

Date of Meeting: May 17, 2018

# I-2

**BOARD OF SUPERVISORS  
BUSINESS MEETING  
INFORMATION ITEM**

**SUBJECT:** Biannual Strategic Initiatives Update

**ELECTION DISTRICT(S):** Countywide

**CRITICAL ACTION DATE:** At the pleasure of the Board

**STAFF CONTACT(S):** David Street, 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 initiatives work plan.<sup>1</sup>

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**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 focus areas, with an overall target completion date of December 31, 2019. On March 2, 2017, the Board approved (7-0-2: Supervisors Letourneau and Meyer absent) staff's recommended work plan (strategic initiatives work plan) for achieving each outcome and directed staff to provide biannual updates for prioritization by the Board.<sup>2</sup> The work products are discussed in greater detail under each strategic focus area in Section I below.

On November 8, 2017, the Board received the first of several biannual updates on progress through the strategic initiatives work plan. Additionally, the Board approved (9-0) the addition of work products in the Community Needs and Quality of Life focus area related to youth health, wellness, and resiliency. Since the last update to the Board, staff has implemented a quarterly internal reporting process whereby key representatives from departments related to each strategic focus area and County Administration meet and coordinate work across applicable agencies and focus areas. This collaborative process has resulted in several technical modifications to better align work products with the Board's desired outcomes. These modifications are noted with footnotes where applicable.

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<sup>1</sup> All updates to the Board's Strategic Initiatives Work Plan can be found by visiting [www.loudoun.gov/strategicplan](http://www.loudoun.gov/strategicplan).

<sup>2</sup> The detailed work plan is described in the [March 2, 2017 Business Meeting Action Item – Strategic Plan Update/Work Plan](#).

This item is organized into two sections;<sup>3</sup> Section I contains an update on staff's progress through identified work products across the five strategic focus areas. Completed work products are highlighted in light blue. Technical modifications to work products are footnoted where applicable. Section II contains a status update on the current 2018 Zoning Ordinance Amendment (ZOAM) Work Program.<sup>4</sup>

On November 8, 2017, the Board requested the following information:

1. *More information on the initiative to research expansion of higher education as a new economic development focus.*

The Department of Economic Development's (DED) current work regarding higher education and workforce have been in collaboration with existing business development efforts such as business retention and small business and entrepreneurship development. The Board's FY 2019 approved budget includes a new FTE specifically for workforce development. This position will be part of the department's strategic initiatives team and is designed to help DED understand and evaluate the workforce needs of the County from both the business and higher education perspectives. This position will provide a greater focus on higher education by acting as a liaison to the County's partners while identifying needs and opportunities for workforce development efforts.

2. *Clarify that the initiative to increase Board knowledge of the most effective ways to deliver mental health and substance abuse services was stated during the Strategic Planning Session of the Board and if so, provide additional information on this initiative.*

This topic was identified as a part of the Board's 2016 Strategic Planning Retreat. Recent actions taken to facilitate this outcome include the May 1, 2018 update to the Board on youth health, wellness, and resilience, the discussion around the inclusion of additional staff in the Departments of Family Services (DFS) and Mental Health, Substance Abuse and Developmental Services (MHSADS) during the FY 2019 Budget Worksessions, and items presented to the Board about the mental health docket and Drug Court process. Due to the similar and overlapping nature of the work products identified for this outcome, this outcome and associated work products have been combined with the "continue discussions among the Board regarding the scope of this focus area of community needs and quality of life" outcome and work products. This update is noted in the table below via footnote.

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<sup>3</sup> Section III is reserved for instances where new outcomes or work products have been identified by the Board or staff for inclusion in the strategic initiatives work plan. No such additions are included in this update.

<sup>4</sup> The 2018 Zoning Ordinance Amendment Work Program is described in the [February 6, 2018 Business Meeting Action Item 5 – 2018 Zoning Ordinance Amendment Work Program](#) online.

3. *Provide updated report to the Board regarding the re-establishment of a Drug Court in Loudoun County.*

An item was brought to the Board through the Finance/Government Operations and Economic Development Committee (FGOEDC) at the February 22, 2018 Business Meeting to report on this topic.<sup>5</sup> At that meeting, the Board directed staff to convene a Drug Court Advisory Committee for the purpose of beginning the formal planning process for a drug treatment court as prescribed by the Virginia Code [§ 18.2-254.1](#), otherwise known as the Drug Treatment Court Act. The Advisory Committee has met monthly since February 2018, establishing formal Drug Court eligibility criteria, creation of mission and goals, and the creation of standard operating procedures. The Committee will work toward finalization of all required elements of a Virginia Adult Drug Treatment Court by September 2018, when the completed formal application is planned to be submitted to the Office of the Executive Secretary of the Supreme Court of Virginia. The Department of Community Corrections is preparing an application for Federal grant funding in response to a recent solicitation from the U.S. Department of Justice for grant funding to assist units of local governments in the implementation of a Drug Treatment Court.

The next biannual update to the Board is tentatively scheduled for a November 2018 Business Meeting.

## 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.*

Table 1 identifies the Board’s ten agreed-upon outcomes related to transportation, 33 approved work products for completing each outcome, and the target completion date for each. A narrative summary of the current status of each work product is provided below the summary table.

**Table 1. Transportation Work Products Summary Table**

Outcome	Work Products	Lead Department	Target Completion Date
A. Increase Board knowledge of transportation projects already underway	1. Conduct a Transit Summit	Department of Transportation and Capital Infrastructure (DTCI)	Completed; May 22, 2017 The next Transit Summit is planned for June 2018.
	2. Conduct a Transportation Summit	DTCI	Completed; June 29, 2017

<sup>5</sup> A full discussion of the updates to the drug court issue can be found in [February 22, 2018 Business Meeting Action Item 12e FGOEDC – Adult Drug Court](#) online.

Outcome	Work Products	Lead Department	Target Completion Date
	3. Project website to disseminate project-related information for County projects above a certain value threshold	DTCI	Completed; New web site upgrades underway with an expected implementation by Fall 2018.
	4. Coordinate a Board of Supervisors construction project tour (Countywide)	DTCI	In progress; scheduling tour for Fall 2018.
B. Update Countywide Transportation Plan (CTP)	1. Provide periodic reports and development of sub-components of the overall plan	DTCI	To be completed in conjunction with Envision Loudoun
	2. Update CTP	DTCI	To be completed in conjunction with Envision Loudoun
C. Establish specific benchmarks for stages of progress on transportation construction and safety projects	1. Redesign the right-of-way and project development processes	DTCI	Completed; February 14, 2017
	2. Integrate project phase information into the quarterly report	DTCI	Completed; this information is incorporated into quarterly report to the FGOEDC.
D. Ensure road, pedestrian, and transit interconnects for Metrorail expansion	1. Continue to expand development of bike/pedestrian connectivity to the Metrorail stations	DTCI	In progress; VDOT has initiated design work near the Metrorail Stations.
	2. Pursue grant funding opportunities to support infrastructure connectivity of the Metrorail stations	DTCI Department of Management and Budget (DMB)	In progress
	3. Modify transit service routes to incentivize the use of Metrorail.	DTCI	Completed; routes are re-evaluated annually.
	4. Expand Metro Connection Service to increase ridership	DTCI	In progress; expansion of the Metro Connection Routes is identified in the Transit Development Plan (TDP) and will be re-evaluated as Loudoun approaches revenue service.
	5. Provide updates to the Board on infrastructure projects that will not be complete by the revenue service date (FY 2020)	DTCI	Report provided at the June 29, 2017 Transportation Summit. An update

Outcome	Work Products	Lead Department	Target Completion Date
	6. Evaluate and make recommendations to the Board on the provision of paratransit services related to Metrorail	DTCI	is anticipated for Fall 2018.  In progress; consultant work underway. Report expected Fall 2018.
E. Establish a more efficient and effective bus network to meet the needs of County residents	1. 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; Routes evaluated and modified annually.
	2. Conduct an ADA Compliance inventory and transition plan	DTCI	Study complete; findings will be presented at the Transit Summit in June 25, 2018.
F. Complete major road improvements and elimination of critical chokepoints.	1. Secure and leverage outside/regional funding for transportation projects	DTCI	Ongoing; Applications are made according to the VDOT and Regional Organization Schedule.
	2. Pursue Federal grant opportunities	DTCI DMB	Ongoing and in progress. Staff is preparing an item for the Board in June 2018 for candidate projects for BUILD \$25 million TIGER grant awarded
	3. 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 at the pleasure of the Board.
	4. Review the use of alternative delivery methods to expedite project delivery, where appropriate	DTCI	Ongoing; staff is continuing to explore alternative project delivery methods.
G. Complete plans and initiate local alternatives to the Greenway	1. Update CTP to incorporate the realignments and new roads which are identified as suitable alternatives to the Greenway	DTCI	Realignments were adopted by the Board on June 22, 2017. Additional changes

Outcome	Work Products	Lead Department	Target Completion Date
			including bike/ped facility refinement to be completed in conjunction with Envision Loudoun.
	2. Develop funding plan to implement identified projects	DTCI DMB	Incorporated into the CIP development process.
	3. Secure and leverage outside/regional funding for transportation projects	DTCI	See Federal grant information above.
	4. Initiate project development phases for projects identified as suitable alternatives to the Greenway	DTCI	Projects included in the CIP.
H. Identify options for locations for a future Potomac River Crossing east of Goose Creek in Loudoun County. <sup>6</sup>	1. Coordinate with State and Federal elected officials, VDOT and the Maryland Department of Transportation	DTCI	In progress; Consultant report expected to be presented to the Board Summer 2018
	2. 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	In progress; Awaiting consultant report
	3. Develop a strategy, through the Economic Development Advisory Commission's (EDAC) Potomac River Crossing Ad-Hoc Committee, for the creation of a coalition to advocate for a second river crossing in Loudoun County	DED DTCI	In progress; EDAC established a sub-committee, with DTCI representation, on the crossing concept.
	4. Identify key regional stakeholders and develop a strategy for building a regional coalition between key stakeholders and the business community	DTCI	In progress; key stakeholders list under development
	1. Coordinate with County Administration to identify the	DTCI	Completed May 22 and June 29, 2017.

<sup>6</sup> This outcome has been updated to reflect the motion made during the Transportation Summit.

Outcome	Work Products	Lead Department	Target Completion Date
I. Conduct a Transportation and Transit Summit	location and facility resources need for the Summits		Next Transit Summit planned for June 25, 2018.
	2. Integrate the Board's Strategic Plan Initiatives into the materials and information prepared for the Summits.	DTCI	Completed May 22 and June 29, 2017. Next Transit Summit planned for June 2018.
J. Address future demands on Routes 7, 9, 15 and 50	1. Evaluate and report on the rural primary routes for capacity, safety and consistency with the rural environment	DTCI	Initial report provided during the Transportation Summit on June 29, 2017. Staff is preparing an Action Item to determine priorities in July 2018.
	2. Integrate appropriate planning level proposals with the update to the CTP and provide recommendations to the Board	DTCI	Route 7 widening from 6 to 8 lanes between West Market Street and Dulles Greenway added to Envision Loudoun. Route 15 North CPAM approved by BOS 3/6/2018 to widen to four lanes between Leesburg and Montresor Road.
	3. As directed by the Board, consider additional project phases of current initiatives and new projects in future CIP deliberations	DTCI	Incorporated as part of the FY 2019 - FY 2024 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. During the Summits, the Department of Transportation and Capital Infrastructure (DTCI) provided more detailed information in areas of interest 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 (NVT) 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.

DTCI has increased the Board's knowledge of transportation and capital construction work through the many items presented to the Board or Committees. Information regarding projects is available on the [County website](#).

- 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. Based on the Board's approval of the redesigned right-of-way and project development processes, staff has applied the process to several projects including: Riverside Parkway and Lexington Drive to Loudoun County Parkway, Crosstrail Boulevard Segment B, and Round Hill to Franklin Park Pathway. Updates are also provided on a regular basis as part of the Quarterly Capital Improvement Program (CIP) Report presented to the FGOEDC.<sup>7</sup>
- D. Ensure road, pedestrian, and transit interconnects for Metrorail expansion.** Transit routes are evaluated annually to adjust to ridership trends and the planned 2020 opening of Metrorail service.
- E. Establish a more efficient and effective bus network to meet the needs of County residents:** The TDP is a ten-year transit plan required by the Department of Rail and Public Transportation (DRPT) for budgeting and funding transit services in the Commonwealth of Virginia. Loudoun's TDP was completed June 7, 2016 and approved (9-0) by the Board on June 23, 2016. Per the Department of Rail and Public Transportation (DRPT), the TDP was converted from a six-year plan to a 1ten-year plan and updated in January 2018. All busses necessary to operate expanded transit services are included in the FY 2018 – FY 2023 Amended CIP.
- F-3. (Eastern Loudoun County Transportation Study) Complete major road improvements and elimination of critical chokepoints.** Updates to the Eastern

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<sup>7</sup> The most recent Quarterly CIP Report can be found online here: [April 10, 2018 FGOEDC Item 3 – Quarterly Report/Capital Improvement Projects – Third Quarter FY 2018](#)

Loudoun County Transportation Study was last presented to the Transportation and Land Use Committee at the October 14, 2016 meeting.<sup>8</sup>

- G-2. Complete plans and initiate local alternatives to the Greenway:** Funding for alternative routes are included in the recently adopted FY 2019 - FY 2024 CIP.
- I. Conduct a Transportation and Transit Summit:** See A above for more details.

**Active Transportation Work Products:**

- A-4. (Project tour) Increase Board knowledge of transportation projects already underway:** staff is currently planning a tour of significant construction sites and anticipates that the tour will occur in Fall 2018. Additionally, DTCI will leverage the new communications positions approved in the FY 2019 budget. These positions will provide more information regarding projects and project status.

The 2018 Transit Summit is scheduled for June 2018. Topics are planned to include:

1. Dulles North Transit Center Update – staff will provide an update to the Board on the status of the Dulles North Transit Center with regard to transit operations once revenue service begins,
  2. Stakeholders Input Process (formerly called the Structured Process) –dates and timelines of the Stakeholder Input process have been adjusted. Staff will explain these changes and review the new timeline of the process,
  3. ADA Transition Plan Update – The plan has been completed and will be presented to the Board at the Transit Summit, and
  4. Transit Service Update – staff will compare the FY 2017 transit services to the FY 2018 transit services and provide an update to the plan for transit services when revenue services begins in Loudoun County. Staff will also update the Board on initiatives to incentivize the use of Metrorail.
- B. Update the Countywide Transportation Plan:** DTCI staff is working closely with Planning and Zoning in the update of the Countywide Transportation Plan (CTP) as part of the Envision Loudoun Process. The Planning Commission’s recommendations on Envision Loudoun, including the CTP, are tentatively scheduled to be delivered to the Board at the end of 2018.
- D. Ensure road, pedestrian, and transit interconnects for Metrorail expansion:**  
The Virginia Department of Transportation (VDOT) is administering the Metro Station Area Pedestrian Improvement project. A tentative schedule for locations and timeframes is being developed. Staff is reviewing options for additional funding for the Metro Station Area Pedestrian Improvements.

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<sup>8</sup> The full item can be viewed online: [October 14, 2016 TLUC Item 4 – Update on Eastern Loudoun Transportation Study](#)

DTCI staff continue to consider options for expansion of the Metro Connection Routes as identified in the TDP. DTCI staff will provide an update to the Board in Fall of 2018 regarding infrastructure projects that will likely not be completed by the time Metrorail revenue service begins.

DTCI staff have hired a consultant to evaluate the provision of American with Disabilities Act requirements for the opening of the Silver Line. A report is expected in the Fall of 2018.

The realignment of roads around the future Loudoun Gateway Station were adopted by the Board on June 22, 2017 as part of the Silver Line Comprehensive Plan Amendment. Additional changes including bike/pedestrian facility refinement to be completed in conjunction with Envision Loudoun.

**E. Establish a more efficient and effective bus network to meet the needs of County residents:** A study of the 339 bus stops in the County has been completed; findings are planned to be presented at the Transit Summit in June 2018.

**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. DTCI and DMB staff have made applications to VDOT for \$10 million in Revenue Sharing for FY 2019 and FY 2020, \$19.5 million in Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation Program (RSTP) funding for FY 2023 and FY 2024, \$376 million in funding from Northern Virginia Transportation Authority (NVTA) for the Six Year Plan, and is currently making application for Round 3 Smart Scale funds. In addition, staff will be bringing an item to the Board in June regarding candidate projects for the Better Utilizing Investments to Leverage Development (BUILD) program, which replaces the TIGER program. The CIP process allows for project funding and timing adjustments and potential new projects to be programmed.

The Department of Finance and Procurement (DFP) staff recently attended training on alternatives and delivery methods for projects. DTCI and DFP staff has reviewed options for alternative project delivery. Design-build remains a viable option for transportation projects; however, requires full project funding at the start of the project based on the nature of the contract. In two recent facility projects (Claude Moore Pool Seating Expansion and Kirkpatrick Fire and Rescue Station), incentives for early completion have been introduced to the construction contract as a means to accelerate the delivery of the construction phase. Incentives may be applied to transportation project contracts as well; however, funding review is critical in order to establish an appropriate incentive amount in the contract at the time of bid.

- 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 60 percent complete and is going through the public comment process. The Board endorsed an alignment for Shellhorn Road in June of 2017. A design contract for Shellhorn Road was awarded (9-0) at the March 22, 2018, Board Business Meeting and design is currently underway. Staff will continue to review opportunities for grant funding for transportation projects.
  
- 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 NVTAs. A report from the consultant is expected late Summer 2018.
  
- J. Address future demands on Routes 7, 9, 15 and 50:** The Route 15 North Safety and Operational Study is underway. It is anticipated that the final report will be presented to the Board in the Fall 2018. Staff is preparing an Action Item to determine Board priorities for studies of the remaining routes; that item is anticipated to be presented in July 2018.

**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 11 agreed-upon outcomes related to transportation, 20 approved work products for completing each outcome, and the target completion date for each. A narrative summary of the current status of each work product is provided below the summary table.

**Table 2. Economic Development Work Products Summary Table**

Outcome	Work Products	Lead Department	Target Completion Date
A. Increase Board knowledge of economic development work in progress	1. 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; the most recent update occurred at the March 13, 2018 FGOEDC
	2. Schedule one-on-one update meetings or project-specific	DED	Ongoing and as requested

Outcome	Work Products	Lead Department	Target Completion Date
	meetings, per Board Member request		
B. Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies	1. Provide a report to the Board detailing all metrics that are tracked internally	DED	Completed; DED will continue providing metrics at monthly FGOEDC meetings. Year-end update in Summer 2018
	2. Provide monthly report to FGOEDC with focus on a different targeted sector, highlighting strategy, metrics and ROI	DED	Completed; to date, DED has presented all industry clusters to FGOEDC and will continue to provide monthly department updates, metrics and ROI.
	3. Include additional indicators and monitoring measures in DED's Strategic Plan that specifically track progress on economic strategies	DED	Summer 2018
C. Develop an enhanced analysis of the County's international strategy	1. Present DED's updated strategy document to the Board	DED	Summer 2018
	2. Present DED's international strategy, highlights and ROI to FGOEDC	DED	Completed; April 18, 2017
D. Do not reduce commercial land base with residential rezonings	1. 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; <a href="#">Step 1 completed</a> ; 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	1. Expand higher education programming that enhances cluster activity and grows workforce availability and skills	DED	In progress; New workforce position for FY 2019 to address this focus area
F. Increase broadband and cellular access in western Loudoun County	1. Develop Board directed strategic plan to increase broadband access in the County	Department of Information Technology (DIT)	In progress; anticipated presentation to the Board June 2018

Outcome	Work Products	Lead Department	Target Completion Date
G. Develop a revitalized Route 7 business and commercial corridor using incentives	1. 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; Route 7 setbacks and landscaping Comprehensive Plan Amendment and Zoning Ordinance Amendment approved on February 14, 2018
H. Provide adequate resources to the Department of Economic Development to sustain progress	1. Increase targeted marketing efforts around the Metrorail stations	DED	Completed; targeted marketing campaigns ongoing through 2020
	2. Create Request for Proposal (RFP), evaluate proposals, and manage consultants for the cluster strategy update or lead-generation project	DED	Studies completed; cluster strategy update completed; integration into department strategic plan in progress; implementation set for Summer 2018.
I. Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy	1. 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.	P&Z DED	To be completed in conjunction with Envision Loudoun; Housing Summit Conducted October 16, 2017; staff work on affordable housing ZOAMs initiated
	2. Develop incentives, such as fee waivers or density bonuses, to make workforce housing projects feasible	P&Z DED	To be completed in conjunction with Envision Loudoun and updates to the Zoning Ordinance
	3. Propose amendments to Article 7 of the Revised 1993 Zoning Ordinance and Chapter 1450 of the Codified Ordinance to address incentives and changes to regulatory structure to support and encourage affordable housing.	P&Z Office of the County Attorney (OCA)	Resolution of Intent to Amend will be presented to TLUC per Housing Summit direction
	4. 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

Outcome	Work Products	Lead Department	Target Completion Date
			Program to be developed per Housing Summit direction
J. Identify and pursue opportunities to enhance rural economic development	1. 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
	2. 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 for rural uses and performance standards adopted April 19, 2018
K. Encourage overnight stays in Loudoun as a destination and increase tourism opportunities	1. 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; draft economic development chapter for Envision Loudoun process included consultation with Visit 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.
- 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 reviewed 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. To date, DED has presented all industry clusters to FGOEDC and will continue to provide monthly department updates, metrics and ROI.
- 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-3. (Strategic Plan) Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies:** DED worked with a consultant to do a cluster strategy update and then worked to integrate those findings and additional metrics into its updated department strategic plan, which will be presented to the Board and implemented in Summer 2018. DED will continue to use metrics across all targeted clusters and department functions and provide updates on those results.
- C. Develop an enhanced analysis of the County's international strategy:** The primary objective of DED's International Business Attraction Strategy is to promote Loudoun County as a global gateway and trade destination center in order to attract company investment to the county. The department has an ongoing process for analyzing international market opportunities that include the addition of India as a new target market for FY 2018. The strategy is focused on helping international companies establish or relocate operations in Loudoun by providing a range of services and information specifically targeted toward foreign-owned firms including site selection, orientation, targeted introductions, incentive information, referrals, and cultural information.
- 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.

Additionally as a part of the FY 2019 budget process, the Board approved a workforce development position within DED. As noted previously, this position will be part of the department's strategic initiatives team and is designed to help DED understand and evaluate the workforce needs of the County from both the business and higher education perspectives. This position will provide a greater focus on higher education by acting as

a liaison to our partners while identifying needs and opportunities for workforce development efforts.

- 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 anticipates that the Broadband Strategic Plan will be presented to the Board at a June 2018 Business Meeting.
  
- G. Develop a revitalized Route 7 business and commercial corridor using incentives:** This work component should be addressed as part of the continuing effort to review the Envision Loudoun recommendations as the progress from the stakeholder's committee to the Planning Commission and Board.
  
- 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. A Post-Housing Summit was held on February 5, 2018 to gain additional expert input from the Housing Summit speakers and others to help inform the Revolving Loan Fund Guidelines, the use of public land for affordable housing initiatives, and to identify regulatory barriers to the provision of affordable housing. A follow-up workshop was held on April 27, 2018 with affordable housing developers.

The Board also directed that staff develop a public land inventory and to present it 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 at the June 2018 meeting.

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 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 second quarter of 2018. On March 14, 2018, the Board approved a loan of \$2.46 million from the Trust to help finance the 96 Ashburn Chase apartments to be developed using Low Income Housing Tax Credits (LIHTC). The Board, in conjunction with the Town Council of Leesburg, agreed to amend the Memorandum of Understanding that governs the County's administration of the Town's Affordable Dwelling Unit (ADU) program to increase the number of affordable units managed to 120 ADUs. The Board also designated the

Suburban Policy Area as a revitalization area to support LIHTC applications for financing for affordable housing developments.

- J. Identify and pursue opportunities to enhance rural economic development:** Approved in November 2016 (8-0-1), 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 Zoning Ordinance Action Group (ZOAG) and other stakeholders as impediments to the establishment of rural economy uses.

P&Z staff is currently working on a ZOAM that 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 resolution of intent to amend \(ROIA\) for this ZOAM was approved at the Board Business Meeting on April 19, 2018](#), with public hearings anticipated in the Fall of 2018. At this Business Meeting, the Board also directed P&Z staff to engage in efforts with the ZOAG, the Rural Economic Development Council (REDC) and Visit Loudoun to recommend additional amendments to the Zoning Ordinance to further advance this objective.

Additionally, as a part of the FY 2019 budget process, a part-time rural business development position was made full-time.

- 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 coordinated 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.

**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 10 approved work products for completing each outcome, and the target completion date for each. A narrative summary of the current status of each work product is provided below the summary table.

**Table 3. Envision Loudoun Work Products Summary Table**

Outcome	Work Products	Lead Department	Target Completion Date
A. Charter for the Envision Loudoun Plan incorporated in the Strategic Plan	1. Incorporate Envision Loudoun Charter into Board’s Strategic Plan	P&Z	At the pleasure of the Board
B. Complete Envision Loudoun Plan <sup>9</sup>	1. Complete Phase I of Envision Loudoun – Foundations Report and Community Engagement Input Report	P&Z	Completed; March 2017
	2. Complete Phase II of Envision Loudoun – Use Foundations Report to develop preliminary vision and guiding principles for Envision Loudoun	P&Z	Completed; June 2017
	3. Complete Phase III of Envision Loudoun – Plan Development	P&Z	In progress; July 2018
	4. Complete Phase IV of Envision Loudoun – Review and Adoption Process	P&Z	In progress; early 2019
C. Complete Phase I of Comprehensive Zoning Ordinance Update to create a more user-friendly and streamlined structure and to address new zoning initiatives that result from planned land use changes that result from a newly adopted Comprehensive Plan	1. Prior to adoption of Envision Loudoun, develop a Charter for a Comprehensive Zoning Ordinance Update	P&Z	Winter 2019
D. Conduct regular communication among the full Board and staff about work on the	1. Present to the Board the summary of public feedback received through Listen and Learning Workshops and On-Line Tool	P&Z	Completed; February 22, 2017

<sup>9</sup> As a part of this update to the Board, staff has added two work products (B-3 and B-4) to outcome B entitled “Complete Phase III of Envision Loudoun – Plan Development” and “Complete Phase IV of Envision Loudoun – Review and Adoption process” to better reflect milestones associated with the project.

Outcome	Work Products	Lead Department	Target Completion Date
Envision Loudoun Plan	2. Present to the Board the proposed vision and guiding principles for Envision Loudoun	P&Z	Completed; June 30, 2017
	3. Review the proposed approach to implementing the vision and guiding principles	P&Z	The Draft Loudoun 2040 Plan will be presented to the Board in July 2018
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.	1. 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, D, and E.** 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](#)
- [Draft Loudoun 2040 Comprehensive Plan Released to Public](#)

In addition to the above, staff presented [an update to the Envision Loudoun planning process to the Board of Supervisors on February 22, 2018](#) to update the Board on the project’s overall schedule for completion. The project reached a significant milestone recently by releasing the draft plan to the general public. After a public review and comment period, the draft plan will be presented to the Board of Supervisors.

**Active Envision Loudoun Work Products:**

**C. Complete Phase I of Comprehensive Zoning Ordinance Update to create a more user-friendly and streamlined structure and to address new zoning initiatives that result from planned land use changes that result from a newly adopted Comprehensive Plan:** Staff is expected to begin the process of hiring a consultant and beginning Phase One of a three phase project in the Fall of 2019. Making the Zoning Ordinance easier to understand and more useful will include eliminating, clarifying, and consolidating provisions to resolve redundancies and contradictions in the current structure and content of the Zoning Ordinance. Additionally, ordinance text will be replaced and/or complemented by graphic exhibits to enhance understanding of requirements and promote ease of application and administration. This work will create the best foundation for future Zoning Ordinance changes needed to implement the new Comprehensive Plan.

**B and E. Complete Draft Comprehensive Plan:** A Draft Comprehensive Plan, titled the [Loudoun 2040 Comprehensive Plan](#), was released for public review and comment on May 7, 2018. The draft Plan includes a new General Plan and new Countywide Transportation Plan and proposes policies, actions, and strategies that seek to preserve the Rural and Transition Policy Areas and revitalize the Suburban Policy Area. Public Open Houses to gather public feedback will be held May 14 – May 24, 2018. Following these Open Houses, the Stakeholders Committee will respond to public input and forward the draft Plan and final recommendations to the Planning Commission and Board of Supervisors.

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

<b>Time Period</b>	<b>Steps</b>
<b>May 2018</b>	<ul style="list-style-type: none"> <li>• Conduct Round III community outreach and engagement meetings with on-line input opportunities</li> </ul>
<b>June – July 2018</b>	<ul style="list-style-type: none"> <li>• Evaluate and respond to public input</li> <li>• Finalize the SC recommendations for the General Plan and Countywide Transportation Plan</li> <li>• Presentation of Draft Plan to Board of Supervisors</li> </ul>
<b>August – November 2018</b>	<ul style="list-style-type: none"> <li>• Planning Commission Review and Recommendation</li> </ul>
<b>December 2018 –</b>	<ul style="list-style-type: none"> <li>• Board endorsement of land use plan, transportation roadway network and associated land use and transportation policies – November 2018</li> </ul>

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- January/March 2019**
- VDOT Review November 2018 – January 2019
  - Board of Supervisors Review and Approval
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**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 six agreed-upon outcomes related to transportation, 12 approved work products for completing each outcome, and the target completion date for each. A narrative summary of the current status of each work product is provided below the summary table.

**Table 4. Community Needs and Quality of Life Work Products Summary Table**

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	1. 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
	2. Conduct housing needs assessment	DFS	Completed; February 23, 2017; Housing Summit held October 16, 2017
	3. 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 and continue	1. Conduct one-on-one meetings with Board members as needed.	Health and Welfare Departments	Ongoing and as requested.
	2. Develop performance measures related to re-arrest and/or recidivism. <sup>10</sup>	Department of Community Corrections (DCC)	Completed; November 2016

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<sup>10</sup> This work product was moved from item E to item B to better align with desired outcomes.

Outcome	Work Products	Lead Department	Target Completion Date
discussions among the Board regarding the scope of this focus area of community needs and quality of life	3. Provide reports and/or Information Items to the Board as needed. <sup>11</sup>	Health and Welfare Departments	Ongoing
C. Conduct research on models and approaches to drug courts in other areas	1. Provide report to the Board regarding the re-establishment of a Drug Court in Loudoun County	DCC	Completed; February 1, 2017; Follow-up item presented February 22, 2018
D. Develop information on support programs that accept health insurance to facilitate referrals to providers	1. Coordinate purchase, installation and online availability of an information portal system	MHSADS DFS	In progress
E. Dialogue with Sheriff's office implementing a drug treatment program in the jail	1. Implement a drug treatment program in the ADC <sup>12</sup>	MHSADS, Loudoun County Sheriff's Office (LCSO)	Completed
Staff recommends that former outcome F and associated work products be combined with outcome B			
F. Promote youth health, wellbeing, and resilience.	1. 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 May 1, 2018
	2. Provide recommendations on expanding youth-led and youth-sponsored programs and activities throughout the County.	MHSADS, DFS, The Department of Parks, Recreation and Community Services (PRCS) and Loudoun County Public Library (LCPL)	Fall 2018

<sup>11</sup> This work product was moved from item F to better align with desired outcomes.

<sup>12</sup> This work product was updated to better align with the Board's previously identified desired outcome.

Outcome	Work Products	Lead Department	Target Completion Date
	3. Advance Youth Mental Health First Aid Training for youth-serving County departments.	MHSADS	In progress; FY 2019 positions starting July 1, 2018

**Completed Community Needs and Quality of Life Work Products:**

**A-1. (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 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 provided recommendations to the Board at the November 2017 FGOEDC and December Business meetings which included recommended changes to the Non-Profit Grants Process as well as the formation of a committee of county staff and non-profits to work on a county-wide Human Services Strategic Plan.

In April 2018, staff presented recommendations on FY 2019 Human Services Non-Profit Grant awards which resulted from the Board’s newly-instituted changes. Additionally,

work has begun on the Human Services Strategic Plan with leadership provided by county staff, Loudoun Human Services Network representatives and the Community Foundation.

- A-2. (Housing Needs Assessment) Increase clarity of community needs by directing staff to research and evaluate current County programs and services:** In January 2015, the Board of Supervisors directed staff to develop a scope of services that could be performed by a consultant to produce an assessment of housing needs in the County. 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 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 Envision Loudoun process. The consultant has completed the project after incorporating comments from the Housing Advisory Board.

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 FGOEDC.<sup>13</sup> 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 remained vacant and unfunded by the State Legislature; due to this, staff considered the issue resolved. However, by early 2018, staff was able to return to the FGOEDC with an update.

At the February 13, 2018 FGOEDC meeting, staff presented a follow-up to the information item on Drug Treatment Courts in the Commonwealth of Virginia presented by staff at the June 13, 2017, FGOEDC meeting.<sup>14</sup> Staff requested direction from the committee on whether to proceed with convening a County Drug Court Advisory

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<sup>13</sup> The full item can be found online here: [June 13, 2017 FGOEDC Item 18 - Adult Drug Court](#)

<sup>14</sup> The full item can be found online here: [February 13, 2018 FGOEDC Item 12 - Adult Drug Court](#)

Committee to begin the statutory planning process to establish an Adult Drug Treatment Court in Loudoun County.<sup>15</sup> This resulted in a report to the Board at the February 22, 2018 Business Meeting where staff was directed to begin the state-mandated planning process for the implementation of a Drug Treatment Court in Loudoun County.<sup>16</sup>

Since the February 22, 2018 update to the Board, the Advisory Committee has been meeting monthly and is on track to complete the necessary application to the Supreme Court of Virginia for consideration at the bi-annual meeting of the State Drug Court Advisory Committee scheduled for October of 2018. The Department of Community Corrections is in the process of making application to the U.S. Department of Justice for grant funding recently made available for the implementation of Drug Courts in units of local government.

- 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-3. (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 mid-2018. The RFP for operations was advertised and a contract for operating the facility is in place. The Virginia DSS application is still underway with only a few more items to be completed prior to issuance.
- B. Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services and continue discussions among the Board regarding the scope of this focus area of community needs and quality of life:** MHSADS continues

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<sup>15</sup> The full FGOEDC item can be found online here: [February 13, 2018 FGOEDC Item 12 – Adult Drug Court](#)

<sup>16</sup> A full discussion of the updates to the drug court issue can be found in the [February 22, 2018 Business Meeting Action Item 12e FGOEDC – Adult Drug Court](#) item.

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. Work on these topics is ongoing. Recently, MHSADS updated the Board during the May 1, 2018 Business Meeting on the recommendations previously provided at the September 5, 2017 Business Meeting regarding their collaborative initiative with the Community Services Board (CSB) to promote youth health, wellness, and resilience.<sup>17</sup> As a part of this update, the Board was advised of a continuing effort by MHSADS to identify standard protocols and processes to potentially develop a Suicide Review Team to review suicide deaths of individuals 18 years or younger, and to bring additional information to the FGOEDC to identify meaningful tools to assist youth and their families in finding resources and providers using a searchable, interactive database of resources about services.

- 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.

A request for funding for searchable portal was submitted as a part of the FY 2019 Budget; however, staff was directed to provide more information to the FGOEDC at a future meeting.

- F. Promote youth health, wellbeing, and resilience:** Work on this outcome is ongoing and intersects with multiple County departments, including MHSADS. Recently, MHSADS brought an information item to the May 1, 2018 Board Business Meeting highlighting the results of a youth-led contest to create a public service announcement (PSA) focused on the prevention of youth suicide and the promotion of mental health awareness.<sup>18</sup> A total of eight PSAs were developed for this contest by 56 youths. All youth who participated in the contest will be recognized in addition to announcing the two winning PSAs at the May 10, 2018 Community Services Board Meeting. The winning PSAs will be showcased in the Dulles Regal and Cobb Theatres from May 18 through June 7, 2018.

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<sup>17</sup> More information about the September 2017 update can be found online here: [September 5, 2017 Board of Supervisors Business Meeting Item I-2 – Raising Awareness and Prevention of Youth Suicide.](#)

<sup>18</sup> More information can be found online here: [May 1, 2018 Board of Supervisors Business Meeting Item I-2 – Promoting Youth Health, Wellness, and Resilience.](#)

**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 transportation, ten approved work products for completing each outcome, and the target completion date for each. A narrative summary of the current status of each work product is provided below the summary table.

**Table 5. Growth Management Work Products Summary Table**

<b>Outcome</b>	<b>Work Products</b>	<b>Lead Department</b>	<b>Target Completion Date</b>
A. Expand Board conversations regarding the net impact of individual projects on County-wide infrastructure	1. 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	Spring 2018
B. Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues	1. 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	Spring 2018
C. Conduct an earlier (pre-building permit) assessment of impacts of new projects	1. 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 Spring2018
D. Establish better connections to school district growth projections and the geography of those projections	1. 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; will be further evaluated by the FIC after completion of Envision Loudoun. Staff from the County and LCPS continue to work on this issue in preparation for the next FIC process.
E. Conduct a study of the costs of residential development	1. Provide an analysis on the costs and benefits associated with residential development	DMB	In progress; Fall 2018

Outcome	Work Products	Lead Department	Target Completion Date
F. Conduct a fiscal analysis in coordination with review of the new Envision Loudoun Plan	1. Conduct fiscal evaluation of proposed land use alternatives	DMB	In progress
G. Consider school impacts including student generation in specific school clusters on every development application	1. 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
	2. 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 longer-term projections in order to better manage infrastructure impacts	1. 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
	2. 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	To be finalized post-completion of Envision Loudoun

**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 Existing and Potential Development (EPD) 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, 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 Fiscal Impact Committee (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 Fall 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 Loudoun 2040 Plan. In addition, the consultant team will be developing a fiscal model. The methods and approach for this effort were presented to the FGOEDC on March 13, 2018 and approved by the Board of Supervisors on March 22, 2018.<sup>19</sup>

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<sup>19</sup> More information can be found online here: [March 22, 2018 Board of Supervisors Business Meeting Action Item 16h FGOEDC – Envision Loudoun Fiscal Impact Analysis](#)

- G. 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. 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 (8-0-1) by the Board on January 3, 2017. The CFS established population standards for public facilities. The 2017 Capital Intensity Factors (CIF) were adopted (9-0) by the Board on March 14, 2018.

## **SECTION II: 2018 Zoning Ordinance Amendment Work Program**

On February 6, 2018, the Board adopted the 2018 ZOAM Work Program (Attachment 1). The program was prepared with input from the ZOAG and consists of a total of 12 ZOAM initiatives to be either initiated or completed during the 2018 calendar year. These initiatives include ZOAMs contained in the 2017 program that are either currently underway or proposed to “carry-over” to 2018, as well as new ZOAMs intended to address evolving County priorities. These priority items include accessory uses for manufacturing in the Planned Development-Industrial Park (PD-IP) zoning district, short-term residential rentals, affordable housing, and simplification of the zoning conversion process.

Three ZOAMs originally included in the 2017 program are recommended to be addressed through a future comprehensive update of the Zoning Ordinance and are therefore not included in the proposed 2018 ZOAM Work Program. These ZOAMs include the following topics: Article 8 – Definitions; Parking Standards (Use Ratios & Calculations); and General “Clean-up” of Ordinance. As currently envisioned, the comprehensive update of the Zoning Ordinance will be structured to achieve several inter-related objectives, to include incorporation of modern best

practices and improvement of the document’s overall user-friendliness. The comprehensive update of the Zoning Ordinance is anticipated to begin in 2019.

Table 6 below outlines the current status of the one ZOAM completed since the 2018 work program was adopted by the Board on February 6.

**Table 6. Completed ZOAMs:**

Number	ZOAM Title and Topic	Approval Date
2017-0002	Route 7 Setbacks	February 14, 2018
<p>This ZOAM and associated Comprehensive Plan Amendment (CPAM 2017-0001) amended the policies and regulations in regard to the setbacks and buffer yards required for the segment of Route 7 located between Broad Run and the east corporate limit of the Town of Leesburg (Leesburg).</p>		

Table 7 below outlines the ZOAM initiatives that are currently “in progress” at the staff and/or ZOAG level or at some stage of the public review process.

**Table 7. Active/In-progress ZOAMs:**

Number	ZOAM Title and Topic	Review Status
2016-0011	State Code Consistency	PC Public Hearing: July 2018
<p>Planning Commission public hearing to be scheduled in July 2018, followed by Board public hearing in Fall 2018. The last comprehensive effort to verify that all regulations of the Zoning Ordinance were in accordance with Virginia Code was completed in 2003. Since that time there have been numerous amendments to the Virginia Code 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 Virginia Code 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 Virginia Code effective as of July 1, 2017.</p>		
2017-0001	Affordable Housing – ADUAB Article 7 Recommendations	TLUC: Summer 2018 PC Public Hearing: Fall 2018
<p>TLUC discussion anticipated in Summer 2018, to be followed by ROIA in Fall 2018. This ZOAM is intended to address provisions of Article 7 of the Zoning Ordinance that 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 Affordable Housing Units (ADU) Regulation ZOAM (ZOAM-2016-0009; adopted October 12, 2016). In contrast to the more limited focus of the prior ADU ZOAM, this amendment will address the totality of Article 7 requirements to include, but not limited to, density bonus options, the number of ADUs required, the cash contribution formula, ADU development zoning district regulations, definitions, and development processes and procedures. A companion amendment to Chapter</p>		

<b>Number</b>	<b>ZOAM Title and Topic</b>	<b>Review Status</b>
	1450 of the Codified Ordinance will be processed concurrently with the Zoning Ordinance amendment. Initial staff efforts on this ZOAM were temporarily paused pending completion of the Board’s Housing Summit in Fall 2017, but have been resumed in accordance with Board direction to proceed with affordable housing amendments. A subcommittee of ADUAB has been engaged in reviewing the group’s original recommendations, and is expected to provide feedback to staff about any proposed changes by the end of May 2018. In preparation for the ROIA, staff will schedule a briefing with TLUC to review the anticipated scope of the ZOAM as well as its relationship to the broader affordable housing ZOAM planned to occur later in 2018.	
2017-0004	Rural Uses & Performance Standards	ROIA Adopted: April 19, 2018 PC Public Hearing: Fall 2018
	ROIA adopted (9-0) by Board on April 19, 2018. 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. Based on the ROIA adopted by the Board (9-0) on April 19, 2018, the ZOAM will address the following uses in the rural zoning districts: “eco-tourism,” “farm-based tourism,” “recreation establishment, indoor,” “wetland mitigation bank,” and “sport shooting range.” Draft language will be presented to ZOAG and distributed to referral agencies in June 2018, and public hearings are anticipated in fall 2018.	
2017-0005	Buffers, Screening & Related Landscaping	ROIA Adopted: March 22, 2018 PC Public Hearing: Fall 2018
	ROIA adopted (9-0) by Board on March 22, 2018. 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 (FSM). 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. A companion amendment to the FSM is also being processed to incorporate the technical design standards required to implement the new Zoning Ordinance requirements. WSP (formerly Parsons Brinkerhoff) has been hired to collaborate with staff, ZOAG, and the FSM Committee in developing the draft ordinance language, and is currently in the process of refining the package of amendments. Staff anticipates that the package of amendments will be formally	

<b>Number</b>	<b>ZOAM Title and Topic</b>	<b>Review Status</b>
presented to the ZOAG and FSM Committee in June 2018, with distribution to referral agencies immediately thereafter. Public hearings are anticipated in Fall 2018.		
2018-0001	Short-term Residential Rentals	ROIA: Summer 2018 PC Public Hearing: Fall 2018
The Board adopted (8-1: Meyer opposed) the Short Term Residential Rentals (STRR) Work Plan at the October 19, 2017, Board Business Meeting. The STRR Work Plan is intended to address the registration, taxation, zoning, and public safety implications of short term rentals of residential property. This amendment is identified as part of the STRR Work Plan’s second phase, which is focused on zoning and public safety issues, and will address such land use considerations as the frequency and quantity of guest occupancies, allowances for special events (weddings, parties, etc.), and parking. The STRR Work Plan anticipates the ZOAM occurring concurrently with an amendment to the Codified Ordinance to address corresponding health, fire safety, and code enforcement considerations, if necessary. The ROIA for this ZOAM is anticipated in Summer 2018, with public hearings to follow in Fall 2018.		
2018-0002	Child Care Facilities	ROIA: Summer 2018 PC Public Hearing: Fall 2018
Implementation of the additional regulations 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 Homeowners Association (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 the child care home regulations should be permitted, and to evaluate processing alternatives when SPMI approval is needed, such as routing through the Board of Zoning Appeals (BZA) rather than the Board. The ROIA for this ZOAM is anticipated in summer 2018, with public hearings to follow in fall 2018.		
2018-0003	Parking Standards – Administrative Standards and Quick Fixes	ROIA: Summer 2018 PC Public Hearing: Fall 2018
This amendment is recommended as the first phase of a comprehensive review and update of the parking requirements of the Zoning Ordinance, with applicability to all zoning districts. The recommended amendment will focus on addressing problematic administrative provisions and other “quick fix” items that will improve the short-term utility of the ordinance as identified by staff and ZOAG. The modernization of parking ratios, calculation methods, and other technically complex aspects of parking regulation will occur as part of a future comprehensive update of the Zoning Ordinance. The ROIA for this ZOAM is anticipated in summer 2018, with public hearings to follow in fall 2018.		

Table 8 below describes ZOAMs included in the 2018 ZOAM Work Program that have yet to be initiated at the staff and/or ZOAG level and are “queued” to begin later in 2018. These ZOAMs are intended to improve review processes, address recurring issues in ordinance with

administration, and respond to items raised by the Board and other stakeholders. Descriptions of the queued ZOAMs are as follows (listed in alphabetical order):

**Table 8. Queued ZOAMs:**

Number	ZOAM Title and Topic	Status
TBD	Accessory uses for manufacturers in PD-IP	Queued
<p>The Board’s approval (9-0) of the Strategic Plan Update on November 8, 2017, included direction to staff to incorporate a review of accessory uses for manufacturing uses in the Planned Development – Industrial Park (PD-IP) zoning district into the 2018 ZOAM Work Program. This amendment was recommended to ensure manufacturers are provided sufficient flexibility to respond to evolving market trends. To that end, this amendment will define the appropriate scope of allowable accessory uses for manufacturing uses in the PD-IP zoning district and establish the maximum amount of floor area that any such use may occupy.</p>		
TBD	Affordable Housing – Comprehensive Ordinance Review and Update	Queued
<p>At the Housing Summit held on October 16, 2017, the Board directed (8-0-1: Letourneau absent) staff to prepare a resolution of intent to amend the Zoning Ordinance to establish necessary revisions and newly created amendments to incentivize affordable housing. The Board’s action further specified that the draft resolution of intent to amend be taken to the TLUC for discussion prior to going to the full Board. This amendment will involve a comprehensive assessment and update of current zoning standards to resolve regulatory barriers to the provision of affordable housing and ensure that opportunities to include such housing in new and existing development are both maximized and encouraged. Staff anticipates scheduling this item for TLUC discussion in July 2018.</p>		
TBD	Article 6 – Legislative Review Process	Queued
<p>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. This amendment will also address critical action dates for Planning Commission and Board action.</p>		
TBD	Zoning Conversion Application Process	Queued
<p>This amendment is recommended to create a simplified application process for property owners in the Route 28 Tax District to convert from a prior version of the Zoning Ordinance to the current version, which is currently accomplished by processing an application for Zoning Map Amendment for Conversion to the Current Zoning Ordinance (ZRTD). The new process would enable conversion applications to be “batched” for consideration at specific intervals during the calendar year, rather than on a case by case basis as currently required. Such an approach would minimize the resources required of both property owners and the County by avoiding the need to process individual rezoning actions to complete ordinance conversions. An application process enabling the “batched” processing of conversions will further avoid potential administrative issues with future Zoning Ordinance updates required to implement the new Comprehensive Plan. The County may be required to seek a change to the State Code to implement the new</p>		

<b>Number</b>	<b>ZOAM Title and Topic</b>	<b>Status</b>
	conversion process, and clarification of any related legal issues will occur	prior to formal initiation of the amendment.

Five previously identified ZOAMs are recommended to be incorporated into the forthcoming comprehensive update of the Zoning Ordinance, and include the following:

- Silver Line Amendments;
- Article 8 – Definitions; Parking Standards (Use Ratios & Calculations);
- Renewable Energy Uses; and
- General “Clean-up” of Ordinance.

As currently envisioned, the comprehensive update of the Zoning Ordinance will be structured to achieve several inter-related objectives, to include implementation of the new Comprehensive Plan, incorporation of modern best practices, and improvement of the document’s overall user-friendliness. The comprehensive update of the Zoning Ordinance is anticipated to begin in 2019.

**ATTACHMENT:**

1. Zoning Ordinance Amendment Work Program Timeline, Updated May 2018

**2018 ZONING ORDINANCE AMENDMENT (ZOAM) WORK PROGRAM**

ZOAM INITIATIVES & ANTICIPATED PROCESSING SCHEDULE - BY QUARTER  
MID-YEAR UPDATE: MAY 2018

	2018 ZOAM INITIATIVE	ANTICIPATED ZOAM SCHEDULE								Status Note
		2018				2019				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	ROUTE 7 SETBACKS (ZOAM-2017-0002): <b>APPROVED 2-14-2018</b>	◊								<b>APPROVED 2-14-2018</b>
2	STATE CODE CONSISTENCY (ZOAM-2016-0011): <b>UNDERWAY</b>			◊						Planning Commission Public Hearing: anticipated Summer 2018
3	RURAL USES AND PERFORMANCE STANDARDS - "RURAL PACKAGE 2" (ZOAM-2017-0004): <b>UNDERWAY</b>				◊					Planning Commission Public Hearing: anticipated Fall 2018
4	BUFFERS, SETBACKS & RELATED LANDSCAPING (ZOAM-2017-0005): <b>UNDERWAY</b>				◊					Planning Commission Public Hearing: anticipated Fall 2018
5	SHORT TERM RESIDENTIAL RENTALS (ZOAM-2018-0001): <b>UNDERWAY</b>				◊					Planning Commission Public Hearing: anticipated Fall 2018
6	CHILD CARE FACILITIES (ZOAM-2018-0002): <b>UNDERWAY</b>				◊					Planning Commission Public Hearing: anticipated Fall 2018
7	ZONING CONVERSION APPLICATION PROCESS			◊						In queue: amendment to Code of Virginia may be required prior to ZOAM
8	PARKING STANDARDS - ADMINISTRATIVE PROVISIONS & "QUICK FIXES" (ZOAM-2018-0003): <b>UNDERWAY</b>				◊					Planning Commission Public Hearing: anticipated Fall 2018
9	AFFORDABLE HOUSING: ADJAB ARTICLE 7 RECOMMENDATIONS (ZOAM-2017-0001): <b>UNDERWAY</b>				◊					TLUC Briefing on ZOAM Scope: anticipated Fall 2018
10	ACCESSORY USES FOR MANUFACTURING USES IN PD-IP				◊					In queue: commence at staff level in Summer 2018
11	AFFORDABLE HOUSING: COMPREHENSIVE ORDINANCE REVIEW & UPDATE					◊				TLUC Briefing on ZOAM Scope: anticipated Summer 2018
12	ARTICLE 6 - LEGISLATIVE REVIEW PROCESS (INCLUDING ZMOD CRITERIA)					◊				In queue: commence at staff level in Summer 2018

**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 2017 Work Program.
-  New ZOAM identified by staff per Board of Supervisors direction.
-  New ZOAM identified by ZOAG and/or staff.
-  Preliminary review/input by ZOAG subcommittee with staff support.
-  Anticipated ordinance adoption.

**PRIOR WORK PROGRAM ITEMS TO BE ADDRESSED BY FUTURE ENVISION LOUDOUN AMENDMENTS & ORDINANCE OVERHAUL:**

- The following initiatives from prior ZOAM Work Programs are intended to be addressed through a future initiative to modernize the Zoning Ordinance and implement the new Comprehensive Plan:
- SILVER LINE CPAM AMENDMENTS
- GENERAL "CLEAN-UP" OF ORDINANCE (BATCH AMENDMENT)
- ARTICLE 8 - DEFINITIONS
- RENEWABLE/CLEAN ENERGY USES (SOLAR PANEL FIELDS, WIND TURBINES)
- PARKING STANDARDS - RATIOS & RELATED PROVISIONS

Originally approved by Board of Supervisors (9-0) on February 6, 2018.

**MID-YEAR UPDATES (MAY 2018):**

The following adjustments to the adopted ZOAM Work Program reflect current project and/or resource requirements:

- ITEM #2 - STATE CODE CONSISTENCY: extended timeframe into Q3
- ITEM #3 - RURAL USES AND PERFORMANCE STANDARDS: extended timeframe into Q4
- ITEM #4 - BUFFERS, SETBACKS, & RELATED LANDSCAPING: extended timeframe extended into Q4
- ITEM #5 - SHORT TERM RESIDENTIAL RENTALS: shift overall timeframe from Q1 thru Q3 to Q2 thru Q4
- ITEM #6 - CHILD CARE FACILITIES: shift overall timeframe from Q1 thru Q3 to Q2 thru Q4