



Washington

# SUDLEY ROAD TAP

Prince William County, VA

Technical Assistance Panel Report | March 5-6, 2025

# About

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Sponsored by:  
Prince William County Department of Economic Development and Tourism and the Prince William County Planning Office with support from the Metropolitan Washington Council of Governments

Cover photo: View of the intersection of Sudley Road and Sudley Manor Road

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# About

## Acknowledgments

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## Executive Summary

On March 5th and 6th, 2025, ULI Washington assembled a Technical Assistance Panel (TAP) to identify strategies to transform the Sudley Road Corridor into a thriving mixed-use corridor that serves as both an attractive gateway into Prince William County and a destination in itself. Prince William County's Planning Office and Department of Economic Development and Tourism, with support from the Metropolitan Washington Council of Governments (MWCOC), sponsored this TAP.

The study area for this TAP is defined as the area bound by the Manassas Battlefield Park to the north; Ashton Avenue to the west, Godwin Drive to the south, and a portion of Williamson Boulevard to the east. It consists of approximately 4,453 acres surrounding Sudley Road and is 2.87 miles long. The study area is largely made up of the [Sudley Road Redevelopment Corridor](#) – a County designation as a priority area for investment and planning to catalyze economic growth.

Today, County leaders are seeking to prioritize investments that will expand housing options and affordability, facilitate economic growth, improve safety and connectivity of transit, and prioritize equity within the study area. The hope is for the Sudley Road corridor to evolve into a place that isn't just a place people pass through, but one where people come and want to stay – both residents and visitors alike. The TAP provided the opportunity to develop a vision that could eventually evolve into a Small Area Plan.

The directive of the TAP was multifaceted; panelists sought to develop strategies to convert this autocentric roadway into a more pedestrian, bicyclist, and transit friendly corridor; to better connect the commercial sector of the corridor with adjacent neighborhoods, and to ensure equitable development that addresses the **social determinants of health**. Specifically, the sponsor team identified a number of key questions for Panelists to consider:

- How can the County and property owners best capitalize on **public and private redevelopment** to increase both community equity and economic viability for residents and businesses and further community pride and placemaking?
- What are strategies to make this auto-centric corridor more **pedestrian, bicycle and transit friendly** and to **improve connectivity** between the corridor and adjacent neighborhoods?
- What should the County and community prioritize first in order to **promote equity**?
- What is the **market potential** for redevelopment of the corridor and what mix?
- What are the prime redevelopment projects/initiatives in Metro Washington that would serve as **good examples** for the Sudley Corridor in Prince William County?

After two days of stakeholder engagement and deliberations, Panelists presented their findings and recommendations organized into four issue areas: **Community Identity, Redevelopment and Placemaking, Mobility and Transportation**, and **Healthy Living/**



The sponsor team from Prince William County presenting a briefing to the Panel



The Panel touring the study area by bus

**Well-Being.** Within these issue areas, Panelists determined the following priority goals:

### Community Identity:

- Create sense of place

### Redevelopment and Placemaking

- Develop neighborhood nodes or “hubs”
- Incentivize legacy owners to redevelop

## Mobility/Transportation:

- Increase pedestrian safety (and improve existing access)
- Maintain Sudley Road as regional vehicular connection
- Establish quality multi-modal connections

## Healthy Living/Well-Being:

- Reveal existing natural assets
- Create opportunities for diverse recreational needs

Within each of these goals, Panelists identified specific strategies grounded in MWCOG's principles of equitable development using a strategic framework to (1) Stabilize; (2) Support; and (3) Evolve Sudley Road. This three-part Stabilize-Support-Evolve framework provides a phased approach. The Panelists' recommendations include immediate fixes that utilize existing County levers (particularly to address paramount safety concerns) and longer-term alignment with the Small Area Plan process that will require coordinated multi-stakeholder efforts.

## Community Identity:

Stakeholders and Panelists agree that the Sudley Road area currently lacks a cohesive identity. Recommended strategies, therefore, seek to leverage placemaking tools and community engagement efforts to begin to create a **sense of place** with community buy-in.

**Stabilize:** Seek small-scale, achievable changes like signage and street-scaping with

existing tools and policy levers that will quickly show a visual difference and help get community buy-in to the future vision.

**Support:** Identify spaces the County already owns or controls to create opportunities for people to congregate and share experiences.

**Evolve:** Long-term plan about future uses for currently unavailable spaces.

## Redevelopment and Placemaking:

Panelists identified a number of natural places across the study area that lend themselves to specific types of uses and recommended developing neighborhood nodes ("hubs") that could be linked through improved multimodal transportation. Together, this collection of hubs, each with unique purposes, characters, and identities (tourism and hospitality, distribution/ecommerce, recreation, mixed-use, small retailer) could be considered the "Sudley District." Two main mixed-use hubs were identified as central for residents and visitors.

**Stabilize:** Identify the different small areas and encourage community groups to engage in those geographic areas and activate underutilized amenities.

**Support:** Ensure that current redevelopment is integrated in the long-term vision area plan.

**Evolve:** Develop a small area plan that includes planning objectives around these small areas that are "on theme" with the focus of each neighborhood.



The Panel presenting its recommendations in a public presentation



The Panel engaged in a discussion with those present informed by the recommendations

One key challenge identified by stakeholders is a lack of incentive for legacy owners to redevelop properties given the current economic context. Given the upcoming Small Area Plan, efforts to align property owners with the long-term vision for the area are especially important. Panelists considered strategies to educate, organize, support, and incentivize owners and developers to buy in to a coordinated vision of connected hubs.



**Stabilize:** Provide support and outreach to existing businesses and land owners to understand current challenges; arrange for the Department of Economic Development and Tourism (DEDT) to work with landlord and potential tenants to match them with available incentives.

**Support:** Use proactive zoning and land use policies as part of implementing the Small Area Plan to encourage specific types of uses in identified areas.

**Evolve:** Establish economic incentives to support a vision for the “experience axis,” including economic development grant programs, fast track permitting, and bonus density for delivering a specific use.

## Mobility/Transportation:

Transportation-related issues, such as safety and accessibility were threads that weaved through many elements of visioning for Sudley Road. Addressing the lack of pedestrian safety was a paramount concern, and stakeholders agreed that the Route 234 Business (Sudley Road) STARS Study (“STARS”) provides a good starting point for functional improvements. More broadly, discussion centered on how to make the corridor less car-centric without majorly impacting commutes or increasing traffic. Panelists considered these tradeoffs and proposed a new framework of quality multi-modal connections linking distinct hubs. Panelists identified Ashton Avenue in particular as a road to be redesigned with this new framework in mind.



An example of a pedestrian path successfully integrated into a suburban-style shopping center parking lot.

**Stabilize:** Complete a comprehensive review of the existing pedestrian network (including arterial roads and connectors), identify gaps, and make functional fixes to ensure that the study area is safe for pedestrians.

**Support:** Encourage multi-modal connectivity for existing and new residents and visitors.

**Evolve:** Add more streets to the grid, enhance Sudley Road, and guide future development parcels.

## Healthy Living/Well-Being:

Given the overall focus on the social determinants of health, Panelists sought to connect goals around health and wellness with parks and open spaces. Using this lens,

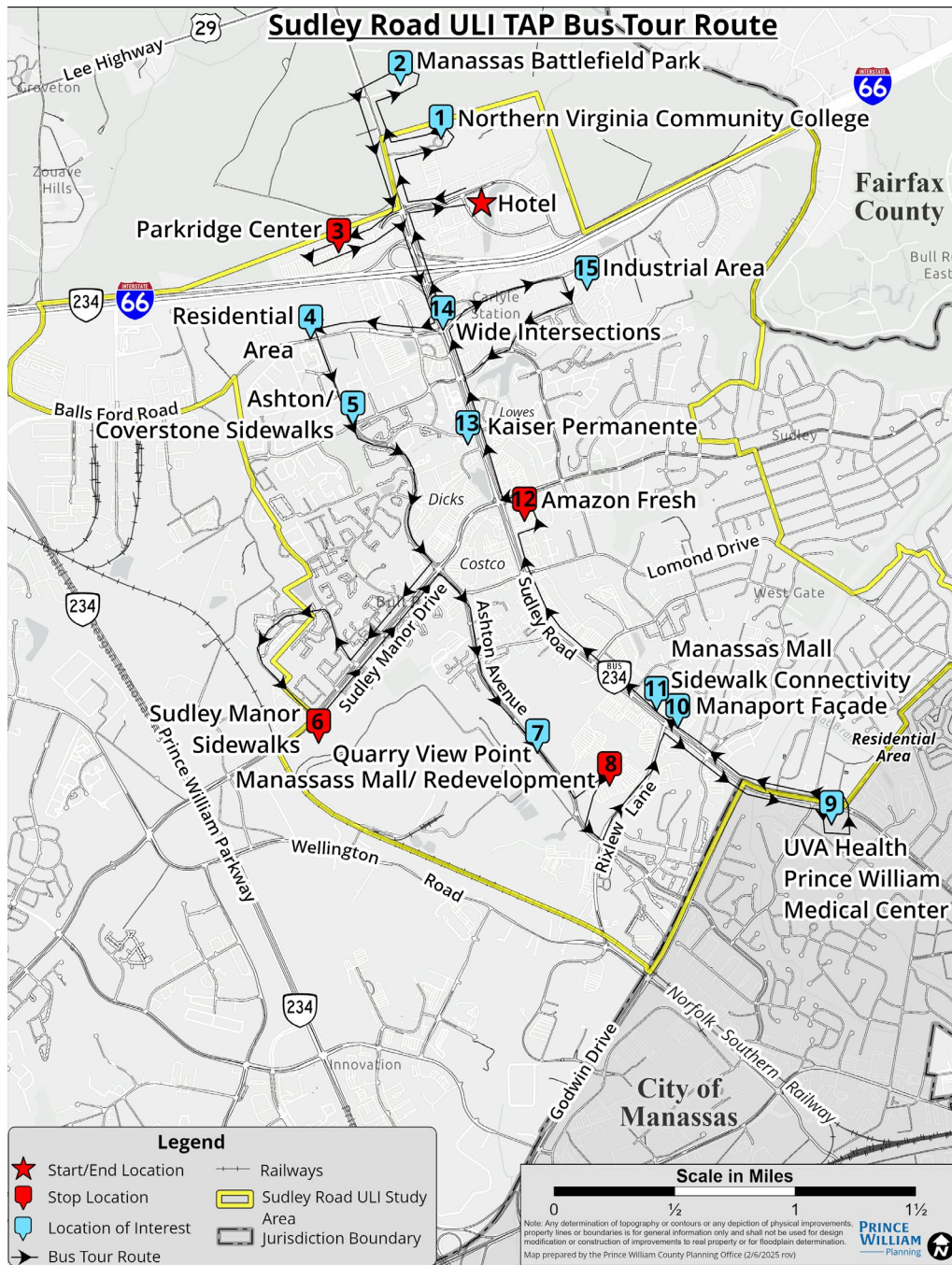
Panelists noted that there are in fact many existing assets within the study area that could be capitalized on to also create a unique sense of place, including Barron Park, Rosemount Park, Wallace Hub Field and soccer fields, and Fairmont Park. Panelists brainstormed ideas about how to leverage the existing natural assets to create recreational space and opportunities for residents and visitors.

**Stabilize, Support & Evolve:** Create opportunities for diverse recreational needs.



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## Scope & Background



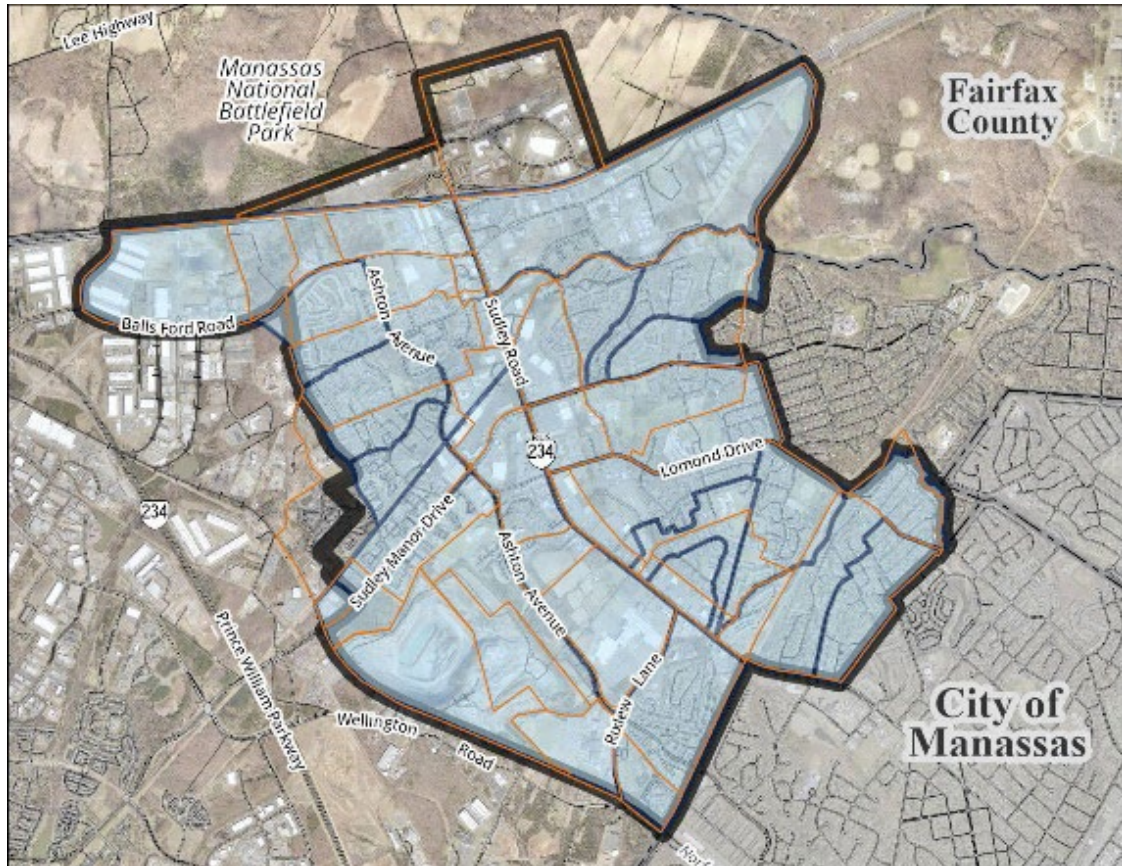
The route toured by the Panel.

The two-day Technical Assistance Panel (TAP) convened on March 5-6, 2025 at the Hilton Garden Inn in Manassas, VA. The Panel began with a presentation by representatives from Prince William County that introduced the Sudley Road area and highlighted the primary goals of the TAP. Panelists then toured the study area by bus, stopping first at Manassas Battlefield Park and then continuing through residential neighborhoods, stopping at the Manassas Mall site, and then driving back north along Sudley Road.

In the afternoon, ULI convened 39 stakeholders, including three Magisterial District Supervisors from the Board of County Supervisors, representatives from advocacy groups, health and educational institutions, government employees, officers from the County's police department, developers, property owners, and neighborhood residents. Panelists facilitated a series of stakeholder roundtable discussions to better understand diverse perspectives on the challenges and opportunities facing the study area. Panelists then spent the remainder of the first day and beginning of the second day developing and fine-tuning recommendations, identifying case studies and best practices, and giving a final presentation of recommendations. This report documents their findings.

At a high level, the panel confronted the need to address inherent challenges the Sudley Road corridor faces largely stemming from its early development as an auto-centric thoroughfare and current VDOT standards – while weaving together goals related to economic growth, affordable housing, multimodal transportation and ultimately addressing the social and health needs of current and future residents. This TAP intended to lay the groundwork for a future Small Area Plan.





The TAP study area and the Sudley Road Redevelopment Corridor

## TAP Study Area Description

The study area encompasses Sudley Road and is generally bound by the Manassas Battlefield Park to the north, the rail line adjacent to Wellington Road to the west, Godwin Drive to the south, and Bull Run Regional Park and the eastern edge of Lomond Drive to the east. It consists of 4,453 acres and is approximately 2.87 miles long. The Sudley Road corridor is mostly developed

and includes a large range of land uses, primarily retail, institutional, and residential. Numerous institutions and amenities lie within the study area, including the Northern Virginia Community College and the Manassas Mall. The study area also borders Manassas Battlefield Park, the UVA Health Prince William Medical Center, and the City of Manassas.

Much of the study area includes the [Sudley Road Redevelopment Corridor](#), a designated geographic area identified in the County's

2040 Comprehensive Plan as a priority for investment to promote economic vibrancy. As a result of that designation, numerous strategies to encourage infill and higher intensity mixed-use development have already been identified. Specifically, the vision for the Redevelopment Corridor has been articulated as: "a mixed-use corridor offering new housing options, neighborhood-serving commercial uses, and hospitality amenities in a compact, pedestrian-oriented form. The corridor will serve as an attractive gateway into the County from the Manassas National Battlefield Park and the City of Manassas." Many of the articulated goals of the Redevelopment Corridor closely align with those identified by the Panel.

## TAP Questions

The TAP questions posed by the Sponsors were as follows:

- How can the County and property owners best capitalize on public and private redevelopment to increase both community equity and economic viability for residents and businesses and further community pride and placemaking?
- What are strategies to make this auto-centric corridor more pedestrian, bicycle and transit friendly and to improve connectivity between the corridor and adjacent neighborhoods?
- What should the County and community prioritize first in order to promote equity?
- What is the market potential for redevelopment of the corridor and what mix?



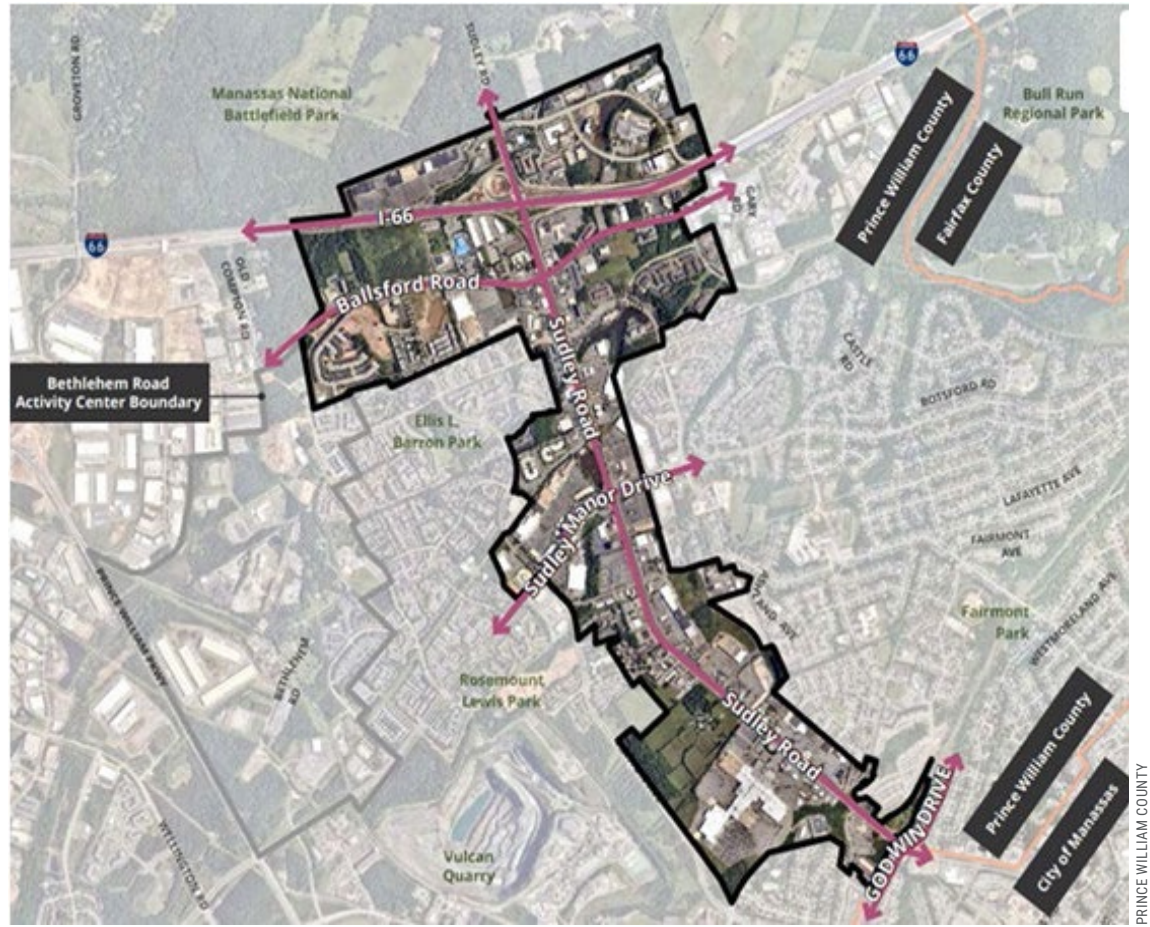
- What are the prime redevelopment projects/initiatives in Metro Washington that would serve as good examples for the Sudley Corridor in Prince William County?

An overarching theme of the TAP's exploration was how best to knit together the diverse spaces, uses, and characters of the Sudley Road corridor into a cohesive place that people want to stay in and can easily move around within, grounded in principles of equitable development.

## Background & Existing Conditions

Sudley Road serves as both a local commercial corridor and regional commuter corridor and contains a mix of retail, institutional, and residential uses. The area typifies 1970s autocentric development and initially grew as a result of its proximity to the Manassas Battlefield, as hotels and retail sprang up around the interchange between I-66 and Sudley Road. Today, Sudley Road and the surrounding street grid reflect this autocentric design. Serving as a thoroughfare for commuter traffic, Sudley Road itself creates a barrier between neighborhoods and lacks adequately safe infrastructure for pedestrians and cyclists. At the same time, the area boasts unique assets and anchors that provide ample opportunity for growth.

Much of the study area is bisected by Sudley Road and expands out to include residential neighborhoods both east and west of the corridor. Sudley Road is the main commuter route, and 69.8% of workers in the Sudley



The TAP study area and the Sudley Road Redevelopment Corridor

Road Study area drive alone to work. Two OmniRide bus routes serve the area (Route 60 Manassas Metro Express and Route 65 Manassas Local North), and there are over 50 transit stops. Most of these stops avoid Sudley Road due to VDOT guidance prohibiting bus stops being placed in through travel lanes. Demand for transit is significant, particularly for major destinations like the Manassas Mall, UVA Hospital, Downtown

Manassas, Northern Virginia Community College (NOVA), and as a link to Woodbridge and Manassas Park. There is also Virginia Rail Express (VRE) service about two miles south at the Manassas Station, with two more stations (Manassas Park and Broad Run) less than five miles away.

The County has partnered with VDOT on Strategically Targeted and Affordable Roadway Solutions (STARS) for road

improvements with a focus on pedestrian safety. Construction is expected in the next several years.

Socioeconomically, the community is diverse, with a rapidly growing population of Hispanic, Asian, and Black residents. In Prince William County, El Salvador is the most common country of origin of non-US-born residents, and Spanish is the most spoken language for people with limited English proficiency. This is particularly important to note for meaningfully engaging the community, especially as literacy has been identified as an issue to address.

Access to healthcare, transportation, and education are seen as major equity challenges. In addition, while the corridor has

several grocery stores, access to food is diminished due to the lack of an effective transit network. The corridor is designated as an Equity Emphasis Area, as defined by the Metropolitan Washington Council of Governments, due to its significant low-income population and associated social challenges, including high rates of premature death and chronic disease (despite two large medical centers located within the study area). While educational opportunities exist, such as vocational schools and the nearby Community College, overall education levels remain low, and dropout rates are high. The Innovation District, anchored by George Mason University, is also adjacent to the study area.

Housing affordability presents a significant issue, with much of the area characterized by low or very low-income households (The median household income in the Sudley Road area is \$81,042). Some neighborhoods within the study area have naturally occurring affordable housing, but there is a general deficit on the low and high end of the housing spectrum. The population of Prince William County is expected to grow to over 650,000 by 2050, suggesting a clear need for more housing to accommodate its growing population. There is a recognized need for higher density housing (and a general desire for different types of housing), but low rents and high costs have proven an impediment for developers. Guidance for the Sudley Road Redevelopment Corridor within the County's 2040 Comprehensive Plan outlines future housing plans for the County. The Board of County Supervisors also adopted a new Affordable Dwelling Unit Ordinance on June 3, 2025.

The Sudley Road corridor reached its peak as a regional commercial destination during the 1980s and 1990s and still maintains the commercial land assembly, layout, and architecture reflecting that time. The analysis of supply and demand indicates an oversupply of \$1.43 billion across all sectors. Some categories – such as car dealers, grocery stores, automotive parts/accessories and tire stores, are heavily oversupplied; while others, including restaurants, bars, and used merchandise stores, show unmet demand. The corridor includes over 2.8 million square feet of retail space spread across ten



ROGER SNYDER FOR INSIDENOVA

An aerial view of Manassas Mall, located at the southern edge of the TAP study area. In April, a rezoning of the Manassas Mall was approved, indicating a potential future for redevelopment.



shopping centers, but experiences high vacancy rates and declining rents, especially when competing with nearby areas like Gainesville and Haymarket. Of the 2.8 million square feet, 1.7 million need major reinvestment to sustain their market position. There is widespread hope that the area will evolve into a desirable retail destination.

Tourism is a prevalent industry in the study area, centering on Manassas Battlefield Park (which sees about 700,000 visitors annually). Additionally, a cluster of hotels and the Magnoliya Conference Center, expected to open in 2025, support local tourism.

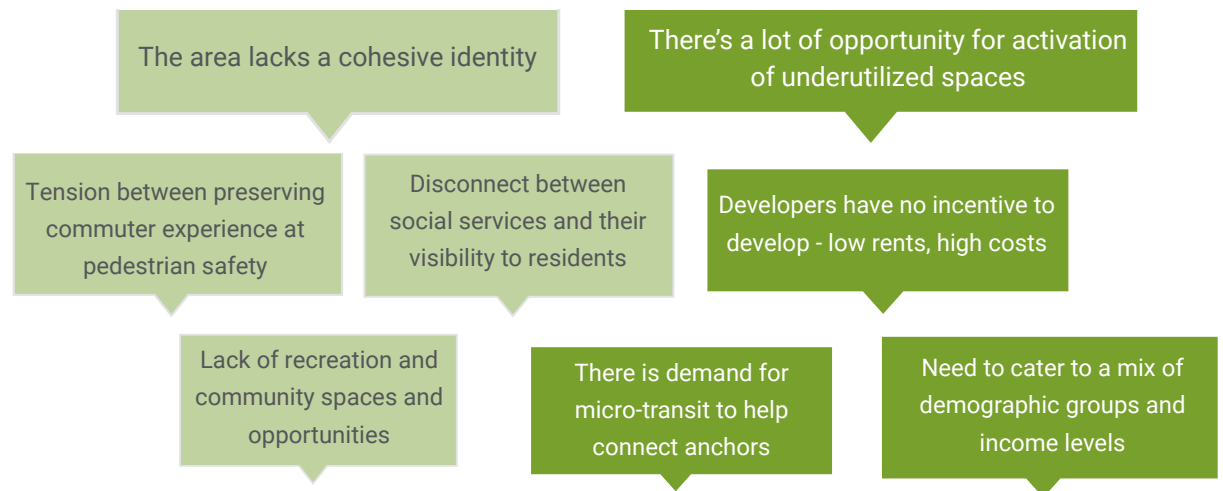
There is no current cohesive green infrastructure, and Sudley Road itself represents the boundary line between two park districts, preventing a unified strategy when it comes to green and open spaces. The lack of cohesion is also highlighted by the lack of connection with Splashdown Park.

The corridor has many important elements to achieve success as an economically vibrant mixed-use community, but faces some particular challenges stemming from its design and history. It is also divided across three magisterial districts, underscoring the importance of an intentional and cohesive set of strategies to knit the area together and unlock its economic potential.

## Stakeholder Engagement

On the first day of the TAP, the Panel conducted roundtable discussions with 39 stakeholders, including District Supervisors, representatives from advocacy groups, health and educational institutions, government employees, officers from the County's police department, developers, property owners, and neighborhood residents to better understand the range of perspectives and vested interests in the corridor. Discussions focused on topics central to the corridor's future: Transportation and Multimodal Roadways; Transit and Development; Economic Development and Tourism; Redevelopment Opportunities; and Placemaking and Neighborhood Amenities. Stakeholders invited to join the TAP were identified for their particular interests in, experience with, and potential future roles in implementing a vision for the study area. Conversations were also open to the public.

### What the Panel Heard:



## Stakeholder Engagement Summary:

Stakeholders weighed in on a number of issue areas facing the study area and identified potential opportunities. Below is an outline of particular priorities, challenges, and local needs that stakeholders identified.

### Address Traffic Congestion

- Traffic congestion is a significant issue frequently cited by stakeholders, with impacts on commuters, bus routes, and local residents. Free right turns and traffic congestion from commercial vehicles were specifically noted.
- A common challenge identified was alignment and coordination with VDOT, which complicates the planning of infrastructure.
- One suggestion to improve traffic congestion included separating rush-hour commuters from local traffic with the use of slip roads or adjustments to Sudley Road and Ashton Avenue.



## Connect Disjointed Areas

- There was a widely identified need to improve east-west mobility and eliminate Sudley Road serving as a barrier between communities on either side of it.
- Trail connectivity, especially to the Manassas National Battlefield Park, is fragmented. A recreational trail or series of trails (either along Sudley and/or along Ashton) would help connect different hubs of the study area; promote multimodal transit; and increase pedestrian safety.
- One stakeholder suggested a trail connecting the Battlefield to NOVA Community College.
- Another suggested a pedestrian connection from Ashton Road across I-66 (from the Parkridge Development).

## Increase Pedestrian Safety

- There is widespread agreement on the need for both short term fixes to the pedestrian network and the need for long term design changes and enhancements. Many were optimistic about the STARS Study providing a strong initial foundation for these changes.
- The 2040 Comprehensive Plan includes provisions for improving mobility and County trails, but pedestrian safety remains a major barrier to effective transit development.

## Develop Microtransit

- Microtransit was identified as a cost-effective opportunity to increase internal circulation, and improve accessibility and convenience.
- Though it may not be supported by current density levels, promoting “park once, visit many” strategies that also separate internal and through traffic was favored as an aspirational approach, with the Manassas Mall potentially serving as a key anchor.

## Opportunities to Rethink Parking

- Surface parking was identified as a key opportunity for redevelopment, especially considering the oversupply of legacy parking.
- If needed, a publicly financed structured parking garage could allow surface parking to be repurposed for public use.
- One stakeholder suggested shared parking among adjacent landowners to correct the balance of places where there’s too much or not enough parking.
- Many agreed on temporary activation of spaces, such as underutilized parking lots, to present a proof of concept that could facilitate buy-in from residents and investors alike.
- Small interventions like a Farmer’s Markets, wine and beer festivals, or special events in parking lots can help activate the area and engage the community while working towards a larger redevelopment vision.

## Barriers to Development

- Stakeholders – including one large retail property owner - agree that there is not currently sufficient incentive for development, and that the current economic conditions (including land prices) don’t support redevelopment or building with density without such incentives. Furthermore, the lack of County owned and controlled land in the study area underscores the reliance on private developers for growth.
- Height limit related to the Manassas Airport were also raised as a potential obstacle to development.

## Barriers for Business Growth

- Long term leases can be prohibitive for small retailers and property owners, who need to be nimble to survive.
- There is a need for a critical mass of restaurants, nightlife, and other amenities that could sustain a consumer base by drawing people in and maintaining their presence.



Stakeholder Roundtable Discussions on the first day of the TAP

- There was an awareness of the potential for displacement for current business owners without safeguard policies in place (prevention of commercial displacement is among COG’s Regional Principles for Equitable Development).

### **Lack of Visual Clarity**

- Many expressed a need for improved wayfinding and emphasized the lack of visual clarity of signage and unclear visual cues.
- Bringing more visibility and awareness to amenities that already exist could help promote a sense of community.

### **Providing Support to Literacy Challenges**

- One challenge that stakeholders identified was the high need for literacy support (including for the native languages of non-English speakers). Providing opportunities for literacy and workforce development is key, especially considering the area’s growing immigrant population.

### **Connecting Residents to Social Services**

- There is a disconnect between the availability of social services and their visibility to residents. Many community members are unaware of available resources due to poor visibility and the lack of local outreach.

### **Loitering, Panhandling, and Homelessness**

- Loitering and panhandling, especially in medians, were identified as challenges and safety risks. Improved lighting and potential design changes were suggested as potential remedies.
- Homelessness, especially in the Balls Ford Road area, was also mentioned, and stakeholders suggested a need for more

services like thermal shelters and a navigation center.

### **Lack of Community/Recreation Center and Recreational Spaces**

- Stakeholders differed in their opinions about building a central community center. Some emphasized the potential benefit of this public amenity – both for residents and for potential developers – but others preferred to prioritize smaller hyper-local spaces that would be more accessible as “community spaces” for residents with accessibility issues.
- Recreational spaces like Mayhew Park and Bull Run Park are in demand, especially on the western side of Sudley Road, with better locations for amenities suggested along Ashton Avenue.
- There is a demand for open air spaces for

recreation, which have been shown to reduce crime when well-maintained with good lighting and landscaping.

### **Challenge of Tree and Sidewalk Maintenance**

- Tree and sidewalk maintenance, as well as snow removal, may be a recurring challenge with expanding infrastructure.
- This issue, among others, highlighted the need for interagency coordination.

### **Need for Mix of Housing and Desire to Avoid Displacement**

- There was discussion of the missing top and bottom ends of the housing market. It was noted that any new development needs to cater to a mix of populations, including young renters and empty nesters, and should prioritize principals of equitable and inclusive development.



Stakeholder Roundtable Discussions on the first day of the TAP



- There was considerable discussion about what kinds of residents the area is looking to draw, and how to ensure that this growth doesn't lead to displacement of existing residents (a Regional Equitable Development Principle identified by COG).

### Attracting Young People and Empty Nesters

- Many emphasized that the area lacks amenities and businesses that attract young people, such as night life, childcare, and recreational opportunities (in addition to community/recreational spaces). These amenities should be central to any long term strategy to attract young people – and others who might desire an urban lifestyle and have disposable income, such as empty nesters – to move to the area.

### Capitalize on the Innovation District

- Stakeholders emphasized local job creation in fields like biosciences and high-tech industries given the adjacent Innovation District.
- It was also noted that policy strategies related to affordable housing and access to amenities should also serve the Innovation District.

### Appearance and Identity

- Some stakeholders thought the corridor felt “tired,” and that its appearance and identity needed a refresh.
- Stakeholders highlighted the importance of creating a sense of place and developing community ownership. Initiatives like block parties and National Night Out could be used to strengthen community ties.
- Some suggested an Arts District around Sudley, with the potential to partner with the Northern Virginia Community College or other schools.

### Finding Terminology that Resonates

- The terms “corridor” and “gateway” do not resonate with all stakeholders.
- One stakeholder suggested the “square” as an alternative brand, and another suggested “Sudley District.”
- There’s a need to define what “Manassas” refers to compared to the “City of Manassas,” particularly in terms of attracting tourists and new residents.
- Local community does not identify with the Manassas Battlefield, but some do identify with the Farm.

In debriefing the stakeholder conversations, the Panel identified a need to bifurcate short- and long- term strategies. While longer term strategies will address a more complex set of needs, including those of current residents, future residents, and others, some immediate concerns emerged as top priorities to those who currently live and work in the area and should be addressed with urgency. These revolve around improvements to the pedestrian network and increased pedestrian safety due to disconnection of walkways and sidewalk gaps.



Stakeholder Roundtable Discussions on the first day of the TAP



## Stakeholders highlighted a few tensions that future plans must navigate:

### MEETING THE NEEDS OF CURRENT RESIDENTS AND ATTRACTING NEW RESIDENTS:

- Stakeholders brought up the balance of addressing the needs of current residents (including avoiding displacement) and thinking about/planning for new residents with disposable income (such as young “singles” and empty nesters).

### IMPROVING THE PEDESTRIAN EXPERIENCE AND CHANGING COMMUTER EXPERIENCES:

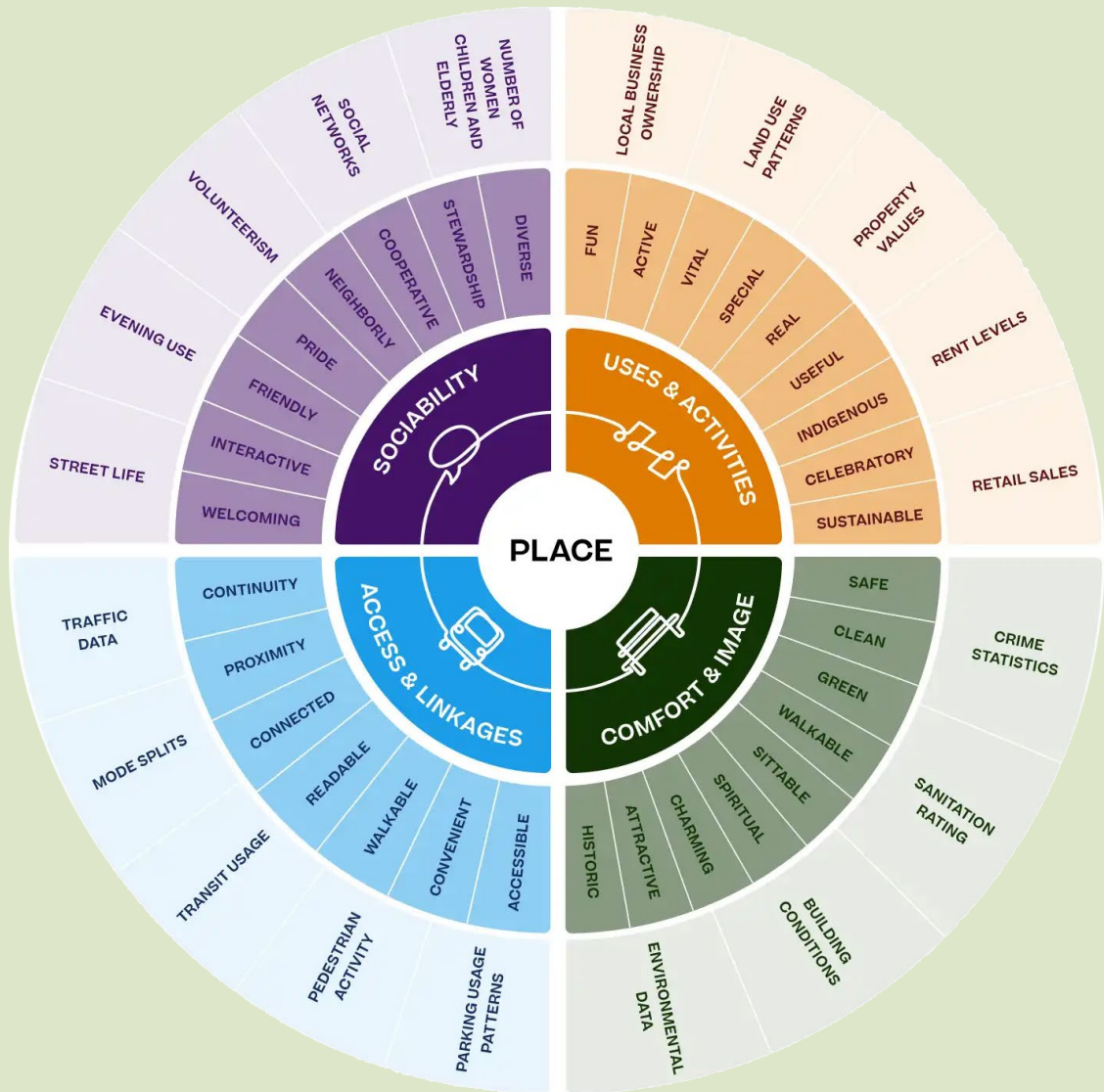
- There was consensus about the need to increase pedestrian safety, but some expressed resistance if it came at the expense of commuters.

### SERVING CURRENT RESIDENTS AND CATERING TO TOURISTS AND THOSE PASSING THROUGH:

- While tourism is an important component of economic vibrancy and may shape the identity of a growing Sudley corridor, stakeholders did not want to lose sight of the current needs, wishes, and identities of those who live in the area.

### TREATING SUDLEY ROAD AS A TRANSPORTATION CORRIDOR AND TRANSFORMING IT INTO A DESTINATION:

- There is widespread desire for the Sudley Road corridor to become a destination rather than a pass through, while acknowledging that its current use as a vehicular corridor is unlikely to change.



Infographic from the [Project for Public Spaces](#) illustrating the qualities of successful public spaces, collected from observation of thousands of public spaces around the world. This diagram can be used as a tool to help people judge what makes a place great.

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# Recommendations



After careful consideration of stakeholder concerns followed by intensive internal deliberations, the Panel landed on a phased approach that starts with immediate needs that the community has already voiced (community service needs, programming, pedestrian safety), while building toward a longer-term vision. The phased approach centers equity in placing focus on current conditions and priorities of today's residents and entailing a robust community engagement process.

### We Need a Sprawl Repair Strategy

Panelists suggested an offensive rather than a defensive set of tactics, noting the need for a "sprawl repair strategy." Accordingly, they defined a 3-part framework to consider improvements and growth: **Stabilize, Support & Evolve**. This framework refers both to the temporal aspect of a phased plan – **stabilize** refers to immediate changes (e.g. making an intersection safer using new signage), **support** refers to medium term changes (e.g. connecting two hubs with a multimodal trail), and **evolve** refers to longer term changes (e.g. filling in the grid with new streets where there are large parcels) – as well as the scale of solution and differing levers to pull. In this sense, **stabilize** strategies address easily fixable concerns with present conditions, **support** strategies use policy and development tools and may require interagency collaboration to spur growth in the area, and **evolve** strategies provide broader, forward thinking multi-stakeholder solutions that create a local and regional

destination. This framework is designed to be flexible and built out in accordance with community feedback.

Because of the large size of the study area and breadth of issue areas to address, Panelists first developed a shared vision to ensure the recommended strategies stayed in alignment.

### Vision Statement:

Sudley District will be a collection of neighborhoods that integrates and connects residents and businesses, and is accessible and open to all to live, work, recreate, shop, and learn.



Rayobello pavement art in Baltimore, MD as part of the NACTO-funded Lake 2 Lake project

During conversations about the shared vision, Panelists grappled with the question of who this project – and the future of the Sudley Road corridor – is, and will be, for. Therefore, in developing this vision and building out recommended strategies, Panelists considered MWCOG's regional principles of equitable development as well as the priorities identified in the [County's Equity and Inclusion policy](#), adopted in 2022. The Panel also considered priorities and policies laid out in the County's 2040 Comprehensive Plan, which designates this area as a redevelopment corridor. Panelists wanted to ensure that the TAP's vision aligned with existing local and regional priorities. Building off these principles and stakeholder feedback, Panelists identified the following high-level goals:

### Community Identity:

- Create sense of place

### Redevelopment and Placemaking

- Develop neighborhood nodes or "hubs"
- Incentivize legacy owners to redevelop

### Mobility/Transportation:

- Increase pedestrian safety (and improve existing access)
- Maintain Sudley Road as regional vehicular connection
- Establish quality multi-modal connections

### Healthy Living/Well-Being:

- Reveal existing natural assets
- Create opportunities for diverse recreational needs

## A Network of Neighborhood Nodes

After the stakeholder roundtable discussions, Panelists agreed that thinking about the study area through the lens of neighborhood nodes or “hubs” with unique characters and conditions, rather than as a corridor, would help the process of developing targeted strategies. This approach also reflects the fact that Interstate 66 is a long-term barrier dividing the study area. Panelists then identified potential hubs that build upon unified sets of existing assets and uses. The list of characteristics below represent initial thoughts around themes of proposed hubs, rather than fully formed proposals.

### Tourism, Education and Hospitality:

- Panelists considered the area around the Manassas Battlefield, north of I-66, as a potential Tourism, Education, and Hospitality hub that would cater to visitors of the area with hotels and food options, and capitalize on their spending potential.

### Distribution:

- Moving south, Panelists considered Distribution centers (retail in the front with distribution in the back) close to the highway. These centers could align with the County’s adopted ecommerce strategy and could be designed creatively,

such as with vertical designs. They noted potential logistical challenges – such as trucks driving up and down Sudley Road – that would require further analysis.

### Hospitality:

- A Hospitality hub was suggested further south as one moves down Sudley – providing additional retail options for visitors and residents alike, and bridging the tourism hub to the north and mixed-use hubs to the south.

### Community/Small Businesses:

- The two mixed-used hubs could be separated by a small community retail hub, which would provide space to think about smaller, local businesses, supporting community leaders, and workforce development.

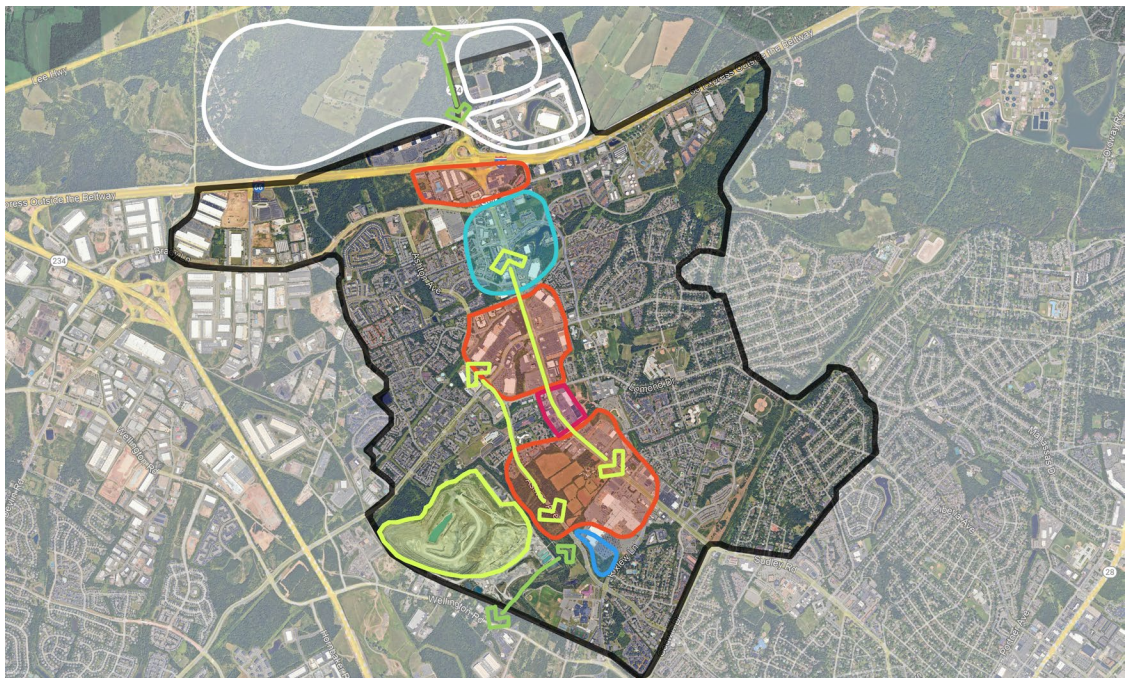
### Medical Education:

- Further south lay potential for a Medical Education hub with medical offices – connected to and capitalizing on the nearby Innovation District, UVA Hospital, NOVA, and George Mason. This idea raised questions about stitching up the urban fabric and considering the addition of roads to connect these large areas.

### Community Recreation:

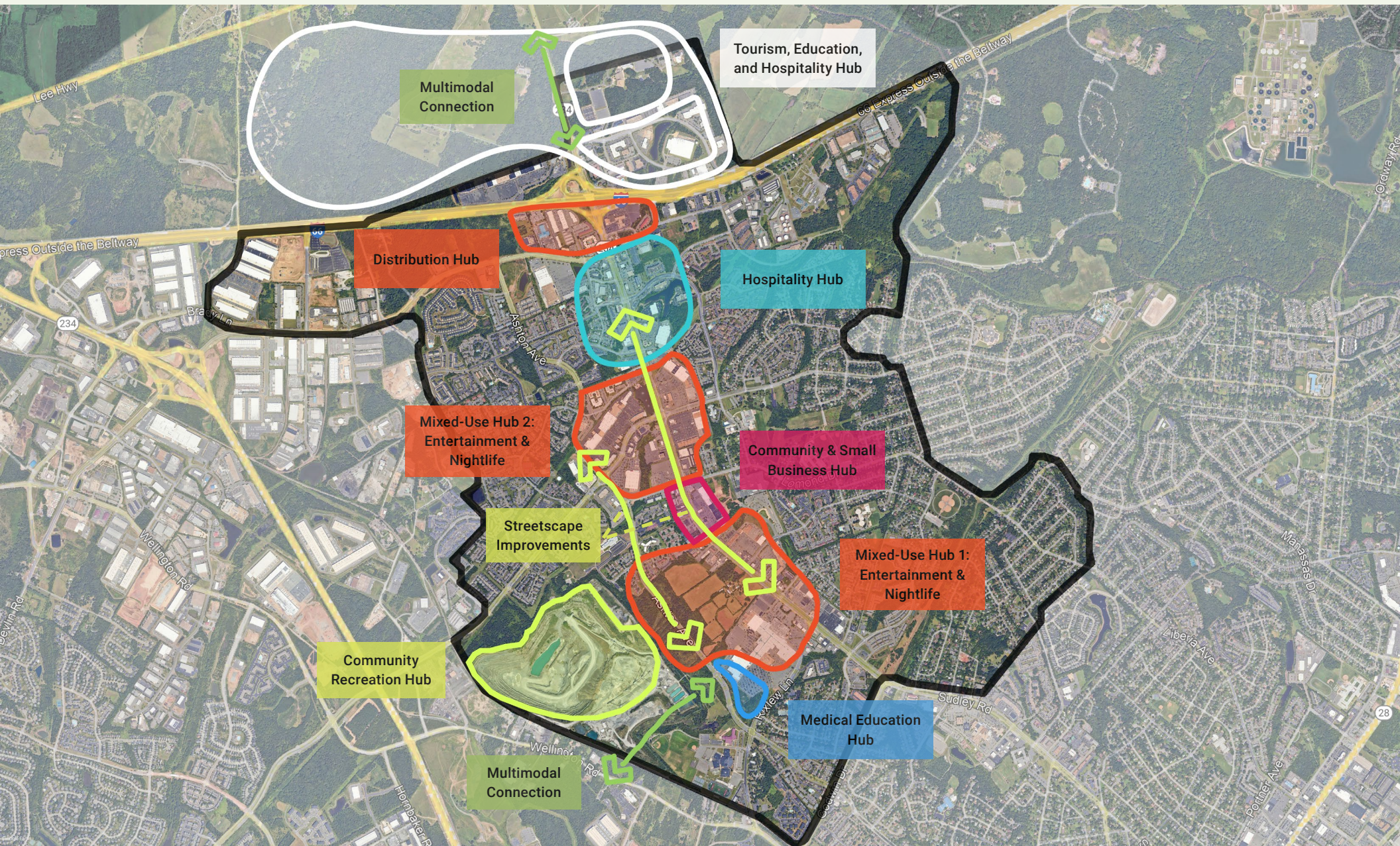
- Panelists also considered community recreation as an important gap to be addressed.

More discussion on the use of hubs can be found below. The general concept provides the foundation for how Panelists began to think about specific recommendations for the study area.



Proposed “Hubs” within the study area and major connections between them. See the full annotated map on page 17.





Proposed "Hubs" within the study area and major connections between them.



## From Priority Issue Areas to Action Items: How the Following Recommendations Are Organized

Because of the broad scope of considerations for this TAP, Panelists developed a methodical approach to organize their recommendations. Within each of the four issues area, Panelists articulated a set of goals. Within each goal, specific strategies were proposed using the Stabilize, Support, and Evolve framework. Further drilling down into each strategy, action items were suggested. This nested structure of recommendations — from high level to highly specific — is reflected with the below headings, sub-headings, and bullet points.

### Community Identity

The TAP sponsors hoped that the Panel would see the Sudley Road corridor as an opportunity to stitch the community together and bring about a strong sense of place that honors its existing diversity. In developing a vision, the Panel wanted to ensure that any future plan leverages the area's many existing assets and ensures that the individual elements that make up the corridor come together as a unified place with a defined identity (or identities) that is accessible to all.

“Right now, the [Sudley Road] identity is ‘Stop and Go.’ In the short term, it should be ‘Stay and Go.’ In the long term, it’s just ‘Stay.’”

### GOAL: Create a sense of place

**Stabilize:** Seek small-scale, achievable changes like signage and street-scaping with existing tools and policy levers that will quickly show a visual difference and help get community buy-in to the future vision.

- » Activation of Manassas Battlefield site through programming
- » Short-term activation of sites through workforce development on existing properties (i.e. Manassas Mall parking lot)
  - Resident-focused activations could include job fairs, training sessions, and other opportunities to promote skill development and wealth accrual strategies, with emphasis on fair access to all residents in the area. These kinds of activations would promote the hubs within the area to

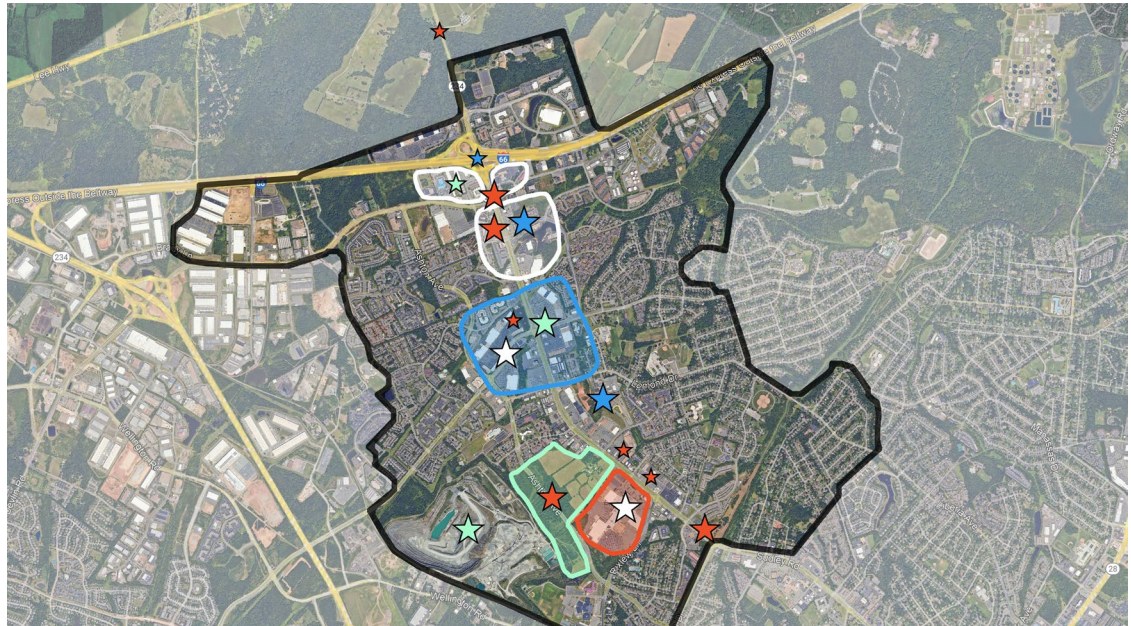
contribute to an area-wide commitment to a diverse and sustainable economy.

- Land use-focused activations could include seminars and “developer matchmaking,” which could match developers with land owners to identify low-cost ways to make use of underutilized land while also envisioning a later phase of development.

- » Develop and roll out new branding and identity of individual hubs

**Support:** Identify spaces the County already owns or controls to create opportunities for people to congregate and share experiences.

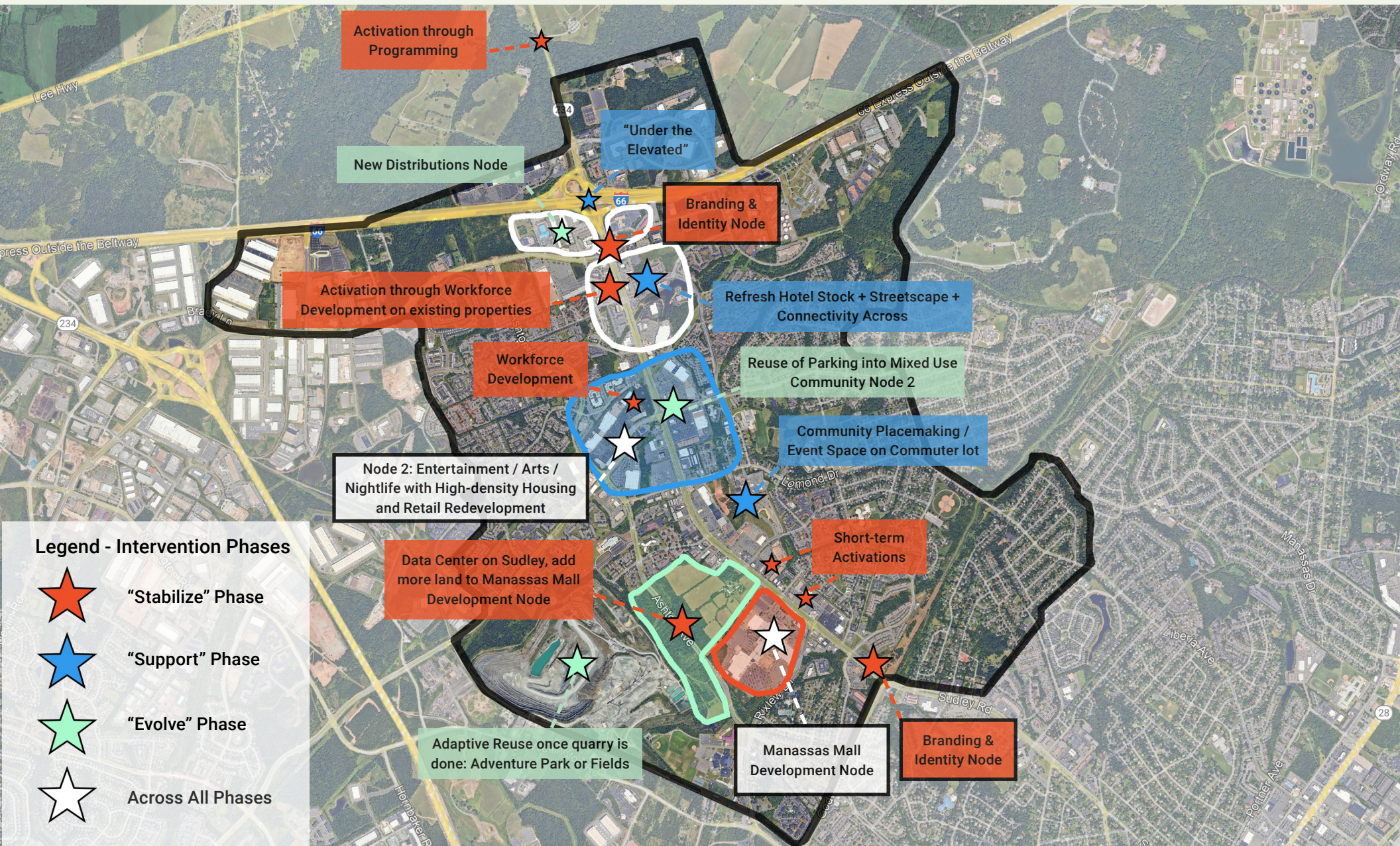
- » Refresh and support hotel stock with improved streetscape conditions and greater connectivity



Proposed strategies and interventions along the corridor identified by phase: Phase 1 = Stabilize, Phase 2 = Support, and Phase 3 = Evolve. See the full annotated map on page 19.

GOOGLE EARTH; ULI





Proposed strategies and interventions along the corridor identified by phase: Phase 1 = Stabilize, Phase 2 = Support, and Phase 3 = Evolve.



**Evolve:** Long-term plan about future uses for currently unavailable spaces.

- » Develop mixed-used hubs with high density housing and redevelopment of retail
- » Develop new distribution hub south of I-66
- » Reuse parking for mixed-use
- » Engage in community placemaking and cultivate event space on commuter lot
- » Consider adaptive reuse of quarry site, such as an adventure park

## Redevelopment and Placemaking

As previously noted, Panelists contemplated the study area as a collection of hubs along the Sudley Road redevelopment corridor that lend themselves to specific types of uses, and can be linked through improved multimodal transportation. Together, this collection of hubs, each with unique purposes, character, and identities, could be considered “Sudley District” – this renaming would also transition the area away from perceiving Sudley Road without the connotations of a “corridor” expressed at the stakeholder roundtables.

The vision proposed for this area would allow someone to get out of their car at Manassas Mall or the Manassas Battlefield and walk or bike to other hubs for other activities. The hope is that people would feel a strong sense of place in each one, but that together, they would be branded as a distinct and unified district.

## GOAL: Develop neighborhood nodes (or “hubs”)

**Stabilize:** Identify different small areas and encourage community groups to engage in those geographic areas and activate underutilized amenities.

- » Consider parking lots along Sudley Road and parts that could be converted into small green spaces where people could congregate in small groups (providing benefit to both community and the retail centers)

**Support:** Ensure that current redevelopment is integrated in the long-term vision area plan.

- » Consider active rezonings, and ensure they align with the long-term vision.

**Evolve:** Develop a Small Area Plan that includes planning objectives around these small areas that are “on theme” with the focus of each hub.

- » For example, the hospitality hub may include high end restaurants and higher end hotels, which could be used by community visitors if residential density increases.

## GOAL: Provide incentives for legacy owners to redevelop

**Stabilize:** Provide support and outreach to existing businesses and land owners to understand current challenges they face.

Understand where current leases are coming to maturity and where there may be “low-hanging fruit” based on current owners

## What’s in a name?

During the Question and Answer portion of the final presentation, one audience member asked what the future “identity” of the study area should be, according to the Panel. This question prompted discussion about the importance of starting with and centering community perspectives – both in terms of grounding the visioning and planning in the existing people and assets of the corridor and also the importance of bringing them along in the process and ensuring buy-in (which, one Panelist noted, is not necessarily the same as consensus). During stakeholder interviews, for example, the fact that community members don’t like the term “corridor” emerged. While branding of the area will be an important step to helping shape and articulate a more coherent identity, the identity needs to resonate and be meaningful in order for people to use it.



CREATED USING CHATGPT, MARCH 2025

A reimagining of a hypothetical parking lot in the study area activated by community-oriented activities



**Stabilize:** Arrange for the Department of Economic Development and Tourism (DEDT) to work with landlords and potential tenants to match them with available incentives to support identified use.

- » Potential levers include grants and leverage DEDT funds or County funds for long term return on tenant improvements

**Support:** Use proactive zoning and land use policies as part of implementing the Small Area Plan to encourage specific types of uses in specific areas.

- » Recognize the impediments of entitlements and that flexible zoning would be attractive to developers

**Evolve:** Establish economic incentives to support a vision for the experience axis.

- » Economic development grant programs
- » Fast track permitting
- » Bonus density for delivering a specific use

## Mobility and Transportation

Stakeholders tended to share consensus that Sudley Road currently functions as a road for cars first, and that pedestrian safety and use are lacking. Rather than re-envision the road as a pedestrian corridor, however, Panelists sought to embrace Sudley Road as a vehicular connector, noting that this was unlikely to change due to VDOT and County classification of the roadway. They noted that it would better serve the community to work with that reality rather than against it, and instead focus on complementary strategies

to create additional connections and mobility options that are both functional and enjoyable.

Success of the proposed hub network hinges directly on a connected multimodal transportation system, and Panelists proposed a set of strategies and place-specific ideas for a new framework with Ashton Avenue transformed into a high-quality multimodal livability spine. A network of trails, improved roadways, and connected sidewalks would facilitate movement via pedestrians, bicycles, scooters, and e-bikes and allow people to easily move to and from different hubs along the nearly 3-mile corridor.

**GOAL: Increase pedestrian safety (and improve existing access)**

**GOAL: Maintain Sudley Road as regional vehicular connection**

**GOAL: Establish quality multi-modal connections**

Many of these suggestions require buy-in and collaboration with VDOT, who owns and maintains the streets. Commonwealth Transportation Board (CTB) also must be at the table.



An example of a new multi-modal framework for the roads within the study area. In the short term, focusing on side/parallel streets allows the provision of multi-modal facilities in the District while maintaining Sudley Road's current role as a regional connection. It also allows multi-modal facilities to be adjacent to current residential neighborhoods and activity centers. An overhaul of Sudley Road that establishes multi-modal connections is not worthwhile until significant redevelopment occurs and places more residents and activity directly on it.



**Stabilize:** Complete a comprehensive review of the existing pedestrian network (including arterial roads and connectors), identify gaps, and make functional fixes to ensure that the study area is safe for pedestrians.

- » Implement the STARS recommendations
- » Improve and ensure adequate streetlighting on Sudley Road
- » Fill in sidewalk gaps (such as Sudley Manor Drive)
- » Encourage and work with developers and owners to consolidate access
- » Encourage and work with developers and owners to create pedestrian connections within their parcels (such as threading sidewalks through big parking lots with accompanying trees to stitch together roads and storefronts)
- » Identify pedestrian mobility improvements on side and parallel streets (see image)
  - Examples include striping, reviewing signal times at intersections to allow more time for pedestrians to cross, narrowing gaps, eliminating channelized slip lanes at bigger intersections to enhance pedestrian safety

Locations identified as potential candidates for road diets with wider pedestrian paths and bike lanes include **Lomond Drive** (west of Sudley Road) and **Rosemary Drive** (west of Sudley Road) - pictured on page 22. For locations where improvements could be made to the multimodal environment with the existing pavement, Lomond Drive (east of



Shown in yellow above: "Stabilize" aspects of Sudley Road itself

Shown in green above: Implement improvements along Ashton Ave

Sudley Road), Coverstone Drive, and Williamson Boulevard were also identified.

\*It should be noted that "stabilizing" strategies are not necessarily inexpensive or quick to implement, but that the County has the levers to pull to make the changes.

**Support:** Encourage multi-modal connectivity for existing and new residents and visitors.

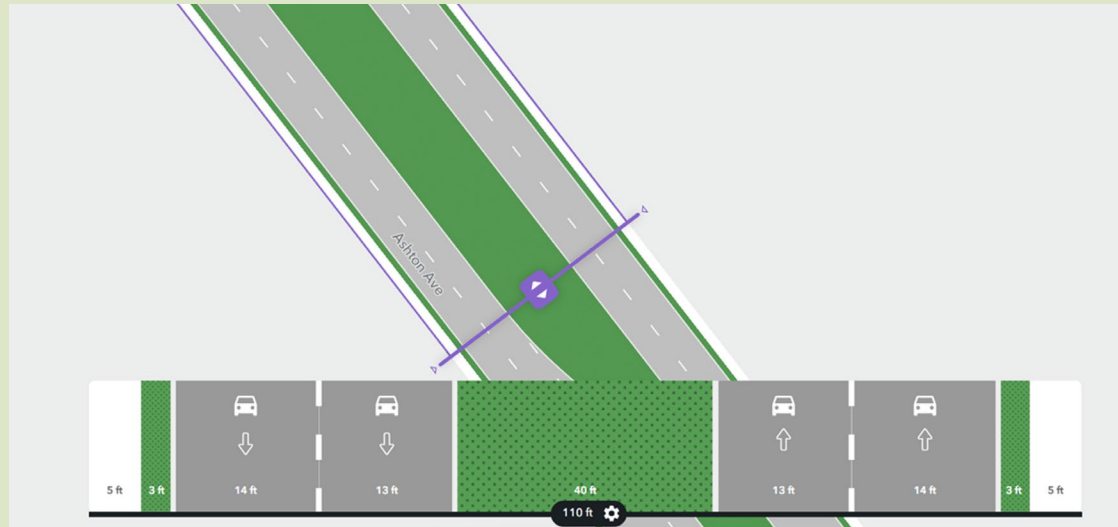
- » Develop a new multi-modal street framework
  - Transform Ashton Avenue into a high-quality multimodal livability spine
  - **Recommendation:** Maintain current lanes while adding high quality trail connection with a two-way higher speed shared path.

This would allow one existing curb to stay in place. In alignment with the recommendation for developing distinct hubs as a broader district, a pathway along Ashton Avenue would connect several of these hubs.

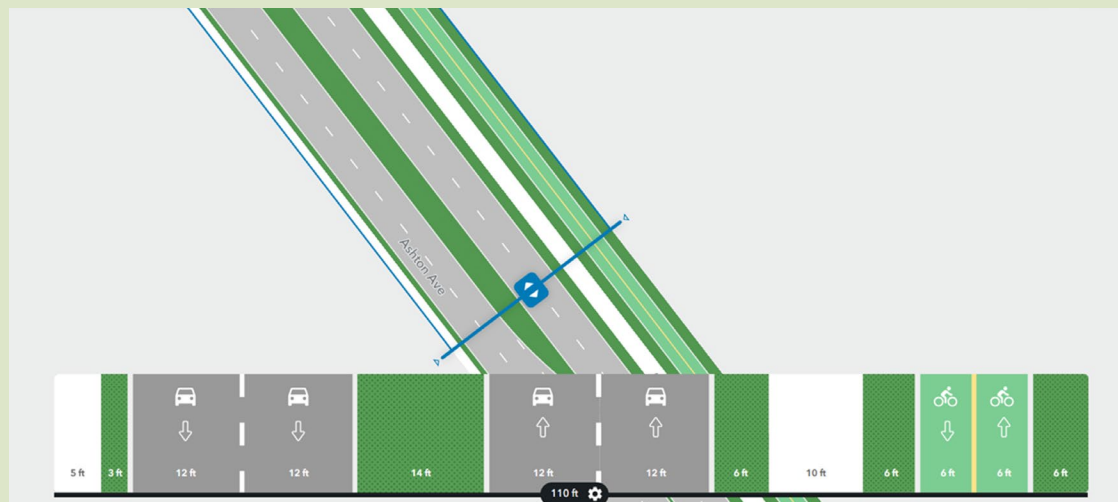
- Develop and implement a Mobility Prioritization framework with VDOT (categorizing each street within the area to understand what function and mode should be emphasized, and allow standards and policies to be adopted accordingly. This will be particularly helpful for the Small Area Plan).

## Transforming Ashton Avenue

When debriefing the stakeholder interviews on the first day, the Panel began to discuss some of the inherent challenges of making Sudley Road more pedestrian-centric, and the focus began to shift to Ashton Avenue (with full consensus that pedestrian safety on Sudley Road still needed to be addressed regardless). This was in part because stakeholders acknowledged that Sudley was a major thoroughfare, which wasn't going to change and that changes to Ashton may entail fewer obstacles. **Ashton Avenue** was also considered a prime place to focus a new multimodal framework, as it has a very large right-of-way and passes by dense residential neighborhoods, shopping centers, schools and County services, and abuts several large development sites. A high-quality facility along it would both help service existing demands, while encouraging redevelopment at the same time. It should be noted that questions were also raised about funding potential for improvements to Ashton because the benefit would mainly be to residents who could not shoulder the tax burden.



Ashton Avenue is approximately 110' between the sidewalk edges, with 5 travel lanes (4 through lanes and a left turn lane).



There are several ways to upgrade Ashton Avenue; this concept shows the same amount of travel lanes, while adding both a sidewalk and a bi-directional bicycle/mobility path, with multiple landscaped strips.

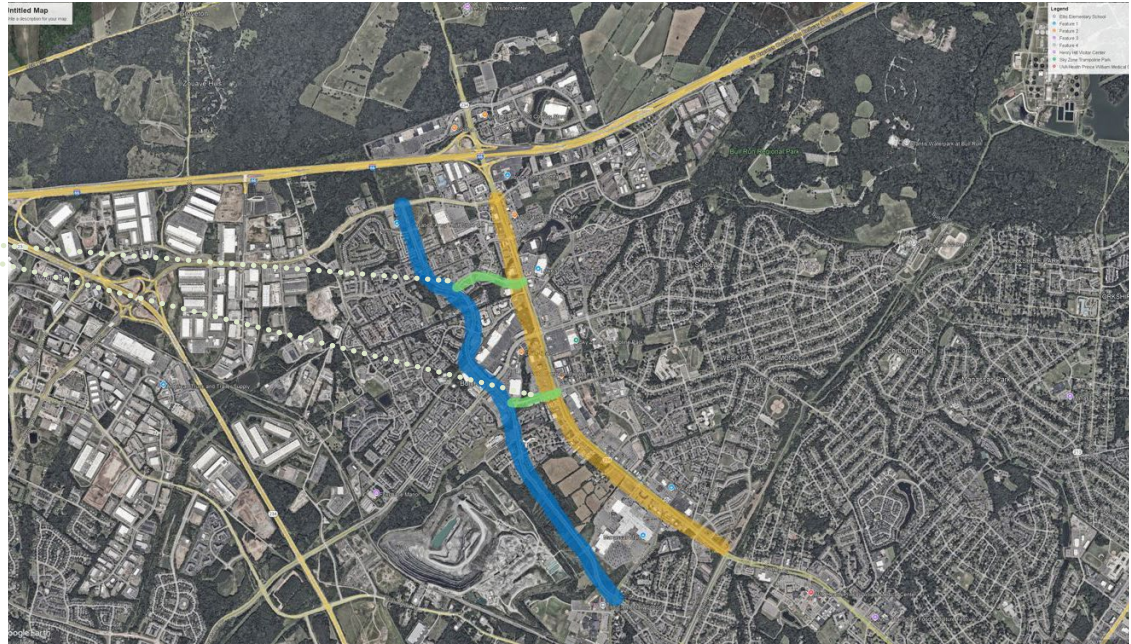
Separate paths for pedestrians and bicycles/micro-mobility are shown here because the distances along the corridor are ideal for encouraging bicycle/micro-mobility (0.5- to 2.5-mile trips). Providing separate facilities allows more comfort for pedestrians, including dog-walkers and parents with strollers.

This concept synergizes with the TAP's other goal of increasing health and wellness, as this long trail could be used by people for recreating in addition to general mobility.



Establishing a new multi-modal framework will require some coordination with VDOT, to designate the streets identified as multi-modal, and working to establish different design guidelines and goals for them. This would allow for easier implementation of pedestrian and bicycle upgrades.

As part of this framework, the TAP identified two potential streets for road diets: Rosemary Drive and Lomond Drive between Ashton Avenue and Sudley Road. Both roads are currently 4 lanes, and both could likely have the same vehicular capacity as 3 lane roads, providing room for sidewalk/bike lane additions.



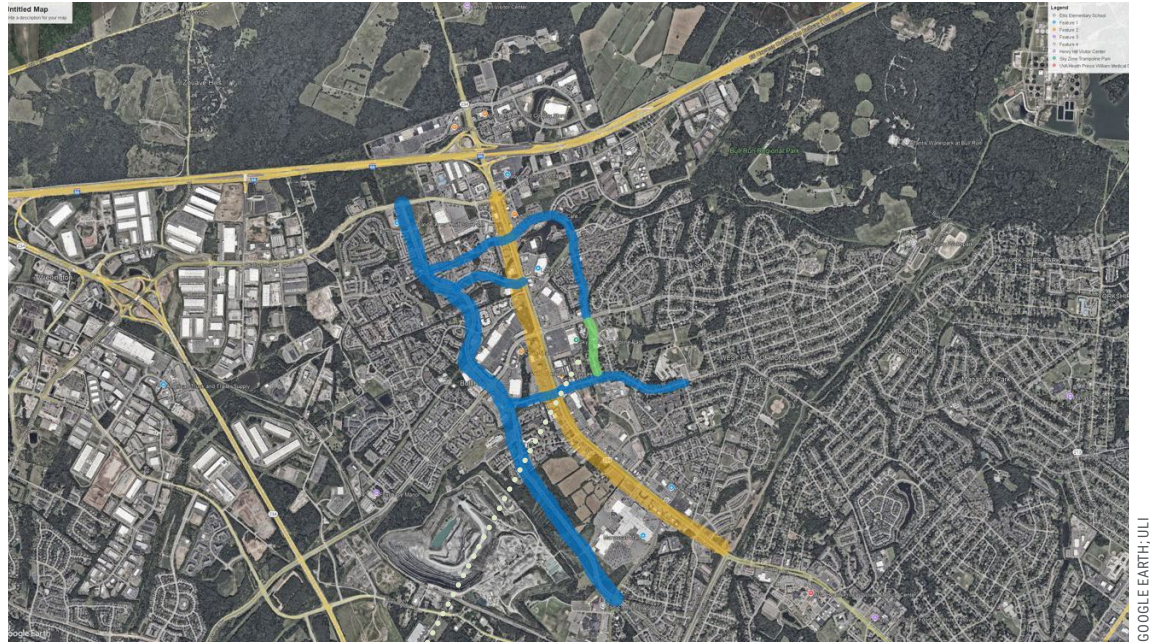
Other streets in the proposed framework, like Williamson Boulevard and Lomond, don't have obvious right-of-way or excess lanes to repurpose.

The TAP recommends studying these roadways to confirm if that's the case. If so, then pedestrian/bicycle improvements should focus on adding more signalized crossings, visibility crosswalks, curb extensions, and other mobility enhancements that make pedestrians and bicyclists feel safer, while not reducing vehicular throughput.





- Complete Williamson Boulevard to provide additional connection (there is currently a missing section that could be constructed to complete the gap in the grid network and incorporate enhanced pedestrian/bicycle facilities.



There is a missing section of Williamson Boulevard that can be constructed to complete the gap in the street network. Its design should incorporate enhanced pedestrian/bicycle facilities.

- » Study longer-term improvements on Sudley Road with VDOT and County stakeholders
  - These improvements could be piecemeal and tied to redevelopments or could be public investment in larger re-work of the entire corridor
  - Recommended locations to consider: Irongate Way north past Manassas Mall property provides for some mobility improvements with innovative intersection design (which is already in VDOT toolkit) that could improve physical crossing without sacrificing throughway.



Proposed roadway adjustments from STARS study of Sudley Road



» Explore trail connections

- A look at the map revealed many potential trail connections snaking through the study area. It was recommended that the Small Area Plan process consider where this might be possible given private parcel ownership. There is space in development buffers and easements that could be repurposed to supplement the trail network.design (which is already in VDOT toolkit) that could improve physical crossing without sacrificing throughway.

» Coordinate with transit providers on improvements to service and alignment of bus stops with pedestrian improvements.

**Evolve:** Add more streets to the grid, enhance Sudley Road, and guide the future development of parcels.

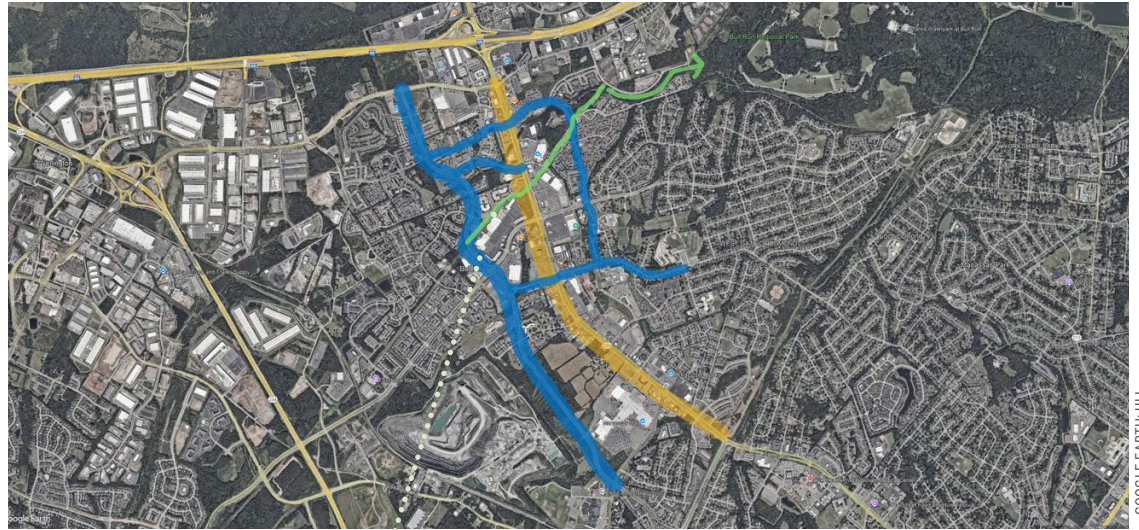
» Implement long-term vision of Sudley Road

» Create dedicated multimodal crossing of Interstate 66

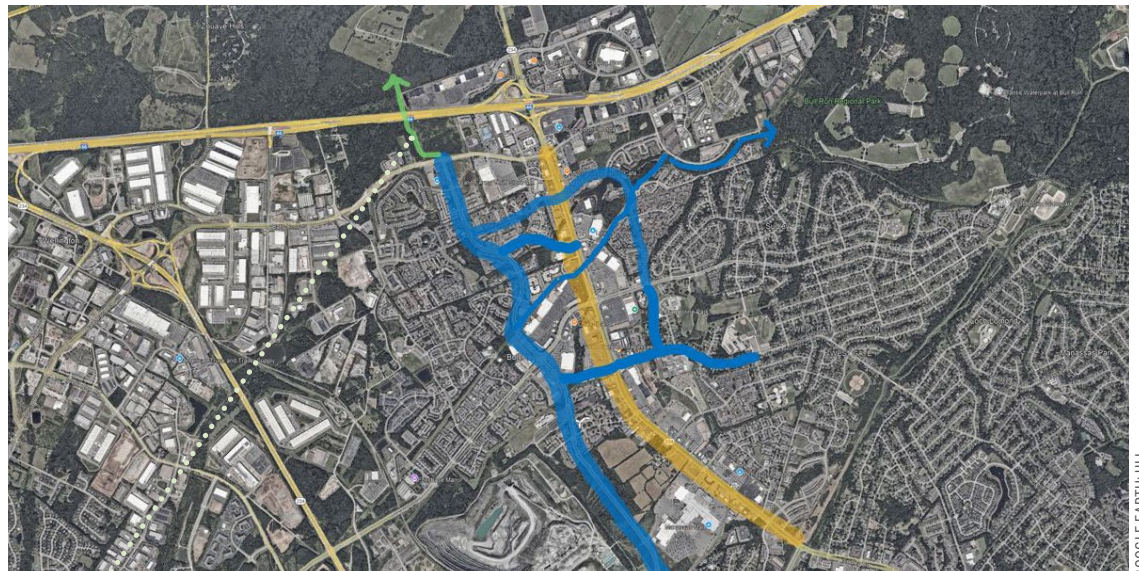
- One proposed idea involved a network of trails that converge in a grade separated overpass over I-66 and could connect to Manassas Battlefield and/or the Community College and through redevelopments.



An example of a bridge that could connect pedestrians and cyclists across I-66. Pictured here: a new pedestrian bridge that connects Utah Valley University to a transit station over an interstate.



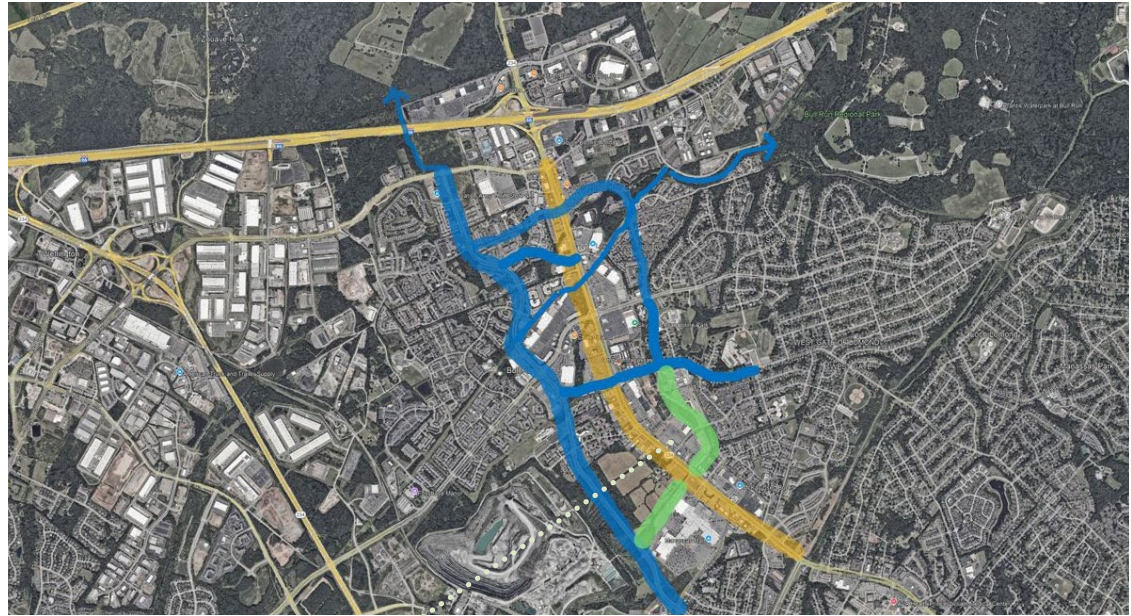
The green line here shows a potential trail over an easement that crosses over many different parcels and property owners. So, while it could be difficult to implement, it would be a great connecting link between lots of activity centers and neighborhoods. The corridor shown here could even extend all the way to Bull Run Park to the east.



A bridge over I-66 would connect the new Ashton Avenue trails with the extensive trail network in Battlefield Park. It could also connect to the redevelopment across I-66 and NVCC's campus.



- » Provide guidelines and incentives for redevelopment as it relates to:
  - Access
  - Porosity
  - Internal circulation
  - Cross-parcel connections
  - Transit stops without sacrificing throughway.
- » Incorporate new streets into Small Area Plan that complete and complement the new street framework
  - Consider the possibility of creating an interconnected loop that stitches communities together and provides more optionality for traversing the study area east-west and connecting back to Sudley Road at the location of new hubs



GOOGLE EARTH; JULI

Redevelopments should complete and complement the new framework: The Small Area Plan should identify where redevelopments could add multi-modal connections to finish the new framework as described here. This could include incentives for developers to include high-quality connections similar to the proposal for Ashton Avenue.

## Healthy Living and Well-Being

In line with the overall focus on the **social determinants of health**, Panelists sought to connect goals around health and wellness with parks and open spaces. Using this lens, Panelists noted that there are in fact many existing natural assets within the study area that could be capitalized on to also create a unique sense of place, including Barron Park, Rosemount Park, Wallace Hub Field and soccer fields, and Fairmont Park.

Because the study area is divided by two park plans, a more detailed analysis of existing natural resources and green spaces may reveal additional opportunities, including options for where to put new trails.

**GOAL: Reveal existing natural assets**

**GOAL: Create opportunities for diverse recreational needs (both passive and active)**

**Stabilize:** Create opportunities for diverse recreational needs (immediate).

- » Connect current residents to existing open spaces and recreational areas, with current residents disseminating information
- » Provide a formal study of the level of service for the study area to define community recreational needs
- » Activate passive green spaces with temporary community recreation and entertainment uses such as movie nights, club athletics, farmers markets, and local festivals

## Embracing the Social Determinants of Health in Planning for Sudley Road:

The Panel acknowledged the County's momentous step in the right direction of embracing the principles of the [social determinants of health](#) as helpful metrics for the Sudley District. This approach would set a course for measuring the positive externalities from the actions that reshape the built environment around Sudley Road. As the recommendations to revising the mobility framework in the area implied, the experience of being a pedestrian, cyclist, transit user, or vehicular user would become safer, more pleasant, and more enjoyable, but it would also connect people to more educational, community-based, and natural assets, incentivizing a holistic adoption of health and well-being. The development of hubs within the study area that are easily navigated on foot after parking once would encourage more community engagement and a stronger sense of available options for recreation and belonging. Collectively, improving the environmental conditions of the built environment along Sudley Road will both ensure residents have the option to live healthy lives and enshrine the area's identity as a place to lead a healthy life.



Additional connections between developed parcels would provide greater access to the tremendous natural assets in the area, improve pedestrian and cyclist mobility, and offer a diverse array of recreation options.



**Support:** Create opportunities for diverse recreational needs (additional).

- » Organize community groups and identify community champions to develop structured recreational programming
- » Reposition underutilized surface spaces (such as excess parking spaces) for recreational uses (like pickleball or basketball courts)

**Evolve:** Create opportunities for diverse recreational needs (permanent).

- » Create awareness of the network of recreation spaces on a more regional level (such as league sports or tournament organizations)

- » Open private spaces for public use, such as the Louis Family Farm site or the unused Sudley Road portion of the quarry parcel
  - It was noted that schools can be great partners in transforming and upgrading fields



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A vision of a community-centered feature that allows the public to access and enjoy the natural waterways in the study area



## Precedent Projects

The Panel was tasked with providing examples and best practices for auto-oriented commercial corridors that have been transformed. Several examples were discussed – the most compelling are described here.

### Landmark Mall Redevelopment, Alexandria, VA

- Former shopping mall along 6-lane VA-236 at I-395 interchange which was demolished to make way for denser mixed-use neighborhood
- Central green spine with a focus on creating an internal grid for pedestrian-level circulation
- Vehicular access to I-395 was maintained with no loss of lanes on VA-236 and increased signals and other safety improvements completed
- Healthcare focus with Inova facility (good example of a focus for the site/hubs)



Redevelopment of Landmark Mall site with blocks and use indicated



A rendering of the Landmark Mall redevelopment



Landmark Mall before redevelopment

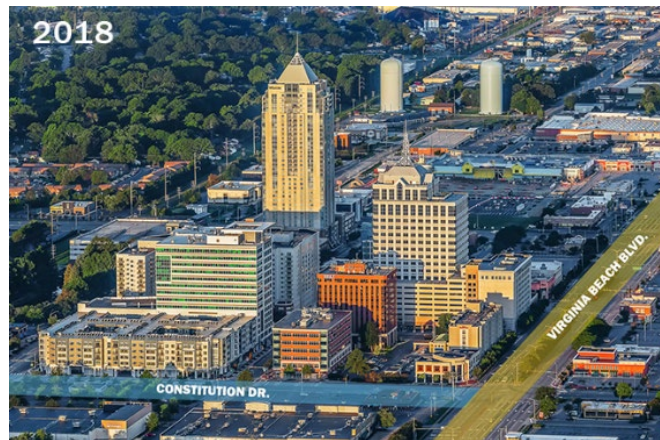


## Virginia Beach Boulevard, Virginia Beach, VA – Town Center

- Historically auto-oriented commercial corridor where redevelopment of Town Center site is spurring similar redevelopment
- Town Center is a mixed-use community focal point that started in 2000 as a public-private partnership between the City of Virginia Beach and private developer Armada Hoffler
- Oriented on a grid with pedestrian-friendly internal circulation
- Auto access to Town Center via Virginia Beach Boulevard is uninterrupted



The Virginia Beach Town Center site in 2000.



The Town Center block with development as of 2018, including more than 400 hotel rooms, 30,000 square feet of conference space and a 1,300-seat performing arts theater.



CITY OF VIRGINIA BEACH



CITY OF VIRGINIA BEACH

Aerial view of planned changes to the Pembroke site

## Virginia Beach Boulevard, Virginia Beach, VA – Pembroke Square

- Existing mall across the street from the Town Center mentioned above
- Currently starting redevelopment process
- Incorporates existing mall, but adds density and new mix of uses (including residential)



## Mosaic District, Fairfax, VA

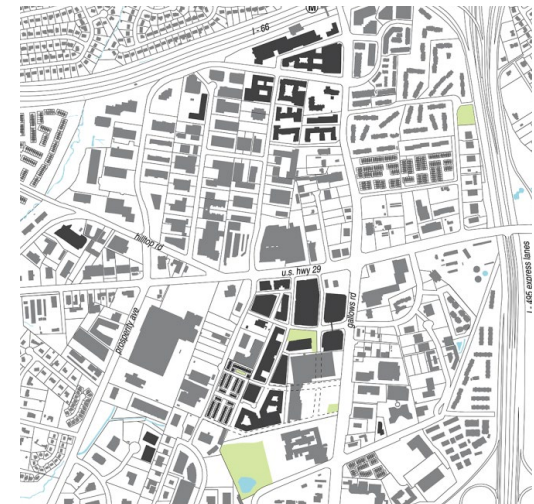
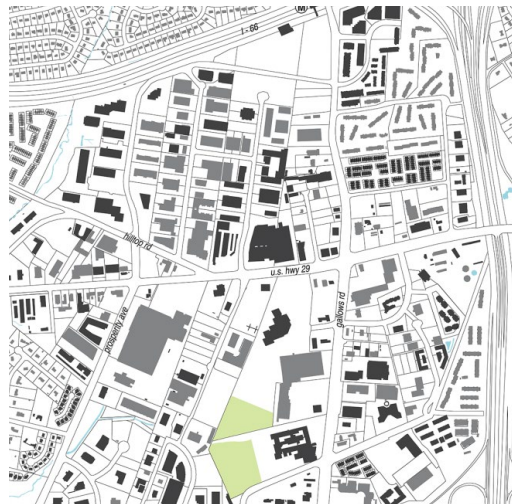
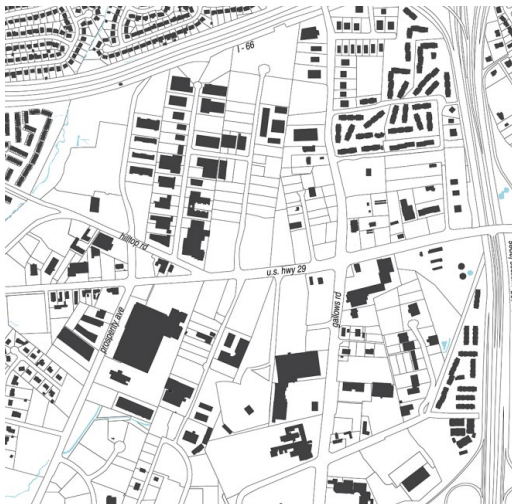
- 31-acre redevelopment in Fairfax County along 6-lane Gallows Road

- Formerly auto-oriented strip development
- Provides for internal pedestrian circulation
- Central gathering point/green



FAIRFAX COUNTY, VIRGINIA

An aerial view of the Mosaic District



JUNE WILLIAMSON AND ELLEN DUNHAM-JONES

The plan of the Mosaic District in 1980, 2000, and as envisioned for the future

Other places that were discussed over the course of the TAP that could provide inspiration include:

- **Reston, VA** (example of development starting at ground level and building up over time)
- **Market Commons, Clarendon, VA** (example of development over time)
- **Central Park, Fredericksburg, VA** (example of land use changes for pedestrian safety)
- **Torpedo Factory, Alexandria, VA** (example of arts district)
- **Tyson's Corner** (example of pedestrian hubs/nodes along car-centric corridor)
- **Westchester County, NY and Charlottesville, VA** (examples of form-based zoning)



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## Conclusion

The Panel recommends that the County approach the Sudley Road corridor in phases with careful consideration and inclusion of community members (both renters and homeowners), current business, and property owners, among other stakeholders. Some challenges to engagement were named – such as language access and low literacy levels – but the County’s articulated commitment to equitable development underscores the importance of engaging the full spectrum of stakeholders in further developing this vision.

Given the large size of the study area and the two-day timeframe of the TAP, Panelists attempted to plant seeds of aspirational ideas that could be further explored through the Small Area Plan. Eight high-level goals were identified with the overarching aim of implementing equitable development (as defined by [MWCOG’s Regional Principles of Equitable Development](#) and Prince William County’s Equity Plan.

- **Create sense of place**
- **Develop neighborhood nodes**
- **Incentivize legacy owners to redevelop**
- **Increase pedestrian safety (and improve existing access)**
- **Maintain Sudley Road as regional vehicular connection**
- **Establish quality multi-modal connections**
- **Reveal existing natural assets**
- **Create opportunities for diverse recreational needs**

Within those broad goals, specific strategies

were recommended for short, medium, and long-term change. In many cases, Panelists also tied specific locations to proposed strategies. These specific strategies are laid out below, organized by expected ease and pace of implementation.

### Strategies to Stabilize:

- » Seek small-scale, achievable changes like signage and street-scaping with existing tools and policy levers that will quickly show a visual difference and help get community buy-in to the future vision.

- » Identify different small areas and encourage community groups to engage in those geographic areas and activate underutilized amenities.
- » Provide support and outreach to existing businesses and land owners to understand current challenges they face.
- » Arrange for the County’s Department of Economic Development and Tourism (DEDT) to work with landlords and potential tenants to match them with available incentives to support identified feasible uses.



The Panel presenting its recommendations at the end of the TAP



- » Complete a comprehensive review of the existing pedestrian network (including arterial roads and connectors), identify gaps, and make functional fixes to ensure that the study area is safe for pedestrians.
- » Create opportunities for diverse recreational needs in the short-term.

### Strategies to Support:

- » Identify spaces the County already owns or controls to create opportunities for people to congregate and share experiences.
- » Ensure that current redevelopment is integrated in the long-term vision for the area.
- » Use proactive zoning and land use policies as part of implementing the Small Area Plan to encourage specific types of uses in proposed hubs.
- » Encourage multi-modal connectivity for existing and new residents and visitors.
- » Create additional opportunities for diverse recreational needs.

### Strategies to Evolve:

- » Long-term plan about future uses for currently unavailable spaces.
- » Develop a Small Area Plan that includes planning objectives around the proposed hubs that are “on theme” with the focus of each neighborhood.
- » Establish economic incentives to support a vision for the experience axis.
- » Add more streets to the grid, enhance Sudley Road, and guide the future development of parcels.
- » Create permanent opportunities for diverse recreational needs.

It is clear that there are some aspects of the Sudley Road corridor which are unlikely to change – namely, its function as a road for cars – but the TAP revealed countless opportunities to embrace this reality and to create a place that people want to go to and stay in. The Stabilize, Support, and Evolve framework seeks to address community needs at different scales and timeframes, and use different policy levers to make existing places safer, connect people and assets, and shape the development of the future.



The Panel on a tour of the study area, pictured here at Manassas National Battlefield Park



# APPENDICES



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## APPENDIX A: List of Stakeholders

- **Matt Arcieri,**  
City of Manassas
- **Monika Armstrong,**  
Rappaport
- **Shane Ash,**  
Prince William County Police Department
- **Rebecca Bare,**  
Prince William County
- **Alex Bowman,**  
Bowman Gaskins Financial Group
- **Eugene Brown,**  
Chamber of Commerce
- **Kristofer Butcher,**  
Manassas National Battlefield Park
- **Karen Cook,**  
Crestwood – Tarawood HOA
- **Liz Cronauer,**  
Prince William County Trails & Blueways  
Council
- **Russ Gestl,**  
Buchanan Partners
- **Rozlyn Giddens,**  
UVA Community Health
- **Supervisor Tom Gordy,**  
Brentsville Magisterial District,  
Prince William County
- **Charlie Grymes,**  
GPW Trails

- **Ken Johnson,**  
Prince William County Trails & Blueways  
Council
- **Brad Kotz,**  
Seneca Properties, Inc.
- **Brian Leckie,**  
Virginia Department of Transportation
- **Eric Leconte,**  
Kaiser Permanente
- **Dr. Molly Lynch,**  
NOVA Community College
- **Luke McBride,**  
Office of Community Safety
- **Allen Muchnick,**  
Active Prince William
- **Holly Nicholson,**  
Prince William County Police Department
- **Perrin Palistrant,**  
OmniRide
- **Jimmy Pearce,**  
Prince William County Police Department
- **Jeremy Ramos,**  
Prince William County Police Department
- **Harun Rashid,**  
Northern Virginia Transportation  
Authority
- **Blake Ross,**  
Prince William County Planning  
Commission

- **Maria Saab,**  
Amazon Web Services
- **Mark Scheufler,**  
Prince William County  
Planning Commission
- **Bob Schneider,**  
OmniRide
- **Laura Sellers,**  
Virginia Commonwealth  
Transportation Board
- **Pradeep Sengar,**  
Hilton Garden Inn
- **Patrick Small,**  
City of Manassas
- **Erik Spencer,**  
Virginia Department of Transportation
- **Rachel Taylor,**  
Office of Community Safety
- **Erica Tredinnick,**  
Prince William County
- **Mike Vanderpool,**  
Vanderpool, Frostick, and Nishanian
- **Supervisor Yesli Vega,**  
Coles Magisterial District,  
Prince William County
- **Supervisor Bob Weir,**  
Gainesville Magisterial District,  
Prince William County
- **Lieutenant Eileen Welsh,**  
Prince William County Police Department





## APPENDIX B: Panelist Biographies

## Panel Chair



**Samia Byrd**  
Director of  
Community Planning,  
Housing and  
Development  
Arlington County  
Arlington, VA

Samia Byrd, a native of Hampton, Virginia, has been a resident of Fairfax County since 1995. She has decades of experience in urban planning, housing and community economic development in the public, private and nonprofit sectors. She is the Director of Community Planning, Housing & Development for Arlington County and served as the County's first Chief Race and Equity Officer, leading the County's work to advance racial equity in the organization and in partnership with the community. She was appointed to the role after serving for three years as Deputy County Manager in Arlington, where her portfolio included the Department of Community Planning Housing and Development which is comprised of the County's Planning, Housing, Neighborhood Services, Historic Preservation, Zoning and Inspection Services Divisions. She was also liaison to the County Board on behalf of the County Manager. Prior to this position she served as a Principal Planner in Arlington County's Planning Division. She has managed and facilitated the review of several notable complex, multifaceted, development proposals and, having served as both Site Plan and Use Permit Coordinator, she was instrumental in providing oversight of, and managing the County's special exception land use and development review processes. Her work as a planner for Arlington

County builds upon her career providing consulting expertise, research and information to state and local practitioners on housing and community economic development policy, practices and programs.

Prior to joining the County, Ms. Byrd served for more than eight years as a Manager with an affordable housing management consulting firm, Quadel Consulting. She has also served as Director of State Fiscal Analysis and Policy for the National Council of Nonprofit Associations, and a Research Associate with the Urban Land Institute. Ms. Byrd holds both a Bachelor and Master of City Planning from the University of Virginia and Georgia Institute of Technology. She is an Alumni of the ULI Regional Land Use Leadership Institute and has served on numerous committees with ULI Washington to include, UrbanPlan and DEI.

## Panel Members



**James Brown**  
Principal, AVP  
HDR, Inc.  
Arlington, VA

James currently leads HDR's civic architecture practice for DC/MD/VA.

He focuses on helping clients plan, design and deliver capital projects. Prior to joining HDR in 2006, James served in a variety of governmental positions in Detroit, MI and Arlington, VA leading urban planning, capital improvements, real estate, TOD and economic development projects.





**Alejandra Camino**  
Director of  
Engineering  
Van Metre Homes  
Annandale, VA

Alejandra Camino, P.E.,  
LEED Green Associate,

currently serves as a Director of Engineering for Van Metre Homes, a leading residential builder and developer in the Northern Virginia area. She brings nearly a decade of experience in civil engineering and land development, having worked as a consultant before transitioning to the developer side. Her expertise includes the planning, design, and entitlement of residential and mixed-use communities, with a strong focus on navigating complex regulatory environments across Virginia, Maryland, and Washington, D.C.

As a LEED Green Associate, Alejandra is committed to integrating sustainability and resilience into land use and infrastructure projects. She also holds a Graduate Certificate in Sustainable Urban Planning from George Washington University, which informs her approach to responsible and strategic development. She has worked in multidisciplinary teams for large-scale projects and collaborated with public and private stakeholders. In addition to her technical expertise, she is actively involved in mentoring emerging professionals and supporting workforce development initiatives within the industry.



**Kushan Dave**  
Vice President  
CannonDesign  
Washington, DC

Kushan Dave is a Lead  
Campus Planner and  
Urban Designer with  
extensive experience in

master planning, economic development, and community-driven urban regeneration. At Cannon, he focuses on leveraging higher education institutions as economic engines to create vibrant, equitable, and sustainable communities. His expertise lies in integrating campuses into the broader urban fabric, ensuring that redevelopment efforts catalyze economic mobility, workforce development, and placemaking.

Kushan has led major planning initiatives across diverse geographies, including recent projects in Maryland, New York, Massachusetts, Texas, and Florida. Working with municipalities, universities, and private-sector partners, he develops consensus-driven urban solutions that balance market feasibility with social equity. His work emphasizes smart urban interventions, mixed-use development, and adaptive reuse strategies that respond to shifting economic and demographic trends while fostering more inclusive and resilient communities.



**Amol Deshpande**  
Principal  
LSG Landscape  
Architecture  
Tysons, VA

Trained as an architect,  
landscape architect and  
planner, Amol

Deshpande brings a wide range of expertise to the design and management of complex and challenging projects ranging from compact urban settings to large scale community designs. As a registered landscape architect and a LEED Accredited Professional, he is committed to incorporating sustainable design practices in his work while creating a unique sense of place for its users. As a Principal at LSG Landscape Architecture, Mr. Deshpande has designed and managed several award-winning projects and assisted in achieving LEED certification for several projects.



### **Will Johnson**

**Sr. Transportation  
Engineering Project  
Manager  
Galloway & Company  
Manassas, VA**

Will is a registered  
professional engineer

and professional traffic operations engineer with more than 20 years of experience in transportation engineering and planning for a wide range of development projects. His experience includes transit-oriented developments, multimodal traffic impact studies, bicycle and pedestrian planning, freeway and limited access studies, parking studies, master plan studies, and micro-simulation analyses. As a recognized industry leader, he has advised and steered policy and ordinance updates in multiple Northern Virginia jurisdictions. He is also passionate about planning sustainable transportation systems within dynamic land development environments.

Will received his bachelor's and master's degree in civil and infrastructure engineering from George Mason University in Fairfax, Virginia and has since returned to his alma mater to serve as an adjunct instructor for civil, environmental, and infrastructure engineering. In addition, Will served on the Tysons Transportation Service District Advisory Board (TTSDAB).



### **Paul Newman**

**Land Acquisition  
Manager  
Loudoun County, VA  
Ashburn, VA**

Paul Newman serves as  
land acquisition  
manager for Loudoun

County's newly created Office of Real Property Asset Management & Planning (RPAMP), where his role includes acquiring and disposing of land for residential development and other capital improvement projects.

Paul previously served as market intelligence manager at Loudoun Economic Development, where his role included compiling and analyzing data for business recruitment and other strategic initiatives.

Paul has worked throughout the United States in both the public and private sectors for residential and commercial interests. He has experience with research and consulting for real estate developers, builders, and investors; local planning and zoning issues; and property management.

Paul obtained his master's degree in real estate from Georgetown University. He completed his bachelor's degree at Virginia Tech with a major in urban planning and policy and two minors in real estate and residential property management. Paul is a proud Virginia native and currently resides in Loudoun County, but has also lived in California, North Carolina, Texas and New England.



### **Saif Rahman**

**Managing Partner  
JR Real Estate Group  
Fairfax, VA**

Bio Saifaldin (Saif)  
Rahman is Managing  
Partner of JR Real  
Estate Group, a

Northern VA based development firm working on residential and commercial development in several counties in Northern Virginia. He is a founding Board Member of MOVE The VA Muslim Chamber, President of the Northern Virginia Building Industry Association (NVBIA), Board Member of The George Mason Center for Real Estate Entrepreneurship, (Board) of VOICE (Virginians Organized for Interfaith Community Engagement).

As a board member of the Northern Virginia Building Industry Association, Saif works with County governments and civic organizations to address housing affordability and access to housing, recently convening national builders with housing activists to agree on a 10% affordable housing component to new development projects in a local jurisdiction. Saif also serves on the Board of the Center for Real Estate Entrepreneurship at the George Mason University encouraging academic research of housing trends and affordability in the Washington DC market.

In his role MOVE, Saif is helping to build Virginia's first Muslim Business Chamber and leverage the network to uplift Muslim businesses across the Commonwealth. The Chamber is working on mentorship programs, a Shark Tank style program called the Venture Challenge, as well as creating small business financing options with a national CDFI to improve access to capital.





**Chelsea Rao**  
Senior Vice President  
Norton Scott LLC  
McLean, VA

Chelsea Rao is Senior Vice President at Norton Scott LLC, a real estate development group and

private equity investor with special expertise in public-private partnerships and infrastructure development. Norton Scott's current projects include the redevelopment of downtown Manassas Park, Virginia, into a mixed-use community with a new City Hall and Public Plaza, residential, retail and office. Chelsea's experience brings together cultural place-making and economic development. Before joining Norton Scott in 2015, she spent twelve years working in the public and nonprofit sectors in New York City. She has worked in Economic Development for both New York State and New York City, working with technology, bioscience, new media, and film sector companies to establish employment opportunities and diversify the economy. Chelsea holds a Master's in Public Administration from NYU Wagner and a B.A. from Barnard College. She is an Associates Board member of the Wolf Trap Foundation for the Performing Arts and a Board Member of the McLean Project for the Arts. Chelsea lives in Northern Virginia.



**Rob Schiesel**  
Principal  
Gorove Slade  
Alexandria, VA

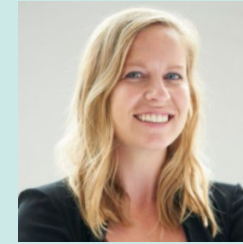
Rob is a Principal overseeing Gorove Slade's transportation planning practice. With

over 20 years of experience, he specializes in multi-modal solutions and strategic planning for campuses, neighborhoods, and large developments, helping to define the hierarchy and role of each mode as they interact in urban environments. Rob considers all modes of transportation and brings non-vehicular analysis methodologies to a project, tailoring approach to specific goals unique to each project's context.

Rob frequently presents to civil engineering classes at the University of Virginia, his alma mater. Rob is a member of the Institute of Transportation Engineers, the American Planning Association, and Urban Land Institute (ULI).

Rob lives in Alexandria, Virginia with his wife, Erin and his two daughters, Evie and Alexa.

## Report Author



**Joni Kaden**  
Kensington, MD

Joni Kaden is a community engagement consultant with nearly a decade of experience working for public policy

and advocacy organizations dedicated to building equitable, inclusive, and just communities. Joni has managed numerous projects to advance bold reform related to mixed-income and affordable housing, economic and community development, and criminal justice. She has extensive experience providing technical assistance to local governments, designing and implementing community-network building strategies, and facilitating conversations among community members and government stakeholders. Joni holds a Masters in City Planning from UC Berkeley.

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## APPENDIX C: Full List of Recommended Strategies



### Stabilize Strategies:

1. Seek small-scale, achievable changes like signage and street-scaping with existing tools and policy levers that will quickly show a visual difference and help get community buy-in to the future vision.
  - » Activation of Manassas Battlefield site through programming
  - » Short term activation of sites through workforce development on existing properties (i.e. Manassas Mall parking lot)
  - » Roll out new branding and identity of individual hubs
2. Identify different small areas and encourage community groups to engage in those geographic areas and activate underutilized amenities.
  - » Consider parking lots along Sudley Road and parts that could be converted into small green spaces where people could congregate in small groups (providing benefit to both community and the retail centers)
3. Provide support and outreach to existing businesses and land owners to understand current challenges they face.
  - » Understand where current leases are coming to maturity and where there may be low-hanging fruit” based on current owners
4. Arrange for the Department of Economic Development and Tourism (DEDT) to work with landlord and potential tenants to match them with available incentives to support identified use.
  - » Potential levers include grants and leverage DEDT funds or County funds for long term return on tenant improvements
5. Complete a comprehensive review of the existing pedestrian network (including arterial roads and connectors), identify gaps, and make functional fixes to ensure that the study area is safe for pedestrians.
  - » Implement the STARS recommendations
  - » Improve and ensure adequate streetlighting on Sudley Road
  - » Fill in sidewalk gaps (such as Sudley Manor Drive)
  - » Encourage and work with developers and owners to consolidate access
  - » Encourage and work with developers and owners to create pedestrian connections within their parcels (such as threading sidewalks through big parking lots with accompanying trees to stitch together road and storefronts)
6. Create opportunities for diverse recreational needs (immediate).
  - » Identify pedestrian mobility improvements on side and parallel streets (see image). Examples include striping, reviewing signal times at intersections to allow more time for pedestrians to cross, narrowing gaps, eliminating channelized slip lanes at bigger intersections to enhance pedestrian safety
  - » Connect current residents to existing open spaces and recreational areas, using current residents to disseminate information
  - » Provide a formal study of the level of service for the study area to define community recreational needs

### Support Strategies:

1. Identify spaces the County already owns or controls to create opportunities for people to congregate and share experiences.
  - » Refresh and support hotel stock with improved streetscape conditions and greater connectivity
2. Ensure that current redevelopment is integrated in the long-term vision area plan.
  - » Consider active rezonings, and ensure they align with the long term vision to not further contribute to disjointed or ad hoc development
3. Use proactive zoning and land use policies as part of implementing the Small Area Plan to encourage specific types of uses in specific areas (i.e. tourism support, family entertainment, etc.)
  - » Recognize the impediments of entitlements and that flexible zoning would be attractive to developers
4. Encourage multi-modal connectivity for existing and new residents and visitors.
  - » Develop a new multi-modal street framework
    - Transform Ashton Avenue into a high-quality multimodal livability spine
    - Develop a Mobility Prioritization framework with VDOT (categorizing each street within the area to understand what function and modal should be emphasized, and allow standards and policies to be adopted accordingly. This will be particularly helpful for the Small Area Plan.)
    - Complete Williamson Boulevard to provide additional connection
  - » Study longer-term improvements on Sudley Road with VDOT and County stakeholders
  - » Explore trail connections
  - » Coordinate with transit providers on improvements to service and alignment of bus stops with pedestrian improvements.
5. Create opportunities for diverse recreational needs (additional).
  - » Organize community groups and identify community champions to develop structured recreational programming
  - » Reposition underutilized surface spaces (such as excess parking spaces) for recreational uses (like pickleball or basketball courts)



## Evolve Strategies:

1. Long-term plan about future uses for currently unavailable spaces.
  - » Develop mixed-used hubs with high density housing and redevelopment of retail
  - » Develop new distribution hub south of I-66
  - » Reuse parking for mixed-use
  - » Engage in community placemaking and cultivate event space on commuter lot
  - » Consider adaptive reuse of quarry site, such as an adventure park
2. Develop a Small Area Plan that includes planning objectives around these small areas that are “on theme” with the focus of each neighborhood.
  - » For example, the hospitality hub may include high end restaurants and higher end hotels, which could be used for community visitors if residential density increases.
3. Establish economic incentives to support a vision for the experience axis.
  - » Economic development grant programs
4. Add more streets to the grid, enhance Sudley Road, and guide future development parcels.
  - » Fast track permitting
  - » Bonus density for delivering a specific use
  - » Implement long-term vision of Sudley Road
  - » Create dedicated multimodal crossing of Interstate 66
    - One proposed idea involved a network of trails that jump over I-66 and could connect to Manassas Battlefield and/or the Community College and through redevelopments.
  - » Provide guidelines for redevelopments as it relates to:
    - Access
    - Porosity
    - Internal circulation
    - Cross-parcel connections
    - Transit stops
  - » Incorporate new streets into Small Area Plan that complement recommendations (consider possibility of creating an interconnected loop that stitches communities together)
5. Create opportunities for diverse recreational needs (permanent).
  - » Incorporate new streets into Small Area Plan that complement recommendations (consider possibility of creating an interconnected loop that stitches communities together)
  - » Create awareness of the network of recreation spaces on a more regional level (such as league sports or tournament organizations)
  - » Open private spaces for public use, such as the Louis Family Farm site or the unused Sudley Road portion of the quarry parcel
    - It was noted that schools can be great partners in transforming and upgrading fields.