

**BOARD OF SUPERVISORS
BUSINESS MEETING
ACTION ITEM**

SUBJECT: **Biannual Strategic Initiatives Update and 2019 ZOAM Work Program**

ELECTION DISTRICT(S): Countywide

CRITICAL ACTION DATE: At the pleasure of the Board

STAFF CONTACT(S): David Street, County Administration
Caleb Weitz, County Administration
Mark Stultz, Planning and Zoning
Kenny Young, Acting Director, Planning and Zoning

PURPOSE: To provide the Board of Supervisors (Board) with an update on its current strategic initiatives work plan and to present for the Board's consideration the 2019 Zoning Ordinance Amendment work program.

RECOMMENDATION: Staff recommends that the Board adopt the 2019 Zoning Ordinance Amendment work program as recommended by staff in Attachment 1.

BACKGROUND: At the September 16, 2016 strategic planning retreat, the Board identified five strategic focus areas: 1) Transportation, 2) Economic Development, 3) New Comprehensive Plan (Envision Loudoun), 4) Community Needs and Quality of Life, and 5) Growth Management. Agreed-upon outcomes were identified for each of these focus areas, with an overall target completion date of December 31, 2019. On March 2, 2017, the Board approved (7-0-2: Supervisors Letourneau and Meyer absent) staff's recommended work plan (strategic initiatives work plan) for achieving each outcome and directed staff to provide biannual updates for prioritization by the Board.

On November 8, 2017, the Board received the first of several biannual updates on progress through the strategic initiatives work plan. Additionally, the Board approved (9-0) the addition of work products in the Community Needs and Quality of Life focus area related to youth health, wellness, and resiliency. For the November 2017 and May 2018 biannual updates, staff implemented a quarterly internal reporting process whereby key representatives from departments related to each strategic focus area and County Administration meet and coordinate work across applicable agencies and focus areas. This collaborative process resulted in several technical modifications to

the work plan, presented to the Board in May 2018, to better align work products with the Board's desired outcomes.

How to Read This Item

In keeping with staff's effort to provide concise, useful updates to the Board, the structure of this item has been updated since the last biannual update in May 2018. This update is designed to provide the Board with more focused information on recently achieved milestones, currently in-progress work products, and will serve to highlight decision points or issues for the Board's consideration. The key issue for the Board's consideration contained within this update is the proposed 2019 ZOAM work program, which will guide zoning staff efforts over the next calendar year.

Three terms are used to describe the current status of the Board's identified outcomes; "in progress," "completed," and "ongoing." Outcomes that are noted as "in progress" have achieved some but not all work products associated with the outcome and the Board can expect that staff will return to the Board to report on or for additional direction on the issue.

Outcomes identified as "completed" generally have finalized all work products on a given outcome and staff has reported back to the Board on the issue. "Completed" does not mean that work on the issue is finished, but rather that staff has executed the Board's direction relative to that outcome. A good example of this is Outcome C in the Community Needs and Quality of Life section. Staff have completed research into a Drug Court in Loudoun as directed by the Board and reported back to the Board, however, as noted in this item, work related to the establishment of a Drug Court is still occurring.

Outcomes identified as "ongoing" do not have a defined completion schedule as they are generally activities that the Board expects staff to conduct on a regular basis, for example, apply for grants to offset the cost of projects or keep the Board apprised of new developments or issues in a given field.

This item is divided into two sections: "Section I: Strategic Focus Areas," which summarizes work related to the Board's five identified strategic focus areas, and "Section II: 2019 Zoning Ordinance Amendment Work Program," which provides the proposed ZOAM work program for calendar year 2019 for the Board's consideration. The next biannual update to the Board is currently scheduled for a June 2019 Board Business Meeting.

SECTION I: STRATEGIC FOCUS AREAS

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

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

The Department of Transportation and Capital Infrastructure (DTCI) continues to leverage available communication tools to keep the Board, public, and other stakeholders informed on current and planned projects. The 2018 Transit Summit took place on June 25, 2018, at which time the Board heard comments from representatives of the Commission on Aging, Disability Services Board, and the Transit Advisory Board regarding transit concerns and needs within the County. Staff presented information items pertaining to the following:

- [Bus Stop Inventory and Americans with Disabilities Act Bus Compliance Transition Plan;](#)
- [Dulles North Transit Center Parking Alternatives for Metrorail Riders;](#)
- the [Process for Soliciting, Receiving, and Evaluating Stakeholder Requests for Transit Services;](#) and
- a [Transit Services Overview Pre and Post Metrorail Revenue Service in Loudoun County.](#)

As a result of the summit, the Board directed staff to:¹

- Bring forward the funding request for Americans with Disabilities Act Bus Compliance Transition Plan as part of the fund balance process.
- Pursue Alternative 6 within Item # I - 3: Dulles North Transit Center Parking Alternatives for Metrorail Riders (referenced above), which relocates bus, carpool, and rideshare parking at a potentially leased MWA location at the southern terminus of Pacific Boulevard (near Old Ox Road/Route 606) as a first priority for the Dulles North Transit Center Parking with the second priority as Alternative 3, which limits parking to Loudoun County Transit bus riders only while continuing to accommodate kiss and ride activity.
- Return to the October 9, 2018, Finance/Government Operations and Economic Development Committee (FGOEDC) meeting with options to implement Wifi service on the long haul system.²

Staff continues to update webpages with information on current transportation projects and add new webpages for specific projects as needed. Additionally, in October 2018, DTCI staff participated in training offered by the Public Affairs and Communications Division (PACD) on the new website's content management system in an effort to be able to effectively use the

¹ The full action report from the June 25, 2018 Transit Summit can be found [online](#).

² This item has been delayed due to a request for additional information and is planned for a future FGOEDC meeting.

County's new website to communicate regarding transportation projects. PACD is currently recruiting for two public information positions that will, in addition to other transportation and transit specific communication duties, be responsible for maintaining project webpages. Additionally, DTCI continues to provide the FGOEDC with quarterly reports on key Capital Improvement Projects in various stages of design, land acquisition, utility relocation and construction. The most recent quarterly report, [Quarterly Report/Capital Improvement Projects – 1st Quarter, FY 2019](#), was presented to the FGOEDC on October 9, 2018.

A tour of the Silver Line Phase 2 project is planned for this fall. The goal of this tour is to provide the Board with on-site familiarization of the Ashburn and Loudoun Gateway Metrorail Stations.

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

Work on the Loudoun 2040 Countywide Transportation Plan (2040 CTP) is ongoing in conjunction with the review process for the Draft Loudoun 2040 Comprehensive Plan. A revised draft of the 2040 CTP was released for public review on October 23, 2018 in advance of the Planning Commission Public Hearing on November 7, 2018. This October 23, 2018 draft included street cross-section graphics and narrative and policies regarding the Potomac River crossing.

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

On June 14, 2016 and February 14, 2017, staff presented items dealing with the Capital Project Procurement Process and a new approach for Streamlined Roadway Plan Development and Right of Way Acquisition Process, which outlined issues encountered with procuring professional services for capital projects and the length of time associated with the land acquisition portion of project construction. Based on the Board's approval of the redesigned right of way and project development process, staff has applied the process to several projects: Riverside Parkway and Lexington Drive to Loudoun County Parkway, Crosstrail Boulevard Segment B, and Round Hill to Franklin Park Pathway. Updates on specific construction and safety projects are also provided on a regular basis as part of the Quarterly Capital Improvement Program (CIP) Report presented to the FGOEDC.

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

The County has been able to address and plan for road, pedestrian, shared used paths and transit interconnects for Metrorail in a number of ways in anticipation of the start of revenue service for the Silver Line Phase 2. The Adopted FY 2019 – FY 2024 CIP includes \$25 million for the Metro Station Area Pedestrian Improvements Project in addition to the previous appropriation of \$5.7 million. This project provides for sidewalks, shared-use trails, crosswalks, and intersection improvements to enhance pedestrian access to Silver Line Metrorail Stations in Loudoun County.

This project is funded using Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation Program (RSTP) federal grant funds. DTCI is pursuing a HSIP (Highway Safety Improvement Program) Bike and Ped Safety Grant through VDOT to add a shared-use path along Route 606 to connect to the Gateway Station. VDOT is administering this project and is preparing a preliminary schedule including priorities for segments for completion.

Planning is ongoing for new bus routes through Ashburn, Broadlands, and Brambleton to serve the future Loudoun Metrorail stations. Additionally, DTCI recently received a set of recommendations from Foursquare Integrated Transportation Planning regarding the provision of paratransit service with the opening of the Silver Line Phase 2. Staff anticipates bringing an item on this topic to the Board in winter 2019.

The following infrastructure projects are anticipated to be complete by the projected 2020 revenue service date:

| Project | Status |
|---|--|
| Croson Lane | Currently in final paving from Old Ryan Road to Moorefield Boulevard. |
| Moorefield North Roads a. Silver Train Street* b. Moorefield Boulevard* c. Claude Moore Drive* | CMCF is responsible for final pavement markings planned for Spring 2019. VDOT final acceptance is planned for Summer 2019. |
| Ashburn North Garage | Completed; currently in interim use period by Comstock; changeover 180 days prior to revenue service. |
| Ashburn South Garage | Projected November 2018 pre-cast completion; in compliance with TIFIA contract completion date. |
| Loudoun Gateway Garage | Projected November 2018 pre-cast completion; in compliance with TIFIA contract complete date. |
| Transit Connector Bridge (Metro Center Drive)* | Completed but not open to the public until the northern roads are open. |
| Old Ryan Road Northbound Widening Vinegar Hill Drive | In progress. Ownership of Vinegar Hill Drive has been transferred to County, CMCF is completing punch list items. |
| *denotes currently in VDOT acceptance review process | |

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

In addition to Metro-related planning for the bus network referenced above, the Transit Development Plan (TDP) update is currently underway and is projected to be completed in December 2018. Similar to the current TDP, is submitted each year to the Department of Rail and Public Transportation (DRPT). Input from the Transit Advisory Board, the public and other transit stakeholders will be collected prior to the completion of the new DRPT strategic plan.

At the October 18, 2018 Board Meeting, the Board approved the purchase of 37 body on chassis buses using Department of Rail and Public Transit (DRPT) Capital Assistance grant funds and local proffer funds for Local Fixed Route service.³ This action enables the County to move from the less cost-effective leasing model to local ownership and control for this type of bus. The arrival of Metrorail broadens the discussion about ownership versus leasing beyond cost and places a premium on the County's capability and flexibility to provide a seamless and convenient service to its passengers who will want to use the County's various transit modes. In continued preparation for this major change to service, the County is taking a system-wide planning around key actions to ensure a smooth customer experience, including implementing uniform technology-based equipment and fare collection. These types of measures are typically accomplished with owned vehicles. With common on-board technology systems as well as a strong brand identity, Loudoun County Transit will be better equipped for multimodal service. The local fixed route contract expires in August 2019. In an effort to make this contract more competitive, the local fixed route and commuter bus service contract is planned to be bid as one contract. Owning the fleet will allow for a more competitive bid process for the operation of the service, as more operators can provide service that exclude the provision of a fleet.

As noted above, a [Bus Stop Inventory and Americans with Disabilities Act Bus Compliance Transition Plan](#) was presented to the Board at the June 25, 2018 Transit Summit. Staff has applied for Smart Scale funding of \$2 million of the total estimated \$4 million project cost in addition to the anticipated discussion of the project during the FY 2018 fund balance process.

Outcome F: Complete major road improvements and elimination of critical chokepoints.
Current Status: In progress

Funding road projects has been a major focus of the County over this Board's term. To date in 2018, the County has submitted 11 applications to VDOT and DRPT for SmartScale funding in the next Statewide Improvement Program (SYIP) for FY 2020 - 2025. The new SYIP, including Smart Scale funding, is scheduled to be adopted by the Commonwealth Transportation Board in June of 2019. The projects for which Smart Scale Applications were submitted include:

³ Additional information on the [October 18, 2018 Board Business Meeting Action Item – FGOEDC Award Authority Increase and FY19 CIP Amendment – Body on Chassis Buses](#) can be found online.

- Shellhorn Road Extension between Loudoun County Parkway and Sterling Boulevard;
- Route 50 Corridor Improvements from Northstar Boulevard to Pleasant Valley Road;
- Route 7 Widening between Route 9 and the Dulles Greenway;
- Route 15 Improvements between Montesor Road and Point of Rocks Bridge;
- Croson Lane Widening between Claiborne Parkway to Old Ryan Road;
- Belmont Ridge Road Intersection Improvement at Evergreen Mills Road;
- Northstar Boulevard Widening between Tall Cedars Parkway to Braddock Road;
- Route 50 Roundabout at Trailhead Drive;
- Route 15 Roundabout at Braddock Road;
- Braddock Road Roundabout at Trailhead Drive and
- ADA Transition Plan - Construct ADA compliant bus stops throughout Loudoun County

DTCI submitted three grant applications for the Better Utilizing Investments to Leverage Development (BUILD) program (formerly known as Transportation Investment Generating Economic Recovery or TIGER grant) to the United States Department of Transportation. The notification of awards are expected in December 2018. The three applications included:

- Route 15 – Whites Ferry Road to Maryland State Line – Safety and Operations Study;
- Route 9 – West Virginia State Line to Route 7 – Environmental Study; and
- Roundabouts on Braddock Road at Trailhead and Route 15 – Construction

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

Current Status: In progress

DTCI has initiated the design of the following projects to provide alternatives to the Greenway. These projects are currently in the CIP and applications for grant funds have been made for some of the road improvements.

| Location | Design Status |
|---|-----------------|
| Prentice Drive ⁴ | 60% |
| Shellhorn Road (Loudoun County Parkway to Moran Road) | 10% |
| Sterling Boulevard Extension | 60% |
| Westwind Drive (State Street to Ladbroke Drive) | RFP development |
| Farmwell Road Intersection Improvements | 10% |

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

Current Status: Completed

On September 20, 2018, DTCI presented the [Potomac River Crossing Study](#) to the Board of Supervisors. The Board directed staff to incorporate the substantive findings of the study into the

⁴ Discussion of land acquisition matters with property owners, may modify the design of this project.

draft 2040 CTP with policy direction committing the County to the on-going study of a future river crossing. The Board recognized the area between Corridor D (Interchange of Route 7 and Route 28) and Corridor E (Interchange of Route 7 and Loudoun County Parkway), as the preferred location for a future crossing. The Board further directed staff to develop a plan for regional coordination and collaboration with other jurisdictions to advance the concept of a crossing and to report back to the Board with scheduled updates.

Staff is currently incorporating text and policy direction, including the Board's preferred location for a future crossing, into the draft 2040 CTP.

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

Over the course of the current (2016-2020) term, the Board has held the following summits:

- May 22, 2017 Transit Summit;
- June 29, 2017 Transportation Summit; and
- June 25, 2018 Transit Summit.

Additional information regarding the June 25, 2018 Transit summit can be found in Outcome A, above.

Outcome J: Address future demands on Routes 7, 9, 15 and 50.
Current Status: In progress

At the July 3, 2018 Board Business Meeting, DTCI presented the [Primary Rural Roads \(Routes 7, 9, 15, 50, and 287\) Safety and Operations Studies](#) to seek direction from the Board on the priority order for the safety and operational studies for the primary rural roads. As a result of that meeting, the Board directed staff to initiate studies with the following priority:

1. Route 9
2. Route 15 South
3. Route 7
4. Route 50
5. Route 287

There is funding in the adopted FY 2019 budget to initiate two studies. DTCI plans to embark on the safety and operational studies for Route 9 and Route 15 South of Leesburg during FY 2019.

Economic Development - *Stay the course on economic development progress achieved over the past four years by leveraging the economic development potential of Metrorail in the County, improving the rural economy in a way that maintains the quality of life for current residents, diversifying the County's commercial/industry base, and continuing to increase job opportunities.*

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

The Department of Economic Development (DED) publishes a monthly report online and presents it to the FGOEDC to highlight progress made on attracting, retaining or expanding businesses. Metrics in the report include: wins, investment dollars, jobs created or retained, client visits, website and social media hits, vacancy rates, new commercial permits, tourism and retail revenue, Dulles International Airport ridership, and unemployment rates.

DED also provides information on economic growth to individual Board members for their newsletters, and attends one-on-one update meetings with the Board upon request. These Board briefings are especially important when large prospects are interested in Loudoun County.

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

DED continues to update the Board in cluster development using metrics such as wins, investment dollars, investment square footage, and jobs created or retained. DED also reports on all performance measures quarterly as part of the budget process. The budget performance measures are a comprehensive set of metrics that measure results of economic development strategies.

In late 2018 and early 2019, DED will begin briefing the Board on the revised economic development strategic plan. There are numerous indicators and monitoring measures included to track progress. DED uses analytics of the economic development strategies as well as broader metrics on the local and regional market in crafting all recommendations to the Board in staff items, as well as in review of land use applications in the referral process.

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

DED tracks the following metrics that provide enhanced analysis of the County's international strategy: (1) number of businesses in the pipeline composed of targeted clusters (excluding data centers), (2) international network growth (meaningful new relationships or touches with international prospects), and (3) number of international companies in the pipeline. As of October 2018, DED has recorded over 220 independent touches with international clients and has over 65 international companies in the pipeline since the start of FY 2019.

DED is currently refining economic development strategies specific to each of the five target international markets: (1) Germany, (2) United Kingdom, (3) India, (4) South Korea, and (5) China. So far, the India strategy is complete. DED plans to scale back on international trips to countries not on this list, especially those international relationships that are maintained for cultural or ceremonial exchanges over business development purposes.

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

DED drafted the economic development chapter in the draft 2040 General Plan. The following action item was included as part of the chapter language: “Reserve adequate amounts of developable commercially-zoned land for cluster growth.” Follow-up tasks to this action item (if approved) will be to create an annual inventory of vacant developable commercial land, and establish countywide percentage targets for the amount of land in different commercial zoning categories. These actions will help decision-makers be better informed when considering rezonings from commercial to residential. The Board will consider recommendations regarding commercial development in the Draft 2040 General Plan in 2019.

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

As part of the department’s strategic planning process, DED worked with a consultant, to evaluate and update the County’s targeted cluster strategy. While higher education was not identified as an industry cluster that the County should focus on for business development, workforce development is a priority of DED. With the addition of the new Workforce Development Analyst, the department plans to grow its relationships with higher education institutions to support expansion of skills-based learning and training programs to support the local economy.

Outcome F: Increase broadband and cellular access in western Loudoun County.
Current Status: In progress

On June 21, 2018, the Board adopted the [Loudoun County Broadband Strategic Plan](#). This plan outlines five strategic goals and actions associated with accomplishing those goals. The strategic goals incorporated into the Board’s adopted plan are as follows:

1. Attract broadband investment in all classes of services and infrastructure to expand coverage in the County, with a particular focus on expanding services into the West, through lowering costs, reducing administrative and procedural barriers, and targeted incentives, while increasing the awareness of the benefits of such investment in the County.
2. Leverage current investments made by Loudoun County Government (LCG) and Loudoun County Public Schools (LCPS) to provide communication and data services to County and school facilities to help stimulate shared infrastructure investment that will benefit towns, utilities, and other public and private communications users within the County.

3. Improve broadband and cellular coverage in western Loudoun County for public safety and first responders.
4. Facilitate the adoption of smart community objectives, such as smart transportation corridors, through the expansion of broadband infrastructure along the County's major corridors.
5. Ensure ubiquitous access to internet and high-speed broadband services for all LCPS students to provide continuous learning inside and outside of the classroom.

The LCPS, in concert with their consultant EPS, is issuing multiple RFPs related to their fiber and broadband expansion capital project effort in preparation for an eRate Federal grant application in the Winter/Spring 2019 period. LCG has Columbia Telecommunications Corporation (CTC) Technology and Energy under contact to research potential network designs and business cases with respect to improving broadband for county facilities and to possibly provide a cost saving solution for private, third party, Internet Service Providers (ISP's), to utilize proposed broadband construction infrastructure to provide third party, privately managed high-speed internet connectivity to areas in western Loudoun in support of the Board's outcome

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

Current Status: Ongoing

While the Board has not approved any incentives for business development in the Route 7 corridor over the course of FY 2019, DED has helped attract or expand the following businesses in the Route 7 corridor since January 2018: Institute for Building Technology and Safety (45207 Research Place), Trader Joe's (One Loudoun), Synfuels Office (14 Pidgeon Hill Drive), Advance Soft (20130 Lakeview Center Plaza) and Sky Zone (21070 Southbank Street). Additionally, on February 14, 2018 the Board adopted (9-0) the Route 7 Setbacks Comprehensive Plan Amendment and Zoning Ordinance Amendment. These amendments reduced the building setback and revised the parking setback and buffer yard requirements for the segment of the Route 7 between Broad Run and the eastern limits of the Town of Leesburg, the combination of which is intended to incentivize commercial development while simultaneously improving corridor appearance.

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

Current Status: Ongoing

As a part of the FY 2019 budget process, DED was allocated 1.00 FTE for a new Workforce Development Analyst and is currently recruiting for the position. This position was provided at the Board's direction to allow DED to market the County for talent attraction, conduct data and research on job trends, and liaise with education partners and businesses to create programs that train and grow the needed local workforce.

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

Current Status: In progress

Over the course of the last year, the Board of Supervisors agreed to loan \$5.46 million to two projects (Ashburn Chase and Stone Springs) to enable the development of 224 multi-family below-market rental apartments financed with federal programs to provide housing for the workforce. Subsequent to the approval of these two loans, on July 3, 2018, the Board adopted the Affordable Multi-family Housing Loan Application guidelines to enable private sector affordable housing partners to borrow money from the County of Loudoun Housing Trust to build below-market rental housing. The application process was opened on October 1, 2018 and the County received two applications from affordable housing partners that if approved will provide 176 below-market rental units. The two applications are currently under staff review and will be brought forward to the January 8, 2019 FGOEDC for review per the adopted preview process.

In the FY 2019 Budget, the Board approved three FTE to create a Housing Policy Division within the Department of Family Services (DFS). Of the three approved FTE, one of them, a housing attorney, is based in the County Attorney's Office and provides technical legal support and advice on housing issues. Since the Budget adoption, DFS has been strategically reorganized to accommodate the new housing unit by establishing a division devoted to Housing and Community Development (HCD) programs and activities; and the assignment of an Assistant Director to lead the HCD Division. This strategic reorganization focuses 100 percent of a senior management level FTE on Housing and Community Development activities, which in addition to the FTE approved in the budget, increases the County's manpower and capacity devoted to housing issues.

Staff have supported multiple housing initiatives that are laying a framework for future public-private partnerships to include participation in the development of the EDAC Ad Hoc Housing Committee recommendations for solutions to the workforce housing deficit now incorporated into the Planning Commission draft Loudoun 2040 plan; technical support to the Affordable Dwelling Unit Advisory Board (ADUAB) as the ADUAB finalized recommendations to the Board on comprehensive revisions to Article 7 of the Zoning Ordinance currently under consideration by the Transportation and Land Use Committee (TLUC); and delivery of a Public Land Inventory to TLUC identifying the potential of using public land in conjunction with the private sector to prompt affordable housing development. The Board adopted a revised Memorandum of Agreement with the Town of Leesburg to expand the number of Town ordinance-required ADUs administered by the County increasing the supply of ADUs.

The Housing Choice Voucher program expanded with the award of federal funding to support 5 Veterans with rent subsidies and support services and 10 Family Unification Program (FUP) vouchers to provide rent subsidies to help keep children out of foster care when a rent subsidy can stabilize the family environment for those children. The Home Improvement Program was expanded by contracting with the Virginia Housing Development Authority to administer the Veterans Accessibility Grant Assistance and the Rental Unit Accessibility Modification Services programs to make accessibility modifications to rental units for low-income households.

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

DED helps both new and existing agricultural businesses by providing both traditional and alternative farming choices as well as assistance with marketing and promotions of rural enterprises. One example is the Fall Farm Tour, which has expanded to almost 100 venues.

DED has helped attract the following agricultural businesses (or helped them expand) in FY 2019: Williams Gap Vineyard, Trailside Market, God's Glory Farm, Dirt Farm Brewing, 48 Fields Wayside Stand and Lavender Farm, Winding Creek Farm, Potomac Vegetable Farms, Sunflower Ridge Farm, Fox Chase Farm, Black Hops Farm, Blue Hill Country Inn, Seven Elms Farm B&B, and Harpers Ferry Brewing LLC.

Additionally, the Department of Planning and Zoning has been engaged with the Zoning Ordinance Action Group (ZOAG) on the Rural Uses Phase 2 ZOAM to consider further expanding the uses permitted in the rural zoning district. As outlined in the ROIA adopted by the Board (9-0) on April 19, 2018, the ZOAM proposes adding "Eco-Tourism," "Farm Based Tourism," and "Restaurant" as permitted uses in common open space, as well as allowing "Recreation Establishment, Indoor" and "Outdoor Sports Shooting Range" as permitted uses. The Department of Planning and Zoning has further sought preliminary input from the Rural Economic Development Council (REDC), ZOAG, and Visit Loudoun about the inclusion of several additional uses through a subsequent ZOAM initiative. This input will be brought forward for discussion at TLUC in the first quarter of 2019, to be followed by a ROIA to initiate the Rural Uses Phase 3 ZOAM.

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

According to tourism industry benchmark reports from Smith Travel Research (STR), the increase in hotel revenue over the past few years in Loudoun, without much increase in room-supply, has been generally steady. County staff also continue to partner with Visit Loudoun when possible to support the County's tourism industry, such as through the [Restricted Transient Occupancy Tax Fund Tourism Grant Program](#).

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

Outcome A: Charter for the Envision Loudoun Plan incorporated in the Strategic Plan.
Current Status: Completed

The Envision Loudoun planning process began with a Charter adopted by the Board of Supervisors in April 2016, with amendments in February 2018. The Charter identified key issues to be addressed in the new comprehensive plan: Growth Management, Land Use, Transportation, Natural and Heritage Resources, Community Facilities and Amenities, Economic Development, and Fiscal Management. The Charter called for the formation of a 26-member committee of community stakeholders, convened a staff technical advisory committee from regional public agencies, and set forth a community engagement strategy to allow for multiple opportunities for public outreach throughout the process. The Charter was then incorporated into the Board's Strategic Plan on January 19, 2017.

Outcome B: Complete Envision Loudoun Plan.
Current Status: In progress

A community engagement input report, *Listening and Learning: Phase 1 Input Summary Report*, captured the comments from the first of three rounds of public engagement workshops. The emergent themes from this input helped articulate the guiding vision statement and goals for the Envision Loudoun process and served as a source for making specific recommendations.

A Foundations Report was completed in March 2017 as the first product of the new Loudoun County Comprehensive Plan process. It provided an overview of the fundamental planning influences of critical importance to the long-range planning effort, and presented a foundation for understanding the role of the Comprehensive Plan as well as conditions, trends, and existing policies that impact Loudoun County. The Foundations Report was intentionally drafted to consider the nexus between land development activities, the County's fiscal sustainability, environmental quality, and quality of life. This report addressed how the economy is impacted by the County's transportation network, how growth affects the provision of public investment and operational costs, how housing choices impact local economic opportunities, and other similar relationships.

Phase II of Envision Loudoun used the Foundations Report to develop preliminary vision and guiding principles for Envision Loudoun. The Envision Loudoun Stakeholders Committee, working with staff and consultants, developed a Vision Statement and Goals using the Foundations Report and the *Listening & Learning: Phase 1 Input Summary Report*. Staff presented the Vision Statement and Goals to the Board on May 2, 2017. The Board then adopted the Vision Statement and Goals on May 18, 2017. The adopted Vision Statement and Goals were used to complete more detailed objectives that were discussed with the community during the second round of community engagement workshops. They also guided development of policies, strategies, and actions.

As a part of Phase III of Envision Loudoun, the Stakeholders Committee utilized the comments received during the first two rounds of public engagement to develop land use plans, policies, strategies, actions, and guidelines to address community concerns and promote a new vision for the future. During this phase, the Board directed the Silver Line CPAM to be incorporated into the new Comprehensive Plan. The Stakeholders Committee concluded its work on July 9, 2018, having held over 35 meetings totaling over 150 hours, not including additional subcommittee meetings and review of materials. This work culminated with the completion of the draft *Loudoun 2040 Comprehensive Plan*, which includes a new General Plan and Countywide Transportation Plan.

Phase IV of Envision Loudoun, the review and adoption process, is currently in progress. The draft Loudoun 2040 Comprehensive Plan was delivered to the Board of Supervisors on July 19, 2018, and was then forwarded to the Planning Commission for review. The Planning Commission has held numerous work sessions to review the draft Loudoun 2040, which resulted in a revised draft released on October 23, 2018, with a Public Hearing on November 7, 2018. The Planning Commission review will include an analysis of the fiscal and travel demand impacts based on the proposed land uses. The Planning Commission anticipates a recommendation to the Board of Supervisors in December 2018 – January 2019.

Outcome C: Complete Phase I of Comprehensive Zoning Ordinance Update to create a more user-friendly and streamlined structure and to address new zoning initiatives that result from planned land use changes that result from a newly adopted Comprehensive Plan.

Current Status: In progress

Staff is currently developing a scope of work for the Zoning Ordinance rewrite procurement process. Following the example of the Envision Loudoun Charter, staff will also develop a draft Charter for the Board's consideration that will establish the Zoning Ordinance development process and determine priorities and issues to be addressed by the new Zoning Ordinance. Staff anticipates that the Charter will be delivered to the Board following adoption of the Loudoun 2040 Comprehensive Plan and upon completion of a consultant assessment of the Zoning Ordinance's current content and structure. This initial phase of the rewrite process is included in the 2019 ZOAM Work Program and entitled "Ordinance Overhaul/Envision Loudoun - Phase 1, Ordinance Assessment," which is expected to begin in the first quarter of 2019.

Outcome D: Conduct regular communication among the full Board and staff about work on the Envision Loudoun Plan.

Current Status: Ongoing

Staff have provided updates to the Board of Supervisors regarding the Envision Loudoun process since its inception; some of these updates were informational only, while others involved action items, such as initial adoption of the Charter and the Vision Statement and Goals, referenced above. In 2018, staff provided updates during the [February 22, 2018](#) and [July 19, 2018](#) Board Business Meetings as well as the [September 17, 2018](#) Transportation and Land Use Committee Meeting.

Outcome E: Seek a balance between preserving rural areas (rural and transition policy areas) and revitalizing other areas (suburban policy area). Consider changes to policies that need to be updated. Review and confirm existing policy areas.

Current Status: In progress

The draft Loudoun 2040 Comprehensive Plan (Plan) designates numerous vacant or underdeveloped parcels for a mixture of housing types increased density. The Plan also addresses the need to identify and designate areas for redevelopment of aging and underperforming properties and corridors, such as older auto-centric shopping centers, which are ideal locations for introducing new mixed use projects to re-invigorate and reactivate the community activity in those areas. Policy recommendations include providing incentives, promoting public-private partnerships, investing in public infrastructure improvements and providing land use flexibility to encourage redevelopment, revitalization, and adaptive reuse of these areas.

The Board will begin their review of the draft plan as forwarded from the Planning Commission in early 2019.

Community Needs and Quality of Life - *Ensure attention to community needs around prevention and effective treatment options to deal with issues and challenges that negatively affect the quality of life for County residents.*

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

Current Status: Ongoing

One of the main topics of research and ongoing effort relative to this outcome has been the issue of affordable housing. The Loudoun County Housing Needs Assessment (HNA) 2015-2040, utilizing the consulting services of the George Mason University Center for Regional Analysis and Lisa Sturtevant & Associates, LLC, was completed and presented to the Board of Supervisors on February 23, 2017. The HNA analyzed demographic, economic, and housing market conditions and patterns of housing affordability in the County in order to prepare detailed forecasts of housing demand based on future job projections and demographic factors. Since that presentation before the Board, the HNA has been used to support housing policy development in the Loudoun 2040 Comprehensive Plan (Envision Loudoun) process with the Stakeholders Committee, the Planning Commission, and the EDAC Ad Hoc Housing Committee. The Housing Needs Assessment is also consistently referenced by the Department of Family Services staff when reviewing land use / rezoning application referrals (which include a residential component) from the Department of Planning and Zoning. Citing the Housing Needs Assessment ensures that applicants are made aware of and encouraged to provide a diversity of housing types and prices as well as address the housing needs of the County's workforce.

Another area of focus is the youth shelter. The Virginia Department of Social Service license was awarded on September 1, 2018 and the children residing in the youth shelter were transitioned into the newly remodeled building on September 29, 2018. The Department of General Services began minor renovations of the vacated building, which will become the Group Home operated by Grafton, in the first week of October 2018. These renovations were completed the first week of November 2018 and the Group Home team is ready to accept referrals in the coming weeks.

Outcome B: Increase Board knowledge of the most effective ways to deliver mental health and substance abuse services and continue discussions among the Board regarding the scope of this focus area of community needs and quality of life.

Current Status: Ongoing

In July 2018, Loudoun County General District Court convened a new Mental Health docket to divert offenders diagnosed with a Serious Mental Illness from further penetration into the criminal justice system. The docket was the culmination of a years-long collaboration of stakeholders who convened as a sub-committee of the Community Criminal Justice Board, and included Judge Deborah Welsh of Loudoun County General District Court, and representatives from the Department of MHSADS, Community Corrections, Commonwealth's Attorney, Loudoun County Sheriff's Office, Office of the Public Defender, and the Clerk of the General District Court.

Recidivism is another important issue related to this outcome. While a new recidivism study will be conducted by the Department of Community Corrections on driving while intoxicated offenders beginning in early 2019, a prior recidivism study report with results on the participants of the previous Adult Drug Court from 2004 to 2012 was presented to the Finance, Government Operations, and Economic Development Committee at the June 13, 2017 meeting. The results of the study indicated that drug court graduates had a 19 percent recidivism rate versus non-graduates who had a 49 percent recidivism rate.

During the September 20, 2018 Board of Supervisors Business Meeting, the Board approved FTE authority for two new regular full time positions in support of the Same Day Access program; a component of the State-Wide STEP-VA initiative. The primary responsibility of these positions is to assist in identifying and eliminating barriers individuals are experiencing in missing scheduled appointments and to re-connect them with needed services and to triage individuals as they arrive to identify their need and urgency, assist with completing pre-intake tasks, orient individuals to services provided and assist with referrals for those seeking services not offered by MHSADS.

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

Current Status: Completed

Information items on the research and development of a new Adult Drug Court in Loudoun County were presented to the Finance, Government Operations, and Economic Development Committee at their [June 13, 2017](#) meeting. A follow-up item requesting guidance on convening a Drug Court

Advisory Committee was presented to the FGOEDC at the [February 13, 2018](#) meeting. The Board subsequently directed staff to establish the Drug Court Advisory Committee.

After the [February 22, 2018](#) Board meeting, the Loudoun County Drug Court Advisory Committee was formed and policies and procedures for the Court were created over the course of several months, and agreed upon by the committee. An application was made to the Virginia Supreme Court, Office of the Executive Secretary for approval to convene a Drug Court in Loudoun County culminating on the October 18, 2018 the Supreme Court approval of Loudoun's application. The Committee also applied for, and received, a three-year grant of \$500,000 from the Department of Justice, Office of Justice Program, for the implementation of the Drug Court. These funds will be released to the County January 1, 2019.

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

Current Status: In progress

As a part of the FY 2019 budget, the Board approved the development of an Information and Referral program (I&R) to be operated by the Department of Family Services (DFS). While it will not replace the current 211 system which residents can access regarding various services and resources within the County, it will align with it by providing information on local government and non-profit health and human services. The mission of the Information & Referral Services Team is to provide information about local resources to help residents understand their choices and access services to meet their needs. Various scenarios may ensue in the provision of I&R services. For example, in some instances where the resident knows the resource, the response may only require the I&R Specialist to provide contact information.” In other instances, the I&R Specialist may link the resident to the identified resource. Finally, a resident could be unsure of resources and/or need and in those instances, the I&R Specialist will complete a brief assessment to determine need, identify the most appropriate services to meet the need, and assist the resident in accessing those services.

The I&R team will continue to work towards identifying community resources by partnering with local non-profits and faith-based organizations to ensure these resources are cataloged in a resource data-system. This year, DFS purchased a module, *Call Point*, to be utilized as the data-system for the provision of Information and Referral Services. *Call Point* is a module of Service Point, the Homeless Management Information System (HMIS), that Loudoun County's Continuum of Care utilizes to collect client-level data as well as data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Additionally, the I&R team will continue to engage in outreach and educational efforts to help increase awareness of various programs and services offered through Loudoun County's Health and Human Services' system. Also as a part of the FY 2019 budget, the Board approved the creation of three positions: one program manager for oversight of the I&R team and two program specialists. In March 2018, DFS applied for and was awarded a Virginia Homeless Solution Program grant, and part of this funding is allocated through FY 2020 to support two grant-funded

positions to serve as additional program specialists. The program specialist for outreach/education efforts will foster the development of collaborative relationships with human service providers, which are essential to the team's ability to identify the services that are available within the community and to identify access points. The other three program specialists will provide the core component of information and referral services by answering calls from residents, assessing the need, identifying the appropriate resource/service, and linking callers to providers who can meet his/her needs. Currently, the recruitment of the I&R Manager and the two general fund positions are in the final stages of hiring. DFS recently received approval to post the job announcement for the two temporary, grant-funded positions.

Much like our neighboring jurisdictions, information and referral services intake like will be staffed through normal business hours, 8:30am – 5:00pm. To complement its phone services, DFS is exploring online intake processes, which would facilitate the start of the information and referral process electronically.

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

During FY 2017, the Sheriff's Department collaborated with MHSADS to co-locate inmates in need of substance abuse treatment inside the Loudoun County Adult Detention Center. Housed in what was previously referred to as Alpha Pod, treatment staff and inmates seeking treatment work in the re-named L.I.F.T. (Loudoun Inmate Focused Treatment) Unit. This program is a daily program for the treatment of substance abuse and follows basic tenants of the Therapeutic Community (TC) approach for recovery. The L.I.F.T. Unit provides another key piece in treating substance abuse among citizens involved in the criminal justice system, and reducing the likelihood of their return to criminal conduct. Additionally, both male and female inmates now have access to substance abuse treatment, trauma recovery, and cognitive change groups all of which blend together in order to provide a more holistic approach to recovery.

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

Since the Board added this outcome to the strategic initiatives work plan in the November 2017 update, County staff have initiated a number of work products to promote youth health, wellbeing, and resilience. As previously presented to the Board, the Department of Mental Health, Substance Abuse and Developmental Services sponsored a youth-led public service announcement (PSA) contest to promote health and wellness and raise awareness of youth suicide prevention. The top PSAs were shown for PG-13 movies beginning May 18 through June 7, 2018 at the Dulles Regal and Cobb Theaters. The attendance at those theaters during that time period for PG-13 movies was 614,792.

Effective for FY 2019, MHSADS was awarded additional staff by the Board to expand access and increase frequency of mental health first aid (MHFA) training. In the prior fiscal year, four MHFA

youth classes were provided and three MHFA adult classes were provided. In total, 126 people were trained in mental health first aid. Of particular note, the Department of Parks, Recreation and Community Services is working with MHSADS to schedule MHFA training for PRCS staff that interact with Loudoun's youth population.

An inaugural mobile teen event, "Back-to-School Blowout", an outdoor festival and concert for middle schoolers for was held on October 13, 2018 at Woodgrove Park and Round Hill Indoor Aquatic Center. The mobile teen event was for students in grades six through eight, including home-schooled students, and designed to promote the health and well-being of Loudoun's young teens. The "Back-to-School Blowout" was sponsored by various Loudoun County government agencies and Loudoun County Public Schools. The County plans to host more mobile events like this in the future. The original date for the event was in September, but the event was postponed due to expected inclement weather from Hurricane Florence.

A request for quotation (RFQ) for Facilitation and Coordination of Youth Services for the County of Loudoun was released on November 21, 2018 for a facilitator to work with two groups of stakeholders comprised of an ad hoc steering committee and an organizing committee in support of youth service organizations. The goal is to create a more formalized structured and public/private approach to youth services in the County.

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

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

Current Status: Ongoing

Since the last update to the Board, staff in the Departments of Planning and Zoning (DPZ), Management and Budget (DMB) and Transportation and Capital Infrastructure (DTCI) have continued to work collaboratively to provide more information to the Board describing and quantifying the net impacts of individual projects on countywide infrastructure and fiscal health. Staff reports have been enhanced to provide information by which to evaluate the impact of a rezoning application on the local transportation network and public facilities, as well as what the application is or is not doing to mitigate the impact, and what facilities exist and/or are funded to serve the subject property and surrounding area. Recently, staff engaged in deeper analysis, than previously performed, on the Silver District West rezoning application, providing in-depth fiscal, capital and transportation analysis which assisted with discussions between the Board's Transportation and Land Use Committee (TLUC), staff and the applicant. Staff anticipates providing an update on the status of an updated quarterly report at the Board Business Meeting on December 4, 2018.

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

Current Status: In progress

Staff in DPZ and DMB are in the process of identifying and allocating the resources necessary to provide a quarterly summary report to the Board, using monthly demographic reports and the Existing and Potential Development (EPD) tool. The report will highlight approved and upcoming commercial and residential developments by election district. Staff anticipates providing an update on the status of an updated quarterly report at the Board Business Meeting on December 4, 2018.

Outcome C: Conduct an earlier (pre-building permit) assessment of impacts of new projects.

Current Status: In progress

Staff from DPZ, Building and Development (B&D), and DMB will coordinate to identify and allocate resources to produce information on by right development to better understand and anticipate potential impacts on services. This may include a compilation of pre-submission and pre-application data that can serve as indicators of future applications, and once accepted can be analyzed and reported as potential new projects with an estimated completion date for an early detection of potential impact.

Outcome D: Establish better connections to school district growth projections and the geography of those projections.

Current Status: In progress

During summer 2017 meetings of Fiscal Impact Committee (FIC) and Loudoun County School Board (LCSB), P&Z and Management and Budget explained the different methodologies, geographic areas, and purposes of the generation factors used by the respective agencies, noting that the County factor is used to determine the capital facilities contribution to mitigate development impact while the LCSB factor is used to determine school growth and new facilities. In light of this distinction, the consensus of FIC and LCSB was to continue to use the different rates to address these different purposes. Refer to the PowerPoint [presentation](#) that staff gave the FIC and LCSB.

The Fiscal Impact Committee is tentatively planning to resume activities on the Capital Facilities Standards (CFS), the Capital Intensity Factor (CIF) and the Capital Needs Assessment (CNA) at the conclusion of the Loudoun 2040 effort in the spring or summer of 2019. These efforts will involve further refining the connections of student generation to geographies within the County.

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

The Envision Loudoun consultant team, in collaboration with DMB staff, are currently in the process of finalizing a study on the fiscal and economic impacts of residential development in Loudoun County. This product will provide staff with additional information and context in order to understand the economic as well as the fiscal impacts of residential development, reflecting differing characteristics across a range of housing types (real property value, housing unit age, and demographics). This study, along with other studies such as the Housing Needs Assessment and the Market Analysis, are intended to provide additional information and context to assist the Planning Commission and Board when considering the new comprehensive plan recommendations during winter 2018/2019. A staff working group has been established to consider all of the studies that have been completed recently and determine how best to introduce them into the consideration of the draft plan.

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

The County's fiscal consultant Tischler-Bise has completed a fiscal modeling tool for use in evaluating proposed land uses developed as part of Loudoun 2040. Staff has used this model to evaluate the net fiscal impacts of projected new growth and development resulting from land use changes proposed by the Stakeholder's Committee and is now evaluating proposed changes from the Planning Commission as well. The model provides revenue, expenditure and net impact analysis Countywide in five-year increments from 2017 to 2040 (the first period covers only 4 years and then every five years thereafter). This tool will continue to be refined and used to quantify fiscal impacts as the proposed plan moves forward to the Board, which is expected in early 2019.

Outcome G: Consider school impacts including student generation in specific school clusters on every development application.
Current Status: In progress

LCPS staff continue to refine an urban school capital model for residential/mixed use land use applications proposed proximate to planned metro station areas, recent examples being the Silver District West and Broadlands Ashburn Metro applications. LCPS staff also provide referral responses which include student generation information for school clusters anticipated to serve proposed residential/mixed use developments. These ongoing efforts, in conjunction with work on the Loudoun 2040 plan, are informing an analysis of growth trend information, absorption of development types, and employment-based metrics. More accurate analysis of these factors will facilitate better planning for growth-related demands for services; capital facilities and improvements; and the community-wide impacts of that growth for both county government and schools. Staff expects to further refine work in this area throughout the duration of the Loudoun

2040 process and then engage the Fiscal Impact Committee on the topic when they take up the CFS, CIF and CNA in spring/summer 2019.

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

Current Status: In progress

Draft Loudoun 2040 growth management policies have been created to address development phasing based on available and/or needed infrastructure capacity. The fiscal impact analysis model developed for Loudoun 2040 will also assist with evaluating future development, both during deliberation on the plan as well as incrementally when updates or reviews occur over time.

The 2016 Capital Facilities Standards (CFS) were adopted by the Board on January 3, 2017. The CFS established population standards for public facilities. The 2017 Capital Intensity Factors (CIF) were adopted by the Board on March 14, 2018. As part of the 2017 CIF process, DMB performed a capital facility deficit analysis that incorporated population forecasts and the adopted Capital Facilities Standards to determine what types of public facilities would be needed in which planning subareas. The FY 2025 – 2034 Capital Needs Assessment is anticipated to be developed by staff and the FIC in the spring/summer of 2019 following the conclusion of Loudoun 2040.

SECTION II: 2019 Zoning Ordinance Amendment Work Program

The proposed 2019 Zoning Ordinance Amendment (ZOAM) Work Program consists of a total of 12 ZOAM initiatives involving the Revised 1993 Loudoun County Zoning Ordinance (Zoning Ordinance) to be either initiated or completed during the calendar year. These initiatives include ZOAMs contained in the 2018 Work Program that are either currently underway or proposed to “carry-over” to 2019, as well as new ZOAMs intended to address evolving County priorities. Notably, new initiatives include the first phase of the comprehensive initiative to modernize the Zoning Ordinance and implement the new Loudoun 2040 Comprehensive Plan, as well as amendments to clarify that exterior lighting is an inherent component of certain uses and to express residential density in rural and residential zoning districts in terms of dwelling units per acre. A third phase of amendments involving rural uses and performance standards is also proposed based on the preliminary recommendations of the Zoning Ordinance Action Group (ZOAG), Rural Economic Development Council (REDC), and Visit Loudoun.

Of the 12 ZOAMs proposed for 2019, a total of 8 are “carry-over” initiatives from the 2018 Work Program, of which 6 are actively underway. Of particular significance for 2019 will be completion of the Buffers, Screening, & Related Landscaping ZOAM and Rural Uses & Performance Standards – Phase 2 ZOAM. Both of these ZOAMs involve complex regulatory issues and have been the subject of considerable effort by ZOAG and staff through much of 2018. Additionally, extensive work has been completed by staff on defining the issues and opportunities associated with the Housing Affordability ZOAM for TLUC consideration. This ZOAM will be

comprehensive in scope and include a diverse set of amendments to support the provision of affordable housing throughout the County. The outcomes of these ZOAMs will be of significant interest to varied stakeholders in the community, which staff expects to address by conducting outreach efforts in advance of the formal public hearing process. Public hearings for these initiatives are expected to begin in the summer months of 2019.

As noted above, the 2019 Work Program includes the first phase of the Zoning Ordinance Overhaul/Envision Loudoun ZOAM, which is structured as a three phase initiative projected to extend through 2021. The first phase will consist of an assessment of the current Zoning Ordinance and development of recommendations for amendments to achieve several inter-related objectives, to include incorporation of modern best practices and improvement of the document’s overall user-friendliness. The second phase will involve preparing draft text amendments based on the phase one recommendations and the policies of the new Loudoun 2040 Comprehensive Plan, and is expected to begin in 2020. The third and final phase is projected to occur in 2021, and will consist of the formal public hearing process, culminating in adoption of the updated Zoning Ordinance.

Two ZOAMs originally included in the 2018 Work Program are recommended to be addressed through the Zoning Ordinance Overhaul/Envision Loudoun ZOAM, and are therefore not included as stand-alone initiatives in the proposed 2019 ZOAM Work Program. These ZOAMs include the following topics: State Code Consistency and Zoning Conversion Application Process.

The tables below describe the ZOAMs included in the 2019 ZOAM Work Program as outlined with Attachment 1. Table 1 addresses the “carry-over” initiatives from the 2018 Work Program, to include the current status of active ZOAMs and the expected processing timeline for each. Table 2 identifies the new ZOAMs proposed for 2019.

Table 1: Carry-over ZOAMs from Approved 2018 ZOAM Work Program
(Listed in order of ZOAM application number)

| Number | ZOAM Title and Topic | Review Status/Timeframe |
|-----------|-----------------------|---|
| 2017-0001 | Housing Affordability | TLUC: 1 st Quarter 2019 ROIA: 2 nd Quarter 2019 PC Public Hearing: 3 rd Quarter 2019 |

At the October 16, 2017 Housing Summit, the Board directed (8-0-1; Letourneau absent) staff to develop potential topics for a ZOAM to establish necessary revisions and newly created amendments to incentivize affordable housing. These topics were to be brought to TLUC for review and input prior to taking a resolution of intent to amend (ROIA) to the full Board. This initiative was identified as the Affordable Housing: Comprehensive Ordinance Review & Update ZOAM in the 2018 ZOAM Work Program, which was in addition to another affordable housing initiative identified as the ADUAB Article 7 Recommendations ZOAM. At its July 16, 2018 meeting, following consideration of potential topics for the comprehensive amendment, TLUC directed (5-0) staff to consolidate the two initiatives into a single ZOAM as incorporated herein. TLUC further considered the scope of the consolidated ZOAM at its meeting on October 16, 2018, at which staff was directed (4-0-1; Meyer absent) to return to TLUC with a draft ROIA following completion of additional stakeholder outreach in cooperation with ADUAB. The

ROIA is therefore anticipated to reach the full Board in winter 2019. As discussed to date by TLUC, the ZOAM will propose changes to Article 7 that include, but are not limited to, provisions governing density bonus options, the number of ADUs required, the cash contribution formula, ADU development zoning district regulations, definitions, and development processes and procedures. A companion amendment to Chapter 1450 of the Codified Ordinance will be processed concurrently with the Zoning Ordinance amendment. Moreover, this amendment will update current zoning standards to resolve regulatory barriers to the provision of affordable housing and ensure that opportunities to include such housing in new and existing development are both maximized and encouraged. Such updates will include, but are not limited to, enhancing opportunities for accessory dwelling units, encouraging adaptive reuse of existing structures, enabling co-location of housing with public/County-owned facilities, incorporating accessible design for disabled and/or aging populations, and increasing the flexibility of zoning district standards to support inclusion of affordable units in new developments (i.e. lot size, setbacks, parking).

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| 2017-0004 Rural Uses & Performance Standards - Phase 2 | ROIA Adopted: April 19, 2018 PC Public Hearing: 2 nd Quarter 2019 |
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The ROIA for this ZOAM was adopted (9-0) by the Board on April 19, 2018. This ZOAM builds upon the content of the previously approved Rural Uses and Historic Structures ZOAM (ZOAM-2015-0006; adopted November 1, 2016), and is intended to promote uses and standards conducive to a vibrant rural economy pursuant to input received from stakeholders during the “Business Friendly” ZOAM. The ZOAM will address the following uses in the rural zoning districts: “eco-tourism,” “farm-based tourism,” “recreation establishment, indoor,” “wetland mitigation bank,” and “sport shooting range.” Draft ordinance language was distributed to referral agencies in June 2018. ZOAG has been actively working with staff to develop recommended language for Board consideration.

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| 2017-0005 Buffers, Screening & Related Landscaping | ROIA Adopted: March 22, 2018 PC Public Hearing: 2 nd Quarter 2019 |
|---|---|

The ROIA for this ZOAM was adopted (9-0) by the Board on March 22, 2018. This ZOAM is intended to refine setback and buffer yard requirements contained in various sections of the Zoning Ordinance to ensure that such requirements are appropriate for the intended form(s) of development, provide sufficient flexibility to facilitate innovative site design, and enable resolution of common design challenges/constraints. This amendment will further address buffer standards for historic cemeteries, as directed by the Board Member Initiative (BMI) approved on March 7, 2017 (7-0-2; Supervisors Buffington and Higgins absent). An initial draft package of amendments was presented by the consultant, WSP, in June 2018. ZOAG and staff subsequently reviewed the draft amendments and developed recommended refinements, with such efforts concluding in October 2018. The draft amendments reflecting ZOAG and staff revisions will be distributed to referral agencies in November 2018, with final refinements to the amendments occurring after the first of the year. It is noted that the standards and processes established through this ZOAM are expected to improve the clarity and ease of administration of the Zoning Ordinance, and ultimately result in a reduced number of buffer modification requests included with legislative land use applications. Such outcomes will improve the overall efficiency of the development review process and require fewer resources on the part of both the County and applicants. A companion amendment to the Facilities Standards Manual (FSM)

is also being processed to incorporate the technical design standards required to implement the new Zoning Ordinance requirements.

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| 2018-0001 Short-term Residential Rentals | ROIA: 1 st Quarter 2019 PC Public Hearing: 2 nd Quarter 2019 |
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The Board adopted (8-1; Meyer opposed) the Short Term Residential Rentals (STRR) Work Plan at the October 19, 2017 Board Business Meeting. The STRR Work Plan is intended to address the registration, taxation, zoning, and public safety implications of short term rentals of residential property. This ZOAM is identified as part of the STRR Work Plan’s second phase, which is focused on zoning and public safety issues, and will address such land use considerations as the frequency and quantity of guest occupancies, allowances for special events (weddings, parties, etc.), and parking. The STRR Work Plan anticipates the ZOAM occurring concurrently with an amendment to the Codified Ordinance to address corresponding health, fire safety, and code enforcement considerations, if necessary. A survey of public expectations concerning regulation of STRR was conducted in September 2018, the results of which will be used in developing the draft zoning provisions.

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| 2018-0002 Child Care Facilities | ROIA: October 18, 2018 PC Public Hearing: 1 st Quarter 2019 |
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The ROIA for this ZOAM was adopted (7-0-2; Buona and Meyer absent) by Board on October 18, 2018. Implementation of the additional regulations of Section 5-600 applicable to child care homes has generated an increased volume of minor special exception (SPMI) applications. These applications are frequently associated with child care homes proposed on single family attached lots. Such lots are often not large enough to accommodate required outdoor play areas and parking without obtaining approval of modifications, and the close proximity of adjoining units fosters increased scrutiny from neighbors. This amendment is recommended to assess the appropriate play area and parking requirements, whether and to what extent modifications to the child care home regulations should be permitted, and to evaluate processing alternatives when SPMI approval is needed, such as routing through the Board of Zoning Appeals (BZA) rather than the Board. Moreover, this amendment will address the parking and play area requirements applicable to larger-scale child care centers, which are frequently subject to modification requests to be consistent with applicable state standards.

| | |
|---------------------------------------|---|
| 2018-0003 Parking Standards – Phase 1 | ROIA: 2 nd Quarter 2019 PC Public Hearing: 3 rd Quarter 2019 |
|---------------------------------------|---|

This amendment is recommended as the first phase of a comprehensive review and update of the parking requirements of the Zoning Ordinance, with applicability to all zoning districts. The recommended amendment will focus on addressing problematic administrative provisions and other “quick fix” items that will improve the short-term utility of the Zoning Ordinance as identified by staff and ZOAG. The modernization of parking ratios, calculation methods, and other technically complex aspects of parking regulation will occur as part of the Ordinance Overhaul/Envision Loudoun ZOAM. The ROIA for this ZOAM is anticipated in the second quarter of 2019, with public hearings to follow in the third quarter.

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| 2018-0004 Accessory Uses for Manufacturing Uses in PD-IP Zoning District | ROIA: October 18, 2018 PC Public Hearing: 1 st Quarter 2019 |
|--|---|

The ROIA for this ZOAM was adopted (7-0-2; Buona and Meyer absent) by the Board on October 18, 2018. The Board’s approval (9-0) of the Strategic Plan Update on November 8,

2017, included direction to staff to conduct a review of accessory uses for manufacturing uses in the Planned Development – Industrial Park (PD-IP) zoning district. Such review was intended to ensure manufacturers are provided sufficient flexibility to respond to evolving market trends. To that end, this amendment will define the appropriate scope of allowable accessory uses for manufacturing uses in the PD-IP zoning district and establish the maximum amount of floor area that any such use may occupy.

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| TBD | Article 6 – Legislative Review Process | ROIA: 4 th Quarter 2018 PC Public Hearing: 4 th Quarter 2019 |
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This amendment is recommended by staff to implement changes to the legislative review process to enhance efficiency and improve outcomes for all stakeholders. During the recent amendments to this Article in response to the new proffer legislation, staff received some support from Board members to have legislative applications be sent to public hearings earlier rather than later in the process to receive public comments/concerns so they may be adequately addressed through the staff/applicant review process. This amendment will also address critical action dates for Planning Commission and Board action. The ROIA for this ZOAM is anticipated by the end of 2018, with public hearings in the fourth quarter of 2019. The time projected between ROIA adoption and the public hearing process is in anticipation of extensive engagement with external stakeholders regarding proposed process changes.

Table 2: New ZOAMs Proposed for 2019 ZOAM Work Program

| Number | ZOAM Title and Topic | Review Status/Timeframe |
|--|--|---|
| TBD | Density in Rural & Residential Zoning Districts (Units per Acre) | ROIA: October 2, 2018 PC Public Hearing: 1 st Quarter 2019 |
| <p>The ROIA for this ZOAM was adopted (6-2-0-1; Randall and Volpe opposed, Higgins abstained) by the Board on October 2, 2018. This ZOAM is proposed to ensure that all zoning districts permitting residential uses express residential density as the maximum number of dwelling units per acre of land, consistent with the policies of the Loudoun County General Plan.</p> | | |
| TBD | Lighting as an Inherent Component of Certain Uses | ROIA: October 2, 2018 PC Public Hearing: 1 st Quarter 2019 |
| <p>The ROIA for this ZOAM was adopted (9-0) by the Board on October 2, 2018. This ZOAM is proposed to clarify the uses for which exterior lighting is permitted as an inherent component of such uses (i.e. outdoor recreation establishments). Such clarification is consistent with longstanding administrative practice, but is necessary due to a recent Circuit Court ruling that called this practice into question.</p> | | |
| TBD | Rural Uses & Performance Standards – Phase 3 | ROIA: 2 nd Quarter 2019 PC Public Hearing: 4 th Quarter 2019 |

This ZOAM is proposed to address the recommendations of the Rural Economic Development Council (REDC), Zoning Ordinance Action Group (ZOAG), and Visit Loudoun regarding multiple rural land uses and related performance standards. The uses included in this initiative were originally included in the scope of the Phase 2 Rural ZOAM, but were separated at the Board’s direction (9-0) to enable additional input from the referenced groups. The feedback

received from the REDC, ZOAG, and Visit Loudoun will be reported to TLUC prior to scheduling the ROIA for Board consideration.

| | | |
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| TBD | Ordinance Overhaul/Envision Loudoun - Phase 1, Ordinance Assessment | Commence 1 st Quarter 2019 (multi-phase/year initiative) |
|-----|--|--|

This ZOAM is a multi-phase effort to comprehensively update the Zoning Ordinance to implement the new comprehensive plan adopted pursuant to the Envision Loudoun process, incorporate modern best practices, and improve the overall user-friendliness of the document. The first phase of the ZOAM will be completed in 2019 and involves assessment of the current content and structure of the Zoning Ordinance and identification of recommended amendments to ensure consistency with modern best practices. More specifically, a comprehensive SWOT analysis of the current Zoning Ordinance will be completed, to be followed by identification of regulatory best practices/alternatives to address SWOT findings and the recommendations of the new Loudoun 2040 Comprehensive Plan (i.e. use typologies, policy objectives). The outcome of this phase will be a comprehensive set of recommendations for Zoning Ordinance content and structure, as well as a strategy for preparing and integrating corresponding amendments during the ZOAM's second phase, which is expected to occur in 2020. The ZOAM's third phase will focus on completing the public hearing process, with Zoning Ordinance adoption projected by the end of 2021. Staff intends to engage an outside consultant to prepare the analysis and recommendations of Phase 1. The RFP is currently being developed by staff and consultant selection is expected in the first quarter of 2019.

FISCAL IMPACT: There is no fiscal impact associated with the strategic initiatives section of this item. The fiscal impact of each ZOAM will be evaluated on a case by case basis and reported to the Board accordingly.

ALTERNATIVES: The Board may approve, partially approve, or reject the proposed 2019 Zoning Ordinance amendment work program.

DRAFT MOTIONS:

1. I move that the Board of Supervisors approve staff's recommended Zoning Ordinance amendment work program as found in Attachment 1 of the December 4, 2018 Action Item.

OR

2. I move an alternate motion.

ATTACHMENT:

1. 2019 Zoning Ordinance Amendment Work Program: ZOAM Initiatives & Processing Schedule

2019 ZONING ORDINANCE AMENDMENT (ZOAM) WORK PROGRAM

ZOAM INITIATIVES & ANTICIPATED PROCESSING SCHEDULE - BY QUARTER

| | 2019 ZOAM INITIATIVE | ANTICIPATED ZOAM SCHEDULE 2019 | | | | Status Notes |
|---|--|-----------------------------------|----|----|----|--|
| | | Q1 | Q2 | Q3 | Q4 | |
| CARRY-OVER ZOAMS FROM APPROVED 2018 WORK PROGRAM | 1 CHILD CARE FACILITIES (ZOAM-2018-0002) | ◊ | | | | ROIA adopted 10/18/2018; public hearings in 1st quarter |
| | 2 ACCESSORY USES FOR MANUFACTURING USES IN PD-IP (ZOAM-2018-0004) | ◊ | | | | ROIA adopted 10/18/2018; public hearings in 1st quarter |
| | 3 RURAL USES & PERFORMANCE STANDARDS - PHASE 2 (ZOAM-2017-0004) | | ◊ | | | ROIA adopted 4/19/2018; underway at ZOAG; public hearings in 2nd quarter |
| | 4 BUFFERS, SCREENING & RELATED LANDSCAPING (ZOAM-2017-0005) | | ◊ | | | ROIA adopted 3/22/2018; underway at ZOAG; public hearings in 2nd quarter |
| | 5 SHORT TERM RESIDENTIAL RENTALS (ZOAM-2018-0001) | | ◊ | | | Underway at staff level; ROIA in 1st quarter; public hearings in 2nd quarter |
| | 6 HOUSING AFFORDABILITY (ZOAM-2017-0001) | | | ◊ | | Underway at TLUC; ROIA in 2nd quarter; public hearings in 3rd quarter |
| | 7 PARKING STANDARDS - PHASE 1 (ZOAM-2018-0003) | | | ◊ | | Underway at staff level; ROIA in 2nd quarter; public hearings in 3rd quarter |
| | 8 ARTICLE 6 - LEGISLATIVE REVIEW PROCESS (INCLUDING ZMOD CRITERIA) | | | | ◊ | Preliminary work at staff level; ROIA in 4th quarter (2018); public hearings in 4th quarter (2019) |
| NEW ZOAMS PROPOSED FOR 2019 WORK PROGRAM | 9 DENSITY IN RURAL & RESIDENTIAL ZONING DISTRICTS (UNITS PER ACRE) | ◊ | | | | ROIA adopted 10/02/2018; public hearings in 1st quarter |
| | 10 LIGHTING AS AN INHERENT COMPONENT OF CERTAIN USES | ◊ | | | | ROIA adopted 10/02/2018; public hearings in 1st quarter |
| | 11 RURAL USES & PERFORMANCE STANDARDS - PHASE 3 | | | | ◊ | Initial advisory group feedback received; ROIA in 3rd quarter; public hearings in 4th quarter |
| | 12 ORDINANCE OVERHAUL/ENVISION LOUDOUN - PHASE 1, ORDINANCE ASSESSMENT/RECOMMENDATIONS | | | | | First phase of multi-phase ZOAM project; RFP development underway; begin in 1st quarter |

SCHEDULE NOTE:

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

KEY:

-  Active and/or Carry-over ZOAM from 2018 Work Program.
-  New ZOAM proposed for 2019 Work Program.
-  Anticipated ordinance adoption.
-  ZOAM activity includes RFP process for consultant selection.

PRIOR WORK PROGRAM ITEMS TO BE ADDRESSED BY ORDINANCE OVERHAUL/ENVISION LOUDOUN AMENDMENTS INITIATIVE:

The initiatives listed below are from prior ZOAM Work Programs that are intended to be addressed through the future initiative to modernize the Zoning Ordinance and implement the new Comprehensive Plan. This initiative is expected to occur in three phases, with the first phase - Assessment and Recommendations - occurring in 2019. Development of the updated ordinance is expected to occur in 2020, with public hearings and adoption anticipated in 2021.

- SILVER LINE CPAM AMENDMENTS
- GENERAL "CLEAN-UP" OF ORDINANCE
- ARTICLE 8 - DEFINITIONS
- RENEWABLE/CLEAN ENERGY USES (SOLAR PANEL FIELDS, WIND TURBINES)
- PARKING STANDARDS - PHASE 2 (RATIOS & RELATED PROVISIONS)
- STATE CODE CONSISTENCY
- ZONING CONVERSION APPLICATION PROCESS (REQUIRES STATE CODE CHANGE)