

**BOARD OF SUPERVISORS
BUSINESS MEETING
INFORMATION ITEM**

SUBJECT: Board of Supervisors 2020-2023 Strategic Initiatives Bi-Annual Update

ELECTION DISTRICT: Countywide

STAFF CONTACTS: Charles Yudd, County Administration
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PURPOSE: To provide the Board of Supervisors (Board) with a summary of the 2020-2023 Strategic Initiatives completed to date and to provide an implementation plan for those initiatives not yet completed.

BACKGROUND: Every four years, the Board develops strategic priorities that put 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.

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.¹ The strategic focus areas are:

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

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

At the Board Business Meeting on [January 19, 2021](#), the Board directed staff to develop work plans to achieve the Board's intended outcomes in the strategic focus areas, and directed staff to provide biannual updates on its initiatives for further prioritization by the Board. The [July 20, 2021, bi-annual update](#) should be referenced for work completed prior to this reporting period.

ISSUES: This item details the current status of each of the Board's initiatives, along with projections for remaining work to be done in each area, and as further directed by the Board. As this report comes at the halfway point in the Board's term, staff has endeavored to provide realistic projections on timelines for remaining work to be accomplished, in the context of the other Board initiatives which are currently underway.

As part of the Board's Strategic Initiatives, the Office of Mapping and Geographic Information (OMAGI) has provided interactive maps to assist in the Board's review and decision-making process. These capabilities are integral in accomplishing many of the initiatives described in this item. This includes mapped inventories of trails, sidewalks, open space areas, parcels by use (including vacant), and other thematic maps. Based on interest from Board members, OMAGI created a number of custom interactive maps that use publicly available data, for distribution on the [internal GIS Portal](#)^[1] to optimize staff research. This gallery includes multiple maps for reference and comparison.

Strategic Area 1: Open Spaces and Environment

Issue: Environmental Initiatives

Initiative 1.1: 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.

Background: Per Board direction, an inventory of current County projects/ programs in alignment with this initiative was presented to the Finance/Government Operations, and Economic Development Committee (FGOEDC) on November 10, 2020. The FGOEDC forwarded the report to the December 1, 2020, Board Business Meeting. The Board approved the following:

1. The amendment of Chapter 825 of the Codified Ordinances of Loudoun (Commercial Property Assessed Clean Energy (C-PACE) Program) to expand eligible properties and projects to align with the full extent of Virginia's Clean Energy Financing Law.
2. Investigation of the potential for executing Power Purchase Agreements as a tool for expanding use of renewable energy sources.

¹ To view this internal site, you must be on the county's network or connected to it via VPN.

3. Review of the County fleet and alternative energy sources, specifically Electric, Hybrid and natural gas options.
4. Establishment of an Environmental Commission by March 2021.
5. Estimate of resources needed to replace or update the County Energy Strategy.

Updates, January 2022: Of the items approved by the Board in December 2020, all have either been completed or are in progress as described below:

1. The amendment to Chapter 825 (C-PACE) has been completed, along with an additional amendment approved at the [July 14, 2021, Board Public Hearing](#) that was necessitated by changes in the State Code. More information on the C-PACE ordinance amendments is found in the Initiative 1.3 heading.
2. The investigation of potential Power Purchase Agreements as a tool for expanding use of renewable energy sources has completed and was forwarded by the Board on [January 18, 2022](#), to the FGOEDC for presentation and discussion in the late Spring of 2022.
3. Review of the County fleet for alternative energy sources, specifically Electric, Hybrid and natural gas options is an ongoing task, performed biannually by General Services staff.
4. The Environmental Commission has been created, appointments made, and meetings began in July of 2021. Additional information is found in Initiative 1.2.
5. Staff has entered into a Memorandum of Understanding with the Metropolitan Council of Governments (COG) to assist the County with updating the County Energy Strategy. County and COG staff facilitated a workshop with the Board in September 2021 to establish the focus and goals for updating the Energy Strategy. COG and County staff have developed a scope of work for initiating procurement of a consulting firm to perform the Energy Strategy revision with substantial staff involvement based on the Board's focus and goals. The final report on the Energy Strategy update is expected to be delivered to the Board in December 2022.

An additional Board-approved project in alignment with this initiative is on the Department of Planning and Zoning (DPZ) Work Plan:

6. Purchase of Development Rights (PDR) Program – supports agricultural land uses and protection of environmental and heritage resources by establishing a program that allows the County to compensate property owners who agree to restrict development on their land. The Loudoun County 2019 Comprehensive Plan (2019 CP) provides adequate policy support for revitalizing the County's former PDR program that operated between 2000 and 2004.

Significant research and analysis has occurred, including discussions with neighboring jurisdictions that have considered or implemented PDR programs. Outstanding project tasks include community outreach, drafting the PDR ordinance, advisory body review, Board adoption, and a marketing campaign. The Board deferred work on the PDR program during the last review and endorsement of the [DPZ Work Plan](#) in June 2021.

Staff anticipates work will resume on a PDR program later this year, pending completion of other Board-prioritized planning initiatives and availability of staffing resources in the Community Planning division.

Initiative 1.2: Create a Commission on Environment and Sustainability.

Updates, January 2022: The Environmental Commission has met 12 times since July 2021, establishing two standing committees, one on Sustainable Energy and one on Natural Resources as well as an “ad hoc” committee on public engagement. The Commission has produced a list of five Initiatives: Sustainable Energy, Enhancing Natural Resources, Environmental Justice, Public Engagement, and Government by Example. The Initiatives all have “action” items associated with them. Per the by-laws developed by the Board, the Commission held a successful public input session on [November 17, 2021](#) regarding the Initiatives; over 80 comments were received and 11 members of the public spoke.

Staff is working with the Commission to develop the Initiatives and action items into a work plan to present to the Board for their input and direction. It is anticipated that the work plan will be presented to the Board in the April/ May 2022 timeframe.

Initiative 1.3: Review the Commercial Property Assessed Clean Energy ([C-PACE](#)) ordinance.

Background: At the Board Business Meeting on December 1, 2020, 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.²

At the [Business Meeting on March 16, 2021](#), the Board approved (9-0) the amendments to Chapter 825 of the Codified Ordinances of Loudoun County, to revise eligibility requirements for C-PACE to expand eligible properties to include multi-family residential, except residential property with fewer than five dwelling units or condominium property, and to expand eligible projects to include stormwater management and resiliency projects.

The Board requested an additional amendment, to include the March 1, 2021 amendments to Virginia Code §15.2-958.3 set forth in [HB 1859](#), authorizing loans for eligible improvements within two years of a locality’s issuance of a certificate of occupancy or other evidence that the improvements comply with the plans and specifications previously approved by the locality. The loans may be used to refinance or reimburse property owners for the total costs of such previously installed improvements. HB 1859 also provides that a voluntary special assessment lien shall not require a new assessment on the value of the real property that is being improved under the program and includes minor changes to the items that must be included in a locality’s ordinance. This amendment was brought to the [July 14, 2021, Board Public Hearing](#), where it was approved.

Updates, January 2022: Upon approval of the amendments to Chapter 825, staff began working with the C-PACE administrator on updating the County C-PACE Program Guide to reflect those changes. Most changes have been completed in the Guide, however staff continues to work with the C-PACE administrator to make improvements to the Guide by clarifying certain definitions such as “resiliency,” and to ensure compatibility with the statewide C-PACE Program Guide which is now being developed.

Activities Remaining/ Timeline: It is anticipated that Program Guide updates will be completed by April 2022.

Initiative 1.4: Seek state, federal, and private funds for environmental initiatives.

Updates, January 2022: Staff from the Department of General Services (DGS) has recently been notified that the Virginia Department of Environmental Quality (DEQ) has awarded Loudoun County a total of \$1.47M in funding from the Stormwater Local Assistance Fund for four County projects designed to reduce nutrient and sediment loads to local streams. This amount is in addition to the \$1.93M awarded in July 2020, for three nutrient and sediment reduction projects.

The Board held a public hearing on the five-cent plastic bag tax on December 15, 2021.² The Board voted to adopt the five-cent plastic bag tax on January 18, 2022. The tax would be programmed to support existing recycling, litter control, and environmental programs such as community clean-up events and special recycling events.

Activities Remaining/ Timeline: The Department of Finance and Budget (DFB) will work with departments through established processes to apply for appropriate grants to support environmental programs as opportunities arise. The work with departments to identify and apply for grants is an ongoing activity.

The five-cent plastic bag tax will become effective on July 1, 2022.

Initiative 1.5: Encourage or codify environmental initiatives (e.g., LEED certification, water conservation, charging stations, restriction of clear cutting) when possible.

Updates, January 2022: The following environmental initiatives are being addressed in the draft ZOAM-2020-0001, [Zoning Ordinance Rewrite](#) (ZO Rewrite) to date:

1. Added “solar facility, commercial” as a special exception use in industrial districts, and “solar facility, site-specific” in all zones consistent with State code.

² [December 15, 2021 Public Hearing Item 01: Ordinance Establishing Disposable Plastic Bag Tax](#)

2. Included parking ratio maximums for the majority of uses. Instituting parking maximums will implement 2019 CP goals that call for minimizing negative environmental and urban design impacts that can result from excessive parking.³
3. Incorporated parking standards for bicycles, car-sharing, electric vehicles⁴ and motorcycle/scooters.
4. Established setbacks in the Mountainside Development Overlay District for defined crests and ridgelines, perennial headwaters, and springs, to implement soils and geologic resource policies of the 2019 CP.
5. Added new River and Stream Corridor Resources (RSCR) standards based on the 2019 CP, including the RSCR permitted use list and RSCR buffers.

Activities Remaining/ Timeline: The ZO Rewrite is finishing up the pre-referral input phase with the Zoning Ordinance Committee (ZOC) in February 2022. Outstanding project milestones include Round Three Public Input (90-day referral period), general public open houses, ZOC Findings and Recommendations Report, Planning Commission review and recommendations, and Board review and adoption. The first official staff-recommended ZO Rewrite draft is anticipated for public release in April 2022. In-depth Planning Commission review is estimated to occur in mid-2022, and Board review and adoption is anticipated for late 2022.

Issue: Recreation

Initiative 1.6: Additional indoor tracks should be added within the County.

Background: The Ashburn Recreation Center project, anticipated to be completed in FY 2024, includes an indoor track on the second level of the facility, in addition to an outdoor trail around the center. The Western Loudoun Recreation Center will similarly include an indoor running track and potentially outdoor trail space.

The Loudoun County Public Schools (LCPS) adopted FY 2023 Capital Improvement Plan (CIP) has proposed the inclusion of funding to support a larger stadium and a 3,000-seat gymnasium for state level competitions for High School 14.

Updates, January 2022: The Invitation for Bid (IFB) for construction of the Ashburn Recreation Center was issued in October 2021. Bids for the Ashburn Recreation Center were received in December and are currently being evaluated.

Activities Remaining/ Timeline:

³ See 2019 GP Ch. 3, Sustainability Section, and Groundwater Resource Strategy 2.6, Action I Reduce Impervious Surfaces.

⁴ See 2019 CTP Policy 7.1.4 that encourages electric vehicle parking.

- Evaluate construction bids for the Ashburn Recreation Center and award a construction contract based on the bid process in the third quarter of FY 2022. Completion anticipated by FY 2025 (depending on bids).
- The Western Loudoun Project was added to the 6-year CIP period. Design work to begin in FY 2024.

Initiative 1.7: Prioritize locations for new recreation centers in western Loudoun in Capital Improvement Plan (CIP); adding additional pools.

Background: During FY 2022 CIP development, funding was accelerated to allow design work to begin on the Western Loudoun Project in FY 2024. Leisure and competition pools will be included. A 50-meter competition and leisure pool are included as part of the new Ashburn Recreation Center, anticipated to be completed in FY 2024.

New recreation centers will include pools per Capital Facility Standards.

Updates, January 2022: The IFB for construction of the Ashburn Recreation Center was issued in October 2021 and bids were received in December 2021.

Activities Remaining/ Timeline:

- Evaluate construction bids for the Ashburn Recreation Center and award a construction contract based on the bid process in the third quarter of FY 2022. Completion anticipated by FY 2025 (depending on bids).
- Western Loudoun: Project added to the six-year CIP period. Design work to begin in FY 2024.

Strategic Area 2: Connecting Loudoun

Issue: Trail Network

Initiative 2.1: Plan new trails to connect to Washington & Old Dominion (W&OD) trail, especially from urban policy areas.

Update, January 2022: 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 (LPAT) system. The [Final Plan for LPAT](#) was approved by the Board at [the July 6, 2021, Board Business Meeting](#). The Department of Parks, Recreation, and Community Services (PRCS) has begun meeting with the groups that will assist with the implementation of the LPAT plan. To date there has been planning done and fence installation at the Northern Virginia Criminal Justice Academy property which allows for the installation and opening of the trail segment along the Broad Run connecting Bles Park to the Toll House Property. Additionally, planning

work has begun on the trail system that links Edgar Tillet Memorial Park and Goose Creek Point Park which will open an entire segment of multi-use type trails along the Goose Creek.

Activities Remaining/ Timeline: This is an ongoing project and staff will continue to work with the LPAT subcommittee on identification, design, construction and opening of new sections of trails across the county.

Initiative 2.2: Create connections to new Metro station.

Update, January 2022: Design continues for the Metrorail Bicycle & Pedestrian (Metro Bike Ped) Improvement Project. A [virtual design public hearing](#) was held May 27, 2021. The Board endorsed location and design of project segments on [December 7, 2021](#). The Board item identified shared use path segments that overlapped with developer and county projects; they were removed from the scope of Virginia Department of Transportation's (VDOT) project. VDOT held a design kick-off meeting on December 14, 2021. They are breaking the project into 3 packages (described below); the first one is the shared use path extension along Route 606. The Field Inspection meeting is planned for April 2022; right-of-way authorization for package one is targeted to occur in July 2022.

Activities Remaining/ Timeline:

- [Design](#) of the Route 606 Shared Use Path improvement is anticipated to have design completion in 2022 with construction in 2023.
- Design of the remaining [VDOT Metro Bike Ped projects](#) is bundled in two groupings; right-of-way acquisition for the shared use path along portions of Wynridge Drive, Ashburn Village Boulevard (north), Waxpool Road and Smith Switch Road is anticipated for completion in early 2023, followed by nine months of utility relocation before construction begins in early 2024 and wraps up in late 2024. Right-of-way acquisition for the remaining segments of shared use path and sidewalk along Shellhorn Road, Ashburn Village Boulevard (south), Prentice Drive, Pacific Boulevard and Loudoun County Parkway is anticipated to begin in mid-2022; those segments require significant utility relocation which is anticipated to begin in mid-2023; construction is anticipated to begin in mid-2025 completion in late 2026.
- PRCS staff continues to create additional trail connections throughout the County through implementation of the LPAT plan.

Initiative 2.3: Encourage VDOT to plan for bike lanes on roads.

Update, January 2022: Standards and policies for bike lanes are in place within the 2019 [Countywide Transportation Plan \(CTP\)](#), specifically:

- CTP Policy #2-1.17: All road construction will strive to provide all of the elements of a Complete Street, with consideration of context-sensitive design, to create roads that are safe for all users.
- CTP Policy #2-2.2: Contextually appropriate bicycle and pedestrian facilities will be included in all road projects
- CTP Policy #3-1.27: On-street bike lanes (minimum 5 feet in width) shall be provided where called for by the Bicycle Facilities Plan.

It is typically up to the County to propose bike lanes during capital project implementation, even if VDOT is leading project development. In addition to the policies above, the CTP requires a sidewalk on one side and a shared use trail on the other side for each new road. Staff also continues to work to maximize implementation of on-street bike lanes through the private development referral process.

An Informational Item on the VDOT Paving program, which is another opportunity for implementing bike lanes on VDOT roadways, was presented to the Board of Supervisors on [January 18, 2022](#).

Staff applied for and received a \$100,000, no match, [Growth & Accessibility Program](#) technical assistance award from the Virginia Office of Intermodal Planning & Investment (OIPI). The study will evaluate the roadway network and identify locations ideal for on-street bicycle facilities. The OIPI study kicked-off in July 2021; the technical assistance will provide resources for a data-driven approach to support this strategic plan item. Deliverables include:

1. Data-driven recommendations for specific on-street bikeway type for suburban and urban roadways in the County. Data such as volumes, number of lanes, speeds, truck percentages and more will share guidance for the development of low-stress bikeway network. Specific facility types range from shared roadways to conventional bike lanes, paint buffered bike lanes, to barrier-separated bike lanes, to shared use paths.
2. Data-driven approach to assess how the recommendations set forth in deliverable 1 can fit into the existing roadway. Examples include facility fits within existing pavement, a lane reduction would be needed to fit in existing pavement, shoulder conversion to bikeway facility; new construction/ widening within right of way and more.

Activities Remaining/ Timeline

OIPI will be implemented through future paving programs, developer coordination and to-be-determined capital projects. The OIPI On-street Bikeway Study is underway and on schedule for completion in Summer 2022.

Initiative 2.4: Incorporate rest stops into bike trails.

Update, January 2022: The LPAT and the Signature Project⁵ will include rest stops and other amenities along the trail system.

Activities Remaining/ Timeline: PRCS and Department of Transportation and Capital Infrastructure (DTCI) will work with DFB to arrange for project funding in the 2023 CIP.

Initiative 2.5: Inventory all equestrian trails.

Background: In FY 2021, an OMAGI contractor began capturing sidewalk and trails in the annual basemap⁶ 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 departments, 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 been working with the DTCI to develop interactive maps to highlight the results from their Sidewalk and Shared Use Path Prioritization Project.

Update, January 2022: In November 2021, OMAGI received an additional 10 percent county basemap coverage from the basemap contractor, adding to the 23 percent updated earlier in the year. This included updates to the sidewalk, trail, and shared use centerline. This data includes general trail type, surface, and width. Staff reviewed the data and where possible, included trail names. This data has been shared to the GeoHub both as open data (downloadable as a table or a shapefile) and in an [interactive map](#).

Activities Remaining/ Timeline: Staff must collaborate on the development of a classification scheme for trail uses (such as hiking, biking, equestrian, etc.), then classify existing trails. This initiative is ongoing.

Initiative 2.6: Seek funding for trails at new state park.

Update, January 2022: State funding priority #7 in the 2022 Legislative program is: “Support appropriations that fund planning efforts and/or positions and equipment necessary to open and maintain operations of the state park located in Loudoun County.”

Activities Remaining/ Timeline: Budget amendments have been requested in the House and Senate to provide funding over the biennium for one-time costs (FY 2023 only), personnel and annual operational costs needed to open and operate the state park located in Loudoun.

⁵ The 18-mile linear park and trail loop planned for Eastern Loudoun.

⁶ Basemaps capture geographic features visible on aerial photography, as well as topography. (www.pro.arcgis.com)

Initiative 2.7: Develop and map additional parking locations for trails.

Update, January 2022: Planning continues on the overall implementation of the LPAT Plan. This includes the identification of appropriate parking locations for access to existing trails as well as incorporating parking areas into new trail sections that come online for public use.

Activities remaining/ Timeline: Ongoing

Initiative 2.8: Develop, map, and market mountain biking trails.

Update, January 2022: OMAGI has received the FY 2021 basemap update that covered 23 percent of the county, and in November 2021, OMAGI received an additional 10 percent county basemap coverage from the basemap contractor. This included updates to the sidewalk, trail, and shared use centerline. This data includes general trail type, surface, and width. Staff reviewed the data and where possible, included trail name. This data has been shared to the GeoHub both as open data (downloadable as a table or a shapefile) and in an [interactive map](#).

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.

Activities Remaining/ Timeline:

- Staff will continue to identify standalone locations for mountain biking trails.
- OMAGI has made a sidewalks/trails/shared-use paths layer available in the GIS, current as of November 2021. In phase 2, staff will add fields for trail use (mountain bike, equestrian, etc.). Staff must collaborate on the development of a classification scheme for trail uses (such as hiking, biking, equestrian, etc.), then classify existing trails. This effort is ongoing.

Issue: Broadband expansion

Initiative 2.9: Research and review telecommuting to understand future need.

Update, January 2022: Given the current pandemic impacts, the county will continue an assessment of critical roles and associated additional equipment for investment in business continuity and remote work. The Department of Information Technology (DIT) will work with DFB to enhance the County's redundancy and resiliency with remote datacenter options and cloud resources.

At the Board Business Meeting on [January 4, 2022](#), the Board approved funding to upgrade its licensing of Microsoft Office 365 applications that included additional functionality

such as audio capabilities for Teams to further support remote work and alternate work locations.

Remaining Activities/ Timeline:

- Implement the base features of the Microsoft (E5) upgrade: June 2022.
- Work with DFB on remote datacenter and Cloud financial modeling: July 2022.
- Currently, DIT is working on a voice system pilot based on Microsoft Teams and is issuing a design study to integrate the county's voice infrastructure with the Microsoft platform.
- Additionally, DIT is researching Cloud-based call center solutions for enhanced capabilities and resiliency. DIT anticipates a recommendation by July 2022 followed by a pilot by December 2022.

Initiative 2.10: Explore multimodal options such as towers, antennas, hotspots as options for increasing and improving connections.

Update, January 2022: DIT continues to research and investigate State and Federal grant opportunities while monitoring progress with potential partnerships for the expansion of broadband and other multimodal options.

Activities Remaining /Timeline: Continue to monitor progress with potential partnerships for the expansion of broadband. This is an ongoing task as programs become available throughout the year.

Initiative 2.11: Create broadband relief fund or subsidies to ensure equitable opportunities for all Loudoun residents through initiatives such as cigarette taxes or specialized tax districts.

Update, January 2022: On September 13, 2021, Loudoun County successfully submitted the completed Loudoun County Government and All Points Broadband (APB) 2022 Virginia Telecommunications Initiative (VATI) application to the Virginia Department of Housing and Community Development (VADHCD) for review and consideration. On December 13, 2021, Governor Northam announced recipients of VATI grants; Loudoun County received an award of more than \$17.5 million response to our VATI application. The grant will support construction of Fiber-to-the-Home to over 8,600 residents that are currently not served by a wired provider.

At this time, the first tranche of ARPA funds allocation by the Board remain unspent as no projects outside of the VATI project have been identified. Staff are scheduling discussions in early 2022 to potentially reach homes that may not be in scope of the VATI grant project.

Activities Remaining: Following this award, there are several additional business, legal and contractual deliverables that the County must complete in order to receive the grant,

and prior to when All Points Broadband can begin equipment orders, and ultimately begin construction.

1. VADHCD assigns Loudoun County a Project Manager
2. VADHCD requests Contract Negotiation Record – this document captures changes from Challenges to Loudoun County’s application. Document submission is required to VADHCD within 30 days
3. VADHCD provides Loudoun County a Notice of Award – this document encapsulates data updates from the Contract Negotiation Record that was previously submitted and starts the VADHCD/Loudoun County Award contract process.
4. Joint Authorization Letter Submitted by Loudoun County to the VADHCD – this document allows APB to begin incurring approved costs that will be reimbursed by DHCD prior to Award Contract being completed.
5. VADHCD Award Contract executed – the Final Award Contract review and execution. This marks the official start to the project and triggers monthly reporting requirements based on APB provided cost timeline.
6. VADHCD Monthly Reporting Initiated – the start of monthly project report submitted in VADHCD’s Centralized Application and Management System (CAMS).
7. Construction of the Fiber-To-The-Home solution to residents

Timeline: The first half of 2022 will be spent completing tasks 1-6 above between VA DHCD, Loudoun County and All Points Broadband, while construction by private partners is expected to begin in the summer of 2022 and take 24-30 months to reach all addresses in the project area.

Issue: Multi-modal Transportation Network

Initiative 2.12: Hold a summit on transit

Update, January 2022: At the [Transit Summit on May 25, 2021](#), DTCI presented a study on the [Unmet Transit Needs of Seniors and Disabled Residents](#), recommending a mobility services coordinator to assist residents in navigating existing transportation options, as well as potential addition of transit options based on assessed unmet needs. DTCI has completed follow-up discussion regarding the mobility services coordinator position. One FTE and three vans were submitted as a Resource Request to County Administration and DFB.

Activities Remaining/Timeline: Review options for expansion of the current three-quarter mile of fixed transit routes for paratransit service: July 2022.

Initiative 2.13: Provide updates on bus depots and shelters.

Update, January 2022: There are approximately 300 locations where bus stops need to be upgraded to meet ADA requirements. A total of 25 stops were completed in 2021 with 17 additional plans under review by VDOT and Building and Development.

Activities Remaining/ Timeline: Upgrade stops for ADA compliance: Ongoing.

Initiative 2.14: Expand bus service as Metro service expands

Background: DTCI staff evaluates opportunities through the annual process, a continuous review cycle tied to the budget development, 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.

Update, January 2022: Metro Connection Routes are being finalized. Briefings of Members of the Board of Supervisors will be conducted last two weeks of January 2022.

Activities Remaining/ Timeline:

- Contract for Post and Sign installation for new routes: March 2022
- Conduct an Americans with Disabilities Act assessment to ensure that new bus stops are compliant: June 2022
- Conduct Title VI analysis: March 2022

Initiative 2.15: Consider adding electric buses to county fleet.

Update, January 2022: DTCI received funding on July 1, 2021, for two natural gas and two electric buses and is working with DGS to procure the buses to pilot for Metro connections in FY 2023. The County is in the process of finalizing the contracts for procurement of the buses.

Activities Remaining/ Timeline: DTCI and DGS intend to request award authority for the contracts in March. The buses will be purchased once award authority is obtained from the Board. The lead time for bus delivery is 12-18 months after the purchase.

Initiative 2.16: Endeavor to identify impediments that slow down transportation projects and create plan to address issues; identify funding needed to staff new projects realistically.

Update, January 2022: Staff has a whitepaper on a Design/Build model. The pipeline project for Route 7 (Route 9 to Greenway) is an example of VDOT involvement in reviewing project impediments to next update. DTCI is using contractors to do clearing and grubbing for utility relocations for large projects as an acceleration tactic. Traffic signal acceleration includes concurrence with VDOT to use regional poles, purchasing signal poles in advance, and having a consultant design a standard pole foundation.

Activities Remaining/ Timeline: Updates above are still in progress.

Strategic Area 3: Collective Bargaining

Initiative 3.1: Research and present options to Board.

Update, January 2022: On December 7, 2021, the Board adopted the proposed Chapter 259, Labor Relations, Loudoun County Collective Bargaining Ordinance, as provided in Attachment 1 to [December 7, 2021](#), Board of Supervisors Business Meeting Action Item and as amended by motion at the meeting.

Remaining Activities/ Timeline: Staff is working to prepare for implementation of the ordinance as passed. Currently, the County is awaiting a certified labor union to come forward and begin the process.

Strategic Area 4: Equitable Communities

Issue: Services for undocumented residents

Initiative 4.1: Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility.

Update, January 2022: The UHNSP was adopted by the Board on September 8, 2021. On [January 4, 2022](#), the Board of Supervisors approved \$5.4 million of fund balance to be used for an Acquisition Loan program and to hire consultant and staff resources to implement the [Unmet Housing Needs Strategic Plan \(UHNSP\)](#).

Activities Remaining/ Timeline: December 2022: The implementation of UHNSP Objective 1 (“Establish a coordinated, collaborative, and integrated housing network”) is slated for consultant study and recommendation to be implemented with key actions to include “update documentation requirements to be consistent across programs and simplify where applicable and review current program application materials to streamline the application process and requirements.” Now that funding is secured, consultant services can be hired to complete these key actions defined in the short-term implementation work plan. The Office of Housing (OOH) will also review requirements for locally administered programs including the Down Payment/ Closing Cost Assistance Program and Public Employee Homeownership Grant Program programs; this will require internal review/ revision to administrative policies in standard operating procedures.

As part of the development of the UHNSP, a program review was completed by a consultant for existing local housing programs to identify opportunities for efficiencies and to streamline processes.

Initiative 4.2: Work with community partners to establish trust and connection within immigrant communities.

Background: In general, county programs and services are offered to residents regardless of citizenship status. The exceptions are programs that have citizenship as an eligibility criterion. Various health and human services staff participate in programming and networking with organizations, such as Loudoun Human Services Network, Loudoun Hunger Relief, Loudoun Literacy, etc. that provide support to the immigrant communities.

For example, DFS, Health, and County Administration staff coordinated the county's vaccination events which targeted immigrant populations. Since March of 2021, Loudoun County has helped to organize more than 30 community vaccination events. Each event was organized to support immigrant communities within the county to include (but not limited to): South Asian, Middle Eastern, and Latin American populations. To date, there have been more than 7,500 individuals served with the community vaccination events.

Additionally, the Department of Family Services (DFS) and the Office of Emergency Management participated in the development and implementation of an Isolation & Quarantine Program in response community needs due to the pandemic which supported vulnerable populations, to include immigrant communities. The Isolation & Quarantine Program (I&Q Program) was initiated in September of 2020 and continues to be operational to: (1) provide placement for a resident who needs to isolate or quarantine and is unable to do so safely in their current residence and (2) assist a resident who needs to safely isolate but cannot do so without financial assistance.

Update, January 2022: Initiated in September of 2020, the I&Q Program, managed within the DFS Adult and Aging Services Unit, continues its 24/7 operations. The I&Q program provides (1) placement for residents requiring isolation or quarantine that cannot not do so safely in their current residence, (2) safe isolation for residents that are unable to do so without financial assistance, and (3) quarantine for persons traveling that tested positive for COVID-19 at Dulles International Airport. Currently, one DFS Program Manager administers the program. The Adult and Aging Services Program Manager reviews and determines eligibility for all referrals. The two Adult and Aging supervisors rotate providing placements and case management support evenings, weekends, and holidays. One temporary FTE provides intensive case management, support, and discharge services during regular business hours.

Since its implementation, 68 persons have been served. Of the 68 persons, 49% (33) were eligible for and received I&Q services including safe shelter, food, short-term intensive case management and discharge services. Persons ineligible for services (51%, 35) were referred to appropriate resources and services. Seventy-four percent (50 persons) were residents, whereas 28% (18) were travelers that tested positive for COVID-19 at Dulles International Airport.

Also, since August 2021, Loudoun County's departments of Health, Transportation and Capital Infrastructure, Emergency Management, Family Services, and Mental Health, Substance Abuse and Developmental Services have played critical roles in the early stages of the repatriation effort for Afghan evacuees.

Activities Remaining/ Timeline: Vaccination clinics continue to be supported by the Health Department with events planned in key locations throughout the County to address issues of access, and targeted outreach planned for specific communities of vaccination-hesitant residents.

According to the Metropolitan Washington Airports Authority, there is no planned end date to COVID-19 testing at Dulles International Airport; the I&Q program will remain in effect for the duration of testing at the airport.

Staff continues to collaborate with local nonprofits in response to needs arising from the resettlement of Afghan evacuees within Loudoun County.

Issue: Criminal Justice Reform, including study of feasibility for a Veterans' Specialty Court

Initiative 4.3: Strengthen reentry housing and services

Update, January 2022: Loudoun County conducted a Cross Systems Mapping in April 2021, which was presented to the FGOEDC on [May 11, 2021](#). "Immediate access to a temporary place to live" was Priority Theme #3 based on the exercise. A workgroup has been organized with DFS, MHSADS, and Housing as the lead facilitators. The Cross Systems Mapping team tasked with working on "immediate access to a temporary place to live upon release from incarceration" continues to collaborate and adjust to the ongoing pandemic and workforce shortage.

Activities Remaining/ Timeline:

These are the steps of the Cross Systems Mapping workplan:

- Identify target population, characteristics, and needs.
- Inventory existing resources
- Identify options for gaps in the continuum

Initiative 4.4: Examine feasibility of developing a veterans' court, and investigate possibility of adding other first responders

Update, January 2022: The Veterans Docket advisory team is in the process of finalizing operating procedures for the pilot Veterans Treatment Docket in the General District Court, to include the participant and mentor handbooks. Once finished, the next step is to complete multi-departmental MOUs. After these steps have been completed, the advisory team will submit an application to the Virginia Supreme Court requesting approval to launch a small-scale Veterans Court.

Activities Remaining/ Timeline: Application to the Supreme Court for a Veteran's Docket in General District Court for up to 5 individuals. It is anticipated this will be done by the end of the first half of 2022.

Initiative 4.5: Reimagine law enforcement to act collaboratively in the community.

Background:

1. At the Board Business Meeting on July 21, 2020⁷, the Board directed staff to study changing the Loudoun County form of government, develop a list of governing and law enforcement options for Board 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 also authorized the County Administrator to enter into contracts with qualified consultants to augment staff efforts. In April of 2021, staff presented the Board with an overview of various forms of government that the Code of Virginia allows. No further action on a change to Loudoun's existing traditional form of government was directed. Also, in April 2021, the county finalized a contract with the selected consultant, International Association of Chiefs of Police (IACP), to provide a detailed, impartial analysis of the potential formation of a Police Department to include: (1) organizational analysis and recommendations, (2) cost analysis, and (3) operational analysis and recommendations.
2. MHSADS facilitated a Cross Systems Mapping exercise in April 2021 with key stakeholders from multiple agencies throughout the county and with input from the public via the Community Services Board, the Community Criminal Justice Board, and the Disability Services Board. Workplans have been developed for the top five priorities. Furthermore, the Marcus Alert Advisory Team has met and a tentative workplan for the top priorities has been drafted for multidisciplinary technical teams. Several of the strategies for Marcus Alert have merged with the workplans for Cross Systems Mapping.
3. Loudoun County Sheriff's Office (LCSO) Community Assistance Response and Empowerment (C.A.R.E.) Team assigned one full-time deputy per shift to exclusively respond to and follow-up on mental health, suicide, overdose, and other calls for service involving critical issues. The goal of the C.A.R.E. Team is to increase the safety at the scene for everyone: the person in crisis, the deputies, and community members. The deputies assigned to the team are all current School Resource Officers and are certified in both basic and advanced Crisis Intervention Team (CIT) training, as well as Fair and Impartial Policing and Insight Policing. Team members can link a person experiencing a behavioral crisis to the appropriate services and provide other effective responses to

⁷ [July 21, 2020 Business Meeting Item 5, Options for Changing Form of Government and Establishing a Police Department](#)

community members and their families. The LCSO will continue to partner with MHSADS and other community partners to support and serve community members who are affected by mental illness and drug addiction.

Update, January 2022:

1. The Police Department Study is in the final stages of preparation and the matter is anticipated to be presented by IACP, at the February 15, 2022, Board Business Meeting.
2. Marcus Alert: An Advisory Team was developed to provide a County-wide coordinated approach with stakeholders from County Administration, Behavioral Health, Law Enforcement, and Emergency Services/First Responders and consultation with other counties in Health Planning Region 2 (Fairfax, Arlington, Prince William, and City of Alexandria). The Advisory Team is comprised of decision makers regarding policy, funding, and overall strategic direction. The implementation of the Marcus Alert requires different Technical Teams to work on the various protocols and expectations. The Technical Teams were created to address specific focus areas and implement the decisions made by the Advisory Team. There is currently one fully operational Technical Team and consideration of a second Technical Team that specifically focuses on community input. The Advisory Team ensures the Technical Teams are meeting the mission of the Marcus Alert. The Technical Team includes leaders from all levels of organizations and community members and routinely seeks community input. At present, the community input from the Cross Systems Mapping exercise has been utilized in planning, and members of the public (who participated in the Cross Systems Mapping exercise) have requested to provide input on the public awareness campaign for the Rapid SOS voluntary database. The Technical Team meets monthly and will continue to meet throughout the roll out and implementation of Marcus Alert to ensure quality compliance. The first deliverable was the implementation of the voluntary database, which Loudoun County identified as Rapid SOS, and launched a public awareness campaign. The team is working on the process to define 911 calls as level one for diversion to a regional call center (which will become 988).
3. Community CARE Team: This was a priority of Cross Systems Mapping and is integrated with Marcus Alert. A Technical Team of representatives from MHSADS and LCSO have been researching models of community outreach teams for mobile response and identifying an approach for Loudoun County. This will be required within the next 5 years as part of Marcus Alert. MHSADS and LCSO are considering a soft launch in advance of the state-mandate; however, resources to support this program are required and there is a shortage of licensed mental health providers at this time.

Remaining Activities/ Timeline:

1. The consultant and County/ LCSO project team will work to complete activities for the final report and delivery. The final report is anticipated for presentation to the Board on February 15, 2022.

2. Cross Systems Mapping Team will develop workplans for five top priorities; protocol development for 911 calls diverted to call center; identification of community care team model(s) for Loudoun County; marketing and public awareness campaign in development. Marcus Alert protocols are due July 1, 2022.
3. Community CARE Team implementation underway.

Issue: Geographic equity for services and facilities throughout the county

Initiative 4.6: Create plan for geographic equity for services and facilities throughout the county.

Background: [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.” The County and its nonprofit partners continue to discuss the creation of additional locations or service hubs where possible. 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.

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 the COVID-19 GeoHub which provides 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.

Update, January 2022: The County has been involved in discussion with several nonprofits looking to relocate or to expand their services, in order to help them identify the areas with greatest needs and locate services closer to those areas.

The Health Department uses GIS mapping data to identify the census tracks with the lowest vaccination rates, then overlay statistical measures such as ownership of a vehicle, race and ethnicity, income, and access to public transportation. Events are planned in key locations throughout the County to address issues of access, with targeted outreach planned for specific communities of vaccination-hesitant residents.

DGS is in the process of updating its space strategy for County services, to include co-locating services to improve the customer service experience for the public. As part of this process, the Space Planning Committee recommended, and the Board approved, the use of the existing space in the Ridgetop Circle building for human services agencies, to better serve individuals in Eastern Loudoun in need of these critical services.

Activities Remaining/ Timeline:

- Ongoing: Form intentional public/private partnerships through workgroups including LCPS, DGS, Nonprofits.
- Ongoing: Map data points related to equity measures with OMAGI.

Initiative 4.7: Establish a homeless shelter in eastern Loudoun.

Update, January 2022: DFS has been working with DGS to develop a plan for space to offer Day Drop-in Services in the Sterling area to provide access for adult individuals to receive case management services, hygiene (showers), laundry, and a to-go meal, e.g. bagged lunch. DGS staff have identified a space at the Eastern Loudoun location in the Ridgetop Circle Government building. This location allows for access to public transportation and other county services. DGS has produced a concept design to update an existing space in the building. DFS staff will continue to work in collaboration with DGS during this process. DFS anticipates modifying the current homeless services contract to provide staffing of the site which most likely will result in a funding request for 4 FTEs to operate these additional Day Drop-in Services.

Activities Remaining/ Timeline: Architect currently developing renderings scheduled to be completed by February 2022.

Issue: Affordable housing

Initiative 4.8: Work to destigmatize affordable housing by integrating within communities.

Update, January 2022: Many of 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. The ZO Rewrite process is currently underway where consideration may be given to adding more diverse housing types and sizes to zoning districts consistent with the Loudoun County 2019 General Plan (2019 GP) and reduce barriers to attainable housing. The draft ZO Rewrite carries forward affordable dwelling unit regulations that work to destigmatize affordable housing by integrating within communities. These regulations stipulate:

- Affordable dwelling unit dimensions and the number of bedrooms in an affordable multi-family unit shall be comparable to equivalent market rate units on the subject parcel; and
- Affordable dwelling units shall be interspersed among market rate units in the proposed development.

On February 15, 2022, the Board will consider approval of loans to aid in the construction of two affordable housing projects in the Waxpool Crossing and Goose Creek Village neighborhoods.

Activities Remaining/ Timeline: There are multiple key actions in the UHNSP plan defined to implement Objective 5: “Implement policy changes to support affordable housing production and preservation to include: directing action in the ZO Rewrite to include remove regulatory barriers to affordability in the Zoning Ordinance and consider barriers during the ZO Rewrite process to include reviewing the regulations with the intent of removing barriers to and increasing affordability; adopt a resolution of intent to amend with a stated purpose of removing barriers to and increasing affordable housing and ensuring that housing affordability is incorporated into all aspects of the ZO Rewrite process.” Office of Housing staff participate as part of the core staff review team working on the ZO Rewrite.

Initiative 4.9: Diversify stock of affordable housing.

Update, January 2022: A key action of the UHNSP is to “develop service delivery partnerships with Permanent Supportive Housing (PSH) providers and increase funding for supportive services.” On [January 4, 2022](#), the Board allocated \$5.4 million in fund balance to affordable housing programs and resources. On [January 19, 2022](#), Transportation and Land Use Committee (TLUC) considered interpretation and amendments to the land use designation to clarify policies for integrating attainable housing within transition and suburban compact neighborhoods.

Activities Remaining/ Timeline:

- February 15, 2022: Board to consider two Affordable Multi-Family Housing Loans
- March 9, 2022: Board Public Hearing on Ordinance to enable Acquisition and Preservation Loan Program
- Ongoing: Continue implementation of the 2019 GP housing policies and the strategies of the UHNSP.

Initiative 4.10: Add high-density housing in high activity transit hubs.

Update, January 2022: The Comprehensive Plan calls for the addition of high-density development in the Urban Policy Area to help address the housing demand. On [November 13, 2019](#), the Board adopted ZOAM-2019-0001, removing residential density limits in the PD-TRC (Transit Related Center). DPZ is incorporating incentives and other provisions into ZOAM-2020-0001, [Zoning Ordinance Rewrite](#) addressing this initiative.

The draft ZO Rewrite aligns current transit center zoning districts to Loudoun County 2019 General Plan (2019 GP) Place Types; Urban Transit Center and Urban Mixed Use. There are no changes proposed to residential density at this time. However, some proposed changes better accommodate high-density and high-activity projects, such as shifting from

Floor Area Ratio (FAR) maximums to FAR minimums and updating to more urban-style development standards.

Activities Remaining/ Timeline: Draft ZO Rewrite Chapter Two – Zoning Districts will continue to be revised based on input from the public, ZOC, Planning Commission and Board. The first official staff-recommended ZO Rewrite draft is anticipated for public release in April 2022. In-depth Planning Commission review is estimated to occur in mid-2022, and Board review and adoption is anticipated for late 2022.

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

Initiative 4.11: Conduct a homeless youth count.

Update, January 2022: The county’s Continuum of Care Point in Time (PIT) count is conducted annually as a snapshot to assess the number of individuals experiencing homelessness on one night in January. Previous PIT Counts have not identified unaccompanied homeless minors in Loudoun County. In addition, Loudoun County’s Continuum of Care (CoC) is in alignment with regional CoC’s and does not conduct a separate, youth-specific count. The PIT Count does include adults with children ages 0-17 under the category of “at least one adult with a child” as well as Transition Aged Youth, defined as “those between the ages of 18–24.” In the 2021 PIT count, 16 individuals were identified as Transition-Aged Youth. This represents a 37.5 percent decrease from the 2020 PIT count (22 Youth).⁸ The 2022 PIT Count was conducted on Wednesday, January 26, 2022, with results anticipated in May of 2022.

The [McKinney-Vento program](#) uses a broader definition of homelessness than the HUD definition which is used for the annual national PIT Count. The McKinney-Vento program defines homeless as, “children who lack a fixed, regular, and adequate nighttime residence” which may include shared housing, living in motels, hotels, trailer parks, campgrounds, etc., whereas the HUD definition includes those who are sleeping in places “unfit for human habitation” which includes cars, train stations, and the like. Additionally, the Loudoun County Public Schools (LCPS) McKinney-Vento Program tracks and provides support for school-aged children who are in households experiencing homelessness or are precariously housed.

Activities Remaining/ Timeline: Completed; the CoC will participate in the national, annual PIT Count every January.

⁸ Loudoun County narrative starts at page 46 within Appendix B (page 114 of the PDF): [2021 Point-in-Time Count of Persons Experiencing Homelessness](#):

Initiative 4.12: Implement youth services recommendations from Advisory Commission on Youth (ACOY)

Update, January 2022: At the Board Business Meeting on April 21, 2020, staff presented the recommendations stemming from the YouthNet process, tasking the ACOY to further implement the recommendations of the YouthNet Final Report.⁹ The County has contracted with the University of Virginia (UVA) to develop and implement a countywide Youth Survey. The survey is being finalized with a testing period to be done throughout the month of January. The survey will then be opened to the youth and parents of Loudoun County and will stay open for a period of time. Data from the survey will be evaluated and included as a part of the Annual Report from the Advisory Committee on Youth, presented in April of each year.

Activities Remaining/ Timeline: Work continues on an online platform for information sharing for youth that includes information from service providers such as nonprofits, faith-based organizations, government, schools, etc.

Initiative 4.13: Expand tutoring programs by partnering with LCPS and nonprofits.

Update, January 2022: Staff was directed to work with LCPS to explore offering tutoring at CASA (County Afterschool Activities) locations. Initial discussions with LCPS administration have occurred as well as initial discussions with internal PRCS staff. Discussion with community partners and nonprofits is anticipated to occur in 2022.

Remaining Activities/ Timeline:

- Determine if funding is needed through government or grants and develop for FY 2024 Budget request.
- 2023/2024: Implementation.

Initiative 4.14: Recruit, train, and mentor young farmers.

Background: Virginia Tech has a beginning farmer and rancher program and a two-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. The Department of Economic Development's (DED) [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](#).

⁹ [April 21, 2020 Business Meeting Item I-2, YouthNet Report](#)

DED and Cooperative Extension have created a landing page that provides links to the respective websites, aggregating farm and rural business-related resources for Loudoun's rural business community.

Update, January 2022: DED is working with New Ag School, Farm Credit and Cooperative Extension on ongoing programs and opportunities for collaboration including a rural workforce program.

Activities Remaining/ Timeline: Staff has been requested to work with the New Ag School agribusiness development nonprofit (www.newagschool.org) to create educational opportunities within Loudoun County.

- Early 2022: DED is working with New Ag School, Farm Credit and Cooperative Extension on ongoing programs and opportunities for collaboration including a rural workforce program.
- Mid 2022: Beginning Farmer Training Program with Cooperative Extension. The initial program launched in Fall 2021 with plans to continue at least bi-annually.

Initiative 4.15: Expand mental health services for teens.

Update, January 2022:

1. In the FY 2022 budget, the Board approved the development of a youth crisis residential stabilization home in an existing facility on Meadowview Court in Leesburg. MHSADS is working with Procurement to finalize the last item for a Request for Proposal (RFP) to go to legal review based on regulations effective December 1, 2021.
2. MHSADS, DGS and DFS are finalizing renovation plans for the Youth Shelter kitchen. Renovation plans establish discrete appropriately licensed kitchen facilities for the Residential Youth Crisis Stabilization Unit and the Youth Shelter.
3. County staff are participating in the Superintendent's Taskforce for Student Mental Health. This is an LCPS strategic initiative to assess mental health and wellness services to support LCPS students through transition post-COVID.

Activities Remaining/ Timeline:

- Finalize RFP and release RFP by February 2022.
- Review RFP responses and issue contract by April 2022.
- Complete renovations by June 2022.
- Vendor licensed property and operational by June 2022.

Strategic Area 5: Economic Development

Issue: Long-term strategy for data centers

Initiative 5.1: Determine tax rate; keep rate competitive.

Update, January 2022: Staff engaged the consulting firm PFM to evaluate the County's General Fund revenues and the reliance on the data center industry and recommend tax policy. Staff presented the high-level recommendations of this report to FGOEDC on October 12, 2021.¹⁰ The final report was distributed to the Board on December 6, 2021.¹¹

Activities Remaining/ Timeline: The Board provided guidance to the County Administrator to prepare the FY 2023 Proposed Budget with a scenario that is in alignment with the tax policy recommendations in the PFM report. The Board also provided guidance that Proposed Budget include a five-cent general personal property tax rate reduction in Tax Year 2023. Staff will continue to evaluate the County's General Fund revenues on an ongoing basis and make appropriate recommendations to the Board. The Board is scheduled to adopt the FY 2023 budget on April 5, 2022.

Initiative 5.2: Incorporate into strategy input from environmental groups, public, and Economic Development.

Background: A Strategic Plan for the Future of the Industry in Loudoun will include:

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

DED has completed a broad overview of current inventory and is in the process of addressing the other points listed as needed for the Strategic Plan for the Future of the Industry in Loudoun.

Update, January 2022: DPZ staff has conducted multiple rounds of public engagement on the ZO Rewrite with a range of development, utility, environmental, housing, business, preservation, and other community groups. All of the feedback is documented, and some of the input can inform a long-term data center strategy.

¹⁰ [October 12, 2021 FGOEDC Item 13: FY 2023 Budget Development; General Fund Tax Revenue Policy.](#)

¹¹ [Loudoun County, Virginia Revenue and Tax Policy Study](#)

Activities Remaining/ Timeline: A study reviewing suitability of land for data center development is completed and will be presented to the Board at the TLUC meeting on February 16, 2022.

Initiative 5.3: Maintain mapping for potential data center locations.

Update, January 2022: OMAGI continues to support the DED available commercial land inventory map at <https://biz.loudoun.gov/available-land-database/> with regular updates.

DPZ has updated their land use mapping to include vacant parcels, both entitled and unentitled. These data can be found in the GeoHub in the interactive [map Existing Parcels and Structures](#), and is current as of July 2021.

Activities Remaining/ Timeline: Updates will continue to be made on an ongoing basis with support from OMAGI.

Initiative 5.4: Research submerged data centers.

Update, January 2022: DED, in consultation with data center industry and construction experts, has identified significant concerns about the viability of this concept in Loudoun. Undergrounding construction in Loudoun is complicated and expensive due to the nature of the rock formation and the need for blasting and significant excavation. Additionally, because land prices are already some of the highest in the country combined with above average cost of operations, undergrounding is economically challenging.

Other solutions to limit the visual and sonic impact of data centers, such as buffering the view by using landscape berms, have been adopted. With the adoption of ZOAM-2013-0003 in early 2014, performance standards for data centers were introduced into the Revised 1993 Loudoun County Zoning Ordinance (Zoning Ordinance) Section 5-664 with a requirement for a six-foot earthen berm for data centers in the CLI, PD-OP, PD-RDP, and PD-IP zoning districts abutting property that is not developed for commercial or industrial uses. This was further revised with the adoption of ZOAM-2017-0005 on January 1, 2020, which introduced a requirement that any such data center with a front yard abutting a collector or arterial road shall include a Road Corridor Buffer Type 3 with required plantings located on an earthen berm that has a minimum height of six feet.

Activities Remaining: None.

Initiative 5.5: Utilize influence with Dominion Energy to promote alternative energy sources for data centers.

Update, January 2022: DED has met with Dominion Power and data center industry representatives on renewable energy initiatives. The industry has aggressive renewable goals; many companies are already making major investments both in Virginia and

elsewhere to add new power sources to the grid. Dominion has invested in solar, hydropower and biomass facilities in addition to the offshore wind project off the coast of Virginia Beach. Dominion is committed to achieving net zero carbon dioxide and methane emissions from its power generation and gas infrastructure operations by 2050.

Activities Remaining/ Timeline: Discussions are ongoing.

Initiative 5.6: Have public discussions about data centers so that the community can join, understand, and promote benefit of data centers to public.

Update, January 2022: DED intends to continue the program for [International Data Center Day](#) started in 2021 with activities and programs in Spring 2022. Activities include interfacing with LCPS on job opportunities and data centers sponsoring food trucks for the vaccination center.

Activities Remaining: Staff will develop public education forums/town halls for public participation.

***Issue:** Strategic redevelopment in Eastern and Southern Loudoun*

Initiative 5.7: 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.

Update, January 2022: The 2019 GP includes a map of priority commercial redevelopment areas, most of which are in eastern Loudoun. As part of future implementation of the 2019 GP, the County will develop criteria to identify and prioritize additional areas for redevelopment, infill, adaptive reuse, and reinvestment.

Activities Remaining: Strategic redevelopment in Eastern and Southern Loudoun is supported by the 2019 GP. While it is not currently on the Board-endorsed DPZ Work Plan, future activities in identified redevelopment areas could include community engagement, creating a common vision and objectives, preservation efforts for historic resources, and creation of overlay districts to encourage reinvestment where there is community support and buy-in. Developing criteria to identify additional areas for redevelopment is also a remaining activity.

DED staff will return to the Board with results from dedicated outreach in response to the original BMI on Economic Revitalization Zones.

Timeframe: The 2019 GP lists “conduct studies to identify focus areas for redevelopment, infill development, and reinvestment” as an “other priority implementation action” with no

associated timeframe. The top two 2019 GP implementation actions prioritized by the Board are the ZO Rewrite and the Unmet Housing Needs Strategic Plan.

DED Staff, in coordination with Board offices, anticipates in 2022 identifying additional areas that may be suitable and/or areas that Supervisors may want to address within their districts.

Initiative 5.8: Explore opportunity zones for revitalization in eastern Loudoun.

Update, January 2022: DED staff will return to the Board in Spring 2022 with results from dedicated outreach in response to the July 21, 2020 [BMI on the Evaluation of Economic Revitalization Zones Opportunities](#).

Activities Remaining/ Timeline:

- Direct outreach to landowners to determine the necessary tools and programs for redevelopment of target areas.
- DED will continue to respond to any prospects looking at making investments related to the Federal opportunity zone program.

Initiative 5.9: Encourage collaboration between multiple owners in a neighborhood.

Update, January 2022: Collaboration between multiple owners in a neighborhood can occur in small area planning efforts. The next small area plan the Board has prioritized is the St. Louis Village Plan approved at the [January 18, 2022 Board Meeting](#). The work plan proposes a community-driven effort with a Village Plan Task Force assisting County staff with development of the Village Plan. Similarly, the Woodland Road Outreach and Evaluation BMI presented at the [September 15, 2020](#) Business meeting could provide an opportunity to develop area-specific goals using research data and make recommendations for businesses to adapt, operate, and succeed. A response to this BMI is anticipated for the February 15, 2022 Business meeting.

Activities Remaining/ Timeline: The process is scheduled to begin in the first quarter of 2022 following Board approval of the draft work plan and conclude with Board adoption of the Comprehensive Plan Amendment (CPAM) and any Zoning Ordinance Amendments (ZOAM) and/or Zoning Map Amendments (ZMAP) necessary to implement new plan policies.

Total project duration is estimated at 24 months upon Board initiation of CPAM, which is anticipated in early 2022.

Issue: Dulles Noise Contours

Initiative 5.10: Bring planned land use policy proposal to Board; explain impact of changing the noise contours on the public.

Background: 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 requires a Comprehensive Plan Amendment (CPAM), Zoning Ordinance Amendment (ZOAM) Zoning Map Amendment (ZMAP), and studies to determine the impacts of a boundary change.

On [February 2, 2021](#), the Board initiated CPAM-2021-0001, Airport Impact Overlay District Update. On [May 4, 2021](#), the Board forwarded the item to [TLUC's May 19, 2021 meeting](#); TLUC forwarded recommendations to Board. At their [June 15 meeting](#), the Board provided direction to staff regarding provisions to include in CPAM-2021-0001 and approval of a workplan and initiation of a concurrent ZOAM. The Board direction ensures that the CPAM and ZOAM will be ready for Board action simultaneously.

Update, January 2022: The current AIOD map of the Zoning Ordinance mirrors the Airport Noise Impact Areas (ANIA) map of the 2019 GP. The combined CPAM/ZOAM project updates the ANIA/AIOD map by replacing the noise contours for Washington Dulles International Airport based on the projected noise contours in the 2019 Washington Dulles International Noise Contour Map Update. Additional amendments to associated content and policy statements are also proposed.

Activities Remaining/ Timeline: Staff is currently drafting ZOAM text. The next project phases include Board adoption of the Resolution of Intent to Amend the Zoning Ordinance, Combined CPAM/ZOAM referral period, public outreach meetings, and public hearings/meetings with the Planning Commission and Board.

The joint CPAM and ZOAM to update the AIOD is anticipated to reach completion during the first half of the calendar year 2022.

Issue: Equitable, sustainable economic development countywide

Initiative 5.11: Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture.

Update, January 2022: A feasibility study and cost analysis on an agricultural center will be undertaken by DED.

Activities Remaining/ Timeline: In early 2022, DED plans to develop the Scope of Services for a Feasibility Study. 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 5.12: Support minority businesses

Update, January 2022: DED invested in new software and applied for a Federal grant but was unsuccessful in receiving those funds. DED presented its plans for an enhanced small business and entrepreneurship program at the November 9, 2021 FGOEDC including plans for a new position in DED for minority business outreach and support. As part of its budget request for FY 2023, DED has asked for a new position to the department specifically for minority business outreach.

Activities Remaining/ Timeline: A localized program will be created by DED to address the unique needs of minority-owned businesses in the county. DED has invested in software to help identify minority businesses and will continue to develop a data-driven program with this information.

Initiative 5.13: In designing urban planning areas (UPA), consider pocket parks and green spaces, as well as cooling options such as tree canopies and water features.

Update, January 2022: DPZ continues to review legislative land use applications in the Urban Policy Area and works with applicants to include these features into proposed development. In reviewing legislative applications, features proposed in active legislative applications have the potential to provide significant recreational and open space areas for the public.

Activities Remaining/ Timeline: The draft ZO Rewrite includes revisions to zoning district standards in the Urban Policy Area related to open space requirements. They have been initially reviewed by ZOC, and are pending additional review and feedback from the public, ZOC, Planning Commission and Board.

The first official staff-recommended ZO Rewrite draft is anticipated for public release in April 2022. In-depth Planning Commission review is estimated to occur in mid-2022, and Board review and adoption is anticipated for late 2022.

Initiative 5.14: Consider large scale public-private partnerships.

Update, January 2022: As Metro plans to open in Loudoun, additional projects and details will be shared as they move forward.

Activities Remaining/ Timeline: Specific details for public-private partnerships will be determined as projects move towards legislative approval and permitting.

Initiative 5.15: Support equitable pay for workers

Update, January 2022: Completed. The General Assembly passed legislation during the 2020 session related to raising the minimum wage ([SB 7](#) and [HB 395](#)).

Initiative 5.16: Evaluate investments with minority-owned banks and businesses.

Update, January 2022: 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.

Activities Remaining/ Timeline: Ongoing. The Treasurer's Office continues to monitor this quarterly.

Initiative 5.17: Add office space for medium-sized companies.

Update, January 2022: This will continue to be a core function of DED and is part of the regular monthly updated provided to FGOEDC on vacancy rates across all building types.

Activities Remaining/ Timeline: Ongoing

Initiative 5.18: Explore options for meat processing facility in Western Loudoun.

Update, January 2022: A vendor has been chosen for a producer scope survey through the current USDA e-commerce grant. One focus area of the survey will be our protein producers to determine capacity, and this data will be used as part of a meat processing feasibility study. The process of surveying and evaluating available data will begin in early 2022.

Activities Remaining/ Timeline: Staff will monitor the feasibility of a meat processing facility in Western Loudoun, as part of a larger study on economic opportunities in Western Loudoun. Staff will complete the Scope Survey in early 2022.

Initiative 5.19: Promote industrial hemp farming.

Update, January 2022: 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.

As marijuana is still a federally controlled substance and Virginia Cooperative Extension (VCE) receives federal funds, Extension Services will not provide any programming around the production of marijuana. VCE efforts to provide research-based information supporting hemp production will continue.

Activities Remaining/ Timeline:

- Spring 2022: DED will bring an item to the BOS requesting additional clarification on their position on Industrial Hemp as they develop strategies to promote industrial hemp opportunities in Loudoun County.

- Ongoing: Monitor Legislative Issues (including marijuana).

Initiative 5.20: Monitor Dulles Town Center's (DTC) occupancy.

Update, January 2022: 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.

Activities Remaining/ Timeline: Ongoing

Initiative 5.20: Promote Loudoun within Loudoun (intra-County public relations plan).

Update, January 2022: Staff have begun discussions with Visit Loudoun to create this program to assist Western and Eastern Loudoun residents in understanding opportunities within the County for day trips or 'staycations.' This would include the promotion of Loudoun Made Loudoun Grown, Take Loudoun Home, Marketplace Coordination plan with Visit Loudoun. Additionally, DED and Visit Loudoun coordinated on the County's Hotel Relief Grant and are working on additional ARPA grant opportunities to support hospitality and tourism across Loudoun.

Activities Remaining/ Timeline: Ongoing.

Next Steps: The Board will continue to receive biannual updates collectively on its initiatives; many of the initiatives will also come separately to the Board as individual information or action items. The Board's practice of receiving regular updates on the initiatives and then selecting projects to be prioritized has proven to be an effective method to manage this type of workload.

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