Preface

What is Placemaking?

The following proposed design, prescribed land use regulatory tools, and asset optimization recommendations for the Sault Ste. Marie Moloney Alley Development Site fall under the planning approach termed “placemaking”. As an approach, placemaking recognizes that places (central gathering spots, downtowns, neighborhoods, regions) must be designed in a way that their form (physical scale, land use diversity and density) leads to and supports desired social activity, resulting in a positive psychological and emotional response from those who spend time, reside in, or work within the place at hand. In order to plan for the development and/or maintenance of places that offer the amenities that support a wide array of real estate market demands, placemaking combines a variety of land use planning principles that move communities away from conventional zoning and development that focuses on where a single use, such as restaurants / entertainment / retail / office, should be located and instead considers how these uses should be combined in an environment that draws residents and visitors alike to enjoy spending extended time in a space. Many of these guiding principles lean toward designing spaces mirroring bustling traditional neighborhoods and downtowns developed prior to widespread use of the automobile.

Quality public spaces are at the heart of what makes a quality place.

Acknowledgments

Governor Snyder’s MiPlace Initiative

The MiPlace Partnership[^1] is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks and opportunities to support thriving lifestyles. The Partnership helps communities create and bolster those places. It is led at the state agency level by the Michigan State Housing Development Authority and coordinated through a public/private leadership collaborative known as the Sense of Place Council. Michigan State University and the Michigan Municipal League, the partners on this project, are collaborators with the Sense of Place Council.

[^1]: Source: [http://miplace.org/placemaking](http://miplace.org/placemaking)
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Local Partners

The PlacePlan Technical Assistance Team would like to acknowledge the City of Sault Ste. Marie elected officials and city staff for their constant support and assistance. The Local Partners ensured that the Team had data, documents, and community input necessary for completing the analysis and resulting asset, planning, and design recommendations for the Sault Ste. Marie Moloney Alley Development site.

The PlacePlan Technical Assistance Team would like to express their sincere gratitude to the hundreds of residents, business owners, land owners, and other stakeholders that attended the Community Visioning Meeting, Multiple-Day Design Charrette, Post-Charrette Design Preview, and/or provided feedback during this process. Placemaking begins with a community-supported vision for what makes a place a true destination in the community. Without you, this process would not be possible.
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Introduction

Project Overview

In response to the MiPlace Partnership request for applications, the City of Sault Ste. Marie submitted a request for assistance focusing on the development of Moloney Alley in the heart of Downtown Sault Ste. Marie. The City of Sault Ste. Marie and local stakeholders envision Moloney Alley serving as a focal point in the community, designed to act as a bridge between the Soo Locks tourist attractions and more traditional downtown uses. In doing so, the Alley will fulfill a need for such a space that was recently identified by Lake Superior State University students during a survey conducted by the university. In addition, the Alley development project will complement past and ongoing investments and partnerships fostered by the City in the effort to revitalize and enhance Downtown Sault Ste. Marie.

The City of Sault Ste. Marie has targeted significant investment in the Moloney Alley area since the late 1990’s, encouraging “back door” entrances to businesses from north of the alley. More recently, businesses have inquired about the potential of expanding outdoor seating into this area. The City engaged the Convention and Visitors Bureau (CVB), Chamber of Commerce, Downtown Development Authority (DDA), city staff, property and business owners, planning commission, youth groups, Chippewa County, Michigan Economic Development Corporation, Sault Tribe members and others to ensure a process and final product that is beneficial to all. The resulting plan is to emphasize the creation of a public gathering space or “third place” for the community and to generate interest and activity in the downtown core to strengthen the local economy. Upon its creation, the Alley will be used by Sault Ste. Marie as a space for both planned and spontaneous year-round activities. Furthermore, it will complement a visual and physical connection to other assets including the locks, the downtown, farmers markets, and Portage Avenue and Ashmun Street shops and restaurants.

The proposed project is inspired by an ongoing interest within the City to more effectively utilize this space as a connector between attractions, and also as an attraction in itself. The proposed area is a 6.4-acre site comprised of five privately-owned properties just south of West Portage Avenue in downtown Sault Ste. Marie. The five buildings within the project area from east to west include the former Chippewa County Mental Health Center, mBank, Atto Building, Lockview Laundromat and the former Soo Co-op Grocery Store. Specifically, the mBank and Laundromat are occupied and expect to retain their current uses. The Soo Locks are located one half block north of the Alley and the City’s more traditional downtown on Ashmun Street is one half block to the south. Despite overwhelming support for the redevelopment of the Alley from local stakeholders, there is also great concern to ensure the site supports year round uses, mixed-use, day and evening activities and sufficient parking.
Overview of Methodology
In order to provide carefully considered asset, planning, and design recommendations for the implementation within the alley development project in Downtown Sault Ste. Marie, the following process was carried out for gathering the necessary information and input:

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

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

MML Stakeholder Interview Process
A critical element of the charrette process is engagement, including the preparatory work of interviewing stakeholders in advance of the design charrette meetings. The purpose is to identify key stakeholders and allow ample opportunity for input in a non-public setting for groups with considerable vested interest in the project. Key stakeholders are decision makers, those with valuable information, those who will be affected by the outcome, and those who have the power to promote the project or block the project. Note that public meetings provided access to a wide range of individuals and interests that could not be accommodated in the interview process due to time and travel constraints.

With regard to targeted stakeholder outreach, MML prepared an initial stakeholder analysis, identifying individuals and groups that may be appropriate to speak with directly. MML provided that to the client for review and input, then representatives from MML and from MSU embarked on unstructured interviews aimed at promoting a shared understanding of the project, identifying priorities, concerns, and potential barriers to success.
Phase One: Community Kick-Off Workshop
At the onset of the Sault Ste. Marie Moloney Alley development project, the City of Sault Ste. Marie hosted a public kick-off workshop. Held in downtown Sault Ste. Marie on November 29, 2012, attendees were challenged to consider, discuss with others, and document what about Sault Ste. Marie makes them proud, what they are sorry about, and what they would like to see in Sault Ste. Marie, in particular within the development site, in the future. To encourage creativity and vision over the long-term, questions were posed such as “you’re in a hot air balloon over the Moloney Alley site 15 years from now - what would you like to look down and see?” and provided sheets of drawing paper and markers to encourage not only written comments, but an opportunity to share visuals. Figure 1 summarizes the findings from the Community Visioning Meeting.

Figure 1: Sault Ste. Marie Community Visioning Meeting Summary
Phase Two: Multiple-Day Design Charrette

After considering findings from the community kick-off workshop, review of applicable land use plans, and inventory of local/regional assets, a multiple-day design charrette was conducted. Shown were existing images of the Alley space. Day one consisted of gathering input and illustrating suggestions on draft sheets of paper over the existing location. These, as well as photos exemplifying what other communities have done to achieve desired attributes named at the kick-off workshop were displayed. Attendees were provided with post-it notes on which they could write reactions / comments / suggestions with regards to the design layouts and photographs. Multiple days provided ample time for interested participants to attend. It also provided the design team time to work through concepts with key stakeholders and to respond to public comment with two preliminary designs presented during the final day of the charrette. Labeled “Concept A” and “Concept B”, both preliminary designs received praise and constructive criticism.

Some of the design elements that were praised include the use of public space and public seating, green space additions such as trees and bushes, rear store improvements, public art, gateway entrances to public space, multi-season flex space, and a general mix of uses. The public indicated some missing elements included color such as gardens, adequate lighting, lack of grassy green space and a lack of parking, benches and tables; among others.
Final Design Input
After considering the findings from the Design Charrette, the recommendations and design renderings were updated. On May 21, 2013, the third community meeting was held at the Ramada Plaza Hotel in downtown Sault Ste. Marie. Stakeholders representing the City, local businesses, and non-profit organizations were given the opportunity to see the updated designs and recommendations for Moloney Alley. The attendees were asked three questions about the updated concept:

1. What elements do you like?
2. What’s missing?
3. How could we enhance connectivity?

The attendees were asked to write down their comments on notecards and their input has been considered in completing the final design and recommendations for the Moloney Alley project. Figure 3 depicts common themes from the community comments.

![Figure 3: Sault Ste. Marie Final Design Comments](image_url)
Existing Conditions

Community Overview
Situated along the north eastern coast of Lake Superior in the Upper Peninsula, the city of Sault Ste. Marie is located within Chippewa County in the state of Michigan. With a population of 14,144 according to the United States Census Bureau’s 2010 Census, Sault Ste. Marie spans a land and water area of 20.16 square miles. Sault Ste. Marie was incorporated as a city in 1887.

Local Economy
According to the US Census Bureau’s American Community Survey, “Educational Services, and health care and social assistance” is the largest industry sector in Sault Ste. Marie (2007-2011). This area provides 26.5% of all employment opportunities in Sault Ste. Marie. Lake Superior State University (LSSU) supports an enrollment of approximately 3,000 students, employing roughly 350 employees, 120 of which are faculty. Additionally, War Memorial Hospital is located in Sault Ste. Marie. This 82-bed hospital also boasts a 51-bed long-term care unit. Together, LSSU and War Memorial Hospital provide strong economic anchors for the City. Sault Ste. Marie is renowned for its year-round outdoor recreational opportunities as well as many historic and cultural attractions. Tourism in Sault Ste. Marie brings in millions of visitors annually and the city offers hiking, canoeing, swimming, hunting, skiing, snowmobiling, boating, mountain biking and sport fishing opportunities. The downtown business district offers over 130 businesses to satisfy both local resident and visitor needs alike.

Demographics
The median age within Sault Ste. Marie is 33.8 years compared with Michigan (38.9 years) and the United States (37.3%). The age group that comprises the greatest proportion of the population is 15-29 year olds (27.5% of the population) followed by the 45-59 age group, comprising 18.9% of the total population. Results from the US Census Bureau’s American Community Survey 5-Year Estimate indicate a mean household income of $54,327 (2007-2011), compared with Michigan ($48,432) and the United States ($51,914). With regards to racial and ethnic makeup, Sault Ste. Marie is predominantly white (74.8%), followed by Native American and Alaskan Native (17.7%) and Hispanic or Latino (1.5%).

4 Sault Ste. Marie Conventions & Visitors Bureau, 2013
5 US Census Bureau, 2010 Census
**Land Use**

Land and its development pattern were categorized into nine land use types within the 2010 Sault Ste. Marie Master Recreation Plan. Table 1 provides a breakdown of Sault Ste. Marie’s land use by type. Vacant land is the most dominant land use, composing roughly 46.9%\(^6\). Residential land (14.9%) and transportation land uses (12.1%) represent the next highest categories. The residential uses are further distinguished by low / medium density, high density and mobile home parks.

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\(^*\)The Master Recreation Plan was used to determine land use because it was more recent than the 1995 Master Plan.

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th>Acres</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>1,520</td>
<td>14.9</td>
</tr>
<tr>
<td>Low/med density</td>
<td>1,321</td>
<td></td>
</tr>
<tr>
<td>High density</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td>Mobile home parks</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>452</td>
<td>4.4</td>
</tr>
<tr>
<td>Industrial</td>
<td>216</td>
<td>2.1</td>
</tr>
<tr>
<td>Public</td>
<td>321</td>
<td>3.2</td>
</tr>
<tr>
<td>Semi-Public</td>
<td>78</td>
<td>0.8</td>
</tr>
<tr>
<td>Recreational</td>
<td>1,208</td>
<td>11.9</td>
</tr>
<tr>
<td>Schools</td>
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<td>3.7</td>
</tr>
<tr>
<td>Transportation</td>
<td>1,229</td>
<td>12.1</td>
</tr>
<tr>
<td>Road Right-of-way (ROW)</td>
<td>1,137</td>
<td></td>
</tr>
<tr>
<td>Railroad ROW</td>
<td>92</td>
<td></td>
</tr>
<tr>
<td>Vacant Land</td>
<td>4,773</td>
<td>46.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,176</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Table 1: Sault Ste. Marie Existing Land Use**


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A mix of land uses allows for a greater level of activity.

Source: http://www.smartgrowth.org/principles/img/mix_land.jpg

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**Placemaking Element**

**Diversity of housing and transportation options. Keeping open spaces and linking attractions.**
Sault Ste. Marie Moloney Alley Development Site

The proposed site is located between the Central Business District of Downtown Sault Ste. Marie to the south and the Soo Locks to the north. The proposed area is a 6.4-acre site bordered by Ridge Street to the south, Ashmun Street to the east, Governor Osborn Blvd. to the west and West Portage Avenue to the north. Five privately owned buildings fall within the project boundaries. From east to west these include the former Chippewa County Mental Health Center, mBank, the Atto Building, Lockview Laundromat and the former Soo Co-op Grocery Store. The mBank and Laundromat are expected to sustain their current uses. Figures 4 & 5 illustrate the site boundaries. This area has the potential to provide an efficient connection between the Soo Locks and Sault Ste. Marie’s more traditional downtown. Both are roughly one-half block from the Moloney Alley Site (in opposite directions).

Moloney Alley is centrally located and offers connections to numerous amenities in Downtown Sault Ste. Marie including the Soo Locks and Visitor Center to the north, a farmer’s market to the east, Lake Superior State University (LSSU) facilities to the west and south and the traditional downtown area of Sault Ste. Marie to the south. Specifically, LSSU’s campus is approximately one mile from the Moloney Alley project site, providing exciting opportunities for connecting with approximately 3,000 students.

Figure 4: City of Sault Ste. Marie with box around Moloney Alley Site

Figure 5: Moloney Alley Project Site Boundary
Asset, Planning, and Design Evaluation

Local and Regional Asset Analysis
A local and regional analysis was carried out by the Michigan Municipal League in an effort to identify assets and opportunities within eight categories. Identified as essential by MML for communities that endeavor to be vibrant places in the 21st Century, these eight categories are:

- Physical Design, Walkability & Connectivity
- Sustainability and Environment
- Cultural Economic Development
- Entrepreneurship
- Education
- Branding and Communications
- Welcoming to All
- Transportation

Research continues to show that "placemaking" matters more than ever, as an increasingly mobile workforce seeks out neighborhoods before finding jobs and opening up businesses. The purpose of this analysis is to help Sault Ste. Marie’s local officials identify, develop, and implement strategies that will grow and strengthen their community and in turn Michigan in the coming decades.

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

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

Economic Impacts
A one point increase in “walk score” can translate into a $3,000 increase in property value! Higher employment density is linked to higher productivity and more innovation.

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Sault Ste. Marie’s Assets in This Category:

- **Walkable Street Grid**

Sault Ste. Marie’s West Portage area around Moloney’s Alley is rated as “very walkable” by Walk Score.com. Block length and frequency of intersections are key indicators of a neighborhood or district that is convenient for residents, employees, and visitors who want to travel by foot or bicycle and utilize local amenities. Block lengths should be short and frequency of intersections should be high. According to walkscore.com, the project area has a Walk Score of 88 out of 100. The city has previously had walkability analysis done by Dan Burden which provides a great inventory and actionable goals for making short-term and long-range improvements to the pedestrian experience and overall walkability/non-motorized transportation.

- **Complete Street’s Resolution**

The city’s complete streets resolution is an important method for ensuring infrastructure is safe, accessible and supportive of all users, not just motorists. Inherent in complete streets is the use of applications to provide enclosure, slow traffic, improve safety and mitigate environmental impact. Often these techniques take the form of “enhancements” which have the added benefit of being aesthetically pleasing, for example using trees and shrubs to buffer the street from the sidewalk. Having a complete streets resolution in place has the added benefit of encouraging state and county transportation agencies to work collaboratively with a local community in making design decisions about streets covered by a complete streets policy.

- **Active Living Infrastructure**

Sault Ste. Marie’s infrastructure goes beyond roads and sidewalks to include numerous parks, trails, waterways and other non-motorized transportation, and snowmobile trails in proximity to the alley project area that has considerable potential to positively impact the downtown district and alley site.

**Cultural Economic Development**

Cultural economic development makes a place unique and feeds our appetite for fun. This may include social and entertainment opportunities, art galleries, museums, cultural attractions, celebrations of heritage and tradition, athletics, special events, and a myriad of others. An active and diverse complement of arts and culture activities are essential to a thriving local economy and high quality of life.

**Economic Impacts**

From 2006 to 2011, the number of arts-related jobs increased by 15 percent to 85,656 jobs in Michigan, while arts-related businesses increased by 65 percent to 28,072. Nationally, arts and cultural organizations generated $135.2 billion in economic activity and supported 4.1 million jobs. Michigan’s arts and cultural destinations generated more than $2 billion in state tourism revenues in fiscal year 2011, representing 16 percent of the state’s total economic activity.
tourism revenues in that year more than golf, boating and sailing, hunting and fishing, and hiking and biking combined.9

**Sault Ste. Marie’s Assets in This Category:**

Sault Ste. Marie’s assets are numerous and include:

- Native American heritage/Sault Tribe
- Soo Locks
- International bridge connection to sister city
- Farmer’s market, downtown location of the hospital, theatre groups and actors guild, museums, galleries, arts council and many more local and regional assets.

**Entrepreneurship**

Growing jobs by ones and twos is key to creating strong local economies in the 21st century. Local communities are fueled by small start-ups and growth on main street; these economic gardening strategies are aimed at developing the talent and potential that already exists right at home.

Also central to success are social entrepreneurs, who act as change agents within a community, seizing opportunities others miss to create social value rather than profits. This type of entrepreneurial activity resonates especially with students and young adults looking to apply their optimism, energy, passion and skills for a positive, tangible impact.

**Economic Impacts**

Small business is responsible for 75 percent of all net new jobs. There are 27.5 million small businesses in the U.S. (of these, about 6 million have employees and 21.4 million are “Solopreneurs” or businesses with no employees). In contrast, there are 18,311 business with over 500 employees.10

**Sault Ste. Marie’s Assets in This Category:**

- Strong, committed, and active Downtown Development Authority, Economic Development Corporation, local business owners, Chamber of Commerce, Convention and Visitor’s Bureau, Lake Superior State University, Smart Zone, Michigan Works and SBTDC, and others are all focused on supporting local business and regional economic success.

**Branding and Communications**

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

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10 US Small Business Administration.
Economic Impacts

As of March 19, 2013, “Michigan’s Upper Peninsula” Facebook page has 176,454 “likes” and 13,679 people are talking about it. Just one year prior, it had about half that!

Sault Ste. Marie’s Assets in This Category:

- The local network is strong on a personal level, as evidenced by excellent engagement and turnout in this process.
- In terms of technology, wi-fi is available in select downtown spots.

Education

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

Economic impacts:

In 2002, a Bachelor’s degree-holder could expect to earn 75 percent more over a lifetime than someone with a high school diploma. In 2011 that premium was 84 percent.11

Sault Ste. Marie’s Assets in This Category:

- An active, engaged local school district, Lake Superior State University, and key anchor institutions like the hospital system, all combine to create a fantastic educational network within the community and region.

Welcoming to all

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

Economic Impacts

It is estimated that immigrant-founded companies were responsible for generating sales of more than $52 billion in 2005 and creating just under 450,000 jobs as of 2005. Immigrants have become a significant driving force in the creation of new businesses and intellectual property in the U.S.12


Sault Ste. Marie’s Assets in This Category:

- The Sault Ste. Marie community is close-knit, supportive, and friendly, with very well-developed social capital. The diversity and multiculturalism within the community appears to be strongly valued as an asset, and the numerous planned community events and celebrations are an excellent mechanism for bringing residents from all backgrounds together and making visitors feel welcome.

Sustainability and Environment
Sustainability and green initiatives encompass a broad range of environmental issues, including developing “green jobs,” valuing our natural resources, and leveraging them within our new economy. Recognizing that good environmental stewardship is not just a “feel good” effort, it is a core value that has become a driver for economic success in the 21st century.

Economic Impacts
Active outdoor recreation contributes $730 billion annually to the U.S. economy, supports 6.5 million jobs, and generates $88 billion in annual state and national tax revenue. Active recreation is defined as bicycling, trail activities, paddling, snow sports, camping, fishing, hunting, and wildlife viewing.13

Sault Ste. Marie’s Assets in This Category:

- The Sault Ste. Marie community’s parks, waterfront, greenways, community gardens, forests and recreation areas, and many others are all primary assets, well documented within its existing recreation master plan.

Transportation
Thriving regions offer a range of transit options, from walking and biking to buses and other modes of transit. Transportation has become an integrated part of all conversations concerning economic development, particularly in Michigan, where we share a border with Canada, and are surrounded by some of the most important waterways in the country. Developing effective transportation options is a necessary tool for all communities interested in attracting and retaining residents, workers, and businesses. Research shows that people across the nation are choosing communities that offer various modes of transportation, with easy access to the places they live, work, and play. Multimodal transit can be as complex as rail systems and as simple as trails and bike paths.

Economic Impacts
It is estimated that 14.6 million households over the next 20 years will want housing within ¼ mile of a transit stop. Residential property value increased from 10% to 20%

when near a transit stop, and commercial property increased by 23%. In Phoenix only 2 percent of the region’s households live within a half-mile walk of a Metro station. However, even a relatively weak transit system has substantial benefits for nearby homeowners: Their home values outperformed the area by 36.8 percent, with apartments faring the best.

**Sault Ste. Marie’s Assets in This Category:**

- Non-motorized transportation, including water, snowmobile trails and bike paths, is a strong asset in the Sault Ste. Marie community that can be channeled into the downtown district.
- The high walkability score in the downtown area is a strength, as is the Sault Ste. Marie Dial-a-Ride service and student shuttle.

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14 “Transit-oriented Development: The Return on Investment.” By David Taylor, CNU Senior Vice President for NCPPP Partnerships in Transportation

Planning and Design Considerations

Planning Analysis
In order to plan for the development and maintenance of places that offer the amenities that support a wide array of real estate market demands, placemaking combines a variety of land use planning principles that move communities away from conventional zoning and development. Instead, placemaking focuses on where a single use, such as entertainment/retail/office, should be located and considers how these uses should be combined in an environment that draws residents and visitors alike to enjoy spending extended time in a space. Many of these guiding principles lean toward designing spaces mirroring bustling traditional neighborhoods and downtowns developed prior to widespread use of the automobile.

After receiving feedback from local stakeholders at the community visioning meeting and design charrette, principles were chosen from the following innovative planning techniques to guide design that supports the community’s desired placemaking objectives. Specific suggestions for the Moloney Alley development site and surrounding area are found in the Recommendations section of this report.

Transect-Based Planning
Transect-based planning is an approach that divides the built environment into six categories that differ in land use diversity and density, ranging from “natural landscape” to the “urban core”. Its major driving principle is that certain forms and elements belong in certain environments. What may work well in a suburban neighborhood may ruin the street aesthetics and connectivity within an urban core. Transect-based planning expresses that successful growth requires the sequential influence of many participants. It employs form-based code through a tool called SMART code that provides zoning guidelines that pertain to the Transect Zone being planned. This allows the built environment to be designed and constructed by many individuals over years and/or generations, lending ingenuity to the landscape.¹⁶

Within the Recommendations section of this report, the tenets of transect-based planning are utilized to address zoning regulations that should be applied to the Moloney Alley site and greater Downtown Sault Ste. Marie. This will help to ensure that future development takes place in a form that supports the functions envisioned for the site and the revitalization goals for downtown. Additionally, by describing where along the transect Downtown Sault Ste. Marie should be, this criteria can address how to create/regulate appropriate design between the Moloney Alley development site and greater downtown/locations of interest. Sault Ste. Marie’s 1995 Master Plan addressed the issue of conforming and non-conforming uses, and how to create smooth transitions. Transect-based planning also

¹⁶ SmartCode Version 9.2, p. vii
considers how to create smooth transitions but with regards to land use development patterns (density, scale) instead of land uses.

Form-Based Code
Using form-based code can assist a municipality with ensuring that future development within a community elicits the physical results intended, along with the desired impact on community and economic development. Form-based code offers a powerful alternative to conventional zoning because it addresses the following with regards to the specific community at hand:

• Relationship between building facades and the public realm
• Form and mass of buildings in relation to one another
• Scale and types of streets and blocks

In order to ensure understanding, the regulations and standards in form-based codes are both written and illustrated with clearly drawn diagrams and other visuals. Essentially, they apply physical standards to a district/area in an effort to influence the district’s overall character without addressing specific uses individually\(^\text{17}\). Form-based code is referenced within the Recommendations section as an alternative that could replace the conventional zoning code used by Sault Ste. Marie in the present. While it’s recent plans guiding non-motorized transportation and recreation move away from planning for the location of single uses, Sault Ste. Marie may emphasize that its land use regulations support present day goals and objectives for development.

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\(^{17}\) Form-Based Codes Institute, 2011

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Placemaking Elements of Quality Places

- Mixed Use Development (Land and Buildings)
- Quality Public Spaces
- Broadband Enabled
- Multiple Transportation Options
- Multiple Housing Options
- Preservation of Historic Structures
- Recreation
- Arts & Culture
- Green Places
- Linked Regionally

Placemaking Form Characteristics

- Accessibility, Comfort
- Quiet- unless designated otherwise
- Sociability
- Civic Engagement
- Resilient and Sustainable
- Mass, Density, and Scale
- Human Scale
- Walkable/Pedestrian-Oriented
- Safe, Connected, Welcoming
- Encourages Activity - Stumbling into Fun
- Allows Authentic Experiences

Source: MiPlace Initiative Curriculum, 2012
**Connectivity and Accessibility**

In order for the Moloney Alley Project Site to find success, the City of Sault Ste. Marie will have to ensure that multimodal connectivity is addressed between locations of interest (retail hot spots, the Soo Locks, LSSU, etc) leading to and from the site. Placemaking at its core is about creating the appropriate emotional response from visitors about a specific place. Perceptions about accessibility, walkability, parking, and linkages to surrounding amenities play a key role in visitor and resident satisfaction.

Walking distance and the time it takes to park and reach a downtown business is an important factor for framing customer perception. Therefore, understanding the walking behavior of residents and visitors to downtown Sault Ste. Marie is critical.

Acceptable walking distances are also impacted by weather, distance to desired location, pedestrian barriers, perception of crime and type of business, among others. A satisfactory walking distance is often between 400 feet (professional services/grocery establishments) and 1200 feet (restaurants/general retail) for uncovered downtown parking areas\(^{18}\).

Parking is an issue which impacts the accessibility and viability of any downtown. There have been concerns expressed throughout the community visioning and charrette process that downtown parking is insufficient and increased activity generated by the Moloney Alley site could require updated parking management strategies.

Oftentimes increasing connections and visibility of public parking is of similar benefit to actually increasing the quantity of parking.

A key component of parking supply is on street parking. In a downtown such as Sault Ste. Marie customers expect to park directly in front of many retail establishments. This is particularly true for goods & services such as convenience/corner stores and hardware, flower shop, and bakeries where remote off-street lots will create a negative customer perception\(^{19}\). However, remote parking areas are a viable option for long-term users such as employees of downtown businesses. Off-street parking can reduce the cruising for parking that often chokes the streets of Central Business Districts (CBDs), and it can make the CBD more accessible to those who would drive into it\(^{20}\).

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Another important tool is attention to Complete Streets, a planning and design concept that aims to create streets that can be used by all. Implementation requires planning and design to enable safe access to users for a variety of transportation options including walking, bicycling, travel by automobile and transit. The City of Sault Ste. Marie and partner organizations have begun to address walking access to downtown by passing a Complete Streets Ordinance in 2010, conducting a walkability audit, and authoring a Non-Motorized Transportation Plan that is comprehensive in scope. Sault Ste. Marie was the first Michigan city north of the Mackinac Bridge to pass a Complete Streets Ordinance, and should assume the leadership role of being an example for others across the Upper Peninsula.

A complete street should ensure ease when crossing the street, walking to retail, and bicycling in addition to allowing buses to run on time and make it safe for people to walk to and from transit stations. Through the adoption of a Complete Streets policy, a community directs their transportation planners and engineers to design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. As a result, all transportation projects assist in making the street network better and safer for drivers, transit users, pedestrians, and bicyclists\(^\text{21}\). Effective planning for Complete Streets should pair planning tools with specific design guidelines for optimum results.

\(^{21}\) Smart Growth America, 2013
**Design Analysis**

The placemaking process begins with asking questions of the people who reside, work, and play in a particular space in an effort to determine their needs and desires for a space. This information is then used to create a common vision for that place. The feedback of local stakeholders that attended the community visioning meeting and design charrette was necessary in order to develop the following design elements. These design elements inform the final PlacePlan concept design so that it succeeds in providing the form necessary to realize the social activities and emotional response envision for the space by the Sault Ste. Marie community. The diagram on the right depicts key design elements. Specific suggestions for the Moloney Alley site and surrounding area are found in the Recommendations section of this report.

**Design Elements**

- Design Multi-purpose/Flexible Space that can be Used by all Ages, in all Seasons, by Residents and Visitors Alike
- Support and Help Build a Stronger Downtown, Including After-hours Activity
- Ensure Linkages & Connectivity to Adjacent and Related Assets
- Create a Unique/Special/Authentic Place to Be
- Ensure Environmentally Sensitive Design
- History of Sault Ste. Marie
- Greening of the Project Area (Visually and Environmentally)
- Recreation/Entertainment/Housing/Shopping/Eating (Reasons to go There)
- Large and Small Event Areas/Public Spaces
- Major Anchor Element
- Entrances and Gateways
- Improve the Backs of Buildings
- Overall Beautification
- Accessibility for All
- Wayfinding and Safety
Recommendations

Overview
The City of Sault Ste. Marie and local stakeholders endeavor to transform Moloney Alley within the Downtown Sault Ste. Marie into both a central gathering location and a connection between the Soo Locks tourist attractions and traditional downtown retail/entertainment. As an additional benefit, the City and its stakeholders hope that investment in the Moloney Alley site will encourage current property owners to invest in improvements to their existing adjacent buildings, catalyze additional development within central downtown, and as a result provide the retail space and environment businesses are looking for when considering potential locations.

In the effort to transform Moloney Alley into a central gathering space and multimodal connection within Downtown Sault Ste. Marie, a design concept and prescribed supporting land use regulatory tools and community economic development programming recommendations have been created in a comprehensive process employing the “Placemaking” approach.

Placemaking recognizes that people tend to choose the neighborhood they live in based upon that neighborhood’s amenities, social and professional networks, resources and opportunities to support thriving lifestyles – as defined by the individual. As an approach, placemaking recognizes that places (central gathering spots, downtowns, neighborhoods, regions) must be designed in a way that their form (physical scale, land use diversity and density) leads to and supports the aforementioned results.

Using identified asset considerations, urban planning and design guidelines, characteristics of placemaking form, and elements of quality places, the recommendations address the following key objectives:

- Planning for Future Development:
  - Mixed-Use, Density, and Scale for Transect 5: Urban Center Zone
    - Mixed Use Development of Housing and Commercial Space Options
    - Design at the Streetscape Level
    - Recreation, Arts, and Culture within the site

- Creation of a Quality Public Space
  - Comfort
  - Civic Engagement and Sociability
  - Encourages Activity – Stumbling into Fun

Wintertime rendering of Moloney Alley public space
- Allows for Authentic Experiences
- Improve Upon Wayfinding
- Safe, Connected, Welcoming Environment

- Ensuring Connectivity/Linkage to Local Assets and Districts
  - Connections to Soo Locks
  - Density and Scale Requirements at the Streetscape Level
  - Development of Alleys and Passageways
  - Town & Gown: Linking Community and Lake Superior State University
  - Parking Management

The emotional response from spending time in a quality place is unique and hard to recreate. Consider these elements as examples when evaluating what is contained in the essence of a place.

Mixed Uses / Density
(Royal Oak, MI)

Quality Public Space
(Ann Arbor, MI)

Linkage to Local Assets
(Marquette, MI)

Sources: Royal Oak: http://www.ci.royal-oak.mi.us/portal/webfm_send/412
Ann Arbor: http://blog.mlive.com/annarbornews/2008/05/large_DOWNTOWN1_051808.jpg
Final Design Concept
The final concept plan for Moloney Alley provides a tremendous opportunity for economic development, creates a major identity for the community, and is a year round attraction. The design is composed of public and private places and spaces that all work together, creating a multi-purpose development for living, shopping, entertainment and eating.

Figure 6: Sault Ste. Marie Final Concept Plan
The major elements of the area are:

**Gateways** – Pedestrian entrances to the alley are at each of the corners of the site and also at several points along Portage, Osborn, and Ridge. At each gateway, an architectural feature will identify the entrance in a manner that reflects an historical or iconic feature of the community, the locks or bridge, for example. Each gateway feature will be the same theme and extend both vertically and over the sidewalk to clearly signal where to enter. The vehicular gateway off from Osborn will have a similar feature.

**Vehicular Flow and Parking** – A one way vehicular “road” enters on Osborn and exits on Ridge. Angle parking has been designed along this “road”. Paving will be of a pedestrian scale, color and texture, not a typical parking lot or road design. Access for deliveries and emergency vehicles has also been included in this circulation pattern.

**Central Plaza** - An urban style open area for events, splash pad in the summer and ice skating in the winter. Temporary canopies can be erected to provide shade and shelter. A fire pit has also been included for winter
and shoulder season use. Future detailed design of this area should include appropriate sound, lighting, and wireless Internet.

**Arcades** – A major feature of the alley is a series of arcades that have overhead canopies and can be fully enclosed during the winter for year round use. Indoor/outdoor eating, shopping, and just plain “hanging out” can take place year round.

**Major Pedestrian Flow** – A major north south and also a major east west axis have been included in the design to connect the alley to its surroundings. The north south axis connects to the future repurposing of the fire hall into a restaurant/museum and a proposed new mixed use development (commercial and residential) north of Portage that also has a major entertainment deck overlooking the locks and includes parking in a lower deck. The east west axis connects the farmers market and parking through the alley to the locks visitor center.

**New Mixed Use Development** – Two areas of the site have been designed as major mixed use development that would include commercial, housing, offices and entertainment. Parking would also be incorporated into the structures. As a future consideration, the existing bank may want to relocate and that area be used for a third major mixed use development that would be connected to the other two.

**Backs of Existing Buildings** - The backsides of the existing buildings would also be improved, but still retain their individual character. Private patio spaces for residential uses can also be accommodated.

**Adjacent Streetscape** – The surrounding streets should be improved regarding landscaping, street furniture and signage such that the entire area is visually appealing.

**Salvation Army Store Site** – Although not part of the alley project, this location should be designed in a manner that is visually attractive and complements the alley project.

**Greening of the Site** – In general, the entire alley project needs to have a balance of green (trees and color) and the urban feel of a plaza. This balance will be a critical concern of future detailed design.
Design Recommendations
Using Scale, Density, and Mixing Uses to Create a “Sense of Place”

Specifically, placemaking elements and form characteristics consistent with the T5 land use development pattern have been addressed in the following ways:

- Spaces created at the pedestrian scale that are universally designed, interconnected, walkable, and welcoming that provide opportunities for protection from weather and climatic changes, bustle and solitude, people to gather or enjoy solitude, discovery, and surprise.
- A mix of residential, commercial, and recreation has been integrated within the Moloney Alley site

Creating a Quality Public Space

- Moloney Alley should accommodate both active (e.g. outdoor games, children’s play space, fitness activities) and passive (e.g. outdoor eating, reading, art viewing) uses
- Allow for both planned and spontaneous activity by creating and promoting flexible space
- Needs a “big wow” anchor element that lets you know you’ve arrived at Moloney Alley

Connectivity/Linkage to Local Assets and Districts

- Wayfinding and signage are crucial to ensure that visitors and residents can enjoy all that Sault Ste. Marie has to offer.
- Establishing a relationship with Lake Superior State University will generate more activity in both the Moloney Alley site and all of Sault Ste. Marie.
- Linked greenspace emphasizes public spaces and their connections
Planning Recommendations

Ensure Zoning and Master Plan Support Mixed-Use Development, Density, and Scale for Transect 5: Urban Center Zone

Adopt Transect 5: General Urban Zone within Downtown Sault Ste. Marie/Central Business District

During the community visioning meeting and multiple-day design charrette for the Moloney Alley Development Project, the City of Sault Ste. Marie and stakeholders expressed an interest in increasing the entertainment/retail within greater Downtown Sault Ste. Marie, promoting and planning for greater walkability, and seeing mixed uses within the buildings. While the Moloney Alley project is confined to a specific site downtown, the land use development pattern with regards to density, scale, and use that takes place adjacent to the site and within the greater downtown will directly affect the success of Moloney Alley as public space. Downtown Sault Ste. Marie already sports buildings that are 2 – 3 stories in height that include a mix of uses within situated along a traditional grid pattern of streets. However, the current 1965 zoning ordinance supports auto-oriented development that focuses on where single types of uses (retail, industrial, residential, etc.) should be located, rather than focusing on form that promotes the type of land use/activity that takes place in space.

The 1995 Master Plan is also in need of updates to ensure it supports the community’s vision as to where it is headed into the future. While some of the goals and objectives may still reflect the present desires of the community (e.g. support for beautification programs, downtown development, city-wide bicycle paths, etc22), the order of importance and the context has likely changed. Additionally, the future use map within the plan identifies where single-uses should be located, rather than supporting the mixed-use criteria necessary for supporting a vibrant central business district.

Based upon review of the site and the goals the community hopes to achieve, it is recommended that the City of Sault Ste. Marie adopt a new zoning ordinance that uses form-based code and master plan that supports land use development guidelines in line with the Urban Center

Transect Zone (T5) within the Moloney Alley Development Site and adjacent Downtown Sault Ste. Marie.

Transect Zone 5, or the “Urban Center Zone” employs a land use development pattern calling for higher density mixed-use buildings that accommodate retail, offices, and a mix of housing options. It plans for a tight network of streets with wide sidewalks. At the street level T5 calls for consistent street tree planting and building lot lines at the sidewalk\(^{23}\).

Buildings within in a T5 zone generally have a “main street” feel to them. “This sector has been described as the type of district that was as diverse as any; you could see lights on in the windows over the square every evening\(^{24}\).” Housing in such a district is comprised of diverse housing options such as apartments above retail, apartment buildings, and townhomes with a density requirement between 15-40 units/acre.

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\(^{24}\) BetterCities.net – The Transect, 2009
It is recommended that the City of Sault Ste. Marie review SmartCode Version 9.2\(^\text{25}\), which is a form-based code template that supports transect planning by including land use development requirements for all development patterns along the transect, including T5. Sault Ste. Marie’s form-based code within downtown should provide detailed instructions for the following:

- **Regulating Plan**: A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being coded. In addition, form-based code allows for multiple uses within a district and within the same building. Sault Ste. Marie’s current zoning code to date only considers single uses, which will impede the development of a space that satisfies their vision.
- **Public Space Standards**: Specifications for the elements within the public realm (e.g., sidewalks, travel lanes, on-street parking, street trees, street furniture, etc.).
- **Building Form Standards**: Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm. This will assist with keeping new development consistent with the character of Sault Ste. Marie’s existing historic building stock.

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\(^{25}\) See: [http://www.transect.org/codes.html](http://www.transect.org/codes.html)

- **Administration**: A clearly defined application and project review process.
- **Definitions**: A glossary to ensure the precise use of technical terms\(^\text{26}\).

In order to ensure understanding, the regulations and standards in form-based codes are both written and illustrated with clearly drawn diagrams and other visuals. Essentially, they apply physical standards to a district/area in an effort to influence the district’s overall character without addressing specific uses individually\(^\text{27}\).

**Apply Planning and Zoning Techniques**

Table 3 on the following page showcases practices that will help with the implementation of form-based code within the Downtown Sault Ste. Marie. “Incentive-based zoning” has been included as an option to consider as it may assist the City of Sault Ste. Marie and/or its Downtown Development Authority with attracting businesses that can fill vacant storefronts while meeting the retail / entertainment / employment needs of residents and visitors.

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\(^{26}\) Form-Based Codes Institute, 2011

\(^{27}\) Ibid.
### Table 3: Land Use Planning Tools / Techniques for Implementing Desired Land Use Development Pattern

<table>
<thead>
<tr>
<th>Land Use Planning Tool/Technique</th>
<th>Description</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revise/Rewrite Zoning Code to Employ Form-Based Code</td>
<td>Update/rewrite the City of Sault Ste. Marie Zoning Code as a form-based code focused on allowable development within neighborhoods/districts rather than where single uses should exist.</td>
<td>● A form-based zoning code supports development patterns in identified neighborhood/districts that support desired activities/uses.</td>
</tr>
<tr>
<td>Zoning Overlay Districts</td>
<td>Rather than investing time revising the entire zoning code, individual zoning overlays can be defined and approved for identified districts with potentially greater expediency.</td>
<td>● A form-based zoning code supports development patterns in identified neighborhood/districts that support desired activities/uses.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Saves time in reading/revising entire municipal zoning code.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Overlays can differ by district.</td>
</tr>
<tr>
<td>Incentive-Based Zoning</td>
<td>Incentive-based zoning may be used in the form of density and/or floor area bonuses to a developer for satisfying a policy (Shoemaker, 2006, p. 6). In Sault Ste. Marie’s case, the bonus may be to encourage variety in business occupants, residential within the building, etc.</td>
<td>● May be used to assist in satisfying a policy or goal.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Effective in an environment where policy makers are apprehensive and/or opposed to creating a specific provision within legislation.</td>
</tr>
</tbody>
</table>
Ensuring Connectivity/Linkage to Local Assets and Districts

Density and Scale Requirements at the Streetscape Level

Based upon review of recent strategic plans and documents, it is clear that the City of Sault Ste. Marie and its partners and stakeholders have identified that there is a need for better connectivity within Sault Ste. Marie. Since 2008 they have completed a walking audit of Sault Ste. Marie with Dan Burden, updated their Master Recreation Plan as of 2010 to address routes for pedestrians and cyclists, passed a Complete Streets ordinance, and as of August 2012 completed a detailed non-motorized transportation plan that includes a comprehensive recommendation section addressing improvements/strategies for the entire city.

In order to ensure that the alley site transitions smoothly into the greater downtown / to locations of interest, the City of Sault Ste. Marie should address density and scale requirements at the street level. Streetscape refers to the design character of a particular street and its surrounding environment. A streetscape includes the street, the buildings that line it, facades at the street level, sidewalks, incorporated vegetation, signage / wayfinding, and furniture / fixtures. The streetscape design is important as it determines the aesthetic quality of the site and the manner that vehicular traffic travels through the area28.

Addressing streetscape design elements are not in themselves placemaking, but when planned for as a whole can be used in conjunction with planning for compact spaces in the effort to create contiguous uniformity within an identified district.

28 Southeast Michigan Council of Governments [SEMCOG], 2003, p. 58
In the midst of the inevitable organic development process that takes place over time, the City of Sault Ste. Marie could consider adopting certain public infrastructure design elements with regard to color, style, and material to create a unique brand for the district. Because Moloney Alley plays a large role as a connection between locations of interest in addition to a central gathering space, it should transition smoothly into other complete streets. In order to support/create complete streets as desired by the community, streetscape design elements should be sized to human scale, focused upon pedestrian uses. Table 4 on the following page provides land use planning tools/techniques that may be used to accomplish the implementation of streetscape design that supports social activity and successfully creates a sense of place.

Figure 9: Moloney Alley Project Site Connections
### Table 4: Land Use Planning Tools / Techniques for Successful Streetscape Implementation

<table>
<thead>
<tr>
<th>Land Use Planning Tool/Technique</th>
<th>Description</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| **Design Element Specification Manual**                      | Create a specification booklet describing specific products, styles, and installation requirements for identified streetscape design elements.                                                                                                                                                                                                     | • Provides specific directions to contractors/developers.  
• Allows for revision to one document when design criteria changes.  
• Can be used for more than one overlay district.                                                                                                                                                                           |
| **Develop a Streetscape Plan**                                | A streetscape plan provides a layout indicating placement of design elements and where specific improvements larger in scope should be made (awkward intersection, sidewalk is discontinued, etc.) (SEMCOG, 2003, p. 59).                                                                                                      | • Provides a visual map of existing problem areas that need attention, in relationship to development in the city as a whole.  
• Provides a blueprint for desired location of improvements in the long-term future.  
• Provides specific directions to contractors/developers.  
• Allows for revision to one document when design criteria changes.                                                                                                                                                    |
| **Incorporate Streetscape Design into Zoning Code Requirements** | Identify zoning districts that must include uniform light fixtures, sidewalk benches, trash receptacles, wayfinding, sidewalk design, etc as part of all development projects large in scope. The zoning code revisions may refer back to an approved streetscape plan for guidance.                                                                 | • Creates design cohesion at the street level despite difference in property owners.                                                                                                                                                       |
| **Zoning Overlay Districts**                                 | Rather than investing time revising the zoning code, individual zoning overlays can be defined and approved for identified districts. A zoning overlay should mandate uniformity in light fixtures, sidewalk benches, trash receptacles, wayfinding, sidewalk design, etc, as part of all development projects large in scope.                     | • Creates design cohesion at the street level despite difference in property owner.  
• Saves time in reading/revising entire municipal zoning code.  
• Overlays can differ by district.                                                                                                                                                                                                 |
Optimize Alleys and Passageways

The transformation of Moloney Alley into a public space and downtown connection is a unique take on alleys that the City of Sault Ste. Marie might consider using throughout the greater downtown. While the current building stock may support the density and scale necessary for the successful application of Complete Streets, the surface parking lots that break up some of the blocks hinder connectivity. In an effort to ensure connectivity between places of interest is achieved whether development of new building stock is taking place, it is recommended that the City of Sault Ste. Marie recognize their other downtown alleys and passageways as opportunities for creating linkages in addition to Moloney Alley. While Moloney Alley might remain the focus as a central gathering space, other alleys/passageways might still receive transformative improvement to encourage use as multimodal connections.

To start, the City of Sault Ste. Marie should identify where alleys versus passageways exist between locations of interest. Alleys differentiate from passageways in that they satisfy a service-oriented use (e.g. deliveries, trash pickup). Alleys must have vehicular access ability maintained. Passageways can be defined as non-motorized cut-throughs, where pedestrian scale and activity should be allowed and encouraged. With these definitions in mind, it is recommended that the City of Sault Ste. Marie consider taking the following approach:

1. Identify and Classify Alleys and Passageways within Downtown Sault Ste. Marie/Between Locations of Interest

   Alleys and passageways should be classified within one of the three alley/passageway types (coined “vias” by the City of Birmingham, MI) featured below in order to determine the level of regulation that will needed to achieve the desired outcomes of each category.

   **Destination Via**
   - Draw residents and visitors as a destination for public to participate in cultural activities, commercial activities, recreational activities, outdoor dining, special events, etc.
   - Spaces are designed and planned to fulfill pedestrian scale.
   - Via type is the focus of capital improvement projects, new development and business attraction, and event programming.

   **Active Via**
   - Offer the potential to serve as a through-block connection utilized by multimodal transportation options (walking, bicycling, vehicle access for parking and service functions).
   - Capital improvement projects focus on the safety of all users.
   - Recommended that guidelines and incentives be created to encourage businesses to expand into the via and improve their alley façade.

   **Connecting Via**
   - Provide through-block connections exclusively for pedestrians and bicyclists.
   - Via type has limited opportunities for commercial activity, limited service function, and no vehicular access.
   - Encourage aesthetic enhancements in an effort to expand the pedestrian network.
   - Capital improvement projects within this alley/passageway type include new paving, street furniture, public art, etc.

“Via”: by a route that touches or passes through; by way of. (dictionary.reference.com)
In particular, attention should be paid to where active and connecting vias can be implemented.

2. **Document Existing Conditions within Key Linkage Alleys/Passageways**
   Document existing conditions within the alleys/passageways identified to provide key linkages from the alley site to locations of interest downtown. Attention should be paid to items including pavement width, condition, etc.

3. **Establish Design Guidelines and Enhancement Strategies**
   Streetscape design guidelines should be established based upon the alley/passageway classification type. Using human scale as a baseline, guidelines should dictate paving, lighting, street furniture, landscaping, and wayfinding. Additional enhancement options include adopting a naming rights program in the effort to raise funds for capital improvements; creation of crosswalks linking alleys and passageways where/if applicable; addressing commercial signage within the alley/passageway; and paying special attention to the aesthetics of alleys/passageways with blank building walls, incorporating public art, interesting architectural details, etc.

**Town & Gown: Linking Community and University**

Communities that boast a lively college campus within their boundaries are blessed with an incredible resource and partner. The partnering of these higher education institutions along with communities is referred to as a “Town and Gown” connection. Universities are able to offer three skills essential to economic growth in a region: preparing students to compete for quality jobs, delivering economic development
around campus and beyond, and positioning the surrounding region to compete for future jobs, businesses, and partnerships\textsuperscript{29}.

Universities can help small businesses get off the ground, move innovative discoveries toward real market impact, and serve as powerful magnets for both public and private investment. For all of these reasons, Lake Superior State University (LSSU) should be seen as an invaluable asset to Sault Ste. Marie, and thus treated accordingly. In the redevelopment of Moloney Alley, Sault Ste. Marie faces a significant opportunity to create a lasting, worthwhile connection with LSSU that can benefit both parties for years to come.

In order to establish a mutually beneficial relationship, Sault Ste. Marie should recognize critical factors in the success or failure of any Town & Gown community\textsuperscript{30} (see Table 5):

\begin{table}[h]
\centering
\begin{tabular}{|c|c|}
\hline
Factor & Description \\
\hline
Factor 1 & \\
\hline
Factor 2 & \\
\hline
\end{tabular}
\caption{Critical Factors in Town & Gown Community Success}
\end{table}

\textsuperscript{29} TownGown World Article, C.D. Mote, 2009

\textsuperscript{30} Bridging Town & Gown, Martin, 2005
<table>
<thead>
<tr>
<th>Issue</th>
<th>Benefit</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funding</strong></td>
<td>Government agencies are often willing to provide funding for university-community projects that focus on “community-driven research”</td>
<td>Work with LSSU programs to encourage student research projects aimed at developing innovative solutions to local problems</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Frequent and formal meetings between stakeholders from both sides are crucial to a long-lasting relationship</td>
<td>Establish a Community-University “Town &amp; Gown” advisory board that will help identify when, where, and how the two parties should collaborate</td>
</tr>
<tr>
<td><strong>Measurable Outcomes</strong></td>
<td>Some form of impact evaluation will be necessary to see how partnership projects are progressing</td>
<td>Use a multi-pronged approach to evaluating the partnership; establish objectives early on and identify deliverables</td>
</tr>
<tr>
<td><strong>Organizational Compatibility</strong></td>
<td>By creating space both on-campus and off-campus for both parties to flourish, the partnership is able to expand in multiple ways</td>
<td>Identify zones within Sault Ste. Marie and Moloney Alley that have potential for student housing and/or university-related uses that will bring economic and social activity</td>
</tr>
<tr>
<td><strong>Simplicity</strong></td>
<td>Do not be overzealous, projects should be clear, concise, and achievable while still having a meaningful impact</td>
<td>Set short-term, middle-term, and long-term goals with measurable objectives</td>
</tr>
</tbody>
</table>
Parking Management

Parking needs within Downtown Sault Ste. Marie must be met in order to ensure successful access and use of the Moloney Alley site and greater downtown. As Sault Ste. Marie moves forward with future planning projects in and around the downtown area, the benefits of a comprehensive parking study becomes more apparent.

If conducted properly, a professional parking study will provide an accurate outlook on the parking needs of the community. To ensure that a thorough, unbiased parking study is carried out, the City of Sault Ste. Marie could contract to have a professional parking study that focuses on the following:

- **Increase Parking Supply**
  A professional parking study completed for Downtown Sault Ste. Marie should find ways to increase the parking supply while supporting compact development. A common way for municipalities to increase parking supply is to reduce minimum parking requirements while increasing shared parking opportunities between businesses.\(^{31}\)

  Shared parking opportunities that Sault Ste. Marie could consider include increasing on-street parking and the development of parking facilities at strategic locations within downtown. There are numerous advantages to these recommendations such as providing a buffer between pedestrians and vehicle traffic, increasing visibility for multiple users, and cost efficiency.\(^{32}\)

  In addition, increasing on-street parking will be especially beneficial to local businesses and shops that have customers throughout the day sharing spaces on the street. Sharing parking among different users and buildings can result in more efficient use of parking supply.\(^{33}\)

- **Use Existing Parking Capacity More Efficiently**
  Using existing parking capacity more efficiently can be a more flexible and cost effective method for meeting parking needs within a community. Sault Ste. Marie may promote existing parking by providing parking information to users. Relevant information may include location of parking, parking availability, and price using signs, brochures, maps, websites, and general marketing materials.\(^{34}\) The City of Sault Ste. Marie might also consider regulating the time a vehicle can conveniently park to encourage long-term users (employees) to park in off-street facilities.


\(^{32}\) Ibid.

\(^{33}\) Ibid.

\(^{34}\) Ibid.
Prioritizing pedestrian improvements in an effort to enhance the walking/bicycling experience is another way to promote efficient use of existing parking. By improving sidewalks/paths, developing shortcuts, adding shade or rain covers along walkways, improving personal security, and addressing aesthetic improvements can expand the range of parking facilities that serve a building or area. While users typically prefer the closest parking location, the opportunity to save on parking fees may influence some motorists to park farther away from their destination.35

- **Address Variable Demand**
  Parking demand is directly affected by the supply of parking spaces available. To avoid expensive solutions, it is recommended that techniques, such as variable pricing, be used. Variable pricing is the act of charging higher prices for parking spaces during peak periods of activity and lower prices at the times of day when parking has lower demand. This can promote retail activity downtown, influencing some patrons to shift the time of their trip.36 The enhancement of multimodal transportation opportunities may also lead to a reduction in automobile travel. This can be achieved by ensuring viable non-motorized trail connections exist between locations of interest throughout the downtown.


Asset Recommendations

As a result of the Local and Regional Analysis conducted by the Michigan Municipal League, the following opportunities were identified to capitalize upon the assets described under analysis section of this report. The City of Sault Ste. Marie should act upon these opportunities to ensure they apply a comprehensive approach to placemaking within the Moloney Alley site and adjacent areas in conjunction with the design and planning recommendations.

- Physical Design, Walkability & Connectivity
- Sustainability and Environment
- Cultural Economic Development
- Entrepreneurship
- Education
- Branding and Communications
- Welcoming to All
- Transportation

Physical Design, Walkability & Connectivity

The Moloney Alley project has the potential to serve as a critical connection between the West Portage area and the Ashmun Street area, including the farmer’s market, to unify the downtown district. Fortunately for the community the city has proactively engaged in a few key studies related to physical design and walkability including a “Promoting Active Communities” assessment in 2011 and a 2008 Dan Burden walkability study.

The Burden study provides an excellent framework for addressing specifics related to walkability in the downtown area. Continued efforts to implement the practical solutions within that document, like adding bike racks and enhancing wayfinding, will promote non-motorized access and foot traffic to the area in the short-term. Also noted within the Burden report, and throughout other forums, is the importance of improving the physical connections between the downtown area and the university campus; particularly non-motorized routes supportive of pedestrians, bicycles, and other means of travel.

The amenities of Sault Ste. Marie’s downtown district are supportive of downtown living and would likely expand as residential space is added. Continued development of housing within the downtown area, especially housing for students and “empty nesters” will ensure the alley becomes a “third place” within the community. The “third places” in a community is where people hang-out, connect and spend their leisure time. Improvements to downtown buildings, especially the rear of buildings facing the alley area, will create an excellent first impression for the approach to the downtown districts through the alley area. Façade improvements to the backs of the buildings will also support new uses on the alley such as outdoor eating and other activities. Also critical to ensure proper connectivity to the alley area is development of smaller alley ways and “cut-throughs” to provide pedestrians mid-block access to the alley area, and to visually cue visitors that there is something worth seeing back there.

Sault Ste. Marie is a recognized Preserve America community. Preserve America is a national initiative that recognizes and designates communities that protect and celebrate their heritage, use their historic...
assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism programs. Designation affords several benefits, including access to grants including wayfinding projects.

**Sustainability and Environment**

Perhaps in developing the alley space the community would be supportive of seeking certification under The Sustainable Sites Initiative™ (SITES™), which has voluntary national guidelines, performance benchmarks and a comprehensive rating system for sustainable land design, construction and maintenance practices for built landscapes. As well, the city may be interested in joining the Michigan Green Communities network which provides for peer learning and access to resources related to sustainability in the municipal sector. Given its endless natural resources and connection to Lake Superior State University, eco-tourism and green industries seems to be an area with considerable potential.

**Cultural Economic Development**

More than once during the community engagement process people mentioned the untapped potential for the area’s local art and music scene, and the core importance of its history and Native American heritage. The alley area could serve as a great catalyst for small scale music performances, public art, murals, space for impromptu creative work, history and heritage installations and related works of interests. It also has the potential to serve as a complementary space to the farmer’s market, perhaps concentrating farm products within the designated market space and having complementary craft stands or artisans flowing over into the alley space.

**Entrepreneurship**

The potential uses/activities for the alley area are ripe with small business opportunities—either new ventures or expansion of what is already within the downtown or nearby. For example, successful “brick and mortar” restaurants or coffee shops might have outdoor seating or opt to have seasonal carts on the public spaces within the alley area. A local music store might use the public spaces of the alley area for lessons, artists could show selected works on consignment, the alley area could cross-promote with the farmer’s market to give local growers and artisans expanded exposure and serve as overflow space for the market; a bike rental shop might give riding tours or offer kayak rentals and outings. The opportunities are limitless, and may be especially ripe for creating outdoor seating, “after 5:00” activities, and eco-tourism.

**Education**

People are attracted to activated spaces where there is a sense of excitement, especially in the downtown area. Ensuring people are around the alley area, especially encouraging spontaneous uses within the public spaces of the alley area as a place for their activities and programs will help create a sense of constant action.
Branding and Communications
In implementing alley plans, the community will be well-served to invest in wi-fi access and cutting edge technology, sound systems, lighting, etc. As important, a strong, consistent brand image for Sault Ste. Marie would serve the area well, especially the downtown district. Attached is a case study about “Love Muskegon” a grass roots, no-cost promotional campaign to celebrate the community and attract new business. In contrast to Muskegon’s “organic” brand development, the City of Alpena undertook a comprehensive facilitated\(^{37}\) branding, development and marketing process which included a thirteen month “brand camp” and development of a cohesive, cross-disciplinary team committed to implementing the brand.

Welcoming to All
In implementing the alley design and its activities/use, the community will be well-

\(^{37}\) Destination Development International, Seattle, WA

served to ensure these are supportive of all ages, abilities, and interests. The Sault Ste. Marie community is very warm, friendly, and down-to-earth place so visitors and residents alike should feel comfortable in Sault Ste. Marie and the downtown alley area.

Transportation
As already covered in excellent detail within existing studies, there are boundless opportunities to improve traffic flow, key intersections, gateways and wayfinding/direction signs. As well connections to the university campus will positively impact the downtown district, including the alley area.
Implementation

Opportunities and Barriers to Implementation

The public excitement about the Moloney’s alley area as a catalyst for the downtown, the strength of the community, and the support of its local leaders are critical to getting the project launched and completed. However, there are several potential challenges that are especially important to recognize and address.

1. Creating buy-in around the potential for dense, mixed-use development in the alley area.

Dense mixed-use development in the downtown, specifically the alley area, will depend on private sector investors who may be reluctant to take risks in the current economic environment. The City and other organizations with a stake in the project would be well-served to proactively demonstrate the market potential and business case for residential and commercial activity in the alley area and surrounding downtown district. This demonstration could take several forms, such as utilizing Sault United to increase student activity downtown, whether through student housing or a commercial space utilized by the University such as a downtown bookstore or satellite office area; or through strategic use of temporary or “pop-up” retail demonstration uses. A case study about “Revolve,” a successful Detroit area pop-up retail evolution initiative, is included as an appendix.

2. Making the business case for aesthetic improvements.

The facades of some downtown buildings, especially the rear of the buildings that frame the alley area, were identified throughout our community meetings as areas to improve. It will be important for local champions to make the business case for why all property owners and businesses will benefit from cosmetic improvements. It is not just about making something “pretty” but creating a compelling business district that attracts residents and visitors alike, and lures them in to explore many blocks with visual interest and a feeling of safety.

3. Funding.

Dreaming of the alley redevelopment and its potential is easier done than finding the means to fund its redevelopment, construction, and programming. This report provides a table of potential resources to address parts and pieces, but the team that assembles to push the alley project forward will need to be creative and diligent in finding public/private mechanisms for bringing the plans to life.

Short-term temporary “pop-up” uses and demonstrations that show how the alley will feel can help keep excitement going and build momentum during the development and fundraising phase. Phasing construction and development may be necessary as well.

4. Need for activation of space.

The success of the alley area as a key connector will hinge on whether it is activated or sits vacant, and whether it has a positive impact on the business and housing in the area. The alley area has enormous potential with its central location, proximity
to existing businesses and cultural anchors nearby.

International expert Fred Kent has coined “The Power of 10” concept in placemaking, which means where there are 10 good things to do, things to look at, things to engage you—you can create a truly great public place. This alley location together with the existing surrounding assets gives a running start on the power of 10 for this downtown district in Sault Ste. Marie.

5. Improving walkability/connections, traffic patterns, wayfinding

Effective wayfinding and signage throughout the downtown district, and connections from the Portage area to the Ashmun area via the alley, and from campus to the downtown, will be critical. In redeveloping the alley area, the city’s complete streets resolution will serve as a key guide for proper consideration of all infrastructure users, including pedestrians, bikers and others.

6. Parking

Parking could become an issue in the implementation of the alley redevelopment if it is not proactively addressed. The city would be well served to develop potential solutions in advance of redevelopment to eliminate that issue as a barrier.
## APPENDIX A: Potential Community Economic Development Tools & Funding Opportunities

The following table summarizes community economic development tools and specific funding and technical assistance programs that may be relevant to the Sault Ste. Marie alley project. In addition to these resources, reference the list of stakeholders identified in Appendix B for additional partners in pursuing funding opportunities.

<table>
<thead>
<tr>
<th>Title</th>
<th>Summary Description</th>
<th>Contact Information</th>
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</thead>
<tbody>
<tr>
<td><strong>MDNR Snowmobile Trail Improvement Program</strong></td>
<td>This program provides funding to maintain snowmobile trails as part of the designated statewide trail system. Grant funds are available for three purposes.</td>
<td>Forest Resources Division</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Richard Kennedy 517-373-8241, <a href="mailto:kennedyr@michigan.gov">kennedyr@michigan.gov</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jennifer Houle 517-335-3339, <a href="mailto:houlej@michigan.gov">houlej@michigan.gov</a></td>
</tr>
<tr>
<td><strong>Preserve America Grant Program</strong></td>
<td>Access to grant programs for a variety of things including wayfinding for designated communities (Sault Ste. Marie is designated!)</td>
<td><a href="http://www.nps.gov/hps/hpg/preserveamerica/index.htm">www.nps.gov/hps/hpg/preserveamerica/index.htm</a></td>
</tr>
<tr>
<td><strong>Michigan Council for Arts and Cultural Affairs grant programs</strong></td>
<td>The Michigan Council for Arts and Cultural Affairs coordinates grants to arts and culture organizations, cities and municipalities, and other nonprofit organizations to encourage, develop and facilitate an enriched environment of artistic, creative and cultural activity in Michigan. Grant areas include operational support, project support and capital improvements.</td>
<td><a href="http://www.michiganadvantage.org/Arts/Grant-Programs/">http://www.michiganadvantage.org/Arts/Grant-Programs/</a></td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
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| **MSHDA Modified Pass-Through Program**   | The Pass Through program offers tax-exempt loans to for-profit or nonprofit developers for new construction or rehabilitation of rental developments up to 150 units. Loans must be credit enhanced by a third party. | MSHDA Director of Legal Affairs  
(517) 373-8295                                                                              |
| **MEDC Brownfield Redevelopment Program** | Michigan's brownfields redevelopment efforts are considered the premier model for the country. Properties that in the not-so-distant past were considered lost forever are now being actively pursued for revitalization. In Michigan, brownfields are considered properties that are contaminated, blighted or functionally obsolete. | Dan Wells, Brownfield Program Specialist  
517.241.4801  
wellsd1@michigan.org  
Mary Kramer, Brownfield Program Specialist  
517.373.6206  
kramerm1@michigan.org |
| **MSHDA Pre-Development loans**           | Pre-development loans are available to help nonprofit developers pay for pre-development expenses related to planning affordable housing developments from project conception through submission for financing (including the Office of Community Development, the Office of Rental Development and Homeless Initiatives, and the Low Income Housing Tax Credit Program). | MSHDA Community Development Division  
(517) 373-1974                                                                             |
| **MSHDA Community Development Technical Assistance** | MSHDA has consultants available to provide technical assistance to nonprofit organizations and local units of government. These consultants provide guidance and training geared to increasing grantees’ capacity to produce affordable housing. | MSHDA Community Development Division  
(517) 373-1974                                                                             |
<table>
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<tr>
<th>Program</th>
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<th>Contact Information</th>
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<tbody>
<tr>
<td><strong>MSHDA Rental Rehabilitation</strong></td>
<td>MSHDA's Community Development Division's (CD) Rental Rehabilitation program is designed to improve investor-owned properties and spur economic development in Michigan's downtowns. Funding for Rental Rehab is generally provided through the unit of local government with jurisdiction for code enforcement and/or rental licensing.</td>
<td>MSHDA Community Development Division (517) 373-1974</td>
</tr>
<tr>
<td><strong>MEDC Signature Building Acquisition Grant</strong></td>
<td>The Signature Building Acquisition Grant enables a community to secure a building that is a focal point within the downtown for commercial rehabilitation purposes that will result in job creation, and, once redeveloped, will become an asset and make a significant contribution to the overall downtown area.</td>
<td>Jennifer Tucker MEDC Community Assistance Team 906-241-0589 <a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td><strong>Transportation Alternatives Program</strong></td>
<td>The Transportation Alternatives Program (TAP) is a competitive grant program that funds projects such as bike paths, streetscapes, and historic preservation of transportation facilities that enhance Michigan's intermodal transportation system and provide safe alternative transportation options. These investments support place-based economic development by offering transportation choices, promoting walkability, and improving the quality of life.</td>
<td>Matt Wiitala MDOT Office of Economic Development 517-241-2152 <a href="mailto:wiitalam@michigan.gov">wiitalam@michigan.gov</a></td>
</tr>
<tr>
<td><strong>MEDC Downtown Façade Improvement</strong></td>
<td>Grants are available for communities that seek to target areas of traditional downtown for façade improvements, which have a significant impact on the downtown community.</td>
<td>Jennifer Tucker MEDC Community Assistance Team 906-241-0589 <a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td><strong>MEDC Blight Elimination</strong></td>
<td>The Blight Elimination program is structured to assist communities in removing blighted conditions that often hinder adjacent private</td>
<td>Jennifer Tucker MEDC Community Assistance Team 906-241-0589 <a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td>Program</td>
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<td>Contact Information</td>
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<tr>
<td><strong>Obsolete Property Rehabilitation Act</strong></td>
<td>The Obsolete Property Rehabilitation Act (OPRA) provides for a tax incentive to encourage the redevelopment of obsolete buildings.</td>
<td>Jennifer Tucker&lt;br&gt;MEDC Community Assistance Team&lt;br&gt;906-241-0589&lt;br&gt;<a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td><strong>MEDC Farm to Food</strong></td>
<td>Grants are available for communities seeking to construct, rehabilitate, acquire, expand or improve a facility for the support of a three- to four-season farmer’s market. The market must follow the program’s national objectives and must be located in a low- to moderate-income community or will lead to job creation in these communities.</td>
<td>Jennifer Tucker&lt;br&gt;MEDC Community Assistance Team&lt;br&gt;906-241-0589&lt;br&gt;<a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td><strong>MEDC Community Revitalization Program</strong></td>
<td>The Michigan Business Development and Michigan Community Revitalization Programs replace the state’s previous MEGA, Brownfield and Historic tax credit programs, which were features of the Michigan Business Tax that will be eliminated under business tax restructuring legislation.</td>
<td>Jennifer Tucker&lt;br&gt;MEDC Community Assistance Team&lt;br&gt;906-241-0589&lt;br&gt;<a href="mailto:Tuckerj4@michigan.org">Tuckerj4@michigan.org</a></td>
</tr>
<tr>
<td><strong>USDA Farmers Market Promotion Program</strong></td>
<td>The Farmers Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers’ markets. Agricultural cooperatives, producer networks, producer associations, local governments, nonprofit corporations, public benefit corporations, economic development corporations, regional farmers’ market authorities and Tribal governments are among those eligible to apply.</td>
<td>USDA FMPP 202-720-0933</td>
</tr>
<tr>
<td><strong>DNR Recreation Grants</strong></td>
<td>One of our department’s biggest priorities is to get more people outside more often, enjoying the many natural resources and outdoor recreation opportunities available in Michigan. Through the Recreation Passport grant, we’re able to help make some good things happen at the local level - and, for many folks, that means wider accessibility to better resources right in their own neighborhoods.</td>
<td>Christie Bayus 517-335-2253 <a href="mailto:bayusc@michigan.gov">bayusc@michigan.gov</a></td>
</tr>
<tr>
<td><strong>DNR Land &amp; Water Conservation Fund</strong></td>
<td>The objective is to provide grants to local units of government and to the state to develop land for outdoor recreation.</td>
<td>James Wood 517-335-4050 <a href="mailto:woodj@michigan.gov">woodj@michigan.gov</a></td>
</tr>
</tbody>
</table>
APPENDIX B: Stakeholder Analysis

✓ Downtown Development Authority

✓ City of Marquette (elected officials, planning commission, key staff from Manager, planning, community development, engineering, etc.)

✓ Economic Development Corporation

✓ Property and Business Owners

✓ Chamber of Commerce

✓ Convention and Visitor’s Bureau

✓ Sault United (LSSU)

✓ Anchor Institutions (Hospital)

APPENDIX C: Case Studies of Potential Interest

Visit [http://placemaking.mml.org/how-to/](http://placemaking.mml.org/how-to/) to view case studies of successful placemaking projects and access how-to kits and best practices. Those of particular interest to the Sault Ste. Marie alley project may include:

✓ Revolve (Retail pop-ups to demonstrate demand)

✓ Detroit Soup (Micro financing for art/community projects, business start-ups)

✓ The Alley Project (Alley gallery that showcases legal street art produced by local youth and community members. Professional artists, teens, and neighbors have worked together to build an infrastructure for creative expression and community responsibility.)

✓ Love Muskegon (How can you create an organic movement to get people to care about a city most inclined to overlook?)