

Chapter 3

Implementation

The implementation chapter provides the tools, techniques and strategies necessary to achieve the goals, objectives and future land use plan described in Chapters 1 and 2 of this Master Plan. This chapter is divided into ten subsections corresponding to the ten planning themes carried through the plan, including:

1. Environment and Natural Resources
2. Community Character and Neighborhoods
3. Parks, Recreation and Trails
4. Economic Development
5. Transportation Choices
6. Civic Engagement and Collaboration
7. Infrastructure
8. Land Use
9. Sustainability
10. Housing

ENVIRONMENT AND NATURAL RESOURCES

Storm Water Ordinance

The storm water ordinance would detail acceptable techniques for handling run-off and establish discharge limitations within the Township. These techniques would be consistent with the County's Phase II requirements and include best management practices, such as low-impact development techniques.



Whitehall Road/Bear Creek Drainage Study

The drainage study would provide background data and analysis of the watershed including groundwater levels, surface characteristics that affect runoff quantities, existing drainage patterns and predicted runoff volumes to determine the improvements that could be coordinated with other privately or publicly funded projects.



Bioswales are a low-impact development tool for handling drainage.

Drainage Management Study and Plan for Whitehall Road/Bear Creek

The drainage management study would include background data and analysis regarding groundwater levels and flows as well as current drainage patterns to determine the types of improvements necessary.

Zoning Amendments

Amend the zoning ordinance to include tree protection and preservation, clear-cutting standards for development purposes, woodland area protection and scenic road preservation to maintain significant tree canopies within the Township. It should be noted that these amendments would not be meant to regulate wood harvesting.

Amend the Planned Unit Development (PUD) requirements in the Zoning Ordinance to create incentives for natural feature preservation. Also, allow for non-contiguous PUDs whereby open space is dedicated off site from the PUD development. These off-site open space areas should serve as public amenities, perhaps implementing the parks and recreation plan, creating trails or providing increased public access to the State Game Area and Muskegon River. The Open Space Development standards should also be amended to emphasize the protection of sensitive natural areas.

COMMUNITY CHARACTER AND NEIGHBORHOODS

Ordinance Creation and Updates

To require sidewalks and other forms of pedestrian connections, a sidewalk and pathway ordinance should be developed. Such an ordinance would stipulate when sidewalks are required with new development, stipulate widths and cross section requirements and outline maintenance agreements for future repairs. Additionally, the ordinance will stipulate on-going care requirements for sidewalks, likely placing the responsibility on the adjacent property owner. Requirements could be included stipulating that broken sidewalks are repaired at the time a property is bought or sold.

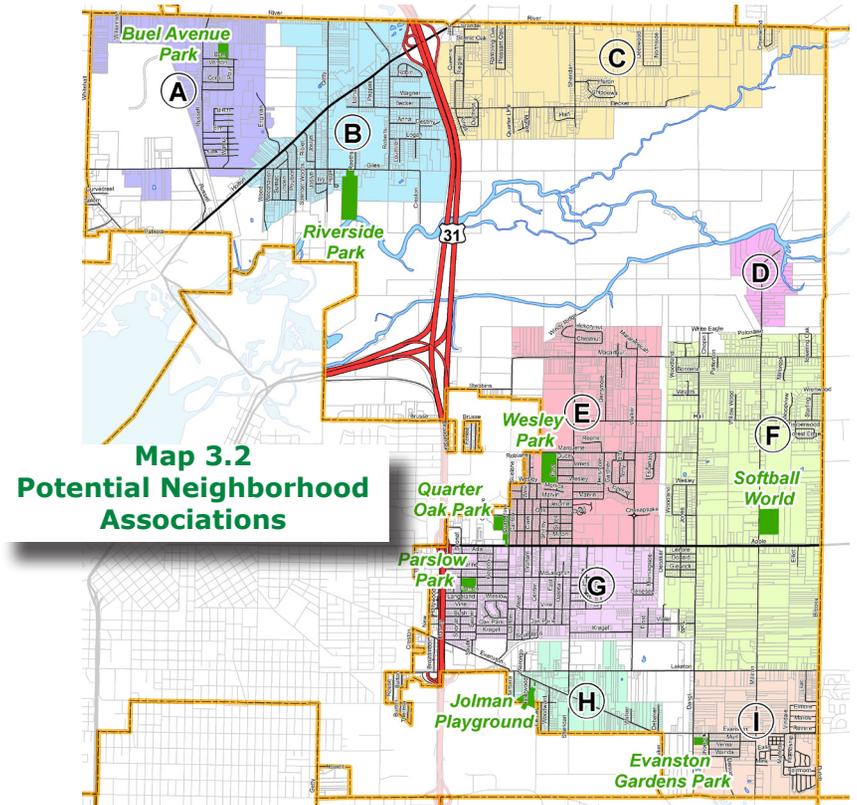
Several ordinances within the Township require updating to ensure the continuation of strong, walkable and well-connected neighborhoods. The subdivision ordinance and zoning ordinance will require the most modifications to require sidewalks with new commercial and residential development, landscaping, lighting, pedestrian-scale signage and greenways for habitat in more wooded and remote areas of the Township.

Neighborhood Association Creation and Support

Using Township parks and community gathering spaces to organize neighborhood associations may help the Township build a grassroots constituency of active and engaged residents wanting to improve their neighborhoods, similar to the Reeths-Puffer Neighborhood Association. A local park can be a strong

identifier in a neighborhood, so using these places as a central point and drawing neighborhood boundaries around these areas would be a starting place for creating neighborhood associations. Of course, these groups need leaders and a strong neighborhood interest, and identifying these types of residents will take time. These neighborhood associations could also assist in park maintenance efforts and be in receipt of public hearing notices when requests are before the Planning Commission.

Given the Township's rate of foreclosure risk based on the Michigan State Housing and Development Authority's data, foreclosed properties are likely in all parts of Muskegon Township. Ensuring that these properties do not become an eyesore is necessary to maintain property values in affected neighborhoods. The Township, in collaboration with newly formed neighborhood associations, could work to identify foreclosures, oversee the properties, report maintenance issues,



and develop communication networks to share information. The Township tracks foreclosed properties and maintains a list that could be available to affected neighborhoods.

Pedestrian Walking Plan, Part 1

In conjunction with walkability experts, persons with disabilities, disability advocates and schools and colleges, the Township and Neighborhood Associations should work together to develop a pedestrian plan that prioritizes locations for sidewalk installation based on population densities and proximity to community facilities. The pedestrian plan would inventory existing sidewalks, rights-of-way and residential densities to prioritize sidewalk placement. The plan should also include a funding strategy that includes grants, millages, and loans for retrofitting neighborhoods. Sidewalks should be prioritized in areas that are within 1/4 to 1/2 mile of community facilities as detailed on the walkability maps in Chapter 2, Future Land Use and Zoning Plan. A conceptual trail, sidewalks and bike route map is included on page 13.

PARKS, RECREATION AND TRAILS

River/Game Area Access Improvements/Recreation Collaboration

Recognizing the Township already has river access at three points, Mill Iron Road (south), Sheridan (south) and Creston Road (north), there are sufficient locations accessible to residents. However, with such an important and unique natural resource in the Township, increasing the amenities at these sites as well as the number of locations is encouraged. To do so, the Township should inventory any Township-owned properties for potential river and game area access points, including road ends, to determine if other opportunities exist. Additionally, at the Creston launch, improving paving, parking, lighting and signage is necessary for safety and maintaining the surrounding natural features.



Multi-purpose trails would be natural in character, serving walkers, bikers and snowmobiles.

Another component of river accessibility involves coordination with upstream and downstream municipalities along the river to form a waterway trail (blueway). The potential exists for regional collaboration to create a formal or semi-formal kayak/small boat course from the Croton Dam to Lake Michigan and establishing regulatory requirements along the water trail that are consistent across municipal boundaries. Forming a multi-jurisdictional recreation collaboration may provide the organizing tool for joint planning and execution of this type of facility. Coordination with the Michigan Department of Natural Resources and Environment (MDNRE) will also be necessary.

Trail Planning, Acquisition, Design, Construction

The master planning process resulted in a desire for additional trails, including natural and non-motorized trails, especially along the river valley and upland areas along the State Game Area. Throughout the public input process, residents spoke of this wonderful asset and the potential the Township has to make it more accessible for residents of all ages and abilities. Coordination with the MDNRE will be necessary at the outset of trail planning to determine potential uses and land availability for trails.

Winter Recreation Expansion and Promotion

Given the long winters in Michigan, as well as Muskegon Township's location near Lake Michigan, snow is often in abundance, and cold temperatures provide the conditions for outdoor winter recreation opportunities. Township-owned properties could provide excellent locations for temporary ice rinks, sledding hills and other winter sports activities. Existing winter recreation opportunities already exist in the County, and the Township should utilize its website to promote recreational opportunities within the Township and surrounding areas. Another possibility is a community recreation center paid for through grants and millages which would offer activities for seniors, youth and all ages.



Winter sports activities are fun for all ages and can be strengthened through planning and programming efforts.

ECONOMIC DEVELOPMENT

Regional Collaboration

In a time of economic recovery, the Township should maintain its competitive advantage in the marketplace by fomenting its role within the regional marketplace. With expedited reviews, streamlined planning and zoning processes and a willingness to collaborate and consider tax incentives, the Township is doing a good job towards enticing new businesses. However, there are more opportunities to explore, such as participating in West Michigan Shoreline and Regional Development Commission's Comprehensive Economic Development Strategy meetings, participating in Muskegon Area First regular meetings and potentially working with property owners and local officials to provide a Certified Business Park in the Township through the Michigan Economic Development Corporation. Benefits include marketing for attracting tenants, increased tax base and retaining/attracting local jobs. The Joint Planning Commission is another avenue for continued regional collaboration, of which the Township continues to be an active member.

Tax Advantage Programs

There are several tax advantage programs available for Muskegon Township to explore, in collaboration with Muskegon Area First and the Michigan Economic Development Corporation. The Township should continually explore these programs and review them to determine if any are applicable to the community. An example is the following:

Michigan Advanced Battery Credits/Business Incubators

Michigan Advanced Battery Credits is a tax incentive program to support the development and manufacturing of advanced battery technologies. The Township has used this



Bayer facility in Muskegon Township, image courtesy of the Muskegon Chronicle.

program for attracting battery manufacturers to the community. Having this resource in the community can enable it to leverage other similar industries and potentially work towards creating a battery business incubator. Grants are available for business incubators that focus on alternative energy, green industries and new technologies with strong job creation potential, such as the battery industry.

Commercial Corridor Enhancement and Beautification

Below are several projects woven into a Township-wide effort to enhance and beautify commercial corridors. The efforts are aimed at addressing the aesthetics of existing development, improving business climate and greening the corridors to help create more tree canopy and shade and improve air quality in highly congested areas.

1. Business Association Formation

Form a business association for Muskegon Township businesses organized by principal commercial corridor since different areas of the Township are faced with different challenges. The Apple Avenue Business Association would be structured to not only provide business advice and education, but also work collectively toward traffic management, signage, lighting, walkability and transit aspects of the corridor. Additional efforts could include shared marketing, special events and buy-local programs. A business association along Holton Road might also include businesses in Dalton Township and work to address vehicular circulation patterns, accessibility from east-to-west crossing US-31, as well as beautification and business retention. The two groups could spearhead economic development tools such as developing Corridor Improvement Authorities, as described below. The business association could also work with neighborhood associations in mentoring local youth, connecting area workers with local jobs, beautification and other projects.

2. Corridor Improvement Authority Formation

Form a Corridor Improvement Authority (CIA) per Act 280 of 2005 along the Apple Avenue and Holton Road

corridors as an economic development and catalytic development tool. A CIA enables the use of tax increment financing for the development and redevelopment of the commercial areas defined within the CIA boundaries. Redevelopment, streetscape, access management, etc. can be planned, designed, and financed through tax increment financing and/or bonding capabilities of the CIA. The CIA would spearhead the development of a streetscape improvement plan for Apple Avenue.



Photo simulation of Apple Avenue and Quarterline with enhanced walkability and streetscape improvements.

3. Zoning Updates for Beautification

The current zoning ordinance should be updated to strengthen the standards for street trees, site landscaping and parking lot landscaping. Parking requirements should be reduced, and the minimum parking required should also be the maximum parking permitted. Signage standards should be reviewed and potentially revised to downsize signs, minimize potential distractions for motorists and eliminate clutter along thoroughfares. Finally, lighting standards should require dark-sky compliant lighting.

4. Gateways Plan and Signage

Develop a gateways signage and wayfinding plan for the Township. Different neighborhoods or parts of the Township could be named and icons developed, which would become identifiers for certain places. Arrows, mileage indications, etc. would help direct travelers to key locations and facilities, such as recreation facilities, business areas, educational facilities and points of interest. Gateways would be marked by a Township sign identifying Muskegon Township, letting visitors know when they have arrived and left the community. These gateways and signs help build community identity and civic pride of place.

TRANSPORTATION CHOICES

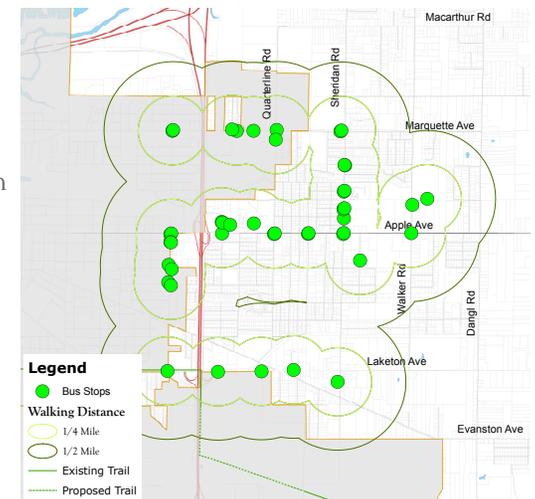
Transit Improvements

Local

Continue discussions with the Muskegon Area Transit System to assist in the planning for and provision of transit expansion in the form of expanded hours of operation, weekend service, and route expansion north of the Muskegon River.

Regional

Continue to participate in discussions with the West Michigan Strategic Alliance (WMSA), and the West Michigan Shoreline Regional Development Commission (WMSRDC), who is the Metropolitan Planning



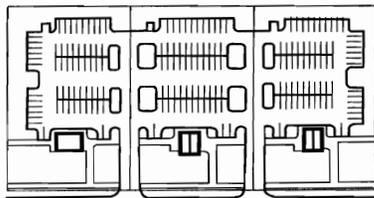
Planned bus stops and 1/4 and 1/2 mile walking distances. This map can assist in planning for walkability and service expansion. Note: no routes in the northern portions of the Township.

Organization in charge of transportation planning between the tri-cities of Holland, Muskegon and Grand Rapids. With many Township residents commuting more than 20 minutes each direction to work, regional transit needs should be advanced.

Pedestrian Walkability Plan, Part 2

In addition to the components listed under Community Character and Neighborhoods for the Pedestrian Walkability Plan, Part 1, major transit corridors shall be identified and prioritized for sidewalk placement at the time of development and redevelopment. Additionally, the Safe Routes 2 School model should be utilized for ensuring that residential development is connected to schools, especially establishing

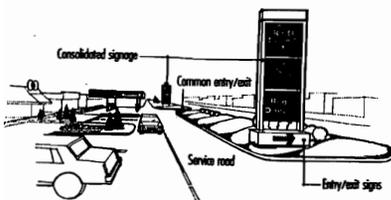
Figure 3-12 Shared Driveways



Shared driveways and rear yard parking provides fewer curb cuts and greater tree planting opportunities which will positively alter a commercial zone of influence.

Shared Driveways

Figure 3-13



Source: Ontario Ministry of Municipal Affairs, *Design Guidelines for Highways and Commercial Areas*, 1985, p.23.

Consolidated signage is often possible with shared driveways and service roads.

Sign Consolidation

Images from MDOT Access Management Guidebook.

an east-west route under or over US-31 from residential areas to Reeths-Puffer Schools.

Access Management and Traffic Mitigation

Several reports and studies have been completed for major arterials within Muskegon Township. As part of this Master Plan, these reports and studies continue to be relevant and this Master Plan supports the continued implementation of those documents. However, as with any document, ongoing review is necessary. The Apple Avenue Access Management Study should be annually reviewed and updated if necessary. The Zoning Ordinance should be updated to implement its recommendations,

which might include driveway closures triggered by use changes, site plan approvals or other land use requests.

The Higher Education Access Study (2007) should also be reviewed and updated to verify whether the improvements made to Laketon and Quarterline have resulted in reduced congestion. Finally, the Township should continue to explore the need for and feasibility of additional access to US-31 per the results of the study.

The M-120 Access Management Study (2000) and the Muskegon County Transportation and Land Use Study (2005) should be reviewed and updated. Its recommendations should be implemented through amended zoning provisions. New road configurations should be designed and construction budget amounts developed. These projects should be included in transportation financing plans through the Metropolitan Planning Organization (MPO), which is WMSRDC.

New studies are also necessary for major arterials in Muskegon Township. A Corridor Study of Apple Avenue from Egelston Township to the City of Muskegon should be conducted to ensure coordinated land use policy, access management and provision of pedestrian/non-motorized pathways along the roadway. All applicable jurisdictions should be included in the study, as well as MDOT and WMSRDC. The study should determine whether parallel access roadways are necessary, especially between Shonat and Quarterline. The right-of-way width should be analyzed, and recommended locations for non-motorized pathways should be identified.

Transportation Financing

Ensure that all planned and proposed transportation projects, including sidewalks and bike lanes, are included in the 5-year Transportation Improvement Plan through the MPO, when applicable.

CIVIC ENGAGEMENT AND COLLABORATION

Collaboration and Shared Service Strategy

Government collaboration must be thought of as a shared benefit for all involved. It is not giving up or losing control, instead it should be seen as a collaboration for the good of all those involved. Muskegon Township already has a proven track record for sharing services, and the benefits have outweighed any real or perceived concerns or drawbacks. Michigan's economy is struggling, resulting in reduced revenues, declining property values, and increased demands on local services. To address this, the Township should continue its quest towards finding and enhancing efficiencies, especially in the form of shared services.

With the success of the shared building inspection services with Egelston Township, Muskegon Township could approach other communities and offer its services. Other shared services with adjacent Townships might include police, maintenance, purchasing and assessing. Other creative types of cost or service sharing include:

- sharing expensive machinery, such as a wood chipper
- shared recreation maintenance
- consolidating voting precincts
- shared software programs

Finally, as one of the largest townships in West Michigan in terms of population, the Township could begin studying the costs, benefits, advantages and disadvantages to incorporation. Incorporation would result in the Township having control of its roadways.

Transparency, Communications, and Efficiency Improvements

According to the results of the community survey, there is an interest in environmentally-friendly development and efficiencies improvements in the Township. The Township Hall could become a model for retrofitting older buildings for enhanced energy efficiency. Lighting, heating/ventilation/air conditioning, etc. could be upgraded to reduce building



The current website could be improved with a more dynamic home page, news and headlines, access to forms and maps, etc.

maintenance and upkeep costs. Block grants are available for these improvements.

In general, the Township Hall is in need of upgrades to provide improved space for large gatherings and meetings, such as a space which is convertible and able to transform for different uses. When asked whether the Township Hall should be relocated, etc. survey respondents did not feel strongly that it should relocate,

remain where it is located or be rehabilitated. Given the many offices and uses located at the Hall, improvements would be beneficial. Additionally, since several participants in the visioning meeting suggested the intersection of Quarterline and Apple Avenue as the Township's "center," having the municipal offices located at the heart of the Township is appropriate.

To improve transparency and communications between the Township and its residents, business owners and prospective residents, etc., the Township could improve its website and feature more posts regarding upcoming meetings, Township parks and recreation sites, upcoming votes or matters of broad significance or utility information. The intent is to use the website to promote the Township as a great place to live, work, play and do business.

Finally, the Township should utilize digital media (social media, etc.) to promote itself and regularly communicate with residents.

INFRASTRUCTURE

Regional Infrastructure Leadership

The Muskegon metropolitan region is comprised of several municipalities, each having a varying level of owning, managing and maintaining its infrastructure. To achieve greater efficiencies, the Township could lead an effort with the County to identify how the presence of infrastructure and its un-met capacities can be used to entice growth in manufacturing and green industries. Additionally, a regional approach to infrastructure planning might identify duplicated service areas, areas needing utility extensions, opportunities for collaboration to minimize the local costs for such services and regional applications of water and sewer systems.

Water System Expansion

A long-term water system expansion plan should be developed to present a strategy and funding options for expanding the water system to areas currently relying on wells. Further, a policy should be developed that stipulates when expansion and/or hook-ups are required.



With such close proximity to Lake Michigan, wind energy has great potential in Muskegon Township.

Renewable Energy Support

The Township may be eligible to receive grant funding to install renewable energy systems to power or provide back-up to its facilities. The Township Hall and public safety facilities, parks, signs, lighting and the dump site might benefit from solar, wind, green roof, biomass, geothermal and other energy efficient installations. These installations can provide both a cost saving and also an educational opportunity for Township residents. Collaboration should be sought with the Michigan Alternative and Renewable Energy Center and the Township should continually seek out opportunities for implementing renewable resources at its facilities.

Cable, Wireless, Digital, Fiber Expansion

The Township should review its franchise agreements and continually seek to enhance competition among utility providers, which helps to ensure that the fastest, most up-to-date services are available to Township residents. The north side, especially, is in need of greater wireless coverage for its residents.

LAND USE

Zoning Ordinance Amendments to Address Non-conformities

To address non-conformities, two new zoning districts are needed which will allow for existing residential uses to remain in certain areas which are transitioning from residential to commercial or industrial. These former residential corridors have shifted since the early 1950s. Laketon Avenue and Apple Avenue, once residential corridors, are now well-served by US-31 and have seen a shift to non-residential uses. The future land use map introduces a Mixed Use district along Apple Avenue and other corridors and a Transitional Industrial district along Laketon Avenue. The non-conforming provisions of the Zoning Ordinance may be amended to permit existing single- and two-family dwellings to be rebuilt in the event of destruction within these areas.

Land Use Plan and Zoning Map Consistency

As required by state law, a Zoning Ordinance Map must be based on a 'plan' for a community. That 'plan' is known as the Future Land Use Plan. To implement the Future Land Use Plan, the Township should take the steps necessary to amend its zoning map and zoning ordinance to reflect the new future land use concepts introduced in this 2010 Township Master Plan.

Geographic Information Systems Use

Together with the Muskegon County, the Township should explore the use of Geographic Information Systems (GIS) software for tracking, analysis and mapping capabilities. GIS is not only for land use and zoning, but also for trails and infrastructure. GIS mapping can be used to map community resources and provide valuable archives detailing where utilities exist, the type of system that is in place, land uses, trails and parks, etc. GIS is a major investment for a community and will require on-going training or hiring a person trained to use the system, and continual software upgrades.

SUSTAINABILITY

Energy Efficient Design Policy

Several communities, including the cities of Grand Rapids and Grand Haven, as well as Spring Lake and Cascade Townships, have adopted a policy requiring that all new municipal buildings or additions thereto be built to the standards established by the United States Green Building Council for Leadership in Energy and Efficient Design. The Township may consider a similar policy in an effort to set an example for development in Muskegon Charter Township, particularly a policy that encourages energy efficiency and environmental stewardship.

Recycling

Since residents contract for individual solid waste service, the Township should continue hosting an annual “dumpster day,” where large items can be deposited, including hazardous materials and/or electronics. This “dumpster day” is geared more toward large item recycling in an effort to provide an opportunity for “collectors” to reduce unsightly items from their property. The Township could also educate residents about recycling locations in the County, as well as ways to “pre-cycle,” reuse common household items and reduce consumption.

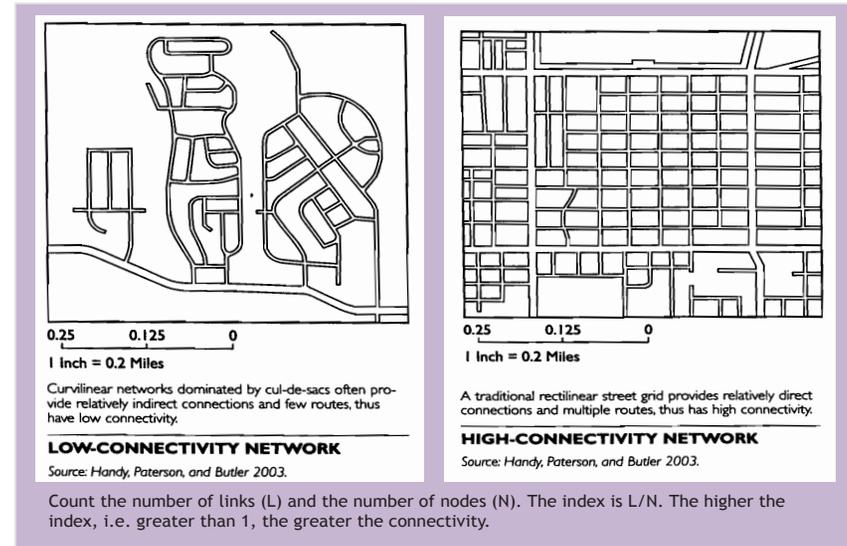
Sustainability Review of the Zoning Ordinance

A review of the Zoning Ordinance could be conducted to identify provisions that result in inefficient site design and development. Excessive parking standards, limitations on locating alternative energy such as solar panels or wind generators and excessive lot area or buffering requirements contribute to inefficient forms of development. Inefficient forms of development can result in additional run-off that pollutes streams and rivers, wasted or unused green space, a greater reliance on the automobile and disincentives for alternative energy. The review would identify provisions in the current ordinance that should be modified, including reducing the parking space requirements for new and existing development, strengthening storm water management requirements, and providing incentives for efficient building and site design.

HOUSING

Connectivity Index

A Connectivity Index is a mathematical equation determined by dividing the number of links (street segments) by the number of nodes (cul-de-sacs and intersections). An index between 1.2 and 1.4 is acceptable and ensures that some roads within a development will be connected to other perimeter roads. The zoning ordinance could be amended to require any new residential site condominium or subdivision developments meet a connectivity index between 1.2 and 1.4. This helps to limit the proliferation of cul-de-sacs in an effort to help better distribute traffic and minimize congestion along major arterials.



Foreclosure Strategy

Several County initiatives are in place to assist with foreclosure prevention and enhance neighborhood stability. The Township should become more involved with these programs to ensure that foreclosure assistance programs are publicized in the Township. Additionally, the Township should increase participation in discussions with the City of Muskegon planning staff, as well as the Neighborhood Investment Corporation and the Muskegon County Land Bank, to develop a Township-wide strategy for reducing foreclosures, ensuring foreclosed homes are maintained and demolition/rehabilitation of dilapidated foreclosed or abandoned homes.

Theme	Project	Timeline	Collaborators	Potential Funding Sources	Date Accomplished
Environment and Natural Resources	Storm Water Ordinance	1-3 years	Township Engineer, County Drain Commission	WMSRDC, Township	
	Whitehall Road/Bear Creek Drainage Study	1-3 years	Township Engineer, County Drain Commission	WMSRDC, Township	
	Drainage Management Study and Plan for Whitehall Road/Bear Creek	1-3 years	Township Engineer, County Drain Commission	WMSRDC, Township	
	Zoning Amendments	1-3 years	Township Engineer, County Drain Commission	Township	
Community Character and Neighborhoods	Sidewalk Ordinance Creation and Updates	Immediately	Residents, Planners, Engineers	Township	
	Neighborhood Association Creation and Support	1-3 years	Residents, Schools, Parks and Rec. Committee	Township	
	Pedestrian Walking Plan, Part 1	Immediately	Residents, Planners, Engineers, Disability Advocates, MATS, WMSRDC	Township, WMSRDC, MATS, County	

Theme	Project	Timeline	Collaborators	Potential Funding Sources	Date Accomplished
Parks, Recreation and Trails	River/Game Area Access Improvements/ Recreation Collaboration	1-5 years	DNRE/WMSRDC, Engineers, Planners	DNRE/WMSRDC	
	Trail Planning, Acquisition, Design, Construction	1-5 years	DNRE, Engineers, Planners	DNRE	
	Winter Recreation Expansion and Promotion; Community Recreation Center	Immediately	DNRE, Parks and Recreation Committee, Citizens	DNRE, Millages, Grants	
Economic Development	Regional Collaboration	On-going	WMSRDC, EDA (federal), Township Engineer	WMSRDC, EDA	
	Tax Advantage Programs	On-going	Muskegon Area First, WMSRDC, MEDC	Township	
	Commercial Corridor Enhancement and Beautification	Immediately, then on-going maintenance, upkeep	Business Associa- tion/Business Owners and Property Owners, Planners, WMSRDC	Tax Increment Financing, Township	
Transportation Choices	Transit Improvements	Immediately	Colleges, MATS, WMSA	Colleges, MATS, WMSA	
	Pedestrian Walkability, Part 2	2-10 years	Residents, Planners, Engineers, Disability Advocates, MATS, WMSRDC	Township, WMSRDC, MATS, County	
	Access Management and Traffic Mitigation	On-going	WMSRDC	WMSRDC	
	Transportation Financing	On-going	WMSRDC	n/a	

Theme	Project	Timeline	Collaborators	Potential Funding Sources	Date Accomplished
Civic Engagement and Collaboration	Collaboration and Shared Service Strategy	On-going	Adjacent Communities	n/a	
	Transportation, Communication and Efficiency Improvements	On-going	Web Designers, Residents	Township	
Infrastructure	Regional Infrastructure Leadership	2-5 years	WMSRDC, Adjacent Communities	WMSRDC	
	Water System Expansion	On-going	Township Engineers, Residents, Developers	Residents, Water Fund, Millages, Grants, Loans	
	Renewable Energy Support	1-2 years, then on-going	MAREC, Colleges	MAREC, MEDC, WMSRDC, Colleges, Grants	
	Cable, Wireless, Digital, Fiber Expansion	On-going	Colleges, Residents, Utility Provides, State	Utility Providers, Grants	
Land Use	Zoning Ordinance Amendments to Address Non-conformities	Immediately	Planners	n/a	
	Land Use Plan and Zoning Map Consistency	On-going	n/a	n/a	
	Geographic Information Systems Use	On-going	Planners, Muskegon County	n/a	
Sustainability	Energy Efficient Design Policy	1-3 years	Builders	n/a	
	Recycling	On-going	Waste Haulers	n/a	
	Sustainability Review of Zoning Ordinance	2-5 years	Planners	CDBG grants	