



City of Muskegon Heights



Comprehensive Master Plan

Adopted May 13, 2019

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Demographics

People			
	2016 Estimates	2010 Census	Percent Change
Population	10,795	10,856	-0.6%
Persons under 5 years	X	10.3%	X
Persons under 18 years	X	32.3%	X
Persons 65 years and over	X	9.6%	X
Female persons	X	53.7%	X

Housing	
Housing Units (2010)	4,842
Owner-occupied housing unit rate (2011-2015)	49.3%
Median value of owner-occupied housing units (2011-2015)	\$41,900
Median selected monthly owner costs – with a mortgage (2011-2015)	\$836
Median selected monthly owner costs – without a mortgage (2011-2015)	\$381
Median gross rent (2011-2015)	\$609

Families & Living Arrangements	
Households (2011-2015)	4,156
Persons per household (2011-2015)	2.58
Living in same house 1 year ago (2011-2015)	75.8%
Language other than English spoken at home (2011-2015)	2%

Education	
High school graduate or higher (2011-2015)	79%
Bachelor's degree or higher (2011-2015)	6%

Health	
With a disability, under age 65 (2011-2015)	16.7%
Persons without health insurance, under age 65 (2011-2015)	13%

Economy	
In civilian labor force, total, percent of population age 16 years+ (2011-2015)	53.9%
In civilian labor force, female, percent of population age 16 years+ (2011-2015)	56.1%
Total accommodation and food service sales (2012)(\$1,000)	4,975
Total health care and social assistance receipts/revenue (2012) (\$1,000)	33,238
Total manufacturers shipments (2012) (\$1,000)	138,510
Total retail sales (2012) (\$1,000)	31,012
Total retail sales per capita (2012)	\$2,874

Businesses	
Total firms (2012)	837
Men-owned firms (2012)	244
Women-owned firms (2012)	548
Minority-owned firms (2012)	598
Nonminority – owned firms (2012)	224
Veteran-owned firms (2012)	117
Nonveteran-owned firms	704

Neighborhoods Plan

Overview

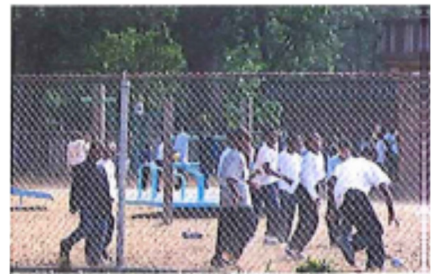
Of all the topics discussed during the citizen input process, neighborhood health and concerns related to community pride, rose to the top of the list of concerns. This component of the City of Muskegon Heights Master Plan addresses key issues affecting neighborhood health, particularly; the condition of housing stock, general blight issues, and citizens' investment in the community.

Neighborhood health may be the most significant and most complex issue facing the City. This section of the plan comprehensively assesses the wide array of factors that have contributed to the decline of the City and suggests what must be rectified in order to restore Muskegon Heights as a vibrant, healthy community.



What is a Neighborhood?

Neighborhoods are the building blocks of a community. They are a collection of people's personal space (homes and yards) tied together with public space (streets and sidewalks). Neighborhoods are more than physical space, however; they have distinct features that distinguish them from other places -like certain styles or ages of homes and various landmarks, like an historic structure or tree-lined streets. These special places also include facilities to fulfill other functions of life like schools, parks, and churches. Neighborhoods are also places for human interaction and cohesiveness.



Neighborhood boundaries are generally defined by physical features such as a busy street, railroad track, or utility corridor; or by a natural feature like a creek. Neighborhood space is that territory close to home, which, because of residents' collective responsibility, familiar association, and frequent shared use, is considered their "own."



While each neighborhood is unique and may be defined differently, based on individual perspectives, there are many common elements that contribute to a healthy, cohesive neighborhood, including:

- Safe surroundings; relatively crime-free, good street lighting, and reasonable (slow/limited quantity) traffic. There is appropriate social activity in the street corridor and in yards.

- A compact layout that makes the provision of community services efficient.
- A strong, diverse, and attractive housing stock that is in good condition and holds value; this includes ongoing maintenance and updating of homes.
- People taking pride in and maintain their surroundings – maintained yards, no litter and personal items neatly stored.
- Sidewalks or trails that run through the entire neighborhood linking schools, parks, and other areas of the community.
- Public areas that are clean and attractive -alleys, streets, curbing and sidewalks.
- Sturdy and well-maintained accessory structures - garages, sheds, fences.
- Places to play, gather, rest, reflect, and connect to natural systems.
- Amenities like street trees, parks, bus stops, landscaping, and screening for privacy.
- A civil or human element. People keeping an eye out for one another, helping one another and socializing.



Neighborhood health refers to the neighborhood's desirability. Is it safe? Is it attractive? Are there things to enjoy nearby? At the most basic level our homes; whether an apartment or house, consume the largest share of our financial resources. People spend much of their free time in the intimacy of home. This underscores the importance of quality homes and quality neighborhoods that, in turn, create quality communities.

Muskegon Heights is fortunate in that its neighborhoods contain the key ingredients to support a desirable quality of life. The street system is in a traditional grid pattern, rather than the dead-end cul-de-sacs that proliferate in suburbia, allowing easy pedestrian access to schools, churches, parks, and the downtown. Most of the City is served by sidewalks, although some are in need of repair and others are interrupted by gaps in the system. Most streets are framed by rows of mature trees, creating a picturesque setting, offering shade for walkers and cyclists. While many streets are in need of maintenance and repair; they are residential in nature and uncongested; critical to creating a feeling of "neighborhood." Schools and churches are well spaced throughout the City so residents can easily access important institutions near their homes. The relationship

between houses and sidewalks invites neighborhood interaction, allowing neighbors to socialize from their porches and watch the activity from their picture windows.

Housing Stock

An analysis of the City's housing stock provides valuable insights into the reasons for the current deteriorating conditions, as well as potential solutions to address housing challenges. Important factors examined in this section include home ownership, age of the housing stock, rental units, physical conditions, and available residential land.

There were 4,842 housing units within the City reported in the 2010 Census; however, that number has decreased since then with the demolition of many properties. There were an estimated 5,072 housing units in the City in 2008, slightly below the 5,108 reported in the 2000 Census.

There are approximately 510 multi-family dwelling units in different conventional apartment complexes in the City:

- Roosevelt Apartments – 50 units, low to moderate income housing.
- East Park Manor – 200 units, low to moderate income housing
- M. A. Houston – 52 units, low and moderate income senior housing
- Wells Villa – 104 units, low and moderate income housing
- Columbia Court – 90 units, low and moderate income housing
- 12 Apartment units off Norton, near Hoyt

The largest and oldest development (built in 1964) is East Park Manor. Its age, condition, design, and dwelling concentration, makes East Park Manor ripe for a complete redevelopment. Older buildings in the complex should be replaced and reduced in size. Any new buildings should be shifted closer to Sherman and front on Getty to move high-density development away from single-family areas and to provide a street presence along these major travel corridors. The vacated neighborhood areas from the redevelopment of East Park Manor could be utilized for new single-family housing.

Low and moderate-income apartment complexes account for about 10% of the City's total housing stock. Most of these complexes make payments in lieu of taxes, (PILOTs) rather than paying full property taxes. While a good mix of low and moderate-income housing is important to the community, the City should be cautious about the number of PILOTs it approves to minimize the erosion of its tax base. In addition, low and moderate-income housing should not become the dominant housing type because it cannot fully support the community services that are required and, if overly concentrated, may deter developers from market rate projects.

Although low to moderate-income housing is needed in the community, it should not be as concentrated.

The estimated median value for an owner-occupied home between 2011-2015 was about \$41,900 and the median gross rent within the City was \$609, which when compared to the state and nation, is considered very affordable housing.



East Park Manor are aging facilities that should be reduced in scale and relocated.



Senior housing near Summit.



The City has a rich variety of home styles from various eras; 1800s Victorian, to early 1900s Craftsman, to bungalows, ranch homes, and more contemporary styles. This fact adds to the City's depth of character and history. A diverse housing stock also provides many housing choices for residents. When evaluating homes for rehabilitation or demolition, these factors should be considered.



Housing Challenges

During the investigative and interview process for this plan, the single greatest concern expressed by citizens and community officials related to the health of the neighborhood is the housing stock. It was felt that the City's housing stock has deteriorated significantly over the last several decades, much becoming blighted beyond redemption. Residents recounted that City neighborhoods were once a great source of pride. Houses and yards were immaculately kept because people wanted to showcase their homes. Today, the perception is that a large number of homes, many of them rentals, are not being maintained to even the most basic standards and that it is bringing down the entire community. Blight enforcement efforts need to be more aggressively pursued.

Home Ownership

In 2000, according to the US Census, 57.5% of all housing units in the City were owner occupied. By the 2010 Census, this figure had dropped to 49.3%. The proportion of owner-occupied units in Muskegon Heights remains well below the State of Michigan (71%).

The imbalance between ownership and rental was identified as a major concern by current homeowners in the City; not an uncommon concern echoed in other communities throughout the state and nation. Typically, when the level of ownership declines community concerns are vocalized. Residents grow fearful that there will be a lack of interest in the community; properties will not be maintained; property values will suffer; and those renters who are more transient will have no allegiance to the community.

Perhaps the issue merits a different viewpoint. Regardless of whether a citizen owns or rents, the community needs to set basic standards for its housing stock, and firmly hold to and enforce those standards. From a human perspective, renters do not value their safety less or love their family less. Renters may not feel as attached to the community, or may lack the resources or understanding to exact better conditions for themselves, but that does not mean they are not community stakeholders. Renters can certainly feel an attachment to schools or churches as strongly as anyone else. In addition, they can use and enjoy the amenities a community offers, just like homeowners. The City should establish a set of maintenance standards which make the community livable and attractive for all residents, regardless of whether they own or rent.

Age of Housing

The majority of Muskegon Height's housing stock (about 50% of all housing units) was built before 1940. The next largest home building activity occurred between 1950 and 1969 (about 25% of all housing units). With the average age of housing in the city about 70 years old, it is important to consider home maintenance and updating as an essential strategy to keeping neighborhoods healthy. Systematic removal of substandard, obsolete, and marginally marketable housing must also be considered.

Cost of Living and Maintenance

Energy efficiency is a growing concern since households of limited means can spend a large proportion of income on utility bills, especially if homes are not well insulated or weatherproofed, which is a common condition of older homes. Even if the exterior of a home is well kept, it may have a dated, inefficient furnace, outmoded electrical and plumbing systems and limited insulation. Further, if homes have not been modernized, they become more difficult to sell because of the need for expensive and significant upgrades. Delayed maintenance on older homes due to the householder having limited means of is a key. Homeowners often cannot obtain reasonable credit due to redlining, bad credit, and/or high income to debt ratios. Prolonged deferred home maintenance for marginal homes means that it is often cheaper to rebuild than to rehabilitate a home. This fact should be carefully balanced with a need to protect significant historic structures in the community. At times, higher rehabilitation costs are warranted to protect significant community features.

Historic Homes vs. Obsolete Homes

Several unique and historic homes are located throughout the community, many of them empty and in need of attention. A few of these homes are located on Jefferson Street, north of the high school. Others are surrounded by industrial properties and would be more viable if moved to a different neighborhood. Historic and architecturally significant homes contribute to the uniqueness of the City and their reclamation as viable dwellings should be promoted. While the cost to reclaim may be substantial, the social cost of losing these pieces of community fabric and City history is immense.

While many of the houses in Muskegon Heights are grand and historic and add character, many are obsolete. A view that numerous houses in the City are too small and outdated to be marketable was expressed by some during the public input process. Houses with only one bathroom and one to two bedrooms, originally built for factory workers without families, are perceived to be abundant and difficult to market. Small yards and awkward floor plans inhibit renovation and expansion. Other issues associated with old housing stock are lead-based paint and asbestos. Mitigation can add significantly to the cost of rehabilitation. Some houses, not of the best quality when built, have gone through several rehabilitations with little net change in their value or desirability. While many smaller houses are good "starter homes" or just the right size for senior citizens or couples, the assertion was made repeatedly that there are too many "low end" houses in the community.

Housing Choices

The City should consider promoting additional housing choices, including the development of newer single-family houses, built to modern standards with higher energy efficiency. A challenge is to keep new housing from looking mass-produced. It is important for new housing to blend with the character of existing neighborhoods, especially when located near historic or architecturally significant structures. For example, a ranch house with a front load garage and no porch has different character than a two-story house with a large front porch and a rear access garage. In some areas, the suburban-type ranch house would be appropriate. In more historic neighborhoods, it would be out of place, detracting from the established neighborhood character.

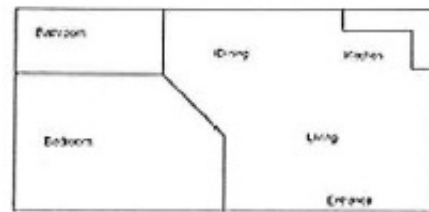
Other examples of housing sectors that should eventually be considered for development include market rate (non-subsidized) townhouses, apartments and condominiums, all lacking in the City.

These housing choices would provide a market niche for "empty nesters," (middle-aged or older couples whose children have grown up and "left the nest" to live on their own). These households may locate/relocate in the City but do not find suitable housing choices. Market rate housing is well suited on the fringe of the downtown so residents can easily access offerings and contribute to a dynamic City center. Many existing structures lend themselves to conversion for such uses, a trend that has become popular in other mature core communities.



Stylish, modern duplexes may also be a viable housing choice for owners who want to live in one unit and rent the other. The second unit might also provide independent living for an aged parent or relative. As with other new housing developments, it will be important for duplexes to provide amenities, like porches and balconies, and reflect an interesting urban style that blends with community character.

Granny Flat Floor Plan (not to scale)



In addition to duplexes, "granny flats" are popular in some settings. The owner lives in the main house and a small, one bedroom, open floor plan unit (on a slab or crawlspace) is built on the same lot. These units are coined "granny flats" because they often house a parent who wishes to have independent quarters, yet likes the idea of family being close if assistance is needed. Because of small lots in the City, granny flats may be better applied in a campus setting where the flats are independent units with small yards overlooking courts, rather like a group of cottages in a resort setting. This development type could be limited to senior citizens not wanting to maintain a large home, but not desiring apartment living. A resident manager could keep the grounds and assist residents. Interestingly, the style of many existing bungalows in the City might be well suited to this type of development. If the bungalow architecture could be mimicked in a new setting, a part of the City's character would be retained in new buildings that are built to modern standards.



A "granny flat" is a small dwelling unit, often separate from the main structure that shares the lot and sometimes utility connections with the main structure. This allows an elderly or developmentally disabled family member to maintain some independence, yet remain close to family.

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Housing Rehabilitation

Housing rehabilitation has been an important component of the City's Community Development Block Grant (CDBG) since the 1960's (then the Model Cities Program). CDBG money comes to municipalities from the federal Housing and Urban Development Administration. In the City's East Park Code Compliance Strategy (1966-1972), roughly \$2.5 million dollars were spent to clear and rehabilitate City housing stock. In 2018 dollars, that would be equivalent to \$14.25 million dollars. While that investment was critical, it is very likely that homes rehabilitated during the East Park Compliance era will again need attention some 50 years later. Some of these homes may not merit another rehabilitation unless they are historically or architecturally significant. Others remain viable to this day.

As with Muskegon Heights, many cities across the nation have experienced reductions in their federal CDBG allotments. In 1994 the City's CDBG budget was at a 19-year high of \$679,000; by 2017, the allotment was \$390,294—a reduction of about 43% in 23 years. The lost revenue is exacerbated by the fact that cost for services have increased steadily in that same timeframe. Clearly, the City has had a significant reduction in resources to meet increasing demands for rehabilitation assistance. In addition, CDBG resources are used to finance a variety of City programs beyond housing. Other strategies to strengthen housing stock must be sought.

Year	CDBG Federal Allotment	Year	CDBG Federal Allotment
1989	490,341	2004	569,000
1990	423,000	2005	536,000
1991	470,000	2006	480,152
1992	526,000	2007	477,524
1993	613,000	2008	458,542
1994	679,000	2009	565,012
1995	604,000	2010	503,020
1996	578,000	2011	420,839
1997	560,000	2012	411,813
1998	569,000	2013	407,063
1999	573,000	2014	391,690
2000	570,000	2015	399,470
2001	586,000	2016	388,680
2002	593,000	2017	390,294
2003	579,000	2018	392,174

According to recent City records, over 1,400 housing rehabilitation projects using CDBG funds were completed since 1980. Some homes received assistance more than once. Projects ranged from paint, window replacement, and emergency roof repairs to weatherization and furnace replacements. Rather than assigning priorities for the allocation of these funds, rehabilitation dollars were distributed on a "first come, first served" basis. In the future, a more targeted approach should be used to support housing rehabilitation efforts that will have the greatest impact. Wider use of other programs, like working with local banks for low interest housing rehabilitation loans underwritten by the Michigan State Housing Development Authority bank programs, and other local service providers should be employed to supplement the CDBG program. CDBG cannot be viewed as the only source of resources for housing rehabilitation given the extent of need in the city.

Blight

Blight, in its broadest sense, encompasses any condition that makes a place uninhabitable or undesirable to be in. Blight ranges from deteriorated housing, unkempt lawns, litter, to poorly maintained businesses. Like an infection, blight tends to spread. First, a small area that is not tended to, then blight moves to another area and worsens. Over time, the entire area becomes "infected" and unpleasant. In the absence of a clear community standard consistently held, through self-policing, peer pressure, or enforcement efforts, most communities will inevitably deteriorate.

While a lack of certain housing maintenance can be attributed to limited financial means, garbage in the street, graffiti, and littered yards have more to do with a sense of personal and community self-worth than financial limitations. Unfortunately, once blighting influences predominate a powerful message is sent throughout the community and to potential residents or businesses. Blight sends a clear, unmistakable message that "we don't care." Once this message is conveyed, it becomes difficult (but not impossible) to turn around the negative impression. This is why consistent and determined blight enforcement is absolutely critical to the health of a neighborhood and the entire community. In addition to deteriorating housing, the most predominant blighting influences noted in Muskegon Heights include:

- Heavily littered streets and public grounds;
- Dilapidated commercial and industrial properties;
- Crumbling roads and sidewalks
- Unscreened and unkempt outdoor commercial and industrial storage in clear view of residential homes;
- Excessive use of barbed wire on numerous properties, especially in close proximity to the downtown;
- Dilapidated fences;
- Junk cars and junk piles;

- Dilapidated accessory buildings;
- Graffiti; and
- Alley maintenance.

Even if the City had a large contingency of public employees to address blight, the fight against it cannot be won without community commitment and active participation. While the City needs to set a standard, and an example, successful neighborhood revitalization requires the efforts of individual citizens, institutions, and community groups.

Vacant Residential Land

The City has over 700 vacant lots, and an estimated 40% are in public ownership. Many lots are undersized and cannot be reasonably developed with infill housing. Some lots have been "appropriated" by neighbors. Orphaned nonconforming lots (e.g., lots that do not meet the minimum lot size or lot frontage requirements for their zoning designation), should be turned over to adjacent property owners to clean up City tax rolls and assign maintenance responsibility to the land. This strategy will not bring much in the way of taxes to City coffers, but it will improve the living environments of adjacent landowners and perhaps make their homes more marketable.

Disposal of nonconforming vacant lots should be strategic. Lots should go first to the best-kept neighboring property, unless they already have an ample sized lot. If an adjacent home is on its way to demolition the lot should be kept to assemble one larger lot in the future. Allowing the use of nonconforming vacant lots for parking for multi-family structures should be carefully scrutinized. Disposal should be according to the following priorities:

1. Transferred to the best neighboring property to make their living arrangements more desirable.
2. If located next to a proposed demolition, transferred to make a larger, more desirable building lot.
3. Policy should avoid transforming vacant lots to multi-family structures except in the instance where parking would be improved.

Conforming lots should also be evaluated in the City for strategic in-fill. Infill homes should be located in areas with the strongest existing housing stock, to reinforce these neighborhoods. Historic and architecturally significant homes in poor locations should be relocated to large infill lots, which both preserves the historic home and complements a neighborhood. Minimum lot sizes should be reduced in certain areas.

In the past, residents have hesitated to take vacant lots because of additional property tax implications. The City should find ways to make the transfer and ease the tax burden on the

property owner for a duration of time. For example, use a lease/purchase option on the land with a small annual lease that transfers ownership at some point in the future. For single family rentals, the transfer could become a condition of maintaining a certificate of compliance, particularly if the lot is nonconforming. The legality of various options needs to be fully explored prior to a wholesale disposal of lots. However, easing the public burden of maintaining substandard or undersized lots should be of immediate concern.

Community Building – Citizen Concerns

Throughout the extensive citizen participation efforts conducted as part of this plan, personal and family wellbeing were often cited as topics of concern. There were numerous issues related to these topics, including concerns about healthy family dynamics, engaging positive male figures, empowering youth, and assisting the elderly. Adults expressed worry that young talent will leave the City because economic opportunities are limited in the area. It is this area of community health -the dynamics of human interaction -that is the most difficult to address. However, human energy and attitude are, by far, the most powerful and valuable assets of any community. The difference between status quo and meaningful change is measured by the ability to harness and direct that energy.

Role of Churches and Schools

Some citizens expressed disappointment with the diminishing role of churches in the community, in part because less people are attending church and, in part, because of a perception that churches are tending to focus internally -building their organization rather than reaching into the community. Additionally, for a City of its size, Muskegon Heights has a large number of churches, many of them created by splitting from other churches. This fragmentation is likely a factor affecting community cohesiveness.

There was a great deal of discussion about the health of the school system, but there were also several comments acknowledging that school performance was improving. The four-year graduation rate for Muskegon Heights Public Schools is 77%, the same as the Muskegon Public Schools. Strong concern was voiced about the high tax burden placed on citizens of Muskegon Heights and the fact that the City has the highest tax rate in the entire county, in large part because of school taxes. Second, there was distress expressed over the fact that many Muskegon Heights children were enrolled in other school systems through "schools of choice." It was estimated that some 300 students went elsewhere to school, which depletes funding to the Muskegon Heights School System by nearly \$2.5 million dollars annually. Total enrollment, K-12, is about 1,900 students. School bond refinancing may be an option to help reduce tax rates and put the City in a more competitive position, attracting additional residents that in turn can support the school system.

Population Changes

During one-on-one interviews, there was discussion about whites leaving the community in the 1960's and building suburbs and schools that depleted Muskegon Heights' influence and resources. These unfortunate and regrettable truths have been experienced by cities across the nation and continue to impact many communities today. Nevertheless, while this historical fact

may have contributed to the City's challenges; there is no acceptable option, other than to build on the available assets and move forward. Muskegon Heights should celebrate its individuality and build upon its uniqueness.

Further observations indicated that many middle class, affluent and educated African Americans have left the community to locate elsewhere in the greater Muskegon area. In their place have come transients, "outsiders" who do not "hold the same community standards," as were held in the past. This exodus resulted in declining household incomes and deteriorating housing stock. To reverse this community trend the City must make itself more attractive to middle income households. In addition to a goal of attracting Muskegon Heights natives back home (e.g., "empty nesters" and retirees), the City should make a concerted effort to instill high community values in new residents to attract socio-economic diversity back to the community.

Neighborliness & Commitment to Community

A less tangible, but often expressed, community concern is that residents of the City have lost civility with one another. Some interviewees noted that, "... we used to be more neighborly with one another...", "...adults used to correct neighborhood children...", "...loud music, loitering, unkempt properties, and general disrespect are of great concern." These comments underscore a perception that the community has lost a certain sense of civil protocol and civic pride.

Jane Jacobs, author and urbanist, noted, "*Public peace - the sidewalk and street peace- of cities is not kept primarily by the police, but by an intricate, almost unconscious network of voluntary controls and standards among the people themselves, and enforced by the people themselves.*" This level of civility is tied, in part, to personal and community pride and a level of self-respect and mutual respect for others that is critical for healthy communities.

Although several citizens expressed disappointment with their perception of increased socially unacceptable behavior like loitering, excessively loud music, use of vulgarity in public, and walking down the middle of the street despite the presence of cars, conspicuous in its absence was the almost wholesale lack of mention of crime in the one-on-one interviews. Issues related to the poor condition of the housing stock, deteriorated streets and citizen participation in the community far over shadowed any discussion on crime.

Concerns regarding civility aside, it should be noted that members of the planning team, who spent a great deal of time traveling through neighborhoods taking notes and photos, marveled at the friendliness of virtually everyone with whom they came in contact. Muskegon Heights residents were apt to ask team members if they needed help, rather than asking what we were doing. This was a friendly way of keeping track of what was going on in the neighborhood. Further, while observing the public at City hall and other social functions, the planning team noted how generally warm residents were with one another, chatting about family, social events, and one another's health. Although long-time citizens may perceive that civility is waning, it still appears that the City very much lives up to its motto, "the City of Friendly People." Perhaps that neighborly attitude simply needs to be reenergized.

Strategies and Tasks to Improve Neighborhoods

Strategy 1: Monitor neighborhood conditions and enforce ordinances against blight in the community.

Commentary: Blight devalues and demoralizes a community. It sends a message to residents and potential investors about community standards. Blighted areas can deter investment and eventually spread throughout the community, degrading its character. Basic maintenance efforts are not costly; they simply require a consistent and concerted effort. Strategic code enforcement initiatives must be put in place to reduce blight. Traditional efforts, including issuing civil infraction tickets, may actually put the home owner in a position to not be able to afford the necessary.

Tasks:

1. Develop a list of common blight complaints and state which department is in charge of enforcement. Keep a list in each department so complaints can be sent to the correct department.
2. Assemble an interdepartmental task force to coordinate and execute an anti-blight campaign. Protocol and directives should be adopted by the City Council and emphasize the high priority of this effort. Target areas should be identified and consistently monitored.
3. Create streamlined forms, notices and enforcement letters for consistency when conducting enforcement efforts.
4. Create educational materials about community maintenance standards to distribute to residents when they request new water service or when assessment records are changed. These educational materials should be widely distributed among all citizens.
5. Develop an abbreviated educational piece that can be sent with every notice of violation of the City's blight regulations.
6. Organize a blight reduction campaign prior to a crackdown in blight enforcement. Distribute educational materials to all residents and property owners about forthcoming, significant changes in blight enforcement. Provide information that will help residents with general maintenance issues so they have an opportunity to clean up before stepping up enforcement action.
7. Develop a reward system for anti-blight efforts, which could include such things as free vegetable and flower plants in the spring, a summer BBQ picnic, a fall music show, or winter awards dinner.
8. Use the annual business registration as a means to upgrade properties and alert property owners to tax credits and other incentives to help them upgrade their properties.
9. Aggressively enforce the City's Dangerous Building Ordinance.
10. Remove dilapidated and vacant commercial and industrial buildings from neighborhoods. As an example, the old factory on Sixth, south of Hume is a blighting influence in close proximity to the High School and detracts from the neighborhood. There are several such buildings in the community that cannot be reasonably rehabilitated and should be removed.
11. Work with businesses to clean-up and screen outdoor storage visible to neighborhoods.

Strategy 2: Beautify and enhance neighborhood environments.

Commentary: Beauty in this context includes those characteristics of a neighborhood that contribute to a sense of place, meaning, and satisfaction to residents. At its most basic level, neighborhood beauty is the absence of blight. Setting a higher standard of beauty may include landscaping public spaces, installing public art and attractive fixtures, and improving deteriorating streets and sidewalks.

Tasks:

1. Consider reducing public mowing obligations by establishing natural, prairie-like, plantings in parks and along parkways in non-active areas. Choose low-maintenance, native perennials in areas that are not irrigated.
2. Adopt a community gardening ordinance that allows citizens to utilize vacant residential properties to grow fruits and vegetables. Groups of people can use the land for gardening as long as they sign a contract stating that they will keep the property maintained.
3. Enlist City employees to develop a garden at each City-owned building to call their own and set an example for the community.
4. Establish neighborhood walking routes that coincide with the Safe Routes to School program. Work to make these routes attractive through clean up, marking and low-maintenance landscaping. Consider marking sidewalks with tiger paws or some other creative symbols to delineate the route.
5. Establish neighborhood walking routes that coincide with the Safe Routes to School program. Work to make these routes attractive through clean up, marking and low-maintenance landscaping. Consider marking sidewalks with tiger paws or some other creative symbols to delineate the route.
6. Establish a beautification awards program for residents and businesses. Have a committee of business owners judge residential efforts and have a committee of residents judge business efforts. Honor the winners of each competition at a City Council meeting with plaques and modest prizes.
7. Evaluate subareas with neighborhood residents to identify voids of street trees, needed traffic calming measures, street light repairs, benches, community gardens, and other beautification opportunities. Set the expectation that residents will assist with placing and maintaining amenities.
8. Investigate narrowing various residential streets and providing additional green space to reduce repaving obligations, provide traffic calming, and possible street side storm water management.
9. Privatize the maintenance of vacant lots to neighborhood groups and allocate funds for the purchase of items or services designated by the group.

Strategy 3: Strengthen and diversify the City's housing stock by creatively leveraging the wide range of programs and funding sources available to the City.

Commentary: Although much of the City's housing stock is mature, it exhibits character and a variety of styles. Many grand historic homes are in need of serious attention but still warrant significant investment because they represent a unique history that cannot be replaced. Still other homes are very small or obsolete because they were either not built to last for decades or their original architecture has been so altered it cannot be reasonably reclaimed. The challenges for

the City is to distinguish between those homes worthy of significant rehabilitation from those that are more appropriate for clearing to eventually make way for new, more marketable housing.

Tasks:

1. Target block grant funds and anti-blight enforcement efforts to a few key blocks to arrest decline. Areas with homes in good condition and higher home ownership rates that are near blighting influences should be targeted first. Infill should be a priority in these areas. Target areas are generally bound by:
 - a. Ninth, Amsterdam, Glendale, and Summit
 - b. Riordan, Barney, Manz, and Hume
 - c. Fifth, Delano, Maffett, and Barney
2. Assess whether or not various substandard homes are worth saving due to their unique architecture or historic character and take measures to save them. Those substandard homes not worthy of saving should be the subject of a bundle of condemnation proceedings.
3. Use rehabilitation programs other than the City's limited CDBG funds to upgrade homes. For example, the Michigan State Housing Development Authority (MSHDA) low interest housing rehabilitation loans through banks could be heavily utilized by residents. Encourage landlords to work directly with MSHDA and participating banks to rehabilitate rental units in neighborhoods.
4. Utilize the MSHDA rental rehabilitation program for apartments over storefronts.
5. Identify residents in public housing projects who are ready to live in single-family homes as a means to reduce the number of people in aged public housing projects and minimize vacancies in neighborhoods.
6. Work with landlords in a concerted effort to increase the quality of rental units in the City. For example, encourage landlords to work directly with MSHDA and participating banks to rehabilitate rental units in neighborhoods.
7. Dedicate CDBG funds to important projects not easily funded by independent rehabilitation programs (e.g., moving historic homes to more viable locations).
8. Work with the Muskegon Conservation District in a large-scale energy audit program that targets homeowners with older homes.
9. Develop a Citywide weatherproofing campaign with teams of neighbors and youth and systematically work through designated subareas to tackle basic weatherproofing needs like caulking, weather-stripping around doors, etc. A more sophisticated team could provide blown-in insulation in attics. Provide a stipend to youth who help with the program, depositing funds in a bank account on their behalf after they have successfully completed the program.
10. Release requests for service for a multitude of homes to get mass purchasing discounts. For example, if 15-20 homes can be re-roofed at once, homeowners could realize a significant savings. City staff could act as project managers for such endeavors. CDBG funds could, but need not be, used to support such an undertaking.
11. Likewise, the "mass purchase" of other rehabilitation materials, like windows, insulation, and siding may yield a greater return on housing rehabilitation efforts.
12. Actively redevelop land along Summit Avenue, east of Wood Street and the area bound by Cleveland, Wood, Lincoln, and Howden with new, single-family homes targeting "empty nesters."
13. Redevelop an area in close proximity to the downtown for a small market-rate townhouse complex to create more activity to support businesses. Areas for consideration include land contained within:
 - Eighth, Sherman, Fifth and Manahan
 - Columbia, Baker, Broadway, and Leahy

- The existing Farmer's Market site on Center Street
14. Develop a small-scale (16-24 unit) market rate apartment complex south of Sherman, north of Manahan and west of Reynolds near the downtown.
 15. Consider establishing Jefferson Street north of the high school as a historic district to preserve this unique and once prestigious area, allowing homeowners to take advantage of historic tax credits to rehabilitate homes.
 16. Actively address blighting influences in close proximity to the high school, primarily north of Sherman and south of Hume, and the abandoned industrial use on Sixth Street.
 17. Move viable homes from Temple Street, in the industrial area, to vacant lots in nearby viable neighborhoods.
 18. Move viable homes on Baker, between Summit and Columbia to vacant lots on Leahy and Hoyt, south of Columbia.
 19. Move viable homes south of Hume between Ninth and Park to reclaimed areas between Ninth and Sixth, north of Manahan. These blocks are not well suited for industrial uses and should be reclaimed as nice pockets of housing between the downtown and developed portions of the industrial park.
 20. Consider more actively using the City's power of condemnation to facilitate important neighborhood and public projects.
 21. Identify small vacant lots that are not viable for housing infill and facilitate the transfer of those lots to well-maintained neighboring single-family uses to make their lots larger and more livable. Develop a policy for lot transfers.
 22. Identify areas that could be converted to senior cottage development to create a special environment where seniors can live independently, but in the company of peers and with the security of a campus setting. This type of development should be a planned unit development to permit smaller yards and home sizes. Seniors could use equity in their present homes to secure a cottage and be provided with free rent for an extended period of time to "buy" their existing homes for new homeowners, which may include a family member. Possible sites include:
 - The large parking lot and underutilized school field fronting Baker, south of Sherman
 - Redeveloped areas in East Park Manor as older buildings are removed and relocated closer to Getty and Sherman.
 - Assembled vacant lots on Superior Street north of Delano.
 - On a portion of developable land near the old wastewater treatment plant.
 23. Sponsor informational seminars about various financing options, such as reverse mortgages, to help senior citizens stay in their homes longer.
 24. Identify larger residential lots for new home infill opportunities.
 25. Shore up areas beginning to exhibit signs of decline through code compliance and infill with new homes that reflect traditional urban design.
 26. Phase out the existing mobile home park. It is cramped, dated, and not well suited for new units. Redevelop the site for a more appropriate use such as small-scale waterfront condominiums and limited boat slips with ample waterfront green space and buffers from Little Black Creek. Pre-design the basic elements of a planned unit development to protect natural amenities and control access.
 27. Develop urban style duplexes near the downtown to support downtown activities. Possible locations include:
 - On Summit near Howden close to Edgewood School
 - Infill along Broadway on vacant lots or as replacement development for dilapidated structures (e.g. on the corner of Mason and Hoyt)

- Infill on Sherman between Leahy and Manz

Strategy 4: Develop and sustain a strong sense of community by fostering supportive and cooperative activities in neighborhoods

Commentary: Much like a marketing campaign, the City must send a message about the value of "community" in daily living. This message should instill in citizens the importance of positive connections with one another, with their neighborhoods, and with institutions (schools, social organizations, churches, etc.). Just as marketers brand products by repeating a set of expectations to customers, citizens and institutions need to repeat a community message until it is second nature. The City of Muskegon Heights is a special place where citizens are caring, committed, and cooperative. Attitudes can be changed through communication, persuasion, and consistent branding. The City needs to identify its "brand" and sell it.

Tasks:

1. Strengthen the neighborhood organizations and provide incentives to those that meet regularly and promote community activities. Keep volunteers motivated by providing recognition of their efforts.
2. Include youth, senior citizens, renters, and landlords in all neighborhood initiatives.
3. Work with the school system to establish extra-curricular activities that serve the greater community. It should also include the mentoring of classmates; high school students to junior high, and junior high to elementary students.
4. Establish multiple creative outlets for all citizens that include athletics, music, art, theater, and gardening. Orchestrate several programs in cooperation with the schools, church groups, and the colleges to provide a variety of programming. If individual entities sponsor and fine-tune a single offering, the task is easily managed.
5. Create a community awareness program among neighbors at the subarea level whereby family names, landlord contacts, emergency phone numbers, and other basic information is shared among neighbors to be prepared in cases of emergency. This effort should also include a street safety analysis to monitor such things as street-lighting and inappropriate street activities.
6. Identify certified kitchens throughout the community that can be accessed to teach cooking, food preservation, and other skills to youth and adults.
7. Develop a multi-purpose community center that offers youth, senior services and after hour programming like midnight basketball or evening dances. Various civic groups could sponsor specific nights to ensure appropriate monitoring of activities.
8. Consider a program to earn down-payment assistance for first time homebuyers and people seeking housing rehab funds by helping with various community services like ongoing beautification efforts, chaperoning youth events, enlisting and coordinating volunteers for special projects, and teaching a skill to others.
9. Investigate the installment of security monitoring in public areas that are known for inappropriate activity. Have monitoring cameras feed to screens in prominent public places, the internet, or in citizen advocate's homes to deter inappropriate activity.
10. Develop a tool-lending program through the local library branch. Tools can be signed out just like books for a variety of self-help and home improvement activities.
11. Continue important events like the community festival, start of school parade, and community picnic. Expand events to include such things as a youth festival, community concerts, board game competitions, etc.

12. Develop community workshops taught by residents and guest "experts" addressing critical topics identified as concerns by the community - personal and home safety, managing budgets and credit, watching out for predatory lending, tenant and landlord rights, preventing the victimization of senior citizens, identity theft, and living better on limited resources.
13. Find ways to support and develop parenting skills in the community through such things as "Dad's Only Club," a "Mom's Support" group, and group parent and child meetings.
14. Place parenting educational materials addressing key issues like the importance of education, pregnancy prevention, and alcohol, tobacco and drug use, in several accessible places throughout the community including various websites, City hall, the schools, library, and on other highly visible areas.
15. Document on video oral histories of elders who recall important elements of history and make these stories a component of classroom studies. They should also be loaded on the school website. Youth should help collect and recount local oral history.
16. Devise ways to foster multi-generational contact outside family circles whereby youth assist seniors and seniors assist youth.
17. Develop a job shadow program through the school system to inform the youth of different career paths.
18. Continue important youth building programs like the Michigan State Police Academy, Pathfinders, and the school-based ROTC (Reserve Officer Training Corp). Strengthen these programs and where possible, integrate them with new community initiatives to prevent duplicated efforts.
19. Consider providing a community shuttle service that runs a loop within the community, providing access to key community gathering points such as the library, museum, public gardens, parks and farmer's market. The shuttles could run limited times during the week to get citizens without transportation out during the day. Consider using existing church vans for this service. The route could run east/west to collect riders who congregate along stops on Oakwood, Summit, Broadway, Sherman, Hume, and Hackley. Routes for seniors with mobility problems could be worked out with the county Go-Bus administrator.
20. Acquire a general photo inventory of each subarea to monitor the progress of various neighborhood and community-based efforts.
21. Utilize tax abatement incentives, such as the Neighborhood Enterprise Zone program, to offer home owners incentives to upgrade their homes.

Strategy 5: Protect and enhance natural amenities to make the City a desirable place to live.

Commentary: Muskegon Heights has key assets in its wetlands, creeks and waterfront on Mona Lake. These natural amenities are more prevalent throughout the City than many communities of similar size. These types of assets can make a community a desirable place to live. It will be important to protect and enhance these amenities to draw people to invest in the City.

Tasks:

1. Consider implementing a wetlands overlay district in the zoning ordinance. Create a map that would show the locations of critical wetlands, create a 500 foot buffer zone outside of these wetlands, and require stricter stormwater management practices and environmentally conscious landscaping requirements for all new development within the district.
2. Showcase Mona Lake Park and the waterfront as a recreation and education center. Work with the school system to encourage nature courses on site.

3. Restore the pavilion at Mona Lake Park. While the land may not be sold because of its ties to the park, it can be leased to a private company while the City maintains ownership. Consider creating a Request for Proposal and send it out to a list of developers who may be interested in a residential and/or commercial development.
4. Explore the development of an urban reforestation program in conjunction with youth and civic groups.
5. Develop a series of trails through the community between the downtown and Mona Lake Park.
6. Install filters in storm drains near wetlands. Storm drain filters are one of the most effective ways to stop phosphorous, hydrocarbons, oil, sediment, silt and even heavy metals from entering wetlands. Designed to attach easily to storm drains, catch basins, fittings and pipes, these products effectively remove unwanted materials so that only cleaner water is allowed to through the drains.

Strategy 6: Develop a wider choice of market rate housing in the City and continue to upgrade existing housing stock.

Commentary: The city has an abundance of older, modest, affordable homes which are an important part of the city's character. However, in order to appeal to middle class families and empty nesters, a broader range of housing options needs to be provided including condominiums, townhouses and larger single-family homes.

Tasks:

1. Identify residential neighborhoods that have large amounts of adjacent vacant parcels. Consider reducing the minimum lot sizes in these areas to increase the number of buildable lots. Market these areas to developers for cluster development.
2. Consider lowering the minimum unit sizes for homes and apartments as smaller living units are becoming more popular.
3. Facilitate the development of townhouses in or on the fringe of the downtown.
4. Consider relocating the mobile home park to redevelop that prime waterfront parcel and adjacent city land for a higher use. This parcel would make a great location for a market rate subdivision or apartment complexes.
5. Promote the development of modernized apartments and lofts above storefronts.
6. Investigate the feasibility of live/work units in or around the downtown.
7. Market the community as a retirement destination for residents of Chicago and Detroit.
8. Start an aggressive weatherization and insulation campaign that includes youth as part of the work force.
9. Promote the development of a cottage campus close to the downtown for senior citizen housing.
10. Consider the possibility of tiny homes that people will have an easier time financing, then reinvesting in as they have more money to spend.

Economic Development Strategy

Economic development is the development of economic wealth of countries, regions or communities for the well-being of their inhabitants. From a policy perspective, economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base. The City of Muskegon Heights understands the importance of having strong economic development policies and procedures in place in an effort to improve and expand the local economy. This strategy was developed to guide economic development procedures within the City. The document will be reviewed annually and will also be used for recommendations for projects to include in the Capital Improvements Plan and the Community Economic Development Strategy (CEDS) coordinated through the West Michigan Shoreline Regional Development Commission (WMSRDC).

Economic Development Steering Committee:

The Muskegon Heights Economic Steering Committee is made up of staff members from the City Manager's Office, Planning Department, Finance Department and the Clerk's Office. The committee is responsible for guiding economic development in the City and for the creation of this strategy.

Economic Development Vision:

The City of Muskegon Heights, Michigan strives to be a place of economic opportunity and prosperity. Through business creation, expansion and retention, Muskegon Heights will foster a business friendly climate that will create career opportunities to its citizens and attract new residents with business opportunities.

Goals:

The City has developed a list of goals that, when accomplished, should create a sustainable business climate for Muskegon Heights and create good paying jobs for our residents. There are four main goals of the Economic Development Strategy:

1. Expand current businesses in the City.
2. Attract new businesses to the City.
3. Educate the youth to become the next generation of skilled employees.
4. Assist businesses with training funds.

Opportunities:

The City has many key factors that can be considered advantages for economic development opportunities, these include:

1. Hundreds of City-owned residential lots that can be grouped together as a package deal for residential development.
2. Waterfront redevelopment opportunities at Mona Lake Park.

3. A strong sense of community that is regularly on display at community events.
4. The Muskegon Promise

Challenges:

The City also has some challenges that put a hardship on economic development opportunities, these include:

1. Limited staff and resources.
2. Negative perception of crime and safety.
3. Population loss and loss of property tax revenue.

Steps to Achieve Goals:

The following is a list of the actions that the City will utilize to achieve the goals of the strategy:

Action Step 1: Conduct Business Retention Calls

The City recognizes that our existing business is one of our most important resources. It is therefore imperative to work with them and ensure their continued success. One way of doing this is through our Business Retention Calls. The City will meet with two businesses per month and to discuss any outstanding issues, development plans, training needs or any other concerns and offer assistance that may be available at the local, state and federal level. The City will follow up with the Michigan Economic Development Corporation when needed.

Timeline: Start Immediately

Responsible Parties: City Manager and other department heads as needed

Action Step 2: Advertise Technical and Financial Assistance for Business Owners

There are many technical and financial resources available to businesses in West Michigan that provide expertise and guidance to help them succeed. The City will advertise these resources on its website and through word of mouth on business retention calls. Some of these resources include:

- CORE Muskegon is part of SCORE "Mentors to America's Small Business," a national nonprofit association dedicated to entrepreneur education and the formation, growth and success of the nation's small businesses. SCORE Muskegon provides free and confidential business advice and mentoring tailored to meet the needs of small business and personal objectives. They also offer workshops and other educational opportunities for start-up and in-business entrepreneurs.
- The Michigan Small Business Development Center (SBDC) enhances Michigan's economic wellbeing by providing counseling, training and research for new ventures, existing small businesses and advanced technology companies. The SBDC can assist companies with business plan development, market research, raising capital, business workshops, financial management, export strategy and strategic planning.

- Michigan Workforce Development Agency's Skilled Trades Training Fund (STTF) – The STTF provides competitive awards for employer responsive training that enhances talent, productivity and employment retention while increasing the quality and competitiveness of Michigan's employers. The STTF ensures Michigan's employees have the talent then need to compete and grow, and individuals have the skills they need for in-demand jobs. Training programs funded by the STTF must fill a demonstrated talent need experienced by the employer. Training must lead to a credential for a fill that is transferable and recognized by the industry. Examples of allowable training include classroom, on-site training with wage reimbursement for individuals to be hired, and apprenticeships.

Timeline: 3 months

Responsible Parties: City Manager

Action Step 3: Provide Tax Abatements

In an effort to encourage residential, commercial and industrial development, the City will consider and review applications for all State-run tax abatements. Muskegon Heights is willing to partner in development and redevelopment projects. Many times, a local contribution, such as a tax abatement, is required for a project to be approved for funding assistance from the Michigan Economic Development Corporation. Some of the incentives we can utilize are listed below.

- Industrial Facilities Tax Abatements (PA 198)

PA 198 of 1974, as amended, provides a tax incentive to manufacturers to enable renovation and expansion of aging facilities, assist in the building of new facilities and to promote the establishment of high tech facilities. An Industrial Development District or a Plant Rehabilitation District must be created prior to initiating a project. An Industrial Facilities Exemption certificate entitles the facility to exemption from ad valorem real property taxes for 12 years. Applications should be filed at the Clerk's Office and a public hearing date will be set. After approval by the City Council, the application is sent to the State of Michigan and reviewed by the Property Services Division and the Michigan Economic Development Corporation. The State Tax Commission is ultimately responsible for final approval and issuance of certificates. Exemptions are not effective until approved by the State Tax Commission.

- Obsolete Property Rehabilitation Act (PA 146)

The Obsolete Property Rehabilitation Act, PA 146 of 2000, as amended, provides tax exemptions for commercial and commercial housing properties that are rehabilitated and meet the requirements of the Act. Properties must meet eligibility requirements including a statement of obsolescence by the assessor. The property must be located in an established Obsolete Property Rehabilitation District. Exemptions are approved for a term of 1-12 years as determined by City Council. The property taxes for the rehabilitated property are based on the previous year's (prior to rehabilitation) taxable value. The taxable value is frozen for the duration of the exemption. Additionally, the State Treasurer may approve reductions of half of the school operating and state education taxes for a period not to exceed six years for 25

applications annually. Applications are filed with the Clerk's Office and a public hearing date will be set. After approval by the City Council, the application is sent to the State of Michigan and reviewed by the Property Services Division. The State Tax Commission is responsible for final approval and issuance of OPRA certificates. Exemptions are not effective until approved by the State Tax Commission.

- Commercial Rehabilitation Act (PA 210)

The Commercial Rehabilitation Act, PA 210 of 2005, as amended provides a tax exemption for property of which the primary purpose and use is the operation of a commercial business enterprise, multifamily residential or qualified retail food establishments. Types of commercial business enterprises may include but are not limited to, office, engineering, research and development, warehousing, parts distribution, retail sales, and other commercial activities. Multifamily residential is housing that consists of five or more units. Qualified retail food establishments are primarily retail supermarkets, grocery stores, produce markets or delicatessens that offer fresh USDA inspected meat and poultry, fresh fruits and vegetables, and dairy products for sale. Applications are filed with the Clerk's Office and a public hearing date will be set. After approval by the City Council, the application is sent to for review by the State Tax Commission.

- Commercial Redevelopment Act (PA 255)

The Commercial Redevelopment Act, (known as the Commercial Facilities Exemption) PA 255 of 1978, as amended, affords a tax incentive for the redevelopment of commercial property for the primary purpose and use of a commercial business enterprise. The property must be located within an established Commercial Redevelopment District. Exemptions are approved for a term of 1-12 years as determined by the City Council. For restored facilities, the property taxes are based upon the previous year's (prior to restoration) taxable value and 100% of the mills levied. The taxable value is frozen for the duration of the certificate. For new or replacement facilities, the property taxes are based upon the current year's taxable value and 50% of the mills levied. Applications are filed with the Clerk's Office and a public hearing date will be set. Certificates are also filed with the State Tax Commission.

- Neighborhood Enterprise Zone (PA 147)

The Neighborhood Enterprise Zone (NEZ) Act, PA 147 of 1992, as amended, provides tax exemptions for the development and rehabilitation of residential housing located within eligible distressed communities. The City can designate areas as Neighborhood Enterprise Zones. Only facilities located within these established NEZs are eligible for NEZ certificates. New and rehabilitated facilities applications are filed, reviewed and approved by the City, but are also subject to review at the State level by the Property Services Division. The State Tax Commission is responsible for final approval and issuance of new and rehabilitated facility certificates. Exemptions for new and rehabilitated facilities are not effective until approved by the State Tax Commission.

Timeline: One year to have policies written and placed on the website
Responsible Parties: City Manager and Planning Department

Promote Festivals, Culture & Tourism

The recognition of a community's arts and culture assets is an important element of economic development. Creatively acknowledging and marketing community assets can attract a strong workforce and successful firms, as well as help sustain a positive quality of life. The activities of the arts and culture sector and local economic vitality are connected in many ways. Arts, culture and creativity can improve a community's competitive edge; create a foundation for defining a sense of place; attract new and visiting populations; integrate the visions of community and business leaders; and contribute to the development of a skilled workforce. Muskegon Heights will actively promote its festivals, cultural amenities and tourism resources to help foster a strong local economy. Some of these resources include:

- Muskegon Heights Festival in the Park:

A community celebration that features a carnival, food vendors, gospel service, sports tournaments, live music a grand parade and a 5K run. It is held every year downtown in Rowan Park during the third week in June.

- Music in the Park:

An Annual Concert held in June in Rowan Park.

- The James Jackson Museum of African American History:

This museum opened in 2006 to provide local historical African American legacy information that will instill pride and motivation for the youth of the community. It is located at 7 E Center St, next to City Hall. It is a unique museum and the only one of its kind in West Michigan.

- Mona Lake Park:

This park is located on the shore of Mona Lake Park and offers a fishing pier, fish cleaning station and boat launch. Mona Lake connects to Lake Michigan and offers plenty of recreational activities for all ages. Boat launch passes can be purchased at City Hall.

Timeline: Yearly. The City will actively advertise festivals and concerts at least two months in advance of the events. Advertisements will be featured on social media, the City website, flyers in City hall and email blasts.

Responsible Parties: City Manager and Clerks Office

Promote Priority Redevelopment Sites

Identifying and marketing propriety sites can assist a community to stimulate the real estate market for obsolete, vacant and underutilized property. The City will develop and maintain a short

list of priority development sites. The Economic Development Steering Committee will identify these sites, develop a vision and market them. The final product will include a marketing piece that lists the size of the property, uses allowed in that zoning district, utility information, asking price and contact information.

Timeline: One Year

Responsible Parties: Economic Development Steering Committee

Promote Education

Education is one of the fundamental factors of development. A City must invest in human capital to achieve sustainable economic development. Fortunately, the Muskegon area has developed a program to help local students strive for greatness.

The Muskegon Area Promise makes a commitment to the young people of the community. Qualifying students are able to earn at least a two-year college degree tuition free. The Promise Scholarship is an award promised to resident graduates of high schools within the Muskegon Area Intermediate School District boundaries. It provides the financial assistance necessary to obtain a two-year degree or its equivalent at an eligible partnering institution when used in conjunction with federal, state and institutional grants. The Promise Scholarship will promote post-secondary education and prepare students for future success in college and career choices.

Eligible students will receive funding for tuition, books and mandatory fees up to the cost of obtaining an associate's degree or its equivalent at the prevailing Muskegon Community College tuition rate. Promise scholarships will fund educational opportunity at the partnering institutions of Muskegon Community College or Baker College of Muskegon.

The City will include information on the Muskegon Promise to all potential new business and residents. A link to the Muskegon Promise website will be posted on the City Website.

Timeline: One year to develop a marketing piece for potential new businesses and residents

Responsible Parties: City Manager

Sell Vacant, City-Owned Lots

The City of Muskegon Heights owns hundreds of lots throughout the community, most of them zoned for residential use. In an effort to promote redevelopment and address the problems of a decreasing population, the City will offer these lots at a heavily discounted price. A map of these vacant lots is located in the Planning Department and will be uploaded to the City website. A marketing piece will be created to show potential developers where these lots are located, how much they can purchase them for, what type of development incentives are available, and what type of return on investment than can expect.

Timeline: One year to develop marketing piece and properties map

Responsible Parties: City Manager and Planning Department

Development Trends

The downtown area has seen an increase in development over the past several years and there are a few key projects that have lead the way in this new wave of investment. Scott Meats has recently moved into a larger location downtown, after rehabbing a large vacant building that now gives them room to grow. Dollar General constructed a new 9,000 sf building that fits in nicely with the surrounding buildings and offers some of the everyday necessities that were not available for purchase downtown after Plumb's went out of business. Hackley Community Care Center made major renovations to the first and second floors of their building, which increased the amount of quality office space downtown. The chart below depicts the number of commercial building permits issued downtown since 2014. It appears that the wave of downtown investment has started to slow down since 2015. The City will look at offering a number of tax abatement programs to developers to increase the amount of investment downtown, where many of the buildings are starting to age and are in need of reinvestment to keep them functional.

Commercial Building Permits Issued Downtown				
2014	2015	2016	2017	2018
5	5	2	4	4

Annual business licenses are required for any business operating in Muskegon Heights. As of July 1, 2017, there have been 40 business licenses granted to companies downtown. This is slightly down from the overall total of 45 licenses granted in all of 2016, but there are still several months left this year and the amount of business licenses will likely exceed last years amount.

Community Input

The community was asked to take a survey for the creation of this plan. It contained 10 questions about why they come downtown and what changes they would like to see made in the near future. There were 17 respondents to the survey and they have helped share what makes downtown special, but also what changes are desired to make it even better. Below are the top answers to each of the questions.

Question 1: What brings you downtown the most?

Most Popular Answers: Events, restaurants, shopping.

Question 2: What mode of Transportation do you use the most to get downtown?

Most Popular Answers: Car, walking.

Question 3: What type of store do you most wish to see locate downtown?

Most Popular Answers: Grocery, clothing, recreation (bowling, skating, theater, etc.).

Question 4: What aspects of downtown need the most improvement?

Most Popular Answers: Blight, public safety, quality entertainment.

Question 5: Where do you purchase most of your groceries?

Most Popular Answers: Various grocery stores located on Henry St.

Question 6: How safe do you feel downtown at the following times: Morning, Afternoon, After Dark.

Most Popular Answers (averages): Morning: 9, Afternoon: 9, After Dark: 4.

Question 7: Do you have any suggestions to make downtown safer?

Most Popular Answers: Police bike patrols, neighborhood watch groups, security cameras.

Question 8: Do you ever have trouble finding a parking space downtown?

Most Popular Answers: All respondents said no.

Question 9: Would you consider living downtown?

Most Popular Answers: Yes, but would like more things to do there first.

Question 10: Is there a local community member that, athlete, business person or activist that you would recommend to be recognized with a piece of art or statue?

Most Popular Answers: Chief Johnson, Tyler Sales.

Transportation

Bus

The Muskegon Area Transit System (MATS) provides the public transportation for Muskegon Heights. A bus transfer station is located at the farmers market site on Baker St. MATS is currently looking at options for relocating this transfer station. The City should work closely with MATS to determine the best location for the new site, one that will service the needs of the community while also increasing the number of downtown visitors. It will be important to keep the transfer station in the general downtown area to help the revitalization efforts, which depend heavily on transportation and foot traffic.

Bicycle

Bicycles are a popular mode of transportation in Muskegon Heights, however, there aren't currently any bike lanes downtown streets. This is unfortunate as many citizens in the community rely on bicycles for transportation. Bikers currently share the road with vehicles without the benefit of a separate bike lane. The addition of bike lanes would create a more welcoming atmosphere to bikers, which could lead to increased consumerism downtown.

There also aren't any bike racks located downtown. Bikes are often seen chained up to street signs or trees. This leads to a blighting affect and also discourages people from riding their bikes downtown to shop. A coordinated effort to install appealing bike racks would be a good place making strategy to implement downtown. These amenities could be clustered in certain areas of downtown to help create a sense of place and help to better define downtown.



Walking

Many downtown neighborhoods are within walking distance of downtown. There are adequate sidewalks in most neighborhoods that connect people all the way from their homes to city center. Downtown has a more complete sidewalk system than the rest of the city as a whole.

The biggest challenge for walking to downtown is the snow in the winter. Often times sidewalks are left covered in snow, cutting off the path to downtown. The City should consider implementing stronger enforcement efforts on violators of the snow shoveling ordinance. Another option, perhaps better suited for when downtown has more active businesses, is to implement a Principal Shopping District or Business Improvement District, which can assess funds from property owners to use on a unified snow removal effort.

The City has greatly increased ADA accessibility throughout downtown over the past few years. Most intersections now have ADA ramps where the street meets the sidewalk. However, the following intersections still need to be addressed to be in compliance with ADA rules:

- Manahan/Sanford
- Center/Sanford
- Broadway/Sanford
- Columbia/Sanford
- Jefferson/Broadway
- 5th/Broadway
- 6th/Broadway
- Maffett/Broadway
- Maffett/Columbia
- Leahy/Broadway
- Hoyt/Broadway

Car

The following is a count of the public parking spaces available downtown:

- 80 – DDA-owned lot in block 234
- 30 – DDA-owned lot in block 235

- 176 – Rowan Park
- 107 – On-street spaces on Center
- 28 – On-street spaces on Sanford St
- 47 – On-street spaces on Peck St
- 98 – On-street spaces on Broadway Ave

There are 566 public parking spaces available in the core downtown. This does not include private parking lots, which would add a significant number of additional spaces. While it is great to have parking available to consumers, this amount is probably excessive. Too much parking can result in reduced foot traffic, scarcity of developable land, increased stormwater management problems and cause blight issues. There is also a significant cost to maintain parking lots, which need to be plowed in the winter, weeded in the summer and repaved when they become worn.

The City should consider reducing the existing oversupply of parking, which encourages automobile travel and deters alternative modes. Currently, those who travel downtown to visit multiple shops may very well be able to park directly in front of each store. This detracts from the public realm and may cause consumers to pass by other possible shopping destinations without even noticing. Retailers love to see foot traffic and excessive parking diminishes that possibility.

There is a substantial opportunity to redevelop the City by transitioning existing parking to alternative land uses. The DDA-owned parking lots in block 234 and 235 are rarely used, as there is ample on-street parking available on Peck St. These lots could be marketed for dense residential development. The DDA would be relieved of maintaining the seldom used lot and new residential development could bring more density to downtown. These lots are also large enough for allowing new development while keeping a reduced amount of parking spaces intact.

Reducing the existing parking supply will likely meet strong resistance in any city that is largely car dependent and, in the short-term, could increase cruising for parking and congestion. In order to reduce car dependency and its associated problems in the long term, however, existing parking should be repurposed.

In terms of new development, the City should consider implementing a parking maximum code, rather than a parking minimum code. Instead of forcing a developer to offer a certain number of parking spaces, which most likely will not be needed, the City can pose limits on how many parking spaces can be placed on-site. This is a growing trend in cities that already have a sufficient amount of public parking. Also, any new parking lots downtown should have to be placed behind the building and be screened from public view. This can be accomplished by fencing and landscaping, as depicted in the pictures below.

Design Standards



Public Amenities

There are very few benches, trash receptacles and bike racks downtown. Some of the existing ones are in need of new paint. A design committee should be created to select a set of matching curb amenities that would be allowed downtown, they could then seek grant funding to secure the items. They should be placed throughout the downtown in areas where people are encouraged to congregate.

There currently is no signage or markers that indicate when you have arrived downtown. Banners are a good way to promote downtown and create a sense of place. The design committee could also select the type of banners to be placed on downtown street lights, or they could be reserved for community wide efforts, such as the "Watch Us Go" campaign. The City should also consider a signature downtown sign/mural to let people know they have arrived downtown.

There are two parks in downtown, Rowan Park and the Pocket Park across the street between commercial buildings. Rowan Park is a 2-acre park that brings in thousands of people each year during community events. The Pocket Park is a small gathering space that was designed as a relaxing space for pedestrians. As great as these parks were designed, they are limited by the current usage restrictions that were implemented several years ago. The parks are usually closed and off limits except when there is a special event. It will be important for redevelopment efforts to reopen these parks so that consumers are not deterred by a sense of fear. Many cities have found success in reducing crime or unwanted behavior at parks by installing cameras on site.

Public Art

There are a few public art pieces downtown, but the area could benefit from the addition of several more. The signature art/display piece downtown is the clock tower at Rowan Park. There is one mural downtown, but there is an opportunity for more because of the positioning of the buildings along the road front. Many of these walls are already in need of new paint, so a mural could accomplish two goals.

There are no statues in downtown. There are several areas where statues can be displayed downtown, including outside of the African American Museum, library, Rowan Park or even certain sidewalk sections.

Interactive art pieces could be a way to bring people downtown and increase foot traffic. Art installations can be placed throughout the business district, drawing attention to local retailers.

Form Based Code

A form-based code is a development regulation that creates predictable results by using physical form, rather than separation of uses, as the main principal for the code. A form based code concentrates more on the built environment rather than the separation of uses. This allows for the creation of mixed uses, which downtowns thrive upon, while maintaining control over the appearance and functionality of the development area.

The code can also implement tactics to attract certain uses, such as retail or office, to locate downtown. Building requirements such as non-reflective transparent windows, minimum doors per linear foot, and separate entrances for each suite can help create a building that retailers will find attractive. It is not uncommon for a city to approve a building for a certain type of use, then have trouble filling that building when the initial tenant falls through. The next possible tenant may not find that building appealing and you may be stuck with another vacant store front. A form based code can help create buildings that can be used by many different businesses and uses.

Downtown Muskegon Heights already has a great built environment set in place, with a functional street grid, large accessible sidewalks, and buildings set in desirable locations along the front parcel lines that create a great sense of place. It will be important to make sure that all new development in this area is built in this same manner, maintaining the character of the district. A form based code can guide the redevelopment of downtown to maintain its existing character, while also encouraging more diverse uses.

Form based codes can also expedite the development process. After the code is developed and set in place, there will be a clear set of guidelines for the developer to follow, while also giving them different options to fit their specific needs. After one meeting with staff, the developer will have a clear understanding of how the building will need to be designed. Once the site plan is submitted for review, and it is determined that it meets all of the requirements of the form based code, staff can approve the project without having to take it to Planning Commission for approval. Since the Planning Commission and City Commission will have already approved the design guidelines set forth in the form based code, they can be assured that a quality building will be constructed without having to review a plan that already meets all of their desired requirements. This can reduce the development timeline by weeks or even months. Only when a site plan does not meet all of the requirements of the form based code will the developer need to seek Planning Commission approval.

Below are examples of common form based code building placement requirements for two different type of development areas.

Form Based Code Example – Building placement requirements form core downtown area.

A. Side setback (at non-street locations):

- 0 feet from side property line.

B. Side build-to-zone (at side street):

- Required build-to-zone from 0 to 15 feet from side property line.

C. Rear setback:

- 15 feet from property line.

D. Encroachments: Balconies, awning, canopies, eaves, cornices, bay windows may project into required setbacks beyond required build-to-zones, or into the public right-of-way.

E. Front build-to-zone (at front street)

- Required build-to-zone from 0 to 5 feet from property line.

Form Based Code Example – Building placement requirements form outer downtown area.

A. Side setback (at non-street locations):

- 0 feet from side property line.

B. Side build-to-zone (at side street):

- Required build-to-zone from 0 to 15 feet from side property line.

C. Rear setback:

- 20 feet from property line.

D. Encroachments: Balconies, awning, canopies, eaves, cornices, bay windows may project into required setbacks beyond required build-to-zones, or into the public right-of-way.

E. Front build-to-zone (at front street)

- Required build-to-zone from 5 to 20 feet from property line.

In addition to building placement requirements, form based codes can also dictate the type of buildings allowed in certain areas, which can allow a place to become properly developed with quality, desirable buildings that fit into the existing built environment.

There are usually multiple "context areas" within a form based code district. Each context area allows certain building types with specific design requirements. Often, the core downtown area will require at least two stories and also have certain design requirements like parapets, columns or minimum window coverage.

Below are examples of common form based code context areas with allowed building types.

Form Based Code Example – Building placement requirements form core downtown area.

A. Side setback (at non-street locations):

- 0 feet from side property line.

B. Side build-to-zone (at side street):

- Required build-to-zone from 0 to 15 feet from side property line.

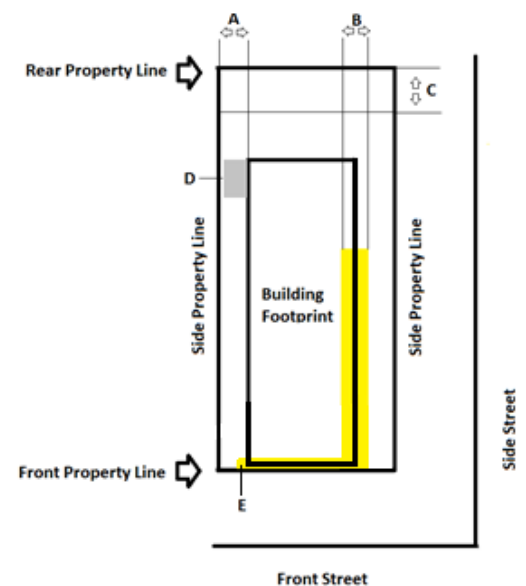
C. Rear setback:

- 15 feet from property line.

D. Encroachments: Balconies, awning, canopies, eaves, cornices, bay windows may project into required setbacks beyond required build-to-zones, or into the public right-of-way.

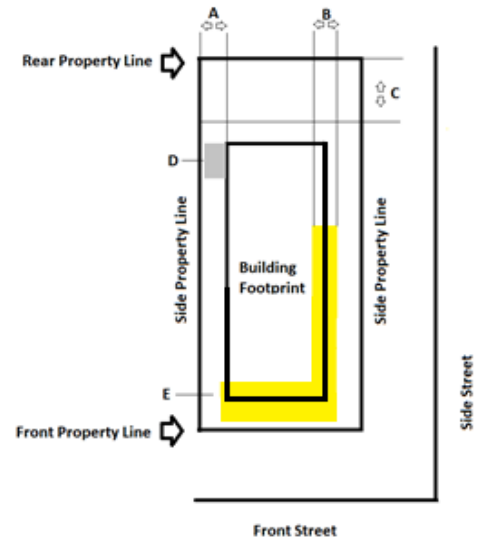
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Form Based Code Example – Building placement requirements form outer downtown area.



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- E. Front build-to-zone (at front street)
 - Required build-to-zone from 5 to 20 feet from property line.



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Below are examples of common form based code context areas with allowed building types.

Core Downtown Context Area	
Allowed Building Types	
<p>Mixed Use</p> 	<p>Large Multi-Plex</p> 

Civic



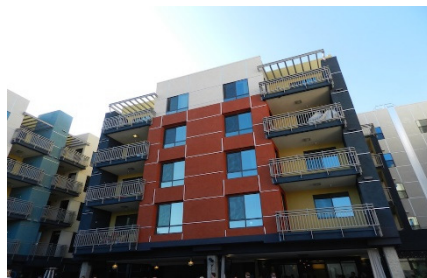
Outer Downtown Context Area

Allowed Building Types

Mixed Use



Large Multi-Plex



Small Multi-Plex



Retail



Rowhouse

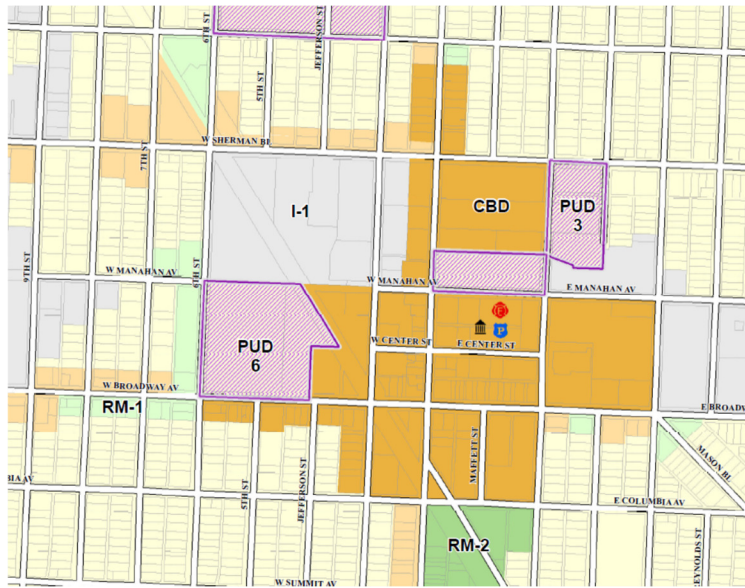


Live-Work



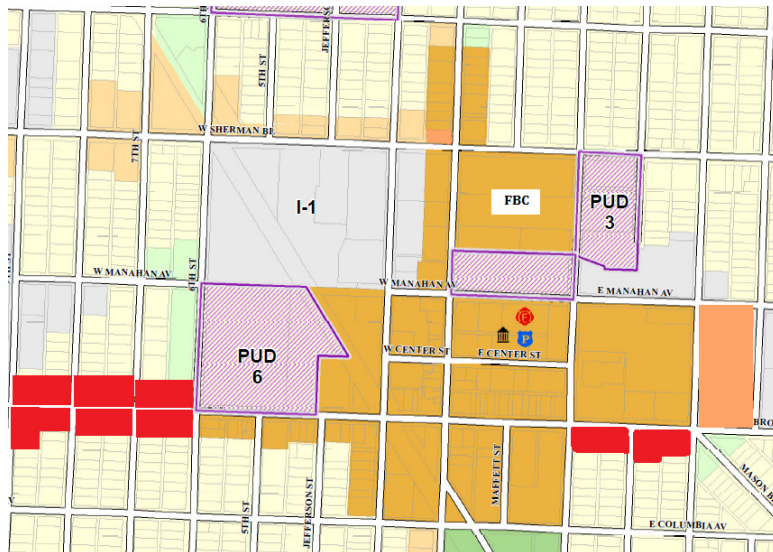
The figure below depicts the current zoning map. The core downtown is zoned CBD, Central Business District. The City should consider rezoning this area to FBC, Form Based Code.

Current Zoning Map



Future Zoning Map

The figure below depicts the proposed future zoning map, with the CBD changed to FBC. It also includes the addition of 2525 Peck St. and 210 E. Broadway Ave. to the FBC district. Also, the parcels highlighted in red depict another addition to the FBC district, but this context area has a different set of development standards that fit into the existing character of the development.



Goals for Downtown

Objective 1 – Fill vacant storefronts downtown.

- There are several vacant store fronts downtown that have remained vacant for several years. Many of these units are becoming deteriorated and in need of renovation before a certificate of occupancy can be issued.

Action Step 1.1 – The City will create an attractive development incentive list to provide to developers. It will be created as a marketing piece, such as a handout or brochure, that will highlight the available incentives that the City can offer for certain projects. These incentives may include the following:

- Tax Abatements -The City should examine all possible tax abatements that are available and determine which ones it will offer. The City should consider offering the following tax abatements offered through the State of Michigan:
 - PA 210
 - PA 255
 - PA 198
 - OPRA
 - NEZ
 - CRP
- Tax Increment Financing (TIF) -A TIF is a public financing method that is used as a subsidy for redevelopment, infrastructure and other community-projects. The City has the ability to implement a TIF for certain projects within the Downtown Development Authority boundaries, as allowed by the Downtown Plan and Tax Increment Financing Plan.
- Grants -The City should consider using Community Development Block Grant (CDBG) funds for downtown redevelopment efforts. These could include programs for rehabbing residential and mixed-use buildings to bring them up to code. The City should also consider using CDBG funds to create a façade improvement grant that would assist property owners with necessary improvements their buildings. The City should also apply for site assessment funding through the United States Environmental Protection Agency (USEPA). There are a few properties in the downtown area that may have been exposed to contamination at one point, which may make redevelopment difficult without assistance for environmental work. The USEPA often issues grant funding for preliminary site assessment work that will cover Baseline Environmental Testing and Phase I work.

Estimated Cost of Incentive List: \$1,000

Estimated Timeline: 1 year

Objective 2 -New buildings constructed downtown will be visually pleasing, attract active storefronts and help create a walkable community.

- Broadway Ave and Peck St have a good amount of buildings that were constructed with zero lot lines, creating a great downtown atmosphere. The new Dollar General was built in this fashion, which blends in with the rest of downtown, even though their initial plans

were for a building set much further back from the road. The City should continue to push for zero lot line development in the core downtown area.

- The building inventory located just outside of the core downtown has a mixture of zero lot line development along with other buildings constructed with larger setbacks. The zoning codes should reflect this characteristic and allow for setback flexibility in this area.
- Though many of the buildings downtown were thoughtfully placed, some have become less attractive to potential retailers because of the installation of reflective glass, boarded up windows and the elimination of separate entrances to retail suites. Development guidelines that will attract retail and mixed-uses should be implemented.

Action Step 2.1 – The City will implement a form based code for downtown that will focus on building placement, design and function. Certain design requirements, such as transparent windows and minimum entranceways, can help attract retail to the area. A focus on mixed-use development will create a walkable downtown that will attract people to eat, shop and play. Parking maximums will be implemented in certain areas where there are excess existing spaces.

Estimated Cost of Form Based Code: \$5,000

Estimated Timeline: 1 year

Objective 3 – The downtown will support public arts and become a destination to view unique pieces.

- Downtown lacks public art.

Action Step 3.1 – The community will work together to form a grass roots campaign to create more public art. The City and other non-profit organizations will coordinate with the African American Museum to raise money for an outdoor art installation. Community organizations will hold fundraisers to conduct public art competitions that include permanent installations.

- Determine the best building walls to display more murals. Raise money to hire professional mural creators or hold a mural contest with award money.
- Select a prominent business person, community organizer or athlete to recognize with a downtown statue.
- Work with the community and non-profits to raise funds.
- Develop and implement a program to solicit sponsors and establish an endowment for local artists' work.

Estimated Cost of New Public Art: \$2,000 - \$10,000

Estimated Timeline: 2 years

Objective 4 – The downtown will offer more grocery and dining options and become a food destination.

- The closing of Plumb's left the community with few local options for groceries. If a full scale grocery store does not relocate to downtown, perhaps several niche food markets can fill the grocery void. Downtown is already home to Scott Meats, one of the most popular butcher shops in the County. More specialty food stores; such as a bakery,

seafood/local fish market, or fruit/vegetable store; could eliminate the "food desert" for local citizens and bring in outside money from being a culinary destination place.

- Kitchen 242 (located at Muskegon Farmers Market) or the Starting Block (Located in Hart) are options for local startup food businesses that do not have access to commercial kitchens.
- Food trucks are not usually available in the city, even though neighboring communities are beginning to find success with organized food truck events.

Action Step 4.1 – The City will create incentives for local food businesses to locate downtown. On top of the regular tax incentives offered to rehab a building, food business will also be offered an incentive package that could include grants or loans.

Estimated Cost of Grant Package: \$10,000 in rent subsidies for grocers

Estimated Timeline: 3 years

Action Step 4.2 – The City will write a food truck policy and create a permitting process. An overlay district will be created that will establish boundaries for operation. Considerations towards brick and mortar establishments will be taken. The Farmers Market and Rowan Park can be used to hold events where several food trucks can hold a tasting event together.

Estimated Cost of Food Truck Policy and Permitting Process: \$1,000

Estimated Timeline: 1 year

Action Step 4.3 – The city will solicit funds to sponsor local restaurants to participate in the Taste of Muskegon, which showcases restaurants from around the County and is held annually in downtown Muskegon. Participation in the event can lead to new customers from around the County that want to visit the brick and mortar location, bringing new consumers to downtown.

Estimated Cost of Sponsorships - \$1,000

Estimated Timeline: 2 years

Objective 5 – The community will actively fight blight issues downtown to create a more welcoming atmosphere.

- Many of the vacant storefronts are falling into disrepair. Major investments will be needed to salvage a lot of the buildings.
- There are many dilapidated pole signs around downtown. Many of them are beyond repair and should be removed. Others could be repaired to attract business.
- Some vacant lots downtown have overgrown yards and outdoor storage of materials.

Action Step 5.1 – The City will solicit funding for a façade improvement grant. The grant could be a 50/50 match, which would encourage property owners to repair building facades. Removal of dilapidated signs should be considered for an eligible expense.

Estimated Cost of Façade Grant Program: \$50,000

Estimated Timeline: 3 years

Action Step 5.2 – The City will continue to promote programs such as the 5x5 campaign, which unites the community to actively fight blight issues. Church groups and other non-profit organizations will organize community clean up days.

Estimated Cost of Program Promotion: \$500

Estimated Timeline: 1 year

Objective 6 – Downtown will be a friendly, walkable, active destination that and encourages consumers to stay and explore.

- The central business district is properly developed to encourage walkability, yet foot traffic is relatively low on a day to day basis. Parking is readily available and consumers are often able to park close to retailers. There appears to be an over-abundance of parking available.
- There are limited businesses downtown that offer outdoor activity. Outdoor restaurant seating, beer gardens and sidewalk sales allow consumers to enjoy the public realm. Outdoor uses create an inviting atmosphere that draws customers in.
- Downtown has two parks that are currently closed unless there is a community event.

Action Step 6.1 – The City will work with the DDA to determine if the DDA-owned parking lots are necessary or if they would be better suited for development.

Estimated Cost of Parking Study: \$5,000

Estimated Timeline: 2 years

Action Step 6.2 – The City will develop zoning ordinances that allow for outdoor seating, sidewalk sales and other creative uses to better utilize the public realm.

Estimated Cost of Zoning Ordinance Amendments: \$2,500

Estimated Timeline: 1 year

Action Step 6.3 – The community will work together to create more public watch organizations and walking clubs that will help deter crime, especially in the evenings.

Estimated Cost: \$0

Estimated Timeline: 2 years

Objective 7 – Downtown will offer a wide variety of transportation options for those who want to visit.

- MATS will be relocating the downtown transfer station located adjacent to the Farmers Market. The City should fight to keep the transfer station downtown close to the core business district.
- Bike lanes should be added to Broadway Ave and Peck St. along with more bike racks throughout the area.
- There are several sidewalks improvements and ADA ramps needed downtown.

Action Step 7.1 – The City will work with MATS to keep the transfer station located downtown. The City will also push to have more covered bus stations located downtown.

Estimated Cost of New Transfer Station: \$2,000,000

Estimated Timeline: 2 years

Action Step 7.2 – The City will incorporate bike lanes downtown where feasible and strategically locate more bike racks throughout the business district.

Estimated Cost of New Bike Lanes and Amenities: \$15,000

Estimated Timeline: 2 years

Action Step 7.3 – The City will seek grant funding to install ADA ramps at all street intersections downtown.

Estimated Cost of New ADA Ramps - \$5,000

Estimated Timeline: 2 years

Building Inventory

The following is a list of buildings located in the Central Business zoning district, excluding the properties on Peck St north of Sherman Blvd, which are already listed in the Sherman Corridor Plan. This information can be used to help attract potential businesses to the area.

Block 235

		
<p>Address: 2781 Peck St Building Type: Commercial Building Size: 5,570 SF Building Age: Unknown Lot Size: 0.12 Acres</p>	<p>Address: 2779 Peck St Building Type: Commercial Building Size: 1,024 SF Building Age: Unknown Lot Size: 0.02 Acres</p>	<p>Address: 2777 Peck St Building Type: Commercial/Warehouse Building Size: 4,503 SF Building Age: Unknown Lot Size: 0.06 Acres</p>
		
<p>Address: 2769 Peck St Use: Vacated Alley Lot Size: 0.01 Acres</p>	<p>Address: 2761 Peck St Building Type: Commercial Building Size: 4,508 SF Building Age: 1930 Lot Size: 0.1 Acres</p>	<p>Address: 2755 Peck St Building Type: Commercial Building Size: 2,006 SF Building Age: 1930 Lot Size: 0.06 Acres</p>
		
<p>Address: 2751 Peck St Building Type: Commercial Building Size: 1,024 SF Building Age: Unknown Lot Size: 0.04 Acres</p>	<p>Address: 25 W Center Building Type: Commercial Building Size: 1,151 SF Building Age: 1990 Lot Size: 0.4 Acres</p>	<p>Address: 2738 Sanford St Use: Parking Lot (DDA owned) Lot Size: 0.5 Acres</p>



Address: 2780 Sanford St
 Building Type: Apartments
 Building Size: 2,985 SF Per Floor
 (2 floors)
 Building Age: Unknown
 Lot Size: 0.1 Acres



Address: 26 W Broadway Ave
 Use: Vacant Land
 Lot Size: 0.13 Acres



Address: 24 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,600 SF
 Building Age: 1950
 Lot Size: 0.07 Acres



Address: 22 W Broadway Ave
 Building Type:
 Commercial/Warehouse
 Building Size: 2,750SF
 Building Age: Unknown
 Lot Size: 0.07 Acres

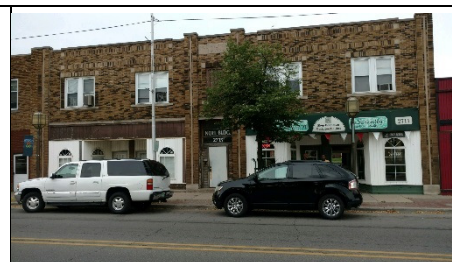
Block 234



Address: 2731 Peck St
 Building Type: Commercial
 Building Size: 4,750 SF
 Building Age: 1930
 Lot Size: 0.13 Acres




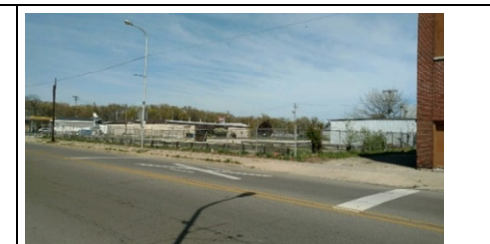
Address: 2723 Peck St
 Building Type:
 Commercial/Apartments
 Building Size: 1,800 SF
 Building Age: 1930
 Lot Size: 0.03 Acres



Address: 2715 Peck St
 Building Type:
 Commercial/Apartments
 Building Size: 7,605 SF
 Building Age: 1930
 Lot Size: 0.11 Acres

		
<p>Address: 2709 Peck St Building Type: Commercial Building Size: 5,544 SF Building Age: 1930 Lot Size: 0.13 Acres</p>	<p>Address: 2701 Peck St Building Type: Commercial Building Size: 6,250 SF Building Age: 1940 Lot Size: 0.18 Acres</p>	<p>Address: 2720 Sanford St Use: Vacant (DDA Owned) Lot Size: 0.6 Acres</p>
<p>Address: 2730 Sanford St Use: ? (DDA Owned) Building Size: 2,568 SF Building Age: 1990 Lot Size: 0.28 Acres</p>		

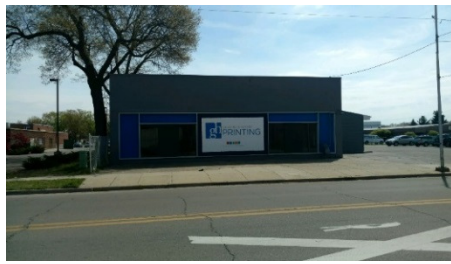
Block 172

		
<p>Address: 2651 Peck St Building Type: Industrial Building Size: 11,574 SF Building Age: 1950 Lot Size: 0.49 Acres</p>	<p>Address: 2645 Peck St Building Type: Industrial Building Size: 25,276 SF Building Age: 1920 Lot Size: 0.5 Acres</p>	<p>Address: 2621 Peck St Use: Vacant Land Lot Size: 0.36 Acres</p>
 <p>Address: 1 W Sherman Blvd Building Type: Commercial Building Size: 2,165 SF Building Age: 1967 Lot Size: 0.57 Acres</p>		

Block 194



Address: 55 E Sherman Blvd
Building Type: School
Building Size: Not Available
Building Age: Not Available
Lot Size: 7.23 Acres



Address: 2632 Peck St
Building Type: Industrial
Building Size: 14,520 SF
Building Age: 1930
Lot Size: 0.8 Acres



Address: 2640 Peck St
Building Type: Commercial
Building Size: 12,408 SF
Building Age: 1985
Lot Size: 2.74 Acres

Block 236



Address: 2724 Peck St
Building Type: Institutional (City Hall)
Building Size: Not Available
Building Age: Not Available
Lot Size: Not Available

Block 237



Address: 2 E Broadway Ave
Building Type:
Commercial/Apartments
Building Size: 10,215 SF
Building Age: 1950
Lot Size: 0.26 Acres



Address: 22 E Broadway Ave
Building Type:
Commercial/Apartments
Building Size: 1,750 SF
Building Age: 1950
Lot Size: 0.06 Acres



Address: 26 E Broadway Ave
Building Type: Commercial
Building Size: 2,600 SF
Building Age: 1950
Lot Size: 0.07 Acres



Address: 32 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,500 SF
 Building Age: 1935
 Lot Size: 0.06 Acres



Address: 36 E Broadway Ave
 Building Type: Commercial
 Building Size: 910 SF
 Building Age: 1935
 Lot Size: 0.3 Acres



Address: 38 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,590 SF
 Building Age: 1950
 Lot Size: 0.09 Acres



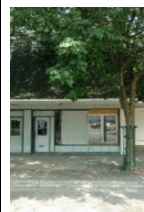
Address: 46 E Broadway Ave
 Building Type: Commercial
 Building Size: 1,768 SF
 Building Age: 1930
 Lot Size: 0.07 Acres



Address: 50 E Broadway Ave
 Building Type: Commercial/Aprmnt
 Building Size: 2,880 SF
 Building Age: Not Available
 Lot Size: 0.13 Acres



Address: 60 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,232 SF
 Building Age: Not Available
 Lot Size: 0.07 Acres



Address: 68 E Broadway Ave
 Building Type: Commercial
 Building Size: 3,178 SF
 Building Age: 1932
 Lot Size: 0.13 Acres



Address: 76 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,740 SF
 Building Age: 1940
 Lot Size: 0.1 Acres



Address: 82 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,450 SF
 Building Age: 1940
 Lot Size: 0.1 Acres



Address: 100 E Broadway Ave
 Building Type: Commercial
 Building Size: 2,000 SF
 Building Age: 1930
 Lot Size: 0.7 Acres



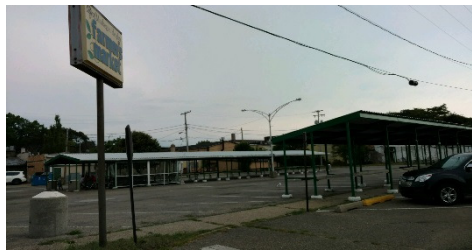
Address: 104 E Broadway Ave
 Use: Park
 Lot Size: 0.14 Acres



Address: 108 E Broadway Ave
 Building Type: Commercial
 Building Size: 1,848 SF
 Building Age: 1920
 Lot Size: 0.52 Acres



Address: 114 E Broadway Ave
 Building Type: Commercial
 Building Size: 6,462 SF
 Building Age: Not Available
 Lot Size: 0.13 Acres



Address: 99 E Center
 Building Type: Commercial
 Building Size: Vendor Stalls
 Building Age: Not Available
 Lot Size: 0.52 Acres



Address: 61 E Center
 Building Type: Commercial
 Building Size: 2,400 Acres
 Building Age: 1940
 Lot Size: 0.2 Acres



Address: 47 E Center
 Building Type: Apartments
 Building Size: 7,500 SF
 Building Age: 1910
 Lot Size: 0.32 Acres



Address: 11 E Center
 Use: Vacant Lot
 Lot Size: 0.2 Acres



Address: 7 E Center
 Building Type: Institutional
 (Museum)
 ng Size: 3,798 Acres
 Building Age: 1945
 Lot Size: 0.1 Acres



Address: 2750 PeckSt
 Building Type:
 Commercial/Apartments
 Building Size: 3,610 SF
 Building Age: 1920
 Lot Size: 0.1 Acres



Address: 2764 Peck St
 Use: Parking Lot (DDA Owned)
 Lot Size: 0.13 Acres

Block 210



Address: 2801 Baker St
 Use: Park
 Building Size: N/A
 Building Age: N/A
 Lot Size: 2 Acres



Address: 2800 Maffett St
 Use: Parking Lot (City Owned)
 Building Size: N/A
 Building Age: N/A
 Lot Size: 0.84 Acres

Block 211



Address: 1 E Broadway Ave
 Building Type: Commercial
 Building Size: 6,014 SF
 Building Age: 1930
 Lot Size: 0.14 Acres



Address: 15 E Broadway Ave
 Use: Vacant Land (DDA Owned)
 Building Size: N/A
 Building Age: N/A
 Lot Size: 0.14 Acres



Address: 25 E Broadway Ave
 Building Type: Commercial
 Building Size: 37,500 SF
 Building Age: 1920
 Lot Size: 0.28 Acres



Address: 2809 Maffett St
 Use: Vacant Land (DDA Owned)
 Lot Size: 0.14 Acres



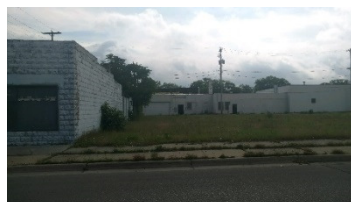
Address: 2825 Maffett St
 Building Type: Commercial
 Building Size: 8,720 SF
 Building Age: 2002
 Lot Size: 0.57 Acres



Address: 2831 Maffett St
 Building Type: Industrial
 Building Size: 14,852 SF
 Building Age: Not Available
 Lot Size: 0.43 Acres



Address: 2818 Peck St
 Use: Vacant Lot (DDA Owned)
 Lot Size: 0.9 Acres



Address: 2814 Peck St
 Use: Vacant Lot (City Owned)
 Lot Size: 0.14 Acres



Address: 2810 Peck St
 Building Type: Industrial
 Building Size: 2,968 SF
 Building Age: 1930
 Lot Size: 0.1 Acres

Block 212



Address: 1 W Broadway Ave
 Building Type: Commercial
 Building Size: 11,071 SF
 Building Age: 1930
 Lot Size: 0.22 Acres



Address: 19 W Broadway Ave
 Building Type: Commercial
 Building Size: 4,210 SF
 Building Age: 1953
 Lot Size: 0.1 Acres



Address: 21 W Broadway Ave
 Use: Parking Lot
 Lot Size: 0.14 Acres



Address: 2808 Sanford St
 Building Type: Institutional
 (Library)
 Building Size: Not Available
 Building Age: Not Available
 Lot Size: 0.26 Acres



Address: 2828 Sanford St
 Building Type: Commercial
 Building Size: 13,628 SF
 Building Age: 1945
 Lot Size: 0.8 Acres



Address: 2837 Peck St
 Building Type: Commercial
 Building Size: 11,270 SF
 Building Age: 1930
 Lot Size: 0.3 Acres

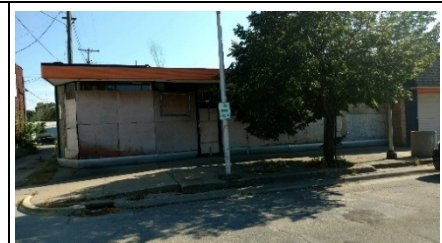
Block 213



Address: 57 W Broadway Ave
 Building Type: Commercial
 Building Size: 1,120 SF
 Building Age: 1960
 Lot Size: 0.18 Acres



Address: 71 W Broadway Ave
 Building Type: Apartments
 Building Size: 8,080 SF
 Building Age: 1920
 Lot Size: 0.14 Acres



Address: 75 W Broadway Ave
 Building Type: Commercial
 Building Size: 4,700 SF
 Building Age: 1950
 Lot Size: 0.12 Acres



Address: 95 W Broadway Ave
 Building Type: Commercial
 Building Size: 7,500 SF
 Building Age: 1950
 Lot Size: 0.17 Acres



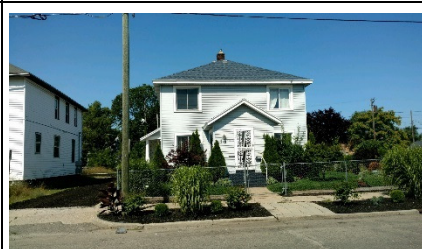
Address: 2811 Sanford St
 Building Type: Commercial
 Building Size: 1,200 SF
 Building Age: 1940
 Lot Size: 0.08 Acres



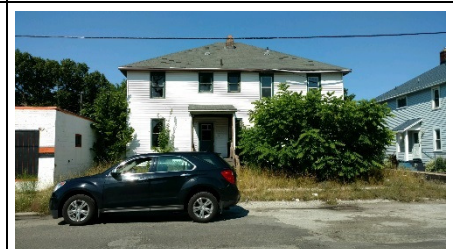
Address: 2815 Sanford St
 Building Type: Single Family House
 Building Size: 2,364 SF
 Building Age: 1930 SF
 Lot Size: 0.14 Acres



Address: 2817 Sanford St
 Current Use: Vacant Lot
 Lot Size: 0.12 Acres



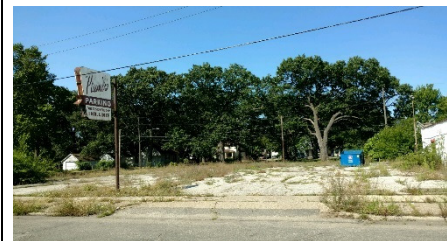
Address: 2821 Sanford St
 Building Type: Single Family House
 Building Size: 2,016 Acres
 Building Age: 1925
 Lot Size: 0.14 Acres



Address: 2825 Sanford St
 Building Type: Single Family House
 Building Size: 3,474 SF
 Building Age: 1915
 Lot Size: 0.22 Acres



Address: 2829 Sanford St
 Building Type: Commercial
 Building Size: 3,212 SF
 Building Age: 1945
 Lot Size: 0.13 Acres



Address: 2833 Sanford St
 Use: Vacant Lot
 Lot Size: 0.29 Acres

Block 214



Address: 103 W Broadway Ave
 Building Type: Commercial
 Building Size: 4,200 SF
 Building Age: 1930
 Lot Size: 0.1 Acres



Address: 115 W Broadway Ave
 Building Type: Commercial
 Building Size: 5,760 SF
 Building Age: 1930
 Lot Size: 0.09 Acre



Address: 119 W Broadway Ave
 Use: Vacant Lot
 Lot Size: 0.12 Acres



Address: 139 W Broadway Ave
 Use: Vacant Lot
 Lot Size: 0.43 Acres

Block 215



Address: 155 W Broadway Ave
 Building Type: Commercial
 Building Size: 3,166 SF
 Building Age: 1940
 Lot Size: 0.06 Acres



Address: 159 W Broadway Ave
 Building Type: Commercial
 Building Size: 1,660 SF
 Building Age: Not Available
 Lot Size: 0.042 Acres



Address: 161 W Broadway Ave
 Use: Vacant Lot
 Lot Size: 0.06 Acres



Address: 167 W Broadway Ave
 Building Type:
 Commercial/Apartments
 Building Size: 9,010
 Building Age: 1930
 Lot Size: 0.12 Acres



Address: 175 W Broadway Ave
 Building Type:
 Commercial/Apartments
 Building Size: 2,940 SF
 Building Age: 1930
 Lot Size: 0.03 Acres



Address: 183 W Broadway Ave
 Building Type: Commercial
 Building Size: 1,742 SF
 Building Age: 1938
 Lot Size: 0.11 Acres



Address: 2804 6th St
 Building Type: Commercial
 Building Size: 600 SF
 Building Age: 1950
 Lot Size: 0.14 Acres

Block 198



Address: 120 E Broadway Ave
 Building Type: Commercial
 Building Size: 9,082 SF
 Building Age: 2015
 Lot Size: 1.17 Acres



Address: 150 E Broadway Ave
 Building Type: Commercial
 Building Size: 7,000 SF
 Building Age: 1990
 Lot Size: 0.6 Acres



Address: 160 E Broadway Ave
 Building Type: Commercial
 Building Size: 6,538 SF
 Building Age: 2002
 Lot Size: 0.64 Acres



Address: 2700 Baker St
Building Type: Commercial
Building Size: 85,440 SF
Building Age: 1988
Lot Size: 4.5 Acres



Address: 161 Manahan Ave
Current Use: Parking Lot
Lot Size: 0.56 Acres

Sherman Corridor Plan



Sherman Blvd runs east/west through the entire City of Muskegon Heights. The corridor has a wide variety of uses; including commercial, industrial, and residential. It is the most heavily trafficked area in the city and serves as the designated route for out-of-town beach-goers looking to visit the shoreline. This plan is designed to create options for capitalizing on the heavy traffic from outside of the community to spur reinvestment, create jobs and raise the tax base. It is also the intent of this plan to assist in the creation of stronger, more vibrant neighborhoods by offering a wider variety of housing options.

The corridor is currently lacking an identity that many local business districts use to create a sense of place. Nearby commercial districts like "Lakeside" and "Midtown" in Muskegon, the "Four Corners" in North Muskegon and "the strip" in Grand Haven all use a designated name to create an identity. The city should consider marketing the area with a specific name, such as "East Sherman" or "Sherman Heights" and encourage businesses to start a Business Association with the associated name (i.e., Sherman Heights Business Association). Identity markers such as pole banners, benches, murals and public art displays can help create this identity.

This plan breaks Sherman Blvd down into three focus areas. Each focus area has its own identity, strengths and weaknesses. Focus area one concentrates on the industrial and commercial areas between US BUS-31 and 8th St. Focus area two examines the heavily mixed-use area between 8th St and Leahy St. Focus area three targets the mostly residential and heavy industrial section between Leahy St and Getty St. Each focus area contains a general description, current and proposed zoning, key redevelopment properties, and suggested right-of-way improvements.

Focus Area 1 Seaway Dr to Eighth St



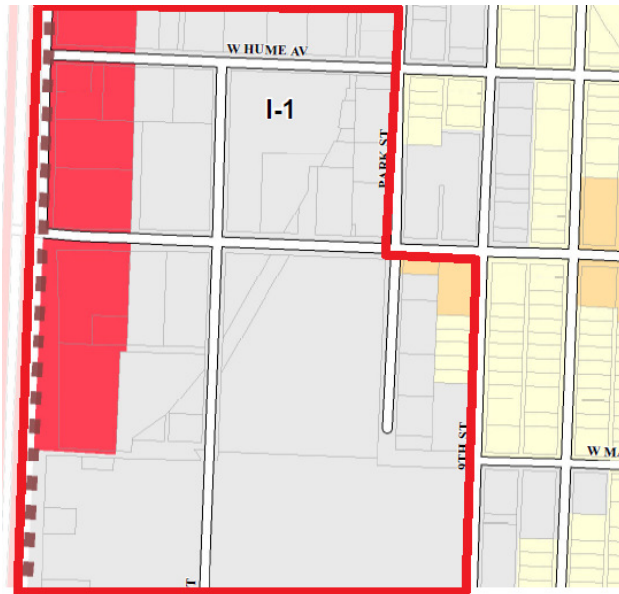
General Characteristics

Sherman Blvd picks up in Muskegon Heights to the west at the just past Seaway Dr. Access to Glade St is located at the northern corner of this intersection. This area is at the very eastern edge of the Sherman/Henry business corridor, which is one of the largest retail districts in the County. This corridor also includes the City of Muskegon, Norton Shores and Roosevelt Park.

The north side of Sherman Blvd in this focus area is characterized by industrial businesses. This area includes the southern end of the West Heights Industrial Park. The area is properly zoned, with a couple of small exceptions. The parcel at the northwest corner of Glade St/Sherman Blvd. is zoned C-3, Highway Commercial, but is actually part an existing industrial business. The city should consider rezoning this parcel to 1-1, Light Industrial. Also, the residential parcels on the east side of 9th St off Sherman Blvd are zoned 1-1, Light Industrial. It may have been a plan at one time to acquire these homes to expand the industrial park to the east. That does not appear to be necessary any longer as there are other options in the area for industrial development. The industrial zoning of these homes means that these residential uses are considered legally non-conforming; which can make it difficult to sell, refinance or tap into equity of the homes. The city should consider rezoning these parcels to R-1, Residence to alleviate the problems associated with non-conforming properties. This should assist in the redevelopment efforts of this neighborhood, reduce blight and increase property values. The city should consider utilizing industrial tax abatements in this focus area to help spur economic development. The Industrial Facilities Tax Exemption Certificate (PA 198 of 1974) encourages growth of industrial companies by offering a temporary discount on the new taxes generated from building expansions. Before a city can approve one of these certificates, the building must first be located in an Industrial Development District, which can be established by resolution. The city should consider including all properties in the West Heights Industrial Park in an Industrial Development District.

A portion of this focus area is located within the Downtown Development Authority (DDA) boundaries. The DDA can create improvements within these boundaries using incremental property taxes collected from all of the properties. Most of the properties in the DDA in this area are industrial properties. Industrial companies in this area should be encouraged to seek public improvements, such as road and other transportation improvements, through eligible DDA tax increment financing projects.

DDA Boundaries in Focus Area One



The south side of Sherman Blvd in this focus area is characterized by commercial business. A home improvement store, a gym, a thrift store and a vacant bank building are all located in the first block. However, most of these parcels are zoned 1-1 Light Industrial. In an effort capitalize from the large number of consumers visiting Henry St/Sherman Blvd intersection, the city should extend the boundaries of this large business corridor by offering more commercial options on the south side of Sherman Blvd. Consumers in the area may be willing to drive a little farther east to shop. The city should consider rezoning these parcels to C-3, Highway Commercial to allow for more commercial development. Highway Commercial districts allow for the types of businesses associated with high-traffic areas such as large retail stores, drive-thru restaurants, auto-dealerships, car washes and offices.

Right-of-Way Improvements

Street Improvements:

9th St., north of Sherman is still serviced by a dirt road. The city should look to acquire funding to pave this section of the road.

Lighting:

Street lighting consists of single lights hanging from power lines over the street. More lighting would be beneficial, as certain areas are not well lit in the evening. The city should work with Consumers power to install light poles at street intersections to brighten the corridor.

Sidewalks Needed:

Temple St (both sides, south of Sherman)
Park St (both sides, north and south of Sherman)

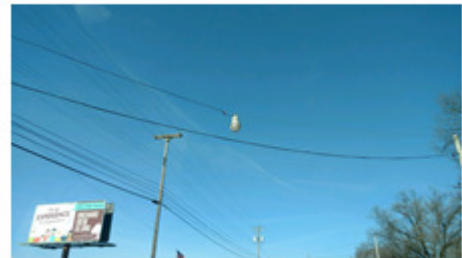
ADA Ramps Needed:

Glade St
Temple St
Park St
9th St

9th St



Example of Current Lighting



ADA Ramp



Key Property



Address:	481 W Sherman Blvd
Lot Size:	8.9 Acres
Road Frontage:	360 ft on Sherman Blvd 295 ft on Temple St 743 ft on Park St
Zoning:	I-1, Light Industrial

This vacant parcel has a lot of potential for redevelopment. Its industrial zoning, close proximity to the West Heights Industrial Park, and railroad running along its north-western edge make it an attractive site for industrial development. The city owns the industrially zoned 13.8 acre parcel just to the south, which could also make the site attractive to developers needing 20+ contiguous acres for development. It could also be parceled off to create numerous sites for medium sized industrial businesses. The site has all of the infrastructure in place to be considered development ready and the city should consider working with the owners on a Request for Proposal to redevelop the site.

In addition to the industrial capabilities, this site could also be attractive to commercial developers. The Henry/Sherman business corridor is located only a couple of blocks to the west. Some of the commercial shoppers in the area are already drawn into the city by the three existing commercial businesses on the south side of Sherman Blvd. This property is large enough to contain a big box type store or strip mall and has great accessibility with access on three streets.

In addition to industrial marketing, the city should also consider marketing this property for commercial development.

Other Improvements

As people enter the city from the west on Sherman Blvd, they are greeted with a small, standard "Welcome" sign, which also has an outdated neighborhood watch sign fastened to the poles. The city should consider replacing this sign with a sign similar to the one located off Sherman/Ray (pictured below). There is enough room in the right-of-way to make a smaller version of this sign and add landscaping around it. This could help draw consumers traveling on Seaway Dr into the city by providing a more welcoming atmosphere.

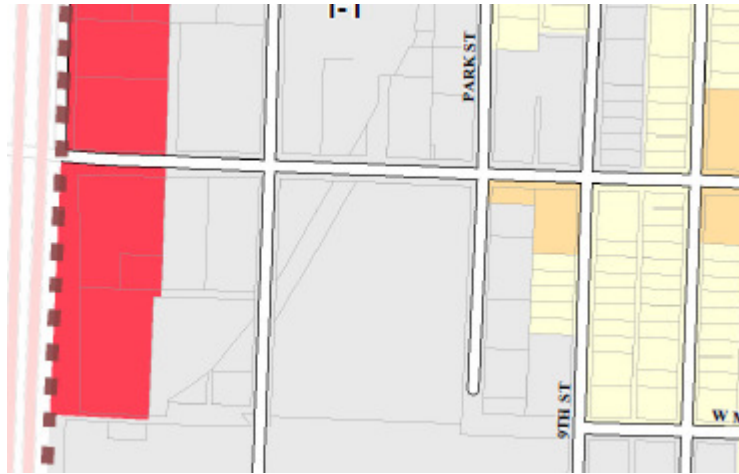
Current "Welcome" Sign



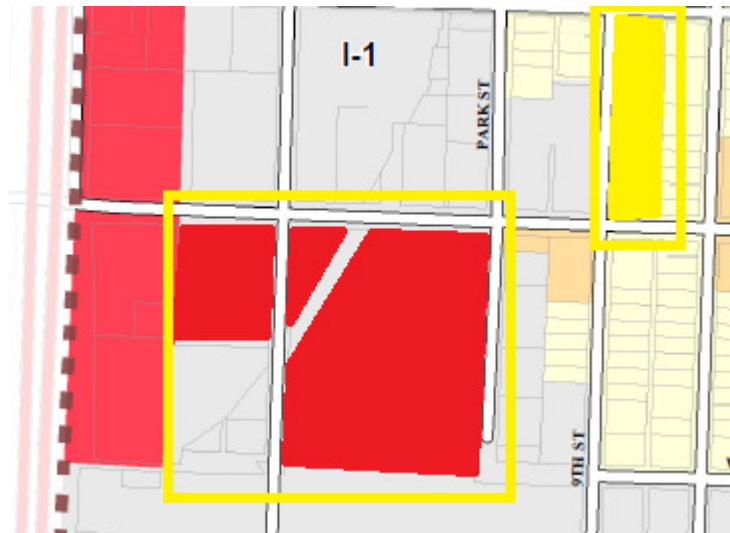
Existing Sign Located at the corner of Ray St/Sherman Blvd



Current Zoning



Proposed Future Zoning



- Continue the C-3, Highway Commercial zoning on the south side of Sherman Blvd to the east.
- Rezone the parcels on the east side of 9th St, north of Sherman Blvd to R-1, Residence to bring the homes back into conforming status.

Focus Area 2 Eighth St to Leahy St



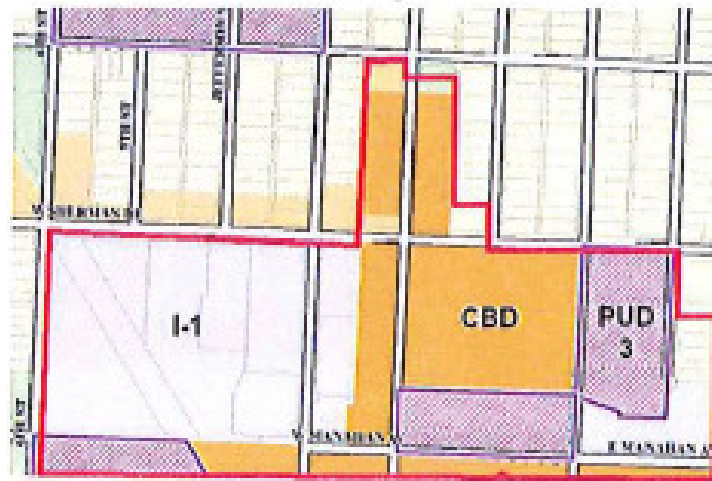
General Characteristics

This section of the corridor is characterized by a mix of residential, commercial and industrial uses. Peck St, which is located near the center of this focus area, is considered part of the Central Business District and leads travelers into the heart of downtown on Broadway Ave. This area is located within the DDA boundaries, as are some of the industrial properties south of Sherman in this focus area. The DDA can create improvements within these boundaries using incremental property taxes collected from all of the properties. Property owners within these boundaries should be surveyed to determine their willingness to use tax incremental financing to create improvements within their business district.

The industrially zoned properties located on the south side of Sherman Blvd offer additional industrial space to what is available at the West Heights Industrial Park. There appears to be somewhat of a high turnover rate at some of these buildings. The city should consider establishing an Industrial Development District in this area to attract industrial companies by sending a message that the city is willing to support industrial expansion through tax abatements.

The property on the north-east corner of Sherman/Fifth and the property on the north-east corner of Sherman/Jefferson are both currently vacant. They are separated by a parcel that contains a residential home and a small commercial building. These parcels are zoned C-1, Neighborhood Shopping. However, given the amount of available commercial land in this area, the city should consider rezoning these parcels to allow for multi-family uses. This could provide more residential options for citizens and also serve as a buffer zone between the commercial corridor on Sherman Blvd and the single-family homes to the north.

DDA Boundaries in Focus Area Two



Right-of-Way Improvements

Street Improvements:

Jefferson St, north of Sherman Blvd has several potholes that need to be repaired.

Lighting:

Street lighting consists of single lights hanging from power lines over the street. More lighting would be beneficial, as certain areas are not well lit in the evening. The city should work with Consumers power to install light poles at street intersections to brighten the corridor. The intersection of Peck/Sherman should be the top priority, as this is the busiest section of the focus area.

Sidewalks Needed:

7th St. (east side, north of Sherman)
Park St. (both sides)

Potholes on Jefferson St



ADA Ramps Needed:

8th St
7th St
6th St
5th St
Jefferson St
Sanford St

**Street Poles Like This Should
Be Added At Intersections**



Key Properties

2540 5th St/2541-2545 Jefferson

The vacant parcel at 2540 5th St is located in a block that consists almost entirely of single family housing. However, this parcel could be used to create more density along the Sherman corridor by allowing small apartments. The city should consider rezoning this parcel, along with the adjacent parcels at 2541 and 2545 Jefferson St to RM-1, Residence, which allows for multiple family and rowhouses.



Address: 2540 5th St

Lot Size: 100' x 125' (0.3 acres)

Road Frontage: 100' on 5th, 125' on Sherman, 100' on alley

Zoning: C-1, Neighborhood Shopping



Address: 2541-2545 Jefferson St

Lot Size: 50' x 125' (0.15 acres)(each)

Road Frontage: 50' on Jefferson, 125' on Sherman, 50' on alley (each)

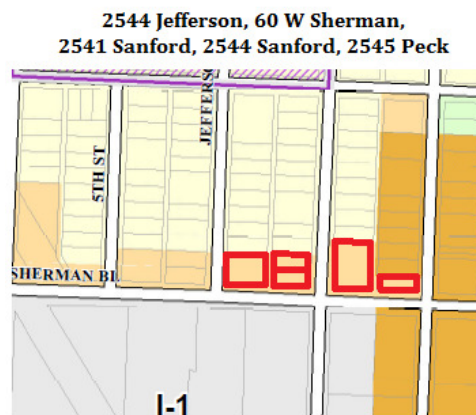
Zoning: C-1, Neighborhood Shopping

Types of Apartments Associated with an RM-1, Residence Zoning



2544 Jefferson St/ 60 W Sherman Blvd

The building at 60 W Sherman Blvd is considered dangerous and will need to be removed before redevelopment can occur. The city should search for grant funding to remove the building and prepare it for redevelopment. The large, vacant lot to the west (2444 Jefferson St) and the vacant lot to the north (2541 Sanford St) could be combine with 60 W Sherman Blvd to create an attractive parcel to developers. There is enough space for a large retail space and parking lot on these properties and enough traffic to warrant demand. A pharmacy or dollar store would be beneficial to the neighborhood and commuters/beach goers.



These properties, along with 2544 Sanford St and 2545 Peck St should be rezoned to Central Business District. This will guide the redevelopment of these properties, focused on zero lot line buildings that will help define the Sherman/Peck business corridor.



Address: 2544 Jefferson St (vacant)

Lot Size: 100' x 125' (0.3 acres)

Road Frontage: 100' on Jefferson, 125' on Sherman, 50' on alley

Zoning: C-1, Neighborhood Shopping



Address: 60 W Sherman Blvd

Lot Size: 50' x 125' (0.15 acres)

Road Frontage: 125' on Sherman, 50' on Sanford, 50' on alley

Building Size: Vacant, Dangerous Building Z

oning: C-1, Neighborhood Shopping

2540/2542/2538 Peck St

These three contiguous buildings are vacant and in need up major upgrades. The building at 2538 Peck St is split into three separate store fronts, all of which appear to be in good shape. However, the inside of the suites are outdated and may need some improvements. The buildings at 2536 and 2514 Pecks St are in poor condition, but still have sold shells that would lend well to redevelopments. Façade improvements and extensive interior upgrades will be required to make these buildings useable again.

The city should consider creating a façade improvement grant that could be used to help building owners offset the costs of improving commercial storefronts. Since this focus area is located in a low/moderate income area, Community Development Block Grant funding could be used to support the grant program.

Commercial tax abatements will likely be necessary to bring these buildings back in to use. Incentives such as Obsolete Property Rehabilitation Certificates (PA 146 of 200), Commercial Rehabilitation Exemption Certificates (PA 210 of 2005) and Commercial Facilities Exemption Certificates can be used to encourage redevelopment. Before any of these certificates can be granted, they must be located in their own respective districts. The City should consider including these three properties into incentivized districts, such as an Obsolete Property Rehabilitation District (PA 146), a Commercial Rehabilitation District (PA 210) and/or a Commercial Redevelopment District.



Address: 2534 Peck St

Address: 2536 Peck St

Address: 2538 Peck St

Lot Size: 18' x 125'
(0.05 acres)

Lot Size: 18' x 125' (0.05
acres)

Lot Size: 107' x 125' (0.3 acres)
(including the LA Insurance
suite)

Road Frontage: 18' on
Peck St, 18' on alley

Road Frontage: 18' on
Peck St, 18' on alley

Road Frontage: 107' on Peck St,
125' on Sherman Blvd, 107' on
alley

Building Size: 2,070 sf

Building Size: 1,920 sf

Building Size: 5,550 of available
space

Zoning: CBD, Central
Business District

Zoning: CBD, Central
Business District

Zoning: CBD, Central Business
District

2545/2539/2533 Peck St

These buildings on the west side of Peck St offer small commercial space, most suitable for office, retail or personal service uses. This area sees a lot of traffic from Sherman Blvd and also from those entering/leaving downtown, which make these three buildings attractive for retail and personal service businesses. The post office is located a couple parcels to the north, which also brings to visitors to the area.

All three buildings are in good condition and can be considered move-in ready. However, the façade of 2533 Peck St could use some improvements as some of the bricks have deteriorated. This building should be a target for a possible façade improvement grant. Although the buildings are in good condition, the city should still consider placing these buildings in tax abatement districts as well, as it can be expensive for the general upkeep of the buildings. Incentives that encourage upgrades can help guarantee that these commercial spaces will be useable for many generations. Being located in a district does not give the owner an abatement unless major upgrades are completed and approved before commencement.



Address: 2545 Peck St.

Lot Size: 100' x 126' (0.3 acres)

Road Frontage: 100' on Peck St, 100' on Sherman Blvd, 100' on alley.

Building Size: 1,900 sf
Zoning: C-1
Neighborhood Shopping



Address: 2539 Peck St.

Lot Size: 50' x 125' (0.14 acres)

Road Frontage: 50' on Peck St, 100' on alley.

Building Size: 1,400 sf
Zoning: CBD, Central Business District



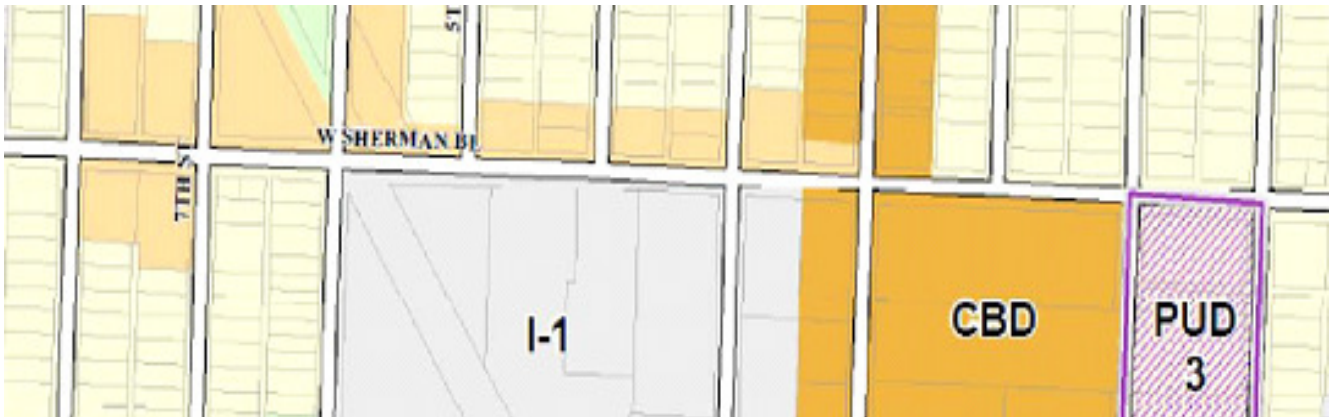
Address: 2533 Peck St.

Lot Size: 50' x 125' (0.14 acres)

Road Frontage: 50' on Peck St, 50' on alley.

Building Size: 1,675 sf
Zoning: CBD, Central Business District

Current Zoning

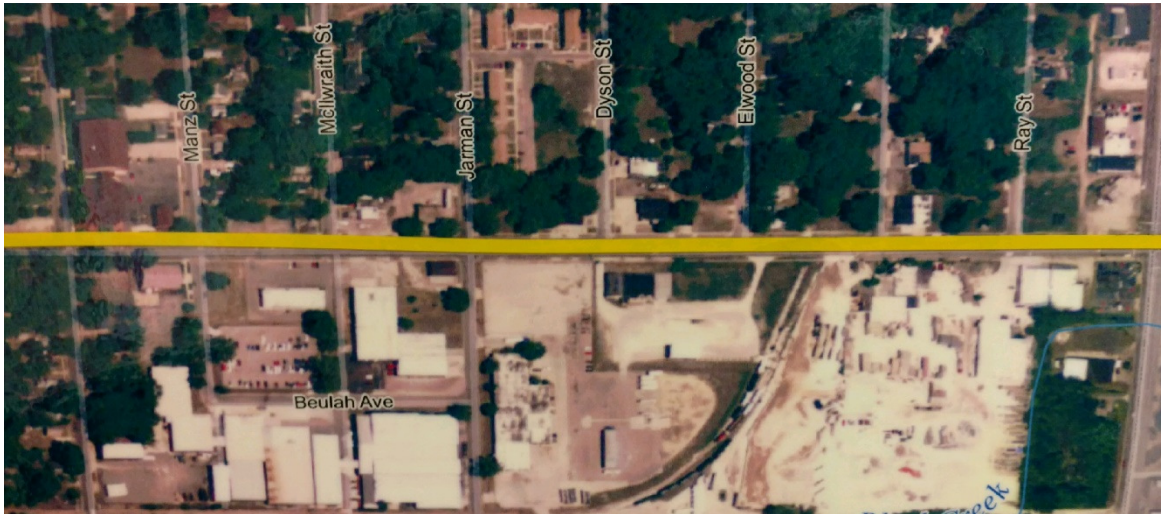


Future Zoning



- Rezone 2540 5th St and 2541/2545 Jefferson St to RM-1, Residence to allow for small apartments to create density in the corridor.
- Extend the Central Business District zoning to include 2544 Jefferson St, 60 W Sherman Blvd, 2541/2544 Sanford St and 2545 Peck St to encourage zero lot line development.

Focus Area 3 Leahy St to Getty St



General Characteristics

This focus area has a high concentration of single family homes on the north side of Sherman Blvd and a high concentration of heavy industrial uses on the south side of Sherman Blvd. There is limited retail development in the area, as most of the existing commercial buildings are vacant and many are in poor condition. The city should consider zoning changes that would concentrate commercial development in clusters and reutilize former commercial space as multi-family space.

With the availability of vacant land and underutilized buildings, this area has the most potential for redevelopment on the Sherman corridor. It is also located within a mile of Highway US-31 and serves as the main traffic route to the beach. The city should focus on marketing this area to established retail companies that could provide goods and services to the local community and to visitors.

Pedestrian accessibility is a concern in this focus area. Many of the residential streets in the area lack sidewalks. There are also not any sidewalks at the Getty/Sherman intersection, which limits access from the City of Muskegon and Norton Shores. A better connection to the outside communities will be necessary for proper redevelopment.

Right-of-Way Improvements

Street Improvements:

Howden St and Reynolds St, north of Sherman Blvd have several potholes that need to be repaired.

Lighting:

Street lighting consists of single lights hanging from power lines over the street. More lighting would be beneficial, as certain areas are not well lit in the evening. The city should work with Consumers power to install light poles at street intersections to brighten the corridor. The intersection of Getty/Sherman should be the top priority, as this is the busiest section of the focus area.

Sidewalks Needed:

- Ray St. (both sides)
- Getty St, north and south of Sherman. (both sides, only west side is in city)
- Superior St. (both sides)
- Elwood St. (both sides)
- Dyson St. (both sides)
- Jarman St. (small section on east side)
- Manz St. (both sides)
- Riordan St. (both sides, south of Sherman)

ADA Ramps Needed:

- Howden St
- Manz St
- Dyson St
- Elwood St

Key Properties

171-221 E Sherman Blvd

These parcels are all zoned R-1, Residence, which limits development to mostly single family housing. However, the vacant parcels offer an opportunity to bring more density to the corridor and provide a buffer zone between single family homes and the busy traffic on Sherman Blvd. The city should consider rezoning the vacant lots to RM-1, Residence, which allows for low-density multi-family housing. These lots could be developed into small apartments to give residence another housing type option. The convenience store at 201 E Sherman Blvd is also zoned R-1, Residence and is considered a legal non-conforming use. The city should consider rezoning this

Potholes on Howden/Reynolds



Proposed Street Light Location on Getty/Sherman



property to C-1, Neighborhood Commercial to bring the property into conformance, which would make it easier for a future expansion.



Address: 171 E Sherman Blvd
(City Owned)

Lot Size: 135' x 135' (0.4 acres)

Road Frontage: 135' Sherman,
135' on Hoyt

Zoning: R-1, Residence

Address: 201 E Sherman Blvd

Lot Size: 135' x 90' (0.3 acres)

Road Frontage: 135' Hoyt, 90
on Sherman

Building Size: 3,080 sf

Zoning: R-1, Residence

Address: 209, 211, 215,
221 E Sherman Blvd

Lot Size: Various Sizes

Zoning: R-1, Residence

2533 Superior St/2541 Ray St/784 E Sherman Blvd

These vacant parcels have the ability to transform the Sherman Corridor with the proper development. Highway US-31 is located just one mile east of these properties and Sherman Blvd is the primary traffic route to the shoreline. There are not many retail options located between these parcels and the highway, which presents a great opportunity for development. The parcel at 784 E Sherman Blvd is zoned C-3, Highway Commercial, which will allow a wide variety of commercial uses. The city should consider rezoning 2533 Superior St and 2541 Ray St to C-3, Highway Commercial as well to encourage retail development.



Address: 2533 Superior St
 Lot Size: 125' x 300' (0.85 acres)

Road Frontage: 125' on Sherman Blvd, 300' on Superior St, 300' on alley

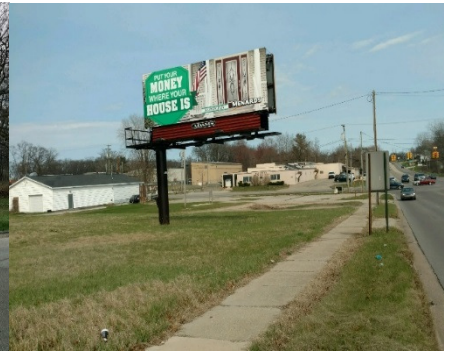
Zoning: C-1, Neighborhood Shopping



Address: 2541 Ray St (City owned)
 Lot Size: 50' x 125' (0.3 acres)

Road Frontage: 50' on Ray St, 125' on Sherman Blvd, 50' on alley

Zoning: C-1, Neighborhood Shopping



Address: 784 E Sherman Blvd
 Lot Size: 125' x 200' (0.6 acres)

Road Frontage: 125' on Sherman Blvd, 200' on Ray St, 200' on alley

Zoning: C-3, Highway Commercial

2545/2601 S Getty St

These parcels represent the two properties of the intersection that are located in Muskegon Heights. The parcels on the north-east and south-east corners of the intersection are located in Norton Shores. This is a busy intersection that is used by locals and those visiting from out of town. It can be considered underdeveloped because three of the four parcels in this high-traffic area are vacant. Accessibility is a concern for the area, as there are not any sidewalks along Getty St near the intersection.



Address: 2601 Getty St

Address: 2545 Getty St

Lot Size: 100' x 150' (0.32 acres)

Lot Size: 125' x 150' (0.32 acres)

Road Frontage: 100' Sherman Blvd, 150' on Getty St

Road Frontage: 125' on Sherman Blvd, 150' on

Building Size: 3,870 sf

Getty St, 150' on alley

Zoning: C-3, Highway Commercial

Zoning: C-3, Highway Commercial

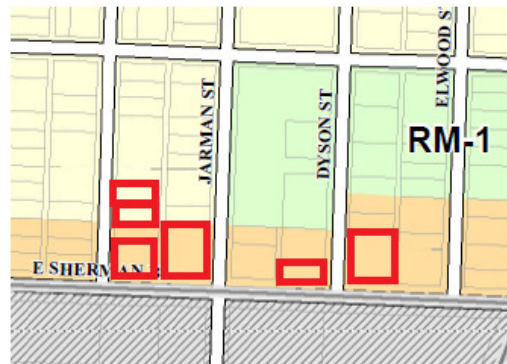
2530-2532 McIlwraith St / 508-530-604 Sherman Blvd / 2545 Dyson St

These parcels all contain vacant commercial buildings that need significant rehabilitation or possibly demolition. They are mostly zoned for small commercial business, but the city should consider rezoning this area for multi-family use. The commercial buildings have all been vacant for a long time and the city should focus on concentrating commercial development in more clustered areas elsewhere on the corridor.

Multi-family housing already exists to the north in this area and would be a good fit for these parcels, as it would encourage more housing options for the community. It would also serve as a buffer zone between commercial and industrial uses that are already present along Sherman Blvd.

If the properties are rezoned to residential, the city should also consider adding language to its zoning ordinance that allows previously existing commercial buildings, not already converted to residential units, to be allowed to utilize the buildings for commercial uses. This would encourage residential development, but allow the option to invest into the existing buildings if the right opportunity exists.

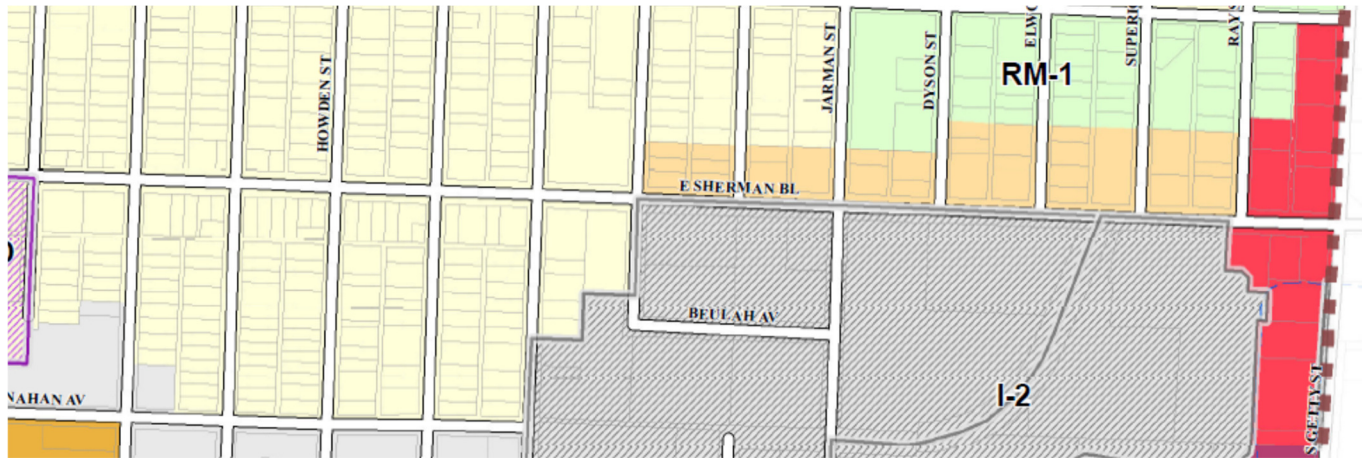
Vacant Commercial Buildings



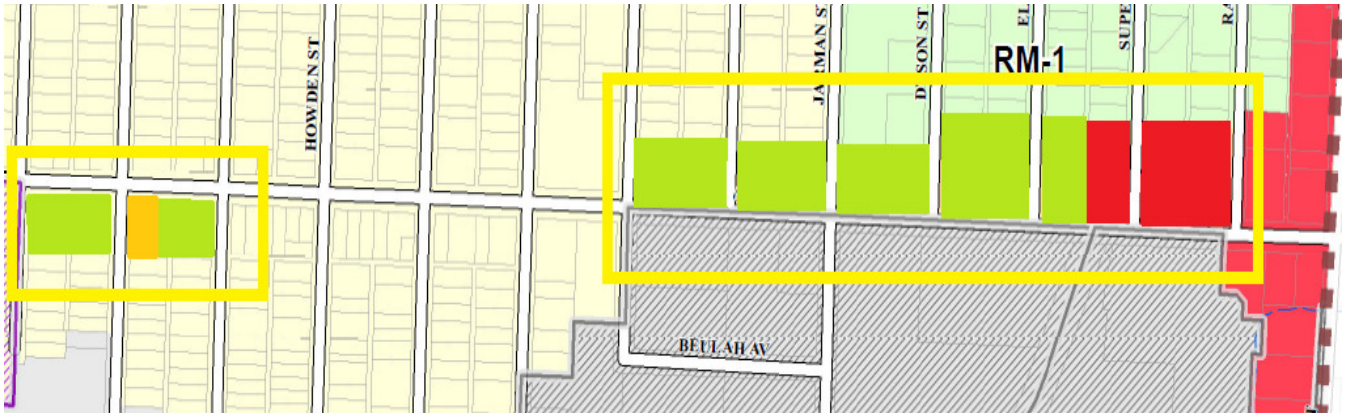
Existing Commercial Businesses



Current Zoning



Future Zoning



- Rezone parcels 171-221 E Sherman Blvd (with the exception of 201 E Sherman Blvd) to RM-1, Residence to allow for multi-family housing. Rezone 201 E Sherman Blvd to C-1, Neighborhood Shopping to bring the property into conformance.
- Rezone the C-1, Neighborhood Shopping parcels between Manz St and Ray St to RM-1, Residence to allow for multi-family housing and to concentrate retail development in clusters elsewhere in the corridor.
- Rezone 2533 Superior St, 2541 Ray St and 784 E Sherman Blvd to C-3, Commercial Highway to allow for more retail options.

Planned Unit Development Strategy



The City has an abundance large, vacant properties that are in need of redevelopment. Many of these properties have been zoned Planned Unit Development (PUD) to try to accommodate some of the issues that may be associated with the redevelopment of a large building located in a neighborhood setting. The PUD process allows a developer to present their plans for the development of the property and may also give them leeway on certain requirements (i.e., setbacks, parking requirements, uses, etc.) in order to make the project possible. The required public hearing allows the community to give input on the proposal and they may even be able to convince the Council to make tradeoffs for certain exemptions. If the Council determines they will give the developer leeway on certain items, they may require more of something else (better design requirements, more public space, etc.). It is the best way to zone a property that is expected to have redevelopment challenges, especially when it comes to meeting zoning ordinances.

The City currently has two different types of PUDs, Residential Planned Unit Developments (RPUD) and Mixed Use Planned Unit Developments (MPUD). The RPUDs limit the commercial possibilities on site and the MPUDs require mixed uses. This has shown to be counterproductive for the City, as it places too many limitations on the reuse of these properties. Many of these properties may continue to stay vacant and become further blighted. The City should consider eliminating the two sub-groups of PUDs and just allow potential investors the ability to present all ideas and projects to the Council. The public hearing process will ensure that the community has the chance to give their input.

The following is a listing of all of the PUDs in the City and suggestions on how to amend their regulations to encourage development, while still setting limitations that would negatively affect the surrounding neighborhood.

PUD 1 Roosevelt



Address: 525 W Summit Ave

Owner: Roosevelt LDHALP

Lot Size: 3.7 acres

Building Size: 70,870 sf

Road Frontage: 265' on Summit Ave, 265' on Lincoln St, 600' on Temple St, 600' on Lemuel St

Summary: The former Roosevelt elementary school closed in 2010 and sat vacant for several years. During its vacancy, the City was approached by several developers that wanted to purchase the building and convert it into apartments. However, at the time, the zoning ordinance did not allow multi-family developments in this particular PUD. Fearing that the building would never be properly reutilized, the City decided to hold a public hearing on the conversion of the former school into multi-family apartments. The conceptual plan was eventually approved and the building has recently been converted into a 50-unit apartment facility as part of a \$13 million investment. This project can be seen as a case study in how to successfully transform a dilapidated vacant school building into an attractive, positive addition to a neighborhood. This project also showcases the need to amend zoning regulations to ensure that underutilized buildings do not have extensive redevelopment regulations that will hamper investment. Now that this property has been successfully transformed into a new use, there is no need to amend any of the current permitted/non-permitted uses for the PUD.

Current Permitted Uses under PUD: Single family homes & townhouses, Single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, parks, medical centers, fitness centers, large group home care facilities, homeless shelter, human services center, commercial business incubator, farmers market, single room occupancy dorms, day care center, multi-family development.

Current Non-Permitted Uses under PUD: Homeless shelter, commercial business incubator, farmers market, single room occupancy dorms.

Proposed Permitted Uses under PUD: All existing permitted uses, plus limited business uses that would service the neighborhood.

PUD 2 Glendale



Address: 3001 Jefferson St

Owner: Michigan Land Bank Fast Track

Lot Size: 2.4 acres

Building Size: 17,000 sf

Road Frontage: 203' Summit Ave, 300' on Glendale St, 300' on Jefferson St, 203' on Rotterdam St

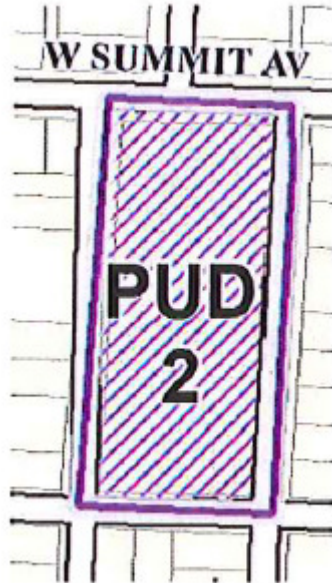
Summary: The former Glendale elementary school has been vacant since 2010 and was donated to the Michigan Land Bank in 2013. The size and layout of the building, along with its proximity to downtown, should make for a desirable location for offices. However, the building has not been redeveloped yet and other options should be considered. Multi-family residences are currently not permitted in this PUD, but that should be reconsidered. The building has the potential to host 20-25 apartment units and the back half of the lot could be parceled off for single family homes.

Current Permitted Uses under PUD: Single family homes & townhouses, Single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, parks, medical centers, fitness centers, large group home care facilities, homeless shelter, human services center, commercial business incubator, farmers market, single room occupancy dorms, day care center.

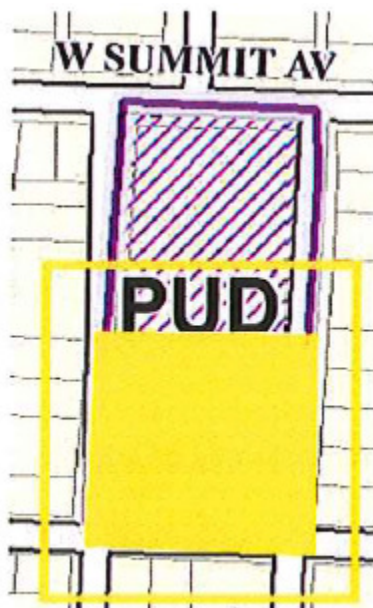
Current Non-Permitted Uses under PUD: Multi-family development.

Proposed Permitted Uses under PUD: All existing permitted uses except homeless shelter plus the multi-family development.

Current Zoning: PUD 2 consists of one parcel, surrounded by properties zoned R-1, Residence.



Future Zoning: If the vacant, southern portion of the property isn't used in the redevelopment of the building, it should be split from the original parcel and rezoned to R-1, Residence. It could then be split into at least eight separate parcels for single-family home development.



PUD 3 Central



Address: 2603, 2605, 2615 Leahy St; 2600 Baker St; 2640 Peck St
Owner: Muskegon Heights Public Schools, Hope Lighthouse Church
Lot Size: Various
Road Frontage: Various
Building Size: 27,000 sf (2603 Leahy St), 12,408 (2640 Peck St).

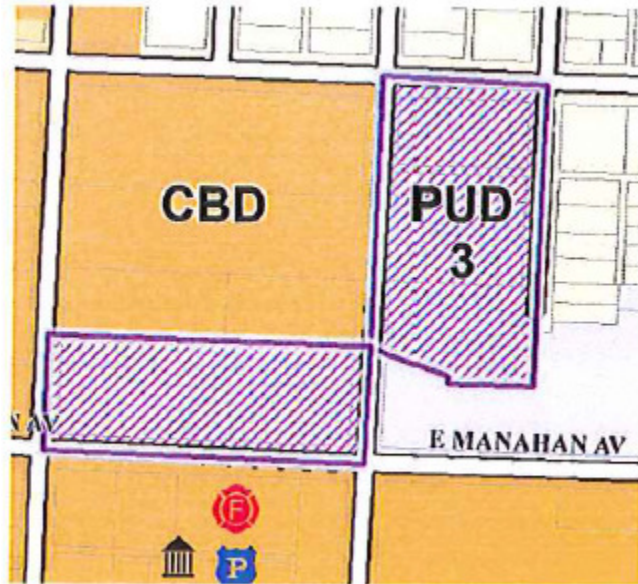
Summary: This PUD is made up of the Board of Education building and three vacant parcels associated with it, along with the Hope Lighthouse building at 2640 Peck St. The Board of Education building (2603 Leahy) is currently underutilized, only hosting a small number of offices. Hope Lighthouse currently utilizes all of the building at 2640 Peck St. It is unclear as to why these properties were lumped together in the same PUD, but a development that utilizes all five parcels seems unlikely. The property at 2640 Peck St should be taken out of the PUD and rezoned to Central Business District, just like the properties that surround it. This building is already set up for office type uses, so the City should encourage this continued use by properly zoning it for such uses. The four remaining contiguous parcels should remain in the PUD and the permitted uses should be expanded. Multi-family apartments and State licensed facilities, such as Large Group Homes, should be considered as a reuse of the existing building. The three vacant lots could easily be parceled off into 12-15 single-family residential lots and would make for a great addition to the existing neighborhood.

Current Permitted Uses under PUD: Single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, parks, medical centers, fitness centers, homeless shelter, human services center, commercial business incubator, farmers market, day care center.

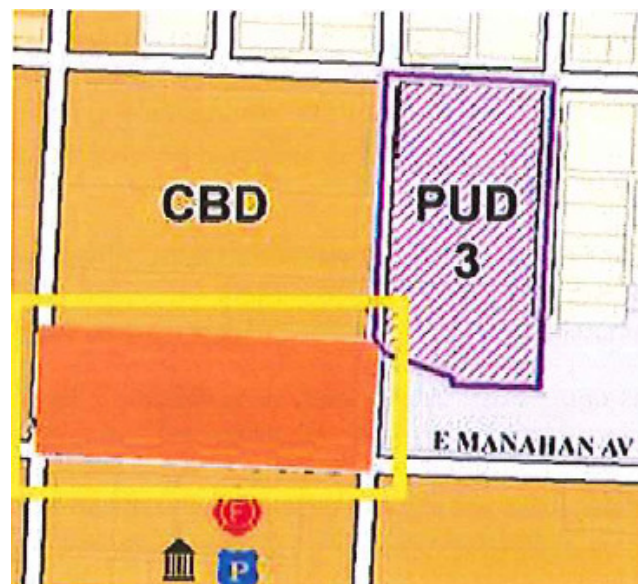
Current Non-Permitted Uses under PUD: Single family & townhouses, large group home care facilities, single room occupancy dorms, multi-family development, homeless shelter.

Proposed Permitted Uses under PUD: All existing permitted plus single family & townhouses, large group home care facilities, single room occupancy dorms and multi-family development.

Current Zoning: PUD 3 consists of five separate parcels, four by Muskegon Heights Public Schools and one from Hope Lighthouse Church.



Future Zoning: The City should consider removing 2460 Peck St (Hope Lighthouse Church) from the PUD and rezoning it to Central Business District. The property does not have any relevance to the redevelopment of the Board of Education properties. The property is already an asset to the building stock and is suitable for most businesses allowed in the downtown district. It also already owner-occupied, so there is no need to incorporate it as part of a separate development project. Removing it from the PUD process will also make redevelopment/expansion of the property much easier and will expedite the process.



PUD 4

Grace Loftis



Address: 2301, 2221 6th St

Owner: Muskegon Heights Public Schools (2301 6th St), A-1 Investments of Muskegon LLC (2221 6th St).

Lot Size: 1.6 acres (2301 6th St), 2.6 acres (2221 6th St)

Road Frontage: 236' 6th St, 270' 7th St (2301 6th St); 380' on 6th St, 380' on 7th St (2221 6th St).

Building Size: 24,000 sf

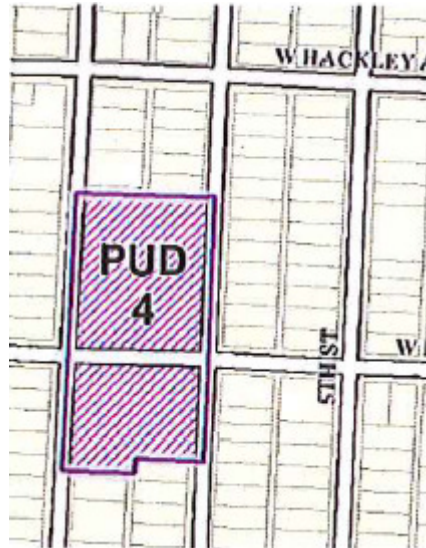
Summary: This PUD consists of the former Loftis elementary school, which closed in 2010. It operated as a community center for a short time after being approved as part of the PUD process in 2013. Muskegon Heights Public Schools still owns the parcel with the school on it, but playground parcel is now privately owned. The City should consider encouraging separate development of these parcels by rezoning the northern playground parcel to residential. This parcel could be split into 14 separate lots for single family development. Having this many contiguous parcels can reduce development costs for developers and could help incentivize a project. This neighborhood is considered very stable and there is a strong sense of pride in the upkeep of the area. This is a great location to showcase for the development of new homes. The City should also consider allowing dense residential development in the former school building, especially State-licensed large group home type uses. This type of building could be ideal for a 20-25 unit group home for seniors, which also wouldn't be greatly affected by the limited parking available on site. If dense residential development that requires one to two spaces per unit is desired, a parking agreement may be required with the playground parcel. If apartments are considered, they should be market rate, as there is already a great abundance of subsidized housing throughout the City. This area has a high percentage of owner-occupancy compared to the rest of the City and these investments should be protected. The City should not consider offering a Payment-in-Lieu-of-Taxes (PILOT) for this property.

Current Permitted Uses under PUD: Single family homes & townhouses, single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, parks, medical centers, fitness centers, homeless shelter, human services center, commercial business incubator, farmers market, day care center.

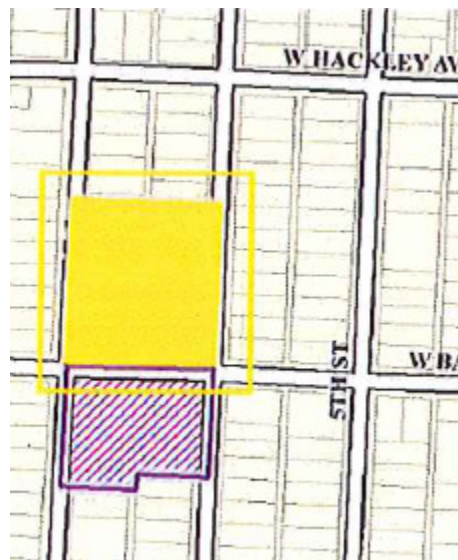
Current Non-Permitted Uses under PUD: Single family & townhouses, large group home care facilities, single room occupancy dorms, multi-family development, homeless shelter.

Proposed Permitted Uses under PUD: All existing permitted plus single family & townhouses, large group home care facilities, single room occupancy dorms and multi-family development.

Current Zoning: PUD 4 consists of two parcels. The school building parcel is owned by Muskegon Public Schools and the playground parcel is privately owned.



Future Zoning: The City should consider removing 2221 6th St (privately owned parcel) from the PUD, as it may be more attractive to developers as its own separate project. This parcel could easily be parceled off to 14 separate parcels for single family development and should be rezoned to R-1, Residence.



PUD 5 Lindbergh



Address: 2217, 2245 Hoyt St

Owner: Muskegon Heights School District (2217 Hoyt St), Michigan Land Bank (2245 Hoyt St)

Lot Size: 0.9 acres (2217 Hoyt St), 1.8 acres (2245 Hoyt St)

Road Frontage: 195' on Leahy Ave, 100' on Hoyt St (2217 Hoyt St); 300' on Hoyt St, 300 on Leahy St, 266' on Barney Ave (2245 Hoyt St)

Building Size: Unknown

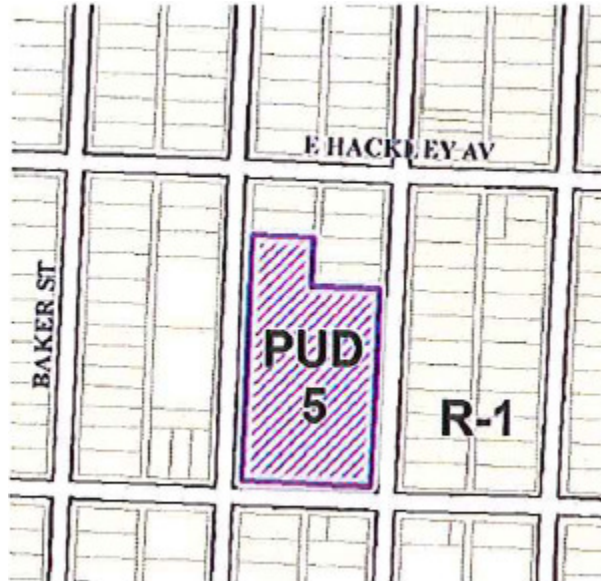
Summary: This PUD consists of two separate parcels, 2217 Hoyt St (owned by the Muskegon Heights School District) and 2245 Hoyt St (owned by the Michigan Land Bank). There are currently some non-permitted uses that should be reconsidered, most notably multi-family development. Although not as large as the former Roosevelt School that now serves as an apartment complex, this former school is similar in construction and could be well suited for multi-family redevelopment. The playground parcel behind the building should remain part of the PUD, as this space may be needed for green space or parking as part of an apartment development or it could be used for an addition to the building that could be used to increase the number of residential units available on site. However, if this parcel does not need to be used as part of the redevelopment of the building, it should be removed from the PUD and be rezoned back to R-1, Residence. This parcel measures just under an acre and could be parceled off into six single-family residential lots. These new lots could also be marketed along with 2213 (0.1 acres), 2225 (0.5 acres), and 2237 (0.4 acres) Leahy St. Combined they have 350 feet of road frontage on Leahy St and could fit another eight homes, for a total of 14 potential new homes.

Current Permitted Uses under PUD: Convalescent/nursing home, elderly housing (apartments), schools, parks, medical centers, large group home care facilities, single room occupancy dorms, fitness centers, homeless shelter, human services center, commercial business incubator, farmers market, day care center.

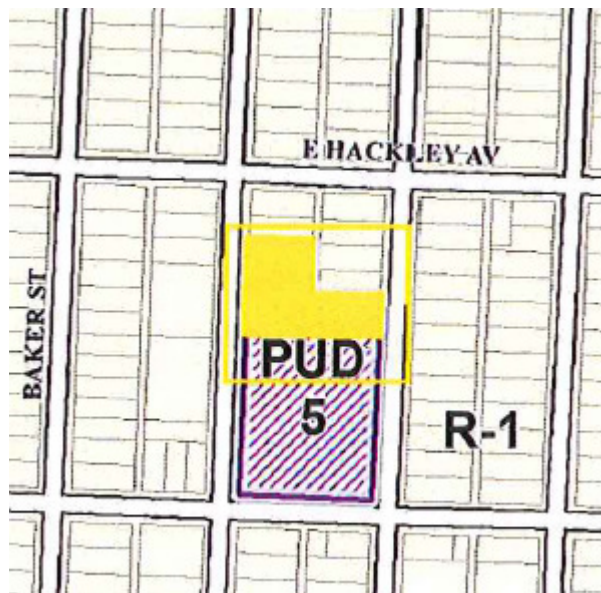
Current Non-Permitted Uses under PUD: Single family homes & townhouses, single family senior cottages, multi-family development.

Proposed Permitted Uses under PUD: All existing permitted plus single family & townhouses, single family senior cottages, and multi-family development.

Current Zoning: PUD 5 consists of two separate parcels. The parcel with the building is owned by the Michigan Land Bank and the playground parcel is owned by Muskegon Public Schools.



Future Zoning: If the vacant, northern portion of the property isn't used in the redevelopment of the building, the City should consider splitting the parcel and rezoning to R-1, Residence. There would be enough space for six new single-family residential homes.



PUD 6



Address: 150 W Broadway Ave, 100 W Broadway Ave

Owner: Muskegon Heights Downtown Development Authority

Lot Size: 6.6 acres (150 W Broadway Ave), 2.3 acres (100 W Broadway Ave)

Road Frontage: 645' 6th St, 445' on Broadway Ave (150 W Broadway Ave); 165' on Broadway Ave (100 W Broadway Ave).

Building Size: None

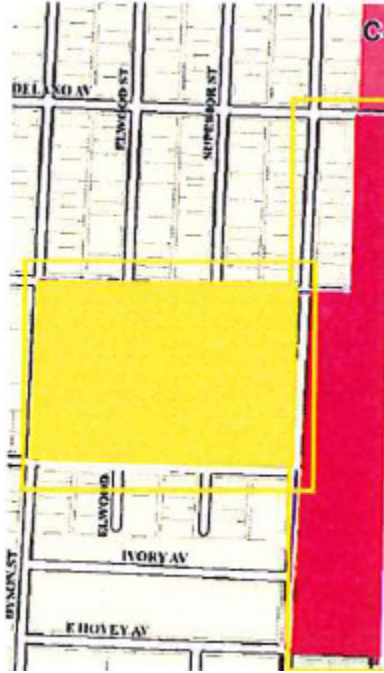
Summary: This PUD consists of almost nine acres of vacant, former industrial land. There is a lot of potential for redevelopment of these properties and restrictions should be limited. It would make for a great residential subdivision, commercial corridor, or even as an expansion of the existing industrial park. It could also be marketed with the property to the north, which is almost another nine acres of vacant land.

Current Permitted Uses under PUD: parks, medical centers, fitness centers, commercial business incubator, farmers market, day care center.

Current Non-Permitted Uses under PUD: Single family homes & townhouses, single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, large group home care facilities, homeless shelter, human service center, single room occupancy dorms, multi-family development.

Proposed Permitted Uses under PUD: All existing permitted plus industrial, single family homes & townhouses, single family senior cottages, convalescent/nursing home, elderly housing (apartments), schools, large group home care facilities, human service center, single room occupancy dorms, multi-family development and industrial.

Proposed Zoning: The PUD should be removed and the parcels fronting Getty St should be rezoned to C-3, Highway Commercial, to be consistent with the rest of the business corridor. The remaining parcels to the west should be rezoned to R-1, Residence, to be consistent with the surrounding neighborhood.

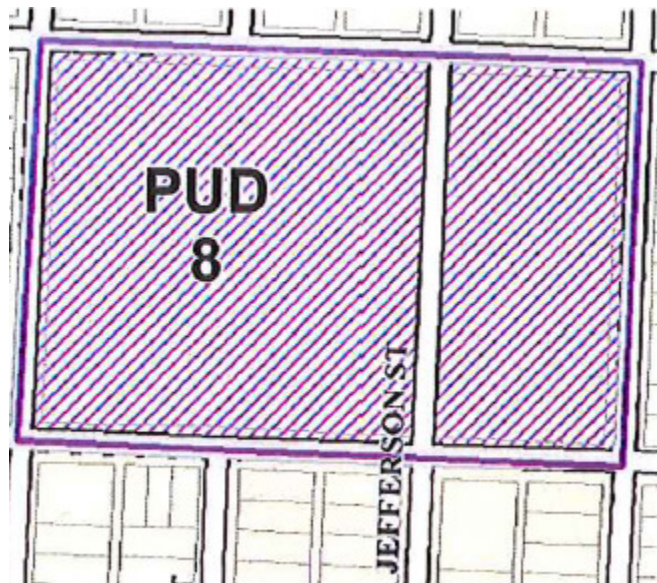


PUD 8
Muskegon Heights Charter Academy



Summary: This PUD consists of one parcel, the Muskegon Heights Charter Academy campus. Since the building is less than 10 years old, there are no plans for the redevelopment of this property any time soon. This parcel should be rezoned from PUD to R-1, Residence, since schools are allowed in these zones. There should not be any confusion as to the future direction of this parcel, which should be to remain a school for the foreseeable future.

Current Zoning: This PUD consists of one parcel, surrounded by properties zoned R-1, Residence.



Future Zoning: The City should consider rezoning this parcel back to R-1, Residence to eliminate any confusion over the future direction of this property.

