



CHAPTER 9 – IMPLEMENTATION

The Planning Commission initiated the current master planning process with the intent to involve citizens in the development of a dynamic Master Plan. No matter how involved the citizens were, the vitality gained through its development will be lost unless the Master Plan is actively implemented. Therefore, once adopted, implementation must involve citizen commitment and be pursued aggressively in order to achieve the Master Plan goals and objectives.

This chapter establishes the foundation for implementing the Master Plan. In addition to the Planning Commission, the responsibility for ensuring that the Master Plan is implemented will largely rest with the Township Board, other boards and commissions established by the Township Board, and the administrative positions described in Chapter 4 of this document. The success of the Master Plan’s implementation will rest upon the conscious efforts of the various members of the Township government to actively incorporate the implementation of Master Plan goals and objectives into all Township actions. The implementation process consists of the following components: the Future Land Use Plan described in Chapter 8, implementation goals, fiscal tools, legislative policy-making, administration and enforcement, citizen education and promotion, and evaluation. The following provides a description of the essential components of Waterford’s Master Plan implementation process.

IMPLEMENTATION GOALS

The goals and objectives developed by the Master Plan Subcommittees and described in Chapter 7 were reviewed and analyzed by the Planning Commission to determine the major themes. Seven major themes were found and identified as the Master Plan Goals to be achieved during the next twenty years. Using the Subcommittees’ work, objectives were established for each of the seven goals. Action strategies were then developed for each objective. These Master Plan goals, objectives and strategies provide the analytical structure from general concept to specific action. Each goal statement establishes an outcome for achieving an ideal community. The objectives establish the route to accomplishing the goal, and each set of strategies are action items intended to achieve the objectives. The goals, objectives, and strategies are listed in random order. During the life of this Master Plan, the following is the detailed list of the goals, objectives, and strategies that Waterford intends to implement along with the Future Land Use Plan outlined in Chapter 8.

GOAL ONE
TO MAINTAIN, IMPROVE, AND ENHANCE CAPITAL
INFRASTRUCTURE AND PUBLIC SAFETY FOR THE HEALTH,
SAFETY, AND WELFARE OF WATERFORD CITIZENS

Objective 1-1
Maintain and Enhance Existing Level of Fire Protection
and Emergency Medical Services

Strategies to Achieve Objective 1-1

- a. Continue the maintenance, update, and effective fire fighting coverage of Township fire hydrants.
- b. Ensure sufficient facilities, staffing, equipment, and training levels for effective and prompt fire fighting and EMS coverage of all areas of the Township.
- c. Investigate and adopt, when economically feasible, new technologies which enhance and expand fire fighting, prevention, detection, and emergency medical response capabilities.
- d. Maintain and enhance the use of the Township GIS for analysis of fire prevention, fire fighting, and EMS capabilities.
- e. Provide continuing education and training in fire safety and prevention, first aid, and CPR to all citizens.
- f. Advocate the installation of affordable medical and fire safety technologies in all homes and workplaces.
- g. Develop and maintain disaster plans for effective handling of potential natural and man-made disasters.
- h. Require effective fire safety and prevention systems in all development and redevelopment efforts.

Objective 1-2
Maintain and Enhance Existing Level of Water and Sewer Services

Strategies to Achieve Objective 1-2

- a. Ensure sufficient facilities, staffing, equipment, and training levels for the safe and effective operation and maintenance of the Township's water and sewer systems.
- b. Utilize the Township capital improvement planning process to promote and implement water and sewer system capacity improvements.
- c. Utilize the Township capital improvement planning process to promote and implement a preventative water and sewer line maintenance and replacement schedule.
- d. Maintain and enhance the use of the Township GIS and other appropriate electronic information systems for the effective operation, analysis, and capital maintenance tracking of the Township water and sewer systems.

- e. Investigate and adopt, when economically feasible, new technologies which enhance and expand efficient, effective, safe, and healthy water and sewer systems.
- f. Promote and enforce the installation of water line loop systems.
- g. Investigate, adopt, and enforce ordinance and policy measures to protect and enhance the environmental quality of the Township's water supply.

Objective 1-3
Improve the Storm Drainage System

Strategies to Achieve Objective 1-3

- a. Fund and conduct a master storm water management and infrastructure improvement plan in accordance with State of Michigan and U.S. Environmental Protection Agency guidelines to evaluate the existing and future storm drainage capacity needs of the Township.
- b. Investigate the feasibility of creating and implementing an administrative structure and funding authority which provides an effective unified approach to managing, maintaining, and improving the storm drainage system within the Township.
- c. Maintain and enhance the use of the Township GIS and other appropriate electronic information systems to map and analyze all storm drainage systems within the Township.
- d. Develop, implement, and enforce effective policies and best management practices to ensure the maintenance, capacity, and quality of the storm drainage system with the assistance and support of all governmental agencies responsible for stormwater management in the Township.
- e. Ensure that all new development and redevelopment projects are thoroughly evaluated and constructed to accommodate and not overburden the storm drainage system capacity within the Township.
- f. Investigate and adopt the most effective means of enforcing updated engineering storm water discharge standards.
- g. Require the utilization of best management practices, including requirements for detention/retention, for new development and redevelopment projects within Waterford.
- h. Develop and disseminate information to all citizens regarding measures to minimize structural damage caused by insufficient or improper drainage techniques.

Objective 1-4
Improve and Enhance the Power and Communication
Utilities Infrastructure within the Township

Strategies to Achieve Objective 1-4

- a. Promote the conversion of all overhead utility wires to underground lines.
- b. Ensure that utility and communication companies possess the capacity to provide modernized, full and uninterrupted service for proposed land uses.
- c. Map in GIS the location and capacity of all utility lines.
- d. Develop a map of prioritized areas where existing overhead utilities should be installed underground.
- e. Develop a map of all areas currently being served by fiber-optic lines.

Objective 1-5
Maintain and Enhance Existing Level of Police Protection

Strategies to Achieve Objective 1-5

- a. Ensure sufficient facilities, staffing, equipment, and training levels for effective and prompt police protection and safety coverage of all areas of the Township.
- b. Investigate and adopt, when economically feasible, new technologies that enhance and expand crime prevention, detection, and public safety.
- c. Maintain and enhance the use of the Township GIS for analysis of crime prevention, detection, and solution.
- d. Provide continuing education and training in public safety to all citizens.

Objective 1-6
Improve and Enhance the Township’s Capital Facilities and Infrastructure Planning

Strategies to Achieve Objective 1-6

- a. Establish a Township capital improvement planning process to prepare, adopt, and use a Township Capital Improvements Plan.
- b. Encourage Planning Commission participation in the capital improvement planning review process to provide guidance to the Township Board on accomplishing Master Plan Goals.

GOAL TWO
TO IMPROVE AND ENHANCE THE TRANSPORTATION
NETWORK WITHIN WATERFORD

Objective 2-1
Improve Roads within Waterford Township

Strategies to Achieve Objective 2-1

- a. Continue to improve and expand the proactive and effective partnership between the Township and the public road agencies to achieve quality public road improvements, maintenance, traffic flow, and safety in Waterford Township.
- b. Develop a Waterford Township Transportation Plan as an active component of the Township's Master Plan, which will establish the improvement priorities necessary to achieve the Master Plan Goals.
- c. Develop and maintain an annual road needs review process as part of the Waterford Township Transportation Plan.
- d. Incorporate priority road maintenance and improvements into the Capital Improvements Plan in accordance with the objectives as expressed in Maps 15 and 16 on Pages 8-30 and 8-31, as well as in Appendices L and N.
- e. Establish and utilize a database for evaluating existing road system conditions based on scoring criteria.

Objective 2-2
Improve North-South Mobility in Waterford Township

Strategies to Achieve Objective 2-2

- a. Explore, research, plan, and develop funding sources for realignment and extensions of existing roads, where feasible, to eliminate safety hazards and improve traffic flow.
- b. Promote and develop funding sources for paving of unimproved sections of the primary road network.
- c. Promote and develop funding sources for primary road network improvements.
- d. Identify, research, and analyze impediments to traffic flow and safety.
- e. Prepare and promote plan to eliminate impediments identified in Strategy 2-2.c.

Objective 2-3
Diversify Transportation Options

Strategies to Achieve Objective 2-3

- a. Research, develop, fund, and implement a plan to provide dependable and safe transportation for prospective users who are housebound, such as senior and disabled citizens.

- b. Conduct a planning study to investigate mass transit needs, identify target populations, and analyze the capital and annual costs in providing mass transit services in Waterford.
- c. 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.
- d. Establish an advisory committee consisting of local business owners, transportation officials, and residents, to review and recommend mass transit options for Waterford residents.

**Objective 2-4
Improve Traffic Safety**

Strategies to Achieve Objective 2-4

- a. Assist road agencies through the use of GIS and other analytical tools to prioritize, develop, and fund plans and programs to eliminate existing traffic hazards and conflicts between different modes of transportation.
- b. Identify key intersections for design improvements to increase transportation efficiency within the Township.
- c. Develop and implement stricter traffic impact studies, access management ordinance requirements and policies for new development and redevelopment projects.
- d. Promote efforts to partner with traffic safety organizations and utilize all Township communication resources to educate citizens on traffic safety.
- e. Actively enforce traffic safety laws.

**Objective 2-5
Enhance the Safety of the Waterford Village Historic District**

Strategies to Achieve Objective 2-5

- a. Research, develop, and implement traffic calming and walkability measures in and adjacent to the District (*Please refer to Map 10 on Page 7-47 in Chapter 7 for the location of the District*).
- b. Evaluate, promote, and implement methods that slow down and discourage cut-through traffic while maintaining continuous access for residents and public safety personnel.
- c. Develop and implement an active role for the Township's Historic District Commission in enhancing and promoting transportation safety within the District.

GOAL THREE
TO ENHANCE THE WALKABILITY OF WATERFORD

Objective 3-1
Expand and Improve Nonmotorized Paths

Strategies to Achieve Objective 3-1

- a. Develop, fund, and implement a master nonmotorized path construction and maintenance plan, incorporating priority projects into the Township’s Capital Improvements Plan.
- b. Construct connections between existing segments of nonmotorized paths.
- c. Establish the Walkability Study pilot project, and connection of all Waterford parks and schools to nonmotorized path system, as the highest nonmotorized path priorities.
- d. Install and maintain nonmotorized path links between neighborhood nodes (*Please refer to Figure 8-10 on Page 8-22 in Chapter 8 for the location of the nodes*).
- e. Maintain and improve existing segments of nonmotorized paths.
- f. Investigate, recommend, and adopt a stable funding source for full implementation of the Township’s master nonmotorized path construction and maintenance plan.
- g. Establish and utilize a GIS database for evaluating the condition of the existing nonmotorized path system components in Waterford Township based on scoring criteria.
- h. Promote efforts to utilize all Township communication resources to educate citizens on the benefits of walking using nonmotorized paths.

Objective 3-2
Develop and Promote a Waterford Riverwalk Pedestrian Pathway

Strategies to Achieve Objective 3-2

- a. Develop a Riverwalk Master Plan, with active input from property owners and residents along and near the Clinton River, to map the location of each new and existing nonmotorized path segment being proposed to become part of the Riverwalk system and to estimate installation and maintenance costs of each of the proposed segments.
- b. Seek and apply for alternative funding sources, whenever possible, to complete the remaining segments of the Riverwalk system.
- c. Explore opportunities to link the Waterford Riverwalk system to nonmotorized systems in adjacent communities.
- d. Incorporate Riverwalk project components in the Capital Improvements Plan.

GOAL FOUR
TO CREATE AN ECONOMIC CLIMATE CONDUCIVE TO THE
ATTRACTION, RETENTION, AND EXPANSION OF BUSINESS
WITHIN WATERFORD

Objective 4-1
Develop and Utilize Township Capacity for Proactive Economic Development

Strategies to Achieve Objective 4-1

- a. Develop, fund, and implement Township staff to undertake and facilitate economic development activities and programs.
- b. Develop and utilize printed and electronic procedural manuals to guide citizens and businesses through the Township’s development processes.
- c. Encourage Township staff to analyze, and revise when necessary, the current procedures and policies involving services to the Waterford business and development community for effectiveness, efficiency, and consistency with the Master Plan goals and objectives.
- d. Develop, promote, and implement conceptual plans for areas within the Township to focus redevelopment efforts.
- e. Explore and aggressively utilize all available economic development, planning, and analysis tools to actively promote business retention and the relocation of new businesses and technology-based companies to Waterford.
- f. 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.
- g. Revise the Zoning Ordinance to implement the Master Plan’s future land use designations, establish bulk standards for commercial and industrial developments which are comparable to those adopted in similar-sized communities, and provide a modern, balanced, and effective enforcement tool.
- h. Develop, advocate, and implement a business registration program.
- i. Encourage and promote the provision of safe, high-speed, and cost-effective modern communication and information systems for use by Waterford businesses.
- j. Establish and promote a rational tax abatement incentive policy.

Objective 4-2
Market Waterford Township as a Destination for Business Activities

Strategies to Achieve Objective 4-2

- a. Identify and establish partnerships with other governmental agencies and business organizations to actively promote and market Waterford as a prime business location.
- b. Develop and disseminate marketing materials promoting Waterford Township utilizing all available media.
- c. Promote Waterford as a member of Automation Alley, home of the Oakland County International Airport, and other notable points of interest.

Objective 4-3
**Educate and Inform All Township Boards, Commissions, Committees,
and Authorities on Economic Development Tools and Efforts**

Strategies to Achieve Objective 4-3

- a. Research, develop, and implement ongoing processes to keep the Township Board and all appointed committees involved with economic development fully informed on the various economic tools and funding resources available to Waterford Township.
- b. Expand and implement staff training and development to gain knowledge and awareness of current economic development tools, funding sources, best practices, and innovative techniques and programs.

Objective 4-4
**Improve the Physical Appearance and Functional Character
of the Commercial Corridors**

Strategies to Achieve Objective 4-4

- a. Develop and implement ordinances, policies, and planning tools to assist with the aesthetic and functional improvement of the Township’s commercial corridors.
- b. Investigate and, if feasible, create a Downtown Development Authority to assist in the redevelopment and improvement of the commercial corridors.
- c. Develop, implement, and promote traffic calming and access management regulations and policies as a means of enhancing the commercial corridors.
- d. Pursue and maintain cooperative relationships with the public road agencies to investigate, plan, and construct aesthetic and functional improvements of the Township’s commercial corridors.
- e. Ensure that commercial corridor infrastructure is reconstructed to encourage both motorized and nonmotorized transportation.
- f. Sponsor and develop partnerships with governmental agencies, business organizations, and business owners to improve the aesthetic and functional qualities of the Township gateways and commercial corridors.
- g. Complete a corridor improvement and enhancement plan for each of the Township’s three major commercial corridors: M-59, Dixie Highway, and Telegraph Road.
- h. Incorporate priority corridor and gateway improvements into the Capital Improvements Plan.

GOAL FIVE
TO INCREASE AND IMPROVE RECREATIONAL OPPORTUNITIES
FOR WATERFORD CITIZENS

Objective 5-1
Develop, Construct, and Maintain in One Central Location
a Full-Scale Community Center to Serve All Age Groups

Strategies to Achieve Objective 5-1

- a. 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.
- b. Provide indoor swimming facilities to meet the community’s recreation, fitness, therapeutic, and scholastic swim needs.
- c. Provide a playground area for younger children.
- d. Appoint a citizen task force to work with Township staff in researching and proposing all other recreational, fitness, and service facilities that would be supported by Township residents as part of a new community center.
- e. Research and analyze all potential funding sources and options.

Objective 5-2
Promote Recreational Utilization of the Clinton River

Strategies to Achieve Objective 5-2

- a. Educate the community about the presence, importance, and threats to the Clinton River.
- b. Sponsor and promote projects, programs, and annual events to clean up, restore, preserve, and protect the Township’s river resources.
- c. Sponsor and promote Clinton River educational and recreational projects, and programs such as canoeing, kayaking, and fishing.
- d. Work with the Clinton River Watershed Council to sponsor an adopt-a-river program by businesses and service organizations for different segments of the river.
- e. Identify existing storm drain connections to the Clinton River.
- f. Partner with the local schools in developing curriculum centered on the importance and ecological fragility of the Clinton River.

Objective 5-3
Promote Increased Access and Use of Existing Parks

Strategies to Achieve Objective 5-3

- a. Provide and maintain effective nonmotorized access to all Township parks.
- b. Develop and implement a playground equipment maintenance and improvement schedule to ensure child safety and modernized facilities.
- c. Explore opportunities for creating dog parks, or using a portion of an existing park for the purpose of developing and maintaining pet run areas.
- d. Conduct periodic studies and analyses of existing parks' utilization to assess use patterns and evaluate implementation of other recreational uses.
- e. Create better access to, and promote utilization of, Elizabeth Lake Woods, including trails and interpretive observation areas.
- f. Develop and maintain directional signage to the parks and identification signage for natural features, river and stream crossings, and watershed boundaries.
- g. Ensure that the area currently occupied by the Drayton Plains Nature Center is linked to the Waterford Riverwalk system.
- h. Preserve and protect the area currently occupied by the Drayton Plains Nature Center as a nature center.
- i. Include passive recreation areas and activities in the Recreation Plan.
- j. Develop and disseminate marketing materials promoting Waterford Township Parks utilizing all available media.

Objective 5-4
Provide and Maintain Playground Areas in Neighborhoods

Strategies to Achieve Objective 5-4

- a. Investigate opportunities for establishing and maintaining small playground or picnic areas within, or adjacent to, neighborhoods.
- b. Provide assistance to neighborhood associations to organize as non-profit groups in order to organize, manage, fund, and control parks to serve their neighborhood.
- c. Revise and strengthen Zoning Ordinance requirements for the establishment and maintenance of neighborhood park areas within new developments.
- d. Investigate the development of a neighborhood enhancement grant program that utilizes state and federal funding sources to enable neighborhood associations to create neighborhood parks.

Objective 5-5
Expand and Promote Diverse Recreation Opportunities for Waterford Citizens

Strategies to Achieve Objective 5-5

- a. Expand and implement staff training and development to gain knowledge and awareness of innovative recreational facilities and programs.
- b. Research and analyze gaps in the provision of recreation services within the Township to assess the feasibility of establishing and funding new facilities and programs.
- c. Promote establishment of innovative and diverse recreational facilities and programs.

GOAL SIX
TO ENSURE AND ENFORCE LAND USE DEVELOPMENT PRACTICES
THAT ARE SENSITIVE TO WATERFORD’S NATURAL ENVIRONMENT

Objective 6-1
Ensure Quality Development Practices by Establishing Regulations
that Govern Land Use Based on Natural Capacity of the Land

Strategies to Achieve Objective 6-1

- a. Revise the Zoning Ordinance to require the evaluation of water and sewer service availability to determine the acceptable level of development intensity.
- b. Restrict development to low intensity land uses in locations where the natural resources are least capable of supporting development, where existing roads have limited capacity, and where existing low density land uses patterns currently exist.
- c. Restrict development to 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.
- d. Allow high intensity uses in locations 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 the natural resources will be minimally effected by development.
- e. Review and revise the Zoning Ordinance and Township policies to effectively implement Master Plan Goals and future land use designations.
- f. Establish and maintain a database containing information on the available public infrastructure (water, sanitary sewer, storm sewer, etc.) capacities within the Township to assist Township staff in making decisions on proposed land uses.

Objective 6-2
Promote Open Space Developments

Strategies to Achieve Objective 6-2

- a. Research and propose revisions to the Township ordinances and policies which provide tools for housing developments that preserve substantial areas of open space and reasonable and flexible requirements, such as measured adjustments in zoning bulk regulations.
- b. Establish and enforce the preservation of uplands as a requirement in open space and cluster developments.
- c. Encourage and promote private preservation of open space through conservation easements, dedications, and stewardship programs.
- d. Encourage and preserve natural resource corridor links between natural areas, recreation areas, parklands, and schools.
- e. Research, evaluate, implement, and actively enforce revisions to the Zoning Ordinance to require that within new housing developments, a sufficient amount of property be

dedicated for quality of life features such as parks, open space, natural areas, and native landscaping.

Objective 6-3
Ensure All Development Efforts Respect, Preserve, and Protect Waterford’s Natural Characteristics and Constraints

Strategies to Achieve Objective 6-3

- a. Continue and expand the enforcement of rational wetland protection to, preserve wetlands in their natural state as a high priority, protect water quality, stabilize stormwater runoff, recharge groundwater, and provide fish and wildlife habitat.
- b. Establish ordinance requirements for practical woodlands conservation to protect water and soil quality, improve air quality, buffer noise, moderate climate hazards, preserve wildlife diversity and habitats, and enhance community aesthetics.
- c. Promote, inform, and encourage citizens on the use of native plant material to minimize the hazardous effects of invasive species.
- d. Encourage preservation of natural contours and minimize mass grading alterations.
- e. Require the preservation and protection of groundwater recharge areas as open space or low density uses to retain as much permeable surface and water holding characteristics as possible.
- f. Promote and enforce the protection of groundwater recharge areas from pollution through the regulation of land uses which may discharge wastes into the hydrological cycle.
- g. Promote the preservation of natural vegetation and topographical features along stream corridors and waterways by restricting these areas to uses offering little danger of topographical disturbance, water quality degradation, stream channel alteration, runoff or sedimentation increase.
- h. Utilize all communication methods to 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.
- i. Develop and maintain natural area inventories that include assessments for quality, location, health, and species surveyed by such agencies as the Michigan Natural Features Inventory.
- j. Regulate, preserve, and protect the natural areas essential to maintaining Waterford's unique heritage and character, which provide a diverse high-quality wildlife habitat.
- k. Review and revise the Zoning Ordinance and policies to provide strict buffer and setback protection of wetlands, streams, rivers and drains.
- l. Advocate the establishment of a prohibited planting materials list based upon invasiveness and ecological impacts.
- m. Establish and maintain strict policy requirements for soil and sedimentation control during development.
- n. Actively work with responsible agencies to maintain an accurate list of leaking underground storage sites.
- o. Revise Township ordinances to ensure Wellhead Protection Plan implementation.
- p. Develop and utilize a Township Open Space and Natural Area Management Plan to assist in evaluating future rezoning and site plan approvals as well as potential open space acquisition.

GOAL SEVEN
TO RETAIN, ENHANCE, AND PROMOTE WATERFORD’S
UNIQUE CHARACTER, SENSE OF COMMUNITY, AND IDENTITY

Objective 7-1
Expand, Enhance, and Improve the Aesthetics and Historic Preservation
of the Waterford Village Historic District

Strategies to Achieve Objective 7-1

- a. Research, plan, and fund the installation of decorative lighting, signage, and barrier-free nonmotorized paths along District streets (*Please refer to Map 10 on Page 7-47 in Chapter 7 for the location of the District*).
- b. Inventory and evaluate existing vacant land in the District and evaluate and recommend adaptive reuse of existing structures that will enhance the District as a community destination.
- c. Research, evaluate, and improve the regulatory powers and effectiveness of the Township’s Historic District Ordinance.
- d. Explore the expansion of the original District boundaries by encouraging properties to join the Historic District.
- e. Explore, develop, and utilize stable funding sources and financing tools for restoration, improvement, and small business development in the District.
- f. Develop and implement ongoing communication with District property owners to inform them of District regulations and expectations.
- g. Develop, promote, and implement a conceptual Historic District area plan to focus and guide redevelopment efforts.

Objective 7-2
Plan and Encourage Development of Neighborhood Nodes

Strategies to Achieve Objective 7-2

- a. Revise the Zoning Ordinance to provide implementation of future land use designations and zoning tools to create and maintain viable neighborhood nodes.
- b. Develop, promote, and implement a conceptual plan for each area identified in the Master Plan as a neighborhood node to focus and guide development and redevelopment efforts.
- c. Develop, promote, and maintain the Township Civic Center area as a community gathering place.

Objective 7-3
**Establish and Enforce a High Standard for the Physical Condition
of the Township Housing Stock**

Strategies to Achieve Objective 7-3

- a. Research, evaluate, and revise Township ordinances and policies to require annual inspections of rental housing, strengthen property maintenance code enforcement, and eliminate blighting effects and influences.
- b. Research, evaluate, and revise the Zoning Ordinance to include flexible planning and zoning tools, and requirements which encourage and promote quality redevelopment of the Township's existing housing stock.

Objective 7-4
Assist Service Organizations to Expand and Market Programs and Services

Strategies to Achieve Objective 7-4

- a. Develop and implement an information gathering and dissemination process using all media to inform new and current Waterford residents of area community services.
- b. Advocate the elimination of public service duplications of effort, promote consolidated and partnering public service efforts, and work to eliminate service gaps.
- c. Develop and maintain a current database of community service organizations and the services they offer within Waterford Township.
- d. Publicize and promote volunteer opportunities and efforts using all available media.

Objective 7-5
**Strengthen Communication Partnerships between the Township and Governmental
Agencies, the Waterford School District, Private Schools, and Service Organizations**

Strategies to Achieve Objective 7-5

- a. Implement dedication of Township staff, website, and cable resources to the expansion of community communication efforts.
- b. Develop and maintain partnerships between the Township, School District, business community, and community agencies to promote the Waterford community and the quality of life for citizens and visitors, utilizing all available media.
- c. Develop and maintain partnerships between the Township, School District, business community, and community agencies to implement cooperative cultural planning efforts that will encourage and expand cultural programs and services in Waterford.
- d. Continue and expand proactive communication and information exchange between the Township and Waterford School District to facilitate and achieve common goals.
- e. Continue and expand proactive communication and information exchange between the Township and Oakland County International Airport to facilitate airport land use issues and noise study implementation.
- f. Research, develop, and implement Township/School District partnership program to educate students about importance of local government.

FISCAL TOOLS

Waterford Township can increase the effectiveness of its Master Plan implementation efforts by reasonable utilization of financing tools at the Township’s disposal. The Township possesses current financing capacity through the annual budget process as well as through the annual federal Community Development Block Grant program. The Township can support the establishment of grant matching funds and search for opportunities to apply for federal, state, county, or foundation grants to achieve Master Plan goals and objectives.

The Township has also established an Economic Development Corporation and a Brownfield Redevelopment Authority to assist with economic development policy and to finance projects which meet the established criteria. The adoption of a rational tax abatement policy is recommended to assist in meeting Master Plan Goals. The establishment of a Waterford Downtown Development Authority should be researched and promoted. The Township could consider the establishment of special millages and selling municipal bonds to raise capital for the large implementation items.

The Township can also increase the fiscal effectiveness of the Master Plan implementation through the creation of a capital improvements planning process that is integrated into the annual budget process. A capital improvements planning process provides for the review of funding and timing of municipal capital needs such as utilities, parks, and Township facilities. An annual review would provide the opportunity to update the plan. It is recommended that such a process include a specific role for the Planning Commission to review annual capital budget requests and advise the Township Board on whether they achieve the Master Plan goals and objectives.

LEGISLATIVE POLICY-MAKING

The Township Board will play a critical role in establishing the Master Plan as the Township’s primary planning policy document. It is recommended that the Township Board adopt and actively promote the Master Plan as the Township’s planning policy document and require the Township administration to work with the Planning Commission to achieve the Master Plan Goals. The Township Board will approve and oversee the funding necessary to fully implement the Master Plan goals, objectives, and strategy items. The Township Board can also work proactively to support the Master Plan Goals by establishing a capital improvements planning and budgeting process, incorporating it into the annual budget process, and ensuring that all administrative departments are active participants in this capital improvements process.

The Township Board will be instrumental in reviewing and ensuring that adoption of general and Zoning Ordinance revisions will achieve the goals of the Master Plan. A reasonable strategy for the Board may be to require that a written statement explaining how each proposed new or revised ordinance will achieve the Master Plan Goals. The Zoning Ordinance, in particular, will be an important implementation responsibility of the Township Board. The last Zoning Ordinance was adopted 22 years ago, with the structure and a substantial amount of the content dating back 40 years to the first Township-wide Zoning Ordinance. The Board can take a vigorously proactive role by advocating an extensive rewrite of the Zoning Ordinance so that it is fully effective in implementing the Master Plan. For the Master Plan to be successfully implemented once a new Zoning Ordinance and its related Zoning Map are adopted, the Township Board and the Planning Commission must defend and protect the Ordinance from rezoning requests that are inconsistent with the new Zoning Ordinance and Map.

Finally, the Township Board possesses the ability to assist with the Master Plan implementation by adopting economic development tools at the Township's disposal. Waterford's Township Board has exhibited its desire to be proactive by adopting such tools as the Economic Development Corporation and the Brownfield Redevelopment Authority. The Board can build upon their past actions by advocating and adopting tools such as a Downtown Development Authority, if such proves feasible, and a tax abatement policy with appropriate restrictions.

ADMINISTRATION AND ENFORCEMENT

In addition to following all Master Plan implementation policies established by the Township Board, the Community Planning and Development Department (CPD) staff should facilitate Master Plan implementation by educating all Township personnel about the Master Plan as a Township-wide policy document that needs to be actively implemented and promoted. The CPD staff should also actively involve other departments in Master Plan implementation efforts, including program and project development. Township departments should also focus on reviewing and revising department procedures and actions to ensure Master Plan implementation. The review and development of proposed ordinances necessary to implement the Master Plan is another important task that the Township administrative departments need to pursue. Finally, each department should actively enforce the laws, policies, and procedures established to accomplish Master Plan goals and objectives.

CITIZEN EDUCATION AND PROMOTION

It is essential that ongoing education efforts be undertaken to ensure that citizens are aware of and will continue to champion Master Plan implementation, to educate citizens on the Master Plan and promote Master Plan goals and objectives. Revision of planning process application forms to include information on the adoption of the new Master Plan is recommended. An active planning education program should be promoted and established as part of the public school curriculum.

The Community Planning and Development Department should take an active role in utilizing every medium available, such as the Township website, cable, printed brochures, community calendars, and new resident packets.

EVALUATION

The Planning Commission's use of a thorough and ongoing evaluation process is an effective means of achieving its primary mission to monitor the implementation of the Master Plan. The evaluation process will be helpful in pinpointing necessary adjustments to the implementation process, as well as determining necessary Master Plan amendments. It is recommended that the Planning Commission adopt an evaluation process that includes an ongoing strategic planning process to review progress and set timelines for accomplishing the strategy items, requires frequent staff progress reports, and a complete review and analysis of the Master Plan every five years during its life cycle.