

PINE STREET BUSINESS DISTRICT IMPROVEMENT PLAN



MSU PLANNING
PRACTICUM

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INTRODUCTION

EXECUTIVE SUMMARY

Business districts and urban corridors play a crucial role in the local economy, serving as hubs for economic activity, community engagement, and social interaction. The Pine Street Business District, situated in the vibrant city of Muskegon, is a renowned business district known for its unique charm and bustling corridor lined with antique shops, making it a popular destination for visitors and locals alike. However, the district faces several challenges that hinder its full potential. The key challenges faced by Pine Street Business District are:

1. **Lack of Streetscape Elements:** The streetscape of Pine Street needs improvement to enhance the pedestrian experience and make the district more walkable.
2. **Lack of Social Spaces:** The district lacks social spaces, which are essential for community engagement and vibrancy.
3. **Degraded Façade along the Corridor:** The façades of buildings along the Pine Street corridor are in poor condition, affecting the overall appearance of the district and its attractiveness to visitors.
4. **Underutilized and Vacant Parcels:** The presence of underutilized and vacant parcels of land in the district presents both opportunities and challenges for revitalization efforts.

5. Strengths and opportunities can be leveraged to drive positive change in the district. The strengths of the Pine Street Business District include progressive community values, existing businesses such as local vintage and antique shops, participation culture and strong social ties, proximity to Downtown and Lake

Muskegon, and parcels with historical significance for the African American Community. There are also opportunities such as vacant parcels for development, potential opportunities for public-private partnerships, collaboration with Downtown Development Authority and the Chamber of Commerce, and the presence of Form-Based Code, which can facilitate revitalization efforts.

At the city level, there are also opportunities and threats that need to be considered. Opportunities include the demand for housing, while threats include decreasing population, possible recontamination of Lake Muskegon, low higher education attainment among the population aged 25 and over, and limited funding opportunities and tight competition.

The market analysis of the area reveals several opportunities for new business types to add/expand in the region. The results of market analysis indicate that healthcare is a prominent industry in Muskegon and its surrounding areas, with numerous healthcare facilities and hospitals in the area. Clothing and Hobby/Book/Music stores could be potential business types to add or expand in the region, as substantial leakage values exist for both these business types, indicating higher local demand than current supply. Additionally, there is a substantial demand for General Merchandise Stores in the downtown Muskegon and the majority of the city of Muskegon, suggesting the potential to add more businesses of this type in the area.

The Practicum team has worked closely in collaboration with the City of Muskegon to develop a comprehensive improvement plan for the Pine Street business district. The Pine Street Business District Improvement Plan aims to address the challenges, leverage strengths and opportunities, and tap into the market potential to revitalize the Pine Street Business District, promote economic growth, enhance the pedestrian experience, and create vibrant social spaces. By fostering collaboration among stakeholders, implementing innovative solutions, and leveraging available resources, the Pine Street Business District can become a thriving and sustainable business corridor that benefits the local community and the overall economy of Muskegon.

The plan is divided into three parts, each offering recommendations for streetscape improvement, façade improvement, and infill development.

Part one of the recommendations focuses on streetscape improvement, proposing the implementation of the "complete streets" concept by adding streetscape elements such as street trees, lighting, signs, banners, and parklets along the Pine Street corridor. This will enhance the pedestrian experience, make the district more walkable, and address the challenges of lack of streetscape elements and social spaces.

Part two of the recommendations includes façade improvement guidelines, outlining the implementation and promotion of the Façade Improvement Program. The Practicum team suggests further development and promotion of the program, along with design guidelines for improving the façade of existing buildings or new developments. This will

help improve the overall appearance of the district and address the challenge of degraded façades along the corridor. Part three of the recommendations focuses on infill development, proposing the schematic design of three buildings for vacant parcels in the district. These buildings will serve different purposes, including a landmark building to address market gaps, and two buildings with historical significance to the African American community to address housing demands with both rental and for-sale units. This section also encompasses comprehensive guidelines for temporary use interventions, which involve strategic public and private partnerships, as an effective approach to implementing temporary usage or temporary urbanism on vacant parcels that may not be immediately ready for full-scale development.

Lastly, the Practicum Team proposes a framework for establishing a business improvement association within the district, along with bylaws for its operation, in response to the City of Muskegon's request.

By implementing these recommendations, the Pine Street business district can overcome its challenges, leverage its strengths and opportunities, and foster economic growth, community engagement, and vibrancy.

INTRODUCTION PLANNING PRACTICUM

Practicum is a capstone course in Michigan State University's (MSU) Urban and Regional Planning program. Practicum allows students to apply their classroom knowledge in a practical setting, enabling them to gain valuable experience and practice in the field. This experience helps to bridge the gap between academic knowledge and professional practice, which is essential for the successful transition from student to practitioner.

Michigan State University's Planning Practicum team has partnered with the City of Muskegon to conduct a comprehensive analysis of the Pine Street Business District and provide a district improvement plan.

INTRODUCTION

PROJECT BACKGROUND

Muskegon's Pine Street business district needs revitalization and enhancement of its urban space vibrancy to create its own identity as an investment hotspot and promote local businesses and services. The district continues to face significant challenges due to underutilized land, deteriorating façades, and a streetscape that does not promote vibrant pedestrian activity.

The district struggles to attract investment and use its opportunities to their fullest potential. The strategies to redevelop the district must focus on the repurposing of underutilized areas, the improvement of existing buildings, and the enhancement of streetscapes. This report is prepared by Michigan State University's Planning Practicum Team, which includes undergraduate and graduate students, in collaboration with the City of Muskegon's Planning Department and Downtown Development Authority representatives.

This report describes the planning and design processes, strategies, and methods that adhere to the experiences of the members of Michigan State University's Planning Practicum Team - hereafter referred to as "Practicum Team" and the needs and requirements of the City of Muskegon - hereafter referred to as "The Client."



INTRODUCTION MISSION STATEMENT

The **goal** of the project is to transform the Pine Street Corridor into an **equitable** and **sustainable** business district with a **vibrant public space**, which will provide an excellent platform for **existing businesses**, goods, and services to **flourish**, as well as brand the area as a hotspot for **future investments**.

This will be accomplished by enhancing **walkability** and creating a distinctive and **unified streetscape** that will give the district a **unique identity** and reinforce the sidewalk as an essential element of the public realm. Furthermore, **potential development scenarios** for the **three underutilized lands** will be presented to aid the district in achieving its **vision** of becoming a **unique business district**.

An isometric illustration of a community scene. In the background, there is a two-story building with a cross on its facade, possibly a pharmacy or clinic. A person is walking with a cane on the sidewalk in front of it. A person is riding a bicycle on the road. In the middle ground, a person is walking a dog on a leash. In the foreground, there is a single-story building with a Canadian flag on a pole in front of it. A person is walking on the sidewalk in front of this building. To the right, there is a building with a sign that says "LIBRARY". A person is riding a bicycle on the road. The scene is set on a street with a sidewalk and a road. The overall color palette is muted, with a dark blue background and various shades of green, yellow, and brown for the buildings and landscape.

COMMUNITY PROFILE



CITY PROFILE

LOCATION

Muskegon, the seat of Muskegon County (1859), is located on Lake Michigan near the mouth of the Muskegon River (which forms Muskegon Lake), 40 miles northwest of Grand Rapids (see Figure 1). The city is the largest port on Lake Michigan’s eastern shore, with extensive international trade, and is named after an Algonquian word that means “marshy river” (Britannica, 2016).

Muskegon has always been linked to the fresh waters that inspired its growth and has maintained its quality of life. An optimal location for trade and commerce, the Shoreline City was founded on the fur trade and lumber industry in the mid-nineteenth century.

CITIES, TOWNSHIPS, AND VILLAGES OF MUSKEGON COUNTY, MICHIGAN

Local Units Names, Codes, and Map Features

City

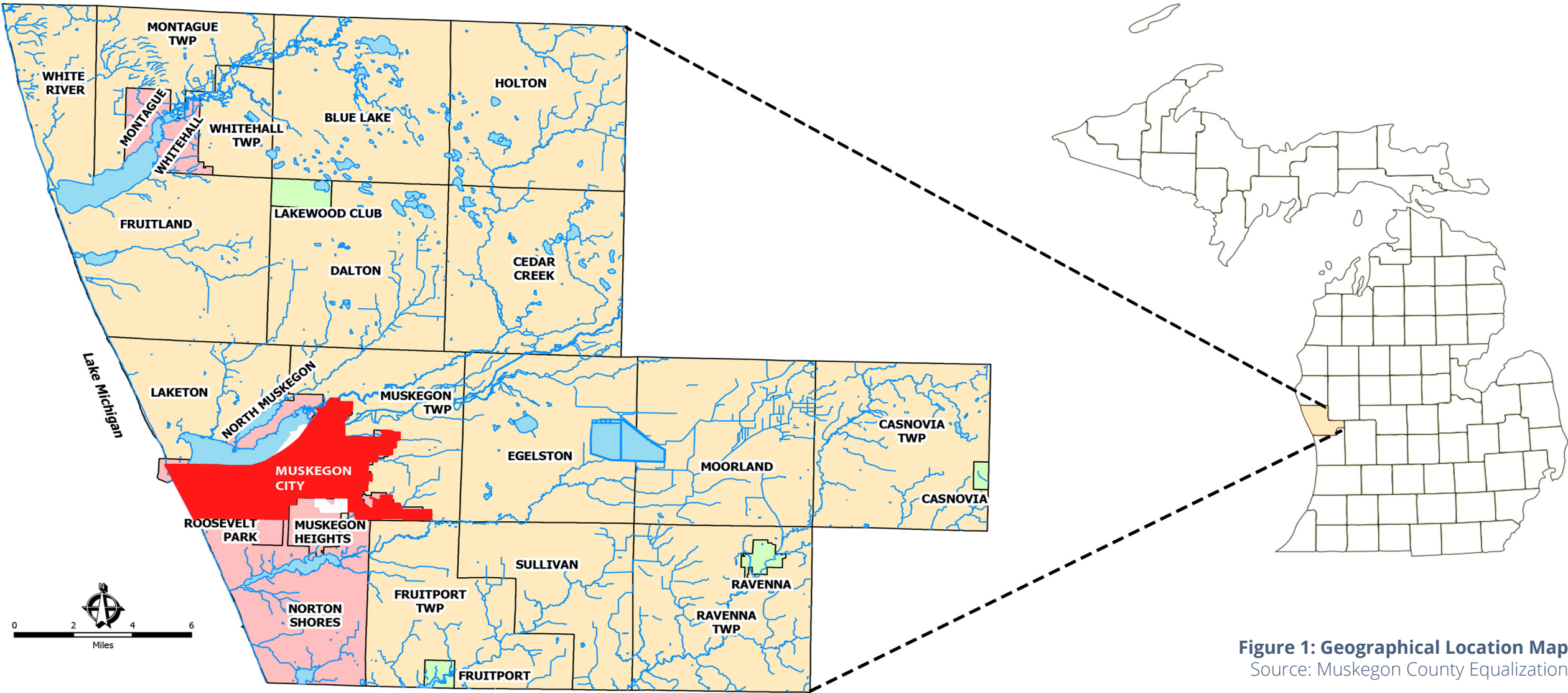
Township

Village

Lakes

Rivers

Townships	Townships	Cities	Villages
Blue Lake	Laketon	Montague	Casnovia
Casnovia	Montague	Muskegon	Fruitport
Cedar Creek	Moorland	Muskegon Heights	Lakewood Club
Dalton	Muskegon	Norton Shores	Ravenna
Egelston	Ravenna	Roosevelt Park	
Fruitland	Sullivan	Whitehall	
Fruitport	White River		
Holton	Whitehall		



1 CITY PROFILE BACKGROUND

EARLY HISTORY:

Several Native American tribes, including the Ojibwe and Potawatomi originally inhabited Muskegon. The area was later settled by European traders and missionaries in the late 1700s, who established trading posts and missions among the indigenous peoples.

INDUSTRIALIZATION AND GROWTH:

In the mid-19th century, the discovery of large stands of white pine in the area led to a boom in the lumber industry. The city became known as the “Lumber Queen of the World.” Lumber barons built large homes and institutions, including churches and schools, and the city grew rapidly.

Lumber barons established sawmills along the Muskegon River, and the city became a major hub for the production and shipping of lumber. The local economy took an immense hit when the fur and lumber industries moved out. With the community disorganized, the people of Muskegon did not feel overly optimistic about their city.

Upon the collapse of the lumber industry in the 1890s, city leaders and the city’s Chamber of Commerce used financial incentives to lure new businesses to town.

One such business was the Amazon Hosiery Company of Michigan City, Indiana. The company, which later relocated to Muskegon, built a mill on Western Avenue near the waterfront under the name Amazon Knitting Mill (see Figure 2).

20TH CENTURY:

In the early 20th century, Muskegon diversified its economy, by establishing manufacturing industries, such as furniture and paper products. The city also became a popular resort destination, attracting tourists with its sandy beaches and numerous attractions. In the mid-20th century, Muskegon underwent significant changes, with the expansion of its industrial base and the growth of its suburbs. Muskegon’s population grew rapidly during this period, and the city became a major manufacturing center, primarily in the automotive and furniture industries.

During World War II, Muskegon was a major center for producing war materials, including ships, tanks, and aircraft parts. This helped to rebound the economy from the crash during the Great Depression of the 1930’s.



Figure 2: Amazon Knitting Co., Muskegon, MI (1895)

Source: Actors' Colony, 1983

POST-WORLD WAR II:

Following World War II, Muskegon experienced a period of suburbanization and population growth, as many residents moved to the suburbs in search of new housing and job opportunities. In response, the city underwent several urban renewal projects, to revitalize the downtown area and attract new businesses and residents.

TODAY:

Muskegon is enjoying an urban revival, reclaiming its waterfront from past industrial uses, revitalizing urban core neighborhoods, and reinvesting in new

downtown development after demolition of a 1970s-era shopping mall (Opportunity Zones - City of Muskegon, 2019).

Muskegon continues to use its historic port for commerce and recreation. It remains a popular vacation destination on the Lake Michigan shoreline with various attractions, including museums, parks, and festivals, that draw visitors from around the region (History - City of Muskegon, 2019).

1 SOCIOECONOMIC PROFILE DEMOGRAPHICS

Business marketing strategies rely heavily on demographics since they determine the characteristics, wants, and needs of individual members of an audience (Fairlie, 2022). Demand for services among different population segments is determined using population information. Population composition and changing demographics influence demand, such as age-sex distribution, household types, occupational distribution, spatial distribution, educational levels, and income levels (Evaluation, 2010).

POPULATION:

US Census Bureau figures show Muskegon's population declined from 40,000 in 2000 to 37,500 in 2020 (see Figure 3). Looking at the change rate of population at the city, county, and state levels, the county and state show an upward trend, except from 2005 to 2010. During this period, Muskegon's population dropped sharply by 3.61 percent. Between 2015 and 2020, the City's population dropped rapidly again to about half what it was between 2005 and 2010 (see Figure 4). Overall, the county and state are growing slowly, but Muskegon is shrinking.

AGE DISTRIBUTION:

Muskegon, Muskegon County, and the

entire state have steadily increasing median ages. According to the state's forecast, Michigan's median age will be 41.8 by 2027, which is slightly higher than Muskegon County's forecast of 41.4 by 2027 (see Figure 5). In contrast the projection shows that the gap between Muskegon's and the state's median age has been widening since 2000. By 2027, Muskegon's median age will be 5.3 years younger than the state's. In Muskegon in 2021, the proportion of males (51.2%) is slightly higher than that of females (48.8%). In terms of age by sex, about one-third of the population is between the ages of 20 and 39, and another third is between the ages of 40 and 69 (see Figure 6).

RACE TRENDS:

Approximately half (50%) of Muskegon's population is White, and the second most prevalent race is Black/ African American (34%). The Hispanic population is the next largest race in the city accounting for approximately 9% of the population. Other races such as Asian and Pacific Islander represent a much smaller proportion of the population at just 0.3% and less than 0.1%, respectively. Lastly, there also exists a somewhat notable portion of the population that are two or more races (6%).

Figure 3: Population Trends in Muskegon

Source: U.S. Census Bureau, 2020

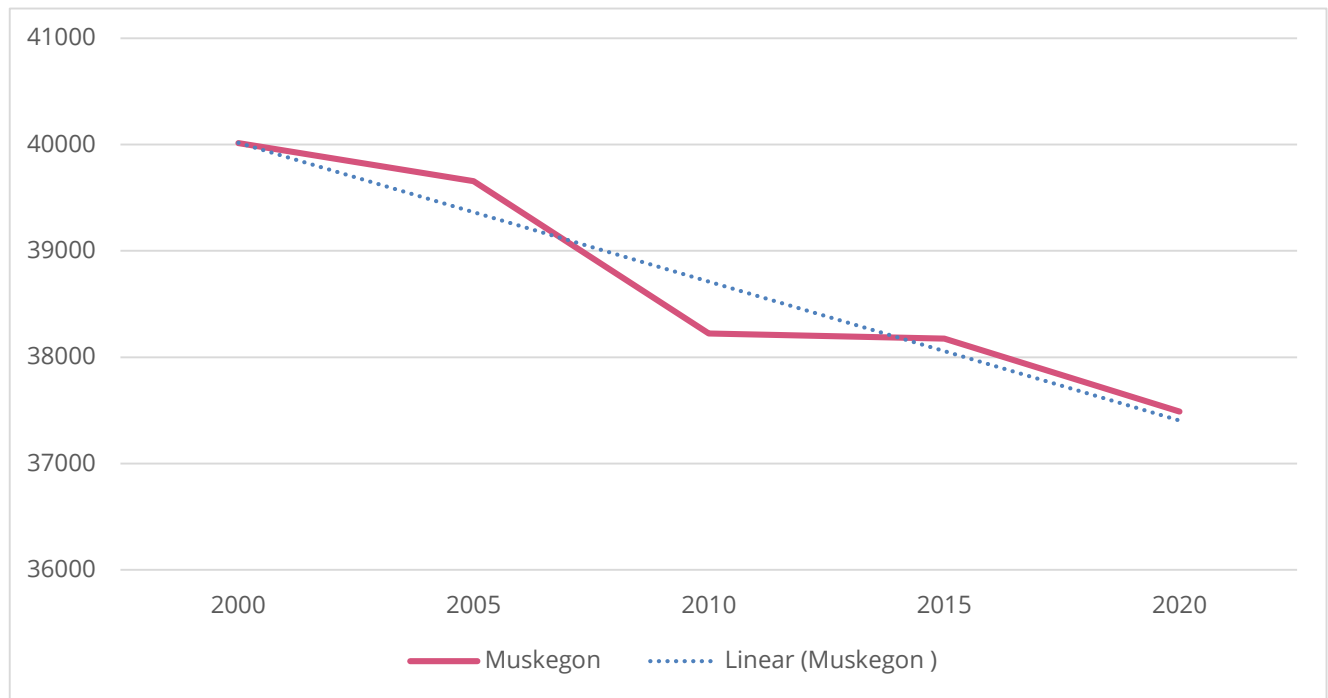


Figure 4: Change Rate in Population at the City, County, and State Level

Source: U.S. Census Bureau, 2020

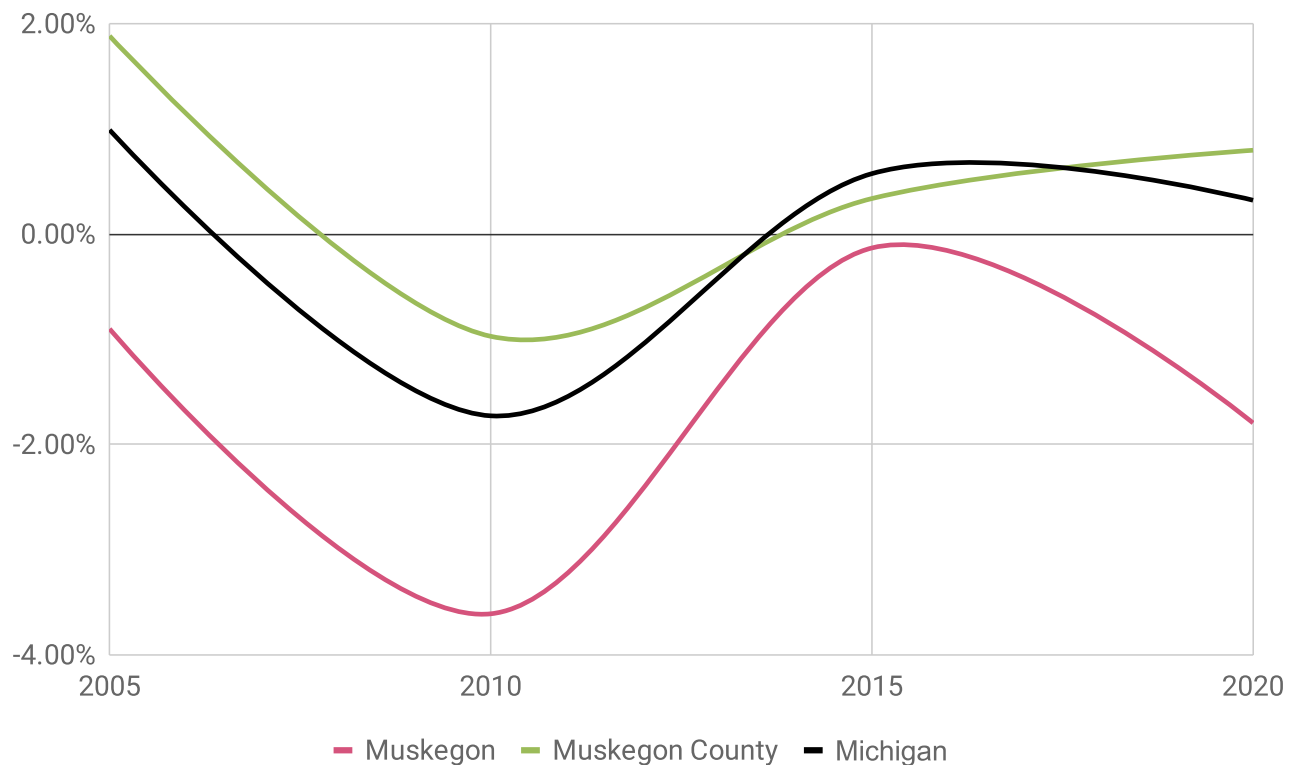


Figure 5: Median Age Trends at the City, County, and State Level

Source: U.S. Census Bureau, 2020

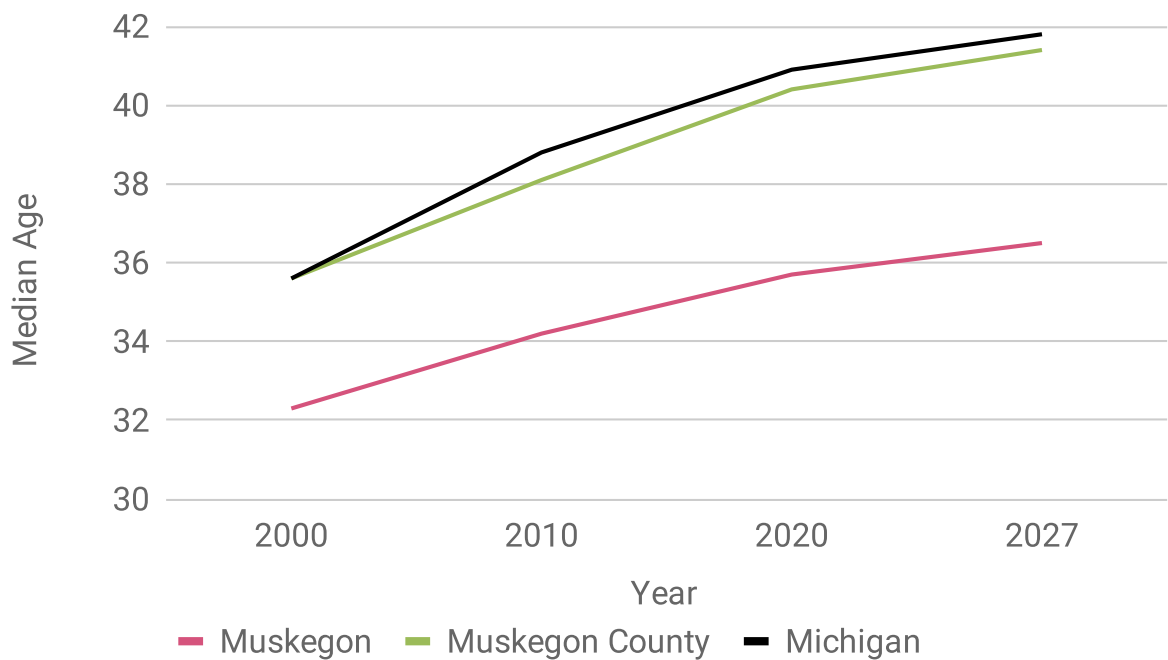
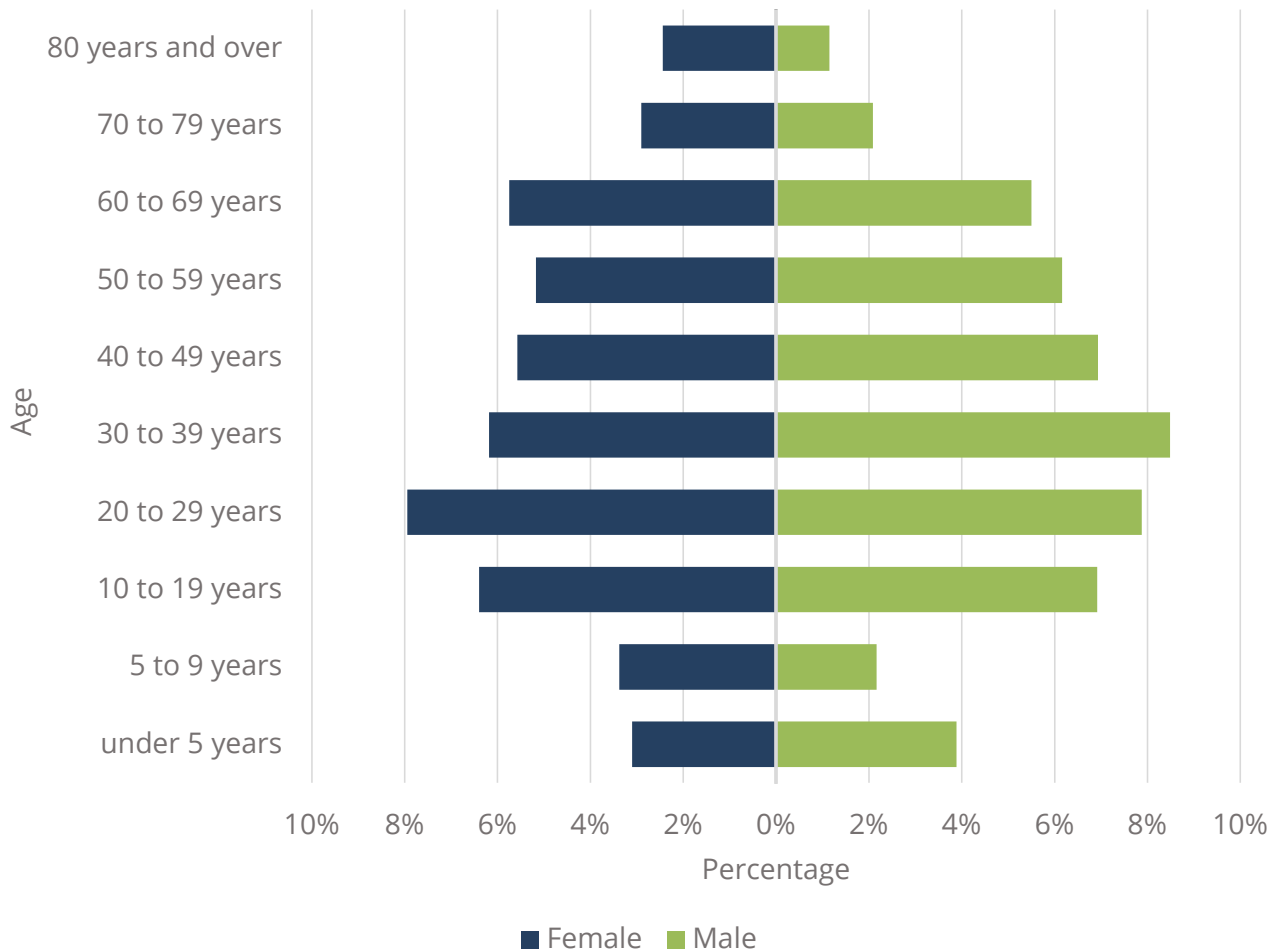


Figure 6: Population Age by Sex in 2021 in Muskegon, MI

Source: U.S. Census Bureau, 2020



SOCIOECONOMIC PROFILE

EDUCATION

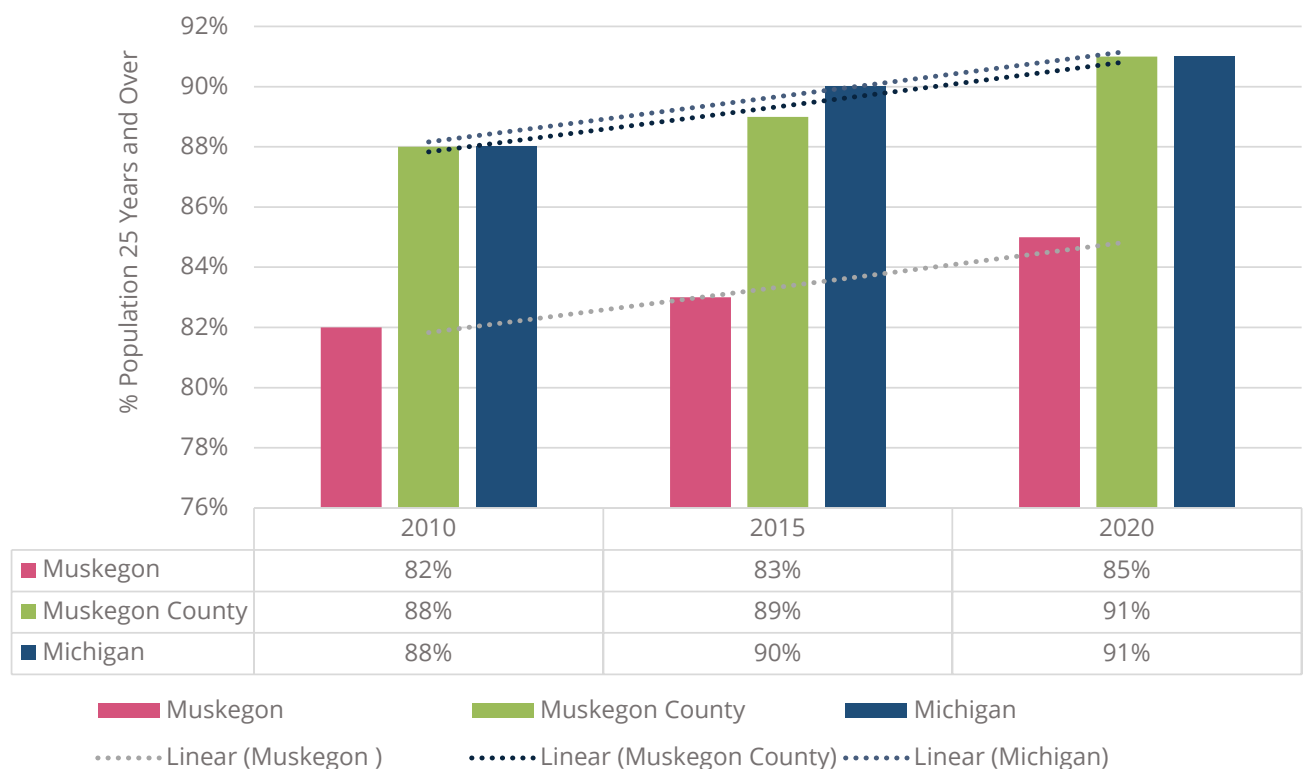
1

E **DUCATIONAL** attainment remains one of the most important indicators of economic success in a community. The city has a relatively low educational attainment rate, with approximately 25% of the population having a bachelor's degree or higher. Muskegon City's proportion of the population with a High School diploma or higher level of education for those 25 years and over is approximately 6% below that of both Muskegon County and the state of Michigan in 2010 (see Figure 7).

The rate remains below that of the county and the state of Michigan through 2020, but it does increase at a moderate pace. The rates for all three levels of education increase continuously from 2010 to 2020 as well.

Figure 7: Change in Educational Attainment by Age from 2010 to 2020 at the City, County, and State Level

Source: U.S. Census Bureau, 2020



SOCIOECONOMIC PROFILE

INCOME | UNEMPLOYMENT

INCOME and education statistics are important in analyzing the capabilities of the local workforce. Furthermore, housing decisions, education choices, childcare, food choices, and medical treatment are influenced by income. The income data can also be used to compare the competitiveness of the County with that of other areas. Additionally, it provides an indication of how well the economy is doing in the region.

Overall, median household income in Muskegon, Muskegon County, and Michigan State showed almost the same growth trend. Specifically, it grew slowly from 2000 to 2010 and experienced explosive increase from 2010 to 2021 (see Figure 8).

However, Muskegon has the lowest median household income, ranging from around \$28,000 in 2000 to \$38,000 in 2021. In addition, median household income in Muskegon County in 2021 was 1.5 times that of Muskegon and that of Michigan State was 1.7 times that of Muskegon.

UNEMPLOYMENT rate can provide insight into the economic vitality of an area, and by tracking these averages over time, generalizations can be made about the future. The unemployment rate includes people with low-paying or low-skill jobs that don't offer enough hours for benefits or to earn a living wage. According to Öner (2010), there is a strong correlation between unemployment and economic activity.

Unemployment and growth can be viewed as two sides of the same coin: when economic activity is high, more production happens, and more people are needed to produce the higher amount of goods and services. In times of low economic activity, firms reduce their workforce and unemployment rises. Thus, unemployment is countercyclical, meaning it rises during periods of low economic growth and falls during periods of high growth.

The unemployment rate for Muskegon decreased faster than that of the state of Michigan from 2010 to 2020 (see Figure 9). Muskegon also showed a rather impressive trend of decreasing unemployment throughout this period, dropping from a double-digit rate in 2010 to just over 5% by 2020. Overall, the unemployment rate decreased steadily from 2010 to 2020 at the city, county, and state level.

Figure 8: Median Household Income Trends at the City, County, and State Level

Source: ESRI, ACS, 2022

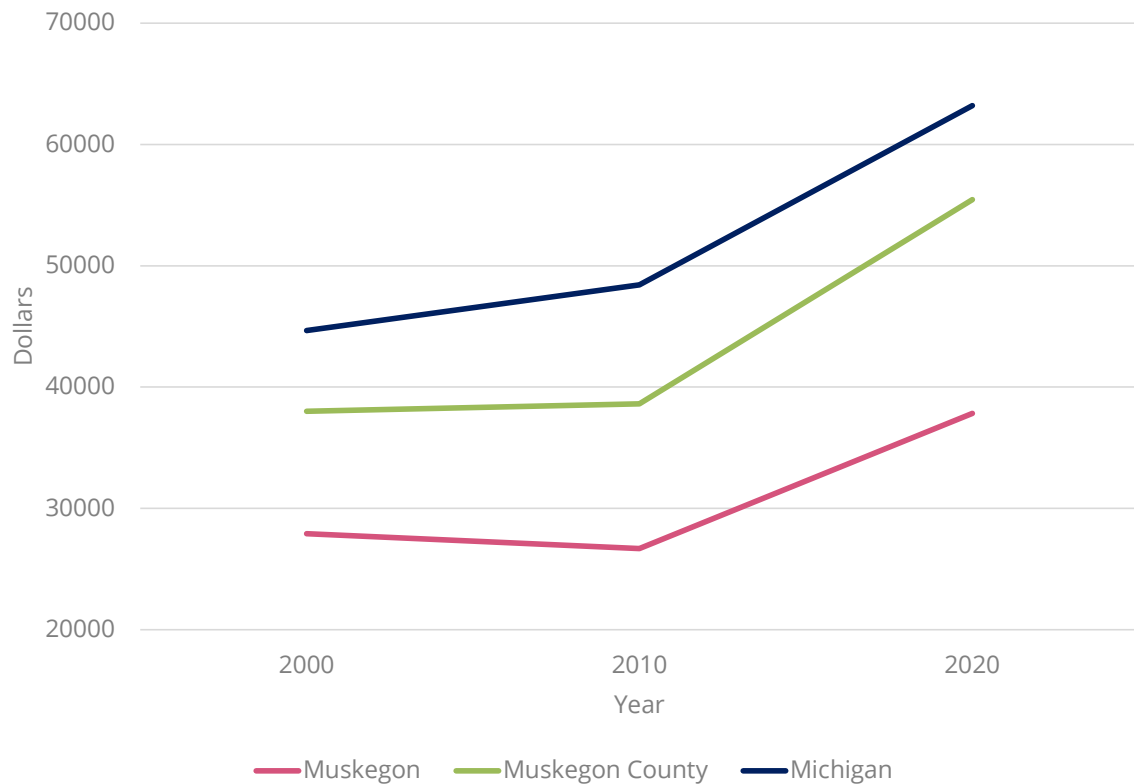
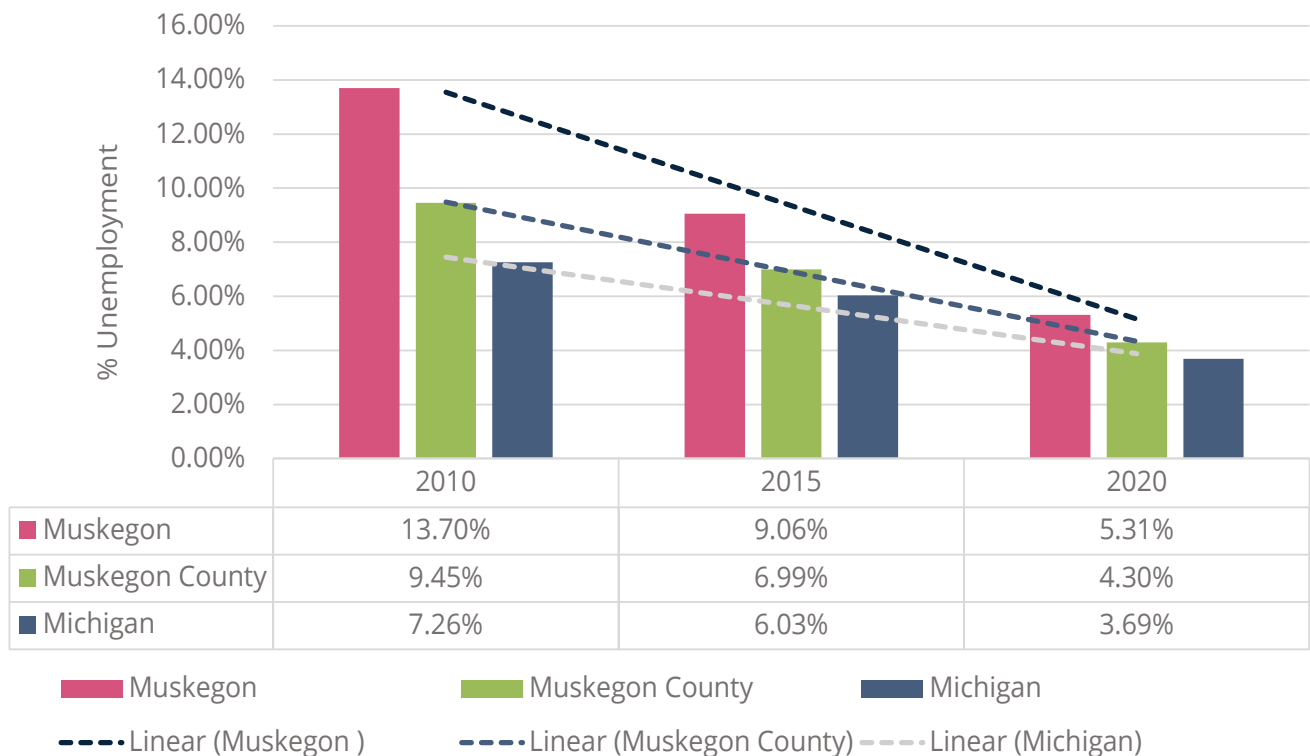


Figure 9: Change in Percentage of Unemployment 16 years and over from 2010 to 2020 at the City, County, and State Level

Source: U.S. Census Bureau, 2020



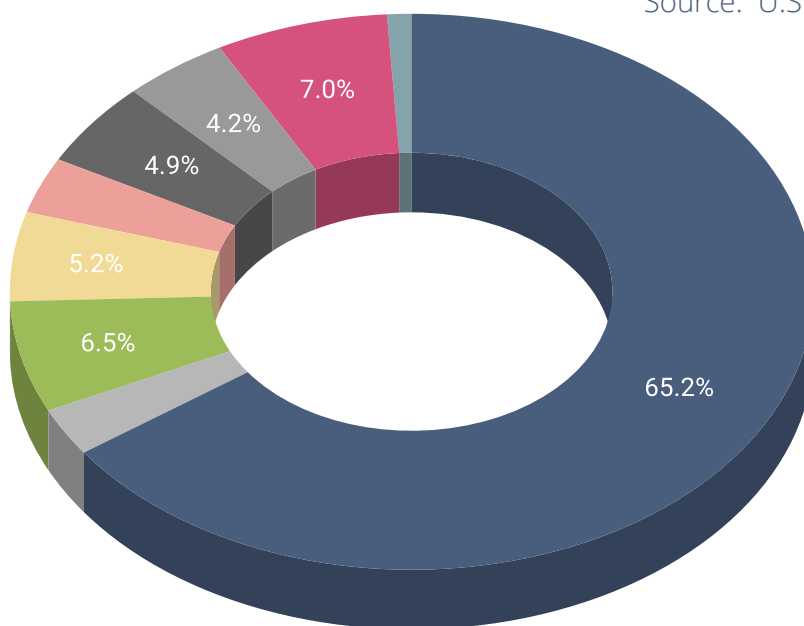
1 SOCIOECONOMIC PROFILE HOUSING PROFILE

According to Zhu (2014), the housing sector is a major component of investment and homes are a major component of wealth in many countries. Using the United States as an example, he explains how real estate accounts for roughly a third of nonfinancial private sector assets.

Muskegon has 16,031 housing units, most of which are single-family homes occupied by owners. For example, 68% of the housing stock is single-family units (attached and detached), while multi-family units and mobile homes each comprise 32% of housing stock (see Figure 10). 60.3% of homes are Owner occupied and 3.7% are rented houses.

The majority of housing units are part of an aging housing stock built before 1980 (approximately 87%) (See figure 11). A decline in housing production, particularly for single-family units, as well as a limited production of multi-family and missing middle housing resulted in a tightening of the housing market in recent years, which can be attributed to restrictive land use regulations.

Figure 10: Housing Type as a Percentage of All Housing Units in Muskegon
Source: U.S. Census Bureau, 2021



- 1, detached • 1, attached • 2 • 3 or 4 • 5 to 9 • 10 to 19 • 20 to 49 • 50 or more
- Mobile home

Furthermore, it has increased housing costs, especially for those 15-24 years old and 65+ years old (see Figure 12). As illustrated in Figure 14, building permit data confirm that new housing production has slowed since prerecession levels, especially for multi-family housing units. Though the Great Recession and the housing crisis that preceded it contributed

directly to the rapid decline from 2005 to 2008. However, housing production rates have not reached their peak of pre- 2005 levels. A high number of young population necessitates a greater housing production, particularly multi-family and middle-class housing units, in order to accommodate affordable housing for this age group.

Figure 11: Tenure by Year Structure Built by Units In Structure

Source: U.S. Census Bureau, 2020

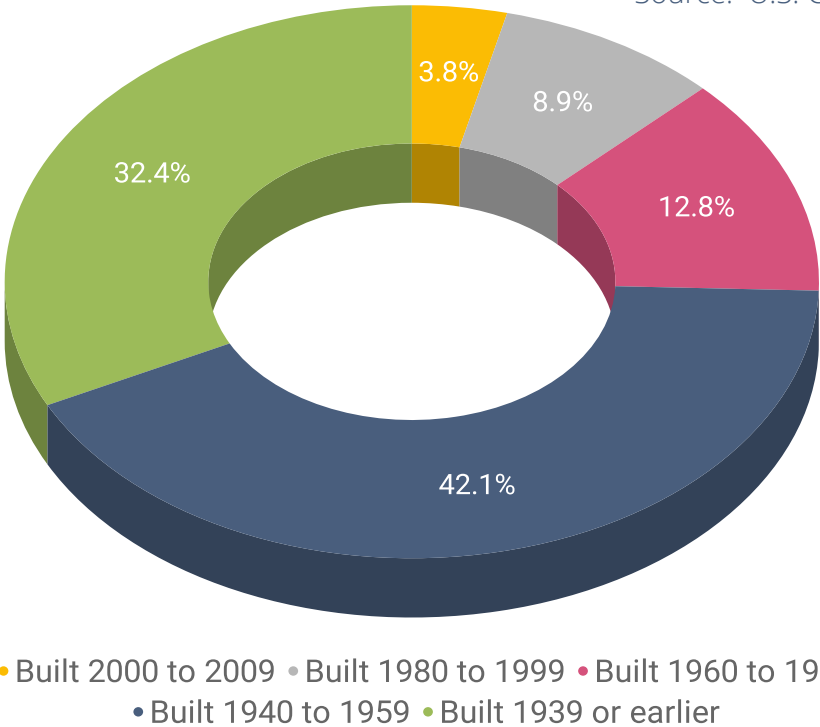


Figure 12: Percentage of Households with Housing Costs Greater than 30% of Household Income: By Age of Head of Household

Source: U.S. Census Bureau, 2020

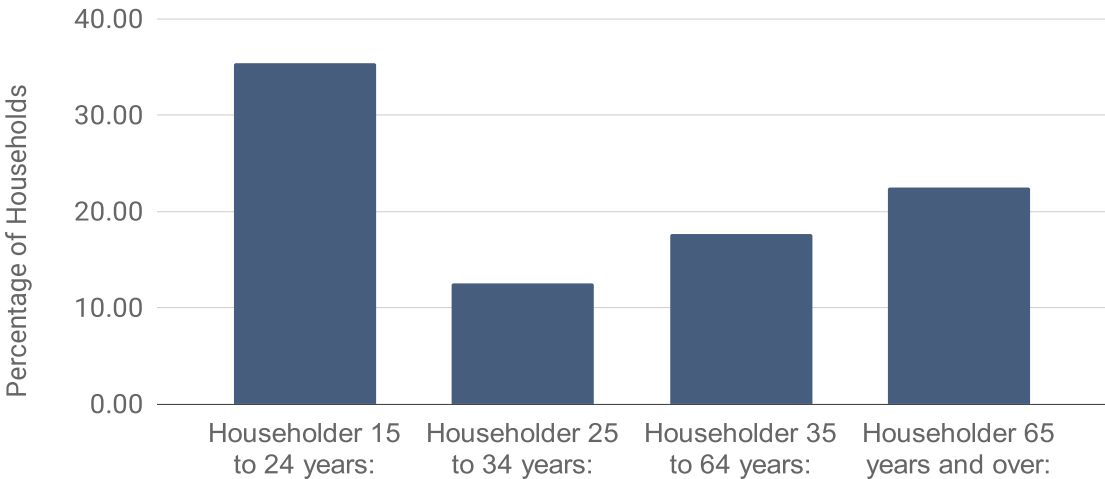


Figure 13: Percentage of Households with Housing Costs Greater than 30% of Household Income: By Tenure and Income

Source: U.S. Census Bureau, 2020

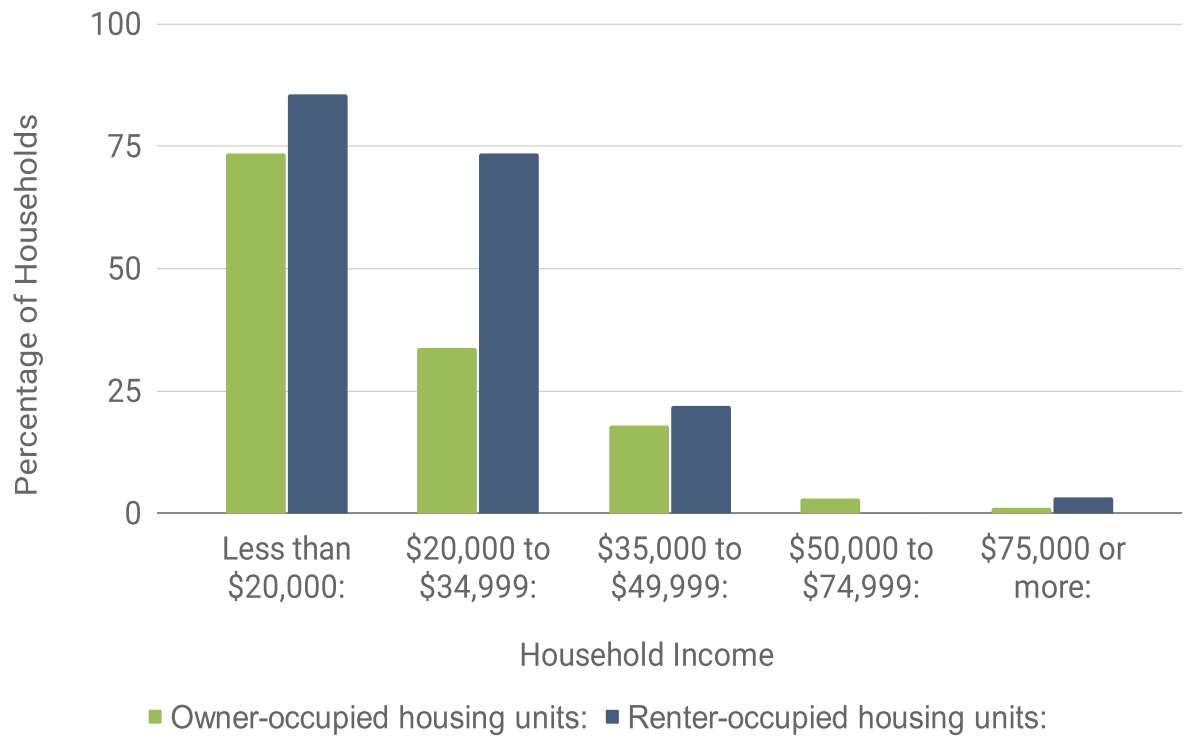
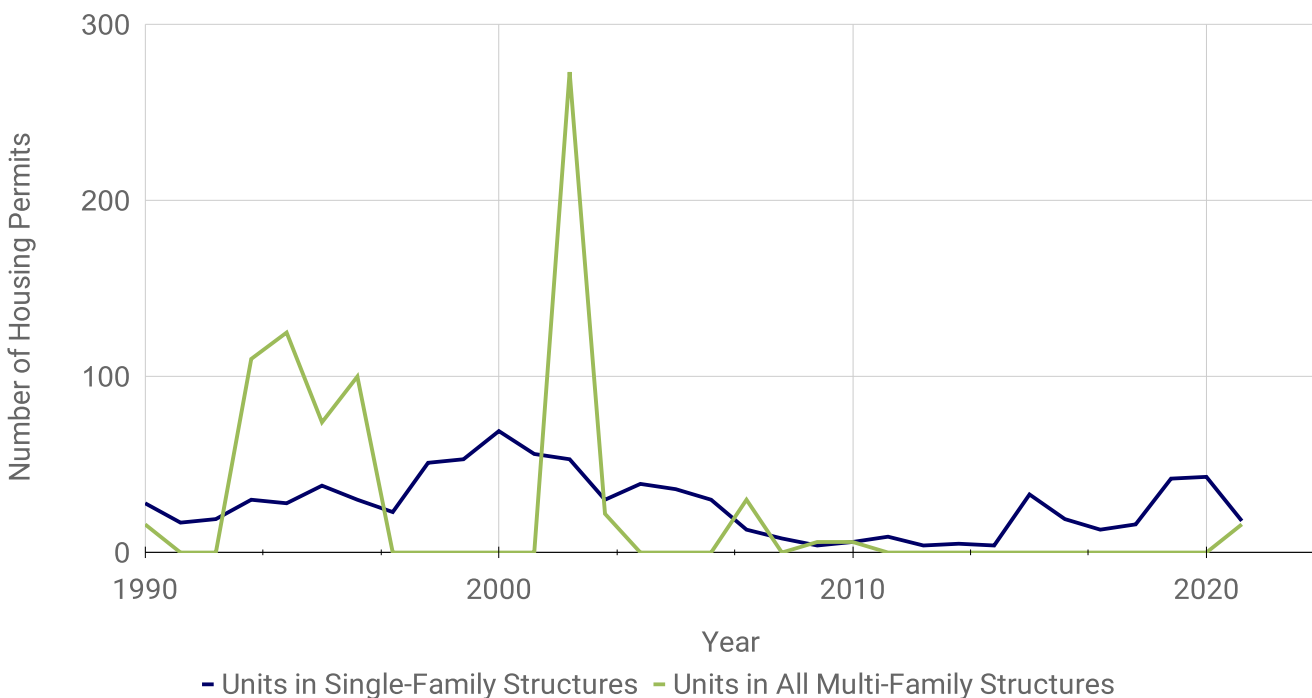


Figure 14: Housing Permits by Type of Housing and Year

Source: U.S. Census Bureau, 2020



Housing unit building permits for Muskegon and Muskegon County during a 10-year period from 2012 to 2021 were analyzed to better understand housing demand in the area. The total number of permitted units issued from 2019 to 2021 was the highest over the 10-year period, indicating a significant pace of residential development activity in both the city of Muskegon and Muskegon County, highlighting continued interest in development in the area (see Table 1).

To gain a comprehensive understanding of the housing needs in Muskegon, the Practicum team has summarized the housing needs assessment conducted by Bowen National Research, as this information is crucial for their proposal of buildings in the district.

HOUSING NEEDS ASSESSMENT – CITY OF MUSKEGON, MI

In July 2022, the City of Muskegon, Michigan enlisted Bowen National

Research to conduct a Housing Needs Assessment to understand the current and projected changes in the housing market due to changing demographics, employment trends, and economic drivers. The assessment provides an overview of present-day Muskegon, evaluating past and current demographic characteristics, employment trends, housing components, and assessing factors affecting the housing market. Online surveys were used to gather input from community members to inform housing policies and meet the city's current and future housing needs.

The analysis found that residential development costs associated with labor costs, utility costs, government fees, or taxes/assessments did not appear to be significantly higher in the city of Muskegon compared to adjacent areas of Muskegon County or the overall state of Michigan. The lack of available land and buildable sites within the city was identified as a barrier to development, despite favorable development costs.

Table 1: Housing Permits by Type of Housing and Year in Muskegon & Muskegon County

Source: SOCDS Building Permits Database at <http://socds.huduser.org/permits/index.html>

Housing Unit Building Permits for Muskegon, MI										
Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Multifamily Permits	0	0	0	0	0	0	0	0	0	16
Single-Family Permits	4	5	4	33	19	13	16	42	43	18
Total Units	4	5	4	33	19	13	16	42	43	34
Housing Unit Building Permits for Muskegon County, MI										
Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Multifamily Permits	2	16	9	0	0	0	12	0	2	26
Single-Family Permits	136	168	172	241	233	257	221	339	266	302
Total Units	138	184	181	241	233	257	233	339	268	328

HOUSING GAP ESTIMATES

1

The assessment conducted by Bowen National Research provides a five-year housing gap estimate for both rental and for-sale housing in Muskegon. The primary sources of demand for new rental housing identified in the assessment include household growth, units required for a balanced market, replacement of substandard housing, external (outside city) commuter support, and step-down support. As a result, meeting the housing needs of current and future households in the Muskegon market is likely to involve multifamily, duplex, and single-family housing options. The assessment also highlights various financing mechanisms, such as federal and state government programs, as well as conventional financing through private lending institutions, that can support the development of housing alternatives.

Table 2 summarizes the rental housing gaps by affordability level in Muskegon, and it is evident that there is a demand for rental housing across all household income levels over the next five years. The overall housing need for rental units is approximately 1,611 units in the city, ranging from 207 units for rents priced at \$2,146 or higher to 403 units for rents between \$895 and \$1,430. Without the addition of new rental housing units, Muskegon will struggle to meet the changing housing needs of the market.

Similarly, Table 3 shows the overall for-sale housing gap in Muskegon, which is estimated to be approximately 1,313 units over the next five years. While there is a housing need across all home price segments and affordability levels, the greatest gap of 413 units is for housing priced between \$190,668 and \$286,000, with a notable gap of 322 units for product priced at \$286,001 and higher. Although there are gaps for lower-priced units, it may be challenging for developers to build product at these price levels. However, there is potential to repair and modernize older existing homes in the market to sell at lower price points, as the lack of product at higher price levels may lead to increased demand for lower-priced units, where buyers may "step down" to a lower price point.

Based on the findings, the city proposed market growth strategies recommending various real estate options for additional or newly created housing units. These options include land without buildings, including surface parking lots for new development, unusable buildings for demolition-redevelopment, reusable non-residential buildings for adaptive-reuse, and vacant reusable residential buildings for rehabilitation. These strategies aim to address the challenge of limited available land for housing development in Muskegon.

Table 2: Rental Housing Gaps by Affordability Level in Muskegon

Source: Housing Needs Assessment, Brown National Research

	Muskegon, Michigan				
	Rental Housing Gap Estimates (2022 - 2027)				
Pecent of Median Income	≤ 30%	31% - 50%	51% - 80%	81% -120%	121% +
Household Income Range	≤ \$ 21,450	\$ 21,451 - \$ 35,750	\$ 35,751 - \$ 57,200	\$ 57,201 - \$ 85,800	\$ 85,801+
Monthly Rent Range	≤ \$ 536	\$ 537 - \$ 894	\$ 895 - \$ 1,430	\$ 1,431 - \$ 2,145	\$ 2,146+
Household Growth	-398	-74	184	118	193
Balanced Market*	154	86	64	25	21
Replacement Housing**	147	41	15	5	2
External Market Support	424	238	177	267	269
Step-Down Support	58	30	-5	160	-243
Less Pipeline Units	0	0	-32	-280	-35
Overall Units Needed	385	321	403	295	207

Table 3: For-Sale Housing Gaps by Affordability Level in Muskegon

Source: Housing Needs Assessment, Brown National Research

	Muskegon, Michigan				
	For-Sale Housing Gap Estimates (2022 - 2027)				
Pecent of Median Income	≤ 30%	31% - 50%	51% - 80%	81% -120%	121% +
Household Income Range	≤ \$21,450	\$ 21,451 - \$ 35,750	\$ 35,751 - \$ 57,200	\$ 57,201 - \$ 85,800	\$ 85,801+
Price Point	≤ \$71,500	\$ 71,501 - \$ 119,167	\$ 119,167 - \$ 190,667	\$ 190,668 - \$ 286,000	\$ 286,001+
Household Growth	-143	-147	-208	260	324
Balanced Market*	15	30	15	-32	-34
Replacement Housing**	28	17	10	4	3
External Market Support	320	285	230	177	340
Step-Down Support	18	-9	117	4	-127
Less Pipeline Units	0	0	0	0	-184
Overall Units Needed	238	176	164	413	322

*Based on Bowen National Research's survey of area rentals

**Based on ESRI/ACS estimates of units lacking complete indoor plumbing or are overcrowded

^Based on Bowen National Research proprietary research and ACS migration patterns for Muskegon

1 SOCIOECONOMIC PROFILE

CRIME

CRIME rates in an area can help business owners decide where to locate their businesses and take appropriate measures to assure their employees, customers, and property's safety and security.

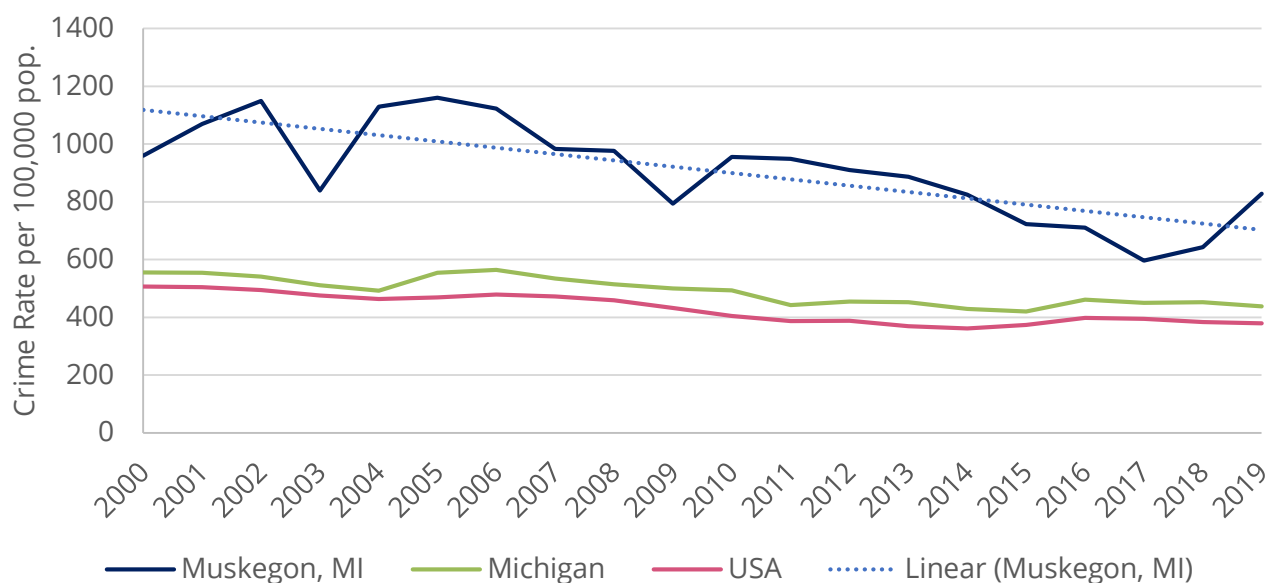
High crime rates can impact businesses by creating insecurity among employees and customers, resulting in reduced sales, productivity, and a negative reputation, as potential customers may avoid the business due to its location in a high-crime area.

Muskegon has a substantially higher crime rate than the typical American city. Muskegon is in the 11th percentile for safety. On a typical year, the crime rate in Muskegon is 59.25 per 1,000 residents. Muskegon residents consider the northwest section of the

city to be the safest. In Muskegon, your chances of being a victim of crime can range from 1 in 10 in the city's east neighborhoods to 1 in 59 in the city's northwest.

Based on the most recent violent crime data from 2019, Muskegon had a crime rate of 828 per 100,000 population, which was 1.9 times higher than the Michigan average (see Figure 15). While the overall crime rate has decreased since 2000, there has been an upward trend in crime rates from 2017 onwards. In the last 5 years, Muskegon has experienced an increase in violent crime but a decline in property crime.

Figure 15: Violent Crime in Muskegon County, the State, and the Nation
Source: BestPlaces.Net, 2022



SOCIOECONOMIC PROFILE

TRANSPORTATION PROFILE

1

TRANSPORT plays an important role in the economy and society today, impacting employment levels and the growth of the economy. Having effective transportation systems can help businesses access new markets and increase their efficiency. They can also make it easier for people to access jobs, services, and education.

Furthermore, they can reduce the time people spend on the commute and bring people closer together. Muskegon does not have its own individual Transportation plan but instead has a transportation section within its Master Land Use Plan. This plan is currently in the process of being updated. This report projected based on traffic reports that the area was going to see growth through the year 2020. "Recent census data supports that Muskegon County is just starting to grow, and it is anticipated that traffic data adjusted from 1995 counts will give supportable volumes" (Master Land Use Plan).

PUBLIC TRANSIT:

Public transit within the Muskegon Area is provided by Muskegon Area Transit Systems (MATS). This service provides 6 different fixed routes that operate 6 days a week as well as 3 trolley routes that operate during the summer. The fixed routes operate between the hours of 7am and 6pm Monday through Friday and between 10am and 6pm on Saturday. 4 of the 6 routes run every 30 minutes with the other two operating on an hourly basis. On Saturdays however each route runs on an hourly basis. Every route except for one meet Downtown to allow for transfers.

This report concludes that MATS is currently meeting public transit needs and has the ability to respond to changes in demand. It is important to note that this is a relatively old Master Land Use Plan and this could have changed since then. The city also provides a "senior taxi" service to city residents 65 and older.

Figure 17 shows the bus routes for Muskegon. There are 3 or 4 that come into contact with Pine Street at some point. They do not stay on the corridor for long but appear to use it more to pass through to another area instead.

COMMUTER TRANSPORTATION:

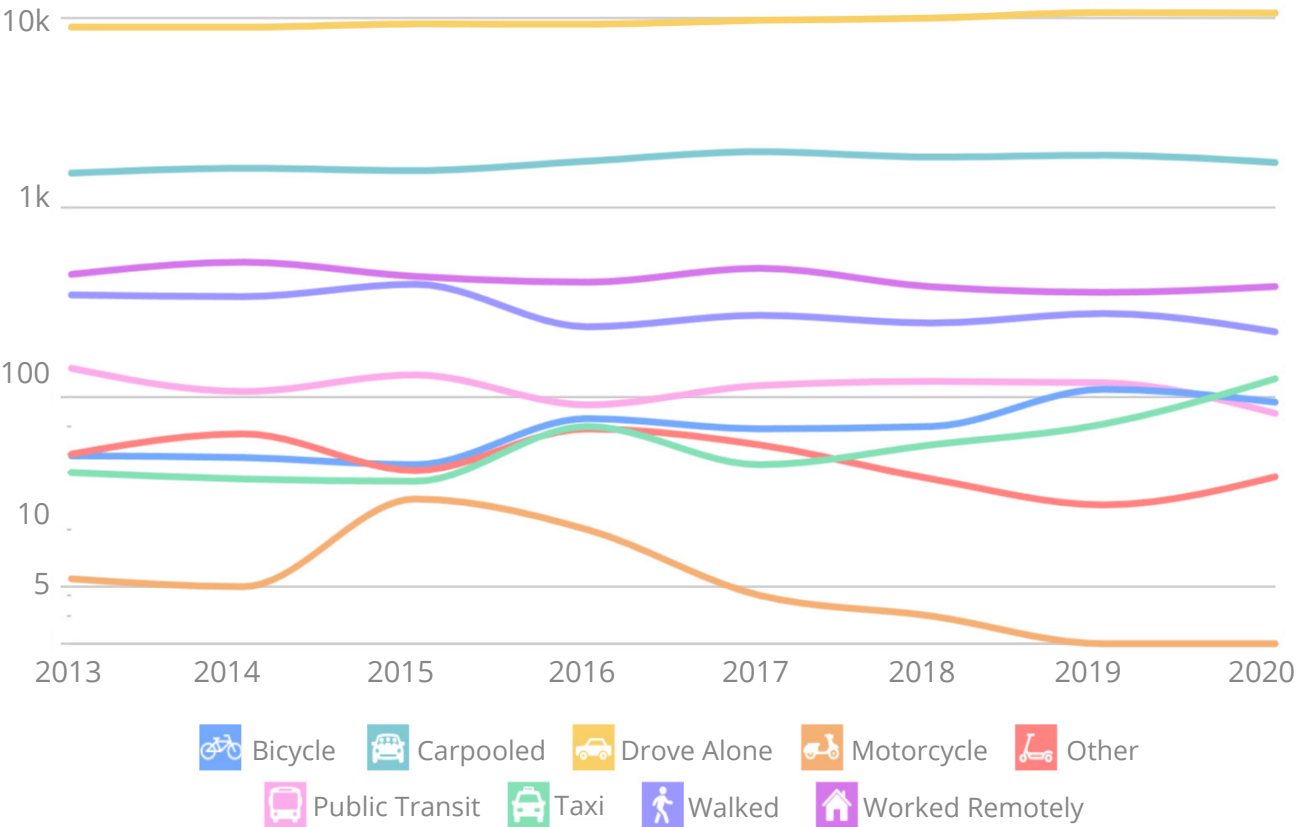
A 5-year estimate from the American Community Survey indicates that 79.9% of Muskegon workers drive alone to work, followed by 13.5% who carpool, and 2.8% who work remotely in 2020 (see Figure 16). On the y-axis, Figure 16 shows the number of households

using each mode of transportation over time with a logarithmic scale to better illustrate variations among smaller means. Logarithmic scales are useful because they allow for comparison of large and small numbers on the same chart.

By using a logarithmic scale, Figure 16 is able to clearly show changes in the number of households using each mode of transportation over time, even when the number of households is quite small.

Figure 16: Most common commute types in Muskegon, MI

Source: DataUSA, Census Bureau ACS 5-year Estimate, 2021



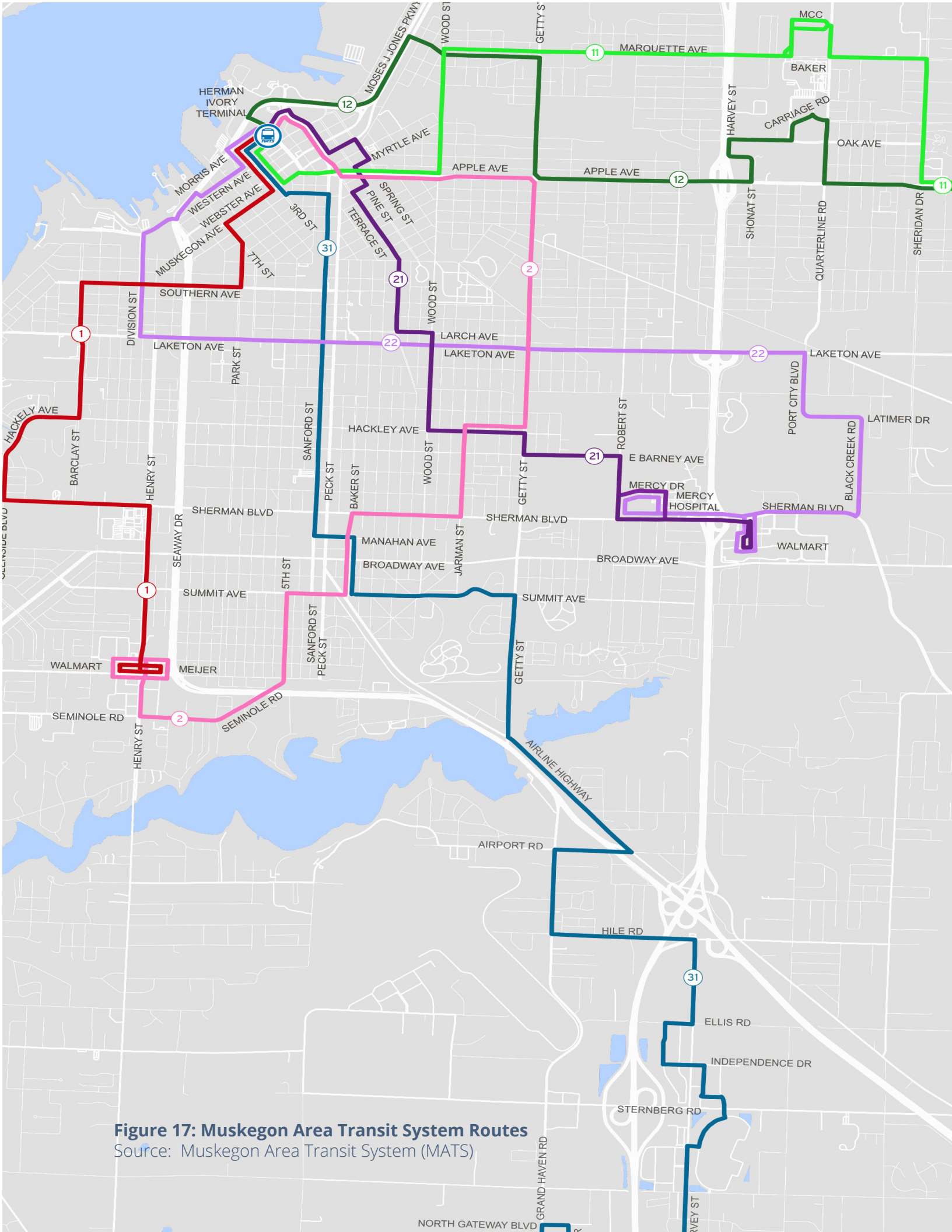


Figure 17: Muskegon Area Transit System Routes
Source: Muskegon Area Transit System (MATS)

COMMUTE TIME:

The bar graph in Figure 19 shows commute time versus the percentage of Muskegon households. Figure 19 illustrates that most households in Muskegon commute within 24 minutes or less. Furthermore, only 0.954% of Muskegon's workers commute over 90 minutes, which is considered a "super commute". With just 0.954% of Muskegon workers making the "super commute", Muskegon workers have a very low number of workers who commute over 90 minutes. On average, Muskegon employees commute faster

(20.4 minutes) than Muskegon county and state of Michigan workers (21.9 and 24.6 minutes, respectively) (see Figure 18). Figure 25 shows that the change in average commute time between 2000 and 2020 in Muskegon decreased significantly in 2010, but at the county level and state level it was not as significant during this period.

Figure 18: Change in Average Commute Time at the City, County, and State Level

Source: DataUSA, Census Bureau ACS 5-year Estimate, 2021

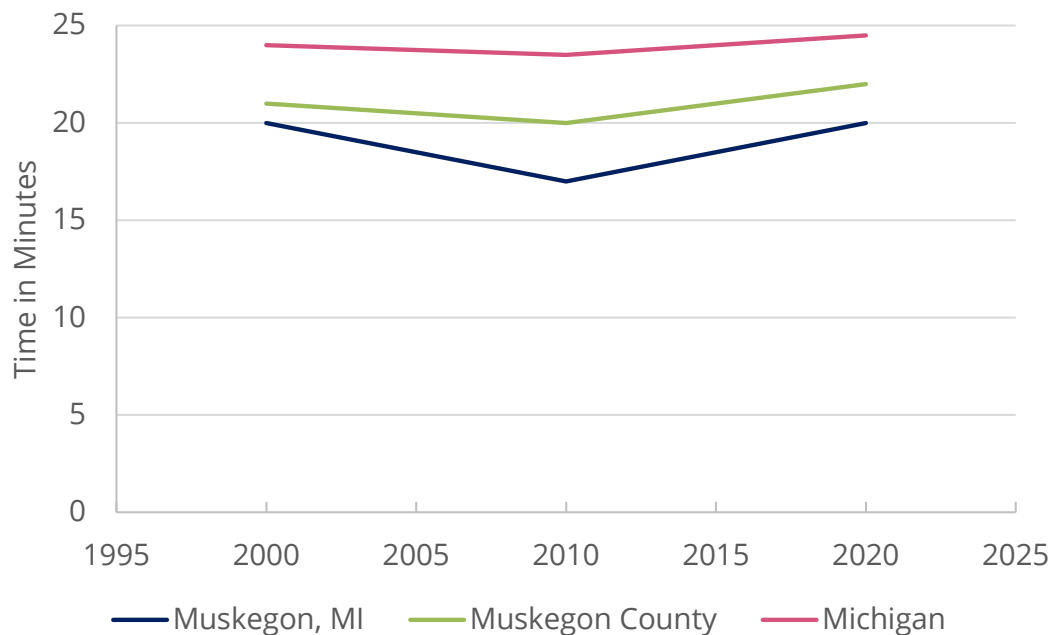
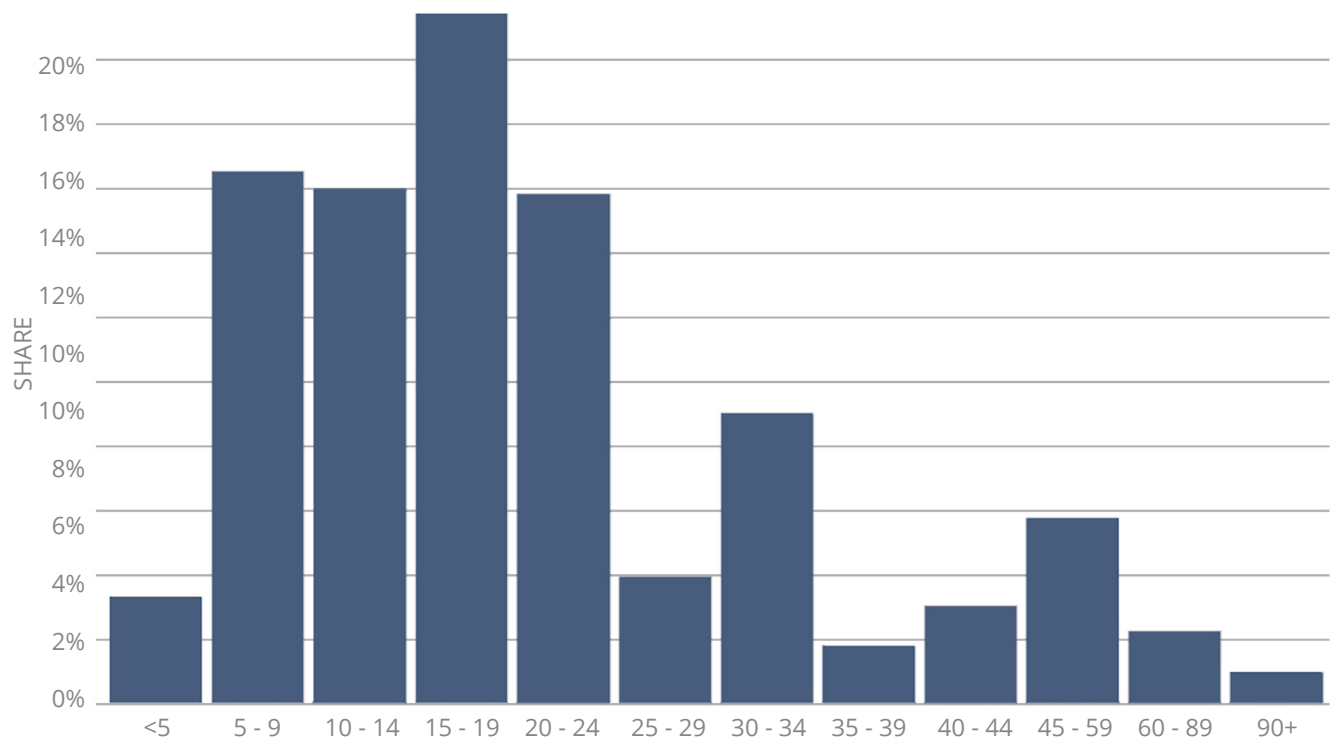


Figure 19: Percentage of Households with their Average Commute Time in Muskegon

Source: DataUSA, Census Bureau ACS 5-year Estimate, 2021



1 ECONOMIC CONDITIONS INNOVATION AND ENTREPRENEURSHIP

ENTREPRENEURSHIP and innovation play a crucial role in economic development. Several factors have been identified as being particularly important for increasing economic growth, or inputs: education attainment; young-adult population growth; high-tech employment growth; and the number of small businesses (CUPPAD, 2021).

The Innovation Intelligence Index (II3) from StatsAmerica provides regional data on innovation and entrepreneurship. The II3 provides data and tools to help understand a region's strengths, weaknesses, and potential (Tagliafierro, 2022).

According to Tagliafierro (2022), the headline index is calculated based on five core indices that cover innovation inputs and outputs, each of which is equally weighted. The indices are broken down and explained briefly below:

INNOVATION INPUTS

1. Human Capital and Knowledge Creation

Educational attainment, patents, STEM occupations, etc.

2. Business Dynamics

Establishment formation, expansions/contractions, births/deaths, etc.

3. Business Profile:

Venture capital, foreign direct investment, proprietorship, etc.

INNOVATION OUTPUTS

1. Employment and Productivity

Industry performance, gross domestic product, etc.

2. Economic Well-Being

Income, poverty, unemployment, migration, etc.

Figure 20: Breakdown of Innovation Index for Muskegon County

Source: StatsAmerica, 2022

Innovation Inputs



Human Capital and Knowledge Creation Index

Explore the population and labor force's ability to innovate.

126.6 (rank: 999)



Business Dynamics Index

Gauge the region's competitiveness by looking at entry and exit of individual firms

134.3 (rank: 704)



Business Profile Index

Assess local business conditions and resources available to entrepreneurs.

90.7 (rank: 570)

Innovation Outputs



Employment and Productivity Index

Measure economic improvement and the direct outcomes of innovation.

130.4 (rank: 880)



Economic Well-Being Index

Evaluate economic well-being and standard of living for residents.

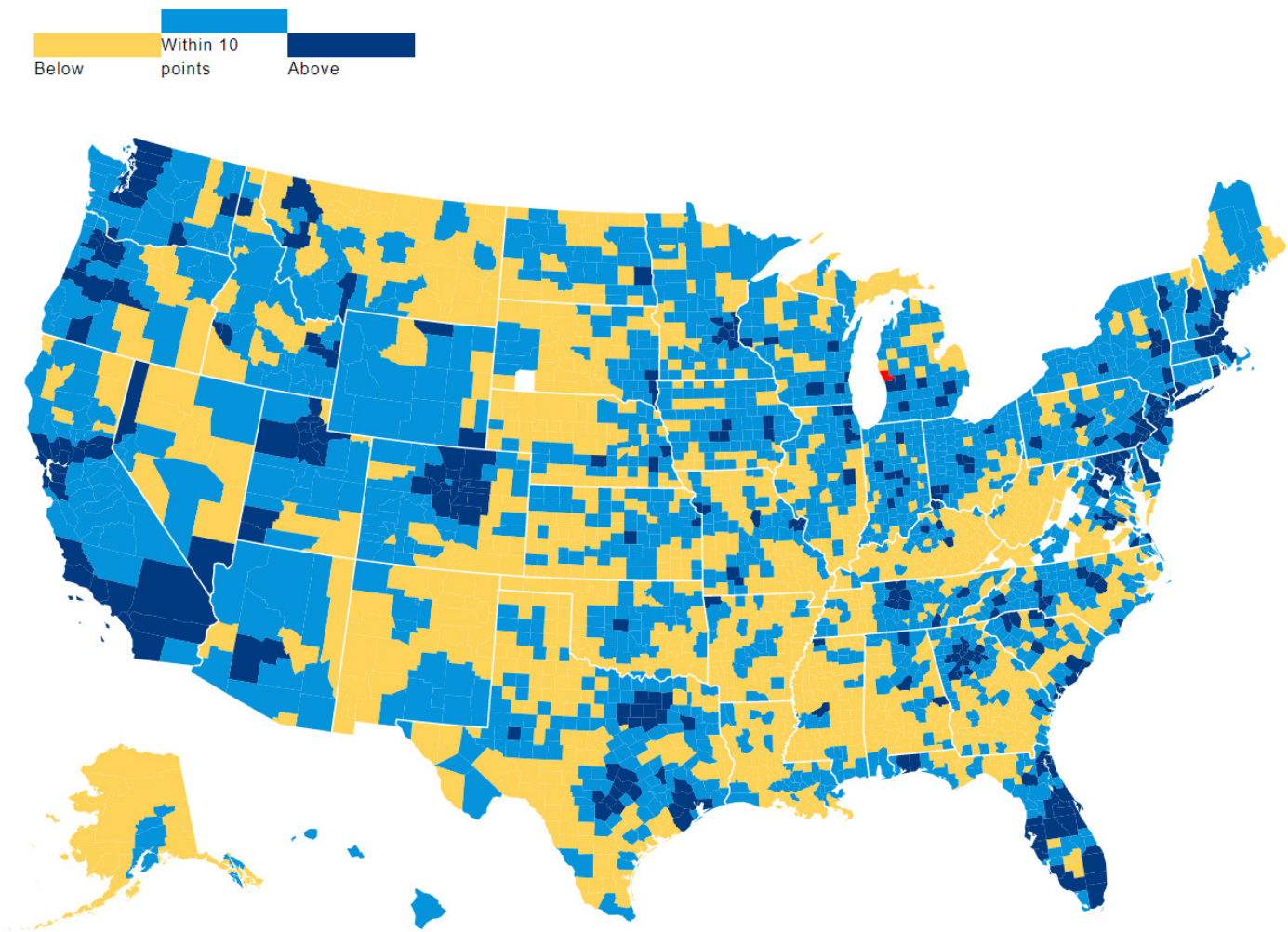
122.4 (rank: 2,097)

As StatsAmerica provides regional data at the county level, this report calculates the investment index for Muskegon County. Muskegon County's Innovation Index was calculated using StatsAmerica's latest information, and a detailed summary is shown in Figure 20. The overall innovation index of Muskegon County is 120.9, which is higher than other Michigan counties (see Figure 21). It is evident from the results that Muskegon County has a moderate relative innovation capacity.

Compared to other Innovation Input indexes, Muskegon County has a lower Business Profile Index, suggesting moderate resources are available to entrepreneurs and businesses. Furthermore, in terms of Innovation Output Indexes, the county has a moderate Economic Well-Being Index, showing the county's standard of living is moderate. This index is calculated by measuring residential internet connectivity and household income, indicating that Broadband Adoption Barriers and Per Capita Personal Income Growth are major challenges the county faces.

Figure 21: A Comparative Map of Headline Innovation Index in U.S. Counties
 Source: StatsAmerica, 2022

Compared to: Muskegon Co., MI (120.9)



“

What is the calculus of innovation? The calculus of innovation is really quite simple: Knowledge drives innovation, innovation drives productivity, productivity drives economic growth.

– William Brody”

ECONOMIC CONDITIONS

LOCATION QUOTIENTS

1

Urban economists measure agglomeration economies using two primary measures, according to McMillen (2005). The first is the location quotient, which measures how concentrated an industry is within specific cities or regions. This method is useful when identifying industries that may have localization economies.

The second approach involves direct estimations of production functions to identify firms in an industry with internal economies of scale, localization economies, or urbanization economies. In comparison to the location quotient approach, the production function approach is more direct and insightful, but it is also more data intensive.

Data on employment by industry is typically used to construct location quotients. By using the formula shown at the bottom of the page, we can calculate the location quotient for industry in an urban area.

A city's location quotient, for example, is 2.5 if 25% of its jobs are devoted to an industry *i*, compared with 10% for the entire nation. City locations with

high location quotients -- above 1.0 or so -- usually specialize in an industry, implying the presence of localization economies.

As part of this analysis, we have used LQs at the sector level to compare the industrial composition in Muskegon, Muskegon County, and the State of Michigan. Additionally, 5-year estimates from the American Community Survey (ACS) for 2020 are used to cross-reference and provide statistical information regarding the change in Muskegon's industries and occupations since 2013. Including a breakdown of the primary industries and the share of primary jobs held by residents.

Business and industry diversity forms the foundation of regional economies. In order to determine a region's competitiveness and highlight potential opportunities, the economy's make-up can be compared to similar regions and national averages. Furthermore, investing in the infrastructure and workforce that support the industries already present in the region will promote growth and job creation (CUPPAD, 2021).

$$LQ_i = \frac{\text{Percentage of the Urban Area's Employment in Industry } i}{\text{National Percentage of Employment in Industry } i}$$

The location quotients for different industries in Muskegon, Muskegon County, and the state of Michigan are shown in Table 4 using ESRI data. Table 1 shows that each of the three areas has significant specialization in manufacturing. Michigan's second dominant industry is health care and social assistance, but Muskegon stands out in accommodation and food services. Muskegon's location quotients are skewed on both ends, ranging from 0.21 (excluding industries

with 0 LQ) to 2.33, suggesting that the economy is not particularly diverse. Manufacturing appears to be the most prevalent industry where localization economies are prevalent.

According to the American Community Survey 5-year estimates in 2020, Manufacturing (3,092 people), Health Care & Social Assistance (2,764 people), and Retail Trade (1,765 people) were the most common employment sectors in Muskegon (see Table 5).

Table 4: Location Quotients at the city, county, and state level

Source: ESRI, 2022

Industry	Location Quotient		
	Muskegon City	Muskegon County	Michigan
Agriculture/Forestry/Fishing	0.42	0.67	0.83
Mining/Quarrying/Oil & Gas	0.00	0.00	0.25
Construction	0.96	0.89	0.83
Manufacturing	2.33	2.65	1.86
Wholesale Trade	0.40	0.76	0.96
Retail Trade	1.06	1.04	0.96
Transportation/Warehousing	0.42	0.55	0.76
Utilities	0.25	0.62	1.00
Information	0.53	0.32	0.63
Finance/Insurance	0.21	0.42	0.85
Real Estate/Rental/Leasing	0.30	0.70	0.80
Professional/Scientific/Tech	0.35	0.41	0.76
Management of Companies	0.00	1.00	1.00
Admin/Support/Waste Management	1.18	0.95	0.89
Educational Services	0.73	0.82	0.94
Health Care/Social Assistance	1.32	1.05	1.07
Arts/Entertainment/Recreation	0.89	0.72	0.89
Accommodation/Food Services	1.51	1.08	1.06

Moreover, the highest-paying industries were Finance & Insurance, and Real Estate & Rental & Leasing (\$74,688), Public Administration (\$47,417), and Manufacturing (\$36,377).

Based on the American Community Survey Data 5-year estimate, Figure 22 shows the change in the number of people in four main occupational groups since 2013 in Muskegon. Since 2013, Management, Business, Science, and Arts Occupations, as well as Transportation, Production, and Material Moving Occupations have experienced steady growth (see Figure

22). Conversely, occupations in Sales and Offices have declined significantly since 2013.

In 2020, the most common occupations in Muskegon were Production Occupations (2,438 people), Sales & Related Occupations (1,205 people), and Office & Administrative Support Occupations (1,165 people) (see Table 6).

Table 5: Breakdown of the Primary Industries in Muskegon, MI

Source: DataUSA, Census Bureau ACS
5-year Estimate, 2021

Industry	Share (%)
Manufacturing	22.5%
Health Care & Social Assistance	20.1%
Retail Trade	12.8%
Accommodation & Food Services	8.7%
Educational Services	5.8%
Administrative & Support & Waste Management Services	5.6%
Other Services, Except Public Administration	4.6%
Construction	3.8%
Public Administration	3.3%
Transportation & Warehousing	2.7%
Finance & Insurance	2.2%
Professional, Scientific, & Technical Services	2.0%
Real Estate & Rental & Leasing	1.6%
Arts, Entertainment, & Recreation	1.4%

Figure 22: Occupations Groups Growth Over Time in Muskegon, MI

Source: Bureau of Labor Statistics, 2021

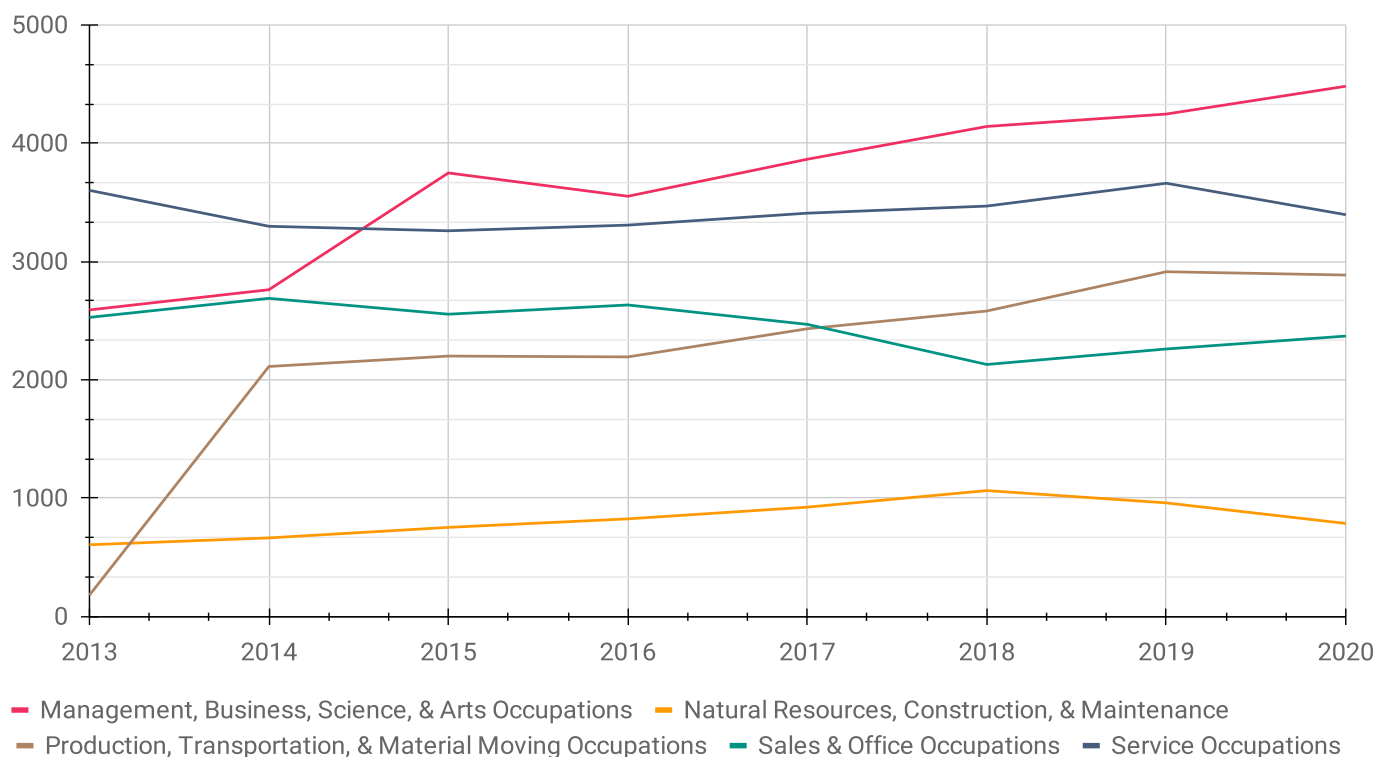


Table 6: Share of Primary Jobs held by Residents of Muskegon, MI

Source: DataUSA, Census Bureau ACS 5-year Estimate, 2021

Industry	Share (%)
Production Occupations	17.73%
Sales & Related Occupations	8.76%
Office & Administrative Support Occupations	8.47%
Food Preparation & Serving Related Occupations	8.46%
Healthcare Support Occupations	7.31%
Management Occupations	6.97%
Building & Grounds Cleaning & Maintenance Occupations	5.18%
Education Instruction, & Library Occupations	4.25%
Community & Social Service Occupations	3.34%
Transportation Occupations	3.26%
Construction & Extraction Occupations	3.08%
Business & Financial Operations Occupations	3.00%
Personal Care & Service Occupations	2.53%
Health Technologists & Technicians	2.14%

ECONOMIC CONDITIONS

SHIFT-SHARE ANALYSIS

1

SHIFT-SHARE represents an industry's competitiveness and employment growth in a particular region. Using shift share, we can determine how much regional job growth is due to national trends and how much is due to region-specific factors. Using shift shares, we can answer the question: "Why is employment growing or declining in this regional industry, cluster, or occupation?" (EMSI, 2007, p.1).

In shift share analysis, regional job growth is divided into three components: the national change effect, the industrial mix effect, and the regional competitiveness effect. The national growth effect explains how much growth in the regional industry is influenced by national economic growth.

Furthermore, the industrial mix effect identifies which industries outperformed the national economy on average and which lagged behind. Finally, the regional competitiveness effect is the most important of the three indicators, as it explains how much of the change in an industry is caused by some unique competitive advantage that the region possesses, since national trends in that industry or the economy as a whole cannot explain the growth (EMSI, 2007).

As Ziuznys (2021) points out, shift-share analysis does not tell us why those particular industries are competitive. Nonetheless, based on national trends, it only shows the industry growth rate.

The Michigan Regional Economic Analysis Project (REAP) online report was used to analyze Muskegon County's shift-share for the 5-year period from 2016 to 2021. As shown in Figure 23, between 2016 and 2021 Muskegon County's employment declined from 79,882 to 78,476, a net loss of 1,406 jobs, amounting to drop of -1.76%.

Comparing the employment growth index to better understand Muskegon County's economic performance, Muskegon County and U.S. employment in 2016 are expressed as 100, and prior and subsequent years' employment expressed as a percentage of 2016.

This allows direct comparison of their growth and change patterns (See Figure 24). Figure 24 shows that Muskegon County did well until late 2018, when its employment growth index dropped significantly compared to the national degrowth rate.

Figure 23: Muskegon County Employment, 2015-2020

Source: Michigan REAProject.org, 2021

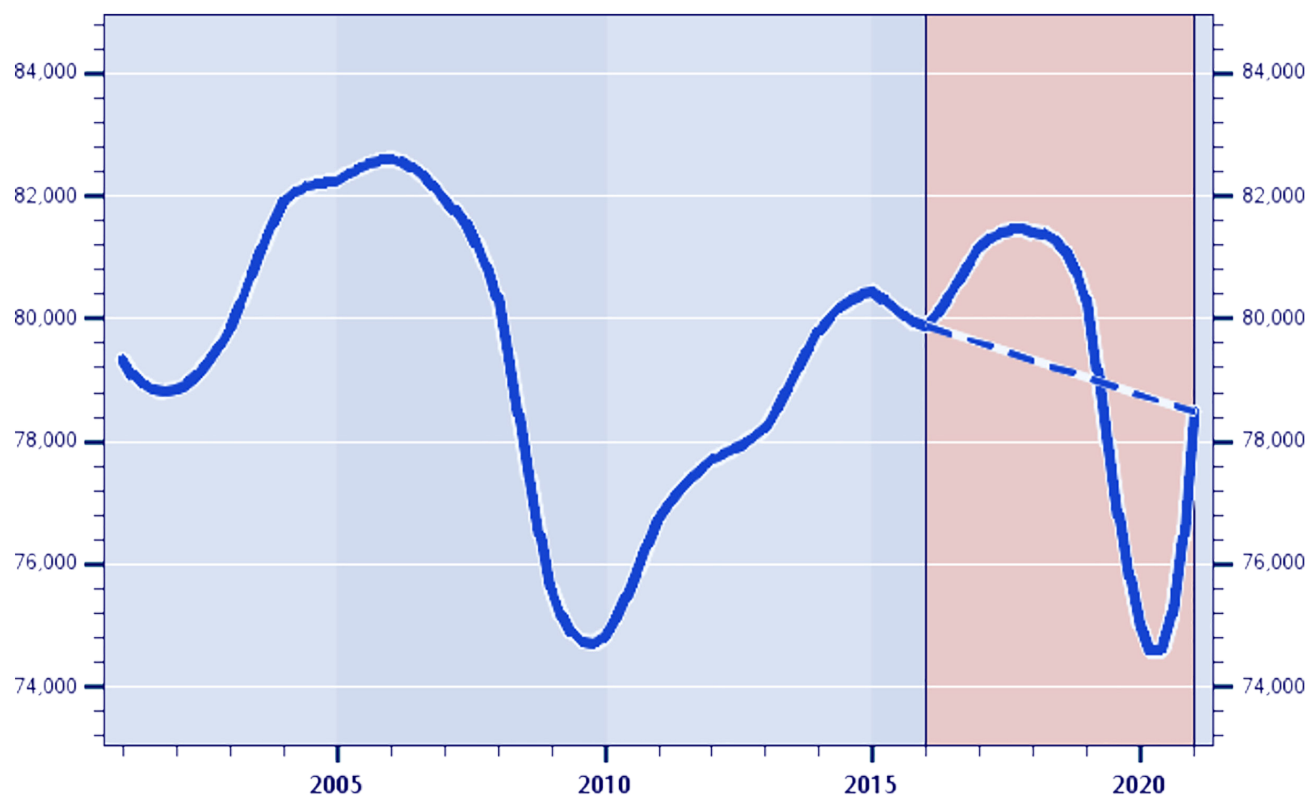
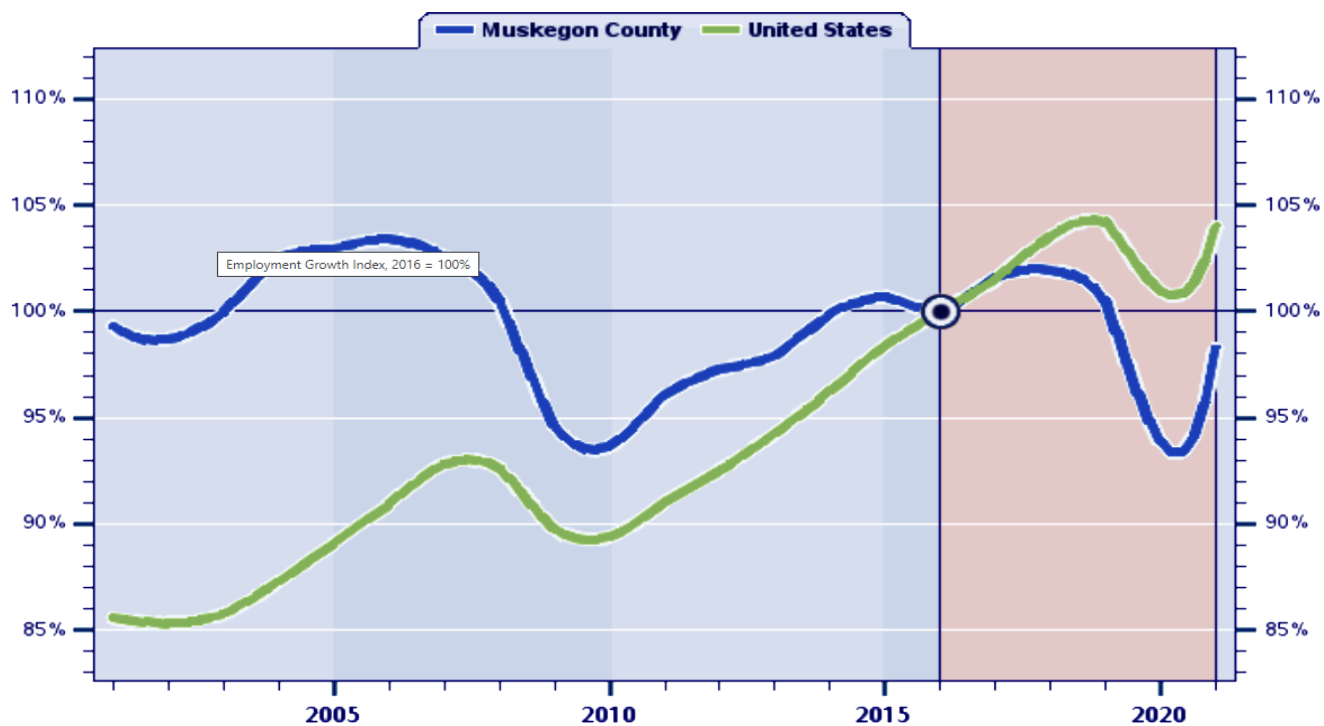


Figure 24: Employment Growth Index in Muskegon County and United States, 2015=100%

Source: Michigan REAProject.org, 2021



Additionally, Figure 25 shows that in late 2018, the region's actual growth rate was lagging behind the national rate by around 2%. Since then, however, the actual growth rate has dropped significantly from around 2% to -1.76%. This represents a drop of almost 4%.

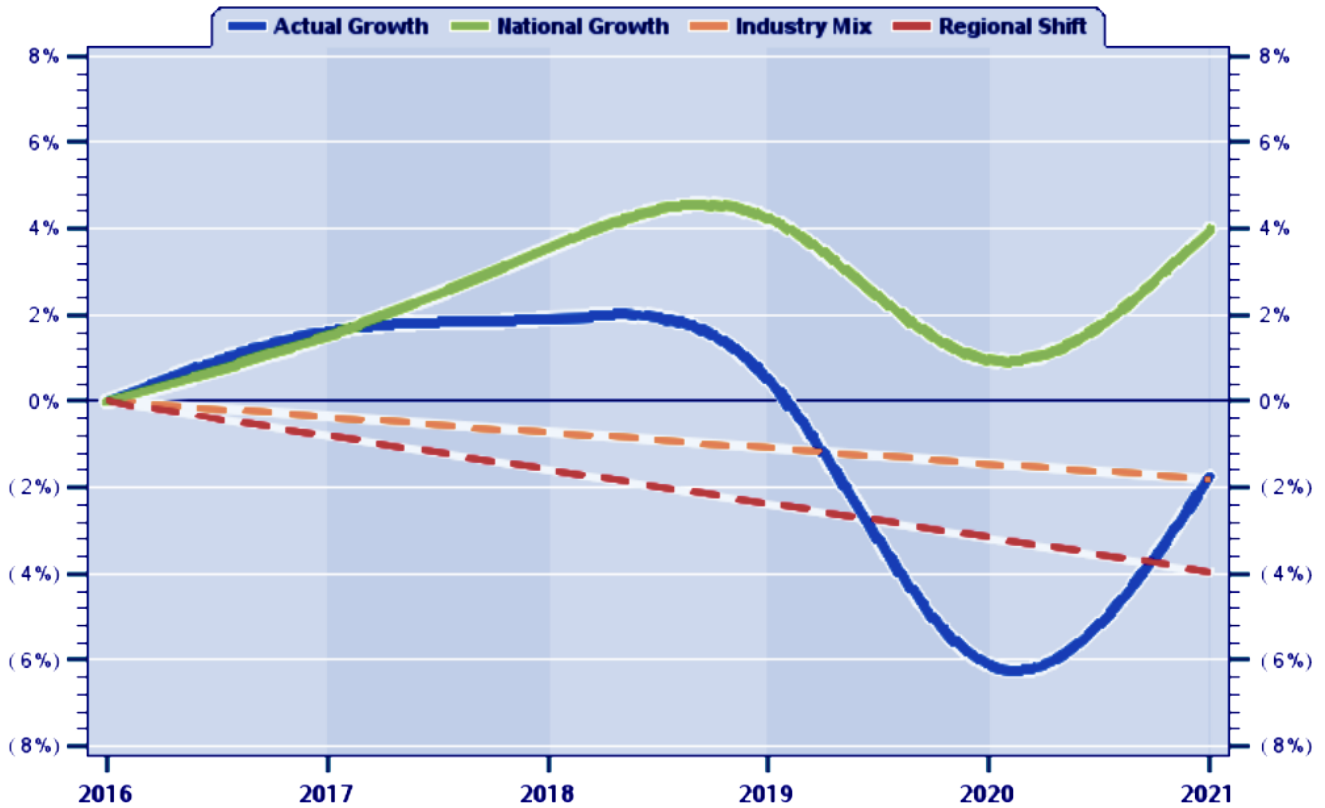
As shown in Figure 26, the dark blue line represents Muskegon County's actual growth of -1.76%, which comprises three components:

- The National Growth component (3.99%) depicted by the green line.
- The Industry Mix component (-1.81%) shown by the orange dashed line.

- The Regional Shift component (-3.94%) is portrayed by the red dashed line.
- During 2016-2021, Muskegon County's employment growth of -1.76% lagged behind the national growth of 3.99% by -5.75%. This difference was explained by an industry mix that had a slower growth rate, along with the fact that many local industries underperformed their national counterparts.

Figure 25: A Graphical Summary of Shift-Share Analysis Results Muskegon County Employment Change Over 2016-2021

Source: Michigan REAProject.org, 2021



COVID-19 is likely to have exerted a significant influence on employment growth rates at both the local and national levels. COVID-19 has affected communities worldwide in numerous ways, and Muskegon County is no exception. It is therefore prudent to calculate the results from 2014 to 2019 to get a better understanding of Muskegon County's industries before COVID-19.

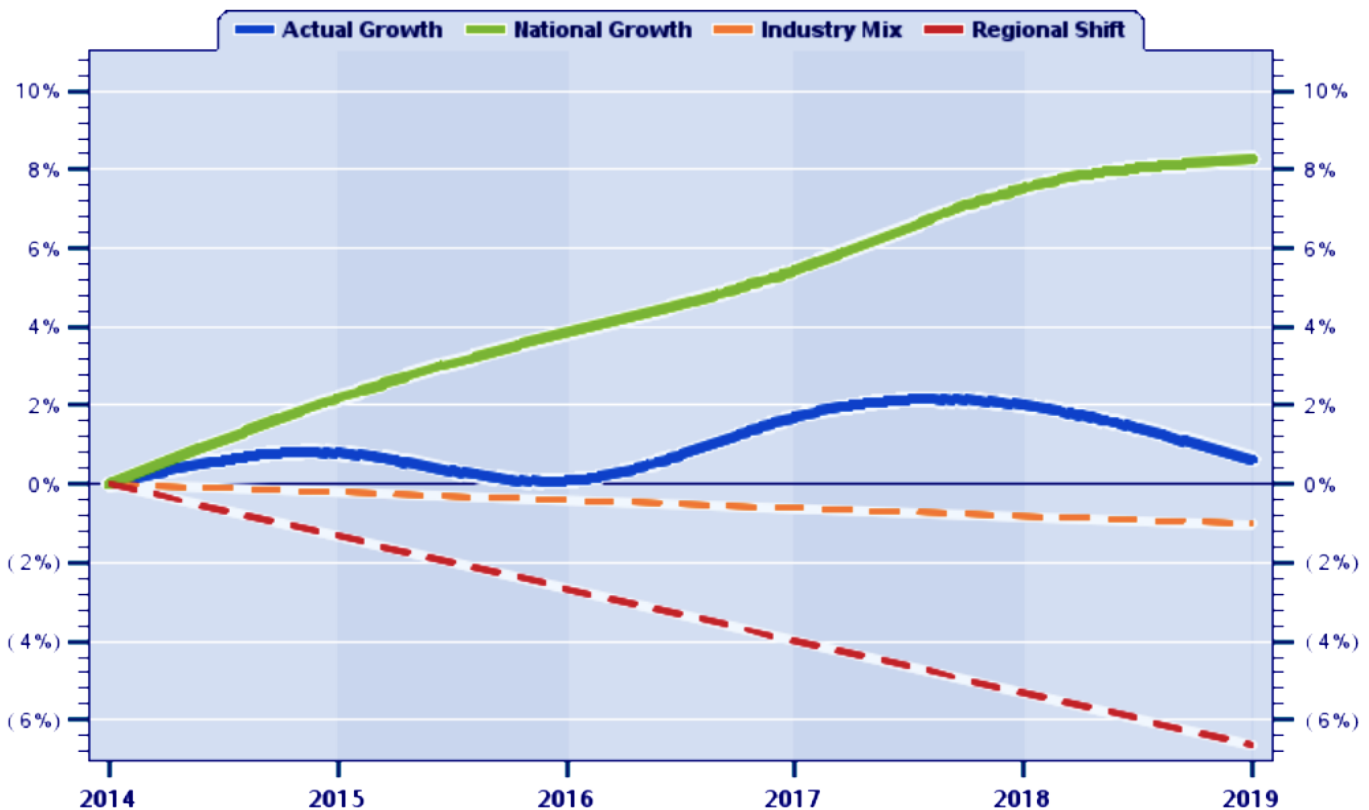
The graphical Summary of Shift-Share Analysis Results for Muskegon County Employment Change Over 2014-2019 has been shown in Figure 26.

Despite lagging behind the national growth rate during the 2014-2019 period, Muskegon County experienced growth since 2016 and had a 0.63% employment growth rate. Further, the region had an industry mix rate of -1.01%, and a regional shift rate of -6.64% percent.

Comparing the Shift-Share Analysis Results for Muskegon County between both periods, we find that it had a negative rate for regional shift in both periods.

Figure 26: A Graphical Summary of Shift-Share Analysis Results Muskegon County Employment Change Over 2014-2019

Source: Michigan REAPProject.org, 2021



An isometric illustration of a community scene. In the background, a two-story building with a white cross on its facade (a pharmacy) is visible. A person is walking with a cane, and a person is riding a bicycle on the street. In the foreground, a single-story building with a Canadian flag on a pole outside (a library) is shown. A person is walking a dog, and another person is riding a bicycle. The word "LIBRARY" is visible on the side of the building. The scene is set on a street with a sidewalk and a grassy area. The overall color palette is muted, with shades of pink, orange, and brown.

MARKET ANALYSIS

2

2 MARKET ANALYSIS INTRODUCTION

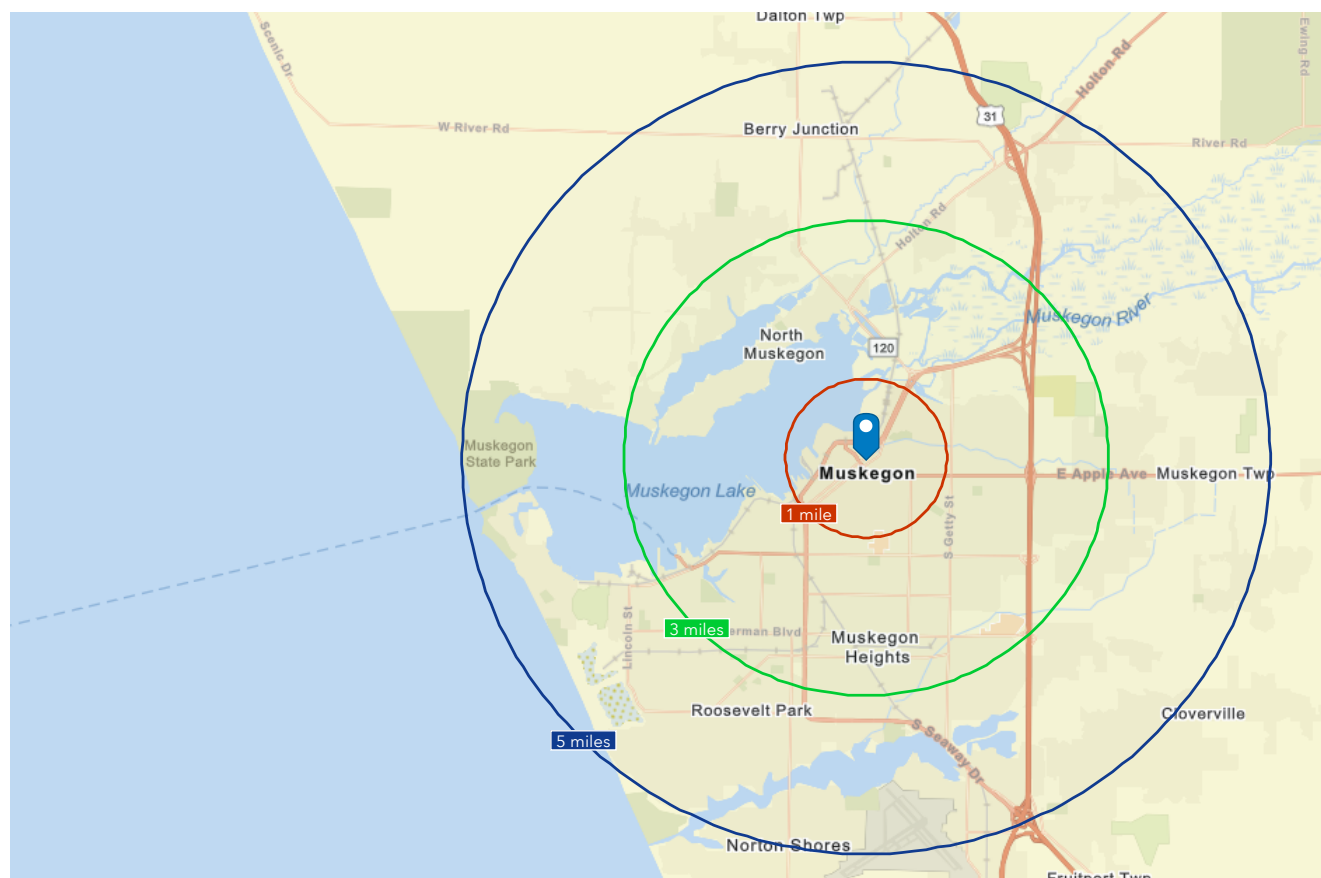
Data for the market analysis of the city of Muskegon and immediate surrounding regions was gathered from ESRI Business Analyst Online (BAO). The data was used to help determine prominent industries in the City of Muskegon and adjacent areas. The areas of focus for the analysis were delineated by 1, 3 and 5-mile radii buffer zones out from the city of Muskegon, encompassing the Pine Street Business District which is located within the 1-mile radius. Radii of 1-, 3- and 5-mile buffer zones were selected to provide

insight into current business conditions across numerous municipalities. More precisely, the 1-mile buffer zone borders W Laketon Ave. to the south and extends past Shoreline Dr. to the north and contains the bulk of downtown Muskegon.

The 3- and 5- mile buffer zones encompass neighboring communities like Muskegon Heights and extend to parts of Norton Shores. Figure 27 displays the three buffer zones used within this analysis.

Figure 27: Map of 1-, 3-, and 5-mile buffer zones around Muskegon

Source: Esri BAO



MARKET ANALYSIS

BUSINESS MAKEUP

2

To provide a general background on the market conditions of the areas within the buffer zones, a table summarizing businesses and employees by industry group can be viewed below. Table 7 shows the businesses and employees by industry group, with the highest percentage makeup within each radius highlighted in green.

BUSINESS AND EMPLOYEE MAKEUP WITHIN 1-MILE RADIUS

The 1-mile buffer zone within the City of Muskegon has the fewest number of employees, 8,104 compared to those of the 3- and 5-mile radii. The difference in the quantity of employees here is clearly due to the size of the land area, but may also be somewhat due to the vacant lots within the 1-mile radius. Some of the more prominent industries within the 1-mile buffer zone include Public Administration (14.1%), Healthcare & Social Assistance (11.4%), and to a lesser degree, Retail Trade (7.8%). The prominence of these industries is consistent with the type of buildings present within the 1-mile radius, which include numerous local government and other municipal buildings, as well as some healthcare facilities and local businesses.

Beyond these, all remaining industries hold smaller shares of less than six percent. Utilities and Agriculture,

Forestry, Fishing & Hunting are two sectors not at all present within the 1-mile buffer zone.

For employment, the most dominant industry group in the 1-mile radius is Health Care & Social Assistance, which comprises over a quarter of the employment share in the area with 1,095 employed in this sector. This is also consistent with numerous healthcare facilities in the vicinity, including the local health department.

The next two largest industry groups here are Public Administration with 977 employees (12.1%) and Professional, Scientific, and Tech Services with 864 employees (10.7%). Again, the prominence of public administration can be attributed to the presence of numerous local governments and other municipal buildings in the area. The higher employment share held by Professional, Scientific and Tech Services could be due to the presence of some office spaces in the downtown and surrounding regions within the 1-mile buffer zone.

Table 7: An overview of Businesses and Employees in the 1-, 3-, and 5-mile radii from Muskegon

Source: Esri BAO

Industries by NAISCS Code	1 Mile Radius			3 Mile Radius			5 Mile Radius		
	Businesses		Employees	Businesses		Employees	Businesses		Employees
	#	%	#	#	%	#	#	%	#
Agriculture, Forestry, Fishing & Hunting	0	0.0	0	0.0	1	0.0	6	0.2	26
Mining	1	0.2	2	0.0	2	0.1	2	0.1	7
Utilities	0	0.0	0	0.0	1	0.0	2	0.1	23
Construction	21	3.3	173	2.1	88	3.9	1012	3.1	1669
Manufacturing	24	3.8	460	5.7	128	5.7	4225	12.7	6035
Wholesale Trade	11	1.7	105	1.3	61	2.7	919	2.8	1532
Retail Trade	50	7.8	378	4.7	319	14.2	3281	9.9	6302
Transportation & Warehousing	11	1.7	295	3.6	37	1.6	601	1.8	664
Information	8	1.3	61	0.8	35	1.6	225	0.7	407
Finance & Insurance	39	6.1	340	4.2	117	5.2	771	2.3	1159
Real Estate, Rental and Leasing	21	3.3	126	1.6	99	4.4	652	2.0	937
Professional, Scientific, and Tech Services	83	13.0	864	10.7	178	7.9	1623	4.9	1993
Management of Companies and Enterprises	1	0.2	2	0.0	3	0.1	19	0.1	24
Administrative & Support & Waste Management & Remediation Services	14	2.2	93	1.1	64	2.8	399	1.2	547
Educational Services	10	1.6	352	4.3	63	2.8	2316	7.1	3706
Health Care & Social Assistance	73	11.4	2095	25.9	277	12.3	9848	29.7	13588
Arts, Entertainment & Recreation	18	2.8	199	2.5	54	2.4	465	1.4	690
Accommodation & Food Services	43	6.7	639	7.9	149	6.6	2342	7.1	3625
Other Services (Except Public Administration)	75	11.7	749	9.2	311	13.8	2045	6.2	3167
Public Administration	90	14.1	977	12.1	155	6.9	2174	6.6	2967
Unclassified Establishments	45	7.0	193	2.4	108	4.8	236	0.7	286
Total	639	100	8104	100	2249	100	33178	100	49356

BUSINESS AND EMPLOYEE MAKEUP WITHIN 3-MILE RADIUS

Within the 3-mile radius around the City of Muskegon, the dominant businesses include Retail Trade (14.2%) and, once again, Health Care & Social Assistance (12.3%). The increased prominence of Retail Trade for the 3-mile buffer zone could be due to the greater number of local and chain retail stores in the area. The continued dominance of Health Care and Social Assistance can be attributed mainly to the presence of the Trinity Muskegon Hospital and other healthcare facilities as well as additional zoning for medical care.

Employment share in the 3-mile radius shows Health Care & Social Assistance at the top again, counting for nearly thirty percent of the employment share with 9848 employees. The next industry sector with the highest share of employment is Manufacturing with 4225 employees (12.7%). The high notability of Manufacturing in this region is supported by the broadened variety of zoning types in the area, which now include general business, light industrial and general industrial. This Manufacturing footprint is also reflected within the 3-mile buffer zone through the existence of parts supply businesses and similar types of stores.

BUSINESS AND EMPLOYEE MAKEUP WITHIN 5-MILE RADIUS

The 5-mile radius out from the center of the City of Muskegon has both Retail Trade (14.8%) and Health Care and Social Assistance (12%) as the dominant industries of the area. Other Services (Except Public Administration) also makes up a sizable portion of the share of businesses in the area at nearly 14%. The return of both Retail Trade and Health Care & Social Assistance is due to the greater presence of small, independent stores as well as chain retail stores in the regions farther out from the City of Muskegon. Additional healthcare facilities in this region also contribute to the prominence of Health Care & Social Assistance in the 5-mile radius.

The employment share in this area reflects a similar picture, with Retail Trade (12.8%) and Health Care & Social Assistance (27.5%) once again at the top. With nearly 50,000 employees across the various industries in the 5-mile radius, Health Care & Social Assistance employs around 13,588, holding over a quarter of the employment share in the area and is clearly a major industry sector in the Muskegon region as a whole. For Retail Trade, the notable portion of employment under this industry group could be attributed to the increased variety of retail stores in the general business zones outside the City of Muskegon.

2 MARKET ANALYSIS

RETAIL MARKET

Data on retail market potential and expenditure was gathered from Esri Business Analyst for a 1-mile, 3-mile and 5-mile radius around Muskegon and the surrounding areas to present a comprehensive review of the current and potential market of the focus area. This section provides an overview of the goods and services used by consumers within the set buffer zones as this will enable consumption habits and retail market potential to be identified.

The Spending Potential Index (SPI), also obtained from ESRI BA, compares local consumption levels to the national average. Using this comparison will show the local amount spent on a good or service versus the national average of 100. An SPI below 100 would indicate that, locally, spending is below or near the national average of 100. Conversely, an SPI greater than 100 would indicate that local spending on a specific good or service is above the national average and would also suggest that it has robust sales locally.

Table 8 shows the SPI of goods and services within the 1-, 3-, and 5-mile buffer zones. The top three categories of goods and services with the highest SPI values for each radius are highlighted in pink.

Table 8: SPI of Good/Services within the 1-, 3-, and 5-Mile Buffer Zones from the City of Muskegon

Source: Esri BAO

Goods and Services	1-Mile Radius	3-Mile Radius	5-Mile Radius
	SPI	SPI	SPI
Transportation	36	57	69
Household Furnishings and Equipment	34	54	65
Household Operations	33	53	65
Home	28	50	63
Food	35	56	66
Health	36	60	74
Travel	31	49	60
Entertainment & Recreation	33	55	67
Financial	33	55	67
Insurance	36	60	74
Apparel and Services	36	60	74
Computer	34	55	65

SPI OF 3-MILE RADIUS

For the SPIs of goods and services within the 1-mile radius, the analysis found that no category of goods or services is above the national average. In fact, most have SPI's well below the national average of 100 which could be explained by the overall lower prevalence of retail businesses in the area within the 1-mile radius. The low SPI values in the 1-mile radius could also be attributed to a few vacant lots in the immediate downtown vicinity of Muskegon and numerous local government buildings rather than businesses.

SPI OF 2-MILE RADIUS

The SPIs of goods and services within the 3-mile radius buffer makes evident that each retail market category has a higher SPI than those from the 1-mile radius, however all business segments remain below the national average of 100. The three business categories with the highest SPI are Health, Insurance and Transportation which is consistent with the more commercial, industrial and medical zoning of the region within the 3-mile radius. Additionally, though the SPI of the assessed business categories are all below the national average of 100, the higher values compared to those from the 1-mile radius convey that locally, these industries could be around or at least closer to the national average in spending.

SPI OF 5-MILE RADIUS

The SPIs of the 5-mile buffer zone reflect the same three top business segments with the highest SPI compared to that of the 3-mile radius, but now each category has a higher SPI value. Health, Insurance and Transportation remaining as the top business categories for the region is likely due to the continued presence of these industries in the areas surrounding Muskegon. The business segments within the 5-mile radius reflect higher SPI values overall as well. However, still none are above one hundred indicating that local spending in these business categories is around or below the national average.

MARKET ANALYSIS

LEAKAGE & SURPLUS

2

To help contextualize supply and demand elements of industrial sectors within the City of Muskegon and surrounding areas, data from Esri BAO was gathered on leakage and surplus factors. For an explanation of these terms, if a certain business segment is in surplus, there is an abundance of those type of businesses in the area and they are drawing consumers in. If there is a leakage, this indicates a lack of businesses from that category and local consumers must travel farther out to acquire goods and services.

For this section of the analysis, the same 1-, 3-, and 5-mile buffer zones were compared to find leakage and surplus factors at both the local and regional levels. Having this information is crucial in determining which industrial sectors can successfully sell their goods and services to a larger market area and which business types could be introduced or expanded to meet the demand for products and services in the area.

To explain the values, leakage and surplus factors are measured on a scale from -100 to 100, with the max leakage value being 100, and the max for surplus being -100. A full leakage (100) indicates an absence of the specific business type in the local market while a full surplus (-100) signifies the

absence of local consumer demand for a specific good or service. Lastly, if a business type has a value of 0 or close to 0, this indicates a balance between supply and demand of that good or service in the local vicinity.

LEAKAGE & SURPLUS OF 1-MILE RADIUS

Leakage and surplus factors in the 1-mile radius show no industry groups with a complete surplus as seen in Figure 33, and just one, Nonstore Retailers with a complete leakage. Nonstore Retailers is a retail subcategory that includes industry groups such as electronic shopping, vending machine operators, direct selling establishments, and most types of non-brick-and-mortar stores. The remaining business types tilt either partially towards a leakage or a surplus. However, a few other industry groups are closer to a complete leakage, such as General Merchandise Stores, Sporting Goods, Hobby, Book, and Music Stores, and (to a lesser extent) Electronics & Appliance Stores. This indicates that

local consumers must travel farther out to purchase goods and services from these business types. These values for leakage and surplus factors in the 1-mile radius could be attributed to a few vacant/ underdeveloped parcels noted previously, as well as the prominence of other business categories within the 1-mile buffer zone such as health and furniture. Considering surplus factors, the industry groups with the highest surplus values include Furniture & Home Furnishing Stores, Health & Personal Care Stores, and Food Services & Drinking Places. However, none of the surplus values of these business types are close to -100, signifying a somewhat smaller surplus for each industry group.

Figure 28: Leakage and Surplus Factor by Industry Group for 1-mile buffer

Source: Esri BAO

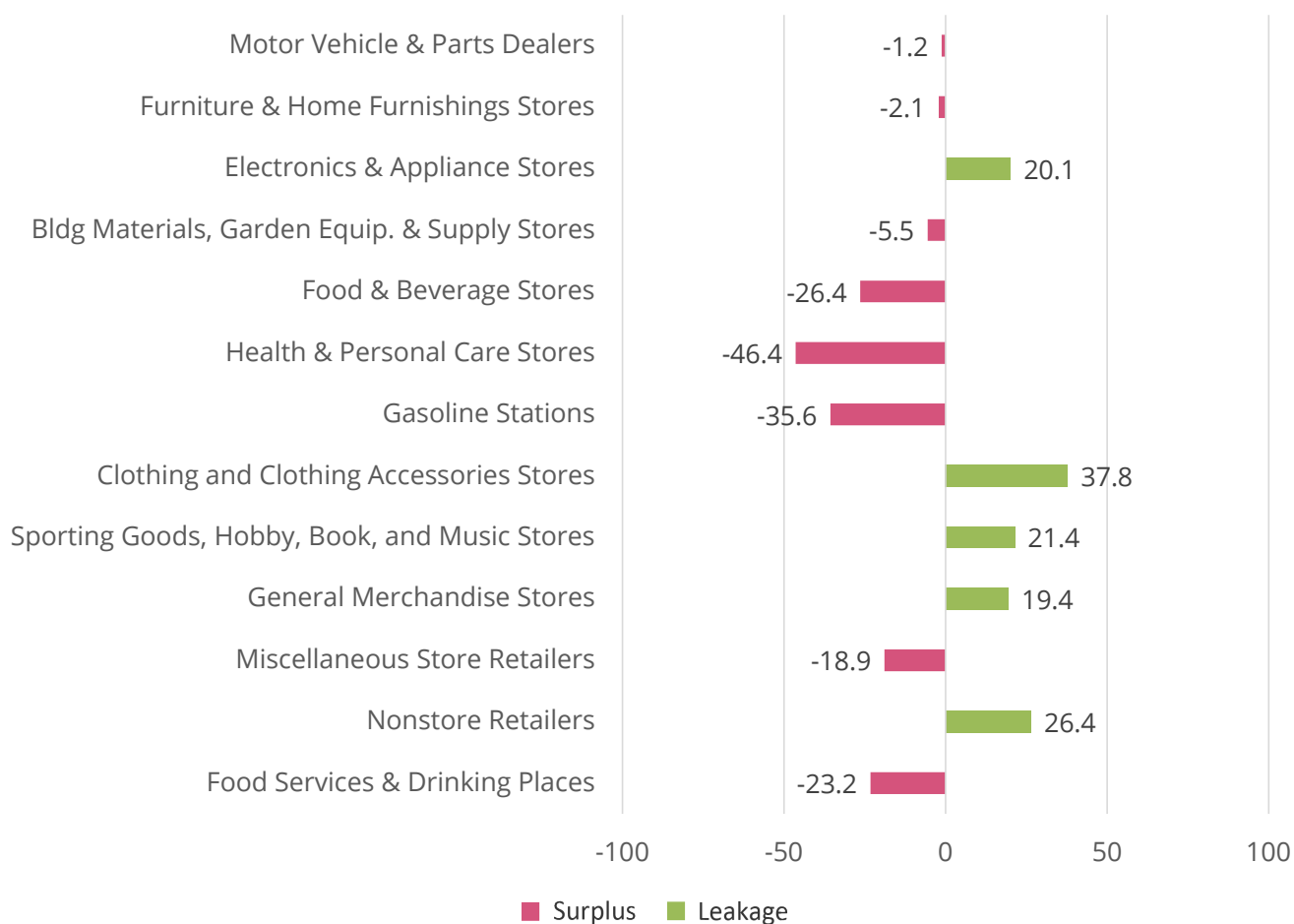


LEAKAGE & SURPLUS OF 3-MILE RADIUS

In the 3-mile buffer zone the leakage and surplus factors reflect more of a moderate spread for both factor types across various industry groups, with no business type reaching either a complete leakage or a complete surplus as seen in Figure 29. Industries like Health & Personal Care Stores, Gasoline Stations, and Food & Beverage Stores have higher surplus values than other industry groups, but none are close to a complete surplus. The industry groups with the highest leakage values include Clothing and Clothing Accessories Stores, Nonstore Retailers, and Sporting Goods, Hobby, Book, and Music Stores, but none of the leakage values among

these business types are close to 100 (a complete leakage). A small number of business types such as Motor Vehicle & Parts Dealers and Furniture and Home Furnishings Stores are closer to 0, indicating that they are relatively near a balance with local supply and demand.

Figure 29: Leakage and Surplus Factor by Industry Group for 3-mile buffer
Source: Esri BAO



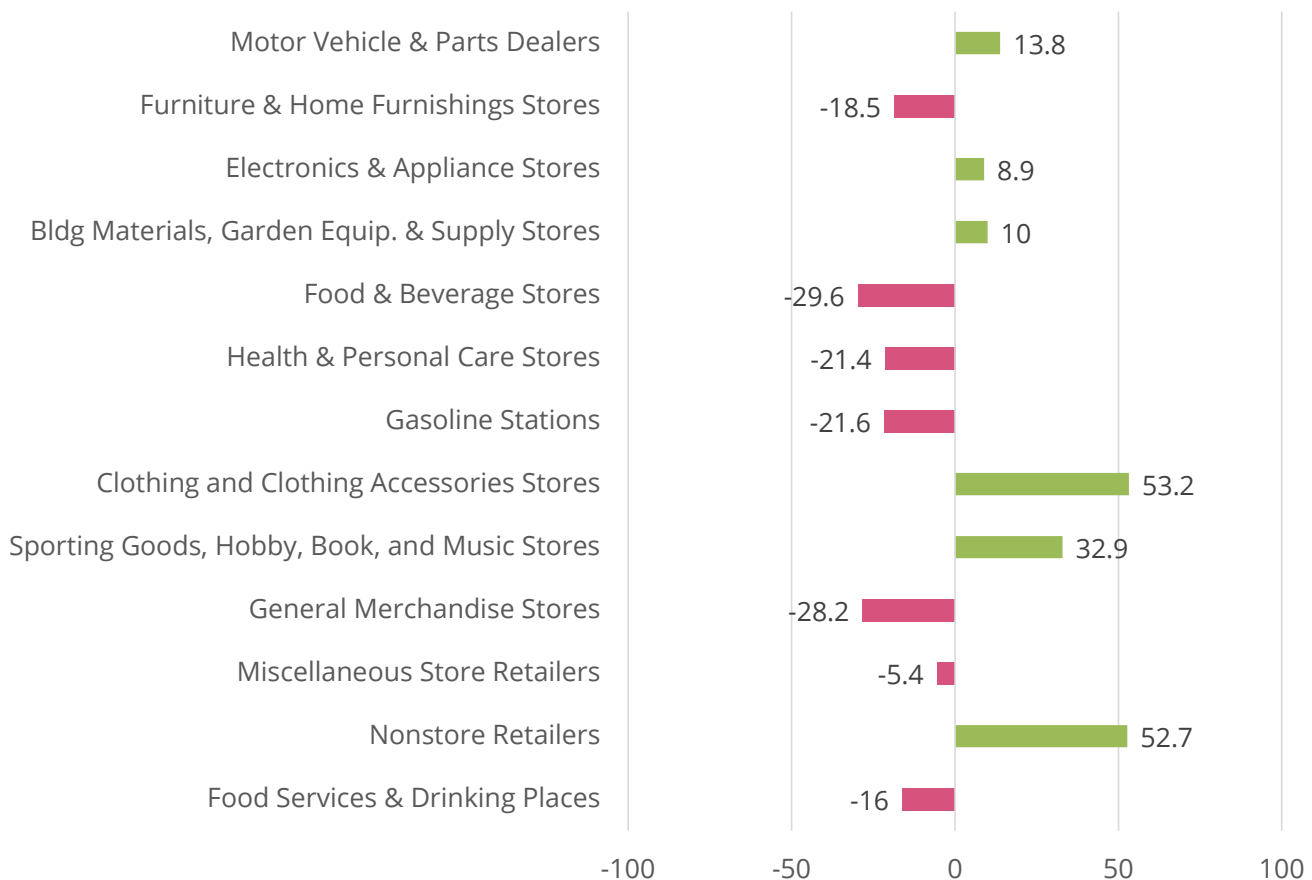
LEAKAGE & SURPLUS OF 5-MILE RADIUS

From the leakage and surplus factors of industry groups in the 5-mile radius, there exists a range of both leakage and surplus values. For leakage factors, only Clothing and Clothing Accessories Stores and Nonstore Retailers show leakage values over 50, indicating that these business types are relatively closer to a full leakage (100) compared to other groups. This is shown in Figure 30.

The remaining industry groups show moderate to rather low surplus values, with none being close to either a full surplus (-100) or a balance between local supply and demand (0).

Figure 30: Leakage and Surplus Factor by Industry Group for 3-mile buffer

Source: Esri BAO



MARKET ANALYSIS SUMMARY

2

Market analysis of Muskegon and the surrounding regions yield several insights into the focus areas' business and market conditions. Below is a list of valuable insights from the market analysis.

- The various sections of the market analysis make evident that healthcare is a prominent industry in Muskegon and its surrounding areas, with numerous healthcare facilities and hospitals in the area. The surplus values for Health and Personal Care Stores reflect a surplus of this industry which means there is adequate supply in the healthcare sector.
- For new possible business types to add/expand in the region, both Clothing and Hobby/Book/Music stores could be fruitful considerations as substantial leakage values exist for both these business types. This indicates a higher level of local demand for them that supply does not currently meet.
- Within the 1- and 3- mile radii (downtown Muskegon and the majority of the city of Muskegon), the high leakage values for General Merchandise Stores suggest that more businesses of this type could be added as there is substantial demand for General Merchandise Stores in these areas.

COMMUNITY OUTREACH CHARETTE

Charette (or charrette) is a collaborative, intensive design process that brings together various stakeholders, such as architects, urban designers, planners, engineers, and community members, to develop and refine a design solution for a specific project or issue. The goal of a charette is to generate innovative ideas and solutions through a collaborative process, with the aim of producing a cohesive and comprehensive design proposal.

During a charette, participants work together in small groups to brainstorm, sketch, and refine ideas, with the goal of developing a final design proposal. The process is typically time-limited, with a clear schedule and deadlines, and is often facilitated by a professional design facilitator. Community engagement is often a critical component of a charette, as it provides an opportunity for community members to provide input and feedback on the design process.

The team successfully facilitated a community charette in Muskegon to gather feedback from stakeholders in the Pine Street Business District. The primary objective of this charette was to engage business owners and the community in sharing their vision and recommendations for the district.

The community was organized into groups to brainstorm and provide responses to the survey questions that were prepared by the Practicum team. The summary of responses presented

here encompasses inputs from both the group surveys conducted during the charette, as well as individual surveys. A total of 25 individual surveys and 5 group surveys were recorded.

The first survey question asked participants to identify the strengths of the Pine Street Business District and what they were proud of. Many responses were categorized into related themes, as depicted in Figure 31, which provides a graphical representation of these main categories based on the comments received from the surveys.

The results revealed a significant level of community pride in the Pine Street Business District and its existing businesses. The district was perceived as accessible, well-connected to other locations, and experiencing growth, which was seen as a positive sign for an area with considerable potential. Additionally, there was a strong desire among citizens to preserve the district's history, including the remaining architecture, and maintain its unique sense of place.

The second survey question asked participants to identify the weaknesses of the Pine Street Business District and what they did not like. Similar to the first question, responses fell under overlapping categories. The findings illustrated in Figure 32 highlight the weaknesses identified by the community in relation to the Pine Street Business District.

Figure 31: Pine Street Business District Strengths (Group and Individual Surveys)

Source: By Practicum Team from Charette Meeting on Feb 8, 2023

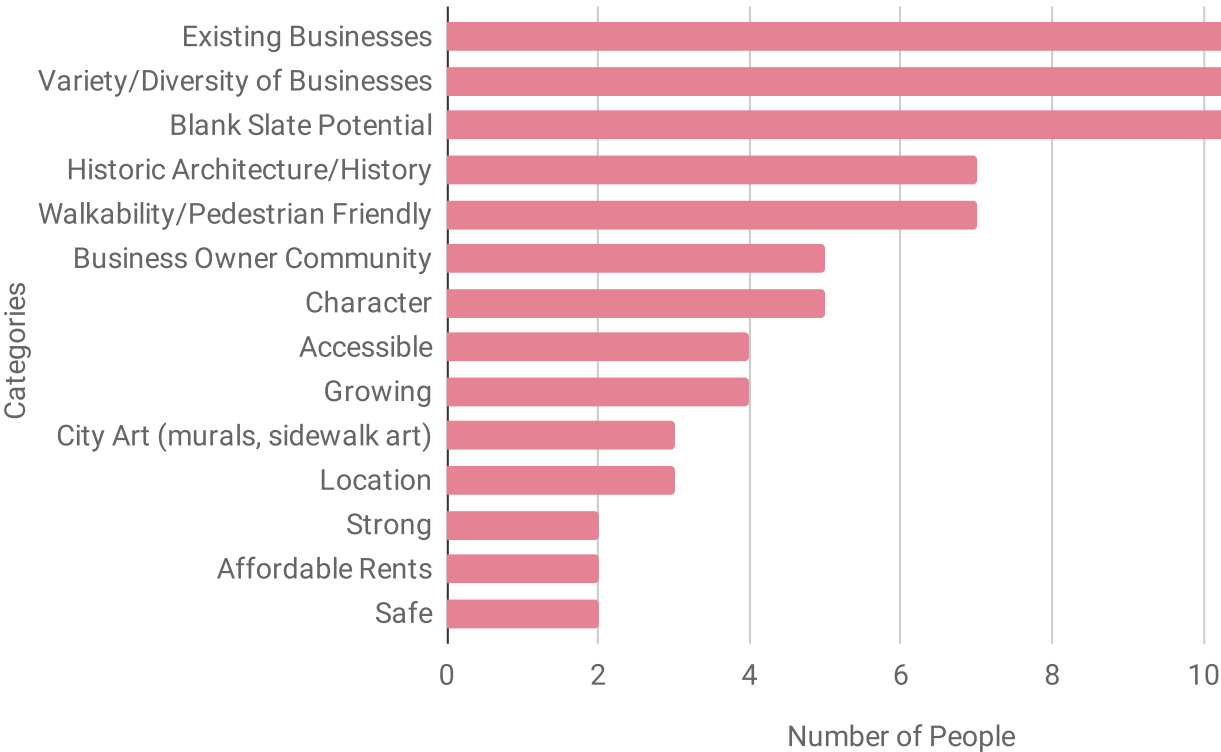
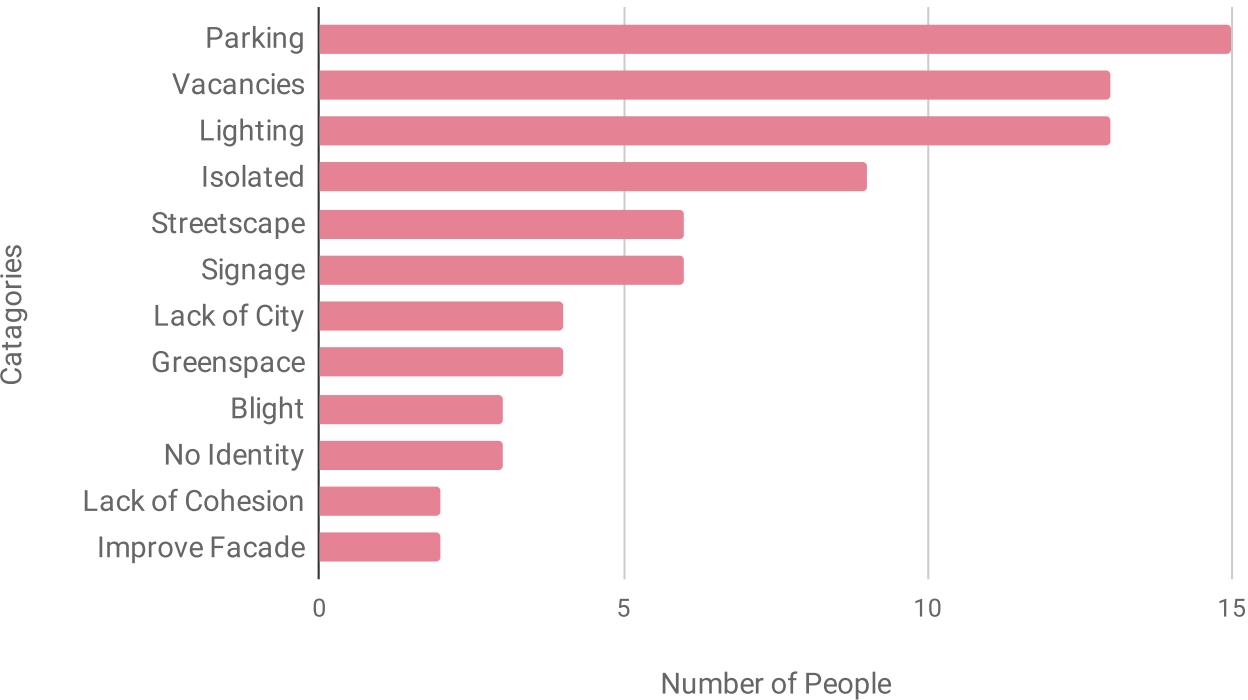


Figure 32: Pine Street Business District Weaknesses (Group and Individual Surveys)

Source: By Practicum Team from Charette Meeting on Feb 8, 2023



The main improvement area for the Pine Street Business District is parking, including a problem with unpaved lots and a shortage of places to park near businesses. Vacancies are also a consistent weakness. This includes underused spaces, including parking lots, buildings, and other lots that might have once had a building but now do not. Lighting and feelings of isolation are included in the weaknesses identified. Wayfinding with the city to connect Pine Street to the rest of the downtown is vital to boosting the growth of the Pine Street Business District.

The third question of the survey was “What would you like to change in the corridor in the next 5 years?” Similar to the previous questions, many of the answers fell under similar codes, or categories. Figure 33 is a graph of the main categories from these comments on the surveys.

Figure 33 identifies the top response categories to this question. The main area the stakeholders identified that they want for the future of the Pine Street Business District is to add additional businesses to the area, including attractions and restaurants. The next few categories include adding more lighting and greenspace.

The last question of the survey was “Do you have a proposed name that you would like your district to be called?” It was an open-ended question that will be used to form the word bank of names for the community to vote on. Many names were suggested, but the top responses included Pine Street Business District and Bill Gill Way.

Figure 33: Pine Street Business District Future Demands

Source: By Practicum Team from Charette Meeting on Feb 8, 2023

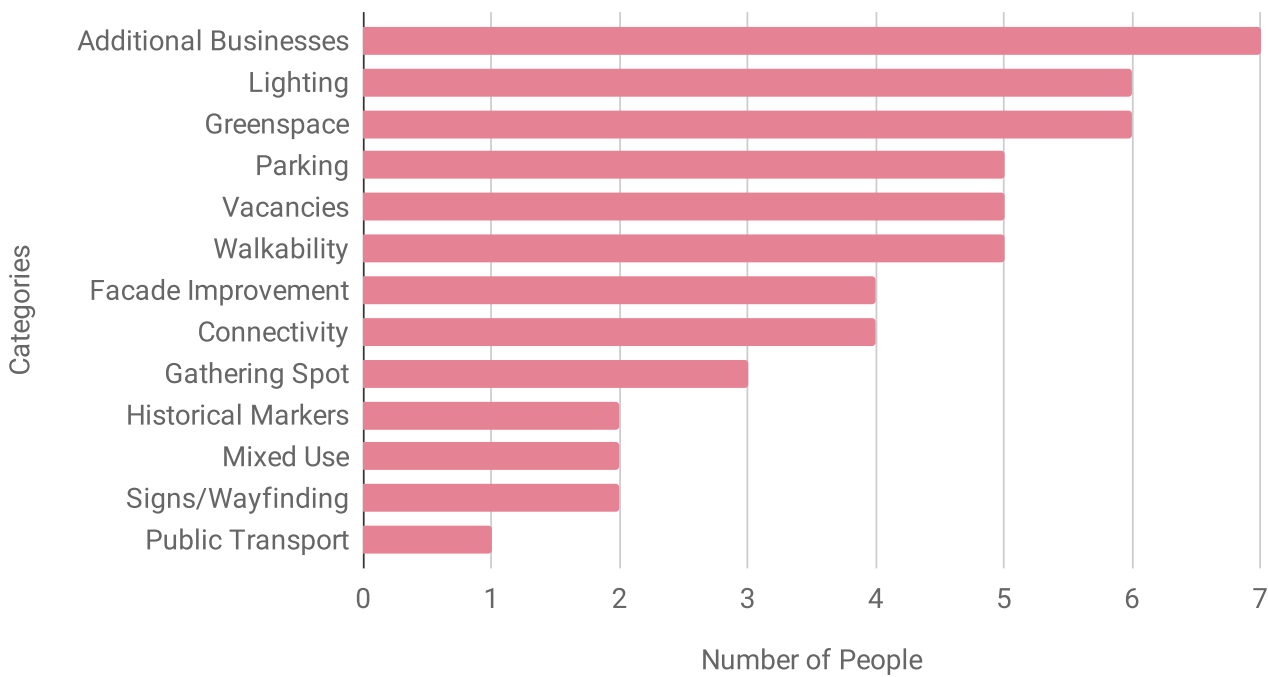


Figure 34: Photos from Charette

Source: By Practicum Team from Charette Meeting on Feb 8, 2023



2 COMMUNITY OUTREACH CHARETTE SUMMARY

After the team led a community charette in Muskegon, it was clear to the team that there is already a significant amount of community pride in the Pine Street Business District. The stakeholders of Pine Street identified the main strength being the potential of the corridor. The corridor is historical, accessible, connected to other locations, and growing, which is a positive for an area with such potential.

The main improvement area identified for the Pine Street Business District was to fix the issues of parking and vacancies.

The Pine Street District faces several challenges, such as unpaved lots, insufficient parking near businesses, and numerous underutilized spaces. In addition, inadequate lighting and feelings of isolation contribute to a negative perception of the corridor. It is crucial to collaborate with the city to implement effective wayfinding solutions that connect Pine Street with the rest of downtown, ultimately promoting the district's growth. The stakeholders aim to enhance the area by introducing more businesses, improving lighting, and incorporating greenspaces.

An isometric illustration of a community scene. In the background, there is a two-story building with a red cross on its facade, likely a pharmacy or clinic. A person with a cane is walking on the sidewalk in front of it. A person is riding a bicycle on the road. In the middle ground, a person is walking a dog on a leash. In the foreground, there is a single-story building with a flagpole flying a Canadian flag. A large, semi-transparent number '3' is overlaid on the right side of the image. The text 'EXISTING CONDITIONS' is written in large, white, bold, sans-serif capital letters across the bottom of the image.

EXISTING CONDITIONS

EXISTING CONDITIONS

LAND USE

For interventions intended to improve streetscapes and new uses proposed for vacant lands along the corridor, it is crucial to understand and consider the urban fabric and urban uses. Based on the current land use map for Pine Street Business District shown in Figure 35, the district consists largely of commercial, some vacant land, and a small amount of residential space.

A total of 21 acres (72%) of the corridor is used for commercial purposes, followed by government/institutional purposes occupying 3.65 acres (12%), and residential uses occupying 1.9

acres (6.5%). The Pine Street Business District's major land uses are depicted separately in Figure 36, along with their respective areas. Moreover, Appendix A contains a detailed inventory of existing uses along Pine Street Business District.

From Figure 36, it is evident that parking lots are a dominant feature within the Pine Street Business District. The majority of these parking areas are privately owned, with the largest lot belonging to the County jail. Additionally, parallel parking is available as an on-street parking option.

Figure 35: Land Use Map

Source: By Practicum Team using Regrid Website

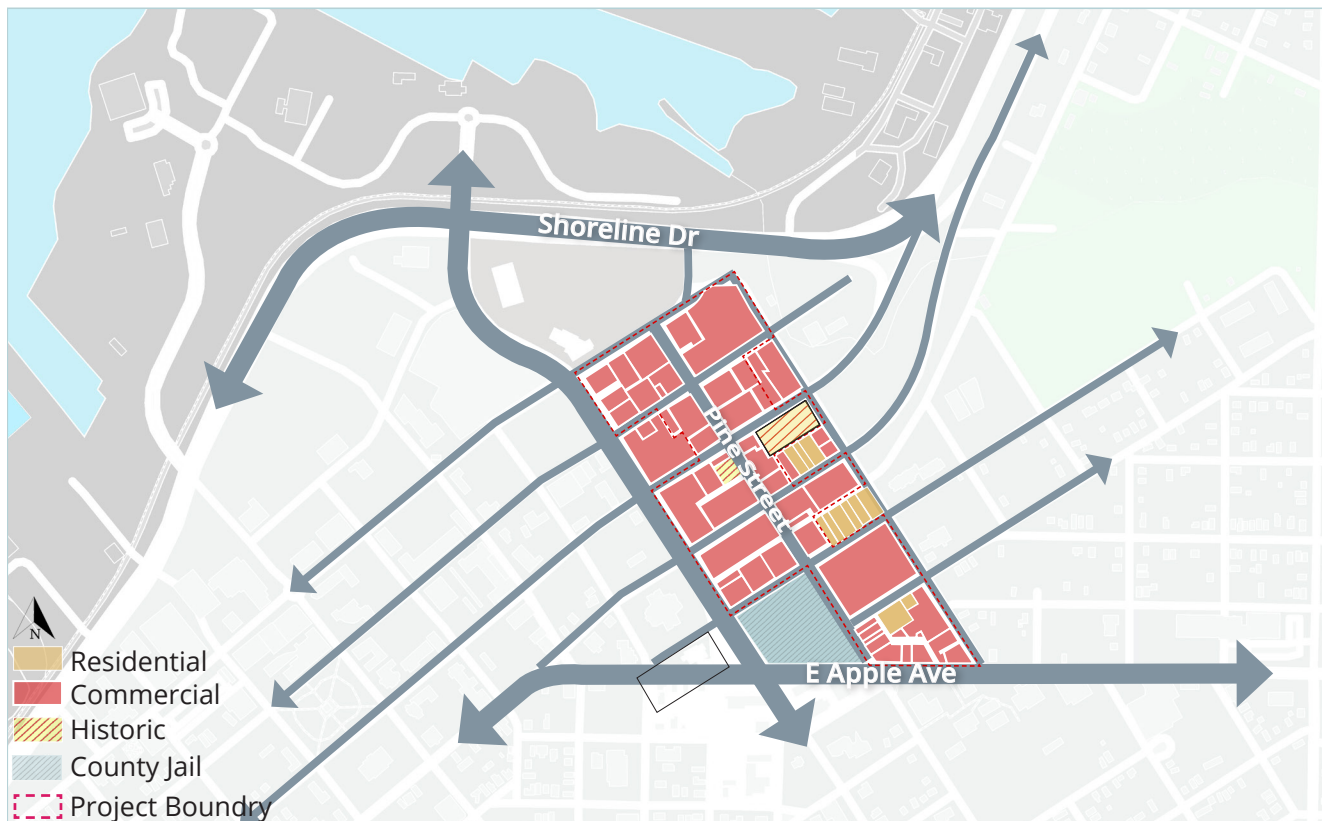


Figure 36: Pine Street Business District's Major Land Uses

Source: By Practicum Team Using Regrid Website



EXISTING CONDITIONS

ZONING

Muskegon's Land Use Plan was adopted in 1997 and is currently in the process of being updated. The master plan includes a comprehensive Master Land Use Plan document, a focused Downtown/Lakeshore Redevelopment Plan, and an extensive geographical information system. Muskegon has ordinances governing land use decisions, a standard zoning ordinance, and a form-based code that does not apply to the entire city.

The city's current zoning ordinance was adopted in 1987 and has had numerous revisions since. On May 26, 2015, Muskegon adopted form-based code as an alternative method of regulating the built environment due to the ineffectiveness of conventional, use-based zoning in diverse, mixed-use urban settings. Muskegon envisions a walkable, mixed-use urban center with various housing options, lively retail and dining scenes, a variety of services, and employment opportunities. It envisions goals for its downtown using the form-based code (City of Muskegon form-based code, 2015).

According to the Muskegon form-based code (2015), these goals were already established in earlier planning efforts such as the Imagine Muskegon Plan of 2003, the Downtown and Lakeshore Redevelopment Plan of 2008, and the Muskegon Parking Strategy of 2015. A Downtown form-based code and a Lakeside form-based code are currently in place in the city.

The Pine Street Business District, which is the focus of our study, is located in Downtown Muskegon and regulated by the Downtown form-based code. This District lies within both the Mainstreet and Neighborhood Core contexts as per the Downtown form-based code, as shown in Figure 37. These areas are classified as urban within the form-based code. As a result, all design and planning suggestions proposed in this report are in accordance with the stipulations of the Downtown form-based code.

Source: City of Muskegon Form-Based Code

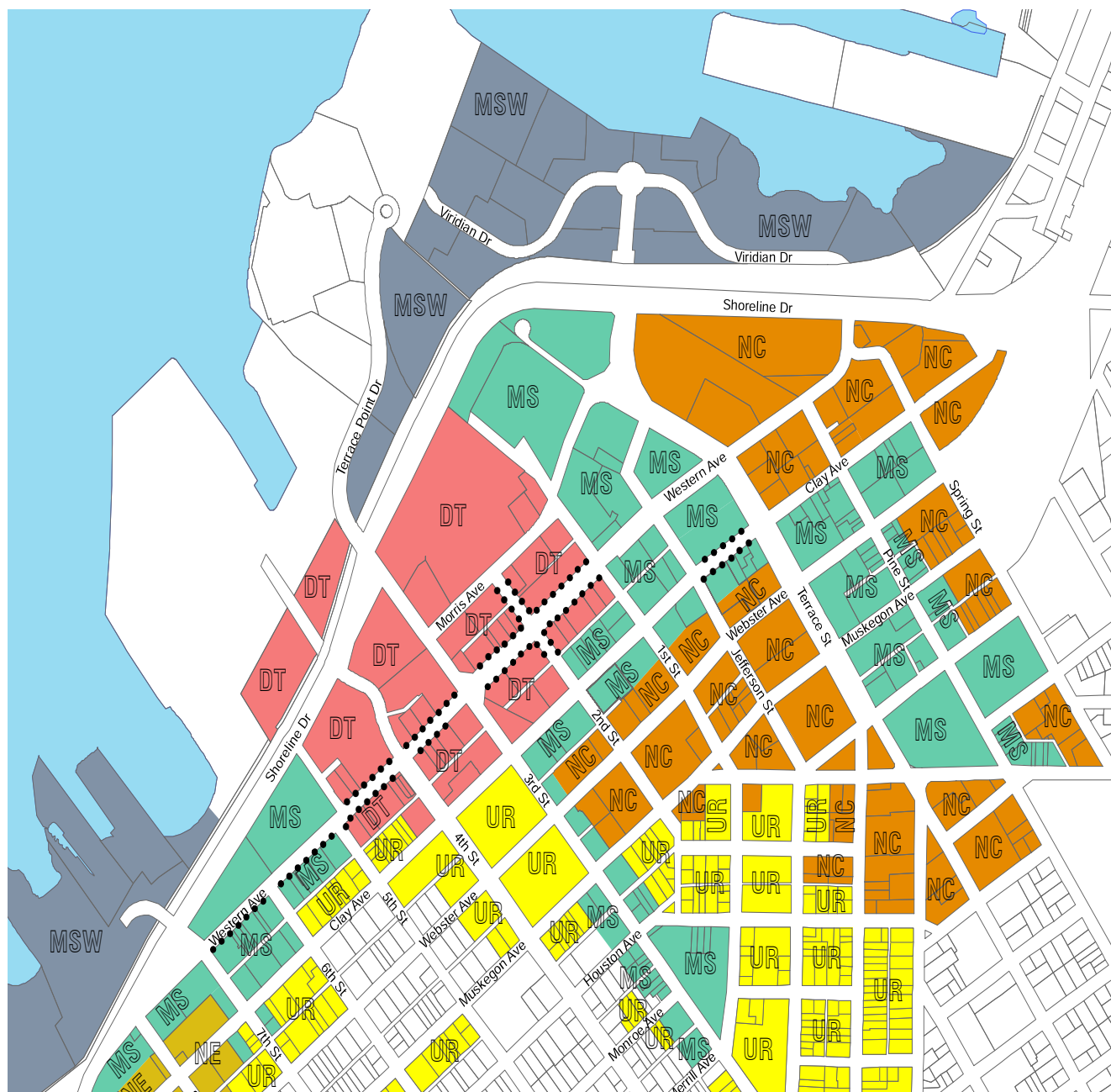
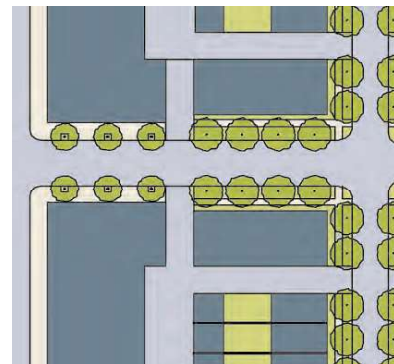
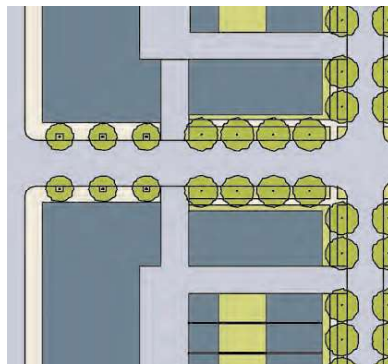
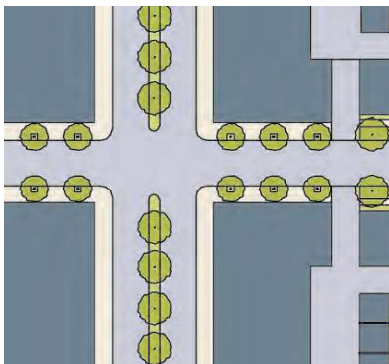
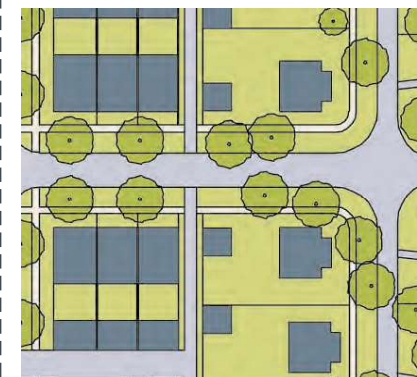
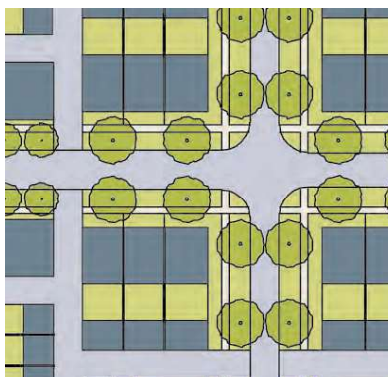
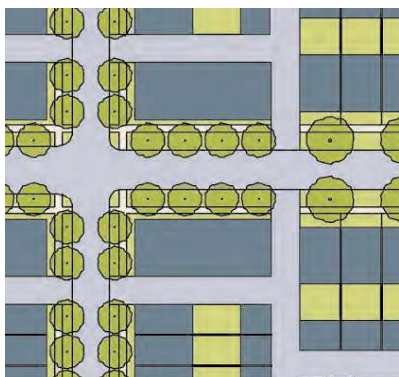


Figure 38: Context Area Overall Characteristics
Source: City of Muskegon Form-Based Code

MORE URBAN



LESS URBAN



EXISTING CONDITIONS

AREA DESCRIPTION

MAINSTREET CONTEXT AREA DESCRIPTION

The form-based code describes the Mainstreet (MS) context as mixed-use buildings that promote retail and shopping with a prominent level of walkability and vibrancy. The goal is to have street-level retail remain the primary focus while having other uses like residential and service for example mixed in (City of Muskegon form-based code, 2015). Form elements used to achieve these goals include:

- Attached buildings
- Medium to large building footprint
- Building at or near the Right-of-Way
- Small side setbacks
- Varied frontages with an emphasis on commercial use

NEIGHBORHOOD CORE CONTEXT AREA DESCRIPTION

The form-based code describes Neighborhood Core (NC) as a varied building type that can accommodate retail, service, office, and residential uses. These buildings will form nodes of active at key intersections within the area. These spaces are intended to provide a transitional space between intense context areas and existing residential neighborhoods (City of Muskegon form-based code, 2015). This context area generally contains the following form elements:

- Primarily attached buildings
- Medium to large building footprint
- Varied front setbacks
- Small side setbacks
- Varied frontages

The Appendix B includes a detailed description of these two context areas taken from the City of Muskegon Form Based Code (2015).

EXISTING CONDITIONS

URBAN FABRIC

Urban fabric refers to a city's physical and spatial structure, including its buildings, streets, open spaces, and other urban elements. It is the physical manifestation of a city's history, culture, and social and economic activities. Urban fabric analysis is a tool urban planners and designers use to understand a city's spatial and physical characteristics. It involves examining the patterns of development, land use, transportation, and public space in a particular area or neighborhood.

The Pine Street Business District stretches along the Pine Street Corridor and is characterized by a more uniform rectilinear grid which has provided a consistent system of streets, blocks, and parcels, except for the southern portion, which is slightly irregular (see Figure 39).

The west segment of the Pine Street Business District, compared to the east segment, boasts larger parcels and buildings, and fewer vacant lots. Conversely, the east segment is marked by smaller parcels and buildings, and a greater number of vacant lots, presenting potential opportunities for future investments.

Building upon the existing land use analysis, the practicum team divided the district into three distinct sections, from a land use composition perspective. As illustrated in Figure 40, Section A is composed of commercial and residential uses, Section B is mainly commercial, and Section C is primarily governmental and institutional. This division was based on the composition of land uses within each section.

Throughout the corridor, a notable inconsistency is observed in the facade composition and structure of the buildings. This inconsistency is evident in the materials used, color schemes, openings, and storefront signage (see Figure 41). Furthermore, along the west segment of the corridor, overhead utility poles and wires have created visual clutter and pose a safety hazard during an emergency.

The lack of streetscape elements such as lighting, seating, and green infrastructure in most of the corridor has led to pedestrian safety concerns and an unappealing appearance.

Figure 39: Pine Street Business District's Block Structure
 Source: By Practicum Team using data from SketchUp



Figure 40: Sections of the District distinguished by predominant uses
 Source: By Practicum Team using data from SketchUp

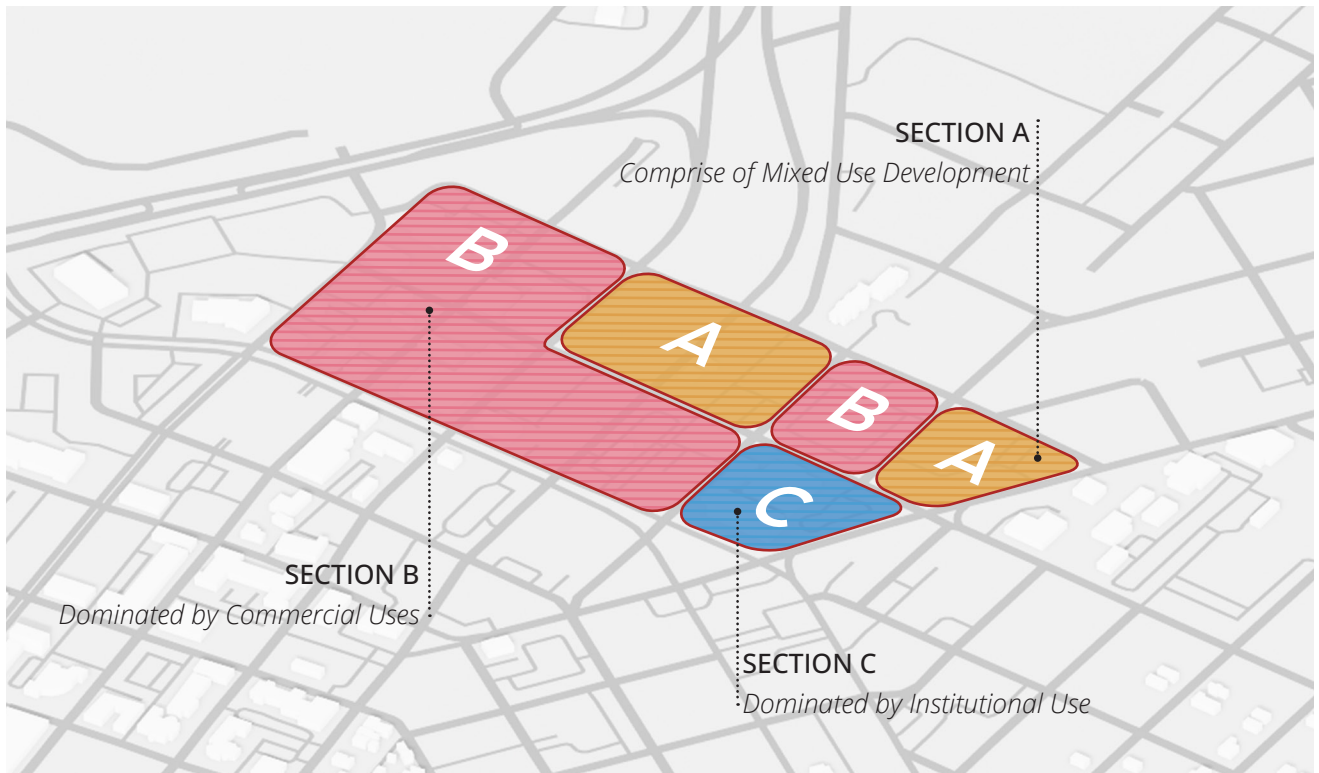


Figure 41: The photos, arranged in a top-to-bottom sequence, illustrate the following: inconsistency in the composition of building facades, the presence of overhead utility poles, and the lack of streetscape elements along the Pine Street Corridor

Source: Planning Department, City of Muskegon



EXISTING CONDITIONS

EDGE CONDITION

Edge condition analysis is an important aspect of urban corridor analysis and development because it helps to identify the unique characteristics of the corridor's boundaries and its relationship with the surrounding context. It involves analyzing the area adjacent to the corridor, including residential neighborhoods, commercial areas, transportation infrastructure, and natural or cultural features.

Upon analyzing the edge conditions in the Pine Street Business District, the practicum team has categorized the district into two sections, each exhibiting distinct edge conditions. These two edge conditions along the corridor can be seen in three dimensions in Figures 42 and 43.

Figure 42 illustrates the first section of the corridor. These southern blocks contain large lots that are either used as parking lots or occupied by large structures, such as the county jail, without frontages or public activities. Its harsh pedestrian environment has prevented this portion of the corridor from being able to support active street life. These parcels are a missed opportunity for the corridor to have a vibrant public realm. There is potential for these properties to be redeveloped and activated with civic amenities such as urban plazas and mixed-use buildings that promote retail and shopping

with a high level of walkability and vibrancy that are safe and inviting for pedestrians. However, redeveloping the two large parcels in this portion remains challenging because of the county's ownership of the land. To overcome this challenge and foster a vibrant civic atmosphere and prioritize the public realm, it is essential that the city and county collaborate to create a shared vision for the corridor, ensuring mutual benefits. This plan can serve as a foundational step in establishing this partnership and facilitating such redevelopment of parcels.

The second portion of the corridor, three northern blocks, features antique shops, mixed-use buildings housing coworking suites, restaurants, bars, as well as small parcels (see Figure 43). Taking advantage of the existing fabric could enable this segment of the corridor to be developed to its full potential. Furthermore, its proximity to the lake and its connection to downtown through W Western Ave at its end make this portion a perfect gateway for the corridor.

There are also six intersections with different characteristics along the Pine Street corridor. Figures 44 to 49 visually depict the conditions of these intersections using a combination of images and graphics.

Figure 42: The Southern Half of the Pine Street Corridor, based on the Edge Conditions

Source: By Practicum Team

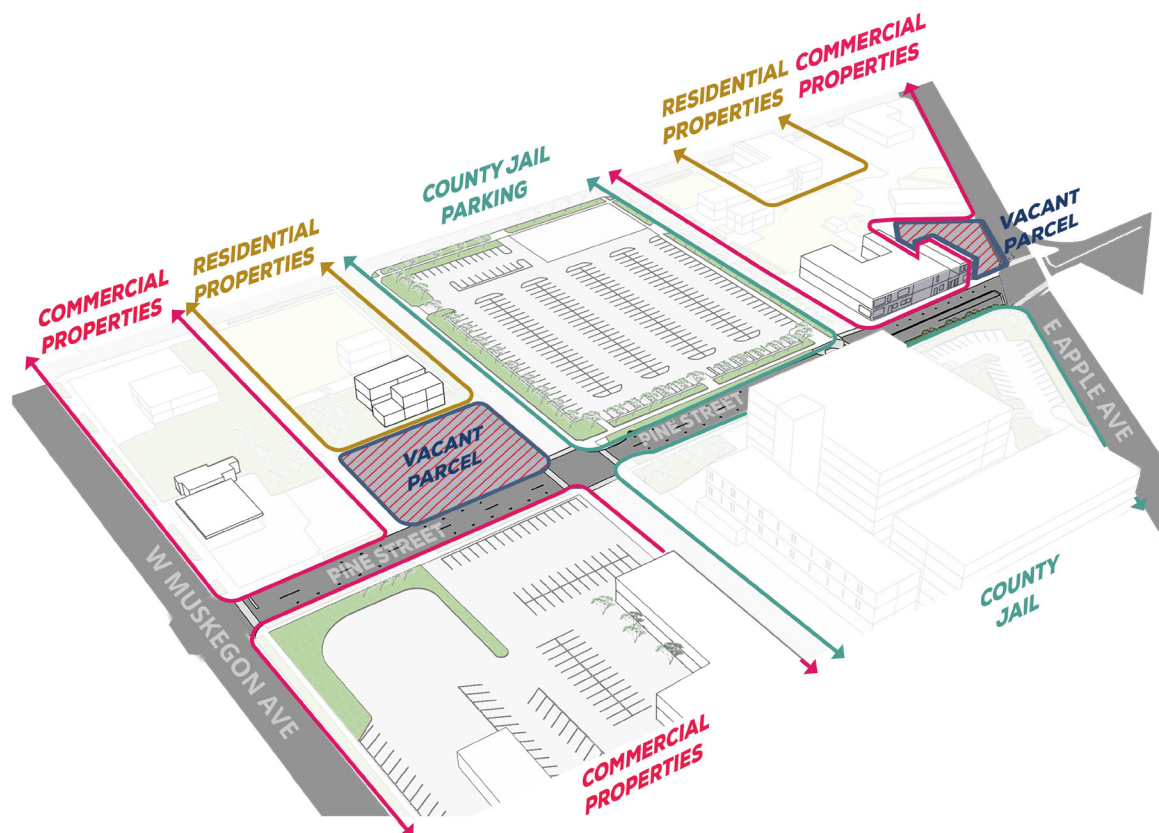


Figure 43: The Northern Half of the Pine Street Corridor, based on the Edge Conditions

Source: By Practicum Team

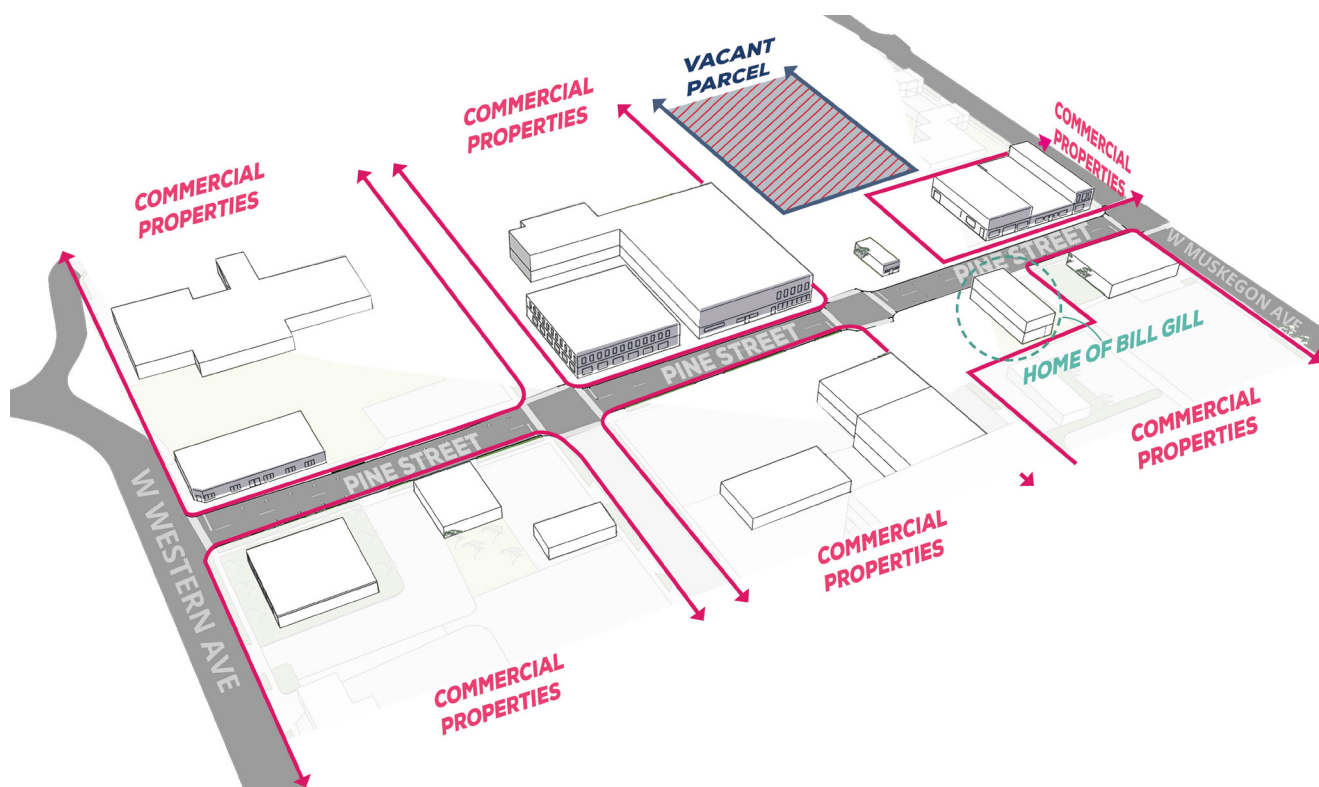
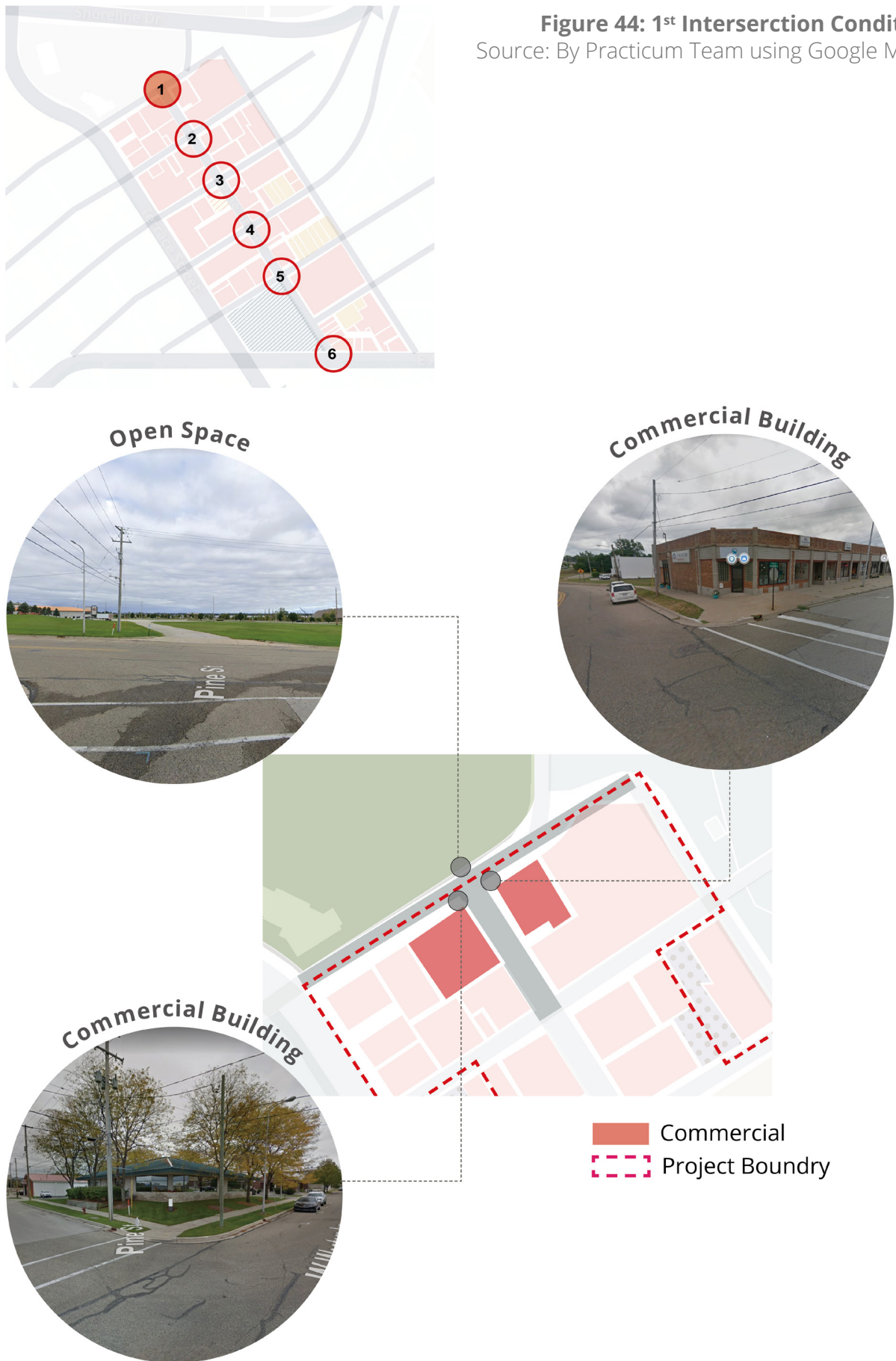


Figure 44: 1st Intersecrtion Condition
Source: By Practicum Team using Google Maps



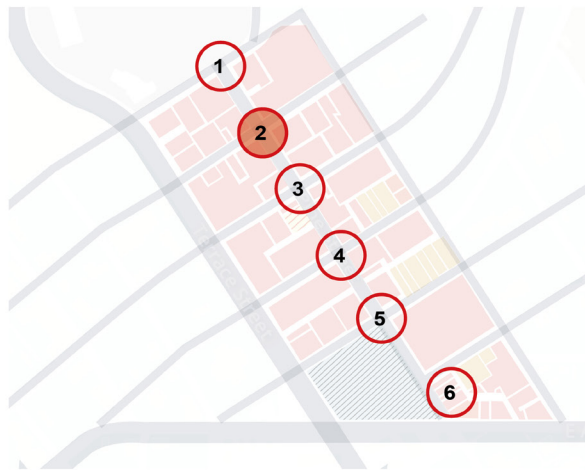


Figure 45: 2nd Intersection Condition
 Source: By Practicum Team using Google Maps



Figure 46: 3rd Intersection Condition
 Source: By Practicum Team using Google Maps

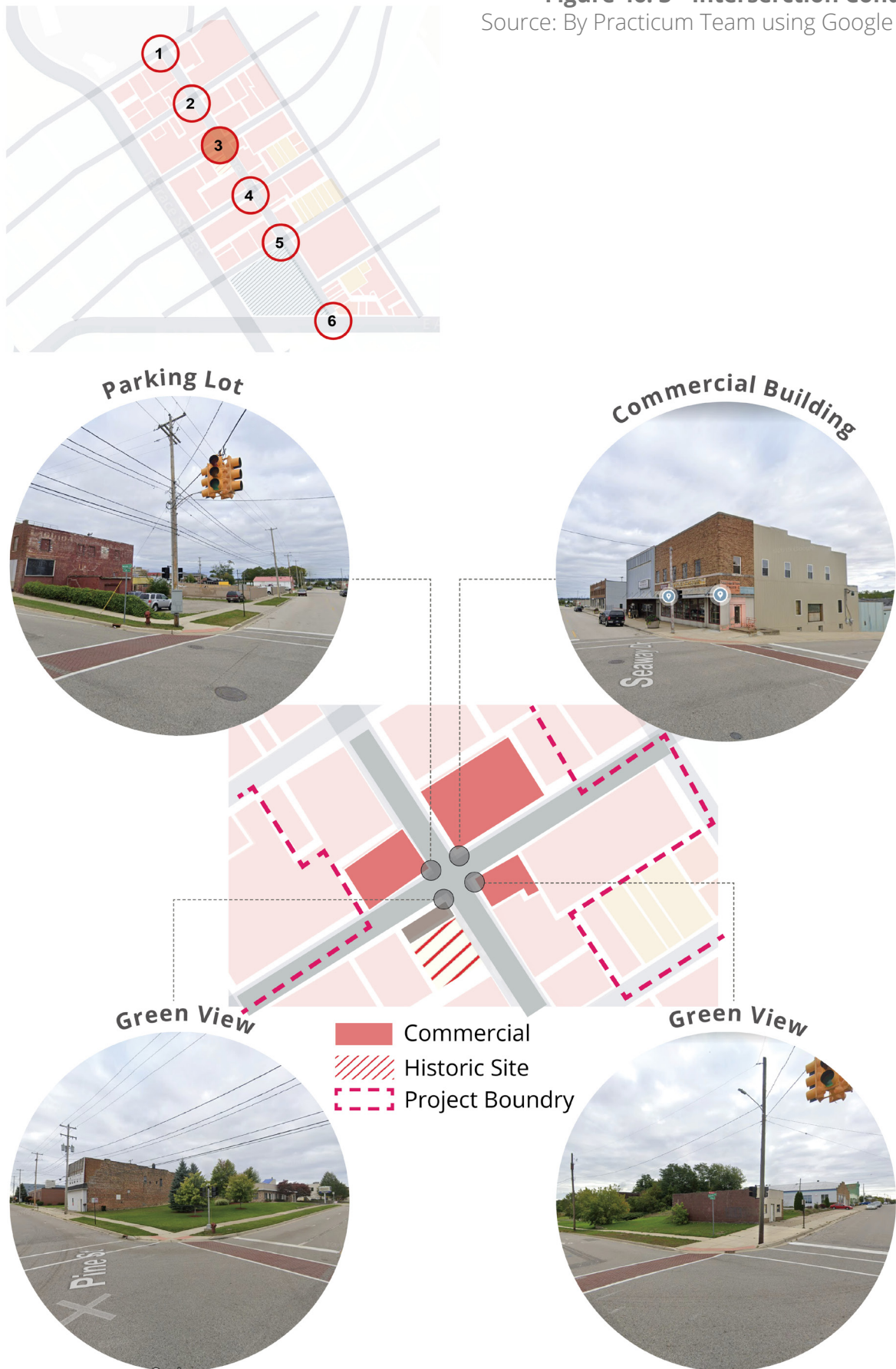




Figure 47: 4th Interseerction Condition
 Source: By Practicum Team using Google Maps



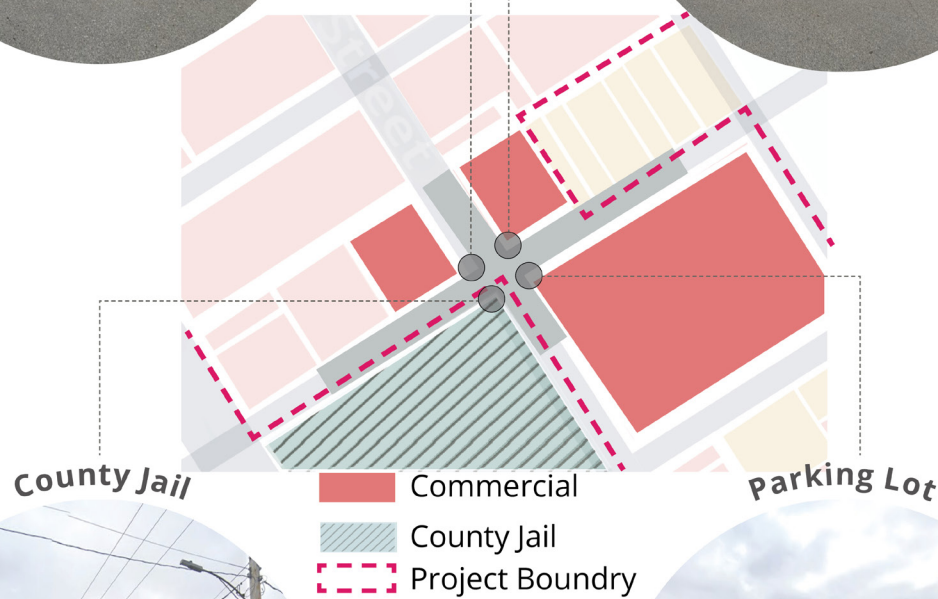
Figure 48: 5th Interseerction Condition
 Source: By Practicum Team using Google Maps



parking Lot



parking Lot



County Jail



parking Lot

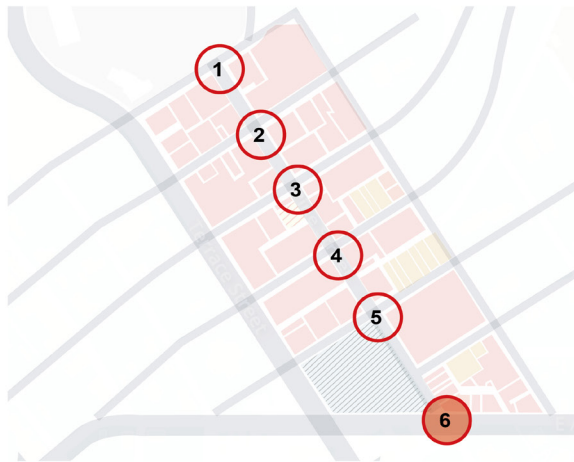


Figure 49: 6th Intersection Condition
 Source: By Practicum Team using Google Maps



EXISTING CONDITIONS

OPPORTUNITY SITES

3

Opportunity sites refer to underutilized or vacant properties or lands in a city that have the potential to be developed or redeveloped for a variety of uses, such as commercial, residential, or industrial purposes. These sites may include abandoned buildings, vacant lots, or underutilized properties that can be repurposed for new development projects.

Opportunity sites are often seen as a valuable asset for cities because they offer economic growth and revitalization potential. By redeveloping these sites, a city can attract new businesses, create job opportunities, and increase property values. Additionally, the redevelopment of opportunity sites can help to reduce blight and improve the overall aesthetic appeal of a neighborhood or community. Land owned by the public can be a very valuable asset for urban development if used wisely.

Fortunately, the Pine Street Business District has a significant amount of vacant land that can be targeted for development (see Figure 50). Three potential development sites, hereafter referred to as 'Opportunity Sites', have been targeted for development in the Pine Street Business District based on factors such as the presence of public-

private partnership opportunities and suggestions from The Client. Located on the east side of Pine Street Business District, one of these opportunity sites are owned by the public and two by a private entity (see Figure 51).

With significant transformational potential and located in three different parts of the district, each of these opportunity sites can act as a catalyst for adjacent properties and for the entire district. This is particularly relevant for parcels that hold cultural significance in African-American history, as well as the publicly owned parcel situated at the center of the corridor, which has the potential to be uniquely designed and become a landmark for the district.

Figure 50: Vacancy Map for Pine Street Business District

Source: By Practicum Team Using Data from City of Muskegon Zoning Viewer Map Application

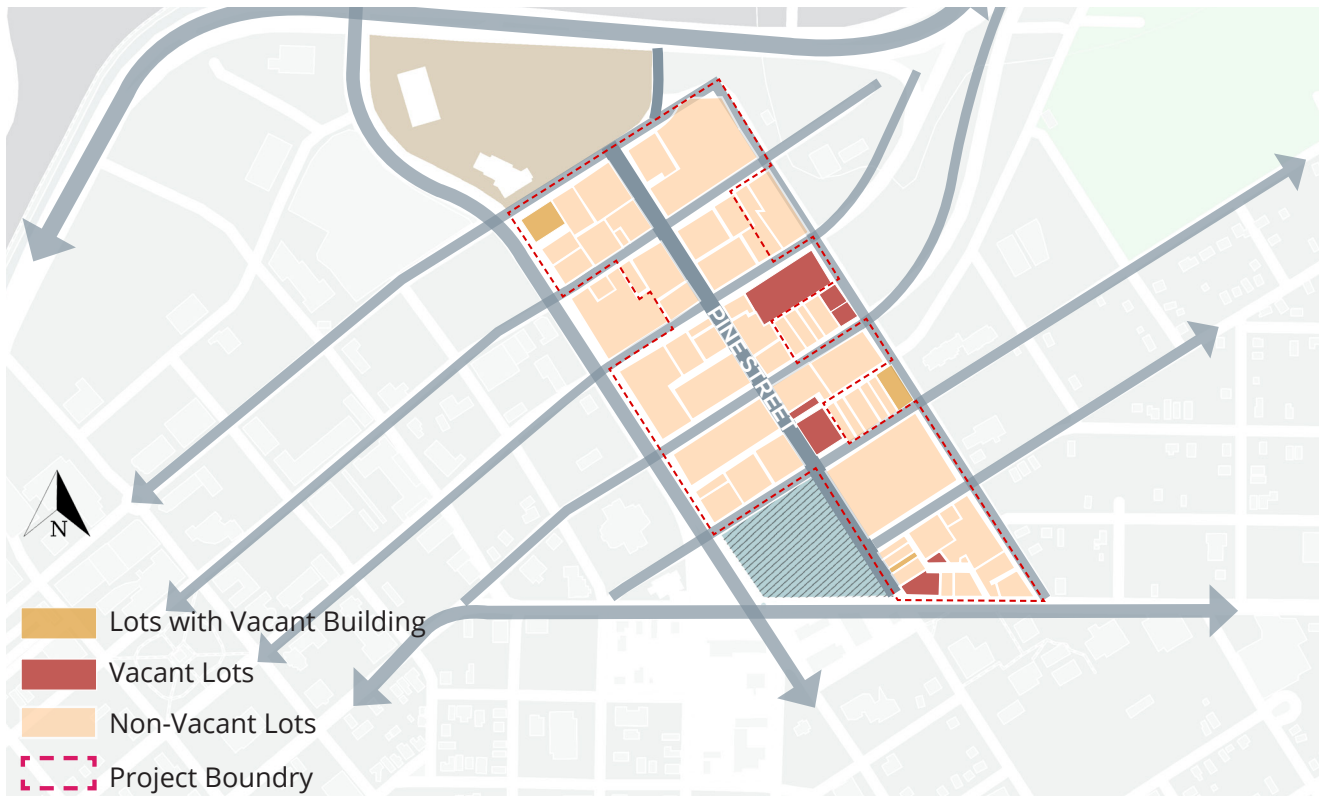
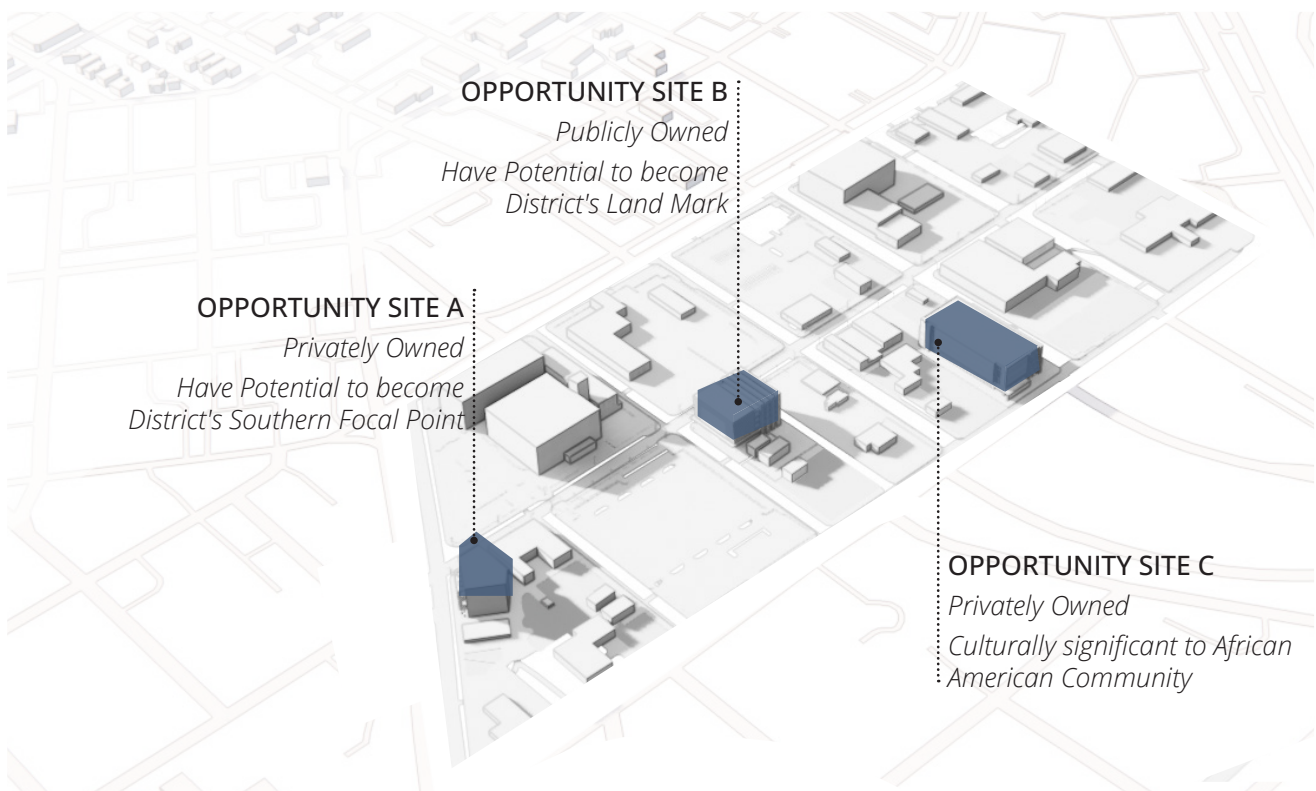


Figure 51: Opportunity Sites in Pine Street Business District

Source: By Practicum Team



EXISTING CONDITIONS

URBAN ANCHORS

3

In America's inner cities, anchor institutions such as universities, arts, cultural, religious institutions, sports venues, and medical complexes, as well as public utilities, play an essential and influential role (Planetizen, 2007).

According to Pompilio (2007), anchor institutions act as driving forces for urban renaissance or survival, attracting economic development and serving as magnets in many regions. Their direct impact results from their large landholdings, employment capacity, revenue generation, procurement of goods and services, development of human capital, and promotion of economic clusters. In addition, they contribute indirectly to urban reinvention and civic pride, drawing in sought-after knowledge-industry workers and suburban consumers.

Several urban anchors are located within the Pine Street Business District and its surrounding neighborhoods, each with a distinct characteristic that makes it an important part of the district's development (see Figure 52). The district has three key sites related to African American history that can be leveraged as valuable cultural assets.

Additionally, the Downtown is close to the district, resulting in a dynamic bilateral relationship. The district has an excellent opportunity to build on the success of downtown Muskegon and create a distinct identity as a business district by branding itself as an investment hotspot and promoting its existing businesses. There is also the possibility that the Downtown may benefit from the opportunities offered by the Pine Street Business District.

Muskegon Lake's recovery from its unsightly industrial history is set to bring both economic and environmental advantages to the district. This could be an opportunity to attract business and tourists to the area, bringing much-needed revenue and revitalizing the local economy. Additionally, the cleanup of the lake could provide the opportunity for recreational activities, such as fishing and boating, which can further boost the local economy. Moreover, Green Acres Park, located close to the district, with improvements, could serve as an excellent location for both passive and active recreation for locals and tourists alike.

Figure 52: Urban Anchors

Source: By Practicum Team using ArcGIS Pro

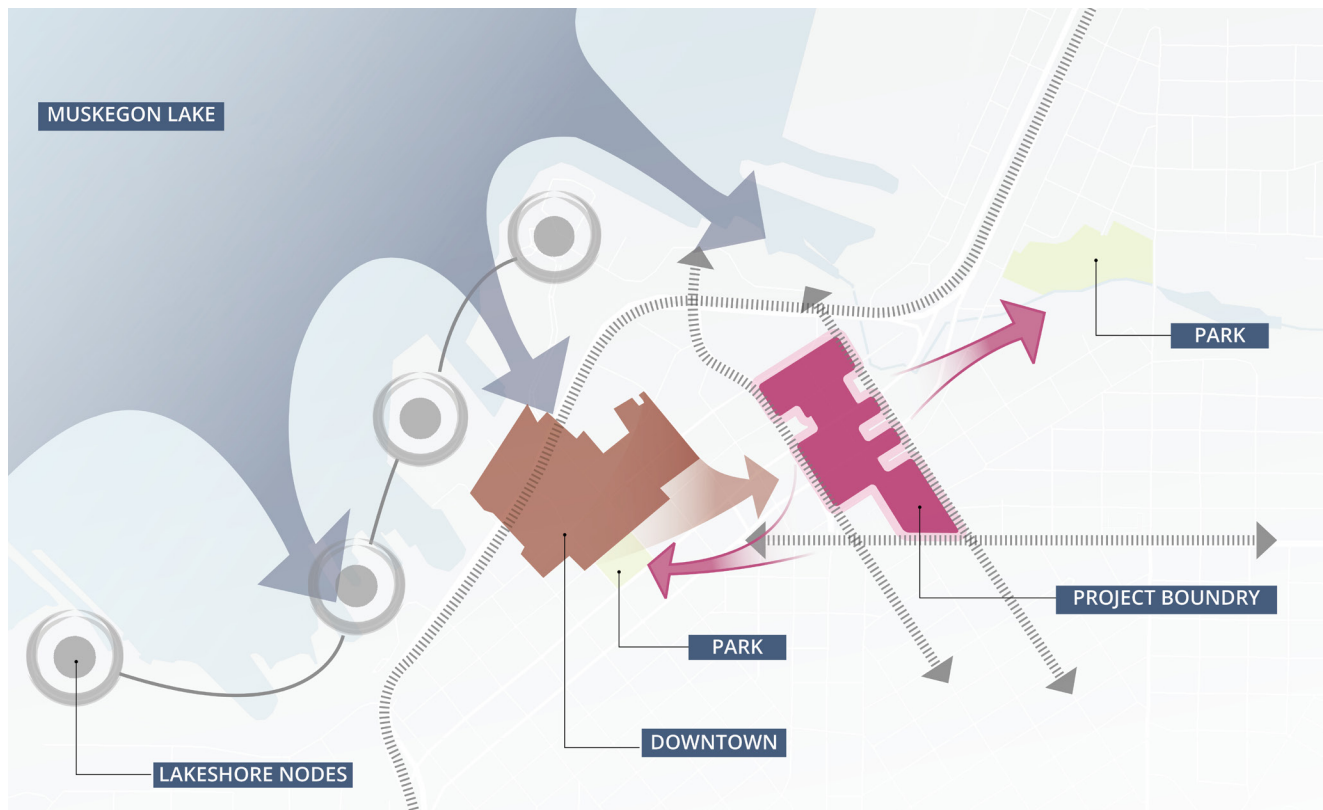
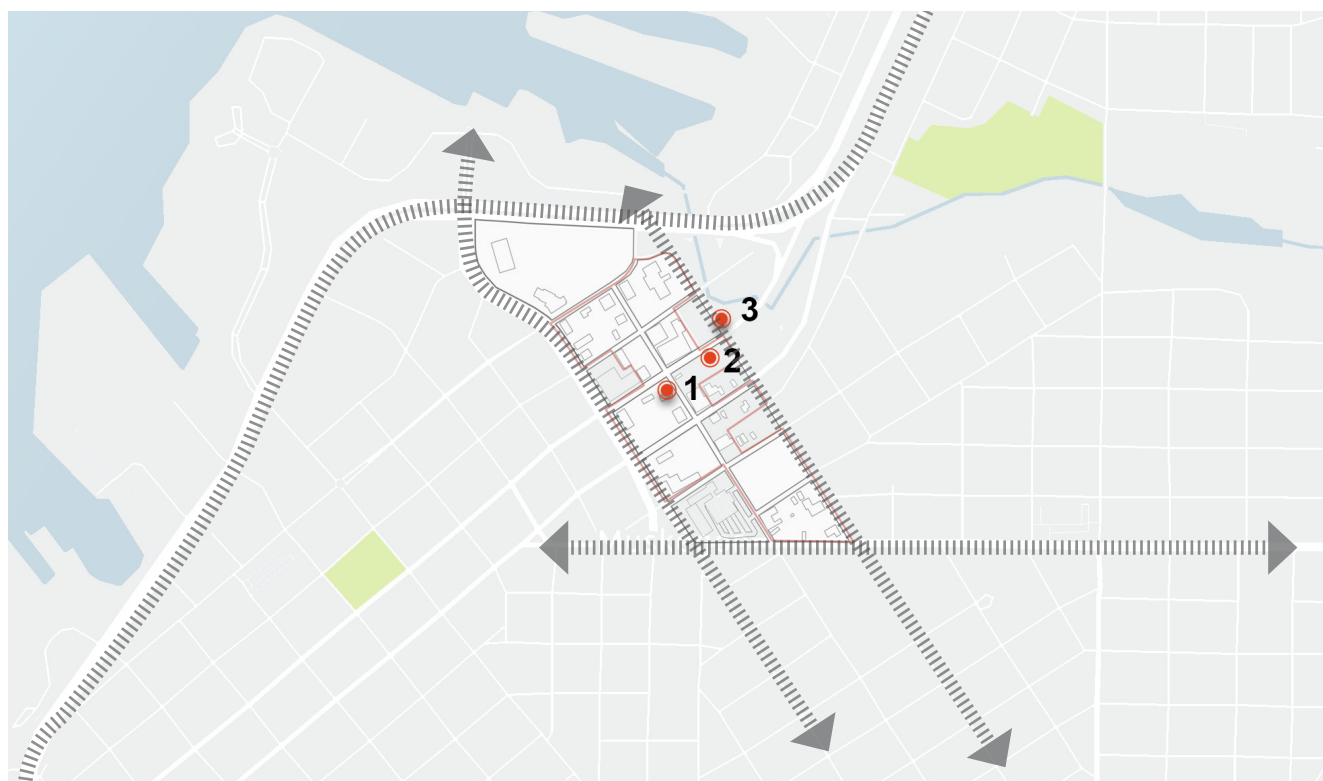


Figure 53: Historical Sites

Source: By Practicum Team



HISTORICAL SITES

The Pine Street Business District encompasses three historic sites, each bearing significant ties to African American community history. These three sites, outlined below with brief information, are illustrated in Figure 53:

THE NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE (NAACP) HEADQUARTERS/HOME OF RESIDENT BILL GILL

Marked as number 1 in Figure 53, this site served as the headquarters of the National Association for the Advancement of Colored People (NAACP) and the home of resident Bill Gill. Gill's relatives founded the Muskegon chapter of the NAACP on November 10, 1919, a mere two years after their migration to West Michigan from the South. Gill was permitted to join the group at the age of 13 (mLive.com).

According to mLive website Bill Gill, affectionately known, was a Muskegon native and a Muskegon Heights High School graduate. He obtained a degree in Business Administration and Accounting from Muskegon Business College and enlisted in the U.S. Army in 1944. After 25 years of service, he retired as a state employee. Over his 22 years as a Muskegon County Commissioner and as a member of the Muskegon chapter of the NAACP, Gill donned multiple hats. He held membership in the NAACP for 71 years, including a

22-year term as the group's president. Gill's activism ranged from marching with women's rights activists to participating in protests organized by Cesar Chavez, and serving as a command officer for Martin Luther King Jr. He passed away in 2014 at the age of 89, and posthumously, a downtown street was named in his honor: Pine Street between Muskegon and Apple Avenues was designated as Bill Gill Way (Moore, 2017). The building, as shown in Figure 54, still stands today.

THE FORMER SITE OF THE JOHN WESLEY A.M.E. ZION CHURCH

The John Wesley A.M.E. Zion Church, marked as number 2 in Figure 53, was a significant religious institution of the African Methodist Episcopal Zion (A.M.E. Zion) Church denomination. This church, named after Methodism's founder, John Wesley, was deeply committed to social justice, faith, and community service. As an A.M.E. Zion Church, it bears the historical significance of being part of a denomination that played a pivotal role in combating slavery and segregation in the United States. The church was celebrated for its vibrant worship services, strong community bonds, and unwavering dedication to social justice. Even though the church no longer stands, it held its place on this site approximately 40 years ago (see Figure 55). The site is currently vacant, and our practicum team, referred to as Opportunity Site C, has targeted it for infill development.

Figure 54: Historical Sites

Source: Google Street View



Figure 55: The Former Site of the John Wesley A.M.E. Zion Church

Source: Planning Department, City of Muskegon



THE FORMER SITE OF THE SEPIA CLUB

This particular site, marked as number 3 in Figure 53, holds a significant historical value as it was once home to the famous Sepia Club. Although there isn't much information available about this location, according to "Southwest Michigan RoadMap: The West Michigan Pike Volume I: Historic Context Narrative," Muskegon was a frequently visited spot for African American musicians who traveled between Chicago, Detroit, and the historically black resort of Idlewild, located in Lake County, Michigan.

During the post-World War II era, the Sepia Club in Muskegon was a cherished spot for jazz, blues, and soul enthusiasts. Many Black musical groups would perform at the club while en route to or from Idlewild Resort in northern Michigan. Unfortunately, the Sepia Club was demolished in the 1970s, but it will always be remembered for its rich musical legacy. Nowadays, a parking lot sits on the site where the Sepia Club once stood.

EXISTING CONDITIONS STREET PROFILE

Figure 56: Existing Street Profile | Type A
Source: By Practicum Team

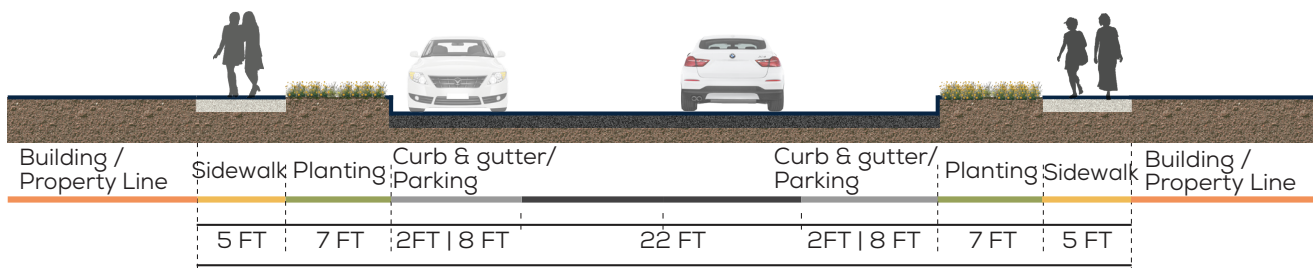
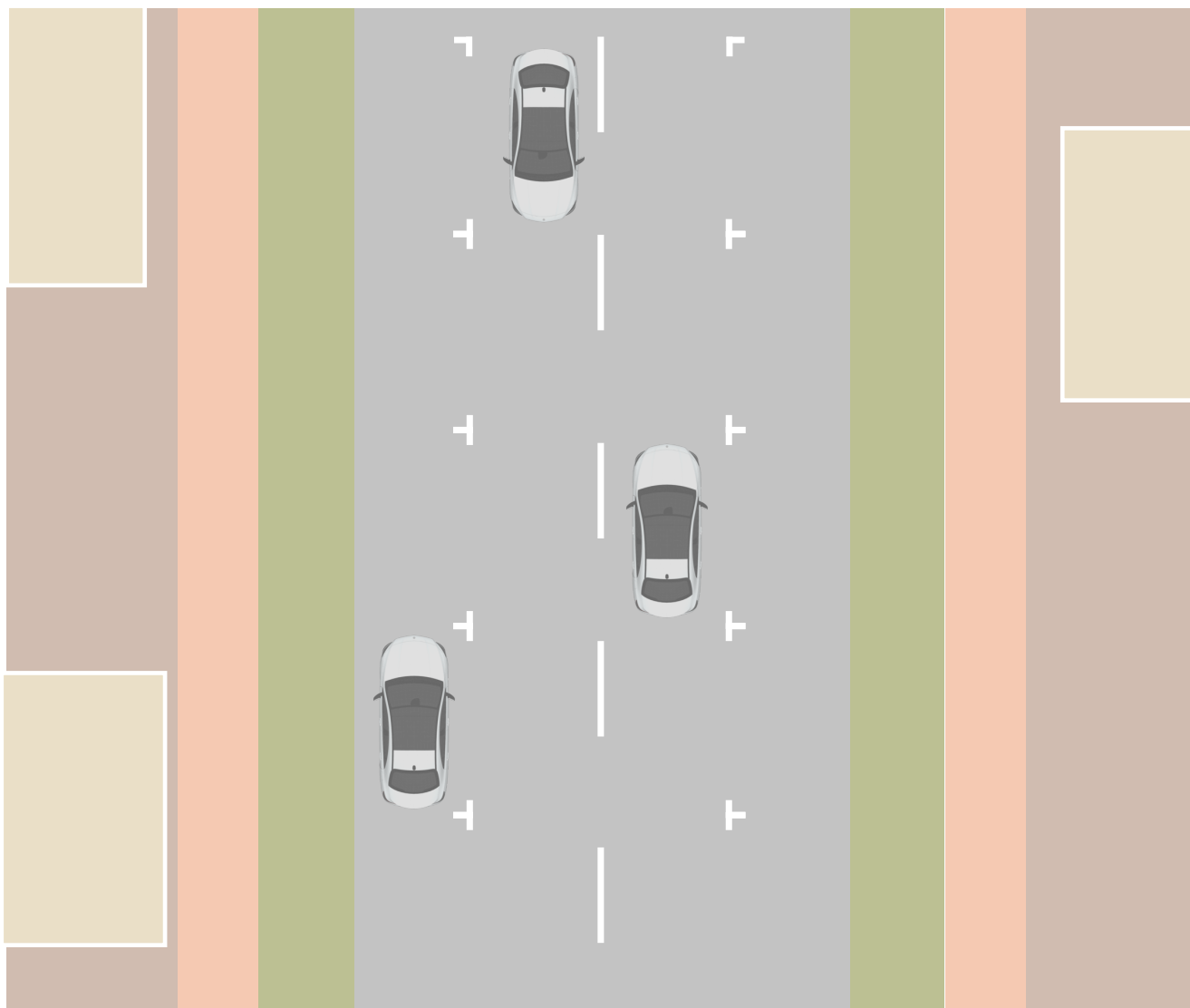
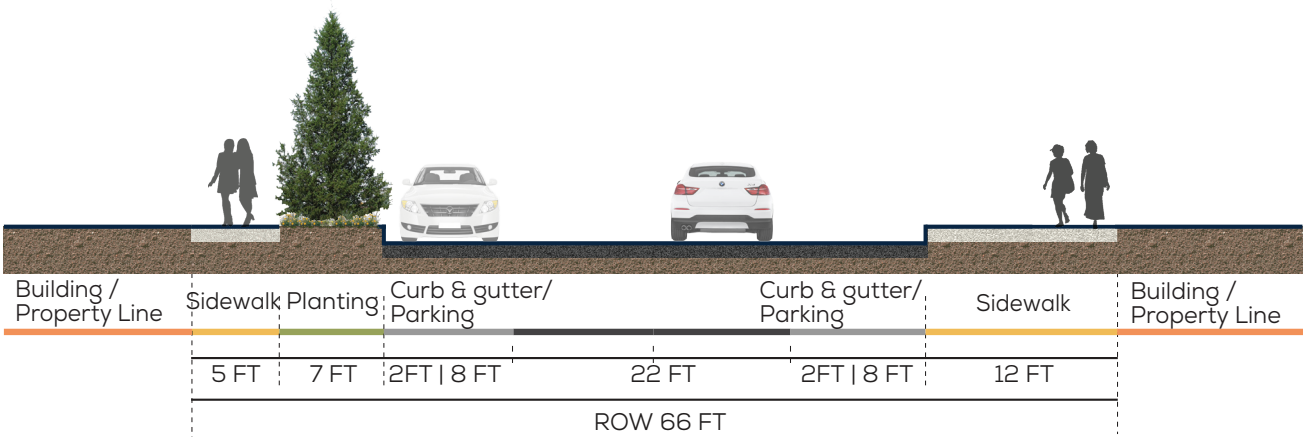
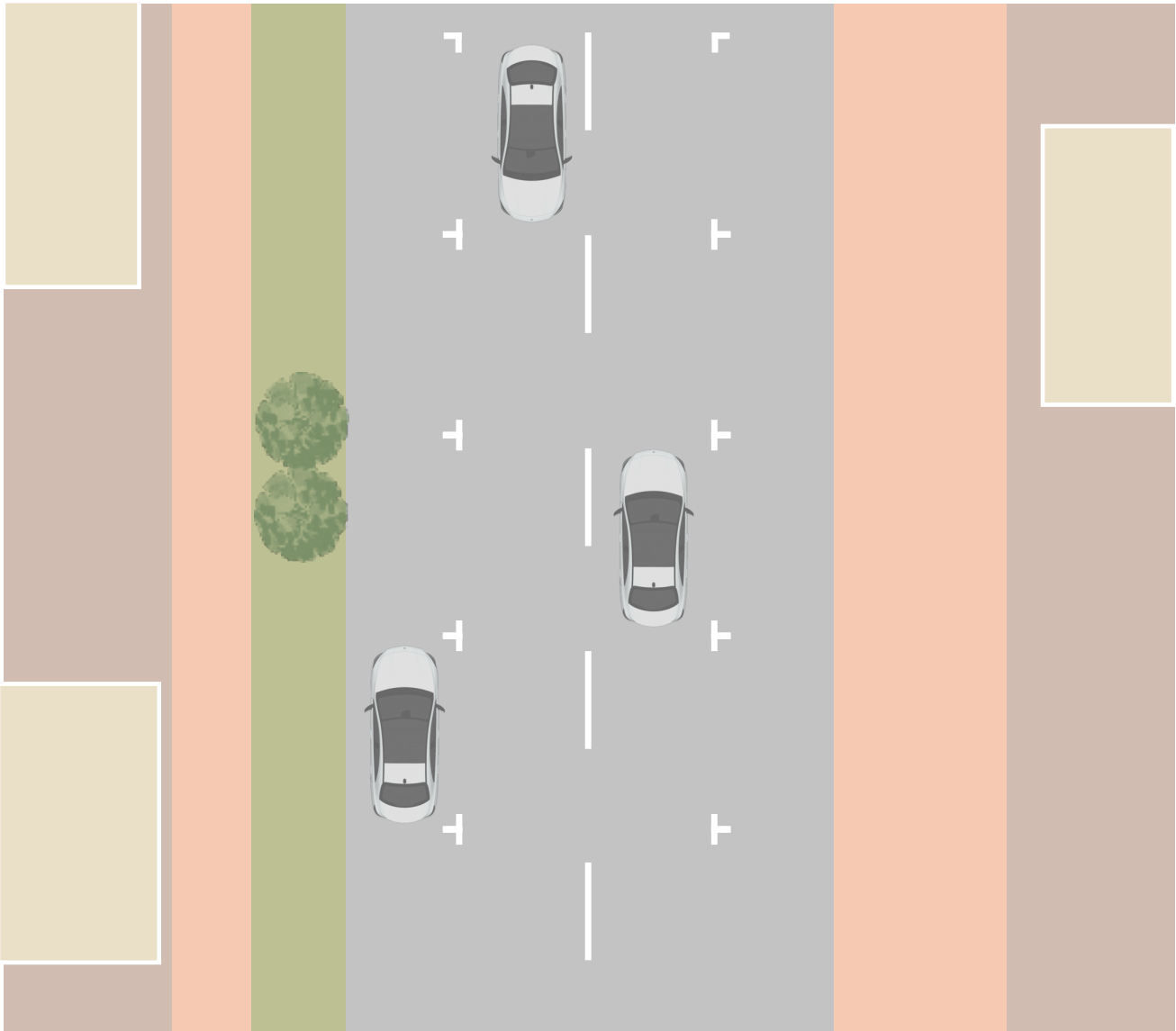


Figure 57: Existing Street Profile | Type B
 Source: By Practicum Team



EXISTING CONDITIONS

SITUATIONAL ANALYSIS

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is a strategic planning tool used to evaluate the **strengths, weaknesses, opportunities, and threats** of an organization, project, or in this case, a city.

The SWOT analysis provides a comprehensive overview of the current situation and potential challenges facing the city. By identifying the internal strengths and weaknesses of the city, as well as external opportunities and threats, the SWOT analysis helps in developing an effective city development plan.

The importance of conducting a SWOT analysis for a city development plan can be summarized as follows:

1. Identifying Strengths: A SWOT analysis helps to identify the unique strengths of the city, such as its cultural heritage, infrastructure, and human resources, which can be leveraged for future growth and development.

2. Addressing Weaknesses: The analysis also helps to identify the weaknesses and limitations of the city, such as inadequate infrastructure, lack of skilled workforce, and poor transportation, that need to be addressed in the development plan.

3. Exploring Opportunities: The analysis identifies external opportunities such as new markets, emerging technologies, and potential investments that can be leveraged to spur economic growth and development.

4. Mitigating Threats: The analysis also identifies external threats such as economic downturns, natural disasters, and political instability, that can undermine the city's development efforts. By identifying these threats, the development plan can incorporate measures to mitigate their impact.

In summary, SWOT analysis is an essential tool for city planners to evaluate the current situation, set goals, and develop a comprehensive strategy that takes into account the city's strengths, weaknesses, opportunities, and threats.

Therefore, the Practicum Team conducted a SWOT analysis based on the findings of the socio-economic profile, the existing urban fabric condition, the charrette, and the market analysis of Muskegon, specifically Pine Street Business District. An overview of SWOT analysis can be found in Figure 58.

Figure 58: Situational Analysis

Source: By Practicum Team

3

S STRENGTHS

- Progressive Community Values
- Existing businesses such as local vintage and antique shops
- Participation culture and strong social ties
- Proximity to Downtown and Lake Muskegon
- Parcels with historical significance for the African-American Community

W WEAKNESSES

- Degraded façade along the corridor
- Lack of walkable and safe sidewalks
- Lack of public parking & presence of large private parking lots
- Lack of streetscape elements such as lighting, seating, etc.
- Overhead utility poles
- Underutilized parcels & Lack of Social Spaces

O OPPORTUNITIES

- Vacant parcels for development
- Opportunity for Public-Private Partnership
- Collaboration with DDA and the Chamber of Commerce
- The presence of form-based code

T THREATS

- Decreasing population
- Recontamination of Lake Muskegon
- Low higher education attainment (Population aged 25 and over)
- Limited funding opportunities and tight competition

EXISTING CONDITIONS SUMMARY

Following is an executive summary of the findings after analyzing the Pine Street Business District's current conditions:

Pine Street Business District has been developed into three distinct parts, each with its own character and identity. The first part is dominated by commercial activity and by medium to large parcels. In the second part, you will find various uses for small to medium-sized parcels. Lastly, the third part is dedicated to governmental and institutional purposes, featuring mostly large parcels.

Muskegon's goal is to establish a livable, mixed-use downtown area with an array of housing alternatives, a bustling retail and dining scene, diverse services, and numerous job prospects by implementing the form-based code. The objective is to make the area pedestrian-friendly and to attractive people with different preferences and requirements.

The corridor displays inconsistency between the building's façade and structures. There are also safety hazards and visual clutter caused by overhead utility poles and wires. Furthermore, pedestrian safety concerns and unappealing

surroundings arise from the lack of streetscape elements such as lighting, seating, and green infrastructure in most parts of the corridor. The defining character of the Pine Street Business District stems from parcels that possess historical significance, its close proximity to downtown and Lake Muskegon, and hosting vintage and antique shops. These parcels are key urban anchors in the district.

There are a number of unoccupied public and private lands in the district that provide significant development opportunities.

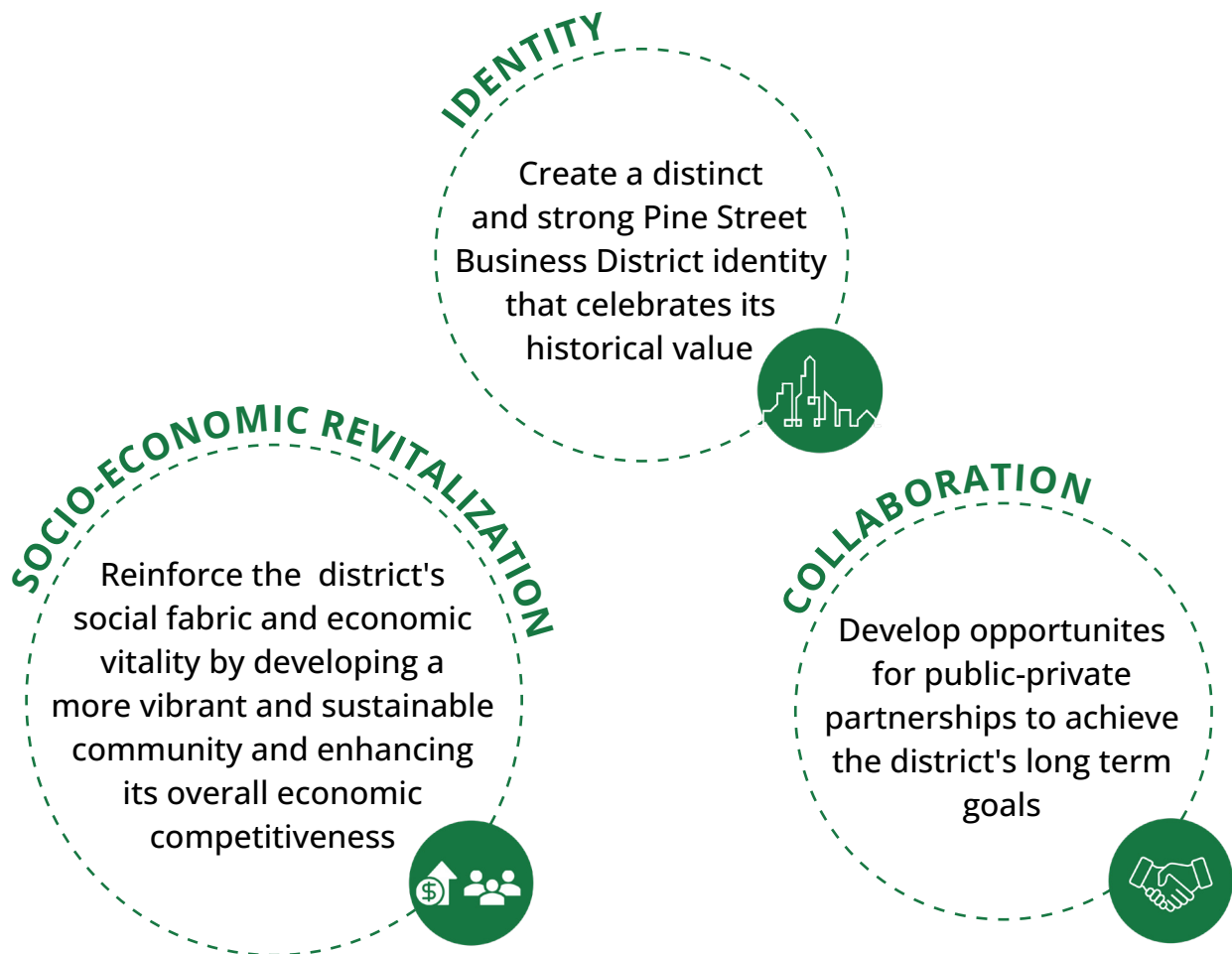
**VISION
& GOALS**

4

VISION AND GOALS INTRODUCTION

To prepare for any design interventions in the Pine Street Business district and corridor, the Practicum Team collaborated closely with city officials from Muskegon to establish a vision and goals for the district. These serve as a reference point throughout the design process and are used to assess the validity of ideas in relation to the long-term vision for the district. The goals below aim to celebrate the

rich culture and identity of the Pine Street Business District while promoting sustainable, equitable, and coordinated revitalization efforts. For the district to thrive in the future, investments should be directed at creating social spaces, improving streetscapes and façades, preserving historical values, and developing underutilized or vacant parcels.



RECOMMENDATIONS INTRODUCTION

4

The recommendations presented in this chapter result from a comprehensive analysis of various factors that influence the Pine Street Business District's success. These recommendations were proposed based on the findings from meetings with the community and the client, an in-depth examination of the existing conditions, and a thorough market analysis. The community's socio-economic profile was also considered while developing these recommendations.

In addition to providing practical and feasible solutions to the district's challenges, the recommendations also take into account the community's needs and expectations. These proposed recommendations are the culmination of extensive research and careful consideration. They aim to provide a roadmap for the Pine Street Business District to succeed in the future.

The recommendations have been divided into three parts to provide a structured approach to address the challenges faced by the Pine Street Business District. Each section represents a key challenge or a combination of challenges the district

faces, and proposes a comprehensive solution to address it. To propose a comprehensive recommendation for each challenge, the Practicum team has analyzed the findings from the study and looked for best practices and precedent projects that have successfully addressed similar challenges. This approach ensures that the recommendations are based on best practices and can be implemented with success.

Precedents and examples of similar projects must be considered when planning redevelopment projects. Through this process, stakeholders gain valuable insight, identify best practices, gain inspiration, and build consensus. Pine Street Business District redevelopment will benefit from key takeaways from precedent studies. Funding resources relevant to the challenge have also been included at the end of each section.

KEY CHALLENGES

Challenge No.1 : Lack of Streetscape Elements

The first challenge is to improve the streetscape, which can enhance the pedestrian experience and make the district more walkable.

Challenge No.2 : Lack of Social Spaces

The second challenge is creating social spaces in urban areas, a crucial aspect of promoting community engagement and enhancing the district's vibrancy.

Challenge No.3 : Inconsistent and Degraded Facade Composition

The third challenge is to improve the façades of the buildings, as this can significantly improve the overall appearance of the district and make it more appealing to visitors.

Challenge No.4 : Underutilized and Vacant Parcels

One of the key challenges faced in the Pine Street Business District is the presence of underutilized and vacant parcels of land, which can be seen as both an opportunity and a challenge.

PART I: IMPROVING STREETSCAPE

INTRODUCTION

TARGETED CHALLENGES TO BE ADDRESSED:

- Challenge No.1 Lack of streetscape elements
- Challenge No.2 Lack of Social Spaces

Streets are not only a means of transportation but are also essential to the vitality of a community. They serve as public spaces that facilitate social interaction and contribute to the overall aesthetic appeal of a neighborhood. Streetscapes, in particular, play a crucial role in shaping a community's identity and character. They can inspire pride in residents and create a welcoming environment for visitors.

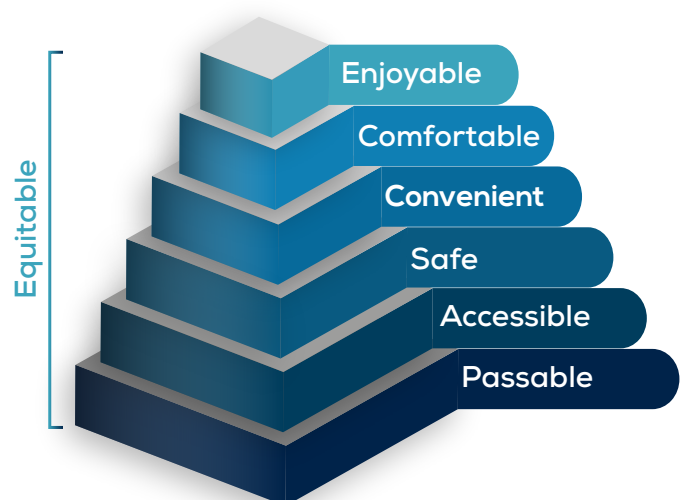
In developing a toolbox for their strategic framework to enhance the East Jefferson Corridor, the City of Detroit has illustrated the needs that a street should address (see Figure 59). In the figure, it appears that at their most basic level, streets should be passable by everyone, while at their advanced level, they should be comfortable and enjoyable.

Unfortunately, the Pine Street Business District is currently facing numerous streetscape problems that are negatively impacting the community.

The lack of streetscape features, such as lighting, signage, landscaping, and canopy trees, presents a major concern. When combined with overhead utility poles, this inadequacy contributes to an unwelcoming ambiance that may cause safety issues. Moreover, the absence of bicycle lanes, seating spaces, and spaces for social gatherings restricts the use of the street for non-motorized transportation and social interactions. Addressing these streetscape problems is essential to enhance the overall livability of the community.

Figure 59: Hierarchy of Street Needs

Source: Complete Streets Toolbox, East Jefferson Corridor Enhancement Plan



In 2004, "complete streets" emerged as a means to revamp streets beyond their mere functionality and meet higher standards. As per Zehngebot and Peiser's (2014) report, America Bikes coined the term in connection with a fresh policy initiative, aimed at ensuring equal rights and safe passage for all street users, including pedestrians, cyclists, motorists, and transit riders of all ages and abilities.

The National Complete Streets Coalition was formed in 2005, with founding members including the American Planning Association, America Bikes, Smart Growth America, and other organizations. This formation quickly gained traction and popularity as part of the complete streets movement (Zehngebot & Peiser, 2014).

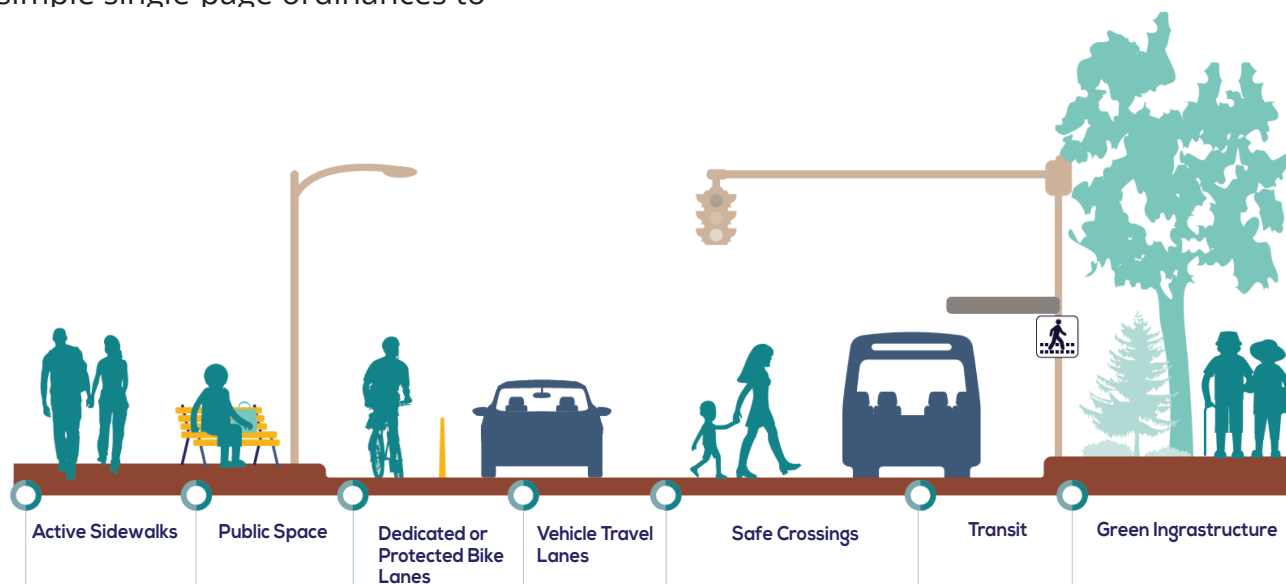
By 2012, almost 500 complete streets policies were in operation across the United States, as per Smart Growth America's analysis, ranging from simple single-page ordinances to

comprehensive guidelines. Typical features of complete streets comprise sufficient sidewalks, elevated standards for street tree planting, cycling paths, bus-only lanes, transit stops that are accessible and comfortable, frequent crossing opportunities, central islands, and extended curbs (see Figure 60).

Implementing "Complete Streets" in the Pine Street Business District could help address the streetscape problems mentioned earlier. For example, adding public seating and creating spaces for social gathering could encourage more people to walk, and spend time on the street, creating a vibrant and lively atmosphere. Overall, adopting the Complete Streets approach would improve the quality of life for residents and create a more sustainable and livable community.

Figure 60: Hierarchy of Street Needs

Source: Santa Fe Metropolitan Planning Organization



PART I: IMPROVING STREETSCAPE PRECEDENTS

EAST JEFFERSON CORRIDOR, DETROIT, MI

Numerous cities have embraced the complete streets approach, and some have even created toolkits to aid in designing new streets or revitalizing streets facing challenges akin to those of Pine Street Business District. The city of Detroit is one of these cities that have embraced the complete streets concept and formulated a toolkit for the East Jefferson Corridor. The toolkit is organized into four distinct sections, each highlighting essential street design tools and strategies. The first section offers a comprehensive overview of general design principles, while the subsequent sections focus on tools tailored specifically for pedestrians, transit users, and bicyclists.

Figure 61 presents a summary of the four sections of the “Complete Streets Toolbox” in the form of a matrix. The matrix outlines the goals related to improving the streetscape, along with the tools that can be used to achieve those goals. Additionally, the matrix provides information on the time and cost associated with implementing each tool, allowing urban planners and designers to make informed decisions about which tools to use based on their specific project needs and constraints.

CITY OF BAKERSFIELD, CA

City of Bakersfield has also developed a “Streetscape Design Toolkit” as part of their “Downtown Bakersfield Corridor Enhancement Master Plan”. Overall plan can be divided into three main sections: Planning and Visioning, Design and Materials, and Implementation and Maintenance.

The Planning and Visioning section emphasizes the importance of understanding the local context and community needs and values, setting a vision for the streetscape, and developing a comprehensive plan for the area. Stakeholder engagement, identifying design objectives, and creating a conceptual design are all important aspects of this section. The Design and Materials section focuses on selecting appropriate materials and design elements to enhance the streetscape's aesthetic appeal and functionality. This includes information on street furniture, lighting, greenery, paving materials, and other design elements.

The Implementation and Maintenance section provides guidance on implementing the design plan and maintaining the streetscape over time. The streetscape guidelines have categorized the streetscape components into three main parts: hardscape, vertical features, and furnishing, as a means of efficient planning and management (see Figure 62).

Figure 61: Complete Streets Toolbox Matrix

Source: Complete Streets Toolbox, East Jefferson Corridor

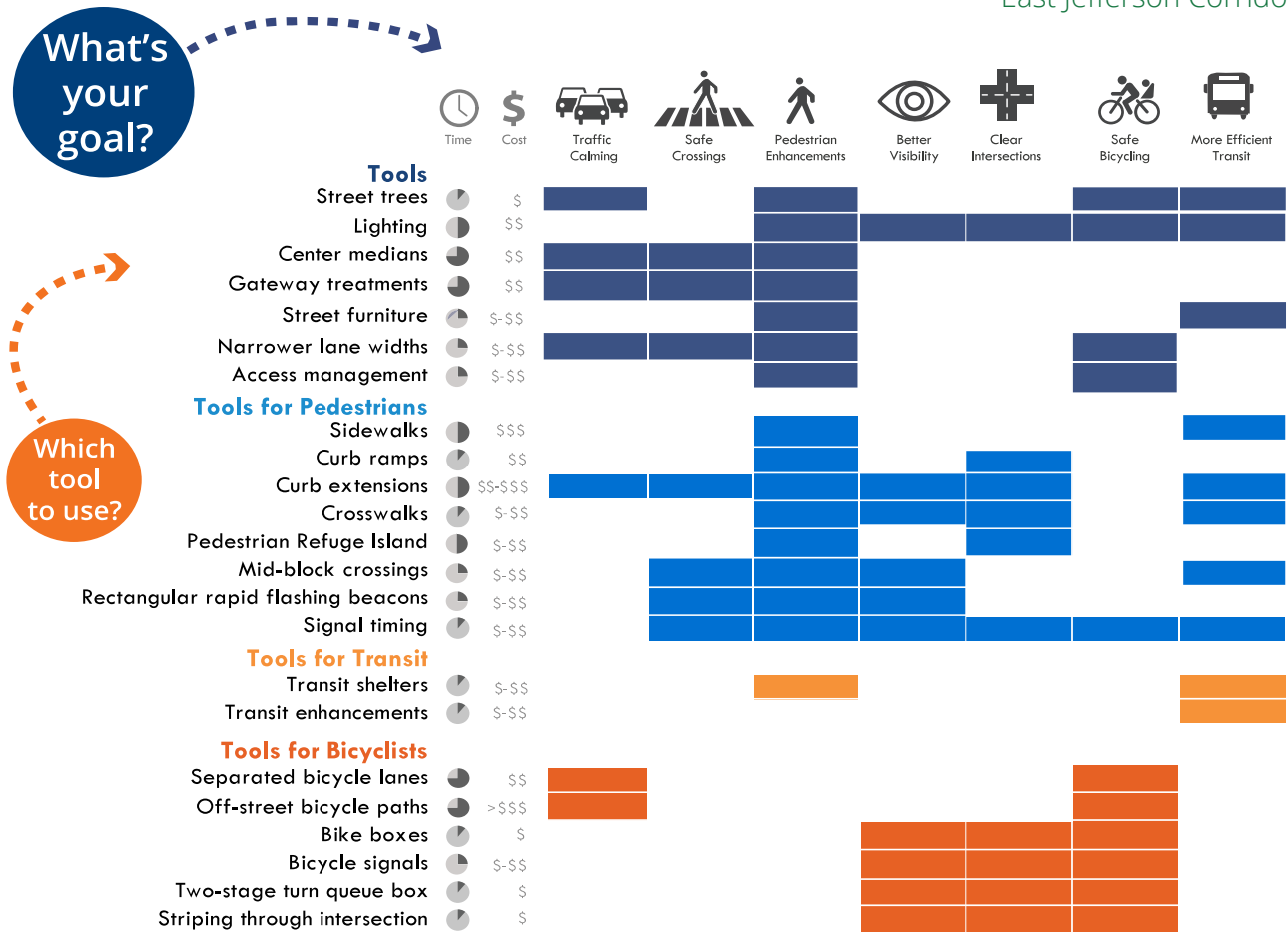
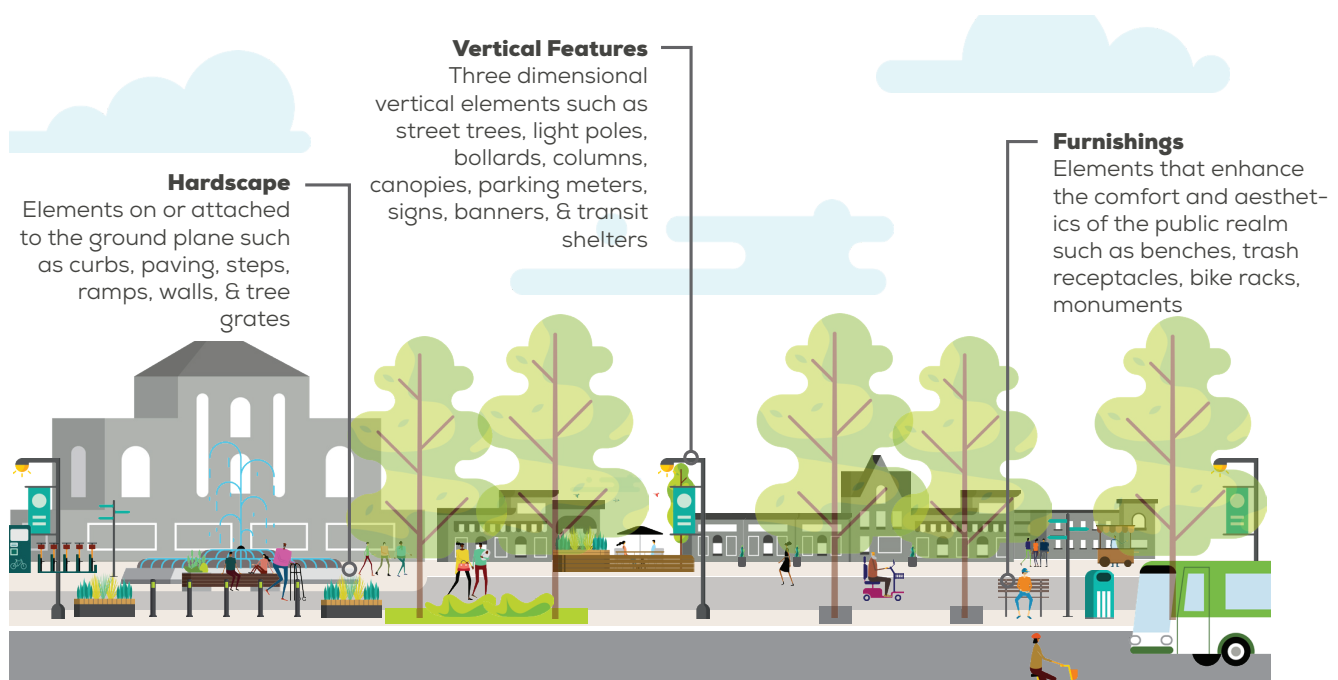


Figure 62: Streetscape Guidelines

Source: Downtown Bakersfield Corridor Enhancement Master Plan



City of Bakersfield's "Streetscape Design Toolkit" offers a wealth of information and tools. From this resource, the Practicum team has selectively chosen the most pertinent tools tailored to the specific needs of the Pine Street Business District. These chosen strategies have then been summarized, providing a targeted approach to enhance the area.

This approach allowed for a more focused and efficient implementation of the toolkit, ensuring that the tools selected would have the most significant impact on the area's livability and sustainability. Below is a summary of the relevant tools selected by the Practicum for improving the Pine Street Business District:

STREET LIGHTING

The lighting section recommends using energy-efficient lighting fixtures that enhance safety and visibility while minimizing light pollution (see Figure 63).

STREET FURNITURE

The street furniture section recommends selecting durable and visually appealing benches, bike racks, trash receptacles, and other elements that complement the streetscape's overall design (see Figure 64).

Figure 63: Streetscape Lighting Guidelines

Source: Downtown Bakersfield Corridor Enhancement Master Plan



STREETLIGHTS



Figure 64: Streetscape Furniture Examples

Source: Downtown Bakersfield Corridor Enhancement Master Plan



TRASH & RECYCLING BINS



SHADE STRUCTURES



BIKE & SCOOTER RACKS



PUBLIC ART



STREET PLANTING

The Bakersfield City's Streetscape Design Toolbox highlights the importance of urban forestry in urban environments, treating it as a vital infrastructure like sewer, water, or streets. To ensure its growth, planning should consider regionally adapted plant types and three essential elements: water, soil, and oxygen. The toolbox recommends using automated drip irrigation systems for urban planters, boulevards, tree pits, and medians. It also emphasizes providing ample topsoil and sufficient soil volume for healthy tree growth, as well as facilitating oxygen access to roots through open ground surface area,

voids between soil finish grade and top of structural decking, and perforated water distribution piping. Figure 66 graphically illustrates their suggested strategies in detail.

OUTDOOR DINING

The section on outdoor dining recommends that urban planners and designers should consider incorporating outdoor dining areas where possible, as it can activate the public space and create a secure, welcoming environment. Such areas can increase the level of observation of the street, while also enhancing the ambiance of the streetscape (see Figure 65).

Figure 65: Outdoor Dining Examples

Source: Downtown Bakersfield Corridor Enhancement Master Plan



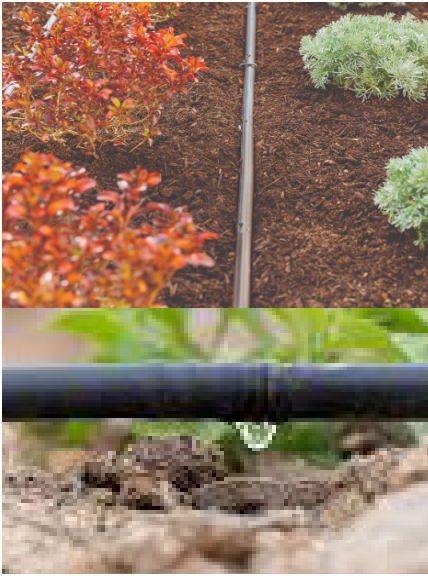
PARKLETS



Figure 66: Basic Elements Required to Sustain the Life of Street Plants

Source: Downtown Bakersfield Corridor Enhancement Master Plan

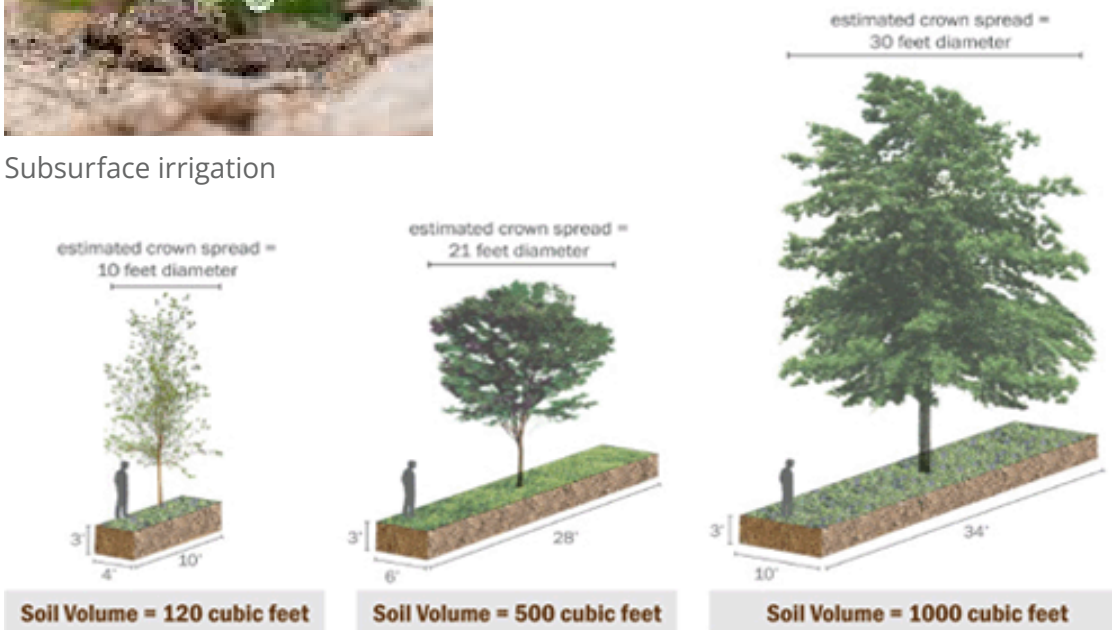
STREET PLANTING



Subsurface irrigation



Typical travel zone soil cell section



Soil volume to tree growth diagram



Typical soil cell section showing air intrusion Typical soil volume vs soil cell section

HARDSCAPE

Paving materials should be selected based on durability, safety, and aesthetics, with an emphasis on minimizing heat absorption and maximizing traction.

Figure 67: Signage Guidelines

Source: Downtown Bakersfield Corridor Enhancement Master Plan

BRANDING & WAYFINDING

The toolkit provides guidance on creating effective signage that promotes wayfinding and provides information on local attractions and services. It recommends using clear and legible signs that are consistent with the overall design aesthetic of the streetscape (see Figure 67).



SIGNS, BANNERS & FLAGS



PART I: IMPROVING STREETSCAPE PROPOSAL

After analyzing the current obstacles in the Pine Street Business District, four tools have been identified that can enhance the safety and functionality of the area. These tools include street trees, lighting, signs, banners & flags, and small social spaces. By implementing these elements, a more inviting environment for pedestrians, an improved overall aesthetic of the area, and an increase in safety for all users can be created. The goal is to create a sustainable and inclusive streetscape that accommodates all modes of transportation while promoting a vibrant and thriving community.

Based on the analysis of precedent projects and the challenges faced by the Pine Street Business District, the Practicum team recommends designing and implementing the following streetscape elements along the corridor.

The guidelines from the "San Francisco Better Streets Plan" document have been chosen and recommended for the enhancement of Pine Street, specifically in relation to the addition of street trees and lighting. They offer a comprehensive and successful framework for enhancing urban streetscapes and can be tailored to address the unique needs and conditions of the area. This section presents those guidelines, with a particular emphasis on the numerical ones, that have

been adapted from the San Francisco document. Additional modifications have been made to accommodate the specific climate conditions of Muskegon, such as recommendations regarding the selection of tree species.

1. STREET TREES

Street trees play a crucial role in enhancing the urban streetscape by providing shade, improving air quality, reducing stormwater runoff, and creating an inviting environment for pedestrians.

GUIDELINES

Placement

The placement of street trees, preferably in tree wells or planters along the sidewalks, should be done to provide shade and enhance the aesthetic experience for visitors to the district. In situations where planting strips are sufficient in width between sidewalks and streets, separate tree basins are not required. It is also essential to consider the proximity of the trees to buildings, utility lines, and underground infrastructure to ensure their roots and branches do not cause any damage.

Species Selection

To maintain a particular street's character and enhance its aesthetic appeal, the choice of tree species and their placement in the public right-of-way should align with the street's goals.

For example, key city routes like ceremonial, commercial, and main thoroughfares should adopt a consistent, formal planting design for strong aesthetic appeal and place recognition.

Commercial streets are typically bustling with business activity, lined with shops, restaurants, offices, and other commercial establishments. These streets are often the economic hub of a city or town. An example of a commercial street is Oxford Street in London. Known as Europe's busiest shopping street, it's home to a multitude of retail stores, from high-end brands to popular high-street shops, attracting both locals and tourists alike (see Figure 68).

Ceremonial streets,, on the other hand, are significant roadways often designed with grandeur and aesthetic appeal, frequently used for parades, processions, or other public events. An example of a ceremonial street is the Champs-Élysées in Paris, which is often used for national celebrations and parades (see Figure 69).

Conversely, local residential streets can showcase a diverse, less formal array of plants to reflect neighborhood individuality and plant variety.

This approach not only enhances the street's visual appeal but also aids in creating a recognizable sense of place. In Michigan's cold weather, trees such as Norway spruce, white fir, and red oak are suitable for planting along commercial corridors.

Figure 68: Oxford Street, London, UK

Source: By Nathaniel Noir / Alamy Stock Photo



Figure 69: Champs-Élysées Street, Paris, France

Source: By Sam Greenhalgh / <https://www.flickr.com/people/80476901@N00>



Location & Spacing

The "Better Streets Plan" document stipulates that typically, small trees with a mature crown diameter of less than 20 feet should be planted 15 feet apart. Medium-sized trees, with a mature crown diameter between 20 to 35 feet, should be planted 25 feet apart. Tall trees, having a mature crown diameter exceeding 35 feet, should be planted 35 feet apart. Trees with narrow crowns that mature at less than 20 feet may be planted closer together, while those with broad crowns maturing over 40 feet should be planted at a wider spacing, approximately 40 to 50 feet apart.

Size

In accordance with the "San Francisco Better Streets Plan," certain minimum size requirements should be adhered to for the proper growth and maintenance of street trees. The summarized requirements are as follows:

- Trees planted in tree basins along sidewalks should have a minimum caliper of 2 inches at 8 feet of height, with exceptions made for desired species that may not attain this size as a 24-inch box specimen. Branches below 8 feet should not extend beyond the tree basin perimeter.

- For volunteer efforts, 15-inch box specimens may be considered, but generally, larger trees are recommended.
- Additionally, tree branches that obstruct the path of travel should maintain 80 inches of vertical clearance.

Size of Tree Basins

To ensure optimal tree growth, it is crucial to provide an adequate surface area for root development. As indicated in the "San Francisco Better Streets Plan," a tree's roots predominantly reside in the top 18 inches of soil. The surface area available for tree basins significantly influences design, as larger areas permit enhanced water and oxygen penetration. Ideally, tree basins should measure around 36 square feet per tree, although a minimum of 16 square feet per tree can also be effective.

In some instances, smaller trees can thrive in basins smaller than 16 square feet. In these cases, it is advisable to plant only small trees unless the basin can be expanded in the future. Tree basins can be designed in various shapes, such as square, rectangular, or linear planters, to fulfill minimum size requirements and achieve optimal basin size, even on narrow sidewalks (see Figure 70).

Figure 70: Tree Planter Samples

Source: Iron Gate Designs Website



Figure 71: Wall-mounted Lighting Fixture Samples

Source: SA Better Streets, Natures Solar Lights Website, Shutterstock Website

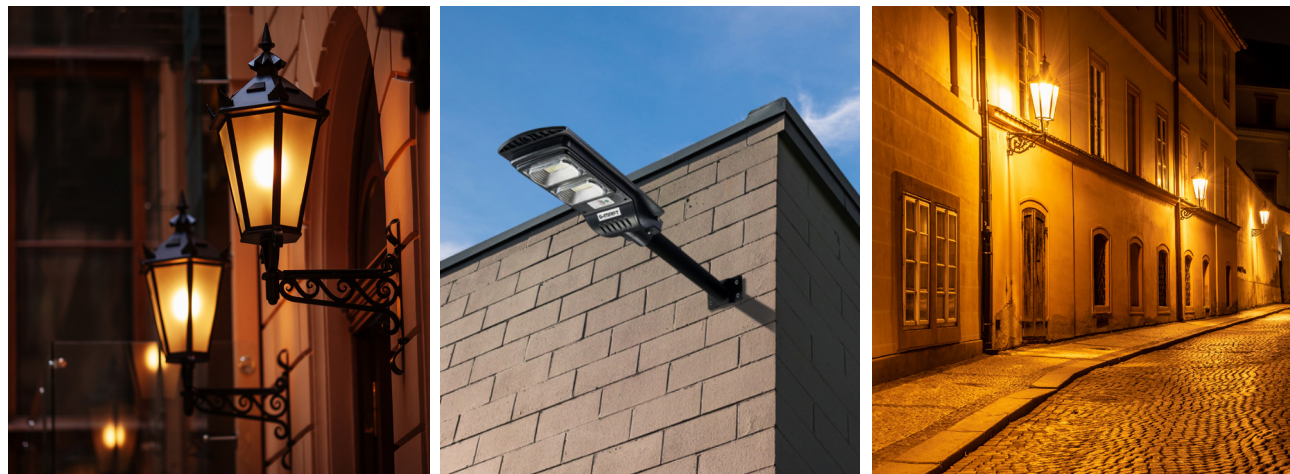
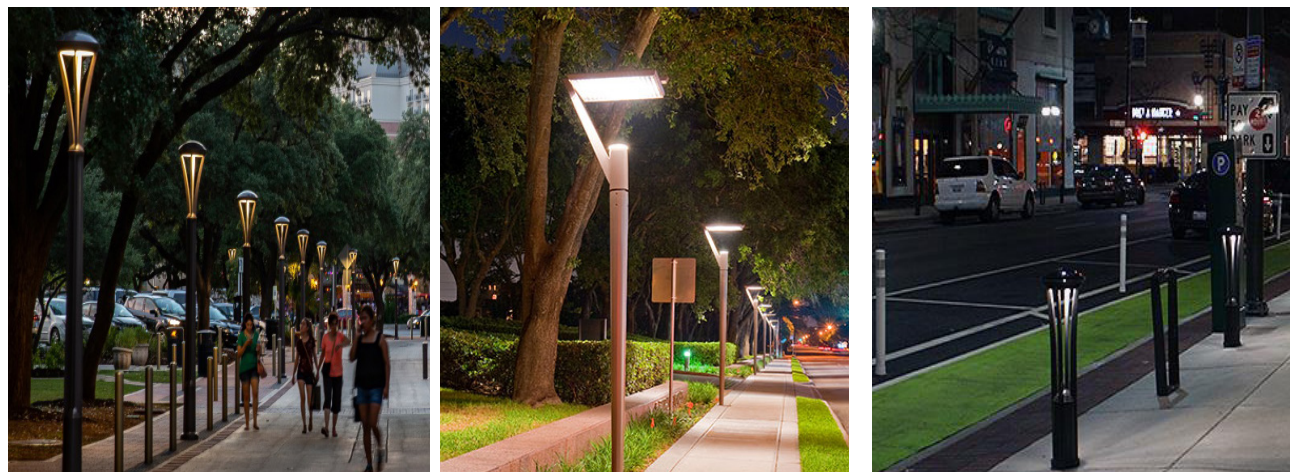


Figure 72: Wall-mounted Lighting Fixture Samples

Source: Landscapeforms Website, Jxapays.top Website, Evanston Now Website



2. STREET LIGHTING

Street lighting plays a vital role in ensuring the safety and security of pedestrians and motorists, as well as enhancing the overall aesthetic appeal of an urban environment.

The "San Francisco Better Streets Plan" provides several guidelines for the design of street lighting, summarized as follows:

Street lighting poles should ideally be positioned near the curb on the sidewalk or in the center of the Furnishing Zone. The alignment of pedestrian lighting poles typically mirrors that of street lighting poles, although they can be placed further from the curb on wider sidewalks. Pedestrian lighting poles should be situated between the street lighting poles and arranged in coordination with other streetscape elements. The installation of lighting fixtures should take into account utility equipment and tree canopies that might obstruct the light.

The proposed height and diameter of trees should be taken into account when determining the height and spacing of lighting fixtures, ensuring compliance with light level and uniformity requirements. A general rule of thumb for fixture spacing is 70-100 feet apart in residential areas, and 100-200 feet apart in commercial zones.

Light color

The color of the light should be chosen to ensure visibility and comfort for pedestrians and drivers. A warm white or

neutral color temperature around 3,000K is generally recommended.

Light distribution

The distribution of the light should be even and uniform to avoid creating areas of shadow or glare. Light distribution can be achieved through the use of optics and reflectors.

Light Fixture

The aesthetic of light fixtures should be harmonious with the overall streetscape and the architectural style of the surrounding area. The fixtures should also be designed for ease of maintenance and durability. Typically, street lighting fixtures range in height from 20 to 30 feet. The taller the pole, the broader the area of illumination, allowing for increased spacing and fewer fixtures.

In areas with heavy pedestrian traffic or narrower streets, fixtures scaled to pedestrian height, typically between 12 and 15 feet, are recommended. These can be used exclusively in narrow streets and alleyways. It is advisable to encourage property owners and developers to install wall-mounted or hanging pedestrian lighting fixtures in suitable locations.

Figures 71 and 72 illustrate unique examples of wall-mounted lighting fixtures and pedestrian lighting fixtures on sidewalks, respectively.

Figure 73: Marketing Banners Samples

Source: www.strawberryfieldsdesign.com



Figure 74: Parklet Samples

Source: NeoParklet Website



3. SIGNS, BANNERS, & FLAGS

Signs and banners play a crucial role in enhancing the experience of a streetscape from a wayfinding and branding perspective. They provide essential visual cues to help pedestrians and drivers navigate an area effectively, reducing confusion and improving overall convenience. Additionally, signs and banners contribute to the visual identity of a street or district, making it distinctive and memorable. They offer an opportunity to reinforce the brand of a place, creating a sense of cohesion and character that can resonate with both residents and visitors.

In terms of installation, signs and banners should be strategically placed at key decision points, such as intersections, entrances to landmarks or distinct areas, and transit stops. Furthermore, banners can be installed on light poles or other prominent fixtures along the street to contribute to the visual rhythm and identity of the streetscape. The positioning should be at an appropriate height and angle for easy visibility, ensuring they serve their purpose without obstructing pedestrian or vehicle flow. Figure 64, which is located in the "Precedents" section of the "Improve Streetscape" chapter, displays various examples of branding banners. Another example can be seen in Figure 73.

4. PARKLETS

According to the Urban Street Design Guide, parklets are public seating platforms that transform curbside parking spaces into lively community spaces. They are also known as street seats or curbside seating, and they are typically created through a partnership between the city and local businesses, residents, or neighborhood associations. Parklets usually have a unique design that includes seating, greenery, and/or bike racks, and they help to address the need for additional public space in bustling neighborhood retail streets or commercial areas (see Figure 74).

To enhance social interaction and create small gathering spots along the Pine Street Business District, it is recommended to transform curbside parking into parklets in specific areas. The design of these parklets will be in accordance with the typology of the surrounding buildings along the corridor.

The implementation of parklets could substantially enhance the public space available, proving particularly beneficial for restaurants and cafes already established or those planning to set up on Pine Street. The introduction of these parklets could enliven the corridor, fostering social interactions and a sense of community.

However, it's important to note that during the community outreach meeting, "Charette", the community expressed a preference for angled parking. As both parklets and angled parking would occupy the street's Right-of-Way, the introduction of parklets could significantly affect the availability of space for angled parking. Therefore, the practicum team suggests introducing parklets only in particular sections of the corridor, where buildings are or will be present with functions compatible with the establishment of a parklet. Hence, meticulous planning and collaboration with local businesses and residents are essential to ensure the parklets' successful and sustainable implementation.

Figure 75 illustrates the proposed street profile after implementing the recommendations mentioned in this section for the Pine Street Corridor.

NOTES ON CHALLENGES AND RECOMMENDATIONS FOR PARKING

During the community charette, parking emerged as a key concern among participants. While perspectives varied, with some calling for additional parking spaces, others complained about the abundance of parking spaces in the district and advocated for their repurposing. A significant portion of the participants also expressed a desire for free parking, with a majority favoring the provision of angle parking within the district.

In response to these community demands, the practicum team conducted a thorough analysis of the existing urban fabric to better understand the parking issue. This analysis revealed an abundance of parking spaces currently in the district, most of which are privately owned, with the largest one owned by the County Jail. Despite community demands for additional parking, the team, after careful consideration, does not recommend the creation of more parking spaces in the district, based on the following assumptions:

1. The high demand for parking coupled with an abundance of parking spaces suggests that community members may not have access to these spaces. This could be due to restrictions imposed by the owners or reluctance to pay for parking, as evidenced by some community members voicing a preference for free parking.
2. The strong demand for angle parking may indicate a community preference for easily accessible parking near shops and other facilities along the corridor.

Taking into account these assumptions and the findings from the community charette and the existing conditions analysis, the practicum team recommends the city negotiate with the owners of the parking spaces to explore potential partnerships.

One proposed solution is to make these parking spaces available to the public during weekends for a small fee or free of charge. In return, the city could offer the parking space owners various incentives. As outlined in previous sections, the city could also negotiate with the county to share its large parking space, which could significantly alleviate the district's parking challenges compared to smaller, privately-owned parking lots.

To cater to the community's demand for angle parking, the team recommends that the city consult with their transportation department to evaluate the feasibility of providing angle parking and assess the current streets' capacity.

Considering these options, instead of recommending the addition of extra parking spaces, the team proposes the following framework that the city could use to address the community's parking accessibility challenge by partnering with private parking space owners:

- 1. Develop a mobile application:** This application would enable private parking space owners to list their spaces for public use, allowing users to locate available parking spaces in real-time and make payments seamlessly.
- 2. Create a parking permit program:** This program would allow private parking space owners to sell parking permits to the public. The permits could be issued for a fixed duration,

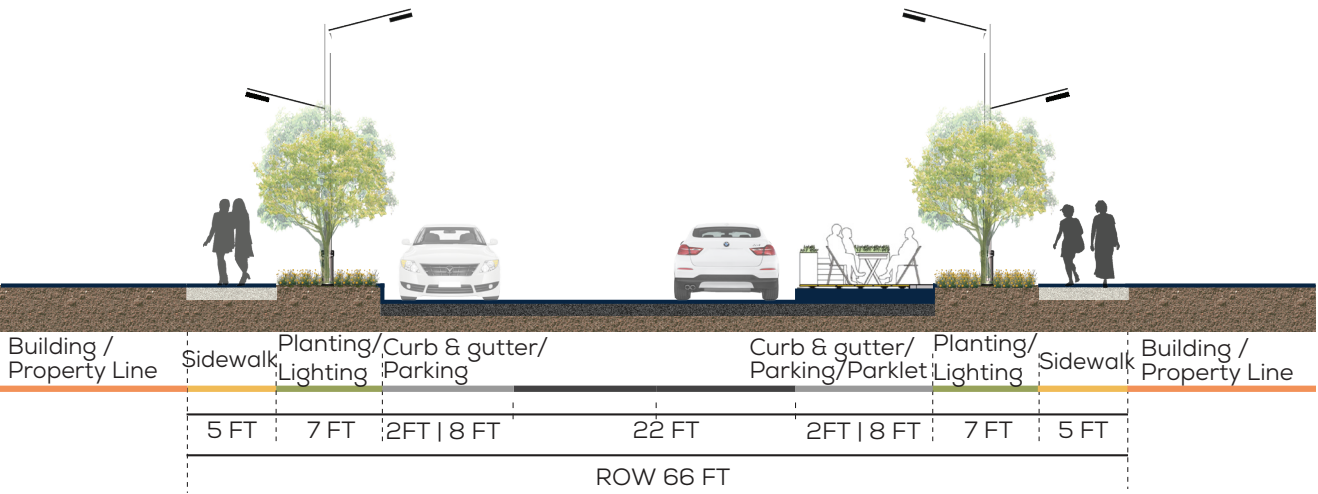
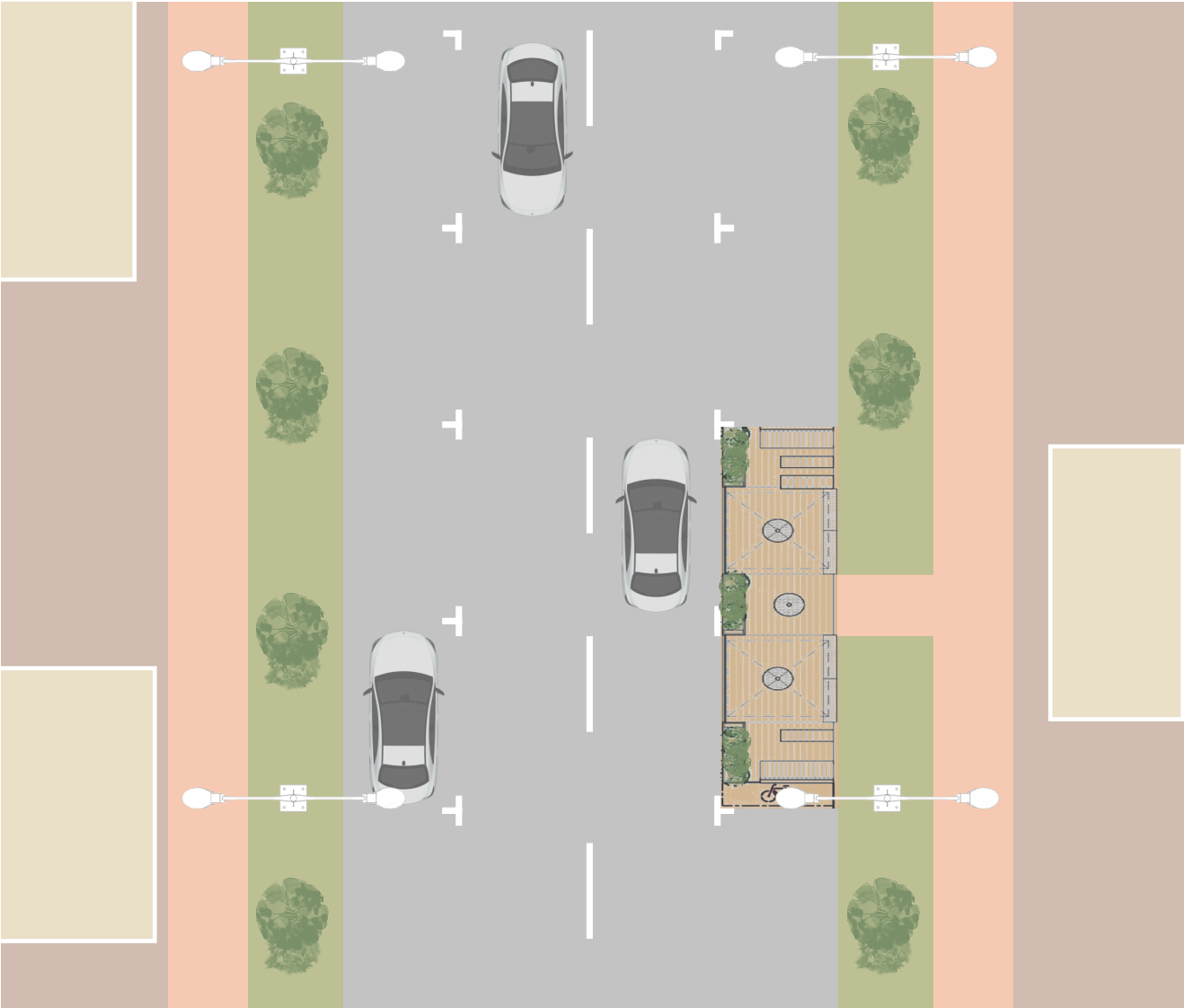
with prices varying based on location and demand.

- 3. Offer tax incentives:** By offering tax credits or deductions, the city could incentivize private parking space owners to make their spaces publicly accessible.
- 4. Create a shared parking program:** This program would allow private parking space owners to share their spaces during peak hours, optimizing parking usage and reducing congestion.
- 5. Partner with ride-sharing companies:** Integrating private parking spaces into ride-sharing platforms could provide users with more parking options and reduce the time spent searching for parking.
- 6. Provide incentives for eco-friendly parking spaces:** Offering incentives to private parking space owners who provide eco-friendly spaces, such as those equipped with electric vehicle charging stations or bike racks, could promote sustainable transportation modes and reduce carbon emissions in the area.

In summary, the team recommends that the city utilize technology, incentives, and partnerships to encourage private parking space owners to make their spaces publicly accessible, thereby enhancing the availability of parking options within the district.

Figure 75: Proposed Street Profile

Source: By Practicum Team



PART I: IMPROVING STREETSCAPE SOURCES OF FUNDING

There are several funding sources and guidelines available for streetscape improvement projects in Muskegon, Michigan. Presented below are a few examples:

1. MUSKEGON DOWNTOWN DEVELOPMENT AUTHORITY (DDA):

The DDA offers grants and low-interest loans to businesses and property owners in the downtown Muskegon area for façade and streetscape improvements. To qualify, your project must be located within the DDA boundaries, and you must provide a detailed plan and budget for the proposed improvements. For more information visit:

<https://muskegon-mi.gov/downtown-development-authority-building-facade-improvement-grant-application/>

2. COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG):

The City of Muskegon receives CDBG funding from the U.S. Department of Housing and Urban Development to support community development projects, including streetscape improvements. To be eligible for CDBG funding, the project must meet certain criteria, such as benefiting low- and moderate-income individuals or eliminating slums and blight. For more information visit:

<https://www.miplace.org/4a7303/globalassets/documents/cdbg/resources/ir-instructions.pdf>

3. MICHIGAN ECONOMIC DEVELOPMENT CORPORATION (MEDC):

The MEDC provides grants and loans to support economic development projects in Michigan, including streetscape improvements. To qualify, the project must demonstrate job creation, private investment, and community impact. For more information visit:

<https://www.miplace.org/programs/>

4. MICHIGAN DEPARTMENT OF TRANSPORTATION (MDOT):

MDOT offers funding and technical assistance for streetscape improvements along state trunk lines in Michigan. To qualify, your project must meet certain criteria, such as improving pedestrian and bicycle access or enhancing the aesthetic appeal of the roadway. For more information visit:

<https://www.michigan.gov/mdot/programs/grant-programs/transportation-alternatives>

5. MICHIGAN MAINSTREET PROGRAM:

The Michigan Main Street is run by the Michigan Economic Development Corporation and assists communities in revitalizing and preserving their downtown and commercial districts. This program assists communities but does not provide direct funding to them.

One benefit of this program is that by joining communities receive additional consideration for grants from Michigan Economic Development Corporation and other partner granting agencies. For more information visit:

<https://www.lenaweenow.org/michigan-main-street-communities-receive-grants-for-downtown-improvements/>

6. MATCH ON MAIN GRANT IS AVAILABLE TO REDEVELOPMENT READY COMMUNITIES (RRC):

The Michigan Economic Development Corporation also runs the Match on Main Street grant. Applicants must be certified Redevelopment Ready Communities or Michigan Main Street Communities to qualify. This is a reimbursement grant program that can be used as a tool for new and expanding businesses by providing up to \$25,000 in funding to support eligible small businesses. For more information visit:

<https://www.miplace.org/small-business/match-on-main/>

7. GRANT FOR PLANTING TREES IN BOTH PARKS, CITY STREETS, NEIGHBORHOOD REVITALIZATION PROJECTS, ETC.:

This grant is the DTE Energy Foundation Tree Planting Grant. This grant aims to increase the number of properly planted and maintained trees within the service territory of DTE Energy. This grant funds trees for parks, rights-of-way, city streets, neighborhood revitalization projects, etc. One stipulation is that all trees must be planted on public land and/or land open to the public. Each grant request could be awarded up to \$4,000. For more information visit:

<https://www.michigan.gov/-/media/Project/Websites/dnr/Documents/Grants/forestry/PR4107.pdf?rev=9e4a0cd284164283b274ab3850e313f1>

8. MAIN STREET MICROGRANTS OR NEIGHBORHOOD MICROGRANTS (MUSKEGON IS A FULL MEMBER OF THIS ORGANIZATION AND HAS ACCESS TO APPLY TO THESE)

Bridge Builders Main Street Microgrants is a program the Michigan Municipal League Foundation provides. Communities must be a part of the Michigan Municipal League to apply. This program offers one-time grants of up to \$5,000 for creative and collaborative projects within these communities. These projects look to bring together local artists and businesses within these downtown areas. They also offer Neighborhood Microgrants that offer up to \$1,000 to projects that look to build bridges across the community by bringing people together. For more information visit:

<https://thesuntimesnews.com/g/chelsea-mi/n/152888/mml-foundation-launches-2023-bridge-builders-microgrants-program#:~:text=Main%20Street%20Microgrants%20offer%20small,and%20businesses%20in%20Michigan%20downtowns.>

In addition to these funding sources, it's important to review the specific guidelines and requirements for each program to ensure your project meets the eligibility criteria.

PART II: IMPROVING FAÇADE INTRODUCTION

4

TARGETED CHALLENGE TO BE ADDRESSED:

- Challenge No.3 Inconsistent and Degraded Facade Composition

Façade improvement programs can play a crucial role in revitalizing central business districts by enhancing the aesthetic appeal and economic viability of commercial properties. A well-designed and implemented program can encourage property owners to invest in their buildings' façades, resulting in more attractive and functional storefronts, increased property values, and a stronger sense of place.

Such improvements can also help to attract new businesses and customers to the area, stimulating economic growth and creating a vibrant urban environment. Moreover, a revitalized downtown with improved façades can increase community pride and foster a sense of identity, making it an attractive destination for both residents and visitors alike.

Achieving a unique identity and attracting new businesses is crucial for the Pine Street Business District's success. Therefore, it is essential to focus on implementing effective strategies, such as façade improvements, that can enhance the district's overall appeal and help distinguish it from other commercial areas.

The Pine Street Corridor and its surrounding district currently lack consistency in building façade composition, with variations in storefront signboards, façade materials, colors, and openings, as illustrated in Figure 41 of the "Urban Fabric" section under the "Existing Conditions" chapter. This lack of uniformity can detract from the area's visual appeal and undermine efforts to create a cohesive and attractive commercial district.

Therefore, it is important to implement façade improvement programs and design guidelines that can help ensure a more consistent and appealing streetscape, reinforcing the district's identity and attractiveness to potential investors and customers.

PART II: IMPROVING FAÇADE PRECEDENTS

CITY OF SAN MARINO, CA

The City of San Marino has launched a Façade Improvement Program for property owners in the Central Business District, with the aim of enhancing economic opportunities, stimulating investment and customer patronage, and creating a more attractive and pedestrian-friendly environment. The program provides financial assistance in the form of grants to commercial property and business owners, with the objective of restoring and improving the entire façade or elevation of commercial buildings, promoting retail activities, using quality materials, and incorporating good design concepts to preserve and beautify the district.

The Façade Improvement Program will be funded through an annual grant budget allocated by the City Council, providing up to \$10,000 in grant funding for eligible improvements to the appearance of building storefront façades. The Program is limited to properties situated in the Central Business District, and only these properties are qualified to participate in the initiative.

The "Façade Improvement Program - Guidelines and Application" document provides a list of eligibility and ineligibility criteria for properties seeking to

participate in the program. The City has established that the Program aid can solely be utilized for external restoration undertakings. The eligible and ineligible improvements for the program are as follow:

ELIGIBLE IMPROVEMENTS

- Murals, if they are professionally done, provide an important aesthetic improvement and/or improve an expanse of wall or surface prone to graffiti.
- Historic building restoration (removal of removal of non-historic materials or additions such as stucco and exposing original masonry/brick)
- Exterior façade treatments (stucco, brick veneer, paint removal, etc.)
- Colonnade replacement with awning, canopy, or other shade solution
- Exterior painting of buildings visible from public right-of-way
- Façade/brick cleaning
- Signage repair or replacement
- Exterior doors
- Window and window frame replacement
- Exterior lighting and electrical work
- Landscaping related to exterior features
- Permanent exterior signage

INELIGIBLE IMPROVEMENTS

- Any improvements not visible from the public right-of-way or publicly owned space
- Parking Lot resurfacing
- Nonvisible mechanical equipment screening
- Interior improvements/remodeling
- Temporary, portable, or non-permanent improvements
- New construction
- Business operations-related costs
- Property acquisition, debt refinancing, expansion of building area, or conversion of building use
- Normal maintenance and repair
- HVAC repair/improvements
- Plumbing repairs/improvements

Property improvement applications will be prioritized based on specific criteria. These include properties or areas with a history of blight, projects that bring significant value to the Central Business District or areas near transit stops, properties that contribute to new public facilities like public parking lots, and projects that entail restoring or renovating historical buildings.

Figure 76 displays examples of projects in the City of San Marino that participated in the Façade Improvement Program.

WISCONSIN CASE STUDIES

Welty's (2015) article titled "Measuring the Economic Impact of Storefront Improvements" emphasizes the significance of façade appearance in enhancing the aesthetic appeal of downtowns in various cities of Wisconsin. She argues while simplifying the investment process for property owners is crucial, the decision to invest ultimately depends on economic factors. However, a recent case study analysis provides valuable insights from individual business experiences that can assist property owners in making informed decisions.

According to her article, in 2014, Wisconsin Main Street partnered with the University of Wisconsin Extension to conduct a study on downtown storefront improvements. The resulting report was titled "An Analysis of Downtown Storefront Improvements: A Selection of Wisconsin Case Studies". The study involved interviewing 24 property owners from around the state who had recently completed projects, and these property owners provided information on the cost and scope of the projects as well as business operations before, during and after the improvements.

The study revealed that even a modest investment in a property's exterior has a measurable impact on attracting new customers and increasing business sales. The majority of businesses observed a surge in the number of first-time customers, with an average of 10% more new customers. Furthermore, 90% of businesses reported an overall increase in sales, with an average increase of 20%.

According to Welty (2015), it is crucial to acknowledge that a façade update alone cannot compensate for a flawed business plan. Additionally, the benefits of such updates may vary depending on the type of business. She provides evidence for her argument by citing three cases from distinct Wisconsin communities where businesses were impacted differently through participation in a façade improvement program. Three cases are summarized follow:

Figure 76: Buildings Participated in Façade Improvement Program in City of San Marino

Source: Façade Improvement Program, City of San Marino



CASE STUDY 1: BAGELS & MORE

Community: Beloit, Pop 36,888

Cost: \$25,000

Impact: >10% increase in first-time customers, 20% increase in sales

CASE STUDY 2: SEQUELS

Community: Monroe, Pop 10,827

Cost: \$7,000

Impact: 15-25% increase in first-time customers, 10-15% increase in property value

CASE STUDY 3: BRADLEY REALTY

Community: Menomonee Falls, Pop 35,924

Cost: \$20,000

Impact: >25% increase in first-time customers, 30% increase in residential rents.

PART II: IMPROVING FAÇADE PROPOSAL

The recommendations for the façade improvement of the Pine Street Business District are divided into two parts. The first part outlines guidelines for initiating and implementing the Façade Improvement Program. Despite the presence of Building Façade Improvement Grant Program Guidelines offered by the Downtown Development Authority, the Practicum team recommends that the program be further developed and promoted.

The second part provides brief design guidelines for improving the façade of existing buildings or new developments. It should be noted that these guidelines are flexible and can be modified or developed in collaboration with the property owners and the city. Ultimately, the goal of the recommendations is to promote a cohesive and visually appealing streetscape while respecting the unique character and history of Muskegon.

PART I

The Façade Improvement Program should be developed to help business owners in the Pine Street Business District in Muskegon, Michigan to enhance the appearance of their storefronts. By improving the façades of commercial buildings, the program

aims to create a more attractive and welcoming environment that will encourage more foot traffic and boost local economic activity. Here's a detailed guideline for implementing the program:

1. DEFINE THE SCOPE OF THE PROGRAM:

Determine the boundaries of the Pine Street Business District and identify the eligible buildings that can participate in the program. Establish the budget, funding sources, and the expected outcomes of the program.

2. DEVELOP THE PROGRAM CRITERIA:

Define the eligibility requirements, selection process, and design standards for the program. Consider the types of improvements that will be eligible, such as exterior painting, signage, awnings, windows, doors, lighting, landscaping, and accessibility features.

3. PROMOTE THE PROGRAM:

Develop a marketing campaign to raise awareness of the program and encourage business owners to apply. Use various communication channels such as social media, newsletters, and press releases to inform the public about the program's benefits, application process, and deadlines.

4. PROVIDE TECHNICAL ASSISTANCE:

Offer technical assistance to help business owners with the application process, design proposals, and project management. Partner with local design firms, architects, and contractors to provide guidance and expertise to participants.

5. REVIEW AND SELECT PROPOSALS:

Set up a review committee to evaluate the proposals submitted by the applicants. The committee should include representatives from the city, local business associations, design professionals, and other stakeholders. Use a scoring system to evaluate the proposals based on criteria such as design quality, community impact, feasibility, and budget.

6. AWARD GRANTS AND INCENTIVES:

Provide grants or other incentives to the selected participants to implement the proposed improvements. The grants could cover a percentage of the project costs, and the incentives could include tax credits, waived permit fees, or other financial benefits.

7. MONITOR AND EVALUATE THE PROGRAM:

Regularly monitor the program's progress and evaluate its effectiveness. Collect feedback from the participants, business owners, and the public to identify areas of improvement and make adjustments to the program's design and implementation.

By following this guideline, the city can implement an effective Façade Improvement Program in the Pine Street Business District, and help revitalize the local economy by creating an attractive and welcoming environment for businesses and visitors alike.

PART II

In order to propose a unified design guideline for the façade improvement of the Pine Street Business District, especially the Pine Street Corridor, the Practicum team conducted a thorough study of the dominant architectural styles of the buildings in Muskegon. From the literatures and site visits it is evident that, Muskegon, boasts a rich and diverse architectural heritage, with a blend of residential and commercial buildings that showcase different styles and periods.

This variety can be attributed to the city's history, which can be divided into four periods: Pioneer Stage (1832-1853), Lumber Stage (1853-1888), Readjustment Stage (1888-1905), and Diversified Manufacturing Stage (Post 1905) (Muskegon Homeowners' and Citizens' Guide for Historic Preservation, 2003).

Many of the city's notable structures were built during the prosperous lumbering era, and few were constructed using stone as the primary building material.

Through the study of architectural styles prevalent in Muskegon, the Practicum team was able to identify key design elements and features that could be incorporated into the façade improvement of existing buildings and new developments in the district. Given the district's proximity to downtown, the team recommends the use of brick and stone materials for the building façades, either alone or in combination.

In terms of color, the team suggests the use of authentic brick colors rather than unusual color variations. Colonial-style grid windows are recommended for their timeless design, with the number and size of lites adjusted according to the size of the building's openings. Window lintels can also be used as a decorative element

to enhance the overall aesthetic appeal of the Pine Street Corridor and the district as a whole. Murals and artworks can be used as a creative design element to give a unique identity to certain areas of the Pine Street Business District or Corridor.

Figure 77 showcases the elements that the Practicum team proposes to incorporate while enhancing the building façade. To illustrate the effectiveness of this proposal, the Practicum team has transformed an existing building's façade, showcasing the comparison of the building's appearance before and after implementing their proposed improvements (see Figure 78).

It is worth mentioning that for further guidelines pertaining to façade design, the city may refer to the building types and frontage options provided by the Form-Based Code as a comprehensive guide.

Figure 77: Proposed Façade Elements
 Source: Google Image



Figure 78: Comparison of a Building's Façade Before and After Implementing Improvements
 Source: Google Street View, By Practicum Team



PART II: IMPROVING FAÇADE SOURCES OF FUNDING

There are several funding sources and guidelines available for façade improvement projects in Muskegon, Michigan. Here are a few options to consider:

1. MUSKEGON DOWNTOWN DEVELOPMENT AUTHORITY (DDA):

The DDA offers grants and low-interest loans to businesses and property owners in the downtown Muskegon area for façade improvements. To qualify, your building must be located within the DDA boundaries, and you must provide a detailed plan and budget for your proposed improvements. More information can be found on the DDA website:

<https://muskegon-mi.gov/downtown-development-authority-building-façade-improvement-grant-application/>

2. MICHIGAN ECONOMIC DEVELOPMENT CORPORATION (MEDC):

The MEDC provides grants and loans to support economic development projects in Michigan, including façade improvements. Main Street Vibrancy Grants is a program created by the Michigan Economic Development Corporation (MEDC) to support and enhance communities across Michigan. The grants are designed to provide financial assistance to Michigan Main

Street communities and their downtown development organizations, which aimed to help local businesses, improve community infrastructure, and revitalize downtown areas. More information can be found on the MEDC website:

<https://www.miplace.org/>

3. MICHIGAN STATE HISTORIC PRESERVATION OFFICE (SHPO):

The SHPO offers grants and tax incentives to support the preservation and rehabilitation of historic buildings, including façade improvements. To be eligible, your building must be listed on the National Register of Historic Places or be a contributing building in a historic district. More information can be found on the SHPO website and local Historic District Commission webpage:

1. <https://www.miplace.org/historic-preservation/>

2. <https://muskegon-mi.gov/city-services/boards-committees/historic-district-commission/>

In addition to these funding sources, it's important to review the specific guidelines and requirements for each program to ensure your project meets the eligibility criteria.

PART III: INFILL DEVELOPMENT

INTRODUCTION

TARGETED CHALLENGE TO BE ADDRESSED:

- Challenge No.4 Underutilized and Vacant Parcels

Vacant lots, land, or property refers to parcels of real estate that are currently unoccupied and unused. This could include land that has never been developed, or properties that have been abandoned or demolished. Vacant lots and properties are often seen as a blight on urban and suburban landscapes, and can have negative impacts on the surrounding community. However, they also represent an opportunity for redevelopment and revitalization.

Properties or parcels that have been left vacant and are not properly maintained can become targets for vandalism and other criminal activities. Once these properties are damaged, they can create a sense of disorder in the surrounding area, potentially leading to more criminal activity. This can negatively impact the surrounding community, fostering an environment that is unsafe and undesirable.

Due to the presence of numerous vacant properties and parcels of varying sizes, the Pine Street business

district faces significant challenges in its revitalization efforts. In order to reestablish itself as a thriving business investment area and attract people and businesses, the district must find ways to address the issue of these vacant lands. This is especially critical considering the high rates of crime in the city.

STRATEGIES FOR REDEVELOPING VACANT OR UNDERUTILIZED LANDS/PROPERTY

There are several strategies that can be used to redevelop underutilized or vacant lands or properties, depending on the specific context of the land and the goals of the redevelopment. The following strategies are the most prevalent:

1. ADAPTIVE REUSE:

This involves repurposing an existing structure for a new use. For example, an old factory or warehouse could be converted into a residential building or office space.

2. BROWNFIELD REDEVELOPMENT:

This involves the cleanup and redevelopment of contaminated sites. Brownfield sites are often former industrial sites that may have environmental contamination from past activities. Redeveloping these sites can turn them into productive and safe spaces for the community.

3. INFILL DEVELOPMENT:

This involves building new structures on vacant or underutilized land within an already developed area. This can help to revitalize urban areas and reduce urban sprawl.

4. TRANSIT-ORIENTED DEVELOPMENT:

This involves building mixed-use developments around public transit stations, with the aim of encouraging more sustainable transportation options and creating vibrant, walkable communities.

5. GREEN SPACE DEVELOPMENT:

This involves turning vacant land into parks, gardens, or other types of green space. This can help to improve the quality of life in urban areas and provide recreational opportunities for residents.

6. COMMUNITY-LED DEVELOPMENT:

This involves engaging local residents and stakeholders in the planning and development process, with the aim of creating a development that meets the needs and desires of the community.

TEMPORARY INTERVENTIONS

Temporary use projects, such as art installations, public events, and meeting spaces, also can be valuable transition tools in cities with surplus vacant lots and buildings. The “Pop Up City” initiative, led by director of Kent State University's Cleveland Urban Design Collaborative (CUDC), Terry Schwarz, oversaw the installation of temporary bazaars, markets, and restaurants in Cleveland's vacant buildings to highlight their potential and set the stage for redevelopment. He argues that while temporary interventions may not directly lead to permanent development, they promote community engagement in vacant property reuse and lay the groundwork for future redevelopment.

Temporary interventions for vacant lands refer to short-term, low-cost, and easily implementable strategies to activate and revitalize vacant and underutilized lands. These interventions are often used as a way to test out new ideas, generate interest in a site, and create momentum for more permanent redevelopment efforts.

Here are some examples of temporary interventions for vacant lands:

1. POP-UP PARKS AND GARDENS:

These are temporary parks and gardens that can be installed on vacant lots. They can include seating, greenery, and other amenities that encourage people to spend time in the space.

2. ART INSTALLATIONS:

Art installations can be used to create visual interest in a vacant lot and draw attention to the potential of the space. They can include murals, sculptures, or other temporary works of art.

3. FOOD TRUCKS AND MARKETS:

Setting up food trucks and markets on a vacant lot can create a sense of activity and bring people together around a common interest.

4. OUTDOOR MOVIE SCREENINGS:

These events can bring people together to enjoy a movie in a unique outdoor setting, creating a sense of community and providing a temporary use for the vacant lot.

5. TEMPORARY RETAIL SPACES:

Temporary retail spaces can be established on vacant lots, providing opportunities for entrepreneurs to test new ideas and products. A great local

example of this strategy is the Western Market Chalets in Downtown Muskegon.

6. PLAYGROUNDS AND SPORTS FACILITIES:

Setting up playgrounds or sports facilities on a vacant lot can provide recreational opportunities for children and adults, and help to activate the space.

PART II: INFILL DEVELOPMENT

PRECEDENTS

SPITALFIELDS MARKET, LONDON, ENGLAND

The Spitalfields Market in London was acquired by the Spitalfields Development Group (SDG) in 1987, with the intention to redevelop it into an office complex. However, when the real estate market collapsed in the 1990s, SDG opened up the market halls for temporary use. After securing the contract, Urban Space Management (USM) partnered with the Spitalfields Development Group (SDG) to establish Spitalfields Space Management (SSM) and oversee the project.

To kickstart the temporary use of the space, the challenge was to convince middle-class professionals working in the nearby financial district to venture into the neglected Spitalfields neighborhood. The initial strategy involved setting up covered soccer and cricket fields in the 1920s extension to attract young male workers for after-work sports and drinks, with the hope that they would bring along female friends and generate enough economic activity to support the further conversion of the Horner Buildings.

Additionally, smaller units within the development were rented out to restaurants and bars for a fixed term of five years.

Within five years, the site's popularity grew, and temporary uses occupied the full extent of the 13,000m² space, including an organic and arts and crafts market, swimming pool, and temporary opera house. However, in the mid-1990s, the SDG decided to develop the planned office building, closing the sports facilities in the 1920s extension, and converting the makeshift and somewhat dingy market into a clean and orderly shopping center in 2005 (see Figure 79).

Despite the protests by citizens' initiatives, SDG and the landlord, the City of London Development Corporation, were committed to the office development. Although the temporary use saved the area from total decay and isolation, Spitalfields' social and constructional problems were not entirely solved.

The local immigrant community only benefited indirectly from the area's transformation, and the larger conflict over the market drew some members of the immigrant community into the political process for the first time. Nonetheless, the temporary use provided artists with affordable studios and an excellent opportunity to present their products, and some members of the immigrant community were eventually elected into municipal office.

Although the vacant lands in the Pine Street Business District may not share the same scale and context as the Spitalfields Market, it remains a noteworthy example of temporary urbanism that can offer inspiration for the district. While there exist

other examples of temporary use strategies in various contexts, the Practicum Team chose to highlight the Spitalfields Market case due to its particular relevance to the district's distinct characteristics.

Figure 79: Pictures of Spitalfields Market, London

Source: Hotels. com, Photo by H.Reed.d2i



PART III: INFILL DEVELOPMENT PROPOSAL

The Practicum team proposes two strategies for the redevelopment of the vacant or underutilized lands/properties within the Pine Street Business District, considering its existing urban fabric: a combination of infill development and community-led development for three opportunity sites, and the usage of temporary interventions for all other vacant parcels where applicable.

Given the constraints of limited time and resources, as well as the diverse contexts of the vacant properties in the district, the Practicum team has focused on proposing guidelines rather than specific design interventions for temporary use. However, in response to the client's request, the Practicum team has proposed three potential design interventions for the selected opportunity sites, as part of the infill development and community-led development initiatives.

GUIDELINES FOR TEMPORARY USE INTERVENTIONS THAT INVOLVE PUBLIC AND PRIVATE PARTNERSHIPS:

1. IDENTIFY POTENTIAL PARTNERS:

Identify public and private partners who can contribute to the project, such as local government agencies, community organizations, property owners, developers, and businesses.

2. DEFINE THE GOALS AND SCOPE OF THE PROJECT:

Clearly define the goals and scope of the project, including the specific outcomes and benefits that are expected from the temporary use intervention.

3. ESTABLISH ROLES AND RESPONSIBILITIES:

Clearly define the roles and responsibilities of each partner involved in the project, including who will be responsible for financing, designing, implementing, and managing the intervention.

4. DEVELOP A PROJECT PLAN:

Develop a detailed project plan that outlines the timeline, budget, and activities needed to implement the temporary use intervention. This plan should also include strategies for managing risks and challenges that may arise during the project.

5. CREATE A FLEXIBLE DESIGN:

Design the temporary intervention to be easily adaptable and flexible, so it can respond to changing needs and circumstances.

6. PLAN FOR SUSTAINABILITY:

Plan for the temporary intervention to be environmentally sustainable, socially responsible, and economically viable.

7. SECURE FUNDING:

Secure funding from public and private sources to finance the temporary use intervention. This may include grants, loans, or other forms of financing.

8. OBTAIN NECESSARY PERMITS AND APPROVALS:

Obtain any necessary permits and approvals from local government agencies before implementing the temporary use intervention.

9. ENGAGE WITH THE COMMUNITY:

Engage with the community to ensure that the temporary use intervention meets the needs and priorities of local residents and businesses. This may include conducting outreach and hosting community meetings to gather feedback and input.

10. IMPLEMENT AND MANAGE THE INTERVENTION:

Implement the temporary use intervention according to the project plan, and manage the intervention to ensure

that it operates smoothly and effectively.

11. MONITOR AND EVALUATE THE INTERVENTION:

Monitor and evaluate the temporary use intervention to measure its success and identify areas for improvement. This may include collecting data on usage, impact, and community feedback.

7. PLAN FOR THE FUTURE:

Develop a plan for the future of the intervention, including strategies for transitioning to a permanent use or ending the temporary use intervention. This may also include strategies for maintaining the benefits of the intervention even after it has ended.

PART III: INFILL DEVELOPMENT

DESIGN INTERVENTIONS

As mentioned in earlier chapters, there are three potential sites in the Pine Street Business District that could be used for infill development, each with its own unique identity (see Figure 80). Despite being located in mixed-use urban blocks consisting of both residential and commercial properties, each site has its own distinct characteristics that should be considered when making recommendations.

Opportunity Site A, is located at the southern end of the district, serving as a focal point for visitors from the south, with the potential to draw in more people and drive further growth in the area. Furthermore, Opportunity Site B is situated in the heart of the Pine Street Corridor, making it an attractive option for development. Lastly, Site C is located at the southern end of the district, and previously this site was occupied by a church and due to this holds significant historical value to the African American community.

It is worth mentioning that several other vacant lots in close proximity to the Pine Street Corridor present promising opportunities for the development of large residential buildings. This initiative

could significantly contribute to meeting the area's housing needs, while simultaneously generating a patron base for local businesses. The majority of these potential sites are conveniently situated to the east of Pine Street, particularly near the southern end of the corridor (see Figure 80).

Figure 80: Opportunity Sites in Pine Street Business District

Source: By Practicum Team

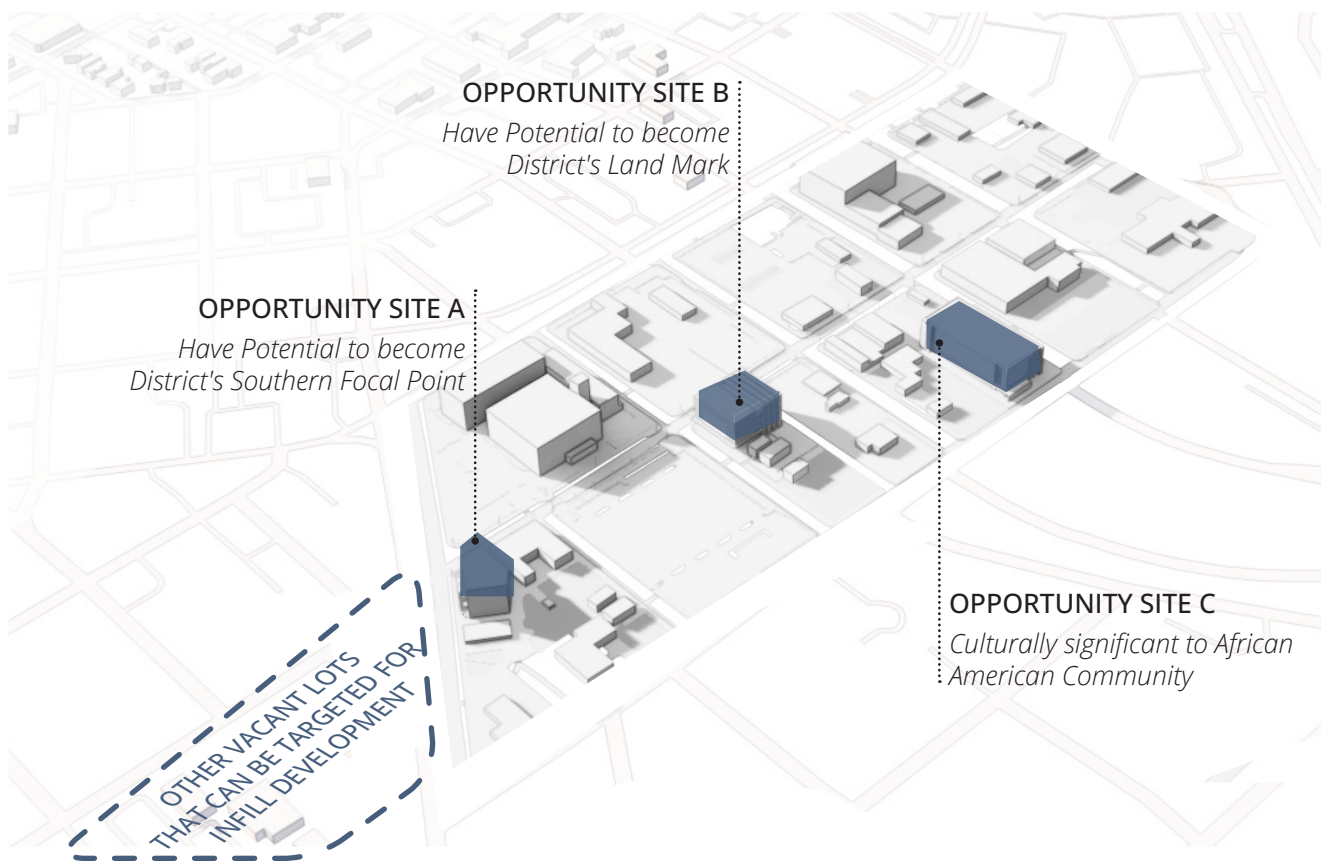
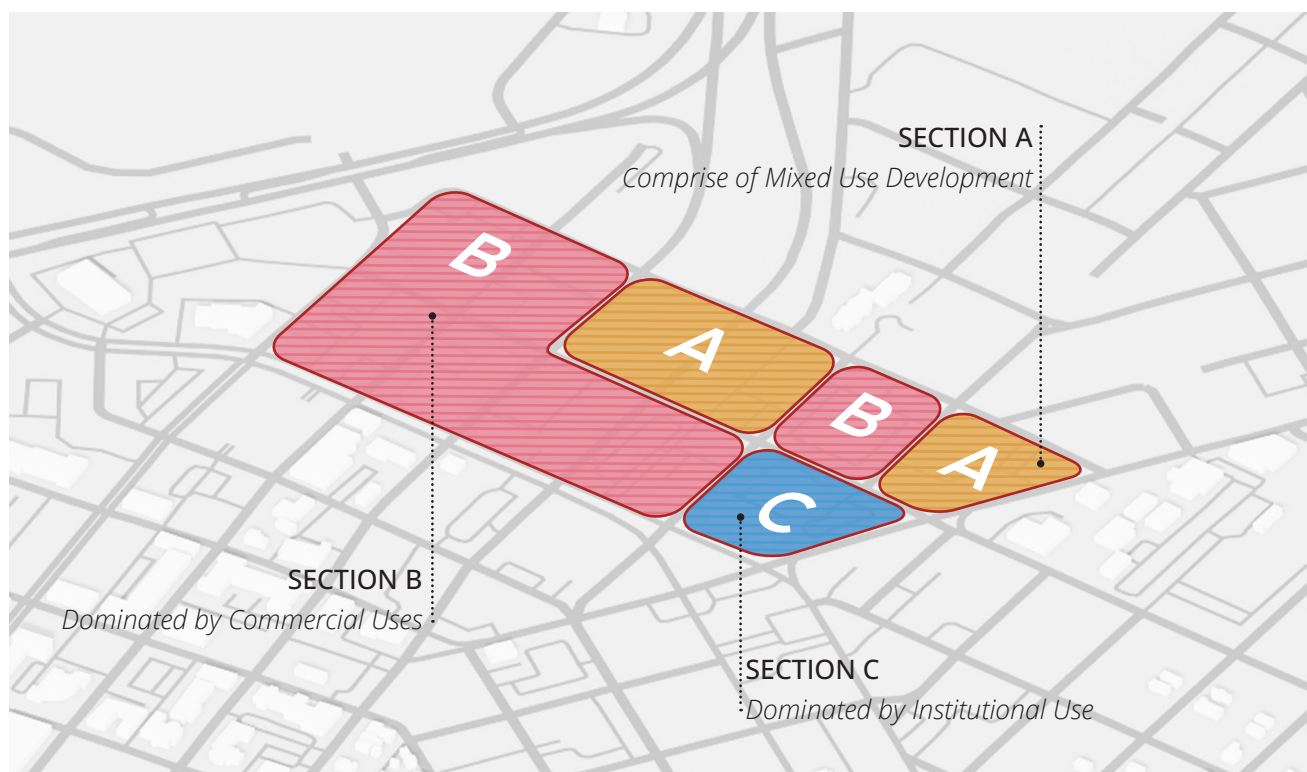


Figure 81: Sections of the District distinguished by predominant uses

Source: By Practicum Team using data from SketchUp



OPPORTUNITY SITE A:

Opportunity Site A is situated at the southern end of the corridor, making it a crucial gateway for the area from the south. The proposed building design for this site has been meticulously crafted by the Practicum team, taking into careful consideration various factors listed below:

1. BUILDING FORM & MATERIAL:

Height of the building has been proposed to match the existing 6-story jail building belonging to the county, located opposite the site. While the form-based code allows for building heights ranging from 2 to 8 stories, the team has suggested a 6-story building for this site to create balance between both sides of the corridor. The materials proposed for the facade include brick and stone, to ensure that the building's architectural style aligns with the surrounding buildings in the area.

2. FUNCTION AND USES:

The Housing Needs Assessment report by the City of Muskegon, conducted by Bowen National Research and based on five-year estimates (2022-2027), reveals a significant demand for additional rental and for-sale housing units. The report identifies a need for approximately 1611 additional rental units and 1313 for-sale housing units.

Moreover, the report highlights that based on the demographics of the market, including projected household growth estimates and changes in household compositions, a considerable portion of the demand for new rental housing, ranging from one-quarter to one third, could be targeted to meet the needs of seniors in the area. However, it is possible to design projects that cater to both seniors and families concurrently. For general occupancy projects, the recommended unit mix should ideally include around 25% to 35% one-bedroom units, 40% to 60% two-bedroom units, and 10% to 20% three-bedroom units as a general goal for future rental housing.

The Housing Needs Assessment report also suggests that for the for-sale housing units, there is potential for success with a variety of product designs in Muskegon. The report indicates that based on current and projected demographics, as well as the existing inventory of for-sale housing, a combination of one- and two-bedroom condominium units could be viable, especially if they are located in or near the more walkable areas of Muskegon. This implies that strategic placement of such units, for example in neighborhoods with easy access to amenities and services, could be advantageous in meeting the housing demand in the area.

Considering the ongoing senior housing project in the district, the proposal from The Practicum team for Opportunity Site A and Opportunity Site C suggests a combination of one and two-bedroom rental apartments and condominium units for the proposed building. This approach considers the existing senior housing project, and aims to provide a mix of housing options that can cater to the diverse needs of the community. By offering a variety of unit types, including both rentals and condominiums, the proposed building can potentially accommodate different demographics and provide housing choices that align with the demand and preferences of the local market.

The Practicum team's recommendation for the street level or ground floor of the proposed building is a café or small restaurant, which is supported by the findings from the market analysis discussed in earlier chapters. There are several compelling reasons for this choice. Firstly, the site's current identity as a location for food trucks can be integrated into the design of the proposed building, giving it a distinct character. Secondly, the proximity of the county jail and county offices suggests that there is potential to attract visitors and employees from these facilities with food and drinks. Moreover, the form-based code encourages retail uses on the street level in the Mainstreet zone, further supporting the team's vision for

a small open space with outdoor seating that can be used year-round. This open space is designed in two parts, with one part flexible for both summer and winter use, and the other part dedicated to summer use. A visual representation of the proposed schematic building design can be found in Figures 82 and 83.

Figure 82: Proposed Schematic Design for Opportunity Site A

Source: By Practicum Team



Figure 83: Proposed Schematic Design for Opportunity Site A

Source: By Practicum Team



OPPORTUNITY SITE B:

Opportunity Site B presents an ideal location for a landmark structure within the Pine Street Corridor due to its central positioning. Situated right in the middle of this bustling district, it offers a prime spot for a significant architectural development that could serve as a focal point for the area. The Practicum team has considered the factors listed below in developing the proposed schematic building design for Opportunity Site B:

1. BUILDING FORM & MATERIAL:

The proposed design for a four-story building on Site B is set to become a landmark for the Pine Street Corridor, paying tribute to the city's history and attracting visitors to explore and engage with the area. The strategic location of Site B within the Pine Street Corridor makes it an ideal candidate for a landmark building that can draw visitors to the heart of the district.

To achieve this, the proposed building design aims to be unique and distinct, setting it apart from the rest of the corridor and creating a focal point that stands out in the district and surrounding area. This would make the building a magnet, drawing people from all around the city, and even beyond, to come and visit this one-of-a-kind structure. As visitors are drawn to the building, they will naturally pass by and

potentially enter the shops, cafes, and other establishments in the district, boosting economic activity and vitality.

In addition to its strategic location, the Practicum team has also drawn inspiration from Muskegon's rich history as the former "Lumber Queen of the World" during its lumber era. The building design incorporates elements that pay homage to this heritage, including the color of pine lumber in the facade and the use of elements resembling the face of a pine tree.

The horizontal and vertical creamy-colored lumber-like structures on the facade serve as a nod to the city's lumber history, creating a visual connection to the past. Furthermore, the integration of large windows and glass in the building design aims to blur the lines between the interior and exterior spaces, enticing people from outside to step inside and explore the building.

2. FUNCTION AND USES:

The proposed building design for Site B adheres to the guidelines of the form-based code, as it falls within the Mainstreet context area. This context area is characterized by mixed-use buildings situated next to the sidewalk, creating a street wall that promotes commerce and shopping. Based on the market analysis conducted by the Practicum team, the following uses are proposed for the different floors of the building.

The ground floor of the building is envisioned as a multi-purpose area that can be flexibly designed and rearranged to accommodate various occasions throughout the year. For example, food trucks within the district could rent kiosks on the first floor to sell their food, or the district could host functions, ceremonies, or festivals in this space.

The first floor of the building is planned to house a mix of stores, such as general merchandise, sporting goods, hobby, and music stores, as well as clothing and clothing accessories stores. This is seen as a crucial addition to the area, as it currently lacks such shopping options.

The second floor of the building is designated as a gaming facility, identified as a priority by the community during the community

outreach meeting (charrette). This space will also integrate food and drink options, providing opportunities for people of different ages to play, eat, drink, and enjoy each other's company.

Lastly, the third floor of the building is intended to provide business incubator spaces to support the growth of new businesses and contribute to the district's goal of becoming an investment hotspot. Additionally, the building will house the head office of the Business Improvement Association and other necessary offices for essential services. A visual representation of the proposed schematic building design can be found in Figures 84 and 85.

Figure 84: Proposed Schematic Design for Opportunity Site B

Source: By Practicum Team

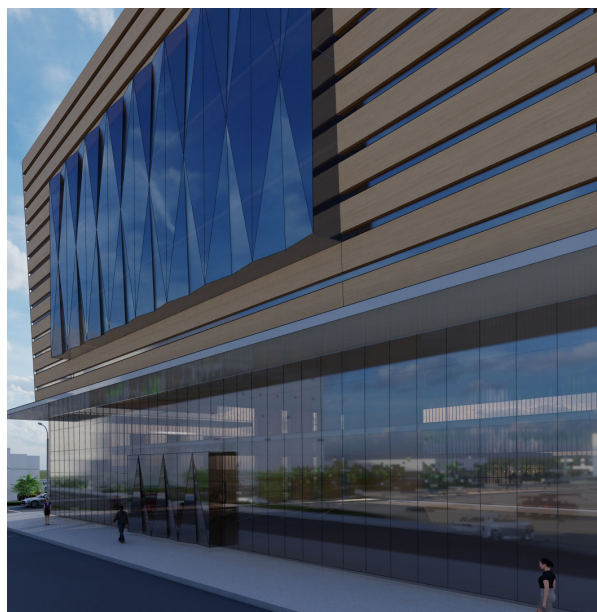
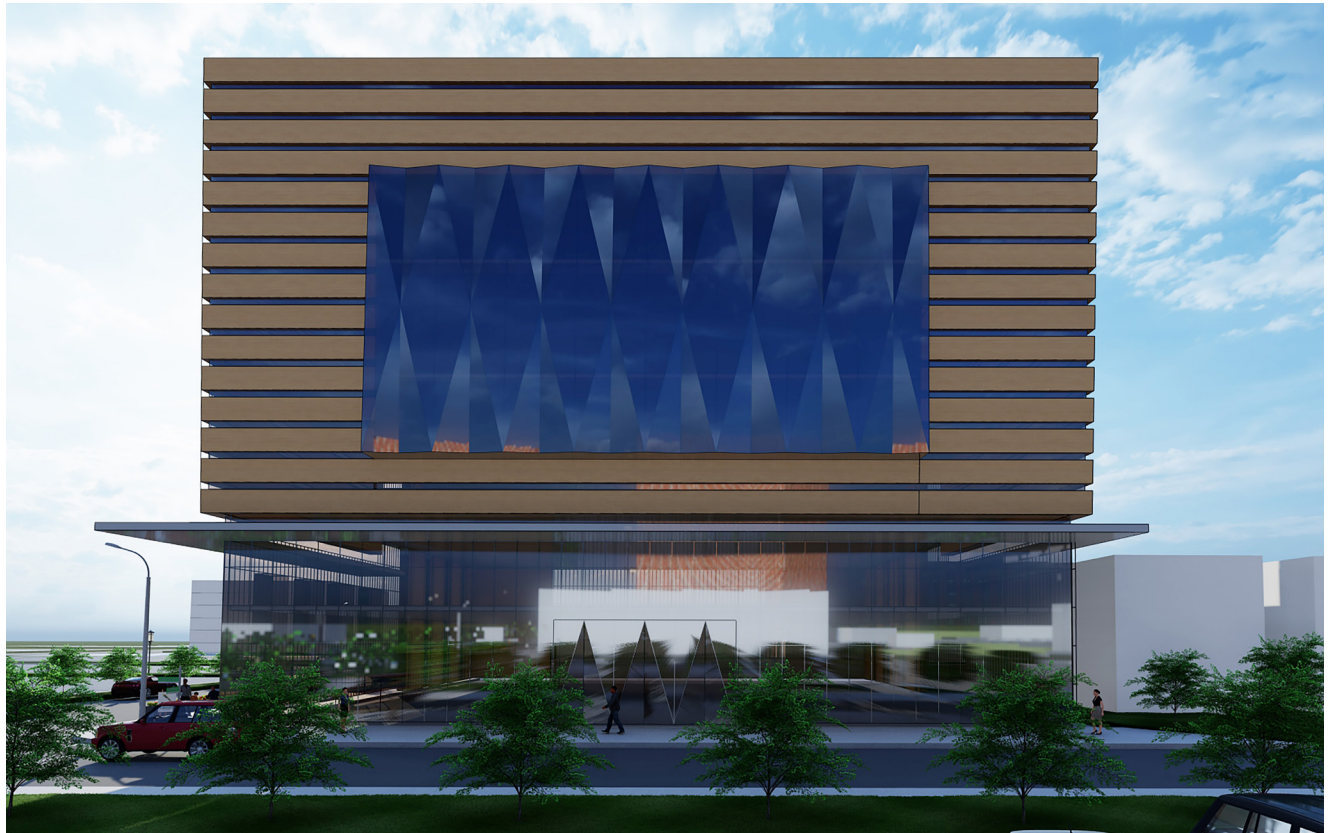


Figure 85: Proposed Schematic Design for Opportunity Site B

Source: By Practicum Team



OPPORTUNITY SITE C:

The Practicum team has given thoughtful consideration to the values associated with this particular site during the development of the proposed schematic building design for Opportunity Site C. Specifically, the team has taken into account the historical significance of the site, which was discussed in the "Historical Sites" chapter under the "Urban Anchors" section in the "Existing Conditions" chapter.

1. BUILDING FORM & MATERIAL:

Site C is located in the Neighborhood Core context area, which, in accordance with the form-based code, permits building heights ranging from 2 to 5 stories. The Practicum team has proposed a 5-story building for this site in order to achieve a balanced aesthetic along the corridor.

To align with the architectural style of surrounding buildings, the proposed facade materials for the building include brick and stone. These materials provide not only durability and stability to the structure, but also contribute to the visual cohesion of the area.

In addition to these materials, the facade will feature African patterns that are designed to express the rich cultural heritage of African society

and its unique architectural style. These patterns, which are drawn from various African traditions, will adorn the facade in a visually striking way. The African geometric patterns, for instance, encompass a range of styles, including diamonds, triangles, lozenges, chequerboards in triangular or square shapes, parallel zigzags, chevrons, dots, circles, curved lines or waves, and spiral shapes.

Symbolic patterns, on the other hand, often incorporate meaningful symbols and motifs that hold significance in African culture, such as animals, plants, and objects. An example of a symbolic African pattern that could be used in the facade is the Adinkra symbol pattern, known for its intricate symbolic designs that convey messages of wisdom, courage, and unity (see Figure 86).

Figure 86: Men wearing Adinkra Robes, Ghana, 1973

Source: <https://www.contemporary-african-art.com/african-patterns.html>



To add depth and richness to the building's design, the Practicum team has proposed the use of the Adinkra symbol pattern on some parts of the facade. This reflects the cultural heritage and architectural style of African American society, and contributes to the overall aesthetic of the building.

2. FUNCTION AND USES:

The function and uses of the proposed building for Site C are divided into two parts. Part one encompasses the intended uses for the first to fourth floors, while part two encompasses the proposed uses for the ground floor of the building.

The intended uses for the first to fourth floors will align with the team's proposal for Site A, which aims to address the pressing demand for housing. For more detailed information, please refer to the "Function and Uses" section for Opportunity Site A, which provides insights into the apartments' specifications as per the housing needs assessment report conducted by the City of Muskegon. This approach ensures coherence and consistency with the team's overarching vision while effectively addressing the housing requirements of the intended audience.

The ground floor, or street level, of the building is proposed to house sporting

goods, hobby, book, and music stores, based on the market analysis discussed in earlier chapters by the Practicum team. These stores are expected to cater to the interests and needs of the community, providing a diverse range of products. In addition, due to the historical and spiritual value of the site, the team suggests considering a small library for the district adjacent to the book store on the ground floor. This would further enhance the cultural significance of the building, offering a place for locals to access knowledge and engage with literature while enjoying the shopping experience. A visual representation of the proposed schematic building design can be found in Figures 87 and 88.

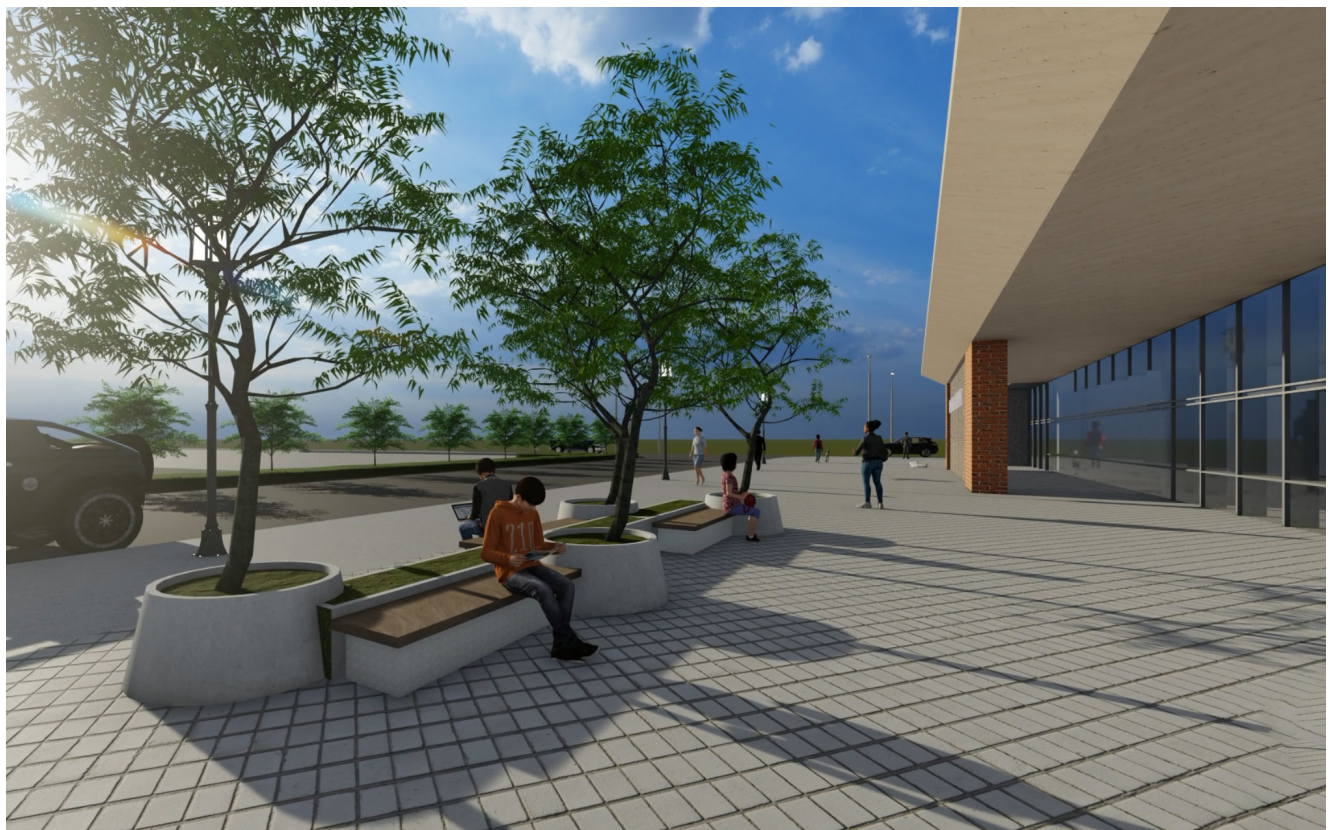
Figure 87: Proposed Schematic Design for Opportunity Site C

Source: By Practicum Team



Figure 88: Proposed Schematic Design for Opportunity Site C

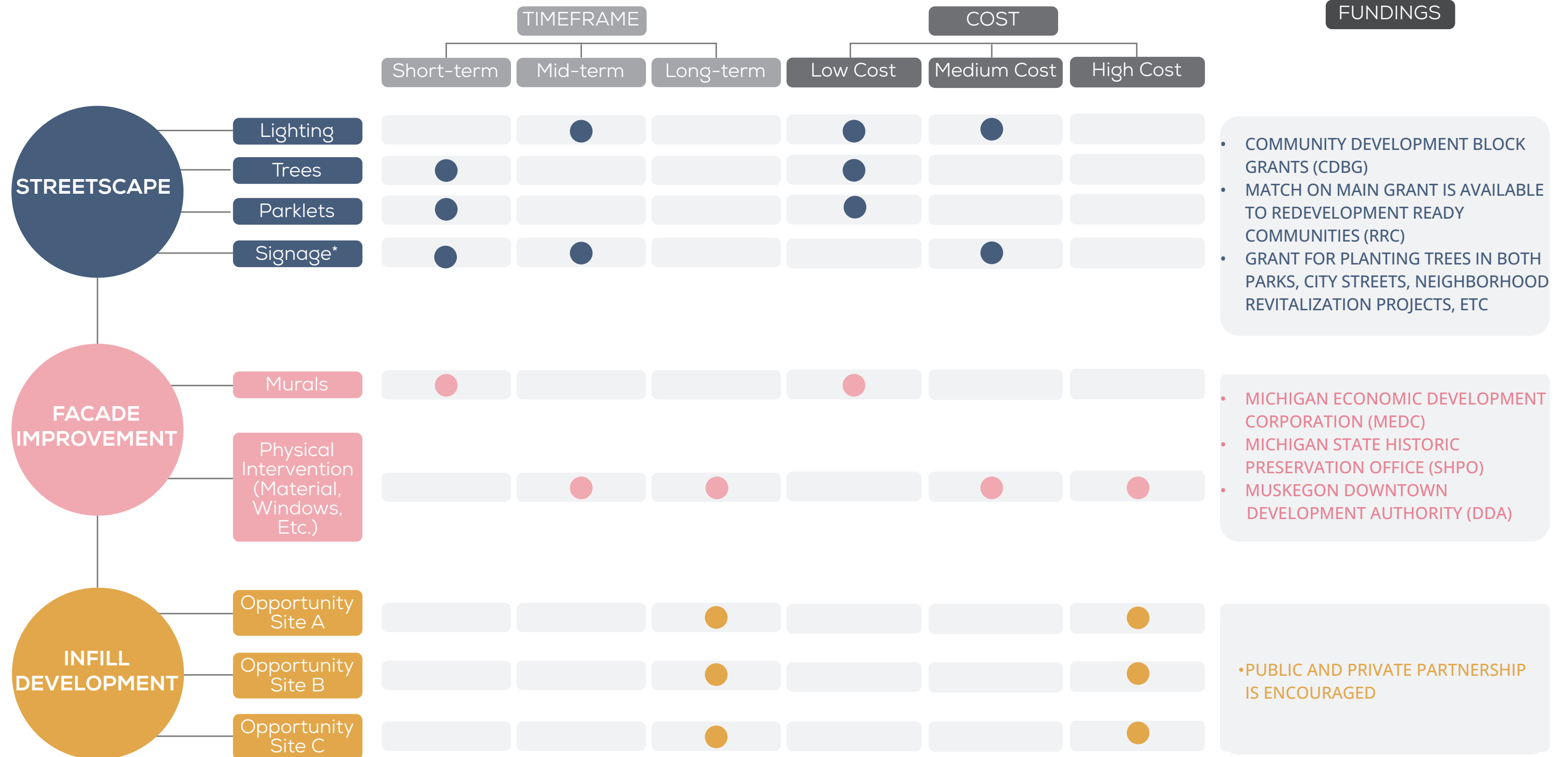
Source: By Practicum Team



RECOMMENDATIONS SUMMARY

Figure 89 concisely outlines our proposed recommendations, detailing their corresponding timeframes and implementation costs. Certain recommendations, like the temporary or permanent installation of parklets, can be tailored according to situational needs. Temporary installations typically represent a cost-effective, short-term solution, while permanent installations require a larger budget and a longer implementation timeline. Funding resources have been allocated for two specific proposals: Streetscape Improvement and Façade Improvement.

For the implementation of the Infill Development proposal, however, we strongly encourage the city to explore public-private partnerships. Such collaborative ventures with business professionals and investors could provide a viable solution for executing the recommendations under this third proposal.



*It can be temporary or permanent depending on the specific goals. Temporary ones usually are low cost and a short-term process, whereas, permanent ones are high cost and a long-term process.

RECOMMENDATIONS

BUSINESS IMPROVEMENT ASSOCIATION

FRAMEWORK FOR ESTABLISHING BUSINESS IMPROVEMENT ASSOCIATION

A business improvement association (BIA) is a group of businesses in a particular area who come together to improve the economic vitality of their community. The purpose of a BIA is to promote and improve the area for the benefit of the local business community, residents, and visitors. Outlined below is a comprehensive framework, which also includes bylaws and name suggestions, that can aid the city in establishing a business improvement association.

PURPOSE AND OBJECTIVES:

The purpose of the Business Improvement Association is to improve and promote the economic vitality of the Muskegon area by enhancing the physical environment, marketing the area, and encouraging economic development. The objectives of the BIA shall be to:

- Foster economic growth and development in the Muskegon area
- Encourage and facilitate cooperation among local businesses
- Promote the area as a destination for shopping, dining, and

entertainment

- Enhance the appearance and cleanliness of the area
- Develop and maintain a positive image of the area

BOUNDARIES:

Determine the geographic boundaries of the BIA, which may include a particular street, neighborhood, or commercial district.

FINANCES:

The BIA shall establish a budget for each fiscal year, which shall begin on January 1 and end on December 31. The board of directors shall approve the budget and may amend it during the year as necessary. The BIA shall maintain accurate financial records and shall make them available to the membership upon request.

BYLAWS:

The bylaws of the BIA shall be reviewed and updated as necessary by the board of directors. Amendments to the bylaws shall be approved by a two-thirds vote of the membership.

SUGGESTED BYLAWS:

1. **Membership:** Membership in the BIA shall be open to any business located within the boundaries of the BIA. Membership fees shall be established by the board of directors and approved by the membership. Members shall be entitled to participate in all activities of the BIA, attend meetings, and have one vote per business.
2. **Board of Directors:** The BIA shall be governed by a board of directors. The board shall consist of a minimum of five and a maximum of nine members, who shall be elected by the membership for a term of two years. The board shall be responsible for managing the affairs of the BIA, including but not limited to:
 - Developing and implementing a strategic plan for the BIA
 - Approving the annual budget
 - Hiring and supervising staff, if any
 - Developing and implementing programs and initiatives that align with the strategic plan
 - Promoting the BIA and its activities to the community
3. **Meetings:** The BIA shall hold regular meetings of the membership and board of directors. Meetings shall be held at least quarterly, and the annual meeting shall be held in the first quarter of each year. Special meetings may be called by the president or by a majority of the board of directors.
4. **Committees:** The board of directors may establish committees to carry out specific functions or initiatives of the BIA. Committees shall be appointed by the president and approved by the board of directors.

NAME SUGGESTIONS:

- Pine Street Business Pioneers (PSBP)
- Pine Street Commerce Collective (PSCC)
- Dynamic Pine Street Business Association (DPSBA)
- Pine Street Enterprise Network (PSEN)
- Pine Street Business Renaissance (PSBR)
- Innovative Pine Street Business Alliance (IPSBA)
- Pine Street Commerce Coalition (PSCC)
- Pine Street Business Revitalization Union (PSBRU)

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APPENDIX A

ID	Size (Acres)	Zoning Code	Onwer Name	Vacancy	Property Value	Type
01	0.31	NC	BRIGGS RUBIN O	Y	\$75,800	Commercial
02	0.37	NC	FIRST GENERAL CREDIT UNION	N	\$130,600	Commercial
03	0.64	NC	SINGLE TRIP PARTNERS LLC	N	\$156,600	Commercial
04	0.35	NC	ELENBAAS HOLDINGS LLC	N	\$37,100	Commercial
05	0.05	NC	NIPOTE'S LLC	N	\$71,900	Commercial
06	0.40	NC	FRONTIER COMMUNICATIONS	N	0	Commercial
07	0.27	NC	CZM PROPERTIES LLC	N	\$106,200	Commercial
08	0.23	NC	RIEGLER PROPERTIES LLC	N	\$90,700	Commercial
09	0.45	NC	BOLEN DAVID L	N	\$95,000	Commercial
10	2.40	NC	WITT LEE A CREDIT TRUST	N	\$307,800	Commercial
11	0.50	MS	COREPARK INVESTMENTS LLC	N	\$15,600	Commercial
12	0.20	MS	NW MILL REAL ESTATE LLC	N	\$25,800	Commercial
13	0.46	MS	COREPARK INVESTMENTS LLC	N	\$11,700	Commercial
14	0.65	MS	SAMARITAS AFFORDABLE LIVNG MUSKEGON	N	\$44,900	Commercial
15	0.61	MS	NW MILL REAL ESTATE LLC	N	\$56,100	Commercial
16	1.88	MS	FRONTIER COMMUNICATIONS	N	0	Commercial
17	0.28	MS	NW AMERICA REAL ESTATE LLC	N	\$48,000	Commercial
18	0.14	MS	EAST OF EDEN LLC	N	\$45,600	Commercial
19	0.11	MS	JILLIAN & JORDAN LLC	N	\$5,200	Commercial
20	1.12	MS	888 TERRACE LLC	N	\$677,400	Commercial
21	0.34	MS	FETHKE J TRUST	N	\$67,200	Commercial
22	0.09	MS	JERVISS-FETHKE INSURANCE AGENCY INC	N	\$10,000	Commercial
23	0.22	MS	UPCHURCH LINDA F	N	\$31,000	Commercial
24	0.86	MS	FETHKE J TRUST	N	\$67,200	Commercial
25	0.16	MS	UPCHURCH LINDA F	N	\$20,800	Commercial
26	0.37	MS	E J E PROPERTIES LLC	N	\$61,400	Commercial
27	0.23	MS	PINE ST PROFESSIONAL BUILDING LLC	N	\$81,300	Commercial
28	1.03	NC	E J E PROPERTIES LLC	Y	\$12,500	Commercial

ID	Size (Acres)	Zoning Code	Onwer Name	Vacancy	Property Value	Type
29	0.14	NC	E J E PROPERTIES LLC	Y	\$1,900	Commercial
30	0.12	NC	CITY OF MUSKEGON	Y	0	Commercial
31	0.24	NC	BOURGEOIS SOREN H	N	\$31,300	Household
32	0.11	NC	SCRAVER WILLIAM C/FOOKS RO-BYN J	N	\$1,400	Household
33	0.19	NC	MORALES FRED	N	\$38,900	Household
34	0.20	NC	PIGEON CREEK FURNITURE LLC	N	\$22,200	Commercial
35	0.49	MS	ADMIRAL REAL ESTATE I LLC	N	\$63,900	Commercial
36	0.09	MS	HAMED PROPERTIES LLC	Y	\$3,800	Commercial
37	0.38	MS	CITY OF MUSKEGON	Y	0	Commercial
38	0.79	NC	ALMAJEED PROPERTY LLC	N	\$103,900	Commercial
39	0.22	NC	NULF LARRY D II	Y	\$18,200	Household
40	0.11	NC	TOP QUALITY PROPERTIES LLC	N	\$17,700	Household
41	0.12	NC	THE Q9 LLC	N	\$1,400	Household
42	0.22	NC	JUST3 LLC	N	\$23,600	Household
43	0.11	NC	LAKE ROBERT L/HARVEY GAYLE L	N	\$26,300	Household
44	0.11	NC	BURNSIDE SHARON/HARRIS ADAM	N	\$25,500	Household
45	1.28	MS	BK MUSKEGON PROPERTIES LLC	N	\$343,900	Commercial
46	0.37	MS	COUNTY OF MUSKEGON	N	0	Commercial
47	0.44	MS	VALDEZ PROPERTIES LLC	N	\$104,400	Commercial
48	0.11	MS	SGC SOLUTIONS LLC	N	\$54,500	Commercial
49	0.33	MS	SWIATEK TRUST	N	\$64,500	Commercial
50	2.79	MS	COUNTY OF MUSKEGON	N	0	Commercial
51	0.09	MS	STRANDBERG CLARE J	N	\$36,500	Commercial
52	0.11	MS	WILLIAMS MALACHI F JR	N	\$33,300	Commercial
53	0.06	MS	JENKINS JAMIE	Y	\$16,700	Commercial
54	0.16	MS	LIVERNOS PAINT & SUPPLY, LLC	N	\$20,100	Commercial
55	0.25	MS	DAHLQUIST RANDY	Y	\$14,400	Commercial
56	0.11	MS	NASSAU PROPERTIES LLC	N	\$23,000	Commercial
57	0.19	MS	DAHLQUIST RANDOLPH B/DEBRA K	N	\$13,800	Commercial
58	0.22	NC	THE FORREST GROUP OF WEST MICHIGAN	N	0	Commercial

ID	Size (Acres)	Zoning Code	Onwer Name	Vacancy	Property Value	Type
59	0.29	NC	DAHLQUIST RANDY	N	\$10,700	Commercial
60	0.02	NC	DAHLQUIST RANDY	N	\$800	Commercial
61	0.06	NC	DAHLQUIST RANDY	Y	\$4,200	Commercial
62	0.79	NC	DAHLQUIST RANDOLPH B/DEBRA K	N	\$60,500	Commercial
63	0.09	NC	DAHLQUIST RANDOLPH B/DEBRA K	N	\$19,800	Household
64	0.38	NC	DAHLQUIST RANDOLPH B/DEBRA K	N	\$23,000	Household
65	3.65	MS	COUNTY OF MUSKEGON	N	0	Commercial

APPENDIX B

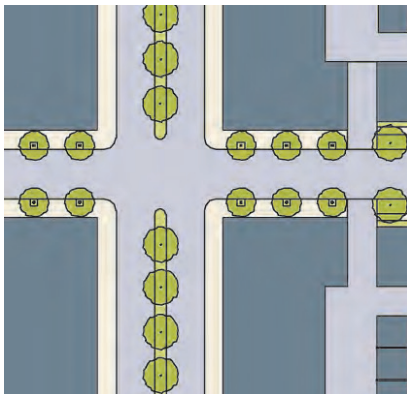
2005.03 CONTEXT AREAS OVERVIEW

Context Areas for the Muskegon Form Based Code are summarized as follows:

MORE URBAN



DT DOWNTOWN



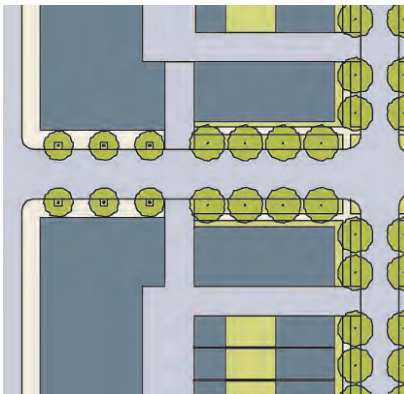
DOWNTOWN DESCRIPTION

This Context Area is characterized by mixed use buildings set next to the sidewalk in order to create a street wall and promote commerce and shopping. These buildings contain street level retail uses with residential and office uses on the upper floors. This Context Area has a high level of transit service that can help off-set the need for off-street parking and promote walkability.

The following are generally appropriate form elements in this Context Area:

- A. Attached buildings
- B. Medium to large building footprint
- C. Building at the Right-of-Way
- D. No side setbacks
- E. Storefront frontages

MS MAINSTREET



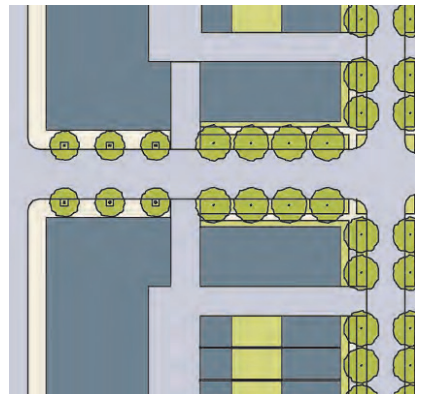
MAINSTREET DESCRIPTION

This Context Area is characterized by mixed use buildings set next to the sidewalk in order to create a street wall and promote commerce and shopping. These buildings contain primarily street level retail uses, however, residential and service uses may occur on the ground floor so that the area can mature over time. This Context Area has a high level of walkability and vibrancy at the street level.

The following are generally appropriate form elements in this Context Area:

- A. Attached buildings
- B. Medium to large building footprint
- C. Building at or near the Right-of-Way
- D. Small side setbacks
- E. Varied frontages with an emphasis on commercial

MSW MAINSTREET WATERFRONT



MS WATERFRONT DESCRIPTION

This Context Area is similar to the Mainstreet Context Area and is characterized by mixed use buildings set next to the sidewalk in order to create a street wall and promote commerce and shopping. Buildings in this district are required to have setbacks on the upper floors so that lakeshore views are maintained.

The following are generally appropriate form elements in this Context Area:

- A. Attached buildings
- B. Medium to large building footprint
- C. Building at or near the Right-of-Way
- D. Small side setbacks
- E. Varied frontages with an emphasis on commercial

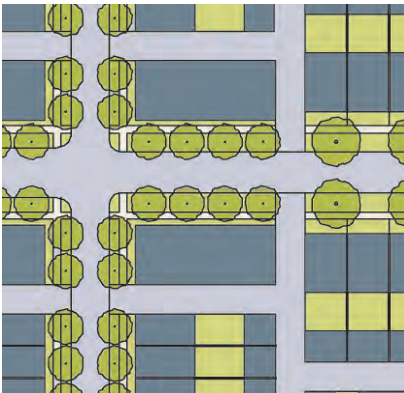
2005.03 CONTEXT AREAS OVERVIEW (continued)

Context Areas for the Muskegon Form Based Code are summarized as follows:

LESS URBAN



NC NEIGHBORHOOD CORE



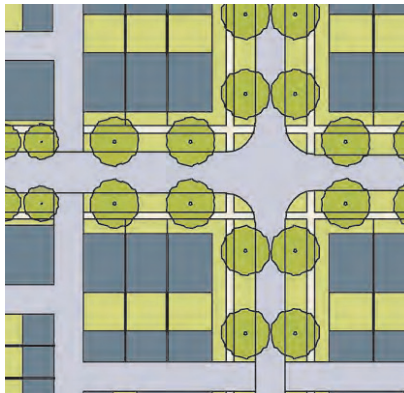
NEIGHBORHOOD CORE DESCRIPTION

This Context Area is characterized by a wide variety of building types that can accommodate retail, service, office, and residential uses. Buildings are typically close to the street and form nodes of activity at key intersections. This Context Area forms a transitional area between the more intense Context Areas of the Form Based Code area and the existing residential neighborhoods that are adjacent to downtown Muskegon.

The following are generally appropriate form elements in this Context Area:

- A. Primarily attached buildings
- B. Medium to large building footprint
- C. Varied front setbacks
- D. Small side setbacks
- E. Varied frontages

NE NEIGHBORHOOD EDGE



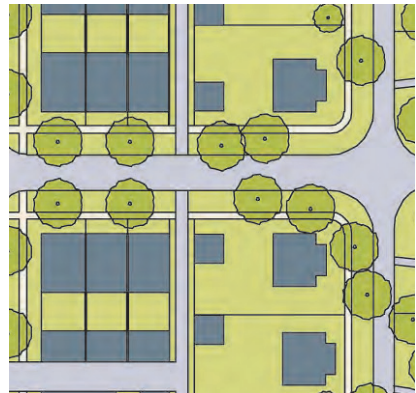
NEIGHBORHOOD EDGE DESCRIPTION

This Context Area is characterized by a wide range of residential building types that have a variety of setback conditions within a compact walkable block structure. Retail and office enterprises may occur in various locations within the block structure. This Context Area provides a variety of medium and small residential building types that transition between the existing neighborhoods.

The following are generally appropriate form elements in this Context Area:

- A. Attached and detached buildings
- B. Medium building footprints
- C. Varied front setbacks
- D. Medium to small side setbacks
- E. Varied frontages

UR URBAN RESIDENTIAL



URBAN RESIDENTIAL DESCRIPTION

This Context Area is characterized by a wide variety of residential buildings types that have a range of setback conditions within a compact walkable block structure. Small retail enterprises may occur at strategic corner locations within live / work buildings. This Context Area is typically adjacent to single family residential districts.

The following are generally appropriate form elements in this Context Area:

- A. Attached and detached residential buildings
- B. Medium to small building footprint
- C. Varied front setbacks
- D. Medium side setbacks
- E. Primarily stoops and porch frontages

2005.04 SUMMARY OF BUILDING TYPES PERMITTED IN EACH CONTEXT AREA

BUILDING TYPE WITH FRONTAGE OPTION		CONTEXT AREAS					
		DT DOWNTOWN	MS MAINSTREET	MSW MAINSTREET WATERFRONT	NC NEIGHBORHOOD CORE	NE NEIGHBORHOOD EDGE	UR URBAN RESIDENTIAL
MIXED-USE BUILDING TYPE	with STOREFRONT	By Right	By Right	By Right	By Right	By Right	
	with BALCONY	By Right	By Right	By Right	By Right	By Right	
	with TERRACE	Conditional	Conditional	Conditional	Conditional	Conditional	
	with FORECOURT	By Right	By Right	By Right	By Right	By Right	
	with DRIVE-THROUGH				By Right	By Right	
RETAIL BUILDING TYPE	with STOREFRONT		By Right	By Right	By Right	By Right	
	with TERRACE		Conditional	Conditional	Conditional	Conditional	
	with DRIVE-THROUGH				By Right	By Right	
FLEX BUILDING TYPE	with STOREFRONT		By Right	By Right	By Right	By Right	
	with TERRACE		Conditional	Conditional	Conditional	Conditional	
	with FORECOURT		By Right	By Right	By Right	By Right	
	with DOORYARD		By Right	By Right	By Right	By Right	
COTTAGE RETAIL BUILDING	with STOREFRONT				By Right	By Right	
	with DOORYARD				By Right	By Right	
	with STOOP				By Right	By Right	
LIVE / WORK BUILDING TYPE	with STOREFRONT		By Right	By Right	By Right	By Right	
	with DOORYARD		By Right	By Right	By Right	By Right	At corner lots only
	with LIGHTWELL		By Right	By Right	By Right	By Right	
	with STOOP		By Right	By Right	By Right	By Right	At corner lots only
LARGE MULTI-PLEX BUILDING TYPE	with FORECOURT		By Right	By Right	By Right		
	with DOORYARD		By Right	By Right	By Right		
	with STOOP				By Right		
	with PROJECTING PORCH				By Right		
SMALL MULTI-PLEX BUILDING TYPE	with STOOP				By Right	By Right	By Right
	with PROJECTING PORCH				By Right	By Right	By Right
	with ENGAGED PORCH				By Right	By Right	By Right
ROWHOUSE BUILDING TYPE	with LIGHTWELL		By Right	By Right	By Right		
	with STOOP		By Right	By Right	By Right	By Right	By Right
	with PROJECTING PORCH				By Right	By Right	By Right
DUPLEX BUILDING TYPE	with STOOP					By Right	By Right
	with PROJECTING PORCH					By Right	By Right
	with ENGAGED PORCH					By Right	By Right
DETACHED HOUSE BUILDING TYPE	with STOOP					By Right	By Right
	with PROJECTING PORCH					By Right	By Right
	with ENGAGED PORCH					By Right	By Right
CARRIAGE HOUSE BUILDING TYPE						By Right	By Right
CIVIC BUILDING TYPE		By Right	By Right	By Right	By Right	By Right	By Right

Shaded areas represent Building Types that are not permitted in specified Public Realm Context Area.

2005.06 MAINSTREET (MS) CONTEXT AREA

1.0 CONTEXT AREA INTENT AND DESCRIPTION

INTENT

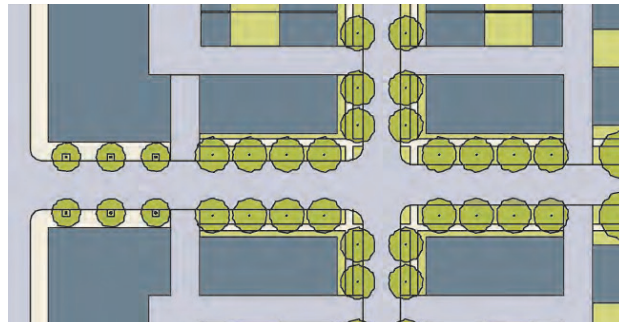
To provide a focal point that serves the city's neighborhoods by accommodating retail, service, and residential uses in a compact, walkable urban form.

DESCRIPTION

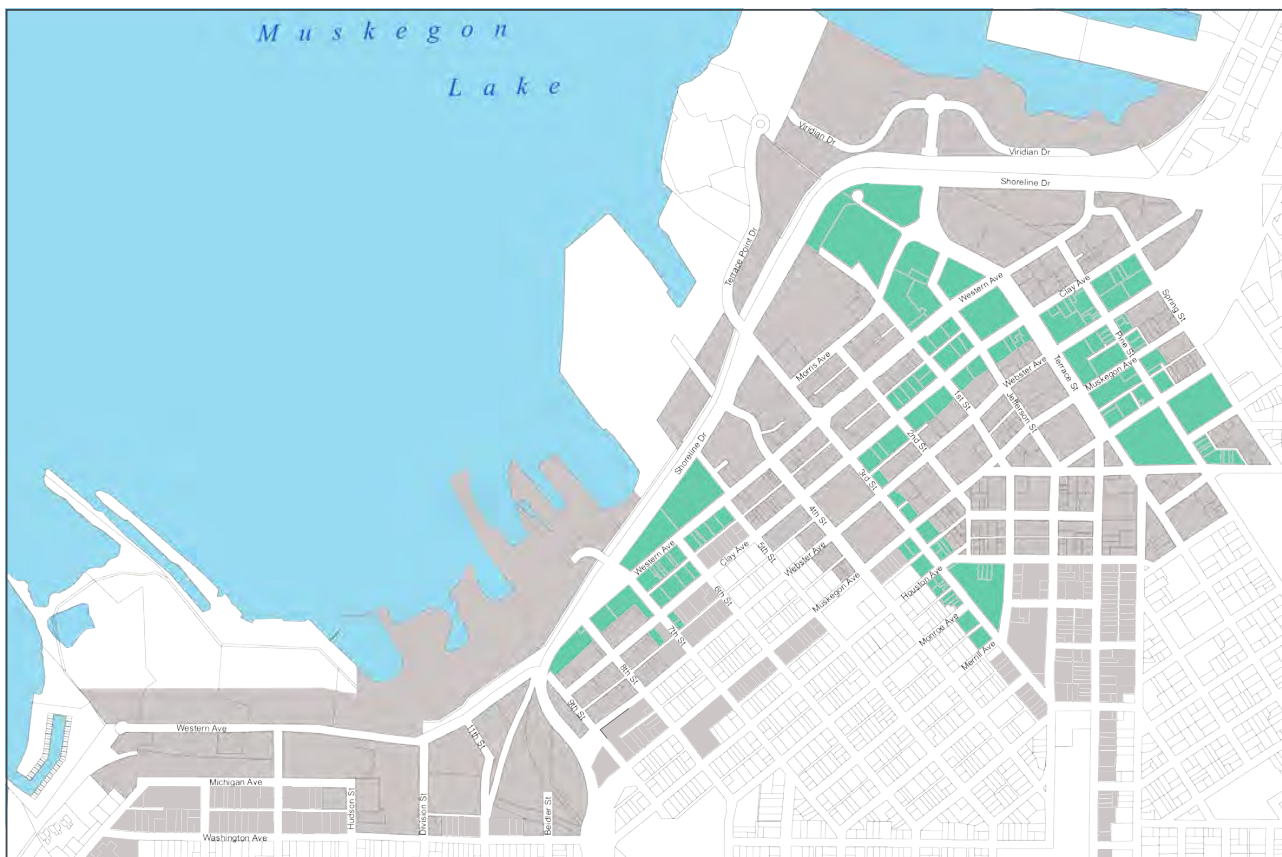
This Context Area is characterized by mixed use buildings set next to the sidewalk in order to create a street wall and promote commerce and shopping. These buildings contain primarily street level retail uses, however, residential and service uses may occur on the ground floor so that the area can mature over time. This Context Area has a high level of walkability and vibrancy at the street level.

The following are generally appropriate form elements in this Context Area:

- A. Attached buildings
- B. Medium to large building footprint
- C. Building at or near the Right-of-Way
- D. Small side setbacks
- E. Varied frontages with an emphasis on commercial



2.0 CONTEXT AREA LOCATION



2005.06 MAINSTREET (MS) CONTEXT AREA

3.0 PERMITTED BUILDING TYPES, BUILDING TYPE HEIGHTS, AND BUILDING TYPE LOT SIZES

BUILDING TYPE WITH FRONTAGE OPTION		MAINSTREET (MS) CONTEXT AREA		
		PERMITTED IN CONTEXT AREA	BUILDING HEIGHT	BUILDING LOT SIZE
MIXED-USE BUILDING TYPE	with STOREFRONT	By Right	8 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with BALCONY	By Right	8 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with TERRACE	Conditional *	8 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with FORECOURT	By Right	8 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with DRIVE-THROUGH			
RETAIL BUILDING TYPE	with STOREFRONT	By Right	1 story building limit	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with TERRACE	Conditional*	1 story building limit	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with DRIVE-THROUGH			
FLEX BUILDING TYPE	with STOREFRONT	By Right	6 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with TERRACE	Conditional*	6 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with FORECOURT	By Right	6 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with DOORYARD	By Right	6 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
COTTAGE RETAIL BUILDING	with STOREFRONT			
	with DOORYARD			
	with STOOP			
LIVE / WORK BUILDING TYPE	with STOREFRONT	By Right	3 story max. / 2 story min.	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with DOORYARD	By Right	3 story max. / 2 story min.	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with LIGHTWELL	By Right	3 story max. / 2 story min.	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with STOOP	By Right	3 story max. / 2 story min.	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
LARGE MULTI-PLEX BUILDING TYPE	with FORECOURT	By Right	6 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
	with DOORYARD	By Right	6 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
	with STOOP			
	with PROJECTING PORCH			
SMALL MULTI-PLEX BUILDING TYPE	with STOOP			
	with PROJECTING PORCH			
	with ENGAGED PORCH			
ROWHOUSE BUILDING TYPE	with LIGHTWELL	By Right	2 story building required	Lot Width: 18' min. / 30' max. Lot Depth: 100' min.
	with STOOP	By Right	2 story building required	Lot Width: 18' min. / 30' max. Lot Depth: 100' min.
	with PROJECTING PORCH			
DUPLEX BUILDING TYPE	with STOOP			
	with PROJECTING PORCH			
	with ENGAGED PORCH			
DETACHED HOUSE BUILDING TYPE	with STOOP			
	with PROJECTING PORCH			
	with ENGAGED PORCH			
CARRIAGE HOUSE BUILDING TYPE				
CIVIC BUILDING TYPE		By Right	4 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.

Shaded areas represent Building Types and / or frontages that are not permitted in specified Context Area.

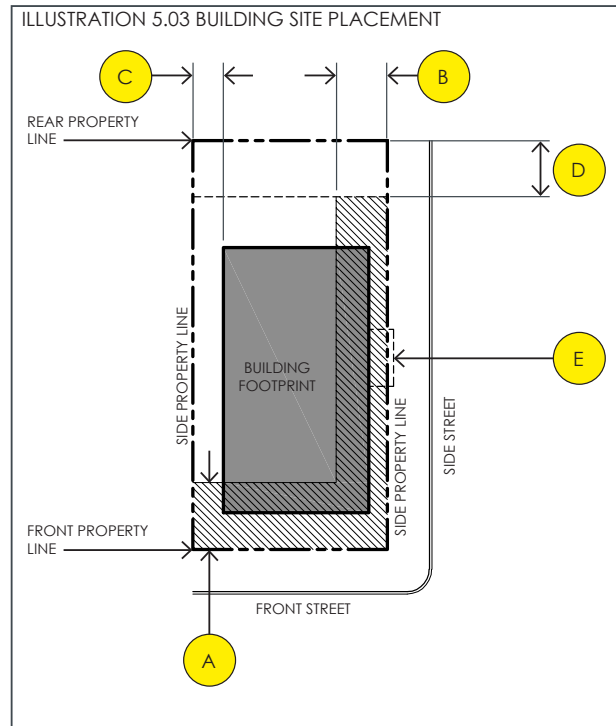
* Refer to the Building Type with specific frontage option in Section 2006 for buildings and frontages labeled as Conditional.

2005.06 MAINSTREET (MS) CONTEXT AREA

4.0 BUILDING SITE PLACEMENT

Refer to Illustration 5.03 for building site placement.

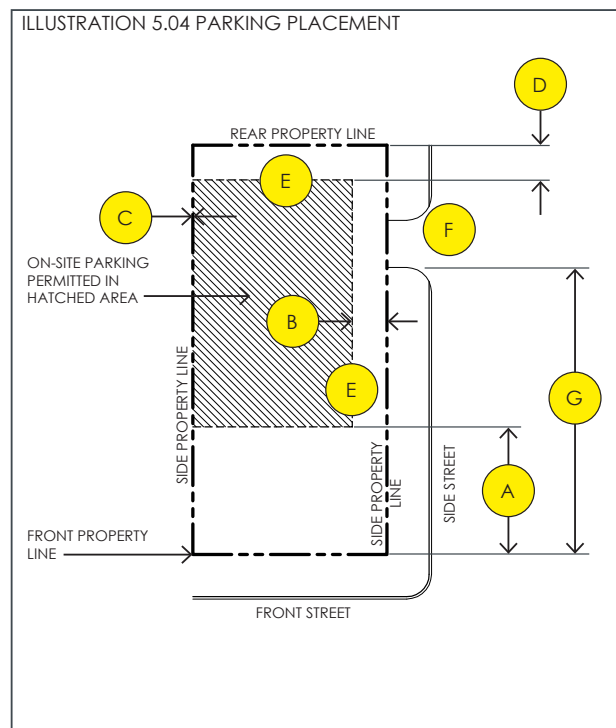
- A. Front Build-to-Zone (at front street):
- Required build-to-zone from 0 to 15 feet from front property line.
 - Mixed-Use and Retail Building Types in this Context Area shall have facade placed at front property line (required build-to-line at front property line).
- B. Side Build-to-Zone (at side street):
- Required build-to-zone from 0 to 15 feet from side property line.
 - Mixed-Use and Retail Building Types in this Context Area shall have facade placed at side property line (required build-to-line at side property line).
- C. Side Setback (at non-street locations):
- 0 feet from side property line.
- D. Rear Setback:
- 0 feet from rear property line.
- E. Encroachments: Balconies, awnings, canopies, eaves, cornices, and bay windows, may project into required setbacks, beyond required build-to-zones, or into the public right-of-way as indicated in Section 2003.02.



5.0 PARKING PLACEMENT

Refer to Illustration 5.04 for on-site parking placement.

- A. Front Setback:
- 40 feet minimum from front property line.
- B. Side Setback (from side street):
- 5 feet minimum from side property line.
- C. Side Setback (from non-street locations):
- 0 feet from side property line.
- D. Rear Setback:
- 0 feet from rear property line at non-street locations.
 - 5 feet from rear property line at street locations.
- E. Parking located at side or rear street locations shall be screened from the street as required by Section 2008.14.
- F. Parking / service areas shall not be accessed from front streets, unless an alley or side street is not available for driveway placement. Maximum width of driveway is 20 feet.
- G. Driveway access location:
- Corner lot: 40 feet minimum from street corner.
 - Interior lot: within 5 feet of side property line, when alley is not available.



2005.06 MAINSTREET (MS) CONTEXT AREA

6.0 PERMITTED USES

MAINSTREET (MS) CONTEXT AREA PERMITTED USES

Specific Use	MIXED USE BUILDING TYPE	RETAIL BUILDING TYPE	FLEX BUILDING TYPE	COTTAGE RETAIL BUILDING TYPE	LIVE / WORK BUILDING TYPE	LARGE MULTI-PLEX BUILDING TYPE	SMALL MULTI-PLEX BUILDING TYPE	ROWHOUSE BUILDING TYPE	DUPLEX BUILDING TYPE	DETACHED HOUSE BUILDING TYPE	CARRIAGE HOUSE BUILDING TYPE	CIVIC BUILDING TYPE
Accessory buildings and uses	P	P	P		P	P		P				
Amusement and recreation facility	P	P	P									
Auto service station												
Bank	P	P	P									
Business school/private or public school/higher ed.	P	P	P									
Church												P
Club, lodge, hall			P									
Gallery/museum	P		P									P
Hotel/motel	P											
Indoor theater/live music concert hall	P		P									
Light manufacturing												
Machine shop												
Micro brewery, distillery, winery under 2500 barrels	P	P	P									
Micro brewery, distillery, winery over 2500 barrels	P	P	P									
Multi-family	P*		P*			P						
Office	P	P	P		P	P#						
Outdoor recreation												
Outdoor theater												
Parking structure	S											
Personal service	P	P	P		P	P#						
Railway terminal												P
Research and development												
Restaurant, cocktail lounge, brewpub	P	P	P			P#						
Retail	P	P	P		P	P#						
Shipping, port related activity												

P = Permitted Use

P* = Permitted Use on floors two and above

P# = Permitted Use on first floor only

S = Special Land Use (refer to Section 2002.02)

Active uses per the Context Area Map (2005.02) include retail, restaurant/cocktail lounge/brewpub, personal service, and micro brewery/distillery/winery.

Blank cell = Use not permitted in this Context Area

Shaded areas represent Building Types that are not permitted in this Context Area.

2005.06 MAINSTREET (MS) CONTEXT AREA

6.0 PERMITTED USES (continued)

MAINSTREET (MS) CONTEXT AREA PERMITTED USES

[illegible]

P = Permitted Use

P* = Permitted Use on floors two and above

P# = Permitted Use on first floor only

S = Special Land Use (refer to Section 2002.02)

Active uses per the Context Area Map (2005.02) include retail, restaurant/cocktail lounge/brewpub, personal service, and micro brewery/distillery/winery.

Blank cell = Use not permitted in this Context Area

Shaded areas represent Building Types that are not permitted in this Context Area.

2005.08 NEIGHBORHOOD CORE (NC) CONTEXT AREA**1.0 CONTEXT AREA INTENT AND DESCRIPTION****INTENT**

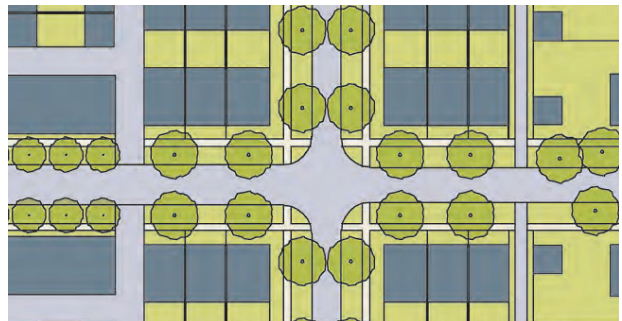
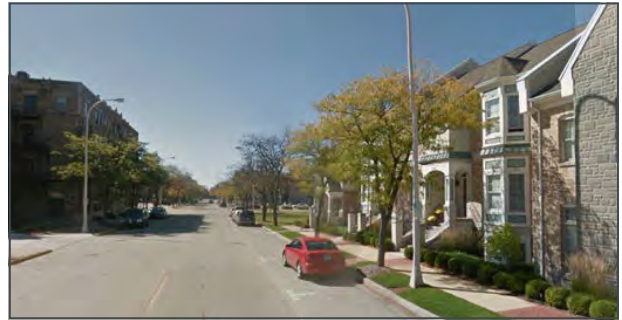
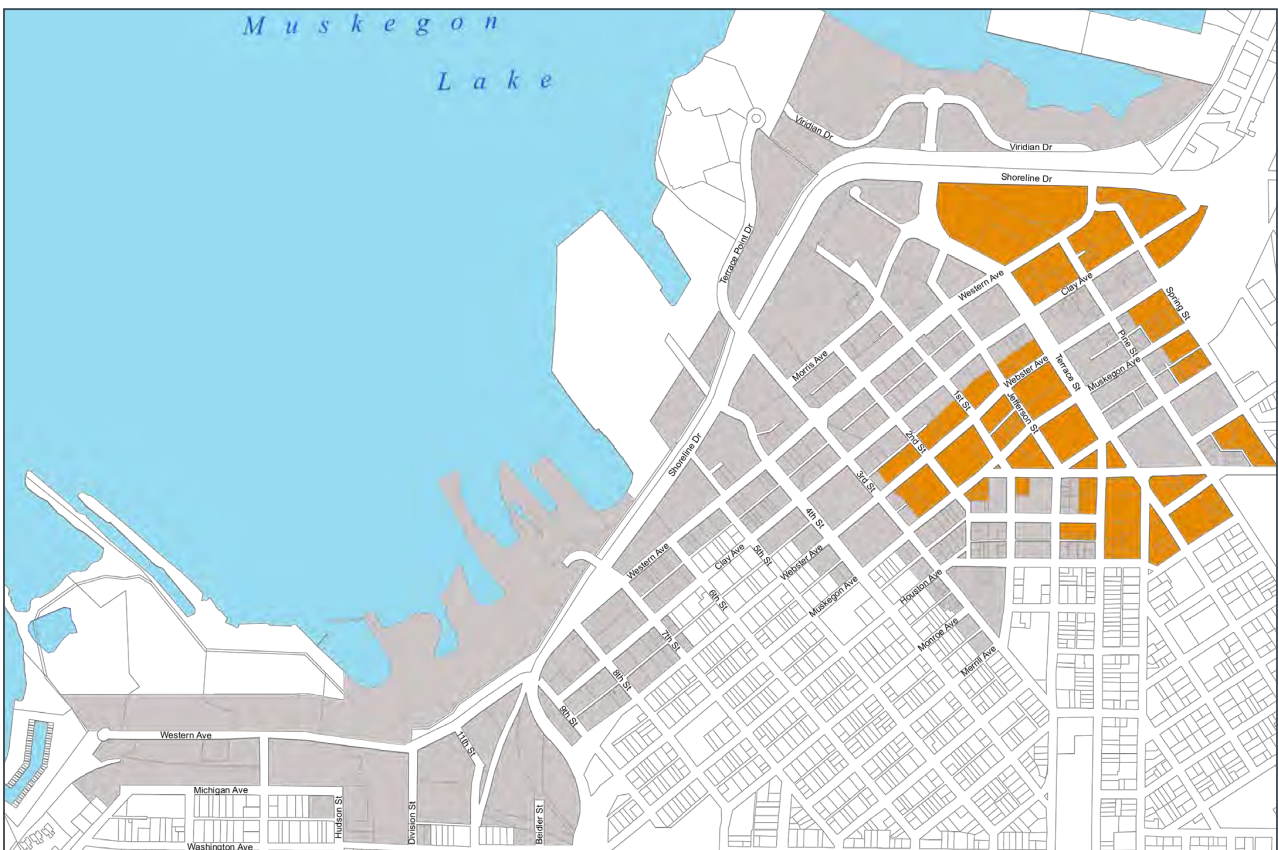
To provide a variety of urban housing, retail, and commercial choices, in medium footprint, medium-density Building Types, which reinforce the neighborhood's walkable nature and support neighborhood retail and service at key intersections.

DESCRIPTION

This Context Area is characterized by a wide variety of building types that can accommodate retail, service, office, and residential uses. Buildings are typically close to the street and form nodes of activity at key intersections. This Context Area forms a transitional area between the more intense Context Areas of the Form Based Code area and the existing residential neighborhoods that are adjacent to downtown Muskegon.

The following are generally appropriate form elements in this Context Area:

- A. Attached and detached buildings
- B. Medium building footprints
- C. Varied front setbacks
- D. Medium to small side setbacks
- E. Varied frontages

**2.0 CONTEXT AREA LOCATION**

CONTEXT AREAS AND USE

2005.08 NEIGHBORHOOD CORE (NC) CONTEXT AREA

3.0 PERMITTED BUILDING TYPES, BUILDING TYPE HEIGHTS, AND BUILDING TYPE LOT SIZES

BUILDING TYPE WITH FRONTAGE OPTION		NEIGHBORHOOD CORE (NC) CONTEXT AREA		
		PERMITTED IN CONTEXT AREA	BUILDING HEIGHT	BUILDING LOT SIZE
MIXED-USE BUILDING TYPE	with STOREFRONT	By Right	5 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with BALCONY	By Right	5 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with TERRACE	Conditional *	5 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with FORECOURT	By Right	5 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with DRIVE-THROUGH	By Right	5 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
RETAIL BUILDING TYPE	with STOREFRONT	By Right	1 story building limit	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with TERRACE	Conditional*	1 story building limit	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
	with DRIVE-THROUGH	By Right	1 story building limit	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.
FLEX BUILDING TYPE	with STOREFRONT	By Right	5 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with TERRACE	Conditional*	5 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with FORECOURT	By Right	5 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
	with DOORYARD	By Right	5 story max. / 2 story min.	Lot Width: 50' min. / 250' max. Lot Depth: 100' min.
COTTAGE RETAIL BUILDING	with STOREFRONT	By Right	2 story max. / 1 story min.	Lot Width: 25' min. / 80' max. Lot Depth: 80' min.
	with DOORYARD	By Right	2 story max. / 1 story min.	Lot Width: 25' min. / 80' max. Lot Depth: 80' min.
	with STOOP	By Right	2 story max. / 1 story min.	Lot Width: 25' min. / 80' max. Lot Depth: 80' min.
LIVE / WORK BUILDING TYPE	with STOREFRONT	By Right	2 story building required	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with DOORYARD	By Right	2 story building required	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with LIGHTWELL	By Right	2 story building required	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
	with STOOP	By Right	2 story building required	Lot Width: 18' min. / 35' max. Lot Depth: 80' min.
LARGE MULTI-PLEX BUILDING TYPE	with FORECOURT	By Right	5 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
	with DOORYARD	By Right	5 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
	with STOOP	By Right	5 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
	with PROJECTING PORCH	By Right	5 story max. / 2 story min.	Lot Width: 75' min. / 150' max. Lot Depth: 100' min.
SMALL MULTI-PLEX BUILDING TYPE	with STOOP	By Right	3 story max. / 2 story min.	Lot Width: 50' min. / 80' max. Lot Depth: 100' min.
	with PROJECTING PORCH	By Right	3 story max. / 2 story min.	Lot Width: 50' min. / 80' max. Lot Depth: 100' min.
	with ENGAGED PORCH	By Right	3 story max. / 2 story min.	Lot Width: 50' min. / 80' max. Lot Depth: 100' min.
ROWHOUSE BUILDING TYPE	with LIGHTWELL	By Right	2 story building required	Lot Width: 18' min. / 30' max. Lot Depth: 100' min.
	with STOOP	By Right	2 story building required	Lot Width: 18' min. / 30' max. Lot Depth: 100' min.
	with PROJECTING PORCH	By Right	2 story building required	Lot Width: 18' min. / 30' max. Lot Depth: 100' min.
DUPLEX BUILDING TYPE	with STOOP			
	with PROJECTING PORCH			
	with ENGAGED PORCH			
DETACHED HOUSE BUILDING TYPE	with STOOP			
	with PROJECTING PORCH			
	with ENGAGED PORCH			
CARRIAGE HOUSE BUILDING TYPE				
CIVIC BUILDING TYPE		By Right	3 story max. / 2 story min.	Lot Width: 25' min. / 150' max. Lot Depth: 100' min.

Shaded areas represent Building Types and / or frontages that are not permitted in specified Context Area.

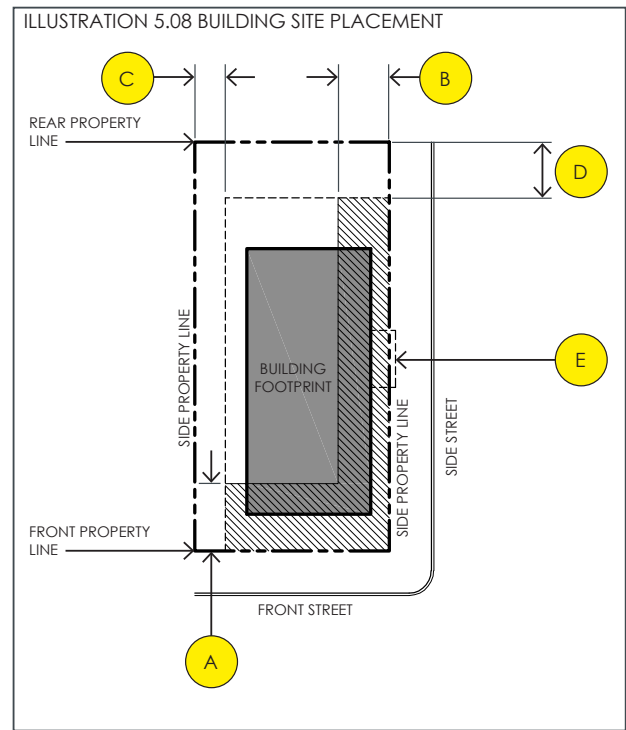
* Refer to the Building Type with specific frontage option in Section 2006 for buildings and frontages labeled as Conditional.

2005.08 NEIGHBORHOOD CORE (NC) CONTEXT AREA

4.0 BUILDING SITE PLACEMENT

Refer to Illustration 5.08 for building site placement.

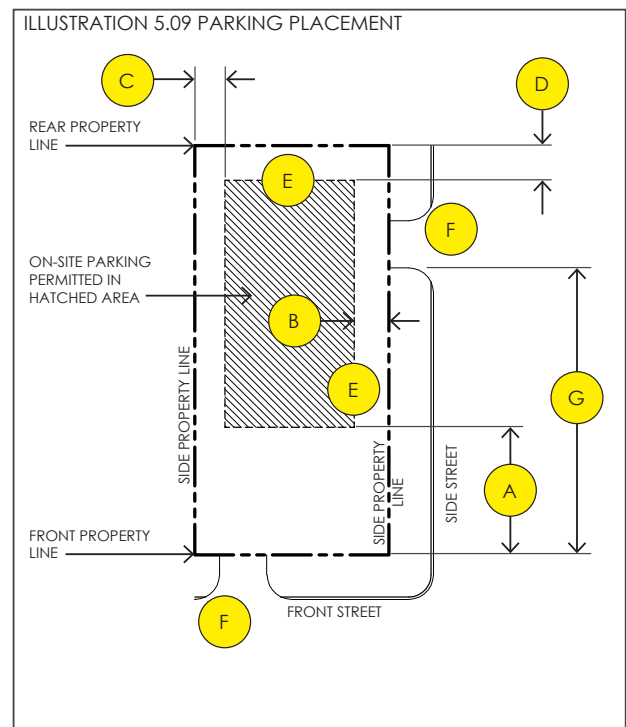
- A. Front Build-to-Zone (at front street):
 - Required build-to-zone from 0 to 20 feet from front property line.
 - Mixed-Use and Retail Building Types in this Context Area shall have facade placed at front property line (required build-to-line at front property line).
- B. Side Build-to-Zone (at side street):
 - Required build-to-zone from 0 to 20 feet from side property line.
 - Mixed-Use and Retail Building Types in this Context Area shall have facade placed at side property line (required build-to-line at side property line).
- C. Side Setback (at non-street locations):
 - 3 feet from side property line.
- D. Rear Setback:
 - 10 feet from rear property line.
- E. Encroachments: Balconies, awnings, canopies, eaves, cornices, and bay windows, may project into required setbacks, beyond required build-to-zones, or into the public right-of-way as indicated in Section 2003.02.



5.0 PARKING PLACEMENT

Refer to Illustration 5.09 for on-site parking placement.

- A. Front Setback:
 - 40 feet minimum from front property line.
- B. Side Setback (from side street):
 - 5 feet minimum from side property line.
- C. Side Setback (from non-street locations):
 - 5 feet from side property line.
- D. Rear Setback:
 - 5 feet from rear property line at non-street locations.
 - 5 feet from rear property line at street locations.
- E. Parking located at side or rear street locations shall be screened from the street as required by Section 2008.14.
- F. Parking / service areas shall not be accessed from front streets, unless an alley or side street is not available for driveway placement. Maximum width of driveway is 20 feet.
- G. Driveway access location:
 - Corner lot: 40 feet minimum from street corner.
 - Interior lot: within 5 feet of side property line, when alley is not available.



CONTEXT AREAS AND USE

2005.08 NEIGHBORHOOD CORE (NC) CONTEXT AREA

6.0 PERMITTED USES

NEIGHBORHOOD CORE (NC) CONTEXT AREA PERMITTED USES

Specific Use	MIXED USE BUILDING TYPE	RETAIL BUILDING TYPE	FLEX BUILDING TYPE	COTTAGE RETAIL BUILDING TYPE	LIVE / WORK BUILDING TYPE	LARGE MULTI-PLEX BUILDING TYPE	SMALL MULTI-PLEX BUILDING TYPE	ROWHOUSE BUILDING TYPE	DUPLEX BUILDING TYPE	DETACHED HOUSE BUILDING TYPE	CARRIAGE HOUSE BUILDING TYPE	CIVIC BUILDING TYPE
Accessory buildings and uses	P	P	P	P	P	P	P	P				
Amusement and recreation facility	P	P	P									
Auto service station	S	S	S	S								
Bank	P	P	P									
Business school/private or public school/higher ed.			P									
Church												P
Club, lodge, hall			P									
Gallery/museum	P		P									P
Hotel/motel	P											
Indoor theater/live music concert hall	P		P									
Light manufacturing	S		P		P							
Machine shop	S		P		P							
Micro brewery, distillery, winery under 2500 barrels	P	P	P	P								
Micro brewery, distillery, winery over 2500 barrels	P	P	P									
Multi-family	P*		P*			P	P					
Office	P	P	P	P	P							
Outdoor recreation			P									
Outdoor theater												
Parking structure	S											
Personal service	P	P	P	P	P							
Railway terminal												P
Research and development	P		P									
Restaurant, cocktail lounge, brewpub	P	P	P	P								
Retail	P	P	P	P	P							
Shipping, port related activity			P									

P = Permitted Use

P* = Permitted Use on floors two and above

P# = Permitted Use on first floor only

S = Special Land Use (refer to Section 2002.02)

Active uses per the Context Area Map (2005.02) include retail, restaurant/cocktail lounge/brewpub, personal service, and micro brewery/distillery/winery.

Blank cell = Use not permitted in this Context Area

Shaded areas represent Building Types that are not permitted in this Context Area.

2005.08 NEIGHBORHOOD CORE (NC) CONTEXT AREA

6.0 PERMITTED USES (continued)

NEIGHBORHOOD CORE (NC) CONTEXT AREA PERMITTED USES

[illegible]

P = Permitted Use

P* = Permitted Use on floors two and above

P# = Permitted Use on first floor only

S = Special Land Use (refer to Section 2002.02)

Active uses per the Context Area Map (2005.02) include retail, restaurant/cocktail lounge/brewpub, personal service, and micro brewery/distillery/winery.

Blank cell = Use not permitted in this Context Area

Shaded areas represent Building Types that are not permitted in this Context Area.

PLANNING PRACTICUM

Practicum is a capstone course in Michigan State University's (MSU) Urban and Regional Planning program. Practicum allows students to apply their classroom knowledge in a practical setting, enabling them to gain valuable experience and practice in the field. This experience helps to bridge the gap between academic knowledge and professional practice, which is essential for the successful transition from student to practitioner.

Michigan State University's Planning Practicum team has partnered with the City of Muskegon to conduct a comprehensive analysis of the Pine Street Business District and provide a district improvement plan.

