

# VIII. IMPLEMENTATION



2013 Master Plan Update

## A. Tenets of Successful Implementation

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This plan is intended to be a policy guide for moving Genoa Township forward, guiding decisions about future physical and economic development. But the plan is more than just a policy guide for Township officials and staff. With the commitment of resources to this planning effort come the high expectations that the recommendations will be implemented, some soon, or others over the next five to ten years.

Transforming the plan's goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results. This chapter synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality.

### Commitment

Successful plan implementation will be directly related to a committed township leadership. While elected and appointed officials - the Township Supervisor, Manager, Township Board, and Planning Commission - will have a strong leadership role, many others - Township department directors, staff, and leaders from the community's institutions and organizations - will also be instrumental in supporting the plan.

However, commitment reaches beyond just these individuals and includes the array of individuals with an interest and stake in the future. Citizens, landowners, developers, and business owners who will be impacted by how Genoa Township changes must unite toward the plan's common vision.

### Integrate with Capital Improvements

Township officials and departments must embrace the plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the Township's engineering division can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations, or the planning and building department through site plan review. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the plan when making decisions and setting priorities.

### Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction. Other planning efforts for subareas, corridors, and community facilities should be in harmony with the master plan. Finally, the plan should be used when reviewing development proposals and referenced in related reports and studies.

## Partnerships

While the Township is in a position to coordinate many of the plan's implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders having key roles in either the township or region must all participate. Partnerships may range from sharing information to funding and shared promotions or services.

Municipal government cannot and should not do it all. Only through public/private collaboration can the plan's vision be realized. What can these partnerships do that the Township cannot do alone?

- **Solve Larger Issues.** Many issues are beyond the control of individual jurisdictions and require cooperation, including major infrastructure improvements, non-motorized options, and economic development.
- **Meeting Expectations for Public Services.** Economic conditions make it more difficult for individual communities to meet residents' needs and expectations. More sharing of resources and eliminating duplicated efforts may result in more cost effective ways of providing essential community services.

## Evaluation and Monitoring

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments are required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities.

Any more detailed subarea plans should be adopted as master plan amendments. The plan should be reviewed at least every five years. Updates should reflect changing conditions, unanticipated opportunities, and acknowledge the implementation to date.

## Roles of the Supervisor and Township Board

The Supervisor and Township Board must be solidly engaged in the process to implement the plan. Their responsibilities will be to prioritize various action items and establish timeframes by which each action must be initiated and completed. They must also consider and weigh the funding commitments necessary to realize the township's vision, whether involving capital improvements, facility design, municipal services, targeted studies, or changes to development regulations, such as municipal codes, the zoning ordinance and procedures.

## Planning Commission as Facilitators

The Planning Commission is charged with overseeing plan implementation and is empowered to make ongoing land use decisions. As such, it has a great influence on how sustainable Genoa Township

will be. Therefore, several tasks in the Action Plan are the responsibility of the Planning Commission and its staff.

As an example, the Planning Commission is charged with preparing studies, ordinances, and certain programmatic initiatives before they are submitted to the Township Board. In other instances, the Planning Commission plays a strong role as a “Plan Facilitator” overseeing the process and monitoring its progress and results. Together, Township staff and the Planning Commission must be held accountable, ensuring the township’s master plan impacts daily decisions and actions by its many stakeholders.

## **B. Zoning Recommendations**

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Zoning is a key mechanism for achieving the desired land use pattern and quality of development advocated in the plan. This section provides a useful guide relative to the inconsistencies between current zoning patterns and proposed future land use designations.

Because the Future Land Use Plan is a long range vision of how land uses should evolve over time, it should not be confused with the Township’s zoning map, which is a current (short term) mechanism for regulating development. Therefore not all properties should be immediately rezoned to correspond with the plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period of time (5+ years).

Review of the Existing Land Use map in comparison to the Future Land Use map reveals a gradual transition to the planned land use pattern. Achievement of this goal will be gradual particularly where established businesses and homes are located in areas intended for other types of uses in the long term.

In addition, the Future Land Use map (Map x) is generalized. More detailed evaluation would be required as part of any rezoning consideration.

The plan categories correspond to zoning districts, but there is some generalization. The following table provides a zoning plan indicating how the future land use categories in this master plan relate to the zoning districts in the zoning ordinance. In certain instances, more than one zoning district may be applicable to a future land use category. Notes are provided to guide the Planning Commission in determining the appropriate zoning district based upon the context of the surrounding area.

<b>Zoning Districts</b>	Agriculture/Country Estate	Large Lot Rural Residential	Low Density Residential	Small Lot Single Family Residential	Medium Density Residential	High Density Residential	Manufactured Housing	Neighborhood Commercial	General Commercial	Regional Commercial	Mixed-Use Town Center	Office	Industrial	Research and Development	Public/Institutional Utilities	Private Recreation	Interchange Campus	Interchange Commercial
AG – Agricultural District																		
CE – Country Estate District																		
RR – Rural Residential																		
LDR – Low Density Residential																		
SR – Suburban Residential																		
UR – Urban Residential																		
LRR – Lakeshore Resort Residential																		
MDR – Medium Density Residential																		
HDR – High Density Residential																		
MHP – Manufactured Housing Park																		
PRF – Public and Recreational Facilities District																		
NSD – Neighborhood Services District																		
OSD – Office Service District																		
GCD – General Commercial District																		
RCD – Regional Commercial District																		
IND – Industrial District																		
R-PUD – Residential Planned Unit Development Overlay District																		
MU-PUD – Mixed Use Planned Unit Development District																		
NR-PUD – Non-residential Planned Unit Development District																		
RD-PUD – Redevelopment Planned Unit Development Overlay District																		
PID – Planned Industrial Development District																		
TCOD – Town Center Overlay District																		
New Form-Based District #1																		
New Form-Based District #2																		

Zoning changes in accordance with the plan should be made gradually so that change can be managed. The Future Land Use map as well as

the plan's goals and recommendations should be consulted to judge the merits of a rezoning request. In review of rezoning and development proposals, the Township should consider the following sequencing standards:

- Is the proposed rezoning consistent with the policy statements and future land use plan recommended in this study. If not, is it reasonable to change the plan? There should be justification for a deviation from the plan. The Planning Commission could require an amendment to the plan before approval of a contrary zoning request.
- Is the timing for the zoning change correct?
- Is there reason to believe that the property owner cannot realize a reasonable rate of return with any use allowed under the current zoning classification? (i.e. is use under current zoning viable?) The right to a "reasonable" use of the property, is not necessarily the most profitable use.
- Are all of the permitted uses allowed under the requested zoning district compatible with surrounding land uses and zoning?
- Is the environment of the site capable of accommodating the list of uses permitted under the requested zoning classification?
- Is the proposed change in keeping with the growth management plan? Is there sufficient public infrastructure (street, sewer and water capacity) to accommodate the host of uses allowed under the requested zoning classification? If not, is mitigation being proposed to accommodate the impacts?
- Is the site large enough to meet all requirements for setbacks, area, utilities and driveway spacing?

If the response to all those questions is affirmative, then the Township should approve the rezoning. If the response to one or more of the questions is "no" then substantial evidence should be provided by the applicant to justify the change.

***Zoning changes following the future land use plan may be made over time if conditions warrant:***

- ***Consistency with the Master Plan.***
- ***Timing.***
- ***Reasonable use of land.***
- ***Compatibility with surrounding land uses.***
- ***Environmental conditions.***
- ***Infrastructure capacity.***
- ***Suitability of the lot to meet zoning requirements.***

## C. Action Plan

The following table provides a summary list of the recommendations contained in this plan and alternative implementation tools for each.

Plan Recommendation	Implementation Mechanisms
<b>Natural Resources Management</b>	
Lower density zoning districts for areas with significant fragile natural resources.	<ul style="list-style-type: none"> <li>&lt; Maintain lower density Country Estate and Rural Residential zoning districts.</li> </ul>
Natural features setbacks from wetlands, creeks, ponds and lakes.	<ul style="list-style-type: none"> <li>&lt; Maintain setback requirements from waterways in Zoning Ordinance.</li> <li>&lt; Utilize clustering allowed by PUD to preserve wetlands as open space and provide greater setbacks from shorelines.</li> </ul>
Protect natural topography and vegetation on areas with steep slopes.	<ul style="list-style-type: none"> <li>&lt; Maintain setback requirements from waterways in Zoning Ordinance.</li> <li>&lt; Utilize clustering allowed by PUD to preserve steep slopes as open space.</li> <li>&lt; Adopt slope based density regulations to reduce allowable density on steep slopes.</li> </ul>
Storm water management to protect the quality of natural waterways and adjacent properties.	<ul style="list-style-type: none"> <li>&lt; Adopt Township Stormwater Ordinance.</li> </ul>
Protect quality of ground and surface water from contamination by septic disposal or hazardous materials.	<ul style="list-style-type: none"> <li>&lt; Provide sanitary sewer service to existing higher density residential areas.</li> <li>&lt; Minimize residential densities in areas where public sewer is not available.</li> <li>&lt; Require all uses that handle hazardous materials to prepare a pollution incident prevention plan and provide secondary containment and other necessary protection measures.</li> <li>&lt; Prohibit floor drains for industrial uses from discharging to storm or sanitary sewer.</li> </ul>
Restore natural wetlands that have been altered from their natural state.	<ul style="list-style-type: none"> <li>&lt; Require PUD's to restore previously disturbed wetlands as a qualification condition for PUD approval.</li> <li>&lt; Incorporate restoration of wetlands into drainage design for new development.</li> </ul>
Manage boat usage to prevent overcrowding and degradation of lake quality.	<ul style="list-style-type: none"> <li>&lt; Maintain keyhole ordinance.</li> <li>&lt; Adopt additional lake access regulations.</li> </ul>
Preserve natural vegetation.	<ul style="list-style-type: none"> <li>&lt; Utilize clustering allowed by PUD to preserve steep slopes as open space.</li> <li>&lt; Require natural buffer zones along public road frontages.</li> </ul>



Land Use	
Implement future land use plan.	<ul style="list-style-type: none"> <li>&lt; Maintain current zoning that is consistent with Future Land Use Plan</li> <li>&lt; Gradually rezone properties to the Future Land Use Plan when timing and other conditions are met.</li> </ul>
Maintain growth boundaries.	<ul style="list-style-type: none"> <li>&lt; Do not extend sewer or water services outside of growth boundary.</li> <li>&lt; Promote infill development within growth boundary and do not rezone land outside of the growth boundary to allow higher density residential or commercial uses.</li> <li>&lt; Evaluate growth boundary with each regular Master Plan update to ensure there is land available for infill development</li> </ul>
Develop Genoa Town Center.	<ul style="list-style-type: none"> <li>&lt; Maintain form-based zoning regulations for the Town Center to ensure all development and redevelopment in this area is consistent with the intent to create a traditional, walkable neighborhood.</li> <li>&lt; Prepare an overall concept plan for this area to coordinate development between adjacent sites.</li> <li>&lt; Develop streetscape standards for this area including sidewalks, landscaping, street lighting, street furniture, public art and plazas.</li> <li>&lt; Utilize PUD regulations to coordinate development of larger sites.</li> </ul>
Implement I-96/Latson Road Subarea Plan.	<ul style="list-style-type: none"> <li>&lt; Adopt form-based districts.</li> <li>&lt; Ensure infrastructure can support new development.</li> <li>&lt; Adopt additional access management standards for roads adjacent to interchange.</li> <li>&lt; Require design of developments to preserve buffers along adjacent residential.</li> </ul>
Transportation	
Grand River Avenue improvements, including signalization, road widening, median, and service drives, as detailed in the Grand River Avenue Corridor Plan.	<ul style="list-style-type: none"> <li>&lt; Coordinate with MDOT and LCRC.</li> <li>&lt; Special Assessment District.</li> <li>&lt; Require proportionate share of improvements as a condition of development approvals.</li> </ul>
Road Widening	<ul style="list-style-type: none"> <li>&lt; Coordinate with MDOT and LCRC.</li> <li>&lt; Require proportionate share of improvements as a condition of development approvals.</li> <li>&lt; Regulate residential densities and the location of traffic intense uses to minimize need for road widening.</li> </ul>



Road Paving	<ul style="list-style-type: none"> <li>&lt; Coordinate with LCRC.</li> <li>&lt; Require proportionate share of improvements as a condition of development approvals.</li> <li>&lt; Regulate residential densities to minimize traffic on gravel roads.</li> </ul>
Intersection Improvements	<ul style="list-style-type: none"> <li>&lt; Coordinate with MDOT and LCRC.</li> <li>&lt; Special Assessment District.</li> </ul>
Access Management	<ul style="list-style-type: none"> <li>&lt; Coordinate with MDOT and LCRC.</li> <li>&lt; Regulate access through Zoning Ordinance access management standards.</li> </ul>
New Road Development	<ul style="list-style-type: none"> <li>&lt; Require adequate roadways within all new development through subdivision and condominium regulations.</li> </ul>
<b>Greenways, Pathways and Recreation</b>	
Provide for recreational areas	<ul style="list-style-type: none"> <li>&lt; Work with Livingston County, school districts and the cities of Brighton, and Howell to provide recreational facilities for the area.</li> <li>&lt; Require private neighborhood recreational areas within all residential developments.</li> <li>&lt; Obtain grant to acquire site for future Township park.</li> <li>&lt; Private investment and donations.</li> </ul>
Provide for conservation greenways	<ul style="list-style-type: none"> <li>&lt; Utilize clustering allowed by PUD to preserve ecological and riparian corridors as natural open space.</li> <li>&lt; Private investment and donations.</li> </ul>
Develop bike path system for Township	<ul style="list-style-type: none"> <li>&lt; Provide dedicated millage for bike path construction.</li> <li>&lt; Include bike paths in Township Capital Improvement Plan</li> <li>&lt; Work with LCRC to include bike paths with road projects.</li> <li>&lt; MDNR funds for pathways.</li> <li>&lt; Private investment and donations.</li> <li>&lt; Require all developments to construct bike paths along site frontages, where designated in plans.</li> </ul>

## D. Township Implementation Funding Sources

### **Dedicated Millage**

Special millage can be used to generate revenues for a specific purpose. The Township could consider opportunities for special millage to implement recommendations in the Master Plan. For example, several Michigan communities have special land acquisition fund that is supported by a one-quarter mill property tax. A land acquisition fund would be a useful tool to promote right-of-way widening or dedication in Genoa Township. Other communities have millages to fund road improvements, bike path programs and parkland acquisition.

### Special Assessment

Special assessments are compulsory contributions collected from the owners of property benefited by specific public improvements (paving, drainage improvements, etc.) to defray the costs of such improvements. Special assessments are apportioned according to the assumed benefits to the property affected. Special assessment funding might prove useful to implement roadway paving, streetscape improvements, secondary access drives in districts fronting on arterial streets and to construct new roads, as necessary and appropriate. These programs are particularly helpful for improving and upgrading older local roads.

### Bond Programs

Bonds are among the principal sources of financing used by communities to pay for capital improvements. General obligation bonds are issued for specific community projects and are paid off by the general public via property tax revenues. Revenue bonds are issued for construction of projects that generate revenue (i.e. parking structures, etc.). These bonds are retired, or serviced, using income generated by the project.

### Tax Increment Financing

Tax increment financing is authorized by the Downtown Development Authority Act and Local Development Finance Authority Act. When a tax increment finance district is established, the stated equalized assessment value of all properties within the district is recorded. Every year thereafter, the property tax revenue generated by any increase in the total stated equalized value is "captured" by the responsible organization to finance improvements established in the overall development plan. The development plan is a required document illustrating all proposed improvements within the district. Often, revenue bonds are used to finance the improvements and the tax increment revenues are used to repay the bonds. This tool could also prove to be a valuable tool for roadway improvements within the Township.

### Michigan Natural Resources Trust Fund

MNRTF provides funding assistance for state and local outdoor recreation needs, including land acquisition and development of recreation facilities. This assistance is directed at creating and improving outdoor recreational opportunities and providing protection to valuable natural resources. These are grants between \$15,000 and \$500,000 with a required minimum local match of 25 percent. This grant is ideal for implementing land acquisition and park development goals in the future.

### Land and Water Conservation Fund

LWCF provides funding assistance for communities to acquire and develop land for outdoor recreation. The minimum award is \$15,000 and the maximum of \$500,000. The eligibility criterion emphasizes preservation of natural resources such as waterways. This grant is ideal for land acquisition that is intended for passive recreation and open space in the future.

### Michigan Natural Resources Tree Planting Grants

Through the Michigan Department of Natural Resources, there are three tree planting grant programs that will assist in funding landscape enhancements at the parks and re-forestation projects. The township was awarded some tree planting monies to plant trees at the Township Hall.