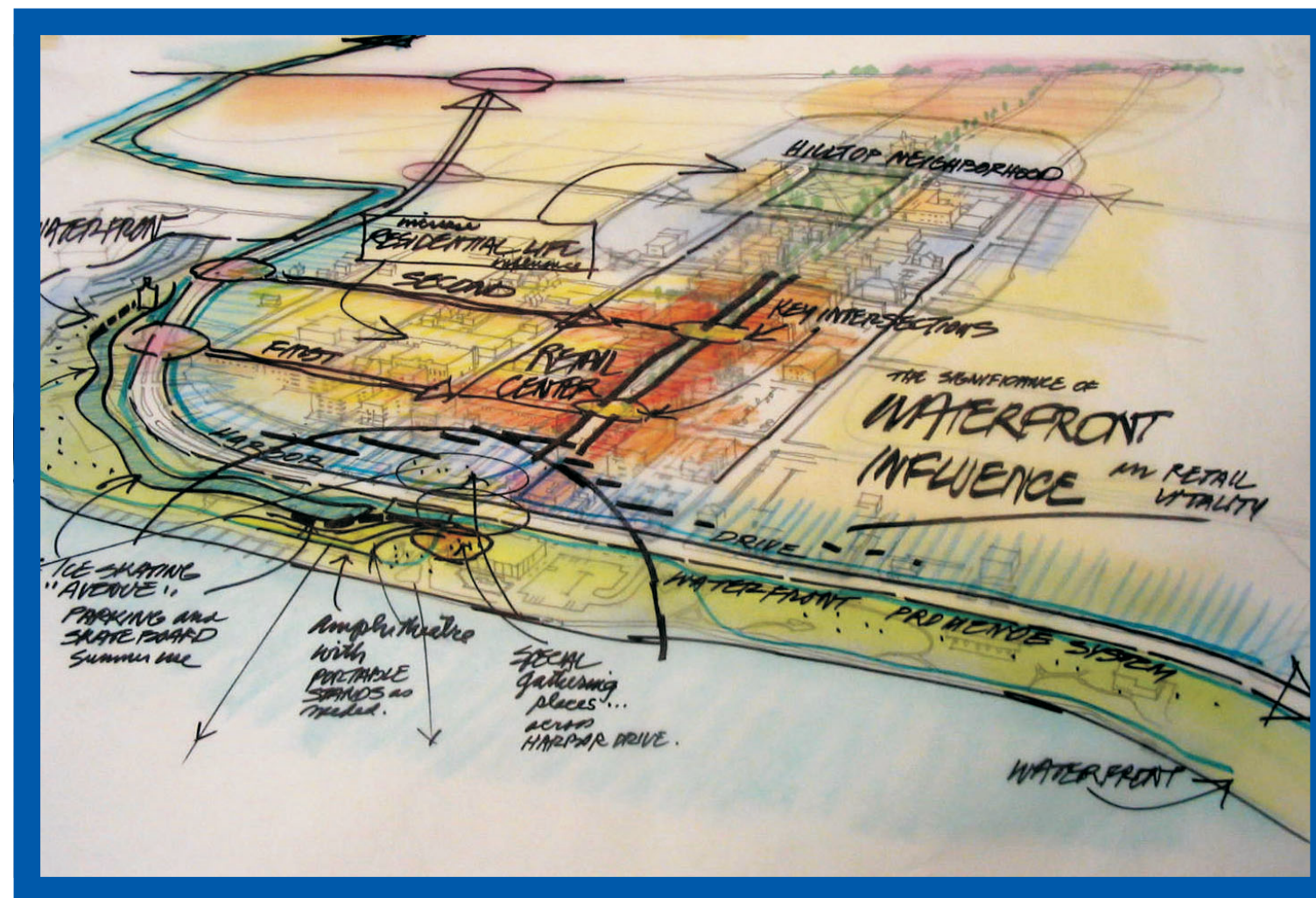


# DOWNTOWN VISION PLAN



Visions, Goals and Policies for the Downtown District, Hilltop Neighborhood, Waterfront, Gateway Locations, Centertown and Olde Towne Neighborhood

# Downtown Vision Plan

for

## Downtown Grand Haven, Michigan

### Adopted by the Grand Haven City Council - January 2004

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## SPECIAL CREDITS

The Vision Plan acknowledges the following key players for their work to make this Downtown Vision Plan a reality.

- Central Business Downtown Development Authority (CBDDA)
- Downtown Grand Haven, Incorporated
- Chamber of Commerce - Grand Haven, Spring Lake, Ferrysburg
- The Loutit Foundation
- Michigan Economic Development Corporation (MEDC)
- Former Mayor Edward Lystra
- Former City Council member Linda DeLano
- Interim City Managers W. Robert Huff and William Baldrige



“All of this suggests a most important lesson. There is not a single thing one can do to achieve a quality downtown. Instead, a vital, vibrant downtown depends on and results from a synthesis, often not fully understood, of many different factors. Some of these are physical, involving buildings, streets, parks. Some of the most important, however, are intangible; they involve commitment, relationships, integrity, trust, and a confidence and hope in the future. Most of all, a quality downtown depends on people – people of character and goodwill – willing to give of themselves, in accordance with their gifts, responsibilities, and resources, to achieve what our forefathers called the common good”

from Vision on Mainstreet by Michael Lozon, 1994.

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The Vision for Downtown Grand Haven is to revitalize the heart of the community and foster a Downtown that is financially viable and competitive, physically attractive, pleasant, and energetic with an appropriate mix of:

- New and re-furbished retail and restaurant facilities;
- New office and service business locations;
- A range of additional housing options;
- One or more new lodging properties;
- Strengthened linkages to the waterfront, Grand River, Lake Michigan and US-31 and the east side of Grand Haven ; and
- A variety of public gathering spaces and attractions that interest and serve local community members and visitors.

In so doing, Downtown Grand Haven will continue to be the historic and predominant Downtown for the Tri-Cities community.



Downtown Grand Haven, situated on the Grand River and Lake Michigan, is one of the premiere communities within the Tri-Cities area.

## Report Summary & Purpose

### Summary

The Vision is designed to be the framework for future physical changes to Downtown Grand Haven. The Vision will be integrated into a larger Downtown Strategic Plan, and be the blueprint both for ongoing planning efforts and for future development projects. These projects will be carried out by a broad array of public and private parties including civic organizations, property and business owners, developers, and future entities attracted to this dynamic and vibrant city.

This Vision for the future is designed to appeal to local residents and visitors to the community, and will be anchored by improvements to the Grand River Waterfront, the historic Washington Avenue business district, various Gateways into Downtown, and revitalized areas around Central Park and along First and Second Streets.

### The Purpose of this Vision document is:

- ☐ To inform the general public of the Vision for Downtown Grand Haven.
- ☐ To guide elected and appointed officials in evaluating proposed public and private projects in the Downtown core area of Grand Haven. Specifically, these evaluations will use both this Vision Plan document and the Evaluation Guidelines (*Appendix One*) to determine the project worthiness.
- ☐ To inform and guide property owners as well as prospective property owners and potential developers as to what is needed and desired, and likely to be approved for the downtown, by the City staff, Planning Commission, the CBDDA, and City Council. This purpose also responds to comments made during both the physical and economic development visioning processes when participants consistently voiced the need for clear and transparent downtown goals and guidelines.
- ☐ To measure progress and effectiveness in the re-development of Downtown Grand Haven. While the Vision document is meant to be broad and general in overall character, there are many specific projects, goals, and policies identified as well. These are included in the text and the Work Program Matrix (*located at the end of this document*) which can be used as a checklist for, and a means to, measure effectiveness and tax base improvements, as well as provide a basis for future citizen surveys.

### Qualities of the Vision to Which We Aspire

The vision for Downtown Grand Haven encourages projects with the following qualities and characteristics:

- 1 AUTHENTICITY:** Projects should be true to Downtown Grand Haven, with unique one-of-a-kind solutions to particular design and marketing opportunities. Projects should celebrate the roots of the community - including its extraordinary natural assets and Great Lakes cultural history.
- 2 FAMILY FOCUS:** Downtown and its events should be attractive to both local and visiting families. Projects should be personal and intimate in scale and provide safe walkable conditions.
- 3 QUALITY OUTCOMES:** Downtown should foster and encourage quality developments that provide long-term stability and lasting value to the community as reflected in their design, choice of construction materials, and integration with the rest of Downtown.
- 4 SMART DEVELOPMENT:** Projects should have synergetic qualities that strengthen Downtown as a whole. They should address the public street and sidewalk and encourage an overall healthy mix of businesses and activities. Each individual project should reinforce the Vision and Framework of actions and projects.





Central Park in the Hilltop Neighborhood area.



The Waterfront area provides a strong draw for residents and visitors, year-round.



Washington Avenue typifies the Core Downtown area.

## Vision Content and Background

The timely and robust revitalization of Downtown Grand Haven depends upon a clear Vision of future physical possibilities and a Strategic Plan for achieving these potentials.

During 2002, Grand Haven City Council established priorities for intensifying planning work within the City during the remainder of 2002 and 2003. Among several priorities, City Council focused on the following elements: hiring a full-time professional planner, giving special attention to the future of Downtown Grand Haven, and updating the City's zoning ordinance.

Subsequently and coincidentally, in late 2002, a significant proposed mixed use redevelopment project called City Place was presented to the community and City Council. While the project developer and other supporters were eager to initiate this \$20 million project, City Council was not prepared to approve the project (which involved closing a city street and relinquishing over 100 city-owned parking spaces and related land) without careful review and analysis.

The City was not genuinely equipped to properly evaluate the City Place proposal (or any other complex project involving significant public policies and properties) because it did not have the necessary personnel and analytic tools to undertake the task. As a result, the City hired The Johnson Hill ■ Land Ethics Studio to prepare an Evaluation Guidelines document that would allow the City to critically review the City Place proposal in addition to others that may be proposed in the future. Prior to a full review of the development proposal, the City Place proposal was withdrawn.

In essence, this Vision effort is part of a comprehensive Downtown Strategic Plan initiated by Grand Haven City Council to foster and facilitate the revitalization and enhancement of Downtown Grand Haven. In the past six months, the City has accomplished the following.

### ① Professional Staff:

- Hired a permanent City Manager (following two interim managers)
- Hired a full-time professional planner

### ② Strategic Studies:

- Retained The Johnson Hill ■ Land Ethics Studio to prepare the Vision Plan for Downtown Grand Haven.
- Retained HyettPalma, with grant funding from the Loutit Foundation and the Michigan Economic Development Corporation (MEDC) "Blueprints for Michigan Downtowns 2003" program, to develop an Economic Vision for Downtown Grand Haven.
- Retained Wade Trim, Inc. to conduct a Downtown Traffic and Parking Study of present and future development conditions.

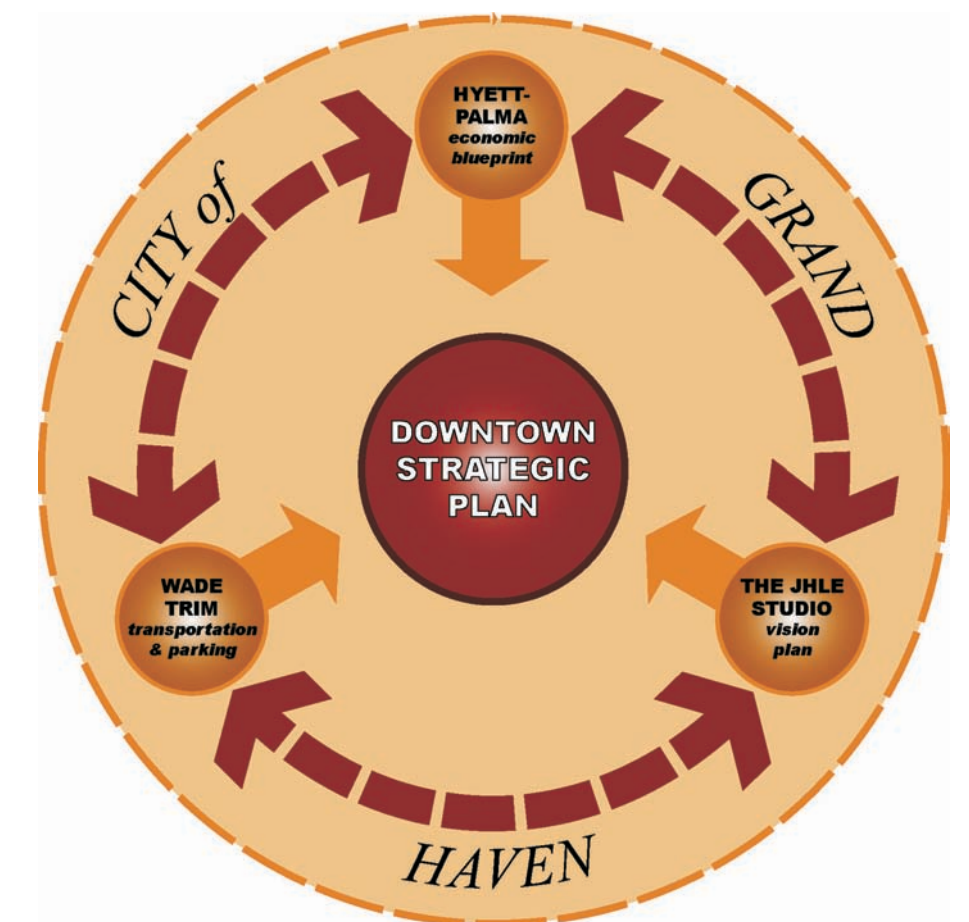




**STUDY AREAS** - The Johnson Hill ■ Land Ethics Studio study area is outlined above. Due to the influence that the surrounding neighborhoods have on the Downtown district, the study area was expanded to include portions of Downtown shown in color (Olde Towne Neighborhood, Centertown Neighborhood, and the US-31 corridor and gateway entrances to Downtown, and most importantly, the Waterfront Area). While the study areas for both the HyettPalma and Wade-Trim teams varied from the original Johnson Hill ■ Land Ethics Studio study area, in general, they coincided with the expanded study area.

## Study Areas

Taken together, these actions are the key ingredients needed to craft a Downtown Strategic Plan for Grand Haven (see diagram below). It is expected that this Strategic Plan will emerge and be produced in 2004 as public and private participants in Downtown work together to formulate this consensus document. It is in the light of this community condition and planning context that The Johnson Hill ■ Land Ethics Studio was retained to develop an accurate and realistic Vision for future growth and preservation of the Downtown core of Grand Haven.





## Regional Context

Grand Haven is located on both Lake Michigan and the Grand River in Western Michigan. The area was settled in the 1830's and 1840's and became prosperous due to its rich natural resources and river and lake transportation networks. Grand Haven's location at the mouth of the Grand River was very important for commercial production and shipment.

The City of Grand Haven, along with nearby Ferrysburg and Spring Lake, are known as the Tri-Cities. Together, the Tri-Cities and surrounding townships support a population and primary trade area of 27,448 households and a total population of 72,982. (Data source HyettPalma, "Grand Haven Downtown Blueprint 2003." p 19.)

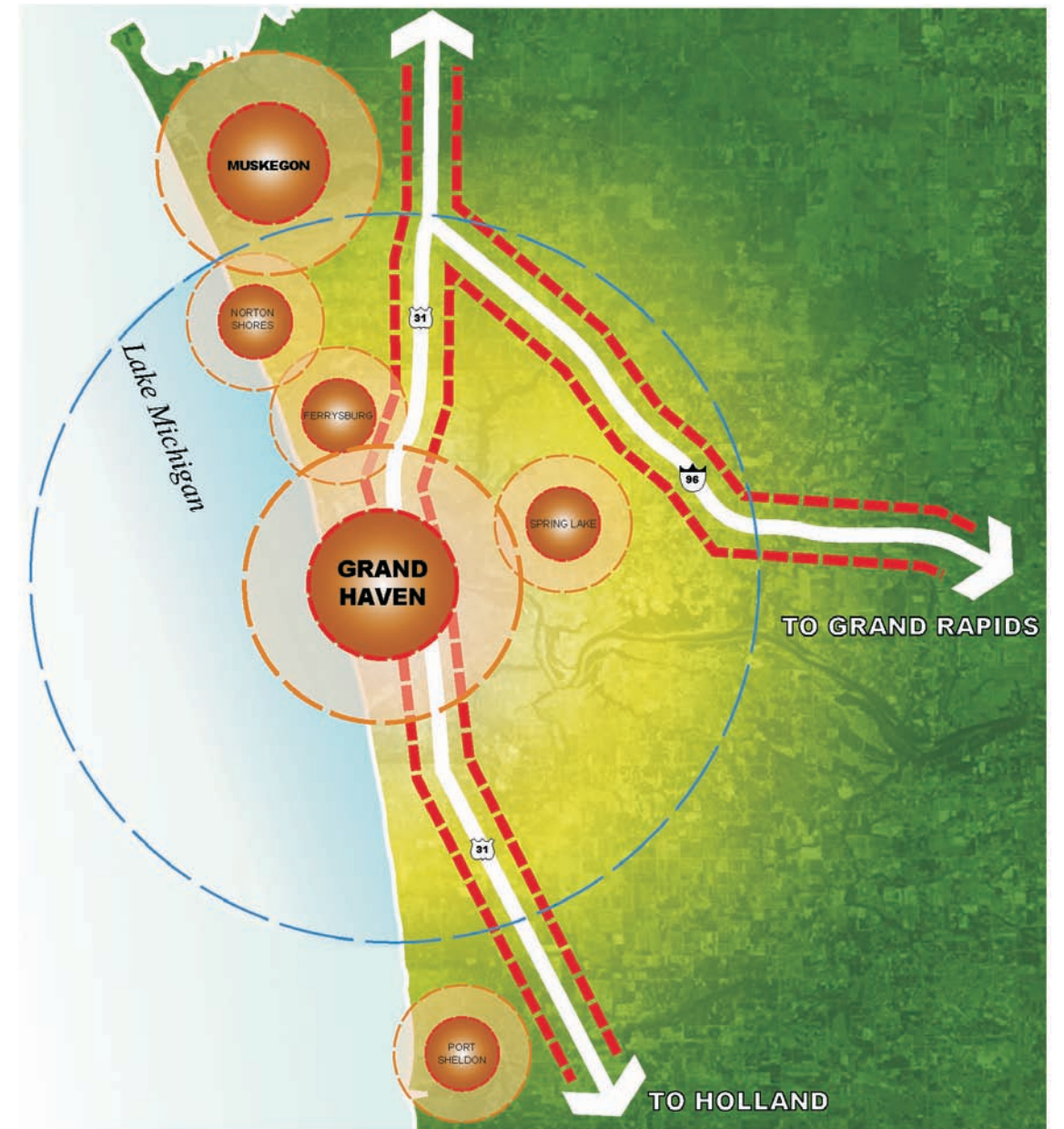
Grand Haven is also the county seat of the County of Ottawa, which maintains executive offices and several district and circuit courts in a prominent downtown Grand Haven building.

The US-31 highway corridor serves the western portion of Michigan and bi-sects Grand Haven, traverses the Grand River, and connects to Ferrysburg and Spring Lake and numerous other communities north of the Tri-Cities. US-31 is the predominate regional arterial for travelers as well as local residents for transportation needs and as a setting for larger, auto-oriented general retail and service businesses. In addition to historic commercial developments, the corridor has grown steadily over the years and has recently seen significant growth including a new Meijer store and a planned WalMart facility to the south and other national retailers such as Home Depot, Walgreens, and Applebee's. Similar to the commerce that results from Grand Haven's location on the Grand River, the US-31 corridor might be viewed as a "river of commerce" that simply needs to be diverted into the Downtown area. One of the challenges and opportunities for revitalizing Downtown Grand Haven is to attract more of the US-31 vehicles and drivers into Downtown.

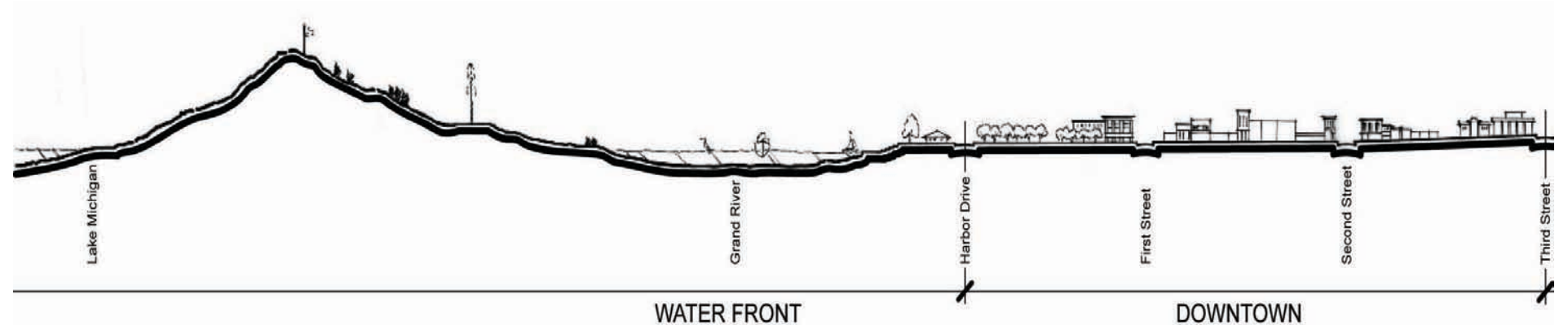


### Community Cross Section

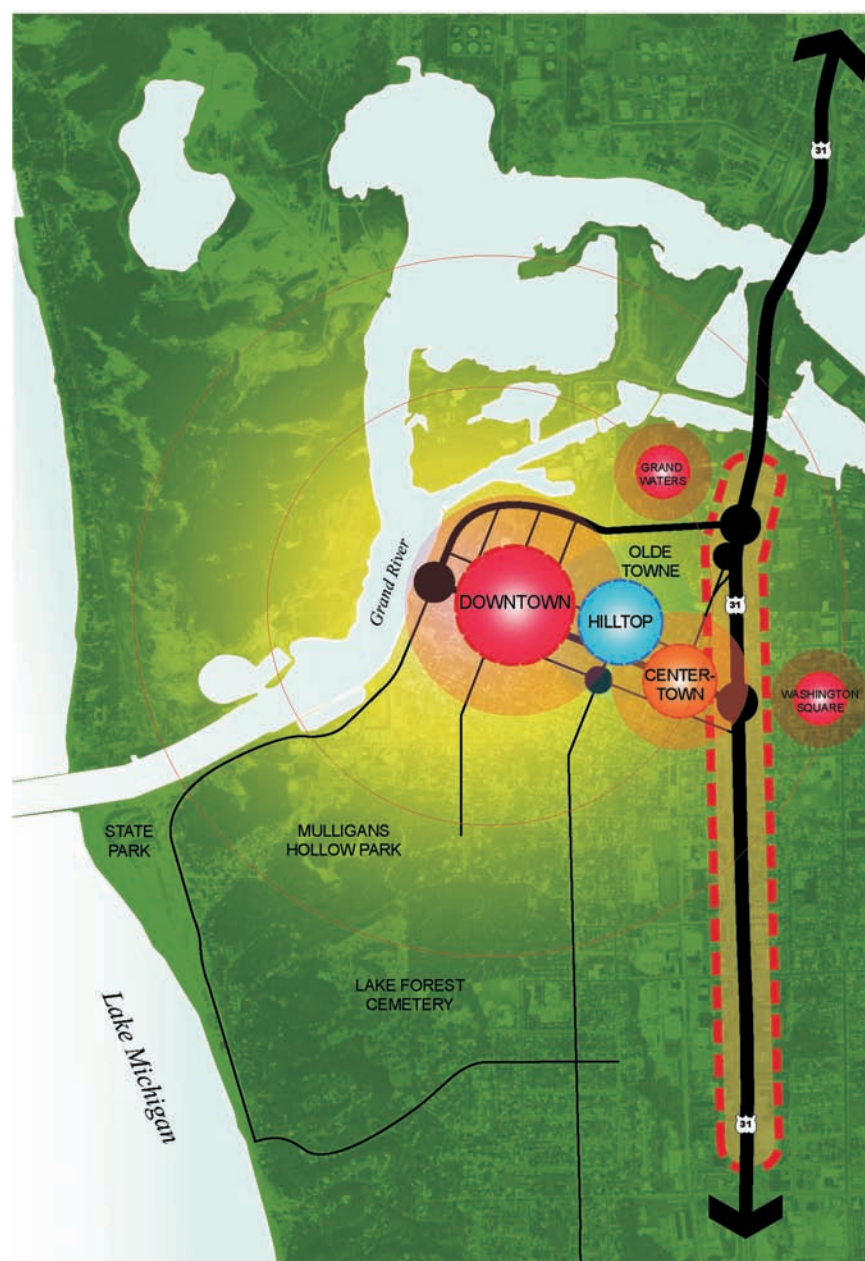
The unique location of Downtown Grand Haven along the Grand River and near Lake Michigan is one of Downtown's strongest attributes. This proximity is illustrated below in the cross-section sketch beginning with Lake Michigan and stretching through the dune zone and over Dewey Hill, across the Grand River and through Washington Avenue to the US-31 corridor. The sketch illustrates the unique and special relationship between Downtown and Michigan's largest river and Lake Michigan. Grand Haven is truly a Great Lake port and city, and its unique and beautiful downtown location is a prime destination for commerce and its many visitors. They are drawn to the community and Downtown to enjoy these outstanding natural features and recreational/commercial advantages. These are unique qualities that must be enhanced and accentuated.



### Regional Context







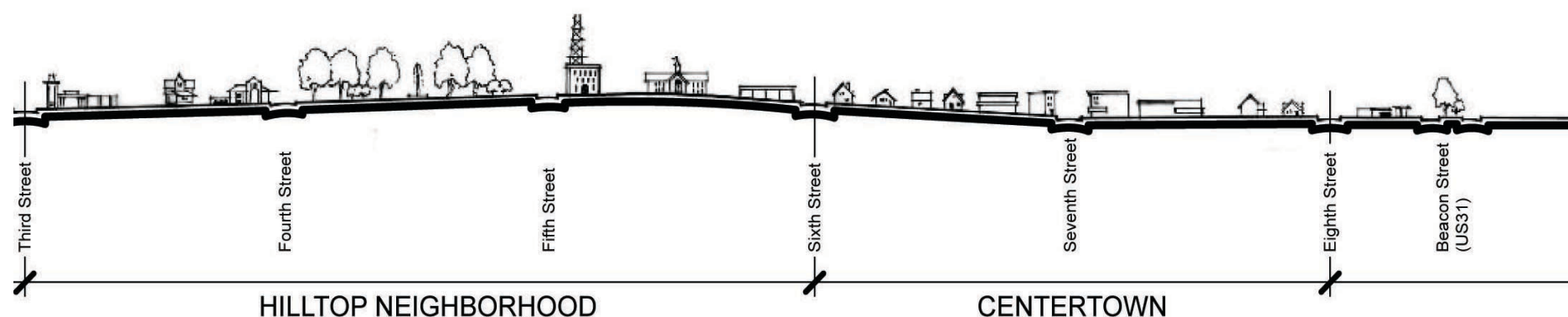
**Local Context**



Downtown Grand Haven is oriented directly to the Grand River.



The site of the proposed 23-acre GrandWater development will take advantage of views to the Grand River and Harbor Island plus excellent access to and from US-31.



## Community Context

Downtown Grand Haven is located immediately west of US-31 and is accessed by several major streets: Washington and Jackson Avenues, as well as the one-way pair of streets, westbound Franklin and eastbound Columbus. Improving these gateways into Downtown will certainly enhance the flow of Downtown users into the center of the community. It has also been noted that US-31 divides the eastern Grand Haven population from Downtown, and any improvements to these east-west arterials across US-31 would strengthen the community and make the Downtown more attractive to local citizens.

Another major real estate effort adjacent to the US-31 corridor is the GrandWater project, a 23-acre parcel that has been assembled by the City of Grand Haven for redevelopment. The project is expected to be a mixed use project with a focus on residential development which will take advantage of views to the Grand River and Harbor Island plus excellent access to and from US-31. GrandWater may also contain commercial office and service uses and a limited amount of commercial and retail businesses.

The City of Grand Haven views GrandWater as an important anchor to the northern portion of Downtown and expects the project to be coherently integrated with the central business district along Washington Avenue and the adjacent Olde Towne Neighborhood.



### Visioning as a Process... Framework Thinking

The Johnson Hill ■ Land Ethics Studio with William J. Johnson, FASLA, one of the nation's outstanding landscape architecture and community planning teams, has utilized similar visioning processes in numerous settings with diverse groups of persons. The Studio Team emphasizes the need to view "visioning" as an ongoing process of "working toward design solutions". The Vision for Downtown Grand Haven is also a "framework" for approaching specific project opportunities and evaluating their merit within a larger geographic context.

A Vision is not meant to be precise, but rather directional in nature. Its purpose is to help prioritize future occurrences and opportunities so that, for example, when an underutilized defunct Downtown property suddenly becomes available, it is relatively easy to refer to the Vision and have a good sense of what belongs (and what does not) and how development concepts might be shaped to best fit the property into the overall Vision.



## Visioning Process

The Vision for Downtown Grand Haven is the product of an intensive planning process involving a logical progression of meetings and workshop sessions with community stakeholders, review sessions with the project Steering Committee, and a design charrette with The Johnson Hill ■ Land Ethics Studio team. These activities were conducted in September and October, 2003.

### Overview of the Process

- 1 Stakeholder Meetings:** Structured discussions with key organizations and individuals involved in and concerned with the future of Downtown.
- 2 Public Meeting #1:** Presentation of findings and observations from Stakeholders and other sources (from the HyettPalma report and Wade-Trim findings). The Team solicited comments and feedback during an open public session with more than 100 participants.



The visioning process is a logical progression of steps which taken together will establish the future goals and direction for a community. This diagram was devised by William J. Johnson to graphically define the process.

- 3 Design Charrette:** This structured design exercise involved more than 50 persons working with The Johnson Hill ■ Land Ethics Studio team for a morning to discuss, design, and present concepts and designs for improving downtown.
- 4 Design Team:** The team worked internally to digest and process the results of the above to create preliminary Vision concepts and sketches.
- 5 Public Meeting #2:** The Team made a presentation of the results of the Design Charrette and Team work since Public Meeting #1. Planning and design principles along with concepts for future development were discussed. In addition, comments and refinements from public participants were solicited.
- 6 Documentation:** Follow-up meetings were held with the Project Steering Committee and draft reports were reviewed by Committee members.
- 7 Open House Community Meetings:** Two open house meetings were held to present draft recommendations of the Vision Plan and solicit feedback for refinement of the documentation.

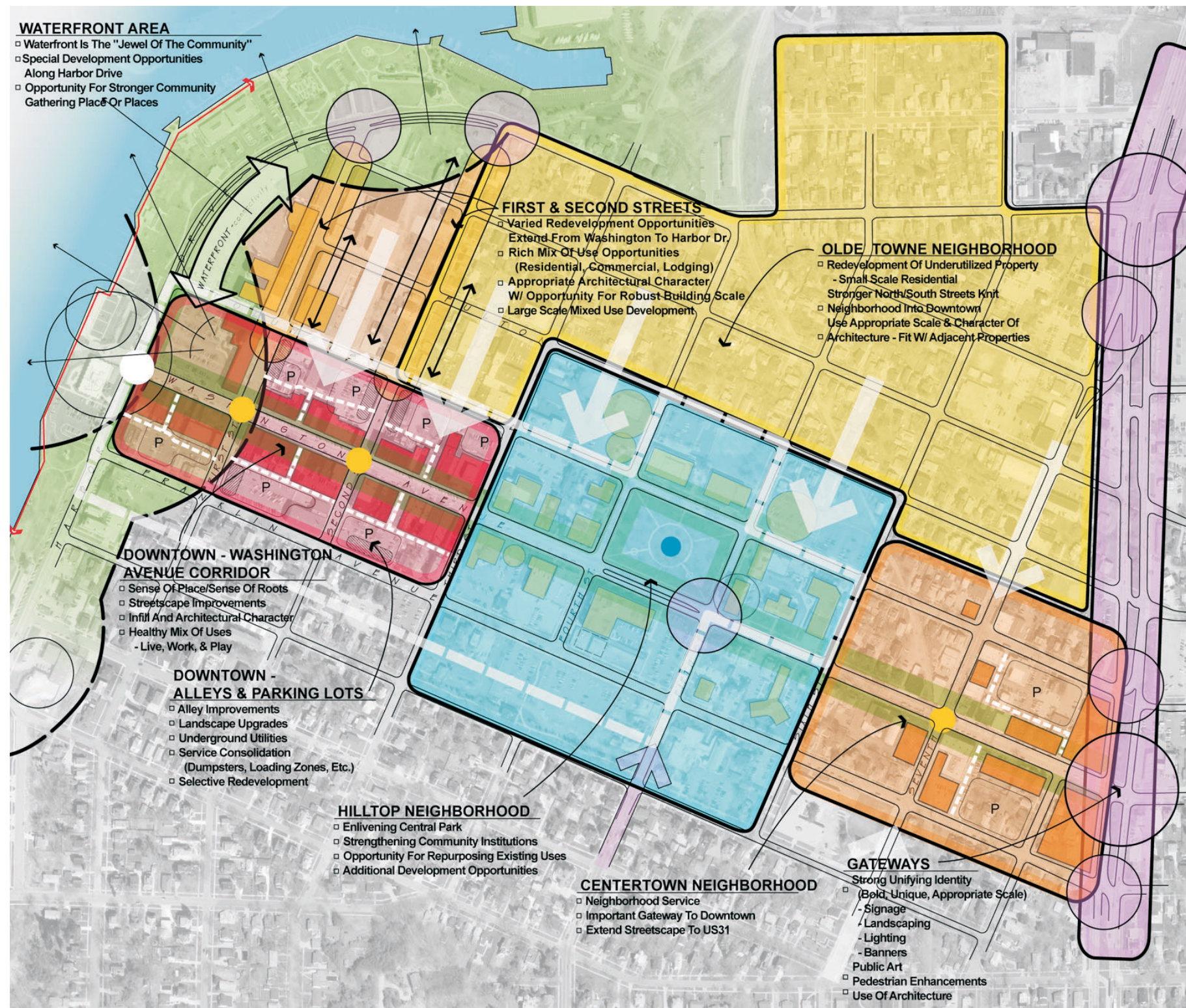
### Community Participation

The Community participation in this process included elected and appointed public officials, interested citizens, downtown property and business owners, and other members of the general public, and was critical to the success of this visioning process. Approximately 300-400 persons actively participated in numerous stakeholder meetings, two major public meetings, and an all-morning design workshop with The Johnson Hill ■ Land Ethics Studio team.

### Other Consultants' Input

In addition, the findings of the HyettPalma Downtown Blueprint 2003 report (see *Summary Notes from this report in Appendix Two*) and the Wade-Trim study of parking needs and traffic conditions (see *Executive Summaries in Appendix Two*) were incorporated into the visioning process. The economic vision helped the team and public move toward more realistic opportunities for future growth and change, while the Wade-Trim work explained the current and future constraints of the City's traffic patterns and parking conditions.





## Overview of Potentials

This Vision drawing represents a composite of all inputs to the Team including the various stakeholder and public meetings, the public design charrette, HyettPalma Downtown Blueprint 2003 and Wade-Trim reports, and subsequent Johnson Hill ■ Land Ethics Studio Team processing.

The study effort concentrated on the following six key areas:

- 1 Downtown District:** Washington Avenue is the heart of the Downtown Central Business District.
- 2 Hilltop Neighborhood:** The Civic Center area including Central Park plus the blocks immediately surrounding the Park.
- 3 Waterfront:** The Grand River waterfront from the Coast Guard complex to the Farmers Market.
- 4 Gateway Locations:** The predominate entrances to Downtown including US-31 at Franklin, Washington, Columbus, Jackson Avenues and Seventh Street, as well as First, Second, and third Streets off Harbor and Jackson Avenue.
- 5 Centertown:** The retail and service area east of Sixth Street along the western edge of US-31.
- 6 Olde Towne Neighborhood:** The historic neighborhood north of Washington Avenue.





Central Park is a focal point of the Hilltop Neighborhood.



The Downtown District offers a variety of shopping opportunities for local residents and visitors.



A principal gateway to Lake Michigan, Grand River is critical to the vitality of the Downtown District.

## Key Recommendations and Ideas

### 1 Downtown District

Washington Avenue is the heart of Downtown Grand Haven and contains great vitality and also great potential for improvement. Both public and private leadership and capital will be needed to transform deteriorating public infrastructure and under-performing private properties into more desirable Downtown assets.

*Key opportunity for the Downtown District include:*

- Washington Avenue at Harbor Drive Intersection
- First and Second Street Corridors
- Alley Improvements and Mid-block Access
- Beautification
- Infill Opportunities

This area is one of the most important development zones in Downtown for new construction. It is also able to support a wide range of uses including housing and lodging, retail and possibly office functions. Public infrastructure improvements will be needed along with additional public and private parking facilities.

### 2 Hilltop Neighborhood

This Civic Center area is an anchor to civic and community life in Grand Haven, and, to a lesser extent, Ottawa County. Yet, it is also in flux due to current dynamics involving the Loutit District Library, the North Ottawa Council on Aging, and proposed building changes at the Ottawa County building. It is critical that public officials pay close attention to these elements and be prepared to re-program and re-vitalize these facilities in the future.

### 3 Waterfront

Efforts should be made to create a stronger visual and physical connection to the Grand River waterfront, especially at Harbor Drive. In addition,

public access should be enhanced and there is a need to carefully evaluate and improve public and private re-development proposals. Specific opportunities include the re-examination of the stadium area including the depot and museum building, the existing bleachers and landscaping, amphitheater possibilities, as well as the future of the Chinook Pier complex, the public docks and marina, and the Farmers Market facility.

### 4 Gateways Locations

- US-31 at Jackson, Washington, Columbus Avenue, and Seventh Street
- Jackson Avenue at First, Second, and Third Streets
- Fifth Street at Franklin Avenue

These key entries into Downtown Grand Haven offer opportunities for both improving specific Downtown intersections and attracting more Downtown users. Coordinated treatments and the use of common materials and messages could be used to integrate these areas into Downtown. These changes might also build on the City's system of wayfinding signs.

### 5 Centertown

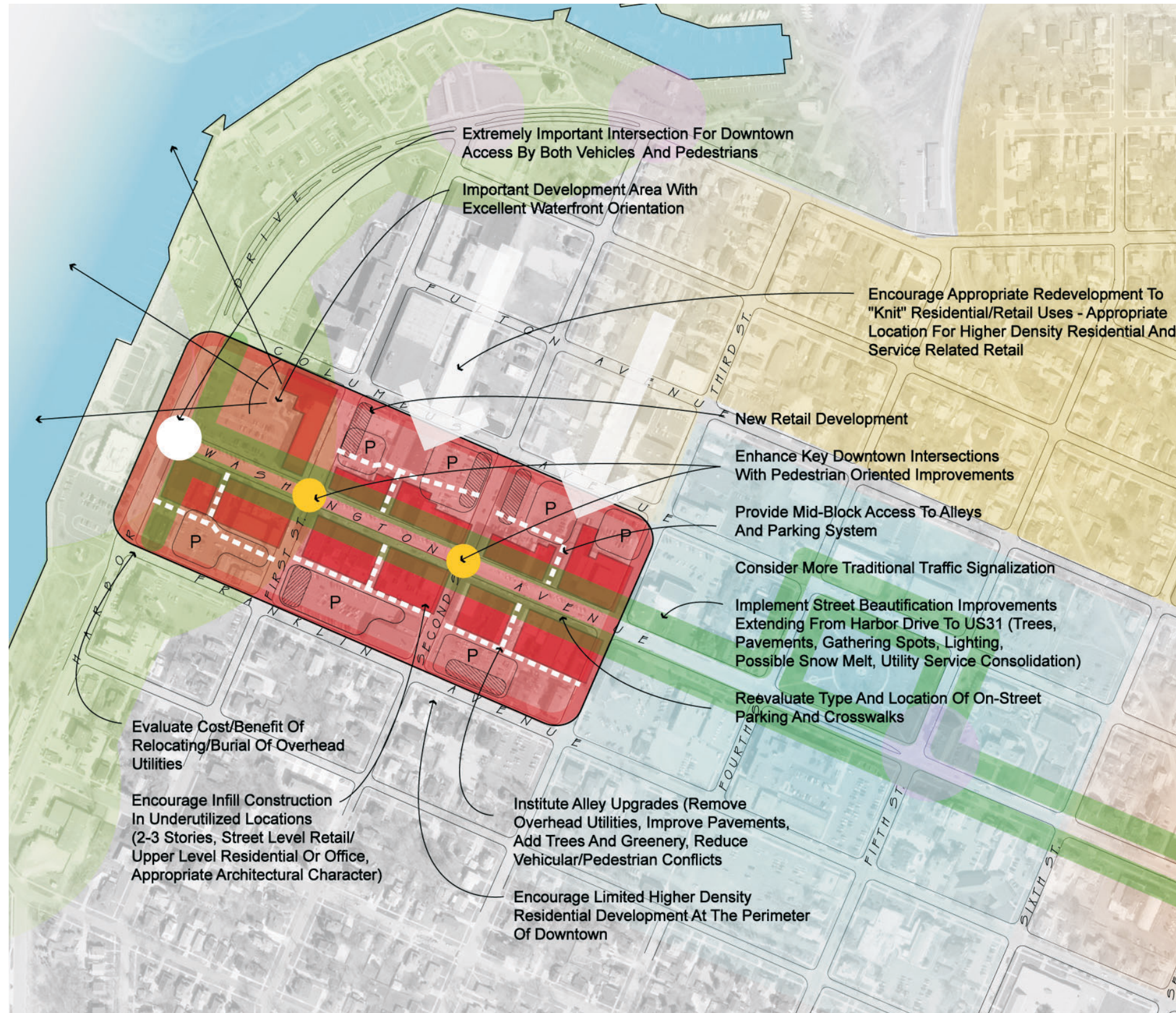
This commercial area holds promise for internal improvements to bolster its own potential value, but also gateway opportunities for enhancing all other Downtown locations. For example, to the extent streetscape improvements extend eastward along Washington Avenue from Harbor Drive, it would be appropriate to use similar treatments in Centertown, too.

### 6 Olde Towne Neighborhood

This historic Downtown neighborhood contains numerous opportunities to become stronger and more vital through selective in-fill housing projects (of traditional and possibly new designs). There may also be some strategic infrastructure programs which can serve to prime the pump and foster deeper private sector investment and revitalization efforts.



# 1 Downtown District



## Overview

Washington Avenue is the heart of Downtown and is perceived as “Downtown” due to its historic role and current home of a wide variety of pedestrian-oriented retail and service businesses, non-profit and civic organizations, and a cross-section of community events and activities.



## Vision

Strengthen Washington Avenue through a coordinated, comprehensive program of new public and private sector improvement projects, revitalized and new business ventures, and infill projects which increase vitality, raise community spirit, and increase the tax base of Downtown.

## Goals

Further identify, define, and prioritize the various Downtown projects that were identified during the visioning process. Utilize the most important projects – as determined through consensus meetings – to form the backbone of the Downtown Strategic Plan.

## Policies

Create the conditions most critical for fostering and encouraging these backbone projects to proceed.



## Washington Avenue at Harbor Drive

### Overview: Northeast Corner Public Parking Lot

This very strategic corner contains a 116-car City-owned parking lot and has been cited as a key missing piece of a stronger Harbor Drive and connection to the Washington Avenue business district. The Johnson Hill Land Ethics Team spent considerable effort on this parcel – treating it as a case study – to illustrate specific potential options for re-developing the specific property, but also as an example of “how to plan, refine, and evaluate” any and all re-development options for various properties. This technique encourages quick sketching and cycling of ideas to study and evaluate a variety of potential ideas and proposals. Such an approach is equally useful to both private sector developers and public sector officials considering planning and re-development opportunities.

### Vision

Add new building(s) containing a mix of retail and residential uses in order to create a stronger connection with Harbor Drive and intensify the physical continuity along Washington Avenue; add components which create public gathering spaces and foster the year-round appeal of downtown. *These areas are addressed in greater detail on pages 18 and 19.*

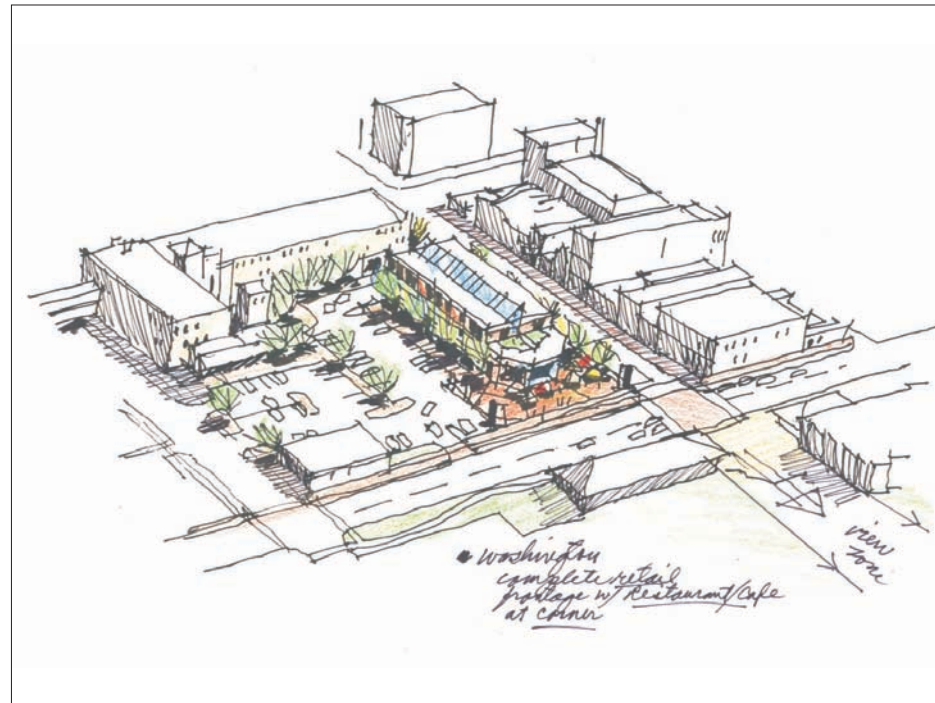
### Goals

Encourage new, surgical re-development of a portion of this parcel with retail, restaurant, and residential uses to take advantage of the present context, pedestrian volumes, water/harbor views, all while enhancing existing adjacent uses. In order to achieve these goals, it will be necessary to remove some parking, which, especially in this location, ought to be viewed as an interim use. The site is critically important for providing this important physical connection and is a key re-development site.

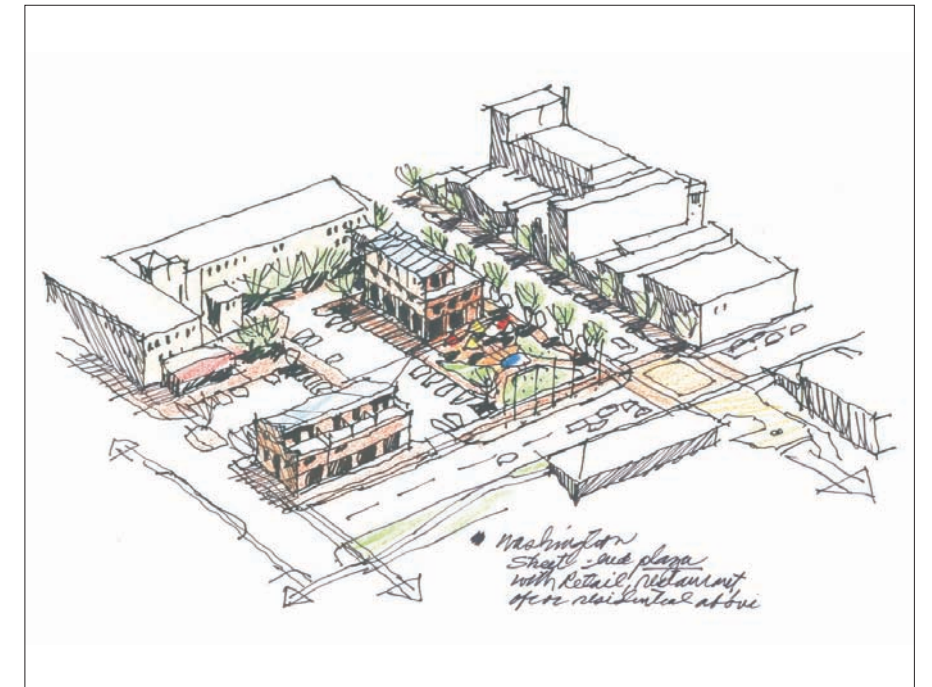
### Policies

Parking spaces can be removed from use but such spaces should be “purchased” by providing a market appraised value for the property taken. This value should not be less than \$3,000 per space, approximately, and placed in a fund for acquiring additional parking spaces.

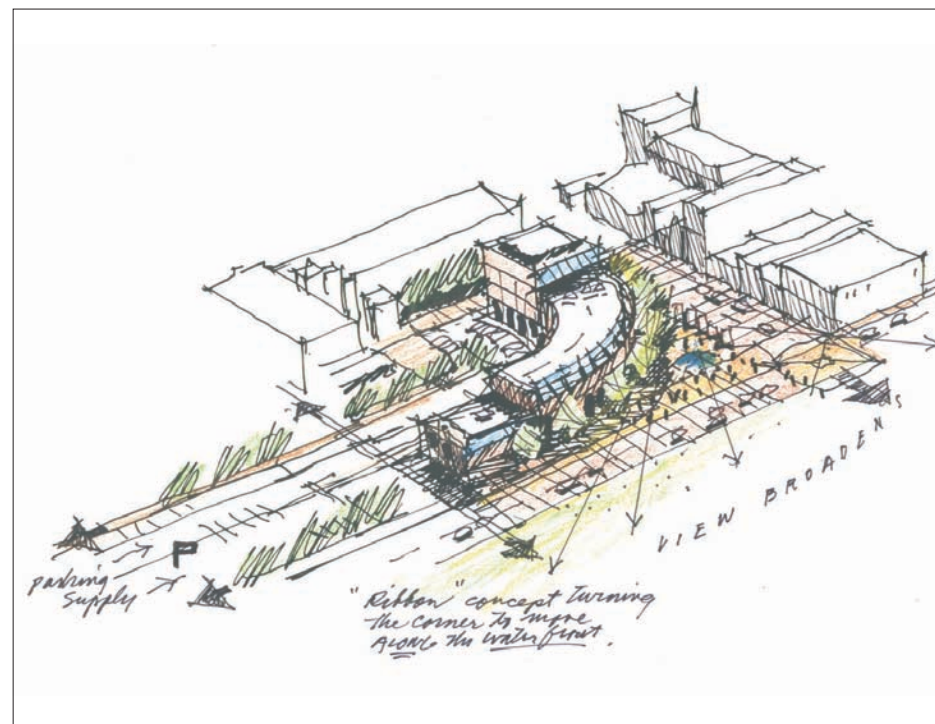
*The adjacent sketches on this page illustrate a way of doing conceptual planning and development work both by the public and private developers to explore options for analysis and tradeoff determinations.*



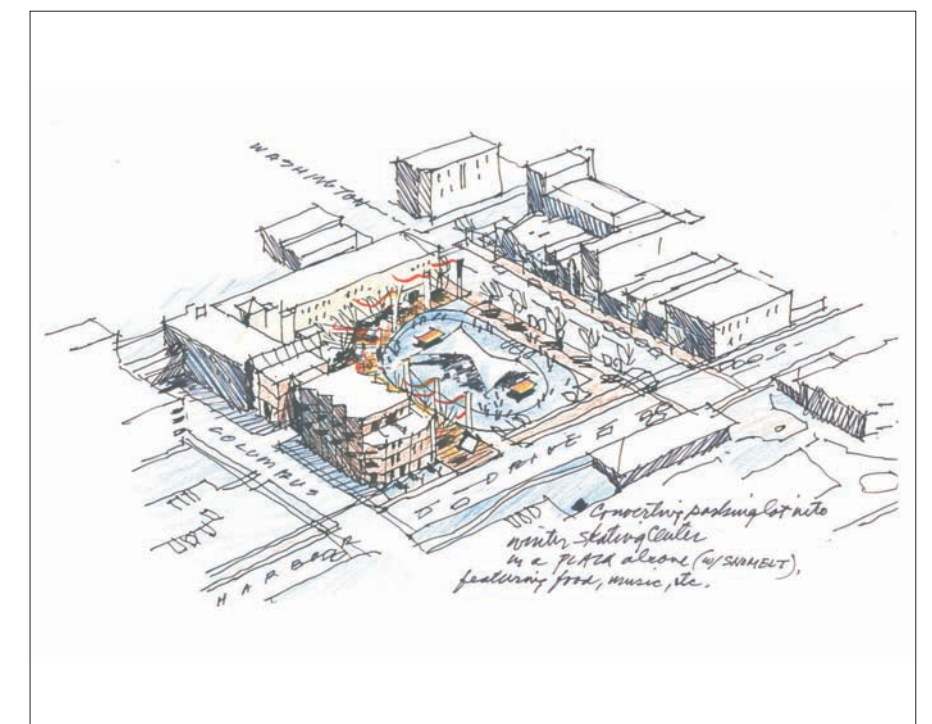
An example of the Harbor Drive and Washington Avenue parking lot with new retail fronting on Washington Avenue and a plaza at the intersection.



Harbor Drive and Washington Avenue with a plaza-style park oriented toward the Grand River. Note the use of retail on the first floor with residential on the upper floors.



In this scenario, the view broadens by employing a ribbon concept for the building footprint. Here the new building turns the corner opening up to the waterfront.



In this scenario, the existing parking lot has been converted into an open park-plaza with winter skating and entertainment features. A portion of the existing building has been extended northward toward the waterfront.



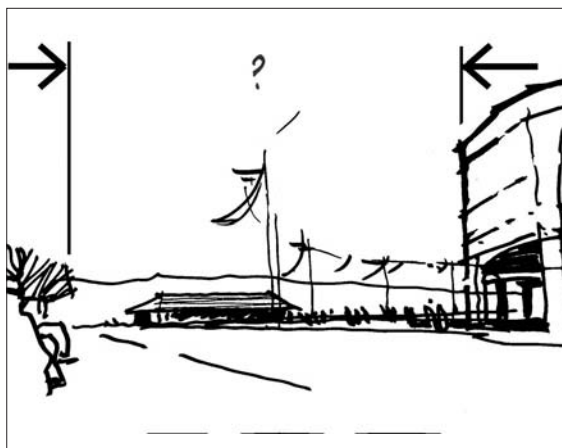
## ① Downtown District



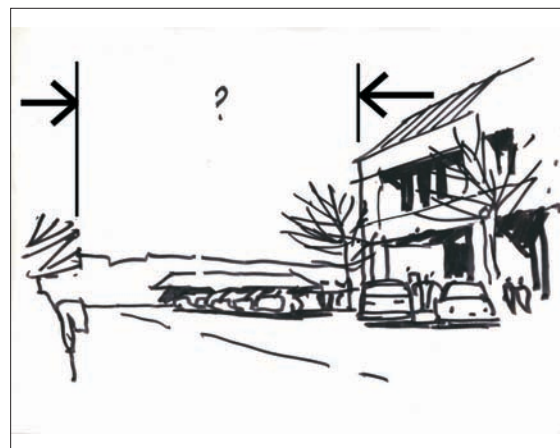
The present view, looking west along Washington Avenue towards Dewey Hill.



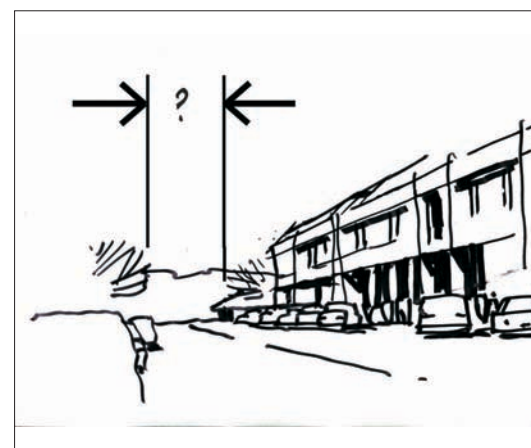
An identical view, minus trees and Depot Museum, to illustrate an open vista to Dewey Hill.



How broad the window? At present, a wide view to the waterfront can be seen from Washington Avenue.



Infill development at Harbor Drive and Washington Avenue must be of an appropriate scale and size so that the view "window" remains intact.



The further down Washington Avenue that infill strip-frontage extends northward, the smaller the "window" to the waterfront becomes.

### Vista Study

The property at the northeast corner of Harbor Drive and Washington Avenue may well be the most important location for energizing the Downtown as there exists in the Downtown District. With frontage on both Washington Avenue and Harbor Drive, the ultimate use of this parcel could be the impetus behind new improvements to the waterfront area as well as additional development along Harbor Drive, and infill development on Washington Avenue. One thing is apparent; while parking is at a premium in this area, parking alone is not the highest and best use for this space.



A number of issues will need to be addressed relative to any development proposal for this property at Washington Avenue and Harbor Drive.

- ☐ Can parking be reduced or eliminated and if so, where will the displaced spaces be relocated?
- ☐ How much public gathering space can or should be provided at this location?
- ☐ The size of the view "window" to the Grand River and Dewey Hill beyond will be determined largely by the placement of any potential buildings at this location.
- ☐ What impact will development of this parcel have on the "piano factory" Harborfront Place property at 41 Washington Avenue?



## First and Second Street Corridors

### Overview

These two avenues form a key development zone and opportunity corridors due to proximity to Washington Avenue and Harbor Drive. The northern portions contain largely vacant and underutilized properties.



The areas which hold tremendous potential for reinvestment and revitalization include:

- Stanco property
- Covenant Life Church (2nd and 3rd floors)
- General corner redevelopments
- Reuse of some existing surface parking lots

### Vision

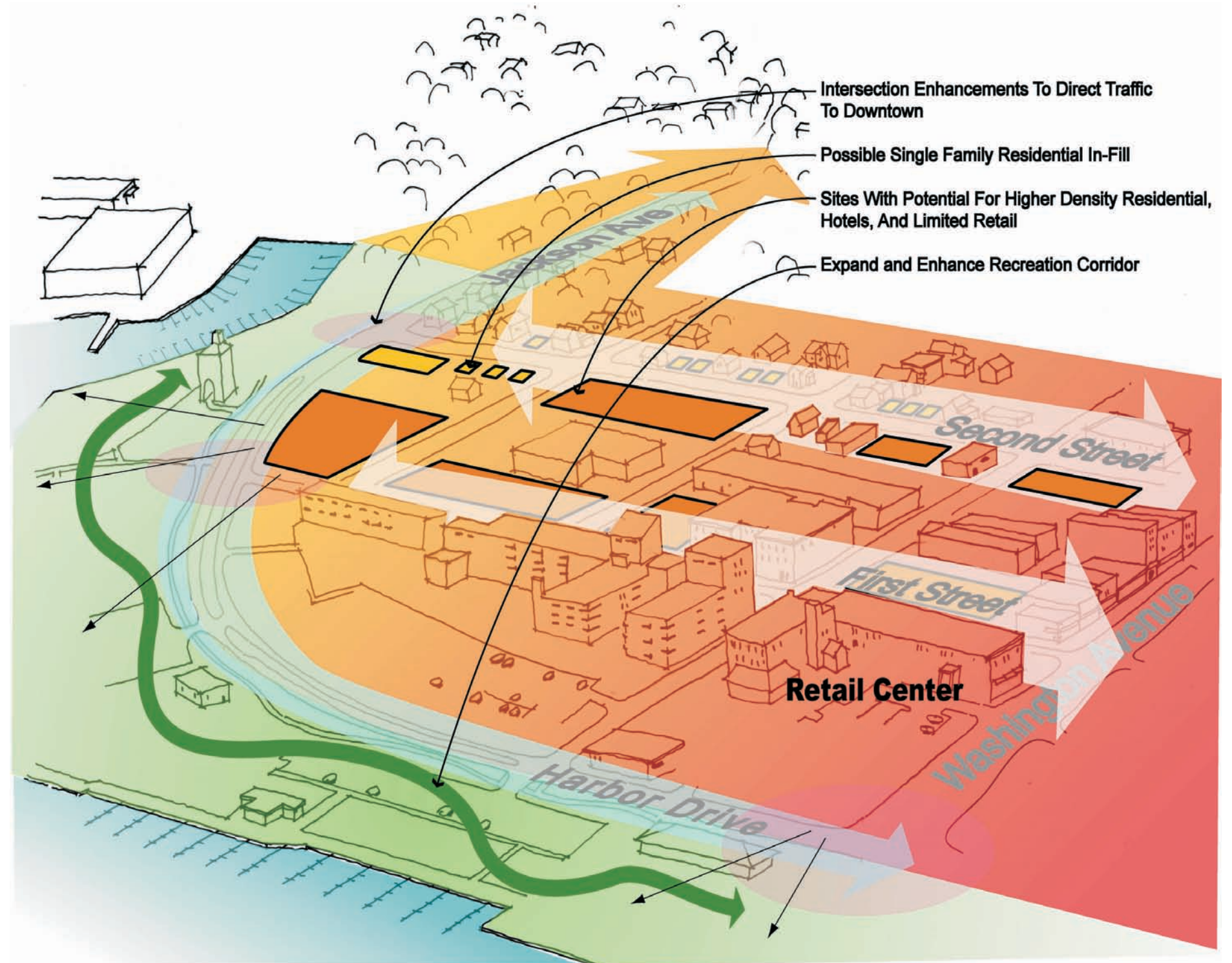
New, mixed use projects including residential, lodging, and supportive retail and service businesses. There are also important, complimentary infrastructure improvements to be undertaken to the street, sidewalk, and utility systems.

### Goals

Foster the redevelopment of this district which contains significant development and tax-generating potential.

### Policies

Collaboration between City and Downtown staff to work with existing property owners to further develop re-vitalization concepts and potential programs in the area.



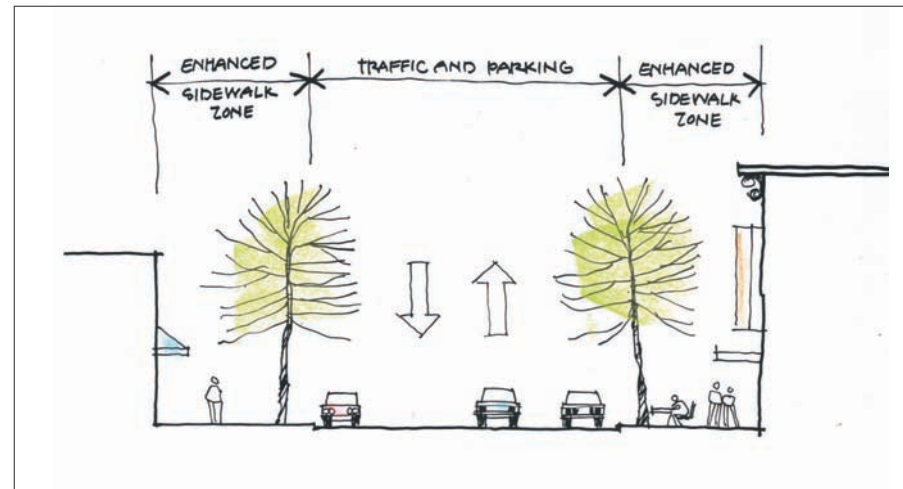
**First and Second Street Corridors** - Recent and long-term vacancies in this area present a tremendous opportunity for redevelopment. Higher density housing, a hotel, and limited retail can help to foster the transition from the Downtown retail district to the primary single family residences of the Olde Towne Neighborhood. This area is further enhanced by its access to US-31 via Jackson Avenue and Harbor Drive, and its connection to the Waterfront area and Downtown. Specific properties identified for revitalization and redevelopment include the Stanco Property, Covenant Life Church, and several existing surface parking lots.



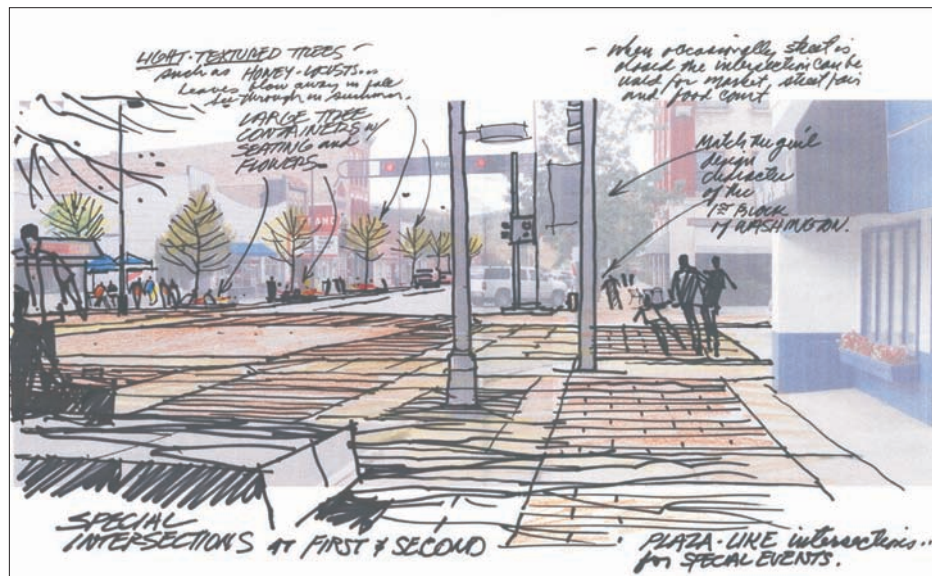
## 1 Downtown District



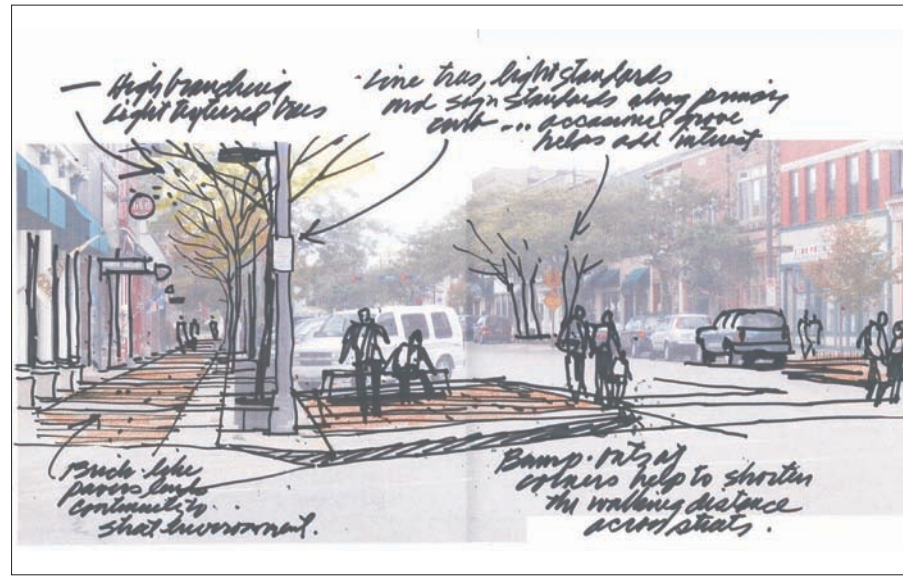
Providing attractive areas for outdoor public gathering and seating will help to enliven the Downtown District, particularly along Washington Avenue. Materials should be aesthetic and appropriate in their design along with being constructed of durable materials.



Updating and freshening the sidewalk finishes, planting areas, and street furniture - particularly along Washington Avenue - is a critical step in beautifying the Downtown District. It may be necessary to widen the sidewalk in some areas to better provide room for outdoor seating, landscaping and pedestrian traffic.



The existing street trees, while apparently healthy, should be evaluated relative to their species, condition, and location. Trees that completely obscure building facades, that require additional maintenance due to their leaf size or limb structure, or that are misshapen from environmental conditions and or a lack of care, should be removed and, if appropriate, replaced.



The use of speciality pavements, such as brick, concrete pavers, and patterned concrete can help to distinguish between different use areas while at the same time dressing up the overall image and identity of the Downtown District.

## Beautification

### Overview

Washington Avenue is the backbone of the Downtown district. As such, it is an important "image definer", especially to patrons and shoppers. At present, Washington Avenue contains a wide variety of street and sidewalk surfaces, uncoordinated plantings, tired street furniture, and other public and private improvement opportunities.



Existing pedestrian crossings, such as this one at Washington Avenue and First Street, contain a mix of concrete, brick and asphalt patching and are in need of rehabilitation.

### Vision

Update and freshen public street and sidewalk finishes in a comprehensive program. Similarly, improve street trees and consider adding flower planters with irrigation to the street. Provide clear wayfinding signage directing visitors to parking locations, the waterfront, and other key areas on the Downtown District. Improve sub-surface utilities to serve robust redevelopment.

### Goals

Create a fresh, clean look that reflects positively on users' perception of the Downtown District and enhances the ability to attract new customers and entice new businesses to Downtown.

### Policies

Undertake a careful review of the entire Washington Avenue corridor to identify and prioritize the most important improvements to the public and private features along the street.



## Infill Opportunities

### Overview

A wide variety of infill opportunities exist in Downtown Grand Haven. While the majority of the storefronts along Washington Avenue are filled, great potential exists for additional vitality by encouraging increased usage of second- and third-floor space for residential and or office uses. New space can also be made available by building up: adding new floors to the existing one-story buildings.



### Vision

A vibrant retail business district characterized by full storefronts and complementary businesses. A vital upper floor environment, which includes service businesses and residences, adds depth and market opportunities to the entire district.

### Goals

Full occupancy of all existing buildings through revitalization and re-purposing efforts. Additional square footage added where physically appropriate and financially feasible.

### Policies

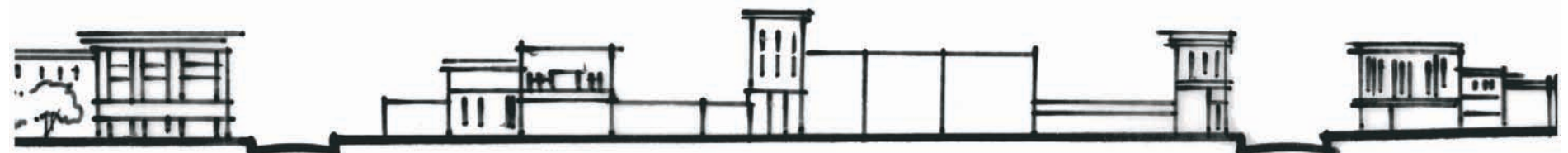
Foster the reuse of existing vacant space through design incentive grants and low-interest building improvement loans. Encourage one-story and vacant lot owners to consider the development of new multi-story buildings.



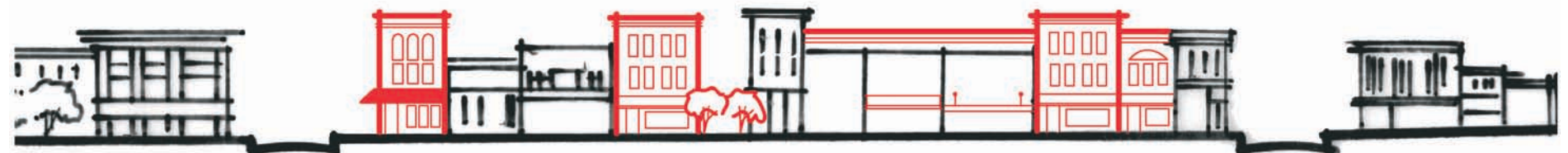
Washington Avenue - South Side



Washington Avenue - North Side



Before - Existing Conditions North Side of Washington Avenue



After - North Side of Washington Avenue with Infill Illustrated in Red

While the majority of the storefronts along Washington Avenue are filled, great potential exists for additional vitality by encouraging increased usage of second- and third-floor space for residential and or office uses. As indicated above in the "after" scenario, new space can also be made available by building up, adding new floors to the existing one-story buildings.



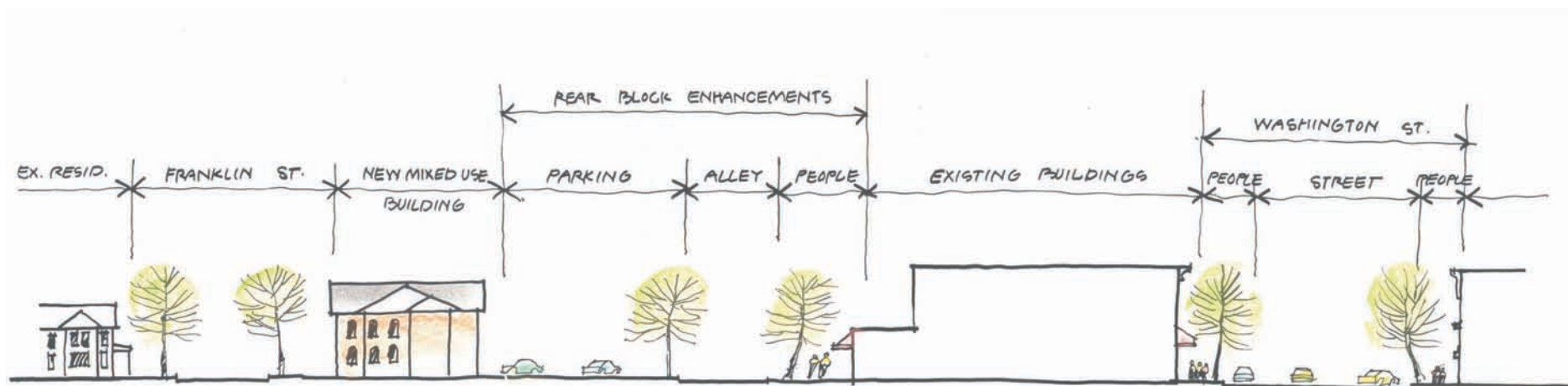
## ① Downtown District



Mid-block connections are an attractive means by which to provide access between alleyways, rear parking and street frontage.



Revitalizing the rear of buildings and alleyways creates in essence a second street frontage for commerce.



### Alley Improvements and Mid-Block Access

#### Overview

Alleys and mid-block access-ways provide important entrances to parking areas, shops, businesses, and residences.

#### Vision

Create attractive entrances to all Downtown buildings from Washington Avenue as well as Franklin and Columbus Avenue parking facilities. Develop enhanced access between Washington Avenue and rear parking areas and entrances.

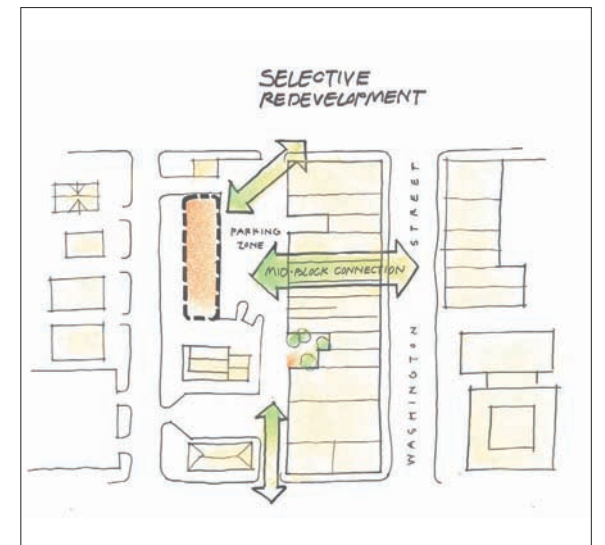


#### Goals

Improve and create these secondary entrances to Downtown businesses by relocating overhead utilities, redesigning rear entrances, re-landscaping, and or consolidation of existing buildings.

#### Policies

Encourage public agencies and officials to coordinate with private owners to create these improvements, especially when a specific project could be expanded and coordinated to create much larger benefits.



Providing mid-block access connections between Washington Avenue and small surface parking lots located at the rear of commercial buildings creates new opportunities for a vibrant live-work-shop environment in the Downtown District.



## ② Hilltop Neighborhood

### Overview

The area is the center of civic institutions and an anchor for several leading financial organizations. There is great potential for expansion and re-vitalization of several of these institutions which will further enliven this critical focal point of Grand Haven.

### Vision

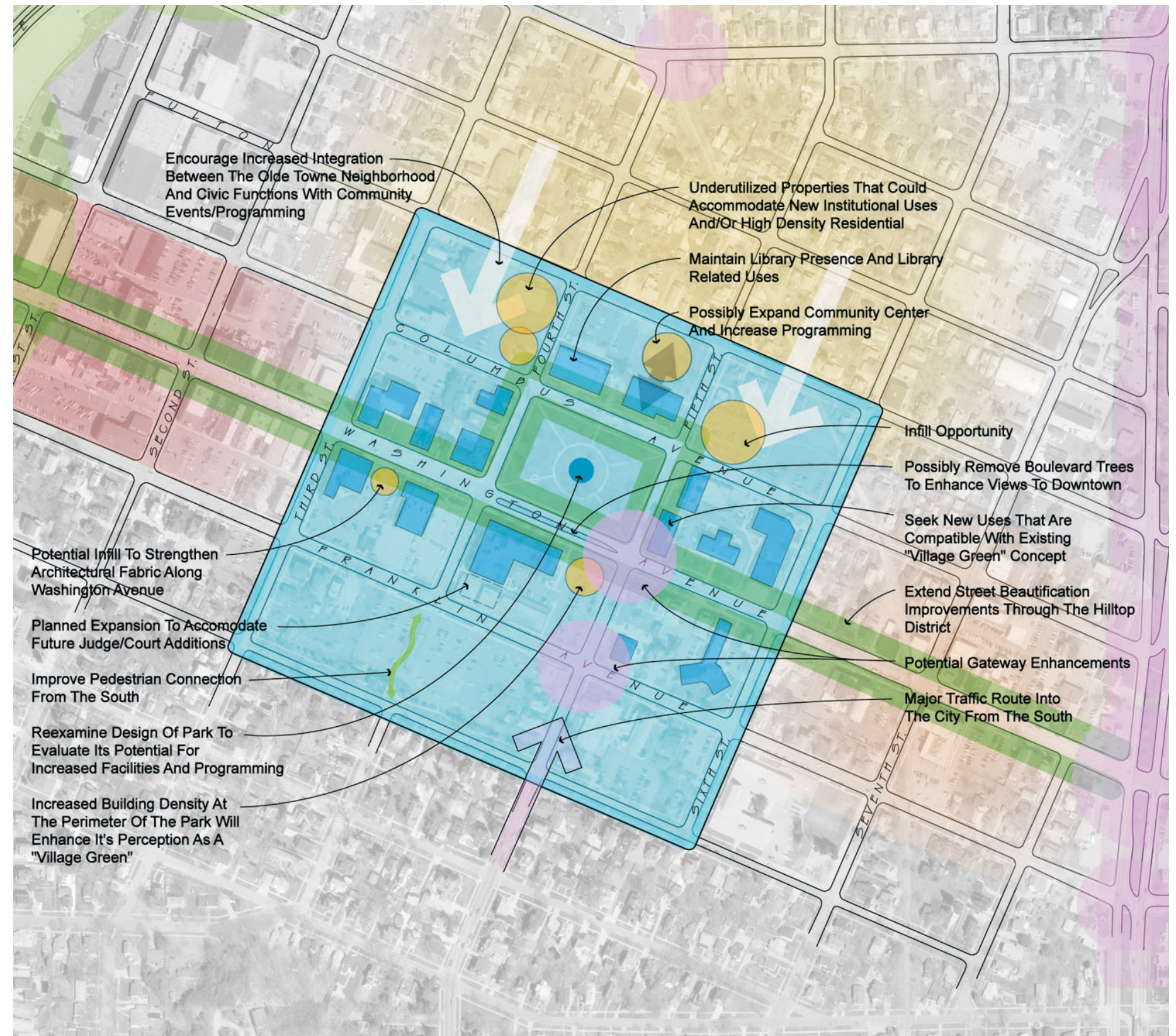
Strengthen the Hilltop neighborhood with appropriate building additions and or re-purposing efforts. Add appropriate community enhancements and activities to Central Park.

### Goals

Encourage existing institutions to remain and become stronger and more vibrant through re-programming and re-purposing efforts.

### Policies

Active involvement by City officials in encouraging these organizations to stay in downtown and emphasize the value of centrality and remaining and prospering in Downtown.





## ② Hilltop Neighborhood

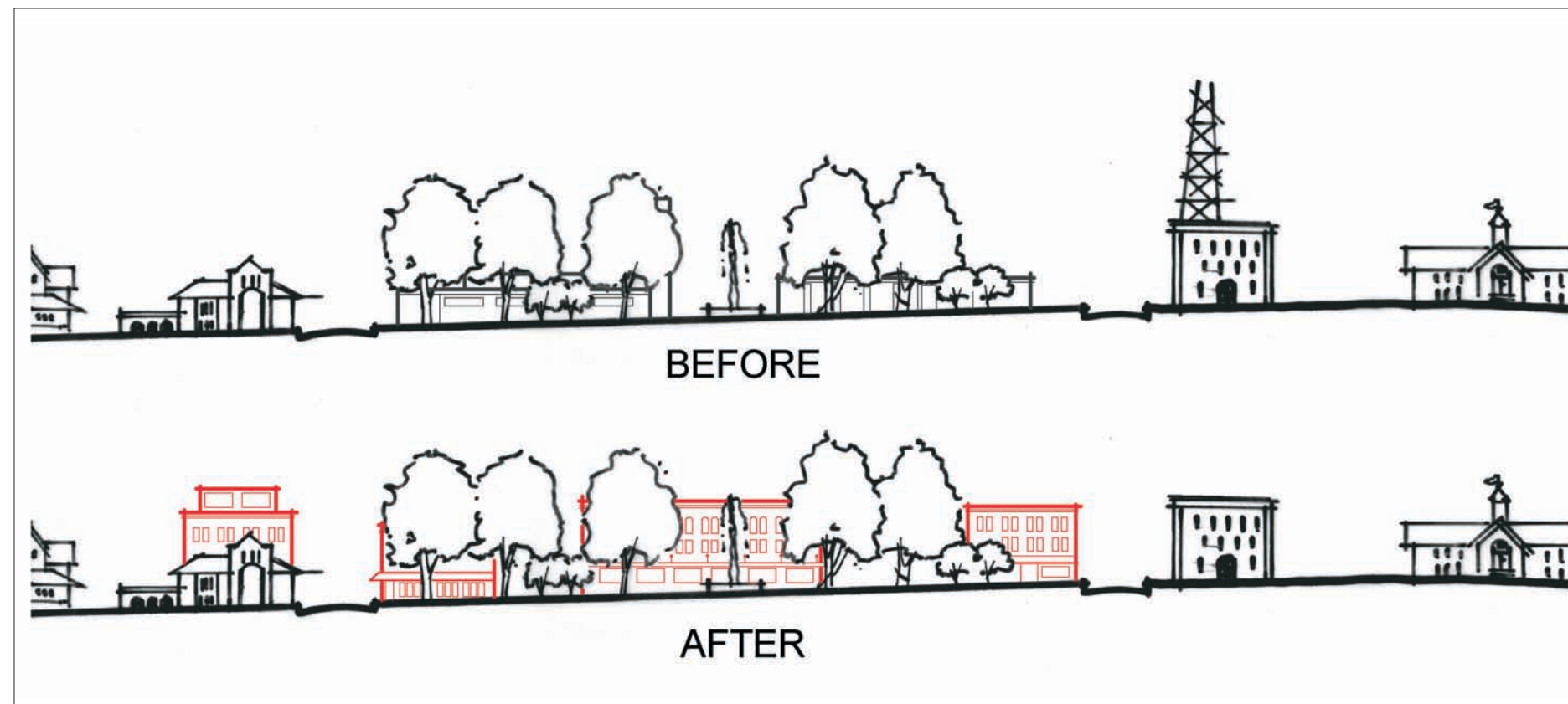
A key component of the Hilltop Neighborhood is Central Park. Located at the crest of the hill and in the center of the neighborhood, this park is very much a “village green”, a place where outdoor civic functions and neighborhood activities can occur. The many mature trees, walkways, fountain and lawn are pleasant and relaxing for users.



The future health and vitality of the Hilltop Neighborhood is dependent upon the continued enhancement of the civic and public uses that currently exist in this area. As such, it is essential that this area remains the hub of City and County government activities, that the churches, the civic center, and other existing and new activity centers grow and prosper, and that additional residential opportunities be provided within walking distance of these activity areas.

Currently under-utilized, Central Park has the potential to be the unifying element behind revitalization of the Hilltop Neighborhood. A more dynamic park, in terms of use, will only act to enhance the area. Central Park provides the perfect location for increased programs and activities. Increased interest and use by neighborhoods that surround it is driven by the opportunities and types of activities offered.

The park itself is diminished by the many gaps - vacant parcels and surface parking lots - that punctuate its edges. New infill development that define the edges and more effectively enclose the space will help to define the park as an urban oasis - or green respite - from the urban environment. Scale is also important; the size of the space can easily accommodate buildings of three or four stories. In addition, the increased square footage would provide premier residential and office space (see the example Before and After illustration to the left).



This before and after section series illustrates the potential for increasing the density and mass of the existing structures which face onto Central Park in the Hilltop Neighborhood area. The expansion of some existing structures by adding one and two additional stories would in effect frame the park space and add to the vibrancy of the civic center area of Downtown Grand Haven.



View looking west, from Fifth Street, down Washington Avenue towards Dewey Hill and the waterfront with additional building masses to frame the view. (Illustration courtesy of Art Miller, AIA)



### ③ Waterfront

#### Overview

This primary location is the principal visual and physical connection to the Grand River waterfront, especially at Harbor Drive. As such, public access should be enhanced and there is a need to carefully evaluate and improve public and private re-development proposals.



#### Vision

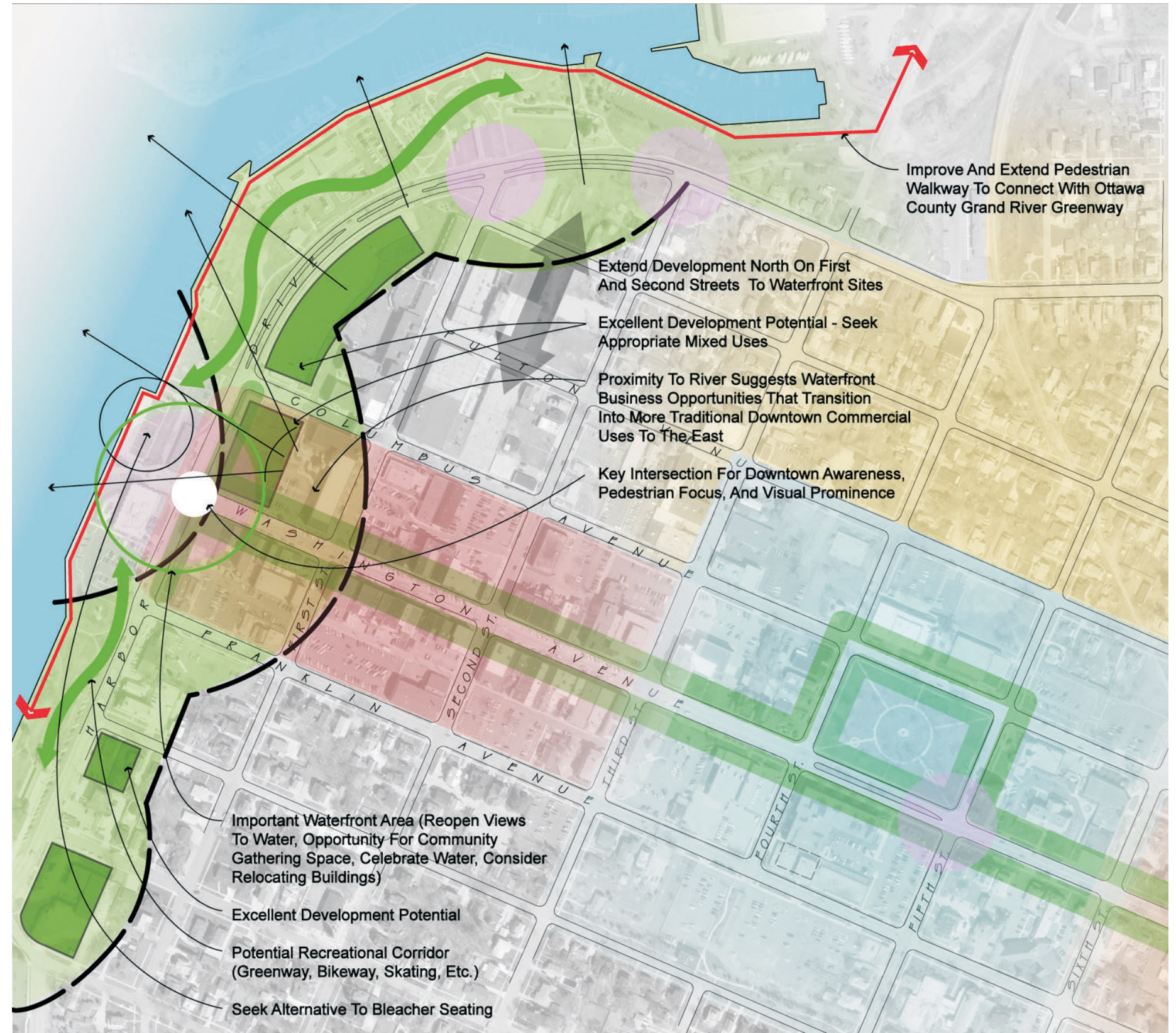
Enhance the “jewel of the community” through improved public access and usability, protection of key views and vistas, additional residential, lodging, and commercial re-development projects opportunities.

#### Goals

Carefully re-examine all public facilities along the Grand River within Grand Haven and determine if and how such facilities could be improved (including modification, removal, expansion...) to make the waterfront zone more appealing to the public and the adjacent private properties more valuable to investment and re-development.

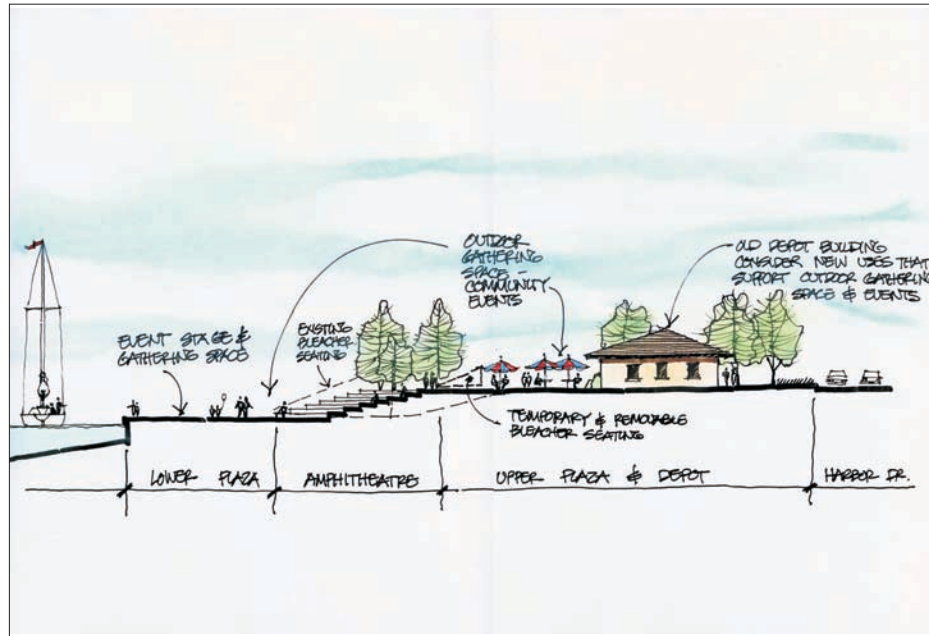
#### Policies

Identify and rate all existing public facilities along the waterfront and initiate a thorough examination. Identify and categorize all private parcels within one block of Harbor Drive and work with these property owners to begin to define possible re-development options for each parcel. Priority should be given to residential, lodging, and selective retail uses.

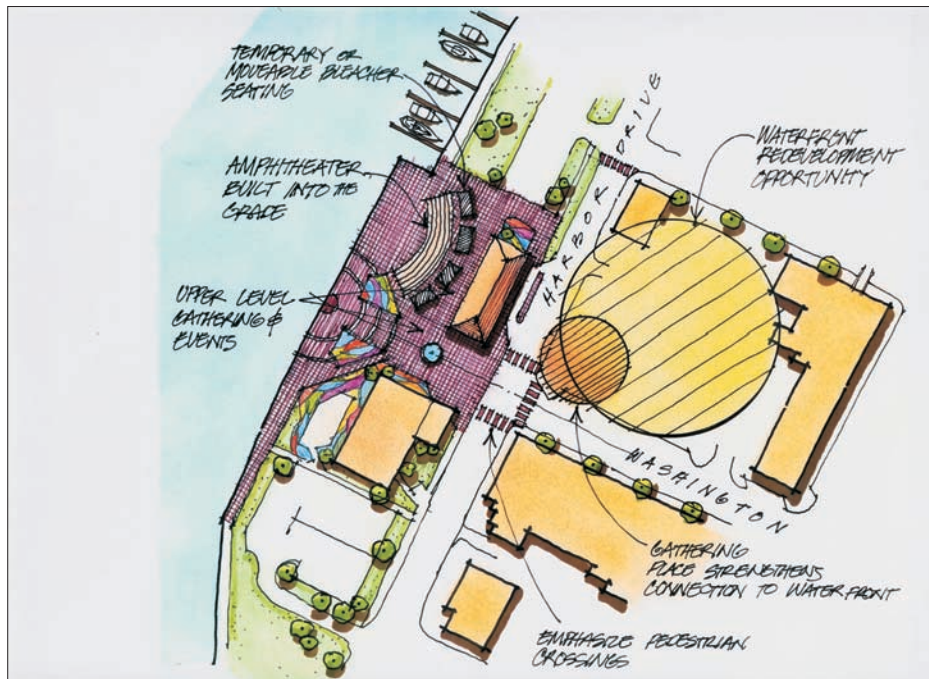




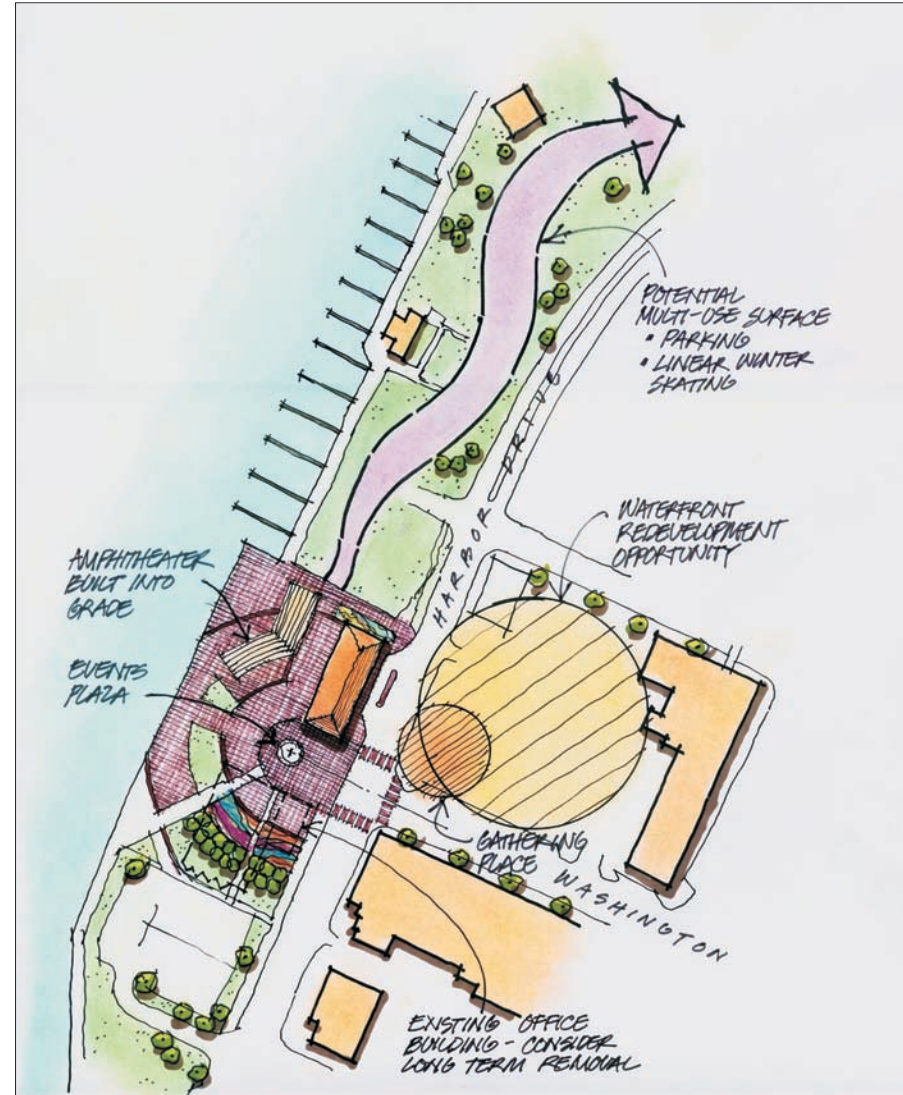
### ③ Waterfront



The grades between Harbor Drive and the water are such that seating can be recessed into the grade thereby opening up views towards the waterfront walk, the Grand River and Dewey Hill.



This illustrated example of a possible waterfront plaza retains much of the existing Downtown fabric but enhances the connection between the Downtown and the waterfront.



This illustrated example of a waterfront plaza utilizes the space currently occupied by the One South Harbor building for pedestrian and public gathering activities. A linear multi-use surface for parking, walking, roller-blading and winter time ice skating extends northward along Harbor Drive.



The foot of Washington Avenue is **the** point where Grand Haven meets the water, both literally and figuratively. Grand Haven touches the water at numerous locations but this is where the historic downtown accessed the waterfront, originally for commerce and shipping. As such, improvements in this area should be examined in regards to their ability to meet the following objectives:

- Celebrate the water
- Open up and retain views to the water
- Enhance the waterfront character
- Provide space for community gathering and use

A better integration of the Downtown to the waterfront is also critical. Improving pedestrian movement across Harbor Drive and raising the awareness of the Downtown District by focusing attention on the intersection of Washington Avenue and Harbor Drive are clearly important steps to be taken. (See page 10 for a discussion of options for the parking lot at northeast corner of Washington Avenue and Harbor Drive)



## ④ Gateway Locations

### Overview

There are key entry points into Downtown Grand Haven at the following locations:

- ① US-31 at Franklin, Washington, Columbus, Jackson Avenues, and Seventh Street.
- ② Jackson Avenue at Third, Second and First Streets.
- ③ Fifth Street at Franklin Avenue.



### Vision

The Vision for these gateways leading into Downtown Grand Haven is that these special entries will be improved to welcome local citizens and invite visitors into Downtown. There should be a design consistency among these gateways to integrate with other Downtown themes and patterns. Gateway improvements could borrow on and embellish the present signage system or existing or future beautification elements along Washington Avenue.

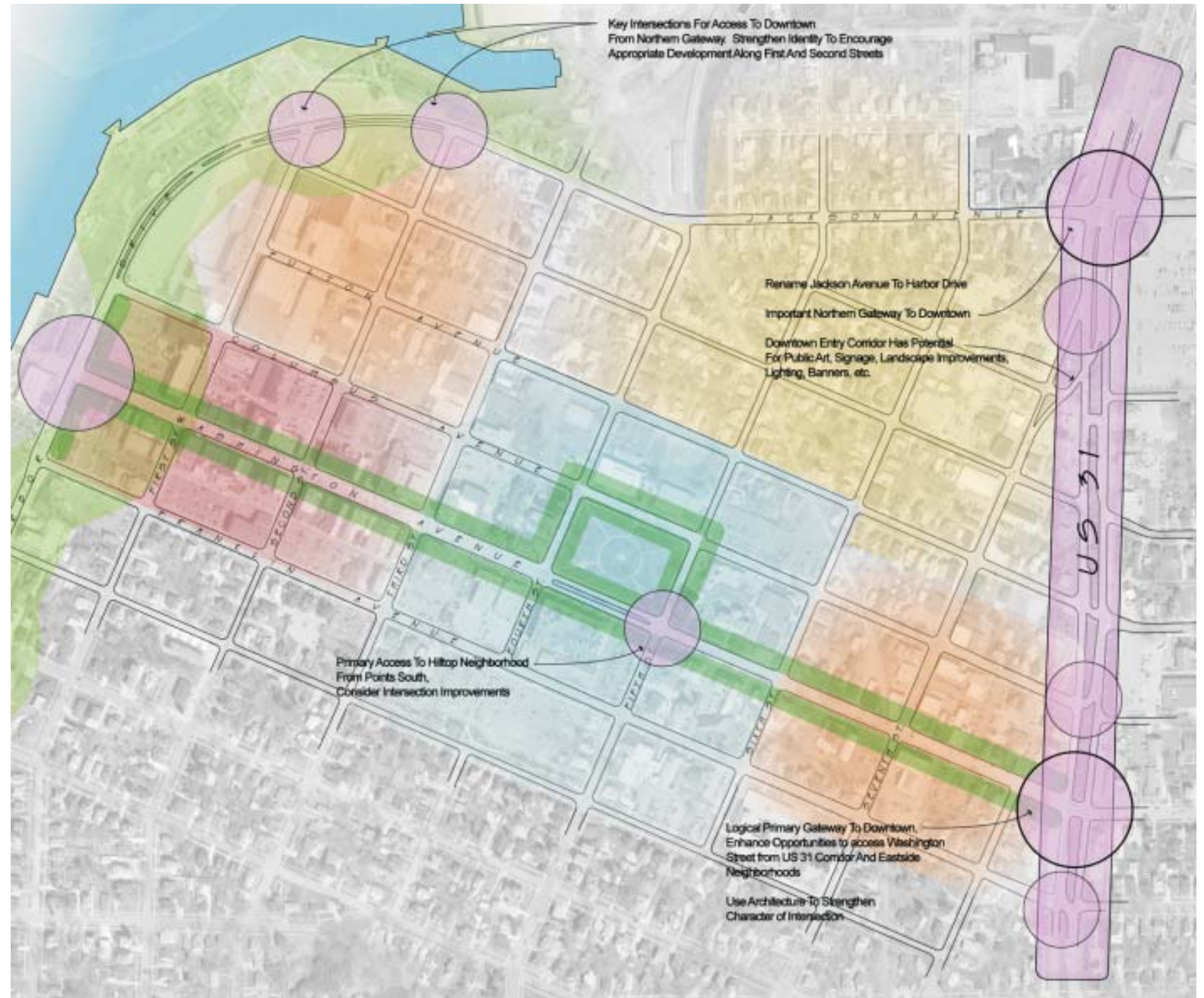
### Goals

Re-design key entrances to Downtown Grand Haven using professional assistance working with local citizens to determine appropriate treatments and common elements among the various intersections, such as the addition of decorative and character-defining brickwork, plantings and signage. Modify gateways over the next three years.

Move towards renaming Jackson Avenue “Harbor Drive” as a means to better convey the linkage to the waterfront of Grand Haven.

### Policies

Prioritize gateways and allocate funds to undertake: a more extensive survey of gateways in other communities, prepare a preliminary program and budget for possible gateway projects.







### Overview

The Centertown district contains a variety of commercial uses and services important to local citizens. The area also acts as a transition zone to and from Downtown and US-31 along Columbus, Washington, and Franklin Avenues.

### Vision

Improve area for emerging markets of local and US-31 corridor users through the selective public infrastructure programs and private improvement projects. Assist other portions of Downtown through the careful and consistent improvement of key gateway intersections along US-31 at Seventh Street, Columbus, Washington, and Franklin Avenues.

### Goals

Conduct a thorough strategic review of the Centertown area for public and private sector strengths, weaknesses, threats, and opportunities.

### Policies

Form a committee of public and private parties to undertake the strategic review and prioritize the most important elements and create a medium term improvement program, including estimated budgets, for this program over the next five years. Priority should be given to gateway work elements of this program.

Undertake a review of the existing signage ordinance and modify the ordinance as necessary with the intention of minimizing visual “clutter” along the US-31 corridor in Grand Haven.



## ⑥ Olde Towne Neighborhood

### Overview

This downtown neighborhood contains modest housing stock and somewhat deteriorating infrastructure elements. Development opportunities include in-fill housing single family, multi-family, and possibly selective commercial re-vitalization related to Jackson or Washington Avenues.

### Vision

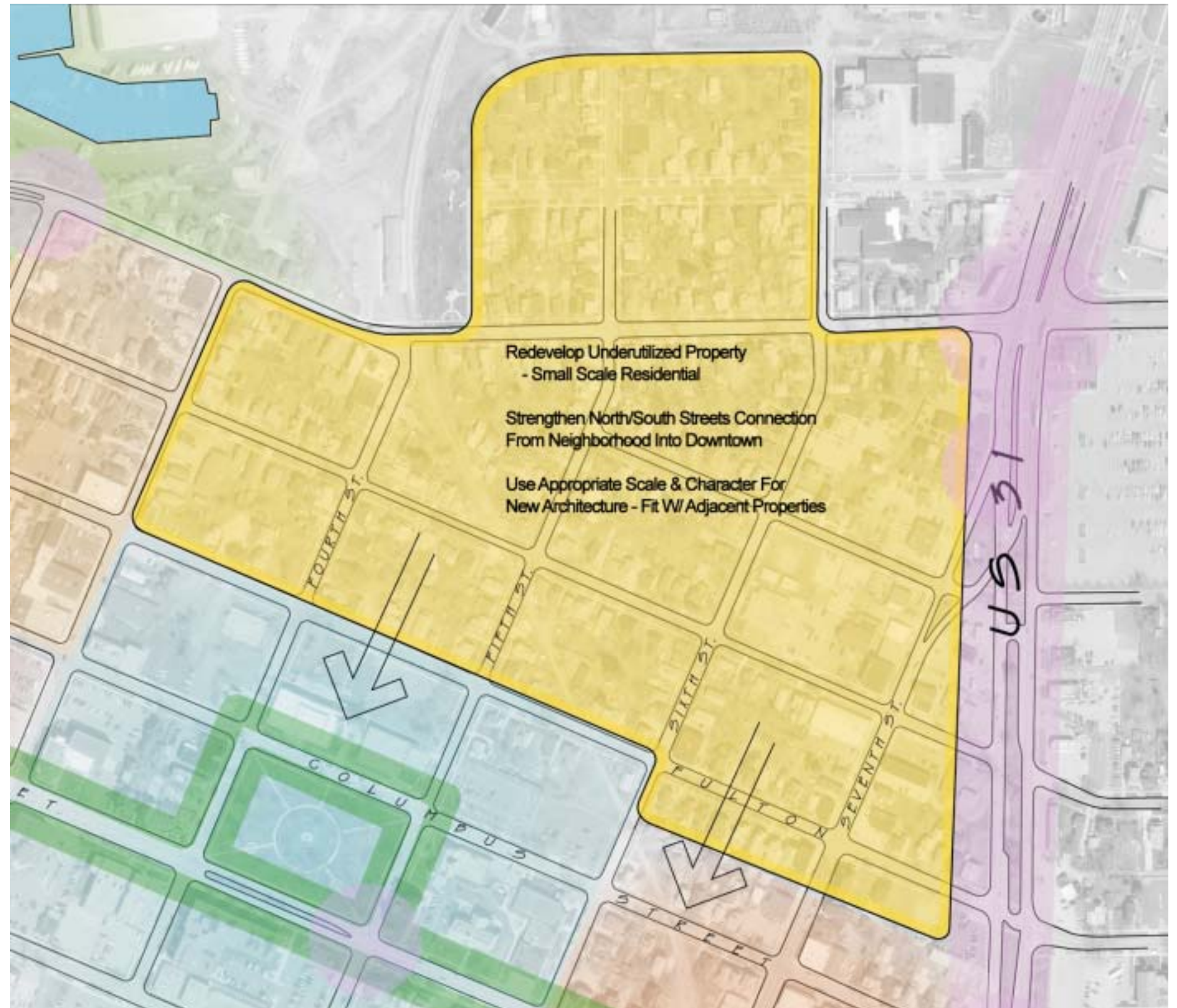
A revitalized neighborhood with refurbished housing stock, some new residential units, plus street, sidewalk, and possibly lighting improvements to foster re-investment and civic pride.

### Goals

Foster private sector improvements to existing housing stock and new investment in vacant/underutilized properties. Facilitate improved gateway corridors along Fourth, Second, and First Streets (see gateway section), and new investment in public infrastructure.

### Policies

Conduct a thorough strategic review of the Olde Towne neighborhood for public and private sector strengths, weaknesses, threats, and opportunities. Prioritize the most important elements and create a medium term improvement program, including estimated budgets, for this program over the next five years.





## The Future Results

The quote on the inside cover of this Vision Plan report refers to the common good...that quality of a place that supports everyone's well being and collective livelihood of the community. It is hoped that this Vision, along with the other planning work that has been conducted recently in Grand Haven, will be utilized to shape and implement the Strategic Plan for Grand Haven, and in so doing, enlarge the common good of this community. In the future, this expansion of the common good will be noticed in the following ways:

### Public Sector Leadership

Public leadership will focus on public infrastructure improvements, and will foster and set the quality, tone, and direction for complementary private investments. The public process will be marked by transparency, clarity of purpose, and measured leadership on the most important civic projects. Public projects will help prime the pump for others to follow and share in re-development opportunities and responsibilities.

### Private Sector Involvement

Private sector property owners and businesses must engage in continuous thinking about improvements to their property's profitability and business opportunities. This includes collaboration with neighbors on joint projects related to the overall Vision. The private sector will provide input and support to joint public and private projects because these challenges will require political and financial support to achieve short-term, medium-term, and long-term advantages. Private citizens will provide meaningful feedback to City officials as to ways that Downtown businesses and public officials can seek and achieve *win-win* solutions.

## What Does Success Look Like?

- ① The physical appearance of Downtown Grand Haven will be enhanced through beautification and revitalization projects on streets, sidewalks, rear entrances or alleys, landscaping, and existing and new buildings.
- ② New and rejuvenated existing retail and service businesses will reach new levels of vibrancy and profitability.
- ③ The Washington Avenue business district and the Grand River waterfront will be more coherently connected physically and new public spaces will be created for formal and informal events, activities, and gatherings.
- ④ New residential homes of various designs as well as new lodging options will emerge to serve resident and visitor needs.
- ⑤ Significant private capital will be attracted to invest in Downtown Grand Haven because of the long-term quality and value imbedded in the Vision, Strategic Plan, and shared expectations for future Downtown development.
- ⑥ Public and private partnerships will be established and/or expanded to meet the expected leadership and financing needs for future projects. These collaborations will require integrity, trust, confidence and faith in the future. These are the very aspects of the common good that this Vision Plan endeavors to expand.

The results will be a revitalized Downtown Grand Haven with unique and interesting facilities that are well designed to complement existing buildings and context. These will be appealing to both local and visiting users, strengthening the tax base and contributing to the vitality of Downtown and the entire greater Grand Haven community.





Grand Haven Strategic Work Program Matrix

Page 1

KEY	AREA	PROJECT	IMPORTANCE	TIMEFRAME	PUBLIC RESPONSIBILITIES				PRIVATE RESPONSIBILITIES				APPROVALS			FUNDING OPPORTUNITIES			PROJECT					
					Plan/Design	Implement	CBDDA	TaskForce	CityMgr	Plan/Dev	Other	County/ State/ Federal	Property Owner	Downtown GrandHavenInc.	Other	City Council	Plan. Comm.	Harbor Bd.	Other...	Public	TIF/SA	Private		
Downtown District																								
Importance																								
1	1. Catalytic/Very Important																							
2	2. Very important																							
3	3. Important																							
Time Frame																								
1	1. Now																							
2	2. Soon: 1 - 3 years.																							
3	3. 3 - 5 years																							
4	4. Ongoing/As Available																							
5	5. Under Construction																							
6	6. Complete																							
Responsibilities																								
1	1. Lead or Coordinating																							
2	2. Key Participant																							
3	3. Task Force Opportunity																							
Other / Private Responsibility																								
LF - Loutit Foundation																								
CC - Chamber of Commerce																								
VB - Visitors Bureau																								
CF - Community Foundation																								
AC - Arts Council																								
OTNA - Olde Towne Neighborhood Asso																								
Other / Public Responsibility																								
DPW - Public Works																								
BLP - Brd. Of Light and Power																								
P - Parks																								
CS - Community Services																								
PS - Public Safety																								
HB - Harbor Board																								
Significant Involvement																								
Washington / Harbor Drive Intersection																								
2	4	4							1	DPW								■					Washington / Harbor Drive	
1	4	4							1	DPW								■					Expand green and open space	
2	4	4							1	P								■					Eliminate / minimize intrusions	
1	1 or 2	2			3	2		1	DPW					■				■					Create more gathering places	
																		■					Redesign intersection to make more pedestrian friendly	
First and Second Street Corridors																								
2	2	2	2			2		1	DPW						LF / CF					■			First and Second Street	
1	2	2	2	2					1				1									■	Infill projects	
2	2	2	2	2					1	DPW / P										■			Gateway enhancements	
2	2	2	2	2					1											■			Improve integration w/ Dwn	
1	1 or 2	2	2	2		2		1				MEDC	1			CC						■	Stanco property re-development	
Beautification																								
1	1	2	1	3	2		1	DPW						■	LF / CF	■					■	■	■	Beautification
2	1	2	1		2		1	DPW						■	LF / CF	■					■	■	■	Street landscape program
1	1	2	1		2		1	DPW						■	LF / CF	■					■	■	■	Street furniture
2	1	2	1		2		1	DPW / BLP						■	LF / CF	■					■	■	■	Flowers / planters
1 or 2	1 or 2	3	1		2		1	DPW/BLP/PS						■	LF / CF	■					■	■	■	Light fixtures
2	1	2	1		2		1	DPW / CC						■	LF / CF	■					■	■	■	Traffic signals
1	1	2	1		2		1	DPW						■		■					■	■	■	Banners / flags / poles
		2	1		2		1	DPW / CS						■	LF / CF	■					■	■	■	Ground surfaces
			2	1		2		1	DPW / CS					■		■					■	■	■	Snowmelt system
Infill Opportunities																								
1	4	4						2					1					■					■	Infill Opportunities
2	4	4						2					1					■					■	One-story buildings
2	4	4						1 or 2					1					■			■		■	Vacant / Underutilized bldgs.
3	4	4				2		1	DPW				1					■			■		■	Vacant / Underutilized lots
																					■		■	Parking lots
Alley Improvements and Mid-block Access																								
2	1 or 2	2	2	3			1	DPW						■		■					■	■	■	Alley Improvements
2	1 or 2	2	2	2			1	DPW						■		■					■	■	■	Surface / beautification
														■		■					■	■	■	Underground utilities
2	1 or 2	2	2	1			1							■		■					■	■	■	Trash / enclosures
2	1 or 2	2	2	2			1							■		■	■					■	■	Rear entrances program
Parking Lots																								
2	2	2	2	2		2		1	DPW					■		■					■	■		Parking Lots
2	2	2	2	2		2		1	DPW	County				■		■					■	■		Configurations / nos.
2	2	2	2	2		2		1	DPW					■		■					■	■		Signage / function
1	1	1	1	1		2		1						■		■					■	■		Beautification
														■		■					■	■		Resident parking opps
Gathering Places																								
3	4	4	2	3			2						1	■			■						■	Gathering Places
2	4	4	2				1 or 2	DPW / P					1	■			■				■		■	Intra-block passages
1	2	4	2					CS						■			■				■		■	Pocket parks
1	1	2	2			2								■	■	■	■	■			■		■	Corner lots/Harbor
														■		■		■			■		■	Stadium (see below)
Hilltop Neighborhood																								
Enliven Central Park																								
2	1 or 2	2	2	2				1	DPW / P						CF						■		■	Enliven Central Park
2	1 or 2	2	2	2					1	DPW / P					CF						■		■	Consider stage, gazebo....
1	1 or 2	2	2	2			2		1	DPW / P					AC / CC						■			Add benches, picnic tables.
2	1 or 2	2	2	2			2		1	P	County				AC / CC / VB / CF						■			Encourage public use
																								Community input on changes
Encourage new / infill projects																								
2	1	2	2			1	2				County										■			Encourage new / infill projects
1	1	2	2			1	2			CS											■		■	Ottawa County court expansion
1	1	2	2			1	2														■		■	Revitalization of Community Center
2	1	2	2																		■		■	Re-vitalization/re-purposing of Library
2	1	2	2																		■		■	Re-use of Council on Aging (if moved)
3	2	3																					■	Study corners for re-devel. opps



**Waterfront**

Encourage devel. on Harbor Dr.  
Evaluate Chinook Pier viability / value  
Evaluate Farmers Market relocation  
Attract additional housing & lodging  
Redesign stadium area for  
more uses, vistas, flexibility  
Aquila property re-development

1	2	3			1	2										■			
2	2	3			1	1										■			
1	2				2	2					■								
1		2		3	2	1					■					■			
1	1	2	2		1	1			MEDC	1	■			■	■				■

Encourage devel. on Harbor Dr.  
Evaluate Chinook Pier  
Evaluate Farmers Market  
Attract add'l housing&lodging  
Redesign Stadium area for  
more uses, vistas, flexibility  
Aquila property re-development

**Gateway Locations**

US-31 at Jackson  
US-31 at Franklin, Washington, Columbus  
Jackson at First, Second, Fourth  
Franklin at Fifth

Identify and prioritize  
Develop designs consistent w/ Downt  
Work w/ constituents  
Test w/ locals, visitors

1	2	2	2	3	2	1			MDOT										
1	2	2	2			1											■	■	■
1	2	2	2			1											■	■	■
1	2	2	2			1											■	■	■

US-31 at Jackson  
US-31 at Franklin, Wash., Colum.  
Jackson at First, Second, Fourth  
Franklin at Fifth

Identify and prioritize  
Design consistency  
Work w/ constituents  
Test w/ locals, visitors

**Centertown Neighborhood**

Gateway enhancements (see above)  
Beautification program

2	2	2	2			1											■	■	■
2	2	2	2			1											■	■	■

Gateway enhancements  
Beautification program

**Olde Towne Neighborhood**

Identify infill projects - housing, other  
Gateway enhancements (see above)  
Improve connections w/ downtown

1	2	2	2			1			1										■
2	2	2	2			1											■		
2	2	2	2			1											■		

Identify infill projects  
Gateway enhancements  
Improve integration w/ Downtown



Grand Haven Strategic Work Program Cost Estimate Table

Key	Area	Item Description	Importance	Status	Estimated Cost	Funding Opportunities	Notes
1 2 3	Downtown District	Expand green and open spaces	2	Progress	n/a		
		Eliminate/Minimize intrusions	1	Progress	n/a		
		Create more gathering spaces	2	Progress	\$15,000		
Redesign intersections to make more pedestrian		1	Progress	\$4,500			
<b>First &amp; Second Streets</b>							
Beautification Program							
Infill Projects							
Gateway Enhancements							
Improve integration w/ Downtown							
Stanco Property re-development							
<b>Beautification</b>							
Street Landscape program							
Street Furniture							
Flowers and Planters							
Light Fixtures							
Traffic Signals							
Banner/Flag/Poles							
Ground Surfaces							
Snowmelt System							
Infill Opportunities							
Parking Lots							
<b>Alley Improvements and Mid-block Access</b>							
Surface beautification							
Underground utilities							
<b>Trash enclosures</b>							
Rear entrance program							
First Street enclosures							
<b>Parking Lots</b>							
Configuration							
Signage/function							
Beautification							
Residential Parking Options							
<b>Gathering Places</b>							
Intra-block passages							
Pocket parks							
Corner lots/harbor							
Stadium							
<b>Hilltop Neighborhood</b>							
<b>Enliven Central Park</b>							
Consider stage, gazebo, add benches, picnic table, lighting							
Encourage public use by all (no fee?)							
Community Input on changes							
Encourage new Infill projects							
Ottawa County court expansion							
Re-vitalization of Community Center							
Re-vitalization/repurposing of Library							
Re-use of Council on Aging (if moved)							
Study comers for re-devl. Opps							
<b>Waterfront</b>							
Encourage devel. On Harbor Dr.							
Evaluate Chinook Pier viability / value							
Evaluate Farmers Market relocation							
Attract additional housing & lodging							
Redesign stadium area for more uses, vistas, flexibility							
Aquila property re-development							
<b>Gateway Locations</b>							
US-31 at Jackson							
US-31 AT Franklin, Washington, Columbia							
Jackson at First, Second, Fourth							
Franklin at Fifth							
Identify and prioritize							
Develop designsconsistent w/ Downtown							
Work w/ constituents							
Test w/ locals, visitors							
<b>Centertown Neighborhood</b>							
Gateway enhancement (see above)							
Beautification program							
<b>Olde Towne Neighborhood</b>							
Identify infill projects - housing, other							
Gateway enhancements (see above)							
Improve connections w/downtown							

2	Progress	n/a		
1	Progress	n/a		
2	Progress	\$15,000		
1	Progress	\$4,500		
2	Progress	\$3,000	Public	
1	Progress	\$1,000,000	Private	
2	Progress	\$5,000	Public	
2	Progress	\$25,000	Public	
1	Progress	\$1,000,000.00	Private	
1	Annual	\$50,000	Public/TIF/SA/Private	
2	Ongoing	\$2,500	Public/TIF/SA/Private	per bench
1	Annual	\$10,000	Public/TIF/SA/Private	
2	Complete	\$2,500	Public/TIF/SA/Private	
2	Complete		Public/TIF/SA/Private	
2	Complete	\$2,500.00	Public/TIF/SA/Private	
1	Ongoing	\$100,000	Public/TIF/SA/Private	
	Complete	\$272,344	Public/TIF/SA/Private	
1	Ongoing	\$1 million +	Private	
3	Ongoing	\$250,000	Public/Private	
2	Complete	\$200,000	Public/TIF/SA/Private	
2	Ongoing	\$500,000	Public/TIF/SA/Private	
1			Public/TIF/SA/Private	
1	Complete	\$27,000	Public/TIF/SA/Private	
2	Complete		Public/TIF	
2	Progress	\$5,000	Public/TIF	
2	Ongoing	\$10,000	Public/TIF	
1	Ongoing	n/a	Public/TIF	Parking Study Updated 2017
3		\$20,000	Public/Private	
2	Complete	\$3,000	Public/Private	
1	Complete	\$4,000	Public/Private	
1	Progress	\$3,000,000	Public/Private	
2			Public/Private	
2	Complete		Public/Private	
1	Ongoing		Public	
	Ongoing		Public	
2	No Action		Public/Private	
1	Complete		Public/Private	
1	Complete		Public/Private	
2	Complete		Public/Private	
3			Public/Private	
	Ongoing			
1				
2				
1	Ongoing			
1	Ongoing		Complete 2018	
1	No Action		Private	
	n/a			
	n/a			
	n/a			
	n/a			
1	Ongoing			
1	Ongoing		Public/TIF/SA/Private	
1	Ongoing		Public/TIF/SA/Private	
1	Ongoing		Public/TIF/SA/Private	
2	Ongoing		Public/TIF/SA/Private	
2	Ongoing	\$50,000	Public/TIF/SA/Private	
1	Ongoing	\$50,000	Private	
2	Ongoing	\$50,000	Public	
2	Ongoing		Public	