



JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLAN

- *EXPLORE*
- *DECIDE*
- *PLEDGE*

October 30, 2015



This report was produced in partnership by



JEFFERSON TOWNSHIP

and



WELCOME LETTER

Greetings:

On behalf of the members of the Jefferson Township Future Land Use Strategic Planning team, we are pleased to present to you, the Jefferson Township Future Land Use Strategic Plan, which was developed with the assistance of the Miami Valley Regional Planning Commission.

The Plan is the culmination of a year long process that started in September of 2014, and was completed in September 2015. A Community Leadership Team, comprised of stakeholders led and participated in a series of meetings designed to establish a future vision for Jefferson Township, formulate goals, and identify workable strategies to achieve them.

The Leadership Team, working with the community and guided by MVRPC staff, refined the Vision for the Township into four final goals with one overarching guiding principle for each. These will serve as the framework for:

- The foundation for the formulation of land use policy and/or land use regulatory policy; and
- The development of policies, programs, and/or projects necessary to achieve the four final goals.

With this document Jefferson Township will begin this next vital phase of community input.

Finally, we the Co-chairs want to thank the members of the Leadership Team, our many committed citizens who participated and provided the input to make this a truly community developed plan, and the MVRPC staff who guided us through this process.

Regards:

Damon Woods
Co-chair

Alberta "Cookie" Taylor
Co-chair

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ACKNOWLEDGEMENTS

BOARD OF TRUSTEES

Mary Johnson, President
Roy Mann, Vice President
Damon Woods, Trustee

COMMUNITY LEADERSHIP TEAM MEMBERS

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INTRODUCTION

Jefferson Township, located in Montgomery County, encompasses 25.5 square miles and is home to 7,000 residents and over 400 jobs. The Township consists of a diverse landscape, ranging from an urban to rural environment, supported by public infrastructure, including US 35 to the north and State Route 4 to the east. Well-established urban neighborhoods and a concentration of jobs are primarily located in the north-eastern part of the Township, while the western and southern part of the Township is predominantly an agricultural rural area.

The Township has been stable in terms of its number of population and jobs in recent decades. There have been, however, some noticeable changes in regards to the population and employment make-up. Examples of such a change include an increase in single-parent household and decrease in manufacturing and retail jobs. In terms of its physical landscape, there has been new housing development and at the same time, an increase in the vacancy rate.

Recognizing this changing environment and to better address the challenges now and into the future, the Jefferson Township Board of Trustees initiated the Future Land Use Strategic Planning process. The mission of this initiative was to set the community's future direction, founded upon the common values and aspiration of its residents. Trustees envisioned that having this clear direction would better enable Jefferson Township to:

- identify best and suited locations for future land development to advance their economic development efforts;
- set priorities for capital investments in the community such as road improvements, water and sewer upgrades or extensions, and other utility improvements; and
- market the community to retain and attract residents and businesses.

A year-long process brought together local residents, business owners, and community leaders in the community. Together, the community explored its current condition and future options, decided on the future priorities and the best course of action, and pledged their commitment to advance their community and enhance their quality of life.

This report presents the outcomes from this initiative. These outcomes include important future goals and practical implementation strategies that culminated from the community dialogue. Further, it includes Jefferson Township's long-term future land use vision.

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OVERVIEW

Purpose

The purpose of the Future Land Use Strategic Planning project was to develop a place-based Future Land Use Vision and Strategic Action Steps that reflected Jefferson Township's community values, goals, and priorities. The outcome of this planning process is to provide a common ground for residents and business owners in Jefferson Township in pursuing future economic and business opportunities and to foster community actions.

Plan Development Approaches and Process

Jefferson Township Future Land Use Strategic Planning employed a constructive and collaborative planning approach centered around a "Explore-Decide-Pledge" theme. This theme was applied for every major step of the planning process, including Goals and Priority Setting, Place-Making workshops for developing Future Land Use Vision, and Implementation Strategies Development phases.

Planning Principles: Partnership and Collaboration

The entire planning process was centered on two main principles: Partnership and Collaboration. These two principles served as a strong foundation for bringing individual citizens, community groups, elected officials, and outside experts together in carrying out the planning process in a cooperative manner, making necessary decisions that reflect the community values and priorities.

Jefferson Township and Miami Valley Regional Planning Commission (MVRPC) teamed up for this initiative. Jefferson Township staff coordinated all communication and logistics efforts pertaining to publicizing this initiative, disseminated and shared information resulting from the planning process with their citizens, and gathered additional input as necessary. MVRPC, under the guidance from Jefferson Township staff, provided research, technical data analysis and mapping, and group facilitation services.



Collaboration extended beyond these two organizational partnerships. A 27-member Community Leadership Team (hereafter CL Team), comprised of elected and appointed Township officials, Township staff, school board members, neighborhood associations, business owners/associations, a Montgomery County representative, developers, and community groups (e.g. churches) was

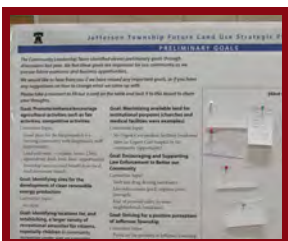
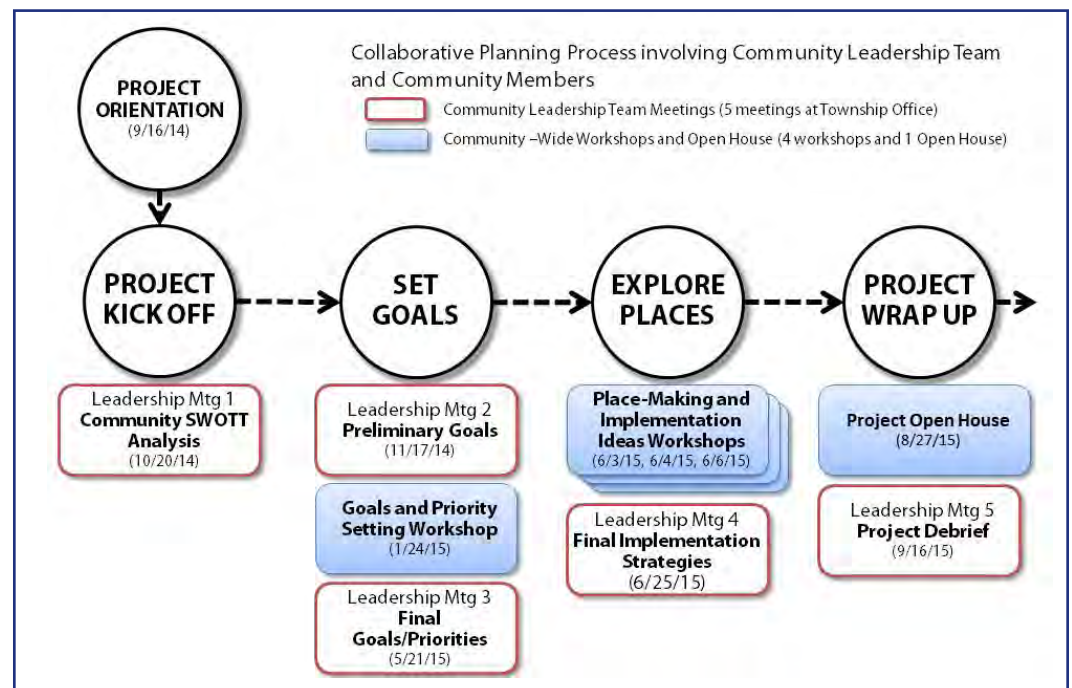
established at the beginning of the initiative to spearhead the planning effort and to serve as a decision making body. In addition, this initiative utilized interactive workshops to engage the general public in a meaningful way so that additional feedback, suggestions, and ideas were solicited community-wide prior to CL Team making their decisions during planning process.



Planning Process

The Jefferson Township Future Land Use Strategic Planning lasted a year, from September 2014 to September 2015. The CL Team held their first, official kick-off meeting on October 20, 2014. Throughout the process, five CL Team meetings, four community-wide Workshops, and one project Open House were held for the purpose of setting goals, developing a future land use vision, and developing implementation strategies, as shown below.

*"Thanks for under-taking this work."
-Township resident*



Goal Development

Developing the community goals required a multi-step process involving both the CL Team and the general public. At its first CL Team meeting, members participated in a brainstorming session discussing Jefferson Township's Strengths, Weaknesses, Opportunities, Threats, and Trends (SWOTT), facilitated by MVRPC staff (see Appendix A: SWOTT Analysis Summary for

***“This process gives every person the chance to give their ideas for what they want to see.”
-Roy Mann, Trustee***

detail information). The information gathered was analyzed and grouped into “themes.” Concurrently, data and maps presenting Township’s existing conditions were compiled by MVRPC staff (see Appendix B: Existing Conditions for detail information). The CL Team reviewed all of the information at its second November 17, 2014 meeting, allowing them to identify eleven preliminary community goals.

These eleven preliminary goals were taken to the public for their review in two ways: a community-wide Goals and Priority Setting Workshop and a mail survey to Township residents. The Workshop was held on Saturday, January 24, 2015 with a total of 75 attendees. The three main purposes of the Workshop were: 1) provide project overview; 2) share and solicit input on preliminary community goals; and 3) solicit input on priorities among eleven preliminary goals (see Appendix C: Goals and Priority Setting Workshop Summary for detail information). Next, a community-wide mail survey that intended to gather additional input related to priorities among eleven preliminary goals was conducted in April 2015 (see Appendix D: Mail Survey Summary for detail information).

The CL Team, at its May 21, 2015 meeting, reviewed results from both the Workshop and the mail survey and identified four final community goals.

Future Land Use Vision Development

Once the final four goals were established, the Jefferson Township Future Land Use Strategic Planning moved on to the next phase of developing a Future Land Use Vision.

Three community engagement sessions, titled “Place-Making and Implementation Ideas Workshop” were held in June 2015 to ‘map out’ a future land use vision through an interactive small group mapping exercise. At each workshop, attendees were broken into small groups and were asked to identify locations for four different types of development sectors: Rural Centers; Neighborhood Areas/Centers; Town Centers; and Business Centers/Corridors. While the Agricultural Areas sector was not included in this exercise because of its current prevalence across the Township, participants were asked to be mindful of existing agricultural areas when assigning the other sectors. Each group discussed options and then circled general areas for each corresponding sector with markers on their map. The results from each small group were reported out to the entire group and recorded on a single large wall map.



A total of 47 people attended these workshops and provided input. All of the maps from all three Workshops, including maps resulting from the small group exercise were compiled and analyzed into a single composite map and rendered using a Geographic Information System by MVRPC staff. Further review of initial map data was conducted in reference to other information, such as existing land use and aerial photographs, prior to finalizing it for the CL Team’s review (see Appendix E: Place-Making and Implementation Ideas Workshop Summary for detail information).



The CL Team, at its June 25, 2015 meeting, reviewed the contents and results of the Workshops and approved the Future Land Use Vision map.

Implementation Strategy Development

The last phase of the Jefferson Township Future Land Use Strategic Planning initiative was to develop a list of implementation strategies for each of the final four community goals.

As part of the “Place-Making and Implementation Ideas Workshops” held during June 2015, the CL Team solicited ideas from the community on how to advance and make community goals a reality. Using index cards provided, each participant was asked to write down their ideas and post them on to one of the four large display boards, one board for each goal. When constructing ideas and actions, participants were specifically challenged to think about:



- What are some potential strategies to advance each goal?
- Is there a short-term project that could be done for a goal? Something immediate that might make even a small difference? Do you have an idea for a long term strategy?
- Who or what organization should we ask to help us out with this? There could be neighborhood groups, faith based groups, etc.
- What additional work do you think needs to be done?

Participants were encouraged to view others' ideas and then add more ideas as necessary. Once all the Workshops were completed, MVRPC staff conducted the content analysis of the nearly 140 implementation ideas generated. These ideas were grouped by each goal and compiled into six to eight common "Themes" (see Appendix E: Place-Making and Implementation Ideas Workshop Summary for detail information). The result of the content analysis was presented to the CL Team at its June 25, 2015 meeting for their review and CL Team members voted to select the top three to four final implementation themes, resulting in seven to nine concrete implementation strategies per each goal theme.



Plan Outcomes

Three major outcomes resulted from following the planning process: Goals, Implementation Strategies, and Future Land Use Vision. The four Final Goals are:

Guiding Principle: Striving for a positive perception of Jefferson Township

- Goal A: Designating specific areas within the Township for positive business development
- Goal B: Establishing/Expanding infrastructure to support modern technologies throughout the Township
- Goal C: Maintaining the rural nature of the Township
- Goal D: Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children



The second outcome was a set of concrete implementation strategies for each goal, grouped by common themes.

The last outcome was a Future Land Use Vision Map illustrating locations for five different types of development sectors.

These outcomes were shared at the project Open House on August 27, 2015 (see Appendix F: Project Open House Summary for detail information) and are presented in detail in the following chapters.

GOALS AND IMPLEMENTATION STRATEGIES

The Community Leadership Team (CL Team) identified and refined four final goals with one overarching guiding principle. These goals and their accompanying relevant SWOTT analysis are presented in this chapter. Additionally, final selected Implementation themes for each goal and corresponding strategies to realize the Community Goals are presented.

Guiding Principle and Goals

Striving for a positive perception of Jefferson Township

Goal A Designating specific areas within the Township for positive business development

Goal B Establishing/Expanding infrastructure to support modern technologies throughout the Township

Goal C Maintaining the rural nature of the Township

Goal D Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children

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GOAL A

Designating specific areas within the Township for positive business development

Community Leadership Team Input from SWOTT Session:

- Transportation access is good (35/49) (strength)
- Land mass provides a great base for agri-tourism and the farmers create another economic base (strength)
- Lack of grocery stores and other basic businesses, limited availability of various resources (restaurants, groceries, drugstores), and no shopping experience to bring people to the area i.e. boutiques (weakness)
- No business district in the Township (weakness)
- Basic industry – attract them with land and transportation access, having a shopping center or strip mall coffee shops, and Jefferson township could be pointed out by county officials to businesses looking for locations (clean businesses) (opportunity)
- Initiate a business Chamber of Commerce (opportunity)
- Need to use good property for economic development on the most likely place on 35 (threat)
- Movement toward smaller lots and developers favoring small lot development and apartments (trend)

Implementation Strategies

Zoning Improvements

- Update zoning laws
- Zoning the areas appropriately to achieve the desired business
- Find a way around “grand father” rules regarding zoning
- Clean up and enforce zoning laws
- Strong zoning with tax incentives
- Do not all gentrification to happen!
- Discourage any form of waste management

Provide Economic Development Help and Programs

- Business planning committee
- Clearinghouse for project funding; some projects not interesting to larger members, could pass on info to us; county government department of economic development
- Need economic development team
- Designation of the area between Infirmary Rd. and Holland on W. 3rd as a business zone with start-up incentive funding
- Create an Activated Spaces program, that matches property owners with entrepreneurs to offer low rate rent or lease for their space
- Getting point A to the store is hard for those with no car - need a program to help give rides, could be through a church, could even have helpers to shop

GOAL A

Fight Blight; Improve Infrastructure

- Along the business corridor, improve the infrastructure to encourage needed business development with towers, etc. 'strip mall idea'
- Police of circling around, checks on vacant homes, welfare checks
- Complete blighted areas in the NE section; strengthen our schools to encourage new families; improve our roads for a better image of township
- Resurrect Hwy. 892
- Around bus lines, keep bus stops consistent, increase handicap accessibility, improve quality of bus stops - have benches to sit down, better marking of stops / routes
- The overall appearance of the most travelled area of the township need to be cleaned up and safer appearing before new business can be attracted to the area
- Fix the curbs on street - all the streets (too many potholes, tires get stuck)

Seek out Groceries, Banks, Daycares

- The Drexel Area could use renovation and business development, such as a nice Kroger store
- Use the space at nearby Derby and Germantown Pike for a market, fresh produce from Jefferson Township local Farmers Market
- Fresh vegetables location by Admin Building
- Bank (PNC, Chase, Key)
- Adult day care center Derby and Rt. 4
- Food store in the township, no compost
- Germantown Pike for possible stores like Meijers or Walmart

Establishing/Expanding infrastructure to support modern technologies throughout the Township

Community Leadership Team Input from SWOTT Session:

- A lot of small business owners and home-based businesses (strength)
- Poor wi-fi, cable, connectivity, homes are poorly connected to the web (weakness)
- Increased need for cable access for all residents for communication (trend)
- Lack of township infrastructure and resources (trend)
- People starting home businesses being entrepreneurs (trend)
- Wi-Fi access needed (trend)

Implementation Strategies

General Improvement of All Infrastructure

- Sidewalks needed to get to parks
- Bike paths throughout the township
- Better maintain township roads; upgrade and maintain township owned structures
- Clean roadways, curbs, and sidewalks on Calumet, W. of 3rd; street lights
- Improvement of the infrastructure sewage, natural gas (commercially). How to go about getting help?

Build Tech Partnerships

- See what the State/Federal government may be offering connect OH etc.
- Partner with communications
- Inform & communicate objectives/general purpose to the citizens/groups
- Involve Clark State, Sinclair, Wright State, & UD to develop courses that involve hands on development projects in our area

Attraction/Look toward Future Needs

- Attracting technology companies to come out and study what it would take for Jefferson Township to be a magnet in developing / having this infrastructure
- Infrastructure modernization is need in the 3rd St. area to provide for new business/medical facility, etc.
- Partner with UD, Wright State, Sinclair and other engineering programs to get interns to develop ideas
- Locate an area that would encourage not only current tech but tech that evolves

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GOAL C

Maintaining the rural nature of the Township

Community Leadership Team Input from SWOTT Session:

- Quiet country setting: peaceful and beautiful and the topography of the land is very beautiful (strength)
- Beautiful parks (Fisher, Possum Creek, Richardson, Learning Tree farm, etc.) and rivers which all surrounding areas share (strength)
- Open land, not cramped but still close to town (strength)
- Rural residential living (opportunity)
- Losing our quiet community to big business or progress (threat)
- Township farmers could benefit from local food movement (trend)

Implementation Strategies

Regulate facilities like Composting and Illegal Dumping Grounds

- Continue to keep composting (and like) facilities out of the township
- No!!! Compost and or new dumpsite; no business that wants to destroy Jefferson; tear down abandon houses

Improve Zoning Laws

- Develop additional zoning laws which will protect rural areas - save them from becoming prime "dumping areas"
- Strict zoning enforcement control: mowing, trash, business
- Restrict the allowable lot partitions
- Implement zoning regulations to minimize the possibility of excessive development; possibly minimum acreage requirements for new homes
- Strong zoning
- We should recognize the draw our area has for people who want to live in a rural, faithful agricultural quiet area. Strong zoning regulations to keep our rural character, people will be tempted to move elsewhere. We will lose residents and tax incentives.

Emphasize Beautification Efforts

- Yearly community clean up
- Enforce zoning codes to clean up and maintain properties; if those codes are not in place they need to be; properties should not be allowed to look like dumps; empty houses should be taken down
- Beautify areas that are in need, strict zoning laws & follow through utilize community or government grants that are available
- Sidewalks and street lights

Incentivize Land Protection

- Designate land areas within Township for as farming to assure that unwanted development does not happen there
- Land Trust is a means of protecting farm land
- Land trust research! Study effects of lowering real estate taxes or food producers

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GOAL D

Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children

Committee Leadership Team Input from SWOTT Session:

- Wildlife gives us tremendous potential for business development and recreation (strength)
- Have an abundance of children and young people (strength)
- We need activities to bring the community together that we don't currently have (weakness)
- Few activities for youth, Not enough activities for the kids, and No organized recreation for children (weakness)
- Parks are not equipped properly (weakness)
- Recreational retreats for colleges and universities (opportunity)
- Have a community center for the residents (opportunity)

Implementation Strategies

Enhance Existing Recreational Amenities

- Promote and expand amenities in park areas / recreation areas
- Build programming around existing facilities
- Blairwood Elementary; parks rebuilt for kids accommodations near the bus stops where kids line up; teachers
- Blairwood School, Jefferson Township High School, former Y on Dayton Liberty
- All of the above areas ideal for amenities for seniors and children

Collaborate with Other Governments or Groups

- Develop sub-collaborations with the county and other areas that may have similar needs or have achieved goals similar or like we hope to
- Get the Sheriffs, Fire Dept., & EMT involved in community
- Learning Tree Farm is willing to develop pre-school and school programs which will accommodate curriculum in Jefferson Township schools
- Enlist the help of UD's sustainable development project to get input on what can be done on this
- Something like combined building for senior citizens and youth

Attract Outsiders for Programming/Amenities

- These amenities should be promoted as a "revenue stream" and be attractive for other communities to want to use, i.e. fairs, large social events
- Promote the Possum Creek MetroParks as a place for city, families to care and enjoy the facilities here
- Invest in Rec Center by opening buildings that would charge a lower fee for Jefferson Township residence and high fee for individuals outside community. Also, utilize services that government grants offer

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FUTURE LAND USE VISION: PLACES AND CORRIDORS

The Future Land Use Vision of Jefferson Township focuses on places and corridors and provides a place-based strategic framework describing the location and types of development opportunities.

This Vision is conceptual in nature and expresses the community's desire as it relates to future growth and development. It is important to note that this Vision does not represent a formal future land use policy and/or regulatory policy of Jefferson Township.

In general, the Vision expresses the desire for maintaining the diverse landscape that currently co-exists within the Township. It includes the community's intent to:

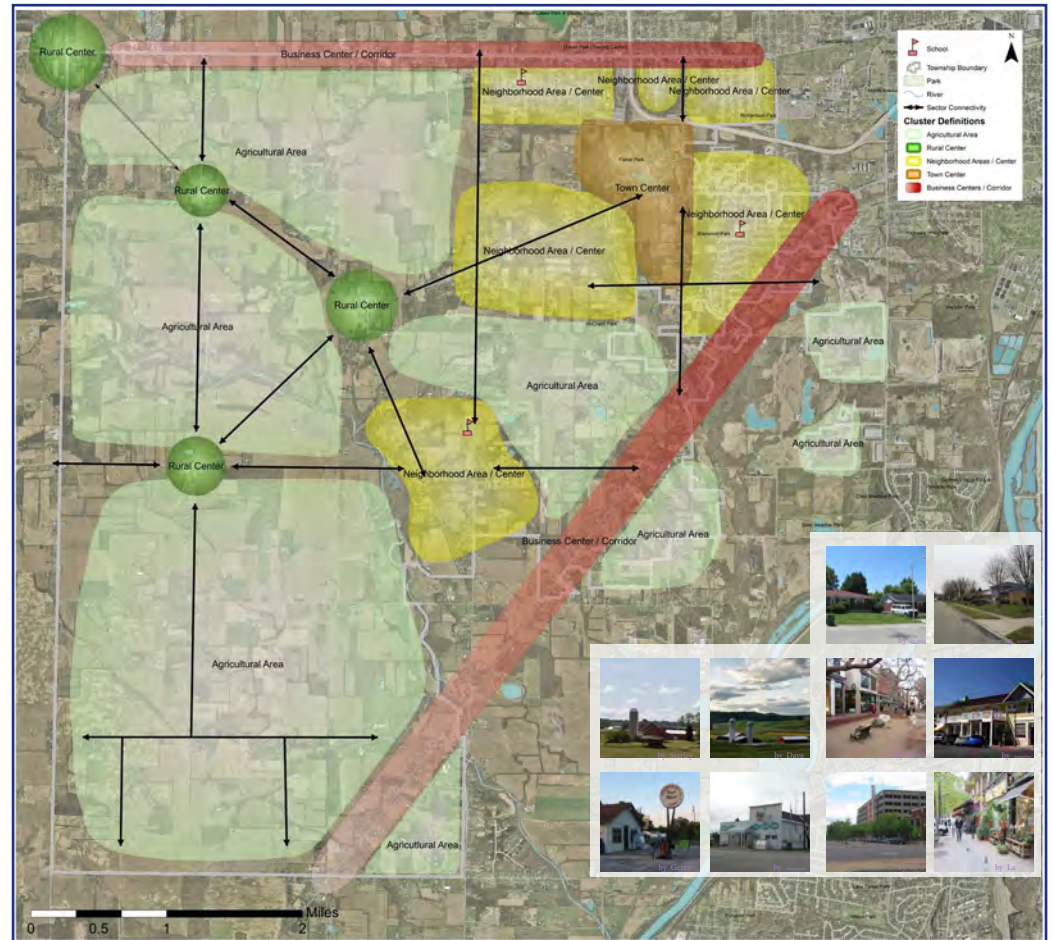
- sustain existing well-established neighborhoods;
- enhance and maximize development opportunities around community assets such as Judge Arthur O. Fisher Park and Jefferson Junior/Senior High School;
- enhance business concentrated areas and corridors along major thoroughfares;
- maintaining a rural environment, primarily west and south of Township while nurturing its agricultural assets;
- maintain and enhance public infrastructure to support growth and development opportunities; and
- maintain and enhance transportation networks to promote connectivity and accessibility community-wide.

Places and Corridors

The Future Land Use Vision consists of five development sectors, tailored specifically to the Jefferson Township. These sectors were defined based on the field review examining the physical landscape of the Township.

The five sectors are: **Agricultural Areas**; **Rural Centers**; **Neighborhoods Areas/Centers**; **Town Centers**; and **Business Centers/Corridors**. Each sector represents a section of Jefferson Township and answers how this area fits into the community considering its environmental connections, transportation network, and desires of the community. Each sector differs in its

characteristics in terms of its physical landscape, appropriate land uses, and development framework. For more detail on sector definition and characteristics, please refer to pages 19-23.



The Future Land Use Vision Map shown above reflects community-wide decisions on where development should be encouraged and where development should be discouraged. Together, the community determined the following general locations for each development sector.

- **Agricultural Areas:** Western part of the Township, primarily areas west of Union Road
- **Rural Centers:** Four areas at key transportation nodes, mainly in the western part of Jefferson Township
- **Neighborhoods Areas/Centers:** Four existing neighborhoods in the northeastern part of Jefferson Township, areas southwest of Fisher Park, and areas surrounding Jefferson High school along Liberty Ellerton Road
- **Town Centers:** The area south of Fisher Park
- **Business Centers/Corridors:** West Third Street corridor and State Route 4 corridor, with a higher concentration of businesses located east and north

In addition, the Vision emphasizes the importance of having good connectivity and accessibility between developed sectors and throughout Jefferson Township, including bike paths around parks and town center, and sidewalks to connect neighborhoods to business centers/corridors.



Areas containing the greatest intensity of agricultural resources and uses in Jefferson Township, as well as agricultural land mixed with environmentally sensitive resources. This area would include low density residential and agricultural-related industry.

Characteristics

Physical Landscape

| | |
|-------------------|---------------------|
| Built Environment | Natural Environment |
|-------------------|---------------------|

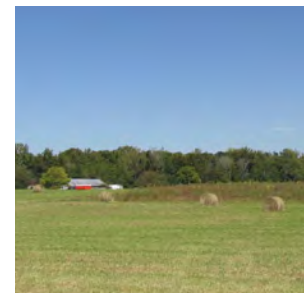
Appropriate Land Use

| | | | | |
|-------------|------------|------------|----------------------|---------------|
| Residential | Commercial | Industrial | Parks and Open Space | Institutional |
|-------------|------------|------------|----------------------|---------------|

Development Framework

| | | | |
|--------------|----------------|-------------------|-----------------|
| Preservation | Limited Growth | Controlled Growth | Intended Growth |
|--------------|----------------|-------------------|-----------------|

General Reference



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Areas where small scale clusters of industrial, commercial, employment, or service uses exist, typically around the intersection of two major roads in the rural area. Rural Centers would be established through infill and as appropriate, limited expansion of the existing use(s).

Characteristics

Physical Landscape

| | |
|-------------------|---------------------|
| Built Environment | Natural Environment |
|-------------------|---------------------|

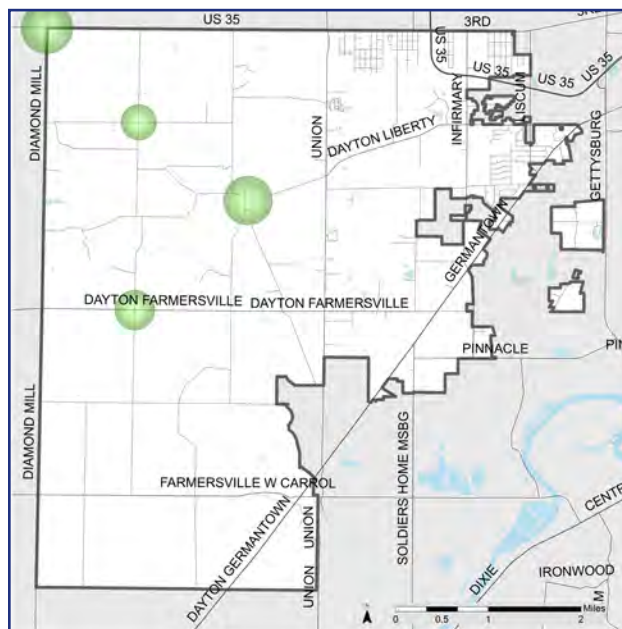
Appropriate Land Use

| | | | | |
|-------------|------------|------------|----------------------|---------------|
| Residential | Commercial | Industrial | Parks and Open Space | Institutional |
|-------------|------------|------------|----------------------|---------------|

Development Framework

| | | | |
|--------------|----------------|-------------------|-----------------|
| Preservation | Limited Growth | Controlled Growth | Intended Growth |
|--------------|----------------|-------------------|-----------------|

General Reference



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Areas primarily consist of single- and multi-family houses with sidewalks and small parks. Neighborhood Centers includes neighborhood-serving retail and service oriented commercial uses intended to provide goods and services that serve day-to-day needs of households, within walking or short driving distance.

Characteristics

Physical Landscape

| | |
|-------------------|---------------------|
| Built Environment | Natural Environment |
|-------------------|---------------------|

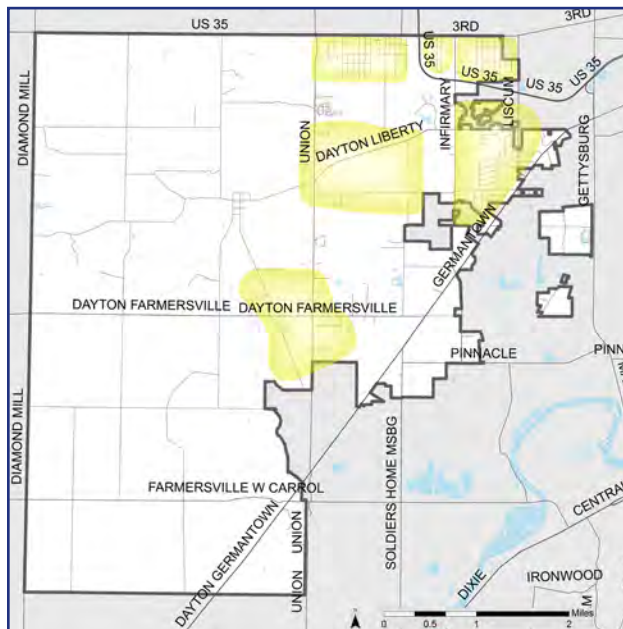
Appropriate Land Use

| | | | | |
|-------------|------------|------------|----------------------|---------------|
| Residential | Commercial | Industrial | Parks and Open Space | Institutional |
|-------------|------------|------------|----------------------|---------------|

Development Framework

| | | | |
|--------------|----------------|-------------------|-----------------|
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|--------------|----------------|-------------------|-----------------|

General Reference



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Areas where clusters of larger scale retail shops, offices, and other commercial establishments exist, along with residential area, parks and open spaces, and public and quasi-public institutions. Town Centers are supported by major roads, providing good accessibility community-wide. Town Centers would also be served by sidewalks and the regional transit system.

Characteristics

Physical Landscape

| | |
|-------------------|---------------------|
| Built Environment | Natural Environment |
|-------------------|---------------------|

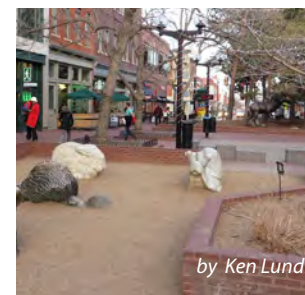
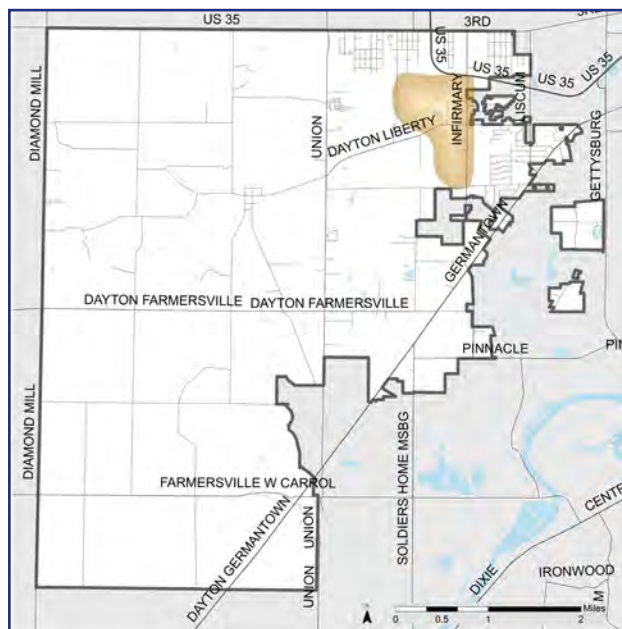
Appropriate Land Use

| | | | | |
|-------------|------------|------------|----------------------|---------------|
| Residential | Commercial | Industrial | Parks and Open Space | Institutional |
|-------------|------------|------------|----------------------|---------------|

Development Framework

| | | | |
|--------------|----------------|-------------------|-----------------|
| Preservation | Limited Growth | Controlled Growth | Intended Growth |
|--------------|----------------|-------------------|-----------------|

General Reference



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BUSINESS CENTERS/CORRIDORS

Areas and corridors along major roads capable of handling high levels of vehicular traffic within Jefferson Township with a mix of commercial, light industrial, and heavy industrial uses. Existing Centers and Corridors present high potential for redevelopment while new areas would present future economic opportunities for large scale investment.

Characteristics

Physical Landscape

| | |
|-------------------|---------------------|
| Built Environment | Natural Environment |
|-------------------|---------------------|

Appropriate Land Use

| | | | | |
|-------------|------------|------------|----------------------|---------------|
| Residential | Commercial | Industrial | Parks and Open Space | Institutional |
|-------------|------------|------------|----------------------|---------------|

Development Framework

| | | | |
|--------------|----------------|-------------------|-----------------|
| Preservation | Limited Growth | Controlled Growth | Intended Growth |
|--------------|----------------|-------------------|-----------------|

General Reference



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Policy Development Framework

There is a strong voice for keeping the rural area in its bucolic state. Equally, the urban area should be the main focus for developing amenities to balance out the two areas."

*-Mary Johnson,
Township Trustee*

The Future Land Use Vision map provides a good foundation when developing a formal future land use policy and/or land use regulatory policy. Also, it allows the Township to advance their economic development efforts as it provides locational priorities of future land development within the Township.

A policy development framework matrix shown below is to help the Township bridge the Vision when developing future policy documents.

The five sectors are listed in rows, in order on a use intensity spectrum from natural environment to built environment. This spectrum is featured on the left. On the right side is the corresponding spectrum that instead describes the development framework for each sector. Finally, each sector is cross listed with potential land uses that might be appropriate within each sector.

| | | LAND USE | | | | | |
|---------------------|--|-------------|------------|------------|----------------------|---------------|-------------------|
| | | Residential | Commercial | Industrial | Parks and Open Space | Institutional | |
| NATURAL ENVIRONMENT | AGRICULTURAL AREAS | | | | | | PRESERVATION |
| | Areas containing the greatest intensity of agricultural resources and uses in Jefferson Township, as well as agricultural land mixed with environmentally sensitive resources. This area would include low density residential and agricultural-related industry. | X | | X | X | | |
| | RURAL CENTERS | | | | | | LIMITED GROWTH |
| | Areas where small scale clusters of industrial, commercial, employment, or service uses exist, typically around the intersection of two major roads in the rural area. Rural Centers would be established through infill and as appropriate, limited expansion of the existing use(s). | | X | X | | | |
| BUILT ENVIRONMENT | NEIGHBORHOOD AREAS/CENTERS | | | | | | CONTROLLED GROWTH |
| | Areas primarily consist of single- and multi-family houses with sidewalks and small parks. Neighborhood Centers includes neighborhood-serving retail and service oriented commercial uses intended to provide goods and services that serve day-to-day needs of households, within walking or short driving distance. | X | X | | X | | |
| | TOWN CENTERS | | | | | | INTENDED GROWTH |
| | Areas where clusters of larger scale retail shops, offices, and other commercial establishments exist, along with residential area, parks and open spaces, and public and quasi-public institutions. Town Centers are supported by major roads, providing good accessibility community-wide. Town Centers would also be served by sidewalks and the regional transit system. | X | X | | X | X | |
| | BUSINESS CENTERS/CORRIDORS | | | | | | |
| | Areas and corridors along major roads capable of handling high levels of vehicular traffic within Jefferson Township with a mix of commercial, light industrial, and heavy industrial uses. Existing Centers and Corridors present high potential for redevelopment while new areas would present future economic opportunities for large scale investment. | | X | X | | | |

Business Corridors would still be heavily commercial and industrial, while more mixed use would be appropriate in the Town Centers area, including institutional uses, with each of these sectors seeing the largest amount of growth placed within the township. Residential uses would be scattered in different intensities based on sector type, but largely found in Neighborhood Areas.

Town Center Design Elements

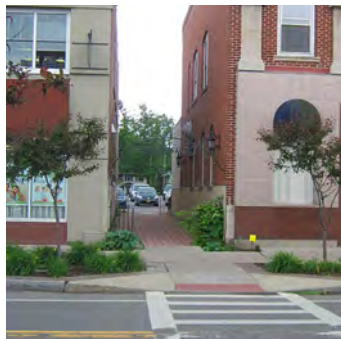
The Future Land Use Vision calls for a Town Center sector near Fisher Park. Currently, there is no concrete development proposal in place. However, several design elements for possible Town Center were presented to gauge their preferences from the community members during the final project open house. The design elements presented are:

- **Streetscape:** Streetscape refers to roadway design and conditions as they impact street users and nearby residents. Besides just a way to move from one place to another, a street can help define a community's aesthetic quality, identity, and economic activity. Streets accommodate automobiles, buses, bicycles and pedestrians, provide access to nearby buildings, and can provide space for commercial and recreational activities.
- **Building/Parking Orientation:** Orientation refers to what direction a building faces and where the parking is located. In areas that place more emphasis on automobiles, buildings typically will be further from the street or directly facing a parking lot rather than the street. Areas that place a greater emphasis on the pedestrian environment have buildings often adjacent and facing the street, with parking in the rear or along the street instead of a dedicated lot.
- **Public Space:** A public space may be a gathering spot or part of a neighborhood, that helps promote social interaction and a sense of community. Public Space examples may be undefined open spaces as plazas, town squares, parks, or contain defined activities like splash pads or sculpture garden.



Streetscape:

Respondents favored a more balanced street form, with ample accommodations for both automotive and pedestrian use, including on-site parking and wide sidewalks.



Building/Parking Orientation:

Respondents chose a photo that featured buildings facing the street with dedicated shared parking. Here the parking is situated away from the street, behind the buildings.



Public Space:

Respondents overwhelmingly preferred public spaces with defined activities, as opposed to an undefined open space.

MOVING FORWARD: IMPLEMENT THE PLAN

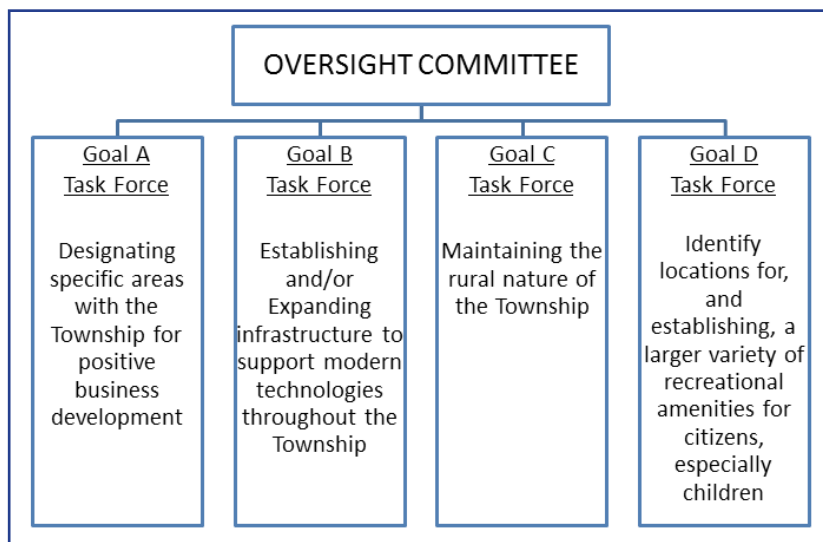
Jefferson Township Future Land Use Strategic Planning initiative established four important future goals and a set of practical implementation strategies for each goal. Also, a Future Land Use Vision designating places and corridors has been developed.

Four Implementation Task Forces have been established at the conclusion of this planning initiative to shift the focus into the implementation phase and execute the plan. However, there is still much work to be done.

Going forward, it should be recognized that this next phase of executing the plan should be a community-wide effort. Active participation of residents, businesses, and civic organizations will be critical. In addition, partnering with organizations outside the community would be desirable to bring in additional resources and expertise.

Implementation Task Forces: Structure

The structure of the four Implementation Task Forces is shown below.



***“My fear is that we do all this and nothing happens.”
-Township resident***

The Oversight Committee, currently a CL Team, will oversee and coordinate the Implementation efforts.

Each Implementation Task Force will be charged with advancing their corresponding goal. Each Task Force will consist of 12-15 members, including one or more Oversight Committee members, Jefferson Township staff(s), and other members from the community. A Jefferson Township staff member will act as liaison between the Task Force and Township Board of Trustees, providing institutional support and keeping the communication channel open.

Under the leadership of a chair person or co-chair persons, each Task Force will be responsible for determining action items for respective implementation strategies outlined for each goal and carrying out projects, programs and/or policy development. Each Task Force may consider establishing a subcommittee to accomplish a specific project or program.

Implementation Task Forces: Next Steps

A general step-by-step process detailing key work elements and a timeline for advancing each Task Force is described below.



Oversight Committee Kickoff (1 month):

Convene a meeting to do:

- Identify members of each Task Force from an Oversight Committee
- Compile potential member list for each Task Force, including Township staff
- Determine a chair person/co-chair persons for each Task Force
- Send a formal Task Force membership invitation

Task Force Kickoff (1 month):

Under the leadership of each Chairperson/Co-chair persons, convene a meeting to do:

- Review the outcomes from this Future Land Use Strategic Plan
- Brainstorm to gather input on draft projects based on the implementation strategies resulted from this Future Land Use Strategic Plan
- Develop a draft work plan to identify short- (1 year), mid- (3 year), and long-term (5 year) projects list with a performance matrix
- Determine Task Force logistics (meeting time/location, communication mechanism, etc)
- Accomplishing these tasks may take couple of meetings for each Task Force

Draft Work Plan Development (1 month):

Convene All Task Forces meeting to do:

- Share and review draft work plan developed by each Task Force
- Learn and solicit additional input from peers
- Look for opportunities for cross-collaboration between/amongst Task Forces
- Identify responsible Task Force to minimize duplicate efforts



Finalize Work Plan (1 month):

Following All Task Forces meeting, each Task Force will do:

- Finalize a work plan
- Meet quarterly to review the progress, recruit additional Task Force members and revise Work Plan as necessary
- Seek other partnership opportunities (private, public, and/or civic) and grant funding opportunities

Yearly Updates:

In the fourth quarter, convene All Task Forces meeting to do:

- Share the progress and to reconnect amongst all Task Forces
- Look for additional opportunities for cross-collaboration between/amongst Task Force
- Share information from this meeting at the Township Trustees meeting, through newsletter to the general public, and other publicizing methods

Implementation Task Forces: Work Plan

Instituting a work plan requires several elements to be considered. It is important for each Task Force to come up with a timeframe, responsible person/parties, measurable goals, and benchmarks for each action item. Setting a benchmark allows Task Forces to objectively measure the progress and success of a particular work item.

Work Plan Elements

When determining the action work plan within each particular Task Force, several elements should be considered:

- Is the action item being proposed a project, a program or a policy?
- What individuals or organizations can help implement it? Is this item able to be incorporated within existing township structure or will something new need to be created to account for it?
- For each action item, what is the general timeframe for completion? Is this a short-term, mid-term or long-term project?
- Define the measurable goals to determine a successful outcome. What are potential benchmarks to evaluate progress?
- Is there a cost associated with this element? If so, what funding streams can be identified?

It is recommended that Task Forces follow a work plan that clearly displays how each of these elements will be incorporated. A sample work plan that addresses these elements is shown on the next page.

**JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLAN
IMPLEMENTATION TASK FORCE
RECOMMENDATION FORM**

State the Task Force Goal this applies to: Goal ____:

State the Selected Theme this applies to:

State the Strategy this applies to:

The proposed recommendation is a new:

Policy: _____, Program: _____, Project: _____

Describe or State the Recommendation:

What is the expected outcome of the recommendation (How will success be defined or measured): *[Use additional paper if necessary]*

What partnerships will be needed in order to successfully implement the recommendation (describe each partner and the role of the partner in achieving success): *[Use additional paper if necessary]*

What is the anticipated cost for the recommendation and what are the suggested sources of funding (will this be a one-time cost or multi-year, describe in detail): *[Use additional paper if necessary]*

How quickly can this recommendation be implemented?

1-5 years: _____, 6-10 years: _____, beyond 10 years: _____

Provide any supportive information or documentation to assist in the evaluation of this recommendation.