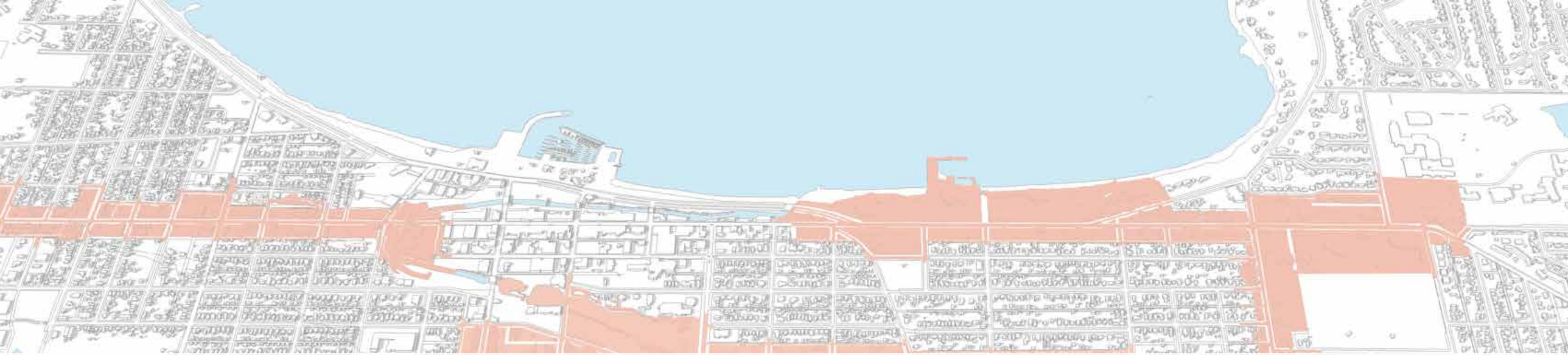

CITY OF TRAVERSE CITY

CORRIDORS MASTER PLAN

EAST FRONT • WEST FRONT • EIGHTH • FOURTEENTH • GARFIELD

ADOPTED OCTOBER 2013

PREPARED BY HOUSEAL LAVIGNE ASSOCIATES & DLZ

THE CITY OF TRAVERSE CITY

PLANNING DEPARTMENT

Governmental Center
400 Boardman Ave
Traverse City MI 49684
(231) 922-4778
www.traversecitymi.gov

RESOLUTION OF SUPPORT FOR
CITY OF TRAVERSE CITY
CORRIDORS MASTER PLAN

Because, the City of Traverse City identifies the five corridors of East Front Street, West Front Street, Eighth Street, Fourteenth Street and Garfield Avenue as opportunities for significant mixed-use development; and

Because, the creation of the Corridors Master Plan is designed to improve the appearance, function and vitality of the these key corridors; and

Because, the Corridors Master Plan focus is on restoring economic vitality by identifying opportunities for housing, commercial activity, and improvements to public infrastructure; and

Because, the Corridors Master Plan incorporates both the vehicular and pedestrian networks with an overarching goal to facilitate progress toward becoming a city of healthy and sustainable neighborhoods with complete streets; and

Because, the Corridors Master Plan is a document designed to be used by the City of Traverse City and it's stakeholders to enhance and redevelop property and infrastructure along the five corridors; and

Because, the Corridors Master Plan is the result of a 13 month planning process and involved the residents and business owners within the City; and

Because, the Corridors Master Plan provides guidance that impacts these corridors in their appearance, businesses, and users including how vehicles and pedestrians will travel along these important corridors; and

Because, the Corridors Master Plan establishes a vision with an initial phase, strategic incremental development and long-range development goals; therefore, be it

RESOLVED, the City of Traverse City Planning Commission endorses the Corridors Master Plan as a guiding document for the evaluation of future development proposals and recommends that the City of Traverse City City Commission adopt the Corridors Master Plan and its vision and principles as a guiding document for the evaluation of future development and public investment along the five corridors in the Plan.

I hereby certify that the above Resolution was adopted by the Traverse City Planning Commission at its regular meeting of September 4, 2013 in the Training Room, Governmental Center, 400 Boardman Avenue. Traverse City, Michigan.

Gary Howe

Gary Howe, Secretary

The City of Traverse City

Office of the City Clerk

GOVERNMENTAL CENTER
400 Boardman Avenue
Traverse City, MI 49684
(231) 922-4480
tcclerk@traversecitymi.gov

RESOLUTION OF SUPPORT FOR
CITY OF TRAVERSE CITY
CORRIDORS MASTER PLAN

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Because, the Corridors Master Plan provides guidance that impacts these corridors in their appearance, businesses, and users including how vehicles and pedestrians will travel along these important corridors; and

Because, the Corridors Master Plan establishes a vision with an initial phase, strategic incremental development and long-range development goals; therefore, be it

Resolved, that the City of Traverse City supports the Corridors Master Plan and its vision and principles as a guiding document for the evaluation of future development and public investment along the five corridors in the Plan.

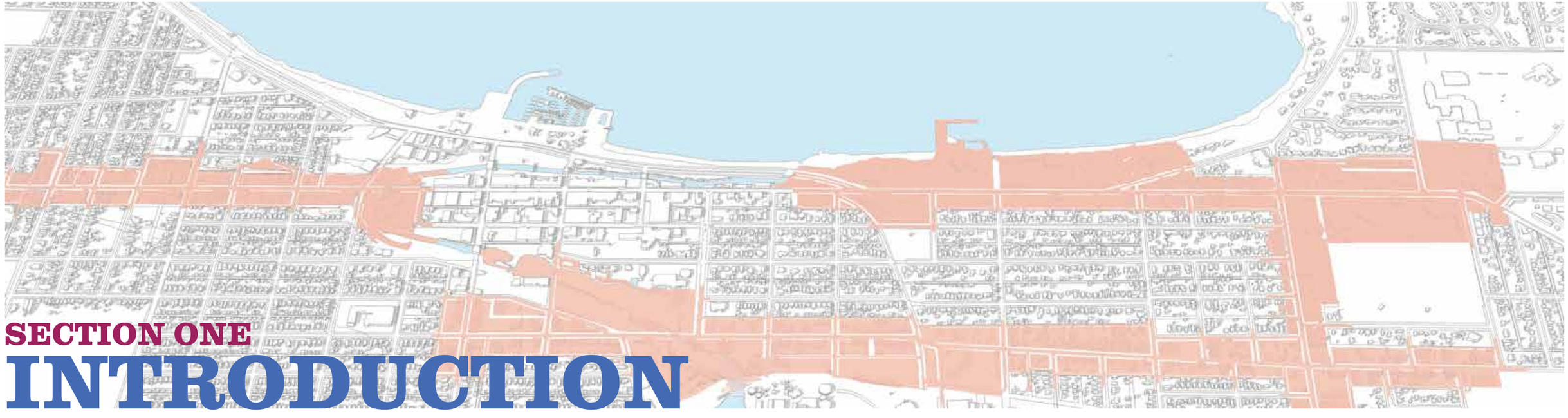
I hereby certify that the above resolution was adopted by the Traverse City City Commission at its regular meeting held on October 21, 2013, in the Commission Chambers of the Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

Katie Lowran

Katie Lowran, Deputy City Clerk

SECTION ONE

INTRODUCTION



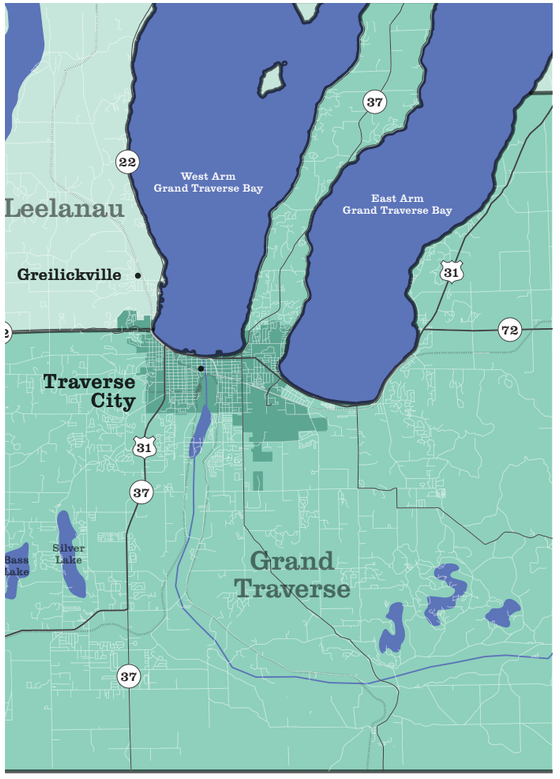
SECTION ONE

INTRODUCTION

Overview & Purpose

The Traverse City Corridors Master Plan is designed to improve the appearance, function and vitality of the City's key commercial corridors. The Corridors Master Plan focus on restoring economic vitality by identifying opportunities for housing, commercial activity, and improvements to public infrastructure, including both the vehicular and pedestrian networks. An overarching goal of the project is to facilitate progress toward becoming a city of healthy and sustainable neighborhoods. There are a number of ways in which the Plan will serve in achieving this goal:

- *The Traverse City **Corridors Master Plan** is a plan for five corridorsd within the the City of Traverse City and its stakeholders to use in enhancing and redeveloping property and infrastructure along Front Street, Eighth Street, Fourteenth Street, and Garfield Avenue. Effective implementation of the Plan will require the cooperation and initiative of the City and private property owners.*
- *The Traverse City **Corridors Master Plan** is the result of a 13-month planning process and involved the residents and business owners within the City.*
- *The Traverse City **Corridors Master Plan** is a policy guide for physical improvement and development within and along these corridors. It considers not only the immediate needs and concerns of the community, but provides guidance to the City and property owners encouraging desired redevelopment and improvements to health neighborhoods and commercial areas for years to come.*
- *The Traverse City **Corridors Master Plan** will assist the City in protecting important existing nearby residential neighborhoods, coordinating property enhancement and redevelopment, and establishing a strong and positive community image and identity along the corridors.*
- *The Traverse City **Corridors Master Plan** provides guidance in several major categories that most impact these corridors, their appearance, their businesses, and their users. The Plan includes recommendations for the use of land; the movement of vehicles and pedestrians; and improvements to the character, image and identity of these important corridors.*
- *The Traverse City **Corridors Master Plan** provides a framework by which City staff, the Planning Commission, and City Commission can review and evaluate private development proposals. The Plan also provides a guide for public improvements and can help to ensure local dollars are spent wisely on enhancements that bring about the desired change. Although the document is the official plan for the city's key corridors, variations from it may be considered since it is intended as a guide.*
- *The Traverse City **Corridors Master Plan** provides the basis for updates to zoning and other development regulations, and direction and rationale for capital improvement plans, all of which should be used to implement planning policies and recommendations. These were informed by analysis of the market and physical conditions in the Corridor and vetted through a number of meetings with the community.*
- *Finally, The Traverse City **Corridors Master Plan** promotes the unique assets and advantages of the City, and indicates to property and business owners the City of Traverse City is committed to maintaining a vital community and welcomes enhancement and redevelopment opportunities.*



Front Street – One of America's Great Streets

In 2009, the American Planning Association (APA) selected Front Street in Downtown Traverse City as one of 10 "Greatest Streets" in America. According to the American Planning Association, a street "comprises the entire three-dimensional visual corridor, including the public realm and how it relates to the adjacent land uses." Front Street captures just about everything residents and visitors like about Traverse City: strong pedestrian orientation, scenic views of the Boardman River, classic architecture, parks and open space, wide sidewalks, pedestrian furniture and amenities, an exciting mix of uses, and a venue numerous festivals and special events throughout the year.

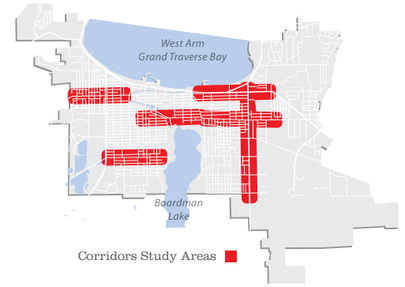
According to the APA, characteristics of a Great Street include:

1. *Provides orientation to its users, and connects well to the larger pattern of ways.*
2. *Balances the competing needs of the street — driving, transit, walking, cycling, servicing, parking, drop-offs, etc.*
3. *Fits the topography and capitalizes on natural features.*
4. *Is lined with a variety of interesting activities and uses that create a varied streetscape.*
5. *Has urban design or architectural features that are exemplary in design.*
6. *Relates well to its bordering uses — allows for continuous activity, doesn't displace pedestrians to provide access to bordering uses.*
7. *Encourages human contact and social activities.*
8. *Employs hardscape and/or landscape to great effect.*
9. *Promotes safety of pedestrians and vehicles and promotes use over the 24-hour day.*
10. *Promotes sustainability through minimizing runoff, reusing water, ensuring groundwater quality, minimizing heat islands, and responding to climatic demands.*
11. *Is well maintained, and capable of being maintained without excessive costs.*
12. *Has a memorable character.*

Corridor Locations & Objectives

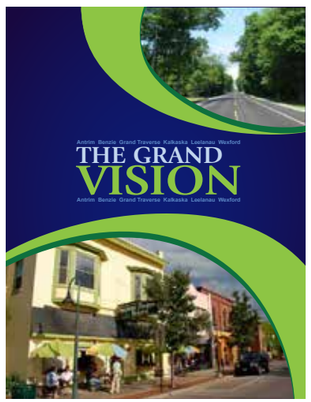
Traverse City has identified five corridors for revitalization efforts: West Front Street, East Front Street, Eighth Street, Fourteenth Street, and Garfield Avenue. The broad objectives of the plans are to strengthen and reinforce the positive characteristics of each corridor, however more specific objectives vary from corridor to corridor, and also within each corridor. The locations and guiding objectives for each corridor are presented below.

- ***West Front Street:*** *from the City limits/Madison Street on the west to the Front Street bridge on the east. General corridor objectives include: West - welcome visitors and calm traffic entering the City; Central - foster a vibrant mixed use area and provide shopping opportunities for nearby residents; and, East - a vibrant mixed use area with strong connections to downtown.*
- ***East Front Street:*** *from Grandview Parkway on the west to Fair Street /College Drive on the east. General corridor objectives include: West - a commercial area with improved pedestrian friendliness with strong connections to downtown. Central – improved pedestrian friendliness and connections to the bay; and, East - welcome visitors to the City with a vibrant mixed use node at Front and Garfield.*
- ***Eighth Street:*** *from Union Street on the west to Fair Street on the east. General corridor objectives include: West – reinforce the Old Town District with strong pedestrian orientation with connections to Downtown; Central – mixed use corridor with traditional neighborhood development; and East – redevelopment of Eighth and Garfield intersection into a vibrant node with enhanced pedestrian orientation.*
- ***Fourteenth Street:*** *from Division Street on the west to Boardman Lake on the east. General corridor objectives include: West – improve the Division street area and intersection and better utilize commercial properties; Central – safely move vehicle and pedestrians through the corridor; and, East – a small mixed use node at Cass with connections to Boardman Lake.*
- ***Garfield Avenue:*** *from Front Street on the north to the City's limits/ Boon Street on the south. General corridor objectives include: North - vibrant mixed use node at Front and Garfield; Central – improve pedestrian friendliness and better utilize commercial properties; and, South - welcome visitors to the City with high quality redevelopment and an improved pedestrian infrastructure.*

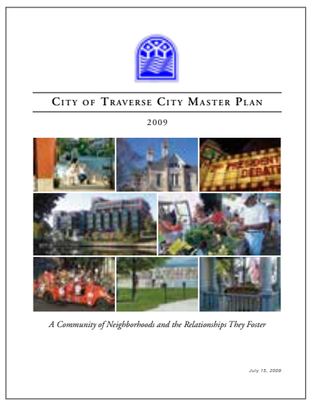


Existing Planning Framework - from Broad Policies to Specific Actions

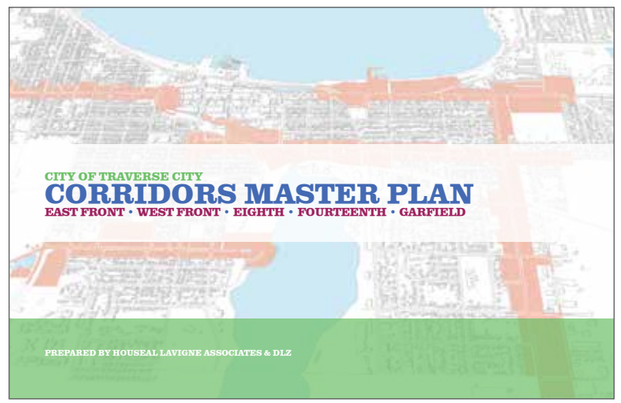
The Grand Vision *– a broad policy document for the "future of transportation, land use, economic development and environmental stewardship" of the region. The Grand Vision's scope includes Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties. The Grand Vision was completed in 2009.*



Traverse City Master Plan *- The Master Plan for Traverse City is a long-range plan for the City that "preserves [the] community's core values and extends them as guiding principles in building a compatible future." The Master Plan articulates a long-range vision for the City, along with seven core principles and nine goals. The Master Plan classifies areas of the community in 6 "neighborhoods" and identifies principles and policies for each. There are also other elements of the Master Plan that provide direction on transportation, urban design, capital improvements, economic development, historical and natural resources, parks and open space, public utilities and zoning. The Plan was adopted in 2009.*



Traverse City Corridors Master Plan *- The Traverse City Corridors Master Plan is designed to improve the appearance, function and vitality of the City's key commercial corridors. The Corridors Master Plan focus on restoring economic vitality by identifying opportunities for housing, commercial activity, and improvements to public infrastructure, including both the vehicular and pedestrian networks. The Corridors Master Plan is more detailed, specific and strategic than other plan documents.*



Existing Planning Framework

The Corridors Masters Plan and its recommendations provide a level of detail and specificity different than any of the City's other planning documents. The nature of this type of planning is to build on the general policies and framework of other documents and provide more detail and strategic actions and recommendations. The Traverse City Corridors Master Plan builds upon and is informed by The Grand Vision, adopted in 2009, and the City's Master Plan, also adopted in 2009.

Related to the planning framework are the ordinances and codes that regulate the built form and use within the Corridors. This is an important distinction, since in order to effectively implement the plan, the City's Zoning Ordinance must be able to accommodate and foster the development desired by the community. To this end the Traverse City Corridors Master Plan provides recommended modifications to the City's Zoning Ordinance in the Implementation chapter of this Plan.

Planning Process

The planning process for the Traverse City Corridors Master Plan included a multi-step work program over a period of approximately 13 months, from November 2011 to December 2012. The planning process involved extensive citizen participation and outreach, in an effort to strengthen community stewardship for the Plan. A Corridor Steering Committee was formed to work with City staff and the Consultant Team throughout the process.

The planning process began with identifying community issues and concerns and analyzing existing conditions, through several public meetings, surveys, market analysis and field reconnaissance. When the larger issues were clear, the Consultant Team began developing framework plans for each of the corridors, which were then presented to the City staff, the OAC and the public for review and comment. Plans were modified based on feedback and the Consultant Team prepared this final plan document, including implementation strategies to assist with realization of plan recommendations.

Planning Considerations

Right-of-Way Challenges

The width of the right-of-way along the five corridors is generally limited to 66-feet - the statutory width of Michigan's road right-of-ways and the length of Edmund Gunter's 66-foot measuring chain, which dates back to the tool used to measure land in the United States Public Land Survey System in 1785 where eighty chains constituted one U.S. Survey Mile. While this may have been adequate 200 years ago, today it presents challenges as we strive to accommodate a variety of travel modes and objectives within the 66-foot right-of-way. Travel lanes, bike lanes, bus-bays and turnouts, sidewalks, on-street parking, turn lanes are all desired along these five corridors, however the right-of-way width may not allow all of these at once. For example, if bus bays and pullouts are constructed, tree lawns and landscaped areas between the sidewalk and the curb will need to be eliminated in those areas. The cross sections in this plan present potential improvements within the existing right-of-way, however their application is subject to detailed engineering necessary for specific right-of-way improvements.

Congestion vs Wider Streets

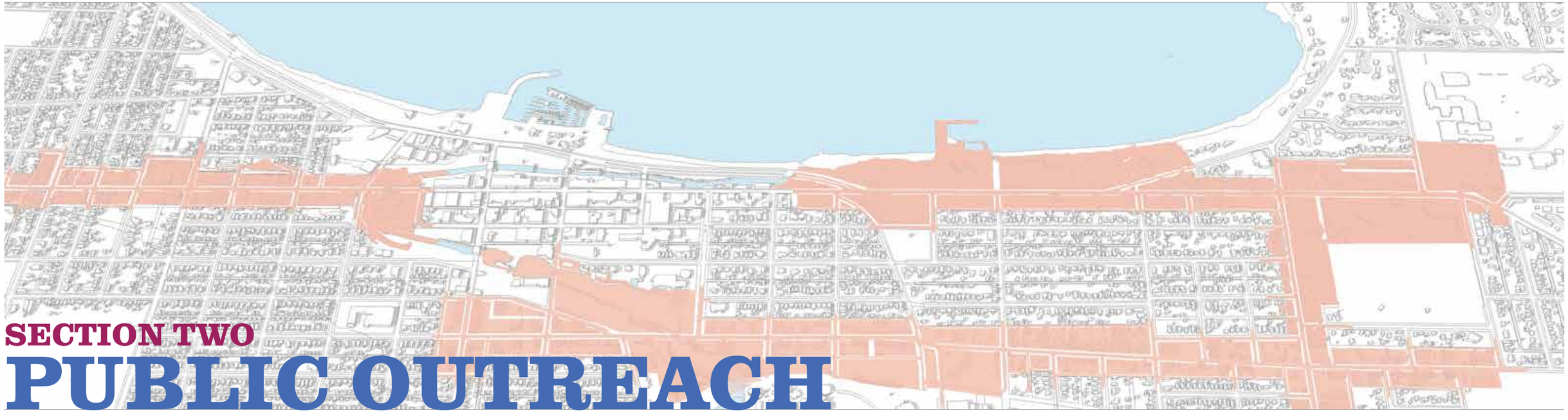
There is a correlation between the width of a street and the speed and volume of traffic it can carry. Generally speaking, narrower streets carry less traffic at slower speeds, which can be more pleasant to walk and shop along, however it can be more difficult to drive within the community. The recommendations for Traverse City's five corridors strive to accommodate both pedestrian and vehicular traffic while balancing congestion and traffic flow. The recommendations have considered the width of the roads, travel lanes, bike lanes, and shared lanes in their recommendations, and in some instances wider streets are recommended to safely accommodate all modes of travel without substantially impacting efficient flow of traffic.

Modern Roundabout

A roundabout is a circular intersection where traffic is slowed and flows into a circular pattern in one direction around a central island to several exits onto the various intersecting roads. In a modern roundabout, entering traffic must always yield to traffic already in the circle, and roundabouts have additional restrictions on the junction layout to give high safety. For some intersections along the five corridors, roundabouts are discussed as an alternative to a traditional intersection. Whenever roundabout is referred to within this document it is referring to a modern roundabout.

SECTION TWO

PUBLIC OUTREACH



SECTION TWO

PUBLIC OUTREACH

A variety of community outreach efforts were undertaken by the Consultant Team & City staff to involve property owners, business persons, City residents, elected and appointed officials, and other stakeholders in the planning program. These outreach efforts provided the Corridor Steering Committee, City staff and the Consultant Team with important insight on issues, concerns and opinions from residents, community leaders, the business community, and other participants as they related to the City's corridors. This section summarizes the many outreach activities undertaken and highlights some of the responses given by attendees. Outreach exercises included:

- *Key Person Interviews*
- *Community Workshop*
- *Visual Preference Survey*
- *sMap - an Interactive Mapping Tool*
- *On-line Questionnaire*

Key Person Interviews

Interviews were conducted in-person at the Government Center over a three day period from Monday January 9 through Wednesday January 11, 2012. During that time 25 people were interviewed. Interviews lasted from 30 to 45 minutes and consisted of solo individuals and groups of 2 to 4 people. Interviewees included a mix of public officials, business owners, community groups, professional organizations, developers and residents at-large.

Discussions touched on all five corridors individually as well as overall issues affecting each of the study areas and the City as a whole. This summary is divided into six sections; one for each corridor and one for issues that universally apply to all areas.

East Front

Disconnect from Downtown: *While serving as a gateway to Downtown, particularly on the western edge, it was expressed that East Front is generally not equated with Downtown. However, there was desire expressed to try to extend downtown further east. At a minimum, it was felt that there was not enough of a gateway feature at the split of East Front and Grandview Parkway.*

Traffic: *General perception is that East Front is a vehicular oriented corridor. While traffic congestion exists year round, it is worse during the summer months. Difficulty getting in and out of hotels particularly the Holiday Inn and Bayshore was mentioned. One interviewee expressed frustration that a proposed center turn lane was rejected by the community. He felt that this would have greatly improved traffic and circulation along East Front.*

Circulation and Access: *Several locations along the corridor were highlighted for difficult circulation and access. The hotels, the college and area around the Blue Goat were most commonly mentioned. Left turns and the potential need for left turn lanes was an issue raised on other corridors, but it was mentioned several times on East Front. Traffic backing up at the College as students attempted to turn left was cited. It was also mentioned that this issue had been discussed and addressed in the past, but a signal was determined to be unwarranted.*

Pedestrian and Bicycle Orientation: *Everyone spoke of the difficulty for pedestrians and bicyclists to navigate the corridor. Of particular concern was the difficulty crossing from north to south.*

Curb Cuts: *The number of curb-cuts and disjointed development pattern was mentioned as contributing to several issues including difficult pedestrian and bicycle orientation as well as traffic congestion.*

Appearance: *The general feeling was that the mix of uses and overall appearance of properties detracts from the corridor's image. In that it is an entryway into the City, the corridor appearance needs to be improved. Comments related to streetscape and public infrastructure as well as individual properties including residential, commercial and hotels. Some felt that improving appearance could be accomplished, in large part, through code enforcement.*

College Master Plan: *It was indicated that the College is interested in developing student housing along East Front as part of their plan to recruit more students from outside of the region.*

Other: *The closing of Arby's at the corner of Garfield was highlighted as being an indication of the difficulty of businesses to survive in this area of the corridor.*

West Front

Disconnect from Downtown: *While not technically Downtown, there was a feeling by some that this area had more of a Downtown feel than any other area. Some felt that the City should do more to promote this area while others expressed satisfaction with redevelopment that has occurred.*

Some interviewees indicated that continuing the Downtown streetscape through the West Front corridor would increase the perception that this area was part of Downtown.

Realtors indicated that while many potential buyers and tenants target the Downtown, the West Front area would be the alternative

Traffic: *Issues related to traffic included speed, congestion, the need for an additional signal and the need for left turn lanes. The intersection of West Front and Division (in all directions) was the most problematic. One interviewee said that he has waited through as many as six light cycles before being able to get through the intersection during the late afternoon/early evening. As a result, he now detours down one of the other north south streets in order to connect with West Grandview Pkwy. While he said it is more dangerous because of the lack of a signal where he must turn, it is better than sitting in traffic.*

Parking: *Parking in the West Front area is difficult during peak hours. There was additional concern that the added activity and spillover from the Munson expansion would further exacerbate the problem.*

The parking structures that have been constructed in the City are viewed favorably and there was a desire by some to explore the potential for additional facilities. At a minimum, those that expressed this as a concern would like the City to ensure that the issue is addressed if the situation worsens.

Circulation and Access: *Echoing the theme of all the corridors, pedestrian and bicycle circulation was highlighted as an issue. Some indicated a desire to see West Front widened to incorporate a bike lane and larger sidewalks. There was concern by one interviewee as to why the bike lane ended at Division. It was stated that there is not a good pedestrian crossing between Pine and Front.*

Development: *When discussing the West Front corridor, the Munson expansion was indicated as the greatest issue facing the West Front corridor. While everyone generally felt that it was a good thing for the City, there were concerns expressed over the potential increase in traffic in an already congested area of the City.*

CVS: *The recently constructed CVS pharmacy at the corner of Front and Division was viewed as okay by some and a negative by others. While no one expressed excitement over the development opinions varied. There was some feeling that this was an appropriate use for the location, while others felt that it did not represent the type of development appropriate for the West Front corridor. Appearance and the large parking lot were the two top concerns associated with the project.*

Garfield

Appearance: *In general, the appearance of the Garfield corridor was negatively perceived. Some stated that the City needed to do a better job of regulating development and code enforcement. However, others complained about the City imposing over restrictive design guidelines on Garfield.*

As the entryway into Traverse City by many coming from the airport, there was a general feeling that the street did not provide a good first impression.

Traffic: *Viewed by most as more of a commercial corridor, while another referred to it as a highway. Interviewees were split between those that felt that Garfield should be treated as a thoroughfare and those that felt that pedestrian connections were important to the corridor's future.*

Eighth & Garfield: *The intersection of Garfield and Eighth and Garfield and East Front were both highlighted as being problematic. This included congestion, turning vehicles, poor visibility, signal timing and inadequate sidewalks and pedestrian crossings.*

Development: *Airport Expansion plans were discussed in terms of the impact on Garfield. Most viewed this as a positive in that it will bring additional people into town, but it also triggers the need to improve the appearance and function of the corridor. There was also feeling that City regulations are placing new construction too close to the street. It was stated that some buildings experience broken windows each winter as ice from snow plows is propelled through the windows, because of the close proximity to the street.*

It was said that the best thing about Garfield is that it is the alternative to Airport Road in terms of commercial development.

Circulation and Access: *Very difficult for pedestrians and bicyclists to navigate and cross throughout the corridor. Although there is a marked recreational trail crossing at Hannah, vehicles do not slow down or yield the right-of-way.*

It was pointed out that the surrounding residential neighborhoods are different in the Garfield area than the rest of the city. Many of the homes are smaller and are deemed more affordable. To that end Garfield does not attract the same businesses that may locate along other streets. It was said that the City should be aware of this and not try to make Garfield something that it will never be.

Eighth Street

The Eighth Street corridor was generally characterized as the most utilized street in the City.

Fragmented development: *The "nodal" development pattern of Eighth Street was highlighted by nearly all interviewees. One individual described Eighth Street as having "an identity crises", while another said that "Eighth Street needs to decide what it wants to be".*

Lack of consistent and/or meaningful zoning was cited as contributing to the character issue and development pattern of Eighth Street.

Traffic: *As is the case with all corridors traffic was highlighted as an issue. However, as it relates to Eighth, there was as much concern over "cut-through" traffic in the adjacent residential neighborhoods as traffic on the corridor itself.*

Although outside of the study area, a concern was raised over the one way traffic on the western edge of the corridor near Central School. Concern centered on student safety crossing the street. This concern was countered by another interviewee who highlighted the change to the one way traffic pattern on Seventh and Eighth at that location as having significantly reduced traffic in the residential neighborhoods near the school.

Lack of Left turn lanes causes a combination of backed up traffic and drivers switching back and forth between lanes as drivers anticipate turning traffic. It was indicated that the left turns are also tied to the traffic cutting through the residential neighborhoods. Many of the cars that are turning are actually using the residential streets to continue their trip and get off of Eighth as opposed to needing to access the neighborhood.

The Speed Limit changes along Eighth but many drivers do not comply. To that end, it was expressed that Eighth does not have the feel of a street with a 25 mile per hour speed limit.

Two people suggested reducing Eighth to two lanes for the entire stretch of the corridor.

The number of curb cuts was also cited as contributing to traffic issues as well as a poor pedestrian and bicycle circulation.

Development: *While the aforementioned fragmented development pattern was discussed by most interviewees, a couple of locations and developments were highlighted.*

Depot Property: *The Depot property was highlighted as a development that could significantly impact the Eighth Street corridor. Concern was expressed, however, that the impact could be positive or negative, depending on what is ultimately approved. Disappointment was expressed over the latest development proposal. There was largely a desire for more density. While public transportation was discussed throughout the study areas, there was mention of light rail connecting to the Old Depot site and/or the need to create a central hub in this location.*

Wastewater Treatment Plant: The close proximity of the wastewater treatment plant was mentioned. Those that spoke to the issue indicated that the odor emanating from the plant on some days was overpowering and may dissuade developers and potential tenants from locating to the area.

Ben Franklin: *In discussing locations and developments that people like, one older development that was cited was the Ben Franklin because of the parking and drive isle in front of the store.*

Eighth and Lake: *The Eighth and Lake area was cited as having the most potential for new commercial development.*

Alleys: *The wide alleys that exist behind properties fronting Eighth were pointed out by several people. Everyone stated that the alleys were heavily utilized. Residents used them as alternative roads and businesses utilize them for deliveries. One interviewee suggested that the alleys be incorporated into the bike trail system as a means of pulling bikes off of the street.*

Other: *While recognizing that it is only an item of discussion at this time, there was concern and nearly unanimous opposition to the Boardman Lake Road extension due to the potential impact on Eighth Street. It is generally perceived that the extension would result in more traffic diverting to Eighth and potentially into the surrounding residential neighborhoods.*

Fourteenth Street

Appearance: *There was an overall dissatisfaction with the appearance of the Fourteenth Street Corridor. The area around Thirlby Field was highlighted as being in need of improvement. There was a feeling that given the amount of exposure that the field gets it does not present a very good image to people from outside the community.*

The Police station was also pointed out as being in need of improvement. One individual indicated that they actually liked the presence and appearance of the station at that location, however they questioned why it was located there.

A few interviewees mentioned that the intersection of Fourteenth and Division should have some gateway or signage announcing that you are entering into Traverse City.

Traffic: *Traffic congestion during morning and evening peak hours was mentioned by everyone that commented on Fourteenth Street. The intersection of Fourteenth and Division in particular was cited as being an issue. This was not just a traffic congestion issue, but also a concern related to the configuration as Fourteenth transitions to Silver Lake. While many indicated that congestion was the biggest issue facing Fourteenth, others, including some who said traffic was a problem, indicated that they did not want to see the street widened.*

A roundabout was suggested by a couple of individuals as a potential improvement to the Fourteenth and Division intersection.

The timing of lights was also cited as being problematic. It was stated that even when driving the speed limit, a driver can end up hitting every red light. Some related stories of sitting through multiple light cycles before moving through primary intersections.

Boardman Lake Road: *Similar concerns were expressed for both Eighth Street and Fourteenth as it relates to the proposed Boardman Lake Road extension. Of particular concern is the impact that it would have on traffic on Fourteenth.*

All Corridors/General Comments

There were several Issues, concerns and observations that were generally universal to all corridors or the City in general.

Development Process and City Regulations: *Several interviewees expressed frustration at the amount of time and complexity of the development process including obtaining permits, plan review and involvement by City staff. While some related personal experiences, others spoke anecdotally of stories that they had heard from others. This includes developers as well as business and property owners.*

Some individuals stated that the City is trying to apply Downtown development standards to all areas. They felt that building placement at the front lot-line was not appropriate for corridors such as Garfield.

Public Transit: *Need for a more comprehensive public transportation system was discussed. Those that cited this were encouraged by the recent BATA plan calling for an increase in the fixed route system.*

Examples of Good Streets: Woodmere and Union were both cited by several people as examples of corridors that have been done well.

Roundabouts: Roundabouts were discussed as generally desirable by most, but opposed by a few. The Fourteenth and Division intersection was most commonly mentioned both for traffic control and as a gateway feature.

Branding: It was stated that the City should do a better job of branding different areas such as "The Depot District". It was felt that this may help generate additional interest in other areas outside of the Downtown.

Community Workshop

On Wednesday January 11, 2012, a Community Workshop was held with residents of Traverse City. The intent of the workshop was to identify issues specific to an individual corridor, as well as bigger picture things impacting all of the corridors. .

The workshop included a questionnaire designed to solicit initial input from the group that will help frame some of the important issues to be addressed. The principal exercise of the workshop asked participants to identify three (3) issues or concerns confronting each of the corridors. The results of the meeting are summarized below.

East Front Street

- *Appearance and Character*
- *Inconsistent Development Pattern*
- *Seasonal Development*
- *Pedestrian/bicycle circulation and safety – also wheelchairs*
- *Hotel access*
- *High turnover of businesses*
- *Need left turn lanes*
- *Need a Gateway*
- *Problematic intersections - Garfield & Peninsula (at Blue Goat)*
- *Traffic speed*
- *Brownfield sites*

West Front Street

- *CVS Development at Division*
- *Intersection of Division and West Front (appearance and traffic)*
- *Need a grocery store*
- *Pedestrian/bicycle circulation and safety*
- *Need Left turn lanes*
- *Congestion during peak hours*
- *Stormwater management*
- *Gaps in development*
- *Impact of Munson expansion*
- *Lack of identity*
- *Inadequate sidewalks*

Fourteenth Street

- *Traffic during peak hours*
- *Need for more mixed use*
- *Need higher density residential*
- *Intersection of Fourteenth and Division*
- *Appearance around Thirlby Field*
- *Too many curb-cuts and driveways*
- *Streetscape*
- *Need a roundabout at Division*

Garfield Avenue

- *Intersection of Eighth and Garfield*
- *Poor appearance*
- *Need buildings closer to street*
- *Buildings are too close to street*
- *Need more density*
- *Overbuilt*
- *Need more businesses catering to local resident needs*
- *Protect residential uses from Eighth to Front*
- *Improve crossing for TART users*
- *Airport expansion plans*
- *Stormwater management*

Eighth Street

- *Poor appearance*
- *Maintenance of properties*
- *Problematic Intersection - Eighth and Garfield, Eighth and Lake*
- *Inconsistent Development Pattern*
- *Need distinction between residential and commercial areas*
- *Public space*
- *Boardman Lake Road extension impact on Eighth Street*
- *Need for left turn lanes especially at Lake*
- *Difficulty accessing Depot properties*
- *Streetscape*
- *Odor from wastewater treatment plant*
- *Four lanes*
- *Traffic through neighborhoods*
- *Eighth Street Bridge needs improvement*

All

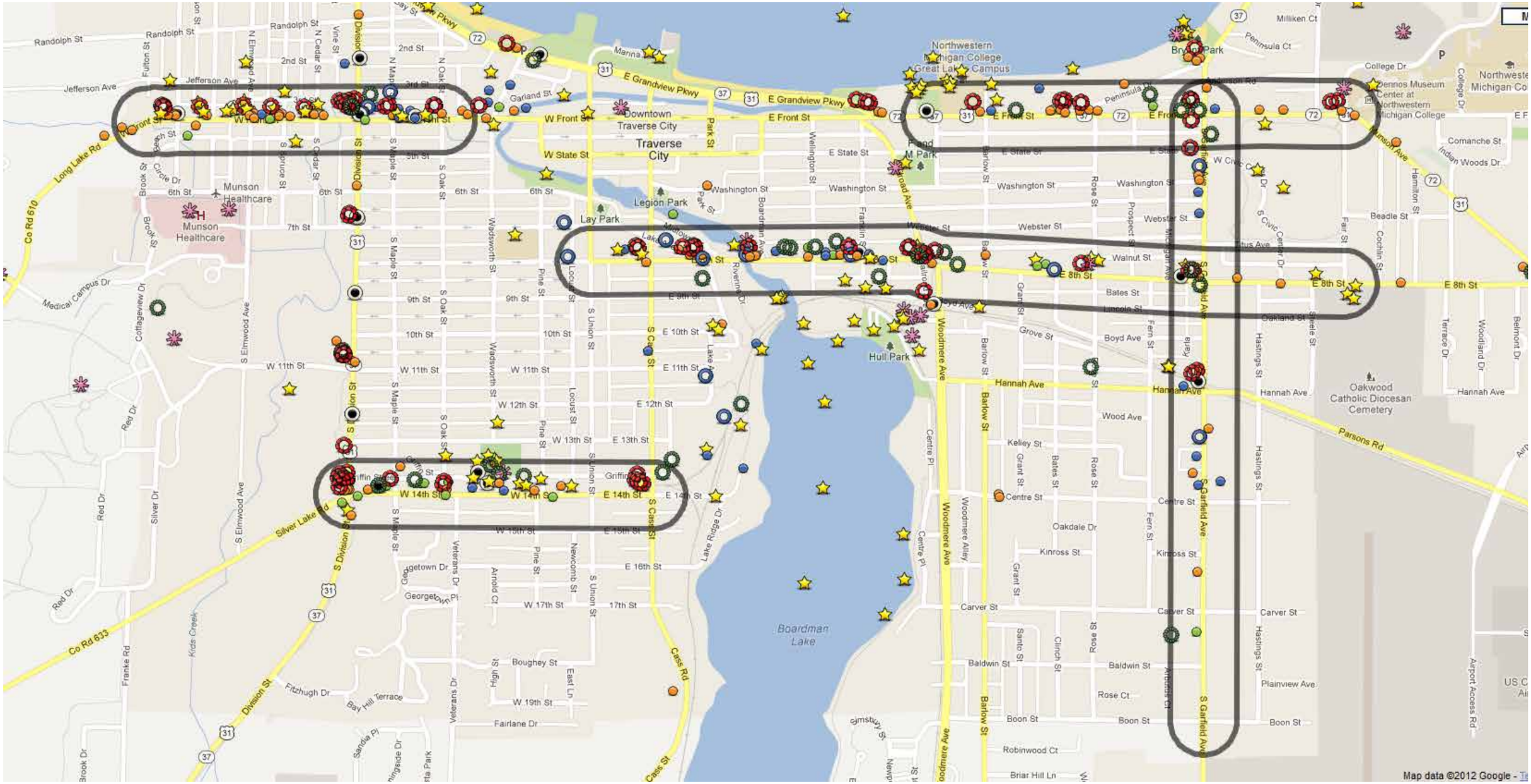
While each corridor had particular sites or locations that were deemed problematic, pedestrian and bicycle access, circulation and crossing was identified as an issue along each corridor.

sMap - Interactive Mapping Tool - Summary of Points

	Community Asset	Development Priority Sites	Problematic Intersections	Public Safety Concerns	Undesirable Uses	Key Transit Destination	Desired Use/Development	Poor Appearance	Other
West Front Street	Slabtown Neighborhood Local businesses including Ace, Burrits, and Marys, Impres	Vacant gas station (CVS Site)	Front & Division Front & Madison	Pedestrian crossings Speed of traffic Bicycle lanes	CVS		Bike facilities "Urban" development east of Division More trees	Surface parking lot between Spurce and Elmwood Vacant gas station at Division and Front	Signalized mid-block crossing
East Front Street	Sunset Park Bryant Park Northwestern Michigan College Great Lakes Campus	Gas station/Fruit Dock Cuppa Jo Arby's (vacant)	Grandview Parkway & Front Street Peninsula Drive & Front Street	Pedestrian crossings Sidewalk width/connectivity	-	Bryant Park Northwestern Michigan College	Permeable sidewalks Green streets Rose Street Beach Access	Overall appearance of East Front Street 1000 block of East Front Street	Signalized mid-block crossing to Sunset Park
Eighth Street	Boardman Lake Glens TART Trail Old Town Playhouse Old Town Parking Garage	Vacant lot next to Twin Bay Glass Depot Property Intersection of Eighth & Garfield	Lake Avenue & Eighth Street Woodmere Avenue & Eighth Street	Pedestrian crossings Sidewalks gaps Widen to four lanes	One-way streets west of Union Striped parking east of Barlow Through traffic on Lake Avenue	Governmental Center Family Video	Green streets Bicycle route/bicycle lane Green sidewalks Mixed use development	Boardman River 800 block of Eighth Street	Signalized mid-block crossing to connect with Hull Park and the TART Trail Sharrows along Eighth where possible
Fourteenth Street	Thirlby Field Mall Trail	Boardman Lake Trail Vacant land in front of Thirlby Field Infill development in Tom's parking lot	Division Street & Fourteenth Street Cass Street & Fourteenth Street	Fourteenth & Division intersection Sidewalk gaps Pedestrian crossings	-	Thirlby Field as potential park 'n ride	Mixed use development Bicycle route	Fourteenth & Division intersection Need more trees within the parkway Strip mall at Fourteenth and Oak Street Redmond Automotive Fourteenth & Veterans Intersection School maintenance e building	Improve Griffin Street west of Pine
Garfield Avenue	Bryant Park TART Trail	Intersection of Eighth & Garfield Cuppa Jo Arby's (vacant)	Front & Garfield Fearfield & Hannah Fearfield & Eighth	Sidewalks gaps TART Trail crossing	Eliminate a lane of traffic/ road diet	Bryant Park	Bicycle lanes Turn lane at Hannah Avenue Green parking lots Higher intensity mixed use development	Large surface parking lots	Signalized mid-block crossing for TART Trail

sMap – Interactive Mapping Tool

The Project Website featured an interactive mapping tool known as sMap – The Social Mapping Application (www.smapapp.com). With sMap users were able to log in and create their own map of the issues and opportunities within the corridors. Drawing from a legend of nine pre-defined point types, users were able to annotate and decorate maps with different points and icons. Collectively 48 maps were created by people within the community, adding more than 500 points of interest. A summary map is presented on the right, and table below summarizes top responses by corridor.



This is a summary map of all of the input received via sMap, an interactive mapping tool utilized for community outreach. To see individual maps and specific comments visit the following URL:

http://www.smapapp.com/pre/home.asp?CommnityID=35

Community Asset *Assets to the community that should be maintained or enhanced.*

Development Priority Site *Sites you feel should be developed or redeveloped in the short term.*

Problematic Intersection *Intersections that you feel are a safety concern or impact the smooth flow of traffic.*

Public Safety Concern *Are areas that you feel pose a concern to public safety and pedestrians.*

Undesirable Use *An existing use in the community that you feel is undesirable.*

Key Transit Destination *An area in the community that should be better served by public transit.*

Desired Use/Development *Identifies an area and a use that you would like to see developed.*

Poor Appearance *Areas that you feel are unsightly or could benefit from additional landscaping or aesthetic improvements.*

Other *All other points/issues you would like to add.*

Visual Preference Survey Results

5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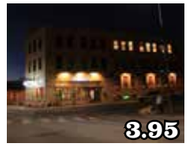
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1

Visual Preference Survey

A web-based visual preference survey (VPS) was provided on the Project Website. The VPS allowed interested participants with an opportunity to convey their preference for the types development they would like to see along the corridors. Participants were asked to rate images on a scale of 1 to 5 based on their feelings of "character and appropriateness" with 1 meaning the image was inappropriate or undesirable and 5 indicating the image was appropriate or desirable. Once a vote was cast, users were not permitted to change their vote, as the intent of the exercise was to ascertain an initiation reaction. A complete summary of the VPS is provided on the opposite page, and highlighted above are the eight highest ranking images.

The images users considered "most appropriate" for the corridors

On-Line Questionnaire

On the project website residents were able to participate in a web-based questionnaire in order to provide insights regarding the study corridors. The questionnaire was not designed as a scientific tool or survey to generalize opinions of entire community based on a random sample. It was open to everyone to provide another yet another way to collect the input and opinions of residents as it relates to the City of Traverse City's Corridors Master Plan. In total 171 residents completed the questionnaire and their responses are summarized in the tables in this section.

On-Line Resident Questionnaire

1. Which corridor is closest to your home?

East Front	West Front	Garfield	Eighth	Fourteenth
35%	9%	11%	30%	15%

2. What are the most important issues facing each corridor?

East front	West Front	Garfield	Eighth	Fourteenth
1. Pedestrian orientation	1. Parking	1. Overall appearance	1. Bicycle orientation	1. Traffic
2. Bicycle orientation	2. Traffic	2. Pedestrian orientation	2. Overall appearance	2. Bicycle orientation
3. Traffic	3. Pedestrian orientation	3. Bicycle orientation	3. Need for new development	3. Pedestrian orientation
4. Mix of uses	4. Bicycle orientation	4. Mix of uses	4. Undesirable uses	4. Overall appearance
5. Overall appearance	5. Mix of uses	5. Traffic	5. Pedestrian orientation	5. Undesirable uses

3. What types of uses would you like to see for each corridor?

East Front	West Front	Garfield	Eighth	Fourteenth
1. Civic/public	1. Restaurants	1. Industrial/ manufacturing	1. Mixed commercial-residential	1. Retail
2. Retail	2. Civic/public	2. Services	2. Civic/public	2. Offices
3. Restaurants	3. Retail	3. Offices	3. Offices	3. Services

On-Line Resident Questionnaire

4. What types of development do you NOT want to see?

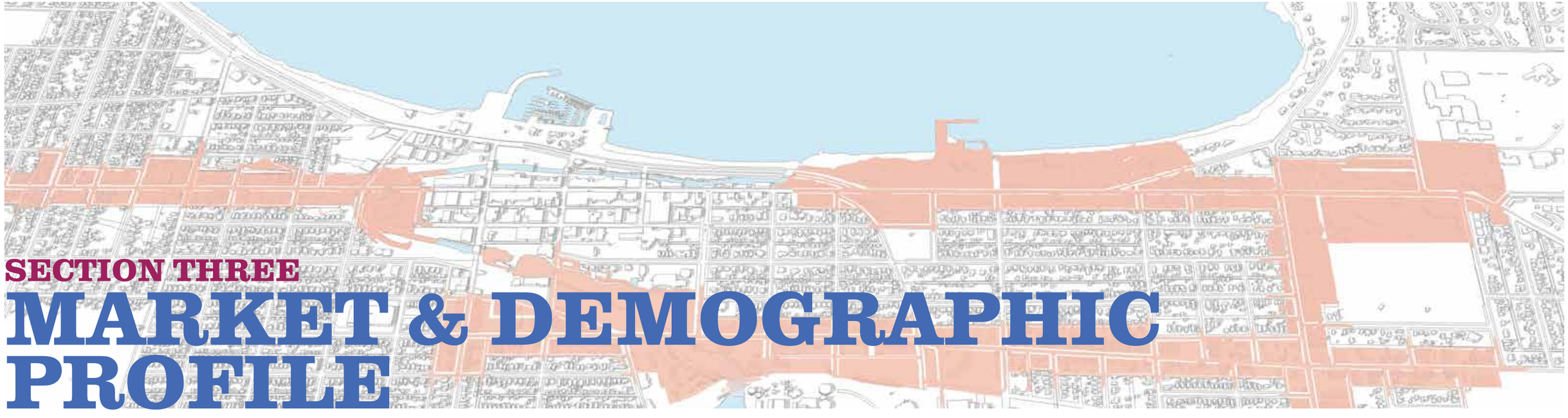
East Front	West Front	Garfield	Eighth	Fourteenth
1. Industrial/manufacturing	1. Industrial/ manufacturing	1. Residential	1. Restaurants	1. Mixed commercial-residential
2. Residential	2. Entertainment	2. Mixed commercial-residential	2. Industrial/ manufacturing	2. Industrial/ manufacturing
3. Offices	3. Services	3. Industrial/ manufacturing	3. Entertainment	3. Residential

5-9. How do you rate the following (4 Excellent 3 Good 2 Fair 1 Poor) ?

Development Characteristic	Corridor				
	East Front	West Front	Garfield	Fourteenth	Eighth
Lighting	1.98	**2.37**	1.58	1.71	1.91
Condition of Streets	**2.57**	2.51	2.23	2.16	2.11
Traffic Circulation and Access	2.47	**2.57**	2.14	2.26	2.34
Signage and Wayfinding	**2.35**	2.2	2.32	2.14	1.91
Mix of Uses	2.09	**2.39**	1.41	1.82	1.95
Streetscape	2.19	2.06	**2.40**	1.75	2.14
Sidewalks	1.73	**1.99**	1.35	1.51	1.93
Bike Accessibility	1.84	**2.09**	1.26	1.54	1.9
Pedestrian Friendliness	2.49	**2.68**	2.34	2.25	2.34
Overall Appearance	2.14	**2.43**	1.69	1.75	1.76

SECTION THREE

MARKET & DEMOGRAPHIC PROFILE



SECTION THREE

MARKET & DEMOGRAPHIC PROFILE

Market Implications

Each type of use and/or business has a set of criteria that typically must be met in order to consider a particular site or location. In addition to market potential, physical characteristics such as site size, access, exposure/visibility, traffic counts, juxtaposition to similar uses or activity generators, and other factors are considered. Where necessary conditions do not exist to accommodate a particular use, initiatives can be undertaken or incentives instituted to facilitate opportunities. This may include site assemblage, provisions for infrastructure improvements, easements, or the use of financial tools to offset development costs.

According to the 2010 US Census, Traverse City has grown by approximately 100 people (0.7%) since 2000. The larger Grand Traverse County area grew from 77,655 to 86,986 (12%) during this same time period. While this is a positive gain, it is less than what had been projected in the 2007 Downtown study. Preliminary projections call for the overall market area to continue to experience modest growth over the next five years. The City needs to continue to plan for growth but understand that future development will need to be more strategic and targeted to ensure that development does not become fragmented or disjointed. There are several areas that can accommodate redevelopment of similar type and density; however, it is important that development initiatives are targeted toward those locations that will have the most catalytic effect, facilitate connectivity, and complement rather than compete with existing uses.

An important starting point in assessing redevelopment potential and feasibility is as much about determining what is not practical and feasible as it is identifying what does work. If certain uses are not desirable, appropriate, or feasible (from a market or financial perspective) then attention and resources can be focused on accommodating those uses that meet development criteria. This analysis identifies guidelines and benchmarks that can be used to link types of uses with sites and locations. In addition to existing opportunity sites, this information can be used in evaluating future development proposals or for targeting potential uses or businesses.

It also must be emphasized that this analysis pertains to the five corridors and not the City as a whole. There may be opportunities outside of the project study areas to accommodate development that may not be suitable or feasible along the corridors. As it relates to the corridors, each is unique in terms of the context within which it exists in the greater Traverse market area. In addition, corridors such as Eighth Street function differently depending on location.

Market Drivers

While demographic data on the resident population generally is used to define market potential, other factors must be considered particularly in terms of activity generators and traffic. For example, in a community such as Traverse City, the seasonal population also plays a role. The following assesses how specific activity generation impacts each of the five corridor segments.

Seasonal Activity and Events

The seasonal population and events have the greatest impact on the East Front and West Front corridors. Clearly, in terms of traffic and activity, summer activity resonates throughout the City, but in terms of influences on the built environment, those two corridors are most impacted. Proximity to the water and access to other destinations results in increased demand for dining, lodging, niche retailing, and stores providing recreational/sports items including bike rental, gift shops, and similar items. It is important, however, to emphasize that the Downtown absorbs the market for much of this demand. Development on the "bookends" of East and West Front needs to complement and augment existing uses. The extension of Downtown centric uses should only be pursued if and when buildings and sites within the existing core cannot accommodate demand.

Employment

The biggest impact on the future of the study area in terms of employment will be Munson Medical Center's expansion. The West Front Street corridor, particularly the most western portion, should realize the greatest impact in terms of activity and potential for ancillary development. From a development standpoint, there is potential for additional uses such as fast casual dining to accommodate workers and visitors as well as residential development catering to medical staff desiring to live in close proximity to the facility.

In addition to the Munson expansion there are several other large employers whose presence creates ongoing "nonresident" demand for goods and services. Examples include: The Government Center, Cherry Capital Airport, Hagerty Insurance, and Northwestern Michigan College. While individuals working at these locations may come from within the City, many more come from outside the area. Although they may patronize businesses throughout the community, the greatest impact is on retailers most proximate to their place of employment.

Household Income Projections Eighth Street *Drive Time: 10 minutes*				
	2011		2016	
Households by Income	**Number**	**Percent**	**Number**	**Percent**
<$15,000	2,322	15.8%	2,335	15.1%
$15,000 - $24,999	2,109	14.3%	1,770	11.4%
$25,000 - $34,999	2,218	15.1%	1,883	12.1%
$35,000 - $49,999	2,653	18.0%	2,758	17.8%
$50,000 - $74,999	2,438	16.6%	3,122	20.1%
$75,000 - $99,999	1,340	9.1%	1,689	10.9%
$100,000 - $149,999	980	6.7%	1,160	7.5%
$150,000 - $199,999	285	1.9%	369	2.4%
$200,000+	380	2.6%	423	2.7%
Median Household Income	$38,023		$43,352	
Average Household Income	$53,847		$60,219	
Per Capita Income	$25,180		$28,380	

Household Income Projections Eighth Street *Drive Time: 20 minutes*				
	2011		2016	
Households by Income	**Number**	**Percent**	**Number**	**Percent**
<$15,000	4,389	13.2%	4,392	12.5%
$15,000 - $24,999	4,215	12.7%	3,496	10.0%
$25,000 - $34,999	5,044	15.2%	4,202	12.0%
$35,000 - $49,999	6,035	18.1%	6,200	17.7%
$50,000 - $74,999	6,406	19.3%	8,109	23.1%
$75,000 - $99,999	3,323	10.0%	4,163	11.9%
$100,000 - $149,999	2,416	7.3%	2,808	8.0%
$150,000 - $199,999	630	1.9%	805	2.3%
$200,000+	805	2.4%	885	2.5%
Median Household Income	$41,075		$47,550	
Average Household Income	$56,094		$62,158	
Per Capita Income	$23,694		$26,535	

Household Income Projections Eighth Street *Drive Time: 30 minutes*				
	2011		2016	
Households by Income	**Number**	**Percent**	**Number**	**Percent**
<$15,000	5,789	12.4%	5,730	11.7%
$15,000 - $24,999	5,708	12.2%	4,686	9.6%
$25,000 - $34,999	6,828	14.6%	5,676	11.6%
$35,000 - $49,999	8,530	18.2%	8,633	17.6%
$50,000 - $74,999	9,570	20.5%	11,896	24.3%
$75,000 - $99,999	4,971	10.6%	6,122	12.5%
$100,000 - $149,999	3,470	7.4%	3,990	8.2%
$150,000 - $199,999	864	1.8%	1,095	2.2%
$200,000+	1,035	2.2%	1,130	2.3%
Median Household Income	$42,573		$49,412	
Average Household Income	$56,596		$62,398	
Per Capita Income	$23,576		$26,276	

Residential Development

With the exception of the Depot property, future residential development within the study areas will likely be in the form of multi-family apartment or condominium units. Depending on location, this may include standalone apartments, rowhomes or townhomes, or units on upper floors above ground-floor commercial. Aside from those that are already present, it is not anticipated that new single-family detached structures would be located along any of the five corridors. Single family homes constitute the core of the strong surrounding neighborhoods that are contiguous with each corridor. In that the new single family home market will continue to cater primarily to families, the market for residential within the corridors will be primarily driven by the empty nester and young professional age cohorts.

The future does bode well for housing in the City. There are projections of decline in the 45-54 year old age cohort; however, households between 25 and 44 are projected to grow in both percentage and affluence. While this is a positive indication for market rate housing (both rental and for-sale) there remains a need to recognize the overall need for affordable housing in the City in general.

The above tables indicates household incomes and projections within a 10, 20, and 30 minute drive from the Eighth Street Corridor. This is not intended to represent a residential market area for a particular housing type, rather it is intended to provide context to households and incomes within the City and study areas.

Although, as mentioned, affordable housing is a City wide issue, proximity to key corridors is important in terms of access to public transit, employment, and schools. While this does not translate to or advocate construction of affordable housing product directly on the corridors, the City and appropriate agencies should be mindful of this in administering and planning housing policies.

Overall, the residential market continues to improve, albeit slowly. In the short to mid-term, residential development opportunities are more likely to be linked to rental than for-sale product. The three areas that may have more immediate shorter term potential are: East Front proximate to the campuses to accommodate affordable rental housing for students; West Front proximate to Munson Medical Center in relation to that expansion; and Eighth Street in association with the Depot property.

Retail

In order to ensure that the market dynamics of each corridor were appropriately defined, a separate market area was delineated for each of the five corridors. Market areas were defined by drive time as opposed to distance or mileage because this is more indicative of consumer behavior. It was found that while demand and market potential varied slightly form corridor to corridor, it was generally consistent throughout the City. The importance of understanding this is that recommendations can then be directly linked to the form and function of specific locations as opposed to a "market area". For example, in pure numbers, market supply and demand is generally the same at East Front and Garfield as it is at Fourteenth and Division. However, the suitability and feasibility of uses and development is different.

In that, as mentioned, market areas were generally consistent, Eighth Street is used for illustrative purposes. Drive times of 10, 20, and 30 minutes from the Eighth Street Corridor are used for this analysis. These distances are used due to the fact that the entire city, not just the corridors, functions as a more regional destination for the surrounding market. The 10 minute market area is more indicative of the local supply and demand whereas the 30 minute time represents the larger regional draw. Measuring the larger market area also better accounts for the seasonal population that extends into outlying areas.

Using ESRI, a nationally recognized provider of demographic data, existing supply and demand was analyzed. Demand is based on typical consumer expenditures within defined retail categories including food and drink. A "Leakage" factor is assigned for each category as well as the market as a whole. A positive Leakage factor indicates that the market area demand exceeds supply. Conversely, a negative leakage factor indicates that supply exceeds demand. While the demographic is relatively strong, indications are that the retail market is fairly saturated relative to the demand of the resident population. With a total trade area demand of approximately $303 million and a supply capable of supporting over $750 million, there is a Surplus/Leakage Factor of (-42). While seasonal and destination environments often show indications of oversupply, the extent of the leakage must be carefully addressed to ensure that overbuilding does not occur at the detriment of existing businesses.

The following graphic depicts the market area within a 10, 20, and 30 minute drive from the Eighth Street corridor.

The implication of this data is that, as mentioned previously, the City needs to carefully manage and target new development. Strategies may be geared toward reconfiguring and repositioning existing commercial properties. This may include but not be limited to providing assistance and working with business and property owners to address such things as: functional obsolescence, façade improvements, signage, infrastructure, access, visibility, cross access within parking areas, marketing and promotion, and other related issues. The underlying premise is that Traverse City is not underserved in terms of retail, rather some of the existing supply may not be adequately serving consumers. Recruitment of new uses and business, whether from within or outside of the market area, should be targeted at improving existing retail nodes.

Office

Additional office space in the study area is likely to be in the form of professional offices incorporated into a mixed use development or retrofitting an existing single-family home. New space will likely occupy medical, dental, legal, financial, and related businesses. These uses tend to have more flexibility in terms of layout and can typically be accommodated into a mixed use development. Near term speculative development is not likely. Any larger scale development would be in the form of build-to-suit for a specific end user and cater to their needs and specifications.

Retail Market Supply and Demand
Eighth Street, 2012

Drive Time: 10 minutes				
2010 Population	30,464			
2010 Households	13,657			
2010 Median Disposable Income	$38,076			
2010 Per Capita Income	$27,433			
Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap (Demand - Supply)**	**Surplus / Leakage Factor**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$308,382,920	$767,146,713	-$458,763,793	-42.7
Total Retail Trade (NAICS 44-45)	$263,719,654	$661,692,270	-$397,972,616	-43.0
Total Food & Drink (NAICS 722)	$44,663,266	$105,454,443	-$60,791,177	-40.5

Drive Time: 20 minutes				
2010 Population	62,957			
2010 Households	25,630			
2010 Median Disposable Income	$41,277			
2010 Per Capita Income	$26,776			
Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap (Demand - Supply)**	**Surplus / Leakage Factor**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$618,931,481	$1,013,906,389	-$394,974,908	-24.2
Total Retail Trade (NAICS 44-45)	$529,478,161	$865,042,500	-$335,564,339	-24.1
Total Food & Drink (NAICS 722)	$89,453,320	$148,863,889	-$59,410,569	-24.9

Drive Time: 30 minutes				
2010 Population	93,181			
2010 Households	37,334			
2010 Median Disposable Income	$41,815			
2010 Per Capita Income	$26,214			
Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap (Demand - Supply)**	**Surplus / Leakage Factor**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$907,908,496	$1,115,402,333	-$207,493,837	-10.3
Total Retail Trade (NAICS 44-45)	$778,281,329	$949,679,471	-$171,398,142	-9.9
Total Food & Drink (NAICS 722)	$129,627,167	$165,722,862	-$36,095,695	-12.2

Source: ESRI Business Analyst and Houseal Lavigne Associates

Development Prototypes

Site size and development requirements will vary depending on use with site depth being one of the biggest considerations. Typically, smaller retailers may require sites that are 60 to 70 feet deep while larger more intense uses such as restaurants may require sites ranging from 100 to 125 feet in depth. This is especially relevant when considering infill development along commercial corridors. Much of the development opportunity throughout the study areas is characterized by infill and/or site assemblage potentials.

Whether incorporated into a mixed used development or standalone residential development, buildings containing multiple residential units should be roughly 70 feet deep. This allows dwelling units of about 30 feet in depth off a double-loaded hallway.

The following model has been created as a guide for evaluating land use and development opportunities.

General notes

Regarding Retail: *Site size and development requirements will vary depending on use with site depth being one of the biggest considerations.*

Typically smaller retailers may require sites that are 60 to 70 feet deep while larger more intense uses such as restaurants may require sites ranging from 100 to 125 feet in depth.

Onsite or dedicated parking may be required and will be based on criteria of individual businesses and zoning requirements.

Regarding Hotels: *Hotel footprints and required site area varies greatly depending on property and location. Building footprints can range from 15,000 to 100,000 sq. ft*

Regarding Mixed Use: *Whether incorporated into a mixed used development or standalone residential development, buildings containing multiple residential units will likely be 65 to 70 feet wide. This allows dwelling units of about 30 feet in depth off a double-loaded hallway.(smaller for boutique hotels)*

Land Use Model

Use	Examples	Typical Size (square feet)	Typical Height (stories)	Does it require exposure?	Are traffic counts important?	Infill Locations?
Retail						
Grocery Store	Safeway, Save-A-Lot, Whole Foods	35,000 to 70,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	Typically not, unless larger urban environment
Specialty Grocer	Trader Joes	10,000 to 20,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	Typically not, unless larger urban environment
Convenience Store	7-11, KWIK Mart	2,500 to 7,500	1	Yes	Yes	Yes
Pharmacy	CVS, Walgreens	5,000 to 15,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	Typically not, unless larger urban environment
Gift shop	Hallmark, local	1,500 to 5,000	1	Yes	Pedestrian orientated environment can overcome low traffic counts	Yes
Large Electronics/ Appliances	HH Greg, Best Buy	100,000 to 200,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Electronics Smaller Scale	New Best Buy, Game Stop, Apple	1,500 to 15,000	1	Yes	Pedestrian orientated environment can overcome low traffic counts	Yes
General Merchandise	Target, Wal-Mart, Petco	100,000 to 200,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Warehouse Clubs	Costco, Sams Club	100,000 to 200,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Apparel	J Crew, Guess, Anthropologie	5,000 to 12,000	1+	Yes	Pedestrian orientated environment can overcome low traffic counts	Yes
Department Stores (free standing)	Kohl's, Sears	60,000 to 100,000	2	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Home Improvement	Lowes, Home Depot	100,000 to 150,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Hardware (small)	Do it Best	5,000 to 10,000	1	Yes	Yes	Yes
Office Supply	Staples, Office Max	10,000 to 25,000	1	Yes	Yes	Yes

Land Use Model

Use	Examples	Typical Size (square feet)	Typical Height (stories)	Does it require exposure?	Are traffic counts important?	Infill Locations?
Entertainment/Recreation						
Theater (multi screen)	AMC or similar	Dependent on number of screens	2 to 4	Needs signage exposure more than building exposure	Direct traffic counts less important than access to arterials.	Typically not for multi screen theaters, but okay for smaller one or two screen facilities
Health Club	XSport, LA Fitness, Independent	10,000 to 100,000	1 to 3	Needs signage exposure more than building exposure	Direct traffic counts less important than access to arterials.	Dependent upon club format.
Entertainment Center	Brunswick Zone, Lucky Strike	20,000 to 100,000	1 to 2	Needs signage exposure more than building exposure	Direct traffic counts less important than access to arterials.	Can be for bowling, but larger entertainment centers typically require shared or dedicated parking.
Hotel						
Limited Service	Hilton Garden, Hampton Inn	Depends on property	3 to 5	Needs signage exposure more than building exposure	Typically, but decent visibility and access from high traffic area okay.	No
Full Service	Marriott, Hyatt Regency	Depends on property	5+	Needs signage exposure more than building exposure	Typically, but decent visibility and access from high traffic area okay.	No
Boutique Hotel	Usually not a chain	Depends on property	3+	Boutique hotels vary	Depends on property	Yes
Mixed Use						
Office above retail	professional office, medical, financial. Legal etc.	*varies by development	2+	varies depending on ground floor commercial uses	For retail uses - yes. Less important for office.	Yes
Residential above retail and/or office	owner occupied condominiums and apartments	*varies by development	2+	varies depending on ground floor commercial uses	For retail uses - yes. Less important for office. No for residential.	Yes

Land Use Model

Use	Examples	Typical Size (square feet)	Typical Height (stories)	Does it require exposure?	Are traffic counts important?	Infill Locations?
Restaurants						
Full Service (Local)	White table cloth type	1,200 to 5,000	1 to 2	(depends on location and following)	Depends on use. Pedestrian orientated environment can overcome low traffic counts	Yes
Full Service (Chain)	Chilis,BW3, Olive Garden	2,500 to 5,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	No
Limited Service	Panera, Chipotle, Starbucks	1,500 to 3,000	1	Yes	Typically, but decent visibility and access from high traffic area okay.	Yes
Fast Food	McDonalds, Burger King	1,500 to 3,000	1	Yes	Yes	Typically not, unless larger urban environment
Beer, Wine, Liquor	Binnys, Local	2,500 to 7,500	1	Yes	Depends on use. Pedestrian orientated environment can overcome low traffic counts	Yes
Office Alone						
Professional Space	professional office, medical, financial. Legal etc.	varies by use	1+	Depends on use	Depends on use	Yes
Corporate	Headquarter property, single use	varies by use	1+	Depends on use	Direct traffic counts less important than access to arterials.	Yes
Residential Alone						
Condominiums	For Sale multi-family attached units	*varies by development	2+	No	No	Yes
Rowhomes/townhomes	For Sale single-family attached units	*varies by development	2-3	No	No	Yes
Apartments	Rental multi-family attached units	*varies by development	2+	No	No	Yes

SECTION FOUR

WEST FRONT STREET FRAMEWORK PLAN

EXISTING CONDITIONS

WEST FRONT ST

The West Front Street Corridor extends from the City municipal limits/Madison Street on the west to the Front Street Bridge on the east. Front Street is a key east/west route through the City, and the West Front Street is a key gateway and connection between the City's western neighborhoods and neighboring communities and Downtown.

Along its length, West Front Street has several different "character areas," each influenced by traffic volumes, existing land uses, proximity to Downtown, Munson Medical Center, Kids Creek, and other factors that will increase each area's potential.

The Framework Plan for West Front Street presents a guide for land use along the Corridor and identifies potential development and redevelopment opportunities. Specific recommendations for site and right-way improvements are provided to enhance the Corridor's appearance and character. Transportation related recommendations are also presented on the following pages to improve mobility along the corridor for motorist, pedestrian, and cyclists.

Pedestrian Comfort *Similar to Front Street within Downtown, this segment of Front Street has a stronger pedestrian orientation, especially when compared to East Front Street. As a western gateway to the City, the road is well travelled, but on street parking and wide parkways west of Cedar Street separate pedestrians from traffic and foster a more comfortable pedestrian environment.*

Sidewalks *Although sidewalks are provided along the corridor, in non-residential areas east of Cedar Street they exist as carriage walks, and the walks are narrow (5'). Within shopping areas and areas of higher pedestrian activity a wider sidewalk is desirable.*

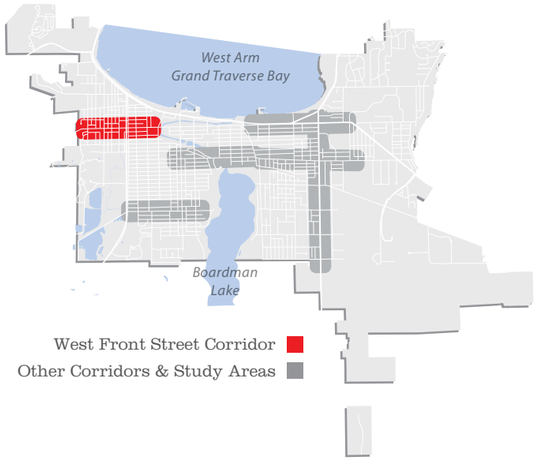
Intersections *While most intersections along Front Street function well, queuing and delays can be experienced at Division Street. As a result of the queuing delays at Division. In addition, traffic entering the corridor from the west approach Madison Street at relatively high speeds, compromising safety at this intersection.*

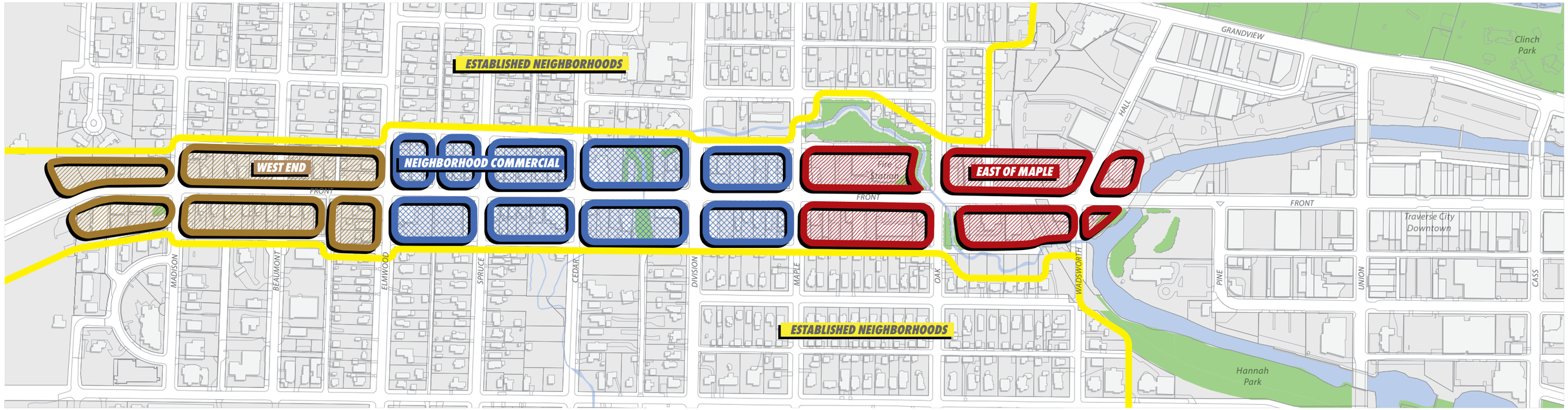
Roadway *West Front Street is a two lane cross section, with one travel lane provided in each direction and on-street parking provided periodically east of Spruce Street. The only signalized intersection in the West Front Corridor is at Division Street.*

Access Management *There are sections of the West Front Street Corridor where access to properties is well controlled, but in other sections access management is limited, resulting in left turn conflicts for vehicles and driveways/pedestrians. Access management is an important consideration for the West Front Corridor. By eliminating redundant driveways, consolidating curb cuts, and connecting adjacent parking lots, the function and safety of West Front Street can be improved.*

ADA Compliance *The Americans with Disabilities Act has created a set of guidelines to ensure that transportation infrastructure is constructed to standards that ensure accessibility for the disabled. Although sidewalks exist along Front Street, there are areas of non-compliance due to the lack of curb ramps, sidewalk width, and parked vehicles hanging over into the sidewalk realm .*

Bicycle Lanes *Designated bicycle lanes on a street provide a dedicated area of the roadway for bicycles. In addition to providing a safer environment for bicycles, bike lanes also provide more separation between traffic and sidewalk, further buffering pedestrians from moving cars. Bike lanes exist only east of Maple Street.*





CHARACTER AREA FRAMEWORK

WEST FRONT ST

Along each corridor there exists a range of different "character areas", defined by components such as functionality, development pattern, parking, building height, land use, appearance, development potential, and overall character. These different character areas are united by the corridor itself, yet each provides distinct environments that help define the unique experience's at different locations along the corridor's run.

Along the Front Street Corridor, three (3) different character areas have been identified and serve as the foundation for urban design, development, and transportation recommendations. The three character areas for Front Street are: 1) West End; 2) Neighborhood Commercial; and 3) East of Maple. Together, these different areas along Front Street represent the full range of land uses and development patterns, and they provide a variety of development and improvement opportunities for the corridor.

West End *The west end of West Front Street has a quiet residential character, despite heavy traffic volumes and close proximity to Munson Medical Center. Although traffic volumes are not expected to decrease, the hospital's recent expansion has incorporated components that enhance the quality of life and character of the area, including the hospital's efforts with campus decompression and the creation of the Kids Creek parkland. It is anticipated that this segment of West Front Street maintain its existing residential character. New development and investment should be compatible with the scale, character, and intensity of the adjacent resiential neighborhood.*

Built Form	*Compatible with the existing residential neighborhood and setbacks consistent with adjacent land uses.*
Parking	*Parking should be provided in the rear of buildings if possible, or alternatively in the side yard screened from Front Street with landscaping and a low masonry wall.*
Height	*1-2 stories.*
Uses	*Residential, or possibly low-impact neighborhood commercial.*

Neighborhood Commercial *The center of this Corridor is an opportunity to build on existing uses and establish a neighborhood commercial node catering to nearby residents and passing motorists. Although larger, more comprehensive redevelopment in this area would best achieve this, parcel sizes and multiple property owners complicates parcel assembly and large-scale redevelopment. As an alternative, commercial businesses in converted homes, such as Slabtown Burgers, are appropriate and reinforce the local scale and appeal of this area. Buildings within this character area should be between 1-2 stories in height, although additional height could be appropriate considering the heights of adjacent uses. Commercial uses should occupy ground floor spaces and office with multi-family dwellings appropriate on upper floors. Parking should be located behind the buildings, concealed from view and accessible from the alley; however the depth of parcels makes this challenging. As an alternative, parking should be located beside the buildings, with landscaping and/or a low masonry wall concealing the lot and providing a pedestrian scale at the street.*

Built Form	*Buildings at, or near, the sidewalk and front property line. Building scales and designs should fit in witha residential neighborhood.*
Parking	*Provided in the rear of buildings, or alternatively in the side yard screened with landscaping and a low masonry wall.*
Height	*1-2 stories, although additional stories could be appropriate depending on adjacent uses and existing buffering.*
Uses	*Mix of uses throughout including retail, service, office, and multi-family residential. Mixed-use buildings could have commercial on the ground floor with office or multi-family residential above.*

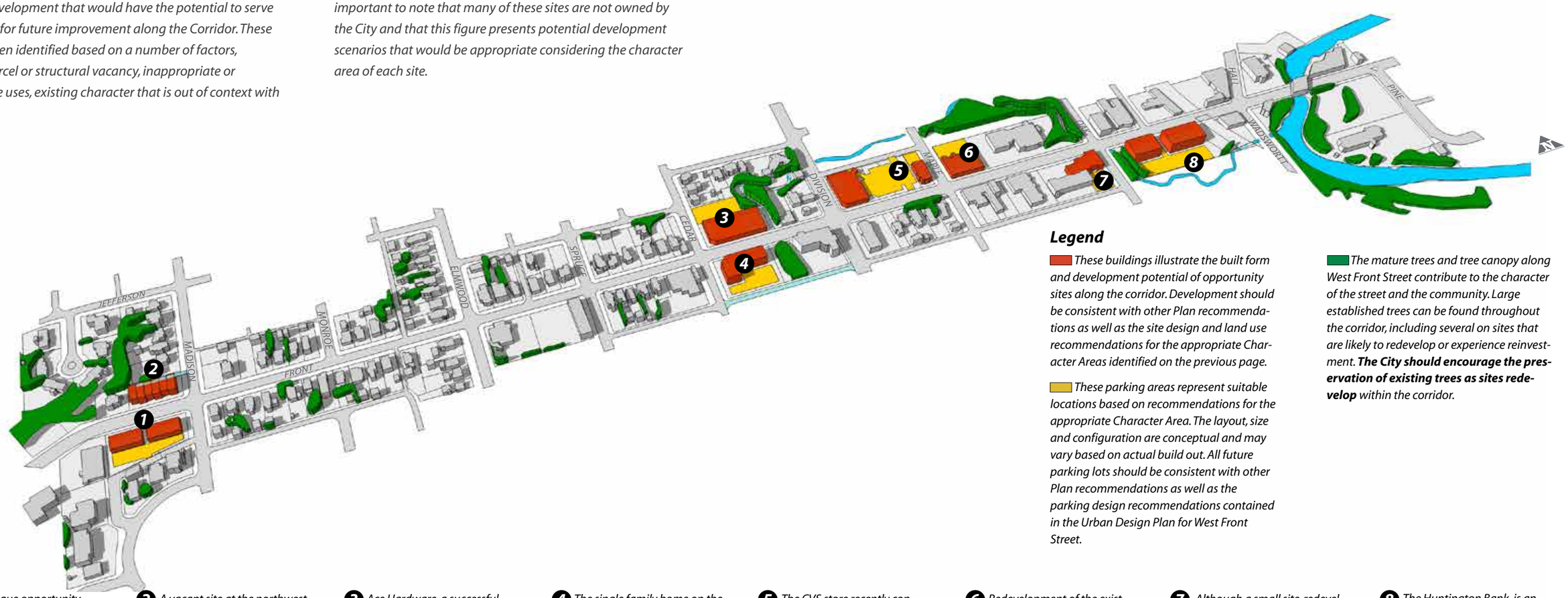
East of Maple *East of Maple Street, West Front Street becomes a busy commercial area, influenced by its proximity to Downtown. Adaptive reuse of two older buildings would create a unique atmosphere for the area, and the bridge over the Boardman River provides opportunities for scenic overlooks and connections with the water. This segment of the Corridor has strong potential for downtown expansion and development.*

Built Form	*Larger buildings are possible at or near the sidewalk and front property line with a continuous streetwall. Ideally, reuse of existing structures would merge into the character of Downtown.*
Parking	*Parking should be provided in the rear of buildings accessed by side streets and rear alleys.*
Height	*2-4 stories.*
Uses	*Mixed-use buildings could have any type of commercial on the ground floor with office or multi-family residential above. Commercial uses should fit in with similar uses Downtown.*

OPPORTUNITY DEVELOPMENT SITES

WEST FRONT ST

Recognizing that any site could redevelop, the West Front Street Corridor includes several sites that represent opportunities for improved development that would have the potential to serve as a catalyst for future improvement along the Corridor. These sites have been identified based on a number of factors, including parcel or structural vacancy, inappropriate or incompatible uses, existing character that is out of context with surrounding development or natural features, and/or underperformance based on their relative prominence or visibility. It is important to note that many of these sites are not owned by the City and that this figure presents potential development scenarios that would be appropriate considering the character area of each site.



Legend

These buildings illustrate the built form and development potential of opportunity sites along the corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified on the previous page.

These parking areas represent suitable locations based on recommendations for the appropriate Character Area. The layout, size and configuration are conceptual and may vary based on actual build out. All future parking lots should be consistent with other Plan recommendations as well as the parking design recommendations contained in the Urban Design Plan for West Front Street.

The mature trees and tree canopy along West Front Street contribute to the character of the street and the community. Large established trees can be found throughout the corridor, including several on sites that are likely to redevelop or experience reinvestment. ***The City should encourage the preservation of existing trees as sites redevelop*** *within the corridor.*

1 *This a unique opportunity along West Front Street and an opportunity to establish a high quality gateway for the City and Corridor. Redeveloped medical buildings should be attractive and high quality with strong orientation to Front Street with additional access from Beech Street via Madison. Any redevelopment should maintain the residential scale of the buildings and have a minimal impact on the nearby residential neighborhood.*

2 *A vacant site at the northwest corner of Madison Street and West Front Street provides an opportunity for residential development. Six or seven row homes could be accommodated on the site, with walkup entries along Front Street. Garages for the units should be located in the rear, serviced by a new alley accessible from Madison Street.*

3 *Ace Hardware, a successful and popular local retailer, could explore opportunities to redevelop their site to modernize and expand the existing building. Incorporating Latte-Dah into future plans would increase the flexibility and number of potential redevelopment scenarios, and allow for a larger store. Parking for the site should be relocated to the rear and provided on street (along both Cedar and Front).*

4 *The single family home on the corner of Front and Cedar and the partially unimproved commercial lot next to it is an incompatible land use arrangement that could be addressed with redevelopment. Considering the context of the area, appropriate uses for this site are commercial service, professional office, or mixed-use with upper story multi-family residential units. Incorporating the medical office to the east into a larger parcel could allow for potential synergies and connections with the recently constructed medical building to the east.*

5 *The CVS store recently constructed on the western half of this block will increase the commercial activity in the area. Consideration should be given to requiring CVS to construct a low profile masonry wall to screen their parking from Front Street and preserve the pedestrian oriented character of the street. One business in a converted single family home (currently for sale) remains and has some redevelopment potential. Redevelopment of this remaining parcel should utilize the alley as a means of cross access with CVS and locate its parking needs in the rear.*

6 *Redevelopment of the existing restaurant/tavern at the Front and Maple intersection could provide a stronger, continuous street wall along Front Street, similar to the development on the south side of the intersection. There is also potential to connect the development to Kids Creek on north side of the property but the existing alley may complicate this connection. Small, neighborhood-scaled commercial uses, such as retail or restaurants, are appropriate for the neighborhood. Despite being well buffered by trees to the north, any redevelopment should respect the residential setting.*

7 *Although a small site, redevelopment of this corner could make a big difference to one of the Corridor's prominent destinations, Buritt's Fresh Market. The current configuration block views of the store from Front Street. The undeveloped portion of the site allows for Burrit's to expand, similar to the adjacent commercial building to the west, and to provide access from Oak Street. While parking should ideally be located in the rear, the established built form suggests leaving the current building setback unchanged.*

8 *The Huntington Bank is an attractive building, but it caters to the automobile, with a prominent drive-through and no front pedestrian entry along Front Street. The site is large and under unified ownership, providing a great opportunity to expand activity along Front Street. Redevelopment as mixed-use with the bank occupying offices could be considered, provided the bank's drive-through is in the rear of the building. Redevelopment should have a strong orientation toward Front Street with parking located in the rear.*

500 feet

URBAN DESIGN FRAMEWORK

WEST FRONT ST

The Urban Design Framework Plan provides a framework for the actions and improvements to enhance the appearance, function, and overall vitality of the Front Street Corridor. Improvements and recommendations identified in the plan are recommendations affecting both the public and private realm. Some of the improvements are simple, less costly improvements that can be implemented more quickly, while others are more costly improvements that will require more detailed study, planning, and funding.

The bend of Front Street near Madison Street and the intersection of Pine Street and Front are focal points of the Corridor that anchor the west and east ends. ***As primary entries, these areas should be improved with gateway features and passive traffic calming****, including signage, landscaping, unique pavement treatment, and more to strengthen the identity of the Corridor and calm entering traffic.*

In addition to the Corridor's primary gateways, other intersections provide opportunities to help strengthen the Corridor's identity and overall sense of place. ***The City should improve these non-gateway intersections with features that complement the primary gateways****, including landscaping and signage, but to a lesser extent.*

There are segments of Front Street where ***utilities, mechanical infrastructure, and service areas detract from the appearance of the Corridor****. These areas should be adequately screened with landscaping and fencing including rooftop mechanical equipment.*

Crossings over the Boardman River and Kids Creek provide scenic views. To formalize these views, ***the City should install scenic overlooks along the Corridor*** *to provide opportunities for all to enjoy the natural beauty.*

To improve the appearance of the Corridor and reinforce the desired pedestrian scale of the street, ***the City should work toward removing existing billboards through amortization.*** *Amortization would result in the removal of signs over time and help minimize any claims for just compensation that could arise under the Fifth Amendment, Michigan law, and federal legislation.*

The City should ***encourage new development to identify and protect viewsheds and vistas*** *onto Grand Traverse Bay, Boardman River, and other environmental assets by prohibiting overly intensive or massive development that blocks the viewpoint's subject.*

Many take pride in the fact that Traverse City is a walkable community. While City regulations have been effective in establishing an extensive sidewalk network along Front Street, maintenance issues and gaps in the network do exist. ***The City should ensure a complete sidewalk network exists*** *along Front Street and ensure adjacent neighborhoods are also connected to the sidewalk network.*

Trailheads and rest areas are important amenities that enhance the use of the entire trail system. The City should seek ***opportunities to install these amenities that may include providing information, parking, signs, restrooms, etc.*** *Trailheads should be prominent and provide information about the trail and surrounding context.*

Parkway landscaping can visually unite a corridor and help establish a sense of place and identity. It can also play an important role in screening parking areas and reducing noise, light, dust, and glare from a roadway onto adjacent properties. ***The City should develop and implement a unified streetscaping treatment along the Corridor*** *consisting of evenly spaced right-of-way trees, pedestrian scale lighting, shrubbery and hedges, flower beds, and other improvements that can help beautify and distinguish this important corridor.*

In addition to sidewalk connections along Front Street, there are opportunities to ***connect to the Traverse Area Recreation and Transportation Trails' network (TART Trails).*** *Providing signage for the trail connections would assist in promoting the TART trail system, enhance the walkability and bikability of the community, and better connect the Front Street Corridor and its businesses to the trail system.*

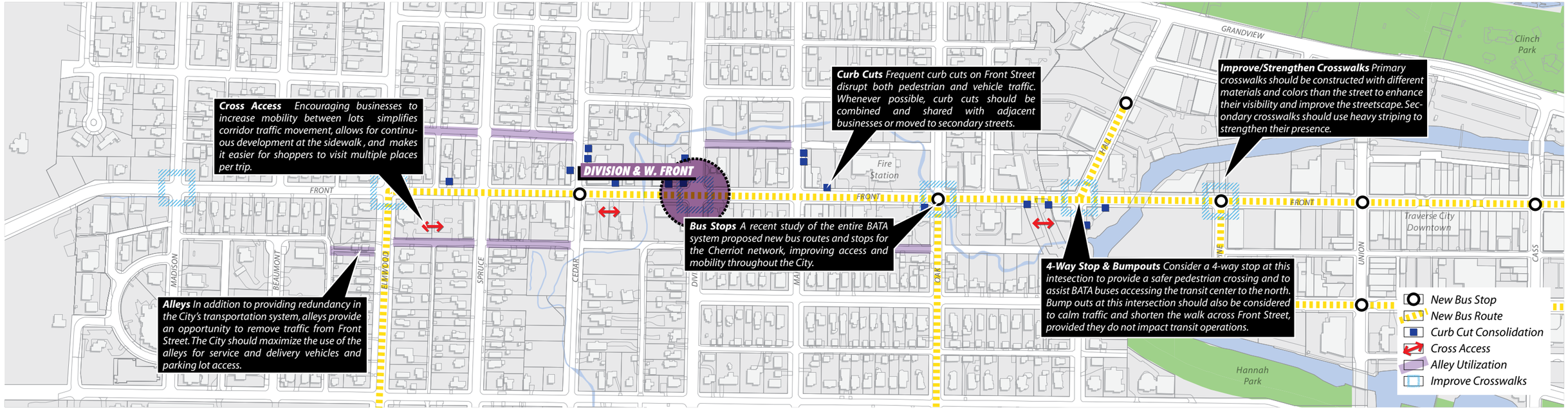
Strengthening and enhancing crosswalks throughout the Corridor *could improve the pedestrian orientation and safety of Front Street. Primary crosswalks, designated for busier intersections, should be constructed with different materials and colors than the street, such as brick pavers or stamped and painted concrete, to enhance their visibility and improve the streetscape. Secondary crosswalks should use heavy striping to strengthen their presence.*

"Complete streets" prioritize safe and easy access for all modes of transportation including vehicles, bicycles, pedestrians, and public transportation. Even small improvements such as providing ***street furniture can further enhance the pedestrian experience and make the Corridor more inviting.***

Wayfinding signage plays an important role in the branding, place making, function, and navigation of an area. ***A district identity and brand could be created for the Front Street Corridor and wayfinding could direct motorists and pedestrians*** *to key destinations along the Corridor and within the community. Wayfinding signage should be simple, quick and easy to understand, attractive, and contribute to the appearance and overall character of the West Front Street Corridor.* ***Kiosks with maps and directories should be placed at key activity nodes within the Corridor,*** *and be easily visible to drivers and pedestrians.*

Munson Medical Center is a community destination and major employment center, although Munson's expansion plans have focused on campus decompression and improved residential compatibility. The hospital will continue to be an influencing factor for this area and the City should ***continue to work with Munson Medical Center to minimize impacts of their operations on the surrounding neighborhoods.***

Munson's expansion plans have been diligent in working to enhance the quality of life and character of the area through several efforts, including ***the daylighting of Kids Creek*** *and creating parkland throughout the campus. This effort should serve as a positive example for other development within the City.*



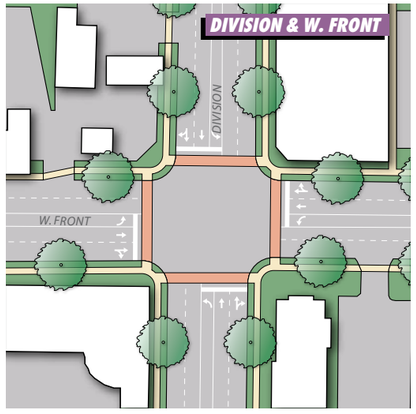
TRANSPORTATION FRAMEWORK PLAN

WEST FRONT ST

Safe and efficient transportation of vehicles, bicyclists, and pedestrians along the Front Street Corridor must be a priority for the City. However, given the existing right-of-way dimensions and lane configurations, adequately accommodating all modes of travel can be challenging. Consideration must be given to traffic traveling along the Corridor. Coordinatation with essential parking and property access along the roadway is important in order to provide a functional and viable corridor for commerce and future development.

The key components of transportation are addressed in a manner geared toward enhanced mobility and safety for all modes of travel. Recommendations address access management, intersections, sidewalks, pedestrian comfort, ADA compliance, bicycle lanes, and more. Also, coordinated with transportation improvements, there must be beautification and urban design enhancements designed and implemented in a way that is integrated into circulation and access rather than accommodated as an afterthought.

Note on Upgrade Signalized Intersection *Future traffic volumes and detailed traffic analysis are needed to determine lane configuration at intersection based on current peak hour counts.*



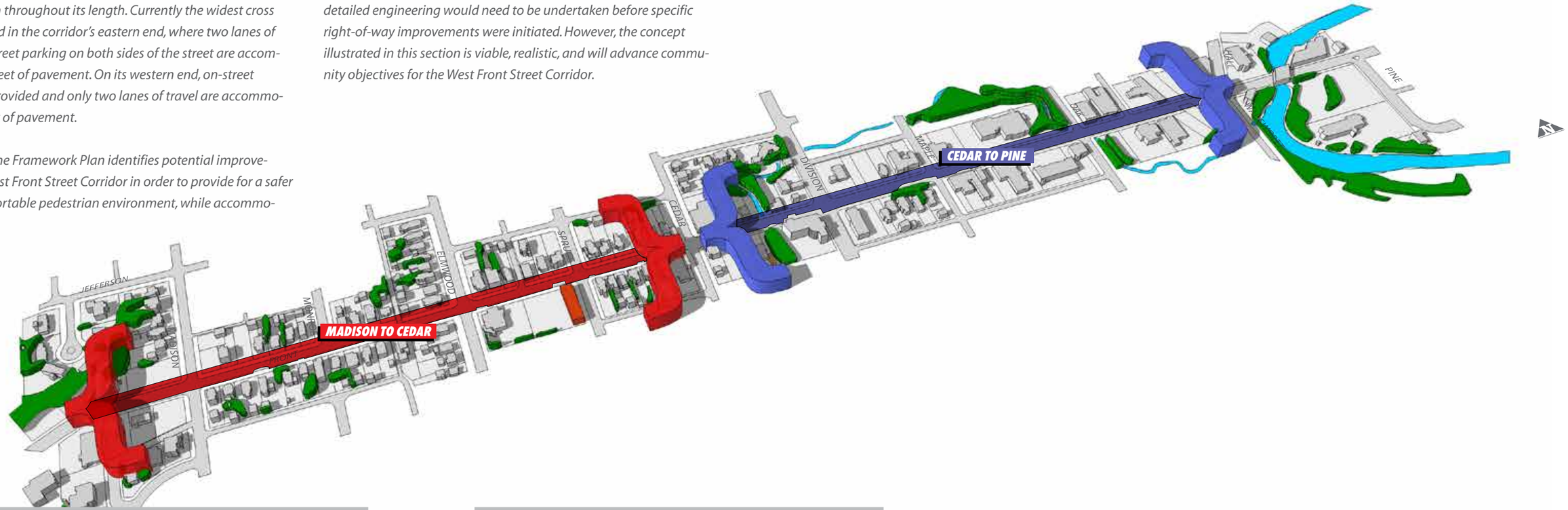
Division & W. Front *It is recommended that the City maintain the existing northbound and southbound configuration of the intersection at Division and Front including a left, through and through-right turn lane for westbound traffic and a left, through and through-right turn lane for eastbound traffic. Consideration should be given to adding a designated through lane for westbound and eastbound traffic. This reconfiguration is a tradeoff. It would reduce traffic queues, left turn conflicts, and related congestion along Front Street but it will increase the distance pedestrians have to walk to cross the street.*

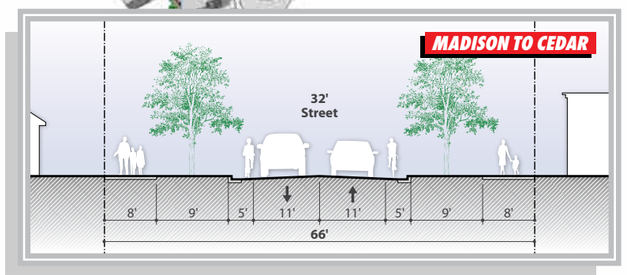
POTENTIAL RIGHT-OF-WAY IMPROVEMENTS

WEST FRONT ST

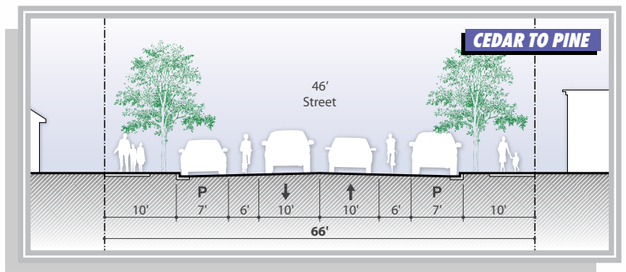
Existing right-of-way cross sections vary slightly along the West Front Street Corridor. Although there are only two travel lanes throughout this portion of Front Street, turning lanes and on-street parking vary the cross section throughout its length. Currently the widest cross section is located in the corridor's eastern end, where two lanes of travel and on-street parking on both sides of the street are accommodated in 46 feet of pavement. On its western end, on-street parking is not provided and only two lanes of travel are accommodated on 32 feet of pavement.

This section of the Framework Plan identifies potential improvements to the West Front Street Corridor in order to provide for a safer and more comfortable pedestrian environment, while accommodating parking and the efficient movement of vehicles, bicycles and pedestrians. Working within the existing right-of-way one "typical" section is recommended, however its application is subject to detailed engineering would need to be undertaken before specific right-of-way improvements were initiated. However, the concept illustrated in this section is viable, realistic, and will advance community objectives for the West Front Street Corridor.





Madison to Cedar *Madison to Cedar should be maintained as a two-lane street, with 11-foot travel lanes and a 5-foot bicylce lane in each direction. This cross section provides for an 8-foot sidewalk and a 9-foot parkway for trees and streetscaping. The parkway space could also be used for a bus turnout lane when necessary. The existing pavement width ranges between roughly 30 and 32 feet and the proposed pavement width is 32 feet.*



Cedar to Pine *Cedar to Pine should be maintained as a two-lane street, with 10-foot travel lanes, and a 6-foot bicycle lane, with 7-feet dedicated to on-street parking. On-street parking is recommended for both sides of the street which would require lane reconfiguration on the south side of Front, west of Maple. This cross section also identifies a 10-foot "flexible" space to accommodate a sidewalk for pedestrians and a parkway for trees and streetscaping. The existing pavement width ranges between roughly 43 and 46 feet. The proposed pavement width for West Front is 46 feet.*

SECTION FIVE

EAST FRONT STREET FRAMEWORK PLAN

EXISTING CONDITIONS

EAST FRONT ST

The East Front Street (US 31, M-37, and M72) Corridor extends from Grandview Parkway on the west to Fair Street/College Drive on the east. Front Street is a key east/west route through the City and the eastern segment presented in this section serves as an important east gateway.

Along its length, East Front Street has several different "character areas," each influenced by traffic volumes, existing land uses, proximity to Downtown, proximity to the West Arm of Grand Traverse Bay, and other factors that will increase each area's potential.

The Framework Plan for East Front Street presents a guide for land use along the Corridor and identifies potential development and redevelopment opportunities. Specific recommendations for site and right-way improvements are provided to enhance the Corridor's appearance and character. Transportation related recommendations are also presented on the following pages to improve mobility along the corridor for motorist, pedestrian, and cyclists.

Pedestrian Comfort *Unlike Front Street within Downtown, this segment of Front Street is oriented towards the automobile. It is a State Route (M-37, M72, and US Route 31) and high traffic volumes along with faster moving cars are detrimental to pedestrian comfort. Although sidewalks are provided along the corridor, most exist as carriage walks, meaning there is no parkway, and the sidewalk is adjacent to the road. Additionally, the walks are narrow (5') and other obstructions in the concrete create a pedestrian realm that leaves much to be desired.*

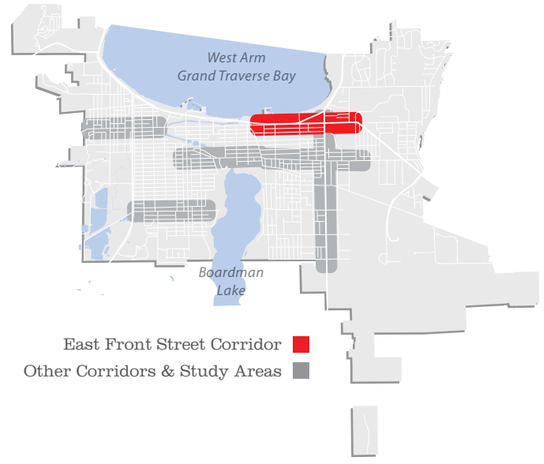
Intersections *While most intersections along Front Street function well, queuing and delays can be experienced at Fair Street and Garfield Avenue. As a result of the queuing delays at Garfield, business access is impacted. Fair Street is complicated by a limited site distance for westbound traffic as they approach the intersection and a high skew angle at Peninsula Drive results in a high speed turning movement from Front Street and limited visibility for traffic on Peninsula.*

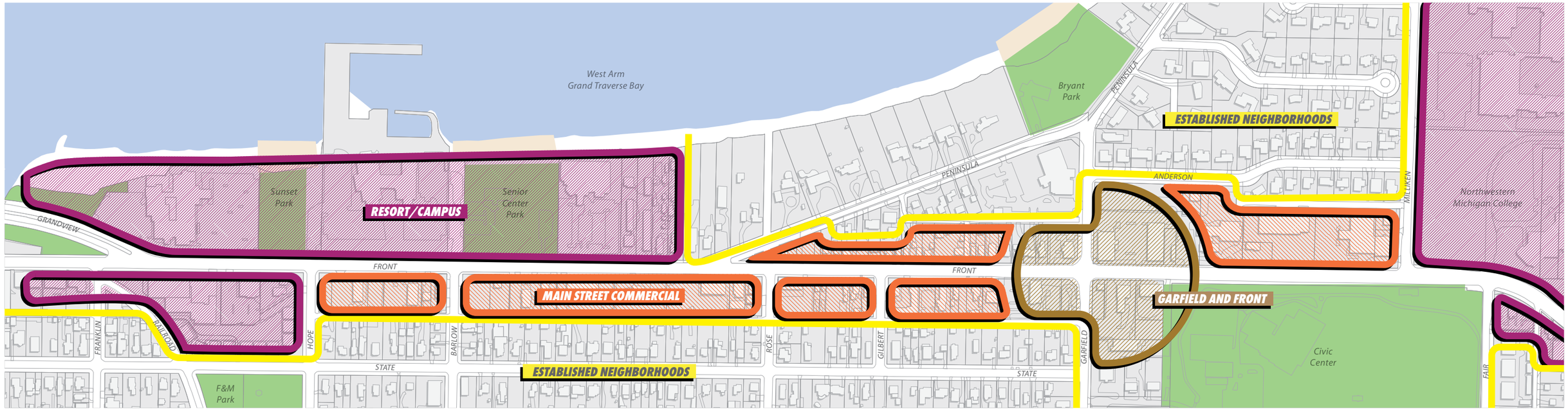
Roadway *East Front Street primarily consists of a four lane cross section, with two travel lanes provided in each direction. There are signalized intersections at Fair Street/College Drive, Garfield Avenue, Barlow Street, and the Grandview Parkway. There is a left only turn lane provided between Garfield Avenue and Fair Street, and other sections are four lanes, resulting in left turn conflicts and queuing along the roadway.*

Access Management *There are sections of the East Front Street Corridor where access to properties is well controlled, but in other sections access management is limited, resulting in left turn conflicts for vehicles and driveways/pedestrians. Access management is an important consideration for the East Front Street Corridor. By eliminating redundant driveways, consolidating curb cuts, and connecting adjacent parking lots, the function and safety of East Front Street can be improved.*

ADA Compliance *The Americans with Disabilities Act has created a set of guidelines to ensure that transportation infrastructure is constructed to standards that ensure accessibility for the disabled. Although sidewalks exist along Front Street, there are areas of non-compliance due to the lack of curb ramps, sidewalk width, and sidewalk obstructions.*

Bicycle Lanes *There are no bike lanes along the corridor. Designated bicycle lanes on a street provide a dedicated area of the roadway for bicycles. In addition to providing a safer environment for bicycles, bike lanes also provide more separation between traffic and sidewalk, further buffering pedestrians from moving cars. Traffic volume and speed on East Front Street make it less than ideal for bicycle use, however parallel streets do provide for safer alternative routes.*





CHARACTER AREA FRAMEWORK

EAST FRONT ST

Along each corridor there exists a range of different "character areas", defined by components such as functionality, development pattern, parking, building height, land use, appearance, development potential, and overall character. These different character areas are united by the corridor itself, yet each provides distinct environments that help define the unique experience to be had at different locations along the corridor's run.

Along the Front Street Corridor, three (3) different character areas have been identified and serve as the foundation for urban design, development, and transportation recommendations. The three character areas for Front Street are: 1) Resort/Campus; 2) Convenience Commercial; and 3) Garfield and Front. Together, these different areas along Front Street represent the full range of land uses and development patterns are provide a variety of development and improvement opportunities for the corridor.

Resort/Campus *This area consists of large parcels with deep lot depths and Bay frontage. Existing development generally fronts the bay with large parking lots adjacent to Front Street. Examples of this development pattern include: the Holiday Inn, Haggerty Conference Center at Northwestern Michigan College, and the Bayfront Resort. These areas should maximize the use of the bay, but should still consider their relationship to Front Street. Given the large parcels and large setbacks, taller narrow buildings should be favored over long, low-rise buildings that wall off the bay.*

Built Form	*Tall buildings that can accommodate hotel/resort uses but do not obstruct visual and physical access to the Bay. Long, low rise buildings should be avoided along the bayside of the Front Street. Front Street should be treated as an important façade.*
Parking	*When parking lots along Front Street are unavoidable they should be screened with attractive, low masonry walls and landscaping. Pedestrian access to bayfront resorts through lots should be clear and convenient.*
Height	*3-4 stories, although additional stories could be appropriate on properties depending on adjacent uses and existing buffering.*
Uses	*Hotels/resorts and college campuses are the most desirable uses, although mixed-use and multi-family residential may be appropriate if they are well designed when in context.*

Main Street Commercial *Most parcels in these areas are too shallow to yield development of significant scale, however traffic counts and activity do provide development potential for underutilized and vacant parcels. While parcel depth creates challenges, parking should be located behind buildings when possible. As a secondary alternative, parking should be located beside buildings, buffered by landscaping and/or a low masonry wall. Cross-access between adjacent businesses should be promoted and curb cuts, drive ways and access points minimized. Drive-throughs for businesses should be subtle, attractive, and well designed. All commercial activity should consider the impact on nearby residential properties and utilize appropriate screening and buffering.*

Built Form	*Buildings at or near the sidewalk and front property line. Continuous streetwall is desired, but gaps may be needed to accommodate parking, driveways, and occasional larger setbacks may provide for additional landscaping. Drive-throughs should be screened from view; strong cross access should be created between parcels.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Front Street with landscaping and a low masonry wall.*
Height	*2-3 stories.*
Uses	*Uses should lean toward commercial and office, although mixed-use or multi-family development could be appropriate depending on the location within the corridor.*

Garfield and Front *This area should provide connectivity to destinations and amenities such as the Civic Center and Bryant Park and establish a mixed-use node along at this intersection. Development should consist of mixed-use buildings, with ground floor commercial and residential units on upper floors. Uses should cater to residents, visitors staying in nearby hotels, or those passing through. Parking should be provided in the rear of the sites, accessed by the existing alley, with buildings placed at the sidewalk to create a comfortable pedestrian atmosphere.*

Built Form	*Buildings at or near the sidewalk and front property line to create a pedestrian-friendly atmosphere. Larger setbacks at the Garfield and Front instersection should be considered to accommodate a potential roundabout. Site configurations should work together to create a strong activity node.*
Parking	*Parking should be provided in the rear of buildings accessed by existing alleys.*
Height	*2-4 stories, although additional stories could be appropriate on properties depending on adjacent uses and existing buffering.*
Uses	*Mixed-use buildings with commercial on the ground floor with office or multi-family residential above.*

OPPORTUNITY DEVELOPMENT SITES

EAST FRONT ST

Recognizing that any site could redevelop, the East Front Street Corridor includes several sites that represent opportunities for improved development that would have the potential to serve as a catalyst for future improvement along the Corridor. These sites have been identified based on a number of factors, including parcel or structural vacancy, inappropriate or incompatible uses, existing character that is out of context with surrounding development or natural features, and/or underperformance based on their relative prominence or visibility. It is important to note that many of these sites are not owned by the City and that this figure presents potential development scenarios that would be appropriate considering the character area of each site.

Legend

These buildings illustrate the built form and development potential of opportunity sites along the corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified on the previous page.

These parking areas represent suitable locations based on recommendations for the appropriate Character Area. The layout, size and configuration are conceptual and may vary based on actual build out. All future parking lots should be consistent with other Plan recommendations as well as the parking design recommendations contained in the Urban Design Plan for East Front Street.

The mature trees and tree canopy along East Front Street contribute to the character of the street and the community. Large established trees can be found throughout the corridor, including several on sites that are likely to redevelop or experience reinvestment. ***The City should encourage the preservation of existing trees as sites redevelop*** *within the corridor.*

1 *Because of its location, this site has the potential to be a natural extension of downtown. A hotel or office Development similar to the building to the east are appropriate uses. The development pattern of the Plante Moran offices to the west could be continued, and redevelopment could be integrated into the existing building. New construction should have a strong orientation toward Front Street, with secondary entrances on Hope Street, and parking in the rear.*

2 *The auto service uses at Front and Barlow are not consistent with the character of the surrounding neighborhood. Even when considered together, this small opportunity site has limited possibilities, but its redevelopment would remove uses unfit for the corridor. Commercial uses that have low trip generation may be preferred given the fact that access can be problematic during peak periods. At minimum, repositioning the service station within the site would be an improvement.*

3 *This vacant lot is an excellent development opportunity. Extending the site to include the Happy Hog Café to the east would expand the potential redevelopment scenarios. A professional office or hotel use with strong orientation toward Front Street and secondary entrances on Barlow Street would be most appropriate. Parking should be located in the rear and accessed by the existing alley.*

4 *East of the Bayshore Resort are motel-style cottage accommodations, a noticeable contrast to newer hotels in the corridor. This opportunity site could be redeveloped into a modern hotel or mixed-use development with access to the bayfront. The City may also consider proposals that include acquiring residential parcels to the east, increasing the site's frontage on both Front Street and the Bay. However, any new development needs to respect the adjacent residential neighborhood, and should have parking and setbacks consistent with the Bayshore Resort.*

5 *The Grand Traverse Motel at Gilbert and Front and the office building at Rose and Front are similar in that they are larger corner parcels with redevelopment potential. Professional office, commercial service, mixed-use, or multi-family development are appropriate for either of these sites. Any new development should have a strong orientation toward Front Street and secondary entrances on adjacent side streets. Parking should be located in the rear and accessed by the existing alley.*

6 *The Cuppa Joe at Front and Garfield is a repurposed former bank drive-thru, and large front setbacks gives the corner a vacant feel. Redevelopment near the intersection should add height and density with buildings closer to the street. Any new development should have a strong orientation toward both Front Street and Garfield Avenue. Parking should be located in the rear, accessed by the existing alley, and ideally coordinated with the neighboring Burger King to create a shared parking lot.*

7 *Redeveloping the vacant Arby's lot along with adjacent uses to the east and west could be a catalyst for transformation of this key intersection. The City should promote mixed-use development with connections to the Civic Center and views to West Grand Traverse Bay. Redevelopment near the intersection should add height and density with buildings closer to the street. Any new development should have a strong orientation toward both Front Street and Garfield Avenue with parking located in the rear.*

8 *While tax generating uses are generally preferred for East Front Street, well planned and positioned public uses can contribute to activity in the corridor. The Faith Reformed Church should be encouraged to develop a formal plan for improving the connectivity of their campus. The church should consider parceling off the western portion of the site to allow commercial development at the intersection of Front and Garfield. Any new development at the corner should have a strong orientation toward both Front Street and Garfield Avenue with parking located in the rear accessed from Garfield.*

URBAN DESIGN FRAMEWORK

EAST FRONT ST

The Urban Design Framework Plan provides a framework for the actions and improvements to enhance the appearance, function, and overall vitality of the East Front Street Corridor. Improvements and recommendations identified in the plan are recommendations affecting both the public and private realm. Some of the improvements are simple, less costly improvements that can be implemented more quickly, while others more costly that will require more detailed study, planning, and funding.

The intersections of Grandview Parkway and Front Street, and Fair Street and Front Street, are focal points of the corridor and anchor the west and east ends. ***As primary entries, these areas should be improved with gateway features****, including signage, landscaping, unique pavement, and more to strengthen the identity of the corridor.*

In addition to the Corridor's primary gateways, other intersections provide opportunities to help strengthen the corridor's identity and overall sense of place. ***The City should improve these non-gateway intersections with features that complement the primary gateways****, including landscaping and signage, but to a lesser extent.*

There are segments of Front Street where ***utilities, mechanical infrastructure, and service areas detract from the appearance of the Corridor****. These areas should be adequately screened with landscaping and fencing including rooftop mechanical equipment.*

The City should ***encourage new development to identify and protect viewsheds and vistas*** *onto Grand Traverse Bay and other environmental assets by prohibiting overly intensive or massive development that blocks the viewpoint's subject.*

Parkway landscaping can visually unite a corridor and help establish a sense of place and identity. It can also play an important role in screening parking areas and reduce noise, light, dust, and glare for adjacent properties. ***The City should develop and implement a unified streetscaping treatment along the corridor*** *consisting of evenly spaced right-of-way trees, pedestrian scale lighting, shrubs, flower beds, and other improvements that can beautify and distinguish this important corridor.*

Many take pride in the fact that Traverse City is a walkable community. While City regulations and policies have been effective in establishing an extensive sidewalk network along Front Street, maintenance issues and gaps in the network do exist. ***The City should ensure a complete sidewalk network exists*** *along Front Street and ensure adjacent neighborhoods are also connected to the sidewalk network.*

In addition to sidewalk connections along Front Street, there are opportunities to ***connect to the Traverse Area Recreation and Transportation Trails' network (TART Trails).*** *Providing signage for the trail connections would assist in promoting the TART trail system, enhance the walkability and bikability of the community, and better connect the Front Street Corridor and its businesses to the trail system.*

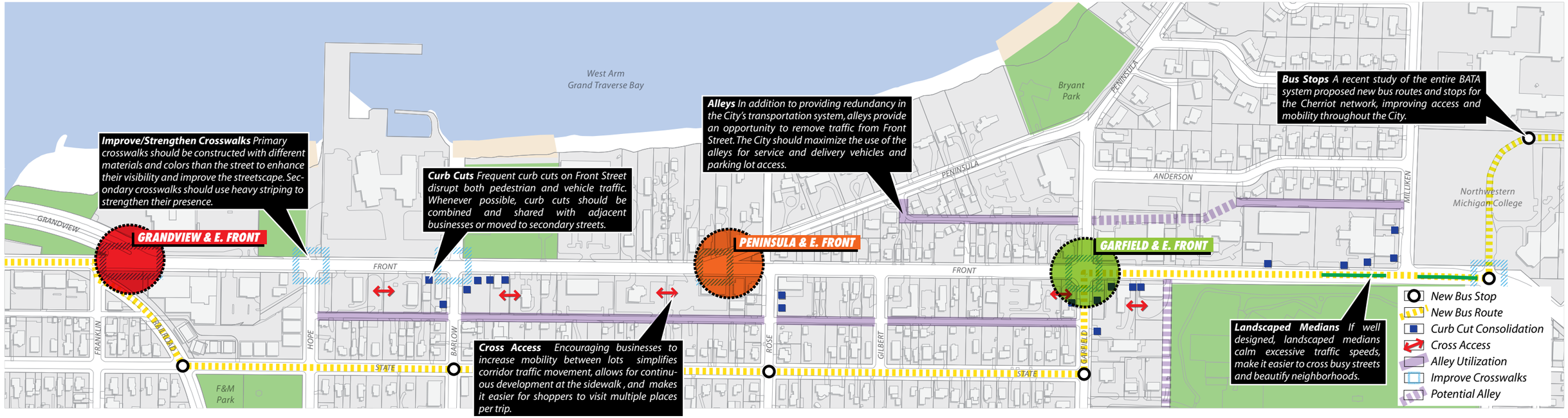
Strengthening and enhancing crosswalks throughout the Corridor *could improve the pedestrian orientation and safety of Front Street. Primary crosswalks, designated for busier intersections, should be constructed with different materials and colors than the street, such as brick pavers or stamped and painted concrete, to enhance their visibility and improve the streetscape. Secondary crosswalks should use heavy striping to strengthen their presence.*

"Complete streets" prioritize safe and easy access for all modes of transportation, including vehicles, bicycles, pedestrians, and public transportation. Even small improvements such as providing ***street furniture can further enhance the pedestrian experience and make the Corridor more inviting.***

Wayfinding signage plays an important role in the branding, place making, function, and navigation of an area. ***A district identity and brand could be created for the East Front Street Corridor and wayfinding could direct motorists and pedestrians*** *to key destinations along the Corridor and within the community. Wayfinding signage should be simple, quick and easy to understand, attractive, and contribute to the appearance and overall character of the Front Street Corridor.* ***Kiosks with maps and directories should be placed at key activity nodes within the Corridor,*** *and be easily visible to drivers and pedestrians.*

Trailheads and rest areas are important amenities that enhance the use of the entire trail system. The City should seek ***opportunities to install these amenities that may include providing information, parking, signs, restrooms, etc.*** *Trailheads should be prominent and should provide information about the trail and surrounding context.*

Residential uses on East Front Street should have front yard fencing to delineate the public realm from private property. The intent of the front-yard fencing, however, is not to create a sense of privacy. Fencing should instead serve to create a consistent and attractive streetwall, incorporating decorative materials with plenty of transparency. ***Fencing that detracts from the corridor's appearance and stands in isolation should be removed.***



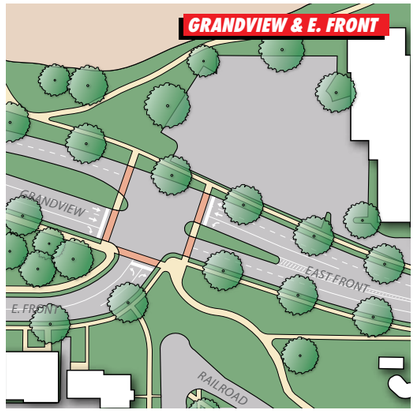
TRANSPORTATION FRAMEWORK PLAN

EAST FRONT ST

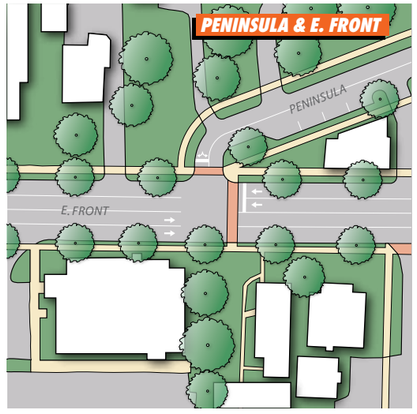
Safe and efficient transportation of vehicles, bicyclists, and pedestrians along the East Front Street Corridor must be a priority for the City. However, given the existing right-of-way dimensions and lane configurations, adequately accommodating all modes of travel can be very challenging. Consideration must not only be given to traffic traveling along the corridor, but must also coordinate with the essential parking and property access along the roadway in order to provide a functional and viable corridor for commerce and future development.

The key components of transportation are addressed in a manner geared toward enhanced mobility and safety for all modes of travel. Recommendations address access management, intersections, sidewalks, pedestrian comfort, ADA compliance, bicycle lanes, and more. Also, coordinated with transportation improvements, there must be beautification and urban design enhancements designed and implemented in a way that is integrated into circulation and access, rather than accommodated as an afterthought.

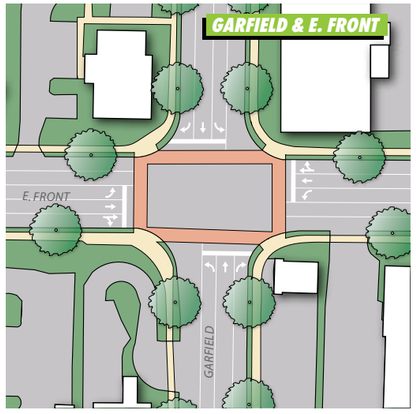
Note on Upgrade Signalized Intersections *Future traffic volumes and detailed traffic analysis would be needed to determine required lane configuration at intersections based on current peak hour counts.*



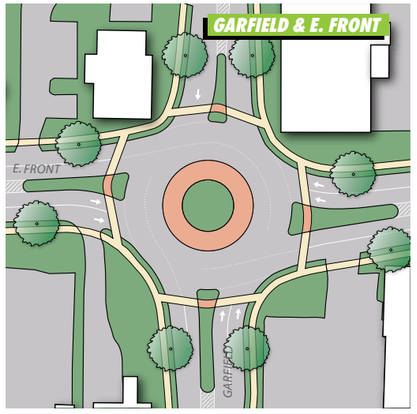
Grandview & Front *The City should consider reconfiguring Railroad Avenue so as to not intersect with Front or Grandview. Front should be realigned to provide a safer intersection for pedestrians, cyclists and motorist and reduce traffic conflicts and confusion at the current intersection. Consideration should be given to provide a designated left turn lane for westbound traffic and a designated right turn lane on for eastbound traffic along Grandview making turns onto Front.*



Peninsula & Front *The City should consider reconfiguring Peninsula and West Front into a T-Intersection. This would decrease the crossing distance for pedestrians from 98' to 24' creating a more pedestrian friendly intersection and reducing traffic conflicts between vehicles and pedestrians.*



Garfield & Front *It is recommended that the City maintain the existing east/westbound configuration of the intersection at Front and Garfield including a left, through and through-right turn lane for westbound traffic and a left, through and through-right turn lane for eastbound traffic. Consideration should be given to adding a designated through lane for northbound and southbound to the existing right-through and left turn lane that currently exists for Garfield.*



Garfield & Front *With the acquisition of additional right-of-way, it would be possible to install two-lane roundabout at Front and Garfield. Typically two-lane roundabouts are 140 to 160 feet in diameter, but the exact geometry (e.g. number of entry lanes, size, etc.) would need to be determined by additional data collection and analysis. Updated data regarding traffic counts and projections will be required before a roundabout analysis (i.e. RODEL, roundabout traffic analysis software) analysis can be conducted.*

POTENTIAL RIGHT-OF-WAY IMPROVEMENTS

EAST FRONT ST

Existing right-of-way cross sections vary slightly along the East Front Street Corridor. There are primarily four travel lanes along this portion of Front Street with turning lanes at signalized intersections.

Currently the road is widest at this five-lane cross section on its eastern end where four travel lanes and one turn lane are accommodated on 56 feet of pavement. In other sections, the street is about 46 feet wide and consists of four travel lanes.

This section of the Framework Plan identifies potential improvements to the West Front Street Corridor to provide for a safer and more comfortable pedestrian environment, while accommodating the efficient movement of vehicles and pedestrians. Working within the existing right-of-way, one "typical" section is recommended, however its application is subject to detailed engineering that would need to be undertaken before specific right-of-way improvements were initiated. The concept illustrated in this section is viable, realistic, and advance community objectives for the East Front Street Corridor.

Grandview to Milliken *Grandview to Fair should be maintained as a four-lane cross section, with 11-foot lanes in each direction. Consideration was given to providing a dedicated bicycle lane or shared bike lanes, however this road is heavily traveled and streets adjacent to Front can accomodate bike circulation more safely. This would also require a widening of the street (and crosswalks) and result in a narrow sidewalk. The existing pavement width along East Front between Grandview and Fair is 46 feet. The proposed pavement width is 44 feet requiring pavement reduction to accommodate the space for a 6 foot sidewalk and a 5 foot parkway.*

Milliken to Fair *As recommended on the Transportation Framework Plan, the entrance to this corridor should incorporate a landscaped median to frame the entry and serve as a potential location for a gateway feature or wayfinding. This portion of the corridor would have 11-foot travel lanes, 6-foot median, 5-foot sidewalks, and a 3-foot parkway. The median would run along the corridor between Milliken and College and then taper off into the recommended East Front St cross section. A landscape median would require the pavement width to be widened to 50 feet at the entry point of the corridor.*

Widened Cross Section *The cross section identified for East Front Street identifies the optimal configuration given the existing traffic volumes, width of the right-of-way, and function of the road as determined by MDOT. The City could, however, work cooperatively with MDOT to acquire additional right-of-way from parcel fronting the corridor to implement a more ideal cross section to accommodate the City's wishes while not affecting the traffic operations. An additional 16 feet of right-of-way (8 feet on each side), would allow for a 10-foot sidewalk (or combination of sidewalk and parkway), a 5-foot bike lane, both a 10 and 11-foot travel lane in each direction, and a 10-foot center turn lane.*

SECTION SIX

EIGHTH STREET FRAMEWORK PLAN

EXISTING CONDITIONS

EIGHTH ST // WEST

The Eighth Street Corridor extends from Union Street on the west to Fair Street on the east. As the most southerly east/west route across town, portions of Eighth Street average more than 20,000 vehicles per day making it one of the busiest streets in the City.

Along its length, Eighth Street has several different "character areas", each influenced by traffic volumes, existing land uses, proximity to Downtown, and other factors that will increase each area's potential.

The Framework Plan for Eighth Street presents a guide for land use along the Corridor and identifies potential development and redevelopment opportunities. Specific recommendations for site and right-way improvements are provided to enhance the Corridor's appearance and character. Transportation related recommendations are also presented on the following pages to improve mobility along the corridor for motorist, pedestrian, and cyclists.

Access Management *There are sections of the corridor where access to properties is well controlled, but in other sections access management is limited, resulting in numerous left turn conflicts for vehicles and driveways/pedestrians. Left turn lanes are only provided in some sections of the corridor, resulting in left turn conflicts and queuing along portions of the roadway. Access management is a key consideration for the Eighth Street corridor. By eliminating redundant driveways, consolidating curb cuts, and connecting adjacent parking lots, the function and safety of Eighth Street can be improved.*

Intersections *While most intersections along the Eighth Street corridor function well, queuing and delays can be experienced at Garfield Avenue and at Boardman Avenue. The jogged Lake Avenue intersections are problematic, particularly for westbound traffic where through traffic moves around turning vehicles at the southern segment of Lake Avenue in a through lane that quickly becomes a turn lane for the north segment Lake Avenue. Vehicles can become "trapped" which results in weaving and "racing" to get into the through lane. This is further exacerbated by the high skew angle for right turns at Lake Avenue for westbound traffic, resulting in high speed turning movement and limited visibility. In addition, during peak hours a percentage of motorists use Lake Avenue to avoid the Cass and Eighth Street intersection.*

Sidewalks *Many take pride in the fact that Traverse City is a walkable community. While City regulations and policies have been effective in establishing an extensive sidewalk network along Eighth Street, maintenance issues and gaps in connections to the Eight Street network do exist. The City should ensure a complete sidewalk network exists along Eighth Street and ensure adjacent neighborhoods are also connected to the sidewalk network. As outlined in the following section, it is recommended that sidewalks be provided on both sides of the entire length of the corridor.*

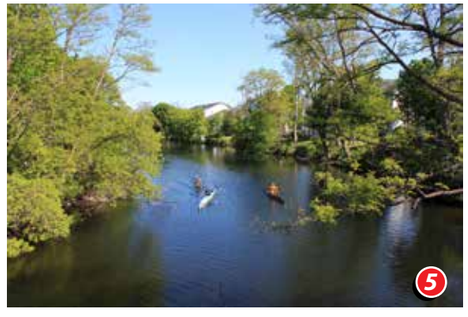
Pedestrian Comfort *The area of greenspace between roadway and sidewalk, referred to as the parkway, varies throughout the Eighth Street Corridor. In some segments the parkway widens to between eight and 10 feet (between Union and Lake and between Barlow and Garfield), while in other areas a width of three to five feet is typical (between Boardman and Woodmere and between Garfield and Fair). Some segments however, have no parkway, and the sidewalk is adjacent to the roadway (called a carriage walk). Carriage walks exist along Eighth Street between Lake and Boardman and between Woodmere and Barlow. A carriage walk is also present around the Garfield Avenue intersection, however a small median and access drive/frontage road separates pedestrians from traffic. Carriage walks provide pedestrians with little separation from traffic lanes.*

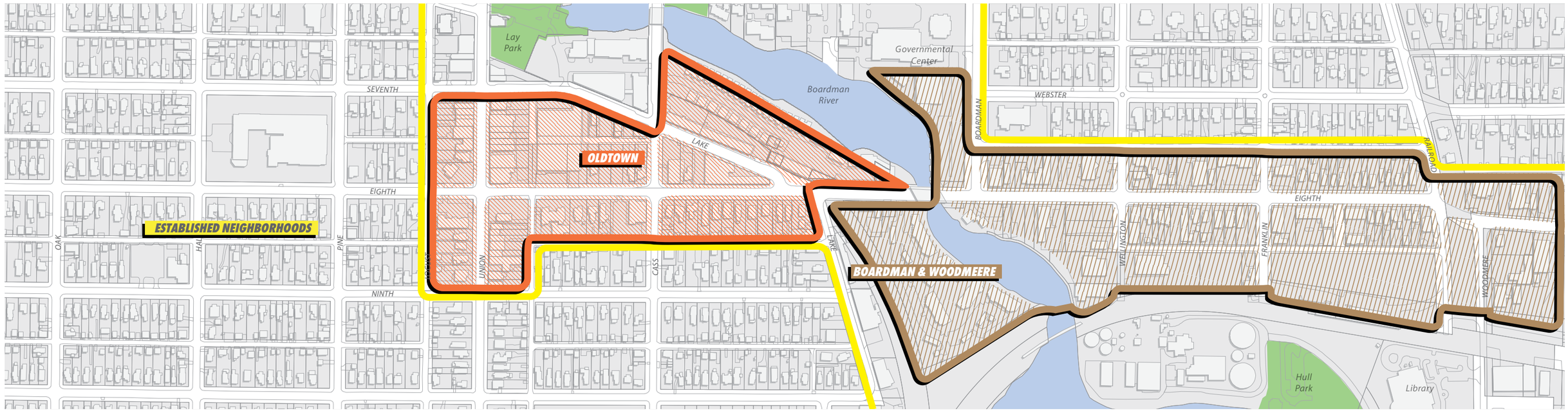
ADA Compliance *The Americans with Disabilities Act has created a set of guidelines to ensure that transportation infrastructure is constructed to standards that ensure accessibility for the disabled. Sidewalks are a key component of Traverse City's transportation network and if they are not ADA accessible they can pose great challenges to the disabled, elderly and others. Although all sidewalks along Eighth Street comply with the ADA's width requirements (five feet), curb ramps are required whenever a sidewalk crosses a curb. Curb ramps are also required to have a detectable surface, in terms of both color and texture. Along Eighth Street there are several non-compliant sidewalks due to the lack of curb ramps.*

Bicycle Lanes *Designated bicycle lanes on a street provide a dedicated area of the roadway for bicycles. Along Eighth Street bicycle lanes exist only between Hastings and Fair, and are absent in other areas of the corridor. In addition to providing a safer environment for bicycles, bike lanes also provide more separation between traffic and sidewalk, further buffering pedestrians from moving cars.*

EXISTING CONDITIONS

EIGHTH ST // EAST continued





CHARACTER AREA FRAMEWORK

EIGHTH ST // WEST

Along each corridor there exists a range of different "character areas", defined by components such as functionality, development pattern, parking, building height, land use, appearance, development potential, and overall character. These different character areas are united by the corridor itself, yet each provides distinct environments that help define the unique experience to be had at different locations along the corridor's run.

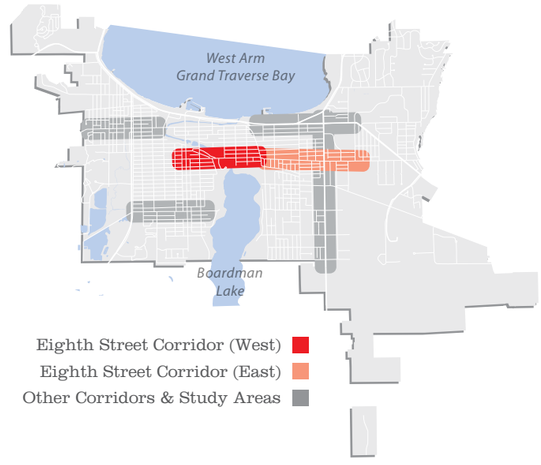
Along the Eighth Street Corridor, five (5) different character areas have been identified and serve as the foundation for urban design, development, and transportation recommendations. The five character areas for Eighth Street are: 1) Old Town; 2) Boardman/Woodmere; 3) Traditional Neighborhood; 4) Eighth and Garfield; and 5) Local Office. Together, these different areas along Eighth Street represent the full range of land uses and development patterns are provide a variety of development and improvement opportunities for the corridor.

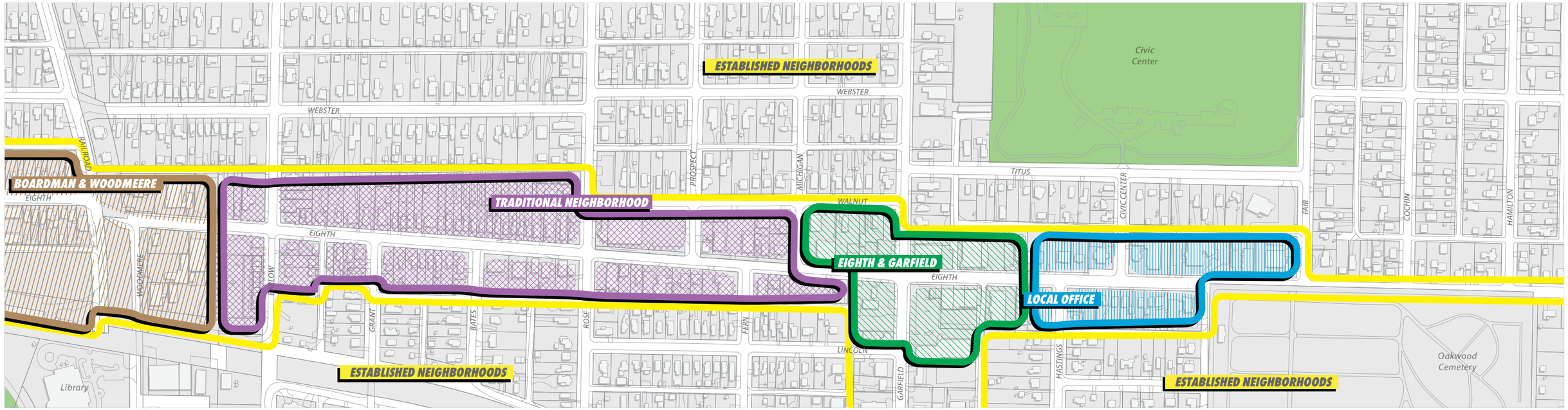
Old Town *Old Town is a unique district within Traverse City, located to the south and west of Downtown. There has been recent investment within and around Old Town, including the City's new parking garage located along Eighth Street, one block east of Union Street. Construction of the parking garage is having a catalytic affect on the area, evidenced by recent construction and pending plans such as the plan to rebuild the Playhouse Theatre. New development in this character area should replicate historic Old Town development, with multi-story buildings situated at or near the front property line. Where appropriate, parking should continue to be accommodated in the new Old Town parking garage if capacity allows, allowing for parcels within this area to maximize use of their individual sites. Otherwise, parking should be located behind buildings to maintain a consistent streetwall. If surface parking lots are constructed, they should be coordinated between multiple developments, allowing for centrally located parking for all uses.*

Built Form	*Buildings at, or near, the sidewalk and front property line with a continuous streetwall.*
Parking	*Provided in existing parking garage if capacity permits, otherwise in the rear of buildings.*
Height	*2-4 stories.*
Uses	*Ground floor retail with office or multi-family residential above.*

Boardman/Woodmere *This character area has several challenges and much potential. Two jogged intersections complicate the efficient movement of cars through the area and create a less than hospitable pedestrian environment. However with views and connections to Boardman Lake and the Boardman River along with nearby focal points (Public Library and Governmental Center), there are several opportunities for interesting development and synergy between adjacent areas. Development within this character area should maximize waterfront opportunities and connections to the TART system. Appropriate uses within this character area should include a range of retail, service, office, multi-family residential. Building heights should respect adjacent uses, however additional height could be permitted on parcels like the Depot property, that would have minimal impact on existing and established single-family neighborhoods.*

Built Form	*Buildings at, or near, the sidewalk and front property line. Continuous streetwall is desired, but gaps could provide views to the water and may be needed to accommodate parking and driveways.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Eighth Street with landscaping and a low masonry wall.*
Height	*2-4 stories, although 5-6 stories could be appropriate considering location.*
Uses	*Mix of uses throughout, including retail, service, office and multi-family residential. Mixed-use buildings should have commercial uses on the ground floor with office or multi-family residential above.*





CHARACTER AREA FRAMEWORK

EIGHTH ST // EAST continued

Traditional Neighborhood *In the center of this Corridor there are a number of uses that can best be described as a traditional neighborhood, complete with different types of residential dwellings and neighborhood commercial uses that cater to nearby residents as well as passing motorists. Family Fare Market and Potter's bakery are key neighborhood uses that anchor the neighborhood commercial node. Other neighborhood type retail, service and office uses should be promoted in this character area. Nicely landscaped sites with attractive buildings, screened parking, and connections to the alley should be promoted within these segments of Eighth. Appropriate uses within the traditional neighborhood area should include all types of residential units and all types of low-intensity commercial uses that primarily serve the neighborhood.*

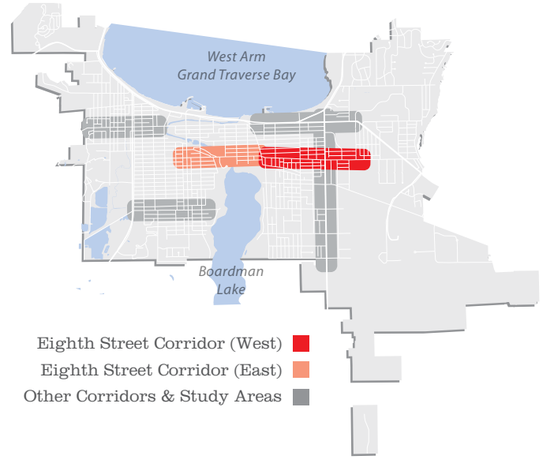
Built Form	*Buildings at or near the sidewalk and front property line. Continuous streetwall is desired particularly in commercial areas, but gaps may be needed to accommodate parking and driveways or side yards for residential uses.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Eighth Street with landscaping and a low masonry wall.*
Height	*2-3 stories.*
Uses	*Mix of low-intensity/neighborhood oriented uses including retail, service, office, and all types of residential. Mixed-use buildings should have commercial on the ground floor with office or multi-family residential above.*

Eighth and Garfield *The intersection of Eighth and Garfield is one of the busiest intersections in the City. The current buildings and development pattern are outdated and redevelopment should be promoted on all corners. While parcel-by-parcel redevelopment is less complicated, comprehensive redevelopment is preferred and the City should take all measures necessary to improve the likelihood of this approach to redevelopment. If redeveloped, this intersection should is best suited for convenience retail given traffic volumes. Buildings should be placed close to the street, but should consider sight lines, potential intersection expansion, and ensuring a safe and comfortable pedestrian atmosphere. Parking spaces should be located in the rear or beside buildings, buffered by landscaping and/or a low masonry wall. Cross access between adjacent businesses should be promoted and curb cuts, driveways and access points minimized. Drive-thrus for businesses should be subtle, attractive and well designed. All commercial activity should consider the impact on nearby residential properties and utilize appropriate screening and buffering.*

Built Form	*Buildings at, or near, the sidewalk and front property line. Continuous streetwall is desired particularly at the intersection to anchor the corners and frame the street, however consideration should be given to necessary sight lines.*
Parking	*Parking should be provided in the rear of buildings.*
Height	*2-4 stories.*
Uses	*Mix of uses including retail, service, and office. Residential is desirable only as a component of a mixed-use building. Mixed-use buildings could have any type of commercial on the ground floor with office or multi-family above.*

Local Office *East of the intersection of Eighth and Garfield, the activity along Eighth Street diminishes and the corridor transitions to a quieter setting, with lower intensity office buildings. New investment and redevelopment should maintain the existing scale and character of this area. Appropriate uses include residential (multi-family or attached single family) and/or office uses. Buildings should be between 1-3 stories in height.*

Built Form	*Buildings should have setbacks consistent with existing uses. Side yards should also be mindful of the existing rhythm of buildings and side yards.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Eighth Street with landscaping and a low masonry wall.*
Height	*1-3 stories.*
Uses	*Commercial service, office, and residential uses.*



OPPORTUNITY DEVELOPMENT SITES

EIGHTH ST // WEST

Recognizing that any site could redevelop, the Eighth Street Corridor includes several sites that represent opportunities for improved development that would have the potential to serve as a catalyst for future improvement along the Corridor. These sites have been identified based on a number of factors, including parcel or structural vacancy, inappropriate or incompatible uses, existing character that is out of context with surrounding development or natural features, and/or underperformance based on their relative prominence or visibility. It is important to note that many of these sites are not owned by the City and that this figure presents potential development scenarios that would be appropriate considering the character area of each site.

1 *Randy's is a service station located at the intersection of Union and Eighth in the heart of Old Town. It is an auto oriented/centric use in the midst of a pedestrian area. While a local garage is a convenient service, there may be a more appropriate site elsewhere along Eighth Street or within the City. Should the site redevelop, the building should be adaptively reused and uses should be compatible with uses to the south and contribute to pedestrian activity.*

2 *A narrow development opportunity exists on the south side of the parking garage, between the parking deck and Eighth Street. Development of this City-owned parcel should explore a shallow multi-story building that could tie to the parking deck with bridges or catwalks. Ideal uses would include ground floor commercial uses, with office or residential above. Additionally, it is important that the design of the building complement the appearance of the attractive parking deck.*

3 *On the south side of Eighth Street, between the Playhouse Theatre and Randy's Service Station there are four houses with redevelopment potential. Some have already been converted to business uses while and some remain residential. The proximity to the parking garage allow these sites to maximize their building envelope, accommodating in the parking garage. Although the current uses are appropriate, mixed-use redevelopment would better contribute to the character and synergy of the Corridor. As another option, the addiction recovery facility at 116 E. Eighth Street may represent an opportunity for lodging, such as a bed and breakfast or boutique hotel.*

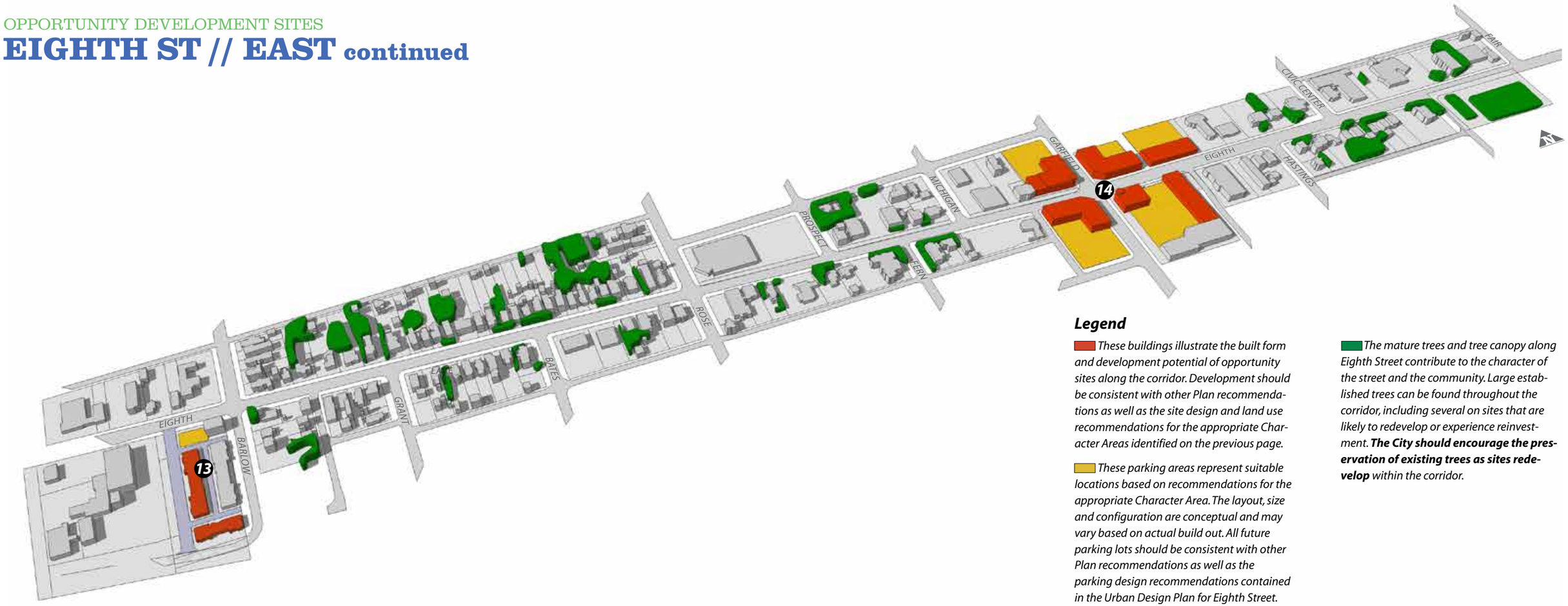
4 *Close to Downtown, Boardman Lake, Boardman River, the new parking garage, and the Hagerty Insurance development, this site represents one of the largest development opportunities in the City. To achieve full potential however, this opportunity will require parcel assembly, which can be difficult. Ideally the development would include all property between Lake Avenue and Eighth Street and strengthen the connection between Old Town and Downtown. The parking garage could accommodate some of the parking needs for this development that should consist of mixed-use buildings, with commercial uses on the ground floor and residential and/or office above.*

5 *The Old Town Playhouse Theatre is exploring redevelopment of its site or expansion of their existing building. Similar to properties to the west, redevelopment of the theatre site should capitalize on the parking garage that is within close proximity and maximize full use of the site. Any new building should be located at or near the street, creating a street wall and establishing a pedestrian scale. The Theatre should be engaging and interesting from the street. It should provide opportunities for pedestrian interest, such as the State Theatre that has exhibits and posters in their display windows along "Main Street".*

6 *The Thirlby property is a highly visible site within close proximity to Downtown and Old Town. The Thirlby family, and their businesses, have been in the community for many years, and it is important that the Plan recognize that any redevelopment should happen when the owners are ready to leave the site. The triangular site would allow for interesting commercial redevelopment that could contribute to activity, synergy, and the overall character of the area, providing an opportunity for an interesting vista and icon for the Old Town District.*

7 *The potential Boardman Lake Avenue would intersect with Eighth Street east of Lake Street and create a development opportunity at its intersection. Development of this site should have primary orientation to Eighth Street with parking in the rear accessed by either Lake Street or the new Boardman Lake Avenue. Given proposed turn restrictions on Lake Avenue, development should mindful of the cut-through potential of this parcel if Boardman Lake Avenue is constructed.*

EIGHTH ST // EAST continued



Legend

These buildings illustrate the built form and development potential of opportunity sites along the corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified on the previous page.

These parking areas represent suitable locations based on recommendations for the appropriate Character Area. The layout, size and configuration are conceptual and may vary based on actual build out. All future parking lots should be consistent with other Plan recommendations as well as the parking design recommendations contained in the Urban Design Plan for Eighth Street.

The mature trees and tree canopy along Eighth Street contribute to the character of the street and the community. Large established trees can be found throughout the corridor, including several on sites that are likely to redevelop or experience reinvestment. ***The City should encourage the preservation of existing trees as sites redevelop*** *within the corridor.*

8 *The south parking lot of the Governmental Center may represent a potential development opportunity along Eighth Street. The public parking lot is primarily used by government employees, and to, realize this opportunity, the parking needs for both existing and future uses must be addressed. This location does however, provides a unique riverfront opportunity as well as an opportunity to strengthen the connection between the Eighth Street Corridor and Downtown.*

9 *A small office building is situated at a signalized intersection along Eighth Street, with Boardman River frontage and close proximity to Downtown. This location provides a unique riverfront opportunity as well as an opportunity to provide redundancy in the transportation network, creating a linkage from Boardman to Woodmere parralleling Eighth Street. Ideally, redevelopment of this site would extend east to Wellington Street, including the existing business use and the vacant site. Uses that provide enjoyment and views of the water should be promoted on the ground floor with multi-family residential on upper floors, and public open space provided along Boardman River.*

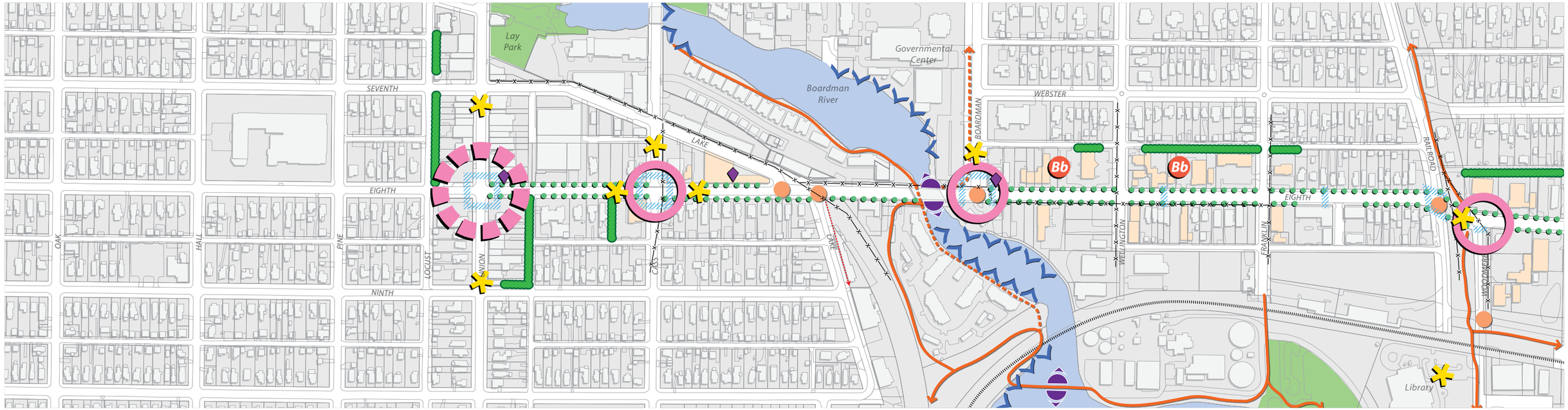
10 *Situated close to Downtown and the Governmental Center, this site is well suited for commercial redevelopment along Eighth Street. Redevelopment could extend to Boardman Avenue and include the Cigar Box Company Building. Parking should be located on the rear of the site, connected to storefronts and the public sidewalk with pedestrian arcades through or between buildings. Parcel depths are shallow, which will place additional constraints on building size. If larger buildings are placed at the corners with parking provided midblock, the parking lot should be screened with a low masonry wall and landscaping.*

11 *The "Depot Property" represents an opportunity for mixed use or multi-family development. Situated between the Stations development to the north and the old railroad depot to the south, this site provides a unique opportunity to integrate into the Station's development which could provide Eighth Street access and exposure. Access to this development should also be provided from Woodmere Avenue to the east via a new road extension. Development of this site could also include Junior's Tires; however adaptive reuse of that building would be preferred. If executed properly, redevelopment of this site could have a catalytic affect on adjacent properties, including Site 11.*

12 *North of the "Depot Property" there are a number of single-family homes that have limited redevelopment potential as individual parcels. However, if they can be assembled, their redevelopment could complement, or be incorporated into, the Stations and Depot Property redevelopment. Assembly and comprehensive redevelopment is preferred and the built form and land uses should complement the existing Stations development.*

13 *In the short-term, infill development opportunities include the rear of the site and the unimproved area between Brick Wheels and McLain Cycle and Fitness. However, consideration should be given to comprehensive redevelopment of the entire block as a long-term objective. At a minimum, new development should explore extending a new north-south street through the middle of the site which would provide the opportunity to build another row of row houses facing the new street (west) and conceal the rear of the existing row houses. An alley could also be constructed to provide access to rear garage entries.*

14 *The intersection of Eighth and Garfield is one of the busiest intersections in the community. Current uses fail to maximize the potential that the traffic provides, largely due to the built form and development pattern of the properties. Each corner of this intersection could undergo incremental improvements on a site by site or building by building basis. However, a full-scale redevelopment is preferred to reposition these corners and dramatically transform this key intersection of the City. The current frontage road and building types are outdated. Abandoning the frontage road for a more traditional cross-section with on-street parking, coupled with comprehensive redevelopment, is recommended.*



URBAN DESIGN FRAMEWORK

EIGHTH ST // WEST

The Urban Design Framework Plan provides a framework for the actions and improvements to enhance the appearance, function, and overall vitality of the Eighth Street Corridor. Improvements and recommendations identified in the plan are recommendations affecting both the public and private realm. Some of the improvements are simple, less costly improvements that can be implemented more quickly, while others more costly that will require more detailed study, planning, and funding. Due to the length of the Eighth Street Corridor, the Urban Design Plan and its recommendations are presented over a two-page spread.

The intersections of Union Street and Eighth Street and Garfield and Eighth Street are focal points of the Corridor, and these intersections anchor the west and east ends respectively. ***As primary entries and focal points, these areas should be improved with gateway features****, including signage, landscaping, unique pavement treatment, and more to strengthen the identity of the corridor.*

In addition to the corridor's primary gateways, other intersections provide opportunities to help strengthen the corridor's identity and overall sense of place. ***The City should improve these non-gateway intersections with features that complement the primary gateways****, including landscaping and signage, but to a lesser extent.*

Most of the buildings along the corridor can be described as well kept, however few have been updated or modernized. The cumulative effect is a corridor that appears outdated. As an alternative to redevelopment, ***façade enhancements could "upgrade" the appearance of the corridor,*** *providing more attractive buildings with attractive and welcoming entrances and storefronts.*

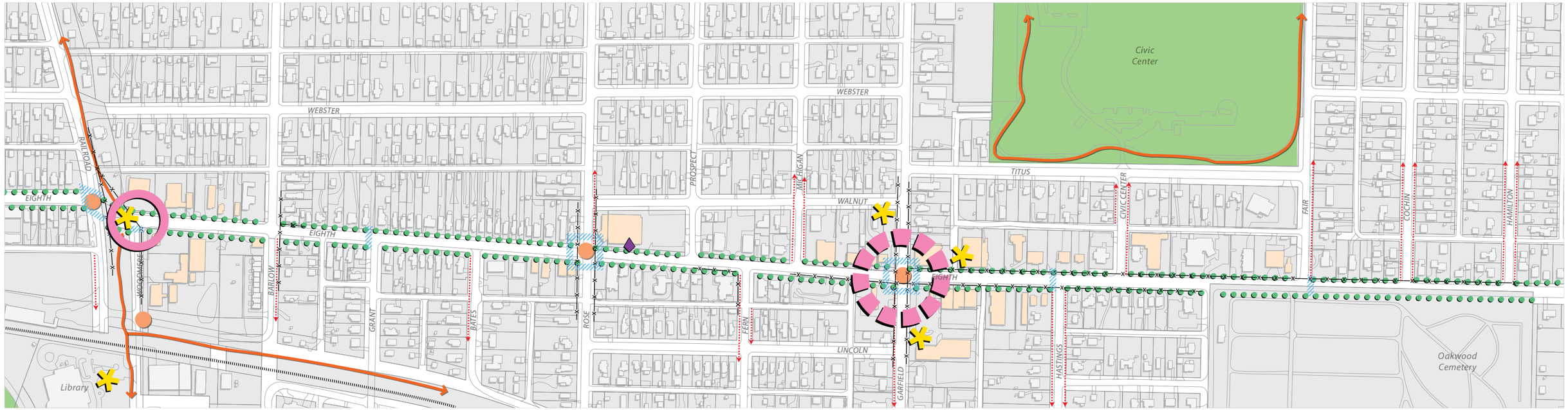
There are segments of Eighth Street where unsightly power lines cross, or run along the street. The utility lines are highly visible to motorists and pedestrians and detract from the appearance of the Corridor. The presence of overhead utilities also impact parkway landscaping, as mature trees are trimmed to avoid power lines. ***The City should facilitate the incremental removal of utility lines*** *by a) requiring new development along the Corridor to bury overhead utilities on the redevelopment parcel and adjacent frontage; and b) incorporating the removal of segments each year into the City's CIP.*

In addition to power lines there are other ***utilities, mechanical infrastructure, and service areas that can detract from the appearance of the Corridor****. These areas should be adequately screened with landscaping and fencing including rooftop mechanical equipment.*

Crossings over the Boardman River and Boardman Lake provide scenic views to the water. To formalize these views ***the City should install scenic overlooks along the bridges and shorelines*** *to provide opportunities for all to enjoy the water.*

Chapter 1476 of the City's Code of Ordinances regulates signage throughout the City and limits free-standing signs to 40 square feet, however some non-conforming billboards do exist, constructed prior to stricter regulations. In Michigan, the "Central Hudson Test" has been used to successfully ban billboards within the State, and, although regulation of noncommercial speech is subject to strict scrutiny, commercial speech is subject to a less exacting "intermediate scrutiny" test. To improve the appearance of the Eighth Street Corridor and reinforce the desired pedestrian scale of the street, ***the City should work toward removing existing billboards through amortization.*** *Amortization would result in the removal of signs over time and help minimize any claims for just compensation that could arise under the Fifth Amendment, Michigan law, and federal legislation.*

In addition to providing formalized scenic overlooks, the City should ***encourage new development to identify and protect viewsheds and vistas*** *onto Boardman Lake, the Boardman River, and other environmental assets by prohibiting overly intensive or massive development that blocks the viewpoint's subject.*



URBAN DESIGN FRAMEWORK

EIGHTH ST // EAST continued

Parkway landscaping can visually unite a corridor and help establish a sense of place and identity. Parkway landscaping varies significantly along Eighth Street. Some property owners have invested in landscaping adjacent portions of the parkway, other properties benefit from recent City improvements, while others properties have neglected the parkway all together. In addition to visually uniting the Corridor, parkway landscaping can also play an important role in screening parking areas and reducing noise, light, dust and glare from a roadway onto adjacent properties. ***The City should develop and implement a unified streetscaping treatment along the corridor*** *consisting of evenly spaced right-of-way trees, pedestrian scale lighting, shrubbery and hedges, flower beds, and other improvements that can help beautify and distinguish this important corridor.*

Many take pride in the fact that Traverse City is a walkable community. While City regulations and policies have been effective in establishing an extensive sidewalk network along Eighth Street, maintenance issues and gaps in the network do exist. ***The City should ensure a complete sidewalk network exists*** *along Eighth Street and ensure adjacent neighborhoods are also connected to the sidewalk network.*

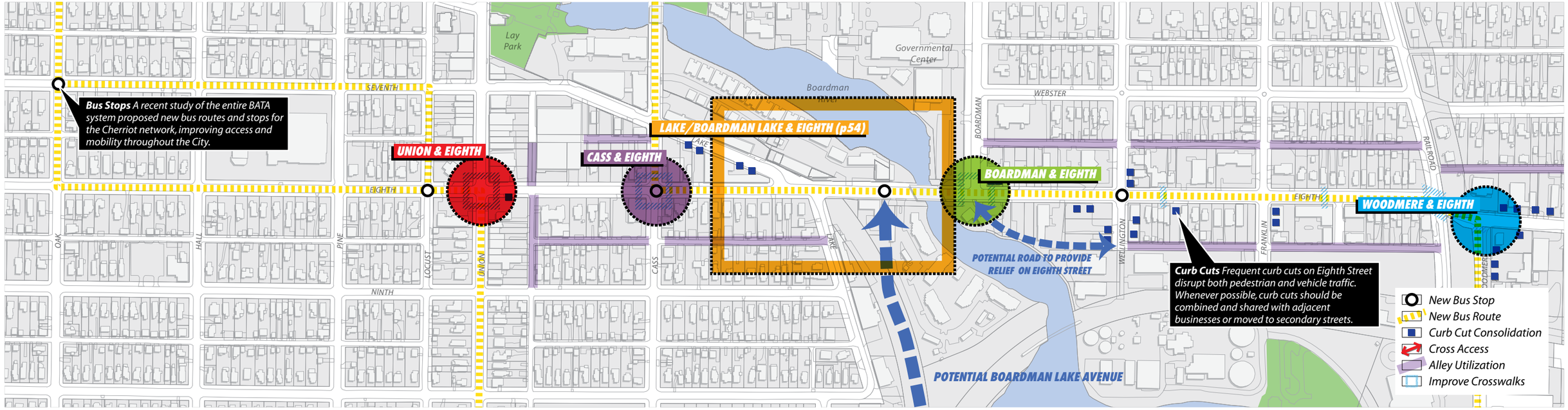
In addition to sidewalk connections along Eighth Street, there are opportunities to ***connect to the Traverse Area Recreation and Transportation Trails' network (TART Trails).*** *Connections to the "Cross-Town Route" along Union Street would provide access to other routes along both Tenth Street and Sixth Street and connect pedestrians to the Boardman Lake Trail and larger trail network. Providing signage for the trail connections would assist in promoting the TART trail system, enhance the walkability and bikability of the community, and better connect the Eighth Street Corridor and its businesses to the trail system.*

Strengthening and enhancing crosswalks throughout the Corridor *could improve the pedestrian orientation and safety of Eighth Street. Primary crosswalks, designated for busier intersections and mid-block locations, should be constructed with different materials and colors than the street, such as brick pavers or stamped and painted concrete, to enhance their visibility and improve the streetscape. Secondary crosswalks should use heavy striping to strengthen their presence.*

"Complete streets" prioritize safe and easy access for all modes of transportation, including vehicles, bicycles, pedestrians, and public transportation. A compact block structure provides excellent walkability along the Eighth Street Corridor, but even small improvements such as providing ***street furniture can further enhance the pedestrian experience and make the Corridor more inviting.***

Long blank walls along the Corridor should be avoided and new construction should be required to adequately fenestrate building facades and provide sufficient building details to provide pedestrian interest along Eighth Street. There are existing buildings within the Corridor however, that have long blank facades. ***The City should promote murals on these walls to provide interest*** *at the street and promote the City's unique assets and rich history.*

Wayfinding signage plays an important role in the branding, place making, function and navigation of an area. Within Downtown, the City has done an excellent job in directing both vehicles and pedestrians to key destinations while at the same time establishing a theme and identity for the area. Similar installations have helped brand Old Town and the Warehouse District. Utilizing the same approach, ***a district identity and brand could be created for the Eighth Street Corridor and wayfinding could direct motorists and pedestrians*** *to key destinations along the Corridor and within the community.*
The design and placement of wayfinding signage and kiosks are important considerations. Wayfinding signage should be simple, quick and easy to understand, attractive, and contribute to the appearance and overall character of the Eighth Street corridor. ***Kiosks with maps and directories should be placed at key activity nodes within the Corridor,*** *and be easily visible to drivers and pedestrians.*



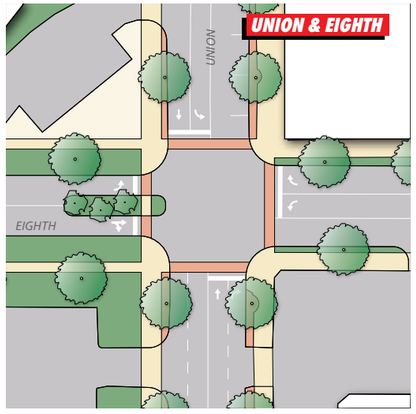
TRANSPORTATION FRAMEWORK PLAN

EIGHTH ST // WEST

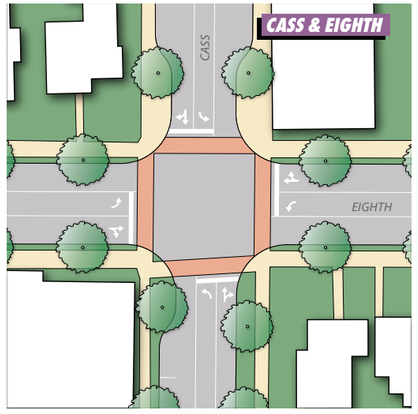
Safe and efficient transportation of vehicles, bicyclists, and pedestrians along the Eighth Street Corridor must be a priority for the City. However, given the existing right-of-way dimensions and lane configurations, adequately accommodating all modes of travel can be very challenging. Consideration must not only be given to traffic traveling along the corridor, but must also coordinate with the essential parking and property access along the roadway in order to provide a functional and viable corridor for commerce and future development.

The key components of transportation are addressed in a manner geared toward enhanced mobility and safety for all modes of travel. Recommendations address access management, intersections, sidewalks, pedestrian comfort, ADA compliance, bicycle lanes, and more. Also, coordinated with transportation improvements, there must be beautification and urban design enhancements designed and implemented in a way that is integrated into circulation and access, rather than accommodated as an afterthought.

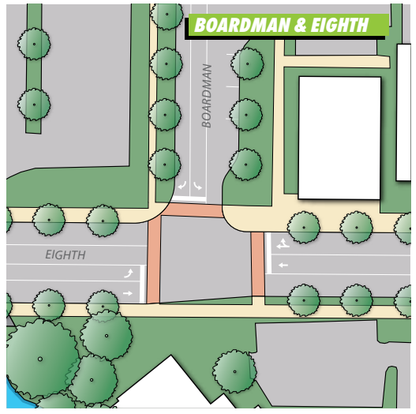
Note on Upgrade Signalized Intersections *Future traffic volumes and detailed traffic analysis would be needed to determine required bridge width and lane configuration at intersections based on current peak hour counts.*



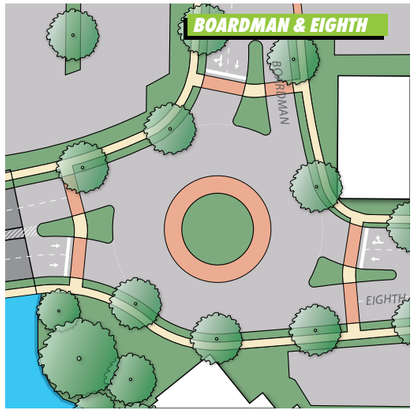
Union & Eighth *It is recommended that the City maintain the existing configuration of the intersection at Union and Eighth Street, including a left and right turn lane for westbound traffic and a left turn and through-right lane for eastbound traffic. If median islands are constructed along Eighth Street, considerations should be given to extending the median to the intersection and providing a pedestrian refuge island in the middle of the street.*



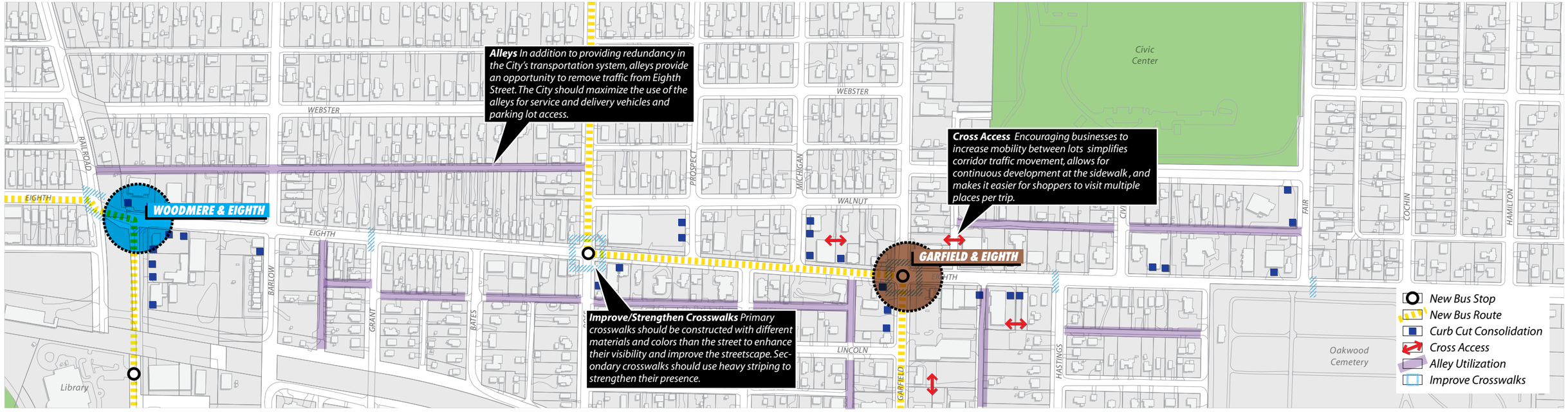
Cass & Eighth *It is recommended that the City Maintain the existing configuration of the intersection at Cass Street from Eighth Street. Consideration should be given to enhancing the crosswalks at this intersection to encourage pedestrian walkability.*



Boardman & Eighth *The City maintain the existing configuration of the intersection at Boardman and Eighth Street. If median islands are constructed along Eighth Street, considerations should be given to extending the median to the intersection and providing a pedestrian refuge island. Consideration should also be given to moving the driveway that is currently south of the intersection to the eastern edge of that property and creating a shared access drive with the adjacent parcel.*

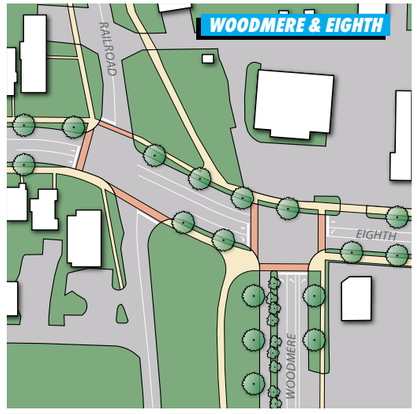


Boardman & Eighth Roundabout Alternative *With the acquisition of additional right-of-way, it would be possible to install a two-lane roundabout at Boardman and Eighth. Typically two-lane roundabouts are 140 to 160 feet in diameter, but the exact geometry (e.g. number of entry lanes, size, etc.) would need to be determined by additional data collection and analysis. Updated data regarding traffic counts and projections will be required before a roundabout analysis (i.e. RODEL, roundabout traffic analysis software) analysis can be conducted.*

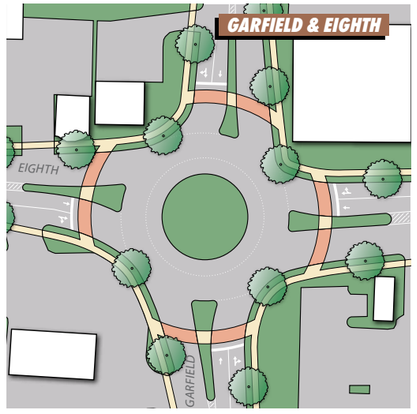


TRANSPORTATION FRAMEWORK PLAN

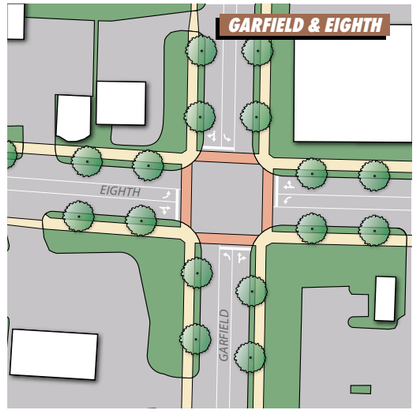
EIGHTH ST // EAST continued



Woodmere & Eighth *It is recommended that the City maintain the existing configuration of the intersection at Woodmere and Eighth Street, including a left turn lane and through lane for westbound traffic and a through lane and through-right lane for eastbound traffic. The westbound left turn lane should be marked with a hatch to alert eastbound traffic to potential turning motions. The existing configurations at the Franklin and Wellington intersections with Eighth Street should also be maintained.*



Garfield & Eighth Roundabout Alternative *The City should consider the installation of a two-lane modern roundabout at the intersection of Garfield Avenue and Eighth Street to improve access management and enhance intersection safety. In addition to vehicular traffic, it is recommended that the roundabout also accommodate a 10-foot, multi-use path and bike ramps. Typically two-lane roundabouts are 140 to 160 feet in diameter, but the exact geometry would need to be determined by additional data collection and analysis.*



Garfield & Eighth *In the event a roundabout is not feasible, due to either cost considerations or space constraints, the intersection should maintain its existing configuration through-right lanes with dedicate left lanes in each direcation. In addition the City should work with the property owner at the northwest corner to eliminate the curb cut/access point that is near the intersection.*

Photos of two-lane modern roundabouts that could be constructed along the Eighth Street Corridor

POTENTIAL RIGHT-OF-WAY IMPROVEMENTS

EIGHTH ST // WEST

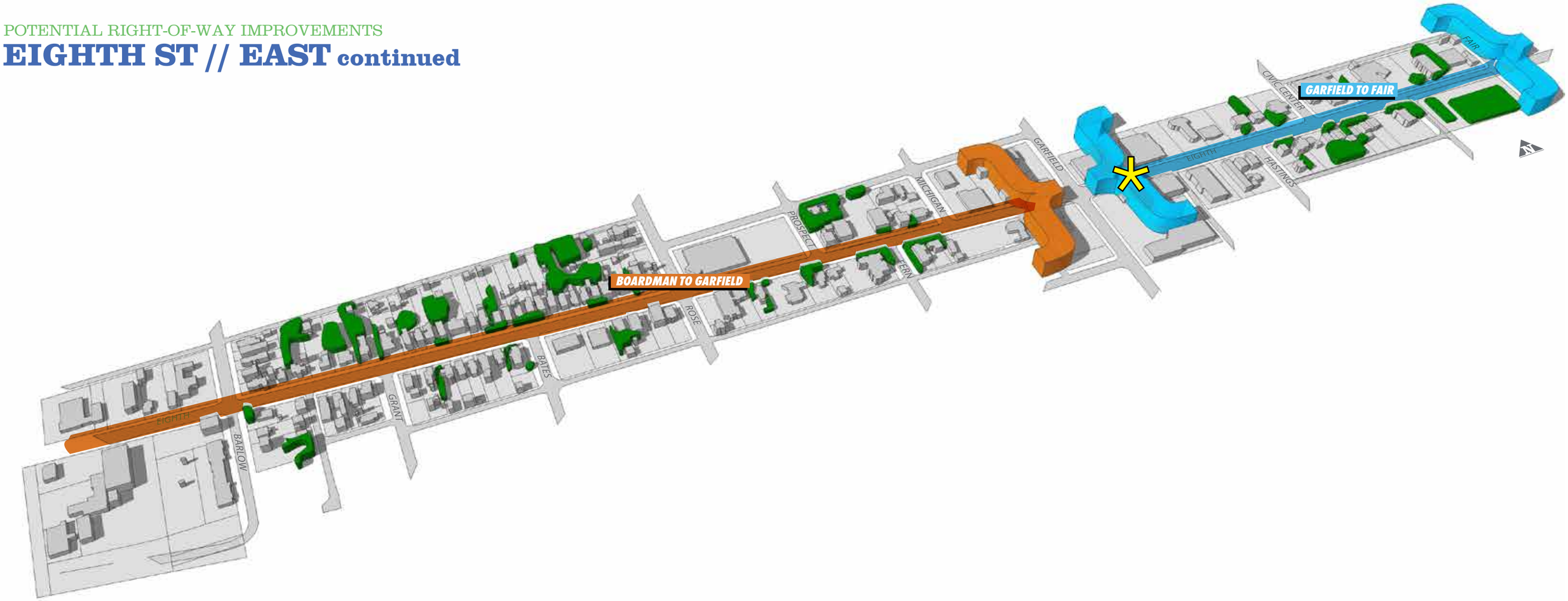
Existing right-of way cross sections vary throughout the Eight Street Corridor, ranging from two-lanes to five-lanes, with the widest cross section located between Lake Avenue and Boardman Avenue, where considerable turning movements occur. This section of the Plan identifies potential improvements to the Eighth Street Corridor in order to provide for safer and more efficient movement of vehicles, bicycles and pedestrians. Working within the existing right-of-way, a variety of considerations are recommended that with enhance the safety and efficiency of all modes of travel. Various scenarios accommodate biking and on-street parking along the roadway by reconfiguring existing lanes. This approach to corridor transportation enhancements can have different applicability to different sections of the corridor, dependent of traffic, turning movements, parking demand, and available right-of-way. More detailed engineering would need to be undertaken before specific right-of-way improvements were initiated, but the concepts illustrated in this section are viable, realistic, and deserving of consideration.

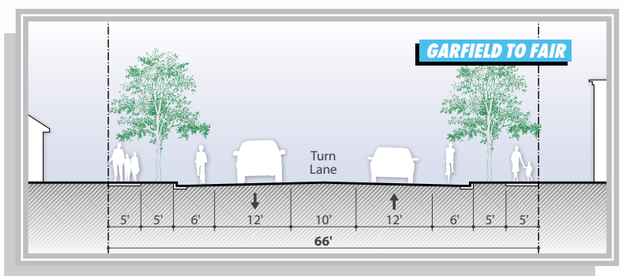
Union to Lake *Union to Lake should be maintained as a three-lane street, with 10-foot travel lanes and 6-foot bike lane in each direction, with a 10-foot center turn lane. Additionally, a 4-foot parkway for trees and streetscaping, along with a 8-foot sidewalk would provide a comfortable pedestrian environment. The existing pavement width is 35 feet, which would require widening to accommodate this cross section.*

Lake Avenue to Boardman Avenue *Eighth Street should consist of a four/five lane street. Existing on-street parking associated with the Midtown development should remain in place on the north side of the street. In addition 10-foot travel lanes and 6-foot bike lanes, in each direction, along with an 11-foot through-lane would be provided for westbound traffic. An 8-foot landscaped median is provided and is reserved for turn lanes at intersections. An 8-foot sidewalk is provided on the south side, and the existing sidewalk on private property would remain in place on the north side. The existing pavement width ranges between 44-48 feet and would not require widening the road, which would require widening to accommodate this cross section.*

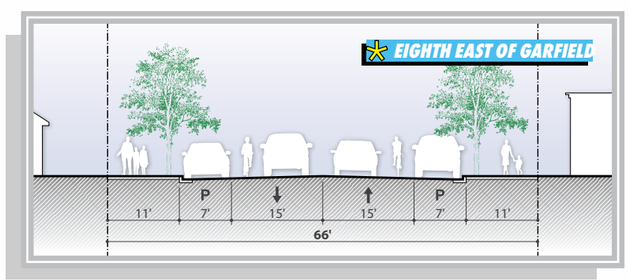
Boardman to Garfield *Between Boardman and Garfield, Eighth Street should consist of a three-lane cross section with 10-foot travel lanes and 6-foot bike lanes in each direction and a 10-foot center turn lane. Through this section, parkways would be 4-feet, accompanied by an 8-foot sidewalk on both sides. The existing pavement width is 45 feet. The proposed pavement width is 42 feet requiring a pavement reduction. Mid block pedestrian crosswalks with landscape medians are proposed at two locations.*

EIGHTH ST // EAST continued



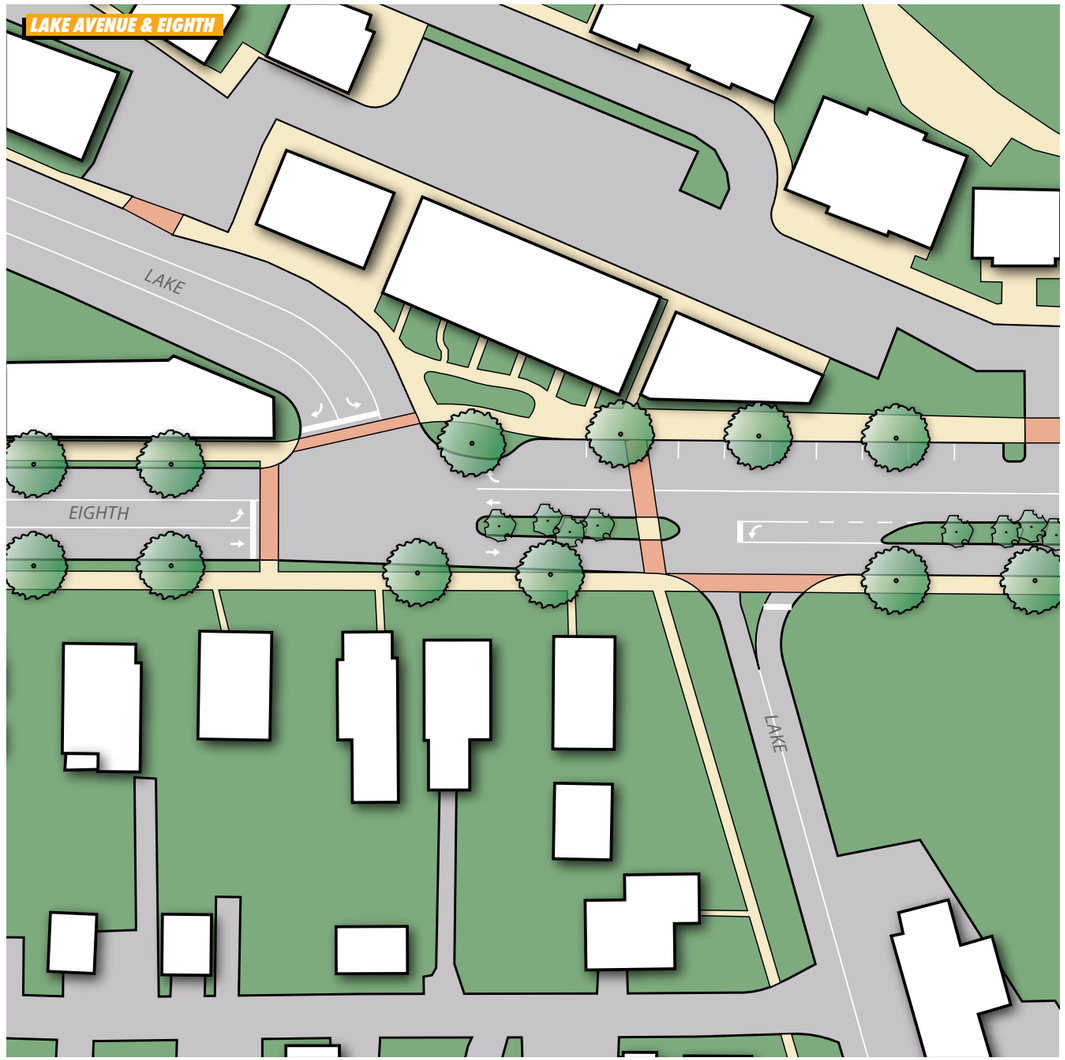


Garfield to Fair *Garfield and Fair should be maintained as a three-lane cross section, with 12-foot travel lanes, a 6-foot bike lane in each direction and a 10-foot center turn lane. Within this segment parkways are 5-foot and sidewalks are 5-foot. The existing pavement width is 46 feet including a bike lane on the north side of the road and would not require widening the road.*

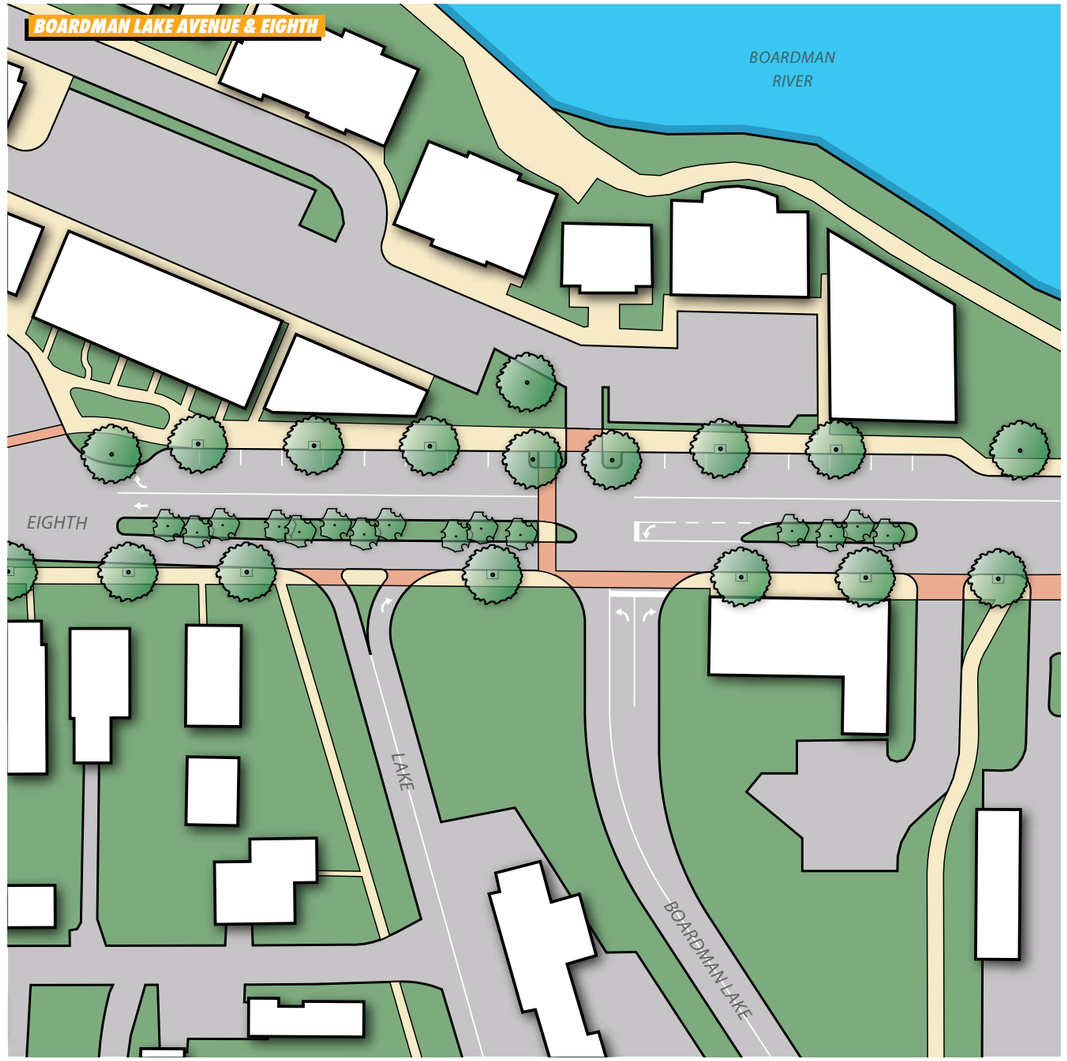


East of Garfield to alley *Immediately east of the Garfield intersection, there are separate frontage roads and parking areas that exist along Eighth Street. Consideration should be given to eliminating this condition in favor of the cross section illustrated above which consists of on-street parallel parking on both sides and 15-foot shared travel lanes. Sidewalks are 8-feet in width, with trees planted in tree grates along the sidewalk. Wider sidewalks could be accomodated on private property where the existing road/parking exists.*

EIGHTH ST // LAKE AVENUE & BOARDMAN LAKE INTERSECTIONS



Lake & Eighth *It is recommended that the City realign Lake Avenue to form a 90-degree intersection at Eighth Street and provide better sight angle for southbound drivers. Dedicated turn lanes for both right and left hand turns are provided for westbound traffic . A dedicated left turn lane provides eastbound traffic to turn north onto Lake Avenue. A median should be considered to control turning movements and to beautify the corridor. A midblock pedestrian crossing should also be considered.*



Boardman Lake & Eighth *The City has been contemplating Boardman Lake Avenue, a road that would run north-south from 8th Street to 14th Street, for several years. Boardman Lake Avenue would alter local travel patterns and alleviate traffic on both Union Street and Cass Street. In the event that Boardman Lake Avenue is constructed, the City should consider the following improvements to Eighth; two through lanes and a left-turn only lane for westbound traffic; a through-right lane for eastbound traffic; and, limiting access for southbound Boadman Lake Avenue to right-in/right-out.*

SECTION SEVEN

FOURTEENTH STREET

FRAMEWORK PLAN

EXISTING CONDITIONS

FOURTEENTH ST

The Fourteenth Street Corridor extends from Division Street on the west to Boardman Lake on the east and serves as an important transportation link in the City.

Along its length, Fourteenth Street has several different "character areas," each influenced by traffic volumes, existing land uses, proximity to Boardman Lake, traffic volumes at key intersections and other factors that will increase each area's potential.

The Framework Plan for Fourteenth Street presents a guide for land use along the Corridor and identifies potential development and redevelopment opportunities. Specific recommendations for site and right-way improvements are provided to enhance the Corridor's appearance and character. Transportation related recommendations are also presented on the following pages to improve mobility along the corridor for motorist, pedestrian, and cyclists.

Sidewalks *Although sidewalks with parkways are continuous along the south side of corridor, there are limited sidewalks on the north side. Several gaps in the network frustrate pedestrian movement and the sidewalks fail to connect to the trail network west of the corridor.*

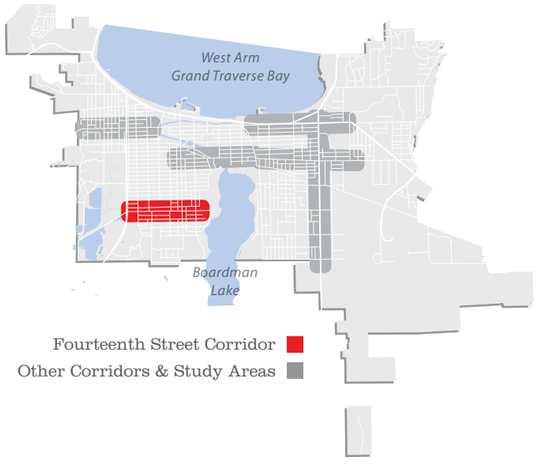
Intersections *While most intersections along Fourteenth Street function well, queuing and delays can be experienced at Division Street. Even though Division was recently upgraded, delays at this major intersection impact access to businesses.*

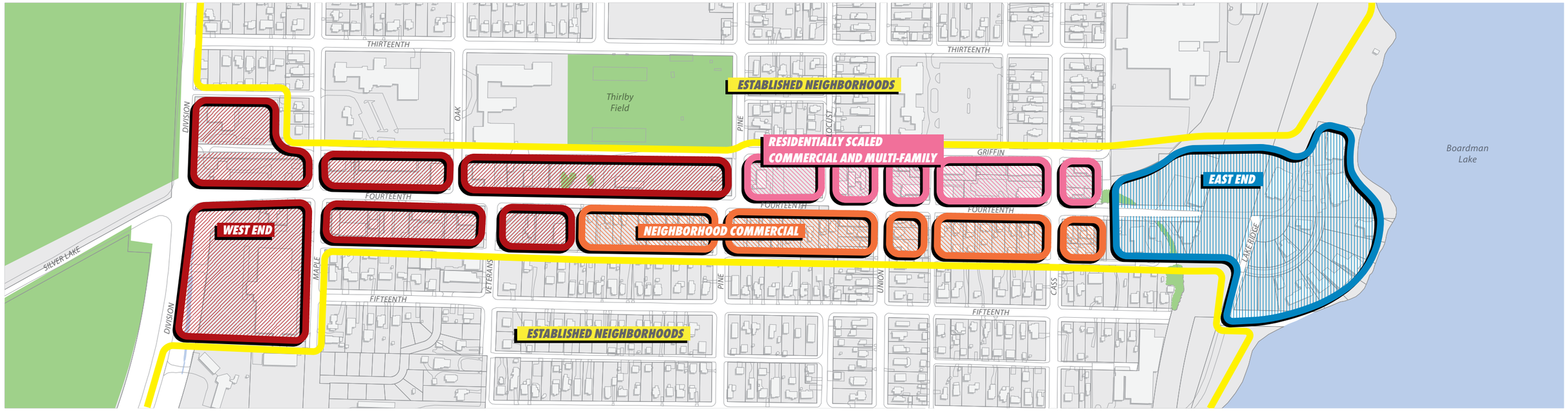
Roadway *Fourteenth Street is a three lane cross section, with one travel lane provided in each direction plus a center turning lane. There are signalized intersections at Division Street, Veterans Drive, Union Street, and Cass Street. Veterans Drive is T-Intersection and a jogged traffic movement is evident with north-south traffic utilizing Oak Street to continue north.*

Access Management *Even with a center turning lane, access management along the Fourteenth Street Corridor is limited, resulting in left turn conflicts for vehicles and driveways/pedestrians. Access management is an important consideration for the Fourteenth Street Corridor. By eliminating redundant driveways, consolidating curb cuts, and connecting adjacent parking lots, the function and safety of Fourteenth Street can be improved.*

ADA Compliance *The Americans with Disabilities Act has created a set of guidelines to ensure that transportation infrastructure is constructed to standards that ensure accessibility for the disabled. Although sidewalks exist along Fourteenth Street, there are areas of non-compliance due to the lack of curb ramps, sidewalk width, and sidewalk obstructions, not to mention missing sidewalk segments.*

Bicycle Lanes *Currently, there are no bike lanes along the corridor. Designated bicycle lanes on a street provide a dedicated area of the roadway for bicycles. In addition to providing a safer environment for bicycles, bike lanes also provide more separation between traffic and sidewalk, further buffering pedestrians from moving cars.*





CHARACTER AREA FRAMEWORK

FOURTEENTH ST

Along each corridor there exists a range of different "character areas", defined by components such as functionality, development pattern, parking, building height, land use, appearance, development potential, and overall character. These different character areas are united by the corridor itself, yet each provides distinct environments that help define the unique experience to be had at different locations along the corridor's run. Together, the four (4) different areas along Fourteenth Street represent the full range of land uses and development patterns are provide a variety of development and improvement opportunities for the corridor.

West End *The west end of Fourteenth Street is a busy commercial area, activated by traffic along Division and Fourteenth and activity generators such as Tom's Food Market and Thirlby Field. As a gateway to the City, development should be attractive and help shape a positive perception of the community. Commercial uses should cater to nearby residents and passing motorists. This area should be positioned to maximize its potential as a major commercial node by encouraging larger scale comprehensive development. However, this type of development would require property assemblage, which is complicated by small parcel sizes and multiple property owners. Buildings should be one to three stories in height, although, depending on use, four to five stories could be appropriate to catalyze a larger redevelopment effort.*

Built Form	*Large and mid-scale commercial buildings with strong visual impacts. Although serving motorists, properties should also be accessible to pedestrians. Assembling smaller parcels into larger redevelopment lots is desirable when possible.*
Parking	*Parking should be provided behind buildings.*
Height	*1-3 stories, although 4-5 stories could be appropriate on prominent properties.*
Uses	*High activity, destination commercial uses. Residential is not desired on the ground floor due to the area's role as a gateway.*

Neighborhood Commercial *The north side of Fourteenth and Cass and Fourteenth and Union intersections should be maintained as a small commercial node. Uses should consist of local convenience and neighborhood oriented retail, including service and professional office uses catering to the needs of nearby residents. Development should be one to three stories in height and be respectful of adjacent land uses. Consideration could be given to extending commercial land uses to the south side, either as a residential conversion (see below) or as a dedicated commercial use, but development should not adversely impact the adjacent residential areas.*

Built Form	*Buildings at or near the sidewalk and front property line. Building scales should respect established residential areas. Homes to the south are possible candidates for conversion to commercial.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Fourteenth Street with landscaping and a low masonry wall.*
Height	*1-3 stories.*
Uses	*Small-scale retail, service, and office commercial in character with existing residential neighborhoods.*

Residentially Scaled Commercial and Multi-Family *Situated between busier commercial nodes along the corridor, these areas are appropriate for multi-family residential, low-intensity commercial, or a combination of both uses in the form of mixed-use development. Regardless of land use, development should be residentially scaled and one to three stories in height. An excellent example of appropriate residentially scaled development is Cass Street Ear Nose and Throat which is one story with residential architecture.*

Built Form	*Buildings at or near the sidewalk and front property line. Residentially scaled, matching established neighborhoods.*
Parking	*Parking should be provided in the rear of buildings if possible, otherwise in the side yard screened from Fourteenth Street with landscaping and a low masonry wall.*
Height	*1-3 stories.*
Uses	*Mix of uses tending toward residential, including multi-family, small-scale residential, and mixed-use buildings with both.*

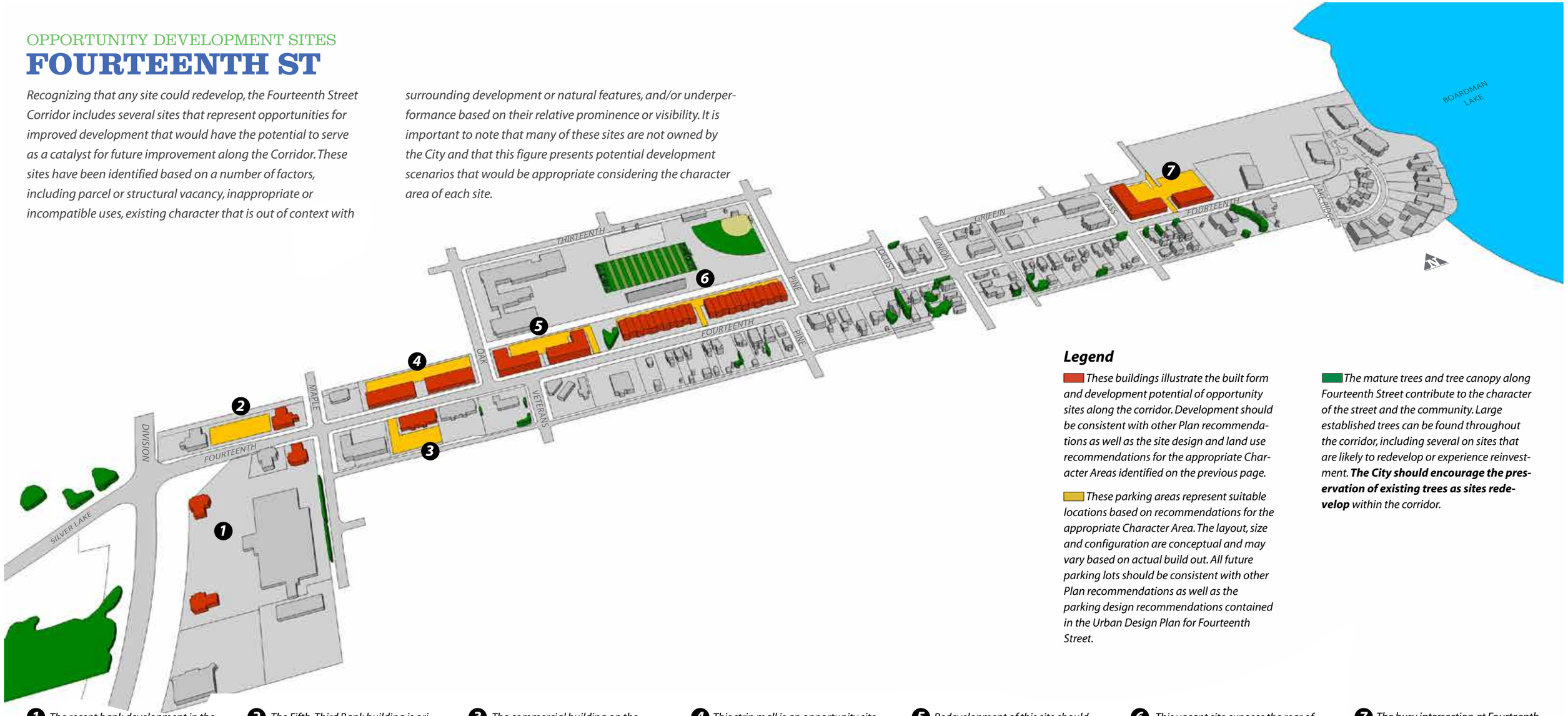
East End *Development at the east end of the corridor should maximize the potential of the area along Boardman Lake, the activity around the Cass Street intersection, as well as the potential Boardman Lake Avenue. Residential densities should reflect the new mixed-density residential development at the east end of Fourteenth Street. Buildings should be one to three stories in height. At the intersection of Cass and Fourteenth, buildings should be placed close to the street to "frame" the intersection and create an active pedestrian friendly node.*

Built Form	*Buildings at or near the sidewalk and front property line. Special attention should be paid to properties on the lakefront and key intersections.*
Parking	*Provided in existing parking garage if capacity permits, otherwise in the rear of buildings.*
Height	*1-3 stories.*
Uses	*Mix of uses throughout, including retail, service, office, and residential. Residential densities near the lake should match recent developments.*

OPPORTUNITY DEVELOPMENT SITES

FOURTEENTH ST

Recognizing that any site could redevelop, the Fourteenth Street Corridor includes several sites that represent opportunities for improved development that would have the potential to serve as a catalyst for future improvement along the Corridor. These sites have been identified based on a number of factors, including parcel or structural vacancy, inappropriate or incompatible uses, existing character that is out of context with surrounding development or natural features, and/or underperformance based on their relative prominence or visibility. It is important to note that many of these sites are not owned by the City and that this figure presents potential development scenarios that would be appropriate considering the character area of each site.



Legend

These buildings illustrate the built form and development potential of opportunity sites along the corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified on the previous page.

These parking areas represent suitable locations based on recommendations for the appropriate Character Area. The layout, size and configuration are conceptual and may vary based on actual build out. All future parking lots should be consistent with other Plan recommendations as well as the parking design recommendations contained in the Urban Design Plan for Fourteenth Street.

The mature trees and tree canopy along Fourteenth Street contribute to the character of the street and the community. Large established trees can be found throughout the corridor, including several on sites that are likely to redevelop or experience reinvestment. ***The City should encourage the preservation of existing trees as sites redevelop*** *within the corridor.*

1 *The recent bank development in the northern section of the Tom's Food Market parking lot is a creative approach to repurposing underutilized pavement along Fourteenth Street. A similar opportunity for additional areas for new convenience/retail commercial uses may exist in other areas of the site. Any development should integrate new parking and cross-access with what already exists, and should not negatively impact Tom's Food Market by obscuring views, eliminating necessary parking spaces, or making access difficult.*

2 *The Fifth-Third Bank building is oriented awkwardly with a long linear parking lot and drive-thru consuming valuable street frontage along Fourteenth Street. Reconfiguring the lot and drive-through would allow for development on the east end of the site of a new convenience, retail, or service commercial use that compliments the surrounding neighborhood. Parking for the new development should be shared with the bank and screened from Fourteenth Street with a low masonry wall and landscaping.*

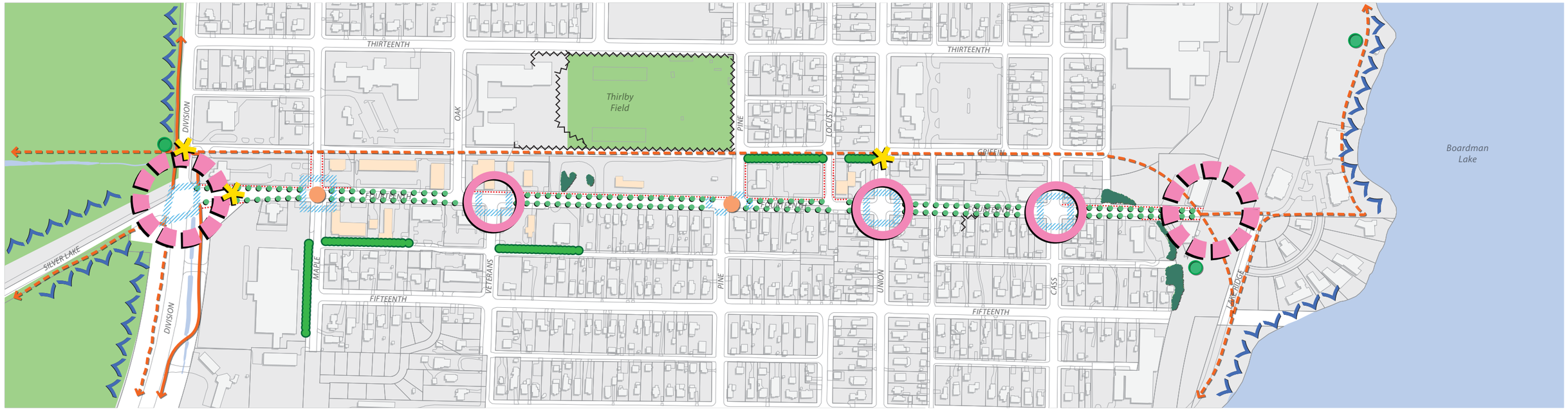
3 *The commercial building on the south side of Fourteenth Street is serviced by a rear alley that is not being used to improve circulation, and is oriented so as to provide tenants little visibility from the corridor. The site should be reconfigured to have a strong presence on Fourteenth Street and parking in the rear that is accessible from the alley and adjacent lot to the east. A neighborhood-scale commercial use should be targeted for this opportunity site, potentially by extending it westward to Maple Street and including the nearby commercial buildings.*

4 *This strip mall is an opportunity site because of its large size and single owner. Although the uses are appropriate for its location and the site is unlikely to change in the short-term, the owner should consider long-term improvements to the layout. Removing the eastern building would create a continuous view of the main building from Fourteenth Street, and incorporating the existing 7-11 to the east would enhance the redevelopment scenario. Parking should be provided midblock or in the rear, and should be screened with a low masonry wall and landscaping.*

5 *Redevelopment of this site should prioritize the west end uses at Oak Street, but consider incorporating Leone's Frosty Treat, a seasonal business closed in winter months. New development should be more compatible with the adjacent school and the Fourteenth Street corridor. Appropriate uses include commercial, office, or possibly mixed-use with residential upper floors. Alley accessed rear parking, while ideal, might conflict with school traffic patterns. The east end of the site might therefore be needed as visitor parking.*

6 *This vacant site exposes the rear of Thirlby Field's bleachers and makes this section of Fourteenth Street feel vast and desolate. Redevelopment should contribute to the Corridor's streetwall while preserving and incorporating the existing trees. The current single family zoning may be limiting the site's potential and how this site is perceived by the school. On the east end, either row houses or multi-family units, could transition to commercial uses that are more appropriate for the site's west end. The parcel's shallowness may require parking to be provided midblock, screened with a low masonry wall and landscaping.*

7 *The busy intersection at Fourteenth and Cass creates a valuable site for businesses seeking high visibility, convenient access, and potential connection to the planned Boardman Lake Avenue. The site's existing uses could be relocated to more appropriate, less prominent locations in the City. New development could include unused parts of the Cone Drive Gearing Solutions site and the proposed decommissioned railroad right-of-way, reconfigured to front Fourteenth Street. An office or commercial service use with multi-family upper stories would be appropriate at the intersection and along Cass Street, with parking in the rear.*



URBAN DESIGN FRAMEWORK

FOURTEENTH ST

The Urban Design Framework Plan provides a framework for the actions and improvements to enhance the appearance, function, and overall vitality of the Fourteenth Street Corridor. Improvements and recommendations identified in the plan are recommendations affecting both the public and private realm. Some of the improvements are simple, less costly improvements that can be implemented more quickly, while others more costly that will require more detailed study, planning, and funding.

The intersection of Division Street and Fourteenth Street is a focal point of the corridor and anchors the west end. ***As a primary entry, this area should be improved with gateway features****, including signage, landscaping, unique pavement treatment, and more to strengthen the identity of the corridor. In addition, in the event that Boardman Lake Avenue is constructed, it will be a primary entry on the corridor's eastern end, and should also be improved with gateway features.*

In addition to the corridor's primary gateways, other intersections provide opportunities to help strengthen the corridor's identity and overall sense of place. ***The City should improve these non-gateway intersections with features that complement the primary gateways****, including landscaping and signage, but to a lesser extent.*

Most of the buildings along the corridor can be described as well kept, however few have been updated or modernized. The cumulative effect is a corridor that appears outdated. As an alternative to redevelopment, ***façade enhancements could "upgrade" the appearance of the corridor,*** *providing more contemporary looking buildings with attractive and welcoming entrances and storefronts.*

There are segments of Fourteenth Street where ***utilities, mechanical infrastructure, and service areas detract from the appearance of the Corridor****. These areas should be adequately screened with landscaping and fencing including rooftop mechanical equipment.*

The City should ***encourage new development to identify and protect viewsheds and vistas*** *onto Boardman Lake, Grand Traverse Commons, and other environmental assets by prohibiting overly intensive or massive development that blocks the viewpoint's subject.*

Parkway landscaping can visually unite a corridor and help establish a sense of place and identity. It can also play an important role in screening parking areas and reducing noise, light, dust, and glare from a roadway onto adjacent properties. ***The City should develop and implement a unified streetscaping treatment along the corridor*** *consisting of evenly spaced right-of-way trees, pedestrian scale lighting, shrubbery and hedges, flower beds, and other improvements that can help beautify and distinguish this important corridor.*

Many take pride in the fact that Traverse City is a walkable community. While subdivision regulations and City policy have been effective in establishing an extensive sidewalk network along Front Street, maintenance issues and gaps in the network do exist. ***The City should ensure a complete sidewalk network exists*** *along Front Street and ensure adjacent neighborhoods are also connected to the sidewalk network.*

In addition to sidewalk connections along Fourteenth Street, there are opportunities to ***connect to the Traverse Area Recreation and Transportation Trails' network (TART Trails).*** *Providing signage for the trail connections would assist in promoting the TART trail system, enhance the walkability and bikability of the community, and better connect the Fourteenth Street Corridor and its businesses to the trail system.*

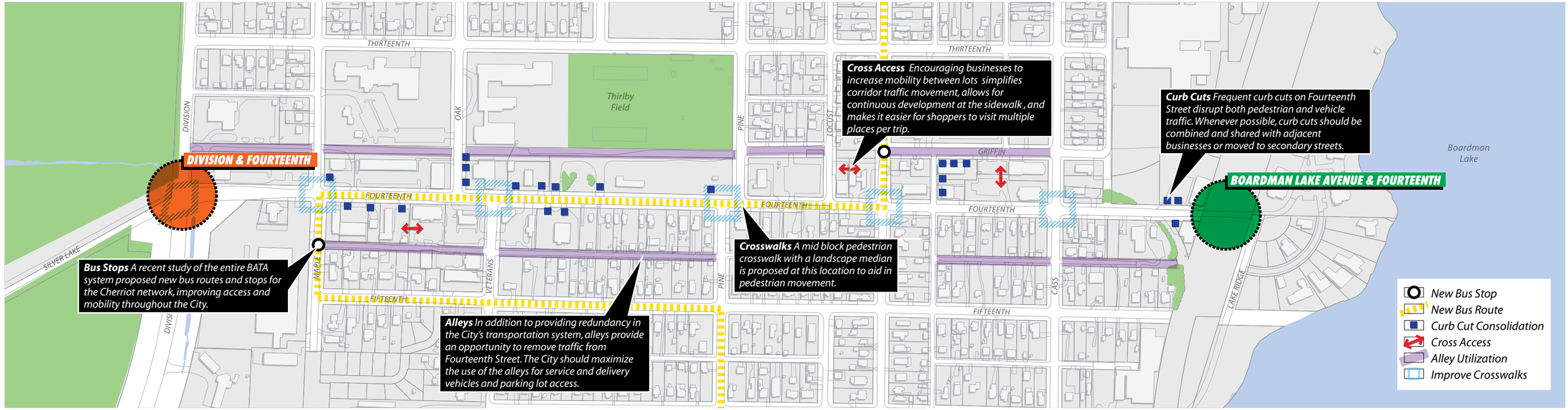
Strengthening and enhancing crosswalks throughout the Corridor *could improve the pedestrian orientation and safety of the Fourteenth Street. Primary crosswalks, designated for busier intersections, should be constructed with different materials and colors than the street, such as brick pavers or stamped and painted concrete, to enhance their visibility and improve the streetscape. Secondary crosswalks should use heavy striping to strengthen their presence.*

"Complete streets" prioritize safe and easy access for all modes of transportation, including vehicles, bicycles, pedestrians, and public transportation. Even small improvements such as providing ***street furniture can further enhance the pedestrian experience and make the Corridor more inviting.***

Wayfinding signage plays an important role in the branding, place making, function, and navigation of an area. ***A district identity and brand could be created for the Fourteenth Street Corridor and wayfinding could direct motorists and pedestrians*** *to key destinations along the Corridor and within the community. Wayfinding signage should be simple, quick and easy to understand, attractive, and contribute to the appearance and overall character of the Corridor.* ***Kiosks with maps and directories should be placed at key activity nodes within the Corridor,*** *and be easily visible to drivers and pedestrians.*

Trailheads and rest areas are important amenities that enhance the use of the entire trail system. The City should seek ***opportunities to install these amenities that may include providing information, parking, signs, restrooms, etc.*** *Trailheads should be prominent and should provide information about the trail and surrounding context.*

Residential uses on Fourteenth Street should have front yard fencing to delineate the public realm from private property, not privacy. ***Fencing that detracts from the corridor's appearance and stands in isolation should be removed.*** *In regard to Thirlby Field, fencing is necessary to control ticketed events, however the existing chain-link is unattractive.* ***It is recommended that the existing fencing around Thirlby Field be replaced with a more attractive metal fence which can secure the field and contribute to the area's character and appearance.***



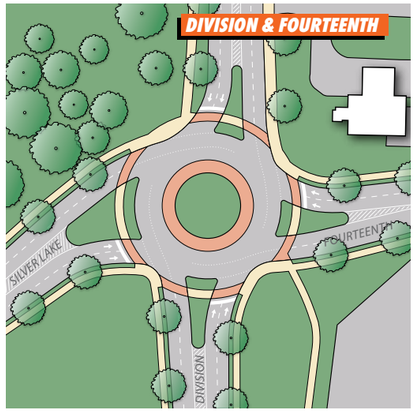
TRANSPORTATION FRAMEWORK PLAN

FOURTEENTH ST

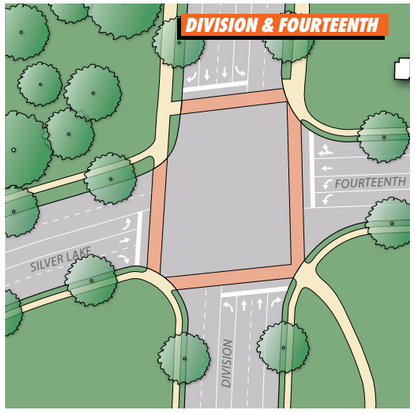
Safe and efficient transportation of vehicles, bicyclists, and pedestrians along the Fourteenth Street Corridor must be a priority for the City. However, given the existing right-of-way dimensions and lane configurations, adequately accommodating all modes of travel can be very challenging. Consideration must not only be given to vehicles and pedestrians traveling along the corridor, but must also coordinate with the parking and property access along the roadway in order to provide a functional and viable corridor for commerce and future development.

The key components of transportation are addressed in a manner geared toward enhanced mobility and safety for all modes of travel. Recommendations address access management, intersections, sidewalks, pedestrian comfort, ADA compliance, bicycle lanes, and more. Also, coordinated with transportation improvements, there must be beautification and urban design enhancements designed and implemented in a way that is integrated into circulation and access, rather than accommodated as an afterthought.

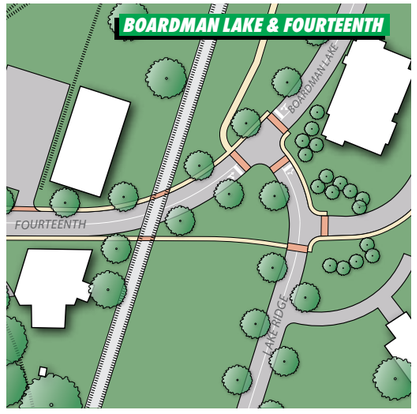
Note on Upgrade Signalized Intersections *Future traffic volumes and detailed traffic analysis would be needed to determine required lane configuration at intersections based on current peak hour counts.*



Division & Fourteenth *The City should give consideration to the installation of a two-lane roundabout at the intersection of Division and Fourteenth to improve access management and enhance intersection safety. Typically two-lane roundabouts are 140 to 160 feet in diameter, but the exact geometry would need to be determined by additional data collection and analysis. Updated data regarding traffic counts and projections will be required before a roundabout analysis (i.e. RODEL, roundabout traffic analysis software) analysis can be conducted.*



Division & Fourteenth *If a roundabout does not prove feasible, it is recommended that the City build upon the existing signal configuration of the intersection at Division and Fourteenth to include two left turn lanes, a through and a through-right lane for westbound traffic and a left turn, a through, and right turn lane for eastbound traffic. The eastbound, northbound and southbound configurations should incorporate an additional through-lane to support increasing traffic patterns.*



Boardman Lake & Fourteenth *It is recommended that Boardman Lake Avenue be extended to connect to Fourteenth to increase connectivity and relieve Cass as the north/south connector. A T-Intersection is recommended to accommodate Lake Ridge while still providing for an efficient flow of traffic from Boardman Lake Avenue to Fourteenth.*

POTENTIAL RIGHT-OF-WAY IMPROVEMENTS

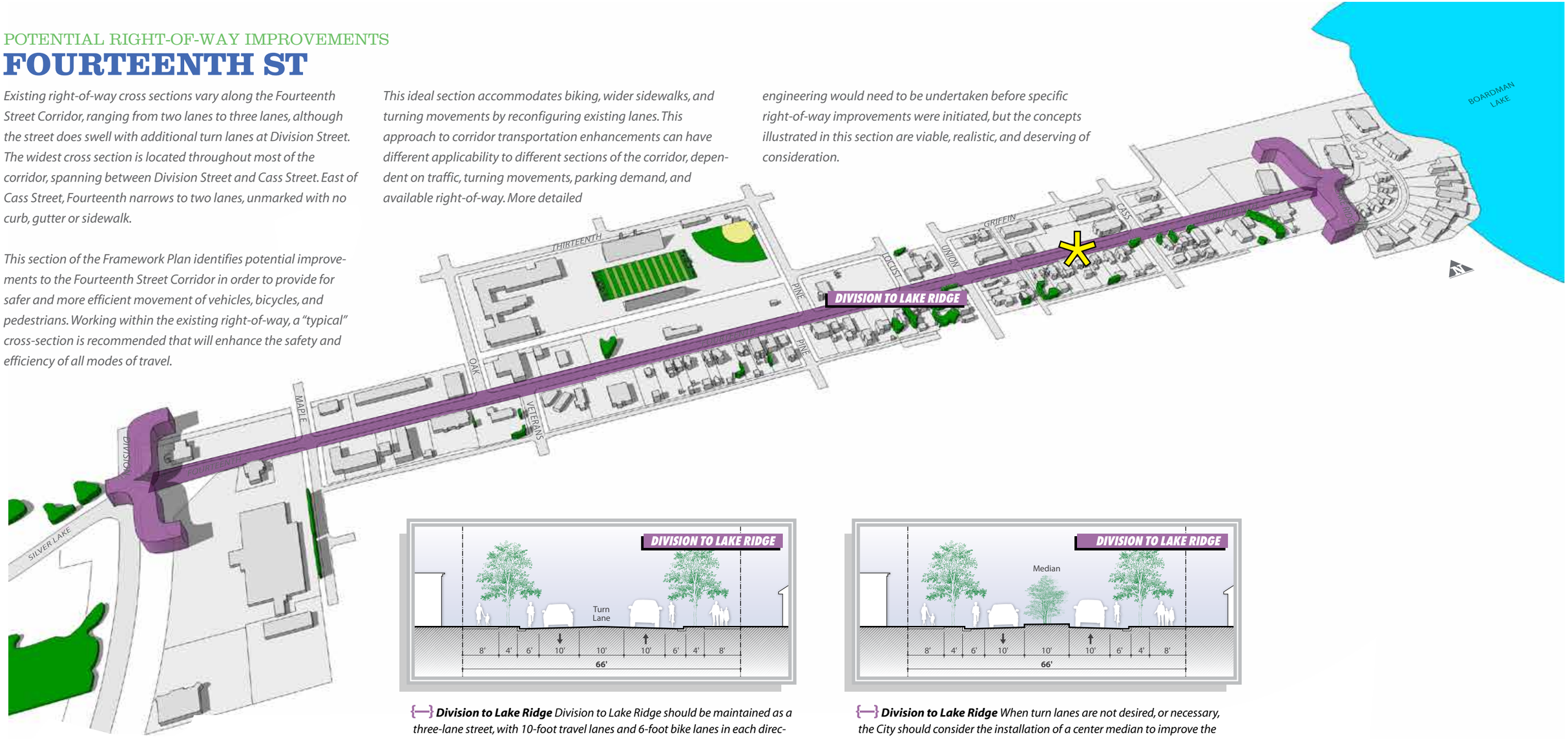
FOURTEENTH ST

Existing right-of-way cross sections vary along the Fourteenth Street Corridor, ranging from two lanes to three lanes, although the street does swell with additional turn lanes at Division Street. The widest cross section is located throughout most of the corridor, spanning between Division Street and Cass Street. East of Cass Street, Fourteenth narrows to two lanes, unmarked with no curb, gutter or sidewalk.

This section of the Framework Plan identifies potential improvements to the Fourteenth Street Corridor in order to provide for safer and more efficient movement of vehicles, bicycles, and pedestrians. Working within the existing right-of-way, a "typical" cross-section is recommended that will enhance the safety and efficiency of all modes of travel.

This ideal section accommodates biking, wider sidewalks, and turning movements by reconfiguring existing lanes. This approach to corridor transportation enhancements can have different applicability to different sections of the corridor, dependent on traffic, turning movements, parking demand, and available right-of-way. More detailed

engineering would need to be undertaken before specific right-of-way improvements were initiated, but the concepts illustrated in this section are viable, realistic, and deserving of consideration.



Division to Lake Ridge *Division to Lake Ridge should be maintained as a three-lane street, with 10-foot travel lanes and 6-foot bike lanes in each direction, along with a 10-foot center turn lane. This cross-section also includes a 4-foot parkway for trees and streetscaping, along with a 8-foot sidewalk to provide a comfortable pedestrian environment. The existing pavement width along Fourteenth is 34 feet. The proposed pavement width is 42 feet requiring a widening to accommodate the recommended improvements.*

Division to Lake Ridge *When turn lanes are not desired, or necessary, the City should consider the installation of a center median to improve the aesthetics of the corridor and assist in calming traffic. Alternatively, the median could be eliminated in favor of wider parkways that could accommodate bus bays when necessary.*

SECTION EIGHT

GARFIELD AVENUE FRAMEWORK PLAN

EXISTING CONDITIONS

GARFIELD AVE

The Garfield Avenue Corridor extends from Front Street on the north to Boon Street on the south. Garfield Avenue is a key north/south route through the City.

Along its length, Garfield Avenue has several different "character areas," each influenced by traffic volumes, existing land uses, proximity to the Civic Center, Cherry Capital Airport (TVC), proximity to the bayfront, and other factors that will increase each area's potential.

The Framework Plan for Garfield Avenue presents a guide for land use along the Corridor and identifies potential development and redevelopment opportunities. Specific recommendations for site and right-way improvements are provided to enhance the Corridor's appearance and character. Transportation related recommendations are also presented on the following pages to improve mobility along the corridor for motorist, pedestrian, and cyclists.

Pedestrian Comfort *Garfield Avenue is heavily oriented towards the automobile. High traffic volumes along with faster moving cars are detrimental to pedestrian comfort. Sidewalk coverage is frequently interrupted along, only continuously provided between East Front Street and Eighth Street. Additionally, the walks are narrow (5') the existing pedestrian realm that leaves much to be desired. The width of the roadway, speed of the traffic, and limited crosswalks make the corridor difficult or dangerous to cross, especially at mid-block.*

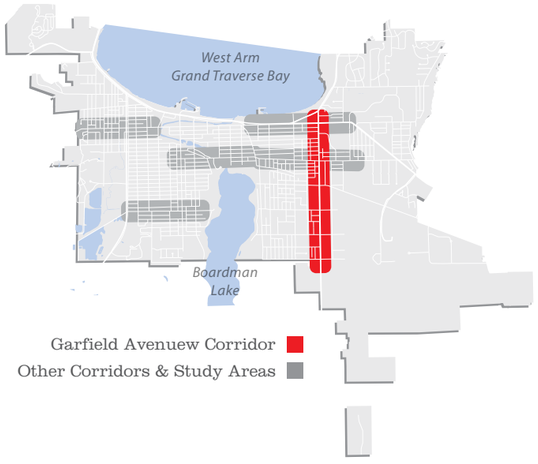
Intersections *While most intersections along Garfield Avenue function well, queuing and delays can be experienced at East Front Street and Eighth Street. As a result of the queuing delays at Eighth, business access is impacted. Vehicles crossing the trail near Hannah Avenue, despite being signalized, often do so at high speed.*

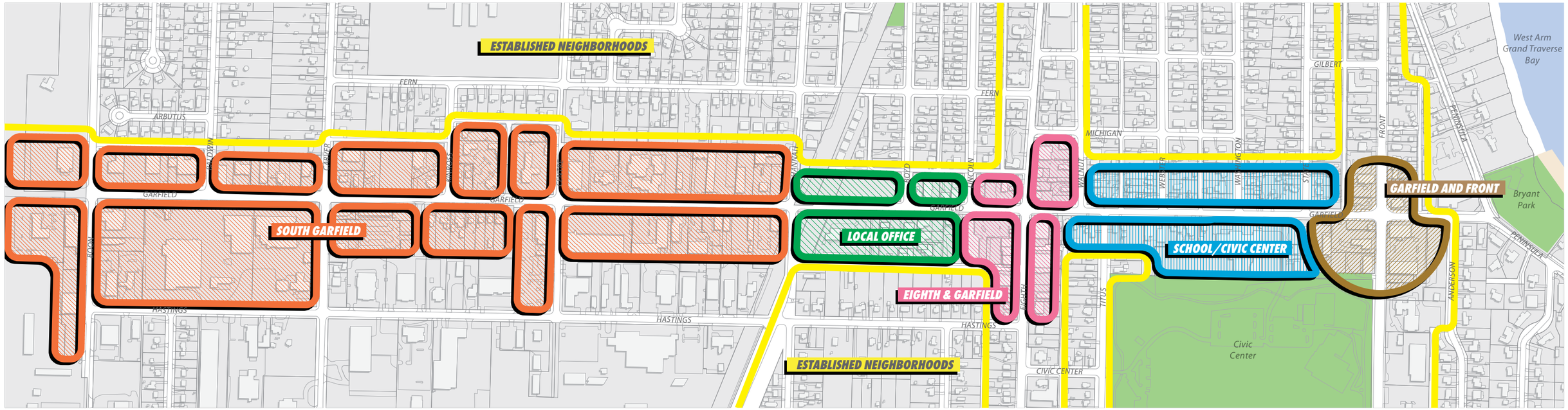
Roadway *Garfield Avenue is a two and four lane cross section, with one to two travel lanes provided in each direction depending on its location within the Study Area. There are signalized intersections East Front Street, Eighth Street, Hannah Avenue, Carver Street, and Boon Street. There is no left only turn lane provided throughout corridor, resulting in left turn conflicts and queuing along the roadway.*

Access Management *There are sections of the Garfield Avenue Corridor where access to properties is well controlled, but in other sections access management is limited, resulting in left turn conflicts for vehicles and driveways/pedestrians. Access management is an important consider-ation for the Garfield Avenue Corridor. By eliminating redundant driveways, consolidating curb cuts, and connecting adjacent parking lots, the function and safety of Garfield Avenue can be improved.*

ADA Compliance *The Americans with Disabilities Act has created a set of guidelines to ensure that transportation infrastructure is constructed to standards that ensure accessibility for the disabled. Sidewalks exist along portions of Garfield Avenue and there are areas of non-compliance due to the lack of curb ramps, sidewalk width, and sidewalk obstructions.*

Bicycle Lanes *There are no bike lanes along the corridor, and given traffic speed and volume, it may be possible to implement them along Garfield in the future in some areas. Designated bicycle lanes on a street provide a dedicated area of the roadway for bicycles. In addition to providing a safer environment for bicycles, bike lanes also provide more separation between traffic and sidewalk, further buffering pedestrians from moving cars.*





CHARACTER AREA FRAMEWORK

GARFIELD AVE

South Garfield *Development here varies in lot size, building placement, architecture, and land use. Redevelopment should seek to restore order, similar to the northeast corner of Carver Street and Garfield Avenue, be of high quality, and internalize parking or soften large parking areas with perimeter and interior landscaping. The City should explore extending Baldwin Street east to Hastings Street to connect the local grid, break up the superblock, and create unique redevelopment opportunities. Appropriate uses include office and commercial, including mixed-use. Cross access should be emphasized, including potentially extending Baldwin Street.*

Built Form	*Individual buildings will vary, but standards of design and quality should create a cohesive character.*
Parking	*Provided in the rear and softened with landscaped elements.*
Height	*1-3 stories.*
Uses	*Mix of uses, including retail, service, office, and residential. Mixed-use buildings could have commercial on the ground floor with office or multi-family residential above.*

Local Office *South of the Eighth and Garfield commercial area, activity and character become quieter with lower intensity office buildings on heavily landscaped or wooded sites. Some development opportunities exist, as well as opportunities to update or redevelop parcels. New investment should maintain the existing scale and character of this area. Appropriate uses include residential (multi-family or attached single-family) and office uses. Buildings should be between one to three stories.*

Built Form	*Residentially scaled/styled buidlings, compatible with the existing residential neighborhood.*
Parking	*Parking should be concealed from the Garfield right-of-way with either placement or landscaping.*
Height	*1-2 stories.*
Uses	*Residential, or possibly low-impact neighborhood commercial/office.*

Eighth and Garfield *This intersection is one of the busiest in the City. The current buildings and development pattern are outdated, redevelopment should be promoted on all corners. Comprehensive redevelopment is preferred and the City should take measures to improve the likelihood of this approach. This intersection is best suited for convenience retail given traffic volumes. Buildings should be placed close to the street while considering sight lines, potential intersection expansion, and ensuring a safe and comfortable pedestrian atmosphere. Parking should be located in the rear or side, buffered by landscaping and/or a low masonry wall. Cross access should be promoted and curb cuts, driveways, and access points minimized. Drive-throughs should be subtle, attractive, and well designed. All commercial activity should consider impacts on nearby residences and utilize screening and buffering.*

Built Form	*Buildings at, or near, the sidewalk and front property line. Continuous streetwall is desired particularly at the intersection to anchor the corners and frame the street.*
Parking	*Provided in the rear of buildings.*
Height	*2-4 stories.*
Uses	*Mix of uses including retail, service, and office. Residential is desirable only as part of a mixed-use building. Mixed-use buildings could have commercial on the ground floor with office or multi-family residential above.*

School/Civic Center *This section of Garfield Road has a residential feel, strongly influenced by Oak Park Elementary School and the Civic Center. It is anticipated that this segment of Garfield Avenue will maintain its existing residential character. New development and investment should be consistent with nearby buildings, residentially scaled and compatible with the school and established neighborhood.*

Built Form	*Residentially scaled/styled buidlings, compatible with the existing residential neighborhood.*
Parking	*In the rear if alley exists, otherwise in sideyards.*
Height	*1-2 stories.*
Uses	*Residential, or possibly low-impact, neighborhood commercial.*

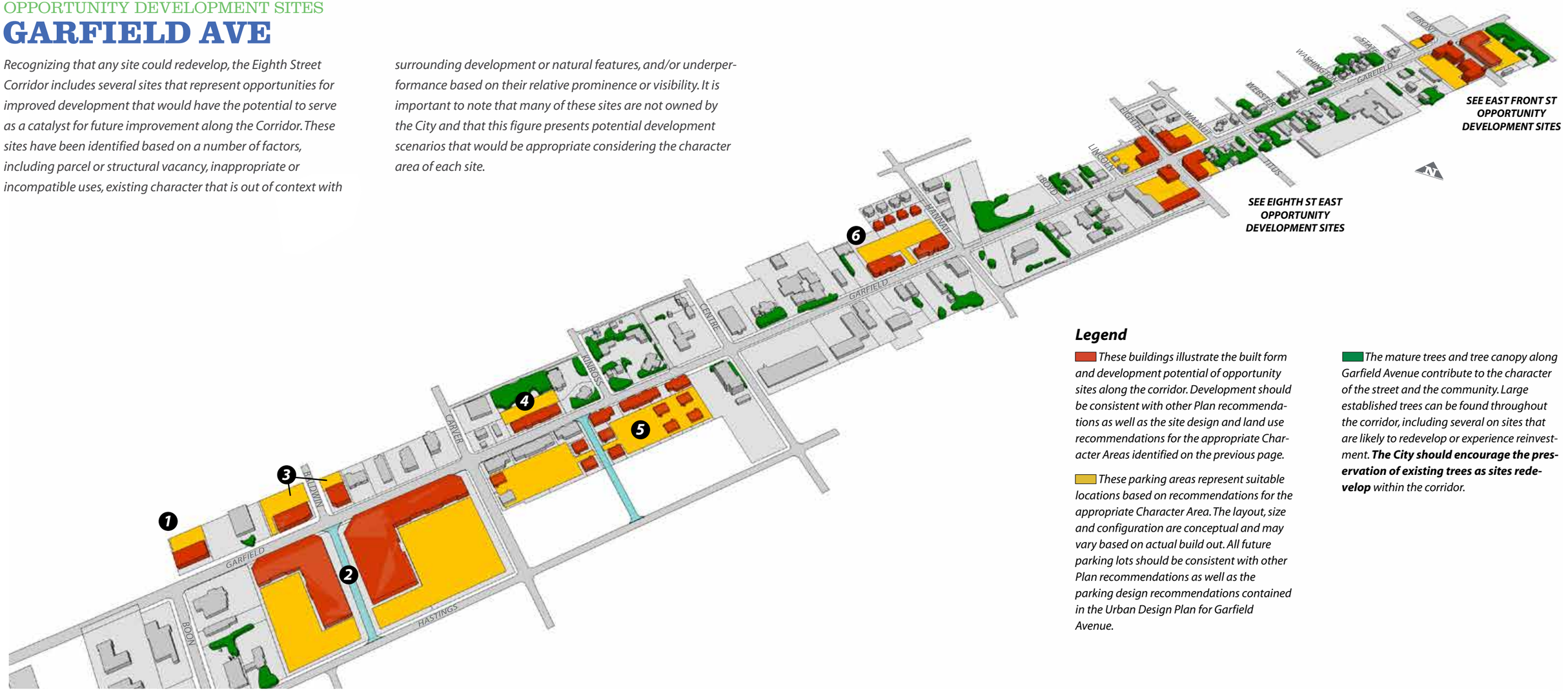
Garfield and Front *This area should provide connectivity to destinations and amenities such as the Civic Center and Bryant Park and establish a mixed-use node along at this intersection. Development should consist of mixed-use buildings, with ground floor commercial and residential units on upper floors. Uses should cater to residents, visitors staying in nearby hotels, or those passing through. Parking should be provided in the rear of the sites, accessed by the existing alley, with buildings placed at the sidewalk to create a comfortable pedestrian atmosphere.*

Built Form	*Buildings at or near the sidewalk and front property line to create a pedestrian-friendly atmosphere. Site configurations should work together to create a strong activity node.*
Parking	*Parking should be provided in the rear of buildings accessed by existing alleys.*
Height	*2-4 stories, although additional stories could be appropriate on properties depending on adjacent uses and existing buffering.*
Uses	*Mixed-use buildings with commercial on the ground floor with office or multi-family residential above.*

OPPORTUNITY DEVELOPMENT SITES

GARFIELD AVE

Recognizing that any site could redevelop, the Eighth Street Corridor includes several sites that represent opportunities for improved development that would have the potential to serve as a catalyst for future improvement along the Corridor. These sites have been identified based on a number of factors, including parcel or structural vacancy, inappropriate or incompatible uses, existing character that is out of context with surrounding development or natural features, and/or underperformance based on their relative prominence or visibility. It is important to note that many of these sites are not owned by the City and that this figure presents potential development scenarios that would be appropriate considering the character area of each site.



Legend

These buildings illustrate the built form and development potential of opportunity sites along the corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified on the previous page.

These parking areas represent suitable locations based on recommendations for the appropriate Character Area. The layout, size and configuration are conceptual and may vary based on actual build out. All future parking lots should be consistent with other Plan recommendations as well as the parking design recommendations contained in the Urban Design Plan for Garfield Avenue.

The mature trees and tree canopy along Garfield Avenue contribute to the character of the street and the community. Large established trees can be found throughout the corridor, including several on sites that are likely to redevelop or experience reinvestment. ***The City should encourage the preservation of existing trees as sites redevelop*** *within the corridor.*

1 *This small but visible site is at a key entry point into the City. Currently for sale, redevelopment should recognize this site's importance as a major gateway. New buildings should have a strong orientation to both Garfield Avenue and Boon Street. Parking should be located in the rear, serviced by the existing alley and cross access form the site to the north.*

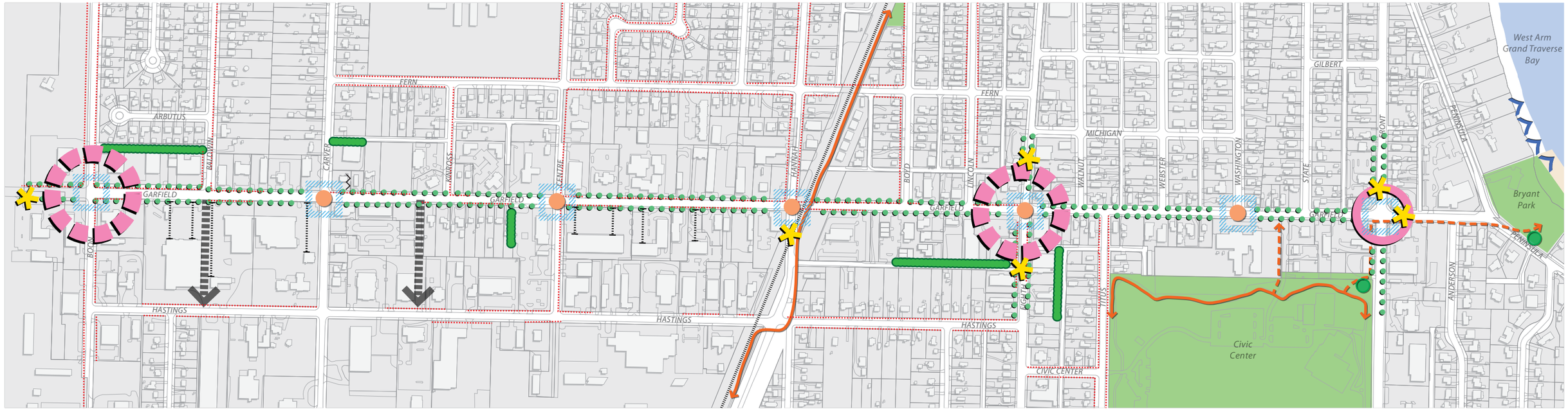
2 *The size and conspicuousness of this site give it the potential to change the entire character of the corridor and lead to further investment. Despite the complications created by having to coordinate with multiple property owners, redevelopment would be a catalyst for the southern end of Garfield Avenue. Redevelopment could include a mixed-use center. Baldwin Street should be extended to Hastings Street to break up the superblock into more manageable sized lots. The City should explore opportunities in more detail and potentially incentivize redevelopment.*

3 *If Opportunity Site 2 is redeveloped as described and illustrated, these two sites have strong, immediate potential to create a unique commercial node. If not, these sites would most likely be long-term opportunities. Ideally, new development would frame either side of an extended Baldwin Street and be integrated into a mixed-use center on the opposite side of Garfield Avenue.*

4 *This mostly vacant, heavily wooded site is small to redevelop independently, but could be extended to include the uses to the south. New development should match the built form and mix of uses of the complex across Garfield Avenue to create synergy in the corridor. Any existing high-quality trees should be preserved and incorporated into future plans.*

5 *These single-family homes are located in a busy section of the corridor and are surrounded by commercial uses. Given the context, commercial uses are most appropriate for this site. Although assembly of the individual homes could be problematic, extending the commercial development to the north onto these parcels would be the best approach. The City should be cautious of partial development as it would have detrimental impacts on any remaining single-family uses.*

6 *This underutilized, large corner lot at a signalized intersection of two well traveled corridors is an excellent opportunity for large-scale development. Assembling the parcels for comprehensive redevelopment, however, could be difficult. New commercial uses should front Garfield Avenue with multi-family units in the rear, transitioning to the residential development to the west. In addition, the site is also provided with an opportunity to connect to the nearby TART trail network, providing an opportunity for shopping or refreshments along the trail system.*



500 feet

URBAN DESIGN FRAMEWORK

GARFIELD AVE

The Urban Design Framework Plan provides a framework for the actions and improvements to enhance the appearance, function, and overall vitality of the Garfield Avenue Corridor. Improvements and recommendations identified in the plan are recommendations affecting both the public and private realm. Some of the improvements are simple, less costly improvements that can be implemented more quickly, while others more costly that will require more detailed study, planning, and funding.

The intersections of Boon Street and Garfield Avenue, and Eighth Street and Garfield, are focal points of the corridor and anchor the south and north ends. ***As primary entries, these areas should be improved with gateway features****, including signage, landscaping, unique pavement treatment, and more to strengthen the identity of the corridor.*

In addition to the corridor's primary gateways, other intersections provide opportunities to help strengthen the corridor's identity and overall sense of place. ***The City should improve these non-gateway intersections with features that complement the primary gateways****, including landscaping and signage, but to a lesser extent.*

There are segments of Garfield Avenue where ***utilities, mechanical infrastructure, and service areas detract from the appearance of the Corridor****. These areas should be adequately screened with landscaping and fencing including rooftop mechanical equipment.*

The City should ***encourage new development to identify and protect viewsheds and vistas*** *onto Grand Traverse Bay, Bryant Park, and other environmental assets by prohibiting overly intensive or massive development that blocks the viewpoint's subject.*

Parkway landscaping can visually unite a corridor and help establish a sense of place and identity. It can also play an important role in screening parking areas and reducing noise, light, dust, and glare from a roadway onto adjacent properties. ***The City should develop and implement a unified streetscaping treatment along the corridor*** *consisting of evenly spaced right-of-way trees, pedestrian scale lighting, shrubbery and hedges, flower beds, and other improvements that can help beautify and distinguish this important corridor.*

Many take pride in the fact that Traverse City is a walkable community. While City regulations and policies have been effective in establishing an extensive sidewalk network along Garfield Avenue, maintenance issues and gaps in the network do exist. ***The City should ensure a complete sidewalk network exists*** *along Garfield Avenue and ensure adjacent neighborhoods are also connected to the sidewalk network.*

In addition to sidewalk connections along Garfield Avenue, there are opportunities to ***connect to the Traverse Area Recreation and Transportation Trails' network (TART Trails).*** *Providing signage for the trail connections would assist in promoting the TART trail system, enhance the walkability and bikability of the community, and better connect the Garfield Avenue Corridor and its businesses to the trail system.*

Strengthening and enhancing crosswalks throughout the Corridor *could improve the pedestrian orientation and safety of Front Street. Primary crosswalks, designated for busier intersections, should be constructed with different materials and colors than the street, such as brick pavers or stamped and painted concrete, to enhance their visibility and improve the streetscape. Secondary crosswalks should use heavy striping to strengthen their presence.*

"Complete streets" prioritize safe and easy access for all modes of transportation, including vehicles, bicycles, pedestrians, and public transportation. Even small improvements such as providing ***street furniture can further enhance the pedestrian experience and make the Corridor more inviting.***

Trailheads and rest areas are important amenities that enhance the use of the entire trail system. The City should seek ***opportunities to install these amenities that may include providing information, parking, signs, restrooms, etc.*** *Trailheads should be prominent and should provide information about the trail and surrounding context.*

Wayfinding signage plays an important role in the branding, place making, function, and navigation of an area. ***A district identity and brand could be created for the Garfield Avenue Corridor and wayfinding could direct motorists and pedestrians*** *to key destinations along the Corridor and within the community. Wayfinding signage should be simple, quick and easy to understand, attractive, and contribute to the appearance and overall character of the Garfield Avenue Corridor.* ***Kiosks with maps and directories should be placed at key activity nodes within the Corridor,*** *and be easily visible to drivers and pedestrians.*

The internal layout of an individual site has a profound impact on the way people experience an area. ***Buildings should be placed near the front of the site to create a sense of scale and enclosure for the street.*** *Direct pedestrian access should be provided from the public sidewalk to the front entrance of the primary building.*

Long blocks can be unweildy for both pedestrians and redevelopment. The City should explore ***extending Bladwin Street to Hastings Street and other opportunities to improve circulation and break up superblocks into more managble parcel sizes.***

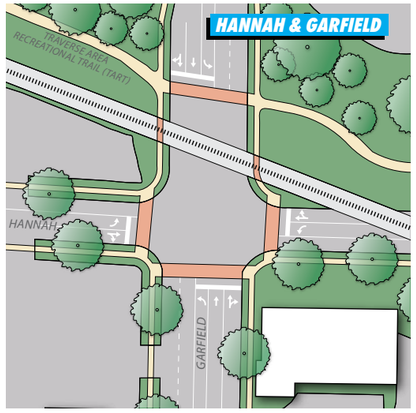
TRANSPORTATION FRAMEWORK PLAN

GARFIELD AVE

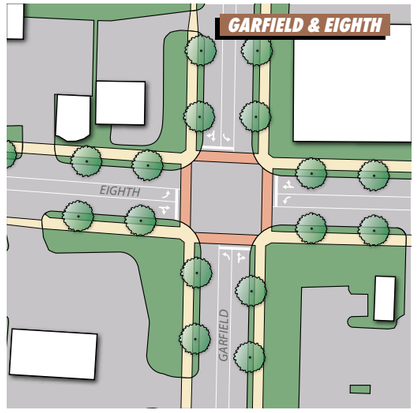
Safe and efficient transportation of vehicles, bicyclists, and pedestrians along the Garfield Avenue Corridor must be a priority for the City. However, given the existing right-of-way dimensions and lane configurations, adequately accommodating all modes of travel can be very challenging. Consideration must not only be given to traffic traveling along the corridor, but must also coordinate with the essential parking and property access along the roadway in order to provide a functional and viable corridor for commerce and future development.

Addressed in this section of the Plan, the key components of transportation are addressed in a manner geared toward enhanced mobility and safety for all modes of travel. Recommendations address access management, intersections, sidewalks, pedestrian comfort, ADA compliance, bicycle lanes, and more. Also, coordinated with transportation improvements, there must be beautification and urban design enhancements designed and implemented in a way that is integrated into circulation and access, rather than accommodated as an afterthought.

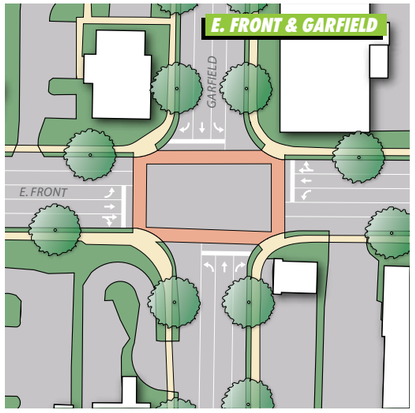
Note on Upgrade Signalized Intersections *Future traffic volumes and detailed traffic analysis would be needed to determine required lane configuration at intersections based on current peak hour counts.*



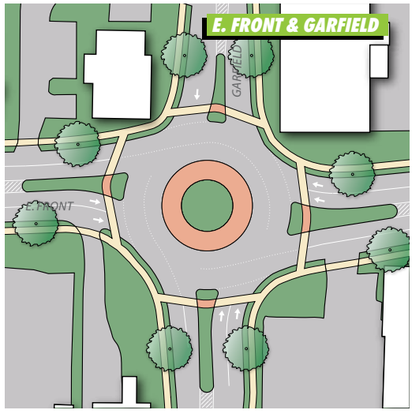
Hannah & Garfield *It is recommended that the City reconfigure the current singalized intersection at Hannah and Garfield to better accommodate the Traverse Area Recreational Trail (TART) and to include a designated left turn lane for both the northbound and southbound traffic along Garfield. Combining the pedestrian crosswalk with the TART connection increases driver awareness and reduces potential vehicle/pedestrian conflicts.*



Eighth *&* ***Garfield*** *In the event a roundabout is not feasible, due to either cost considerations or space constraints, the intersection should maintain its existing configuration - through-right lanes with dedicate left lanes in each direcation. In addition the City should work with the property owner at the northwest corner to eliminate the curb cut/access point that is near the intersection. Refer to the* ***Eighth Street Transportation Framework Plan*** *for an example of a proposed roundabout at the intersection of Eighth & Garfield.*



Front & Garfield *It is recommended that the City maintain the existing east/westbound configuration of the intersection at Front and Garfield including a left, through and through-right turn lane for westbound traffic and a left, through and through-right turn lane for eastbound traffic. Consideration should be given to adding a designated through lane for northbound and southbound to the existing right-through and left turn lane that currently exists for Garfield.*



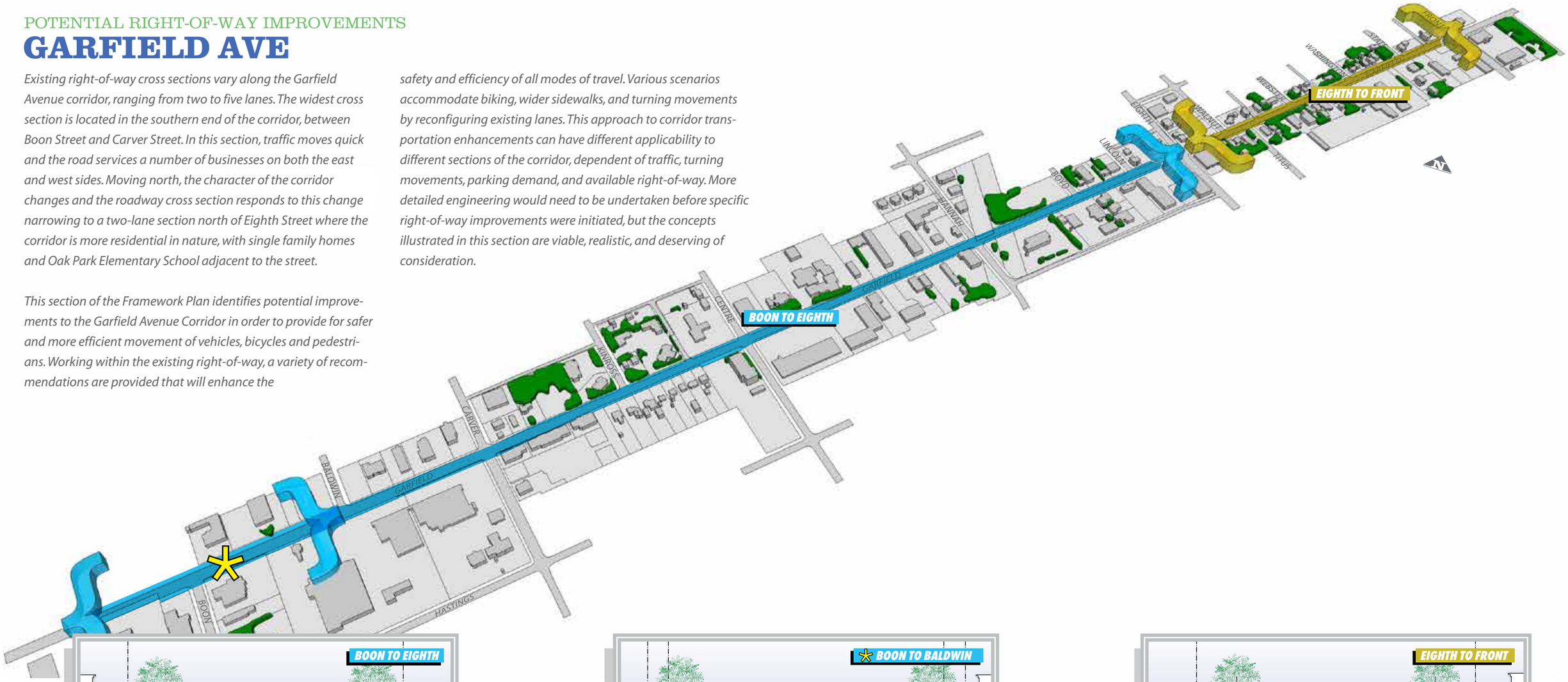
Front & Garfield *With the acquisition of additional right-of-way, it would be possible to install two-lane roundabout at Front and Garfield. Typically two-lane roundabouts are 140 to 160 feet in diameter, but the exact geometry (e.g. number of entry lanes, size, etc.) would need to be determined by additional data collection and analysis. Updated data regarding traffic counts and projections will be required before a roundabout analysis (i.e. RODEL, roundabout traffic analysis software) analysis can be conducted.*

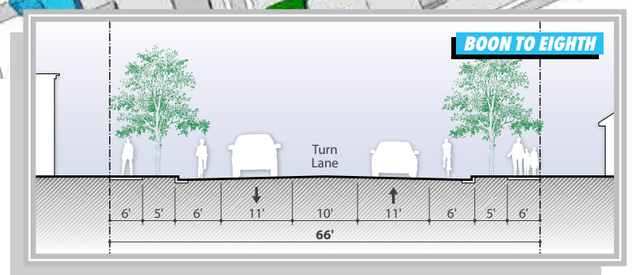
POTENTIAL RIGHT-OF-WAY IMPROVEMENTS

GARFIELD AVE

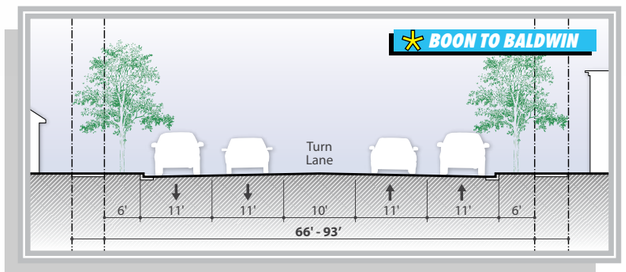
Existing right-of-way cross sections vary along the Garfield Avenue corridor, ranging from two to five lanes. The widest cross section is located in the southern end of the corridor, between Boon Street and Carver Street. In this section, traffic moves quick and the road services a number of businesses on both the east and west sides. Moving north, the character of the corridor changes and the roadway cross section responds to this change narrowing to a two-lane section north of Eighth Street where the corridor is more residential in nature, with single family homes and Oak Park Elementary School adjacent to the street.

This section of the Framework Plan identifies potential improvements to the Garfield Avenue Corridor in order to provide for safer and more efficient movement of vehicles, bicycles and pedestrians. Working within the existing right-of-way, a variety of recommendations are provided that will enhance the safety and efficiency of all modes of travel. Various scenarios accommodate biking, wider sidewalks, and turning movements by reconfiguring existing lanes. This approach to corridor transportation enhancements can have different applicability to different sections of the corridor, dependent of traffic, turning movements, parking demand, and available right-of-way. More detailed engineering would need to be undertaken before specific right-of-way improvements were initiated, but the concepts illustrated in this section are viable, realistic, and deserving of consideration.

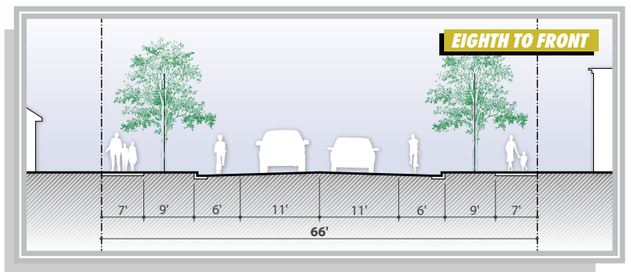




Boon to Eighth *Ideally, Boon to Eighth should consist of a three lane cross section including a 10-foot center turn lane, an 11-foot travel lane, and a 6-foot dedicated bike lane. A 5-foot sidewalk, and a 5-foot parkway are provided on both sides of the street providing a buffer for pedestrians traveling along the corridor. The existing pavement width along Garfield between Boon to Eighth ranges between 41.5-43 feet, however 44 feet would be required to accommodate the proposed dedicated bike lanes. It should be noted that the application of this cross section south of Baldwin requires more detailed consideration (see right).*



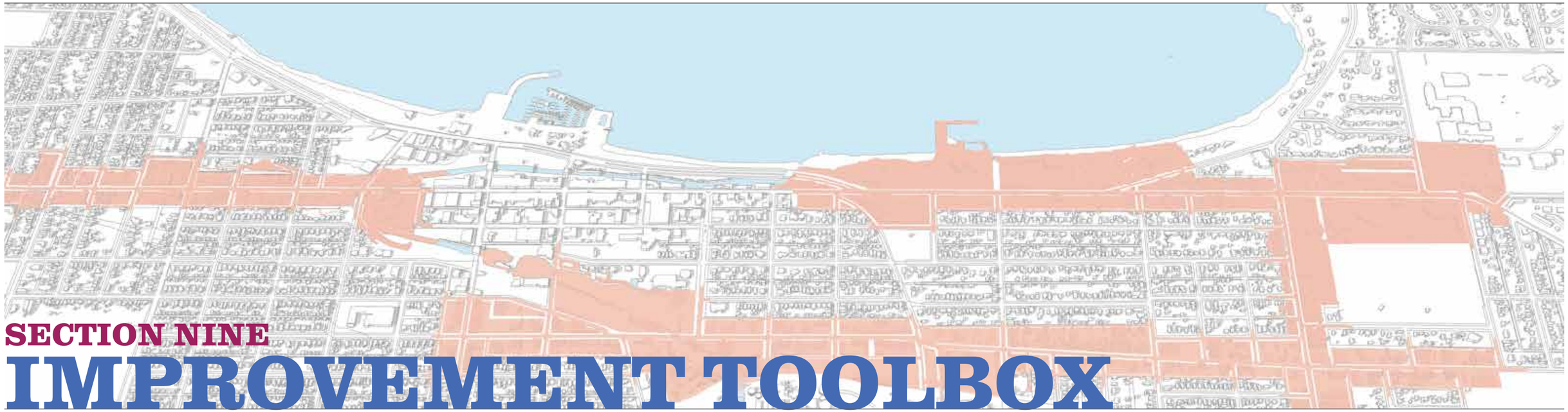
Boon to Baldwin *The Boon to Baldwin section is unique along the Garfield Avenue corridor in that the width of the right-of-way varies, ranging from 66-feet at Carver, and swelling to more than 90 feet near Boon Street. Further complicating measures is the location of parking for existing retail, which is in the right-of-way, and the placement the existing road, which is not current centered within the right-of-way, meaning that any significant changes to the cross section would require major reconstruction.*



Eighth to Front *Between Eighth to Front, Garfield should consist of a two-lane cross section, with 11-foot travel lanes in each direction, and 6-foot dedicated bike lanes. This residential configuration allows for a wider, 9-foot parkway, which could be used for a bus bay if desired, creating a sufficient buffer for pedestrians who can walk along Garfield on a 7-foot sidewalk. The existing pavement width along Garfield between Eighth to Front is 33 feet. The proposed pavement width is 34 feet and would not require slight widening to accommodate the proposed dedicated bike lanes.*

SECTION NINE

IMPROVEMENT TOOLBOX



SECTION NINE
IMPROVEMENT TOOLBOX

Separate framework plans have been prepared for each of the five corridors - each of which was presented in the previous five sections of this Master Plan. While the corridors all possess their own character and attributes, it is important that note that many have similar issues and recommendations.

This Section presents the Improvement Toolbox or visual dictionary of the recommendations and best practices. Some of the principles provided in this section were identified in the framework plans, while others simply represent implied or desired outcomes along the corridors. This toolbox is intended to be utilized by everyone, including decision makers, staff, property owners and developers.

Site Development Standards
- *Architectural Character*
- *Façade Enhancements & Improvements*
- *Low-Impact Development (LID)*
- *Site Configuration*
- *On-Site Landscaping*
- *Break Up the "Superblock"*

Streetscape + Public Realm
- *Complete Streets*
- *Sidewalk Network*
- *Crosswalks*
- *Bicycle Lanes*
- *Lighting*
- *Parkway Landscaping*
- *Landscaped Medians*
- *Overhead Utilities*

Access + Circulation
- *Use of the Alley*
- *Primary Site Access*
- *Cross-Access*
- *Drive-Throughs*
- *Traffic Calming*

Parking Standards
- *Parking Lot Standards*
- *On-Site Parking Capacity*
- *Bicycle Parking*

Buffering + Screening
- *Buffering*
- *Screening*
- *Residential Fencing*

Signage + Wayfinding
- *Commercial Signage*
- *Signage Enforcement*
- *Signage Preservation*
- *Wayfinding*

Image + Identity
- *Gateways*
- *Interpretive Signage*
- *Murals*

Contextual Development
- *Tree Preservation*
- *Viewsheds*
- *Designated Overlooks*
- *Trailheads + Rest Areas*

FRAMEWORK PLANS WERE PRESENTED IN THE PREVIOUS SECTIONS FOR THESE CORRIDORS

Section Four: *Front Street West* ***p. 25***

Section Five: *Front Street East* ***p. 33***

Section Six: *Eighth Street* ***p. 41***

Section Seven: *Fourteenth Street* ***p. 55***

Section Eight: *Garfield Avenue* ***p. 63***

Site Development Standards

Architectural Character

Architectural character is a critical component in creating a unique and exciting place. Both new development and renovations to existing structures should integrate appropriate materials, architectural details, and building forms to establish a deliberate theme throughout the community. Major massing elements, such as corner turrets, articulated entrances, and varying rooflines, should be used to create visual interest and avoid blank façades. All buildings should provide clearly defined entrances on the façades facing streets, and lighting, signage, and fenestration should create a welcoming and pedestrian-oriented atmosphere.

Good Examples

Poor Examples

Façade Enhancements & Improvements

Building façades, both individually and collectively, create a strong first impression of an area. Redevelopment is not the only chance to establish an architectural tone. Existing façades should be improved to create interest and pedestrian scale by using material and planar variations, decorative cornices, columns and pilasters, or kneewalls. Façades should also be highly transparent to enhance the character of the street and vitality of ground-floor uses.

Good Examples

Poor Examples

Low Impact Development

Low Impact Development (LID) is an approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible. It employs principles such as preserving and recreating natural landscape features, minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product. By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed. Low Impact Development has been characterized as a sustainable stormwater practice by the Water Environment Research Foundation and others. (Source: USEPA)

Good Examples

Poor Examples

Site Development Standards

Site Configuration

The internal layout of an individual site has a profound impact on the way people experience an area. Buildings should be placed near the front of the site to create a sense of scale and enclosure for the street. The exact setback should be responsive to existing development, assuming it represents a desirable development type for a specific portion of the City. Parking should be placed towards the rear of the site and should be hidden from public view by buildings or screening. Direct pedestrian access should be provided from the public sidewalk to the front entrance of the primary building. Landscaping should be used to create an attractive site and stress the importance of the relationship between the building and public street.

Good Examples



Poor Examples


On-Site Landscaping

Plant material adds personality and character by softening the built environment. Lots should be landscaped with shade trees, evergreens, shrubs, and flowers to beautify sites and connect them to larger green networks. Local or native species should be used to strengthen the local ecology and the sense of heritage.

Good Examples



Poor Examples

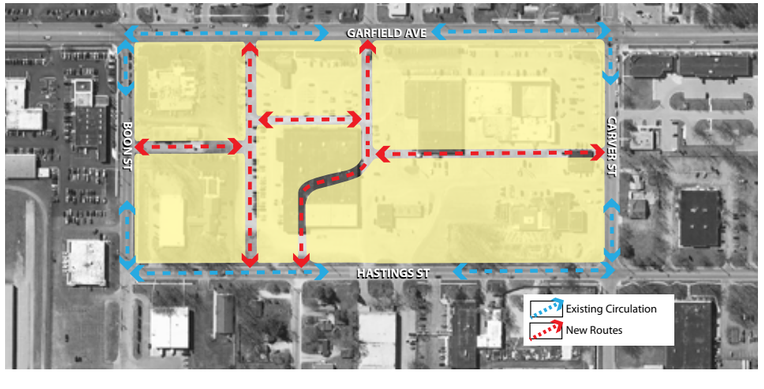


Break Up the "Superblock"

The street grid of an area impacts its function. The size and shape of the blocks affect its walkability and pedestrian-friendliness. A street grid with short blocks means an area is more walkable and accessible. A superblock is a large plot of land in a community that occupies a site in the middle of a street grid. Superblocks disrupt the street grid and limit accessibility to areas surrounding it. Superblocks should be discouraged from forming and should be broken up if possible when and where feasible. When given the opportunity to break up a superblock, the street network pattern directly surrounding the site should be re-established. The re-established street network pattern will greatly improve the accessibility and connectivity to and through the site.

Before

After



Streetscape + Public Realm

Complete Streets

"Complete streets" prioritize safe and easy access for all modes of transportation, including vehicles, bicycles, pedestrians, and public transportation. Although the application of complete streets principles can vary based on the specific needs and existing conditions of any individual place, prominent streets throughout the community should strive to implement improvements that offer benefits within the constraints of the existing context. Complete street policies increase safety for all travelers, ease traffic congestion by providing reasonable alternatives to cars, improve access for users of all ages and physical abilities, maximize the efficiency and minimize the cost of public transportation infrastructure, and reduce harmful environmental impacts.

Good Examples



Poor Examples



Sidewalk Network

In order to be effective, sidewalks should provide a continuous path throughout Traverse City's corridors. Walking should be considered a primary mode of transportation, and as such, pedestrians should be able to expect unobstructed paths. Generally, a comprehensive improvement program should be implemented to address three key components; 1) filling in gaps where there are no sidewalks, 2) replacing surfaces that are damaged or unsafe, and 3) ensuring that all segments meet accessibility requirements related to width, obstructions, etc. Sidewalks should be given priority over driveways by continuing sidewalk segments through curb cuts, and all development should provide direct pedestrian access from the public sidewalk to the front entry.

Good Examples



Poor Examples




Crosswalks

Safe crosswalks are an important component of successful pedestrian infrastructure. Ideally there should be a safe place to cross at every 300 feet, and no less than one every 1,000 feet along a corridor. Changes in paving materials, painted lines, and tactile/audible indicators are ways to make crosswalks clear to pedestrians and motorists alike. The City should consider the applicability of crosswalk design and technology upgrades throughout the community, especially in areas of concentrated pedestrian activity or high traffic speeds and volumes. A countdown signal, for instance, both visually and audibly indicates the number of seconds left for crossing. Other physical improvements that can enhance crosswalk safety include bollards, bump outs , and mid-street refuge areas.

Good Examples

Poor Examples



Streetscape + Public Realm

Bicycle Lanes

Though local conditions vary based on roadway characteristics, traffic volumes and speeds, and surrounding land uses, there are opportunities to implement techniques that improve community-wide bicycle mobility. The National Association of City Transportation Officials (NACTO) produces a bikeway design guide with both conventional and innovative bike lane concepts. The City should assess opportunities to enhance bicycle infrastructure in the public realm. Additionally, opportunities should be explored to integrate bike paths into private development through subdivision regulations or easements.

Good Examples

Poor Examples

Lighting

Appropriate lighting can serve the interests of both the City and local businesses, enhance the appearance of the area, and improve nighttime security. The City should establish a comprehensive lighting plan for prominent corridors, including lighting levels, roadway versus pedestrian lighting strategies, and the character of lighting fixtures to establish a community-wide or localized theme.

Good Examples

Poor Examples

Tree Lawn Landscaping

The tree lawn consists of the area between a sidewalk and the back of the curb. The size and appearance of tree lawns vary throughout the corridors. In general, there are relatively few trees within the tree lawn, and in many instances, it has been paved over. Wherever possible, these areas should be landscaped with shade trees, evergreens, shrubs, and turf. Shade trees should be planted at equal intervals (i.e. 40 ft on center) to create a consistent streetwall and provide a human scale to the corridors. In addition to beautifiyin the City's corridors, the International Society of Arboriculture estimates that the improvement in curb appeal due to street trees increases real estate values by 5-20%.

Good Examples

Poor Examples

Streetscape + Public Realm

Landscaped Medians

Installing landscaped medians along a corridor is an effective way to improve its appearance, slow traffic speeds, establish a specific local character, and identify prominent entries. The recent improvements along Woodmere Avenue are an excellent local example that helps pedestrians cross wide, multilane, streets. Landscaped medians can also restrict turning movements (sometimes by design) and should be strategically implemented to avoid negative impacting entry and egress from cross streets and other important access points. As an additional benefit, landscape medians can be designed as rain gardens to assist the City with stormwater and runoff.

Good Examples

Poor Examples

Overhead Utilities

Although not evident throughout all of the corridors, there are many instances where overhead utilities detract from the appearance of an area. Whenever possible, unsightly overhead utilities should be located underground or at the rear of properties. Rear alleys provide an excellent location for utility placement if burying utilities is cost prohibitive.

Existing

Removed

Poor Examples

Access + Circulation

Use of the Alley

Rear alleys are an important feature of Traverse City. They remove many of the more disruptive activities like deliveries, trash removal, and service from primary streets or more visible portions of a site. They also help to buffer residential neighborhoods from the potentially offensive uses of the primary corridors. Where they exist, alleys should be used for service activities. They should also be used as the primary means of access to parking lots. This will reduce the number of driveways from the primary street and strengthen the pedestrian network and character of the community.

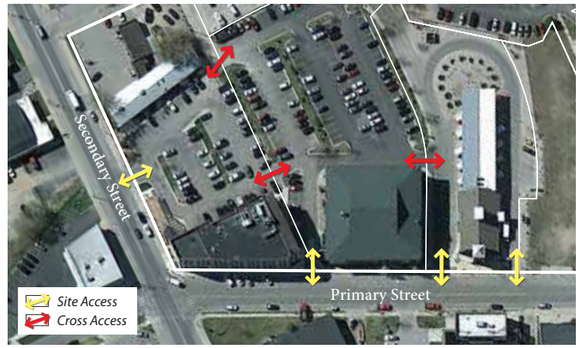
Good Examples

Poor Examples

Primary Site Access

Where alleys do not exist, access from the primary street should be minimized. For corner lots, side streets should be used to provide access to parking and drive-thru facilities. For mid-block lots, curb cuts should be shared with adjacent development, and cross-access should be encouraged.

Good Examples



Poor Examples

Modern Roundabouts

Numerous studies show significant safety improvement at intersections converted from conventional forms to roundabouts. Roundabouts often provide environmental benefits by reducing vehicle delay and the number and duration of stops compared with signalized or all-way stop-controlled alternatives. Roundabouts have traffic calming effects on streets by reducing vehicle speeds using geometric design rather than relying solely on traffic control devices. Due to the reduction of vehicle speeds in and around the intersection, roundabouts can improve pedestrian crossing opportunities.

Good Examples

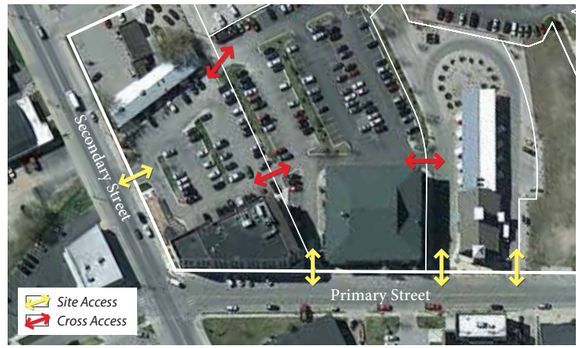
Poor Examples of Typical Intersections

Access + Circulation

Cross-Access

Cross-access, on-site vehicular connections that allow mobility between sites without using main thoroughfares, can have many public and private benefits. When adjacent lots have coordinated vehicle circulation, redundant curb cuts and driveways can be eliminated, thereby reducing conflict points with pedestrians and corridor traffic. This also allows for a more continuous "streetwall" catering to pedestrians. Businesses with cross-access benefit from their patrons' ability to easily visit multiple places per trip. Businesses should also be encouraged to remove pedestrian obstructions such as fences and walls to allow for pedestrian connections between properties.

Good Examples

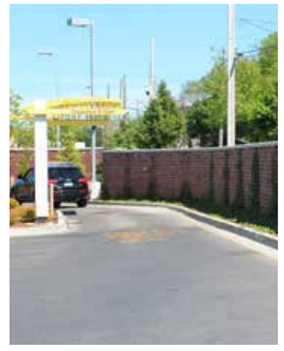


Poor Examples

Drive-throughs

Drive-through facilities can create challenges for communities and property owners. For some businesses, however, a drive-through may be an important amenity or necessity. Whenever possible, drive-through should be located and designed to eliminate typical negative impacts. Drive-through access and circulation should not impede pedestrian access from the public sidewalk or on-site parking lots. Drive-through windows and canopies should not be visible from the public street and should integrate similar materials and architectural elements in the primary building. Circulation areas should be buffered from adjacent uses to minimize the impacts of noise and lighting.

Good Examples



Poor Examples

Traffic Calming

Managing the speed and volume of traffic through traffic calming is an important consideration in creating a quality pedestrian environment as well as managing and discouraging cut-through traffic in adjacent residential areas. The Institute of Transportation Engineers (ITE) defines traffic calming as a "combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior, and improve conditions for non-motorized street users." There are two types of traffic calming, active and passive. Narrowing lane widths, on-street parking, and landscaping within the parkway are examples of passive traffic calming that are less noticeable to motorists, but can achieve desired results. When these improvements are ineffective or cannot be implemented, the City could consider active traffic calming such as speed tables, chicanes, chokers, neckdowns or speed bumps.

Good Examples

Parking Standards

Parking Lot Standards

To ensure functional parking areas do not detract from the character of the community, consistent parking design standards should be adopted and enforced. Standards should address stall sizes, aisle dimensions, appropriate parking configurations, and on-site circulation. They should also address parking lot landscaping and screening so that, when visible from a public street, the lots do not detract from the aesthetic character of an area. Landscaping helps to reduce stormwater runoff. The City should also encourage on-street parking. The benefits of on-street parking include providing traffic calming measures, a buffer for pedestrians on the sidewalk, allows multiple users to reach multiple destinations, and utilizes less land per space than off-street parking.

Good Examples



Poor Examples



On-Site Parking Capacity

Options should be given for lowering parking maximums and eliminating parking minimums. Specific incentives, such as a reduction in vehicular parking if additional bicycle parking is provided, can also make more efficient use of development lots and encourage sustainable behaviors.

Good Examples



Poor Examples



Bicycle Parking

Traverse City is a strong biking community. To foster the continued use of bicycles, amenities should be provided at popular destinations, local businesses, and community facilities. Local businesses and the City should provide bike parking that is secure, highly visible, and convenient to busy attractions and establish bike lanes/trails throughout the City.

Good Examples


Poor Examples


Buffering + Screening

Buffering

Urban corridors often include commercial or industrial uses that abut less intensive areas. In such cases, buffering should be used to mitigate negative impacts such as noise, light, or building scale. Buffering techniques include setbacks, landscaping, fencing, berms and low masonry walls.

Good Examples



Poor Examples



Screening

Screening should be used to enclose or hide unsightly areas, such as secondary site activities from public view. Service areas, utilities and mechanical systems, dumpster areas, and other necessary but unsightly elements deter from the overall character of the corridor or community. To the extent possible, building mechanical and communications systems should be located on rooftops and screened with extended parapets that are integrated into the design of the overall building. At the ground level, infrastructure and secondary activities should be screened by decorative landscaping or low walls that use materials and design elements similar to the primary structure. Screening of surface parking lots adjacent to public rights-of-way may also be desirable, however if parking lots are developed attractively (i.e. as a plaza), this may not be necessary.

Good Examples



Poor Examples



Residential Fencing

Where residential uses front prominent corridors, front yard fencing should be provided to delineate the public realm from private property. The intent of the fencing, however, is not to create a sense of privacy. Fencing should instead serve to create a consistent and attractive streetwall, incorporating decorative materials with at least 50% transparency.

Good Examples



Poor Examples



Signs + Wayfinding

Commercial Signs

Commercial signs are a necessity for the operation and advertising of local businesses. However, signs should not be the primary element that defines corridor character. Commercial sign regulations should require that signs be appropriately designed for its context. For example, pedestrian areas should restrict sign size since it is viewed at slow speeds. Signs should be appropriately integrated into building and façade design and should not cover important architectural features.

Good Examples

Poor Examples

Sign Enforcement

To improve the character of highly visible areas of Traverse City, the City should ensure that any undesirable sign types are removed. This would also be an opportunity to amend regulations related to allowable dimensions and design characteristics. Finally, the sign code should be amended to include the amortization of non-conforming signs in order to ensure timely improvement of local character.

Good Examples

Poor Examples

Signage + Wayfinding

Signage Preservation

Some signs can become iconic or representative of a specific desired character. To protect the character provided by these signs the City's existing regulations contain provisions for landmark signs, which is are older signs "designated by the Historic Districts Commission that by virtue of its age, rarity, historical significance, special design qualities, and characteristics of an earlier era, merits special regulatory treatment." The City should continue to maintain these provisions to ensure the character provided by these signs is not lost, and that owners are able to make repairs or replaced in the event of damage.

Good Examples

Wayfinding

Moving within and between different areas of Downtown can be made much easier and more enjoyable with a consistent approach to wayfinding. Directional signs, maps, banners, and deliberate graphics and color palettes create an intuitive navigational system for drivers and pedestrians. Live parking counts in garages direct traffic looking for parking and reduce disruptions to street and sidewalk activity. A wayfinding scheme can be extended to include other districts in the city as they establish themselves.

Good Examples

Gateways

Gateway features announce entry into a specific area and convey a local design theme or character. Gateways should be used to identify entry into the Traverse City community and in specific portions of the City, such as Old Town, the Warehouse District, and others. The City should work with local designers to establish design criteria for each character area identified with gateway signs. Such criteria may include materials, scale, style, etc., and may include elements that create a consistent theme throughout the City or provide more flexibility and uniqueness from place to place.

Good Examples

Image + Identity

Interpretive Signage

Traverse City has several locations that host important structures, uses, or historic events. Interpretive signage can be used to provide information to residents and visitors and provide a deeper appreciation of the City's history and heritage. The City should establish an inventory of historic places that warrant interpretive signage and develop a series of templates that can be adapted to a variety of sites.

Good Examples

Murals

While long blank facades should be discouraged throughout the corridors, sometimes they cannot be avoided. Where long blank facades exist, the City should promote the use of murals and other public art installations to tell the story of Traverse City and the surrounding area, while also beautifying the area and adding pedestrian interest.

Good Examples

Contextual Development

Tree Preservation

Mature trees enhance a corridor's attractiveness, increase development quality, prevent soil erosion, and absorb carbon emissions. Efforts should be made to preserve the City's existing mature tree canopy cover. Preservation initiatives should include tree removal and relocation, pruning, and protection from construction. Trees should be given deference over utility lines and infrastructure to avoid instances where trees are trimmed to accommodate power lines.

Good Examples



Poor Examples



Viewsheds

The City is situated in a Grand Traverse County, at the head of Grand Traverse Bay and enjoys many nearby natural attractions, including freshwater beaches, vineyards, a National Lakeshore, downhill skiing areas, and numerous forests. Throughout the City there are several spots that offer scenic views to these features provided by topography, the existing development pattern and street grid, and constant and organic growth of both the natural and built environments. Identifying and protecting scenic views are important, and courts have ruled that they contribute to public health safety and welfare, enhance property values, contribute to the economy and can serve as a foundation of a community's identity and well-being. Viewshed protection can be implemented by regulating setbacks, limiting heights, establishing façade controls, and adopting landscape and architectural design guidelines. In addition to regulation, donation, purchase, and voluntary agreements could also assist the City in protecting important and scenic views.

Good Examples

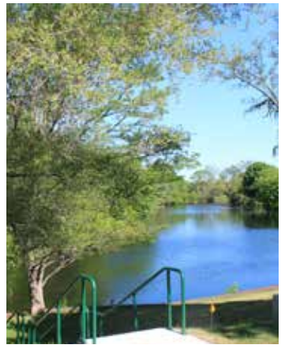


Contextual Development

Designated Overlooks

Several locations in the City offer especially iconic or impressive views of natural or urban settings. The City should designate overlook areas in locations where infrastructure can be built to enhance the experience. Improvements may include bulb outs, elevated platforms or towers, and signage that provides information regarding the subject of the view and its significance.

Good Examples



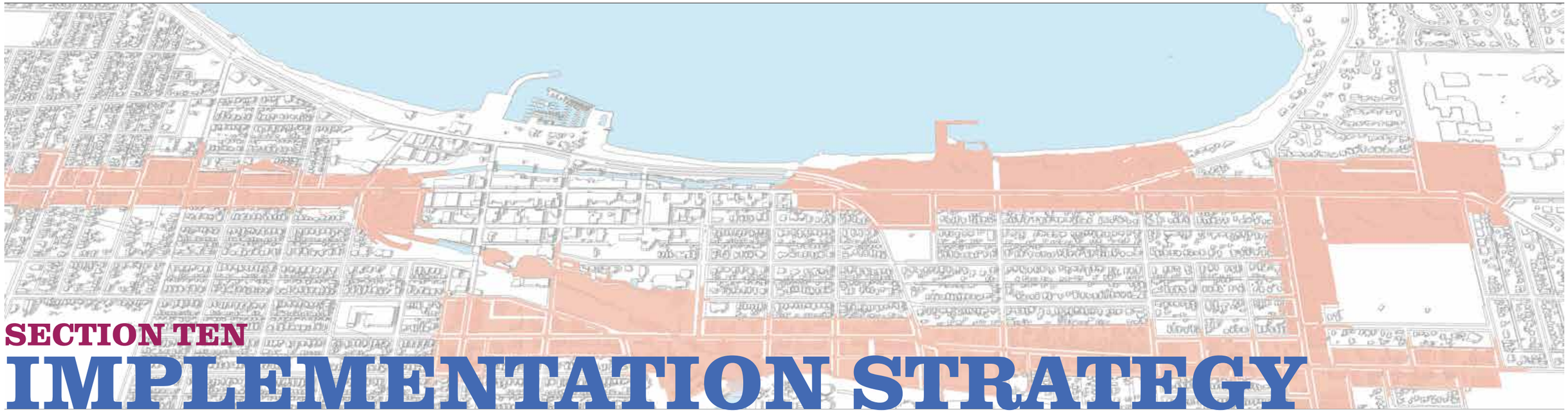
Trail Connections

Trailheads and rest areas are important amenities that enhance walking and biking throughout a community. The City should seek opportunities to install these amenities that may include providing information, parking, signs, restrooms, etc. Trailheads should be prominent and should provide information about the trail and surrounding context. To the greatest extent possible, rest areas should be located in logical locations that complement the context, such as another active open space, a scenic overlook, or adjacent development.

Good Examples

SECTION TEN

IMPLEMENTATION STRATEGY



SECTION TEN
IMPLEMENTATION STRATEGY

Completion of Traverse City's Traverse City Corridors Master Plan is only the first step, not the last. The Master Plan sets forth an agreed-upon action plan for the next ten to fifteen years. It is the product of considerable effort on the part of the City Commission, Planning Commission, Corridor Steering Committee, City staff, residents, and the business community.

The City and its leaders have expressed a commitment to implement the Plan to promote economic development and revitalization along these key corridors within the City. Implementation of the Corridors Master Plan will occur incrementally, as various projects and improvements are undertaken individually. Sustaining this effort and maintaining focus and direction toward plan objectives will be necessary to take this Plan from ideas to reality. Significant City and property owner/tenant involvement will be required to implement the Plan because of the size and scope of the study areas, the diversity of the development and redevelopment opportunities, amendments to regulations required to foster desired improvements, the amount of supporting infrastructure needed, and the multiple property owners involved.

There are several requirements for effective implementation of the Traverse City Corridors Master Plan. This section highlights the implementation tools available for the City to work towards fulfilling the recommendations of the Plan. Strategies, actions and policies to implement the Plan are described on the following pages organized in the categories listed below:

- *Administrative Actions*
- *Regulatory Actions*
- *Capital Improvements*
- *Economic Development*
- *Review and Update Actions*
- *Strategies, Incentives & Funding Sources*

Following these strategies and sources is an Action Plan that will guide the City in taking the next steps to implement the Plan.

Administrative Actions

The following components require administrative action and/or public policy to implement. These actions do not require a significant allocation of funds and can be completed in a relatively short time frame compared to other recommendations.

Plan Related

Adopt the Plan. *The Traverse City Corridors Master Plan should become the City of Traverse City's official policy guide for improvement and development for the five identified corridors – East Front Street, West Front Street, Eighth Street, Fourteenth Street, and Garfield Avenue. It is essential that the Plan be adopted by City Commission for use by City staff, boards, and commissions to review and evaluate all proposals for improvement and development within the study areas.*

Use the Plan. *The Plan has been designed with a great deal of emphasis on the use of graphics with the intent of more easily illustrating specific ideas and recommendations. The purpose of this graphic approach is to help to ensure that the Plan is easily understood.*

Communication Related

Meet with residents, businesses and key property owners. *Meet with residents, businesses, key property owners, institutions and others to review the recommendations of the Plan and discuss future improvements to begin to work together for a shared future. Consider reaching out to owners of identified catalyst sites to ensure they are aware that their parcels are not "targeted" for redevelopment, but considered key to sustaining the City's healthy neighborhoods should they be sold or redeveloped.*

Make the Plan available. *The City should post a copy of the Plan on the City's website for download. A hardcopy of the Plan should also be kept at the Traverse City Governmental Center for review and the Traverse City Public Library.*

Promote Communication and Cooperation. *The City of Traverse City should assume the leadership role in implementing the Traverse City Corridors Master Plan. In addition to carrying out the administrative actions and many of the public improvement projects recommended in the Plan, the City may choose to administer a variety of programs available to local residents, businesses and property owners. In order for the Traverse City Corridors Master Plan to be a success, it must be based on a strong partnership between the City, other public agencies, utility companies, M-DOT, various neighborhood groups, local business owners, and residents.*

Development Related

Ensure Development Plans work with the Plan. *Review plans and proposals from the development community and utility companies against the recommendations and framework plans of this document. Whether new tenant build-out, façade renovation or full redevelopment, the Corridors Master Plan should be used in communicating the City's vision for each corridor to business owners and investors.*

Regulatory Actions

Adoption of the Traverse City Corridors Master Plan should be followed by a review and update of the City's current development controls including zoning, subdivision regulations, and other related codes and ordinances such as the sign ordinance. It is essential that all development controls are consistent with and complement the Traverse City Corridors Master Plan.

The Traverse City Corridors Master Plan sets forth policies regarding the use of land within the commercial areas and establishes policies for the quality, character, and intensity of new development and redevelopment. The Plan's policies and guidelines should greatly assist the City in amending zoning and development code regulations that can better reflect the needs and aspirations of the community for these important areas of the City.

Update the City's Master Plan and Future Land Use Map. *The City should adopt the Corridors Master Plan as an update to the City's Master Plan to reflect the new land use designations so the Future Land Use Map is consistent with this Plan.*

Update the City's Zoning Regulations. *Together with the Land Use Plan, the City's Zoning Regulations needs to reflect the recommendations of the Corridors Master Plan. Zoning regulations should encourage redevelopment and enhancement of properties, while improving the image and character of the corridors. To this end the City should consider Form Based Code to better regulate the built form of the corridors. Zoning, including form based codes, is one of the most powerful tools municipalities have to control, guide, and regulate land use and development. In addition to designating what uses are permitted in what locations, zoning also sets the standards for the physical form and certain aesthetic components of the built environment – height, setbacks, lot coverage, floor area, parking requirements, signage, landscaping, and more.*

Amend Ordinances to Support Recommended Development Character. *Overall, the existing Traverse City Zoning Regulations are generally consistent with the land use, development, and character area recommendations of this Plan. Only in a few areas does there seem to be a need to amend the existing zoning regulations and the zoning map itself in order to better accommodate the recommendations of this Plan. For the most part, except as noted below, the height, setbacks, and uses designated by the Zoning Regulations are consistent with the Corridors Master Plan.*

West Front Street *– The Plan's recommendations regarding building height and setback are generally consistent, with the zoning regulations allowing a maximum building height that would accommodate the number of floors recommended in the Plan. In some instances, such as with the C1 District in the East of Maple Character Area, a residential component would be required of any development in order to exceed a height of 30' and build up to the 40' maximum allowed by zoning. This occurs in areas designated by the Plan for building 3-4 stories in height.*

East Front Street *– Within this corridor, certain properties along the waterfront are permitted at a height of 90' for the NMC-2 District and 40' for the HR District. In order to permit buildings up to the 5 stories and above height recommended by the Plan for the Resort/Campus Character Area, the HR District would need to be amended to permit buildings to be in the height range of 50'-75'.*

Eighth Street *– The Plan's recommendations regarding building height and setbacks for this corridor are generally consistent with the zoning regulations. However, residential uses must be included in some developments to reach the maximum permitted building height of 40', such as with the C1 District located in the Old Town, Boardman/Woodmere, and the Traditional Neighborhood Character Areas located along the corridor.*

Garfield Avenue *– From north to south, the Plan's Character Area designations for the corridor are generally consistent with the existing zoning regulations. However, as with other corridors throughout the City, a residential component to a building in a commercial district may be required to reach the maximum height of 40', rather than the height of 30' for building without residential uses included. The condition exists for the C1 District properties that are located within the South Garfield Character Area of the Plan.*

Fourteenth Street *– Along this corridor, building height and setbacks permitted in the zoning ordinance are generally consistent with building height range recommended by the Plan. However, in the West End Character Area, there are areas zoned for single-family residential that the Plan designates for commercial use of greater intensity, possibly including 4-5 story buildings. In addition to needing property assembly to make such commercial/mixed-use development likely, some residentially zoned property would need to be rezoned to permit the uses, building height, and setbacks required to fully realize the Plan's recommendations.*

In addition to the items noted for the different corridors, related primarily to building height and use, other more broad amendments would likely improve conditions along all areas of all corridors, including items such as signage, landscaping, pedestrian access, scenic views, and site aesthetics.

Eliminate Non-Conforming Signs and Sign Copy. *Consideration should be given to adopting amortization requirements as it relates to non-conforming signage, in order to remove billboards and other undesirable and non-conforming signage from the corridors, over an acceptable period of time. Additionally, consideration should be given to amending sign regulations for outgoing tenants and owners. Within 30 days of business closure, business names should be removed from the premises. In the case of interchangeable panels, a blank black or white panel must be inserted.*

Amendment Regulations for Walls and Fences. *Two key amendments could dramatically improve both the commercial and residential character of the corridors. First, consideration should be given to amending the development regulations to require low profile masony walls to screen parking areas for parking lots adjacent to the front property line. This would dramatically improve the appearance of the corridors in areas where surface parking lots are located along the front of the property and adjacent to the sidewalk and street. And second, consideration should be given to amending the City's Code of Ordinances to limit the height of front-yard fencing to prevent home owners from "walling off" the street. Fences within the front yard of residential properties should be limited to 3½' to 4' in height and should be a minimum of 50% open, such as a picket fence or wrought iron fence.*

Improve Pedestrian Environments, Landscaping, and Lighting On-Site. *Several ordinance amendments could address smaller, site specific components and improve the appearance of the corridor incrementally as development occurs over time. The development regulations should be amended to require clear on-site pedestrian sidewalk connections from the public walk to the front walk/building of the business located on the site. Wherever possible, the route should not cross drive aisles and parking lots. This simple code revision could dramatically improve the pedestrian safety and environment for commercial properties.*

Both landscaping and lighting requirements for development sites could be improved by amending the ordinance to require appropriate landscape improvements on private property to coordinate with public streetscape improvements, such as a particular plant palette and for larger sites, planters, irrigation, and a maintenance plan. Also, consideration should be given to amending regulations to require decorative building and site lighting as a requirement for new construction, redevelopment, and exterior renovations. A standard could be chosen to coordinate with public streetscape improvements.

Protect View Sheds. *Finally, to highlight the natural beauty and unique amenity of the nearby bodies of water, consideration should be given to amending the Zoning Ordinance or develop an overlay district to protect the view sheds to the West Arm of Grand Traverse Bay, Boardman River, and Boardman Lake as viewed from along the corridors and nearby areas.*

Promote the streetscape and beautification improvements recommended in this Plan. *This Plan identifies several improvements aimed at beautifying and improving the streetscape throughout the corridors. The recommendations are further supplemented by Section Nine: Improvement Toolbox which articulate best practices, the appearance desired by the community. In addition, the Urban Design Element of the City's Master Plan provides additional guidelines and recommendations to enhance the built form.*

Update Transportation Policies. *Consider the development of access control policies and standards to be integrated into an updated Zoning Regulations. The policies should reflect the City's desire to reduce the number of individual driveways along the Corridors in favor of shared access, and promote healthy walkable neighborhoods.*

Capital Improvements

The City should continue to maintain its Capital Improvements Plan (CIP) to plan and budget for future actions as outlined in this Plan. The City's Capital Improvement Plan identifies major public construction projects and improvements anticipated during the next six fiscal years. Capital projects are permanent physical or system improvements of at least $50,000 with a useful life of at least 10 years; or a study of at least $50,000 that will lead to such projects. Examples of projects include bridges, public restrooms, boardwalks and sewer main replacements. This Plan identifies many recommendations that should be integrated into the City's CIP. The City of Traverse City's financial resources will always be limited and public dollars must be spent wisely. The CIP would allow the City to provide the most desirable public improvements, yet stay within budget constraints. The following is a list of potential, major capital improvements identified in the Plan:

Transportation and Circulation

Intersection improvements. *Pending further study, secure funds for needed intersection improvements as identified in the Framework Plans including their timing, lane configurations, and work toward a practical solution that improves the intersections, even if only in the short-term.*

Cross access. *The City should begin to work with private landowners to create improved cross access between parcels, as identified in the Plan. Identifying willing volunteers to be aided with some public funding is a good way to implement a prototype in one of the corridors to be followed by others.*

Pedestrian and Bicycle Improvements. *Work to secure funds for additional sidewalk connections, bike route connections and other pedestrian amenities as identified in the Framework Plans.*

Transit. *The City should encourage the use of transit by installing bus-bays, bus stops, and crosswalks near bus networks.*

Streetscape and Beautification

Streetscape Improvements. *Work to improve the appearance of the corridors including improved landscaping, lighting, and gateway signage as indicated in the Corridors Master Plan. Improvements along East Front Street will require coordination with M-DOT.*

Public Signage Improvements. *Design and implement new improvements to street signs and wayfinding signage, especially at identified intersections to provide for better navigation throughout the City and corridors.*

Utilities

Burying overhead utility lines. *The City should continue to work within its current program but also in coordination with utility companies to bury overhead utility lines. The City should also work with utility companies on the placement of future utilities to ensure that they are located in areas that do not deter from the desired appearance and character outlined in the Master Plan. Additionally, uniform painting of highly visible transformers, switch boxes and the like should be coordinated with the appropriate utilities and agencies.*

Economic Development

New development and redevelopment within the City's corridors will provide the City with the opportunity of enhanced revenue sources. Throughout the planning process, the community has expressed the desire to redevelop and improve the appearance of the corridors. Given the importance of the retail, service and office uses located within the Study Area, it is important that the City continue to support existing businesses, while actively pursuing new businesses to locate within the Study Area. Economic development strategies consistent with the recommendations of this Plan include:

Marketing. *Hold regular meetings with the business, real estate, and development communities to apprise them of active changes and improvements in the City. Providing up-to-date site inventories on properties available for development and participating in the Chamber of Commerce and Downtown Traverse City Association activities can be useful in making business contacts.*

Business Retention. *Along with promoting new development, the retention of existing businesses should be a priority. The City is aware of the importance of maintaining contact with retail and employment businesses in the community to stay informed of business needs. Much of the City's future economic development will result from improved performance of local retailers and manufacturers, as well as the expansion of these businesses in the community. Continued support of and cooperation with the Traverse City Area Chamber of Commerce, Downtown Development Authority, and the Downtown Traverse City Association is recommended to maintain these efforts.*

Business Community Involvement. *It will be important to continue to build a strong relationship with the business community. The City makes a high priority of working with the development community, businesses and landowners to realize economic change and physical improvement, as recommended under this Master Plan. Many recommendations of the Master Plan involve business interests, and strong partnerships between the City and business community will greatly help to facilitate success in these efforts in the future.*

Review and Update Actions

In order for the Plan to remain as up-to-date as possible, the document needs to be used and reviewed on a constant basis. The Master Plan is not a static document and as changes in the community and along the corridor occur, especially new or different ideas, implemented capital projects, they should be part of the review and update process. These changes can be brought forth to the City at any time, and should be part of the Corridors Master Plan's review process. The following procedures should be used in reviewing and updating the Master Plan.

Day-to-Day Monitoring and Administration

To ensure that the City is not alone in the monitoring and review of the Master Plan it is important for the document to be made available to the public, the Traverse City Area Chamber of Commerce, Downtown Development Authority, the Downtown Traverse City Association and other agencies. While the Planning Commission and City Commission are ultimately responsible for implementing the recommendations within the Master Plan, the City's Planning Department and Engineering Department is the most appropriate to carry out the day-to-day plan administration.

Responsibilities would include:

- *Day-to-day administration and interpretation of the Master Plan*
- *Maintain a list of future amendments, issues or needs which may be added, changed, or removed from the Master Plan*
- *Undertake any additional studies recommended in the Master Plan*
- *Recommend policy revisions and changes to Planning Commission and the City Commission.*

Plan Review and Progress Report

Although a proposal to amend the Plan can be brought forth by petition at any time, the City should regularly undertake a systematic review of the Corridor Master Plan. The City should initiate a full review of the Master Plan every 5 years. In addition, each year, in conjunction with the development and approval of the annual workplan, the City should monitor accomplishments, successes, outstanding steps, and new issues or opportunities. Preparation of the annual workplan should coincide with the preparation of the annual budget and capital improvement program. Routine examination of the Master Plan will help to ensure that the document remains relevant and on the forefront.

Strategies, Incentives and Funding Sources

Redevelopment and reinvestment along the corridors will likely require some measure of participation by the City. While Traverse City has a strong demographic and identity, development opportunities still must compete on a regional scale. City participation may be in the form of infrastructure improvements, tax abatement, land acquisition, permit waivers and other assistance. The City's involvement may likely be necessary, at least with initial projects, to serve as catalysts for future investment and development.

There are many programs and tools available including local, county, state and federal sources. The following includes some of those tools and resources that may be applicable to the City of Traverse City's Corridor Improvement Program.

Local Funds and Sources

Traverse City Area Chamber of Commerce

Under the mission of promoting the economy and protecting the environment of Traverse City and the region, the Chamber of Commerce administers a number of funds to finance economic development projects.

Chamber Development Fund

The goal of the Development Fund is primarily to grant local companies capital to grow their business and create new jobs. Financial support is limited to between $25,000 – $250,000.

Energy Efficiency Fund

The Energy Efficiency Fund is meant for commercial and industrial utility customers. The program awards low-interest, short-term loans for businesses in Antrim, Benzie, Grand Traverse, Kalkaska, and Leelanau Counties investing in energy efficient renovations recommended after an energy assessment or audit. The micro-loans can be up to $10,000 for no more than three years at an interest rate between 3 and 5%.

Chambers's TCL & P Energy Efficiency Revolving Loan Fund

The Energy Efficiency Revolving Loan Fund only applies to Traverse City Light & Power commercial and industrial customers. The program awards low-interest, short-term loans for businesses investing in energy efficient renovations recommended after an energy assessment or audit. In order to qualify for a loan, the company must be a TCL&P commercial or industrial customer, be a Traverse City Area Chamber of Commerce member, complete an energy assessment/audit with proven reduction of electrical demand during peak times, and be able to pay back the loan. The loans can be up to $50,000 for no more than five years at an interest rate between 3 and 5%.

Tax Increment Financing (TIF)

TIF funds can typically be used for infrastructure, public improvements, land assemblage, and in offsetting the cost of development – including, but not limited to engineering, stormwater, and other site related issues. TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and incentivize further reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF District increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in the area. Local officials may then issue bonds or undertake other financial obligations based on the growth in new tax revenue within the district. Over the life of a TIF district, the taxing bodies present within the district, receive the same amount of tax revenue that was generated in the base year in which the TIF was established. There are provisions that allow for schools to receive additional revenue. The City of Traverse City currently operates two TIF districts, TIF 97 and TIF 2.

Community Development Corporations

Many communities use Tax Increment Financing (as appropriate) to fund the start up and/or operation of a Community Development Corporation (CDC) to oversee a range of redevelopment activities for a specific geographic area, particularly commercial areas and central business districts. A CDC is typically an independently chartered organization, often with not-for-profit status, that is governed by a board of directors. The directors typically bring expertise in real estate or business development along with a demonstrated commitment to the community. CDCs are often funded through public-private partnerships with financial commitments from local financial institutions or businesses and a public funding source (TIF, etc.) to provide for both operating expenses and programs, as appropriate. CDCs may undertake traditional chamber of commerce-like activities such as marketing, promotion, workforce development, information management, and technical assistance to small businesses, but may also administer loan programs or acquire and redevelop property in the community.

Many communities create CDCs under the umbrella structure of an established chamber of commerce in the community so that missions are complementary and do not overlap. An example of a distinctive CDC activity is the facilitation or administration of a revolving loan fund or a community lending pool capitalized by commitments from local financial institutions to provide low-interest/low-cost loans. Such funds typically target both new and expanding businesses for such redevelopment activities as interior improvements, façade and exterior improvements, building additions, site improvements, etc. Some state and federal small business assistance programs are structured to work in combination with

CDC administered loan programs. Another distinctive activity of a CDC is property acquisition and redevelopment, which is most successful when the organization is mature in both expertise and capacity (particularly if the CDC intends to manage property after redevelopment).

Payment in Lieu of Taxes (PILOT)

Payment in Lieu of Taxes (PILOT) is a tool similar to tax abatement. The City can use PILOT to reduce the property tax burden of a desired business for a predetermined period. In this instance, a local taxing body and a property owner will agree to the annual payment of a set fee in place of the property taxes. Payments are typically made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can also be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non taxpaying entity locating to a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

State and Federal Funds and Sources

Community Development Block Grants

Community Development Block Grants (CDBG), originating from the U.S. Department of Housing and Urban Development, are administered by the Michigan Strategic Fund through the Michigan Economic Development Corporation (MEDC). They are used by municipalities to help private, for-profit businesses locate or expand in their community. Examples of funded projects include extending utility lines to an expanding company that will create new local jobs. They can also be used for critical infrastructure needs in low- and moderate-income communities. CDBG require matching funds by either the benefiting business or the municipality.

Each year, Michigan receives approximately $30 million in federal CDBG funds, funding projects throughout the state via several grant programs.

Blight Elimination Grants

The Blight Elimination Program provides communities with financial assistance to remove and improve areas that are designated a slum or blighted. Eligible under this activity would be property acquisition, clearance/demolition, historic preservation, and building rehabilitation necessary to eliminate public health and safety hazards.

Façade Improvement Grants

The Façade Improvement Program provides funding for commercial and mixed use building façade rehabilitation and reconstruction. The goal of the program is to reduce the deterioration of traditional downtowns, assuming that exterior improvements will stimulate additional investment in the area and attract additional customers.

Downtown Infrastructure Grants

The Downtown Infrastructure Program is available to improve infrastructure quality and reduce costs to make projects feasible. Only improvements related to new commercial or mixed use developments are eligible. Activities may include the demolition necessary make other improvements, but all projects must be publicly-owned and maintained, unless the utility is privately-owned.

Signature Building Acquisition Grants

The Signature Building Acquisition Program funds the acquisition and rehabilitation of vacant and underutilized buildings in downtown districts. Municipalities may also contribute funding to acquisition, allowing developers to lower overall project costs. It is expected that the developer will spend at least the amount of the acquisition cost to improve the building's interior.

Tax Exemptions

There are a number of exemptions allowed by the Michigan Department of the Treasury to assist businesses in the state wishing to improve their physical assets. The following are a number of programs as described by the Treasury that could be applied to projects supporting the goals and objectives of the Corridors Master Plan.

Industrial Facilities Exemption

The Plant Rehabilitation and Industrial Development Districts Act, known as the Industrial Facilities Exemption, 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 (IDD) or a Plant Rehabilitation District (PRD) must be created prior to initiating a project.

New Personal Property Exemption

The New Personal Property Exemption affords a 100% property tax exemption for specific businesses located within eligible distressed communities. This exemption is for all new personal property placed in a district that has been established by the local unit of government. The local unit of government determines the number of years granted and may grant any number of years for the exemption.

Neighborhood Enterprise Zone Act Exemption

The Neighborhood Enterprise Zone Act provides for the development and rehabilitation of residential housing located within eligible distressed communities.

Tax Incentives for Preserving Historic Properties

The National Park Service and Internal Revenue Service, in cooperation with State Historic Preservation Offices, offer Federal Historic Preservation Tax Incentives to encourage private sector investment in the rehabilitation and re-use of historic buildings. Since the program's founding in 1976, over $62 billion in private investment has preserved 38,000 historic properties.

Brownfield Tax Incentive

The U.S. Environmental Protection Agency (EPA) offers the Brownfields Tax Incentive to help clean up former industrial or commercial areas that were abandoned due to concerns about environmental contamination. To satisfy the contamination requirement, the taxpayer must demonstrate that there has been a release, threat of release, or disposal of a hazardous substance at the property. Under the incentive, environmental cleanup costs are fully deductible in the year incurred, rather than capitalized and spread over time. Improvements in 2006 expanded the tax incentive to include petroleum cleanup.

Economic Development Planning Grants

Under the Planning and Local Technical Assistance program, the Economic Development Administration (EDA) assists states, counties, municipalities, and educational institutions in drafting economic development plans. The plans should be regional in scope, targeted to guide the economic development efforts of a community or region. The EDA also supports Partnership Planning investments that fund the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS). CEDS describe and prioritize regional strategic economic goals.

Foundation and Specialized Grants

The successful implementation of the Plan requires realization of projects that range in scale and scope. One type of funding source that becomes increasingly significant when issue-specific projects or programs (tourism, performing arts, historic preservation, small business assistance, etc.) are considered is the foundation grant. The City should continue to dedicate resources to monitoring and exploring foundation grants as a funding tool.

Federal SBA 504 Loan Program

The Small Business Association's (SBA) 504 Loan Program provides small businesses with long-term, fixed-rate financing for acquiring assets for expansion or modernization. 504 loans, administered through CDCs, are typically structured with SBA providing 40% of the total project costs, a lender covering up to 50% of the costs, and the borrower contributing 10% of the costs. Under certain circumstances, a borrower may be required to contribute up to 20% of the total project costs.

Transportation Funding Sources

MAP-21

On July 6, 2012, President Obama signed into law Moving Ahead for Progress in the 21st Century (MAP-21), a two-year transportation reauthorization bill. MAP-21 replaces the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which expired in September 2009 and was extended nine different times. The goal of MAP-21 is to modernize and reform the current transportation system to help create jobs, accelerate economic recovery, and build the foundation for long-term prosperity. MAP-21 continues funding for numerous programs previously funded through SAFETEA-LU.

Given the recent passage of MAP-21, it is still uncertain how changes in Federal policy will ultimately impact existing funding programs. The City should continue to keep informed as to the status of these programs and any new funding sources that may be introduced in the near future as a result of MAP-21.

The following discussion summarizes grant programs covered under MAP-21 that could be utilized by the City to make enhancements to local transportation infrastructure, including roadways, bridges, sidewalks, and trail.

Safe Routes to School

The SRTS program has provided funding for various infrastructure-related projects including the planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bicycle to school, including:

- *Sidewalk improvements;*
- *Traffic calming and speed reduction improvements;*
- *Pedestrian and bicycle crossing improvements;*
- *On-street bicycle facilities;*
- *Off-street bicycle and pedestrian facilities;*
- *Secure bicycle parking facilities; and,*
- *Traffic diversion improvements in the vicinity of schools.*

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The CMAQ program focuses on projects that provide solutions to regional congestion and air quality problems. Eligible project types have included transit improvements, commuter parking lots, traffic flow improvements, bicycle/pedestrian projects and projects that result in emissions reductions. In the past, these projects have been federally funded at 80 percent of project costs.

Surface Transportation Program (STP)

In the past, these funds have been allocated to coordinating regional councils to be used for all roadway and roadway related items. Projects in this funding category have required a local sponsor and have been selected based on, among other factors, a ranking scale that takes into account the regional benefits provided by the project among other factors.

Michigan Department of Transportation Category A

The Michigan Department of Transportation (MDOT), under the mission of maintaining the state's transportation network, administers the Economic Development Fund – Category A, designed to promote increased economic potential and improve the quality of life through support of job creation and retention in Michigan. County road commissions and municipal street agencies can receive up to 80% of costs for transportation projects that will lead to private sector job creation. The project must be related to agriculture or food processing, tourism, forestry, high technology research, manufacturing, mining, or office centers of 50,000 sq. ft. or more.

Implementation Action Plan

The Implementation Action Plan offers a comprehensive list of all implementation strategies, key policies and recommendations found in the previous sections of the Traverse City Corridors Master Plan. From this Action Plan, each year city staff will present a workplan to City Commission, which prioritizes implementation activities to be completed over a three-year horizon. This approach will provide City Commission with the ability to approve specific work plan items on an annual basis and evaluate progress on completed implementation strategies.

The Implementation Action Plan is presented in a table format, which offers a brief description of each action/project and highlights the:

- *Level of priority*
- *Lead responsibility*
- *Public cost estimate (if applicable);*
- *Tools, techniques, resources;*
- *Planning category addressed by the strategy; and*
- *Ease of implementation.*

Priority. *Priority is assigned taking into account the cost, ease of implementation and importance. Each strategy in the Work Plan is indicated with one of the following:*

- *Priority 1: near-term, low-cost, ease of implementation, critical*
- *Priority 2: mid-term, essential*
- *Priority 3: long-term, desirable*

Lead Responsibility. *Lead responsibility refers to that stakeholder group/agency which will oversee and facilitate completion of each identified implementation strategy.*

Public Cost Estimate. *Public cost estimate is represented by a scale ranging from $ to $$$$. The costs in this column refer only to public costs. Below is a description of the cost scale:*

- *$ (Primarily internal staff time with limited outside funding required)*
- *$$ (Outside consulting services assistance is expected and/or capital expenses are to be more than $25,000, but less than $100,000)*
- *$$$ (Capital improvements greater than $100,000, but less than $1,000,000)*
- *$$$$ (Multi-million dollar capital project investment)*

Plan Category. *Each strategy fulfills one or more of the following plan categories:*

- *Z&D (Zoning & Development Regulations)*
- *T&C (Traffic & Circulation Improvements)*
- *PC&T (Pedestrian, Cyclist & Transit Accommodations)*
- *C&O (Communication & Outreach)*
- *I&A (Image & Appearance)*

Ease of Implementation. *The ease of implementation is indicated by a traditional grade scale from A to F, with A being easiest to implement and F being most difficult to implement. This category is a collective indicator of the anticipated level of effort by staff and landowners, estimated cost, budget opportunities and general stakeholder interest.*

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
CIRCULATION, ACCESS AND PARKING STRATEGIES							
1	*Coordinate with local property owners and developers to gain cross access easements between properties as redevelopment occurs to provide more efficient customer access between businesses.*	*1*	*Planning Department/Engineering Department*	*$$*	*Staff time*	*T&C*	*A*
2	*Examine and pursue opportunities for driveway consolidation to improve traffic flow and access along the corridors in favor of controlled access from intersecting streets and internal circulation between businesses (e.g. cross-access).*	*1*	*Engineering Department*	*$$*	*Staff time; Private Investment*	*T&C*	*A*
2a	*Identify best opportunities and critical locations for access consolidation along the corridors.*						*A*
2b	*Require all new (re)development proposals to eliminate direct duplicate access along the corrridors*						*B*
2c	*Coordinate with existing property owners, who may not otherwise be considering property improvements or changes, about opportunities to consolidate direct duplicate access points onto the corridors.*						*D*
3	*Review parking requirements and investigate opportunities to improve shared parking code provisions which could also address loss of parking caused by new cross access points.*	*2*	*Planning Department*	*$*	*Staff time*	*T&C*	*B*
4	*Promote and educate property owners about opportunities and methods to implement shared parking arrangements to make more efficient use of land available for parking.*	*2*	*Planning Department*	*$*	*Staff time*	*T&C; C&O*	*A*
5	*Promote the use of alleys for service and delivery vehicles and access to rear parking areas.*	*1*	*Planning Department*	*$*	*Staff Time*	*T&C*	*A*
6	*Encourage utilization of the adopted "Complete Streets" policy to ensure streets within the City accommodate all modes of travel, including vehicles, transit, cyclists, and pedestrians.*	*1*	*Engineering Department*	*$*	*Staff Time with Consultant Assistance*	*P,C&T*	*A*

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
INTERSECTION STRATEGIES							
7	*Improve the pedestrian friendlieness of the intersections along the corridor as specified in the Corridors Master Plan*	*2*	*Planning Department/Engineering Department*	*$$*	*Staff Time with Consultant Assistance*	*P,C&T*	*C*
8	*Study the intersection of West Front and Division Street to identify opportunities for improvement as identified in the Corridors Master Plan. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department MDOT*	*$$-$$$$*	*Consultant Services; Staff Time; Property Acquisition*	*T&C, PC&T*	*B-F*
9	*Study the intersection of Grandview Parkway and East Front Street. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department MDOT*	*$$-$$$$*	*Consultant Services; Staff Time; MDOT*	*T&C, PC&T*	*B-F*
10	*Study the intersection of Peninsula Drive and East Front Street. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department MDOT*	*$$-$$$$*	*Consultant Services; Staff Time; MDOT*	*T&C, PC&T*	*B-F*
11	*Study the intersection of Garfield and East Front Street, including the potential for a roundabout. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department MDOT*	*$$-$$$$*	*Consultant Services; Staff Time; MDOT*	*T&C, PC&T*	*B-F*
12	*Study the intersection of Eighth Street and Union Street. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time*	*T&C, PC&T*	*B-F*
13	*Study the intersection of Eighth Street and Cass Street. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time*	*T&C, PC&T*	*B-F*
14	*Study the intersection of Eighth Street and Boardman Avenue, including the potential for a roundabout. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time*	*T&C, PC&T*	*B-F*
15	*Study the intersection of Eighth Street and Woodmere Street. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time*	*T&C, PC&T*	*B-F*
16	*Study the intersection of Eighth Street and Garfield Avenue, including the potential for a roundabout. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time; Property Acquisition*	*T&C, PC&T*	*B-F*
17	*Study the intersection of Eighth Street and Lake Avenue. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time; Property Acquisition*	*T&C, PC&T*	*B-F*
18	*Study the intersection of Fourteenth Street and Division Street, including the potential for a roundabout. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time; MDOT*	*T&C, PC&T*	*B-F*
19	*Study the intersection of Garfield Avenue and Hannah Avenue. Pending the results of the study, implement intersection improvements.*	*2-3*	*Engineering Department*	*$$-$$$$*	*Consultant Services; Staff Time*	*T&C, PC&T*	*B-F*

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
ALTERNATIVE TRANSPORTATION STRATEGIES (Walking, Bicycling, and Transit)							
20	*Require sidewalk installation across all newly installed, renovated or improved driveways to highlight pedestrian crossings.*	*1*	*Planning & Engineering Departments*	*$*	*Staff time*	*PC&T*	*A*
21	*Install sidewalk where gaps exist throughout the Corridors and where gaps exist connecting adjacent residential neighborhoods to the corridors.*	*1*	*Engineering Department*	*$$-$$$*	*Staff time*	*PC&T*	*B*
22	*Establish on-street local bike routes to connect corridors and neighborhoods to the TART and Mall Trails.*	*2*	*Engineering Department*	*$-$$*	*Staff time; Consulting Services*	*PC&T*	*B*
23	*Design, engineer and install pedestrian countdown crossing signals at intersections with high pedestrian activity, including Union and Eighth, Cass and Eighth, Front and Division.*	*2*	*Engineering Department MDOT*	*$$*	*Consulting Services*	*PC&T*	*C*
24	*In conjunction with a larger streetscape plan, implement bus stop improvements along the corridors to accommodate BATA's fixed route service*	*3*	*Planning Department/Engineering Department / BATA*	*$$*	*Staff time; BATA*	*PC&T*	*C*
25	*Work with local cyclists to identify improvements to the on-street bicycle infrastrucutre, including improved signage and/or sharrows.*	*1*	*Planning Department/Engineering Department*	*$$-$$$*	*Staff Time; Consulting Services*	*PC&T*	*C*
26	*Explore the feasibilty of extending a trail or path system along the Boardman River and Boardman Lake, connecting to the existing sidewalk and trail network where appropriate.*	*2*	*Planning Department/Engineering Department*	*$$-$$$$*	*Staff Time; Consulting Services*	*PC&T*	*D*
27	*Ensure that current site improvement regulations that require clear on-site pedestrian sidewalk connections from the public walk to the front walk of the business are enforced. Wherever possible, the route should not cross drive aisles and parking lots.*	*1*	*Planning Department/Engineering Department*	*$*	*Staff time*	*Z&D*	*A*

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
STREETSCAPE AND AESTHETIC STRATEGIES							
28	*Develop and implement a Streetscape Plan, based on recommendations made in the various corridor framework plans. This plan should include a landscape and gateway improvement component utilizing the city's logo and where appropriate established neighborhoods or districts for areas within the public right-of-way to enhance the streetscape and unify the corridors in accordance with the Corridors Master Plan .*	*1*	*Planning Department & Engineering*	*$$*	*Consulting Services; Staff time*	*I&A; C&O*	*C*
28a	*Install strategic parkway landscaping improvements as "early indicators" of the City's commitment to beautification of the public right-of-way.*	*2*		*$$$*			*B*
28b	*Study the potential for landscape medians on the east end of the East Front Street corridor where possibilities for median installation exist based on existing access points.*	*2*		*$$$*			*D*
29	*Assist local property owners interested in making improvements to their properties through mechanisms that provide city-sponsored financial incentives (i.e. matching funds, grants, low interest loans, permit rebates, etc.).*	*1*	*Planning Department*	*$$$*	*Staff time; General fund*	*Z&D: I&A*	*B*
29a	*Investigate the establishment of a Site Landscaping Improvement Program to improve private properties as they are viewed from the right-of-way and and to assist in screening rear yards, mechanical equipment and other unsightly uses.*						*B*
29b	*Research and consider the creation of a Building Facade Enhancement Program.*						*B*
29c	*Consider developing a Signage Replacement and Enhancement Program to assist businesses and property owners in updating their signage.*						*B*
30	*Develop Citywide Building Design Guidelines as a tool for reviewing and approving architectural and other site improvements for renovations and redevelopment along the City's key corridors.*	*1*	*Planning Department*	*NA*	*Staff time*	*I&A*	*A*
31	*Amend development regulations to require low profile masony walls to screen parking areas for lots adjacent to the front property line.*	*2*	*Planning Department*	*$*	*Staff time*	*I&A*	*A*
32	*Amend regulations to require appropriate landscape improvements on private property to coordinate with public streetscape improvements. Requirements may include a particular plant palette and for larger sites, planters, irrigation, and a maintenance plan.*	*2*	*Planning Department*	*$*	*Staff time; Private Investment in Improvements*	*I&A*	*A*
33	*Amend regulations to require decorative building and site lighting as a requirement for new construction, redevelopment and exterior renovations. A standard should be chosen to coordinate with public streetscape improvements.*	*2*	*Planning Department*	*$*	*Staff time; Private Investment in Improvements*	*I&A*	*A*

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
STREETSCAPE AND AESTHETIC STRATEGIES (continued)							
34	*Amend the City's Code of Ordinances to limit the height of front-yard fencing to prevent home owners from "walling off" the street.*	*1*	*Planning Department*	*$*	*Staff time*	*I&A; Z&D*	*A*
35	*Install scenic overlooks for the Boardman River at the Front Street bridge and Eighth Street Bridge.*	*2*	*Engineering Department*	*$$-$$$*	*Staff Time and/or Consulting Services, CIP, Grants*	*P,C&T, I&A*	*C*
36	*Expand the existing wayfinding signage into the corridors to assist with placemaking, corridor/neighborhood branding and navigation.*	*2*	*Planning Department*	*$*	*Staff Time*	*T&C; I&A*	*A*
SIGN STRATEGIES							
37	*Enforce exisitng sign regulations for both permanent and temporary signs to improve appearance and indicate commitment to enhancing the City's corridors.*	*1*	*Code Enforcement*	*$*	*Staff time*	*I&A*	*A*
38	*Continue to review and approve signs as part of a site plan review in order to ensure that building mounted and free-standing monument signs are incorporated with building design and that layout does not conflict with vehicle sight lines or detract from the apperance of the corridors.*	*1*	*Code Enforcement*	*$*	*Staff time*	*I&A; Z&D*	*A*
39	*Consider adopting amortization requirements as it relates to non-conforming signs and other undesired signs from the corridors over an acceptable period of time.*	*1*	*Code Enforcement*	*$*	*Staff time*	*I&A; Z&D*	*A*
39a	*Adopt regulations for outgoing tenants and owners. Within 30 days of business closure, business names should be removed from the premises. In the case of inter-changeable panels, a blank black or white panel must be inserted.*						*A*
LAND USE STRATEGIES							

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
40	*Encourage and assist parcel assembly by private developers to facilitate more comprehensive devleopment throughout the corridors.*	*1*	*Chamber of Commerce, DDA, DTCA/ City Staff*	*$*	*Staff time*	*C&O*	*A*
41	*Require compliance with development regulations and Citywide Building Design Guidelines (#30) upon change of land use, owner, tenant build out, building permit require update to current code*	*1*	*Planning Department*	*$*	*Staff time*	*Z&D*	*A*
42	*Review and update all transition requirements where non-residential property abuts residential. Ensure that together, ordinances regulating setbacks, screening, landscaping, height, light and noise preserve the character of nearby neighborhoods.*	*1*	*Planning Department*	*$*	*Staff time*	*Z&D*	*A*
43	*Evaluate permitted uses in the districts along the corridors to promote and accommodate desired uses as expressed in the Corridor Framework Plans.*	*1*	*Planning Department*	*$*	*Staff time*	*Z&D*	*A*
44	*Amend the Zoning Ordinance or develop an overlay district to protect the view sheds to the West Arm of Grand Traverse Bay, the Boardman River and Boardman Lake.*	*1*	*Planning Department*	*$*	*Staff time*	*Z&D*	*A*
45	*Offer assistance in coordinating neighboring property owners that may desire redevelopment and facilitate possibilities for parcel consolidation in order to foster coordinated plans for larger areas.*	*3*	*Planning Department*	*$*	*Staff time*	*C&O*	*B*
46	*Review and evaluate ordinance requirements and processes related to home to office conversions permitted for residential properities frontig the corridors improve processing efficiencies.*	*3*	*Planning Department*	*$*	*Staff time*	*C&O*	*B*
COMMUNICATION STRATEGIES							
47	*Encourage the creation of business/property owners associations along each corridor to meet regularly and serve as a liason to the City to coordinate plans and improvements within each of the corridors*	*1*	*Planning Department*	*$*	*Staff Time*	*C&O*	*B*
48	*Undertake marketing activities and outreach to advertise available commercial/retail sites and opportunities, in accordance with the market recommendations contained within the Corridors Master Plan.*	*1*	*Chamber of Commerce, DDA, DTCA / Corridor Associations (Refer to Strategy #48)*	*$*	*Web; Direct Mailings; Staff time*	*C&O*	*B*
49	*Seek input from the corporate offices, public institutions, and hospitality business about specific needs that could be met within the City's corridors.*	*3*	*Chamber of Commerce, DDA, DTCA / Corridor Associations (Refer to Strategy #48)*	*$*	*Chamber; DDA; DTCA; Staff Time*	*C&O*	*B*
50	*Host an annual business improvement competition including categories such as Biggest "No Cost" Improvement; Biggest Landscape Improvement; Best Sign Improvement; etc.*	*3*	*Chamber of Commerce, DDA, DTCA / Corridor Associations (Refer to Strategy #48)*	*$*	*Staff Time; Volunteers; Corridor Associations*	*C&O*	*B*
INFRASTRUCTURE STRATEGIES							

IMPLEMENTATION ACTION PLAN

#	Implementation Strategy	Priority	Lead Responsibility	Public Cost Estimate	Tools, Techniques, Resources	Plan Category	Ease of Implementation
51	*Continue to relocate utility lines below ground as part of the Citywide program and also as redevelopment occurs.*	*1*	*Department of Public Utilities*	*$-$$$*	*Staff time; Private Investment in Improvements*	*I&A*	*D*
52	*Work with existing sites to voluntarily screen utilities. Provide images and examples of simple improvements that can be installed to upgrade aesthetics.*	*1*	*Planning Department*	*$*	*Staff time; Private Investment in Improvements*	*I&A*	*C*
53	*Coordinate with MDOT about opportunities to replace existing lighting standards with fixtures that encroach within the sidewalk along East Front Street.*	*2*	*Engineering Department; Department of Public Works; MDOT*	*$$$*	*Staff time*	*I&A*	*C*

IMPLEMENTATION STRATEGY SUCCESS TRACKING

54	*Conduct an on-site review of a newly completed projects to find areas of improvement, not to criticize developers, owners, tenants, staff, City officials, but to incrementally improve and evaluate the effectiveness of implementation of the Plan and its policies.*	*1*	*Planning Department*	*$*	*Staff time*	*Z&D*	*B*
55	*Consider implementing a visual database including photographs of each property in the Corridor in order to date mark existing signs and other improvements. This can be coordinated with the GIS of the City and used in reviewing whether a change is recent or pre-existing.*	*3*	*Planning Department*	*$$*	*Staff time*	*Z&D*	*C*