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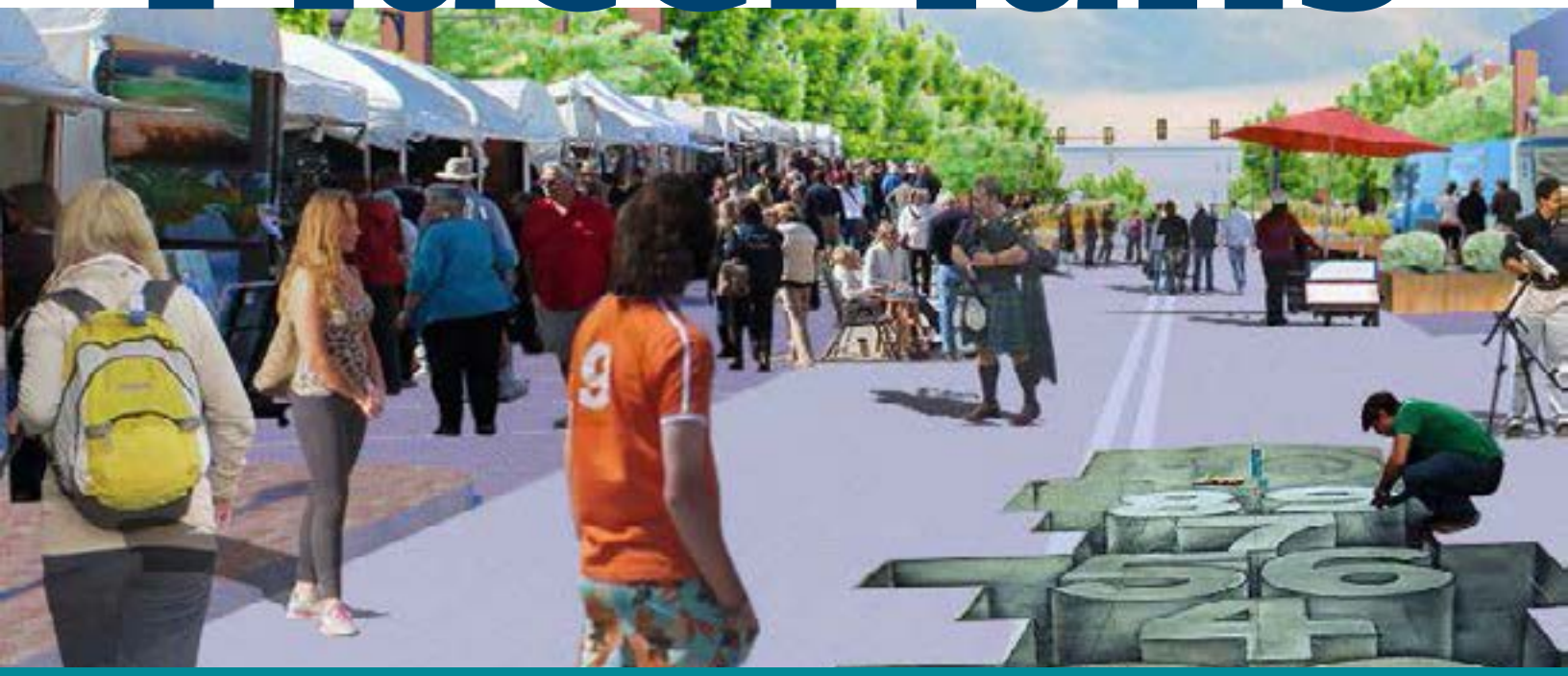
PlacePlans



Reimaging Baraga Avenue

Marquette, Michigan

MICHIGAN STATE UNIVERSITY | School of Planning, Design and Construction

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PlacePlan

Reimaging Baraga Avenue

Marquette, Michigan

October 2014

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MiPlace Initiative

The MiPlace Partnership is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks and opportunities to support thriving lifestyles. The partnership helps communities create and bolster those places. It is led at the state agency level by the Michigan State Housing Development Authority (MSHDA) and coordinated through a public/private leadership collaborative known as the Sense of Place Council. Michigan State University and the Michigan Municipal League, the partners on this project, are collaborators with the Sense of Place Council.

miplace™
Communities to invest in. Communities to grow in.™

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The PlacePlan Technical Assistance Team would like to acknowledge the Marquette Downtown Development Authority and City staff and elected and appointed officials for their constant support and assistance. The local partners ensured that the team had data, documents, and the community input necessary for completing the analysis and resulting asset, planning, and design recommendations for the Marquette Baraga Avenue site.

The PlacePlan Technical Assistance Team would like to express their sincere gratitude to the dozens of residents, business owners, land owners, and other stakeholders that attended the Community Visioning meeting and multiple-day Design Charrette, and provided feedback during this process. Additionally, the team would like to thank Marquette Commons for their hospitality and support for the design charrette portion of this process. Your gathering space was a key component to creating an inviting and comfortable public access point to share thoughts and ideas for this project. Placemaking begins with a community-supported vision for what makes a place a true destination in the community; without you this process would not be possible.

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Preface

Marquette's Baraga Avenue

The following proposed design, land use regulatory tools, and asset optimization recommendations for the Marquette PlacePlan project fall under the planning approach called ***placemaking***. The placemaking approach helps communities identify and build upon their unique strengths and personalities to grow and thrive: it leverages the public spaces within the community, and the activities of people in those spaces, to build virtuous cycles of use. Whether applied to a single lot, street, or an entire downtown or neighborhood, placemaking helps communities raise up their distinct character both to best serve their residents and to attract new residents and businesses.

Much of the community planning practice of the 20th century focused on separating potentially "incompatible" land uses, providing for the rapid growth in detached single-family housing stock, treating commercial real estate as a commodity to serve the global investment market's demand for standardization, and facilitating increased mobility through the personal car (to travel between these newly separated destinations). Unfortunately, the broad application of these trends ignored the human-scale interactions of traditional downtowns and neighborhoods, weakening many of our communities.

Communities must differentiate themselves to attract residents and businesses as the economy continues to globalize. Placemaking's approach of engaging around existing assets supports this goal while honoring local culture and community.

Downtown Marquette *Source: http://www.flickr.com/*

Introduction
Project Overview

In response to the MiPlace Partnership request for applications, the City of Marquette submitted a request for assistance with focus on a major block of Downtown Marquette that offers historical charm and sophistication that represents the city as a whole. A physical design plan is needed to help future development of this area; provide a framework within which public and private initiatives may be accomplished in a coordinated fashion; capitalize on, while protecting, the area's environmental and aesthetic qualities; foster downtown placemaking; elevate the area's business synergy; and serve as a blueprint for guiding the planning and development of locations immediately exterior to the project area.

Overview of Existing Site

The proposed project site is the 100 block of Baraga Avenue in downtown Marquette between Third Street and Lakeshore Boulevard. The project site also intersects at Baraga Avenue and Front Street. Baraga Avenue is currently almost 75 feet wide, and is a very common route for cars travelling in downtown Marquette. Third Street and Lakeshore Boulevard are both local streets. Perpendicular parking along Baraga Avenue poses a threat not only to pedestrians, but to vehicular traffic as well.

Community agencies and organizations, as well as the private sector, recognize that the strategic planning and harmonization of downtown redevelopment activities are critical to the goal of successful placemaking for Downtown Marquette. Working together as a community to revitalize this area of Downtown Marquette will help to spur economic and social development in the city as a whole.

Baraga Avenue Today

Source: http://downtownmarquette.org/

Methodology
Overview

Baraga Avenue Design Charrettes
Source: http://downtownmarquette.org/

In order to provide carefully considered asset, planning, and design recommendations for implementation of a plaza development project in Marquette, the following process was carried out for gathering the necessary information and input:

- Reviewed local/regional land use plans and relevant data
- Inventoried assets that fulfill MML's 21st Century Community criteria
- Conducted interviews with stakeholders
- Held three community meetings
    - Phase One: Community Visioning
    - Phase Two: Design Charrette
    - Final Report and Presentation

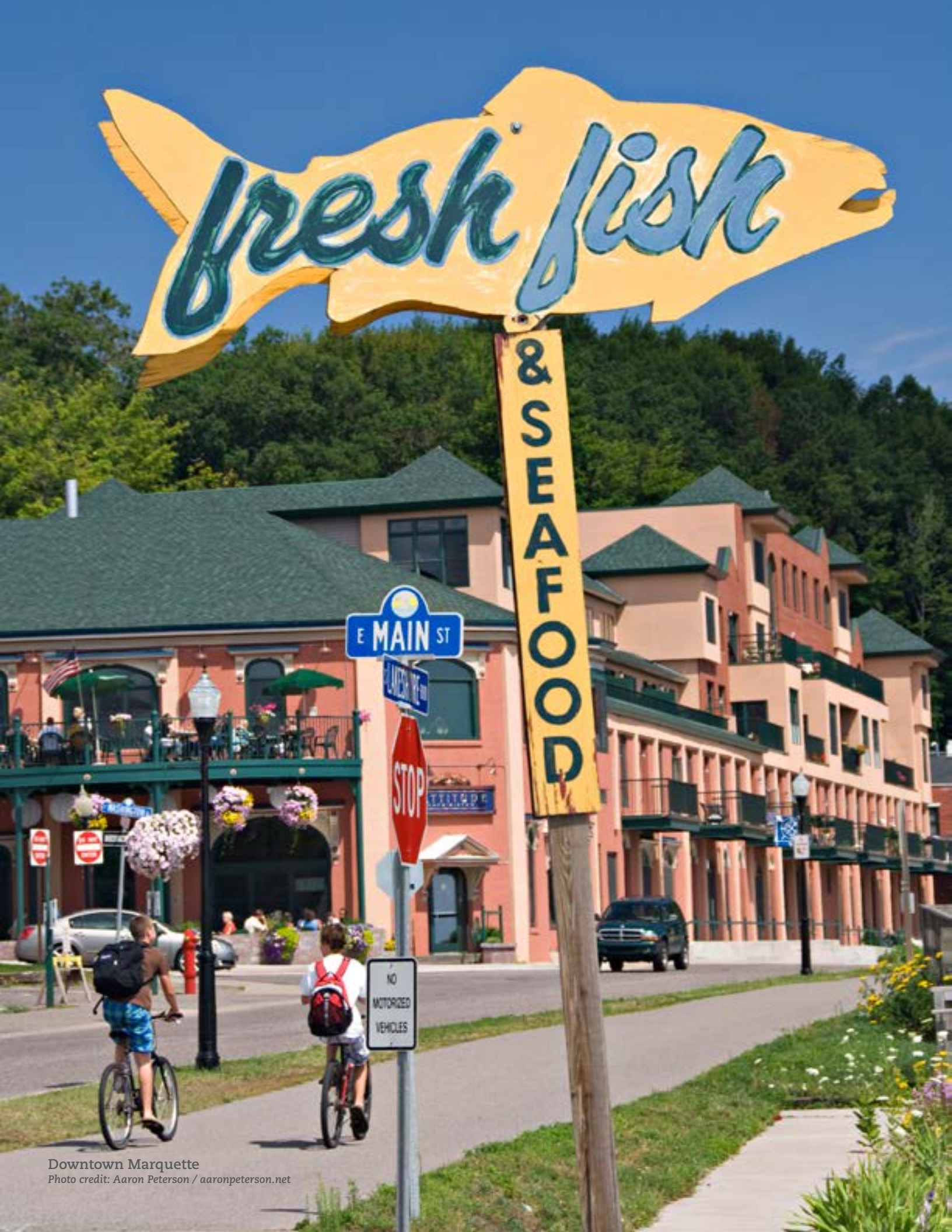
National Charrette Institute's Charrette System

These phases were carried out in line with the National Charrette Institute's (NCI) Charrette System. With objectives that include creating a safe environment in which all members can participate in planning their community; planning for scenarios at the neighborhood scale; bringing an on-the-ground reality to community planning by creating demonstration projects that often turn into real catalytic development; and anchoring public involvement with realistic constraints, the Marquette community was engaged in NCI's three planning phases, including a stakeholder interview process.

MML Stakeholder Interview Process

A critical element of the charrette process is engagement, including the preparatory work of interviewing stakeholders in advance of the design charrette meetings. The purpose is to identify key stakeholders and allow ample opportunity for input in a non-public setting for groups with a considerable vested interest in the project. Initial stakeholder analysis was prepared by MML staff, who identified priority individuals and groups and provided that information to the city for review and input.

Representatives from MML and MSU then held interviews aimed at promoting a shared understanding of the project, identifying priorities, concerns, and potential barriers to success.



Downtown Marquette
Photo credit: Aaron Peterson / aaronpeterson.net

Community Input

Phase One: Community Kick-Off Workshop

At the onset of the Marquette Baraga Avenue Project, the City of Marquette hosted a kick-off Community Visioning meeting. The visioning session was held in February, 2014. During the meeting, attendees were challenged to think about, discuss with others, and document their thoughts. This included what about Marquette makes them proud, what they are sorry about, and what they would like to see in Marquette (especially within the development site) in the future. To encourage creative visions over the long-term, questions were posed such as "you're in a hot air balloon over the site 15 years from now – what would you like to look down on?" and participants were provided with white sheets of drawing paper and markers to encourage not only written comments, but an opportunity to share visuals. Figure 1 summarizes the findings from the Community Visioning meeting.

Phase Two: Design Charrette

In April, 2014, a multiple-day Design Charrette was held to gauge stakeholders' feelings towards the plaza. Prior to the meetings, an array of design images were produced to visualize the many directions in which the plaza could go. After all of the images and concepts were introduced, participants broke off into small groups and sat down at tables where facilitators led discussions about the project. After a series of questions were asked and a multitude of ideas were exchanged at each table, participants were then asked to write on notecards what they liked and didn't like about the design images. Participants also shared additional comments on post-it notes and placed them on pictures of the design concepts for the project. This multi-day process revealed the similar and varying sentiments towards the project and thereby enabled the planning team to establish priorities for the final report.

Proud

Natural Environment:
Cleanliness, protection of natural environment, public access to Lake Superior, and forested trails surrounding city

Built Environment:
Walkability, bike paths, downtown, historic landmark signs, diverse amenities

Sorry

Built Environment:
Surface water runoff, overhead power lines, lack of funding for historical preservation, buildings block view of the lake

Parking/Transportation:
Lack of public transit, sea of parking off Baraga, width and disconnect of Baraga, Washington, and Third Streets, poor parking management and layout

Vision

Natural Environment:
Greenery and flowers, improved lake vista, connection to the lake

Built Environment:
No overhead utilities, place to sit and eat, bike parking, less auto-oriented, better parking management

Figure 1: Visioning session feedback from community members

Baraga Avenue
Design Considerations

Design Parameters

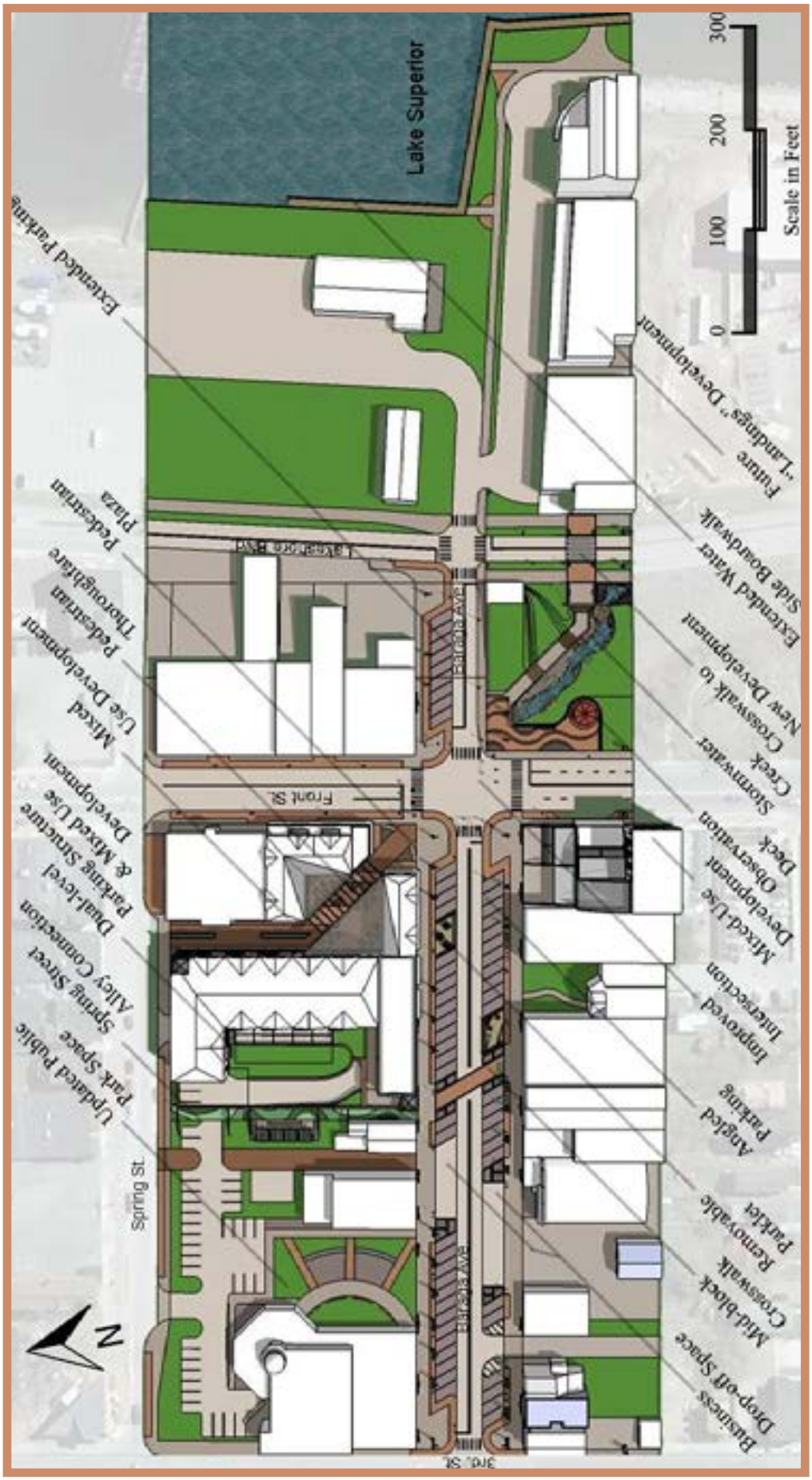
In an effort to plan for the redesign of Baraga Avenue, between 3rd Street and Lakeshore Boulevard, in Downtown Marquette, collaboration with the community, key stakeholders, and city officials led to a set of design parameters. Embracing the current historical character, traditional atmosphere, new and established architecture and development, as well as various long-existing and newly-developing cultures of students, creative arts, and retirement communities helped cultivate the "History Drives the Future" theme. Additionally, physical attributes and attractions like the lake front, the famous ore dock, historical center, the new Founders Landing development, and well-traveled streets like 3rd and Front began to shape specific spaces throughout Baraga Avenue. Furthermore, the enhanced beautification of current facades, green space, streetscapes, and ensured accessibility to all will create a unique identity that will attract opportunities for more entertainment, housing, shopping, eating, and recreation year-round. Finally, detailed design elements like material types, vegetation, public utilities and amenities, as well as snow removal and key connections to surrounding neighborhoods and attractions, began to define the sense of place that was envisioned for Baraga in preliminary meetings.

Key Design Principles and Elements

Design principles that drove much of specific design elements came primarily from feedback that we received throughout the first two phases of the community engagement process. Much of the dialog focused on the overall feel of Baraga Avenue. Frequent visitors were concerned that the vehicular space dominated the pedestrian and public space needed to create a comfortable environment. To accomplish this task, the current perpendicular parking system was changed to an angled parking arrangement. This opened up more public space along the sidewalk, allowing businesses to develop an indoor and outdoor café and restaurant space, which will encourage nightlife. In warmer temperatures, parking spaces can be utilized as "parklets", creating additional public space for visitors. In the colder winter temperatures, these "parklets" can be removed, opening access to snow removal crews that can work uninhibited by obstacles in the vehicular domain. This allows for more efficient and environmentally sensitive design that will free up parking and sidewalk space, decrease unsightly snow piles that block store frontages, and decrease slushy run-off to Lake Superior. While parking issues led much of the conversation, many of

Aerial View of Proposed Project

Design Concept Aerial Image
Marquette, Michigan



the stakeholders expressed concern for existing businesses along Baraga that require designated space for service drop-offs and pick-ups. To ensure local business efficiency, some road side space is dedicated to these properties to increase ease of access to commercial frontage.

Another key design principle was to extend the downtown to the corner of Baraga and Front Street and incorporate the same culture and feel into the architectural design. To accomplish this, an emphasis on future mixed-use development of the two blocks was a key to help identify the true entry to Downtown Marquette. Included with the building development, an attached parking deck would service the existing and new businesses on Baraga. Additionally, two pedestrian thoroughfares connect the avenue to Spring Street and the rest of downtown. Adding these elements of design will help support a more engaging business frontage that will support a stronger downtown, including after-hours activity.

As expressed by the community, Baraga is currently one of the more creative sectors of Marquette. Therefore, it is envisioned that the street also could close and be used as a multi-functional, all-season, day and night event space for festivals, fairs, and other large scale events. To support this, new design elements such as streetscaping beautification, connecting alleys, pathways, amenities, and public utilities will have a certain artistic composition, whether it's a splash of color, art in the landscape, sculpture, or natural garden scape. New buildings will be well represented with native industrial materials like sandstone iron found on many of the existing historical building sites in Marquette and other Upper Peninsula towns. These key design principles and elements will help create a new identity for Baraga Avenue and yet another authentic and exciting place to be in the expanding Downtown Marquette, attracting current residents and future visitors within the region.

Mixed-use Development and Placemaking

Compact, mixed-use properties are the building blocks that private developers contribute to a vibrant urban district. Whether these are two-story neighborhood centers with apartments and professional offices above convenience retail, or ten stories of condos, hotel rooms, and offices above downtown shopping and restaurants, this development form has many benefits, which include:

- **Supporting a 24/7 district:** mixing daytime employment uses with evening shopping and entertainment uses and nighttime residents ensures something is happening at all times—creating a place where people want to be.
- **Allowing businesses and residents to attract each other:** a walkable mixed-use district provides amenities that attract new residents, and a built-in customer base that can support new businesses, creating a virtuous cycle of activity and investment (See Figure 3 for two-block radius from the plaza)
- **Making efficient use of public resources:** compact, mixed-use development costs less per unit to serve with public utilities, while producing substantially higher tax yields per acre, providing a much higher return on public investment. This effect is even stronger when building in infill locations in existing downtowns and neighborhood centers.
- **Reducing household transportation and energy costs:** residents of mixed-use districts typically have lower total housing and transportation costs, due to the efficiencies of living near jobs, shopping, and other destinations. These savings translate into increased spending power, which supports the local economy.[1]

Household demand for the economic and quality-of-life benefits of living in mixed-use developments has risen in recent years, and, in most communities, supply has not yet caught up. To build on the public space investments described in this plan, the city should identify appropriate locations for mixed-use development in the surrounding area; examine adopted plans, zoning and development regulations, and use of incentives to ensure these tools support the desired development; and engage directly with developers to solicit proposals.

1 For more information on these benefits, review The Option of Urbanism (2009) by developer and Brookings Institution Visiting Fellow Chris Leinberger, and Smart Growth Savings (2014) by Todd Litman, Victoria Public Policy Institute

Place Assets

Recommendations for Action

The Placemaking approach helps communities identify and build upon their unique strengths and personalities to grow and thrive: it leverages the public spaces within the community, and the activities of people in those spaces, to build virtuous cycles of activity. Whether applied to a single lot, alley, street, or an entire neighborhood or downtown, placemaking helps communities raise up their distinct character both to best serve their residents and to attract new residents and businesses.

Communities must differentiate themselves to attract residents and businesses as the economy continues to globalize. The placemaking approach of engaging around existing assets supports this goal while honoring local culture and community. While each community will have a different mixture of assets and opportunities, several common elements support placemaking in a broad variety of places. These common elements provide a sound foundation that communities can build on with their individual assets through the placemaking process.

- **Physical Design and Walkability**
- **Environmental Sustainability**
- **Cultural Economic Development**
- **Entrepreneurship**
- **Multiculturalism**
- **Transportation Options**
- **Messaging and Technology**
- **Education**

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› › Physical Design and Walkability

The physical design and walkability of a community helps create interest, connectivity and overall sense of place. Walkability and connectivity can afford people safe and convenient access to the places they live, work, shop, and play. Examples include a traditional downtown with easy access from historic and/or architecturally pleasing residential areas, and a mixed-use development that encourages appropriate density, traffic and other infrastructure design features that value the human scale by considering the pedestrian, cyclist and other non-motorized uses of the space.

The challenge is that oftentimes our streets are designed to prioritize cars, aiming to move them through a community as quickly as possible, without appropriate consideration for non-motorized uses. Market analysis continues to show that preferences are changing, and more and more people want to live in neighborhoods with walkable downtowns, access to cultural, social, and entertainment opportunities, with a variety of transportation options. Walkability not only helps to create a strong sense of place, it promotes a strong local economy and healthy lifestyle.

Downtown Marquette is overall a highly-attractive and accessible area for pedestrians. Even Baraga Avenue, at the very edge of downtown, features a WalkScore of 82, thanks to the fine-grained traditional street grid and mix of uses. The city also has a Complete Streets policy that goes beyond the basic recognition of creating streets that work for everyone to include implementation recommendations. Baraga, and downtown as a whole, is connected to areas throughout Marquette by the Iron Ore Heritage Trail and a multi-use path along the lakefront. The city has also previously adopted form-based code in coordination with its Waterfront Development District Plan, but Baraga Avenue would benefit from an extension of the "General-5" zone to allow for structural uniformity within the project site.

Perhaps the larger cause of Baraga's feeling of disconnect from the rest of downtown is architectural—the streets connecting Baraga to Washington Avenue feature a number of surface parking lots, which discourage pedestrian activity, and buildings that don't have the same "storefront" character that encourages strolling and window shopping in the downtown. (Consider the Children's Museum for an example of a building front that invites people to walk past it, even if it is not their destination.)

Overview of the improved Baraga Avenue, with the proposed mixed-use building and adjacent parking deck along the north side.

Recommendations	Implementation Opportunities
• Identify opportunities to promote more active use of surface parking lots	• Review off-street parking utilization; consider reducing off-street parking requirements for development and identify any under-used parking areas that could be used for development. • Use landscaping, art, and sidewalk furniture around the edges of parking lots to provide a buffer for pedestrians, or encourage temporary uses such as food trucksor outdoor cafes in parking areas adjacent to sidewalks
• Encourage engaging facades on buildings that front Baraga and cross streets	• Consider extending the streetscape and form-based code recommendations from the Third Street study • Bury all utility lines to create a better view down Baraga Avenue
• Update Promoting Active Communities assessment in 2015	• Use 2014 evaluation questions from the Promoting Active Communities Assessment to identify additional opportunities for improvement, available online at http://www.mihealthtools.org/communities/default.asp?tab=preview
• Improve measures to increase pedestrian safety, especially during the winter months	• Identify critical areas for heated sidewalks on ramps, stairs, or other potentially hazardous surfaces to improve pedestrian safety during winter • Enhance snow management practices to prevent interference with traffic calming and walkability design features • Consider amending the city zoning ordinance definition of alleyways to categorize by use and function. This categorization of alleyways will make it possible to distinguish between service-oriented (e.g. deliveries, trash pickup) and non-motorized uses (where pedestrian scale and activity should be allowed and encouraged).

› › Environmental Sustainability

Environmental sustainability initiatives are critical for any community intending to be viable in today's economy. Placemaking is strongly connected to environmental concerns because of the critical role that Michigan's waterways, parks, and green spaces play in defining our communities. Whether through access to healthy local food, recreational trails and safe streets for walking and biking, or clean air and water, the environment is a vital part of healthy vibrant communities.

Marquette has been active in preserving and protecting its abundance of natural resources through citizen and government partnerships. The city has prioritized environmental sustainability through the Sustainable Community Ad Hoc Committee, involvement with the Superior Watershed Partnership and Land Trust, and citizen resources such as the City Clean-Up posting.

The City of Marquette is uniquely positioned on the lakeshore of Lake Superior. With 260 acres of wetlands and 3,000 acres of woodlands, Marquette has a large area and a variety of environments to steward. The city's beautiful landscape makes it a popular tourist destination and a responsible party to conserve the watershed.

Marquette is a member of the Superior Watershed Partnership and Trust (SWPT). The city has been at the forefront of SWPT's projects by prioritizing energy conservation, beach clean-up, water quality improvement, coastal restoration, and creating education programs on stewardship Marquette boasts 500 acres of public recreation land, including the Lakeshore, Presque Isle Park and Marina, and Tourist Park. In recent years, policies have been put in place to protect the environmental integrity of recreation land while still being accessible to residents and tourists.

In addition to conservation and recreation, local food sources are also available in Marquette. There is a Marquette Food Co-op that provides a place for Upper Peninsula farmers to reach residents and promotes sustainability.

Marquette also celebrates the Blueberry Festival, Harvest Festival, and offers a Downtown Farmers Market. Marquette participated in the Green Communities Challenge and BetterBuildings for Michigan. BetterBuildings for Michigan surveyed 750 homes in Marquette to make suggestions on how to conserve energy. The city also has a comprehensive City-Cleanup program that allows residents to recycle, compost, and dispose of materials safely. There is also a current Marquette Brownfield Redevelopment Authority to pursue sustainable development.

Marquette is dedicated to environmental sustainability and has ongoing projects to balance development with maintaining a quality environment.

Increasing the amount of plantings along Baraga Avenue will beautify the space while also making visitors feel more comfortable

Environmental Sustainability continued...

Recommendations	Implementation Opportunities
• Offer incentives and recognition to businesses and developers that pursue environmentally sustainable practices	• Consider zoning standards that promote renewable energy and walkability • Create a reward and recognition program for businesses with the most energy efficient buildings
• Pursue an alternative energy policy to improve efficiency and lessen environmental impact	• Consult the Guide to Purchasing Green Power Report in order to follow the correct process to transition to utilizing alternative energy.[1] • Coordinate with the Marquette Board of Power and Light to identify opportunities for increasing the share of the city's energy coming from sustainable sources
• Use natural elements (e.g. trees, plants, rain gardens, etc.) to improve the environmental qualities of Baraga Avenue	• Plant climate-resilient street trees along Baraga Avenue to create shade in the summer and to help break up wind in the winter. Additionally, these street trees will help beautify the space by introducing natural color • Plant natural wind screens (trees, bushes, etc.) where possible to reduce snow drifting and wind during the winter months • Explore a storm water management feature within Father Marquette Park to provide a functional and aesthetic purpose
• Enhance recycling options along Baraga Avenue	• Install recycling bins near all trash cans to encourage recycling

1 "Guide to Purchasing Green Power," United States Department of Energy, accessed June 30, 2014. http://www.mml.org/green/actionguides/NR_3_1_USDOE2.pdf

› › Cultural Economic Development

Arts and culture are essential components of a thriving, knowledge-based economy. A healthy creative sector attracts and retains residents and businesses, and produces economic benefits including jobs, a stronger tax base, downtown and neighborhood revitalization, and tourism.

The City of Marquette has institutionalized culture with the Arts & Culture Division of the city government. The cultural strategy is centered on the Marquette Arts & Culture Center in the Peter White Public Library. There are art exhibits, performing arts, and artistic workshops held at this facility. The Arts & Culture Division also incorporates a variety of smaller resident groups into the programming and overall cultural environment of Marquette. There are also the following venues and organizations: U.P. Children's Museum, Maritime Museum, Marquette Historical Society Museum, Lydia Olsen Library (NMU), Shiras Planetarium & Programming, Marquette Beautification & Restoration Committee, Downtown Marquette Association, Marquette Lighthouse, Moosewood Nature Center, and the Finn Club. With Northern Michigan University nearby, Marquette has the benefit of the cultural programming of the university.

The Downtown Development Authority oversees the most conducive public space for festivals. There are numerous festivals including the Blueberry Festival, Harbor Fest, Harvest Festival, the Northern Michigan University Jazz Festival, and others. There are strong efforts to preserve historical monuments as well as celebrate history with a series of museums and exhibits. They also publicize live music performances around the city on the website. The City of Marquette already makes a great effort to provide culture and arts to the residents and tourists. Expanding and perfecting those efforts can bring more people and enrichment to the city.

An improved Baraga Avenue will provide key open space for community events. The new street layout will make it easier to close off the road to motorized traffic for such events.

› › Cultural Economic Development continued...

Recommendations	Implementation Opportunities
• Brand Baraga Avenue as a cultural corridor by bringing the assets of the Children's Museum, Marquette County History Center, and historic county buildings outdoors	• The Peter White Public Library is a cultural center that is a few blocks off of the main Baraga Avenue. Holding an outdoor art exhibit similar to the DIA's Inside|Out exhibit would merge the cultural and city center • Expand the outdoor exhibits to public recreation areas to bring art to walkable space
• Enhance opportunities for winter activities within the public realm	• Encourage use of Baraga Avenue open space during the winter months through winter festivals, activities, etc. • Increase lighting and color variety to improve the ambience and identity for all seasons

Utilizing Baraga Avenue as the "gateway" to downtown Marquette will improve the area's sense of place.

› › Entrepreneurship

Growing jobs by ones and twos is key to creating strong local economies in the 21st century. Local communities are fueled by small start-ups and growth on main street and economic gardening strategies aimed at developing the talent and potential that already exists right at home. Also central to success are social entrepreneurs, who act as change agents within a community, seizing opportunities others miss to create social value rather than profits. This type of entrepreneurial activity resonates especially with students and Millennials looking to apply their optimism, energy, passion and skills for a positive, tangible impact.

Marquette is an economic hub for the Upper Peninsula, and has thus developed a culture of entrepreneurship. This local culture is expressed through several business development organizations, including an active Downtown Development Authority, a local Economic Club, and the Center for Economic Education and Entrepreneurship at Northern Michigan University. Marquette is in the process of becoming a satellite SmartZone to the established MTEC SmartZone located in Houghton-Hancock. SmartZones provide local assistance matched by State funds to allow technology-related entrepreneurs to cluster in concentrated areas, collaborating with local institutions, adding to the local economy's base of employment.

As a revitalized Baraga Avenue will provide a new link between downtown and the waterfront, development of new businesses and expansion of existing businesses along its path will be key to defining it as a 'place' in and of itself, rather than merely a new way to get from point A to point B. While existing and new traditional small businesses operating out of storefronts will activate the street and the area surrounding it as a vibrant public space, allowing ease of entry for nontraditional small businesses—such as food carts and street performers—is equally important as these models are community-focused and require little start-up capital. With the capacity to support a mix of uses—including retail, office and professional services—non-retail businesses should be encouraged to locate along the corridor. The daily presence of workers will further activate the street at regular times and provide year-round support to retail and restaurant functions.

The proposed mixed-use building at the northwest corner of Baraga Avenue and Front Street

Entrepreneurship continued...

Recommendations	Implementation Opportunities
• Future development/redevelopment efforts on Baraga Avenue should focus on provision of space for new and expanding businesses	• Examine zoning and right-of-way permitting to allow expansion of outdoor seating for new and existing restaurants • Ensure a mix of retail, office and professional service uses
• Review local ordinances as needed to allow nontraditional businesses—such as food carts and street performers—to operate on Baraga Avenue	• Calibrate ordinance language (such as permitted locations and times of day) to ensure temporary uses, such as food trucks, are compatible with the desired use of the corridor • Consider amending the city ordinance pertaining to sidewalk cafés to allow for tables, planters, and small barriers to be left out on the sidewalk during non-business hours • Utilizing "parklets" will allow for additional public space for seating, etc. Grand Rapids has developed a parklet guide which can be found at: https://www.ida- downtown.org/eweb/docs/DGRI_Parklet
• Take advantage of the new crowdfunding law (the Michigan Invests Locally Exemption, P.A. 264 of 2013) to attract and support entrepreneurs and local businesses to Baraga Avenue as well as to the larger downtown area	• Consult http://www.crowdfundingmi.com for information on "investment crowdfunding" as a powerful economic development tool for using local capital to support and grow local businesses, fund start-ups, and nurture an entrepreneurial environment
• Coordinate technology-related initiatives deriving from SmartZone expansion with future development along Baraga Avenue	• Develop a business incubator/accelerator space on Baraga Avenue, either through retrofitting existing building(s) or as a part of new development

› › Multiculturalism

Successful 21st century communities are inclusive and welcoming to all, embracing diversity and multiculturalism as a competitive advantage. These types of communities are most attractive to new businesses, and today's fluid, mobile, and global workforce seeks out places that embrace people of all ages, religions, ethnicities, national origins, and races.

The City of Marquette has a rich cultural history that focuses on the founding of the city by iron miners. The city is focused on preservation of historical sites and provides the Marquette Arts and Culture Center for shows and events. The Marquette Arts and Culture Center coordinates with 65 other groups in the area.

There are numerous venues to display art in the city. Marquette also hosts the Blueberry Festival, Harbor Fest, UP Folklife Festival, and the Northern Michigan University Jazz Festival. The Sister Cities project connects Marquette with Higashiomi, Japan and Kajaani, Finland and promotes travel and interaction between the three cities. The population of Marquette is 91% white and 4.4% African American.

Improving Father Marquette Park will increase public interaction in downtown Marquette by providing a comfortable public space to relax, exercise, and socialize.

› › Multiculturalism continued...

Recommendations	Implementation Opportunities
• Work with residents to develop and build on shared neighborhood identities	• Develop a youth recreation program similar to the Clark Park Coalition • Structure environmental volunteer projects around the needs of specific neighborhoods
• Attract new residents to Marquette by adding a multicultural component to festivals and events	• Expand current festivals to include a multi-cultural component, whether it be art, food, or performance • Reach out to multicultural organizations in the area to make Marquette an attractive destination for cultural enrichment • Utilize open space along the lakeshore for public events such as concerts, festivals, etc.

Using Baraga Avenue in all seasons will improve the quality of life for residents of Marquette

› › Transportation Options

Thriving regions offer a range of transit options, from walking and biking to buses and other modes of transit. Developing effective transportation options is a necessary tool for all communities interested in attracting and retaining residents, workers, and businesses. Research shows that people across the nation are choosing communities that offer various modes of transportation, with easy access to the places they live, work, and play. Multimodal transit can be as complex as rail systems and as simple as trails and bike paths.

Marquette's Upper Peninsula location and the distance to other large communities mean that residents meet a lot of their needs within the community, rather than traveling elsewhere. Commuter travel data reflects this; the Census Bureau reports that over 50% of Marquette residents work within 10 miles of home, and that a remarkable 14% of residents commute to work by walking. Residents who do commute further tend to travel very long distances, however, with nearly a quarter of employed Marquette residents working over 50 miles from home; these workers have fewer alternatives to driving. Some options do exist: MarqTran provides some connections to nearby communities, and Amtrak provides highway motorcoach connections as far as Milwaukee and Chicago for longer trips.†

The city completed a mobility management planning process with Smart Growth America in 2013 that covered this topic in depth, with three implementation priorities selected: completion of a human services coordination plan to better link transportation options with needs; a marketing and communications initiative to help residents and visitors understand their options; and the development of a new fixed route running a loop on Third Street, which would connect downtown to Northern Michigan University. This new route is shown in the plan as reaching Spring Street at its southern end—bringing it a block further could help connect Baraga not just to downtown but also to campus.

Improving the alley off of Baraga Avenue will encourage more visitation to the downtown

† 2011 commute data, from Census Bureau's 2011 Longitudinal Employer/Household Dynamics dataset and US Census Bureau 2008-2012 American Community Survey 5-year estimates

Transportation Options continued...

Recommendations	Implementation Opportunities
• Consider extending proposed Third Street transit route to include Baraga Ave	
• Enhance traffic calming measures to increase safety of on-street parking	• Implement angled on-street parking along Baraga Avenue to replace the existing perpendicular parking • Add a stop light at Baraga and Front Street to regulate the flow of traffic in the downtown.
• Improve pedestrian safety	• Improve non-motorized linkages between Baraga Avenue and the existing infrastructure • Reduce the width of Baraga Avenue to include 1 lane of traffic in each direction. • Apply direct, distinct crosswalk markings to the pavement at crosswalks to increase pedestrian safety at intersections
• Provide bike parking on side streets	• Install adequate bike racks to allow cyclists to lock up and store their bikes while visiting
• Implement an improved parking management system to better serve businesses, visitors, and residents	• Install adequate wayfinding signage to allow for easier navigation of the downtown

› › Messaging and Technology

People communicate, connect, and engage differently today than they did ten years ago, five years ago, last year, or even last month. Continually evolving Internet and communication technologies are allowing people to share information in the virtual world in unprecedented ways. Communities that use cutting- edge strategies in their approach to branding, engagement, and communication with new demographics, businesses, cultural institutions, and philanthropic communities are ahead of the game.

Local institutions have a strong social media presence. Nearly all major community institutions and groups have a presence on social media: Marquette's official city Facebook page is updated frequently and has over 800 "likes" (and is an up-to-the-minute source of public notices), while the Downtown Development Authority has over 10,000 "likes". The DeVos Art Museum has further established over 1,300 "likes," the Upper Peninsula Children's Museum over 2,500, and Northern Michigan University an impressive 19,000. A Facebook page was created to share images from the Baraga Avenue Community Workshops, which attracted several hundred followers. Twitter is a less popular medium in this community, though several local accounts have activity: the Marquette History Museum has 1,300 followers, Northern Michigan University has 4,800, and many local businesses have Twitter accounts with followings that are frequently updated.

The city website has a contemporary design and is easy to navigate, offering a wealth of information and documents. Many area businesses offer free Wi-Fi access. Connect Michigan gives Marquette a score of 100 for Broadband Internet access, with multiple sources of coverage available throughout the city (though many nearby rural areas remain unserved). The local newspaper, *The Mining Journal,* has an up-to-date and functional website, though most content requires a subscription to view.

Art on the Rocks art festival in Marquette

Photo credit: Aaron Peterson / aaronpeterson.net

Messaging and Technology continued...

Recommendations	Implementation Opportunities
• Move a wider variety of city services online	• Facilitate filing such things as building and occupancy permits directly online (currently all paper forms are available online) • While the existing ability to set up automatic payments for property taxes and utility bills is convenient, the functionality to pay online and manage accounts would be highly valued
• Downtown business associations advertise Baraga Avenue as a destination through existing social media platforms	• Coordinate promotions and programming related to Baraga Avenue with existing social media efforts
• Facilitate publicly accessible Internet access in the downtown area to drive traffic	• Install limited infrastructure to provide free Wi-Fi Internet access to those in the immediate downtown area, to drive pedestrian traffic and encourage use of public space • Install wayfinding markers to improve connectivity to local and adjacent amenities

› › Education

Education is key to competing in a global, 21st century economy, and centers of education are vital within communities. From K-12 schools to community colleges, and technical schools to state universities, educational institutions bring innumerable benefits to a community. They are the hub not only for learning, but sports, entertainment, arts and culture, healthcare, and recreation, and serve as engines of economic development. Vibrant communities successfully collaborate with a full range of educational institutions to develop intellectual, human, and physical capital. Collaboration can be as simple as sharing physical facilities such as ballparks and swimming pools, or as complex as formal towngown strategic plans.

Marquette Area Public Schools serves over 3,000 primary and secondary education students among 6 schools. In addition to 3 traditional elementary schools and one middle school, the traditional high school is complimented by Marquette Alternative High School located on the periphery of the downtown area. The district also provides early childhood development, adult education, and community enrichment classes.

Several private schools also provide primary and secondary education, including Father Marquette Elementary, located two blocks south of Baraga Avenue near the study area. The Marquette Alger Regional Educational Service Agency (MARESA) provides career, technical, and special education services, as well as professional development programs for educators.

Students walk the campus of Northern Michigan University in Marquette.
Source: http://www.mlive.com/education/index.ssf/2010/08/list_of_michigan_colleges_and_2.html

Northern Michigan University (NMU) is situated in Marquette, with a student population of over 9,000 at the undergraduate and graduate level. NMU acts as the region's community college, offering Associate's degrees and pre-professional programs in addition to nearly 150 Bachelor's and Master's programs. The university hosts an Olympic training site focusing on wrestling and weightlifting. NMU is located in the northern portion of the city, though the Third Street corridor makes a direct connection to downtown. A thorough planning process recently completed will allow for a seamless connection from Baraga Avenue to the university complex one mile to the north in the future.

› › Education continued...

Recommendations	Implementation Opportunities
• Partner with local educational institutions to establish programming along Baraga Avenue	• Showcase student projects, informational displays about area schools, and allow school benefit fundraisers/sales to take place
• Coordinate university housing initiatives with development on Baraga Avenue. Explore the potential of area institutions to offer courses downtown	• Explore locating new housing for university students along Baraga Ave, either provided by NMU itself or in partnership through the private market. The demand among college-age students to live in vibrant, mixed-use environments has been demonstrated nationwide, and should be explored in the context of downtown Marquette • Consider the potential for creating classroom space in available downtown buildings either separately or in conjunction with a housing initiative

Downtown Marquette

Photo credit: Aaron Peterson / aaronpeterson.net

Appendix

Additional Images

The following are additional images that were not included in the body of the report and further illustrate the design concepts.

Oblique looking northwest

Oblique looking northeast

The waterfront of downtown Marquette has a lot of potential for redevelopment

Oblique looking East

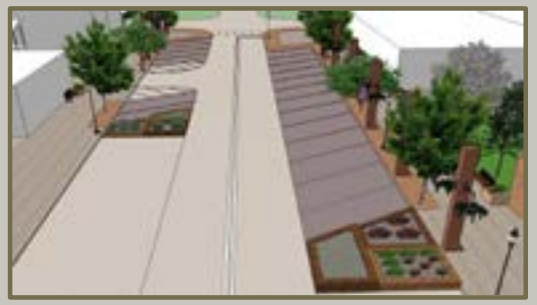
Redesigned parking will give Baraga Avenue new life

A redeveloped Father Marquette Park in the foreground coupled with a redeveloped waterfront provides potential for public interaction

Beautifying the space along Baraga Avenue will make it a more aesthetically pleasing location for social interaction

Developing the Marquette waterfront as an open space will provide the city with the necessary space to host festivals, concerts, etc.

Aerial down Baraga Avenue looking west



Turning the existing on-street parking into angled parking will improve safety for all

Developing adequate crosswalks will improve pedestrian safety at intersections

View of angled parking and crosswalk along Baraga Avenue

Incorporating historic elements such as "rusted" iron into the streetscape will increase Baraga Avenue's sense of place

Placing a traffic light at Baraga Avenue and Front Street will improve safety for both motorists and pedestrians

Simple children playscapes have historical background

View of an access street along the Marquette waterfront

View of the proposed redevelopment of Father Marquette Park in downtown Marquette

View along Baraga Avenue in downtown Marquette

Memorial fountain directly connects with plaza

Angled parking along Baraga Avenue

Aerial of the reworked alley off of Baraga Avenue

Reworked alley off of Baraga Avenue

Providing covered bike parking will encourage more non-motorized travel in Marquette

Beautifying the space outside of the proposed parking deck shows that even parking can be beautiful

Redeveloping Baraga Avenue will improve traffic flow and increase safety

Nighttime view down Baraga Avenue

The stormwater management system in the improved Father Marquette Park

Design Charrette Concept Feedback

Participant comments on specific design images at the multi-day design charrette on April 29 and 30, 2014 at the Marquette Commons in Marquette, Michigan.

Concept A Feedback

- I like the parking that this provides right in front of my shop and does not block East sunlight or interfere with alley truck access
- Can't block alley between flower shop and laundry
- Can't have parking in front of driveway
- Big fan of the overhead element/visual connection component. I miss the tress over Front Street
- Eliminate parking on north side of the road and put all the green space from Plan B there and add a parking structure
- I like the straight road with the parking structure. Take away interchangeable display area and add bike parking and truck loading zone
- There should be more outdoor seating
- Stop light moved from Spring to Baraga
- It's possible there is more traffic off Front Street rather than Third so maybe the angled parking should go the other way?
- Planters are awesome, but they can't block customer access to parking when carrying out vases/boxed of flowers and plants to load into their cars
- Bus accommodations for museums
- Hard curb and striping allows for easier snow removal
- I like the parking layout on this design
- Need to get green space adjacent to not in front of retail business.es people want direct access/shortest route from car to store
- Lakeshore drive overhang will halt boat movement from dockside – problem!!
- Art pads would be great! Outdoor art is much needed! I'm not a business owner but I think it is important to respond their store front parking needs so I support the straight street with angled parking while trying to incorporate more green space
- Think about snow removal. Think about seasonal drainage and utilities!
- Stamped colored concrete. No pavers!
- Design for winter! That is your #1 design challenge

Concept B Feedback

- Delivery trucks often park in this drive for loading/unloading of product!
- Curving the street – always lovely – but safety for pedestrians and vehicles? Snow removal cost escalate with time and money
- Pedestrian walkway needs to be on the other side of the building (East side) where I've already started to create it through the existing garden
- Can't block access to alley between laundry and flower shop
- Multi-level parking structure will block East/morning sunlight coming into my shop – critical for plants' development and growth in shop!
- Important to have parking immediately in front of flower shop as flowers don't do well in winter on long walk to car
- Don't care for multi-story parking
- I'd like seating and grass at the top of the structure
- Parking deck may obstruct view of lake and separate Baraga and Main Street too much
- Can you go down with parking rather than up? Up blocks sunlight and view and down gives needed space and preserves light and view
- I like the water feature and "green" reuse of this fairly underutilized parking lot!
- Unimpeded view of lake – at least from the renderings this glass structure blocks the view
- Designated food truck parking
- View the connection to Founder's
- While I like the organic nature of this design, I need parking right in front of my flower shop. 130 W. Baraga Ave!
- I don't like the look of an open parking lot so I am in favor of a parking structure with useable street level space
- South side is shaded and cooler for most of the year – problem!

Interview Summary

The interview summary provides an outline of feedback from community stakeholders in regard to the PlacePlan for Cadillac's Heritage Square. The key opportunities, universal concerns, and what stakeholders would like to see are all presented on this page.

Key Stakeholders:
- City staff and commissioners
- Business owners
- Museum leadership
- MarqTran
- County
- NMU
- Founder's Landing developers

Elements to preserver/enhance:
- Pere Marquette garden/park at Front/Baraga
- Children's and history museums
- On-street parking

Challenges:
- Traffic speed and hazardous intersections at Third and Front streets
- Lack of consistent pedestrian environment
- Many business owners opposed to any sort of median/boulevard

Opportunities:
- Celebrate local history and specifically the history of Baraga as city's original main street
- Create gateway to downtown
- Trolley/Bus loop connection to NMU and lake
- More festival/market days – farm market overflow?
- Extend form-based code to this part of downtown

What to include:
- Angled parking
- Mid-block crossing through to Spring St and the regional bike trail
- Bike parking with flair
- Widened sidewalks with opportunities for outdoor seating, retail
- Tactical Urbanism recommendations from Third Street plan

Connections to Placemaking

The following tables illustrate the relative time frame and type of placemaking activity for each implementation strategy outlined in the report.

Asset Category	Implementation Strategies	Short-term / Time Frame / Long-term: Tactical	Creative	Strategic
Physical Design & Walkability	A1: Review off-street parking utilization; consider reducing off-street parking requirements for development and identify any under-used parking areas that could be used for development.			✓
	A2: Use landscaping, art, and sidewalk furniture around the edges of parking lots to provide a buffer for pedestrians, or encourage temporary uses such as food trucks or outdoor cafes in parking areas adjacent to sidewalks	✓	✓	
	A3: Consider extending the recent Third Street study recommendations, which were focused north of downtown, to Baraga			✓
	A4: Use 2014 evaluation questions to identify additional opportunities for improvement, available online at http://www.mihealthtools.org/communities/default.asp?tab=preview			✓
	A5: Explore funding options to bury all utility lines to create a better view down Baraga Avenue			✓
	A6: Identify critical areas for heated sidewalks on ramps, stairs, or other potentially hazardous surfaces to improve pedestrian safety during winter			✓
	A7: Enhance snow management practices to prevent interference with traffic calming and walkability design features	✓		✓
	A8: Consider amending the city zoning ordinance definition of alleyways to categorize by use and function. This categorization of alleyways will make it possible to distinguish between service-oriented (e.g. deliveries, trash pickup) and non-motorized uses (where pedestrian scale and activity should be allowed and encouraged).			✓

Asset Category	Implementation Strategies	Tactical (Short-term)	Creative	Strategic (Long-term)
Environment Sustainability	B1: Consider zoning standards that promote renewable energy and walkability			✓
	B2: Create a reward and recognition program for businesses with the most energy efficient buildings		✓	✓
	B3: Consult the Guide to Purchasing Green Power Report in order to follow the correct process to transition to utilizing alternative energy.			✓
	B4: Coordinate with the Marquette Board of Power and Light to identify opportunities for increasing the share of the city's energy coming from sustainable sources			✓
	B5: Plant climate-resilient street trees along Baraga Avenue to create shade in the summer and to help break up wind in the winter. Additionally, these street trees will help beautify the space by introducing natural color	✓		
	B6: Plant natural wind screens (trees, bushes, etc.) where possible to reduce snow drifting and wind during the winter months	✓		
	B7: Install recycling bins near all trash cans to encourage recycling	✓		✓
	B8: Explore a storm water management feature within Father Marquette Park to provide a functional and aesthetic purpose			✓
Cultural Economic Development	C1: Holding an outdoor art exhibit similar to the DIA's Inside|Out exhibit would merge the cultural and city center		✓	✓
	C2: Expand the outdoor exhibits to public recreation areas to bring art to walkable space			✓
	C3: Encourage use of Baraga Avenue public space during the winter months through winter festivals, activities, etc.	✓	✓	✓
	C4: Increase lighting and color variety to improve the ambience and identity for all seasons	✓		✓

[1] "Guide to Purchasing Green Power," United States Department of Energy, accessed June 30, 2014. http://www.mml.org/green/actionguides/NR_3_1_USDOE2.pdf

Asset Category	Implementation Strategies	Short-term / Time Frame / Long-term: Tactical	Creative	Strategic
Entrepreneurship	D1: Examine zoning and right-of-way permitting to allow expansion of outdoor seating for new and existing restaurants			✓
	D2: Ensure a mix of retail, office and professional service uses		✓	✓
	D3: Ordinance language can be calibrated to allow such businesses to operate only during certain hours or during key times as determined by the local community		✓	✓
	D4: Consult http://www.crowdfundingmi.com for information on "investment crowdfunding" as a powerful economic development tool for using local capital to support and grow local businesses, fund start-ups, and nurture an entrepreneurial environment		✓	✓
	D5: Develop a business incubator/accelerator space on Baraga Avenue, either through retrofitting existing building(s) or as a part of new development			✓
	D6: Consider amending the city ordinance pertaining to sidewalk cafés to allow for tables, planters, and small barriers to be left out on the sidewalk during non-business hours			✓
	D7: Utilizing "parklets" will allow for additional public space for seating, etc. Grand Rapids has developed a "parklet" guide which can be found at: https://www.ida-downtown.org/eweb/docs/DGRI_Parklet	✓	✓	

Asset Category	Implementation Strategies	Tactical	Creative	Strategic
Multiculturalism	E1: Develop a youth recreation program similar to the Clark Park Coalition	✓		✓
	E2: Structure environmental volunteer projects around the needs of specific neighborhoods	✓	✓	✓
	E3: Expand current festivals to include a multicultural component, whether it be art, food, or performance	✓	✓	
	E4: Reach out to multicultural organizations in the area to make Marquette an attractive destination for cultural enrichment	✓	✓	✓
	E5: Utilize open space along the lakeshore for public events such as concerts, festivals, etc.	✓	✓	✓

Asset Category	Implementation Strategies	Short-term / Time Frame / Long-term: Tactical	Creative	Strategic
Transportation Options	F1: Implement angled on-street parking along Baraga Avenue to replace the existing perpendicular parking			✓
	F2: Add a stop light at Baraga and Front Street to regulate the flow of traffic in the downtown.	✓		✓
	F3: Install adequate wayfinding signage to allow for easier navigation of the downtown	✓		
	F4: Improve non-motorized linkages between Baraga Avenue and the existing infrastructure			✓
	F5: Reduce the width of Baraga Avenue to include 1 lane of traffic in each direction.			✓
	F6: Apply direct, distinct crosswalk markings to the pavement at crosswalks to increase pedestrian safety at intersections	✓		✓
	F7: Install adequate bike racks to allow cyclists to lock up and store while visiting	✓		✓
				✓
Messaging & Technology	G1: Facilitate filing such things as building and occupancy permits directly online (currently all paper forms are available online)	✓		
	G2: While the existing ability to set up automatic payments for property taxes and utility bills is convenient, the functionality to pay online and manage accounts would be highly valued	✓		
	G3: Coordinate promotions and programming related to Baraga Avenue with existing social media efforts	✓		
	G4: Install limited infrastructure to provide free Wi-Fi Internet access to those in the immediate downtown area, to drive pedestrian traffic and encourage use of public space	✓		✓
	G5: Install wayfinding markers to improve connectivity to local and adjacent amenities	✓		✓

Asset Category	Implementation Strategies	Short-term / Time Frame / Long-term: Tactical	Creative	Strategic
Education	**H1: Showcase student projects, informational displays about area schools, and allowing school benefit fundraisers/sales to take place**	✓	✓	
	H2: Explore locating new housing for university students along Baraga Ave, either provided by NMU itself or in partnership through the private market. The demand among college-age students to live in vibrant, mixed-use environments has been demonstrated nationwide, and should be explored in the context of downtown Marquette		✓	✓
	H3: Consider the potential for creating classroom space in available downtown buildings either separately or in conjunction with a housing initiative			✓

Case Studies

The following are case studies relating to each asset category in the body of the report. These case studies provide an example of how placemaking can be tied in with each asset category.

Physical Design & Walkability: Farmington's "Heart of Downtown"

Michigan communities across the state are improving walkability and design, especially in their downtown areas. Farmington has spent the past decade creating a stronger sense of place in its downtown and the result of this work has been positive for the community's economy. Municipal officials worked with residents to transform a downtown strip mall parking lot into a public park and pavilion. The new area now houses about 60 events throughout the year, including the farmers market, swing dancing performances, and a winter festival. With more people visiting downtown Farmington on a regular basis, retail stores and restaurants have seen more foot traffic and increased sales.[1]

The park and pavilion initiative also built momentum for the city's downtown streetscape projects. Farmington's downtown was divided by Grand River Avenue, a busy, multi-lane roadway. The city narrowed the road and improved landscaping in an effort to reduce road congestion as well as improve pedestrian safety, street aesthetics, and the business environment. The improvements have resulted in additional street parking, increased foot traffic, and encouraged many downtown restaurant owners to add outdoor seating options.[2]

Environmental Sustainability: Grand Rapids Pursues Sustainability Through Zoning

After developing a master plan that prioritized the tenets of smart growth, Grand Rapids updated its zoning ordinance in 2008 to make implementing these principles easier and the new norm for development in the city. Using the LEED-ND checklist as a starting point, the new zoning ordinance addresses sustainability by emphasizing neighborhood design and connectivity. The new ordinance permits solar panels outright in all districts, as well as wind power generation below a certain size; allows green roofs, walls, and porous pavement to count toward site plan landscaping requirements; and halved minimum parking requirements for new development, as well as adding maximums. These changes were driven by community goals stated during the extensive public engagement process, as improvements that would make the community more efficient and attractive—with "green" essentially a side effect.[3]

[1]"Heart of Downtown: Sundquist Pavilion in Riley Park," Michigan Municipal League: Placemaking, 2014, accessed June 11, 2014, http:// placemaking.mml.org/heart-of-downtown-sundquest-pavilion-in-riley-park/
[2]"Heart of Downtown: Sundquist Pavilion in Riley Park"
[3]"Sustainability in the Zoning Code," Michigan Green Communities. Accessed June 30, 2014, http://www.mml.org/green/pdf/GrandRapids_Zoning_Case.pdf

Cultural Economic Development: DIA Inside|Out

The DIA Inside|Out project[1] brought art to the residents of metro Detroit by posting reproductions of art pieces in outdoor spaces all around the region. This improved the aesthetics of the area and directly engaged residents in art and culture. This privately funded venture has been widely successful and well-received. Marquette has the central space, vibrant art community, and public recreation areas to create a similar spectacle.

Entrepreneurship: Providing Spaces for New Business

In an effort to attract and support small businesses in Ferndale, MI, community leaders started a shared indoor market called the *Rust Belt Market*. The market is a redeveloped vacant commercial building in downtown Ferndale that is now home to more than fifty small business owners. Local entrepreneurs rent an area in the large, renovated building and operate their retail stores alongside other small businesses. *Rust Belt Market* also uses the building's communal space to host concerts and community events, improving the city's social offerings and activities.[2]

Similarly, Detroit's "pop-up" *Revolve* program supports entrepreneurs and activates vacant storefronts. Using a small budget, the Detroit Economic Growth Corporation works with the community and local entrepreneurs to renovate vacant storefronts in walkable Detroit communities. Entrepreneurs are able to temporarily use the space to test their business and products, and build dedicated clientele and storefronts are renovated for future permanent businesses.[3] Getting creative with new business development, like *Rust Belt Market* and *Revolve* initiatives, can help Michigan communities become successful entrepreneurship destinations.

[1] "DIA Inside|Out," Michigan Municipal League, accessed July 2, 2014. http://placemaking.mml.org/dia-inside-out/
[2] "Rust Belt Market," Michigan Municipal League, 2013, accessed June 11, 2014, http://placemaking.mml.org/rust-belt-market/.
[3] "Revolve" Michigan Municipal League, 2013, accessed June 11, 2014, http://placemaking.mml.org/revolve/.

Multiculturalism: Clark Park Coalition

Since the population of Marquette includes a high concentration of residents between the ages of 5 and 25, it would be beneficial to consider a youth recreation and community building program. The Clark Park Coalition[1] is a grassroots, non-profit group that offers recreation activities to nearly a thousand neighborhood youths. Since Marquette is already bolstering the public park offerings, an additional recreation program is a natural fit. The Clark Park Coalition is funded by foundations and public fundraising and offers recreation, after-school programs, and summer programs.

Transportation Options: Expanding Transit to Increase Travel Options

Although other states are far ahead of Michigan's public transportation options, some Michigan communities are making quick progress in the initiative. In May, 2014, 71 percent of voters in Ann Arbor, Ypsilanti, and Ypsilanti Township passed a tax increase to expand transit services between the communities. The additional funding will put more buses on the road, expand hours, add routes, and broaden a digital ride service.[1] The Grand Rapids area is also planning to put a more complete bus system on the streets by August 2014. The Silver Line bus rapid transit project will connect Grand Rapids, Kentwood, and Wyoming, and aims to compete with cars to get suburban workers downtown.[2] The buses will communicate with traffic lights and use their own traffic lane to quickly bring people where they need to go. Both projects are estimated to have a positive impact on the communities' economic development and increase revenue for local businesses.

[1] "Clark Park Coalition," Michigan Municipal League, 2014, accessed June 30, 2014. http://placemaking.mml.org/clark-park-coalition/
[2] Matthew Gryczan, "Grand Rapids Bets on the Success of its New Bus System," Crain's Detroit Business, May 11, 2014, accessed June 23, 2014, http://www.crainsdetroit.com/article/20140511/NEWS/305119999/grand-rapids-bets-on-the-success-of-its-new-bus-system#

Messaging & Technology: Sharing the Love in Muskegon

Some Michigan communities are getting creative with messaging, and even letting residents do some of the work. In an effort to promote Muskegon, a group of young professionals designed a logo and slogan for the community, "Love Muskegon," and started boosting the city's online presence. The open-sourced logo was widely dispersed throughout the community, which sparked events, photo opportunities, and gave residents an excuse to "have a love affair" with their city.[2]

Education: Student Projects Leverage Public Data in Jackson

For decades, the University of Michigan has been partnering with communities across the state for research projects and student internships. Recently UM students have been working with city officials in Jackson to initiate special projects to improve communication between the city and residents. For example, one group is developing a program where the public can text anonymous information to police–something the city didn't have the time or staff to create on its own. Cities that are able to build strong relationships with universities can leverage important student and professional assets they may not be able to access otherwise.

h Craft, "Public Transportation: Let's Step it Up!" Michigan Municipal League, 2014, accessed June 23, 2014, http://placemaking.mml.org/2014/05/08/public-transportation-lets-step-it-up/
e Muskegon," Michigan Municipal League, 2013, accessed June 23, 2014, http://placemaking.mml.org/love-muskegon/
d Jesse, "Working with the City of Jackson Teaches U-M Students about the Real World," *The Detroit Free* Press, April 28, 2014, accessed April 29, 2014, http://www.freep.com/article/20140428/NEWS06/304280014

Feedback from the Community

Following the final report presentation, comments on the final plan and images were received from the Planning Commission and DDA, along with a review by state agencies. Upon receiving this feedback, the project team collaborated to incorporate this feedback into the report. Those comments have been addressed in the following text and also on diagram A.

Comment: Encourage/"incentivize" the development of architecture that blends in with the historic character of the downtown/district.

- Renovated, restored and new buildings within the project area should exhibit the same historical character and "feel" of the downtown district. This would include the types of building materials, colors, textures, and building features.

Comment: Acute angles on backside of curb extensions will not survive plowing.

- During detailed design of proposed street, parking, curb and curb extensions, generally accepted engineering practices for the Marquette area as to maintenance and snow removal considerations should be followed.

Comment: Curbs should be a mountable type at intersections, for emergency vehicle access.

- During detailed design, appropriate curbs at intersections should be mountable type.

Comment: Work with the Marquette Access Group on design for public spaces and buildings.

Comment: Stay vigilant to prevent development from catering to retirees and otherwise becoming a "gentrified" district - keep the goal of multiculturalism and a multi-generational community, with mixed-use development/zoning to allow for flexibility over time.

Comment: The west side of the 1st block of Lakeshore Blvd. north of Baraga should be addressed in this plan, there are many wasted spaces there that should be infilled - provide narrative and illustrations of recommendations.

- As detailed design of the Baraga Avenue project progresses, additional planning efforts should be conducted to address the context of the project. (Diagram A identifies the general location of those planning efforts.) The waterfront area along Lakeshore Blvd, connections to the downtown, areas between Baraga and Spring, and connections to the new "Landings" development will be especially important to address. Mixed use development will be a key consideration.

Comment: In the Lakeside/Father Marquette Park - you can't create a stream from stormwater runoff, it would only flow during rain events and when snow is melting, and would be strewn with trash if flows from storm drains were diverted onto the ground. Flower gardens would be a fine alternative.

- Detailed design of the Lakeside/Father Marquette Park will need to incorporate stormwater management, maintenance, beautification, and historical interpretation such that these elements can be combined into a destination attraction. This location has the potential of being something very special, environmentally sensitive, and yet function in a day to day manner.

Feedback from the Community (cont.)

Comment: A "skywalk" crossing from the Park to the future "Landing" multi-use building would be an improvement to the "at-grade" only crossing of Lakeshore Blvd., and would be an opportunity to connect high points on the landscape and provide a safer and more comfortable pedestrian environment.

- A safe and "weather" sensitive connection between the park and the new "Landings" development would add to the special nature of the Baraga Avenue project and adjacent development as well. A key aspect of any "skywalk" connection would be the visual impact that it would have from various perspectives within the area. This will be especially important regarding potential impact on views to the lake.

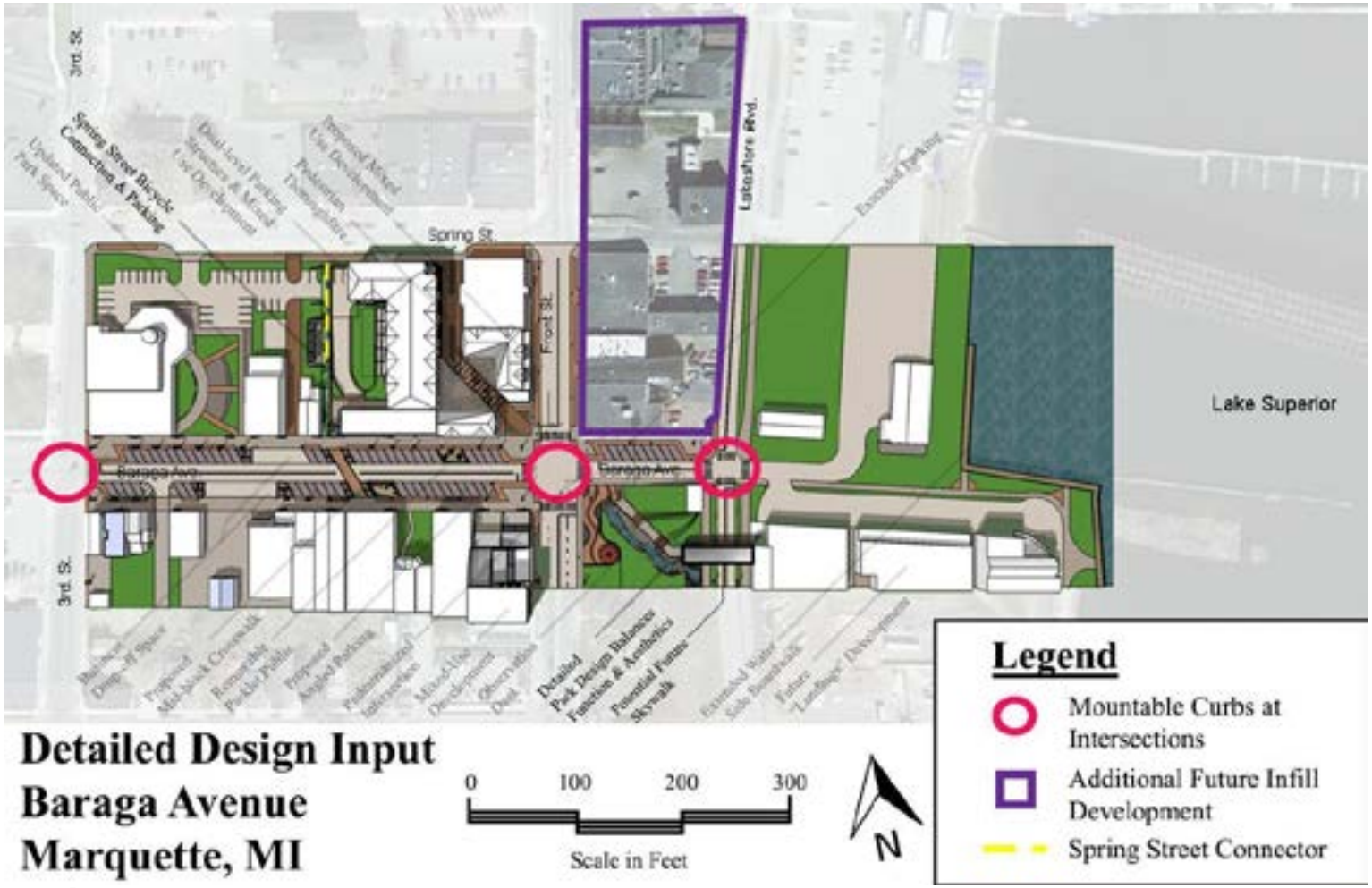
Comment: Make sure that if bike riding space is not provided outside of the road that the sidewalk/terrace areas do not encourage sidewalk riding by making it clear that it isn't allowed, but provide a bike route spur/connector from Spring St. to bike parking area off Baraga.

- The plan for Baraga Avenue addresses bicycles by having a connector off from Spring to a bike parking facility and from there the bike riders become pedestrians. Detailed design must address the best location for the connector and parking as well as proper signing and design of the sidewalk/terrace areas that discourage bike traffic.

State Agency Comments:

From MEDC:

- The mixed-use infill components would likely be eligible for their CDBG funding, likely in collaboration with MSHDA
- Recommend they participate in RRC [Redevelopment Ready Communities]
- The Pere Marquette park design could be even more aggressive (additional seating, for example) and include a "destination" activity
- Would like to see a timeline for implementation steps



Detailed Design Input
Baraga Avenue
Marquette, MI

0 100 200 300
Scale in Feet

N

Legend

- Mountable Curbs at Intersections
- Additional Future Infill Development
- Spring Street Connector

Diagram A