



APPENDIX K: PUBLIC PARTICIPATION PROCESS DOCUMENTATION AND REPORTS

DOCUMENTS INCLUDED IN THIS APPENDIX

- June 17, 2000 Visioning Session
- 2001 Key Person Interviews
- 2001 Focus Groups
- July 2001 Telephone Survey
- September 25, 2001 Nominal Group Exercise
- October 17, 2001 First Town Forum
- May 1, 2002 Second Town Forum
- Evaluation Form (October 2001 Town Forum)
- Facilitator's Guide: Small Group Activity
- Summary Report
- Questioning Guidelines
- Focus Group Results (Groups 1-5)
- Town Forum Worksheet
- Ice Breaker Exercise
- Small Group Activity
- Evaluation Form (May 2002 Town Forum)
- October 2001 Town Forum Report
- October 2001 Guiding Principles Exercise Results
- October 2001 Top 5 Guiding Principles
- May 2002 Guiding Principles Exercise Results
- Epic x MRA Waterford Township survey on Master Plan Issues (July 2001)

**Report to Charter Township of Waterford
on the
Master Plan Visioning Session

From Project Innovations**

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Steps in the Process

1. JT (Jo Anna Trierweiler) of Project Innovations met Robert Vallina, Community Planning and Development Director; Larry Lockwood, Planning Division Head; Jay Shah, Chairman of the Township Planning Commission. During this discussion we laid out a strategy for engaging stakeholders from within the community to participate in the Visioning Session.

The Community Planning and Development staff developed a categorical list of stakeholders that they thought should be engaged in the Visioning Session (see Appendix A). Representation from this broad cross section of community leaders would provide a broad array of perspectives and potentially build greater understanding and support for the recommendations coming out of the Visioning Session.

2. The Planning Commission reviewed the recommended stakeholders categories. In addition, JT of Project Innovations presented the Commission with a proposed timeline for completing the process. The Commission agreed that the proposed list covered an appropriate array of stakeholders. The Commission recommended that the Community Planning and Development staff establish a list of participants from across the stakeholders and move forward with the Visioning Process.
3. The Community Planning and Development staff developed a list of invitees and contacted them with the basic information regarding participation in the Visioning Process (see Appendix B).

JT developed a set of questions for the interview process (see Appendix C). JT and Katrina McCree of Project Innovations did the actual interviews. The individual information obtained during the interviews as held as confidential. However, a composite of the information was utilized to shape and enrich the Visioning Session.

4. The Community Planning and Development staff indicated a desire to open the Visioning Process to as many people as possible. In response to this initiative, JT developed a questionnaire, which would allow for input from individuals who were unable to attend the session (see Appendix D). Information from the questionnaires was also used to shape the Visioning Session.
5. The Community Planning and Development staff developed Master Plan categories for the Visioning Session to help frame the discussions regarding a preferred future for Waterford Township.
6. In preparation for the Visioning Session, participants were given disposable cameras and asked to photograph areas in the community that they are proud of and areas that

concerned them. These photos were developed prior to the session and displayed on foam core board for use in the Visioning discussions.

7. The Visioning Session took place on Saturday, June 17, 2000 at the Hess-Hathaway Park Community Room. 21 of 36 invitees attended (see Appendix E). In my experience this turnout, on a sunny Saturday in June, demonstrates the remarkable dedication and interest on the part of these stakeholders.
8. On Tuesday, July 11, 2000, JT provided the Planning Commission an overview of the agenda and a brief summary of the participant's evaluation of the program (see Appendix F).
9. Completion of this report brings Project Innovations, Inc's initial Visioning contract with the Township to a close.

Interview Process

The Community Planning and Development Staff invited 31 stakeholders to participated in the Visioning Process. Project Innovations contracted each invitee by phone and arranged interviews with as many invitees as possible. During the interview we explained the purpose of the interviewing process. Project Innovations interviews prior to working with groups for the following three reasons:

- To gain insight into the interests, knowledge and desired outcomes of the participants;
- To have a conversation with the individual participants prior to the session so we have some personal understanding of each member before we attempt to work with them as a group and;
- To utilize the information obtained in the interviews to inform and enrich the session.

Each interviewee was asked a series of 10 questions:

1. Their story – How did you come to reside, work, or have an interest in the Township?
2. The Township is preparing the development of a Master Plan for the next 20 years, What would you like to see the community focus on in the Master Plan?
3. What obstacles or threats do you anticipate might get in the way of this vision?
4. What is one of the greatest assets of the community?
5. What is one weakness you see in the community?
6. What is the feasibility of funding the changes you would like to see in the next 20 years?
7. How have funding mechanisms faired in the past (bonds, millages, etc.)?
8. What aspect of the Master Plan would you like the Visioning Workshop to focus on?
9. What are your desired outcomes for this event?

10. Is there anything you think we should know or be aware of in order to make this even the most effective for the community?

The information obtained by both interviewers was compiled and utilized to inform the development of the agenda for the event.

Visioning Session

The Visioning Session took place on Saturday, June 17, 2000 at the Hess-Hathaway Park Community Room from 9:00 a.m. to 3:00 p.m. with 24 participants (see Appendix G).

The Session opened with an explanation of the day and introductions across the group. Three global desired outcomes were identified:

- Learn what others see
- Create 5-6 top priorities
- Commit to working together

These outcomes were developed not only as guidelines for the day, but also to set in motion support for the effort after the session.

The session had five components:

- A Snapshot in Time (using photos),
- Community Profile (presented by the Planning staff),
- Visioning: Imagine in Twenty Years... (envisioning a Preferred Future),
- Visioning (What they saw, What they heard),
- What Will Support Look Like (after this session).

The underlying theory utilized in this session was the Group Development Model. This model cycles groups through a focus on Purpose, Membership, Controls, Goals and Feedback.

The discussions were typically held in small groups to encourage participation on the part of all attendees. Nick Lomako, Katrina McCree, and JT served as floating facilitators for each small group discussion process. The small group discussions, visions, and recommendations were then reported out to the large group for further discussion.

JT of Project Innovations, Inc. served as the lead facilitator and primary contact with the Township on the development and implementation of the Visioning Session.

Katrina McCree of Project Innovations, Inc. led the Visioning Session encouraging them to look into the future and envision what they would like to see in the community.

During the afternoon session, Nick Lomako of Wade-Trim, provided an overview of what to focus on in the Master Plan Visioning session. He encouraged the group not to focus on cost at this time, but rather to envision what they believe would make this the best place to live and work. He cautioned that if they focussed on cost in the visioning phase, they might lose out on innovation. Nick pointed out the desire to create something significant in the community frequently stimulates creative ways to make it happen.

Nick also served as a resource to the small group discussions offering facilitation skills and a wealth of experience in Master Planning processes across the state.

The close of the session included a symbolic signing of a Group Development Circle as a Partnering Agreement. The visual captured the agreements forged by the group in relationship to each aspect of the Group Development Model (see Appendix H). In summary, the group determined the following:

Purpose:	To Structure Waterford's Future
Membership:	Expand to all stakeholders (business, residential, all elected officials, media, continued communication mechanism in town meetings, media and cable).
Controls:	Public input, Planning Commission recommendation, Zoning Board support, Township Board adoption.
Goals:	Publicize Vision, develop Master Plan, involve Community
Feedback:	(Community) wants and needs – all factions of the community involved, adequate funding, total commitment, media involvement to relay communication to the public.

Findings & Conclusions

As a result of the visioning discussions, during this session the groups recommended five focal areas for the Waterford Township Master Planning Process:

Top Five Visions Identified by the Visioning Groups:

- 1. Beautiful Commercial Corridors**
 - Underground utilities
 - Boulevards
 - Monument-style signing
- 2. Environment**

- Green space and links
- Parks, trails, river, lakes
- 3. **Community Center**
 - Downtown @ M-59 / Riverwalk / Airport area
 - Integrated Downtown with Convention Center
- 4. **Drayton Plains – “Village” Center**
 - Specialty Retail
 - Historical
 - Includes surrounding residential
- 5. **Community Recreation Building**
 - Fitness Center
 - Pools
 - Arts – visual and performing

The evaluations for this program looked at three aspects:

- What is one thing you like today?
- What is one thing you would change?
- What is one thing you would add?

The comments for “What they liked” ranged from round table discussion, interacting, candid opinion, mixing people, involvement, dedication, participation, views from a wide group, to the development of an overall vision.

The “What they would change” comments ranged from shorter program, more clarification of expectations from shorter program, more clarification of expectations from onset, more government officials involved, mix groups more, clearer directions, more diverse representation of the community to things like reduce noise and have it on a rainy day.

“What they would add” identified the need for more citizen input, more stakeholders, input from younger generation, participation of funding agencies, more business people to clearer goals and more breaks.

Overall the evaluation appeared positive and in support of this type of process as a way to gain stakeholder input early in the Master Planning Process.

Recommendations

1. Utilize the five areas identified in the Visioning Process as focal points to “go forward” with the Township Master Planning process. They should be published publicly as the work of the Visioning Session. These areas should be moved forward for further public input. The subsequent Master Plan should incorporate appropriate methodologies and opportunities for making these visions a potential reality within the community over the next twenty years. This is not to say that the Township

should commit to doing these, but rather make it feasible by creating an infrastructure that is flexible and could potentially support possibilities like these.

2. Develop a strong public awareness and involvement campaign. The participants in the Visioning Session identified additional groups that need and should be engaged in this process early on. The goal would be to help increase public interest and awareness. The charette-type process utilized in the Visioning Session can be an excellent way to get input from a large array of people quickly. Once you engage the public it is important to keep them posted throughout the process. It is essential to create an awareness that they are invited to participate and would be welcomed and that you are willing to keep them informed along the way.

These are somewhat emotionally based terms, however people make attitudinal decisions based on emotions rather than on pure logic.

Project Innovations would love to continue working with Waterford Township to create methodologies and experiences aimed at gaining public involvement and support.

3. The Planning Commission should send thank you notes to the participants in the Visioning Session that include information regarding the next steps in the process.
4. Master Planning documents tend to be technical and oftentimes difficult reading for the general public. The Township may want to consider developing its Master Plan around themes. The typical Master Planning categories then are used as underpinnings. For example, if a Community Center were a focal point in the Master Plan then the underpinnings would be related to land use, transportation, green space, housing, commercial, etc. This makes it easier for the community to relate to the goals of the Master Plan. Howard County, MD utilized a similar approach to gain greater public involvement in its most recent Master Plan.

APPENDIX A – Charter Township of Waterford Stakeholder List

- Township Board
- Planning Commission
- Zoning Board of Appeals
- Community Planning and Development
- Building and Engineering Department
- Department of Public Works
- Parks and Recreation Department
- Library Department
- Police Department
- Fire Department
- Economic Development Corporation
- Waterford Business Association
- Waterford Cultural Council
- Waterford Historical Society
- Waterford School District
- Oakland International Airport
- Road Commission for Oakland County
- Oakland County Drain Commission
- County of Oakland
- Michigan Department of Transportation
- Michigan Department of Natural Resources
- Detroit Edison
- Consumers Energy
- Ameritech
- Comcast

APPENDIX B: Information for Stakeholders Discussion

Responsibilities:

1. Interview

- a.) Project Innovations staff will contact stakeholders who are participating in the Visioning Session for a pre-session interview to learn about their concerns and interests.
- b.) Stakeholders who are unable to participate will be asked to complete a written questionnaire so their input will be a part of the Visioning Session. Township staff will mail the questionnaires. Questionnaires should be returned to the Township by Friday, June 9, 2000.

2. Photography (for attendees only)

- a.) Pick up a disposable camera from the Planning Dept. following their interview.
- b.) Be photographed by a Township employee when they come in to pick up the disposable camera.
- c.) Photograph locations in the community that they are proud of and areas that concern them.
- d.) Return the disposable camera to the Township Planning Department by Friday, June 9, 2000.

3. Visioning Session

- a.) Participate in a day-long Visioning Session on Saturday, June 17, 2000.
- b.) Be willing to share the goals and objectives developed by the group with others following the session.

APPENDIX C: Waterford Township Interview Questions (May 31, 2000)

1. Their story – How did you come to reside, work, or have an interest in the Township?
2. The Township is preparing the development of the master plan for the next 20 years, What would you like to see the community focus on in the Master Plan?
3. What obstacles or threats do you anticipate might get in the way of this vision?
4. What is one of the greatest assets of the community?
5. What is one weakness you see in the community?
6. What is the feasibility of funding the changes you would like to see in the next 20 years?
7. How have funding mechanisms fared in the past (bonds, millages, etc.)?
8. What aspect of the Master Plan would you like the Visioning Workshop to focus on?
9. What are your desired outcomes for this event?
10. Is there anything you think we should know or be aware of in order to make this event the most effective for the community?

**APPENDIX E: Visioning Workshop for Waterford Township
(Saturday, June 17, 2000)**

Twenty-four out of the thirty-one invitees attended the Visioning Session

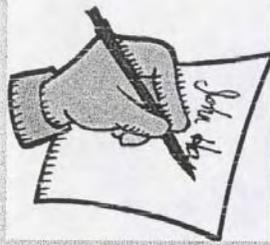
Attending:

- Will Allen
- Terry Biederman
- Doug Bradley
- Dick Cartmill
- Garry Crake
- Betty Fortino
- Matthew Gaberty
- Dave Gonser
- Scott Hudson
- Mark Kellenberger
- Dale LaCroix
- Nancy Liepold
- Larry Lockwood
- Larry Mitchell
- Bette O'Shea
- Ellie Pinner
- Denise Alexander-Pyle
- Jay Shah
- Joy Smith
- Nancy Smith
- Dennis Storrs
- Bob Vallina
- Amy Williams
- Dave Zuehlke

**APPENDIX F: Evaluations – Waterford Visioning
(Saturday, June 17, 2000)**

1. What is one thing you liked today?	2. What is one thing you would like to change?	3. What is one thing you would add?
Round Table discussions Sharing Community Visions	More clarification on expectations from onset.	Once you start the process...Stay for entirely!
Many of the same concerns	Trustees present (lack of)	?
The positive attitudes	A little shorter program	More “citizen” input at this level.
Getting township leaders and stakeholders together	Nothing	Invite stakeholders.
I liked getting together with other community leaders and visioning Waterford’s future.	Nothing	Nothing
Great Meeting	Nothing	Have more people involved.
Interacting with people involved in community that I didn’t know before today	Locked door policy – commitment of players	Thank you!
Moving forward	Noise. Too much like a road race	
Lunch	Lunch	Lunch
Involvement and Dedication of those involved	I would like to have had more involvement of Gov. officials and Business people (they failed to show).	More of a consensus
Participation and views from a wide group of people.	Locked door policy. Everyone should have stayed.	Input from younger group (student), Waterford’s future
Development of an overall vision. Interesting how it all came together.	Explain overall organization at beginning rather than end.	Provide a list of all invited to participate
Meeting many new people in township government and Business organization.	Maybe change the people in each group/table as we move to new activities and subjects.	Probably one more 10 min. break.

1. What is one thing you liked today?	2. What is one thing you would like to change?	3. What is one thing you would add?
The idea that visioning can be positive.	Add short, concise, real people re: source of funds.	Non-planners
Getting to know more people better; learned more about the planning process.	I think that the directions for each task should be clearer and made available to refer to. At times I didn't know what to do.	Begin session with clearer goals and objectives for the day. Clear identification of what comes next.
Accomplishment	Have it on a Rainy Day!	?
Candid opinion	Would like more diverse portion of community.	Funding agencies
Mixing of people and so you had to work with people you didn't know.	No weekend meetings!	More business people.
The friendship/ togetherness with community movers and shakers.	Not so much input in such a short time.	Not sure what I would add to what we accomplished.
Free interchange of ideas.	Not much good facilitation with out excessive control.	More inter-play between groups.



**Waterford Township
 Master Plan Visioning
 Saturday, June 17, 2000
 9:00 AM - 3:00 PM**

Desired Outcomes:	<ul style="list-style-type: none"> ▪ Learn what others see ▪ Create 5-6 Top Priorities ▪ Commit to working together
Agenda:	
1.	Welcome . . . Agenda Review . . . Desired Outcomes
2.	Who Are We?
	Break
3.	A Snapshot in Time
4.	Community Profile
5.	Visioning a. What we heard b. Imagine in Twenty Years...
	Lunch
6.	Visioning a. What we saw b. What we heard c. What we will support
	Break
7.	What will support look like
8.	Closing





CHARTER TOWNSHIP OF WATERFORD MASTER PLAN UPDATE
Evaluation Form

1. What were your expectations for this workshop?
2. How did the workshop help to fulfill your expectations?
3. How would you have changed the workshop so that it better met your needs?
4. Did presentations assist you in focusing on the issues and purposes of the workshop?

- (Less) (More)
5. On a scale of 1-10, please indicate where your general feelings lie concerning effectiveness of this workshop.

Negative Poor Fair Positive Very Positive

0 1 2 3 4 5 6 7 8 9 10

6. Please make any additional comments you may have concerning the workshop.



Charter Township of Waterford Master Plan Update

Facilitator's Guide: Small Group Activity

September 25, 2001

After Bob Vallina and Leslie Kettren's opening presentation, they will tell the facilitators to take five (5) minutes and lead their groups to their assigned locations.. After that, allow the facilitators time to go around the table and listen to the answers for the following three questions:

1. What is your name (and whom do you represent, i.e. organizations, agencies, or citizen groups)?
2. How many years have you lived (or worked) in the township?
3. What is the most important land use issue, in your opinion (scribe the answers to this on the flipchart)?

Participants reacting and contributing to the information developed by the Sub-Committee's is the most important part of the evening. Participants will be sent Worksheet #1 via the mail and told to fill it out. On it they are asked for their reactions to the goals objectives and policies included in their packets. Their completed Worksheets will be collected during the evening. Following the introductions at the table, please remind them to reference it. Worksheet #1 is the basis for the small group activity.

The work of this activity is to bring out their reactions to goals, objectives and policies. You will have a total of 90 minutes to obtain their input as follows:

- Facilitator introduces the activity. (5 minutes)
- Participants share likes for first Sub-Committee group.
- Participants share changes, additions, and deletions for the first 3 goals, objectives or policies.
- Participants advocate for specific reasons.
- Repeat steps 2-4 for other 7 Sub-Committee groups. (Each cycle should take approximately 10 minutes.)
- Participants vote using 3 color sticky dots.
- Facilitator wraps-up the task.

Facilitator Prep-Work:

- Before participants arrive, label flipchart sheets as follows.
- Leave the first sheet blank
- On the 2nd, write these steps of the process: share likes, share changes and additions, advocate, vote.
- Label the next 16 sheets with each of the Sub-Committee Areas (two sheets per sub-committee) because these will be processed one-by-one in the following order:
 1. Capital Improvements and Municipal Services
 2. Economic development
 3. Education and Public Services and

4. Environment
5. Recreation & Open Space
6. Transportation and Commercial Corridor Developments
7. Historic Districts and Neighborhood Nodes
8. Housing Demographics

1) Introduction – 1 minute. Facilitator introduces the activity.

Suggested script. *We have a lot to cover, so we'll be moving quickly because we want to be sure and hear what everyone thinks. We'll have 90 minutes total to cover all the objectives and policies.*

- *First I'm going to ask you to share the goals, objectives and policies you like the most.*
- *Then, taking them one at a time, I'll ask for you recommended changes, additions or deletions relating to each. This part is especially important because we want NEW ideas.*
- *Then, you'll have a little time to explain why you are recommending any changes.*
- *Then you'll each get three colored sticky dots to vote for the changes you feel are most important. We will tally up the votes and report the top two vote getters to the total assembled group for everyone's consideration.*
- *We'll follow this process for the 8 Su-Committee areas in 10 minute blocks of time.*

Don't worry if you don't remember everything I just said, I'll explain each step again as we go through the process. Any questions?

2) Discussion 1: LIKES – 2 minutes.

Ask participants to look at Worksheet #1 and share a goal or objective that they like, identifying it in 3-5 key words; hopefully they'll have this on Worksheet #1. Facilitator goes 'round robin,' i.e., asks one person at a time to share, and then goes around one more time. Recorder writes responses on flipchart entitled "LIKES."

Suggested script. *First, I'd like you each to share one goal or objective you like. Please refer to Worksheet #1. If someone says one that you thought of, suggest a different one. We only need things on the list once. After we've heard from everyone once, we will go around once again. We will record all your responses on the flipchart and they will be added to the record this evening. Does anyone have any questions before we begin? OK, who would like to begin (or we can begin with you).....(After the 2nd time around): Everybody has had the chance to share twice. Is there anything else you really feel passionate about that should be on the list?*

3) Discussion 2: Changes, Additions, Deletions – 2 minutes.

This is the most critical step in the exercise, maybe the most critical step of the evening. As facilitator you want participants to share their proposed changes (changes, additions, deletions) about the Goals, Objectives, and Policies. Again we will use the Round Robin process. After going through all the goals, ask in there are any other goals to add. Remind

participants that “It is OK to pass,” if they do not have any particular comment. It is important to make “Ok to pass” part of the group’s norms. Also, given our time limitations, you will also have to remind group members to be brief. Recorder writes responses on flipchart entitled “Recommendations.”

Suggested script. *Now I’d like you to share any changes, additions, or deletions to the goals and objectives that you would recommend. We will go through the Goals one by one, gathering your ideas on the flipchart. Again we’ll go around one by one, and only share recommendations that are different from those already suggested. If something has been stated that is similar to your idea, but not quite the same and it is important to you, don’t hesitate to suggest an “amendment” or a “revision.” One last reminder before we get started on the Natural Resources Goal, we are focusing on the Goals, Objectives, and Policies not the “how to” details. (After going through the goals, ask: Are there any other goals to add?)*

4) Advocacy Time – 2 minutes.

Facilitator gives the group “advocacy time” to share opinions about the recommended additions and changes listed on the flip chart. Tell participants to be clear and brief as they can. Because the time is very short, go round robin and ask them to identify the item they want to advocate in three to five key words, and then give a sentence or two explaining why they think it’s important.

Suggested script: *On the flipchart we have listed the various recommended changes or additions you have suggested. As a group it is our job to select the ones that we think are most important to put forward to the larger group for consideration. Before doing this, we are allowing a little time for lobbying or advocating for your favorite idea, or if the case may be, arguing against an idea. We have only five minutes, so we’ll go round robin. First identify the item you want to advocate for in three to five words, then explain why it’s important in a sentence or two. Who wants to begin?*

5) Prioritizing – 2 minutes.

Facilitator asks participants to reflect on recommended changes (of the first three Goals and Objectives) while handing out three colored sticky dots (one red, and two blue) to each person. Facilitator reads each suggested change or addition, and then asks participants to use the sticky dots to “vote for” those they feel are the most important. Explain that red is for the recommended change they feel is most important. The blue are for two other important changes. They should put each dot on separate items. If you have more than four items, give each participant another dot to select among them so that you are reporting out no more than three items. When the voting is finished:

- Tally the votes and be prepared to report the top two to the whole group. Count a red dot as three votes, a blue as one vote.
- Write the top two on separate index cards.

Suggested script. *Now think about these recommendations we have listed on these flipchart pages. I will read all of them. Use the red dot to vote for the one you think is most important.*

Use the blue dots to vote for two others you think are important. I will report the two that get the most dots to the whole group.

6) Wrap-Up

- Have participants put the date, location, and group number on their worksheets (worksheet #1) and collect them.
- Put the location and group number on each flip chart.



Charter Township of Waterford Township Master Plan Update

The purpose of a community approach to planning is to recognize that Waterford Township shares a vested interest in various natural resources, services, and public infrastructure. Therefore, preserving and enhancing the quality of life in this community requires a concentrated effort to manage these shared assets. Achieving agreed upon regional goals and objectives for these assets is the first step in the cooperative and pro-active growth within Waterford Township.

The comments gathered during the sub-committee meetings and from public opinion surveys indicate that residents share the same vision for the future of Waterford Township. These comments are considered to be crucial to developing measures for effectively managing future growth and development within the township.

Prevalent concerns were:

1. Environment
2. Recreation & open space
3. Transportation and commercial corridor developments
4. Capital improvements and municipal services
5. Education and public services
6. Economic development

The following community goals and objectives will be strongly influenced by the comments gathered from residents at the public meetings and from interest groups throughout the partnering communities. Once reviewed by Waterford Township, these goals and objectives will be shaped into a form that will be refined during the ___ Town Forums. They will then be tested using quantitative methods during the alternative development stage, and will subsequently guide future land use decisions throughout the region and in the local communities.

ENVIRONMENT

Goals

Goals are the general statements that define the direction and character of future development.

GOAL: To the maximum extend possible, maintain the abundance and quality of existing natural resources with Waterford Township, so that these

ecosystems can continue to perform their vital functions, as well as aesthetics and recreation.

GOAL: Enhance and restore existing natural resources that have suffered degradation.

GOAL: Retain the unique character and the desirability of Waterford Township as a "livable community"; a place to live, work, and play, maintaining and promoting the abundance of recreation opportunities.

GOAL: Recognize the natural capacity and limitation of land to support development. Allow for a range of housing choices within the limitations in the community. Maintain a primarily low density residential community in areas where there are restrictions due to natural features, limiting soil conditions, lack of sewer and water and other urban services, and the capacity of the existing road network.

How can the Township fulfill the stated goals?

POLICIES

Policies set the framework for action and form the basis upon which more detailed development decisions are made.

1. Land Use Intensity

Guidelines governing the intensity of land use should be dependent on the natural capability of the land and existing infrastructure to support various degrees of development.

- Low intensity land uses should be located where natural resource conditions are least capable of supporting development, existing roads are inadequate, and existing low density land use patterns currently exist. The use of septic and wells is appropriate for low intensity land uses. Compatible land uses would generally consist of low density residential, open and agricultural land, and recreation/conservation land.
- Medium intensity uses should be located where natural resource conditions are moderately capable of supporting development, adequate roads are accessible, and existing medium density land use patterns exist. The availability of water and sewer service should determine level of intensity. Suitable land uses would consist of medium density residential with complementary local commercial, office, public, and quasi-public uses.
- High intensity uses require access to major thoroughfares and state highways, sanitary sewer and water service, existing medium to high density land use patterns, and natural resource conditions most capable of supporting development. High

density residential, office, industrial, and general commercial land uses would be consistent for this category.

2. Natural Resource Capability

All development shall respect the following natural characteristics and constraints:

Wetlands

- The protection of wetlands is essential 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.
- While the actual boundaries and the significance of specific wetland areas must be determined at the time of development review, three aspects of wetland protection should be recognized in reviewing proposed development within and in the vicinity of wetland areas.
 - ✓ Wetland area boundary.
 - ✓ The adjacent buffer and fringe area.
 - ✓ The remainder of the watersheds which drains into and out of the wetland area beyond the buffer area.

Woodlands

- The conservation of woodlands is imperative 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.
- Development which is permitted in and around wooded areas should be planned, constructed, and maintained so that existing, healthy trees and native vegetation are preserved. The objective should be to preserve native trees rather than rely on removal and subsequent replanting. The diversity of woodland areas should be protected to ensure long-term stability, and the variety of species preserved.

Slopes

- The existing landform should be made a part of the land use planning and design. The primary objective should be preservation of the natural contours rather than alteration through mass grading
- Careful planning of slopes is necessary in order to reduce erosion, maintain stability, and control amounts and velocities of runoff.

Groundwater Protection and Recharge

- Groundwater recharge areas restore water levels in underground storage areas and supply water to lakes, rivers, and streams. Due to the reliance on wells, retention and protection of groundwater resources is important to Waterford Township and our neighbors. Since recharge areas extend beyond Waterford's boundaries, county and regional cooperation will be needed to effectively manage and protect groundwater.

- Recharge areas are best kept as open space, or low density uses, to retain as much of the permeable surface as possible. Land grading should be controlled to retain the water holding characteristics of the land. Native vegetation essential to the water holding characteristics should be preserved, or where necessary, enhanced as part of a development program.
- Recharge areas should be protected from pollution by controlling all uses that discharge wastes into the hydrogeological cycle. Especially critical to monitor are uses which handle hazardous materials that might leak or spill.

Stormwater Management and Drainage

- Protection of slopes, woodlands, and wetlands within the watershed and proper management of land use and development are essential to maintaining the quantity of storm drainage.
- Natural vegetation and topographical features along stream corridors and waterways should be preserved. Uses should be restricted to those which offer no danger of topographical disturbance to the corridor, degradation of water quality, increased runoff, sedimentation, or stream channel alteration.
- Natural vegetation and topographical features along stream corridors and waterways should be restored and/or enhanced in appropriate areas.
- Surface water runoff should not exceed the rate that occurs under existing, undeveloped conditions. Control of runoff prevents overloading of streams and long-term erosion from uncontrolled, high velocity discharges.
- Agricultural practices should respect stream corridors and waterways and the natural drainage and runoff pattern associated with them, in concurrence with the development constraints listed above.

Natural areas

- Natural areas should be inventoried assessed for quality, location, and health, and should include species surveys by the Michigan Natural Features Inventory.
- The preservation of natural areas is essential to maintaining Waterford Township's unique heritage and character and for providing high-quality and diverse wildlife habitat.
- Restoration and enhancement of natural areas should be encouraged and carried out in order to increase environmental quality.

- Protection and management of the identified natural areas and related natural systems should be consistent with the recommendations of any reports or studies generated from resource inventories, and is best achieved through a public-private partnership.

Additional policies

- To the extent possible, provide for hazardous waste recycling and drop off points for households to prevent improper discarding of such materials.
- Abandoned wells can become carriers of pollutants into the drinking water aquifers. An effort should be made to adopt procedures to ensure abandoned wells are discovered and properly capped or removed to prevent groundwater contamination.
- The airport is a constant source of contention with township residents. Greater efforts to forge a relationship between the Township and the FAA and Oakland International should be made to address conflicts. The Township should take a more proactive role in determining items that can be enforced, such as hours of operation, and implementation of the recommendations of the noise studies.
- Provide funding to those organizations that can provide technical and educational assistance to the Township staff and residents in the areas of natural resource preservation.
- Create environmental educational opportunities for residents by providing greater access to natural areas that will incorporate interpretation centers or activities.
- Purchase open space. Use models adopted by other communities for passing a small millage that will create a fund for the purchase of open space in to be targeted to those areas identified in natural resource inventories as high priority preservation areas.

RECREATION & OPEN SPACE

- GOAL: Maintain the abundance and quality of existing natural resources with Waterford Township, and acknowledge the resulting limitations to development.
- GOAL: Enhance and restore existing natural resources that have suffered degradation.
- GOAL: Retain the unique character and the desirability of Waterford Township as a "livable community"; a place to live, work, and play, maintaining and promoting the abundance of recreation opportunities.

GOAL: Allow for a range of housing choices within the limitations in the community. Maintain a primarily low density residential community in areas where there are restrictions due to natural features, limiting soil conditions, lack of sewer and water and other urban services, and the capacity of the existing road network,.

How can the Township fulfill the stated goals?

- **Full funding to fulfill the needs of current recreation areas and programs**
- **Community-wide accessible pedestrian pathway**
 - Riverwalk, bike paths, sidewalk improvements
- **Funding for a Community Recreation Center**
 - To include swimming, auditorium, classrooms, etc.
- **Increased passive recreation in nature areas**
 - Better access to places such as Elizabeth Lake Woods Nature Preserve through foot trails and observation sites
- **Better Utilization of the Clinton River**
 - Increased opportunities for active and passive recreation that involves the use of or the resources of the communities streams
- **Increased walkability and access to existing parks**
- **Preservation of Open Space**
 - Close the loop holes in cluster building options to include upland areas in open space design.
 - Explore new tools for open space preservation and analyze areas in our current Ordinance that can be improved. (including innovative site developments that allow for the protection of natural areas)
 - Include areas for play, public gardens and trails in residential site developments
 - Encourage the private preservation of open space through scenic easements and dedications
 - Encourage and preserve links of natural and open areas to natural resource areas, schools, parks and recreation areas.
- **Inventory natural resource areas**
 - Wetland, and associated upland inventories to catalog high quality natural resource areas that could be designated as areas that need protection. (analysis of

wetlands, natural resource complexes by the County, and species inventories by the Michigan Natural Features Inventory)

- Educate community on the function and importance of wetlands and open space areas.
- Incorporate interpretation points or signage along wetland or high quality natural areas to point out to the public what is going on, or what they are encountering.
- Township needs a better wetland identification map, and needs to make it visible to the public (displayed at Township Hall).
- Look at ways to strengthen our natural feature buffer Ordinance.

EDUCATION

GOAL:

Assist service organizations to expand and market their current list of services.

OBJECTIVES:

- Compile an accurate, updated list of service organizations
- Solicit materials from service organizations and incorporate them into the new resident packets
- Actively pursue new residents to provide with the new resident packets
- Eliminate deficiencies within the area public services

GOAL:

Provide more recreational opportunities to the citizens of Waterford Township.

OBJECTIVES:

- Create a township based recreational center
- Construct an indoor pool facility
- Install pedestrian pathways
- Preserve the area currently occupied by the Drayton Plains Nature Center
- Accommodate community groups need for space

GOAL:

Continue and strengthen the communication and relationship between the service organizations, Waterford School District, private school system and the Township.

OBJECTIVE:

- Explore existing models through the Michigan Township Association

Coordinate with the public relations department of the different groups

CAPITAL IMPROVEMENTS AND MUNICIPAL SERVICES

GOAL: Maintain Existing Level of Service for Fire Protection

- Continue the maintenance and update of Township fire hydrants
- Ensure effective fire-fighting coverage of Township fire hydrants
- Maintain existing level of EMS service for Township citizens
- Plan for future expansion of EMS needs

GOAL: Maintain and Improve Existing Level of Water Service Lines

- Continue the maintenance and update of water lines
- Ensure and enforce the installation of water line loop systems
- Continue to ensure proper water pressure to hydrants
- Develop a preventative water line maintenance and replacement schedule to be incorporated into the Township capital improvement plan

GOAL: Improve the Storm Drainage System

- Fund and conduct a master storm drainage plan
- Investigate the feasibility of creating and funding a unified township drain authority
- Ensure the inclusion of maintenance and control of road drainage
- Ensure that the impact of all new development and redevelopment on the township's storm drainage system is properly evaluated and minimized

GOAL: Improve the Township Roads

- Investigate stronger Township involvement and participation in the maintenance and improvements of the County road system in Waterford Township
- Ensure that the level of funding for DPW staffing, equipment, and resources is sufficient to properly handle any additional duties related to an expanded Township role in the maintenance and improvement of the Township road system
- Develop an annual Township roads capital needs review process

GOAL: Expand and Improve Non-Motorized Paths (Sidewalks, Bike Paths, and Nature Trails)

- Fund and connect a master non-motorized path construction and maintenance plan

- Construct connections between existing segments of non-motorized paths
- Maintain and improve existing segments of non-motorized paths

GOAL: Improve and Enhance the Township's Utility Infrastructure

- Install all overhead utility wires underground
- Ensure that utility companies possess the capacity to provide full and uninterrupted service for proposed land uses
- Plan for Township use of future utility technology and installation of the necessary infrastructure systems

GOAL: Provide a Preventative Maintenance Schedule for All Township Buildings and Service Systems

- Ensure that all Township buildings are capable of safely and effectively providing the necessary surroundings for Township staff to provide services to Township citizens
- Develop a preventative maintenance schedule for Township buildings to be incorporated into the Township capital improvement plan
- Develop an annual Township buildings capital and maintenance needs review process

GOAL: Maintain Existing Level of Service for All Current Township Services

TRANSPORTATION AND COMMERCIAL IMPROVEMENTS

GOAL: Improve North-South Mobility in Waterford Township

- Investigate the extension of Williams Lake Road north to Nelsey Road
- Pave Hospital Road

GOAL: Improve the Physical Appearance and Functional Character of the Major Corridors in the Township, Particularly Dixie Highway And M-59

- Develop an overlay district for Dixie Highway and M-59 to address signage, lighting, and landscaping
- Develop an Access Management program to reduce the number of curb cuts along Dixie Highway and M-59 and implement using site plan review and other tools
- Require Traffic Impact Studies for major traffic generating uses over a specific size (either acreage, square footage, or number of units)

- Work with MDOT to investigate the possibility of boulevarding Dixie Highway and M-59 and implement if feasible
- Work with Oakland County Planning & Economic Development Services to aggressively market vacant and underutilized parcels, with special attention given to Dixie Highway from Silver Lake Road to Telegraph Road
- Create a Traffic Safety Committee that is responsible for identifying intersection improvements and other smaller scale road projects. The Traffic Safety Committee can assist the Township Board of Trustees in prioritizing the road improvement projects that are undertaken each year
- Contact Grand Trunk Railroad to determine if the railroad right-of-way along Dixie Highway from Watkins Lake Road to Hatchery Road can be landscaped and made into an aesthetic feature for the Township
- Landscape key gateway locations into Waterford Township and pursue sponsorship for the purchase and maintenance of the landscape materials

GOAL: Enhance the Walkability of Waterford Township

- Implement a non-motorized path connection program that connects existing non-motorized paths in the Township. The first priority should be given to connect non-motorized paths that lead to schools and parks
- Develop a non-motorized path master plan and a stable funding source to implement it

GOAL: Improve Transit Options, Especially for the Elderly

- Develop a community sponsored van program aimed at destination users
- Investigate the need for fixed route bus service in the Township

GOAL: Improve Traffic Safety

- Work with the Road Commission for Oakland County to improve the timing of traffic signals
- Identify locations of pedestrian/vehicle/bicycle conflict and make improvements

ECONOMIC DEVELOPMENT

GOAL: Create to an environment that is conducive to the attraction, retention and expansion of businesses.

- Create an economic development coordinator

OR

- Create duties assigned to existing position to facilitate economic development activities
- Develop consistent and friendly policies and procedures
- Provide safe, high speed internet access and communication systems
- Inventory and analyze the existing economic conditions in Waterford Township
- Identify areas within the Township to concentrate economic development efforts
- Ensure consistent zoning and land use

GOAL: Market Waterford Township as a destination for business activities.

- Create an economic development coordinator

OR

- Create duties assigned to existing position to facilitate economic development activities
- Create a business registration program
- Develop a video that showcases the resources of Waterford Township
- Investigate all economic development tools available to Waterford Township
- Work with Oakland County Economic Development and the State of Michigan Economic Development
- Work with the Oakland County International Airport
- Identify areas within the Township to concentrate economic development efforts
- Ensure consistent zoning and land use

GOAL: Identify partnership (public/private public/public) possibilities within the scope of economic development

- Adjacent communities
- Oakland County
- Waterford Business Association
- Lakes Area Chamber of Commerce
- Summit Place Mall
- Oakland County International Airport
- State of Michigan
- Various private industry

GOAL: Educate and inform all Township Boards, Commissions, Committees and Authorities on economic development tools and efforts.

- Provide detailed information sheets for the various economic tools available to Waterford Township.
- Attend seminars and conferences to gain information regarding economic development

Create or assemble an economic development point person to address the economic development strategies for Waterford Township



QUESTIONING GUIDELINES

A key skill for successfully facilitating a discussion is *questioning*. Good questions tend to be open-ended (beginning with what, why, or how) rather than those that require yes/no answers. Questions can serve several purposes. Some of these are listed below along with some sample questions you might use. Questions are used to:

Help involve participants....

- *Let's hear from some others....What do you think about this, John?*
- *Who else hasn't given their opinion yet? What do you think?*
- *Thank you, Lela, that's a very important point, but let's hear from some others...*
- *I'm sorry for interrupting, but I want to hear from everyone... What do you think, Mary?*

Keep the discussion moving or focused

- *There's a lot more we could say about this, but we need to move on...What is your opinion about the next objective?*

Refocus a discussion that has gone off track

- *This is a very important discussion, but we need to get back to evaluating the land use objectives...Does anyone have anything else to add?*
- *Let's get back on track...what do you think about the next strategy?*

Clarify or get more information

- *What do you mean?*
- *I'm not sure I understand. Would you explain further?*
- *Is there anything else?*

Get at feelings and opinions

- *How do you feel about...?*
- *What interested you most about...?*
- *Does anyone see it differently?*

Get at interpretations, connections, and judgements...

- *Out of all the things we've listed here, which strike you as most important?*
- *How would that affect your (life, family, work, etc.)?*
- *What would be the best possible outcomes?*
- *How does this relate to your own experience?*

THE ROLE OF THE FACILITATOR

A facilitator is the person responsible for helping a group develop an effective process for accomplishing its purpose.

The role of the facilitator is a complicated and often confusing one. The dictionary defines “facilitate” as “to make easier; to lighten the work: help.” In our situations the facilitator is someone who helps a group. This simple statement has two key elements

1. **Helping the Group.** Facilitation is a **helping role**. As such, the facilitator is there to serve the group, not to direct the efforts of the group, judge their work or serve any interests other than those of the group. Because it is a helping role, the group often defines the nature of the help needed. No two groups are the same. Successful facilitation is dependent on understanding the group and its needs.
2. **Effective Process.** Process refers to the **how** of a group’s effort. IT is distinguished from the **what** or **task** of the group. Process can refer to both the technical process and the interpersonal process within any group effort. Both must work effectively for the group to succeed. In many cases, this means that the facilitator must work to make the group aware of how they are working together and how they may improve.

FACILITATOR CHARACTERISTICS

- Good Oral Communication
- Uses Appropriate Tools
- Keeps the Group Goal Focused
- Writes Clearly
- Balances Individual Participation Styles
- Keeps the Process Moving
- Provides Appropriate Resource Materials
- Listens
- Keeps Discussion Focused
- Helps the Group Reach Decisions
- Dresses Well
- Accurately Communicates the “Sense” of the Group
- Has a “Good” Sense of Humor
- Selects Appropriate Physical Environment
- Summarizes
- Manages Disputes Well
- Encourages Participation
- Understands the Group Task
- Guides the Group Without “Controlling” the Outcome
- Manages the Group’s Time
- Assesses Group’s Needs



Waterford Focus Groups (Group 1)

**SHEET 1: CAPITAL IMPROVEMENTS
 AND MUNICIPAL SERVICES**

LIKES

Line Item:
1.2.1.2
1.2.1.3
1.2.4.1
1.2.6.2
1.2.5.2
1.2.3.4
1.2.5.2

Line Item:	Description:	Tallied Votes:
1.2.6.1	Bury new lines	2
1.2.8	Improve instead of maintain	0
1.2.6.1	Prioritize money for needed utilities vs. aesthetics/not needed	2
Add	Better long-term planning of money and utilities/budgets	2
Add	Centralized Rubbish Removal	6
Add	?????	10

Sheet 2: Economic Development

LIKES

Line Item:
2.2.11

2.2.11.6

Sheet 2 cont: Economic Development

Line Item:	Description:	Tallied Votes:
2.2.1.1	Quantified, Eliminate	12
2.2.2.2	Eliminate	6

Sheet 3: Education and Public Services

LIKES

Line Item:
3.2.1
3.2.1.2
3.2.2.3
3.2.2.4

Sheet 3 con't: Education and Public Services

Line Item:	Description:	Tallied Votes:
Add	Unstructured Play Areas	6
Add	No money to expand services	0
Add	Decide if pool is needed/wanted	0
Add	Community pool through the schools	2
Add	School needs to be integrated into township	0
Add	Recycle program for pool	0

Sheet 4: Environment

LIKES

Line Item:

Sheet 4 cont: Environment

Line Item:	Description:	Tallied Votes:
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Sheet 5: Recreation and Open Space

LIKES

Line Item:
5.4.7.6

Line Item:
5.4.7.5

Sheet 5 cont: Recreation and Open Space

Line Item:	Description:	Tallied Votes:
Add	Explore pool	4
Add	Performance Space	4

Sheet 6: Transportation and Commercial Corridor Developments

LIKES

Line Item:
6.2.2.1
6.2.4.1

Sheet 6 cont: Transportation and Commercial Corridor Developments

Line Item:	Description:	Tallied Votes:
6.2.2.6	Walkable on M-59/Dixie Hwy	8
6.2.1.2	Pave Loche Have	4

Sheet 8: Housing & Demographics

LIKES

Line Item:

Sheet 8 cont: Housing & Demographics

Line Item:	Description:	Tallied Votes:
Add	Senior Housing at Summitt Place Mall in empty parking	2
Add	Develop Community Neighborhoods with Lakes and non-lake groups	2
	Vertical Zoning	4
	Delete pre-sale inspection	2



Waterford Focus Groups (Group #3, Room 2-1)

Sheet 1: Capital Improvements and Municipal Services

Line Item:	Votes:
1.2.4.1	
1.2.4.1	
1.2.6.1	
1.2.4.2	
1.2.6.2	
1.2.5.3	
1.2.3.1	
1.2.6.3	
1.2.7.1	
1.2.4.3	

Sheet 1 cont: Capital Improvements and Municipal Services

Line Item:	Description:	Tallied Votes:
1.2.3.1	Least Priority	5
1.2.1.4	Expand Immediately	3
1.2.6.1	Maintain present systems	13
1.2.8	Increase Level of Service	8

Sheet 2: Economic Development

Line Item:	Votes:
2.2.1.1	
2.2.3	
2.2.2.2	
2.2.2.1	
2.2.1.5	
2.2.4.3	
2.2.4.1	
2.2.2.8	
2.2.1.4	
2.2.4.3	
2.2.1.6	

Sheet 2 cont: Economic Development

Line Item:	Description:	Tallied Votes:
2.2.2.4	Substitute “sources” versus “tools”	10
2.2.2.2	Add service organizations	18

Sheet 3: Education and Public Services

Line Item:	Votes:
3.2.1.2	
3.2.2.3	
3.2.2.4	
3.2.2.1	
3.2.3.1	
3.2.1.4	
3.2.1.1	
3.2.3.2	

Sheet 3 con't: Education and Public Services

Line Item:	Description:	Tallied Votes:
3.2.2.2	School function	4
3.2.2.1	Include skate park	3
3.2.2.1	Combine with 3.2.2.2	5
3.2.1.1	Include all churches in Waterford	3
3.2.2.2	Make outdoor pool	4
3.2.2.4	Only when it becomes public property	5
3.2.2	Incorporate all items into a community center (except 3.2.2.4)	6

Sheet 4: Environment

Line Item:	Votes:
4.3.4.4	
4.4.1.6	
4.3.1.1	
4.2.4.3	
4.4.1.1	
4.2.2.3	
4.3.4.3	
4.4.1.3	
4.2.3.1	

Sheet 4 cont: Environment

Line Item:	Description:	Tallied Votes:
4.4.1.4	Emphasize education of existing staff	3

4.3.4.1	Don't spend inordinate amount of staff time or funds on this item	2
4.4.1.3	High Priority	6
4.4.1.2	Add "at the expense of the property owners"	1
4.2.2	Include wetlands ordinance in Master Plan	2
4.4.1.6	Include in Master Plan	4
Add 4.5.2.2	Include woodland ordinance in Master Plan	4
Delete 4.5.2.2	Don't include woodland ordinance from Master Plan	4

Sheet 5: Recreation and Open Space

Line Item:	Votes:
5.1.3	
5.2.2.1	
5.1.2	
5.2.3	
5.2.3.1	
5.2.7.1	
5.2.7.2	
5.2.7.3	

Sheet 5 cont: Recreation and Open Space

Line Item:	Description:	Tallied Votes:
5.2.3.1	School function, not Township function	2
5.2.3.1	Incorporate into a community center	6
5.1.4	Move to Demographics and Housing	3
5.2.4.1	Include all parks and DPNC	2
5.2.3	Include gym in Community Recreation Center	1
5.2.3 / 5.2.3.1	Skate park (combine)	9

Sheet 6: Transportation and Commercial Corridor Developments

Line Item:	Votes
6.2.1.1	
6.2.6.1	
6.2.5.1	
6.2.2.2	
6.2.2.4	
6.2.5.2	
6.2.4.2	
6.2.2.3	
6.2.6.2	

6.2.2.5	
6.2.2.1	

Sheet 6 cont: Transportation and Commercial Corridor Developments

Line Item:	Description:	Tallied Votes:
6.2.2.4	Eliminate M-59 from statement	
6.2.4.1	Include School District as partner in riverwalk funding/planning	1
6.2.2.4	Include M-59, and add emphasis for gateway improvements, and “explore traffic calming methods”	15
Add 6.2.7	Investigate traffic capacity improvements on Williams Lake Road between Airport Road and Dixie Hwy.	5
6.2.5.1	Include School District as partner in funding/planning	4

Sheet 7: Historic Districts and Neighborhood Nodes

Line Item:	Votes
7.2.1.3	
7.2.2.2	
7.2.1.6	
7.2.1.11	
7.2.2	
7.2.1.20	
7.2.2.5	
7.2.1.19	
7.2.1.1	
7.2.1.9	

Sheet 7 cont: Historic Districts and Neighborhood Nodes

Line Item:	Description:	Tallied Votes:
7.2.1.6	Impossibility	2
7.2.1.15	Amend note to state “smooth-colored concrete”	6
7.2.1.6	Change “re-route” to “restrict”	10
7.2.1.12	Restrict vacant land development to historic district guidelines	10

Sheet 8: Housing & Demographics

Line Item:	Votes
8.2.8	
8.2.2.	
8.2.7	

8.2.15	
8.2.6	
8.2.16	
8.2.1.	
8.2.4	
8.2.18	
8.2.12	
8.2.14	
8.2.9	

Sheet 8 cont: Housing & Demographics

Line Item:	Description:	Tallied Votes:
8.2.2	Add “and encourage redevelopment of” after “promote”	1
8.2.17	Eliminate	4
8.2.3	Eliminate	4
8.2.7	Emphasize as a priority	2
8.2.17	Minimize development of	7



Waterford Focus Groups (Group 4)

Sheet 1: Capital Improvements and Municipal Services

LIKES

Line Item:
1.2.3
1.2.5
1.2.6
1.2.4.1
1.2.6.1
1.2.2.4

Line Item:	Description:	Tallied Votes:
1.2.6	Maintain and Improve Township sanitary sewer	17
1.2.1.2	Change word "of" to "with"	8

Sheet 2: Economic Development

LIKES

Line Item:
2.2.3
2.2.2.2
2.2.2.4
2.2.2.8
2.2.2.1
2.2.1.2
2.2.3.5

Sheet 2 cont: Economic Development

Line Item:	Description:	Tallied Votes:
2.2.4	Define Educate on what topics	4
2.2.4	Coordinate Township Departments to share information	10
2.2.4	Educate Township Departments	6
2.2.2.6	Can't work with Airport (their end)	5
2.2.2.3	Video is Unnecessary	7

Sheet 3: Education and Public Services

LIKES

Line Item:
3.2.2.1
3.2.2.2
3.2.2.3
3.2.3

Sheet 3 con't: Education and Public Services

Line Item:	Description:	Tallied Votes:
3.2.2.3	Change/safe pedestrian pathways	12
3.2.2.3	Shovel walks and paths	5
3.2.2.3	Don't stack snow in sidewalk area	7
3.2.2.5	Ensure low costs	2
3.2.2.4	Obtain or Retain from Drayton PNC	2

Sheet 4: Environment

LIKES

Line Item:
4.2.2.1
4.2.3.1
4.2.4.2
4.4.1.1
4.4.1.3
4.5.1.1
4.4.1.5
4.5.3.1

Sheet 4 cont: Environment

Line Item:	Description:	Tallied Votes:
4.2.2.1	Too Late	24

Sheet 5: Recreation and Open Space

LIKES

Line Item:
5.1.1
5.2.2
5.2.3
5.2.1
5.2.7.2

Sheet 5 cont: Recreation and Open Space

Line Item:	Description:	Tallied Votes:
5.2.8.2	Educate Developers	7
5.2.8.6	Consistency of Ordinances	11
5.2.2.1	No maintenance of existing walks	10

Sheet 6: Transportation and Commercial Corridor Developments

LIKES

Line Item:
6.2.1
6.2.2.2
6.2.2
6.2.4
6.2.2.5

Sheet 6 cont: Transportation and Commercial Corridor Developments

Line Item:	Description:	Tallied Votes:
6.2.2.3	No Traffic Study	5
6.2.11	Crescent Lake Road to Dixie Hwy	2
6.2.2	Add Telegraph	4
6.2.3.3	Speed Reduction	3
6.2.3.4	Consistent Signal Phases (left turns)	10
6.2.2.4	Not feasible	4

Sheet 7: Historic Districts and Neighborhood Nodes

LIKES

Line Item:
7.2.1.3
7.2.1.4

Line Item:
7.2.1.13
7.2.1.9

Sheet 7 cont: Historic Districts and Neighborhood Nodes

Line Item:	Description:	Tallied Votes:
7.2.1.3	Signage not signing	10
7.2.1.15	Stamped concrete not repairable	14

Sheet 8: Housing & Demographics

LIKES

Line Item:
8.2.1
8.2.5
8.2.7
8.2.10
8.2.14

Sheet 8 cont: Housing & Demographics

Line Item:	Description:	Tallied Votes:
8.2.10	Burden on Seller	9
8.2.13	Don't need nodes/not feasible in Waterford	14
8.2.15	Widespread rather than Central	2



Waterford Focus Groups (Group 5)

Sheet 1: Capital Improvements and Municipal Services

LIKES

Line Item:
1.2.5
1.2.4.1
1.2.6.1
1.2.1.3
1.2.8
1.2.4.3
1.2.3.3

Line Item:	Description:	Tallied Votes:
1.2.6.1	Underground utilities	2
1.2.1.3	Maintain existing services	5
1.2.2.4	Preventive maintenance program	4
1.2.7.3	Township buildings	8

Sheet 2: Economic Development

LIKES

Line Item:
2.2.1
2.2.2.5
2.2.1.6
2.2.1.5
2.2.2.3
2.2.4.1
2.2.2.6

Sheet 2 cont: Economic Development

Line Item:	Description:	Tallied Votes:
Add	Mentoring with businesses and schools	10
2.2.1.3	Delete	0
2.2.1.3	Clarify	3

Sheet 3: Education and Public Services

LIKES

Line Item:
3.2.2.1
3.2.2.4
3.2.1.3
3.2.1.1
3.2.1.4
3.2.2.2

Sheet 3 con't: Education and Public Services

Line Item:	Description:	Tallied Votes:
3.2.1.3	Delete	0
3.2.1.2	Delete	0
3.2.1.1	Clarify users and compilers, and distributors	3
3.2.1.3	To be communicative and Advertise to the community	10

Sheet 4: Environment

LIKES

Line Item:
4.4.1.1
4.2.3.1
4.2.1.1
4.3.3.1
4.2.4.1
4.2.2.2
4.2.2.1
4.3.2.1
4.3.3.2

Sheet 4 cont: Environment

Line Item:	Description:	Tallied Votes:
-------------------	---------------------	-----------------------

4.4.1.6	Delete – purchase open space	0
---------	------------------------------	---

Sheet 5: Recreation and Open Space

LIKES

Line Item:
5.2.2
5.2.3.1
5.2.7.1
5.2.7.3
5.1.3

Sheet 5 cont: Recreation and Open Space

Line Item:	Description:	Tallied Votes:
5.2.7.3	Delete	2
5.2.8.3	Other means of communicating information rather than signs	2
5.2.8.2	Delete	0

Sheet 6: Transportation and Commercial Corridor Developments

LIKES

Line Item:
6.2.3
6.2.1
6.2.2.4
6.2.2.1
6.2.2.3
6.2.2
6.2.1.1
6.2.1.4
6.2.5.1

Sheet 6 cont: Transportation and Commercial Corridor Developments

Line Item:	Description:	Tallied Votes:
6.2.1.1	Delete	1
6.2.1.2	Delete	2
6.2.5.2	Delete	2
6.2.6.1	Delete	3

Sheet 7: Historic Districts and Neighborhood Nodes

LIKES

Line Item:
7.2.1.2
7.2.1.5
7.2.2.4
7.2.1.15
7.2.2
7.2.1.6
7.2.2.1
7.2.2.3

Sheet 7 cont: Historic Districts and Neighborhood Nodes

Line Item:	Description:	Tallied Votes:
7.2.1.16	Delete (millages)	6
7.2.10	Tax abatement for rehabilitation of property	5

Sheet 8: Housing & Demographics

LIKES

Line Item:
8.2.2
8.2.18
8.2.15
8.2.8
8.2.3
8.2.5
8.2.11
8.2.7
8.2.14

Sheet 8 cont: Housing & Demographics

Line Item:	Description:	Tallied Votes:
8.2.3	Cost is too high	2
8.2.6	Delete	5
8.2.15	Delete	1



WORKSHEET

Date _____
Location _____
Group Location _____

- Put the date, your location, and group number at the top of this sheet
- Complete this sheet prior to the small group activity. Your items will be the focus of the group discussion. All sheets will be collected by the facilitator.
- Your registration packet contains a list of draft regional land use goals and objectives. Review this sheet and mark those you especially like, or those that need to be changed or deleted.
- Answer the following questions.

1) **Which goals, policies and/or objectives do you like most? List at least three below.**

Goal #	Objective/Policy	Descriptive Words
---	---	---
---	---	---

2) **Which goals, policies and/or objectives would you change? Write the changes you would make to at least three of these below.**

Goal #	Objective/Policy	Descriptive Words
---	---	---
---	---	---
---	---	---

3) **Are there any goals, policies and/or objectives you would add?**

Write them below.

----- -- ----- -- -----

----- -- -- -----

----- -- -- -----

4) Are there any you would eliminate? Which ones and why?

Goal # Objective/Policy Why Eliminate

----- -- ----- -- -----

----- -- -- -----



CHARTER TOWNSHIP OF WATERFORD MASTER PLAN UPDATE
ICE BREAKER EXERCISE

Every facilitator should ask the following three questions in a round robin fashion.

A.) Ask the following 2 questions and scribe on the back of the Guiding Principles Exercise sheet :

1. What is your name?

Only scribe the first name.

2. How long have you lived in Waterford Township?

Each person should say a number. If they say all their life, then ask for a number. If they say only a few months, then write 1 year. Total the number of years when everyone has answered.

B.) Ask the following question and scribe on the back of the same sheet:

1. What do you value most in Waterford?

Only write 1-2 words and scribe on the same sheet



CHARTER TOWNSHIP OF WATERFORD MASTER PLAN UPDATE
SMALL GROUP ACTIVITY

Guiding Principles

Assists people to probe into issues and then narrow down their choices to a specific number of key action items.

Small Group Activity

Step One: The ***group*** should read each opposing Principle and discuss the pros and cons for each. After approximately two minutes the group will vote on how they feel collectively about that line item. Only ***one blue sticky dot*** will be used per line and it should be placed in the position that ***best*** represents the group's opinion. Repeat this for all of the Principles. If at the end of the exercise someone wants to propose a new Principle to be tested, write it into the squares on the blank sheet, discuss and then vote.

Step Two: Each ***individual*** will vote on the Principles that they feel are the MOST important to them. You will be given ***three sticky dots*** to choose your top three issues.
Red = 5 points
Yellow = 3 points
Black = 1 point

Step Three: Add up the points for each issue. Once all groups have completed the previous two steps, a spokesperson for each group will report the issue that collected the MOST points. Each group is responsible for selecting their own spokesperson.



**Charter Township of Waterford Master Plan Update
 Town Forum Evaluation Form**

Your comments and impressions are important to us. Please complete this form and leave at your table. Thank you for your continued support of the Township’s efforts to improve the quality of life in Waterford.

		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	The presentations were informative and well presented.				
2.	The presentation helped me to focus on Township issues.				
3.	The small group activity was productive.				
4.	The small group activity addressed the issues that are important to me.				
5.	I am interested in attending the next town forum.				
6.	Tonight's town forum met my expectations.				
7.	Overall, the town forum was effective in gathering public input.				
8.	Other comments.				



THE CHARTER TOWNSHIP OF WATERFORD MASTER PLAN UPDATE
PUBLIC MEETING REPORT

To: Bob Vallina, AICP
Community Planning and Development Director

From: Mike Howell, AICP
HNTB Michigan, Inc.

Date: November 27, 2001

**NOMINAL GROUP EXERCISE, MASTER
PLAN COMMITTEE OF THE WHOLE**

On September 25, 2001 a small nominal group exercise was conducted with the Master Plan Committee of the whole. First the Committee of the Whole was asked to evaluate the Draft Goals and Objectives and determine which ones they liked, which they would change or add, and/or which they would eliminate. In order to conduct the exercise and get a small group perspective on the Draft Goals and Objectives, the committee was then broken down into smaller groups. There were five groups of eight to ten people each.

Draft Goals and Objectives were developed for the following categories:

1. Capital Improvements and Municipal Services,
2. Economic Development,
3. Education and Public Services,
4. The Environment,
5. Recreation and Open Space,
6. Transportation and Commercial Corridors,
7. Historic Districts and Neighborhood Nodes, and
8. Demographics and Housing.

Below is a listing of the most liked draft goals and objectives, and a brief summary of the results for each section.

CAPITAL IMPROVEMENTS AND MUNICIPAL SERVICES

1. Improve the storm drainage system.
2. Fund and conduct and Master Storm Drainage Plan.
3. Improve the Roads
 - a) Better participation by the township in maintenance and improvements to the roads.
 - 1) Ensure that the DPW is properly funded and equipped to handle the added responsibility, and
 - 2) Develop a road Capital Needs Plan.
4. Expand and improve non- motorized paths.
 - a) Include a non-motorized path Master Plan,
 - b) Connect existing paths, sidewalks, trails, etc., and
 - c) Improve and maintain existing non-motorized paths.
5. Relocate overhead utility lines underground.

There were votes for eliminating the goal of a drainage master plan and anything dealing with expansion of non-motorized paths. There were suggestions to add a goal for township controlled trash pick-up. Overall people liked the draft goals and objectives and stressed that all existing services should be maintained to keep providing existing levels of service and expand as necessary for population growth.

ECONOMIC DEVELOPMENT

1. Create an environment to attract, retain and expand businesses.
 - a) Create an Economic Development Co-ordinator position,
 - b) Inventory and analyze economic conditions,
 - c) Identify areas to concentrate economic development efforts, and
 - d) Consistent zoning and land use policies.
2. Market Waterford as a destination for business.
 - a) Create a business registration program.
3. Identify partnership (public/private, public/public) possibilities with adjoining communities, the airport, Oakland County, etc.
4. Educate and inform elected and appointed officials on economic development tools and efforts.

Although the goal of creating an Economic Development Co-ordinator position was well liked, there were also several votes to eliminate it. Overall, the goals and objectives were well received.

EDUCATION AND PUBLIC SERVICES

1. Assist service organization providers in expansion and marketing their services.
 - a) Compile an accurate list of service organizations.
 - b) Incorporate service organization material into new resident welcome packets, and
 - c) Eliminate deficiencies in Public services.
2. Provide more recreational opportunities.
 - a) Create a Township recreation center.
 - 1) Include indoor and outdoor pools, and
 - 2) Skate park
 - b) Install non-motorized pathways.
 - c) Preserve Drayton Plains Nature Center.
3. Strengthen communication between township, schools and service organizations.

The only votes for elimination were for the recreation center, pool and non-motorized paths, but those goals also received the most support.

ENVIRONMENT

1. Wetland protection
2. Woodland protection
3. Enhance and restore existing natural resources.
4. Household Hazardous waste drop off program
5. Forge a better relationship with the airport.
 - a) Reduce noise from the airport.
 - b) Have well defined hours of operation at the airport.
6. Purchase open space and environmentally sensitive land.

There were several people that liked the whole set of goals and objectives for this section. The only goal that received votes for elimination was the one in regards to purchasing open space and environmentally sensitive lands.

RECREATION AND OPEN SPACE

1. Develop community wide pedestrian or non-motorized pathways.
 - a) Riverwalk, sidewalk and bike path maintenance and improvements, and
 - b) Increased walkability throughout the Township.
2. Community recreation center
 - a) Including swimming pools, classrooms, gym, skate park etc.
3. Preserve open space
 - a) Close loopholes in cluster building option,

- b) Analyze current ordinances to update open space requirements and preservation, and
- c) Include play areas, public gardens and trails in new residential development.

The community center, pool and pathways were once again the contentious items with lots of support and several people questioning the need for those items. Overall, there seemed to be majority support for all of the goals and objectives in this category.

TRANSPORTATION AND COMMERCIAL CORRIDORS

1. Investigate the possibility of extending Williams Lake Road to Nelsey Road.
2. Improve the physical appearance of major corridors in the township.
 - a) Overlay districts for signage, landscaping and lighting,
 - b) Re-locate overhead utilities underground,
 - c) Improve access management to reduce curb cuts,
 - d) Work with MDOT on improvement possibilities to M-59, Dixie Highway and Telegraph Road, and
 - e) Partner with Oakland County Economic Development Services to help market under-utilized parcels in main corridors.
3. Enhance the walkability of the Township.
 - a) Develop a non-motorized path master plan.
 - b) Provide a stable funding source for implementation.
4. Develop a community sponsored van/bus program.
5. Improve timing of traffic signals.

The only goals that received negative feedback were:

- Enhancing the walkability of the Township,
- Putting overhead utilities underground,
- Sponsoring a van/bus program, and
- Extending Williams Lake Road.

The draft goals and objectives were, for this section, generally accepted as beneficial for the Township.

HISTORIC DISTRICTS AND NEIGHBORHOOD NODES

1. Re-route large trucks off of Andersonville Road.
2. Gather information on financial assistance possibilities for rehabilitating historic buildings.

3. Neighborhood nodes
 - a) Identify and promote potential node areas in the township.
 - b) Increase walkability between and to neighborhood nodes.
 - c) Make the CAI building a community center and a neighborhood node.
 - d) Promote Airport Road and Hatchery Road as a neighborhood node.
 - i) Install traffic calming,
 - ii) Have consistent streetscape and lighting,
 - iii) Create a pocket park, and
 - iv) Increase walkability in the area.

The areas of differing opinions were the concept of neighborhood nodes and re-routing truck traffic off of Andersonville Road, ironically those items also had the most votes for people liking them.

DEMOGRAPHICS AND HOUSING

1. Develop a community identity.
2. Develop non-lake front housing greater than \$300K.
3. Eliminate substandard housing.
 - a) Require inspections of rental house and units, and
 - b) Tougher code enforcement.
4. Improve entrances/gateways into the Township.
5. Develop a Community Center at the Civic Center
6. Designate Summit Place Mall as a re-development area.
 - a) Allow for senior or upscale multi-family housing in current parking lots.
7. Explore live/work concept for designated neighborhood node areas.

The goal to require a pre-sale inspection of a house was the most disliked and had support for elimination, however a majority liked the idea of having inspections for rental housing. There was also dissent for the community center, the neighborhood node concept, and for allowing multi-family housing at Summit Place Mall.

SUMMARY

The majority of the draft goals and objectives were well received by the Committee of the Whole, although there were a few that fueled dislikes. The interesting item was that the goals and objectives that had votes to eliminate generally also had the most support. The proposed changes to the goals and objectives were mainly semantic and for less repetition of the same issue in the different sections. This information along with the phone survey allowed us to develop the topics for the Town Forum guiding principal exercise.

GUIDING PRINCIPLE EXERCISE, TOWN FORUM

On October 17, 2001 a Town Forum was held and a guiding principles exercise was conducted. Utilizing the information from the phone survey and the nominal group exercise with the Committee of the Whole, 20 issues were developed for use at the Town Forum.

The issues were presented in two polar opposite principles, and the groups were asked to reach a consensus on whether they “strongly agreed” or “agreed” with one of the principles or if no consensus could be made, declare “undecided”. The groups did this for all 20 issues and at the end they could vote individually on the principals most important to them. They were given three votes worth, five, three, and one point to be placed on the most important, second most important, and third most important principal to them.

There were seven groups of five to seven people in each group. Attached is the tally sheet for the combined results.

SUMMARY

From the results it becomes apparent that a majority of the groups agreed with the majority of the principles for each issue. Only a couple of the issues could be considered undecided or slightly leaning towards one of the principles. Weighing how the groups voted and taking into account the importance point totals, below is a summary list of how the different principles fared.

STRONGLY AGREED

- Overhead utility wires should be placed underground.
- Keeping the current trash system, each area of the Township should have a specific day designated for trash pickup.
- Businesses should be required to register with the Township.
- The Township should use tools like videos and brochures to market for economic development.
- The Township should develop a Community Center.
- The Community Center should have a pool.
- The Township should build interconnected pedestrian pathways throughout the community.
- Large trucks should be restricted or rerouted from Andersonville Road.
- Allow mixed-use development at Summit Place Mall.
- The Township should have an inspection program for rental properties.
- The Township should not have a pre-sale house inspection program because it would be too expensive for the seller.

- Pedestrian safety improvements along M-59 and Dixie Highway should be a high priority.
- Aesthetic criteria along major roads.
- Access management along major roads should be a high priority.
- The Township should pursue new road improvements/designs including traffic calming for M-59 and Dixie Highway.

AGREED

- The Township should fund and conduct a Storm Drainage Plan.
- The Township should create an Economic Development Coordinator position.
- The Township should promote the neighborhood node concept.

UNDECIDED

- The Township should provide trash service.
- The Township should purchase land for parks and preservation of environmentally sensitive land.

Both of these issues by group votes appear to be undecided, but by the individual voting they appear to lean slightly towards something the Township should incorporate.

CHARTER TOWNSHIP OF WATERFORD MASTER PLAN APPENDIX K
PUBLIC PARTICIPATION PROCESS DOCUMENTATION AND REPORTS

Waterford Township Master Plan								October '01	
Guiding Principles Exercise Tally Sheet									
	This is one of the most important issues to me.	Principle	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Principle	This is one of the most important issues to me.
1	6	The Township should fund and conduct a Storm Drainage Plan.		4	2	1		A Storm Drainage Plan is not a priority at this time.	
2	19	Overhead utility wires should be placed underground.	3	3	1			Overhead utilities are fine in their current location.	
3	15	The Township should provide trash service for all residents.	1		3	2	1	The current trash system is adequate.	
4	6	With the current trash system should each area of the Township have a specific day for trash pick up.	3	1	2	1		The current trash system is adequate.	
5	17	The Township should create an Economic Development Coordinator position.	1	3	1		2	The Township should just assign economic development duties to a current employee.	
6	22	Businesses should be required to register with the Township.	5	2				Businesses should not be required to register with the Township.	
7		The Township should use tools like videos and brochures to market for Economic Development.	3	4				The Township does not need to market for economic development.	
8	36	The Township should develop a Community Activity Center.	2	3	1	1		The Township does not need a Community Activity Center.	
9	18	If a Community Center is built it should have a pool.	3	1	2		1	The schools should be responsible for developing and maintaining a community pool.	6
10	11	The Township should build interconnected pedestrian pathways and sidewalks throughout the community.	4	1	2			More paths and sidewalks are not needed at this time.	9
11	3	Large Trucks should be restricted or rerouted from Andersonville Road	3	4				Andersonville Road is a convenient route for truck traffic and no restrictions and/or rerouting should be done.	
12	9	The Township should promote the Neighborhood Node Concept.	2	2	2	1		Neighborhood Node Concept is not appropriate for Waterford.	
13	15	Allow mixed use development, such as offices, senior housing, and multi-family housing, at Summit Place Mall	3	3		1		Summit Place Mall is fine for commercial use only.	
14	4	The Township should have an inspection program for rental properties to ensure that they meet code requirements.	3	2	1		1	There is not a problem with rental properties that would require inspections	10
15	4	A pre-sale house inspection should be required to ensure house on the market meet code requirements.			1	3	3	Pre-sale house inspections are too expensive for the seller and should not be done.	6
16	9	The Township should purchase land to augment parks and preserve environmentally sensitive areas.	2	1	1	2	1	The Township does not need to purchase any more land for parks or environmental preservation.	
17	14	Pedestrian safety improvements along M-59, Dixie Highway and other major roads should have a high priority.	5	1	1			No improvements are necessary for pedestrian safety along the major roads.	
18	18	To enhance the appearance along the major roads the Township should pursue aesthetic criteria for signage and landscaping.	6	1				The appearance along major roads is not a major concern for the Township.	
19	8	Improvements to access management including the number of driveways along major roads, such as M-59 and Dixie highway, should be a high priority.	7					Improvements to access management including the number of driveways along major roads, such as M-59 and Dixie highway, is not a high priority.	
20	12	New road design and/or improvements on M-59 and Dixie Highway for traffic calming/management are good ideas, and therefore should be pursued by the Township.	4	3				New road design and/or improvements on M-59 and Dixie Highway for traffic calming/management are unnecessary.	
21	5	North/South access RE: Railroad overpass/underpass	1					Not a problem	

Waterford Township Master Plan Guiding Principles Exercise

Top 5 Guiding Principles

Oct-01

	This is one of the most important issues to me.	Principle	Strongly Agree	Agree	Undecided	Agree	Strongly Agree	Principle	This is one of the most important issues to me.
1	36	The Township should develop a Community Activity Center.	2	3	1	1		The Township does not need a Community Activity Center.	
2	22	Businesses should be required to register with the Township.	5	2				Businesses should not be required to register with the Township.	
3	19	Overhead utility wires should be placed underground.	3	3	1			Overhead utilities are fine in their current location.	
4	18	If a Community Center is built it should have a pool.	3	1	2		1	The schools should be responsible for developing and maintaining a community pool.	6
5	18	To enhance the appearance along the major roads the Township should pursue aesthetic criteria for signage and landscaping.	6	1				The appearance along major roads is not a major concern for the Township.	

Waterford Township Master Plan Guiding Principles Exercise							1-May-02		
This is one of the most important issues to me.	Principle	Strongly Agree	Agree	Undecided	Agree	Strongly Agree	Principle	This is one of the most important issues to me.	
Downtown District									
1	The Downtown District is not important for local shopping needs				4	34	The Township should promote the development of a downtown district to support a mix of residential and commercial uses that maintain vitality and build community.	38	
2	A sense of place and a walkable pedestrian friendly streetscape is not important.			8		30	A sense of place and a walkable streetscape should be emphasized	30	
3	8	Buildings should be located anywhere on site	4	4		3	3	Buildings should be located toward the front of the site	6
4	4	Parking should be allowed anywhere on a parcel		4		8	4	Parking should be located at the rear of buildings.	12
5		The Township should not facilitate public parking lots or parking structures.			4		12	Public parking lots and structures should be developed as the area transitions to a downtown district.	12
Urban Business District									
1	6	The district should be redeveloped to allow large commercial, strip mall and chain restaurant development.		6		4	10	The district should emphasize the existing character of a neighborhood shopping area.	14
2		Development guidelines are not necessary to maintain the existing character of buildings, signs, etc.					16	Development guidelines should be implemented to maintain existing character of buildings, setbacks, signs....	16
3		Shared driveways and parking areas are not needed.					18	Shared driveways and parking areas should be developed.	18
Planned Destination Center District (Summit Mall Property)									
1		The existing mall site should remain as is or redeveloped on a project specific basis.					58	The Summit Mall site should be redeveloped into a mixed use destination center.	58
2		Apartment and senior housing should not be located in the district.				8	13	Apartment and Senior housing should be integrated into the redevelopment plan.	16
3		Commercial recreational activities such as an ice rink is not necessary.				8	24	Commercial recreation activities such as an ice rink should be emphasized in a redevelopment plan	32
4		Landscaping and aesthetics are not important.					16	Landscaping and aesthetics should be enhanced to minimize coverage of asphalt.	16

Continued on next page.....

Rural Character Overlay									
1	Waterford will be a built out community and rural character is not important.				4	22	The rural character of the 4 SW corner of the Township should be protected as new development occurs.	26	
2	The existing single family zone is an appropriate use for the SW area of the Township.			4		12	Cluster development or PUD should be used to protect open space and natural resource areas.	12	
3	4	This area is not suitable for recreational issues.		4			Natural areas should be identified and linked for recreational issues.	16	
South Lakes Recreation Overlay									
1	31	The existing land uses should be retained.	31			4	A marina feel should be promoted that emphasizes mixed uses related to marina services.	4	
2	10	Marinas should not be developed	10		4	4	Commercial marinas should be encouraged.	4	
3	4	Public access should not be developed.		4	4	4	Public access should be provided to allow access to the lakes.	8	
Scenic Overlay District									
1		A new road should not be necessary, and state park land should remain undisturbed.				7	11	A new road should be developed.	18
2		Access to the park is not appropriate along the proposed road.				5	11	A new road should be designed to enhance scenic views and provide access to the park.	16
3		The new road should only allow local access to the state land.				5	17	A new road should become the new north/south connector for Waterford.	22
Redevelopment Area Overlay									
1	24	The existing Golf course should be maintained as is.	24			1	3	The Golf course should be redeveloped.	4
2		The existing gold course should be redeveloped as a private development.			3	4	9	This area should become a public park.	13
3		The area should be redeveloped for single family development similar to the existing residential areas.			3	4	9	A planned community should be developed to provide a variety of housing types.	13
Historical District Overlay									
1	4	A historic streetscape plan is not needed.	4		3		15	A historic themed streetscape plan should be developed for the historic district.	15
2		Truck traffic is not an issue.			1	4	49	Cut through truck traffic should be prohibited in the historic district.	53
3	3	Historic boundaries should remain as they are.	3		1	1	15	Historic district boundaries should be re-evaluated.	16
General Items									
1		Neighborhood Nodes are not important.				4	12	The Township should promote the development of a downtown district to support a mix of residential and commercial uses that maintain vitality and build community.	16
2		There are enough north/south connectors in the Township.					44	A sense of place and a walkable streetscape should be emphasized	44
3	62	No Riverwalk in family dwelling neighborhoods. (added at May town forum)	62					Riverwalk is fine in family dwelling neighborhoods. (added at May town forum)	0

EPIC ▪ MRA WATERFORD TOWNSHIP SURVEY ON MASTER PLAN ISSUES -- JULY
 2001
[FREQUENCY REPORT of SURVEY RESPONSES – 298 SAMPLE – ERROR ±5.7%]

SEQUENCE # _____ ZIPCODE: _____ DATE: ____/____/_____
 PHONE # _____ INTERVIEWER _____
 COUNTY _____ JURIS _____ WARD _____ PRECINCT _____

=====
 ===

Hello, this is (NAME) from EPIC ▪ MRA, a Lansing based survey research firm. We’re conducting a random survey with people in Waterford Township about government services and a variety of other local issues. I’d like to take a few minutes of your time to include your opinions. We are not selling anything, and you will not be contacted again because you participated in this survey.

=====
 We need to have a balance of men and women in this survey, and we also need to have young people represented. May I please speak to the youngest [MALE/FEMALE, depending on quota specified on list] adult, age 18 or older who is at home now?

IF YES: REPEAT INTRODUCTION FOR NEW RESPONDENT & CONTINUE.

IF NO, ASK: “Is there any other [MALE/FEMALE, as specified] adult, age 18 years or older, who is at home right now?” **IF NOT, TERMINATE INTERVIEW.**

In which city, township or village do you currently live? [CODE RESPONSE BELOW OR WRITE IN UNDER “OTHER” IF NOT ON LIST]

- Waterford Township
- Other City/Township/Village --- **TERMINATE INTERVIEW**
- Don’t know/refused ----- **TERMINATE INTERVIEW**

___01. Did you get a chance to vote in the November 2000 election when George W. Bush and Al Gore were running for president? How about in the 1998 election when John Engler and Geoffrey Fieger were running for governor? **[DO NOT READ-CODE RESPONSE]**

- 20% Yes, only in 2000
- 2% Yes, only in 1998
- 71% Yes, both 2000 & 1998
- 1% Was too young then to be eligible to vote
- 6% Didn’t vote/Not registered to vote/Can’t remember
- % Refused

___02. Do you own your current home, are you buying it, or, do you rent or lease your home?

- 64% Own home
- 25% Buying home
- 10% Rent or lease home/Apartment
- 1% Undecided/don't know/refused

___03 For how many years have you lived in Waterford Township?

- 4% One year or less
- 14% 2 to 5 years
- 13% 6 to 10 years
- 14% 11 to 15 years
- 7% 16 to 20 years
- 41% More than 20 years
- 6% All of respondents life
- % Can't remember/refused
- % Undecided/don't know

___4. Overall, what would you say is the single biggest problem or issue that the Waterford Township government must deal with? **[WRITE COMMENT AS STATED]**

- 71% Taxes
- 15% Traffic
- 12% Planning development
- 2% Police

[ROTATE Q.5 and Q.6] If you had to narrow it down to a single thing . . .

___5. . . . what is it that you like the most about living in Waterford Township? **[WRITE COMMENT]**

- 24% Lake access
- 22% Convenience
- 14% Quieter than city
- 11% Community feeling
- 11% Good people
- 4% It's clean
- 3% Lower taxes
- 2% Good services
- 2% Schools
- 2% Everything
- 3% Nothing
- 2% Undecided/don't know

And again, if you had to narrow it down to a single thing . . .

___6. . . . what is it that you dislike the most about Waterford Township? [WRITE COMMENT]

- 26% Traffic
- 13% Planning, development
- 3% Taxes
- 2% Police
- 56% Nothing

___7. Thinking about all of the tax-supported services that Waterford Township provides, can you tell me which two or three of those public services you use on a regular basis? [WRITE ALL MENTIONED]

<u>(First Named Service)</u> <i>296 respondents</i>		<u>(Second Named Service)</u> <i>74 respondents</i>		<u>(Third Named Service)</u> <i>5 respondents</i>	
19%	Nothing				
4%	Police	5%	Police	--%	Police
1%	Firefighters	10%	Firefighters	20%	Firefighters
35%	Library	24%	Library	20%	Library
--%	Arts	1%	Arts	--%	Arts
3%	Senior center	8%	Senior center	--%	Senior center
11%	Parks	38%	Parks	20%	Parks
2%	Schools	8%	Schools	20%	Schools
1%	Snow removal	2%	Snow removal	--%	Snow removal
1%	Recycling	1%	Recycling	--%	Recycling
--%	Nature center	3%	Nature center	20%	Nature center
3%	Other	--%	Other	--%	Other
20%	Undecided/don't know	--%	Undecided/don't know	--%	Undecided/don't know

If Respondent Names Service(s), ASK Q.s 7a, 7b, 7c, As Appropriate

How regularly – in terms of the number of times per week or month or year do you use:

	Times per Week		Times per Month		Times per Year	
	<u>Mean</u>	<u>Median</u>	<u>Mean</u>	<u>Median</u>	<u>Mean</u>	<u>Median</u>
___7a. (First Named Service)	1.2	.462	5.196	2.00	62.390	24.00
___7b. (Second Named Service)	1.133	.462	4.904	2.00	58.888	24.00
___7c. (Third Named Service)	3.028	2.00	13.110	8.660	157.444	104.00

GO TO Q.8a IF “PARKS” WERE MENTIONED — OTHERWISE ASK
 Q. 8

Only Ask Q. 8 If “PARKS” **WERE NOT** Mentioned In Q. 7, Above

___8. How regularly – in terms of the number of times per week or month or year – do you use the park facilities supported by Waterford Township?

Times per Week		Times per Month		Times per Year	
Mean	Median	Mean	Median	Mean	Median
.378	.038	1.638	.167	19.673	2.000

[Code None/Undecided/Can't Say As Zero and GO TO Q. 10]

___8a. Can you please tell me what one or two recreational activities you usually engage in when you visit a Waterford Township park? [WRITE COMMENT]

<u>Activity 1</u>		<u>Activity 2</u>	
<i>150 respondents</i>		<i>68 respondents</i>	
18%	Walking	12%	Walking
17%	Swimming	21%	Swimming
15%	Softball	7%	Softball
14%	Picnics, barbeques	15%	Picnics, barbeques
11%	Playground	9%	Playground
5%	Boating	6%	Boating
5%	Golf		
3%	Just relaxing	6%	Just relaxing
3%	Rollerblading	4%	Rollerblading
2%	Biking	12%	Biking
2%	Concerts		
2%	Nature center		
1%	Fishing	3%	Fishing
1%	Horseback riding		
1%	Tennis	1%	Tennis
		3%	Volleyball
		1%	Frisbee golf

___ 9.

Active parks are described as offering organized recreational activities, supervised by Township Parks Department Staff on the facilities you would usually find in a park. Passive parks on the other hand, are described as offering recreational facilities such as ball fields, basketball courts, and playground equipment, but that do not have activities sponsored and supervised by Township personnel.

___10. As a general rule, should Waterford Township have more [ROTATE (1) & (2) BELOW]

- 34% Active parks ----- ASK Q. 10a.
- OR**
- 33% Passive parks ----- GO TO Q. 11
- 12% Some of both kinds (*volunteered*) ----- ASK Q. 10a.

21% Undecided/don't know ---- **GO TO Q. 11**

___ 10a. Instead of cutting or eliminating other township services, would you support a special millage that would increase property taxes to pay for active parks by voting "Yes", or would you vote "No"? **IF UNDECIDED, ASK:** "Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill, or would you lean toward voting NO.

34%	Yes	
13%	Lean yes	47% Total YES
40%	No	
4%	Lean no	44% Total NO
9%	Undecided/don't know	

___ 11. Would you favor or oppose a Township ordinance that would require real estate developers to set aside land for use as a township park in any new residential development -- **[If FAVOR/OPPOSE]** Would that be Strongly or Somewhat?

49%	Strongly favor	
18%	Somewhat favor	67% Total FAVOR
10%	Somewhat oppose	
24%	Strongly oppose	24% Total OPPOSE
9%	Undecided/don't know	

___ 12. A section of the township along Andersonville Road between Dixie Highway and Airport Road has been designated as a historic district. Would you favor or oppose the expenditure of tax dollars to upgrade the streetscape and public walkways to encourage more pedestrian traffic in this area? -- **[If FAVOR/OPPOSE]** Would that be Strongly or Somewhat?

23%	Strongly favor	
29%	Somewhat favor	52% Total FAVOR
15%	Somewhat oppose	
22%	Strongly oppose	37% Total OPPOSE
10%	Undecided/don't know	
1%	Refused	

___ 13. Would you favor or oppose reducing the speed limit along that part of Andersonville Road that is within the Historic District? -- **[If FAVOR/OPPOSE]** Would that be Strongly or Somewhat?

36%	Strongly favor	
20%	Somewhat favor	56% Total FAVOR
10%	Somewhat oppose	
18%	Strongly oppose	28% Total OPPOSE

16% Undecided/don't know

___14

___15.

[INTRO TO Q. 16] The concept of “Neighborhood Nodes” involves the creation of local business and activity centers by enhancing roadways, pedestrian pathways and making streetscape improvements. These centers – or nodes – are then linked together to promote a more walkable and accessible community. This concept is often suggested for communities like Waterford Township that do not have a traditional downtown district.

___16. Would you favor or oppose the expenditure of tax dollars to make the necessary improvements to roads, sidewalks and landscaping for the specific purpose of advancing the Neighborhood Node concept in Waterford Township? -- **[If FAVOR/OPPOSE]** Would that be Strongly or Somewhat?

37%	Strongly favor	
24%	Somewhat favor	61% Total FAVOR
11%	Somewhat oppose	
22%	Strongly oppose	33% Total OPPOSE
6%	Undecided/don't know	

___17. Thinking about how you make your way around the community, would you say you choose to walk to your destination As Often As Possible, Quite Frequently, Only Sometimes, Seldom, or Never?

4%	As often as possible –	GO TO Q. 18
7%	Quite frequently-----	GO TO Q. 18.
16%	Only sometimes -----	ASK Q. 17a.
32%	Seldom -----	ASK Q. 17a.
41%	Never -----	ASK Q. 17a.
--%	Can't say/don't know -----	ASK Q. 17a.
--%	Refused -----	GO TO Q. 18

___17a. What would you say is the single biggest reason you don't choose to walk to reach a destination within Waterford Township? **[Write Comment As Stated]**

48%	Too far
12%	Lack of sidewalks
12%	Physically unable
11%	Rather drive, lazy
7%	Time
4%	No place to go
4%	Safety
2%	Undecided/don't know

18. Again thinking about reaching destinations within Waterford Township, how often would you say you ride a bike . . . as often as possible, quite frequently, only sometimes, seldom, or never?

- 5% As often as possible – **GO TO Q. 20**
- 8% Quite frequently----- **GO TO Q. 20**
- 14% Only sometimes ----- **ASK Q. 18a.**
- 19% Seldom ----- **ASK Q. 18a.**
- 54% Never ----- **ASK Q. 18a.**

___18a. What would you say is the single biggest reason you don't choose to ride a bike to reach destinations within Waterford Township? **[Write Comment As Stated]**

- 21% Physically unable
- 20% No bike
- 13% Inconvenient, too far
- 13% Safety
- 10% Time
- 8% Lack of bike paths
- 7% Wouldn't enjoy, lazy
- 5% Too far
- 3% Undecided/don't know

___19.

[Intro to Qs 20-27] M-59 and Dixie Highway are cited by many people as being difficult and sometimes dangerous roads to drive on. I'm going to read a list of suggested changes to these roads and the areas around them, and for each suggested change please tell me whether or not you think that it would make a Big Improvement, a Minor Improvement, It Won't Make Any Difference, or if the suggested change will Make Things Worse. **[ROTATE 20 thru 27]**

		IMPROVEMENT			No Differenc	Worse	undec
		<i>big</i>	<i>minor</i>	Total			
___20.	Remove all overhead wires and lines by requiring underground utilities for M-59 & Dixie Hwy	14%	15%	29%	62%	4%	5%
___21.	Require all commercial signs to have a uniform height and general appearance	30%	27%	57%	36%	3%	4%
___22.	Allow fewer driveways into businesses	15%	22%	37%	35%	21%	7%
___23.	Install more sidewalks and bike path	47%	22%	69%	22%	5%	4%
___24.	Allow less landscaping on the street side	13%	15%	28%	51%	16%	5%

___25.	Turn both roads into boulevards	29%	15%	44%	29%	19%	8%
___26.	Encourage more offices and discourage retail businesses from locating along the roads	15%	18%	33%	45%	16%	6%
___27.	Require more uniform landscaping	22%	18%	40%	52%	6%	2%

[INTRO TO Q. 28] Some cities and townships have instituted what is known as a business registration program, where new businesses are required to file papers with the local government that describe the type of activity the incoming business is engaged in. Such a program has been suggested for businesses wishing to locate in Waterford Township.

[ROTATE THE FOLLOWING STATEMENTS]

Advocates of the business registration program say that it lets the township government track the kinds of businesses locating in the township and that that helps with planning efforts. It also allows officials to help business owners by letting them know about any special township ordinances or rules affecting the business before it becomes a problem. In addition, it gives the township more information to locate business owners who have caused problems but who have left the township.

Opponents of the business registration program say that this is just one more way for government to interfere with private businesses and collect information that they don't need. They also say that even though no registration fee is currently planned, it is the nature of such programs to eventually call on business to pay for it by charging a fee and there is nothing preventing the township from doing just that.

___28. After hearing both sides of the issue, would you support or oppose efforts by the Township to start a business registration program? **[If Support/Oppose]** Would that be Strongly or Somewhat?

35%	Strongly support	
18%	Somewhat support	53% Total SUPPORT
21%	Strongly oppose	
16%	Somewhat oppose	37% Total OPPOSE
9%	Undecided/don't know	
1%	Refused	

Communities experience different kinds of development at different rates. I'd like to read several different types of development and if you would please tell me whether you think there needs to be more of that kind of development in Waterford Township, if there is just about the right amount of it, or if there is already too much of the type of development I read.

The first type is:

[ROTATE Qs 29-32]

	<u>More</u>	<u>Right Amount</u>	<u>Too Much</u>	<u>undec</u>
___29. Residential/Subdivision Development	11%	45%	40%	4%

___30.	Commercial & Retail Development	15%	48%	34%	3%
___31.	Industrial & Manufacturing Development	19%	46%	28%	7%
___32.	Office Space Development	27%	48%	18%	7%

___33. Compared to surrounding communities in Oakland County, would you say that the economic conditions in Waterford Township are better, or worse than they are in nearby cities and townships?

- 42% Better
- 19% Worse
- 31% About the same (*volunteered*)
- 8% Undecided/don't know

___33a. The Summit Place Mall has been an important part of the local economy in Waterford Township, but in the past several years it has declined to the point of being on the verge of closing. Would you favor or oppose Township economic development efforts to keep all or part of Summit Place Mall open for business? -- **[If FAVOR/OPPOSE]** Would that be strongly or somewhat?

- 51% Strongly favor
 - 18% Somewhat favor
 - 10% Somewhat oppose
 - 15% Strongly oppose
 - 6% Undecided/don't know
- 69% Total FAVOR**
- 25% Total OPPOSE**

___34. Which of the following statements comes closer to your view about the role that Waterford Township government should have in trying to get businesses to locate in the township:
[READ AND ROTATE 1 AND 2 BELOW]

- 27% To encourage economic development and job creation, public tax dollars should be used to provide tax abatements, reclaiming of vacant storefronts, funding for road expansion and improvements, extension of water and sewer services, and job training;
- 59% Developers and employers pick a location to build because of market conditions and other business considerations, and the taxpayers should not be asked to pay for tax abatements, roads, water and sewer lines, and job training services, that are really just giveaways for them.
- 14% Undecided/don't know

___35. What kinds of businesses should the township be trying to attract?

- 15% Small shops
- 9% A variety

- 6% High tech
- 6% Professional services
- 5% Office space
- 4% Factory
- 4% Restaurants, bars
- 2% Medical hospital
- 1% Motels
- 1% Recreation center
- 1% Shopping mall
- 14% None
- 2% Other
- 30% Undecided/don't know

___36. What one or two things should be offered by the Township in an effort to attract new business and assist existing ones?

<u>(First Named Service)</u>		<u>(Second Named Service)</u>	
	<i>295 respondents</i>		<i>14 respondents</i>
12%	Nothing		
20%	Tax abatements	14%	Tax abatements
6%	Road improvements	29%	Road improvements
5%	Make more attractive	29%	Make more attractive
4%	Streamline paperwork		
1%	Advertising	14%	Advertising
1%	Create a downtown		
1%	Financial assistance		
1%	Good police protection		
1%	Job training	7%	Job training
1%	Low interest loans	7%	Low interest loans
1%	More city events		
1%	Public transit		
1%	Utilities sewers		
1%	Other		
43%	Undecided/don't know		

___36a. Would you favor or oppose the expenditure of tax dollars to start up a mass-transit bus system in Waterford Township? -- [If FAVOR/OPPOSE] Would that be Strongly or Somewhat?

- 22% Strongly favor
 - 19% Somewhat favor
 - 18% Somewhat oppose
 - 34% Strongly oppose
 - 7% Undecided/don't know
- 41% Total FAVOR**
- GO TO Q. 36c**
- GO TO Q. 36c 52% Total OPPOSE**
- GO TO Q. 36c**

___ 36b. If you knew that other township services would have to be drastically cut or eliminated in order to provide a bus system, would it still remain an issue of high priority for you, or would you rather not see other services cut in favor of this issue?

- 21% Still a high priority
- 56% Don't cut other services for this
- 21% Undecided/don't know
- 2% Refused

___36c. Instead of cutting or eliminating other township services, would you support a special millage that would increase property taxes to fund a bus system specifically for senior citizens by voting Yes in favor of such a senior bus system millage or would you vote No?

IF UNDECIDED, ASK: "Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill, or would you lean toward voting NO.

- 35% Yes
- 7% Lean yes **42% Total YES**
- 48% No
- 2% Lean no **50% Total NO**
- 7% Undecided/don't Know
- 1% Refused

Turning to a different topic ...

___37. On a scale of zero to 10, with "0" meaning the lowest possible importance to the local community and "10" being the highest possible importance, please give a rating to the importance of wetlands to Waterford Township.

not important											extremely important
<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	
--%	3%	2%	2%	2%	13%	4%	8%	15%	10%	41%	
					mean:	7.839					
					median:	9.00					

___38. While local governments have a great deal of authority in regulating land use in their communities, much of the job of wetlands protection is left to state government. Do you think Waterford Township government should have a greater role in regulating wetlands, or is the current system working well enough without more Township involvement?

- 43% Greater role
- 46% Current system
- 11% Undecided/don't know

___39. Would you favor or oppose the expenditure of tax dollars to start up a Township-wide waste collection service? -- **[If FAVOR/OPPOSE]** Would that be Strongly or Somewhat?

28% Strongly favor
14% Somewhat favor **42% Total FAVOR**
17% Somewhat oppose
32% Strongly oppose **49% Total OPPOSE**
9% Undecided/don't know/refused

___39a. If the township does start a waste collection service, should it include curbside recycling?

87% Yes
10% No
3% Undecided/don't know

___40. Would you favor or oppose the expenditure of tax dollars to institute an annual drop-off program for hazardous wastes such as motor oil, household cleaners, and old batteries? --
[If FAVOR/OPPOSE] Would that be Strongly or Somewhat?

53% Strongly favor
25% Somewhat favor **78% Total FAVOR**
6% Somewhat oppose
12% Strongly oppose **18% Total OPPOSE**
3% Undecided/don't know
1% Refused

___41. Knowing that tax dollars would be used to repay the debt, should Waterford Township apply for state of Michigan loans in order to purchase abandoned properties such as gasoline stations?

43% Yes
41% No
16% Undecided/don't know

___42. Overall, how would you rate the job that the Waterford Public School district is doing providing a Kindergarten through 12th Grade education --- would you give the district a positive rating of excellent or pretty good, or a negative rating of just fair or poor?

14% Excellent -- **ASK Q. 43**
40% Pretty good **ASK Q. 43** **54% Total POSITIVE**
16% Just fair ----- **GO TO Q. 44**
7% Poor ----- **GO TO Q. 44** **23% Total NEGATIVE**
23% Undecided/don't know ----- **GO TO Q. 45**

___43. Why did you give the Waterford Schools a positive rating of [Excellent/Pretty good] [WRITE COMMENT] -- THEN GO TO Q. 45

- 48% Good experience
- 26% Making good effort
- 11% Seen much improvement
- 5% Good teachers
- 2% No violence
- 1% Great special education
- 7% Undecided/don't know

___44. Why did you give the Waterford Schools a negative rating of [**Just Fair/Poor**]
[WRITE COMMENT]

- 24% Poor, weak curriculum
- 22% Heard negative things
- 21% Needs much improvements
- 18% Not impressed
- 8% High drop-out rate
- 1% Poor facilities
- 5% Other
- 1% Undecided/don't know

Over the next year or two, several millage renewals will come before the voters. For each one that I read, please tell me, if the election were held today, would you vote YES to renew the millage, or would you vote NO and not renew the existing millage level?

IF UNDECIDED, ASK: “Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill to pay for [**The named improvement or service**] or would you lean toward voting NO.

ROTATE Qs 45-47]

The first renewal is for:

	YES		NO		undec	refused		
	<i>vote</i>	<i>lean</i>	Total	<i>vote</i>			<i>lean</i>	Total
___45. Fire Protection	84%	2%	86%	11%	--%	11%	2%	1%
___46. Library Services	78%	3%	81%	15%	1%	16%	2%	1%
___47. Police Protection	84%	3%	87%	10%	1%	11%	2%	--%

Now, I am going to read a list of infrastructure needs that every city and township must deal with along with a variety of services some local governments provide for their citizens. Using a scale of zero to 10 --- with zero meaning that the item I mention is not a priority at this time --- with ten meaning that it is a very high priority and needs attention right away --- and five meaning that the item is important but not necessarily in need of immediate attention --- please tell me how you would rate each of the following infrastructure needs and other services.

[IF UNDECIDED, CODE 99]

___48. An overall Capital Improvements Fund that would finance sidewalk improvements, storm drainage upgrades, road improvements, and a community recreation building

low priority										high priority		
<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>undec</u>	
5%	1%	1%	4%	4%	30%	3%	13%	10%	3%	24%	2%	
mean: 6.473					median: 7.00							

If a rating of “6” or above is given, ask 48a. and 48b. Otherwise, ask Q. 49

___ 48a. If you knew that other township services would have to be drastically cut or eliminated in order to properly finance a Capital Improvements Fund, would it still remain an issue of high priority for you, or would you rather not see other services cut for the sake of this issue?

- 33% Still a high priority
- 53% Don't cut other services for this
- 12% Undecided/don't know
- 2% Refused

___ 48b. Instead of cutting or eliminating other township services, would you vote Yes to support a special millage to increase property taxes to pay for a Capital Improvements Fund or would you vote No? **IF UNDECIDED, ASK:** “Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill or would you lean toward voting NO.

- 44% Yes ----- **ASK Q. 48c.**
- 8% Lean yes **ASK Q. 48c.** **52% Total YES**
- 36% No ----- **GO TO Q. 49**
- 3% Lean no ---- **GO TO Q. 49** **39% Total NO**
- 6% Undecided/don't Know ---- **GO TO Q. 49**
- 3% Refused ----- **GO TO Q. 49**

___ 48c. How much more per year would you be willing to pay in property taxes?
 \$ _____ **Code “Nothing/Undecided/refused” as Double**

Zero
mean: \$145.64
median: \$100.00

[ROTATE Qs 49 & 50] How about Storm Drainage Improvements; what rating would you give on a zero to ten scale, with zero meaning that it's not a priority at this time and 10 meaning that it is a very high priority and needs to be paid for right away?
[IF UNDECIDED, CODE 99]

___ 49. Storm Drainage alone without other improvements

low priority **high priority**

<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>undec</u>
14%	3%	4%	7%	7%	31%	3%	8%	5%	1%	16%	1%
mean: 5.038				median: 5.00							

If a rating of “6” or above is given, ask 49a. and 49b. Otherwise, go to Q. 50

___ 49a. If you knew that other township services would have to be drastically cut or eliminated in order to properly finance Storm Drainage Improvements, would it still remain an issue of high priority for you, or would you rather not see other services cut for the sake of this issue?

- 46% Still a high priority
- 34% Don't cut other services for this
- 13% Undecided/don't know
- 7% Refused

___ 49b. Instead of cutting or eliminating other township services, would you vote Yes to support a special millage to increase property taxes to pay for a Storm Drainage Improvements or would you vote No? **IF UNDECIDED, ASK:** “Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill to pay for Storm Drainage improvements, or would you lean toward voting NO?”

- 42% Yes ----- **ASK Q. 49c.**
- 6% Lean yes **ASK Q. 49c.** **48% Total YES**
- 39% No ----- **GO TO Q. 50**
- 5% Lean no -- **GO TO Q. 50** **44% Total NO**
- 3% Undecided/don't Know ----- **GO TO Q. 50**
- 5% Refused ----- **GO TO Q. 50**

___ 49c. How much more per year would you be willing to pay in property taxes?

\$ _____ **Code “Nothing/Undecided/refused” as Double**
Zero
mean: \$81.67
median: \$50.00

How about Sidewalk improvements alone, without other improvements; what rating would you give on a zero to ten scale, with zero meaning that it's not a priority at this time and 10 meaning that it is a very high priority and needs to be paid for right away?
[IF UNDECIDED, CODE 99]

___ 50. Sidewalk improvements alone without other improvements

low priority **high priority**

<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>undec</u>
16%	2%	5%	6%	6%	29%	2%	6%	10%	2%	15%	1%
mean: 5.021					median: 5.00						

If a rating of “6” or above is given, ask 50a. and 50b. Otherwise, go to Q. 52

___ 50a. If you knew that other township services would have to be drastically cut or eliminated in order to properly finance Sidewalk improvements alone, would it still remain an issue of high priority for you, or would you rather not see other services cut for the sake of this issue?

- 39% Still a high priority
- 48% Don't cut other services for this
- 9% Undecided/don't know
- 4% Refused

___ 50b. Instead of cutting or eliminating other township services, would you vote Yes to support a special millage to increase property taxes to pay for a Sidewalk improvements alone or would you vote No? **IF UNDECIDED, ASK:** “Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill to pay for Storm Drainage improvements, or would you lean toward voting NO?”

- 38% Yes ----- **ASK Q. 50c.**
- 12% Lean Yes **ASK Q. 50c.** **50% Total YES**
- 37% No ----- **GO TO Q. 52**
- 4% Lean No **GO TO Q. 52** **41% Total NO**
- 6% Undecided/don't Know ----- **GO TO Q. 52**
- 3% Refused ----- **GO TO Q. 52**

___ 50c. How much more per year would you be willing to pay in property taxes?

\$ _____ **Code “Nothing/Undecided/refused” as Double Zero**
mean: \$82.37
median: \$50.00

___ 52. How about -- A Community Recreation Center without other improvements -- what rating would you give on a zero to ten scale, with zero meaning that it's not a priority at this time and 10 meaning that it is a very high priority and needs to be paid for right away?
[IF UNDECIDED, CODE 99]

low priority											high priority	
<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>undec</u>	
20%	2%	6%	8%	7%	25%	3%	10%	5%	2%	12%	--%	
mean: 4.553					median: 5.000							

**If a rating of “6” or above is given, ask 52a. and 52b.
 Otherwise Go To Q. 54**

___ 52a. If you knew that other township services would have to be drastically cut or eliminated in order to properly finance a Community Recreation Center, would it still remain an issue of high priority for you, or would you rather not see other services cut for the sake of this issue?

- 30% Still a high priority
- 56% Don't cut other services for this
- 10% Undecided/don't know
- 4% Refused

___ 52b. Instead of cutting or eliminating other township services, would you vote Yes to support a special millage to increase property taxes to pay for a Community Recreation Center, or would you vote No? **IF UNDECIDED, ASK:** “Well if a millage election were held today and you had to decide right now, would you lean toward voting YES to increase your property tax bill to pay for a Community Recreation Center, or would you lean toward voting NO?”

- 54% Yes ----- **ASK Q. 52c.**
- 5% Lean Yes **ASK Q. 52c.** **59% Total YES**
- 28% No ----- **GO TO 54**
- 3% Lean No **GO TO 54** **31% Total NO**
- 4% Undecided/don't know ----- **GO TO 54**
- 6% Refused ----- **GO TO 54**

___ 52c. How much more per year would you be willing to pay in property taxes?

\$ _____ Code “Nothing/Undecided/refused” as Double
Zero
mean: \$75.62
median: \$50.00

Finally, I would like to ask you a few questions about yourself, for statistical purposes only.

___ 54. Could you please tell me in what year you were born?

[RECORD YEAR HERE _____ AND THEN CODE BELOW]

- 5% 18 to 24 years -- (1977 to 1983)
- 3% 25 to 29 years -- (1972 to 1976)
- 8% 30 to 35 ----- (1966 to 1971)
- 10% 36 to 40 ----- (1961 to 1965)
- 19% 41 to 49 ----- (1952 to 1960)
- 11% 50 to 55 ----- (1946 to 1951)

17% 56 to 64 ----- (1937 to 1945)
 25% 65 and over ----- (1936 or before)
 2% Don't know/refused

___ 55. Do you have school age children, age 18 or younger, living in your household?

28% Yes
 71% No
 % Undecided/don't know
 1% Refused

___ 56. Generally speaking, do you consider yourself a Republican or a Democrat?

(IF DEMOCRAT) Would you consider yourself a strong Democrat or a not very strong Democrat?

(IF INDEPENDENT) Would you consider yourself closer to the Republican or Democratic Party?

(IF REPUBLICAN) Would you consider yourself a strong Republican or a not very strong Republican?

21%	Strong Democrat	
10%	Not strong Democrat	
4%	Independent-lean Democrat	35% Total DEMOCRAT
15%	Independent	
9%	Independent-lean Republican	
11%	Not strong Republican	
24%	Strong Republican	44% Total REPUBLICAN
2%	Other	17% INDEP./OTHER
4%	Don't know/refused	

__57. What is the last grade or level of schooling you completed? (**DO NOT READ -- CODE RESPONSE**)

4% 1st to 11th Grade
28% High School Graduate
4% Non-college post high school (technical training)
25% Some college
24% College graduate
15% Post graduate school
-- % Undecided/don't know
-- % Refused

__58. What is your race or ethnic background - are you White, African American, Hispanic, Asian, or a mixed-race?

93% White
1% African American/Black
1% Hispanic (Puerto Rican, Mexican-American etc.)
2% Asian
2% Mixed race
1% Other
-- % Don't know/refused

__59. Would you please tell me into which of the following categories your total yearly household income falls --- including everyone in the household? Please stop me when I get to the category that applies to you? (**READ LIST --- 1 to 7**)

2% Under \$15,000
12% \$15,000 to \$30,000
12% \$30,000 to \$45,000
19% \$45,000 to \$60,000
11% \$60,000 to \$75,000
13% \$75,000 to \$100,000
10% Over \$100,000
7% Retired (*volunteered* - **ASK: But is there an income category I read that would apply to your household?**)
14% Refused

__60. Sex of respondent (**BY OBSERVATION ONLY**)

46% Male
54% Female

THANK RESPONDENT FOR HIS OR HER TIME AND TERMINATE