

**BOARD OF SUPERVISORS
BUSINESS MEETING
INFORMATION ITEM**

SUBJECT: 2016-2019 Strategic Initiatives

ELECTION DISTRICT(S): Countywide

CRITICAL ACTION DATE: At the pleasure of the Board

STAFF CONTACT(S): David Street, County Administration
Alaina Ray, Director, Planning and Zoning
Charles Yudd, Deputy County Administrator

PURPOSE: To provide the Board of Supervisors (Board) with a summary of the 2016-2019 Strategic Initiatives completed over the course of the term and to provide an implementation plan for those initiatives not yet completed.

BACKGROUND: The 2016-2019 Board prioritized County initiatives through the development of a strategic initiatives work plan. The 2016-2019 Strategic Initiatives featured five focus areas identified by the Board during its September 2016 Strategic Planning Retreat; transportation, economic development, comprehensive planning, community needs and quality of life, and growth management. These focus areas were used to identify outcomes and work products that staff pursued throughout the Board's term. Over the course of the term, staff provided reports on progress through the Board's Strategic Initiatives on a biannual basis. Development items and biannual updates for the 2016-2019 term can be found below:

- [September 16, 2016 Board of Supervisors Strategic Planning Retreat Packet](#)
- [November 1, 2016 Strategic Planning Retreat Follow-Up/Workplan](#)
- [March 2, 2017 Strategic Plan Update/Workplan](#)
- [November 8, 2017 Strategic Plan Update](#)
- [May 17, 2018 Strategic Initiatives Update](#)
- [December 4, 2018 Strategic Initiatives Update](#)
- [July 18, 2019 Strategic Initiatives Update](#)

A matrix detailing each work product is included as Attachment 1. Significant completed work products include:

- **Transportation:** Coordination of multiple issue-specific summits; an American with Disabilities Act compliance study and identification of funding to address study findings;

identification and planning for Greenway alternatives; and identified a future Potomac River crossing in Loudoun County.

- **Economic Development:** Approved a Broadband Strategic Plan; supported targeted marketing efforts around Metrorail stations; created policies in the Comprehensive Plan that support housing types; created a workforce-specific position in the Department of Economic Development to support workforce availability and skills; facilitated an increased use of economic metrics; and supported tourism initiatives to encourage overnight stays in the County.
- **Comprehensive Planning:** Adopted the Loudoun County 2019 Comprehensive Plan, including the General Plan and Countywide Transportation Plan. Approved the project plan for the Zoning Ordinance Rewrite.
- **Community Needs and Quality of Life:** Completed a non-profit needs assessment and a housing needs assessment; conducted research for and implemented the drug court; prioritized youth health, wellness, and resiliency; completed significant work on the Unmet Housing Needs Strategic Plan and Human Services Strategic Plan. Considered expanded tools for affordable housing development.
- **Growth Management:** Conducted and presented a fiscal analysis for the new Comprehensive Plan; Conducted and presented a study of the cost of residential development.

This item uses standardized language to describe the status of the Board’s strategic initiatives. In prior items, the terms “in progress,” “ongoing,” and “completed” were used to describe the various stages of completion of the strategic initiatives. This item uses two terms, “completed” and “in progress.” For the purposes of this item, “completed” means that either 1) the specific work product or outcome identified by the Board has been executed or 2) staff has executed direction associated with a given work product or outcome throughout the 2016-2019 term. Items noted as “in progress” represent initiatives that have progressed over the course of the 2016-2019 term, but have an anticipated completion schedule beyond December 31, 2019. Staff has provided an anticipated completion schedule for outcomes described as “in progress,” where appropriate.

Acknowledgements

The 2016-2019 Board of Supervisors expanded the strategic initiatives framework beyond its historical scope of transportation, land-use, and zoning to include a number of significant countywide initiatives, particularly in the human services area. The amount of content contained within these initiatives is significant; the Board’s leadership in identifying and efforts in considering the issues contained herein is noteworthy and should be acknowledged.

The Board has completed substantial work on identified outcomes and associated work products, as well as the various independent efforts borne out of work related to the Strategic Initiatives, many of which are referenced in this item. The County’s Advisory Boards, Commissions, and stakeholder groups each contributed to the success of these strategic initiatives and are deserving of thanks, as are the staff and departments that comprise and suppose the Board’s strategic focus

areas. Staff hopes to build upon the successes that the 2016-2019 Board's Strategic Initiatives framework has provided and refine the framework for use by the 2020-2023 Board.

2016-2019 STRATEGIC INITIATIVES:

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.*

Outcome A: Increase Board knowledge of transportation projects already underway.
Current status: Completed

Over the course of the 2016-2019 term, the Board held three transit summits and one transportation summit (described and linked below). These summits allowed the Board to focus directly on transit and transportation issues effecting Loudoun County and provide in-depth and targeted direction on a number of issues. The Department of Transportation and Capital Infrastructure (DTCI) has also provided the Board with regular project updates in the form of individual reports and quarterly reports on capital projects. The [most recent quarterly report](#) was provided to the Finance/Government Operations and Economic Development Committee on October 8, 2019. DTCI also continues to make project-specific information available to the Board and public online and add project-specific web pages as needed, including an [interactive project map](#).

Outcome B: Update the Countywide Transportation Plan (CTP).
Current status: Completed

The [Loudoun County 2019 Countywide Transportation Plan](#) was adopted by the Board on June 20, 2019.

Outcome C: Establish specific benchmarks for stages of progress on transportation construction and safety projects.
Current Status: Completed

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. Additional information can be found on page 4 of the December 4, 2018 Strategic Initiatives Update.

Outcome D: Ensure road, pedestrian, and transit interconnects for Metrorail expansion.
Current Status: In progress

An important foundation set by this Board is the Urban Policy Area (UPA), established with the adoption of the Loudoun County 2019 Comprehensive Plan. The UPA encompasses the areas of the County in closest proximity to the Metrorail stations and calls for development of dense, active, and walkable places including interconnected pedestrian infrastructure. Further, specific urban

development patterns, such as grid-form, landscaped streets with short blocks, are expected in these areas to encourage non-vehicular travel and enhance the pedestrian experience. Emphasizing the importance of these concepts, UPA Policy 1 calls for walkable development and community connectivity throughout the area to foster the urban character, encourage pedestrian activity, and enhance accessibility to the Metrorail stations (2019 General Plan; Chapter 2; Urban Policy Areas; Policies, Strategies, and Actions; Policy 1). This connectivity is critical to generating the level of activity necessary to create vibrant urban communities and protect the long-term revenue potential of the area.

Beyond the policy foundation provided in the General Plan, staff continues to pursue infrastructure projects pursuant to the Board’s direction. The following infrastructure projects are anticipated to be complete by the projected 2020 revenue service date:

Project	Status
Croson Lane	Completed
Moorefield North Roads	In progress; final steps of VDOT Acceptance
a. Silver Train Street	
b. Moorefield Boulevard	
c. Claude Moore Drive	
Ashburn North Garage	Completed.
Ashburn South Garage	Construction Phase: 98%.
Loudoun Gateway Garage	Construction Phase: 98%.
Transit Connector Bridge (Metro Center Drive)	Completed. Bridge will be open to traffic concurrent with opening of Northern Roads.
Old Ryan Road Northbound Widening	In progress.
Vinegar Hill Drive	In progress; nearing completion.

Outcome E: Establish a more efficient and effective bus network to meet the needs of County residents.

Current Status: Completed

[The Transit Development Plan was updated in 2016.](#) Each year routes are evaluated and adjusted to meet demand and to remove less performing routes to ensure a more efficient and effective network of transit services. Routes are added in areas where demand is increasing. The DTCI Transit staff continue to adjust the bus network to address the needs of County residents including modifying routes to deliver passengers to the WMATA Silver Line Metrorail System once revenue service begins.

Outcome F: Complete major road improvements and elimination of critical chokepoints.

Current Status: Completed

Over the course of the 2016-2019 term, a number of major road improvements and openings have occurred, due in large part to the Board’s ongoing focus of addressing transportation-related issues

in the County. Per the Board’s direction, staff has regularly pursued and secured regional and federal funding for priority roadway improvements and transportation projects to improve transportation connectivity in the County, including the noteworthy \$25 million Department of Transportation TIGER grant, which was awarded in 2018 for the Northstar Boulevard project. The following list represents a small selection of significant roadway openings that occurred over this Board’s term, inclusive of County led, supported, or funded projects:

- Route 7 and Belmont Ridge Road Interchange
- Belmont Ridge Road from Route 7 to Gloucester
- Route 7 and Ashburn Village Boulevard Interchange
- Crosstrail Boulevard from Sycolin Road to Claudia Drive
- Claiborne Parkway between Croson Lane and Ryan Road
- Riverside Parkway between Ashburn Village Boulevard and Lexington Drive
- Mooreview Parkway
- Gloucester Parkway over the Broad Run between Loudoun County Parkway and Pacific Boulevard
- Tall Cedars between Gumspring Road and Pinebrook Road
- Waxpool Road Widening
- Russell Branch Parkway between Ashburn Road and Ashburn Village Boulevard

Outcome G: Complete plans and initiate local alternatives to the Greenway.
Current Status: Completed

Since 2016, the Board has prioritized, funded, and initiated Greenway alternatives. While construction, land acquisition, and other steps of the development process are in progress and will continue into the 2020-2023 term, this Board has made substantial progress by prioritizing, planning for, and initiating alternative east-west access for those who traverse the County’s roadways. Roadway alignments consistent with Board direction for Greenway alternatives are reflected in the Loudoun County 2019 CTP. Some examples include Shellhorn Road, Lockridge Road, Prentice Drive, Randolph Drive, and Sterling Boulevard Extended. Specific design status updates are provided below:

Location	Design Status
Prentice Drive: Loudoun County Parkway to Shellhorn Road	30%
Prentice Drive: Loudoun County Parkway to Lockridge Road	0%
Shellhorn Road (Loudoun County Parkway to Moran Road)	10%
Sterling Boulevard Extension	90%
Westwind Drive (State Street to Ladbrook Drive)	Design RFP issued 10/29/19
Farmwell Road Intersection Improvements	40%

Outcome H: Identify options for locations for a future Potomac River Crossing east of Goose Creek in Loudoun County.
Current Status: Completed

On September 20, 2018, DTCI presented the [Potomac River Crossing Study](#) to the Board of Supervisors. The newly adopted CTP addresses a future Potomac River Crossing.

Outcome I: Conduct a Transportation and Transit Summit.
Current Status: Completed

Over the course of the current term, the Board has held the following summits:

- [May 22, 2017 Transit Summit](#);
- [June 29, 2017 Transportation Summit](#);
- [June 25, 2018 Transit Summit](#); and
- July 23, 2019 Transit Summit

As referenced in Outcome A, above, these summits allowed the Board to focus directly on transit and transportation issues effecting Loudoun County. Outcomes from these summits provided guidance and direction to staff on a wide variety of issues including local fixed route service and metro connections; commuter bus service; the aforementioned Potomac River Crossing; rural roads; Americans with Disabilities Act compliance and the local bus stop inventory; issues associated with the arrival of Metrorail; and many other topics.

As a part of the July 23, 2019 Transit Summit, the Board directed staff to move forward with Loudoun County as the sole paratransit operator through a third party provider. Staff anticipates returning to the Board in 2020 regarding findings and cost estimates of that service scenario.

Outcome J: Address future demands on Routes 7, 9, 15 and 50.
Current Status: Completed; implementation in progress

At the July 3, 2018 Board Business Meeting, DTCI presented the [Primary Rural Roads \(Routes 7, 9, 15, 50, and 287\) Safety and Operations Studies](#) and received direction to prioritize those roads in the following order: Route 9, Route 15 South, Route 7, Route 50, and Route 287. The July 18, 2019 Biannual Strategic Initiatives Item summarizes current efforts to implement the Board's prioritization of these roadways. In general, the anticipated duration of each study is 18-24 months; upon completion of each study, recommendations for short term and long term safety and operational improvements will be presented to the Board.

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.*

Outcome A: Increase Board knowledge of economic development work in progress.
Current Status: Completed

The Department of Economic Development (DED) publishes an annual report that summarizes the department's year with data and metrics. In the past four years, DED reported new commercial investment of \$17.6 billion, 16,972 jobs announced, and 2,762 companies worked with by the department. Page 7 of the July 18, 2019 Biannual Strategic Initiatives Update provided additional detail on metrics and information reported to the Board. The [FY 2019 DED Annual Report](#) is available online. Annual reports highlighting the Board's support of economic Development in Loudoun are included below:

- [FY 2018 DED Annual Report](#)
- [FY 2017 DED Annual Report](#)
- [FY 2016 DED Annual Report](#)

Outcome B: Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies.
Current Status: Completed

An updated on DED's draft revised economic development strategic plan is provided on page 7 of the July 18, 2019 Biannual Strategic Initiatives Update.

Outcome C: Develop an enhanced analysis of the County's international strategy.
Current Status: Completed

DED continuously evaluates locations and/or relationships that show an economic development and business attraction benefit between Loudoun County and a prospective international location or business; the recent economic development trips to India and the United Arab Emirates are prime examples. Additional information is provided on page 8 of the July 18, 2019 Strategic Initiatives Biannual Update and generally describes DED's international economic development strategy.

Outcome D: Do not reduce commercial land base with residential rezonings.
Current Status: Completed

The Loudoun County 2019 Comprehensive Plan efforts to maintain the County's commercial base are described on page 8 of the July 18, 2019 Biannual Strategic Initiatives Update. This Board has prioritized the maintenance of the County's commercial base by carefully considering any requests to rezone commercial properties to residential to ensure a rational balance of commercial to

residential is maintained. In addition, the Board has recognized that certain levels of residential density in specific targeted areas is crucial to ensuring continued commercial viability of existing commercial centers, as well as to attract desired commercial business to the County. The Board also loosened Floor Area Ratio restrictions in certain high-priority areas and provided incentives for commercial business to locate and or expand. This holistic approach will not only ensure that the commercial base continues to be maintained, but will also provide assurance to commercial businesses that the County will remain a thriving hub for commercial uses.

Outcome E: Research expansion of higher education as a new economic development focus.

Current Status: Completed; implementation in progress

The Department of Economic Development recruited for and hired the workforce development analyst referenced on page 10 of the December 4, 2018 Strategic Initiatives Update. The 2019 Comprehensive Plan contains policies, strategies and actions that encourage the development of research and higher education uses that are generally described on page 8 of the July 18, 2019 Biannual Strategic Initiatives Update.

Outcome F: Increase broadband and cellular access in western Loudoun County.

Current Status: Completed

In addition to efforts described on pages 10 and 11 in the December 4, 2018 Strategic Initiatives Update and page 9 of the July 18, 2019 Biannual Strategic Initiatives Update, the Board will consider on December 3, 2019 an [award of a significant contract for dark fiber wide area network services](#). In addition to providing fiber to the County facilities for Government use, this will offer broadband infrastructure connectivity by making middle mile fiber available to private carriers to extend broadband to underserved areas in the west. This scenario would be accomplished by the installation of excess fiber in western Loudoun County.

Outcome G: Develop a revitalized Route 7 business and commercial corridor using incentives.

Current Status: Completed; implementation in progress

Business attraction and expansion information is provided on page 11 in the December 4, 2018 Strategic Initiatives Update and a detailed description of DED's focus on the Route 7 corridor, as well as a discussion of 2019 General Plan policies related to reinvestment, infill development can be found on pages 9 and 10 of the July 18, 2019 Biannual Strategic Initiatives Update. Staff anticipates continuing to support the revitalization of the Route 7 corridor through targeted economic development efforts and implementing the policies contained in the Loudoun County 2019 General Plan.

Outcome H: Provide adequate resources to the Department of Economic Development to sustain progress.
Current Status: Completed

Information regarding resource allocation in DED is provided on page 11 in the December 4, 2018 Strategic Initiatives Update and page 10 of the July 18, 2019 Biannual Strategic Initiatives Update. Due to the support of this Board, over the course of this calendar year alone, the Department of Economic Development earned more than 80 “wins,” representing almost \$4.3 billion in new commercial investment, more than 3,300 jobs created or retained, and more than 3.8 million square feet of space.

Outcome I: Increase the use of partnerships to provide affordable housing as a means to support a vibrant economy.
Current Status: Completed

This Board has demonstrated a significant commitment to the provision of affordable housing. Just over the course of this term, the Board has approved loans to affordable housing developments representing 498 affordable units¹, including:

- Approval of Housing Funds to Heronview VA LLC (June 20, 2017)
- Approval of Loan to Stone Springs Apartments (July 11, 2017)
- Approval of Ashburn Chase Apartments Loan (March 13, 2018)
- Approval of Mt Sterling Loan (February 21, 2019)
- Approval of Poland Hill Loan (February 21, 2019)

The Board is also scheduled to consider the Affordable Housing Zoning Ordinance Amendment at the December 11, 2019 Board Public Hearing. These amendments are intended to expand affordable housing opportunities, incentivize affordable housing, improve implementation of Article 7 – Affordable Dwelling Unit (ADU) Regulations, and facilitate the provision of accessory dwellings.

Additionally, on November 20, 2019, the Transportation and Land Use Committee [Item 2 Public Land Inventory](#). The Committee recommended that the Board consider several concepts for inclusion in the Unmet Housing Needs Strategic Plan, including potential land dedications as a part of the rezoning process, establishment of a County or regional community land bank, and the encouragement of additional partnership opportunities with organizations that have developable land. Staff anticipates returning to the Board with these recommendations in early 2020.

Additional information regarding affordable and workforce housing initiatives are provided on pages 10 and 11 of the July 18, 2019 Biannual Strategic Initiatives Update.

¹ This figure is only inclusive of the referenced legislative approvals. Since the current Board’s term started in January 2016, 428 new ADUs have been purchased by eligible households and 78 resale ADUs have been purchased by eligible households.

Outcome J: Identify and pursue opportunities to enhance rural economic development.
Current Status: In progress

In addition to economic development efforts discussed on page 11 of the July 18, 2019 Strategic Initiatives update, two Resolutions to Amend the Zoning Ordinance were considered and approved by the Board on November 21, 2019. These amendments seek to provide for additional rural economy uses and associated regulations and standards within the Zoning Ordinance. A summary of and anticipated completion schedule for Rural Uses Phases 2 and 3 are provided in the 2016-2019 Zoning Ordinance Amendments section below.

The Loudoun Made, Loudoun Grown campaign referred to in the prior Strategic Initiatives update reached more than 1 million people. Participating businesses ambassadors saw an increase in sales across the board, and The Loudoun Made, Loudoun Grown participating businesses increased by about 20 percent over the course of the campaign.

Outcome K: Encourage overnight stays in Loudoun as a destination and increase tourism opportunities.
Current Status: Completed

According to Virginia Tourism Corporation, Loudoun County's tourism industry is thriving and in 2018 ranked third out of 133 localities in visitor spending in the Commonwealth of Virginia. Visit Loudoun indicates that occupancy has been consistent throughout the 2016-2019 term and the average daily room rate (the amount one hotel room-night costs, on average) has steadily increased over the prior four years. Comprehensive Plan policies supportive of tourism were adopted by the Board in June 2019 and are described on page 11 of the July 18, 2019 Biannual Strategic Initiatives Updates. These policies support destination facilities such as conference centers, hotels, event venues and sports arena/training facilities. Of particular note is the groundbreaking of Loudoun United FC's Segra Field, Loudoun's first stadium, at Philip A. Bolen Park on March 26, 2019. The stadium held its inaugural match on August 9, 2019.

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

On June 20, 2019, the Loudoun County Board of Supervisors adopted the Loudoun County 2019 Comprehensive Plan, which includes the [General Plan](#) and the [Countywide Transportation Plan](#).² The Comprehensive Plan will serve as the county government's guide for land use and transportation policy that will provide a flexible framework and implementation strategy to meet the County's future priorities and needs. The adoption of the Plan completes the following outcomes identified by the Board:

- **Outcome A:** Charter for the Envision Loudoun Plan incorporated in the Strategic Plan.
- **Outcome B:** Complete Envision Loudoun Plan.
- **Outcome D:** Conduct regular communication among the full Board and staff about work on the Envision Loudoun Plan.
- **Outcome 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.

Chapter 7 of the 2019 General Plan outlines the vision and strategy for implementing the Comprehensive Plan. Specific implementation actions can be found on 7-3 and 7-4 of Chapter 7 of the Plan.

Outcome 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.

Current Status: Completed; implementation in progress

The Board endorsed (8-0-1: Meyer absent) the [Zoning Ordinance Rewrite Project Plan](#) at the September 19, 2019 Board Business Meeting. As outlined in the Project Plan, the Rewrite will be an internal effort, with consultant assistance being limited to technical research, document format, and other specifically enumerated tasks. Input from the Board, advisory bodies, various departments, community and industry groups will be sought throughout the process and factored into the final product.

The core work on the Rewrite is expected to require approximately 24 months to complete, though this timeline is dependent upon a number of factors, including any future direction that may be received from the Board.

² The Board Business Meeting items regarding Plan adoption can be found online: [Item 3: Loudoun County 2019 Comprehensive Plan](#) and [Item 3 SUPPLEMENTAL: Loudoun County 2019 Comprehensive Plan](#). The [clean](#) and [redline](#) versions of the Plan can also be found online.

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.*

Outcome A: Increase clarity of community needs by directing staff to research and evaluate current County programs and services.

Outcome 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.

Current Status: Completed

For outcomes A and B, throughout the 2016-2019 term, the Board has engaged in discussions about community needs programs, service delivery, and policy. This ongoing dialogue has resulted in a significant amount of information being presented to the board and a number of meaningful new efforts. The following list represents a selection of information presented to the Board in the community needs and quality of life space over the course of the term that address the above outcomes:

- [September 13, 2016 FGOEDC Item 20 FY 2018 Budget Development – Human Services](#)
- [June 13, 2017 FGOEDC Item 18 Adult Drug Court](#)
- [September 5, 2017 Business Meeting Item I-2 Raising Awareness and Prevention of Youth Suicide](#)
- [September 20, 2017 Business Meeting Item 3 Nonprofit Needs Assessment Findings and Recommendations](#)
- [February 22, 2018 Business Meeting Item 12e Adult Drug Court](#)
- [May 1, 2018 Business Meeting Item I-2 Promoting Youth Health, Wellness, and Resilience](#)
- [July 2, 2019 Business Meeting Item I-1 Human Services Strategic Plan](#)

Outcome C: Conduct research on models and approaches to drug courts in other areas.

Current Status: Completed

Information regarding the development process for the Drug Court can be found on pages 17 and 18 of the [December 4, 2018 Strategic Initiatives Update and ZOAM Work Program Action Item](#). As of November 2019, the Adult Drug Court has 21 participants.

Outcome D: Develop information on support programs that accept health insurance to facilitate referrals to providers.

Current Status: Completed

Pages 18 and 19 of the [December 4, 2018 Strategic Initiatives Update and ZOAM Work Program Action Item](#) describe the Information and Referral program (I&R) to be operated by the

Department of Family Services. The Human Services Strategic Plan Advisory Committee anticipates researching the development of a larger-scale referral program as a part of that plan.

Outcome E: Dialogue with Sheriff's Office in implementing a drug treatment program in the jail.
Current Status: Completed

Information regarding the drug treatment program in the Adult Detention Center can be found on page 19 of the [December 4, 2018 Strategic Initiatives Update and ZOAM Work Program Action Item](#).

Outcome F: Promote youth health, wellbeing, and resilience.
Current Status: In progress

In addition to the information presented to the Board on pages 15 and 16 of the July 18, 2019 Strategic Initiatives update, a Youth Forum was held on October 28, 2019. The Forum focused on a wide-range of topics affecting Loudoun's youth including access to transportation, affordability of youth-centered activities, youth safety, among other topics. Staff is currently working to develop the results and findings from that Forum into a report that is anticipated to be presented to the Board with recommendations in early 2020.

Growth Management - Enhance Board conversations regarding the net impact of individual projects on County-wide infrastructure.

Outcome C: Conduct an earlier (pre-building permit) assessment of impacts of new projects.
Outcome D: Establish better connections to school district growth projections and the geography of those projections.
Outcome G: Consider school impacts including student generation in specific school clusters on every development application.
Current Status: In progress

The adoption of the Loudoun County 2019 Comprehensive Plan provides an opportunity to analyze the County's infrastructure policies and capital facility needs in a way that anticipates urban growth, addresses redevelopment and investment in addition to greenfield development, and incorporates the arrival of Metrorail. A number of important documents, including the Capital Facilities Standards (CFS), the Capital Intensity Factor (CIF) and the Capital Needs Assessment (CNA) are driven by the overarching policies found in the Comprehensive Plan.

The Fiscal Impact Committee (FIC) reviews assumptions about future growth and capital facility needs, and provides recommendations for use in the County's long-range planning activities, developing recommendations on financial, demographic, and economic information and growth scenarios. The committee also develops recommendations that are critical to the development of

the County's aforementioned capital planning documents and proffer guidelines. Much of the work needed to update these documents is anticipated to occur over the course of calendar year 2020 and will build upon actions taken and policies set by the 2016-2019 Board.

Of particular note is the discussion surrounding student generation. LCPS is currently in the process of reviewing their student generation model and continue to refine an urban school capital model for residential/mixed use land use applications proposed proximate to planned metro station areas. Relative to Outcome G, noted above, LCPS has provided referrals on applications which include student generation information for school clusters anticipated to serve proposed residential/mixed use developments.

Staff anticipates that the Fiscal Impact Committee will convene in the late first quarter or early second quarter 2020 and that the evaluation process described above will continue through the remainder of the year.

Outcome A: Expand Board conversations regarding the net impact of individual projects on countywide infrastructure.

Current Status: Completed

In addition to efforts described on page 16 of the July 18, 2019 Strategic Initiatives Update, staff continues work to develop threshold criteria which would determine when a project is of sufficient size and/or intensity to warrant an in-depth fiscal, capital, and transportation analysis. The forerunner of how this process would look, at the Board level, is the Silver District West application review.

Outcome B: Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues.

Current Status: Completed

Over the course of the 2016-2019 term, staff has provided the Board with information about upcoming and existing projects to facilitate conversations about infrastructure and facility needs and growth management. Information relative to specific projects has been provided through briefings and regular meetings with Board and Planning Commission leadership that involve discussions about the impact of pending legislative applications. These discussions have allowed for better understanding of capital needs related to legislative applications and have provided earlier input from Board and Planning Commission leadership, thus enabling staff to engage with applicants to address these issues in a more effective and timely manner.

Staff has also engaged directly with individual Supervisors regarding legislative applications in their districts in order to discuss district-level infrastructure and capital facility needs that can be addressed through specific legislative applications, leading to proffer packages that mitigate impacts of development. Through the work on the 2019 Comprehensive Plan, staff also provided the Board and Planning Commission with detailed analysis of infrastructure needs related to

potential future development and assisted the Board to develop appropriate policy language in order to ensure adequate infrastructure is in place prior to additional growth.

Additional information is provided on page 14 of the July 18, 2019 Biannual Strategic Initiatives update.

Outcome E: Conduct a study of the costs of residential development.
Current Status: Completed

The White Paper on the Fiscal Impacts of the Residential Sector in Loudoun County was presented to the Board at the [April 3, 2019 work session](#) as part of the fiscal and economic analysis work done to support the comprehensive plan.

Outcome F: Conduct a fiscal analysis in coordination with review of the new Envision Loudoun Plan.
Current Status: Completed

The fiscal analysis for the 2019 Comprehensive Plan was completed and presented to the Board at the [April 3, 2019 work session](#). The fiscal impact analysis examined the effect of new development occurring through the year 2040. It compared the impacts of development that could occur under the 2019 Comprehensive Plan to the development that could have occurred under the previous Revised General Plan.

Outcome H: Explore methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts.
Current Status: Completed

The 2019 Comprehensive Plan includes growth management policies, strategies, and actions that address development phasing based on available and/or needed infrastructure capacity and are generally described on pages 18 and 19 of the July 18, 2019 Biannual Strategic Initiatives Update.

2016-2019 ZONING ORDINANCE AMENDMENTS:

Completed Amendments

The Zoning Ordinance Amendment Work Program is adopted annually by the Board and identifies priority Zoning Ordinance Amendments. 22 ZOAMs have been adopted during the 2016-2019 term.

Number	Title	Adoption Date
ZOAM-2014-0006	Noise Standards	October 20, 2016
ZOAM-2015-0006	Rural Uses and Historic Structures	November 1, 2016
ZOAM-2016-0001	Craft Beverage Manufacturing	June 15, 2016
ZOAM-2016-0002	Data Center as a Special Exception in the CLI District	September 14, 2016
ZOAM-2016-0003	Telecommunication Facilities	July 13, 2016
ZOAM-2016-0004	Municipal Wells	November 1, 2016
ZOAM-2016-0005	Political/Temporary Signage	July 20, 2017
ZOAM-2016-0006	Telecommunications in Rural Hamlets and Villages	July 13, 2016
ZOAM-2016-0007	Floodplain Overlay District	October 12, 2016
ZOAM-2016-0008	Planned Development – Town Center	September 5, 2017
ZOAM-2016-0009	ADU Regulations – Federal/State Programs	October 12, 2016
ZOAM-2016-0012	Proffer Legislation (Section 6-1200: Rezonings)	December 6, 2016
ZOAM-2016-0013	Covered Decks and Unenclosed Porches	February 7, 2017
ZOAM-2016-0014	Rural Commercial (RC) District – Residential Density	April 12, 2017
ZOAM-2016-0015	Floodplain Overlay District	February 7, 2017
ZOAM-2016-0016	Floodplain Overlay District	April 4, 2017
ZOAM-2017-0002	Route 7 Setback and Buffer Standards	February 14, 2018
ZOAM-2017-0003	Civil Penalties and Public Notice	January 10, 2018
ZOAM-2017-0005	Buffers, Screening and Related Landscaping	November 21, 2019
ZOAM-2018-0002	Child Care Facilities	May 15, 2019
ZOAM-2018-0004	Accessory Uses for Manufacturing Uses in the PD-IP District	April 10, 2019
ZOAM-2019-0001	PD-TRC Transit-Related Center Density	November 13, 2019

One additional ZOAM could potentially be completed prior to the end of the 2016-2019 term and is scheduled to be considered by the Board at Public Hearing on December 11, 2019: ZOAM-2017-0001 Housing Affordability - Article 7 and Accessory Dwelling Units. This amendment is described in detail below.

Amendments in Progress

With the adoption of the 2019 Comprehensive Plan, County staff have begun to focus efforts on a comprehensive Zoning Ordinance Rewrite project to update the County’s zoning ordinance. [The project plan for the](#) rewrite was presented and approved (8-0-1: Meyer absent) by the Board at the September 19, 2019 Board Business Meeting.

While some ZOAMs were forwarded by the Board to the Zoning Ordinance Rewrite process, several current ZOAMs will remain as stand-alone ZOAMs due to the nearness of their anticipated completion date. Most remaining stand-alone ZOAMs are anticipated to complete in the first quarter of 2020. A work plan and anticipated completion schedule for these identified ZOAMs is provided below:

ZOAM #	ZOAM Title	Current Status
2017-0001	Housing Affordability - Article 7 and Accessory Dwelling Units	Board Public Hearing: December 11, 2019
<p>This ZOAM is designed to expand affordable housing opportunities, incentivize affordable housing, and improve implementation of Article 7 – Affordable Dwelling Unit (ADU) Regulations. On May 28, 2019, the TLUC recommended that this ZOAM be split into two phases. The first phase proposes to move forward primarily with amendments to Article 7 as well as comprehensive amendments to increase opportunities to provide accessory dwellings in the County. Other proposals initially included as the second phase of the ZOAM are recommended to be evaluated in tandem with the Unmet Housing Needs Strategic Planning initiative directed by the Board during the Comprehensive Plan work sessions and will be considered as part of the Zoning Ordinance Rewrite. This ZOAM is on the agenda of the December 11, 2019 Board Public Hearing, and there are no substantive issues that remain outstanding, meaning the amendments will be ready for approval at the public hearing should the Board choose to suspend the rules.</p> <p>Anticipated Completion Schedule:</p> <ul style="list-style-type: none"> • Board of Supervisors Business Meeting: First Quarter of 2020, if not approved at December 11, 2019 public hearing 		
2017-0004	Rural Uses and Performance Standards - Phase 2	Planning Commission Public Hearing: Q1 2020
<p>The purpose of this ZOAM is to follow and build upon the provisions included with ZOAM-2015-0006, Rural Uses and Historic Structures (Phase 1), which the Board approved (8-0-1: Volpe absent) on November 1, 2016. The Board’s action on ZOAM-2015-0006 included direction to prepare future amendments to address certain carryover items, to include allowing “Eco-Tourism,” “Farm Based Tourism,” and “Restaurant” uses in open space and allowing “Recreation Establishment, Indoor” and “Virginia Farm Winery” uses in certain rural zoning districts. At the Transportation and Land Use Committee (TLUC) meeting on February 26, 2018, TLUC subsequently recommended (2-1-2: Umstattt opposed; Meyer and Randall absent) that the ZOAM also consider allowing “Sport Shooting Range, Outdoor” as a permitted use in the AR-1 and AR-2 zoning districts, and further that “Wetland Mitigation” be deleted as a use, consistent with the recommendation of the Zoning Ordinance Action Group (ZOAG). ZOAG recommended deletion of “Wetland Mitigation” as a use because such activities are specifically exempted from regulation in accordance with Article 1 of the Zoning Ordinance. At the April 19, 2018,</p>		

Board Business Meeting, the Board adopted (9-0) the Resolution of Intent to Amend (ROIA) the Zoning Ordinance as recommended by TLUC. Staff and ZOAG’s Rural Subcommittee conducted multiple meetings in 2018 and 2019, to work on draft text for this ZOAM. At TLUC’s July 16, 2019, meeting, TLUC recommended (3-1-1: Meyer opposed; Randall absent) that the Board separate amendments involving the proposed new use “Sport Shooting Range, Outdoor” from ZOAM-2017-0004 (Phase 2) and process such amendments as part of the Zoning Ordinance Rewrite, and reaffirmed (2-1-2: Umstattt opposed; Meyer and Volpe absent) this recommendation at the October 15, 2019, TLUC meeting and forwarded the recommendation to the November 21, 2019, Board Business Meeting for Board consideration.

Anticipated Completion Schedule:

- Planning Commission Public Hearing: First Quarter of 2020
- Board of Supervisors Public Hearing: Second Quarter of 2020
- Board of Supervisors Business Meeting: TBD

TBD	Rural Uses and Performance Standards – Phase 3	ROIA Approved November 21, 2019
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The purpose of this ZOAM is to address the recommendations of the Rural Economic Development Council (REDC), Zoning Ordinance Action Group (ZOAG), and Visit Loudoun regarding multiple rural economy land uses and related performance standards. The uses included in this initiative were originally included in the scope of the Rural Uses and Performance Standards – Phase 2 ZOAM (Phase 2), but were separated at the Board’s direction (9-0) to enable additional input from the referenced groups. The ROIA³ initiating this ZOAM will be considered at the November 21, 2019, Board Business Meeting. Assuming the Board adopts the ROIA, draft ordinance text will be developed by staff with input from ZOAG through the remainder of 2019 and into early 2020, with public hearings anticipated at the Planning Commission and Board in the second quarter of 2020.

Anticipated Completion Schedule:

- Planning Commission Public Hearing: Second Quarter of 2020
- Board of Supervisors Public Hearing: Third Quarter of 2020
- Board of Supervisors Business Meeting: TBD

2018-0001	Short-term Residential Rentals	ROIA: July 18, 2019 Revised: October 17, 2019
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The purpose of this ZOAM is to amend the Zoning Ordinance to allow for short-term residential rentals. Conceptually, this ZOAM seeks to 1) establish short-term residential rentals as a new accessory use to residential uses; 2) establish new and/or revise existing additional use regulations and/or performance standards to address short-term residential rentals; and 3) establish new and/or revise existing definitions to address short-term residential rentals. The ZOAM was later amended to include similar considerations for commercial whole house rentals.

Anticipated Completion Schedule:

- Planning Commission Public Hearing: First Quarter of 2020
- Board of Supervisors Public Hearing: Second Quarter of 2020
- Board of Supervisors Business Meeting: TBD

³ See [Board of Supervisors Action Item for ROIA Rural Uses and Performance Standards – Phase 3 ZOAM](#)

2018-0006	Lighting as an Inherent Component of Certain Uses; Performance Standards for Lighted Outdoor Facilities	ROIA: October 2, 2018 Revised: April 18, 2019
<p>The original ROIA for this ZOAM was adopted (9-0) by the Board on October 2, 2018. The Planning Commission held a public hearing regarding this ZOAM on January 22, 2019, and forwarded (8-0-1: Blackburn absent) the ZOAM to the Board with a recommendation of approval. At the Board's March 13, 2019, Public Hearing, the Board received comments from eight members of the public in opposition to the draft language in the ZOAM due to concerns with allowing lighted playing fields as a permitted use and the lack of performance standards the Board to further define a process by which the public would have the ability to provide input about proposed lighted playing fields. More specifically, several Board members suggested that the County require legislative review and approval of proposed lighted outdoor facilities when the associated principal use does not otherwise require such approval. The Board approved a motion (8-0-1: Higgins absent) to initiate a new ROIA. The Board made the following requests: 1) Establish a public input process for lighting applications in all zoning districts, 2) Amend the Zoning Ordinance to make lighted outdoor facilities an SPMI or SPEX use for any zoning districts that are not currently specified, 3) Develop additional performance standards, including, but not limited to, light and glare standards and limitations on hours of operation of lighted outdoor facilities in zoning districts that are directly adjacent or within proximity to residential, and 4) Include a provision that lighting would not be allowed by-right in rural or residential areas. The new ROIA was adopted (9-0) by the Board on April 18, 2019. The Planning Commission held their public hearing for the ZOAM on October 22, 2019 and voted 8-0-1 (Lloyd absent) to forward the ZOAM to a work session for further discussion.</p>		
<p>Anticipated Completion Schedule:</p> <ul style="list-style-type: none"> • Planning Commission Public Hearing: October 22, 2019 • Planning Commission Work Session: First Quarter of 2020 • Board of Supervisors Public Hearing: Second Quarter of 2020 • Board of Supervisors Business Meeting: TBD 		

ATTACHMENT:

1. 2016-2019 Strategic Initiatives Work Product Matrix

2016-2019 Strategic Initiatives Work Product Matrix

December 3, 2019

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.	
Outcome A: Increase Board knowledge of transportation projects already underway	
Work Product	Completion Status
1. Conduct a transit summit	Completed; May 2017, June 2018, July 2019
2. Conduct a transportation summit	Completed; June 2017
3. Project website to disseminate project-related information for County projects above a certain value threshold	Completed; 2016
4. Coordinate a Board of Supervisors construction project tour (Countywide)	In progress
Outcome B: Update Countywide Transportation Plan (CTP)	
Work Product	Completion Status
1. Provide periodic reports and development of sub-components of the overall plan	Completed
2. Update CTP	Completed; June 2019
Outcome C: Establish specific benchmarks for stages of progress on transportation construction and safety projects	
Work Product	Completion Status
1. Redesign the right-of-way and project development processes	Completed; February 2017
2. Integrate project phase information into the quarterly report	Completed
Outcome D: Ensure road, pedestrian, and transit interconnects for Metrorail expansion	
Work Product	Completion Status
1. Continue to expand development of bike/pedestrian connectivity to the Metrorail stations	Completed; implementation in progress.
2. Pursue grant funding opportunities to support infrastructure connectivity of the Metrorail stations	Completed throughout term.
3. Modify transit service routes to incentivize the use of Metrorail.	Completed throughout term.
4. Expand Metro Connection Service to increase ridership	In progress
5. Provide updates to the Board on infrastructure projects that will not be complete by the revenue service date (FY 2020)	Completed throughout term.
6. Evaluate and make recommendations to the Board on the provision of paratransit services related to Metrorail	Completed; implementation in progress.

Outcome E: Establish a more efficient and effective bus network to meet the needs of County residents	
Work Product	Completion Status
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.	Completed; June 2017.
2. Conduct an ADA Compliance inventory and transition plan	Completed; implementation in progress.
Outcome F: Complete major road improvements and elimination of critical chokepoints.	
Work Product	Completion Status
1. Secure and leverage outside/regional funding for transportation projects	Completed throughout term.
2. Pursue Federal grant opportunities	Completed throughout term.
3. Provide regular updates to the Eastern Loudoun County Transportation Study	Completed throughout term.
4. Review the use of alternative delivery methods to expedite project delivery, where appropriate	Completed throughout term.
Outcome G: Complete plans and initiate local alternatives to the Greenway	
Work Product	Completion Status
1. Update CTP to incorporate the realignments and new roads which are identified as suitable alternatives to the Greenway	Completed; June 2017 and June 2019.
2. Develop funding plan to implement identified projects	Completed throughout term.
3. Secure and leverage outside/regional funding for transportation projects	Completed throughout term.
4. Initiate project development phases for projects identified as suitable alternatives to the Greenway	Completed throughout term.
Outcome H: Identify options for locations for a future Potomac River Crossing east of Goose Creek in Loudoun County	
Work Product	Completion Status
1. Coordinate with State and Federal elected officials, VDOT and the Maryland Department of Transportation	Completed; staff received revised direction relative to the Potomac River crossing as part of the Potomac River Crossing Study item.
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	

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	
4. Identify key regional stakeholders and develop a strategy for building a regional coalition between key stakeholders and the business community	
Outcome I: Conduct a Transportation and Transit Summit	
Work Product	Completion Status
1. Coordinate with County Administration to identify the location and facility resources need for the Summits	Completed
2. Integrate the Board’s Strategic Plan Initiatives into the materials and information prepared for the Summits	Completed
Outcome J: Address future demands on Routes 7, 9, 15 and 50	
Work Product	Completion Status
1. Evaluate and report on the rural primary routes for capacity, safety and consistency with the rural environment	Completed; July 2018
2. Integrate appropriate planning level proposals with the update to the CTP and provide recommendations to the Board	Completed; June 2019
3. As directed by the Board, consider additional project phases of current initiatives and new projects in future CIP deliberations	Completed throughout term.

Economic Development – <i>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.</i>	
Outcome A: Increase Board knowledge of economic development work in progress	
Work Product	Completion Status
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	Completed
2. Schedule one-on-one update meetings or project-specific meetings, per Board Member request	Completed throughout term.
Outcome B: Establish a broader use of metrics when making economic decisions, assess progress on sector development, and measure results of economic development strategies	

Work Product	Completion Status
1. Provide a report to the Board detailing all metrics that are tracked internally	Completed
2. Provide monthly report to FGOEDC with focus on a different targeted sector, highlighting strategy, metrics and ROI	Completed
3. Include additional indicators and monitoring measures in DED's Strategic Plan that specifically track progress on economic strategies	Completed
Outcome C: Develop an enhanced analysis of the County's international strategy	
Work Product	Completion Status
1. Present DED's updated strategy document to the Board	In progress; draft strategy document completed
2. Present DED's international strategy, highlights and ROI to FGOEDC	Completed; April 2017
Outcome D: Do not reduce commercial land base with residential rezonings.	
Work Product	Completion Status
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.	Completed; June 2019.
Outcome E: Research expansion of higher education as a new economic development focus	
Work Product	Completion Status
1. Expand higher education programming that enhances cluster activity and grows workforce availability and skills	Completed; FY 2019 budget process
Outcome F: Increase broadband and cellular access in western Loudoun County	
Work Product	Completion Status
1. Develop Board directed strategic plan to increase broadband access in the County	Completed; June 2018.
Outcome G: Develop a revitalized Route 7 business and commercial corridor using incentives	
Work Product	Completion Status
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	Completed; June 2019.
Outcome H: Provide adequate resources to the Department of Economic Development to sustain progress	
Work Product	Completion Status
1. Increase targeted marketing efforts around the Metrorail stations	Completed

2. Create Request for Proposal (RFP), evaluate proposals, and manage consultants for the cluster strategy update or lead-generation project	Completed
Outcome I: Increase targeted marketing efforts around the Metrorail stations	
Work Product	Completion Status
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.	Completed; June 2019
2. Develop incentives, such as fee waivers or density bonuses, to make workforce housing projects feasible	Completed; June 2019
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.	Completed; amendments planned for public hearing on December 11, 2019
Outcome J: Identify and pursue opportunities to enhance rural economic development	
Work Product	Completion Status
1. Continue to add uses and/or flexibility around value-added agriculture	In progress; ROIA approved by the Board at the November 21, 2019 Business Meeting
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.	In progress; ROIA approved by the Board at the November 21, 2019 Business Meeting
Outcome K: Encourage overnight stays in Loudoun as a destination and increase tourism opportunities	
Work Product	Completion Status
1. Develop policy to create regional attractions, such as convention center, sports tournament venues, and live music/performing arts venues	Completed; June 2019

Comprehensive Planning - Complete development of the new Comprehensive Plan to provide a framework for what the County will look like in 15 to 20 years.	
Outcome A: Charter for the Envision Loudoun Plan incorporated in the Strategic Plan	
Work Product	Completion Status
1. Incorporate Envision Loudoun Charter into Board's Strategic Plan	Completed
Outcome B: Complete Envision Loudoun Plan	
Work Product	Completion Status
1. Complete Phase I of Envision Loudoun – Foundations Report and Community Engagement Input Report	Completed; March 2017

2. Complete Phase II of Envision Loudoun – Use Foundations Report to develop preliminary vision and guiding principles for Envision Loudoun	Completed; June 2017
3. Complete Phase III of Envision Loudoun – Plan Development	Completed; July 2018
4. Complete Phase IV of Envision Loudoun – Review and Adoption Process	Completed; June 2019
Outcome 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	
Work Product	Completion Status
1. Prior to adoption of Envision Loudoun, develop a Charter for a Comprehensive Zoning Ordinance Update	Completed; September 2019
Outcome D: Conduct regular communication among the full Board and staff about work on the Envision Loudoun Plan	
Work Product	Completion Status
1. Present to the Board the summary of public feedback received through Listen and Learning Workshops and On-Line Tool	Completed; February 2017
2. Present to the Board the proposed vision and guiding principles for Envision Loudoun	Completed; June 2017
3. Review the proposed approach to implementing the vision and guiding principles	Completed; June 2019
Outcome 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.	
Work Product	Completion Status
1. Propose updates to policies that would preserve the rural and transition policy areas and revitalize the suburban policy area	Completed; June 2019

Community Needs and Quality of Life - <i>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.</i>	
Outcome A: Increase clarity of community needs by directing staff to research and evaluate current County programs and services	
Work Product	Completion Status
1. Conduct a non-profit needs assessment to identify funding gaps and unmet needs within County Government and the non-	Completed; September 2017

profit community in order to understand the extent of need in Loudoun County	
2. Conduct a housing needs assessment	Completed; February 2017
3. Release a Request for Proposal for operations of the new group home and assist in licensing process with Virginia Department of Social Services (DSS)	Completed; September 2018
Outcome B: Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services	
Work Product	Completion Status
1. Conduct one-on-one meetings with Board members as needed and provide Information Items to the Board as appropriate	Completed throughout term.
Outcome C: Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services	
Work Product	Completion Status
1. Conduct research on models and approaches to drug courts in other areas	Completed; February 2017
Outcome D: Develop information on support programs that accept health insurance to facilitate referrals to providers	
Work Product	Completion Status
1. Coordinate purchase, installation and online availability of an information portal system	Evaluation completed; considerations included in Human Services Strategic Plan
Outcome E: Dialogue with Sheriff's Office in implementing a drug treatment program in the jail.	
Work Product	Completion Status
1. Implement a drug treatment program in the ADC	Completed
2. Develop performance measures related to re-arrest and/or recidivism	In progress
Outcome F: Promote youth health, wellbeing, and resilience.	
Work Product	Completion Status
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.	Completed throughout term
2. Provide recommendations on expanding youth-led and youth-sponsored programs and activities throughout the County.	In progress; anticipated early 2020
3. Advance Youth Mental Health First Aid Training for youth-serving County departments.	Completed throughout term

Growth Management - Embrace Board conversations regarding the net impact of individual projects on County-wide infrastructure.	
Outcome A: Expand Board conversations regarding the net impact of individual projects on countywide infrastructure.	
Work Product	Completion Status
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	Completed throughout term; development of staff report improvements is ongoing.
Outcome B: Increase Board knowledge of already-approved and upcoming projects to establish a framework for a more precise dialogue in growth management issues	
Work Product	Completion Status
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	Completed; Pipeline updated to July 1, 2017. Further updates in progress.
Outcome C: Conduct an earlier (pre-building permit) assessment of impacts of new projects	
Work Product	Completion Status
1. Develop an approach to conducting earlier assessment of impacts on new projects	In progress; FIC set to resume on the CFS, CIF, and CNA in 2020
Outcome D: Establish better connections to school district growth projections and the geography of those projections	
Work Product	Completion Status
1. Through Fiscal Impact Committee, develop an approach to establish better connections to school district growth projections and the geography of those projections	In progress; FIC set to resume on the CFS, CIF, and CNA in 2020
Outcome E: Conduct a study of the costs of residential development	
Work Product	Completion Status
1. Provide an analysis on the costs and benefits associated with residential development	Completed; June 2019
Outcome F: Conduct a fiscal analysis in coordination with review of the new Envision Loudoun Plan	
Work Product	Completion Status
1. Conduct fiscal evaluation of proposed land use alternatives	Completed; June 2019
Outcome G: Consider school impacts including student generation in specific school clusters on every development application	
Work Product	Completion Status
1. Coordinate with Loudoun County Public Schools (LCPS) to review and engage how forecast for student	In progress; FIC set to resume on the CFS, CIF, and CNA in 2020

demand is determined based on inventory and absorption factor	
2. Research different ways to evaluate enrollment patterns and how and where it may be appropriate to incorporate an urban capital infrastructure model	In progress; FIC set to resume on the CFS, CIF, and CNA in 2020
Outcome H: Explore methods for phasing residential development based on holistic assessment and longer-term projections in order to better manage infrastructure impacts	
Work Product	Completion Status
1. Research methods for phasing residential development based on holistic assessment and longerterm projections in order to better manage infrastructure impacts	Completed; June 2019
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	Completed; FIC set to resume on the CFS, CIF, and CNA in 2020