

Chapter 6: Implementation

Creating the Strategies

The Muskegon Area-wide Plan (MAP) project had formalized five vision areas and a number of goals assigned to each vision from community input during the second set of Community Forums held in September 2003. These visions and goals are outlined in Chapter 2.

The MAP Steering Committee was then faced with the difficult question “*Where do we go from here?*” The committee, with assistance from the West Michigan Shoreline Regional Development Commission (WMSRDC) and HNTB, had to decide how to implement the visions and goals. Three main questions that needed to be answered in order to establish the MAP implementation strategies include:

WHAT?

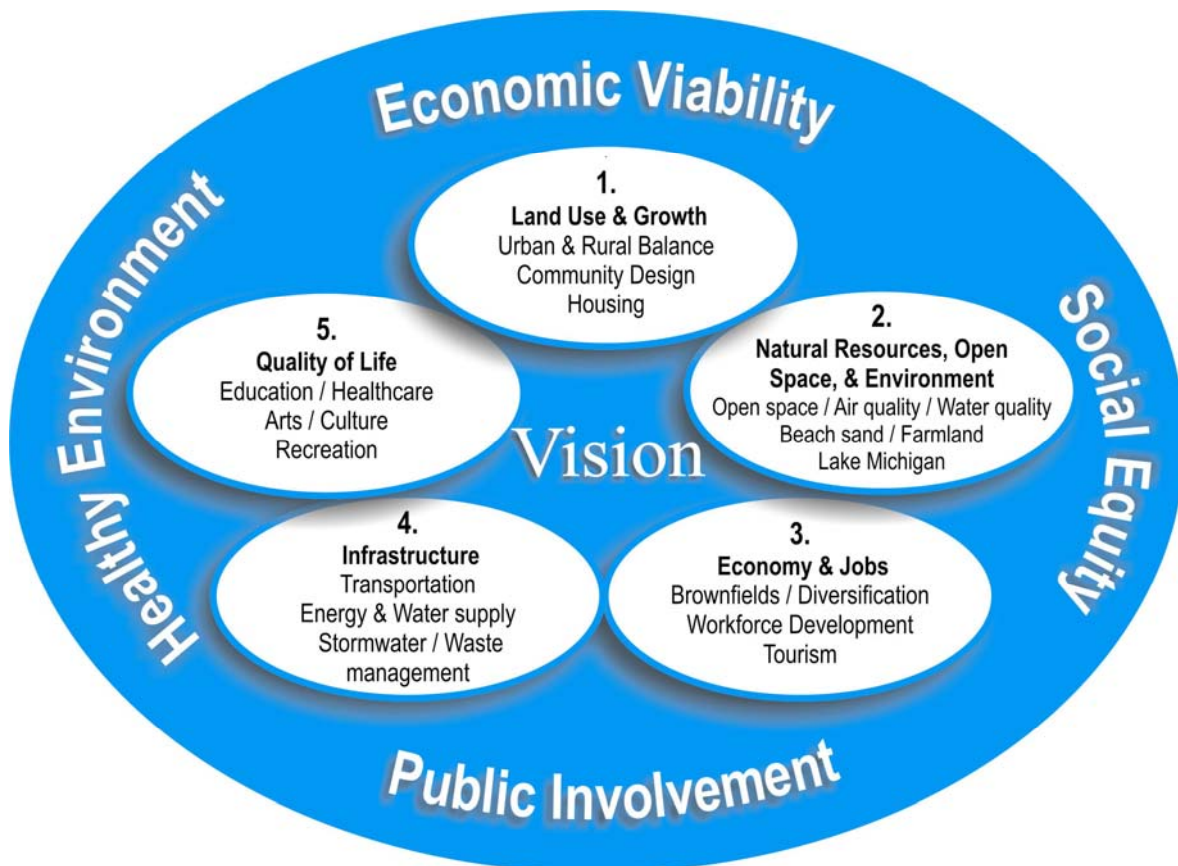
What task(s) can be done to accomplish each vision/goal?

WHO?

Who should be responsible for accomplishing each task?

WHEN?

When or in what period of time should the task be accomplished?



The MAP Steering Committee went through the difficult task of answering these three questions for each of the identified visions and goals. In addition, at the final Community Forum held in September 2004, attendees participated in an exercise where they were given the opportunity to answer these three questions related to the MAP visions and goals.

Implementation Strategies – Answering the Questions

Following are responses to the questions of What, Who, and When with respect to the five MAP visions and their implementation strategies.

VISION 1: Land Use and Growth

Encourage and promote land use and growth patterns that sustain and improve quality of life in Muskegon County, while maintaining a strong sense of place, community, and responsibility.

WHAT?

- **Ambassador Program:**
Recruit six volunteers to act as MAP ambassadors and meet with each of the 28 units of government and at least five organizations within Muskegon County in order to promote the MAP project and Smart Growth Principles.
- **Adopting Principles:**
Request local governments and planning commissions to adopt Smart Growth Principles by resolution to use when reviewing and/or approving growth within their jurisdiction.

- **Coordinated Planning:**
Coordinate local planning documents with adjoining units of governments.
- **Educational Seminars:**
Hold one seminar per year to educate local developers, builders, and realtors on the principles of Smart Growth.
- **Encouraged Communication:**
Create a platform to encourage increased communication between local governments and area developers, builders, and realtors in order for each group to gain a better understanding of the perspectives of each and how to more efficiently work together.
- **Model Ordinances:**
Prepare model zoning ordinances and codes that incorporate the Smart Growth principles and make them available for implementation locally.
- **Planning Commission Meetings:**
Establish a quarterly county-wide meeting with one representative from each of the 28 planning commissions within the county.
- **Planning Law Reform:**
Meet with local legislators to encourage the reform of current Michigan Planning laws.

WHO?



The following organizations were identified as having a lead role (L), a supporting role (S), or an advisory role (A) in implementing the Land Use and Growth vision. Organizations identified as having a lead role will have the ultimate responsibility for implementing the vision. Supporting organizations will provide technical expertise, public relations, educational programs, and staff support to implementation.

Task	Local Governments			County Government	WMSRDC	Ambassadors	Legislators	Private Sector	Steering Committee
	Townships	Cities	Villages						
Ambassador Program					S	L			A
Adopting Principles	L	L	L		S	S			A
Coordinated Planning	L	L	L	L	S				A
Educational Seminars	S	S	S	S	L				S
Encouraged Communication	L	L	L	S	A			S	S
Model Ordinances	A	A	A	A	S				L
Planning Commission Meetings	S	S	S	S	L			S	L
Planning Law Reform	L	L	L	L	A		L	S	S

L = indicates lead role, S = indicates supporting role, A = indicates advisory role

WHEN?

Task	Year						
	2005	2006	2007	2008	2009	2010 – 2015	2015 – 2025
Ambassador Program	Active work						
Adopting Principles	Active work			Passive work			
Coordinated Planning	Active work						
Educational Seminars	Active work						
Encouraged Communication	Active work						
Model Ordinances	Active work			Passive work			
Planning Commission Meetings	Active work						
Planning Law Reform	Passive work						

Key:  Active work  Passive work

VISION 1: Summary Chart

WHAT	WHO	WHEN
Ambassador Program: Recruit six volunteers to act as MAP ambassadors and meet with each of the 28 units of government and local organizations within Muskegon County in order to promote the MAP project and Smart Growth Principles.	Volunteer MAP ambassadors with assistance from WMSRDC	Each local government once per year and five organizations
Adopting Principles: Request local governments and planning commissions adopt Smart Growth Principles by resolution to use when reviewing and/or approving growth within their jurisdiction.	MAP Steering Committee members and WMSRDC	Upon completion of MAP Document
Coordinated Planning: Coordinate local planning documents with adjoining units of governments.	Local governments and Muskegon County	Ongoing
Educational Seminars: Hold seminars to educate local developers, builders, and realtors on the principles of Smart Growth.	WMSRDC and local educational facilities	One per year
Encouraged Communication: Create a platform to encourage increased communication between local governments and area developers, builders, and realtors in order for each group to gain a better understanding of the perspectives of each and how to more efficiently work together.	Local governments and area developers, builders, and realtors with assistance from WMSRDC	Ongoing
Model Ordinances: Prepare model zoning ordinances and codes that incorporate the Smart Growth principles and make them available for implementation locally.	MAP Steering Committee with assistance from WMSRDC	December 2006
Planning Commission Meetings: Establish a county-wide meeting with one representative from each of the 28 planning commissions within the county.	Local governments with assistance from WMSRDC	Four times per year
Planning Law Reform: Meet with local legislators to encourage the reform of current Michigan Planning laws.	Local governments and legislators	Ongoing

VISION 2: Natural Resources, Open Space, & Environment

Protect and preserve natural resources and continually improve the quality of air, water, and land resources found in Muskegon County.

WHAT?

▪ **Farm Land Preservation Program:**

Create a Farm Land & Open Space Preservation Program in Muskegon County, which will utilize the purchase of development rights to voluntarily conserve private agricultural lands and open space in Muskegon County.

▪ **Educational Seminars:**

Provide educational seminars for local elected and appointed officials on the benefits of preserving open space, and the impact they can make within their jurisdiction.

▪ **Coordination of Activities:**

Coordinate MAP activities with the efforts of local environmental groups and organizations working within Muskegon County in order to minimize the duplication of efforts.

▪ **Green Infrastructure Plan:**

Create a county-wide green infrastructure plan for Muskegon County, which can be coordinated and implemented locally.

▪ **Educational Visits:**

Visit local organizations through the MAP ambassador program in order to educate on the environmental benefits of utilizing Smart Growth Principles.

▪ **Great Lakes Protection:**

Continue to work with other Great Lakes States on Great Lakes issues through the participation in the Lake Michigan Academy. Meet with local state representatives to encourage the adoption of the Great Lakes Legacy Act, and the Great Lakes Restoration Act.

WHO?



The following organizations were identified as having a lead role (L), a supporting role (S), or an advisory role (A) in implementing the Natural Resources, Open Space, and Environment vision. Organizations identified as having a lead role will have the ultimate responsibility for implementing the vision. Supporting organizations will provide technical expertise, public relations, educational programs, and staff support to implementation.

Task	Local Governments			County Government	Environmental Groups	WMSRDC	Ambassadors	Legislators	Private Sector	Steering Committee
	Townships	Cities	Villages							
Farm Land Preservation Program	L	S	S	L	L					
Educational Seminars	A	A	A	A	A	S	L			A
Coordination of Activities					L	L				S
Green Infrastructure Plan	A	A	A	A	L	S				
Educational Visits					S	S	L		S	A
Great Lakes Protection	L	L	L	L		A		L	S	S

L = indicates lead role, S = indicates supporting role, A = indicates advisory role

WHEN?

Task	Year						
	2005	2006	2007	2008	2009	2010 – 2015	2015 – 2025
Farm Land Preservation Program	Active work					Passive work	
Educational Seminars	Active work						
Coordination of Activities	Active work						
Green Infrastructure Plan	Active work		Passive work				
Educational Visits	Active work						
Great Lakes Protection	Passive work						

Key:  Active work  Passive work

VISION 2: Summary Chart

WHAT	WHO	WHEN
<p>Farm Land Preservation Program: Create a Farm Land & Open Space Preservation Program in Muskegon County, which will utilize the purchase of development rights to voluntarily conserve private agricultural lands in Muskegon County.</p>	<p>Local governments, community leaders, local environmental groups and organizations, and area farmers</p>	<p>Program in Place by December 2006</p>
<p>Educational Seminars: Provide educational seminars for local elected and appointed official on the benefits of preserving open space, and the impact they can make within their jurisdiction.</p>	<p>MAP Steering Committee, WMSRDC, and local educational institutions</p>	<p>Two per year</p>
<p>Coordination of Activities: Coordinate MAP activities with the efforts of local environmental groups and organization working within Muskegon County in order to minimize the duplication of efforts.</p>	<p>MAP Steering Committee, local environmental groups and organizations, and WMSRDC</p>	<p>Ongoing</p>
<p>Green Infrastructure Plan: Create a county-wide green infrastructure plan for Muskegon County, which can be coordinated and implemented locally.</p>	<p>Local governments, local environmental groups and organizations, WMSRDC, and the WMSA</p>	<p>December 2006</p>
<p>Educational Visits: Visit local organizations through the MAP ambassador program in order to educate on the environmental benefits of utilizing Smart Growth Principles.</p>	<p>Volunteer MAP ambassadors with assistance from WMSRDC</p>	<p>Five per year</p>
<p>Great Lakes Protection: Continue to work with other Great Lakes States on Great Lakes issues through the participation in the Lake Michigan Academy. Meet with local state representatives to encourage the adoption of the Great Lakes Legacy Act and the Great Lakes Restoration Act.</p>	<p>Local governments, community leaders, and state representatives</p>	<p>Ongoing</p>

VISION 3: Economy and Jobs

Promote economic development and diversity that ensures access to jobs, goods, and services throughout Muskegon County.

WHAT?

- **Agricultural Business Plan:**

Develop an agricultural business plan for Muskegon County which will outline a strategy to retain and expand existing agricultural business, as well as maintain synergy and a diversified economy.

- **Live Near Work:**

Request local employers to provide benefits that encourage employees to live near where they work.

- **CEDS Process:**

Incorporate Smart Growth Principles into the Comprehensive Economic Development Strategy (CEDS) goals and objectives.

- **Business Improvement Districts:**

Create business improvement districts/corridors that encourage neighborhood and intergovernmental cooperation.

- **Workforce Development:**

Meet once per year with area employers to identify their employment and workforce training needs.

- **Economic Diversity:**

Review the local economy on a yearly basis in order to create benchmarks and identify policies that will assist in diversifying the regional economy within Muskegon County.

- **Tourism:**

Create a task force to meet on a quarterly basis in order to identify issues and opportunities that will promote tourism in Muskegon County.

- **Public/Private Partnerships:**

Create a platform to identify opportunities for public/private partnerships which will encourage cost savings, shared services, and regional economies of scale.

- **Brownfield Redevelopment:**

Create an inventory of brownfields within Muskegon County, as well as identify and prioritize potential sites for redevelopment.

WHO?



The following organizations were identified as having a lead role (L), a supporting role (S), or an advisory role (A) in implementing the Economy and Jobs vision. Organizations identified as having a lead role will have the ultimate responsibility for implementing the vision. Supporting organizations will provide technical expertise, public relations, educational programs, and staff support to implementation.

Task	Local Governments			County Government	Environmental Groups	WMSRDC	Muskegon Area First	Chambers of Commerce	Private Sector	Steering Committee
	Townships	Cities	Villages							
Agricultural Business Plan					L	A	S	S	S	
Live Near Work								L	S	A
CEDS Process	S	S	S	S		L				
Business Improvement Districts	L	L	L			S	S	A	A	
Workforce Development				L			S		L	
Economic Diversity						S	L	S	A	
Tourism				L			S	S	L	
Public/Private Partnerships	L	L	L	L		A	S	S	L	
Brownfield Redevelopment	S	S	S	S		L	S			

L = indicates lead role, S = indicates supporting role, A = indicates advisory role

WHEN?

Task	Year						
	2005	2006	2007	2008	2009	2010 – 2015	2015 – 2025
Agricultural Business Plan	Active work			Passive work			
Live Near Work	Active work						
CEDS Process	Active work		Passive work				
Business Improvement Districts	Active work		Passive work				
Workforce Development	Active work						
Economic Diversity	Active work						
Tourism	Active work						
Public/Private Partnerships	Active work						
Brownfield Redevelopment	Active work		Passive work				

Key:  Active work  Passive work

VISION 3: Summary Chart

WHAT	WHO	WHEN
Agricultural Business Plan: Develop an agricultural business plan for Muskegon County which will outline a strategy to retain and expand existing agricultural business, as well as maintain synergy and a diversified economy.	Local environmental groups and organizations, Muskegon Area First, local Chambers of Commerce, area farmers, and WMSRDC	December 2007
Live Near Work: Request local employers to provide benefits that encourage employees to live near where they work.	MAP Steering Committee, local Chambers of Commerce, Private Sector Employers	Ongoing
CEDS Process: Incorporate Smart Growth Principles into the Comprehensive Economic Development Strategy (CEDS) goals and objectives.	WMSRDC, and local governments	September 2006
Business Improvement Districts: Create business improvement districts/corridors that encourage neighborhood and intergovernmental cooperation.	Local governments with assistance from Muskegon Area First and WMSRDC	July 2006
Workforce Development: Meet with area employers to identify their employment and workforce training needs.	Department of Employment & Training Workforce Development, MTEC, MAF, MAISD, Private Sector Employers	One per year
Economic Diversity: Review the local economy in order to create benchmarks and identify policies that will assist in diversifying the regional economy within Muskegon County.	Muskegon Area First, Chambers of Commerce, WMSRDC, Private Sector Business & Industry	Once per year
Tourism Task Force: Create a task force that will meet regularly in order to identify issues and opportunities that will promote tourism in Muskegon County.	Convention & Visitors Bureau, Chambers of Commerce, Muskegon Area First, Area Tourism Affiliates	Four per year
Public/Private Partnerships: Create a platform to identify opportunities for public/private partnerships which will encourage cost savings, shared services, and regional economies of scale.	Chambers of Commerce, Muskegon Area First, Community Foundation for Muskegon County, WMSRDC, Private Sector, Local Governments	Ongoing
Brownfield Redevelopment: Create an inventory of brownfields within Muskegon County, as well as identify and prioritize potential sites for redevelopment.	WMSRDC, Local Governments, Muskegon Area First	January 2006

VISION 4: Infrastructure

Develop a county-wide approach to improving and maintaining infrastructure, transportation, public facilities, and community services.

WHAT?

- **MPO Process:**

Adopt Smart Growth Principles and the MAP Plan in the Metropolitan Transportation Organization (MPO) process.

- **Brownfields Inventory:**

Create an inventory of brownfields in Muskegon County and develop a plan which identifies strategies for redevelopment, adaptive reuse of existing structures, and in-fill development in urban and rural areas.

- **County-wide Infrastructure Plan:**

Create a county-wide infrastructure plan which identifies existing roads, water lines, sewer lines, utilities, and available technology. Also identify any future plans for expansion.

- **Expanding Infrastructure:**

Create a county-wide review process/point system for expanding infrastructure.

- **Fix-it-first Policy:**

Adopt a “fix-it-first” policy through local transportation, water, and sewer

authorities, which gives priorities for upgrading existing facilities.

- **Non-motorized Trail Plan:**

Create a county-wide non-motorized trail plan.

WHO?



The following organizations were identified as having a lead role (L), a supporting role (S), or an advisory role (A) in implementing the Infrastructure vision. Organizations identified as having a lead role will have the ultimate responsibility for implementing the vision. Supporting organizations will provide technical expertise, public relations, educational programs, and staff support to implementation.

Task	Local Governments			County Government	MPO Committees	WMSRDC	Muskegon Area First/ Private Sector	Water Authority	Sewer Authority	Steering Committee
	Townships	Cities	Villages							
MPO Process	S	S	S	S	L	L				
Brownfields Inventory	A	A	A	A		L	S			
County-wide Infrastructure Plan	S	S	S	L	L	A	A	L	L	
Expanding Infrastructure	S	S	S	L	S	A	A	S	S	L
Fix-it-first Policy	S	S	S	L	L			L	L	A
Non-motorized Trail Plan	L	L	L	L		A				

L = indicates lead role, S = indicates supporting role, A = indicates advisory role

WHEN?

Task	Year						
	2005	2006	2007	2008	2009	2010 – 2015	2015 – 2025
MPO Process	Active work	Passive work	Passive work	Passive work	Passive work	Passive work	Passive work
Brownfields Inventory	Active work	Passive work	Passive work	Passive work	Passive work	Passive work	Passive work
County-wide Infrastructure Plan	Active work	Active work	Active work	Active work	Active work	Passive work	Passive work
Expanding Infrastructure	Active work	Active work	Active work	Active work	Active work	Passive work	Passive work
Fix-it-first Policy	Active work	Passive work	Passive work	Passive work	Passive work	Passive work	Passive work
Non-motorized Trail Plan	Active work	Passive work	Passive work	Passive work	Passive work	Passive work	Passive work

Key:  Active work  Passive work

VISION 4: Summary Chart

WHAT	WHO	WHEN
MPO Process: Adopt Smart Growth Principles and the MAP Plan in the Metropolitan Transportation Organization (MPO) process.	WMSRDC, MPO Technical Committee, and MPO Policy Committee	July 2005
Brownfields Inventory: Create an inventory of brownfields in Muskegon County and develop a plan which identifies strategies for redevelopment, adaptive reuse of existing structures, and in-fill development in urban and rural areas.	WMSRDC, local governments, and Muskegon Area First	January 2006
County-wide Infrastructure Plan: Create a county-wide infrastructure plan which identifies existing roads, water lines, sewer lines, and utilities; and where available future plans for expansion.	Local governments, MPO, Water Authority, Sewer Authority, Muskegon County, Utility Companies, and WMSRDC	December 2010
Expanding Infrastructure: Create a county-wide review process/point system for expanding infrastructure.	MAP Steering Committee, local governments, and WMSRDC	December 2010
Fix-it-first Policy: Adopt a “fix-it-first” policy through local transportation, water, and sewer authorities, which gives priorities for upgrading existing facilities.	MPO, Water Authority, Sewer Authority, Muskegon County	December 2005
Non-motorized Trail Plan: Create a county-wide non-motorized trail plan.	Local governments and WMSRDC	January 2005

VISION 5: Quality of Life

Promote high quality of life by recognizing Muskegon County for its diversity, environmental, educational, arts, cultural, and recreational assets.

WHAT?

- **MAP Steering Committee:**

Continue MAP Steering Committee meetings in order to create opportunities for local community interaction, intergovernmental cooperation, and public/private partnerships.

- **Evaluation System:**

Create a points-based evaluation system to be used by local governments that will encourage Smart Growth development projects.

- **Youth Involvement:**

Meet with students from each of the area school districts through the MAP ambassador program to educate them on Smart Growth initiatives, the MAP project, and how they can get involved.

- **Increased Communication:**

Hold meetings with Muskegon area schools districts, hospitals, and local governments in order to increase communication regarding capital improvements.

- **Project Audit/Review:**

Conduct a Smart Growth/MAP project audit/review which will also identify new development in the county.

- **Arts/Culture:**

Meet with local arts and culture providers to encourage communication and identify areas of improvement in Muskegon County.

- **Recreation:**

Create a regional recreation report which compiles information from all local recreation plans and proposed projects within Muskegon County.

- **Cultural Diversity:**

Work with local minority empowerment groups and organizations to assist with local efforts that encourage and increase cultural diversity within Muskegon County.

- **Environment:**

Work with the Muskegon County Health Department and partners to address the environmental health issues raised through the Protocol for Assessing Community Excellence in Environmental Health (PACE EH Project).

- **Healthy Lifestyle:**

Create and promote a standard for healthy lifestyle design in Muskegon County and encourage it to be incorporated into new developments.

WHO?



The following organizations were identified as having a lead role (L), a supporting role (S), or an advisory role (A) in implementing the Quality of Life vision. Organizations identified as having a lead role will have the ultimate responsibility for implementing the vision. Supporting organizations will provide technical expertise, public relations, educational programs, and staff support to implementation.

Task	Local Governments			County Government	Ambassadors	WMSRDC	Arts and Culture Providers	Private Sector	Minority Empowerment Groups	Steering Committee
	Townships	Cities	Villages							
MAP Steering Committee						S				L
Evaluation System	L	L	L	L		S				A
Youth Involvement					L	S				
Increased Communication						A		S		L
Project Audit/Review	S	S	S	S		S				L
Arts/Culture							L			A
Recreation	L	L	L	L		S				A
Cultural Diversity								S	L	S
Environment				L		A		A		S
Healthy Lifestyle	S	S	S	L		A		A		

L = indicates lead role, S = indicates supporting role, A = indicates advisory role

WHEN?

Task	Year						
	2005	2006	2007	2008	2009	2010 – 2015	2015 – 2025
MAP Steering Committee	Active work						
Evaluation System	Active work		Passive work				
Youth Involvement	Active work						
Increased Communication	Active work						
Project Audit/Review	Active work						
Arts/Culture	Active work						
Recreation	Active work						
Cultural Diversity	Active work						
Environment	Active work						
Healthy Lifestyle	Active work						

Key:  Active work  Passive work

VISION 5: Summary Chart

WHAT	WHO	WHEN
MAP Steering Committee: Continue MAP Steering Committee meetings in order to create opportunities for local community interaction, intergovernmental cooperation, and public/private partnerships.	MAP Steering Committee and WMSRDC	Two per year
Evaluation System: Create a points-based evaluation system to be used by local governments that will encourage Smart Growth development projects.	Local governments with assistance from WMSRDC	July 2006
Youth Involvement: Meet with students from each of the area school districts through the MAP ambassador program to educate them on Smart Growth initiatives, the MAP project, and how they can get involved.	MAP ambassadors with assistance from WMSRDC	Three schools per year
Increased Communication: Hold meetings with Muskegon area schools districts, hospitals, and local governments in order to increase communication regarding capital improvements.	MAP Steering Committee with assistance from WMSRDC	One per year
Project Audit/Review: Conduct a Smart Growth/MAP project audit/review which will also identify new development in the county.	MAP Steering Committee with assistance from WMSRDC and Local Governments	Once per year
Arts/Culture: Meet with local arts and culture providers to encourage communication and identify areas of improvement in Muskegon County	Arts/Culture Providers with assistance from the MAP Steering Committee	Once per year
Recreation: Create a regional recreation report which compiles information from all local recreation plans and proposed projects within Muskegon County.	Local Governments, WMSRDC, MAP Steering Committee	Once every five years
Cultural Diversity: Work with local groups and organizations to assist with local efforts that encourage and increase cultural diversity within Muskegon County.	Cultural Groups/Organizations, Private Sector, MAP Steering Committee	Ongoing
Environment: Work with the Muskegon County Health Department and partners to address the environmental health issues raised through the PACE EH Project.	Muskegon County Health Department, Private Sector, WMSRDC	Ongoing
Healthy Lifestyle: Create and promote a standard for healthy lifestyle design in Muskegon County and encourage it to be incorporated into new developments.	Muskegon County Health Department, Local Governments, Private Sector, WMSRDC	Ongoing