

APPENDIX A: FISCAL IMPACT ANALYSIS

Mission

The Fiscal Impact Analysis Sub-Committee (FIAS) was established by the larger Comprehensive Plan (Plan) Committee charged with making revisions to the Plan. The FIAS was charged with assessing the financial status of the Township and its potential ability to support additional Township needs and desires that might arise from the “visioning” process and the revisions to the Comprehensive Plan. Once work on these two items is completed, priorities can be established, cost estimates can be prepared and a feasibility analysis can be conducted in terms of whether or not current and future revenues will support new or revised initiatives.

The FIAS began in 2006 by interviewing all Township Department Heads, the Township Administrator and the Township Fiscal Officer. During this process, the FIAS compiled and analyzed Township budget information on revenues and expenses covering the past seven years as well as property valuation trends and current and potential land uses. The following data is attached (**some information may need to be corrected after the State audit of 2007 Township financial transactions**):

Statistical Information

- **Attachment A – Township Revenue 2001 thru 2007** - This shows that revenue increases have leveled off. Further increases will be minimal due to the diminished rate of new construction, potential reduction in gasoline tax receipts caused by less driving, and, most importantly, the decision of Delaware County not to reassess property values. The accounts for General Government, Road and Bridge, Public Safety and Fire Protection are the only ones with fixed millage rates – which must be periodically renewed. The income for other accounts varies based upon fees collected, usage rates and taxes collected.
- **Attachment B – Township Expenditures 2001 thru 2007** - Expenditures are clearly increasing and will probably approach \$10,000,000 in 2008. Aging infrastructure, some growth, cost increases for road maintenance supplies, general inflation rates and, in particular, gasoline price increases appear to be the primary causes.
- **Attachment C – Unencumbered Cash Balances at the Beginning of the Year 2002 thru 2008** - This shows the amount of funds available at the beginning of each year carried over from prior years. There was an apparent surplus of \$10,224.551 at the beginning of 2008 (**still subject to audit**) for all funds. However, note that with the exception of the General Government Fund, all other funds have restricted uses. From this standpoint, the surpluses are deceptive since funds such as Roads, Public Safety and Fire Protection come from specific tax levies and may be exhausted by levy renewal times. In reality, only the General Government Fund can be identified as having surplus funds available for unrestricted expenditures. These surpluses – restricted and unrestricted – should also be regarded as “rainy day” funds in the event of revenue shortfalls or unanticipated expenditures.

- **Attachment D – Genoa Township Property Values** - This chart shows the distribution of assessed property values by category, and the decrease in the growth of assessed values from year to year. Given the relatively small amount of land left to be developed (see Attachment E), the recent slowdown in the housing industry and stable - if not declining - property values, there is little likelihood that future development will be a significant source of increased tax revenues.
- **Attachment E – Genoa Township Land Use, Population Growth, and Building Permits** - This chart is included to present a perspective on potential growth. A comparison of the 2004 status to the 2007 status shows a decrease of nearly 900 acres in developable land, and there are only 2346 acres of undeveloped land left in the Township (17% of the total and less than 15% if unsuitable land is taken out). The bulk of this is zoned low density Rural Residential. Much of the undeveloped land is not appropriate for non-residential development. This means a slowing growth rate (see the permit data). The Delaware Regional Planning Commission projects a “build out date” of 2015. Growth could also be reduced by annexation on the north and east borders of the Township.

Fiscal Observations

Based upon the interviews and the data described above, there are several observations and concerns:

1. The Township has sufficient revenue and reserve funds to meet current needs. However, a long-term capital and operating expense budget is needed for comparison with anticipated revenue and for determining the millage needed for future tax levies.
2. The Township does not receive sales tax or income tax generated by commercial, retail and industrial developments. The Township millage levy on these developments is the same as for residential development and is based upon their assessed value. It is even possible that residential as compared to non-residential development on an equivalent amount of land would produce nearly the same revenue amount for the Township – particularly if the additional costs the Township would bear to support non-residential development are considered. These determinations are complex and are affected by the scale, the value of improvements (the Township benefits from an above average residential value), costs of community services, sustainability, etc. Each proposal must be analyzed on its own merits, including consideration of community priorities as expressed in the Visioning Report.
3. The financial benefits and costs of development of any kind primarily affect the schools and county. The Township and its Departments receive only the authorized millage on the assessed valuation of any type of development. Depending on location, one or more of the three School districts in the Township would benefit from non-residential development, but the benefits would not be distributed equally in terms of benefit to all Township residents. This situation further complicates any analysis of what governmental entities and what residents would benefit from or bear the community service costs of either residential or

non-residential development.

4. The Visioning Process identified a desire by residents for additional services and amenities. These include such things as a community center, additional parkland, development of existing parks, additional bike and pedestrian trails, improved roads, a splash pad, etc. Most of these items are not recognized in current Township budgeting and would require raising additional revenue from some source. More community outreach needs to be done to determine the priority residents would give to these “visions” and to test the acceptability and viability of various forms of financing (user fees, tax levies, etc.).
5. Based upon the analysis done by the Fiscal Impact Sub-Committee, the Comprehensive Plan Committee believes that the cost of expanded services and facilities have little likelihood of being supported from current and projected tax revenues. Any resident-supported plan for a specific project will have to identify new revenue sources – tax levies, fees, grants, etc. There may be some efficiency to be gained in Township Departmental operations, but any savings are likely to do no more than offset the slowing growth in revenues and ever-increasing expenditures.
6. Although each Township Department prepares an annual budget, there is no consolidated budget for the entire Township that shows projected revenues, expenses and surpluses (losses) for each account. With some exceptions (notably the Police and Fire Departments), there are no long-range projections for operating expenses (3-5 years), capital improvements and expenditures (5-10 years) or revenue streams (at least 5 years). This makes it difficult to assess the possibility of financing additional services and facilities.
7. A significant portion of the current surpluses in most fund accounts will probably be drawn down over the next 3 years to meet planned capital and operating costs, with minimal amounts protected as “rainy day” funds. New levies will be needed in 2010 for Police and Fire. The long-term projections will be needed by the Tax Levy Committees for determining the amounts to be requested in future tax levies. The Committees will also need assistance in determining what kind of expansion of services and facilities the Township residents desire and are willing to support.

Conclusion:

In terms of planning for and managing the revenue streams needed to meet future needs identified by the “Visioning” process and the objectives of the revised Comprehensive Plan, the Township should consider using a Consolidated (all Departments and Fund Accounts) 5-Year Plan for both Capital and Operating Expenditures and Revenues, coupled with an Annual Budget, both to be updated annually via a public process. The Sub-Committee and Comprehensive Plan Committee recommend that the Trustees establish a Township Financial Advisory Board that includes residents to assist and participate in this effort.

The details of this recommendation are included as Appendix B to the Comprehensive Plan.

ATTACHMENT A

GENOA TOWNSHIP REVENUES BY YEAR

Fund #	2001	2002	2003	2004	2005	2006	2007
1000 Total General Government	\$1,674,369	\$1,303,414	\$1,516,848	\$1,627,799	\$1,795,624	\$2,529,623	\$2,137,740
2011 Motor Vehicle License Tax	\$9,230	\$70,099	\$27,100	\$29,134	\$31,819	\$36,556	\$10,550
2021 Gasoline Tax	\$52,661	\$46,747	\$65,342	\$89,813	\$120,311	\$163,403	\$180,963
2031 Road and Bridge	\$586,039	\$936,866	\$845,513	\$900,799	\$982,071	\$1,057,022	\$1,091,405
2041 Cemetery	\$6,996	\$7,871	\$4,768	\$10,285	\$8,129	\$10,098	\$6,152
2081 Police Grants	\$2,377			\$388		\$2,612	
2191 Total Public Safety	\$1,687,892	\$2,039,925	\$2,255,699	\$2,441,828	\$2,633,606	\$2,605,929	\$2,692,707
2192 Total Fire Protection	\$1,690,215	\$2,054,155	\$2,250,705	\$2,428,937	\$2,595,586	\$2,546,121	\$2,660,788
2231 Permissive Motor Vehicle Tax	\$106,269	\$53,895	\$110,952	\$133,275	\$157,216	\$181,558	\$216,608
2261 Law Enforcement Trust						\$30,598	\$11,023
2271 Public Safety Enf and Edu	\$923	\$2,620	\$2,468	\$3,031	\$1,705	\$1,564	\$5,289
2901 Parks	\$19	\$16					\$5,000
2902 TIF Fund		\$279,021	\$217,969	\$213,473	\$283,936	\$316,650	\$349,005
2903 FEMA			\$13,540		\$19,874		
3101 General (bond/note) Retirement							
4901 Police Capital Projects			\$500,000	\$59,766	\$250,000		
4902 Fire Capital Projects			\$300,000	\$200,000	\$1,000,000		
4903 Big Walnut/Worthington Rd Fund							\$66,442
Totals	\$5,816,990	\$6,794,629	\$8,110,904	\$8,138,228	\$9,879,877	\$9,481,734	\$9,433,672

ATTACHMENT B

GENOA TOWNSHIP EXPENDITURES BY YEAR

Fund #	FY 2001 Spent	FY 2002 Spent	FY 2003 Spent	FY 2004 Spent	FY 2005 Spent	FY 2006 Spent	FY 2007 Spent
General Government							
Administrative	\$324,242	\$388,308	\$460,181	\$556,984	\$507,697	\$518,708	
Buildings and Grounds	\$51,512	\$91,088	\$188,740	\$189,782	\$191,066	\$164,738	
Zoning	\$159,417	\$154,140	\$216,666	\$221,963	\$215,455	\$256,649	
Health	\$4,996	\$18,007	\$11,109	\$4,642	\$1,417	\$1,224	
Parks and Recreation	\$85,858	\$120,689	\$70,786	\$33,899	\$33,403	\$61,504	
Capital Outlay	\$150,316	\$1,680,875	\$545,590	\$511,160	\$233,573	\$1,004,785	
Other Financing	\$58,000	\$87,379	\$19,804	\$0	\$0	\$0	
Cemetery							
1000 Total General Government	\$966,862	\$2,616,079	\$1,631,482	\$1,521,826	\$1,208,094	\$2,007,611	\$1,566,192
2011 Motor Vehicle License Tax		\$41,334	\$65,440			\$12,600	\$42,637
2021 Gasoline Tax	\$66,012	\$90,090	\$45,000	\$41,083	\$36,528	\$92,500	\$136,503
2031	\$441,635	\$801,348	\$792,924	\$794,810	\$962,351	\$738,126	\$904,306
2041 Cemetery	\$7,060	\$1,628	\$1,932	\$1,913	\$2,014	\$1,706	\$2,189
2081 Police Grants							
2191 Total Public Safety	\$1,297,923	\$1,816,485	\$2,536,095	\$2,102,923	\$2,464,753	\$2,978,343	\$2,826,224
2192 Total Fire Protection	\$1,941,782	\$1,855,396	\$2,301,439	\$1,777,984	\$2,891,179	\$3,040,515	\$3,405,126
2231 Permissive Motor Vehicle Tax	\$76,918	\$89,097	\$96,522	\$60,412	\$28,847	\$90,784	\$179,447
2261 Law Enforcement Trust							\$15,755
2271 Pub Sfty Enf and Edu					\$4,249		
2901 Parks	\$4,033						
2902 TIF Fund		\$7,143	\$477,645	\$110,119	\$372,837	\$94,766	\$152,132
2903 FEMA			\$13,540		\$19,874		
3101 General (bond/note) Retirement							
4901 Police Capital Projects			\$59,766	\$59,766			
4902 Fire Capital Projects							
4903 Big Walnut/Worthington Rd Fund							\$492
TOTAL EXPENDITURES	\$4,802,225	\$7,318,600	\$8,021,785	\$6,470,836	\$7,990,726	\$9,056,951	\$9,231,003

INCLUDES OUTSTANDING ENCUMBRANCES

ATTACHMENT C

UNENCUMBERED CASH BALANCES THE BEGINNING OF EACH YEAR

Fund Nbr	BOY 2002	BOY 2003	BOY 2004	BOY 2005	BOY 2006	BOY 2007	BOY 2008
1000 Total General Government	\$2,272,224	\$986,665	\$877,740	\$1,069,317	\$1,660,531	\$2,213,153	\$2,842,125
2011 Motor Vehicle License Tax	\$46,502	\$75,267	\$63,755	\$92,889	\$124,708	\$148,774	\$116,687
2021 Gasoline Tax	\$59,222	\$49,150	\$69,491	\$118,221	\$204,222	\$275,124	\$412,084
2031 Road and Bridge	\$222,672	\$359,214	\$458,830	\$564,936	\$603,092	\$925,941	\$1,119,974
2041 Cemetery	\$13,120	\$19,364	\$22,200	\$30,571	\$36,686	\$45,356	\$49,318
2081 Police Grants	\$2,377	\$2,377	\$2,377	\$2,765	\$2,764	\$5,377	\$5,377
2191 Total Public Safety	\$713,440	\$1,012,448	\$860,003	\$1,200,708	\$1,406,455	\$1,134,610	\$1,176,363
2192 Total Fire Protection	\$194,847	\$710,992	\$1,068,353	\$1,727,095	\$1,438,215	\$963,091	\$1,183,099
2231 Permissive Motor Vehicle Tax	\$187,710	\$152,507	\$181,444	\$254,307	\$382,676	\$473,452	\$510,611
2261 Law Enforcement Trust	\$650	\$650	\$650	\$650	\$650	\$31,248	\$26,595
2271 Pub Sfty Enf and Edu	\$1,256	\$3,876	\$6,343	\$9,375	\$6,631	\$8,395	\$13,684
2901 Parks	\$1,172	\$1,188	\$1,188	\$1,188	\$1,188	\$1,188	\$6,188
2902 TIF Fund		\$271,877	\$12,200	\$115,254	\$26,352	\$248,236	\$445,109
2903 FEMA							
3101 General (bond/note) Retirement	\$1,387	\$1,387	\$1,387	\$1,387	\$1,387	\$1,387	\$1,387
4901 Police Capital Projects			\$440,234	\$500,000	\$750,000	\$750,000	\$750,000
4902 Fire Capital Projects			\$300,000	\$500,000	\$1,500,000	\$1,500,000	\$1,499,508
4903 Big Walnut/Worthinton Rd Fund							\$66,442
Totals	\$3,716,579	\$3,646,962	\$4,366,195	\$6,188,663	\$8,145,757	\$8,725,332	\$10,224,551

ATTACHMENT D

GENOA TOWNSHIP PROPERTY VALUES (All data from Auditor's Website)

	Tax Year				% of Value 2007
	2004	2005	2006	2007	
Residential	\$665,230,410	\$821,198,900	\$865,607,810	\$893,544,060	96.25%
Farm	\$4,095,420	\$2,693,250	\$2,570,960	\$2,568,040	0.28%
Industrial	\$2,945,300	\$3,738,580	\$3,745,760	\$3,806,180	0.41%
Commercial	\$19,323,660	\$18,868,970	\$19,280,880	\$17,812,180	1.92%
Pub Utilities Realty		\$0	\$0	\$0	0.00%
Public Utilities Pers. Prop.	\$9,728,030	\$9,502,320	\$9,130,400	\$8,737,160	0.94%
Tangible Pers. Prop	\$6,307,172	\$4,545,594	\$3,462,319	\$1,920,820	0.21%
Grand Totals	\$707,629,992	\$860,547,614	\$903,798,129	\$928,388,440	100.00%

VALUATION INCREASES BY YEAR (\$ AND %)				
	Assessed Valuation	Year to Year Increase in \$	Percentage Increase	
2007	\$928,388,440	\$24,590,311	2.72%	
2006	\$903,798,129	\$43,250,515	5.03%	
2005	\$860,547,614	\$152,917,622	21.61%	
2004	\$707,629,992	\$59,865,479	9.24%	
2003	\$647,764,513	\$62,342,042	10.65%	
2002	\$585,422,471	\$115,570,793	24.60%	
2001	\$469,851,678	NA		

ATTACHMENT E

Genoa Township Land Use , Population Growth, and Building Permits

Zoning Category	GENOA TOWNSHIP LAND USE		
	2004		Undeveloped Acreage
	Current Acreage	% Acreage	
Single Family Residential	4900	30.82	
Multi Family residential	201	1.26	
Commercial	130	0.82	
Industrial	53	0.33	
Institution	1291	8.12	
Parkland/Golf Courses	531	3.34	
Agricultural	1640	10.31	1640
Agricultural Vacant Land	43	0.27	43
Residential Vacant Land	1560	9.81	1560
Other Uses - Vacant Land	55	0.35	
Road Right of Way	1089	6.85	
Rivers and Hoover Reservoir	2329	14.65	
Land within Westerville	2077	13.07	
Total	15899	100	3243
Percentage Undeveloped			20.40%
		w/o Westerville	23.62%

Zoning Category	GENOA TOWNSHIP LAND USE		
	2005		Undeveloped Acreage
	Current Acreage	% Acreage	
Single Family Residential	5500	40.06%	
Multi Family residential	208	1.52%	
Commercial	139	1.01%	
Industrial	49	0.36%	
Institution	1497	10.90%	
Parkland/Golf Courses	546	3.98%	
Agricultural	856	6.24%	856
Agricultural Vacant Land	4	0.03%	4
Residential Vacant Land	1496	10.90%	1496
Other Uses - Vacant Land	42	0.30%	
Road Right of Way	1064	7.75%	
Rivers and Hoover Reservoir	2329	16.96%	
Land within Westerville	2077	15.40%	
Total	13730	1.00	2356
Percentage Undeveloped			17.16%

Needs to be reduced by acreage not suited for residential development

POPULATION ESTIMATES	
Built out date projected as 2015	
2000 census population was	11,293
2004 population estimated at	17,544
2005 population estimate	20,344
2010 population estimate	23,209
2015 population estimate	28,454

Residential Bldg Permits	
1998	651
1999	519
2000	735
2001	689
2002	685
2003	632
2004	425
2005	284
2006	192
2007	148
2008 May	31

APPENDIX B: TOWNSHIP FISCAL ADVISORY AND AUDIT COMMITTEE

To facilitate the implementation of the objectives of the Revised Genoa Township Comprehensive Plan; to assist in the analysis and projection of revenues needed to meet the objectives of the Plan and other long-term Township operating and capital needs; and to monitor estimated and actual receipts and expenditures, the Impact Analysis Sub-Committee and the Comprehensive Plan Committee respectfully request that the Trustees appoint a Township Financial Advisory and Audit Committee consisting of one Trustee, the Township Administrator, the Fiscal Officer, and 4 residents to:

- Review the Annual Budgets of each Township Department
- Review the Consolidated Budget for all Township Departments annually
- Review the Long-Term Budgets of each Township Department annually
 - three to five years for operating expenditures
 - five to ten years for capital expenditures
- Review Quarterly Reports of Planned and Actual Expenditures
- Participate in planning and making recommendations for Tax Levies
- Review the Comprehensive Plan annually
- Make recommendations on the foregoing to the Trustees
- Prepare an annual "State of the Township" fiscal report.

The Fiscal Advisory and Audit Committee shall provide comments, advice and guidance in the form of oral or written reports to the Trustees and to Township residents during the preparation, review and approval processes for all budgets and tax levies. The recommendations of the Committee are non-binding.

The Township Administrator shall serve as the Chairperson of the Committee and shall provide such staff support and assistance as the Committee may require. The Committee shall meet on a monthly basis until the first annual and long-term sets of budgets and projections are prepared. Thereafter, the Committee shall meet no less than quarterly, but more frequently upon a request by a majority of the members. All meetings shall be advertised and open to the public.

APPENDIX C: TOWNSHIP ENHANCEMENT REPORT

August 20, 2007

The Town Enhancement Subgroup of the Genoa Township Comprehensive Planning Committee has been charged with summarizing the concepts and ideas for a “Township Identity” and “desired features” as gleaned from the Visioning Sessions conducted by Otterbein College in early 2007. This document is respectfully submitted for that sole purpose. It should be noted that not every township resident attended or responded to the survey, thus this is the best information available to the committee at this time. It should be further noted that as ideas are brought forth for further discussion, there may be more input by broader populations on a specific topic(s) of interest.

The following summarizes the main concepts from the visioning sessions. Additional information regarding each topic is noted in the remaining text of this document.

- *Maintain rural feel* – Overwhelmingly residents expressed a desire to retain the green space and other conservation areas, reservoirs and wildlife.
- *Limit retail development* – There was strong opposition expressed toward “Big Box” retailers and limited support for smaller neighborhood gathering places.
- *Community/Recreation Center, pool, or library* – While there was some support for these amenities; others expressed concerns regarding the funding of these items and the adverse impact on the rural feel of the township.
- *Landmark or Identity* – The desire to define Genoa Township by creating an entry point or a gathering spot was noted.
- *Township maintenance and improvement issues* – A number of items were noted that were not part of “visioning”, but clearly are topics that could be addressed by the township with the goal of improving the quality of life for residents.

The overall feeling conveyed by respondents is that they are pleased with the atmosphere of Genoa Township. Overwhelmingly, they noted the rural small-town feel as being very important. They liked being close to amenities, but not too close. Other oft-mentioned themes were the bike and walking trails, the green space and other conservation areas, the reservoirs, and the wildlife. In fact, there were comments to strive for more parks, green space, and bike trails with connectors to facilitate their usage. The Otterbein faculty conducting the survey noted there are existing state programs that could be explored to preserve the township’s remaining farmland for the future.

Development was mentioned by some of the groups and there was strong opposition to “Big Box” retailers. A small number of respondents indicated a “planned” community retail center with hidden parking might be considered. They indicated they wanted a place to meet neighbors with areas to congregate, often noting bike and walking path connectors. Although

there was some feeling that the taxes generated by these retail entities would benefit the township, further research has found that most of the benefit would be to the county, not the township.

There was some sentiment for a community center, a recreation center, a pool (indoor and/or outdoor), and a community library. It was noted by the facilitators that there was likely an equal sentiment against these items. Often this was due to the potential for increased traffic and taxes. Related to the recreation issues was a request for more children's sports programs. Residential development comments ranged from slowing down future development to no future development. Additionally, low density housing was clearly desirable over higher density housing. Apartments were specifically noted as undesirable.

Creating a "landmark" or an "identity" was noted as preferable. As part of creating an identity, the township administration was encouraged to promote the community and to increase the number of community events. Again, tying the community together via bike and walking paths was noted. Additionally, some respondents said linking neighborhoods by sidewalks would increase safety for children as would crosswalks, specifically by schools.

There were some suggestions that fell more into the township maintenance and improvement arena than true visioning. Issues noted were: adding tornado warning sirens, increasing pond aeration, improving dependability and pricing of utilities, improving cable/internet service (price, competition, channels, and access), reducing freeway noise, improving drainage (streets and runoff), and tightening restrictions on flyer distribution and noise levels in general. Also suggested were improving the township's newsletter, website and the overall communications to residents. Some of the suggestions were related to the county, such as improved roads and intersections and a Route 3 overpass. To facilitate this, it was suggested that there be increased cooperation with the county and surrounding townships and cities.

The Town Enhancement Subgroup suggests that further analysis be done to determine those items that are desired by township residents and that can be done at low/no cost. This may be a topic for future, topic-specific meetings to be held to obtain residents' input. Items that might incur a substantial cost, such as a community center, will need to be addressed in conjunction with the Fiscal Impact group to determine feasibility and possible funding avenues before a credible consideration could be made.

Finally, the Town Enhancement group strongly encourages all parties involved to consider the overarching wishes of the township residents who participated in the survey by retaining the current rural feel of substantial green space and bike/walking paths while considering any improvements.

APPENDIX D: PARKS ADVISORY BOARD RECOMMENDATIONS

The role of parks and trails in Genoa Township is vital to a high quality of life. As a township, we value parks and trails for their positive impact on public health, happiness and community. Given this core value, the Township shall strive in its endeavors to create, maintain and enhance a truly connected community

A Connected Community...

No new development in the township should occur without the careful consideration and inclusion of sidewalks and/or paved bikeways. While many of the townships neighborhoods have sidewalks, the connections between neighborhoods, along arterial roads or from neighborhoods to nearby schools, are frequently missing. The Township should endeavor to create these connections as soon as possible, with a special focus on connections from neighborhoods to school and parks, so that Township residents can use sidewalks and bikeways to access area services and recreational opportunities.

Any road improvement projects along roadways that lack sidewalk or bikeway should be revised to include sidewalk and bikeway. The Township should aggressively advocate for such inclusion on roadway projects within the township conducted by other entities as well (namely Delaware County or ODOT). Finally, the Township should create, budget for and implement a five year schedule of sidewalk and trail improvements that features at least one major trail or sidewalk project each year.

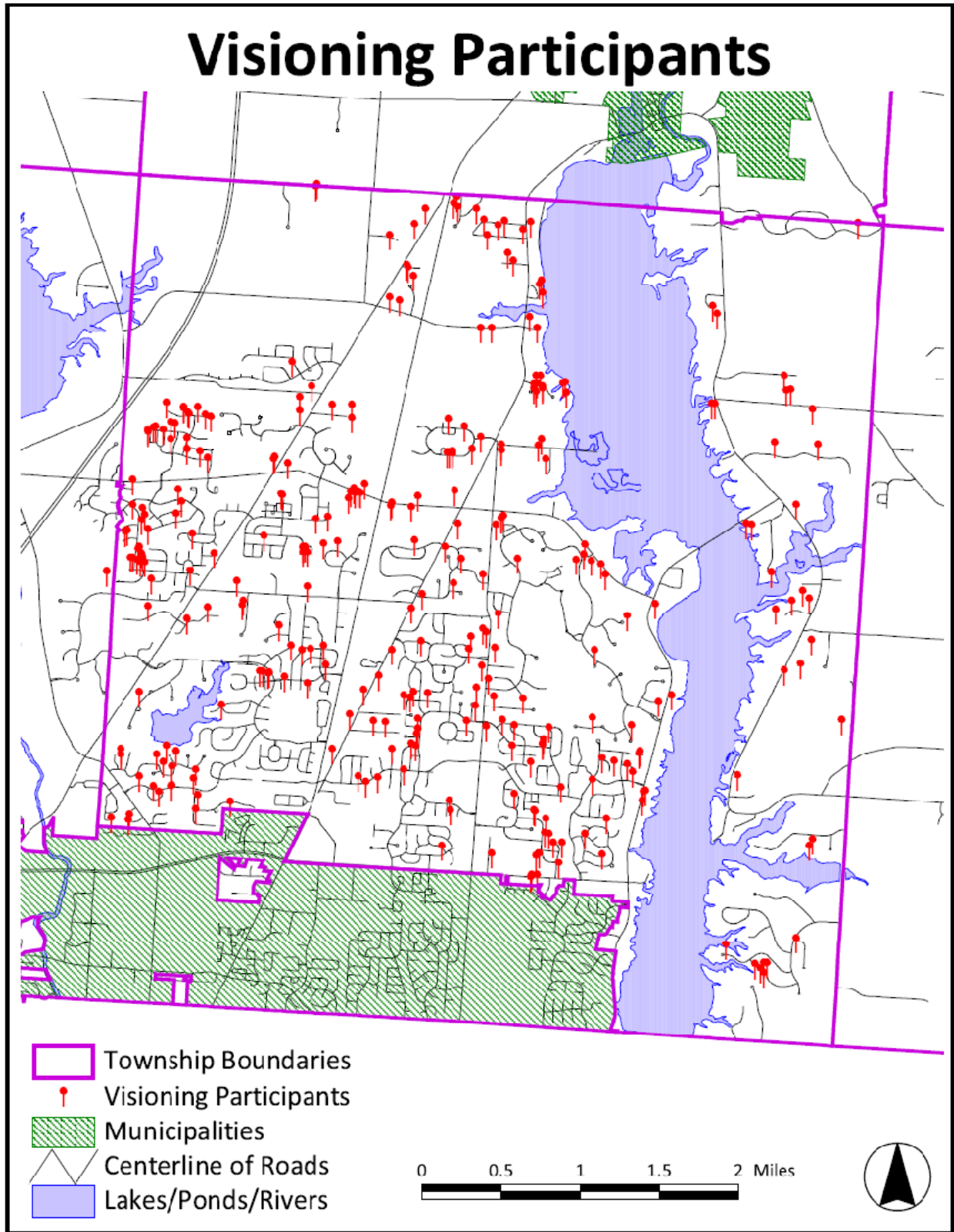
...Punctuated by Parks...

Parks are in many ways the lifeblood of our community, and care and diligence must be taken to see them enhanced and maintained to meet the growing needs of our township. Park improvements and parkland included in new developments should be guided by the Trustees in consultation with the Township Parks Advisory Board. All efforts should be made to ensure that our parks are meeting the needs of area residents, and that area neighborhoods have safe sidewalks and trail connections to and from the parks. As a township, we encourage the creation and continuation of community festivals and events in our parks, and remain diligent for any new parkland opportunities. Trustees should budget annually for aggressive Parks development.

...And Accessible to All.

Genoa Township values parks and recreation access for all of its residents. No park development or improvement project should be undertaken without careful consideration of accessibility issues. Playground equipment and play areas should be evaluated against these criteria, and where possible, set on poured rubber surfaces or other surfaces that maximize accessibility opportunities of the structures.

APPENDIX E:
VISIONING PARTICIPANTS MAP



APPENDIX F

VISIONING REPORT (EXECUTIVE SUMMARY)

TITLE: Genoa Township “Voices Meetings” Final Report

BY: Karyl Sabbath, Ph. D. & John Ludlum, Ph. D. (Dept. of Communication of Otterbein College)

Executive Summary

In this preliminary report, we describe the methods used to collect data in the “Genoa Voices Project” and our analysis of the data collected.

The “Voices Project” was designed to be the first step in an overall process of creating a township vision. The goal of the “Voices” project was to get a sense of the various items that township residents would consider “favorite features” of the township and the range of things that residents would like to see changed or improved.

Information from township residents was collected using two different methods: 227 residents attended one of ten “Voices Meetings,” in which they were asked a variety of questions in order to gain a sense of the range of resident opinions on a variety of issues, and 129 residents responded to a survey designed for the same purposes.

We analyzed this data in four steps; analysis of our general observations from the Voices Meetings, analysis of nominal group data from the Voices Meetings, a content analysis of the “Absentee Voices” surveys, and a thematic analysis of the other information collected in the meetings and surveys.

Observational Data. First, we collected and discussed our observations from meetings in an attempt to identify overarching themes based on our observations. The following five themes emerged from this analysis:

- Many issues arose at the meetings that appear to reflect a lack of information or misinformation.
- There would appear to be a variety of benefits to increased transparency and community involvement.
- There appears to be a general consensus among the residents against “Big Box” commercial development.
- There appear to be several general issues that should be addressed in township planning, including, but not limited to: commercial and residential development; a community center, recreation center and/or pool; lot size and zoning; traffic and the proposed/planned interchange at I-71 and Big Walnut; safety (especially for children and especially in the vicinity of the schools); and conservation/recreation (including interests in developing and preserving green space and parks).
- There are few, if any “township-wide” issues that appear to capture the interest of all residents, but there are a variety of issues that seem to capture interest of a significant number in particular audiences.

Content Analysis of Nominal Group Data. A second step was to conduct a content analysis of the responses from the nominal groups at the Voices Meetings. These groups were asked two different questions: “What are your favorite features of Genoa Township?” and “What changes would you like to see made in the Township?”

Our analysis of responses to the first question (favorite features of the township) suggested that most responses could be grouped into 11 general themes:

- location (close to shopping, work, medical facilities, etc, yet “not too close”);
- “rural” and “small town feel” (used in a variety of ways by township residents);
- “aesthetics” (the “look of neighborhoods,” nature, green/green space, wildlife, cleanliness, privacy, quiet, the township is dark at night);
- “recreation” (parks, bike trails, reservoirs);
- residential and non-commercial (the township is primarily residential with limited commercial development);
- low density and large lot size;
- fire, police, EMS, and safety;
- other township services (including road/street maintenance and snow removal);
- schools;
- zoning (both the current regulations and the ways those regulations are enforced); and
- safety (which includes good police and fire, but also may be related to location, the nature of the township, etc.).

Our analysis of the nominal group responses concerning desired changes in the township led us to the following conclusions, which are discussed in more detail in the report:

- Development, both commercial and residential, remains a critical issue for the township (while many favor no new development, or limited development, there is also support among some for careful, planned, small-scale commercial development);
- There is considerable support for Community Center, Recreation Center and/or Pool but based on multiple responses that support green space, low density, less traffic, slower or no development, there is also reason to believe that there would be significant opposition.
- There are a number of concerns with roads, traffic speed limits, and traffic lights.
- There is a clear interest in improvement and development of parks, the bike trails, and green space.
- There appears to be a felt need for increased transparency of government process, increased inclusion of citizens and citizen comment, and improved communication with township residents.

We also identify four “minor” themes in these groups:

- taxes,
- community identity and landmarks,
- trash and recycling, and
- a community library.

Appendix L summarizes a list of all of the suggestions/requests of residents, corrected to avoid duplications and, where possible, sorted by category.

Content Analysis of “Absentee Voices” Surveys. The third stage in our data analysis was to conduct a content analysis of the 129 questionnaires returned in the “Absentee Voices” section of the project. Responses to the question “List your favorite features of your neighborhood” echo many of the themes revealed in the nominal groups (these themes are listed in no particular order):

- aesthetics (the “look of neighborhoods, nature, green space and trees, wildlife, cleanliness, quiet and privacy);
- the rural or suburban nature of the township and its “small town feel”;
- recreation (including bike trails, parks, and reservoirs);
- location (near shopping, work, etc.);
- low density (and large lots);
- fire and police (and the safety of neighborhoods);
- other township services;
- good schools;
- zoning and the design of neighborhoods;
- the traffic patterns and relative lack of traffic;

Several additional themes emerged from these surveys:

- neighbors (and the people in their neighborhoods);
- the family-oriented nature of their neighborhoods;
- overall “friendliness; and
- sidewalks in their neighborhoods.

Responses to the question, “What would you like to change?” revealed 51 different categories of suggested changes. We classified these into larger “thematic clusters,” where appropriate. These themes are:

- “development” (some who want slower or no development, some who want some planned commercial, some who want to control future development in some specific ways)
- concerns for improving roads, traffic, speed limits and traffic lights;
- interests in improving and expanding recreational opportunities, parks and bike trails;
- interests in improving township government, communication with and from township trustees, some who expressed dissatisfaction with township trustees and leadership, and a number of specific suggestions for changes to township regulations; and
- interest in preserving and developing green space

Outside of these thematic clusters, there were several specific items that were nominated by at least 10% of survey respondents:

- a community center and/or recreation center and/or pool;

- increased sidewalks (in neighborhoods, between neighborhoods, and connectors to bike trails);
- improved lighting in neighborhoods; and
- changing trash or recycling;

Other issues that were nominated at least five times (5% of respondents) were:

- adding community events;
- improving police (primarily enforcement of speed limits);
- enforcement of zoning restrictions; and
- building a sense of community, either in the township or in specific neighborhoods.

In general, the responses from the Absentee Voices questionnaires are similar to those from the nominal groups at the Voices Meetings.

Thematic Analysis of Other Data. The fourth step in our analysis was a thematic analysis of other data collected in both the Voices Meetings and the Absentee Voices Questionnaire. After listing all residents' responses to "descriptors of Genoa" and what "Genoa Township needs" we grouped words and phrases by general thematic categories. We found remarkable comparison between the absentee data and the responses received from the voices meetings. The themes that were generated from residents' ideas of how they see Genoa and what they believe would improve Genoa indicate to us that these individuals highly value their community and they wish to have a voice in the decisions that may affect the future "feel" and "look" of the township.

General Conclusions. While one should be cautious in drawing general conclusions from all of these analyses, we suggest some initial "best guesses," based on our observations, content analysis of the nominal groups, content analysis of the surveys and our thematic analysis of the other data collected in both formats.

In general, these analyses identify a number of areas that seem to repeatedly be mentioned as favorite features of the township:

- location,
- a "rural" or "small town" or "suburban" nature or "feel";
- a variety of aesthetic elements (cleanliness, green space, the presence of wildlife and trees);
- recreational opportunities (including bike trails, parks and reservoirs);
- the primarily residential nature of the township;
- low density and large lot size;
- township services (including fire, police, EMS, road/street maintenance and snow removal) and safety;
- an overall sense of safety;
- schools;
- zoning (both the current regulations and the ways those regulations are enforced); and
- the "feel" of neighborhoods (friendly neighbors, a "family-oriented" feel to neighborhoods and the township).

(It is important to note that there is a wider range of specific features that are listed in the responses in both the nominal groups and surveys; these simply represent themes that seem to recur in resident responses. It is also important to note that these responses should not be interpreted as representative of relative importance of any of these items; a carefully developed and administered survey would be necessary to draw these types of conclusions).

We draw the following tentative conclusions about residents' responses concerning desired changes:

- there appears to be general resistance to "Big Box" commercial development
- there appears to be some disagreement about both commercial and residential development in the township (some would like to see no more residential development, some favor carefully controlled residential development; some oppose any commercial development, some favor limited, planned, small-scale commercial development)
- a significant number of those participating in the meetings and surveys expressed a hope that township leadership would be more responsive to residents, and that the township would develop improved methods of communication and citizen involvement, and a number expressed the opinion that the meetings and surveys were an important step in that process
- a significant number of those who attended meetings or returned surveys indicated an interest in a community center, recreation center, and/or pool, but there would appear to be a variety of issues related to these interests
- many residents hope for improvements to recreational opportunities, including both bikes and parks
- many residents express specific concerns with specific roads, intersections, speed limits and traffic lights
- a number of residents express a desire to see the township plan for preservation and development of green space;
- a number of residents would like to see additional sidewalks and lighting; it also appears likely that there would be some opposition to additional lighting
- there are a wide range of other interests expressed in the meetings and surveys, including, but not limited to: the addition of a library; improvements to township identity (and potentially an identifying landmark); additional community events; revisions to specific township zoning codes; improved control over wildlife (especially Canadian Geese); reducing freeway noise; enhancing utilities and internet/cable access; reduction of taxes, or revision in tax codes; tornado warning sirens; and changes in trash and recycling, police and fire, and other township services.

Again, it is important to stress that these results provide a sense of the range of opinions among those residents who attended meetings or responded to surveys. They do not, and cannot, provide any evidence of the relative preference for these changes nor should they be interpreted as representative of the percentage of residents who take any particular position. We do believe that they are helpful in identifying a range of issues that are of interest to township residents.

Future Directions. We suggest three directions for follow-up on the Voices Project: 1) review by township officials, committees, or volunteers of specific concerns and suggestions presented in the meetings and questionnaires, with an eye toward solving some of them and identifying those that deserve further attention, 2) a series of follow-up consensus building meetings on specific topics identified during the Voices process, and 3) potential directions for further surveys.

APPENDIX G

RECOMMENDATIONS FOR REVISIONS TO THE ZONING RESOLUTION

1. It is recommended to remove the Planned Rural Residential Conservation District (PRRCD) overlay from lands east of the Hoover Reservoir. It is also recommended that the PRRCD minimum development size be increased from 10 to 25 acres for the remaining planning areas, consistent with the standards of the PD-1.
2. The Board of Trustees notes that the inclusion of various references to the 2004 Delaware County Sewer Master Plan Preliminary Report in this document is for informational purposes only and should not be construed as being an approval of this study or its findings or recommendations.
3. The use of density bonuses in the PD-1 and PRRCD should be explored to determine if higher densities would be desired in Planning Areas I, IV and V in exchange for improvements that improve quality of life by offering additional features or amenities.
4. Additionally, the following is a listing of the major revisions recommended by the Comprehensive Plan Update Committee, but not intended to be an all inclusive list of recommendations.
 - a. Add a statement to the intent of all districts that development must comply with the Comprehensive Plan.
 - b. Add requirements for sidewalks/pathways in all developments.
 - c. Add Net Developable Acreage (NDA) calculations instead of Gross Acreage.
 - d. Modify densities to comply with the Comprehensive Plan or its future amendments.
 - e. Add landscaping and architectural control elements with a tree replacement policy.
 - f. Add requirements for when conservation easements are warranted.
 - g. Add NAICS code numbers to planned districts.
 - h. Clarify the two-step zoning approval process for all planned developments.
 - i. Create a mixed-use zoning district or amend the PD-1 to fit.
 - j. Allow for specific conditions when transfer of development rights is permissible.
 - k. Add better access management restrictions.
 - l. Revise the PD-1 and PRRCD to promote interactive neighborhoods.
 - m. Add development review checklist.
 - n. Revise and add definitions, including a definition for “light industrial”.
 - o. Establish hours of operation or consider other alternative restrictions for new or redeveloped non-residential properties that abut residential properties.
 - p. Allow for non-residential buildings that exceed 35 feet in height.
 - q. Revise Sections 527 and 528 to meet current Ohio law.

APPENDIX H 2009 PUBLIC WORKSHOP NOTES

East of the Hoover Reservoir

The Genoa Township Development and Zoning Office hosted a community workshop on April 9, 2009 at 6:00 p.m. in the Genoa Township Hall. The purpose of the workshop was to gather post-adoption feedback regarding the 2008 Genoa Township Comprehensive Plan from residents on the east side of the Hoover Reservoir. A total of five hundred and seventy-three (573) invitations were mailed to property owners and the event was advertised on the Township website, Township newsletter, in local newspapers and to leaders of area homeowners' associations. There was an estimated attendance of over one hundred (100) people at the workshop.

There were an estimated thirty-two (32) residents from the east side of the Hoover Reservoir who participated in the 2007 Visioning Process. Results from the Visioning were compiled in such a way that responses from these individuals cannot be separated. During the adoption process for the Comprehensive Plan it was argued that conservation subdivisions were not a desired development style for the east side of the Hoover Reservoir. At that time the Board of Trustees recommended the issue be readdressed and an amendment to the Comprehensive Plan be recommended if it is found that residents desire an alternative development pattern.

Prior to the meeting, it was identified that there were thirty (30) properties over ten (10) acres in size, of which ten (10) properties were over twenty-five (25) acres in size. The focus of discussion was centered on these properties.

During the workshop, attendees were welcomed by Trustee Barbara Lewis who gave an overview of current Township services available to residents and issues facing the Board of Trustees. Staff provided an overview of the 2008 Comprehensive Plan and detailed information pertaining to the development patterns recommended for the east side of the Hoover Reservoir in Planning Areas II and III. Andy Jones provided an overview of his concern pertaining to the conservation subdivision concept. Zoning Commission member Tom Tomastik provided an overview of environmental concerns and the threat of annexation.

After these presentations a workshop was conducted where attendees were asked to divide up and provide feedback pertaining to four (4) separate geographic sub-areas. Attendees were directed to provide information about what they like and dislike about the area where they live. They were then asked to inventory needed improvements and services in the area. The last workshop item was a focus on what they wanted future development to look like in their respective area. The following is a synopsis of the results, divided by subarea:

North of Harlem Road. Residents indicated that they liked two (2) acre lots, but would like to

provide incentives for large property owners not to annex. It was noted that the conservation district may be appropriate, but that the minimum lot size should be one (1) acre and that lot setbacks should also be increased to provide a more rural character. It was also noted that the Township should provide more assistance with county road issues and more hydrants are needed in the area. The only noted service need was the desire for a fire station on the east side of the reservoir. An underlying concern for future annexation to the Village of Galena was noted as the most pressing future development issue.

Between Harlem Road and Center Village Road. Residents indicated they liked the rural atmosphere as it is and that they were satisfied with current police/fire services. There was an expressed displeasure with the current standards of the Planned Rural Residential Conservation District (PRRCD). There was an expressed need for buried utility lines, natural gas service, cable service and larger capacity waterlines. There was a unanimous interest in seeing any future development on two (2) acre lots and not within PRRCD developments.

Between Center Village Road and Red Bank Road. Residents indicated that they liked the rural environment, with large lots with significant setbacks, low traffic volumes and no street lights. It was expressed that residents did not like that conservation subdivisions didn't provide owners room on their property for pets, fun, etc. They also disliked paying Township taxes to support green space and that new development would negatively impact the road system causing congestion and safety issues. There was an expressed need for high speed (cable) internet service, fire hydrants, wireless internet service, gas service and a place for bicycles (especially large groups (50 to 100 plus) other than on roads (Red Bank/Sunbury) to reduce safety risks. Residents demonstrated desire for faster emergency response times. There was a stated desire for no annexation and the two (2) acre minimum lot to be upheld without exception.

South of Red Bank Road. Residents expressed they liked two (2) acre minimum lot size, much the way it is today. They did not like the PRRCD standards. There was a desire to improve existing roads and increase emergency and fire response times. Residents expressed primarily that they did not want sewer extended into this area and that they did not want any land to annex to Columbus or other municipalities. Many indicated, "leave us alone." They wanted two (2) acre minimum lot size without the optional PRRCD overlay. A few indicated they want park land with a bike trail along Red Bank Road.

At the conclusion of the workshop thirty-five (35) residents reconvened (others had left). The remaining group was in favor of two (2) acre minimum lot sizes.

Based on citizen input provided at this workshop, it was recommended to consider adding this Appendix to the Comprehensive Plan and appropriately amending the recommendations of the Comprehensive Plan and Comprehensive Plan Map to eliminate the PRRCD overlay from lands east of the Hoover Reservoir. Additionally, it was recommended that the Township work with the Village of Galena in better understanding their land use plans north of Harlem Road.

Definite attention should be focused on the expressed need for additional emergency services.

North of Big Walnut Road

The Genoa Township Development and Zoning Office hosted a community workshop on May 7, 2009 at 6:00 p.m. in the Genoa Township Hall. The purpose of the workshop was to gather post-adoption feedback regarding the 2008 Genoa Township Comprehensive Plan from residents on the north side of the Big Walnut Road, west of the Hoover Reservoir. A total of one thousand one hundred and fourteen (1,114) invitations were mailed to property owners and the event was advertised on the Township website, Township newsletter, in local newspapers and to leaders of area homeowners' associations. There was an estimated attendance of fifty (50) people at the workshop.

There were an estimated seventy-three (73) residents from the north of Big Walnut Road who participated in the 2007 Visioning Process. Results from the Visioning were compiled in such a way that responses from these individuals cannot be separated.

Prior to the meeting, it was identified that there were fifty-two (52) properties over ten (10) acres in size. The focus of the future development discussion was centered on these properties.

During the workshop, attendees were welcomed by Trustee Gerry Cotter who gave an overview of current Township services available to residents and issues facing the Board of Trustees. Staff provided an overview of the 2008 Comprehensive Plan and detailed information pertaining to the development patterns recommended for the north side of Big Walnut Road in Planning Areas IV and V.

After these presentations a workshop was conducted where attendees were asked to divide up and provide feedback pertaining to four (4) separate geographic sub-areas. Attendees were directed to provide information about what they like and dislike about the area where they live. They were then asked to inventory needed improvements and services in the area. The last workshop item was a focus on what they wanted future development to look like in their respective area. The following is a synopsis of the results, divided by subarea:

North of Sheffield Park Subdivision to Plumb Road, between Rome Corners Road and the Alum Creek Reservoir. No one in attendance acknowledged that they lived in this area during the duration of the workshop. This area contains the majority of the undeveloped land north of Big Walnut Road. Others expressed that they like the low density of this area, but noted it also has seen light pollution and increased growth. Two (2) acre lots were also thought to be desirable for future development.

North of Lewis Center Road to Plumb Road, between Rome Corners Road and the Hoover Reservoir. Participants loved the low-density and quiet nature of the area with retained farm

land and wildlife. They disliked increased growth and traffic that they have witnessed in the area. It was stated that it is too bright at night and the potential for commercial development is a stress. They wanted to see turning lanes at State Route 3 and Lewis Center and State Route 3 and Plumb Road. They want to see more trail connections along the Genoa Trail, specifically to Char-Mar Ridge. They also want to see 45 mph speed limit on State Route 3 and a 35 mph speed limit on Lewis Center Road. They noted that 2 acre lots are preferred.

North of Big Walnut Road, between the western Township boundary and Walnut Grove Subdivision. Residents expressed primarily that they enjoyed the abundant passive green-space in their safe neighborhoods. It was noted that some felt this area has retained its rural feel. There were mixed feelings about future commercial development in the area. Participants expressed concerns about the planned I-71 interchange on Big Walnut and the potential for Big Walnut Road to be widened to four (4) lanes at some point in the future. There was concern with the lack of pedestrian/bicycle connectivity to the Genoa Trail, as well as noise from I-71 and light pollution in the area. Residents expressed a need for better high-speed internet service and cable options. Lastly, there was a desire for more active recreational space in the area.

North of Big Walnut Road, just west of State Route 3 to the Hoover Reservoir. Participants expressed that they primarily liked the status-quo. Participants liked tree-lined streets and preserved wooded areas. They also expressed satisfaction with emergency services, Char-Mar Park, plowed streets, and wildlife in the area. There was significant displeasure with speeding cars on Big Walnut Road and Tussic Street Road. There was also concern over areas without sewer service that need it and too much light pollution. Residents wanted more utility options and more community activities. There was a request for more of the wooded areas to be preserved with development and that efforts be taken to discourage the widening of Big Walnut Road east of State Route 3 or ensure it is widened on the south side where it is more level. Residents wanted any commercial development to be neighborhood scale. There was desire to see a community center with a pool and dog park. Most people expressed satisfaction with 55 year old patio homes in the area.

Conclusion

Based on citizen input provided at this workshop, it is recommended to remove the Planned Rural Residential Conservation District on the east side of the Hoover Reservoir and to not consider any amendments to the Comprehensive Plan at this time on the west side.