

**BOARD OF SUPERVISORS
BUSINESS MEETING
ACTION ITEM**

SUBJECT: Strategic Plan Update

ELECTION DISTRICT: Countywide

CRITICAL ACTION DATE: At the pleasure of the Board

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

PURPOSE: The purpose of this item is to provide the Board of Supervisors (Board) with an update and completion schedule of its current Strategic Plan focus areas.¹

BACKGROUND: At the September 16, 2016 Strategic Planning Retreat, the Board identified five strategic focus areas: 1) Transportation, 2) Economic Development, 3) New Comprehensive Plan (Envision Loudoun), 4) Community Needs and Quality of Life, and 5) Growth Management. Agreed-upon outcomes were identified for each of these areas, with an overall target completion date of December 31, 2019.

This item is organized in three sections. Section I includes progress reports related to the Board's strategic focus areas and associated work products, Section II includes an update on completed, active, and queued Zoning Ordinance Amendments (ZOAMs), and Section III addresses new items for consideration.

On March 2, 2017, the Board approved (7-0-2: Supervisors Letourneau and Meyer absent) staff's recommended work plan for achieving each outcome and directed staff to provide biannual updates for prioritization by the Board.² The work products are discussed in greater detail under each strategic focus area in Section I below.

SECTION I: STRATEGIC FOCUS AREAS

1. Transportation – *Continue developing a viable, interconnected, multi-modal transportation network including but not limited to roads, Metrorail, local and regional buses, trail system, and telework to reduce congestion.*

¹ All updates to the Board's Strategic Plan can be found by visiting www.loudoun.gov/strategicplan.

² The detailed work plan is described in the [March 2, 2017 Business Meeting Action Item](#).

Table 1 identifies the Board’s 10 agreed-upon outcomes related to transportation, 36 approved work products for completing each outcome, and the target completion date for each. As of October 31, 2017, nine work products have been completed in the strategic focus area of transportation. A summary of each completed work product (highlighted in light blue) is provided below, as well as the status of all remaining work products.

Table 1. Transportation Work Products

| Outcome | Work Products | Lead Department | Target Completion Date |
|--|--|--|---|
| A. Increase Board knowledge of transportation projects already underway | Conduct a Transit Summit | Department of Transportation and Capital Infrastructure (DTCI) | Completed; May 22, 2017 |
| | Conduct a Transportation Summit | DTCI | Completed; June 29, 2017 |
| | Project website to disseminate project-related information for County projects above a certain value threshold | DTCI | Completed; updates ongoing |
| | Coordinate a Board of Supervisors construction project tour (Countywide) | DTCI | Tour dates will be scheduled by July 1, 2018 and tour will likely occur in the Fall of 2018 |
| B. Update Countywide Transportation Plan (CTP) | Provide periodic reports and development of sub-components of the overall plan. | DTCI | Ongoing; to be completed in conjunction with Envision Loudoun |
| | Update CTP | DTCI | Ongoing; to be completed in conjunction with Envision Loudoun |
| C. Establish specific benchmarks for stages of progress on transportation construction and safety projects | Redesign the right-of-way and project development processes | DTCI | Completed; February 14, 2017 |
| | Integrate project phase information into the quarterly report. | DTCI | This information is now included in the quarterly report presented to the FGOEDC |
| D. Ensure road, pedestrian, and transit interconnects for Metrorail expansion | Continue to expand development of bike/pedestrian connectivity to the Metrorail stations | DTCI | Ongoing; Included in the FY 2017 – FY 2022 Capital Improvement Program (CIP). |
| | Pursue grant funding opportunities to support infrastructure connectivity of the Metrorail stations | DTCI Department of Management and Budget (DMB) | Ongoing |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|---|-----------------|--|
| | Modify transit service routes to incentivize the use of Metrorail | DTCI | Ongoing; routes are re-evaluated at least annually. |
| | Expand Metro Connection Service to increase ridership | DTCI | Expansion of the Metro Connection Routes is identified in the Transit Development Plan (TDP) and will be re-evaluated as Loudoun approaches and begins revenue service |
| | Provide updates to the Board on infrastructure projects that will not be complete by the revenue service date (FY 2020) | DTCI | Winter 2018; initial report provided at the June 29, 2017 Transportation Summit |
| | Evaluate and make recommendations to the Board on the provision of paratransit services related to Metrorail | DTCI | WMATA staff and DTCI staff discussed in Spring 2017. Additional meetings are planned prior to the end of CY 2017 |
| E. Establish a more efficient and effective bus network to meet the needs of County residents | Update Transit Development Plan; Coordinate with Transit Advisory Board to conduct public outreach; Expand Metrorail Connection Service fleet; Evaluate routes and park and ride facility needs in context of providing Metrorail connectivity. | DTCI | Completed June 7, 2016; changes reported annually |
| | Conduct an ADA Compliance inventory and transition plan | DTCI | Spring 2018 |
| F. Complete major road improvements and elimination of critical chokepoints. | Secure and leverage outside/regional funding for transportation projects | DTCI | Ongoing; continue to review regional, state, and federal funding options including NVTA, NVTC, VDOT, CMAQ, Revenue Sharing, etc. |
| | Pursue Federal grant opportunities | DTCI DMB | Ongoing; two applications for Federal Transportation Investment Generating Economic |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|---|---|
| | | | Recovery (TIGER) Grants were submitted on October 12, 2017. |
| | Provide regular updates to the Eastern Loudoun County Transportation Study | Department of Planning and Zoning (P&Z) DTCI | Updates provided to TLUC in 2016, subsequent updates can be scheduled |
| | Review the use of alternative delivery methods to expedite project delivery, where appropriate | DTCI | Ongoing |
| G. Complete plans and initiate local alternatives to the Greenway | Update CTP to incorporate the realignments and new roads which are identified as suitable alternatives to the Greenway | DTCI | To be updated as part of the update to the Comprehensive Plan; to be completed in conjunction with Envision Loudoun |
| | Develop funding plan to implement identified projects | DTCI DMB | Ongoing; part of the CIP development process |
| | Secure and leverage outside/regional funding for transportation projects | DTCI | Ongoing; see Federal grant information above. |
| | Initiate project development phases for projects identified as suitable alternatives to the Greenway | DTCI | Ongoing; projects included in the CIP |
| H. Identify options for locations for a future Potomac River Crossing east of Goose Creek in Loudoun County. ³ | Coordinate with State and Federal elected officials, VDOT and the Maryland Department of Transportation | DTCI | Ongoing |
| | Work toward building regional support, research prior planning efforts and reports, identify alternatives, complete initial environmental and cultural resource planning documents, conduct public informational meeting and develop a long-range strategic plan for a future Potomac River Crossing | DTCI | Ongoing |
| | Develop a strategy, through the Economic Development Advisory Commission's (EDAC) Potomac River Crossing Ad-Hoc | DED | Ongoing |

³ This outcome has been updated to reflect the motion made during the Transportation Summit.

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|---|-----------------|--|
| | Committee, for the creation of a coalition to advocate for a second river crossing in Loudoun County | | |
| | Identify key regional stakeholders and develop a strategy for building a regional coalition between key stakeholders and the business community | DTCI | Ongoing |
| I. Conduct a Transportation and Transit Summit | Coordinate with County Administration to identify the location and facility resources need for the Summits | DTCI | Completed May 22 and June 29, 2017 |
| | Integrate the Board's Strategic Plan Initiatives into the materials and information prepared for the Summits. | DTCI | Completed May 22 and June 29, 2017 |
| J. Address future demands on Routes 7, 9, 15 and 50 | Evaluate and report on the rural primary routes for capacity, safety and consistency with the rural environment | DTCI | Ongoing; initial report provided during the Transportation Summit on June 29, 2017 |
| | Integrate appropriate planning level proposals with the update to the CTP and provide recommendations to the Board | DTCI | Ongoing |
| | As directed by the Board, consider additional project phases of current initiatives and new projects in future CIP deliberations | DTCI | Ongoing; part of the FY 2019 - FY 2023 CIP deliberations |

Completed Transportation Work Products:

A. **Increase Board knowledge of transportation projects already underway:** On May 22 and June 29, 2017, the Board hosted a [Transit](#) and [Transportation](#) summit, respectively. Since the March 2, 2017 update, DTCI provided updates on several of the outcomes and work products identified in the Strategic Plan. DTCI provided an update related to Transit and Commuter Services during the May 22, 2017 Transit Summit. DTCI has increased the Board's knowledge of transportation and capital construction work through the many items presented to the Board or Committees during their meetings. The Department also conducted two Summits to provide more detailed information in areas of interest and focus to the Board. During the Transit Summit, staff addressed changes in commuter services to create greater connectivity to Metrorail stations, transitioning to a combined level of commuter service provision and provided updated information regarding the premium commuter bus service (long-haul). The Commuter Services program will continue to evolve as transit patterns change with the arrival of Metrorail service to Loudoun County.

During the Transportation Summit held on June 29, 2017, staff addressed Intelligent Transportation Options, the Potomac River Crossing, provided an update on the Northern Virginia Transportation (NVTA) TransAction program which will serve as the basis for project requests for the inaugural Six Year Plan, reported on the Rural Primary Roads within Loudoun County, and provided information regarding public and private infrastructure improvements adjacent to the Dulles Metrorail Project

- C. **Establish specific benchmarks for stages of progress on transportation construction and safety projects:** On June 14, 2016 and February 14, 2017, staff presented items dealing with the Capital Project Procurement Process, and a new approach for Streamlined Roadway Plan Development and Right-of-Way Acquisition Process, which outlined issues encountered with procuring professional services for capital projects and the length of time associated with the land acquisition portion of project construction. Updates are also provided on a regular basis as part of the Quarterly CIP Report presented to the Finance/Government Operations and Economic Development Committee (FGOEDC).
- E. **Establish a more efficient and effective bus network to meet the needs of County residents:** The TDP is a six year transit plan required by the Department of Rail and Public Transportation (DRPT) for budgeting and funding transit services in the state of Virginia. Loudoun's TDP was completed June 7, 2016 and approved by the Board on June 23, 2016. Changes to the TDP are updated annually and all equipment necessary to operate expansion services are included in the FY 2017 – FY 2022 CIP.
- I. **Conduct a Transportation and Transit Summit:** During the Transportation Summit, staff provided an update to the Board regarding the status of infrastructure including projects that will not be completed by Metrorail revenue service. Staff anticipates bringing additional information on the initiative to; “modify transit service routes to incentivize the use of Metrorail” as a follow-up to the Transit Summit.

Active Transportation Work Products: There are many active transportation projects ongoing throughout the Fiscal Year. As projects like the rural primary roads progress, staff from DTCI work closely with DMB staff to incorporate project funding needs in the development of the proposed FY 2018 – FY 2023 CIP.

- A. **Increase Board knowledge of transportation projects already underway:** Staff is planning a tour of significant projects for the corporate Board to be scheduled prior to the end of FY 2018.
- B. **Update the Countywide Transportation Plan:** DTCI staff is working closely with Planning and Zoning in the update of the Countywide Transportation Plan. An update to the CTP is contingent on the completion of the Envision Loudoun Process. As of the October 3, 2017 Envision Loudoun Update the Planning Commission's recommendations are tentatively scheduled to be delivered to the Board at the end of 2018.

- D. Ensure road, pedestrian, and transit interconnects for Metrorail expansion:** Transportation funding applications for revenue sharing, NVTA regional funds CMAQ/RSTP and SmartScale funding are due throughout the Fiscal Year. Each item is brought to the Board for review and approval in advance of application deadlines. The application process requires close coordination with DMB. DTCI staff will provide an update to the Board in Winter 2018 regarding infrastructure projects that will likely not be completed by the time Metrorail revenue service begins.
- F. Complete major road improvements and elimination of critical chokepoints:** Many active transportation projects are currently underway and progress reports are provided on a quarterly basis. In addition, the CIP process allows for project funding and timing adjustments and potential new projects to be programmed.
- G. Complete plans and initiate local alternatives to the Greenway:** Project development for alternatives to the Greenway have been initiated. The Prentice Drive design is approximately 50 percent complete and is going through the public comment process. The Board endorsed an alignment for Shellhorn Road in June of 2017. Currently 11 design proposals were received for the Shellhorn Road project, proposal review is underway, and design contract award is anticipated in Spring 2018. Staff will continue to review opportunities for grant funding for transportation projects. A TIGER grant application for Prentice Road was submitted on October 12, 2017.
- H. Identify options for locations for a future Potomac River Crossing east of Goose Creek in Loudoun County:** Based on Board direction, a change order has been issued for the Envision Loudoun Contract to identify potential corridors for future crossings. Staff continues to conduct extensive research on historic and environmental characteristics of the County that would impact corridor justification. Staff has participated in discussions at the Transportation Planning Board and the NVTA.
- J. Address future demands on Routes 7, 9, 15 and 50:** The Route 15 North review is well underway with a final report to be presented to the Board in the Fall of 2018. The development of the scope of work for corridors 7, 9 and 50 is underway. DTCI staff will come back to the Board for funding approval of the contracts once the scope is completed.

2. Economic Development – *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.*

Table 2 identifies the Board’s 12 agreed-upon outcomes related to economic development, the 21 approved work products for completing each outcome, and the target completion date. As of October 31, 2017, four work products have been completed in the strategic focus area of economic development. Many of the other work products noted below are tied to the Envision Loudoun process. A summary of each completed work product (highlighted in light blue) is provided below, as well as the status of all remaining work products.

Table 2. Economic Development Work Products

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|-----------------|--|
| A. Increase Board knowledge of economic development work in progress | Add additional information to presentation of the Department of Economic Development’s (DED) monthly report to the FGOEDC to highlight cluster-specific information and pipeline detail when appropriate | DED | Completed; updates to the FGOEDC are ongoing |
| | Schedule one-on-one update meetings or project-specific meetings, per Board Member request | DED | Ongoing |
| B. Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies | Provide a report to the Board detailing all metrics that are tracked internally | DED | Summer 2018 |
| | Provide monthly report to FGOEDC with focus on a different targeted sector, highlighting strategy, metrics and ROI | DED | Ongoing; to date, DED has presented reports in April, May, July, and October 2017. |
| | Include additional indicators and monitoring measures in DED’s Strategic Plan that specifically track progress on economic strategies | DED | Winter 2018 |
| C. Develop an enhanced analysis of the County’s international strategy | Present DED’s updated strategy document to the Board | DED | Winter 2018 |
| | Present DED’s international strategy, highlights and ROI to FGOEDC | DED | Completed; April 18, 2017 |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|---|--|---|
| D. Do not reduce commercial land base with residential rezonings | Create policy in the Envision Loudoun and/or a separate tool that would: 1) create an annual inventory of vacant developable commercial land, 2) identify countywide percentage targets for land in zoning categories, and 3) require decision-makers to consider inventory and targets when considering rezonings. | DED P&Z | In progress; Step 1 completed ; Steps 2 and 3 in progress to be completed in conjunction with Envision Loudoun. |
| E. Research expansion of higher education as a new economic development focus | Expand higher education programming that enhances cluster activity and grows workforce availability and skills | DED | Ongoing |
| F. Increase broadband and cellular access in western Loudoun County | Develop Board directed strategic plan to increase broadband access in the County | Department of Information Technology (DIT) | Spring 2018 |
| G. Develop a revitalized Route 7 business and commercial corridor using incentives | Through Envision Loudoun, re-evaluate deep setbacks for commercial square footage and conduct a data-driven approach to inform policies and strategies for the corridor | P&Z | To be completed in conjunction with Envision Loudoun |
| H. Provide adequate resources to the Department of Economic Development to sustain progress | Increase targeted marketing efforts around the Metrorail stations | DED | Completed; targeted marketing campaigns ongoing through 2020 |
| | Create Request for Proposal (RFP), evaluate proposals, and manage consultants for the cluster strategy update or lead-generation project | DED | Studies completed; implementation in progress |
| I. Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy | Create policies in the Envision Loudoun Plan that support breaking down barriers to construction of housing types that are attainable and desirable to all levels of the workforce. | DED P&Z | To be completed in conjunction with Envision Loudoun; Housing Summit Conducted October 16, 2017 |
| | Develop incentives, such as fee waivers or density bonuses, to make workforce housing projects feasible | DED P&Z | To be completed in conjunction with Envision Loudoun and Updates to the Zoning Ordinance |
| | Propose amendments to Article 7 of the Revised 1993 Zoning Ordinance and Chapter 1450 of the Codified Ordinance to address | P&Z Office of the County Attorney (OCA) | Resolution of Intent to Amend will be presented to TLUC in early 2018 per |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|--|---|
| | incentives and changes to regulatory structure to support and encourage affordable housing. | | Housing Summit direction |
| | Develop a process to approve use of trust fund for affordable housing projects | Department of Family Services (DFS) OCA | Trust Agreement modified July 20, 2017, Revolving Loan Program to be developed per Housing Summit direction |
| J. Identify and pursue opportunities to enhance rural economic development | Continue to add uses and/or flexibility around value-added agriculture | P&Z DED | Ongoing; ZOAM for rural uses and historic structures completed in November 2016 |
| | Allow additional flexibility and innovate ag-related uses to account for new trends in agriculture and work to add certainty to the development process. | P&Z DED | Ongoing; Resolution of Intent to Amend (ROIA) for rural uses and performance standards anticipated for December 2017. |
| K. Encourage overnight stays in Loudoun as a destination and increase tourism opportunities | Develop policy to create regional attractions, such as convention center, sports tournament venues, and live music/performing arts venues | DED P&Z | To be completed in conjunction with Envision Loudoun. |

Completed Economic Development Work Products:

A. **Increase Board knowledge of economic development work in progress:** DED has endeavored to increase the Board’s knowledge of economic development work in progress by conducting numerous project-specific meetings with individual Board members and highlighting cluster-specific progress and pipeline detail in the monthly update to the FGOEDC. To date, the FGOEDC has been briefed on International, Small Business, Business Retention, and Fast Track program areas.

H. **Provide adequate resources to the Department of Economic Development to sustain progress:** DED used available resources to target marketing around the Metrorail stations, with the next advertisement to be published in November 2017. DED anticipates the mixed-media marketing effort on transit-oriented development opportunities will continue until the metro stations open in 2020. Additional resources were used to fund a consultant update of the County’s Targeted Cluster Strategy, which was completed in October 2017. DED will continue to evaluate its resource needs as a part of the annual budget process.

Active Economic Development Work Products:

- B. Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies:** External and internal performance measures (metrics) are reported each month to the FGOEDC, and looked at in more detail as part of the annual budget process. DED plans to schedule an information item for the Board on its metrics in Summer 2018.
- C. Develop an enhanced analysis of the County's international strategy:** DED has made significant progress on its strategic plan since March 2017, including one-on-one interviews with 30 industry professionals, and completion of draft goals, strategies, action items, and indicators. The next step is to present the draft strategic plan to the EDAC, Economic Development Authority, Rural Economic Development Council, and to the Board in early 2018. DED also drafted over 25 new economic development policies for the Envision Loudoun process and Envision Stakeholder's Committee; some of which focus on workforce housing, tourism demand generation, and commercial land inventory. Those draft Comprehensive Plan policies align with the draft strategies in the Economic Development Strategic Plan.
- D. Do not reduce commercial land base with residential rezonings:** Ultimate approval of zoning map amendments that convert commercially zoned properties to residential lies within the Board's purview; however, on-going policy efforts that address the location and mix of planned land uses are part of the Envision Loudoun process. Additional related information is included in Section G, below.
- E. Research expansion of higher education as a new economic development focus:** Workforce development strategies are included DED's draft Economic Development Strategic Plan, some of which include enhanced collaboration with local universities and colleges to develop curriculums that train students in the skills needed by businesses in targeted industry clusters.
- F. Increase broadband and cellular access in western Loudoun County:** A draft Broadband Strategic Plan is currently in development and has been shared with the Communications Commission. Staff has begun to engage stakeholders and gather input from County agencies and other community organizations. County staff is working with the Chair and Vice-Chair of the Communications Commission with a target completion date of Spring 2018 to report to the Board.
- G. Develop a revitalized Route 7 business and commercial corridor using incentives:** The Envision Loudoun project team continues to work towards developing a land use plan and policies. As was presented to the Board on October 3, 2017, the project team is completing an initial draft land use plan that will retain appropriate land areas for non-residential development, particularly in the Suburban Policy Area, better establish Route 7 as a vital business and commercial corridor, and create places that serve as regional attractions for

Loudoun County. P&Z and DED staff have collaborated to ensure economic development goals, objectives and proposed policies shape the land planning process and resultant land use plan.

- I. **Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy:** On October 16, 2017, the Board conducted a Housing Summit and directed staff to develop a resolution of intent to amend the Zoning Ordinance to establish necessary revisions and newly created amendments to incentivize affordable housing. These comprehensive amendments will be phased with amendments currently underway and, as directed by the Board, staff will present a draft resolution of intent to amend to the Transportation and Land Use Committee (TLUC) for discussion in early 2018.

The Board also directed that staff develop a public land inventory and present that to the TLUC as part of an effort to identify potential sites for affordable housing projects and future partnership efforts. Staff anticipates that this inventory will be presented to TLUC in the first quarter of 2018.

Another measure to foster partnerships for affordable housing includes the Board directed development of a Revolving Loan Fund Program for access to the Housing Trust Fund. This effort was formally directed by the Board at the October 16, 2017 Housing Summit and represents a continuing effort subsequent to the trust fund modifications that occurred in July of 2017 to facilitate loan requests. Staff anticipates reporting back to the FGOEDC with program details and application criteria in the first quarter of 2018.

- J. **Identify and pursue opportunities to enhance rural economic development:** P&Z staff are currently engaged in efforts with the Zoning Ordinance Action Group (ZOAG) to clarify the scope of the Rural Uses and Performance Standards ZOAM. This ZOAM will build upon the Rural Uses and Historic Structures ZOAM approved by the Board in November 2016, and is focused on further refining allowable rural economy uses and ensuring inclusion of appropriate performance standards to effectively mitigate potential impacts. The ROIA for this ZOAM is expected to be scheduled for action at the Board Business Meeting in December 2017, with public hearings anticipated in the second quarter of 2018. Approved in November 2016, the Rural Uses and Historic Structures ZOAM advanced the County's rural economic development initiatives by enhancing the variety of uses permitted in the rural zoning districts, to include expanded opportunities for rural economy uses within designated open space. Additionally, the ZOAM implemented "quick fixes" to the development standards of the Zoning Ordinance identified by the ZOAG and other stakeholders as impediments to the establishment of rural economy uses.
- K. **Encourage overnight stays in Loudoun as a destination and increase tourism opportunities:** Staff will continue to partner with Visit Loudoun in terms of destination development and marketing opportunities. Staff will also coordinate with Visit Loudoun and other stakeholders as part of the Envision Loudoun process to identify potential revisions to County policies to support and encourage boutique tourism in the rural parts

of the County will facilitate new hotels that will contribute Transient Occupancy Tax and potentially increase other revenue sources such as sales and use taxes from tourism.

3. New Comprehensive Plan (Envision Loudoun) – Complete development of the new Comprehensive Plan to provide a framework for what the County will look like in 15 to 20 years.

Table 3 identifies the Board’s five agreed-upon outcomes related to Envision Loudoun, the eight approved work products for completing each outcome, and the target completion date for each. As of October 31, 2017, four work products have been completed in the strategic focus area of Envision Loudoun. A summary of each completed work product (highlighted in light blue) is provided below, as well as the status of all remaining work products.

Table 3. Envision Loudoun Work Products

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|-----------------|------------------------------|
| A. Charter for the Envision Loudoun Plan incorporated in the Strategic Plan | Incorporate Envision Loudoun Charter into Board’s Strategic Plan | P&Z | At the pleasure of the Board |
| B. Complete Envision Loudoun Plan | Complete Phase I of Envision Loudoun – Foundations Report and Community Engagement Input Report | P&Z | Completed; March 2017 |
| | Complete Phase II of Envision Loudoun – Use Foundations Report to develop preliminary vision and guiding principles for Envision Loudoun | P&Z | Completed; June 2017 |
| C. Complete zoning changes required by Envision Loudoun by December 31, 2019 | Prior to adoption of Envision Loudoun, develop a Charter for a Comprehensive Zoning Ordinance Update | P&Z | TBD |
| D. Conduct regular communication among the full Board and staff about work on the Envision Loudoun Plan | Present to the Board the summary of public feedback received through Listen and Learning Workshops and On-Line Tool | P&Z | Completed; February 23, 2017 |
| | Present to the Board the proposed vision and guiding principles for Envision Loudoun | P&Z | Completed; June 30, 2017 |
| | Review the proposed approach to implementing the vision and guiding principles | P&Z | November 30, 2017 |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|---|-----------------|---|
| E. Seek a balance between preserving rural areas (rural and transition policy areas) and revitalizing other areas (suburban policy area). Consider changes to policies that need to be updated. Review and confirm existing policy areas. | Propose updates to policies that would preserve the rural and transition policy areas and revitalize the suburban policy area | P&Z | Ongoing; with new draft General Plan and CTP. Recommendations from the Planning Commission are anticipated to be presented to the Board at the end of 2018. |

Completed Envision Loudoun Work Products:

A. **B. and D. Charter for the Envision Loudoun Plan incorporated in the Strategic Plan, Complete Envision Loudoun Plan, and Conduct regular communication among the full Board and staff about work on the Envision Loudoun Plan:** The Envision Loudoun process has contributed to the completion of a number of work products that are currently shaping ongoing land use planning activities and policy development. Completed work products include:

- [New Comprehensive Plan Charter](#)
- [Envision Loudoun Foundations Report](#)
- [Listening and Learning Phase 1 Input Summary](#)
- [Engagement Round 2: Envision the Future Summary Report](#)

In addition to the above, staff presented draft land use concepts for the Transition Policy Area and Suburban Policy Area and draft housing and economic development policies with the [update of the Envision Loudoun planning process to the Board on October 3, 2017](#).

Active Envision Loudoun Work Products:

C. **Complete zoning changes required by Envision Loudoun by December 31, 2019:** Due to the current timing of the Envision Loudoun project, staff recommends that this objective be revised as follows:

Due to the complexity and extensive level of work needed, the presentation of the Planning Commission’s recommendations on Envision Loudoun are now scheduled for the Fall of 2018. Based upon similar comprehensive ordinance updates in other jurisdictions, the process will take at least two years. Significant progress can be likely be made in 2019 by

developing a more user-friendly and streamlined structure to address new zoning initiatives that result from planned land use changes that result from a newly adopted Comprehensive Plan.

- E. Seek a balance between preserving rural areas (rural and transition policy areas) and revitalizing other areas (suburban policy area). Consider changes to policies that need to be updated. Review and confirm existing policy areas:** Staff and the consultant team have developed a project work plan to outline the remaining work to be completed to achieve the outcome of a draft General Plan and Countywide Transportation Plan. Staff and the Stakeholders Committee are holding bi-weekly meetings to formulate a new land use plan/strategy, accompanying land use policies, and additional plan policies covering a wide range of topic areas as defined in the New Comprehensive Plan Charter. Stakeholders Subcommittees and small work groups from the Staff Technical Advisory Committee (STAC) are continuing to tackle several policy areas with the objective of developing the policies, strategies, and actions for the new plan.

The remainder of the Envision Loudoun work plan, using existing allocated resources, generally entails the following:

| Time Period | Steps |
|----------------------|---|
| October 2017 | <ul style="list-style-type: none"> • Complete first draft land use plan for Transition and Suburban Policy Areas <ul style="list-style-type: none"> ○ Silver Line CPAM land use planning incorporated • Policy Recommendations for Housing and Economic Development • Revised General Plan policy carryover recommendations • Initial public facilities mapping and recommendations |
| November 2017 | <ul style="list-style-type: none"> • Complete first draft of Policy Carryover • Review of policies and structure of new plan chapters (Shape, Sustain, Support, and Connect plan chapters) • Identify transportation needs and opportunities |
| December 2017 | <ul style="list-style-type: none"> • Conduct initial fiscal impact analysis • Continue and complete review of draft plan components and policies • Complete draft CTP recommendations (based on the draft land use plan) • Develop and review draft implementation steps/actions • Finalizing the plan for the Round III community outreach public meetings for January 2018 |

| | |
|---------------------------------|--|
| January 2018 | <ul style="list-style-type: none"> • Conduct Round III community outreach and engagement meetings with on-line input opportunities |
| February – May/June 2018 | <ul style="list-style-type: none"> • Evaluate and respond to public input • Develop the SC Recommended General Plan and Comprehensive Transportation Plan • Presentation of Draft Plan to Board of Supervisors |
| August – October 2018 | <ul style="list-style-type: none"> • Planning Commission Review and Recommendation |
| November – February 2019 | <ul style="list-style-type: none"> • Board endorsement of land use plan, transportation roadway network and associated land use and transportation policies – November 2018 • VDOT Review November 2018 – January 2019 • Board of Supervisors Review and Approval |

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.*

Table 4 identifies the Board’s eight agreed-upon outcomes related to Community Needs and Quality of Life, the nine approved work products for completing each outcome, and the target completion date. As of October 31, 2017, four work products have been completed in the strategic focus area of Community Needs and Quality of Life. A summary of each completed work product (highlighted in light blue) is provided below, as well as the status of all remaining work products.

Table 4. Community Needs and Quality of Life Work Products

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|-----------------|--|
| A. Increase clarity of community needs by directing staff to research and evaluate current County programs and services | Conduct a non-profit needs assessment to identify funding gaps and unmet needs within County Government and the non-profit community in order to understand the extent of need in Loudoun County | DMB | Completed; September 20, 2017 |
| | Conduct housing needs assessment | DFS | Completed; February 23, 2017; Housing Summit held October 16, 2017 |

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|--|--|
| | Release a Request for Proposal for operations of the new group home at public safety complex and assist in licensing process with Virginia Department of Social Services (DSS) | DFS | In progress; the RFP was issued in March 2017 with a contract award effective July 2017. Licensing with DSS is in progress |
| B. Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services | Conduct one-on-one meetings with Board members as needed and provide Information Items to the Board as appropriate | Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) | Ongoing |
| C. Conduct research on models and approaches to drug courts in other areas | Provide report to the Board regarding the re-establishment of a Drug Court in Loudoun County | Department of Community Corrections (DCC) | Completed; February 1, 2017 |
| D. Develop information on support programs that accept health insurance to facilitate referrals to providers | Coordinate purchase, installation and online availability of an information portal system like "Network of Care" | MHSADS DFS | In progress |
| E. Dialogue with Sheriff's office implementing a drug treatment program in the jail | Develop performance measures related to re-arrest and/or recidivism | DCC | Completed; November 2016 |
| F. Continue discussions among the Board regarding the scope of this focus area of community needs and quality of life | Provide reports and/or Information Items to the Board as needed | MHSADS | Ongoing; see Section III of this item for additional recommendations |

Completed Community Needs and Quality of Life Work Products:

- A. **(Non-Profit Needs Assessment) Increase clarity of community needs by directing staff to research and evaluate current County programs and services:** In October 2016, the County procured the consulting services of the Virginia Tech Institute for Policy and

Governance to complete a nonprofit needs assessment to identify all of the funding gaps and unmet needs within the County's nonprofit community so that contributors or partners beyond the County government understand the extent of this need in Loudoun County and, as a result, have the opportunity to contribute resources towards meeting those needs.

The Virginia Tech Research Team conducted the assessment through a review of secondary data sources, semi-structured interviews, a survey, and focus groups with stakeholders. Stakeholders included representatives from nonprofit and public agency staff as well as key stakeholder members representing funding agencies, private and business sectors. The Virginia Tech Research Team also conducted a comparative review of local grant programs and funding levels from peer jurisdictions. Development of the final report of findings and recommendations was accomplished through engagement with the Loudoun County staff and feedback from representatives of the Loudoun nonprofit community.

The research team from the Virginia Tech Institute for Policy and Governance presented the results of the nonprofit needs assessment at the September 20, 2017 Board Business Meeting. The Board voted (9-0) to forward the results of the Nonprofit Needs Assessment to the FGOEDC for further discussion. The Board further directed staff develop options to implement the recommendations contained in the assessment, develop criteria and identify nonprofit organizations that provide core services as an extension of the current level of services provided by the County Government, and to develop a definition of life sustaining services.

Staff is working to develop and present the information requested by the Board at the November FGOEDC meeting. A focus group of nonprofit stakeholders, the Assessment Steering Committee⁴, County staff, and nonprofit leaders have been engaged and have provided insights and options through extensive feedback sessions.

- A. **(Housing Needs Assessment) Increase clarity of community needs by directing staff to research and evaluate current County programs and services:** In February 2016, the County procured the consulting services of the George Mason University Center for Regional Analysis and Lisa Sturtevant & Associates, LLC, to complete the Housing Needs Assessment (HNA). The consultant team has worked on a number of housing studies, including most recently in Arlington County, Virginia, and Montgomery County, Maryland. They developed the housing demand forecasting model that was used for the HNA and to forecast housing demand in the Washington, DC region. The contract required the HNA to be completed in one year in order for it to be useful in the Comprehensive Plan Update process. The consultant has completed the project after incorporating comments from the Housing Advisory Board.

⁴ Included representatives from the Health Services Department; County Administration; Juvenile Court Services Unit; Department of Management and Budget; Department of Family Services; Department of Mental Health; HealthWorks; Loudoun Human Services Network; and Loudoun Literacy.

The overall objective of the HNA was to analyze current demographic, economic, and housing market conditions and patterns of housing affordability in the County and to prepare detailed forecasts of housing demand based on future job projections and demographic factors. The HNA was presented to the Board on February 23, 2017 and estimates that there is a current unmet need for 11,200 affordable rental units based on an analysis of renter cost burden. The Assessment estimates that 75 percent of this demand is among households with incomes below 60 percent Area Median Income (AMI). The Assessment identifies the current unmet need for 1,432 homes to purchase by households with incomes below 100 percent AMI.

- C. **Conduct research on models and approaches to drug courts in other areas:** The Department of Community Corrections presented the results of research into models and approaches to drug courts in jurisdictions throughout Virginia in an information item at the June 13, 2017 meeting of the Board's FGOEDC. The outcome of the discussion among committee members was that a drug court in Loudoun County was not feasible at the present time given that the fourth judge position for the County remains vacant and unfunded by the State Legislature.

- E. **Dialogue with Sheriff's office implementing a drug treatment program in the jail:** During FY 2017, the Sheriff's Department collaborated with MHSADS to co-locate inmates in need of substance abuse treatment inside the Loudoun County Adult Detention Center. Housed in what was previously referred to as Alpha Pod, treatment staff and inmates seeking treatment work in the re-named L.I.F.T. (Loudoun Inmate Focused Treatment) Unit. This program is a daily program for the treatment of substance abuse and follows all of the protocols of a therapeutic community. A recidivism study was conducted by Community Corrections of all of the participants of the former drug court from 2004 to 2012. The findings indicated that arrest rates were significantly smaller for previous drug court graduates versus those who did not graduate, and versus a control group who received no treatment. The data confirmed the theory that the longer offenders can remain engaged in treatment, the greater the likelihood they will have sustained sobriety and fewer arrests. The L.I.F.T. Unit provides another key piece in treating substance abuse among citizens involved in the criminal justice system, and reducing the likelihood of their return to criminal conduct.

Active Community Needs and Quality of Life Work Products:

- A. **(Loudoun Group Home) Increase clarity of community needs by directing staff to research and evaluate current County programs and services:** The conversion of the former youth shelter into a group home is expected to be complete and open in January, 2018. The RFP for operations was advertised and a contract for operating the facility is in place. The Virginia DSS application is in progress.

- B. **Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services:** MHSADS continues to work to increase Board knowledge

through briefings, events support, and collaboration with local and regional organizations. The Department continues to work toward bringing items to the Board and its Committees on topics related to mental health and substance abuse service delivery.

- D. **Develop information on support programs that accept health insurance to facilitate referrals to providers:** A coordinated online portal offering a searchable database or resource platform could facilitate faster, easier access to comprehensive community services, information, support, advocacy, and news on a local and national level. “Network of Care” and other portal-type search services represent meaningful tools to assist youth and families in finding resources and providers, including specific health insurance provider information.
- F. **Continue discussions among the Board regarding the scope of this focus area of community needs and quality of life:** Work on these topics is ongoing; MHSADS and the Community Services Board (CSB) brought an information item to the September 5, 2017 Board Business Meeting that detailed recommended responses to the reported increase in youth suicides. Additional information about this item and subsequent recommendations can be found in Section III of this item.

5. Growth Management – *Embrace Board conversations regarding the net impact of individual projects on County-wide infrastructure*

Table 5 identifies the Board’s eight agreed-upon outcomes related to Growth Management, the eight approved work products for completing each outcome, and the target completion date. As of October 31, 2017, no work products have been completed in the strategic focus area of Growth Management. A status and summary of each work product active is provided below.

Table 5. Growth Management Work Products

| Outcome | Work Products | Lead Department | Target Completion Date |
|--|---|-----------------|------------------------|
| A. Expand Board conversations regarding the net impact of individual projects on County-wide infrastructure | Restructure the staff report format for land use items to clarify the potential impacts on infrastructure and better describe how those impacts will be address by proposed rezonings | P&Z | Fall 2017 |
| B. Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues | Provide quarterly reports on the status of approved and upcoming projects to maintain a better tracking of growth and improved predictions of future capital needs | P&Z | January 2018 |

| Outcome | Work Products | Lead Department | Target Completion Date |
|--|---|---|--|
| C. Conduct an earlier (pre-building permit) assessment of impacts of new projects | Develop an approach to conducting earlier assessment of impacts on new projects | P&Z Department of Building and Development (B&D) | In progress; quarterly reports to begin in January 2018 |
| D. Establish better connections to school district growth projections and the geography of those projections | Through Fiscal Impact Committee, develop an approach to establish better connections to school district growth projections and the geography of those projections | DMB P&Z | Ongoing; discussed as part of the Fiscal Impact Committee's (FIC) student generation rates in 2017 guidelines, FIC guidelines to be presented to the Board on November 8, 2017 |
| E. Conduct a study of the costs of residential development | Provide an analysis on the costs and benefits associated with residential development | DMB | Spring 2018 |
| F. Conduct a fiscal analysis in coordination with review of the new Envision Loudoun Plan | Conduct fiscal evaluation of proposed land use alternatives | DMB | Winter 2018; results to stakeholders in January 2018 |
| G. Consider school impacts including student generation in specific school clusters on every development application | Coordinate with Loudoun County Public Schools (LCPS) to review and engage how forecast for student demand is determined based on inventory and absorption factor | P&Z | Ongoing |
| | Research different ways to evaluate enrollment patterns and how and where it may be appropriate to incorporate an urban capital infrastructure model | P&Z DMB | Ongoing |
| H. Explore methods for phasing residential development based on holistic assessment and | Research methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts | P&Z DMB | Ongoing; to be completed in conjunction with Envision Loudoun; draft presented in Summer 2018 |

| Outcome | Work Products | Lead Department | Target Completion Date |
|--|---|-----------------|------------------------|
| longer-term projections in order to better manage infrastructure impacts | Establish a model to conduct a higher level fiscal impact analysis on applications to incorporate a method which would look at how and when units are being absorbed into the marketplace | P&Z DMB | Fall 2018 |

Active Growth Management Work Products:

- A. **Expand Board conversations regarding the net impact of individual projects on County-wide infrastructure:** P&Z staff will be making two key changes to the public hearing staff report to address growth management. Change one will add a section to the report entitled ‘Public Facilities and Services.’ This section will discuss transportation, schools, parks, fire and rescue, and other public facilities and services. Specifically, the intent of this section is to evaluate the impact of a rezoning application on the local transportation network and public facilities, what the application is or is not doing to mitigate the impact, and what facilities exist and/or are funded to serve the subject property and surrounding area. The second change is adding maps illustrating the aforementioned transportation and public facilities serving the subject property.
- B. **Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues:** Using monthly demographic reports and the EPD (Existing and Potential Development) tool, staff will provide the Board a quarterly summary report. The report will highlight approved and upcoming commercial and residential developments by election district.
- C. **Conduct an earlier (pre-building permit) assessment of impacts of new projects:** Planning and Zoning staff will coordinate with Building and Development staff to produce information on by right development to better understand and anticipate impacts on services. This can include a compilation of pre-submission and pre-application data that can serve as indicators of future applications to be submitted, and once accepted can be analyzed and reported as potential new projects with an estimated completion date for an early detection of impact.
- D. **Establish better connections to school district growth projections and the geography of those projections:** During Summer 2017 meetings of the FIC and Loudoun County School Board (LCSB), P&Z and Management and Budget staff explained the different methodologies, geographic areas, and purposes of the generation factors used by the respective agencies, noting that the County factor is used to determine the capital facilities contribution to mitigate development impact while the LCSB factor is used to determine school growth and new facilities. In light of this distinction, the consensus of FIC and LCSB was to continue to use the different rates to address these different purposes. Refer

to the PowerPoint [presentation](#) that staff gave the FIC and LCSB. Staff expects continued involvement with these types of issues as new planned land use components of the Envision Loudoun outcomes will drive or affect student generation rates.

- E. **Conduct a study of the costs of residential development:** The Envision Loudoun consultant team, in collaboration with Management and Budget staff, will produce a study on the fiscal and economic impacts of residential development in Loudoun County. This task will meet a need to better understand the economic as well as the fiscal impacts of residential development, reflecting differing characteristics across a range of housing types (real property value, housing unit age, and demographics). This study is expected to be completed in Spring 2018.
- F. **Conduct a fiscal analysis in coordination with review of the new Envision Loudoun Plan:** The Envision Loudoun consultant team, in collaboration with DMB staff, will produce a fiscal impact analysis of the new growth and development projected with the Draft Envision Loudoun Plan. In addition, the consultant team will be developing a fiscal model. The analysis and model are expected to be completed in early 2018.

Consider school impacts including student generation in specific school clusters on every development application: P&Z staff is currently working with LCPS staff to incorporate an urban capital school model in evaluating current land use applications being processed proximate to planned metro station areas. An initial urban school design has been completed by LCPS staff and their consultant; however, this design has not yet been presented to the LCSB. Beginning in November 2016, LCPS began supplementing their referral responses to include student generation information for school clusters anticipated to serve proposed residential/mixed use developments. These ongoing efforts, in conjunction with a market assessment being developed by staff and a consultant team, will help inform analysis of growth trend information, absorption of development types, and employment-based metrics. More accurate analysis of these factors will facilitate better planning for growth-related demands for services; capital facilities and improvements; and the community-wide impacts of that growth for both county government and schools.

- H. **Explore methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts:** Envision Loudoun growth management policies will address development phasing based on available/needed infrastructure capacity. DMB will develop a fiscal impact analysis model with the Envision Loudoun consultant team to assist with evaluating future development.

The 2016 Capital Facilities Standards (CFS) were adopted by the Board on January 3, 2017. The CFS established population standards for public facilities. The 2017 Capital Intensity Factors (CIF) is currently under consideration by the FIC. As part of the 2017 CIF process, DMB is performing a capital facility deficit analysis that incorporates population forecasts and the adopted Capital Facilities Standards to determine what types

of public facilities are needed in which planning subareas. The FY 2025 – 2034 Capital Needs Assessment is anticipated to be developed by staff and the FIC in the Spring of 2018.

SECTION II: ZONING ORDINANCE AMENDMENT WORK PROGRAM UPDATE

The current 2017 Zoning Ordinance Amendment (ZOAM) Work Program (Attachment 1) was approved by the Board on March 2, 2017 (7-0-2: Supervisors Letourneau and Meyer absent). Section II provides an update on completed, active, and queued ZOAMs.

Completed ZOAMs: Since March 2, 2017, the Board has approved six ZOAMs included in the 2017 ZOAM Work Program, as follows (listed by approval date):

| ZOAM Number | Completed ZOAM Title and Topic | Approval Date |
|-------------|--|------------------|
| 2016-0013 | Covered Decks and Porches | February 7, 2017 |
| | <i>Covered Decks and Porches (ZOAM-2016-0013)</i> , approved February 7, 2017 (6-3: Supervisors Letourneau, Randall, Saines opposed). This ZOAM amended the <u>Revised 1993 Loudoun County Zoning Ordinance</u> (Zoning Ordinance) to permit additional encroachment of covered decks and unenclosed porches into required rear yards to improve the flexibility available to homeowners in the use of private outdoor space on residential lots. | |
| 2016-0015 | Floodplain Overlay District – FIRM Date | February 7, 2017 |
| | <i>Floodplain Overlay District – FIRM Date (ZOAM-2016-0015)</i> , approved February 7, 2017 (9-0). Amended the Zoning Ordinance to reference the effective date of the revised Flood Insurance Rate Map (FIRM) for Loudoun County that is the basis for delineation of the Floodplain Overlay District (FOD). This ZOAM corresponded with amendment of the Zoning Map to revise the boundaries of the FOD, Major Floodplain and Minor Floodplain, which were based on the updated FIRM and Flood Insurance Study (FIS) prepared by FEMA. | |
| 2016-0016 | Floodplain Overlay District – Uses | April 4, 2017 |
| | <i>Floodplain Overlay District – Uses (ZOAM-2016-0016)</i> , approved April 4, 2017 (9-0). Amended the Zoning Ordinance to reclassify Special Event and Passive and Active Recreation uses as permitted and/or special exception uses (SPEX) in the FOD (Major Floodplain). Specifically, “Special Event” was changed from a SPEX use to a permitted (“by right”) use when no land disturbing activity is proposed with the use, and “Passive and Active Recreation” was changed from a permitted to a SPEX use when the use: 1) requires a change to the boundary of the FOD (Major Floodplain); 2) causes an increase in the base flood elevation; and/or 3) proposes an area of impervious surface that exceeds 3% of the area of FOD (Major Floodplain). | |
| 2016-0014 | RC Residential Density | April 12, 2017 |
| | <i>RC Residential Density (ZOAM-2016-0014)</i> , approved April 12, 2017 (7-0-2: Supervisors Letourneau and Saines absent). Amended the Zoning Ordinance to establish a maximum density of four dwelling units per acre for residential uses in the Rural Commercial (RC) Zoning District, and further clarified the types of “residential uses” permitted in the RC Zoning District as single family detached, single family attached, and multi-family. | |

| ZOAM Number | Completed ZOAM Title and Topic | Approval Date |
|---|--|-------------------|
| 2016-0005 | Temporary/Political Signs | July 20, 2017 |
| <p><i>Temporary/Political Signs (ZOAM-2016-0005)</i>, approved July 20, 2017 (9-0). Amended the Zoning Ordinance to ensure consistent regulatory treatment of all temporary signs. The amendment was in response to a United States Supreme Court decision and a Virginia Attorney General’s opinion regarding the local regulation of temporary signs.</p> | | |
| 2016-0008 | Planned Development - Town Center (PD-TC) District | September 5, 2017 |
| <p><i>Planned Development - Town Center (PD-TC) District (ZOAM-2016-0008)</i>, approved September 5, 2017 (8-1: Supervisor Letourneau opposed). Amended the Zoning Ordinance to comprehensively update the provisions of the PD-TC Zoning District to foster increased flexibility in ordinance administration and promote high-quality town center developments.</p> | | |

Active ZOAMs: Five ZOAMs included in the 2017 Strategic Work Program have been commenced by staff and are at various stages of the ordinance development process. The Board has adopted Resolutions of Intent to Amend (ROIA) for two of these ZOAMs, and public hearing dates have been tentatively scheduled. Staff has been engaged in preliminary development efforts on the other three active ZOAMs, to include involvement of the ZOAG. Such preliminary development was necessary for these ZOAMs given their scope and complexity, and the ROIA for each will be forthcoming for Board approval. The active/in-progress ZOAMs are as follows:

| ZOAM Number | Active ZOAM Title and Topic | Review Status |
|--|--------------------------------|----------------------------------|
| 2016-0011 | State Code Consistency | PC Public Hearing: December 2017 |
| <p><i>State Code Consistency (ZOAM-2016-0011)</i>, Planning Commission Public Hearing is anticipated in December 2017, to be followed by Board Public Hearing in February 2018. The last comprehensive effort to verify that all regulations of the Zoning Ordinance were in accordance with the Code of Virginia was completed in 2003. Since that time there have been numerous amendments to the Code of Virginia in regard to land use and zoning matters. Some of these amendments have already been incorporated into the Zoning Ordinance through prior issue-specific ZOAMs, and compliance with other amendments has also been achieved through a variety of administrative processes and practices. Therefore, several amendments to the Code of Virginia have yet to be addressed in the Zoning Ordinance, necessitating the proposed amendments. The proposed amendments will ensure that the Zoning Ordinance is in accordance with all relevant provisions of the Code of Virginia effective as of July 1, 2017.</p> | | |
| 2017-0002 | Route 7 Setbacks | PC Public Hearing: November 2017 |
| <p><i>Route 7 Setbacks (ZOAM-2017-0002)</i> – Planning Commission Public Hearing is anticipated in November 2017, to be followed by Board Public Hearing in January 2018. Public outreach will be conducted in late October. This ZOAM proposes changes to the setbacks and buffer yards associated with the segment of Route 7 located between Broad Run and the eastern corporate limit of the Town of Leesburg to improve flexibility for commercial development while enhancing the aesthetic appearance of the corridor. Based on recommendations provided by the TLUC, the ROIA adopted by the Board proposes reducing the building setback from 300 feet to 200 feet, increasing the parking setback from 100 feet to 150 feet, and enhancing the landscaped</p> | | |

| ZOAM Number | Active ZOAM Title and Topic | Review Status |
|------------------------|--|--------------------------|
| | buffer area immediately adjoining the Route 7 right-of-way. Moreover, the ROIA includes direction that the plant materials composing the landscaped buffer area include species that appeal to pollinators. A companion amendment to the <u>Revised General Plan</u> is being processed concurrently with the ZOAM. | |
| 2017-TBD | Rural Uses & Performance Standards | ROIA: December 2017 |
| | <p><i>Rural Uses & Performance Standards (Package #2)</i>, ROIA anticipated for the Board Business Meeting in December 2017. This ZOAM builds upon the content of the previously approved Rural Uses and Historic Structures ZOAM (ZOAM-2015-0006; adopted November 1, 2016), and is intended to promote uses and standards conducive to a vibrant rural economy pursuant to input received from stakeholders during the “Business Friendly” ZOAM. More specifically, this ZOAM will address sports fields and rural recreation, outdoor shooting ranges, farm worker housing, use(s) of existing buildings/structures, as well as more general refinement of permitted use lists, definitions of uses, and related performance standards, to include allowable timeframes for outdoor music and similar sounds associated with permitted rural uses. Efforts are underway with staff and the Rural Subcommittee of the ZOAG to define the scope of the ZOAM in preparation for ROIA adoption by the Board. Such efforts have included analysis of potential uses in the rural zoning districts as well as identification of alternative regulatory approaches. Draft language will be distributed to referral agencies following ROIA adoption, and public hearings are anticipated in the second quarter of 2018.</p> | |
| 2017-TBD | Buffers, Screening & Related Landscaping | ROIA: December 2017 |
| | <p><i>Buffers, Screening & Related Landscaping</i>, ROIA is anticipated for the Board Business Meeting in December 2017. This ZOAM is intended to refine setback and buffer yard requirements contained in various sections of the Zoning Ordinance to ensure that such requirements are appropriate for the intended form(s) of development, provide sufficient flexibility to facilitate innovative site design, and enable resolution of common design challenges/constraints. This amendment will further address buffer standards for historic cemeteries, as directed by the Board Member Initiative (BMI) approved on March 7, 2017 (7-0-2: Supervisors Buffington and Higgins absent). The scope of this amendment will involve a comprehensive review and refinement of setback and buffer yard requirements, to include, but not limit: parking lot setbacks, district-specific perimeter buffers/setbacks, setbacks from specific roads, and buffer yards. Additionally, this amendment will address landscaping requirements within required buffer yards to ensure effectiveness relative to corresponding dimensional standards and compatibility with overarching land use objectives, and ensure consistency of such requirements with those of the Facilities Standards Manual. The standards and processes established through this ZOAM are expected to improve the clarity and ease of administration of the ordinance, and ultimately result in a reduced number of buffer modification requests included with legislative land use applications. Such outcomes will improve the overall efficiency of the development review process and require fewer resources on the part of both the County and applicants. Efforts are underway with staff, ZOAG’s Urban/Suburban Subcommittee, and representatives of WSP (formerly Parsons Brinkerhoff) to identify alternative ordinance strategies and define the scope of the ZOAM in preparation for ROIA adoption by the Board. Draft language will be distributed to referral</p> | |

| ZOAM Number | Active ZOAM Title and Topic | Review Status |
|---|---|------------------|
| agencies following ROIA adoption, and public hearings are anticipated in the second quarter of 2018. | | |
| 2017-TBD | Affordable Housing - ADUAB Recommendations | ROIA: Early 2018 |
| <p><i>Affordable Housing #2 – ADUAB Recommendations, ROIA is anticipated for the Board Business Meeting in December 2017.</i> This ZOAM is intended to address provisions of the Zoning Ordinance that impede or otherwise constrain the development of affordable housing pursuant to the recommendations of the Affordable Dwelling Unit Advisory Board (ADUAB) and will build upon the content of the recently approved Affordable Housing – ADU Regulation ZOAM (ZOAM-2016-0009; adopted October 12, 2016). In contrast to the more limited focus of the prior Affordable Dwelling Unit (ADU) ZOAM, this amendment will be broad in scope, as it will seek to address the totality of requirements impacting the provision of affordable housing in Loudoun County, to include, but not limited to, density bonus options, the number of affordable dwelling units (ADUs) required, the cash contribution formula, ADU development zoning district regulations, definitions, and development processes and procedures. A companion amendment to Chapter 1450 of the Codified Ordinance will be processed concurrently with the Zoning Ordinance amendment. As a result of the October 16, 2017 Housing Summit, a comprehensive amendment effort is envisioned and will be discussed with TLUC in the first quarter of 2018.</p> | | |

Queued ZOAMs: Eight ZOAMs have yet to be started as originally projected in the 2017 ZOAM Work Program. The delay in starting these ZOAMs is due in part to the scope and/or complexity of several of the other ZOAM initiatives undertaken in 2017. Such conditions resulted in ZOAM timelines extending beyond what was anticipated for both preliminary ordinance development activities and formal processing. Moreover, there has been limited staff capacity to take on new initiatives while other ZOAMs remain active, as the staff members tasked with the ZOAM program are also engaged in the performance of other time sensitive responsibilities, such as review of land development applications. Several of these ZOAMs will therefore be “carry-over” initiatives that will form the core of the 2018 ZOAM Work Program, while others may ultimately be incorporated into the Zoning Ordinance overhaul planned for 2019 rather than proceeding as stand-alone ZOAMs. Descriptions of the carry-over ZOAMs with updated timeframes are as follows (listed in alphabetical order):

- A. *Article 6 – Legislative Review Process, projected to start at staff level in the fourth quarter of 2017, public hearings anticipated by the third quarter of 2018.* This amendment is recommended by staff to implement changes to the legislative review process to enhance efficiency and improve outcomes for all stakeholders. During the recent amendments to this Article in response to the new proffer legislation, staff received some support from Board members to have legislative applications be sent to Planning Commission public hearings earlier rather than later in the process to receive public comments/concerns so they may be adequately addressed through the staff/applicant review process.

- B. Article 8 – Definitions, projected to be incorporated into 2019 Zoning Ordinance overhaul and amendments to implement the policies approved with Envision Loudoun. This amendment is recommended to update the definitions of Article 8 to add definitions for uses and other ordinance elements that are currently undefined and to revise existing definitions to improve clarity. This amendment is intended to be a comprehensive review and refinement of Article 8, and its scope will also include refinement of zoning district use lists and other miscellaneous ordinance sections to ensure consistency with updated Article 8 terminology.
- C. Child Care Homes, projected to start at the staff level in the fourth quarter of 2017, with public hearings anticipated by the third quarter of 2017. Implementation of the performance standards of Section 5-600 applicable to child care homes has generated an increased volume of minor special exception (SPMI) applications. Many of the applications have resulted in a healthy debate at Board meetings on the appropriateness of the required amount of play area, whether or not nearby HOA open space may be counted, and if the amount of parking for the use is adequate. These applications are frequently associated with child care homes proposed on single family attached lots. Such lots are often not large enough to accommodate required outdoor play areas and parking without obtaining approval of modifications, and the close proximity of adjoining units fosters increased scrutiny from neighbors. This amendment is recommended to assess the appropriate play area and parking requirements, whether and to what extent modifications to performance standards should be permitted for child care homes, and to evaluate processing alternatives when SPMI approval is needed, such as routing through the Board of Zoning Appeals (BZA) rather than the Board.
- D. FAR Averaging, based on recent input from ZOAG, this amendment is no longer necessary due to recent increases in the maximum FAR and will not be carried over to the 2018 ZOAM Work Program. This amendment was initially recommended to enhance development flexibility within non-residential projects. Specifically, this amendment would allow the floor area ratio (FAR) to be averaged across the lots within a given non-residential project, effectively enabling the maximum permitted floor area for a project to be “shared” between lots/users, regardless of individual lot size.
- E. General “Clean-up” of Ordinance, projected to be incorporated into the 2019 Zoning Ordinance overhaul. This amendment is recommended to address miscellaneous typographical errors, inconsistencies in terminology, and other minor items. Such items have been documented by staff and other users of the ordinance.
- F. Parking Standards, limited/quick fix amendments to the parking standards are projected to start at the staff level in the first quarter of 2018, with public hearings anticipated by the fourth quarter of 2018. A more comprehensive review of the parking standards are projected to be incorporated into the 2019 Zoning Ordinance overhaul. This amendment is recommended as a comprehensive review and update of the parking requirements of the Zoning Ordinance, with applicability to all zoning districts. The current parking standards are not conducive to mixed-use development, and further are not consistent with evolving demand characteristics. The

recommended amendment will seek to address these issues by revising parking ratios, allowances for shared parking, and related provisions.

- G. *Renewable Energy Uses, projected to be incorporated into 2019 Zoning Ordinance overhaul.* There has been an increased level of interest and inquiry concerning the feasibility of installing renewable energy generation facilities as a principal use in a variety of zoning districts. Such facilities are connected to the servicing power company's grid and designed to generate electrical power that will be sold to the power company, in whole or in part. Renewable energy generation uses are distinct from solar panels/arrays and/or windmills installed by homeowners and/or businesses for private use, which are permitted as accessory uses. This amendment is recommended to identify the zoning districts wherein renewable energy generation uses should be permitted and formulate appropriate performance standards to mitigate their unique impacts.
- H. *Silver Line CPAM Amendments, projected to be incorporated into 2019 Zoning Ordinance overhaul.* These amendments are recommended to ensure the Zoning Ordinance is equipped with the regulatory methods necessary to implement the land uses, densities, and design features proposed in the draft Silver Line Small Area Plan. Such amendments are envisioned to focus on refinements to the existing PD-TRC (Planned Development – Transit Related Center) and PD-TREC (Planned Development – Transit Related Employment Center) Zoning Districts, as these districts will implement the Urban Mixed Use and Compact Walkable, Non-residential land uses immediately adjoining the Silver Line Metro Stations. The amendments will also identify and update other zoning districts and/or provisions critical to implementing the various place typologies.

Proposed ZOAM: Accessory Uses in the Planned Development-Industrial Park (PD-IP) Zoning District: Current practice limits the floor area of accessory uses in the PD-IP Zoning District to 20 percent of the gross floor area (GFA) of the principal use, unless otherwise specified in the Zoning Ordinance. Amending the Zoning Ordinance to increase the amount of accessory-use space permitted for specialized manufacturers, such as breweries or coffee roasters, would increase flexibility and assist in the establishment of these specialized industrial businesses. The Board has the option of directing Department of Planning and Zoning to incorporate this issue into its proposed 2018 Zoning Ordinance Amendment (ZOAM) Work Program for Board discussion and direction. The 2018 ZOAM Work Program is anticipated to be brought to the Board in early 2018.

SECTION III: ADDITIONAL OUTCOME(S) FOR CONSIDERATION

Youth health, wellbeing, and resilience: At its September 5, 2017 meeting, the Board of Supervisors was presented with [an information item](#) developed by the Loudoun County Community Services Board (CSB) and MHSADS that detailed recommended responses to the reported increase in suicides by youths in Loudoun County. The recent information item and this strategic plan update provides an opportunity to take proactive steps to promote youth-specific issues across multiple County agencies.

The community outreach by MHSADS and the CSB identified that Loudoun County does have a continuum of care with many agencies, organizations and people interested and invested in promoting youth mental health, wellbeing and resilience, and there are some additional opportunities to improve the continuum of care. While a lead agency in promoting mental health and wellbeing, MHSADS is neither the sole entity focused on this initiative nor the sole source of prevention activities and strategies. Community resources serving youth throughout the County include County departments, such as the Departments of Parks, Recreation, and Community Services (PRCS) and Library Services (LCPL); and collaborations, such as Suicide Prevention Alliance of Northern Virginia (SPAN), Health Council and Stop Child Abuse Now (of Northern Virginia) (SCAN); and other community and healthcare organizations. The aforementioned community resources, Loudoun County Public Schools, and other youth serving entities all focus on youth mental health and resilience. For example, PRCS is currently evaluating an expansion of its Youth Outreach Program to increase health and wellness services and other activities for youth in the western portion of the County, where youth-specific programming is less developed. While this program is not yet fully defined and is being evaluated a part of the FY 2019 budget process it is designed to facilitate programming that provides a safe environment for youth to establish connections with the community, engage in physical activity, and participate in educational programming.

Youth suicide prevention requires commitment to developing strategies that promote youth and adolescent health, wellbeing and resilience. Opportunity exists to advance community conversations about youth mental health and resilience, to improve opportunities for positive peer groups, to support the development of young people to have a strong sense of self and self-esteem, and to promote engagement in school and community activities. In short, to address resilience is to address hope in the face of adversity. Resiliency is an essential function to reduce youth suicide through community wide engagement and actions.

| Outcome | Work Products | Lead Department | Target Completion Date |
|---|--|--|---|
| G. Promote youth health, wellbeing, and resilience. | Provide informational reports to the Board regarding issues associated with developing youth health, wellbeing, and resilience in Loudoun County, like youth suicide prevention and awareness. | MHSADS | Ongoing; most recent report to the Board occurred September 5, 2017 |
| | Provide recommendations on expanding youth-led and youth-sponsored programs and activities throughout the County. | MHSADS, The Department of Parks, Recreation and Community Services (PRCS) and Loudoun County Public Library (LCPL) | Fall 2018 |

| | | | |
|--|--|--------|---------|
| | Advance Youth Mental Health First Aid Training for youth-serving County departments. | MHSADS | Ongoing |
|--|--|--------|---------|

Future Considerations: In addition there are two upcoming Committee items that may give rise to including certain project priorities into future updates to the Strategic Plan. The FGOEDC will be reviewing and item regarding the proposed Countywide Intersection Improvement Program and staff has developed a proposed program for the Committee’s review, including a proposed scope of work and cost estimates, including capital costs for design and construction and ongoing staffing impacts. This effort could likely be subsequently included in the FY 2019 – 2024 Capital Improvement Program (CIP) and FY 2019 operating budget discussions in early 2018, some components could be identified as priorities in the Board’s Strategic Plan.

Also, later this month, TLUC will be receiving an overview of the Bicycle and Pedestrian Plan and updates on key sidewalk, trail and other pedestrian related improvements.

DRAFT MOTIONS:

1. I move that the Board of Supervisors incorporate outcome “G. Promote youth health, wellbeing, and resilience” into Section 4 “Community Needs and Quality of Life” of the Board’s strategic plan as presented in the November 8, 2017 Board of Supervisors Business Meeting Action Item.

I further move that staff be directed to incorporate a review of accessory uses in the Planned Development – Industrial Park zoning district into the 2018 Zoning Ordinance Amendment Work Program.

OR

2. I move an alternate motion.

ATTACHMENT:

1. 2017 Zoning Ordinance Amendment Work Program Timeline – November Update

2017 ZONING ORDINANCE AMENDMENT (ZOAM) WORK PROGRAM

ZOAM INITIATIVES & ANTICIPATED PROCESSING SCHEDULE - BY QUARTER

APPROVED BY BOARD OF SUPERVISORS: March 2, 2017

UPDATED: November 8, 2017

| 2017 ZOAM INITIATIVE | ANTICIPATED ZOAM SCHEDULE | | | | | | | | Status Note |
|--|---------------------------|----|----|----|------|----|----|----|--|
| | 2017 | | | | 2018 | | | | |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| 1 POLITICAL/TEMPORARY SIGNAGE (ZOAM-2016-0005): ADOPTED 7/20/2017 | ◊ | | | | | | | | ADOPTED 7/20/17 |
| 2 PD-TC (PLANNED DEVELOPMENT – TOWN CENTER) DISTRICT (ZOAM-2016-0008): ADOPTED 9/5/2017 | | ◊ | | | | | | | ADOPTED 9/5/17 |
| 3 STATE CODE CONSISTENCY (ZOAM-2016-0011): UNDERWAY | | | | | ◊ | | | | Consolidated with 2017 State Code updates; CAO coordination underway |
| 4 COVERED DECKS AND PORCHES (ZOAM-2016-0013): ADOPTED 2/7/17 | ◊ | | | | | | | | ADOPTED 2/7/17 |
| 5 RC RESIDENTIAL DENSITY (ZOAM-2016-0014): ADOPTED 4/12/17 | | ◊ | | | | | | | ADOPTED 4/12/17 |
| 6 FLOODPLAIN OVERLAY DISTRICT (FOD) - FIRM Date & FOD ZMAP (ZOAM-2016-0015): ADOPTED 2/7/17 | ◊ | | | | | | | | ADOPTED 2/7/17 |
| 7 FLOODPLAIN OVERLAY DISTRICT (FOD) - USES (ZOAM-2016-0016): ADOPTED 4/4/17 | ◊ | | | | | | | | ADOPTED 4/4/17 |
| 8 AFFORDABLE HOUSING #2: ADUAB RECOMMENDATIONS: | | | | | | ◊ | | | Temporarily on hold pending Board's Housing Summit in October 2017 |
| 9 RURAL USES AND PERFORMANCE STANDARDS - "RURAL PACKAGE 2": ACTIVE/IN-PROGRESS | | | | | | ◊ | | | Preliminary review at ZOAG subcommittee; ROIA forthcoming |
| 10 ROUTE 7 SETBACKS (ZOAM-2017-0002): ACTIVE/IN-PROGRESS | | | | | ◊ | | | | 1st Referrals due 9/6/17; PC public hearing November (tentative) |
| 11 CHILD CARE FACILITIES | | | | | | | | ◊ | |
| 12 GENERAL "CLEAN-UP" OF ORDINANCE (BATCH AMENDMENT) | | | | ◊ | | | | | |
| 13 BUFFERS, SETBACKS & RELATED LANDSCAPING: UNDERWAY | | | | ◊ | | | | | Consultant workshop in October; ROIA forthcoming; PC public hearing 1Q18 |
| 14 ARTICLE 6 - LEGISLATIVE REVIEW PROCESS (INCLUDING ZMOD CRITERIA) | | | ◊ | | | | | | |
| 15 PARKING STANDARDS: | | | | | ◊ | | | | Preliminary review at ZOAG subcommittee. |
| 16 SILVER LINE CPAM AMENDMENTS | | | | ◊ | | | | | CPAM consolidated with Envision Loudoun process. |
| 17 2017 STATE CODE CONSISTENCY (IF NEEDED) UNDERWAY | | | | ◊ | | | | | Consolidated with ZOAM-2016-0011; CAO coordination underway |
| 18 FAR AVERAGING | | | | | ◊ | | | | |
| 19 ARTICLE 8 - DEFINITIONS | | | | | | ◊ | | | |
| 20 RENEWABLE/CLEAN ENERGY USES (SOLAR PANEL FIELDS, WIND TURBINES) | | | | | | ◊ | | | |

SCHEDULE NOTE:

Time frames are approximate and indicate the quarters of each calendar year during which activity on the subject ZOAM initiative is expected to occur. The schedule assumes time required to complete requisite research and analysis, agency referrals, public and stakeholder outreach (as needed), and Planning Commission and Board of Supervisors processes, to include worksessions and committee deliberations.

KEY:

- Active and/or Carry-over ZOAM from 2016 Work Program.
- New ZOAM identified by Staff per feedback from members of Board of Supervisors.
- New ZOAM identified by ZOAG and/or Staff.
- Preliminary review/input by ZOAG subcommittee with Staff support.
- ◊ Anticipated ordinance adoption.

ANTICIPATED NEW ZOAM INITIATIVES FOR 2018 (PER BOARD, COUNTY INITIATIVES)

SCHEDULE OF PENALTIES (ENFORCEMENT)