

**CITY OF GRAND HAVEN
519 WASHINGTON AVE.
GRAND HAVEN, MICHIGAN
SPECIAL WORK SESSION
MONDAY, JANUARY 10, 2022**

The Special Work Session of the Grand Haven City Council was called to order in the City Council Chambers at 6:00 p.m. by Mayor Cathy McNally.

Present: Council Members Karen Lowe, Ryan Cummins, Kevin McLaughlin, Mike Fritz, and Mayor Cathy McNally.

Absent: None.

Others Present: City Manager Patrick McGinnis; City Clerk Kelly M. Beattie; Assistant City Manager Ashley Latsch; Director of Public Safety Jeff Hawke; Community Development Manager Jennifer Howland

CALL TO THE AUDIENCE

The Mayor opened public comment, offering an option for the public to call in via telephone.

1. **Walter Davis**, 209 S 3rd St., spoke in endorsement of the Grand Haven High School Green Group, requesting the City Council send a letter asking for recommendations from the Green Group.
2. **Elizabeth Butler**, Director of Economic Development for the Grand Haven Chamber, 1 S. Harbor Dr., spoke in support of the manufacturing industry in the City of Grand Haven and surrounding area. Butler also shared the top issues of interest from the chamber: affordable transportation to and from Muskegon County; availability of industrial land, capital investment in the airport; and affordable housing.
3. **Patricia Nelson**, 1820 Pine Ct., spoke in favor of promoting energy conservation, resiliency planning, natural resource management, and reducing the carbon footprint of the City. Nelson also encouraged participation in the Michigan Green Communities Challenge.
4. **Ryan Cotton**, 150 Park Ave., spoke in support of community energy planning and presented a three-minute video that provided an overview of this process in Holland, MI.
5. **David Mann**, 515 Howard Ave., shared information about the process of receiving a home energy score and his success in renovating a historic home to become energy efficient. Mann also spoke in support of empowering citizens and identified the lack of a sustainability plan a problem for the community.
6. **Brittany Goode**, 428 N. 6th St., spoke in support of better recycling options for business; options for commercial composting for businesses; and the better communications regarding the requirements for recycling, because members of the community need better instructions for recycling. Goode also spoke in support of beach cleanups and encourage promotional materials to include messages in support of cleaning up litter on the beach.
7. **Jim Hagen**, 400 Lake Ave., spoke on the topic of affordable housing, which includes a single door solution. Hagen called for a reversal of zoning changes he identified as favoring corporations, which limited the ability of residents to rent out rooms or apartments in owner occupied buildings.

STRATEGIC PLANNING DISCUSSION

CM Lowe began the discussion on strategic planning with a presentation which covered Overview of Strategic Planning. Following this introduction, the City Council collaborated to assemble a draft SWOT Analysis.

SECOND CALL TO THE AUDIENCE

The Mayor opened public comment, inviting participants to contribute to the draft SWOT Analysis.

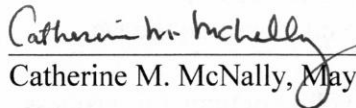
1. **David Mann**, 515 Howard Ave., thanked the council for leading this process. Looks forward to growth; embracing youth; exploring the idea of a chief communications officer; employing the next generations; and how to encourage more public participation
2. **Jim Hagan**, 400 Lake Ave., spoke in support of better parking utilization, especially opportunities for parking to support mass transit; and identified short term rentals as a threat and the BLP/City relationship as an opportunity for the SWOT chart.
3. **Jay Whitewall**, 99 Poplar Rdg., spoke in support of improved financial management encouraging continuous improvement in city operations; and encourages change through community improvement from citizen, community, and the council.

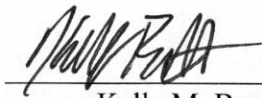
SWOT Analysis - Closing

The City Clerk asked for clarification on the timeframe for Boards and Commission contributions to the SWOT analysis. The City Council suggested that Boards and Commissions should provide responses within the next six weeks and provided general guidance on the substance of the responses.

Adjournment

After hearing no further business, Mayor McNally adjourned the meeting at 7:47 p.m.


Catherine M. McNally, Mayor


Kelly M. Beattie, City Clerk

Strengths

- Vocal and engaged Citizens
- Quality School District
- Ample Recreation Opportunity
- LOCATION
- Assets-water, sewer,
- Ski Bowl
- Strong Community Foundation
- Public Transit
- Fiscal Responsibility
- Beach, Pier, Boardwalk
- Access to natural resources
- Tourism
- Walkability
- Snowmelt
- Stable Population
- Strong Neighborhoods
- Proximity to Larger Cities
- Retiree Population
- Airport
- Reliable Utilities
- Quality of Life
- Appearance of Neighborhoods
- Variety of Festivals and Events
- Historic architecture
- Open and Natural Green Space
- Sense of Community; neighbors but also in a much larger sense
- Volunteers
- Business Community; robust and diversified (retail and manufacturing)
- Dedicated Staff
- Unique Neighborhoods
- Unique Business Districts
- Strong Property Values
- Award Winning Destination
- Diversified Economy
- Redevelopment Ready Community Status
- Master Level Main Street DDA
- Unmatched Public Access to Waterfront
- Work Ethic of Staff **and** Community
- Staff Expertise/Accolades
- Public Entities; Museums, Library
- Global Employers
- Philanthropic Community Mindset
- Effective City Government; sharing resources and information in efficient ways
- Boards and commissions

Weaknesses

- Utilization of Boards and Commissions
- Lack of Regional Transportation
- Structural Inefficiencies
- Seasonality
- Lack of Youth Participation and Engagement
- Lack of Public Awareness of City Issues
- Lack of Sustainability Plan
- Lack of Community Energy Plan
- Fragmented Economic Development Marketing Effort
- High Property and Housing Costs
- Workforce Shortage
- Lack of Agreement on Manageable Growth
- Lack of Retail and Culinary Variety
- Aging Infrastructure
- Intergovernmental Relationships
- Lack of Developable Land
- Resistance to Change
- Weak Historic District Ordinance

Opportunities

- DEI
- Airport
- Communication with Residents; connecting community with resources
- Infrastructure Money at Federal/State Level
- Consolidation of Economic Development Function
- Providing Incentives for Labor Force
- Diesel Plant Development
- Development of Downtown Core
- Development of Chinook Pier
- Grants
- Regional Transit
- Sluka Field Investment
- EV Charging Stations
- Housing that's Affordable- Working with Neighboring Communities
- Solar Power for Homes
- Collaboration
- Managing Change and Growth
- Underutilized Parking Areas
- Relationship with BLP
- Receptive, Interested Corporate Leadership
- Citizen Engagement; Find Effective Means of Pushing Information Out
- Harbor Island
- Centertown and East Side ripe for attention (benches, parks, fire pits)
- Potential for Neighborhood Associations
- Regionalism (sustainability and affordable housing)
- Youth looking for things to do
- Targeted Prescriptive Investment
- Need for post-secondary education

Threats

- Oversaturation in Peak Seasons
- Harbor Island Contamination
- Density
- Pension Liabilities
- Harbor Island
- Stability of Larger Employers in the Community
- Cost of Utility Services
- Tax Increases
- Labor Competition
- Political Climate at all Levels
- Aging Community
- Climate Change
- Absence of Culture/Diversity
- Snowmelt Cost
- Unfunded Mandates
- Duncan Woods Litigation
- High Water
- Lack of Energy Plan
- Drug Addiction
- Lack of Protection for Historic Homes and Districts
- Changing Shopping Tendencies; Online Shopping
- Merchant Class Aging Out
- Lack of Change or Adaptation
- Rapid Development, or Overdevelopment
- Short Term Rental