



# PHASE I INCEPTION & ENGAGEMENT SUMMARY REPORT

TOWN OF HERNDON TRANSIT-RELATED SMALL AREA PLAN  
SEPTEMBER 2022

TOWN OF HERNDON TRANSIT RELATED SMALL AREA PLAN  
**PHASE I INCEPTION & ENGAGEMENT  
SUMMARY REPORT**

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SECTION 1  
**PROJECT OVERVIEW**

# INTRODUCTION

Skidmore, Owings & Merrill (SOM) was retained as the lead consultant by the Town of Herndon to assist them with the development of a Small Area Plan to guide redevelopment of approximately 94 acres of land in the Transit-Related Growth Area (TRG).

This Phase I Inception and Engagement Summary Report summarizes SOM's understanding of the project, including team structure and project approach. We have identified key subconsultant staff by phase and deliverable. Further, the report summarizes early perceptions and findings from background research and engagement with project stakeholders.

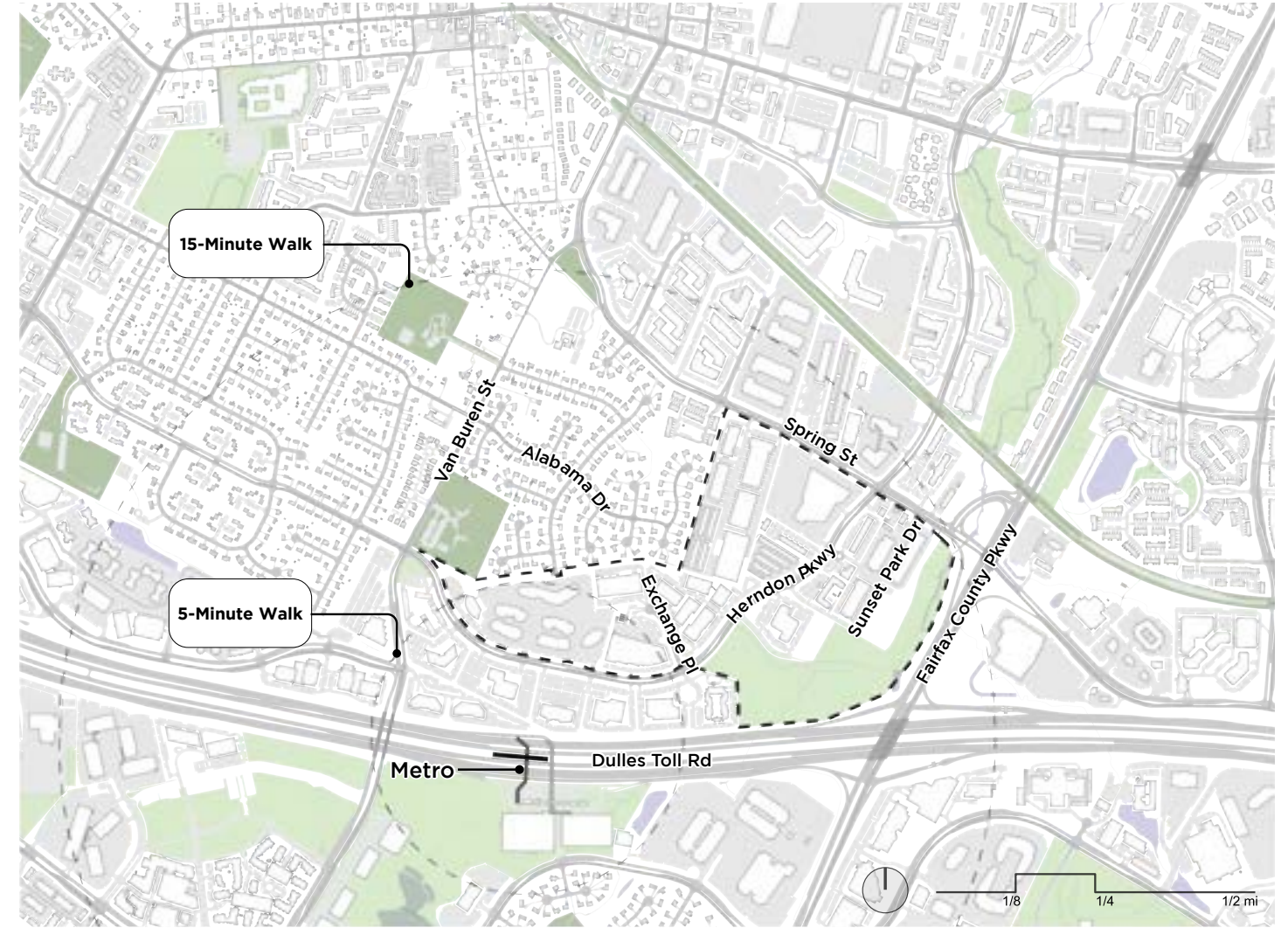
# PROJECT UNDERSTANDING



The Silver Line extension is expected to arrive at Herndon Station in 2022. The arrival of metro and the transformation of currently low-density parcels within the Herndon Transit-Oriented Core (HTOC) and the TRG is expected to establish a new 15-minute city surrounding the Metro station. The TRG consists of 25 parcels of privately owned land immediately between Herndon Parkway, the

Dulles Toll Road, Fairfax County Parkway, Spring Street, and adjacent residential neighborhoods.

The Small Area Plan will expand transit-oriented development and recognition of the Herndon Metrorail Station as an important gateway and element within the town.



The redevelopment of the TRG will be essential to realizing the 15-minute city around the Metro Station, and achieving a vision of interconnected urbanism linking Metro, central Herndon, and Reston Town Center. The Plan is focused on envisioning a new well-designed, viable, and vibrant mixed-use district which provides housing, goods and services, and office uses.

The Plan will address future land use, transportation and connectivity, open spaces, social, economic, and environmental sustainability, building character, and implementation, & is intended to guide public & private investment within the plan area.

Execution of the Small Area Plan is expected to take approximately 18 months.

## PROJECT UNDERSTANDING

As the Lead Consultant, SOM will lead the project and our expertise will be supplemented by RCLCO, Urban, VHB, and Dharam as sub-consultants.

In order to engage the community, develop a vision, build political support, and establish an approved redevelopment process, this planning process will:

- Create a detailed framework plan for the streets, blocks, parcels, and open spaces within the TRG
- Address critical issues whose integrated resolution will shape the plan framework: its land uses, transportation, open spaces, and its infrastructure, including specific hot-button issues such as infrastructure and transportation capacity
- Engage myriad stakeholders, including the Advisory Committee, property owners, the general public, the Technical Committee, and the Town of Herndon Planning Commission and Town Council

- Establish goals related to Placemaking, Connectivity + Infrastructure, Density + Land Use, and Housing
- Develop a market-derived strategy for land use and density
- Explore three concept options for the vision, leading to the winnowing and advancement of a preferred direction as the basis for the area plan
- Define the overall look and feel of the place, including its building character and design aesthetic
- Establish a timeline and process to facilitate the transfer of privately-developed office and flex space parcels to new uses consistent with the vision
- Create a guide for public and private investment within the area
- Produce materials that make the case for the new vision, and encourage redevelopment and public support

## PROJECT UNDERSTANDING

In order, to successfully complete this planning process, we will work in four stages:

1. Information Gathering
2. Exploration and Analysis
3. Visioning
4. Development of the Preferred Concept and Finalization

These stages will include other analysis and studies like the market study, site conditions analysis, infrastructure analysis and development and charretting of three urban design alternatives before finalizing a preferred option.

As of September 14, 2022, there are no proposed changes to the agreed proposal related to team structure, project approach, and objectives. Project understanding by all sub-consultants as well as tasks they will be undertaking has been presented in the following section.

## CONSULTANT SCOPE - VHB

### Stage 1: Information Gathering

#### 5.2(a) Background Information and Introduction

The Consultant will submit an Inception and Background Report to the Staff. The report will confirm and/or propose the following: Confirmation of the RK&K existing condition analysis for intersections described under 5.3(b) Exploration and Analysis, Task 2 Traffic Analysis, and preparation of SYNCHRO and VISSIM models to test potential future scenarios.

VHB has reviewed the 2017 existing conditions traffic model performed by RK&K and has confirmed sufficiency to serve as the base model for the TRG modeling. VHB will update any signal timings that have been modified since 2017 as well as incorporate traffic volumes from the 2-over-2 units in the HTOC.

#### 5.3 Exploration and Analysis Phase

##### 5.3(c) Infrastructure Capacity Task 1 Future Condition Transportation Modeling

Employing the peak hour traffic counts obtained by RK&K in May 2017, to avoid COVID related diminution of peak hour traffic, the Consultant will conduct traffic modeling and analyses (VISSIM and SYNCHRO) of potential development scenarios to assess potential impacts of land use and transportation improvements at intersections, as well as segments along the Herndon Parkway, Spring Street and Van Buren Street. The intersections to be studied are:

- Elden Street/Monroe Street
- Elden Street/Van Buren Street
- Van Buren Street/Spring Street
- Van Buren/Herndon Parkway with scheduled roadway improvements
- Van Buren Street/Alabama Drive with scheduled roadway improvements
- Van Buren Street/Worldgate Drive
- Herndon Parkway/Driveway (Future Worldgate Drive)
- Herndon Parkway/Exchange Place
- Herndon Parkway/Fairbrook Drive
- Spring Street/Herndon Parkway with scheduled roadway improvements
- Spring Street/Fairfax County Parkway ramps
- Potential future condition – Fairbrook extension and Spring Street/Fairfax Parkway
- Potential future condition – Worldgate Drive extension and Herndon Parkway.

VHB will conduct a VISSIM analysis for future-year development scenarios at the 14 study intersections listed above based on the following assumptions:

- Modeling will be conducted for a single horizon year and for two time periods (assumed to be AM peak and PM peak). As decided on a call with the Town on September 12, 2022, modeling will be conducted using a single horizon year of 2045.
- Scenarios to be modeled will include the following:
- Existing (2017 traffic volumes with 2022 signal timings)

## CONSULTANT SCOPE - VHB

- VHB will utilize the most recently updated VISSIM model as the base model file. To VHB's current understanding, this is RK&K's 2017 VISSIM model from the original TRG modeling effort.
- VHB will use 2017 count data collected by RK&K; note that VDOT may not accept this data as valid (during any future review) given that it is more than three years old – this policy has been situationally relaxed due to the Covid-19 impacts on traffic volumes; however, VDOT's acceptance of the data in this situation is unknown since they are not a stakeholder and there is no VDOT pre-scoping meeting.
- VHB will verify that the base VISSIM model includes all RFP study intersections, and, if needed, expand the model to include any missing ones. VHB will verify that the model is error-free in the newer VISSIM software version utilized in this analysis. VHB will also verify/update the signal timings to match current field conditions.
- The Town of Herndon will provide VHB Synchro files and/or signal timing plans that reflect the current timings present in the field (if they have been updated since the 2017 modeling effort).
- Future Year No Build scenario (traffic volumes grown to horizon year + transportation projects that will be completed by the horizon year)
- VHB will work with SOM and Town staff to confirm acceptable background growth rates for both HTOC and non-HTOC projects. VHB will evaluate a 1% growth rate and compare to the future traffic volumes estimated by the MWCOG Model and will

develop a recommendation for background growth.

- Three (3) Build scenarios without mitigation. VHB will workshop these scenarios with SOM and Town staff to include density levels, land use composition, density distribution across the TRG, and new roadways.
- VHB will work with the Town of Herndon to confirm the approach to trip generation, which will be developed using state of the practice methods and will be based on the ITE Trip Generation Manual (as decided on a call with the Town on September 12, 2022).
- The same three (3) Build scenarios, but with the addition of the Fairbrook Drive extension.
- VHB will model Fairbrook Road extension with a two-lane cross-section and no interchange with the Dulles Toll Road (as decided on a call with the Town on September 12, 2022). The modifications to the Fairfax County Parkway interchange at Spring Street likely will be included pending confirmation of timeline by the County.
- Three (3) Build Scenarios with transportation mitigation (infrastructure and/or policy). VHB will work with SOM and Town staff to determine which three (3) Build Scenarios to use for the mitigation scenario modeling, including whether any or all should include the Fairbrook Drive extension.
- One (1) subsequent iteration sequence for each of the three (3) mitigated Build scenarios as part of the reiterative process.

## CONSULTANT SCOPE - VHB

The Consultant, with assistance from Staff, will determine appropriate background growth for future conditions to ensure that recent development and land use mixes within the HTOC and Fairbrook are accounted for, but that floor area is not duplicated through use of the MWCOG model. Simulation models will be established and used to understand the effect of various levels of development and its distribution on the surrounding road network and at the above listed intersections and key segments.

- As stated previously, VHB will work with SOM and Town staff to confirm acceptable background growth rates for both HTOC and non-HTOC projects. VHB will evaluate a 1% growth rate and compare to the future traffic volumes estimated by the MWCOG Model and will develop a recommendation for background growth. VHB will also work with the Town of Herndon to confirm the approach to trip generation, which will be developed using state of the practice methods and will be based on the ITE Trip Generation Manual
- In determining background growth for future conditions, VHB will seek to ensure the methodology is robust, defensible, and based on best practices; however, it may not be possible to isolate project-specific background volumes within the MWCOG or Fairfax County models as suggested in the RFP scope language above.

The work of the Consultant is to determine current conditions, and test potential future conditions based upon various levels of additional density within the TRG. The Consultant, with assistance from Staff, will identify measures to offset the effects of

density and improve transportation efficiency and safety. Future scenarios should use best practices to ensure that the inclusion and safety of all transportation modes. While not included in the modeling, consideration to the future impact of driverless vehicles and droids should be considered and supplement the final report. A reiterative process is anticipated as scenarios and options are tested. Some aspects to be considered within the modeling and included within the findings are:

- Level of Service at intersections.
- Operations along segments.
- Future development scenarios with and without the Fairbrook extension to the Fairfax Parkway ramps.
- Potential roadway and block formations within the TRG.
- Alternative use mixes within the TRG.
- Distribution of future density across the TRG.
- Potential physical roadway alterations to address capacity concerns.
- Potential policy changes to address capacity concerns.

As discussed during the September 12, 2022, meeting with the Town, the Town does not intend to submit a VDOT Small Area Plan with a comprehensive Chapter 527 Traffic Study. As such, VHB does not intend to engage VDOT as a stakeholder in the study process and there will be no VDOT pre-scoping meeting. VHB will identify whether the proposed TRG development scenarios generate an additional 5,000 daily vehicle trips on state roadways (in comparison to the existing Comprehensive Plan). If this threshold is met, the Town will need to submit a Comprehensive Plan

## CONSULTANT SCOPE - VHB

Amendment package to VDOT. Separately, if the TRG recommendations result in a need for the Town to update their Transportation Plan, then the Town will need to submit to VDOT per the Chapter 729 process. In either VDOT submittal scenario, VHB's traffic study would be attached to the package as a local impact assessment; however, VHB does not plan for any coordination activities with VDOT.

### Meetings:

- The Consultant and Staff will meet (video conference) with a representative of RK&K to discuss past modeling efforts and delivery of data.
- The Consultant and Staff will meet (video conference) to discuss the draft memorandum and findings prior to finalization of the memorandum.
- The Staff will be available throughout the reiterative process as questions arise and findings are determined.

### Deliverables:

- During the reiterative process, the Consultant will provide Staff with likely density and use scenarios for use by the town's water and wastewater consultant to assess water and sewer impacts.
- One (1) electronic copy of a draft memorandum prepared by the Consultant including data and findings, with a summary of potential successful density ranges and distribution and possible roadway improvement or policy changes to provide a transportation system able to facilitate redevelopment within the TRG.
- VHB will document transportation analysis

findings in a technical memo that includes summary tables and simple graphics.

- One (1) electronic copy of the final memorandum prepared by the Consultant including data and findings, with a summary of potential successful density ranges and distribution and possible roadway improvement or policy changes to provide a transportation system able to facilitate redevelopment within the TRG.
- 5.3(d) Constraints and Opportunities Report
- VHB will provide mobility-related inputs – such as summary narrative, simple graphics, and summary tables – to the Constraints and Opportunities Report in coordination with SOM.
- 5.3(e) Directions and Goals
- VHB will attend and provide materials, such as simple graphics and summary tables, in support of one (1) meeting with the Advisory Committee and one (1) meeting with the Planning Commission & Town Council.
- 5.4 Visioning
- VHB will support SOM in ideation and refinement of mobility-related elements of the conceptual framework plans.
- 5.5 Final Report/Plan Document
- VHB will attend and provide materials, such as simple graphics and summary tables, in support of one (1) meeting with the Planning Commission and one (1) meeting with the Town Council.



## CONSULTANT SCOPE - RCLCO

The primary goals of the Market Analysis will demonstrate the market opportunity for new real estate development in the TRG, identify the highest and best uses and likely density of development in the TRG, and prepare a fiscal impact analysis that highlights its collective revenues and costs to the Town of Herndon.

As outlined in the RFP, this analysis will focus on the following potential land uses:

- For-sale residential, including townhomes and condominiums;
- Rental residential, including multifamily apartments and build-for-rent (“BFR”) townhomes;
- Office
- Retail;
- Hotel; and
- Self-storage

The analysis will be designed to respond to the following key questions:

- Who are the logical target market audiences for various residential and commercial land uses in the TRG?
- What is the potential depth of market demand for various potential residential and commercial land uses over the next 10 to 20 years?
- What impact will the introduction of transit and any other planned improvements have on the evolution of the submarket and the trajectory for each land use in the TRG?
- At a high level, what revenue assumptions (sales prices, rents, lease rates, etc) are achievable given supply/demand conditions?

- Based on the above, what development program and phasing represents the highest and best use of the site?
- What revenues will the above development program generate to the Town of Herndon, and what expenditures must the Town incur in order to serve it?

### Scope of Work

The analytical tasks leading to the fulfillment of the above objectives are outlined below.

#### I - Market Analysis

1. Kick-Off Meeting: Conduct a video conference call with the client and relevant project team members to review and refine the assignment objectives and our approach and to obtain a complete debriefing from the client about the project and any relevant information from prior work completed relative to the assignment.
2. Regional Socioeconomic Analysis: Determine the regional economic development context influencing future development in the region, and in the TRG specifically. Describe future growth patterns in the area through an analysis of key socio-economic and demographic statistics pertaining to future demand for different product types. Comment on the reasonableness of available population and employment projections, and offer alternative projections if appropriate. This should include but not be limited to:
  - Employment trends;
  - Population and household growth

## CONSULTANT SCOPE - RCLCO

- trends;
  - Household distribution by age, income, and type;
  - Retail expenditures;
  - Land use (historical and projected) trends;
  - Tenure; and
  - Geographic distribution of the above within the environs, MSA, and region.
3. Competitive Supply Analysis. For each of the selected product types (as detailed in the Assignment Background and Objectives section), investigate existing, planned, and proposed properties that are likely to compete with the TRG, focusing on the most relevant properties to understand competitive market conditions.
    - Define the appropriate competitive market area(s) for each of the above product types at the subject property. Evaluate historical performance indicators of supply/demand in this area relative to the broader market.
    - Survey competitive properties for total square feet and/or units, year built, location, rents/prices, occupancy, and product type.
    - Identify potential future supply, including projects under construction, which would be likely to compete with the TRG in terms of location, timing, or positioning. Examine the impact of this new product on the local market and the opportunities in the TRG.
  4. Demand Forecast and Market Outlook:

Develop market forecasts for future demand by land use in the TRG over the next 10 to 15 years, in light of regional growth projections, the absorption history of recently built projects, and planned additions to the supply.

- Define the appropriate primary market area (“PMA”) for each of the selected product types in the TRG.
  - For each land use, construct a detailed statistical model to calculate the demand potential in the PMA using relevant economic, demographic, and preference/behavior data compared against recent absorption trends.
  - Compare and contrast the TRG’s locational strengths versus existing and planned developments in the immediate region. Estimate the relationship and the magnitude of demand that the TRG might capture at various rent levels and price points.
  - For each of the residential product types, summarize demand in the TRG by rent level and/or price point, to demonstrate the socio-economic groups likely to be attracted to it.
  - Synthesize this information to inform a series of recommendations regarding the future market trajectory, and the depth of support for the selected product types in the TRG.
5. Summary of Market Opportunity: Incorporate the above information into a market opportunity matrix that provides the supportable scale of development

## CONSULTANT SCOPE - RCLCO

(units/SF) for each land use in the TRG, and assess the relative supply, demand, and site opportunity for each product type. For each product type, the matrix will include:

- Rental Apartments / Rental Townhomes: Total units supported in the near-term, mid-term, and long-term; likely density or construction type during those time frames; and absorption pace
- For-Sale Condominiums / For-Sale Townhomes: Total units supported in the near-term, mid-term, and long-term; likely density or construction type during those time frames; and sales pace
- Office: Total square feet supported in the near-term, mid-term, and long-term; and projected absorption timeline
- Retail: Total square feet supported by concept (e.g., grocery, restaurants, hard goods, soft goods, etc.) in the near-term, mid-term, and long-term; and projected absorption timeline
- Hospitality: Supportable hotel keys in the near-term, mid-term, and long-term; and likely chain scale and/or level of service
- Self-Storage: Supportable square feet or mix of units in the near-term, mid-term, and long-term; and projected absorption timeline
- As part of this analysis, RCLCO will also consider how infrastructure needs are likely to impact the market opportunity and likelihood of redevelopment, and provide a high-level recommendation as to whether cost-sharing is feasible.

6. Program Recommendations and Phasing Timeline: Identify the most viable development concepts to pursue in the TRG, and prepare a development program that best responds to the site constraints and market opportunity based on the above opportunity matrix, including:
  - The appropriate types and mix of development products by square feet, density, and land area consumed;
  - Recommendations as to the target market audiences for each land use; and
  - An absorption and phasing timeline.

### II - Fiscal Impact Analysis

1. Review Budget: Review the Adopted FY 2023 Budget, analyzing the tax structure for the Town of Herndon and examining the rates that pertain to the development program for the TRG.
2. Fiscal Impact Model: Develop a fiscal impact model to project the revenues that the TRG would generate to the Town of Herndon under the program and phasing timeline identified in the above Market Analysis, as well as the expenditures that would be required to support the above. Key steps include the following:
  - Estimate other assumptions that may be needed to project revenues and expenditures from development in the TRG.
  - Determine, on a year-by-year basis for the next 20 years, the town revenues

## CONSULTANT SCOPE - RCLCO

that would be generated by the development.

- Estimate the town operating expenditures that would be required to support the development, based on analysis of the budget and RCLCO's fiscal impact experience.
- Calculate the projected net fiscal impact of the development to the Town of Herndon annually over the next 20 years.

### Deliverables and Meetings

1. Draft Memorandum: Prepare a brief, executive report that summarizes our key findings, conclusions, and recommendations. Additional supporting data and materials will be included in the form of an exhibit package.
2. Working Session: Conduct a working session via video conference call, at which time we will present our key findings, conclusions and recommendations. The goal of this work session will be to share these findings, and to gather feedback from the project team and/or Town staff on the recommended program and phasing timeline for the TRG.
3. Final Memorandum: Make any necessary edits to the Draft Memorandum, based on feedback gathered after its distribution or during the working session.

## CONSULTANT SCOPE - URBAN

Through the 5.3.(c) Infrastructure Capacity analysis and more specifically Task 2 (Utilities), Urban shall work with the project team and the Town of Herndon to provide input on the written report for portions that relate to the water and sewer infrastructure components. Urban shall utilize utility data from the Town (pipe sizes, flows, etc.). The report will include exhibits and narratives identifying constraints and opportunities for the Town to consider, given the development scenarios. Urban shall prepare a draft and then a final report for the Town to review.

In conjunction with Task 2 (Utilities), Urban will also work on Task 3 (Stormwater) by analyzing the impact of the proposed development scenarios on water quality and quantity. Urban shall quantify, as reasonable, the increased quantity of runoff and pollutant loads. Existing conditions, facilities, floodplain, etc. shall be taken into account. The report shall include exhibits and narratives identifying constraints and opportunities for the Town to consider, given the development scenarios. Urban shall prepare a draft and then a final report for the Town to review.

In order to complete these tasks, the following activities will be undertaken:

### Stage 2: Exploration and Analysis

1. Research & Information Gathering: Urban shall gather information referenced in section 5.2 of the RFP and fully review the material for an understanding of how it can be used and will apply to the Small Area Plan.
2. Site Constraints Analysis: Urban shall work with the Client's environmental consultant to assist in providing information and provide report input related to: grade, environmental features identified by the environmental consultant and overhead major transmission power lines. Urban shall provide GIS related mapping of the power transmission easement.

3. Infrastructure Capacity Analysis: Urban shall provide minimal input to assist the traffic consultant to provide some basic review of their report and input related to roadway improvements that they suggest. Urban will provide a conceptual review and analysis of SOM's density as it relates to the sanitary and water along with identifying where specific densities meet existing mains. Services will include providing densities to the Towns sewer consultant.
4. Constraints and Opportunities Report: Urban shall work with the team and town to provide input on the written report for portions that relate to the civil site components of stormwater, sanitary and waterline.
5. Meetings: Urban shall attend the full in-person/online kick-off meeting and additional meetings between both the consultant team and the town for Stakeholder engagement and listening during Stage 1. For stage two, Urban will attend all meetings related to site conditions and infrastructure capacity, the Direction and Goals presentation and other staff meetings related to drafting the report and reporting report conclusions.

### Stage 3: Visioning

6. Conceptual Plans: Urban shall assist the architectural team by providing comments and feedback on the conceptual framework plans.
7. Meetings: Urban shall attend the meetings identified in the RFP for this phase along with additional meetings with the project team.

### Stage 4: Finalization

8. Final Report Assistance: Urban shall assist the design team by providing comments and feedback on the final reporting and Document.
9. Meetings: Urban shall attend the meetings identified in the RFP for his phase along with an additional meetings with the project team.

## CONSULTANT SCOPE - DHARAM

As the cost consultant, Dharam will analyze the three concept options at the Master Plan level and then refine the construction cost model for the preferred option. In order to complete these tasks, the following activities will be undertaken:

### Stage 3: Visioning

1. Attend kick-off meeting with the design team to familiarize the Cost Team with the three (3) conceptual urban design framework plans.
2. For each Concept Option develop an order of magnitude Cost Model of forecast construction costs. The costs will be based on the Plans, sketches and narratives provided by the design team. The Cost Models will be in a format to be agreed with the Owner and broken down as appropriate to facilitate the required financial analysis.
3. Proposed building costs will be based on cost per SF based on benchmark data for buildings of comparable type and program and will consider site specific information where appropriate and available.
4. Green spaces will be costed based on cost per sf of soft and hard landscaping together with order of magnitude costs for associated amenities and equipment. Walkable trails between nodes will be similarly costed
5. Vehicular roads/streets will be costed on a cost per LF basis considering associated elements such as bicycle lanes, associated landscaping, lighting etc.
6. Utilities – where identified will be costed on a LF basis with appropriate allowances to ensure a complete cost picture where not specifically identified in the plans.
7. The Cost Models will incorporate identified/recommended phasing of the development work to allow for exposure to forecast construction Cost escalation.
8. The Cost Models will be broken down

based on indicated funding sources (Private vs Public).

9. Draft cost models will be submitted initially for review by the Town of Herndon and Project design team and will be subsequently revised to incorporate and reflect any comments received.
10. The final versions of the (3) Cost Models will then be presented to the Town of Herndon to ensure full understanding of the scope and character of costs included.
11. Provide final revisions of Cost Models as appropriate following presentation.

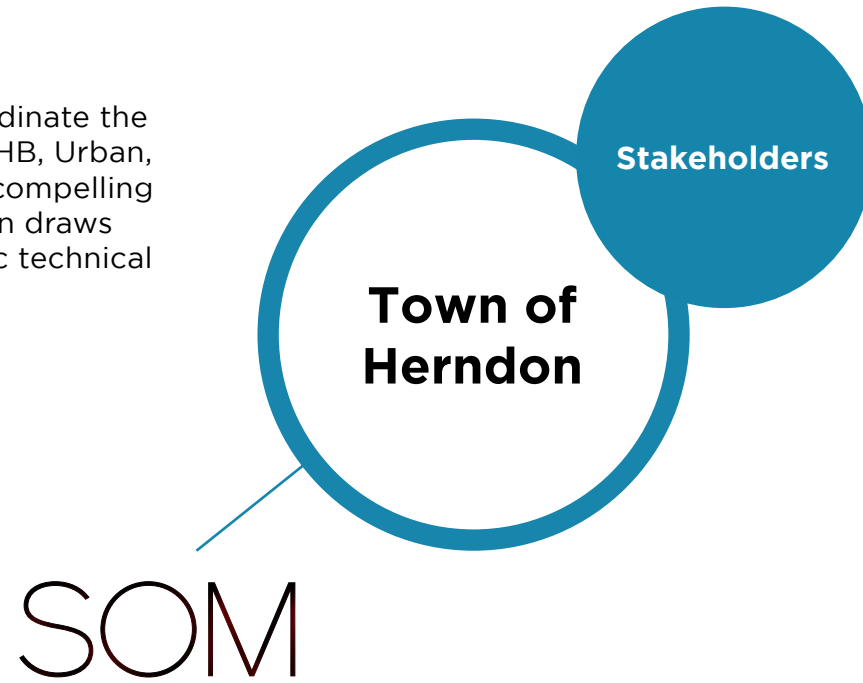
### Stage 4: Finalization

12. Provide a cost model (1) following selection and development of a final framework plan.
13. This cost model will be commensurate with the level of detail as the previous option Cost models incorporating any enhanced information/details as appropriate.
14. A draft cost model will be submitted initially for review by the Owner and Design team and will be subsequently revised to incorporate and reflect any comments received.
15. The final version of the Cost Model will then be presented to the Owner to ensure full understanding of the scope and character of costs included.
16. Provide final revisions of Cost Models as appropriate following the presentation.

SECTION 2  
**REASSESSMENT AND IDENTIFICATION  
OF KEY CONSULTANT STAFF BY PHASE,  
ACTIVITY, AND DELIVERABLE.**

## ORGANIZATION + CAPACITY

As the lead consultant, SOM will coordinate the efforts of sub-consultants (RCLCO, VHB, Urban, and Dharam) to create a unified and compelling vision, and understand how that vision draws from and feeds into discipline-specific technical work.



### PLANNING + PROJECT MANAGEMENT

**Kristopher Takacs, AIA**  
Principal in Charge

**Roger Weber, AICP, LEED AP**  
Lead Project Manager/Lead Planner

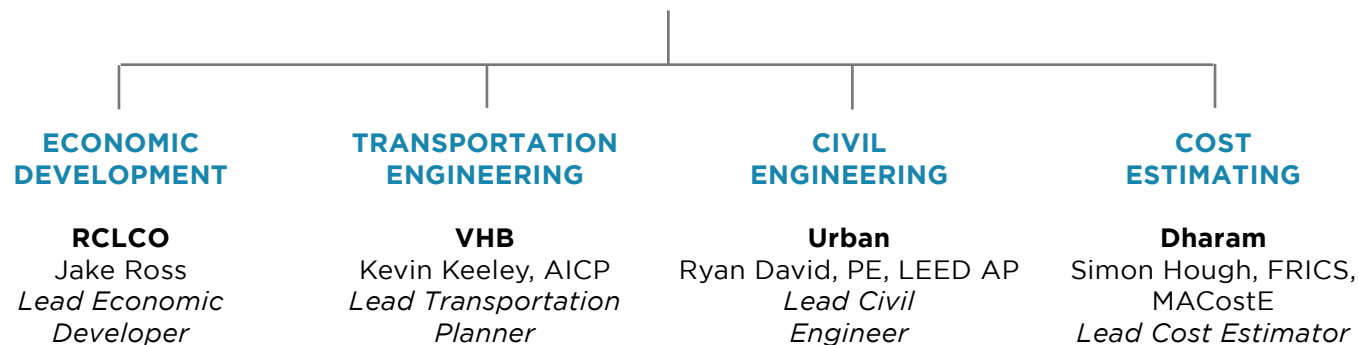
**Susana Arisso, AICP**  
Assistant Project Manager/Planner

**Jannat Nain**  
Urban Planner

**Mark Meiklejohn**  
Urban Designer

**Peter Glasson, AIA**  
Lead Architect

**Keith O'Connor, AICP, LEED**  
Lead Open Space Strategist



## CONSULTANT INVOLVEMENT

Consultant	Stage 1: Information Gathering	Stage 2: Exploration and Analysis	Stage 3: Visioning	Stage 4: Development of the Preferred Concept	Stage 3: Finalization
SOM	Active	Active	Active	Active	Active
RCLCO	Active	Active	Active	Active	Active
VHB	Active	Active	Active	Active	Active
Dharam	Active	Active	Active	Active	Active
Urban	Active	Active	Active	Active	Active

SOM has well-developed communications and project management practices in place which allow for the seamless coordination of work, ensuring each component is kept within approved scope and level of effort. These practices include:

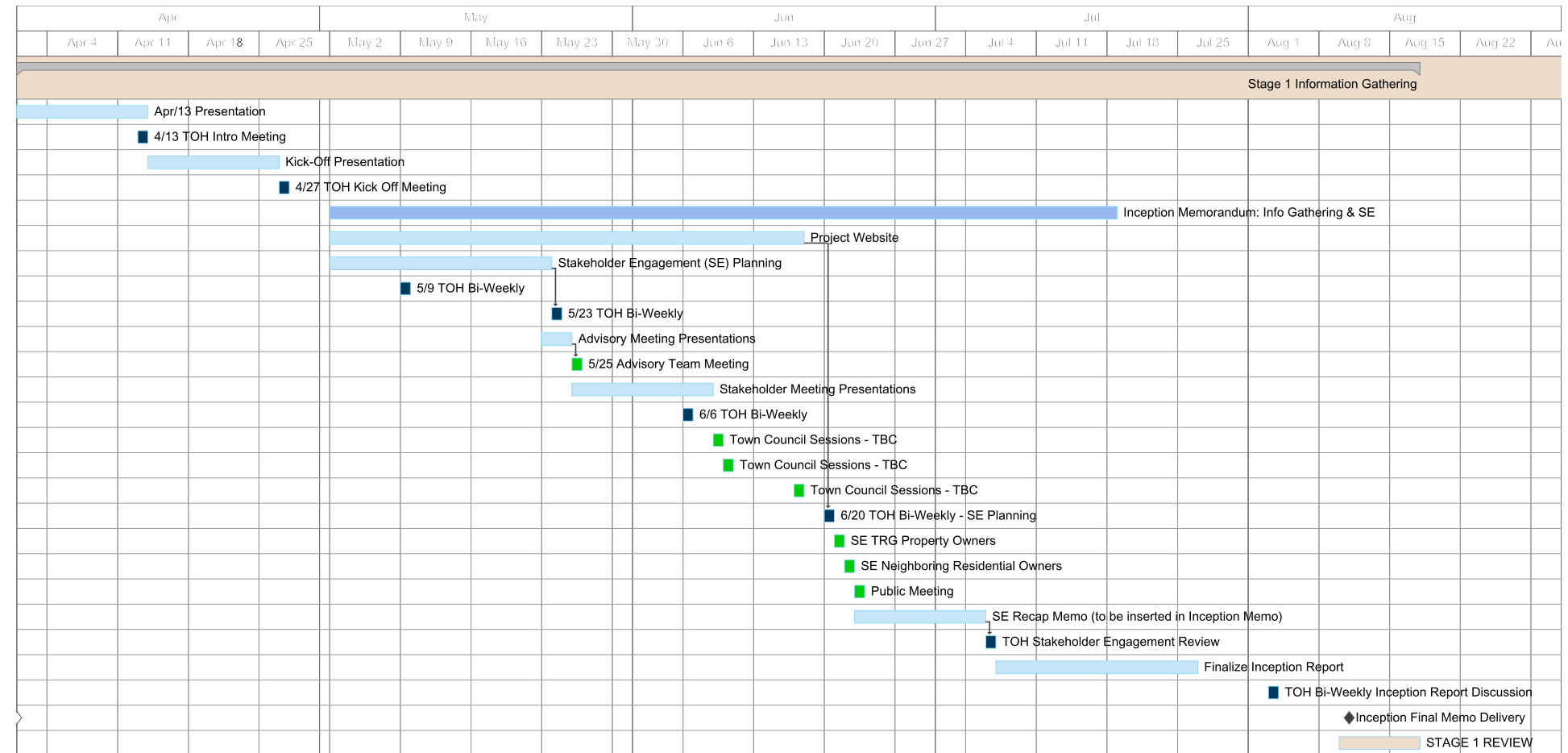
1. Leveraging our project manager as our primary point of contact.
2. Deploying our own staff and sub-consultant staff as appropriate to deliver work effectively through five phases of work.
3. Holding bi-weekly meetings as necessary to micro-plan week-on-week execution with the Town of Herndon staff.
4. Ensuring engagement plans and strategies are timed to align with the overall master plan process, ensuring feedback can be incorporated.

5. Lending facilitation and communication skills to the engagement process.
6. Delivering deliverables using an iterative process with opportunities for the Town of Herndon staff to review and edit.

The tentative schedule outlined in the following pages is designed to weave together the concurrent elements of the project plan that include highly technical development area planning and analysis, engagement across a disparate range of Town stakeholders as well as the interested public, visionary urban design thinking that looks beyond the present day toward a long-term future, and integration with market dynamics and on-the-ground real estate interests for private property owners.

# STAGE 1

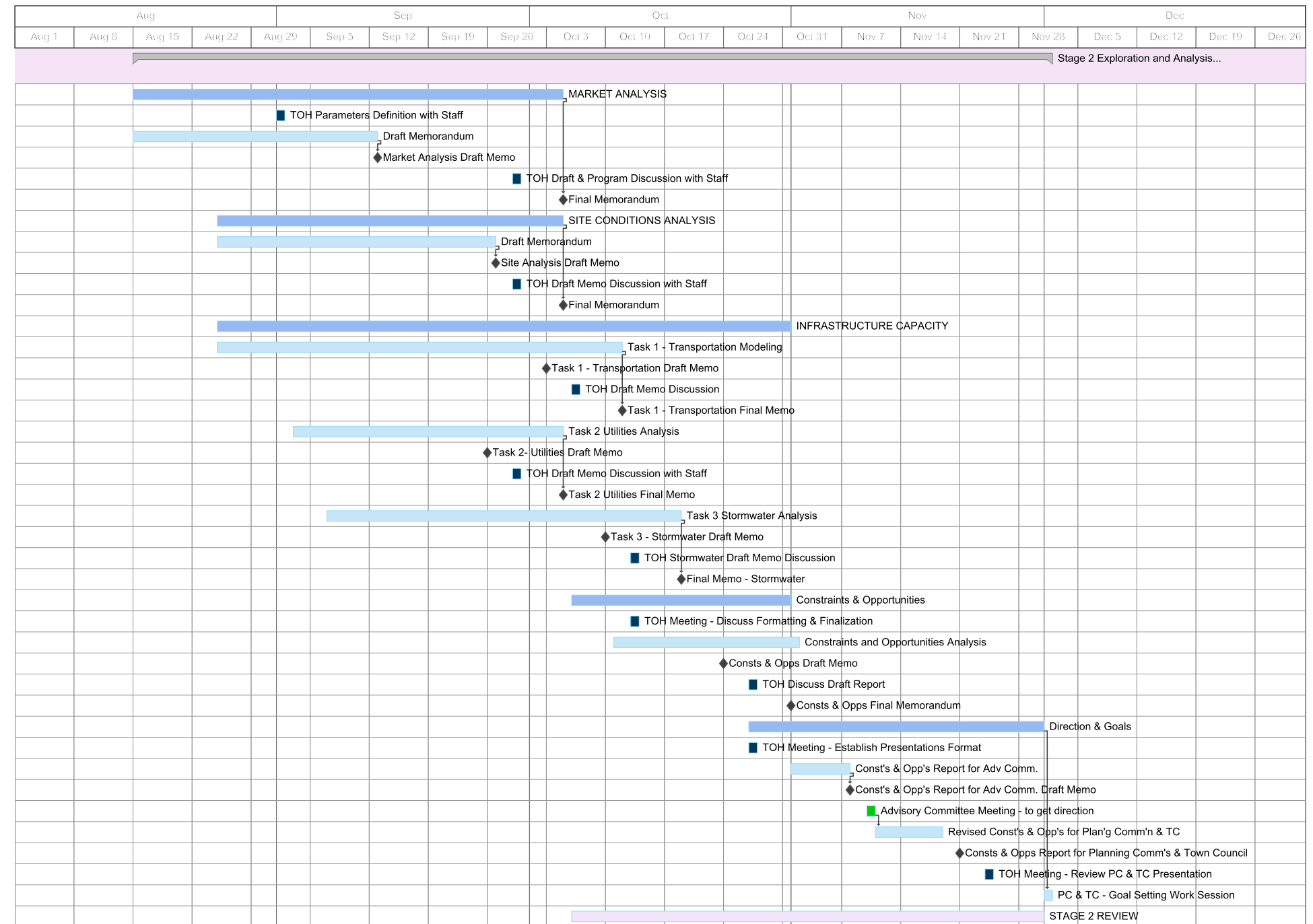
- Participation in introductory meetings
- Collecting internal and external stakeholder input including engagement with the Advisory Committee, subject matter experts, and Town of Herndon staff and to align expectations for engagement with the Town Council, and community neighborhood groups
- Preparing stakeholder and public engagement plan
- Researching critical site and context issues
- Assessing the project budget and preliminary program goals
- Assessing relevant case studies and review precedents for the site
- Developing the project website
- Conducting stakeholder engagement interviews including meeting with the advisory committee, town council members
- Conducting three stakeholder engagement workshops
- Disseminating public engagement feedback
- Preparing Inception Report including the summary of engagement



■ Internal Meeting   ■ Public Meeting   ■ Work Product Development   ◆ Deliverable

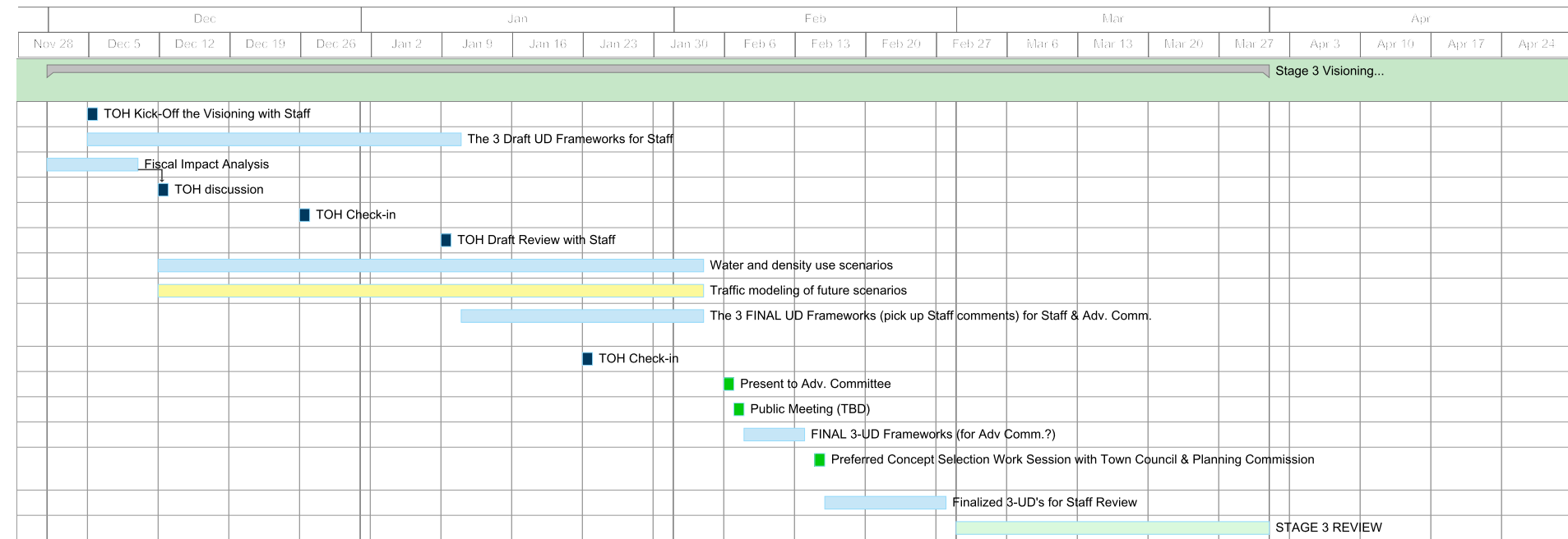
## STAGE 2

- Defining parameters of the market analysis, conduct research and prepare the market analysis memo with the findings including limitations and opportunities related to site conditions
- Discussing past modelling efforts and delivery of data with RK&K and VHB; Prepare a transportation memo for discussion
- Assessing water and sewer impacts and provide Town of Herndon staff with likely density and use scenarios for use; Prepare a stormwater memo for discussion
- Preparing a memo with a summary of potential successful density ranges, distribution and possible roadway improvements, and policy changes to provide a transportation system able to facilitate redevelopment within the TRG.
- Preparing and deliver the constraints and opportunities memo
- Facilitating a goal setting work session with the Town of Herndon Staff, Advisory Committee and Town Council members
- Developing project direction and goals for the visioning stage of the project



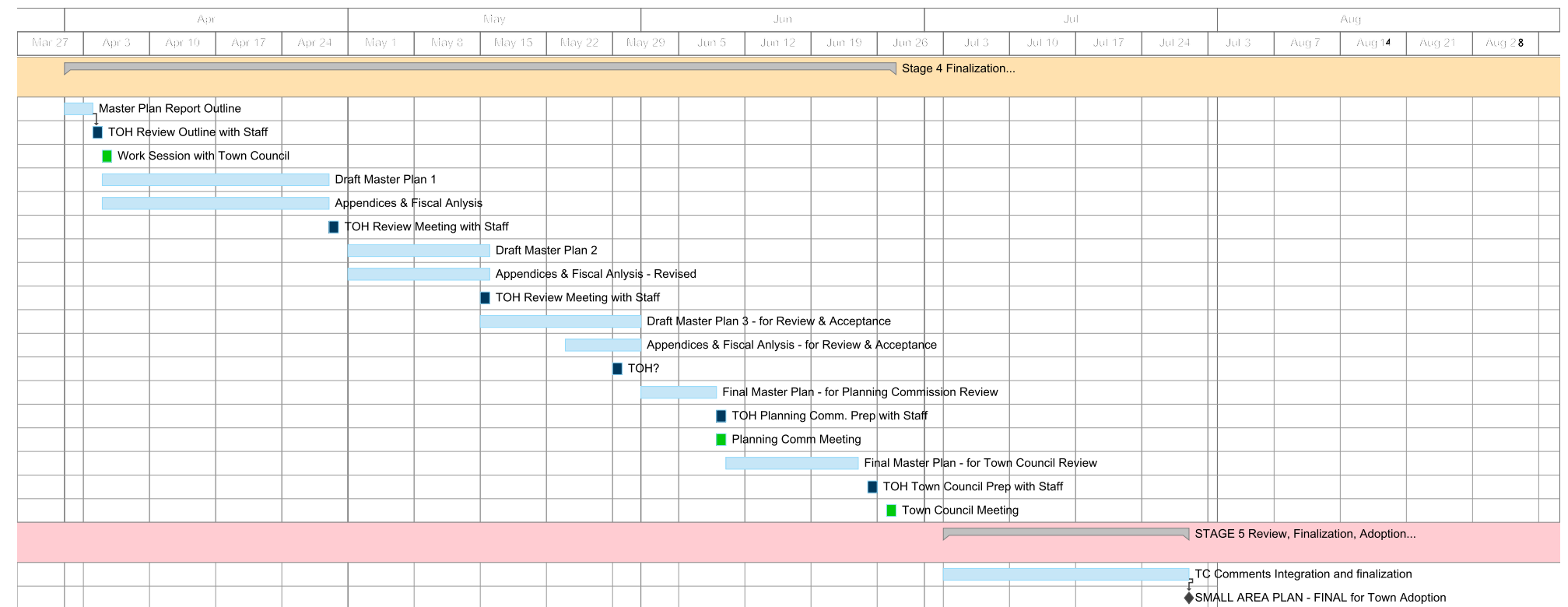
## STAGE 3

- Preparing a fiscal impact analysis
- Developing three (3) draft urban design frameworks with narratives for Staff review.
- Evaluating and iterating the urban design frameworks, both qualitatively and quantitatively. Illustrate vision alternatives to life through interactive media
- Presenting urban design concept options to the Town of Herndon Staff, Advisory Committee and Town Council members
- Selecting of a preferred concept option in coordination with project stakeholders



## STAGE 4

- Preparing a Master Plan Report outline and review with staff
- Preparing the draft Master Plan including sketches, drawings, 2D and 3D concept imagery, vignettes, and study models
- Preparing appendices and revise financial analysis
- Presenting the draft Master Plan to the Town of Herndon Staff, Advisory Committee and Town Council members



## STAGE 5

- Integrating feedback from project stakeholders
- Reviewing the draft Master Plan, appendices with fiscal analysis with Town of Herndon staff
- Finalizing and delivering the Master Plan

■ Internal Meeting   ■ Public Meeting   ■ Work Product Development   ◆ Deliverable



SECTION 3  
**COMMUNICATION AND COORDINATION  
STRATEGIES**

## COMMUNICATION AND COORDINATION STRATEGIES

Working together with the Town of Herndon and the co-consultant team, we have established a schedule for bi-weekly meetings with the Project Team to advance all aspects of the work. The official project kick-off meeting along with the advisory committee meetings will be held in person unless requested otherwise by the Town of Herndon. Written documentation of all bi-weekly meetings will be recorded and can be requested at any time by the Town of Herndon staff. One-on-one meetings with Town Council members and private property owners will also be organized in person or virtually.

A critical aspect of the planning process is our ability and commitment to listen well to the Town of Herndon, all project stakeholders, and to deliver a plan that creates a vision that can be sustained over time. We expect stakeholder engagement iteratively throughout all stages of the work. We will engage in three (3) formal community presentations and/or engagement sessions. This includes the first one to evaluate strengths, opportunities, aspirations, and results; a second to evaluate concept alternatives; and a third to present the preferred concept. SOM will lead the facilitation of community outreach.

Public outreach will be conducted by the Town of Herndon staff through social media channels and mailing out flyers. To ensure the engagement process is aligned with the needs of the Town of Herndon, SOM has already worked with the Town in Phase 1 to think beyond traditional community engagement,

preparing the website, and other ways of engaging Herndon's diverse population. Over the course of the project, our team will help the community to be engaged. As we plan for community engagement, the presentation of materials will be focused on the TRG's goals and will be followed by questions, polling, and discussion where input is collected and utilized for refinement. Comments and questions gathered during the engagement session will be documented and presented to the Town of Herndon staff for review before publishing. All in-person meetings will be organized as per COVID-19 procedures. For dissemination of information gathered during the engagement sessions, all information will be posted on <https://www.herndontrg.com>. The website has been developed and will be maintained by SOM.

SECTION 4  
**DOCUMENT REVIEW, SITE MAPPING  
AND DATA COLLECTION**

# DOCUMENT REVIEW

## DOCUMENT REVIEW - OVERVIEW

Our understanding of the site and Town was informed by a variety of means, including an extensive review of available relevant documents. This review considered:

- Published planning documents prepared by the Town of Herndon
- Publicly available maps and GIS data describing the physical, environmental and infrastructural context of the TRG.
- Published documents related to ongoing development and capital improvement projects

## TOWN OF HERNDON PLANNING DOCUMENTS

Key takeaways from the TOH planning documents are summarized below.

### 1. Town of Herndon Comprehensive Plan 2030

The Comprehensive Plan's stated goals are as follows:

1. Provide for a regional scale mixed-use development environment.
2. Create an attractive environment that encourages companies and businesses to locate and remain within the town limits.
3. Generate positive economic benefits for the town in terms of employment, retail sales and tax revenues.
4. Provide appropriate site design and excellent pedestrian facilities to support mobility among the mix of uses within the Regional Corridor Mixed-Use and connectivity

*to other areas of the town."*

The CP highlights the Town's potential for residential and employment growth, especially with the expected arrival of Metro. As the report indicates, the town's residential population had doubled between 1980-2008, but that growth had recently slowed due to the lack of housing supply. This suggests demand for residential development.

The Plan also highlights the fact that much of the Town is at "full build-out" except for the Dulles Corner area (present day HTOC & TRG) where there was understood to be the opportunity for several million square feet of commercial / mixed-use development potential.

This background motivated the ideas of what would become the HTOC and TRG. The HTOC plan is officially incorporated into the Comprehensive Plan, while the TRG is presented as an idea for future consideration.

While the CP is proposing major development in what will become the HTOC and TRG, it also clearly emphasizes the need to preserve single-family housing, and maintain Herndon's small-town feel. Along these lines, the Plan also encourages regulations to prevent overcrowding and promote home and lawn maintenance, etc.

The Plan additionally emphasizes the need to prioritize development and maintenance of affordable and senior housing.

# DOCUMENT REVIEW

## 2. The Herndon Metro Station Area Study

This study outlines the future HTOC, it would be later incorporated into the Comprehensive Plan. The study area includes the nine parcels nearest the new Metro station. It proposes a maximum FAR of 4.3 nearest the station and a FAR of 3.8 at the areas further from station. The proposal suggests that only modest road improvements will be necessary given the new density proposed. It does, however, call for the extension of Worldgate Drive to connect more directly to the Herndon Parkway and for small internal streets within the district.

The study envisions a larger walkable district that would include not just the HTOC, but the TRG as well, which could be studied at a future date. The study suggested that the TRG should be a transitional zone between the HTOC and the rest of the city. The study calls for a maximum FAR of 2.5 to 3 for the TRG. And the

As part of the study, a financial analysis was conducted which suggested that no development was likely to occur in the TRG at FARs of less than 2.5 before 2035.

## 3. Urban Design and Architectural Guidelines for the Herndon Transit-Oriented Core

The Urban Design and Architectural Guidelines for the Herndon Transit-Oriented Core establish an urban design framework for developers, architects and engineers to refer to for developments within the HTOC. The

guidelines can be summarized as follows:

- Seeks to define a character for the neighborhood.
- Emphasizes "public spaces, active uses, pedestrian enhancements and inspirational architecture."
- The HTOC should create a "public realm that is inviting to all citizens, not a series of private buildings without a sense of community and place."
- Seeks to mediate between the new high-rise development with a more traditional small-town feel.
- Emphasizes

The guidelines further provide guidance for the development of individual buildings and parcels.

- Encourages podium-style buildings, with little-to-no setback.
- Ground floors reinforce the pedestrian experience.
- Ideally parking should be located behind 'liner' uses.
- Towers of up to 275' along toll road and up to 225' along Herndon Parkway.
- Towers should include interesting tops (slopes, parapets, crowns, etc.) in order to differentiate from other development occurring in towns along the Dulles Toll Road.
- High-quality materials are encouraged. For podium buildings, brick is especially encouraged. Other favored materials include stone, ceramic tile, stucco, wood, and heavy-gauge metal panel. The use of EIFS is explicitly discouraged.

## DOCUMENT REVIEW

### 4. Town of Herndon Streetscape Guidelines

The Town of Herndon Streetscape Guidelines provide guidance for designing the town's streetscapes to promote traffic flows, pedestrian safety and town character. Overall, the plan prioritizes the following goals and strategies:

- Walkability
- Accessibility
- Connectivity
- Bike facilities
- Bio-retention
- Traffic calming

In addition to the standard town streetscape, the guidelines define four zones which will each receive distinctive streetscape treatments:

- "HTOC Streetscape
- Parkway Streetscape
- Gateway Streetscape (six primary entrances into Herndon between town boundary and downtown)
- Downtown Streetscape."

For each of these zones recommendations are provided for special paving materials, street furniture, signage, street sections, street lighting and planting plans.

The HTOC Streetscape zone provides to street types for the Herndon Parkway: one to be used within the HTOC / TRG, and the other for all other street segments. For the section of the Herndon Parkway within the HTOC /

TRG area, heavier pedestrian and other traffic is anticipated. In this zone, the guidelines call for a number of streetscape features including a substantial green space buffer, a two-way cycle track, and strong significant amenities for multi-modal transportation in order to support the new Metro stop.

(The HTOC Streetscape designs were still under development as of the publication of the guidelines.)

### 5. Town of Herndon Capitol Improvements Program FY2021-2026

Prepared both before and during early stages of Covid-19 pandemic, under extremely uncertain circumstances for the town: findings were to be considered aspirational.

Potentially relevant projects include:

Pedestrian / Bike Infrastructure

- Trails to Herndon Metro
- Metrorail Station Promenade
- Bicycle Facilities & Accommodations
- Sidewalks and Minor Trails

Public Transportation

- Vehicular/Pedestrian Access to Metrorail (Bus Bays)

Street Improvements

- Spring Street, (Herndon Pkwy to Fairfax Co. Pkwy)
- Van Buren Street (Herndon Pkwy north to old Spring St)

## DOCUMENT REVIEW

- Dev. Worldgate Drive Extension
- Herndon Parkway/ Van Buren Street Intersection

### MAP / DATA REVIEW

In addition to the written plans described above, SOM reviewed the following maps to develop an understanding of the physical context of the TRG. These maps present both opportunities and constraints for development at the site. (In addition to this review of published maps, we prepared our own analytical maps from GIS data. These are described in the following section - "Site Mapping and Data Collection.") Reviewed maps include:

1. Herndon Soil Survey Map
2. The Fairfax County soils map and contour map.
3. FEMA floodplain map.
4. Chesapeake Bay Preservation Overlay District Map.
5. The location of the Dominion Energy transmission lines and associated easement language and allowances
6. Current TRG parcel sizes, ownership patterns, existing uses, building square footages, and FAR
7. Publically available GIS data from Fairfax County

### ONGOING PROJECTS

In addition to a study of the existing context, it is critical to understand the likely future reality.

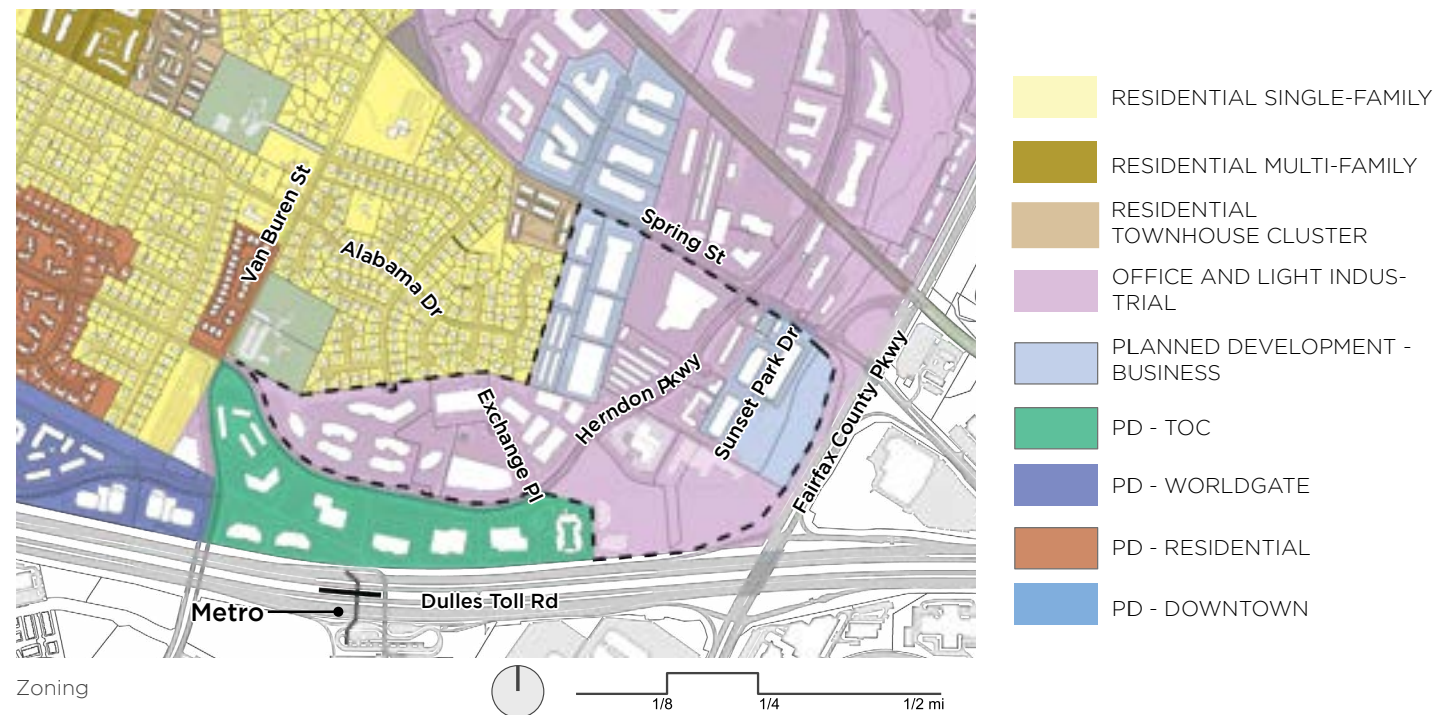
While current planning documents, such as the Comprehensive Plan or the Herndon Metro Area Study, give us an idea of what the future HTOC might be like, we also referred to more concrete, approved development plans. (With the understanding that none of these approved plans are guaranteed to be realized).

1. Development Plans for 555 Herndon Parkway
2. Development Plans for Fairbrook Park.
3. Other relevant proffers and conditions for existing and approved development within the TRG - Active Land Use & Development Cases
4. Roadway improvement plans for:
  - Van Buren Complete Street
  - Herndon Parkway / Van Buren Street Intersection
  - Spring Street Improvements

## SITE MAPPING AND DATA COLLECTION

Based on our review, SOM has learned that the Site area is zoned for office and light industrial uses along with some planned development for business.

There has been ongoing development in the vicinity of the TRG. This includes Herndon Station West, Parkview at Herndon Metro, 555 Herndon Parkway, and Fairbrook to the south and Springpark Place to the north.



As SOM worked towards defining a vision for the TRG that is regionally complementary and differentiated within Herndon, SOM looked towards aspirational case studies that planned for the right density in the right places. To define a character that is unique to Herndon, SOM explored the right scale to implement future density as well as complement and enhance Herndon's small-town character. Through research and conversations with members of the advisory committee, it was established that an appropriate transitions to the HTOC adjacent neighborhoods, and central Herndon should be maintained and these character expectations will need to be communicated to developers in the future.

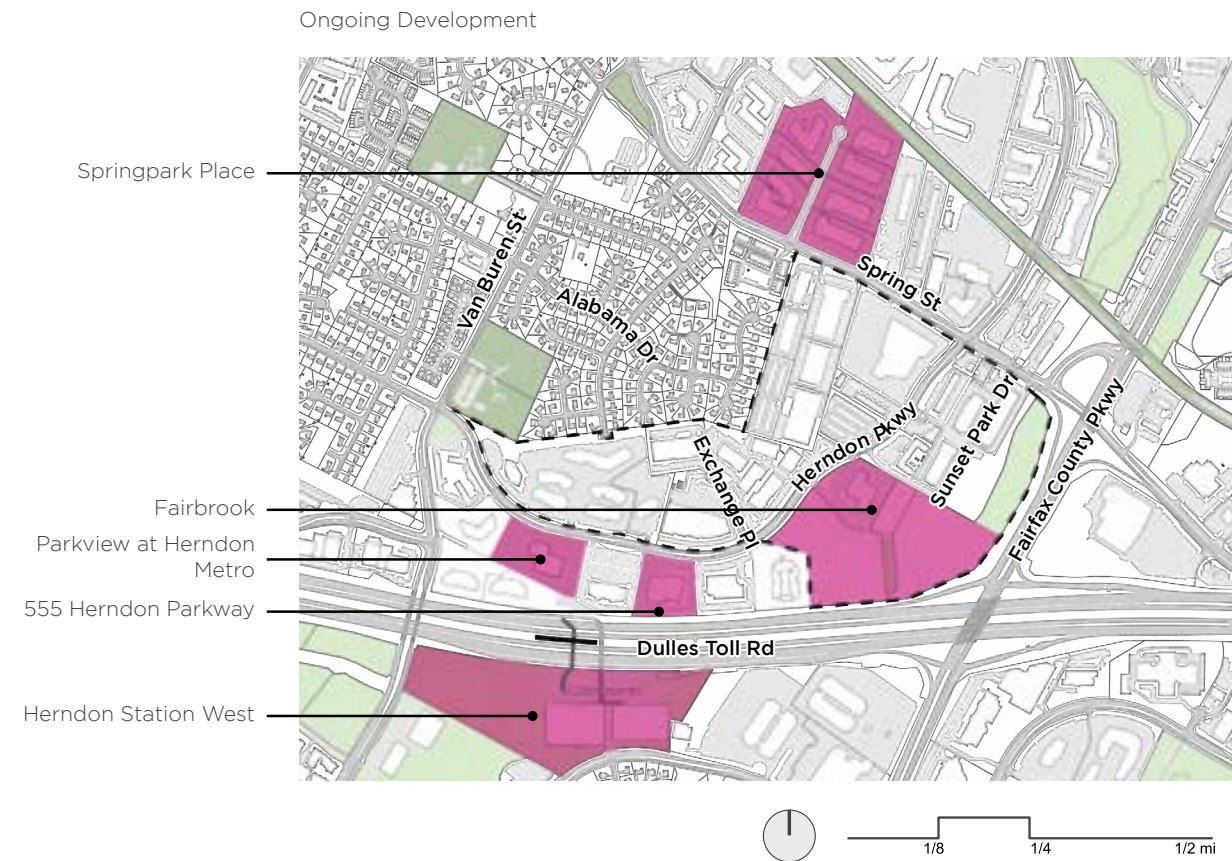
In order to foster a live-work-ride-play community, SOM studied the potential of positioning sub-areas with differentiated predominant uses and densities and embracing a mixed-use future, anchored with affordable multi-family housing. The Plan requires careful planning for the lifestyles of future residents and exploring the role of destination out-of-the-box uses. SOM also looked into ideas for activating the community by centering neighborhood-serving retail and incorporating the Fairbrook Development into the larger community vision.

## SITE MAPPING AND DATA COLLECTION

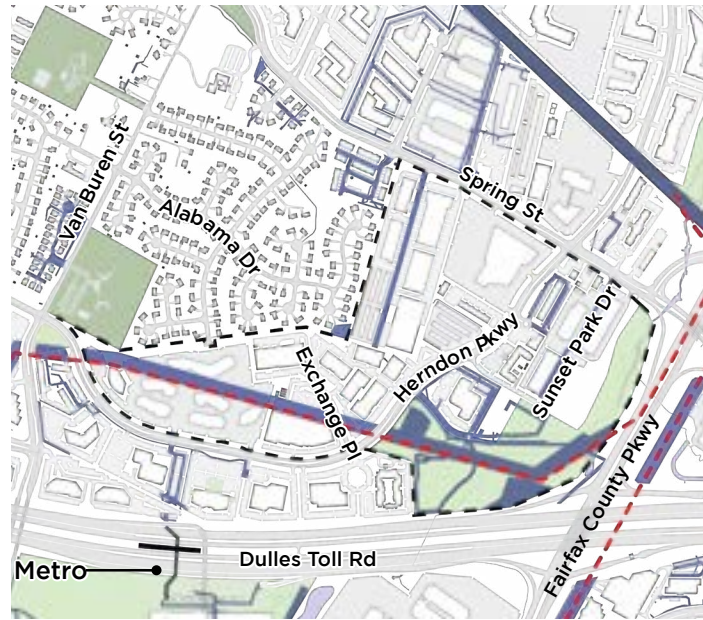
Mobility is a large part of the vision for the TRG. A successful future would augment existing investments in trails, cycle tracks, and the vehicular network and integrate connections to Metro and to the W&OD trail.

Currently, the TRG landscape is dominated by surface parking, lowrise buildings, and other impervious surfaces. This poses environmental and other challenges. This condition could be improved by adding green space to the area. Landscape could play a big role as the driver of identity. Some initial ideas include integrating and elevating Sugar Land Run, and the existing green space around it, as a placemaking asset.

There is also the potential to rethink Herndon Parkway as a multi-modal Parkway and create a porous development that encourages walking and next-gen personalized mobility. The goal for mobility in the TRG is to establish an appropriate relationship with surrounding residential neighborhoods.



# SITE MAPPING AND DATA COLLECTION



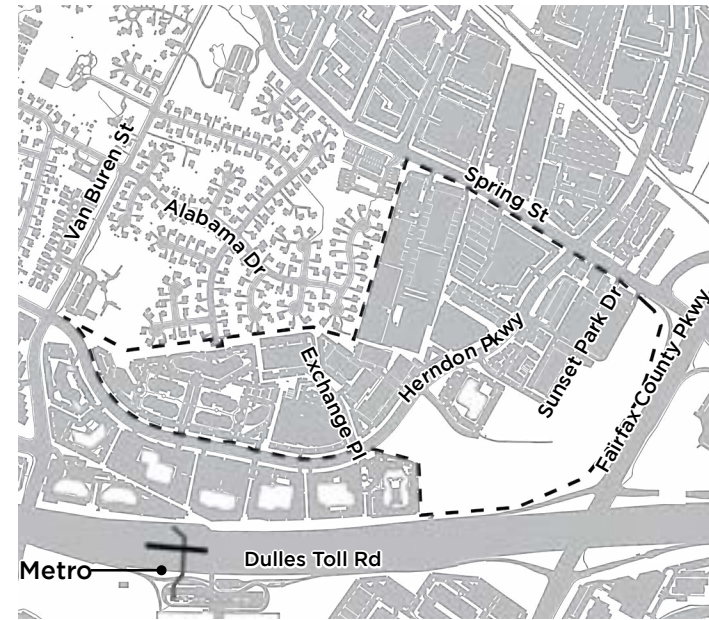
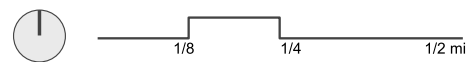
Major Utilities & Easements

■ Easements    - - - - Major Utilities



FEMA Flood Plains

■ 100-Year Flood Plain    ■ 500-Year Flood Plain



Impervious Surfaces

■ Impervious Surface



Soil Foundation Support

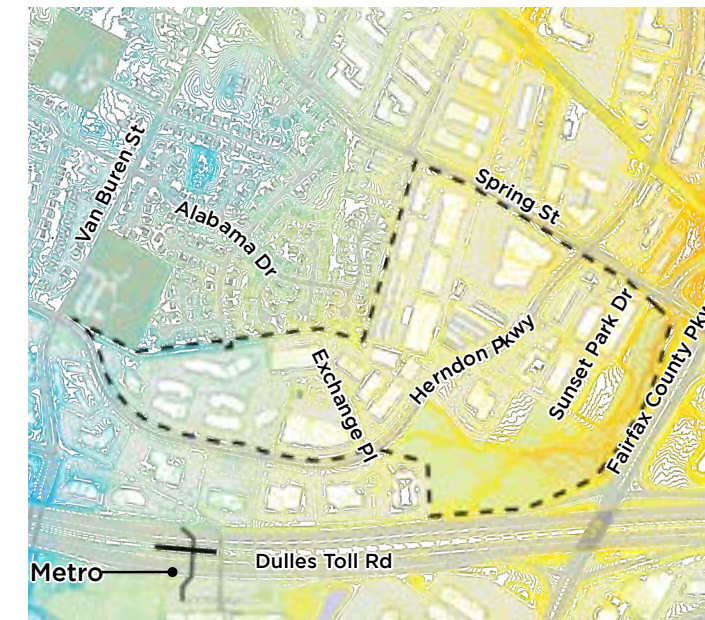
■ Poor    ■ Marginal    ■ Fair    ■ Good

# SITE MAPPING AND DATA COLLECTION

SOM has also conducted preliminary review of other physical elements that define the TRG landscape. The most visible of these include the major overhead utilities that bisect the TRG in the east-west direction. These utilities, and their corresponding easements, naturally form an open space corridor which could potentially be leveraged to create a compelling public space.

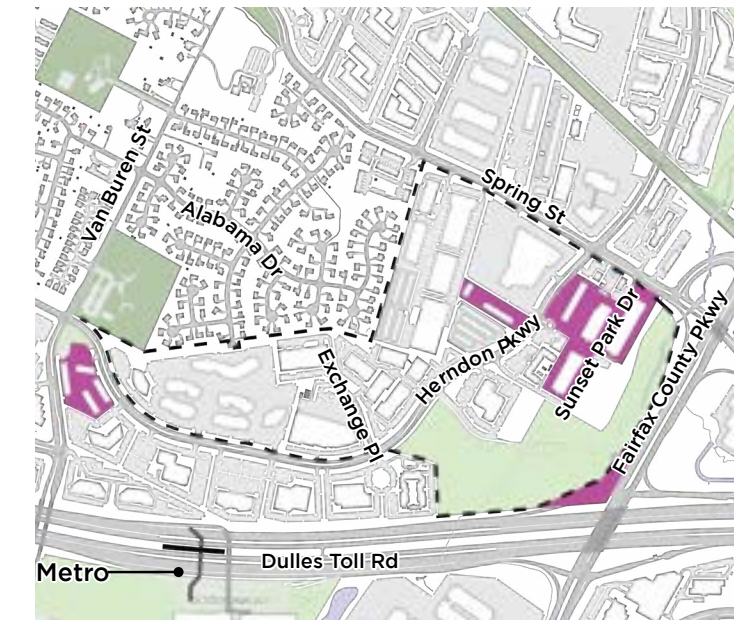
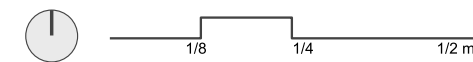
In addition to this, there is the possibility of creating new public green space in the area around Sugar Land Run. There are a number

of potential physical limitations to new development in this area. These include poor soil for foundation support, FEMA floodplain designation and steep topography. These challenges to development in this location may provide an opportunity for the town to partner with ownership to create a new landscape identity for the town.



Topography (1' Contours)

280'    480'



Common Areas (Associated with Condo Parcels)

■ Common Areas

SECTION 5  
**STAKEHOLDER ENGAGEMENT**



# STAKEHOLDER ENGAGEMENT SUMMARY & ANALYSIS

## Stakeholder Engagement Overview

Stakeholder engagement provided critical data to project team. Two groups of stakeholders were engaged, Town officials and staff, and the broader public. Engagement with town officials and staff included one-on-one sessions with the Mayor, Vice-Mayor and individual Town Council members. Public engagement came in the form of three meetings with different interest groups: TRG property owners, nearby residents and the general public.

Throughout this engagement process valuable information was obtained. Of course, many stakeholders' interests were at odds with another, but there were also clear common priorities that could be identified across a broad swath of stakeholders.

## Meetings with Town Officials

Through the first three months of the information gathering stage, the project team engaged regularly with the planning staff at the Town of Herndon and members of the Advisory Committee. The project team also had one-on-one meetings with the Mayor, Vice-Mayor, and Town Council members to understand needs and priorities for the TRG.

Through these focused interviews, we gathered that, much like the Town of Herndon, the future identity of the TRG will be defined by a population that is diverse in ethnicity, age, socioeconomic status and opinions. A balance between celebrating the changing culture(s) of Herndon and maintaining the historic feel of the town is required.

The interviews also highlighted an interest in making the TRG an attractive destination while avoiding any unintended consequences, particularly overcrowding. An increase in density was widely accepted however, with

mixed-use zoning being strongly preferred for the TRG. All members of the council agreed that workforce housing and affordable housing for service workers is important. For there to be a successful delivery of residential units in the TRG, financial returns of developers and condominium owners must be considered.

There was disagreement among these stakeholders about the proper balance of scales for future development, and whether the existing small-town/downtown density should be prioritized, or instead newer, higher density be given priority. This challenge of balancing those two apparently opposing priorities will likely be a significant factor in any design going forward.

All members of the Town Council agree that Herndon needs more green spaces and open spaces, including sidewalks with placemaking opportunities as well as trees and other shading elements that make the pedestrian experience pleasant. Nature parks & areas for festivals and community organization, with intentional identity-creating spaces were also mentioned.

Even though office spaces are currently not in high demand, Town Council members emphasized the importance of Commercial/Retail & Office Space uses and the need to reflect market demand and needs for those types of spaces, while avoiding vacancies. Commercial spaces are necessary to boost revenue, and should be located strategically to maximize use and profits.

Traffic and parking was the primary issue highlighted by most Town Council members. Most of the traffic in the TRG may be commuter traffic, and is therefore likely inevitable. There is some consensus that personal vehicles are needed for many of the residents due to their jobs, or to drop their kids off at school. However, improved

# STAKEHOLDER ENGAGEMENT SUMMARY & ANALYSIS

walkability, bikeability, safety, connectivity and continuity of the active transportation network may help discourage car use and reduce traffic congestion. Additionally, we heard that parking maximums/restrictions may help improve safety by preventing visual blockages in streets and neighborhoods, while disincentivizing car use.

## Public Meetings

In-person engagement workshops were also held on June 21, 22, and 23, 2022 for property owners of the TRG, neighboring property owners, and the general public respectively. Each meeting included a project overview presentation by SOM, followed by a Q&A period in which both SOM and the Town of Herndon fielded questions. After the presentation, participants were encouraged to engage with five stations with a series of boards and maps that solicited their feedback. The boards asked about general attitudes towards the Metro and future development, TRG must-haves, aesthetic preferences, and the stakeholder's relationship to the TRG. There was a station that provided the opportunity for stakeholders to present their own ideas for the future of the TRG by drawing and writing on maps.

## Meetings with TRG Property Owners

As a group, the property owners were divided over how much change they would like to see in the TRG. Some owners were clearly content with their investments and were adverse to change. On the other hand, there were a substantial number of owners who think redevelopment associated with the TRG plan is an unique opportunity to add value to their property investments.

Owners were also divided over the role of the new Metro station in the TRG. Some believe the recent trend towards remote work will

decrease the number of commuters using Metro, both inbound and outbound. Because of this, they see little demand for office space on their properties even with the arrival of Metro. These owners believe that quality-of-life uses -- nature paths, outdoor performance spaces, landscape elements, etc -- are best suited for the TRG. For these owners Metro trips in both directions should be associated primarily with recreation and leisure rather than employment. Other owners, however, are not convinced of this.

In addition to meetings open to all TRG property owners, individual owners requested one-on-one meetings. Though the feedback from those meetings was often more specific to individual parcels, overall themes could be identified. Takeaways from meetings from different individual owners are summarized below.

- There is significant development interest throughout the Dulles Toll Road corridor, and specifically within the TRG boundary.
- Certain owners are interested in starting redevelopment relatively quickly (within the next 2-3 years)
- There is interest in podium style construction with community-facing retail below and office above.
- There is significant demand for data center facilities, which could prove lucrative for owners.
- Owners are aware of future HTOC development and are wary of competing with the higher densities allowed in that area.

## Meetings with Residents, Neighbors and the General Public

There was a good participant turnout for all three engagement events where people expressed their needs and ideas for the future of the TRG. There was not always

# STAKEHOLDER ENGAGEMENT SUMMARY & ANALYSIS

consensus on priorities for the TRG, and in some cases stakeholders' ideas were in direct contradiction with one another. However, there were several areas of broad consensus. This included the idea that the TRG should change a lot and that the Metro and TRG are net positives for the community.

Overall, the community emphasized the following priorities:

1. Addressing and mitigating traffic and congestion
2. Creating a place that's friendly to bikers and pedestrians
3. Attracting the right mix of uses, including amenities and services, to the area
4. Adding housing options
5. Maintaining the small-town feel and historic character of Herndon

Existing assets described by the community members included the Sugarland Run (although Sugarland Run Trail ends just before it enters the TRG, at Spring Street ), office spaces as business incubators and the Sunset Business Park and its diverse mix of small-scale businesses. Community members also highlighted weaknesses of the TRG which predominantly focused on mobility. This included issues with safety, the hostile environment for pedestrians and bicyclists, lack of connections to surrounding neighborhoods and too many large parking lots. Community members also brought forward the issue of lack of attractions in the area.

When envisioning future land uses, participants of the workshops believed there is a need for more housing, including

townhouses, condos, and mixed-use development where housing affordability and accessibility is prioritized. A small number of community members indicated a preference to "maintain the small town feel," avoid overcrowding, and avoid high-rise structures to avoid blocking sunlight. There is demand for additional small businesses, especially restaurants, cafes and, bars. There is also a strong affinity for the Sunset Business Park, and specifically its diverse mix of small-scale businesses. There was broad consensus among workshop participants that there should be less office space and fewer office parks in the TRG. One submission, however, pointed out that the current offices serve as business incubators. There is general interest in adding small-scale parks to the TRG, including pocket parks and playgrounds.

Many community members suggested that the Sugarland Run Trail could be extended across Spring St. into the TRG and connect to the Metro via a yet-to-be-determined path.

As we discussed transportation and mobility with workshop participants, most community members are excited about the arrival of Metro to Herndon and expect to ride the Metro sometimes but not daily. Therefore, creating easy access to the Metro is important. Multi-modal accessibility should be considered. The TRG is currently unsafe for pedestrians and bicyclists. Community members believed there should be bike and pedestrian connections from the TRG to the surrounding neighborhoods. There are some concerns that added development will cause increased traffic and congestion.

As for specific interventions, ideas and other feedback, the engagement summary report has been added in the following pages.

APPENDIX 1  
**ENGAGEMENT SUMMARY REPORT**  
**JULY 2022**

YOUR INTEREST IN THE TRG

## Why does the TRG matter to YOU?



Easier commute, improved connectivity, less congestion and traffic

Managing foot traffic & overcrowding

Maintaining existing neighborhood characteristics while improving amenities

Safety: Surroundings, walkability, bikeability

Financial effects & maintaining the lucrative Sunset Business Park

Potential cave systems under the site

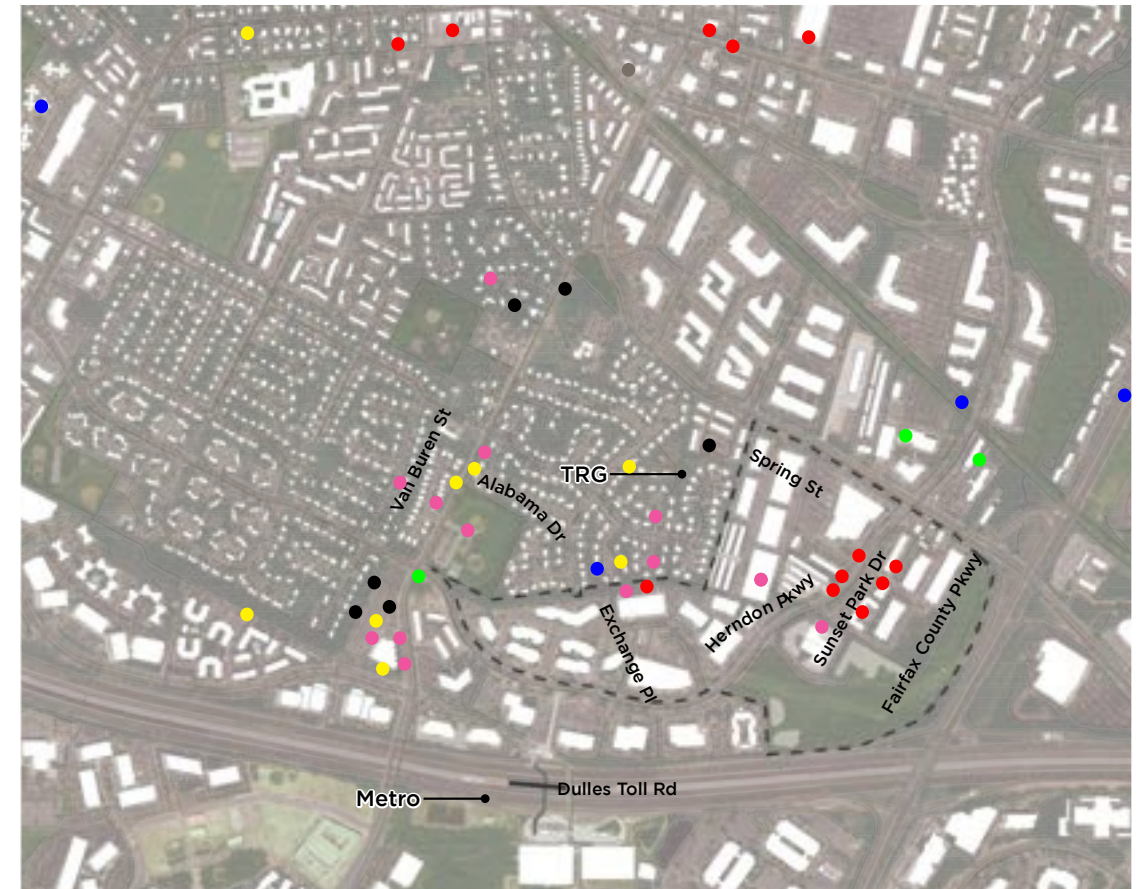
YOUR INTEREST IN THE TRG

## How do you interact with the TRG Today?



Use the following pins to denote where you do the following activities:

- Place a MAGENTA pin where you own/lease property
- Place a YELLOW pin where you live
- Place a BLUE pin where you work
- Place a RED pin where you dine/shop
- Place a BLACK pin where you get stuck in traffic!
- Place a GREEN pin where you or your kids have school/activities/recreation



## In terms of Herndon Parkway...



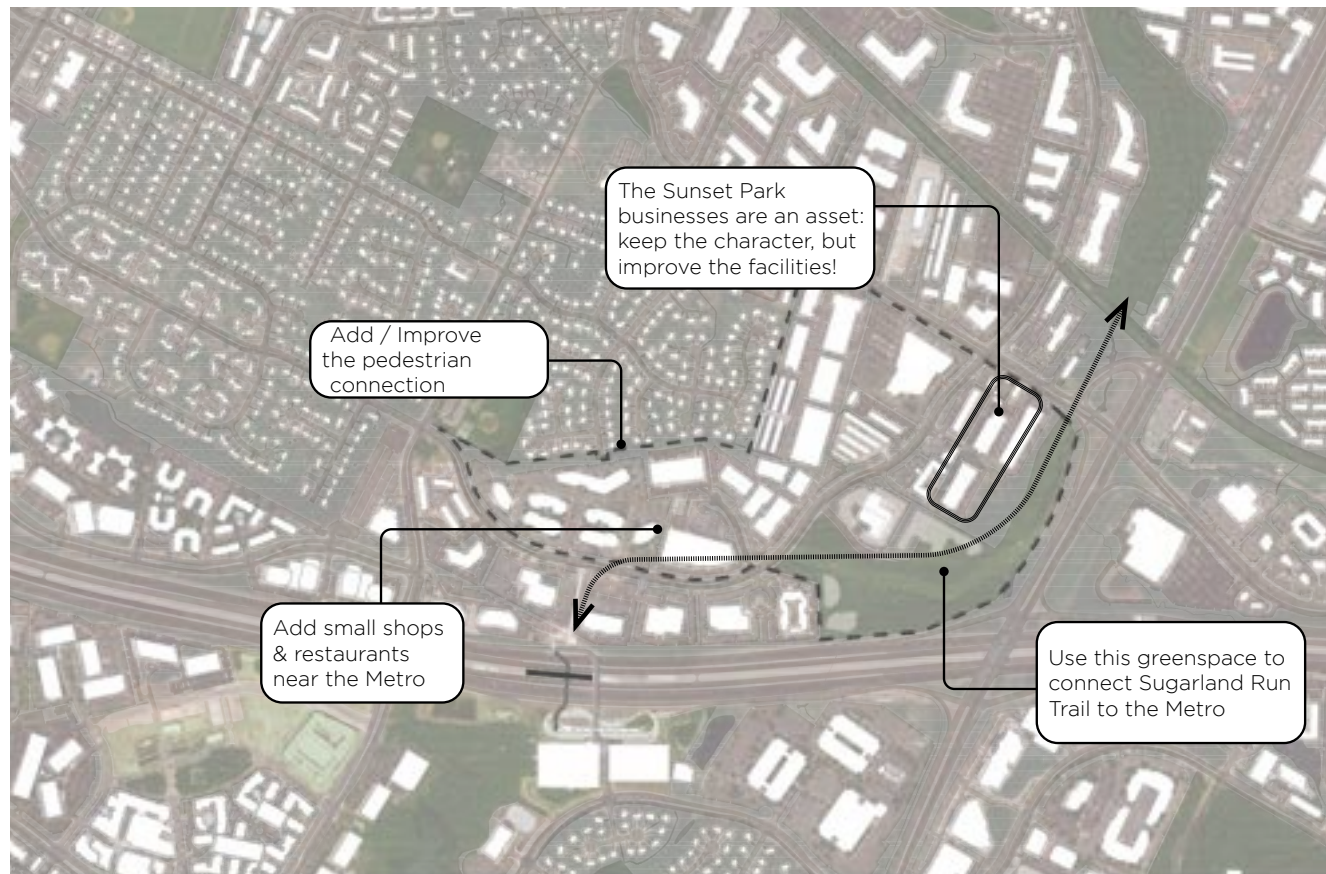
I NEVER drive on Herndon Parkway

I mostly use it as a cut-through

I use it to access uses/activities within the TRG

ANNOTATED MAPS

Common Themes

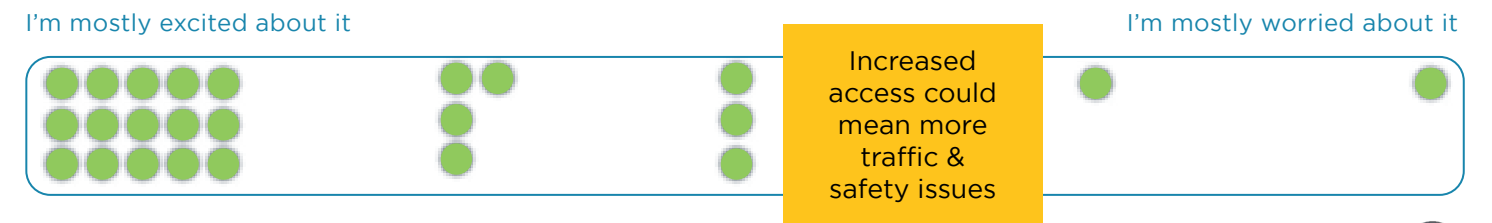


For individualized maps, please refer to the Appendix (p. 19)

YOUR INTEREST IN THE TRG

How will YOU engage with the Metro in the future?

How do you feel about the arrival of Metro in Herndon?



How often do you think you'll ride Metro once it's here?



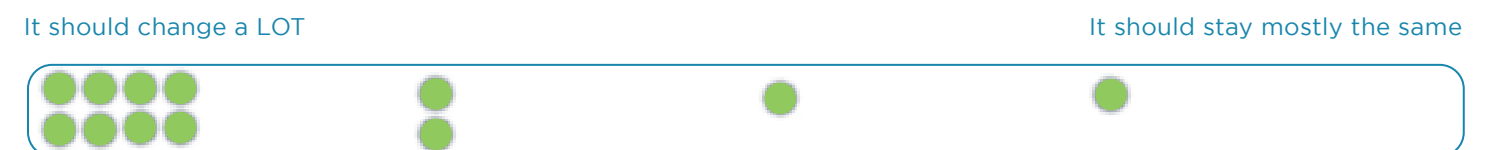
What are the biggest benefits of Metro you're looking forward to?

- Easier & cheaper access to DC & Dulles
- Reduced car dependency & increased walkability
- Easier commute & better connectivity
- Improved lifestyle & environment

What are the things you're most concerned about when it comes to the arrival of Metro?

- Low ridership due to lack of need & convenience
- Reduction of open space & green cover; wind tunneling
- Pedestrian, bike & general safety; increased traffic
- Losing Herndon's character

How much do you think the TRG should change now that METRO is coming?



ISSUES, STRENGTHS, AND WEAKNESSES

What works WELL about the TRG today?  
What are the TRG's greatest strengths and assets?

- A gathering space that bolsters a sense of community & has a small-town feel
- Easy access to retail spaces, eateries and cafes
- Herndon Parkway's current traffic flow & speed limit (35 mph or lower)
- Sugarland Run
- Sunset Park's office spaces serve as an incubator for businesses



ISSUES, STRENGTHS, AND WEAKNESSES

What DOESN'T work well about the TRG today?  
What are the biggest areas that need to change?

- Existing accessibility measures & signage
- Lack of identity & attractions, open spaces, commercial spaces, and parking spaces
- Too many businesses and storefronts hidden by large parking lots
- Wind tunneling
- Not safe or easy for pedestrians and cyclists; traffic congestion
- Lack of inclusion of surrounding neighborhoods in the plan



ISSUES, STRENGTHS, AND WEAKNESSES

### Which issues should be critical priorities in planning and development of the TRG?

<p>Addressing / mitigating traffic and congestion</p>	<p>Designing for greater intensity of development close to the Metro station</p>	<p>Creating a place that's friendly to bikers and pedestrians</p>	<p>Attracting the right mix of uses, including amenities and services, to the area</p>
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Family-friendly, small pocket parks, space for childcare + playgrounds

<p>Being a good neighbor to surrounding residential neighborhoods</p>	<p>Accommodating housing for a diverse mix of people</p>	<p>Creating new parks, open spaces, and recreational amenities</p>	<p>Expanding access to Metro within the Town</p>
---	--	--	--

<p>Preserving the businesses and buildings that are in the TRG today</p>	<p>Creating a place that competes with Reston for tourists and visitors</p>	<p>Creating a new gateway to the Town</p>	<p>Ensuring the right look, feel, and quality of new development</p>
--	---	---	--

Add your own topics here...

Increased security (e.g. safety patrols)	Attention to the future of existing buildings such as condos	Minimising light pollution	Low rise structures to avoid blocking sunlight from other residences	Large trees for privacy and preventing wind tunneling
--	--	----------------------------	--	---

ASPIRATIONS AND CHARACTER

### What's your favorite thing about the Town of Herndon?

Sense of community	Walkable (contiguous walkways), bikeable (well-lit streets) and not too crowded	Small town feel, antique stores, historic downtown	Low rise structures to avoid blocking sunlight from other residences	Diversity (in both age & race)
--------------------	---	--	--	--------------------------------

### How do you see the Town changing in the future?

Improved walkability, especially to eateries & cafes	Maintaining the historic feel of downtown Herndon	More family friendly with room for generational growth in the future	Fewer and smaller cars	More amenities (e.g. Planned Parenthood Clinic)
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### How could changes within the TRG benefit the Town?

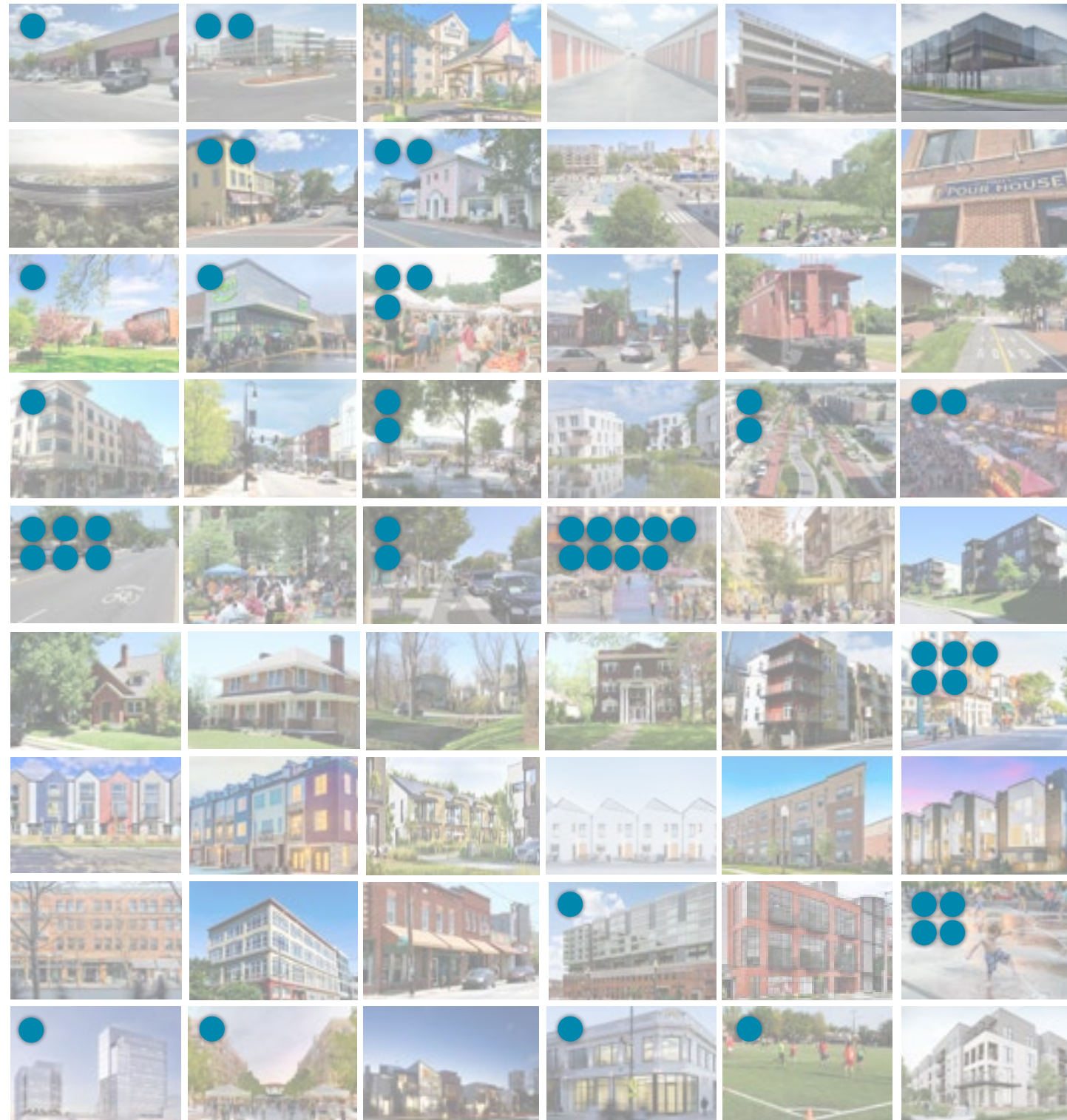
Access to other parts of Virginia & DC	Lower speed limits & safer biking options to the Metro	Social committee to manage large events & festivals	Large sidewalks with seating, family-friendly eateries (outdoor dining)	Affordable housing & more attractions
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### What words should describe the TRG in the future?

Walkable and car-free	Attractive, spacious and high-quality placemaking	Vibrant and unique spaces	Well-connected	Outdoor gathering spaces
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ASPIRATIONS AND CHARACTER

What should the TRG most look like in the future?



ASPIRATIONS AND CHARACTER

Describe your vision for the future character of the TRG area...

What kinds of land uses (e.g. residential, office, retail, etc.) does the Town need more of that could be accommodated within the TRG?

- Reduced office spaces
- More small businesses & restaurants
- Space for the Herndon Festival
- More recreational & retail spaces
- Accessible housing

What kinds of businesses make sense here?

- Small, diverse local businesses
- Office spaces
- Dining & retail
- Community centers & magnets
- Larger-scale retail spaces

What kinds of housing make the most sense here?

- Multi- or single- family townhouses
- Condos (including high-rise)
- Mixed-use dense housing
- Affordable for youth
- Fewer parking requirements

What should Herndon Parkway look and feel like in the future?

- No trucks / speeding cars, more walking & bikes
- Fewer office spaces / business parks
- Safe, large sidewalks with grass buffers
- Road diet with better intersections

What should our parks and open spaces look and feel like?

- Natural & well-shaded with native species
- Accessible for all
- Multi-use options
- Extend Sugarland run
- Ample public seating

What should the relationship of the TRG be to historic downtown Herndon, to Reston, and to surrounding neighborhoods?

- Maintaining the small town feel
- Modern, upgraded buildings/ interiors
- Enhance without stripping identity
- Easy to access
- Avoid becoming an overcrowded city



# SMALL AREA PLAN

## Transit-Related Growth Area



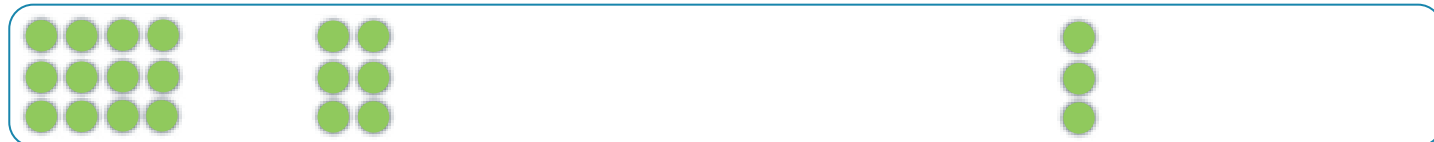
### ASPIRATIONS AND CHARACTER

In terms of the TRG's relationship with surrounding neighborhoods...



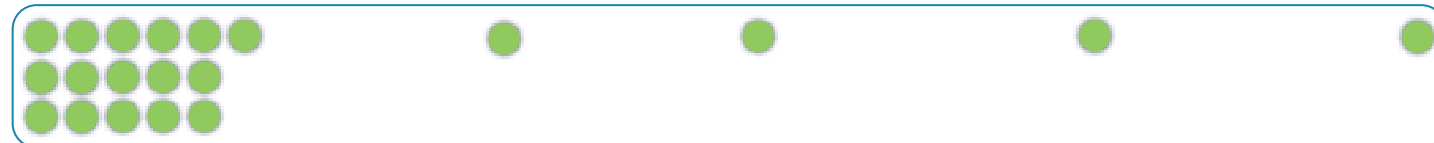
Overall, the arrival of Metro and new development in the TRG are net positives to surrounding neighborhoods

Overall, the arrival of Metro and new development in the TRG are net negatives to surrounding neighborhoods



Where possible, pedestrian / bicycle paths and/or roadway connections should be considered between the TRG and surrounding neighborhoods

Surrounding neighborhoods should exist independently from the TRG with landscape buffers in between



Which topics should be top-of-mind in planning for the TRG when it comes to the relationship with surrounding neighborhoods?

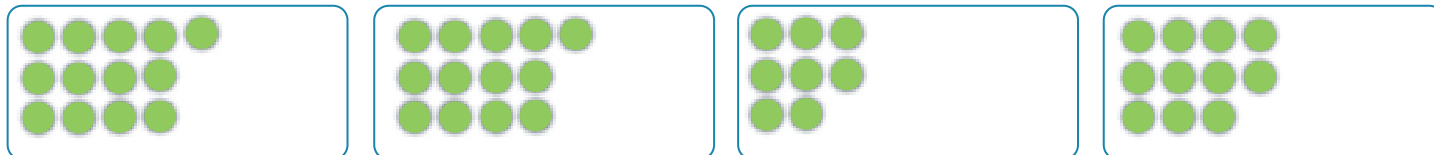


Ensuring easy and direct access to Metro for those living in surrounding neighborhoods

Ensuring neighboring areas are protected from traffic impacts / congestion

Adding amenities and/or recreation spaces within the TRG that are accessible to surrounding communities

Protecting surrounding areas from visual and/or noise impacts of new development



Re-imagining the TRG as a vibrant place that is a destination for residents of Herndon

Accommodating a wider range of jobs, retail, restaurants, that are accessible to the Town

Accommodating housing demand / adding affordable housing options closer to Metro

Ensuring the right scale / intensity of new development is appropriate for the Town of Herndon



Other...

Vibrant, but not noisy. Peaceful atmosphere should be maintained.

- Affordable rent for businesses
- Increased space for childcare
- Increased penalties for noisy & speeding cars
- Include more surrounding neighborhoods
- Avoid assuming 1 household = 1 car

# SMALL AREA PLAN

## Transit-Related Growth Area



### THOUGHTS

- Paid parking
- Positive financial changes are welcome
- Decentralization of activities & attractions
- Safe & accessible bike trail to the Metro
- Relaxing & recreational open spaces that are free to access
- Family-friendly & alcohol-free spaces such as tea houses
- Revenue growth without losing the small-town feel
- Avoiding making Herndon tourist-y & overcrowded
- South TRG could have been upzoned
- Avoid overloading public infrastructure
- Bird-friendly glass construction
- Refrain from becoming similar to Reston Town Center
- Do what is right, not what's easy
- Don't destroy our smaller town feel to try and become urbanized.
- I love a good waterfall/fountain.

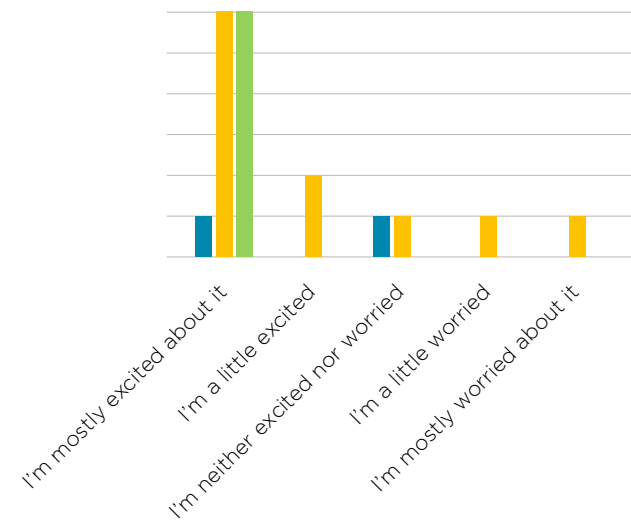
# SMALL AREA PLAN

## Transit-Related Growth Area

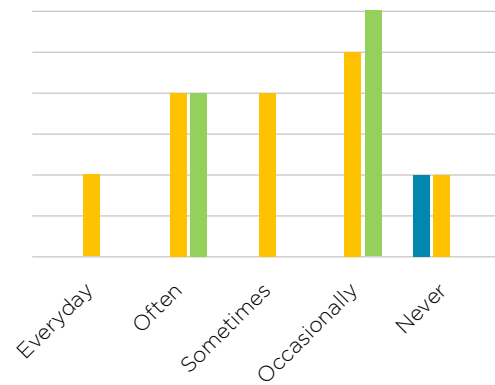


### AGGREGATE DATA CHARTS

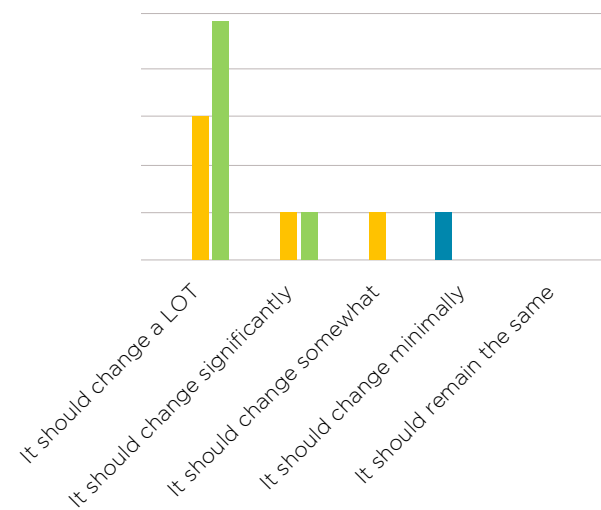
How do you feel about the arrival of Metro in Herndon?



How often do you think you'll ride Metro once it's here?



How much do you think the TRG is going to change now that Metro is coming?



■ TRG Owners  
■ Nearby Residents  
■ General Public

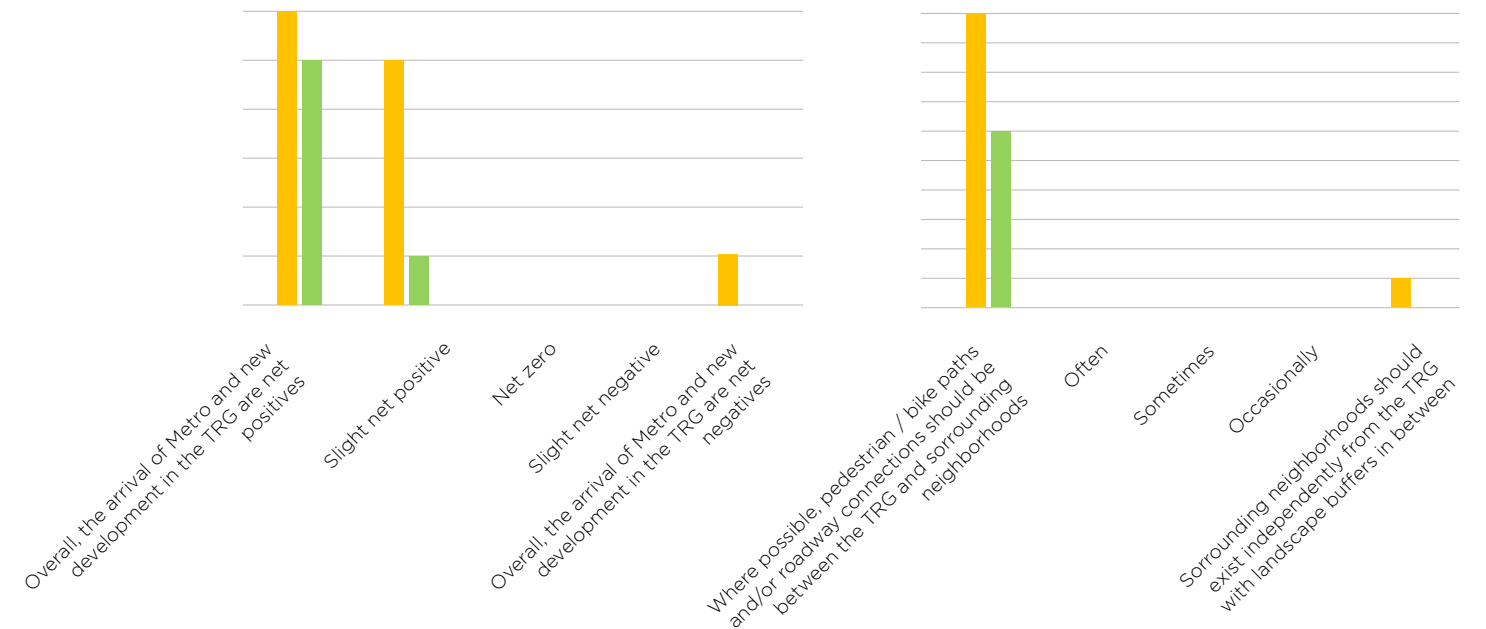
# SMALL AREA PLAN

## Transit-Related Growth Area

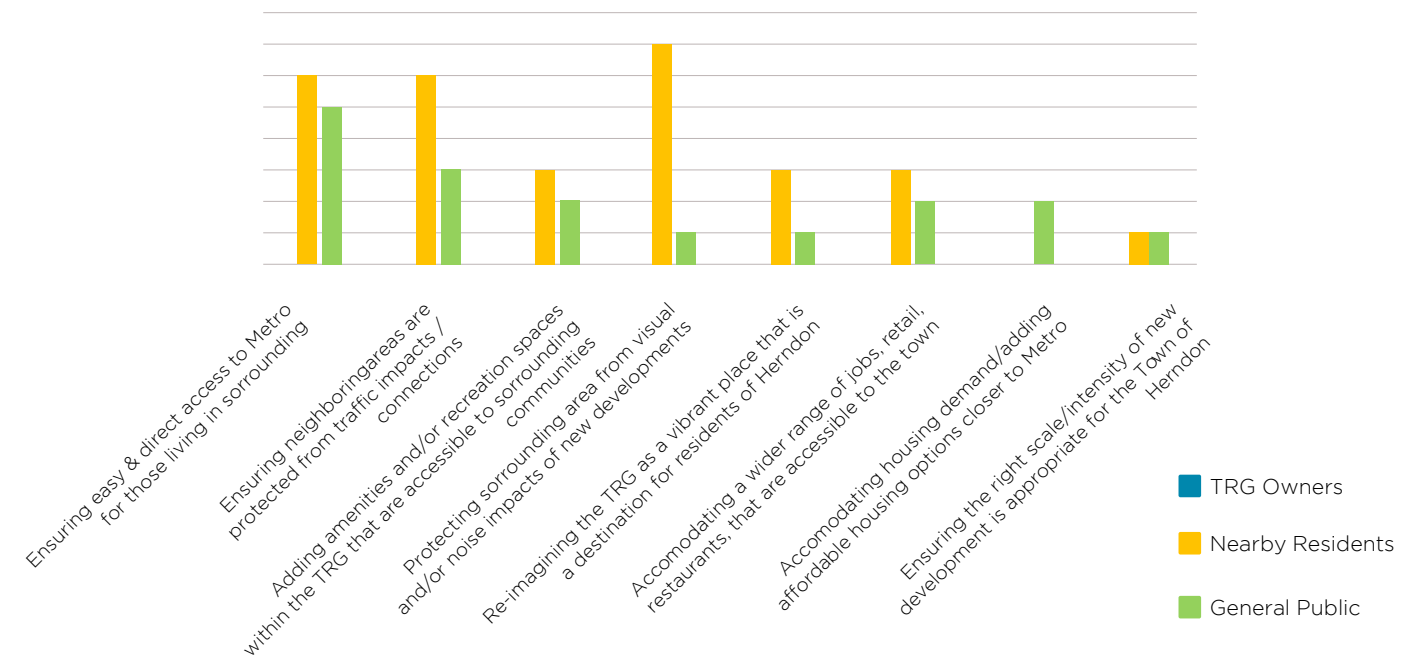


### AGGREGATE DATA CHARTS

In terms of the TRG's relationship with the surrounding neighborhoods...



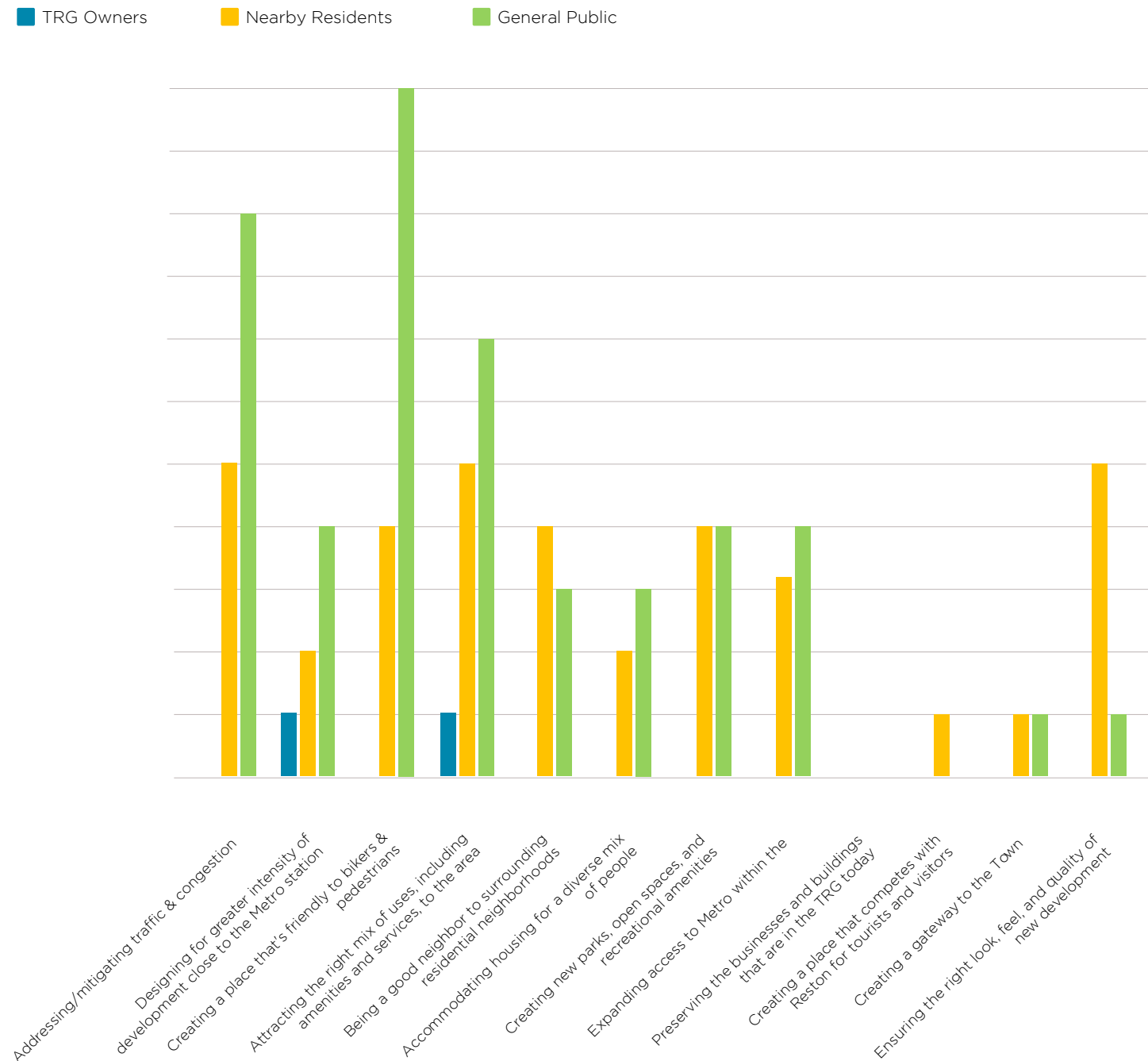
Which topics should be top-of-mind in planning for the TRG when it comes to the relationship with surrounding neighborhoods?



■ TRG Owners  
■ Nearby Residents  
■ General Public

AGGREGATE DATA CHARTS

Which issues should be critical priorities in planning & development of the TRG?



ANNOTATED MAPS

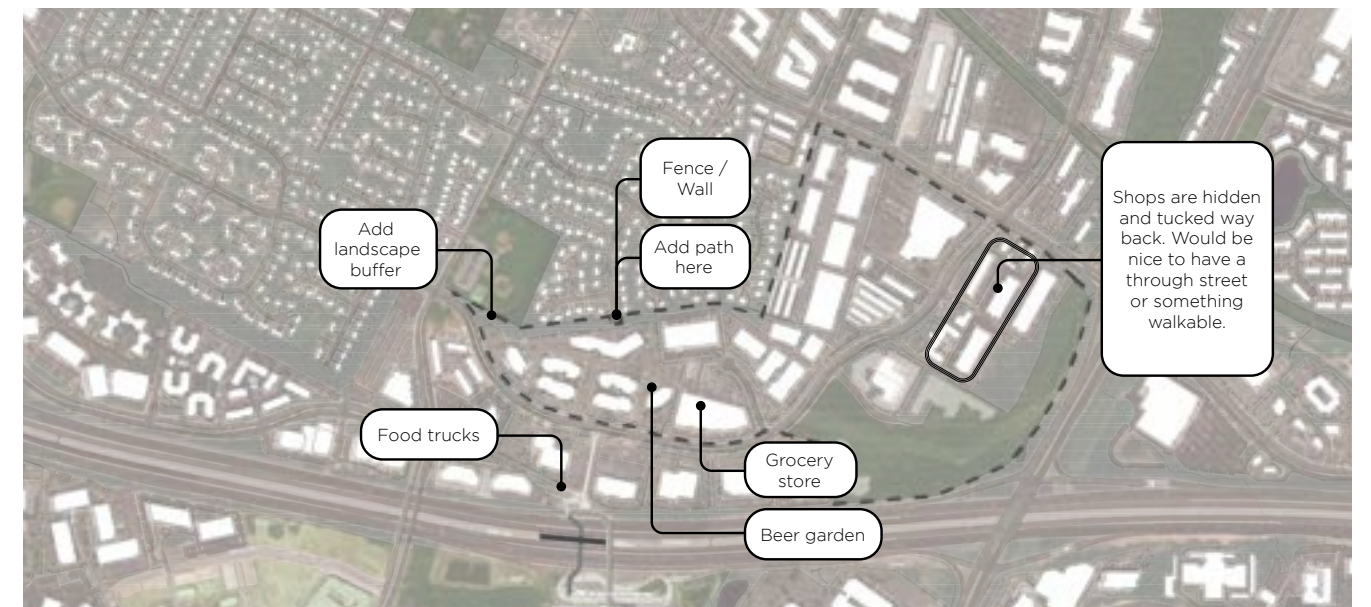
TRG Property Owners



## TRG Property Owners



## TRG Nearby Residents



## TRG Nearby Residents

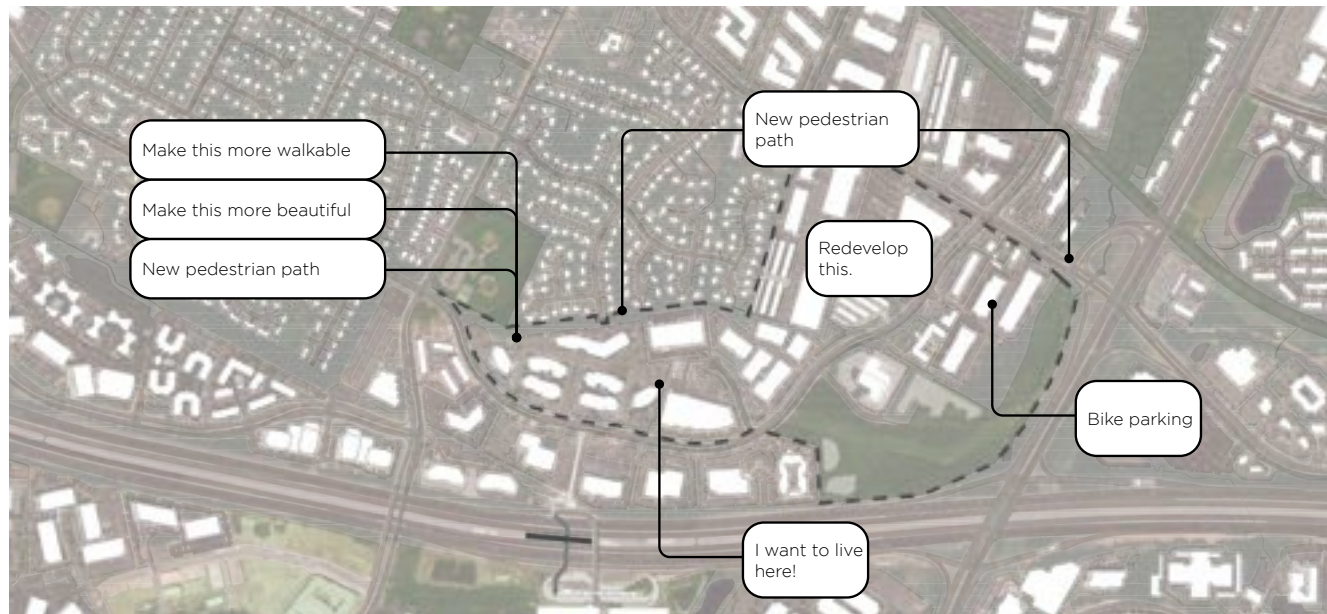


## TRG Public Meeting



ANNOTATED MAPS

TRG Public Meeting



APPENDIX 2  
**TRANSPORTATION ANALYSIS:  
CLARIFICATIONS AND ASSUMPTIONS**

## TRANSPORTATION ANALYSIS: EXCLUSIONS

The scope of work being undertaken by VHB assumes the following services are excluded:

- New traffic data collection, including volumes, queue observations, travel times, or any other data that might be used to calibrate the model.
- VISSIM model expansion beyond the RFP study intersections.
- Comprehensive VISSIM model recalibration.
- Videos of traffic simulation.
- Measures of Effectiveness (MOEs) reported from Synchro.
- Formal VDOT processes or reporting (e.g., SJR, IAR, OSAR, VDOT 527, VDOT 729).
- Formal documentation of a signal warrant analysis.
- Conceptual engineering.
- New signal coordination plan or providing signal timings for any study intersections
- Please note that VHB is fully capable of providing services excluded from this scope of work, including but not limited to:
  - Transportation data collection.
  - Formal signal warrant analysis and documentation.
  - Coordination with VDOT, including engagement in and reporting required under processes such as SJR, IAR, OSAR, 527, and 729



