



TOWN OF MIDDLEBURG

Loudoun County, Virginia

MEMORANDUM

TO: The Honorable Mayor and Members of the Town Council

FROM: Danny Davis, Town Administrator
Rhonda S. North, MMC, Town Clerk

DATE: January 28, 2021 Council Meeting

SUBJECT: 2021 Town Council Strategic Initiatives

At Mayor Littleton’s request, an item has been placed on the January 28th agenda so the Council can discuss the process it would like to undertake to identify any updates to its strategic initiatives for 2021. One suggested option is to hold a one- to two-hour special meeting in February. The staff is prepared to discuss possible meeting dates should the Council concur with this recommendation.

2020 Vision, Mission Statement & Strategic Initiatives

In order to assist Council in preparing for its overall discussion, attached are copies of the adopted Vision, Mission Statement and 2020 strategic initiatives, as well as the minutes from the January 24-25, 2020 retreat, which identifies all the initiatives discussed at that time. In addition, below is a status report on the 2020 initiatives as of this writing. For a complete overview, including schedules, Council is encouraged to utilize our project tracking system at: <https://www.middleburgva.gov/201/Top-12-Projects>. The staff will provide a refresher course on the use of the Monday software during the January 28th meeting. As a reminder, Council’s access is limited to viewing status only; therefore, you cannot accidentally make any changes to any of the items.

STATUS REPORT – 2020 COUNCIL STRATEGIC INITIATIVES

<i>Initiative:</i> Implement Top 3 Strategies of Economic Development Strategy	<i>Status:</i> Strategy completed in late 2020; discussion ensuing with EDAC on 1/25/21 and will result in adoption of top 3 areas and efforts at 3/22/21 meeting.
<i>Strategic Priority:</i> Promote Economic Well-Being	
<i>Adopted Definition of Complete:</i> Upon implementation of top 3 strategies	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

<i>Initiative:</i> Implement the Brand	<i>Status: Effectively complete. Brand continuing to be used for new collateral, marketing, events, etc. Will continue to keep fresh and roll-out new items, but overall strategy is complete.</i>
<i>Strategic Priority:</i> Promote Economic Well-Being	
<i>Adopted Definition of Complete:</i> Upon implementation of Brand Plan	
<i>Recommendation:</i> Remove as Strategic Initiative	

<i>Initiative:</i> Study Workforce Supply & Develop Plan	<i>Status: Conversations have restarted with Loudoun County Ec. Dev. and correlate with EDAC Strategy. Anticipate completion in 2021.</i>
<i>Strategic Priority:</i> Promote Economic Well-Being	
<i>Adopted Definition of Complete:</i> Upon Council adoption of a plan	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

<i>Initiative:</i> Develop Systematic Program for Grant Review and Allocation	<i>Status: Complete</i>
<i>Strategic Priority:</i> Promote Community Well-Being	
<i>Definition of Completion:</i> Upon Council adoption of grant review/allocation guidelines	
<i>Recommendation:</i> Remove as Strategic Initiative	

<i>Initiative:</i> Complete Site Acquisition and Development for New Town Hall	<i>Status:</i> <i>Site Acquisition - LOI signed, negotiations underway on sales agreement.</i> <i>Plan Development – Architectural plan development underway.</i> <i>Construction – Anticipated to begin 1/2022.</i>
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Completion:</i> When staff moves into new Town Hall	
<i>Recommendation:</i> Leave as Strategic Initiative for 2021	

<i>Initiative:</i> Develop Plan for Financing and Communication Outreach around New Town Hall	<i>Status:</i> <i>Financing – Staff exploring options for best timing and rates on financing.</i> <i>Community Outreach – Expected to occur in March and May of 2021.</i>
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Complete:</i> Upon issuance of bond and breaking ground of New Town Hall	
<i>Recommendation:</i> Leave as Strategic Initiative for 2021	

<i>Initiative:</i> Adopt Sound Fiscal Policies	<i>Status: Town fiscal policies updated except for investment policy. Discussions underway with Finance Committee.</i>
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Complete:</i> Upon adoption of fiscal policies	
<i>Recommendation:</i> Leave as Strategic Initiative for 2021	

<i>Initiative:</i> Update Budget Process	<i>Status:</i> Budget schedule is formalized and consistent. Staff beginning phased-in approach to zero-based budgeting. Effectively complete. Process will continue as developed.
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Complete:</i> Upon Council adoption of budget schedule	
<i>Recommendation:</i> Remove as Strategic Initiative	

<i>Initiative:</i> Lay Groundwork for Federal Street Re-development Using Charrette	<i>Status:</i> Postponed to fall 2021 (or as soon thereafter as can be executed in a safe manner) for beginning of effort, due to COVID and recommendation of Planning Commission.
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Completion:</i> Upon holding of charrette	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

<i>Initiative:</i> Evaluate & Update Zoning and Subdivision Ordinances	<i>Status:</i> Planning Commission reviewing Comp Plan and making list of key items to address in Z.O. Taking immediate approach to review R-2 regulations such as lot size standards, yard requirements and building height due to pressures of redevelopment and new development on older lots.
<i>Strategic Priority:</i> Lead Responsibly	
<i>Adopted Definition of Complete:</i> Upon adoption of comprehensive zoning and subdivision ordinance amendments	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

<i>Initiative:</i> Aggressively Attack Cluster Development with Loudoun County	<i>Status:</i> Mayor addressing issues through COLT and other avenues. Mayor sits on Loudoun Zoning Ordinance Committee. ZO amendments are pending.
<i>Strategic Priority:</i> Protect Quality of Life	
<i>Adopted Definition of Complete:</i> Upon County Board of Supervisor's adoption of comprehensive zoning/subdivision ordinance amendments that remove the ability for cluster developments in Western Loudoun	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

<i>Initiative:</i> Partner with County to Ensure Compliance with Loudoun County & Middleburg's Comprehensive Plans Related to the Protective Green Belt around Middleburg	<i>Status:</i> Continued discussions with County officials; discussions with property owners; efforts to encourage conservation easements and protection of open space.
<i>Strategic Priority:</i> Protect Quality of Life	
<i>Adopted Definition of Complete:</i> Upon adoption of comprehensive zoning/subdivision ordinance amendments that ensure a protective greenbelt around Middleburg.	
<i>Recommendation:</i> Keep as Strategic Initiative for 2021	

Preparation for Identification of 2021 Strategic Initiatives

As identified, some of the 2020 initiatives are complete and thus ready for removal from the list; some are underway; and some have not yet been initiated due to the COVID pandemic. Staff recommends that the Town Council leave the ongoing and outstanding items as strategic initiatives for 2021. As a reminder, while the Council adopted twelve initiatives in 2020, there is nothing to require this same number in 2021.

Finally, the staff recently held a strategic planning session to discuss its internal goals and strategies for 2021 and to review the Council's outstanding list of strategic initiatives. We will continue internal discussions on these items, which will be shared with Council if desired. Specifically, staff suggests the Council consider moving the following items up to the formal list of Strategic Initiatives for 2021:

- Plan for a self-sustaining utility system (specifically, understanding reasons for unbilled water production and improve revenue collections to fund key infrastructure needs).
- Review Town-wide infrastructure needs (ADA and missing sidewalk connections) and create plan to address needed repairs and projects, with a timeline for completion and proposed funding mechanisms.
- Increase understanding of visitor impacts on the Town through development of events, marketing, and tracking (while this was not an explicitly stated initiative, it integrates a number of identified items, to include: connecting with agro-tourism destinations; increasing viability of farmer's market; and improving communications).

Should you have any questions or inquiries or require additional information regarding this agenda item, please do not hesitate to contact the staff prior to the January 28th meeting.

REVISED ON JANUARY 25, 2020
ADOPTED: FEBRUARY 13, 2020

Town of Middleburg Vision Statement

Middleburg sustains its strong sense of place by witnessing a stewardship that honors the town's rich history while embracing purposeful change in order that Middleburg's heritage and cultural traditions will be enjoyed by future generations.

Town of Middleburg Mission Statement

It is the mission of the Middleburg Town Council to provide its citizens, businesses and visitors with superior public services in a fiscally prudent and socially responsible manner while sustaining Middleburg's historic character, natural beauty and small-town charm.

Middleburg Core Values

INTEGRITY – Doing the right thing
ACCOUNTABILITY – Owning our successes and failures
RESPECT - Treating everyone with dignity and consideration
TRANSPARENCY – Committing to clear and open communication

Town of Middleburg Strategic Priorities 2020-2023

- Protect our Quality of Life in Middleburg and Western Loudoun County
 - Promote Economic Well-Being
 - Promote Community Well-Being
 - Lead Responsibly

Definitions

Strategic Priority – Broad statement of our objectives (will never be accomplished)

Objective – What we need to do well/barriers we need to overcome to achieve our goals

Strategic Initiatives – Projects/activities of achievable actions (must be measurable, will change annually, should never be on-going)

PROTECT OUR QUALITY OF LIFE IN MIDDLEBURG & WESTERN LOUDOUN
Work with the County & State regarding land use and transportation matters
1. Establish quarterly transportation and road project review meetings with senior VDOT officials and County executives
2. Aggressively attack cluster zoning rewrite with County
3. Attend annual sessions with State elected officials to advocate legislative priorities
4. Partner with the County to ensure compliance with Loudoun County & Middleburg’s Comprehensive Plans related to the protective green belt around Middleburg
Partner with other towns and community groups to strengthen our voice
1. Develop joint Towns campaign to education and advocate for issues
Strength local awareness about threats and opportunities related to our quality of life

PROMOTE ECONOMIC WELL-BEING
Improve economic development activities
1. Implement the top three strategies in the long-term economic development plan
Support new and existing businesses
1. Study the workforce supply and development a plan to address issues
2. Develop a digital literacy education program
3. Owner development
4. Provide marketing materials and media outlets
Promote Middleburg as a visitor destination
1. Implement the Brand
2. Launch a co-op marketing program
3. Hire an agency for Town marketing
Capitalize on Agro-tourism
1. Engage with Visit Loudoun and Loudoun Economic Development for lead generation
2. Join Northern Virginia agriculture and wedding associations
3. Coordinate with agro-tourism destinations

PROMOTE COMMUNITY WELL-BEING
Ensure public safety
1. Succession planning for Police Department leadership
2. Maintain and invest in quality equipment and storage of same
Support community institutions
1. Develop a systematic program for grant reviews and allocation
2. Help increase the Farmer's Market viability
Encourage safe and appealing public spaces
1. Study need for additional public restrooms
Encourage inclusive engagement and participation
1. Increase community outreach through improved communication
Promote resident focused events
1. Sponsor and develop events like the HEAL and National Night Out events

LEAD RESPONSIBLY
Ensure quality Town facilities and staff
1. Complete site acquisition and development for new Town Office
2. Create a professional development policy and plan
3. Create a Town staffing level plan (for annual review)
4. Examine current facilities for ADA compliance
Promote Good Governance
Develop long-term strategies for sound infrastructure
1. Plan for self-sustaining utility system
2. Financing for Town Office
3. Fully connect all sidewalks in town
Operate with sound fiscal plans and policies that will sustain us through economic cycles
1. Adopt sound fiscal policies
2. Update and improve the budget process
Pursue opportunities for innovative redevelopment and attainable housing
1. Explore strategies for attainable housing
2. Lay the groundwork for Federal Street re-development using charrette
3. Evaluate & update zoning and subdivision ordinances

TOP TWELVE INITIATIVES TO FOCUS ON IN 2020

<i>Initiative:</i> Implement Top 3 Strategies of Economic Development Strategy	<i>Responsible Staff Member:</i> Jamie Gaucher
<i>Strategic Priority:</i> Promote Economic Well-Being	<i>Responsible Councilmember:</i> Councilmembers Bernard (lead) & Miller
<i>Definition of Complete:</i> Upon implementation of top 3 strategies	

<i>Initiative:</i> Implement the Brand	<i>Responsible Staff Member:</i> Jamie Gaucher
<i>Strategic Priority:</i> Promote Economic Well-Being	<i>Responsible Councilmember:</i> Councilmember Miller
<i>Definition of Complete:</i> Upon implementation of Brand Plan	

<i>Initiative:</i> Study Workforce Supply & Develop Plan	<i>Responsible Staff Member:</i> Jamie Gaucher
<i>Strategic Priority:</i> Promote Economic Well-Being	<i>Responsible Councilmember:</i> Mayor Littleton (lead) & Councilmember Pearson
<i>Definition of Complete:</i> Upon Council adoption of a plan	

<i>Initiative:</i> Develop Systematic Program for Grant Review and Allocation	<i>Responsible Staff Member:</i> Rhonda North
<i>Strategic Priority:</i> Promote Community Well-Being	<i>Responsible Councilmember:</i> Councilmembers Pearson (lead) & Jacobs
<i>Definition of Completion:</i> Upon Council adoption of grant review/allocation guidelines	

<i>Initiative:</i> Complete Site Acquisition and Development for New Town Office	<i>Responsible Staff Member:</i> Rhonda North
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Councilmembers Daly (lead) & Bernard
<i>Definition of Completion:</i> When staff moves into new Town Office	

<i>Initiative:</i> Develop Plan for Financing and Communication Outreach around New Town Office	<i>Responsible Staff Member:</i> Rhonda North
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Councilmembers Leonard-Morgan (lead) & Miller
<i>Definition of Complete:</i> Upon issuance of bond	

<i>Initiative:</i> Adopt Sound Fiscal Policies	<i>Responsible Staff Member:</i> Danny Davis
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Mayor Littleton (lead) & Vice Mayor Kirk
<i>Definition of Complete:</i> Upon adoption of fiscal policies	

<i>Initiative:</i> Update Budget Process	<i>Responsible Staff Member:</i> Danny Davis
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Councilmember Leonard-Morgan
<i>Definition of Complete:</i> Upon Council adoption of budget schedule	

<i>Initiative:</i> Lay Groundwork for Federal Street Re-development Using Charrette	<i>Responsible Staff Member:</i> Will Moore
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Councilmember Jacobs
<i>Definition of Completion:</i> Upon holding of charrette	

<i>Initiative:</i> Evaluate & Update Zoning and Subdivision Ordinances	<i>Responsible Staff Member:</i> Will Moore
<i>Strategic Priority:</i> Lead Responsibly	<i>Responsible Councilmember:</i> Councilmember Jacobs
<i>Definition of Complete:</i> Upon adoption of comprehensive zoning and subdivision ordinance amendments	

<i>Initiative:</i> Aggressively Attack Cluster Development with Loudoun County	<i>Responsible Staff Member:</i> Will Moore
<i>Strategic Priority:</i> Protect Quality of Life	<i>Responsible Councilmember:</i> Mayor Littleton
<i>Definition of Complete:</i> Upon County Board of Supervisor's adoption of comprehensive zoning/subdivision ordinance amendments that remove the ability for cluster developments in Western Loudoun	

<i>Initiative:</i> Partner with County to Ensure Compliance with Loudoun County & Middleburg's Comprehensive Plans Related to the Protective Green Belt around Middleburg	<i>Responsible Staff Member:</i> Will Moore
<i>Strategic Priority:</i> Protect Quality of Life	<i>Responsible Councilmember:</i> Mayor Littleton (lead) & Vice Mayor Kirk
<i>Definition of Complete:</i> Upon adoption of comprehensive zoning/subdivision ordinance amendments that ensure a protective greenbelt around Middleburg.	