

What's Next for Westfields?

ULI Washington
Technical Assistance Panel
December 6, 2017



Urban Land
Institute

Washington

ULI – the Urban Land Institute

The **mission** of the Urban Land Institute is to provide **leadership** in the **responsible use of land** and in creating and sustaining **thriving communities** worldwide.

ULI Washington

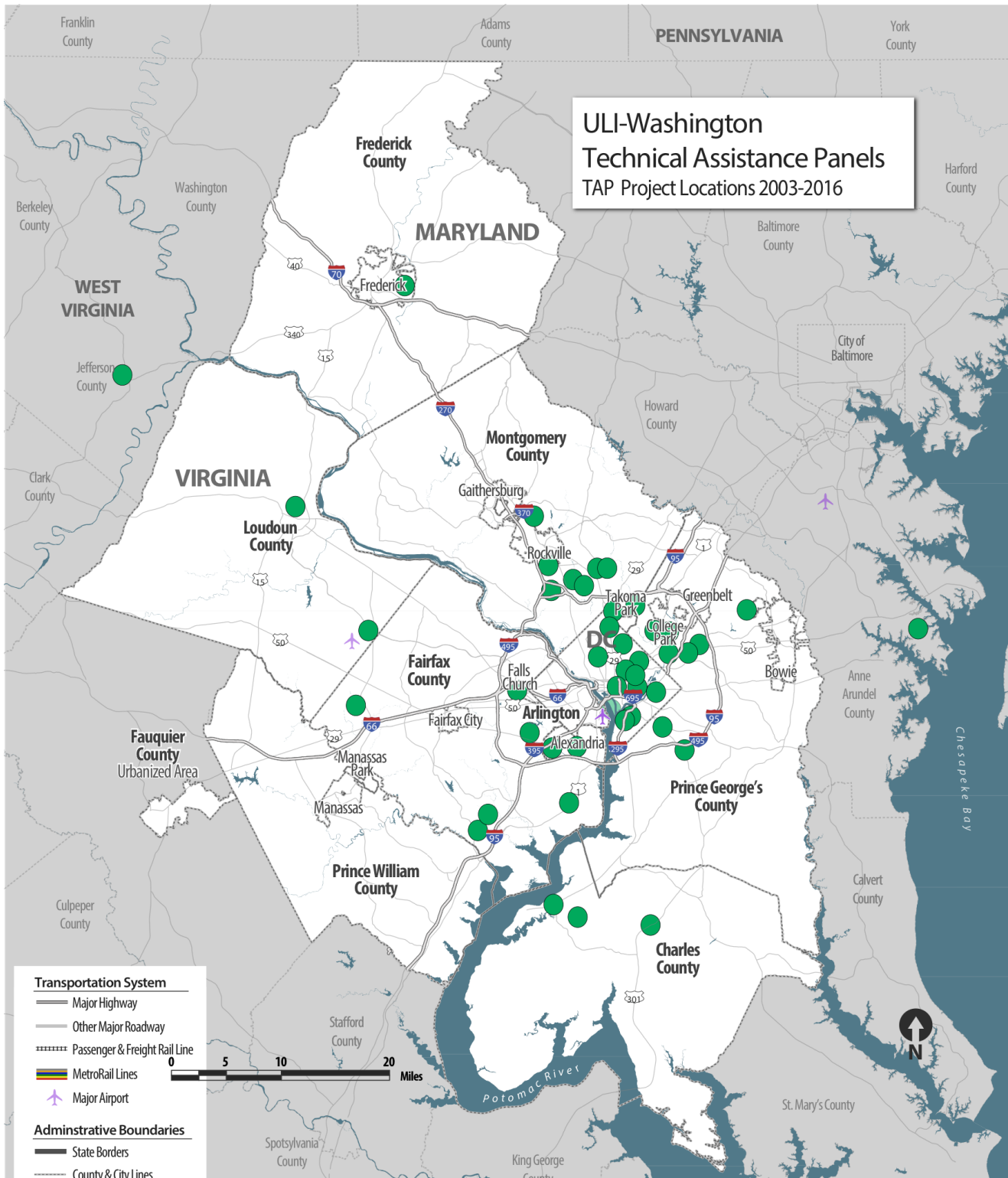
A District Council of the Urban Land Institute

ULI at the local level: 2,200+ Members: developers, architects, planners, public officials, financiers, students...

Emphasis on sharing best practices and providing outreach to communities

- Technical Assistance Panels
- Sustainability, Regionalism, Housing Initiative Councils
- Regional Land Use Leadership Institute
- UrbanPlan Program
- Washington Real Estate Trends Conference
- Case Studies

**ULI-Washington
Technical Assistance Panels
TAP Project Locations 2003-2016**



The Assignment

- Competitive advantage
- Future market – welcoming and secure
- Future uses – mix and amount
- Transportation solutions
- Retrofit aging infrastructure
- Branding and strategies

Presentation Overview

- The Market
- Land Use & Design
- Development Strategies
- Implementation
- Conclusion
- Q & A





The background of the slide is a collage of four images. Top-left: A man in a dark jacket and light-colored pants stands in a grassy area with trees in the background. Top-right: A close-up of a person's face wearing sunglasses. Bottom-left: A person sitting at a table in a meeting room with a microphone and papers. Bottom-right: A person sitting at a table in a meeting room, looking at a laptop. A semi-transparent blue rectangle is overlaid on the center of the collage, containing the text.

PANELISTS

Marta Goldsmith, LRG, Inc. – CHAIR

The Market

Alyson Bode, AvalonBay Communities

Ellen Mendelsohn, Urban Land Institute

Land Use & Design

Paul Moyer, VHB

Kaushambi Shah, Urban Designer

Michael Workosky, Wells & Associates

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PANELISTS

Development Strategy

Richard Perlmutter, Argo Development

Alison Williams, Federal Realty

Implementation

Scott Rowe, Prince George's County
Planning Department

Nkosi Yearwood, Montgomery County
Department of Planning

The Market



The Changing Face of Office Space

- Office spaces becoming more efficient with fewer square feet per employee
- Urban amenities more important regardless of location
- Suburban office parks are victims of this trend, with parks around the country struggling
- Westfields has an advantage...



Westfields: What's Working

- Niche office tenants clustering around an unparalleled “secure hub”
- Park-like setting
- Proximity to highways and Dulles Airport
- Fairfax County Public Schools
- Adjacent to healthy residential neighborhoods



Challenges at Westfields

- Working off outdated vision; have not evolved into best-in-class for 2016
- Surplus of available office space, some obsolete
- Need to broaden focus to include retail and residential
- Lack of cohesion, community, and brand
- Traffic congestion and lack of transit access
- Newer competitors offer modern amenities and increased access

Who Works in Westfields?

- Technology and professional workers
 - Highly-educated
 - High-income
- Need quantifiable information on Westfields employees
 - Demographics
 - Preferences
 - Unmet needs



What Do Office Workers Want?

- Community and social interaction
 - A world outside the “fence”
 - Bar/Restaurant
 - Dog park
 - Fitness facilities and activities
 - Food trucks
- Convenience
 - Drug store
 - Fast casual restaurants



What Else Do They Want?

- Proximate, modern housing options affordable for variety of income levels
 - Single-family
 - Townhomes
 - Apartments



Creating the Brand: Westfields Park

- Leverage your asset and brand as “Westfields Park”
- Three distinct neighborhoods could emerge within Westfields Park:
 - Clustered retail and residential (outward facing)
 - Lower-density residential
 - Secure office (inward facing)

Overarching Marketing Strategy

- Market outward-facing uses to potential retail and residential investors/developers
 - Focus on creating a sense of community via retail, residential and social interaction
- Market inward-facing uses to brokers as a secure, connected office environment utilizing existing office space
- Recognize that retail and residential uses are the future of Westfields; their success will drive office leasing

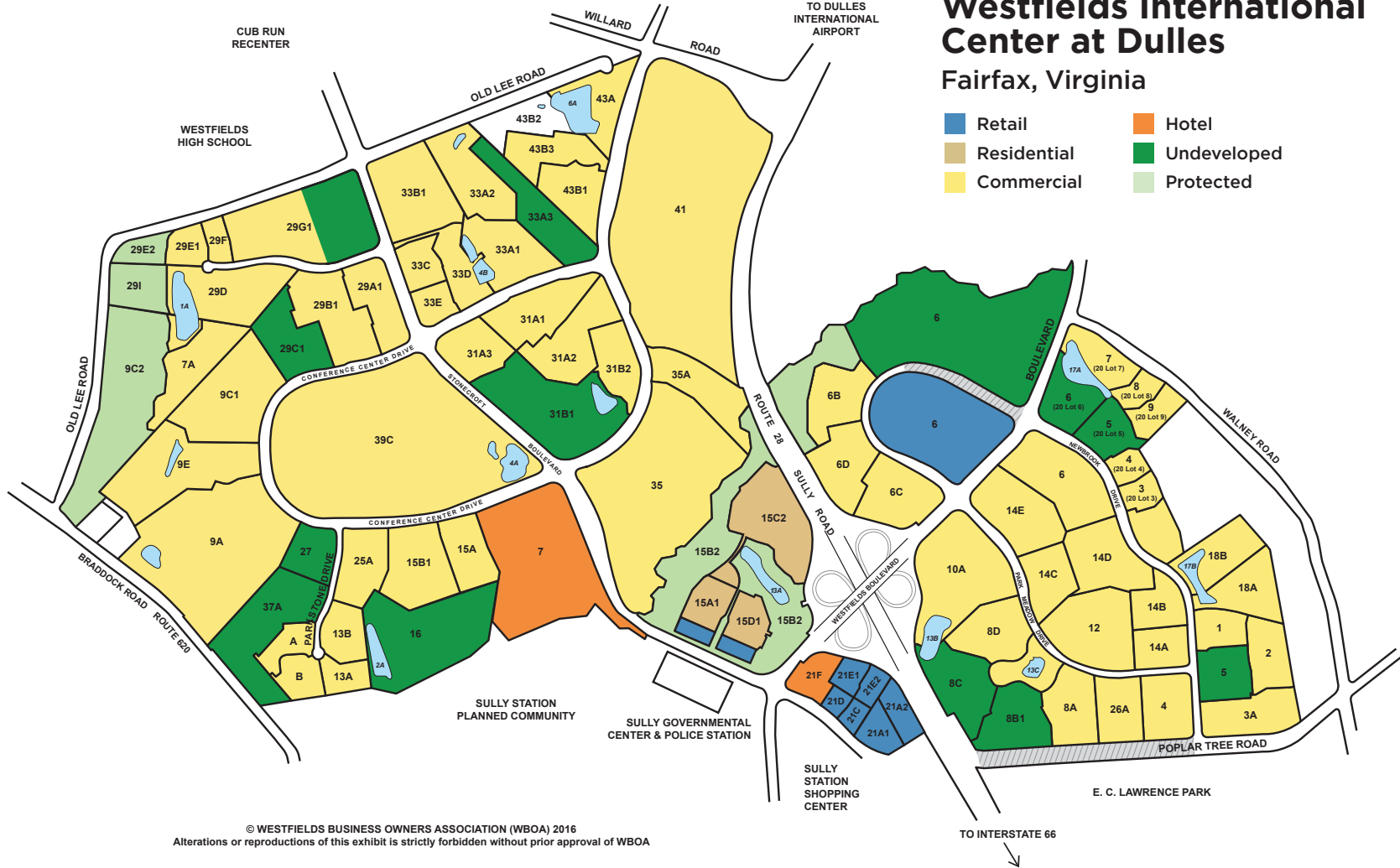
Land Use & Design



PARCEL MAP

Westfields International Center at Dulles Fairfax, Virginia

- Retail
- Hotel
- Residential
- Undeveloped
- Commercial
- Protected



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westfieldscenter.com

Land Use & Design: Current Conditions

- Two, full-movement interchanges on Route 28
- Free-flow movements at major intersections
- Ample parking provided
- Short distance to Dulles Airport
- Captured on-site population

Land Use & Design: Current Challenges

- Car-centric design
- High percentage of employees drive alone
- A Non-Metro location
- Not pedestrian friendly
- No Interparcel access (vehicle or ped)
- Single-use creates inbound surge during the AM peak and outbound surge during PM peak hour
- No clear sidewalk connections to buildings

Traffic Conditions Summary

- Most key intersections operate at acceptable levels of service under current conditions during peak hours. However, buildings are not fully occupied and approximately 7.0 MSF remains to be built
- Full buildout and occupancy would likely result in constrained conditions at key intersections with currently proffered improvements based on current travel trends and approved development
- Planned improvements to Route 28 and I-66 may redistribute and reduce “cut-through” regional traffic using adjacent neighborhood streets

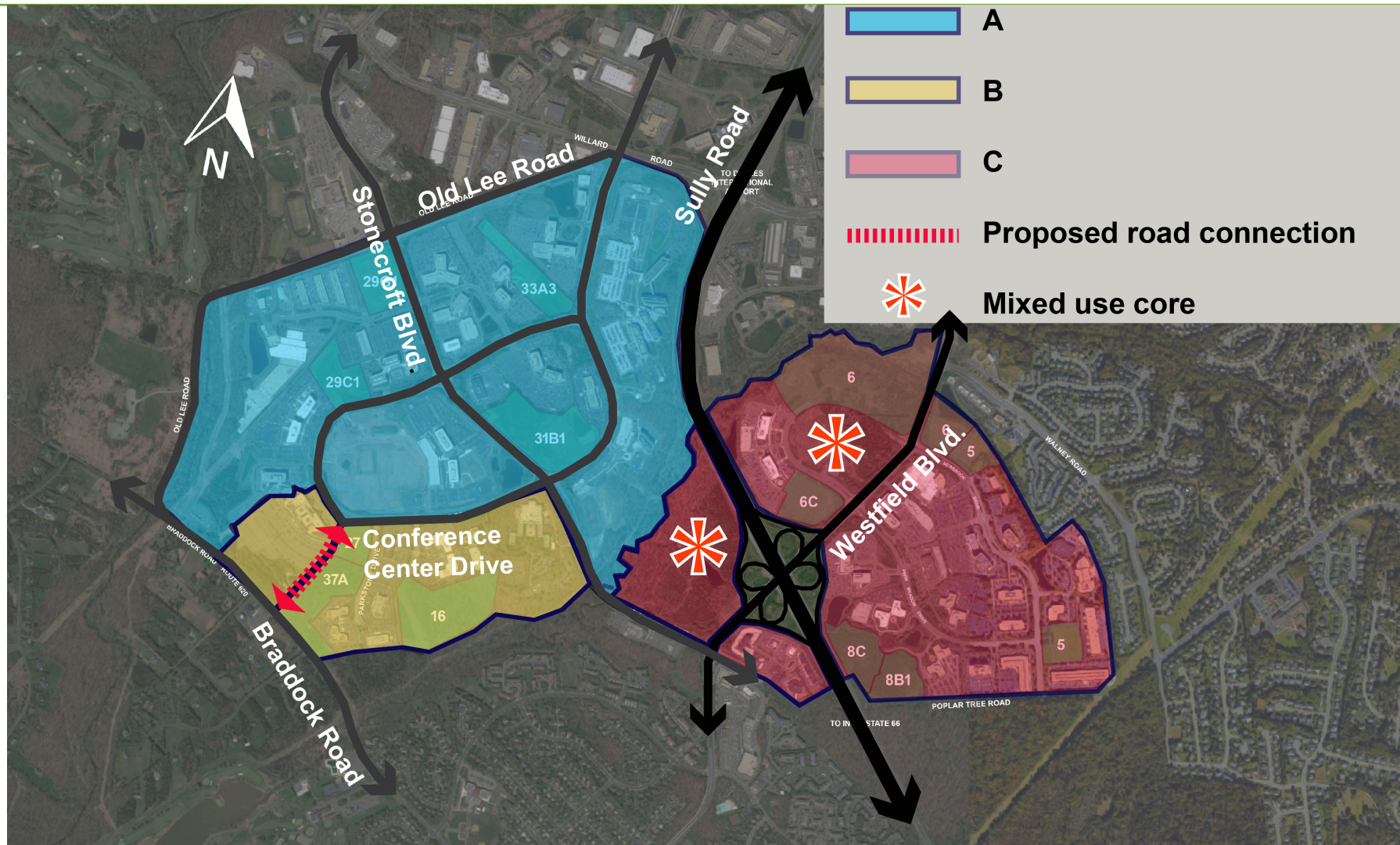
Potential Traffic Mitigation Measures

- Make adjustments within existing road sections and geometry, such as lane restriping or modifications to existing turn lanes
- Review and determine the potential for new Braddock Road connection
- Change land use mix to take advantage of non-peak direction (outbound AM/inbound PM). This would reduce overall trips and delays compared to the currently approved plan
- Create internal trips through mix of uses
- Create and promote TDM measures through the WBOA funding and marketing and branding efforts (Transportation Management District)
- Target current users through surveys for transportation choices

Potential Traffic Mitigation Measures

- Consider on-site bikeshare (Westfields Park branded)
- Provide on-site amenities for carpools, vanpools, and bicycle parking/showers
- Examine potential to provide an on-site shuttle service to alleviate midday parking demands and support retail/restaurant uses in the near-term
- Coordinate potential future off-site shuttles with County bus station and transit efforts
- Upgrade existing website and App with real-time information and wayfinding
- These efforts are needed to “preserve” capacity for future development
- Future rezonings subject to new conditions and TDM elements

Future Land Use Concept



Physical Design Changes

Neighborhoods A & B

- Redesign intersections to remove channelized rights, where appropriate, to be more pedestrian-friendly
- Maintain free-flow rights where needed to ensure adequate access to office parcels
- Create potential new connection to Braddock Road

Neighborhood C

- Modify design of intersections for walkability and connections to adjacent parcels. Design changes include: removal of channelized/free-flow lanes, add crosswalks, modify sidewalks to promote walking and provide direct connections to the retail uses from offices
- Coordinate design of Wegmans with adjacent planned retail and potential future residential

Physical Design Changes

Overall Site

- Check and modify signal timings for pedestrian phases
- Review connectivity for vehicles, peds, and bikes and make new connections where available
- Evaluate road sections for future bicycle lanes
- Review the sidewalk and lane widths of the Westfields Boulevard bridge over Route 28 to provide wider sidewalks and/or dedicated bicycle lanes
- Create or upgrade existing transit stops to new “smart” transit stops for future service
- Evaluate existing landscaping for possible modifications to reduce maintenance costs

Land Use Concept



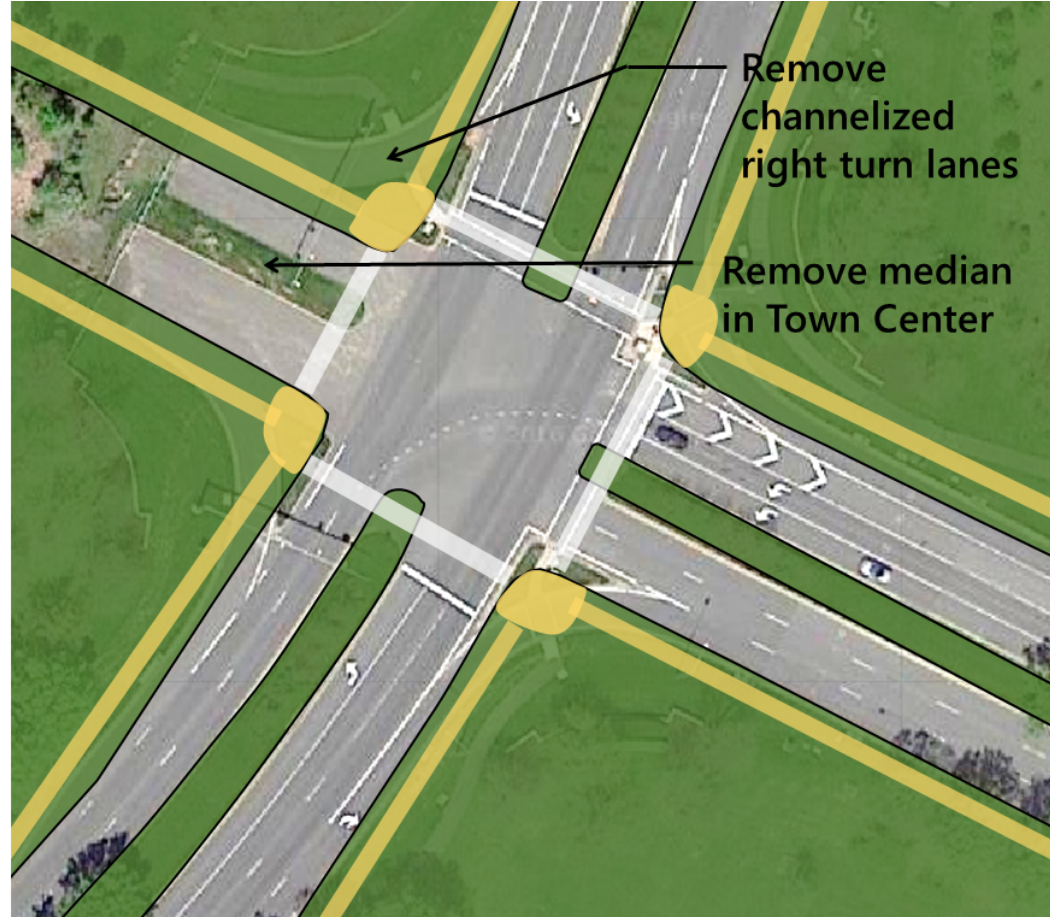
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Potential Intersection Modifications



Existing Westfields and Newbrook Intersection



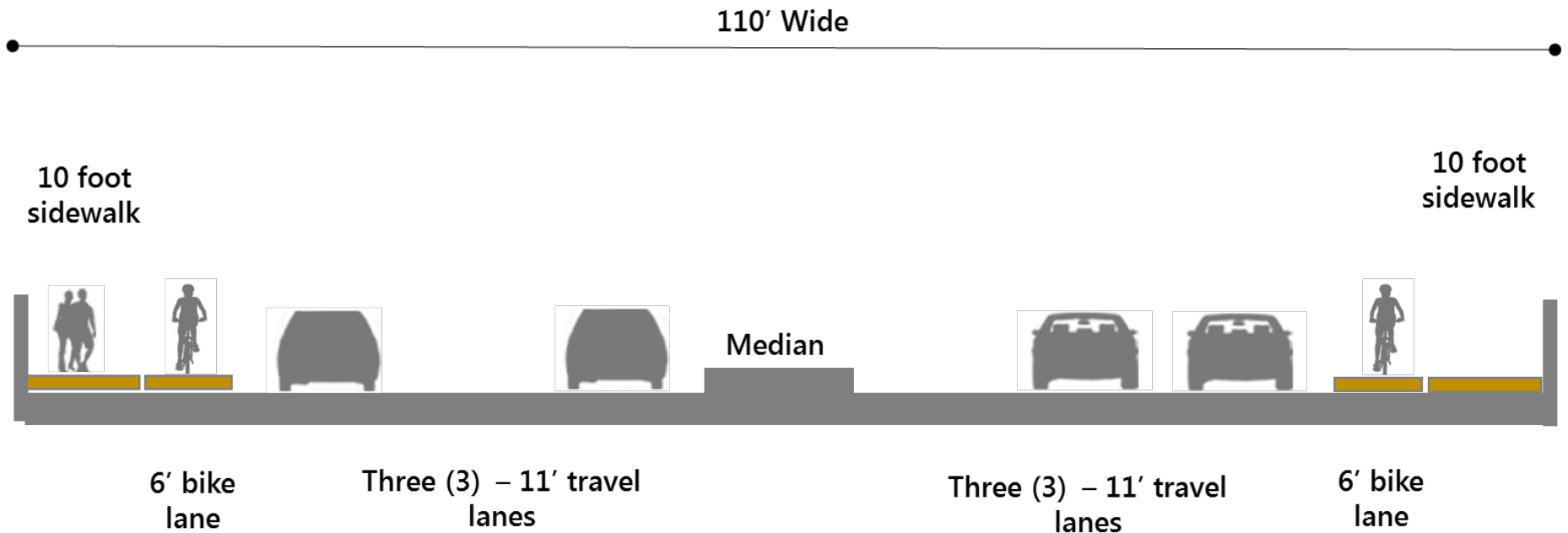
Proposed Westfields and Newbrook Intersection



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Potential Westfields Bridge Modifications



Green Infrastructure

- Incorporate Low Impact Design Techniques
- Reduce maintenance and water requirements
- Naturalized landscape versus manicured lawns



A photograph of a modern office interior. The room features a large window in the background, providing a view of an outdoor area. In the foreground, there are rows of desks with ergonomic chairs. A central workstation with a computer monitor and keyboard is visible. The ceiling has recessed lighting and curved light fixtures. The overall atmosphere is professional and contemporary.

Development Strategies

Proposed Changes to Land Use

- Neighborhoods
 - A: Secure / office concentration
 - B: Low density residential / community serving retail
 - C: Pedestrian oriented mixed-use. Community heart. Need better connectivity with redevelopment.

Neighborhood A



Neighborhood B



Neighborhood C



5-year Strategy

- Phase I
 - Increased mix of uses due to ongoing development projects. Introduction of residential and retail begin to shape the heart of the community.
- Phase II
 - Comprehensive Plan review / study
 - Rezoning and change of Covenants to allow greater flexibility to market changes
 - Review noise overlay zone as appropriate
 - Bike and pedestrian facility improvements

10-year Strategy

- Transportation
 - Braddock Road connection through Neighborhood B
 - Pedestrian and bike facility improvements throughout
 - Research both shuttle and bikeshare opportunities and implement based on market demand.
- Existing Facilities
 - **A** – Conversion of obsolete buildings to other uses (data centers, office build-to-suit, manufacturing)
 - **B** – Demolition of obsolete buildings and begin construction of lower density residential neighborhoods
 - **C** – Demolition of vacant low density facilities to encourage redevelopment (retail and residential). Infill around occupied facilities.

20-year Strategy

- Existing Facilities
 - Neighborhood C – add structured parking facilities to allow for higher density infill projects and adjacent/mixed- use development
- Future Use
 - Density will lead to the need for additional public facilities – hospital, school, etc.
- Secure Facilities
 - Encourage secure tenants/facilities to locate in Neighborhood A. Some strategies may include land swaps and marketing efforts.

Implementation



Information Gathering and Analysis

- Employee survey
- Market study/analysis
- Detailed marketing plan

Phased Actions: Low Hanging Fruit

- Update Dulles Suburban Corridor Plan
- Regulatory changes
- Detailed marketing plan
- Branding
 - Banners
 - Wayfinding
 - Events
- Small area transportation plan/explore TDM Strategies
- Complete connections between shared use path network
- Critical pedestrian improvements

Policy/Regulatory: Fairfax County Comprehensive Plan

- Permit residential in the 60 dBA corridor
 - Consider similar restrictions to the P3 uses in the 65 dBA contour (noise attenuation)
 - May need to allow increased density to compensate for the cost of noise attenuation.
- Permit data centers in mixed use areas that include industrial

Policy/Regulatory: Dulles Suburban Center Plan

- Need to allow dwellings and other currently discouraged uses. Flexibility is key.
- Eliminate buffer along Braddock Road to permit residential development.
- Recommend residential with community retail along Braddock Road (Neighborhood B).
- Maintain current office/flex recommendations for Neighborhood A.
- Concentrate mixed use east of Flatlick Run.

Zoning Recommendations

- Consider PRM or similar planned community zoning for residential-dominated development along Braddock Road.
- Consider PDC zoning for area east of stream valley.

Route 28 Tax District

- Amend Route 28 Tax District to identify and require appropriate participation by residential properties.

Placemaking

- Signage
- Lighting
- Banners
- Creative community opportunities
 - Yoga on the lawn
 - Fall festival/5K
 - Art on the lawn
 - Art festival

Sustainability

- Explore opportunities for an Ecodistrict
 - Commitment to neighborhood sustainability: energy, water, waste, transportation management

Institutional and Health Care Opportunities

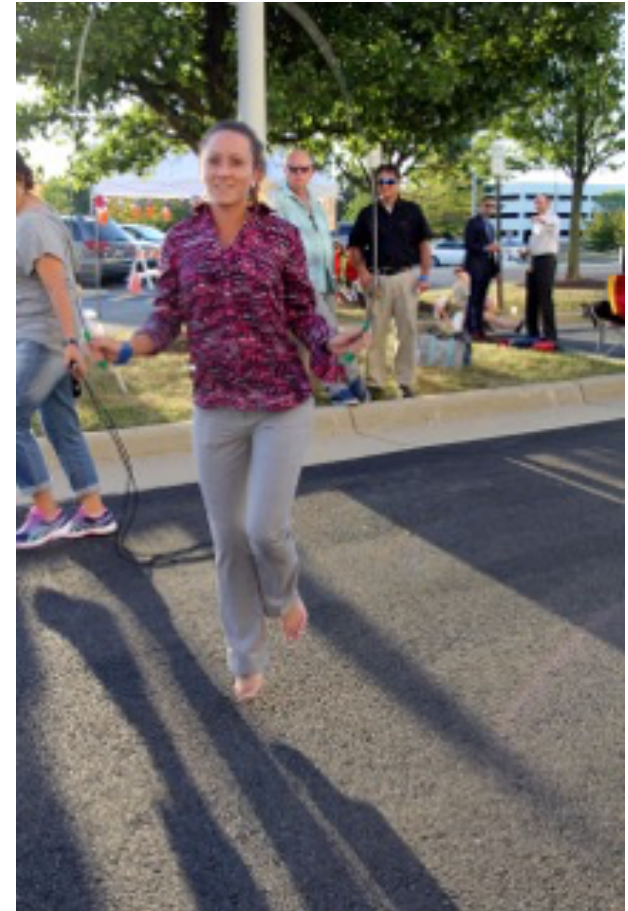
- Additional residential may facilitate need for a school.
- Existing office vacancies present opportunities to bring health care resources to an underserved area of the County.
- Opportunities for senior/assisted living

Major Takeaways

- Strong assets lead to opportunities
- Transition from a business park to a community within a park
- Think like a town
 - 1100 acres is a big place
 - Deserves diversity
 - Internal connectivity
 - Organic growth and change
 - Flexibility

Major Takeaways

- Three neighborhoods, each with its own distinct character
- Need for data to better understand market
- Data + understanding = branding opportunity





Thank you!

