CITY OF MARQUETTE

DOWNTOWN PLAN

November 2020

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Cover photo source:
Tony Webster, 2016

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SECTION 1

INTRODUCTION

INTRODUCTION

The City of Marquette is the largest city in Michigan's Upper Peninsula, with a population of 20,932 (2018), serving as an epicenter for retail, education and health care for the UP. Located in Marquette County on the south shore of Lake Superior in the central area of the UP, the City is connected regionally through major highways such as US-41 and M-28.

As a major port on Lake Superior, Marquette has a rich industrial history of ore mining and shipping, with the Marquette Ore Dock standing as a unique historical reminder of the City's maritime and mining heritage. Modern day industries of Marquette include Northern Michigan University, the U.P. Health System-Marquette, recreation and tourism and craft beer brewing.

As a hub for outdoor activity, Marquette boasts a surplus of outdoor biking, hiking, and cross-country ski trails, placing an emphasis on non-motorized transit routes that connect through the downtown and attracting visitors, tourists and locals alike.

Michigan's industry is changing, and it is important that the City be positioned to flourish with these new economies. As tourism continues to grow in the City of Marquette, the establishment of locally-serving businesses and amenities within the downtown is essential.

It is important that Marquette positions itself to take advantage of growth in the region as a quality community for businesses to locate and people to live. Having a vibrant and well-connected downtown at the center of the community will help to achieve this.

HOW TO USE THE PLAN

PLAN ORGANIZATION

The Downtown Plan is divided into six chapters:

- **Ch 1. Introduction**. Provides an overview and introduction to the Downtown Plan document
- **Ch 2. Existing Conditions.** Outlines the characteristics that make Marquette the City it is today, including culture, demographics, history and existing land use.
- **Ch 3. Physical Improvements.** Introduces various improvements to the physical realm
- **Ch 4. Transportation.** Summarizes Nelson Nygaard's 2020 Parking Management Plan recommendations.
- **Ch 5. Policy Recommendations.** Complements the Physical Improvement Chapter by providing policy recommendations surrounding topics like affordable housing, business attraction and street management.
- **Ch 6. Implementation.** Identifies planning and policy tools to support the implementation of the Downtown Plan. Also includes a detail Action Plan to guide the work of the City and also identifies opportunities for collaboration.

IMPLEMENTATION OF THE PLAN

For this plan to serve as an effective tool in guiding new development within the City of Marquette, it must be implemented. Primarily this responsibility resides with the DDA, the City Commission, Planning Commission, and city staff.

PLANNING PROCESS

DOWNTOWN PLAN INTENT

The purpose of the downtown plan is guide future growth and development within the downtown, serving as a road map and foundation for future decision making within the DDA. The downtown plan is intended to be a usable reference document, easily readable and accessible to all residents,

The intent of the City of Marquette Downtown Plan is to:

1. Unify the community behind a common vision and set of goals and policies
2. Address the desires and needs of the residents, businesses, and property owners to preserve and enhance relevant qualities of the community and natural aesthetics.
3. Provide recommendations to the land use pattern which will result in a sustainable community with a diversified tax base
4. Present an urban framework than helps to guide how the city makes decisions regarding future development and redevelopment
5. Ensure that the city remains a highly desirable community in which to live, work, and visit.
6. Address the status and needs of infrastructure, recreational amenities, and public services like transportation.

PLANNING PROCESS

The planning process emphasizes community feedback and engagement in order to fully understand the goals and visions that the public and DDA has for the downtown. Through a series of data collection, stakeholder engagement, analysis, draft feedback and further engagement, the planning team utilizes collaboration on multiple fronts to deliver an implementable plan.

SCHEDULE

PHASE ONE: DATA ANALYSIS & STAKEHOLDER ENGAGEMENT
1.1 Data Collection
1.2 Stakeholder Engagement
1.3 Downtown Analysis Plan
PHASE TWO: PRELIMINARY RECOMMENDATIONS
2.1 Parking Plan Update
2.2 Downtown Improvement Plan
2.3 Downtown Implementation Strategy
2.4 Community Engagement of Draft Findings
PHASE THREE: FINAL DOWNTOWN PLAN & ADOPTION
3.1 Draft of the Downtown Plan
3.2 Presentation of the Downtown Plan

REDEVELOPMENT READY COMMUNITIES

The development of a downtown plan assists communities in:

- Achieving a stronger vision and guidance for redevelopment opportunities within the Marquette DDA District.
- Identifying development area boundaries
- Identifying potential projects, development cost estimates, and time frames
- Prioritizing mixed-use and pedestrian-oriented design elements

PUBLIC ENGAGEMENT

STAKEHOLDER MEETINGS (JANUARY 2020)

On January 23rd and 24th, a series of stakeholder group meetings were held by the DDA and planning team, inviting a multitude of community groups to a series of short engagement meetings. The stakeholder groups included but were not limited to:

1. Business and property owners
2. Event planners
3. Cultural and recreation based groups
4. Municipal government
5. Major employers
6. Economic Development Organizations
7. City Commission
8. Marquette DDA

Each meeting was focused on understanding the opportunities and challenges of the downtown from the valuable perspective of each stakeholder group. The opportunities and challenges that were discussed are further expanded upon in Chapter 2. Existing Conditions.

DDA DRAFT REVIEW (JUNE/JULY 2020)

Two draft review meetings were held with the DDA Board on June 11th & July 9th in order to vet early plan recommendations and alternatives, to ensure consistent collaboration with the DDA. The content was split into two days, the first focusing on physical improvements and the second geared towards transportation improvements and municipal policy.

DRAFT REVIEW STAKEHOLDER MEETINGS

A stakeholder meeting was held virtually due to COVID-19 on August 21, 2020. The purpose of this meeting was to update the stakeholders that had been integral to the planning process at the first stakeholder meeting, and receive any further feedback regarding early plan recommendations.

PREVIOUS PLANNING EFFORTS

THIRD STREET CORRIDOR PLAN & FORM BASED CODE (2013)

In 2013, the Gibbs Group completed a Third Street Corridor Plan that included tactical urbanism strategies, multi-use transitions, facade treatment programs, form based code recommendations, branding and marketing strategies, among others.

The plan also focused on transportation strategies such as dedicated bike lanes and pedestrian-oriented development such as sidewalk amenities and outdoor dining. An emphasis was placed upon colorful signage, parklets, and the importance of sidewalk frontage in order to improve the pedestrian experience and further assist local businesses. To conserve sidewalk frontage, consolidation of parking in the rear was emphasized as an important strategy to administer overtime, also removing driveways that directly abutted third street and disrupted pedestrian flow.

Furthermore, the study produced initiatives that led to the construction of a southbound bike lane and on-street parking along Third Street.

Figure 1: Third Street Corridor Rendering (2013)

Figure 2: Third Street Form Based Code (2013)

COMMUNITY MASTER PLAN (2015, AMENDED 2018)

The Community Master Plan was adopted in 2015 and amended in 2018. The master plan focused on various downtown priorities including a potential downtown wayfinding project, implementation of the Parking Management Plan for downtown and North Third Street by Nelson Nygaard, and the completion of a market analysis.

Further recommendations found in the 2015 Master Plan include the following:

- Facilitate and "incentivize" the development of a diverse housing stock near downtown, as well as more working-class housing options
- Develop more transit services and facilities; expand non-motorized transportation options and emphasize universal access
- Develop all street rehabilitation and reconstruction plans to follow the Complete Street Policy and Guiding Principles that were adopted as a resolution by the City in 2011.
- Enhanced community services through "green" facilities operations, a robust winter maintenance program, and public engagement in community decisions
- Sustainable waterfront activity and development using Smart Growth initiatives
- Place a focus on public health by prioritizing non-motorized transit options and supporting urban food production through community and home gardens, creating greater accessibility for all.
- Coordinate with schools for SR2S grant funds, and otherwise prioritize walking and biking to and from schools.
- Enhance architectural design standards for residential and non-residential uses
- Develop incentives for the preservation of open space

MARQUETTE DOWNTOWN WATERFRONT FORM-BASED CODE HANDBOOK (2017)

The 2017 Waterfront Form-Based Code is designed to foster infill redevelopment in a sustainable mixed-use pattern as part of a vibrant, diverse urban and working waterfront district. This Code is intended to promote traditional urban form and a lively mix of uses, allowing for shopfronts, and other commercial uses at the street level, with wide sidewalks and canopy shade trees, overlooked by upper story residences and offices, while maintaining a working waterfront. Physical access and a sense of connection to Lake Superior remain of high importance to the historical downtown.

The Code outlines a Regulating Plan, the Building Form Standards, Streetscape Principles, Street Type Specifications and Definitions within it's handbook.

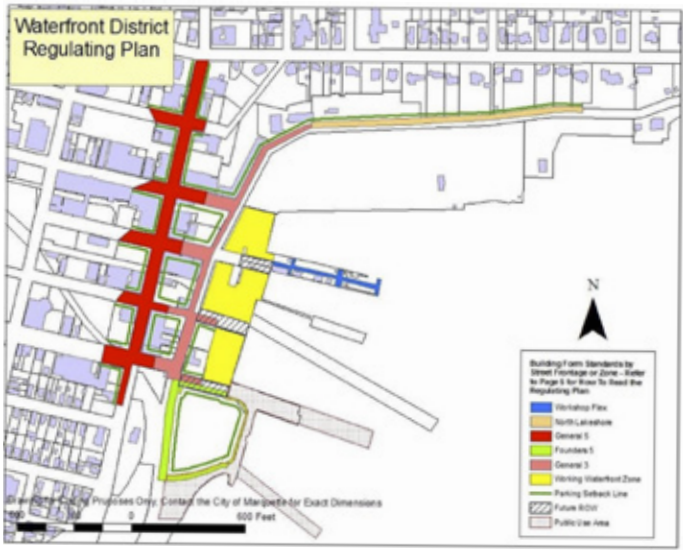


Figure 3: Waterfront District Form Based Code Regulating Plan (2019)

TRAILS MASTER PLAN (2017)

In 2017, North of 45 LLC produced a Trails Master Plan for the City of Marquette. Non-motorized trail goals within this plan include:

- **Trail Sustainability:** Ensure that trails remain usable and free from permanent damage so that future residents can enjoy the same or a better quality experience than today
- **Preserve and Expand the Trail Network:** Provide a network of recreational trails suitable for all varieties of trail users including: hikers, skiers, mountain bikers, snow bikers, snowmobiles, and All-Terrain Vehicle (ATV) users.
- **Trail Conflict and Management:** Minimize conflicts between different types of trail users and avoid trail degradation due to improper use
- **Health & Safety:** Reduce the risk of trail related injury and rescue through effective informational programs
- **Enforcement:** Provide effective enforcement of existing trail use restrictions.

Trail Recommendations include:

- Connect multi-use trail networks, such as McClellan, between Washington and US 41
- Create a safer pedestrian experience while crossing the US 41 bypass and South Trails Trailhead
- Designate the Marquette Commons as a primary bicycle trailhead
- Improve signage, wayfinding, and milepost markers
- M553 Trailhead improvements
- Connect Northern Michigan University to Northern trails

City of Marquette Trails Inventory

Trails	Trail Width	Within City Limits	Total
Bog Walk Trails	2 to 4 Feet	.5 Miles	
Fit Strip Trails	6 to 8 Feet	2.5 Miles	
Iron Ore Heritage Trail (Iron Belle, NCT)	6 to 8 Feet	5.2 Miles	48 Miles
Marquette BMX Track	6 to 8 Feet	.25 Miles	
Multi Use Path (Iron Belle, NCT)	6 to 8 Feet	18.7 Miles	
North Country Trail	Variable	7.5 Miles	4,600 Miles
NTN Noquemanon Trail (CR550 Trailhead /Forestville / CR510 Trailhead)	6 to 8 Feet	.5 Miles	31 Miles
NTN North Trails (Dead River Trails)	1 to 2 Feet	5.5 Miles	9 Miles
NTN South Trails (City of Mqt / Mqt Twp / Sands Twp)	1 to 2 Feet	23 Miles	40 Miles
NTN South Trails Snow Bike Route (City of Mqt / Mqt Twp)	3 Feet	8 Miles	17.5 Miles
Presque Isle Park Trails	6 to 8 Feet	3.8 Miles	
Heartwood Forestland Snowmobile Trail	10 Feet	1.5 Miles	4.6 miles
IOHT motorized (west of Wilson St. to city limits)	10 Feet	.3 Miles	.3 miles

Figure 4: Trails/Inventory from the 2017 Trails Master Plan

TRAFFIC STUDY (2017-2018)

The City of Marquette underwent a study in 2018 that was conducted by both Johnson Controls and DLZ, in an effort for long-term energy savings, in addition to efficiency in vehicular and non-motorized traffic.

The study analyzed intersections, road segments, and non-motorized facilities within the City of Marquette. For non-motorized facilities, mitigation recommendations were developed to: connect "gaps" in the current non-motorized system; prove a basic bicycle facility network consistent with other ongoing City planning efforts, and; improve pedestrian crossing facilities.

Physical improvements to the transportation system include:

- Sidewalk connections
- Pedestrian crossing improvements (Wright Street between Sugerloaf Ave and Lincoln Ave, U.S. 41 and McClellan Ave, U.S. 41 and Genesee St, McClellan Ave and Washington St, Presque Isle Ave and Summit St.)
- Bicycle facilities
- Non-motorized crossings

Construction cost and prioritizations phases were developed for the mitigation recommendations. These priority levels were set based on an evaluation of existing versus longer term issues, construction cost, safety issues and level of service.

Intersections

Intersection Details			Recommended Mitigation	Estimated Construction Cost	Recommended Priority
ID Number	NS	EW			
6	McClellan Avenue	Wright Street	Signal Retiming. Upgrade signal to include interconnect system along Wright Street. Implement system timings.	Near Term = $35,000	High
7	McClellan Avenue	Fair Avenue	Signal Retiming; Install NB right turn lane to address 2030 traffic needs.	Long Term = $80,000	Low
16	Presque Isle Avenue	Fair Avenue	Install Traffic Signal or Mini-roundabout	Near Term - Traffic Signal = $160,000 Near Term - Mini Roundabout = $300,000	Medium
37	Front Street	Baraga Avenue	Geometric improvements do not improve LOS.	NA	NA
55	US 41	Hampton Street	Geometric improvements do not improve LOS.	NA	NA
62	McClellan Avenue	Ridge Street	All-Way Stop does not improve LOS. Install Traffic Signal or Roundabout.	Near Term - Traffic Signal = $210,000 Near Term - Roundabout = $900,000	Medium
66	McClellan Avenue	O'Dovero Drive	Traffic Signal Installation; Widen McClellan to provide LT lanes in both directions; Realign and widen east leg; Interconnect with US 41/McClellan.	Near Term = $210,000	Medium
69	Lincoln Avenue	Wright Street	Install traffic signal or roundabout. Traffic signal will require left turn lanes on all legs. Realign or close north leg into parking lot. Install countdown pedestrian signals with high visibility crosswalks. Include signal in interconnect system along Wright Street. Implement system timings.	Near Term - Traffic Signal = $170,000 Near Term - Roundabout = $750,000	High

Corridors for Traffic Signal Progression Improvement

Corridor	Recommended Mitigation	Estimated Construction Cost	Recommended Priority
Washington Street	Upgrade traffic signals to include interconnect system. Implement system timings to provide progression through system. Do not extend to US 41 since that system is on different cycle length.	$280,000	High
Wright Street	Upgrade traffic signals to include interconnect system. Implement system timings to provide progression through system.	$105,000	High

Non-Motorized Improvements

Element	Recommended Mitigation	Estimated Construction Cost	Recommended Priority
Sidewalks	Sidewalk Connections as shown on Figure 10	Varies based on linear feet of sidewalk constructed	Varies
Pedestrian Crossing Upgrades	Improve pedestrian crossings with high visibility crosswalks, advanced signing/flashers, potential grade separations	Varies based on improvements	Medium/High
Bicycle Facilities	Multi-use paths and/or on-street bike lanes as shown on Figure 11	Varies based on linear feet of facilities/type constructed	Varies

Figure 5: Prioritization Schedule from the 2017-2018 Traffic Study

Figure 6: Recommended Bikeway System Additions from the 2017-2018 Traffic Study

MARQUETTE STRATEGIC PLAN (2018-2020)

The Marquette Strategic Plan of 2018-2020 provides a vision for the City of Marquette to ensure quality of life by remaining an economically sound municipality which embraces growth while making sound decisions. The City Commission intends to focus on efforts to deliver a combination of services and infrastructure that have been identified. At the time of the planning process for the 2020 Downtown Plan, the 2018-2020 Strategic Plan was undergoing updates for the following years.

Key issues and priorities identified in the 2018-2020 Marquette Strategic Plan include:

- Improve Baraga Avenue through conceptual designs and financing
- Implement a parking management strategy
- Conduct a comprehensive market analysis that identifies business and development opportunities
- Continue to improve walkability through streetscape projects in the downtown and along Third Street
- Implement a wayfinding improvement strategy and an urban tree landscaping plan
- Provide resident support services and capital improvement needs through the Marquette Housing Authority
- Collaborate with Marq-Tran in developing an effective public transit service
- Conduct heavy maintenance of the City bike path
- Develop a plan for retaining or reusing undeveloped City right-of-way

CITY OF MARQUETTE LAND DEVELOPMENT CODE (2019)

The City of Marquette Land Development Code was adopted in February of 2019, introducing new zoning updates. The Land Development Code (a.k.a., Zoning Ordinance) is designed to implement and be consistent with the goals, objectives, policies, and strategies of the adopted Master Plan of the City of Marquette through complete, integrated, effective, and concise land development regulations to:

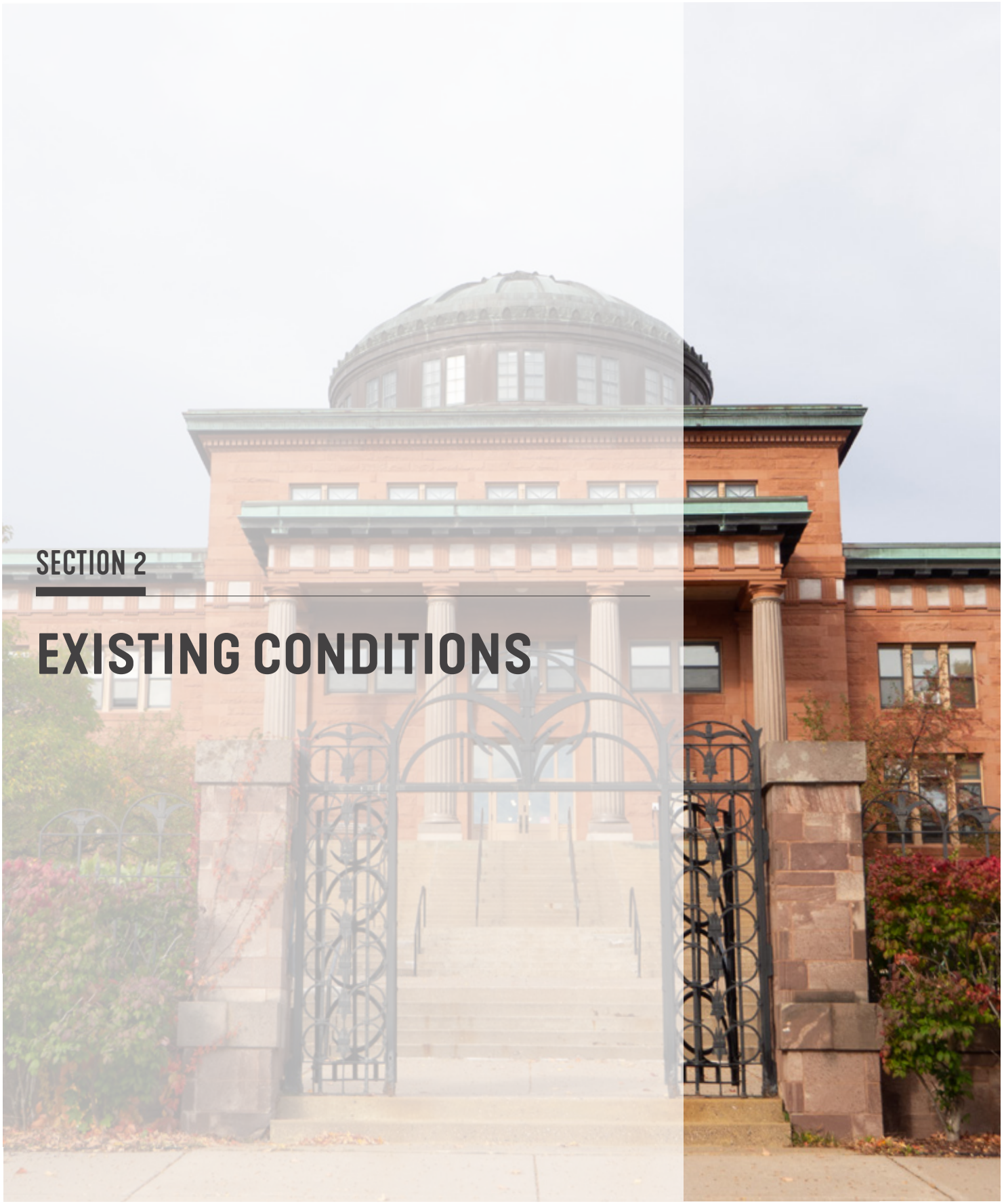
- Protect the public health, safety, and general welfare of residents and visitors of the City;
- Regulate the use of land and buildings by dividing the City of Marquette into districts;
- Provide for the orderly development of the City to regulate the location, height, bulk, erection and construction of structures and buildings to be used for business, industry, residence, agriculture, energy production, social purposes and other specified purposes;
- Provide for adequate light, air, and convenience of access to secure safety from fire and other hazards;
- Avoid undue concentration of population by establishing minimum open spaces, yards, and other open spaces;
- Provide for traffic safety and adequacy of parking and loading vehicles;
- Facilitate the development of adequate systems of fire protection, education, recreation, and public utilities and services;
- Protect the quality of the shoreline and other environmentally sensitive areas;
- Conserve natural resources and promote additional natural resources.

DOWNTOWN GOALS & OBJECTIVES

The following goals were formed based on the response received from both the DDA and the stakeholder groups that were engaged in the planning process through a series of stakeholder meetings. The feedback received helped to form the following goals, which in turn will help structure the overall downtown plan recommendations and implementation strategy located in Chapter 6.

The Downtown Plan Goals articulate a vision for the future and provides clear direction for public investments in streets, open space, sites, pathways and entryways. The following Downtown Goals are woven into the following Physical Improvements, Transportation and Policy chapters. The Implementation chapter bring everything together and provide the tools for implementation.

1. Stimulate economic development, establishing priority redevelopment sites and marketing them to a mixture of businesses while also maintaining and expanding relationships with current employers, partner agencies, and other local organizations.
2. Provide a safe and convenient multi-modal transportation system that provides travel choices and balances the needs of all users.
3. Continue to provide a wide range of housing options including single-family, townhomes, and second-story residential mixed-use, in order to accommodate a variety of generations and lifestyles.
4. Support a downtown core that attracts new-economy industries while also enhancing the charming historical character of the City.
5. Promote continued reinvestment through mixed-use infill development that complements the preservation and character of historic buildings.
6. Connect the downtown with lakefront amenities and attractions, while continuing to preserve and sustain the natural features for generations to come.
7. Develop a parking management strategy to balance the needs of residents, employees, and visitors, prioritizing signage, wayfinding and public vs. private lots



SECTION 2

EXISTING CONDITIONS

COMMUNITY SUMMARY

REGIONAL SETTING

The City of Marquette is a small historic coastal community located on the southern shore of Lake Superior. Situated in Marquette County in Michigan's central Upper Peninsula, Marquette is 67 miles North of Escanaba, 100 miles southeast of Houghton, and 11 miles northwest of Negaunee. Comprised of a total area of 19.45 sq. miles (including several small islands), the City is bordered by Marquette Charter Township to the north and west, and Chocolay Township to the south

Marquette is serviced predominantly by state and federal highways M-28 and US-41, as well as other smaller county roads. US-41 is the most traveled as it is the major coastal artery extending north along Lake Michigan in Wisconsin, up to Lake Superior southern coastlines. County-wide public transportation is offered in the form of a bus service by Marq-Tran.

HISTORY

The City was incorporated in 1871 and is the seat of Marquette County, the largest county by area in the state.

Marquette was founded by Amos Harlow and his expedition leader Peter White. The city was originally named Worcester (pronounced WOOS-ter; the "or" spoken like the "oo" in book), after Amos Harlow's hometown, Worcester, Massachusetts. It is now named for the French explorer Jacques Marquette. Marquette has always been a shipping port for hematite ores and now enriched iron ore pellets from nearby mines and pelletizing plants. The city includes several small islands (principally Middle Island, Gull Island, Lover's Island, Presque Isle Pt. Rocks, White Rocks, Ripley Rock, and Picnic Rocks) in Lake Superior. The Marquette Underwater Preserve lies immediately offshore. A regional medical center, U.P. Health System, serving much of the Upper Peninsula is located in the city. Marquette Mountain, used for skiing, is located in the city, as is the majority of the land of Marquette Branch Prison. Trowbridge Park (an unincorporated part of Marquette Township) is located to the west, and Marquette Township to the northwest of the city.

Marquette is home to the Northern Michigan University and the largest wooden dome in the world, the Superior Dome. Northern Michigan University owns the facility and holds its home football games there. The dome also hosts numerous private and public events which draw in thousands from around the region.

South of the city, K.I. Sawyer AFB, was an important Air Force installation during the Cold War, host to B-52H bombers and KC-135 tankers of the Strategic Air Command, as well as a fighter interceptor squadron. The base closed in September 1995, and is now home to the county's Sawyer International Airport.

DEMOGRAPHICS

In 2019, the population of Marquette was 20,848 according to the U.S. Census. The median age was 32 in the City in 2019, which is largely influenced by the presence of students at Northern Michigan University, just north of downtown. In addition to having a large student-population, Marquette is also a year round tourist destination. The following trends are representative of the area within the DDA district sourced by the U.S. Census Bureau (2018-2019).

- **Median home value.** The median home value is $173,077 within the DDA district, and $186,150 in the City of Marquette.
- **Tenure.** According to the 2014-2018 ACS estimate, 38% of housing stock within the DDA district was owner-occupied, while 62% was renter occupied. The rest of the City's housing stock is more evenly split, with 48% being owner-occupied, and 52% being renter occupied.
- **Median household income.** The median household income for the DDA district is $38,289. Within the larger City of Marquette, the median household income is $41,990. For the state of Michigan, the median household income is $55,885
- **Industry & Employment.** Within the DDA district there are 298 businesses, employing 2,682 people. The top industries include 56% white collar workers, 11% blue collar and 33% of the service industry.
- **Unemployment rate.** The unemployment rate within the DDA district was 5%, slightly higher than the City's at 3.4%.

See Appendix A for a more complete demographic profile.

Figure 7: DDA District Snapshot Demographic Data
Source: (2019) U.S. Census Bureau prepared by Esri

PUBLIC TRANSIT

The Marquette County Transit Authority provides fixed-route, deviated fixed-route, and dial-a-ride public transportation to Marquette County. The system has nine fixed routes and two deviated fixed-routes.

Most routes start between 6am and 10am on weekdays and run until approximately 6 or 7pm. Eight routes offer Saturday service from 8 or 9am to between 5 and 7pm. The Marquette, Ishpeming, Negaunee route is the one route operating on Sundays, with afternoon service from 1pm-5pm. Both deviated fixed-routes operate one day per week—the Western Marquette County route on Thursdays and the Palmer Area route on Fridays.

Fixed-route fares are $0.80 on most fixed-routes; the Marquette/Ishpeming/Negaunee and Marquette/Sawyer/Gwinn routes are both $1.60 per trip. General public fares on dial-a-ride and deviated fixed-route services are distance based, ranging from $2.60 to $5.60. All services offer discounted fares for older adults, people with disabilities, and students.

LOCAL/REGIONAL TRAILS

The Iron Ore Heritage Trail is a 47-mile, year-round, multi-use trail that crosses the Marquette Iron Range. The rail-trail, which was designated as a National Recreation Trail in 2018, shares and celebrates the area's rich mining history with interpretive signage, artwork, and connections to museums along the way. The trail follows several former railroads built to carry the iron ore from the mines to the Lake Superior harbor, including the rail line that traversed downtown Marquette. This latter rail/trail route connects with the Marquette Multi-Use Path.

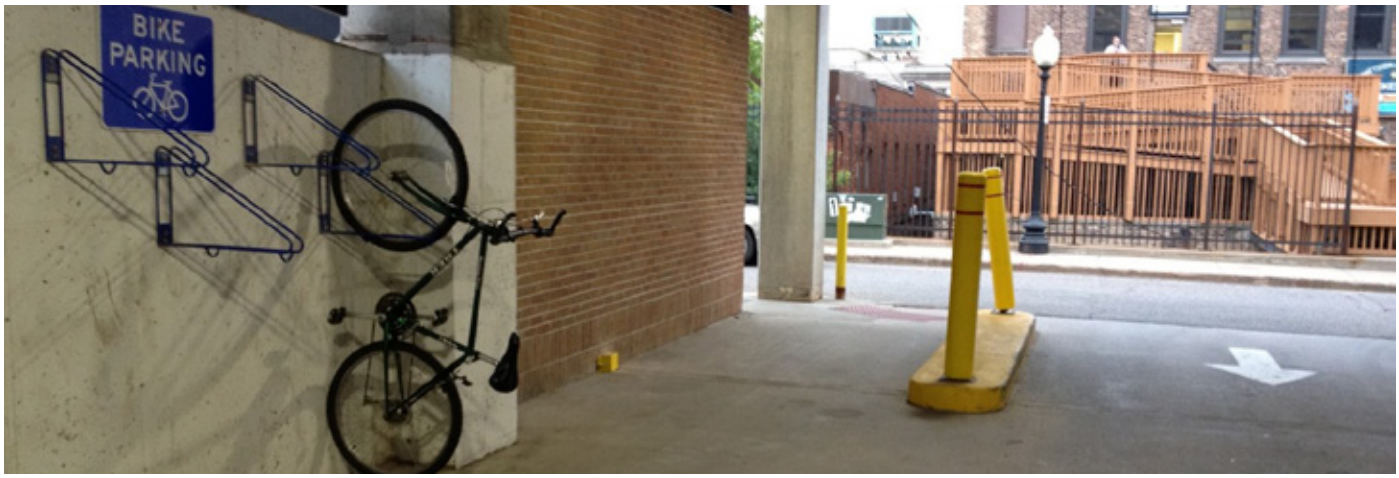
Marquette's Multi-Use Path encompasses 19 miles of paved trail that encircles the city and connects to Presque Isle Park in the north and to the town of Harvey in the south. The trail provides access to several Marquette

BIKE & RIDE SHARE

Marquette's only bike share program is operated by the Norther Michigan University's Lydia Olson Library. The program was started by the Associated Students of Northern Michigan University (ASNMU), who continue to maintain the programs bike fleet. The program offers free, short-term bicycle rentals are available, for up to three days, to NMU students with their NMU ID.

Lyft is a transportation network company that offers ride-hailing service via a mobile application. Lyft started service in Marquette in 2018 and has a local service area spanning the Upper Peninsula, pending-driver availability.

Checker Transport offers transportation across the U.S. and Canada, providing options from Motorcoach buses, Limo buses, trollies, school buses and cabs. Checker Transport is based out of Marquette and serves the U.P.



DOWNTOWN EXISTING LAND USE

Marquette is characterized as a small waterfront city with a historic walkable downtown. The Central Business District is centralized around the intersection of Washington Street (EW) and Third Street (NS). Much of the City's commercial corridor lands on Washington Street which runs through the central downtown. Further North on Third Street is an additional pocket of commercial and mixed-use establishments, making up the Third Street Corridor, which also connects the downtown and the University. Interspersed within the downtown are various single-family homes, multi-dwelling units, or mixed-use units that represent residential uses within the downtown.

Radiating outside of the downtown are residential zones, predominately single-family homes with some denser residential developments. To the East of the downtown is Lake Superior, hosting multiple areas for open space and recreational along its lakeshore.

EXISTING LAND USE

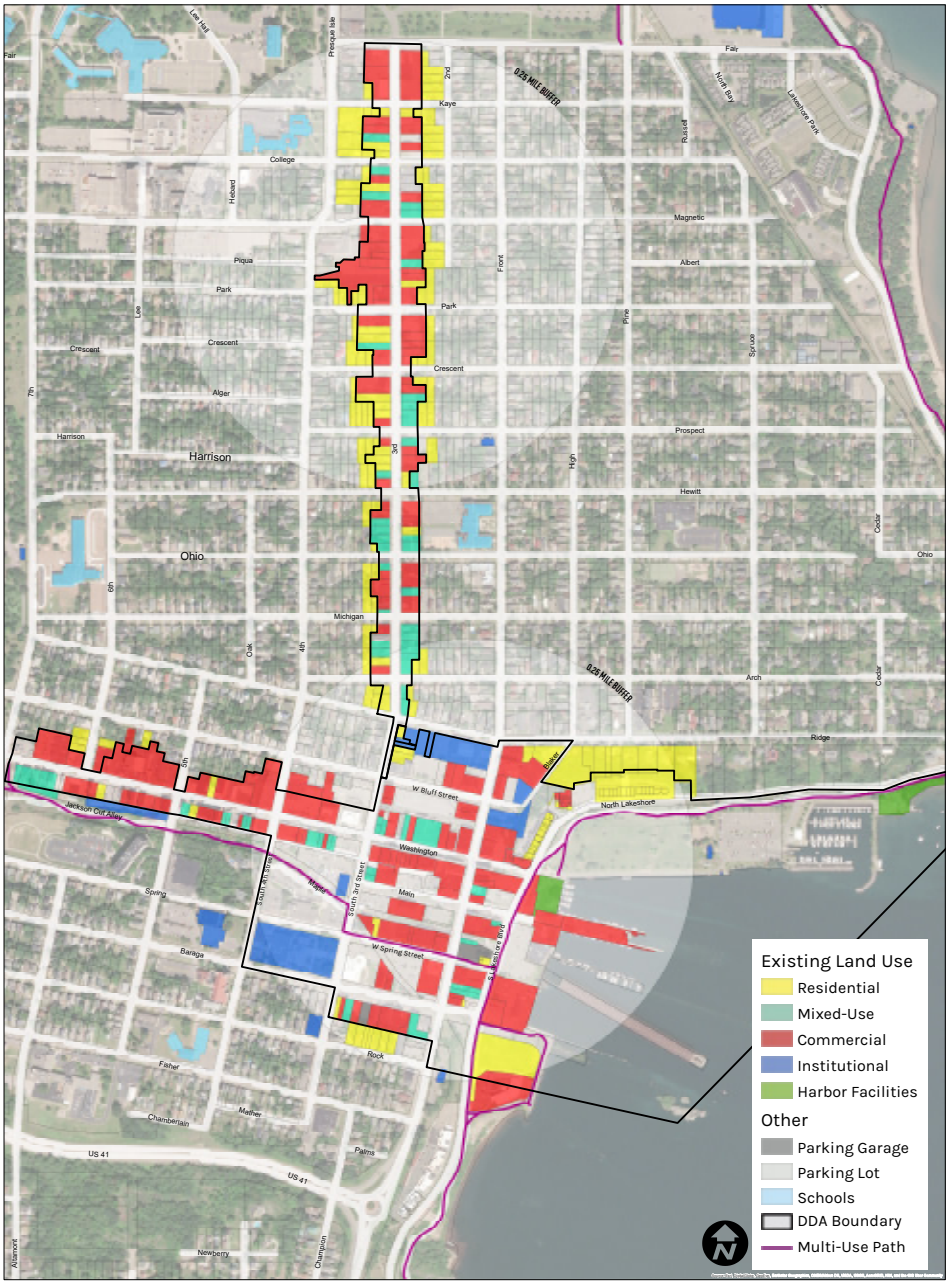


Figure 8: Existing Land Use Map

Figure 9: Community Context Map

COMMUNITY CONTEXT

- Downtown density provides opportunity for accessibility through vehicular street grid, non-motorized walks, and public transit routes.
- Institutional uses provide education and cultural enrichment.
- Traditionally, Third Street services the needs of students, and the core downtown serves local residents; however, these lines are blurring as each part of the DDA is increasingly serving the entire population.
- The downtown serves as the center of civic life through it's interesting mix of retail and services, governmental and cultural resources, historic architecture and quality of place, community events, and connection to the water.

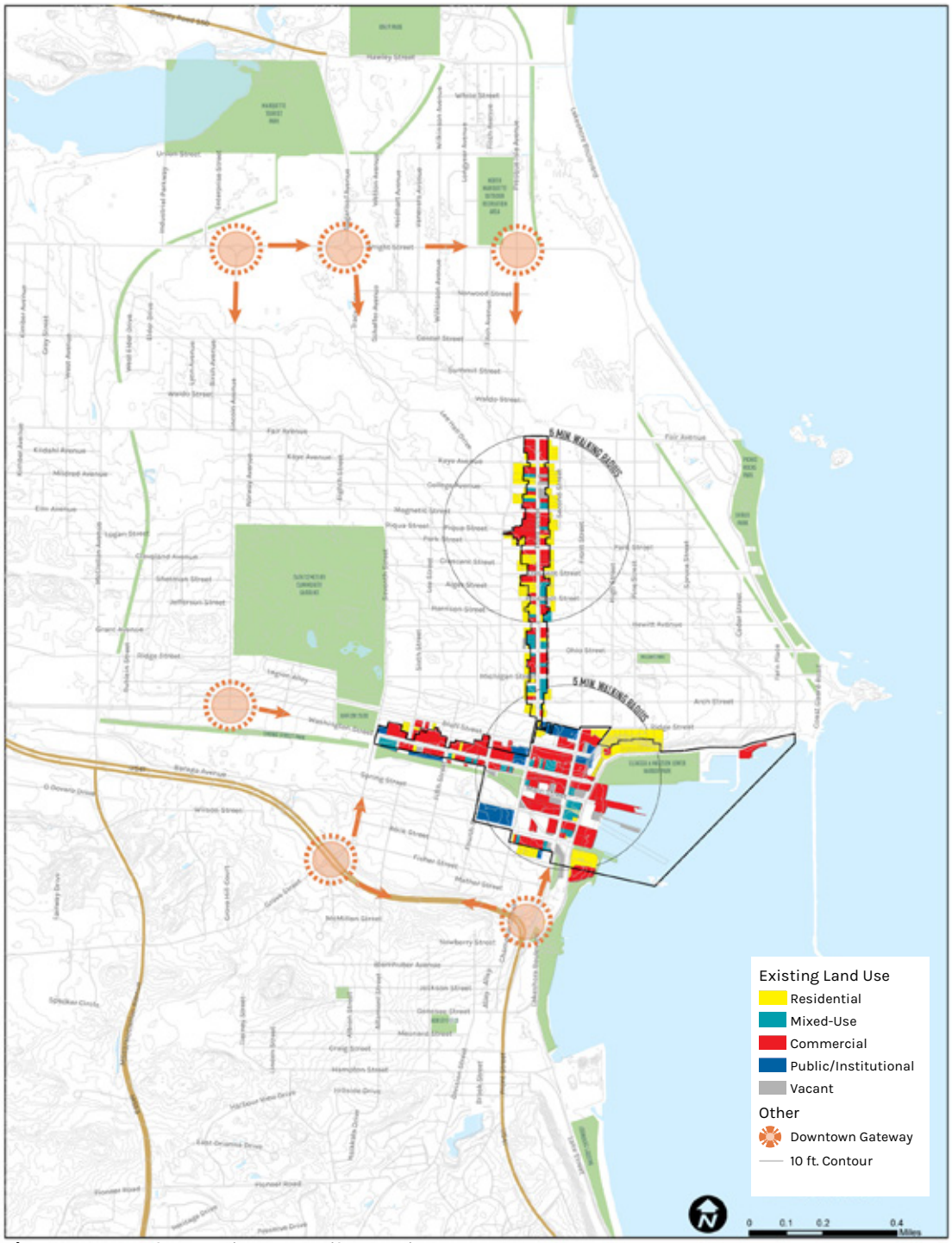


Figure 10: Land Use Mix & Retail Experience Map

LAND USE MIX & RETAIL EXPERIENCE

- The core area of downtown has retail strong blocks, but the commercial district is linear and there is some discontinuity from one part of the district to another.
- The gateway to Third Street is just outside the "Five-minute walking radius" of the downtown core.
- Similarly, there is an interruption in walkability of Washington St., disconnecting the West side from the East
- Surface parking & vacant land within the downtown and along the lakefront have redevelopment potential, and developers remain interested in building in downtown.
- Utilizing upper-story storefronts living space is common; however, there is untapped potential for downtown residential growth.

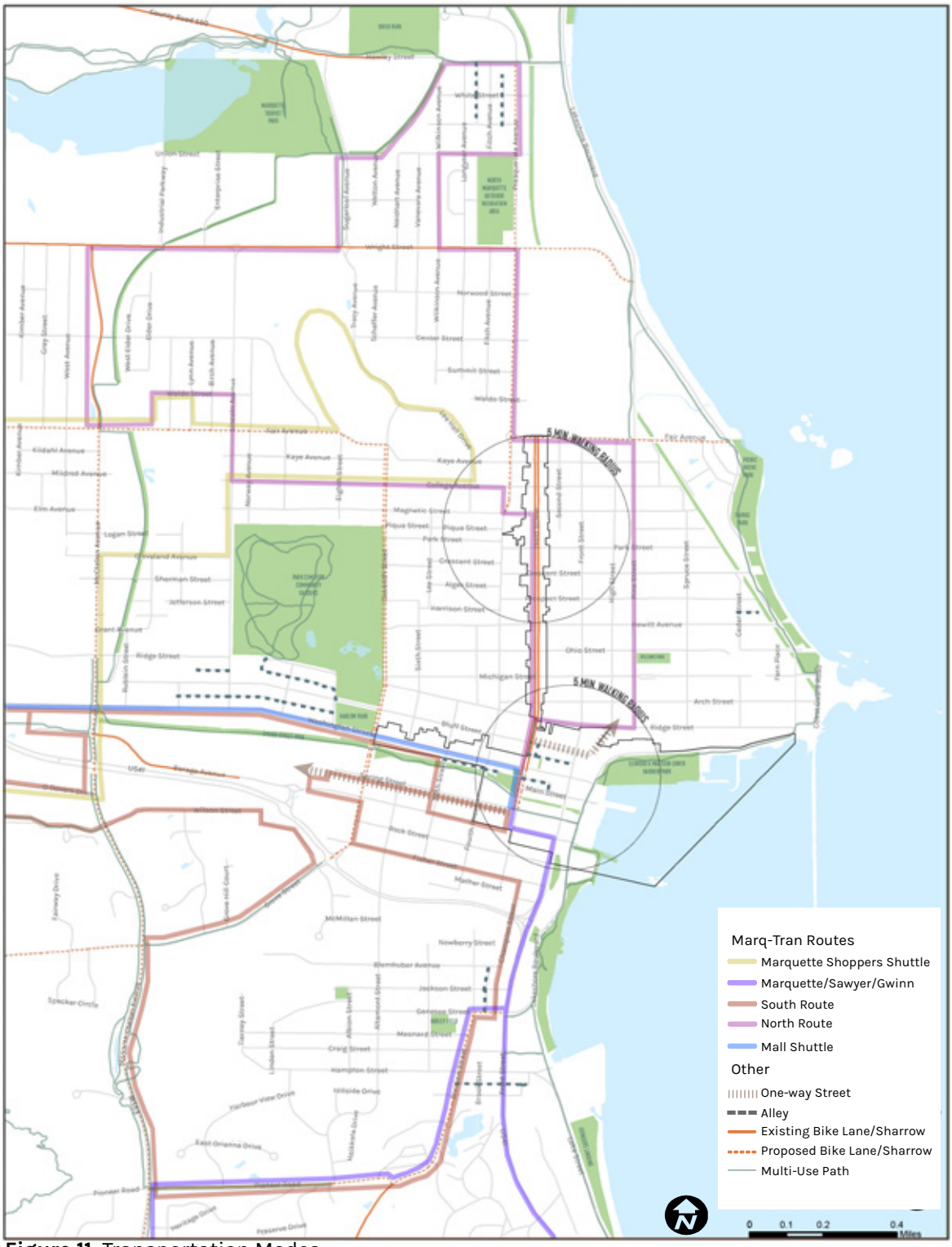


Figure 11: Transportation Modes

TRANSPORTATION MODES

- Third Street provides public transit, on-street parking and bike lane. How to make this safe/ accessible for all?
- There is a network of regional trials that connect to downtown; however, there are limited bike facilities on downtown streets.
- Only one Marq-Tran route that services both the downtown and Third Street (North Route), while also servicing NMU & the hospital site
- This route runs every half hour, with service ending before 7 pm- making it relatively inaccessible for service workers, especially those who work at night

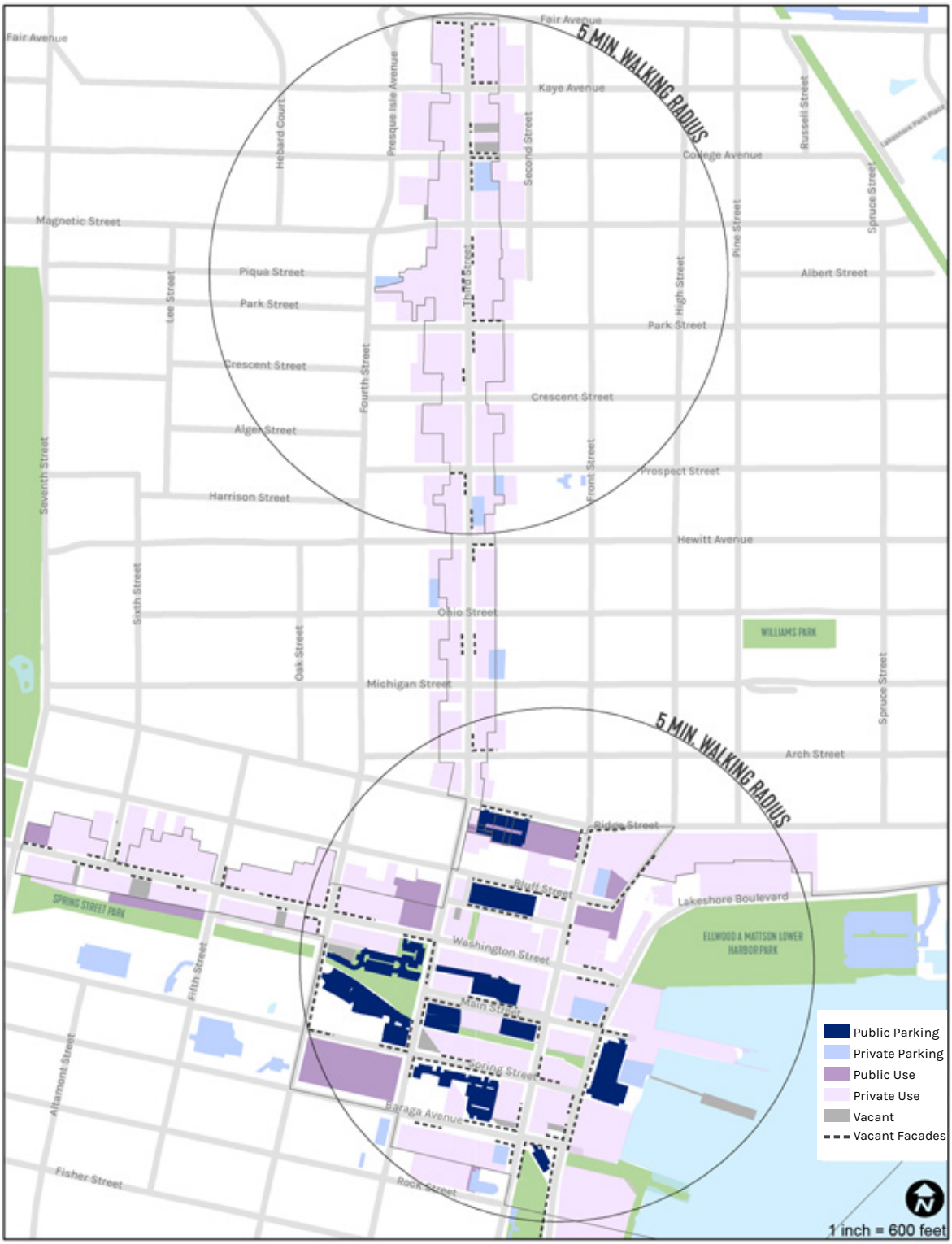


Figure 12: The Role of Parking

THE ROLE OF PARKING

- Private and public surface parking lots contribute to impaired pedestrian walkability
- Parking fronting the waterfront takes away from the full potential of the space.
- Parking demand management practices have been integrated into the downtown which is helping to open-up spaces for visitors.
- The community strives to become a "park-once" downtown.
- Public lots are being developed without a plan for replacement of lost spaces.

OPPORTUNITIES & CHALLENGES

The following opportunities and challenges were brought to attention at the January 2020 stakeholder meetings. The opportunities and challenges are organized by Development, Streets & Movement, and Public Facilities.

DEVELOPMENT

DESIGN GUIDELINES

Architectural design guidelines can be a helpful tool in order to maintain a cohesive downtown environment that supports the historical architecture of the district while also ensuring that new developments adhere to the established design standards. Design guidelines especially beneficial to downtown Marquette are parking lot standards and buffering, which directly impact the pedestrian experience.

MARKET POTENTIAL

The community expressed an interest in expanding retail offerings downtown to include, a potential hardware store in the downtown, a grocery store along Third Street, and a hotel/convention center development. Additionally, a music venue location and a small box theatre were other uses that were brought up during the January 2020 stakeholder meetings. The grocery store and hardware store would continue to contribute to the successful market of local, community-serving establishments in a town that often experiences a strong influx in tourism. The hotel/convention center potential development is extremely important to the further success of industry within downtown Marquette, as the downtown is in need of conference space and overnight stay locations to draw industry professionals into the City from other areas, while also retaining valuable talent from the University. A potential brownfield redevelopment opportunity for this use or other large-scale uses is the old hospital site, which is currently sitting vacant.

TRAIL TOWN: MARQUETTE

Nestled on the freshwater shores of Lake Superior, Marquette hosts a variety of outdoor recreation trails, connecting the outer natural attractions of the U.P. to the bustling downtown. Trail runners, mountain bikers, cross-country skiers, bobsledders, and snowmobilers flock to greater Marquette to enjoy sporting, recreation, trails, and sight-seeing year round.

Home to access points for the North County Trail, Iron Ore Heritage Trail, Noquemanon Trail Network, Hiawatha Water Trail and the City of Marquette's Multi-Use Pathway, the City boasts a reputation for being a regional connector throughout the U.P. and beyond. For the residents of Marquette, being a trail town isn't simply a hobby, it's a way of life.

AFFORDABLE HOUSING

Affordable housing in the downtown is something to be improved upon in order to provide the missing middle housing that often houses young talent moving into the area as well as the elderly. Currently, several buildings lie vacant in the downtown, and have the potential to be used as mixed-use, first floor commercial and second floor residential. Because the cost of building is so high for developers due to the long winter season, development pressure, height restrictions, etc., market rate housing is generally inaccessible. Developer incentivization may be further explored here as a solution.

TAX INCREMENT FINANCING DISTRICT (TIF)

A financial barrier to the success of Third Street is the lack of a Tax Increment Financing (TIF) district along this corridor. The absence of this useful tool disincentivizes new industry which is currently lacking within Marquette, impacting talent discovery and retention.

ENVIRONMENTAL RESILIENCY

Planning for sustainability and resiliency is essential for the City of Marquette, with rising lake water levels, changes in storm patterns, and increased tourism. Sustainable tourism, as well as natural and architectural conservation methods are extremely important in the future of the City of Marquette.

STREETS AND MOVEMENT

PUBLIC TRANSIT

The community expressed the need for a reliable transit route that connects the downtown to nodes like Third Street, the hospital and the university. The current system, run by the County is insufficient in offering accessibility to all populations within Marquette, such as the disabled, the elderly and the student population. Further exploration is expected to go towards the possibility of a city-run bus system, adjacent to the current county system. Sustainable transportation initiatives such as bus routes and park and ride could offset the increasing parking demand in the downtown, coinciding with the city's environmental ideas.

BIKE NETWORK

An additional transportation improvement opportunity is the existing bike network throughout downtown, providing more connections to surrounding regional trail systems, and increasing the amount of protected bike facilities. Particularly, an analysis of the current Third Street bike lane system would be beneficial in order to understand the limitations and opportunities for safe and accessible use in this specific area. Potential improvements in wayfinding, streetscape, and traffic calming measures are also worth exploring in this area, as the current biker and pedestrian experience on Third Street is not the best it could be.

PARKING

Parking proves to be an everlasting issue as development increases and parking space decreases. While a parking deck seems to be the most efficient use of space, allocation of funds for the deck is a limitation. Development concerns in the community are present, while the community simultaneously desires a vibrant downtown with parking and housing.

STREET FESTIVALS

A traffic study analyzing the capacity that Main Street has to hold downtown festivals would be critical to understand how Marquette's ample festivals and celebrations could be expanded throughout the downtown. With a long event season holding popular festivals and events such as the Blueberry Festival, U.P.200, the Noquemanon Ski Marathon and Art on the Rocks, community involvement is critical in order to foster the success of the local economy during the festival seasons.

STREETSCAPE IMPROVEMENTS

Baraga Avenue is experiencing new investment in office and retail uses; however the street design is not conducive to pedestrian and bicycle use. Because of Baraga's wide width, there is potential for an improvement in streetscape, therefore enhancing the pedestrian experience and supporting businesses along this corridor.

Streetscape improvements such as the planting of trees and shrubs that can survive in the harsh climate and can withstand salt are essential in improving the pedestrian experience year-round.

WALKABILITY & CONNECTIVITY

Commercial corridors of Washington St, Third Street and Front Street are all great assets to the community, providing the area with a strong sense of place as well as character, history and walkability. Proximity to natural and recreational assets sets Marquette apart from southern Michigan destinations, providing waterfront recreational opportunities just minutes away from the downtown core.

A common issue within the City of Marquette is how to support and connect both the downtown and Third Street. Establishing them as different entities while also recognizing their individual importance in the success of the City of Marquette is essential to each district's economic success. Because of various barriers such as elevation changes and a disconnected middle, pedestrians and tourists often don't make it all the way to Third Street. The physical connection between the downtown, Third Street, and the waterfront should be focused on as an area of improvement. In addition, connecting Washington street beyond the Krist gas station is a similar issue for stores that are located further down the street. Improving the overall cohesive walkability and providing a destination could improve the success of the businesses located further from the immediate downtown core.

PUBLIC FACILITIES

CO-WORKING SPACE

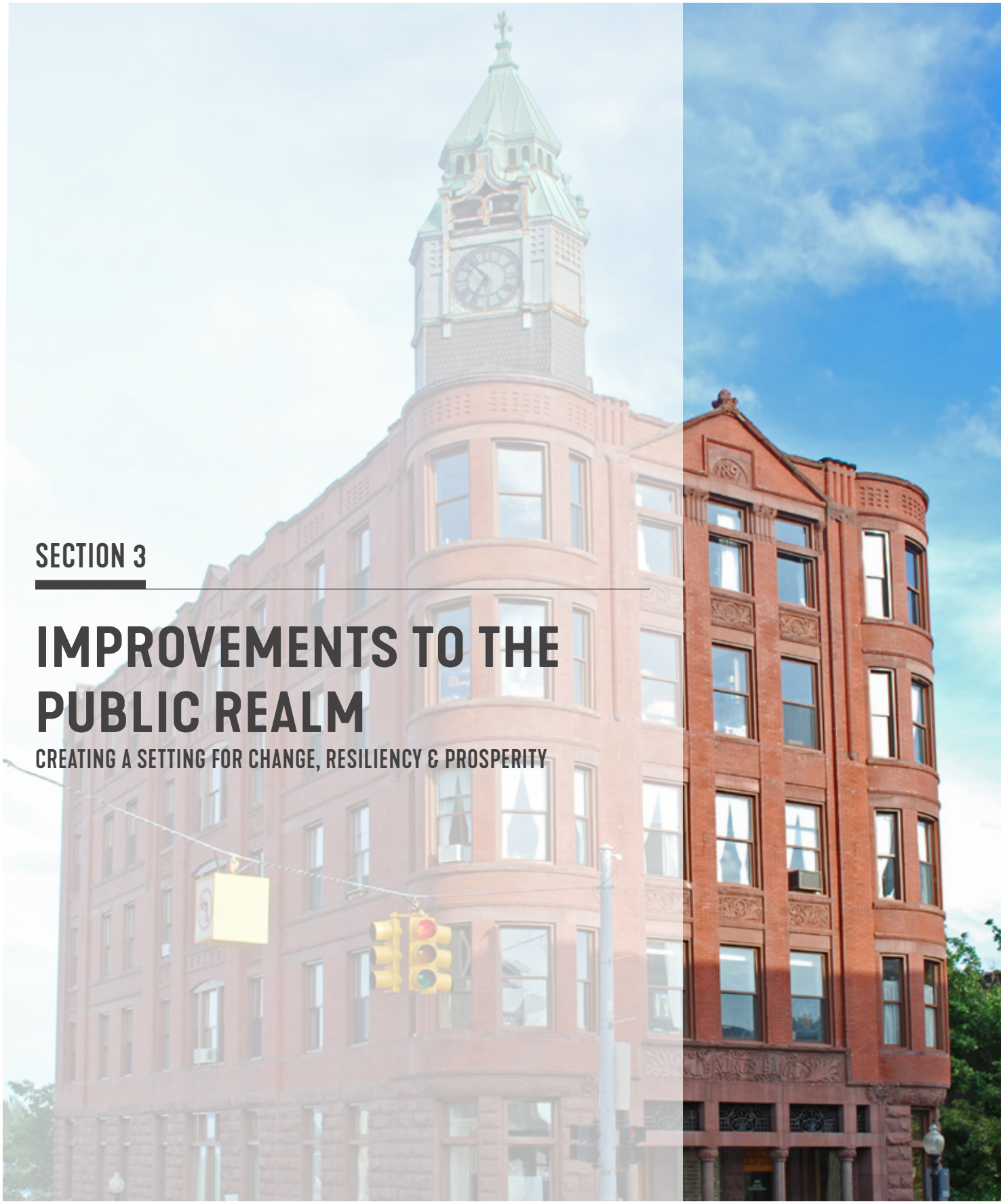
The art culture in Marquette is extremely prominent and partly influences the unique character of the downtown. Because of Marquette's strong artist population, there is currently a market for a Makerspace and co-working areas for artists and other industries to collaborate. Individuals present at various stakeholder meetings expressed their disappointment at the lack of available space and equipment for artists to further their businesses.

OPEN SPACE

Public urban spaces such as pocket parks and plazas are an opportunity for downtown Marquette to build upon placemaking strategies. While the current ice rink/farmer's market plaza is a central meeting space in the downtown, there are fundamental opportunities for improvement in these areas. During the stakeholder meetings in January of 2020, the idea of a Native American Ceremonial Fireside location was mentioned in order to pay tribute to the history of the land, as well as recognize the Native American population that resides in the area. This fireside location could potentially provide an influential community gathering space that holds deep cultural meaning for the City. A potential location for this gathering space was the Marquette Commons.

FARMER'S MARKET

It is understood that the Farmer's Market has outgrown its current location at the Marquette Commons due to an overflow in vendors and the large crowd that it draws in response. A new site within the downtown is necessary in order to maintain the success of this popular community event.



SECTION 3

IMPROVEMENTS TO THE PUBLIC REALM

CREATING A SETTING FOR CHANGE, RESILIENCY & PROSPERITY

Photo Source: Wikimedia, Andrew Jameson, 2009

PLACEMAKING

All successful downtowns have memorable spaces for public gatherings, special events, and recreation. Public spaces, in the form of parks and plazas, provide areas for residents and shoppers to gather and enjoy. They also provide visual relief to the urban environment, contributing to the variety and identity of the downtown. Downtown Marquette offers some of these elements; however, access to open space, particularly adjacent to Lake Superior, should be improved.

The following are strategies to develop public spaces throughout the downtown that offer comfortable places for visitors to gather and circulate:

- Protect and enhance the relationship of civic uses to adjacent public spaces such as the city hall, Marquette Commons, the library, and parks
- Take advantage of smaller areas and continue to incorporate opportunities for pocket parks with trees and seating
- Require active uses at street level for all downtown buildings
- Concentrate uses that generate foot traffic and focus on providing quality walking environments
- Orient buildings toward the street so entrances are complementary and open to the public
- Discourage the development of additional surface parking lots in the downtown

BEST PRACTICE: PLACEMAKING

Various placemaking practices can positively impact the community, including promotion of mixed-uses, preservation of historic character and adaptive reuse, increased walkability and bikeability, and enhanced vibrant livability through streetscape, public art, and community gathering spaces.

By establishing a cohesive culture that attracts travelers and locals like, placemaking strategies drive additional economic development and helps to attract and retain residents and businesses. People choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles.

For example, Chicago recently launched its Make Way for People program, supporting innovative placemaking techniques used to retrofit Chicago's streets and cultivate community and culture, seen below.

Figure 13: Retrofitted streets in Chicago through Chicago's Make Way for People program

DESIGN & PLANNING GUIDELINES

STREETSCAPE

Streetscape elements include inviting building facades, landscaping, sidewalks, street paving, street furniture, signs, awnings, and street lighting.

- The sidewalk environment should accommodate ample space for pedestrians, street furniture, prominent storefronts, and outdoor dining where feasible. Street trees and other elements that create a comfortable separation between parking and drive lanes and the pedestrian areas should also be included.
- Receptacles, planters, benches, pedestrian-scale lighting, and other such amenities should be strategically placed throughout the district.
- Bike racks should be provided near entrances to buildings.

Current tree planting practices do not promote a long healthy life for street trees, but more sustainable practices can be incorporated during sidewalk reconstruction and/or replanting efforts. (Refer to "***Best Practice: Street Trees***" found later in this chapter.)

The stamped concrete used in the amenity zone of downtown walks offer a distinctive look, but such surfaces can be more difficult to traverse for those with mobility challenges. Alternatives include a simplified colored concrete band.

PUBLIC OPEN SPACE

Downtown hosts many successful events that draw visitors and residents and is host to a large population of tourists throughout the summer and "shoulder" months. The community has noted that they need a place within the downtown to help host events such as the Farmer's Market and various street festivals. Baraga Avenue as well as Main Street to the west of S Front Street are potential locators for this flexible space.

Additionally, parks, open space and connections are continuously desirable to the community in order to accent the outdoor attraction of the downtown and lakefront. Successful urban public spaces have common characteristics that should be considered in the location and design of the space, including:

- Proximity to human activity at the core of a community, since people watching is a primary draw for park users.
- Providing food vendor services, or proximity to food providers to pick up lunch, ice cream, etc. This makes the space a convenient stop for visitors.
- Organize a program of activities on a regular basis (as many as several a week) to link the community to the space. Layering of events at different times or days of the week, and appealing to different user groups, can be effective.
- Keep the space visually linked to the street activity and/or through block pedestrian corridor to increase a sense of safety. Narrow, deep lots that dead end can be inefficient and unsuccessful.
- Keep the space flexible in design to allow for multiple uses and events, so that the space does not stand vacant when programs are not in progress.
- Provide shade, bathrooms, and comfortable seating that can be moved. People are much more likely to visit places when they have a choice of sun or shade and can move site furnishings to accommodate their needs.
- Provide amenities that may draw people to the space on non-event days, such as water features, rotating art exhibits, retail sidewalk sales, etc.
- Shape adjacent development to take advantage of the space for outdoor dining and entertainment.

With these guidelines in mind, the use of the vacant lot by itself for a public open space poses a challenge. Several strategies could overcome these shortcomings, such as:

- Partner with a local developer to construct a mixed use development on the site that is fronted by a public open space on the street.
- Publicly or privately acquire adjacent property to broaden the development/open space opportunities.
- Develop a strategy for programming the park before design begins. Include discussions with landowners to pedestrianize the alleyways and nearby connectors.

WALKABILITY

Safe pedestrian environments are a critical element of a vibrant downtown. A pedestrian's needs are fairly basic: comfortable, safe destinations within walking distance. The following are several of the necessary ingredients of an inviting walking environment:

- A mixed-use development pattern that is compatible with walking; trips are short and can be made on foot.
- Continuous barrier free sidewalks of appropriate width (typically 6 ft. wide, clear of obstructions).
- Safe and frequent locations for crossing.
- Buffers between pedestrians and traffic in the travel lane.
- Interesting and inviting buildings which address the street with observable doors and windows.
- Comfortable places to sit and wait.
- Streetscape of trees and lighting that provide shade, security and help define the pedestrian realm.

WAYFINDING

Utilizing wayfinding signs can come in many forms and many degrees of execution. A simple application would be installing a sign visible to travelers heading in either direction along Washington Street, highlighting the presence of the Third Street business district. The DDA recently installed banners along Third Street that could coordinate with a complete wayfinding system.

A more comprehensive wayfinding system would identify the presence of Third Street well before you get to it and would then direct you there if that is where you want to go. Such a system could coordinate with other DDA and visitor media such as the DDA's and other websites, brochures, and the like. There is an effort in Marquette to develop a comprehensive trail signage system, so any DDA wayfinding program would want to complement and not duplicate those efforts.

Figure 14: Gateway signage & landscaping in Birmingham, MI

BEST PRACTICE: WAYFINDING

Visitor and shopper experience are linked directly to their ability to understand a place easily and navigate through their visit with limited stress and anxiety. Even in today's world of near universal use of navigation aids, visual clues that direct visitors to their desired location and assist in finding a place to store their vehicle can make a more pleasurable experience.

The signage system should be designed to reflect the historic character of the downtown. Signs should adopt the findings of the recently completed branding study, utilizing a consistent color palette, graphic styles, and downtown logo. Consideration should be given to the use of temporary banners across main corridors to announce local events. Such temporary banners are allowed by the Michigan Department of Transportation but do require a permit for use.

Figure 15: Wayfinding signage in Lansing, MI

A comprehensive wayfinding signage system uses various sign types designed for the journey visitors make as they approach, enter, park, and walk through downtown. Following are common wayfinding sign types:

- Highway signs – highway signs sit outside of downtowns or districts to direct motorists toward them.
- Entry signs – these are designed to identify the beginning of a downtown or district and help provide a sense of arrival.
- Vehicular pole signs – these typically have no more than three destinations with directional arrows and often help motorists find parking.
- Pedestrian pole signs – designed for pedestrians, these include three to six destinations with directional arrows.
- Kiosks – these sign types are designed for pedestrians and sit close to the ground. Kiosks often include a detailed map to help orient the viewer and inform them of nearby shopping, dining, attractions, and restrooms.

Figure 17: Wayfinding Kiosk

Figure 16: Wayfinding signs in Ann Arbor, Michigan

Figure 18: Historical signage in St. Petersburg, FL

THIRD STREET IMPROVEMENTS

Third Street wayfinding recommendations involve using an art piece (or pieces) as a waypoint for Third Street. At a minimum, such a feature would sit at or near the intersection of Washington and Third. Additional pieces could be located along Third to encourage walking up to and into the business district to the north. The City's new Public Arts Task Force should be a key partner in such an effort.

There is ample space at the northwest corner of Washington and Third to place a substantial sculpture, for example. Other types of art used in other downtowns include poetry in the sidewalk placed along the walking route to draw pedestrians along.

Strategy: Explore opportunities for local wayfinding art at the intersection of Third and Washington Street.

Adding a gateway feature near the base of Third Street at Washington would help draw travelers into the Third Street district. The feature could include pedestrian level messaging explaining that the district begins in four blocks.

Strategy: Incorporate a gateway feature or pedestrian kiosk at the corner of Third and Washington Street.

Figure 19: Sidewalk poetry

STRATEGY

- Explore opportunities for local wayfinding art at the intersection of Third and Washington Street
- Incorporate a gateway feature or pedestrian kiosk at the corner of Third and Washington Street

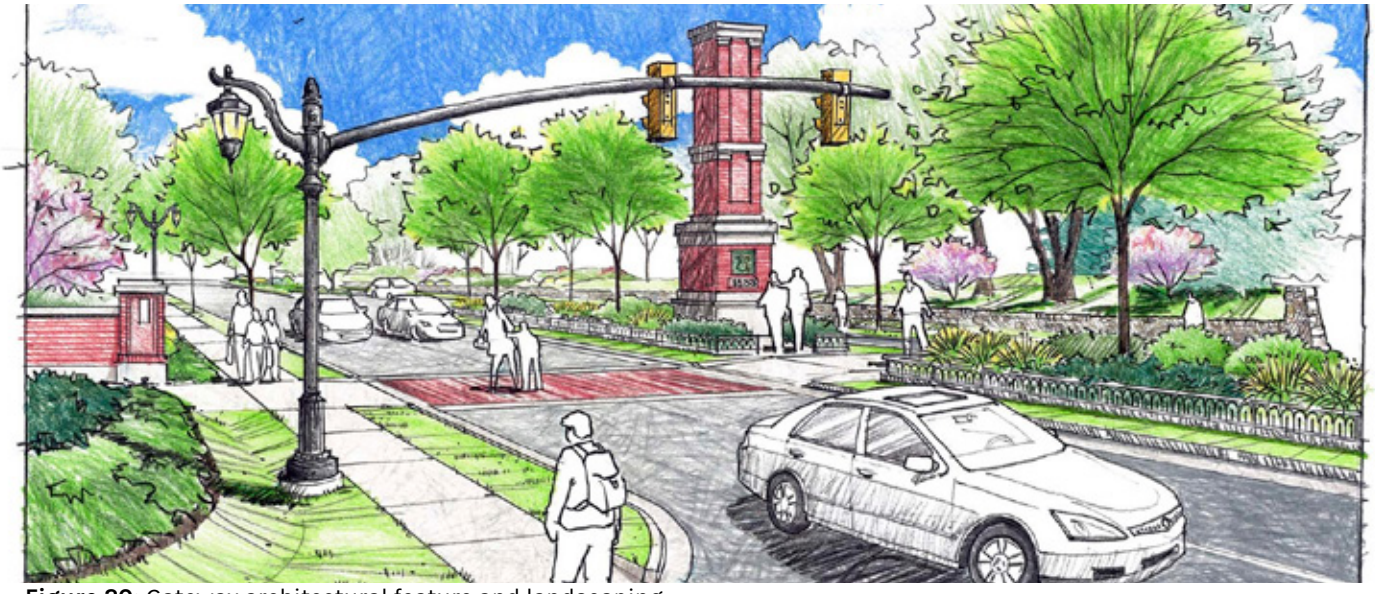


Figure 20: Gateway architectural feature and landscaping

CONNECTING TO THE DOWNTOWN

The City of Marquette's Strategic Plan for 2018-2020 calls for a 'Third Street Sustainability Plan' that would enhance the business and pedestrian environment of the corridor. During stakeholder sessions, the need to better connect downtown with Third Street came up several times, including developing better wayfinding to Third Street. Clarifying and funding improvements for Third Street is discussed in the Policy Strategies section.

Encouraging pedestrians on Washington to turn the corner and travel 'up the hill' to Third Street is a challenge. Though there is a vibrant commercial district on Third Street, you cannot see it from downtown's primary shopping street, Washington. The business district does not materialize until one has traveled four blocks from Washington Street, and that's only after climbing and cresting the hill.

Street light banners can often signify the start of a commercial district. Using a common design can signify to the pedestrian the continuation of the downtown district into the Third Street district.

Strategy: Maintain and update (as needed) cohesive banners/flag displays on primary shopping streets, linking the downtown and Third Street areas.

STRATEGY

- Maintain and update (as needed) cohesive banners/flag displays on primary shopping streets, linking the downtown and Third Street areas.

Figure 21: Brick knee wall parking lot buffer

PARKING LOT SCREENING

Minimizing the appearance of parked cars and parking pavement from a public right of way can boost the pedestrian experience as well as the cohesiveness of the neighborhood as a whole. The following materials can be utilized as a buffer:

- A low wall constructed from materials compatible with the site like masonry or brick knee walls
- Strategically planted trees and shrubs

Strategy: Require parking buffers for both public and private property

STREETSCAPE MAINTENANCE

Landscape design enhances the social, environmental, economic, and aesthetic quality of the streetscape. Trees and plantings should be located within the Amenity Zone to buffer pedestrians from automotive uses and signal drivers to reduce speeds.

Strategy: Continue flower plantings and seasonal displays in baskets and planters within the streetscape.

STRATEGY

- Require parking buffers for both public and private property
- Collaborate with private property owners on Washington to improve rear parking (to the south)
- Continue flower plantings and seasonal displays in baskets and planters within the streetscape

BEST PRACTICE: STREET TREES

Improve the scale of the streetscape by planting shade trees within the Amenity Zone of the street. The following are care tips to manage the success of the trees:

- Plant shade trees in an organized but diverse mix of species
- Provide adequate soil mass and drainage as needed for root growth
- Provide air and exposure to open soil, through tree grates 30 square foot or greater, or open planters
- Manage salt use or exposure
- Perform annual clean up, mulching, pruning, fertilizer assessment, and salt flush

Figure 22: Street trees in the public realm

Outdoor dining helps create vibrancy within the downtown and Third Street streetscape. An outdoor dining area or sidewalk cafe is comprised of removable sets of tables and chair typically shaded by umbrellas or canopies for patrons to eat and drink. The outdoor dining must maintains a clear 5-6 foot sidewalk for pedestrians.

Strategy: Consider the use of seasonal sidewalk extensions into the parking lane for outdoor dining

Where the right of way dimensions provide space, sidewalks should be widened to accommodate more outdoor retail use, including dining. Many of Marquette's downtown sidewalks are limited to 10 to 12 foot wide. A width of 14 to 15 feet has been demonstrated to increase viability of outdoor dining, as this dimension allows for four-top tables adjacent to the curb.

The need to provide adequate vehicular traffic lane widths during the winter months inhibits the ability to expand sidewalk widths on many key downtown streets, including Washington Street. For such streets it's recommended that the DDA consider the use of seasonal sidewalk extensions into the parking lane to provide space for outdoor dining

STRATEGY

- Consider the use of seasonal sidewalk extensions into the parking lane for outdoor dining

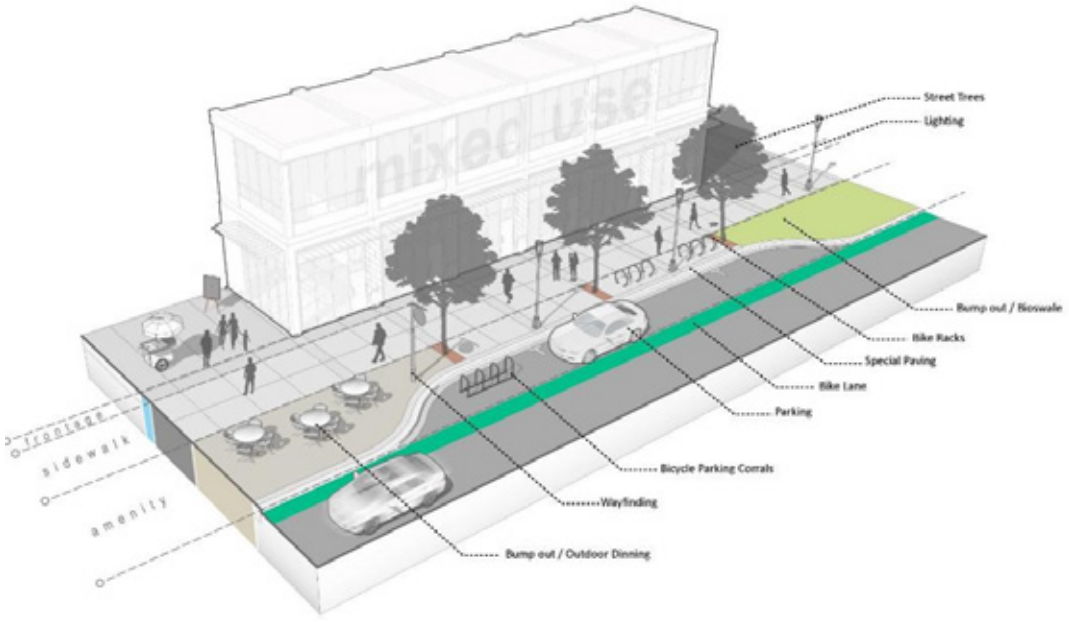


Figure 23: Streetscape configuration

SITE SPECIFIC RECOMMENDATIONS

INTRODUCTION

The Marquette Downtown Plan is broad in scope, covering public policy, physical improvements, parking, and mobility. Broad master plans by definition and typical practice do not represent specific designs that can be implemented literally, but rather they point out areas where existing conditions should be improved, and establish key objectives that such improvements should strive to address.

The site specific designs presented in this plan are intended to catalyze the discussion around how different elements of the downtown can be improved; they are not the result of a focused design process which culminates with the construction of a built project. Rather, they are intended to illustrate potential improvements that could enrich and enliven downtown.

Once the Downtown Plan is adopted, the DDA and City can determine which of the site-specific recommendations ought to be pursued in the short term and/or long term. Once an idea becomes a priority, a funding strategy for the project can be identified and final design plans should be developed within a process that further engages the community.

Figure 24: Existing Conditions at the Commons

Figure 25: Existing Conditions on Baraga Avenue

Figure 26: Existing Conditions on Main Street

Figure 27: Existing Conditions on Third Street

RE-IMAGINE THE COMMONS

The Marquette DDA operates a farmers' market at the Marquette Commons on Saturdays from mid-May through October and Wednesdays from mid-June through September. They also run a late-season market from November through mid-December. Market vendors set up on space outside that serves as an ice rink in colder months. This space has no drainage, which causes ponding after rains. Up to 60 vendors can be accommodated at the space at any time; however, the demand for space is exceeding the capacity of the current Commons plaza.

The plaza was originally designed to perform multiple roles in the community, including the farmer's market, an ice-skating facility in the winter, and a community events and gathering space. The ice-skating function of the plaza has not been well utilized. Because the paved surface of the plaza is not configured to handle the demand of the farmer's market, the space feels very blank, wide open, and uninviting when not used for the market (or for ice skating as it once was.)

The proposed plan seeks to re-imagine the commons plaza as a community green space that encourages more daily use through providing a comfortable shady place during the summer and protection from the elements in the colder seasons. Seating, site furnishings, interpretive and play elements, people watching opportunities, and art can help enliven a space during daily use. The community green should also include paved areas, a space consciously designed to support a performer, seating opportunities, and utility infrastructure to support the many events that are held throughout the year in downtown.

The sketch plan proposes shifting the farmers' market stalls into the adjacent parking lot. This space could be designed to look and function like a plaza for use during events and on market days, but otherwise support parking on a more typical day. The stall areas could fit within a parking space, and even be covered if such an amenity is desired. During winter months this would provide some premium covered parking.

The eastern side of the Commons building could take advantage of the existing slope to create a great people watching space, overlooking a renovated Main Street, as further described in this section.

Figure 28: Commons Sketch Plan

CREATING A CIVIC STREET

Main Street runs between Third Street and the core of the downtown waterfront. Main Street primarily serves as an access to parking, but proposed developments planned for surrounding parking and underutilized buildings will change the role of the street significantly. Future development will cause it to look and behave more like a downtown street that does not carry a great deal of traffic. The existing sidewalks have very limited widths, which is acceptable for a service focused street, but will not provide an adequate setting for new development fronting the street.

The location of Main Street in the core of downtown, the connections between the Commons and the waterfront, and the low volume of vehicular traffic in the street network offer an excellent opportunity to utilize the right of way as a central location for community festivals and events. While instinctively one may consider Washington Street as the best location for festivals and events due to its active retail and pedestrian environment, many communities have found that temporary closure of such streets for festivals has a negative impact on retailing.

The sketch plan proposes reconstructing the street from end to end with festivals foot traffic in mind. The design considers providing additional pedestrian space, maintaining parking on non-event days, adding street trees and landscape, calming traffic speed, and providing a curb-less environment for flexibility of use.

The idea of creating a festival street on Main Street could be tested by the DDA as a "pilot project" utilizing the current street configuration (and limiting investment). This would help the DDA understand the viability of the concept at very little expense and provide an alternative street design which supplies a space for community celebrations.

Figure 29: Main Street Sketch Plan

HUMANIZING BARAGA AVENUE

Surrounding the current conversation within the City about Baraga Ave. improvements, the DDA and City should take advantage of the reconstruction opportunity to address the street's deficiencies referenced in earlier chapters. These deficiencies include the excessive width of road paving, the limited width of sidewalks, the uninviting character of the corridor, and the lack of pedestrian and bicycle amenities.

The proposed sketch plan illustrates a series of improvements, including:

- Reconstructing the street to maintain perpendicular parking while reducing the width of the road section from 75 to 60 feet.
- Widening sidewalks, and including pedestrian amenities such as street trees, pedestrian scaled lighting, and site furnishings.
- Incorporating a sidewalk on one side of the street to allow for a mix of pedestrian and bicycle users.
- Installing rain gardens and landscape to promote water quality and reduce the visual scale of the street.

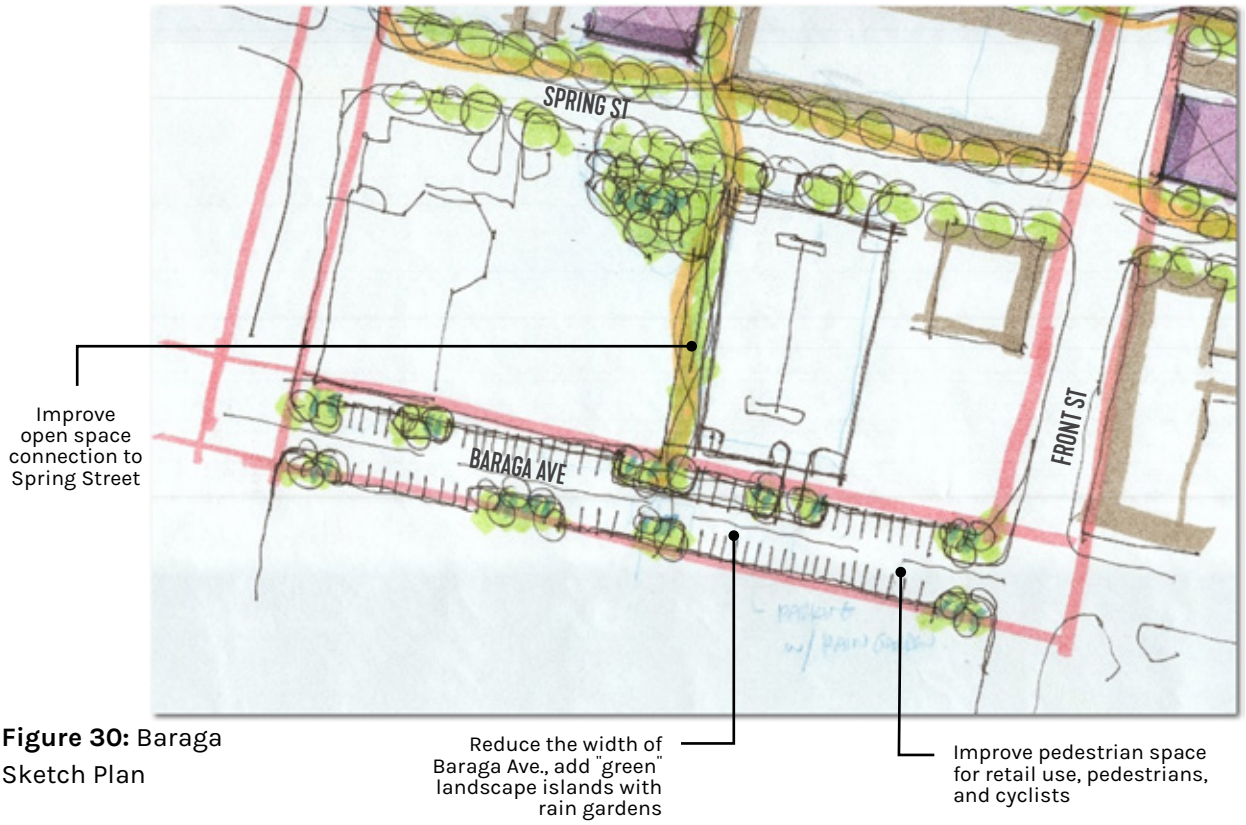


Figure 30: Baraga Sketch Plan

IMPROVING THIRD STREET

The Third Street corridor is a mix of small town urban and suburban land development. Recent improvements and new developments are positive; however, there is a need to connect to the downtown and enhance the pedestrian environment. The current pedestrian environment is minimally welcoming and the street lacks street trees and amenities. The proposed sketch plan advocates for:

- Maintaining the street use mix of parking, bike lane and two-way traffic.
- Adding street trees, flower plantings and pedestrian amenities such as benches, art, and wayfinding signs. While the sidewalk space is narrow, there are examples of how communities have provided street trees and amenities in limited space areas.
- Maximizing the sidewalk width from the edge of the right of way to the curb line.
- Consideration of the judicious use of permanent or seasonal corner bump-outs/plantings, keeping in mind the need for reasonably efficient snow removal.
- Significant visual markers at the ends of the corridor to identify the district and draw people from the core of downtown (discussed in the ***Wayfinding*** portion of this section).

Figure 32: Kerrytown Streetscape, Ann Arbor

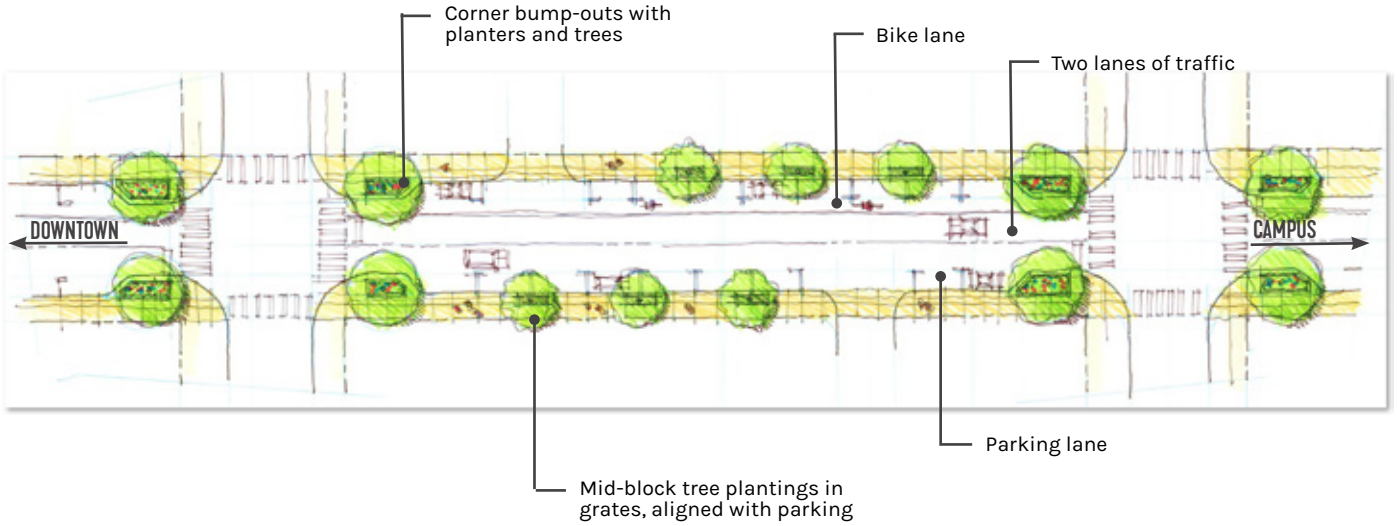


Figure 31: Third Street Sketch Plan

CONNECT THE DOWNTOWN TO THE WATERFRONT

The public waterfront in Marquette is a frequently visited asset to the community, and physical and visual access to Lake Superior is a drawing card for both visitors and residents. While significant strides have been made to re-orient the downtown to the waterfront, there are many opportunities to positively impact the visitor experience.

The historic ore dock is a visual icon on the waterfront that draws people from the downtown; however the land side open space from which to view the dock is limited in size and there is no pedestrian connection to the multi-use path along Lakeshore Boulevard, except for walking through the adjacent parking lot.

The Ellwood A Mattson Lower Harbor Park is an anchor of the waterfront area and provides an open public space for Marquette's ample community events and festivals. Serviced by the City Multi-Use Path the park is a recreational destination for fishermen, tourists, and locals. The park also provides a walking path directly on the water which connects to the City Multi-Use path and the Cinder Pond Marina. The Firefighter's Memorial Bell Tower rests at the foot of Washington Street and welcomes visitors to Mattson Park. However, the waterfront promenade and park areas directly east of the bell tower could be improved for more active enjoyment of the park and waterfront.

Figure 33: Waterfront aerial

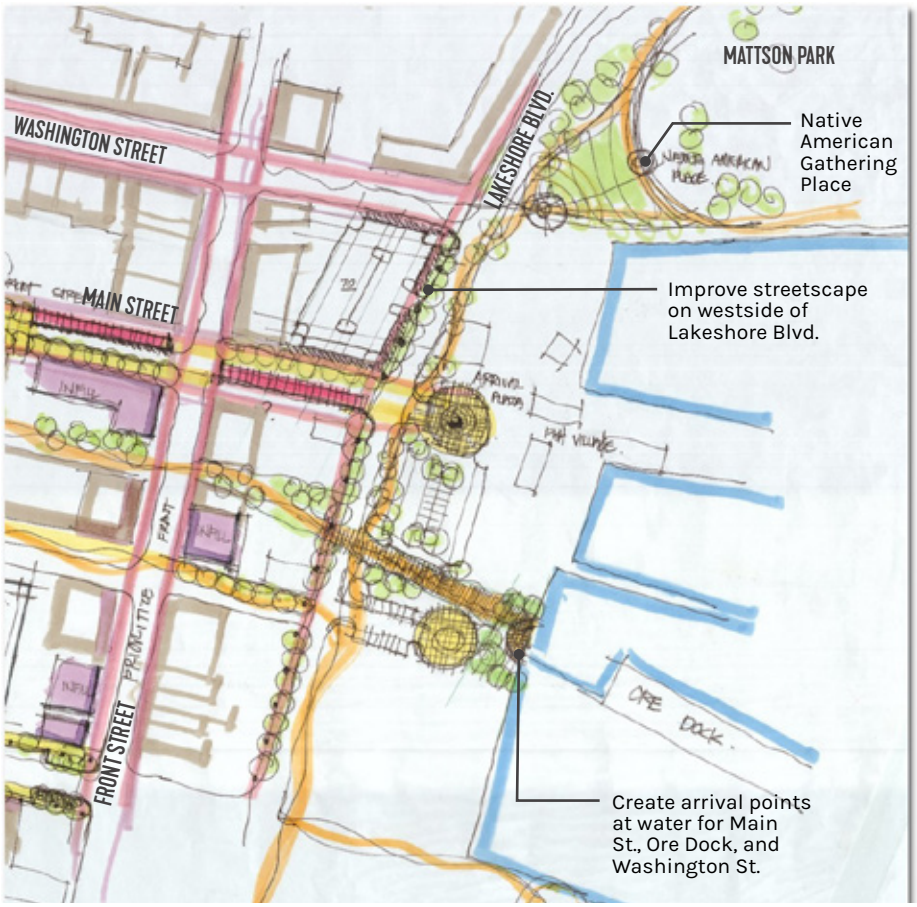


Figure 34: Waterfront Sketch Plan

STRATEGY

Key improvements recommended for the waterfront include-

- Protect and reinforce the Iron Ore Heritage and City trails, recognizing their role as the key avenue from which waterfront amenities are accessed.
- Connect downtown to the waterfront and improve the sense of place and pedestrian environment on the connecting streets from Front Street to Lakeshore Boulevard.
- Draw visitors into Mattson Park and along the waterfront with more active use amenities, a potential cultural learning node honoring Native Americans, and an enhanced promenade with lighting, eating, gathering, and viewing spaces.
- Create more active street front on the west side of Lakeshore Boulevard through the redevelopment of vacant lots.
- Enhance the pedestrian experience along the west side of Lakeshore by improving the sidewalk, installing parking lot buffers, and reducing the width of curb cuts.
- Reorganize the public parking lot to increase open space at the foot of the ore dock and provide a direct connection to the ore dock shore from Lakeshore Boulevard. This area could provide interpretive learning displays and children's activities focused on the ore dock and the role of mining in the region, as well as a small gathering/viewing node.
- Create a sense of waterfront arrival at the foot of Main Street in conjunction with the festival street improvements discussed in the ***Creating a Civic Street*** portion of this section.

ARTIST MAKERS SPACE

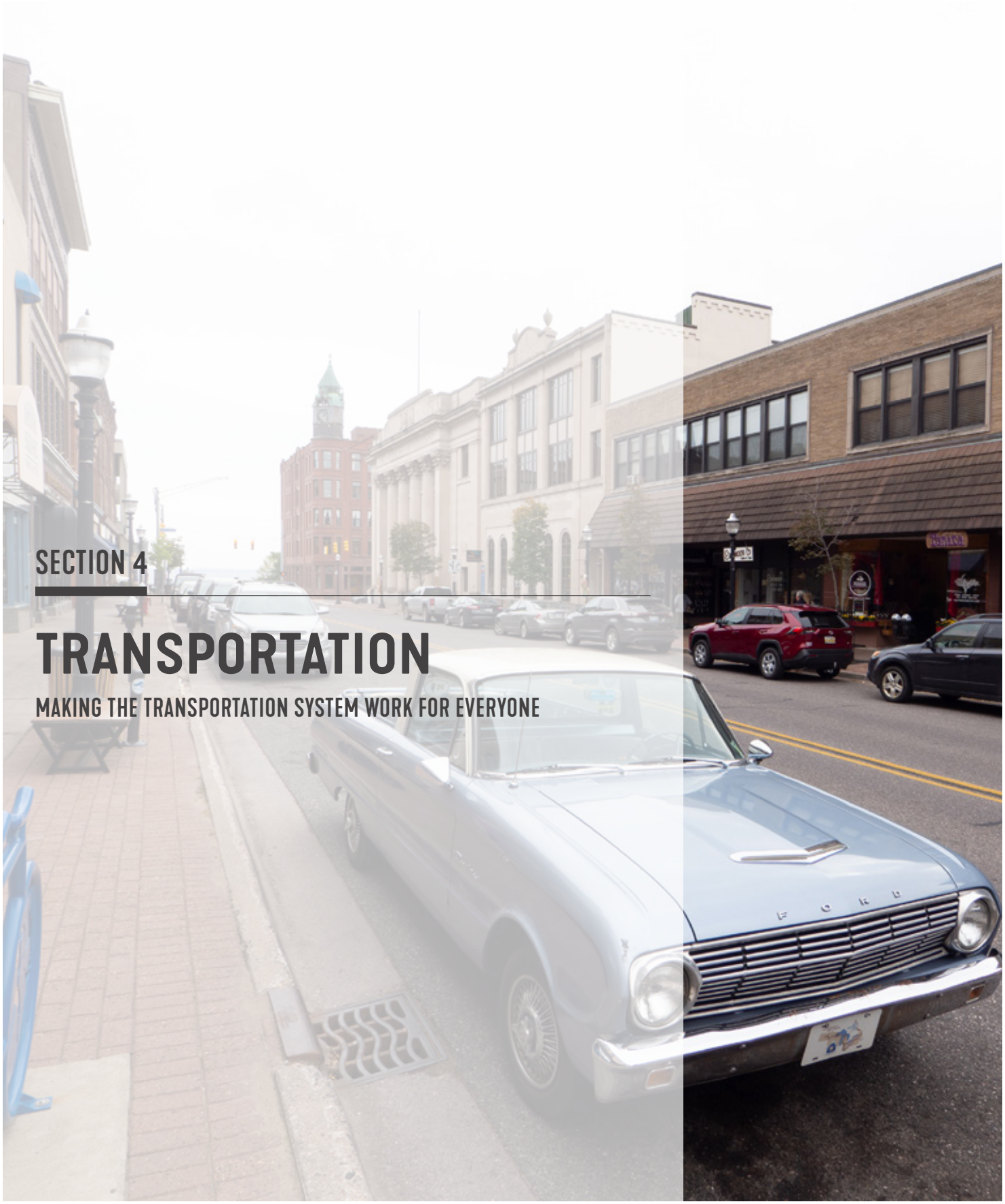
Maker spaces are collaborative workshops where students, artists, and other creatives can create physical products. They offer equipment that might not otherwise be available to their users. This equipment can include standard household tools such as saws, screwdrivers, soldering irons, art supplies, and the like, but also higher cost items like digital printers, laser cutters, CNC machines. The offerings depend on the focus of the maker space. Northern Michigan University has a makers space on campus for students, but there is a desire by local artists to have their own.

Strategy: Support efforts by interested organizations to establish a downtown makers space.

The DDA can offer leadership to facilitate collaboration between organizations that seek such a space and would ultimately operate one. Potential partners include the Marquette Arts and Culture Center, Lake Superior Art Association, and Art on the Rocks. The DDA will convene a meeting of arts organizations and assist them in identifying potential downtown spaces.

STRATEGY

- Support efforts by interested organizations to establish a downtown makers space



SECTION 4

TRANSPORTATION

MAKING THE TRANSPORTATION SYSTEM WORK FOR EVERYONE

INTRODUCTION

Marquette's existing street network successfully connects the historical downtown, Third Street and the waterfront, successfully serving automobile use for decades. With Front Street serving as a main north/south connector between the downtown and U.S. 41, and W Washington St. serving as an east/west connector, the City's local streets are linked to the outer region of the UP.

While the existing street network successfully serves the automobile, significant recommendations can be considered regarding improving non-motorized transit within the downtown. Marquette is uniquely known for it's proximity to incredible natural features, lakefronts, trails, and other winter/summer recreational opportunities. With an extensive regional trail system currently existing, it should be a priority to ensure that the downtown is connected to the regional trail system. This will not only benefit non-motorized participants, but also downtown businesses, restaurants, and pubs.

As understood through the January 2020 stakeholder meetings, residents expressed the desire to expand their current transit system in order to successfully become more accessible to all audiences within the downtown and surrounding areas. Residents noted that the current Marq-Tran county-wide system holds an opportunity for expansion in order to service the downtown, Northern Michigan University, the Duke LifePoint hospital, Third Street, and surrounding residential areas. Residents believed an increase in service stops, broadening of routes, and implementation of various bus stop amenities would not only benefit the residents of Marquette, but also the Downtown and Third Street business districts.

PARKING MANAGEMENT PLAN

NELSON NYGAARD

As new developments emerge in the downtown district, taking up existing parking space, while simultaneously demanding more parking, Marquette experiences the need for a supply expansion. Despite Marquette's significant supply of parking space in the downtown, the summer and festival seasons bring tourists from the U.P. and beyond, overflowing the capacity for parking in the downtown. Typical to most communities, a lack of space and funding provide limitations.

Through the report offered by Nelson Nygaard, the consulting team unfolds possible solutions, best practices and pricing strategies for the DDA, capitalizing on the popularity of the downtown during festivals and popular seasons, while also ensuring that locals are provided for as well.

The full report from Nelson Nygaard can be found in Appendix B.

PARKING

SUPPLY EXPANSION

ON-STREET SUPPLY

Strategy: Work with property owners to close redundant/disused driveways.

- ***Action:*** Pair streetscape improvements with agreements to close/relocate driveways where doing so will recapture parking capacity and improve walking conditions along key commercial streets

Strategy: Stripe parking spaces along the full 400 block of Baraga Avenue.

- ***Action***: Striping on-street spaces can increase their capacity

Strategy: Add Barrier-Free Parking in front of County building entrances on 200 block of Baraga Avenue

- ***Action:*** The County building entrance is an ideal location to accommodate those with mobility challenges.

OFF-STREET SUPPLY

Strategy: Explore options for building a parking deck

- ***Action:*** Develop a process for evaluating the cost/revenue implications of potential supply development opportunities, including per-space, annualized estimates of:
  - Construction Cost, as annualized debt service obligations
  - Operating and Maintenance costs
  - Parking revenues
  - New DDA (TIF, property-tax, other) revenue, from the property-value increase following the redevelopment of surface lots made possible by developing replacement parking facilities

STRATEGY

- Work with property owners to close redundant/ disused driveways
- Stripe parking spaces along the full 400 block of Baraga Avenue
- Add Barrier-Free Parking in front of County building entrances on 200 block of Baraga Avenue
- Explore options for building a parking deck

- ***Action:*** Assess the costs and benefits of the two parking deck options currently identified:
  - **Option A:** Adding a third level to the existing Bluff Street Deck may cost less per added space, but has more limited ability to add volume to the system and is less centrally located than the Spring Street site, noted below.
  - **Option B:** Creating a three to four level deck on the existing parking site on Spring Street adds a higher volume of parking in proximity to existing surface lots that are likely to be sold and privately developed, representing a significant investment

Figure 36: Parking deck option locations

OPTION A

Figure 35: 120 spaces per level; Net gain 100-120 spaces

OPTION B

Figure 37: 80 spaces per level; Net gain 160-240 spaces

- ***Action:*** Prioritize Joint-Development opportunities
  - Joint-development can spread the costs and risks associated with constructing parking facilities, while ensuring that facility design and management align with community standards and priorities.
  - Such projects also create more resilient mobility infrastructure that ensures that new investments create shared benefits.
  - This resiliency can ensure that parking built to support private development remains a resource to support downtown needs beyond the on-site development – something that may become increasingly important should mobility trends prove to reduce parking demand in urban areas.

Strategy: Expand Third Street's public supply during evening and weekends.

- ***Action:*** Partner with Passport to help private lot owners monetize their off-hour excess capacity to provide needed public parking during evenings/ weekends.

  The availability of pay-by-phone technology allows lot owners to directly monetize their off-hour capacity. This could greatly expand public parking options in Third Street, where all off-street parking options are privately controlled.

  - Recruit early-adopter lot owners to pilot this technology, which can provide direct revenue every week while supporting area evening-based businesses with limited on-site parking
  - Lot owners can set the hours of public access, determine parking rates, and maintain their current lot-enforcement approach
  - Mobile-payment vendors will provide signage, with pricing and lot identification for payments, and facilitate payment and revenue flows back to lot owners.
  - The City/DDA can provide monitoring, ticketing, towing support in exchange for administrative fee
  - Work with early-adopter lot owners to document their experiences, including setup and management, partnerships and risk management, revenues, etc.
  - Positive outcomes from early participants should be used to recruit additional participants.

STRATEGY

- Expand Third Street's public supply during evening and weekends

CAPACITY EXPANSION

ON-STREET CAPACITY

Strategy: Use variable curbside regulations to expand capacities in line with demand peaks.

- ***Action:*** Pair morning loading zones with Midday through Evening meters on select commercial blocks.

  Focus on high-demand areas where patterns/needs vary across the day and week. Optimize truck access during mornings. Shift to focus on keeping metered parking spaces accessible, as the lunch-hour peak approaches and continuing through the dinner-hour peak.

On select commercial-street blocks:

- Prioritize loading/unloading during early mornings – 6am – 10am
- Prioritize short-term/metered parking from late-morning through the evening – 10am – 10pm

On adjacent side-street blocks:

- Prioritize short-term parking (30 minutes) access during early mornings – 6am – 10am
- Prioritize loading/unloading from late-morning through the evening – 10am – 10pm

DEMAND DISTRIBUTION

PERMIT STRATEGIES

Strategy: Create an Afternoon/Evening Permit to encourage evening-shift employees to park in DDA lots.

- ***Action:*** Discount permits that are not valid until after the lunch-hour peak will provide evening-shift employees an affordable alternative to street parking.

Downtown commuters with a conventional, weekday work schedule need to be able to find a parking space upon first arriving in the morning, and often upon returning from a lunch trip. After two or three in the afternoon, most of these employees will not use their cars until they leave for the day. At the same time, the lunch-hour demand peak begins to ebb, increasing availability even in downtown's more popular lots.

Figure 38: Example of Variable Regulations Approach in downtown Santa Cruz, CA

STRATEGY

- Use variable curbside regulations to expand capacities in line with demand peaks

This presents an opportunity to create a permit that is only valid after the lunch-hour rush is over, offering access to highly convenient DDA lots at a discounted rate as a means of keeping more evening-shift employees from parking in on-street spaces that should be prioritized for customers.

Strategy: Develop digital permits to expand management flexibility and overnight parking options.

Digital permitting, which uses license-plate-recognition technology to allow vehicle license plates to function as parking permits, can expand management, permitting, and pricing options while minimizing the administrative labor required. Such permits may make it more viable for DDA to manage off-street parking permits for private lots, allowing residents to take advantage of excess evening capacities in lots near their home, and allowing lot owners to monetize this capacity – with DDA ensuring compliance with restrictions and addressing violations, in exchange for an administrative fee.

PRICING STRATEGIES

On-Street

Strategy: Use tiered rates to better distribute downtown on-street parking demand

- ***Action:*** Start by charging more for on-street than for off-street parking.

  Pricing all hourly parking at the same rate will result in a lack of availability among the most popular parking options. As new meters are introduced, the following tiered rates should be established for all hourly parking across Downtown and Third Street:

  - $1/hour:
    - Washington Street, Baraga Avenue, and Front Street in Downtown
    - Third Street in Third Street District
  - $0.50/hour:
    - All other on-street meters
    - All hourly parking in DDA off-street facilities

Strategy: Meter Parking on Third Street

- ***Action:*** Better distribute demand and help maintain consistent availability along this primary customer parking street.

STRATEGY

- Create an Afternoon/Evening Permit to encourage evening-shift employees to park in DDA lots
- Develop digital permits to expand management flexibility and overnight parking options
- Use tiered rates to better distribute downtown on-street parking demand

Following the 2013 study, the DDA led efforts to expand on-street parking capacity on several blocks along the Third Street Corridor, by reducing the distance by which parking is set back from intersections. This benefits of this added capacity can be expanded by providing a cost-based incentive to use the spaces on side streets, many of which provide excellent convenience to Third Street destinations, but are less obvious and require a bit more navigation compared to just pulling into a space on Third Street. Metering the spaces on Third Street, while maintaining free parking in side street spaces, would help redistribute some of the parking demand on Third Street to make better use of all available street parking options. In particular, this would encourage employees and business owners to use side street parking spaces, preserving more of the most convenient and visibly evident parking options for customers/visitors.

Strategy: Extend meter enforcement into evenings and weekends.

- ***Action:*** Meter schedules must adapt as downtown economies increasingly rely upon evening/weekend commercial activity.

  Evening and Saturday pricing will help keep on-street parking available during these emerging activity peaks. By contrast, early morning periods are less dependent on pricing, as demand tends to be more modest. This suggests an ideal schedule for meter enforcement would be something like the following:

  - Monday – Thursday: 10am to 8pm
  - Friday and Saturday: 10am to 10pm

STRATEGY

- Consider meter Parking on Third Street
- Extend meter enforcement into evenings and weekends

Strategy: Formalize a performance-based pricing policy for on-street parking.

- ***Action:*** Formally identify pricing as the primary tool by which DDA will seek to maintain on-street parking availability throughout Downtown and Third Street.

  Establish that peak-hour "space availability" is the Key Performance Indicator for setting/adjusting parking rates. Develop informational material on this policy, explaining that consistent on-street availability provides several economic-development benefits, including an improved parking experience, as more parking options are more consistently available, more of the time. Clarify that the economic-development benefits of this improved experience are far greater than any positive direct-revenue benefit received through the meters. Lastly, acknowledging that such a strategy will generate increased revenues as demand for downtown parking grows, this information should also clarify that resulting parking revenues are returned 100% in the form of maintaining the DDA parking system + special programming.

- ***Action:*** Let your constituents explain the benefits.

  Work with constituent businesses who are positioned to benefit from effective on-street pricing, providing them with discussion points for addressing customer frustration with meters/pricing by explaining how their business benefits from this management approach. This can include:

  - The tendency of business owners and employees to park in unmetered on-street spaces, greatly reducing customer access
  - The tendency of pricing to encourage greater use of underutilized parking options that remain free, so that space availability is more consistent, and parking is easier to find for everyone

STRATEGY

- Formalize a performance-based pricing policy for on-street parking

- The distinct benefits of the DDA system in which meter revenues are controlled by an organization whose singular mission is to support downtown economic development – the money won't disappear into a general, municipal fund – but will go toward downtown investments over which downtown businesses have influence as assessment payers

Off-Street

Strategy: Eliminate free 2-hour parking in DDA lots.

- ***Action:*** To ensure that permit holders can find a space in the appropriate DDA lot/ramp, the 2-hour period of free parking should be eliminated in all permit lots.

Strategy: Adjust off-street permit rates to redistribute demand and ease constraints in popular parking options.

- ***Action:*** Create tiered rates to help redistribute demand across more of the DDA off-street system.

  The current off-street parking supply is more than sufficient to meet current commuter parking needs, but uneven utilization patterns that favor Downtown-core locations constrain availability among several of these facilities. The following rates are recommended to help ease these constraints and make better use of underutilized locations.

  - $60 – Reserved Space Permit (24/7 spaces)
  - $50 – Bluff Street (lower level, non-reserved) Permit
  - $40 – Premium Lot Permit (Bluff Street upper, Spring Street, North Main)
  - $30 – Standard Lot Permit (Rock Street, Baraga, Commons)
  - $20 – Lower Harbor Lot Permit
  - $20 – Afternoon/Evening Permit (any lot, valid after 2pm only)

OPERATIONS & TECHNOLOGY

Strategy: Replace parking meters

- ***Action:*** Pay-stations (or, kiosks) will reduce costs and maintenance challenges, compared to single space meters.

  On-street meters are due for replacement as their maintenance burden has increased, particularly as the performance of their solar batteries has declined. DDA should replace these meters with pay stations, which can greatly reduce costs related to credit card fees, while also reducing the level and complexity of snow-clearance and other cold-weather maintenance activities. Key advantages of choosing pay stations over single-space meters for the DDA system include:

  - Operating costs – Pay stations tend to offer significant cost savings on assessed wireless and credit-card-transaction fees.
  - Coin Collection Frequency – A larger carrying capacity decreases the frequency of collections, reducing staff time
  - Solar Array – More flexibility in placing pay stations on any given block increases opportunities to maximize solar capture.
  - Fewer/Larger Batteries -- A larger battery size offers performance benefits compared to the batteries within single-space meters, while replacing single-space meters with pay stations will reduce the overall number of batteries that must be serviced.

STRATEGY

- Eliminate free 2-hour parking in DDA lots
- Adjust off-street permit rates to redistribute demand and ease constraints in popular parking options
- Replace parking meters with pay-stations or kiosks

- Enforcement – Pay stations will facilitate a transition to pay-by-plate metering, which offers several customer-convenience, and enforcement-effectiveness advantages.

Strategy: Explore options for digital validation.

- ***Action:*** Use mobile-payment technology to develop validation for on-/off-street parking options.

  Coordinate with City's mobile-payment vendor about Digital Validation options.

  - Digital payment systems, including mobile payment, can make validation a seamless experience.
  - This can include a code for free or discounted parking for future parking activity.
  - The City of Detroit recently introduced this through its Passport-maintained mobile-payment service, allowing merchants to pay for customer parking at Park Detroit meters, using digital codes that can be entered at a meter/kiosk or via its mobile app.

Strategy: Establish a Performance Monitoring Program.

- ***Action:*** Measure what you imagine.

  Whatever management strategies are employed to maintain availability, their success is best measured by counting empty parking spaces on high-demand blocks and in high-demand off-street facilities, at the busiest times of the week.

  - Regular counts conducted in high-demand locations at peak-demand times will allow DDA staff to monitor parking availability
  - It will also allow DDA staff to assess the impacts of policy and regulatory changes, including any pricing adjustments, on parking behavior and resulting space availability.
  - Counts should be completed at least annually, but the more frequent and consistent the better – see appendix for detailed overview of a performance-monitoring program.
  - It is essential that count data be analyzed specific to time of day and at the block-face/facility level.
  - An area-wide measure showing ample availability can obscure chronic constraints at specific locations.
  - Similarly, daily average measures can obscure prolonged constraints experienced during midday peaks.

- ***Action:*** Use new meter technology to estimate and track utilization without manual counts.

  When DDA upgrades its meters, it should ask vendors to ensure that transaction data can be captured at a sufficient level of detail – transaction/blockface, at least – to estimate levels and patterns of occupancy/availability across all metered blocks at all times.

STRATEGY

- Explore options for digital validation
- Establish a Performance Monitoring Program

PUBLIC TRANSIT

MOBILITY IMPROVEMENTS

TRANSIT

Strategy: Explore options for establishing a Downtown-Third Street-NMU shuttle.

- ***Action:*** Expand transit to create more synergy within and between key growth areas.

  Direct and frequent transit service between the NMU campus and downtown, traveling the length of Third Street, would better connect several key areas in central Marquette, making it easier and more likely for NMU students to frequent Third Street and downtown destinations and events, while also making Third Street destination and NMU events and amenities more accessible to the growing downtown population. Lastly, it would make both NMU and downtown destinations and job centers more accessible to those living along the Third Street corridor. Perhaps most importantly, this form of expanded access would bring more people to each area who need no parking.

- ***Action:*** Expand transit to support park-and-ride opportunities

  An NMU -Third Street – Downtown circulator service would also facilitate potential park-and-ride opportunities. This could include opportunities to make use of the significant parking resources left in place and largely unused when the hospital left its NMU-adjacent location for downtown. These opportunities will be limited by the reality that both the parking involved and the transit ride from it would likely have to be provided free of charge. With the best of downtown parking options costing no more than $25/month, a park-and-ride alternative would likely have to be completely free of charge to attract commuters in any significant numbers.

STRATEGY

- Explore options for establishing a Downtown-Third Street-NMU shuttle

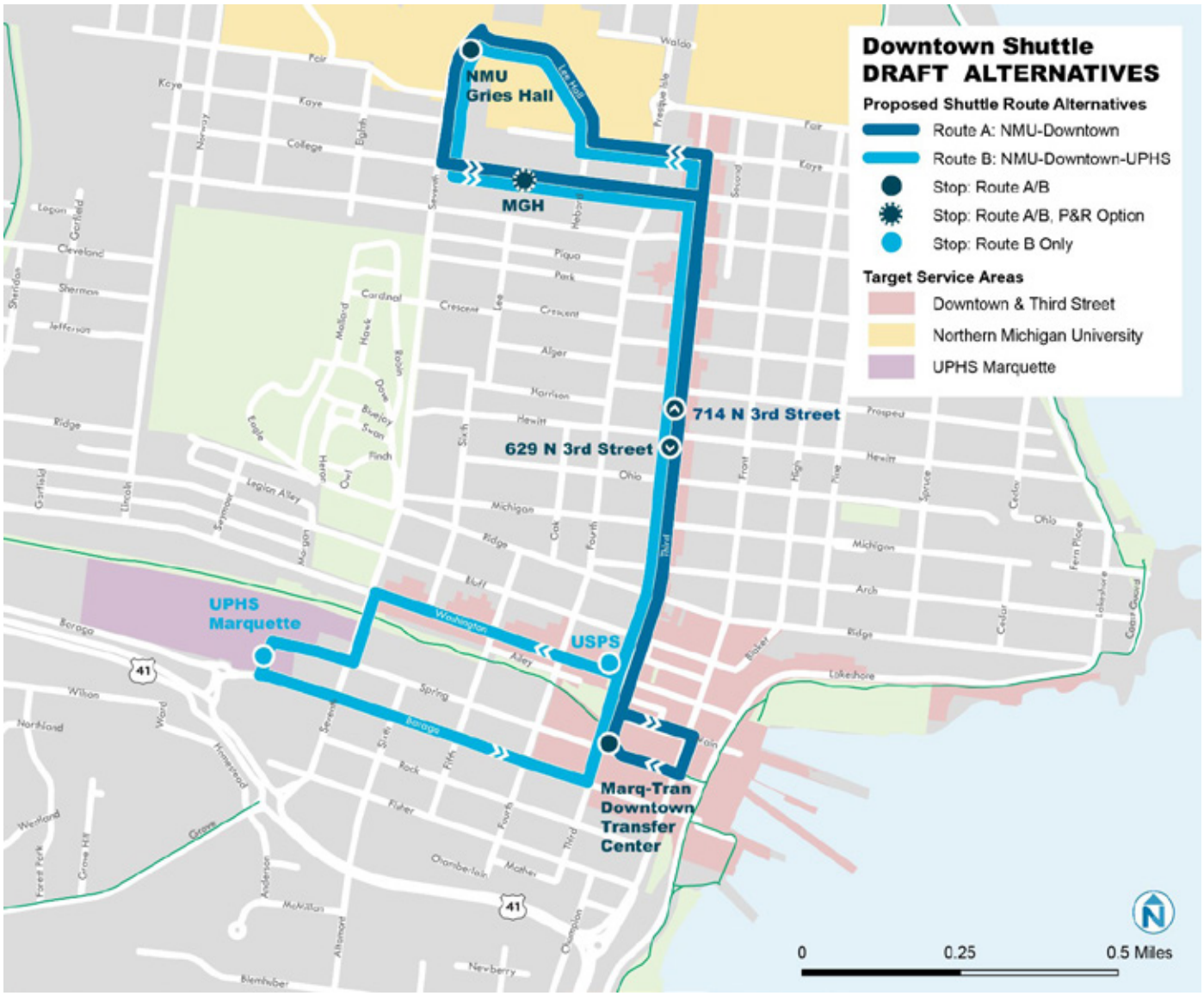


Figure 39: Downtown Shuttle Draft Alternative Routes

NON-MOTORIZED ACCESS

MOBILITY IMPROVEMENTS

BIKE

Strategy: Encourage more cycling in fair-weather months, support all-year riders.

- **Action:** Adopt seasonal bike-corral program.
  - Identify strategic locations, adjacent to supportive businesses/property-owners, for seasonal installations that can provide high-convenience parking to accommodate increased cycling activity.
- **Action**: Offer enhanced bike parking.
  - Provide shelters over popular bike-rack locations, to protect bikes from weather/elements.
  - Enhance security by using street cameras to monitor open bike parking spots to improve bike-parking security.
- A***ction:*** Create a Downtown Bike Parking Map.

Guide riders to seasonal and all-year facilities, including:

  - All permanent and temporary/seasonal rack locations
  - Locations offering shelter and/or enhance security for longer-term parking
  - Locations offering valet and/or other special services during events

STRATEGY

- Complete the non-motorized network of bike facilities in the downtown, connecting existing bike facilities with adjacent neighborhoods

LOW HANGING FRUIT:

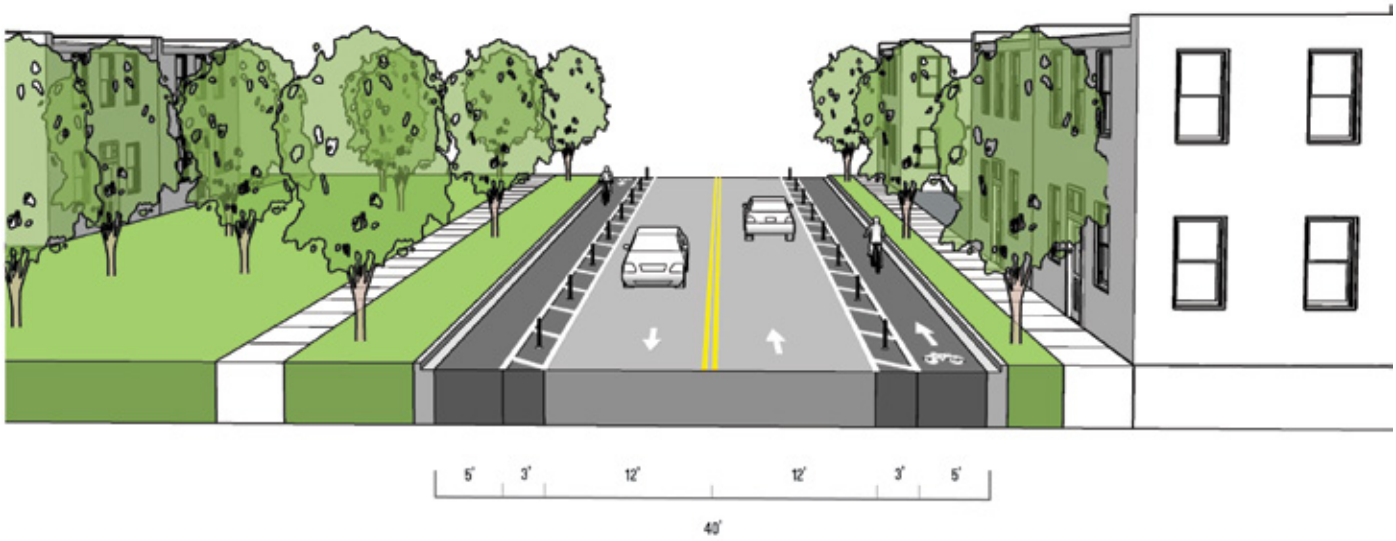
- Create safe bike lanes on Third Street through downtown
- Add bike lanes or two-way bikeway on Baraga when it is reconstructed
- Add sharrows and partial bike lanes on Washington St.

OTHER OPPORTUNITIES:

- Coordinate with the City to encourage key neighborhood and campus linkages, on corridors such as 7th St., Pine St., Hewitt Ave. and Ridge St.
- No turn on red through downtown

THIRD STREET CONNECTION

Cross Section #1: Between Spring & Baraga



The above Cross Section Alternative is designed for Third Street between Spring and Baraga. With a 40 ft. right of way, the road width allows for two, 5 ft. bike lanes on either side of the 12 ft. vehicular driving lanes. A striped 3 ft. buffer lane with bollards distances the non-motorized riders from the motorized vehicles.

Sidewalks with a width of 5-6 ft. allow pedestrian access on either side of the roadway. Landscaping, street trees, and other potential amenities like seating and lighting may be considered, as they are beneficial in improving the pedestrian experience.

Buffered bike lanes are preferred to those that do not provide a buffer; however, in downtown areas there are a number of priorities that need to be balanced in designing a street. On this particular block the use of buffered bike lanes would cause the relocation of parking spaces in front of the court house; should this action be infeasible, this section of street could be configured as shown on Cross Section #3 in the pages ahead.

Cross Section #2: Between Spring & Washington

Cross Section Alternative #2 is designed for Third Street between Spring and Washington. Similar to alternative #1, this concept applies pedestrian-scaling strategies like 5-6 ft. sidewalks and street tree buffers. The 34 ft. right of way width along this corridor allows for 12 ft. travel lanes going both North and South, as well as two, 5 ft. bike lanes on either side of the vehicular travel lanes.

In the future, if the width of Spring and Washington were to be reconstructed, the goal should be to provide bike lane buffers to increase rider comfort, similar to Cross Section #1.

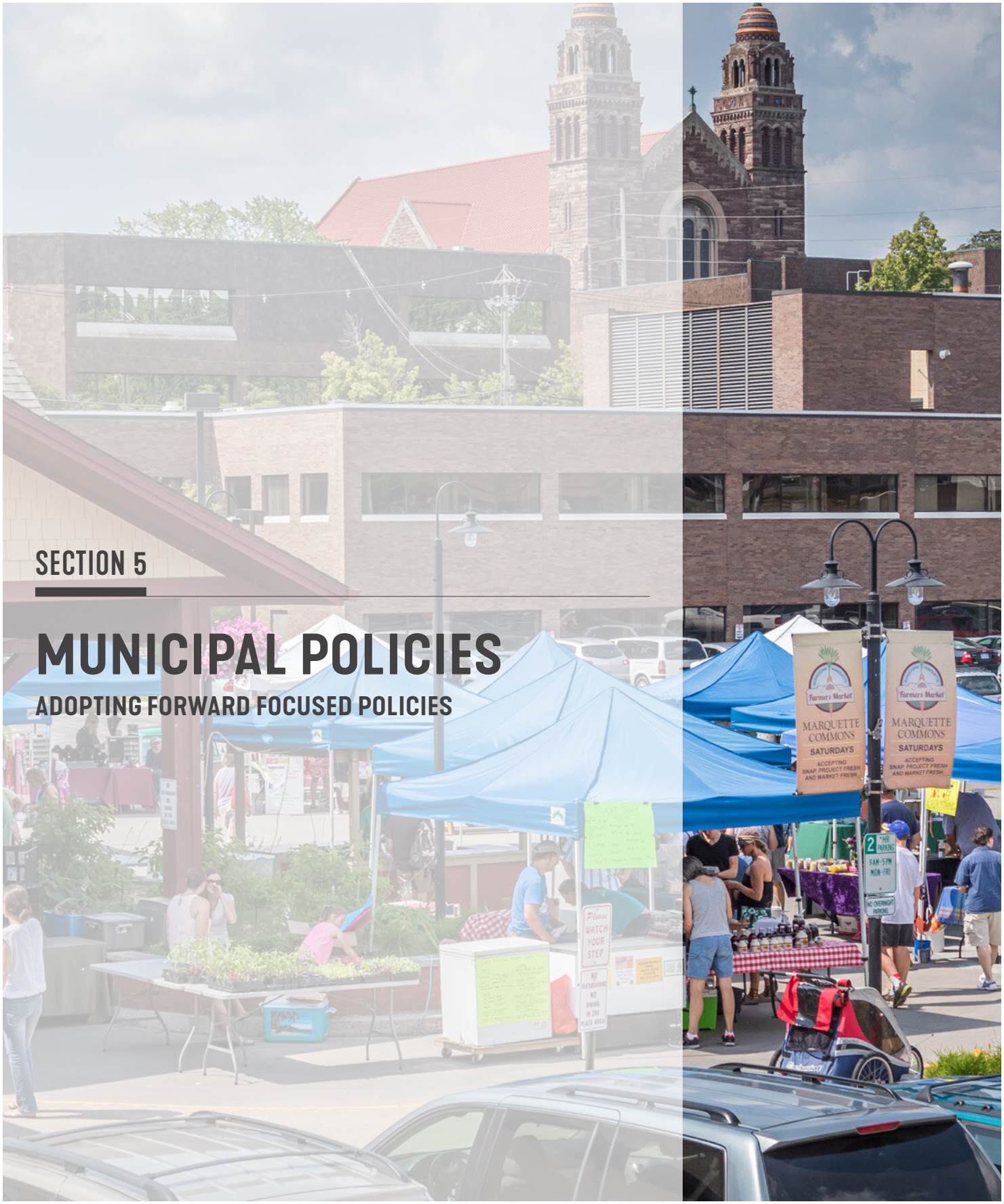
Cross Section #3: North of Washington

Cross Section Alternative #3 is designed similarly to alternative #1 and #2, however this concept incorporates street parking within its 40 ft. right of way. With 12 ft. travel lanes and 5 ft. bike lanes on either side, there is enough space to host one-sided street parking (8 ft.) within the roadway. The on-street parking and bike lanes would be economically beneficial to the surrounding small-businesses on Third St.

Given the street width on North of Washington and the presence of the parking deck nearby, the DDA and City may want to consider omitting the on-street parking to allow for bike lane buffers as shown in Cross Section #1

BENEFITS OF A NON-MOTORIZED SYSTEM

- Provides connections between homes, schools, parks, public transportation, offices, and retail destinations.
- Improves pedestrian and cyclist safety by reducing potential crashes between motorized and nonmotorized users.
- Encourages walking and bicycling that improves health and fitness
- Provides options to make fewer driving trips, saving money
- Research demonstrates pedestrian and bike-friendly cities have more economic vitality.



SECTION 5

MUNICIPAL POLICIES

ADOPTING FORWARD FOCUSED POLICIES

ECONOMIC DEVELOPMENT STRATEGIES

The following policy strategies aim to complement the Physical Improvement and Transportation recommendations in order to adopt forward focused thinking about the future of Marquette.

MARKET DEMAND

Stakeholders identified a couple of retail types that no longer exist downtown, specifically hardware store and small convenience grocer. The Marquette 2018-2020 Strategic Plan supports conducting a comprehensive market study for downtown that would help identify the potential for specific retail categories and reveal structural challenges facing current retailers. This effort would focus on strategies to fill retail gaps and strengthen the environment for downtown businesses. A comprehensive study would also look at the office and residential market.

Strategy: Conduct a downtown market study to identify and encourage desired and necessary retailers and services

Besides evaluating retail mix and structural hurdles in downtown's real estate market, a study can help focus policy to attract and retain maker, co-working, and conference space.

SUPPORTING MARQUETTE YEAR-ROUND

According to Travel Marquette, Marquette County saw nearly $200,000,000 in visitor spending in 2017. Conferences and tourism generate a sizable piece of overall retail spending and directly support approximately 4,000 jobs in the county. Visitation has been rising steadily since 2015 but remains very seasonal. Overall occupancy rates average 49% for November through May, versus 75% for the remainder of the year. Conferences and conventions, which are far less dependent on season, rely on meeting space at area hotels and meeting facilities like the Northern Center and the Forest Roberts Theatre located on Northern Michigan University's campus. NMU's location away from hotels means that getting to and from an event requires a private shuttle or individuals driving.

Strategy: Encourage more off-season traffic by supporting efforts by downtown hotels to build conference facilities that expand the appeal of downtown Marquette.

Partnering with the Marquette County Brownfield Authority to make dollars available for projects that include conference facilities is a great way to achieve this.

STRATEGY

- Conduct a downtown market study to identify and encourage desired and necessary retailers and services
- Encourage more off-season traffic by supporting efforts by downtown hotels to expand conference facilities

Figure 40: Benefit of a Downtown/Third Street Circulator for conferences

Strategy: Support a Downtown/Third Street Circulator

Design a Downtown/Third Street circulator bus service that addresses conference-goer needs along with other user groups, such as tourists, students, and commuters. The circulator should provide a reliable and attractive connection between downtown hotels and conference facilities at Northern Michigan University.

BUSINESS ATTRACTION

Marquette already has a base of technology businesses located in and near downtown. There is a developing culture of technology entrepreneurs that is supported by regional non-profits such as Innovate Marquette Smart Zone, Invest UP, and others. Technology sector businesses can flourish in more remote cities such as Marquette as long as they have the infrastructure to support them. Robust and reliable internet service is one of those necessary components of a tech-friendly downtown. Another is a co-working space. Campfire Coworks is a co-working space located downtown in the Masonic Building and is attempting to become profitable. The owner of the building that houses the co-working space recently achieved non-profit status.

Strategy: Convene connectivity providers and utilities to brainstorm opportunities for collaboration

STRATEGY

- Convene connectivity providers and utilities to brainstorm opportunities for collaboration
- Support a Downtown/Third Street Circulator

BEST PRACTICES: MIXED-USE

Mixed-use development blends a combination of residential uses or integrates residential and non-residential uses into a cohesive, planned setting that promotes social interaction, adds character to the community, fosters relationships among uses and lessens the need for vehicular trips.

Historically, mixed-use environments were the norm. People lived, worked and shopped within a fairly confined geographic area. As travel options increased and post-World War II suburbanization began, the new mobility offered freedom to live in one place and work, shop and recreate elsewhere. Traffic congestion, social isolation, and sterile development followed.

A desire to reverse this trend and create more opportunity within vibrant communities and neighborhoods has caused many communities to embrace the concept of integrating varied uses, rather than segregating them as has been the practice with traditional zoning. Among the benefits are:

- Greater housing choice
- Reduced travel time and improved convenience
- More efficient use of public services, utilities and infrastructure
- Increased social interaction
- Walkable, bikeable neighborhoods
- Improved community health

More integration of uses is especially desired downtown and the gateway corridors that lead to downtown.

Figure 41: Mixed-use storefronts: bottom floor commercial, top floor residential

At the January 2020 meetings, stakeholders mentioned and interest in improving connectively infrastructure as a means of enhancing Marquette's allure to mobile tech companies. Fiber internet is available downtown through a private provider. 5G cellular is not yet available, but Northern Michigan University's Educational Access Initiative is looking at upgrading to 5G on their existing network. Bringing the various connectivity players together could reveal ways to work together toward even better service downtown.

Strategy: Help sustain existing co-working space to support efforts to draw more tech-based industries to Marquette.

Grant funding from agencies such as the Small Business Administration and US Rural Development is often available for economic development efforts such as co-working space for innovators. Sometimes these grants must pass through a municipality or municipal entity. The DDA could seek grant funds to continue supporting co-working and innovation space in downtown Marquette.

ENCOURAGING PRIVATE LAND DEVELOPMENT

Encouraging private land development will help to fill in the vacant lots and underutilized surface parking lots within the downtown. This creates a continuous commercial district that incentivizes the pedestrian to continue walking through the downtown districts. Establish priorities for encouraging infill development to improve walkability, enhance the critical mass of business, and strengthen the residential base.

Ingredients for success:

- Willing landowner
- Market for product
- Brownfield Incentives
- Partnership with the City & DDA
- Zoning Policies

Figure 42: Co-working space

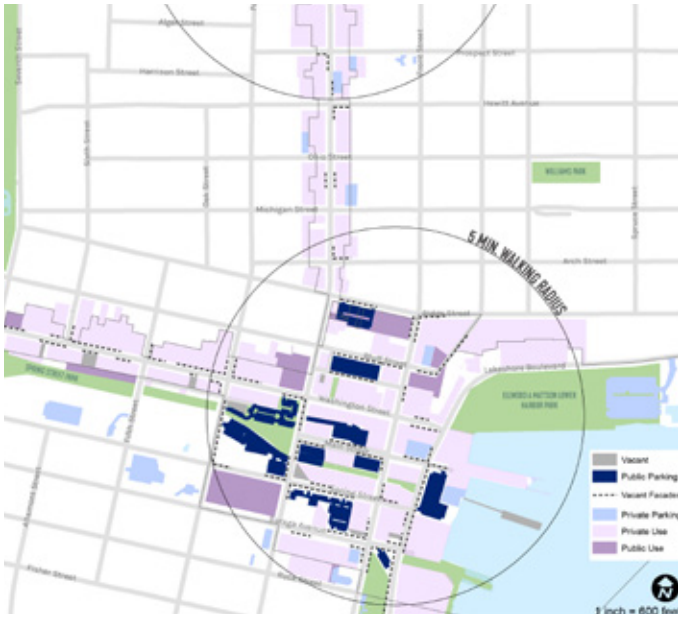


Figure 43: Vacant Facade Map ***(See full version in Chpt.)***

STRATEGY

- Help sustain existing co-working space to support efforts to draw more tech-based industries to Marquette
- Encourage private land development through public/private partnerships, zoning & Brownfield Incentives

AFFORDABLE HOUSING

DOWNTOWN WORKFORCE HOUSING

The lack of affordable, workforce housing was identified as a hurdle to economic development in downtown Marquette and the region as a whole. The desirability of the Marquette area, coupled with demand created by Northern Michigan University, has caused higher rents and home prices. Best case scenario, high housing costs force workers to live further away from downtown Marquette, thereby exacerbating parking pressure in the central business district, which requires more resources to go toward parking. Worst case scenario, they inhibit economic growth by dissuading in-migration and promoting the out-migration of workers looking for a better balance of housing, work, and lifestyle opportunities.

Solving housing affordability requires an approach that acknowledges the regional nature of the housing market. Because the DDA's jurisdiction is limited to downtown and Third Street, the DDA cannot be the primary driver of a solution. Organizations with a more regional scope are currently engaged in efforts to address housing issues. Alger Marquette Community Action is conducting a community

Figure 44: Mixed-use storefronts using brick, slate, glass

BEST PRACTICES: DIVERSE HOUSING TYPES

More housing types promotes and allows a variety of alternative housing types beyond the traditional single-family home at appropriate locations. By allowing attached units, the City expands the available housing stock to both young families and seniors, increasing the overall demographic diversity of the City itself. Additionally, neighborhood quality care can be extremely beneficial to the overall residential culture and value. By enforcing neighborhood maintenance, the City preserves the character of residential neighborhoods and reinforces quality standards for existing housing.

Figure 45: Duplex

needs assessment, and the Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) is working on a housing needs assessment. These studies will help municipalities, developers, and housing assistance organizations such as Alger Marquette Community Action, Room at the Inn, and Marquette Housing Commission update approaches to meet community housing needs. The DDA can provide a supporting role to a more regional strategy. Below are two downtown-specific strategies that the DDA can pursue.

Strategy: Offer density bonus for downtown residential to support workforce and family housing in and near downtown.

A density bonus is simply an allowance in your zoning ordinance that permits the development of a larger building, usually by allowing more height, in exchange for a meeting a community need. The bonus has to be meaningful, such as two additional floors or more, to be effective. This strategy could be part of a new form-based code for the central part of downtown that allows a limited number of taller, signature-quality buildings where such a bonus could apply.

Strategy: Encourage conversion of underutilized upper floors to apartments within the downtown.

Connect property owners with MEDC's Rental Rehab program, which can provide up to $60,000 per unit for renovations of upper floors for income-qualified apartments.

Figure 46: Mixed-use storefronts within the downtown with the top floors serving as apartment units

STRATEGY

- Offer density bonus for downtown residential to support workforce and family housing in and near downtown
- Encourage conversion of underutilized upper floors to apartments within the downtown

THIRD-STREET INVESTMENT

THIRD STREET VISION

This plan and others adopted by the City call for a number of improvements to the Third Street Corridor. Unlike the downtown portion of the DDA District, however, there is not a dedicated funding source in place to pay for these.

There are a handful of options that could be considered to establish funding, such as Principal Shopping District (PSD), Business Improvement District (BID), Corridor Improvement District (CIA) and, of course, the DDA expanding TIF into Third Street. PSD and BID rely on special assessments and are more geared towards management goals versus infrastructure improvements. CIA is much like a DDA and can be used similarly by capturing tax increment for various needs. Since, however, the DDA is already established in Third Street, it makes the most sense for the DDA to simply expand TIF into Third Street. This can be accomplished by amending the DDA's existing development and tax increment financing plan to include Third Street geographically, and to list Third Street improvements and programs established elsewhere in this plan and in other plans as eligible expenses under TIF. The process for amending a development and TIF plan is discussed in the Appendix of this Plan.

Establishing TIF on Third Street would benefit the district and greater community by:

- Providing a source of revenue to use as grant match to achieve street improvements called for in this plan
- Increasing facade grant capabilities, which has been used successfully in Marquette
- Providing financial support to the DDA, which can increase attention and programming in the corridor
- Allowing for maintenance and repairs, landscape, sign work, seasonal displays, banners and related minor work, and marketing efforts that could help boost the marketing identity of the district and increase economic viability
- Lastly, it is in support of the adopted Third Street Corridor Sustainable Development Plan, to help bring it to fruition.

STRATEGY

- Amend the DDA Development Plan and Tax Increment Financing Plan to include Third Street Corridor
- As alternatives to expanding the TIF district to Third Street, consider a PSD, BID or CIA

STREET MANAGEMENT & DESIGN

WINTER CURB ACCESS

Strategy: Promote Bluff Street ramp as a location for non-permitted overnight parking.

The lower level of this parking ramp provides several advantages for accommodating overnight parking by drivers who leave their cars downtown unexpectedly and without a permit for doing so. Most importantly, the fact that this level is covered means that parking in this location will not interfere with snow clearance operations, and that drivers need not "dig out" their cars in the morning (thus making retrieval easier and more expedient). Another advantage is the minimal use of this level for permit parking, with the result that overnight and early morning parking demand is quite modest, providing a significant time/capacity buffer for dealing with vehicles that are not retrieved first thing in the morning.

Consideration should be given to charging for overnight parking so as to not dissuade the purchase of overnight permits; keeping the free evening parking to attract drivers to this location, while charging overnight parkers only if they choose to leave their vehicle in the deck after Midnight or 2am.

Strategy: Develop digital permits to expand management flexibility and overnight parking options.

Digital permitting, which uses license-plate-recognition technology to allow vehicle license plates to function as parking permits, can expand management, permitting, and pricing options while minimizing the administrative labor required. Such permits may make it more viable for DDA to manage off-street parking permits for private lots, allowing residents to take advantage of excess evening capacities in lots near their home, and allowing lot owners to monetize this capacity – with DDA ensuring compliance with restrictions and addressing violations, in exchange for an administrative fee.

STRATEGY

- Promote Bluff Street ramp as a location for non-permitted overnight parking
- Develop digital permits to expand management flexibility and overnight parking options

FLEXIBILITY & RESILIENCE

As defined by the Rockefeller Center 100 Resilient Cities program (soon to be reborn as the Global Resilient Cities Network),

"Resilience is the capacity to prepare for disruptions, recover from shocks and stresses, and adapt and grow from a disruptive experience."

When you look at streets through the lens of community resiliency, a much broader range of values and opportunities for affecting positive changes emerges. The global experience with the COVID-19 crisis highlights the three actions of this definition that ring true: prepare, recover, and adapt. The role of well-designed streets in creating resilient communities is a critical piece of what planning, design, and engineering professionals can contribute to before and during times of crisis and beyond.

URBAN PLANNING & DESIGN RESPONSE

Many communities are pursuing temporary measures to reassign the use of street rights-of-way. Tactical urbanism approaches can take advantage of reduced vehicular traffic volumes to creatively enable the testing of ideas, some of which may be temporary and others which may inform long-term changes to street design. These ideas, which we and our partners are exploring, include:

- Filling in gaps in urban bike networks, better linking neighborhoods and regional trails to commercial areas.
- Creating separated bike facilities on key routes into and through downtowns and business districts.
- Using parking spaces and street lanes to increase the effective sidewalk width while creating expanded space for activities such as outdoor dining and outdoor retail.
- Eliminating vehicles intermittently from key blocks to allow for more dispersed outdoor dining, events, activities, and non-motorized travel.
- Collaborating on new programs and events that support wellness, equity, and business vitality.
- Allowing for the re-purposing parking spaces for more flexible uses, including service and delivery, pick-up/drop-off, and transit.

Figure 47: Street Adaptivity Mock-Up

HISTORIC PRESERVATION

Marquette has a number of sites that are featured on the National Register of Historic Places. In addition, Marquette is home to historic elements that aren't necessarily officially registered, but are a landmark of Marquette's downtown culture nevertheless. While the historic resources of downtown are not being threatened by redevelopment or neglect, there is a strong desire among community members to insure that recent progress in restoration and preservation is continued.

FACADE IMPROVEMENT PROGRAM

Strategy: Partner with local institutions to continually fund the Facade Improvement Program

The revitalization and preservation of a commercial district often begins with the upkeep of buildings and storefronts. Facade Improvement Programs are used in conjunction with comprehensive plans, downtown revitalization strategies, and historic preservation plans to incentivize property owners and businesses through grants/ loans, tax incentives and design assistance.

The DDA has implemented a Facade Improvement Program in order to specify design criteria for integral architectural elements and preserve the cohesiveness of historical design. Elements like door placement, windows, scaling, materials, paint, signage and other architectural details should continue to be regulated through the DDA Facade Improvement Program.

VIEWSHED PRESERVATION

Strategy: Conduct a Viewshed Analysis to apply to the Waterfront District FBC

Downtown Marquette is known for its views and proximity to the natural features of Lake Superior. Viewshed preservation is a way to protect the views of natural features within the public realm, through development regulation. Viewshed protection was strongly considered in the development of the Waterfront District FBC, and should continue to play a part in guiding future redevelopment in the downtown.

Figure 48: Marquette Waterfront Viewshed Mock-Up

STRATEGY

- Partner with local institutions to continually fund the Facade Improvement Program
- Continue to consider viewshed protection in downtown zoning codes

LAND USE REGULATION

EXPANSION OF THE FORM BASED CODE

Strategy: Adapt one of the existing Form Based Codes within the downtown district

In both the Waterfront and Third Street, the FBC has overlapping uses and requirements that could be accurately applied to the downtown district. However each FBC has different methods of application and regulation. Therefore it may be helpful to consider the following when assessing which FBC would be appropriate within the downtown:

- Uses
- Setbacks
- Building heights
- Storefronts
- Parking
- Historic Preservation

STRATEGY

- Adapt one of the existing Form Based Codes within the downtown district
- Assess the financial feasibility of the existing building height and construction costs within the DDA district

BEST PRACTICES: BUILDING HEIGHT

When establishing building height regulations, it's important to understand construction costs that each additional story yields. This in turn provides developers with economically realistic height restrictions that creates feasibility for uses like affordable housing.

The housing typology chart illustrates the number of stories typical to mid-rise construction before triggering more expensive high-rise construction costs.

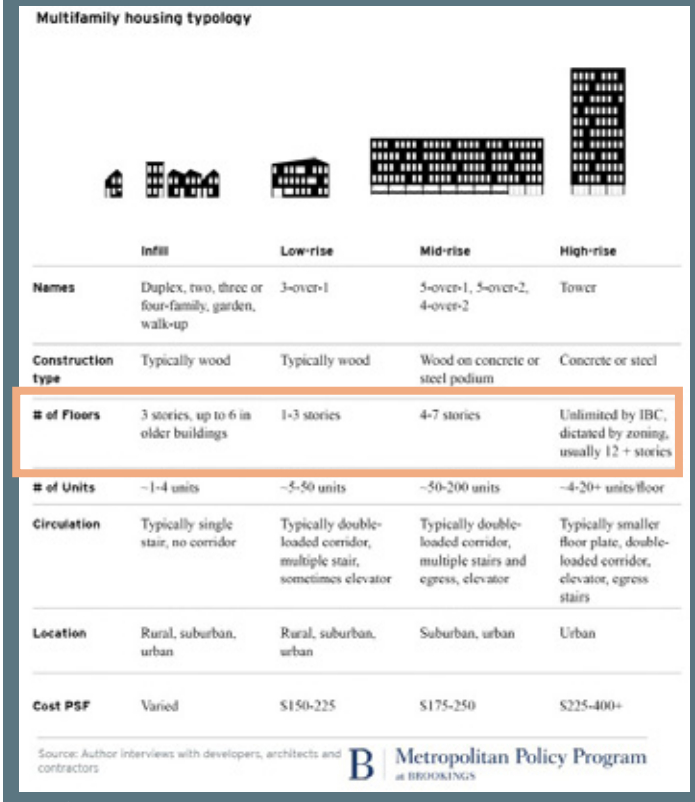


Figure 49: Housing Typologies from the Metropolitan Policy Program

SECTION 6

IMPLEMENTATION

Photo Source: Wikimedia, Andrew Jameson, 2009

IMPLEMENTATION TOOLS

This plan serves as the policy guide for moving Marquette forward, guiding decisions around future physical improvements, economic development, policy, and transportation. Transforming the plan's goals into reality will require a long-term commitment and political consensus.

Some plan recommendations may involve the need for changes to land use regulations and/ or potential new programs. Others may involve partnerships with other municipalities, agencies, organizations, or groups. Since the plan is a long range guide, refinements or additional studies may also be appropriate in the future to reflect new information, respond to unanticipated factors or to address changes in city policies. To that end, this chapter provides a summary of the recommendations described in the previous sections of the plan. It also acts as a quick reference for the DDA, city staff, planning commission, and the City Commission to evaluate its progress toward implementation of the plan.

Tools to implement the Downtown Plan generally fall into six categories and some strategies may include more than one:

1. Land use regulations

2. Capital improvement programs, such as streets, city buildings, or other major purchases

3. Property acquisition programs

4. Special Funding Programs (CDBG for example)

5. Programs or additional studies

6. Partnerships, such as working with other organizations on planning, education, funding, or delivery of cost-efficient services.

Each tool has a different purpose toward plan implementation and may suggest specific immediate changes, long-term policies and others involve ongoing activities.

1. LAND USE REGULATIONS

The primary tool for plan implementation, which includes the Zoning Ordinance and other land use regulations, is summarized below. The city also has several other codes and ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight and nuisance ordinances.

ZONING REGULATIONS

Zoning regulations control the intensity and arrangement of land development through standards on lot size or units per acre, setbacks from property lines, building dimensions and similar minimum requirements. Various site design elements discussed in this plan are also regulated through site plan review and address landscaping, lighting, driveways, parking and circulation, pedestrian systems and signs. Zoning can also be used to help assure performance in the protection of environmentally sensitive areas such as floodplains, state regulated wetlands, woodlands and wellhead areas.

PUBLIC INFRASTRUCTURE STANDARDS

Public infrastructure refers to the basic facilities and services needed for the functioning of the city such as city streets, water, sanitary sewer, storm sewer, among others. Standards to ensure consistency and uniformity have been adopted so that each facility is designed and constructed to support existing and future development.

2. CAPITAL IMPROVEMENT PLAN (CIP)

The Capital Improvement Plan (CIP) serves as the city's multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The City of Marquette's updated CIP will be in the finalizing stages at the time of this plan's adoption and will recommended capital projects, timing, estimated costs and funding for public infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage) and community facilities. Capital projects identified help support and promote desired development, and to meet the needs of residents and businesses in the city. The number of projects and project timing are influenced by several factors, in particular, the cost, need for environmental clearance or approval by other agencies, and funds available.

The CIP process precedes the budget process and is used by City Commission when developing the annual budget. Recommending approval of the CIP by the Planning Commission does not mean that they grant final approval of all projects contained within the plan. Rather by recommending approval of the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget, if funding is available.

3. PROPERTY ACQUISITION PROGRAMS

Like all municipalities, the City of Marquette has the authority to acquire private property for a public purpose. This may include outright purchase acceptance of land donated by another party or acquisition through eminent domain. In addition to the ability to acquire private property for public infrastructure or facilities such as roads, sewers, public buildings and parks, the city may acquire private property to facilitate redevelopment and to eliminate nonconforming uses or structures.

Property acquisition is also an important tool in implementing development projects, particularly for site development and redevelopment. By purchasing property in an area identified for new development, the DDA or the city will have an added tool to attract developers and build the desired project. For example, to develop new housing, the DDA or city can acquire several of the vacant lots and can contribute them to the project. This will provide an incentive to lower the cost, and minimize the risk, for the developer. Should the first phase be successful, the developer will more than likely undertake construction of additional units without any form of subsidy. The goal is to use tax increment financing to attract developers by minimizing risk, leverage private investment and eventually eliminate the need for financial assistance.

4. FUNDING PROGRAMS

Some of the recommendations may be funded locally, some through outside funds, and many through a combination. The city monitors new federal and state funding programs that may be available to assist in implementation. In addition, foundations and other organizations may provide contributions.

OPPORTUNITY ZONES

Opportunity Zones are a new concept recently enacted in the 2017 Tax Cuts and Jobs Act. The program is designed to incentivize patient capital investments in low-income communities nationwide that have been cut off from capital and experienced a lack of business growth. There are three types of tax incentives

that relate to the treatment of capital gains, each of the incentives are connected to the longevity of an investor's stake in a qualified Opportunity Fund that provides the most upside to those who hold their investment for 10 years or more.

TRANSPORTATION ALTERNATIVES PROGRAM (TAP)

The Michigan Department of Transportation (MDOT) administers the federal Transportation Alternatives Program (TAP) in Michigan, where regional trail connections and safe routes to school are among the highest priorities for funding. TAP is a competitive grant program that uses federal transportation funds designated by Congress for specific activities that enhance the intermodal transportation system and provide safe alternative transportation options. Projects are selected on a competitive basis for funding in a future fiscal year. Competitiveness is primarily established by project concept and project constructability.

- **Project Concept** - Two types of highly competitive concepts are projects that develop/connect regional trails and projects that make walking/biking routes to school safer.
- **Project Constructability** - Applications are reviewed by a team of technical experts to gauge the ability of the proposed projects to be constructed using all current federal and state standards, constructed on time, and constructed on budget. The items that typically are most important for this review are:
  - High level of positive public involvement
  - Reasonable cost estimate (based on similar recent federal aid projects)
  - Industry design standards used without exceptions
  - Demonstrated high likelihood of all permits to be secured
  - Demonstrated high level of coordination with all necessary agencies

5. OTHER PROGRAMS

A variety of housing, economic development, informational and other programs may be used by the city/DDA to assist with implementation of recommendations in this plan. Many of these are through state programs as identified in the preceding chapters such as the following:

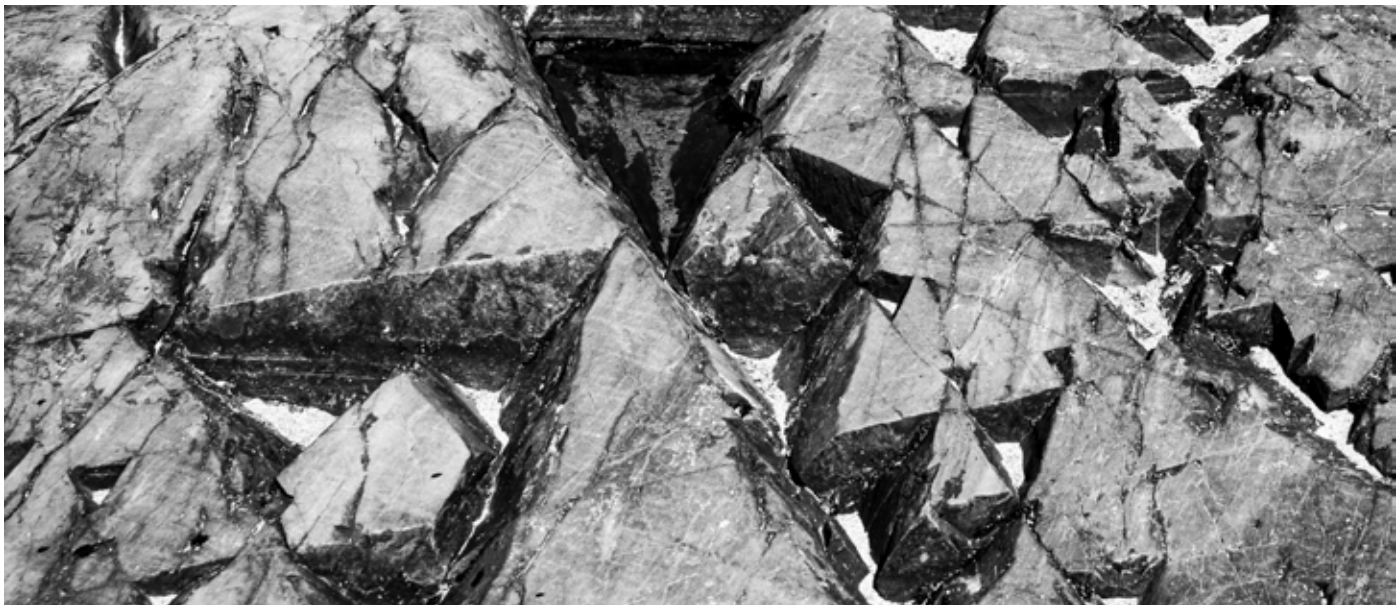
- **Michigan State Housing Development Authority (MSHDA)** supplies affordable housing related programs like the Housing Choice Voucher Program, Project Based Voucher Program, Neighborhood Stabilization Program, Low Income Housing Tax Credits, Pass-Through Bond Program and other lending initiatives focused on neighborhoods, lenders, the homeless, renters and homeowners alike.
- **Michigan Economic Development Corporation (MEDC)** provides incentive programs and resources related to economic development such as the Michigan Business Development Program, Jobs Ready Michigan, the Michigan Community Revitalization Program, Community Development Block Grant Initiative and the State Essential Services Assessment, among others.
- **MEDC Redevelopment Ready Communities** offers access to training and resources like the RRC Resource Library and RRC Advisory Council, Historic Preservation programs & services, MEDC Small Business Services, Community Capital Resources, Technical Assistance Programs like Michigan Main

Street, and other Incentive Programs like Brownfield Tax Increment Financing and Business Tax Credits.

- **Michigan Department of Transportation (MDOT) and Complete Streets Coalition** provides transportation and infrastructure related project and programs including management programs, strategic planning, grant programs and other educational resources.
- **Michigan Department of Natural Resources (MDNR)** supplies grants for a wide spectrum of funding assistance for outdoor recreation, wildlife and habitat, forestry and more.
- **Housing and Urban Development (HUD) Community Development Block Grants (CDBG)** provides annual grants on a formula basis to communities by providing decent housing and a suitable living environment, and by expanding economic opportunities for low- and moderate-income individuals.

6. PARTNERSHIPS

While the DDA and city can coordinate many of the plan's implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders having key roles in either the city or region should all participate. Partnerships with the public and private sector, including Marquette Area Public Schools, Baraga County Economic Development, Lake Superior Community Partnership, regional recreation and tourism organizations like Travel Marquette, neighboring municipalities, local businesses, and large land owners will also lead to success implementing the plan's initiatives. Partnerships may range from sharing information to funding and shared promotions or services. The spirit of cooperation through alliances and partnerships will be sustained to benefit everyone in the region. City government cannot and should not do it all. Only through public/private collaboration can the plan's vision be realized.



C. ACTION PLAN

The implementation tools outlined above are available and should be used to achieve the goals and objectives of the Downtown Plan. Comprehensive implementation actions have been developed to organize and apply these tools. Under each topic, specific actions, tools, and a time frame for implementation are identified. The details of the strategies to implement the Master Plan are specified in the table below.

TIME FRAME

- Ongoing: annually
- Immediate: 1-2 years
- Short: 3-4 years
- Long: 5+ years

RESPONSIBLE PARTY

- City: City Staff and Departments
- CC: City Commission
- PC: Planning Commission
- DDA: Marquette DDA
- LBA: Local Business Association
- County: Marquette County

TOOL

- Reg: Regulatory
- Policy: Policy/Program
- CIP: Capital Improvement
- Partner: Partnership

Goals for the Downtown Plan were established early in the planning process, and are referenced again in this chapter to provide a framework for insuring the plan provides strategies for achieving these goals and to organize the recommendations moving forward.

DOWNTOWN PLAN GOALS

1. **Stimulate economic development**, establishing priority redevelopment sites and marketing them to a mixture of businesses while also maintaining and expanding relationships with current employers, partner agencies, and other local organizations.
2. **Provide a safe and convenient multi-modal transportation system** that provides travel choices and balances the needs of all users.
3. **Continue to provide a wide range of housing options** including single-family, townhomes, and second-story residential mixed-use, in order to accommodate a variety of generations and lifestyles.
4. Support a downtown core that attracts **new-economy industries** while also enhancing the charming historical character of the city.
5. Promote continued reinvestment through **mixed-use infill development** that complements the **preservation and character of historic buildings.**
6. **Connect the downtown** with lakefront amenities and attractions, while continuing to **preserve and sustain** the natural features for generations to come.
7. **Develop a parking management strategy** to balance the needs of residents, employees, and visitors, prioritizing signage, wayfinding and public vs. private lots

The following pages list specific actions that are recommended by the Downtown Plan organized by a relative priority for implementation. The DDA Board met on October 2020 and discussed the importance of many of the initiatives on the plan, the result of which are color coded on the table below.

- **Green**: high level of support and importance for action
- **Yellow:** actions that are important, but are less critical
- **Blue:** actions that are supported but not a high priority for the immediate future.

COMPREHENSIVE ACTION PLAN (ORGANIZED BY GOAL)

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
GOAL #1: STIMULATE ECONOMIC DEVELOPMENT							
1.1	3. Phys. Imp.	Explore opportunities for local wayfinding art	Downtown Connectivity	Immed.	DDA	Local artists	Partner
1.2	3. Phys. Imp.	Maintain and update (as needed) cohesive banners/ flag displays on primary shopping streets, linking the downtown and Third Street areas	Downtown Connectivity	Ongoing	DDA		CIP
1.3	5. Policy Rec.	Conduct a downtown market study to identify and encourage desired and necessary retailers and services	Mixed-Use and Infill Development	Short	City/ DDA		CIP
1.4	5. Policy Rec.	Encourage more off-season traffic by supporting efforts by downtown hotels to expand conference facilities	Tourism + Marketing	Ongoing	PC/DDA	Hotels/ conference centers	CIP
1.5	5. Policy Rec.	Convene connectivity providers and utilities to brainstorm opportunities for collaboration to support business attraction	Tourism + Marketing	Immed.	PC/DDA	Utility/ Internet providers	Partner
1.6	5. Policy Rec.	Review & amend the DDA Development Plan and Tax Increment Financing Plan to include Third Street Corridor	Mixed-Use and Infill Development	Short	PC/DDA		Policy
1.7	5. Policy Rec.	As alternatives to expanding the TIF district to Third Street, consider a PSD, BID or CIA	Mixed-Use and Infill Development	Short	PC/CC		Policy
GOAL #2: PROVIDE A SAFE AND CONVENIENT MULTI-MODAL TRANSPORTATION SYSTEM							
2.1	3. Phys. Imp.	On Third Street, maintain the street use mix of parking, bike lane and two-way traffic	Public Services	Ongoing	City/ DDA		Reg.
2.2	4. Transp.	Explore options for establishing a Downtown-Third Street-NMU shuttle	Public services	Immed.	City/ DDA	Marq-Tran	Partner
2.3	4. Transp.	Complete the non-motorized network of bike facilities in the downtown, connecting existing bike facilities with adjacent neighborhoods	Downtown Connectivity	Long	City/ DDA		CIP
2.4	4. Transp.	Create safe bike lanes on Third Street through downtown	Downtown Connectivity	Short	City/ DDA		CIP
GOAL #3: CONTINUE TO PROVIDE A WIDE RANGE OF HOUSING OPTIONS							
3.1	5. Policy Rec.	Offer density bonus for downtown residential to support workforce and family housing in and near downtown	Mixed-Use and Infill Development	Ongoing	City/ DDA		Policy

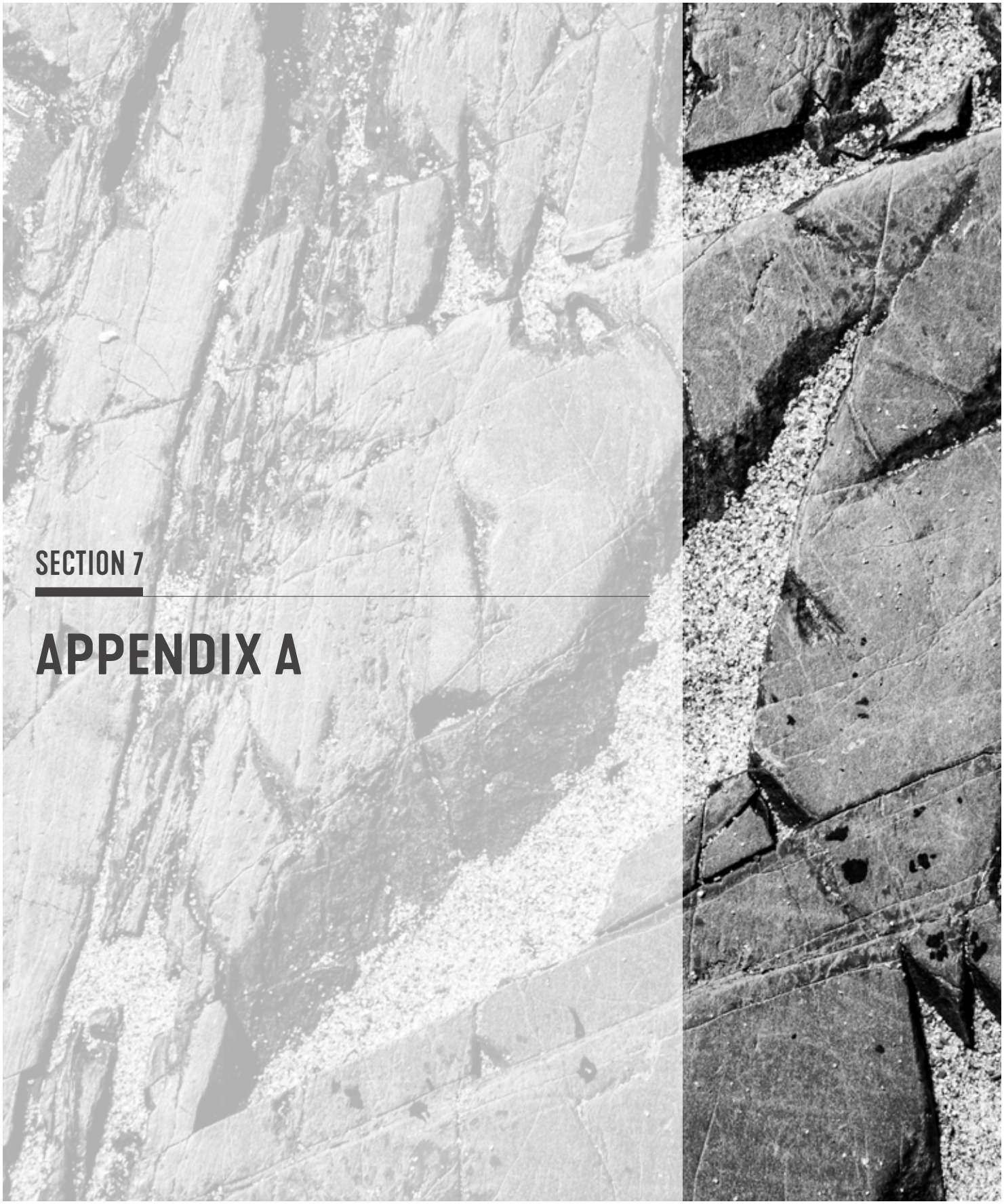
#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
3.2	5. Policy Rec.	Encourage conversion of underutilized upper floors to apartments within the downtown	Zoning	Immed.	PC/DDA		Reg.
3.3	5. Policy Rec.	Provide a supporting role in the overall regional effort to address housing issues, partnering with Alger Marquette Community Action and Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) on their regional strategies	Mixed-Use and Infill Development	Ongoing	DDA	AMCA & CUPPAD	Policy
3.4	5. Policy Rec.	Allow attached housing units, expanding the available housing stock to both young families and seniors	Zoning	Ongoing	DDA/PC		Reg.
GOAL #4: SUPPORT A DOWNTOWN CORE THAT ATTRACTS NEW-ECONOMY INDUSTRIES							
4.1	3. Phys. Imp.	Support efforts by interested organizations to establish a downtown makers space	Mixed-Use and Infill Development	Immed.	City/ DDA	Local artist groups	Partner
4.2	3. Phys. Imp.	Within the downtown, continue flower plantings and seasonal displays in baskets and planters within the streetscape	Streetscape	Ongoing	City/ DDA		CIP
4.3	3. Phys. Imp.	On Third Street, add street trees, flower plantings and pedestrian amenities such as benches, art, and wayfinding signs	Streetscape	Immed.	City/ DDA		CIP
4.4	3. Phys. Imp.	On Third Street maximize the sidewalk width from the edge of the right of way to the curb line	Streetscape	Immed.	City/ DDA		CIP
4.5	3. Phys. Imp.	On Third Street, consider the judicious use of permanent or seasonal corner bump-outs/plantings, keeping in mind the need for reasonably efficient snow removal	Zoning	Short	City/ DDA/PC		Reg.
4.6	3. Phys. Imp.	On Third Street, place significant visual markers at the ends of the corridor to identify the district and draw people from the core of downtown (discussed in the ***Wayfinding*** portion of this section)	Streetscape	Immed.	City/ DDA		CIP
4.7	3. Phys. Imp.	Widen sidewalks on Baraga Street, and include pedestrian amenities such as street trees, pedestrian scaled lighting, and site furnishings	Streetscape	Short	City/ DDA		CIP
4.8	3. Phys. Imp.	On Baraga, install rain gardens and landscape to promote water quality and reduce the visual scale of the street	Streetscape	Long	City/ DDA		CIP
4.9	3. Phys. Imp.	Convert parking at the Commons into a plaza/parking/ market area with green space	Mixed-Use and Infill Development	Short	City/ DDA		CIP

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
4.10	5. Policy Rec.	Help sustain existing co-working space to support efforts to draw more tech-based industries to Marquette	Mixed-Use and Infill Development	Ongoing	City/ DDA	New-economy industries, remote businesses	Partner
GOAL #5: PROMOTE CONTINUED REINVESTMENT THROUGH MIXED-USE INFILL DEVELOPMENT							
5.1	5. Policy Rec.	Encourage private land development through public/ private partnerships, zoning & Brownfield Incentives	Zoning	Ongoing	PC/ DDA/CC	Local financial institutions	Reg.
5.2	5. Policy Rec.	Partner with local institutions to continually fund the Facade Improvement Program	Public Services	Ongoing	DDA	Local financial institutions	Partner
5.3	5. Policy Rec.	Adapt one of the existing Form Based Codes within the downtown district	Zoning	Short	PC/CC		Reg.
5.4	5. Policy Rec.	Assess the financial feasibility of the existing building height and construction costs within the DDA district	Zoning	Immed.	DDA/PC		Reg.
GOAL #6: CONNECT THE DOWNTOWN WITH LAKEFRONT AMENITIES AND ATTRACTIONS							
6.1	3. Phys. Imp.	Connect downtown to the waterfront and improve the sense of place and pedestrian environment on the connecting streets from Front Street to Lakeshore Boulevard	Downtown Connectivity	Long	City/ DDA		CIP
6.2	3. Phys. Imp.	Protect and reinforce the Iron Ore Heritage and City trails, recognizing their role as the key avenue from which waterfront amenities are accessed	Downtown Connectivity	Ongoing	City/ DDA		CIP
6.3	3. Phys. Imp.	Draw visitors into Mattson Park and along the waterfront with more active use amenities, a potential cultural learning node honoring Native Americans, and an enhanced promenade with lighting, eating, gathering, and viewing spaces	Tourism + Marketing	Long	City/ DDA		CIP
6.4	3. Phys. Imp.	Create more active street front on the west side of Lakeshore Boulevard through the redevelopment of vacant lots	Mixed-Use and Infill Development	Short	City/ DDA		CIP
6.5	3. Phys. Imp.	Enhance the pedestrian experience along the west side of Lakeshore by improving the sidewalk, installing parking lot buffers, and reducing the width of curb cuts	Downtown Connectivity	Long	City/ DDA		CIP

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
6.6	3. Phys. Imp.	Reorganize the public parking lot to increase open space at the foot of the ore dock and provide a direct connection to the ore dock shore from Lakeshore Boulevard	Tourism + Marketing	Short	City/ DDA		CIP
6.7	3. Phys. Imp.	Create a sense of waterfront arrival at the foot of Main Street in conjunction with the festival street improvements discussed in the ***Creating a Civic Street*** portion of this section	Downtown Connectivity	Short	City/ DDA		CIP
6.8	3. Phys. Imp.	Re-create Main Street as a full share use Festival Street, with a focus on a green corridor to the water. Consider a Pilot Project to test using Main Street for festivals and events	Tourism + Marketing	Short	City/ DDA		CIP
6.9	5. Policy Rec.	Consider viewshed protection in downtown zoning codes	Zoning	Short	PC/CC		Reg.
GOAL #7: DEVELOP A PARKING MANAGEMENT STRATEGY TO BALANCE THE NEEDS OF RESIDENTS, EMPLOYEES, AND VISITORS							
7.1	3. Phys. Imp.	Require parking buffers for both public and private property	Zoning	Immed.	PC/CC		Reg.
7.2	3. Phys. Imp.	Consider the use of seasonal sidewalk extensions into the parking lane for outdoor dining	Streetscape	Immed.	PC/CC/ DDA		Policy
7.3	3. Phys. Imp.	Collaborate with private property owners on Washington to improve rear parking (to the south)	Streetscape	Short	City	Property owners on Washington	CIP
7.4	3. Phys. Imp.	Reconstruct Baraga Street to maintain perpendicular parking while reducing the width of the road section from 75 to 60 feet					
7.5	4. Transp.	Work with property owners to close redundant/disused driveways	Streetscape	Short	City	Property owners	CIP
7.6	4. Transp.	Stripe parking spaces along the full 400 block of Baraga Avenue	Streetscape	Short	City		CIP
7.7	4. Transp.	Add Barrier-Free Parking in front of County building entrances on 200 block of Baraga Avenue	Streetscape	Short	City		CIP

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
7.8	4. Transp.	Explore options for building a parking deck	Public Services	Immed.	DDA/PC		CIP
7.9	4. Transp.	Expand Third Street's public supply during evening and weekends	Public Services	Short	PC/DDA		CIP
7.10	4. Transp.	Use variable curbside regulations to expand capacities in line with demand peaks	Streetscape	Long	PC/DDA		Reg.
7.11	4. Transp.	Create an Afternoon/Evening Permit to encourage evening-shift employees to park in DDA lots	Public Services	Immed.	DDA		Reg.
7.12	4. Transp.	Develop digital permits to expand management flexibility and overnight parking options	Public Services	Immed.	DDA		Reg.
7.13	4. Transp.	Use tiered rates to better distribute downtown on-street parking demand	Public Services	Short	DDA		Reg.
7.14	4. Transp.	Consider meter parking on Third Street	Public Services	Short	DDA		Reg.
7.15	4. Transp.	Extend meter enforcement into evenings and weekends	Public Services	Immed.	DDA		Reg.
7.16	4. Transp.	Formalize a performance-based pricing policy for on-street parking	Public Services	Immed.	DDA		Policy
7.17	4. Transp.	Eliminate free 2-hour parking in DDA lots	Public Services	Immed.	DDA		Reg.
7.18	4. Transp.	Adjust off-street permit rates to redistribute demand and ease constraints in popular parking options	Public Services	Immed.	DDA		Reg.
7.19	4. Transp.	Replace parking meters with pay-stations or kiosks	Public Services	Long	DDA		CIP
7.20	4. Transp.	Explore options for digital validation	Public Services	Long	DDA		Reg.

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. PARTY	COLLAB.	TOOL
7.21	4. Transp.	Establish a Performance Monitoring Program	Public Services	Long	DDA		Reg.
7.22	4. Transp.	Create a clear parking map that displays where parking is $1 vs. $0.50 per hour, and where it is free. Or, consider using visually distinct meters that coincide with higher/ lower rates (colored meter heads, different models of the meter, etc.).	Public Services	Immed.	DDA		Reg.
7.23	5. Policy Rec.	Promote Bluff Street ramp as a location for non-permitted overnight parking	Public Services	Short	DDA		Reg.
7.24	5. Policy Rec.	Develop digital permits to expand management flexibility and overnight parking options	Public Services	Long	DDA		Reg.



SECTION 7

APPENDIX A

A. DEMOGRAPHICS

DDA DISTRICT

Source: Esri Census Data

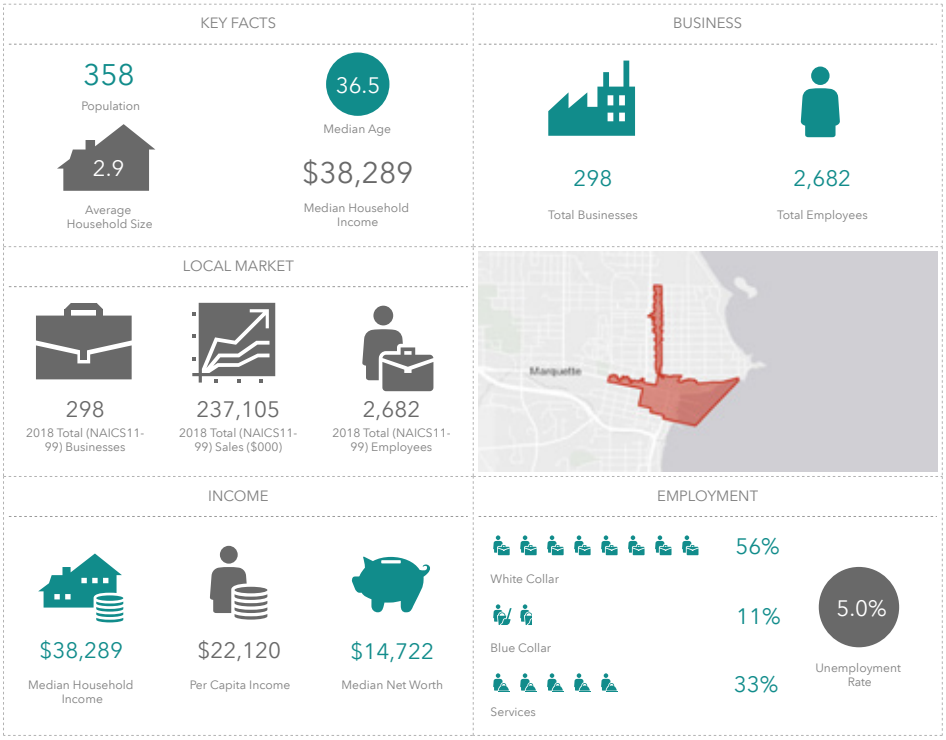


Figure 50: Housing Typologies from the Metropolitan Policy Program

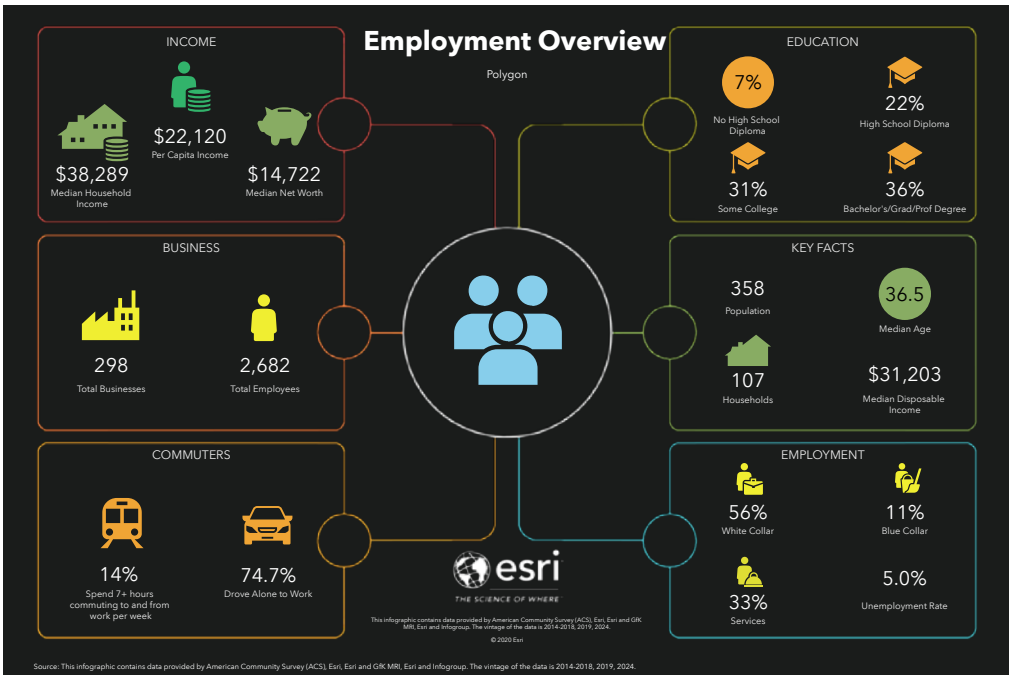
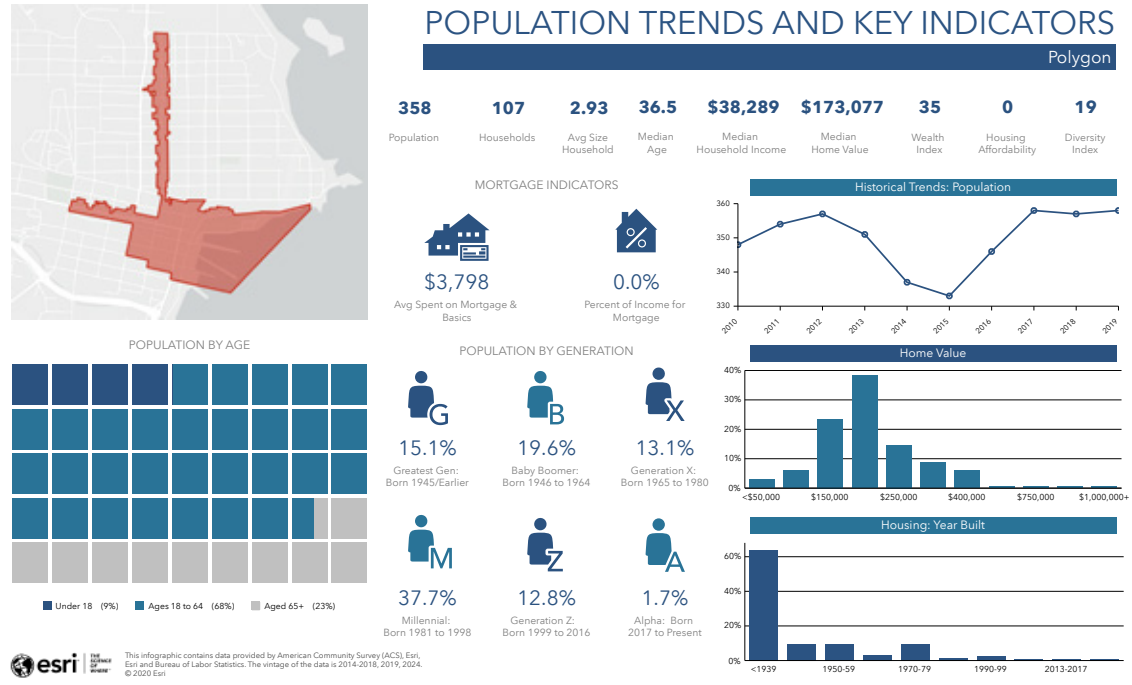


Figure 51: Housing Typologies from the Metropolitan Policy Program

A. DEMOGRAPHICS

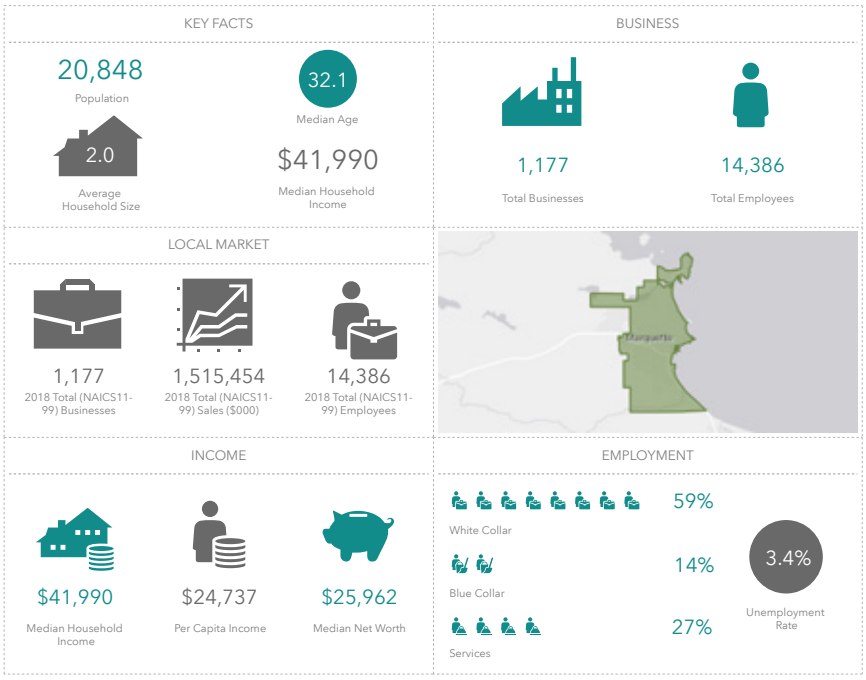


Source: This infographic contains data provided by American Community Survey (ACS), Esri, Esri and Bureau of Labor Statistics. The vintage of the data is 2014-2018, 2019, 2024.

Figure 52.

MARQUETTE CITY

Source: Esri Census Data



Source: This infographic contains data provided by Esri, Esri and Infogroup. The vintage of the data is 2018.

Figure 53.

A. DEMOGRAPHICS

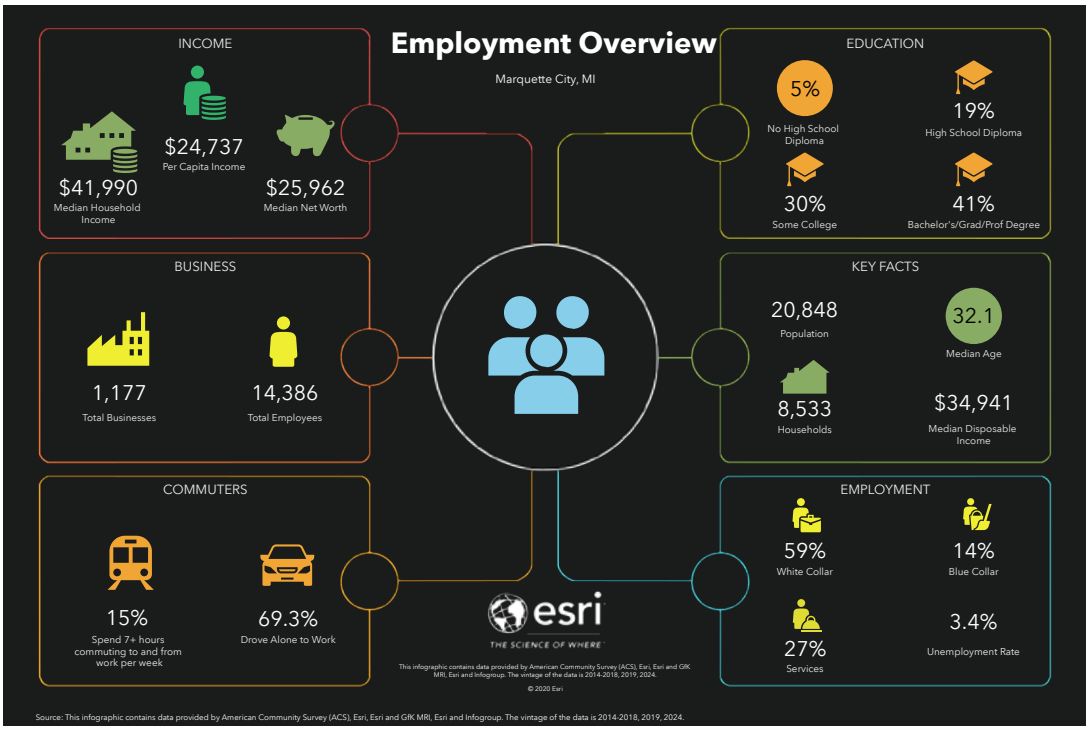
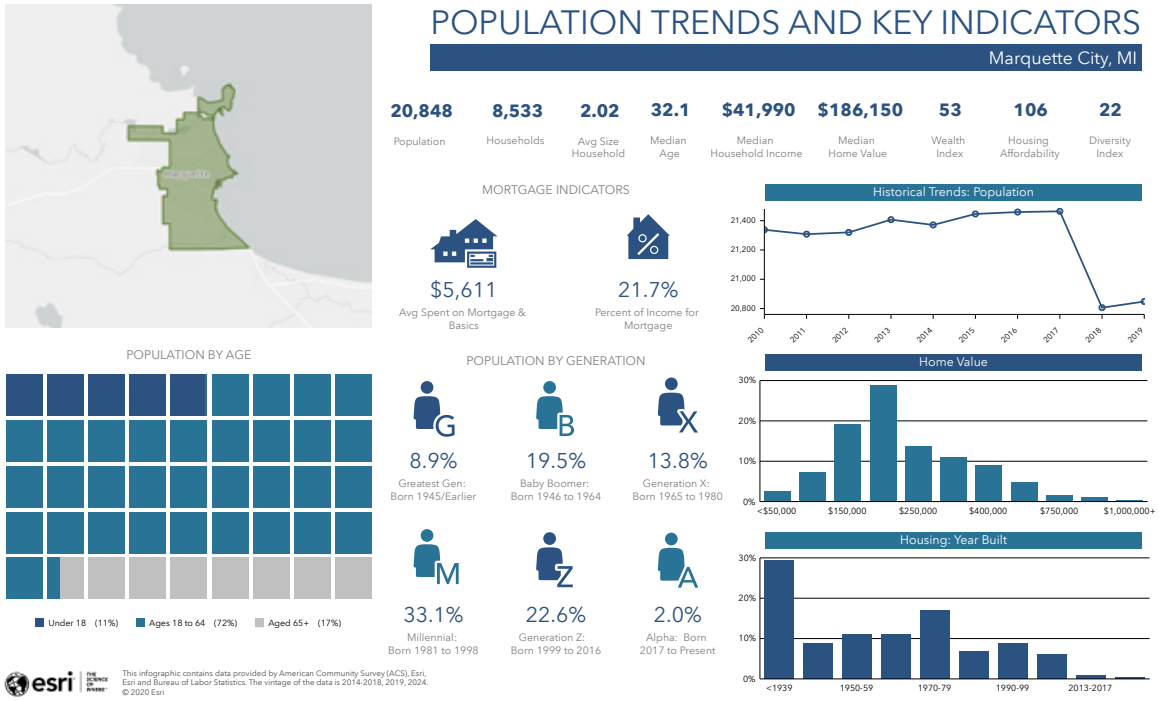


Figure 54.



Source: This infographic contains data provided by American Community Survey (ACS), Esri, Esri and Bureau of Labor Statistics. The vintage of the data is 2014-2018, 2019, 2024.

Figure 55.

A. DEMOGRAPHICS

Figure 56.

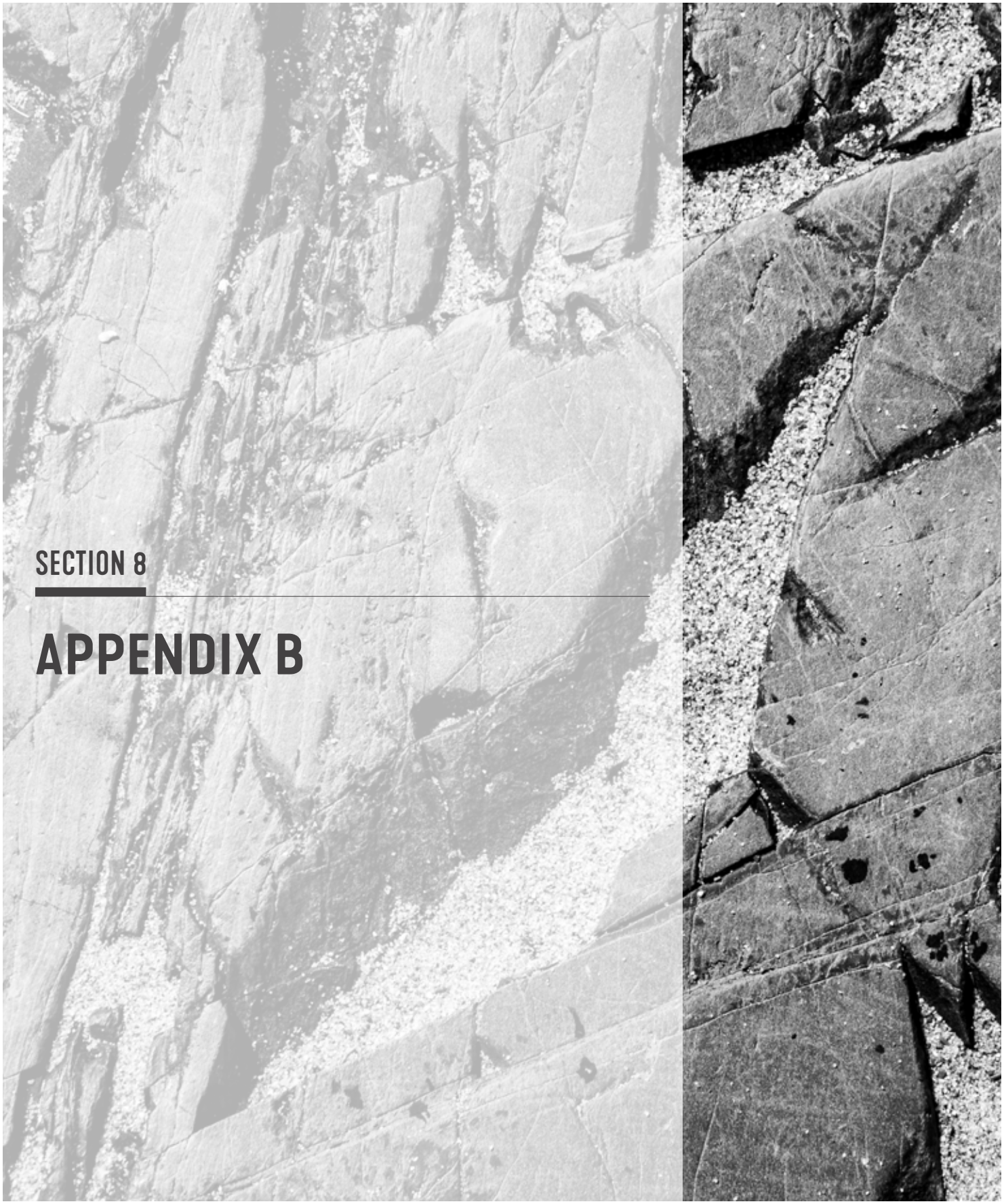
B. TIF PLAN PROCESS

PROCESS FOR AMENDING A DEVELOPMENT AND TAX INCREMENT FINANCING (TIF) PLAN

The process for amending a DDA development plan and a TIF plan, such as Marquette's, is laid out in Michigan Public Act 57 of 2018. Following is a summary of key process-related requirements contained in the Act that should be kept in mind when scheduling an amendment:

1. If there are more than 100 residents in the proposed development area, a development area citizens council must be formed not less than 90 days before the official public hearing on the new plan or amendment.
2. The development area citizens council must be consulted "throughout the preparation and implementation of the development or tax increment financing plan."
3. When ready, the DDA Board prepares and submits a tax increment financing plan and development plan, or amendment to an existing plan or plans to the governing body.
4. The governing body sets a public hearing at which the plan or amended plan is subject to comment.
5. There are specific requirements in P.A. 57 for notices of the hearing in the newspaper of general circulation, being posted around the DDA District, being mailed to property owners, and being mailed by certified mail to each affected taxing jurisdiction. These notices must be mailed/published at least 20 days prior to the hearing.
6. The Act specifically states that the governing body must provide a reasonable opportunity to the affected taxing authorities to meet with the governing body prior to the hearing.
7. The public hearing is held affording citizens and other interested parties an opportunity to comment on the proposed plan or amendment.
8. The development area citizens council has 20 days after the hearing to notify the governing body of its findings and recommendations.
9. The last step is the governing body adopting an ordinance approving or amending the plan.

This list is designed to provide an idea of the time-related requirements for amending a TIF and development plan. Where a development area citizen's council is needed, the process takes a minimum of four months. Consult Public Act 57 for details of the requirements of preparing and approving an amendment. Beyond those steps required by the Act, other steps may be taken to gain more input from stakeholders and citizens.



SECTION 8

APPENDIX B

NELSON
NYGAARD

Downtown Parking Management Plan

2020 Update

Final Report

Table of Contents

Overview

Study Background

Downtown Today

Downtown

Marquette's historic walkable downtown centers on the intersection of Washington Street (EW) and Third Street (NS). Much of this district is built to a density that provides opportunity for accessibility through a vehicular street grid, walking and cycling, and public transit routes. The commercial center for Marquette and the region, the downtown area also has a significant and growing residential population, with single-family homes, multi-dwelling units, and an expanding number of mixed-use residential developments that capitalize on the strong demand for walkable urban living options. Institutional uses also provide education and cultural enrichment throughout the district.

3rd Street

Further North on Third Street is an additional pocket of commercial and mixed-use establishments, making up the Third Street Corridor. Traditionally, Third Street services the needs of students of Northern Michigan University, and connects the campus area to downtown. In many ways, however, the distinctions between the campus, 3rd Street, and downtown are blurring in terms of housing and commercial markets, while the distinctive character of each area provides a vibrant range of options.

Marquette Downtown Development Authority

The Downtown Development Authority (MDDA) was established by City Ordinance in 1976 under the authority of Michigan Public Act 197 of 1975. The purpose of the Authority, as stated at the time, was to "halt property value deterioration and increase property tax valuation… to eliminate the causes of that deterioration, and to promote

economic growth." Within their designated boundaries, Act 197 empowers the state's Downtown Development Authorities to:

- Analyze economic conditions and trends
- Complete long-range planning
- Acquire and improve land
- Construct, improve, rehabilitate, maintain, and operate buildings; and
- Construct and maintain public facilities.

The Marquette Downtown Development Authority currently uses several sources of funding, including tax increment financing (TIF) and a 2 mill property tax on property within its district. Its annual budget is approved by the City Commission.

The MDDA's service area is made up of two districts: Downtown and Third Street (Figure 1). The Downtown District is the MDDA's original service area. It centers around the blocks between Fourth Street and the waterfront, and the Washington Street corridor. In 2012, the service area expanded up the Third Street corridor to Fair Street. This expansion took place as part of the MDDA's TIF renewal, however the TIF area only applies to downtown.[1]

[1] While the TIF only applies to MDDA's Downtown District, the MDDA millage supports both districts.

Figure 1 DDA Districts / Study Area

The MDDA Parking Program

MDDA has operated and maintained public parking downtown since the Authority was established in 1975. It currently manages eight parking facilities, all within the traditional Downtown District. The MDDA parking program is self-funding, with all parking revenues captured within a dedicated Parking Fund. Currently, no TIF or millage-based revenues are used to cover parking-related costs.

Last year, 56% of the Parking Fund's annual revenue came from revenues collected from parking meters, while 43% came from permit-sale revenue. This revenue must cover a range of expenditures, from operating costs and capital investment/maintenance related to parking resources, to organizational expenditures such as staffing, office space, and utilities. Details are provided in the table below.

Figure 2 Parking Fund Budget in Relation to MDDA's Budget, 2019

Parking Fund	Budget	% of MDDA Budget
Revenue	$383,000	28%
Operating Expenditures	$293,801	29%
Capital Expenditures	$24,000	13%
2011 Bond Principal & Interest	$157,630	100%
Total Expenditures	$475,431	35%
Revenue – Expenditures Balance	$(92,431)	-7%

As shown above, last year's revenue failed to cover expenses by nearly $100,000.

2013 Parking Management Plan Key Recommendations

The table below provides a summary of key recommendations from the Parking Management Plan adopted in 2013.

Figure 3 2013 Parking Management Plan Recommendations

2013 Recommendation	Changes Implemented
Manage Demand to Expand Supply Benefits	
Focus on Performance and Customer Service	The investment in new meters and a pay-by-phone service, both provided by industry-leading vendors, represents tangible investments in technology that makes Downtown's most high-demand parking spaces easier to use.
Adopt Availability as Primary Performance Measure	Metered parking was expanded along blocks of on-street parking that were documented to most-consistently lack availability during demand peaks.
Adopt Price as the Primary Tool for Meeting Performance Targets	Significantly expanded metered parking, and concentrated metered parking on high-demand streets
Embrace the Parking Benefit District Model	Meter revenue has significantly reduced the need to cover DDA parking expenses with TIF revenues, freeing up those revenues for investment in public improvements.
Invest in New Technology	2017: 400 new smart meters for on-street spaces[2]
Pilot On-Street Parking Benefit Pricing/ Restructure Off-Street Pricing	2017: Metered parking fares increased from $0.25 to $0.50 per hour.

[2] Marquette Downtown Development Authority, "New Parking Meters Installed in Downtown Marquette," July 11, 2017. https://downtownmarquette.org/new-parking-meters-installed-in-downtown-marquette/

2013 Recommendation	Changes Implemented
Strategically Expand Supply	
Re-Examine Clear-Vision Distances (Immediate Gain)	17 on-street parking spaces were added by reducing these distances along Third Street.
Explore Consolidating Accessory Lots and Driveways (Longer-Term Payoff)	The MDDA has continued to initiate and facilitate dialogue among lot owners in this sub-district, but with little progress.
Explore Lot Purchase/ Lease Options (Longer-Term Payoff)	This is not considered a current MDDA strategic pursuit for 3rd Street.
Joint-Development Structured-Parking Opportunities (Longer-Term Payoff)	Partnerships with owners of key downtown properties have been explored, particularly along Washington and Front streets, but without any specific opportunities being identified as imminently viable.
Strategically Expand Capacities	
Broker Shared-Parking Agreements	The MDDA is actively exploring options for using its new pay-by-phone service to allow owners of private lots to monetize their parking via off-hour paid-parking.
Additional Recommendations	
Complete 3rd Street ▪ Apply the City's Complete Streets Policy ▪ Better Accommodate 3rd Street Bike Traffic	Southbound bike lane added, between Arch and Bluff streets
Strategic Coordination with Parking Enforcement: Incremental Fines, Evening and Weekend Enforcement, Data Collection and Information Sharing	The MDDA continues to explore opportunities with the City to improve parking enforcement, but no progress on any of these specific recommendations has been made.
Promote the Parking System	Semi-annually updated parking brochure one MDDA website, includes bike trail routing.[3, 4]

[3] Marquette Downtown Development Authority, "Marquette's Downtown District Parking Guide," 2018. https://downtownmarquette.org/wp-content/uploads/2014/02/Parking-brochure-Summer-2018-legal-size.pdf

[4] Marquette Downtown Development Authority, "Downtown Marquette Parking Guide," May 2019. https://downtownmarquette.org/wp-content/uploads/2019/06/Parking-Brochure-Website-May-2019.pdf

The 2020 Plan Update

In the seven years since Marquette's Parking Management Plan was adopted, the MDDA has added 400 new parking meters, and adjusted meter rates, enforcement times, and permit types and pricing. In particular, the new parking meters and pricing have yielded increased parking turnover where and when they are in effect. However, there has also been an observable shift in demand for fare-free 2-hour parking in off-street lots, impacting the consistency of availability for rental permit holders.

The Downtown parking supply will be reduced by 66 spaces when the redevelopment of the South Main Lot begins. To offset the impact of this redevelopment project, and to facilitate continued redevelopment of surface lots in the Downtown core, a key objective of the 2020 Parking Management Plan Update, is to identify opportunities to develop new public parking facilities.

Objectives

The primary objective of the PMP Update is to develop a long-term parking strategy for the DDA District that:

- Encourages investment in the district, including additional residential units as well as an enhanced business climate
- Balances the needs of customers, clients, district employees, businesses, and residents
- Maximizes the value of existing parking resources
- Minimizes the negative impacts of surface lots
- Improves existing parking facilities
- Addresses opportunities related to emerging technologies
- Encourages the re-development of private lots
- Seeks sufficient revenues to ensure the parking program is self-sufficient and to allow for future parking development
- Provides for future parking improvements
- Establishes parking rates that reflect the market and encourage intended use of the system
- Defines a financially viable approach to funding and building new parking facilities to facilitate the redevelopment of Downtown-core surface lots

Report Structure

This report provides an overview of study findings, analysis, and strategic recommendations culminating in an updated Parking Management Plan. It is organized, as follows:

- **Parking Profile** – An overview of key parking conditions, not limited to supply, demand, operations, and financial sustainability.
- **Mobility Profile** – An overview of key non-driving mobility resources, issues, and opportunities that help reduce dependence upon downtown parking while adding to a sense of vibrancy to downtown's businesses and public spaces
- **Growth + Development Profile** – A summary of anticipated changes, largely but not exclusively on anticipated land use developments and changes to current parking demand and supply.
- **Key Issues & Opportunities** – A summary of key conditions that will be the focus of the Parking Management Plan
- **Parking Management Plan** – A summary of recommended parking supply, management, and operations strategies

Parking Profile

MDDA Parking Supply

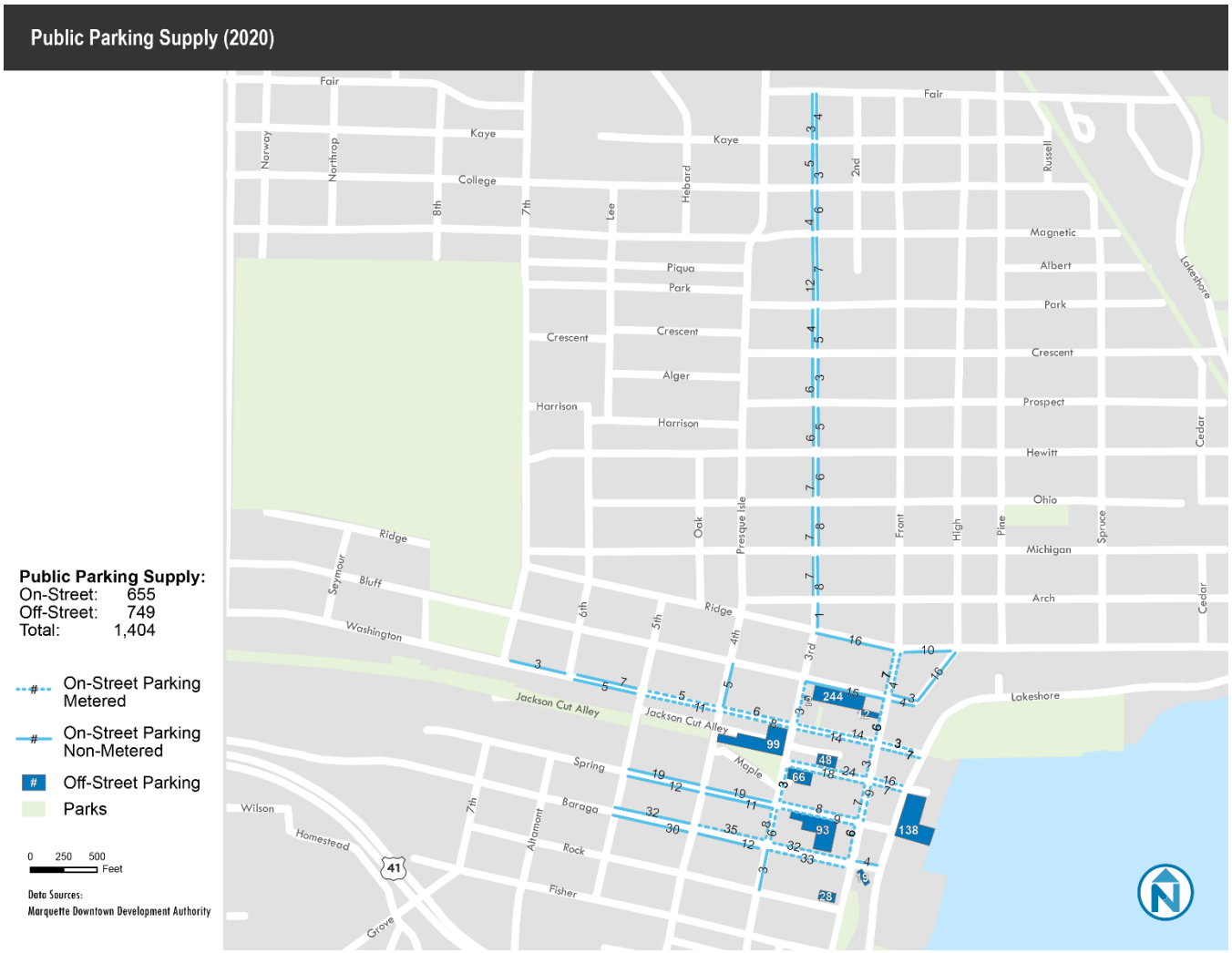
MDDA manages nearly 1,400 parking spaces, including just over 100 on-street spaces within the 3rd Street district. Since 2013, 7 new on-street parking spaces were added. Space for these new parking stalls came from eliminating excess curb cuts along Third Street.

Figure 4 Parking Supply, 2013 and 2020

Type of Parking	Supply, 2013[A]	Supply, 2020[B]	Change
On-Street: All	619	655	+36
On-Street: Downtown	509	538	+29
On-Street – 3rd Street	110	117	+7
Off-Street	755	749	-6
Total	1,374	1,404	+30

Sources: A. Downtown Parking Study, 2013
B. Downtown Marquette Parking Guide, 2019

Figure 5 Parking Supply Map



On-Street Spaces

The majority of on-street parking spaces managed by MDDA are free, with time limits enforced during weekdays to maintain turnover. Since 2013, MDDA has converted 279 time-limited on-street spaces to metered parking, as recommended in the Parking Management Plan. A detailed summary of the current on-street parking supply is provided below.

Figure 6 On-Street Parking Supply

Location	# of Spaces				
	Metered	2- Hour Time Limited	ADA	Loading Zone	Total
Downtown	294	211	30	3	538
3rd Street	0	114	3	0	117
All	294	325	33	3	655

Off-Street Facilities

The MDDA-managed off-street supply remains largely unchanged since the Parking Management Plan was adopted. The table below provides an overview of the facilities that constitute this supply, including an inventory for each, quantified by space type.

Figure 7 Off-Street Parking Supply

Facility Name	# of Spaces[A]						
	Daily Permit[B]	Overnight Permit[C]	24-Hour Permit[D]	Hourly Meters / Paystation	2 Hour Fare-Free Available	ADA	Total
Bluff Street Ramp: Lower Level	✓	✓	✓	✓	X	0	122
Bluff Street Ramp: Upper Level	✓	X	X	X	✓	3	122
Bluff St. Alley	✓	X	X	X	X	0	12
North Main Lot (no free parking)	X	X	X	✓	X	2	48
South Main Lot (sold, losing this in the Spring)	✓	X	X	X	X	2	66
Spring Street Lot	✓	X	✓	✓	✓	2	93
Rock Street Lot	X	X	✓	X	✓	1	28
Baraga Avenue Lot	✓	X	✓	✓	✓	1	19
Lakeshore Blvd Lot	✓	X	X	✓	✓	6	138
Marquette Commons	✓	X	✓	✓	✓	4	99
Upper Commons	X	X	X	✓	X		
North 3rd St. Lot	X	X	X	✓	X	0	2
Total						21	749

Note: A. ✓ indicates parking type is available. X indicates parking type is not available.
B. Daily permits enable parking in designated off-street parking facilities from 6am to 6pm on weekdays.
C. Overnight permits enable parking in the Bluff Street Ramp: Lower Level from 6pm to 9am, daily.
D. 24-Hour permits enable a 24-hour assigned parking space in Bluff St ramp only, all other 24 hr passes are unassigned spaces in designated off-street parking facilities.

Key Management Practices

Off-Street

Permit Parking

The DDA offers several types of permits to accommodate downtown commuters and residents.

Standard Permit

- $25/month ($75/quarter)
- Allows unlimited parking in designated permit lots
- A discount is available for employers who purchase 10 or more permits; $20/month / permit
- No overnight parking

24-Hour Permit

- $35/month ($105/quarter)
- Allows unlimited parking in designated permit lots
- Allows overnight parking in designated areas of these lots

24-Hour Reserved Permit

- $60/month ($180/quarter)
- A limited number of reserved spaces are available for
- Allows unlimited parking in spaces designated for 24-hour-reserved permit parking
- Spaces are located in the lower level of the Bluff Street Ramp

Visitor Parking

The DDA accommodates visitor parking in its off-street facilities by providing metered parking spaces, free two-hour parking in many designated permit lots, and through free evening and weekend parking in all facilities.

On-Street Parking

Metered Parking

Implementing PMP Recommendations

- Overview of the process of implementing more metered parking, since the PMP.
- How many spaces have been created?
- What has this changed about the revenue for the parking system – in 2012 parking revenue was just 70% of Parking Fund revenues, and today it is just about 100%, is this something that can be tied to meter-revenue impacts?
- Have any businesses noted any improvement with 1) customer parking experience and/or 2) reducing merchants/employees parking in on-street spaces?

Meter Technology

In 2017, MDDA purchased 400 smart meters. These meters converted many previously time-limited on-street spaces to metered parking downtown. Unfortunately, the warranties on these meters are running out, and many are coming to an earlier than expected end of their service lives as well. The units purchased in 2017 were discounted older model units, but intended for longer-term use.

The MDDA is seeking new meters that function better for longer in low temperatures, and high snow and ice conditions. Individual meters, area pay stations, and zone-based mobile payment systems are options in consideration.

Time Limited Parking

Most on-street parking in Downtown and 3rd Street is limited to one or two hours of parking from 9am - 5pm on weekdays. All metered parking spaces are limited to two hours of parking during these times.

Enforcement

On-street parking regulations are enforced by the Marquette Police Department (MPD). One full-time MPD officer is dedicated to enforcement 9 AM - 5 PM weekdays. Overnight parking is prohibited on all public streets, Citywide, from November 1st through April 1st, to facilitate snow clearance.

Fines for parking violations (base/after 14 days):

- Expired Meter: $5 / $8
- Too close to crosswalk: $10 / $15
- Driveway/Sidewalk Obstruction: $10 / $15
- Hydrant Obstruction: $10 / $15
- Time Limit Violation: $10 / $15
- ADA Violation: $100 / $125
- Expired Permit: $5
- Improper/No Permit $10 / $15

Comparable Peer City Practices

Peer cities in Northern Michigan offer useful benchmarks for comparing key parking management practices. The tables below provide key points of comparison between Marquette, Sault Ste Marie, Petoskey, and Traverse City.

Figure 8 Paid Parking Mechanisms

City	Meters	Permits	Parking App
Marquette	Yes	Yes	Passport
Sault Ste Marie	Yes	Yes	N/A
Petoskey	Yes	Yes	Parkmobile
Traverse City	Yes	Yes	Parkmobile

Sources: Marquette Downtown Development Authority, City of Sault Ste Marie, Petoskey Downtown, and Downtown TC

Figure 9 Peer Comparison: Off-Street Permit Price

City	Monthly Permit Price	
	Base	Premium
Marquette	$25.00	$60
Sault Ste Marie	$25.00	$35.42[A]
Petoskey	$60.00	$120.00
Traverse City	$36.00	$48.00

Note: A. Based on annual permit fee.

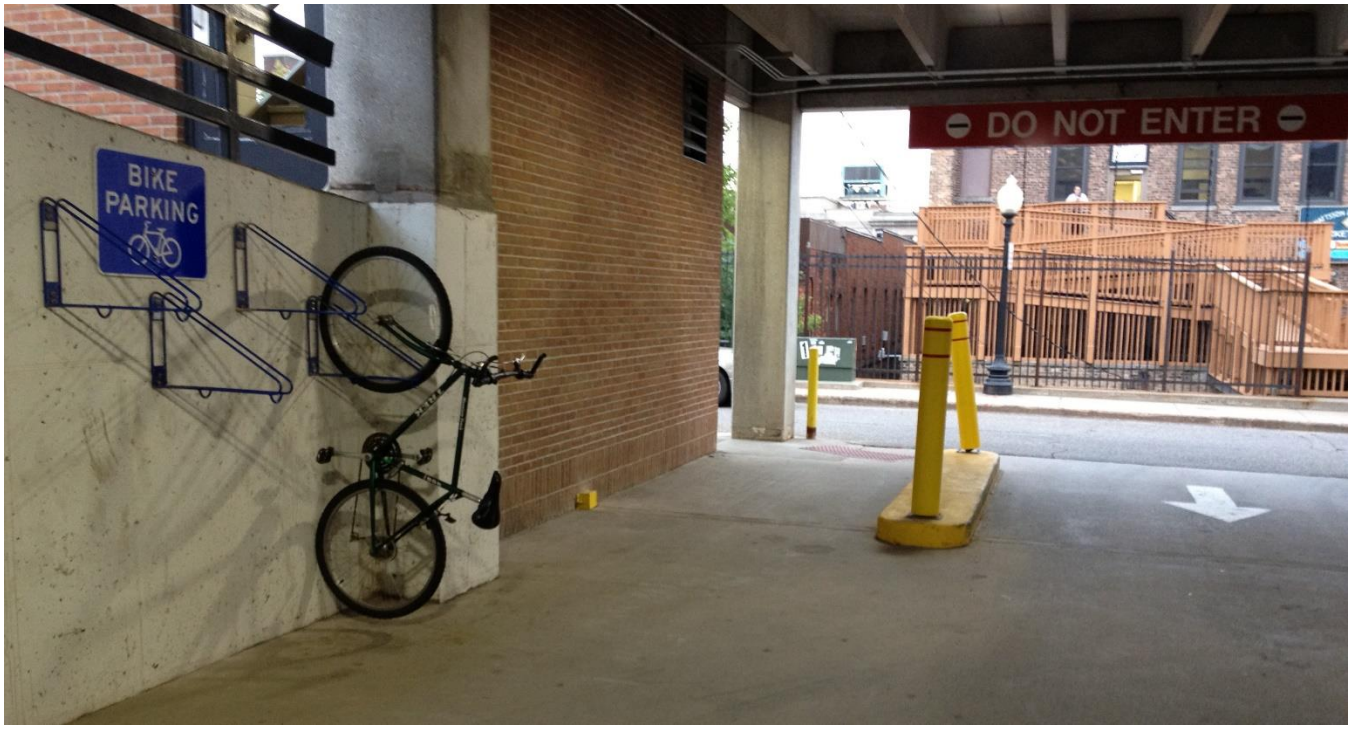
Sources: Marquette Downtown Development Authority, City of Sault Ste Marie, Petoskey Downtown, and Downtown TC

Figure 10 Parking Regulations Enforcement Schedule

City	Evening Enforcement?	Weekend Enforcement?	Free Parking Holidays
Marquette	No	No	
Sault Ste Marie	No	No	
Petoskey	No	Sat	Yes
Traverse City	No	Sat	Yes

Sources: Marquette Downtown Development Authority, City of Sault Ste Marie, Petoskey Downtown, and Downtown TC

Mobility Profile



Public Transit

The Marquette County Transit Authority provides fixed-route, deviated fixed-route, and dial-a-ride public transportation to Marquette County.[5] The system has nine fixed routes and two deviated fixed-routes.

Most routes start between 6am and 10am on weekdays and run until approximately 6 or 7pm. Eight routes offer Saturday service from 8 or 9am to between 5 and 7pm. The Marquette, Ishpeming, Negaunee route is the one route operating on Sundays, with afternoon service from 1pm-5pm. Both deviated fixed-routes operate one day per week—the Western Marquette County route on Thursdays and the Palmer Area route on Fridays.

Fixed-route fares are $0.80 on most fixed-routes; the Marquette/Ishpeming/Negaunee and Marquette/Sawyer/Gwinn routes are both $1.60 per trip. General public fares on dial-a-ride and deviated fixed-route services are distance based, ranging from $2.60 to $5.60. All services offer discounted fares for older adults, people with disabilities, and students.

[5] Marquette County Transit Authority, "Marq-Tran Routes & Schedules." https://marq-tran.com/marq-tran-routes-schedules/

Active Transportation

Local/Regional Trails

Image source: https://mitrails.org/library

The **Iron Ore Heritage Trail** is a 47-mile, year-round, multi-use trail that crosses the Marquette Iron Range. The rail-trail, which was designated as a National Recreation Trail in 2018, shares and celebrates the area's rich mining history with interpretive signage, artwork, and connections to museums along the way. The trail follows several former railroads built to carry the iron ore from the mines to the Lake Superior harbor, including the rail line that traversed downtown Marquette. This latter rail/trail route connects with the Marquette Multi-Use Path.

Marquette Multi-Use Path

Marquette's Multi-Use Path encompasses 19 miles of paved trail that encircles the city and connects to Presque Isle Park in the north and to the town of Harvey in the south. The trail provides access to several Marquette

neighborhoods, shops and services, and other attractions and opportunities. The eastern leg of the trail follows the shore of Lake Superior, connecting to several beaches, parks, and other waterfront destinations.

Bike-Share

Marquette's only bike share program is operated by the Norther Michigan University's Lydia Olson Library. The program was started by the Associated Students of Northern Michigan University (ASNMU), who continue to maintain the programs bike fleet. The program offers free, short-term bicycle rentals are available, for up to three days, to NMU students with their NMU ID.[6]

Ride Services

Lyft

Lyft is a transportation network company that offers ride-hailing service via a mobile application. Lyft started service in Marquette in 2018,[7, 8] and has a local service area spanning the Upper Peninsula, pending-driver availability.[9]

Growth & Development Profile

Growth Prospects

There is significant opportunity to attract private land development to the downtown core, with vacant lots and surface parking areas being the most viable sites for new development. Such growth could add significant vitality and continuity to the downtown, particularly if a continuous line of commercial storefronts can be established along Front Street between Washington Street and Baraga Avenue. Such growth, however, will require a strategic approach to developing replacement-parking facilities to both replace any parking lost to redevelopment, and accommodate the new parking demand created by the development itself. This latter objective is key to reducing how much parking is required to support more downtown growth, by accommodating new demand in DDA-managed parking, rather than private, accessory parking lots that provide no shared/public benefit to the district.

Anticipated Parking Supply Changes

The loss of the Spring Street South lot is tied to increased demand for Downtown-core housing and commercial space. This suggests that MDDA should prepare for additional substantial economic-development opportunities to be linked to the loss of existing downtown parking lots. The table below identifies the surface lots most likely to attract significant redevelopment interest over the next 10 years. Several private lots in this area are also likely to be redeveloped at some point, particularly if MDDA surface lots can be replaced with new, efficient, public parking resources nearby.

Figure 11 Off-Street Parking Supply

Facility Name	Spaces
North Main Lot	48

[6] Associated Students of Northern Michigan University, "Bike Share," Northern Michigan University. https://www.nmu.edu/asnmu/bike-share

[7] Hollebeke, Mollie, "Lyft driver in Marquette calls out need for more drivers," UPMatters, WJMN-TV, May 3, 2018. https://www.upmatters.com/news/lyft-driver-in-marquette-calls-out-need-for-more-drivers/

[8] Eggleston, Sam, "August's business growth news around the U.P.," Second Wave Upper Peninsula, August 31, 2017. https://www.secondwavemedia.com/upper-peninsula/features/augustroundup83117.aspx

[9] Lyft, " Upper Peninsula." https://www.lyft.com/rider/cities/upper-peninsula-mi

South Main Lot	66
Spring Street Lot	93
Rock Street Lot	28
Baraga Avenue Lot	19
Lakeshore Blvd Lot	138
Marquette Commons	99
Total	491

Developing a plan for replacing this capacity with a centrally-located, MDDA-managed parking structure or two would not only facilitate continued economic growth for Downtown, but provide an opportunity to replace some private/accessory parking resources with shared/public parking facilities. This would increase short-term supply efficiencies, while also providing increased long-term resiliency for the Downtown parking supply as mobility options and preferences continue to alter parking-demand patterns and projections.

Projected Parking Demand

The history of development in Marquette suggests that the pattern of development including sufficient parking supply to meet its own demand will continue. However, should it prove viable to construct new MDDA parking facilities along the scale of the 500-space margin identified above, there should be excess capacity – at least early on – to accommodate demand from new development, thus facilitating:

- Infill projects on sites lacking viable on-site parking options
- Projects that maximize land use capacities by reducing on-site supplies
- A long-term shift away from private/accessory parking toward shared/public parking in Downtown.

Success in achieving these goals, especially the last two, will require strategic coordination with developers seeking to minimize their on-site parking supplies. This should focus on ensuring that MDDA is compensated for the parking it provides – through increased permit demand, primarily, but also through increased TIF revenues sufficient to continue to provide sufficient parking for continued redevelopment in Downtown and 3rd Street.

Key Issues & Opportunities

Issues

Parking Supply

Barriers to surface lot replacement will limit downtown growth.

DDA-managed surface lots offer the most significant, market-viable, and important development opportunities in downtown. Particularly, the lots located between Front and Third Streets, and Washington and Baraga Streets offer a premium location and low redevelopment costs for projects of a significant scale. From a redevelopment perspective, infilling this area with active ground-floor destination and activating upper-floor commercial space and/or housing units would help remove the activity gaps that currently create a sense of disconnection between the Washington Street and Baraga Street corridors, and would help extend the Front Street and 3rd Street corridors, which today only extend for a block or two.

Downtown parking generates limited revenues.

The primary barrier to surface-lot replacement is the cost of structured parking compared to the revenues currently generated by downtown parking. This greatly limits the options for funding the construction of parking that could effectively replace the capacity that redevelopment of surface lots would remove. Any debt necessary to fund new parking facilities would need to be linked to revenue streams beyond what might be generated by the parking facility itself.

DDA parking system revenues cannot support large capital investments.

Parking system revenues currently cover the cost of maintaining and operating all DDA-managed parking resources. They are not sufficient, however, to cover the annual cost of paying off the debt-service obligations from its most recent, large capital investment – renovations to the Bluff Street ramp, completed in XXXX. While system revenues have increased over the last several years, most significantly following the installation of meters on several high-demand blocks in downtown, current levels are far from offering a capacity to secure financing for the development of structured parking that could replace downtown surface lots.

Public parking is primarily limited to curbside spaces in 3rd Street.

3rd Street lacks any off-street parking facility of significant that is publicly accessible. This places a significant emphasis on curbside parking options, particularly for supporting park-once access to the many popular destinations located along this corridor. The lack of parking meters on 3rd Street itself also suggests that area employees/business-owners likely use many of these spaces each day, reducing the capacity to accommodate customers/visitors in these most highly visible of curbside spaces.

Parking Management

Limited functionality of aging parking meters.

The meters currently in place have suffered from poor performance for several years, increasing the level of maintenance attention and cost beyond sustainable levels. This affects the cost-effectiveness of this vital curbside management tool, and will gradually erode confidence and support for these devices and in the benefits of metering curbside parking generally.

Non-permitted overnight parking affects snow clearance.

On any given morning, there tends to be multiple vehicles left over from the previous night despite lacking overnight parking permits. This results from a long-standing practice of area residents of taking a cab home following an evening, to avoid driving while intoxicated, leaving their cars parked downtown. While this practice carries many, important benefits, it does interfere with snow clearance in DDA lots; and when snow clearance is suboptimal, the capacity of these lots, which tends to be reduced even when snow clearance is unobstructed, is further reduced. A key distinction between this form of overnight parking, and the form that is controlled via permits, is that permitted parkers benefit from receiving information on where to park to minimize interference with snow clearance. By comparison, non-permitted drivers tend to be unaware of the impact of their parking on snow clearance and often park without the intention of leaving their car in place all night.

Modest parking revenues have limited expansion of metered parking.

The meters added to downtown curbsides since the 2013 study have proven effective at maintaining more consistent turnover and availability among downtown's most popular parking options. This is a key benefit for improving the visitor/customer parking experience, as it builds confidence that downtown offers several parking options that will reliably be available upon arrival. The cost of purchasing new meters, however, has delayed the extension of this benefit to additional and emerging commercial/retail blocks in downtown and along 3rd Street. Despite the fact that the meters added since 2013 have more than paid for themselves, the acquisition of new meters remains a significant capital expense relative to the finances of the DDA parking system.

The lower level of the Bluff Street ramp is currently underutilized.

The transition to hourly parking for this level of the ramp has succeeded in creating a standing option for downtown visitors, in a convenient location, as there tends to be ample availability on this level even during peak-demand times. At this point, however, it appears that these spaces are too underutilized, with half or more of the spaces noted to be empty at all times. Permit holders for upper-level parking have also expressed frustration at not being able to park in the lower level when the upper level is full and dozens of empty spaces remain available below.

Related Mobility Issues

Transit costs more than parking.

The MarqTran base fare for a round-trip to downtown is $1.60. By comparison, a DDA parking permit, for a full-time employee, costs less than $1.25 per day. This parking cost is the same for all DDA parking facilities, and there is no wait list for such permits. This makes it almost impossible for MarqTran to attract riders who have the means to commute by personal vehicle.

Strong and sustained interest in funding transit service expansion has not found viable implementation options.

Several downtown entities and stakeholders, including the City, the DDA, and Northern Michigan University (NMU), have expressed interested in and explored options for funding more transit service within downtown and between downtown, 3rd Street, and the NMU campus. Efforts over the last several years to act upon these interests have met with resistance from MarqTran and have not gone forward.

Lack of ride services increases non-permitted overnight parking.

Non-permitted overnight parking typically results from drivers seeking to avoid driving while intoxicated. Across the country, such practices have increasingly been replaced by using ride services to avoid driving at all on occasions likely to lead to intoxication. The minimal presence of such services, such as Lyft and Uber, limited such a transition in behavior in Marquette.

Opportunities

Parking Supply

Funding new parking construction to enable redevelopment of Downtown surface lots.

Financing new parking structures would facilitate the redevelopment of surface lots in Downtown by providing a ready supply of available replacement parking. Joint development opportunities would help ensure that any new MDDA parking supplies would replace rather than simply expand parking capacities.

Parking Management

Metering 3rd Street would better distribute demand and help maintain consistent availability.

Following the 2013 study, the DDA led efforts to expand on-street parking capacity on several blocks along the 3rd Street Corridor, by reducing the distance by which parking is set back from intersections. This benefits of this added capacity can be expanded by providing a cost-based incentive to use the spaces on side streets, many of which provide excellent convenience to 3rd Street destinations, but are less obvious and require a bit more navigation compared to just pulling into a space on 3rd Street. Metering the spaces on 3rd Street, while maintaining free parking in side street spaces, would help redistribute some of the parking demand on 3rd Street to make better use of all available street parking options. In particular, this would encourage employees and business owners to

use side street parking spaces, preserving more of the most convenient and visibly evident parking options for customers/visitors.

Promoting Bluff Street ramp as location for non-permitted overnight parking.

The lower level of this parking ramp provides several advantages for accommodating overnight parking by drivers who leave their cars downtown unexpectedly and without a permit for doing so. Most importantly, the fact that this level is covered means that parking in this location will not interfere with snow clearance operations, and that drivers need not "dig out" their cars in the morning (thus making retrieval easier and more expedient). Another advantage is the minimal use of this level for permit parking, with the result that overnight and early morning parking demand is quite modest, providing a significant time/capacity buffer for dealing with vehicles that are not retrieved first thing in the morning.

Related Mobility Opportunities

Expanded transit service would create more synergy within and between key growth areas.

Direct and frequent transit service between the NMU campus and downtown, travelling the length of 3rd Street, would better connect several key areas in central Marquette, making it easier and more likely for NMU students to frequent 3rd Street and downtown destinations and events, while also making 3rd Street destination and NMU events and amenities more accessible to the growing downtown population. Lastly, it would make both NMU and downtown destinations and job centers more accessible to those living along the 3rd Street corridor. Perhaps most importantly, this form of expanded access would bring more people to each area who need no parking.

Expanded transit could support some park-and-ride opportunities.

An NMU - 3rd Street – Downtown circulator service would also facilitate potential park-and-ride opportunities. This could include opportunities to make use of the significant parking resources left in place and largely unused when the hospital left its NMU-adjacent location for downtown. These opportunities will be limited by the reality that both the parking involved and the transit ride from it would likely have to be provided free of charge. With the best of downtown parking options costing no more than $25/month, a park-and-ride alternative would likely have to be completely free of charge to attract commuters in any significant numbers.

Plan Update Strategies

Following is a series of strategies recommended for the 2020 Update to the Downtown Parking Management Plan.

Supply Expansion

On-Street Supply

Work with property owners to close redundant/disused driveways.

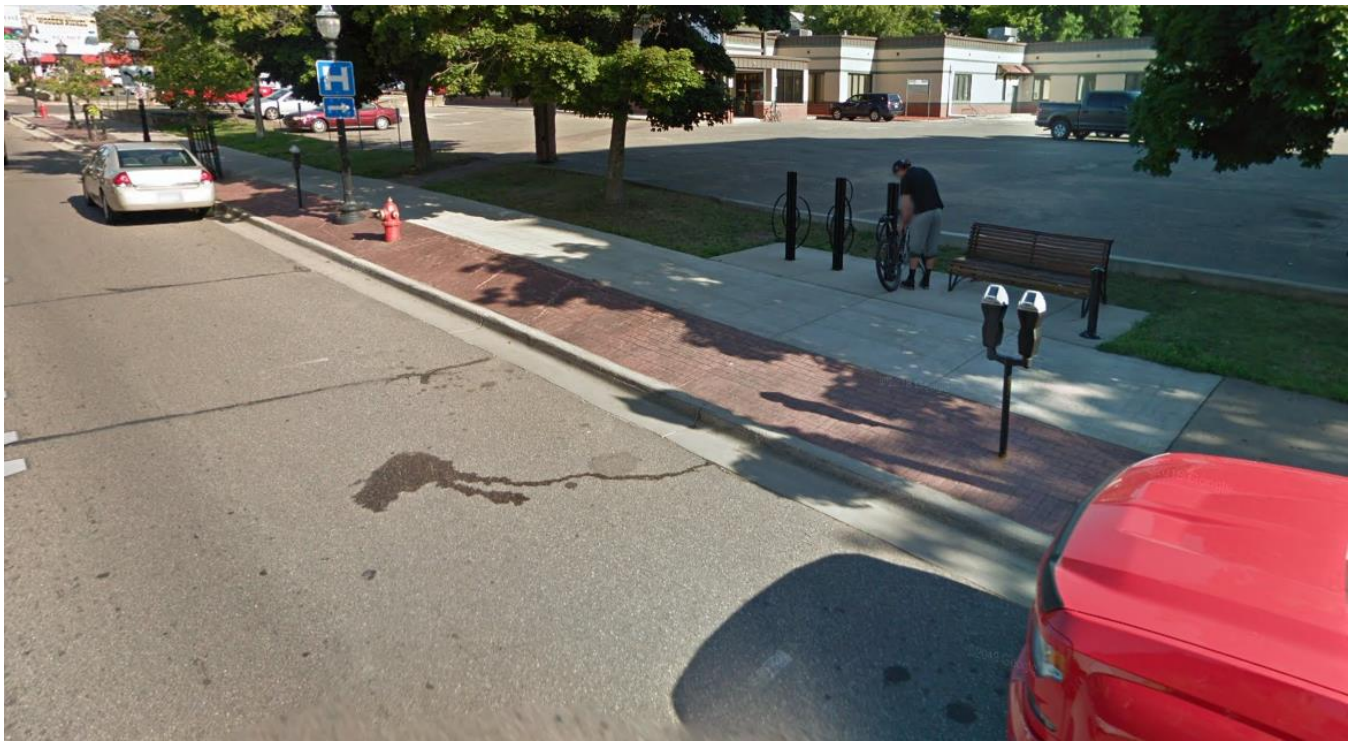
Pair streetscape improvements with agreements to close/relocate driveways where doing so will recapture parking capacity and improve walking conditions along key commercial streets.

Two parking lots located on opposite sides of 4th Street, at Washington Street, encapsulate the challenge and opportunity in this recommendation. The one on the west side of 4th Street is accessible from three distinct curbcuts, two of which are located on 4th street (though one is currently not used for access, its curb cut remains) with the third located on Washington Street. As a result, there is no parking on this stretch of Washington Street, and its sidewalk is dominated by space shared with cross vehicle traffic.

Figure 12 Redundant and Excess Driveways Reduce On-Street Parking and Sidewalk LOS

By contrast, the lot on the east side of 4th Street has no access point from Washington Street, relying solely on 4th Street for access – with the result that this length of Washington Street presents uninterrupted walking, and accommodates several bike racks and three metered parking spaces.

Figure 13 Gains Possible from Closing Driveways are Evident Across the Street.



Stripe parking spaces along the full 400 block of Baraga Avenue.

Striping on-street spaces can increase their capacity.

- The head-in parking on this block is not striped west of the St. Peter Cathedral parking entrance, resulting in inefficient parked-car configurations that reduce the capacity along this block.

Add Barrier-Free Parking in front of County building entrances on 200 block of Baraga Avenue.

The County building entrance is an ideal location to accommodate those with mobility challenges.

- The County has identified the opportunity to redesign the two spaces that align with the sidewalk leading to these entrances as barrier-free spaces, to accommodate a high level of need among their visitors.

Off-Street Supply

Explore options for building a parking deck.

Develop a basic proforma to track the financial viability of available/future opportunities.

Develop a process for evaluating the cost/revenue implications of potential supply development opportunities, including per-space, annualized estimates of:

- Construction Cost, as annualized debt service obligations
- Operating and Maintenance costs
- Parking revenues
- New MDDA (TIF, property-tax, other) revenue, from the property-value increase following the redevelopment of surface lots made possible by developing replacement parking facilities

Prioritize Joint-Development opportunities.

- Joint-development can spread the costs and risks associated with constructing parking facilities, while ensuring that facility design and management align with community standards and priorities.
- Such projects also create more resilient mobility infrastructure that ensures that new investments create shared benefits.
- This resiliency can ensure that parking built to support private development remains a resource to support downtown needs beyond the on-site development – something that may become increasingly important should mobility trends prove to reduce parking demand in urban areas.

Expand 3rd Street's public supply during evenings and weekends.

Partner with Passport to help private lot owners monetize their off-hour excess capacity to provide needed public parking during evenings/weekends.

The availability of pay-by-phone technology allows lot owners to directly monetize their off-hour capacity. This could greatly expand public parking options in 3rd Street, where all off-street parking options are privately controlled.

- Recruit early-adopter lot owners to pilot this technology, which can provide direct revenue every week while supporting area evening-based businesses with limited on-site parking
- Lot owners can set the hours of public access, determine parking rates, and maintain their current lot-enforcement approach
- Mobile-payment vendors will provide signage, with pricing and lot identification for payments, and facilitate payment and revenue flows back to lot owners.

- The City/MDDA can provide monitoring, ticketing, towing support in exchange for administrative fee
- Work with early-adopter lot owners to document their experiences, including setup and management, partnerships and risk management, revenues, etc.
- Positive outcomes from early participants should be used to recruit additional participants.

Capacity Expansion

On-Street Capacity

Use variable curbside regulations to expand capacities in line with demand peaks.

Pair morning loading zones with Midday through Evening meters on select commercial blocks.

Focus on high-demand areas where patterns/needs vary across the day and week. Optimize truck access during mornings. Shift to focus on keeping metered parking spaces accessible, as the lunch-hour peak approaches and continuing through the dinner-hour peak.

On select commercial-street blocks:

- Prioritize loading/unloading during early mornings – 6am – 10am
- Prioritize short-term/metered parking from late-morning through the evening – 10am – 10pm

On adjacent side-street blocks:

- Prioritize short-term parking (30 minutes) access during early mornings – 6am – 10am
- Prioritize loading/unloading from late-morning through the evening – 10am – 10pm

Figure 14 Example of Variable Regulations Approach in downtown Santa Cruz, CA

Demand Distribution

Permit Strategies

Create an Afternoon/Evening Permit to encourage evening-shift employees to park in MDDA lots.

Discount permits that are not valid until after the lunch-hour peak will provide evening-shift employees an affordable alternative to street parking.

Downtown commuters with a conventional, weekday work schedule need to be able to find a parking space upon first arriving in the morning, and often upon returning from a lunch trip. After two or three in the afternoon, most of these employees will not use their cars until they leave for the day. At the same time, the lunch-hour demand peak begins to ebb, increasing availability even in downtown's more popular lots.

This presents an opportunity to create a permit that is only valid after the lunch-hour rush is over, offering access to highly convenient MDDA lots at a discounted rate as a means of keeping more evening-shift employees from parking in on-street spaces that should be prioritized for customers.

Develop digital permits to expand management flexibility and overnight parking options.

Digital permitting, which uses license-plate-recognition technology to allow vehicle license plates to function as parking permits, can expand management, permitting, and pricing options while minimizing the administrative labor required. Such permits may make it more viable for MDDA to manage off-street parking permits for private lots, allowing residents to take advantage of excess evening capacities in lots near their home, and allowing lot owners to monetize this capacity – with MDDA ensuring compliance with restrictions and addressing violations, in exchange for an administrative fee.

Pricing Strategies

On-Street

Use tiered rates to better distribute Downtown on-street parking demand.

Start by charging more for on-street than for off-street parking.

Pricing all hourly parking at the same rate will result in a lack of availability among the most popular parking options. As new meters are introduced, the following tiered rates should be established for all hourly parking across Downtown and 3rd Street:

- $1/hour:
  - Washington Street, Baraga Avenue, and Front Street in Downtown
  - 3rd Street in 3rd Street District
- $0.50/hour:
  - All other on-street meters
  - All hourly parking in MDDA off-street facilities

Meter Parking on 3rd Street

Better distribute demand and help maintain consistent availability along this primary customer parking street.

Following the 2013 study, the DDA led efforts to expand on-street parking capacity on several blocks along the 3rd Street Corridor, by reducing the distance by which parking is set back from intersections. This benefits of this added capacity can be expanded by providing a cost-based incentive to use the spaces on side streets, many of

which provide excellent convenience to 3rd Street destinations, but are less obvious and require a bit more navigation compared to just pulling into a space on 3rd Street. Metering the spaces on 3rd Street, while maintaining free parking in side street spaces, would help redistribute some of the parking demand on 3rd Street to make better use of all available street parking options. In particular, this would encourage employees and business owners to use side street parking spaces, preserving more of the most convenient and visibly evident parking options for customers/visitors.

Extend meter enforcement into evenings and weekends.

Meter schedules must adapt as downtown economies increasingly rely upon evening/weekend commercial activity.

Evening and Saturday pricing will help keep on-street parking available during these emerging activity peaks. By contrast, early morning periods are less dependent on pricing, as demand tends to be more modest. This suggests an ideal schedule for meter enforcement would be something like the following:

- Monday – Thursday: 10am to 8pm
- Friday and Saturday: 10am to 10pm

Formalize a performance-based pricing policy for on-street parking.

Formally identify pricing as the primary tool by which MDDA will seek to maintain on-street parking availability throughout Downtown and 3rd Street.

Establish that peak-hour "space availability" is the Key Performance Indicator for setting/adjusting parking rates. Develop informational material on this policy, explaining that consistent on-street availability provides several economic-development benefits, including an improved parking experience, as more parking options are more consistently available, more of the time. Clarify that the economic-development benefits of this improved experience are far greater than any positive direct-revenue benefit received through the meters. Lastly, acknowledging that such a strategy will generate increased revenues as demand for downtown parking grows, this information should also clarify that resulting parking revenues are returned 100% in the form of maintaining the MDDA parking system + special programming.

Let your constituents explain the benefits.

Work with constituent businesses who are positioned to benefit from effective on-street pricing, providing them with discussion points for addressing customer frustration with meters/pricing by explaining how their business benefits from this management approach. This can include:

- The tendency of business owners and employees to park in unmetered on-street spaces, greatly reducing customer access
- The tendency of pricing to encourage greater use of underutilized parking options that remain free, so that space availability is more consistent, and parking is easier to find for everyone
- The distinct benefits of the MDDA system in which meter revenues are controlled by an organization whose singular mission is to support downtown economic development – the money won't disappear into a general, municipal fund – but will go toward downtown investments over which downtown businesses have influence as assessment payers

Off-Street

Eliminate Free 2-hour parking in MDDA lots.

To ensure that permit holders can find a space in the appropriate MDDA lot/ramp, the 2-hour period of free parking should be eliminated in all permit lots.

For facilities that offer hourly parking, charge all non-permitted vehicles $0.50/hour for parking, between 10am and 6pm.

Adjust off-street permit rates to redistribute demand and ease constraints in popular parking options.

Create tiered rates to help redistribute demand across more of the MDDA off-street system.

The current off-street parking supply is more than sufficient to meet current commuter parking needs, but uneven utilization patterns that favor Downtown-core locations constrain availability among several of these facilities. The following rates are recommended to help ease these constraints and make better use of underutilized locations.

- $60 – Reserved Space Permit (24/7 spaces)
- $50 – Bluff Street (lower level, non-reserved) Permit
- $40 – Premium Lot Permit (Bluff Street upper, Spring Street, North Main)
- $30 – Standard Lot Permit (Rock Street, Baraga, Commons)
- $20 – Lower Harbor Lot Permit
- $20 – Afternoon/Evening Permit (any lot, valid after 2pm only)

Mobility Improvements

Bike

Encourage more cycling in fair-weather months, support all-year riders.

Adopt seasonal bike-corral program.

- Identify strategic locations, adjacent to supportive businesses/property-owners, for seasonal installations that can provide high-convenience parking to accommodate increased cycling activity.

Offer enhanced bike parking.

- Provide shelters over popular bike-rack locations, to protect bikes from weather/elements.
- Enhance security by using street cameras to monitor open bike parking spots to improve bike-parking security.

Create a Downtown Bike Parking Map.

Guide riders to seasonal and all-year facilities, including:

- All permanent and temporary/seasonal rack locations
- Locations offering shelter and/or enhance security for longer-term parking
- Locations offering valet and/or other special services during events

Transit

Explore options for establishing a Downtown-3rd Street-NMU shuttle.

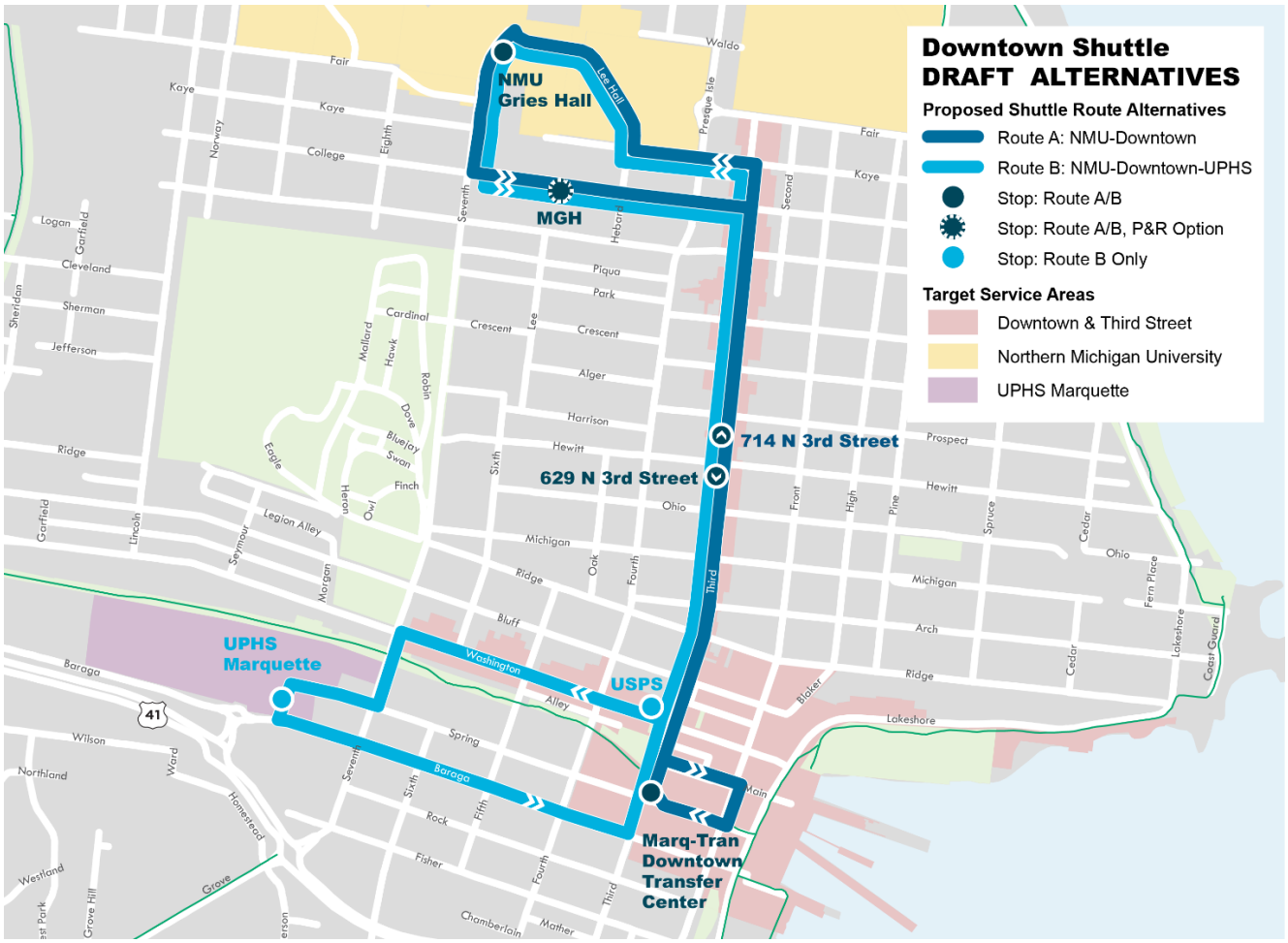
Expanded transit service would create more synergy within and between key growth areas.

Direct and frequent transit service between the NMU campus and downtown, travelling the length of 3rd Street, would better connect several key areas in central Marquette, making it easier and more likely for NMU students to frequent 3rd Street and downtown destinations and events, while also making 3rd Street destination and NMU events and amenities more accessible to the growing downtown population. Lastly, it would make both NMU and downtown destinations and job centers more accessible to those living along the 3rd Street corridor. Perhaps most importantly, this form of expanded access would bring more people to each area who need no parking.

Expanded transit could support some park-and-ride opportunities.

An NMU - 3rd Street – Downtown circulator service would also facilitate potential park-and-ride opportunities. This could include opportunities to make use of the significant parking resources left in place and largely unused when the hospital left its NMU-adjacent location for downtown. These opportunities will be limited by the reality that both the parking involved and the transit ride from it would likely have to be provided free of charge. With the best of downtown parking options costing no more than $25/month, a park-and-ride alternative would likely have to be completely free of charge to attract commuters in any significant numbers.

Figure 15 Proposed Shuttle Route and Stop Alignment



Operations & Technology

Replace parking meters.

Pay-stations (or, kiosks) will reduce costs and maintenance challenges, compared to single space meters.

On-street meters are due for replacement as their maintenance burden has increased, particularly as the performance of their solar batteries has declined. MDDA should replace these meters with pay stations, which can greatly reduce costs related to credit card fees, while also reducing the level and complexity of snow-clearance and other cold-weather maintenance activities. Key advantages of choosing pay stations over single-space meters for the MDDA system include:

- Operating costs – Pay stations tend to offer significant cost savings on assessed wireless and credit-card-transaction fees.
- Coin Collection Frequency – A larger carrying capacity decreases the frequency of collections, reducing staff time
- Solar Array – More flexibility in placing pay stations on any given block increases opportunities to maximize solar capture.
- Fewer/Larger Batteries -- A larger battery size offers performance benefits compared to the batteries within single-space meters, while replacing single-space meters with pay stations will reduce the overall number of batteries that must be serviced.
- Enforcement – Pay stations will facilitate a transition to pay-by-plate metering, which offers several customer-convenience, and enforcement-effectiveness advantages.

Explore options for digital validation.

Use mobile-payment technology to develop validation for on-/off-street parking options.

Coordinate with City's mobile-payment vendor about Digital Validation options.

- Digital payment systems, including mobile payment, can make validation a seamless experience.
- This can include a code for free or discounted parking for future parking activity.
- The City of Detroit recently introduced this through its Passport-maintained mobile-payment service, allowing merchants to pay for customer parking at Park Detroit meters, using digital codes that can be entered at a meter/kiosk or via its mobile app.[10]

Establish a Performance Monitoring Program.

Measure what you manage.

Whatever management strategies are employed to maintain availability, their success is best measured by counting empty parking spaces on high-demand blocks and in high-demand off-street facilities, at the busiest times of the week.

- Regular counts conducted in high-demand locations at peak-demand times will allow MDDA staff to monitor parking availability
  - It will also allow MMDA staff to assess the impacts of policy and regulatory changes, including any pricing adjustments, on parking behavior and resulting space availability.

[10] http://www.parkdetroit.us/merchants.html

- Counts should be completed at least annually, but the more frequent and consistent the better – see appendix for detailed overview of a performance-monitoring program.
- It is essential that count data be analyzed specific to time of day and at the block-face/facility level.
  - An area-wide measure showing ample availability can obscure chronic constraints at specific locations.
  - Similarly, daily average measures can obscure prolonged constraints experienced during midday peaks.

Use new meter technology to estimate and track utilization without manual counts.

When MDDA upgrades its meters, it should ask vendors to ensure that transaction data can be captured at a sufficient level of detail – transaction/blockface, at least – to estimate levels and patterns of occupancy/availability across all metered blocks at all times.

Implementation Guide

Initial efforts to implement these recommendations should focus on securing the benefits of Quick Win opportunities – strategies with minimal implementation barriers that offer tangible benefits if successful. These are identified below, followed by strategies best pursued as short-term, medium-term, and longer-term improvement priorities and opportunities.

Quick Win Opportunities

Strategies that should be prioritized for implementation by 2021 include the following:

Supply/Capacity Strategies

- Stripe parking spaces along the full 400 block of Baraga Avenue.
- Develop financial strategies to clarify opportunities to fund future supply development projects.
- Use pay-by-phone to expand the 3rd Street District's public supply during evenings and weekends.

- Use variable curbside regulations to expand on-street capacities when demand is high.

Management, Operations, and Technology Strategies

- Create an Afternoon/Evening Permit to encourage evening-shift employees to park in MDDA lots.
- Formalize a performance-based pricing policy for on-street parking rates.
- Explore options for digital validation.
-

Mobility Improvements

- Adopt a seasonal bike-corral program.
- Create a Downtown Bike Parking Map.
- Operations

Short-Term Priorities

Strategies that should be prioritized for implementation by 2022 include the following:

Supply Strategies

- Work with property owners to close redundant/disused driveways.
- Add Barrier-Free Parking in front of County building entrances on 200 block of Baraga Avenue.
- Identify potential Joint-Development opportunities to expand DDA parking supplies on current surface lots.

Management, Operations, and Technology Strategies

- Develop digital permits to expand management flexibility and overnight parking options.
- Use tiered meter rates to better distribute on-street parking demand in Downtown.
- Use tiered permit rates to better distribute commuter parking demand across all available DDA facilities.
- Meter parking along 3rd Street within the 3rd Street District
- Extend meter enforcement into evenings and weekends.
- Eliminate Free 2-hour parking in MDDA lots.
- Replace parking meters.
-

Mobility Improvements

- Expand offering of enhanced (sheltered and secure for longer-term use) bike parking.
- Identify funding strategy for establishing a Downtown-3rd Street-NMU shuttle.

Medium-Term Strategic Priorities

Strategies that should be prioritized for implementation by 2025 include the following:

Supply Strategies

- Release an RFP for joint development to expand parking supplies as part of a mixed-use development on a Downtown surface lot.

Management, Operations, and Technology Strategies

- Establish a Performance Monitoring Program.
- Use new meter technology to estimate and track utilization without manual counts.

Longer-Term Opportunities

Strategies that should be re-evaluated annually, and amended as may be appropriate as conditions change and other strategies take effect, to be implemented whenever circumstances suggest the time is right:

Supply Strategies

- Use joint-development of surface lots as the only/most-appropriate strategy for expanding DDA off-street parking supplies.
- Continue to work with property owners to eliminate redundant driveways, or replace essential driveways, on streets where there is high demand for the additional on-street parking and better walkability that this would provide.