

Chapter 10: Summary of Recommendations

This chapter presents, in table form, a summary of all the goals and recommendations that have been made in previous chapters (chapters 3-9). This chapter is intended to be a summary reference of all recommended actions, collected in one place. The tables that follow can be used by a future committee or individual charged with reviewing progress in adhering to and accomplishing the tasks or policies recommended in the plan.

The intent is for this Shawnee Township Comprehensive Plan to be a working document, which can be consulted and utilized by a variety of local officials to manage growth and development, and work toward the desired future described in the vision statement and future land use map.

Implementation of this Plan is the responsibility of the Township Trustees, the Township departments that fall under their leadership, and the Township's Zoning Commission.

The Plan can be utilized in several important ways. First, the document should help guide and direct future land use decisions. Development proposals can now be reviewed by the following criteria:

- ✓ Does the proposed development conform to the policies and recommendations of the Plan?
- ✓ Does the proposed development conform to land use patterns that exist throughout the Township?
- ✓ Does the proposed development build toward the desired future that is described within this Plan?

In addition, this Plan should be considered throughout the decision-making process whenever revisions are proposed for the existing zoning resolution or map.

As noted in Chapter 9, steps should be taken to ensure that the Plan remains current and relevant as it ages. It is strongly recommended that a committee be established within three or four years, to review progress made in reaching each objective listed in the following table. Further, the twenty-first century world is characterized by change, and Shawnee Township is part of that world. The Committee will benefit from reviewing not only progress in working toward each recommendation, but also in reviewing whether the recommendations still stand as sound priorities for the Township.

The following table presents and numbers each recommendation made in the preceding nine chapters. The table also lists recommended active participants in achieving the recommended objectives. Finally, the table also posits an approximate time frame in which the recommendations can be carried out. Time frames are depicted in three columns: short term (one to two years), medium term (three to ten years), and long term (eleven to twenty years). Many of the recommendations require ongoing applications, and thus all three

columns are shaded. These include recommendations where certain practices or policies are continuously encouraged.

Several agencies are cited in the following table, and to present as compact a table as possible, acronyms are used to identify certain entities. The following is a key to the acronyms employed:

Acronym	Agency/Entity
ACCoA	Allen County Council on Aging
ACDJFS	Allen County Dept. of Job and Family Services
ACEO	Allen County Engineer's Office
ACHD	Allen County Health District
ACRTA	Allen County Regional Transit Authority
ACSEO	Allen County Sanitary Engineer's Office
ACSC	Allen County Senior Centers
AEDG	Allen Economic Development Group
AWD	Allen Water District
FSA	Farm Services Administration
JAMPD	Johnny Appleseed Metropolitan Parks District
LACRPC	Lima Allen County Regional Planning Commission
NCOSWD	North Central Ohio Solid Waste District
NRCS	Natural Resources Conservation Service
ODNR	Ohio Department of Natural Resources
ODOD	Ohio Department of Development
ODOT	Ohio Department of Transportation
ORC	Ohio River Coalition
STT	Shawnee Township Trustees
SWCD	Soil and Water Conservation District

Chapter 3: Natural Resources					
#	Recommended Objective	Active Participants	Timeframe		
			1-2 years	3-10 years	11-20 years
Goal A: Maintain a desirable balance between agricultural land use and Township growth. Ensure that the rural character of the Township, particularly in the southwest portion of the Township, is preserved.					
3.A.1	Preserve agriculture as an important economic sector within Shawnee Township. Encourage continued agribusiness, and support measures that assist it in remaining successful: Identify prime agricultural land; Encourage land trusts, conservation easements, and other means; ensure that local zoning is supportive of the continuation of agricultural land use, through designation of agricultural zoning districts; provide information on living in ag areas to new and prospective residents in fringe areas. Large Lot Zoning, with a minimum lot size, is used in rural areas to minimize the detrimental impacts of development by limiting the number of dwelling units that can be developed on a parcel of land.	LACRPC, Township officials, Farm Bureau, SWCD, Ohio Dept. of Agriculture, OSU Extension			
3.A.2	Encourage and direct development to areas that are adjacent to existing utilities with adequate capacity, to minimize the effects of sprawl in encroaching on agricultural land. Use capital improvement planning to provide service to contiguous areas and targeted growth areas.	Township Zoning officials and STT, LACRPC			
3.A.3	Ensure that new development decisions are based on site-specific criteria that incorporate consideration of environmental impacts, effective use of existing infrastructure, and impact on agricultural use of area land. Support agricultural uses and minimization of urban encroachment in Township zoning – consider large lot Agricultural Protection Districts, with ability to regulate land use conversion. Calculate the impact and cost of proposed residential subdivisions on existing infrastructure, determine adequate impact fees for new developers. Promote and continue the County and Township’s use of the Land Evaluation and Site Assessment (LESA) system as a basis for allowing land use change. Support development proposals that are consistent with this Comprehensive Plan, as well as other plans such as the Allen County Sanitary Sewer plan.	LACRPC, County Auditor, OSU Extension, NRCS, SWCD, FSA, Farm Bureau, ACSEO, ACEO, Township Zoning officials and STT			
Goal B: Support development and utility extensions based on site-specific considerations such as proximity to existing infrastructure, environmental factors, and agricultural operations and soil suitability. Manage future growth and development to assure that it is consistent with the natural limitations of the land, the availability and provision of public services in a cost effective manner, and the protection of the Township's rural character.					
3.B.1	Stress good design including efficient, compact development that minimizes parking lots and roadways, to achieve minimal impervious surfaces related to new development and minimum stress on drainage.	Township Trustees and zoning officials; LACRPC, ACEO			
3.B.2	Require floodplain and riparian areas to be protected through good storm water management, stream buffers, and other best management practices of the Soil and Water Conservation District and other entities.	Township officials, ACSEO, SWCD, ORC			
3.B.3	Ensure the community’s awareness of environmentally sensitive areas such as flood plains and wetlands, by controlling development through zoning and other means. Maintain updated flood plain and other maps.	Township zoning officials, LACRPC, SWCD, ORC			
3.B.4	Protect soils from runoff associated with development by coordinating zoning review with county, state, and federal storm water and sediment and erosion control measures.	Township zoning officials, LACRPC, SWCD, NRCS, ACEO, ORC			
3.B.5	Discourage the construction of buildings in hydric soils.	Zoning officials, LACRPC, SWCD			
3.B.6	Consider subdivision proposals that incorporate Planned Unit Developments, where housing units may be more densely sited in return for the designation of open space or “green space”.	Township zoning officials, LACRPC			

3.B.7	Preserve existing scenery and views in areas such as parks and green space by maintaining landscaping at focal points such as gateways and scenic river views.	Civic, garden clubs, STT, Twp and village officials			
3.B.8	Coordinate Township planning to protect natural resources with the long range strategic plan of the Allen Soil and Water Conservation District, the Shawnee Township Storm Water Management Plan, the Ottawa River Watershed, and any other plans that apply.	Township officials, SWCD, LACRPC, ORC			
3.B.9	Encourage infill development where public utilities are already in place or easily accessible.	Twp Zoning officials, LACRPC			
3.B.10	Promote clustering of development where the use and conversion of buildable land is minimized, houses and other buildings are located closer together, and open space can be maximized.	Twp zoning officials, LACRPC			
3.B.11	Implement the recommendations of the March 2003 Stormwater Management Plan for Shawnee Township . The six minimum controls that address the identified water quality pollutants include: Public Education and Outreach; Public Participation and Involvement; Illicit Discharge Detection and Elimination; Construction Site Runoff Control; Post-Construction Storm Water Management in New Development and Redevelopment; and Pollution Prevention and Good Housekeeping for Municipal Operations (also 9.E.3).	Township officials, LACRPC, ACSEO, ACEO, ORC			
Goal C: Address the problems and challenges associated with the Ottawa River: Take an aggressive role in the improvement and protection of the Ottawa River and its clean-up. Study the viability of the Ottawa River without any chemical or refinery spills. Protect critical stream corridor areas, and consider all waterway functions, including watershed drainage, floodwater storage, filtration of pollutants from surface and ground water, wildlife habitats, and scenic and recreational resources.					
3.C.1	Support cleaning the Ottawa River to maximize its drainage to the area, balancing such efforts with the need to maintain a slow stream flow, minimize the potential for downstream damage, and protect eco- systems.	LACRPC, ACEO, SWCD, ORC, Township officials			
3.C.2	Continue to explore the benefits of alternative methods of storm water management for the Shawnee Township area and other areas within the Ottawa River watershed.	ACSEO, LACRPC, Township officials			
3.C.3	Support efforts to improve the water quality of the Ottawa River and its tributaries through education and financial support for best management practices. Pay special attention to nutrients, ammonia, flow alterations, habitat issues, chlorine, metals, oil and grease, and siltation. Update the Township zoning code as feasible to provide protection of riparian corridors from development that could compromise water quality.	ORC, SWCD, ACSEO, Township zoning officials			
3.C.4	Support the media campaign devoted to water quality and improvements to the Ottawa River, including the new website, www.thisismyriver.org . Coordinate any such Township-level efforts with those of the Ottawa River Watershed Coalition and its member organizations.	ORC, Township officials, interested citizens			
Goal D: Enhance the visibility of the Township's parks and river and grow the natural environment whenever possible and feasible. Improve access to these areas by car, as well as by bicyclists and pedestrians.					
3.D.1	Consider all functions of such waterways when updating site review standards and in reviewing site plans: drainage, floodwater storage, filtration of pollutants, wildlife habitats, and scenic and recreational resources.	Township officials, zoning officials, LACRPC			
3.D.2	Continue to coordinate with the Park District to bring programs and improvements to Heritage Park, the River Walk, and any emerging opportunity to expand parks, public greenways, and trails.	Park District, Township officials			
Goal E: Explore alternatives to provide a viable recycling program for Shawnee Township residents and businesses, and put a program in place.					
3.E.1	Provide/maintain a collection point for household recyclables, installing one or more containers in a central and accessible location. Support retaining the Shawnee Schools as an active participant.	Township officials, solid waste industry officials, Shawnee Schools, ODNR, NCOSWD, interested citizens			
3.E.2	Research and identify markets or buyers for the collected recyclables; minimize Township involvement. A waste management company may be the most effective method to manage a recycling program.				

3.E.3	Research grants and funding sources to help fund the recycling effort, needed equipment, and an educational and outreach component. Discuss this project with the solid waste management district.				
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Chapter 4: Economic Development

#	Recommended Objective	Active Participants	Timeframe 1-2 3-10 11-20 years		
Goal A: Take actions to expand and diversify the Township’s tax base, with increased land available for development reflecting a mix of uses including residential, as well as existing and newly attracted businesses.					
4.A.1	Plan for the accommodation of a variety of new businesses, as the economy becomes more diversified and service businesses become more prominent.	AEDG, Chamber, LACRPC, STT			
4.A.2	Co-locate residential, retail, finance, personal and business service, entertainment and restaurants, and governmental services to create a vibrant community center. Ensure that Township zoning can allow for such mixed uses, rather than the segregation of uses.	LACRPC, STT, Zoning Commission			
4.A.3	Support mixed use development areas with proper roadway designs accommodating pedestrians and bicycles as well as vehicles. Development should be limited to serve residents in the immediate area.	ACEO, LACRPC, STT, Roads Supervisor, Zoning Commission			
4.A.4	Encourage such mixed use planned unit developments in cases where they conform to local requirements and are compatible with this comprehensive plan.				
Goal B: Provide and promote additional capacity for expansion to meet the growing needs of the community, possibly accommodating a new grocery, hotel, franchise opportunities, and meeting facilities.					
4.B.1	Work with the Allen Economic Development Group, Lima/Allen Chamber of Commerce, developers, and Realtors to catalog and market available industrial and commercial buildings and sites in the Township. Identify existing utility service and capacity (water, sanitary sewer, energy) by site.	AEDG, Chamber of Commerce, STT, Visitors Bureau			
4.B.2	Make economic development officials, Realtors’ Ass’n., and others in the community aware of targeting specific businesses, such as a grocery store or hotel, and help recruit such specific businesses as opportunities arise.	AEDG, Chamber, STT, Realtor’s Ass’n.			
4.B.3	Analyze and identify specific business clusters that would be best matched with the Township’s identified assets. Consider alternative energy providers as one potential sector.	AEDG, STT			
Goal C: Ensure that traffic problems in commercial areas are overcome through planning for optimal economic development:					
<ul style="list-style-type: none"> a. Reconstruction of the bridge and intersection (Shawnee Road; Intersection with Fort Amanda Road) will address significant current problems. b. Address access management along business corridors (Shawnee Rd.) by limited access/egress points, use of access roads, and other means. c. Plan transportation access to accommodate new residential developments, such as between Fort Amanda and Zurmehly Roads. 					
Goal D: With improved Shawnee Road access, grow the selection of shopping and commercial opportunities, and add office parks. Recent growth along the Shawnee Road corridor has seen the development of mixed uses ranging from commercial and restaurant business to professional and medical office developments. This goal would involve the County Engineer and, in some cases, ODOT; and also the Township Trustees and Road Supervisor, as well as LACRPC, AEDG, and the Chamber.					
4.CD.1	Ensure that roadway and infrastructure improvements are designed to accommodate projected business-generated traffic and demands.	ACEO, LACRPC, Township officials, developers			
4.CD.2	Integrate pedestrian accommodation with site planning along the corridor.				
4.CD.3	Plan integrated activities within this corridor to develop it as a focal point of activity within the Township.	Twp. Officials, LACRPC, zoning officials, developers			

4.CD.4	Encourage development that takes a nodal spatial pattern, with a central focal point, rather than linear strip development.	Twp. Officials, LACRPC, zoning officials, developers			
Goal E: Do whatever is necessary to facilitate significant local investments, such as the planned Husky expansion.					
4.E.1	Maintain lines of communication between Township officials and county and regional economic development officials.	AEDG, ODO, Chamber, E.D. Ass'ns, STT			
4.E.2	Assist AEDG with "retention and expansion" visits to the Township's major employers.	AEDG, Chamber, STT, employers			
4.E.3	Identify and facilitate infrastructure and corridor roadway development and improvements that will support industrial development, and help overcome future infrastructure and roadway capacity constraints.	AEDG, LACRPC, ACEO, Allen Co. Commissioners, ODOT, ODO			
4.E.4	Accommodate business needs for high capacity broadband communication and wireless telecommunications	AEDG, STT, telecommunications			
4.E.5	Consider improving/expanding strategic and requested truck routes that can withstand the weight requirements of freight-carrying trucks within the Township. Maximize safety and minimize congestion along appointed truck routes see Chapter 6, "Transportation"	AEDG, LACRPC, ACEO, Allen Co. Commissioners, ODOT, ODO;			
4.E.6	Appeal to local entrepreneurs as an ideal location for investment in their new business start-ups. Incorporate Apollo Career Center in training employees, and related services such as the Small Business Development Center and the availability of Chamber of Commerce activities and programming.	Chamber, AEDG, Apollo Career Center, Shawnee Schools, SBDC			
4.E.7	Incorporate workforce development into any incentive package, including Apollo Career Center and other successful workforce development or training/retraining programs offered within Allen County.	AEDG, Apollo, other workforce service providers, ACDJFS/Job Store			
Goal F: Ensure the Township is appealing to existing and prospective businesses to develop in the area.					
4.F.1	Identify and publicize available economic development incentives that can decrease the cost of developing an economic development project in Shawnee Township.	AEDG, Chamber, STT			
4.F.2	Pursue additional incentive programs, such as the Community Reinvestment Area program and the creation of a Joint Economic Development District, to maximize the attractiveness of the Township to potential desired economic activity. Include a cost/benefit analysis of the use of such incentives.	AEDG, State Governor's Rep., ODO, STT			
4.F.3	Maintain and expand amenities that provide an attractive quality of life for Township residents, employees, and employers: park system, possible community center, and the recruitment of a hotel and restaurants.	AEDG, Chamber, Visitors' Bureau, ODO, STT			
4.F.4	Improve the image of the Shawnee Township area as a potential business location, including signage, landscaping, and other visual improvements at key gateways, such as Breese Road and I-75.	ODOT, ACEO, STT, LACRPC, Ft. Shawnee			
4.F.5	Continue to maintain a licensing/permitting approval process that serves all necessary public functions of safety and aesthetics, but which is also efficient, time-saving, and business friendly.	LACRPC, STT and officials			
Goal G: Encourage and support the rehabilitation and reuse of vacant industrial and commercial structures and properties.					
4.G.1	Maintain data base of industrial and commercial properties, ensure they are accurately represented, updated to reflect currently available properties, and marketed regionally and statewide through established networks.	AEDG, ODO, STT			
4.G.2	Support infill development and the identification, mediation, and development of Brownfield sites with development potential. Where a Brownfield is identified, obtain resources to identify and correct any environmental obstacle to development.	AEDG, LACRPC, State and Federal agencies as required, STT			

4.G.3	Encourage the redevelopment and adaptive reuse of the several vacant retail properties in the Township, including the former supermarket at the Shawnee/Fort Amanda intersection.	AEDG, Chamber, STT			
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Chapter 5: Housing

#	Recommended Objective	Active Participants	Timeframe		
			1-2 years	3-10 years	11-20 years
Goal A: Protect and preserve the established and desired residential character through zoning enforcement, and with inspections and rehabilitation of multi-family housing, where necessary.					
5.A.1	Encourage procedures that reinforce housing quality and market demand. Consider accessibility standards for new developments, as well as adoption of standardized residential building codes, landlord training, and occupancy permits.	LACRPC and other County offices, STT and Zoning officials			
5.A.2	Identify areas and properties where housing conditions or values are declining or unstable and develop an appropriate response to improve the environment. Identify and inventory existing code violations and safety concerns.	County officials, LACRPC, ACHD, STT			
5.A.3	Promote and encourage traditional neighborhood developments (“new urbanism”) designed on a walkable scale, with a discernable community center or core area, and a mix of residential and non-residential land uses. Plan compact housing for seniors, singles, and others for which it is especially suited, but larger lot housing should also be made available, closer to the edge of the developed portion of the Township.	LACRPC, STT and Zoning officials, developers			
5.A.4	Encourage the redevelopment, renovation, or adaptive reuse of existing structures to bring alternative housing options to the Township’s residents.	Twp. officials, LACRPC, property owners and Realtors			
5.A.5	Enhance the appeal of Shawnee Township’s housing and neighborhoods by encouraging and supporting neighborhood programs, events, and projects that foster neighborhood pride, including clean-up days, planting and landscaping programs and projects, festivals and block parties, and holiday-related programs.	STT and other officials, neighborhood association leadership			
5.A.6	Encourage the historic preservation of the Township’s older, more historic housing stock and facilities.	STT and Zoning officials, preservation orgs.			
Goal B: Maintain a balance of housing options to meet the needs of all residents.					
5.B.1	Ensure that zoning and subdivision regulations do not discourage or impede the development of affordable housing. For example, impediments which artificially increase housing costs without improving public health, safety, or welfare should be disallowed.	LACRPC, STT and Zoning officials			
5.B.2	Encourage efforts to increase new homeownership, when financially prudent, through down payment assistance and housing counseling programs. Support efforts undertaken through the County’s Comprehensive Housing Improvement Strategy and finance programs.	Allen Co. Commissioners, housing officials, Community Action, local lenders, LACRPC			
5.B.3	Facilitate the development of housing for special needs groups within the Township. This may include elderly-assisted housing, discussed elsewhere in this section, physically disabled residents, and independent living options for mentally disabled residents (See Goal F, below).	County and Twp officials, MRDD, senior groups, developers, local agencies			
Goal C: Ensure that housing growth is slowed and controlled to a manageable pace.					
5.C.1	Protect prime farmland (agricultural district zoning, Agricultural Protection Districts, large lot ag protection zoning); educate property owners about funding and options to promote farmland preservation; minimize encroachment by encouraging development in areas contiguous to existing public utilities and developments; and consider implementing a Land Evaluation and Site Assessment (LESA) system. (see Goal 3.A)	LACRPC, STT and Zoning officials			

Goal D: Call for the development of housing that is well planned, organized, and within the constraints of available or planned water, sewer, and roadway infrastructure.				
5.D.1	Encourage housing development that is adjacent to existing utility lines (water and sewer) and that do not require significant extension of distribution lines (also included in Goal C recommendations).	LACRPC, Township officials, utility providers		
5.D.2	Monitor the Township’s plan review, permitting, and inspection processes for efficiency, while making sure they address the critical issues of site development and compatibility with adjoining land uses.	LACRPC, Township officials		
Goal E: Maintain and update, when necessary, the Township’s zoning code, as a tool that can guide development.				
5.E.1	Conduct a periodic review of the Township’s zoning code.	Twp Zoning officials, LACRPC		
5.E.2	Review the zoning code for compatibility with this comprehensive plan.			
Goal F: Encourage housing development that meets the needs of elderly and disabled residents, allowing them to “age in place”, including exclusively senior housing developments with related amenities. Also, encourage the location of such developments in areas (such as near schools) that promote intergenerational integration.				
5.F.1	Consider accessibility standards for new development, as noted above under Goal A, to encourage smaller floor plans and single level housing.	LACRPC, Twp Trustees and officials, developers, senior advocacy groups		
5.F.2	Encourage accessible independent living condominiums, assisted living housing development, continuing care facilities, housing units built at a higher density of two to four units per acre, and multi-unit subsidized senior housing. Provide information on area demographics and market, advocacy for housing developments, and support for proposals requesting senior housing funds or tax credits.	STT, LACRPC, ACSC, ACCoA, developers		
5.F.3	Facilitate services to promote seniors’ independence, including (but not limited to) home delivered meals, senior center activities with socialization and activity choices, and public transportation for the elderly.	ACSC, ACCoA,, ACRTA, County and Twp. officials		
5.F.4	Make information available to elderly and disabled households on programs and resources that can assist them in maintaining and adapting their homes to remain independent.	Twp officials, ACSC, ACCoA, disabled agencies		
Goal G: Encourage the development of nearby amenities and mixed but compatible land uses through Planned Unit Developments and other means.				
5.G.1	Allow higher and mixed densities in housing, to accommodate varied demands and needs. Encourage clustered residential development with or dependent upon open or green space offsets.	LACRPC, STT and Zoning officials		
5.G.2	Promote mixed use Planned Unit Developments (PUD’s) when supported by market studies and demand. The zoning code should be reviewed to ensure that the design and development of PUD’s is not inhibited.	LACRPC, STT, and Zoning officials		

Chapter 6: Transportation				
#	Recommended Objective	Active Participants	Timeframe	
			1-2 years	3-10 years
Goal A: Expand roadways to provide adequate access to I-75 to and from Shawnee Township, including better access for agriculturally related traffic.				
6.A.1	During the planning of the modified Breese Road/I-75 interchange, include a discussion of developing a suitable truck route from I-75 at Breese Road to the west. (linked to 4.E.5)	ACEO, STT and Road Sup’t., Fort Shawnee, LACRPC		
6.A.2	Work with the Village of Fort Shawnee to determine the feasibility of allowing truck traffic on Breese Road to the west. Work with the Village to determine the cost, feasibility, and potential funding sources for any required upgrades.	ACEO, STT and Road Sup’t., Fort Shawnee Village, LACRPC		
6.A.3	If the Village is resistant to an upgrade of Breese Road, consider other relatively direct routes as an alternative.			
6.A.4	Improve the gateways to the Shawnee Township/Fort Shawnee area, and entering the Township from Lima on Shawnee/Spencerville Road and Fort Amanda/Collett Road. Assist in creating a sense of place and a “brand” for the area.	STT, ACEO		

Goal B: Facilitate the efficient movement of people and goods.				
6.B.1	Continue to identify and document unsatisfactory levels of service (LOS) on area roadways based on established volume to capacity ratios.	ACEO, ODOT; LACRPC; Twp Road Superintendent and Trustees; Zoning Commission		
6.B.2	Develop warranted improvements and seek necessary funding to correct LOS deficiencies including geometric deficiencies.			
6.B.3	Continue to identify and document unsatisfactory levels of service (LOS) at roadway intersections based on established measures of delay.			
6.B.4	Develop warranted improvements and seek necessary funding to improve LOS including capacity and deficient roadway geometrics.			
6.B.5	Better coordinate transportation, land use, and urban development.			
Goal C: Ensure that all transportation and traffic planning and project implementation takes into account the safety of motorists, pedestrians, and bicyclists.				
6.C.1	Continue the practice of systematically identifying crash locations based on frequency, severity, and rates.	LARPC; ACEO; ODOT; Township Police and Fire Department officials,		
6.C.2	Complete detailed analysis of locations, develop warranted improvements, and seek necessary funding to correct safety deficiencies			
6.C.3	Include safety as a primary consideration in the planning of the Breese Road corridor and the Breese/Fort Amanda intersection.	Township Road Superintendent, and STT		
6.C.4	Enforce traffic laws to curb at-risk behaviors, with the Township Police Department concentrating on known frequent crash locations.	Twp Police; Allen Co. Sheriff's Office; Highway Patrol; LACRPC; STT; Shawnee Schools		
6.C.5	Promote safe driving behavior through public education and awareness.			
Goal D: Promote multimodal circulation by creating an efficient road network, alleviating traffic congestion through a network of interconnected roads, pedestrian paths, and bicycle paths.				
6.D.1	Work with the Johnny Appleseed Metropolitan Park District, County Engineer, Rails-to-Trails organizations, and interested citizens to promote and expand the system of pedestrian and bicycle paths within the Twp.	ACEO; LACRPC, STT and Road Superintendent; developers; JAMPD; rails to trails organizations; property owners including the Railroad; and interested citizens		
6.D.2	Consider, develop, and enforce sidewalk requirements for new developments, and incorporate easements for connecting pathways into new subdivision and development plans.			
6.D.3	Develop an overall concept plan for bicycle/pedestrian pathways and sidewalks throughout the developed portion of the Township. (This has been initiated; see map 6.7)			
6.D.4	Seek funding from ODOT, ODNR, Johnny Appleseed Metropolitan Park District, and other sources for new pathway acquisition, construction, and maintenance within the Township.			
6.D.5	Work with rails-to-trails advocates to promote the development of a trail along the R.J. Corman (Conrail) right-of-way – to connect Lima and the Rotary trail to the Miami Erie Canal trail.			
Goal E: Upgrade Shawnee Road access and traffic flow, particularly at the Fort Amanda Road intersection.				
6.E.1	Maximize public and local official input in the Shawnee Road Corridor project planning process, and any future transportation improvement projects within the Township.	ACEO, ODOT, LACRPC, STT and Road Sup't, local businesses, other interested parties including residents		
6.E.2	Apply principles of access management to improve traffic flow along the Breese and Shawnee Road corridors and at the intersection of Shawnee Road with Fort Amanda Road. (See the summary of access management presented on page 6-21).			
6.E.3	Carefully coordinate the site planning of each new business, institution, or other development within the Breese Road corridor with overall access management planning.	Twp officials, developers, LACRPC, ACEO		
6.E.4	Consider the eventual development of a more comprehensive corridor plan for the Shawnee Road corridor, possibly including Shawnee from Breese Road, to the south, to Adgate Rd., to the north.	ACEO,, ODOT, LACRPC, Twp. Officials		
6.E.5	Encourage consideration of the reclassification of Breese and McClain Roads as Category III roadways for purposes of analysis as to access management improvements	ACEO, ODOT, LACRPC, Twp officials		

Goal F: Improve access to downtown Lima from the Township, including improvement to the railroad overpass over Collett Street.					
6.F.1	Study traffic flow and document any findings regarding any unsatisfactory Level of Service at the entrance to Lima, and specifically due to the railroad overpass.	ACEO, LACRPC, STT, Railroad officials			
6.F.2	Similarly, study and document the crash statistics in and near the site of the overpass.				
6.F.3	Advocate reconstruction of the overpass to accommodate two-way traffic and eliminate safety concerns				
Goal G: Develop and improve roadways with affordability of continued maintenance of high quality pavement in mind.					
6.G.1	Follow a pavement management system: Inventory existing roadway pavement conditions and prioritize necessary maintenance and rehabilitative actions based on established threshold levels and priorities.	ACEO; ODOT; LACRPC; Township Road Sup't and STT			
6.G.2	Seek and develop necessary funding to sustain satisfactory roadway maintenance. Identify total funding needs for warranted roadway improvements, transportation enhancements, maintenance or replacement of equipment, and personnel costs; identify funding streams; work to finance needed improvements.				
6.G.3	Monitor and identify deficient roadway conditions and correct them as Township staffing and equipment will allow. Maintain a prioritized list of transportation improvement projects.				
Goal H: Consider the land use and developmental implications of any transportation improvement.					
6.H.1	Promote transportation related infrastructure improvements which will minimize adverse land use effects on adjacent properties. Develop transportation infrastructure improvements and services within and to new development areas where warranted: Require Traffic Impact Studies or new development to ensure compatibility and sustainability; support alternative modes of transportation wherever feasible (including bicycle/walking pathways).	ACEO ODOT, LACRPC, Township Road Superintendent, STT			
Goal I: Plan and implement all improvements in cooperation with the Allen County Engineer, Ohio Department of Transportation, and adjacent jurisdictions.					
6.I.1	Continue to coordinate Township transportation planning with State, County, and Township officials to ensure that planning and priority projects are coordinated, designed, and implemented with the full knowledge, input, and support of leadership at all levels. Gain support of all officials. Conduct forums or meetings on a regular basis where representatives from all named coordinating entities are present. When appropriate, include representatives from adjacent jurisdictions (Townships, Village of Fort Shawnee, City of Lima) in discussions and meetings.	ODOT, ACEO, LACRPC, County Commissioners, City of Lima, Village of Fort Shawnee, adj. Twp Trustees, STT, Road Sup't, and Police Dept.			
6.I.2	Provide information to the residents, businesses, and other interested parties in the Township regarding transportation plans and projects either underway or in the planning stages. Use available media, including press releases to local newspapers, radio, and television, the Township web site, community meetings as appropriate and other means	Twp. Officials, ACEO, LACRPC.			

Chapter 7: Public Services and Facilities				
#	Recommended Objective	Active Participants	Timeframe	
			1-2 Years	3-10 Years
A. Plan for and provide new facilities to serve planned growth and improve efficiency of service. Consider an annex building for the Fire Department if deemed necessary and affordable to build, staff, and operate.				
7.A.1	Analyze the need for new facilities based on Township growth and national measures of service effectiveness, including staffing ratios and response times.	Fire Chief and key staff, Trustees, outside resources, Village officials (Ft. Shawnee),		

7.A.2	When a new facility or capital improvement is determined to be necessary, include it in capital improvements planning, and ascertain how revenues or a finance plan will be sufficient.	consultant, Blue Ribbon Committee members			
7.A.3	If the Township determines that a new fire station is necessary, take steps to study the need, benefits, and cost of constructing and equipping the new facility, as well as additional ongoing operational costs of maintaining and staffing the facility. Assign a committee to review and study alternatives. Include a thorough discussion of needs, costs and benefits of alternatives, budgets for construction and equipment and for annual operations and staffing, and alternative locations.				
B. Consider the provision of public transportation from a central Township location into the City of Lima.					
7.B.1	Monitor or survey Township demand for public transportation from the Allen County Regional Transit Authority.	STT, ACRTA, LACRPC			
7.B.2	If documented demand warrants it over time, discuss potential services and revenues from transit service.				
C. Provide for the service providers themselves to be key decision makers in planning any upgrading or development of services or facilities.					
7.C.1	Include officials from the affected Department in any decision-making process. For example, should the Township pursue planning for a new second fire station as outlined in objective 7.A.3 above, include the Fire Chief or his appointee in the blue ribbon committee.	Township department heads and key staff			
7.C.2	Encourage Township staff to serve on Township, County, and regional level committees and associations that are relevant to their department and to the Township's development and well-being.	Key Township staff			
D. Maintain and upgrade the existing outstanding Township emergency service facilities including Police, Fire, and Emergency Medical Services; upgrade those facilities found to be aging or obsolete.					
7.D.1	Periodically review adequacy of current facilities, measure against national standards, and plan improvements when deemed necessary do deliver services adequately.	Township public safety officials, STT			
7.D.2	When improvements to facilities are determined to be necessary, include them in Capital Improvements Planning for the Township.	Dept. heads, Twp. clerk and financial officials, STT			
E. Construct or enlarge community facilities in an appropriate manner, in the best interest of identified community goals. Maintain and upgrade existing community facilities, where it is deemed necessary, and provide new facilities to serve anticipated population, employment, and economic growth.					
7.E.1	Incorporate needed facility improvements within capital improvements planning.	Township financial officials, Trustees, affected department heads, outside architect/engineer, LACRPC			
7.E.2	Ensure that maintenance costs for new facilities are sufficiently covered within annual budgets.				
7.E.3	Coordinate facilities planning with the latest available projections for growth within the Township, including those incorporated within this Plan.				
F. Develop facilities that represent a Township that is welcoming and attractive to visitors and residents, including a new entrance from I-75 to the area.					
7.F.1	Support and encourage <i>gateway planning</i> included elsewhere within this Plan. (see 6.A.4)	Twp and Ft Shawnee, ODOT, ACEO, STT, citizen committee, LACRPC, Zoning Inspector			
7.F.2	Support and encourage <i>corridor development</i> , particularly along Breese Road and Shawnee Road, as well as along State Route 117 (Spencerville Road), that includes architectural, signage, landscaping, and other requirements that will enhance the attractiveness, uniformity, and place identification of Shawnee Township's most well-traveled routes.				
G. Continue the educational programs in the Shawnee Schools to maintain the District as one of the best in Ohio. Maintain the integrity and quality of the Shawnee School system by maintaining its integrity with fiscal responsibility, high standards, and keeping quality teachers. Upgrade existing schools and plan for new school facilities to accommodate projected enrollment growth, curriculum changes, new programs, and technological advances.					
7.G.1	Support School District plans and efforts to upgrade physical plant, buildings, equipment, and curriculum, and to maintain quality faculty.	School district officials, STT			

7.G.2	Support District planning to upgrade available technology, including computer accessibility for students.			
7.G.3	Coordinate roadway and other planning with the safety and transportation needs of the School District. Maintain safe roads and, where appropriate, pedestrian and bicycle access, to the District’s four schools.	Twp Roads Dept., School district officials, ACEZO as needed		
7.G.4	Support initiatives that encourage community participation in school events and other programs and projects that utilize school resources for community activities.	School District officials, STT, civic and community orgs. that plan community activities/events		
7.G.5	Support any future efforts to develop new or upgraded school facilities, including planning for fiscally responsible revenue sources.	STT, School officials, community leaders		
H. Accommodate any planned expansion of the Apollo Career Center facility to provide more options for local students and adults; consider the possibility to tie Apollo to the Lima branch of The Ohio State University or Ohio Northern University programs.				
7.H.1	Support initiatives by Apollo to upgrade their campus, expand their buildings, acquire new equipment and technology, maintain an effective and quality faculty, and add new curricula and programs.	STT and other officials, Apollo leadership		
7.H.2	Coordinate roadway, safety force, and other Township planning with the safety and transportation needs of the Apollo Career Center. Maintain safe and efficient vehicular access and egress at the campus.	STT, Twp. Roads Dept., Apollo officials, ACEO		
7.H.3	Support partnerships between Apollo Career Center and area industries and employers (who provide recommendations regarding current and emerging workforce training needs, and current and updated equipment and technology for training purposes).	Apollo officials, industrial sector leadership, key employers, STT		
7.H.4	Support continued and expanded partnerships between Apollo and area colleges and universities, to provide a diverse and seamless mix of educational choices and curricula.	Apollo officials, leadership from other area universities/colleges, Twp. officials		
I. Promote densities and land uses that provide an adequate tax base to support the growing needs for area schools.				
7.I.1	Promote, encourage, and facilitate new industrial and commercial activity within the Township and the Shawnee Local Schools district that will benefit school revenues through real property taxes.	Twp. officials, AEDG, Chamber, LACRPC, developers and contractors		
7.I.2	Facilitate the planning and construction of new residential developments that are of sufficient quality of construction to retain or appreciate their value, to ensure a secure residential tax base for local educational systems that rely on real property tax for much of their revenue.	Twp. Zoning Inspector and Zoning Board, LACRPC, STT, ACEO		
J. Maintain a high quality education, public resources, and expanded infrastructure to maintain the already high quality of life. Continue to provide the quality of life that Shawnee Township residents have come to expect by offering public facilities and services to meet current and future demands.				
7.J.1	Continue to emphasize the benefit to the Township and its residents of maintaining an appropriate standard of quality in the development of new physical facilities and infrastructure.	LACRPC, Township Zoning Inspector and Zoning Board		
7.J.2	Advocate for building standards and land use regulations that enforce those standards of quality that reflect the interests and preferences of the community and its residents.	LACRPC, Township Zoning Inspector and Zoning Board		
K. Encourage development design elements (building facades, setbacks and landscaping, signage, and other elements) that present Shawnee Township as distinctively attractive				
7.K.1	Determine the level of community interest in more restrictive design elements, in order to bring uniformity and a consistent and positive image to the Township in its most publically visible areas.	LACRPC, Township Zoning Inspector and Zoning Board		
7.K.2	Obtain sample guidelines from other communities in which local officials have a positive interest.			
7.K.3	Develop draft guidelines for local discussion. Incorporate elements of sample guidelines that appear to have a consensus of approval among zoning board members and other officials. Consider allowing the	LACRPC, Township Zoning Inspector and Zoning Board, STT		

	grandfathering of existing physical elements, while applying the new guidelines to proposals for new buildings, landscaping, surface treatments, and signage.			
L. Provide adequate space and facilities for neighborhood level and community-level recreational needs of current and future Shawnee Township residents.				
7.L.1	Promote the maintenance and further development of Heritage Park to meet the needs and desires of Township residents and others who utilize the facility.	JAMPD, Township officials		
7.L.2	Promote Planned Unit Development zoning to allow developers to build neighborhood-level parks or open and green space into their plans for new residential areas.	Twp Zoning Inspector/ board, STT, LACRPC		
M. Encourage and promote burying of utility wires (power, cable, telephone) wherever feasible.				
7.M.1	Work with the utility companies serving the area to advocate the planning of buried electric, cable television, and telecommunications wires in new subdivisions.	Twp. Officials, utility companies and agencies		
7.M.2	Work with utility companies to determine the feasibility of burying utility wires in areas where current overhead wires present a visually distasteful image.	Twp. Officials, utility companies and agencies		
N. Consider the consolidation of Shawnee Township with Fort Shawnee Village to create a single governmental entity, while being sensitive to issues of annexation and being mindful of the best interest of the Township. Explore the relative benefits and costs of such consolidation. Consider how high quality services would be maintained for all in the event of consolidation of Shawnee Township with Fort Shawnee.				
7.N.1	Determine the level of interest in and explore the potential of a merger of the jurisdictions of Shawnee Township and Fort Shawnee, including a detailed analysis of benefits, costs, manpower implications, tax revenue implications, costs of extending unduplicated services, and effect of merger on physical facilities.	Township and Village officials, legal counsel, residents and stakeholders		
7.N.2	Consider a joint meeting of Township and Village officials to ascertain preliminary interest in a merger. If grassroots support appears sufficient, conduct a preliminary study of the impact of consolidation on finances, human resources, public services including public safety, street and road maintenance, zoning and land use controls, utilities, and public facilities in the Village and Township. Include sufficient cost/benefit analysis to be able to assess the fiscal viability of consolidation, and its impact on residents.	Township and Village officials, legal counsel, residents and stakeholders		
7.N.3	Should mutual interest be sufficient to warrant it, consider following the procedures outlined in ORC 709.44, beginning with a petition process and the establishment of a committee to further explore the merger and to develop a statement of conditions for the merger.	Township and Village officials, legal counsel, residents and stakeholders		
O. Ensure that all commissions, committees, and task forces meet their goals to improve the Township and better serve residents.				
7.O.1	Promote volunteerism among residents and Township stakeholders to serve on committees.	Township officials, community organizations and service clubs, institutions, and informal social networks		
7.O.2	Provide oversight and support to these groups, including background information and other resources, as necessary to enable them to effectively perform their duties and meet their goals and objectives with as complete knowledge of the pertinent issues as possible.			
P. Establish and maintain partnerships with neighboring governments and other entities. Township officials should always be receptive to the community with a transparent and open door policy. The community must remain the top priority with the best service.				
7.P.1	Participate in County-level and regional organizations and forums to maintain communication and exchange information with adjacent jurisdictions.	LARPC, AEDG, County offices		
7.P.2	Maintain working relationships with abutting Townships, the City of Lima, and the Villages of Fort Shawnee and Cridersville. Within this relationship, consider such items as mutual aid agreements, and compatible zoning districts along adjacent areas.	Neighboring jurisdictions		

Chapter 8: Infrastructure						
#	Recommended Objective	Active Participants	Timeframe			
			1-2 Years	3-10 Years	11-20 Years	
Goal A: Maintain and upgrade the Township’s existing utility infrastructure, including public water, wastewater treatment, sanitary sewers, and storm water management.						
8.A.1	Communicate to residents the status of the Township’s infrastructure, including age and condition of water distribution systems, sanitary sewer systems, and storm sewage provisions.	LACRPC, ACSEO, ACEO, SWCD, water utilities, STT				
8.A.2	Ensure that all utility and service providers are in close contact with Township officials regarding their growth plans, upgrading of physical plant and distribution facilities, maintenance of existing facilities, and new construction.	Utility and service providers; Township officials				
Goal B: Plan and implement new utility infrastructure to replace aging and obsolete systems that serve redevelopment areas.						
8.B.1	Utility providers should make local officials aware of priority replacement and rehabilitation projects, as well as planned new construction	ACSEO, Lima utilities, AWD, ACEO, SWCD				
8.B.2	Coordinate planned construction on public rights-of-way with traffic patterns and needs.	Utility providers, ACEO				
8.B.3	Coordinate planned extensions of utilities with the growth planning incorporated in this Comprehensive Plan, and with the Township zoning resolution, to provide for consistency with long-range planning	STT, Twp. Zoning officials, LACRPC, utilities				
8.B.4	Incorporate redevelopment, replacement, and rehabilitation projects within capital improvement planning	Utilities, Township officials				
Goal C: Plan for expansion of utility distribution to planned growth areas; Encourage development and infill in areas already contiguous to existing utilities.						
8.C.1	Use this Comprehensive Plan to guide development decisions and the extension of utilities as well as the promotion of the public’s health, safety and welfare. Educate the public and Township officials on findings and recommendations of the Plan. Amend the plan as conditions change. Review zoning resolution over time to reflect shared community standards. Plan infrastructure with sufficient design capacity to serve immediate areas under development as well as the projected land uses for adjacent planned growth areas.	LACRPC, Township Zoning Commission, STT, developers, utility providers				
8.C.2	Coordinate land use changes with available municipal services; ensure concurrency of land uses with the infrastructure necessary to support those uses. Establish the existing capacity of all municipal water and sanitary sewer services. Recognize feasible limits for municipal services and develop a utility service district.	ACSEO, LACRPC, AWD, Lima Utilities Dept., STT				
Goal D: Consider creating an independent entity to exclusively address water distribution in the Township.						
8.D.1	Analyze the effectiveness of the provision of water throughout the Township by two separate entities, and identify any shortcomings, such as inability to deliver adequate water to any portion of the Township	Township officials, County officials				
8.D.2	Determine whether the potential advantages of a combined provider would outweigh the benefits of continuing under the present arrangements.	Township officials, County officials				
Goal E: Ensure utility improvements and services are cost effective and affordable.						
8.E.1	Support the co-location of municipal water and sanitary sewer services.	ACSEO, AWD, Lima Utilities Dept, STT				
8.E.2	Eliminate unplanned and/or unnecessary costs of infrastructure extensions or upgrades.					
8.E.3	Maximize the cost-effectiveness of delivering utility services through careful study of benefits, costs, and alternatives.					
8.E.4	Consider the use of impact fees to provide a source of infrastructure project funding from those developers and property owners who most directly benefit from the development of the infrastructure	Twp. officials, legal counsel, LACRPC, developers				
Goal F: Ensure that utility improvements and services are safe and cause minimal aesthetic impacts on surrounding and nearby properties.						

8.F.1	Wherever possible, encourage burial of electric, telephone, and cable wires in residential areas, and in other areas where feasible.	Township Zoning officials, developers, utilities			
8.F.2	Monitor and, where applicable, guide the development of new cellular telephone and communications towers within the Township. Work to minimize their visual impact and safety concerns	Utilities, Township and County officials			
8.F.3	Consider developing a section in the Zoning Resolution addressing and controlling wind turbines, for private commercial/industrial and residential use. Include consideration of adequate fall zones, plans for maintenance and eventual decommissioning/ demolition of the turbine, noise, and structural integrity.	LACRPC, Township Zoning officials, Township Trustees			

Chapter 9: Current and Future Land Use

#	Recommended Objective	Active Participants	Timeframe		
			1-2 Years	3-10 Years	11-20 Years
Goal A: Provide for the development and re-development of land within the Township in a manner that respects, preserves, and enhances the unique residential character of the Township’s neighborhoods.					
9.A.1	Encourage creative site design and flexible zoning standards to accommodate housing that blends into the character of the surrounding landscape. Be open to and consider the acceptance of cluster developments and Planned Unit Developments within the Township. Cluster Development is the grouping of houses in a more concentrated manner than local zoning ordinances typically require, to protect sensitive, scenic, and agricultural or other resources. This technique strikes a balance between land preservation and growth. The Planned Unit Development (PUD) is similar to cluster development, and it can allow commercial units and mixed land uses, such as convenience stores or office space, along with residential units.	Township Zoning officials, STT, LACRPC, developers			
9.A.2	Work with developers to encourage neighborhood owned mini parks and green space in new residential neighborhoods. These facilities should be located in condominium complexes, apartment complexes, senior communities and similarly high density communities.	Township Zoning officials, STT, LACRPC			
9.A.3	Consider extending the provisions for maintaining residential property throughout the Township by adopting a property maintenance code, with zoning provisions that address property maintenance to the extent such provisions are allowed. Seek to strike a balance between the public good, including preservation of property values, and property rights.	STT, Zoning officials			
9.A.4	Ensure that varied housing types are available to accommodate changing residential needs in those portions of the Township designated for growth. Encourage the location of retirement communities to meet the extended care needs of Township residents and to allow them to “age in place”.	Township officials, LACRPC, developers			
9.A.5	If future development warrants it, identify appropriate locations for neighborhood service nodes (districts that allow for convenience and local service businesses marketing to local neighborhoods) providing for small scale retail uses, office uses, and higher-density residential uses, consistent with and respecting the character of the neighborhood in which it is located	Township zoning officials and STT, LACRPC			
Goal B: Promote “Village” type, mixed use development, including a mix of residential and non-residential uses, within the Township’s existing retail areas.					
9.B.1	Mixed use development should be encouraged in areas zoned to support it, such as the Shawnee Road corridor from Fort Amanda Road south to Breese Road. Recruit and promote the co-location of residential, retail, finance, entertainment, government service, and restaurant uses to create a vibrant activity center and central focal point in the community. Encourage the clustering of activities rather than a series of strip	Township officials, LACRPC, developers			

	developments. Limit driveways and curb cuts. Develop design criteria to integrate signage, landscaping, and open space in the activity center. Consider projects as contributing to the development of the community's center as the site of shared, complementary, unified multiple commercial and civic destinations.				
9.B.2	Plan for and support the integration of varied land use activities with the infrastructure necessary to accommodate both pedestrian and vehicular traffic in the transitional areas between residential and commercial districts. Develop corridor plans specifying necessary traffic improvements, land use controls, signage, and streetscape and parking standards supported with curbs/gutters (when feasible), sidewalks, and lighting. Identify and seek ways to overcome obstacles to mixed-use developments.	ACEO, LACRPC, ODOT, Township officials			
9.B.3	Encourage redevelopment of vacant retail space as a preference to additional new retail construction.	Township officials, LACRPC			
9.B.4	Build enough flexibility into the development process to encourage mixed-use development patterns as well as to promote innovative design concepts that protect environmental resources and seek adaptive reuse of cultural resources. Promote an overlay district (specifically along the Shawnee Road corridor) that allows a mix of uses, considering form-based zoning rather than strict land use classifications.	Township zoning officials, LACRPC			
Goal C: Assure that land use regulations continue to accommodate a comprehensive variety of uses that will promote the fiscal health of the Township, particularly as land is developed or re-zoned. Maintain the diversity of land uses through careful land use planning.					
9.C.1	Create safe and aesthetically pleasing corridors (especially Shawnee Road and, to a lesser extent, Breese Road) to support viable commercial, office, service, and, where appropriate, industrial development and redevelopment. Use corridor plans as guidance for development and coordination of development.	ODOT, ACEO, LACRPC, AEDG, Township officials			
9.C.2	With AEDG, create and maintain an inventory of sites that can be developed for economic uses, including light manufacturing/distribution, commercial, and professional/corporate offices. Assemble one or more large, 50 to 100 acre, parcels that could be developed as an industrial park or site, served with power, utilities, and roadway that is suitable for truck traffic, and with a fixed selling price. Rail access would be preferable. Work to identify, improve, and market such sites.	Township officials, AEDG, LACRPC, State officials			
9.C.3	Consider the use of Development Agreements when working through the approval process for new commercial developments. Under Development Agreements, the developer provides compensation to the local government for off-site impacts such as traffic control, storm water and other environmental impacts.	Township officials			
9.C.4	Keep the concept of concurrency in mind when negotiating new development within the Township. Concurrency requires the availability of adequate public services (water, sewer, roads, schools, public safety forces, etc.) before a new development is approved for construction, ensuring that new facilities can be financed based on the contributions of new development (through development fees, provision of infrastructure by developers, and added tax base) and that development and services occur simultaneously. Impact fees, a calculated charge based on the type of development, are fees for infrastructure improvements required from a developer to offset the cost of new development, allowing new development to pay for the added burden that it places on public facilities and services.	Township officials, developers, LACRPC, AEDG			
9.C.5	Encourage the practice of Capital Improvements Programming (CIP) as a central component in Township planning. CIP is the guiding and pacing of development by scheduling budgetary expenditures for infrastructure and other capital improvements (such as police cars, fire engines, or building expansions) within the local government.	Township departments, Clerk/Finance officer, STT			

9.C.6	Coordinate Township planning and communicate Township goals to relevant County offices and officials (sewers, water, transportation, storm water). Serve as a coordinator and identify ways to make improvements in the community that will be most efficient and benefit the entire region	Township and County officials			
9.C.7	Provide for flexibility in land use regulations to encourage innovative site design and alternatives to conventional subdivisions. Maintain sufficient flexibility to permit a variety of housing. Encourage the use of design techniques that result in energy and water conservation and minimize the impact of development.	Township Zoning officials, LACRPC			
Goal D: Maintain a desirable balance between agricultural land use and Township growth. Ensure that the rural character of the Township, particularly in the southwest portion of the Township, is preserved. (See also the discussion under Goal 3.A)					
9.D.1	Continue to encourage the practice of <i>Large Lot Agricultural Protection Zoning</i> to minimize urban encroachment on agricultural land, conflicting land use activities, and nuisance lawsuits.	Township Zoning officials, LACRPC			
9.D.2	Consider developing <i>Protected Agricultural Districts</i> (PAD's). The PAD should be established with a minimum of 40 acres, to sustain the core agricultural ground necessary for continued agricultural activities. PAD Standards reflect the same shared community design criteria as other zoning districts. Consider such changes when accompanied by a LESA analysis of the site in question.	County Auditor, OSU Extension, NRCS, SWCD, ACSEO, LACRPC, Farm Bureau, Twp. officials			
9.D.3	When considering cases involving the development of frontage along a rural roadway, determine population density along the impacted roadway and the costs associated with providing the required infrastructure improvements and local services, to establish a basis for impact fees.	ACHD., ACEO, Drainage Engineer, ACSEO, AWD, LACRPC, Township officials			
9.D.4	Consider the development proposal for any orderly planned conversion of agricultural land when they can be supported based on compatibility with comprehensive plan and planning developed by the City of Lima, Allen County, and the Allen County Water District, and the provision of adequate utilities.	ACWD, ACSEO, City of Lima, SWCD			
9.D.5	Identify and support specific agricultural Best Management Practices that improve agricultural productivity.	County Commissioners, State Farmland Preservation Office, Ohio Dept. of Agriculture, FSA			
9.D.6	Establish or research the establishment of a Land Trust, where specific farmland property can be preserved for future generations, and public appreciation and fiscal support for farmland preservation can be promoted.	Allen County auditor, OSU Extension, NRCS, SWCD, LACRPC, Farm Bureau, Twp			
9.D.7	Educate farm owners regarding funding and programs available for conservation efforts, and work with landowners to find workable conservation easement alternatives to development of entire parcels.	SWCD, NRCS, LACRPC			
9.D.8	Guarantee that conservation developments cluster development in areas where soils and other resources are appropriate, while protecting the most important resources and rural characteristics as tracts are developed.	LACRPC, Township officials			
9.D.9	Consider the use of <i>Conservation Easements</i> as a conservation tool. Conservation Easements are a means to set aside, and protect from unwanted development, open fields, wooded streams, historic sites, green spaces, and other sensitive areas in an otherwise urbanizing area. A conservation easement is the transfer of land rights to a qualified recipient organization, which is then responsible for monitoring the land and its use, and ensuring that restrictions are being met., providing long-term protection of the land.	Township officials, property owners, recipient conservation organization			
9.D.10	Consider implementing a <i>Conservation Land Trust</i> is a private, non profit conservation organization that works to protect such assets as productive agricultural and forested land, scenic and recreational	Township officials, property owners, conservation			

	resources, wildlife habitat, historic sites, open space, and ecologically sensitive areas. The organization acquires outright ownership, receiving conservation easements or by the transfer of ownership or easements to other conservation organizations that will ensure protection of the resources.	organizations			
9.D.11	Discourage the disruption of interior woodlands, expand riparian buffer zones, and encourage reforestation along waterways	NRCS, SWCD, Township officials			
Goal E: Support development and utility extensions based on site-specific considerations such as proximity to existing infrastructure, environmental factors, and agricultural operations and soil suitability.					
9.E.1	Review, study, and implement the <i>Land Evaluation and Site Assessment</i> (LESA) System as a basis for land use change. Develop an inventory and classification system which will facilitate conversion of agricultural land based on need as well as proximity to existing development, existing infrastructure, and soil characteristics. Use the LESA System to identify prime agricultural land to be preserved. (3.A.3)	County Auditor, OSU Extension, NRCS, SWCD, FSA, LACRPC, Farm Bureau, Township officials			
9.E.2	Practice the orderly extension of utility systems to selected growth areas, located adjacent to existing development or within “infill” areas, that do not remove, or minimize the removal of prime farmland from production. Coordinate development locations with available and planned utilities. (See 3.A.2)	ACSEO, Water District, Lima Utilities Dept., ACHD, LACRPC, Township officials			
9.E.3	Consider addressing storm water management through maximum lot coverage, impervious surface ratios, and alternative parking or landscaping standards.	County officials, LACRPC, ORC, Twp Zoning officials			
9.E.4	Evaluate public safety force response times, distances to their nearest station, natural and man-made obstructions to service, and similar factors when siting and designing roadways and new facilities.	Developers, Township officials			
Goal F: To the maximum extent possible, maintain a compact community pattern and promote efficiency in circulation and public services.					
9.F.1	Use this Plan and its recommendations, in coordination with the Township zoning resolution, as a decision-making guide when reviewing and approving development proposals and variance requests. Involve the public; allow for amendments, and coordinate zoning with this Plan.	LACRPC, ACEO, Township Zoning Commission and STT			
9.F.2	Support the co-location of municipal water and sanitary sewer services, and coordinate land use changes with available municipal services. Establish the existing capacity of all municipal water and sanitary sewer services, and eliminate unplanned or unnecessary costs of extensions or upgrades. (See 8.E.1)	ACSEO, ACWD, Lima Utilities, LACRPC, Township officials			
9.F.3	Recognize the feasible limits for municipal services, and minimize the potential for urban sprawl, loss of farmland, and leap-frog development. Use utility planning to encourage more compact, “walkable” pedestrian-oriented communities and neighborhoods that seek to maximize the preservation of open space and natural resources while discouraging an undue reliance on the automobile. (See 8.C.2)	Township officials, developers, economic development entities, LACRPC			
9.F.4	Encourage Infill development , which uses undeveloped sites within the urbanized area. Where appropriate within designated infill areas, encourage higher density development of unique types and designs that mitigate potential negative impacts on surrounding development, and to attract developers to design and implement creative developments, while taking advantage of existing facilities and services. (See 3.B.9)	Zoning officials, Township officials, LACRPC, developers			
9.F.5	Wherever it is practical, concentrate future commercial development in a walkable, village-like setting to encourage pedestrian-friendly development and a neighborhood atmosphere. Encourage and plan multi-use trails within major roadway corridors where they are feasible, both in terms of affordability and the provision of adequate trail width. (See 6.D.1)	Township and County officials, bicycle trail advocates, JAMPD, LACRPC			
9.F.6	Advocate and work for construction of sidewalks along corridors where significant pedestrian traffic is generated or projected. A recommended target area includes the Shawnee Road corridor, and the east-west roads that link to it. Ensure that all new development in the Township – residential, commercial and industrial, includes sidewalks along streets.	Township officials, ACEO, LACRPC, property owners			

9.F.7	Build toward a walkable, compact township commercial center. (See 5.A.3, 4.A.2) Create opportunities for community interactions – small scale shopping, sidewalks, a community center, and events.	Twp officials, LACRPC, AEDG, Chamber, developers			
9.F.8	Encourage relatively compact retail, commercial, and industrial land uses, taking advantage of shared amenities such as parking, vehicle and pedestrian access, landscaping, and signage. Locate commercial and industrial centers in clusters rather than in isolated, scattered locations. Discourage strip commercial development. Locate centers where there is access to existing or planned major transportation facilities.	Township Zoning officials, developers			
Goal G: Plan for development within the regional context of the Lima metropolitan area and development and planning within adjacent jurisdictions.					
9.G.1	Encourage development within and in close proximity to existing development. It is less costly to develop land that is already served by infrastructure, and to conserve open space and irreplaceable natural resources on the urban fringe. (See 3.B.9)	Township officials, developers, property owners, LACRPC			
9.G.2	Cooperate with nearby municipalities (Fort Shawnee, Cridersville) and adjacent townships in regional land use planning efforts. (See 7.P.2)	Township officials, LACRPC, municipal officials			
9.G.3	Identify and reserve appropriately zoned land for future industrial development within the northeastern portion of the Township. Scattered and uncoordinated industrial development should be discouraged. Prohibit spot zoning of industrial land.	Township officials, LACRPC, AEDG			
9.G.4	Direct new development toward designated urban service areas to allow for the cost-efficient provision of public services and facilities to township residents.	Township officials, LACRPC			
Goal H: Support developments that do not produce land use conflicts. Encourage transitional development areas between areas of differing intensities of use, and between more “urbanizing” and relatively rural uses.					
9.H.1	Support mitigation of any land use conflicts through the designation and careful development of transitional areas. Buffer areas or strips can provide a transition area between an exclusive residential or largely agricultural zone and one that includes more intensive development. Buffer strips provide a physical distance or barrier between land uses. They can protect the long-term integrity of a low-intensity area by placing physical barriers between potentially conflicting land uses.	Township Zoning officials, LACRPC			
9.H.2	Make sure that Township zoning provides for landscape, setback, and fencing requirements, when needed, to buffer adjacent land uses that are not fully compatible.	Township Zoning officials			
Goal I: Preserve and maintain the existing character and mix of the Township’s commercial, residential, and other land uses. Maintain the Township’s desirable characteristics that have created a sincere, proud, and close-knit community.					
9.I.1	Incorporate high quality site design into development with the Township. Consider developing and adopting a public signage design theme. Directional signs throughout the township could help visitors locate popular destinations, such as schools, the park, the Rotary River Walk, and shopping facilities.	Township officials, LACRPC, ACEO, ODOT, Roads department			
9.I.2	Examine, adjust, and enforce regulations governing signage along commercial and gateway corridors to balance the marketing and awareness goals of area businesses with concerns for an attractive and enticing, relatively uniform Township image.	Township officials, LACRPC, local businesses			
9.I.3	Ensure that development densities and intensities are planned at levels which do not exceed the capacity of the natural environment, current infrastructure, and neighboring land uses.	Township officials, LACRPC, developers			
9.I.4	Coordinate Township planning with the strategic and physical plans of the Shawnee School District, Apollo Career Center, and County agencies with physical facilities or infrastructure located within the Township. Make sure all planning take place in an environment of cooperation and compatibility.	Twp. And County officials, Shawnee School District and Apollo Career Center.			

Goal J: Convey the character of the community by developing attractive gateways to the Township at entrances from I-75.					
9.J.1	Work in cooperation with the Village of Fort Shawnee to develop attractive gateways at the Breese Road exit welcoming visitors driving west to “the Shawnee District” or another name linking the area to the concept, “Shawnee”. Identify locations for gateway structure, develop a plan for site control and ongoing maintenance of the gateway, develop cost estimates and budget, and research project funding resources.	Township and Village officials, County officials, ODOT, Citizen’s Committee on project design			
9.J.2	Provide way-finding signage on major roads and at gateway locations to facilitate circulation and identify the route to key activity centers and destinations in the Township.	County Engineer, ODOT, Twp. Roads Department			
Goal K: Make sure the Township’s zoning code, and any zoning amendments, are designed to maintain and preserve the positive character of the Township and its neighborhoods.					
9.K.1	Enforce Township zoning to ensure that development in any transition area connects neighborhoods to one another, and to schools, parks and commercial and employment uses via pedestrian and bicycle routes. Use networked open space where possible, but with a minimum amount of impervious surface.	Township Zoning officials, LACRPC			
9.K.2	Enact zoning that will encourage clustering and other best management practices by providing incentives, including allowable smaller lot sizes, in exchange for meeting environmental objectives	Township Zoning officials, LACRPC			
9.K.3	Encourage the redevelopment of underutilized properties through proper and flexible zoning. Provide for mixed use developments along the Shawnee Rd. corridor that incorporate retail, office and variable density housing. Consider a neighborhood commercial zoning district that allows for smaller scale commercial or office development in a residential setting that is more in scale with the surrounding neighborhood.	Township Zoning officials, LACRPC, AEDG			
9.K.4	Consider the following zoning principles: consistency with the land use map and with established policies and principles; consider public needs and not special privileges; treat similarly situated properties equally; allow for the reasonable use of property; promote compatibility with adjacent and nearby uses; promote transitions between adjacent and nearby districts; locate intensive uses near arterial intersections; protect places of historical and cultural significance; promote clearly identified community goals; and changing conditions may lead to a subsequent change in zoning or development restrictions.	Township Zoning officials, LACRPC, STT			
Goal L: Recognize and encourage citizen involvement to build a sense of community and create a genuine investment in the future of the township. Continue and expand interactive citizen involvement, and opportunities for citizens to get involved, so it is known that citizens’ involvement and their opinions will be heard and noticed by the Trustees and other officials.					
9.L.1	Provide means for public access to and review of this plan, including a public meeting to summarize planning recommendations. Further, consider: Placing copies of the plan in public places, libraries, the Township Hall, schools, and other locations; Putting the plan, or an executive summary and future land use map, on the Township web site; and Making copies available to Township and County officials.	STT and Zoning officials, interested individuals			
9.L.2	Appoint a Plan Monitoring Committee to meet at regular intervals to monitor community progress meeting plan goals and objectives, and to recommend changes over time to allow the plan to reflect current realities.	STT and officials, interested citizens			