

**STRATEGIC PLAN
&
FISCAL YEAR 2017
WORK PROGRAM**

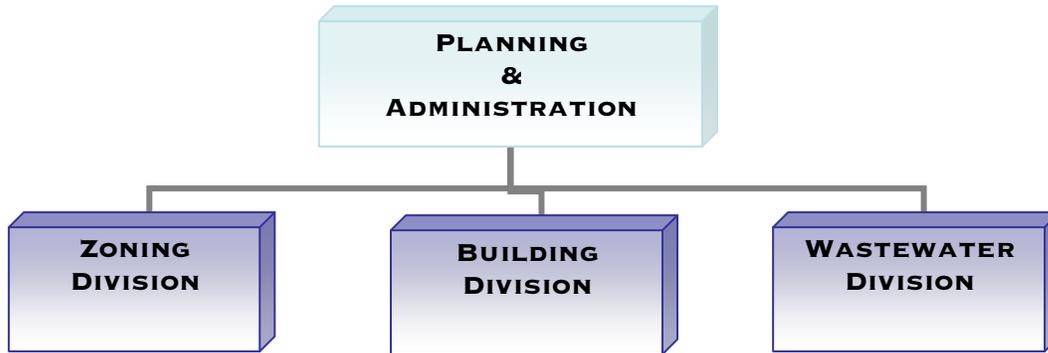


Colchester
VERMONT

**DEPARTMENT
OF
PLANNING
&
ZONING**

Introduction & Organizational Structure

The Colchester Department of Planning and Zoning provides regulatory oversight to construction and development within the community as well as quality of life and environmental concerns. The department's activities are comprised of four major divisions: zoning, building, wastewater, and planning and administration.



Zoning Division

Objectives

Zoning is a regulatory authority of land use and development as derived from the police powers of the state. Colchester first adopted zoning in 1955. The zoning division is responsible for reviewing and processing development applications in conformance with the town's various land use regulations and plans. Under Title 24 of Vermont Statutes Annotated, Chapter 117 a municipality may choose to adopt local zoning, as the town of Colchester has. Without local zoning, all construction and development would be subject to state land use permits also known as Act 250. As the State of Vermont does not have home rule, the town must follow the requirements of 24 V.S.A. Chapter 117 if it is to implement zoning. These requirements include but are not limited to:

- 1) The adoption of a five year municipal land use plan;
- 2) Adoption of zoning and subdivision regulations;
- 3) Reviewing development and construction for compliance with the plan and regulations through the zoning permit and certificate of compliance process;
- 4) The establishment of an Appropriate Municipal Panel (Development Review Board) for reviewing subdivisions, site plans, conditional uses, variances, and appeals of the Administrative Officer (Zoning Administrator);
- 5) Enforcement of zoning permits, land use regulations, and Development Review Board decisions;
- 6) Issuing formal decisions regarding the interpretation of land use plans and regulations, and

7) Assisting the public, applicants, and appellants with zoning inquiries.

Activities

The zoning division is staffed by two full-time employees: the Zoning Administrator and the Assistant Zoning Administrator. The Assistant fulfills the role of Zoning Administrator upon the Administrator's absence or request. The work of the zoning division falls under the following major activities:

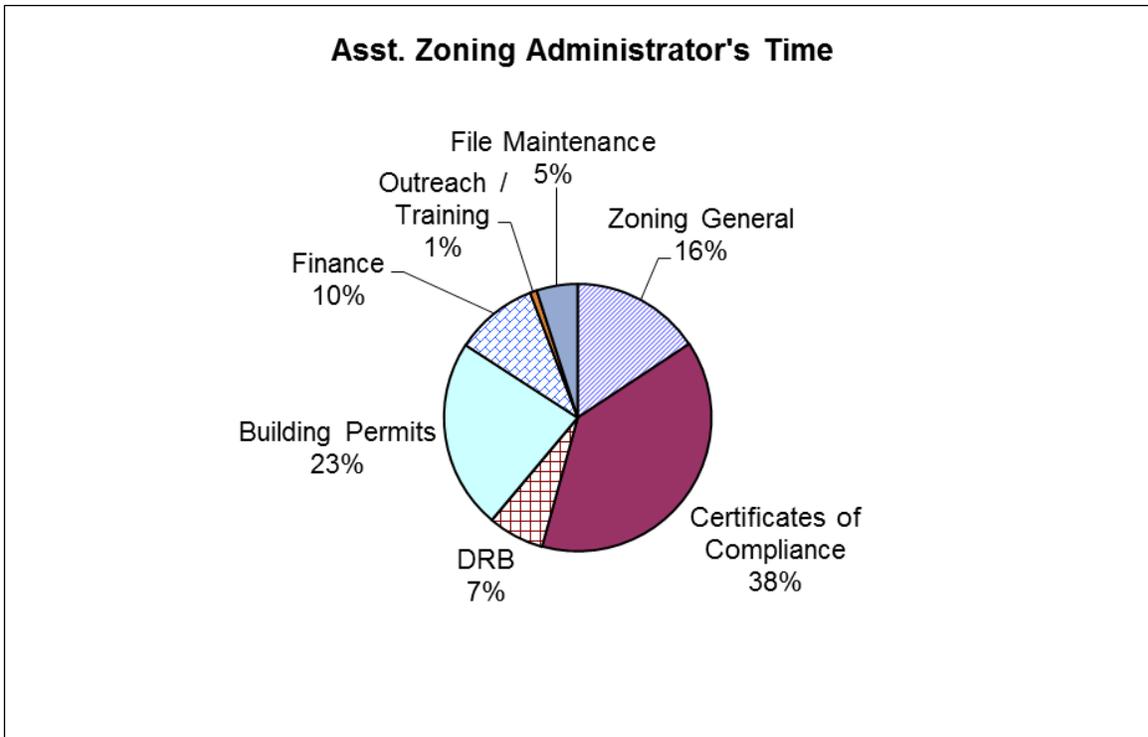
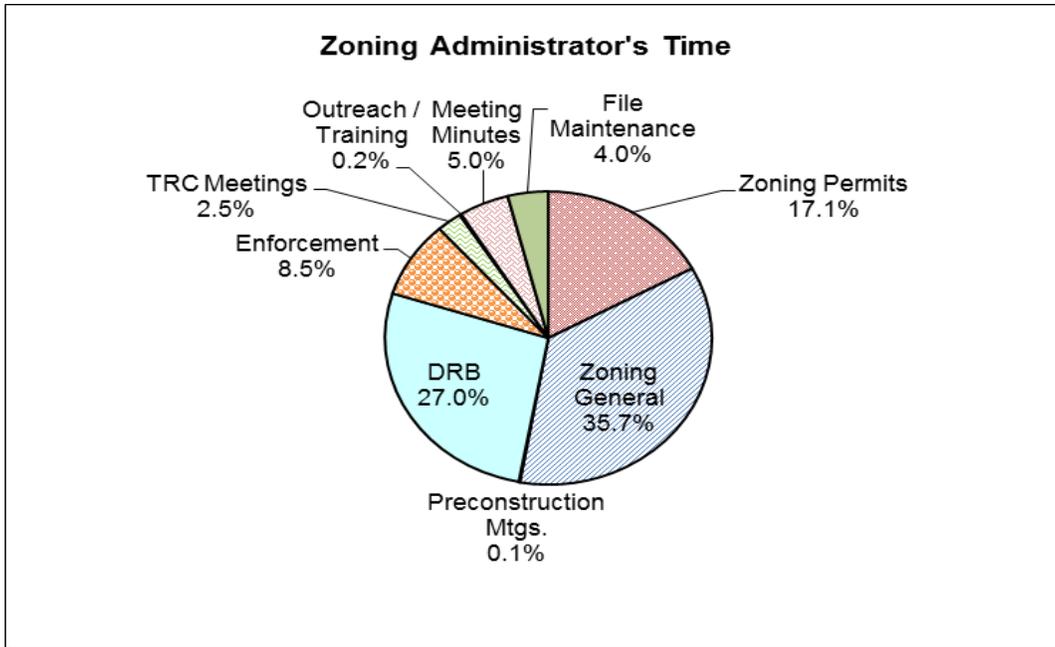
- 1) Zoning permits and Certificates of Compliance;
- 2) Development Review Board applications;
- 3) Enforcement;
- 4) Transcribing of minutes from the Development Review; and
- 5) Financial accounting for the department.

The first four activities are required for conformance with 24 V.S.A. Chapter 117. The fifth activity is an extension permitting activity as monthly reports on construction starts are required to be provided to the Select Board, Census Bureau, and private firms upon request. The Zoning Administrator provides oversight to all of these activities except financial accounting which is under the direct supervision of the Director. The Zoning Administrator also staffs the Development Review Board in its functions including the logging in of new applications and the scheduling of technical review committee meetings. The Assistant Zoning Administrator takes the lead in the issuance of certificates of compliance and administering the daily deposits and departmental monthly reports. These monthly reports on permit and development activity must be provided to the Select Board as required in Title 24, Chapter 83, Section 3106.

Allocation of Resources

Below are charts of activities performed by the Zoning Administrator and Assistant Zoning Administrator for fiscal year 2016. The time spent on Building Permits and Zoning General was increased for both of these positions as the conversion to digital process has required additional time to assist applicants in digitizing files. The scanning of all planning and zoning records in fiscal year 2016 also required the dedication of a substantial amount of staff time to records maintenance that should cease in 2017.

Training is necessary to perform these activities. Examples are attending Vermont League of City and Towns or similar organizations for seminars on current case law, changes to State Statute, best practices, etc. The chart of activities includes training time however it is also categorized with outreach activities. It is estimated that the Assistant Zoning Administrator should have up to 20 hours of training annually and the Zoning Administrator 20 to 40 hours annually. The target was met for the Assistant Zoning Administrator but not for the Zoning Administrator due to time constraints.



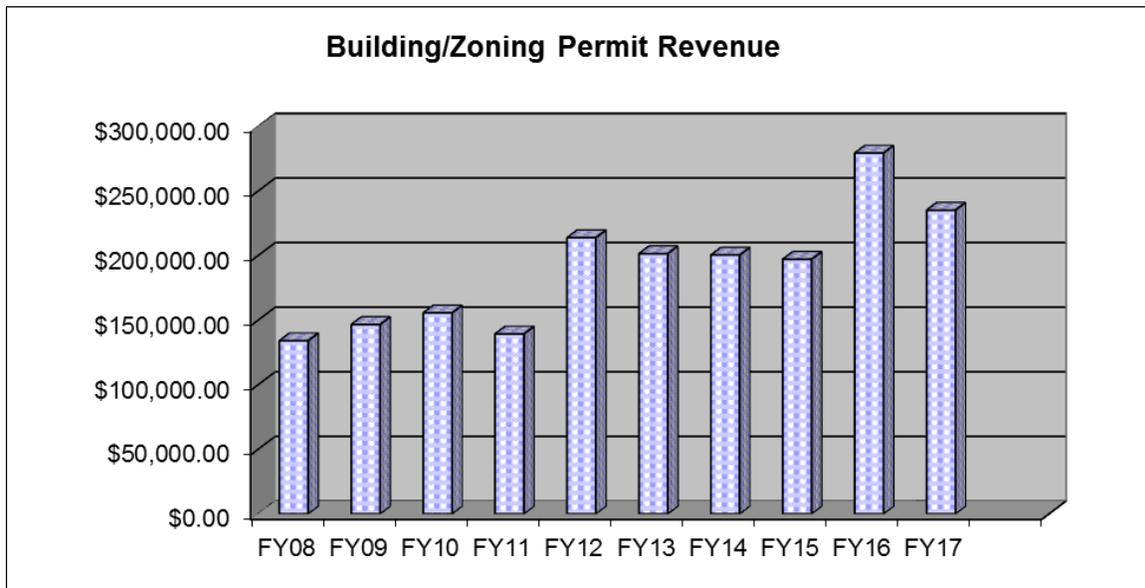
Revenue Sources

The first two activities (issuance of zoning permits / certificates of compliance and Development Review Board approvals) generate revenue through application fees, recording fees, and impact fees where applicable. These permit applications also include revenue to reimburse the town for third party legal reviews and state mandated legal notices in a local publication.

Enforcement activities often result in fines or the reimbursement of legal fees incurred by the town. It is hard to distinguish the revenue of zoning permits from the revenue of building permits as the Department combines these permits into one application and one fee. These revenue accounts are listed in the town's general fund at the following:

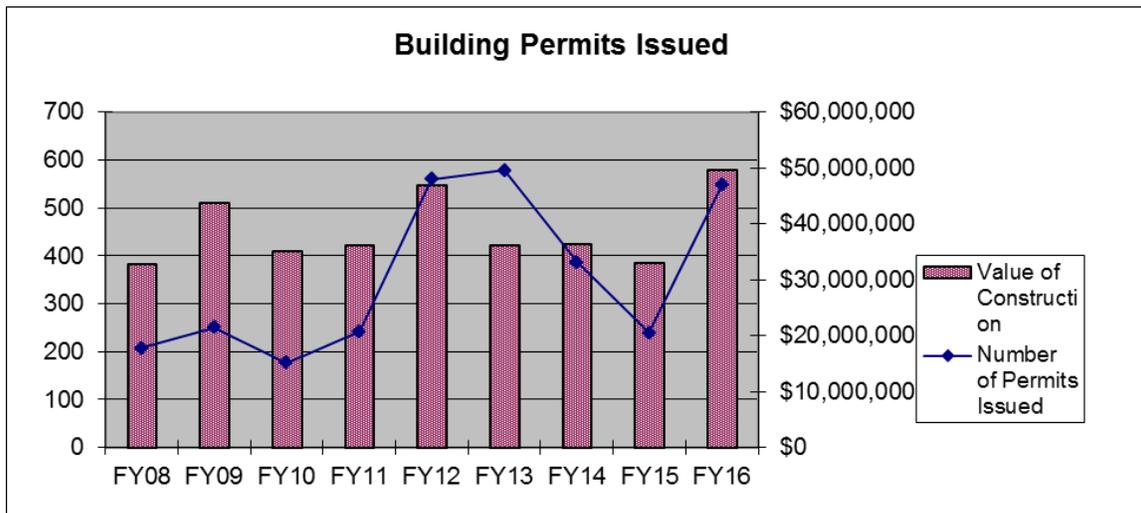
- 100002-341301 Building / Zoning Permits
- 100002-341300 Accessory Apartment / Seasonal Conversion Permits
- 100002-341304 DRB Legal Notices
- 100002-341305 DRB / Boundary Line Adjustment Applications
- 100002-341307 Certificates of Occupancy (and Compliance)
- 100002-351002 Planning & Zoning Fines

The following charts represent the actual revenue received in these revenue accounts for the preceding nine years as well as the projected revenue for fiscal year 2017. The projected estimate for 2017 was based upon preceding years' revenue however 2016 saw new fees take effect as well as an increase in both residential and commercial sectors that was not anticipated. While 2017 will see several projects going to construction that should continue a strong revenue projection, 2017 could be similar to 2015 as no large construction projects at Exit 16 have moved through the permitting process recently.

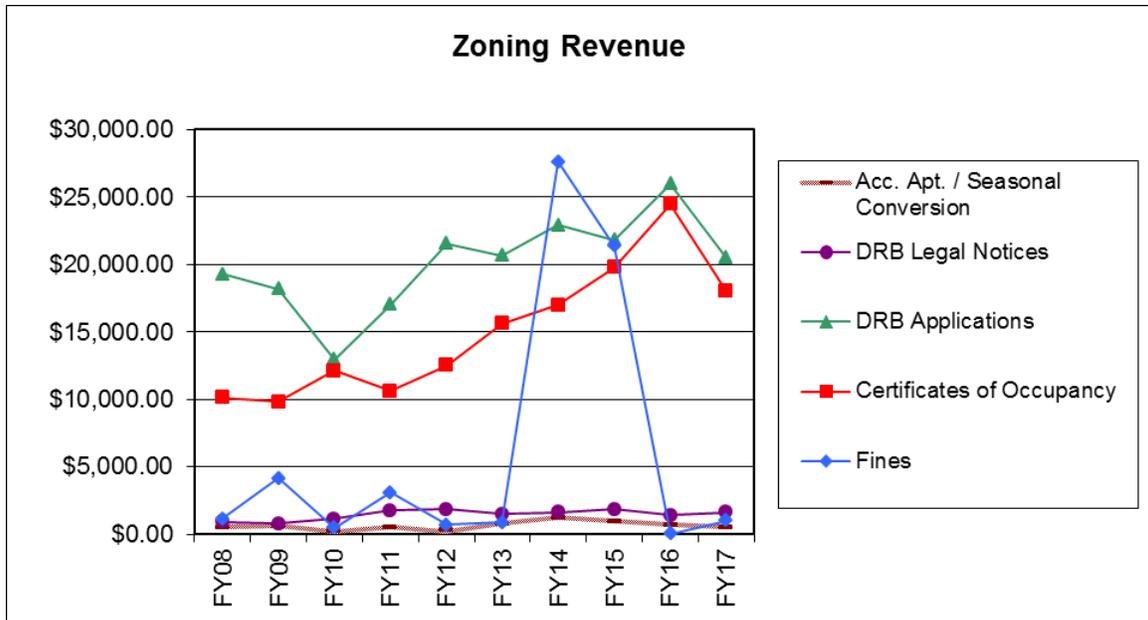


Historically, permit revenue has fluctuated with the economy. Fiscal year 2016 saw both a high number of permits as well as high permit value. Such a strong year has not been seen in close to a decade from new construction. In 2012, an abnormally high number of permits were issued with the recovery from the lake flood of May 2011 as well as an increase in value with a new office building begun on Water Tower Hill. During the economic recession in the preceding years, many developers began site work on projects but delayed

construction of units as the market remained soft. This trend is also reflected in the number of building permit versus site work inspections quantified under the building division. Fiscal year 2013 brought the resurgence of new single-family dwellings and a strengthening commercial sector. Several large commercial projects were permitted in fiscal year 2013 that resulted in increased values. Fiscal year 2014 saw essentially the same number of permits and permit revenue as 2013 however a decrease in construction value as high value buildings such as new Class A office space and institutional buildings such as the new dorms at St. Michaels College were not duplicated. This trend peaked in 2016 and will likely remain strong in 2017.

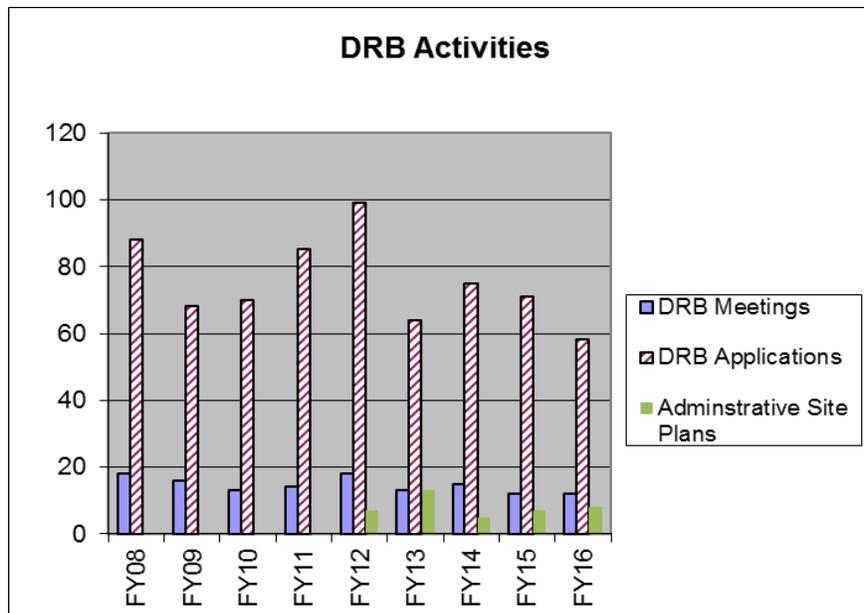


Requests for Certificates of Compliance continue to remain high with low interest rates. The trend toward more requests for Certificates of Compliance may be attributed to higher standards enforced by banks on the loan process. It is anticipated that this revenue line will remain strong into fiscal year 2017 as sales increase. With a fee change in 2016 that created a double fee for last-minute request processing, this revenue line increased substantially and is anticipated to remain strong in 2017. It should also be noted that DRB applications peaked in fiscal year 2012 due to many variance and site plan for seawall applications due to the lake flooding in May 2011 however DRB applications have begun to rise in recent years as developers begin to replenish their stock of developable lots. Overall the number of DRB applications has diminished however revenue has remained consistent reflecting a trend of fewer variance and seawall applications in favor of larger subdivision and site plan applications. The decrease in the number of applications and DRB meetings also reflects staff's efforts to process more applications administratively instead of requiring Board reviews for items routinely approved. In 2014 and 2015 one-time fine payments created a large spike in revenue that is not likely to be duplicated in subsequent years.

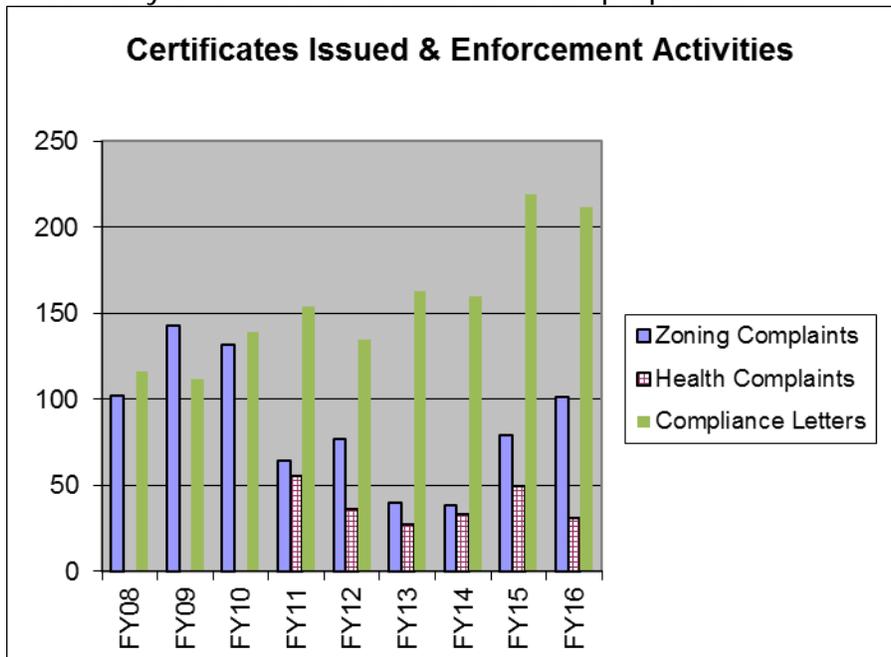


Metrics for Efficiency & Output

The efficiency and output of the zoning division can be measured in several areas. The department quantifies building and zoning permit activity by the number of permits issued and value of construction. Development Review Board (DRB) applications are quantified in the number of applications processed and the number of DRB meetings held.



Certificates of compliance, occupancy, and updates are tracked by volume. Zoning violations and complaints are logged by the case and not by the hours to resolve or the severity of the violation. In the chart below, the number of inspections related to complaints is charted as opposed to the number of actual complaints. In 2014 there were 73 zoning complaints however only 38 required inspections with the majority resolved through a phone call or a letter. The number of complaint appears to be increasing from what was a steady level in 2013 and 2014. The Department has worked extensively to resolve continual complaints, such as condemned buildings, and has taken a more proactive role in enforcement. While these efforts have a positive impact on quality of life in the community, enforcement is revenue negative and can often require intensive staff resources. The past year saw 49 additional complaints from 2015 however many of these complaints required multiple inspections to resolve. A tightening housing market likely will increase the number of health complaints as many of these are related to rental properties.



The metrics of the zoning division are often mandated by Title 24 of Vermont Statues Annotated, Chapter 117. A chart showing the various time requirements and steps for issuing permits (activities one and two) and the appeal period afforded by right as part of enforcement activities has been created by the Vermont Land Use Education and Training Collaborative:

The zoning division has and will continue to comply with the metrics required for the processing of zoning permits, appeals, and violations as required by 24 V.S.A Chapter 117. Each violation investigation begins within 24 hours of the complaint. While each enforcement action requires differing amounts of time to investigate (site visits or legal research may be necessary), once a violation has been determined, the process set forth in state statute takes precedence. Each entity against which enforcement action is taken is allowed 15 days to appeal the decision before the Development Review Board (DRB), similar to a permit denial. If an enforcement matter proceeds beyond the DRB to the Environmental Court, the Court's calendar then dictates the timeline for resolution. Minutes for Development Review Board are required in Title One of the Vermont Statutes Annotated, Section 312(b) to be available for review and copying within five days of the meeting.

Fiscal Year 2017 Priorities

The department's new permitting software was implemented in 2014 with further refinements still underway in 2017 with the entirety of the department's files now digitized. The new software has required substantial resources to implement with many customizations necessary which has forestalled the implementation of the public portal by which customers apply online for permits. It is hoped that fiscal year 2017 will see the final phase of the software with implementation of on-line applications and issuance of permits as well as the scanning and linking of all existing departmental records into the software. In 2015, the scope of the project increased with the decision to scan and link all existing records and the sorting, boxing, and shipment of files placing additional demands on departmental staff. This migration will continue to occupy staff time in 2017 with efficiencies and time savings realized more long term. The following time is anticipated from the zoning division to achieve the FY17 objectives. Priorities for the zoning division will include:

1. Continuing to fulfill the requirements and metrics as required by 24 V.S.A Chapters 83 and 117 as well as Chapters Four and Seven of the Colchester Code of Ordinances

Estimated Project Completion: On-going

A. Certificates of Compliance: Asst. Zoning Administrator 650 hours

B. Development Review Board Applications & Staffing (includes TRCs & Preconstruction mtgs.):

Asst. Zoning Administrator 150 hours

Zoning Administrator 580 hours

C. Zoning General (file research, responding to inquiries):

Asst. Zoning Administrator 500 hours

Zoning Administrator 530 hours

D. Building Permits: Zoning Administrator 360 hours

E. Enforcement: Zoning Administrator 140 hours

2. Software Implementation

Involved Staff: Zoning Administrator 54 hours;

Asst. Zoning Administrator 67 hours

Estimated Project Completion: On-going

3. Finance:

Estimated Project Completion: On-going

Asst. Zoning Administrator 150 hours

Building Division

Objectives

The building division administers the Town's building code and fire prevention, protection, and life safety regulations as codified in Chapters Four and Seven of the Colchester Code of Ordinances. Under Title 24 of Vermont Statutes Annotated, Chapter 83 a municipality may choose whether to adopt building and fire codes, as the town of Colchester has. Without these codes, construction of public buildings (commercial and multi-family or rental residential) would be reviewed only broadly by the State through its Division of Fire Safety. Other construction would not be subject to any standards or code. The town currently has over 2.5 million square feet of commercial property and close to 7,000 dwellings, of which the majority are owner occupied. These regulations are more explicit than the zoning regulations. While zoning specifies the types of uses allowable in generally areas, Chapters Four and Seven specify the method and type of construction permissible, as well as prescribe the minimal fire access standards. The town has had building regulations since 1960. The fire prevention, protection, and life safety regulations were implemented through a substantial revision to Chapter Seven of the Colchester Code of Ordinances on November 22, 2005.

Similar to the zoning regulations, the Town derives its power to implement building and fire code from the State as codified in Title 24, Chapter 83 of Vermont Statutes Annotated. This Chapter prescribes that the municipality's regulations be consistent with the State's; however, it allows a municipality to be more stringent. The town has adopted the same building code as the State's for public buildings, the Vermont Fire and Building Safety Code; however, is more stringent than the State in its fire regulations. The town has also adopted the International Residential Code to regulate residential development that is not regulated by the State. Chapter 83 also defines the powers of the Building Inspector and appeals of the Inspector's decisions.

Activities

The building division is staffed by the Buildings Inspector with support from the Assistant Zoning Administrator. This is a change from the previous Administrative Assistant who directly supported the Building Inspector. This

change has put more of a burden on the Inspector to perform correspondence and other administrative activities at the expense of more elective tasks such as education and outreach. The Wastewater Official also serves as the Assistant Building Inspector in cases of absences or conflicts of the Building Inspector. The Building Inspector serves as the Deputy Health Officer and fills in during absences or conflicts of the Wastewater Official (contained in item two below). The activities of the building division all fall into the following major categories:

- 1) Building permits and Certificates of Occupancy;
- 2) Enforcement;
- 3) Review & comment on Development Review Board Applications for conformance with building and fire codes;
- 4) Inspection of public infrastructure to ensure conformance with DRB approvals; and
- 5) Public education on code and regulations.

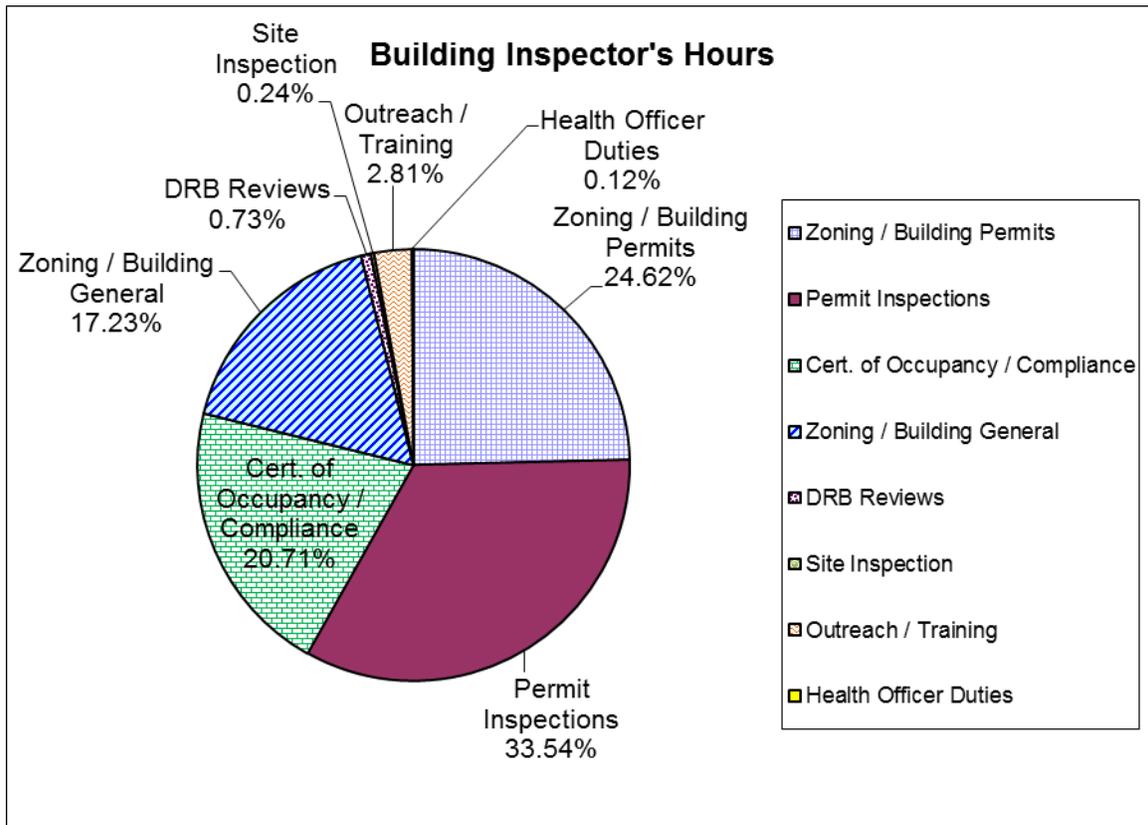
The first two activities are required to conform with 24 V.S.A. Chapters 83 and 117 and the third and fourth are extensions of Development Review Board process. The fifth activity, public education, is a proactive activity to minimize the necessity for enforcement, stream-line permit applications and subsequent inspections. The Building Inspector administers all of these activities and performs regular in-the-field inspections to ensure conformance with the building and fire codes. The Building Inspector also issues permits and has the sole responsibility for activities two through five. The Assistant Zoning Administrator and Planning Coordinator receive building permits, perform necessary correspondence for permits, schedule the Inspector, takes in and processes fees for permits, posts building permits within the land records, and tracks compliance requirements for permits such as necessary inspections or re-inspections. The Assistant Zoning Administrator and Planning Coordinator field the public counter and general phone inquiries for the department related to permits.

Allocation of Resources

Below are charts of activities performed by the Building Inspector for fiscal year 2016. The Building Inspector's time continues to be almost evenly split between permits and inspections (25% vs. 34%). It should be noted that the time the permit time includes both Zoning/Building General as well as specifically permits and the general category has increased as the Inspector has taken on the duties of his own correspondence as well as assisting in the sorting and boxing of the department's files for digitization.

Training will continue to be necessary in 2017 for the Building Inspector to maintain his National Fire Protection Association Fire Inspector One or better endorsement which requires 20 hours of continuing education credits annually to maintain. The Inspector must also stay current on the International Residential Code, State codes, and other areas of construction such as new

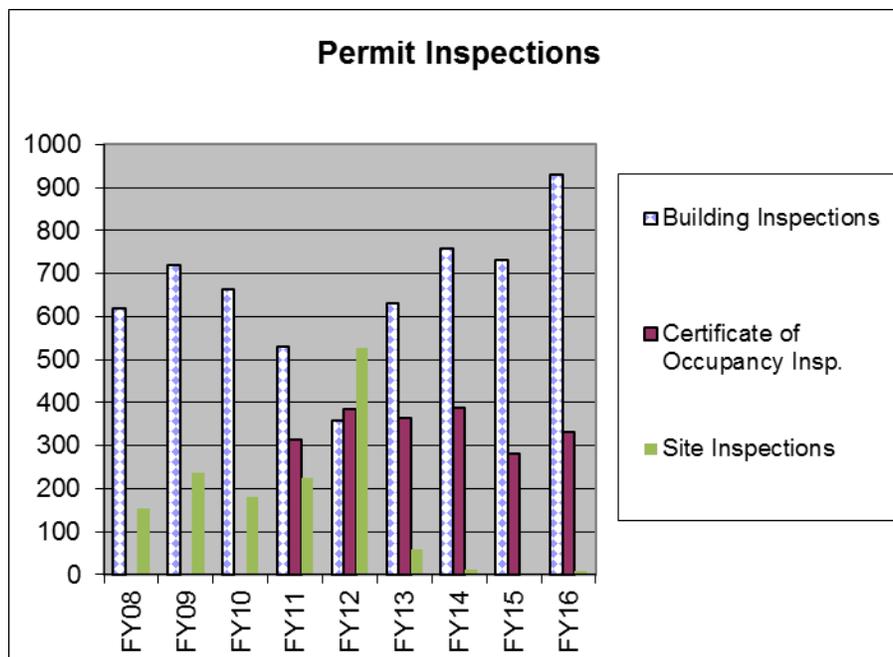
technologies and advancements in energy efficiency. It is therefore recommended that the Inspector receive 20 to 40 hours of training annually. Training time targets are being met although it should be noted that this category has been included with outreach, including the creation of educational materials, in the following charts.



Revenue Sources

The first activity (Building Permits / Certificates of Occupancy) generates revenue through application fees, recording fees, and impact fees where applicable. It is hard to distinguish the revenue of zoning permits from the revenue of building permits as the Department’s process combines these permits into one application and one fee. Revenue associated with building permits is therefore described within the zoning division section herein. Enforcement activities (activity two) often result in fines or the reimbursement of legal fees encumbered by the Town. Revenue associated with building enforcement fines are combined with zoning fines and are also described within the zoning division section. Activities three and four produce revenue through DRB application fees which are enumerated in the zoning division section. It should be noted that fees were increased in fiscal year 2016.

The efficiency and output of the building division can be measured in several areas, however, these areas overlap with the zoning division. Permit and enforcement efficiencies and output are therefore described within the zoning division section. Below is a chart of building and site inspections. These are logged by individual visit and reflect the inspector’s shift to more building permit inspections than site inspections. The recession of the mid-2000s saw a decrease in speculative construction with many developers preparing sites but not constructing homes until there was the certainty of a buyer. With the resurgence in the residential market, site development has slowed in favor of construction of residential units. It should be noted that these categories include enforcement inspections and site inspections which can include landscaping or other general inspections such as public infrastructure.



Metrics for Efficiency & Output

As building and zoning permits are intertwined, the metrics of the building division are also often mandated by Title 24 of Vermont Statutes Annotated, Chapter 117. A chart showing the various time requirements and steps for issuing permits (activity one) and the appeal period afforded by right as part of enforcement activities (activity two) is contained within the zoning division section. Appeals of the Inspector’s orders that are not explicitly linked to permits are controlled by Chapter Four of the Colchester Code of Ordinances. This Section states that such appeals must be filed within five days for the order and require that the matter be heard by an appointed Board of Arbitrators or the Criminal Division of the Vermont Supreme Court. Comments on Development Review Board applications (activity three) must be made

within two weeks of receipt. Inspections for public infrastructure are done on an as-needed basis and in compliance with the Colchester Department of Public Works Standards and Specifications. These call for specific intervals and types of inspections during installation of public infrastructure. These standards were recently revised to require applicants' engineers to inspect and certify the majority of new public infrastructure. Generally all inspections, including those of public infrastructure, are conducted within 24 hours of the request for inspection. At this time, public education activities (activity five) consist primarily of keeping current code sheets and associated handouts available at the counter.

The building division has and will continue to comply with the metrics required for the processing of permits and enforcement as required by 24 V.S.A Chapters 83 and 117 as well as Chapters Four and Seven of the Colchester Code of Ordinances. Each violation investigation begins within 24 hours of the complaint. While each enforcement action requires differing amounts of time to investigate (site visits or legal research may be necessary), once a violation has been determined, the process set forth in state statute takes precedence. Each entity against which enforcement action is taken is allowed 15 days to appeal the decision the Development Review Board (DRB) similar to a permit denial. If an enforcement matter proceeds beyond the DRB to the Environmental Court, the Court's calendar then dictates the timeline for resolution. As permit volumes increase, it is hoped that the digitization of the permitting process will help compensate for the lack of support staff for the Building Inspector however departmental staffing and goals may need to be re-evaluated in the future to better support this important revenue producing division.

Fiscal Year 2017 Priorities

The department's new permitting software was implemented in 2014 with further refinements still underway in 2017 with the entirety of the department's files now digitized. The new software has required substantial resources to implement with many customizations necessary that has forestalled the implementation of the public portal by which customers apply online for permits. It is anticipated that fiscal year 2017 will see the final phase of the software with implementation of on-line applications and issuance of permits as well as the scanning and linking of all existing departmental records into the software. In 2015, the scope of the project increased with the decision to scan and link all existing records and the sorting, boxing, and shipment of files placing additional demands on departmental staff. This migration will occupied staff time in 2016 with efficiencies and time savings realized more long term. Priorities for the building division will include:

1. *Continuing to fulfill the requirements and metrics as required by 24 V.S.A Chapters 83 and 117 as well as Chapters Four and Seven of the Colchester Code of Ordinances*

*Estimated Project Completion: On-going**A. Building / Zoning Permits & General Building Inquiries**Building Inspector 860 hour**B. Building / Zoning Permit & Site Inspections:**Building Inspector 550 hours**C. Certificate of Occupancy & Compliance Inspections:**Building Inspector 250 hours**D. DRB Reviews: Building Inspector 25 hours**E. Deputy Health Officer Duties: Building Inspector 10 hours**F. Training:**Building Inspector 30 hours**2. Implement EGov Online permitting**Estimated Project Completion: On-going**Building Inspector 20 hours**3. Increase public education & awareness of building & fire codes**Estimated Project Completion: On-going**Building Inspector 20 hours***Wastewater Division****Objectives**

The wastewater division administers the Town's on-site septic regulations as codified in Chapter Eight of the Colchester Code of Ordinances and also encompasses the state mandated Health Officer duties as required in Title 18 of Vermont Statutes Annotated Chapter 11. While the Town has regulated wastewater since 1967, the Vermont Legislature created sweeping changes to the State's regulation of wastewater in Act 133 of the 2001 session resulting in the creation of Title Ten, Chapter 64. These changes were implemented over several years beginning in 2002 through 2007. Properties that had previously been exempted from state wastewater permits were brought under the State's jurisdiction, ending municipal oversight of wastewater systems by 2007. On December 13, 2005 the town received approval from the State as a "Delegated Municipality" pursuant to the State Wastewater System and Potable Water Supply Rules, Subchapter 7 - Delegation. As a result of this delegation prior to subsequent rule changes in 2007, the Town issues all permits required under the State Wastewater System and Potable Supply and retained the right to issue local wastewater permits for tank replacement. Should the Town ever relinquish the delegation, the State would take back its authority and the Town would be forever prohibited from administering local wastewater permits. At this time, the majority of the Town is served by on-site wastewater systems with over 5,000 systems currently in place.

Activities

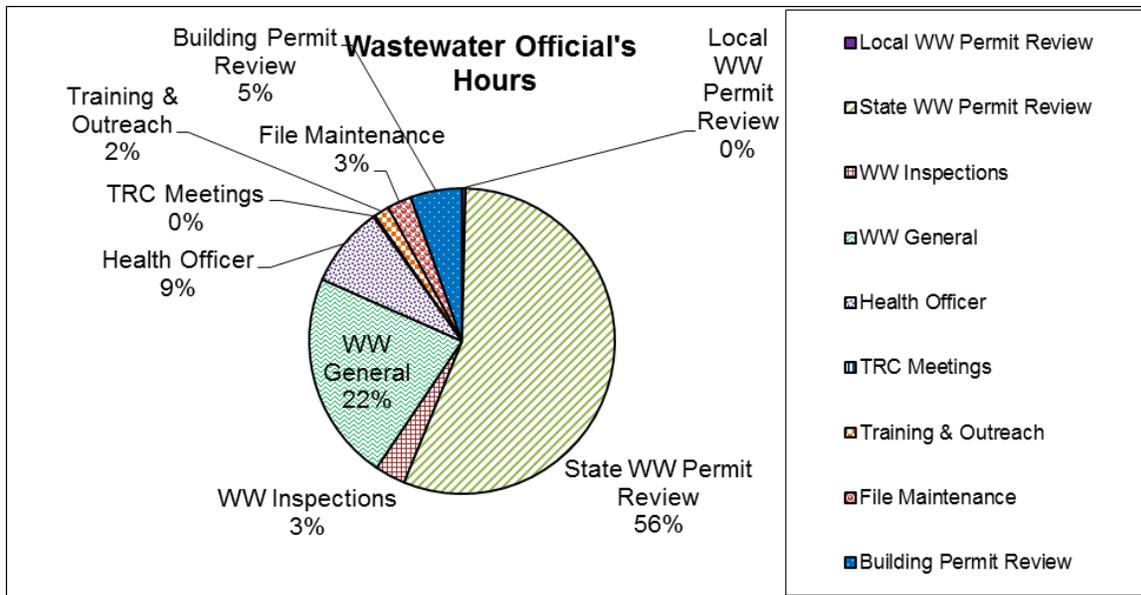
The wastewater division is currently staffed by one full-time Wastewater Official / Health Officer. The work of the wastewater division fall under the following major activities:

- 1) Local Wastewater Permits;
- 2) State Wastewater Permits;
- 3) Health Officer duties and enforcement;
- 4) Administering the Colchester Wastewater Mini-grant & Revolving Loan Fund; and
- 5) Building Permits.

The Official is responsible for administering all of these activities. In 2015 the Official lost paperwork support provided by the department's administrative assistant. It is hoped that the conversion to digital permits will eventually decrease the paperwork constraints of this division. The first, second, and portions of the third activities (enforcement) are required as part of the town's "Delegated Municipality" agreement from 2005 and are not currently separated out in accounting for staff time. The duties of Health Officer are set forth in Title 18, Chapters 3 and 7 and are mandated by the State. The administration of the Colchester Wastewater Revolving Loan and Mini-Grant Funds is elective and the administration has decreased in recent years as new loans are referred to the State's loan program and the Town focuses on mini-grants and administration of existing grants. The Official also reviews all building permits for conformance with wastewater regulations and serves as the Assistant Building Inspector during absences of the Building Inspector.

Allocation of Resources

Below is a chart of activities performed by the Wastewater Official in fiscal year 2016. The Wastewater Official is required to possess Class A and B State wastewater endorsements which require continuing education. It is therefore recommended that the Inspector receive 20 to 40 hours of training annually. Training time targets were met in 2016. It should be noted that increases in complaints coupled with more complex State Wastewater Permits and the lack of administrative assistant functions has resulted in longer times to process Permits. While it is hoped that the full implementation of the software system will assist in creating paperwork efficiencies, the Official will need to more fully utilize the system in order to realize these efficiencies.

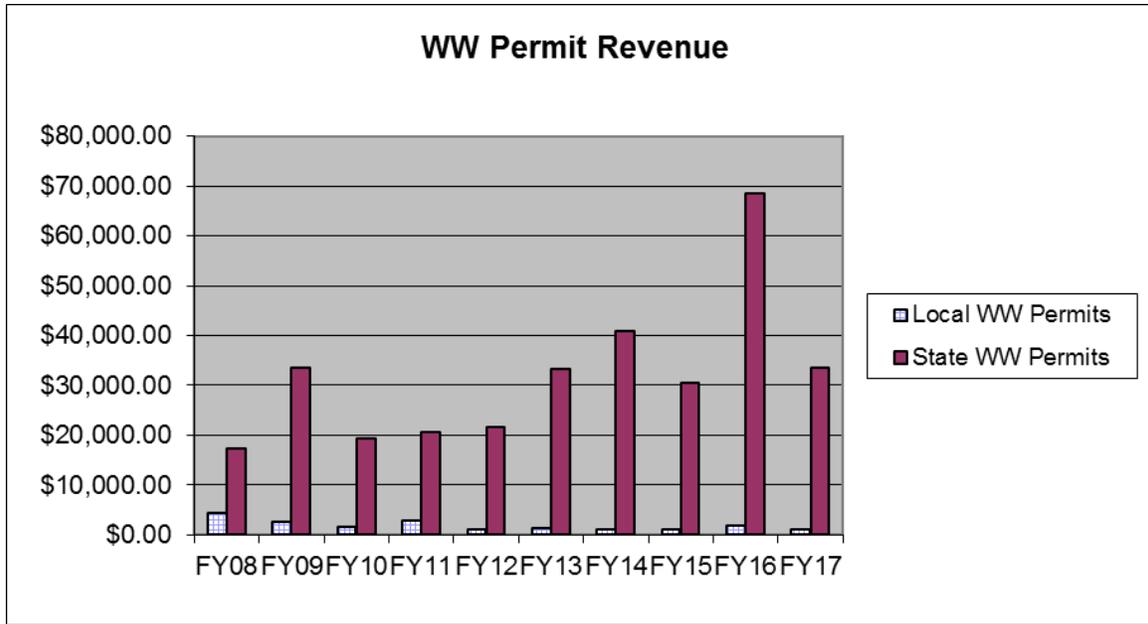


Revenue Sources

The first two and fifth activities (issuance of permits) generate revenue through application fees and recording fees. Enforcement (activity three) often results in fines or the reimbursement of legal fees encumbered by the town. Revenue associated with wastewater and health enforcement fines are combined with zoning and building fines and are also described within the zoning division section. Fees were updated in 2016 and are reflected herein. The Health Officer duties alone do not produce revenue. The Town acts passes the funds from the state to applicants for the revolving loan fund and retains one percent of each loan to assist in covering general administrative costs. As building permits are a minor amount of the Official's time, this revenue item is accounted for in the zoning division. The wastewater division revenue accounts are listed in the town's general fund at the following:

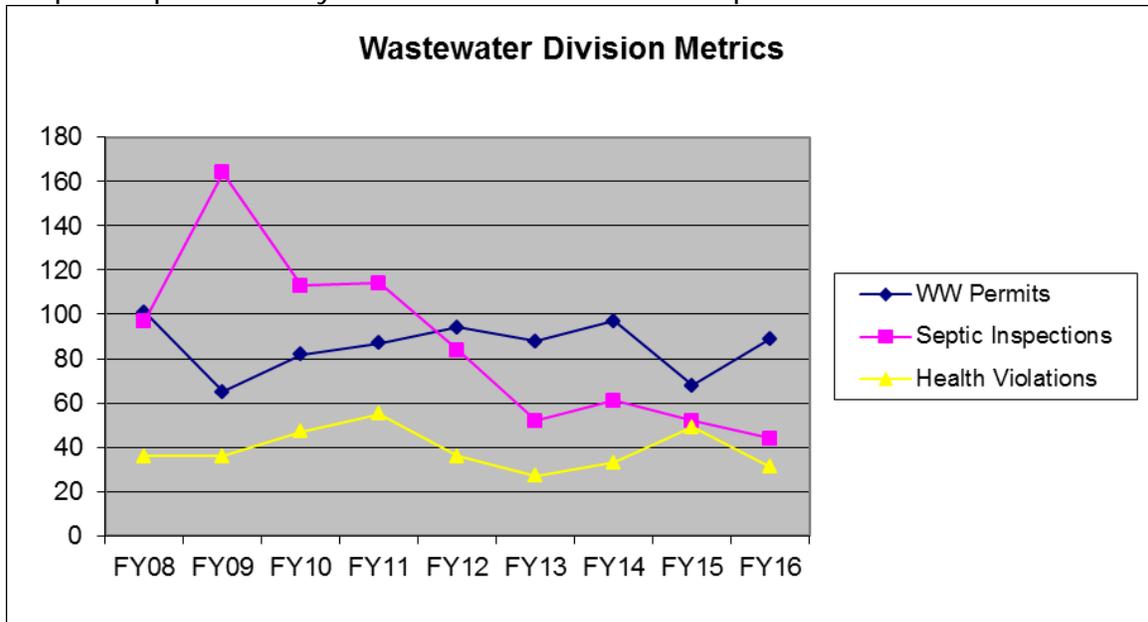
- 100002-341302 Septic Permits
- 100002-341312 State Wastewater Permits

The following charts represent the actual revenue received in these revenue accounts for the preceding eight years as well as the projected revenue for fiscal year 2017. It is likely that fiscal year 2017 will see revenue exceed previous expectations for State Wastewater Permits too as permit fees are revised were 2016 to come up to recent increases put in place by the State.



Metrics for Efficiency & Output

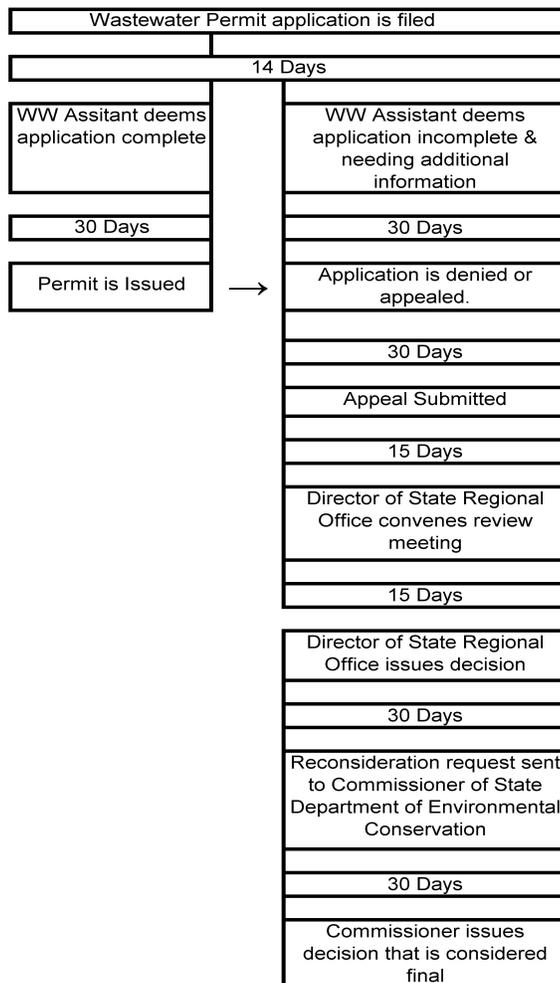
The efficiency and output of the wastewater division can be measured in several areas. The department quantifies local and state permit activity by the number of septic permits issued and septic site inspections. Health Officer output is quantified by the number of violations reported.



The metrics of tasks one and two (Wastewater Permits) are mandated by the State Environmental Protection Rules (see flow chart next page). The duties of Health Officer (activity three) are governed by Title 18 Vermont Statutes Annotated Chapters 3 and 11. Health Officer activities have relatively few

prescribed metrics. There are two requirements: 1) the Department of Health must be informed within 48 hours of issuance of any emergency health orders; and 2) all decisions of the Health Officer may be appealed to the Board of Health (Select Board) within 30 days of issuance. The Board must then issue a decision within 30 days of the hearing conducted in accordance with Chapter 25 of Title 3. Similar to zoning complaints, health violation investigations are initialized within 24 hours of receiving the complaint. Varying time is necessary for resolution depending on the complexity and scope of the complaint. Priority is given to investigating complaints that pose the greatest risk to safety.

Activity four, administering the Colchester Wastewater Revolving Loan Fund, is governed by the State of Vermont's agreement with the town. New loans from this fund have been phased out as a result of a reduction in State funding and the advent of a new State loan program. The existing loans must still be managed and follow-up with lenders in default has been the responsibility of the department in recent years. The Town has transitioned to the implementation of a mini-grant program for on-site wastewater that resulted from the Integrated Water Resources Management Plan. The mini-grant program involves less oversight than the loan program as there is less follow-up and legal action necessary and is therefore less of a burden on the department. This is fortunate as revenue generating State Wastewater Permits have picked up and there is less time from the department to dedicate to these loans and grants. The wastewater division strives to determine individual eligibility for the grant program within two weeks of receipt of a complete application. Enforcement of wastewater rules (activity five) are subject to two different standards, with the enforcement of local wastewater permits subject to the provisions of Chapter Eight of the Colchester Code of Ordinances and the enforcement of State wastewater permits subject to Title 10 Vermont Statutes Annotated Chapters 201 and 211 enforced only by the State. Enforcement proceedings are begun within 24 hours of initial complaint.



Fiscal Year 2017 Priorities

In fiscal year 2017, priorities for the wastewater division will include:

1. Continuing to fulfill the requirements and metrics as required by the State Environmental Protection Rules, Chapter Eight of the Colchester Code of Ordinances, and Title 18 Vermont Statutes Annotated Chapters 3 and 11

Estimated Project Completion: On-going

A. State Wastewater Permits & Related General Inquiries: 1380 hours

B. Health Officer Duties & Enforcement: 130 hours

C. Local Wastewater Permits: 5 hours

D. Wastewater Inspections: 65 hours

E. Training & Outreach: 55 hours

2. Building Permit Review

*Estimated Project Completion: On-going
100 hours*

3. Software Implementation

*Estimated Project Completion: On-going
20 hours*

4. Administer Colchester's Revolving Loan & Mini-grant Funds

*Estimated Project Completion: On-going
5 hours*

Planning & Administration Division

Objectives

The planning and administration division includes the duties of town planning and department head. Town planning revolves around land use planning as required by the implementation of zoning: setting forth a clear goal of what land uses should occur where in the community and aligning land use regulations to these goals. The administration responsibilities are similar to those of other department heads within the town government and vary to reflect the goals and needs of the administration and legislative body.

The Planning Commission directs the planning division as required by the local adoption of zoning in accordance with 24 V.S.A. Chapter 117:

- 1) The creation and review of a five year municipal land use plan;
- 2) Proposing regulatory changes to zoning and subdivision regulations to align with the municipal plan; and
- 3) The creation and implementation of land use studies.

In recent years, the town has elected to add to planning division duties the administration of the State Growth Center Designation for Severance Corners.

The town has also elected to become a delegated community for Shoreland protection from the State and a Community Rating System designation from FEMA. The administrative duties of the division include:

- 1) The management of department staff;
- 2) The fiscal administration of the department's budget and revenue;
- 3) Oversight of all enforcement and legal matters;
- 4) Ensuring departmental compliance with Town personnel policies and goals;
- 5) Outreach to community, regional and state boards, agencies, and organizations; and
- 6) Applying for and administering grant funds as applicable.

Activities

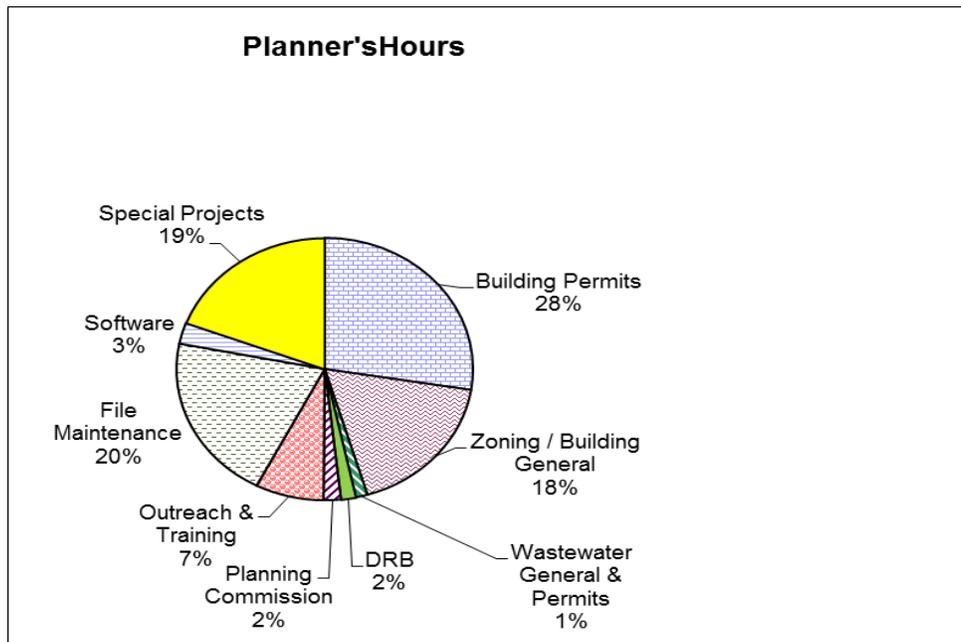
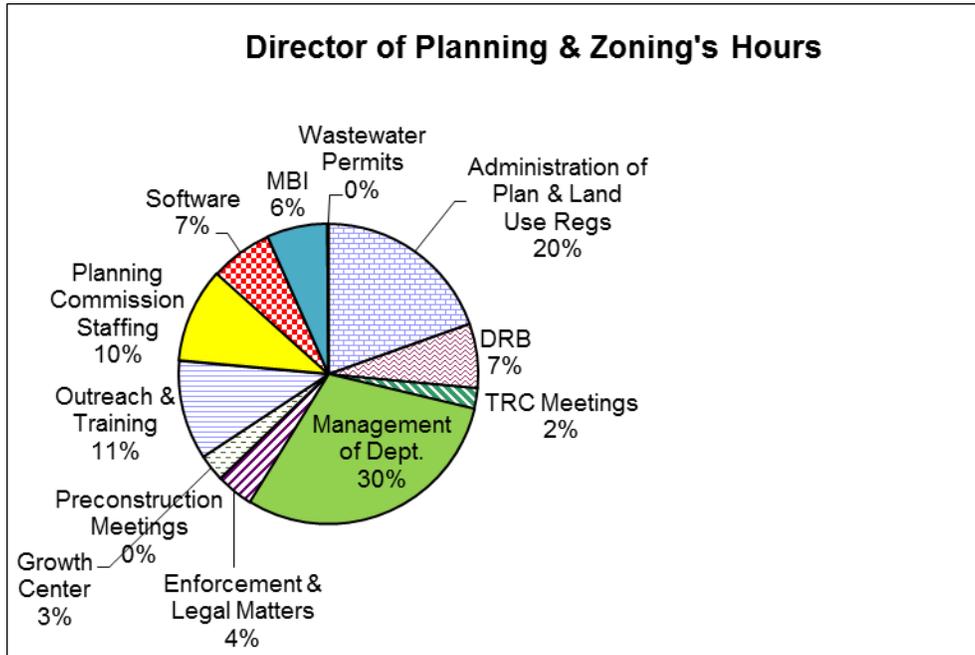
The division has historically only been staffed by one full-time position: the Director of Planning and Zoning. In June 2015 a Planning Coordinator was hired to bridge the gap between the duties of the vacated Administrative Assistant position and a professional staff planner position. During 2016, this position transitioned from Planning Coordinator to Planner to focus duties on planning projects as well as other Town projects as needed. It should be noted that the Planning Coordinator's duties include staffing the front office and handling many of the walk-in customers as well as phone calls that will need to be transferred from this position in 2016. The major activities of the division include:

- 1) Administration of local municipal plan and land use regulations including staffing the Planning Commission and providing the DRB with staff notes;
- 2) Management of department staff and resources;
- 3) Enforcement oversight;
- 4) Administering departmental metrics to align with the goals of Town administration and legislative body;
- 5) Administering the Growth Center Designation and related matters;
- 6) Outreach to community, regional and state boards, agencies and organizations; and
- 7) Applying for and administering grant funds as applicable.

Allocation of Resources

Below is a chart of activities performed by the Director of Planning and Zoning for fiscal year 2016. The job description of the Director states that an American Institute of Certified Planners endorsement is preferred which requires 18 hours of continuing education credits annually to maintain. In order to accumulate these education credits, out of state travel is often necessary. The Director and Planner must also stay current on major topics within each division and therefore it is recommended that the Director and Planner receive 20 to 40 hours of training annually. Training targets are currently being met. As this time is minimal, training time is included with outreach activities on the

chart below. It should be noted that in the Planner's chart, CRS and cross-department projects are listed as special project.



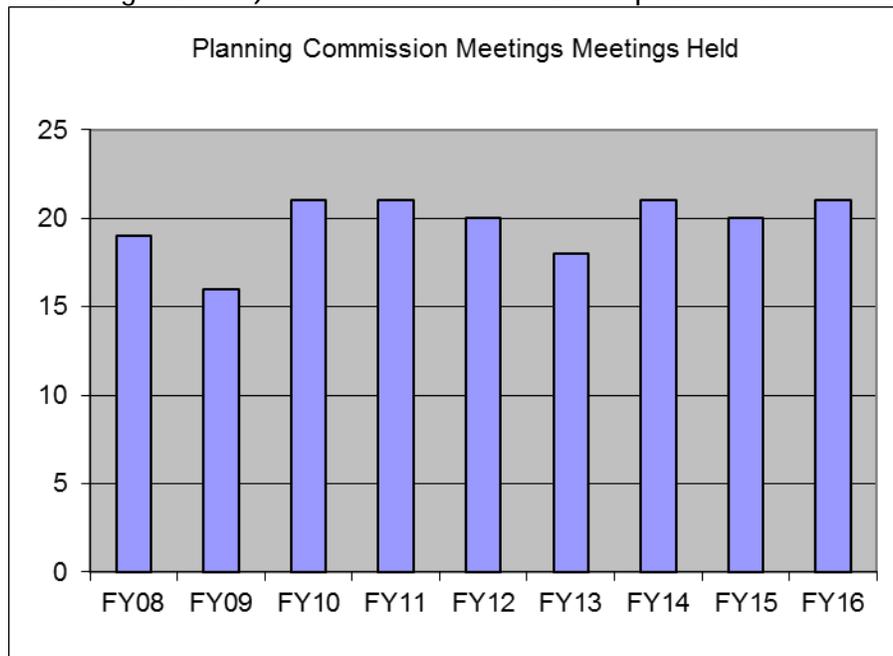
Revenue Sources

The planning and administration division is largely dependent upon the subordinate divisions to produce revenue however as the Planner is currently involved in building permits, this position is directly tied to this revenue. Grants are the exception to regular revenue and are generally sought to assist in the implementation of specific projects. While activities such as the Growth

Center Designation positively impact grand list growth, this division lacks a primary income source.

Metrics for Efficiency & Output

The efficiency and output of this division can be judged primarily by the efficiency and output of the underlying divisions for which the Director is responsible. The planning duties of the Director overlap the zoning division and are subject to the metrics of the zoning division. At this time, planning is primarily tracked per number of Planning Commission meetings held each year. The Director is also responsible for producing the minutes for the Planning Commission in the same time period as required for the Development Review Board (see zoning division). Metrics for the Planner position are evolving.



The Director's administrative duties include ensuring that the metrics for each underlying division are met and improved wherever feasible. To accomplish this, the Director should provide annual goal analysis and performance action plans for each supervised employee in line with the Department's Strategic Plan and Fiscal Year Work Program. Mid-year check-ins with each employee on their action plans ensure that the employees are supporting the department priorities and can identify any difficulties that employees are having in these activities. The Director is also responsible for producing an annual budget with associated expense and revenue projections and insuring that the department operates within these parameters. To this end, the Director is also responsible for ensuring that enforcement and other legal matters are resolved in a timely matter that minimizes the fiscal and legal liabilities of the department. The Growth Center Designation requires reports to the State Downtown Board for the first two years and then every five years after designation with the five year report due in fiscal year 2020 (November 2019). Outreach measures

include attending all related organizational meetings and returning phone calls and e-mails within 24 hours whenever feasible unless precluded by legalities. Act 250 participation is also required from time to time by the Director in compliance with Title Ten of Vermont State Statutes Annotated, which set periods to comment on an application or to testify at a hearing on an application.

It is the responsibility of the position to ensure that the department complies with all Town personnel policies and goals. These policies and goals can be found in the Town's regulations, such as the Charter and Colchester Code of Ordinances, the Employee Handbook, the Purchasing Policy, the Code of Ethics, and the Fiscal Year Budget. Contained in the fiscal year 2017 priorities are performance goals set by the Town Manager for the Director.

Fiscal Year 2017 Priorities

Fiscal year 2017 will see the continued implementation of the Edgesoft software program as the EGov portal becomes an effective tool for on-line permitting. The Planner position is expected to evolve as detailed below in 2017 however approximately 700 hours of time will need to be replaced to oversee building and zoning permit functions. Possibilities include a temporary worker, intern, or volunteers as well as departmental reorganization. At the time of drafting this plan, these hours were not yet assigned. Please see Appendices A and B for detailed information on the Planning Division Work Plan and the Planning Commission Work Plan. In fiscal year 2017, priorities for the planning and administration division will include:

1. Continuing to fulfill the requirements and metrics as required by 24 V.S.A Chapter 117

Estimated Project Completion: On-Going

- A. Planning Commission Staffing: *Director 175 hours*
- B. DRB Support: *Director 180 hours*
- C. Act 250 Support: *Director 10 hours*
- D. Administration of Plans and Land Use Regulations: *Director 100 hours*
- E. Outreach: *Director 100 hours, Planner 40 hours*
- F. Training: *Director 35 hours; Planner 15 hours*

2. Ensure that the department complies with all town personnel policies and goals

Estimated Project Completion: On-Going

Director 100 hours

3. Conduct mid-year and annual reviews to ensure compliance with annual goal analysis and performance action plans for each supervised employee in line with the Town's goals and the Department's Strategic Plan and Fiscal Year Work Program

*Estimated Project Completion: On-Going
Director 70 hours*

4. Providing sufficient oversight to the department's fiscal and legal liabilities including revolving loan and mini-grant funds

*Estimated Project Completion: On-Going
Director 200 hours*

5. Annual Stormwater, WW, Shoreland, & CRS reports and Queries

Director 15 hours

Planner: 40 hours

Estimated Project Completion: Ongoing

6. Continued Software Implementation & Website (eLMS, eGOV, Viewworks, CAI GIS update)

Director 200 hours

Planner 200 hours

Estimated Project Completion: On-going

7. Consideration of Wastewater Operating Permits

Director 50 hours

Planner 75 hours

Estimated Project Completion: On-going

8. Project Support for Greenplay Project and Review Recreation Impact Fees

Director 60 hours

Planner 100 hours

Estimated Project Completion: May 2017

9. Clean Water Initiative (including FD2 Sewer & Stormwater projects)

Director 100 hours

Planner 200 hours

Estimated Project Completion: On-going

10. Exit 16 Signage & DDI Amenities

Director 50 hours

Planner 50 hours

Estimated Project Completion: January 2017

11. Planning Commission Special Projects (Northeast Quadrant Review, Official Map Update, Town Plan Review & Subdivision Regulation Updates)

Director 135 hours

Planner 70 hours

Estimated Project Completion: Ongoing

12. Capital Budget Update

Director: 10 hours

Planner: 30 hours

Estimated Project Completion: Ongoing

13. Energy Plan

Director 30 hours

Planner 300 hours

14. Departmental Support

Planning Coordinator 340 hours

Estimated Project Completion: Ongoing

Summary

This strategic plan and work program are intended to provide greater transparency in government functions and to depict clearly the activities of the department for budgeting purposes. While the plan and program outline the direction of the Department of Planning and Zoning for the immediate and long term, discretionary activities may be subject to change based upon the needs of the Town administration and legislative body. It is hoped that this document will provide general day-to-day guidance for the operation and oversight of the department and provide employees with ownership and accountability in their actions. In 2017, a high priority will continue to be implementing on-line permitting. As always, the Department remains committed to excellent customer service, encouraging civic involvement, and assuring compliance with all applicable regulations. In summary, the fiscal year 2017 priorities for the department are:

- 1) Continuing to fulfill the requirements and metrics as required by 24 V.S.A Chapters 83 and 117 as well as Chapters Four and Seven of the Colchester Code of Ordinances;
- 2) Continuing to fulfill the requirements and metrics as required by the State Environmental Protection Rules, Chapter Eight of the Colchester Code of Ordinances, and Title 18 Vermont Statutes Annotated Chapters 3 and 11;
- 3) Ensure that the department complies with all town personnel policies and goals;
- 4) Conduct mid-year and annual reviews to ensure compliance with annual goal analysis and annual performance action plans for each supervised employee in line with the Department's Strategic Plan and Fiscal Year Work Program;
- 5) Providing sufficient oversight to the department's fiscal and legal liabilities;
- 6) Implement EGov On-line permitting and software support;
- 7) Continue NFPA and ICC Code training;
- 8) Increase public education and awareness of building and fire code and prevention activities;
- 9) Administration of the Colchester Wastewater Revolving Loan and Mini-Grant Funds;
- 10) Annual Stormwater, WW, Shoreland, & CRS reports and Queries;
- 11) *Consideration of Wastewater Operating Permits;*
- 12) *Project Support for Greenplay Project and Review Recreation Impact Fees;*
- 13) *Clean Water Initiative (including FD2 Sewer & Stormwater projects);*
- 14) *Exit 16 Signage & DDI Amenities;*
- 15) *Planning Commission Special Projects (Northeast Quadrant Review, Official Map Update, Town Plan Review & Subdivision Regulation Updates);*
- 16) *Capital Budget Update;*

17) *Energy Plan*

Appendix A

Colchester Planning & Zoning Department 2016-2017 Planning Division Work Plan

Below are descriptions of current and proposed work items for Town Planning Staff in fiscal year 2017. This list is a supplement to the 2016-2017 Colchester Planning Commission Work Plan and is limited to projects that do not involve the Commission.

- 1. Revise Rec Impact Fee:** Upon completion of the Planning Commission's evaluation of the types of required recreational amenities for new projects as well as the feasibility and appropriateness of off-site mitigation of recreational amenities, staff will then work with the Parks and Recreation Department to evaluate the recreational impact fee. The recreational impact fee must also take into account existing bonds and planned recreational facilities throughout the Town. It is anticipated that the Parks and Recreation Department may also revise planned recreational facilities in accordance with the recommendations from the current Green Play Study.
- 2. DDI Amenities & Sign:** As part of the Exit 16 Diverging Diamond Interchange plans from VTrans, S. Hadd and K. O'Reilly have been working with State Landscape Architect Jane Brown to finalize planned landscaping, hardscaping, lighting, and other amenities. The State will only design, implement, and pay for amenities in the State right of way. The State will not allow gateway signage in the State's right of way. It is anticipated that this design project will be completed in fiscal year 2016. Upon completion of the State's design project, staff will embark on a plan to locate and design a gateway sign for the Exit 16 area. The gateway signage and design will draw from the State's proposed landscaping and amenities. The project does not include right of way or easement acquisition for the sign site nor does it include construction or fabrication costs. It is anticipated that these costs could be programed into future capital plans of the Town.
- 3. CAI GIS Update:** The Town's tax map vendor has been working to fix issues in the Town's parcel data pertaining to condominiums. While the line work will be completed in May 2016, the actual addressing of condo units and condo mains will be ongoing thereafter and may require an intern to complete. Staff has an interest in assisting with accurate parcel data as discrepancies can create conflicts in permitting software as well as abutter notifications, utility billing, and other forms of official notifications.

4. **Vueworks Update:** This GIS software is utilized by both the Department of Public Works and the Department of Planning and Zoning. It has the capacity of the Assessor's interactive web map however has much more data and reporting features that the general public does not. This system has been somewhat inoperable since February 2016. Staff will continue to work with Vueworks staff to find a fix however is also evaluating replacement alternatives.
5. **eGOV Implementation:** eGOV is the public portal by which applicants can apply for and receive permits online. Staff has been working with the software provider, Edgesoft, to implement this project over fiscal year 2016. While the project was to be completed in March, it is anticipated that this project may span into fiscal year 2017 as full implementation of this new tool is impractical to the department during its peak season. It will be difficult to have spare staff time for training and testing during the summer months. It is still desired to have this portal available as soon as feasible to cut down on the administrative work required to manually input new permits and issue permits.
6. **CRS Annual Maintenance & Reporting:** The Town recently was accepted into FEMA's Community Rating System program. There is annual maintenance such as logging time spent on floodplain issues, publicity, and quantifying permits that must be done intermittently throughout the year to maintain this program. Being part of the CRS program lowers flood insurance rates to property owners and ensures that the Town will be reimbursed at the highest level should funding for flood related disasters be necessary.
7. **Annual Stormwater, WW, & Shoreland Reports:** As a delegated community for wastewater and Shorelands from the State of Vermont the Town must submit an annual report after the first of the calendar year detailing all applicable permits in the past calendar year. Staff also plays a supportive role in the MS4 annual stormwater report by providing lists of projects that went to construction in the past calendar year in February that disturb more than an acre of land.
8. **CWI Support:** This Stormwater, Sewer, Bike/Ped, Transportation, Recreation, and Land Use project is a multi-year project focusing on the inner Malletts Bay along West Lakeshore Drive. Staff will continue to participate in a supporting role as the land use plan moves through the adoption process and into implementation.
9. **FD2 Project Support:** The Town of Colchester Department of Public Works has been assisting Fire District Two in their exploration of providing sewer to the bay. Staff has and will continue to take a

- supporting role in this project by advising on land use planning and assisting with State permitting and funding applications.
- 10. Greenplay Project Support:** This project of the Department of Parks and Recreation that will examine future plans for Bayside Park, the validity of a community center, and assist the Department with future recreational amenity planning. Staff will continue to participate in a supportive capacity for the project.
 - 11. Stormwater Utility Support:** Staff has assisted in the research of, data development for, and possible implementation of a stormwater utility with the Department of Public Works. Staff also assists in the Stormwater Advisory Committee and will continue to participate in a supporting role until the utility is implemented or determined to be infeasible.
 - 12. Capital Budget Update:** A combined Capital Budget was adopted by the Town in 2015. In 2016 Staff will work with all involved parties to take over the annual maintenance of this plan and ensure all warning and other statutory requirements are met.
 - 13. GIS Work:** Staff will continue to serve as GIS services for the Town as needed excepting extraordinary projects or other larger projects such as parcel mapping.
 - 14. Team Building:** Staff will work to develop a departmental retreat and a team building plan for fiscal year 2017 that will include regular staff meetings as well as longer more in depth meetings to tackle larger issues such as communications.
 - 15. Co & Bps:** Each month Staff queries the software for building permits that will be one year old and therefore expire in the next month. Notifications are sent to applicants that have not received certificate of occupancy. Applicants that have either received conditional or temporary certificates of occupancy are also notified in a similar fashion each month.
 - 16. Publicity & Outreach:** This is an ongoing effort of Staff for many of the Town's regular meetings and projects. Advances in communication types, methods, and frequency should continue to be examined and refined. Additional training with programs such as InDesign and RSS feeds should be explored.
 - 17. Website:** Staff will continue to update the website as well as evaluate new tools such as the Notify Me Tool and possibly a department Facebook page to deliver and receive information.

- 18. WW Operating Permits:** As recommended by the Integrated Water Resources Management Plan, the Town should strive to implement a wastewater operating permit program to engage property owners in high risk areas with obligations for ongoing maintenance and best practices. The Town has determined that implementation will require amendments to enabling State Statutes and will work to educate legislators prior to the 2017 legislative session of the changes required. If statutory changes are made, the Town must also design a program to implement that is perhaps phased over several years.
- 19. WW Mini Grants:** The Integrated Water Resources Management Plan also resulted in the Town receiving a fund for wastewater mini grants. These grants are to be directed at the highest environmental need areas for design solutions. With the implementation of an operating permit, it is anticipated that these funds could be quickly expended.
- 20. Fire Reg Review:** A lack of clarity in certain elements of Chapters Four and Six of the Colchester Code of Ordinances has been noted in 2016. These regulations should be periodically reviewed with the Town's Fire Departments to evaluate effectiveness and updated accordingly.
- 21. Town Owned Land Inventory:** The Town would be well served by an updated list of its land holdings, constraints on these resources, and possible recommendations for de-accessioning certain parcels. An intern could start such a research project in the summer of 2017.
- 22. Revisit State Delegation Program:** The State Division of Fire Safety has a delegation process for communities to receive full authority over certain portions of the State building permit program. The Town inquired with the State about delegation in 2016 and was told that, due to budgeting shortfalls, no new delegations were being provided. The Town may wish to inquire again with the State as such a delegation could increase revenue to the Town and provide a customer service of a consolidated permit process to applicants as well as decreased wait times for permits and inspections. At the time this workplan was developed, some businesses have waited months for permits and inspections causing undue hardship and delay. As wait times for State building permits increase and cause undue delay and hardship to the business community, it may become necessary for the Town to obtain delegation.

Appendix B

2016-2017 Colchester Planning Commission Work Plan

While the Planning Commission's annual work plan is usually laid out by the Town Plan, the goals of the 2014 Town Plan have been mostly accomplished. This achievement has been in larger part to the Plan's original design as the 2012 Town Plan that was delayed until 2014 to allow for the finalization of the Economic Development Plan. The five year plan inadvertently became a seven year plan. In the absence of specific land use projects, the following Planning Commission work plan was developed to address known community needs, special requests of the Select Board and Town Manager, and the recommendations of staff.

- A. **Town Plan Update:** The 2014 Town Plan was adopted with two major land use planning efforts laid out as priorities to be addressed over the five year plan: 1) West Lakeshore Drive neighborhood, and 2) Heineberg / Prim neighborhood. Both of these land use planning efforts have been completed and staff recommends updating the Town Plan to reference these new neighborhood land use plans. This is a timely issue as in investigating funding for a potential sewer service area with Fire District Two, the Town will need to submit an application to the Department of Environmental Conservation. The DEC will require language in the Town Plan to address land use impacts of potential sewer service. The Town Plan update will need to be completed and approved by the Commission, Select Board, and Regional Planning by December 2016. *S. Hadd lead w/ K/ Purinton supporting.*
- B. **Northeast Quadrant - review existing zoning, agripreneurialism, energy siting, and subdivisions:** The Commission received a request four years ago to rezone a property located north of the railroad on East Road from Agriculture to Rural Residential. While the Town Plan is very clear in stating that no rezonings should be considered during the term of the plan, the Commission agreed to consider the matter after the Malletts Bay Initiative was complete. A then-member of the Commission also stated that the re-use of farms and new agricultural endeavors (Ag Entrepreneurialism) should be considered as perhaps new uses in the area. Over the past four years, this area has also seen several in-fill subdivisions such as Cottonwood Road and development along Pond Brook Road and Colchester Pond Road. Two solar farms have also been proposed. The character of the area is changing and warrants reconsideration. This is a moderate to substantial project and could involve changes to other regulations or the Town Plan. *June 2016. S. Hadd lead w/ K/ Purinton supporting.*
- C. **Subdivision Regulations - as follow up on NE Quad & to update Plat Policy:** The Town's Subdivision Regulations are antiquated and lacking in

many areas including an outdated plat policy. In reviewing the NE Quadrant, the Commission will likely discuss the recent subdivisions in the area and the potential for more. The current regulations do not distinguish between a two unit subdivision on an acre and a 20 unit subdivision of 100 acres. There is no difference between an infill development project and the subdivision of a tract of land off of Middle Road in that each are required to provide up to 25% open space and recreational amenities. In evaluating the potential for additional development through rezonings, the Commission may wish to consider changing the Subdivision Regulations to address concerns of siting subdivisions, open space set asides, and impact on natural features for subdivisions in this quadrant in addition to allowing more streamlined infill development projects that have different and more appropriate standards. This is a substantial undertaking for both PZ staff and the Commission. *August 2016. S. Hadd lead.*

- D. **Specify recreation types for subdivisions & where off-site mitigation is appropriate (Brigante example):** In reviewing the Subdivision Regulations, PZ Staff recommends that the requirement for recreational amenities be reviewed and clarified. At this time, the regulations do not offer guidance for what type of amenity or when these amenities are perhaps left unbuilt in favor of off-site mitigation. Recently, a development off of Annas Court was proposed that was mostly single-family dwelling units. With the development's proximity to the schools, the developer requested the option of off-site mitigation through the creation of a pedestrian link to the schools. These types of mitigations should be specifically allowed as appropriate and guidelines put into place to have equity between projects. Green Play has been hired by the Recreation Department to evaluate recreation needs in the community and it is anticipated that this will also provide guidance as to what recreational amenities should be required and what off-site mitigation may be possible. This would be a moderate undertaking with Staff from the Planning and Zoning Department as well as the Recreation Department possibly involved. After the Commission completes its work, staff will then work to revise Recreation Impact fees to be in line with the Town's future goals as well as to perhaps provide a mechanism for off-site recreation needs through additional fee payment. *October 2016. S. Hadd lead with assistance from Parks & Recreation.*
- E. **Energy / Resiliency / Sustainability Plan - S230 and siting requirements for energy:** In reviewing the Northeast Quadrant, solar siting should be addressed. This is an area that has seen two solar farm proposals. A bill that passed the Legislature this year, S230, may give towns the ability to help guide where these alternative energy developments are suitable or unsuitable as well as what guidelines the developments should follow. In order for a town to have such regulations or guidance, the town may be required to adopt an energy plan to be approved by the regional planning

commission. In May 2016, it was unclear if S230 will be signed by the Governor. The Colchester Select Board requested that the Commission investigate this issue and work on an Energy Plan. The Town Plan currently has an energy chapter however it is lacking and could be more specific. The Colchester Energy Task Force proposed a Town Energy Plan two years ago that the Select Board did not adopt and it was not created in consultation with the Town. This issue will likely be complex and involve varying perspectives. PZ staff recommends that the Commission perhaps think of energy in a broader way as it relates to land use. Resiliency plans cover the impact both of land use on energy and energy on land use. After Tropical Storm Irene, many resiliency plans were also created that encompassed flood hazards and stormwater. Given the Town's recent examination of a stormwater utility, a resiliency plan may be a very inclusive way of pulling these efforts together with land use. Such a planning process should likely result in an update to the Town Plan or the beginning of the next Town Plan. There would be substantial commitment needed from both the Commission and PZ staff for this project. *August 2016. K. Purinton lead.*

- F. **Official Map - Circ / Bypass Road:** As a result of the Malletts Bay Initiative, the issue of a bypass road has come up again. The current official map shows a bypass road to West Lakeshore Drive that was designed in 2004. In 2007, the West Lakeshore Drive Study recommended an alternate bypass route that took more the path of the Circumferential (Circ) Highway. The Circ Highway is also shown on the Official Map. In the coming months, it is anticipated that the State will pass judgement on the right of way acquired as part of the Circ Highway between I89 and Burlington. At that time, the Town may consider removing the Circ from the Official Map and could consider designating the corridor as an alternative. The 2007 bypass route may not be the most pragmatic solution and other designs should be sought. This task may be a moderate undertaking that will be intensive on staff time as well as will likely draw substantial public involvement. *January 2017. K. Purinton lead with S. Hadd supporting.*
- G. **Signage - Industrial Parks & Multi-tenant buildings:** The Economic Development Director and Planning and Zoning Staff have identified clarifications and improvements needed to the sign regulations in Section 2.18 of the Zoning Regulations. New industrial park signs, similar to the Meadows Industrial Park sign on Hercules Drive and the Brentwood Park sign at Exit 17, are not currently allowed by the regulations. It has also been noted that multi-tenant buildings limit each tenant to one sign even though these spaces may include two sides of the building. An example is 70 Roosevelt Highway where the Noah's Ark Pet Center used to be. Planning and Zoning Staff will be working with the Economic Development Director to identify where industrial park signage is needed and what size it should be

and could also develop amendments to the multi-tenant signage regulations to allow minimal additional signage for multi-façade tenants. This should be a minor project. *November 2016. S. Hadd & K. Purinton shared working with K. O'Reilly.*

- H. **CRS Publicity Plan & Committee:** The Town of Colchester recently accepted into the Community Rating System (CRS), a hazard mitigation program administered by the Federal Emergency Management Agency (FEMA). Community members that have flood insurance receive a discount as a result of the CRS endorsement and the Town is also reimbursed at a higher level for any municipal work that is needed as part of future disaster declarations. As part of maintaining this endorsement, the Town has to have a publicity plan detailing how it will get the message out to the community about what the floodplain is, flood insurance availability, and other services. A committee is required to work with PZ staff on this plan. The Commission could serve as the committee. Involvement and work is minimal and will mostly be developed by staff in accordance with the requirements of the CRS program. This should be a very minor project. *September 2016 K. Purinton lead.*
- I. **DRB Joint Meeting:** Once a year, a joint meeting of the Planning and the Development Review Board is held to share ideas on what is working and what could be improved in the Zoning and Subdivision Regulations. The last joint meeting was held in February 2016 and should be perhaps scheduled for a similar time frame in 2017. This should be a limited commitment to the one meeting. *February 2017S. Hadd lead.*
- J. **Joint Meetings with Other Boards (other communities):** In reviewing the Northeast Quadrant the Planning Commission may wish to have a joint meeting with the Milton Planning Commission as this area abuts a substantial portion of the Milton / Colchester border. The Commission has had other joint meetings with the Essex Town Planning Commission in the past. This should be a limited commitment to the one meeting. *August 2016. S. Hadd lead.*
- K. **Shooting Ranges:** After the recent update of the fire arms ordinance, the Commission discussed creating a definition for shooting ranges and examining where these uses should be permitted in the community. PZ staff had developed a draft definition in collaboration with the Police Department however the Commission has not taken this issue up yet. This should be a minor project. *March 2017. S. Hadd and K. Purinton lead.*

Proposed Colchester Planning Projects FY17																
Entity (leads in <i>italics</i>)	Project	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	
PC, SH	Town Plan Update															
PC, SH, KP	NE Quad															
PC, SH, Parks & Rec	Subdivision Regs															
PC, KP	Rec Amenities															
KP, Parks & Rec, SH	Revise Rec Impact Fee															
PC, KP, SH	Energy Plan															
PC, KP, SH	Official Map Amendment															
PC, SH, KP, KO	Signage															
PC, KP	CRS Publicity															
PC, SH	DRB Joint Mtg.															
PC, SH	PC Adj. Com. Mtg.															
PC, SH, KP	Shooting Ranges															
SH, KO	DDI Amenities (& sign)															
KP, SH, RV	CAI GIS Update															
SH, KP, RP, WR, RV	Vueworks Update															
SH, LR, DS	Muir Legal Matter															
SH, AF, KP	Egov Implementation															
KP, SH	CRS Annual Maintenance & Reporting															
SH	Annual Stormwater, WW, & Shoreland Reports															
BO, KP, SH	CWI Support	Ongoing														
BO, SH	FD2 Project Support	Ongoing														
Parks & Rec, KP, SH	Greenplay Project Support															
BO, KP, SH	Stormwater Utility Support															
KP	Capital Budget Update															
KP	GIS Work	Ongoing														
SH	Team Building	Ongoing														
SH	CO & BPs	Ongoing														
KP, SH	Publicity & Outreach (Facebook Page?)	Ongoing														
SH	Website	Ongoing														
KP, SH, DT	WW Operating Permits															
KP, DT	WW Mini Grants															
SH, DS, KO	Fire Reg Review															
KP	Town Owned Land Inventory															
SH, DS, KO	Revisit State Delegation Program															
UNK	Wayfinding Signage	UNK														
UNK	Design Review Additional Regulations	UNK														
UNK	GSI Outreach	UNK														