Issues and Recommendations
Envision Loudoun Stakeholder Committee
September 11, 2017
VISION

Our vision is a diverse and globally competitive Loudoun economy.
MISSION
## SWOT

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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</thead>
</table>
| 1. Data centers  
2. Pro-business  
3. Airport  
4. Affluent  
5. Educated workforce  
6. Farms  
7. Technology/infrastructure  
8. Momentum  
9. Location/access to region  
10. Schools  
11. Quality of life  
12. Culturally diverse | 1. Lopsided economy  
2. Limited resources  
3. No major university  
4. No sports venue/marquee hotels  
5. Limited nightlife  
6. Millennials leave  
7. Inflexible development process  
8. No housing variety  
9. Lack of workforce  
10. Traffic  
11. Lack of alignment with other depts  
12. Available funding for businesses |

<table>
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<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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| 1. Walkable Urban Places on metro  
2. International  
3. Co-working spaces  
4. Comp Plan/Zoning Alignment  
5. Health IT/Bioscience  
6. Workforce development programs  
7. New incentives/technology zone  
8. Regional sports tournament facilities  
9. Internet of Things/Big Data  
10. Ag Bio  
11. Cybersecurity  
12. Equine | 1. Federal spending/national economy  
2. Telework (change in office use)  
3. Housing growth/pressure  
4. Regional competition  
5. Overregulation  
6. Too much time to get established  
7. Tax rate/affordability  
8. Regional demand-share  
9. Public outcry  
10. Changing politics  
11. Outdated retail centers  
12. Limited supply of large land parcels |
CLUSTER STRATEGY

- Data Centers
- ICT/Big Data and Analytics
- Health Innovation and Technology
- Cybersecurity/Defense
- Federal Government Contracting
- Aerospace/Aviation/Transportation
- International
- Small Business/Entrepreneurship
- Agriculture
GEOGRAPHIC ECONOMIC ACTIVITY ZONES

Legend
Policy Areas
Planning Subareas
Leesburg
Ashburn
Dulles
Potomac
Sterling
Joint Land Management Area
Transition

Small Business/Entrepreneurship
Conference Center
Health Innovation
Walkable Urban Place
Data Center Alley
Regional Office/Retail with Airport Proximity
Federal Government Contracting
Transit Oriented Development
Airport Adjacent Business
Light Manufacturing
Health Innovation
MACRO TRENDS

- Workforce
- Globalization
- Digitization
- Economic Development
- Tourism
- Demographics
PUBLIC INPUT

- Diversity
- High-tech
- Rural
- Small Biz

- Revitalize
- Infrastructure
- Biz-friendly

- Employment
- Housing
- Mixed-use
- Metro
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EIGHT WAYS LOUDOUN COUNTY, VIRGINIA IS NO. 1

Top U.S. Household Income

Healthiest County in Virginia

Safest County in the D.C. Area

Happiest County in America

Most Wineries and Breweries in Virginia

Most Horses, Wine Grapes and Bee Farms in Virginia

Top Business Investment for Counties of Its Size

Top Data Center Market in the World

ECONOMIC DEVELOPMENT

1-(800)-LOUDOUN

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HELP BUILD A STRONG COMMUNITY

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Baseline for Policy

1. Allow for flexibility as the market changes
2. Add elements of DED Strategic Plan
   a. Diversify, Market, Create
3. Add more specifics on being “business friendly”
4. Focus on creating business ecosystems
5. Adequate amount of land for targeted industries
6. Grow entrepreneurship and start-ups (including rural)
7. Include all infrastructure: complete streets, power, water, fiber
8. Align with airport authority’s planning policies
9. Maintain Loudoun’s competitive advantages
10. Make “keynote employment” the exception not the rule