

Pierce Township Board of Trustees

Goals & Objectives for 2023 and 2024

Highest Priorities (Priority 1)

GOAL - Support and Enhance Public Safety in the Community

Sub-Goals: 1. Evaluate and upgrade the Township's public safety facilities

Objectives:

- Coordinate presentation of findings and recommendations from Fire Study to Board of Trustees by January 31st, 2023. (1) Trustees will evaluate and incorporate recommendations into a long-range plan for the Department including annual budgetary funding developed within the constraints of tax levy revenues.
 - Prepare a request for proposals for a comprehensive evaluation of Township facilities, including condition of buildings, functionality, current uses, staffing, and potential future growth of community & public services.
 - RFP will be prepared by Administrator and advertised by January 15th, 2023. Proposals will be due by February 15th. A steering committee will be formed to review proposals, interview consultants, and provide a recommendation to the Board of Trustees.
 - The Board of Trustees will select a vendor at the regular March Board meeting.
 - The target date for completion of the analysis, recommendations/report will be May 12th, 2023. The Board will meet in worksession to review the report/recommendations by May 30th, 2023.
 - Township staff will prepare a detailed financial analysis of current general, police and fire tax levies and future fund balances and/or revenues to support a building plan. The financial planning will be completed no later than March 1st, 2023.
2. Support adequate staffing within Public Safety Departments to meet national standards in police, fire and EMS coverage and response times.

Objectives:

- Develop a cost impact analysis for the addition of two full-time and one part-time patrol officers in the Police Department by November 1st. The Police Chief will prepare a staffing analysis and present to Trustees by November 1st, 2022. Trustees will consider adding the new positions within the 2023 Budget.

- Trustees will consider potential recommendations within the Fire Department report for additional full and part time Firefighters/Medics over the next two budget years. A financial analysis for the Fire Levies, fund balances, and 6-year capital needs will be prepared by Township staff to aid in Board budgeting decisions.

GOAL – Enhance the economic vitality of the community through active Township economic development efforts leading to a robust and broad tax base that will support desired community services/facilities.

Sub-Goals: 1. Prioritize development of industrially zoned properties in the Township.

Objectives:

- Work with economic development partners (Clermont County, REDI Cincinnati, JobsOhio) to actively work for the appropriate redevelopment of the Beckjord site on US 52. Consider working with those partners to develop preferred uses of the site, and a possible site development plan with the owners of the land. Meetings will be coordinated between partners and the landowner periodically over the next year.
 - Analyze other potential industrial sites for future development. Develop a written set of goals for properties (types of uses, desired employment, acceptable impacts, etc.) by July 1st, 2023.
 - Evaluate the potential to create a Community Reinvestment Corporation to support land acquisition, underwrite development incentives, and provide expertise in future development.
2. Enhance the State Route 125 (Ohio Pike) corridor and support high quality development within the corridor, especially within key “nodes” on the road.

Objectives:

- Trustees will adopt the SR 125 Corridor Plan by January 31st, 2023.
- In order to pursue “Node” Overlay Districts noted in the plan (and recommended in the Kohlar/Red Tiger study), the Township will work with a Zoning Consultant to develop detailed guidelines for future development/redevelopment in those districts. Planning staff will hold a number of public input meetings during 2023 with property owners, interested residents, and public officials on developing a vision for each Node. A final set of recommendations (zoning text amendments) will be presented to the Planning Commission for consideration by November 15th, 2023.

- A Community Reinvestment Corporation (see above) will be considered by the Trustees to support development along the corridor. Other authorized economic incentives will be evaluated to support development.
 - ARC (HB 377) grant funding will be pursued by staff in 2023 for enhancement of SR 125, including the preparation of grant applications with other government partners including Batavia and Union Townships.
 - A plan will be formulated with Township partners to bring resolution to the failed Premier Site in 2023. Working with Clermont County, the State of Ohio, and possibly private attorneys, the Township will pursue eradication of weeds and other nuisances on the site and a long-term goal of demolition or effective reuse (meeting the development goals of the Township) of the structures on the site.
3. A greater focus will be placed on internal staff capacity to pursue economic development and grant income.
- Staff will develop budgetary targets for the addition of a new staff position within the Planning and Zoning Department. The budget impact analysis will be completed by November 15th, 2022 for Trustee consideration within the 2023 budget.
 - Reorganization of the Department will be considered by the Trustees to begin January 1st, 2023. The new organization will include a Director of Economic Development and Planning, a Planning Manager (new position), and a Codes Enforcement Officer. This will provide staff capacity to focus more time on economic development and grant applications, as well as completing a list (see below) of Zoning initiatives in 2023.
 - Township communications and marketing will be improved through the addition of a part-time role in 2023 within administration. This will provide a more timely and frequent social media presence for the Township and aid in the overall administration of a ten million dollar organization for our citizens and businesses.

GOAL – Sustain the quality of life in Pierce Township by ensuring that new development or redevelopment and adherence to quality zoning codes protects and enhances the public’s health, safety, and welfare.

Sub-Goals: 1. Complete and adopt the new Land Use Plan.

Objectives:

- Planning Department will finalize public input period in October, and working with the Land Use Committee, begin compiling and reviewing the sections of the plan in November and December. If no complications, a recommendation will be forwarded to the Planning Commission in March 2023 for consideration.

- The Board of Trustees will adopt the new Land Use Plan by the regular April meeting. This document will lay the foundation for updates to the Township Zoning Code over the next two years.
2. Update via text amendment, several existing and new sections of the of the Pierce Township Zoning Code during 2023 and into the first six months of 2024.
- A text amendment will be developed by staff by/before December 31st defining Medical Cannabis dispensaries and determining approved zones and other site development requirements. The new Zoning Text will be presented to the Board of Trustees no later than the regular March meeting for consideration.
 - A text amendment will be developed by staff no later than May 1st to define solar farms, residential solar installation, and windmills in the Township. Regulations on appropriate zones, building restrictions, and acceptable screening will be incorporated into the new zoning code.
 - A Short-Term rental definition will be developed along with allowable zones for operation of rentals and incorporated within the Township Zoning Code. The new text will be developed by staff and sent to the Planning Commission for review by June 15th, 2023.
 - Beginning in July of 2023, staff will (possibly with the assistance of a zoning consultant) begin a redraft of the Conservation Subdivision zoning text. The process will include public focus meetings, particularly with residents that currently own property in the more rural areas of the Township. This process will likely take 6 to 9 months and should result in recommendations to the Planning Commission by early 2024.
 - Beginning in November 2023, staff will begin the process of evaluating all the sections of the current Pierce Township zoning code. This analysis and subsequent zoning code text amendments will be completed by November 1st, 2024.
3. The Township Property Maintenance Code will be evaluated and through public participation, the maintenance standards may be altered, with locally specific language, within the rural, rural residential, and rural suburban, and suburban Township districts.
- Township staff will research the International Property Maintenance Code as well as property maintenance codes in surrounding suburban/rural communities and prepare a survey of residents gauging interest in amendments to the current code standards. This survey, plus focus group meetings, will provide the basis for possible next requirements to reflect the different areas of the Township. This project will be completed by June 1st, 2024.

GOAL – Provide quality greenspace and recreational opportunities for the residents of Pierce Township

Sub-Goals: 1. Evaluate the Parks Master Plan recommendations considering available funding.

Objectives:

- Prepare a survey of residents in the community exploring satisfaction with existing open space and recreational opportunities, and gauging desire for additional facilities/programs and support for tax revenues to support an active parks and greenspace system. The survey will be conducted in the fall of 2023.
2. Evaluate current maintenance of parks and greenspace standards and condition of facilities considering funding constraints.

Objectives:

- A staff analysis will be conducted of allocated costs for parks maintenance within the Services Department. The analysis will consider condition of park space and facilities, and estimate the necessary additional staffing and equipment, if warranted, for a desired level of maintenance. The analysis will be completed by April 1st, 2023 and forwarded to the Trustees for review.
3. Improve support for and coordination with the Township's Parks and Greenspace Committee.
- Provide additional measures within the Township operations to assist the Parks and Greenspace Committee in coordinating projects and special events. The Township Administrator will meet with the Parks and Greenspace Committee by February 15th, 2023 to discuss communication channels and desired staff support.

