



Port Sheldon Township 2025 Economic Resiliency Plan

PORT SHELTON TOWNSHIP, MICHIGAN

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Acknowledgments

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Introduction

EXECUTIVE SUMMARY

Port Sheldon Township is located in Western Ottawa County and home to 5,260 residents. The Township is mostly made up of natural areas, rural homesteads, and Lake Michigan coastline. Port Sheldon Township is also home to the JH Campbell Consumers Energy coal-fire power facility on Lakeshore Ave., south of Croswell St. The JH Campbell facility is slated to be decommissioned in May of 2025. Closing the facility will present a new set of challenges for Port Sheldon Township, but also a new set of opportunities.

The JH Campbell facility is the largest single taxpayer in the Township. The impacts from the potential loss of tax revenue will need to be mitigated. The site may also contain some environmental considerations that will need to be addressed and alleviated, should any new development (or redevelopment) take its place. These factors and others will require careful planning to ensure the economic and environmental future of the Township remains intact. As such, the short-term and long-term impacts from the facility closure are discussed in this Economic Resiliency Plan along with suggestions for addressing those impacts.



PURPOSE AND INTENT

Description of Economic Resiliency

According to the US Economic Development Administration (EDA), "...economic resilience aims to better prepare regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress it may experience. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity."

In this context for Port Sheldon Township, Economic Resiliency is examined as a means to assist with closing or offsetting gaps that will occur due to the loss of the Township's largest taxpayer, Consumers Energy, in light of the closure of the JH Campbell Plant. The announcement of the Plant's closure, as determined by the State of Michigan, creates what the EDA refers to as the "downturn in particular industries that constitute a critical component of the region's economic activity."

Thus, it is critical Port Sheldon Township examines the short and long-term effects the Plant closure will have on the Township, as well as the West Michigan region as a whole. These effects are related to several areas, as explored further in this Plan and the Port Sheldon Township Master Plan:

- Loss of jobs
- Loss of Industry
- Environmental considerations (e.g., Lake Michigan, Pigeon Lake, Pigeon River, critical dunes, long-term soil monitoring, capping, etc.)
- Demolition of existing structures
- Repurposing of industrial land
- Ancillary industry infrastructure (e.g., rail corridor, high voltage corridor, roads, etc.)
- Loss of tax revenue
- Land use

The overarching goal of the Economic Resiliency Plan is to establish an economic baseline for which Port Sheldon currently exists and establish a plan of action to mitigate such tax revenue and industry gaps that may occur as a result of the Plant's closure. The Economic Resiliency Plan is intended to examine both the short and long-term effects of the Plant's closure in terms of land use, economic development, environmental impacts, and other considerations.

The following graphic explains the importance of economic development in a community:





PLAN CONTENTS & CHAPTER DESCRIPTIONS

The Chapters of this Plan include the following:

Chapter 01: Introduction

This part of the Plan discusses the basics of the Economic Resiliency Plan and why it is important that Port Sheldon Township establishes a plan to examine the losses and opportunities the closure of the JH Campbell Plant will cause.

Chapter 02: Background

The Background Chapter includes additional information regarding Port Sheldon's significance in the West Michigan region. This Chapter also describes the importance of the Economic Resiliency Plan and how it directly relates to the Master Plan. Both Plans have been developed simultaneously.

Chapter 03: Local Economic Conditions

This Chapter describes the current local economic conditions of Port Sheldon Township and adjacent communities. This helps to paint the picture of current industries, tax revenue profile(s), and demographic information. Further, this Chapter includes additional detail as it pertains to significant infrastructure amenities, such as public water, sewer, and broadband availability. Not only will this Chapter provide details and findings pertaining to economic data, but findings also related to housing data and consumer profiles.

Chapter 04: Regional Economic Conditions

Understanding and reviewing regional economic conditions are also a significant component to the Economic Resiliency Plan. This Chapter includes an in-depth analysis of large employers in the region, regional industry gaps, regional commuting patterns, and projected industry growth. Both local and regional economic standings, together, help to create the overall vision for recommendations pertaining to future site conditions and targeted industries. Further, this Chapter will consider other regional plans and how they relate to Port Sheldon's economic resilience. This includes the goals and objectives of regional economic development agencies, housing agencies, parks and recreation, and environmental agencies.

Chapter 05: JH Campbell Plant Economic Impact

This Chapter provides a deeper understanding, and findings related to the current and projected impacts of the Plant's closure. These impacts include an analysis of current tax revenues, projected gaps, loss of jobs, transportation impacts, job training/upskilling concerns, workforce housing needs, and other considerations.

Chapter 06 Economic Resiliency Goals

This Chapter provides the Plan's overarching goals and objectives.

Chapter 07: Target Industries

In light of the Plant's closure, there will be a significant portion of land, with access to Lake Michigan, that will be effectively vacant or unused. With the site's current geography, access to Lake Michigan, local access to regional throughfares such as US-31, access to internal cooling canals, there may be opportunities to target specific industries that would be interested in occupying the former plant site. This Chapter will explore potential industries that may be a good fit for the site and why.

Chapter 08: Portfolio Innovation Index

This Chapter of the Plan discusses further details of the strategies for economic diversification and scenario-based planning for both the short term and long term.

Chapter 09: Action Plan and Recommendations

Specific document findings and how they relate to implementation are discussed in this Chapter. This Chapter also includes an Action Plan, that describes the steps needed to address the economic impacts of the site's closure. The Action Plan dives into detail on the required partnerships, responsible entities/organizations, and general priority timeframes for each action item.



Background

COMMUNITY DESCRIPTION

Geographic Location & Description

Port Sheldon Township is located in Ottawa County, in Central West Michigan. Ottawa County is located along the shore of Lake Michigan, south of Muskegon, and directly west of Kent County and the Grand Rapids metropolitan region. Ottawa County has become an increasingly popular destination for residence in the State, given the availability of land, proximity to employment centers, excellent natural scenery and parks amenities, good schools, and other reasons. Because of this, the general West Michigan region has experienced an uptick in residents over recent years – thus contributing to the importance of land use planning, smart growth strategies, and economic development initiatives.

The Township is mostly known around the region as a coastal community filled with scenic views of Lake Michigan, access to plentiful outdoor recreation opportunities such as Pigeon Lake, Pigeon River, popular local and regional parks, preserved critical dune areas, and other notable assets. The Township also boasts exemplary natural beauty such as preserved open space, active farmland, blueberry fields, coastal dunes, mature growth trees, and hillside landscape.

Further, the Township's geographic location makes it a prime location for tourism, vacationers, seasonal residents, and year-round residents. The Township is located within a reasonable driving distance to Chicago (about 160 miles), City of South Bend, IN (about 100 miles), City of Holland (about 10 miles), City of Grand Haven (about 11 miles), and the City of Grand Rapids (about 30 miles). The Township's shoreline on Lake Michigan, close proximity to outdoor recreation assets, and proximity to the Grand Rapids metro area make it an attractive location for "snowbird" residents, who reside in the Township during Spring and Summers months and live elsewhere during Fall and Winter months. Additionally, in more recent years, the West Michigan area has experienced a growth in population due to the Covid-19 pandemic, where many folks who formerly lived in the city, such as Chicago, moved to West Michigan.



Brief History

According to Port Sheldon Township, "...in 1835, a group of Eastern leaders formed the Port Sheldon Land Company. This company bought six hundred acres of land for \$900 to build a city. They spent a fortune laying out and building a boom city near Pigeon Creek. The first post office opened in 1838, as did the Ottawa House, an elaborate hotel. This settlement, however, eventually failed and collapsed.

By the 1930s, strawberry, raspberry and blueberry growers moved into the township. They found the land suitable for these crops, and today much of the Township remains in agricultural use for these fruits, along with other crops. Most of the social life in the township centered around the depot, post office, and general stores. Coal and gasoline were shipped in. Grain, pickles, bark, and logs were shipped out. Two trains a day carried passengers and mail.

Port Sheldon Township was officially organized April 7, 1924, breaking away from Olive Township. The majority of residents felt they were not being properly represented, since Township officials were from the more heavily populated eastern farm area.

The Fire Department plans were started in the fall of 1964 and the Township Board gave official approval the following years. A used John Bean pumper was purchased as the first fire truck. The department took over complete protection of the Township until 1966 and continues to serve the Township residents today.

The history of Port Sheldon Township creates a foundation for the conditions that are seen even today. In addition to its rich agricultural history, the Township has emerged as a leader in the West Michigan region for popular outdoor recreation destinations, scenic views and natural beauty, a balance of rural and suburban amenities, all in combination with being a great place to live.





Brief Land Use Description

Given the Township geographic location and prominent agricultural community, the Port Sheldon Township's existing land use fabric consists mostly of large lot residential (rural residential) land uses, accompanied by agricultural land uses. A majority of the Township's current land uses include rural residential lots, approximately 1 acre in size or larger, with perhaps some hobby farming activities, or multiple accessory buildings such as pole barns. The Township also includes agricultural land uses, both for growing crops as well as raising livestock. These uses are located in multiple areas throughout the Township, but a large swath of active agricultural land uses exist on the southeast portion of the Township.

Aside from the large lot rural residential land uses, the Township also consists of a notable number of residential parcels located on smaller sized lots. This is partially due to the lots along Lake Michigan, where the character tends to be narrow/rectangular lots. The Township also includes a number of residential streets and subdivisions, where there are smaller lots, approximately less than 1 acre in size. Many of these subdivisions are concentrated near the US-31 Corridor, or near the Township's border to Park Township (south) and Grand Haven Township (north).

The Township also includes a small number of commercial businesses and activities. The commercial businesses are mostly located along the US-31 Corridor, where there are a few small-scale commercial businesses. A few other commercial businesses are located along the Butternut Drive Corridor, just south of Blair Street.

Lastly, Port Sheldon Township currently has one singular area that is used and zoned for industrial purposes. That is the Consumers Energy site of the JH Campbell Plant. The JH Campbell Plant is the only industrial land use in the Township. The parcels owned by Consumers Energy span east/west in the central portion of the Township, from Lake Michigan to US-31. The Plant encompasses the north side of Pigeon Lake, where the Plant proper site is located, existing ash ponds, a high voltage corridor, and other ancillary parcels. As for the basis of this Economic Resiliency Plan, the JH Campbell Plant is scheduled for decommissioning in 2025. As a result, the amount of land in the Township utilized for industrial purposes may drastically reduce – largely dependent on several factors including (but not limited to):

- The 2025 Port Sheldon Township Master Plan and Future Land Use Plan
- A new purchaser/industrial businesses to occupy the site
- The findings of this 2025 Economic Resiliency Plan
- The Township’s overarching goals for targeted development, environmental preservation, economic development, housing, and other related themes

REGIONAL DESCRIPTION

Geographic Location

As previously stated, Port Sheldon Township is located in central-west Michigan, in Ottawa County. Ottawa County is just west of Kent County (largely known for the City of Grand Rapids), south of

Muskegon County (largely known for the City of Muskegon), and north of Allegan County (largely known for the City of Saugatuck or South Haven). As also previously stated, Ottawa County and the West Michigan region are notable in the State for their scenic beauty, parks and recreation amenities, rural residential landscape, suburban pockets, and agricultural uses. In general, the West Michigan region refers to the area surrounding the City of Grand Rapids, Holland, and Muskegon – along with adjacent communities.

Further, the West Michigan region has a prominent history in the Midwest as the destination for furniture making – which still exists today. In more recent years, the area has become a center for other industries, such as medical activities and healthcare.

It should also be noted that the West Michigan region, especially Kent and Ottawa Counties, are within proximity to major urban centers, such as the City of Chicago, City of Detroit, City of South Bend, City of Milwaukee, and other populous areas in the Midwest. As such, the area frequently traveled by freight traveling from Detroit to Chicago, and to other cities in Wisconsin and Indiana.

The West Michigan region is also generally accessible by several major highways, that contribute to the area’s growing population and industry. These include I-96 (east/west from Detroit to Muskegon), I-196 (northwest/southwest from Holland to Benton Harbor), and I-94 (northwest/southeast, from Billings, Montana to Port Huron, Michigan). Other important regional transportation routes in West Michigan that contribute to the region’s land use fabric and economic status include:

- US-12 (US Highway)
- US-31 (US Highway)
- US-131 (US Highway)
- M-6 (Michigan Highway)
- M-37 (Michigan Highway)
- M-43 (Michigan Highway)
- M-45 (Michigan Highway)
- M-46 (Michigan Highway)
- M-40 (Michigan Highway)



RELATIONSHIP TO THE MASTER PLAN

A Master Plan, at its core, is a guiding policy document for the future land use fabric and built environment of a community. While a Master Plan is not law within itself like zoning, the Master Plan sets a specified foundation for which community decision-makers and leadership should use to guide zoning, land use, and other policy decisions. All working projects and documents for a community should relate back to the goals of the Master Plan.

Considering the closure of the JH Campbell Plant, it became imperative that an update to the Port Sheldon Township Master Plan was needed to address the land use possibilities that will arise as a result of the decommissioning. Not only are there affects to land use, but there are also “ripple” affects to the closure of the Plant, including (but not limited to) environmental factors, especially considering Pigeon Lake and critical dune areas, and economic factors, which are explored throughout this Plan.

In 2024, Port Sheldon Township embarked on the Master Plan update process, where a robust public engagement effort commenced to determine the appropriate land uses for the future of the Township. Subsequently, the Future Land Use Plan was created. Major themes of the Future Land Use Plan include preservation of existing wooded areas and farmed areas, preservation of the Township’s rural character, protection of the Township’s valuable natural spaces and resources, and elevation of cluster housing options in appropriate places where future utility extensions are planned.

The Economic Resiliency Plan is intended to be a response to the economic impacts of the JH Campbell Plant Closure. The Master Plan includes a full Subarea Plan for which potential development concepts are articulated for the JH Campbell Plant site and other Consumers Energy owned parcels. The concepts

have been designed as a “scenario-based planning” effort to respond to possible land use outcomes of the Plant’s closure. The scenarios were organized in three (3) major categories: Minimal development, Moderate Development, and Maximized Development. As the name suggests, each scenario was intended to capture the possibilities that could occur should Consumers Energy sell off all their parcels to developers. Of course, these scenarios were designed based on working assumptions and did not factor development due diligence, such as environmental challenges.

Based on the scenarios, Port Sheldon Township developed a “preferred alternative.” Due to public feedback strongly advocating for the preservation of the Township’s agricultural and maritime heritage, the preferred alternative reserves large areas for natural preservation and rural residential. Areas to be more heavily developed would also have a maritime and/or agricultural theme, such as an industrial park specializing in food processing and boat repair, or a mixed use district focused on recreation. Specific uses envisioned by Consumer’s Energy, such as battery energy storage and the reclamation of fly ash, are also included in the preferred alternative.

COMMUNITY ENGAGEMENT SUMMARY

As previously stated, Port Sheldon Township has been intentional throughout the Master Planning process to ensure that resident voices are heard and responded to. The effort was driven by a robust public process, which included the following tasks:

- A virtual community survey.
- A postcard mailed to each Township resident guiding to take the virtual survey.
- Hard copy surveys kept at Township Hall.
- A public open house held in June 2024.
- A second public open house held in January 2025.
- A Farmland and Agriculture stakeholders roundtable held in October 2024.
- Several meetings held with Consumers Energy Quarterly Stakeholders.
- Several stakeholder roundtables held with the Ottawa County Parks and Recreation Department.
- Several stakeholder roundtables held with Consumers Energy and Lakeshore Advantage.
- Virtual interviews and roundtables with other important stakeholders including:
 - Adjacent communities
 - Ottawa County Public Utilities
 - Ottawa County Department of Strategic Impact
 - Macatawa Area Coordinating Council (MACC)



- Ottawa County Road Commission
- A remote booth setup for the Port Sheldon Township Centennial celebration event.

Given the importance of this “once in a lifetime” land use opportunity, a thorough public engagement program was both necessary and informative. Some of the highlights the consultant team heard from stakeholders and community members include:

- Emphasis on rural and farmland preservation.
- General support for small scale commercial land uses, such as locally owned coffee shops or corner grocery stores.
- General support for single-family residential land uses targeted to appropriate areas, such as the southernmost portion of the Township where City of Wyoming water extensions are planned.
- Support for the continuation of the Township’s parks and recreation amenities, including nonmotorized trails and public beach access.
- For redevelopment of the JH Campbell Subarea, some of the following themes emerged through stakeholder feedback:
 - Agreement that an industrial use will likely take the place of the Plant proper site.
 - Emphasis on buffering important community features from new development.
 - Agreement on the extension/connection of the Pigeon River Greenway.
 - Emphasis on protection of the Pigeon Lake and Pigeon River assets.
 - Preservation of the Township's agricultural and maritime character.
 - Right-sizing development for available infrastructure.
 - Improving public access to natural features (particularly waterfronts) while ensuring that those natural features are not inundated with large crowds.

For further information on community survey results and results of the stakeholder roundtables, review the 2025 Master Plan document.



Local & Regional Economic Conditions

TOWNSHIP POPULATION GROWTH & TRAJECTORY

Changes in the number of people in an area serves as an important indicator of community health; examining these trends is an integral tool in community planning. The Table below shows the relative populations of Port Sheldon Township, as well as Ottawa County and the State of Michigan as a whole.

Population Change, 2010-2020

	2010	2020	2030 (estimate)	% Change 2010-2030	Average % Growth/Year
Port Sheldon Township	4,240	5,206	6,712	22.8%	2.58%
Ottawa County	261,376	289,162	316,948	21.3%	1.1%
State of Michigan	9,952,687	9,973,907	9,995,127	0.43%	0.02%

Source: U.S. Census (2010 and 2020: ACS 5-Year Estimates)

Port Sheldon Township has experienced a gain in population over the last 10 years, with a yearly growth rate of about 2.6%. As population in the Ottawa County region likely will continue to increase, Port Sheldon Township must plan accordingly to preserve its rural character, while also supporting smart growth strategies, stabilizing the economic base, and improving the quality of life for existing residents.

The population increase can likely be the result of Port Sheldon's ideal location between two growing cities (Holland and Grand Haven) and its location with shoreline on Lake Michigan. Port Sheldon has become an attractive rural area for Ottawa County residents to live in, and at the same time, have a reasonable commute to job markets outside of the Township including those in Muskegon and in Grand Rapids. Further, the Township has reasonable access to daily amenities, such as grocery stores, restaurants, entertainment, and other businesses that makes the Township attractive to people who enjoy the rural way of life, while also being within reasonable distance to suburban amenities. The Township also has access to good schools, high quality parks and recreation facilities, and other desirable features.



The Table below includes a population comparison between Port Sheldon Township and its neighboring Townships, Park Township (south), Olive Township (east), and Grand Haven Charter Township (north).

Population Change, 2010-2020, Comparison Communities

Township	2010 Population	2020 Population	% Increase/Decrease
Port Sheldon Township	4,240	5,206	+22.8%
Park Township	17,915	18,824	+5.1%
Grand Haven Charter Township	14,963	17,272	+15.4%
Olive Township	4,786	5,258	+9.9%

Source: U.S. Census (2010 and 2020: ACS 5-Year Estimates).

While Port Sheldon Township has a lower total population than both Park Township and Grand Haven Township, the population increase is significantly higher in Port Sheldon Township than any of the comparison neighboring communities. This data is consistent with general trends of population growth in the West Michigan region, and Ottawa County as a whole. It can be deduced that a notable portion of the County's growth between the years 2010-2020 are new residents to Port Sheldon Township. It is likely that the Township's growth will continue at a steady rate.

The positive population trend of the Township and surrounding area can have various implications including needs for parks and recreation amenities, pressures for more housing and commercial development, infrastructure (water, sewer, broadband, etc.), and other important aspects to consider. Being a desirable community with a rising population trend, the need to further identify and plan an appropriate balance between rural character and suburban development.

Aside from land use issues, there are also economic impacts with a steadily rising population. For example, the higher population may create more demand for commercial businesses, office spaces for residents to work in the Township, workforce housing, light industrial businesses to accommodate the growing population, and other factors. The rising population in the Township can perhaps provide additional tax revenue for the Township, in terms of residential property taxes or tax revenue from development or redevelopment in targeted areas that are consistent with the Master Plan.





EMPLOYED

AND UNEMPLOYED POPULATIONS

According to the US Census 2022 American Community Survey (ACS) 5-Year Estimates, Port Sheldon Township has a total population of 4,219 people aged 16 and older. Of that population, 2,722 people are in the labor force. Within that population of folks aged 16+ in the labor force, 2,593 are employed and 129 are unemployed. According to the US Census Bureau, the term "labor force" indicates people who are aged 16+ that are either employed, unemployed, or on active duty in the military.

It should also be recognized that a notable portion of the Township's population is near (or at) retirement age. The US Census classifies retired folks (aged 65+) as "Not in Labor Force." The ACS 5-Year Estimates notes 1,497 (or 35.5%) Township residents as "Not in Labor Force."

The unemployment rate is about 4% in the Township. The ACS 5-Year Estimates also notes the following unemployment rates by age group:

- 16 to 19 years old: **16.8%**
- 20 to 24 years old: **31.8%**
- 25 to 29 years old: **4.1%**
- 30 to 34 years old: **0%**
- 35 to 44 years old: **1%**
- 45 to 54 years old: **0%**
- 55 to 59 years old: **0%**
- 60 to 64 years old: **3.6%**
- 64 to 74 years old: **0%**
- 75+ years old: **0%**



Of the age groups listed above, the highest percentage of Township residents in the labor force that are unemployed are between ages 20 to 24 years old. This is likely due to 20 to 24 years of age being college-age individuals, where many full-time college students do not have jobs. Similarly, those aged between 16 and 19 years old are less likely to have jobs, given that these individuals are likely in high school and are not working. Of the other age groups, where residents are most likely to have full-time jobs (ages 25 to 64), the unemployment rates are low.

INCOME AND POVERTY

The median household income in Port Sheldon is \$97,576, according to the 2022 American Community Survey 5 Year Estimates. This means that half of all workers earned more than this amount and half earned less. The median income for Ottawa County, according to the 2022 American Community Survey 5-Year Estimates, is \$85,652. Generally, the median incomes for both sample areas are similar, but Port Sheldon clearly has a higher median income than Ottawa County as a whole.

According to the American Community Survey, about 2.13% (or 110) of the households in the Township earned an income in the last 12 months that places them below the poverty level. This percentage comprises a small portion of Township residents. This data is consistent with other trends explored in this Chapter, in that the Township's housing median housing value and cost, educational attainment, distance from employment centers, and other factors usually indicates a population with higher incomes. This can also be related to the Township's desirable location, with shoreline on Lake Michigan and natural character, which can create a higher cost of living compared to urbanized areas.

Income trends and poverty levels of Township residents highlight various aspects of a community's population. For example, areas with higher median incomes can indicate that there is a higher likelihood excess spending (or a means for excess spending) occurring in households. This can shift consumer trends in a region. Alternatively, lower incomes and higher populations of people within the poverty level threshold likely indicates less excess spending and spending focused on needs such as shelter, food, utilities, and other similar items. Further, poverty levels also relate to the portion of individuals in the Township that may be housing burdened, meaning they spend more than 30% of their income on monthly housing costs, such as rent or mortgage payments.

In terms of planning implications, the higher median income of Township residents may align with a need for more commercial and entertainment activities, such as shopping centers or retail stores, restaurants, breweries, and other forms of entertainment. Further, this may relate to other decisions, such as the need for more housing, to accommodate individuals in all stages of life with varying income levels, including fixed retirement incomes.

In terms of economic resiliency, the Township's income and poverty levels in that economic growth is often one of the most significant factors in reducing poverty. Further, as in most cases, higher poverty levels of an area can put a large strain on economic growth. While Port Sheldon Township does not have a significant portion of residents that are within the poverty range, income levels have a direct correlation with spending and consumer habits, job retention and recruitment, and other facets such as workforce housing.





EDUCATIONAL ATTAINMENT

This Section analyzes the educational attainment in Port Sheldon and the comparison communities for persons aged 25 and older. Generally, the Township has similar levels of educational attainment compared to the Ottawa County and the State of Michigan. As shown in the table below, Port Sheldon Township shows similar educational attainment levels as Ottawa County and the State of Michigan.

Educational Attainment, 2022

Education Level	Port Sheldon Township (2022)	Ottawa County (2022)	State of Michigan (2022)
Less than 9th Grade	2.3%	2.3%	2.7%
9th – 12th Grade	4.5%	3.2%	5.5%
High School Graduate	25.5%	26.5%	28.1%
Some College, No Degree	19.3%	20.5%	21.9%
Associate's Degree	5.5%	10%	9.7%
Bachelor's Degree	27.4%	25%	19.5%
Graduate or Professional Degree	15.4%	12.4%	12.6%

Source: U.S. Census Bureau 2022 American Community Survey.

Port Sheldon Township is within two school districts: Grand Haven Public Schools and West Olive Public Schools. Grand Haven Public Schools have a total enrollment of 5,411 (as of 2023) and West Ottawa Public Schools reported a 2023 enrollment of 6,590. According to the 2022 American Community Survey, about 1,040 Township residents are enrolled in grades K-12. There are about 229 students enrolled into college, and 31 students enrolled in graduate or professional schools.

Relating to educational attainment in the community, Port Sheldon residents on average are slightly more educated than Ottawa County residents as a whole. 42.8% of people ages 25 and older in Port Sheldon received bachelor's degree or higher, with 37.4 % in the County level. 93.2% of Port Sheldon residents ages 25 and over have a high school diploma or more. In general, the higher educational attainment relates to a community's occupational sectors, income levels, and housing tenure. In this perspective, this data is again, consistent with other trends noted in this



Chapter.

Regarding economic resiliency, educational attainment plays a role in the availability of industry sectors, status of employment, income, and other economic factors. In general, educational attainment is correlated with the types of jobs and industries for which individuals are employed. Higher educational attainment relates to (in general) higher pay, higher cost of housing, higher living expenses, and other applicable elements.

HOUSING COST AND VALUES



In 2022, the median home value for all owner-occupied housing units reached \$346,800, as opposed to a median value of \$227,500 in 2010. The median home value in Port Sheldon Township increased by over \$100,000 over the 10-year period. This suggests that new home construction values are significantly higher than the existing housing stock. This data is consistent with general housing costs and trends experienced at the national level, as housing costs have continued to rise over the years. The year housing structures were built in the Township is also indicative of Ottawa County's overall population increase over the last 20 years, with an uptick of units constructed in the 1980s and 1990s.

Housing costs and values have a direct relationship with economic status. In most cases, especially as experienced on a national level, housing costs have financially burdened citizens and potential home buyers. Communities should strive to have an appropriate balance of both renters and owners for a healthy market. As housing costs and values rise, that can be an indication of an imbalanced market.

WORKFORCE INDUSTRY SECTORS

This Section addresses the employment of residents of Port Sheldon Township. This is not an analysis of what kinds of jobs are available or what businesses are located within the community, but rather in what occupations residents are employed, regardless of where they work. According to research and data collected and analyzed by Lakeshore Advantage, an economic development agency in Ottawa County, the following industries are most prominent in the region:



- Food processing
- Office furniture
- Automotive
- Advanced manufacturing (use of automated machinery, systems, and technologies for manufacturing tasks and processes)

Major occupational sectors for residents of the Township include manufacturing (30%), which is consistent with most other communities in the region, and educational healthcare services (24%) which is the second highest percentage of those employed in the Township over 16 years of age. Combined, the two industry sectors comprise about 54% of the total employed residents in the Township. Other occupational sectors in the Township appear to be less prevalent, with a slightly increased percentage of employed residents employed in the Retail Trade sector.

Occupational Sectors, 2022

Industry	Percent Employed Population
Total Employed Persons Over 16 Years of Age	2,593
Agriculture, forestry, fishing, hunting, and mining	1%
Construction	4%
Manufacturing	30%
Wholesale Trade	1%
Retail Trade	10%
Transportation and warehousing, and utilities	4%
Information	1%
Finance and insurance, and real estate, and rental and leasing	6%
Professional, scientific, and management, and administrative and waste management services	7%
Educational services, and health care, and social assistance	24%
Arts, entertainment, and recreation, and accommodation and food services	7%
Other services, except public administration	3%
Public Administration	2%

Source: U.S. Census Bureau, (2022 American Community Survey 5-Year Estimates).



COMMUTING PATTERNS

An indication of this area’s economic position relative to the surrounding region can be illustrated in travel time to work for residents. The following table further outlines the time residents, age 16 and older, spend traveling to their place of employment, as well as which places of work can be reached in that radius.

The Table below shows that the vast majority of residents in the Township have a place of employment within 10-24 minutes from their home. The remainder travel southeast towards Holland, Zeeland, or Olive Townships. Most (84.8 %) of Port Sheldon workers use private vehicles to travel alone to work, and another 3.7 % car-pooled. The majority of people, 73.6%, travel to work within 30 minutes, which is in line with the travel time to the employment centers of the cities of Holland and Grand Haven.

Table 12: Commuting Destinations, 2021

Travel Time to Work	Work Centers Within Timeframe	% of Population
Less than 10 min	Port Sheldon Township	3.5%
10 to 24 min	Cities of Holland, Grand Haven, and Zeeland	58.2%
25 to 44 min	City of Hudsonville and Allendale	29%
Greater than 45 min	Cities of Grand Rapids, Walker, and Wyoming	9.2%

Source: U.S. Census Bureau 2022 American Community Survey.

The Township’s general commute times and approximate destinations are also important factors to consider when analyzing economic resiliency. On one hand, longer commute times can correlate with community desirability, in that many residents are willing to have longer work commutes just for the opportunity to live in the Township. On the other hand, longer commute times (an average of 25.5 minutes) can also indicate that the Township may have a gap in industry. However, given that the Township has a low unemployment rate, it appears that many residents can make the commute easily from home or perhaps work from home either full-time or part-time.



MARKET TAPESTRY SEGMENT

Tapestry segmentation profiles provide an accurate, detailed description of America's neighborhoods, classifying them into unique segments based not only on demographics, but also socioeconomic characteristics. For Port Sheldon Township, there are three major segments which can provide information about the neighborhoods and its residents. The data included in this Section derives from Esri.

Green Acres (71.8%)

This Tapestry Segment describes the general consumer profile of approximately 71.8% of Township residents. Green Acres is generally characterized by country living and self-reliance. This group of people are more likely to fix items in their homes that may be broken, rather than buying new. They also enjoy hobbies and activities such as gardening, fishing, bike riding, hiking, camping, and other outdoor activities. This is also an older market, primarily comprised of older couples without children living in the home. The median age of this group is 43.9 years old and a median household income of \$76,800. The average household budget index indicates that most of the individuals in this group spend their household income on:

- Healthcare
- Pensions and social security
- Education
- Entertainment and recreation

Consumers in this profile are also more likely to own a variety of vehicles, likely a late model, be interested in home improvement projects, be involved in a variety of community organizations, and like to play outdoor sports and keep active.

Middleburg (20.9%)

This second Tapestry Segment profile in Port Sheldon Township consists of the "Middleburg" group. This group is of significantly smaller percentage than the Green Acres group described above. The Middleburg group can be described as the following *"Middleburg neighborhoods transformed from the easy. pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers."*

The median age in this group is 36.1 years old, about 5 years younger than the average age of the Green Acres profile. Middleburg individuals are more likely to buy American-made products and participate in the labor force. The Average Household Budget Index indicates the following average household spending on the following items:

- Transportation (vehicles)
- Healthcare
- Pensions & social security
- Apparel & services
- Food



People within this category are also more likely to spend excess funds on children's toys and apparel or DIY home projects. This group is also interested in outdoor activities such as hunting, fishing, baseball, and biking. Entertainment choices are mostly family oriented.

Home Improvement (7.2%)

This group consists mostly of married couples, who are more likely to spend their money on takeout food and home improvement projects. The median age of this Segment is 37.7 years old, with a median household income of \$72,100. The homes within this category are a bit older, likely constructed between years 1970 and 2000. More than half consist of married couple families or single-parent families. About 20% of folks in this Segment profile rent their homes. Further, the Average Household Budget Index indicates the following areas where people in this Segment are most likely to spend their income:

- Pensions & social security
- Healthcare
- Entertainment & recreation
- Apparel & services

This group of individuals is also more likely to dine out of the home at chain restaurants and spend excess income on children's toys and clothes.

REGIONAL ECONOMIC OUTLOOK

Lakeshore Advantage's 2023 Industry Trends Report examines the area's major employers and upcoming trends in job and talent acquisition and retention. The Report concluded a need to for major employers to emphasize "smart manufacturing" practices to support growth, job creation, and competitiveness. In this context, smart manufacturing refers to incorporating advanced technologies, artificial intelligence, robotics, and data analytics into manufacturing processes. It has also been identified by Lakeshore Advantage that these upcoming smart manufacturing practices are in fact correlated with job preservation and rising Gross Regional Product (GRP).

According to the Quarter 4, 2024 Data Set generated by Lightcast, on behalf of Lakeshore Advantage, Economy Overview, the following key takeaways were identified:

- In the subject area (Ottawa and Allegan Counties), the population has increased by 4.9% since 2018 and is projected to grow another 4.2% between 2023 and 2028.
- From 2018 to 2023, jobs increased by 3.8%. This change fell short of the natural growth rate of 3.9%. As the number of jobs increased, the labor force participation rate decreased from 69% to 68.5%.
- The top three industries in 2023 within the subject area included education and hospitals, restaurants, and other eating places, and office furniture manufacturing.
- The regional average earnings per job are \$15,300 below the national average earnings. The regional average in the subject area is \$67,300 per year and the national average is \$82,600 per year.



- The top growing industries include:
 - Construction
 - Manufacturing
 - Healthcare and social assistance
 - Wholesale trade
- The top in-demand specialized skills include:
 - Merchandising
 - Nursing
 - Auditing
 - Housekeeping

Further, according to Lakeshore Advantage Region Economic Indicators, the following themes have been identified as significant in looking toward economic development and economic resiliency into 2030:

- Industry diversification and population growth
- Access to broadband
- Access affordability to higher education
- Creating attractive communities for emerging workers

According to the Michigan Economic Development Cooperation (MEDC), the JH Campbell Plant site is large enough to accommodate 90% of inquiries the Department receives pertaining to the potential siting of industrial businesses. Major industrial businesses generally require a minimum of 100 acres of contiguous land area. Additionally, the MEDC advertises several “focus areas” for new industry. These focus areas include:

- EV Mobility
- Life Sciences and Medical Devices
- Advanced Manufacturing
- Tech
- Semiconductor
- Professional and Corporate Services
- Defense
- Aerospace
- Engineering, Design, and Development

Industry reports from the MEDC indicate approximately 26% of deals attributed to a “non-focus” area (an industry not listed above), 25% of deals in advanced manufacturing, 29% of deals attributed in EV Mobility, 12% of deals in Tech, 6% of deals attributed to Life Sciences and Medical industries, and 2% of deals attributed to the Semiconductor industry.



INFRASTRUCTURE ANALYSIS

Location of Water/Sewer

The availability of public water and sewer systems can greatly influence the options and patterns of development within a community. When services are present, denser residential, commercial, and industrial developments are possible than in areas without these services. Central sewer services also protect ground water resources through eliminating the need for individual septic disposal systems. Public water and sewer services are available in Port Sheldon Township near US-31 and Fillmore Street.

Generally, it has been a policy of the Township to provide sewer, water and street improvements only upon resident/citizen petition, and when related to public health and safety. Sewer and water have been developed in the Northeast portions of the Township, within immediate proximity to the east side of US-31 but have not been expanded much elsewhere. However, just north of the Township, in Grand Haven Township, and just south of the Township, in Park Township, have existing and proposed water/sewer infrastructure bordering Port Sheldon Township.

The City of Wyoming's (Kent County) transmission main runs east/west along the southern border of Port Sheldon Township, along New Holland Street. According to preliminary expansion plans, a proposed new transmission main is proposed in Port Sheldon Township to span north from New Holland Street, east to the Township border with Olive Township, along Van Buren Street. This proposed new main could greatly impact development patterns if/when realized.

Grand Haven Township (north), also has preliminary water/sewer upgrade plans, as defined in the Township's Master Plan, adopted in 2016. The meter station, located at Hiawatha and Fillmore Street, is intended to be upgraded in 2025. Fillmore Street, in Grand Haven Township, contains a transmission main served by the City of Grand Rapids system. However, the Township does not have any current plans to tap or extend this existing main. Along the same lines, Grand Haven Township has not indicated any extension plans that would be within proximity to Port Sheldon Township, that may influence future development patterns, or potential for new development or businesses.

For any new development occurring in any portion of the Township, but especially in areas not connected by utilities, Ottawa County Public Utilities should be consulted as to ensure that the proposed mechanisms for water and waste disposal are adequate for the type and intensity of development.

The JH Campbell Plant site currently is serviced by several wells and septic, and the cost of extensions of public water and sewer will likely not be supported by the types of development envisioned in the Township's preferred alternative. Therefore, all development will need to be designed to account for wellhead protection and sufficient space for appropriately sized septic fields.

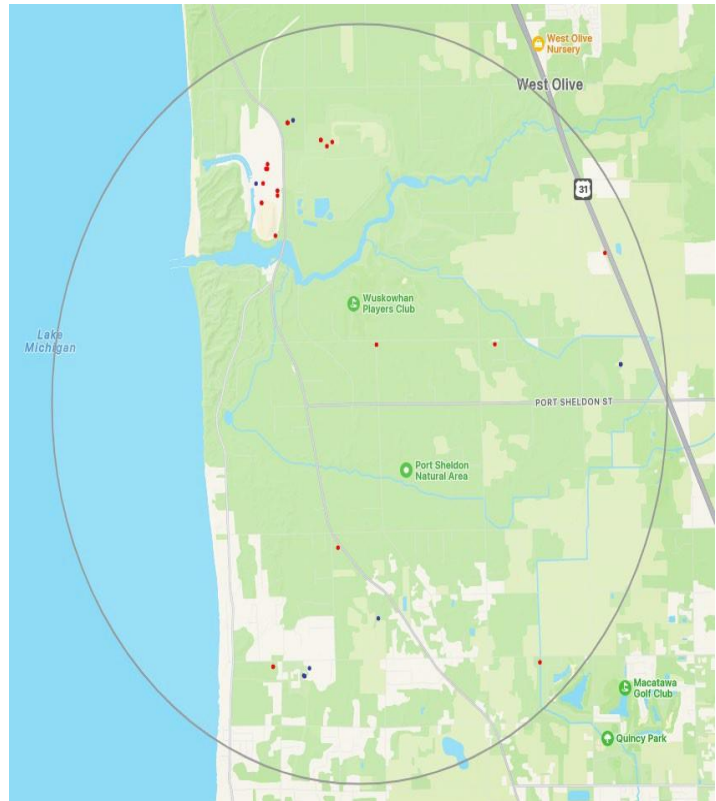


Cell Coverage

Port Sheldon Township's location on Lake Michigan, and largely natural surroundings, plays a large role in the availability and quality of cell coverage. Anecdotal reports from Township residents and visitors note dissatisfaction for cell coverage in the area. Further, cell coverage is an important consideration for industries and businesses, as reliable and frequent and effective communication builds a strong foundation for successful businesses and industries.

According to antennasearch.com, there are a total of twelve (12) towers and thirty-one (31) antennas within a three (3) mile radius of Port Sheldon Township.

Additionally, according to CoverageMap.com, there are three (3) major carriers in the Township. These include Verizon, AT&T, and T-Mobile. According to the map, the signal strength in most of the Township has adequate cell coverage. However, it appears that below average coverage areas exist in the Township, mostly on the lakeshore and areas just west of US-31. It does not appear that 5G coverage is available much at all in the Township.



Broadband Coverage

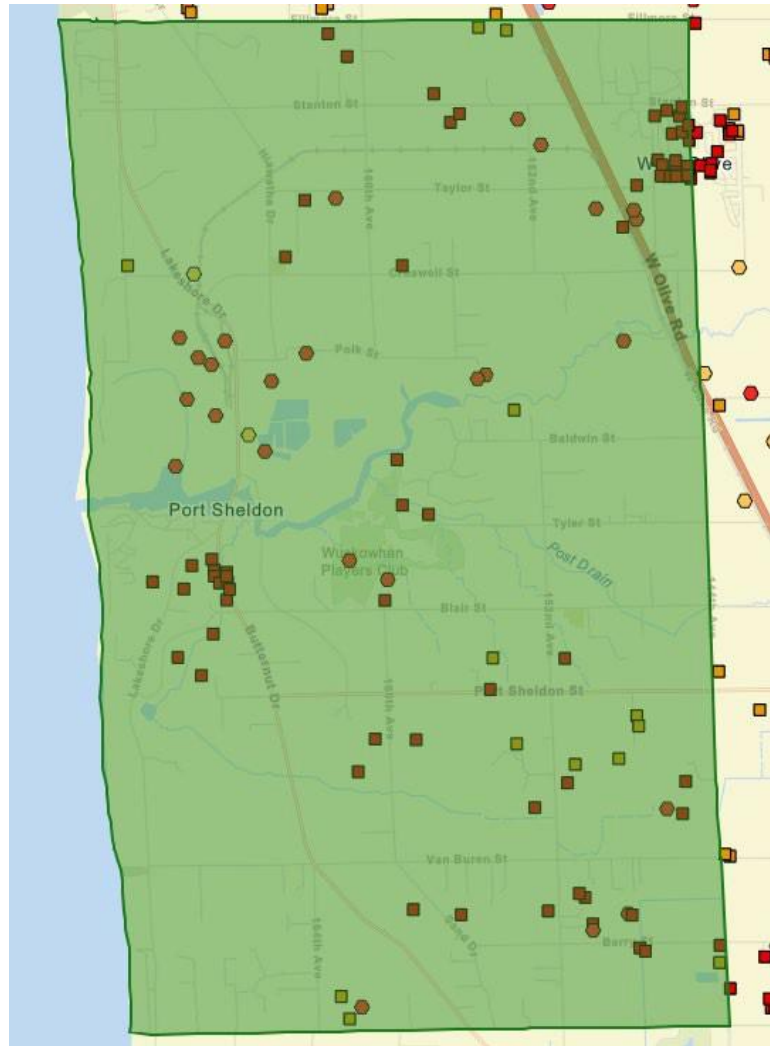
According to Connected Nation, Port Sheldon Township has several areas identified as “unserved or underserved” regarding broadband availability and speed. In this context, “underserved” areas indicate $\geq 25\text{mbps} / 3\text{mbps}$ – less than $100\text{mbps} / 20\text{mbps}$. The underserved areas on the accompanying map are indicated in orange. The Township also has areas classified as “unserved” which are indicated in red on the accompanying map. In this context, “unserved” areas as classified as those that are less than $25\text{mbps} / 3\text{mbps}$.

There are far less areas in the Township that are classified as underserved than unserved. The underserved areas are scattered throughout the Township, but mostly concentrated on the southeast side, south of Port Sheldon Street.

Many of the Township's unserved areas are located just south of Pigeon Lake and north of Pigeon Lake, along the west side of Lakeshore Drive. There is also a cluster of unserved areas on the east side of US-31, where new residential development is occurring. Lastly, some unserved areas are located on the southeast side of the Township.

The Ottawa County Department of Strategic Impact has also played a key role in connecting unserved and underserved communities with high-speed internet throughout the County. According to the Department, "In spring 2024, Ottawa County and broadband partner 123NET received final grant approvals for the state's Realizing Opportunity with Broadband Infrastructure Network (ROBIN) grant.

Approximately \$9.7 million in state funds, paired with \$4.3 million in matching funds from the County and \$2.2 million from 123NET, will be allocated to build 250 miles of fiber, improving access for nearly 6,000 residents. Although the County had planned for more funding – \$7.5 million in ARPA dollars were initially set aside for broadband expansion – refinements made by the Michigan High-Speed Internet Office reduced the scope of this specific project. DSI will continue to pursue other avenues to plug coverage gaps and leverage the remaining \$3.5 million originally earmarked.



UNSERVED & UNDERSERVED Locations (Zoom-dependent)

Unserved (Less than 25 Mbps/3 Mbps) by Residential Service Provider

- Residential/Mixed
- ⬡ Business/Group Quarters

Underserved (≥ 25 Mbps/3 Mbps - Less than 100 Mbps/20 Mbps) by Residential Service Provider

- Residential/Mixed
- ⬡ Business/Group Quarters

It is anticipated that the construction for new high-speed internet connectivity will begin in Fall 2024 and be completed in 2026. Ottawa County has devised a four (4) phase plan to close the gaps in coverage throughout Ottawa County:

- **Phase I: Data Collection**, collect the necessary data to inform our decision-making to effectively address gaps in access, affordability, and digital literacy.
- **Phase II: Analysis**, by utilizing data from Phase I, develop a robust plan defining the actions necessary to address gaps in access, affordability, and digital literacy throughout the County.
- **Phase III: Intermediary Solutions Development**, put into motion Phase II plans to ensure Ottawa County deploys the infrastructure and support programming necessary to achieve universal, affordable broadband access for everyone.
- **Phase IV: Ongoing Transformation**, monitor and address ongoing and evolving needs among residents and businesses to ensure they have access to the broadband infrastructure needed to compete today and tomorrow.

According to the 2022 Ottawa County Broadband Data Collection Executive Findings Report, “Broadband is critical to a community’s ability to thrive and remain competitive in terms of education, economic development, talent retention, employment opportunities and population growth. Much of Ottawa County is unconnected or insufficiently connected. Connectivity data indicates a problem more stark than established FCC [Federal Communications Commission] data suggests. Residents without broadband desire service, and connected citizens believe that more provider options are needed. Data from this study will be used to support grant applications and broadband planning efforts in Ottawa County.”

With the efforts of Ottawa County, the Port Sheldon Township Master Plan, and this Economic Resiliency Plan, it is intended to target and identify the Township’s internet gaps and mitigate connectivity issues and challenges.



CHAPTER FINDINGS

Port Sheldon Township is a desirable area, likely because of its convenient geographic location between employment centers and hubs (e.g., Holland, Grand Haven, Grand Rapids, Grand Rapids metro), the Township's scenic beauty (e.g., natural forests, mature growth trees, Lake Michigan, dunes, etc.), and the availability of land for residential homes on large lots. The Township is largely comprised of rural residential land uses, has shoreline on Lake Michigan, and has access to popular suburban areas, such as Grand Haven and Holland. Given these factors, and others, it is anticipated that the Township will continue to experience development pressures because of steady population growth and desirability.

Further, the Township has a fairly strong base of employed individuals, with low unemployment rates for those who are within full-time working age groups. The Township also has a notable retired population, that contributes to some of the "not in labor force" data. Age data indicates the presence of family households with more than 2 people – likely families with children in the home.

The closure of the JH Campbell Plant will have an effect regarding availability of jobs, and presence of jobs, within the Township. While it is not anticipated that jobs will be lost due to the closure, but the closure will result in less employment within the Township itself. Further, the closure will likely result in current Consumers employees seeking retirement or early retirement, which could also be interpreted as a loss in the Township's employment sector, or reduction in employed individuals in the Township.

Additionally, considering the Township's current and planned infrastructure analysis, the Township should continue efforts to identify gaps in broadband and cell coverage, on a Townshipwide scale. This is not only a benefit to the Township residents and existing business, but heightened connectivity is imperative to any new industry or business that may develop onto the JH Campbell Plant site. Opportunities to enhance/expand broadband and cell coverage to areas along the lakeshore should be considered and continued.

It should also be recognized that the Township currently has water/sewer available on the east side of US-31, but not elsewhere throughout the Township. Considering the City of Wyoming's plans for water extension to the south side of the Township (Van Buren Street), cluster housing or other types of low- intensity development may be appropriate in the future (see: Future Land Use Plan in the 2025 Master Plan). New development and redevelopment opportunities for the JH Campbell Plant site and any adjacent Consumers Energy owned parcels should be heavily weighed against the availability of utilities and potential environmental impacts regarding well and septic infrastructure. Higher intensity development will likely require public utilities, or creative well/septic solutions – with assistance from Ottawa County Public Utilities.



JH Campbell Plant Impacts

SITE CONTEXT AND BACKGROUND

As previously stated, the JH Campbell Plant site is located in Port Sheldon Township, Ottawa County, Michigan. The site itself encompasses over 2,000 acres of plant operations and ancillary parcels and activities. The Plant proper, where the primary structures and operations are held, is located on several parcels just north of Pigeon Lake and east of Lake Michigan. The Plant proper site encompasses around 400 acres. Also notable about the site is the “man-made” canal that runs primarily north-south and slightly to the west towards Lake Michigan. There, under Maragaret Avenue, is a piping system that supports water intake and outflow to service Plant operations.

According to Consumers Energy, *“The J.H. Campbell Complex began operating in 1962 and generates up to 1,450 megawatts of electricity – enough to serve a million people! The 2000-acre facility was named after James H. Campbell who was a former company president from 1960 to 1972.”*

Reasons for Decommissioning

In 2021, after many years of service, Consumers Energy announced the decommissioning and closure of the JH Campbell Plant. The closure of the Plant is, in part, to shift the company’s resources into “clean energy” initiatives. As such, the site has potential opportunity for renewable energy activities and infrastructure, such as battery energy storage systems (BESS), which is discussed further in this Plan. The site’s longstanding history in Port Sheldon Township and Ottawa County has even made a mark on the landscape of the area, recognizing the Plant’s iconic red smokestacks that can be seen for miles. According to Consumers Energy, the primary purposes for decommissioning the Plant include the following major themes and goals:

- **Less Co2 Emissions:** CO2 emissions will be reduced by more than 73 million tons - the equivalent of taking 12.4 million passenger vehicles off the road for one year.
- **Reduction of Pollutant Emissions:** There will be less pollutant emissions such as sulfur dioxide, nitrogen oxides (NOx), mercury and particulate matter.
- **Less Water Waste:** More than 220 billion gallons of water will not go to waste each year.
- **Elimination of Coal Ash Waste:** More than three million cubic yards of coal ash waste will be eliminated.
- **More Renewable Energy Sources:** Thousands of megawatts of wind and solar energy will be added through 2040.

Decommissioning Timeline

While there may be unforeseen variables to the planned timeline for decommissioning that may result in a deviated projected timeline for closure, Consumers Energy has advertised the following timeline for the Plant’s retirement:

- **2021-2024:** The JH Campbell Complex is prepared for retirement.
- **May 31, 2025:** The complex will officially go into retirement, “going dark” on May 31, 2025.
- **June 2025 and On:** The complex will be demolished with a plan for site restoration (most notable tasks is

the restoration and capping of the fly ash ponds).

Given the timeline and tasks for decommissioning listed above, it is important to note that Consumers Energy will have a continued presence in Port Sheldon Township for the foreseeable future. Not only will Consumers Energy maintain ownership of most (potentially all) of their parcels, including the fly ash ponds, rail corridor, and power corridors, Consumers Energy will maintain a presence in the Township for remediation efforts of the fly ash ponds. This can take upwards to 30 years to accomplish.

TAX REVENUE PROFILE

Port Sheldon Township, as a local unit of government, collects taxes from all privately-owned properties, land uses, and development. The Township collects tax revenue from residential properties, commercial development, and industrial development, including both real property and personal property. The Township's tax revenue is comprised of a calculation based on the total taxable value of both real and personal property multiplied by the applicable millage(s). In Port Sheldon Township, the following millages apply:

- County 911 services
- County Parks
- County roads
- County operating
- County Community Mental Health (CMH)
- Library services
- Township operating
- Township fire services
- Grand Haven Public Schools
- West Ottawa Public Schools

The Table below includes a numerical breakdown of the total amount of taxes collected by Port Sheldon Township from Consumers Energy for each applicable millage category (2024). The Table further compares the total taxes collected from Consumer Energy with the taxes collected Townshipwide.

Please note that the Table below includes *all* the Consumers Energy owned parcels located within Port Sheldon Township. It should be recognized that the decommissioning of the JH Campbell Power Plant effects a smaller percentage of the total area owned by Consumers. Consumers Energy does not anticipate relinquishing all parcels within the Township and will maintain a presence for the foreseeable future – likely a minimum of 20 years.



Taxes Paid by Consumers Energy in Port Sheldon Township, 2024

Consumers Properties	Grand Haven Schools	State Education	County Operating	County 911	County Parks	County Roads	County CMH	Libraries	Township Operating & Safety
Real Property Plant	\$273,389	\$67,155	\$43,650	\$4,650	\$3,540	\$5,335	\$3,199	\$13,060	\$23,503
Personal Property Non-Turbine 1&2	\$18,680	\$0	\$11,337	\$1,219	\$919	\$1,385	\$831	\$3,391	\$6,104
Personal Property Turbine 1&2	\$47,337	\$11,628	\$7,558	\$812	\$612	\$923	\$554	\$2,260	\$4,069
Personal Property Non-Turbine 3	\$190,905	\$0	\$115,859	\$12,462	\$9,396	\$14,161	\$8,493	\$34,667	\$62,384
Personal Property Turbine 3	\$483,761	\$118,830	\$77,239	\$8,308	\$6,264	\$9,441	\$5,662	\$22,931	\$41,590
TOTAL Consumers	\$1,014,071	\$197,613	\$255,643	\$27,496	\$20,731	\$31,245	\$18,739	\$76,309	\$137,650
TOTAL Townshipwide	\$5,617,241	\$3,342,057	\$2,299,527	\$247,333	\$186,484	\$281,060	\$168,560	\$333,212	\$1,238,175
% of Total Township Taxes Collected from Consumers per Millage	18%	0.06%	11%	11%	11%	11%	11%	23%	11%



The tax revenue breakdown for the Township includes the following, for the year 2024. The overall industrial presence in the Township is minimal, in that Consumers Energy owns a vast majority of the properties classified as industrial:

- Total tax collected (summer and winter) 2024: **\$17,767,734**
 - Residential property: **\$14,096,811**
 - Commercial property: **\$526,934**
 - Commercial personal property: **\$61,786**
 - Industrial property: **\$653,176**
 - Industrial personal property: **\$1,355,595**
 - Utility personal property: **\$1,073,429**

As noted above, the Township's highest portion of tax revenue is from residential property taxes, which comprises a vast majority (about 79%) of the Township's total collected taxes for 2024. While the decommissioning of the JH Campbell Plant will leave a gap of tax revenue in its wake, it is still noteworthy to consider that the Township's highest source of tax revenue is not obtained from that site alone, or any other industrial sites for that matter.

Consumers Energy owns a total of 78 parcels in Port Sheldon Township. In 2024, the total taxable value for all parcels combined is \$80,335,846. Utility personal property includes a total of 12 parcels in 2024, according to Port Sheldon Township assessing records. Of the 12 utility properties, 2 are owned by Consumers Energy. The remaining are owned by various entities including Wolverine Pipeline, Semco, ITC, Michigan Electric Transmission, ANR Pipeline, and other entities.

The JH Campbell Plant is the primary industrial business in the Township. Adding together both industrial real property and personal property, the operating revenue to the Township in 2024 is around 11%.

However, as property values in the Township continue to rise and new development is constructed (such as the new residential homes east of US-31), that gap is projected to decrease even further in 2025 and the years following.

Assessing the Gap

As previously stated, the Plant's decommissioning is anticipated to affect about 11% of the Township's operating tax revenue. However, it is important to note that Consumers Energy will not be leaving the Township in its entirety. The company still plans to own and maintain most of the parcels they currently own. As such, the tax revenue gap is much smaller than originally anticipated upon the announcement of the Plant's closure. Because of this, Consumers Energy will continue to pay taxes and contribute to the tax base for the applicable millages and entities listed above.

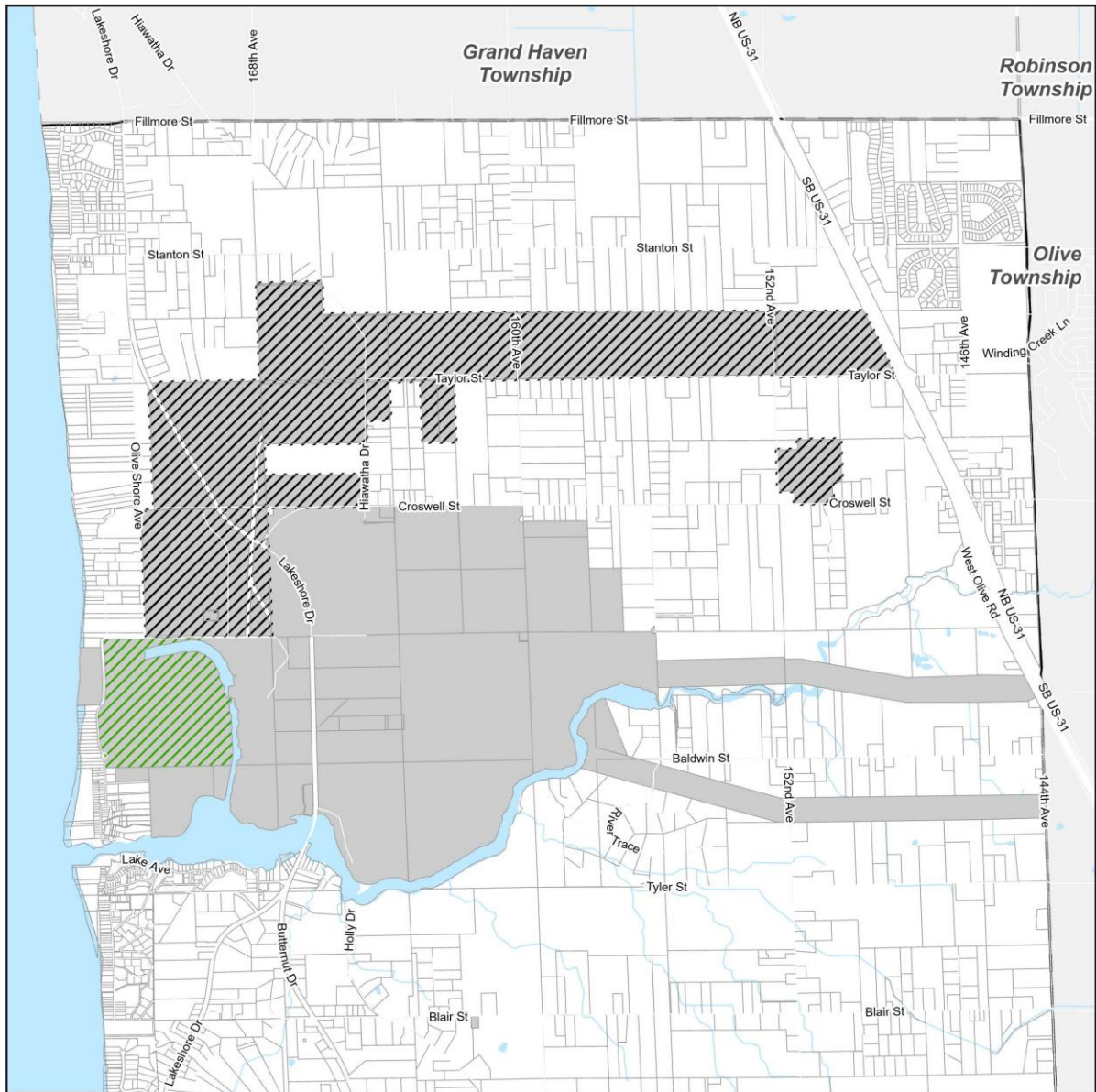
In fact, according to the Township's assessing records, the projected tax revenue loss to the Township Operating is estimated to be about \$54,000 in 2025 for the closure of three (3) turbines, which equates to about 4.5% of the Township's total operating revenue (excluding fire). The \$54,000 includes the total reduction in tax revenue for the Township Operating expenses, considering only the parcels Consumers Energy intends to vacate or are susceptible to new development.

The map on the following page illustrates which parcels are planned to be maintained by Consumers Energy for the foreseeable future, up to 20-30 years, and which parcels may be subject to redevelopment or new industry to replace the decommissioned areas. Some of the Consumer's parcels are targeted for natural preservation in the Master Plan (particularly those along the Pigeon River), but the process of designating that land for preservation, and how Consumer's will be compensated, will need to be worked out in the coming years.

Development Scenario Assessment

As previously noted, the 2025 Master Plan document includes a subarea plan for Consumers Energy owned parcels in Port Sheldon Township. Through the subarea planning process, several development scenarios were explored to "test" various opportunities that may exist as a result of the closure. The subarea plan includes a minimal development scenario, moderate development scenario, and maximum development scenario. Each of these scenarios provide various options for redevelopment of the Plant proper site, as well as adjacent parcels that may be open for redevelopment.





Consumers Parcels

Port Sheldon Township, Ottawa County, MI

January 23, 2025

LEGEND

- Preservation
- Potential Redevelopment Parcels
- Consumers Energy Properties

0 1,000 2,000
Feet



Basemap Source: Michigan Center for
Geographic Information, v. 17a.
Data Source: Ottawa County 2024.
McKenna 2024.



MCKENNA

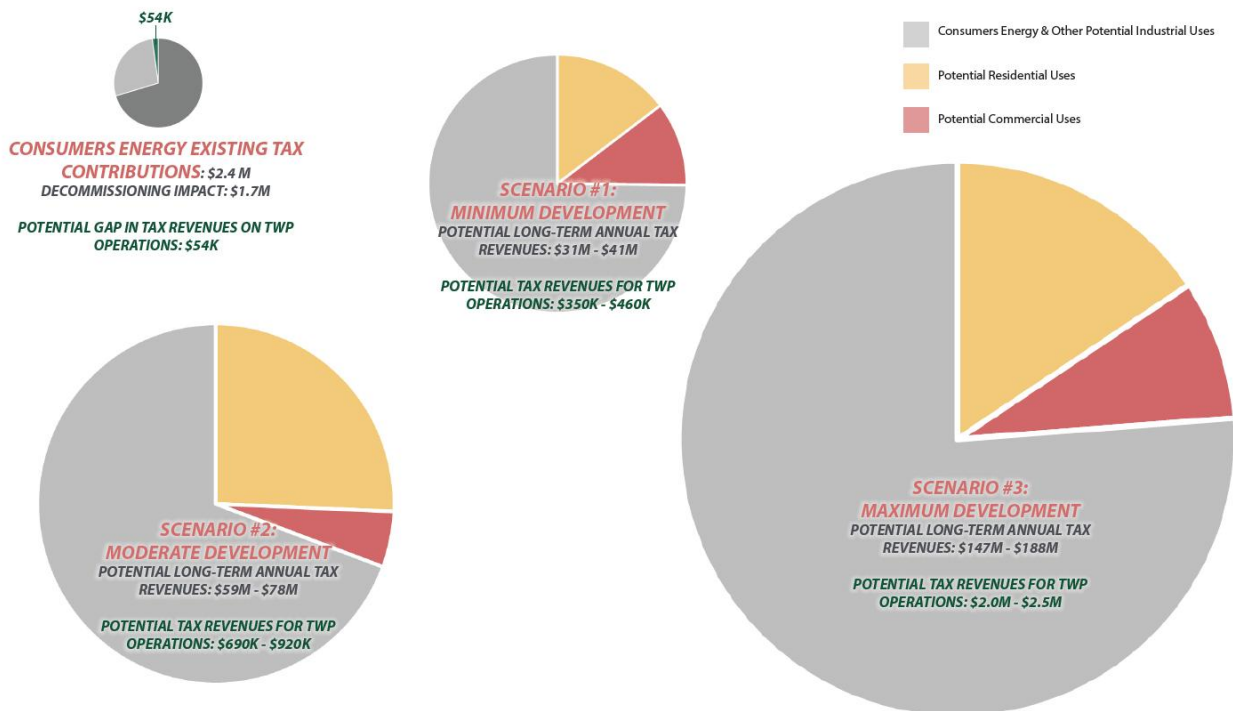


The Township's preferred alternative hues closest to the "minimal development scenario", though with some elements borrowed from the "moderate development scenario." At full build-out, the preferred alternative is estimated to provide for approximately the following amount of development:

- 100-150 Housing Units
- 100-150 Acres of Industrial/Business Development
- 20-40 Acres of Mixed Use/Recreational Development
- 1,500 to 2,000 acres of natural preservation, agriculture, and very low density housing.

The results of the preferred development scenario tax capture approximations can be found below. As indicated in the graphic, each development scenario will likely yield enough in tax revenue to replace the gap that will occur as a result of the JH Campbell Plant decommissioning – if/when the development is fully built-out.

EXISTING & POTENTIAL LONG-TERM ANNUAL TAX REVENUES (TOTAL)



JOBS AND EMPLOYMENT

Consumers Energy JH Campbell Plant Employment Outlook

In terms of the Township's economic resiliency, aspects such as employment and unemployment characteristics are important to analyze. Given the closure of the JH Campbell Plant, Consumers Energy has indicated that the current employed individuals at the JH Campbell Plant are either planning to retire, be transferred to a different facility, or transferred to a different department within the company. Some jobs will remain at the Plant for long-term maintenance, upkeep, and other tasks. Consumers Energy intends to maintain space at the site for employees, but at a significantly reduced number, ranging from around 30-40 individuals. Prior to decommissioning, the Plant employed around 200 people.

As such, the loss of jobs within the Township itself is apparent, but mostly by means of retirement or early retirement. However, this also indicates that the actual jobs available within the Township will be significantly reduced. Upon decommissioning, employed residents in the Township that work at the JH Campbell Plant will likely have to travel further to get to work (if reassigned to a different department within the company). However, with the Township's steady population increase, it is notable to correlate that growth with the Township's current employment opportunities.

Further, the Plant's operations include additional ancillary employment and jobs in the greater Grand Haven/Holland area. This can include building maintenance staff, exterior maintenance staff, suppliers for goods and merchandise, and other applicable fields.

Job Training and Upskilling

Job training and upskilling are important feature to recognize as a result of the closure of the JH Campbell Plant. Training staff for new opportunities, new departments, and new fields can help to diversify existing staff and properly prepare them for the transition into a new department or facet of the industry. In turn, this benefits employees by learning new trades to broaden skillsets and become more marketable as employees. This is also a benefit to existing staff in gaining the training to work with emerging technologies in renewable energy, such as wind, solar, BESS, and other similar projects.

According to Consumers Energy, "In 2018, we began a partnership with the Utility Workers Union of America and the Power4America (P4A) trust to develop the Renewables Specialist Apprenticeship program. The apprenticeship program's goal is designed to develop a skilled workforce in house to support the renewable generation assets as we add clean energy to our portfolio. So far, nine apprentices have completed the program and are now helping operate and maintain our wind farms and Solar Gardens facilities. The apprentice program takes approximately 2.5 years to complete the classroom and in the field training. The Renewables Specialist Apprentice Program has been accredited by the U.S. Department of Labor, with coordination through the UWWA P4A Team to achieve this accreditation. Classes in the RS-Apprentice program are taught through a combination of resources including Learning and Development professionals and qualified union instructors. We also offer a Solar/Battery Technician program that allows employees to get to the field more quickly or transition to pursue a full apprenticeship."



TRANSPORTATION IMPACTS

One of the most notable features of the Port Sheldon Township landscape and the Consumer Energy site is the existing rail corridor. The rail corridor services the Consumers Energy JH Campbell Plant and runs east-west across the entirety of the Township from US-31. The rail corridor is located on the north side of Taylor Street (approximately 1,200 feet north of Taylor Street), and south of Stanton Street (approximately 1,400 feet south of Stanton Street). The rail line then turns south, where it runs directly to the JH Campbell Plant proper and also services the adjacent fly ash ponds to the east.

According to the State of Michigan, the Annual Average Daily Traffic (AADT) counts for US-31 are 25,640 vehicles per year. This is the higher threshold for vehicles in the State. Lakeshore Drive experiences around 4,048 vehicles per year, which is the lower threshold for traffic counts in the State. Certain points of Lakeshore Drive, at Croswell Street, provide access to the JH Campbell Plant site.

Given the classification of Lakeshore Drive, and other corridors frequently traveled in the Township (excluding US-31), including Croswell Street, Stanton Street, and Taylor Street, it is not likely that the closure of the JH Campbell Plant will cause adverse effects, or major effects to the transportation system or road corridors. However, some future implications may include:

- Frequency of truck traffic as a result of redevelopment of the Plant proper site. Truck traffic and personal vehicle traffic implications are varied depending on the replacement industry.
- Frequency of rail use as a result of remediation efforts.
- Potential and heightened need for local transit services, such as from MAX Transit.
- Non-motorized connectivity to any new development, as applicable (such as non-motorized pathways connecting neighborhoods to one another or expanded road shoulders along frequently traveled corridors for enhanced bicycle and pedestrian safety).



APPLICABLE CASE STUDIES

In recent years, as there has been a movement for cleaner energy solutions, many coal fire power plants have been decommissioned. Some applicable case studies for the decommissioning process in Michigan include:

- Marysville Power Plant: Decommissioned in 2011 after 80 years of operations.
- Presque Isle Power Plant: Decommissioned between 2006-2020.
- Consumers Energy JR Whiting Luna Pier: Currently in the decommissioning process.
- Consumers Energy BC Cobb Power Plant: Decommissioned between 2017-2021.

According to a Report titled “Coal-dependent Communities in Transition” by Pacific Northwest National Laboratory, written for the US Department of Energy, the following key findings have been identified for community based best practices regarding the decommissioning process:

- “Early and continued engagement throughout, with a number of mediums for communication and feedback (e.g., in-person sessions, virtual meetings, written comment opportunities);
- Early planning of post-decommissioning projects to replace lost jobs, revenue, and economic activity;
- Recognition (and mitigation, if possible) of social impacts on the community due to plant closure;
- Transparency throughout the process, with trusted information being provided about the decommissioning process and timeline; potential impacts on the workforce, economy, and environment; and the feasibility of alternative site uses;
- Identification of funding sources, technical experts, and/or strategic partnerships to support decommissioning and the affected communities upfront; and
- Acknowledgment of communities as stakeholders who have a role in the conversation and right to determine their futures.

Three key areas for assisting coal-dependent communities affected by the energy transition:

- **Technical assistance:** assessment of site feasibility for alternative uses or to repower with new technologies.
- **Cross-partnership engagement and collaboration:** facilitate knowledge-sharing of “lessons learned” about the decommissioning process between communities and provide guidance for decision-making processes.
- **Financial assistance:** access to grant and/or loan programs to assist with redevelopment survey, bolster community economic security through job creation, and cover environmental clean-up costs.”



CHAPTER FINDINGS

Considering the Plant's closure, there are opportunities to consider replacing industry in the Township, especially in terms of tax revenue. The tax revenue and source breakdown for 2024 indicates that industrial property (and personal property) comprise around 11% of the Township's total tax revenue. In 2025, as property values continue to rise, and the new construction planned within the Township, that gap is anticipated to reduce to about 9%. Therefore, the detriment to the Township's tax revenue as a result of the Plant's closure is likely not anticipated to leave the Township with financial difficulty, as a majority of the Township's revenue is sourced from residential property taxes, which will continue to rise over time.

Nevertheless, that is not to say that the Township should not consider alternatives to offset that anticipated ~9% gap. Exploring opportunities to utilize available areas of the JH Campbell site for redevelopment, as explored further in this Economic Resiliency Plan and the 2025 Master Plan, is a significant and recommended way to not only encourage the replacement of jobs within the Township itself, but also to identify creative solutions for redevelopment and appropriate placement of a new regional industry that would benefit from the site's location and amenities. Thus, benefiting the Township's economic outlook and the Ottawa County region's economic outlook. Further, the replacement of new industry in appropriate areas (see: 2025 Master Plan Future Land Use Plan), can offer opportunities to meet the Township's goals regarding housing and other similar activities.

As identified by the "Coal-dependent Communities in Transition" report, is also important to consider the significance of community input and transparency to inform the decommissioning process. In response to Consumers Energy's announcement to decommission the JH Campbell Power Plant, the Township has embarked on a robust public engagement effort to solicit input from residents and stakeholders. The Township hosted several public open houses, a community survey (with links sent via direct mail to each property owner of record in the Township), several public meetings (Planning Commission and Township Board), several stakeholder meeting sessions, regular standing meetings with Consumers Energy and Lakeshore Advantage, and a State-required public hearing. For more information, a full public engagement report can be found in the 2025 Master Plan. Community voices, along with cooperation and support from Consumer Energy, have driven future land use and redevelopment discussions, which then translate to local policies.



Existing & Target Industries

LOCAL RETAIL AND SERVICE INDUSTRIES

Spending Potential Index – Retail Demand by Industry

An analysis of existing retail and service industries in Port Sheldon Township was conducted to gain further understanding of which retail markets may be successful in the Township and which retail industries already serve Township residents. The data described in this section derive from Esri (Environmental Systems Research Institute). This analysis reviews the SPI or Spending Potential Index per retail industry sector. The SPI compares the amount spent in a local area to the national average. SPIs are typically used by businesses to help gain insight into how much people are likely to spend on a specific product or service within a specified area. In this case, the specified area is Port Sheldon Township.

For context in understanding these findings, an SPI of 100 means that the local area spend the same amount as the national average. An SPI of 110 means that the local area spends 10% more than the national average. An SPI of 120 means that the local area spend 20% more than the national average. A value of more than 100 represents a higher demand.

Considering Port Sheldon Township's existing landscape, with minimal commercial development and industrial land uses, the SPI for most retail and service markets exceeds 100. Of the data pulled from Esri, the highest SPI retail markets include:

- Building material and garden equipment and supplies dealers: SPI 127
- Health and personal care stores: SPI 119
- Furniture and home furnishing stores: SPI 118
- Motor vehicle and parts dealers: SPI 117

Data source: Esri 2024/2029 Consumer Spending databases are derived from the 2021 and 2022 Consumer Expenditure Surveys, Bureau of Labor Statistics and industry estimates derived from 2017 Economic Census, U.S. Census Bureau.



Port Sheldon Township Business Summary

According to data sources from Esri, Port Sheldon Township has a total of 88 businesses. A breakdown of the existing businesses includes the following (data source: Copyright 2024 Data Axle, Inc. All rights reserved. Esri Total Population forecasts for 2024.):

- Agriculture and mining (9)
- Construction (15)
- Manufacturing (5)
- Transportation (6)
- Communication (1)
- Utility (2)
- Wholesale trade (6)
- Retail Trade (13)
- Finance, insurance, real estate (5)
- Services (19)
- Government (3)
- Unclassified (4)

Projection of Needs

Through the Port Sheldon Township Master Plan process, which began in early 2024, a robust public engagement effort began to determine which commercial businesses would likely be best supported by Township residents and stakeholders. The results of that analysis yielded the following preferred commercial activities:

- Small-scale grocery stores
- Restaurants and local specialty food spots, such as ice cream shops
- Coffee shops
- Small-scale boutiques with general retail sales

The commercial examples above should be considered in conjunction with the Township's Future Land Use Plan. The Plan identifies appropriate location(s) for small-scale commercial development as well as appropriate land uses and recommended building and site design guidelines. All development proposals should be weighed against the Master Plan for consistency and compatibility of the Township's preferred land use vision.



LOCAL AND REGIONAL INDUSTRIES

Inventory Summary

According to Lakeshore Advantage, the region (Ottawa and Allegan Counties) are a “renowned manufacturing base”. As of 2023, the largest manufacturing employers in the region include:

- Gentex (advanced technology, automotive)
- MillerKnoll (office furniture)
- Perrigo (pharmaceutical)
- Shape Corporation (automotive)
- Magna International (automotive)
- JBS USA, LLC (food processing)
- Haworth (office furniture)
- Tyson Foods (food processing)
- Request Foods (food processing)
- JR Automation (automation)

Target Industry Descriptions

According to data received from Lakeshore Advantage, generated by Lightcast, it appears that Port Sheldon Township, and the West Michigan region are lacking in several potential industries that include:

- Knowledge-Intensive Business Services
- Finance, Insurance, and Real Estate
- Healthcare
- Media, Entertainment, and Recreation
- Corporate Management and Administration

Considering the closure of the JH Campbell Plant, there may be possibilities to explore these above listed industries for compatibility with the site. Further, opportunities for campus-like development where several land uses occur simultaneously may be appropriate for the former Plant site.

Projection of Needs

Through the robust public engagement efforts conducted during the 2025 Master Plan process, the following industries emerged as the most accepted and desired in Port Sheldon Township to replace the JH Campbell Plant (in order of most votes of support to least votes of support):

- Smart tech – vertical farming, food processing
- Clean technology – battery energy storage, solar panels
- Multipurpose indoor space – events or recreation
- Maker spaces
- Research and development, clean rooms, semi-conductors
- Industrial condos – offices or industrial flex space
- Smart tech – automation or big data





CHAPTER SUMMARY OF FINDINGS

Results of the Township's public engagement efforts should be a significant driver in decision-making for future industries and development. While the data may indicate a gap in several industry sectors, that does not always indicate direct compatibility with the environment. As such, any future development proposals should be heavily weighted against the Master Plan to ensure well-suited development patterns that are appropriate for the Township's natural character. Additionally, industry development will also be required to comply with zoning requirements. The Township's Zoning Ordinance should be amended, post adoption of the Master Plan and Subarea Plan, to identify various appropriate land uses for the JH Campbell Plant site and adjacent parcels owned by Consumers Energy. The Master Plan also sets a foundation for potential mixed-use development along US-31 and in small commercial pockets.

Further, given that the general public expressed little concern for the development of small-scale commercial uses, these types of uses (e.g., small grocery, coffee shops, florists, farming supply shops, etc.) would likely address the retail industry gap(s) as described in this Section.

Action Plan

SUMMARY OF FINDINGS & CONCLUSIONS

Port Sheldon Township is a desirable community – with lush woodlands, pristine shores of Lake Michigan, prime agricultural lands, exemplary parks and recreation opportunities, and other unique water features such as Pigeon Lake, Pigeon River, and associated bodies of water. The Township has other geographic features that make it a desirable community, such as the proximity to the urbanized areas of Grand Haven, Holland, and Grand Rapids. Over the last 20 years, the Township has experienced higher levels of growth in population, with a net migration rate of +12%. This population growth is projected to continue in the upcoming years, aside from other variables that may cause variation in this projection, such as rising housing costs, building costs, and other applicable economic factors.

As previously stated, the Township embarked on a large planning process in early 2024, principally in response to the announcement by Consumers Energy to fully decommission the JH Campbell Coal Power Plant. The closure is due largely in part of efforts from Consumers Energy and the State of Michigan to support clean energy and reduce reliability on nonrenewable resources for energy. Consumers Energy owns over 2,000 acres of land in Port Sheldon Township. The Plant's decommissioning sparked concern among Township stakeholders of tax revenue gaps for Port Sheldon Township as well as other taxing jurisdictions, such as the Ottawa Area Intermediate School District and Ottawa County. A full land use analysis and report for the JH Campbell Plant area, and all properties owned by Consumers Energy, is further explored in the 2025 Master Plan, Subarea Plan.

General themes identified by the 2025 Master Plan effort, also expressed in this Economic Resiliency Plan, include preservation of existing rural land uses, continuation of active farming activities, support for new housing opportunities (where applicable), connectivity of key outdoor recreation opportunities (e.g., Pigeon River Greenway), and preservation of the Township's scenic corridors, such as Lakeshore Drive. As such, redevelopment of the JH Campbell Plant site will depend on a variety of factors, including availability of utilities, zoning, environmental constraints, and site design, such as robust vegetative buffers.

During the Master Plan process, it became evident that Township stakeholders have interest in future development opportunities, such as small-scale grocery establishments, small-scale retail stores, and restaurants (see: 2025 Future Land Use Plan and Subarea Plan for applicable commercial development areas). In general, the public also expressed understanding of redeveloping the JH Campbell Plant site with appropriate industrial use(s). These uses could include smart tech (e.g., vertical farming, food processing), clean technology (e.g., battery energy storage, solar panels), multi-purpose indoor space (e.g., events or recreation), maker spaces, research and development (e.g., clean rooms, semiconductors), industrial condos (e.g., offices, industrial space), and smart tech (e.g., automation or big data).

It is also understood that future development opportunities will likely hinge on the availability of public utilities and other ancillary services, such as public transportation and road capacity and level of service. Therefore, it is recommended that future development, especially considering Consumers Energy parcels, will occur in a phased approach over many years, as utilities may become available. Further, it is also recommended that redevelopment of these parcels occur in a compatible land use pattern that does not result in "leapfrog" development or inappropriate high-intensity land uses uncharacteristic to the surrounding environment.

It is also significant to understand that the redevelopment of the JH Campbell Plant site will also depend on the size of the available parcel(s). New industrial businesses require around 100 acres (minimum) of contiguous buildable land to be viable for new facilities. This presents as an opportunity for the West Michigan region, in that most of the major industries interviewed in the region (source: Lakeshore Advantage), are interested in expansion over the next upcoming years but feel there is not enough contiguous buildable land available. The JH Campbell Plant



decommissioning announcement (and subsequent availability of land) offers potential solutions to existing industries with successful presence in the region for expansion.

Economic Resiliency is not just rooted in industrial development. A resilient community considers several significant factors including (but not limited to):

- Availability and proximity to jobs
- Availability and affordability of housing (including workforce housing)
- Schools (including higher education facilities and trade schools)
- Quality of life (e.g., outdoor recreation, childcare, healthcare, etc.)
- Reliable transportation systems (e.g., roads, public transportation, bike connectivity)
- Reliable infrastructure (e.g., broadband, cell coverage, water, sewer, etc.)

Additionally, in terms of financial resiliency, it should be noted that while Consumers Energy plans to decommission the Plant proper site, Consumers Energy intends to maintain ownership of several large areas of land in the Township for the foreseeable future. These areas include the power corridor, spanning east-west in the Township, the fly ash pond areas (Consumers Energy plans to remediate and cap the fly ash ponds, which can take around 30+ years for capping activities), and the existing rail corridor that spans east-west between Stanton and Taylor. As such, the presence of Consumers Energy in the Township will not ultimately cease because of the closure. Further, Consumers Energy will continue to pay taxes on all parcels. Therefore, the estimated “tax revenue loss” to Port Sheldon Township and other applicable taxing jurisdictions is not anticipated to be as severe as previously estimated. The total estimated tax revenue loss to Port Sheldon Township is around \$54,000. Any redevelopment or new development will quickly replace financial “losses” in tax revenue. This is also considering new development (such as new housing near the US-31 corridor) and natural increases in property values the Township has experienced over the years.



OVERARCHING GOALS OF THIS PLAN

Economic resiliency, as discussed in this Plan, includes a myriad of factors aside from job creation. It is not the intention of this Plan to approve new business and industry in Port Sheldon Township across the board, but to provide a strategic direction addressing the decommissioning of the JH Campbell Coal Power Plant. It is further the intent of this Plan to offer guidance and present various considerations to support Township decision-making regarding the effects of the Plant's closure.

The overarching goals of this Plan are to:

1. Support appropriate potential industries, in partnership with Consumers Energy, that may be well-suited in Port Sheldon Township.
2. Continue working relationships with Lakeshore Advantage, the MEDC, Consumers Energy, and other applicable agencies for economic development support, appropriate site marketing,
3. Frequent and consistent review and analysis of impacts to tax revenue, post-decommissioning.
4. Maintain Port Sheldon Township's standing in Ottawa County as a place with high quality of life, where people can live, work, and recreate.
5. Support and consider, where applicable, other affected taxing jurisdictions when reviewing potential development proposals. Continue to foster collaborations to ensure minimal impacts to all affected jurisdictions.
6. Preserve the Township's existing natural assets and character.

SHORT- TERM AND LONG-TERM IMPLICATIONS

Short-Term Implications (1-5 years)

Some short-term implications that should be considered as a direct result of the Plant's closure may include:

- **Jobs and employment.** As discussed in this Plan, it is not anticipated by Consumers Energy that there will be a massive loss of jobs as a result of the Plant closure. Current staff will retire, be transferred to different departments or locations, or stay on-site for continued remediation work. However, the Plant's closure will result in loss of jobs within the Township as Consumers Energy reduces their presence over time.
- **Ancillary jobs and employment.** It is also understood that other folks may be affected by the closure of the Plant. This can include contractors with current contracts with Consumers Energy for activities such as exterior lawncare maintenance, snow removal, building maintenance, interior cleaning crews, refuse pickup, and other similar contract work.
- **Tax Revenue.** As discussed throughout this Plan, the tax revenue "loss" to the Township is minimal. However, tax revenue is still likely to change and the Township will see a decrease – as will the other applicable taxing jurisdictions.



Long-Term Implications (5+ Years)

Some long-term implications that should be considered as a direct result of the Plant's closure may include:

- **Environmental factors.** Consumers Energy has indicated that a full environmental study of the Plant site will be conducted upon decommissioning. Environmental factors are a key driver of future redevelopment, development incentives, and other related activities. This also includes other related activities, such as dredging and ownership/maintenance of the jetty's.
- **Utilities.** While the site is currently serviced by several wells and septic systems, it has been expressed (and discussed in this Plan) that hookup to public utilities is a key driver in site selection. Redevelopment of the site, or a new industry, may require innovative solutions for water/sewer. Further, the Township could consider opportunities where extensions or hookups may be appropriate, considering a strict services boundary to prevent sprawl.
- **Road Network.** New industry and development may affect other aspects of the Township, such as the road network. Some industries require frequent loading/unloading activities. Some industries may not (e.g., data centers, warehousing, etc.). Further, some industries may have a higher employee count (e.g., manufacturing), while others may not (e.g., automation). The road system's capacity should be reviewed upon any development proposal. This may require traffic studies to be submitted with applications and reviewed by the Ottawa County Road Commission.
- **Rail Line.** While Consumers Energy intends to maintain ownership of the existing rail corridor, after remediation efforts are complete (likely 30+ years), the existing rail corridor may be primed for new uses. New uses should be compared with the Master Plan's Subarea Plan to ensure compatibility. This could also offer opportunities for a rail to trail, should the corridor not be used by a replacement industry.
- **Broadband and Cell Coverage.** Over the last several years, the Township has been working toward more reliable cell coverage (especially along the Lakeshore). In the long-term, the Township should ensure that the site is adequately serviced by internet and phone. This is imperative to the success (and daily operations) of a business.
- **Economic Development.** A positive long-term impact of the Plant's closure is now the door is open for new opportunities. This can present a prospect for the Township for innovative site design, addressing an industry gap in the region, or other positive outcomes.



MOVING FORWARD

Implementation Plan

Considering all factors presented in the findings of this Plan, as well as the 2025 Master Plan (and Subarea Plan), it is recommended that Port Sheldon Township embark on the following steps for implementation or consideration as the decommissioning process unfolds:

1. **Maintain frequent communications with Township residents and stakeholders.** A positive relationship between Township decision-making bodies and the community they serve is imperative to successful implementation of this Plan. Communication activities could include quarterly updates of the decommissioning process and timeline, updates (as they become available) on environmental studies and findings (especially to address concerns for Pigeon Lake), communications regarding any potential development proposals, or other activities.
2. **Monitor and update the 2025 Master Plan on an annual schedule,** most notably the Future Land Use Plan, to weigh future development proposals against the Plan's recommendations regarding appropriate land uses, including density. The Township Planning Commission and Township Board should update the Master Plan accordingly.
3. **Update the Township Zoning Ordinance,** to ensure that new development opportunities are consistent with the Township's desired built character. This may include (but is not limited to):
 - a. Robust requirements for landscaping and screening for nonresidential development. Especially for parcels with frontage or access to important scenic corridors, such as Lakeshore Drive.
 - b. Tree removal and replacement parameters for new development.
 - c. Standards for site design, such as access and ingress/egress. This can also include working collaboratively with the Ottawa County Road Commission. This will ensure that new development activities will not disrupt the Township's road system or result in traffic that is higher capacity than that the roads can currently accommodate.
 - d. Review and expand on the permitted and special uses in the Township's industrial and commercial zoning districts. These uses should be consistent with the land uses expressed positively by stakeholders as described in the public engagement summary. This can also include identification of innovative land uses that support emerging technologies (e.g., data centers, battery energy storage, etc.).
 - e. Create a mixed use zoning district to accommodate small-scale commercial buildings compatible with residential land uses, as described in the Master Plan.
 - f. Standards for cluster residential housing (including workforce housing) targeted to specific areas. This may include a new zoning district.
4. **Support Consumers Energy, as applicable, in the advertisement of available parcels in the near future.** This can ensure that a new business is consistent with the Master Plan and Township goals. Ultimately, the parcels are privately owned and Consumers Energy has the sole authorization for sales decisions. However, a continued collaborative relationship with Consumers Energy can ensure that new industry is of mutual benefit.
5. **Continue working relationship with the Ottawa County Public Utilities Department.** The Department should be involved with site plan review and decision-making as it relates to site infrastructure for water and sewer. The Department can offer guidance to the Township on best practices for water treatment, waste removal, and related other activities.
6. **Support efforts spearheaded by Lakeshore Advantage, to ensure that any potential new industry is compatible with the Township character and environment.** The Township should consider industries identified by Lakeshore Advantage and the MEDC that would be successful in the West Michigan region, and businesses that would fill an industry gap in the region. This step may also include efforts from the Township to assist with property advertisement, as appropriate.
7. **Monitor and keep consistent reports of tax revenue trends in the upcoming years post-decommissioning.** This will help to ensure that the Township is kept abreast of changing trends in tax revenue. It is imperative that the continued levels of service and quality of life in the Township are



maintained.

8. **Update the tax revenue matrix, included in this Plan, to reflect actual building costs and tax revenue yields.** As building costs and housing costs increase, the current estimates may vary. The matrix also is intended to serve as a tool for the Township to estimate the approximate tax revenue gained from new development.
9. **Support existing businesses in the Township.** While much of this Plan discusses the possibilities of new development, it is also important to consider the success of existing businesses. The Township, as it can, encourage efforts to support the longevity of existing businesses that residents enjoy.
10. **Seek out and apply for funding (as applicable) to assist agriculture producers with continued farming operations.** There are several grant and loan opportunities available through the US Department of Agriculture (USDA). Loans are also available through the USDA for business and industry in rural communities. Other federal agencies such as the US Economic Development Administration (EDA) has loans and resources available.
11. **Collaborate with Consumers Energy on efforts related to future environmental studies.** This will ensure that any new land uses or development is consistent with any environmental constraints identified by the study. This also includes an exercise for identification of geographic assets and vulnerabilities, such as the critical dunes, Lake Michigan, Pigeon Lake, brownfield status and more.
12. **Consider financing mechanisms, such as a Local Development Finance Authority (LDFA) in the Township for community benefit.** The boundaries could include available redevelopment parcels. The funds collected by the LDFA could be used for public infrastructure improvements.
13. **Keep abreast of (un)employment trends in the Township post-decommissioning.** This includes analysis of the various agencies affected by the closure.
14. **Actively seek opportunities, in conjunction with any new industry or redevelopment activities, that would benefit the Township as a whole.** This could include developer-initiated connections to bike paths, improvements to Windsnest Park, improvements to roads and intersections, and other applicable key benefits. This requires a collaborative relationship between the Township and developers.

