

Event Management Plan

The Ox Fairfax – Block A

City of Fairfax, Virginia

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TABLE OF CONTENTS

Introduction	4
Transportation Demand.....	4
Strategies for Accommodating Demand.....	5
Parking.....	5
Vehicular Access.....	7
Transit.....	7
Bicycle.....	8
Pedestrian.....	8
Event Operations Plans.....	8

LIST OF FIGURES

Figure 1: Public Parking Lots – Pedestrian Routes	6
Figure 2: Example of Potential Event Operations Plan Flowchart.....	9

LIST OF TABLES

Table 1: Mode Demand Table.....	4
Table 2: Public Parking Lots.....	6

Introduction

In order to mitigate traffic congestion and ensure orderly and safe events at The Ox Fairfax, Ox Hill Realty is preparing a multi-faceted and comprehensive traffic and event management plan. This document, The Ox Fairfax – Block A Event Management Plan, is one of several aspects of this effort. It provides an overview of projected transportation demand for large-scale events at The Ox Fairfax and outlines a set of strategies to mitigate the impact of events. The strategies outlined in this document will need to be reevaluated with the future extension of South Street through the site. It should be noted that the proposed concert hall is referred to as the “venue” throughout this document.

Transportation Demand

The first step in assembling an event management plan is to determine the design transportation and parking demand loads that the venue will generate. The following summarizes the transportation considerations for the anticipated events at The Ox Fairfax.

- **Performances**
 Concerts (and similar performances such as plays and comedy shows) will be the major events at The Ox Fairfax. Only a small number of concerts are expected to reach the maximum capacity of 4,127 patrons. Those concerts will have the highest parking demand of any event, and the highest traffic demand for all modes. When/if they occur on weeknights, they have the greatest chance of traffic impacts as some performance goers may start arriving at the end of the PM peak commuter hour. A variety of sized performances are anticipated to occur throughout the week, with larger events intended no more than two days a week and smaller engagements the other days.

Based on this overview, the event management plan was developed assuming full-capacity of 4,127 attendees. Approximately 171 staff members will work sellout events, resulting in a total attendance of 4,298 people. Performances this size will occur on both weekends and weeknights. Strategies developed for a large-scale event could also be applied as needed for smaller events and scaled down where appropriate.

The following table shows the results of a parking and transportation demand estimate for large-scale performances at The Ox Fairfax.

Table 1: Mode Demand Table

Mode	Mode Split	Total Person Trips	Persons/Vehicle	Total Vehicle Trips	Event Trips
Non-Auto	15%	645			
<i>Transit</i>	10%	430	-	-	430 people
<i>Walk</i>	3%	129	-	-	129 people
<i>Bike</i>	2%	86	-	-	86 people
Auto	85%	3,653			
<i>Drive and Park</i>	55%	2,375	3	792	2,375 people (792 cars)
<i>Rideshare/Taxi</i>	30%	1,279	2.5	511	1,279 people (511 cars)
Total	100%	4,298			4,298 people

These demand estimates were used to help assemble the mitigations strategies listed below, and are based on the following assumptions:

- **Mode Split:** A Mode Split/TDM reduction of 15 percent was applied to the theater (attendees and employees) based on guidance from City staff. It was assumed that 35% of inbound auto trips during the PM peak commuter hour and Saturday peak hour are using some sort of rideshare, and therefore, are not parking on site.

- **Car Occupancy:** This report assumed an event car occupancy of three (3) persons per vehicle, per *Parking* (Robert A. Weant and Herbert S. Levinson, Eno Foundation for Transportation, 1990). An average vehicular occupancy of 2.5 people per vehicle was assumed for rideshare trips.
- **Attendee Peak Flows:** Not all concert attendees will arrive and depart at the same time. This report assumes that 12% of people will arrive during the PM peak commuter hour and Saturday peak hour. The AM peak commuter hour trips were based on 25% of the PM peak hour trips.
- **Employee Peak Flows:** Based on information provided from the Applicant, approximately 171 staff members will work sellout events. It is assumed that 10% of theater employees will generate trips during the AM peak commuter hour and 75% of employees will generate trips during the PM peak commuter hour. It is assumed that the employees arriving during the AM peak commuter hour work typical office hours and will therefore be outbound trips during the PM peak commuter hour.

Strategies for Accommodating Demand

The traffic and parking demand generated by a full-capacity event will need to be accommodated across many facilities and over several modes of transportation. The management of transportation demand for full-capacity events will be focused on three (3) overriding strategies:

- *Spread out demand over different modes of travel*
Encouraging patrons to utilize non-auto modes of transportation will reduce the demand for parking facilities and lessen potential traffic impacts. Details on various measures to encourage non-auto travel are provided below.
- *Spread out demand within each mode of travel*
Encouraging patrons to utilize different paths reduces the demand in one specific area and helps spread out event trips across several facilities to utilize the capacity of the entire network. A significant step in this strategy is accomplished by having patrons that drive park in a number of parking facilities. This helps disperse traffic impacts across different roadways. Details on these concepts are discussed below.
- *Spread out demand over time*
Getting patrons to spread out their arrivals and departures over time can greatly reduce transportation impacts. Arrivals to concerts are generally already spread-out greatly relative to other events (such as sporting events). The Ox Fairfax management team will coordinate onsite programs and events to lessen congestion and peak times during event arrival and dispersal. These programs will include:
 - Pre-show dinners and events
 - After event promotions and incentives

If these overarching strategies are successful, it is likely that a majority of the transportation impacts can be mitigated without significant operational elements on event days. The following sections describe event management strategies for each mode of transportation.

Parking

In addition to parking provided on-site, the City of Fairfax has nine (9) public parking lots in Old Town Fairfax. Public parking lots would be available to visitors of The Ox Fairfax – Block A site as an alternative to parking on-site. The Fairfax County Judicial Center also has a paid public parking garage that would be available to visitors of The Ox Fairfax – Block A site. This provides an opportunity to spread event-generated traffic across several facilities with different access routes.

There are several garages and surface lots suited to serve the demand of large events, such as the Bank of America Parking Lot and the Fairfax County Courthouse Parking Garage. These garages and lots are anticipated to peak during the day during business hours; therefore, the supply at these locations is anticipated to accommodate the projected demand of any overflow parking from a sellout event, which will peak in the evenings.

The City’s public parking lots and their hours of operation are summarized in Table 2. The public parking lots and associated pedestrian routes relative to The Ox Fairfax – Block A site are shown in Figure 1.

Table 2: Public Parking Lots

Parking Facility	Type	Hours	Rate	Notes
1. Truro Anglican Church (10480 Main Street)	Surface Lot	24/7	Free	None
2. Bank of America (10440 Main Street)	Surface Lot	M-Sun 6a-6p	Free	No overnight parking allowed
3. Old Town Plaza (3955 Chain Bridge Road)	Garage	24/7	Free	2 hour parking restriction
4. City of Fairfax Regional Library (10360 North Street)	Garage	M-T 1p-9p; W-Sun 10a-6p	Free	None
5. Webb Parking Lot (3990 University Drive)	Surface Lot	M-F after 6p, Sat after 1p, Sunday	Free	None
6. Old Town Hall Parking Lot (3999 University Drive)	Surface Lot	24/7	Free	2 hour parking restriction M-F 9a-5p, all other times no restrictions
7. Upper Old Town Hall Parking Lot (10413 North Street)	Surface Lot	24/7	Free	3 hour parking restriction M-F 9a-5p, all other times no restrictions
8. Main Street Parking Lot (10367 Main Street)	Surface Lot	24/7	Free	None
9. Sager Avenue Parking Lot (10412 Sager Avenue)	Surface Lot	M-Sun 6a-2a	Free	Free parking except for reserved spaces
10. Fairfax County Court Parking Garage (10550 Page Avenue)	Garage	24/7	\$2.50/hr, \$12.50 max	Parking is paid M-F 7a-7p



Figure 1: Public Parking Lots – Pedestrian Routes

This plan makes the following recommendations to make it easier for patrons of The Ox Fairfax to make use of these parking resources:

- Prior to opening, management should reach out and contact the operators of major garage facilities nearby (The City of Fairfax), with the goal of coordinating the use of these garage facilities as the primary parking location for large events.

- Management will advertise and market the use of specific off-site parking facilities to ensure that attendees can find available parking and discourage the use of other nearby lots to avoid potential parking spillover impacts. Maps and parking directions should be provided on the venue website, social media, and through other means.
- Signing should be provided, including signs at garage entrances, and wayfinding signs for pedestrians as they walk to and from public parking and The Ox Fairfax.

Vehicular Access

As described above, patrons driving to The Ox Fairfax will have several parking options. In order to minimize impacts and help patrons find their way to the venue, this report recommends the following:

- Temporary changes to vehicular access (e.g. permission of left turning movements where they normally are not allowed). To facilitate these changes, a traffic officer would be needed to direct traffic.
- Consider other potential traffic-related concerns that might occur and provide assistance. Departing traffic from events tends to be more concentrated and could create potential congestion spots. Large volumes of pedestrians exiting the venue and walking to off-site parking may create points of high conflict between pedestrians and vehicles, which may require a traffic officer at locations with large numbers of pedestrians.

In addition to vehicular access to parking lots and garages, other access routes will be needed to accommodate activities such as rideshares and pick-up/drop-off. This report recommended the following for the other vehicular activities:

- Provide access routes and dedicated space for pick-up/drop-off, rideshares, and taxis
- Potential dedicated space locations:
 - Utilize the proposed short-term parking spaces on the north side of Entrance Drive, immediately adjacent to the proposed building
 - Utilize the proposed surface parking lot on the site as a pick-up/drop-off location or as a staging area for rideshare vehicles
- Work with rideshare companies to do geofencing of the venue on event days to restrict where attendees can be picked up and dropped off (e.g. only permit pick-up/drop-off at the roundabout, or require attendees to walk to an area where pick-up/drop-off activity would not conflict with other vehicle traffic or pedestrians)

Transit

It is anticipated that a portion of attendees would utilize transit to access the site. For the attendees that do access the site via transit, the following strategies should be considered:

- There are several bus stops located within a 0.25-mile radius of the site. The nearest bus stops to the site are located on Chain Bridge Road at the Fairfax County Courthouse and University Drive at Sager Avenue and are approximately within 100 feet of entry doors. Routes between these stops and the venue are short and have available walking paths and/or signalized crossings at major streets. To encourage patrons to utilize transit, improved pathways and bus stop accommodations should be provided.
- Since the closest Metro Station is Vienna/Fairfax-GMU, attendees utilizing Metro to access the site will require a last-mile connection from the station. If the volume of attendees using Metro to access The Ox Fairfax is anticipated to be low, this demand could be served by available bus routes and rideshares/taxis. In the event that a significant portion of attendees are expected to arrive via Metro, consider providing a shuttle between the venue and the Vienna/Fairfax-GMU Metro Station or increasing bus service between these two points.

Bicycle

It is anticipated that relatively few attendees will arrive to the site via bicycle. Bike racks will be provided in multiple locations around the site to accommodate the need for bicycle parking on site for events. In the event that demand for these facilities exceed supply, the following strategies should be considered during major events:

- Provide temporary bike racks in the public plaza space located near University Drive/Entrance Drive
- Provide a bicycle valet in the public plaza space located near University Drive/Entrance Drive or in the surface lot on site.

Pedestrian

Safe and efficient pedestrian access from the off-site parking facilities and the surrounding area is a key element of the event management plan. Overall, the pedestrian facilities near the venue provide a good walking environment. Pedestrian access to the site is provided along all adjacent streets, including Sager Avenue, Chain Bridge Road, University Drive, and South Street.

Depending on the nature of the event, some events may cause crowding outside of the venue prior to opening. Barriers or other measures will be placed outside the venue entrance to designate queuing space prior to opening, and event staff will be deployed to help organize the queues.

During large-scale events, pedestrians crossing at nearby intersections may overwhelm the sidewalks/crosswalks and impede other modes of travel. In order to facilitate these high-volume pedestrian crossings, police officers may be needed to direct traffic at adjacent intersections. The purpose of these officers would be to remove conflicts between vehicular and pedestrian traffic at these intersections. Notably, they will also be needed to help clear out pedestrian traffic after concerts end. Clearing pedestrians from the area and getting them on walking routes to parking facilities and transit stations as fast as possible will help all patrons get home quicker. Police officers manually controlling intersections may accomplish this more efficiently than a traffic signal. The need for such measures will depend on the location of off-site parking facilities and the size of the event.

Event Operations Plans

An Event Operations Plan (EOP) will be a detailed list of actions taken before and after events at The Ox Fairfax. The types of actions taken will be tailored to the type and time of the event. Whereas this document outlines potential impacts and provides an overview of strategies to handle demand, the EOP will act as an operations manual or handbook describing what happens on days of events. It will include items such as locations and times for deployment of police or Traffic Control Officers (TCO), specific event day only wayfinding sign placement, locations of temporary bicycle racks, and other event day operations. An example of a traditional element of an operations plan is an event day ‘flowchart’, which details measures taken on event days, as shown in Figure 2.

Example of Potential Operations Plan Summary for The Ox Fairfax

TIME	PARKING	TRAFFIC	PEDESTRIANS	BICYCLES	RIDESHARE/TNC	TRUCKS/LOADING
Before arrivals ↓	<ul style="list-style-type: none"> <input type="radio"/> Designated spaces set aside for staff <input checked="" type="radio"/> Branded signs placed at parking facilities 	<ul style="list-style-type: none"> <input type="radio"/> Recommended parking locations/access routes posted to event/venue website 	<ul style="list-style-type: none"> <input type="radio"/> Event day only wayfinding signs placed <input type="radio"/> Place barriers or designate space for queuing prior to event 	<ul style="list-style-type: none"> <input type="radio"/> Temporary racks placed in public plaza <input checked="" type="radio"/> Assemble bike valet tent & temporary racks 	<ul style="list-style-type: none"> <input type="radio"/> Close surface lot for TNC/PUDO use only <input type="radio"/> Activate TNC app geofencing 	<ul style="list-style-type: none"> <input type="radio"/> Trucks arrive and park at loading dock under supervision of dock manager
During arrivals ↓	<ul style="list-style-type: none"> <input checked="" type="radio"/> Police/traffic control officers placed at key parking exits or pedestrian crossings 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Special signal timings used to help traffic reach parking facilities 	<ul style="list-style-type: none"> <input type="radio"/> Event staff placed on walking routes <input checked="" type="radio"/> Police/traffic control officers placed at key pedestrian crossings 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Operate bike valet 	<ul style="list-style-type: none"> <input type="radio"/> Event staff deployed to help arrivals 	
During event ↓			<ul style="list-style-type: none"> <input type="radio"/> Remove barriers 			
During departures ↓	<ul style="list-style-type: none"> <input checked="" type="radio"/> Police/traffic control officers placed at key parking exits or pedestrian crossings 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Special signal timings used to help clear traffic 	<ul style="list-style-type: none"> <input type="radio"/> Event staff placed on walking routes <input checked="" type="radio"/> Police/traffic control officers placed at key pedestrian crossings 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Operate bike valet 	<ul style="list-style-type: none"> <input type="radio"/> Event staff deployed to help departures 	
After departures	<ul style="list-style-type: none"> <input type="radio"/> Signs removed 		<ul style="list-style-type: none"> <input type="radio"/> Event day only wayfinding signs removed 	<ul style="list-style-type: none"> <input type="radio"/> Temporary racks removed <input checked="" type="radio"/> Disassemble bike valet tent & racks 	<ul style="list-style-type: none"> <input type="radio"/> Signs removed 	<ul style="list-style-type: none"> <input type="radio"/> Trucks arrive and park at loading dock under supervision of dock manager

For events with up to 750 attendees
 For events with up to 3,000 attendees
 For events with over 3,000 attendees

Figure 2: Example of Potential Event Operations Plan Flowchart