



Planning &
Zoning

Because We Plan:
Strategic Plan
2017 - 2021

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Meet the **CREW**



Glenna Carter



Marty Kohler



Alistair Probst

Messages from the LEADERSHIP



Daniel P. MELOY, CLEE
Township Administrator

I'm pleased to introduce the Colerain Township Department of Public Services and Planning and Zoning 2017-2022 Strategic Plan. The Plan presents the five-year vision for two Township service agencies, Colerain Township Department of Public Services and the Planning and Zoning Department.

These five-year strategic plans provide our leaders, employees and community an insight into the operations and services each agency will be working toward as we move into the next decade of the 21st century.

Colerain Township and its leaders, greatly appreciate the continuing support for the men and women who serve our community. We are a better community for these committed men and women. We offer a special thanks to all of the residents, business members and Colerain Township staff who helped with setting the vision for the future of our Colerain Township Department of Public Services and Colerain Township Planning and Zoning Department. Without your help, this plan would not be complete.



Geoffrey G. MILZ, AICP
Township Assistant Administrator

Beautiful, thriving communities don't just happen on their own - they happen *because we plan*. When we as a community come together around a collective vision, there is no limit to the positive change we can make.

I am proud of the effort that Jenna and her staff put into the creation of this, the first strategic plan for the Department of Planning and Zoning in the organization's history. This document represents a road map for the work that this department intends to undertake over the next five years. With the talent that we have now and continue to develop, there isn't a doubt in my mind that this team of individuals will be able to accomplish great things in the years ahead.

From providing a thoughtful, fiscally responsible approach to updating our comprehensive plan to establishing standard operating procedures for our day-to-day activities, the implementation of this strategic plan will have a lasting impact on the Department and the Township.



Jenna LeCount, AICP
Planning & Zoning Director

I am pleased to introduce the Colerain Township Department of Planning & Zoning 2017-2021 Strategic Plan. This five-year plan is intended to provide the Department with a pathway towards more effective and efficient services for the community. We commit to revisiting this plan annually to ensure we are able to anticipate and adapt to a changing development, land use, and enforcement landscape.

This Strategic Plan will aid in making this department more proactive and forward thinking while maintaining a customer oriented focus.

Through the Strategic Planning process, we prioritize our everyday activities so that we are able to achieve extraordinary results. This plan will serve to guide operational and budget decisions; help maintain a highly trained and professional work force; and provide a structure to ensure accountability for our work.

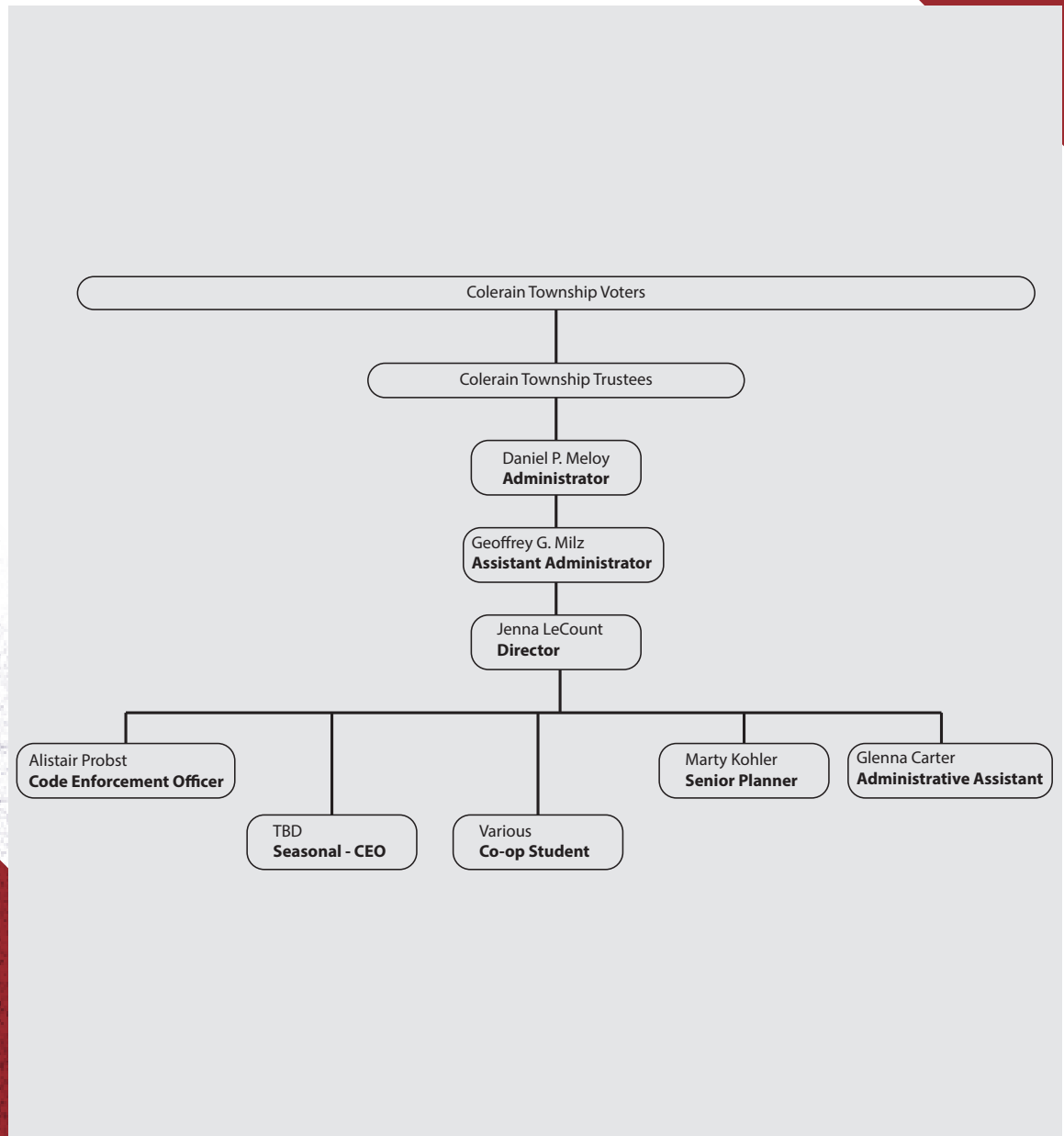
I would like to thank all who participated in this process of charting the future of this department. Participation reached well beyond the staff of this department and included residents, business representatives, elected officials, and other key community partners. Each of these stakeholders is critical to the success of this plan. And, your continued feedback will be the essential component to the success of this plan into the future.

Organization OVERVIEW

In 1994, Colerain Township Trustees voted to take local control of planning and zoning efforts in the Township. These responsibilities were previously handled through the Hamilton County Planning + Development Department. Being that Colerain Township is the 14th largest political subdivision in the State of Ohio, Township elected officials recognized the need for a staff that was accountable to the residents of Colerain Township and focused on advancing high quality development and code enforcement efforts throughout the Township.

At the direction of the Colerain Township Board of Trustees, the Planning & Zoning Department fills three primary functions: “current planning” including permitting and development plan review; “long-range planning” including comprehensive and small area planning; and “code enforcement” including enforcement of our zoning, property maintenance and nuisance laws. The Department provide these services through a small, talented, and passionate staff who works to find creative solutions to land use, development, planning, and enforcement needs. These staff members include: Marty Kohler, Alistair Probst and Glenna Carter.

In addition to this team, we recognize the importance of building relationships and identifying opportunities for collaboration with other organizations both within and outside our building’s walls. We take seriously our responsibility to use resources as efficiently and effectively as possible. We work to leverage our existing resources by building relationships throughout the County and region to share



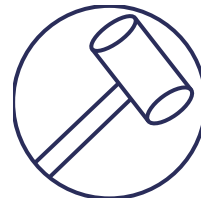
knowledge and continually learn better ways to provide Colerain Township with services, maintain and adapt an appropriate set of land use regulations, and to listen to the community to know when changes must be made.

When the Township took local control of planning and zoning, we created the Colerain Township Zoning Commission and the Colerain Township Board of Zoning Appeals. The Planning & Zoning Department provides professional staff support to both of these boards and provides opportunities for their training and development. Board members are appointed by the Township Elected Officials to five-year terms.

The Zoning Commission is a five-member citizen Board that is charged with the responsibilities outlined in state law and duties specifically defined in the Colerain Township Zoning Resolution. The Commission hears requests for zoning amendments, development plans and amendments to development plans. The Commission may also initiate zoning map or text amendments. The Zoning Commission provides a recommendation to the Board of Trustees on Zoning Amendment and Major Amendments to Preliminary or Final Development Plans. The decision of the Zoning Commission on Minor Amendment and Final Development Plans is; however, an administrative and final decision.

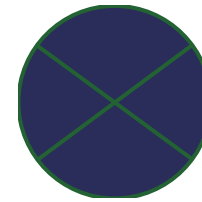
The Board of Zoning Appeals is a five-member citizen Board that is charged with the responsibilities outlined in state law and more specifically defined in the Colerain Township Zoning Resolution. The Board hears appeals of decisions of the Zoning Administrator, including permit application refusals and violations citations, as well as Conditional Use applications, Expansion of a Nonconforming Use applications, and Compatible Nonconforming Use applications. The Board may authorize, upon appeal, variances from the terms of the Zoning Resolution where something special about the property in question makes the application of our zoning laws impractical and when granting the variance would advance the public interest. In the event that any party disagrees with a decision of the Board, they may appeal to the Court of Common Pleas of Hamilton County.

2016 By the NUMBERS



24

• BZA Appeals



1,252

• Code Violations



27

• Zoning Cases



501

• Permits Issued



114

• VFPRs Issued



61

• VBMLs Issued

PLANNING & ZONING MISSION

“To improve our community by enabling high-quality development & effective code enforcement.”

VALUES

CUSTOMER SERVICE

We recognize that customers are the reason we are here. They are not an interruption from our work – they are the reason for it.

ACCOUNTABILITY

We are accountable to ourselves, our co-workers and the community.

EXCELLENCE

We are relentless in our pursuit of excellence.

NEIGHBORHOODS

Neighborhoods are the geographic, social and cultural units that matter most to our work.

TEAMWORK

Our individual talents are enhanced by the talents of others. In our department, the whole is greater than the sum of its parts.

VISION STATEMENT

We are a visible asset to our township’s residents and businesses and a model for how a planning department operates in the 21st century.

Staff

Customer Service Focus

Problem-solving Mentality

Adaptability

High Energy

STRENGTHS

Partnerships with Other Agencies

Community Engagement

Communication with Public

Comprehensive Plan

OPPORTUNITIES

THREATS

“Right-Now” Mentality

Negative External Environment

Attempting to do More with Less

Succession Planning

Vacant Properties

WEAKNESSES

Partnerships with Other Agencies

Lack of Institutional Knowledge

Intense Workload can be Overwhelming

1

Increase efficiency of core functions and increase utilization of technology to improve operations.

Key Initiatives:

- Standard Operating Procedure Initiative
 - Recording Policy Initiative
 - Online Citizen Service Request Initiative
 - Real-time Service Request Update Initiative
 - Accela Initiative - Part 1
 - Accela Initiative - Part 2
 - Paperless Submission and Payment Initiative
 - Geographic Information Systems Initiative
-

2

Improve code enforcement outcomes.

Key Initiatives:

- Quarterly enforcement workplans
 - Citizen Contact Initiative
 - Accela Initiatives
-

3

Use an incremental “Elements” approach to update Township’s Comprehensive Plan.

Key Initiatives:

- Transportation Plan Initiative
 - Housing Plan Initiative
 - Public Facilities and Services Plan Initiative
 - Natural Systems Plan Initiative
 - Economic Development Plan Initiative
 - Intergovernmental Coordination Initiative
 - Capital Improvements Plan Initiative
 - Public Health Plan Initiative
 - Energy Plan Initiative
 - Community Character Plan Initiative
 - Land Use Plan Initiative
 - Northbrook Initiative
 - Groesbeck Initiative
-

Strategic GOALS

09

4

Ensure our Zoning Resoution continues to reflect the policies of the Township.

Key Initiatives:

- Sign Initiative
 - Parking Initiative
 - Planned-Development District Modernization Initiative
 - Openspace Development Initiative
 - Hillside Development Initiative
-

5

Complete special projects in furtherance of Township policy.

Key Initiatives:

- Non-conforming Sign Inventory Initiative
 - Sidewalk Maintenance Program Initiative
 - New Sidewalk Construction Initiative
 - Urban Forestry Initiative
 - Enforcement Toolkit Initiative
-

6

Develop our staff and volunteer boards.

Key Initiatives:

- Staff Professionalization Initiative
 - Staff Continuing Education Initiative
 - Board Retreat and Development Initiative
-

Achievement through **IMPLEMENTATION**

2017 Plan of Action

Q1

By April 1st we will:

Complete the Strategic Plan

Q2

By June 30th we will:

1. **Complete Standard Operating Procedure Initiative**
2. **Complete Recording Policy Initiative**
3. **Complete Online Citizen Service Request Initiative**
4. **Complete Accela Initiative - Part 1**
5. **Complete Citizen Contact Initiative**
6. **Complete Quarterly Enforcement Workplan**
7. **Staff Professionalization Initiative**

Q3

By September 29th we will:

1. **Complete Quarterly Enforcement Workplan**
2. **Begin Northbrook Initiative (complete initiative in Q1 2018)**
3. **Begin Energy Plan Initiative (Complete in Q1 2018)**
4. **Staff Continuing Education Initiative**

Q4

By December 22nd we will:

1. **Complete Quarterly Enforcement Workplan**
2. **Work on Northbrook Initiative (complete initiative in Q1 2018)**
3. **Work on Energy Plan Initiative (Complete in Q1 2018)**
4. **Complete Sign Initiative**
5. **Complete Sidewalk Maintenance Program Initiative**
6. **Complete New Sidewalk Construction Initiative**
7. **Complete Enforcement Toolkit Initiative**
8. **Board Retreat and Development Initiative**

Achievement through **IMPLEMENTATION**

2018 - 2021 Plan of Action

‘18

1. Complete Real-time Service Request Update Initiative
2. Accela Initiative - Part 2
3. Paperless Submission and Payment Initiative
4. Housing Plan Initiative
5. Economic Development Plan Initiative
6. Land Use Plan Initiative
7. Complete Northbrook Initiative
8. Complete Groesbeck Initiative
9. Complete Parking Initiative
10. Planned-Development District Modernization Initiative
11. Openspace Development Initiative
12. Hillside Development Initiative
13. Non-conforming Sign Inventory Initiative

‘19

1. Geographic Information Systems Initiative
2. Capital Improvements Plan Initiative
3. Public Health Plan Initiative
4. Community Character Plan Initiative
5. Urban Forestry Initiative

‘20

1. Transportation Plan Initiative
2. Public Facilities and Services Plan Initiative

‘21

1. Natural Systems Plan Initiative
2. Intergovernmental Coordination Initiative

Special **THANKS**

We are grateful to our staff, trustees, residents and stakeholders who gave their input and time to make this plan come to fruition.

Trustee Mike Inderhees, President

Trustee Greg Insco

Trustee Jeff Ritter

Fiscal Officer Heather Harlow

Marty Kohler

Alistair Probst

Frank Cook

Jim Eckoff

Tom Bosarge

Jesse Urbancsik

Glenna Carter

Karen Whitaker

Tom Reininger

Geoff Milz

Jenna LeCount

Emily Randolph

Chief Mark Denney

Todd Bandy

Ron Roberto

Garret Pace

Rebecca Sylvester

Al Grote

Dan Schulte

Dan Meloy

Christina Hamilton