



## CAPITAL IMPROVEMENTS AND MUNICIPAL SERVICES SUBCOMMITTEE

### Subcommittee Members

- Jay Shah, Chairman
- Joe Franz
- Bill Harris
- Dino Hernandez
- Tom McKinstry
- John Pritchard
- Ralph Woznick
- Chuck Zamek

### Staff Members

- Doug Bradley, Building and Engineering Director
- Bob Vallina, Community Planning and Development Director



### Introduction

It is difficult for a municipality to run efficiently without practical and effective investment in, and maintenance of its infrastructure and municipal services. Municipal services are critical because they are the civic foundation of every community. The quality of life for residents is adversely affected when these services and standards deteriorate. Without a comprehensive long range planning approach, the Township's ability to provide health, safety, and general welfare services to residents suffers.

There are several important components necessary for successful delivery of municipal services. These components include Township employees, equipment and vehicles, municipal buildings, water and sewer lines, roads, and other municipal infrastructure facilities. The Township collects and administers taxes to ensure the smooth operation and delivery of public services. Planning for capital improvements is important because infrastructure ages and must be replaced, and new needs arise that require additional investment.

### Subcommittee Review Process

The Capital Improvements and Municipal Services Master Plan Subcommittee met nine times between the end of April and the beginning of September 2001. In order to accomplish their mission, the Subcommittee divided their review into two categories: capital infrastructure and municipal services. The Subcommittee reviewed the following issues in the two categories and used the information they gathered to develop their goals and objectives:

#### *Capital Infrastructure Issues*

- Water service
- Sewer service
- Storm water system
- Roads
- Sidewalks
- Municipal buildings
- Existing utilities
- Future utilities
- Communications

*Municipal Service Issues*

- Administration
- Police
- Fire / Emergency Medical Services
- Water and sewer
- Facilities and operations
- Library
- Parks and recreation
- Building and engineering
- Community planning and development

Several experts were invited by the Subcommittee to present information regarding municipal facilities and services. Representatives from the Township administration, the Road Commission for Oakland County, and the Oakland County Drain Commissioner's Office provided excellent resource information.

**Mission Statement**

The mission of the Capital Improvements and Municipal Services Subcommittee was to evaluate the capital infrastructure and municipal services needed to provide for the health, safety, and general welfare of the citizens of Waterford Township during the next twenty years. The Subcommittee also reviewed the interrelationships between the Township, County, and State in maintaining and improving the Township's capital infrastructure and municipal services. In particular, the Subcommittee wanted to determine if the maintenance of the current service levels of the Police Department, Fire Department, and Department of Public Works was adequate. In addition, the Subcommittee wanted to determine if the current storm drainage infrastructure, nonmotorized paths, and road system in the Township effectively serve the citizens of Waterford.



*Section of completed sidewalk along Hospital Road -2002*

**Meetings Summary**

The Subcommittee expressed great pride in the recent construction of the capital building improvements made by the Township. These improvements are:

- Township Library building
- New Fire Department Headquarters and Fire Station #1 building
- New Police Department Headquarters building and
- New Department of Public Works building

The Subcommittee concluded that overall, municipal services, such as police, fire, and water and sewer appear to meet the needs of its citizens at the current level of service. The Subcommittee also concluded that the future needs of Waterford's citizens should continue to

be met if the current level of service per capita is maintained as the Township's population increases and ages. The Subcommittee further concluded that improvements need to be made to the Township's stormwater drainage system, nonmotorized pathway system, and roadway system in order to meet the current and future capacity needs of Waterford citizens. The Subcommittee finally concluded that the continued maintenance of the Township's water and sewer infrastructure is critical to the quality of life for Waterford residents.

Responsibility for the operation and maintenance of the Township's stormwater drainage system is divided between various governmental authorities, including the Oakland County Drain Commissioner, the Road Commission for Oakland County, the Michigan Department of Transportation, and the Township. This fragmented responsibility makes it difficult to effectively address the drainage concerns of Township residents in a timely fashion. The Subcommittee concluded that more efforts need to be made to create, expand, and maintain a more effective storm drainage system throughout the Township.

One of the findings was that the Township continues to experience increased traffic congestion. Since the Township's road network is largely complete, the Subcommittee concluded that new extensions or rerouting of existing roads, as well as redesigning existing roads, needed to be studied, developed, and engineered to calm and enhance traffic flow. An enhanced design of the existing road system could provide efficient and effective connections between Waterford's residential neighborhoods and its redeveloped commercial corridors.

Through the review process, the Subcommittee found that while there is a substantial amount of existing nonmotorized pathways in the Township, there are significant gaps in the system. This adversely impacts the fostering of a walkable community. The Subcommittee concluded that the greatest challenge facing the Township regarding the completion, expansion, and maintenance of an effective nonmotorized pathway system would be development of a dependable and long-term funding source to construct and maintain these improvements.

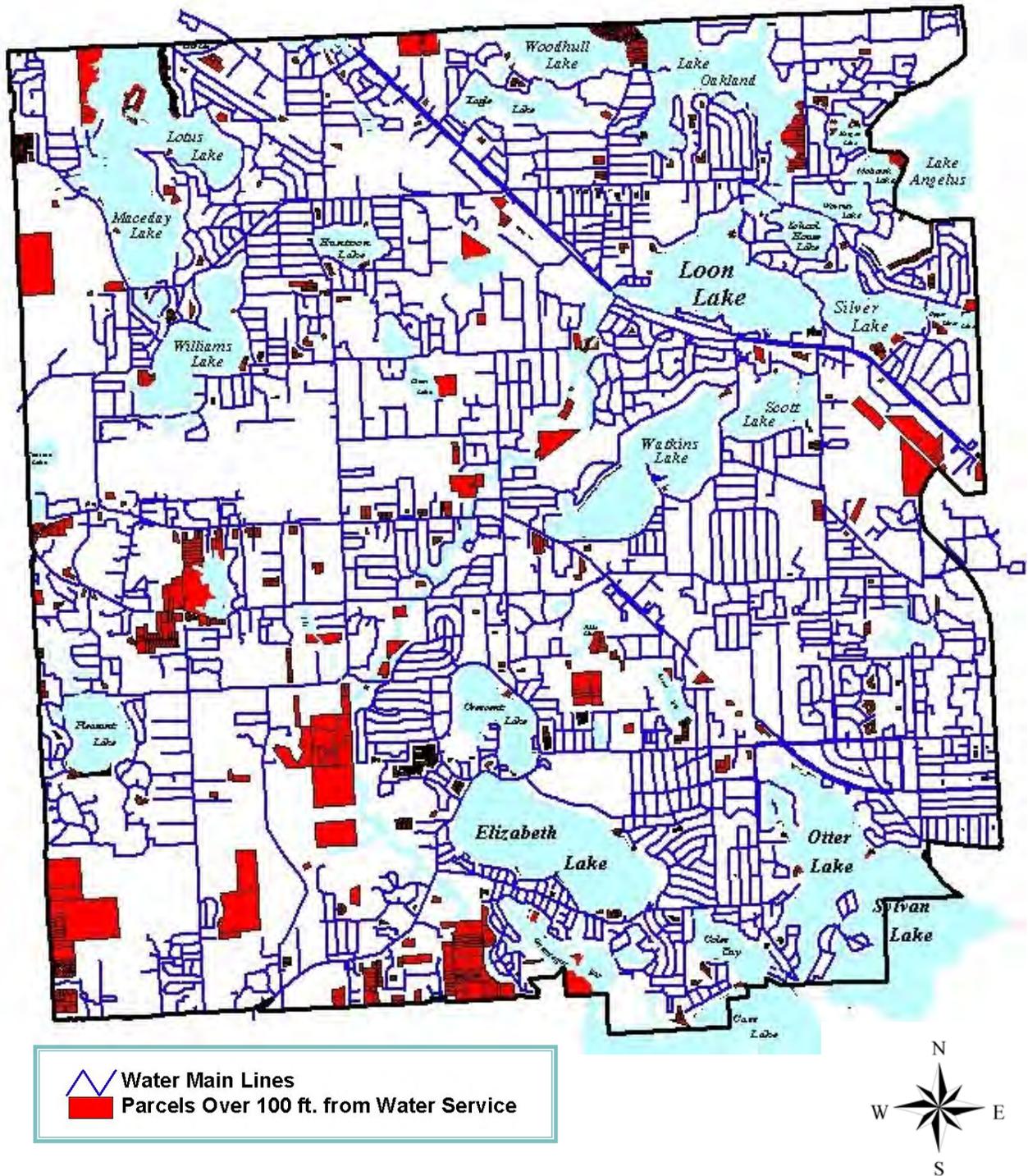
The following five categories were major topics of discussion.

Underground Water and Sewer Service Lines - At many of the meetings, members discussed underground services, such as water lines, sanitary sewer lines, and storm drainage. According to the presentations and information provided by Township staff, the Township is well serviced geographically by the current water and sewer systems (*please refer to Map 2 on Page 7-5 and Map 3 on Page 7-6*).

After reviewing maps and other information, the Subcommittee concluded that the extension of water and sewer services is not the major concern for the future development and redevelopment of the Township. Maintenance of the current infrastructure is the primary concern. Since the water and sewer lines are located underground, they are buffered from most outside forces and the risk of damage from anything other than improper excavation is minimized. The underground location does increase the cost of maintenance and presents a challenge to conducting an ongoing preventative maintenance and improvement program. Based on their findings, the Subcommittee concluded that a critical long-range goal for the Township was to ensure that sufficient funds be continuously budgeted for both emergency and proactive maintenance of the water and sewer infrastructure in a timely, efficient, and cost-effective manner for the health and safety of Waterford citizens.

**Map 2**

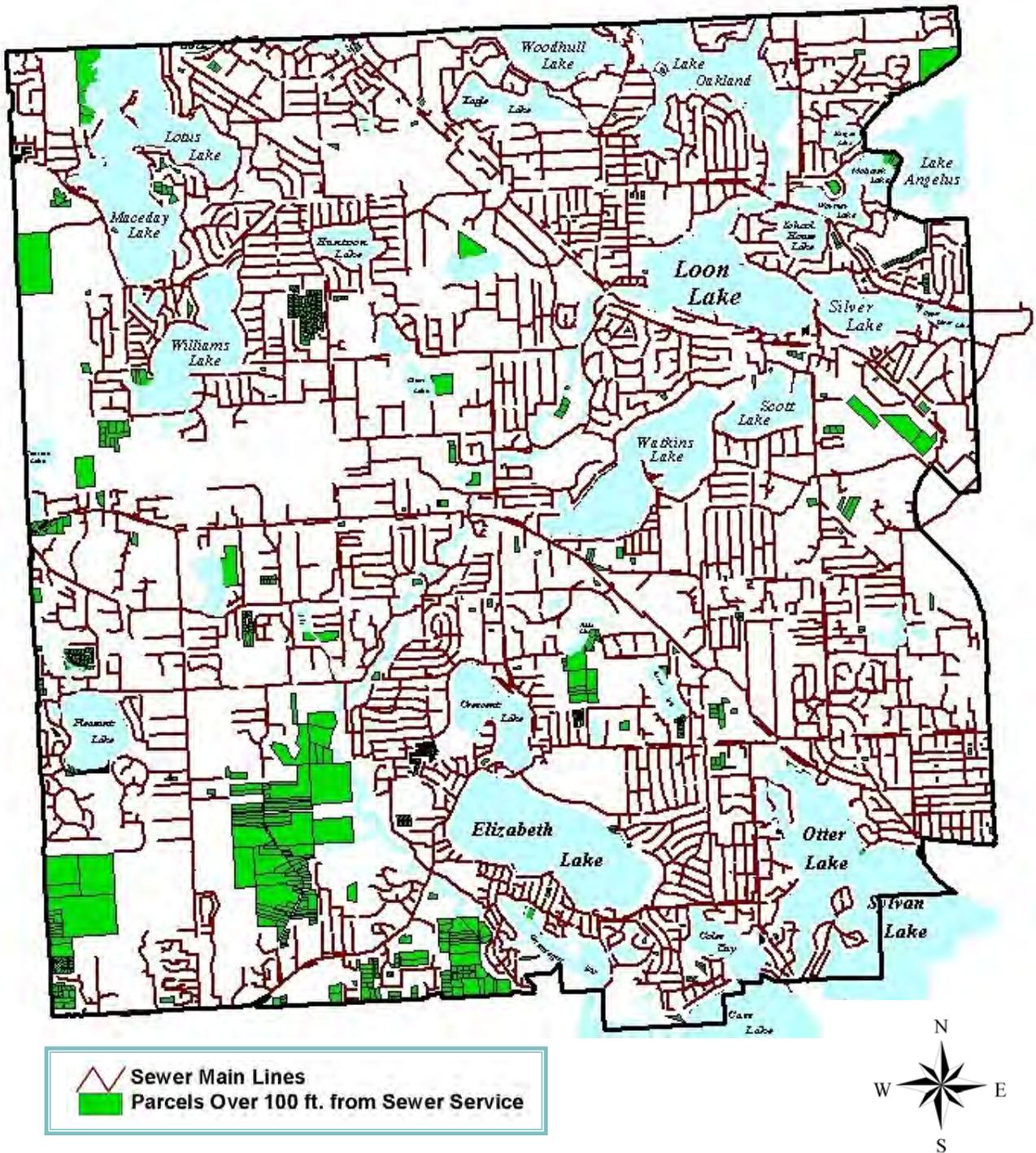
**Location of Water Service Lines**



Source: Waterford Township GIS and Community Planning & Development  
This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.

**Map 3**

**Location of Sewer Service Lines**



Source: Waterford Township GIS and Community Planning & Development  
This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.

Storm Sewers - A representative of the Oakland County Drain Commissioner's Office attended a meeting, at the request of the Subcommittee. It was explained that the Drain Commissioner does not oversee all the drainage systems in Waterford Township. The Road Commission for Oakland County (RCOC) and the Michigan Department of Transportation (MDOT) are responsible for maintaining drainage systems along the Township's public road system. In addition, there are several natural and privately owned drains in the Township. With such a fragmented system, it is difficult to adequately address all of the drainage concerns and problems facing the Township. The Subcommittee also learned that even special assessment districts could not provide adequate funds to maintain the existing County drains in the Township.

Based on their findings, the Subcommittee recommended that a detailed study and evaluation of storm water drainage in the Township be conducted. The Subcommittee also recommended that methods to provide adequate funding to implement and maintain a complete and effective storm drainage system be investigated and undertaken.

Roads - Roads were another major concern for the Subcommittee because the Township does not have control of its public roads. MDOT and the RCOC are the governmental agencies responsible for providing general maintenance and improvements for the public roads in the Township. MDOT is responsible for the state highways M-59, Telegraph Road, and Dixie Highway, while the RCOC is responsible for all other public roads in the Township. The Township is currently not officially responsible for the maintenance or improvements of any roads within the Township. The owners of private roads provide maintenance and improvements to those roads.

The Subcommittee identified goals regarding improvements to specific roads in the Township. These goals included paving the remaining unimproved sections of Hospital Road and Lochaven Road, continuing support of the relocation efforts for Williams Lake Road between M-59 and Gale Road to eliminate the existing dual intersection, and extending Williams Lake Road between Gale Road and Nelsey Road. Additional goals identified were extending Crescent Lake Road between Hatchery Road and Dixie Highway, relocating Watkins Lake Road to eliminate the existing dual intersection, relocating Airport Road to eliminate the existing dual intersection, and splitting Warren Drive into two dead end streets: one with access from Dixie Highway for industrial use, and one with access to Frembes Road for residential use.

A representative from the Road Commission attended one of the Subcommittee meetings and provided insight on future roadway plans for Waterford. It was emphasized that the largest obstacles for road improvements are:

- the increasingly higher cost of building and maintaining roads, and
- the decreasing amount of dollars available from all funding sources combined

Nonmotorized Pedestrian Pathways - The Subcommittee also examined sidewalks and bike paths. The existing Township bike path and sidewalk networks can be seen on Map 4, which is shown on Page 7-9. This map demonstrates a substantial amount of existing nonmotorized pathways built in the Township, and the significant gaps which create barriers to Waterford's walkability.

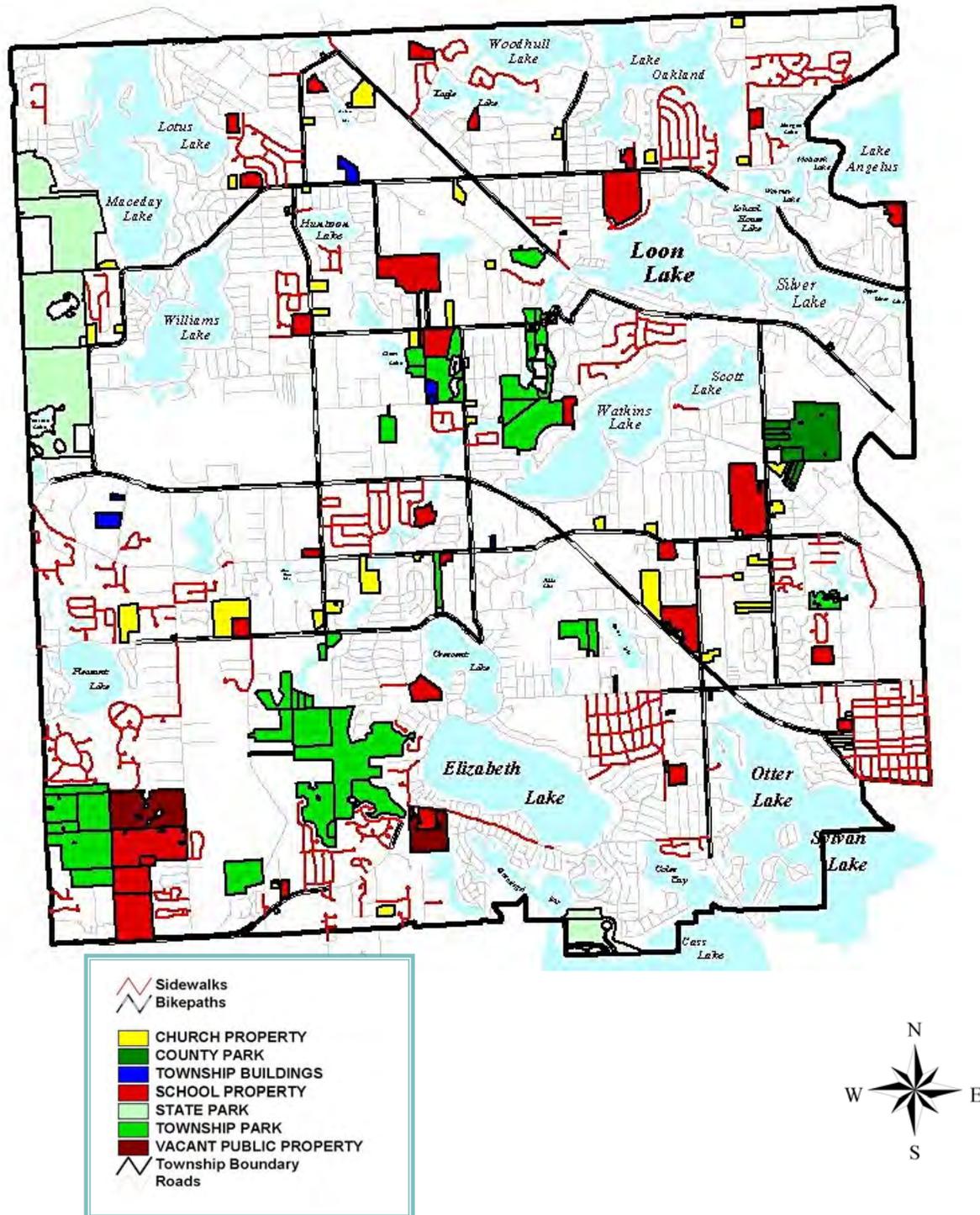
The Subcommittee decided a goal should be to complete the nonmotorized path system. The Subcommittee also identified as goals finding a stable funding source to build new segments, eliminating the gaps in the existing pathway system, and maintaining the existing sidewalks and bikepaths.

Township Services - The structure and staffing levels of Township departments, as well as the existing condition of municipal buildings and equipment was reviewed by the Subcommittee. The Subcommittee stressed the importance of maintaining the existing level of service per capita over the next twenty years. In addition, it was recommended that proper evaluation procedures be developed to ensure staff has sufficient facilities and equipment to continue to provide these services efficiently and effectively.

*(Please refer to the complete records of the minutes in Appendices B and G to review the details of the Subcommittee discussions.)*

**Map 4**

**Existing Nonmotorized Path System - 2002**



Source: Waterford Township GIS and Community Planning & Development  
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**Goals & Objectives**

The Subcommittee members concluded their review of capital improvements and municipal services by developing a list of proposed goals, objectives, and action items addressing their subject area. This list, in random order, was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final capital improvements and municipal services goals and objectives are listed in Table 1 below.

**Table 7-1: Capital Improvements and Municipal Services**

Goals	Objectives
<p><b>Goal 1:</b> Maintain and Enhance Existing Level of Fire Protection and Emergency Medical Services</p>	<ul style="list-style-type: none"> <li>▪ Continue the maintenance and update of Township fire hydrants</li> <li>▪ Ensure effective fire fighting coverage of all areas of the Township</li> <li>▪ Maintain existing level of Emergency Medical Services for Township residents</li> <li>▪ Provide for future expansion of EMS services as the need arises</li> </ul>
<p><b>Goal 2:</b> Maintain and Enhance Existing Level of Water and Sewer Services</p>	<ul style="list-style-type: none"> <li>▪ Continue the maintenance and update of water and sewer lines</li> <li>▪ Ensure and enforce the installation of water line loop systems</li> <li>▪ Continue to ensure that hydrants possess the water capacity and pressure necessary for fighting fires</li> <li>▪ Develop and maintain a preventative water line maintenance and replacement schedule to be incorporated into the Township capital improvements plan</li> </ul>
<p><b>Goal 3:</b> Improve the Storm Drainage System</p>	<ul style="list-style-type: none"> <li>▪ Fund and prepare a master storm drainage plan to evaluate the existing and future storm drainage capacity needs of the Township</li> <li>▪ Investigate the feasibility of creating, funding, and implementing an administrative structure that provides an effective unified approach to managing and maintaining the Township’s storm drainage system</li> <li>▪ Ensure that maintenance and control of storm drainage from the Township’s roads is incorporated into the master storm drainage plan</li> <li>▪ Ensure that all new development and redevelopment projects are evaluated and constructed without overburdening the Township’s storm drainage system</li> </ul>

**CHARTER TOWNSHIP OF WATERFORD MASTER PLAN \_\_\_\_\_ CHAPTER 7 - GOALS & OBJECTIVES  
CAPITAL IMPROVEMENTS AND MUNICIPAL SERVICES SUBCOMMITTEE**

Goals	Objectives
<p><b>Goal 4:</b> Improve Roads Within the Township</p>	<ul style="list-style-type: none"> <li>▪ Investigate, develop, and fund a vibrant and proactive partnership between the Township and the public road agencies for improvements and maintenance of public roads in Waterford Township</li> <li>▪ Develop and maintain an annual Township road capital needs review process</li> </ul>
<p><b>Goal 5:</b> Expand and Improve Nonmotorized Paths (Sidewalks, Bike Paths, and Nature Trails)</p>	<ul style="list-style-type: none"> <li>▪ Develop, fund, and implement a master nonmotorized path construction and maintenance plan</li> <li>▪ Construct connections between existing segments of nonmotorized paths</li> <li>▪ Maintain and improve existing segments of nonmotorized paths</li> </ul>
<p><b>Goal 6:</b> Improve and Enhance the Township's Power and Communication Utilities Infrastructure</p>	<ul style="list-style-type: none"> <li>▪ Install all overhead utility wires underground</li> <li>▪ Ensure that utility companies possess the capacity to provide full and uninterrupted service for proposed land uses</li> <li>▪ Plan for Township use of future utility technology and installation of the necessary infrastructure systems</li> </ul>
<p><b>Goal 7:</b> Provide a Preventative Maintenance Schedule for all Township Buildings and Service Systems</p>	<ul style="list-style-type: none"> <li>▪ Ensure that all Township buildings provide a safe and effective environment for Township staff to deliver services to Township residents</li> <li>▪ Develop, implement, and maintain a preventative maintenance schedule for Township facilities and equipment as part of the Township capital improvement plan</li> <li>▪ Develop an annual Township buildings capital and maintenance needs assessment review process</li> </ul>
<p><b>Goal 8:</b> Maintain and Enhance Existing Level of Township Services</p>	<ul style="list-style-type: none"> <li>▪ Provide the Township Board with an annual capital improvements plan analysis to assist the Board with programming new capital improvements as an integral component of the Township's annual budget while maintaining the necessary levels of Township services</li> <li>▪ Benchmark existing levels of service to use in determining whether implementation of, or changes to, the community's capital improvements plan have a positive or negative effect</li> </ul>

## ECONOMIC DEVELOPMENT SUBCOMMITTEE

### Subcommittee Members

- Scott Hudson, Chairman
- Perry Bowman
- Shawn David
- Scott Dougherty
- Bradley Jernigan
- Judy Kennedy
- Al Ruckey
- Ted Taylor

### Staff Member

- Mark Kellenberger, Planner II



### Introduction

Economic development can be described as the means for creating and maintaining vitality in the business community. In actuality, economic development affects and is affected by many factors other than just business in Waterford Township. These factors are wide ranging and include demographics, education, zoning, land use, and quality of life. Therefore, any discussion involving economic development cannot just examine the condition of the business community.

How do these factors impact economic development? Examples of these influences include: the effects of demographics on the available workforce and customers; a quality school district can influence business location, the attraction of its workforce and the availability of job training for the labor force; zoning and land use can influence where businesses locate and how they are developed; and a community's quality of life can encourage homeownership, business location, and overall community pride. These simple examples demonstrate that no one part of a community is without influence on the community as a whole. Therefore, the Economic Development Subcommittee set out to examine the economic state of Waterford Township with awareness of the various factors that affect it.

### Subcommittee Review Process

The Economic Development Subcommittee met eight times over the course of four months (May through August 2001). The members of the Subcommittee represented a cross section of the population of Waterford Township and included business owners and business people that work and/or live in Waterford Township. They were able to share their experiences from Waterford as well as surrounding communities. The Subcommittee discussed topics relating to economic development and various invited guests made presentations to the committee. These meetings resulted in a greater understanding of the need for economic development activities in Waterford Township and the creation of the goals and objectives to guide those activities.

### Mission Statement

The mission of the Economic Development Subcommittee was to conduct an assessment of current economic conditions in Waterford Township, investigate strategies for stimulating economic development, examine concepts dedicated to attracting new businesses while retaining the existing commercial base, and to create an environment that is conducive to sustaining desirable business activities. These efforts resulted in the culmination of ideas that were assembled into a report on the Subcommittee's findings and presented to the Master Plan Committee of the Whole and the Planning Commission.



### Meetings Summary

The topics of discussion coursed through the wide array of economic development tools and activities. The following is provided as a synopsis of the topics that were discussed, including a list of possible economic development tools. These discussions ultimately led to the development of the goals and objectives of the Economic Development Subcommittee.

Through discussion, the Economic Development Subcommittee found that one thing all communities must embrace is the concept of consistent policies and procedures. When business representatives approach Waterford Township, they must be assured that the ordinance procedures they must follow are consistently applied. When inconsistencies appear within the procedural steps, it is no longer attractive for business to cooperate with the community, creating an adversarial relationship between the business community and the Township. In conjunction with consistent policies and procedures, Waterford Township must continue to provide competent staff assistance to guide business owners through the process.

Several economic tools created by the State Legislature could be investigated by the Township to spur smart, sustainable economic development within Waterford Township. For example, a popular economic development tool is the Brownfield Redevelopment Authority. This tool provides incentives to developers for redevelopment efforts on properties that are unattractive due to real or perceived contamination levels. This has proven to be an effective tool in many Michigan communities.

Another tool that has been widely used is the Downtown Development Authority (DDA). Some of the functions of a DDA include the levying of taxes, issuance of bonds, and captured tax dollars that can be used for improvements within the DDA boundary. This is a tool that must be coordinated with and approved by both State and County agencies prior to its implementation, and it must also be coordinated with any taxing authority that falls within the DDA boundary. Other Oakland County communities have implemented DDA's and have been able to do extensive redevelopment projects for traditional downtown and commercial corridor redevelopment.

Tax Increment Financing (TIF) is an economic development financing tool that allows a local government to freeze the tax base for other taxing authorities within a specific development area. The revenues that are generated in excess of the base assessment can then be used to finance improvements within the district. This tool is most often used as an extension of the Brownfield Redevelopment Authority and the Downtown Development Authority.

Many other items influence economic development such as communication facilities that will allow business to transmit information safely and efficiently, and a transportation system that allows members of the workforce to acquire jobs that they may not otherwise be able to consider.

In addition to those tools previously cited, the following could also be investigated and utilized by Waterford Township:

- Economic Development Policies and Procedures
- Economic Development Staff Member
- Small Business Programs
- Business Incubators
- Business Registry
- Tax Abatements
- Business Attraction
- Business Retention
- Automation Alley
- Marketing Assistance
- Smart Zones
- Business Association
- Chamber of Commerce
- Industrial Revenue Bonds
- Empowerment Zones
- Economic Development-Sensitive Zoning and Land Use
- Local Development Finance Authority
- Business Improvement District
- Principal Shopping District

*(Please refer to the complete records of the minutes in Appendix C to review the details of the Subcommittee discussions.)*

**Goals and Objectives**

The Subcommittee members concluded their review of economic development by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and Planning Commission, and recommended for inclusion in the Master Plan. The final economic development goals and objectives are listed in Table 2 below.

**Table 7-2: Economic Development**

Goals	Objectives
<p><b>Goal 1:</b> Create an Environment Conducive to the Attraction, Retention and Expansion of Businesses</p>	<ul style="list-style-type: none"> <li>▪ Develop, fund, and implement staff capacity to facilitate economic development activities and programs</li> <li>▪ Develop consistent and friendly Township policies and procedures</li> <li>▪ Provide safe, high speed internet access and communication systems</li> <li>▪ Develop and maintain an inventory and analysis of economic conditions in Waterford Township</li> <li>▪ Identify areas within the Township to focus economic development efforts</li> <li>▪ Encourage businesses to relocate in areas that are appropriately zoned and that allow for expansion of the building footprint</li> </ul>
<p><b>Goal 2:</b> Market Waterford Township as a Destination for Business Activities</p>	<ul style="list-style-type: none"> <li>▪ Develop, fund, and implement staff capacity to facilitate economic development activities</li> <li>▪ Identify and establish partnerships (public/private and public/public) to expand and promote economic development in Waterford</li> <li>▪ Coordinate Township planning efforts with the Oakland County Planning and Economic Development Services, the Oakland International Airport, and the State of Michigan Economic Development Corporation</li> <li>▪ Coordinate Township planning efforts with the Waterford Chamber of Commerce</li> </ul>
<p><b>Goal 3:</b> Educate and Inform All Township Boards, Commissions, Committees, and Authorities on Economic Development Tools and Efforts</p>	<ul style="list-style-type: none"> <li>▪ Develop and disseminate detailed information sheets of the various economic tools available in Waterford Township</li> <li>▪ Expand staff information resource gathering to gain knowledge and awareness of innovative techniques regarding economic development</li> <li>▪ Develop a partnership with the Waterford business community to educate business owners on the value of economic development</li> </ul>

## EDUCATION & PUBLIC SERVICES SUBCOMMITTEE

### Subcommittee Members

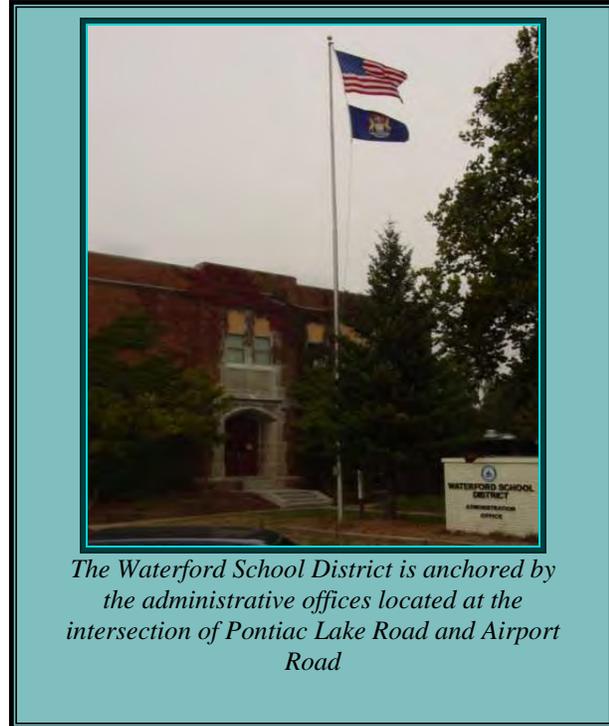
- Ellie Pinner, Chairperson
- Linda Bellehumeur
- Pat Birchfield
- Bette Hartmann
- Nancy Leipold
- Dennis Pittman
- Chris Shoemaker

#### Staff Member

- Mark Kellenberger, Planner II

### Introduction

The topic of education and public services is expansive and must account for the private and public education systems, facilities, programs, and the services that are provided to the residents of Waterford Township by various civic groups and organizations. Overall, Waterford is well served by the current educational system and its service organizations. However, deficiencies exist that must be addressed to overcome gaps in the current level of service.



### Subcommittee Review Process

The Education and Public Services Subcommittee met eight times over the course of four months (May through August 2001). The members of the Subcommittee represented a cross section of Waterford Township's population. They were able to share experiences from Waterford as well as surrounding communities to use as examples. The Subcommittee discussed topics relating to education and public services and was fortunate to have several members of the public, service and educational sectors make presentations and discuss issues and concerns relating to the Township. The Subcommittee surveyed a partial list of the service organizations in Waterford Township to identify services that are currently provided, any assistance or aid needed, and any deficiencies in the current system.

### Mission Statement

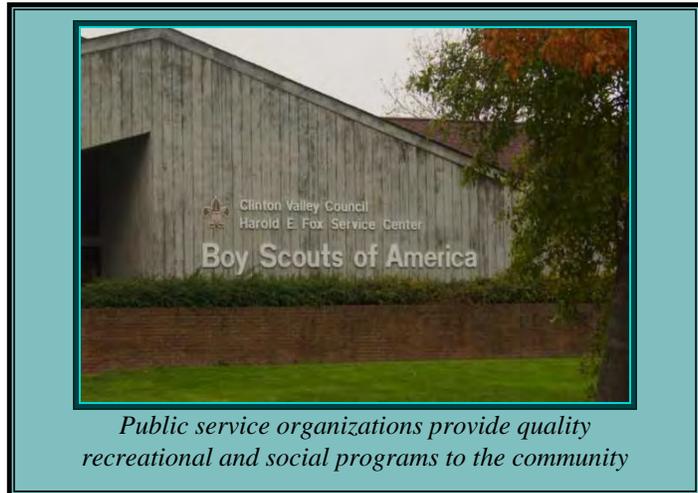
The mission of the Education and Public Services Subcommittee was to identify, inventory and assess the existing educational resources and public services available within Waterford Township; focus on the prominent services and features within the system; identify any deficiencies or shortcomings that may exist; provide an analysis of the existing systems; offer recommendations to eliminate any identified deficiencies and provide new and expanded services and educational opportunities; and prepare a report on the Subcommittee's findings for review by the Master Plan Citizens Committee of the Whole and the Planning Commission.

## Meetings Summary

There was an expansive list of topics discussed at the eight meetings of the Education and Public Services Subcommittee. The findings of the Subcommittee ultimately led to the development of the goals and objectives for education and public services. The following is a synopsis of the Subcommittee's findings.

Education - The Highland Lakes Campus of Oakland Community College, located within Waterford Township, provides college opportunities. The existing public school system is served by one early childhood center, fifteen elementary schools, one special education center, three middle schools, two high schools, and two alternative high schools (*please refer to Maps 5, 6, and 7 on Pages 7-19 through 7-21*). In addition to educational programs, the school district provides many other support services such as career, family, and senior programs. The private school system is difficult to document because the schools are established by a number of separate organizations. There is no single clearinghouse from which to gather comprehensive statistical information on these schools. From current Township records, there are nine private schools within the Township that provide elementary, middle and high school opportunities.

Public Services - The public service segment of Waterford Township is less documented than the school system. There is not a registry for, nor a complete list of, service organizations within Waterford Township. The Subcommittee created a partial list of service organizations, and a brief questionnaire was developed to identify characteristics and issues pertaining to the different organizations. This survey questionnaire was then distributed to the various organizations so that their comments could be included in the Education and Public Services chapter of the Master Plan.



Deficiencies or needs of the various service organizations identified in the survey responses and discussed during the presentations to the Subcommittee are:

- A community recreation center
- Services to adolescents (such as Safe House, Skate Park)
- An indoor community pool
- Senior transportation
- Mass transportation
- Assistance with marketing, publicity and public relations
- More staffing and/or volunteers
- Expanded social programs
- Public service education
- Better cooperation, communication, and collaboration between Township programs and community groups and among the community groups themselves
- Lack of space for service organizations and events
- Funding sources

The Subcommittee identified that in addition to the different service organizations, churches provide many services to the community and should also be recognized. Based on information collected by Township staff, there are 48 churches of various denominations within Waterford Township. Surveys were sent to the Waterford Ministerial Association and 12 area churches. No surveys were returned, pointing to the fact that the relationship between Waterford Township government and these important community assets must be strengthened.

Cultural Planning<sup>1</sup> – The Subcommittee identified the lack of cultural planning in Waterford. Cultural planning is a structured, community-wide fact finding and consensus-building process to assess community needs and develop a plan of action that directs arts and cultural resources to address those needs. Cultural planning is undertaken on a large geographic scale to benefit the broader community, not just a single organization or constituency. While such planning may focus on specific requirements of artists, arts organizations and audiences, increasingly, communities are using cultural planning to address more widespread issues, such as education and economic development. Where the interests of the arts intersect other community sectors – notably, education, urban design, historic preservation and cultural tourism – cultural planning affects the larger civic community. Through planning, community leaders can determine ways to encourage artists, strengthen nonprofit organizations, and develop new cultural solutions to problems in their communities, and enable a community to have a sense of place with a sense of direction. Cultural plans may involve:

- Artists
- Art audiences
- Arts education
- Arts facilities
- Community development
- Economic development
- Festivals
- Financial support for arts
- Historic preservation
- Literature
- Multiculturalism
- Cultural accessibility
- Performing/Visual arts
- Public art
- Revitalization
- Public events
- Tourism
- Urban design

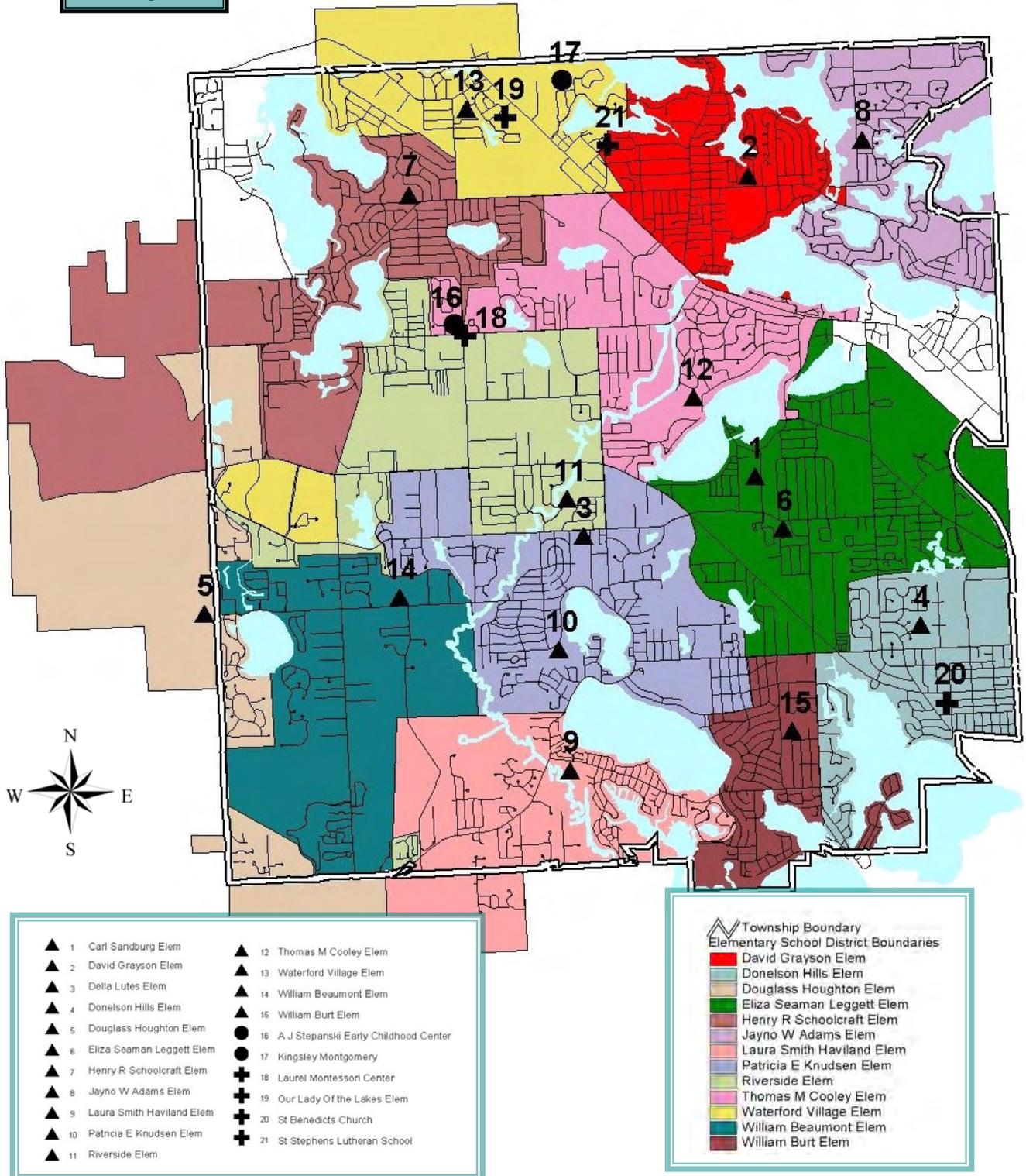
The Subcommittee concluded that governmental and public service agencies should actively implement cultural planning as a goal of this Master Plan.

<sup>1</sup>Reference: Dreeszen, Craig, Community Cultural Planning: A Guidebook for Community Leaders 1998

*(Please refer to the complete record of the minutes in Appendix D to review the details of the Subcommittee discussions.)*

**Map 5**

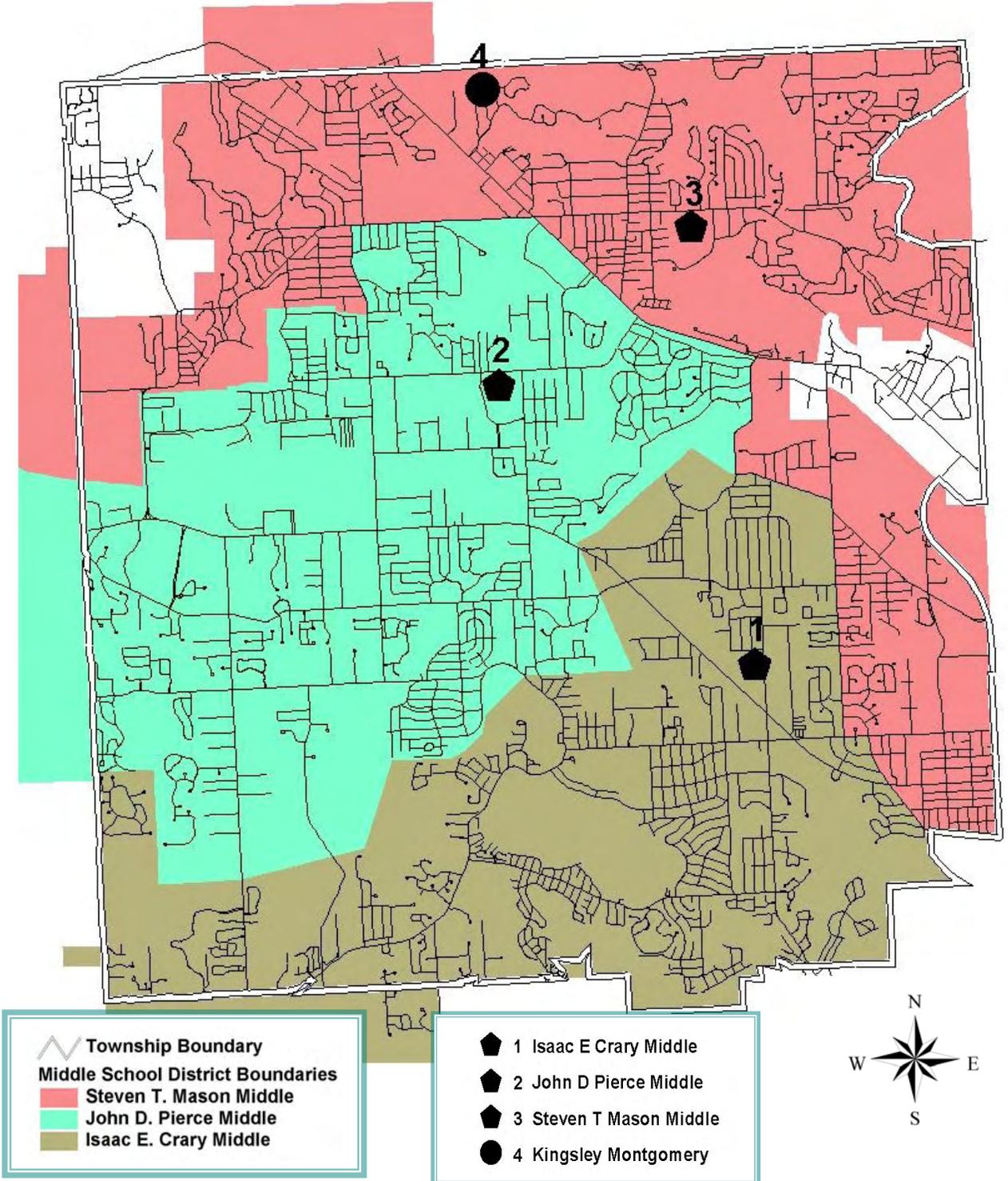
**Waterford Elementary School Districts**



Source: Waterford Township GIS and Community Planning & Development  
 This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.

**Map 6**

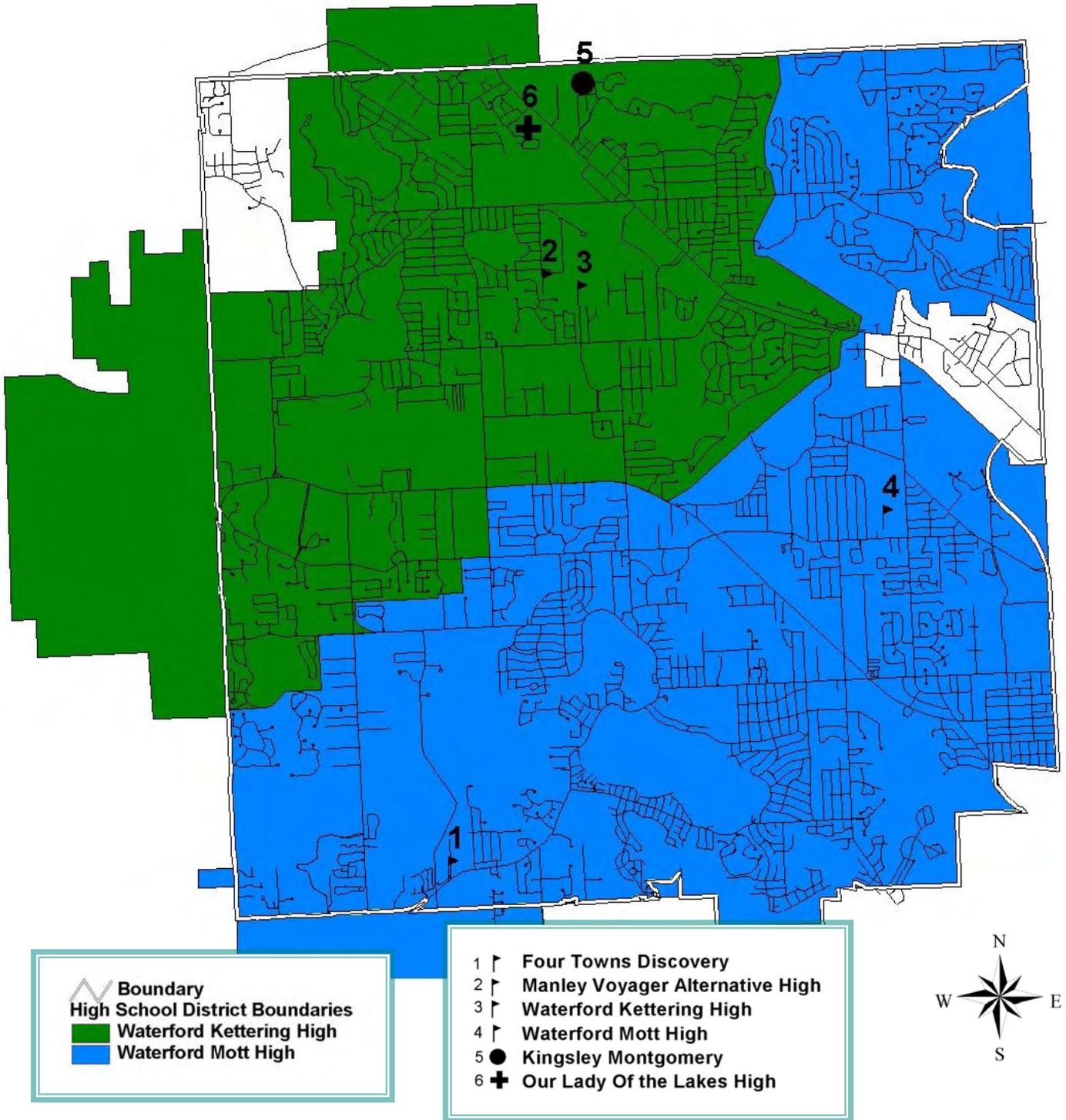
**Waterford Middle School Districts**



Source: Waterford Township GIS and Community Planning & Development  
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**Map 7**

**Waterford High School Districts**



Source: Waterford Township GIS and Community Planning & Development  
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**Goals and Objectives**

The Subcommittee members concluded their review of education and public services by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final education and public service goals and objectives are listed in Table 3 below.

**Table 7-3: Education & Public Services**

Goals	Objectives
<p><b>Goal 1:</b> Assist Service Organizations Expand and Market Programs and Services</p>	<ul style="list-style-type: none"> <li>▪ Compile, maintain, and promote the list of service organizations that serve Waterford</li> <li>▪ Develop and implement an information gathering and dissemination process to inform new Waterford residents of the community’s service organizations</li> <li>▪ Develop an outreach program to identify and inform new Waterford residents</li> <li>▪ Eliminate public service deficiencies within the area</li> </ul>
<p><b>Goal 2:</b> Provide More Recreational Opportunities to the Citizens of Waterford Township (overlaps with Recreation and Open Space Subcommittee Goals and Objectives)</p>	<ul style="list-style-type: none"> <li>▪ Construct a Township recreation center facility to serve current and future recreational needs</li> <li>▪ Construct an indoor pool facility for use by all Waterford residents</li> <li>▪ Maintain and expand pedestrian pathways throughout the Township</li> <li>▪ Preserve the area currently occupied by the Drayton Plains Nature Center as a nature center</li> <li>▪ Provide activity and meeting space for community groups and service organizations</li> </ul>
<p><b>Goal 3:</b> Strengthen and Continue the Communication and Relationship between Service Organizations, Waterford School District, Private School System, and the Township</p>	<ul style="list-style-type: none"> <li>▪ Explore existing models of cooperative public service through organizations such as the Michigan Township Association</li> <li>▪ Coordinate public relations and cultural planning efforts between participating agencies and organizations</li> </ul>

## ENVIRONMENT SUBCOMMITTEE

### Subcommittee Members

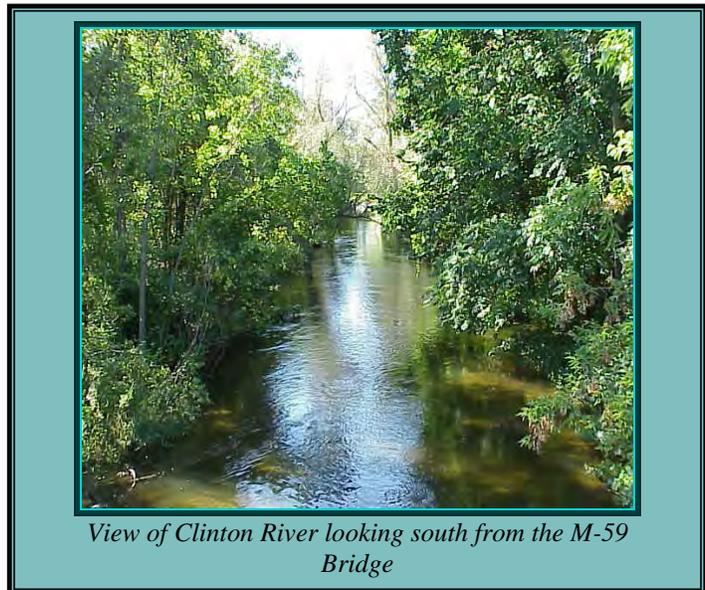
- Bette O'Shea, Chairperson
- Bob Chase
- Mary Ellen Krakauer
- Joyce Lemond
- Frederick Poehlman
- JoAnn Salfi

### Staff Member

- Amy Noel, Planner I

### Introduction

Waterford possesses a diverse ecosystem with a river system, numerous lakes, and significant wetlands. They must continue to be protected to ensure that our economic development goals are balanced with our environment goals (*please refer to Map 8 on Page 7-26*).



The environment influences many issues, including land use, housing, utility location, commerce, tax base, and capital infrastructure. It is a critical issue affecting the quality of life of Waterford Township residents.

### Subcommittee Review Process

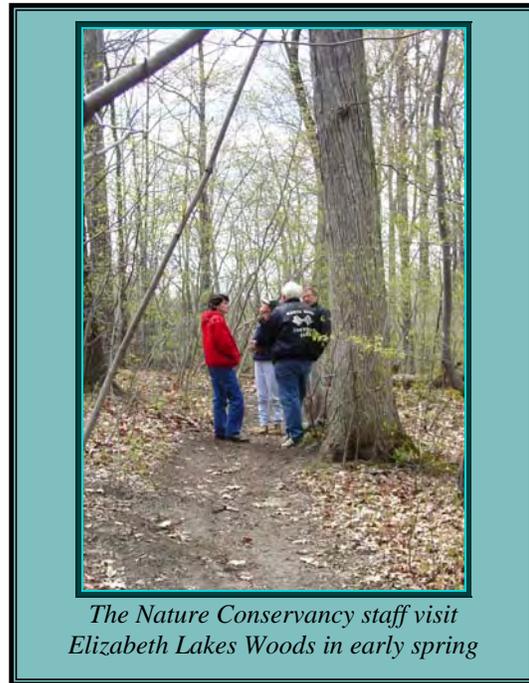
The Environment Subcommittee met once a month over the course of five months (April through August 2001). The members of the Subcommittee represented a cross section of Waterford Township's population and included people who live on the Clinton River and lakes, and others concerned with population, housing density, and the degradation of the Township's natural resources.

The Subcommittee discussed topics relating to the environment such as lake and water quality, the Clinton River, wetlands, woodlands, groundwater protection, wellhead protection, contaminated sites, open space, environment/economic balance, conservation, the future of the Drayton Plains Nature Center, natural resource area preserves, greenways, and nonmotorized trails.

Subcommittee members chose topics relating to the environment and were given a contact list of local and state professionals in the chosen field. During subsequent meetings, members reported on the information they gathered and discussed current topic issues that they gathered through this process. Guest speakers were asked to give presentations on specific topics as identified by the Subcommittee. The result was an enhanced understanding of the environment and its relationship to many aspects of community life. Because the environment influences so many facets of the community and the way it develops, the Subcommittee identified a diverse set of major topic areas that define the character and direction of future development in the Township, while enhancing our natural resources. These topics include limiting development to the natural capacity of the land, which includes restricting development in areas with limiting soil conditions and lack of supporting infrastructure. The Township should maintain the quality of existing natural resources so that these ecosystems can continue to provide areas for recreation and essential environmental functions, such

as stormwater management and groundwater recharge. Furthermore, the Township should work towards enhancing and restoring those existing natural resources that have suffered degradation.

Related to the environment and the residents' quality of life is the Oakland County International Airport, located on M-59, between Airport Road and Williams Lake Road. The Airport has been a source of contention with some residents regarding issues such as hours of operation, and implementation of the completed Federal Aviation Agency noise study recommendations. It should be noted that the Airport has actively sought to address and minimize the negative impact of these environmental factors. The Airport has shared with the Township a desire to be proactive in forging a good cooperative relationship with residents. It is important for the Township to continue taking a proactive role in influencing decisions regarding Airport issues that affect its citizens.



### **Mission Statement**

The mission of the Environment Subcommittee was to review and inventory the Township's natural environment, investigate means of preserving and enhancing the environment, to discuss and determine the most effective tools for protecting the environment, and to prepare a report on the Subcommittee's findings, environmental priorities, and proposed action items for review by the Master Plan Committee of the Whole and the Planning Commission.

### **Meetings Summary**

There was much discussion and many topical presentations were made at the five meetings of the Environment Subcommittee. Meetings covered an array of development tools, techniques, and land stewardship practices, including areas in the current Waterford Township Zoning Ordinance that need clarification or revisions, so that they may be more effective in their objective of land protection.

The following is a synopsis of the major findings of the Environment Subcommittee. These findings ultimately led to the development of the goals and objectives by the Environment Subcommittee.

Ordinances - Waterford Township has many ordinances designed to protect or enhance the environment, including wetlands protection, woodlands preservation, and natural feature setback ordinances. Wetland and woodland ordinances should be carefully examined and rewritten, if necessary, to prevent confusion about what was intended by the ordinance.

Development options such as cluster and open space are currently available under the Zoning Ordinance. Open space and cluster provisions that allow development to occur while minimizing the impact on the area's natural features should be required in all new developments that fall within the Open Space Overlay District. Furthermore, the township should provide tools necessary to allow for increased density when open space is provided for in the proposal.

Many ordinance provisions are either outdated, or are not being utilized by the development community. This existing situation provides evidence that these ordinances need to be revised, and/or stronger incentives need to be provided so that developers take advantage of land protection options. These options should be consistently applied to the commercial and residential sectors.

Tools - Several tools and studies exist, both locally and nationally, which the Township should investigate and use to enhance protection of natural resources. Beyond the environment's impact on the basic quality of life for residents, environmental quality is also related to effective economic development and the vitality of the community. Businesses locate in communities where employees desire to live. A healthy community, short commute, access to amenities (such as trails, bike paths, parks, nature preserves, and recreational facilities), and the ability to walk for fun, fitness, and quick errands are fundamental to the health of the business environment and employee retention.

Inventories/Studies - In order to be more effective in the protection and enhancement of the Township's natural resources, a number of studies and inventories can be used as baseline documents. Many current natural resource surveys are available, and have been used by the Township to develop its inventory of natural areas. These studies include a survey of remaining natural areas recently completed by the Michigan Natural Features Inventory for the Oakland County Planning and Economic Development Services Division. The survey was developed using recent aerial photography, topographic and land use information and was used in compiling the information for Map 8 on Page 7-26.

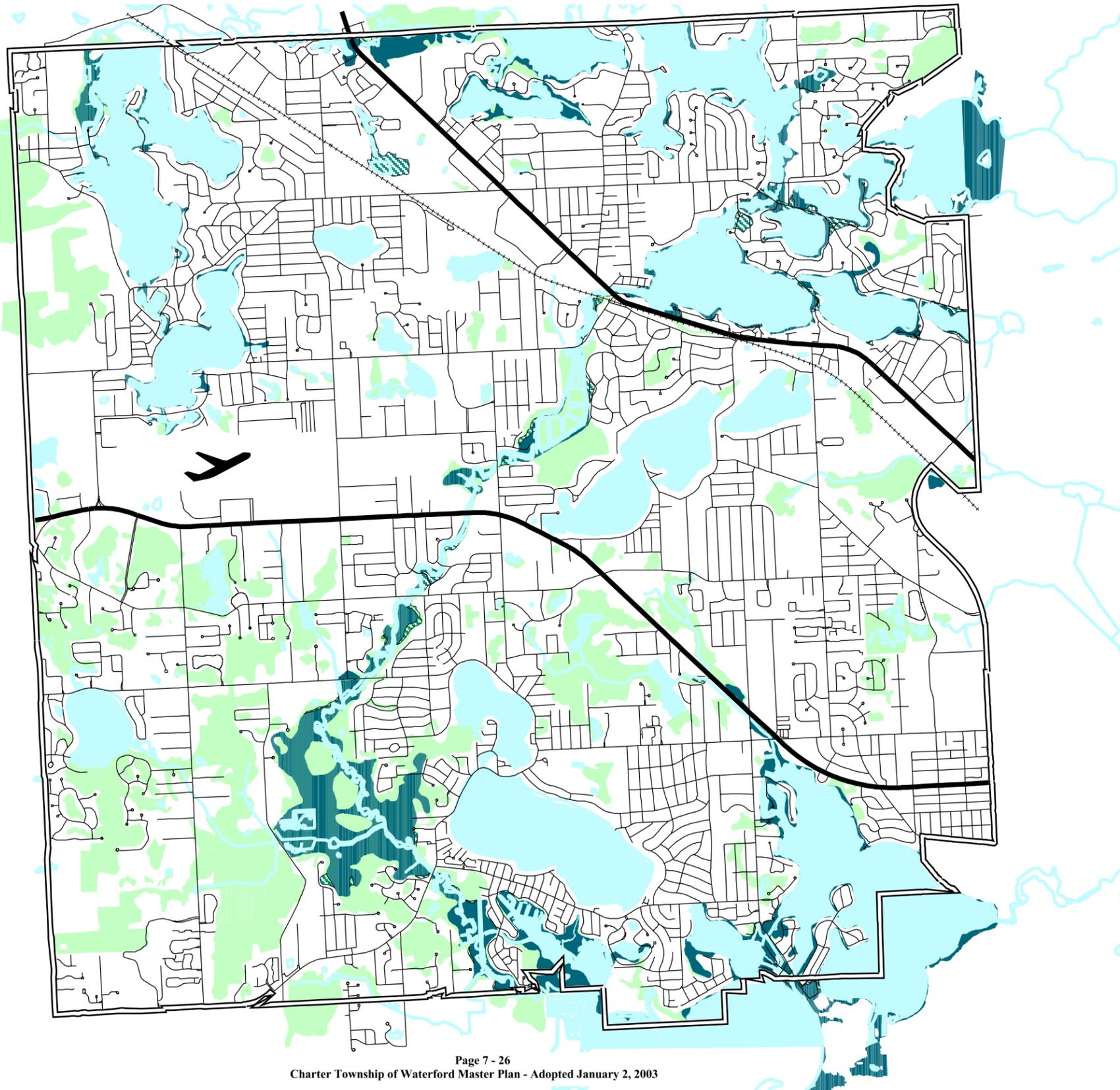
The following information is a sample of data that is readily available through the Township's GIS Department and should be integrated into the review of all site plans.

- Wetlands inventory
- Woodlands inventory
- River and drainage network/basins
- Natural areas survey
- Flood plain maps
- Topographical data
- Wetland Soils information
- Wellhead Protection Areas

Other inventory information and tools that could be utilized by Waterford Township include:

- Assessment of the quality and function of remaining wetland systems
- Uplands inventory
- Michigan Natural Features Inventory (Threatened & Endangered Species)
- Conservation Easements
- Better site design techniques
- Updated stormwater and best management practice designs
- Open space preservation and linkages
- Adopt-a-Stream river monitoring
- Development suitability study
- Stormwater management plan
- Soil erosion management plan
- Greenways/trailways plan
- Park and conservation area stewardship

*(Please refer to the complete record of the minutes in Appendix E to review the details of the Subcommittee discussions.)*



## Waterford Township Master Plan

# ***SENSITIVE NATURAL RESOURCE AREAS***

### Legend

-  Lakes
-  Clinton River
-  Natural Resource

### FEMA Flood Prone Areas

-  100 Year Flood Plain
-  500 Year Flood Plain

-  Township Boundary
-  Major Roads
-  Roads
-  Railroad



This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.

Source: Waterford Township Community Planning & Development Department

## Map #8

**Goals and Objectives**

The Subcommittee members concluded their review of the environment by examining several recent studies and handbooks on resource preservation with the assistance of staff and guest speakers. The document found to be the most encompassing of the Subcommittee’s chosen topic areas was the *Shiawassee & Huron Headwaters Resource Preservation Project*<sup>1</sup>. The model land use policies compiled in this document served as a basis for developing a list of proposed goals, objectives, and action items addressing environmental issues. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final environment goals and objectives are listed in Table 4 below.

**Table 7-4: Environment Subcommittee**

Goals	Objectives
<p><b>Goal 1: Land Use Intensity</b>                      Ensure Quality Development Practices by Establishing Regulations that Govern Land Use Based on Natural Capacity of the Land, Including Infrastructure Improvements</p>	<ul style="list-style-type: none"> <li>▪ Require the evaluation of the availability of water and sewer service to determine the level of development intensity</li> <li>▪ Call for low intensity land uses to be located where natural resource conditions are least capable of supporting development, where existing roads are inadequate, and where existing low density land uses patterns currently exist</li> <li>▪ Establish medium intensity uses in locations where natural resource conditions are moderately capable of supporting development, adequate roads are accessible, and existing medium density land use patterns exist</li> <li>▪ Encourage high intensity uses to be located near major thoroughfares and state highways, where sanitary sewer and water service is available, where medium to high density land use patterns currently exist, and where natural resource conditions will be least impacted by development</li> </ul>

Goals	Objectives
<p><b>Goal 2: Natural Resource Capability:</b>                      Ensure All Development Efforts Respect and are Sensitive to Preserving and Protecting Waterford's Natural Characteristics and Constraints</p>	<p><b>2A: Wetlands</b></p> <ul style="list-style-type: none"> <li>▪ Continue and expand the protection of wetlands in order to preserve water quality, stabilize stormwater runoff, recharge groundwater, and provide fish and wildlife habitat. The highest priority is for the preservation of wetlands in their natural state</li> <li>▪ Recognize, establish, and enforce the wetland boundary, buffer, and drainage pattern components as part of Waterford's wetland protection efforts</li> </ul> <p><b>2B: Woodlands</b></p> <ul style="list-style-type: none"> <li>▪ Conserve woodlands to protect water and soil quality, increase air quality, buffer noise pollution, moderate local climate and storm hazards, preserve wildlife habitats, and preserve aesthetic values and community beauty</li> <li>▪ Promote the preservation, protection, and diversification of trees and vegetation throughout the Township</li> <li>▪ Encourage the use of native plant material to minimize the hazardous effects of invasive species</li> </ul> <p><b>2C: Slopes</b></p> <ul style="list-style-type: none"> <li>▪ Encourage the preservation of natural contours rather than alteration through mass grading</li> <li>▪ Require the careful planning of slopes to reduce erosion, maintain stability, and control amounts and velocities of storm water runoff</li> </ul> <p><b>2D: Groundwater Protection and Recharge</b></p> <ul style="list-style-type: none"> <li>▪ Sponsor and promote county and regional cooperation to effectively manage and protect Waterford's groundwater system</li> <li>▪ Require the preservation and protection of groundwater recharge areas as open space or low density uses to retain as much of the permeable surface and water holding characteristics as possible</li> <li>▪ Promote and enforce the protection of groundwater recharge areas from pollution through the regulation of land uses that discharge wastes into the hydrological cycle</li> </ul>

Goals	Objectives
<p><b>Goal 2 (cont.): Natural Resource Capability:</b>                      Ensure All Development Efforts Respect and are Sensitive to Preserving and Protecting Waterford’s Natural Characteristics and Constraints</p>	<p><b>2E: Stormwater Management and Drainage</b></p> <ul style="list-style-type: none"> <li>▪ Ensure the maintenance, capacity, and quality of the storm drainage system through utilization of best management practices (BMPs), as defined by the Michigan Department of Environmental Quality (MDEQ)</li> <li>▪ Promote the preservation of natural vegetation and topographical features along stream corridors and waterways through the restriction of land uses to those which offer little danger of topographical disturbance to the corridor, degradation of water quality, increased runoff, sedimentation, or stream channel alteration</li> <li>▪ Encourage and promote the restoration and enhancement of natural vegetation and topographical features along stream corridors and waterways</li> <li>▪ Monitor and control surface water runoff to prevent overloading of streams and long-term erosion resulting from uncontrolled, high velocity discharges, and to promote runoff rates that occur under existing, undeveloped conditions</li> <li>▪ Educate the community on the care and use of herbicide and fertilizer sprays to preserve and protect stream corridors, waterways, and the natural drainage and runoff pattern associated with them</li> </ul> <p><b>2F: Natural areas</b></p> <ul style="list-style-type: none"> <li>▪ Develop and maintain natural area inventories that include assessments for quality, location, health, and species surveyed through the Michigan Natural Features Inventory or other agencies</li> <li>▪ Regulate, preserve, and protect the natural areas essential to maintaining Waterford Township's unique heritage and character, and for providing high-quality and diverse wildlife habitat</li> <li>▪ Encourage the restoration and enhancement of natural areas to preserve and increase environmental quality</li> <li>▪ Ensure that the protection and management of identified natural areas and related natural systems are consistent with recommendations of pertinent reports and studies generated from resource inventories</li> </ul>

<sup>1</sup> Oakland County Planning and Economic Development Services. Shiawassee & Huron Headwaters Resource Preservation Project, March 2000, Pages 110-113.

## RECREATION AND OPEN SPACE SUBCOMMITTEE

### Subcommittee Members

- Sandra Werth, Chairperson
- John Andrews
- Jan Eathorne
- Dennis Griffin
- Leo Landry
- Donald Ukraine

### Staff Member

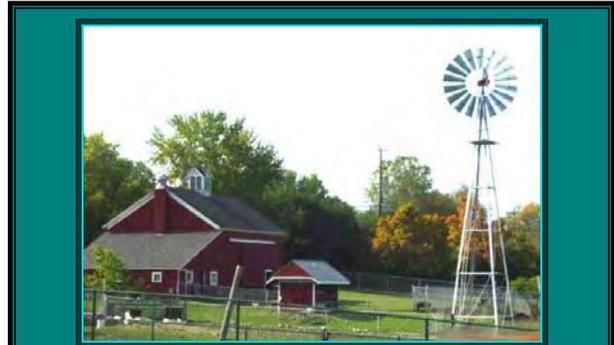
- Amy Noel, Planner I

### Introduction

Recreation and preservation of open space are important quality of life issues to the residents of Waterford Township. Waterford is a community of over 73,000 people, located in the center of Oakland County, and covers approximately 35 square miles. Waterford has an abundance of water resources, including 34 lakes and the main branch of the Clinton River. Due to the numerous lakes, Waterford developed first as a farming community, then as a summer vacation destination with cottage-style homes occupying the lakefronts and adjacent neighborhoods between the 1920s and the early 1950s. During these phases of development, Waterford contained large expanses of open space where one of the primary land uses was summer recreation.

The next wave of development, beginning in the 1950s, was the conversion of the summer residences into year-round residences. New residential development, both single-family and multiple-family occurred during this time and continued at an increasing rate through the last half of the twentieth century. Running parallel to this residential growth was an expansion of commercial and industrial development during the 1970s and 1980s along two of the State highways, M-59 and Dixie Highway. This phase of development was accompanied by the initial efforts to establish a Township park system in order to preserve some open space and provide recreational opportunities for the growing community.

Currently, Waterford is entering a third phase of development focused on redevelopment of its commercial corridors and efforts by developers to create new housing on the few remaining undeveloped parcels. This development phase presents challenges to the Waterford community in the form of preserving open space and ensuring that there are sufficient recreation lands available to provide the quality of life expected by the citizens. The Recreation and Open Space Master Plan Subcommittee was organized to discuss and review these issues which are important to the overall health and general welfare of Waterford Township.



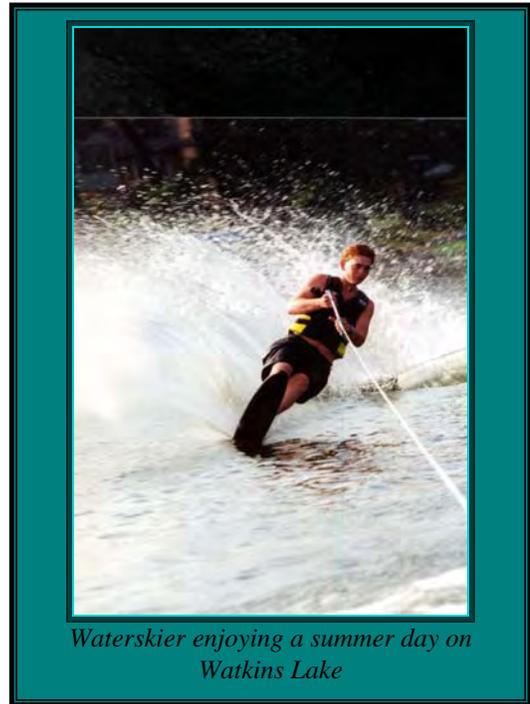
*Historic barns, farm animals, pavilions and the newly constructed handicap accessible playground are just a few amenities located at the 200-acre Hess Hathaway Park.*



Like many communities in Oakland County, Waterford Township is striving to balance the development needs of the community with the preservation of open and recreational spaces. While the Township has a number of parks offering a variety of passive and active recreational opportunities, there are still several areas where these opportunities can be enhanced through the acquisition of additional property and the improvement of some of this property for active recreational use (*please refer to Map 9 on Page 7-33*). As Waterford matures through the community life cycle, policies and program services that address the residents' recreational needs will help in assuring that Waterford remains an attractive community for future generations.

### **Subcommittee Review Process**

The Recreation and Open Space Subcommittee met five times over the course of four months (May through August 2001). The members of the Subcommittee represented a cross section of Waterford Township's population. The Subcommittee discussed topics relating to recreation such as the available Township, County and State parks, public school playgrounds, athletic fields, as well as the numerous private recreation opportunities. The Subcommittee also reviewed Waterford's existing park network, parkland distribution, and the activities offered. Information was gathered about existing conditions, population, demographic changes, visioning workshops, land use exercises, residential surveys and interviews with key community persons. Many of the Subcommittee members also participated in a walkability study of Waterford conducted by the Township. The Subcommittee meetings were focused on exploring the diversity and distribution of park recreation areas, and the preservation of natural open space areas.



*Waterskier enjoying a summer day on  
Watkins Lake*

### **Mission Statement**

The mission of the Recreation and Open Space Subcommittee was to review and inventory the Township's dedicated recreational areas and the current Recreation Plan, to investigate means of preserving and enhancing the Township's open space, and to discuss and determine the most effective tools for protecting these resources.

### **Meetings Summary**

The following is a synopsis of the Subcommittee's review and discussions. These discussions and review ultimately led to the development of two sets of goals and objectives for review by the Master Plan Committee of the Whole. One set of goals and objectives relates to recreational activities and the other set relates to open space preservation.

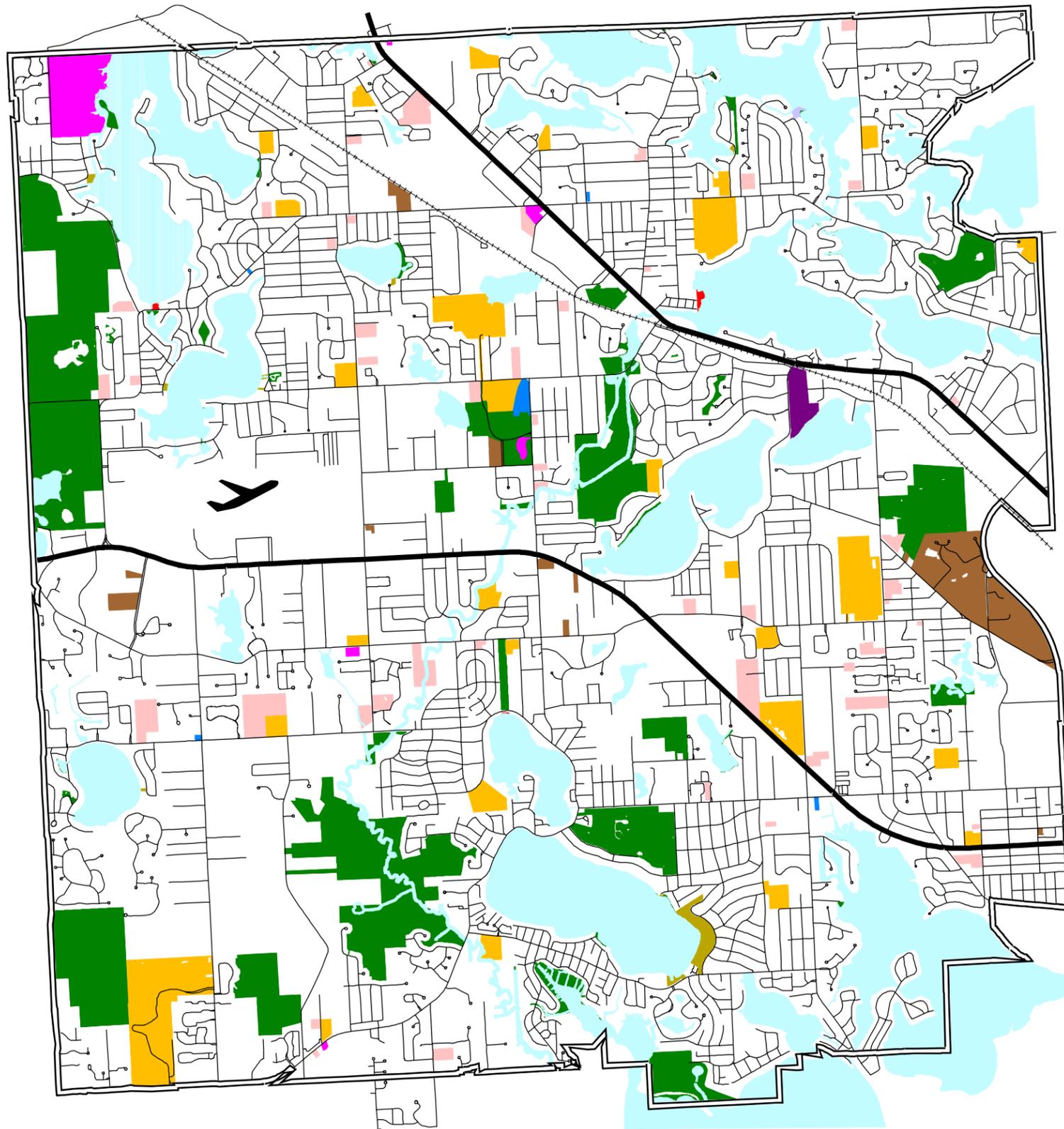
Waterford Township is home to numerous and varied public and private recreational opportunities. There are currently fourteen Township-owned parks, covering approximately 640 acres, as well as State and County-owned recreational facilities. The current Recreation Master Plan was completed in 1997 and is undergoing review as part of this Master Plan process. The current Recreation Master Plan documents the existing park and recreational facilities available to Township residents. The park component of the Recreation Master Plan identified a list of goals summarizing public desire to fulfill and expand the increasing recreational needs of the community. The Recreation and

Open Space Subcommittee identified many of the same concerns and goals for the recreational needs of the community, as well as promoting ideas on open space preservation.

The Subcommittee considered ways in which Waterford, Oakland County's most populated township, could actively pursue the preservation of open space in new developments. Estimates of developed area put Waterford in the ninetieth percentile range, and consequently, there is little natural area left to protect. However, Waterford is fortunate to have beautiful and rare natural areas that should be given priority in establishing conservation areas. One such example of open space protected by the Township is the Elizabeth Lake Woods Conservation Area, located between Elizabeth Lake Road and Cooley Lake Road. The Clinton River flows through this nature preserve, which is home to rare and endangered species, important riparian wetlands, and forested uplands. Studies continue to support the need for open and natural spaces in promoting the overall health and vitality of a community. Parks, open space, and nature preserves positively impact surrounding property values, provide great economic benefits by attracting and retaining businesses and residents, help protect our water quality, and regulate the quantity of storm water runoff.

The Subcommittee members concluded that Waterford Township has a small window of opportunity to take steps to ensure that its remaining, high quality natural areas are protected and preserved. Results of surveys and workshops continually express the residents' interest in protecting our natural areas and making Waterford a place where people want to live and take pride in their community.

*(Please refer to the complete records of the minutes in Appendix F to review the details of the Subcommittee discussions.)*



# Waterford Township Master Plan

## *PUBLIC AND CONSERVATION LANDS*

### Legend

-  Parks & Conservation Areas
-  School Property
-  Public Boat Access
-  Private Beach
-  Other Public Buildings
-  Cemetery
-  Church
-  Institutional
-  Township Fire Station
-  Twp Water Pump Station

-  Township Boundary
-  Major Roads
-  Roads
-  Railroad



Source: Waterford Township Community Planning & Development Department

## Map #9

January 2, 2003

**Goals and Objectives**

The Subcommittee members concluded their review of recreation and open space by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final recreation and open space goals and objectives are listed in Tables 5 and 6 below.

**Table 7-5: Recreation Activities**

Goals	Objectives
<p><b>Goal 1: Retain and Enhance Waterford's Unique Character</b></p>	<ul style="list-style-type: none"> <li>▪ Promote Waterford Township as a "livable community"; a place in which to work, live, and play, surrounded by lakes and recreation opportunities</li> <li>▪ Ensure that policies are enacted to preserve open space areas and that there is sufficient property devoted to recreational purposes</li> <li>▪ Develop and implement policies and programs to ensure that all residents and visitors are capable of enjoying Waterford by both motorized and nonmotorized modes of transportation</li> </ul>
<p><b>Goal 2: Community Recreation Center</b>                      Develop, Construct, and Maintain a Full-Scale Recreation Center to Serve All Age Groups in One Central Location</p>	<ul style="list-style-type: none"> <li>▪ Provide indoor swimming facilities to meet the community's recreation/fitness, therapeutic, and scholastic swim needs</li> <li>▪ Provide auditorium/theater stage facilities for cultural events and conferences</li> <li>▪ Provide gymnasium/fitness facilities to complement existing private fitness facilities to better achieve the fitness needs of all age groups</li> <li>▪ Equip meeting/class room facilities for community and enrichment programming</li> <li>▪ Provide banquet/conference amenities to supplement existing private facilities and enhance the community's meeting/conference capacity</li> <li>▪ Develop and maintain outdoor walking track and/or nature interpretive trail to complement the indoor facilities</li> <li>▪ Provide a playground area for younger children</li> <li>▪ Propose and promote a phased plan of development and funding to create a dynamic recreation center that will be supported by the citizens and serve the community for the foreseeable future</li> </ul>
<p><b>Goal 3: Develop and Promote a Waterford Riverwalk Pedestrian Pathway</b></p>	<ul style="list-style-type: none"> <li>▪ Complete the Waterford Riverwalk to the greatest extent possible from Dixie Highway south to Cooley Lake Road</li> <li>▪ Seek alternative funding sources from grants and foundations whenever possible to complete the project</li> <li>▪ Explore opportunities to link the Waterford Riverwalk with other trails in adjacent communities such as the West Bloomfield Rail-Trail, and the Independence Township walkway system</li> </ul>

Goals	Objectives
<p><b>Goal 4:</b> Increase Opportunities for Passive Recreation and Access to Natural Areas</p>	<ul style="list-style-type: none"> <li>▪ Create better access to, and promote utilization of, Elizabeth Lake Woods</li> <li>▪ Provide and maintain nature and interpretive footpaths and observation decks or boardwalks in passive recreation areas</li> <li>▪ Develop and maintain signage to identify natural features and areas such as the river and stream crossings and watershed boundaries</li> <li>▪ Improve pedestrian access to the Nature Center by way of the Waterford Riverwalk and Fish Hatchery Park</li> </ul>
<p><b>Goal 5:</b> Promote Recreational Utilization of the Clinton River</p>	<ul style="list-style-type: none"> <li>▪ Educate the community about the presence of, importance of, and threats to, the Clinton River</li> <li>▪ Sponsor and promote projects and programs to clean up, restore, preserve, and protect the Township's river resources</li> <li>▪ Sponsor and promote Clinton River educational and recreational projects and programs</li> </ul>
<p><b>Goal 6:</b> Promote Increased Access/Use of Existing Parks</p>	<ul style="list-style-type: none"> <li>▪ Provide and maintain effective nonmotorized access to Township parks</li> <li>▪ Develop and implement a playground equipment maintenance and improvement schedule to ensure child safety and modernized facilities</li> <li>▪ Explore opportunity for creating dog parks, or using a portion of an existing park for purpose of developing and maintaining pet run areas</li> <li>▪ Conduct occasional studies and analyses of the utilization of existing parks to assess use patterns and evaluate other recreational uses that could be implemented</li> </ul>
<p><b>Goal 7:</b> Provide and Maintain Playground Areas in Neighborhoods</p>	<ul style="list-style-type: none"> <li>▪ Investigate opportunities for establishing and maintaining small playground or picnic areas within or adjacent to neighborhoods</li> <li>▪ Provide assistance to neighborhood associations in order to organize, manage, and control parks to serve their neighborhood</li> <li>▪ Research the feasibility and reasonableness of revising Township Ordinances to provide for establishment, regulation, and maintenance of park areas in new developments</li> </ul>

**Table 7-6: Open Space Preservation**

Goals	Objectives
<p><b>Goal 1: Protect Existing Natural Areas</b></p>	<ul style="list-style-type: none"> <li>▪ Maintain the abundance and quality of existing natural resources and acknowledge the resulting limitations to development</li> <li>▪ Analyze natural areas to catalog high quality natural resource areas, including uplands, that should be designated as priority areas for protection</li> <li>▪ Conduct surveying and mapping schedule of wetland areas in the Township to maintain current wetland type/function data and comprehensive wetland map</li> <li>▪ Educate the community and Township staff on the importance and function of wetlands and their contributing uplands</li> <li>▪ Display and disseminate wetland information and maps throughout the Township</li> <li>▪ Investigate ways in which the Township should actively pursue and fund land acquisition for recreational and/or open space preservation</li> </ul>
<p><b>Goal 2: Restrict Development Intensity Based on Land Carrying Capacity</b></p>	<ul style="list-style-type: none"> <li>▪ Allow for a range of housing configurations to minimize impact on natural features and promote open space preservation</li> <li>▪ Promote and maintain primarily low-density residential development in areas restricted by the existence of natural features, limiting soil conditions, lack of sufficient sewer, water, and road infrastructure</li> </ul>
<p><b>Goal 3: Promote Open Space Developments</b></p>	<ul style="list-style-type: none"> <li>▪ Research and propose revisions to the Township Ordinances to provide reasonable and flexible requirements and tools for the development of housing that preserves substantial areas of open space</li> <li>▪ Establish and enforce the preservation of uplands as a requirement in open space and cluster developments</li> <li>▪ Require sufficient areas for outdoor play and community gatherings in new residential developments</li> <li>▪ Encourage private preservation of open space through conservation easements, dedications, and stewardship programs</li> <li>▪ Encourage and preserve links of natural areas to other parklands, schools, and recreation areas (natural resource corridors)</li> </ul>
<p><b>Goal 4: Enhance and Restore Natural Areas</b></p>	<ul style="list-style-type: none"> <li>▪ Encourage and develop funding sources to restore natural areas that have suffered from neglect, pollution, and other sources of degradation</li> <li>▪ Promote the use of native plant species to preserve vegetation diversity, maintain links to Waterford’s natural history, and minimize the negative impacts of exotic vegetation</li> </ul>

## TRANSPORTATION AND COMMERCIAL CORRIDORS SUBCOMMITTEE

### Subcommittee Members

- Steve Reno, Chairman
- Charlotte Burckhardt
- Christine Dion
- Debbie Harris
- Warren Runyan
- Bob Sharrard
- Bob Smith

### Staff Member

- Bob Vallina, Community Planning and Development Director



### Introduction

It was the responsibility of the Transportation and Commercial Corridors Subcommittee to examine the transportation network and commercial corridors in the Township, as well as review potential tools and opportunities for economic and destination development related to the commercial corridors.

The commercial corridors are the main transportation arteries of Waterford because the majority of residents and visitors use these corridors to reach their destinations and travel through the Township. Waterford's primary commercial corridors along M-59, Dixie Highway, and Telegraph Road contain the majority of the community's commercial and office destinations. The Township's transportation network also includes the secondary roads that are the primary means to reach Waterford's residential neighborhoods, a nonmotorized pathway system, an active railroad, and the Oakland County International Airport.

Since commercial corridors are a focal point for both a community's residents and visitors, the aesthetics and functionality of these corridors can be instrumental in establishing the image and atmosphere of a community. Traveling along M-59, Dixie Highway or Telegraph Road, visitors can develop their first impression of Waterford Township as a community. Attractive gateways, visually appealing development, access by multiple modes of transportation, and smooth flowing traffic along these corridors increase the possibility for a favorable first impression, and increase the potential for positive economic development and destination activity.

### Subcommittee Review Process

The Transportation and Commercial Corridors Subcommittee met eight times between May and August of 2001. The Subcommittee included residents, business owners, and Township staff. The Subcommittee reviewed the Township's existing road system, nonmotorized pathway system, the section of the Canadian National Railroad that runs through the Township, and the Oakland County International Airport. The Subcommittee listened to speakers from the Township, Road Commission for Oakland County, and the non-profit Transportation Improvement Association. The Subcommittee then used the information they gathered to develop the proposed goals and objectives they reported to the Master Plan Committee of the Whole.

### **Mission Statement**

The Subcommittee established a mission to review the transportation infrastructure of the Township and discuss means of improving and enhancing the transportation network, improving the aesthetics and functional character of commercial corridors, and creating and maintaining a sound multi-modal transportation system. Members also reviewed concepts and tools for walkability and traffic calming.

### **Meetings Summary**

Transportation and commercial corridor issues were discussed at great length by Subcommittee members during their meetings. The Subcommittee discussed how the M-59, Dixie Highway, and Telegraph Road commercial corridors are the main transportation arteries of Waterford and that these roads guide most visitors into and through the Township. The Subcommittee also reviewed information on how attractive development and smoothly flowing traffic along Township roadways can increase the potential for a positive community image. Subcommittee members discussed, at length, their priorities for proposing the re-alignment, redesign, and extension of several sections of public roadways in order to calm traffic and improve transportation flow and safety.



*Riverwalk pedestrian path south of M-59*

The Subcommittee discussed the commercial development that is the predominant land use located along the major commercial corridors as well as the secondary roads that feed into these main arterial roads. There were extensive discussions about the following issues, which are listed in random order.

1. Aligning roads and road conditions:
  - Widening of Hatchery Road
  - Paving the unimproved sections of Lochaven and Hospital Roads
  - Planned realignment of Williams Lake Road between M-59 and Gale Road
  - Widening Telegraph Road under the railroad track bridge south of Dixie Highway
  - Investigating the possibility of constructing a boulevard effect and installing all utility lines underground on the major commercial corridors
  - Investigating the future realignment of Airport Road
  - Investigating the future realignment of Watkins Lake Road
  - Investigating the future extension of Williams Lake Road between Gale Road and Maceday Lake Road, and Crescent Lake Road between Hatchery Road and Dixie Highway
  - Dividing Warren Drive into two separate and distinct roads
2. Improving the appearance of the railroad right-of-way along Dixie Highway between Watkins Lake Road and Hatchery Road
3. Developing and implementing an access management program for curb cuts along major roads
4. Developing and implementing traffic calming measures in the Township
5. Improving pedestrian access and safety along major roads and throughout the Township, particularly by completing the Township-wide bikepath system

6. Developing and implementing policies and programs to improve the aesthetic appearance of properties along the commercial corridors
7. Promoting a preventative maintenance program for subdivision roads
8. Utilizing the neighborhood node concept to create small destination centers along the commercial corridors

In order to address some of the concerns cited, the Subcommittee reviewed and discussed the principles contained in the Urban Land Institute's 2001 publication *Ten Principles for Reinventing America's Suburban Strip*, written by Michael D. Beyard and Michael Pawlukiewicz.

*(Please refer to the complete records of the minutes in Appendix G to review the details of the Subcommittee discussions.)*

### **Goals and Objectives**

The Subcommittee members concluded their review of transportation and commercial corridors by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final transportation and commercial corridor goals and objectives are listed in Table 7 as follows.

**Table 7-7: Transportation and Commercial Corridors**

Goal	Objectives
<p><b>Goal 1:</b> Improve North-South Mobility in Waterford Township</p>	<ul style="list-style-type: none"> <li>▪ Explore, research, and fund realignment and extensions of existing roads, where feasible, to eliminate safety hazards and improve traffic flow</li> <li>▪ Promote and develop funding sources for pavement of unimproved sections of the primary Township road network</li> <li>▪ Identify, research, and analyze elimination of impediments to traffic flow and safety</li> </ul>
<p><b>Goal 2:</b> Improve the Physical Appearance and Functional Character of the Commercial Corridors</p>	<ul style="list-style-type: none"> <li>▪ Develop and implement ordinances, policies, and planning tools to assist with the aesthetic and functional improvement of the Township's commercial corridors</li> <li>▪ Develop, implement, and promote access management regulations and policies to improve traffic safety and reduce impediments to redevelopment</li> <li>▪ Pursue and maintain cooperative relationships between the Township and road agencies to investigate and plan aesthetic and functional improvement of the Township's commercial corridors</li> <li>▪ Pursue and maintain intergovernmental relationships to promote and fund economic development along the Township's commercial corridors</li> <li>▪ Sponsor and develop partnerships with commercial corridor property owners to improve and expand landscaping at the Township gateways and along the commercial corridors</li> </ul>
<p><b>Goal 3:</b> Enhance the Walkability of Waterford Township</p>	<ul style="list-style-type: none"> <li>▪ Identify and fund construction of nonmotorized path segments to connect existing nonmotorized path segments</li> <li>▪ Update and improve the Township's nonmotorized pathway master plan</li> <li>▪ Investigate, recommend, and adopt a stable funding source for full implementation of the Township's nonmotorized pathway master plan</li> </ul>
<p><b>Goal 4:</b> Diversify Transportation Options</p>	<ul style="list-style-type: none"> <li>▪ Research, develop, fund, and implement a plan to provide dependable and safe transportation for house-bound destination users</li> <li>▪ Investigate, analyze, and plan for the mass transit needs of Waterford citizens</li> </ul>
<p><b>Goal 5:</b> Improve Traffic Safety</p>	<ul style="list-style-type: none"> <li>▪ Assist road agencies with identifying locations of existing traffic hazards and conflicts between different modes of transportation</li> <li>▪ Assist road agencies with the development and implementation of plans and programs to minimize and eliminate existing traffic hazards and conflicts between different modes of transportation</li> </ul>

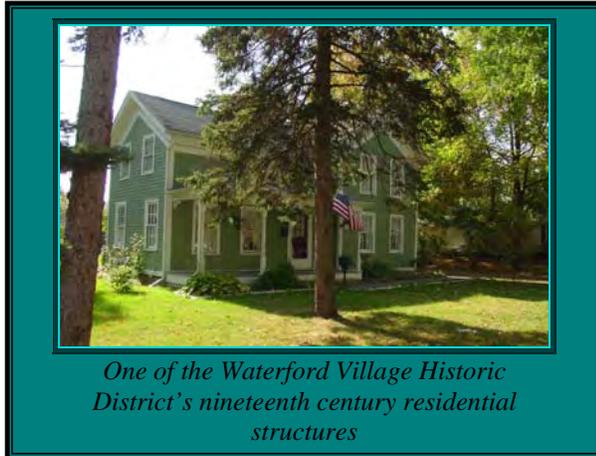
## HISTORIC PRESERVATION AND NEIGHBORHOOD NODES SUBCOMMITTEE

### Subcommittee Members

- Dean Fisher, Chairman
- Evangeline Chase
- Michael Franz
- Richard Lohff
- Allan Motzny
- Dr. John Richardson
- Carla Spradlin

### Staff Member

- Larry Lockwood, Planning Division Head



### Introduction

Historic preservation is an essential element in helping a community maintain and protect the foundation of its identity. Historic preservation can also provide a sense of place and establish a destination for visitors and residents. The historic district concept provides a community with the legal ability to preserve and protect areas of the heritage and history of a community.

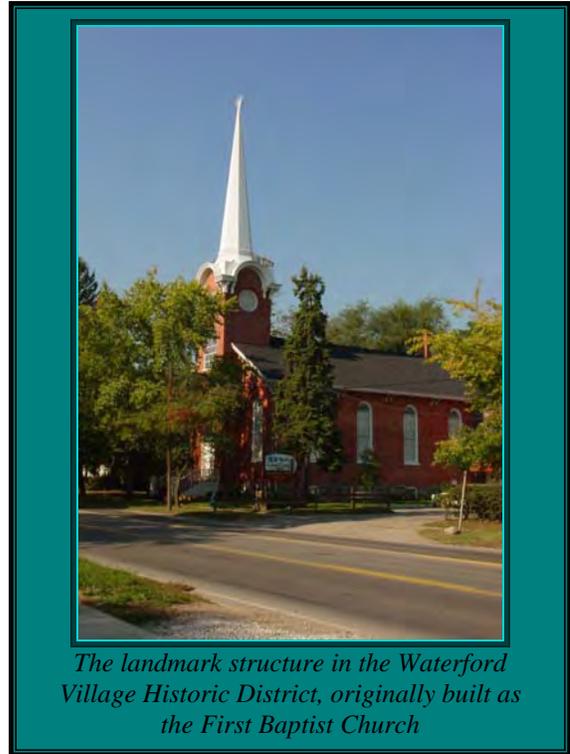
The Waterford Village Historic District (the District), established in 1977, is located in the northern part of the Township. The District was established by Waterford to preserve one of its first settlement areas (*please refer to Chapter 3 of this document*). The Waterford Village Historic District is Waterford's sole example of one of its original village areas featuring nineteenth century Michigan vernacular architecture. Since its establishment in 1977, the District area has undergone few radical changes and efforts continue to preserve the District's historic structures. The District, composed of approximately 30 modest nineteenth century structures, is the historic heart of the Township and retains much of its character, despite the encroachment of modern development. Most of these buildings are one-and one-half story flank-gable frame homes covered in clapboard siding. The most ornate structure in the District is the former First Baptist Church, a brick, front-gable, bracketed Italianate building, fronted by a tower standing on a high coursed ashlar foundation.

The Waterford Village Historic District serves as one of Waterford's neighborhood nodes. The concept of neighborhood nodes is particularly important to a large geographic community like Waterford. Waterford is a community of approximately 35 square miles in size, with 34 lakes within its boundaries, and with no established downtown to draw residents and visitors out of their automobiles to walk and experience a social destination. This creates challenges to achieving a goal of establishing and promoting land uses to act as places that encourage walkability and social interaction. In order for Waterford to realistically achieve this goal, the focus must be on planning for the redevelopment of its commercial corridors (*please refer to Pages 7-37 through 7-40*) and the development of several locations within the community that will act as neighborhood nodes. In Waterford, neighborhood nodes will be areas where development and redevelopment efforts focus on creating a walkable small-town type destination for residents of the surrounding neighborhoods to gather and visit, shop, work, and recreate.

### Subcommittee Review Process

The Historic Preservation and Neighborhood Nodes Subcommittee met seven times between May and September of 2001. The Subcommittee included residents, members of the Waterford Historical Society, and Township staff.

Two topics were the primary focus of the Subcommittee: the continued preservation and improvement of the Waterford Village Historic District and the development and promotion of neighborhood nodes throughout the Township. Subcommittee members reviewed the issues involving the District and the role they believe it can play as a destination and educational resource for current and future generations of Waterford citizens and visitors. Subcommittee members also reviewed the concept of neighborhood nodes. The planning consultant assisting with the Master Plan process provided a global overview of the neighborhood nodes concept for the Subcommittee to sift through and determine how to best fit the concept with Waterford's goal of creating a walkable community and a dynamic identity. The following is a synopsis of the two topics reviewed by the Subcommittee.



Historic Preservation - The Subcommittee discussed how to improve, promote, and expand the Waterford Village Historic District and explored ways in which the District could be developed as a dynamic neighborhood node. Several speakers appeared before the Subcommittee to provide background information and expertise. The Subcommittee reviewed the issues regarding continued historic preservation of the District and then developed a set of proposed goals and objectives.

Neighborhood Nodes – The concept of neighborhood nodes and the importance of encouraging the development of areas as local destinations was discussed by Subcommittee members. The consultant appeared before the Subcommittee to provide an expansive and wide-ranging review of what could be considered as local gathering places for social interaction and daily destinations. The consultant also developed and conducted a group exercise to identify and map Township neighborhood areas. The Subcommittee members then took the broad generalities presented by the consultant and applied them to Waterford in order to show as many potential nodal areas as possible. The Subcommittee then developed a set of proposed goals and objectives to achieve the development of neighborhood nodes in Waterford.

### Mission Statement

The Historic Preservation and Neighborhood Nodes Subcommittee worked to review and analyze related ordinances of the Charter Township of Waterford relative to the Waterford Village Historic District. In addition, the Subcommittee explored existing and potential planning and zoning tools to promote the protection, preservation, rehabilitation,

restoration and reconstruction of sites, buildings and or structures within the District. The Subcommittee also worked to identify a wide-ranging list of areas within the Township for consideration as community neighborhood nodes to enhance and strengthen Waterford as an accessible and pedestrian friendly community.

### **Meetings Summary**

The Subcommittee met seven times between May and September 2001, and had many discussions regarding the issues of Historic Preservation and Neighborhood Nodes. The following are the highlights of the topics discussed.

#### Waterford Village Historic District

**Cut-Through Traffic.** One major concern of the Subcommittee was the amount of vehicular traffic, particularly large trucks, using Andersonville Road and Airport Road to travel through the Waterford Village Historic District to reach Dixie Highway. These roads lead into and through the District. The high volume and speed of automobile traffic, coupled with the heavy truck traffic, creates a serious pedestrian safety issue for residents and visitors to the District. The Subcommittee reviewed suggestions to alleviate this dilemma by lowering the speed limit and redirecting truck traffic onto other roads to reach Dixie Highway.

**Waterford Village Historic District Boundaries.** When evaluating and comparing maps of the District boundaries, the maps showed discrepancies in the location of the District's boundaries. There was a survey conducted in the mid-1970s to determine which property owners were interested in becoming part of the Historic District. Several property owners did not respond to the survey at the time, which is the probable cause of the discrepancies. The Subcommittee discussed conducting a new survey of the owners of property currently not included in the District boundaries to determine whether they are interested in being included in the District.

**Design Guidelines and Ordinances.** The Subcommittee reviewed the Township ordinances governing the Waterford Village Historic District and the Historic District Commission. The Subcommittee discussed amending the regulations to require additional architectural standards. The Subcommittee also reviewed design guidelines and sample ordinances from other communities. Based on that review, the Subcommittee discussed potential steps to strengthen the current ordinances in order to maintain the historic appearance of the area.

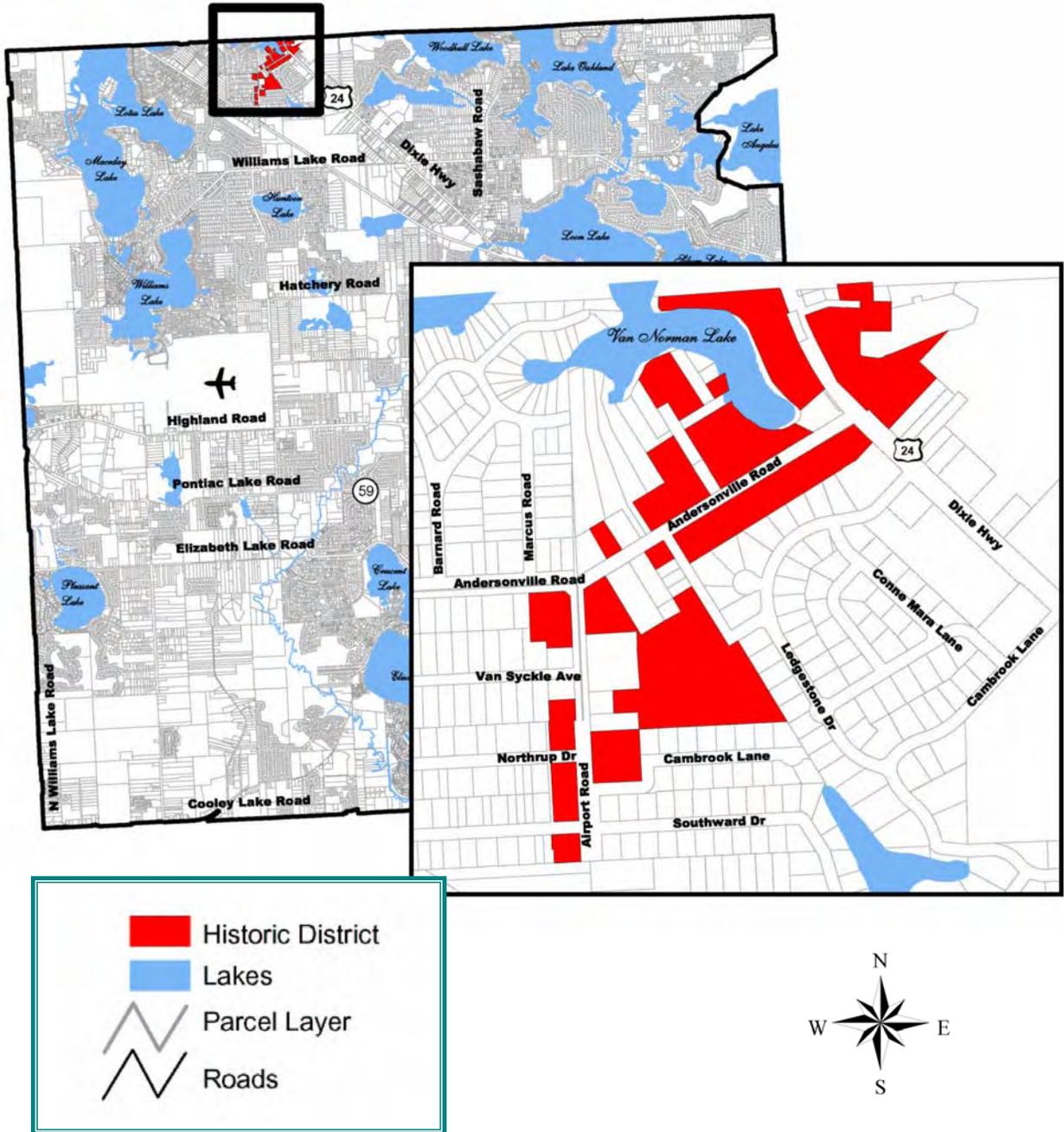
**Pedestrian Walkways.** The disrepair and intermittent breaks in sidewalks within the District were identified as a major concern for pedestrian circulation and safety. The Subcommittee discussed potential improvements that could be made to these sidewalks, such as installation of brick pavers or stamped concrete, to make them aesthetically attractive. The Subcommittee also discussed the consideration of physically disabled individuals, if the sidewalks are to be redesigned. The Subcommittee concluded that the improvement of the sidewalks should encourage residents and visitors to walk through the District. The Subcommittee also discussed other amenities, such as decorative street lighting and signage, that would help make the District a dynamic destination.

**Community Identity.** The Subcommittee discussed the importance of promoting the identity of the Waterford Village Historic District as one of the first settlement sites in Waterford. The Subcommittee members discussed ways in which to promote the local historical significance of the area and to educate children about its history. The Subcommittee reviewed the idea of identifying local historic sites and landmarks, and

linking the identification process to educational efforts and the community identity. The Subcommittee discussed the importance of using the Township's Geographic Information Systems (GIS) and internet resources in a local historic site/landmark identification process.

**Map 10**

**Waterford Village Historic District**



Source: Waterford Township GIS and Community Planning & Development  
This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.

Historic District Expansion. Expanding the Township's Historic District areas was also discussed by Subcommittee members. The Subcommittee reviewed the issue of "public purpose" versus "taking" of private property. Based on these discussions, the Subcommittee recommended that the Township promote the expansion of Historic District areas with the development and implementation of incentive programs to attract property owners into newly established District areas. A recommendation was also made to explore acquisition of those properties that opted out of the original District designation. This will encourage more dynamic efforts to preserve and rejuvenate the District.

District Signage. Subcommittee members discussed the creation of a program to install specialized directional signage, sometimes referred to as wayfinding signage, to promote the District and provide a directional guide to visitors. The Subcommittee concluded that these wayfinding signs could be placed along roadways throughout the Township to direct visitors into the District and increase awareness of the District's existence. The Subcommittee also discussed the possibility of using the signage for other historically significant properties located outside of the Waterford Village Historic District. The Subcommittee also discussed the possibilities of raising funding for the signage project from property owners or from local sponsors that wish to protect and preserve historically significant sites.

Historical Sites Map. Discussion among Subcommittee members also centered on the need for creating graphic presentations to educate people on the existence of historical sites in Waterford. The Subcommittee reviewed ways in which the new technologies, such as GIS and the internet, could be used to create and maintain such presentations. The Subcommittee also examined Oakland County's Historical and Cultural Resource Inventory Map, developed by the Oakland County Planning and Economic Development Services. The Subcommittee concluded that a process should be initiated to create and maintain maps to assist the community residents and visitors in locating historical sites within the Township.

#### Neighborhood Nodes

Subcommittee members reviewed the concept of neighborhood nodes and how this concept could be applied to planning a more walkable community. The consultant spent several meetings presenting a very broad spectrum of community components that could be considered as social gathering places for neighborhoods. The consultant also presented a diverse amalgam of concepts which they distinguished as neighborhood nodes, such as homes and yards, community streets, neighborhood niches, anchoring institutions, and public spaces. After some initial confusion over the presentation of every community component as a neighborhood node, the Subcommittee decided that for Waterford's future planning intentions, neighborhood nodes would be areas where development and redevelopment efforts shall focus on creating a walkable small-town type destination for residents of the surrounding neighborhoods to gather and visit, shop, work, and recreate.

The consultant also led the Subcommittee through an exercise to identify neighborhood areas, based on the information provided by the consultant. The Subcommittee identified the following sample of neighborhood areas where neighborhood nodes might be established in the Township:

- Lotus Lake and Marble Beach area
- Drayton Plains area
- Lake Oakland area
- Nature Center area
- Elizabeth, Cass, and Crescent Lakes areas
- Airport and Hatchery area
- Williams Lake area

As part of the exercise, each Subcommittee member traveled to one of the areas and photographed one or more landmarks. The Subcommittee then discussed these areas and how they could be developed as neighborhood nodes. The consultant then prepared a map to show the areas chosen by the Subcommittee members (*please refer to Appendix H*).

*(Please refer to the complete records of the minutes in Appendix H to review the details of the Subcommittee discussions.)*

### **Goals and Objectives**

The Subcommittee members concluded their review of the Historic District and neighborhood nodes by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final Historic District and Neighborhood Node goals and objectives are listed in Tables 8 and 9 (*please refer to pages 7-48 and 7-49*).

**Table 7-8: Historic Preservation**

Goal	Objectives
<p><b>Goal 1:</b> Enhance the Safety of the Waterford Village Historic District</p>	<ul style="list-style-type: none"> <li>▪ Research, develop, and implement traffic calming measures in and adjacent to the District</li> <li>▪ Develop, promote, and enforce measures to minimize the volume and speed of pass-through vehicular traffic</li> <li>▪ Ensure that improvements to all nonmotorized pathways in the District are included in a Township-wide nonmotorized pathway improvement program</li> <li>▪ Research, evaluate, and implement improvements and revisions to the Zoning Ordinance to ensure that future land uses and developments provide for a pedestrian-friendly environment</li> <li>▪ Improve and maintain identification markings for pedestrian crossings in the District</li> </ul>
<p><b>Goal 2:</b> Expand and Improve the Aesthetics of the Waterford Village Historic District</p>	<ul style="list-style-type: none"> <li>▪ Research, plan, and fund the installation of decorative lighting along the streets in the District</li> <li>▪ Explore, promote, and fund the installation of signage to educate and enhance the visibility of the District as a destination</li> <li>▪ Research, plan, and fund the installation of handicap-accessible sidewalks using materials and techniques that will reflect and promote the historic environment of the District</li> <li>▪ Inventory and evaluate existing vacant land in the District and explore uses that will enhance the District as a community destination</li> </ul>
<p><b>Goal 3:</b> Expand and Enhance the Historic Preservation of the Waterford Village Historic District</p>	<ul style="list-style-type: none"> <li>▪ Evaluate and recommend adaptive reuse of historical buildings in the District</li> <li>▪ Research, evaluate, and improve the regulatory powers and effectiveness of the Township’s ordinances governing land use and building in the District</li> <li>▪ Research, evaluate, and improve the effectiveness of the current administrative structure of the Historical Commission</li> <li>▪ Examine and explore the expansion of the original District boundaries to include additional properties</li> <li>▪ Explore, develop, and maintain stable funding sources and financing tools for restoration, improvement, and small business development in the District</li> <li>▪ Develop and implement ongoing communication forums with District property owners to inform them of District regulations and expectations</li> </ul>

**Table 7-9: Neighborhood Nodes**

Goal	Objectives
<p><b>Goal 1:</b> Plan and Encourage Development of Neighborhood Nodes</p>	<ul style="list-style-type: none"> <li>▪ Research, evaluate, and implement enhancements and revisions to the Zoning Ordinance to allow for future land uses, mixture of uses, and developments that will create and maintain viable and dynamic neighborhood nodes</li> <li>▪ Inventory and develop long-range conceptual plans for areas targeted for development as Township neighborhood nodes</li> <li>▪ Promote the funding, installation, and maintenance of nonmotorized pathways between neighborhood nodes to increase accessibility and encourage nonmotorized travel</li> <li>▪ Research and promote adaptive reuse and economic development of properties within targeted neighborhood node areas to encourage and guide development and redevelopment in accordance with the long-range area conceptual plan</li> </ul>
<p><b>Goal 2:</b> Enhance and Promote Waterford’s Sense of Community and Identity</p>	<ul style="list-style-type: none"> <li>▪ Develop and maintain partnerships between the Township government, School District, business community, and community agencies to promote the Waterford community and to explore and advocate improvements to enhance and expand the quality of life for citizens and visitors</li> <li>▪ Promote Waterford’s environmental assets, its location in Oakland County, its cultural activities, school system, parks, and recreation opportunities</li> </ul>

## HOUSING AND DEMOGRAPHICS SUBCOMMITTEE

### Subcommittee Members

- Dennis Griffin, Chairman
- Ingrid Bowman
- Andrea Deering
- Kendra Klein
- Scott Krakauer
- Joanna Ljovshin

### Staff Member

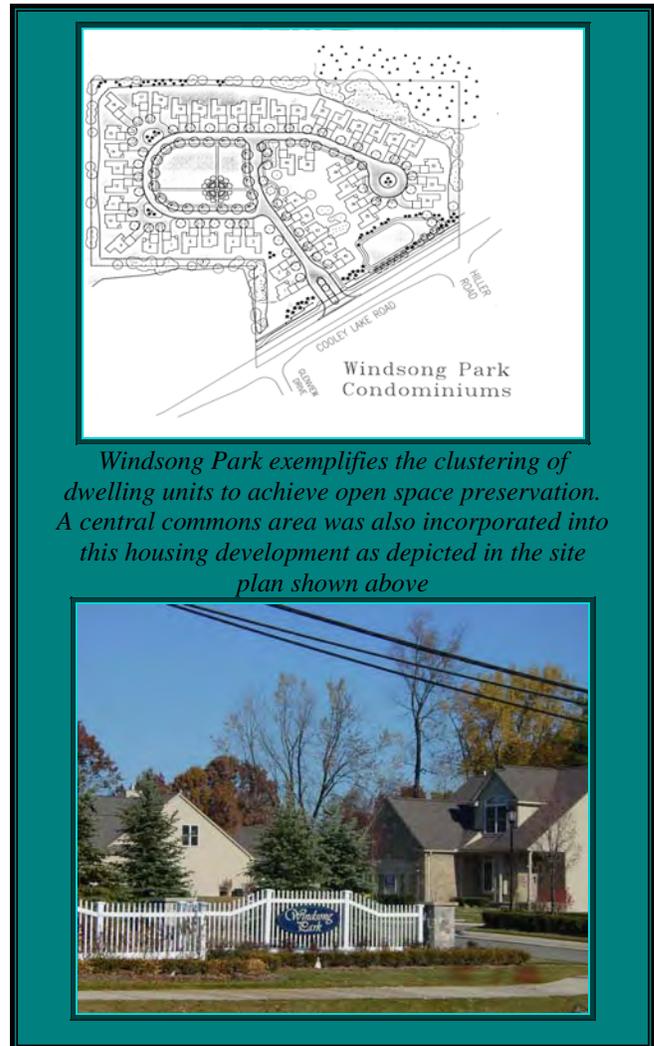
- Larry Lockwood, Planning Division Head

### Introduction

Demographics is defined as the study of the characteristics of human population, size, growth and vital statistics. This type of information informs residents of current population, housing, economic, and educational trends. The gathering and analysis of statistics on residents and housing are important because this information provides insight into the characteristics of the current community structure and stability of Waterford. Community planners analyze this information and use it as the foundation for assessing future land use needs and the effect of projected population characteristics on the demand for public services and facilities. In other words, this current information provides the foundation for the analysis and planning that guide a community's future growth and improvements. Businesses may use the information to determine the market influences on future business decisions. These decisions may also include determining the location of new stores or business facilities, or the type of merchandise or products to sell within a particular community. Businesses could analyze the existing social environment for new employees who expect to live in the same community where their place of employment is located.

### Subcommittee Review Process

The Housing and Demographic Subcommittee held seven meetings between May and September of 2001. The Subcommittee members reviewed the available U.S. Census data for Waterford and discussed their views and thoughts on housing stock needs, the Township's identity, and amenities that attract people to live in a community. The consultant developed a graphic analysis of Waterford's demographics for use by the Subcommittee (*please refer to Appendix A*).



*Windsong Park exemplifies the clustering of dwelling units to achieve open space preservation. A central commons area was also incorporated into this housing development as depicted in the site plan shown above*

### **Mission Statement**

The mission of the Housing and Demographic Subcommittee was to study and evaluate the available 2000 Census data for Waterford Township, review existing zoning (*please refer to Map 11 on Page 7-57*) and housing patterns within the community, and develop goals and objectives based on those findings.

### **Meetings Summary**

In order to accomplish the mission of the Subcommittee, it was necessary to review data from a variety of sources. These sources included the United States Census Bureau, the Southeast Michigan Council of Governments (SEMCOG) and the Michigan State Center for Educational Performance and Information. The Subcommittee discussed the research and evaluation of census data, population and employment projections, school enrollment, educational attainment, and housing and household information. The consultant also conducted a demographic comparison between Waterford and surrounding communities. The Subcommittee reviewed housing data on housing costs, housing size and the geographic distribution of housing units (*please refer to Appendix I*).

The following statistics were the highlights of the Subcommittee's review:

Population - Population has increased by almost 10,000 residents since 1980, increasing mostly in the latter half of the period. From 1990 to 2000, the population increased by 6,458 residents, almost double the rate between 1980 and 1990.

Population by Age Group - The majority of Waterford's residents are over 25 years of age (68.7 percent). The 2000 Census shows that 15.3 percent are school age children and 7.2 percent are under age five. SEMCOG estimates that the population age 65 years and older will more than double from 7,893 in 2000, to 15,815 by 2030, while all other age classifications will decrease.

Population Projection through 2030 - According to a projection by SEMCOG that is currently not supported by the Township, by 2030, Waterford may experience a four percent decrease in population, at the same time the number of households increases by 13 percent. Therefore, SEMCOG foresees a drastic decline in Waterford's average household size (see below), and not a reflection of the desirability of the Waterford housing market.

Average Housing Value - The value of housing in the Township has increased consistently since 1996, at an average rate of seven percent per year. In 2000, the average housing value was \$144,000.

Average Household Size - From 1990 to 2000, the average household size shrank from 2.59 persons to 2.42 persons. This decrease was greater than the County average, which decreased from 2.61 to 2.51 between the years of 1990 to 2000. However, this trend is projected by SEMCOG to continue with the average Waterford household size decreasing to 2.12 by 2030.

Projections of Percent of Households with Children - By 2020, the number of households with children is projected to decrease by more than five percent. This projection is consistent with surrounding communities. SEMCOG's projection of Waterford households with children in 2020, would be the lowest in the area.

Manufactured Housing - Manufactured housing totals have not changed since 1980. There are 183 licensed units within the Township.

School Enrollment - According to SEMCOG, enrollment totals have decreased significantly since 1980. At that time, the enrollment in area schools was 15,876 students. In 2000, enrollment was down to 11,217 students; however this was a 0.8 percent increase from 1990.

Education Attainment - Waterford Township has shown an increasing trend of improving education in the community. Since 1980, the number of residents without high school diplomas has decreased and the number of college graduates has increased.

Employment Projections - By 2030, employment is projected to increase by 17.9 percent, an increase of more than 5,783 employees. However, during this period, the number of working adults (age 18 to 64) is projected to decrease by 7,633, leaving a deficit of 1,850 new employees in Waterford.

Employment Projection by Trade - For the next 30 years, the service sector is projected to continue to dominate employment in Waterford, rising from 38.4 percent of the total employment to 46 percent in 2030. However, the Retail Trade sector, the other predominant employment sector, is projected to diminish by 946 jobs, or 8.5 percent during the same period.

*(Please refer to the complete records of the minutes in Appendix I to review the details of the Subcommittee discussions and Appendix A for the complete background demographics analysis.)*

**Goals and Objectives**

The Subcommittee members concluded their review of Housing and Demographics by developing a list of proposed goals, objectives, and action items addressing their subject area. This list was presented to the Master Plan Committee of the Whole and the Planning Commission, and was recommended for inclusion in the Master Plan. The final Housing and Demographics goals and objectives are listed in Table 10.

**Table 7-10: Housing & Demographics**

Goal	Objectives
<p><b>Goal 1:</b> Enhance and Promote Waterford’s Identity within the Region</p>	<ul style="list-style-type: none"> <li>▪ Develop and maintain partnerships between the Township government, School District, business community, and community agencies to promote Waterford’s community identity and to promote Waterford as a destination for citizens and visitors to enjoy quality of life amenities</li> <li>▪ Research, plan, and implement improvements to the Township’s gateway entries into the community</li> <li>▪ Develop cooperative partnerships, adopt flexible planning and zoning tools, and actively utilize economic development tools to ensure the continued redevelopment and economic viability of the regional destinations located in the Township</li> </ul>
<p><b>Goal 2:</b> Ensure and Promote the Development of Waterford as an All-Purpose Community with Superior Quality of Life Amenities</p>	<ul style="list-style-type: none"> <li>▪ Research, evaluate, implement, and actively enforce revisions to the Zoning Ordinance to promote a diverse housing stock and development of upper income housing</li> <li>▪ Explore and aggressively utilize economic development and planning tools to actively promote the relocation of new businesses and technology-based companies to Waterford</li> <li>▪ Research, evaluate, implement, and actively enforce revisions to the Zoning Ordinance to require more open space preservation in new housing developments</li> <li>▪ Research, evaluate, and implement enhancements and revisions to the Zoning Ordinance to allow for future land uses, mixture of uses, and developments that will create and maintain viable and dynamic neighborhood nodes</li> <li>▪ Develop, promote, and maintain the Township Civic Center as a community gathering place</li> <li>▪ Provide a wide range of cultural activities and indoor and outdoor recreational facilities and programs for all age groups</li> </ul>

Goal	Objectives
<p><b>Goal 3:</b> Establish and Enforce a High Standard for the Physical Condition of the Township Housing Stock</p>	<ul style="list-style-type: none"> <li>▪ Research, evaluate, and implement revisions to the Township Ordinances to require regular inspections of rental housing, enforce property maintenance codes, and eliminate substandard and unsafe property conditions</li> <li>▪ Ensure and enforce the elimination of blighting effects and influences throughout the Township by aggressively and effectively enforcing the Township’s Codes and Ordinances</li> <li>▪ Research, evaluate, and implement revisions to the Township Zoning Ordinance, incorporating flexible planning and zoning tools that establish zoning districts which encourage and promote redevelopment</li> </ul>

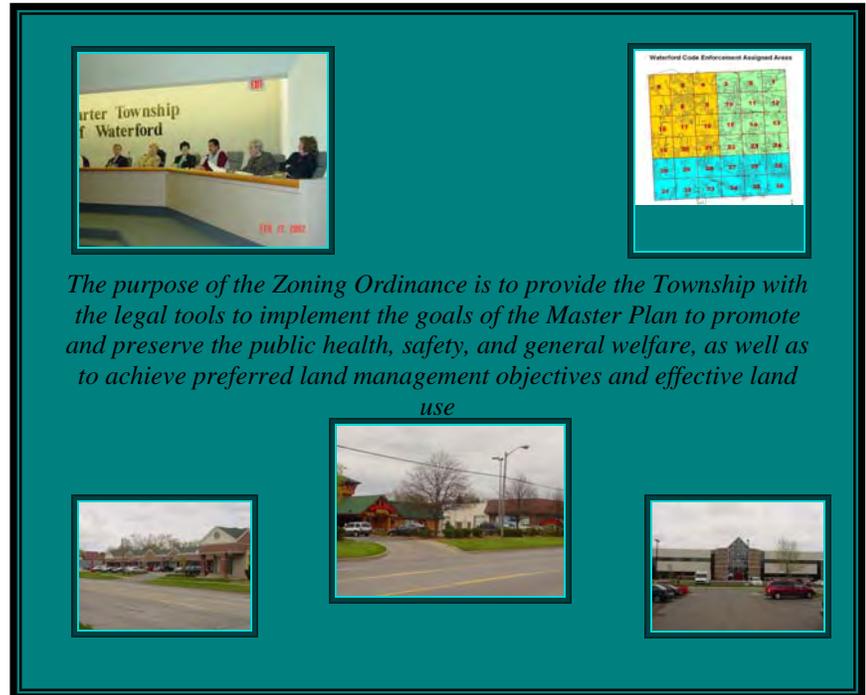
## ZONING ORDINANCE AND LANDSCAPE AESTHETICS SUBCOMMITTEE

### Subcommittee Members

- Will Allen, Chairman
- Carl Bruckner
- Mary Jo Freeman
- Cindy Hearl
- Yvette Heitzeg
- Bob Hoffman
- Mike Kelly
- Colleen Murphy
- Mark Rogers
- Rick Rohl
- Merritt Wolson

### Staff Members

- Doug Bradley, Building and Engineering Director
- Mark Kellenberger, Planner II
- Larry Lockwood, Planning Division Head
- Amy Noel, Planner I
- Geri Slavin, Lead Code Enforcement Officer
- Bob Vallina, Community Planning and Development Director



### Introduction

Under Michigan State law, a community's Master Plan sets the goals and objectives that the community seeks to achieve during a specified time frame. The primary tool for implementing the land use goals of the Master Plan is a community's Zoning Ordinance. Since the Zoning Ordinance has the force of law, it is critical to review, revise, and adopt a Zoning Ordinance that reflects the Master Plan. The Zoning Ordinance and Landscape Aesthetics Subcommittee began its initial review of the current Zoning Ordinance between April and July 2001, then adjourned until after the adoption of the Master Plan. The Subcommittee will begin a public review and draft process that will involve the citizens, Planning Commission, Zoning Board of Appeals, and the Township Board, culminating in a final draft to be presented to the Planning Commission for review and recommendation to the Township Board where final adoption will occur.

### Subcommittee Review Process

The Zoning Ordinance and Landscape Aesthetics Subcommittee initiated their work by examining and evaluating the current Zoning Ordinance, in six meetings from April through July 2001. In addition, three meetings of a Landscape/Aesthetics Subcommittee task force met to examine and evaluate the existing landscape requirements in the Township Zoning Ordinance.

The Subcommittee adjourned until after the Planning Commission established the goals and objectives of the new Master Plan. The Planning Commission has assigned the Subcommittee the responsibility to reconvene and work on the development of a new Zoning Ordinance that reflects the new Master Plan after it has been adopted (*Please refer to Map 11 on Page 7-57 for the Existing Zoning designations*).

**Mission Statement**

The mission of the Zoning and Landscape Aesthetics Subcommittee will be to review the existing Zoning Ordinance, the new Master Plan when adopted, and prepare a new draft Zoning Ordinance that preserves and protects the principles of the United States and State of Michigan Constitutions, provides for the health, safety, and general welfare of all citizens and visitors, and implements the goals and objectives of the new Master Plan.

**Meetings Summary**

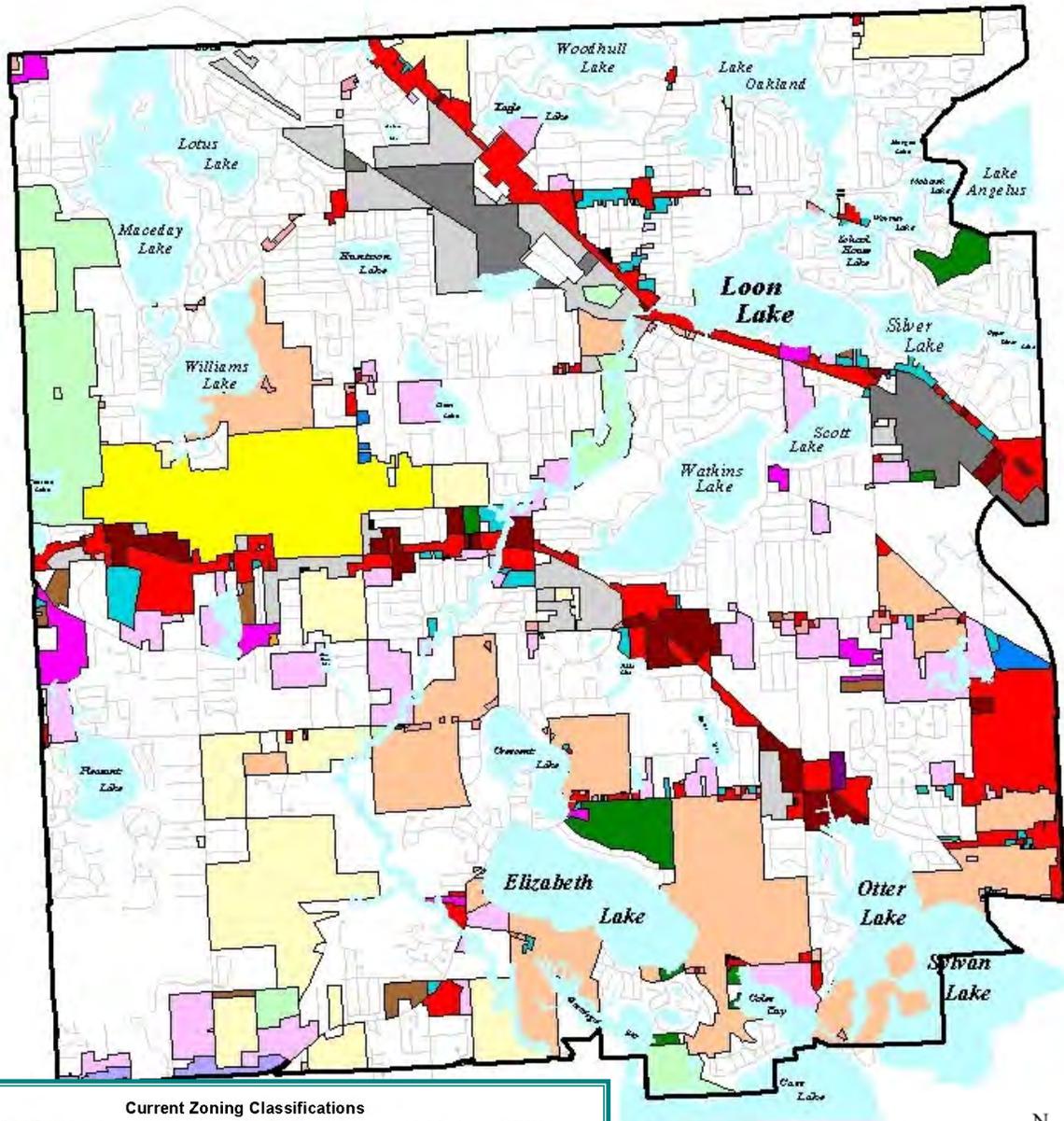
Once the Master Plan is adopted and this Subcommittee reconvenes to develop a draft Zoning Ordinance, the complete records of the minutes from each Subcommittee meeting will be added to Appendix J for review of the details of Subcommittee discussions.

**Goals and Objectives**

The goal of the Zoning Ordinance and Landscape Aesthetics Subcommittee is to develop and review a draft Zoning Ordinance that reflects the implementation of the goals and objectives of the other eight Subcommittees. The objectives are to draft a document that is enforceable in court, reasonable in implementing the Master Plan goals, and which has undergone a substantial citizen review and comment process.

**Map 11**

**Existing Zoning Districts**  
 (Current as of December 30, 2002)



Current Zoning Classifications	
	S-F, Suburban Farm
	R-1A, Single Family Residential
	R-1B, Single Family Residential
	R-1C, Duplex
	R-1D, Single Family Attached
	R-2, Multiple Family Residential
	R-3, Low Density Multi Family Res.
	R-4, Mobile Home Park
	C-1, Local Business
	C-2, General Business
	C-3, Extensive Business
	C-UL, Union Lake Business District
	R-O1, Restricted Office
	RA-1, Public Recreation Amusement
	RA-2, Commercial Recreation Amusement
	A-1, Airport
	TISO, Technical, Industrial, Serv. & Office
	M-1, Light Industrial
	M-2, General Industrial
	P-1, Parking
	Township Boundary
	Roads



Source: Waterford Township GIS and Community Planning & Development  
 This map is intended to provide general information only. For more detailed map information on the topic of this map, please visit the Charter Township of Waterford web site at [www.twp.waterford.mi.us](http://www.twp.waterford.mi.us) or contact the Community Planning & Development Department at (248) 674-6256.