

GRAND HAVEN CHARTER TOWNSHIP STRATEGIC PLAN

2019 — 2022



GRAND HAVEN TOWNSHIP BOARD

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GRAND HAVEN CHARTER TOWNSHIP

*Above all else, our purpose is to provide
superior customer service to our community*

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STRATEGIC PLANNING



What is Strategic Planning?

Simply put, strategic planning is an organization's process for defining its direction and identifying objectives to guide decisions regarding the allocation of capital and people. The focus of a strategic plan is typically on the whole organization and they are established for a specific timeframe, typically three to five years. Since strategic planning cannot foretell exactly how the marketplace will evolve and what issues will surface over time, it is essential to re-visit this plan on an annual basis.

Why is the Township doing a Strategic Plan?

Grand Haven Charter Township is a desirable place to live with its beautiful natural features, lakeshore location, and reasonable commute to regional employment centers. Over the last 20 years the Township has become the largest of the Northwest Ottawa communities in terms of area (28+ square miles), population (17,000+), and tax base (SEV over \$1 billion). This rapid growth has led to an increased demand for public services.

Although growth is not as robust as the pre-2006 levels, the current growth rate is expected to continue. Consequently, the Township is facing questions regarding the levels of service and capital projects designed to improve both safety and quality of life of its residents.

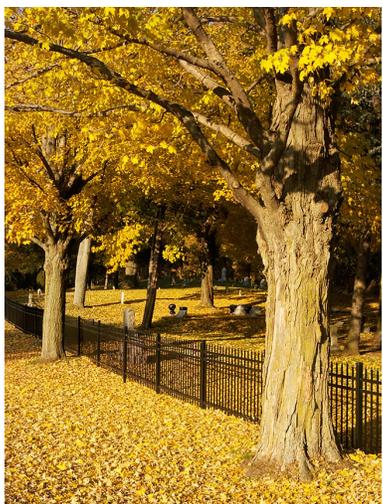
How will the Township use the Strategic Plan?

The plan will be used as a tool to:

- Assist with communicating the Township's goals
- Assure that elected officials are all "on the same page"

- Set priorities and make decisions
- Monitor and measure implementation progress
- Identify needed changes

OUR MISSION



Grand Haven Charter Township Provide. Protect. Prepare.

- Provide essential services and superior customer service for all who live, work and visit the community.
- Protect the people and the resources entrusted to us.
- Prepare for future challenges and opportunities.



The 2019 Mission statement shows an evolution from the original 1997 Strategic Plan Mission statement:

***“The mission of the Grand Haven Charter Township Board is to provide those professional quality services that can best be furnished by the Township and are necessary for the health, safety and welfare of the residents.*”**

The Township shall continually improve these services to accommodate the needs and expectations of the residents, who are the customers and stakeholders of the Township.”

The 1997 Mission Statement recognize the fiscal constraints that exist even during periods of growth and placed an emphasis on meeting the service needs of the citizens.

OUR GOALS



Maintain a Healthy Financial Balance that Reflects Current Revenues and Future Projections (see page 7)



Deliver Superior Essential Services that Can Best Be Provided by the Township (see page 9)



Maintain and Improve the Infrastructure that is Necessary to Enhance the Community's Health, Safety, and Quality of Life (see page 10)



Establish Strong Partnerships within Our Community, with Our Neighbors, and with Other Governmental Agencies to Promote Shared Essential Services and Resources (see page 12)



Support and Retain Economic Development that Enhances the Quality of Life in Balance with the Protection of Our Community Character (see page 13)

FINANCIAL BALANCE



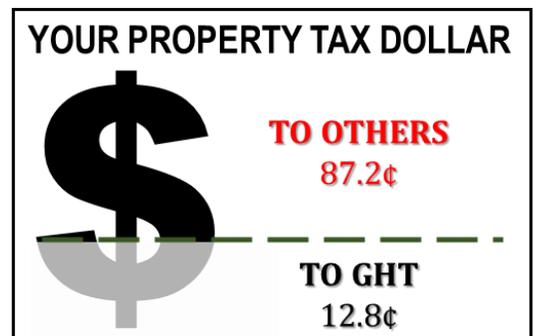
GOAL: Maintain a Healthy Financial Balance that Reflects Current Revenues and Future Projections

Grand Haven Charter Township maintains twelve (12) funds with majority of operations found in nine (9), including the General Fund, Fire/Rescue Fund, Police Services Fund, DDA Fund, Municipal Street Fund, Pathway Fund, IT Fund, Water Fund and Sewer Fund. In general, monies from one fund cannot be transferred to other funds.

The \$3.4± million annual expenditures from the General Fund are the source of many of the services associated with local government, such as assessing, building and zoning services, parks, elections, drain maintenance, etc. Grand Haven Charter Township relies on various sources of revenues to supply its General Fund, including property taxes, fees and state revenue sharing. Most of the revenue sources are stable with the exception of the building fees that can vary widely.



Although the Township collects over \$22 million in property taxes each year, the vast majority of these taxes are not kept by the Township. Rather, they are distributed to the State of Michigan, the local school districts, Ottawa County and other taxing jurisdictions. For every tax dollar that the Township collects, about 87.2 cents is distributed to others.



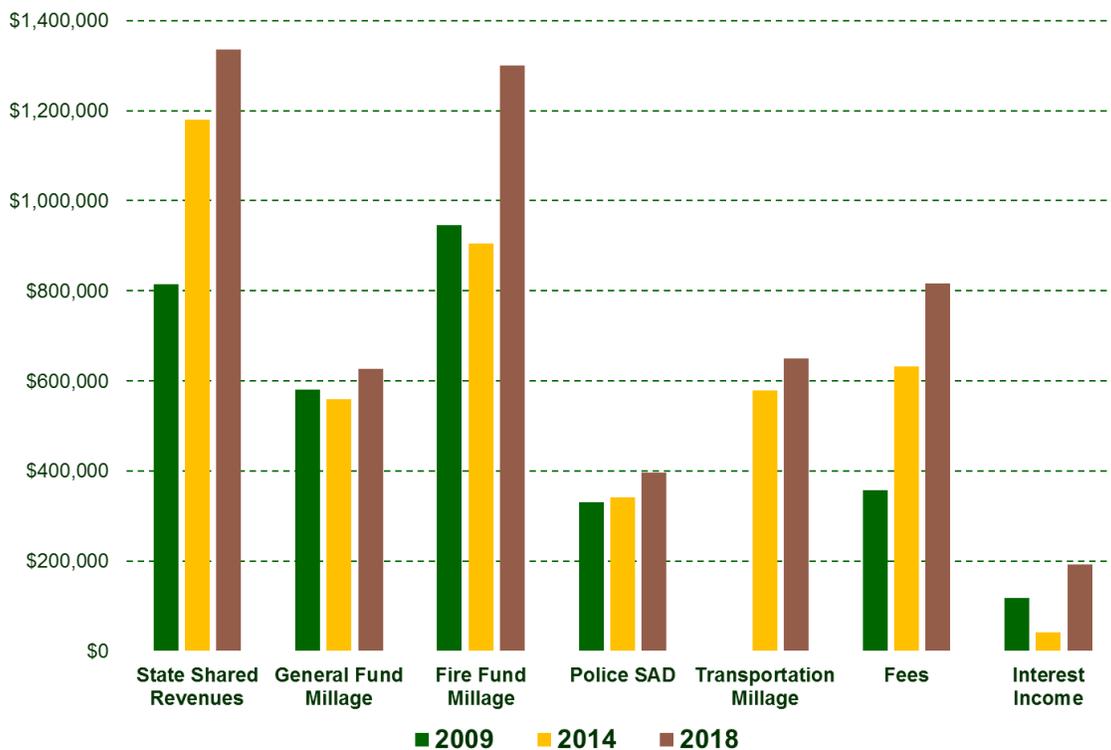
FINANCIAL BALANCE

Objectives:

- Adopt policies that support – “living within our means.”
- Have sufficient financial reserves to respond to emergencies, economic downturns, and future capital spending. *(Current policy has a minimum unrestricted General Fund fund balance of \$1.6 million.)*
- Prioritize taxing and spending to focus on both safety and “quality of life”.

Low Millage Rate

Grand Haven Township’s millage rate is the 5th lowest of all 24 municipalities in Ottawa County and is about 4.12 mills below ↓ the average.



ESSENTIAL SERVICES

Objectives:

- Define and prioritize those essential services that can be best furnished by the Township.
- Continually improve the services provided by the Township, especially those services that relate to public safety (*i.e., fire/rescue and police services*).
- During the annual budget approval process, review department organization, responsibilities, functions, and staffing (*including succession planning*).
- Develop a versatile and professional Township workforce that is cross trained.
- Continue the “Grand Way” program to ensure superior customer service.
- Show appreciation for staff, committee and board service through recognition events, a personal “*thank you*”, and/or awards.

GOAL: Deliver Superior Essential Services that Can Best Be Provided by the Township

Grand Haven Charter Township provides a broad array of public services and amenities to its citizens. The Township recognizes that unlike the private sector, citizens cannot “choose” to do business or receive their services from another local government or agency. With this in mind, the Township staff adopted the creed that *“Above all else, our purpose is to provide superior customer service to our community.”*

As the Township’s population has increased, so has the demand for services and the need to both maintain and expand the existing infrastructure (*e.g., pathways, streets, drain districts, bus service, etc.*).

The Township’s goal is to carefully evaluate and prioritize the services and amenities it offers to ensure they can be provided at the highest possible level and in a fiscally responsible manner.

Under state law, the only services that the Township Board must provide are:

Property assessments, tax collection, and elections.

However, the Board has chosen to provide or support a variety of services, many of which are considered foundational for local governments, including:

1. Fire/Rescue Services
2. Contracted Police Services
3. Municipal Water
4. Sanitary Sewer
5. Planning and Zoning
6. Building Code
7. Parks
8. Pathways
9. Cemeteries
10. Economic Development
11. Ambulance Service
12. Road Maintenance
13. Stormwater Maintenance
14. Code Enforcement
15. Drain Maintenance
16. Trash Collection
17. Library Services
18. Liquor Control Enforcement
19. Yard Waste Collection
20. Website and IT Services
21. Recreational Programs
22. Bus Service

INFRASTRUCTURE

GOAL: Maintain and Improve the Infrastructure that is Necessary to Enhance the Community's Health, Safety, and Quality of Life

Grand Haven Charter Township prides itself on the quality infrastructure it provides to its citizens. This is considered to be a basic and fundamental function for the Township.

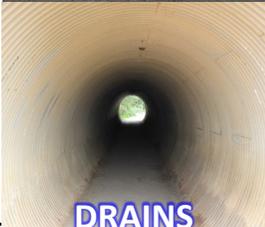
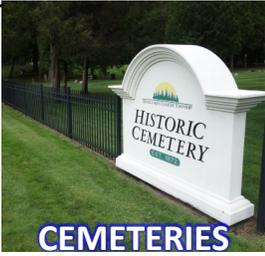
Even during the so-called "Great Recession," the Township was able to sustain road maintenance in cooperation with the Ottawa County Road Commission (OCRC) at levels "fair" or higher. And, in cooperation with the Ottawa County Water Resources Commission (OCWRC), the Township was able to maintain the storm systems throughout the community.

Objectives:

- Establish and implement asset management principles for roads in the Township to address issues of safety, mobility and community character.
- Maintain funding source for basic infrastructure maintenance (*e.g. roads, pathways and storm drains*).
- Provide high quality water and sewer services.
- Collaborate and partner with other communities and agencies to provide and maintain essential infrastructure and services.
- Use technology to enhance services and to increase efficiencies in every aspect of operations.
- Integrate other Township plans with the Strategic Plan and use these as key tools in making decisions regarding operations, capital investments, and natural resource protection.
- Maintain and refine planning and zoning requirements so they are responsive to community character and priorities.



Infrastructure Facts Sheet

INFRASTRUCTURE	WHAT DO WE HAVE?	FUNDING SOURCE	FACTS
 <p>ROADS</p>	107.09 Miles of Public Roads 24.21 Primary 40.41 Subdivision 23.79 Paved Local 18.68 Gravel	OCRC Tax Monies Municipal Street Fund General Fund <i>Transportation Revenues are increasing</i>	At the end of 2018, all of the subdivision roads were rated "5" or better on the Pavement Surface Evaluation and Rating System (PASER) where "10" is excellent.
 <p>DRAINS</p>	17 County Drainage Districts	Special Assessments General Fund	All costs are paid through assessments, except for minor maintenance (<i>i.e., less than \$10,000</i>).
 <p>WATER</p>	110.2 Miles of Main Two 500,000 Gallon Elevated Storage Tanks 5 Meter Stations or Vaults 5,360 Taps	Water Use Fees Connection Fees	A cost of service rate study was completed in 2015. Next Study will be in 2020.
 <p>SEWER</p>	30.34 Miles of Main 9 Pump Stations 860 Connections	Sewer Use Fees Connection Fees	A cost of service rate study was completed in 2015. Next Study will be in 2020.
 <p>PATHWAY</p>	33.3 Miles by 2020	Expansion = Millage Maintenance = General & Pathway Fund	A significant expansion will be completed in 2019.
 <p>PARKS</p>	<u>Township</u> 6 Parks = 596 Acres <u>Ottawa County</u> 3 Parks = 597 Acres	General Fund Grants Donations Special Millages	The Township continues discussions to add additional park lands for active recreation immediately south of Hofma Park & Preserve.
 <p>CEMETERIES</p>	Historic Cemetery Lakeshore Cemetery	General Fund User Fees	A planned expansion of the Historic Cemetery will begin in 2019.

STRONG PARTNERSHIPS

GOAL: Establish Strong Partnerships within Our Township, with Our Neighbors, and with Other Governmental Agencies to Promote Shared Essential Services and Resources

To further reduce costs and to provide benefits to the region as a whole, Grand Haven Charter Township is working cooperatively through partnerships with adjacent communities and organizations. In addition to the cost savings that result from improved efficiency, regional cooperation has also led to improved relations with adjacent municipalities and local agencies. The Township currently cooperates on a regional basis in the following ways:

- Grand Haven/Spring Lake Sewer Authority
- Harbor Dredging
- Harbor Transit
- Loutit District Library Authority
- Fire Department Mutual Defined Response Areas
- NOCH Ambulance Authority
- North Ottawa Community Hospital
- North Ottawa Recreation Authority
- North Ottawa Water System (NOWS)
- Regional Economic Development contract
- Resilient Grand Haven Plan
- Robbins Road Corridor Plan
- July 4th Fireworks
- Emergency Management and Planning



North Ottawa Community Health System



Loutit District Library
Expanding Horizons, Enriching Minds



Objectives:

- Share positive progress with the community through articles in the newsletters.
- Regularly communicate and be transparent with the community about the real issues facing the region.
- Identify meaningful ways to engage citizens.
- Collaborate with other governmental agencies to provide essential services, enhance natural resources, and support the local economy.

ECONOMIC DEVELOPMENT



- Ottawa County is ranked 3rd in Michigan and 95th in the U.S. in the total value of agricultural production.
- Tourism attracts nearly \$58 million each year to the greater Grand Haven area.
- Manufacturing provides for about 36% of the jobs in this region. This is more than 8,000 jobs.
- In comparison, only 12% of jobs in Michigan and only 9% of the jobs in the nation are provided by manufacturing.
- Of the three types of wealth creating businesses in this region, manufacturing is the most important.

GOAL: Support and Retain Economic Development that Enhances the Quality of Life in Balance with Protecting Our Community Character

Community wealth is created by businesses that sell products or provide services to others that are outside of the region. These businesses attract dollars to this region. The Township is fortunate to benefit from three different types of wealth creating businesses – tourism, agriculture and manufacturing.

Grand Haven Charter Township is a unique community that benefits from its proximity to Lake Michigan, the Grand River, and bayous. The economic vitality of the region is sustained by the agricultural, manufacturing, and tourism industries and the community supports its existing businesses and employers. It also encourages economic growth and development. While the makeup of the Township is varied, its rural character is nonetheless a prime asset. This unique dimension adds importance to establishing and maintaining development standards that appropriately respond to community character, surrounding land uses, and environmental features.



ECONOMIC DEVELOPMENT

“In order for the Township to be successful, the Township must support and partner with local businesses.”

Objectives:

- Support business retention and expansion.
- Seek economic development opportunities that provide employment and sustain community character and quality of life.
- Work with businesses and economic development organizations to identify and support the assets necessary for economic growth in alignment with the Township’s Master Plan.
- Collaborate with local agencies, private developers, and neighboring municipalities to attract a new industrial park near the US-31 and M-45 intersection.
- Protect the Township’s environmental features that help define its rural character, including water resources, wetlands, and woodlands.
- Continue a policy of balanced development that is based on community character, surrounding land uses, and environmental features; establish design standards.
- Expand park land to increase active recreational opportunities.



