



HOLLAND 2010

A Strategic Plan
For the City of Holland

October 1988

TABLE OF CONTENTS

	<u>Page</u>
Committee Structure	i
Preface	ii
Self-Image	1
Education	4
Finance	19
Governmental Issues	35
Health and Well Being	44
Housing	68
Industrial/Commercial	76
Land Use	89
Multi-Cultural	106
Quality of Life	117
Transportation	131

2010 TASK FORCE

Steering Committee

John Marquis - Chairman
Harvey Buter
Alfredo Gonzales
Cotter Tharin

Margaret Van Grouw
Cora Visscher
Dr. Robert Weeldreyer

Members

Robert Alonzo
Neal Berghoef
Earl Hemmeke
Terry Hofmeyer
Thomas Hooyman
James Jurries
Jay Keuning
Stanley Koster
Les Lanser
Donald Luidens
Jeffrey Padnos
Gregory Robinson

Ronald Rolph
Barbara Rosales
Larry Sandy
Vernon Schipper
Hon. William Sikkel
William Sikkel
Hon. Philip Tanis
Reid Van Sluys
Marvin Van Voorst
William Vogelzang
Barry Werkman

PREFACE

The 2010 Report is the result of the combined work of a few hundred residents of the Holland community. It represents their best effort to determine what the City's goals and strategic objectives should be over the next twenty-five years.

But it would be a mistake to conclude that this Report is an end product. It is a product, certainly, but it should not be looked upon as the conclusion of the City's first strategic planning effort. To do so would display a fundamental misunderstanding of the strategic planning concept and likely condemn the Report to a spot alongside other well-intentioned, but regrettably forgotten, planning efforts.

In the ideal setting, strategic planning never ceases. In business organizations, this type of planning is a regular part of a manager's diet. Concepts for the future are explored, analyzed, and reduced to long-term goals, which are in turn evaluated and supported by intermediate objectives, and then implemented as part of a daily business strategy. Tomorrow's activity becomes just a step in the implementation of today's grand design.

The essence of strategic planning is the constant attention it demands. The process of setting, adjusting, and implementing goals and objectives should be continuous, a web of human activity designed to affect tomorrow's events in a positive way. This activity is the heartbeat of effective strategic planning; when it stops, tomorrow's events are left to factors devoid of our influence. In short, we take our chances.

We do not expect the Report to be implemented in its entirety, but we do expect that the normal processes of strategic planning (examination, criticism, continuous adjustment, and implementation) will with reasonable frequency be applied to it. And we fully expect and hope that the next Strategic Planning Task Force will do a better job than we did, not because it will be able to bring more enthusiasm or dedication to the task, but because it will enjoy the advantage of traveling a path more clearly marked than was ours.

A few more particular remarks may be of help in putting this Report in some context and in dispelling certain inferences that a reader might otherwise reasonably draw.

First, a reader will note that no Task Force member is identified with any one committee report, even though each committee had at least two Task Force members as chairmen. This omission was not accidental; it was designed to free the chairmen from being formally and forever identified with committee suggestions or recommendations with which they might not completely agree. The reports themselves did not in all cases emanate in their entirety from the chairmen; at times the chairmen acted only as scribes

for the convention delegates who later constituted their committees.

Second, just as not all chairmen should be assumed to agree with all parts of their Committee's report, it is equally inaccurate to conclude that all members of the Task Force agree with each part of the Report. In fact, there was no effort made to share, before publication of this Report, a committee's work with other members of the Task Force or with other committees. To do so would have been to unleash a process of having 30 or more people potentially rewriting a 150-page document. Since most of the content of the Report came from convention delegates and committee members who were not Task Force members, it hardly seemed reasonable to suggest that a committee's ideas should be disputed by people who did not participate in the committee's discussions. It is clear to me that this Report as a whole perhaps could have been improved by such cross-review and discussion among committees, but the logistics of such an effort, in the time available to conclude the Report (already spanning over a year), precluded such an exercise this time around. Perhaps this is an area of improvement for the next Task Force to explore.

Third, each committee report refers in some way to the 2010 Convention, but there is no separate description in the Report of the convention itself. For those readers who do not otherwise have any familiarity with the convention, it should be pointed out that it was held at the Holland Public Junior High School on a windy Saturday in January of 1988. It was attended by approximately 275 delegates, each of whom was assigned to one of ten interest groups. Each was then invited to continue to meet as part of a committee throughout the Spring and Summer of 1988 to formulate the 2010 report for his or her interest group. Each report is a product of these ongoing committee meetings, chaired by Task Force members. Any reader wanting more information about the convention may contact the City Manager's office, as it has on file all the records of the Convention itself.

Fourth, although the Steering Committee gave some direction to each committee as to the format of the individual reports, no effort was made to insist that each report have precisely the same format. This was to allow each committee to maintain some individuality and pride of work. And further format refinements would have been at best aesthetic, not substantive.

Fifth, one must at all times remember that this Report contains much more than conclusions. Other ingredients are, unavoidably, many assumptions. The writers of these committee reports were not professional planners--they simply brought to the task their energies, time, enthusiasms, predispositions, and, yes, some assumptions that may not really be correct. A reader who is intent on challenging this Report on this basis may have a field day--but such a reader will be missing the point. Remember, this 2010 effort was but a first--and very difficult--step, and we

fully expect that part, maybe the best part, of the benefit of this Report will be the critique that it inspires. Indeed, this Report, and similar ones that will certainly follow, will have value only to the extent that it inspires thought, criticism, analysis, and, finally, constructive action.

Finally, and really most importantly, I would like to thank in the most sincere way the few hundred convention delegates for the time they took to attend the Convention, for their service on the committees, and for their obvious interest in Holland and its future. Their participation is the one single ingredient that made this Report possible. Even greater thanks is due the Task Force members, who worked through the Spring and the sweltering Summer of 1988 compiling these reports. Their efforts went beyond that which anyone could have reasonably expected, and, unfortunately, no reader can possibly appreciate fully the time and energies they expended. And some special thanks is of course due the Steering Committee members (Harv, Al, Cotter, Peg, Cora, and Bob), for whom 7:00 a.m. meetings in City Hall became all too regular occurrences since November of 1987.

One last thought. Not everyone in the community will agree with this Report. Parts may appear to some as controversial, impossible to attain, simply wrong, or maybe as just not very important. This is expected. But to the extent that the Report inspires discussion and thought, a large part of the purpose will have been accomplished. An idea that cannot withstand serious criticism lacks merit only if a better one does not emerge through the process of criticism. This Report should be judged by this standard.

John Marquis
2010 Task Force Chairman
October, 1988

Self-Image

SELF-IMAGE

Participants in the 2010 Convention were asked to respond to a series of items related to their image of Holland. The principal item read as follows:

When you think about the Holland Community, which of the following characteristics come to mind? Please place checks on the lines preceding the five most important characteristics which you think apply.

Respondents were given a list of 39 "characteristics" which have been used at one time or another to describe Holland. The five most frequently cited choices were these:

In my mind, Holland is a(n):

Changing Community	64%
Family-Oriented Community	48%
Conservative Community	42%
Religious Community	38%
Ethnically Mixed Community	37%

On the other end of the spectrum, among the descriptions which received little or no support were the following:

In my mind, Holland is a(n):

Unsettled Community	0%
Unified Community	0%
Up-to-date Community	0%

In reviewing the data presented above, several points became immediately apparent. The participants in the 2010 Convention, who are the principal "movers and shakers" in the city, see Holland as "moving and shaking." Change is the premier descriptor used by the respondents (62% saw Holland as a "Changing Community," far and away the most frequently used description.) Furthermore, virtually no one (0%) saw Holland as a "Unified Community." The change has not brought about a united city. While change is the order of the day, it is interesting to note that this is not seen as destabilizing. Again, virtually no respondents (0%) saw Holland as an "unsettled Community." This is a remarkable pairing of perceptions. It suggests that the change that Holland is experiencing is one which is welcome, at least by the members of the 2010 Convention.

The element of change is further reflected in the prominence of the description, "Ethnically Mixed Community" (37% saw Holland in this manner, the fifth highest description). However, while Holland is no longer the ethnically homogeneous community it once appeared to be, there are significant signs that other root characteristics are still strongly perceived to hold true. Holland is seen to (continue to) be a "Family-oriented Community"

(48%) with firmly "Conservative Community" (42%) qualities. Furthermore, Holland's historic "Religious Community" character is still widely perceived to be evident (37%).

In addition to these signs of change and stability in Holland, there is no evidence that the changes have brought Holland "up-to-date" (0% saw Holland in this manner). Nor is there evidence to suggest that this goal is either desired or rejected. People just do not measure Holland's attributes in terms of what is popularly considered its being a modern community.

In sum, 2010 Convention respondents have an image of Holland as a changing community which is still firmly rooted in many of its traditional characteristics. Families, religion, and a conservative agenda are still dominant; yet these signs of continuity exist in the midst of change. Perhaps change is most evident in the diversifying of the ethnic mix. Holland, despite Tulip Time, is no longer an exclusively Dutch community. And Convention participants fully recognize that fact. Despite these signs of change, Holland is not perceived to be unsettled by the process. Nor is the direction of that change necessarily motivated by a desire to be "up-to-date" or "unified." Instead, it would appear that the change is welcomed by the participants in the 2010 Convention and seen as part of a larger process of pragmatic response to environmental and demographic changes.

Education

EDUCATION

I. Questionnaire

A. DATA

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong			Weak		
		Approval			Approval		
1. To compete in the modern world, students should be brought to a high level of competence in the use of computers.	5.1	39%	36%	20%	4%	0%	0%
2. In view of the increasing number of possible career changes facing adults, new or additional emphasis should be placed upon career education in our schools.	4.6	29%	30%	22%	11%	6%	0%
3. More technical training should be made available for Holland young people.	4.5	23%	27%	32%	9%	7%	0%
4. More music, art, and theater should be included in the school curriculum.	4.5	28%	25%	24%	14%	7%	0%
5. I believe Holland schools are excellent.	4.4	6%	42%	40%	9%	2%	0%
6. I would vote for a millage increase to ensure that students have a higher level of computer competence.	4.3	25%	25%	25%	14%	8%	0%
7. There is need in the Holland area for postgraduate training for those who wish to pursue academic work beyond the bachelor's level.	4.1	33%	21%	9%	14%	12%	1%
8. The Holland public and parochial schools have done a good job educating the Hispanic segment of the community.	3.9	9%	25%	33%	17%	13%	0%

B. DATA ANALYSIS

Some caution should be exercised in any analysis of the above data. The questionnaires were completed by a segment of the community that is not statistically representative of the community at large. While the participants in the 2010 Convention were probably representative of that portion of the population which provides leadership (the "opinion-makers"), women, ethnic minority groups, and lower socio-economic community segments were under-represented.

Some of the responses must therefore be viewed as unrepresentative. For example, a mean of 3.9 on the 6.0 scale, indicating mild approval of Holland schools' efforts to adapt to Hispanic students' needs, might have been quite different had Hispanic persons been represented in the sample in proportion to actual representation in the community.

The questions themselves may also have influenced the responses. While the questions were apparently thoughtfully prepared, it was pointed out in subcommittee discussion that respondents tend to take a moderate stance when rating "agreement/disagreement" on a numerical scale. Furthermore, the statements responded to were necessarily simple and broad. Responses might be different if the education issues included in the questionnaires had been explored in more depth.

In general, however, we can infer from the data that Convention participants agree that Holland's educational institutions are performing their roles adequately. The data also indicate fairly strong support for the community's educational institutions and a recognition of the importance of education in preparing young people for productive adult roles.

Convention participants also seem to advocate that our schools continue to provide traditional academic (liberal arts) and vocational education opportunities. At the same time, it would appear that there is a consensus for adapting curricula to reflect changing technology and (we can infer from this) to prepare students to participate in a more broadly changing economic and social context. Strongly positive responses to questions 1 through 6 may indicate a perceived need to expand and "update" educational programs that are already perceived to be very good.

The data also seem to indicate a fairly strong perception that formal education is no longer a terminal process but may be increasingly a lifelong process. Moderate support for additional preschool programs and stronger support for post-bachelor's programs (Item #7) indicate that our educational institutions and organization must continue to evaluate needs and provide opportunities for the community beyond the traditional K-12 or K-16 age parameters.

Convention participants characterized the Holland community as "changing." Educational programs within the community must also change and expand as the community at large changes.

II. NARRATIVE

A. Historical Background

Holland's founder, the Reverend Albertus C. Van Raalte, well understood the value of education in the life of the settlement. Those early settlers came to Michigan from their native land "to secure for themselves freedom of worship and of education." (Wichers, 1966) Dr. Van Raalte determined early to make use of the American public school system and become the first moderator of the newly-created school district in the Township of Holland.

The settlers, however, were reluctant to tax themselves for schools or for any other public purpose, and the public school floundered. The Dutch pioneers also favored religious day schools over public schools. Americans in the community opposed parochial schools. And, if there was little money for public education, there was no money for parochial education.

Thus was born a cooperative effort. Van Raalte recognized the need for secondary education as well as elementary and pushed for the establishment of a preparatory school to prepare young men for college and seminary. In the early 1850s, he succeeded in obtaining support from the Reformed Church's Synod of Albany for the creation of an academy. The first teacher, Walter T. Taylor, quickly saw the lack of elementary education in the community and tried to fill the gap.

Taylor became subject to several different authorities, including the Synod of Albany, the Classis of Holland, the District School Board, the local consistory, and Van Raalte himself, who had definite ideas of his own. The alliance was uneasy but established the involvement of all sectors of the community in education.

Holland has prided itself in its commitment to public and parochial education on all levels ever since. As Taylor said in his first annual report, he hoped "the lowering seed time might be followed by a rich and sunny harvest." It was to this report that Van Raalte added, "This is my anchor of hope for this people in the future."

Many of the questions, confusions, and conflicts expressed by those early settlers have remained with us throughout our history. As the community and the larger society have changed, our educational systems have changed too.

The 2010 Education Committee raised many of the same questions and recognized many of the same needs that Van Raalte had to deal with 140 years ago. While the context of the debate was almost entirely local in Van Raalte's time, the 2010 Committee recognized the national and even global context in which education issues must be addressed as we enter the 21st century.

B. American Education and the National Agenda

Since April 1983, education has emerged at the forefront of our nation's agenda, asking policy-makers at all levels to respond. It was then that the first of many studies of American education was published and distributed coast-to-coast. Members of the National Commission on Excellence in Education presented A NATION AT RISK: The Imperative for Educational Reform. That report and approximately thirty others which followed have presented the opportunity to review our values and commitments to the foundation of our country--our youth. Such a review should be well planned and a continuing process. We are fortunate in the 1980s to have the thinking of many prestigious groups and scholars to help frame our thoughts and to point us toward areas of needed reform.

Unlike many other reports on America education, the "NATION AT RISK" addressed education in all forms throughout the United States, public and private. In the closing pages of the commission's document, specific responsibilities and leadership roles are presented to state and local officials, educators, parents, and students. Only when each of these groups accepts its responsibility and leadership role can any educational system achieve its optimal performance and fully meet the challenge of educating tomorrow's citizens.

The effectiveness of the educational system has immediate as well as long-range implications for the health of the local economy and the vitality of the nation's business. An effective and attractive school system is one of the primary determiners of local property values, whether a residence or business property. On occasion, citizens who no longer have children in school complain that continued taxation for educational purposes is unjust or unwarranted. Those citizens should be reminded that the effectiveness and vitality of the local educational system will determine in large measure the value of their residence or business at the time of some future sale. Equally important is the ability to attract capable employees for the local business community. When families relocate from one community to another, the choice of a home is often governed by the quality of the local educational system and the opportunities it presents for young people.

The largest segment of the American work force consists of high school graduates who have not attended college, and the nation's economic well-being depends heavily upon their performance in the work place. The local school systems are charged with the responsibility to educate and prepare graduates to become efficient and effective workers for local and national employers. Many high school graduates will enhance their career prospects eventually with further training in two or four-year colleges, the military services, technical schools or vocational programs. Nonetheless, it is the local school system which lays the foundation for future success both academically and in the

world-of-work. A high quality local education represents the minimum preparation a young person needs to participate successfully in our economic system. Were every young American to possess a significant measure of the knowledge, skills, and attitudes suggested by the several national reports, our national life would be enriched and ensured immeasurably.

C. Looking to 2010

As the 2010 Education Committee attempted to define the issues facing our educational systems, the word "cooperation" was used again and again; cooperation among school systems, among public and private sectors, and among business and education.

The Committee also recognized that a diversity of needs, individual and societal, demand flexibility in educational delivery systems. Inherent in these concepts is a recognition of the diversity of the people who must be educated--a recognition of the diversity of goals our educational system(s) must address. In other words, who is to be educated and why?

In general, the Committee discussed the role of education in a changing society. The increased recognition of varying cultural and societal influences must become our guide as we plan for the future.

It was suggested that new educational delivery systems might be needed in the future. As one participant in the 2010 Convention suggested, "Perhaps we hold on to traditional ways too long" as we consider the changing nature of the community.

Certainly more questions were raised than were answered. Among these questions was, "What do we mean by the educated person?" Does education involve not only preparation for economic productivity, but also for service and for citizenship in the community and the larger world beyond? How do we achieve the definition of goals and find delivery systems that will be likely to help us achieve those goals as a community?

The discussion must continue if we are to achieve change to meet the needs of a changing society and culture. The 2010 study continues a discussion that began when Holland was founded. As a guide to the continuation of the discussion, the 2010 Education Committee submits the following Position Statement.

1. Holland brings to future generations a strong legacy of social, moral and spiritual values. These values need to be affirmed, clarified and expanded among the diverse private, parochial, and public educational institutions within our community.

2. Our future educational direction needs to focus on ways to provide a cooperative, flexible and responsive educational program designed to avoid present duplication of effort, and

designed to provide a full range of options for all children, regardless of ability or ethnic background, and directed toward lifelong learning.

3. Holland must have the courage to find the means to break out of conventional patterns and processes in delivering educational services, and must employ processes and practices that speak to change, such as:

- a. Cross-cultural live-in experiences.
- b. A service component in our educational requirement.
- c. Preparation for global involvement, foreign language study much earlier in the educational process (Russian, Chinese, Spanish?)
- d. Possible cooperative sponsorship of educational activities/programs by industry, social agencies, business, and the school.
- e. Better use of facilities and program by extending the school calendar and day by offering educational services to the broadest range of groups possible -- from preschool through senior citizen.

D. CONCLUSION

A dynamic, effective, and relevant educational system is essential to the future happiness of individuals and the success of the community, public and private. Complexity and technology are pervasive in the world of work. Production demands and sophistication of business operations bring increased stress and personal demands on the performance of each and every worker. The key to both of these societal changes is more effective education, both in academic skills and social/human relations skills.

The Holland area is fortunate to have a rich and diverse educational program of several systems which provide options for all residents. By working together and sharing resources wherever possible, these educational systems must focus more fully upon ways to provide a cooperative, flexible, and responsible educational program. The program efforts need to minimize duplication of effort and provide a full range of opportunities for all children, regardless of ability or ethnic background. The ultimate goal is to develop within each citizen an attitude and hunger of lifelong learning.

With effective leadership and community support, the educational programs must strive to alter conventional patterns and processes in delivering educational services. At the same time the school

systems must build upon a strong legacy of social, moral, and spiritual values. These values need to be affirmed, clarified, and expanded among the diverse private, parochial, and public educational institutions throughout the community.

More than ever before, an effective educational program is a key to success and happiness as we approach the twenty-first century. Citizens should be urged not to view education as an unfortunate tax burden or expense but rather to view it as an investment to the future growth and prosperity of a community, a community made up of individual citizens and business enterprises.

III. Goals, Objectives, and Strategies

GOAL NO. 1

Goal: Support educational programs and services to help all students function effectively as literate, discriminating, caring world citizens.

- Objective 1. Develop curriculum which integrates basic skills content with the skills of critical thinking, creative thinking, research, problem solving and decision making.
- Strategy a. Provide additional in-service for educators to enable them to integrate the skills of critical thinking, creative thinking, research, problem solving and decision making into basic content areas.
- Strategy b. Select teaching materials which emphasize the integration of the skills of critical thinking, creative thinking, research, problem solving, and decision making into basic content areas.
- Objective 2. Provide more career education and re-education for both students K-12 and adults.
- Strategy a. Provide career counseling services to students K-12 and adults.
- Strategy b. Develop additional lifelong learning centers which will provide technical or specialized training to both students and adults.
- Strategy c. Utilize the resources, personnel, and facilities of local and business and industry to provide specialized guidance and training for students and adults.
- Objective 3. Provide experience to enhance the development of good self-esteem and interpersonal skills.
- Strategy a. Provide a variety of educational programs with the flexibility to meet

individual needs in terms of learning styles and pacing and level of instruction.

Strategy b. Provide additional counseling, social work, and community mental health services.

Strategy c. Provide in-service for educators so they can use teaching techniques which enhance self-esteem and encourage good interpersonal skills.

GOAL NO. 2

Goal: Provide for the growing differences within the community and seek flexibility in methods and programs which will promote lifelong learning by all citizens.

Objective

1. Increase educational options and opportunities for all citizens who desire to pursue formal education.

Strategy

a. Provide for each re-entry to the K-12 program.

Strategy

b. Provide alternative options through community education.

Strategy

c. Explore possibilities for a junior college program.

Strategy

d. Explore possibilities for additional/post graduate programs.

Objective

2. Provide more leisure enrichment programs for all citizens.

Strategy

a. Conduct a community survey to determine new interests.

Strategy

b. Develop the concept of learning communities--everyone teaches and everyone learns.

Objective

3. Increase opportunities for technical training in specialized fields.

Strategy

a. Promote opportunities at the Careerline Tech Center.

Strategy

b. Promote corporate partnerships in formal education and training programs.

GOAL NO. 3

Goal: Foster an appreciation and understanding of all human cultures, heritages, values, and mores.

- | | |
|-----------|---|
| Objective | 1. Promote more multi-cultural education. |
| Strategy | a. Select appropriate instructional materials. |
| Strategy | b. Provide appropriate in-service training for staff. |
| Objective | 2. Promote more global education experiences. |
| Strategy | a. Develop and promote additional student and staff exchange programs. |
| Strategy | b. Provide more co-curricular programs which help meet this objective. |
| Objective | 2. Hire staff members of diverse national origins. |
| Strategy | a. Increase recruitment activities and efforts. |
| Strategy | b. Utilize non-traditional networks to identify and recruit qualified candidates. |

GOAL NO. 4

Goal: Foster communication, cooperation and partnerships among the educational institutions and between these institutions, the community at large as well as business, civic, and industrial organizations.

Objective

1. Increase community understanding of educational needs.

Strategy

a. Create an educational newsletter for the community.

Strategy

b. Utilize the expertise of community members to increase effectiveness of communication efforts.

Strategy

c. Share ideas, information, and proposals.

Strategy

d. Promote programs of mutual interest by communications to the community.

Objective

2. Create partnerships between business/industry and education that will enhance the ability of our schools to provide quality education in a world that is making rapid technological and cultural changes.

Strategy

a. Establish a community-wide committee with representation from the Chamber of Commerce, business/industry, all three school systems, and Hope College. The purpose of the committee will be to establish communication between business/industry and various educational institutions and thereby to make each aware of ways in which the personnel, equipment, materials, and facilities of industry might help meet the needs of the schools.

Objective

3. Seek government funding (local, state, or federal) for facilities and programs that will benefit students in all school districts.

Strategy

a. Establish an educational foundation (memberships similar to the above) that

will be financed by business/industry and will finance projects in all area schools (public, private, and parochial) on a competitive basis, attempting to balance donations proportionately among all three segments.

- Strategy b. Solicit community, governmental, or industrial support, under the direction of the Chamber of Commerce or a similarly impartial body, for a person whose designated part-time responsibility will be the writing of grants to public agencies and private foundations for the support of community-wide education efforts.
- Objective 4. Find new ways for Hope College (as well as other secondary institutions) to use its resources of faculty and facilities to complement what the K-12 schools are already doing. Or to enable schools to move in directions which they alone are not equipped to do.
- Strategy a. Request that a member of the Hope College Education Department be designated community-school liaison with the responsibility of developing ways in which the college can enrich what the schools are doing or develop programs for which the college, its faculty, and facilities are uniquely suited.
- Objective 5. To develop programs that will bring together students from public, private, and parochial schools.
- Strategy a. Create a committee of representatives (teachers and administrators) from each of Holland's three major school districts. Its purpose will be to consider and recommend curricular and extracurricular programs and activities in which students from all three districts may participate, the object being to supplement what schools are able to do individually and to encourage students from the various systems to mingle with each other.

Finance

FINANCIAL CONSIDERATIONS

I. Questionnaire

A. DATA

All participants to the Convention were requested to provide responses to various statements on the topic of "Financial Considerations," indicating on a scale of 1 to 6 the degree to which they agreed or disagreed with each statement. The scale was formatted with response number six (6) representing the strongest possible agreement with the statement, while response number one (1) representing no agreement at all. Responses to most statements were generally somewhere in-between number six and number one.

The responses to individual statements have been collated and translated into percentages for each degree on the scale. In addition, a statistical "mean" has been determined for total responses to each statement. The following provides an overview of the statements to which the participants responded with the highest or lowest levels of agreement. The statements are categorized under appropriate topic headings.

Sub-Topic

"Funding for General Government Operating Purposes"

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong				Weak	
		Approval				Approval	
1. "Blue-Ribbon" committee should be formed to study the existing taxing structure of the City, and recommend possible changes.	5.1	49%	30%	13%	4%	1%	3%
2. If the "Blue Ribbon" committee did consider a City Income Tax as being feasible, it should be recommended as being coupled with a mandatory reduction of the City's property tax.	5.0	53%	22%	13%	6%	3%	4%
3. The City should rely more heavily upon "user fees" and "service charges" against those who benefit directly from a specific city service.	4.8	28%	29%	19%	8%	4%	1%

4. Some way should be found to reduce the property tax burden in the City. 4.6 31% 27% 21% 13% 6% 1%
5. Because federal and state funds have been cut, I believe that we should increase taxes to maintain the progress we have become accustomed to. 3.4 5% 17% 27% 26% 14% 11%

Sub-Topic

"Funding for Specific Programs, Projects, and Emergencies"

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>						
		6	5	4	3	2	1	
		Strong			Weak			
		Approval			Approval			
6. Federally-funded programs such as the Community Development Block Grant program provides funds for local development, remodeling, etc. The City should continue to vigorously pursue funds of this type from the federal and state governments.	5.4	64%	20%	10%	2%	1%	3%	
7. The City should continue to maintain a "Rainy-Day Fund equivalent to 10% of the General Fund budget.	4.7	34%	31%	17%	9%	5%	3%	
8. A specific property tax millage should be allocated for property acquisitions, such as purchase of the railroad depot property, waterfront lands, and former post office.	4.6	40%	21%	18%	8%	7%	5%	
9. A specific property tax millage should be allocated for construction of sidewalks-bicycle paths, and for repairs to existing sidewalks/bicycle paths.	4.1	23%	20%	28%	11%	11%	7%	
10. A specific property tax millage should be allocated for streets								

	improvements.	4.0	19%	23%	27%	13%	11%	7%
11.	A specific property tax millage should be allocated for beautification of streets.	3.8	17%	15%	30%	19%	10%	9%
12.	Cities like Holland once received large sums of state and federal dollars to support programs. Our local officials should make vigorous efforts to encourage Congress and Legislature to restore these funds.	3.6	24%	15%	12%	15%	15%	19%

Sub-Topic

"Outlays to Encourage/Support Local Business Environment"

	<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
			6	5	4	3	2	1
			Strong				Weak	
			Approval				Approval	
13.	The City contributed \$45,000 to HEDCOR in the 1987-88 fiscal year budget. This annual contribution should be continued.	4.6	32%	27%	21%	11%	3%	6%
14.	Property tax abatements are provided to industrial concerns in the City. Tax abatements are helpful to retain jobs and businesses in the City, and should be continued.	4.4	28%	25%	24%	8%	9%	7%
15.	The City contributes annually to such downtown programs/projects as "Mainstreet" and "Window-On-The-Waterfront". Programs and projects of this nature should continue to be supported by funds generated from the local property tax.	4.2	27%	20%	22%	15%	7%	9%
16.	Overall, the City is providing about the right amount of financial assistance to promote the industrial/commercial environment within the City.	4.2	12%	37%	23%	21%	4%	2%

17. The City is providing too much financial assistance to promote the industrial-commercial environment within the City. 2.5 3% 6% 9% 23% 33% 26%

Sub-Topic

"Cost-Sharing and Jurisdictional Cooperation
for Programs & Projects"

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong			Weak		
		Approval			Approval		
18. Because social service organizations such as Women In Transition, Higher Horizons, Evergreen Commons, etc. serve the Greater Holland area, the City should continue its policy of encouraging such community service agencies to seek funding not only from the City, but from surrounding governmental units.	5.6	71%	23%	4%	1%	0%	1%
19. The City and Holland Public Schools should work more closely to avoid duplication of services, facilities, and programs.	5.2	53%	28%	10%	5%	2%	1%

B. DATA ANALYSIS

"Fund for General Government Operating Purposes"

Approximately one-fourth of the statements related to the theme of how to pay for the City of Holland's governmental operations. More specifically, what are the attitudes and concerns about the extent to which the local property tax is used to support the City's annual budget? And should alternative revenue sources be searched out and examined to reduce the burden of property taxes?

Participants responded with most agreement to the appointment of a "Blue Ribbon Committee" to study the existing taxing structure, and to include a feasibility study by this committee of a City Income Tax--if coupled with a corresponding reduction in the City's property tax levy. This would seem to indicate that an increase in the overall level of the City's expenditure budget is not the intent of such a study, but rather to examine possible methods of relieving high property tax millage rates.

No statements were provided to participants concerning the overall property taxing structure of City/School/Intermediate School/County. Therefore, it is uncertain from the responses whether the expressed concerns were more about all taxing jurisdictions included on the property tax bill, or if they believed the property tax levy for city government purposes is the principal cause of irritation. No statements were provided to the participants concerning whether the State of Michigan's restrictive statutes on property taxes and income taxes to support local governments and schools might be as much of the overall problem as any other single factor.

Increasing taxes to replace discontinued federal and state assistance grants to local government (such as federal revenue sharing program which provided approximately \$500,000 annually to the City of Holland) was not widely acceptable to the participants, as might be expected.

However, it should be pointed out that the City of Holland was very fortunate in having exceptional growth in its tax base, along with large percentage increases in the Electric Fund's annual payment to the General fund, thereby negating much of the "shock" of discontinued federal revenue sharing revenues. Had such good fortunes not come the way of Holland, there would have obviously been much more severe budget crunches between 1982 and 1988. As it was, between 1982 and 1988 the City's property tax millage rate for municipal operations and capital projects (excludes Debt Service and Dial-A-Ride) did increase from 10.9466 to 13.4441, in addition to increases in city-wide property assessed valuations.

It is uncertain how the participants would have responded to not replacing discontinued federal and state grants if layoffs and

cutbacks in present levels of various municipal services had been implemented.

Finally, no statement was provided to the participants regarding the level of the City's annual spending budget in proportion to degree of satisfaction for services received. However, in the written responses received, only a few participants alluded to the spending side of the budget as the method of reducing the property tax burden.

Sub-Topic

"Funding for Specific Programs, Projects, and Emergencies"

Participants showed especially strong support (64% indicated highest agreement factor) in favor of continued vigorous pursuit of grant and assistance programs offered by the federal and state governments, such as the current Community Development Block Grant program. Many would apparently believe that if Holland does not receive this money, some other community certainly will, and therefore, the City of Holland should certainly go for it.

However, as the federal and state governments discontinue such grant and assistance programs, there was only marginal support (only 24% indicated highest agreement factor) for encouraging the Congress and Legislature to restore such funding. A few participants pointed out in their written responses that there is no such thing as "free money" from the federal government, and that the federal and state governments really have no money at all.....only the taxpayers do.

The City's Budget Stabilization Fund ("Rainy Day Fund") was created by a City Ordinance in 1980, and is adjusted each year to maintain a balance equal to 10% of the City's General Fund budget. The participants apparently believe that this is a good practice and rather strongly (65% indicated highest and second-highest agreement level) supported the concept of continuing on with this procedure to the extent possible.

Interestingly enough, although the participants felt rather strongly that the property tax structure was too heavy of a burden requiring alternative funding sources, they did indicate above average support for property tax millages designated for specific stated purposes. A millage designated for purpose of property desirable for community-wide purposes was most favored. Other specified property tax millages were also supported, but less enthusiastically.

However, it is unclear whether the participants may have intended for such specific millages to be additional levies or to re-designate how current property tax millages are expended. Regardless, the message of the participants would seem to be that at least parts of the property tax levy should be earmarked to

specific projects or programs, rather than to just becoming part of the General Fund monies to be allocated through annual budgets.

Sub-Topic

"Outlays to Encourage/Support the Local Business Environment"

Participant responses to statements concerning the City's support of the business community drew general agreement.

The annual budgeted contribution to the Holland Economic Development Corporation (HEDCOR) was most agreeable to the participants with a statistical mean of 4.6 out of a possible 6. The success of the City's Industrial Park is attributed mostly to the efforts and financing genius of HEDCOR over the past 25 years. HEDCOR has more recently been active in attempting to assist downtown Holland with selective property purchases, recruitment of commercial establishments, and expansion planning. These efforts obviously are not going unnoticed as indicated by the participant responses.

The City of Holland also provides cost-sharing assistance to the downtown "Mainstreet" program, which promotes and coordinates efforts such as spearheading the "Streetscape/Snowmelt" project, recruiting the right kinds of stores and right mix of merchandising, and providing incentives to store-owners for making improvements to the appearance of buildings. Also, the City participates in the development of such downtown projects as "Window-On-The-Waterfront" and the proposed development of the "Riverview Town Park." Again, participants were above average in their agreement with the City's participation.

Property tax abatements to industry are authorized by State of Michigan Public Act 198 of 1974, as amended. The abatements are often awarded to various local industries which make application to the City prior to construction, acquisition, additions, and renovations of their plant and equipment. One of the most critical criteria is whether the capital outlay will create new jobs to benefit the community.

Such abatements have been one of the more highly discussed topics within the City for several years. The business community asserts that the tax abatement incentive is a critical factor in making plans and decisions regarding major purchases and/or expansion within the City of Holland, and would consider locations outside of the City if this tax incentive were not provided. Some local citizens are somewhat skeptical of this, and believe the program is too liberal with its incentives (generally the 12 year maximum abatement period is given), and are of the opinion that some of the purchases and expansions would proceed with or without the tax abatement.

Participants' responses indicated generally favorable support to the industrial tax abatement program, although only 28% indicated that highest possible agreement that the City should continue to provide such tax incentives. The City of Holland also provides tax abatements to homeowners under State of Michigan Act 25 of 1978 for homeowners to repair and upgrade their homes. However, the participants were not provided a statement requiring a response on that issue.

The participants rather strongly indicated that the City is not providing too much overall financial assistance to the business environment located within its boundaries.

Sub-Topic

"Cost-Sharing and Jurisdictional Cooperation for Programs & Projects"

Some of the strongest responses of agreement came on the statements regarding coordination and cooperation with other taxing jurisdictions on financing programs and projects. Incidentally, similar responses of strong agreement to this subject were received in the topic area of "Governmental Issues."

The Holland City Council, especially in more recent years, has discussed, prioritized and attempted to gain the cooperation of surrounding township governments and county governments on various items of mutual benefit. And some successes are being achieved.

Determination of what is each taxing jurisdictions fair share for a service or benefit is often very difficult. However, several of the surrounding townships have indicated an inclination to discuss a fair and equitable cost-sharing approach to some of the governmental services and social agency services which are universal to the greater Holland area.

Perhaps the wording of the statement provided to participants which indicated that the City/Schools should work more closely, would be more correctly stated that the City/Schools should continue working closely together on programs and projects to avoid unnecessary duplication.

In the area of sports, the City of Holland and Holland Public School system are cooperating quite smoothly. The Holland Municipal Stadium facility is owned, operated and maintained by city government, and rented at a modest cost by the local schools (including Hope College). The City's Recreation Department Programs utilize the local schools' facilities such as softball fields, gymnasiums, and Community Pool at relatively modest rental rates. The City also participates financially with the Community Education program in such areas as instructional classes for programming and productions for the local public

service channel, and with providing a "Nature Center" for young school children to observe and learn first-hand about nature and wildlife from qualified instructors.

Possibly the citizens of the community are not fully aware of some of the cooperative ventures taking place between the City and Schools, or between the City and surrounding Townships. However, there is obviously strong support for adjoining taxing jurisdictions to communicate regularly on agenda items and extend cooperation on items of mutual benefit, rather than jealously guard their own turf.

II. NARRATIVE INTRODUCTION

Financial of the City's governmental operations, programs, and capital projects is a never-ending dilemma, and is certainly not unique to the City of Holland. Virtually all governments, from the small townships to the cities, counties, state, and federal levels (not to mention the school systems) face the perpetual battle of the budget. There are always more places and ways to spend dollars than there are dollars available to spend. And that will never be any different.

The challenge is two-sided: Expenditures and Revenues. On the Expenditure side, there should be careful and prudent planning, prioritizing, and constraint. On the Revenue side, there should be planning, research of alternative available sources, and then authoritative action to assure the receipt of the necessary funding.

By State Constitutional law, local units of government are political sub-divisions of state government. The State of Michigan Constitution provides percentaged revenue-sharing between state government and local governments for various taxes levied and collected at the state level. These include such sources as State Sales Tax, State Income Tax, State Single-Business Tax, State Liquor Tax, State Intangibles Tax, and State Gas & Weight Taxes. The state laws also place restrictions and limitations on the taxing authority of local units of government. For instance, the City is not authorized to levy a City Sales Tax or City Gas Tax.

The City of Holland's own City Charter places further restrictions and limitations on its taxing authority. For instance, the Charter places a 17.5 mill upper limit on the property tax. The City Charter is silent about a City Income Tax which is permissible by state statutes within specific parameters (such as an upper limit of 1% on residents and 1/2% on non-residents).

The City of Holland faces certain governmental responsibilities because of the rather rapid economic growth of the community over the past decade. This includes providing a good street system for efficient traffic flow. Street construction and maintenance is obviously very expensive, requiring difficult decisions on where the money will come from. Other than streets, the community has come to expect a certain level of municipal government services to be available to them for the tax dollars assessed.

Notwithstanding the discontinuance of the federal revenue sharing program, the City of Holland government has been fortunate in maintaining a high level of municipal services and capital projects because of its strong growth in assessed property values coupled with a slowly increasing tax millage rate over the past several years. With the amount of developable vacant land become more scarce, the ability to financially maintain current levels of municipal service is become unclear and uncertain. This could

be especially difficult should the national and state economies head into a recessionary period. So at the least, possibly contingency plans should be a place for scaling back on the expenditure side of the budget.

The participants' responses to the Strategic Planning questionnaire provide some indication of what concepts are most supported, and suggesting possible follow-up action. For instance, the participants showed strong support for a citizen committee to examine the existing taxing structure and to examine possible alternatives or changes.

The importance of taxing jurisdictions in the greater Holland area sharing the financial burden for projects, programs and services benefiting all area citizens would indicate the need for more improved communications between area governments, possibly requiring a small committee from each governmental unit to meet regularly sharing governmental concerns relating to financial aspects of projects and programs.

The participants indicated agreement with the City of Holland's philosophy of supporting the local business environment. Possibly new and innovative ways of promoting and assisting the business community should be considered.

With the strong support shown by participants for receipt of federal and state grants, possibly more time, effort and money should be dedicated to searching out available funding from such sources.

These are some of the interpretations that appear from the responses to the Strategic Planning questionnaire, and lead into specific goals and objectives.

III. Goals, Objectives, and Strategies

Goal #1

Identification, study, and recommendations regarding existing and alternative municipal government financing sources.

A. Objective - (Time Table: By January 1989)

Selection and appointment of a study committee composed of knowledgeable citizens and government officials of the City to study and provide recommendations concerning various revenue-generating sources (both existing sources and legitimate and politically acceptable alternatives).

B. Objective - (Time Table: January through December 1989)

Committee to examine various revenue sources, to include the existing taxing structure and taxing alternatives such as implementation of a City Income Tax as authorized by state statutes. Other revenue sources, such as User Fee structures are also to be examined.

C. Objective - (Time Table: July 1989)

"Preliminary Report of Findings and Recommendations" submitted.

D. Objective - (Time Table: January 1990)

"Final Report of Findings and Recommendations" submitted.

Goal #2

Identification, study, and recommendations regarding existing services and facilities of the City, surrounding townships, and school districts, for the purpose of identifying those services which might be more efficiently and economically accomplished through joint venture participation by adjoining and/or overlapping governmental/school taxing jurisdictions.

A. Objective - (Time Table: By January 1989)

Selection and appointment of a study committee composed of knowledgeable citizens and government officials of the City (could conceivably be same individuals as designated for Goal A), plus citizens and representatives from each of the surrounding townships and Holland Public Schools to study and provide recommendations concerning shared services across jurisdictional boundaries of the City, surrounding townships, and Holland School District.

B. Objective - (Time Table: January through December 1989)

Committee to examine the economies to be achieved by the City and surrounding townships (and possibly counties) through sharing in mutually similar governmental services, requirements, and facilities. As an example, examining costs and efficiencies of in-house labor and equipment for each individual governmental unit to perform a service versus possible efficiencies and economies of (privatization) to perform the same service.

C. Objective - (Time Table: January through December 1989)

Similar examination of economies to be achieved by the City and Holland School District sharing in services, requirements, and facilities.

D. Objective - (Time Table: July 1989)

"Preliminary Report of Findings and Recommendations" submitted.

E. Objective - (Time Table: January 1990)

"Final Report of Findings and Recommendations" submitted.

Goal #3

Encourage increased public involvement in the budgeting process.

A. Objective - (Time Table: December 1988/January 1989)

City Council (or representatives of Council) hold one or more public hearings prior to the time of year when the City staff begins the budget preparation process, for the purpose of obtaining advanced first-hand public input regarding both revenues and expenditures for the City's ensuing fiscal year.

Conclusion

The City Council, city staff members, and others have discussed the issues and recommendations presented herein on several occasions. What is represented and presented is not new to anyone. The recommendations provided herein are to study the subject matter in detail by an ad hoc committee(s).

On the revenue side, the City Income Tax is, unfortunately, one of the few alternatives regarding taxation which the State of Michigan provides to local units of government. A City Income Tax should be examined from the point of view of being more fair and equitable, but also from the practical side of what affect it may have in stagnating the future growth and prosperity of the City.

On the expenditure side, there is a need to examine possible alternatives to providing services in an efficient and cost-effective manner. This should include examining and implementing new methods of preparing the annual budget. With the recent change in City Administration, new methods of examining city services and budgets will, no doubt, be introduced.

As the City of Holland and surrounding townships grow in the years to come, closer cooperation in providing similar type services should benefit all taxpayers and citizens.

Governmental Issues

GOVERNMENTAL ISSUES

I. Questionnaire

A. DATA

Participants in the 2010 Convention were asked to respond to 35 statements concerning governmental issues facing the City of Holland. The strongest responses were to the questions relating to cooperation among the governmental units in the Holland area:

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong Approval			Weak Approval		
1. The various governmental units such as the City, townships, and counties should work more closely together.	5.7	73%	24%	3%	0%	0%	0%
2. Governmental units in the greater Holland area should cooperate more closely in planning, development, and traffic control.	5.7	73%	23%	2%	1%	0%	0%
3. Holland should continue to request that the townships participate financially in social and arts programs which benefit the greater Holland area.	5.6	71%	21%	7%	1%	9%	0%
4. Holland and the county should negotiate the charges for services, such as county road patrol, for which the City receives no benefits.	5.4	61%	24%	10%	3%	1%	0%
5. Neighboring communities now cooperate in providing many services such as utilities, health care, and emergency services. This cooperation should be expanded to include activities such as parks recreation, arts, library and senior citizen care.	5.4	59%	32%	4%	3%	1%	0%

About one-third of the statements were in reference to the present form, efficiency, and effectiveness of City government. Most responses were in fair to fairly strong agreement that the present City government is providing the City with a high level of service.

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6 Strong Approval	5	4	3	2 Weak Approval	1
6. The Holland Fire Department is excellent.	5.1	37%	41%	19%	3%	0%	0%
7. The Library does an excellent job.	5.1	36%	48%	10%	5%	1%	0%
8. Holland police are courteous and efficient.	4.8	29%	37%	25%	6%	3%	0%
9. The Board of Public Works does an excellent job.	4.7	28%	33%	24%	13%	1%	0%
10. Workers in City Hall are competent.	4.4	16%	32%	32%	13%	5%	2%
11. The Parks and Cemetery Department is doing an excellent job.	4.3	15%	31%	30%	17%	5%	1%
12. The Street Department is doing an excellent job.	4.1	9%	27%	33%	22%	8%	1%
13. The City is being run efficiently.	4.1	9%	26%	39%	16%	9%	1%
14. The Recreation Department is doing an excellent job.	4.0	9%	27%	36%	15%	9%	4%
15. City Council is doing an excellent job.	4.0	6%	27%	39%	17%	9%	1%

B. DATA ANALYSIS

The Convention delegates expressed a clear need for more cooperation among local governments. Indeed, some of the strongest responses in the entire questionnaire were to the questions focusing on this cooperation.

It would be of interest to have only township residents answer the questionnaire. We could then analyze whether this desire for cooperation is areawide or felt primarily by citizens of the

City. Perhaps this strong desire for areawide cooperation expressed is due to the perception by its citizens that the City is providing services and benefits for people outside the City boundaries and that similar benefits are not reciprocated by area governments. Whatever the case, cooperation, by definition, involves participation by more than one entity. The intention of the 2010 participants is clear; the City needs to encourage more cooperation among area governments. We will need to understand the perceptions of other area governments, however, before all can become successful in this regard.

As for the present form, efficiency, and effectiveness of City government, the respondents felt that City government is performing well. The strongest approval was expressed for the Fire and Police Departments, as well as for the Library and Board of Public Works. (See Items 7-9). 72% of the respondents indicated fair to strong approval towards the work of the City Council and the Recreation Department. (See Items 14 and 15).

The responses relating to City government should be analyzed in light of the particular wording of the questionnaire. Nearly all statements in this section used "excellent" as the measuring standard. For example: "City Council is doing an excellent job." The very nature of government is such that "excellence" can be difficult to measure and define. How can we measure whether City Council is doing an excellent or a fair job? There is no quantifiable data to support one position or another. The answers to the statement "City Council is doing an excellent job" are likely to be based on individual perceptions rather than derived from direct experience.

II Goals, Objectives, and Strategies

The operations of government (local, state, and federal) affect our lives each minute of every day. We buy food, the contents of which are overseen by a federal agency; we rely on roads that are constructed and maintained by governments; and the quality of our lives is often affected to some degree by the activities, or lack thereof, of government.

The 2010 Governmental Issues Committee has focused primarily on the provision of local government services. The Committee's task was to focus on the present form of our City government, and its boards and commissions, and the City's relationship with Ottawa and Allegan Counties and neighboring townships. Thought was also given to the most efficient form of local government to take the City into the 21st Century.

The Governmental Issues Subcommittee is of the opinion that the present structure of the City government is appropriate for the problems and opportunities facing the City today. However, we recognized that more and more issues facing City government in recent years extend beyond the City's geographic boundaries. Demands for City public utility services extend beyond the City's

boundaries, as do demands for library, recreation, and public safety services.

Other issues are also becoming more regional in nature. Lake Macatawa is bordered by three local governments; the success of road systems within each local government of this region is affected by the actions of the other local governments; social, health care, cultural, and public safety needs certainly extend beyond local government boundaries.

The Governmental Issues Committee has identified a clear need for local governments of the Lake Macatawa area to establish a formal organization that recognizes and addresses issues having a regional impact.

It is in an atmosphere of cooperation that the most effective governmental services are provided to all people of the Lake Macatawa region. The needs of the people within this region are similar. We can best prepare for the future by identifying common issues and joining forces to ensure that these issues are resolved to the benefit of all.

MACATAWA AREA INTERGOVERNMENTAL PLANNING COUNCIL

GUIDELINE I

There shall be established a Macatawa Area Intergovernmental Planning Council (the "Council"), under the terms and conditions, and having the characteristics, as set forth herein.

GUIDELINE II

The Council shall be composed of two members each from the City of Holland, the Townships of, and the Counties of Additional governmental units may be added from time to time upon the unanimous approval of the members of the Council. Any unit of government may withdraw from the Council upon resignation of both its members.

(Comment: The initial composition of the Council should include the governmental units that are currently involved with the 2010 Task Force and at least the ones bordering the City. Room, of course, would have to be made for adding additional governmental units. Since this is a purely voluntary arrangement, a unit could leave at will.)

GUIDELINE III

REPRESENTATION

Each unit of government shall appoint two representatives to the Council. One member shall be an elected official of the unit and the other shall be a citizen of the unit who does not serve as an elected official or staff member.

GUIDELINE IV

PURPOSE

The purpose of the Council is to encourage cooperation among neighboring governmental units on all matters that have an impact beyond a unit's geographical boundaries. The exact subject matter over which the Council would have jurisdiction would be determined by the Council.

Such subject matter could include land use, traffic, recreation, parks, transportation, health care, public safety, zoning, Lake Macatawa, Lake Michigan, housing, social, cultural, and art activities.

GUIDELINE V

SUBSTANTIVE DECISIONS

No decision of the Council on substantive issues brought before it shall be made unless all units of government represented on

the Council vote in favor. If one of the two members from a governmental unit votes in favor of a decision, such vote shall be considered a favorable vote of that governmental unit.

(Comment: For the Council idea to work, no one unit of government can be required to give up its sovereignty. To do so would constitute a threat so significant that a unit would likely decline to join the Council. Aside from the legal issues of whether or not a unit of government could actually be bound, even if it had previously agreed, by a Council decision, it would seem impractical to think that units would consent before hand. It is, therefore, important that each unit have what amounts to a veto over substantive decisions. The issue of the number of votes required to make a decision, however, should be decided upon by the Council itself.)

GUIDELINE VI

PROCEDURAL DECISIONS

Procedural decisions, such as rules of order, agendas, and the like, shall be decided by a majority vote of the Council members.

GUIDELINE VII

MEETINGS

The Council shall meet at least quarterly and more often as determined by a majority of the Council members. Meetings may be rotated among the various offices of the member units, as determined by the Council. The meetings of the Council shall be subject to Michigan's Open Meetings Act.

GUIDELINE VIII

STAFF COSTS

The Council shall, to the extent necessary, rely on the staffs of the various units of government for clerical and other staff assistance. Costs incurred by the Council shall be shared among the units based upon population. The budget for the Council shall be deemed a substantive decision.

GUIDELINE IX

BINDING EFFECT

Substantive decisions of the Council shall be communicated in writing to the governing bodies of the units participating in the Council. If the decision recommends or requires action by one or more unit of government, the communication shall so state. No unit of government shall be bound by any substantive decision of the Commission.

(Comment: The Council concept relies upon the voluntary participation of a unit of government. So long as participation is totally voluntary and a decision can be ignored by a unit of government, the concept should not be considered a threat to the political units. Having said this, however, there will indeed be public pressure on the unit to consider the decision favorably.)

Health and Well-Being

HEALTH AND WELL-BEING

I. Questionnaire

A. DATA

The following is a listing of the questions posed in the 2010 questionnaire and the results of the compilation of the answers to those questions.

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6 Strong Approval	5	4	3	2 Weak Approval	1
<u>Health Care</u>							
1. My medical needs are being met by the medical services available in Holland.	4.9	33%	39%	18%	5%	2%	2%
2. Holland Hospital provides quality care and services.	4.9	31%	40%	18%	6%	2%	2%
3. Private ambulance service in Holland is adequate.	4.7	24%	37%	25%	10%	2%	2%
4. There is sufficient affordable health care in Holland to meet the needs of the elderly who require full-time care on a long-term basis.	4.6	32%	26%	25%	10%	3%	4%
5. Medical services are provided at affordable rates for almost all of the citizens of Holland.	3.8	10%	20%	33%	20%	8%	8%
6. Where funds are not available from state or federal sources, Holland should pay for health care for the indigent and elderly of the community.	3.4	13%	12%	24%	16%	20%	15%
7. The city should take over all ambulance service and the cost should be paid from taxes and fees.	1.8	2%	2%	3%	13%	27%	53%

Housing

8. Holland should encourage low-cost housing for the elderly.	3.9	23%	18%	18%	16%	14%	10%
9. Senior citizens in Holland will prefer to leave their single-family housing arrangements if group residential care facilities are available.	3.3	4%	16%	24%	30%	15%	12%
10. There is sufficient affordable housing for the elderly in Holland.	2.7	3%	4%	18%	26%	29%	19%
11. Holland should encourage more low-cost housing for low-income families.	2.6	4%	7%	14%	22%	22%	30%

Recreation

12. Holland provides sufficient recreational opportunities for our children.	4.3	16%	35%	21%	18%	6%	2%
13. The rising average age of Holland citizens will require more programs and facilities for leisure time enrichment.	4.0	10%	28%	34%	19%	6%	3%
14. Holland should provide additional recreational activities for the elderly.	4.0	10%	28%	30%	22%	7%	5%
15. Evergreen Commons provides the necessary recreational and social activities for the elderly of Holland.	3.0	4%	9%	24%	26%	24%	13%
16. Holland provides adequate recreation facilities.	3.0	4%	9%	24%	26%	24%	13%

Transportation

17. Dial-a-Ride should continue to be subsidized by the Holland taxpayer.	4.6	30%	29%	26%	7%	3%	4%
18. Dial-a-Ride provides adequate transportation for the elderly and handicapped.	3.9	15%	22%	27%	14%	13%	7%
19. A regular bus system with established routes would be							

- preferable to Dial-a-Ride. 3.2 14% 14% 15% 17% 24% 16%
20. Bus systems are expensive. Would you be willing to see your taxes raised to support one. 2.6 7% 9% 15% 15% 23% 33%

Accessibility

21. Holland should take an aggressive role in assuring barrier free access to all public services and building. 4.5 31% 23% 24% 11% 7% 4%
22. Holland is relatively barrier free and the handicapped have easy access to the services they need and enjoy. 3.7 5% 20% 32% 26% 11% 5%
23. Although it is possible for the handicapped to enter City Hall, they cannot get above the lower level. Even though it would cost more than \$100,000, I believe that an elevator should be installed in City Hall to give the handicapped access to all City Hall offices. 3.6 24% 16% 9% 13% 18% 19%

Miscellaneous

24. Smoking should be banned in all public buildings. 5.3 74% 10% 5% 1% 1% 8%
25. I would be willing to give my time freely to make the city a better place to live. 5.0 43% 27% 19% 6% 4% 1%
26. The private sector, not the city, should provide child care services. 4.9 12% 26% 26% 17% 7% 2%
27. Alcohol use is a major problem among Holland teenagers. 4.8 25% 37% 28% 8% 1% 0%
28. Smoking should be banned in all commercial and industrial buildings. 4.7 58% 8% 11% 6% 6% 11%
29. Smoking should be permitted

only in designated areas in public, commercial or industrial buildings.	4.3	51%	12%	6%	5%	4%	22%
30. Drug use is a major problem among Holland teenagers.	4.2	12%	25%	40%	19%	5%	1%
31. The quality of life in Holland is better than it was five years ago.	4.2	12%	36%	26%	17%	7%	2%
32. Noise pollution is a serious problem.	3.5	6%	16%	29%	29%	15%	7%
33. Holland has adequate and plentiful child care services to meet the needs of families where the parent(s) work.	3.0	4%	6%	25%	27%	22%	15%

B. DATA ANALYSIS

Participants in the 2010 Convention were asked to respond to a series of questions relating to the Health and Well-Being of the Holland community. Specifically, the questions were designed to determine the quality of the services available and whether or not these services contributed to the improvement of the quality of life in the community.

The participants indicated that their medical needs were being met by services offered in the community through the diversity of physicians and Holland Community Hospital. In fact, 72% were in strong agreement on this point. (Item 1) However, only 30% indicated that these services were being provided at affordable rates. This seems to reflect the national trend of health care costs increasing at a more rapid rate than other costs and of the seeming inability of individuals to afford quality health care services. It is also interesting to note that the respondents were not supportive of tax dollars funding a local ambulance service (mean = 1.8) (Item 7) while at the same time they were somewhat supportive of public funds being used to fund health care costs of the indigent and elderly (mean = 3.4) when other funds were not available. (Item 6)

The concern for the elderly is evidenced by the response to those questions pertaining to affordable housing. There is a perceived lack of affordable housing in the Holland area for the elderly. Respondents were much more supportive of encouraging low cost housing for the elderly (mean = 3.9; Item 8) than for low income families (mean = 2.6; Item 11). This is significant in light of the fact that only 20% of the respondents strongly agreed that senior citizens prefer to leave their single-family home and move to group residential care facilities. (Item 8) This would seem to mean that programs other than retirement residential facilities are preferred and that property tax exemptions, low interest loans, etc. for the elderly may be important in the future.

Recreation seems to be an important factor in the quality of life in Holland. While it seems that recreation opportunities for the youth of the community are sufficient (72% strongly agree; Item 12), more programs in addition to those offered at Evergreen Commons are required for the elderly (38% strongly agree; Item 14). Also, 37% of the respondents disagreed with the statement that Holland provides adequate recreational facilities. (Item 6) Therefore, additional recreational and leisure activities will be required in the future as well as additional and more adequate facilities. This seems to be especially true as the average age of the population increases in the future.

Public transportation in the form of Dial-a-Ride seems to meet the needs of the Holland community and 85% of the respondents strongly agreed that it should continue to be subsidized by the Holland taxpayers. (Item 12) Although there was no clear agreement that a regular bus system with established routes would

be the preferred form of public transportation, respondents were in strong disagreement (56%) to the use of local taxes to support the operations of a regular bus system. (Item 20)

Holland is looked upon by the respondents as being relatively barrier free (25%; Item 22). The respondents strongly agree that Holland should take an aggressive role in assuring barrier free access to all public facilities (54%; Item 21) but only generally agree (40%) that an elevator should be installed in City Hall at a cost of approximately \$100,000. (Item 23)

Respondents were generally agreed that Holland does not have adequate and plentiful child care services (mean = 3.0; Item 33). However, they were in strong agreement that the private sector should provide these services and not the city (mean = 4.9; Item 26). It would seem that the respondents were supportive of the creation and operation of more child care services but that the funding for these services are the province and responsibility of families, businesses and churches and not the City of Holland.

Overall, the participants in the 2010 Convention were in strong agreement that the quality of life in Holland is good and 70% indicated a strong willingness to volunteer their time and efforts to make Holland a better place to live. (Item 25) Even though it was strongly agreed that substance abuse (drugs and alcohol) among teenagers is a problem (mean =4.2 and 4.8), many respondents agreed that the quality of life is much better (mean = 4.2; Item 31) than it was five years ago.

II. NARRATIVE

The task of this committee was to address the issues related to the health and well being for all the citizens of Holland. This was a most difficult and arduous task, since human well being is affected by most, if not all, the topics addressed by the other committees. For example, housing is an integral component in the determination of health and well being, and there is a separate sub-committee charged with addressing this topic. Other examples are the Transportation and the Quality of Life subcommittees.

Given the fact that there will be many areas which overlap in subject matter and composition, it was the committee's consensus that we address those issues which we felt were important to physical health and well-being, namely health care, child-care, housing, transportation, and recreation, and to emphasize these components as they affect the lives of the elderly, young marrieds, young adults, youth, and handicapped. It was suggested that our report be combined with the other sub-committees' reports by topic area for the sake of continuity. However, it was decided to cover the issues in less depth and provide a broader picture of the components of the health and well being issue by age group.

The committee then proceeded to discuss the topics of available, affordable and quality health care, available, affordable and quality child-care, improving the quality of life for the elderly, youth, young adults and handicapped citizens. The committee felt that by specifically identifying age groups, it could more closely identify the strategies necessary to accomplish goals for those age groups. This course of action would more readily lend itself to implementing those strategies than painting a broad picture of all citizens in general and then attempting to recommend strategies which may not apply to specific citizen groups.

With this course of action in mind, the following are the goals, objectives, and strategies submitted by the Health and Well-Being Committee.

III. GOALS, OBJECTIVES, AND STRATEGIES

Goal No. 1: THE COMMUNITY OF HOLLAND SHOULD PROVIDE CHOICES OF QUALITY HEALTH CARE SERVICES FOR ALL CITIZENS AT AFFORDABLE RATES AND CONVENIENT LOCATIONS.

Quality health care should be available to each and every citizen of Holland at convenient locations through appropriate planning and decision making. Medical care providers, in conjunction with the necessary land use boards and commissions, should plan to provide the necessary land use requirements for health care services at locations throughout the city. This would allow citizens to have services available in areas of the city not adjacent to or close to the hospital. In addition, careful planning must take place to eliminate or avoid duplication of specialized services as much as possible. Health care services need to be decentralized as much as possible. At the same time, a better method of informing the public of the services offered must be instituted and an area-wide transportation system must be established to allow easy access to health care services by all citizens.

Affordable health care services must be provided regardless of the source of payment or ability to pay. Organizations or other vehicles must be established to pay for medical services of citizens unable to pay for them. This could be accomplished through the Holland Community Foundation, the Holland Community Hospital, or other similar vehicles. Also, local citizens in the insurance industry could provide programs for insuring more of our citizens for health care costs at different level of coverage at differing premiums.

At the same time, public awareness of the choices and costs of health care must be increased so as to promote more competition to keep costs as low as possible. This could be accomplished through a Citizen Advocacy Office at City Hall or Holland Community Hospital. All citizens must be informed as to the services available and to the costs of those services. This office could also offer information for preventive health care and public health programs including immunization and inoculation programs, AIDS education, etc. Wellness and recreational programs could also be supported and citizens could be encouraged to avail themselves of existing opportunities in these areas as well.

Goal No. 2: THE COMMUNITY OF HOLLAND SHOULD ACKNOWLEDGE CHILD CARE AS A LEGITIMATE NEED IN OUR COMMUNITY AND PROMOTE, ENCOURAGE AND SUPPORT THE ESTABLISHMENT OF QUALITY CHILD CARE FACILITIES AS NECESSARY AND VALID SERVICES TO OUR CITIZENS.

Child Care services are an ever increasing need in our community. This is primarily the result of the increasing number of two-working parent families and the subsequent need to find

child-care services during working hours. At the present time, there are not enough qualified and licensed facilities to meet the current need. If the community is to have sufficient services available, the actual need must be determined and the level of services established.

It is recommended that a task force of leaders from business, education, government, and child-care providers be appointed to study the need for services both current and long-term and make recommendations of ways in which quality child-care can be made more accessible to all families in the City.

In the meantime, the city should make initial efforts to allow citizens who are interested in providing child-care services to enter the market more easily. Support for special zoning laws or exemptions to existing zoning restrictions should be instituted for providers of child-care services in homes. Also, to protect the community, minimal standards of care should be established and enforced on an area-wide basis. It may even be advisable to provide property tax incentives to child-care providers who meet quality standards in a similar manner as industry currently receives. A child-care clearing house could be established or could be a part of the Citizen Advocacy Office referred to above. In addition, this office could be the initiator of a cooperative agreement between industry, parents and the government to support the funding of child-care. At the same time, governmental officials at the local level should support state legislation to limit the liability and other legal barriers to establishing and operating licensed, quality, cost effective child care facilities.

In order to attract qualified employees to the Holland area to meet the current and increasing need for quality workers, it is advisable to promote and inform the community of the variety of child care services available. This could be easily accomplished by including child care services in community promotional literature through the Chamber of Commerce and by advertising providers in regional, state and national economic and commercial literature. As our community grows and additional employees are required, the availability and affordability of quality child care services may be an important ingredient in attracting a quality labor force.

One further requirement is necessary. There will be individuals who will require child care services who may not be able to pay for all or part of the cost of these services. It may be advisable to encourage the use of the Holland Community Foundation or other such organization to receive community funds and to use the income from the investment of these funds to assist those individuals. Such a program would not only have the potential to increase the size of the labor force but also encourage employment of individuals in the service sector.

Goal No. 3: IMPROVE AND MAINTAIN THE QUALITY OF LIFE FOR THE ELDERLY OF THE COMMUNITY.

The number of elderly citizens of our community is increasing each year as we now live longer lives and as the increasing population ages. This will require an increase in the social and recreational opportunities specifically for the elderly of the community. There are currently many opportunities available to our Senior Citizens through Evergreen Commons and the Holland Recreational Department. The elderly should be encouraged to avail themselves of these opportunities as they are important to the social and physical well being of these citizens.

However, the number of programs must be increased to serve the increasing numbers of individuals. Recreational programs designed specifically for the elderly during day-time hours should be offered by the Recreational Department. Although programs which senior citizens may join are currently offered and have space for additional participants, it is important that additional programs designed for and offered only to senior citizens be available. These programs would provide the necessary social opportunities specifically required by senior citizens without interference from other age groups as well as recreational and leisure activities. In addition, the Recreation Department could arrange for exercise activities such as walking in indoor areas (schools, shopping malls, etc.) at no cost to the participants. These types of activities are important and will add to their quality of life.

Even after retirement, many of our senior citizens are eager to exercise their mental capabilities as well as physical capabilities. It would be beneficial if a clearing house could be established to allow senior citizens to volunteer their abilities, knowledge, experience, and training with others in the community who may need assistance. The Citizen Advocacy Office mentioned above could be used to match required services with volunteer assistance. This would benefit many members of the community as well as provide a meaningful outlet for the time and talents of our citizens.

It is also important that, as the population ages, sufficient, affordable housing be available to the elderly in close proximity to required services. Senior citizens will continue to require a variety of housing opportunities and these facilities must be made available at the time required and in quantity sufficient to meet the need. Many senior citizens prefer to remain in their own homes and the community should encourage them to do so. This provides community stability and a neighborhood mix which is healthy and beneficial. However, many of these citizens live on fixed incomes and have financial difficulty meeting the demands of home ownership. The city must provide community programs which encourage senior citizens to continue to reside in their own homes and which offer financial relief to the costs of home ownership. This could occur through property tax relief of some sort or through programs such as subsidized home repairs and renovations.

In addition, for those individuals who wish to reside in apartments or other similar living facilities, the city should seek public funding for subsidized housing. The city should be the public agency which coordinates this type of housing with the private sector so that the needs of the elderly will be met regardless of the type of housing preferred.

Transportation will become a more critical need in the community as our population ages as well. As our community grows, services will continue to decentralize and move to outlying or suburban areas. Senior citizens must have access to these services, and a dependable, convenient, and affordable transportation system must be provided. It is imperative that a county-wide transportation system be provided to serve the needs of the greater Holland community.

Goal No. 4: PROVIDE COMMUNITY ACTIVITIES SPECIFICALLY FOR THE YOUTH OF THE COMMUNITY AS CONSTRUCTIVE OUTLETS FOR THEIR ENERGY AND ENTHUSIASM.

The number of activities specifically provided for the youth of the community is rather limited and usually provided during the summer months. As a result, our youth have very few activities and limited locations where they can gather in a supervised setting for recreational and social interaction. Programs must be instituted to increase the social opportunities for the youth of the community.

It would be appropriate to construct or purchase a Teen Center or other gathering place in the community where supervised activities could be offered specifically for youth. Such a location would provide a logical place for youth to gather and be supervised in constructive ways. This could be somewhat like Evergreen Commons only on a smaller and less expensive scale.

It would also be appropriate to encourage special interest groups like the Vintage Car Club, Rod and Gun Club, and Fish and Game Club to include the youth of the community in their activities. Although some organizations already do so, additional activities could be provided based upon interest groups. Community organizations and businesses should also be encouraged to have special activities and promotions such as two for one nights at the movies or dances downtown sponsored by the downtown merchants.

The city should also be encouraged to allocate memberships on community boards and committees to the youth. These activities would encourage our youth to become more involved in the community and to take a proprietary interest in the community as well as provide social outlets for them.

The Recreation Department should be required to offer activities in crafts, hobbies, the arts, etc. as well as sports activities so that the greater community will have opportunities to

participate as well. Facilities for popular youth activities such as skate boarding, model car racing, radio controlled airplane and automobile building and racing should be provided by the Recreation Department as well. In other words, the Recreation Department should be doing much more for our youth than offering sports camps, Little League baseball, and soccer leagues.

Goal No. 5: IMPROVE THE QUALITY OF LIFE AND COMMUNITY APPEAL FOR THE YOUNG ADULTS OF OUR COMMUNITY.

The community of Holland does not offer many activities to meet the social needs of the young adults (18-25 years of age) who reside in our community. Many young adults will readily admit that they must travel to larger metropolitan areas to meet their social needs. This fact provides the community of Holland with an opportunity to begin a program of encouraging local organizations, both public and private, to provide activities to meet these needs.

The Citizens Advocacy Office could serve as a central information office to promote events and places for young adults. The Recreation Department could offer programmed activities in conjunction with local businesses and organizations specifically for young adults. Special promotional events and facilities could be provided which would help keep our young adults in our community.

Recreational and leisure time activities could be expanded. For example, the Van Raalte Farm should be utilized for young adult events on a year-round basis such as fitness trails, cross country skiing, square dance events, etc. The Community Pool should be expanded to provide space for other health activities such as aerobics, weight lifting, racquetball, etc. The community should construct a Performing Arts Center where young adults could participate in drama, musical performances, dance, etc. These facilities, in addition to the other privately owned facilities serving the young adult population, would be a great inducement to our young adults to remain in Holland.

If our young adults are to remain in Holland, they must have access to affordable living units. Young marrieds and young singles need reasonable priced housing and the city should encourage the construction of low cost living units for young adults. This could take the form of apartments, single family homes, and mobile homes. If we are to be serious in our attempt to provide a community where young adults want to live, we must provide the proper atmosphere where their needs will be met.

Goal No. 6: IMPROVE THE QUALITY OF LIFE FOR HANDICAPPED CITIZENS AND PROVIDE THE MEANS TO ENABLE THESE CITIZENS TO INTEGRATE INTO THE MAINSTREAM OF COMMUNITY LIFE.

Although the handicapped citizens of our community make up a very low percentage of the population, they are none-the-less a very important part of the community and their contribution to the success of the community is important. However, as a rather obscure minority, their needs are not always verbalized and promoted. The community must increase the public awareness of the needs of the handicapped. This can be accomplished by making all public facilities accessible to the handicapped, including City Hall. It can further be accomplished by promoting the construction of handicapped accessible facilities in the private sector through building code changes and active enforcement.

Employment opportunities for the handicapped citizens of the community must be increased if these citizens are to become self sufficient. Perhaps this could be accomplished by having the City lead the way in hiring handicapped citizens in visible positions and in general promote the hiring of the handicapped. It would also be important to increase the recreational opportunities of the handicapped by integrating them in established recreational programs as well as offering special programs. Not all handicapped persons need to be placed in separate programs. Many would integrate well in existing programs if given the opportunity and encouraged to do so.

Housing for the handicapped is an important factor in integrating these citizens into the mainstream of community life. The city needs to provide the framework for such housing by promoting the construction of affordable, barrier free residential units. The city should also work with local social agencies in providing affordable sheltered-type housing for developmentally disabled citizens. Such actions on the part of the city would greatly improve the quality of life for these citizens.

IV. CONCLUSION

Although the health and well being of the Holland community is good, there are ways of improving the quality of life for all citizens. Many citizens have lived in this community all of their lives, while others have chosen to live here because of the charm and character of the area. The recent explosion in the growth of the area is partially attributable to the quality of life here as well as to the local resources available. The committee was not concerned with bringing the quality of life up to some minimal level. Rather it concerned itself with improving the quality above its current level.

Improving the wellness of the community was not of particular concern to the committee, since quality health care services are present in the community, and Holland Community Hospital and the other health care providers are currently quality conscious and appear to be improving continually the quality of health care.

However, the committee did concern itself with the affordability of health care for all citizens of the community. More could be accomplished in this area, and it was the concern of the committee that the health care providers and local social agencies coordinate their efforts in finding resources to fund health care services for those who are unable to pay for them. Organizations such as the Holland Community Foundation could also be included in these efforts.

Improving the quality of life for all citizens of the community did concern the committee. It was the conclusion of the committee that more could be done to improve the quality of life and that it was the responsibility of the city government to coordinate this effort. It was also emphasized that it is not the responsibility of city government to fund totally these efforts where funding is required. Rather, it is the responsibility of all citizens, organizations, and institutions to work together to accomplish this objective. However, the city seems to be in a rather strategic position to coordinate the efforts and, therefore, the city is looked upon to initiate the required actions and to bring in the appropriate individuals, organizations, and institutions to decide on specific courses of actions and methods of funding.

In general, Holland is a fine community dedicated to a commitment of providing a high quality of life. The challenge before us is to continue to make improvements in that quality so that the lives of each and every citizen will improve substantially by the year 2010.

2010 WORKSHEET

GOAL NO. 1

YEAR	GOAL	STRATEGY
2000	THE COMMUNITY OF HOLLAND SHOULD PROVIDE CHOICES OF QUALITY HEALTH CARE SERVICES FOR ALL CITIZENS AT AFFORDABLE RATES AND CONVENIENT LOCATIONS.	
1995	PROVIDE HEALTH CARE SERVICES AT CONVENIENT LOCATIONS THROUGH APPROPRIATE PLANNING.	<p>AVOID DUPLICATION OF SPECIALIZED SERVICES.</p> <p>PROVIDE PROPER LAND USE PLANNING FOR HEALTH CARE SERVICES.</p> <p>INCREASE PUBLIC AWARENESS OF SERVICES OFFERED.</p> <p>SUPPORT AREA-WIDE TRANSPORTATION SYSTEM.</p>
1990	OFFER HEALTH SERVICES REGARDLESS OF SOURCE OF PAYMENT OR ABILITY TO PAY.	<p>SUPPORT COMPETITION IN THE HEALTH CARE INDUSTRY.</p> <p>INCREASE PUBLIC AWARENESS OF COSTS AND CHOICES IN SERVICES.</p> <p>ESTABLISH ORGANIZATIONS TO ASSIST CITIZENS UNABLE TO AFFORD HEALTH CARE SERVICES.</p> <p>PROVIDE A MEANS FOR SECURING AFFORDABLE HEALTH INSURANCE ON A LOCAL GROUP BASIS.</p>
1990	ENCOURAGE CITIZENS TO USE THE HEALTH CARE DELIVERY SYSTEM WHEN NEEDED.	<p>ESTABLISH HEALTH CARE ADVOCACY OFFICE.</p> <p>PROMOTE THE USE OF MODERN, STATE-OF-THE-</p>

1989

PROVIDE EDUCATIONAL OPPORTUN-
ITIES AND SUPPORT SERVICES FOR
PREVENTIVE HEALTH CARE PROGRAMS.

ART HEALTH CARE
EQUIPMENT.

OFFER AIDS AND OTHER
PUBLIC HEALTH EDUCA-
TION PROGRAMS
INCLUDING IMMUNIZA-
TION AND INOCULATION
PROGRAMS.

ENCOURAGE INVOLVEMENT
IN WELLNESS PROGRAMS.

PROMOTE INVOLVEMENT
IN RECREATIONAL
PROGRAMS.

2010 WORKSHEET

GOAL NO. 2

YEAR	GOAL	STRATEGY
1992	ACKNOWLEDGE CHILD CARE AS A LEGITIMATE NEED IN OUR COMMUNITY AND PROMOTE, ENCOURAGE, AND SUPPORT THE ESTABLISHMENT OF QUALITY CHILD CARE CENTERS AS NECESSARY AND VALID SERVICES TO OUR CITIZENS.	
1989	DETERMINE THE EXTENT OF REQUIRED CHILD CARE SERVICES IN OUR COMMUNITY AND THE COST OF PROVIDING THOSE SERVICES.	SET UP A TASK FORCE OF LEADERS FROM BUSINESS, EDUCATION, GOVERNMENT, AND CHILD CARE PROVIDERS TO STUDY THE NEED FOR SERVICES AND MAKE RECOMMENDATIONS.
1990	GRANT CHILD CARE PROVIDERS EASY ACCESS TO FACILITIES FOR PROVIDING CHILD CARE SERVICES.	<p>CREATE SPECIAL ZONING LAWS FOR CHILD CARE FACILITIES.</p> <p>ESTABLISH AND ENFORCE MINIMAL STANDARDS FOR CHILD CARE PROVIDERS.</p> <p>SUPPORT A CHILD CARE PROVIDER CLEARING HOUSE.</p> <p>ESTABLISH COOPERATIVE ARRANGEMENTS AMONG INDUSTRY, GOVERNMENT, AND PARENTS TO DETERMINE HOW CHILD CARE WILL BE PAID.</p> <p>PROVIDE FINANCIAL TAX INCENTIVES TO CHILD CARE PROVIDERS WHO MEET QUALITY STANDARDS.</p> <p>SUPPORT STATE LAWS TO LIMIT THE LIABILITY AND OTHER LEGAL BARRIERS TO OPERATING</p>

COST EFFECTIVE CHILD
CARE CENTERS.

PROMOTE AND INFORM THE
COMMUNITY OF THE VARIETY AND
AVAILABILITY OF CHILD CARE
SERVICES.

INCLUDE CHILD CARE
SERVICES IN COMMUNITY
PROMOTIONAL LITERA-
TURE.

ADVERTISE CHILD CARE
PROVIDERS IN ECONOMIC
AND COMMERCIAL LITER-
ATURE.

1991

PROVIDE A MEANS OF PAYING
FOR CHILD CARE SERVICES FOR
THOSE UNABLE TO PAY FOR THE
SERVICE.

ENCOURAGE THE USE OF
THE HOLLAND COMMUNITY
FOUNDATION OR OTHER
SUCH ORGANIZATIONS
AND ASSOCIATIONS.

2010 WORKSHEET

GOAL NO. 3

YEAR	GOAL	STRATEGY
2010	IMPROVE AND MAINTAIN THE QUALITY OF LIFE FOR THE ELDERLY OF THE COMMUNITY.	
1995	INCREASE THE SOCIAL AND RECREATIONAL OPPORTUNITIES WITHIN THE COMMUNITY.	ENCOURAGE INCREASED PARTICIPATION IN EXISTING PROGRAMS. OFFER RECREATIONAL PROGRAMS DESIGNED SPECIFICALLY FOR THE ELDERLY DURING DAY TIME HOURS THROUGH THE RECREATION DEPARTMENT. CREATE A CITIZENS ADVOCACY OFFICE TO MATCH REQUESTED ASSISTANCE WITH VOLUNTEER SENIOR CITIZENS EXPERTISE. PROVIDE INDOOR WALKING AREAS IN EXISTING BUILDINGS FOR EXERCISE DURING ADVERSE WEATHER.
2005	INSURE THAT SUFFICIENT AFFORDABLE HOUSING IS AVAILABLE FOR THE ELDERLY CLOSE TO REQUIRED SERVICES.	SEEK PUBLIC FUNDING FOR SUBSIDIZED HOUSING FOR THE ELDERLY. PROVIDE TAX RELIEF FOR SENIOR CITIZENS WHO OWN AND RESIDE IN THEIR OWN HOMES WITHIN THE AREA. PROVIDE CREATIVE COMMUNITY PROGRAMS TO ENCOURAGE THE ELDERLY TO CONTINUE TO RESIDE IN THEIR OWN HOMES.

1995

PROVIDE A TRANSPORTATION SYSTEM
TO SERVE THE NEEDS OF THE
ELDERLY.

SUPPORT A COUNTY-WIDE
TRANSPORTATION
SYSTEM.

2010 WORKSHEET

GOAL NO. 4

YEAR	GOAL	STRATEGY
1995	PROVIDE COMMUNITY ACTIVITIES SPECIFICALLY FOR THE YOUTH OF THE COMMUNITY AS CONSTRUCTIVE OUTLETS FOR THEIR ENERGY AND ENTHUSIASM.	
1995	INCREASE THE SOCIAL OPPORTUNITIES FOR THE YOUTH OF THE COMMUNITY.	<p data-bbox="1036 636 1446 825">ACQUIRE AND STAFF A TEEN CENTER OR OTHER GATHERING PLACE WHERE ORGANIZED, SUPERVISED ACTIVITIES CAN BE MADE AVAILABLE.</p> <p data-bbox="1036 856 1406 1016">ENCOURAGE SPECIAL INTEREST GROUPS AND ORGANIZATIONS TO INCLUDE YOUTH IN THEIR PROGRAMS.</p> <p data-bbox="1036 1047 1425 1173">ALLOCATE MEMBERSHIPS ON COMMUNITY BOARDS AND COMMITTEES TO YOUTH.</p>
1990	INCREASE THE RECREATIONAL OPPORTUNITIES FOR THE YOUTH OF THE COMMUNITY.	<p data-bbox="1036 1205 1446 1331">OFFER ACTIVITIES IN CRAFTS, HOBBIES, ARTS ETC. AS WELL AS SPORTS.</p> <p data-bbox="1036 1362 1425 1556">PROVIDE THE FACILITIES REQUIRED FOR POPULAR YOUTH ACTIVITIES SUCH AS SKATEBOARDING, MODEL CAR RACING, ETC.</p> <p data-bbox="1036 1587 1446 1808">ENCOURAGE LOCAL BUSINESS ORGANIZATIONS TO OFFER SPECIAL OPPORTUNITIES BY SPONSORING/ SUPPORTING SPECIAL YOUTH EVENTS.</p>

2010 WORKSHEET

GOAL NO. 5

YEAR	GOAL	STRATEGY
1995	IMPROVE THE QUALITY OF LIFE AND COMMUNITY APPEAL FOR THE YOUNG ADULTS OF THE AREA.	
1990	IMPROVE AND INCREASE THE SOCIAL OPPORTUNITIES AVAILABLE TO YOUNG ADULTS.	<p>PROVIDE PROGRAMMED ACTIVITIES FOR SINGLES AND YOUNG MARRIEDS.</p> <p>ESTABLISH A CITIZENS ADVOCACY OFFICE FOR INFORMATION ON PLANNED ACTIVITIES AND EVENTS.</p> <p>PROVIDE FACILITIES FOR SOCIAL EVENTS AND PROGRAMS.</p> <p>COORDINATE EFFORTS WITH COMMUNITY ORGANIZATIONS TO PROVIDE SERVICES.</p>
1995	INCREASE THE RECREATIONAL OPPORTUNITIES AVAILABLE TO YOUNG ADULTS.	<p>USE THE REIMOLD PROPERTY FOR PROGRAMMED EVENTS RECREATIONAL ACTIVITIES.</p> <p>CONSTRUCT A PERFORMING ARTS CENTER FOR THOSE WHO WISH TO PARTICIPATE IN THE ARTS.</p>
1995	ENCOURAGE THE AVAILABILITY OF AFFORDABLE HOUSING FOR ALL YOUNG ADULTS.	ENCOURAGE CONSTRUCTION OF LOW-COST LIVING UNITS.

GOAL NO. 6

YEAR	GOAL	STRATEGY
2000	IMPROVE THE QUALITY OF LIFE FOR HANDICAPPED CITIZENS AND PROVIDE THE MEANS TO ENABLE THESE CITIZENS TO INTEGRATE INTO THE MAINSTREAM OF COMMUNITY LIFE.	
2000	ELIMINATE THE PHYSICAL AND SOCIAL BARRIERS WHICH SEPARATE HANDICAPPED CITIZENS FROM THE MAIN COMMUNITY.	<p>PROMOTE THE CONSTRUCTION OF HANDICAPPED ACCESSIBLE FACILITIES</p> <p>INCREASE PUBLIC AWARENESS OF THE NEEDS OF THE HANDICAPPED.</p> <p>INCREASE EMPLOYMENT OPPORTUNITIES FOR HANDICAPPED CITIZENS ESPECIALLY IN A PUBLIC SECTOR.</p> <p>SUPPORT A COUNTY-WIDE TRANSPORTATION SYSTEM WITH HANDICAPPED ACCESS.</p> <p>INCREASE OPPORTUNITIES FOR THE HANDICAPPED TO INTEGRATE IN ESTABLISHED RECREATION PROGRAMS.</p>
1995	PROMOTE THE CONSTRUCTION OF AFFORDABLE, ACCESSIBLE HOUSING.	<p>WORK WITH LOCAL BUILDING CONTRACTORS AND LAND OWNERS TO CONSTRUCT BARRIER-FREE HOUSING.</p> <p>COOPERATE WITH LOCAL SOCIAL AGENCIES TO PROVIDE AFFORDABLE SHELTERED-TYPE HOUSING FOR DEVELOPMENTALLY DISABLED CITIZENS.</p>

Housing

HOUSING

I. Questionnaire

A. DATA

Following are some of the 2010 survey questions which related in particular to Housing. The percentages are the combined Strongly Agree and Agree categories:

1. Public property should be maintained at the same high standard as required of private owners. 95%
2. Open areas and green spaces should be required in all areas. 87%
3. Buildings not maintained at the City standards must be subject to legal action. 85%
4. New construction and remodeling should comply with building codes. 84%
5. The City should refuse building permits to those with a record of non-compliance. 80%
6. The City should hold periodic seminars to assist in understanding its building ordinances. 75%
7. Rental property should comply with codes before it can be rented. 73%

Questions which received little or no support include:

8. Setting aside areas for mobile homes. 7%
9. Local tax money should be considered for public housing. 15%
10. There is a need for more publicly-supported housing. 22%
11. A Public Housing Authority should be established. 30%

B. DATA ANALYSIS

The 2010 survey results give the reader some indication of the perceptions of those people attending the 2010 Convention. These results can serve as starting points for discussion and planning but the thoughts and feelings which they express represent current opinions on particular subjects and may well change with time and/or education. The results of the questionnaire should not be viewed as final and complete answers, or for that matter, as indications of what is necessarily best for the community.

None-the-less, there was strong agreement on several items. There seems to be little community interest either in establishing additional mobile home parks in Holland or in building housing with public funds. For example, only 22% of the respondents saw publically funded low-income housing as a priority, but at the same time did support additional available low cost housing for senior citizens.

Examination of the questionnaire items listed above indicates that most respondents believed that housing codes should be strictly enforced on all property and that more green spaces should be available in all areas of the City.

Those topics which received wide support in the survey should be addressed in the near future. This does not mean that items receiving less support should be ignored but rather than some questionnaire items have wide support at present and might be give higher priority on that basis.

Consistent with the discussions within the Housing Committee, the survey rejected greater density in residential areas (65%), and a very small number of respondents (7%) supported setting aside more land for mobile home parks.

II. Narrative

Holland's long term housing objectives are limited by available land. Land required for expansion of business and industry in the City competes strongly for land available for residential development. As land is developed, and thus removed from the land "pool," the remaining acreage zoned for residential development will become more valuable and thus restricted to higher-priced residences. In an environment such as this, construction of low-cost housing for seniors, or low-income families, becomes more difficult and will likely cease altogether in the City.

While the City's long term housing needs include all price brackets, the Housing Committee believes that people who can afford the higher priced homes will always find and can afford suitable housing. Accordingly, the more difficult challenge for the community to address is in the area of low-cost housing for those people less able financially to fend for themselves in the housing market.

In February, 1988 a report dealing with Holland's housing needs was published by Development Research Associates, Inc. of Ann Arbor. The report was prepared for the Holland Area Ecumenical Non-Profit Housing Corporation (now called HOME) and was intended to "quantify the need for sale, sanitary, affordable housing and to propose appropriate means of addressing this need." The report makes the point many times that the most significant

housing problem in the Holland area is affordability. On page 113, for instance, the writer states that:

"...there still remains a shortage of suitable housing for lower income households in the Holland area. Affordability continues to be the most prevalent obstacle facing these households."

Although land is a declining resource in Holland, it is readily available in the surrounding townships. As land becomes less available in the City, residential growth in all income brackets will be forced to move out of the City.

The Committee concludes that over the long term, because of changes in the demographics of the area, the development of low-income, low-cost housing must be attacked by the City and the surrounding townships working together. Area wide planning is needed. One example should make the point.

In 1985 the City of Holland adopted a Rental Inspection Program. The objectives of the program was to bring all multi-family rental property up to code and thereby assure the safety and livability of all multiple family rental housing in the City. In so doing, not only would safety be enhanced, but the inner city, where much of the rental property is located, would be upgraded and made more attractive.

Bringing multiple family residences up to code costs money and these costs are generally passed along to tenants in the form of higher rents. (In addition, it mandates a higher housing standard than found in the perimeter townships.) As a result of increased costs to the landlord and the higher rents charged as a result, many low-income families have been forced to find lower cost housing elsewhere, often in the townships. Therefore, the net effect of the higher standards is to reduce the amount of low cost housing in Holland.

It is not our intent by this example to criticize the City's rental inspection ordinance, or to diminish its importance. Rather it is to suggest that actions which affect housing in the City (or in the townships for that matter) may produce fallout in nearby governmental units. Because housing actions are often regional in scope, it may be well to examine and plan for them on a regional basis.

¹ While this report was not intended to address the long term housing issues with which the 2010 Committee is concerned, the Committee would recommend this report as a valuable source of information about present and short to mid-term housing needs in Holland. It was not used by the Committee in its deliberations.

The Committee felt it fair to assume the existence of the following housing trends and has addressed its recommendations in light of them:

1. Hope College will continue to purchase more adjacent land to use for offices and housing. On the one hand, this adds stability to the area in that more housing is owned by an economically stable entity. On the other hand, ownership of more and more housing by the College removes it from occupancy by low income residents.
2. The development of the upper floors of buildings in the "downtown" area of the City will continue. Newly remodeled apartment units in the downtown commercial zone will not be in the financial range of low-cost families and they will be forced to look elsewhere for lodgings.
3. There will be fewer and fewer affordable low income units available in the City.
4. Many low income families live in low income housing developments in the City.
5. Vacant land, which is now in short supply, will continue to be a scarce commodity in Holland.

III. Goals, Objectives, and Strategies

Goal #1

Holland should develop a holistic view of housing which maintains a commitment to meeting the housing needs of all citizens, with special attention to meeting the needs of the handicapped, low and middle income, and the elderly, through a coordinated and balanced approach, including the churches, and the public and private sectors.

Objective 1 (By September 1, 1990)

As a part of the Task Force (see Goal #2) a committee should be formed to represent groups committed to housing for seniors, low income and handicapped citizens. This committee should focus its attention on ways to provide individual homes, apartments, condominiums, commercial structures, nursing homes, and health care opportunities. Efforts should be made to ensure that all Holland citizens are housed in a safe and healthy environment, with opportunities for recreation, personal growth, and special types of assistance.

Objective 2

A Task Force committee composed of, city professional staff, representatives of social agencies, and concerned citizens for housing, whose mission would include:

- a. Reporting the availability of funds which might be used to provide low income housing opportunities;
- b. Identifying ways in which local units of government can facilitate low income housing production.

These efforts should include:

- a. Determining and documenting the level of need.
- b. Identification of available financing, with special emphasis on alternative finance mechanisms such as trust funds, endowments, and revolving loan funds.
- c. Supporting local government as an active participant in meeting housing needs of Holland and the surrounding area.

Housing issues and the dynamics of economic and population growth should be attacked on an area-wide basis.

Goal #2

Objective 1 (by July 1, 1989)

An area-wide Task Force for housing should be formed. The Task Force should be an on-going, active organization, working with governmental units, churches, and the private sector to examine and propose solutions to problems which they identify.

The Task Force, with a membership of 10 to 15, should include membership from at least the following governmental units:

City of Holland
Park Township
Holland Township
Fillmore Township
Laketown Township

And it should have at least the following subcommittees:

Real Estate and Development
Financial Services
Inspection and Zoning
Low Income and Senior Citizen Housing

It is suggested that the City Planning Commission decide the exact composition of the Task Force and take the lead in constituting it.

Objective 2 (By July 1, 1990)

An area-wide housing land use plan should be created by the Task Force. This plan should ensure that housing codes and enforcement laws are uniform among the area governmental units.

Objective 3

The area churches must be encouraged to take an active part in housing rehabilitation for low-income families. Churches, or groups or churches, might for example, unite to purchase, rehabilitate, and re-sell one or more houses each year to low-income families.

Goal #3

There should be few new low income housing projects in the City. Instead, low income families should be housed in their own homes to the extent possible.

Objective 1 (By July 1, 1989)

A special committee on "financial opportunities" should be established as a subcommittee of the Task Force. The purpose of the committee would be to compile information as to sources of financial support and to supply this information to potential

homeowners. This committee might identify and supply information such as:

- (a) Assistance with down payments on purchases.
- (b) Methods of obtaining needed mortgage loans.
- (c) Coordination among banks, mortgage companies, savings and loan associations, realtors, and public sources.

Objective 2 (By July 1, 1990)

The City and Townships should form a non-profit corporation, similar to HEDCOR, (called, for example, HOUSECOR) to develop low to middle income single and two-family houses. HOUSECOR could purchase vacant land or delapidated residences and build new structures for sale to low income families. (If the Townships will not join in this effort, then the City itself should do so alone.)

Goal #4

The mayor, City Council, and city staff must lead in creating and encouraging initiatives for broad-based, flexible, and creative efforts to meet housing needs.

Objective 1

The City Manager must identify and apply for those funds which may be used to construct, purchase, or renovate housing in the City of Holland.

Objective 2

Council must establish a housing policy supported by all city employees. This policy would put the City of record as supporting the principal of quality housing for all citizens in Holland.

Industrial/Commercial

INDUSTRIAL/COMMERCIAL

I. Questionnaire

A. DATA

Delegates to the 2010 Convention were asked a number of questions pertaining to their perceptions of the industrial/commercial aspects of the Holland area. The following items were extracted as the questions which evoked the most definitive responses.

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong			Weak		
		Approval			Approval		
1. New industrial/commercial development should be located according to a master plan.	6.0	70%	24%	4%	1%	0%	1%
2. Holland needs more high tech industry.	5.0	38%	35%	18%	7%	0%	1%
3. I patronize local/neighborhood stores.	4.9	38%	32%	16%	11%	2%	0%
4. Holland's industrial base is well-proportioned to the size of the population.	4.8	20%	46%	29%	4%	2%	0%
5. I believe that the economy of Holland is booming.	4.7	21%	37%	30%	12%	0%	1%
6. Holland needs more light industry.	4.5	20%	34%	32%	9%	2%	3%
7. If the city developed new commercial or industrial areas, how should they be funded?							
(a) By the developer without local public funds.	4.5	28%	33%	18%	11%	7%	3%
(b) By the sale of bonds.	4.4	26%	32%	21%	9%	6%	7%
(c) From the general fund.	2.6	3%	5%	17%	27%	22%	26%
8. Holland has an unemployment problem.	2.6	3%	8%	14%	23%	30%	22%

B. DATA ANALYSIS

Item 1

Nearly total agreement (94%) was given to the concept of locating industrial/commercial development according to a master plan. This response gained far greater support than any of the other alternatives presented.

Items 2 and 6

There was strong agreement (73%) that Holland could use more high-tech industry. Although this support was high (mean = 5.0), there was also significant support (mean = 4.5) for more light industry. Subjective responses suggested electronics and others as potential high-tech industries.

Item 3

The response to this question indicated that most people (70%) patronize local/neighborhood stores. When combined with the additional data and the subjective responses, it was clear that the respondents considered the downtown a primary commercial focus.

Items 4 and 8

Though not as strongly balanced as some of the previous items, most respondents (66%) felt that Holland's industrial base was well-proportioned to its size.

This feeling was confirmed by the responses which indicated that the majority did not think that Holland had an unemployment problem.

Interestingly enough, however, during the delegate discussions it was found that those who feel that there is an unemployment problem fall into two quite different groups. On the one hand, some feel that there is not enough work and/or training for those with limited skills. On the other hand, others feel that there is presently more work than can be supported - as evidenced by extremely low unemployment levels.

Item 6

A clear majority (58%) gave strong approval to the belief that Holland is in a solid economic position.

Item 7

More support was given to covering the costs of developing new business areas through the private sector and the sale of bonds (mean = 4.5 and 4.4) than through public support (mean = 2.6).

II. NARRATIVE

A. Objective

The Industrial/Commercial (I-C) committee was charged with examining the ways in which the Holland area should seek to grow with respect to industrial and commercial (retail, service, etc.) needs. The initial discussion began by focusing on the following areas of concern:

1. To what extent should the city have I-C growth?
2. How fast should growth occur?
3. What types of growth should be encouraged?
4. Where should growth occur?

With these concerns in mind, the group began to formulate some direction during the 2010 Convention process and in the delegate meetings which followed. The following narrative is an attempt to summarize these four areas of discussion. It should be noted that, in attempting to keep this a report of the people, many ideas and phrases of the delegates are included here "as is" and verbatim.

B. Perspective

Before proceeding, it is necessary to provide some perspective on the discussion. In particular, the data provided by the questionnaire showed that, relative to the 2010 convention as a whole, the I-C group was:

--Slightly more positive about the adequacy of the industrial base and the overall perception of the Holland economy.

--In less agreement about Holland's unemployment situation and the availability of an unskilled labor force.

--Represented by a strong number with very high family incomes.

With somewhat less significance, the I-C group also seemed to support more strongly Holland's pursuit of industrial and commercial growth. It was with this perspective that the group's discussions were framed.

C. Findings

It became readily apparent (66% agreement - Item 4) that Holland should continue to pursue industrial and commercial growth. Experience has shown that the community which tries just to "stay

even" eventually declines. It was the general feeling that managed growth helped keep communities strong, vibrant, and economically sound.

With growth as a desired goal, the discussion turned to how much and how fast. A resounding majority (70% - Item 1) indicated that any growth should be according to a master plan.

The master plan should be developed/ revised as soon as possible. It should be reviewed and updated on a regular schedule -- perhaps every three to five years. It should be compiled by a professional organization with direction from many units of local government. It should be implemented by someone in the city planning department whose sole responsibility is to handle this task. With a master plan, the long-term direction for I-C growth could be made clear. This would assist organizations (such as the Planning Commission, Chamber of Commerce, and others) in formulating goals which were in harmony with the long-term growth objectives of the community. It is the master plan which would enable community development to occur as a network rather than as a patchwork.

Although a master plan would provide many benefits, it is important to note that it must be directed by the desires of the community. In other words, a master plan can show the best way to accomplish the objective, but the community needs to determine the objective. Therefore, it is necessary to return to the four areas of concern in order to determine a sense of direction.

1. How much I-C growth should Holland have?

Most 2010 delegates (mean = 4.8 - Item 4) feel that there is a good proportion of industry for the population. Delegates also feel that there should be a larger commercial base. Recent data supports these perceptions as evidenced by the low unemployment figures (5.2%) and the increase of Holland's commercial square footage per person from 1.5 to 5.6 square feet (this was a "catch-up" period which brought the area in line with the national average of 6 square feet). Considering this input, Holland should maintain its current industrial base proportions and increase its commercial sector slightly.

2. How fast should I-C growth occur?

As mentioned previously, most delegates felt that I-C development should be introduced according to a master plan. Many also felt that development should occur slightly ahead of projected needs. What are those needs?

Based on projection figures from the State, Ottawa County will grow from 163,000 to 227,000 people between 1985 and 2010. This will add some 64,000 people to the area. Applying the same growth rate, the projection shows Holland's size increasing

from 26,000 to 37,000 people. Industrial employment would grow from 16,000 to 22,000 jobs.

Contrary to these projections, however, Holland's employment is currently growing at a rate which exceeds the projections. Over the last ten years, Holland's industrial employment has increased 52%. If growth continues at this rate, the community's industrial employment will be two to three times larger by 2010 than it is today.

Looking at both the low (State projection) and the high (current industrial employment) growth estimates, industrial employment could increase to between 22,000 and 46,000 jobs. Although population is currently growing slower than employment, the population could grow to 75,000 people if the industrial rate applied. It is important to note that, should the community grow at the higher rate, the community's governing bodies must evaluate how to nearly triple the capacity of the infrastructure. Use of the master plan may prove to be key in undertaking this task.

The projection of commercial jobs is more difficult due to the nature of available data. National proportions show 3 of 6 people in the population to be in the employment market with 1 of 6 in industrial jobs and 2 of 6 in commercial jobs. Assuming that national proportions applied to Holland, the State's population projection would show an addition of 1700 industrial jobs and 3400 commercial jobs.

Again, however, contrary to these projections, Holland's industrial employment is a markedly higher proportion of the population (3 of 5) than the national ratio (1 of 6). Therefore, using the State's projection with the current proportion, industrial jobs would increase not by 1700 but by 6300 jobs. Using current growth and proportions, there would be an increase of 30,000 industrial jobs. Applying existing commercial proportions, by 2010, retail employment would increase between 1,000 and 5,000 jobs. Were national proportions to take over, commercial jobs might increase by a minimum of 41,000 jobs; however, this would be an unlikely scenario. If the community's desires to maintain the current balance with only a small increase in the commercial sector are met, only a slight reportioning of the I-C base would be expected.

With employment levels of this magnitude, it becomes apparent that many jobs, both industrial and commercial, are being filled by people from beyond the local community. It is important to note that, should the current conditions continue, this trend of people commuting to Holland to work will also continue. Furthermore, it becomes evident that it is necessary to consider the entire Holland area when examining the total employment picture for the community.

In summary, based on current trends, it appears as if industrial job growth will not occur at the low estimate of 1,700 jobs but instead may be closer to the high estimate of 30,000 jobs. Whichever of these figures occurs will depend on many conditions from national economic policies to local desires and direction. Since the factors creating today's growth in Holland will undoubtedly change, it will be an ongoing task to monitor the population growth trends and to adjust plans accordingly.

3. What types of growth should be encouraged?

There is strong support for increasing industrial growth by encouraging high-tech industries. Some examples cited were electronics and software. Also supported were light, clean (non-polluting), and assembly industries. Gaining least support was heavy industry. Much support was indicated for advancing entrepreneur-type businesses. These frequently are ambitious enterprises. They help to maintain a balance or variety -- a trait perceived as beneficial to the area's economy in the event of a downturn.

If attraction of high-tech industries is to be one of Holland's goals, it behooves us to note the following concern: although Holland's environment, resources, and work force are certainly attractive to industry, high-tech industry generally requires employees with advanced education. These employees will need adequate resources for training and for further education (i.e., advanced degrees). There is much to be said for the area's educational facilities (colleges, vocational center, research center). However, the lack of proximity to a significant research university may be a drawback in recruiting employees with the necessary technical skills.

On the commercial side, there is support for growth in both retail establishments and commercial services. As industrial jobs grow, commercial growth occurs to support the needs of the new employees. Traditionally, local economic development efforts have been aimed at targeting growth in the industrial sector. Except for very large developments, commercial development has largely occurred by reaction rather than plan.

Since commercial growth occurs largely as a result of jobs created in the industrial sector, it would be expected that local efforts would continue to focus on industry. However, and this is critical, it is important that commercial development, even if it is not actively developed, be actively controlled. Without question, control must be exercised in order to make commercial growth consistent with the long-term desires of the community. Such control may include land-use planning changes, clustered commercial centers, or perhaps even active local commercial development efforts. This control should strive to abate strip development and visual pollution in favor of more constructive

approaches such as Mainstreet, Streetscape, and rigorous zoning control in accordance with the master plan.

An additional area of commercial development proposed was the service industry sector. This includes office industries such as national insurance carriers. While requiring many highly trained professionals, these service industries also provide job opportunities for employees with less specialized skills.

4. Where should growth occur?

Due to their different natures, locations for industrial versus commercial growth will not necessarily be the same. Although both will require services, industry may have greater needs for power and access to major transportation routes. Commercial may desire closer proximity to residential areas.

In large part, location may already be limited by available land parcels and previous plans. There is only so much land in the city available for development. It must meet the community's needs for housing, industry, commerce, and recreation. The areas set aside for past I-C use predominate along the major transportation routes and in the industrial park.

Most delegates desire to see industrial growth in the industrial park and to the south of US-31 in the vicinity of the airport. Looking toward 2010, the current industrial park may become full and parcels may have to become smaller.

Another proposal for locating I-C growth is through the use of "incubator" developments. These could be developed in many ways including, and perhaps ideally suited to, using existing (old, abandoned) industrial buildings. Such buildings could be divided to provide space for many smaller I-C businesses under one roof. This would aid in relieving land shortages and in effectively recycling idle facilities.

Although it may not be an issue before 2010, it is incumbent upon us to recognize that Holland has boundaries which will ultimately limit growth. Planning for that growth today will provide a future Holland that is well suited for providing community needs in an environment that continues to make this a desirable place to live and work. A strong master plan, a diligent on-going planning effort by all governmental units, and an involved citizenry are all required to reach this goal.

At some point in this discussion, it is necessary to consider costs. Whether it is for development work with I-C businesses, for planning, or for acquiring land in order to locate businesses where the community desires them, there will be costs incurred. Where should the funding come from? Most people agree that funding from state tax incentives, bond sales, private development, and government grants are all desirable methods (Item 7). However, less support is given to using special assessments and

the general fund. If the former methods are sufficient, so much the better. However, it must be recognized that the latter methods may have to be included. Since we get what we give, it would be unlikely that we would get a strong, vibrant, and economically sound community without having to give something in return.

IV. Conclusions

In summary, the industrial/commercial group has found that the Holland area should seek growth in the I-C sector in order to remain sound. This growth should be guided by an active master plan founded on the desires of and in the best interests of the community. Growth should occur in its current proportions while it keeps slightly ahead of projected community growth. Industrial growth should encourage high-tech and light, clean industries. Commercial growth should come under active and rigorous control. Location of growth should be in or near currently designated areas. New approaches should also be considered as they arise. Funding will probably continue to come from traditional sources. However, the community will probably need to take on additional responsibility.

The following strategy sheets attempt to take these community objectives and break them down into workable goals. In working toward these goals, the community moves toward the realization of its vision.

In closing, the I-C committee would like to express its sincere appreciation not only to the 2010 participants, but also to those people who participated in the delegate meetings. This task could not have been completed without their efforts.

2010 Strategy Sheet

Industrial-Commercial (I-C) Group

Year	Goal	Objective	Strategy
2010	Develop according to a master plan.		
1991		Formulate a master plan.	
1989			Designate individual responsible (city planner).
1989			Contract for study with professional firm.
1990-91			Develop consensus.
1991-2010			Implement objectives through cooperation with local organizations.
1991		Operate per the master plan.	
1991			Monitor progress by measurement of key indicators in the plan.
1992-94			Modify inconsistent zoning patterns.
1988-2010			Assure compliance to the plan via limited zoning exceptions.
1991			Provide for adequate staffing to cover planning and implementation needs of the community.
1992-2010		Update the master plan.	
Annually			Establish periodic reviews of the plan.
1995?			Implement new studies as required.

2010 Strategy Sheet

Industrial-Commercial (I-C) Group

Year	Goal	Objective	Strategy
2010	Achieve growth goals.		
1989-2010		Monitor industrial growth.	
1989 ff.			Planner to interface with various organizations and agencies to maintain accurate growth projections.
1991 ff.			Identify risks and opportunities per the projections.
1991 ff.			Provide input to city departments concerning potential obstacles (e.g., utility requirements).
1989-2010		Maintain I-C growth slightly ahead of community growth.	
1989 ff.			Encourage resident businesses to grow at the planned rate.
1989 ff.			Utilize resources, such as the Chamber of Commerce, to attract businesses at the planned rate.
1989-2010		Attract desired industries.	
1989 ff.			Work to develop consensus of goals with local economic development and governmental organizations.
1991 ff.			Endorse efforts of the above which are consistent with community goals and the master plan.
1992 ff.			Utilize State resources for research and assistance in this area.
1989			Support development of educational programs which will assist the workforce.

1989-2010	Develop the commercial sector.
1991	Establish zoning guidelines.
1989-90	Evaluate alternative directions for commercial developments (e.g., clusters).
1991	Implement alternative directions.
1992	Determine the need for a commercial economic development activity.

2010 Strategy Sheet

Industrial-Commercial (I-C) Group

Year	Goal	Objective	Strategy
2010	Accommodate location needs.		
1990-2010		Provide for industrial location needs.	
1990			Inventory available sites in existing industrial zones.
1990			Determine availability and feasibility of areas in the south and east.
1990-2010			Acquire necessary parcels.
1990-2010			Plan for necessary services.
1988-2010		Promote alternative approaches.	
1992			Promote development of an incubator industry trial site.
1989			Endorse the pursuit of an inter-governmental plan.
1989-2010		Provide for resources to fund I-C projects.	
1989			Compile inventory of available federal, state, county, and local resources.
1989 ff.			Obtain maximum grants possible.
1992			Support bond or tax proposals which would provide a fund for acquiring parcels which fit the master plan.
1991			Support acquisitions by economic development groups which are consistent with the master plan.
1991			Develop guidelines defining fiscal responsibilities for covering the total cost (e.g.; utilities, roads) of establishing a new business.

Land Use

LAND USE

I. Questionnaire

A. DATA

Results of the Land Use section of the questionnaire completed by the 2010 convention delegates are found below. Statements are rank ordered by mean score value; those items with a mean higher than 5.0 are considered "strongly supported"; those with means lower than 2.0 are considered "weakly supported."

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6 Strong Approval	5	4	3	2 Weak Approval	1
1. New industrial/commercial development should be situated according to a master plan.	5.6	72%	21%	7%	1%	0%	0%
2. Commercial developers should be required to place green areas or barriers between themselves and residential property.	5.6	69%	21%	8%	2%	1%	0%
3. Holland should have and enforce a land use plan which includes areas for commercial, industrial and residential uses.	5.5	64%	25%	9%	1%	1%	0%
4. Holland should encourage owner-occupied residential housing in the Historic District.	5.3	52%	31%	11%	2%	2%	2%
5. As it becomes available, Holland should purchase waterfront property between Kollen Park and Windmill Island.	5.2	55%	24%	14%	4%	1%	1%
6. In general, commercial growth should be located within or adjacent to existing commercial areas.	5.1	35%	43%	18%	3%	1%	0%
7. Holland should have more green space.	5.0	39%	31%	22%	7%	2%	1%

8. Holland should require developers of residential tracts to set aside areas for small parks for neighborhood children.	5.0	47%	29%	12%	4%	3%	5%
9. As much as .5 mill should be set aside for several years so the Capital Improvement Fund has funds to purchase waterfront (and other?) property.	5.0	47%	25%	14%	8%	3%	3%
10. The city should require all developers in residential, commercial, and industrial areas to build sidewalks/ bikepaths.	5.0	47%	26%	16%	5%	2%	3%
11. I believe that the developers should be expected to pay an "impact fee" for the costs which his development places on the city.	5.0	37%	33%	21%	6%	1%	1%
12. Holland should continue industrial development to the south, SE, and SW.	4.9	36%	35%	19%	6%	3%	1%
13. Holland should restrict the types of industrial and commercial growth which locates in the city.	4.8	37%	32%	18%	6%	4%	3%
14. Developing more green space or parks is a wise expenditure of tax funds.	4.8	40%	28%	17%	11%	3%	2%
15. Holland should continue to expand commercial development east of US-31 between 16th and 32nd Streets.	4.5	26%	32%	22%	12%	3%	4%
16. Holland needs more single family neighborhoods.	4.5	20%	33%	28%	15%	3%	2%
17. Holland needs more limited care housing for seniors.	4.5	22%	29%	32%	13%	3%	1%
18. Holland should purchase land in new residential areas and develop small parks for neighborhood children.	4.5	33%	27%	17%	14%	6%	3%

19. Commercial growth should be encouraged along Waverly Road between 16th and 32nd Streets.	4.4	22%	35%	19%	13%	6%	5%
20. Holland should expand its present Historic District.	4.4	29%	22%	21%	18%	6%	4%
21. A one-year moratorium on zoning changes should be placed in effect so that the city can develop a master plan.	4.4	36%	17%	20%	12%	12%	3%
22. Liberal tax incentive should be given to Historic District residents who wish to upgrade their property.	4.3	24%	27%	23%	10%	10%	7%
23. Holland should establish a site plan architectural committee to approve the design of all commercial and industrial construction and renovation.	4.3	24%	24%	24%	15%	8%	5%
24. Strip style commercial development along major streets should not be permitted in the future.	4.2	30%	16%	21%	18%	12%	3%
25. In general, commercial growth should be located along highway strips.	4.1	21%	28%	21%	14%	10%	7%
26. I am willing to pay more taxes if they are required to improve Holland's land use.	4.1	14%	19%	40%	15%	7%	4%
27. Holland needs more nursing homes.	4.0	16%	18%	32%	22%	6%	4%
28. New industrial/commercial development should be brought to Holland slowly.	3.9	11%	23%	31%	16%	13%	6%
29. Holland should develop more low income housing.	3.8	21%	16%	24%	14%	14%	13%
30. Single family housing should expand mainly to the E and NE portions of the city.	3.8	11%	20%	27%	24%	12%	6%

31. An increase in business construction lowers city taxes.	3.7	11%	18%	28%	20%	16%	7%
32. Industrial growth should be permitted along Waverly between 16th and 32nd Streets.	3.6	14%	25%	19%	11%	15%	15%
33. Holland does a good job of enforcing building and related regulations.	3.6	7%	18%	29%	29%	14%	4%
34. Holland has developed its land wisely.	3.5	2%	14%	45%	21%	10%	9%
35. Holland needs to build more apartments.	3.5	11%	16%	23%	24%	18%	9%
36. Holland needs to build more condominium housing.	3.5	5%	19%	25%	27%	18%	6%
37. Holland's land use is being adequately supervised.	3.1	2%	9%	31%	32%	16%	11%
38. Many communities in the U.S. use the "impact fee" to recover the costs which development commonly places on a community. For example, development, either commercial or otherwise, in the Waverly Road area will mean extension of sewers and water, road widening, impact on schools, etc. I believe that the taxpayers of Holland should shoulder these costs as the price we have to pay for more growth.	3.1	5%	7%	25%	28%	20%	15%
39. New industrial/commercial development should be situated outside the city limits of Holland.	2.8	2%	10%	19%	26%	20%	22%
40. New commercial interests should be located adjacent to residential areas.	2.5	1%	5%	18%	25%	25%	27%
41. In general, commercial growth should be located in available space, without restriction.	1.7	1%	2%	4%	7%	25%	60%

Question #33 asked participants to rank order a list of ten items, giving a value of 1 to the most important and 10 to the least important. Overall results are listed below.

<u>Value</u>	<u>Item</u>
2.8	More long range planning by the city
4.3	Upgrading housing in the core of the city
4.4	Better use of the waterfront
5.0	Better roads
5.5	Better housing
5.7	More parks and recreation
6.0	More industry
6.0	Stricter and better housing codes
6.1	More low income housing
7.8	More shopping areas

B. DATA ANALYSIS

Land use issues identified by the 2010 participants through this questionnaire appear to focus on concerns precipitated by the recent growth of commercial and industrial development within the city, particularly along the US-31 corridor. There seems to be a desire to regulate the location and quality of new development through long range land use planning. In addition, the importance of upgrading housing in the core of the city (Question #33), linked with the support for owner occupancy in the Historic District neighborhood, would appear to give direction to the type of land use to be encouraged in the central city.

Respondents seemed to give stronger support to the "developer paid" rather than "taxpayer funded" infrastructure improvements.

The importance of public use of the waterfront from Kollen Park to Windmill Island may reflect support for projects similar to the recently completed "Window on the Waterfront" and growing public awareness of the importance of the waterfront in Holland's future.

II. Narrative

The most frequently chosen description of Holland by 2010 participant (62%) was "changing." Given the rapid commercial and industrial development of the US-31 corridor during the last five years, it is easy to understand why people in Holland view their community as changing. The implications for land use concerns are bold and serious. As pastures and trees rapidly give way to buildings and parking lots, citizens must come to terms with their sense of loss and lack of control. They are required to deal with increased traffic, light and noise. In an effort to regain some sense of control and seek solutions to new and persistent problems, the 2010 Land Use Subcommittee was formed by nineteen area citizens. Chaired by Les Lanser, Jay Keuning, and Earl Hemmeke, the committee met for six sessions in the spring of 1988 to discuss issues raised by the questionnaire and others of common concern. They attempted to formulate goals and dream of the Holland of future generations.

If the course of change for Holland is carefully charted and consistently followed, we recognize a sense of direction and control. This master plan must consider the particular needs of residential, commercial, industrial, and recreational land uses, as well as the effects of interaction when areas of differing (sometime conflicting) land uses adjoin. It appears that 2010 participants visualize an "ideal" Holland as planned and organized, developed consistently and carefully with a sense of quality and lack of "surprises." Industrial and commercial uses would be clustered in "campus-like" settings, buffered from residential developments. They see the Holland of tomorrow's generation as one in which green spaces are abundant--in parks, in residential areas, along roadways and bordering commercial, and industrial establishments.

Very little undeveloped land now exists within the City of Holland, but the pressures exerted by new businesses and residents wishing to locate here are tremendous. Consequently, redevelopment deserves critical attention in future planning. All of the land in Holland, developed or undeveloped, is a resource which must be protected judiciously. Decisions about land use should be made carefully and with an eye to future generations. The quality, as well as the type of land use, is a concern to be addressed. More green space, greater setbacks, lower densities, and careful use of signage can help insure more "assets" and fewer "liabilities" in the developing environment. Review of ordinances and codes regulating these and other aspects of developing is an important step toward the 21st century. Unless there is strong and effective enforcement of these codes and regulations, they become of little value.

Often it seems that the residential areas of cities give way to commercial development or suffer the effects of increased traffic, light, and noise as commercial developments encroach. Residential neighborhoods in our city need to be protected, so

that they remain vital and safe. Historic preservation, encouragement of owner occupancy, and a rehabilitation of declining properties will all play a role in maintaining the residential character of the central city. Attention to buffering and discouragement of commercial development which supplants residential uses will be vital in the years between 1988 and 2010.

The recreational use of the waterfront from Kollen Park to Windmill Island rises in importance in future Holland, so that by 2010 it could be a contiguous park-like green belt accessible to the citizenry. A financial commitment on the part of the city would be necessary to realize this dream.

Certainly, cooperation with adjoining units of government to achieve a coordinated land use plan is extremely important. Unless greater consistency of codes and regulations between the city and surrounding townships is achieved through dialogue between all governmental agencies of the greater Holland area, much of the efforts of the city of Holland to achieve the goals outlined in this report will be of minimal success. It is imperative that the city of Holland achieve a coordinated planned program of development with the townships. If this is not attainable, other efforts to control the areas outside of the City must be studied. We need to concern ourselves with planning a community, not just a city.

III. Goals, Objectives, and Strategies

<u>Year</u>	<u>Goal #1</u>
-------------	----------------

2010	Holland will be a planned and planning community. Development and redevelopment will continue to occur in a quality manner according to a master land use plan which is reviewed and updated every five years. Area wide cooperation in planning has become a vital force in community development.
------	---

<u>Year</u>	<u>Objectives</u>
-------------	-------------------

1995, 2000	The city's master land use plan and zoning ordinances are reviewed, updated, and revised as needed. Likewise, the city's redevelopment strategy is reviewed.
------------	--

1990	The city Planning Commission, with the support of staff and City Council, will complete a master land use plan for the city. A coordinated review will be made of the zoning ordinance and recommendations for revision will be made.
------	---

<u>Year</u>	<u>Strategies</u>
-------------	-------------------

1988	Planning Commission and staff will assess the need for the help of a consultant in the development of a master plan and zoning ordinance review.
------	--

1989	Planning commission will request financial support by the city council for consultant services, as needed.
------	--

1989	Master land use plan will incorporate provisions for: residential areas which are buffered from commercial southern portions of the city within or adjacent to industrial parks.
------	--

1989	Revision of zoning ordinances will seek to establish requirements to insure quality development and redevelopment. Attention will be given to such areas as density, land coverage, setbacks, signage, and green space.
------	---

1989	A process for regular review every five years will be established as part of the master plan.
------	---

1989	Widespread support will be sought for the master plan, so that decisions at all levels of government are consistent and community
------	---

groups such as the Chamber of Commerce and Hedcor are working toward development and redevelopment which are in harmony with the city's plan.

Year

Objectives

1990

A plan for redevelopment within the city of Holland will be formulated.

Year

Strategies

1988

Attention will be given to the needs of central city, city neighborhoods, primarily through the use of Community Development Block Grants for housing rehabilitation, low income housing initiatives, and neighborhood improvement activities. Owner occupancy of homes will continue to be encouraged and conversion of older homes to multi-family units discouraged.

1990

Areas within the city will be identified where changes in land use should occur.

1990

Areas within the city where land use should remain the same will be identified. Specific areas or sites where preservation or rehabilitation will need to be fostered will be identified.

1990

A plan for historic preservation of significant sites and areas within the city will be formulated with the help of the Michigan History Division.

1990

Review of the city's infrastructure will be conducted in cooperation with the city engineer and BPW to plan for replacement and expansion relative to the city's land use and redevelopment plans.

1990

City Council will approve a long term schedule for infrastructure improvements and establish financial structure to accomplish planned goals.

Year

Objectives

1990

Area wide cooperation, communication and planning will occur on a regular basis.

Year

Strategies

1988

An area wide planning group will be established with representation from all governmental units bordering the city of Holland. (City of Holland, Holland Charter Township, Park Township, Laketown Township, Fillmore Township). Functions of the group will be to facilitate communication and foster cooperation in land use planning and problem solving.

1990

Surrounding townships which do not have land use plans or zoning ordinances would be encouraged to adopt them.

1990

Area wide cooperation would be sought to identify and offer solutions for traffic problems which are area wide or border specific.

Year Goal #2
2010 Waterfront from Kollen Park to VanBragt Park will be developed for public recreational use.

Year Objectives

1990 Establish financial capacity for development.

Strategies

1989 Gain support of community, City Council and staff for this future development.

1989 Estimate a cost for land acquisition and development.

1989 Set up a fund within the Capital Improvement Budget and allocate a yearly stipend for the purpose of acquiring and developing this waterfront property.

Objectives

1988/9 Aggressively seek public ownership of waterfront property from Kollen Park to VanBragt Park.

Strategies

1988 Do not allow any further expansion of industrial use along this strip of waterfront property or toward the neighboring residential areas.

1988/9 Talk to property owners and communicate the desire for long range development of the waterfront.

1988/9 Investigate public access rights and similar projects. Evaluate legislation in Michigan and other states regarding public access to waterfront, including the already occupied waterfront land.

Objective

1995 Establish a plan for the use and development of this waterfront area.

Year Strategies

1990 Establish zoning revisions to establish setbacks and transition areas where appropriate.

- 1991 Plan the specific use and design of the project.
- 1992 Establish a schedule for development that will allow its completion by 2010.
- 1992-2010 Develop waterfront property as planned.

Year Goal #3

2000 Holland will be a community with abundant green space surrounding developed areas.

Objective

1990 Zoning revisions will be made in industrial and commercial zones to establish improved standards for landscaping and green space in developments.

Strategies

1988/9 Evaluate recent revisions in zoning ordinance as related to objective. Evaluate recently completed projects.

1989 Seek examples of desirable development in other communities and evaluate their zoning ordinances.

1989 Consider the use of incentives to developments that exceed minimum standards set by the ordinance.

1989 Require landscaped buffers and greater setbacks between residential and commercial or industrial zones.

1988/9 Consider zoning revisions which lower density of development and set maximum percentages for land coverage in developments.

1990 Consider special provisions which will need to be made regarding green spaces in the redevelopment plan.

Objective

1990 Zoning revisions will be made in residential zones to establish improved standards for landscaping and green space in developments.

Strategies

1988/9 Enforce present codes, discourage paving of yards for parking. Review parking regulations as related to this problem.

1989 Consider density and setback revisions in residential zones, especially in multi-family developments.

1990 Require designation of a park area in large (e.g., more than 20 acres) residential developments.

Year Objective

1991 Set aside land within the city to be designated for parks or natural, undeveloped land.

Strategies

1989 Identify and protect from development sensitive natural areas. Specific areas that should be included are the marsh area adjacent to the old depot, and the vacant land at the west end of 36th Street. Special consideration should be given to areas of recreation for seniors and children within existing parks and new areas. These designations should be incorporated into the master land use plan.

1989 Identify the need for more recreational facilities (ball fields, etc.) within the city. Designate areas for this use and establish a timetable for their development.

1990 Investigate the use of abandoned railroad right-of-ways for walkways or bikepaths. If feasible, establish a plan for development of these areas for recreational use.

1991 Planning Commission will review and revise city plan for parks and recreational facilities annually.

IV. Conclusion

It is the conclusion of the Land Use Subcommittee of 2010 that land use decisions must be made within the context of a long range master plan. This will allow the city of Holland to form, through development and redevelopment, the type of community its citizens desire. A long range plan will allow decision makers to anticipate the future and be consistent in their policies. The particular needs of each different type of land use and the interaction between them will continue to be an area of concern and will require difficult decisions and creative problem solving. The joint participation of area governments in planning for our community's future is necessary to the success of all land use planning and should begin immediately.

Multi-Cultural

MULTI-CULTURAL SUBCOMMITTEE

I. Questionnaire

A. DATA

The following is a listing of questions posed in the 2010 questionnaire and the results of the compilation of the answers to those questions.

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6	5	4	3	2	1
		Strong			Weak		
		Approval			Approval		
1. Minority members of the community should be encouraged to be active, participating members of the community.	5.6	66%	27%	5%	2%	1%	0%
2. Ethnic festivals should be encouraged by the City.	4.9	45%	26%	14%	9%	3%	2%
3. The churches should take the lead to ensure that diverse cultural groups are integrated into the community.	4.7	29%	35%	22%	10%	2%	2%
4. The City Council and City Government should take the lead to ensure that diverse cultural groups are integrated into the community.	4.6	26%	34%	23%	12%	4%	2%
5. Ethnic groups should be encouraged to retain as much of their culture as possible.	4.6	34%	24%	22%	10%	6%	4%
6. The biggest potential ethnic or minority problems that Holland faces is acceptance of minorities.	4.0	19%	24%	22%	17%	10%	9%
7. The Holland public and parochial schools have done a good job educating the Hispanic segment of the community.	3.9	15%	23%	22%	25%	11%	4%

8. The Human Relations Commission does a good job of monitoring and exposing potential discrimination in the City.	3.9	10%	26%	27%	26%	8%	4%
9. The City of Holland is responding effectively to minority problems.	3.8	10%	16%	34%	25%	11%	3%
10. The City should do more to monitor and expose potential discrimination in the City.	3.7	13%	18%	25%	23%	11%	10%
11. Holland generally does a good job of welcoming and tolerating cultures of various types.	3.7	8%	21%	28%	23%	12%	7%
12. In Holland, too little emphasis is placed on introducing the Hispanic culture and heritage into the community.	3.6	15%	20%	20%	15%	13%	17%
13. City government should do more to monitor and expose potential discrimination in the City.	3.6	11%	19%	28%	22%	11%	10%
14. The general population of Holland is sufficiently sensitive to the special problems of its minority citizens.	3.3	8%	10%	26%	23%	19%	13%
15. In Holland, too much emphasis is placed on the preservation of the Dutch heritage and culture.	3.2	12%	12%	21%	16%	18%	21%
16. Ethnic festivals should be supported by tax dollars.	2.8	9%	9%	15%	17%	18%	33%

B. DATA ANALYSIS

Participants in the 2010 Convention were asked to respond to a series of questions relating to various Multi-Cultural issues affecting the Holland community. Questions specifically dealt with the acceptance, recognition, integration, and diverse needs of our multi-cultural based community.

The questionnaire results indicate that 93% of the participants felt that residents of multi-cultural ethnicity backgrounds should be encouraged to be more active members of our community. (Item 1) But only 18% were in agreement that Holland's general population is sufficiently sensitive to the special needs of its multi-cultural residents. (Item 14)

Integration, acceptance, and sensitivity being key factors with persons of multi-cultural backgrounds, it was felt by 29% that the community welcomed or tolerated, should we say, multi-cultural persons, while 42% indicated that to some degree an acceptance problem does exist. (Item 11) 55% of the participants reported some lack of sensitivity in this regard. (Item 14)

In the area of our community's cultural emphasis, 35% of the participants felt that too little emphasis is placed on the Hispanic culture. (Item 12) 24% of the participants reported feeling that too much emphasis is placed on the preservation of the Dutch heritage/culture. However, it is interesting to note that retention of individual cultures was strongly supported by 58% of the participants. (Item 5)

Community-based ethnic festivals in the City were strongly encouraged by 71% of the participants (Item 2); however, only 18% felt that tax dollars should be utilized to fund such activities. (Item 16)

With regard to local government, 60% of the participants felt that City Council and City Government in general should take the lead in ensuring that diverse cultural groups are integrated into the community. (Item 4) However, only 26% of the participants felt that the City was responding effectively to meet the special needs of multi-cultural populations. (Item 9)

With regard to the Human Relations Commission doing a good job of monitoring and exposing potential discrimination in the City, 36% of the participants agreed with this statement. (Item 8) It was felt by only 31% (Item 10) that the City should do more monitoring of potential discrimination in the city.

Thirty-eight percent (38%) of Convention participants felt that Holland public and parochial schools have done a good job educating the Hispanic segment of the community (Item 7), while 15% disagreed.

In general, the Convention delegates felt that multi-cultural members of the community should be encouraged to be active, participating members of the community. Overall, it appears that the Holland community needs to encourage, accept, and be more sensitive to our multi-cultural population.

II. NARRATIVE

It was the task of the Multi-Cultural Subcommittee to identify, suggest, and work toward resolution of areas of need or concern relating to multi-cultural affairs in the City. Our mission statement (see below) was designed to alert the City and its residents to our immediate and long-range goals.

We all need to realize the importance of maintaining our historical origins, while at the same time continue to acknowledge the impact and influence of those cultures on the community as a whole. Establishing a sense of belonging must be the ongoing theme and direction of the City. Only by accomplishing this can the City be richer in its quality of life for all its residents.

Education in understanding and accepting the diversity of cultures must be a primary theme if we are to progress. Involving various cultures in all educational opportunities, leisure-recreational opportunities, housing accommodations, and community participation will benefit the community as a whole.

Toward this end, the following mission statement has been developed:

So that each child and adult community member can reach his or her fullest potential, and take his or her place as contributing member of society, it is the goal of the community to be an advocate and facilitator of lifelong opportunities for its members.

These goals of the Committee include:

1. Opportunities for knowledge.
2. Opportunities for human meaning.
3. Opportunities for work and productivity.
4. Opportunities for social responsibility.
5. Opportunities for personal enrichment.

III. GOALS, OBJECTIVES, AND STRATEGIES

GOAL 1: To provide opportunities for knowledge.

2010: As a high school graduation requirement, an appropriate competency in a foreign language must be exhibited as a means of providing understanding of the diversity of cultures.

2005: By 2005, competency in a foreign language must be exhibited at the junior high level of education.

2000: By 2000, competency in a foreign language must be exhibited by the middle school level of education.

1995: By 1995, it is recommended that at least three (3) foreign languages be available in the schools - those languages to be specifically determined based on the ethnicity of the overall population factor in the City of Holland.

1990: By 1990, the introduction of a foreign language in the elementary levels of education.

GOAL 2: To provide opportunities for social responsibility and human meaning.

2005: By 2005 complete an evaluation to determine if a need continues for board/committees as a means of providing understanding of the diversity of cultures.

2000: By 2000 conduct a survey of future needs for providing continued understanding of the diversity of cultures.

1995: By 1995 an established comprehensive evaluation of minority boards/advisory committees in the City should be completed.

1990: Establish and implement a minority board/advisory committee for all areas of education as a means of providing understanding of the diversity of cultures.

GOAL 3: To provide opportunities for knowledge.

2010: Diversified private educational system as a means of providing understanding of the diversity of cultures with a ratio of minority enrollment in private or parochial school approximating that in the public schools.

2005: Increase attendance of various cultures among the private and parochial schools by 20%.

2000: Increase attendance of various cultures among the private and parochial schools by 15%.

1995: Increase attendance of various cultures among the private and parochial schools by 10%.

1990: Implement a means of financing students of multi-cultural origins to attend private and parochial schools of instruction.

GOAL 4: To provide opportunities for knowledge and personal enrichment.

2010: Repeat.

2005: Repeat.

2000: Repeat.

1995: By 1995, publish a community profile of the 1990 census study as a measurement tool which is available to the public for a variety of purposes.

1990: Identify a city official to coordinate with the Census Bureau an accurate count of multi-cultural composition of our community.

- GOAL 5: Encourage continued growth of ethnic festivals as community-wide festivals (i.e., Fiesta Feast, Libertyfest, Cinco de Mayo, Tulip Time) as a means to provide opportunities for knowledge, human meaning, social responsibility, and personal enrichment.
- 2010: Monitor expansion of objectives from 2005-1990.
- 2005: Funding of community-wide ethnic festivals in the City of Holland as a means of providing additional growth and awareness of our multi-cultural diversity and self-worth.
- 2000: Annual scheduling of multi-cultural community events at the Holland Civic Center with participation of the educational system and funded by the City of Holland.
- 1995: Include in the Tulip Time Festival Brochure multi-cultural festivals held in the City of Holland as a means to increase the awareness of the multi-cultural ethnicity of our community.
- 1990: The City of Holland Tulip Time Float shall be representative of the Holland community by the inclusion of various multi-cultural individuals, dressed in their native costumes, as riders on the float as a means to increase the awareness of our multi-cultural diversity.

Quality of Life

QUALITY OF LIFE

I. Questionnaire

A. DATA

ITEM	Mean	PERCENTAGE					
		6 Strong Approval	5	4	3	2 Weak Approval	1
1. Hope College enhances Holland's quality of life.	5.5	72%	16%	8%	2%	1%	1%
2. As the city grows, we should increase the proportion of its "green space."	5.3	55%	30%	10%	7%	0%	?
3. The Civic Center is commonly used as a performing arts center. I believe that the Civic Center is not an adequate performing arts center.	5.2	57%	21%	10%	6%	3%	2%
4. Despite increased costs, installation of unsightly new utility lines should be below ground.	5.0	48%	22%	16%	8%	5%	1%
5. Overhead utility lines are unsightly and should be placed underground.	4.8	42%	21%	17%	11%	6%	2%
6. I would support a tax increase or a bond issue to raise the money to build a performing arts center.	4.6	35%	26%	18%	8%	7%	6%
7. I would be willing to see a small increase in utility costs if the money were used to place utility lines underground.	4.6	36%	24%	21%	6%	7%	5%
8. Holland should purchase the old Post Office building and use it for a Dutch Museum.	4.4	38%	16%	16%	15%	9%	6%
9. People in Holland are strongly committed to developing the community to its fullest.	4.3	14%	25%	40%	16%	5%	?

10. I would prefer to see Holland build a multi-purpose center which would support the arts and certain sports like basketball.	4.2	32%	23%	12%	7%	13%	13%
11. Recreation programs in Holland are adequate.	4.0	6%	25%	38%	22%	7%	2%
12. Holland's non-academic athletic programs are adequate.	4.0	8%	20%	45%	17%	8%	2%
13. The parks and playgrounds in Holland are sufficient to our needs.	3.6	2%	20%	35%	25%	13%	4%
14. Holland provides adequate cultural opportunities.	3.6	3%	20%	28%	30%	16%	3%
15. Holland should encourage population growth.	3.6	8%	13%	34%	25%	13%	7%
16. Recreation facilities in Holland are adequate.	3.4	2%	13%	30%	32%	17%	4%
17. To accommodate population growth, taller buildings should be permitted and encouraged.	3.3	8%	17%	20%	23%	15%	17%
18. Holland should permit increased population density within its residential areas.	2.9	3%	10%	23%	23%	19%	23%

B. DATA ANALYSIS

Much of this raw data is addressed later in this report. There are, however, several points which should be highlighted here.

There was, interestingly, fairly strong support for turning the old Post Office into a Dutch museum, but the question should not have had included the word "Dutch." (Item 8). The Historical Trust is committed to representing all aspects of Holland's history in its new space, not just the Dutch heritage.

The statement most strongly supported was the great contribution Hope College makes in enhancing Holland's quality of life. (Item 1). Although often taken for granted, Hope continues to provide cultural, recreational, and educational opportunities to citizens. This should be commended and encouraged in the future.

There were three different questions relating placing electrical lines underground, with interesting results. Most strongly

agreed to was "despite increased costs, installation of unsightly new utility lines should be below ground." (Item 4). Least agreed to (although still fairly strongly) was "I would be willing to see a small increase in utility costs if the money were used to place utility lines underground." (Item 7). The sentence "Overhead utility lines are unsightly and should be placed underground" fell in the middle of the previous two. (Item 5). The Board of Public Works presently has a program to place all new utility lines underground and wishes to see all lines buried in the future. The data seemed to support this program.

Finally, there was lack of support for encouraging further population growth (Item 15), for putting more people within existing residential areas (Item 18), and for building taller buildings to accommodate new residents (Item 17). Given this sentiment, it is recommended that tight controls be maintained on future residential development.

II. NARRATIVE

"Holland is a special place," goes the cliché. But this all too common phrase continues to ring true in our community. Holland has a quality of life which is difficult to match. There are many factors contributing to the entirety of this "specialness," many of which are too subtle and intangible to affect directly through specific programs or projects. How does one legislate volunteerism, or a strong work ethic? How can one require the large number of unsolicited contributions that individuals freely give of their time, talents, and money? And how can these characteristics be maintained as Holland continues to grow and change?

By attempting to further whatever motivates the people of Holland to keep their community a special place, a base can be laid and built upon to maintain the quality of life. Several factors are at work in this, but one primary motive is pride in the community. Hollanders are concerned about their town and will take steps to aid it; whether it be regularly mowing one's lawn, contributing to a charity, or becoming involved in City government.

Pride can be maintained through continued involvement in City activities - - and by seeing that this activism is making a difference. There are many ways for residents to stay involved, as the rest of this 2010 report shows. But there are four goals which particularly address the quality of life:

1. Continue to make Holland a visually pleasing community.
2. Strengthen the neighborhoods.
3. Provide a variety of quality cultural, historical, and recreational programs and facilities.
4. Preserve the family unit.

III. GOALS, OBJECTIVES, AND STRATEGIES

Goal 1: Make Holland a visually pleasing community

There are many dimensions in making Holland look attractive, and most of these appear to overlap into other 2010 reports. Yet they are also an important part of "quality of life and thus our committee's specific strategies are as follows:

1. Update Land Use Master Plan by 1990.

Urban planning cannot be accomplished without a well thought-out, all-encompassing, long-term plan. This plan should be "criteria based" so as to be an effective planning tool not only for the present but also for the future. The plan should address not only the usual areas (like traffic patterns and land use) but also the aesthetics, cultural, and socio-economic implications of its use.

2. Increase greenspace and landscaping in commercial, residential, and industrial development.

Holland is lauded as a beautiful city, in part because of its tulips. In other words, it is nature's beauty that appeals to people. As Holland becomes more densely populated, commercialized, and industrialized, it is imperative that this scenic beauty be expanded and improved. Change ordinance language in this regard by July of 1989.

3. Keep signage to a minimum and unobstructive.

Hand in hand with maintenance of scenic beauty is the necessity of keeping commercial and industrial sites aesthetically appealing. This not only includes keeping buildings in good repair--and where appropriate landscaped--but also minimizing the eyesores that businesses can often become by the display of their often obtrusive, gaudy, large, and eye-catching signs. Signs, all signs, should be limited to the face of the building. Change ordinance language by July of 1989.

4. Create (and subsequently encourage) Quality Redevelopment by:

a. Preserving and restoring historic buildings.

As a part of the overall schemata of Holland's growth, it is necessary to identify and restore/preserve buildings that aesthetically reflect the rich past of this community. This becomes more and more important as new, modern architecture increases. Ties with the past create not only a cultural and historic interest but also a sense of stability. It serves to increase civic pride as well as visual interest. Buildings earmarked for such restoration/preservation need

not be owned by the city or be non-residential, but incentive programs should be developed by July of 1991 to encourage residents and businesses to manage their properties accordingly.

- b. Create a redevelopment master plan by July of 1990.

While some buildings should be preserved, others should be removed and replaced by new structures. A redevelopment master plan should be created to allow for systematic rejuvenation of older (or more run down) areas of the City.

- 5. Expand master parks plan by October of 1990 and include the following:

- a. Develop neighborhood parks.

Neighborhood parks, including tot lots, provide a safe, pleasant surrounding for playing and relaxing.

1. Consult other agencies for urban planning ratios and to determine the need and locations for additional parks now and in the future. (Urban planning ratios and plans are probably available from other government agencies.)
2. Once the additional sites are indicated on the master plan, existing city owned land and newly acquired land (as it becomes available) can then be developed into parks in a timely manner.

- b. Expand community recreational parks.

Study the number, type, and location of existing parks and school playgrounds. From the gathered information, determine the need for expansion based on current population density and future growth plans.

Within time frame established for current perceptions:

- (i) Complete Van Raalte Farm master plan.
- (ii) Complete downtown "Town Park" plan.
- (iii) Complete Centennial Park plan.
- (iv) Complete Van Bragt Park plan.

6. Implement aggressive recycling program for total recycling of grass, plastic, garbage, paper, etc. by March of 1995, using the following:

- a. Make it easy and simple to do: It is clear that recycling has been available for some time, yet limited numbers participate in these programs. In order for people to change habits, an alternative has to be made very easy. The easiest way for recyclable products to be collected is at the curbside. This would provide for easy compliance. Another potential approach is to have containers (landscaped from view) at convenient locations, e.g. grocery stores, for drop off.
- b. Stress environmental importance: Landfills, waste, and dumpsites are in complete opposition to the concept of an aesthetically pleasing and safe environment. As populations increase, the drain on natural resources increases. Natural resources, therefore, if not cared for, can become unavailable. It is incumbent upon Holland not only to be aware of these precious resources, but also to act responsibly in conserving both the consumer and disposal aspects of our resources.
- c. Include economic incentive: Herman Miller began recycling waste some years ago. This type of program should be encouraged, especially as new businesses are built. These businesses are already receiving tax incentives, and perhaps recycling could be added to that package.

Residential consumers could be encouraged to participate by the distribution of brightly colored sacks (perhaps with tulips on them) and the logo "I recycle". Further incentives should not be necessary, except perhaps some public reminders, if pick-up is curbside. If pick-up is not convenient, it is doubtful that there could be adequate dollar compensation to encourage those not committed to such a program.

7. Include street/road master plan within overall Land Use Master Plan by January of 1990, with beautification emphasis on the following:

- a. East 16th Street - This gateway is rapidly developing as one of the principal routes to our community tied to I-196.

On the sector abutting Waverly Road and Old Settlers Road gridlock situations have been commonplace. Corrective measures are now

underway. One of the plans discussed was a boulevard arrangement on 16th Street which would greatly enhance the beauty, traffic flow and safety.

- b. US-31 - This is a vital and essential connector between our Hedcor Industrial Park and citizens residing in Holland and Park Townships. Persons traveling in a northerly direction also require easy access to their destination. Beautification of this stretch is highly desirable. There are many reasons, not the least of which is the reduction of mental and physical tensions. For the traveler not stopping in Holland, we have an opportunity to make a statement. We should develop a super plan of plantings of flowers, decorative shrubs and trees which would signify that our city is nationally recognized for its flowers, well kept lawns and homes and is in fact a place of beauty, a distinct community.
- c. Pine Avenue - Could be improved by effective traffic diversion plans or reduction of high velocity traffic. The high voltage transmission lines along Pine Avenue from their inception have been controversial, both from the intrusion aesthetically and the consideration of hazards to health for some individuals.

- 8. Attention should also be given to promoting natural neighborhoods through traffic routing.

While we favor natural traffic routing, through traffic raises caution signals for some of us.

The entire central city should be studied with a goal of creating neighborhood traffic areas. We are aware that several committees are currently looking at these problems and our comments are designed to support and accelerate some of the ideas, even though they may be experimental or of temporary nature.

We challenge the traffic committee with the difficult task of making sure that each neighborhood be assured careful protection against traffic which would negate the goal we would like to achieve.

GOAL 2: Strengthen the Neighborhoods

Neighborhood pride and cohesiveness not only make Holland look good but make it a safer place in which to live. The following strategies will help develop and strengthen the neighborhood concept.

1. Expand Historic District

The Historic District is a positive means to tie a neighborhood together and promote its preservation. There are many homes in the core city which would benefit from increased protection and neighborhood involvement. An ongoing goal of bringing more homes (and other buildings) into an Historic District should be taken up by the Historic District Commission and the Planning Commission and staff. An initial goal would be adding several more blocks to the current district.

2. Establish Neighborhood Support Groups

In order to have a strong neighborhood, the people living there must not only know each other but must also work with each other. Having active groups in each neighborhood -- whether they be informal or legally constituted -- would increase pride, beautification and upkeep efforts, safety, and pleasure of living in a certain area.

To initiate this project, the City could sponsor a Neighborhood Week where the City would be divided into neighborhoods according to elementary school districts. Each night, three neighborhoods would hold block parties and then convene at their school to participate in a program with the City about services and concerns regarding that neighborhood.

Schools, churches, and the media would also be involved in this, and churches should be encouraged to take a more active role in their respective neighborhoods.

This program should be initiated in the fall of 1990 and could be an annual event to continue promoting neighborhood unity as well as encouraging a larger voice in the city.

3. Sponsor more clean-up days.

The City should continue holding its spring yard clean-up program and fall Project Pride. Project

Pride should be expanded to the spring. Tree sales should continue to occur in both the fall and spring. The city should also promote clean-up and fixing of homes - - especially through the Community Development departments.

4. Expand police force.

The services provided in general road patrol should be carefully monitored and expanded to allow for increased random patrolling time. Close attention should be given to the 5 year plan and additional needs of the Police Department.

Goal 3: Cultural, Historical, Recreational programs and facilities

A strong community not only meets the needs of its citizens but provides them with activities they may participate in during their spare time. But cultural, historical, and recreational activities are also an important part of the educational process for youngsters and should be supported for both relaxation and education. Quality programming is the essence of these activities, but adequate facilities are also necessary. Often the programming will expand into new areas as physical sites are constructed.

1. The Cultural and Historical Strategies are as follows:

- a. Convert old Post Office building into new museum by the end of 1990. In so doing, expand Holland's historical coverage and include all ethnic groups.
- b. Restore the Cappon House. Develop master plan by 1989. Implement first phase from 1989 - 1997. Conclude second phase by 2000.
- c. Complete Van Raalte "Heritage Farm."
- d. Construct Community Performing Arts Center by December of 2000. The Center program would include the following:
 - Share facility with local school systems and townships
 - Book national touring groups
 - Promote expansion of local performing arts
 - Include galleries and classrooms for visual arts
- e. Protect and promote Dutch heritage by encouraging community participation and not limiting the celebration of the community's Dutch heritage only to Tulip Time but also protect and promote other ethnic heritages by encouraging community participation and expanding celebrations and festivals with increased city support.

2. The Recreational strategies are as follows:

- a. Complete Van Raalte Farm Park complex as already planned.
- b. Expand city recreational program by encouraging school and township participation. Include an arts program to

be coordinated by the Holland Area Arts Council by 1992.

- c. Construct Community Sports Complex by 2003 with a plan completed by 1998. The Complex program could include the following:

Share facility with schools and townships

Include indoor ice arena

Promote local participation as well as observation

Goal 4: Preserve the family unit

Due to many factors, this is probably the most difficult goal to address. Yet it is an important goal. Whether it be to the employer who depends on a productive work force, to the educator who can work most effectively with students who come to school well-fed and nurtured by concerned, competent parenting, or to the taxpayer who expects a low-crime environment, perhaps the community element most fundamental to quality of life is family stability.

Inasmuch as families are fragmented and fractured, subject to the limitations of single parenting, separated for many hours from even young dependable children, and unable to provide for high-calibre child care, the following proposals are put forth:

1. The city, along with non-profit agencies, would coordinate housing and child care needs (with an emphasis on daycare). A needs study which would include suggested solutions would be completed by 1990.
2. Churches, non-profit groups, and the private sector would then implement the selected solutions with a goal of dispersing the services throughout the community. An emphasis would be put on reaching the very young child (from birth to school age) but would not neglect latchkey children and any others who are in need.

IV. CONCLUSION

The entire 2010 report addresses in some respect the quality of life in the Holland community. Each aspect will add to the continuation of making Holland a great place to live. The report must not be set aside to gather dust. Thus a final goal of the Quality of Life Subcommittee is to hold a 2015 Convention in 1992 to assess the progress of this report and update it to meet the everchanging needs of Holland.

Transportation

TRANSPORTATION

I. Questionnaire

A. DATA

Participants in the 2010 Convention were asked a series of questions having to do with transportation, traffic, and highway considerations. The following items were of particular importance.

<u>ITEM</u>	<u>MEAN</u>	<u>PERCENTAGE</u>					
		6 Strong Approval	5	4	3	2 Weak Approval	1
1. A right turn only lane should be added on west-bound 16th Street at U.S. 31.	5.0	44%	32%	15%	6%	2%	2%
2. 16th Street between Lincoln Avenue and U.S. 31 should be widened to 4 lanes.	5.0	52%	23%	13%	4%	4%	4%
3. I would favor widening Waverly Road to four lanes from 16th Street to 32nd Street.	5.0	45%	30%	16%	6%	2%	2%
4. Lincoln Avenue (M-40) should be four lanes from U.S. 31 to the Lifesaver/Haworth curve.	4.9	41%	34%	14%	5%	4%	2%
5. I would favor widening Waverly Road to four lanes from M-21 to 8th Street.	4.9	42%	29%	15%	8%	3%	4%
6. If your answer to any of the above is "yes," who should pay?							
The City of Holland <u>and</u> abutting property owners.	4.9	51%	20%	14%	6%	2%	8%
The City of Holland.	3.7	14%	24%	21%	19%	7%	16%
Abutting property owners.	3.1	9%	10%	23%	19%	19%	21%
7. I would park at the Civic Center if transportation were available to get me from the							

Civic Center to the shops on 8th Street.	2.6	9%	10%	12%	11%	24%	35%
8. I would favor using my tax dollars to build a downtown multi-story parking garage and my tax dollars to maintain it.	2.6	4%	10%	15%	16%	20%	35%
9. If I shop at a mall, I generally do not have to walk as far to shop as I do in downtown Holland.	2.5	10%	10%	7%	12%	24%	38%
10. I have to walk too far from my car to downtown stores.	2.4	7%	8%	8%	15%	23%	39%

II. DATA ANALYSIS

Several important findings are evident in the responses from the 2010 Conference delegates. On the one hand there is considerable support to alter the traffic-flow patterns in and around the city, while on the other hand there is considerable ambivalence about how such alterations should be financed. Finally, there appears to be little sympathy for the notion that downtown stores are inaccessible for shoppers.

As Items #1 through #5 suggest, there are several high-traffic density areas which caused the Conference delegates considerable worry. These areas are primarily on the east and south of town, and have been subject to significant increases of traffic as the city and township have developed in those directions. It would appear that Item #1 (a right turn lane at U.S. 31 and 16th Street) has been responded to during the recent renovations of U.S. 31.

The cost of such major construction and alterations is much more problematic in the minds of the Conference participants. While there is strongest support for jointly financed changes, there is little support for the City to assume all of the costs or for the property owners abutting the streets to absorb the costs.

On the final matter--downtown parking--there seems to be general agreement that there is no major problem. Only 15% of the respondents felt that they had to walk "too far" to get from their cars to the downtown stores (Item #10). Furthermore, relatively few people (20%) thought that they had less walking to do at the malls (Item #9). In addition, there seemed to be little call (only 19% of the respondents) for transportation from the Civic Center to the 8th Street shops. Finally, there was almost no interest (14%) in financing through tax dollars the construction and maintenance of a multi-story parking garage; in

fact 55% of the respondents were firmly opposed to such a project (see Item #8).

In sum, there is general concurrence that changes in traffic-flow patterns should be instituted in certain parts of the City environment; however, financing of such changes will require a concerted private-public effort. In addition, the excuse that downtown shopping is difficult because of the inaccessibility of parking did not have much support from the respondents at the 2010 Convention.

II. Narrative

The Transportation subcommittee's assignment was to analyze and make recommendations covering all aspects of Holland's transportation system, and our report attempts to do this. As might be expected, however, convention participants and subcommittee members devoted the bulk of their attention and suggestions to Holland's road network and associated traffic problems. Our study resulted in three broad recommendations regarding Holland's road system. Each of these recommendations suggests specific important actions which appropriate people could take in the very near term. These actions would in turn help to achieve our long term goal of having an efficient, safe, and aesthetic road and highway network in the Greater Holland area. The three recommendations are as follows:

1. The City Planning Department or other appropriate agencies should immediately identify all possible major traffic corridors in the City, bearing in mind a need to dilute rather than concentrate traffic flows. All zoning and development along these corridors should then reflect the possibility that the designated roads will either be widened or be otherwise required to handle a larger traffic burden than they do at present. Roads designated as possible future higher traffic corridors may not presently handle a particularly high traffic load, and in fact they may never be required to do so. The important thing is that any road which might at some point in the future be required for higher volume use be identified and protected from inappropriate development. At a minimum, this important step will save us from any more current actions or expenditures which will inhibit or raise the cost of future traffic solutions.
2. Holland and surrounding governmental units must develop a regional planning capability. This need is certainly not unique to traffic, but in no other area of study is the need for regional planning and cooperation more evident. Many of the widely identified traffic problems in the region, such as the River Avenue bridge/Howard Avenue situation, literally cannot be satisfactorily resolved without cooperation among various governmental units. An overall regional planning organization is proposed elsewhere in this report. Perhaps a way to start toward such an organization would be to form an area-wide "Street Authority." This would be responsible for creating, and possibly maintaining and improving all non-state supported roadways. Such an Authority could

relieve all member entities of similar existing responsibilities.

3. All citizens of the area must recognize that although limited funding for selected roadway projects may be available from state fuel tax revenues and other grant sources, solutions to most of our local traffic problems will depend upon local funding. Some form of millage or other local taxing mechanism will be necessary to generate the required funds. If a Street Authority were to be formed, it could make sense to give property, fuel, or some other form of taxing authority to the new entity, to assure that traffic solutions are determined from a regional perspective.

Progress toward these three recommendations will contribute to accomplishing many of the more specific traffic objectives listed in the next section. Also described in the following section are several goals and objectives relating to transportation modes other than motor vehicles.

III. Goals, Objectives, and Strategies

Year

Goal #1

2010

The Greater Holland Area will have a sound system of local and state roads and highways, free of congestion and bottlenecks, with safety, efficiency, and aesthetic considerations fully incorporated. The system will fully accommodate the needs of pedestrians and cyclists as well as motor vehicles.

Objective

1989

Holland will have a published map showing all current and prospective high-volume traffic corridors. Zoning will be established along all of these routes to provide for expanding them as required to meet future traffic loads.

Strategy

The City Planning Department should use information and traffic studies currently on hand to prepare this traffic map as soon as possible. Although not every one of the roads shown on the map will necessarily become a high-traffic route, the possibility of expanding the capacity of each of the designated roads

should be preserved. In preparing the map, planning staff should bear in mind a philosophy emphasized repeatedly by 2010 convention participants, namely that the traffic burden should be diluted and spread among several feeder streets as much as possible. There is no desire to concentrate traffic on one particular lane within the city.

Objective

1989

Holland will participate actively in an on-going regional transportation planning organization.

Strategy

The strategy for accomplishing this objective will depend upon progress made in establishing an overall regional planning organization. If an overall entity is established, transportation should be a high-priority standing committee. If it appears that prospects for establishing an overall regional planning body are poor, then possibly transportation can serve as the common concern around which regional governmental units can be brought together. If even this general topic is too broad, then the City should take initiative to work with appropriate other governmental units to plan a solution to one specific problem which transcends City boundaries, such as the River Avenue bridge/Howard Avenue situation. The important thing is to start somewhere.

The following three objectives are intended simply to divide various traffic improvement proposals into three sections of the City. The list is by no means exhaustive, as many far more detailed studies of Holland's traffic requirements have been conducted. Notable among these was the 1987 Chamber of Commerce Traffic Task Force Report, which is a source of much of the information presented here.

In all roadway improvement projects, there should be a significant emphasis on aesthetic consideration, including maximum green spaces and tree plantings.

Objective

The roadway network in the eastern part of Holland should provide for a separation of through traffic from local business traffic, and encourage a spreading of East-West traffic in and out of the city among several lanes.

- 2000 1. An interchange (exit/entrance) at I-196 and 32nd Street should be initiated to help dilute East/West traffic into the city and facilitate orderly development on the East side. Similar consideration should be given to an interchange permitting southbound I-196 to exit onto northbound US-31 (at Exit 44, South of the City).
- 2005 2. The US-31 and Interstate System should be developed to allow through North/South traffic to bypass Holland completely. This would entail constructing a "new US-31" further to the East.
- 1995 3. The current US-31 should be a controlled access, lower-speed business route through the city, with controlled development and controlled access to new development.
- 1992 4. Waverly Road, from 40th Street to Lakewood Boulevard should be widened to four lanes, for improvement in this particular area was among those most often cited in the survey portion of our study. Consideration should be given to having all or a portion of Waverly Road reclassified as Michigan Highway M-40, to aid in funding this major improvement. An immediate step, whether or not M-40 is redesignated, is for local officials to adopt an organized, persistent effort to advocate improvements to local M-40 by the MDOT.
- 1992 5. Lincoln Avenue and the current M-40, from 32nd Street to 48th Street, and East to I-196, should be widened to four or five lanes.

Objective

The roadway network in the central city should provide for easy access to the downtown from all directions (with improvements needed from the East

and North), and should facilitate a spreading of East/West traffic.

Strategies

- 1989 1. The business route into the downtown from the East ("Russ's Corner," etc.) should be reconstructed to provide safe, efficient traffic movement, along with an attractive entrance to town. This reconstruction should be coordinated with anticipated modifications in downtown traffic flows.

- 1989 2. Congestion in the River Avenue/Howard Avenue/Ottawa Beach Road vicinity should be eliminated. Some improvement could be accomplished with vastly less expenditure than building an entirely new bridge, simply by providing adequate turning lanes and signals. This problem could be a particularly appropriate starting point for a path toward greater cooperation among governmental units in the region.

- 1990 3. A longer term plan for maintaining and possibly expanding the River Avenue Bridge must be developed, as above, involving joint effort by several governmental units. The plan should include specific provisions for pedestrian and cycle traffic.

- 1995 4. To improve East-West traffic movement, 16th and 17th Streets should be widened wherever possible, particularly 16th Street between Lincoln and US-31. Boulevard treatment should be considered. Parking should be removed from these streets, if not all the way from South Shore to US-31, then at least around all major intersections. As a first step, parking could be removed from one side of 17th Street.

- 1992 5. Also to enhance East-West traffic flows, 32nd Street from US-31 to Lincoln should be widened to four lanes, with turning lanes added at both US-31 and Lincoln.

Objective

Within the central business district surrounding 8th Street, special consideration should be given to improving access to destinations and to making traffic circulation among these locations more convenient. Also, the Streetscape improvements to streets and sidewalks should be expanded as downtown areas are rehabilitated or redeveloped.

Strategies

1. In accordance with the report of the Downtown Traffic Task Force (which is not yet finalized), the main East-West and North-South arterials in downtown (7th, 8th, and 9th Streets, and River and Pine Avenues) may require detailed traffic analysis and substantive reconfiguration to accommodate present and future traffic volumes more effectively. These changes may include the creation of two-way boulevards, adding or moving traffic lanes, and re-designing troublesome intersections.
2. Additional off-street parking lots in downtown areas must be provided as part of the transportation network to accommodate downtown employees and patrons arriving by motor vehicle. To the extent possible, these new lots should be free to the user.
3. Improve downtown roadway signage to assist residents, visitors, and tourists to the community. This is particularly important for the Tulip Time period, but is a continual need as the community grows and changes.
4. Expand the Streetscape improvement zone wherever possible within the downtown district. Also, as the downtown becomes more pedestrian-oriented, it will be important to identify and accommodate key street crossing points with special pavement treatments and signals.

Objective

The roadway network on the South side of Holland should provide safe, uncongested traffic flows to

and from the Industrial Park and Airport areas, and must also accommodate the needs of growing residential development in the area.

Strategies

- 1995 1. 40th Street from Lincoln Avenue to 64th Street (140th Street) should be widened to four lanes, with boulevard treatment and bicycle paths considered.
- 1995 2. 64th Street should be widened to four lanes, from the Airport at least to the west city limits, again with boulevard treatment considered.
- 1989
2000 3. Graafschap Road should be identified as a possible corridor to help spread the traffic load toward the Industrial Park area.

Goal #2

1989- Although the citizens of this region are unlikely to depart from their primary reliance on the automobile for transportation, Holland should provide public transportation sufficient to meet the needs of all of its citizens.

Strategies

1. The most promising base upon which to build is the existing DART system. This service has been particularly important to Holland's elderly population. However, as service requests grow, it will be important to evaluate whether a combination of systems, possibly even including subsidized taxi cabs, would best meet the public's needs. Expanding DART service to a wider geographic area could provide another opportunity for regional cooperation.
- 1990-2000 2. One possible extension of DART or other public transportation that could be considered would be a ferry across Lake Macatawa to connect the north and south portions of Park Township. The ferry would carry passengers, bicycles, and possibly a few vehicles (e.g. DART buses). A ferry could be a tourist attraction, and could possibly alleviate auto traffic at Ottawa Beach.

3. An official within City Hall should be designated to monitor developments in the inter-city bus industry, and to make every effort to assure that service to Holland is maintained and expanded.

Goal #3

1989- Holland should make every effort to retain its current rail service, both commercial and passenger (AMTRAK), and should strive to participate in any high-speed rail services which might be established in Michigan.

Strategies

- 1989 1. An individual within City Hall should be designated as liason with both CSX and AMTRAK. This individual should make him or herself known to appropriate officials within both of these organizations, and should stay informed of all possible developments with a possible impact on Holland's rail service. As for high-speed rail service, although this is not something which Holland itself could initiate, early attention could improve Holland's chances of being on the route if such a system is ever developed in our region.
- 1990-1995 2. An appropriate task force or study group, most likely a group studying downtown development or traffic flows, should consider the development potential of the current rail corridor from the AMTRAK station to Kollen Park. While the commercial (freight) function of this corridor would be retained, its role could possibly be expanded to include a people-oriented transportation link between these two ends of town. The lineage could involve a trolley running on the existing rails, or bicycle, pedestrian, or trolley-bus paths adjacent to the rails, to form a "Railroad/Windmill Park to Town Park to Kollen Park" system.

Goal #4

1988 Holland should work to retain and enhance its status as an outstanding deepwater port.

We can identify and protect with zoning both current and future traffic corridors. We can reach out to officials in surrounding units of government and begin to work together, both on overall regional planning and on specific mutual problems. We can begin to analyze and set priorities for many of the specific proposals or strategies described in this report. And we can begin to discuss how we might finance the necessary improvements.

One very important and encouraging feature of Holland's transportation situation is that we are starting from a strong base, not deep in a hole. Solutions are by no means beyond us. We can reach the goals we have set.