

DOWNTOWN HOLLAND FRAMEWORK PLAN



Getting Around...Document Guide

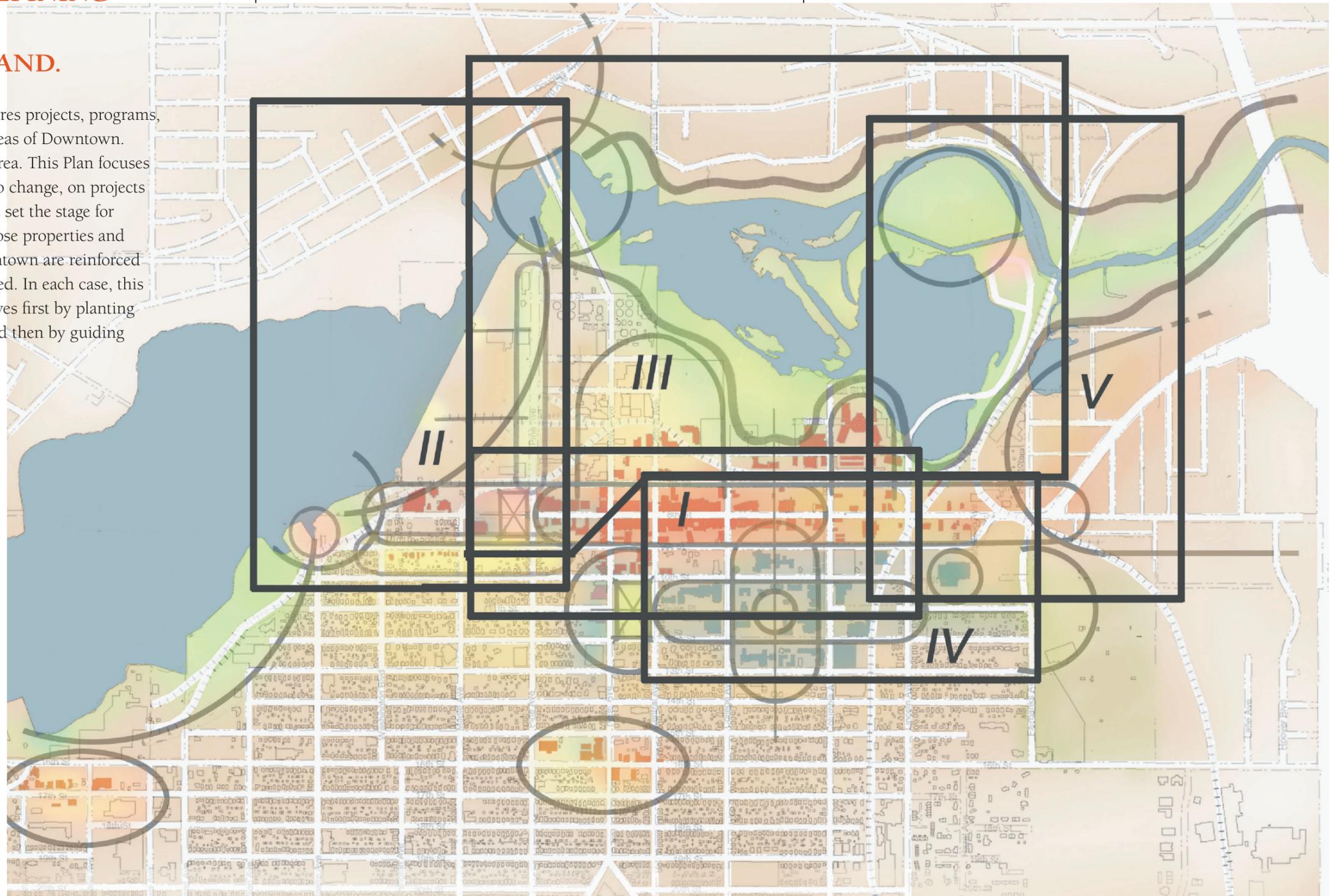
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CLARIFYING OPPORTUNITIES: A BROAD EFFORT DEFINING THE FUTURE OF DOWNTOWN HOLLAND.

This next section of the Plan captures projects, programs, and policies within each of the sub-areas of Downtown. Opportunities abound for each such area. This Plan focuses on those properties most susceptible to change, on projects where previous accomplishments have set the stage for new and expanded activity, and on those properties and initiatives where the Themes for Downtown are reinforced and the Unifying Elements are extended. In each case, this Plan attempts to nourish those initiatives first by planting seeds that reveal the opportunities, and then by guiding implementation.

HOLLAND DOWNTOWN FRAMEWORK SUB-AREAS

- I. 8th Street Business Area.
- II. Western Gateway and Future Waterfront.
- III. Northern Gateway and Park of Parks.
- IV. Hope College and Near East 8th Street.
- V. Eastern Gateway.



I. EIGHTH STREET BUSINESS CENTER

Bounded originally by Seventh and Ninth Streets and River and College Avenues, this core area is expanding into the blocks in all four compass directions.

Summary.

The Streetscape and Snowmelt programs of the late 1980's provided the full range of infrastructure enhancements throughout this central area and efforts have been focused on maintaining these blocks and these amenities at a high level. This vital heart of the 8th Street business district, while continuing to be nearly fully occupied at both street levels (retail, service and restaurants) and upper floors (by a diversity of offices and residential uses), is showing some signs of wear and must respond to changing needs. Relative to other areas of Downtown, the Eighth Street Business Center area falls in the category of "fine tuning" and constant attention and care. But we also see this central area expanding, with similar street level and upper floor uses extending into the blocks east and west, and along certain streets both north and south. This expanded center will continue to offer within reasonable walking distance the vitality and balance of mixed use opportunities and consistent zoning, streetscape, and programmatic attention.



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Major Current and Future Projects and Activities.

Catalytic Projects:

River Avenue Reconstruction:

During the Summers of 2005 and 2006, work proceeded on the reconstruction of River Avenue from 28th Street south of the Holland Hospital all the way to the reconstruction of the River Avenue Bridge connecting the City and Downtown to Holland Township on the north. Work in 2006 included complete reconstruction of River Avenue through the center of Downtown. Visible changes in the two-block stretch between 7th and 9th Streets are modest with extensions of snowmelt and pavers and minor modifications to bump-outs as most improvements in this stretch were made during the major snowmelt and 7th/9th Street projects of the 1980's and 1990's. But north and south of 7th and 9th Streets, respectively, streetscape improvements, a tree planting program, and substantial sidewalk improvements (snowmelt, pavers, planters, and lighting) especially on the west side of River extending south to the Library set a new and fresh gateway entrance into this area of Downtown. This public infrastructure investment Downtown serves as a continuing catalyst for private investment as well.

+ Action Plan: Continue aggressive public information outreach and Downtown marketing and promotion during and, for six months to a year, after completion of the street and bridge project. Evaluate needs for continuing such similar efforts thereafter on an ongoing basis.

Pay Attention to the Street:

1. Enliven the Street: Opportunities seem yet in their infancy.

Creative minds around the country are introducing greater activity onto the sidewalks and open spaces of downtowns. The mission ought to be multi-purposeful: to increase the attractiveness of downtown by adding activity and interest, and to extend these periods of activity well beyond the current periods of peak activity. With some businesses, early morning activity might offer benefits. For more businesses, increasing activity during "normal" business hours would be beneficial. For yet other businesses, and for taking advantage of an often expressed need of our community's youth, increased activity later into the evenings would be a benefit. And of course, the extension of hours by more businesses into Sunday may open greater benefits to businesses

and the community as a whole. Holland has begun to establish sidewalk cafes and encouraged street performers. More of each is very possible and is encouraged as Downtown moves forward.

+ Action Plan: The PSD and DDA together should continue to aggressively pursue the expansion of activities (encouraging sidewalk cafes, supporting street performers, and expanding special events) in addition to continuing to encourage the expansion of business hours and the addition of business activity and entertainment seven days a week.

2. Maintaining the Edge, Keeping Things Current: Streetscape and Buildings.

Attention to details is one of the tasks that can distinguish Downtown from other commercial areas. Assuring that Wayfinding maps are current, repairing and replacing lights, cleaning sidewalks, dealing with tree roots, enhanced planters, and keeping banners fresh and planning for their replacement are all day-to-day activities that must be aggressively pursued.

The last of the major individual building upgrades to utilize vacant or underutilized upper story space are currently being planned in this core area, while ongoing renovations to suit specific tenants continue as well. Watch for exciting exterior improvements to more buildings Downtown that add to such recent improvements as the Outpost, Teerman's, and the former Ebelinks.

+ Action Plan: It is within the day-to-day DDA work program that sidewalks, parking lots, publicly accessible open space and other street-scape areas shall be constantly monitored and maintained as necessary.

3. Comprehensive Landscaping Plan and Maintenance.

With the landscaping Downtown reaching 20 years old (with some older trees and remnant planter elements), it is time to take a fresh look and evaluation of the original streetscape/landscape design-intentions along with an assessment of the current state of all Downtown plantings. Much discussion has occurred around the maturing trees, and the problem of growing tree roots making paver surfaces and tree grates irregular. Concern is periodically expressed regarding the difficulty in seeing storefront signage due to ever expanding leaf cover from certain trees and shrubs. Some shrubs have been removed or seriously trimmed back in an effort to reduce such overgrowth and accompanying negative impacts on pedestrian environment. Flower



View to Curragh outdoor cafe.



8th Street winter scene.

plantings in the numerous sidewalk and parking lot planter beds and moveable planters are similarly demanding attention, expansion, and new inspiration. Consideration must also be given to enhancing the year-round appeal of all Downtown planters.

+ Action Plan: Preliminary work has begun on this plan through a DDA sub-committee with assistance from the City's Parks Department staff. While some initial pruning and overgrown plant removals have occurred, the committee needs an overall plan for the maintenance and incremental replacement of street trees, and an aggressive plan for the enhancement and expansion of floral plantings throughout the Downtown. A plan is anticipated late in 2007.

4. Streetscape/Snowmelt Adjustments and Extensions.

The basic streetscape and snowmelt pattern is well established throughout this core area, with both 8th Street and paralleling 7th and 9th Streets having been improved. The City is currently working on an extension of streetscape and snowmelt improvements in coordination with the River Avenue project that will extend both features south to the Library, City Hall, Centennial Park, and the Holland Museum. The only gaps that remain in the north-south avenue connectors are the sidewalk adjacent to the Warm Friend on Central Avenue and sidewalks between 9th and 8th Streets along College Avenue. Also, targeted extensions of Snowmelt particularly under the sidewalks on north-south avenues as well as in new private projects, deserve serious consideration and encouragement.

+ Action Plan: The City and DDA should actively encourage both public entities and private owners to incorporate Streetscape/Snowmelt elements in their future Downtown projects. The DDA should take a fresh look at paving, lighting, snowmelt, and such amenities as benches and trash receptacles to determine whether a more aggressive program or modified program is warranted. Further integration of snowmelt into the rear parking lots and rear entrances to individual businesses is encouraged as well.



5. Broaden the Product Offerings:

Downtown Holland has successfully carved out a retail and service niche that has competed well with the more intimate neighborhood commercial districts, the arterial-lining commercial strip malls, and seemingly limitless expansion of big box development along US-31. As Downtown continues to evolve and as the greater Holland community continues to change, the opportunity for both greater specialization to reinforce the niche market and greater breadth to serve new emerging markets will both be important. With future success in expanding arts and cultural offerings, with greater success in attracting youth and families, with new housing of greater diversity in cost and style, and with increased recognition of the unique opportunities to capitalize on Downtown's strategic place as an entryway into the surrounding natural environment, the focus and breadth of retailing and customer attraction is extensive. Downtown provides a great draw for summer visitors enjoying the Lakes and for a variety of year-round State and regional athletic tournaments, creating opportunities to capitalize on the food, entertainment, and specialty needs of the visitor industry. Further, there is a recognition that Downtown is a special place and is attractive to many but perhaps not everyone. It is especially important to identify new businesses and growth opportunities that best fit the expanding populations who enjoy being a part of this special Downtown environment.

+ Action Plan: This is an effort that transcends both the DDA and PSD. This is a discussion that deserves priority attention by staff and organizational boards as an opportunity to bring clarity to what audiences the Downtown will play to into the future. This is all about how Downtown presents itself to both the local community and to the potential visiting and/or relocating world beyond Holland's borders.

Other Projects:

Getting the Word Out:

1. Visitor Center.

It is recommended that the DDA, in cooperation with the Holland Area Convention and Visitors Bureau, Tulip Time, the Principal Shopping District, Chamber of Commerce, and private property owners undertake a thorough feasibility study of whether a separate and distinct Visitor Center, possibly with shared organizational offices, should be established in this Downtown district.



Re-landscaped Flower Planters...



2. Walking and Building Tours.

A superb way for locals and visitors to learn about and enjoy Downtown and for business owners to “show off” their operations is by conducting walking and building tours. Initial tours could be architecturally oriented, while others could focus on such interesting business operations as the Holland Sentinel, Beatrice, and the Board of Public Works (BPW) Power Plant, and on Downtown’s historic and cultural assets such as the Holland Museum, Cappon House, numerous places of worship, Hope College, and the adjacent historic neighborhoods. It is recommended that the DDA initiate a discussion of this concept with the Holland Area Arts Council, Downtown residents, Hope College (i.e. the History or Art Departments and Public Relations Office), the BPW, Holland Historical Trust, the Holland Historic Neighborhood Association and other potentially interested parties.

3. Leading Edge Technologies.

Across the nation, communities are finding ways of implementing community-wide and downtown-wide wireless computer access providing internet services and world-wide web information to residents, employees, and visitors alike. While numerous individual Downtown businesses have established wireless access within their buildings, no single wireless access system is yet available throughout the Downtown. The City has envisioned a wi-fi network that would be available in all Downtown outdoor parks, plazas, and sidewalk areas, as well as to key indoor gathering places- both public and private- throughout Downtown. The DDA should continue to work with the PSD, Holland Board of Public Works, and the area’s economic development leaders to determine whether this is a useful tool for supporting Downtown business and visitor activity, and together establish and operate an appropriate Downtown wireless system.

4. Interactive Kiosks.

Downtown Holland’s kiosks provide a limited, controlled opportunity for posting information regarding events Downtown. Periodically, these kiosks are criticized as being too tidy and uninviting, limited in usefulness carrying only formal postings by the DDA and PSD, or for being out-of-date or lacking in their ability to allow individuals to query specific information. The notion of interactive

kiosks, with computer links to all kinds of local organizations, businesses, and events has been suggested as an easy and increasingly inexpensive way to make a broad range of information available to anyone. As efforts continue to upgrade both DDA and PSD web sites, both organizations should contribute to the exploration of installing interactive kiosks throughout Downtown.

5. Banners across Street.

Periodically throughout the year, special events bring together large numbers of residents and visitors alike to Downtown. In the more distant past, creative and visually exciting banners have stretched high in the air across 8th Street and River Avenue drawing attention to those special upcoming events and catching the attention of numerous individuals who might not otherwise be aware of the event prior to its occurrence. Through the Downtown Design Review Board and City code enforcement staff, explore the potential of re-introducing these banners and perhaps other eye-catching devices at select locations to bring added visibility for special public events.

Management Focus: Pay close attention to the needs and wants of the merchants, businesses, and owners in this central area. This is, after all, the heart of the Downtown District. The Downtown community, including Downtown Services staff, must work extra hard and conscientiously to assure that the heart remains healthy even as other areas emerge and evolve.

Continuing Efforts:

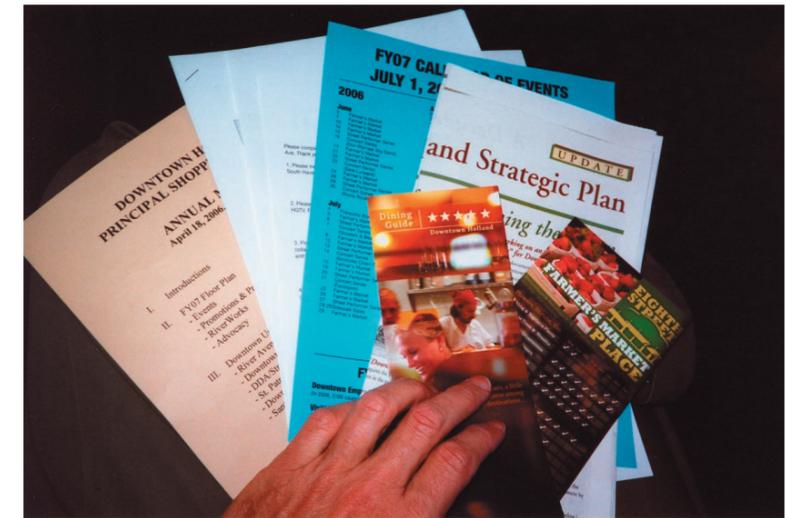
1. Rear Entrances:

Downtown has had an extraordinary success in the development of welcoming and attractive rear entrances to street-level shops and upper floor offices and residences accessible directly from public and private adjoining parking lots.

2. Underground Utilities:

An important objective, cited in the 1995 Plan, in coordination with the enhancement of rear entrances into businesses was the placement, through DDA, Board of Public Works, and private property owner collaboration, of existing overhead wires, telephone, and cable TV underground. This work, in this central area, is nearing completion and has enhanced the attractiveness of every business and parking

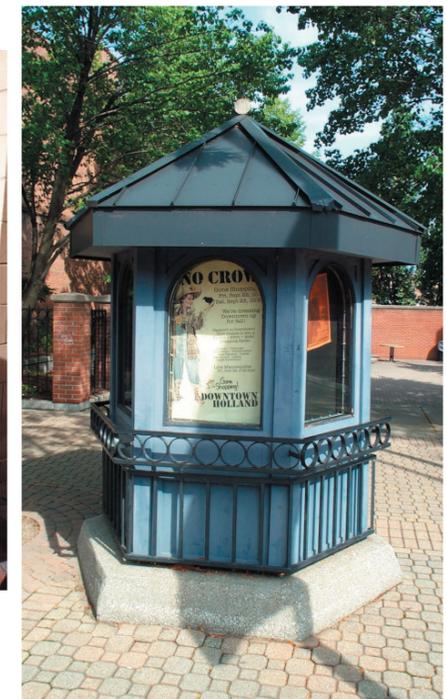
Getting the Word Out on Downtown...



Various PSD brochures.



New sidewalk display boards.



Existing kiosk.

area. These efforts should be continued as the Core area expands, especially further to the east and north, with north/south streets becoming a priority as redevelopment and street reconstructions occur.

3. Comprehensive Trash and Recycling Program:

This plan extends successes achieved in this Downtown core area to the east, north, and west as the intensity of uses in these extended blocks build. businesses and residents in a trash reduction, removal, and recycling effort. Based on several consolidations already achieved privately, the program is expected to lead to fewer containers, additional combined trash dumpster areas, higher levels of service, and lower operational costs. The DDA should continue to work with designated staff within the City's Department of Community and Neighborhood Services, with private haulers, and with business and property owners to extend the success of this on-going program.

4. Parking:

As perimeter areas to this Center business area continue to be successful and active, pressure on close-in parking areas currently serving the Center increase. Closely monitor parking in the areas adjacent to the center and continue to assure that customers have reasonably close and adequate parking. See the Downtown Parking Strategic Plan Update, completed in September of 2003, for further discussion of these parking issues.



Teerman's during renovation on 8th Street.



New Ebelinks building on River Avenue (2006).



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Alley Projects, Before and After...



Trash dumpster corral.



Concept sketch from the 1995 Strategic Plan.



Typical previous condition of overhead power lines.



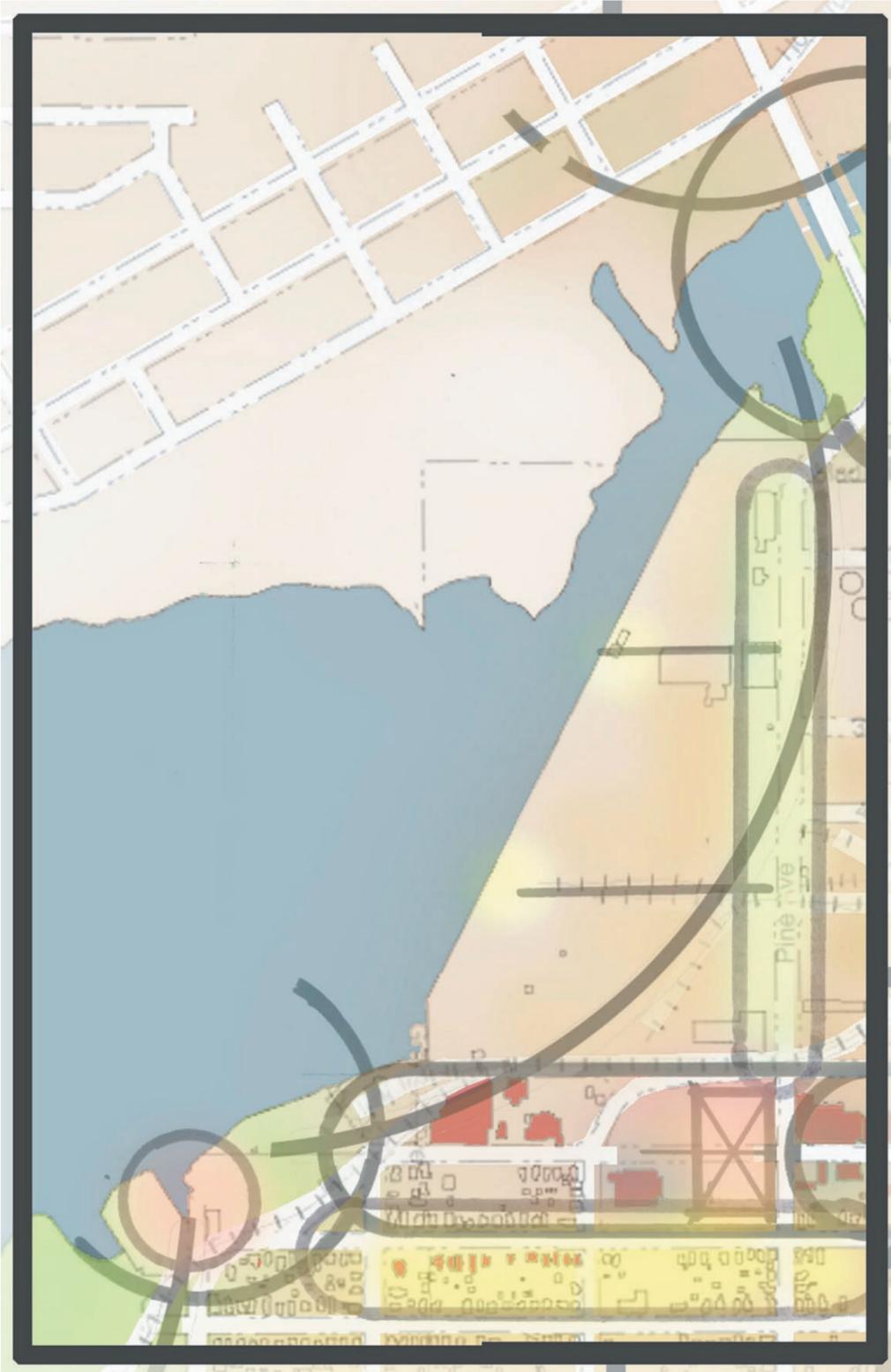
Current condition with power lines underground.

II. WESTERN GATEWAY AND FUTURE WATERFRONT

Bounded at mid-block between Pine and River Avenue on the east, frontage properties along 9th Street to and including Kollen Park to the south, Lake Macatawa to the west, and Van Bragt Park to the north. This area includes the 1995 sub-area described as the Western Gateway and expands to include the northern reaches of Kollen Park and the working waterfront north of 7th Street and west of Pine Avenue.



Eighth Street Market Place.



Summary.

The Civic Center is the key public building in the Western Gateway and will be renovated or replaced within the next 10 years. A variety of community-oriented recreational uses and exhibitions are likely to be accommodated in whatever facility is ultimately determined for this important location. An advisory committee is currently moving this project forward.

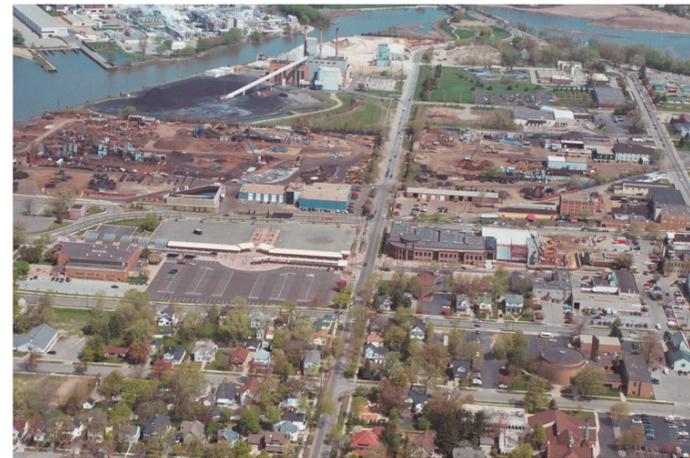
Downtown Holland's present waterfront along Lake Macatawa is a vital source of employment, marine transportation, and key locally-owned businesses in ship-borne aggregates and industrial metal recycling. In addition, our municipally-owned coal-fired power plant is located along this waterfront.

The Western Gateway and Future Waterfront area is situated in a vital location relative to the broadening of Downtown. With a stated desire to realize Downtown's opportunity as a waterfront destination, this connecting area between the westwardly expanding historic center of Downtown and the actual Lake Macatawa waterfront involves a stretch through a transitional mixed commercial and residential corridor along 8th Street and the waterfront industrial areas to the north where slowly emerging dialogue and opportunities may be found. Along the south, this area is influenced by the revitalizing neighborhood historic districts.

This Plan proposes that it is in fact an opportune time to begin a collaborative and constructive dialogue about the future of our waterfront recognizing there are many perspectives to such a discussion and many economic, political, environmental, and emotional issues embedded in this challenge. Because of the sensitivity of the discussion about what the future of our waterfront should be, and because of the importance of those remaining industries who reside along and rely on the waterfront for commodities and service and competitive pricing, there has been a hesitancy to dream a bit more broadly and publicly about the future of this area for fear of

alienating the current property owners. But the future of this area, even a future that might be measured in increments of ten years rather than annually, has the potential to transform Downtown Holland and impact future growth and revitalization of the remaining areas of Downtown.

Key property owners and key future participants in a long-term visioning process include:



Pine Avenue from the Historic District on the south to the River Avenue Bridge (top).



Aerial view of Lake Macatawa waterfront, showing Brewers Dock, BPW James DeYoung Power Plant, and Louis Padnos operations, left to right respectively.



Present Lake Macatawa waterfront, April (2006).



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Wilfred Sykes unloading at Verplank Dock (2006).

- **Verplank:**

This aggregate company transports materials to this location by ship and re-distributes its products (sand, gravel, stone, salt, and other aggregate) to nearby project sites and users via truck. Dock Frontage: approximately 700 feet, including the City's Dock Street right-of-way.

- **Louis Padnos Iron and Metal:**

Louis Padnos is a very important regional industrial recycler and significant Holland employer (approximately 300 local and 1,000 regional employees). This downtown Holland location is a very sophisticated recycling hub and the waterfront location provides an alternative, marine transportation option compared to highway or rail modes. For example, one barge of scrap metal bound for Chicago replaces about 300 semi-truckloads on local streets and state highways. Padnos has a prominent place along west 8th Street as well as their base of operation stems from the historic West Michigan Furniture Building and their 1990's corporate headquarter building. They also own the former Textron Building and a 30,000 square foot parking lot that will be keys to the future evolution of the block of 8th Street between Maple and Washington. Dock Frontage: approximately 960 feet.

- **Holland Board of Public Works:**

The James DeYoung Electric Power Generating Plant generates electricity from three coal-fired steam turbines. Its rated capacity

is approximately 60 megawatts (about 25% of the BPW's total 235 megawatt customer demand). The waterfront location affords access to ships delivering coal to the DeYoung plant (ships deliver 12,000 tons per visit during the shipping season) and the Lake provides cooling water for plant operations. Finally, the DeYoung plant is the source for warm water which is used in Downtown's Snowmelt system. Dock frontage: approximately 1,000 feet.

Presently, the BPW is undergoing a major evaluation of power needs over the near and longer term that has the Board considering a range of future scenarios that could have significant impact on the future size and capacity of this facility. One option the BPW is considering is expanding DeYoung's capacity by the addition of a new generator that would add a net amount of 60 megawatts to the rated capacity. This expansion would generate electricity with significantly lower negative air and water impacts, but would require more coal ships and storage capacity near the plant. Such an expansion would take 4-5 years to permit and construct.

- **Brewer's Dock:**

Brewer's City Dock runs an aggregate receiving dock very similar to Verplank's while also operating a concrete batch production facility at its waterfront site. Also, on a seasonal basis, Brewer's recycles concrete into a crushed concrete product which is sold throughout the area. Brewer maintains a fleet of concrete trucks and single and double-bottom trailers at this location for deployment in the region. Dock frontage: approximately 800 feet.

- **Pfizer:**

While not a Downtown Holland business per se, Pfizer's 45+ acre property along Lake Macatawa is a significant presence on the Lake directly opposite these other businesses across the narrow waterway and is in transition. In 2005, Pfizer announced that the research and production facility located for generations at this site would be closing in 2006. At the time, the facility employed over 300 workers. Currently, the research facility is undergoing a major transformation to a bio-fuels research facility in collaboration with Michigan State University. An expanded private/public vision for the full property, including the unique waterfront edge, is encouraged. Dock frontage: approximately 2,600 feet.

In addition to Pfizer, other portions of this waterfront area are also experiencing transition:

- **Lake Michigan Contractors:**

Lake Michigan Contractors (LMC), is a long-standing fixture on Holland's waterfront with their base of operation for their marine construction business. In 2002, following removal of the Western Machine Tool Works Building on the adjacent City property, discussions began that set the stage for linking public waterfront access, providing additional mixed use retail, office, entertainment, and perhaps eventually realizing boat slips and tremendous rejuvenation of activity in the area between Kollen Park and Padnos, including the LMC waterfront property.

- **New Restaurant:**

The former Lake Michigan Contractors (LMC) site on the west side of Van Raalte Avenue has been transformed into the new Boatwerks Restaurant and includes outdoor seating overlooking Lake Macatawa, with potential for a wraparound waterfront publicly accessible walkway, new transient boat slips, and docking for Great Lakes cruise ships.

- **Existing Office Building:**

On the east side of Van Raalte Avenue, LMC corporate offices combine with lower level marine service and retail sales. This property, valuable both for the continuous water edge connection as well as for redevelopment opportunity may be enhanced by coordination with Van Raalte Avenue improvements or potential street vacation.

- **Small Marina:**

At the water's edge of this second LMC parcel, a small area of year-round boat slips suggest the greater opportunity that this area and perhaps other areas of the waterfront might someday offer.

- **Heinz:**

One of Holland's top employers, the Heinz Company occupies an important waterfront position at the southwestern outskirts of Downtown. Located at the southern end of Kollen Park, Heinz' community spirit has enabled the planning and construction of a new

waterfront boardwalk with permanent public access along the entire edge of their property, effectively connecting Kollen Park with the South Shore Village commercial district.

- *City of Holland.*

The City of Holland holds a prominent position along the Western Gateway and waterfront through major facilities (Civic Center, Kollen Park Fire Station, and BPW power and sewage treatment facilities), major City waterfront parks (Kollen and Van Bragt Parks), and major street, boardwalk, and sidewalk improvements including the lesser recognized Morton Park, Dock Street, and Van Raalte Avenue extension.

- *City-owned Western Machine Tool Works property:*

This City-owned property situated east of Boatwerks was cleared of the Tool building in 2002 and awaits future redevelopment. The City has explored opportunities to develop plans for a mixed use development here which might include retail, additional restaurant, office, lodging, or residential uses.

- *Boardwalk:*

From the west, a very significant public boardwalk will be installed along Lake Macatawa beginning Spring 2007 from the South Shore Village, around the H.J. Heinz plant, through the southern portion of Kollen Park and connecting to the recently improved boardwalk at the northern portion of Kollen Park, and then connecting through the Boatwerks project to meet sidewalks on 8th and 9th Streets.

- *Adjoining Area of Downtown:*

As noted in the Western Gateway sub-area, the former Textron Building along 8th Street owned by the Padnos Company is presently being used for storage and minor commercial purposes. The building

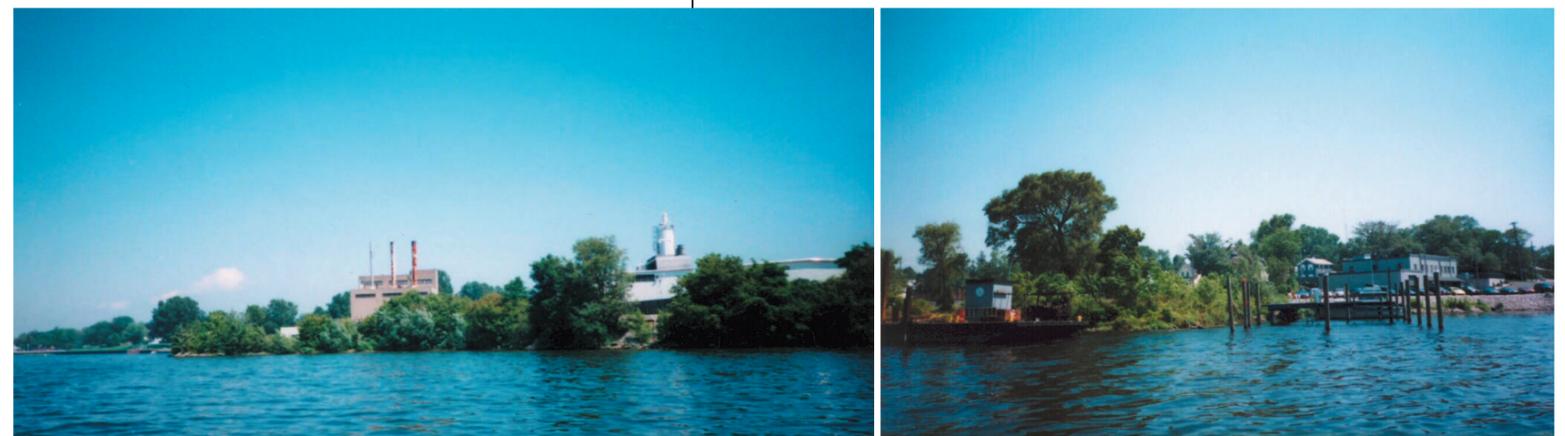
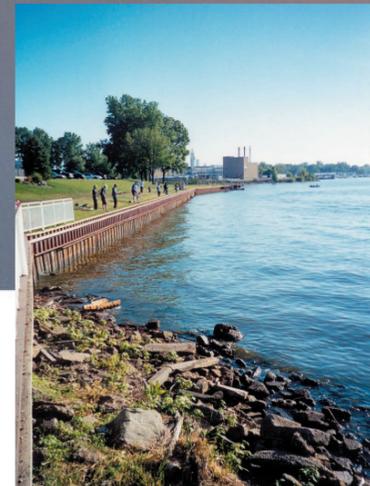
and site along with a large parking lot across 8th Street offer significant potential redevelopment opportunities for commercial, office, and residential uses.

Substantial change and emerging new direction over the last decade have brought great attention to the Western Gateway with a few major catalytic projects underway and on the horizon.



Aerial view of Lake Macatawa waterfront, with pedestrian pathway concept sketch from South Shore Village, wrapping around Heinz, through Kollen Park and eastward toward the Civic Center.

Kollen Park waterfront.



Lake Macatawa waterfront showing Kollen Park, Heinz, and Crescent Shores Marina (left to right).



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Major Current and Future Projects and Activities.

Catalytic Projects:

- *Civic Center Revitalization.*

A major effort by the City has been initiated to develop recommendations for the revitalization and possible expansion or redevelopment of the City's 52-year old Civic Center. A Committee is examining the potential for revitalization of the Civic Center as a new Community Center, bringing together community facilities supporting recreation, exhibitions and meetings, and expanded Marketplace activities. This Civic Center site is pivotal not only for the activities and facilities it immediately supports, but also as a pivotal location as a connector to the waterfront, as a potential connector to future development utilizing waterfront to the north and northwest, as a major transition into the expanding new and Downtown core when entering the City from the north, and as a connector to the vital neighborhoods to the south. With the Civic Center as a renewed community "gathering place", together with the much expanded and redefined Eighth Street Market Place, and the new County Court and City Police facilities, the nature and catalytic opportunity of "civic center" is just beginning to unfold.

+ Action Plan: Preliminary work has begun on this plan. Move aggressively to develop recommendations of the Civic Center Committee and to position the proposed facility for combined public/private fund-raising and implementation.



Concept sketch of expanded Civic Center.

Civic Center: Potential Redevelopment Sketches

Conceptual sketch of expanded Civic Center and new glass entrance.



Conceptual sketch of expanded Civic Center with year-round market opportunity spanning 8th Street.

- *Expand Mixed Use Waterfront Redevelopment.*

Since the 1995 Western Gateway Design Charrette, there has been a vision of a mixed-use commercial development with plentiful public access to the water's edge for the portion of the waterfront from Kollen Park to at least 8th Street. In 2004, a private proposal embracing the Lake Michigan Contractor's properties (now the new Boatwerks restaurant) northward to include the City's Western Machine Tool Works property offered exciting dreams of retail, dining, office, possibly even hospitality or residential uses integrated with public walkways and water-edge plazas.

+ Action Plan: With completion of the Boatwerks Restaurant, attention should quickly turn to the Western Tool property where redevelopment opportunities can be carefully examined and a determination made whether such a direction is appropriate, and how to balance public and private opportunities in relation to surrounding land uses and opportunities.



Right, CSX rail spur along Kollen Park Drive at present.

Conceptual sketch of potential trolley at 6th and College, looking northwest toward The Terraces and Downtown Place condominiums.



Concept sketch of possible projects near Civic Center/Market Place, 8th Street, River Avenue.

- *Secure "Friendly Hands" Control of the CSX Rail Spur.*

A vision that surfaced in the 1995 Strategic Plan called for the transformation of the rail spur that links the Depot to current rail users Padnos and Heinz from solely a train path to a walking, biking, trolley, and train path that links the waterfront with destinations throughout Downtown. To accomplish such a mixed-use corridor, ownership of the

spur must be in the hands of those supportive of such a broader vision.

+ Action Plan: The City, in cooperation with the DDA, should initiate discussions with Heinz, Padnos, CSX, and other potentially interested or impacted parties to explore public or collaborative acquisition of the rail spur east of the Depot.



- *Cautious but Intentional Community Dialogue and Planning.*

It is not unusual to hear expressions of interest out in the community in gathering up all waterfront property currently in industrial or commercial use (Holland’s “working waterfront”) and embarking on full-scale redevelopment for commercial, public, or other uses. There is, however, both a community responsibility and an economic/market reality that must guide consideration of such bold actions where vital businesses currently have both ownership and functioning operations in place.

First and foremost, it is critically important to work with current ownership through intentional and forthright dialogue toward a long term vision that provides a positive and fair situation for all involved. Current uses and users must be respected for the role they play in the greater Holland community. The needs of these businesses must be recognized. Yet it is also important that the community be invited into the dialogue about the future of an area that now impacts Downtown and in the future could even more substantially and extraordinarily impact the entire Downtown. It is important to understand the potential opportunity and impact that a future option for re-use would mean to the current Downtown and the City’s waterfront. It is not too soon to begin a community dialogue about the possible long-term future of this waterfront’s redevelopment with potential for shared public and private mixed uses. The discussion about this future waterfront opportunity should include the City’s power plant facilities, the scrap-metal/recycling operation, and waterfront gravel and aggregate operations. Considerations in continuing dialogue include:

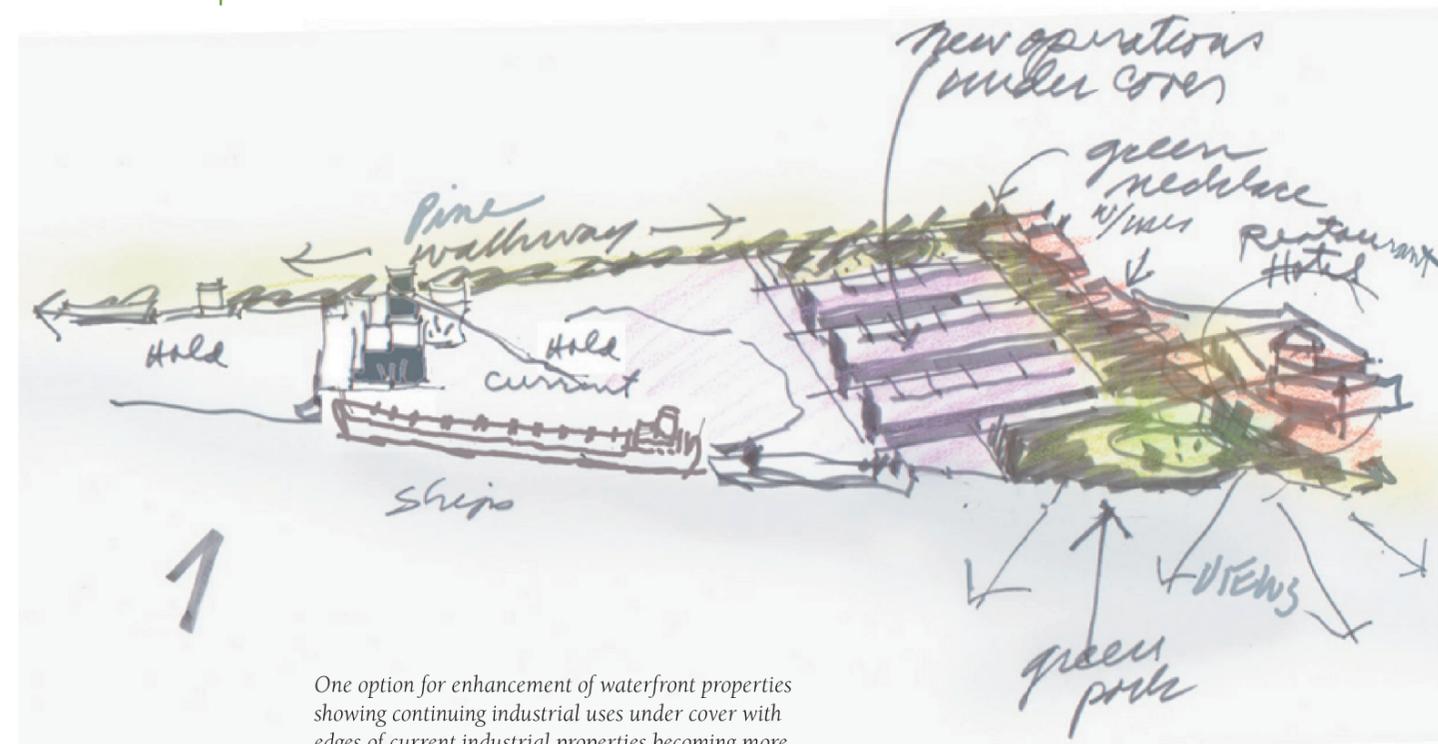
- Each property is important in its own right.
- Each property influences its neighbors in significant ways.
- Each property is developed in an area that was once lake bottom, having been built up over time. Soil suitability and environmental issues would be anticipated to be significant for these properties.
- Lake access is crucial for current businesses Verplanks, Brewers, and the BPW, and a significant asset for Padnos. The waterfront location is not important per se for Pfizer across the Lake, but its waterfront is a marketable asset and deep wells are important components of their current operation.
- Express a strategy to work with Lakeshore Advantage (LA) on the future waterfront redevelopment. This would encourage present waterfront owners to become familiar with LA and its services in

contemplation of longer term potential land use/ownership changes.

+ Action Plan: With assistance and collaboration of key community leaders, the DDA should convene a conversation with current property owners, the City, and Lakeshore Advantage to define a long term process to explore redevelopment opportunities within this Western Gateway waterfront area.



Potential for Waterfront Redevelopment...



One option for enhancement of waterfront properties showing continuing industrial uses under cover with edges of current industrial properties becoming more available to community uses.

- *A Shared or Common Dock.*

Access to dredged and lengthy waterfront for the current “working waterfront industries” is important to their viability. The potential market for others to have an option to bring in raw materials or ship finished product by boat should be examined. Is there a potential for combining the necessary access to water for existing and possibly new businesses in such a way that a shared or common or public dock might free up other waterfront property for alternative redevelopment? Such a possibility might be a catalyst for change while preserving a competitive edge for individual industries.

+ Action Plan: The DDA and other interested parties should work with existing industry to determine potential users and the scope of their needs, while also examining successful examples of shared or common docks around the country. An initial effort then to match needs with potential properties would assist in identifying whether this has any realistic opportunity for application.

- *Enhance Pedestrian and Other Connections.*

COMBINE SCULPTURE, SPECIAL LIGHTING AND INTERMITTENT GROUPS OF COLUMNAR TREES TO CREATE A UNIQUE WALKWAY/BIKEWAY LINK BETWEEN 'WINDOW ON THE WATERFRONT' AND KOLLEN PARK ...



THE WEST SIDE OF PINE - AN IMPORTANT GREENWAY LINKAGE.
Concept sketch of enhanced sidewalk and additional sculpture along Pine Avenue.



Throughout this area, including along 8th Street from the Marketplace and Civic Center to the waterfront, and along the water's edge providing waterfront public access from 8th Street to Kollen Park and to the north via the Pine Avenue linear park, pedestrian paths and green connectors should be enhanced. Capitalize on historic buildings and sites as key points of interest along this 8th Street corridor leading to the Lake, including the rehabilitated Padnos Office Building (former Holland Furniture Company office), the original landing and dock area on Lake Macatawa (Dock Street), the site of the former Western Machine Tool Works Company, and existing historic residential properties. Safe street crossings for pedestrians and bicycles are critically important along Pine Avenue particularly at 7th, 8th, and 9th Streets, along 8th Street particularly at Maple Avenue, the Western Tool



Kollen Park from Boatwerks Restaurant.

crossing and at Kollen Park Drive, and across Van Raalte Avenue to the Boatwerks Restaurant and Kollen Park.

+ Action Plan: Complete improvements impacting 8th Street from Pine Avenue to Kollen Park that provide sidewalks, safer pedestrian street crossings, lighting and landscaping improvements as a part of the major street and bridge reconstruction projects. Work with the Holland Historical Trust and key property owners to introduce historical markers and waterfront themes throughout these areas.



Concept sketch, looking toward new potential project at Western Machine Tool site.



Aerial view of Small Marina opportunity at Kollen Park.



Potential for boats docking at Boatwerks Restaurant and Kollen Park.

- *Encourage Continued Rehabilitation of Kollen Park.*

The City continues with its' plan to re-route Kollen Park Drive, revitalize the center and southern portions of Kollen Park including expanding the boat-launch capabilities, and extend the waterfront walkway to connect the South Shore Village neighborhood commercial district with Downtown.

- *Marina Opportunity.*

Much has been said about the desirability of linking to the waterfront. One area where the linkage can become both directly supportive of Downtown business (especially retail, service, and restaurants) and also become an attraction for residents and visitors alike is the development of boating slips able to accommodate public tie-ups for residents, Lake day-trippers, transient boaters of the Great Lakes, and even to accommodate more fully the summer Lake cruise ships.

Other Projects:

- *Eighth Street Market Place.*

Continue aggressive efforts to increase and sustain active and diverse use of the Eighth Street Market Place, including continuing support for the Farmers Market, for such events as community festivals featuring music and entertainment, and for other activities and programs that extend the season to more of a year-round venue and further energize surrounding properties.

- *Examine Mixed Use Redevelopment Opportunities- Pine to River Avenue.*

Consolidation of properties under one ownership on the south side



Concept sketch of potential redevelopment of property on 8th Street between Pine and River.

of 8th Street and underutilized property on both sides of 9th Street between Pine and River Avenues create an exciting opportunity for mixed use redevelopment connecting the Civic Center to central blocks of Downtown, growing from the public investments in the Police and Court facilities, and connecting to the historic neighborhood to the south.

- *Examine Redevelopment Opportunities- Maple to Washington Avenue.*

For properties on both sides of 8th Street between Maple and Washington Avenues, consider mixed use opportunities connecting the Civic Center to the waterfront and exploring future opportunities for several privately held properties. The former Textron Building along 8th Street owned by the Padnos Company is presently being used for storage and minor commercial purposes. That building and site, along with a large parking lot across 8th Street, offer significant potential re-development opportunities for commercial/office/residential uses. Along the 9th Street corridor, build on recent investments of the Holland Historical Trust and other private property owners. Continue to encourage residential rehabilitation investment in the adjoining historic residential neighborhood areas, with an invitation for greater interaction of neighborhood residents with Downtown activities and facilities. This area may offer creative opportunities for new, affordable and diverse housing options, an opportunity to be explored through the City, HomeCor, and local churches.

- *Parking.*

As redevelopment in this Gateway area progresses, plan carefully for the use of current large parking areas and for the adequate provision and sharing of additional parking to allow intensive and mixed land uses.



Market Place Scenes



III. NORTHERN GATEWAY AND PARK OF PARKS

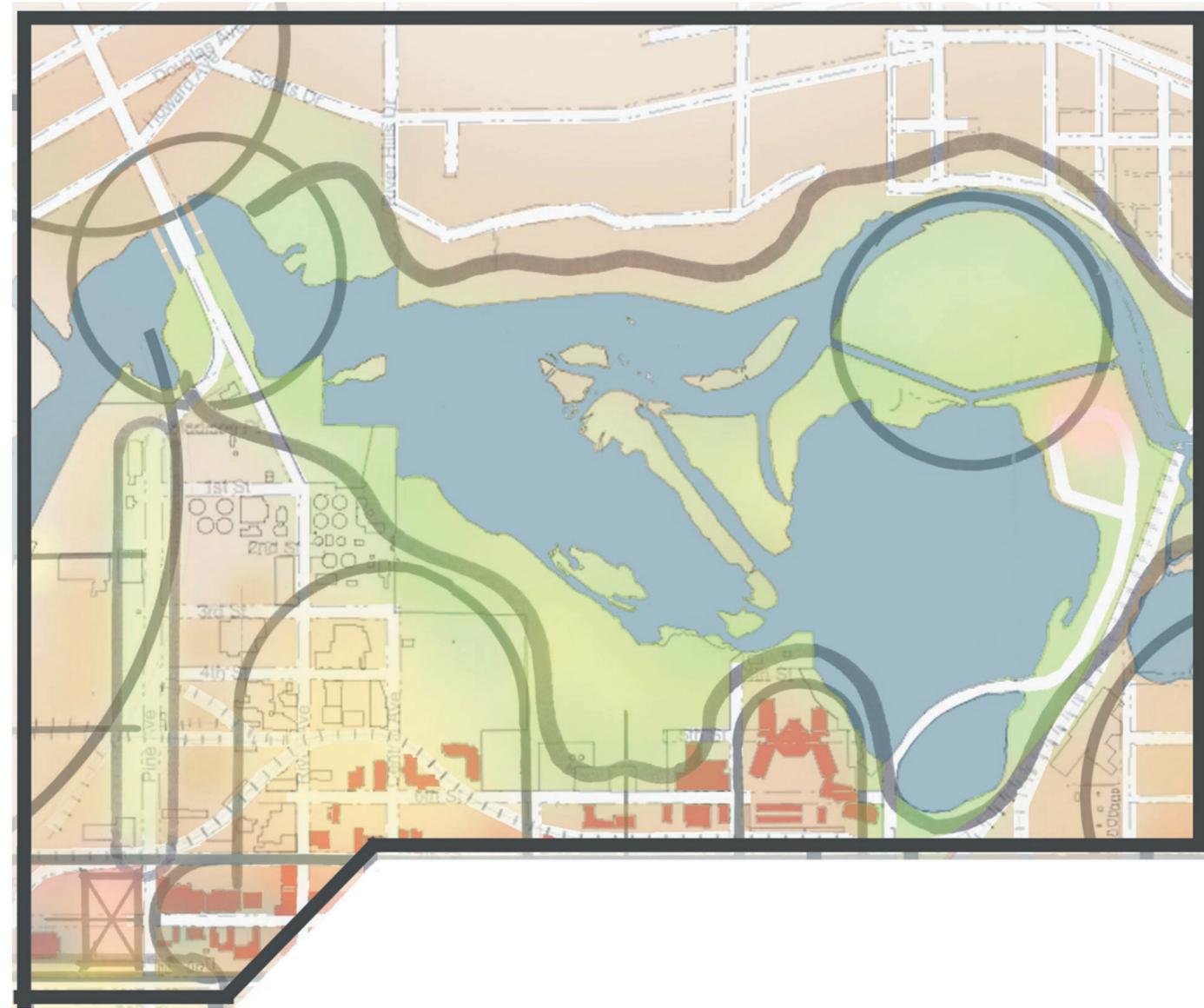
The Northern Gateway and Park of Parks area of Downtown is bounded by the River Avenue Bridge, Van Bragt Park and Pine Avenue on the west; 7th Street to the south; Holland Township across the River to the north; and reaches of the Macatawa River to the east.



Summary.

The heavily traveled portion of this area is in the throes of major multi-year (2005-2007) reconstruction and enhancement of the River and Pine Avenue corridors, the reconstruction of the River Avenue Bridge with flanking pedestrian/bicycle bridges, and the reconstruction of Van Bragt Park and improvements to the western and northern edges of Window on the Waterfront Park. This area offers superb opportunities for beautification, improved pedestrian and bike access to and from downtown, and the revitalization of several underutilized sites within the River, Pine, and Central Avenue corridors.

In the 1995 Plan, much of this area involved Window on the Waterfront Park and Windmill Island as discrete parks providing promise for waterfront access and vitality. Through extensive discussions and planning for this area assisted by William Johnson, the notion of a “Park of Parks” has emerged that is more inclusive and representative of broader opportunities for this area. Inclusive of both



Windmill Island and Window on the Waterfront, the Park of Parks concept also embraces the north edge of the River including potential greenway connections and City property on the north side in Holland Township, extends to Van Bragt Park, includes as discrete “park” opportunities the potential boardwalk crossings of the marsh and river areas, and extends eastward under the CSX railway bridge to Macatawa Greenway connections headed toward the upper reaches of the River. By extending the scope of area under consideration, opportunities to link current and future destinations, activities, and development efforts

becomes more apparent. The opportunity for this area to be a major Downtown amenity and destination is becoming clearer. This area offers wonderful opportunities for significant public park and related improvements as well as major adjoining private sector cultural, commercial, and even continued light industrial ventures while the emphasis of residential uses especially for upper stories and for buildings edging the park. This is key- this area is not just about open space amenities but rather the redevelopment opportunities that this open space system inspire and support.



Major Current and Future Projects and Activities.

Catalytic Projects:

River Avenue Bridges, River and Pine Avenue Reconstructions.

This bundle of Downtown infrastructure improvements redefine the character of the transitional zone between City and Township, re-emphasize the importance of the River Crossing as a focal point and point where many things come together, and set the stage for public and private investment along this critical corridor and in the park and pedestrian connecting infrastructure which traverses this area.

+ Action Plan: Infrastructure projects are fully under construction. The bridge amenities and River/Pine corridors are taking shape and access is already enhanced. Continued attention to this area is necessary to integrate opportunities for objects and lessons regarding historical education and public art and commemoration.

Pedestrian Bridges.

Construction is underway that will improve existing sidewalks along River Avenue leading to the River Avenue bridge and add two vital bridges and an east-west underpass for pedestrians and other non-motorized users. These 10-foot wide bridges and gracious underpass will dramatically improve bridge safety for all users as well as enhance the accessibility between both Window on the Waterfront



Concept sketch of new River Avenue bridges, evening lighting plan.



Sketch of River Avenue bridges while under construction (Spring 2006), looking south.

THE NEW RIVER AVENUE BRIDGES...



West pedestrian bridge, BPW water main, and River Avenue (vehicular) Bridge.



West pedestrian bridge in front of River Avenue vehicular bridge.



New River Avenue vehicular bridge on left, pedestrian bridge on right.



Sketch of River Avenue Bridge pedestrian bridge underpass looking west.

and north-side bike trails and downtown and north-side retail businesses.

+ Action Plan: Prepare for and begin to promote future pedestrian and other non-motorized connections throughout this area, including the water-edge connection from Van Bragt Park to Kollen Park.

Community Dialogue.

As noted in prior discussion regarding the waterfront, a cautious but intentional community dialogue should begin in anticipation of possible long-term waterfront redevelopment of the City's power plant facilities, the Padnos property, and waterfront gravel and aggregate operations. This dialogue naturally skirts across Pine Avenue to involve the corridor of properties lying between Pine and River Avenues. And this area then naturally looks to be an area connecting to the east and south.

+ Action Plan: This Northern Gateway area, influenced to be sure by those waterfront activities to the west but significant in its own right as a place of immense opportunity, is an area that only recently is moving toward the center of the Downtown radar screen, spurred significantly by the infrastructure work and by the availability of a

number of larger properties along these streets. The DDA should coordinate a community visioning process, perhaps a charrette process, to examine the potential redevelopment scenarios and potential linkages both along and across these north/south travel corridors.

Windmill Island Boardwalk and Pedestrian Bridge to North Side.

One improvement rises above others often in discussion of the Park of Parks waterfront area.

Windmill Island is a gem in the rough, a place

of extraordinary beauty and opportunity that suffers from limited access. The recommendation for a boardwalk stepping lightly across the Macatawa Marsh and connecting Window on the Waterfront with the Island, offering a park experience along the path of the boardwalk itself, enlivens the entire waterfront experience and sets the stage for improvements on both sides of the marsh. Add to this a pedestrian/bicycle bridge from the Island across to the north side of the River and a significant area of Holland Township is a short walk from Downtown.

+ Action Plan: As discussions are underway considering the future of Windmill Island, and as interest emerges as to development occurring along this northern edge of Downtown, attention in each instance turns to the boardwalk. A firm plan and estimate of cost should be developed as soon as possible, both to be clear about what the expectation is, but also to be prepared to take advantage of the soonest opportunity for funding and construction.

Thrust of Hope/Downtown to North into This Area.

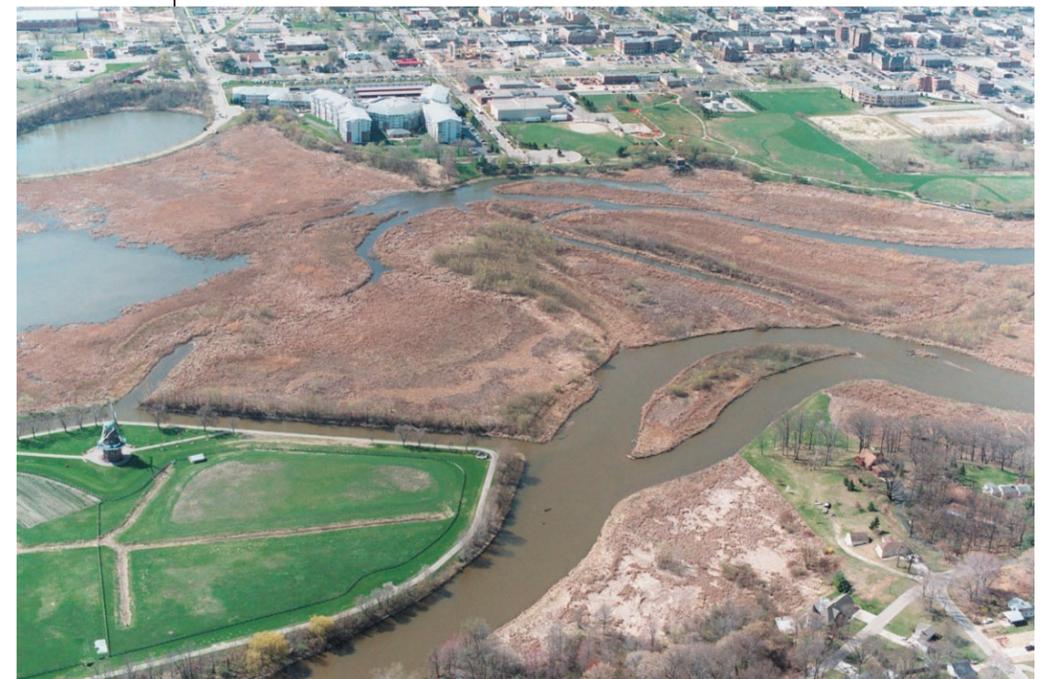
Just as there is a northerly thrust into the northern area near Central and River Avenues that appears to offer mixed use office, service, and residential opportunities, so too is there a thrust toward the north in the area between College and Lincoln. Hope College has expanded their presence as an anchor with both increased use of existing buildings and additional property acquisition that

provides a still emerging anchor just east of the center of Downtown. While the College itself may not extend appreciably beyond 8th Street to the north, the influence of College investment and presence makes properties between 8th and 6th Streets more desirable for other mixed uses that build more on College relationships tying to the south and Freedom Village and Park of Park relationships to the north.

+ Action Plan: While primarily a private initiative, collaborative public and private planning should assist Hope and other property owners in anchoring this end of 8th Street and providing initiative, incentives, parking, and support for moving to the north in support of broad Downtown objectives.

Windmill Island Future: Collaboration.

An exciting opportunity presents itself for greater collaboration between Tulip Time and the City of Holland in enhancing the year-round celebration of our community's cultural and floral heritage and in making best use of Windmill Island. Such collaboration could help define a new series of improvements that could sustain the Island as a vibrant visitor destination while also capitalizing on the extraordinary natural setting and beauty as should be enjoyed by the greater



Aerial photo of Windmill Island, Macatawa Marsh, and Freedom Village from the north.





WINDMILL ISLAND...



Concept sketches showing boardwalk connecting Windmill Island to Window on the Waterfront Park.



Concept sketch showing potential new projects along 8th and 9th Streets and College Avenue, at 6th and College and Window entrance, boardwalk connecting to Windmill Island, plus new parking decks along 9th and 7th Streets.

Concept sketch of walkers along the Macatawa Marsh approaching River Avenue Bridges from the east.



Left, concept sketch of potential new gateway entrance to Windmill Island.

Below, concept sketch of Windmill Island causeway with new sidewalk.



community.

+ **Action Plan:** Under City leadership and involving a broad array of public and private parties, there should be ample opportunity for the DDA and Downtown to be a part of this discussion.

Other Projects:

Connections.

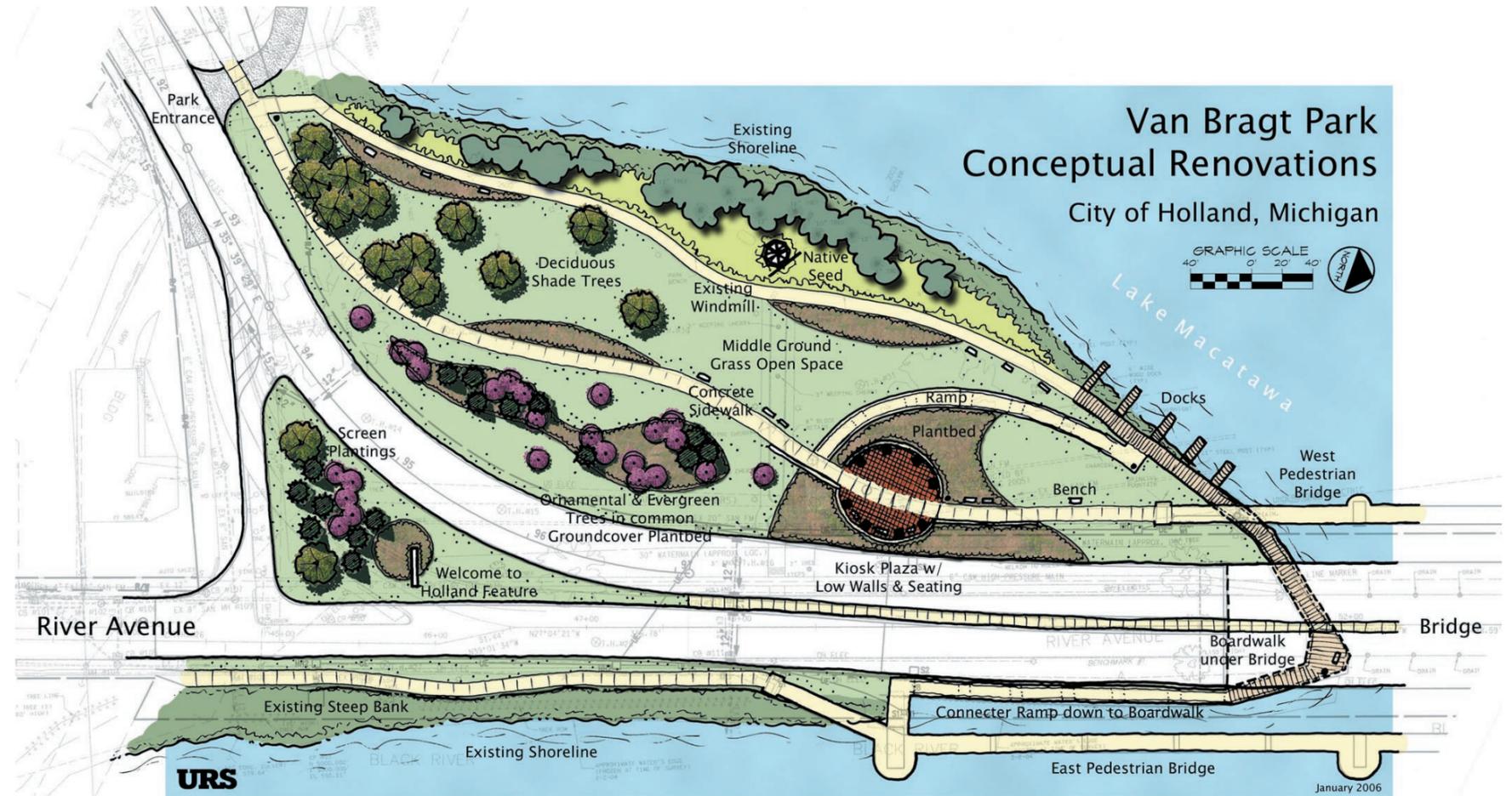
Improve pedestrian and other non-motorized connections throughout this area, including the water-edge pathway connections within Window on the Waterfront Park, within Van Bragt Park, from Van Bragt Park to Kollen Park, and including the completion of the Heinz Boardwalk to the west. In the context of this Plan, the concept of high quality, safe, and frequent pedestrian connection is present throughout as a most important unifying element.

Van Bragt Park.

The major bridge and street reconstruction projects have obliterated Van Bragt Park. A new plan has emerged to revitalize and re-establish this Park and should be carried out in 2007. Careful attention should continue to assure that this park remains desirable not only as a visual amenity to the thousands who drive past each day, but also as a significant waterfront park that provides unique views and unique water access from within the park and as a jewel along the over 5.5 mile greenway path connecting South Shore to Paw Paw Preserve, and beyond.

Van Tongeren Field.

This former softball field has become a temporary City storage area for discarded yard and park materials. This property represents expansion opportunity for surrounding uses and should be considered



Conceptual sketch of renovated Van Bragt Park, looking south toward Pine Avenue.



both for its own use potential and for its strategic value in transforming or securing other properties. It is recommended that the field's long term highest and best use be determined as soon as possible, and that the present storage function be discontinued or hidden from public view.

Baseball.

The notion of the Greater Holland area supporting an Independent League baseball team is an intriguing idea, all the more of interest if a site could be found Downtown and perhaps along this northern tier if the linkages to Downtown and park activities are tangible, the scale of such a facility can be seen as amenity rather than overwhelming, and if the parking requirement can in large part be accommodated by a sharing of parking with other activities. Such a facility could be a catalyst for other family entertainment opportunities, but only acceptable if the scale of impact can fit appropriately.

River and Pine Gateway Property.

Portions of the properties at the convergence of River and Pine Avenues and to the south have been identified for possible long-term BPW wastewater treatment expansion. Street-fronting portions of these properties could also be improved aesthetically and better connect pedestrian and landscape amenities between Van Bragt Park and the Window on the Waterfront Park. The City and BPW should review these properties for possible long-term use. Consideration regarding acquisition is necessary and property owners are encouraged to contact the City if they are interested in selling their property.

River Avenue Corridor.

Several properties within a block of the River Avenue corridor offer individually intriguing but collectively strongly compelling opportunity for redevelopment and a new emergence as a commercial zone. While the environmental conditions of each site have not been determined, this may be a corridor of opportunity for using incentives of the City's Brownfield Redevelopment Authority. These opportunities include:

a. Padnos White Building.

This 30,000 sq. ft. former West Michigan Furniture building along River Avenue at 6th Street is underutilized as storage and appears to offer interesting possibilities for creative re-use. There has been some

desire to offer artist live work space in Downtown, a use that often is found in similar buildings. The DDA should encourage re-use of this building, perhaps through a design "charrette" that brings together potential users, tenants, and design professionals.

b. Former Goodyear Tire Center.

The former Goodyear Tire Center at the northeast corner of 6th and River offers an important opportunity for re-use or redevelopment in the River Avenue corridor. Opportunities for this site include a variety of ideas, one of which suggests its' potential as a grocery co-op as a part of a mixed-use redevelopment.

c. Steketee Van Huis.

Approved plans are in hand for the expansion of this industrial facility, bringing to completion the build-out of this tight site.

d. Former A. D. Bos Company.

Following relocation of this company outside of Downtown, the building with entrance from Central Avenue remains vacant. The public and private sectors should examine opportunities to secure the property and clear/prepare the site.

e. Vacant Site on 7th Street West of Via Maria's.

The site of a former travel agency, this property offers an exciting infill redevelopment opportunity, with potential for mixed-use development of ground floor retail and service uses and upper floor residential uses.

Park Edge Properties.

Immediately north of the new residential condominium developments between 6th and 5th Streets lie two major properties that offer tremendous future opportunity tying immediately into the slowly emerging Central Avenue corridor as well as having substantial frontage on Window on the Waterfront Park. City interest in extending the College Avenue and 5th/4th/3rd Streets street grid could greatly enhance the opportunity for redevelopment of the former truck terminal site and the current radio station property.



River Avenue, looking north at 6th Street.



Concept sketch of potential projects at River Avenue, looking north at 6th Street, including the re-use of the Padnos "white building" on the left and former tire store on the right.

Fountain/Ice Rink.

At the College Avenue entrance to the Park, there is a great opportunity to utilize water and create a reflecting pool and fountain for Spring, Summer, and Fall enjoyment. This pool area could possibly become an attraction in Winter months as well, perhaps as a refrigerated ice skating rink or as a setting for ice sculpture.

Imagination Station Playground.

This high quality, child-designed and volunteer-built playground concept has been successful in many nearby communities. It is believed that this would be an ideal location for such a project which is larger in scale and complexity than most school playgrounds.

Children's Museum.

A hands-on, science-oriented learning center has been discussed for several years. The Window on the Waterfront Park setting and adjoining properties might offer an excellent context for such a facility.



Current entrance to Window on the Waterfront from College Avenue.

CONCEPT SKETCHES OF POTENTIAL ENTRANCES TO THE WINDOW ON THE WATERFRONT PARK AT COLLEGE AVENUE AND 6TH STREET.



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Greenhouse/Conservatory.

The City has considered consolidating its various, old greenhouses into a single facility. Possible locations include Window on the Waterfront Park or Windmill Island, where the facility could be enhanced to become a Conservatory and could be “opened up” to allow public visitation. The new greenhouse, normally a strictly functional facility, could become a year-round attraction - perhaps promoted as a Winter Garden - for residents and visitors alike.

Redevelopment of Northwest Corner, 7th Street and College Avenue.

A proposal has been presented to develop a “boutique” hotel by Charter House Holdings, LLC., at the northwest corner of 7th Street and College Avenue. Currently used for parking and leased by the City, this site offers an important location for a new and exciting building aiding in making the connection along College Avenue between Downtown and new Park edge redevelopment and Park improvements

Public Art, Sculpture, and Water Features.

While this northern corridor has benefited in the past by the generosity and creativity of the Padnos Scrap Sculpture, additional public art in the form of additional sculpture, statues, water features, and landscape treatment can be interwoven into key corridors and the Downtown park system, leading as well into the extended Macatawa Greenway.

- Parking Deck Consideration.

Along the southern edges of this sub-area, the interface of new development opportunities and the existing intensely developed

Downtown will, over time, accentuate the need to take care of parking demand. As indicated in the Strategic Plan for Downtown Parking, a few opportunities present themselves to accommodate additional parking. Most dramatic is the opportunity for as large as perhaps an 800-car (200 cars per level) parking deck on public Lot 7C, while other smaller sites may offer surface parking.



River Avenue reconstruction (2006).



7th and College intersection, looking northwest, site of proposed Charter House hotel development.



8th and Central looking north.

IV. HOPE COLLEGE AND NEAR EAST EIGHTH STREET

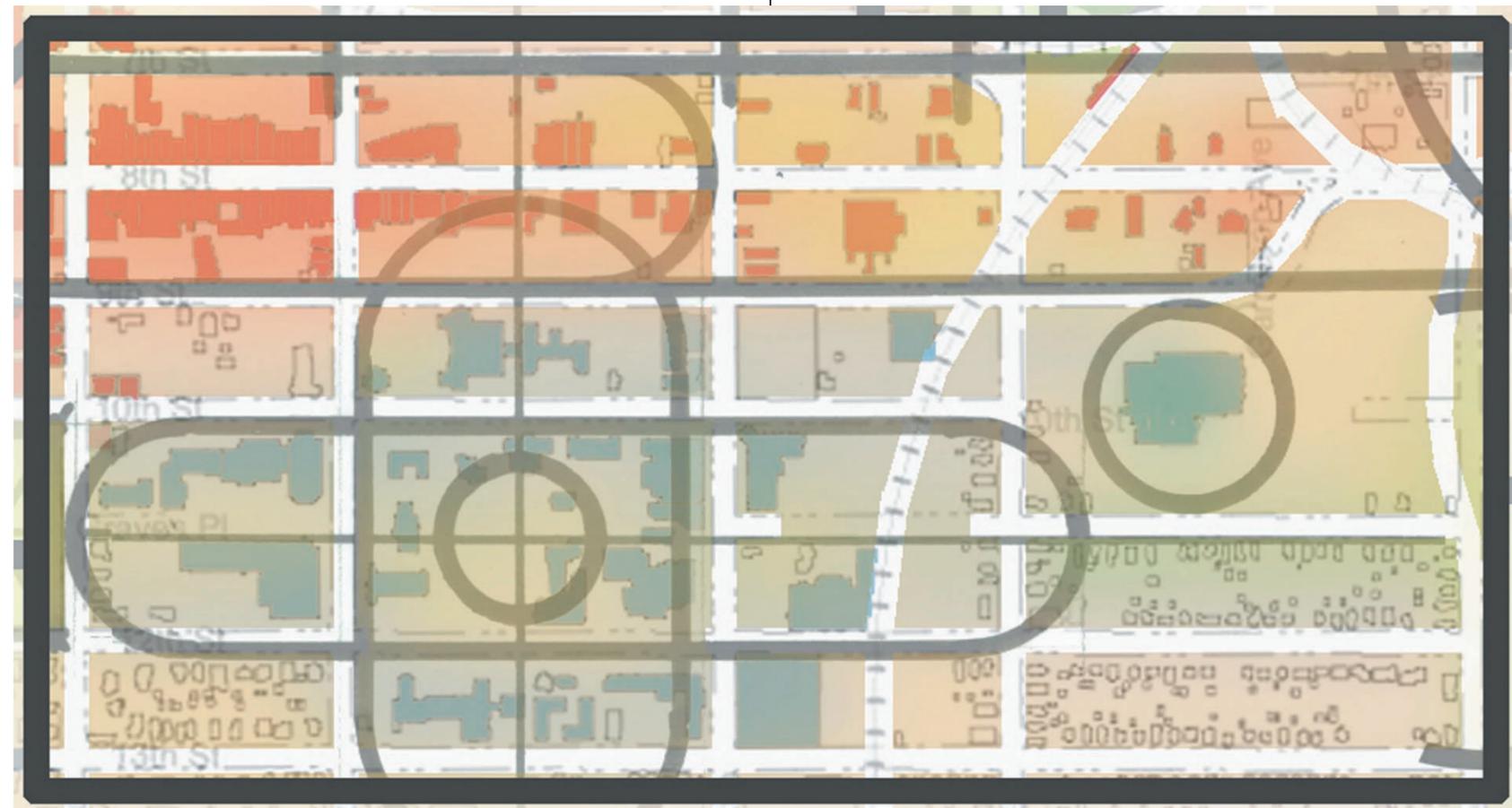
Bounded generally by the northern edge buildings and sites of Hope College Campus north to 7th Street and extending along 8th Street from College to Lincoln Avenues.

Summary.

Hope College's strong relationship with Downtown continues to be enhanced by the Haworth Center and newly expanded Cook Residence Hall, continued operations in its 8th Street properties (100 East and the Knickerbocker Theater), by possible new ventures envisioned at the former Versendaal car dealership property and Lincoln Park, and by existing and potential joint parking initiatives. Other substantial private sector projects are expected along 8th Street that will strengthen and broaden retail and other commercial business opportunities, including possible new residential options.



Concept sketch showing 8th Street looking west, with new Superblock projects on the right and midblock pedestrian crosswalk.



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Major Current and Future Projects and Activities

Catalytic Projects:

Superblock- Subsequent Phases.

The evolving master plan for the Superblock (between 7th and 8th Streets, College to Columbia Avenues) envisions additional new development containing a variety of retail, office, and possibly residential uses. Such redevelopment will also include a need for parking, a portion of which will likely be accommodated on-site and a portion of which may look to the property on the north side of 7th Street. This block north of 7th is bisected by the CSX rail and then continues with what currently is a mix of industrial and office uses. This area, transitioning into the “Park of Parks” area, is an extension of the redevelopment opportunity thrusting to the north from Hope and the Downtown to the waterfront. The new 15,000 square foot 2-story Macatawa Bank project at 8th and Columbia establishes an important



Concept sketch of development planned as the Plaza East building in the Superblock.

anchor at the east end of the Eighth Street Center or west end of the Hope College/Near East Eighth sub-areas.

+ Action Plan: Private property owners are continuing to study the opportunities for future phases. While offering encouragement and development incentives, the public sector should assist with adequate public infrastructure such as parking, streetscape and crosswalks

while also bearing the responsibility of assuring such development is compatible and consistent with the development requirements and guidelines.

Hope College Redevelopment of Former Versendaal Property.

Hope College recently purchased the former Versendaal Lincoln Mercury dealership site, a central bridging property between Hope’s “Central Campus”, 8th Street, and even to properties and the waterfront further to the north. While there are not yet concrete plans for the redevelopment of this site, Hope College is encouraged to continue seeking community and Downtown advice for appropriate uses.

+ Action Plan: As Hope College continues to plan campus-wide for their future growth, often major facility decisions directly impact Downtown. Facilities which can engage the general public can be very supportive of Downtown street-life and vitality and are encouraged on these Downtown sites. As Hope considers the future of such facilities as a possible new concert hall, possible new museum, and possible relocation of the campus bookstore, the College should collaborate with the public and private interests Downtown to assure such facilities can be best sited for mutual benefit. Ongoing dialogue and collaboration is encouraged.

Other Projects:

Former Clark Gas Station.

With development in the Superblock now well underway, thoughts are turning to the next block east. There have been very preliminary inquiries into the potential for redevelopment of the former Clark Gas Station property sitting across 8th Street from the Post Office, recognizing that this block is probably much too extensive a stretch for traditional 8th Street retail. There has been some brainstorming about alternative uses, and redevelopment of this property on East 8th Street for new office, retail, and/or residential use, perhaps serving Hope students or staff, or perhaps even affiliated with Hope College. This Plan recognizes some potential environmental clean-up needs on this property but also envisions mixed use redevelopment broadening Downtown by extending streetscape and building character east into this area.



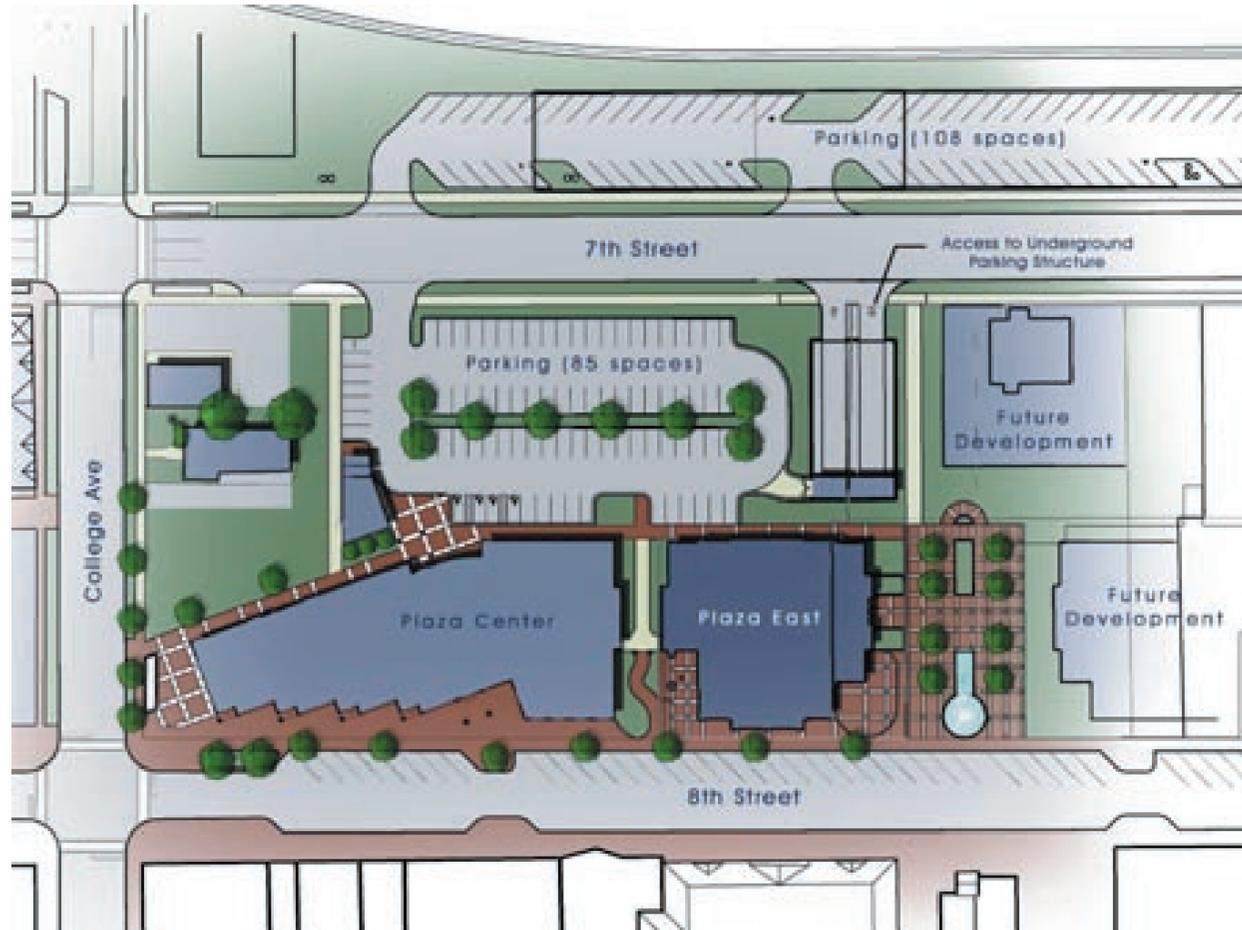
Plaza Center and site of future projects.



Sketch of potential mixed-use housing and retail development.



Sidewalk alongside Plaza Center.



Conceptual site plan for Plaza East development within Superblock.

Associated Parking Development.

This area of Downtown faces some of the greatest redevelopment opportunity while at the same time facing perhaps the tightest current parking situation. While today there are areas of private and public property that could be converted to interim parking to satisfy a tight present situation brought on especially by the proximity of several restaurants, the prospect of new multi-story mixed-use buildings brings both excitement and a need for careful attention to assuring adequate parking supply and distribution.

Columbia Avenue Arts Corridor.

The concept of a Columbia Avenue Arts Corridor is quietly emerging as a focus and means to add synergy to individual stabilization and redevelopment efforts along this corridor. The concept is triggered in part by the presence of Hope's Music and Art Departments along or near Columbia Avenue, by the presence of the Holland Area Arts Council and the Uptown Gallery and Frame Shop on Columbia Avenue at 8th Street, by concepts emerging further to the south in the vicinity of 20th Street for art galleries and possible movie editing facilities, and by possible consideration of a new concert hall and an art collection exhibition space in the vicinity of 8th to 9th Streets by Hope College.



Hope College.

Macatawa Bank, on 8th Street.



Bike shop on 8th Street.



Above, shops on College Avenue, south of 8th Street.

South side of 8th Street between College and Columbia Avenues.

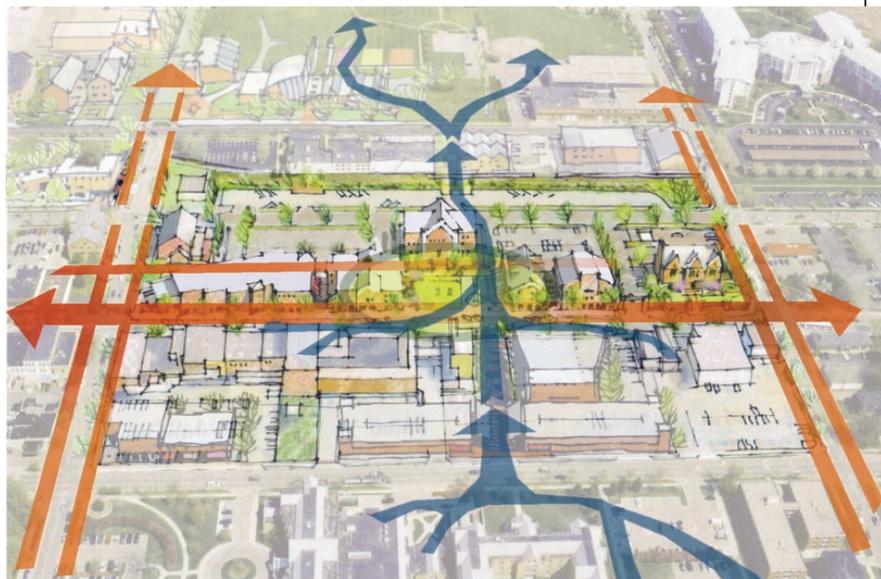


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Aerial looking north from Hope College to 8th Street between College and Columbia Avenues (Spring 2005).



Concept sketches of development potential north of 9th Street between College and Columbia Avenues. This northward “thrust” from Hope College could include significant retail, commercial, residential, and civic/entertainment facilities, plus new pedestrian walkways and crosswalks, and new multi-story parking decks.

V. EASTERN GATEWAY

This Eastern Gateway sub-area is bounded loosely by Lincoln Avenue on the west, the Macatawa River/marsh area to the north, Chicago Drive on the east, and 12th Street on the south. Fairbanks Avenue is a major north-south street in this area, and it is notable that Fairbanks also serves as the municipal boundary between the City and Township.

Summary.

Previously identified as the Fairbanks Initiative, this eastern approach from Chicago Drive and East 8th Street is the Eastern Gateway to the City, to Downtown, to Hope College, and to the Hope/City recreational corridor along Fairbanks Avenue. Included within this area are:

- The opportunities embracing a potential new traffic roundabout with opportunity for quadrants of park space around the roundabout as well as a specially landscaped center island, each with public art embellishments;
- The commercial block extending westward into the core of Downtown and connecting recent commercial development (Priority Health and Paragon Bank) and the City's Transportation Depot with new redevelopment opportunities along 8th Street;
- The northern extension of Fairbanks Avenue north of 8th Street providing up to 80 acres of underutilized residential, commercial, and former industrial properties;
- A spur of CSX railroad that over time might provide shared multiple uses and better connecting access between Downtown and the City's industrial park; and the new DeVos Fieldhouse and eastern quarter of Hope's campus featuring further recreational, academic, and residential opportunities.



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Major Current and Future Projects and Activities

Catalytic Projects:

- Continued Hope College Interest.

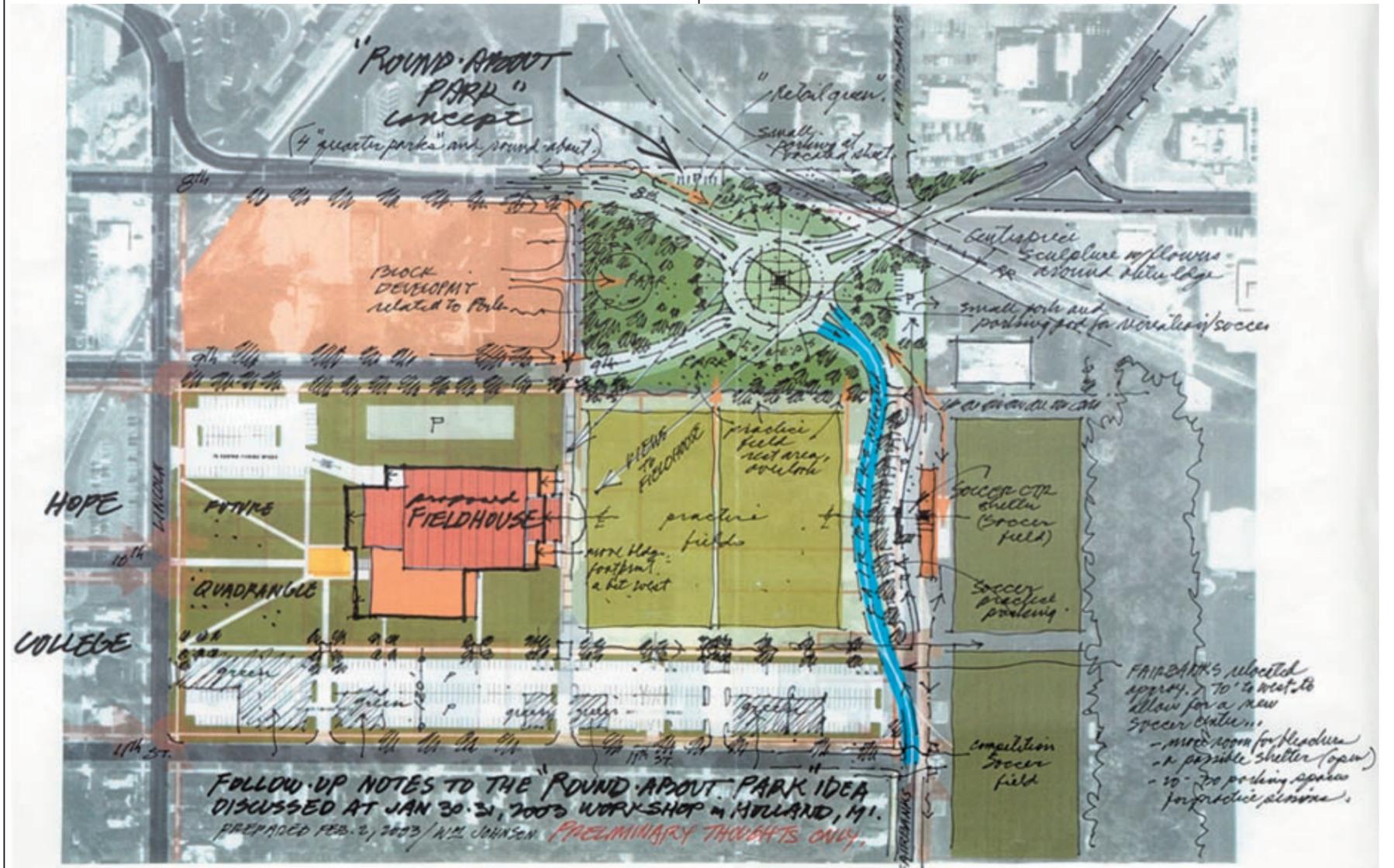


The construction of the DeVos Fieldhouse was just the latest of Hope's investments into this Fairbanks Avenue area. Additional associated athletic facilities improvements will continue, with expansion of intramural facilities, improvements to the soccer complex, and additional baseball, softball, track, and tennis facilities in the planning stages. Collectively, these improvements will reinforce Hope's focus both on intercollegiate sports and on the wellness of its student body. The College has expressed future interest in this area with potential student housing and additional academic buildings accompanying the Fieldhouse.

+ Action Plan: Hope College continues to evaluate their place on the edge of an established residential neighborhood to the south and in an advantageous position along the Eastern Gateway. The DDA and City are encouraged to work closely with the College as visions for this area evolve.

- *Gateway Roundabout.*

Visioning for this Gateway area of Downtown has included the potential introduction of a traffic roundabout at the intersections of 8th and 9th Streets, Fairbanks Avenue, and Chicago Drive. The City of Holland has issued a request for engineering and urban design services that will explore roundabout and alternative intersection modifica-



Concept sketch showing proposed Roundabout at 8th and Fairbanks in context of new DeVos Fieldhouse, the Fairbanks Avenue recreational district, and the east edges of the Hope College Campus. Note extensive landscaping, new development opportunities, and related changes in adjacent blocks.

Concept sketch of proposed Roundabout with DeVos Fieldhouse in background.



tions that will reinforce this important entry point. The vision calls for significant pedestrian and bicycle improvements, as well as park-like open space improvements associated with roadway alignment. Keys to the success of this roundabout are that traffic speeds are reduced, safety for all is enhanced, the character of the surrounding environment changes dramatically, and the presence of Downtown, Hope College, and the Fairbanks recreational corridor are felt very strongly.

+ **Action Plan:** The City has initiated a process for securing professional consultants. The DDA should assert their place at the table as the process moves forward to ensure Downtown concerns are adequately represented.

- **North Fairbanks: Atmospheric Processing Properties.**
(immediately north of 8th Street, west of Chicago Drive).

This deteriorated mixed use area lies partially within the City and partially within Holland Township. The decline of Atmospheric Processing and a successor tenant, MP Steel, has left this neighborhood with a large single-owner industrial property with Greenway frontage and opportune central location looking for a redevelopment scenario. Interim building tenants appear to have taken pressure off the need for a property sale, but the deteriorated and often neglected appearance of this area demands concerted attention by both City and Township.

+ **Action Plan:** This area was part of the brainstorming and visioning process conducted in 2005 by the Grand Valley Chapter of the American Institute of Architects. At that time, initial ideas were offered to allow the community to think differently about this area. The location along the gateway into Downtown, the immediate potential access to Windmill Island and the Greenway, and the presence of both active business and occupied residential properties demand careful planning and revitalization attention. The DDA can be a catalyst for

this effort and should be involved with the City and Township Planning Commissions as they open this planning effort.

- **Collaborations with Holland Township on Gateway Issues.**

As described elsewhere, this area embraces property falling within both the City and Holland Township. Cooperation of each is important for a greater vision and implementation process.

+ **Action Plan:** Planning Commission's from each community have met initially. A sub-committee has been formed and it is hopeful that they will take this process forward. DDA should become familiar with this Committee, offer assistance, and be very much a part of a planning process for this Eastern Gateway area.

Other Projects.

- **Consolidation of Transportation Services at the Depot.**

The Padnos Transportation Depot is presently home to both rail service (AMTRAK) and inter-city bus service (Greyhound). With the acquisition of the former Wendy's property east of the Depot several years ago, the City expanded its capacity for parking to serve the Depot. Over the past two years, the MAX transportation program, which provides local bus service within the Cities of Holland and Zeeland and Holland Township, has been on a path studying both the creation of a regional transportation authority and identifying a central location where all buses might transfer passengers. The Padnos Transportation Depot is at present the preferred site for this transfer station and would benefit various passengers as a transfer point between local, regional, and national systems. The extent to which this facility would further benefit Downtown Holland has not been studied, but the more extensive use of public transportation becomes, the greater role a compact and walkable Downtown can play as a key destination for transit passengers. Assuring adequate bus service within Downtown becomes important. Use of the Depot for an expanded transit center would likely result in the absorption of current rental office space by the transportation services within the Depot structure.

- **Commercial District Opportunity.**

The block between Lincoln and Fairbanks offers much potential to reinforce both the gateway character of this portion of the 8th Street corridor and to become a service area for the east end of Downtown.

Close examination of remaining 8th Street-fronting properties, and the potential attraction of changes along the north side of the street that could extend to the north make this area one that could benefit from further visioning, perhaps in a more public charrette process.

- **Neighborhood Stabilization.**

The residential neighborhood which extends from 11th Street southward is important to consider. Some of the houses on the northern perimeter of this area probably will be removed or relocated. The remaining homes and neighborhood, especially along 12th Street and to the south must be stabilized. The efforts in the Eastern Gateway and along Fairbanks Avenue will bring positive, long term uses to this area - creating a strong incentive for residents and other property owners to remain and strengthen this neighborhood.

- **Macatawa River Greenway Connections.**

The northern edge of this sub-area is dominated by wetlands and marsh area of the Macatawa River. This entry opportunity into the extensive Greenway network is a major asset for the small declining neighborhood north of 8th Street. The Greenway connection should be utilized as one of the key catalysts for future revitalization of this neighborhood.

- **Extend Unifying Elements and Zoning.**

The City's current zoning ordinance extends Downtown design requirements into all areas of the C-3 Central business Zone District. In the block east of Lincoln, Priority Health was predominantly built to current rules and has a Downtown presence with building near the sidewalk and parking to the side and rear. The new Bank building came in under older zoning provisions and the disconnection from the pedestrian priority are evident. Part 2 of this report will review specific zoning with an eye toward maintaining some flexibility without flipping to a sub-urban model.





Concept sketch showing proposed Roundabout at 8th and Fairbanks, along with significant redevelopment opportunity north of DeVos Fieldhouse between 8th and 9th Streets, potential residential and academic building infill by Hope College, and a revitalization of the neighborhood along Fairbanks north of 8th Street.



Concept sketch showing proposed Roundabout at 8th and Fairbanks and very significant redevelopment of areas along north Fairbanks Avenue (in both Downtown Holland and Holland Charter Township) overlooking Macatawa Marsh and Macatawa River Greenway.

DOWNTOWN IN CONTEXT: ADJOINING AREAS OF INFLUENCE

Traditionally, area plans have focused on the specific streets, properties, initiatives, and opportunities within those specific areas. Increasingly in all City of Holland planning activities, but perhaps most obvious in our Downtown planning efforts, we are recognizing how important areas “adjacent” to our study area are to the successes we are able to achieve in the target area. This is especially important in regards to Downtown Holland, where we recognize that a major reason that Downtown exists is to serve and be an attraction for those immediate adjacent areas. There is a synergy that exists between Downtown and all of these close-in areas, where stability and quality growth and improvements in each bolster the livability and economic sustainability of the whole. All of these areas fall within a reasonable walking and/or bicycling distance from Downtown. In order to demonstrate that stability and quality, the following traits need to become the norm for all of these areas:

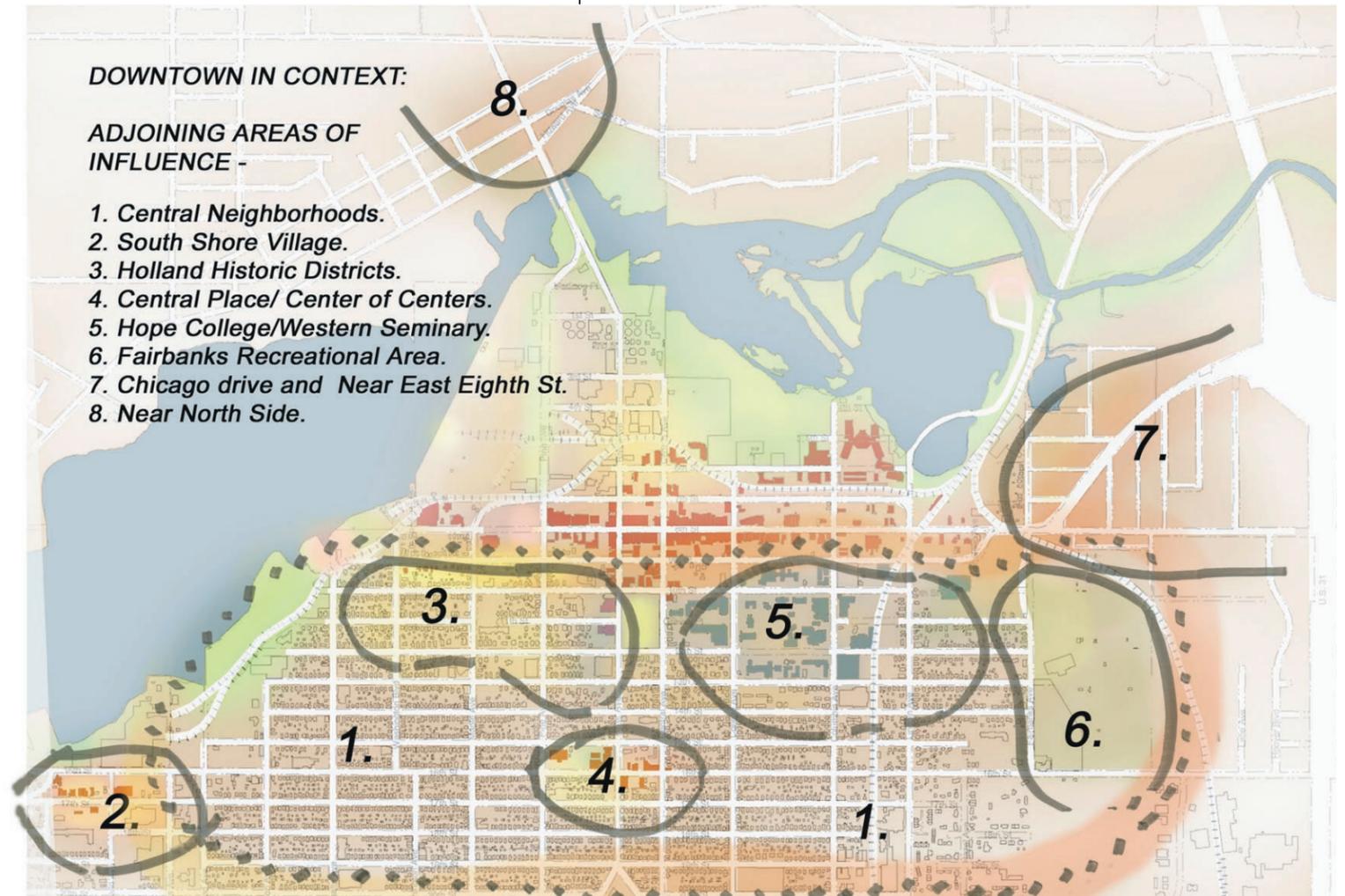
- These areas must be safe and inviting for employees, residents, and visitors alike.
- The socio-economic diversity of the Holland community must be reflected and celebrated in these areas.
- Property values must continue to rise as reflecting both ongoing investment and desirability of these areas.
- Public and private investment must continue through the range of organizations from OurStreet to the Holland Public Schools, through the City and targeted infrastructure and community-building efforts, through the private sector and such organizations as HomeCor, local churches, and local social services organizations, and through the property by property investment and commitment of scores of individual property owners.

I. CENTRAL NEIGHBORHOODS:

Residents of the layer of neighborhoods located generally south of Downtown enjoy walkable neighborhoods close to Downtown and other commercial zones, schools, and churches, all within an economically and ethnically-mixed demographic atmosphere. The “Central Neighborhoods” is the broad name applying to neighborhoods extending from Downtown south to 24th Street, and from Ottawa Avenue on the west to Fairbanks on the east. Each of the next few “neighborhoods”, numbered 2-5, actually is a sub-area of the Central Neighborhoods.



William Johnson during downtown planning session.



Getting Around...Document Guide

- Executive Summary
- Introduction
- Vision
- Themes
- Unifying Elements
- Accomplishments
- Eighth Street
- Western Gtwy & Waterfr
- Northern Gateway
- Hope Coll & Nr Eighth
- Eastern Gateway
- Areas of Influence**
- Organization
- Implementation
- City Master Plan

2. SOUTH SHORE VILLAGE (SSV):

This neighborhood commercial district located along 16th and 17th Streets west of Ottawa Avenue is currently undergoing revitalization and re-organization through both private entrepreneurial and City of Holland efforts. Several older businesses have invested significantly in building improvements while there are also several new businesses in the area. During 2006-2007, a new pedestrian waterfront walkway along Lake Macatawa will connect SSV directly to Kollen Park and the Western Gateway. This walkway project will also extend the network of Downtown waterfront nature paths and sidewalk links along Lake Macatawa, the Macatawa Marsh, and the significant connecting corridors of Pine and River Avenues.

3. HOLLAND HISTORIC DISTRICTS:

Downtown Holland is embraced by two local historic districts, located immediately south and westerly of Downtown. These districts contain a vibrant mix of hundreds of solid, well-maintained and appreciating homes. Residents from these districts are frequent Downtown customers and often walk to the Eighth Street Market Place, Civic Center, Downtown parks, schools, and churches. These districts strengthen the overall appeal and economic stability of Downtown.

4. CENTRAL PLACE/CENTER OF CENTERS:

This neighborhood commercial zone along 16th Street between Central and Pine Avenues is an historically important crossroads for the community as it is the intersection of Holland's main north-south arterial, River Avenue, and a dominant east-west route, 16th Street. Today, this district is occupied by a variety of small businesses, including several ethnic grocery stores and services. There is also a significant focus on home furnishings retail stores with two long-standing businesses. Over the recent past, with the closing and demolition of a KFC business several years ago leaving a vacant and un-kept lot, and with current vacancies in other retail buildings following the relocation out of this District of a heavily-used Walgreens Pharmacy, this neighborhood commercial district is feeling quite vulnerable. While somewhat physically tired and in need of greater organizational collaboration through some joint marketing and "sprucing up", this District remains a vital retail center for sustaining the several surrounding residential neighborhoods and for customers

traveling through the area.

Through the 1990's, there was also a major Holland Public Schools presence here with the E. E. Fell administration building and the Community Education facility along 16th Street between River and Pine Avenues. Today, these buildings are in the process of being sold to Jubilee Ministries. Jubilee has a plan to first rehabilitate the Community Ed building into a non-profit community resource center and church, with office space for multiple social service agencies and shared facilities and programs, and then convert the E. E. Fell building into a senior housing center. The completion of these projects should further anchor and support this close-in neighborhood.

5. HOPE COLLEGE AND WESTERN THEOLOGICAL SEMINARY:

These are Downtown institutions of great importance and distinction for the community. By their Missions, both schools have produced outstanding citizens, scholars, ministers, and community leaders for Holland, Western Michigan and beyond. More importantly for Downtown perhaps is their tremendous economic importance and stability. The number of students – over 3,200 Hope undergrads and over 200 Seminary graduate students- support institutional payrolls which employ over 600 faculty and staff members and exceed \$40 million annually. The patronage and market force of those students, faculty, and staff is profound for most Downtown businesses. Also, many students and faculty/staff live in both Downtown apartments and nearby in-town walk-to-work neighborhoods. Hope College and Western Theological Seminary add a distinct, distinguishing quality and unique attraction to our community and specifically to Downtown Holland. Conversely, Downtown is a major attraction for both institutions as they strive to attract the highest quality of students, faculty, and staff. The Town-Gown collaborative relationship that exists in Holland is a model for successful and creative relationships across the country.

6. FAIRBANKS RECREATIONAL AREA:

The Fairbanks Avenue corridor between 8th and 16th Streets has become an extraordinary setting on the edge of Downtown where public and private resources and energy have combined to offer a broad variety of Hope College and community athletic fields and facilities. The recent and landmark DeVos Fieldhouse is the latest

Historic district house.



South Shore Village.



River and 16th intersection, looking west.



Western Theological Seminary.



addition to intramural and interscholastic venues for Hope College that accommodate men's and women's basketball, volleyball, tennis, soccer, baseball/softball, track and field, and other activities. Recent major renovations at Smalenburg Park combine with the Municipal Stadium and Bouws (outdoor) swimming pool to offer public venues for high school athletic competition and community recreation. Activities extend throughout the calendar, with summer camps bringing summer life to the campus and Downtown.

7. CHICAGO DRIVE AND EAST 8TH STREET APPROACHES TO DOWNTOWN:

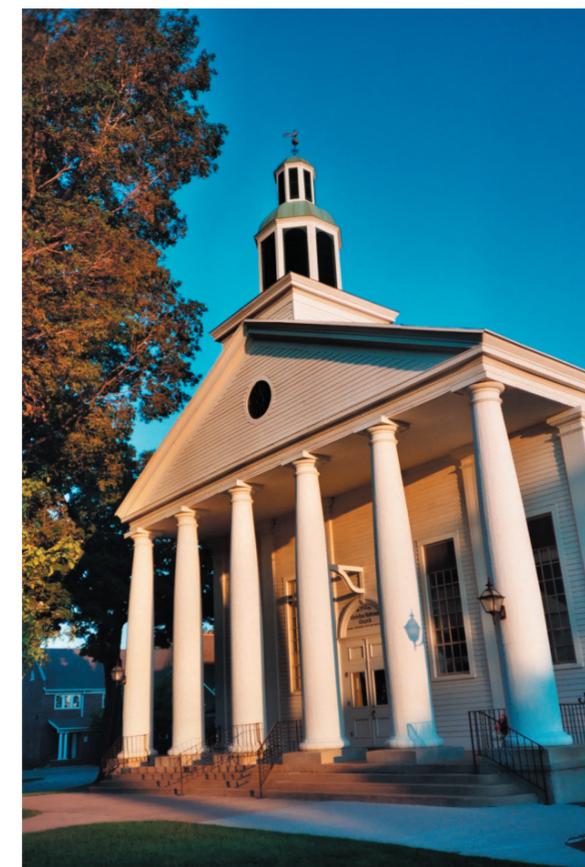
These heavily traveled 4-5 lane traffic corridors are characterized by medium to high speed traffic, aging commercial businesses serving auto, retail, restaurant, aging industrial facilities, and some service businesses. Both corridors are poorly landscaped and do not present the most attractive entrances to Downtown Holland, nor do they adequately serve the immediate residential neighborhoods. With such importance for both the City and Holland Township, this became an area of focus for a design charrette conducted in 2005. Under the leadership of the West Michigan Strategic Alliance, a multi-day volunteer design charrette was conducted by a large contingent of architects from the Grand Valley chapter of the American Institute of Architects. The charrette has provided inspiration for the need for the City and Township to work together to create a much-enhanced special corridor, neighborhood, and gateway into Downtown.

The impending closure of the 627,000 square foot Hart and Cooley facility along East 8th Street, which has employed up to 800 local residents, presents a redevelopment opportunity that could establish a new sense of vitality for this rapidly changing area of our community.

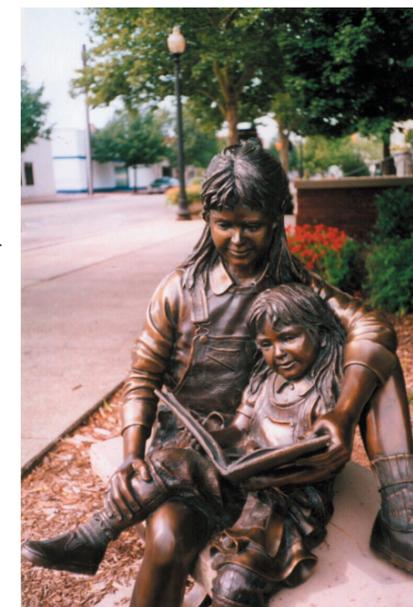
8. NEAR NORTH SIDE:

The area immediately north of the Downtown Holland, extending over a mile into Holland Township along North River Avenue, is a very intensive transportation and auto-oriented commercial corridor that is a collector for north/south and east/west high volume, medium speed five-lane arterials. Extending westward to Lake Michigan and eastward to US-31 and beyond, these arterials deliver residents and visitors alike into the north end of downtown via River Avenue. This River Avenue corridor is framed by numerous national chain restaurants, local retailers, gas service stations, occasional office services, and an unattractive physical environment. There are essentially no curbside landscaping, trees, flowers, or parks within this corridor. The limited sidewalks are marginally usable for walkers or bicyclists. It is the very definition of disaggregated auto-oriented commercial strip development. North River Avenue accommodates 30,000 vehicles per day within its north-south service corridor.

As this area serves as such a critical gateway into the Downtown (and into the Township!), the City's Planning Commission has expressed an interest in working with the Township in developing a more comprehensive vision for what this area can become. The completion of the River Avenue Bridge and substantial enhancements in both character and traffic movement south of the bridge press the Township to expedite improvements throughout this area. This corridor, with clearly a very heavy emphasis on automobile service and movement, has the potential to be even more effective in serving auto-related needs and in becoming substantially more attractive and supportive of pedestrians and bicycles as well as motor vehicles. Such an improved corridor, with a substantially different economic market, could develop as a much more comfortable and compatible complement to the character and offerings of Downtown Holland.



Pillar Church (1856).



'The Secret Garden' statue at 10th and Central.



ORGANIZATIONAL STRUCTURE.

A. STRENGTHENING DOWNTOWN ORGANIZATIONS.

In the context of discussing the Downtown Strategic Plan, there has been a strong emphasis on the importance of maintaining and strengthening our existing retail and restaurant businesses and the Eighth Street business district as a whole. This is the heart and soul of our Downtown and the foundation for all other office, service, residential, institutional, and recreational uses in Downtown. A key part of such strengthening involves the active and innovative management of Downtown facilities, programs, and character.

B. CURRENT STRUCTURE:

Downtown Public Management Organizations

Presently, most management efforts in Downtown Holland are handled by one of two public organizations, the Downtown Development Authority or the Principal Shopping District. The DDA oversees and directs the maintenance of the physical infrastructure of Downtown including streets, sidewalks, public parking, landscaping and flower beds, urns and banners. The PSD markets Downtown through promotional and advertising efforts and also conducts various Downtown events such as Winterfest, Thursday Evening Street Performer Series, and a multitude of other promotional activities.

- *Downtown Development Authority.*

In 1978, Holland established the Downtown Development Authority (DDA) to address various Downtown issues including the emerging threat of the development of a mall. In 1984, the City received Main Street designation, formed a MainStreet Committee, and began receiving technical support from the National Main Street Center and the Michigan Department of Commerce. Subsequently, Holland's MainStreet and DDA organizations merged in 1992. MainStreet/DDA began to formulate a comprehensive public and private development plan for the economic and historic revitalization of Downtown.

The role of the DDA today is to create and maintain a viable downtown area for the greater Holland community through effective organization, design, business recruitment and retention, new development, parking, traffic patterns, and land use. The DDA focuses mostly on organization, design, policy, and strategic planning. While

the mission has changed over the years, particularly with the enhanced staffing and focus on marketing by the PSD, the DDA is focusing more on liaison work between the merchants/property owners and the public sector. This evolving role is very important as the point of both dialogue, support, facilitation, and advocacy when there are issues, concerns, and requests for physical changes on the street (Streetscape Initiative), policy/ordinance changes (street performers, sidewalk cafes, etc.), and other day-to-day maintenance activities.

- *Downtown Parking Program.*

Involvement in parking in the Downtown area of Holland is not a new endeavor for City staff and Downtown interests. Please visit [Downtown Parking: A Strategic Plan Update for Downtown Holland](#), (September 2004) for both a history of discussion regarding this issue, and a Plan for dealing with Downtown growth and parking demand over the near and longer terms. The Downtown Parking Program is administered by DDA staff.

- *Principal Shopping District.*

Established in 1998, the Principal Shopping District (PSD) replaced the privately conducted all-volunteer marketing effort with a formal public/private structure with assessment authority to market, promote, advertise and conduct event planning for the purpose of raising awareness of Downtown Holland as a shopping, dining, living, and service business destination. Current activities include:

(1) Advocacy such as monthly merchant meetings, semi-annual membership meetings, budget workshops, participation and coordination with area entities such as the DDA, Chamber of Commerce, Convention and Visitor's Bureau, Holland Area Arts Council, Tulip Time, Holland Museum, and others.

(2) Staff education and training including visits to various downtowns, attending workshops, conferences and seminars, and participating on various boards and committees that relate to the betterment of Downtown.

(3) Participation in various business activities including market research, advertising placement, image and branding, event planning, promotion to local citizens, travelers, and visiting groups.

(4) Fundraising to assist in supporting these activities through sponsorship dollars, participation fees, and associate memberships.

- *Private Sector Efforts and Economic Development:*

In addition to these public organizations (which are funded by an annual millage or property assessment), there have been very active property development and management efforts by the private sector during the past twenty years. Prominent private entities (including such players as Lumir, Bayside Management, GDK, Eighth Street Partners, Hope College, Alpha/Genesis and Riverview), have worked individually and in concert together to add many new and renovated facilities occupied by a wide variety of retail, restaurant, service businesses, and residential uses to Downtown. While these efforts have been generally successful, they have been done outside a formal organizational structure. Personal relationships and informal associations have driven collaborations as needed. There is a strong and growing sense that these "Downtown Economic Development" activities must be more intentionally and collaboratively addressed and managed according to a new set of responsibilities and/or organization.

C. CURRENT PUBLIC RESOURCES ALLOCATED TO DOWNTOWN SERVICES: FY-07

ORGANIZATION	SOURCE	REVENUES PROJ. FY-07	STAFF PROJ. FY-07
DDA	Millage Intergov. Transfer Interest/Other	\$175,165	0.95
PSD	Assessment Charges Interest/Other	\$159,700	1.05
Parking	Assessment Charges Interest	\$134,400	1.065
Total		\$469,265	3.065

D. CHALLENGES AND FOCUS NEXT 5 TO 10 YEARS.

Are Holland's Downtown services organized today to meet the needs and challenges of the coming decade?

Are Holland's Downtown services best prepared to undertake and bring to fruition the many public and private initiatives, projects, and relationships that are recognized and encouraged within this Strategic Plan Update?

Roles and Responsibilities

- **Leadership Role:**

- There must be a clear and present Voice for Downtown (Position and Advocacy). This position must carry the flag for Downtown with enthusiasm, inspiration, and excitement.

- There must be frequent and regular contact with Downtown businesses and property owners from the perspective of overall economic development, while coordinating a business retention and business attraction strategy.

- There must be ongoing participation, often behind the scenes, in public and private project development from project conception through implementation.

- Downtown Holland understands that economic development must be a community-wide effort.

- There must be collaboration and coordination with Lakeshore Advantage to be aware of community-wide economic development efforts and their potential applicability to Downtown. These efforts must involve other local economic partners and their programs in Downtown Holland's efforts. Downtown economic development strategies are part of a bigger City of Holland economic development strategy that involves public elected and appointed officials (City, County and State) as well as a myriad of private organizations such as the Chamber of Commerce (Leadership Holland, individualized

SBDTC, SCORE programs, etc.), the Convention and Visitor's Bureau, Tulip Time, and the Arts and Culture community at the local level and comparable groups at the County, State, and regional levels.

- There must be effective and coordinated tools developed and maintained for all aspects of Downtown activities.

- This office must be recognized as a clearinghouse for all public sector projects and as a facilitator of private sector projects.

- This office must assure collaboration and coordination with City land use and planning initiatives.

- This office must foster and model tightened feelings of collaboration and "all-for-one" attitudes between City Council and lead staff, the DDA, the PSD, the Chamber, CVB, Tulip Time, arts and cultural community, Hope College, and other private organizations and institutions.

- **Downtown Development Authority (DDA):**

Management of Downtown Physical Infrastructure (Maintenance, Replacement, Design, New Additions)

Management of Parking and Traffic Program.

Coordination of annual DDA, Parking, and Snowmelt assessments with other City offices.

Provide staff support to the DDA Board, Downtown Parking Board, Downtown Design Review Board.

- **Principal Shopping District (PSD):**

Marketing of Downtown to Customers (Area residents, Visitors, Special Event Organizers).

Joint Advertising.

Promotion of Downtown Activities year-round.

Programming of Downtown sidewalks and open spaces.

Provide staff support to the PSD Board, Marketing Committee and Marketplace.

- **Action Items:**

Develop a new set of responsibilities for the existing or new organizations. . . .

1. Engage the Downtown community in a discussion regarding organization, led by the Boards of the DDA and PSD.

2. Develop a new statement of expectations for the existing or

new organizations building on the work program defined within this Strategic Plan.

3. Initiate and sustain a Downtown business recruitment and retention strategy and program.

4. Initiate and/or upgrade Downtown business development as well as joint advertising.

5. Collaborate and coordinate with Lakeshore Advantage to be aware of community-wide economic development efforts and their potential applicability to Downtown.

6. Involve other local economic partners and their programs in our efforts, for example, the Chamber of Commerce (Leadership Holland, individualized SBDTC, SCORE programs);

7. Assign accountability and measure performance for these efforts.



IMPLEMENTATION STRATEGY

I. PRINCIPLES GUIDING IMPLEMENTATION.

- Encourage and support creative and aggressive leadership on the part of City Council and the Downtown Development Authority.
- Promote strong cooperative public-private initiatives.
- Create an environment that encourages expanded involvement and responsibility by the private sector.
- Continue a focus on the Strategic Plan as the framework for all decisions involving Downtown and foster a community-wide commitment to the vision of the Strategic Plan through communication and promotion.

II. SEQUENCING/PHASING/PRIORITIES.

Implementation efforts fall into three general categories:

- Those large scale projects that are inter-related with extensive public and/or private discussion, planning, negotiations, financing, decision-making, or improvements;
- Projects that must follow or are directly related to significant other activities or developments, such as infrastructure improvements; and
- Projects that do not rely upon other actions and can be implemented somewhat independently.

By considering the Strategic Plan as a framework for action, there is freedom to proceed with projects when the opportunity arises. Priority should be given to those efforts which can be implemented within one to three years, trigger other improvements or redevelopment, serve as models for further actions, and which have a high visibility and convey a sense of accomplishment and progress. Other efforts, including those for which other improvements or longer-range planning or financial commitment are necessary, are expected to occur within a longer time frame of four years or more.

Many efforts involve an on-going process of incremental planning, decision-making, and construction within the prescribed framework which may begin immediately but come to fruition over an extended period of time.

III. TOP “TWENTY” PROJECTS, PROGRAMS, POLICIES.

Overall Downtown:

1. Downtown Management Organization and Economic Development.

Re-focus, re-energize, and aggressively organize and proceed to implement this Downtown Strategic Plan. A more formal organization and leadership needed in the area of Business Recruitment/Retention. *Public Lead.*

2. Assure on-going attention to detail and continuing efforts:

Enhance pedestrian and non-motorized connections; maintain and improve streetscape and park amenities; collaborate and integrate facilities and programs of the Macatawa River Greenway; and integrate art, water, and vibrancy into the Downtown environment. *Public Lead.*

Eighth Street Business Center:

3. Comprehensive Streetscape and Landscaping Plan and Maintenance. Focus efforts to develop a plan and implementation program to enhance streetscape, address issues of maturing trees, enhance and expand flower plantings, and extend the seasonal appeal of streetscape environment. *Public Lead.*

4. Getting the Word Out.

As efforts supporting greater communication and promotion of Downtown activities and amenities:

a) Visitor Center.

Examine possible combination of marketing/management offices: Convention and Visitors Bureau, DDA/PSD, Tulip Time. *Public Lead.*

b) Leading Edge Technologies.

Implement downtown-wide wireless internet access. *Public Lead.*

Western Gateway and Future Waterfront:

5. Civic Center Revitalization.

Proceed with defining an appropriate program for expansion/revitalization program. *Public Lead.*

6. Expand Mixed Use Waterfront Redevelopment.

Establish public edges, public access, public connections and public parking as setting the stage for private mixed use development: commercial restaurant/shops/office/small inn combined with potential marina development (see #10) in vicinity of Western Machine Tool

Works property. *Public and Private Lead.*

7. Complete Kollen Park phases:

Complete Kollen Park phase 2 and 3 redevelopments along with the Heinz Boardwalk and integrate possible additional parking in the vicinity of Boatwerks in support of subsequent redevelopment opportunities at Lake Michigan Contractors and Western Machine Tool Works. *Public Lead.*

8. Secure “Friendly Hands” Control of the CSX Rail Spur East of the Depot.

Working with current users Heinz and Padnos, the City should convene a broader coalition of potential users and pursue the acquisition of this rail spur for combined commercial, public transit, and greenway use connecting all major areas of Downtown. *Public Lead.*

9. Examine Mixed Use Redevelopment Opportunities- Pine to River Avenue.

On the south side of 8th Street and both sides of 9th Street between Pine and River Avenues connecting the Civic Center to central blocks of Downtown. *Private Lead.*

10. Municipal Marina Opportunity.

Two angles on this potential: establishing a recreational boating marina with 20-30 boat slips for locals and visitors in the vicinity of the Western Machine Tool Works property, and carefully examine the potential for a municipal commercial dock usable by present downtown industrial/commercial waterfront businesses and other community users. *Public and Private Lead.*

Northern Gateway and Park of Parks:

11. Windmill Island Boardwalk and Pedestrian Bridge to North Side.

Design and implement the proposed Boardwalk across the marsh and secondary ped/bike bridges to the North Side. *Public Lead.*

12. Thrust of Hope and Downtown to north into this area.

Continue the planning for a thrust of mixed use office, service, residential, and Hope College-supportive opportunities on properties north of 7th Street bordering Window on the Waterfront Park. *Private Lead.*

13. Windmill Island Future: *Collaboration.*

With Boardwalk above and at least some additional infrastructure,

pursue public/private collaborations and flood-worthy facilities such as a “Maas Center II” meeting facility, Miller’s House and Barn, and possible Conservatory/Greenhouse. *Public and Private Lead.*

14. River Avenue Corridor Properties Redevelopment.

Opportunities abound for redefining and revitalizing numerous private properties within the Pine, River and Central Avenue corridors, including the Padnos “White” Building and the former Goodyear Tire Center properties on River, the former A. D. Bos Company and trucking terminal properties on Central, and the vacant property between River and Central on 7th Street. *Private Lead.*

Hope College and Near East Eighth Street:

15. Superblock- Subsequent Phases.

Support the construction of additional phases of mixed-use development within the “Super Block” including Plaza II, Greenspace plan (temporary and long term), and additional buildings. *Private Lead.*

16. Hope College Redevelopment of Former Versendaal Property.

Support Hope College’s desire to see this pivotal property redeveloped as a lively linkage of “town and gown.” *Private Lead.*

Eastern Gateway

17. Continued Hope College Improvements.

Continue to build on the strong Hope College presence in this area through athletic/recreational, academic, and residential growth. *Private Lead.*

18. Roundabout.

Implement roundabout or alternative intersection modifications. *Public Lead.*

19. Collaborations with Holland Township on Gateway Issues.

In addition to the roundabout, collaboration with the Township is both opportune and necessary with focus on the North Fairbanks

Avenue area (opportunities include the redevelopment of the former Atmospheric Processing and nearby properties), the gateway corridor stretches of Chicago Drive and 8th Street extending out to US-31, challenges with properties in the Federal District and the Hart and Cooley properties, and integration with the Macatawa River Greenway. *Public Lead.*

20. Parking:

Per the Downtown Parking Strategic Plan, address policy changes (zoning requirement, potential capital assessment and other implementation/funding policies) and parking development projects (interim and permanent parking in the Superblock/Hope College/ North End areas, and potential on-street parking along 7th and 9th Streets). *Public and Private Lead.*

IV. ACTIONS AND TOOLS REQUIRED FOR IMPLEMENTATION.

The Work Program on the following page provides an overview of the general tasks necessary to accomplish the Major Elements and Related Projects described throughout this Strategic Plan.

In addition to those Elements and Projects, the following must occur simultaneously:

- Promoting the Strategic Plan and nurturing commitment;
- Building a strong information base in a format that is readily updated in order to clarify direction and specific decisions through additional studies in the areas of parking, retail and office market assessment, and housing market demand;
- Developing procedures, incentives, and administrative capacity to facilitate implementation of this Plan;
- Reviewing and revising existing City Ordinances including, but not necessarily limited to, the Zoning Ordinance and Map, Building and Accessibility Codes, and Design Review standards and procedures (such as signage, awnings, storefronts, lighting, architecture, landscaping, and historic preservation);
- Developing a program and resources which will allow land acquisition and environmental remediation; and
- Continuing to encourage and facilitate private investment in property improvement and redevelopment.



V. Implementation Plan Matrix

I. Eighth Street Business Center

CATALYTIC PROJECTS:

River Avenue Reconstruction

Pay Attention to the Street

1. Enliven the Street

2. Maintaining the Edge, Keeping Things Current: Streetscape and Buildings

3. Comprehensive Streetscape and Landscaping Plan and Maintenance

4. Streetscape/Snowmelt Adjustments and Extensions

Broaden the Product Offerings

OTHER PROJECTS:

Getting the Word Out

1. Visitor Center

2. Walking and Building Tours

3. Leading Edge Technologies

4. Interactive Kiosks

5. Banners Across Street

Downtown Management Organization and Economic Development

Continuing Efforts

1. Rear Entrances

2. Underground Utilities

3. Comprehensive Trash and Recycling Program

4. Parking

	IMPORTANCE	TIME FRAME		SUPPORT OF PROJECT FOR THEME: A Place...							LEAD RESPONSIBILITIES				
		Plan	Implement	To Be, Experience, Engage For Family and Youth	To Live	Of Culture, History, Diversity	To Shop, Dine, Be Entertained	To Work	To Invest	Of Sustainability	DDA	PSD	City	Hope	Other Private
River Avenue Reconstruction	●	C	I										✓		
Pay Attention to the Street															
1. Enliven the Street	▶	On	On	●	●			●				✓			
2. Maintaining the Edge, Keeping Things Current: Streetscape and Buildings	○	On	On	●		▶		●	▶	●	●	✓			
3. Comprehensive Streetscape and Landscaping Plan and Maintenance	▶	1	2	●	▶	▶	▶	▶	▶	▶	●	✓			
4. Streetscape/Snowmelt Adjustments and Extensions	○	On	On	●						●	✓		✓		
Broaden the Product Offerings					●	●		●							✓
Getting the Word Out															
1. Visitor Center	▶	2	3	●	●		▶	●		○	✓				✓
2. Walking and Building Tours	○	On	On	●				○							
3. Leading Edge Technologies	▶	1	2	●		○	▶	▶	▶				✓		•
4. Interactive Kiosks	○	1	3	●		○		●	○		✓				
5. Banners Across Street	○	2	3	●	●		▶	●		○	✓				
Downtown Management Organization and Economic Development	●	On	On	●	●	●	●	●	●	●	✓	•	•	•	•
Continuing Efforts															
1. Rear Entrances	○			▶				▶		▶	•				✓
2. Underground Utilities	○	On	On	▶						●	•		✓		
3. Comprehensive Trash and Recycling Program	○	2	3			○			○	▶	○	✓		•	•
4. Parking	▶	1	On			▶		▶	▶	●	✓				

Legend

IMPORTANCE

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- ▶ Very Important
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SUPPORT

- Direct Full Support
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- Minimal

RESPONSIBILITIES

- ✓ Lead
- Major Contributor

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		Plan	Implement	To Be, Experience, Engage For Family and Youth	To Live	Of Culture, History, Diversity	To Shop, Dine, Be Entertained	To Work	To Invest	Of Sustainability	DDA	PSD	City	Hope	Other Private
II. Western Gateway and Future Waterfront															
CATALYTIC PROJECTS:															
Civic Center Revitalization	●	1	3	●	●	◐	◐	●			•	✓			
Expand Mixed Use Waterfront Redevelopment	◐	2	3	●	◐		○	●	○		•	✓		✓	
Cautious but Intentional Community Dialogue and Planning	●	1	3	●	◐	◐	◐	◐	◐		•	✓		✓	
A Shared or Common Dock - Commercial	◐	2	3						◐	◐	•	✓		✓	
Enhance Pedestrian and Other Connections	◐	1	On	●		○	○	●	○	●	•	✓			
Secure “Friendly Hands” Control of the CSX Rail Spur East of the Depot	○	2	3	◐						◐	✓	•		•	
Marina Opportunity	◐	1	2	●	◐	○	○	○		◐	✓	•			
OTHER PROJECTS:															
Eighth Street Market Place	◐	1	On	●	●	○	◐	◐		◐	•	✓			
Examine Mixed Use Redevelopment Opportunities - Pine to River Avenue	◐	1	2					○	◐	●	•			✓	
Examine Mixed Use Redevelopment Opportunities - Maple to Washington Avenue	○	2	3		○		○			◐	•	•		✓	
Continue Rehabilitation of Kollen Park	◐	C	1	●	●	○	○			◐		✓			
Parking	○	On	On			○		○	○	○	✓	•		•	
III. Northern Gateway and Park of Parks															
CATALYTIC PROJECTS:															
River Avenue Bridges, River Avenue, and Pine Avenue Reconstruction	●	C	1	●						●	●	•	✓		
Pedestrian Bridges	●	C	1	●	●					●		•	✓		
Community Dialogue	●	1	3	●	◐	◐	◐	◐	◐	◐			✓	✓	
Windmill Island Boardwalk and Pedestrian Bridge to North Side	●	1	3	●	●		●	●					✓	✓	
Thrust of Hope/Downtown to North into this Area	◐	2	3		○	○			○	○			✓	✓	
Windmill Island Future: Collaboration	○	On	2/3	●									✓	✓	

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OTHER PROJECTS:															
Improve Water-Edge Pedestrian and Other Non-Motorized Connections	Very Important	On	On	Catalytic							Major Contributor		Lead		
Revitalize Van Bragt Park	Very Important	On	1	Catalytic	Partial						Major Contributor		Lead		
Baseball	Important	1	3	Partial	Partial	Partial	Partial		Partial			Major Contributor		Lead	
Redevelop Van Tongeren Field	Important	2	3						Partial			Major Contributor		Lead	
River and Pine Gateway Property	Very Important	2	2	Partial							Lead	Major Contributor			
River Avenue Corridor Properties Redevelopment															
1. Padnos "White" Building	Important	1	2			Catalytic			Catalytic	Catalytic	Major Contributor			Lead	
2. Former Goodyear Tire Center	Very Important	2	3						Catalytic	Catalytic	Major Contributor			Lead	
3. Steketee Van Huis	Important	On	1						Catalytic	Catalytic		Major Contributor		Lead	
4. Former A. D. Bos Company Property	Important	2	3		Partial				Catalytic	Catalytic				Lead	
5. Vacant Site, West of Via Maria's on 7th Street	Important	1	2		Partial		Partial	Partial	Partial	Partial				Lead	
Redevelopment of Park Edge Properties	Very Important	2	3		Partial		Minimal	Minimal	Catalytic		Major Contributor	Major Contributor		Lead	
Fountain/Ice Rink/Special Amenity	Important	2	3	Catalytic	Catalytic			Partial			Major Contributor		Lead		
Imagination Station Playground	Important	3	3+	Catalytic	Catalytic						Major Contributor		Lead		
Children's Museum	Important	3	3+	Catalytic	Catalytic	Partial					Major Contributor			Lead	
Greenhouse/Conservatory	Very Important	2	3	Catalytic	Partial	Partial				Partial		Major Contributor		Lead	
7th and College Property Redevelopment	Important	1	2	Partial		Partial	Partial		Catalytic		Major Contributor	Major Contributor		Lead	
Public Art, Sculpture, Water Features	Catalytic	2	On	Catalytic	Partial	Partial				Partial	Lead	Lead		Lead	
Parking Deck Consideration	Important	2	3						Catalytic		Lead	Major Contributor	Major Contributor		
Macatawa River Greenway	Catalytic	On	On	Catalytic	Catalytic					Catalytic		Major Contributor	Major Contributor	Lead	

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IV. Hope College and Near East Eighth Street															
CATALYTIC PROJECTS:															
Superblock-Subsequent Phases	●	On	2	●	◐		◐	●	●					✓	
Hope College Redevelopment of Former Versendaal Property	●	1	2	◐		◐	◐	◐	◐				✓		
Potential Hope College Acquisition of Lincoln Park	◐	1	2	◐		●	◐					✓	✓		
OTHER PROJECTS:															
Former Clark Gas Station Property Redevelopment	○	1	3	◐	◐				◐					✓	
Associated Parking Development	●	1	2		◐	◐	◐	◐			✓		•	•	
Columbia Avenue Arts Corridor	◐	On	On	◐	◐	●	●		●	◐		•	•	•	
V. Eastern Gateway															
CATALYTIC PROJECTS:															
Continued Hope College Improvements	◐	On	On	●	○		◐							✓	
Roundabout	●	On	2						●		•	✓			
North Fairbanks Redevelopment:															
Atmospheric Processing and Nearby Properties	●	1	3		◐		◐	◐	●		•	✓			
Collaborations with Holland Township on Gateway Issues	◐	1	3	○	◐			◐	●	◐		✓			
OTHER PROJECTS:															
Consolidation of Public Transportation Services at the Depot	○	On	2	○						◐	•	✓			
Commercial District Redevelopment Opportunity	◐	1	3	○			◐	◐	●		•			✓	
Neighborhood Stabilization	◐	1	2	●	●				●	◐		✓	•	•	
Macatawa River Greenway Connections	◐	On	2	●	●		○			●		•		✓	
Extend Unifying Elements, Zoning	◐	On	2						●	●	✓		•		

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