $225,000
Year Built: 2006

Location: Ballpark Estates – 2 available
Square Feet: 1,350
Beds/Baths: 2/2.5
Price: $270,000
Year Built: New construction

Location: Veridian (NW Arlington)
Square Feet: 1,900
Beds/Baths: 3/2.5
Price: $300,000
Year Built: 2013

Should we look at Fort Worth? There is a lot more available, especially in the $350-$400k range.
Location: 3815 Westridge, Fort Worth (Camp Bowie Neighborhood)
Square Feet: 2,300
Beds/Baths: 3/2.5
Price: $310,000
Year Built: 2004

APPENDIX C

Online Survey Results Summary

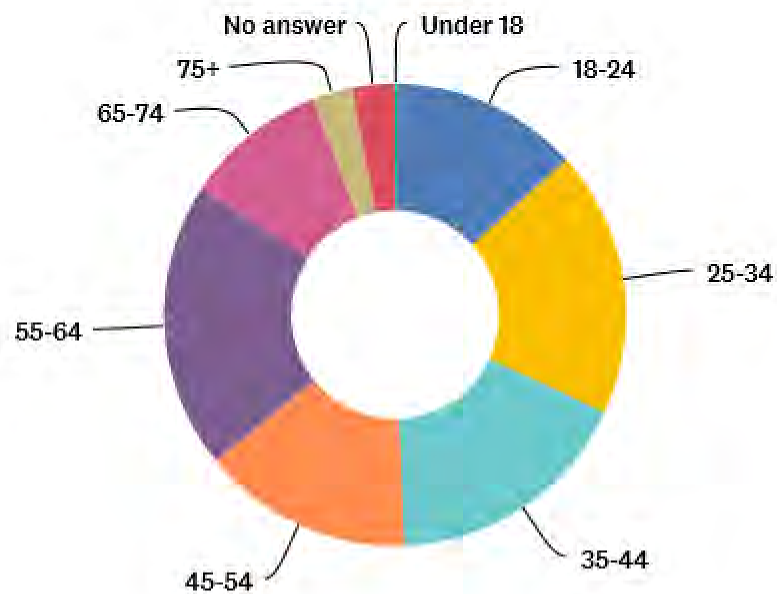
Prepared by: City of Arlington

Summary

One part of the public engagement process for the Arlington Downtown Master Plan was an online survey instrument, where any interested member of the public could provide input on Downtown existing conditions and visions for the future. Designed to allow people to provide detailed input quickly through multiple choice questions, the survey also had ample space for respondents to leave more in-depth comments and feedback. The survey was available on the City of Arlington's website, and it was publicized by the City and partner organizations using news articles, social media, postcards in Downtown buildings, and email blasts.

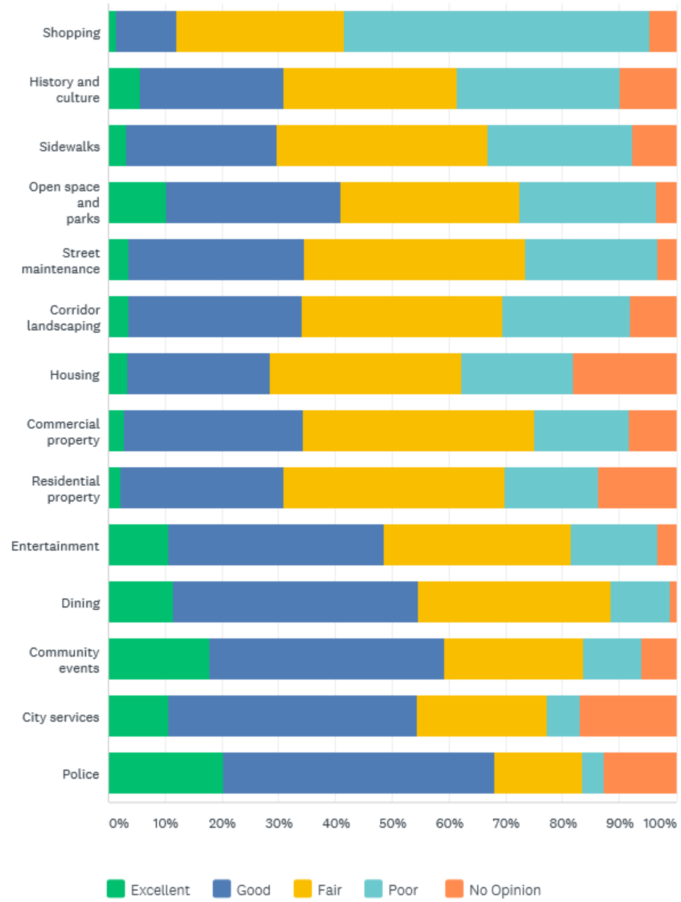
The survey was available online from March 26, 2018 through June 30, 2018, and a total of 1,014 responses were received during this time period. Respondents represented a wide range of age groups and a wide diversity of perspectives about Downtown's future vision.

Age of Survey Respondents.



Survey respondents tend to visit Downtown often, with 66% reporting that they visit at least once a week or more often. The top three reasons for visiting Downtown are dining (68%), entertainment (54%), and work (27%). The most common modes of travel to and around Downtown are personal vehicle (97%) and walking (34%), with 10% or fewer of respondents using taxi/Uber/Lyft, bikes, or Via rideshare service. Respondents report feeling slightly unsatisfied with Downtown currently as a destination and central gathering space, with 36% saying they are satisfied or very satisfied, while 64% say they are somewhat unsatisfied or unsatisfied. Respondents generally believe Downtown is safe during the day and evening, with respondents feeling somewhat less safe during the night time. Overall, law enforcement, community events, dining, and city services receive the highest rating for Downtown services and amenities.

Please Rate the Following Elements in Downtown Arlington as Excellent, Good, Fair, Poor, or No Opinion.



The survey asked respondents to select options that are most needed in Downtown in the future. In the dining and entertainment category, casual mom and pop restaurants (67%), sidewalk cafes (60%), and upscale, independent, “chef-driven” restaurants (38%) were the top three choices. For shopping options, respondents selected a farmers market (75%), independent retail stores (72%), and a grocery store (54%) as the top choices. Respondents selected a boutique hotel (53%) and bed and breakfasts (42%) as the top needed lodging options in Downtown. Public plazas (58%), pocket parks (50%), and trails (49%) were selected as the top open space types desired, while benches (51%) and public art (44%) were the most desired amenities to support these public spaces. Regarding housing needs, respondents identified townhomes with small or no yards (50%), entry-level apartments for the working and middle class (40%), and entry-level single family homes for middle class and first-time homebuyers (32%) as the most needed housing in Downtown.

The survey also provided space for respondents to write out more detailed answers to several questions. When asked about their favorite things in Downtown Arlington, survey respondents replied with a wide range, including:

- Destinations, like the Levitt Pavilion, the Arlington Museum of Art, Theater Arlington, and the Downtown Library
- The many dining and entertainment options
- Historic and small-scale charm
- Unique and family friendly culture
- Its future potential

When asked how to improve traffic and pedestrian circulation in Downtown, common themes included:

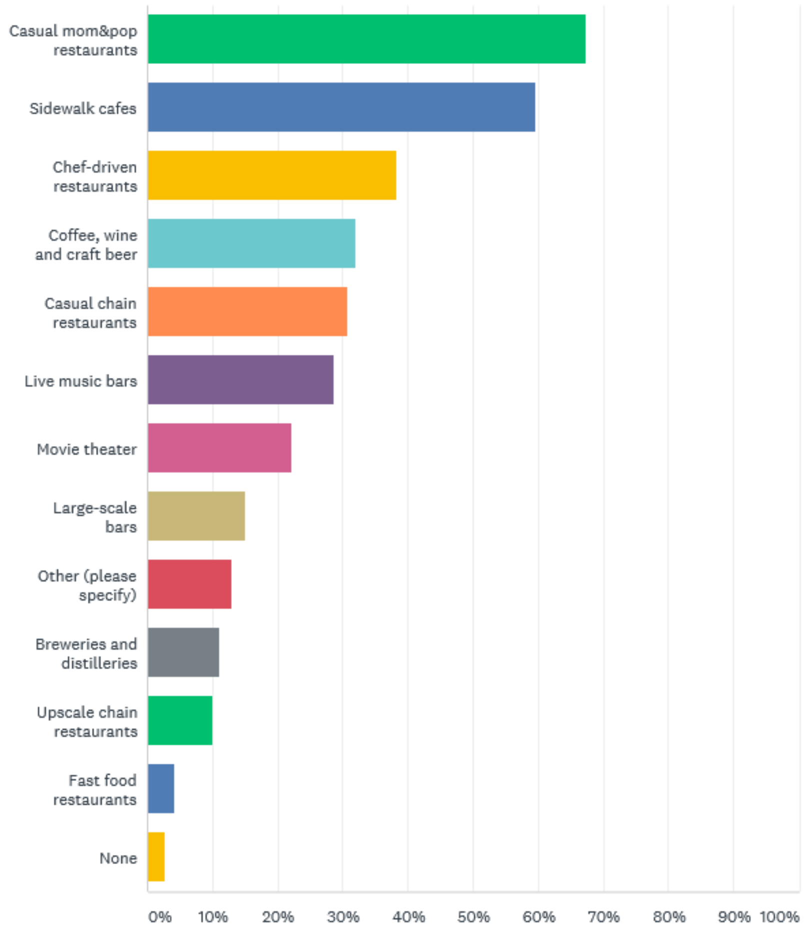
- Wider sidewalks, shade, visible crosswalks, and lighting to make it easier for people to walk
- More pedestrian crossings over the railroad tracks
- More vehicular crossings over the railroad tracks
- Ensure vehicular traffic can flow easily to and through Downtown
- More parking, especially in centralized garages
- Public transportation

Finally, respondents were asked to think outside the box and identify what they would like to see in Downtown Arlington that isn’t there now. Common responses include:

- Outdoor destinations, such as a public plaza, playground, dog park, sidewalk cafes
- Public amenities, including landscaping, public art, misters to spray water on hot days, public restrooms
- More restaurants and shopping options, especially independent, locally owned businesses, and a grocery store
- Larger buildings with housing and offices
- More festivals and events happening Downtown
- Celebration of Arlington’s history and culture

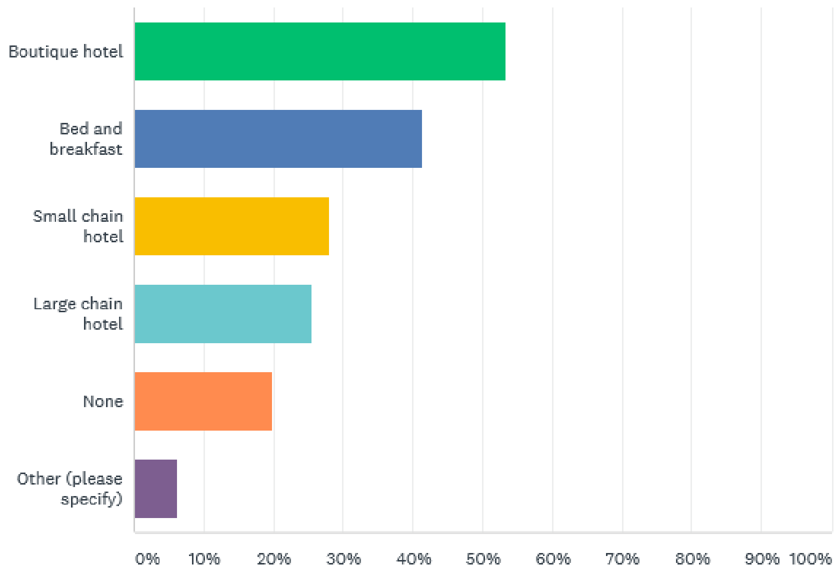
Which of the following dining and entertainment options do you think are needed in Downtown Arlington? Pick THREE you think are most needed:

Answered: 1,010   Skipped: 4



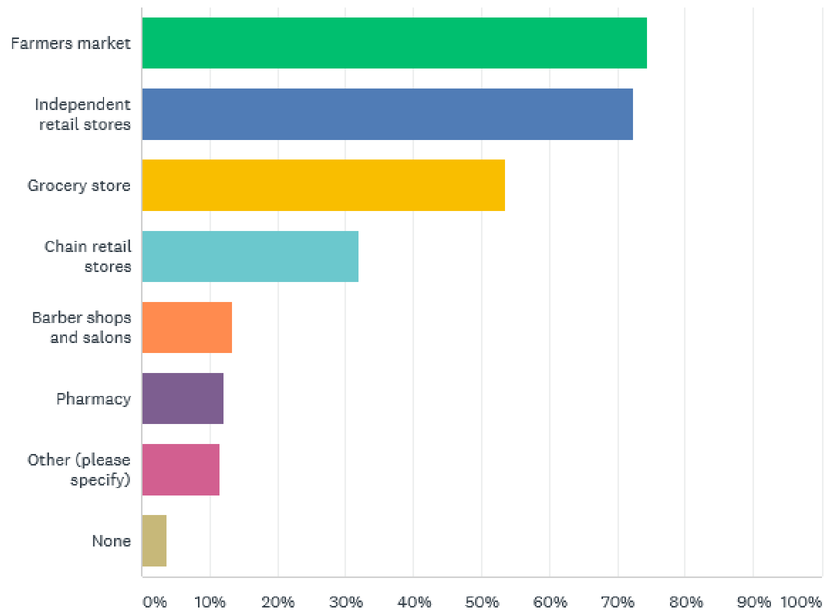
Which of the following lodging types do you think are needed in Downtown Arlington? Pick TWO you think are most needed:

Answered: 995 Skipped: 19



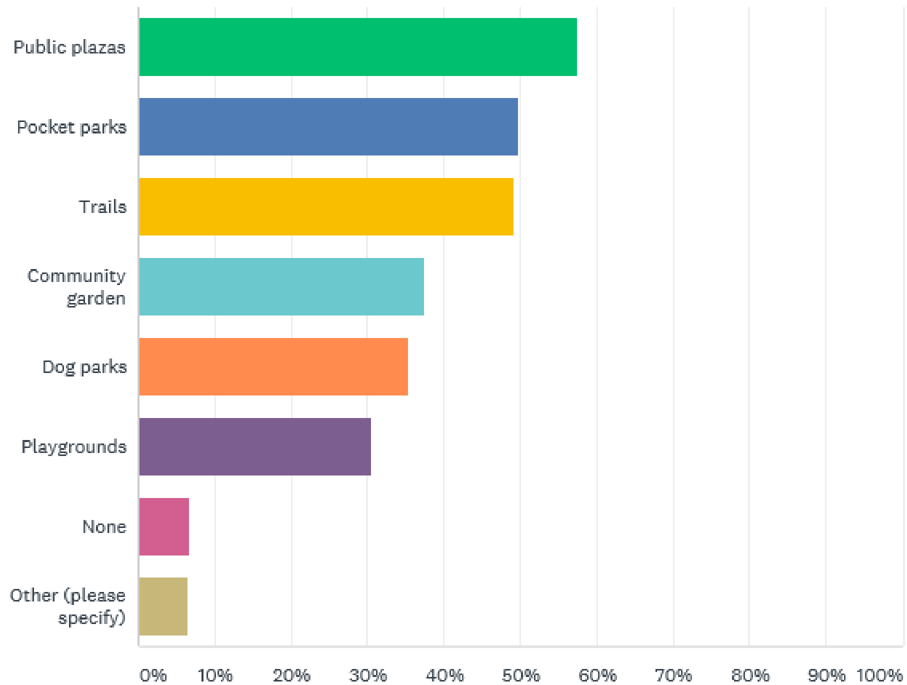
Which of the following shopping types do you think are needed in Downtown Arlington? Pick THREE you think are most needed:

Answered: 1,003 Skipped: 11



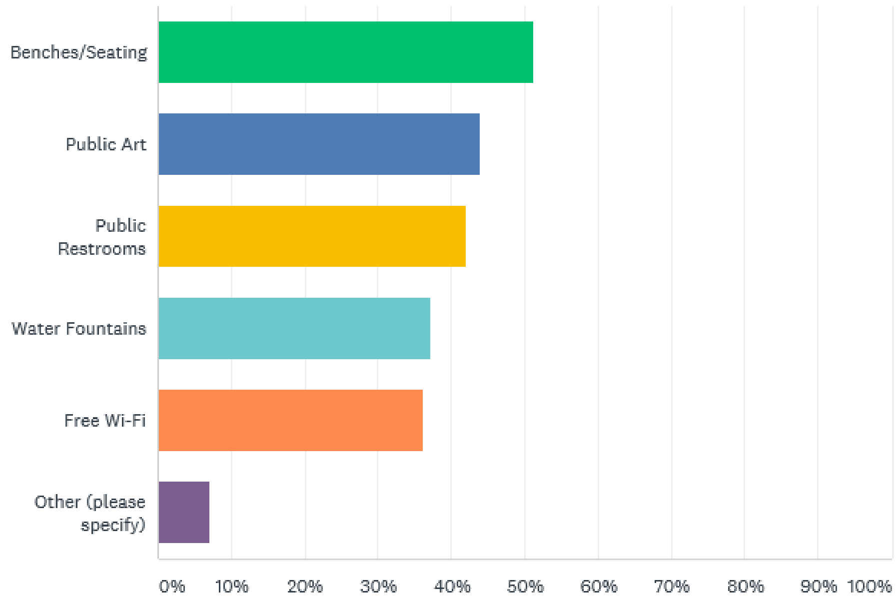
Which of the following open space types do you think are needed in Downtown Arlington? Pick THREE you think are most needed:

Answered: 1,010   Skipped: 4



Which of the following amenities do you think are needed in Downtown Arlington? Pick TWO you think are most needed:

Answered: 986   Skipped: 28



Which of the following housing types do you think are needed in Downtown Arlington? Pick THREE you think are most needed:

Answered: 994   Skipped: 20