

**BOARD OF SUPERVISORS
FINANCE/GOVERNMENT OPERATIONS AND
ECONOMIC DEVELOPMENT COMMITTEE
ACTION ITEM**

SUBJECT: Nighttime Economy Ad-Hoc Committee Report

ELECTION DISTRICT: Countywide

CRITICAL ACTION DATE: At the pleasure of the Board

STAFF CONTACTS: Buddy Rizer, Executive Director, Economic Development
Gwen Kennedy, County Administration

PURPOSE: The purpose of this item is to present the Nighttime Economy Ad-Hoc Committee (NEAC) Report for acceptance by the Board of Supervisors (Board) and request direction to address the report's recommendations.

RECOMMENDATIONS:

Economic Development Advisory Commission (EDAC): The EDAC recommends that the Finance/Government Operations and Economic Development Committee (FGOEDC):

1. Accept the report and recommend it to the full Board for adoption;
2. Recommend that the report be referred to the Transportation and Land Use Committee (TLUC) where the Committee can further evaluate the resources needed to implement the subcommittee recommendations; and
3. Recommend that a seat be reserved on the New Comprehensive Plan Stakeholders Steering Committee for NEAC representation.

Staff: Staff concurs with EDAC's recommendations 1 and 2.

BACKGROUND: On May 18, 2015, the Board's Economic Development Committee endorsed the Economic Development Advisory Commission's (EDAC) goals related to the Nighttime Economy Ad-Hoc Committee (NEAC). The NEAC was created as a means to explore the policies and issues needed to improve Loudoun County's nighttime economy in ways that attract workforce and increases employment and economic opportunities, while also enhancing a sense of community throughout the County.

Over 50 members of the business community, non-profit community, and government participated on subcommittees focused on seven core elements of a nighttime economy:

1. entertainment,
2. public space and amenities,
3. housing affordability and diversity,
4. economic development initiatives/incentives,
5. transportation,
6. public safety, and
7. compliance.

During the summer and fall of 2015, the subcommittees completed research and developed a set of draft recommendations for improving the nighttime economy. These recommendations were presented to the public for input at a community meeting on March 14, 2016 and are highlighted in the NEAC Report (Attachment 1). All work completed by NEAC is documented at www.loudoun.gov/nighttime-economy.

The NEAC Report highlights the history and structure of the committee, the membership of each subcommittee, community input provided through a community meeting and survey, a set of recommendations by each subcommittee, and proposed next steps. The EDAC approved the NEAC report unanimously on May 13, 2016. Todd Pearson and Tony Howard, co-chairs of the NEAC, will present the NEAC report to the FGOEDC and will discuss the NEAC's proposal for moving the recommendations forward. A copy of their presentation can be found in Attachment 2.

ISSUES: The set of subcommittee recommendations outlined in the NEAC report provide a framework for improving the nighttime economy. The NEAC envisions that the recommendations would be implemented within the next couple of years in preparation for Metro Rail Service to Loudoun County. Many of the recommendations are focused on making improvements throughout the entire County in an effort to implement principles and policies that could be extended to the areas surrounding Metro. The Committee also envisions that the recommendations would be used to develop policies and procedures needed to create more walkable, amenity rich environments that will attract commercial investment, businesses, visitors and workers of all ages. Some of the recommendations outlined in the report include:

Entertainment Subcommittee Recommendations

- Determine the feasibility and value of creating Arts, Entertainment and Cultural Districts in the County;
- Make the government process for opening and operating an entertainment business easier and more collaborative; and
- Create a strategic public/private sector partnership to better market dining and entertainment options in Loudoun.

Public Space and Amenities Subcommittee Recommendations

- Encourage communities and towns to create public spaces for socialization and interaction;
- Adopt guidelines to activate these spaces through design elements that encourage use by all age groups; and
- Support density in urban walkable environments and provide flexibility to achieve open public spaces in innovative ways.

Housing Diversity and Affordability Subcommittee Recommendations

- Prioritize housing diversity and affordability as a strategic objective for the Board and County Staff;
- Make housing diversity and affordability a top priority in all County policies, plans and zoning, including the New Comprehensive Plan; and
- Align transportation policies with our housing policies, to ensure all workforce and customers can access jobs and other activity centers.

Economic Development Initiatives & Incentives Subcommittee Recommendations

- Create an environment where the government and private sectors can collaborate as partners to achieve our economic and development goals; and
- Allow more flexibility in the development process that allows property owners to adjust to changing market conditions, trends and consumer demands.

Transportation Subcommittee Recommendations

- Apply innovative, technology enabled solutions to publicize transportation options to, from and within activity centers;
- Incorporate and publicize safe transportation access for ridesharing, car services, safe rides;
- Expand multi-modal options and alternatives to cars; and
- Align County's transportation plan with development objectives.

Compliance Subcommittee Recommendations

- Make it easier to stage special events by creating an effective, customer-focused strategy for planning and executing these events;
- Create partnerships with law enforcement to establish best practices to ensure public safety at special events and nightlife areas; and
- Create a simplified, unified and easily enforceable noise standard in the County.

Public Safety Subcommittee Recommendations

- Public safety issues should be treated as a priority in advance of planning new activity centers, including the future metro stations; and
- County and development community should work together to adopt Crime Prevention through Environmental Design (CPTED) strategies to address known public safety threats through project development.

A preliminary review of the recommendations shows that many of the items are related to land use. Therefore, staff recommends sending the report to the TLUC where staff can evaluate the resources needed to address the recommendations through a work plan. The evaluation will determine which recommendations are or could be incorporated within current processes being completed by the County, including current planning efforts such as the New Comprehensive Plan and the Silver Line Small Area Plan. In addition, staff will evaluate the coordination requirements among County agencies and the private sector. Some of the recommendations will require participation by multiple County agencies, with some of them being best implemented in partnership with the private sector. It is important to note the private sector has already made efforts to incorporate the NEAC recommendations into their work plans. Visit Loudoun has incorporated some of the NEAC recommendations into their Draft 2017-2019 Strategic Plan. Further integrating the NEAC recommendations within the private sector will be crucial to its success.

The New Comprehensive Plan (Plan) Charter adopted by the Board (9-0) on April 21, 2016 includes a stakeholder steering committee which will serve as an advisory group to the Board and the Planning Commission to assist in the Plan's development. EDAC recommends that a seat be reserved for a NEAC representative to ensure that recommendations are included in the New Comprehensive Plan process. The current stakeholder steering committee, made up of 26 members, includes fifteen interest specific stakeholder representatives. EDAC currently holds a seat as a stakeholder representative. Although staff understands the importance of having NEAC representation, EDAC has chosen a co-chair of the NEAC to serve as their representative on the committee. Therefore staff believes NEAC will have adequate representation through the EDAC representative.

FISCAL IMPACT: There is no fiscal impact at this time. Staff will evaluate the resources needed to implement the recommendations if directed by the Board.

ALTERNATIVES:

1. The FGOEDC could recommend that the Board adopt the NEAC report and refer it to the TLUC where staff can evaluate resources and develop a work plan.
2. The FGOEDC could recommend that the Board adopt the NEAC report and not refer it to TLUC for further evaluation.
3. The FGOEDC could recommend that the Board not adopt the NEAC report.
4. The FGOEDC could recommend adding an additional member to the Stakeholder Steering Committee representing NEAC.

DRAFT MOTIONS:

1. I move that the Finance/Government Operations and Economic Development Committee recommend that the Board of Supervisors adopt the Nighttime Economy Ad-Hoc Committee Report.

AND

I further move that the Finance/Government Operations and Economic Development Committee recommend to the Board of Supervisors that the report be referred to the Transportation and Land Use Committee for staff to evaluate the resources needed to implement the Nighttime Economy Ad-Hoc Committee recommendations and develop a work plan for review by the Committee.

OR

2. I move and alternate motion.

ATTACHMENTS:

1. Nighttime Economy Ad-Hoc Committee Report
2. NEAC Report Presentation

Economic Development Advisory Commission

NIGHTTIME ECONOMY AD-HOC COMMITTEE REPORT

July 2016



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Letter from the NEAC Co-Chairs

Members of the Loudoun County Board of Supervisors:

It is our privilege to present to you the final report of the Nighttime Economy Ad-Hoc Committee (NEAC).

This report, and the work that went into it, was necessitated by the reality that Loudoun County finds itself at an economic crossroads. In order to maintain the prosperity and quality of life that Loudoun enjoys today, we have to accept the reality that the competition for commercial investment, jobs and talent is both fierce and driven by market forces that Loudoun has yet to adapt to.

Of course, Loudoun County has much to be proud of. Our community enjoys a robust economy and what many consider a world class quality of life – fine schools, good jobs, beautiful scenery, an international airport and access to the nation’s Capital.

But Loudoun’s future prosperity cannot be secured by employing the strategies that worked in the past. We need new, forward-thinking ideas for a changing marketplace. Failing to do so imperils our competitiveness and ability to pay for the schools, roads and public safety our citizens demand.

As part of our Committee’s work, we examined the historic changes in how Americans want to live, work and play. We found that these changes are driving economic investment and growth, not only in America but in the world. Logically, businesses and commercial investment are going to where the customers and talent are.

So what do we do about it? We adapt!

If many residents of ALL ages and incomes prefer to live, work and play in walkable environments with rich recreational and entertainment amenities, Loudoun needs growth policies, in a number of areas, which reflect that reality.

This report of the Nighttime Economy Ad Hoc Committee proposes several policy changes that would improve Loudoun’s future competitiveness for jobs, investment and talent. Among these are:

- Allowing projects more flexibility to adapt to changing market conditions;
- Having the County prioritize housing diversity and affordability as a strategic objective;
- Creating public/private partnerships to market Loudoun's dining and entertainment options;
- Make it easier to stage special events in Loudoun County;
- Better use of technology to make travel between activity centers safer and more reliable;
- Focusing on public space and public safety as part of our future growth plans.

This report is the product of the many hours, energy and hard work invested by the Nighttime Economy Committee. It also benefitted from the input offered by the many citizens that attended the NEAC's March 13 public input meeting and the more than 1,100 individuals that completed our online survey.

We thank the Board of Supervisors for your willingness to support this effort. We also thank County staff for their outstanding work and support, particularly chief staff liaison, Gwen Kennedy of the County Administrators staff. The quality of this final report benefitted greatly from her contributions.

Now that the Nighttime Economy Ad Hoc Committee's work has concluded, the real work begins. On behalf of our Committee, we pledge our continued commitment to see our recommendations further developed and made into reality. We thank you for your support of that endeavor.

Sincerely,



D. Todd Pearson
NEAC Co-Chair



Tony Howard
NEAC Co-chair

The History and Structure of the Committee

In 2015, the Board of Supervisors Economic Development Committee directed EDAC to create an ad-hoc committee focused on developing and proposing ideas to improve Loudoun County's nighttime economy, and to help attract and retain businesses, visitors and a workforce at all age levels. EDAC created the Nighttime Economy Ad-Hoc Committee (NEAC) as a means to explore the policies and issues needed to improve Loudoun's entertainment, cultural and retail experiences in ways that attract workforce, and increase employment and economic opportunities, while also enhancing the sense of community throughout the County.

Vision: To develop creative place making opportunities and sensible policies which encourage an increased nighttime social life for residents, employees, and visitors of all ages and cultural backgrounds.

Mission: The Nighttime Economy Ad Hoc Committee will examine policies, resources, and amenities that address Loudoun County's nightlife offerings. Specifically, the Committee will address policies that can boost entertainment offerings throughout the County and increase financial prospects for employment and business development while also helping to enhance the sense of community throughout the diverse areas that comprise our County.

EDAC developed subcommittees focused on seven core elements of a nighttime economy: entertainment, public space and amenities, housing affordability and diversity, economic development initiatives/incentives, transportation, public safety and compliance. Over 50 people from the business community, non-profit community, and government agencies participated on a committee. From May 2015- March 2016, the committees researched their respective topic areas and developed recommendations for improving the 18-hour economy in the County. All the work completed by the committees is documented at www.loudoun.gov/nighttime-economy. A documented meeting schedule can be found in **Appendix I**.

The NEAC solicited input from the community through a public input meeting and community survey. The public input meeting was held from 6-8 pm on March 14, 2016 at the BLVD in Loudoun Station. Seventy-five members of the community, including residents and businesses, attended the public input session. Members of the public were asked to comment on the draft recommendation drafted by each subcommittee. Public input was also provided through a community survey conducted from January to March 2016. The purpose of the survey was to determine the types of places Loudoun Residents visited after work and on the weekend, and where they most often visited these venues (inside or outside the County). The survey asked residents what would make Loudoun County a more popular destination for entertainment, cultural, shopping and dining experiences. The survey also looked at venues visited by Non-Loudoun County residents, and asked how often they come to Loudoun after work or on the weekends for recreation and entertainment activities. Over 1,000 people completed the survey.

The committee recognizes that implementing the recommendations will take resources from the County and its partners. Therefore, NEAC recommends that the report recommendations be

forwarded to the Transportation and Land Use Committee where the committee can further evaluate the resources needed to implement the recommendations. NEAC believes that some of the recommendations could be incorporated into current processes and efforts by the County, including the New Comprehensive Plan process and the Silver Line Small Area Plan that the Board has initiated. NEAC recommends that a member of the committee serve on the New Comprehensive Plan Stakeholders Committee that has been established by the Board. Implementation of the recommendations should be completed as soon as practical to ensure the County has the policies and structures in place to create a successful nighttime economy around the metro stations.

NEAC Membership

NEAC Co-Chairs

Membership	Affiliation
D. Todd Pearson	VP, B.F. Saul Company
Tony Howard	President & CEO, Loudoun Chamber of Commerce

Compliance Subcommittee

Membership	Affiliation
Brent George (chair)	President & CEO, Buddha George Consulting Inc.
Andrew Painter (co-chair)	Walsh Colucci
Eric Demetriades	Laurel Brigade Law Group
Bill May	Miller and Smith, One Loudoun
DFC James Spurlock	Loudoun County Sheriff's Office

Economic Development Initiatives/Incentives Subcommittee

Membership	Affiliation
Chuck Claar (chair)	Branch Associates
Colleen Gillis (co-chair)	Partner, Cooley LLP
Mark Hassinger	West Dulles
Miguel Salinas	Loudoun County Department of Economic Development

Entertainment Subcommittee

Membership	Affiliation
Beth Erickson (chair)	President & CEO, Loudoun Convention & Visitors Association
Kristopher Diemar (co-chair)	President, Pitmaster Hospitality- Smokehouse Live
Marantha Edwards	Town of Leesburg
Tiffany Grygo	Fortessa
Katie Hammler	Town of Leesburg
Joanna Theurich	Janelia Research Campus
Kyle Tsao	Loudoun Resident

Housing Diversity & Affordability Subcommittee

Membership	Affiliation
Chauvon McFadden (chair)	Principal, Crimson Wealth Strategies
Paula Harper (co-chair)	George Washington University
Michele Frank	Independent Consultant
Kindra Harvey	Town of Leesburg
Amy Owen	Community Foundation of Loudoun and Northern Fauquier Counties
Joe Paciulli	Paciulli Simmons & Associates
Keith Segerson	EDAC
Christine Windle	Dulles Area Association of Realtors
Ara Bagdasarian (advisory)	CEO & Co-founder, Omnilert
Kim Hart (advisory)	Windy Hill Foundation
Stacey Miller (advisory)	Inova Health Foundation
Ann Orem (advisory)	Clarke-Hook Real Estate
Rick Pearson (advisory)	Neustar

Public Safety Subcommittee

Membership	Affiliation
Tyiesha Thaxton (chair)	Lansdowne Resort
Ted Lewis (co-chair)	Principal, GeoConcepts Engineering Inc.
Will Peart	Gordon
Linda Hale (advisory)	Fire Marshal's Office, Dept of Fire, Rescue & Emergency Management (FREM)
Keith Johnson (advisory)	Operations, FREM
Kevin Johnson (advisory)	Office of Emergency Management, FREM
DFC James Spurlock (advisory)	Loudoun County Sheriff's Office

Public Space & Amenities

Membership	Affiliation
Scott Loftis (chair)	Loudoun Chamber of Commerce, Young Professionals
Jeff Tarae (co-chair)	Newmark Grubb Knight Frank
John Bischoff	George Washington University
Asia Jones	Loudoun County Public Schools
Zach Kendall	Kim Kendall Interiors
Maggie Parker	Comstock
Brad Pierce	Stanmyre + Noel Architects
Hans Punia	Loudoun Resident
Connor Wilson	CBRE
Samuel Yoffe	Neustar

Transportation

Membership	Affiliation
Mark Baker (chair)	Bowman Consulting
Keith Wallace (co-chair)	Leasing Representation, Merritt Properties
Bill Junda	Gordon
Michael Lo Presti	President, Presti & Company, Inc.
Ken Theurich	Civil Engineer, Loudoun Resident
Casey Veatch	Veatch Commercial Real Estate
Bob Brown (advisory)	Loudoun Department of Transportation & Capital Infrastructure
Lou Mosurak (advisory)	Loudoun Department of Transportation & Capital Infrastructure

Staff Support:

Office of the County Administrator: Gwen Kennedy and Kenny Young

Department of Economic Development: Lois Kirkpatrick, Brian Tinsman, Amy Mugford, James David, Alex Gonski

Department of Family Services: Sarah Etro, Kelly Marrocco, Brian Reagan

Department of Planning and Zoning: Ricky Barker, John Merrithew, Rich Klusek, Theresa Stein

Office of Emergency Management: Terra Capps

Department of Fire, Rescue and Emergency Management: Jerome Swaine

What Does the Community Want?

Community input was solicited through a public input meeting and a community survey.

Public Input Meeting@ the BLVD

The public input meeting was held from 6-8 pm on March 14, 2016 at the BLVD in Loudoun Station. Seventy-five members of the community, including residents and businesses, attended the public input session.

After presenting the background and general work of the NEAC, members of the public were able to comment on draft recommendations drafted by each sub-committee.

Comments by the Community supported draft recommendations and included:

- The County needs more activities for all generations, including millennials and empty nesters;
- Additional venue spaces are needed to hold entertainment activities, music performances, and arts productions related to dance and theatre;
- The types of activities offered in the County should be expanded. This would include the expansion of restaurants, music venues, nightclubs, and the expansion of outdoor spaces for the public to gather.
- Housing needs to be closer to entertainment and should include transportation options;
- The County needs more apartment and condos at multiple price points, densities, and locations;
- The County should focus on multi-modal means of transportation, and should offer alternative commuter bus routes directly to and between communities and towns; and
- The County should expand awareness of all transportation options through the use of technology.

Comments provided during the public input session and through written correspondence can be found in **Appendix II**.



Entertainment Subcommittee Co-Chair, Beth Erickson, speaks with a member of the community at the public input meeting.

Nighttime Economy Community Survey

Public input was also provided through a community survey conducted from January to March 2016. The purpose of the survey was to determine the types of places Loudoun Residents visited after work and on the weekend, and where they most often visited these venues (inside or outside the County). The survey asked residents what would make Loudoun County a more popular destination for entertainment, cultural, shopping and dining experiences. The survey also looked at venues visited by Non-Loudoun County residents, and asked how often they come to Loudoun after work or on the weekends for recreation and entertainment activities. Over 1,000 people completed the survey. Of those participants, 89% were Loudoun County residents.

Survey Analysis on Age Cohorts

Staff from the Department of Economic Development completed an analysis on survey responses by age group. The goal of the analysis was to inform the strategy to attract needed cohorts (such as millennials and empty nesters) to Loudoun, which will bolster available workforce, and increase local spending and consumption.

The sample size for the analysis was 1,099 respondents. These respondents were categorized into age cohorts as follows:

Name of Cohort	Age Definition	# of Respondents
Millennials	35 years or younger	353
Generation X	36-55 years of age	647
Baby Boomers	56 years or older	99

There were many observed similarities among age groups, and a few key differences when breaking the analysis down even further to whether or not respondents had children:

1. Every age cohort chose **movie theatres** as the top place they visit after work or on weekends, and those with kids felt the strongest about it.
2. **Outdoor recreation venues** and **sports facilities** were ranked as top four visited places by all age cohorts with kids, but were not highly ranked by age cohorts without kids.
3. **Live performance venues** was ranked as a top four visited place by all age cohorts without kids, but was not as highly ranked by age cohorts with kids.
4. Millennials and empty nesters ranked their top three visited places in the same order: **(1) movie theatres, (2) wineries/breweries, (3) live performance venues.**

Survey Results

www.loudoun.gov/nighttime-economy/survey

1,100 Participants

- 89% from Loudoun
- 11% Non-residents

Loudoun residents that responded by area:

- 40% Ashburn
- 25% Leesburg
- 15% West of 15
- 10% Sterling
- 6% Aldie/Stoneridge
- 4% Chantilly/South Riding

What type of places do Loudoun Residents visit?

- 80% movie theatres
- 67% wineries/breweries
- 64% outdoor rec venues

Do non-residents come to Loudoun after work or on weekend for rec and entertainment activities?

- 76% Yes
- 24% No

5. All age groups that reside in Loudoun chose **Loudoun County** as the top destination for activities after work and on the weekends.
 - a. The majority chose Fairfax and D.C. as their second and third destinations.
 - b. Millennials without kids were the exception, choosing Arlington and Alexandria second and third. Understanding the draw of these locations may help inform a strategy to attract and/or retain this cohort.
6. Every age cohort chose “*Having a wide variety of places to shop, eat, socialize and enjoy art, sports and entertainment*” as the most important issue for building a strong entertainment, cultural and retail economy in Loudoun County.

A complete analysis by cohort can be found in **Appendix III**. A complete copy of the community survey results can be found at www.loudoun.gov/nighttime-economy/survey

Nighttime Economy Ad-Hoc Committee Recommendations

Entertainment Subcommittee Recommendations

The Nighttime Economy Sub-Committee examined the policies, resources and amenities that address Loudoun County's nightlife offerings. Specifically, the Committee reviewed and addressed policies that can boost entertainment offerings throughout the County and increase financial prospects for employment and business development while also helping to enhance the sense of community throughout the diverse areas that comprise Loudoun County.

The committee developed both transportation and compliance recommendations and, working in conjunction with those committees, has ensured that those recommendations have been included in the respective sections.

- *Arts, Cultural, and Entertainment (ACE) Districts*- Direct the County to ask for the authority to designate Arts, Cultural and Entertainment (ACE) districts; allowing the County the same authority as towns.
 - Determine the feasibility of designating ACE Districts as a marketing/branding opportunity throughout the county.
 - Charge the Department of Economic Development with making information and resources available to property owners and artists ACE Districts.
 - Fund a dedicated staff position at the county level to expand the number of ACE Districts and create linkages to encourage the development and marketing of ACE Districts within the county.
 - Non-profit partnering with local government; incentive fund with general appropriations.
 - Facilitate and provide incentives to create a “Catalyst” project, such as a performing arts center.
 - Simplify and streamline the process businesses must go through in order to open an arts and entertainment venue or hold an arts and entertainment event.
 - Professionally manage and maintain public spaces through the private sector or through public-private partnerships.
 - Build capacity with a dedicated revenue stream to effectively manage marketing and execution of large-scale, public, free, hospitality zone-wide events and initiatives.
 - Develop and implement a busker (street performer) program to provide entertainment.

What does the Community Want?

54% of survey respondents felt that additional **entertainment** options will make Loudoun a more popular destination.

“An entertainment hub vs. entertainment venues spread throughout the county. I think One Loudoun is well on its way, but placing emphasis on the nightlife component vs. just being a bar in a restaurant. Give everyone a reason to want to go out at night and market it that way.”

-NEAC Survey, 2016

- *Coordinate Marketing Efforts*- Create a standing committee comprised of the directors of marketing from Visit Loudoun, Loudoun County Chamber of Commerce, Loudoun County Economic Development, Loudoun County EDAC, Town of Leesburg, Town of Purcellville, etc. to work on specific campaigns; utilizing shared assets and reinforcing branding. The chair of this committee would rotate between the organizations on an annual basis. The committee further recommends that the first project undertaken would be a “Teach Loudoun to Lunch and Dine” campaign.
- *Streamline Processes*- Create a concierge service that promotes positive customer service, assists with streamlining the planning and permitting process, and facilitates working relationships with multiple departments for the business consumer. (We have the Business Assistance Team, but is there one “concierge” that interfaces w/the business consumer?)
- *Ordinance Cooperation*- Direct the County to work with the towns and law enforcement to bring the disparate zoning and codified ordinances into agreement, encourage cooperation and solution-driven action steps.

Public Space & Amenities Subcommittee Recommendation

The committee focused on identifying the types of public space and amenities found throughout the County, successful uses of public space and amenities, and challenges that may exist. Public spaces are social spaces that are generally open and accessible to the public, with amenities consisting of resources, conveniences, facilities or benefits that are continually offered to the general public for their use and/or enjoyment.

Understanding that each area within Loudoun County is unique, the Public Space and Amenities Sub-Committee have made several recommendations of what the optimal use of Public Space and Amenities would include. These recommendations would encourage increased usage of all Public Spaces and Amenities within Loudoun County. This in turn would strengthen the county not only economically but socially. Loudoun will be looked at as a progressive county which has taken a proactive approach to how its citizens, visitors, businesses, and government interact for the greater good and future of the County.

What does the Community Want?

The **top 2** improvements that survey respondents felt will make Loudoun a more popular destination were additional **entertainment** options and more **walkable communities**.

Of the responses focused on walkability, 22% singled out **public gathering spaces** as most important, and 22% felt more **mixed-use developments** will improve Loudoun.

“More walkable locations like Reston Town Center and Ballston. We need 15-20 story office/condo units.”
-NEAC Survey, 2016

- *Community Social Spaces*- Encourage existing and future communities & towns to provide their citizens public spaces to socialize and interact with each other. This space would be safe, open, well lit, and visible and allow for multiple social uses with convenient parking and pedestrian access. Spaces should include a diversity of sizes, uses and types, ranging from large central plazas to smaller, more intimate parks.

- *Develop Public Space Guidelines* – Create public space guidelines to activate the spaces through design elements to enhance the greater community, and foster multiple uses to appeal to a range of demographics at different times.

- *Place Management* – Professionally maintain and manage the public spaces through the private sector or public private partnerships (similar to Business Improvement Districts or Urban Partnerships).

- *Density* – Support density in the County’s more urban walkable environments to foster a nighttime economy.

- *Flexibility* – Amend zoning ordinances to provide flexibility to meet public use space and open space requirements in innovative ways.

Case studies outlining successful uses of public space and interview information can be found in **Appendix IV**.

Housing Diversity & Affordability Subcommittee Recommendations

The committee focused on examining the policies and resources that affect the diversity, density and accessibility of housing options in key areas within Loudoun County, including the metro stations. The committee addressed policies that can impact the attraction and retention of a multi-generational group that will support Loudoun's growing commercial and public sectors. Recommendations involve housing strategies that can be implemented in a variety of settings throughout the County.

What does the Community Want?

Over half of survey responses about housing focused on **affordability and density** as key issues.

"Affordable housing or metro access adjacent to bars, restaurants and entertainment venues to attract more young people to live and play in the County. When you do go out here it feels like everyone is 40 and older. Young people want to be around other younger people. Most can't afford to live in the apartments currently being constructed near the new mixed-used developments. Instead of building "luxury" units consider building smaller units with multiple bedrooms which would attract younger people with roommates."

-NEAC Survey, 2016

- *Defining Housing Diversity* – In order to insure the future success of the County as both an urban and suburban economy, Housing Diversity should be defined in the broadest sense to include a variety of types, densities, heights, and price structures. Housing diversity should include special emphasis on millennials and empty-nesters which will drive a significant portion of the commercial and retail tax base, as well as “affordable” housing for all sectors of the population.
- *Prioritization of Housing*- Adopt housing diversity and affordability as a top priority of the Board of Supervisors in the County's strategic planning, operations and economic development.
- *Comprehensive Plan Rewrite*- Undertake a full review and rewrite of the Comprehensive Plan that recognizes housing as the linchpin to commercial economic development success. Planning and zoning ordinances will account for significant density and diversity in specific areas including, but not limited to, Loudoun's two metro stations and key economic sectors.
- *Policies and Strategies Supporting Live/Work/Play*- Embrace the concept of “Live Work and Play” into all practices by establishing planning and zoning policies and comprehensive plan strategies that support a vibrant – and viable – balance of retail, office and housing with multiple density, height and pricing options.
- *Future Research*- Research and address appropriate business practices, policies and staffing models that support the success of developing and maintaining housing diversity.
- *Transportation Options*- The County will foster, either directly or through public private partnerships, multi-model transportation options that connect retail areas and housing of all types: urban, suburban, and rural.

- *Development Proffers*- In 2016 legislation was passed by the Commonwealth to restrict the use of development proffers. Development proffers have been a critical tool used in establishing neighborhoods in Loudoun County. Loudoun must find effective ways to work with developers to ensure a diverse housing portfolio without the use of proffers.

Economic Development Initiatives/Incentives Subcommittee Recommendations

The committee focused on identifying existing and potential initiatives and incentives that could support and encourage development and business that promotes a vibrant, thriving nighttime and weekend economy. Recommendations by the committee include:

- *Public Private Partnership Opportunities*- Identify opportunities for public private partnership to promote and support the infrastructure and public facilities necessary for mixed-use developments and a vibrant nighttime economy.
- *Flexibility*- Allow developers, landowners and businesses to quickly and easily make changes in response to the economy and demands of the market place. Greater development flexibility will result in more economic opportunities and will enable the County to take advantage of changing market conditions to maximize revenue. Maximum flexibility can be achieved by:
 - Incorporating flexibility within the County’s land use plans and zoning;
 - Allowing flexibility for innovative uses that will attract businesses and residents by contributing to the vibrancy of the location and creating a sense of destination;
 - Relaxing development phasing requirements to allow greater responsiveness to market demands;
 - Encouraging additional density in mixed use settings to create a sense of community and place;
 - Allowing the business community to act quickly to the market in order to keep pace with changes of the economy and demands of the market place; and
 - Providing flexible policies that add to the affordable housing stock and place residents near nodes for night time activity.
- *Problem Solving/Facilitation*- Foster an environment to allow business and government to work as a team to resolve issues that add time and expense to the process. The subcommittee recommends that the county continues its initiatives such as the ‘Business Assistance Team’ and outreach with Loudoun Water, while fostering and promoting additional programs that engage regulatory agencies as partners in economic development.

What does the Community Want?

The majority of survey responses about improving government process focused on **additional flexibility** in codes and ordinances.

“Have venues that are open later in multi-use communities. Have reasonable noise ordinances in LoCo and incorporated towns. Really begin to develop the nighttime economy in Oldtown Leesburg with retail, restaurants, and bars open later.”

-NEAC Survey, 2016

Transportation Subcommittee Recommendations

The committee focused on researching and defining challenges and opportunities related to different modes of transportation used in the County and the region, connectivity between and from activity centers, safety considerations, parking, and public awareness.

The following recommendations were developed in coordination with other sub-committees of the Nighttime Economy Advisory Committee (NEAC).

- *Resource Development-* Improve awareness of transportation options by developing mobile apps, resource, maps, webpages, and links to existing resources to communicate locations for various parking and transportation facilities, routes, and transit options to various events and Regional Activity Centers nodes (e.g. Towns, Metro Stations, and Activity Centers within the County).
- *Stakeholders/Partners Group-* Organize a group of key shareholders in the community to work with the newly established Transit Advisory Board and the County's Commuter/Transit Services division to develop strategies, identify funding mechanisms, and facilitate public awareness of transportation options; encourage collaboration between businesses for private transportation (i.e. Developers, retailers, large businesses, universities, etc.); and expand workforce and para-transit options.
- *Queuing Areas-* Provide safe, well-lit areas for pick up/drop off, and queuing for families, Uber, taxi, and/or other public and private means of transportation.
- *Overnight Parking Options-* Encourage private parking facilities and those maintained by County or townships to post signs allowing patrons of businesses to leave their car over night for pick up next morning before towing is enforced. Set parameters or standards for towing and notification by way of signage to inform patrons of rules.
- *Private Transit Options between Centers of Activity-* Expand opportunities for private circulator service within and between Regional Activity Centers. Encourage private businesses to collaborate in co-located centers to provide private transit services to and from Metro stations and other locations, for workforce and patrons. Example: Private transportation companies could provide these connections between centers.

What does the Community Want?

The majority of survey responses about transportation focused on improving **alternatives to cars.**

“There are 40 vineyards, plus rural and town breweries and distilleries and very little readily available cabs or ubers. That is nuts. Loudoun County should try to attract way more public transit like ubers and cabs, not just metro for people's commute or to get to DC.”

-NEAC Survey, 2016

- *Safe Ride Programs*- Publicize and expand late night safe rides home. Using existing services such as Sober Ride as an example, establish other subsidized safe ride home transportation services through privately organized businesses.
- *Paratransit and School Resources*- Expand and fund existing transportation resources for the disabled, elderly, and high school aged students to accommodate the County's nighttime work force.
- *Investment and Funding*- Continue existing investment and identify more permanent sources for overall funding to support transit and transportation needs within Loudoun County that promotes the Nighttime Economy.
- *Bike and Pedestrian Alternatives*- Continue to develop new connections and missing links currently under study by DTCI for bike/pedestrian alternatives, with regular updates to the Bicycle and Pedestrian master plan and trail network outlined on the County's website. Prioritize connectivity to Metro Stations, followed by W&OD and other trail connectivity and widening of existing streets to accommodate bicyclists.
- *Comprehensive Plan Update*- Recommendations for updating the County's Comprehensive Plan should include missing links, connectivity, and alternative solutions for all modes of transportation as identified in the County-wide Transportation Plan (CTP) for the Nighttime Economy.

Public Safety Subcommittee Recommendation

The committee focused on developing public safety recommendations and policies that encourage and supports the nighttime economy in higher density mixed use environments which will benefit residents, employees, and visitors to Loudoun County. Recommendations by the committee include:

- *Evaluation of Public Safety Procedures-* Current public safety staffing procedures should be evaluated to determine if they are providing the most effective and efficient use of Loudoun County's Public Safety staff. The Board of Supervisors should review the public safety operations of neighboring jurisdictions that have been impacted by the opening of new metro stations and adopt those best practices of those jurisdictions for the opening of Metro and the increase of mixed use developments where activities extend into evening hours.
- *Extend Loudoun County Presence at Metro Stations-* At Loudoun County's future metro stations, times of peak ridership and criminal activity is when public safety services will be most needed. The Loudoun County Sheriff's Office should extend its presence at the county's Metro stations during these peak periods.
- *Implementation of CPTED-* Crime Prevention through Environmental Design (CPTED) is a proven methodology that incorporates built-in crime prevention measures that are aesthetically pleasing while creating an environment that deters would-be criminals. CPTED principles include natural surveillance, natural access control, territoriality, activity support, and maintenance. This strategy is utilized in architectural design as well as site and urban design. See **Appendix V** for more information planning policies related to CPTED.

Compliance Subcommittee Recommendations

The committee focused on the “Compliance” Core Element policies, resources, and amenities, and other areas for improvement in order to boost the aspects of a vibrant and rich nighttime economy. The areas investigated and addressed included: liquor laws, safety plans, server training, security training, patron behavior, age identification, zoning, safety alliances, & noise.

Recommendations related to Special Events in Loudoun County

- *Special Events Ordinance*- Create a Special Events Ordinance that is the master permits process for final approval in order to hold a Special Event. This master permit will require the completion of all associated permits that are necessary for the safe and efficient holding of a Special Event. This ordinance would additionally give the Special Events office the authority to correct an event in process or shut it down if required.
- *Additional Staff*- Add additional staff with associated increase in Special Events budget to handle increased workload in coordinating events and attendance at field events.
- *New User Guide*- Create a “Special Events User Guide” that can be posted online and captures all the interfaces and points of contact that are usually handled manually by the Special Events Coordinator. This would include a checklist of steps that are necessary to efficiently and effectively request and coordinate the different types of special events in Loudoun County. This knowledge management repository would capture the years of expertise and types of special event requests that have been developed and showcase that Loudoun County knows how to successfully plan and coordinate special events.

What does the Community Want?

22% of survey respondents felt that additional **special events** will make Loudoun a more popular destination for entertainment and culture.

“I think once a month, during warm months, the main streets should be shut down on Saturday nights to allow foot traffic and encourage people to eat/drink/shop downtown.”
-NEAC Survey, 2016

Recommendations related to the Loudoun County Sheriff's Office

- *Best Practice Symposiums*- Create a quarterly cycle of “Best Practices Symposiums” held at various locations within Loudoun County to discuss the latest situations and issues that have been handled by the LCSO and to better educate communities, residents, restaurant and bar owners, and staff, and be a visual face to Loudoun County. This will provide necessary and beneficial information on how to best and most efficiently interface with the LCSO and the services they can and will provide. This will have the benefit of showing that the LCSO is proactive and a partner within the community to make

Loudoun County strong. This will be essential as the nighttime economy is growing and more businesses are drawn to Loudoun County.

- *Knowledge Management Repository-* Create a knowledge management repository that can be posted online and captures all the interfaces and points of contact that are usually handled manually by the LCSO. This would include scenario-based information to inform residents and businesses on how best to engage with the LCSO during different situations and issues. This knowledge management repository would capture the years of expertise and types of scenarios that have been encountered by the LCSO. This will showcase that the LCSO is reaching out, is available, and is partnering with the community.

Recommendations related to Noise

- *Unified Noise Ordinance-* Recommend Loudoun County develops and incorporates enforceable and predictable noise standards and enforcement methods for both the Zoning Ordinances and Codified Ordinances. Ideally one overarching noise ordinance that has precedence over both the Zoning Ordinance and the Codified Ordinance will be created. Accordingly, the proposed Zoning Ordinances text amendment presently under consideration (ZOAM 2014-0006 (“Noise Standards”)) should be considered in relation to the Codified Ordinances amendment process. This will provide predictability to Loudoun County residents and will permit Loudoun’s zoning and law enforcement staff a consistent approach to measuring noise.
- *Noise Hotline Phone Number-* Create one Loudoun County noise hotline number to allow for the lodging of a noise complaint regardless of whether it is within the Zoning Ordinance or Codified Ordinance jurisdictions. This will eliminate the ambiguity of who to call based on each noise situation.

Next Steps

The NEAC believes that the recommendations developed in this report will assist the County in improving and creating a successful 18-hour economy in Loudoun, and will be critical to taking advantage of rail and the economic development opportunities it provides. The recommendations outline changes that could be made to policies, processes and structure both within the County Government and within the private sector. Partnerships between the County and the private sector will be vital to moving the recommendations forward.

The committee recognizes that implementing these recommendations will take resources from the County and its partners. Therefore, NEAC recommends that the report recommendations be forwarded to the Transportation and Land Use Committee where the committee can further evaluate the resources needed to implement the recommendations. NEAC believes that some of the recommendations could be incorporated into current processes and efforts by the County, including the New Comprehensive Plan process and the Silver Line Small Area Plan that the Board has initiated. NEAC recommends that a member of the committee serve on the New Comprehensive Plan Stakeholders Committee that has been established by the Board. Implementation of the recommendations should be completed as soon as practical to ensure the County has the policies and structures in places to create a successful nighttime economy around the metro stations.

Appendix I

NIGHTTIME ECONOMY AD-HOC COMMITTEE COMMITTEE SCHEDULE

Date	Committee	Location	Start Time
6/2/2015	Full NEAC Committee	Government Center	8:10 AM
6/23/2015	Sub-Committee Chairs	Leesburg Room, Government Center	8:10 AM
7/8/2015	Compliance	Purcellville Room, Government Center	2:30 PM
7/14/2015	Economic Dev Initiatives/Incentives	Purcellville Room, Government Center	8:30 AM
7/15/2015	Public Safety	Purcellville Room, Government Center	8:15 AM
7/17/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
7/21/2015	Compliance	Purcellville Room, Government Center	1:00 PM
7/27/2015	Entertainment	Smokehouse Live, Village of Leesburg	2:00 PM
7/28/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
7/28/2015	Public Space & Amenities	Hamilton Room, Government Center	8:15 AM
7/30/2015	Economic Dev Initiatives/Incentives	Purcellville Room, Government Center	10:30 AM
8/4/2015	Compliance	Purcellville Room, Government Center	1:00 PM
8/5/2015	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
8/12/2015	Economic Dev Initiatives/Incentives	Cooley, 11951 Freedom Dr, 15th Floor, Reston	1:00 PM
8/17/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
8/17/2015	Entertainment	Smokehouse Live, Village of Leesburg	3:00 PM
8/18/2015	Compliance	Purcellville Room, Government Center	8:15 AM
8/18/2015	Public Space & Amenities	Hamilton Room, Government Center	8:15 AM
8/19/2015	Public Safety	Lansdowne Resort, Board Room	8:00 AM
8/21/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
8/28/2015	Economic Dev Initiatives/Incentives	Cooley, 11951 Freedom Dr, 15th Floor, Reston	12:00 PM
9/1/2015	Compliance	Purcellville Room, Government Center	1:00 PM
9/2/2015	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
9/3/2015	Housing Diversity & Affordability	Lansdowne Room, 102 Heritage Way, Leesburg	8:15 AM
9/14/2015	Compliance	Uncle Julio's, One Loudoun	1:00 PM
9/14/2015	Entertainment	Smokehouse Live, Village of Leesburg	5:30 PM
9/15/2015	Public Space & Amenities	Hamilton Room, Government Center	8:15 AM
9/16/2015	Public Safety	GeoConcepts	8:00 AM
9/17/2015	Economic Dev Initiatives/Incentives	Middleburg Room, Government Center	10:30 AM
9/18/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
9/22/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
9/23/2015	Economic Dev Initiatives/Incentives	Cooley, 11951 Freedom Dr, 15th Floor, Reston	10:00 AM
9/29/2015	Compliance	Purcellville Room, Government Center	1:00 PM
10/1/2015	Entertainment	Smokehouse Live, Village of Leesburg	3:00 PM
10/7/2015	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
10/13/2015	Compliance	Purcellville Room, Government Center	1:00 PM
10/16/2015	Public Safety	Vienna/Fairfax GMU Metro Stop	10:00 AM
10/16/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
10/20/2015	Public Space & Amenities	Hamilton Room, Government Center	8:15 AM
10/21/2015	Public Safety	GeoConcepts	8:00 AM
10/27/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
10/29/2015	Economic Dev Initiatives/Incentives	Cooley, 11951 Freedom Dr, 15th Floor, Reston	12:00 PM
11/3/2015	Entertainment	Smokehouse Live, Village of Leesburg	5:30 PM
11/4/2015	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
11/16/2015	Marketing Meeting	Leesburg Room, Government Center	9:30 AM
11/16/2015	Entertainment	Smokehouse Live, Village of Leesburg	5:30 PM

**NIGHTTIME ECONOMY AD-HOC COMMITTEE
COMMITTEE SCHEDULE**

Date	Committee	Location	Start Time
11/17/2015	Public Space & Amenities	Hamilton Room, Government Center	8:15 AM
11/17/2015	Economic Dev Initiatives/Incentives	Cooley, 11951 Freedom Dr, 15th Floor, Reston	9:00 AM
11/20/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
11/20/2015	Entertainment and Compliance	Round Hill Room, 3rd Floor, Gov Center	2:30 PM
11/30/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
12/1/2015	Compliance	Leesburg Room, Government Center	1:00 PM
12/9/2015	Sub-Committee Chairs	Lovettsville Room, Government Center	2:00 PM
12/17/2015	Housing Diversity & Affordability	Purcellville Room, Government Center	8:15 AM
12/18/2015	Transportation	Chamber of Commerce, Lansdowne	1:00 PM
12/18/2015	Economic Dev Initiatives/Incentives	Purcellville Room, Government Center	3:30 PM
1/6/2016	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
2/3/2016	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
3/2/2016	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM
3/14/2016	Public Input Meeting	Blvd, 43805 Central Station Drive, Ashburn	6:00 PM
4/6/2016	Sub-Committee Chairs	Lovettsville Room, Government Center	8:10 AM

Appendix II

NIGHTTIME ECONOMY AD HOC COMMITTEE PUBLIC INPUT MEETING MINUTES

Date of Meeting: March 14, 2016	Time of Meeting: 6-8 pm
Location of Meeting: BLVD, 43805 Central Station Dr, Ashburn, VA 20147	

Members in Attendance (check if present)					
Todd Pearson (co-chair)	Y	Kindra Harvey	N	Stacey Miller	N
Tony Howard (co-chair)	Y	Mark Hassinger	N	Rick Pearson	N
Bob Brown	N	Keith Johnson	N	Will Peart	Y
Chuck Claar	Y	Kevin Johnson	N	Brad Pierce	Y
Ara Bagdasarian	N	Asia Jones	Y	Hans Punia	Y
Mark Baker	Y	Bill Junda	N	Miguel Salinas	Y
John Bischoff	N	Zach Kendall	Y	Keith Segerson	N
Eric Demetriades	N	Ted Lewis	Y	James Spurlock	Y
Kristopher Diemar	Y	Scott Loftis	Y	Jeff Tarae	Y
Marantha Edwards	Y	Michael Lo Presti	N	Tyiesha Thaxton	N
Beth Erickson	Y	Bill May	Y	Joanne Theurich	N
Michelle Frank	N	Chauvon Mcfadden	Y	Ken Theurich	N
Brent George	Y	Lou Mosarack	Y	Kyle Tsao	N
Colleen Gillis	N	Amy Owen	Y	Casey Veatch	N
Tiffany Grygo	Y	Ann Orem	N	Keith Wallace	Y
Linda Hale	N	Andrew Painter	N	Connor Wilson	N
Katie Hammler	N	Joe Paciulli	N	Christine Windle	N
Paula Harper	Y	Maggie Parker	Y	Samuel Yoffe	N

Meeting Summary (includes matters proposed, deliberated or decided and votes taken)
<p>Staff Present: Gwen Kennedy, Lois Kirkpatrick, Brian Tinsman, Amy Mugford, Kenny Young, Ricky Barker, Terra Capps, Rick Morris, James David</p> <p>Seventy-six (76) members of the public were in attendance</p> <p>Todd Pearson and Tony Howard gave a presentation on the background, action plan and draft recommendations of the Committee.</p> <p>A majority of the meeting allowed members of the public to talk and provide comments to members of the committee. Discussion on subcommittee recommendations and topics included:</p>

Meeting Summary (includes matters proposed, deliberated or decided and votes taken)

Compliance

- Noise ordinance enforcement in Town of Leesburg for entertainers- have longer hours on Friday & Saturday nights for events without getting multiple noise complaint violations because music being played.
- Advertise and disseminate information with regard to special events so public will know when noisy events will be coming in Loudoun County
- Enforce noise compliance with regard to Data Centers, especially those adjacent to residential communities. Ensure they are permitted zoning noise levels for all times of the day and night.
- Need larger outside/inside venues for special events: concerts, MMA, cage fighting, music.
- Need additional venue spaces in conjunction with wineries and breweries to hold entertainment activities & music performances.

Economic Development Initiatives & Incentives

- Non-profits partnering with local government (relating to cultural); incentive fund with general appropriations
- State laws requiring/disallowing lounge bars. If a certain percentage of sales have to be in food sales (vs. alcohol), it disincentives a place for people to “hang out”
- Flexibility options

Entertainment

*Video source signifies comments that were recorded by video

- Need more activities for all generations, including millennials and more adult activities
- Need to focus on more than just millennials, including empty nesters that have more disposable income (video source)
- Do not have enough people to actually “fill or do” the activities we already have available. Focus on getting more people to leave here to help support the nighttime economy (video source).
- Promote the arts. Interested in professional theatres and venue for the arts (dancing, theatre production) and opportunity to bring more to the residents of Loudoun (video source).
- Integration to make it a one stop shop between all different types of activities (video source).
- Need more restaurants, music venues, and nightclubs
 - Double as banquet space during the day
 - Need to ensure there are live music venues with adequate space. Don’t know of any in Ashburn (video source).
- Need to expand types of activities offered
 - One participant spoke about opening a dinner theatre, and cited zoning as an issue. “I can’t have catering and parking” in an already existing built environment. Wants to expand choices overall.
 - Create more public gathering spaces like ice skating, outdoor theatre in high density areas. Like to see parks that have amenities.
 - Wants to see more non-sports outdoor activities
 - Integration between sports/technology and entertainments. Wants an indoor sportsplex.
 - Cultural centers and lounges that are open late similar to New York City. There is no consistency in the diversity of the music venues. Smoke House Live is all country. Bungalow Lakehouse primarily has a DJ. Tally Ho primarily has cover bands.

Meeting Summary (includes matters proposed, deliberated or decided and votes taken)

- Discussion related to the Town of Leesburg
 - Help to develop “arts and culture” on a for profit and a non-profit in Downtown Leesburg- Art Co Ops
 - “Downtown Leesburg noise ordinance is a disaster. More liberal restrictions county and town wide for music inside and outdoors.”
 - Too much empty real estate in Downtown Leesburg. Get with landlords to show art in the windows or something to make it not look as desolate.

Housing Diversity and Affordability

- The county needs more apartments and condos at multiple price points, densities, and locations.
- Housing is too expensive.
- How will the county work with developers under the new proffer law?
- We need housing that’s closer to entertainment and transportation.
- I don’t want to pay \$2500.00 a month for apartment rent when I can buy a house for that amount of money, but I don’t want to buy a house without a family.
- Will the county build more apartments and condos?

Public Safety

- Participants were extremely interested and positive about the use of Crime Prevention through Environmental Design (CPTED). Participants commented the CPTED is something that makes sense and would Loudoun a better place if CPTED principles were utilized in design.

Public Space and Amenities

- Outdoor Music Venue – Amphitheatre
- Lack of outdoor spaces for Teenagers use
- Lack ability to walk from parks to active environments.
- Lack of international theme evenings/event
- Lack of bike lanes
- Outdoor fitness area – hold classes
- Bi-lingual – signage/outreach
- Transportation to parks
- Incorporate insourcing options to encourage places for students to work, live, and play through educational and entrepreneurial opportunities. Use of a west coast philosophy to promote critical thinking. (Nick Savage – mercuryspeed@hotmail.com)

Transportation

- Can we connect Loudoun to the last Metro station through public transportation?

Answer: Currently Loudoun Connector has a route to Wiehle Avenue, Reston, VA.

- Can we co-locate rail type method of transportation along the W&OD trail as an alternate route for commuting (future). Consider other rail options from Metro to destination spots (i.e. One Loudoun, etc.)?
- Consider alternative commuter bus routes directly to communities
- Consider more multi-modal means of transportation

- Program commuter routes to connect towns
- Connections for sight-seeing tours and awareness
- Create more awareness/apps/website

Meeting Summary (includes matters proposed, deliberated or decided and votes taken)

- Buses to colleges/universities
- Seek vendor sponsorships for free rides home from festivals and events where drinking offered (wine/beer festivals). Often companies are willing to sponsor free rides.
- Greater focus on Sterling commuter needs – preserving the network (potential source for workforce)
- Temporary closures of main block in downtown Leesburg for events
- Expand the bicycle master plan to include accessibility for bike riders into Sterling

Comment Cards

Participant	Comment
Jay Tamawgari rogue.crayon99@gmail.com	College Town
Alan Hansen ahansen@dbia.com	<ol style="list-style-type: none"> 1. Do you have hour by hour income figures on Lansdowne, One Loudoun, Village at Leesburg and Dulles Town Center? Would like to focus on evening activities. 2. Has anyone tapped Montgomery County or Arlington County on cost of emergency services (fire, rescue, police) in evening/night? 3. Is the economy greater for food and drink? Clothing, it sales etc? 4. Agree that nighttime activities must be choreographed- Leesburg 4th of July and car show in June/July- bring in overwhelming crowds!
Not identified	Music Festival. There is no music festival between Delaware and Arlington, VA
Not identified	<ol style="list-style-type: none"> 1. Stations need to have recommendations displayed on boards 2. Comment cards should be made available at each station 3. Hard to have conversation
Not identified	Create family opportunities where the adults can have fun, but know their children are safe nearby
Not identified	Data centers are good to have. But in order to generate employment, we need IT Business Parks. Loudoun will need to attract big business like Verizon to establish offices and hire local talent.
Not identified	Better collaboration with County and Towns. All of this great work needs to be addressed at the town level as well. If the County has a set noise level for concerts, the town should follow . Leesburg needs to not stop at 9 or 10 in the evening.

At 7:30, each subcommittee provided an overview of what they had learned from discussions.

Comments were also provided via email by Tom Loftus, President of the Equitable Housing Institute (EHI) in February and March. A copy of these comments can be found here- [EHI Comments](#).

Appendix III

Analysis completed by the Loudoun County Department of Economic Development Strategic Initiatives Team on April 18, 2016

Objective

Analyze survey responses according to age groups. This will help inform the strategy to attract needed cohorts (such as millennials) to Loudoun, which will bolster available workforce, and increase local spending and consumption.

Sample Size

There were 1,099 survey respondents; 353 respondents were 35 years or younger (Millennials), 647 respondents were 36-55 years old (Generation X), and 99 respondents were 56 or older (Baby Boomers).

Millennials (35 years old or younger)

Millennial Survey Respondents (353)

Demographics	#
Loudoun millennials	318
w/o kids	170
w/ kids	144
did not specify	4
Non-Loudoun millennials	35
w/o kids	25
w/ kids	10

Here is a quick snapshot of what millennials w/o kids are saying:

1. The top places they visit after work or on weekends are **movie theatres, wineries/breweries, clubs/bars and live performance venues.**
2. The top location that resident millennials w/o kids visit these venues is **Loudoun (52%)**.
 - a. Second is Arlington (16%); Third is Alexandria (13%).

Comparatively, here is a snapshot of what millennials w/ kids are saying:

1. The top places they visit after work or on weekends are **movie theatres, outdoor recreation venues, wineries/breweries and sports facilities.**
2. The top location that resident millennials w/ kids visit these venues is **Loudoun (60%)**.
 - a. Second is Fairfax (13%); Third is D.C. (11%).

Responses from Loudoun millennials were generally the same as non-Loudoun millennials, with one exception:

1. Non-Loudoun millennials selected *“Having transportation options...to make it safe and easy to get to and from entertainment venues”* more often as an important issue for building a strong entertainment, cultural and retail economy.

Generation X (36 to 55 years old)

Generation X Survey Respondents (647)

Demographics	#
Loudoun Gen X	592
w/o kids	177
w/ kids	409
did not specify	6
Non-Loudoun Gen X	55
w/o kids	30
w/ kids	24
did not specify	1

Here is a quick snapshot of what Generation X w/o kids are saying:

1. The top places they visit after work or on weekends are **movie theatres, live performance venues, wineries/breweries** and **clubs/bars**.
2. The top location that resident Gen X w/o kids visit these venues is **Loudoun (59%)**.
 - a. Second is D.C (15%); Third is Fairfax (12%).

Comparatively, here is a quick snapshot of what Generation X w/ kids are saying:

1. The top places they visit after work or on weekends are **movie theatres, outdoor recreation venues, wineries/breweries** and **sports facilities**.
2. The top location that resident Gen X w/ kids visit these venues is **Loudoun (56%)**.
 - a. Second is D.C (16%); Third is Fairfax (13%).

There were no significant differences in responses between Loudoun Generation X respondents and non-Loudoun Generation X respondents.

Baby Boomers (56 years old or older)

Baby Boomer Survey Respondents (99)

Demographics	#
Loudoun Baby Boomers	82
w/o kids	73
w/ kids	8
did not specify	1
Non-Loudoun Baby Boomers	17
w/o kids	17

Here is a quick snapshot of what baby boomers w/o kids (i.e. empty nesters) are saying:

1. The top places they visit after work or on weekends are **movie theatres, wineries/breweries, live performance venues** and **museums/galleries**.
2. The top location resident baby boomers w/o kids visit these venues is **Loudoun (57%)**.
 - a. Second is Fairfax (14%); Third is D.C. (9%).

Comparatively, here is a quick snapshot of what baby boomers w/ kids are saying:

1. The top places they visit after work or on weekends are **movie theatres, outdoor recreation venues, wineries/ breweries and sports facilities.**
2. The top location resident baby boomers w/ kids visit these venues is **Loudoun (75%).**
 - a. Second is D.C (13%); Third is Alexandria (13%).

There were no significant differences in responses between baby boomer respondents that reside in Loudoun and baby boomers that do not reside in Loudoun.

Conclusion

There were many observed similarities among age groups, and a few key differences when breaking the analysis down even further to whether or not respondents had children:

7. Every age cohort chose **movie theatres** as the top place they visit after work or on weekends, and those with kids felt the strongest about it.
8. **Outdoor recreation venues** and **sports facilities** were ranked as top four visited places by all age cohorts with kids, but were not highly ranked by age cohorts without kids.
9. **Live performance venues** was ranked as a top four visited place by all age cohorts without kids, but was not as highly ranked by age cohorts with kids.
10. Millennials and empty nesters ranked their top three visited places in the same order: **(1) movie theatres, (2) wineries/ breweries, (3) live performance venues.**
11. All age groups that reside in Loudoun chose **Loudoun County** as the top destination for activities after work and on the weekends.
 - a. The majority chose Fairfax and D.C. as their second and third destinations.
 - b. Millennials without kids were the exception, choosing Arlington and Alexandria second and third. Understanding the draw of these locations may help inform a strategy to attract and/or retain this cohort.
12. Every age cohort chose *“Having a wide variety of places to shop, eat, socialize and enjoy art, sports and entertainment”* as the most important issue for building a strong entertainment, cultural and retail economy in Loudoun County.

Appendix IV

Successful Use of Public Space and Amenity Integration

Case study #1 - The Walmart AMP (Arkansas Music Pavilion, the AMP)

This venue is known as Northwest Arkansas' premiere outdoor concert venue. The Arkansas Music Pavilion (AMP) is the largest outdoor music venue in the state with a capacity of 10,000 attendees. The AMP started out as a temporary, tented venue that was only used seasonally for music concerts. A few years ago, the AMP was acquired by the Walton Arts Center, a leading non-profit organization whose mission is to enhance the cultural life of Arkansas residents through music and the performing arts. Based on extensive community outreach and research, the Walton Arts Center determined that the AMP could be a valuable multi-use outdoor venue for the entire region and formed a public-private sector initiative to build a world-class amphitheater. Private sector companies donated land and made contributions to the building campaign and Arkansas based Walmart acquired long-term naming rights to the venue.

The \$11 million facility now hosts year-round music concerts, charity engagements, private events and corporate meetings.





Lessons Learned

Describe benefits of public-private partnership when operating a public amenity.

Case Study #2 – Bryant Park

Bryant Park, located in midtown Manhattan is publicly owned, privately managed, and financially self-supporting. The eight-acre park abuts the New York Public Library and serves as a haven for office workers from the nearby highrise buildings. In the 1970's, however, the park was suffering from deferred maintenance by a beleaguered City Parks Department, and had deteriorated into a haunt of drug dealers and users. Beginning in 1980, the park underwent extensive re-design and restoration, and is now one of the most active and loved spaces in New York City. It features a great lawn, framed by flowers, trees, and a gravel walkway; among its amenities are benches, movable chairs, six kiosks, 11 entrances, ornate lighting, two monuments, restrooms, tables for chess and backgammon, a petanque area (boules), and the historic Josephine Shaw Lowell Fountain. The park also has two restaurants, one of which is located on a terrace.

Capital investment: The \$18 million park redesign/restoration was completed in 1995, after almost 15 years of planning. It was funded from a combination of grants, BID assessments, state bond funds, city capital funds, and private venture capital. More recent improvements of the park include a \$160,000 restroom renovation and a \$5 million investment in construction of the Bryant Park Grill. On a yearly basis, 400 chairs must be replaced from wear-and-tear, as well as the 6-8 that are stolen. BPRC keeps the number of chairs in the park stable at around 2,000. In

addition, it has also undertaken the task of improving park elements long left in disrepair, including sidewalks, bluestone paths, limestone balustrade, etc.

LESSONS LEARNED

Given the right location and design, a public space with professional programming and management can be self-supporting and profitable.



Interviews Conducted

Leesburg

1. Marantha Edwards, Town of Leesburg, Director of Economic Development 8/7/15
2. Gwen Pangle, Pangle and Associates Real Estate 8/12/15
3. President of the Leesburg Downtown Business Association
4. Ex-officio member of the Loudoun County Chamber of Commerce

Brambleton

1. Rick Stone (General Manager: Brambleton Community Association, longtime Brambleton resident)
2. Restaurant staff/management in Brambleton Town Center including:
3. Blue Ridge Grill management (outdoor dining amenity with unique candle lighting)
4. Regal Cinemas and Fox 16 & IMAX staff

5. Papa Tony's Trattoria staff
6. Sweet Frog staff
7. ABC staff
8. Cold Stone Creamery staff
9. Brambleton Golf Course staff
10. Northern Virginia Regional Parks Authority staff/NOVA Parks Staff

Purcellville

1. Mayor Fraser

Middleburg

1. 9 business leaders, owners, and a member of Economic Development (Cindy Pearson)

Phase II Developments

1. Interviewed various stakeholders including merchants, owners, residents and residential neighbors

Appendix V

Loudoun Nighttime Economy Adhoc Committee Public Safety Sub-Committee CPTED Planning Recommendations

Background: Crime and fear are the important issues that will affect the quality of life and success of the nighttime activities around Loudoun's proposed stations or in its mixed use centers. People will avoid going out at night or stay away from these areas if they feel unsafe. This has important economic consequences to the surrounding businesses, and ultimately to Loudoun County if the businesses are not successful.

Crime Prevention Through Environmental Design (CPTED) is an industry recognized design strategy to reduce crime. CPTED is especially well-suited for Loudoun's proposed metro stations and mixed use centers where there is a mix of residences, workers, and night time activities. This technique, if employed correctly, has been demonstrated to enhance law enforcement, reduce the costs of physical security, and provide safer and more desirable areas for people to work, live and play.

Current Conditions: New transit lines are often viewed by affluent neighborhoods as crime generators. Criminologists agree that public transit tends to frame opportunity for crime, as it moves large proportions of high-risk population around the city, along a limited number of paths and destination points⁽¹⁾. It also contributes to the regional spread of crime⁽²⁾. In addition to actual crime, literature confirms there is a fear of crime among transit users⁽³⁾.

Stations and bus stops are more vulnerable than on trains and buses themselves^(4,5). This is because passengers are tired, preoccupied, carrying packages, or are distracted by young kids⁽⁶⁾.

Most of the crime happens afterhours while less serious incidents occur during rush hours⁽⁷⁾. Crowded areas allow pickpockets and purse snatchers an opportunity to hide and rapidly escape. Rape, homicide, and robbery usually occur in areas with low pedestrian activity, limited surveillance, and concealment (dark corners, elevators, restrooms)⁽⁸⁾.

Particular land uses (e.g., schools, bars, liquor stores) tend to attract crime⁽⁹⁾. There are also subtle relationships between the sociodemographic and the urban form characteristics of the station neighborhood and the station design⁽¹⁰⁾. The combination of service businesses i.e. check cashing, liquor sales, vacant lots and parking lots create an "oasis of potential targets."

Despite the above criminology research findings, the Washington Metropolitan Area Transit Authority (WMATA) has been generally crime free. Three factors contribute to Metro's record of safety: architectural design, a vigilant maintenance policy, and stringent rules and enforcement. WMATA integrates design elements with enforcement strategies to reduce the incidence of crime⁽¹¹⁾.

Optimal Conditions: The County's objective is to create a bustling and diverse night-life environment, such as that in downtown Silver Spring, Md, to attract new residents, metro

patrons, and business customers. The proposed metro stations and their surrounding mixed use development should not only be physically safe, but perceived to be safe.

The effective use of CPTED will require coordination between various County departments as some current requirements conflict with CPTED principles. A good example is landscape requirements for parking lots, where trees and shrubs are required to in effect “hide” the parking lot. This limits visibility by police and passers-by on the street. A balanced approach would be to screen the parking areas while allowing sufficient “windows” for surveillance. A comprehensive review of the site plan and architectural review process will enhance proper CPTED implementation.

Implementation of CPTED principles into the Loudoun County design process will increase the safety of Loudoun residences, improve the quality of life of Loudoun’s places, and create desirable places to live, work, and play. The strategy will also have marketing benefits. Many jurisdictions have acknowledged the use of CPTED to increase safety and quality of our communities. The practice is mandatory in some States such as Florida, Arizona, and California. However, few jurisdictions in the Commonwealth have committed to mandatory compliance to the CPTED design principles. We strongly recommend Loudoun lead the way and make CPTED a required design component, and then capitalize on the resulting safer communities by marketing strategies.



Nighttime at Silver Spring, Md.

Recommendations:

(1) Crime Prevention Through Environmental Design.

CPTED is a proven methodology that incorporates built-in crime prevention measures that are aesthetically pleasing while creating an environment that deters would-be criminals. CPTED principles include natural surveillance, natural access control, territoriality, activity support, and maintenance. This strategy is utilized in architectural design as well as site and urban design. Well-placed windows of a building or kiosk, or the use of a transparent enclosure for a bicycle storage area provides a crime deterrent because criminals perceive they may be seen. Parking structures with light colored graffiti-resistant wall coatings reduce electricity cost by better light distribution, increase the perception of safety by transit users,

and deter vandals because the area seems well maintained. CPTED applications extend beyond the station. Safe routes to and from the parking area, along pedestrian paths and bike trails, and along the street in the adjacent development enhances the desirability and use of the transit services. CPTED is particularly applicable to Metrorail Station Planning (12).



Wiehle-Reston East Metro Station

Strategies to implement CPTED include:

- CPTED Ordinance. A CPTED Ordinance has been established in some jurisdictions to inform the design team of the requirements. Examples of the Ordinance content include but is not limited to required lighting levels, landscape guidelines, architectural design guidelines such as avoiding hiding places created by recessed area of a façade as well as the location of doors and windows. CPTED is applicable to a range of new and renovated projects in addition to the future metro station developments. For example, CPTED has been adopted by government agencies, schools, and hospitals. The application is also applicable to commercial/retail establishments, i.e., provisions to limit the percentage of window displays such as advertisement posters that block visibility to and from the street and sidewalk.



Banners Blocking Visibility at a Commercial Establishment

- CPTED Plan Review. A CPTED Plan Review has been incorporated as a planning process requirement in some jurisdictions as a means to verify CPTED compliance. For example, Fairfax County establishes this requirement in its Request for Proposals (RFPs) to alert design teams of the need for CPTED practices.
- CPTED Guidelines. Although CPTED roots date to the 1960s, its familiarization by design professionals remains limited. The procedures are well-known by many police departments and Certified CPTED Consultants. Many jurisdictions such as Chesterfield and Prince William Counties have published CPTED guidelines as a means to inform designers.

(2) Mutual Aid Agreement

Metro Transit Police Department (MTPD) is the policing agency of WMATA for crimes that occur on or against Metro facilities. Uniformed and plain clothes officers patrol the Metrorail system and the metro buses while MTPD detectives conduct investigative support. The MTPD has jurisdiction and arrest powers for crimes that occur on Transit Authority facilities or within 150 feet of a Metro bus stop. According to a 5-year Crime Report published by MTPD, the majority of the crimes between 2010 and 2014 include Larceny (790 yearly average), Larceny by Snatch/Pickpocket (566 yearly average), Robbery (644 yearly average), and Aggravated Assault (112 yearly average). The primary location for the incidents has been in parking lots. The report states that there were over 72,000 calls for service during the period. Crime in Metro is generally a reflection of crime in adjoining neighborhoods, but as reported in the Metropolitan Washington Council of Governments Annual Report of Crime, usually lower. A 2013 crime report stated that the majority of the thefts were cell phones or bicycles.

- Mutual aid agreements should be established to identify police, fire, and emergency response commitments so that associated funding and budgets can be established.
- Public-private partnership programs should be encouraged, such as a Nighttime Champion Committee that would meet regularly to discuss the crime issues and strategies to reduce crime and disorder in the nighttime areas. Membership should seek to involve representation from the local police, fire, and EMS, MTPD, residents, business owners, and the County Department of Economic Development. This committee would establish a central collection point for collecting, assessing, and distributing information on crime issues, education and recommended prevention strategies. The group would encourage regular and open conversation among residents, management, and police to establish community cohesion and trust.

(3) Station Site Planning

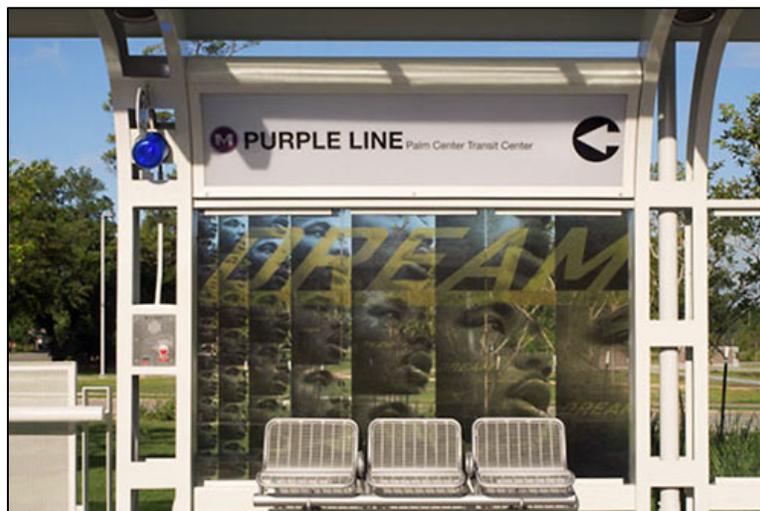
WMATA's Station Site and Access Planning Manual (SSAPM) provides design guidelines for station site and access planning for use by local jurisdictional planners with interest in planning transit facilities at new Metrorail stations or proposing development at stations. The Manual illustrates how station site facilities should be planned to optimize pedestrian and vehicular access to the station for all modes of arrival, with focus on physical design and operational issues. The SSAPM recognizes that a station environment, which is perceived as

safe and secure, enhances patrons' comfort and is necessary to maintain and improve transit ridership. The manual cites CPTED as "particularly applicable to Metrorail site planning," and lists some guidelines. A favorable image of the Metro facility such as at the Largo Station contributed to the perception of territoriality and thus safety.



Largo Town Center Metro Station

Transit Planning should extend beyond the station to ensure the citizen has the ability to walk from home or work to the transit stop without the fear of being victimized. A walkable urban place that will serve as a successful destination environment as requires close attention to details, including the relationship of buildings to streets, flexible mixed uses, building types, and streetscapes (13). Additionally, pedestrian and bike connectivity is important. For example, bus shelters should be constructed of durable materials that provide good visibility for patrons, while seat selection deters undesirable uses such as sleeping that promotes a less than pleasing environment.



Bus Shelter

Surface parking lots should be provided close to the stations to allow for future transformation of this valuable real estate to tax-generating private development over time. Parking structures should be located to facilitate different uses including traditional commuters as well as evening and weekend parking for restaurants, movies, and other nighttime activities (13). The Public Safety Committee visited a new station in Fairfax County that is utilizing the same objective. The Wiehle Metro Station plans incorporated structural design in its public garage at the station to facilitate future high-rise development by private entities.



Future Development at Wiehle Metro Station

(4) **Pedestrian Oriented Streets**

Pedestrian-oriented streets with stores, service and entertainment businesses, and restaurants are essential to a vibrant and diverse street environment. Bustling streets contribute to the CPTED principles of natural surveillance and territoriality, as well as create community vitality.



A Pedestrian-Friendly Street

Examples of design elements to promote this environment include, but is not limited to:

- First-floor pedestrian-oriented uses and offices/businesses that have staggered closing times
- Clear wayfinding
- Pedestrian-scale lighting
- Traffic calming measures
- Streetscape design – width of walkways, absence of blind corners
- Street furniture, outdoor restaurant seating, street vendors
- Bike lanes and facilities
- Landscape without creating hiding places
- Building orientation/set back, window placement, reception areas that allow routine observation , fenestration that adds life to the outdoors rather than blank walls
- Territoriality enhancements such as a mural art program, defined spaces through low and/or translucent fencing, hedges, or pavement design
- Safe activities to overwatch conflicting activities such as smoking areas or dog park with line of sight to parking areas
- Direct connections between pedestrian routes and destinations
- Venues for street vendors, artists, performers, etc.



Figure 19: Direct connection through a parking lot near the Prince George's Plaza Metrorail Station

Pedestrian Connection at Prince George Plaza Station



Outdoor Dining

(5) **Crowd Control**

Nighttime attractions often include restaurants, hotels, theaters, shops, and cultural facilities, as well as bars, taverns, and night clubs. These latter establishments typically mix crowds, noise, and alcohol that can be a formula for aggression, fights, disorderly conduct, and property damage such as vandalism. Mitigation of actual or perceived crowd/alcohol related crime zones is essential to maintain desirable patronage.



Crowd Control at Night Club

Strategies to promote crowd control include, but are not limited to:

- Enforcement of occupancy loads and liquor laws
- Encouraging business owners to operate well controlled venues that avoid serving intoxicated patrons, safe ride programs, and food availability
- Provide late night alternative transportation such a buses, taxi
- Budget for dedicated public safety resources to patrol nighttime activity areas
- Encourage volunteer to escort patrons upon their request and/or shuttle services.

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- (1) Brantingham, et al, 1991
- (2) Block and Davis, 1996
- (3) Kenney, 1987
- (4) DeGeneste and Sullivan, 1994
- (5) Loukaaitou-Sideris, 1999
- (6) Myhre and Rooso, 1996
- (7) Shellow et. al, 1974, Pearlstein and Wachs, 1982, Levin, Wachs, Shirazi, 1986, Loukaaitou-Sideris, 1999
- (8) Harris, 1971, Clarke et al, 1996
- (9) Block and Block, 1995 and 2000; Byrne, 1986; Greenberg, 1986
- (10)Loukaitou-Sideris, Liggett, and Hiseki, undated
- (11)Safe Transport: Security by Design on the Washington Metro, Nancy G. LaVigne U.S. National Institute of Justice
- (12)WMATA Station Site and Access Planning Manual (SSAPM) (May 2008).
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Nighttime Economy Ad Hoc Committee (NEAC)

FGOEDC MEETING- JUNE 14, 2016

Good News

Loudoun has a vibrant daytime economy that contributes to our quality of life and sense of community.

- Unemployment rate – 2.7%; Poverty rate – 3.6%
- Happiness Index – Tops in U.S.*
- 26 companies on Inc. Magazine's 5,000 fastest growing firms
- \$1.39 billion in commercial investment in 2014-2015**
- Median Income - \$119,134
- AAA Bond Ratings - Moody's, Standard and Poor's, and Fitch

*Smart Asset; July 29, 2015

** Loudoun Department of Economic Development

Changing Economic and Cultural Trends

Cultural shifts driving economic growth will impact Loudoun's future

- Trend toward urban, walkable, amenity-rich places where residents, visitors attend to daily tasks without needing a car
- Reversing century old trend, urban areas grew <20% faster than rest U.S. from 2000-2010
- As workforce moves to urban walkable areas, employers, retail, restaurants, services follow

RESEARCH SHOWS THAT URBAN WALKABLE PLACES WITH STRONG AMENITY OPTIONS ARE DRIVING THE REAL ESTATE INDUSTRY AND ECONOMY... (THE) WASHINGTON, D.C. REGION IS A NATIONAL PIONEER IN WALKABLE URBAN PLACES.

Professor Chris Leinberger,
Center for Real Estate and Urban Analysis, George Washington University

Changing Economic and Cultural Trends

Evolution of the Workforce

- In 2015 millennials became the majority of the workforce; BY 2030 millennials will comprise 75% of the workforce.

The talented young workforce that every region is trying to recruit expects to live in places where they can find walkable neighborhoods with convenient access to public transportation. Providing those travel and living options will be the key to future economic success.

James Corless, Director, Transportation for America

Changing Economic and Cultural Trends

What one major employer is saying:

In order to attract the best talent I need a location that will appeal to young workers ... I think our younger folks are more inclined to be metro-accessible and more urban. That doesn't necessarily mean we will move to downtown Washington, but we will move someplace.

*Arne Sorenson
CEO, Marriott International*

Loudoun's Future

To compete for talent and commercial investment, Loudoun must develop vibrant, walkable communities with attractive entertainment, cultural and recreational amenities.

80% of the development in the (D.C.) Region is happening in urban walkable environments Office parks are dead!

Professor Chris Leinberger,
Center for Real Estate and Urban Analysis, George Washington University

Background

In May 2015, the Board of Supervisors' Economic Development Committee directed the Economic Development Advisory Commission (EDAC) to create an ad-hoc committee focused on developing and proposing ideas to improve Loudoun's nighttime economy, and to attract and retain businesses, visitors and a workforce at all ages.

To fulfill this direction, EDAC formed the Nighttime Economy Ad Hoc Committee (NEAC), to analyze the relevant issues and make recommendations to advance Loudoun's nighttime economy.

Committee Structure

Co-Chairmen: Todd Pearson (B.F. Saul Company) and Tony Howard (Loudoun Chamber)

Seven subcommittees focused on individual components of a thriving nighttime economy:

1. Entertainment – dining, performance venues, special events, mix of uses.
2. Public Space & Amenities – outdoor spaces and dining, community/project design.
3. Housing Diversity & Affordability – various housing types, housing affordability.
4. Transportation – multi-modal systems, safe & shared rides, parking, taxi services.
5. Public Safety – crime & DUI prevention, closing times, crowd and parking safety.
6. Compliance – ABC laws, noise, safety/security, server training, patron behavior, zoning.
7. Economic Development Initiatives/Incentives – marketing, business incentives.

What the Community Wants

- All NEAC Committee and subcommittee meetings were open to the public and several citizens joined a subcommittee
- Opinion survey created to gain community input on issues NEAC was analyzing
- Survey completed by more than 1,100 residents and visitors
- >90% of respondents are Loudoun residents
- Public input meeting held March 14; 75 attendees, plus 23 NEAC members

What the Community Wants

- More activities for residents of all ages, from nightclubs to outdoor spaces where the public can interact
- More entertainment venues for musical and theatrical productions
- Housing situated closer to activity centers
- Apartment and condos at multiple price points, densities, and locations
- More transportation options, including transit between communities and towns
- Expand awareness of transportation options through technology

Draft Recommendations

The Subcommittees, addressing each work plan area, developed a set of draft recommendations based on research, interviews, presentations by subject matter experts, with guidance by Loudoun County's professional staff.

Entertainment

- Determine the feasibility and value of creating Arts, Entertainment and Culture Districts in the County
- Make the government process for opening and operating an entertainment business easier and more collaborative.
- Create a strategic public/private sector partnership to better market dining and entertainment options in Loudoun

Public Space and Amenities

- Encourage communities and towns to create public spaces for socialization and interaction
- Adopt guidelines to activate these spaces through design elements that encourage use by all age groups
- Support density in urban walkable environments and provide flexibility to achieve open public spaces in innovative ways

Housing Diversity and Affordability

- Prioritize housing diversity and affordability as a strategic objective for the Board of Supervisors and County staff
- Make Housing Diversity and Affordability a top priority in all County policies, plans and zoning, including the new Comprehensive Plan
- Align transportation policies with our housing policies, to ensure all workforce and customers can access jobs and other activity centers

Economic Development Initiatives & Incentives

- Create an environment where the government and private sectors can collaborate as partners to achieve our economic and development goals
- Allow more flexibility in the development process that allow property owners to adjust to changing market conditions, trends and consumer demands, etc.

Transportation

- Apply innovative, technology enabled solutions to publicize transportation options to, from and within activity centers
- Incorporate and publicize safe transportation access for ridesharing, car services, safe rides, etc.
- Expand multi-modal options and alternatives to cars
- Align County's transportation plan with our development objectives

Compliance

- Make it easier to stage special events by creating an effective, customer-focused strategy for planning and executing these events
- Create partnerships with law enforcement to establish best practices to ensure public safety at special events, nightlife areas
- Create a simplified, unified and easily enforceable noise enforcement standard in the County

Public Safety

- Public safety issues should be treated as a priority in advance of planning new activity centers, including the future Metro stations
- County and development community should work together to adopt Crime Prevention through Environmental Design (CPTED) strategies to address known public safety threats through project development

Next Steps

NEAC respectfully asks the Finance/Government Operations & Economic Development Committee to:

- 1) Accept this report and commend it to the full Board of Supervisors for adoption.
- 2) Refer this report to the Transportation and Land Use Committee where the committee can further evaluate the resources needed to implement the recommendations. As part of the evaluation, the Committee recommends
 - The Board of Supervisors develop these recommendations to become the policies and processes needed to create more walkable, amenity rich environments, to attract and retain commercial investment, businesses, visitors and a workers of all ages.
 - Direct staff to consider how these recommendations can be incorporated into current planning efforts, including the Comprehensive Plan review and Silver Line Small Area Plans.
- 3) Reserve a seat for NEAC on the New Comprehensive Plan Stakeholders Steering Committee

Next Steps

For more information, please visit our webpage:
<http://www.loudoun.gov/nighttime-economy>