

**BOARD OF SUPERVISORS  
BUSINESS MEETING  
ACTION ITEM**

**SUBJECT:** Board of Supervisors 2020-2023 Strategic Work Plan  
Guidance

**ELECTION DISTRICT:** Countywide

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

**STAFF CONTACTS:** Charles Yudd, County Administration  
Shalom Black, County Administration

**PURPOSE:** Present to the Board of Supervisors (Board) the summary of the Board's October 26, 2020, Strategic Planning Retreat and obtain guidance on the proposed Vision and Work Plan Initiatives.

**RECOMMENDATIONS:** Staff recommends that the Board approve the guidance developed through the Board's Strategic Planning Retreat, approve the proposed Vision and Strategic Focus Areas, and direct staff to develop a work plan to achieve the Board's intended outcomes.

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

County Administration staff work with the Board Chair and Vice Chair at the beginning of their term to establish a process and timeframe for informing the work of a strategic planning retreat. This involves creating a request for proposals from facilitators, facilitator interviews, and meetings to set the process and schedule with the selected facilitator. In 2020, this was complicated by the COVID-19 pandemic, however, the Board was able to maintain a similar process and timeframe as in previous years.

Ms. Terrie Glass of Zelos, LLC was selected as the Strategic Plan Retreat facilitator. In September and October 2020, Ms. Glass interviewed all Board Members to shape the content for the Strategic Planning Retreat. From these interviews, she worked with the Chair and Vice Chair to craft strategic focus areas and priorities to bring before the Board at their retreat. The Board held its

Strategic Planning Retreat on October 26, 2020 to discuss the strategic focus areas for the remainder of the Board's term and identify outcomes to be achieved for each focus area.<sup>1</sup> The strategic focus areas are:

- Open Spaces and Environment
- Connecting Loudoun
- Collective Bargaining
- Equitable Communities
- Economic Development

Using the priorities identified by the Board Members in their interviews as a guide, the facilitator led the Board in discussion of each strategic area. In addition, the Board discussed the 2016 Vision Statement. Chair Randall, Supervisor Buffington, and Supervisor Briskman were tasked with developing final language and recommending modifications. Section V of this item contains the recommended modifications to the Vision Statement.

**ISSUES:** Staff has incorporated the ideas generated by Board members' discussions at the Strategic Planning Retreat into initiatives to be undertaken by the end of the Board's term in 2023. This item details the status of work toward these initiatives, along with projections for additional work to be done in each area, if directed by the Board. Staff requests that the Board provide guidance in relation to these proposed initiatives to ensure that the final workplan reflects the priorities of the full Board.

Staff has provided below (Section I) a summary of the ideas generated by Board members during the strategic planning retreat. These have been used to generate initiatives for inclusion in the Board Work Plan (Attachment 1). Staff has provided the Board with the status of initiatives already underway or completed (Section II), as well as a brief overview of what would need to be done to fully implement proposed initiatives (Section III).

## **I. Summary of 2020 Board Strategic Initiatives Retreat Discussion**

### Strategic Area: Open Spaces and Environment

#### Environmental Initiatives

- Build a concrete, sustainable environmental planning strategy in alignment with the Comprehensive Plan; incorporate community outreach and recommendations from regional organizations. Include stakeholders in planning effort, to include businesses who may be impacted.
- Create a Commission on Environment and Sustainability.
- Review the C-PACE Ordinance.
- Seek federal, state, and private funds for environmental initiatives.

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<sup>1</sup>[October 20, 2020 Business Meeting Item I-1, Preparation for Board of Supervisors Strategic Planning Retreat](#)

- Where possible, encourage or codify environmental initiatives (e.g., LEED certification, water conservation, charging stations, restriction of clear cutting) while remaining business friendly.
- Recreation Prioritize locations for new recreation centers in western Loudoun in the Capital Improvement Program, adding additional swimming pools.
- Additional indoor tracks should be added throughout the county.

#### Strategic Area: Connecting Loudoun

##### Trail network

- Plan new trails to connect to the Washington & Old Dominion (W&OD) trail, especially from the Urban Policy Area.
- Create connections to the new Metro station.
- Encourage Virginia Department of Transportation (VDOT) to plan for bike lanes on roads.
- Incorporate rest stops into bike trails.
- Inventory all equestrian trails.
- Seek funding for trails at the new state park.
- Develop and map additional parking locations for trails.
- Develop, map, and market mountain bike trails.

##### Broadband expansion

- Research and review telecommuting to understand future need.
- Explore multimodal options such as towers, antennas, and hotspots for increasing and improving connections.
- Create a broadband relief fund or subsidies to ensure equitable opportunities for all Loudoun residents through initiatives such as a cigarette tax or specialized tax districts.

##### Multimodal transportation network

- Hold a summit on transit.
- Provide updates on bus depots and shelters.
- Expand bus service as Metro service expands.
- Consider adding electric buses to the county fleet.
- Identify impediments that slow down transportation projects and create a plan to address these issues; identify the funding needed to staff new projects.

#### Strategic Area: Collective Bargaining

##### Collective bargaining decision

- Research and present options to the Board.

Strategic Area: Equitable Communities

Services for undocumented residents

- Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility.
- Work with community partners to establish trust and connection within immigrant communities.

Criminal justice reform, including a feasibility study for a veterans' specialty court

- Strengthen reentry housing and services.
- Examine feasibility of developing a veterans' court and investigate possibility of adding other first responders.
- Reimagine law enforcement to act collaboratively in the community.

Geographic equity for services and facilities throughout Loudoun

- Create plan for geographic equity for services and facilities throughout the county.
- Establish a homeless shelter in eastern Loudoun.

Affordable housing

- Work to destigmatize affordable housing through integration within communities.
- Diversify stock of affordable housing.
- Add high-density housing in high activity transit hubs.

Needs of youth and young adults: mental health, educational opportunities, and quality of life

- Conduct a homeless youth count.
- Implement youth services recommendations from Advisory Committee on Youth.
- Expand tutoring programs by partnering with LCPS and nonprofits.
- Recruit, train, and mentor young farmers.
- Expand mental health services for teens.

Strategic Area: Economic Development

Long-term strategy for data centers

- Determine tax rate; keep rate competitive.
- Incorporate input from environmental groups, public, and Department of Economic Development.
- Maintain mapping for potential locations.
- Research submerged data centers.
- Utilize influence with Dominion Energy to promote alternative energy sources for data centers.
- Have public discussions about data centers so the community can join, understand, and promote benefits of data centers.

#### Strategic redevelopment in eastern and southern Loudoun

- Encourage a vision for each area to be developed from a site-specific perspective, keeping in mind concerns about gentrification pricing existing residents out of their neighborhoods.
- Explore opportunity zones for revitalization in eastern Loudoun.
- Encourage collaboration between multiple owners in a neighborhood.

#### Dulles noise contours

- Bring planned land use policy proposal to Board; explain impact of changing the noise contours on the public.

#### Equitable, sustainable economic development countywide

- Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture.
- Support minority businesses.
- In designing urban planning areas, consider pocket parks and open green spaces, as well as cooling options such as tree canopies and water features.
- Consider large scale public-private partnerships.
- Support equitable pay for workers.
- Evaluate County's investments with minority-owned banks and businesses.
- Add office space for medium-sized companies.
- Explore options for meat processing facility in western Loudoun.
- Promote industrial hemp farming.
- Monitor Dulles Town Center's occupancy.
- Promote Loudoun within Loudoun (intra-County public relations plan)

## **II. Status of Initiatives Completed or Underway**

Many of the initiatives relate to work already underway or completed; staff has provided status updates as applicable. Section II provides details on each initiative's status and Section III provides more detail on the work that would need to be started in order to accomplish the objectives; Attachment 1 provides a brief overview of each initiative.

### **Strategic Area: Open Spaces and Environment**

#### **Issue:** Environmental Initiatives

**Initiative:** Build a concrete, sustainable environmental planning strategy in alignment with the Comprehensive Plan; incorporate community outreach and recommendations from regional organizations. Include stakeholders in the planning effort, to include businesses who may be impacted.

Status: Staff is working on an inventory of projects currently underway. Elements in the Comprehensive Plan support these initiatives.

Initiative: Create a Commission on Environment and Sustainability.

Status: At the December 1, 2020 Board Business Meeting<sup>2</sup>, the Board of Supervisors voted to establish an Environmental Commission by March 2021.

Initiative: Review the Commercial Property Assessed Clean Energy ([C-PACE](#)) ordinance.

Status: At the December 1, 2020 Board Business Meeting<sup>2</sup>, the Board directed staff to initiate the amendment of Chapter 825 of the Codified Ordinances of Loudoun (C-PACE Program) to expand eligible properties and projects to align with the full extent of Virginia's Clean Energy Financing Law.

Initiative: Seek state, federal, and private funds for environmental initiatives.

Status: If adopted, the five-cent plastic bag tax<sup>3</sup> brought to the November 17, 2020 Business Meeting would be programmed to support existing recycling, litter control, and environmental programs such as community clean-up events and special recycling events.

Initiative: Encourage or codify environmental initiatives (e.g., LEED certification, water conservation, charging stations, restriction of clear cutting) when possible.

Status: Staff is working on an inventory of projects currently underway. Once the inventory is complete, these initiatives may be adopted through the ZOAM workplan. Elements in the Comprehensive Plan support these initiatives.

*Issue: Recreation*

Initiative: Additional indoor tracks should be added within the County

Status: Loudoun County Public Schools (LCPS) have included additional indoor tracks in their capital project plan.

### **Strategic Area: Connecting Loudoun**

*Issue: Trail Network*

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<sup>2</sup> [December 1, 2020 Business Meeting Item 13a, FGOEDC Response to BMI County Environmental Initiatives](#)

<sup>3</sup> [November 17, 2020 Business Meeting Item 8I, FGOEDC FY 2022 Budget Development – New Taxing Authority](#)

Initiative: Plan new trails to connect to Washington & Old Dominion (W&OD) trail, especially from urban policy areas.

Status: On January 17, 2019, the Board directed the Loudoun County Parks, Recreation and Open Space (PROS) Board to develop a detailed implementation plan for an interconnected, countywide linear parks and trails system. In addition, trails were identified in the Countywide Transportation Program. The Linear Parks and Trails (LPAT) plan is underway, the contractor has been hired (Design Workshops), and the LPAT committee meets twice a month. Volunteers are doing a trail analysis. [The LPAT website](#) has been launched, and staff has mapped trail gaps and existing easements without trails.

Initiative: Create connections to new Metro station.

Status: Staff is continuing with planning and design efforts; some portions of trails are under design through the contract administered by the Virginia Department of Transportation (VDOT). The design is approximately 30 percent complete.

Initiative: Encourage VDOT to plan for bike lanes on roads.

Status: Standards and policies for bike lanes are in place within the countywide transportation plan. In regards to VDOT initiated projects it is up to county to propose bike lanes, as VDOT does not develop roads. The current policy is that every road in the Countywide Transportation Plan requires a sidewalk on one side and a shared use trail on the other side for each new road. Staff evaluates the applicability of bike lanes on secondary roads.

Initiative: Incorporate rest stops into bike trails

Status: Master planning has been initiated.

Initiative: Inventory all equestrian trails.

Status: In FY21, an Office of Mapping and Geographic Information (OMAGI) contractor began capturing sidewalk and trails in the annual basemap contract deliverable. This project captures geographic features visible on aerial photography, as well as topography. Approximately 1/3 of the county is typically updated annually. In support of Public Safety, OMAGI started an initiative approximately two years ago to capture trail features in support of emergency response. They have captured trail networks for Blue Ridge Center, Appalachian Trail, Camp High Roads, County Parks and several areas of Willowsford.

On a similar front, OMAGI has recently been working with Department of Transportation and Capital Infrastructure (DTCI) to develop some interactive maps to highlight the recent results from their Sidewalk and Shared Use Path Prioritization Project. The goal would be to highlight and provide citizens with more information on:

- (1) Programmed Improvements (County Projects to hopefully include a link to the associated Quarterly Report)
- (2) Missing Sidewalk/Trail Segments showing their ranking according to the Sidewalk and Trail Prioritization Study
- (3) Proffered Improvements, and
- (4) The National Capital Trail Expansion into Loudoun County.

At this point, no datasets specifically classify Equestrian Trails. This is feasible if a data source and maintenance process for the data can be identified. The County Attorney would need to discuss any liability issues that may arise, since most trails are on private property.

Initiative: Develop and map additional parking locations for trails.

Status: This issue was ranked #2 in public input from LPAT and is part of the contractor's scope of work. We do not currently have parking spots specifically mapped.

Initiative: Develop, map, and market mountain biking trails.

Status: The LPAT plan looks at all connections through the lens of potential users, asking who can utilize this trail, or whether a parallel trail could be created for other uses such as biking or equestrian.

***Issue: Broadband expansion***

Initiative: Research and review telecommuting to understand future need.

Status: Staff will provide additional information in the quarterly report at the February 2, 2021 Business meeting.

Initiative: Explore multimodal options such as towers, antennas, hotspots as options for increasing and improving connections

Status: Following up on the item presented at the November 17, 2020 Business Meeting<sup>4</sup>, staff will provide a quarterly report to the full Board on February 2, 2021 on progress on broadband initiatives identified in the November 17, 2020 item to include, but not limited to the following:

- a. Segra's efforts to attract and contract with last mile providers.
- b. Applicability of HB2141 to Loudoun County.

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<sup>4</sup> [November 17, 2020 Business Meeting Item I-1, Response to Board Member Initiative: Emergency Broadband Implementation Plan](#)

- c. Funding sources available to support broadband initiatives and broadband relief funds including grant opportunities, and
- d. Partnership opportunities with power utilities for broadband expansion.
- e. Update on development process changes

Initiative: Create broadband relief fund or subsidies to ensure equitable opportunities for all Loudouners, through initiatives such as cigarette taxes or specialized tax districts.

Status: At its November 17, 2020 Business meeting, the Board executed a budget adjustment to move funding between projects in the Capital Projects Fund for purposes of beginning the Request for Proposal Process to obtain a vendor to build additional fiber connections to the five remaining county facilities identified in the November 17, 2020 item<sup>4</sup>. Staff will provide additional information in the quarterly report at the February 2, 2021 Business meeting. Cigarette tax status was addressed in the FY 2022 Final Budget Guidance presented at the January 5, 2021 Business meeting<sup>5</sup>, but the county must wait to program this revenue until it is adopted.

*Issue: Multi-modal Transportation Network*

Initiative: Hold a summit on transit

Status: Staff is working with County Administration and the Chair's Office to tentatively plan a summit for May 25, 2021.

Initiative: Provide updates on bus depots and shelters.

Status: This effort had been initiated and a status report will be included in quarterly capital projects reports.

Initiative: Expand bus service as Metro service expands

Status: Staff is evaluating these opportunities through the annual process, a continuous review cycle tied to the budget cycle, utilizing feedback from customers and businesses. Staff review the input globally, estimate the cost to add services, and go through a public input process, culminating in a resource request to the Board as part of the budget process. The Board has already recommended changes due to the Metro opening; staff will be rolling these changes into the annual process.

Initiative: Consider adding electric buses to County fleet.

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<sup>5</sup> [January 5, 2021 Business Meeting Item 5, FY 2022 Final Budget Guidance](#)

Status: At the December 1, 2020 Board Business Meeting<sup>6</sup>, the Board directed the Department of General Services (DGS) to continue review of the County fleet and alternative energy sources, specifically electric, hybrid and natural gas options. DTCI and DGS have initiated a pilot project to purchase electric and natural gas buses and will monitor their performance once received.

Initiative: Endeavor to identify impediments that slow down transportation projects and create plan to address issues; identify funding needed to staff new projects realistically.

Status: DTCI has augmented their staff capacity by establishing a project management office to assist with the management and acceleration of project-related tasks. Staff has also reviewed obstacles for traffic signal projects and developed ways to eliminate these impediments. Staff have entered discussions with the VDOT central office and state task force reviewing project impediments. In addition, staff is developing a white paper that will help in identifying projects as good candidates to deliver using a Design-Build model.

### **Strategic Area: Collective Bargaining**

Initiative: Research and present options to Board.

Status: At the November 10, 2020 Finance/Government Operations & Economic Development Committee Meeting<sup>7</sup>, the Department of Finance and Budget (DFB) presented an item for FY 22 Budget Development. The County Attorney's Office has engaged an outside counsel to assist in developing options for the Board; these should be brought to the Board in March.

### **Strategic area: Equitable Communities**

*Issue: Services for undocumented residents*

Initiative: Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility.

Status: The Office of Housing recently modified eligibility requirements for the Affordable Dwelling Units (ADU) rental and purchase program (local program) to reduce barriers to participation. Family Services has worked during COVID-19 to revise its Limited Rent Assistance program to change eligibility requirements and make it easier to apply, including the creation of a navigator position who can discuss cases with individuals needing assistance. All other Department of Family Services (DFS) programs are open to anyone, unless federally prohibited.

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<sup>6</sup> [December 1, 2020 Business Meeting Item 13a, FGOEDC Response to Board Member Initiative: County Environmental Initiatives Review](#)

<sup>7</sup> [November 10, 2020 FGOEDC Meeting Item 21, FY 2022 Budget Development Collective Bargaining](#)

**Initiative:** Work with community partners to establish trust and connection within immigrant communities.

**Status:** This effort has been underway through COVID-19 testing outreach strategies and contracts in place with outreach agencies. Once the DFS is fully staffed, the Information & Referral (I&R) program manager position in DFS will do more outreach into community.

*Issue: Criminal justice reform, including study of feasibility for a veterans' specialty court*

**Initiative:** Strengthen reentry housing and services

**Status:** Re-Entry housing is generally an issue which is part of the focus of the Loudoun Re-Entry Council. The council is a work group of stakeholder agencies which met every month prior to the pandemic shutdown to examine all areas of need for individuals re-entering the community from correctional facilities. Loudoun Re-Entry has worked closely with DFS, Oxford House International, and the nonprofit group from the Diocese of Arlington, Loudoun Transitional Assistance Program, to maintain a connection to housing for court-involved citizens returning from a correctional facility. Additionally, Loudoun County Community Corrections received grant funding in 2020 for housing and is close to formalizing a service agreement with Loudoun Serenity House to use grant funds to place female drug-involved probationers. Community Corrections is also looking to partner with Oxford House International for funding the housing of male probationers.

**Initiative:** Examine feasibility of developing a veterans' court, and investigate possibility of adding other first responders

**Status:** Staff brought a budget development item to the October 13, 2020 FGOEDC Meeting<sup>8</sup> to provide information regarding development of additional specialty dockets. Members of the Veterans Court Work Group attended the Veterans Court Mentor "Boot Camp" training on December 3, 2020. Also, the National Drug Court Institute, which provides no cost training and best practices for all specialty courts, has accepted Loudoun's application for Justice For Vets training, which is scheduled to take place March 30-April 1, 2021. Once this training is completed, Loudoun will be positioned to make substantial progress toward planning and implementation of a Veterans Court, leading ultimately to the submission of the application to the Virginia Supreme Court for the authority to convene a Loudoun County Veterans Court.

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<sup>8</sup> [October 13, 2020 FGOEDC Meeting Item 15, FY 2022 BD Specialty Dockets Status and Expansion Options](#)

Initiative: Reimagine law enforcement to act collaboratively in the community

Status: At the July 21, 2020 Business meeting<sup>9</sup>, the Board of Supervisors directed staff to study changing the Loudoun County form of government, develop a list of governing and law enforcement options for Board of Supervisors consideration, specifically include the establishment of a Loudoun County Police Department in all options, and submit a report to the Board of Supervisors not later than the second Board Business Meeting in April 2021. The Board further authorized the County Administrator to enter into contracts with qualified consultants to augment staff efforts.

*Issue: Geographic equity for services and facilities throughout the county*

Initiative: Create plan for geographic equity for services and facilities throughout the county

Status: [The Human Services Strategic Plan](#) (HSSP), received by the Board in 2019, includes Strategy 3.3: “Ensure equitable location and distribution of service providers throughout the County through intentional private/public partnerships.” Through the Human Services Strategic Plan Advisory Committee, the County and its nonprofit partners are actively discussing the creation of additional locations or service hubs where possible.

OMAGI has mapped the locations of County owned/ leased land, which includes County human services agencies. The data is in the GeoHub and is viewable/ downloadable as a table, [here](#). Similarly, OMAGI [provided maps](#) through its COVID-19 GeoHub which provide the locations of food assistance sites throughout the county, serving as a model for future human service agency mapping. This story-map approach can provide a data-based foundation on which to build future decisions for service expansion.

The libraries have been part of bi-weekly Human Services calls during COVID-19 and offer great potential for sharing human services resources throughout their locations within the county.

Initiative: Establish a homeless shelter in Eastern Loudoun

Status: Based on usage of the existing shelter and related services, staff have not determined a need for a homeless shelter in Eastern Loudoun at this time but will continue to monitor usage and capacity of existing shelter resources.

*Issue: Affordable housing*

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<sup>9</sup> [July 21, 2020 Business Meeting Item 5, Options for Changing Form of Government and Establishing a Police Department](#)

Initiative: Work to destigmatize affordable housing by integrating within communities

Status: Many of the affordable housing efforts are driven by the Comprehensive Plan, which includes many policies that integrates a mix of incomes into neighborhoods and new developments to meet the full spectrum of housing needs. Implementation of these policies comes through the land review process in legislative items, with heightened scrutiny of applications for affordable housing. Planning and Zoning coordinate with the Office of Housing, and implementation of the [Unmet Housing Needs Strategic Plan](#) (UHNSP) will be crucial in furthering the addition of affordable housing. The Housing Affordability ZOAM was completed on June 2, 2020<sup>10</sup>; with the Zoning Ordinance Rewrite (ZOR) underway, there is an opportunity to establish thresholds for affordable housing. There may be opportunities for a larger effort following the ZOR adoption as part of ZOAM workplan.<sup>11</sup>

Initiative: Diversify stock of affordable housing

Status: Two significant strategic planning efforts include the diversification of affordable housing stock as a goal. The UHNSP, underway, will identify strategies and tools, as well as housing targets, to address unmet housing needs at each level of Area Median Income up to 100%. The HSSP has identified as Strategy 1.2: “Develop additional affordable housing options and permanent supportive housing units for people at or below 50 percent of the area median income (AMI) and those who need accessible housing.”

Initiative: Add high-density housing in high activity transit hubs.

Status: The Comprehensive Plan calls for the addition of high-density development in the Urban Policy Area to help address the housing demand.

*Issue: Needs of youth and young adults: mental health, educational opportunities, and quality of life*

Initiative: Conduct a homeless youth count

Status: The County’s Continuum of Care has not conducted a homeless youth count, primarily because Loudoun does not have the large numbers of homeless youth to justify

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<sup>10</sup> [June 2, 2020 Business Meeting Item 7a, Housing Affordability](#)

<sup>11</sup> [July 21, 2020 Business Meeting Item 06, Zoning Ordinance Amendment \(ZOAM\) Work Plan](#)

this effort. In 2020, there were no homeless single youth under the age of 18 reported, and only 22 homeless single transition-aged youth (ages 18-24) reported.

**Initiative:** Implement youth services recommendations from ACOY

**Status:** At the April 21, 2020 Board Business meeting, staff presented the recommendations stemming from the YouthNet process<sup>12</sup>, tasking the Advisory Commission on Youth (ACOY) to further implement the recommendations of the YouthNet Final Report. Staff met with ACOY in December 2020 and discussions are underway to create a subcommittee for implementing the recommendations.

**Initiative:** Recruit, train, and mentor young farmers

**Status:** Virginia Tech has a beginning farmer and rancher program and a 2-year program in Farm Management; Virginia State University also has programs and outreach for young farmers. Cooperative Extension provides training and professional development to support the agricultural industry. DED's [Seeds for Success](#) program also provides resources for young farmers. In addition, the County is home to numerous organizations that support development activities for beginning farmers: [Future Harvest CASA](#), [New Ag School](#), [Arcadia](#), [Potomac Vegetable Farm](#), [Piedmont Environmental Council's Roundabout Community Farm](#), [Loudoun 4-H](#), [Loudoun Master Gardeners Beginning Horticulturalist](#), [Virginia Veteran Farmer Coalition](#), [Virginia Beginning Farmer & Rancher Coalition](#).

**Initiative:** Expand mental health services for teens

**Status:** The HSSP has identified as Strategy 1.7: "Increase service availability for underserved and vulnerable transition aged youth (age 18-24)." The County and its nonprofit partners continue to seek opportunities to enrich existing programming and services for teens. For example, during COVID-19, the County partnered with INMED through a CARES Act grant to implement a new afterschool program for mostly bilingual Latinx teens. They are running "The Hangout," serving about 20 youth ages 13-17 twice a week, socially distanced but in person at their space in Sterling.

## **Strategic Area: Economic Development**

*Issue: Long-term strategy for data centers*

**Initiative:** Determine tax rate; keep rate competitive

**Status:** This is planned for FY 2023 budget discussions.

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<sup>12</sup> [April 21, 2020 Business Meeting Item I-2, YouthNet Report](#)

**Initiative:** Incorporate into strategy input from environmental groups, public, and Economic Development

**Status:** A Strategic Plan for the Future of the Industry in Loudoun would include:

- Current Inventory
- Land Identification
- Design
- Tax and Business Environment
- Community Partnerships
- Sustainability

Planning and Zoning is creating design guidelines through the Zoning Ordinance Rewrite, to involve environmental considerations and generator placement. The Zoning Ordinance Rewrite is well underway, and a public draft will be released in Summer of 2021, per the December 16, 2020 update at the TLUC meeting<sup>13</sup>.

**Initiative:** Maintain mapping for potential locations

**Status:** DED's contract for the inventory of potential sites is currently going through the procurement process. OMAGI is developing an application showing vacant parcels of land, which may be useful for future planning efforts.

**Initiative:** Utilize influence with Dominion Energy to promote alternative energy sources for data centers

**Status:** Discussions are ongoing with Dominion to request alternative power options for data centers.

*Issue: Strategic redevelopment in Eastern and Southern Loudoun*

**Initiative:** Encourage a vision for each area to be developed from a site-specific perspective, keeping in mind concerns about gentrification forcing existing residents out of their neighborhoods

**Status:** Staff worked with Supervisor Briskman to develop a presentation for Cascades Marketplace on current conditions and potential for redevelopment. This innovative approach could be used with other property owners or prospective developers and could be expanded to more sites.

**Initiative:** Explore opportunity zones for revitalization in Eastern Loudoun

**Status:** Staff will continue to work with the two identified opportunity zones to engage stakeholders, landowners, and potential buyers.

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<sup>13</sup> [December 16, 2020 TLUC Meeting Item 2, Zoning Ordinance Rewrite Project Update](#)

Initiative: Encourage collaboration between multiple owners in a neighborhood

Status: Ongoing; this has been done in the past through small area plans aimed at redevelopment, as well as an overlay focusing on specific desires for an area. No collaborative efforts are currently underway.

*Issue: Dulles Noise Contours*

Initiative: Bring planned land use policy proposal to Board; explain impact of changing the noise contours on the public.

Status: The County's current noise contours are identified in the Zoning Ordinance and Zoning Map. The Metropolitan Washington Airports Authority's (MWAA) latest noise study has promulgated potential changes to the County's Airport Impact Overlay Districts (AIOD). Amending the AIOD could require a Comprehensive Plan Amendment (CPAM), Zoning Ordinance Amendment (ZOAM) Zoning Map Amendment (ZMAP), and studies to determine the impacts of a boundary change. Board direction is needed to move forward. An item will be coming to a February Board meeting with the initiation of a Comprehensive Plan Amendment, and related ordinance amendments identified in Chapter 7 of the Comprehensive Plan as a next step. The item will include the proposed scope, timeline, and budget, to include consultant assistance as needed, and a complete discussion of the Loudoun County 2019 Comprehensive Plan direction on the matter. Board direction is needed, as well as integration into the ZOAM workplan adopted at the July 21, 2020 Business meeting.<sup>14</sup>

*Issue: Equitable, sustainable economic development countywide*

Initiative: Support minority businesses

Status: DED currently runs a minority business incubator program. DED recently launched the [FireUp Business Mentoring and Coaching Program](#), tailoring resources to female and minority-owned small businesses. Designed to create an ongoing support structure, this cohort encourages business owners to build a network of peers and coaches that will help fuel their growth.

Initiative: In designing urban planning areas (UPA), consider pocket parks and green spaces, as well cooling options such as tree canopies and water features

Status: The Comprehensive Plan includes design guidelines for UPAs and provides guidance for green spaces, tree canopies, fountains, etc. as crucial to the design. The Zoning

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<sup>14</sup> [July 21, 2020 Business Meeting Item 06, Zoning Ordinance Amendment \(ZOAM\) Work Plan](#)

Ordinance Rewrite will provide specific requirements for implementation and flesh out the details for public gathering spaces.

Initiative: Consider large scale public-private partnerships

Status: Public-private partnerships are under consideration in planning around Metro.

Initiative: Support equitable pay for workers

Status: Completed; the General Assembly passed legislation during the 2020 session related to raising the minimum wage ([SB 7](#) and [HB 395](#)).

Initiative: Evaluate investments with minority-owned banks and businesses

Status: The Treasurer's Office has been looking at minority-owned banks for investments; however, the banks in Virginia do not meet the County's minimum ratings requirement. The Treasurer's Office continues to monitor this quarterly.

Initiative: Add office space for medium-sized companies

Status: DED currently works with companies in finding office space; this is ongoing.

Initiative: Explore options for meat processing facility in Western Loudoun

Status: This has been considered in years past, however, the business case is limited. Staff will continue to monitor the feasibility of a plant in Western Loudoun or neighboring counties.

### **III. Projected Work To Be Done on Initiatives**

*Issue: Environmental initiatives*

Initiative: Seek state, federal, and private funds for environmental initiatives

Projected Work: Grant consultants could search for opportunities as part of the grants program.

*Issue: Recreation*

Initiative: Additional indoor tracks should be added within the County

Projected Work: Indoor tracks could be incorporated into the design of new facilities.

Initiative: Prioritize locations for new recreation centers in Western Loudoun in CIP; adding additional pools

Projected Work: New recreation centers will include pools per Capital Facility Standards. Presently, Ashburn is going out to bid and western Loudoun is planned but no site has been identified.

*Issue: Trail network*

Initiative: Create connections to new Metro station

Projected Work: There are no specific plans in the LPAT work scope for recreational trails to the Metro; the Board would need to tell PRCS to prioritize these connections outside of LPAT.

Initiative: Encourage VDOT to plan for bike lanes on roads

Projected Work: The Board could direct county staff to maximize the use of on-street bike lanes through the private development referral process and the development of county roads process.

Initiative: Seek funding for trails at new state park

Projected Work: The Board could choose to support the addition of this request to the Legislative Agenda as a Budget Priority.

*Issue: Collective bargaining decision*

Initiative: Research and present options to Board

Projected Work: The Board's decision points will be: 1. Whether to authorize the County to recognize labor unions as "bargaining agents" for County employees and thereby authorize "management" to engage in collective bargaining with labor unions; and if so, 2. What action would the Board take to establish such authority: Local Ordinance or Board Resolution?

*Issue: Services for undocumented residents*

Initiative: Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility

Projected Work: The Office of Housing could review requirements for the Down Payment/Closing Cost Assistance Program and Public Employee Homeownership Grant Program programs (both local down payment programs); this would require internal review/ revision

to administrative policies in standard operating procedures. Other housing programs (Housing Choice Voucher, Community Development Block Grant, Loudoun County Home Improvement Program, State Rental Assistance Program) are governed by federal or state regulations and staff must work within those regulations.

*Issue: Criminal justice reform, including study of feasibility for a veterans' specialty court*

Initiative: Examine feasibility of developing a veterans' court, and investigate possibility of adding other first responders

Projected Work: The Loudoun Specialty Court Work Group will report its findings and conclusions to the Chief Judge. If a veterans' court is established, the work group could discuss models for aiding other first responders; however, the Virginia Supreme Court is the only body that can convene a specialty court.

*Issue: Geographic equity for services and facilities throughout the county*

Initiative: Create plan for geographic equity for services and facilities throughout the county

Projected Work: The Human Services Strategic Plan Advisory Committee plans to define, research, and map underserved service areas using data systems, and recommend the establishment of service hubs.

*Issue: Affordable housing*

Initiative: Diversify stock of affordable housing

Projected Work: The UHNSP will be brought before the Public Hearing in Spring 2021; staff will begin implementation of recommendations from the UHNSP and the HSSP.

*Issue: Needs of youth and young adults (mental health, educational opportunities, and quality of life)*

Initiative: Expand tutoring programs by partnering with LCPS and nonprofits

Projected Work: Staff could talk with LCPS about offering at tutoring at CASA (County Afterschool Activities) locations. The HSSP Advisory Committee could be requested to develop this project through its subcommittees.

*Issue: Long-term strategy for data centers*

Initiative: Determine tax rate; keep rate competitive

Projected Work: Staff will be bringing an in-depth analysis to FGOEDC in November 2021 as part of budget development. One strategy is looking at the tax rate and programming revenues strategically. In addition, the tax policy will be underway.

Initiative: Research submerged data centers

Projected Work: This is a concept that is still relatively untested and may not work in Loudoun due to geology and topography. There would be very limited applicability due to the noise from blasting and the very high cost.

Initiative: Have public discussions about data centers so that the community can join and understand, and promote benefit of data centers to public

Projected Work: The Board could direct staff to develop public education forums/ town halls if desired.

*Issue: Equitable, sustainable economic development countywide*

Initiative: Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture

Projected Work: A feasibility study and cost analysis on an agricultural center can be undertaken by DED as part of their Rural Economy Business Development Strategy.<sup>15</sup> After determining feasibility and cost, an agricultural center and/ or arts center could be considered in future years as part of the CIP process.

Initiative: Explore options for meat processing facility in Western Loudoun

Projected Work: Staff could monitor the feasibility of a meat processing facility in Western Loudoun, as part of a larger study on economic opportunities in Western Loudoun.

Initiative: Promote industrial hemp farming

Projected Work: More research is needed to understand the supply and logistic chain for hemp, as the markets are not developed or reliable yet. In addition, Virginia Tech is doing research to study the varieties of hemp to determine if they can be grown successfully in this area. Staff will continue to explore options for industrial hemp production as more research becomes available.

Initiative: Monitor Dulles Town Center's occupancy

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<sup>15</sup> [May 1, 2013 Business Meeting Item 17b, Rural Economy Business Development Strategy](#)

Projected Work: DED staff will monitor this issue and prepare presentations for developers and property owners on current conditions and potential for this site and the surrounding areas.

Initiative: Promote Loudoun within Loudoun (intra-County public relations plan)

Projected Work: The Board would need to provide direction to staff to work with Visit Loudoun to create this program. This could assist Western and Eastern Loudoun residents in understanding opportunities within the County for day trips or ‘staycations.’

#### **IV. Next Steps**

Staff recommends that the Board direct staff to develop a workplan to achieve the desired outcomes by December 31, 2023. Staff plans to further refine efforts on project components, performance measures, timelines and fiscal impacts, and return to the Board for additional direction. Many of the initiatives will come separately to the Board as individual information or action items or, in the case of more efficient presentation and action, some initiatives can be batched by similar topic or theme.

Staff recommends that the Board continue its practice of receiving biannual updates on its initiatives and selecting projects to be prioritized and entered into queue to assist with managing this type of workload. For the January 19, 2020 meeting, staff would ask for Board input and direction on any of the component initiatives and will then return to the Board with an implementation chart, noting any priority or queuing of projects based on any refinements needed as a result of discussion with the Board.

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

The Office of Mapping and Geographic Information routinely provides mapping products that assist in the Board’s review and decision-making process. Examples include the upcoming 2021 redistricting process, and assistance with the response to the Emergency Broadband initiative in the fall of 2020. It is expected that these capabilities will be utilized in accomplishing many of the initiatives described in this item. This will include mapped inventories of open space areas, vacant parcels and other thematic maps and topics. Any additional Board input on utilization of story mapping and GIS resources will be helpful as individual initiatives move forward.

#### **V. Vision Statement**

At the retreat, the Board reviewed the 2016 Vision Statement: “By honoring its rich heritage as well as embracing the robust opportunities of a new day, Loudoun County maintains the high

quality of life it has achieved, shapes a future that represents the best of both worlds, and creates a place where its residents are proud to live, work, learn, and play.”

The Board chose to modify the 2016 statement, and Chair Randall, Supervisor Buffington, and Supervisor Briskman were tasked with developing final language. They recommend modification as follows:

*While appreciating and acknowledging our rich history, Loudoun County strives to be a prosperous, inclusive, equitable and sustainable community where residents feel free to live, work, learn and play.*

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

**FISCAL IMPACT:** There is no fiscal impact associated with this item. Resource needs associated with new initiatives will be identified with specific new projects as they move forward for further Board direction. Discussion of additional resources that are linked to various strategic initiatives can be included in the annual budget process.

**ALTERNATIVES:**

1. The Board may choose to modify the strategic initiatives and direct staff to develop a work plan accordingly.
2. The Board may choose to modify the Vision Statement.

**DRAFT MOTIONS:**

1. I move that the Board of Supervisors approve the summary of the October 26, 2020 Strategic Planning Retreat, direct staff to develop work plans to achieve the Board’s intended outcomes in the strategic focus areas, and direct staff to provide biannual updates on its initiatives for further prioritization by the Board.

I further move that the Board of Supervisors approve the Vision Statement as written.

OR

2. I move an alternate motion.

**ATTACHMENT:**

1. Workplan Overview

Attachment 1: Workplan Overview

<b>Strategic Area: Open Spaces and Environment</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
Environmental Initiatives	Build a concrete, sustainable environmental planning strategy in alignment with the Comprehensive Plan; incorporate community outreach and recommendations from regional organizations. Include stakeholders in planning effort, to include businesses who may be impacted.	Inventory underway. Comprehensive Plan includes policy guidance		
	Create a Commission on Environment and Sustainability	Underway; to be established by March 2021.		
	Review the C-PACE ordinance	Initiated by Board in December 2020.		
	Seek state, federal, and private funds for environmental initiatives	Plastic bag tax under consideration to support programs.		Grant consultants could also search for opportunities.
	Where possible, encourage or codify environmental initiatives (e.g., LEED certification, water conservation, charging stations, restriction of clear cutting), while remaining business friendly	Inventory underway. Comprehensive Plan provides direction for implementation.		
Recreation	Prioritize locations for new recreation centers in Western Loudoun in CIP; adding additional pools			Address as part of CIP Budget Process.
	Additional indoor tracks should be added throughout the County	Included in LCPS capital project plan.		Could be incorporated into new facilities.

<b>Strategic Area: Connecting Loudoun</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
Trail Network	Plan new trails to W&OD trail, especially from Urban Policy Area	Underway through Linear Parks and Trails (LPAT) plan		
	Create connections to new metro station	Planning underway; some portions of trails under design		Recreational trails could be prioritized by Board
	Encourage VDOT to plan for bike lanes on roads	Part of the Countywide Transportation Plan		Seek additional bike lanes through development process and address as part of County funded road projects.
	Incorporate rest stops into bike trails	Master planning initiated		
	Inventory all equestrian trails	Trail mapping underway		
	Seek funding for trails at new state park			Could be added to Legislative Agenda as a Budget Priority
	Develop and map additional parking locations for trails	Underway as part of scope of work for LPAT contractor		
	Develop, map and market mountain biking trails	Underway as part of LPAT process		
	Broadband expansion	Research and review telecommuting to understand future need.	Will include recommendations in progress report coming to February 2 Board meeting	
Explore multimodal options such as towers, antennas, hotspots as options		Progress report coming to February 2 Board meeting		

<b>Strategic Area: Connecting Loudoun</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
	for increasing and improving connections			
	Create a broadband relief fund or subsidies to ensure equitable opportunities for all Loudouners, through initiatives such as cigarette taxes or specialized tax districts.	Underway; progress report coming to February 2 Board meeting		
Multi-modal transportation network	Hold a summit on transit	Planning underway with Chair's Office for May 2021		
	Provide updates on bus depots and shelters	Initiated; will be included in quarterly updates		
	Expand bus service as Metro service expands	Including recommended changes in the annual resource request.		
	Consider adding electric buses to County fleet	Pilot project initiated		
	Endeavor to identify impediments that slow down transportation projects and a create plan to address issues; identify funding needed to staff new projects realistically	Underway through VDOT discussions, staff enhancement, and internal review		

<b>Strategic Area: Collective Bargaining</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
Collective bargaining decision	Research and present options to Board	Outside counsel engaged to develop options to be presented in March	FY 2022 Budget Development Item presented at November 10 FGOEDC	Make final decisions regarding options and action to be taken

<b>Strategic Area: Equitable Communities</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
Services for undocumented residents	Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility		Office of Housing and Department of Family Services modified eligibility requirements for local rental programs to reduce barriers to participation.	Office of Housing will review requirements for other local programs
	Work with community partners to establish trust and connection within immigrant communities	Underway through COVID-19 testing outreach strategies. Planning additional community outreach through DFS Information & Referral program.		
Criminal justice reform, including feasibility study for	Strengthen reentry housing and services	Underway through Re-Entry Council, and through Community Corrections housing grant.		

<b>Strategic Area: Equitable Communities</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
a veterans' specialty court	Examine feasibility of developing a veterans' court, and investigate possibility of adding other first responders	Specialty Court Work Group needs assessment is underway; veterans' court training is underway		Specialty Court Work Group will report its findings to Chief Judge; models for aiding other first responders to be examined
	Reimagine law enforcement to act collaboratively in the community	Based on Board direction in July of 2020, form of government options are under review by staff and consultant efforts for law enforcement service delivery are in the final stages of procurement.		
Geographic equity for services and facilities throughout the county	Create plan for geographic equity for services and facilities throughout the county	Underway through Human Services Strategic Plan (HSSP) Advisory Committee, OMAGI mapping, and partnership with libraries		HSSP Advisory Committee will conduct research and formulate recommendations
	Establish a homeless shelter in Eastern Loudoun	Staff have not determined a need but continue to monitor usage of existing resources		
Affordable housing	Work to destigmatize affordable housing through integration within communities	Underway through Comprehensive Plan, Zoning Ordinance Rewrite, and Unmet Housing Needs Strategic Plan (UHNSP)	Housing Affordability ZOAM was completed in June 2020	
	Diversify stock of affordable housing	Underway through UHNSP and HSSP		UHNSP will go to Public Hearing in Q1 of 2021

<b>Strategic Area: Equitable Communities</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
	Add high-density housing in high activity transit hubs	Comprehensive Plan includes plans for high density development in UPA		
Needs of youth and young adults: mental health, educational opportunities, and quality of life	Conduct a homeless youth count	The Continuum of Care has not found large numbers of homeless youth/ young adults to justify a separate count.		
	Implement youth services recommendations from ACOY	Discussions underway to create a subcommittee to implement recommendations		
	Expand tutoring programs by partnering with LCPS and nonprofits			Staff could work with HSSP Advisory Committee and LCPS to develop this initiative
	Recruit, train, and mentor young farmers	Underway through Cooperative Extension, DED, and local nonprofit programs		
	Expand mental health services for teens	Underway through HSSP and local nonprofit programs		

<b>Strategic Area: Economic Development</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
Long-term strategy for data centers	Determine tax rate; keep rate competitive	Planned for FY 2023 budget discussions		In-depth analysis planned for November 2021 FGOEDC
	Incorporate input from environmental groups, public,	DED is coordinating a planning effort. DPZ is		

<b>Strategic Area: Economic Development</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
	and Department of Economic Development	creating design guidelines through ZOR.		
	Maintain mapping for potential locations	Vacant land parcels are being mapped by OMAGI.		
	Research submerged data centers			Limited applicability in Loudoun due to geology, noise, topography, cost.
	Utilize influence with Dominion Energy to promote alternative energy sources for data centers	Discussions are ongoing.		
	Have public discussions about data centers so that the community can join and understand, and promote benefit of data centers to public			Staff could develop educational forums/ town halls for public participation
Strategic redevelopment in Eastern and Southern Loudoun	Encourage a vision for each area to be developed from a site-specific perspective, keeping in mind concerns about gentrification pricing existing residents out of their neighborhoods	DPZ has developed a presentation with district offices for use with property owners and developers		
	Explore opportunity zones for revitalization in Eastern Loudoun	Discussions with stakeholders are ongoing		

<b>Strategic Area: Economic Development</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
	Encourage collaboration between multiple owners in a neighborhood	Small area plans have been used in the past and can be utilized again as needed		
Dulles Noise Contours	Bring planned land use policy proposal to Board; explain impact of changing the noise contours on the public.	An item initiating a Comprehensive Plan Amendment is coming to the Board in February		
Equitable, sustainable economic development countywide	Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture			Feasibility study and costs analysis can be undertaken.
	Support minority businesses	Current programming is in place through DED		
	In designing urban planning areas, consider pockets parks and green spaces, as well as cooling options such as tree canopies and water features	Comprehensive Plan includes design guidelines for UPAs; ZOR will provide specific requirements for implementation.		
	Consider large scale public-private partnerships	Under consideration in planning for new Metro areas		
	Support equitable pay for workers		General Assembly passed legislation during 2020 session to raise minimum wage.	
	Evaluate County's investments with minority-owned banks and businesses	Treasurer's Office continues to monitor; to date, has not identified banks in Virginia		

<b>Strategic Area: Economic Development</b>				
<b>Issue</b>	<b>Initiative</b>	<b>Underway</b>	<b>Completed</b>	<b>To Do</b>
		that meet the minimum ratings requirement.		
	Add office space for medium-sized companies	Ongoing through DED		
	Explore options for meat processing facility in Western Loudoun	Business case is limited; staff continue to monitor feasibility		Staff could monitor feasibility as part of larger study on economic opportunities in Western Loudoun
	Promote industrial hemp farming			More research needed prior to exploring options
	Monitor Dulles Town Center's occupancy			Staff can develop presentations for property owners and developers.
	Promote Loudoun within Loudoun (intra-County public relations plan)			Staff to work with Visit Loudoun to create this program.