

ECONOMIC DEVELOPMENT STRATEGIC PLAN



City of Grand Haven

June 2018

INTRODUCTION

Economic development generally refers to the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Economic Development activities can, and often do, involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy and other quality of life initiatives.

The strategic goals outlined in this document were created through the City of Grand Haven's Master Plan process and adopted in April of 2016. The Master Plan was a joint planning process with Grand Haven Charter Township and the goals and objectives included in the plan were the outcome of an extensive process that included over 200 community members. Public outreach efforts included a project specific website, Leadership Summit, Committee Action Team meetings, public open houses, key person or group interviews and input from the Grand Haven Youth Advisory Council. A diverse range of opinions were received and carefully considered before crafting the City's goals and objectives as a part of the Master Plan.

As a result of the City's efforts to form a community consensus opinion about growth and development in the community, a series of twenty broad goal statements have been developed. Each goal is supported by more specific objectives, and the policies of this plan are founded on these statements. The goals are intended to describe a desirable end state or the condition of the City about twenty-five years into the future. They are intentionally general but are felt to be attainable through concerted effort. The objective statements tend to be more specific and may be regarded as milestones in the journey to achieve the larger goal.

An effective goal serves as a useful guide for policy decisions by the Planning Commission, City staff, and City Council. For a goal to be useful, it must meet the following criteria:

- *Define a desired end.* A goal statement should describe a desired end state, outcome or result. The statement may be worded in either the present or future tense, but if the future tense is used, it should be stated as a prediction, rather than a hope.
- *State in positive terms.* For a goal to be effective, it should state a positive outcome, as opposed to avoidance of an undesirable result. It is tempting to state goals as the reversal of an undesirable trend, such as "Grand Haven will limit developments containing large amounts of impervious surfaces near the Grand River." This statement, however, does not address the idea of stormwater runoff, nor does it address the underlying issue: Protection of water quality in the Grand River for the benefit of future generations.
- *Bold, but realistic.* For a statement to be meaningful, it needs to require effort to achieve. If goals were achieved without effort, they would simply be re-statements of current trends. On the other hand, a goal also needs to be realistic. Goals that are impossible to achieve will languish, resulting in community frustration and acrimony.
- *Reflect a consensus.* Most importantly for goal setting, the goal must reflect a community consensus on a particular issue. Since implementation of these goals will require broad community support, the goals need to reflect community ideas and values. A statement that does not reflect the ideas and values.

ECONOMIC DEVELOPMENT GOALS and OBJECTIVES

The following goals and objectives will be directed by project champions who will provide leadership and coordination in the City's effort to achieve the goal. Collaboration amongst the Grand Haven community, City staff and strategic partners will be necessary to successfully execute this plan and while specific champions have been identified for each goal others will need to be active participants in bringing the goals to fruition.

In addition to human capital some initiatives will require one or more funding sources to successfully complete the goals and objectives outlined in this plan. The City annually updates their Capital Improvement Plan (CIP) to coordinate pressing needs of the City, as well as initiatives that will help further economic development goals and objectives identified in the City's Master Plan and this strategic plan. An implementation matrix follows the narrative section of this plan and outlines each goal, project champion and a targeted timeframe for completion.

POTENTIAL BARRIERS to SUCCESS

The City of Grand Haven has identified many exciting opportunities as outlined below; however, there are also potential barriers to the ability of the City and its partners to achieve the goals and objectives. The following barriers have been identified and will be monitored as to how they impact the strategic plan and how the City can overcome those barriers:

- Available funding for improvements, programs, staff, grants, etc.
- Available land for development of commercial, industrial and residential properties
- Political and leadership changes at the local, state and federal levels of government
- State and Federal policy changes
- Unknown disruptive technology
- Unforeseen National or International economic conditions
- Available workforce
- Willingness and ability of the private sector to invest in the city
- Opposing community desires and interest as the community evolves

HOUSING and NEIGHBORHOODS

Goal 1. Dwellings in Grand Haven will include a broad range of housing types, including detached and attached units, appropriate for all segments of the population

- a. Adjust the zoning ordinance to enable the use of incentives to allow a mix of types in larger projects in all residential districts, not just the Neighborhood Mixed Use and Old Town.
- b. Review and adjust the zoning ordinance to allow two-family units and accessory dwellings to be more prevalent in appropriate neighborhoods.
- c. Support a variety of housing types and densities and mixed-use developments for all segments of the population that place users near daily services.
- d. Evaluate the operation of the Planned Development (PD) standards of the zoning ordinance and identify ways to foster mixed use developments.
- e. Support and encourage the development of senior housing and assisted living facilities to meet expected demand.

Goal Champions: Department of Community Development & Planning, City of Grand Haven Planning Commission

Goal 2. Residential neighborhoods will be attractive, well maintained, safe and inviting places with convenient connections to recreation facilities, employment, transportation, shops, services and natural areas.

- a. Continue to support the City's property maintenance enforcement program.
- b. Develop and implement education programs for landlord and tenant rights and responsibilities.
- c. Evaluate the capacity of neighborhoods for accommodating seasonal rentals and establish standards to balance local interests with hospitality and investment objectives.
- d. Protect the character, safety and historical patterns of development in residential neighborhoods from inappropriate development.
- e. Strengthen and enforce a tree protection and replacement ordinance for public property.

- f. Evaluate the operation of existing Neighborhood Mixed Use standards and identify and implement refinements to enhance residential opportunities.
- g. Continue to proactively use brownfield incentives to spur high quality redevelopment in mixed use areas.
- h. Evaluate the operation of the (PD) standards of the zoning ordinance and identify ways to broaden its use in fostering mixed use developments.

Goal Champions: City of Grand Haven Planning Commission, Department of Community Development & Planning, Department of Public Works

Goal 3. Residents will have skills and resources necessary to improve and maintain their homes

- a. Continue to support the efforts of Neighborhood Housing Services to provide grant funding to residents for home purchase, home improvement, energy efficiency upgrades, and associated initiatives to improve housing affordability.
- b. Evaluate the formation of a community development corporation to offer homeowner assistance and strengthen neighborhoods, if feasible.
- c. Weatherize existing housing stock.
- d. Develop a program to conduct energy audits and implement energy saving measures.
- e. Evaluate the construction/building permitting process to improve, streamline, and clarify if possible. Seek input from builders and Neighboring communities for standardization.

Goal Champions: City of Grand Haven Planning Commission, Department of Community Development & Planning

TRANSPORTATION and CONNECTIVITY

Goal 4. Residents and visitors to Grand Haven will move about the community safely and conveniently using private and public transportation options that connect to the greater West Michigan region.

- a. Evaluate and implement, if feasible, a requirement for shared driveways and cross-access agreements for compatible adjacent land uses, particularly those along Beacon Boulevard and Robbins Road.
- b. Establish streetscape design standards for major thoroughfares.
- c. Work to implement features of the Robbins Road Corridor Plan as private development opportunities and public funding allow.
- d. Support the goals and objectives of Harbor Transit's strategic plan to develop and implement a stronger public transit system to serve the greater Grand Haven Area.
- e. Evaluate and implement, if feasible, a system of remote shuttle parking lots to reduce downtown parking lots.
- f. Work with neighboring communities and MDOT to explore the long-term establishment of intercity transit to effectively serve the Ottawa, Kent, and Muskegon region.
- g. Work with MDOT to monitor and plan for the short-term and long-term maintenance needs of the US 31 bridge to assure vehicular and pedestrian safety and to reduce the potential traffic disruptions.
- h. Evaluate the Robbins Road Corridor Plan. Update as needed and remove barriers to implementation.
- i. Establish a commuter parking lot for ride sharing.
- k. Improve access to waterways for kayaking, canoeing and boating.
- l. Encourage tourism exchange opportunities between the City of Grand Haven and places like Muskegon and Grand Rapids to facilitate transportation between the communities during special events.

Goal Champions: City Manager's Office, Department of Community Development & Planning, Department of Public Works, Grand Haven Main Street, Harbor Transit Multi-Modal Transit System, Grand Haven Area Convention & Visitor's Bureau, and The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

Goal 5. Non-motorized connections, including sidewalks, bicycle paths and recreation trails, will serve all areas of the community offering safe, attractive and barrier-free connectivity.

- a. Complete the non-motorized trails, pathways and sidewalk system.
- b. Establish additional north-south bicycle lane connections.
- c. Complete the Boardwalk connection along the entire Grand River edge.
- d. Develop and implement trails and pathway designs that minimize runoff through the use of porous surfaces.
- e. Establish a regional bicycle and pedestrian plan and coordinate with adjacent communities to create seamless non-motorized connections across municipal boundaries to serve residential, commercial, and institutional land uses.
- f. Promote the placement of bicycle racks and lockers in numerous locations in the community.
- g. Evaluate and implement, if feasible, a community bicycle sharing program.
- h. Establish parking areas that are near trail systems and trolley stops to make it easier for people to reduce vehicle trips to area attractions like the State Park and the farmers market.
- i. Continue to retrofit existing sidewalk crossings with accessible ramps to provide increased accessibility.
- j. Identify areas of the City that are not conducive to safe bicycling, running, and walking due to a lack of lighting or poor surface conditions. Develop a plan to improve these routes.
- k. Consider creating parking requirements by districts or sub-areas in order to allow for parking arrangements that encourage walkability.

Goal Champions: Department of Community Development & Planning, Department of Public Works, and The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

EMPLOYMENT and the ECONOMY

Goal 6. Grand Haven will be a vital economic center in West Michigan and the Midwest with a variable balance of clean manufacturing, technology, healthcare, agriculture, professional and seasonal service, hospitality, retail and institutional employment.

- a. Support the Chamber of Commerce's strategic plan for economic development and business retention.
- b. Evaluate and amend local ordinances that may be a barrier for new business trying to locate within Grand Haven.
- c. Develop a "new business relocation guide" to assist new businesses with the permitting process to legally occupy and operate in the City.
- d. Research the viability of offering alternative incentives for development, such as density bonuses for providing a percentage of affordable housing units.
- e. Partner with the Tri-Cities to create a marketing and branding program for the community.
- f. Explore the opportunity to develop a commercial kitchen incubator.

Goal Champions: Department of Community Development & Planning, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

Goal 7. Commercial and industrial development will be clean, attractive and efficiently designed to adapt to changing business needs.

- a. Encourage an evaluation of the re-use of existing industrial buildings before new or replacement structures may be approved.
- b. Evaluate and implement, if feasible, a streamlined permitting and approval process for job generating economic development projects.

- c. Evaluate and strengthen as needed both code enforcement and development incentives to promote high quality commercial neighborhoods.
- d. Establish requirements for electric vehicle parking infrastructure.
- e. Explore the opportunity to develop a local warehouse, processing, and cold storage facility. This could involve defining a kitchen incubator in the Zoning Ordinance and allowing kitchen incubators as a permitted use and/or special land use in appropriate districts.

Goal Champions: Department of Community Development & Planning, Department of Public Works, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

Goal 8. The community will include world-class education and training opportunities and facilities.

- a. Establish state-of-the-art higher education and retraining facilities in the community focusing on increasing brainpower, job creation and retention.
- b. Improve access to high-speed and reliable wireless broadband service throughout the community.
- c. Strengthen collaboration between area schools and the local business community.
- d. Develop curriculum with local schools and universities for students to learn about careers in manufacturing and agriculture.
- e. Encourage the addition of a satellite campus within the region.
- f. Assure the development of a well prepared and educated youth ready to compete in the global knowledge economy.
- g. Assure the development of a well prepared and educated workforce that is continually ready to compete in the global knowledge economy.

Goal Champions: Department of Community Development & Planning, Department of Public Works, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

Goal 9. Hospitality and tourism will be an important part of the local economy, structured to offer visitors year-round memorable and enjoyable experiences while balancing the interests of local residents and the other key sectors of the economy.

- a. Evaluate zoning and land use standards to attract small-scale, boutique hotels.
- b. Evaluate capacity of neighborhoods for accommodating seasonal rentals and establish standards to balance local interests with hospitality and investment objectives.
- c. Support efforts for voluntary residential and non-residential historic preservation while allowing for appropriate building re-use.
- d. Develop and implement improved communication channels to communicate with “snow birds” when they have left town for the winter.
- e. Support “buy local” programs.
- f. Evaluate opportunities for encouraging longer term winter activities in addition to the existing weekend festivals.

Goal Champions: City Manager’s Office, Department of Community Development & Planning, Department of Public Works, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg, Historic Conservation District Commission, Grand Haven Main Street

NATURAL FEATURES and the ENVIRONMENT

Goal 10. The preservation and enhancement of natural features of the community will be the central consideration in all civic decisions in Grand Haven. Buildings and infrastructure will be planned, constructed and maintained to protect and improve the quality of the natural environment while serving the needs of the population and allowing residents and visitors appropriate access to enjoy natural features.

- a. Develop a green infrastructure plan to enhance and sustain the network of natural features of the City and the ecological interaction of those features, within the context of the built environment and the community.
- b. Proactively use brownfield incentives to spur high quality redevelopment in mixed use areas.
- c. Evaluate and implement, if feasible, programs to use IFTs, streamlined processing and other development incentives, to encourage energy-efficient building design standards and low-impact development techniques.
- d. Establish goals, standards, and ordinances to maintain a minimum of 40 percent tree cover.
- e. Support NORA initiatives for enhanced regional recreation.
- f. Work with Ottawa County and NORA to develop a County-wide map of all recreation amenities. (i.e. parks, open space, trails, sidewalks, pathways, etc.).
- g. Adhere to the 10-20-30 formula for municipal street tree planting (no more than 10% of a single species, no more than 20% of a single genus, no more than 30% of a single family).
- h. Explore administrative and funding options for future harbor dredging needs.
- i. Look for opportunities to establish green roofs on buildings.
- j. Continue to promote waterfront and park activities.
- k. Consider the Best Management Practices described in Chapter 9 - Coastal Resilience of the Grand Haven Master Plan.

Goal Champions: City Manager’s Office, Department of Community Development & Planning, Department of Public Works, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg

Goal 11. Grand Haven will be a leader in the encouragement of energy production systems that improve energy independence and conserve and enhance natural resources.

- a. Develop and implement programs to promote energy conservation in municipal operations and in local businesses and residences.
- b. Evaluate local ordinances to support renewable energy and adjust as needed to improve feasibility and encourage use.
- c. Develop a long range renewable/sustainable energy plan that meets or exceeds state and national goals.
- CHAMPION:**
- d. Work with local builders to host energy efficiency training programs such as LEED and encourage builders to seek special certifications.
- e. Begin to formally discuss the long-term future of the J.B. Sims Generating Station and consider future energy sources.
- f. Continue to seek opportunities to exceed Michigan’s 10% renewable energy source requirements. **CHAMPION:**
- g. Explore opportunities to develop localized renewable energy projects.

Goal Champions: City Manager’s Office, Department of Community Development & Planning, Department of Public Works, Grand Haven Board of Light & Power

Goal 12. New developments and buildings re-use in Grand Haven will maximize energy efficiency and improve environmental quality.

- a. Evaluate and implement, if feasible, stronger requirements for Low Impact Design.
- b. Include site design criteria in Planned Developments, public projects, subdivision planning, etc., to optimize energy efficiency, minimize road and infrastructure needs, promote green spaces, and reduce stormwater runoff and pollution.
- c. Identify methods and create ordinances to encourage the development of energy efficient buildings and sites, such as an energy audit program.

- d. Research options available to re-use outdated buildings and/or decommission buildings to promote infill development.
- e. Increase residential and commercial rainwater capture and reuse.
- f. Continue to retrofit existing or install new exterior light fixtures with energy efficient light fixtures.

Goal Champions: Department of Community Development & Planning, Department of Public Works, Grand Haven Board of Light & Power

INFRASTRUCTURE and GOVERNANCE

Goal 13. Grand Haven’s public facilities, including roads, utilities, parks and buildings will be carefully planned, constructed and maintained to efficiently serve the needs of current and future generations.

- a. Periodically review and update the Parks Master Plan in keeping with the policies, goals, and objectives of the Master Plan.
- b. Develop assured sources of revenue to support strong maintenance programs for public infrastructure, buildings and facilities.
- c. Complete an evaluation of City buildings and facilities to identify improvements to reduce energy consumption and stormwater runoff and implement those that prove feasible.
- d. Regularly review and update as necessary the future land use map and coordinate with the adjacent communities wherever possible.
- e. Coordinate capital projects such as street projects with neighborhood development (i.e. resurfacing street after water/sewer installation; reviewing sub-area plans for neighborhoods that are scheduled to have infrastructure improvements, like Centertown in 2014).
- f. Review the Zoning Ordinance for opportunities to include language to address coastal flooding in cooperation with the University of Michigan.

Goal Champions: Department of Community Development & Planning, Department of Public Works

Goal 14. Information on planning, development and governmental services decision-making will be broadly available through numerous sources of outreach and community participation in local governance will be informed, thoughtful and transparent.

- a. Evaluate and expand the use of local access video, cable, and digital internet streaming video to broaden public access to meetings.
- b. Improve the posting of City Council, Planning Commission, and other Board minutes as both unapproved drafts and final versions.
- c. Work with local schools to expand curriculum on local governmental processes.
- d. Improve the City’s website to enable online forms of filing. e. Expand the use of digital media for report delivery.
- f. Improve communications among elected officials, appointed officials and City staff to promote understanding of mutual roles.
- g. Improve feedback of mechanisms for citizens and visitors to provide more timely and robust input regarding issues and concerns.

Goal Champions: City Clerk, City Manager’s Office

Goal 15. Grand Haven will be a leader in West Michigan in working with other units of government, state agencies, schools and special authorities to manage growth and to plan and deliver services to the residents and businesses of the area in the most efficient and transparent manner possible.

- a. Work with neighboring communities to form a Joint Planning Committee to improve inter-local coordination and communication and to consider common planning strategies and issues of sustainability, in a regional context.
- b. Cooperate with other area communities in the evaluation and implementation of any feasible joint approach to service delivery.
- c. Collaborate with local units of government to buy locally to achieve a balance between the least dollar cost and the smallest carbon footprint to meet governmental needs.
- d. Consider how new policies advance the basic need deficiencies outlined through the assessments from the Greater Ottawa County United Way.

Goal Champions: City Manager’s Office, Department of Community Development & Planning

Goal 16. The City of Grand Haven will have a modern, efficient and effective governmental structure established through an updated City Charter.

- a. Continually monitor this living document and periodically evaluate weaknesses and either amend or rewrite the Charter as necessary.

Goal Champions: City Council, City Manager’s Office

RESILIENCY

Goal 17. The City will be a resource and educator for Grand Haven residents on the importance of developing and maintaining a resilient community.

- a. Coordinate with Grand Haven Public Schools to incorporate resilient and environmental education curriculum as well as volunteer opportunities for community projects that support the resiliency efforts.
- b. Develop a best management practices plan to provide educational information to homeowners living within sensitive landscapes (i.e. native vegetation, shoreline stabilization, erosion prevention, etc.).

Goal Champions: City Manager’s Office, Department of Public Works

Goal 18. Grand Haven will be prepared for natural disasters.

- a. Identify and review emergency preparedness plans.
- b. Identify existing and potential new locations for emergency shelters.
- c. Establish a network of organizations and resources to assist with post-emergency efforts.
- d. Enhance existing and establish redundant public emergency communication systems.

Goal Champion: Department of Public Safety

Goal 19. All residents will have access to affordable, locally-sourced foods.

- a. Enhance current site of the Farmer’s Market with electricity, refrigeration, and additional vendor and parking spaces.
- b. Encourage daily destinations such as grocery stores to accommodate bicyclists and pedestrians in their site plans.
- c. Support and promote convenient access to local food sources such as roadside stands, edible landscaping, and front yard gardens.
- d. Expand the market for local food sources in schools and area businesses.

- e. Partner with local restaurants and grocers to expand and advertise the use of fresh and healthy foods.
- f. Research the viability of “Urban/Residential/Backyard Farming” and amend ordinances accordingly.
- g. Support the use and development of community gardens and establish regulations to promote them.

Goal Champions: Department of Community Development & Planning, Department of Public Works, The Chamber of Commerce Grand Haven, Spring Lake, Ferrysburg, Ottawa County Food

Goal 20. Residents will have access to resources to live an active and healthy lifestyle.

- a. Foster a culture of bicycling and walking.
- b. Support local groups focusing on healthy lifestyle activities.
- c. Identify fixed routes for marathons in coordination with neighboring communities.
- d. When appropriate, require a Health Impact Assessment (HIA) for new Planned Development projects.
- e. Consider allowing sidewalk gardens in neighborhoods and in parks and other public spaces by expanding the list of what is acceptable to grow in the City right-of-way and parkway. This could mean rewriting landscaping requirements in all districts to allow non-standard planting and edible planting with certain reasonable restrictions.

Goal Champions: Department of Community Development & Planning, Department of Public Works

Goal 21. The sensitive natural landscapes that distinguish the Grand Haven landscape will be protected as context-sensitive development will be carefully permitted.

- a. Identify and address “at risk” landscapes (i.e. wetlands, Critical Dune Areas, High Risk Erosion Areas, floodplains).
- b. Develop and implement shoreline protection standards.
- c. Establish a pilot program for the use of native vegetation in order to stabilize sensitive landscapes.
- d. Review opportunities for flood mitigation along the lakeshore.
- e. Consider creating share parking or other parking arrangements to encourage walkability in certain sub areas or districts. This could be integrated with a mid-term evaluation of zoning

Goal Champions: Department of Community Development & Planning, Department of Public Works

Economic Development Strategic Plan

Goal	Description	Timeframe					Public (X = Primary Lead, O = Support Role)					Private		
		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
1	<i>Dwellings in Grand Haven will include a broad range of housing types, including detached and attached units, appropriate for all segments of the population</i>													
1A	Adjust the zoning ordinance to enable the use of incentives to allow a mix of types in larger projects in all residential districts, not just the NMU and OT	•				•	X							
1B	Review and adjust the zoning ordinance to allow two-family units and accessory dwellings to be more prevalent in appropriate neighborhoods.		•				X							
1C	Support a variety of housing types and densities and mixed use developments for all segments of the population that place users near daily service	•				•	X							
1D	Evaluate the operation of the Planned Development (PD) standards of the zoning ordinance and identify ways to foster mixed use developments	•					X							
1E	Support and encourage the development of senior housing and assisted living facilities to meet expected demand		•				O						X	
2	<i>Residential neighborhoods will be attractive, well maintained, safe and inviting places with convenient connections to recreation facilities, employment, transportation, shops, services and natural areas</i>													
2A	Continue to support the City's property maintenance enforcement program					•	X							
2B	Develop and implement education programs for landlord and tenant rights and responsibilities	•					X							
2C	Evaluate the capacity of neighborhoods for accommodating seasonal rentals and establish standards to balance local interests with hospitality and investment objectives	•					X						O	CVB
2D	Protect the character, safety and historical patterns of development in residential neighborhoods from inappropriate development					•	X							
2E	Strengthen and enforce a tree protection and replacement ordinance for public property		•				O		X					
2F	Evaluate the operation of existing NMU standards, identify and implement refinements to enhance residential opportunities		•				X			O				
2G	Continue to proactively use brownfield incentives to spur high quality redevelopment in mixed use areas					•							Finance Dept.	X
2H	Evaluate the operation of the PD standards of the zoning ordinance and identify ways to broaden its use in fostering mixed use developments	•					X							
3	<i>Residents will have skills and resources necessary to improve and maintain their homes</i>													
3A	Continue to support the efforts of Neighborhood Housing Services to provide grant funding to residents for home purchase, home improvement, energy efficiency upgrades and associated initiatives to improve housing affordability						X							O
3B	Evaluate the formation of a community development corporation to offer homeowner assistance and strengthen neighborhoods, if feasible		•				X							O
3C	Weatherize existing housing stock		•				X							
3D	Develop a program to conduct energy audits and implement energy saving measures		•				X							
3E	Evaluate the construction/building permitting process to improve, streamline, and clarify if possible. Seek input from builders and neighboring communities for standardization	•					X							
4	<i>Residents and visitors to Grand Haven will move about the community safely and conveniently using private and public transportation options that connect to the greater West Michigan region</i>													
4A	Evaluate and implement, if feasible, a requirement for shared driveways and cross-access agreements for compatible land uses, particularly those along Beacon Blvd and Robbins Rd		•			•	X							
4B	Establish streetscape design standards for major thoroughfares	•					X		O	O				
4C	Work to implement features of the Robbins Road Corridor Plan as private development opportunities and public funding allow		•				X		O				X	O
4D	Support the goals and objectives of Harbor Transit's strategic plan to develop and implement a stronger public transit system to serve the greater Grand Haven area		•				O	O					Harbor Transit	O
4E	Evaluate and implement, if feasible, a system of remote shuttle parking lots to reduce downtown parking lots		•				O	X		O			Harbor Transit	
4F	Work with neighboring communities and MDOT to explore the long-term establishment of intercity transit to effectively serve the Ottawa, Kent, and Muskegon region		•					X					Harbor Transit	O

Economic Development Strategic Plan

Goal	Description	Timeframe					Public (X = Primary Lead, O = Support Role)					Private		
		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
4G	Work with MDOT to monitor and plan for the short-term and long-term maintenance needs of the US31 bridge to assure vehicular and pedestrian safety and to reduce the potential traffic disruptions					•			X					
4H	Evaluate Robbins Road Corridor Plan. Update as needed and remove barriers to implementation					•	X	O				O	O	
4I	Establish a commuter parking lot for ride sharing		•				O		O	Harbor Transit				
4J	Evaluate overnight parking policies	•					O	X	O	Public Safety				
4K	Improve access to waterways for kayaking, canoeing and boating		•				X	O	O				O	
4L	Encourage tourism exchange opportunities between the City of Grand Haven and places like Muskegon and Grand Rapids to facilitate transportation between the communities during special events					•			O	Harbor Transit			O	CVB
5	<i>Non-motorized connections, including sidewalks, bicycle paths and recreation trails, will serve all areas of the community offering safe, attractive and barrier-free connectivity</i>													
5A	Complete the non-motorized trails, pathways and sidewalk system			•	•		O		X					
5B	Establish additional north-south bicycle lane connections			•			O		X					
5C	Complete the boardwalk connection along the entire Grand River edge				•		X		O			O	O	
5D	Develop and implement trails and pathway designs that minimize runoff through the use of porous surface		•			•	O		X					
5E	Establish a regional bicycle and pedestrian plan and coordinate with adjacent communities to create seamless non-motorized connections across municipal boundaries to serve residential, commercial and institutional uses		•				X	O	O					
5F	Promote the placement of bicycle racks and lockers in numerous locations in the community		•					X		O	Harbor Transit		O	
5G	Evaluate and implement, if feasible, a community bicycle sharing program		•				O						X	
5H	Establish parking areas that are near trail systems and trolley stops to make it easier for people to reduce vehicle trips to area attractions like the State Park and the Farmers Market					•	O		X					
5I	Continue to retrofit existing sidewalk crossings with accessible ramps to provide increased accessibility					•		O	X					
5J	Identify areas of the City that are not conducive to safe bicycling, running and walking due to a lack of lighting or poor surface conditions. Develop a plan to improve these routes		•				O		X					
5K	Consider creating parking requirements by districts or sub-areas in order to allow for parking arrangements that encourage walkability		•				X		O	Pub. Safety				
6	<i>Grand Haven will be a vital economic center in West Michigan and the Midwest with a variable balance of clean manufacturing, technology, healthcare, agriculture, professional and seasonal service, hospitality, retail and institutional employment.</i>													
6A	Support the Chamber's strategic plan for economic development and business retention	•					O	O					X	
6B	Evaluate & amend local ordinances that may be a barrier for new businesses trying to locate within Grand Haven.	•					X						O	
6C	Develop a new business relocation guide to assist new businesses with permitting process to legally occupy & operate in the City.	•					X						O	
6D	Research viability of offering alternative incentives for development, such as density bonuses for providing a percentage of affordable housing units.	•					X						O	
6E	Partner with the Tri-Cities to create a marketing & branding program for the community.	•						O	O				X	CVB
6F	Explore the opportunity to develop a commercial kitchen incubator.		•				O		O			O	X	
7	<i>Commercial and industrial development will be clean, attractive & efficiently designed to adapt to changing business needs.</i>													
7A	Encourage an evaluation of the re-use of existing industrial buildings before new or replacement structures may be approved.					•	O						X	
7B	Evaluate & implement, if feasible, a streamlined permitting & approval process for job generating economic development projects.		•				X						O	
7C	Evaluate & strengthen as needed both code enforcement & development incentives to promote high quality commercial neighborhoods		•				X						O	

Economic Development Strategic Plan

Goal	Description	Timeframe					Public (X = Primary Lead, O = Support Role)					Private		
		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
		7D	Establish requirements for electric vehicle parking infrastructure.		•					X		BLP		
7E	Explore the opportunity to develop a local warehouse, processing, & cold storage facility.		•								O	X		
<i>8 The community will include word-class education & training opportunities & facilities.</i>														
8A	Establish state-of-the-art higher education & retraining facilities in the community focusing on increasing brainpower, job creation & retention			•							O		X	
8B	Improve access to high-speed & reliable wireless broadband service throughout the community.			•									X	Private Sector
8C	Strengthen collaboration between area schools & the local business community.					•							X	Private Sector
8D	Develop curriculum with local schools & universities for students to learn about careers in manufacturing & agriculture.					•							X	
8E	Encourage the addition of a satellite campus within the region.		•								O		X	
8F	Assure the development of a well prepared & educated youth ready to compete in the global knowledge economy.					•							X	Industrial
8G	Assure the development of a well prepared & educated work force that is continually ready to compete in the global knowledge economy.					•							X	Private Sector
<i>9 Hospitality & tourism will be an important part of the local economy, structured to offer visitors year-round memorable & enjoyable experiences while balancing the interests of local residents & other key sectors of the economy.</i>														
9A	Evaluate zoning & land use standards to attract small-scale, boutique hotels.	•									X		O	
9B	Evaluate capacity of neighborhoods for accommodating seasonal rentals & establish standards to balance local interests with hospitality & investment objectives.	•									X		O	CVB
9C	Support efforts for voluntary residential & non-residential historic preservation while allowing for appropriate building re-use					•					O		O	
9D	Develop & implement improved communication channels to communicate with "snow birds" when they have left town for the winter.	•									X			
9E	Support "buy local" programs.					•					O		X	
9F	Evaluate opportunities for encouraging longer term winter activities in addition to the existing weekend festivals.		•										O	Area Orgs.
9G	Encourage the development of a United States Coast Guard Museum & promote "Coast Guard City USA" year-round.				•						O			CG Fest
<i>10 needs of the population and allowing residents and visitors appropriate access to enjoy natural features.</i>														
10A	Develop a green infrastructure plan to enhance and sustain the network of natural features of the City and the ecological interaction of those features. within the context of the built environment and community			•							X		O	
10B	Proactively use brownfield incentives to spur high quality redevelopment in mixed-use areas					•							O	Finance
10C	Evaluate and implement, if feasible, programs to use IFT's, streamlined processing and other development incentives, to encourage energy-efficient building design standards and low-impact development techniques		•			•					O		O	Finance
10D	Establish goals, standards and ordinances to maintain a minimum of 40 percent tree cover		•								O		X	
10E	Support NORA initiatives for enhanced regional recreation		•										O	
10F	Work with Ottawa County and NORA to develop County-wide map of all recreation amenities	•											O	
10G	Adhere to the 10-20-30 formula for municipal street tree planting (no more than 10% of a single species, no more than 20% of a single genus, no more than 30% of a single family)					•					O		X	
10H	Explore administrative and funding options for future harbor dredging needs	•											X	Industry
10I	Look for opportunities to establish green roofs on buildings					•					X			
10J	Continue to promote waterfront and park activities					•							O	CVB
10K	Consider the Best Management Practices described in Chapter 9 - Coastal Resilience of the Grand Haven Master Plan		•								O		X	

Economic Development Strategic Plan

Goal	Description	Timeframe					Public (X = Primary Lead, O = Support Role)					Private		
		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
11	Grand Haven will be a leader in the encouragement of energy production systems that improve energy independence and conserve and enhance natural resources													
11A	Develop and implement programs to promote energy conservation in municipal operations, local businesses and		•											
11B	Evaluate local ordinances to support renewable energy and adjust as needed to improve feasibility and encourage use		•										O	
11C	Develop a long range renewable/sustainable energy plan that meets or exceeds state and national goals		•											
11D	Work with local builders to host energy efficiency training programs such as LEED and encourage builders to seek special certifications		•										O	
11E	Begin to formally discuss the long-term future of the JB Sims Generating Station and consider future energy sources	•											O	
11F	Continue to seek opportunities to exceed Michigan's 10% renewable energy source requirements												O	
11G	Explore opportunities to develop localized renewable energy projects			•									O	
12	New developments and buildings re-use in Grand Haven will maximize energy efficiency and improve environmental quality													
12A	Evaluate and implement, if feasible, stronger requirements for Low Impact Design		•											
12B	Include site design criteria in Planned Developments, public projects, subdivision planning, etc. to optimize energy efficiency, minimize road and infrastructure needs, promote green spaces and reduce stormwater runoff and pollution		•											
12C	Identify methods and create ordinances to encourage the development of energy efficient buildings and sites, such as an energy audit program			•									BLP	
12D	Research options available to re-use outdated buildings and/or decommission buildings to promote infill development	•											X	
12E	Increase residential and commercial rainwater capture and reuse			•										
12F	Continue to retrofit existing or install new exterior light fixtures with energy efficient light fixtures												BLP	
13	Grand Haven's public facilities, including roads, utilities, parks and buildings will be carefully planned, constructed and maintained to efficiently serve the needs of current and future generations													
13A	Periodically review and update the Parks Master Plan in keeping with the policies, goals and objectives of the Master			•										
13B	Develop assured sources of revenue to support strong maintenance programs for public infrastructure, buildings and facilities			•										
13C	Complete an evaluation of City buildings and facilities to identify improvements to reduce energy consumption and stormwater runoff and implement those that prove feasible		•											
13D	Regularly review and update as necessary the future land use map and coordinate with the adjacent communities wherever possible													
13E	Coordinate capital projects such as street projects with neighborhood development													
13F	Review the Zoning Ordinance for opportunities to include language to address coastal flooding in cooperation with the University of Michigan		•											
14	Information on planning, development and governmental services decision-making will be broadly available through numerous sources of outreach and community participation in local governance will be informed, thoughtful and transparent													
14A	Evaluate and expand the use of local access video, cable, and digital internet streaming video to broaden public access	•												
14B	Improve the posting of City Council, Planning Commission, and other Board minutes as both unapproved drafts and final versions	•											City Clerk	
14C	Work with local schools to expand curriculum on local governmental processes		•											
14D	Improve the City's website to enable online forms of filing		•										City Clerk	
14E	Expand the use of digital media for report delivery	•												
14F	Improve communications among elected officials, appointed officials and City staff to promote understanding of mutual roles	•												
14G	Improve feedback of mechanisms for citizens and visitors to provide more timely and robust input regarding issues and	•												

15 Grand Haven will be a leader in West Michigan in working with other units of governments, state agencies, schools and special authorities to manage growth and to plan and deliver services to the residents and businesses of the area in the most efficient and transparent manner possible

Economic Development Strategic Plan

Goal	Description	Timeframe					Public (X = Primary Lead, O = Support Role)					Private		
		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
15A	Work with neighboring communities to form a joint planning committee to improve inter-local coordination and		•				X							
15B	Cooperate with other area communities in the evaluation and implementation of any feasible joint approaches to service delivery					•		X						
15C	Collaborate with local units of government to buy locally to achieve a balance between the least dollar cost and the smallest carbon footprint to meet governmental needs					•		X		Finance				
15D	Consider how new policies advance the basic need deficiencies outlined through the assessments from the Greater Ottawa County United Way					•		X						
16	<i>The City of Grand Haven will have a modern, efficient and effective governmental structure established through an updated City Charter</i>													
16A	Continually monitor this living document and periodically evaluate weaknesses and either amend or rewrite the Charter as necessary					•		x						
17	<i>The City will be a resource and educator for Grand Haven residents on the importance of developing and maintaining a resilient community</i>													
17A	Coordinate with Grand Haven Public Schools to incorporate resilient and environmental education curriculum as well as		•					X						
17B	Develop a best management practices plan to provide educational information to homeowners living within sensitive landscapes (i.e. native vegetation, shoreline stabilization, eroding prevention, etc.)		•				O		X					
18	<i>Grand Haven will be prepared for natural disasters</i>													
18A	Identify and review emergency preparedness plans					•							Public Safety	
18B	Identify existing and potential new locations for emergency shelters		•										Public Safety	
18C	Establish network of organizations and resources to assist with post-emergency efforts		•										Public Safety	
18D	Enhance existing and establish redundant public emergency communication systems		•										Public Safety	
19	<i>All residents will have access to affordable, locally-sourced foods</i>													
19A	Enhance current site of the Farmers Market with electricity, refrigerations, and additional vendor and parking spaces			•				O	X				O	
19B	Encourage daily destinations such as grocery stores to accommodate bicyclists and pedestrians in their site plans					•	X							
19C	Support and promote convenient access to local food sources such as roadside stands, edible landscaping and front yard gardens					•	O						Ottawa County Food	
19D	Expand the market for local food sources in schools and area businesses		•										X	
19E	Partner with local restaurants and grocers to expand and advertise the use of fresh and healthy foods		•							O			X	
19F	Research the viability of "Urban/Residential/Backyard Farming" and amend ordinances accordingly			•			X							
19G	Support the use and development of community gardens and establish regulations to promote them		•				X							
20	<i>Residents will have access to resources to live and active and healthy lifestyle</i>													
20A	Foster a culture of bicycling and walking		•				X						O	
20B	Support local groups focusing on healthy lifestyle activities					•		O					Comm. Affairs	
20C	Identify fixed routes for marathons in coordination with neighboring communities		•						X				Public Safety	
20D	When appropriate, require a Health Impact Assessment (HIA) for new Planned Development projects		•				X							
20E	Consider allowing sidewalk gardens in neighborhoods and in parks and other public spaces by expanding the list of what is acceptable to grow in the City right of way and parkway.			•			X		O					
21	<i>The sensitive natural landscapes that distinguish the Grand Haven landscape will be protected as context-sensitive development will be carefully permitted</i>													
21A	Identify and address "at risk" landscapes (i.e. wetlands, critical dunes, high risk eroding areas, floodplains)		•				X							

Economic Development Strategic Plan

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		1 Year	2-3 Years	3-5 Years	5+ Years	On-Going	Community Development Dept.	City Manager's Office	Public Works	MSDDA	Other	Property Owner	Chamber	Other
21B	Develop and implement shoreline protection standards	•					X							
21C	Establish a pilot program for the use of native vegetation in order to stabilize sensitive landscapes		•				X		O					
21D	Review opportunities for flood mitigation along the lakeshore		•						X					
21E	Consider creating shared parking or other parking arrangements to encourage walkability in certain sub areas or districts. This could be integrated with a mid-term evaluation of zoning		•				X		O					