

**BOARD OF SUPERVISORS
BUSINESS MEETING
ACTION ITEM**

SUBJECT: Strategic Planning Retreat Follow-Up/Workplan

ELECTION DISTRICT: Countywide

CRITICAL ACTION DATE: At the pleasure of the Board

STAFF CONTACTS: Charles Yudd, County Administration
Caleb Weitz, County Administration

PURPOSE: Present to the Board of Supervisors (Board) the summary of the Board's September 16, 2016 Strategic Planning Retreat (Attachment 1) and continue discussion on the proposed Vision and Strategic Focus Areas.

RECOMMENDATION: Staff recommends that the Board approve the summary of the Board's Strategic Planning Retreat, continue discussion on the proposed Vision and Strategic Focus Areas, and direct staff to develop a work plan to achieve the Board's intended outcomes.

BACKGROUND: Every four years, the Board develops a strategic plan that puts into action the vision and goals of the Board during their term. Historically, the strategic plan has served as a work program, providing direction to staff on initiatives of importance to the Board. Accomplishments and status updates on the work plan are provided to the Board on a regular basis through staff reports. The strategic plan is grounded in the vision and goals of the Board, but changes as initiatives are completed and new initiatives are added.

In preparation for the Retreat, each Board member was interviewed by Christine Becker of Christine Becker Associates, to obtain their vision for the County, identify areas of concern, discuss the Board's collective strengths, and to identify specific areas of focus.

ISSUES:

The Board held its Strategic Planning Retreat on September 16, 2016 to discuss major focus areas for the remainder of the Board's term and identify outcomes to be achieved for each focus area.

Strategic Focus Areas

The following five strategic focus areas were identified by the Board on September 16, with specific outcomes for completion by December 31, 2019:

- 1. Transportation** – Continue developing a viable, interconnected, multi-modal transportation network including but not limited to improved roads, Metro Rail, local and regional buses, trail system, and telework to reduce congestion.
 - Increase Board knowledge of transportation projects already underway
 - Update Countywide Transportation Plan (CTP)
 - Establish specific benchmarks for stages of progress on transportation construction and safety projects
 - Ensure road, pedestrian, and transit interconnects for Metro Rail expansion
 - Establish a more efficient and effective bus network to meet the needs of County residents
 - Complete major road improvements and elimination of critical chokepoints
 - Complete plans and initiate local alternatives to the Greenway
 - Identify a location and reserve land for a new Potomac River crossing in the County
 - Conduct a transportation and transit summit
 - Address future demands on Routes 7, 9, 15 and 50

- 2. Economic Development** – Stay the course on economic development progress achieved over the past four years by leveraging the economic development potential of Metro Rail in the County, improving the rural economy in a way that maintains the quality of life for current residents, diversifying the County’s commercial/industry base, and continuing to increase job opportunities.
 - Increase Board knowledge of economic development work in progress
 - Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies
 - Develop an enhanced analysis of the County’s international strategy
 - Do not reduce commercial land base with residential rezonings
 - Research expansion of higher education as a new economic development focus
 - Increase broadband and cellular access in western Loudoun County
 - Develop a revitalized Route 7 business and commercial corridor using incentives
 - Provide adequate resources to the Department of Economic Development to sustain progress
 - Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy
 - Identify and pursue opportunities to enhance rural economic development

- Encourage overnight stays in Loudoun as a destination and increase tourism opportunities
- 3. New Comprehensive Plan** – Complete development of the new Comprehensive Plan to provide a framework for what the County will look like in 15 to 20 years.
- Charter for the new Comprehensive Plan incorporated into the Strategic Plan
 - Complete new Comprehensive Plan by December 31, 2017
 - Complete zoning changes required by the new Comprehensive Plan by December 31, 2019
 - Conduct regular communication among the full Board and staff about work on the new Comprehensive Plan
 - Seek a balance between preserving rural areas and revitalizing other areas. Consider changes to policies that need to be updated. Review and confirm existing policy areas.
- 4. Community Needs and Quality of Life** – Ensure attention to community needs around prevention and effective treatment options to deal with issues and challenges that negatively affect the quality of life for County residents
- Increase clarity of community needs by directing staff to research and evaluate current County programs and services
 - Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services
 - Conduct research on models and approaches to drug courts in other areas
 - Develop information on support programs that accept health insurance to facilitate referrals
 - Dialogue with the Sheriff's office on implementing a drug treatment program in the jail
 - Continue discussions among the Board on the scope of this focus area
- 5. Growth Management** – Embrace a comprehensive, holistic, and proactive approach to managing the County's growth and its impact on schools, roads, traffic, parks and recreation, and public safety
- Expand Board conversations regarding the net impact of individual projects on County-wide infrastructure
 - Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues
 - Conduct an earlier (pre-building permit) assessment of impacts of new projects
 - Establish better connections to school district growth projections and the geography of those projections
 - Conduct a study of the costs of residential development
 - Conduct a fiscal analysis in coordination with review of the new Comprehensive Plan

- Consider school impacts including student generation in specific school clusters on every development application
- Explore methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts

Workplan

Staff recommends that the Board affirm the proposed Vision and Strategic Focus Areas and direct staff to develop a workplan to achieve the outcomes by December 31, 2019. The workplan will include specific proposed implementation steps of the Board agreed-upon outcomes in each strategic focus area. These individual items will be formed into strategic initiatives that will be presented to the Board for deployment based on the Board's direction.

The large volume of work completed in prior strategic plans represents what can be accomplished given a solid framework of issue identification, prioritization, and follow-through. The Board's practice of receiving regular updates on the initiatives and then selecting projects to be prioritized and entered into queue has proved to be an effective method to manage this type of workload.

As an example, staff has already developed a set of criteria for assigning priorities to proposed zoning ordinance amendment (ZOAM) initiatives for Board review and feedback and this priority deployment method was approved by the Board on April 5, 2016(9-0). These amendments will be folded into a larger strategic plan document along with the strategic outcomes identified at the September 16, 2016 retreat.

Vision Statement

At the retreat, the Board discussed the previously approved 2013 Vision Statement and it was suggested that it be modified by adding the word *learn* as follows:

*By honoring its rich heritage as well as embracing the robust opportunities of a new day, Loudoun County maintains the high quality of life it has achieved, shapes a future that represents the best of both worlds, and creates a place where residents are proud to live, work, **learn** and play.*

Should the Board desire to make this modification to the current adopted vision statement, a draft motion is included in this item.

FISCAL IMPACT: There is no fiscal impact associated with this item.

ALTERNATIVES: The Board may direct staff to develop a work plan regarding the focus areas and outcomes as outlined in this report or the Board may choose to modify the focus areas and direct staff to develop a work plan, accordingly.

DRAFT MOTIONS:

1. I move that the Board of Supervisors approve the summary of the September 16, 2016 Strategic Planning Retreat (Attachment 1 of the November 1, 2016 Action Item) and direct staff to develop a work plan to achieve the Board's intended outcomes in the strategic focus areas.

I further move that the Board of Supervisors approve adding the word 'learn' the Vision Statement as shown in the November 1, 2016 Action Item.

OR

2. I move an alternate motion.

ATTACHMENT:

1. September 16, 2016 Strategic Planning Retreat Summary

Loudoun County

Strategic Planning Process 2016

Date: October 21, 2016
To: Loudoun County Board of Supervisors
From: Christine Becker, Retreat Facilitator
Subject: Summary of Strategic Planning Retreat

Introduction:

The Loudoun County Board of Supervisors (Board) held its Strategic Planning Retreat on September 15, 2016, to confirm major focus areas for the remainder of the Board's term and to define outcomes to be achieved for each focus area. Staff will use the Board guidance to develop a work plan to achieve the outcomes and will present that for further Board consideration.

In preparation for the retreat, the nine Supervisors were interviewed in person or by telephone to explore their vision for the County, identify areas of concern, discuss the Board's collective strengths, and identify focus areas.

This report summarizes the discussion during the retreat which provides a framework for the Board's Strategic Goals.

Vision:

During the pre-retreat interviews, Board members confirmed that the Vision Statement that was adopted in January 2013 still resonated today. At the retreat, Chair Randall suggested adding the word learn to the vision statement, modifying the statement as follows:

By honoring its rich heritage as well as embracing the robust opportunities of a new day, Loudoun County maintains the high quality of life it has achieved, shapes a future that represents the best of both worlds, and creates a place where residents are proud to live, work, learn, and play.

Supervisors generally agreed with the suggestion and recommended formalizing the modification at a future meeting.

Strategic Focus Areas

The five strategic focus areas that emerged from the interview process were discussed in detail to sharpen the overall direction of each area and identify outcomes to be achieved by the completion of the Board term on December 31, 2019. The following sections summarize the Board's discussion.

Transportation

Overall Focus

Continue developing a viable, interconnected, multi-modal transportation network including but not limited to improved roads, Metrorail, local and regional buses, trail system, and encouraging teleworking and job growth in Loudoun to reduce regional and local congestion.

Outcomes

- Increase Board knowledge of transportation projects already underway
- Update Countywide Transportation Plan (CTP)
- Establish specific benchmarks for stages of progress on transportation construction and safety projects
- Ensure road, pedestrian, and transit interconnects for Metro Rail expansion
- Establish a more efficient and effective bus network to meet the needs of County residents
- Complete major road improvements and elimination of critical chokepoints
- Complete plans and initiate local alternatives to the Greenway
- Identify a location and reserve land for a new Potomac River crossing in the County
- Conduct a transportation and transit summit
- Address future demands on Routes 7, 9, 15 and 50

Economic Development

Overall Focus

Stay the course on economic development progress achieved over the past four years by leveraging the economic development potential of Metrorail in the County, improving the rural economy in a way that maintains the quality of life for current residents, diversifying the County's commercial/industry base, and continuing to increase job opportunities.

Outcomes

- Increase Board knowledge of economic development work in progress
- Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies
- Develop an enhanced analysis of the County's international strategy
- Do not reduce commercial land base with residential rezonings
- Research expansion of higher education as a new economic development focus
- Increase broadband and cellular access in western Loudoun County
- Develop a revitalized Route 7 business and commercial corridor using incentives
- Provide adequate resources to the Department of Economic Development to sustain progress
- Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy

- Identify and pursue opportunities to enhance rural economic development
- Encourage overnight stays in Loudoun as a destination and increase tourism opportunities

New Comprehensive Plan

Overall Focus

Complete development of the new Comprehensive Plan to provide a framework for what the County will look like in 15 to 20 years.

Outcomes

- Charter for the new Comprehensive Plan incorporated into the Strategic Plan
- Complete new Comprehensive Plan by December 31, 2017
- Complete zoning changes required by the new Comprehensive Plan by December 31, 2019
- Conduct regular communication among the full Board and staff about work on the new Comprehensive Plan
- Seek a balance between preserving rural areas and revitalizing other areas. Consider changes to policies that need to be updated. Review and confirm existing policy areas.

Community Needs and Quality of Life

Overall Focus

Ensure attention to community needs around prevention and effective treatment options to deal with issues and challenges that negatively affect the quality of life for County residents.

Outcomes

- Increase clarity of community needs by directing staff to research and evaluate current County programs and services
- Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services
- Conduct research on models and approaches to drug courts in other areas
- Develop information on support programs that accept health insurance to facilitate referrals
- Dialogue with the Sheriff's office on implementing a drug treatment program in the jail
- Continue discussions among the Board on the scope of this focus area

Growth Management

Overall Focus

Embrace a comprehensive, holistic, and proactive approach to managing the County's growth and its impact on schools, roads, traffic, parks and recreation, and public safety.

Outcomes

- Expand Board conversations regarding the net impact of individual projects on County-wide infrastructure
- Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues
- Conduct an earlier (pre-building permit) assessment of impacts of new projects
- Establish better connections to school district growth projections and the geography of those projections
- Conduct a study of the costs of residential development
- Conduct a fiscal analysis in coordination with review of the new Comprehensive Plan

- Consider school impacts including student generation in specific school clusters on every development application
- Explore methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts