

# Downtown and Lakeshore Redevelopment Plan

## City of Muskegon

November, 2008



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& Associates, Inc.



RESOLUTION NO. 2008-100(b)

MUSKEGON CITY COMMISSION

RESOLUTION OF SUPPORT  
ENDORING THE 2008 UPDATE OF THE CITY OF MUSKEGON DOWNTOWN AND  
LAKESHORE REDEVELOPMENT PLAN

WHEREAS, the City of Muskegon, with assistance by private consultants, has completed a comprehensive update to its Master Land Use Plan through this update of the Downtown and Lakeshore Redevelopment Plan; and

WHEREAS, the preparation of this plan involved extensive involvement by the public, including private citizens, businesses, property owners, representatives of adjacent governmental units, neighborhood organization and many other interested groups and organizations; and

WHEREAS, on August 14, 2008, the Muskegon City Planning Commission, in accord with Section 41 of the Michigan Zoning Enabling Act Public Acts of Michigan, No. 33 of 2008, submitted the proposed plan to the Muskegon City Commission and the City Commission approved the document for distribution for comment to various neighboring jurisdictions, and

WHEREAS, the plan was so distributed for public comment for a period of not less than sixty-three days and no comment was received, and

WHEREAS, the Muskegon City Planning Commission held a public hearing regarding this plan on November 13, 2008, and took public comment; and

WHEREAS, due notice had been given of said hearing; and

WHEREAS, the Muskegon City Planning Commission adopted the plan after closing the public hearing in accordance with Michigan Zoning Enabling Act Public Acts of Michigan, No. 33 of 2008; and

WHEREAS, these documents will guide the future growth and planning in the City of Muskegon.

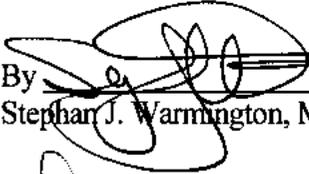
NOW, THEREFORE, BE IT RESOLVED that the Muskegon City Commission endorses the 2008 City of Muskegon Downtown and Lakeshore Redevelopment Plan as recommended by Muskegon City Planning Commission.

Adopted this 25<sup>th</sup> day of November, 2008.

Ayes: Wisneski, Carter, Gawron, Shepherd, Spataro, and Warmington

Nayes: None

Absent: Wierengo

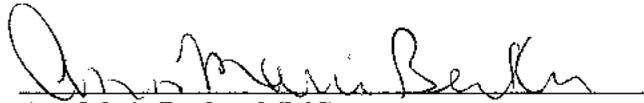
By   
Stephan J. Warmington, Mayor

By:   
Ann Marie Becker, MMC, City Clerk

CERTIFICATION

This resolution was adopted at a regular meeting of the City Commission, held on November 25, 2008. The meeting was properly held and notices pursuant to the Open Meetings Act of the State of Michigan, Act 267 of the Public Acts of 1976.

CITY OF MUSKEGON

A handwritten signature in cursive script, appearing to read "Ann Marie Becker", written over a horizontal line.

Ann Marie Becker, MMC  
City Clerk



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### City of Muskegon City Commission

Stephen Warmington, Mayor  
Chris Carter, Commissioner  
Clara Shepherd, Commissioner  
Lawrence Spataro, Commissioner  
Steven Wisneski, Commissioner  
Sue Wierengo, Commissioner  
Stephen Gawron, Vice Mayor

### City of Muskegon Planning Commission

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### Other Participants

The process to develop this plan included many other participants. While the following list is not exhaustive, it lists the names of many who offered their opinion about the future of the community either in public meetings or in private interviews.

Dan Rinsema-Sybenga, Muskegon Main Street	Jill Montgomery, Dept. of Public Health
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Keith Sipe, KDS Management LLC  
Martha Bottomley, Volunteer Muskegon



## INTRODUCTION

**This Plan serves as a summary of key trends and focuses on implementation while remaining consistent with previous planning and design efforts.**

The current City of Muskegon Master Land Use Plan was written in 1997. The Downtown/Lakeshore Redevelopment Plan is an element of that broader document. While that document was extensive and included a clear policy framework for the future, the Plan is overdue for its state-mandated 5-year review and update. In addition, the City's downtown and lakefront areas have received much attention recently for ongoing and potential redevelopment activities and opportunities. The successful *Imagine Muskegon!* Community Design Workshop completed in 2003 confirmed the public's interest in the downtown area.

The Michigan Municipal Planning Act requires Muskegon to review and update its Master Plan once every 5 years. The most recent edition of Muskegon's Master Land Use Plan was completed in 1997; and the *Imagine Muskegon!* Community Design Workshop was completed in 2003. To address the present interest and evolution of the downtown and waterfront areas, as well as a legal requirement, the City elected to update the Downtown/Lakeshore Redevelopment Plan portion of the broader Master Land Use Plan.

The 1997 Master Land Use Plan presented significant descriptive information and data, including demographics and other figures, and strategies for the future. Many other resources are also available to the City. Examples include market information compiled by Muskegon Main Street and the recommendations of the 1999 Waterfront Redevelopment Plan. Both the 1997 Master Land Use Plan and *Imagine Muskegon!* resulted in initial momentum toward a redeveloped Muskegon. Some of the plans and policies of those documents have been implemented and a few of the visions outlined have been realized. However, further effort is needed to maintain and strengthen the momentum and to add focus to the efforts of local officials and business owners.

Therefore, the fundamental purpose of this updated Downtown/Lakeshore Redevelopment Plan is to aid in advancing the redevelopment and improvement of the downtown and lakeshore areas and the Lakeside Business District. This Plan summarizes key trends and provides a further expression of policies, goals and objectives. But its primary focus is on implementation, while remaining consistent with the overall policy direction of previous planning and design efforts.

## CURRENT TRENDS AND ASSUMPTIONS

### Demographic Composition

The City of Muskegon is comprised of a diverse, yet stable population. The 2000 United States Census reports a total population of 40,105 people living in the City. This is virtually unchanged from the 40,283 reported in 1990. However, the West Michigan Shoreline Regional Development Commission (WMSRDC)

estimates that by 2010, the City of Muskegon will be home to 40,608 people. And by 2015, WMSRDC projects Muskegon’s population at 41,893.<sup>1</sup>

Moreover, the 2005 downtown Market Study indicates general population increases, as well. The study defines a primary trade area, which includes Muskegon and portions of the suburbs. The study lists the population in the primary trade area as determined by the 2000 Census, at 91,424 people. The 2004 population was estimated at 92,094, while the 2009 population of the trade areas is projected at 94,209. The change from 2004 to 2009 represents a 2.3% increase.<sup>2</sup> Taken together, these figures reflect an emerging renewed interest in the City and the region.

The website for Muskegon Main Street presents a profile of an area roughly 2 miles in diameter surrounding the downtown, based on Census data. The website provides several different collections of data that portray the characteristics of the downtown community. One element is ethnic or racial diversity. The table below illustrates the breadth of diversity in the downtown. This information is helpful because it communicates a point of pride in Muskegon and also may inform potential business investors as to the type of demographic to serve.

2004 Diversity

Race	Percent of Population
White	51.16%
Black	40.03%
Hispanic	8.09%
Other (indicated 2 or more races)	7.45%
American Indian, Alaska Native	1.10%
Asian/Hawaiian/Pacific Islander	0.27%

## Business & Investment Trends



**Downtown Muskegon is in the process of transforming itself into a prime regional tourist destination.**

Downtown Muskegon is in the process of transforming itself into a prime regional tourist destination. Historically, the lakefront has existed as a major West

<sup>1</sup> West Michigan Regional Development Commission website, [www.wmsrdc.org](http://www.wmsrdc.org), accessed December 10, 2007.

<sup>2</sup> Executive Summary, Downtown Muskegon Market Study. Prepared for Muskegon Main Street, May 2005.

Michigan industrial and employment center, while the downtown was plagued by an interrupted street grid and a suburban-style mall that lacked exterior character elements unique to the historic fabric of downtown. Forethought among officials and private-sector interest has resulted in a wave of development activity both in the downtown and along the lakeshore. These recent improvements have been embraced by the community and it is anticipated that the result will be an entertainment center and iconic waterfront amenable to tourists, residents and employees of the many local businesses.

The conversion of the downtown mall into an integrated and viable element of the downtown is arguably one of the most prominent new developments. The former mall site will include a variety of uses, including retail, office, entertainment, residential, and eating and drinking establishments; all formed into a compact and walkable extension of the existing downtown. Downtown streets will be reconstructed to interconnect the grid network that the mall structure disrupted. This will provide space for additional entertainment- and service-related establishments to serve pedestrians walking along the street and the larger region.

The website for Muskegon Main Street indicates that the income density<sup>3</sup> around downtown Muskegon is \$375,526,462. This reflects the greatest income density and potential purchasing power of any other region in the County of Muskegon. Moreover, two million tourists visit Muskegon yearly. Several new establishments and agencies are taking advantage of the income density and many visitors, including:<sup>4</sup>

- ◆ Clay Avenue Cellars/Station
- ◆ Level 6
- ◆ Topsy Toad Tavern
- ◆ Vally Oriental Market
- ◆ Monet Garden of Muskegon
- ◆ Fricano's Muskegon Lake
- ◆ Bright Mansion
- ◆ Institute for Healing Racism
- ◆ Muskegon Radiology
- ◆ Waterfront Gallery
- ◆ Glamazon
- ◆ Civic Development Group
- ◆ Details and Design
- ◆ Carmen's



<sup>3</sup> Income density indicates purchasing power of a predefined geographic area. Buying power is the amount of money an area has to spend on goods and services. Based on an estimate of about 20,000 persons living in a nominal market area of about seven square miles around the core and an estimated 2006 per capita income of \$18,720 (per the US census estimates).

<sup>4</sup> Muskegon Main Street website, [www.downtownmuskegon.org](http://www.downtownmuskegon.org), accessed November 16, 2007.

- ◆ Hospice
- ◆ Raymond James & Associates
- ◆ Hairitage Salon
- ◆ Sun, Wind & Rain
- ◆ The Cheese Lady
- ◆ Details & Designs
- ◆ Hegg's Furniture
- ◆ Hot Rod Harley Davidson
- ◆ Jilly's



### Development & Land Use Trends



The new businesses and agencies discussed above are mirrored in development and land use trends. Recent building permits issued by the City are a solid indicator of building activity. The following table illustrates a general increase in the number of new commercial permits issued. In addition, an overall increase in new residential permits has occurred within the last four years compared with the prior four years, despite the so-called national “housing slump.”<sup>5</sup>

Building Permits	City of Muskegon								
	2000	2001	2002	2003	2004	2005	2006	2007	
New Residential	1	3	3	18	1	41	26	17	
New Commercial	2	1	0	1	1	4	5	8	

Property values can be a key measure of economic growth and the financial strength of a community, as they reflect both investment in new development and the degree of growth in the value of those investments. The 2007 Muskegon

<sup>5</sup> City of Muskegon Building Department

County Equalization Report<sup>6</sup> presents property value figures for the entire City. As the table below represents, the City has seen a greater rate of residential, commercial, and overall value increases than the broader County. This implies a relatively strong interest in the City of Muskegon.

<b>The City has seen a greater rate of residential, commercial, and overall value increases than the broader County.</b>	<b>City of Muskegon</b>			
		<b>2006</b>	<b>2007</b>	<b>% change</b>
	<b>Equalized Value</b>	\$787,736,400	\$841,743,588	6.86%
	Commercial Equalized Value	\$149,948,800	\$160,361,200	6.94%
	Residential Equalized Value	\$420,608,600	\$448,120,317	6.54%
Industrial Equalized Value	\$113,890,900	\$121,432,880	6.62%	
	<b>Muskegon County</b>			
		<b>2006</b>	<b>2007</b>	<b>% change</b>
<b>Equalized Value</b>	\$5,295,156,733	\$5,543,825,045	4.7%	
Commercial Equalized Value	\$801,025,900	\$845,349,137	5.53%	
Residential Equalized Value	\$3,776,561,850	\$3,941,533,537	4.37%	
Industrial Equalized Value	\$233,087,000	\$250,108,480	7.3%	

According to Muskegon Main Street, following are relatively recent investments in the downtown and lakefront areas:<sup>7</sup>

<b>Recent Investment</b>			
<b>Development</b>	<b>Description</b>	<b>Status</b>	<b>Investment</b>
Amazon Building	Loft apartments	complete	\$16 million
Annis Water Resources Institute	Grand Valley State University (GVSU)	complete	\$5 million
Heritage Landing Improvements	Outdoor concert park	complete	\$1.2 million
McCracken Building Renovation	Loft offices	complete	\$1 million
Muskegon Chronicle Expansion	New presses and production facility	complete	\$10 million
Shoreline Inn & Suites	High-rise hotel	complete	\$11 million
Hartshorn Centre	Loft offices, restaurant, boat launch, marina, and civic development group	complete	\$1 million
Michigan Alternative and Renewable Energy (MAREC)	GVSU research facility, business incubator, and conference center	complete	\$4.3 million
Muskegon Harbor Holiday Inn	Renovation	complete	\$2 million
Fifth Third Bank	Renovation	complete	\$450,000
Shoreline Drive Construction	Re-routing Business-31 along waterfront	complete	\$12 million
Visiting Nurses	Hospice house	complete	\$2.7 million

<sup>6</sup> Muskegon County website, <http://co.muskegon.mi.us>, accessed November 28, 2007.

<sup>7</sup> This table was created with information from the Muskegon Main Street website, [www.downtownmuskegon.org](http://www.downtownmuskegon.org), accessed November 16, 2007, with modifications by the planning team.

Recent Investment			
Development	Description	Status	Investment
Neighborhood Investment Corp.	Offices on Third Street	complete	\$630,000
WaterMark Center (phase 1)	Loft residences	complete	\$8 million (2 phase total)
Shoreline Drive Extension	Improvements making conversion of Webster and Muskegon possible	complete	\$2.1 million
Muskegon Trail System	Bike, walking and nature path along the shoreline	complete	\$3 million
National City Bank Building	Local corporate offices	complete	\$4.4 million
Hartshorn Municipal Marina	Renovation to existing marina	complete	\$1.5 million
Huntington Bank	Renovation	complete	\$750,000
Parmenter O'Toole	Construction of new law office	complete	\$4 million
Hair-at-age Salon	Historic home transformed to spa/salon	complete	\$500,000
Tipsy Toad	Renovation	complete	\$500,000
MI Economic Development Corporation	Neighborhoods of choice and downtown improvements	complete	\$500,000
Art Works Muskegon	Residential lofts	complete	\$6 million
W. Western Streetscape	Crosswalks, decorative street lighting, benches and other amenities	complete	\$518,000
Hot Rod Harley Davidson	Motorcycle showcase dealership	complete	\$4 million
Michigan Ave Condominiums	Four-unit residences	complete	\$750,000
Western Avenue Properties, LLC	Renovation to historical buildings	ongoing	\$4 million
VidaNova at Edison Landing	Waterfront condominiums	ongoing	\$15 million
Central Fire Station	Fire Station and central dispatch	ongoing	\$4.4 million
Western Avenue street grid	Construction of roads and infrastructure	ongoing	\$3.2 million
Renaissance Place	New construction of 26 townhomes /apartments near Heritage Landing	ongoing	\$6 million
Hines Building	Office/retail	ongoing	\$2 million
Sidock Development	Office/retail	ongoing	\$2.1 million
Old Co-op at 7th and Clay	Renovation of historic building	ongoing	\$250,000
Viridian Place	Office-retail complex in downtown	scheduled to begin 2008	\$10 million
Heritage Square Townhomes	24 live/work townhomes	scheduled to begin 2008	\$5 million
WaterMark Center (phase 2)	Conference center	scheduled to begin 2008	\$8 million (2 phase total)
Baker Culinary Institute of Michigan	Classrooms/restaurant building	scheduled to begin 2008	\$11 million

Recent Investment			
Development	Description	Status	Investment
HighPoint Flats	Restoration/new construction w/36 condos, commercial space	scheduled to begin 2008	\$4 million
Trunek's Grill Room	Microbrewery and restaurant	announced	\$500,000
Lakeview Condominiums	6 story building w/40 condos, retail	announced	\$6 million
Old National City Bank building	Retail/office reuse of existing building	announced	\$2 million
<b>Total Investment Value: \$179.25 million</b>			

## Transportation

Muskegon is taking part in a nationwide trend to help equalize use of streets among motor vehicles, pedestrians, bicyclists and playing children. The Institute of Transportation Engineers (ITE) defines traffic calming as a combination of primarily physical measures that reduce the negative effects of motor vehicle use, alter motorist behavior, and improve conditions for nonmotorized street users.<sup>8</sup> On November 15, 2007, Muskegon Avenue and Webster Avenue were transformed from wide, one-way thoroughfares to striped, two-way streets with on-street parallel parking. This traffic calming exercise reflects the City's commitment to a safe and balanced road system that accommodates vehicular traffic while ensuring pedestrian safety and the preservation of neighborhood scale. This change also allowed these two streets to resume their historic role as neighborhood connector streets. Concurrently, the community continues to work to expand facilities to accommodate bicyclists in the downtown area with bike racks and the Lakeshore trail, for recreational and daily use.

A further indication of progress in improving downtown walkability and safer vehicular and pedestrian interface is the development of the round-about at the Third and Western intersection. This form of intersection treatment significantly improves safety for both pedestrians and motorists, while accommodating relatively high traffic volumes at a slow, but steady pace.

## Lakeside Business District



In addition to redevelopment of the central core and immediately surrounding areas, this updated Plan focuses on the Lakeside Business District, extending along Lakeshore Drive, between Addison and McCracken. Lakeside is bordered generally by two popular recreational facilities, McGraft Park to the east and the Muskegon Country Club on the west. A mature and stable residential neighborhood, the Lake Express Ferry and the Muskegon Lakeshore help to bolster this business community. The business district is

<sup>8</sup> ITE Journal, July 1997.

comprised of a unique mixed-use area favorable to pedestrian activity, although more improvements are needed to define the strip as a pedestrian destination. A variety of marine, service, residential, employment and retail uses combine with an emerging art scene. Lakeside is perceptibly different from the City's other retail districts because of its waterfront location, eclectic mix of uses and small scale.

Challenges. The Lakeside Business District may face several challenges to achieving an "ideal" business community. These challenges include without limitation:

1. A portion of the Muskegon Lakeshore remains industrial. Industrial land uses, such as the prominent Sappi facility, provide employment opportunities, tax base, and embrace the industrial and lumbering heritage of the community. Despite these benefits, industrial operations also often result in semi-truck traffic, and to some, aesthetic issues. In addition, smaller-scale automobile repair shops may also present similar aesthetic concerns, and may depart from the desired pedestrian orientation. Defunct waterfront industrial sites, such as the former Amoco tank farm, also present redevelopment and land utilization challenges.
2. The 1997 Master Land Use Plan, the 1999 Waterfront Redevelopment Plan, and the 2006 Lakeside Streetscape Business District Master Plan generally suggest that the Lakeside area evolve into more of a tourist destination. To achieve this, Lakeside would need more of a critical mass of distinctive retail establishments, while also catering to the local populace.
3. The Lakeside Business Association is currently focused on establishing a specialty shopping area that takes advantage of tourists visiting the beach or utilizing the Ferry. However, with no visitor center, overnight accommodations or fine dining opportunities, there is not much to consistently attract tourists to Lakeside.
4. As a gateway to the popular Pere Marquette Park beach and as a well-known local arterial street, Lakeshore Drive can experience heavy traffic volumes and seasonal speeding. A wide pavement area, few gateway features and few pedestrian amenities do not inform motorists that they are entering a shopping district meant primarily for pedestrians. Any future traffic calming measures should not stop, divert or congest traffic, which would likely result in decreased business patronization.
5. There is a perception that the area lacks parking. The middle left-turn lane along Lakeshore Drive may not be needed and if removed, could accommodate on-street parking. However, a detailed traffic study must first be completed to evaluate the corridor.
6. The Lakeside Business District lacks cohesiveness both in terms of appearance and business type.
7. The area also lacks a staging area for the Lakeshore Trail. A staging area, including parking, restrooms, drinking water and other features, would encourage more residents to use the trails, and it would encourage those that access the trail downtown to make a stop in Lakeside.

## COMMUNITY INPUT

**During the Charrette, participants were essentially asked, “Having come this far, what do you think are the next steps?”**

The City and its consultants facilitated a Community Input Charrette on February 19<sup>th</sup> and 20<sup>th</sup> of 2008. Approximately 70 people participated in the process and shared their visions for the desired future related to preliminary design and implementation concepts and phasing. The primary purpose of the Charrette was to provide an opportunity for the public to present opinions on the design and physical fabric of the downtown area as the planning process is underway, rather than after plans and concepts are formalized.

The downtown has begun to transition into more of a pedestrian-friendly, economically-viable, environmentally-sustainable community center. The redevelopment that has happened and that is underway in the City has generally been consistent with the public input expressed during previous planning efforts, such as Imagine Muskegon process. During the Charrette, participants were essentially asked, “Having come this far, what do you think are the next steps?”

The City wanted to ensure that broad community participation was achieved, so the process to invite participants was extensive. The City compiled a list of stakeholders that included churches, neighborhood associations, businesses, individuals, developers, builders, community agencies, and the various commissions, foundations and boards which serve the community. Newsletters and invitations were mailed to these entities and posted. The City’s website was also updated with an invitation to the Charrette.

During the Charrette, the City’s consultants quickly communicated citizen input graphically, so participants could visualize and evaluate the potential benefits or impacts of proposed solutions. This graphic translation of public input also enabled citizens to develop their ideas further, as the two-day event proceeded.

The results of the Charrette, including written comments from the public and preliminary graphics produced by the City’s consultants, are collected in the appendix.

## EXISTING PLANS FOR DOWNTOWN AND THE LAKESHORE

In any planning effort, it is appropriate to review the existing planning documents for benchmarking purposes, and to determine whether those policies and objectives expressed in current plans are still relevant.

### Successful Accomplishments

The 1997 Downtown/Lakeshore Redevelopment Plan recommended specific projects to help improve the downtown and waterfront, some of which have been accomplished or are in the process of being completed. The successful accomplishments are depicted on Map 1 and include:

**It is appropriate to review the existing planning documents for benchmarking purposes.**

- ◆ The W.G. Jackson Research Vessel is a research ship owned by Grand Valley State University. This investment reflects an expanding commitment to academic and applied research and advanced education in the downtown area.
- ◆ Boat slip improvements along the lakefront is an ongoing activity, and assists in increasing the availability of boat slips for visitors and residents, thus enhancing downtown as an attraction.
- ◆ The Frauenthal Center for the Performing Arts was updated after County voters approved a millage for this purpose in 1996. Improvements to the theater have helped to foster additional entertainment and restaurant activity in the area.
- ◆ The conversion of the mall into an integrated part of the downtown fabric will result in an expanded entertainment district focused on quality restaurants and live entertainment. New hotel and inn developments and renovations to existing facilities are also ongoing activities.
- ◆ The Walker Arena & Conference Center was improved between 1998 and 1999 with an expanded seating area and a renovated concession area.
- ◆ Baker College will construct a Culinary Arts School in 2008. The \$11 million facility will include classrooms and a restaurant, potentially bringing up to 400 students and 18 teaching staff to downtown.

#### **Worthy Recommendations Not Yet Achieved**

Other suggestions of the 1997 Downtown/Lakeshore Redevelopment Plan have not yet been achieved, but still represent viable tools or projects in the improvement of the community, including:

- ◆ The 1997 plan recommended moving the farmer's market complex into the downtown. The current farmer's market is isolated from other retail activity. A downtown farmer's market could generate pedestrian and destination-shoppers, resulting in synergy for other downtown businesses and the market itself and would enable both to share patronage with a variety of activities. Currently, the possibility of moving the farmer's market to a 745-space parking lot is being explored to determine whether that location would be feasible and most responsive to the objectives of the City. The parking lot is bounded by Morris, First, Third and Shoreline Drive.
- ◆ While waterfront and downtown housing are ongoing activities, future housing is certainly encouraged. Waterfront housing can take good advantage of significant viewsheds and should enhance public access to Muskegon Lake. Several residential and mixed-use developments are on the table or have just begun construction. Additional downtown residents may help to sustain existing businesses and may also encourage other business establishments to locate downtown, as well.
- ◆ Family-oriented waterfront activities should be expanded, according to the 1997 plan. Specifically, sport fishing from the shore should be

accommodated in the “core” portion of the lakeshore. Fishing areas and facilities, including finger piers and linkages with the Shoreline Trail system, can encourage greater use of the lakefront in the downtown, provide another means of family recreation and compliment other activities.

- ◆ Transit options should be expanded, with a special focus on connecting the lakefront with downtown and beyond. A study of potential destinations and whether a trolley system would be feasible were recommended in the 1997 Plan. A trolley system currently exists, but it is somewhat limited, with service between Memorial Day and Labor Day generally from 9:30 AM to 5:30 PM six days per week. More development may be needed downtown before a viable and comprehensive trolley system can be fully utilized on a regular basis by residents. However, in keeping with the 1997 Plan, the City should conduct a detailed study of the feasibility of transit options.

### **Waterfront Gaming Facility**

The 1997 Downtown/Lakeshore Redevelopment Plan also recognized that waterfront gambling facilities were a possibility for Muskegon. That document cautioned that such facilities need to be compatible with other components of the downtown area, and suggested several guidelines in that connection:

- ◆ Facilities should be located along the waterfront;
- ◆ Facilities associated with the gambling activity should provide overnight accommodations;<sup>9</sup>
- ◆ On-site parking should be minimized;
- ◆ Employees of the facility should be residents of the City of Muskegon and the broader County of Muskegon; and,
- ◆ On-site restaurant and retail activity should be minimized.

In 2008, the City of Muskegon approved a non-exclusive agreement with the Lac Vieux Desert Band of Lake Superior Chippewas to establish a casino in the City. The agreement limited the scope of any future casino to the site of the former SPX office building.

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<sup>9</sup> Note that subsequent change in thought would potentially alter this recommendation.





**Map 1 - Downtown Projects and Investments**  
**Downtown and Lakeshore Redevelopment Plan**  
 City of Muskegon  
 November 2008

- Legend**
- ★ Current (Ongoing) Projects
  - ★ Planned (Future) Projects
  - ★ Historic Structures
  - ★ Recently Completed Projects
  - ★ Other Structures
  - Parks



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## THE GOAL, OBJECTIVES AND PROGRAMS FOR DOWNTOWN AND THE LAKESHORE

An effective goal must be a clear expression of something to be achieved, a desired destination or state of being that is compelling and desirable. It will express a consensus of that desired future because it must inspire action and even sacrifice in the short term to achieve its long-term benefits. Finally, to be effective, it must be expressed as a declaratory statement of what the future will be. This is important because goals that are expressed merely as “visions” or “hopes” evade accountability for those that set the goal.

The following statement meets these standards. It is drawn from the general vision statements found in *Imagine Muskegon!* and the values expressed in the 1999 Waterfront Redevelopment Plan all informed and formalized by this current planning effort:

### THE GOAL (THE END RESULT)

**THE GOAL:** In 2025, downtown Muskegon and its adjoining lakefront will be an attractive and vibrant community asset with a healthy and prosperous mix of retail, office, housing, arts and cultural institutions, and other land uses to serve the needs of permanent residents and visitors alike. The character of Downtown developments will reflect the unique culture and history of Muskegon and will compliment existing facilities. Downtown will have an urban feel with convenient parking, public transportation, walkable streets, and strong connections to neighborhoods.

This is an ambitious goal with far-reaching implications on downtown property owners, institutions and the City itself. But it does not express new or foreign ideas or values as all of its central points are drawn from community input or previous plans. Essentially, it merely picks a realistic date in the not too distant future (seventeen years) and it calls upon the community to work together to make this a true statement in that timeframe. Rather than merely “imagining Muskegon,” it calls on the community to imagine a time when it will be able to look at this goal and compare it to that future reality and proudly proclaim, “We did it!”

### **Objectives.**

So, if the goal will be reality by 2025, the question becomes, “What must be done between now and then to make it happen?” Objectives may be thought of as interim steps or milestones in the journey toward the goal. The following are presented in general order of both priority and sequence to make the progress needed. However, while there is some sequence to the objective statements, it is also important to be mindful of opportunities that may materialize as progress is made and which may allow future objectives to be achieved.

**Programs.**

Many of the following objectives are also supported by descriptions of specific programs that are suggested to advance the objective. These programs are more descriptive and direct than the objectives. Programs are achievements necessary to realizing the general “end statement” expressed in the objective. Further, programs present tasks that must be undertaken in order to arrive at the end state described in the objective. They are generally listed in priority order.

At the time this Plan was crafted, these objectives and programs appeared to be the most desirable action steps necessary to realize the goal. However, it cannot be assumed that everything will be achieved at once, nor can it be assumed that the resources exist to carry out each of these implementation items. Nonetheless, each objective and each program is important and cumulatively, they comprise the recommended implementation steps of this Plan. Therefore, the City and its partners should strive to achieve them, recognizing that efforts to implement the plan must always be balanced with other critical priorities facing the community.

**Objective 1:** Achieve within the downtown core a strong central focus concentrating efforts first in the area bounded by 5<sup>th</sup>, Webster, Terrace and the lakeshore, expanding to eventually include Hartshorn Center on the west to Fisherman’s Landing on the east.

**Programs:**

- a. Concentrate improvement efforts on the arts and entertainment district to create a downtown focus.
- b. Create programs to recognize and support arts, entertainment, and cultural institutions.
- c. Install a unified system of street furniture, lighting, and signage throughout the Downtown core.
- d. Evaluate and adjust zoning and site design standards to compliment and advance attractive and walkable urban design patterns.

**Objective 2:** Downtown parking will be adequate, convenient and attractive to serve the needs of residents and visitors.

**Programs:**

- a. Add on the street, parallel parking to downtown streets where it is currently missing.
- b. Implement a shared use parking system through incentives and zoning requirements to increase the use of parking while potentially reducing the quantity of downtown surface parking required.
- c. Develop adequate handicapped parking with access ramps downtown.

**Objective 3:** Downtown will have a well-funded and coordinated maintenance program to maintain landscape elements and hardscape features.

**Programs:**

- a. Establish a reliable and equitable revenue source to support the maintenance, management and housekeeping of an attractive core area.
- b. Implement a winter maintenance program to clear snow off sidewalks.
- c. Establish a beautification committee under the auspices of the DDA, DMDC or Main Street Program to manage maintenance efforts.
- d. Implement a landscape and plantings maintenance program using professional personnel to assure a world-class aesthetic for the core area.
- e. Train maintenance personnel to be on-the-street guides and goodwill ambassadors.
- f. Develop and implement interim landscaping treatment for vacant lands planned for redevelopment to enhance aesthetics of the downtown until development occurs.
- g. Plant hardy, low-maintenance native plantings.

**Objective 4:** The Downtown district will include a variety of attractive public open spaces to accommodate festivals, special events, and casual use as well as attractive green amenities that provide a contrast to the urban hardscape and enhance visitor impressions.

Programs:

- a. Relocate the Farmer's Market to the Morris Street site to provide spin-off benefits for businesses.
- b. Develop a small public amphitheatre or band stand in the core area of downtown for programmed and informal use.
- c. Develop and implement strong landscaping standards for both public and private space downtown using native and indigenous dune plants.
- d. Install a system of comfortable benches, trash receptacles, bike racks, and other amenities downtown.

**Objective 5:** The downtown lakeshore will be redeveloped as a mixed use district including office, retail, housing, and educational/research uses with frequent public access points and public open space.

Programs:

- a. Develop pedestrian connections to city-owned properties along the lakefront including a strolling/fishing walk along the breakwater, and link these with Shoreline Drive.
- b. Complete a detailed study of, and develop a viable plan to site and construct a lakefront convention center with support facilities.
- c. Address Heritage Landing accessibility to allow multiple uses during festivals and develop a trail to bypass Heritage Landing during special events.
- d. Create an attractive pedestrian link between the YMCA frontage and Heritage Landing.
- e. Create a trail connection through Edison Landing.

**Objective 6:** Improvements will be made to city streets (especially Shoreline Drive) to enhance pedestrian connectivity and link the lakefront to Downtown.

Programs:

- a. Create safe crossing points at intersections with staging areas, refuge islands, and well-marked crosswalks.
- b. Add traffic calming components to Shoreline Drive (i.e. speed tables or roundabouts) to slow traffic.
- c. Complete a detailed study of, and develop feasible plans for, an overhead pedestrian bridge to link Downtown to the lakeshore.
- d. Repair and/or replace damaged walks and add new walks where necessary to improve physical connections between features.
- e. Transform Webster Street and Muskegon Street into neighborhood streets with strong pedestrian amenities.

**Objective 7:** Downtown will have strong non-motorized transportation facilities to connect destination points and provide linkages to neighborhoods including bike paths, bike lanes, and designated bike routes on low volume roads.

**Programs:**

- a. Add a system of bike lanes where space allows to public streets.
- b. Provide adequate bicycle facilities (i.e. bike racks, bike lockers, bike rentals) to accommodate casual use and commuters.
- c. Establish a well-marked and convenient Downtown bike loop off the Lakeshore Bike Path.
- d. Establish a well-marked and convenient historic district loop.

**Objective 8:** Downtown will be well policed and patrolled to counteract the perception of crime.

**Programs:**

- a. Implement a system of walking and/or biking patrols in the downtown district.
- b. Evaluate lighting to ensure nighttime safety and aesthetics and the proper extension of architectural lighting into adjacent areas.

**Objective 9:** Downtown and the lakeshore will have attractive and accessible outdoor amenities that encourage pedestrian use and extend the stay of visitors.

**Programs:**

- a. Explore heated sidewalks, contracted service and other snow removal options.
- b. Develop facilities to expand “sports fishing” on Muskegon Lake.
- c. Develop a public swimming beach on Muskegon Lake with walkable connections to downtown.
- d. Remove fences at Fisherman’s Landing.
- e. Establish a safe pedestrian crossing from Edison Landing to core area.
- f. Improve Pere Marquette Park for residents and West Michigan day-trippers with various additional activities such as kite-boarding, art shows, and other cultural and social events.

**Objective 10:** Downtown will have an established regional image and “brand” to improve business activity, enhance investment, and increase tourist visits.

Programs:

- a. Implement a program to establish a Conference Center directed at mid-market trade shows and events located opposite Walker Arena, and with overhead connection across Shoreline Drive.
- b. Develop a unified branding program including a logo and tagline to market the city. (Taglines mentioned include “Where Muskegon Comes Alive” and “Feel The Lake Effect.”)

**Objective 11:** Downtown will incorporate sustainability principles and green infrastructure practices into its development.

Programs:

- a. Develop and implement infrastructure standards that promote low impact development strategies, sustainable stormwater management, reduction of heat island effect, and other green principles.
- b. Develop and implement a program to promote green roofs downtown.
- c. Develop and implement a downtown businesses recycling program.
- d. Develop and implement a wind energy program in collaboration with GVSU.
- e. Develop a system of rain gardens and filters to protect water quality in the lake.

**Objective 12:** The downtown and lakeshore will have strong public art amenities.

Programs:

- a. Add public art at road/walk termini to visually link downtown features.
- b. Develop and implement a program to solicit sponsors and establish an endowment for local artists’ work.
- c. Develop art work that is touchable and interactive.

**Objective 13:** Downtown will have a balanced transportation system that facilitates ease of movement with two-way streets, mass transit, and traffic calming features to enhance pedestrian circulation and provide strong visual and physical connections to adjoining neighborhoods.

Programs:

- a. Implement a system of corner “bump outs” to calm traffic and shorten pedestrian crossing distances.
- b. Construct, where appropriate, intersection roundabouts to reduce accidents, improve efficiency, and facilitate pedestrian crossings.
- c. Direct Apple Avenue traffic to Shoreline Drive via Terrace Street.
- d. Develop covered transit shelters.
- e. Link Nelson neighborhood again, with safe, attractive pedestrian connections across Webster Avenue and Muskegon Avenue.

**Objective 14:** The Downtown lakefront will support a variety of water-born transportation modes.

Programs:

- a. Develop a staging area for the cross-lake ferry and cruise ships downtown.
- b. Develop shopping docks for boaters.
- c. Develop a boat rental (jet skis, pontoons, etc.) facility.

**Objective 15:** Downtown will be convenient and accessible to those with disabilities.

Programs:

- a. Provide wheelchair access to beaches.
- b. Develop street signs with large print on dark background.
- c. Develop curb cuts with detectable warnings.
- d. Develop a system of interactive guides for the hearing and visually impaired.



**Infill construction should be consistent with existing building forms.**

**Objective 16:** Context sensitive architecture will be used in the development of new facilities to reflect the character of existing buildings and the working waterfront.

Programs:

- a. Develop architectural standards for new development that describe appropriate materials and building forms for infill construction that ensures consistency with existing development.
- b. Preserve historic buildings and relics of the industrial past as downtown focal points.
- c. Develop a program to assist owners of historic buildings with appropriate adaptive reuse strategies.

**Objective 17:** The Lakeside Business District will be a quaint, unique, pedestrian-oriented and vibrant node of retail activity specialized in art, entertainment, tourist nautical activities, and services for the residents of the adjacent neighborhoods.

Programs:

- a. Amend the Zoning Ordinance to provide standards regulating architecture, site utilization, landscaping, window coverage, pedestrian amenities, and building form, so new buildings integrate well with existing structures.
- b. Study effective and realistic traffic calming measures and make improvements accordingly.
- c. Establish a Corridor Improvement Authority to help fund improvements.
- d. Modify the Zoning Ordinance to provide for land uses, including a mixture of uses within one building, which reflect the desired future of Lakeside.

**FUTURE LAND USE**

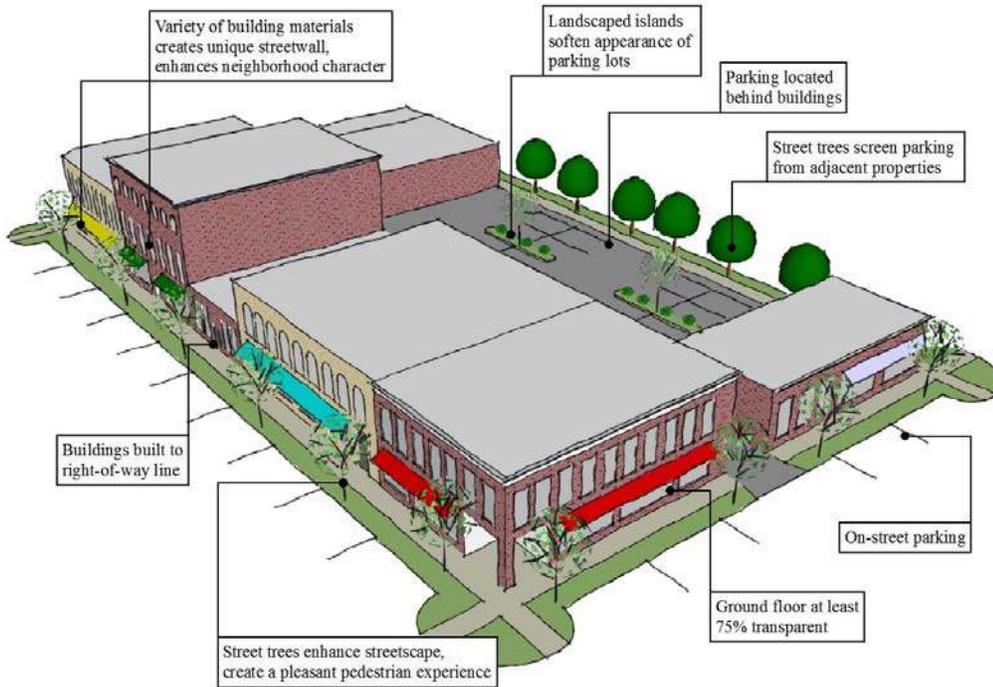
The 1997 City of Muskegon Master Land Use Plan presents a general future land use designation for the downtown, as opposed to assigning specific land uses to particular parcels or recommending general land use categories to certain blocks. The Downtown/Lakeshore Redevelopment Plan is more explicit, dividing downtown into several districts, including Guest Center, Enterprise Center, Maritime Center, and Service Center (GEMS). Most of the fundamental conclusions of that plan are well-conceived and this plan seeks to advance and refine them.

The following narrative supports Map 2 and is meant as a guide for the City as it contemplates future development activity in the area around downtown. Map 2 is meant to be used in conjunction with the future land use map in the 1997 City of Muskegon Master Land Use Plan, but is more specific than that 1997 map for the downtown and downtown shoreline.

**Core Mixed Use**

The Core Mixed Use designation is primarily located along Western Avenue and the development of this designation is an important near-term objective of this Plan. It is anticipated that this area will contain a variety of land uses including commercial, offices, residential, and institutional/public uses. This plan envisions the Core Mixed Use district as a vibrant, mixed use district that serves and attracts visitors from the entire region while still meeting the day-to-day needs of residents in surrounding neighborhoods.

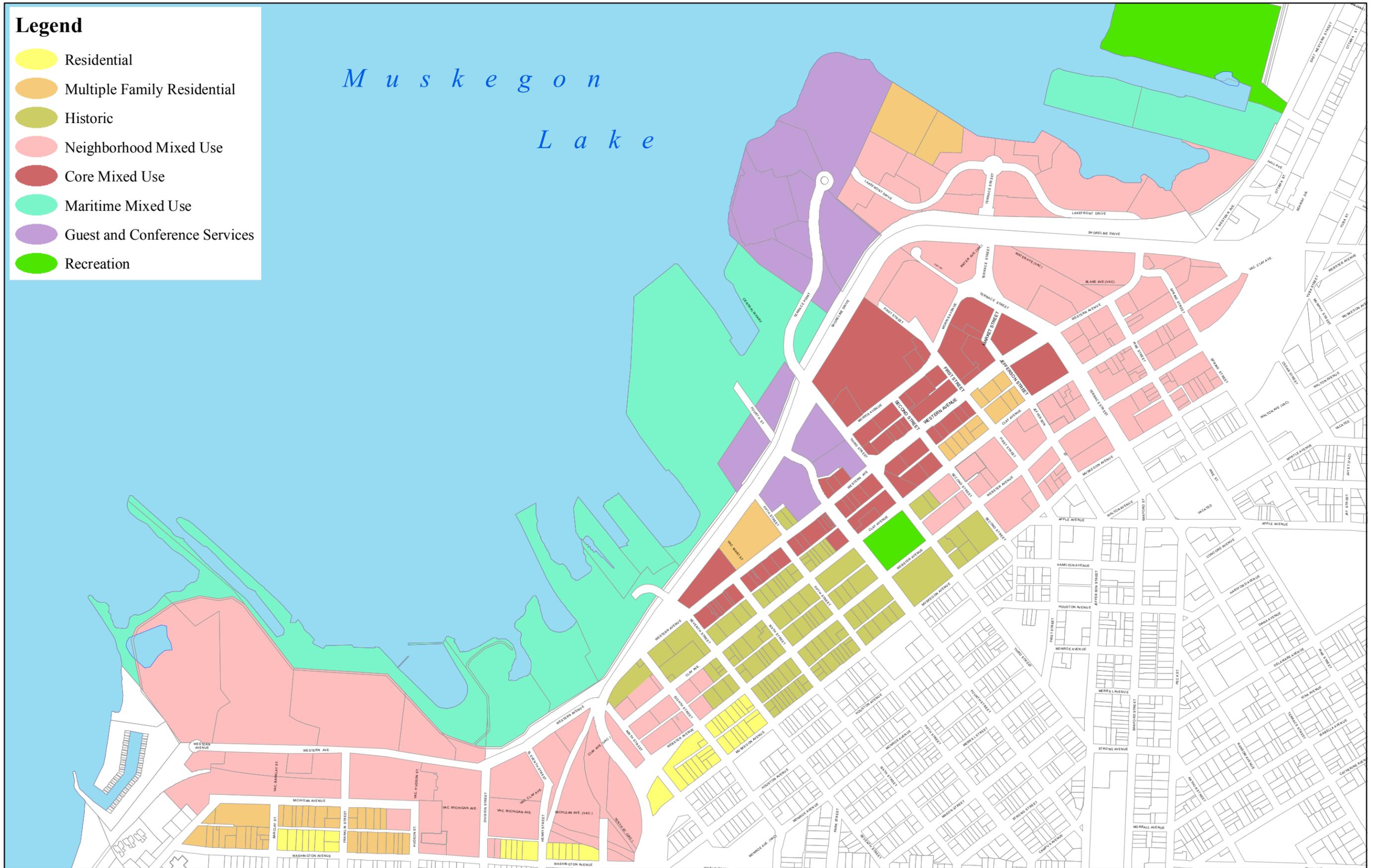
**An example of development forms encouraged in Mixed Use areas.**





# Legend

- Residential
- Multiple Family Residential
- Historic
- Neighborhood Mixed Use
- Core Mixed Use
- Maritime Mixed Use
- Guest and Conference Services
- Recreation



**Map 2 - Future Land Use**  
**Downtown and Lakeshore Redevelopment Plan**  
 City of Muskegon  
 November 2008



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New development in this area should consist of buildings, public plazas, festivals and market space located and designed to provide a traditional downtown urban atmosphere in a compact and walkable community. Conventional strip commercial developments and automobile-oriented facilities are discouraged. This plan strongly encourages mixed-use buildings containing retail, commercial, entertainment, restaurant and office uses on the first floor and office and residential uses on upper stories. Buildings should be built to the street right-of-way and generally not be taller than twice the width of the right-of-way. Examples of first floor uses include coffee shops, pharmacies, community banks, restaurants, galleries, apparel selection, live music, specialty boutiques, and similar uses. A variety of architectural design elements are encouraged on a block and corporate “chain-store” design form should be avoided.

Developments that utilize site design approaches that screen parking lots behind buildings and landscaping are also encouraged. Parking areas should include landscape islands and shade trees to soften the aesthetic and to minimize the appearance of large expanses of pavement. Building facades should be constructed with high quality elements such as stone, brick, wood, and other natural materials; and articulation of the facade is encouraged to mitigate long, uninterrupted blank walls. A minimum of 75% of the ground floor non-residential building facades should consist of well-defined, street-level windows and entries to enhance human-scale connections between the public and private realms and to increase safety with more “eyes on the street.”

### **Neighborhood Mixed Use**

The Neighborhood Mixed Use designation is limited to properties outside of the core Western Avenue area where mixed use development or redevelopment is anticipated. Like the Core Mixed Use designation, this area will contain a variety of land uses including commercial, offices, residential, and institutional/public uses. Blocks should be vibrant, walkable and designed to meet the day-to-day needs of residents in the surrounding neighborhoods.

New development in the Neighborhood Mixed Use Designation should consist of buildings built to the right-of-way line with street-level windows comprising at least 60% of the street wall. Parking areas should be located behind buildings and landscaped to soften their appearance. Buildings in this designation should generally be smaller than those in the Core Mixed Use district.

Examples of uses in this designation include professional offices for various occupations and institutions, research facilities, small-scale service uses such as barbershops, beauty shops, spas, tailoring, shoe repair, and other similar services for employees. Commercial uses, such as small-scale retail businesses and coffee shops, are also encouraged, particularly when part of a larger mixed-use development. Current industrial uses that exist in these areas are a valuable part of the community, but this Plan anticipates that industrial uses will be relocated elsewhere in the City so a transition to more of a neighborhood scale takes place near downtown.

### **Maritime Mixed Use**

The Maritime Mixed Use designation is similar to Core Mixed Use and Neighborhood Mixed Use, in that a mixture of uses formed into compact, walkable districts is anticipated. But it is distinct because of its relationship to the shoreline. Maritime Mixed Use areas will be configured to bring people to Muskegon Lake. This future land use designation consists of recreational areas such as Heritage Landing and various marine facilities, related services and other public spaces that play a central role in fostering civic pride and improving quality of life for City residents.

Anticipated land uses include marinas, restaurants, multiple-family residential, shopping, offices, museums, public boardwalks overlooking the lake, and fishing plazas or similar public space. Lakeshore improvements are contemplated to provide public access to the lake for fishing, casual boating, transient docking and eventually swimming.

### **Residential and Multiple-Family Residential**

The Residential and Multi-Family Residential designations reflect existing residential patterns. Dwellings in the Residential areas are single-family and typically oriented toward streets, with rear-loading garages, front porches and shallow setback dimensions. In addition, residential blocks are comprised of varying architectural design to avoid a monotonous streetscape. Even in the Residential areas, some low density multiple-family uses may exist, but should not be concentrated.

The Multi-Family Residential future land use designation depicts the need for low-maintenance, affordable housing for professionals, the elderly and young families. Accordingly, uses in this designation are comprised of condominiums, apartments and senior living facilities. Building form should be consistent with the character of the neighborhood with front porches, rear-loading garages and shallow setbacks. In the western portion of the area, these uses may serve as a natural transition between lower density, single-family residential areas and areas of more intense land use. Larger multi-family developments may contain other uses, such as small offices or cafés, to meet the needs of residents.

### **Historic**

The general boundaries of this future land use designation are Western Avenue, Muskegon Avenue, Eighth Street and Fourth Street, although some properties within this designation are outside this area. The Historic land use designation includes a myriad of land uses and building forms, but all of these structures embrace and protect the invaluable charm and classic architecture of some of Muskegon's oldest and most celebrated construction. The intent of the Historic label is to preserve significant historic buildings.

Redevelopment of existing structures is strongly encouraged in this designation. However, where new development is proposed, buildings that blend in with the

character of the surrounding historic environment are strongly encouraged. Building facades should be constructed with high quality elements such as stone, brick, wood, and other natural materials. The use of vinyl siding and similar artificial cladding should be avoided. Building setbacks should be consistent with surrounding properties, and all buildings should be primarily designed to accommodate the pedestrian.

### **Guest and Conference Services**

The Guest and Conference Services designation accommodates existing and future conference centers, hotels, arenas and restaurants that customarily serve visitors. These areas are intended to promote Muskegon as a regional destination for professional conferences, sporting events, and entertainment venues.

New development in the Guest and Conference Services designation should include architectural elements that deviate from conventional chain-store design language. Developments that utilize site design approaches that hide parking lots behind buildings and landscaping are encouraged. Parking areas should include landscape islands and shade trees to soften the aesthetic and to minimize the appearance of large expanses of concrete. Building facades should be constructed with high quality elements such as stone, brick, wood, and other natural materials. Efficient pedestrian circulation patterns, ground-mounted signage, and energy-saving site illumination are also encouraged. Pedestrian linkages to the downtown and lakeshore are encouraged, and attractive landscaping should be installed to soften the development presentation and to foster a more inviting and livable environment.

### **Recreation**

This district is designed to provide space for public leisure-time activities for residents, employees and visitors of the downtown. Future recreational areas should consist of features such as walking and biking paths, benches, picnic areas and other amenities. The primary areas in this designation are Hackley Park and Fisherman's Landing. Recreational amenities are also anticipated in the Maritime Mixed Use areas.

## **DEVELOPMENT PRIORITY PLAN**

**The Development Priority Plan is the implementation guide.**

Downtown Muskegon has experienced many changes in recent years, most of which have been welcomed and embraced as consistent with previous planning efforts and as ways for the community to emerge as an even more prominent destination. In addition, these changes have also been recognized as quality of life enhancers for City residents.

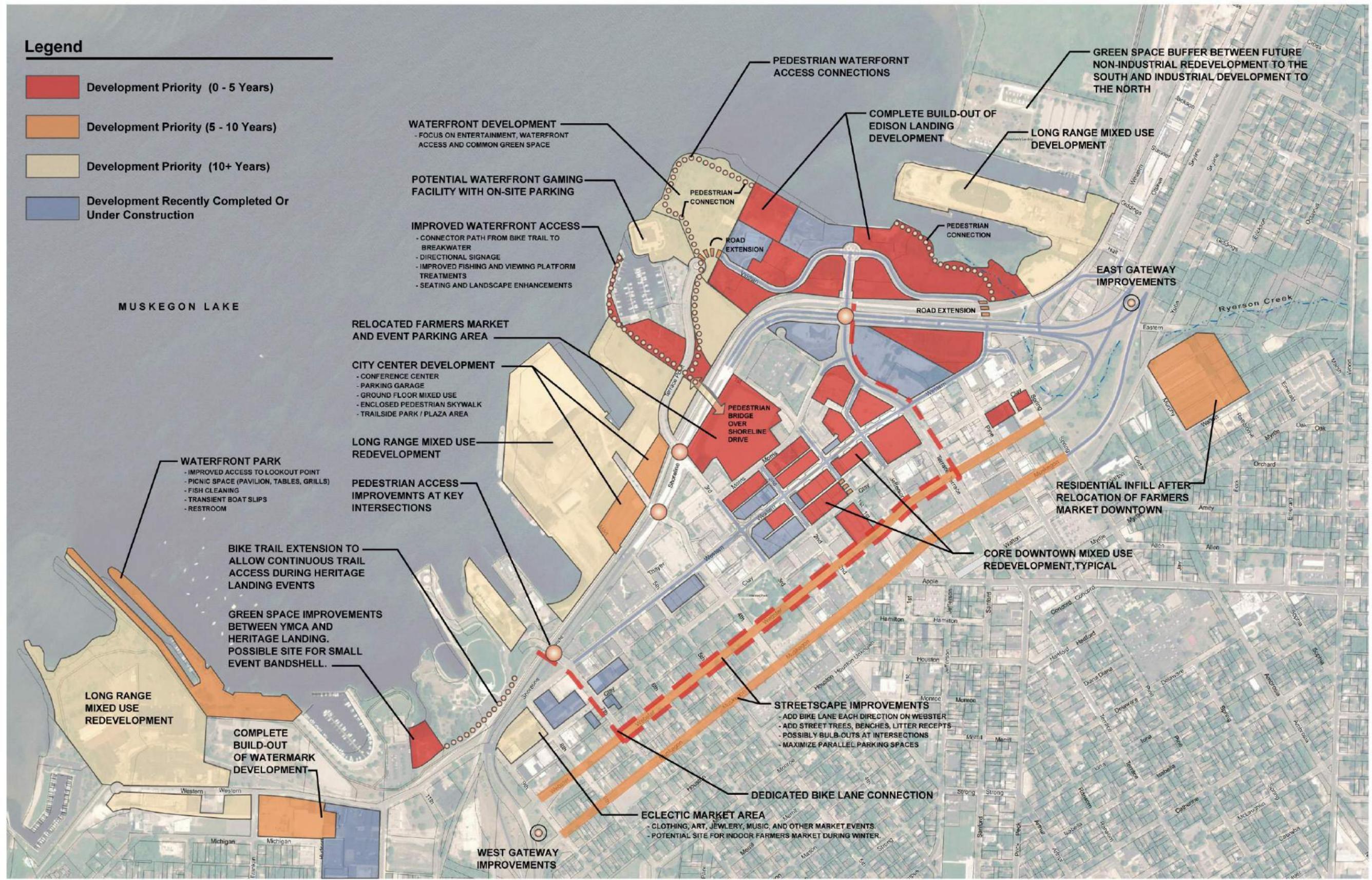
This section of the redevelopment plan functions as the "implementation" guide to assist the City in accomplishing the objectives expressed during the Community Input Charrette and refined above with specific programs. The Development Priority Plan is meant to be realistic, with projects presented in timeframes dissected into five-year increments.

The priority plan map, Map 3, reflects current development projects and recommendations for future planning efforts. This Plan is meant to serve both as a supplement to the Muskegon Master Land Use Plan, and an update of the Downtown/Lakeshore Redevelopment Plan. As such, the future land use map supersedes the old maps in earlier planning documents and is supplemented with the Development Priority Plan narrative on the following pages.

At the time this Plan was crafted, the priority plan represents an ambitious, yet feasible approach to realizing the goals of this Plan. Some activities fall within the purview of the City, but most will require the cooperation and commitment of a range of parties. Therefore, this plan suggests an appropriate sequence of attention for each element, but it is likely that while some activities may proceed on as planned, others may be impeded or accelerated by unanticipated events. Nevertheless, each step is important and cumulatively, they comprise the recommended implementation steps of this Plan. Therefore, the City and its partners should strive to achieve them, recognizing that efforts to implement the plan must always be balanced with other critical priorities facing the community

**Legend**

- Development Priority (0 - 5 Years)
- Development Priority (5 - 10 Years)
- Development Priority (10+ Years)
- Development Recently Completed Or Under Construction



Map 3 - Development Priority Plan  
**Downtown and Lakeshore Redevelopment Plan**  
 City of Muskegon  
 November 2008



## Immediate, 0 to 5 years

**Continue and Increase the Momentum.** This plan recognizes that much has happened in recent years and continued redevelopment is underway. Developments that are underway or planned include without limitation, the Baker Culinary Institute of Michigan, HighPoint Flats, Heritage Square Townhomes, the Chamber/Hines Building, the Muskegon County parking structure and bus station redevelopment area, Federal Square park, Edison Landing, Vida Nova, relocation of the Milwaukee Clipper, Renaissance Place, the Sidock building, and the Winberg building.

Within the next five years, these developments will form the crux of private sector investment and economic development from a brick-and-mortar perspective in the downtown area. The City will further advance this momentum with the following activities, focused initially in the core area as delineated on Map 4. Graphic #1 illustrates the plan for the downtown core.

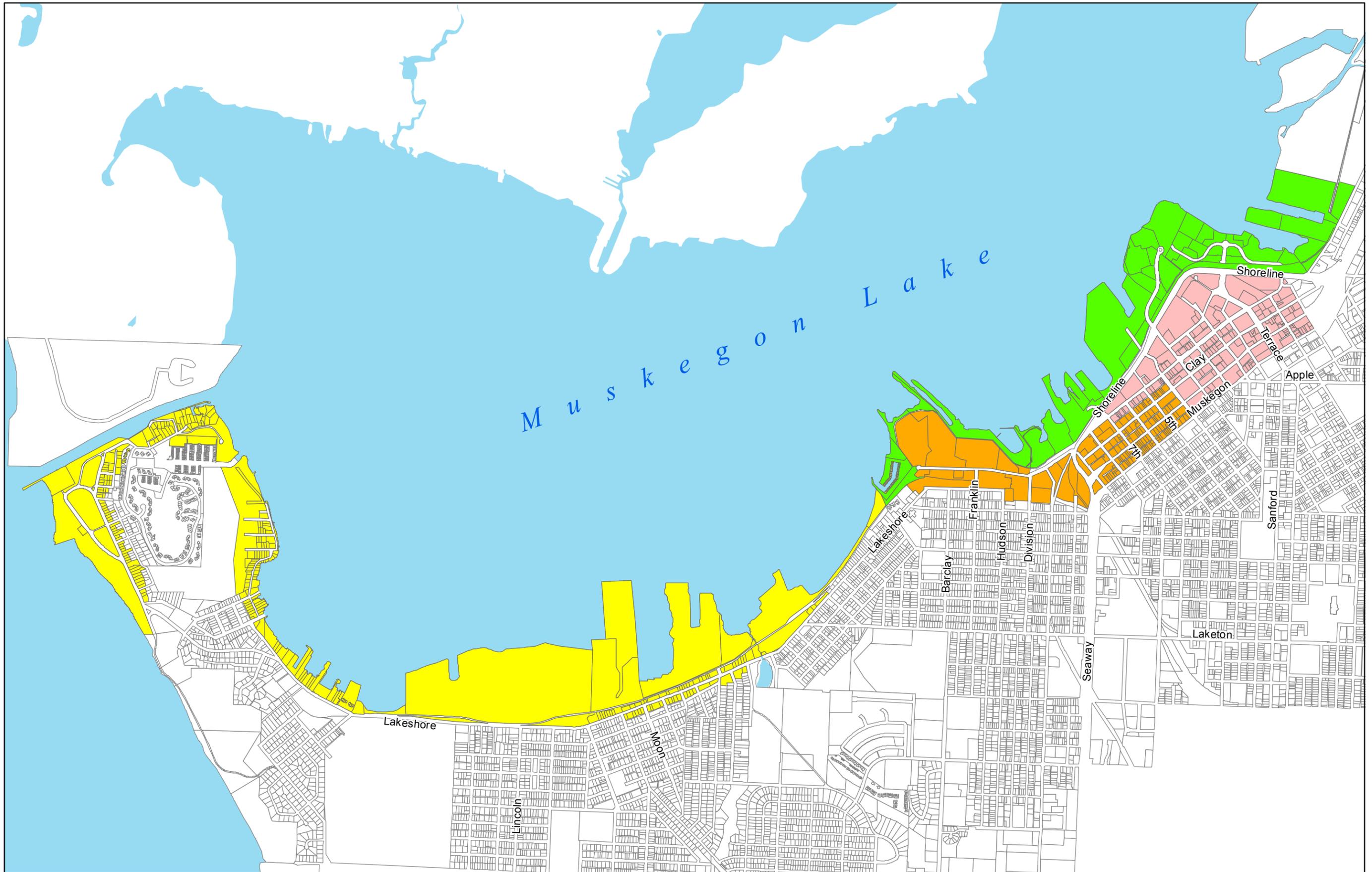
1. **Financial Commitment.** Without an assured mechanism in place to support on-going maintenance and upkeep of the public spaces of the downtown, to enhance and improve housekeeping and to advance marketing, promotion and advocacy for the area, the momentum that is building may slow and investments in landscaping and fixtures will be undermined. While this is certainly a city-wide priority, it is not equitable for the general taxpayers of the City to support this entire burden for the benefit of downtown property owners.

**Without a funding source for on-going maintenance the area's momentum will slow and current investments will be undermined.**

The City and other public, non-profit, and private entities should work with local property owners to devise an assured mechanism to fund and manage the on-going maintenance and upkeep of the public spaces, fixtures and landscaping. This may take the form of up to two mills levied by the DDA within the Authority District pursuant to Section 12 of the DDA Act, or the formation of a Principal Shopping District under Act 120 of 1961, which could result in a special assessment for maintenance and improvement. This resource may be used directly or in conjunction with other funding to accomplish many of the strategies outlined in this Plan.

2. **Design and Aesthetics.** Several activities are called for to address immediate aesthetic challenges and to enhance and strengthen the downtown core.
  - a. **Design Standards.** The City should complete an evaluation of existing zoning and site design standards working in conjunction with local developers and land owners to adopt standards that compliment and advance attractive and walkable urban design patterns. This evaluation will also include the development of building and site design standards to foster "green" forms of development taking advantage of emerging sustainability codes as they are being developed in other communities. Graphic #2 shows some infill concepts.





Map 4 - Urban Planning Areas

# Downtown and Lakeshore Redevelopment Plan

City of Muskegon  
November 2008

- Lakeshore
- Core
- Downtown Lakeshore
- Historic



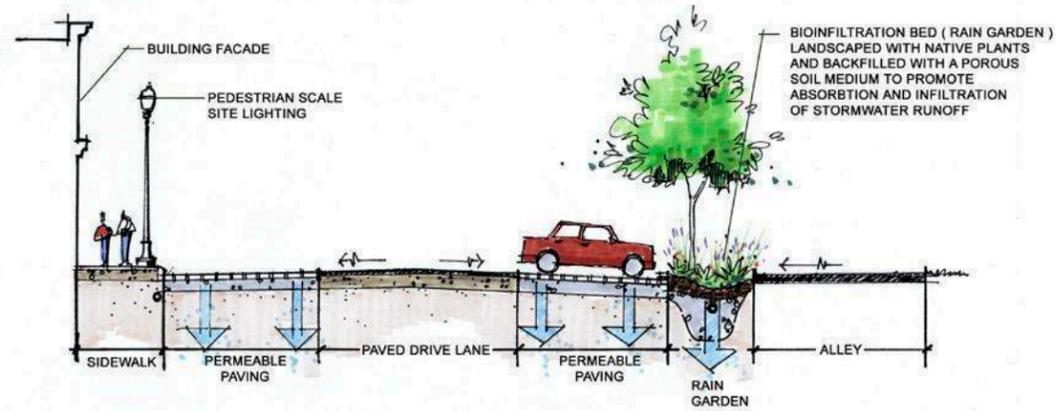
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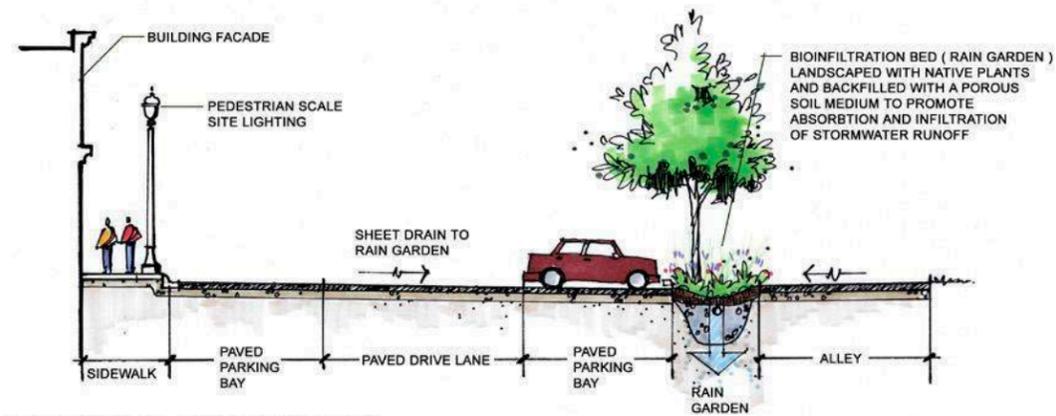




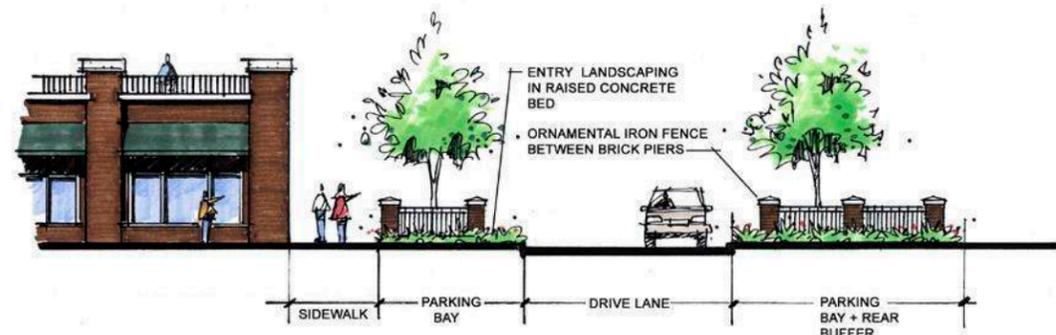




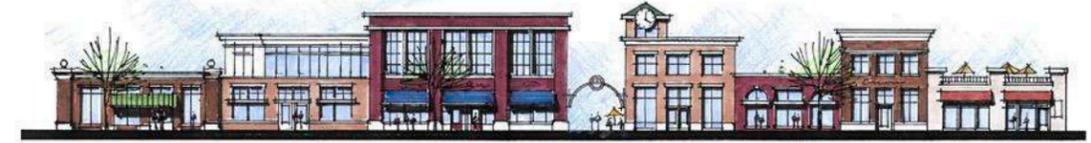
STORMWATER MANAGEMENT 'A'



STORMWATER MANAGEMENT 'B'



PARKING LOT SCREENING



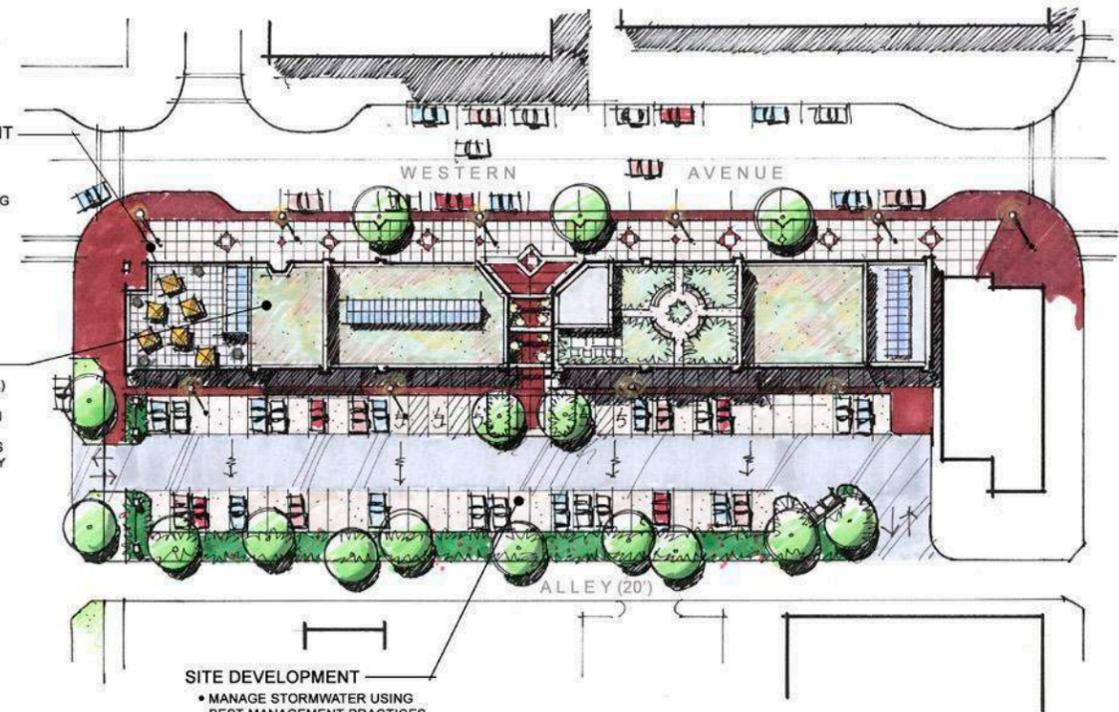
INFILL DEVELOPMENT - BUILDING ELEVATIONS

STREETScape DEVELOPMENT

- CORNER BUMP-OUTS
- ACCENT PAVING
- PEDESTRIAN SCALE LIGHTING
- STREET TREES AND LANDSCAPING
- ENCOURAGE STREET CAFE AND DISPLAY SPACE

BUILDING DEVELOPMENT

- CLOSE TO STREET (STREET WALL)
- CONTEXT SENSITIVE DESIGN
- STRIVE FOR LEED CERTIFICATION
- NATURAL LIGHTING (SKY LIGHTS)
- GREEN ROOF & ROOF TOP CAFE'S
- MAXIMIZE SUPPLEMENTAL ENERGY SOURCES (WIND, SOLAR, ETC)
- LONG LIFE CYCLE MATERIALS



INFILL DEVELOPMENT - CONCEPT PLAN

SITE DEVELOPMENT

- MANAGE STORMWATER USING BEST MANAGEMENT PRACTICES
- STRIVE FOR LEED CERTIFICATION
- MAINTAIN LANDSCAPE TO INCREASE CURB APPEAL AND REDUCE URBAN HEAT ISLAND EFFECT & STORMWATER RUNOFF.
- PEDESTRIAN SCALE LIGHTING
- ALL ROUTES ACCESSIBLE
- HIGH QUALITY, COMFORTABLE, AND USER FRIENDLY SITE FURNISHINGS

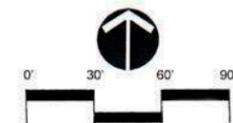
# Graphic 2 - Infill Development Board Downtown and Lakeshore Redevelopment Plan City of Muskegon

November 2008

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Site Planning  
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Core District



Lighting



Furniture



Historic District



Lighting



Furniture



Downtown Lakeshore District



Lighting



Furniture



Graphic 3 - Site Furnishings by District  
**Downtown and Lakeshore Redevelopment Plan**  
City of Muskegon  
August 2008



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Western Avenue Infill Development

**Design standards in the Zoning Ordinance can help achieve a desired aesthetic.**

- b. Interim Landscaping. A program of interim landscape improvements for vacant lots slated for redevelopment should be implemented. These improvements may be limited to turf and modest planting areas, but will be critical to overcome the unkempt aspect of the downtown as it currently exists. Funding to support the expense of these activities will be covered partly by the efforts described in paragraph 1, above. Efforts may involve the City, DMDC, and/or the Main Street Program.
- c. Professional Maintenance. A professional service will be engaged to maintain landscaped areas, plantings, for trash removal and snow and ice control, supported by the maintenance funding mechanism described above. This service would report to the Main Street Program, which will be accountable to the City for its operations.
- d. Furniture, Fixtures and Signage. The existing plan for uniform street furniture, fixtures and signage should be enhanced and expanded to provide a consistent theme and appearance for public spaces throughout the core area. Outdoor illumination will consist of white LED bulbs with zero-cutoff to avoid light spill above the fixture's horizontal plane. Funding to support implementation may be drawn from the maintenance fund discussed above.



**Street furniture adds simple accommodations to quasi-public areas.**

Graphic #3 depicts examples of site furnishings. Furniture and lighting for downtown was selected to build on the City's past investment and reinforce the special character of the Downtown, Historic, and Lakeshore Districts.

The metal benches, trash receptacles, and acorn style light fixtures used in the Downtown District follow the standards established in recent streetscape improvement projects.

The wood and cast iron benches and trash receptacles proposed for use in the Historic District are similar in character to the Downtown furniture but somewhat more ornate to compliment the District's historic architecture. The post top light fixture used in the Historic District matches the fixtures at the historic Depot Building.

In the Lakeshore District, a complimentary style of wood and cast iron furniture will be used to reinforce the look of the Downtown and Historic Districts. A

teardrop style light fixture with a nautical feel will draw attention to the District’s special waterfront character.

3. **Activity Generation.** The building momentum of development in the downtown can be further enhanced by encouraging more activity. Several strategies are planned or suggested to generate shopping and recreational activity.

a. Farmers Market Relocation. The success of the Muskegon Farmer’s Market may be enhanced by providing a more prominent location. Area leaders are currently engaged in the process to relocate this important local activity center to the downtown. One location being considered is the Morris Street parking lot now owned by the Community Foundation. This location is well-conceived and directly supportive of this strategy, although other locations may be consistent with the overall objective to move the market into the core. While further discussion may be appropriate regarding the location of permanent structures on the site, the use of the site for event parking and other purposes, the fundamental concept is sound. The benefits of bringing shoppers into a “festival-type” market environment will be important to fostering synergy with other uses downtown. The City as the Farmer’s Market operator and the Community Foundation should work to develop a feasible approach to accomplish this improvement. This may involve a process to seek developer participation in the residential reuse of the existing market site (see #8 below).



**The benefits of bringing shoppers into a “festival-type” market environment will be important to fostering synergy with other uses downtown.**

b. Lakeshore Access Improvements. Citizens indicated a strong interest in improving access to Muskegon Lake throughout the process to plan for downtown’s future. While Muskegon Lake can offer visual interest from a few limited vantage points, many physical barriers prevent people from seeing and accessing the lake in the core area. An initial step to improve access to the lake would be to improve a publicly-owned parcel between Mart Dock and Shoreline Inn that directly abuts Muskegon Lake.



**Access to Muskegon Lake can be improved by utilizing City-owned space.**

Currently, this City-owned property is a part of a marina development and not well identified and many residents are not aware of its existence. Further, a portion of the lot is used by neighboring establishments for customer parking. Improvements to the parcel could overcome these challenges and identify this land as a public space. Brick pavers and signage can be used to delineate a public path to the lakeshore, and to connect such a path with Lakeshore Trail and Heritage Landing. A viewing and fishing path may be added along the breakwater that shelters the Terrace Pointe Marina.

Segments of the Muskegon Lakeshore are known to be polluted as a result of past heavy industrial activities. Efforts to clean the lakeshore are underway. These efforts include investigation for large-scale remediation of contaminated sediments in Ryerson Creek near Edison Landing; and a project to design aquatic habitat restoration in

that area. Additionally, a remediation study is underway near the Division Street Outfall area involving the examination of an estimated 180,000 cubic yards of contaminated sediment. Finally, the Muskegon Lake Watershed Partnership (MLWP) is cooperating with waterfront property owners to explore and design shoreline habitat restoration areas. The former Amoco Tank Farm is one location that has been proposed for wetland restoration. These endeavors are imperative to guaranteeing a user-friendly shoreline and to the long-term health of the Muskegon Lake. As remediation efforts advance, the partners involved should carefully evaluate opportunities to improve and expand safe public access to the lake.

- c. Heritage Landing Improvements. The County of Muskegon converted a derelict brownfield into the Heritage Landing park facility. In the summer months, Heritage Landing hosts Summer Celebration, the Unity Christian Music Festival and the Michigan Irish Music Festival. Continuation of these regional activities is imperative to maintaining downtown's popularity. At the same time, however, physical improvements are needed to enable the use of the facility as an amenity for Muskegon residents.

During the largest summer events, a fence barrier is erected around Heritage Landing. The barrier is poorly designed, it creates an unsightly entry aspect for traffic coming to the core area along Shoreline Drive, and most problematically, it blocks the Lakeshore Trail. This forces trail users to divert into or across Shoreline Drive to avoid the barrier. A better alternative would be to construct a permanent gate structure that compliments downtown's architectural pattern. Such a structure could provide visual continuity with existing facilities and green space – including the green space surrounding the YMCA – without interrupting the trail network. This would also establish Heritage Landing as more of an attractive entry feature, even during events, and it would restore the continuity of the Lakeshore Trail.

- d. Hackley Park Programming. Hackley Park is a public space on the edge of downtown, surrounded by commercial and institutional land uses. The 2.3-acre space is bounded by Webster, Clay, Third and Fourth Streets. Hackley Park is a National Historic Designated Park designed to memorialize Civil War veterans. While this park space functions as a welcome green respite from the urban environment and already hosts several events, the park could be utilized more often to further enhance its value.

Various concerts, ceremonies and the Summer Celebration art fair are conducted in Hackley Park. The City Parks and Recreation Department should explore options to augment these programs so the park functions year round. Current events may be expanded to include winter activities for children and activities for senior citizens. The upcoming revision of the City's 2003 Leisure Services Master Plan should sufficiently address future programming and make

possible capital improvements to be partially supported by the Natural Resource Trust Fund.

4. **Parking Improvements.** In the short term, it is unlikely that the area will lack for parking. However, this is not the common perception and to build more activity in the downtown area, it will be important to overcome negative impressions about parking and to plan for a future parking need that may emerge as development trends advance.

As Map 5 illustrates, about 69 acres of Muskegon's core area consists of off-street surface parking. It can be assumed that each parking space requires about 350 square feet of land area, including necessary adjacent maneuvering lanes.<sup>10</sup> Therefore, approximately one acre of parking contains 124 parking spaces;<sup>11</sup> equating to 8,556 off-street surface parking spaces available in the core area. This crude analysis does not take into account the various private or gated parking lots that are not available to the public, but it does express that there may be sufficient parking downtown presently.

**It will be important to overcome negative impressions about parking and to plan for a future parking need.**

For illustration purposes and to provide a sense of scale, according to the Institute of Transportation Engineer's *Trip Generation*, 8,556 parking spaces are sufficient to serve the following uses:

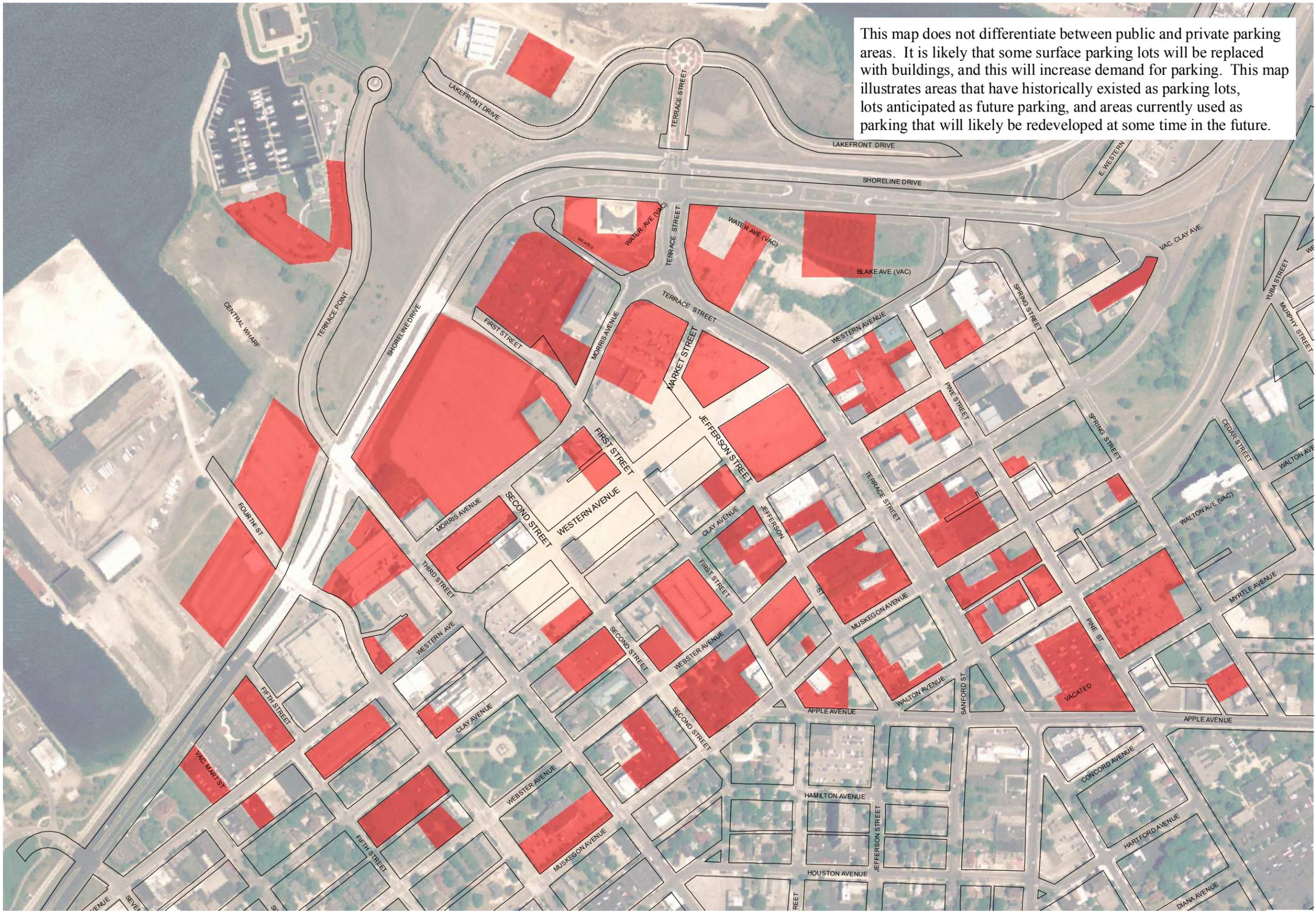
- ◆ 4,278 housing units (assuming 2 spaces per unit), or
- ◆ 3,422,400 square feet of office space (assuming 1 space per 400 square feet of office), or
- ◆ 2,444,000 square feet of medical offices (assuming 3.5 spaces per 1,000 square feet), or
- ◆ 8,556 hotel rooms (assuming one space per room), or
- ◆ 570,000 square feet of "quality" restaurants (based on 15 spaces per 1,000 square feet), or
- ◆ 855,600 square feet of "high-turnover sit down" restaurants (based on 15 spaces per 1,000 square feet), or
- ◆ 2,852,000 square feet of shopping centers (assuming 3 spaces per 1,000 square feet).

Of course, as downtown redevelops, some existing surface parking lots will be replaced with buildings. In addition, the influx of more establishments and various uses will create an increased demand for more parking spaces. Therefore, it will be important to ensure that adequate parking is available and appropriately placed and designed near proposed new development activity. Nevertheless, it is important to understand that today the downtown has no shortage of places to park cars.

<sup>10</sup> The Institute of Transportation Engineer's *Trip Generation* states that a parking space requires between 325 square feet and 450 square feet of land area, including maneuvering lanes.

<sup>11</sup> One acre is the equivalent to 43,560 square feet.  $43,560/350 = 124$ .  $69 \times 124 = 8,556$ .

This map does not differentiate between public and private parking areas. It is likely that some surface parking lots will be replaced with buildings, and this will increase demand for parking. This map illustrates areas that have historically existed as parking lots, lots anticipated as future parking, and areas currently used as parking that will likely be redeveloped at some time in the future.



**Map 5 - Downtown Off-Street Parking Lots**  
**Downtown and Lakeshore Redevelopment Plan**  
 City of Muskegon  
 November 2008

 Parking Lots  
**Total Area of Parking Lots: 69 Acres**



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Following are strategies in connection with parking in the downtown area.

- a. Maximize On-Street Parking. Parallel parking along urban streets helps to separate pedestrian areas from vehicle travel lanes and it offers some additional parking, primarily for the short-term trip. The City should undertake an evaluation of all streets in the core area to identify locations where further on-street parking may be accommodated. The support of downtown merchants and property owners should be sought to minimize the all-day use of on-street parking spaces by downtown employees.
- b. Marketing and Signage. The Main Street Program should undertake a program to address perspectives about parking inadequacy. This may include on-the-street interviews with event attendees as well as mail-response surveys to identify erroneous concepts about downtown parking and the development of marketing materials to counter those



**Attractive way-finding systems aid visitors to find parking and services.**

**A Pedestrian and Bicycle Routes plan should evaluate public spaces and key destinations.**

**A convenient non-motorized link between the Lakeshore Trail and the core area will be increasingly important.**

notions. It is also possible that event attendees, in particular, are not sufficiently familiar with the core area and may find it frustrating to locate the parking that is available. Therefore, this strategy also includes improved signage for parking and wayfinding to aid the infrequent visitor to find their way to and from parking areas. Improved signage may include consolidation of existing signs, more attractive and legible signs, and informational signs about wi-fi opportunities throughout the community.

**5. Downtown Pedestrian and Bicycle Routes.** The City should undertake a Downtown Pedestrian and Bicycle Routes Plan, which would identify safe linkages for bicyclists throughout the downtown, to and from the Lakeshore Trail and to connect with other City neighborhoods. Quality of life and recreational opportunities would be enhanced by

formation of a pedestrian network that connects neighborhoods with Muskegon Lake, downtown employment centers, and downtown businesses. These routes would offer users a wide range of rewards including mobility, recreation, and an alternative form of transportation that encourages exercise.

A convenient non-motorized link between the Lakeshore Trail and the core area will be increasingly important. Trail usage will likely increase as more visitors discover this unique feature with its combination of natural beauty located in a developed urban setting.

Simple sidewalk improvements are anticipated, including sidewalk widening and repaving for pedestrians. In addition, bike lanes can be incorporated onto many existing public streets. Bike lanes may result in narrower vehicular travel lanes, which can slow motorists and calm traffic. Clear and adequate signage can also be installed along the routes to caution drivers and define bicycling routes.

The Plan should evaluate current land use patterns; public spaces and key destinations; traffic characteristics; potential scenic corridors or passages

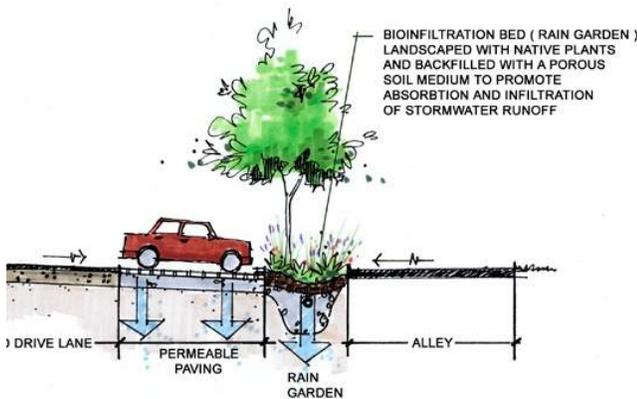
that may be of interest to both residents and visitors; and other features of the built and natural environments to identify best locations for future paths. In addition, the Plan should recommend alternative funding sources, staging areas, and mechanisms for maintenance of facilities such as bicycle parking structures and showers. The principles of Crime Prevention Through Environmental Design (CPTED) should be utilized to help ensure public safety along future designated routes.

It will be helpful to involve the Muskegon Public School District, City Engineers, City Planners, and regional entities such as the West Michigan Strategic Alliance.

6. **Lakeside.** In addition to redevelopment of the central core and immediately surrounding areas, this updated Plan focuses on the Lakeside Business District, extending along Lakeshore Drive, between Addison and McCracken.

The 2006 Lakeside Streetscape Business District Master Plan prepared by The Sidock Group captures streetscaping elements that are desired for the area, including a shoreline or nautical theme. In order to implement the suggestions of that plan and the objectives presented earlier, a detailed traffic study is required to determine the best means to calm traffic without causing congestion. Some of these calming measures may include bump-outs at street intersections; a welcome median along west-bound Lakeshore Drive at Addison; and elimination of the center turn lane for a portion of Lakeshore Drive and installation of on-street parking. In a letter to the City's leadership the Director of Public Works, indicated some objections to bump-outs, but suggested entrance and exit islands, elimination of the left-turn lane and additional on-street parking. The traffic study, together with the further input of City staff, should help to refine the improvements discussed in the Sidock plan. Additionally, options for funding improvements should be explored. Improvements may include decorative streetlights, art, planting areas, brick pavers, and on-going maintenance support.

**A corridor improvement authority or special assessment district may be established to help fund improvements along Lakeshore Drive.**



**Sustainable techniques for managing stormwater can be incorporated into design standards for parking lots and streets.**

Finally, a review of the City of Muskegon Zoning Ordinance is necessary to determine whether appropriate design standards and use restrictions are in place for the Lakeside area. Such standards should allow for an eclectic mixture of building types, while ensuring high quality building materials, pedestrian-scale site utilization and uses conducive to tourism, such as bed and breakfasts.

**7. Zoning Ordinance Amendments.** The City of Muskegon Zoning Ordinance will be revised to include sustainable development standards, including standards for alternative energy. The purpose of the new standards will be to foster environmentally-sensitive development. Standards may incentivize “green” development by encouraging

density bonuses or a relaxation of certain regulations (such as building height limitations, minimum parking requirements, or setbacks) in exchange for Leadership in Energy and Environmental Design (LEED) certified buildings. Moreover, zero-stormwater discharge facilities or green-roof systems may also be required or incentivized. Other techniques that mitigate the effects of impervious surface runoff and reduce energy consumption could also be generally or specifically incentivized in the Zoning Ordinance. Such techniques may include wind and/or solar energy, rain gardens, pervious pavement, and bicycle facilities.

8. **Existing Farmer's Market Site Redevelopment.** The current location of the Farmer's Market should be redeveloped into a residential neighborhood once the market is moved. The form of this neighborhood should be consistent with many of the nearby residential communities; setbacks should be relatively shallow and homes should have front porches. The City's leadership can play a significant role in coordinating this redevelopment, but given the increasing momentum of development downtown, it is likely that private interests can be induced to undertake this element of the Plan.

## Intermediate, 5 to 10 years

The implementation strategies of this Plan are nominally divided by this "development priority plan." This "phasing" is meant to generally prioritize the action steps needed to achieve the goal for downtown and the lakeshore. Prioritization is important because it presents the steps necessary to accomplish the vision for the future in reasonable order, and it provides the City with a theoretical timeframe to refer back to once something is accomplished.

In addition, in some instances, the actions expressed under "0 to 5 years" may be deemed more critical to achieving the goal than those expressed under "5 to 10 years" or "10+ years." Or, the actions listed under "0 to 5 years" must happen prior to those listed under "5 to 10 years" or "10+ years." Moreover, the actions to occur within 5 to 10 years and beyond may include elements beyond the City's control at the present time. However, all the strategies are significant as confirmed by public comment, and all support the goal. Of necessity, the following projects are described with less specificity than those discussed above.

1. **Conference Center.** The Muskegon community is arguably well positioned to attract mid-market conference, trade show and convention business. Existing facilities at L.C. Walker Arena and the adjoining Holiday Inn provide a solid nucleus and the lakeshore improvements, emerging downtown investment and redevelopment provide strong momentum on which to build. However, careful planning will be needed in order to successfully expand the convention and entertainment component of downtown's economic base. This will include an update of the previously completed feasibility and market analysis of competitive facilities, mid-market demand, the emerging strengths and assets of Muskegon, the likely construction, ramp-up and operational costs and spin-off opportunities and effects that may be anticipated. Such a study should be undertaken by a qualified and independent third party on behalf of

an entity with a regional focus, such as Muskegon Area First, or the Community Foundation. Furthermore, the study ought to be timed for implementation following completion of the early efforts outlined above. This will allow the analysts to take the success of actual investments into account rather than rely on speculation about their probable impact.

While such a study will also evaluate possible sites for the facility itself, this plan gives preliminary consideration to the existing City-owned lands on the north side of Shoreline at Fourth Street. Currently in use as surface parking, these approximately 4.3 acres could accommodate a parking structure and conference facility. The site's proximity to the arena and hotel and the lakeshore, Heritage Landing and the Lakeshore Bike Trail provides several benefits.

Once the study is delivered, the community will have a clear sense of the most feasible approach. This plan assumes feasibility, but implementation should not be undertaken without such an objective analysis. Assuming a positive study, a series of implementation steps will be recommended. These may include formation of an entity to own and operate the facility, decisions with regard to siting, design and marketing.



**In a properly designed roundabout, pedestrians benefit from traffic safety islands and cross one-way traffic at every point, reducing the number of conflict points. This example is located in Meridian Township, Michigan, near Lansing. The popularity of roundabouts in Michigan is growing, as municipalities, road commissions and MDOT begin to recognize their benefits.**

**2. Shoreline Drive Roundabouts.** The development of Shoreline Drive was undertaken as part of the shift from an industrial lakefront to a lakeshore geared for tourism, residential and commercial uses. As the US-31 Business Route, it allowed Muskegon and Webster Avenues to return to their traditional local, two-way collector street status. However, the broad boulevard cross-section of the road itself and the berming installed on the north side of the road as part of the brownfield capping, have tended to isolate the lakeshore from the balance of the downtown.

As indicated above, more immediate improvements to the lakeshore to provide enhanced public access near the Shoreline Inn, at Heritage Landing and in connection with the Lakeshore Trail will generate a stronger interest for pedestrian connections across Shoreline Drive.

This strategy would call for a series of roundabouts

to slow, but not restrict traffic flow and to make at-grade pedestrian connections safer at:

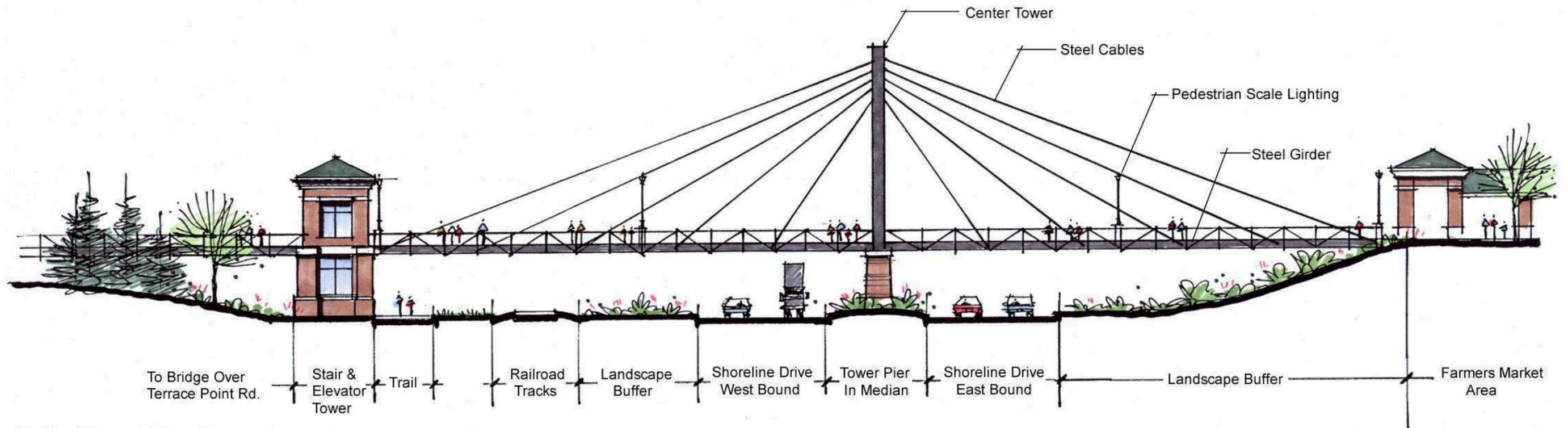
- ◆ Shoreline and Seventh near Heritage Landing;
- ◆ Shoreline and Fourth near the surface parking; and
- ◆ Shoreline and Third/Terrace Point to provide access to an improved viewing and fishing path.

The City has already successfully pioneered a roundabout at Western and Third and the addition of these features on Shoreline Drive will enhance the landscaped appearance of this roadway and provide safer pedestrian crossing through traffic. A properly landscaped roundabout can offer an aesthetic improvement over a conventional signalized or stop-sign controlled intersection. In addition, roundabouts are used in lieu of stop signs and traffic signals, which smoothes the flow of traffic. Roundabouts have significantly lower crash rates than conventional intersections; and with fewer simultaneous conflict points and safety islands, a roundabout offers safer pedestrian crossing. But roundabouts are not appropriate in all applications and, since Shoreline Drive is the US-31 business route, it will be important to work with MDOT to evaluate each of the above intersections to determine whether they will offer the desired improvement in safety, traffic speeds and aesthetics.

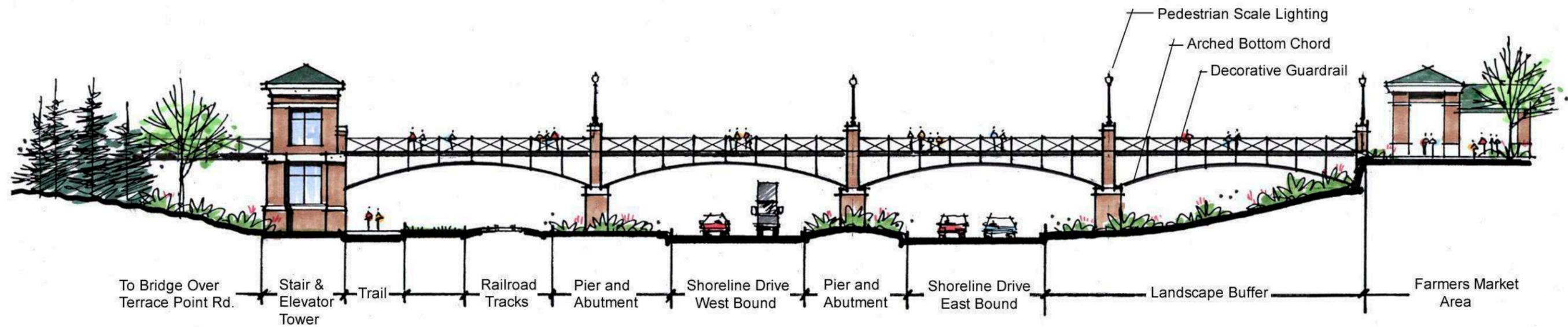
3. **Pedestrian Bridge(s) over Shoreline Drive.** As more development and redevelopment occurs on the lakeshore, the City may anticipate even greater demand for safe pedestrian connections over Shoreline Drive. Addressing this need will be essential if the Conference Center is developed where a parking structure may be located north of Shoreline Drive which could include a pedestrian bridge to Walker Arena. Another ideal location would be a northerly extension from the Morris Avenue parking lot as it is developed for the Farmer's Market. Essentially this would be a pedestrian link along the Second Street alignment through the Farmer's Market with the lakeshore as its terminating vista. The Pedestrian Bridge Study, Graphic #4, illustrates this concept.

As with the roundabouts, these facilities would cross the MDOT right-of-way and the close cooperation of that agency will be critical. In addition, such structures will be expensive to build and maintain and need not be developed until substantial improvement has occurred on the shoreline. Finally, existing or future sidewalk connections along and near Shoreline Drive will need to be acquired and improved to complete these features.





Cable Stayed Elevation



Archway Truss Elevation

Graphic 4 - Pedestrian Bridges

Downtown and Lakeshore Redevelopment Plan

City of Muskegon

November 2008



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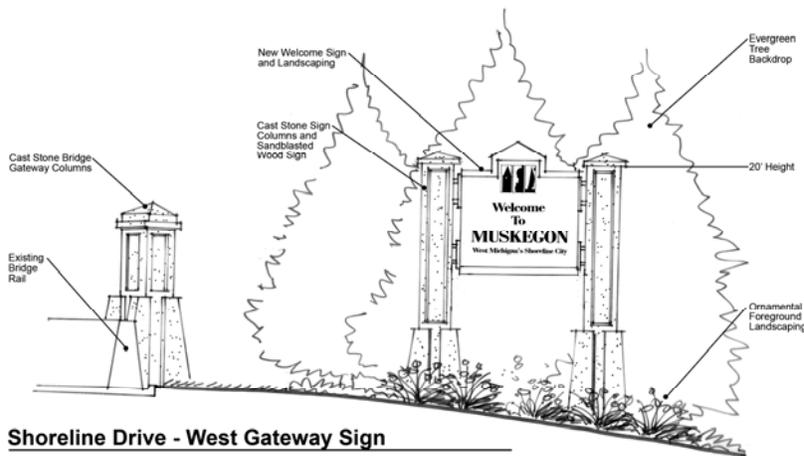


Landscape Architecture  
Urban Planning  
Site Planning  
Graphics & Signage

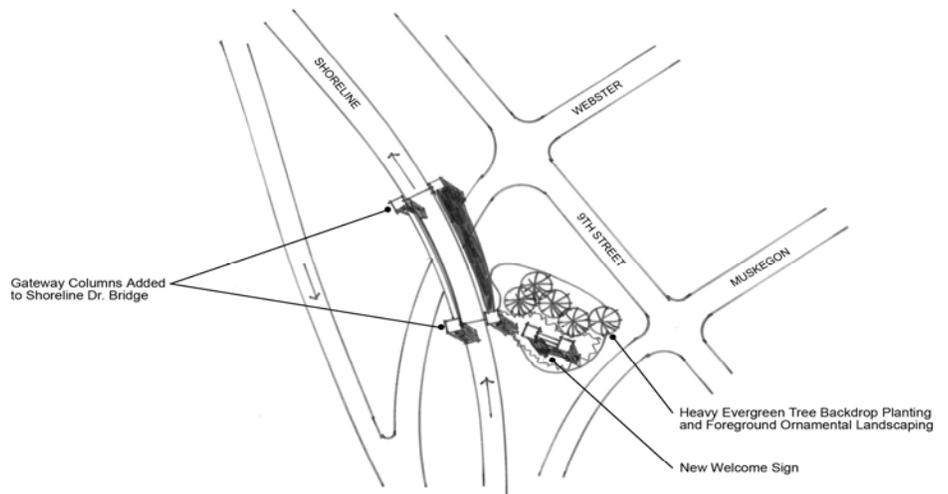


4. **Gateway Improvements.** The improvement of Shoreline Drive has created a fairly dramatic entrance into the downtown from the southwest. The sweeping view of the lakeshore and Heritage Landing has been enhanced with public art and the performance space roofline. However, more is possible here and as the downtown's redevelopment proceeds, the City and downtown interest groups should work to strengthen the entry experience from this location.

At the northeast end of the downtown there are additional opportunities for better entrance treatment. The wide open space between Webster and Muskegon and the curving alignment of Seaway westbound offer view corridors that may be enhanced with public art and formal landscaping.



**Shoreline Drive - West Gateway Sign**



**Shoreline Drive - West Gateway Sign**



**Even modest outdoor spaces offer some respite from the hardscape of urban development and can be an amenity for nearby businesses.**

**5. Public Plazas.** The eventual redevelopment of the downtown with new and renovated private uses will require that the community keep in mind the need to preserve opportunities for informal gathering or commercial use and to offer some relief from the hardscape of development. These could be simple pocket parks, quasi-public plazas incorporated in larger private areas or formal park areas, like the Federal Square Park currently planned.

With excess open area currently, the goal is, rightly, to foster growth and development. However, as more development comes on line the community may be at risk for a lack of civic space. This can be readily addressed with private design standards to offer some respite in the public areas of the community. Of course, public acquisition and development of parks and public spaces would also advance this objective.

But with the extent of public and quasi-public land in the core, further public land acquisition for this purpose is not contemplated.



**High quality natural area in close proximity to the Downtown and Lakeside areas are important assets with the added benefit of a significant wind resource.**

**6. Amoco Tank Farm Clean-up.** The former Amoco tank farm site consists of about sixteen acres adjoining Ruddiman Creek on the south shore of Muskegon Lake. The site is subject of an extensive effort to restore a natural wetland area. This site is crossed by the Lakeshore Trail and a restored wetland and natural area will serve as excellent wildlife habitat in the City, an attractive viewing area for those using the trail and a unique part of the entry to the Lakeside business area.

The City should continue to investigate methods to restore portions of this site as a natural area and to consider its wind energy potential, while fostering redevelopment on other portions.

## Long Term, 10+ years

**Downtown Industrial Redevelopment.** There are industrial properties within the downtown and lakeshore areas that appear to be in “limbo.” In other words, it is impossible to plan for the specific redevelopment of certain lands because of too many variables that are out of the City’s control. It is impractical to impose a particular land use on these properties, as the existing uses may continue for many years. Even so, these properties will eventually be surrounded by non-industrial activities, and land use conflicts may arise. It can be assumed that within 10 years or more, these sites may become available for redevelopment.

Mart Dock is the most prominent, with its central location along the Muskegon Lakeshore adjacent to the core. The facility embraces the industrial heritage of Muskegon, with mineral storage as the principal use on the site. Large freighters carrying mineral material come and go from the property on a regular basis.

Another large industrial use is the VerPlank site, located along the eastern edge of the downtown lakefront. It is currently used to store salt or other aggregate in connection with the B.C. Cobb power plant. This industrial use has existed for many years and has become a familiar sight in Muskegon. Other smaller-scale industrial uses exist, as well.

This redevelopment plan supports uses on these properties which are consistent with the goals and objectives expressed on preceding pages. Future uses should respect the public's desire to access the shoreline. Continued downtown industrial activity is not recommended long term; if the use of these properties should change in the future, industrial use is not suggested. A mixture of uses, including landmark structures or tourism-related facilities, residential, service, office and recreational may be appropriate at that future time. Existing industrial enterprises are encouraged to relocate to the industrial area north of Fisherman's Landing.

**Waterfront Gaming Facility.** The 1997 Downtown/Lakeshore Redevelopment Plan suggested that the City be proactive in regulating casinos. The 1997 plan strongly encouraged compatibility between any future gambling facilities and the existing downtown framework. The 2008 non-exclusive agreement between the City and the Lac Vieux Desert Band of Lake Superior Chippewas implies that a gaming operation is likely to come to the City eventually. Any future gaming establishment should meet the guidelines expressed in the 1997 plan, as follows:

- ◆ Facilities should be located along the waterfront and outside of the core. If located within the core, the facility should be lined with smaller, separate retail stores along any street to mask the size of the building and to ensure pedestrian orientation along the street.
- ◆ Facilities associated with the gambling activity should provide overnight accommodations, or should be located adjacent to overnight accommodations.
- ◆ On-site parking should be minimized to encourage patrons to park elsewhere throughout the downtown. This approach would encourage casino day-trippers to walk through downtown Muskegon to see everything that it has to offer.
- ◆ Employees of the facility should be residents of the City of Muskegon and the broader County of Muskegon, if possible.
- ◆ On-site restaurant and retail activity should be minimized.

Any future facility should avoid internal uses which compete with retail and services in the downtown core. A casino should complement the downtown core; patrons of a gaming establishment should be encouraged to walk to the core for meals and entertainment.



## CONCLUSION

### Things have changed in Muskegon.

This Downtown and Lakeshore Redevelopment Plan advances the vision of *Imagine Muskegon!* and it outlines a series of ambitious, yet feasible objectives and programs to achieve that vision. It contemplates a further effort spanning more than twenty years and the work it outlines is daunting. More time and treasure must be committed and greater levels of trust, understanding and cooperation will be necessary. Sacrifice will be needed and strong leadership must be maintained. At first, progress may seem slow and the initial gains could be modest.

In the past the community might have despaired of the effort, concluding that real progress cannot happen in Muskegon. But, things have changed in Muskegon. The community is realizing its enormous assets in terms of location, natural features, quality of life and work ethic, and concrete steps are being taken to invest in and enhance those assets. There is a growing optimism and a cooperative spirit that is already paying dividends in the City. Investments are being made by the public sector, by the charitable community and by the private sector; resulting in measurable progress and the cumulative impact is becoming apparent.

Therefore, the ambitious objectives of this plan should not be seen as beyond the reach of the Muskegon community. In the context of what has already been committed and accomplished, this plan provides greater focus to build on the momentum that is already in place. There is a strong consensus in the community in support of positive change and there is a remarkable degree of agreement on the general shape of the future. That consensus forms the policy basis of this plan and, with stakeholder support; it is a solid foundation on which to build.

### The sacrifice will not always be equitable nor will the approbation always be balanced.

The stakeholders of the community, including the elected and appointed officials of the City, the business community and the non-governmental agencies all have an interest in the success of this plan. Each will need to contribute effort, creativity, leadership, authority, vision and, of course, resources. The sacrifice will not always be equitable nor will the approbation always be balanced. This is inevitable with an effort of this scale and duration and it can undermine an otherwise promising endeavor.

Again, things have changed in Muskegon. As demonstrated over the recent past years, the community's leaders have the vision to see beyond such immediate concerns to the longer term benefit of the entire area. And ultimately, this vision will make the difference. And in the year 2025, residents and business leaders will describe the community as follows:

**Downtown Muskegon and its adjoining lakefront are attractive and vibrant community assets with a healthy and prosperous mix of retail, office, housing, arts and cultural institutions, and other land uses that serve the needs of permanent residents and visitors alike. The character of Downtown developments reflect the unique culture and history of Muskegon and compliment existing facilities. Downtown has an urban feel with convenient parking, public transportation, walkable streets, and strong connections to neighborhoods.**



# Community Design Charrette Notes

Presented on the following pages are reproductions of the notes taken at the Community Design charrette on February 19 and 20, 2008. The first several pages include “tell us what you think” comments written on a large note pad in the charrette studio. The sheets with two alternating fonts include in the black lettering, some of the consulting team’s initial thoughts on goals and objectives. The blue type represents the comments participants added to the sheets as they circulated through the Charrette studio before and during the design process and presentation.



- Assure public access to Muskegon Lakefront
- Be sure casino stays within the SPX footprint - and doesn't look like one big parking lot.
- No casino on the waterfront
- Creatively plan parking for new farmers market so doesn't look like massed parking
- Reflect a bike trail and accommodations of bike traffic through the downtown - link with bike trail
- Focus on getting BEST casino, that broadens city's entertainment mix, with control, to maximize positives, minimize negatives
- Location for activities that serve youth/low income in Downtown area.
- Get youth involved/concerned about their city
- Pursue a downtown beach on Musk. Lake for recreation as days too cool for Lake MI beaches. Similar to beach on Mona Lake. Possibly start with a small beach next to Terrace Point near the six public parking spots near the "peninsula". Possibly could add a downtown swimming pool in future in adjacent property. Alternative beach sites: Edison Landing, Shoreline Inn's vacant property, Mort Jodi's vacant land.
- Yes!
- Children go up bike trail & swim in river by power plant. Make Fisherman's Landing more welcoming to area residents. Take down fences along bike path.
- Encourage active living -tennis court, rollerblade/snowshoe/ice skate rental  
-outdoor basic exercise/activity spaces - saw this in  
China
- A casino is the worst possible for Muskegon in revitalizing its image of a factory town! - Amen!
- Citations/Tickets for people who don't shovel sidewalks - can't walk in winter (4 month & counting)

- Open school pools up for family use in winter.
- Do you really think we can have a long term development without a strong employment economic development ??????
- 120 years ago we cut down the white pines. 60 years ago we mined sand from our dunes. It is time we became good stewards and take care of this beautiful place. There is a good start at Edison landing, but please continue to promote healthy development. This will attract like minded folks and Muskegon can come into its own. Instead of fragmenting our city by incorporating aspects of our favorite vacation places. Let's identify ourselves as Muskegon, not a cool city, but the coolest city.
- Please read: Livable Communities: An Evaluation Guide [www.aarp.org/ppi](http://www.aarp.org/ppi)
- We need to recognize and support the major cultural institutions downtown. No other west Michigan city has a Frauenthal, an MMA, WSSO, a Hackley Library, a cultural museum, theater, and more within a 3 block radius downtown. Every West Michigan city has a beach - only Muskegon has these strong cultural anchors (and drawing cords). We need to strengthen and assist them.
- As wonderful as a strong downtown is, we need to also give attention, recognition and funding to established historical neighborhoods and business districts h/e Lakeside. Economic displacement of moving businesses from one area to develop another isn't growth. A more even focus would be appreciated. There are historical venues like the Harbor Theatre that ????? attention and funding for ????? ????? operation and development of the Lakeside District.
- Developers need to designate a building, like the "small Business" incubator for Retail space. Lease rates would be substantially less than current market rates, to encourage entrepreneurship in downtown. Challenging for small business to take the plunge & sustain with lease rates similar to what businesses pay on Harvey St/Strip malls.
- Parking - Parking - Parking
- A casino will work!
- More people / less cars.
- Encourage winter activity, x-county, pick a hill (behind farmers mkt?) & put in a tow rope for skiing/boarding

- Ice skating in Heritage Landing Pond?
- Ice fishing access @ Heritage Landing. Allow for vendors @ areas.
- Clear sidewalks (-in winter) (narrow 1' wide, one side of street) to connect areas of interest. (took child to winter/X-mas displays - no cleared walks, walked him around it in the street - NOT SAFE!)
- Spend more \$ on more pedestrian trails - less \$ on 4' - 8' wide trails (we bikers only need 2'). No more wavy trails -----(See Laketon Rd)
- No more runoff into streams & lake.
- It would have been helpful to have a map of the current zoning, to see how that affects OGPs
- It would have helped to know if the objective was to draw more people downtown, whether these people were to be residence or tourists (who you wish to attract can influence how develop action plans)
- It could have helped to know if there were any people present to help with question, understanding of the process, and how specific our comments should be.
- PROMOTE WALKABILITY / safe walking & biking / cardio - vascular health
- Tourist love to walk - no cars
- PEOPLE FRIENDLY
- WALK - WALK - WALK
- REST - REST - REST
- Public fishing access
- Encourage people not cars. If people are walking, they can see the shops.
- Family entertainment destination - indoor waterparks, Naval Museum, Native American Museum, boardwalk on lakeshore (covered in winter), alternative

energy showcase (utilize GVSU) alternate forms of transportation (water taxi - from cross lake ferry to downtown, segway's, moving sidewalks)

- We like to have fun!! Keep the festivals coming.
- Casino with no restaurants/theaters - utilize what we already have & encourage development of more. Need to be LEED Certified at the very least.
- Street wall along Western Avenue with attractive buildings that keep people strolling the length of the street.
- Strong connections to neighborhoods w/ more pedestrians/residents going back & forth.
- 2 handicapped parking spaces in front of post office.
- A casino is a bad idea - it will chill productive development.
- Access - How can we be a community that does NOT depend on automobiles?
- Trail extension around Heritage Landing during festivals.
- A fishing supply e boat rental
- An outdoor basket ball court
- And a scuba tour of the lakes local ship wrecks
- More fireworks

A vibrant street/public space for artist, crafts, musicians  
Info guides for visitors - free parking, litter and trash pick up  
Public bulletin board for community events, local interest      Public art  
Local shuttles, employment for youth & seniors - greeters  
Access/assistance for disabled, public restrooms, places to sit & congregate  
Healthy food not fast food.

## Downtown and Lakefront Redevelopment Plan

Muskegon, Michigan

The Goal (The end result):      Arts & cultural institutions!

Downtown Muskegon and its adjoining lakefront will be an attractive and vibrant community asset with a mix of retail, office, housing, and other land uses to serve the needs of permanent residents and visitors alike. The character of Downtown developments will reflect the unique culture and history of Muskegon and will compliment existing facilities. Downtown will have an urban feel with convenient parking, public transportation, walkable streets, and strong connections to neighborhoods.

w/o curb's      Unique & rich asset: feature it!  
Muskegon is the only city along our shore of Lake Michigan that has all of the essential arts/cultural institutions: Symphony, art museum, civic theater, performing arts center, excellent multi-site historic museum system, significant city-center, historic library

Please don't develop condo's and move those who are economically challenged out of the city where they can't access public transit!

- Mixed income neighborhoods
- Encourage renovation of existing homes

I don't see enough parking or convenient parking

Access to waterfront - take down the berm - more bike friendly features - mixed - used zoning      More bike roads

Preserve natural resources (lakefront, dunes, parks, etc.) for residents and future citizens.

Plow in winter!      Yes!      Yes!  
Include sidewalks!      DBL Yes  
Downtown Retailers need this!

Plow spots for cars then NO sidewalk even 1 foot walkway that is continuous is better than stop & starting 4' walkways

Bring lake to city → perhaps a canal?  
Clear snow between hotel & Frauenthal - so better walking back & forth

The downtown should be the economic focus of the county a mixture of cultural, education, retail and business.

There must be living wage employment opportunities

No casino! Amen!

What is the Muskegon Culture. What do we want it to be? A goal can be to change the culture. Historically the culture has been one of manufacturing, is that what we want to enforce? Do we want a new culture that embraced change and the future?

Curb & gutter is bad for lake, scary for bicyclers. Utilize rain strips & gardens to beautify & protect the lake & make pedestrian movement safer. If you want connection between neighborhoods other side of seaway & downtown MUST make for safe walking & biking Not big wide trails - just continuous.

Are we trying to recruit technological employees. Engineering/ software developers, GPS, Health related etc.

**Objectives** (Conditions which must be present to reach the goal):

1. Strong visual and physical connections will be made between downtown land uses, the lakeshore, and neighborhoods.

Need retail where we want people to congregate & be active (on the water front) **Priority**

Yes

Need full service grocery store for neighborhoods condo dwellers & visitors

Yes!

Need a fish market meat market. a multiple facility with many vendors under 1 roof "Rainbow Market" embrace ethnicity, diversity, all-inclusive.

2. Downtown will have a strong central core area to give focus to the district.

3. Downtown will have a clear image and brand to improve business activity, enhance investment, and increase tourist visits.

Arts, Culture & entertainment Hub of the shoreline region

4. Downtown will be well policed and patrolled to counteract the perception of crime.

5. The Downtown district will have a strong sense of place with a unified visual character that links all of Downtown's subdistricts.

6. Improvements will be made to city streets (especially Shoreline Drive) to enhance pedestrian connectivity and link the lakefront to Downtown.

& Webster & Muskegon

Biking &

Yes! Very challengin to cross shoreline w/ kids on bikes!

Also to include lakeside area

Bike trail @ Causeway is great. Bikers don't like wavy trails. Bike path isn't usable for people who live & work here. Can't get from bike trail to farmers market, government offices & schools without crossing shoreline against traffic (a walker is not going to go all the way to the Harley crosswalk to get to City Hall! Take the curve out of shoreline & put in a sidewalk & path @ Y in shoreline.

What about improvements to Lake Side not just downtown!

Great job on bike trails - Maybe need restrooms on bike trail.

Need a bridge or crossing across Shoreline - what will occur during summer celebration?

General need - not just during events

Answer: concerts

Downtown provide services & activities that draw people (residence & guests) to downtown.

Make sure parking resources are close to points of interest in downtown area.

More events/entertainment/dining/leisure resources in downtown area.

Yes!

7. Context sensitive architecture will be used in the development of new facilities to reflect the character of existing buildings and the working waterfront.

8. The lakeshore will be redeveloped as a mixed use district including office, retail, housing, and educational/research uses with frequent public access points.

Mixed income

Arts, cultural, entertainment,

Green space & Wildlife

Sports - tennis courts?

9. Downtown will have attractive outdoor amenities that encourage pedestrian use and extend the stay of visitors. And be accessible

More "fun" sculptures along the lines of surfer sculptures on walking

- Need 10 cool things to visit - we have this now!
1. Hackley/Hume site
  2. Hackley Library
  3. Muskegon Museum of art
  4. Frauenthal
  5. Mone Garden
  6. Hackley Park
  7. Depression house
  8. Fire Barn
  9. Depot
  10. Heritage Landing
  11. Richard Hunt Sculpture (June 08)
  12. Indian Burial Monument
  13. Muskegon Museum
  14. Alternative Energy

10. Downtown will have strong non-motorized transportation facilities to connect destination points and provide linkages to neighborhoods. So designated bike paths?!

11. Downtown will have a balanced transportation system that facilitates ease of movement with two-way streets, mass transit, and traffic calming features to enhance pedestrian circulation.

Remove traffic lights on Webster & Muskegon. Use stop signs.

Yes!

12. Adequate downtown parking will be provided to serve the needs of residents and visitors. If you want to enjoy it - move here. Build for residents & the visitors will enjoy it too

And those w/ disabilities

Kids on bikes/strollers

[But get parking lots out of the main sts.]

Create plaza/fountain area with areas for sidewalk café, art displays, street fairs, etc.

Seek more college presences downtown (will generate secondary businesses and stronger presence (as opposed to event-bases activities))

Yes!!! No casinos!

Avoid casinos!  
tract

Yes

No casino - don't trash out the waterfront - put a casino at the old race

Great Idea!

Extend downtown area to present farmers market area. Then rehabilitate area (farmers Market) to be more park like i.e. Heritage Landing. (picnic tables, band stand, pavilion, etc.)

No Casinos - Bad for businesses & wrong - low rent idea!! Amen!

Truly "cool cities" don't have them or need them!

13. The Downtown lakefront will support a variety of water-born transportation modes.

Canal? ← Yes, bridges, too. Cross County Skiing?  
Snow Mobiles?  
(Winter is 6 months.)

14. The Downtown district will include a variety of attractive public open spaces to accommodate festivals, special events, and casual use.

That are accessible to people w/  
Place to hang out for the families who live here. disabilities not just ADA "code"

15. Downtown will incorporate sustainability principles and green infrastructure practices into its development. Great!

Let's be a leader in this area - We've got a good start - it would boost our self-image.

16. Downtown will have attractive green amenities that provide a contrast to the urban hardscape and enhance visitor impressions.

- Passive infiltration of stormwater
- Pervious surfaces
- Low impact development

17. Clean up Heritage Landing during festival season!

Summer celebration looks like a "flea market".

18. Tacky fencing, ugly brown trailer, awful signage, and "goon squad" at entrance. All public access to site is stopped - even when there is nothing going on.

19. Existing festivals should invest in designing/implementing a new entrance to site - get permanent ticket office and decent fencing!

Strip rain gardens are pretty & comfortable for pedestrians - invitation to get out of car & spend some \$.

Create walkway that shows off waterfront - like Grand Haven Great idea

Roller blade  
Snowshoe rentals  
to encourage

Is there room for a small public beach? Heritage Landing?

Yes!

No Casino!

Casinos do not contribute to a Positive Muskegon. Lot of research also showing Negative impact both socially & economically (Wall st. Jrnl)

DISAGREE

Avoid relationships w/ casinos  
Check w/ other developers

Agree - Casinos are NOT the catalyst for our downtown!

Agree - not an asset to community

Agree 100% - no casino - absolutely

Agree!  
Agree!  
Agree Wholeheartedly!

**Programs** (Short-term actions that implement objectives):

1. Strong visual and physical connections will be made between downtown land uses, the lakeshore, and neighborhoods.

- a. Add public art/sculpture/architectural features at road and/or walk termini to visually link downtown features. **Publicize need for sponsors/endowment for public art - use local artists work too** ← Yes!

- b. Repair and/or replace damaged walks and add new walks where necessary to improve physical connections between features.
- c. **Transfer Webster & Muskegon streets back to neighborhood streets**
- d. **Link Neslon neighborhood again!**  
**Turn back Peck and Sanford to two-way**

2. Downtown will have a strong central core area to give focus to the district.

- ☆ a. Improvement efforts will be concentrated on the arts and entertainment district to create a downtown focus.
- ☆ b. **Recognition & support given to arts, entertainment & cultural institutions.**
- c.

**Make green space by waterfront open to public - like Chicago's**

**Should be based on green image**

**Yes**

3. Downtown will have a clear image and "brand" to improve business activity, enhance investment, and increase tourist visits.

— **Have older logo & tag line "Where Muskegon Comes Alive"**

— **Publicize the CVB's "Feel the Lake Effect" slogan - cool t-shirts, etc**

- a. Develop a unified (City, Chamber, etc.) branding program including a logo and tagline to market the city. **Main Street, CVB**
- b. **No more wavy sidewalks.**
- c. **Feel ridiculous just trying to get somewhere.**

4. Downtown will be well policed and patrolled to counteract the perception of crime.

- a. Implement a system of walking and/or biking patrols in the downtown district.
- b. **Lighting for safety!!!!**
- c. **Mounted Police** **Yes**

5. The Downtown district will have a strong sense of place with a unified visual character that links all of Downtown's subdistricts.

- a. Install a unified street furniture, lighting, and signage system throughout the Downtown core.
- b. **Locations for street Vendors and performers**
- c.

☆ 6. Improvements will be made to city streets (especially Shoreline Drive) to enhance pedestrian connectivity and link the lakefront to Downtown. **Yes!**

- a. Create safe crossing points at intersections with staging areas, refuge islands, and well-marked crosswalks. **For the blind & physically handicap too!** → **Yes!!**

- b. Traffic calming components will be added to Shoreline Drive (i.e. speed tables) to slow traffic.

- ☆ c. A pedestrian bridge/overpass will be constructed over Shoreline Drive to link Downtown to the lakeshore.

→ **Adds time to get somewhere. This is nice for tourists. Not for people w/ somewhere to be.**

**These don't always work = case and point: Bridge over East Beltline GR**

**Wildlife corridor (linking Muskegon River - South lakeshore -- L. Michigan/Ruddiman Creek - Ryerson Creek) are also attractive to people - quiet, green places in bustling city.**

- d. Plow sidewalks & curb cuts.
  - e. Muskegon/Webster - Designate as city streets. Stop thinking/planning as a "highway". Eliminate left turn lanes, and signal; replace w/ parking & 4-way stops.
7. Context sensitive architecture will be used in the development of new facilities to reflect the character of existing buildings and the working waterfront.
- I am sick of the eyebrow arches  
HDJ is putting everywhere.
- a. Develop architectural standards for new development that describe appropriate materials and forms for infill construction.
  - b. Preserve historic buildings and relics of the industrial past as downtown focal points. (Assist owners of historic buildings w. appropriate 21<sup>st</sup> century use)
8. <sup>downtown</sup> The lakeshore will be redeveloped as a mixed use district including office, retail, housing, ~~cultural~~ educational/research uses with frequent public access points.
- a. Develop pedestrian connections to city-owned properties along the lakefront and link these with Shoreline Drive. accessible
  - b. CONVENTION CENTER 5,000 → SUPPORT FACILITIES
  - c. Retain previous plan commitment to no commercial developments in park areas (ie. Pere Marquette area should have no RV park)
  - d. Take down fences @ Fisherman's Landing
9. Downtown will have attractive outdoor amenities that encourage pedestrian use and extend the stay of visitors.
- a. A system of comfortable benches, trash receptacles, bike racks, and other amenities will be installed downtown.
  - b. Consider a lift for people to get in and out of boats
  - c. More landscaping on downtown streets  
Lots of use of dune grass & natural indigenous dune plants
  - d. There should be features that say "welcome to all".  
Heated sidewalks to ensure snow removal.  
Street signs with large print and dark background.  
Curb cuts with detectable surfaces for the blind and visually impaired.  
Interactive guides with features for the hearing impaired and visually impaired.  
CD's and cassettes that can be ordered by potential tourist.
  - e. Transportation to hot spots like parks, Michigan Adventure, Lakes Mall and etc.
  - f. Longer hours of bus service for those who want to enjoy night time activities.
  - g. Make it family oriented, not just profit oriented. Make a town, don't take the town away from its people.
  - h. Make it accessible. Be bold. Spend money to bring the people.  
We want art work that's interactive  
Statues that are touchable  
Shuttle service to hop spots.  
Better lighting.  
Bus shelters.  
Accessible parking.  
Touch signes.
- Dog Park  
Access to beaches who use wheelchairs
- Not the city's fault  
lake levels are down.

10. Downtown will have strong non-motorized transportation facilities to connect destination points and provide linkages to neighborhoods. **W/ snow removal** **Bike rentals**
- a. Where space allows, a system of bike lanes will be added to public streets.
  - b. Adequate bicycle facilities (i.e. bike racks, bike lockers) will be provided to accommodate casual use and commuters.
  - c. **Downtown bike loop off lakeshore bike path & historic dist loop...** **signage**
  - d. **Crossing @ shoreline from Fisherman's Landing to City Hall**

11. Downtown will have a balanced transportation system that facilitates ease of movement with two-way streets, mass transit, and traffic calming features to enhance pedestrian circulation. **With covered transit shelter**
- a. A system of corner "bump outs" will be implemented to calm traffic and shorten pedestrian crossing distances. **Include Webster/Muskegon**
  - b. Where appropriate, construct intersection roundabouts to reduce accidents, improve efficiency, and facilitate pedestrian crossings. **Incl. Webster/Muskegon**
  - c. **Include proper snow removal procedures that protect non straight-line streets**
  - d.

12. Adequate downtown parking will be provided to serve the needs of residents and visitors.
- a. On the street, parallel parking will be added to downtown streets where it is currently missing.
  - b. A shared use parking system will be implemented to reduce the quantity of downtown surface parking.
  - c. **Parking needs to be free - encourage people to come down here, not go to the mall!**
  - d. **Don't put the run-off into the lake - central rain collection & infiltration - it will work in our sandy soil**

13. The Downtown lakefront will support a variety of water-born transportation modes.
- a. A staging area for the cross-lake ferry will be developed downtown. **/cruise ships**
  - b. **Shopping docks for booters**
  - c. **Boat rental / jet ski's, pontoons etc.**
  - d. **Connect lake w/ canal from Edison Landing to SPX**
- w/ near by place for ice cream shop.**

**Yes!**

**Downtown Muskegon Lake Beach area for recreation on days too cool for Lake MI beach. Similar to beach on Mona Lake. Possibly start with small beach next to Terrace Point by the 6 public parking spots. Possible could add a downtown swimming pool in future in adjacent property. Alternative sites: Edison Landing, Shoreline Inn's vacant land, Mart Dock's land**

Expand market to be more like San Francisco - waterfront mkt

14. The Downtown district will include a variety of attractive public open spaces to accommodate festivals, special events, and casual use.

**A space to hold regular free/cheap music events - local performers - get people to Heritage Landing for more than major concerts - it's a great park!**

- Why if the citizens have said on several occasions. They do not want it moved**
- a. The Farmer's Market will be relocated downtown to provide spin-off benefits for businesses. **Make sure there is drop off access w/o curbs**

- b. Small public amphitheatre...amphitheater in middle of Webster between 3<sup>rd</sup> & 4<sup>th</sup> st.
- c. Link YMCA frontage to Heritage landing
- Yes! → d. Take advantage of "sports fishing" on Musk. Lk! Improve Fisherman's Landing.

Think of moving farmers market to old MichCon property by Hume grocery Make a covered-indoor area for it to go year-round

15. Downtown will incorporate sustainability principles and green infrastructure practices into its development.
  - a. Develop infrastructure standards that promote sustainable stormwater management, reduction of heat island effect, and other green principles.
  - b. Green roofs
  - c. Help downtown businesses recycle Wind energy
  - d. Seek business to employ people downtown
  
16. Downtown will have attractive green amenities that provide a contrast to the urban hardscape and enhance visitor impressions.
  - a. Establish a beautification committee or downtown improvement district to manage improvement efforts.
  - b. Low impact development strategies
  - c. Include trees, flowers, hanging baskets, pots, etc → don't make small bus. owners pay for it either
  
17. Public Art Amenities.
  - a. (4) pieces on 3<sup>rd</sup> st & Federal Sq.
  - b.
  - c.
  
18. Strong downtown organization that coordinates downtown (that includes all people improvement with different abilities)
  - a.
  - b.
  - c.
  
19.
  - a. Direct Apple Ave traffic via Terrace to Shoreline Drive
  - b. Continue to improve Webster & Muskegon as neighborhood St.
  - c. Improve crossing from neighborhood to trail system.
  - d. Orient 3<sup>rd</sup> St. to primarily biking & walking.