ReThink9
Transforming the Historic Town of Hillsboro

Creating Walkable Piedmont Communities
March 31, 2023
Mayor Roger Vance
ReThink9 Project Corridor
Four Problems to Solve

Traffic & Pedestrians
Drinking Water
Wastewater System
Stormwater Management
ReThink9 Project Scope

- Two single-lane roundabouts at the eastern and western entrances to Hillsboro to slow incoming traffic and mitigate traffic congestion.
- Traffic-calming raised and at-grade crosswalks and a connected sidewalk system to provide pedestrian safety with 50+ parking spaces.
- Multi-modal paths and trails to facilitate safe bike/pedestrian access throughout Hillsboro connecting to key civic institutions, businesses and historic assets.
- Extensive context-sensitive streetscaping with native plant species and restoration of the historic—and traffic-calming—tree canopy.
- Underground utilities and install drinking water, stormwater and wastewater infrastructure, install Town-owned fiber-to-the-home conduit system.
ReThink9 Driving Principles

- MINIMIZE CONSTRUCTION DURATION
- ENSURE FINISHED PRODUCT QUALITY & DURABILITY
- DEMAND SAFETY
- DRIVE COST EFFECTIVENESS
Building Blocks of Successful Projects

- Problems
- Planning
- Partners
- People
ReThink9 Project Timeline

- **2003**: Comprehensive Plan - Vision for Revitalized Hillsboro
- **2005-2012**: Design Efforts - FHWA Funds Design Charrette Master Plan VDOT 80% Design
- **2016-2015**: Funding Commitments - $3.2M Drinking and Wastewater $5M Traffic Calming
- **2016**: Setting the Stage - OODA Formation - Sense of Place Community Events Town Wins TA Grant
- **2017**: Build It Now - Build It Once - Town Campaign for Full Funding Smartscale Bid Fails Project in VDOT VRMRS
- **2018**: NFTA-Loudoun Funding Launches Final Design Town Wins $17A Grants
- **2019**: Safe Drinking Water Project - Final Design Shirley Begins Construction
- **2019**: ReThinks Bids
  - 1st Bids Rejected Not Revised with Road Closures 2nd Bids Lower Cost Contract Award to Archer Western

**2020**
- **Summer**: Traffic Signals Removed Roundabout Traffic Patterns Begin. Full Road Closure Ends. Limited 1-Way Traffic Begins
- **July**: New Well Online. Boiler Water Lifted Underground Utility Work Continues

**MARCH 2020**: ReThink9 Construction Begins During COVID Pandemic

**2020**: Town Planning Updated

**2020-2021**
- **Fall/Winter**: Roadway, Sidewalk, Roundabout, Utility Construction Continues
- **February-March**: 2021
  - Raised Crosswalks Built Limited 2-Way Traffic Begins
- **April**: 2021
  - Underground Utilities Powered Up. Overhead Lines/Poles Come Down

**May 2021**: Road Reopens to 24/7 2-Way Traffic Substantial Completion

**2021**: Official Ribbon Cutting Ceremony
- **June**: 2021

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9
ReThink9 Project Timeline

Late 2021
• Town-owned Fiber Optic Cable installed in Town-owned conduit to each home
• Agreement with Internet Service Provider
• High-speed broadband access available for each Hillsboro residence

2022
• Begin construction of three TA multi-use trails
• Begin construction of Wastewater Treatment Package Plant
• Supplementary Streetscaping Project

2023
• Complete construction of three multi-use trails
• Complete construction of Wastewater Treatment Package Plant
• Complete sanitary connections to all residences and businesses
• Begin fourth multi-modal trail & historic bridge reconstruction project
• Apply for fifth multi-modal trail grant
Lessons Learned

1. HAVE A VISION
2. DON'T TAKE NO FOR AN ANSWER
3. ALWAYS LEAN FORWARD
4. BUILD A TEAM WITH ONE GOAL
5. KNOW IT ALL
6. INVEST FOR THE FUTURE
7. EXPECT THE UNEXPECTED
8. RESPECT YOUR WORKERS
9. NEVER LET UP
Have a vision – own it, share it, shamelessly promote it from it from start to finish

• Tell the story with detailed data and poetic prose
• Show the dream—in vibrant colors
• Cultivate and nourish allies
• Counterpunch and neutralize detractors
• Disregard the naysayers
• Communicate, communicate, communicate
Don’t take “no” for an answer—*unless you really have to*

- Challenge conventional wisdom, always ask why, have no fear
- “We always do it that way” is not an answer
- Demand inventive thinking
- Remember “rules” *can be broken—or bent*
- There is always a first time for everything
- Keep a few chits in your pocket for when you need to give in
Always lean forward—*Proceed as if success is inevitable*

- If you *believe* it will happen, others will too
- Exude confidence in the face of each setback, *only expect success*
- Use each defeat as a building block for victory
- Anticipate setbacks
- Always know and constantly reevaluate the risks and “what ifs”
Build and lead a team with only one goal— yours

- Be crystal clear from day one that your goal must be everybody’s goal, period!
- Be a partner with your contractor, never an adversary
- Maintain transparency and respect to build trust
Know it all—*every detail matters, own them*

- No one will ever care as much as you do
- Your team will know you mean business
- Your constituents expect you to know everything
- Mistakes will happen
- It is yours, so own it
Invest for tomorrow with quality and durability—*don’t be cheap or cut corners*

- Better to be criticized today for high quality than to be criticized forever for building a subpar project
- “Penny-wise, pound-foolish,” know and document the difference
- Historic assets have tangible financial value, don’t degrade them
- Aesthetics don’t matter—*until they do, and they always will!*
Expect the unexpected—support and attacks can come from any direction when you least expect it

- Anything is possible
- Use your imagination, game it out from all perspectives
- Know the hot buttons for friends and foes alike
- Have a game plan
- Ensure you can respond rapidly
- Be trusted by always being transparent and honest
Respect and celebrate your workers—*gratitude and graciousness make everyone feel valued*

- Let everyone on your team know they are critical to your success
- Workers with pride and sense of ownership are your most valuable asset
- Share in success, celebrate together, and often
Never let up—*it’s easier to start than finish*

- Plan for the end from the beginning
- Build and maintain records of conversation
- No one’s memory is infallible
- Deploy a tiger team to complete the punch list
- You’re never done until you’re done
- Build upon success
AND HAVE SOME FUN!
ReThink9
Transforming the Historic Town of Hillsboro

Before & After

WHAT A WALKABLE COMMUNITY LOOKS LIKE
Before & After
Before & After
Before & After
Before & After
Before & After
Before & After
Build Upon Success

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MULTI-USE TRAILS COMPLETE
THE CONNECTIVITY
Build Upon Success—GapWay Trail
Build Upon Success—GapWay Trail
Build Upon Success—GapWay Trail
Build Upon Success—GapWay Trail
Build Upon Success—GapWay Trail
Build Upon Success—Gaver Mill Trail

This is the birthplace of Susan Koerner Wright, born in Hillsboro, Virginia in 1836, and July 4, 1889, mother of Wilbur and Orville Wright, inventors of the airplane. A notable woman who largely guided and wisely counselled her sons to their immortal discovery. Katherine Wright Haskell, who died on March 24, 1928, was the mother also of Wilbur and Orville Wright.
Build Upon Success—Gaver Mill Trail
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Build Upon Success—Gaver Mill Trail
Build Upon Success—Janney Mill Trail
Build Upon Success—Janney Mill Trail
Build Upon Success—Janney Mill Trail
Build Upon Success—Janney Mill Trail
Build Upon Success—Janney Mill Trail
Build Upon Success—Janney Mill Trail Bridge
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Return on Investment

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Transforming the Historic Town of Hillsboro

BUILDING A WALKABLE COMMUNITY PAYS OFF
Return on Investment
From Creating a Walkable Hillsboro

Instilled renewed sense of community and pride
Improved quality of life, promotes physical fitness
Directly contributes to increased property values
Stimulated private investments and homes and property upgrades
Stimulated expansion of existing businesses
Brought new investors to develop new businesses
New businesses adding to Town revenue base
Bringing new visitors to explore the Town
Attracting young families with children
Return on Investment
From Creating a Walkable Hillsboro

A place people want to be, see and enjoy, expanding its attractiveness for events