



2019 NEWAYGO MASTER PLAN



**PLANNING COMMISSION
RESOLUTION P19-03**

Commissioner Wight, seconded by Commissioner Looman, moved to adopt the following resolution:

RESOLUTION APPROVING 2019 MASTER PLAN AND SENDING IT FORWARD TO THE CITY COUNCIL FOR FINAL APPROVAL

WHEREAS, pursuant to the Michigan Planning Enabling Act, Act 33 of 2008, MCL 125.3801, *et. seq.*, the City of Newaygo Council has adopted an ordinance to create a Planning Commission to provide for criteria as set out in said Act; and

WHEREAS, MCL 125.3843(2) provides that the approval of the proposed amended Master Plan shall be by resolution of the Planning Commission carried by the affirmative votes of not less than 2/3 of the members and forward to the City Council for their final approval; and

WHEREAS, the secretary of the Planning Commission has distributed a letter to various townships, utilities, County boards and City boards for review and comments notifying them that a copy of the Master Plan and maps were placed on the City's website for review and also stated the time, date, location and place of the public hearing; and

WHEREAS, the Planning Commission held a public hearing on February 12, 2019 to discuss and take final comments on the Master Plan; and

NOW THEREFORE, LET IT BE RESOLVED, that the Newaygo City Planning Commission, as attached, approves the final 2019 Master Plan including all maps and descriptive materials along with proposed changes as described in the meeting minutes, if any and recommends final approval from the City Council.

Yeas: 7 Nays: 0 Abstain: 0 Absent: 2

Resolution adopted by Newaygo City Planning Commission at a special meeting on February 21, 2019.

Dave Chambers – Chairman

Mike Hikade-Secretary



RESOLUTION 19-07

Council Member Hikade, seconded by Council Member Black, moved to adopt the following resolution:

RESOLUTION APPROVING 2019 MASTER PLAN AMENDMENT PER RECOMMENDATION FROM THE PLANNING COMMISSION

WHEREAS, pursuant to the Michigan Planning Enabling Act, Act 33 of 2008, MCL 125.3801, *et. seq.*, the City of Newaygo Council has adopted an ordinance to create a Planning Commission to provide for criteria as set out in said Act; and

WHEREAS, MCL 125.3843(2) provides that the approval of the proposed amended Master Plan shall be by resolution of the Planning Commission carried by the affirmative votes of not less than 2/3 of the members and forward to the City Council for their final approval; and

WHEREAS, the resolution shall refer expressly to the maps and descriptive and other matter intended by the Planning Commission to form the Master Plan; and

WHEREAS, the secretary of the Planning Commission distributed a letter to various townships, utilities, County boards and City boards for review and comments notifying them that a copy of the Master Plan and maps were placed on the City's website for review and also stated the time, date, location and place of the public hearing; and

WHEREAS, the Planning Commission held a public hearing on February 12, 2019 to discuss and take final comments on the Master Plan and have approved Resolution P19-03 recommending the City Council give their final approval of the 2019 Master Plan amendment; and

NOW THEREFORE, LET IT BE RESOLVED, that the City Council has accepted the recommendation from the Planning Commission and therefore approves and adopts the 2019 Master Plan amendment including the maps and other descriptive materials as attached.

Yeas: 7 Nays: 0 Abstain: 0 Absent: 0

Resolution adopted by Newaygo City Council at a regular meeting on March 11, 2019.

Ed Fedell – Mayor

Kim Goodin – Clerk



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ACKNOWLEDGMENTS

COUNCIL:

Ed Fedell - Mayor
Roger Palmiter
Mike Hikade
Katie Walerczyk
Roger Ederer
Lee Black
Eric Johnson

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Krista Looman
Eric Johnson
Jane Tuls
Aaron Leestma

Scott Faulkner, Economic & Community Development Coordinator
Jon Schneider, City Manager

Support for this plan was provided by the Michigan Economic Development Corporation's Redevelopment Ready Communities Program.

This plan was adopted by Planning Commission on February 21, 2019.

This plan was adopted by City Council on March 11, 2019.

CONSULTANT:

SMITHGROUP





1. INTRODUCTION

WHAT IS A MASTER PLAN?

A FRAMEWORK

This master plan represents a framework for the development of the City of Newaygo through a series of goals, objectives, and action policies. The master plan is intended to take a long-range view of the City and guide development for the next 10 to 20 years while providing flexibility to respond to changing conditions, innovations and new information.

The master plan establishes the vision and expectations for the future development of the City of Newaygo. It serves as the basis for local land use regulations and capital improvements. The master plan also establishes expectations and responsibilities for its administration and for future planning activities. The master plan is comprehensive, providing plans and action strategies for development, improvements to the downtown and riverfront, and guiding land use.

The City of Newaygo Master Plan has been amended and adopted under the Michigan Planning Enabling Act of 2008, as amended (P.A. 22 of 2008, M.C.L. 125.3801 et seq.), which states that the planning commission shall, “make and approve a master plan as a guide for development within the planning jurisdiction.”

THE VISION

The City of Newaygo will be a vibrant and unique community to live, work, play and raise families. The City will be characterized by its relationship with the Muskegon River, connection to history, recreational opportunities, quality schools, welcoming neighborhoods, active and vibrant downtown and friendly close-knit atmosphere. The City of Newaygo will be a place where innovative and sustainable designs and practices are encouraged and utilized to create great places for people and a unique sense of place. The City of Newaygo will be a successful and thriving participant in the new economy - a community that supports an entrepreneurial and innovative culture by investing in creative people, knowledge- and trades-based jobs and projects that preserve and improve the overall quality of life of the community.



REDEVELOPMENT READY COMMUNITIES

This master plan update implements the Michigan Economic Development Corporation Redevelopment Ready Communities best practices to create a strong vision for redevelopment in the City of Newaygo.

THE DIFFERENCES BETWEEN A MASTER PLAN AND A ZONING ORDINANCE

The Master Plan provides a general direction for future development. It does not change the zoning map or text applying to any property. One way the plan is implemented may be through zoning ordinance and/or map amendments. A Master Plan is flexible in order to respond to changing conditions and it is not a binding legal document. The Master Plan shows how land is to be used in the future; while the Zoning Ordinance regulates the use of land at a particular point in time. The Zoning Plan (required by state law and included in the Implementation chapter) ties the Master Plan to the zoning ordinance by outlining how future land use categories relate to zoning districts.

Some of the differences between the master plan and the zoning ordinance are listed below.

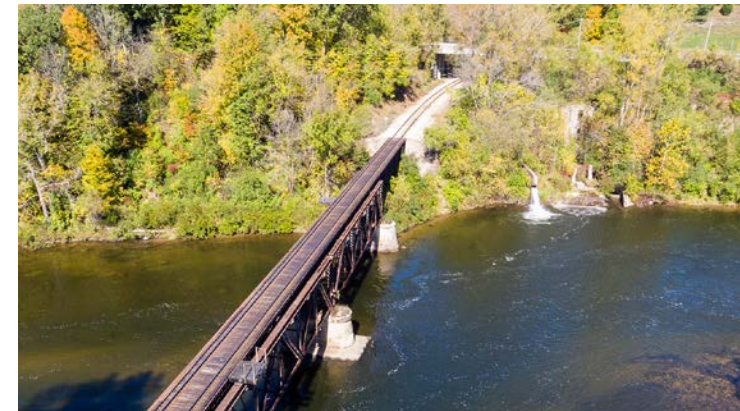
Master Plan	Zoning Ordinance
Provides general policies, a guide	Provides specific regulations, the law
Describes what should happen in the future – recommended land use for the next 20 years, not necessarily the recommended use for today	Describes what is and what is not allowed today, based on existing conditions
Includes recommendations that involve other agencies and groups	Deals only with development-related issues under City control
Flexible to respond to changing conditions	Fairly rigid, requires formal amendment process to change

HOW TO USE THE PLAN

The master plan is the guiding tool and provides the framework for land use decisions in Newaygo. It should also serve as a basis for capital improvement decisions and programming; as funds are allocated for yearly work programs and tasks.

Use of this master plan in zoning decisions ensures that the desires of the community regarding future development are translated into action.

This master plan will assist City leaders when considering the long-term implications of their decisions about the environment, community character, and the City’s fiscal health. Appropriate planning is necessary to avoid mistakes that could be difficult to correct.



COMMUNITY SUMMARY

REGIONAL SETTING

Newaygo is located in the southern portion of Newaygo County. Part of mid-western Michigan, Newaygo is a small, charming town nestled along the Muskegon River and among some of the most abundant and diverse natural resources in the state. Newaygo has a total land area of about 3.8 square miles (2,436.6 acres). Newaygo is bordered by Brooks Township to the east and Garfield Township to the west. Newaygo is in close proximity to Fremont (10 miles), Grand Rapids (36 miles), Muskegon (36 miles) and Big Rapids (39 miles).

The most prominent natural feature of the community is the Muskegon River. The river's high and steep banks form the northern and

western edges of the downtown area. The Muskegon River provided Newaygo's early settlers with the means to create a bustling lumber industry. Today, the river is central to the character of the city and provides opportunities for a wide-range of recreation activities and sport service industries.

HISTORY OF THE NEWAYGO COMMUNITY

The village of Newaygo was platted in 1854 by John A. Brooks and Sarrell Wood and incorporated as a village in 1867. The first large company, located on the Muskegon River, was the Newaygo Company. The owners built a dam across the river and erected a mill and employed a large number of men. Many other small businesses started from this large endeavor, meeting daily needs of the mills and the families.

The river was soon dredged to allow rafts and steam boats between Newaygo and Muskegon. Also between the two towns, state roads and stage routes were created. Another mode of transportation, railways, was brought to Newaygo in 1872, arriving from Grand Rapids.

The first religious sermon was spoken in 1850 and the Methodists built the first church in 1860. The first school was taught starting in 1853 in a board shanty where Brooks Park stands today. In 1863, a new building was constructed on top of the south hill behind the downtown area. It was replaced in 1926 with a brick structure that, in 2018, began a full refurbishment and should open in 2019.

Three fires did serious damage to the town, the first in 1868 when the Newaygo Company burned, the second large fire occurred in 1874 when a large amount of property in the downtown area was destroyed, and the third occurred in 1883 taking a greater part of the downtown with thirty buildings burned or damaged. In 1884, the village bonded to secure a water works system.



For more detail on Newaygo's existing conditions and data, see the Community Profile, an appendix to this plan.

Logging did much to keep the town prospering yet as with all the towns and establishments in Newaygo County, once the industry slowed towards ending, struggles began for keeping stores open and also for the numerous men, in town and the surrounding countryside, to make supplemental wages for their homes and farms. The town kept a presence of continuance due to the factories that continued and those that newly arrived. A flour mill was built greatly assisting farmers with their crops.

The surrounding lakes played a role in logging as transportation to work the logs towards the river. By the early 1900s they changed roles as seen for pleasure and sailing for locals and also bringing in tourists from larger cities which continues to this day.

Newaygo has been her share of dams built on the river, from one built in 1854, another documented in 1899 which washed as soon as it was opened and one built in 1900 by the Newaygo Portland Cement Company plant. The dam ownership was transferred

to the Department of Conservation in 1966. Demolition of the dam began in February 1969 and was completed in September 1969.

Numerous clubs and organizations offered community fellowship and poured forth assistance to the town and community residents. Many of the groups started soon upon the establishment of the village.

The city celebrated their centennial in 1953 with committees overseeing activities for a five-day celebration. In 1975, the Logging Festival was established during the Labor Day weekend and the festivities continue today.

In the 1960s and 70s, Newaygo's business district started to develop "on top of the hill" and has flourished. The downtown area experienced a slowdown yet with the foresight of planning and securing grants and other funding, it is an example of living with the charm of private shops and name-brand businesses.

For a history of additional planning initiatives in downtown, see Chapter 3: Downtown and Riverfront Plan

PLANNING INITIATIVES AND COMMUNITY DEVELOPMENT TOOLS

Newaygo Community Recreation Authority and Recreation Plan. In 2006, the City of Newaygo, in cooperation with Brooks and Garfield Townships established the Newaygo Community Recreation Authority (NCRA). The new cooperative inter-jurisdictional organization was created to oversee and manage community-wide park updates, maintenance, improvements and development. In addition, the three jurisdictions worked together to develop and adopt a new community-wide recreation and natural resources conservation plan. The efforts were initiated by local leaders who expressed concern over the limited availability of recreation facilities throughout the Newaygo Community. Previous planning efforts also revealed community-wide interest in new sports facilities (soccer and baseball), paved trails and nature areas. More information about parks and recreation, including the Newaygo Community Recreation Authority is described in the Parks and Recreation Plan.

Property Maintenance Ordinance. In 2007, the City of Newaygo established a new zoning ordinance to improve the maintenance of property throughout the city. The new property maintenance ordinance was specifically designed to improve the character, and safety of rental units within the city.

Newaygo Community Growth Management Plan. In 2008, the City of Newaygo, partnered with Brooks and Garfield Townships to create the Newaygo Community Growth Management Initiative (NCGMI). Under the Initiative, local leaders from each jurisdiction worked together to develop a strategy to phase growth within the greater community based on the location of existing water and sewer infrastructure. In addition, the three jurisdictions developed a set of innovative mechanisms to handle the extension of services, revenue sharing and the on-going administration of the plan.

In general, development within the Growth Management Area will be provided water and sewer services by the City. To prepare for that extension of services, the City and the affected Township will enter into a tax-base sharing agreement that conditionally transfers the properties into the City. In this way, the City collects taxes on that properties involved, returning one mill to the township and providing two mills, (one from the City and one on behalf of the township) to a development fund for community-wide projects, such as recreational facilities. This tax-base sharing arrangement is sanctioned by the Intergovernmental Conditional Transfer of property by Contract Act (P.A. 425 of 1984).

Over time, as the townships engage with the City in Growth Management Area 425 agreements, the shared development fund is expected to grow. To help manage this fund, along with ensuring the proper implementation of this

plan, the City of Newaygo, Brooks Township and Garfield Township have established the Newaygo Area Growth Management Council under the Urban Cooperation Act. The Council consists of nine members, three from each jurisdiction.

Housing Initiative. In 2008, Newaygo County was awarded an \$80,000 Neighborhood Preservation Initiative Challenge Grant from the Michigan State Housing Development Authority's (MSHDA) Office of Community Development. Under the grant, local officials work with landlords to rehabilitate affordable rental units and bring them up to quality housing standards. Over the last year, the program has successfully rehabilitated 10 homes within Newaygo.

NEDO. The last decade in Newaygo's economic and community growth shows an increasing level of sophistication and professionalism. The City's Newaygo Economic Development Organization (NEDO) was formally created and adopted by the City Council, a Board of Directors established and Executive Committee formed.

NEDO has subsequently held numerous Public Engagement forums through its "IAmNewaygo!" program to create accurate and actionable data on public sentiment and opinion on a variety of topics. NEDO has made several accepted recommendations to City Council which has included contracting world class Subject Matter Experts including Jeff Speck to complete a City-wide Walkability Study and set of

recommendations which are being implemented now.

Additionally, Newaygo has also contracted City of Grand Rapids Director of Planning Suzanne Schultz to assist in leading local public forums on Master Planning and Housing. By accessing National and Regional expertise, it is the City's hope that our Master Plan is significantly forward-looking, with a broader application **and** in light of important regional and national trends.

NEDO has also established a Housing Task Force to study and make recommendations to City Council on how best to address our chronic housing shortage. The Task Force is currently being led by former Mayor of Grand Rapids George Heartwell, who brings decades of successful Regional experience to the city. Finally the city has established a new Economic and Community Development Coordinator position to move initiatives like the MEDC's Redevelopment Ready Communities (RRC) program forward toward certification.

RRC. The City is engaged in the MEDC's Redevelopment Ready Communities program and working toward certification. This program helps communities to ensure their processes, plans, and ordinances promote a community-based vision for redevelopment that streamlines the process and makes it straightforward for developers.



PAST PLANS

PREVIOUS MASTER PLANS

The City of Newaygo Master Plan was last updated in 2010. This plan serves as an update to that plan to reflect progress since that plan and new trends and best practices. The 2004 City of Newaygo Master Plan was a thorough and comprehensive document, describing existing socio-economic and housing trends, existing land use, public utility infrastructure, recreation and downtown development. This provided the basis for the 2010 update.

DOWNTOWN AND RIVERFRONT PLAN

The 2010 Downtown and Riverfront Plan was established by the Planning Commission with the understanding that the downtown and riverfront will define the identity and character of Newaygo community and that a successful downtown and riverfront will be measured by four community quality indicators: social, economic, physical, civic.

The Plan incorporates three districts: River Landing, Mill Town Neighborhood, and Downtown - River Stop. These have been updated in this plan as Chapter 3.

PARKS AND RECREATION PLAN

The Newaygo Community Recreation Authority adopted a plan in 2017. Current plans include constructing a disc golf course at Henning Park.

SUMMARY OF PUBLIC INPUT

COMMUNITY ENGAGEMENT MEETINGS

In advance of two community meetings in October 2017, a series of questions were posted on Facebook. Community responses were collected and then shared with meeting attendees as the starting point for a conversation. The Facebook comments were reviewed, and then additional input was provided. Questions posed included

- What do you love most about our city?
- What would you change in our city?
- What are our “hidden” opportunities that need to be uncovered?
- What scares you about the future?

Results from these sessions shaped the subsequent workshops described below and the recommendations of this plan.

WALKABILITY WORKSHOP

In conjunction with the community meetings, walkability expert Jeff Speck led a walkability workshop to identify key opportunities throughout Newaygo to improve safety and access to non-motorized facilities. These recommendations are provided in a memo (an

appendix to this plan) as well as incorporated into Chapter 4: Connectivity.

HOUSING + REDEVELOPMENT WORKSHOP

Building off the success of the October 2017 sessions, key stakeholders met with this plan’s consultant team at The Stream for a two-day workshop in April 2018. Sessions focused on economic development, redevelopment sites, and housing opportunities.

PUBLIC MEETING

The public was invited to a meeting November 2018 at Loomis Lodge to review the draft redevelopment concepts and provide input on the plan’s vision. These comments were incorporated into the draft plan.

A summary of input and the Walkability Report are included as Appendices to this plan.



2. HOUSING AND NEIGHBORHOODS



The City of Newaygo will have a wide-range of quality housing options for people of all ages and incomes. Neighborhoods in the City of Newaygo will exhibit unique designs and architectural features that are visually interesting, establish distinctive character, and encourage human interaction and social activities.



Intrinsic to the success of Newaygo's neighborhoods are the creation, preservation and rehabilitation of the housing stock, the availability of home ownership, the proximity to community facilities and services, and housing options for all segments of the population.

People looking for a place to live, or deciding whether to stay within a geographic area, typically focus on several factors. These factors include the character of the neighborhood, quality of the public school system, distance from the workplace, perceptions of home value appreciation, the diversity of housing available to meet changing needs and income levels, among other issues.

Newaygo offers a range of housing opportunities including single-family residential and multi-family residential. This chapter identifies ways to continue to preserve existing housing stock and diversify new housing opportunities for various income and age groups.

HOUSING GOALS & OBJECTIVES

PROVIDE ATTRACTIVE AND INTERESTING NEIGHBORHOODS WITH A VARIETY OF HOUSING CHOICES

- Ensure infill housing development and additions to existing neighborhoods are consistent with surrounding homes in terms of size, height and bulk.
- Allow a variety of housing types by right in specific zoning districts.
- Encourage the incorporation of front porches in new home development.
- Ensure that the materials used for additions to existing homes are consistent with the materials of the original home.
- Promote attached residential housing options in the South Gateway area to promote walkability between shops, workplaces, and homes

PROMOTE WELL-MAINTAINED HOMES AND YARDS

- Continue to enforce the property maintenance ordinance.
- Encourage neighborhood clean up days.
- Promote home stewardship with hands-on education and training for home maintenance and repairs.
- Set up a Housing Trust Fund as a revolving fund to provide financial support for first-time homebuyers and developer incentives.

HOUSING OPTIONS FOR CHANGING DEMOGRAPHICS

In order for housing to be affordable for multiple income levels and family types, a balance of owner- and renter-occupied units for a variety of incomes should continue to be provided. Smaller families and couples may desire alternatives to single-family detached, owner-occupied housing, such as townhomes, flats, cottage housing, and apartments above storefronts. Other households may choose to rent to maintain mobility. As employers decide to seek out new expansion opportunities, nearby workforce housing becomes a critical component to site selection.

Aging in Place. Like many other communities, Newaygo has a growing senior population and other demographic indicators are changing. The housing needs of seniors is an important part of the commitment to provide appropriate housing choices for all of its residents. Viable housing options should include remaining at home as long as possible and is especially important to residents who want to stay in the neighborhoods they are most familiar with and be near family and friends. Retrofitting existing homes to be accessible for seniors desiring to “age in place” could include ramps, wider doorways, and first floor bedrooms and accessible bathrooms. Where “aging in place” is not feasible, special facilities, such as senior independent living, assisted living and congregate care is another important housing option to be provided within the community.

Strengthen Housing Choices. To attract and retain residents, Newaygo must capitalize on changing demographics by encouraging an expanded range of housing choices for rent and for sale. To appeal to empty nesters, seniors, and young professionals, Newaygo can promote its small-town charm, natural resources, and housing affordable to a range of income groups in proximity to employment opportunities.

The Newaygo County Target Market Analysis (TMA) prepared in 2014 demonstrates significant market potential for attached housing types and renter-occupied units. This analysis estimated a potential for 55 new housing units per year, 48 of which should be targeted for rental units. These target markets are looking for affordable rental units, starter homes, and senior living.

In order to strengthen existing housing and a range of affordable options, new small lot single-family (“cottage style” housing) and attached units should be integrated into Newaygo’s neighborhoods. Undeveloped areas, such as the Riverbank property, should be planned with a mixture of housing options and employment opportunities (see Chapter 7: Future Land Use).

Stemming from the TMA, NEDO formed a Housing Task Force charged with providing recommendations for increased support for new housing opportunities and housing rehabilitation programs.

The Housing Task Force and City of Newaygo prioritized key opportunities for integrating additional housing units into existing neighborhoods at the former Vera Wilsie School

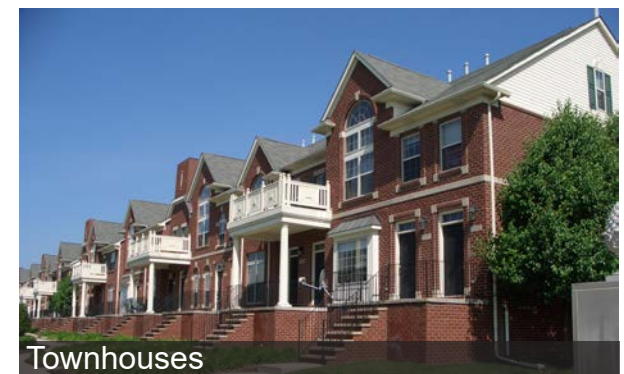
site, the Southern Gateway, and additional units downtown. See Chapter 6: Redevelopment Strategy for more on housing recommendations for these sites. Additionally, the undeveloped “Riverbank” site is planned for a mixture of housing types.



Duplex



Traditional Neighborhood Development



Townhouses

HOUSING PRESERVATION AND MAINTENANCE

Newwaygo can provide greater choices and support opportunities for new or rehabilitated homes within the existing neighborhood fabric. As neighborhoods age, continued investment in existing structures or quality replacement housing is key to maintaining a strong residential base. Replacement housing built to fit the character of its surroundings could have a positive impact on the neighborhood as a whole.

Home Stewardship. Residents who take pride in their homes, whether rented or owned, can contribute positively to a neighborhood's image and reinvestment opportunities. Therefore, home stewardship should be supported broadly, beyond owner-occupied residences to include rental home and apartment maintenance.

To channel resources wisely and retain quality neighborhoods, the City should focus inspection and code enforcement efforts to areas with a high number of code violations, vacant properties, or problems with absentee landlords. Schools and neighborhoods should work toward organizing neighborhood clean up days to build community around improvements and blight reduction.

Newwaygo can work to support home stewardship by encouraging partnerships with non-profits, agencies, or local home improvement stores to provide community training in home repair skills, mortgage assistance, and providing needed resources, such as tools and materials for physical renovations. To support such

opportunities, the city may consider developing educational materials and/or guidelines for infill development and rehabilitation that define and are consistent with desired neighborhood character, and provide rehabilitation prototypes for retrofitting aging housing stock with modern amenities and features. Developing simple renovation concepts for typical homes in the community can provide property owners with renovation ideas that might allow them to renovate, reinvest and stay in their current home.

Rental Inspections. An increasing concern in many communities is the emergence of poorly maintained rental properties throughout neighborhoods. The City can strengthen programs aimed at protecting buildings and those that reside there from unsafe conditions and unsightly exteriors thereby protecting nearby properties from declining property values. Newwaygo's current rental inspection program aims to create a more beautiful community and make it a more safe and attractive place for residents. The program should be evaluated to make sure it is achieving its goals and truly transforming the community.

EXPANDING HOMEOWNERSHIP

Several combined economic drivers means that the Newwaygo community now supports a variety of homeowners and potential homeowners



Cottage Homes

from entry level, to middle management, to high income dual-income households. Accordingly, Newaygo now stands in need of housing stock that ranges from rental units, to entry level home ownership, townhouses, and high-end luxury homes on a variety of waterfront or valley view properties. The city will also include the addition of innovative housing concepts such as tiny homes, site condominiums, Accessory Dwelling Units (or granny flats) and encouraging the expansion of upper-story apartments in the downtown district.

HOUSING CHARACTER TYPES

The following neighborhood and housing character types are identified to target recommendations for new development and redevelopment that fits with the existing patterns and strengthens one of Newaygo's greatest assets, its neighborhoods.

SMALL SIZED LOTS

Older residential areas predominantly exhibit a traditional grid street pattern with small- to moderate-sized lots. Smaller lots and smaller dwelling unit size tend to be more affordable than larger lot subdivision development while still offering the opportunity for home ownership. As these older neighborhoods continue to age, it will be increasingly important to encourage rehabilitation and identify opportunities for reconstruction of new, smaller housing types, including cottage-style homes. As

described earlier, this housing type is becoming more desirable as family sizes shrink and Baby Boomers age.

Opportunities for new small lot development exist at the Vera Wilsie School site (see Chapter 6) and Riverbank site.

MIXED RESIDENTIAL

Mixed residential dwelling units help improve the choice of housing types and to provide housing opportunities. Mixed residential is preferred near the South Gateway and downtown, serving as a transition between lower intensity single-family neighborhoods and higher intensity commercial or mixed-use areas. The goal is to provide a mix of housing types to accommodate a wider range of household types and people in different stages of life and to promote high quality, more dense housing types that respect the character of existing neighborhoods.

These areas provide opportunities for new or (re)development. Attached residential housing types are often attractive to an older population (empty-nesters, retirees and those in need of care). Attached housing types extend beyond the typical multi-family apartment building. (See Chapter 7: Future Land Use).

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3. DOWNTOWN AND RIVERFRONT

Downtown Newaygo and the adjacent riverfront will be an active and interesting place for people to gather as a community. Seasonal festivals and regular special events will promote social interaction and enable residents and visitors to engage in a number of retail and recreational activities. Downtown Newaygo will be an attractive, vibrant, pedestrian-friendly place that supports a mix of commercial, retail, office, residential and institutional uses, and is well connected to riverfront amenities.

Downtowns function as the social, cultural and economic hubs of a community and the region. Riverfronts also play a critical role in America, historically as a place of commerce and more recently as a source of recreation and a driver for investment. As the city's "front porch" and "living room", the downtown and riverfront district play an integral role in defining the identity and character of a community.

The Downtown and Riverfront subarea encompasses about 355 acres. It includes the Downtown Neighborhood, the downtown shopping district along M-37, the Michigan Agricultural Commodities, Inc. (MAC) facility, Riverfront Park and large natural areas along the Muskegon River.

Throughout its history, Downtown Newaygo and the Muskegon River have been the focal point of activity in the city. Today, the downtown continues to serve as the cultural and economic center of the city. Many of the historic buildings have been restored and re-adapted into new uses - supporting locally owned retail stores and restaurants. The Muskegon River is used to support recreation activities and a thriving tourist, adventure sport and fishing industry.

DOWNTOWN & RIVERFRONT GOALS

- Maintain an active and accessible riverfront
- Support a vibrant, pedestrian-friendly and mixed-use downtown
- Preserve and support the adaptive reuse of historic buildings
- Preserve and enhance the character and connectivity of the Downtown Neighborhood





Seasonal and holiday events



Live music and entertainment



Local history and cultural events

REGIONAL SIGNIFICANCE

The oldest community in Newaygo County, downtown Newaygo and the riverfront form the historical, cultural, and economic center of the community. Since the very beginning, the city was shaped by the character of the river and the hilltop commercial district and their relationship to each other. These elements remain central to the community identity and economic vitality of the city.

The proximity of vast timber resources and the Muskegon River was the driving force of the City's early logging and lumber industry. The rail service came through Newaygo in 1873, connecting the city with metropolitan Grand Rapids, Chicago, and Detroit. After the 1883 fire destroyed the Big Red Mill and most of the town, the riverfront became home to Newaygo Portland Cement Company. Today, the river is central to the character of the city and provides opportunities for a wide-range of recreation activities and sport service industries. It is also home to Michigan Agricultural Commodities (MAC).

Another prominent feature in Newaygo is the historic downtown. Rebuilt after the fire of 1883, the downtown features late Victorian architectural influences. The Italianate commercial style is the hallmark of Main Street America and much of this character is still present. In recent years, the City has made substantial improvements to the downtown

area, including new parking lots (located behind buildings), pedestrian walkways, landscaping, and cultural amenities. As a result, Newaygo's downtown is walkable and vibrant, hosting community festivals, a farmers' market and a variety of businesses.

SUCCESSFUL DOWNTOWNS...

Social Provide for social interaction on a community scale, drawing people of all ages, cultures to a common to gather, eat, shop, be active and live.

Economic Attract people, business and investment. Public investments in downtown can instill confidence in the private sector and leverage additional investment.

Physical Set the standard for the built environment, ensuring on-going improvements and maintenance, and encouraging the rehabilitation of historical buildings - preserving architectural and human history.

Civic Establish civic pride and encourage citizens to take a more active role in local government activities, providing volunteer opportunities and holding meaningful public engagement sessions.

HISTORY OF PLANNING DOWNTOWN

In the mid 1980's, in response to a deteriorating and largely vacant downtown, public officials, business owners and interested citizens established the Revitalization Committee. The new committee was charged with revitalizing the downtown - attracting business and investment, improving public space and preserving historical character. Over the next 25 years, the committee and public officials initiated a number of initiatives, tools and programs to support the revitalization of Newaygo. At the same time, community leaders began to pursue a number of grant opportunities to help fund the revitalization efforts

Downtown Business District Plan. In 1985, the City of Newaygo hired WBDC, Inc. (a planning and architecture firm) to prepare a Downtown Business District Plan that outlined ways to improve the downtown business district, the riverfront, parking, circulation and aesthetics. The plan resulted in recommendations for new parking areas, pedestrian walkways and the renovation of existing landscape and cultural interests.

Tax Increment Financing Authority (TIFA). In 1986, the City of Newaygo established a TIFA to provide a funding mechanism for the revitalization plans established under the Revitalization Committee and the Downtown Business District Plan. The TIFA board

established "Development Area Number One" and "Development Area Number Two"- designated areas for which funding would be directed to revitalize existing facilities and support commercial growth. In addition, the TIFA board identified seventeen specific projects/ improvements for the two development areas.

In an effort to assemble enough funds to initiate a number of different projects at one time, TIFA dollars were not utilized until the mid 1990's and again in 2001.

River Stop Landing District. In 2003, construction began on several capital improvement projects within the downtown - in the newly designated River Stop Landing District. Projects included the construction of two new public parking lots (on each side of M-37), streetscape improvements (e.g. sidewalks, lighting, landscaping, etc...), new water and sewer infrastructure and the rehabilitation of several rental housing units. Each of the projects dramatically changed the look, feel and activity level of the downtown. The projects also increased the walkability of the downtown, provided for better vehicular access and pedestrian access to storefronts.

In addition to utilizing the TIFA funds discussed earlier, local officials were able to secure grant funding for these projects from an unprecedented number of state and federal agencies and programs including, the Michigan State Housing Development Authority (MSHDA), Michigan Department of Transportation (MDOT),

the United States Department of Agriculture - Rural Development Program and Community Development Block Grant (CDBG) funds.

Downtown Art Committee. In 2004, the City of Newaygo established a Downtown Arts Committee and commissioned local artists to paint murals throughout the downtown area.

Overlay Shopping District. In 2004, Newaygo established the Principal Shopping District (PSD) zoning overlay in the River Stop Landing District. The PSD overlay was designed to improve the character and architectural details of the downtown, improve parking and eliminate blight. In addition, the city initiated a program to provide for the maintenance of the PSD.

DOWNTOWN AND RIVERFRONT DISTRICT PROFILE

Our Main Streets tell us who we are and who we were, and how the past has shaped us. While every downtown is unique to the cultural, historical and regional context, there are elements that all vibrant downtowns share. These include elements such as, a strong plan, downtown champions, defined brand and retail focus, pedestrian friendly streets, gathering spaces, wayfinding and signage, landscape and natural elements, activities and entertainment and people living and/or staying downtown. The City's leadership and volunteers have worked hard to preserve and enhance the Downtown and Riverfront district over the last several decades.

Assets include walkable and pedestrian friendly environment with small-town charm. Downtown property owners continue to invest in the buildings downtown, preserving and enhancing the architecturally significant features of these historic buildings. The downtown provides accessible parking with on-street parking on the south side of State Rd and municipal parking lots behind the buildings. The district boosts a number of recreational opportunities and holds several community events throughout the year.

During the last planning effort, the city identified a need for additional professional offices to attract entrepreneurial and creative workers (and their families) to the city. But rather than a typical office center, the city envisioned a more collaborative and multi-function space. A result of a West Michigan WIRED initiative, this vision has been realized in "The Stream." Located at the east end of downtown, The Stream is a creative, incubator and co-working space for small business. The 13,000 sq. ft. center offers a remote work center for thousands of area residents as well as access to continuing education opportunities and additional resources.

There are things that could be improved to make the downtown economically viable. Opportunities include expanding the retail mix and recruiting more restaurants to offer residents and visitors more choices for shopping and dining. While these opportunities can be addressed in the short- to mid-term, some challenges will take more time and investment to address, particularly those due to physical barriers such as the topography and existing development patterns. These challenges include greater connectivity to the riverfront to the north and to the neighborhoods to the south.

ASSETS

- Walkable streets
- Historic, small-town charm
- Accessible parking
- The Stream
- Community events

OPPORTUNITIES

- Connectivity to neighborhoods
- Access to Riverfront Park
- Housing options
- More retail and restaurant options
- Facade improvements
- Additional infill mixed-use buildings

PLANNING DISTRICTS



RIVERFRONT PARK

The **Riverfront Park District** lies along the Muskegon River. The park includes a non-motorized pathway, fishing and view platforms, parking, picnic areas, river access and playground equipment and parking. The historic mill building is undergoing renovation. The park offers a quiet, passive recreation area for residents and visitors. Improving to connections to downtown will help activate the park and also benefit downtown shops and restaurants.



DOWNTOWN MIXED-USE

The **Downtown District**, also known as River Stop Landing Principal Shopping District, is defined by the historical buildings that front M-37 (also known as State Road.) This part of downtown is home to several retail stores, restaurants and bars. The facades of many of the historic buildings have been restored. The “back-end” section of downtown is located off Wood Street, behind the buildings and parking lot on the west side of M-37. This area features several new buildings, including a new post office. A small portion of downtown is located between Wood Street and Water Street and features more modern buildings. The City offices and the library are located on the east side of M-37.



DOWNTOWN NEIGHBORHOOD

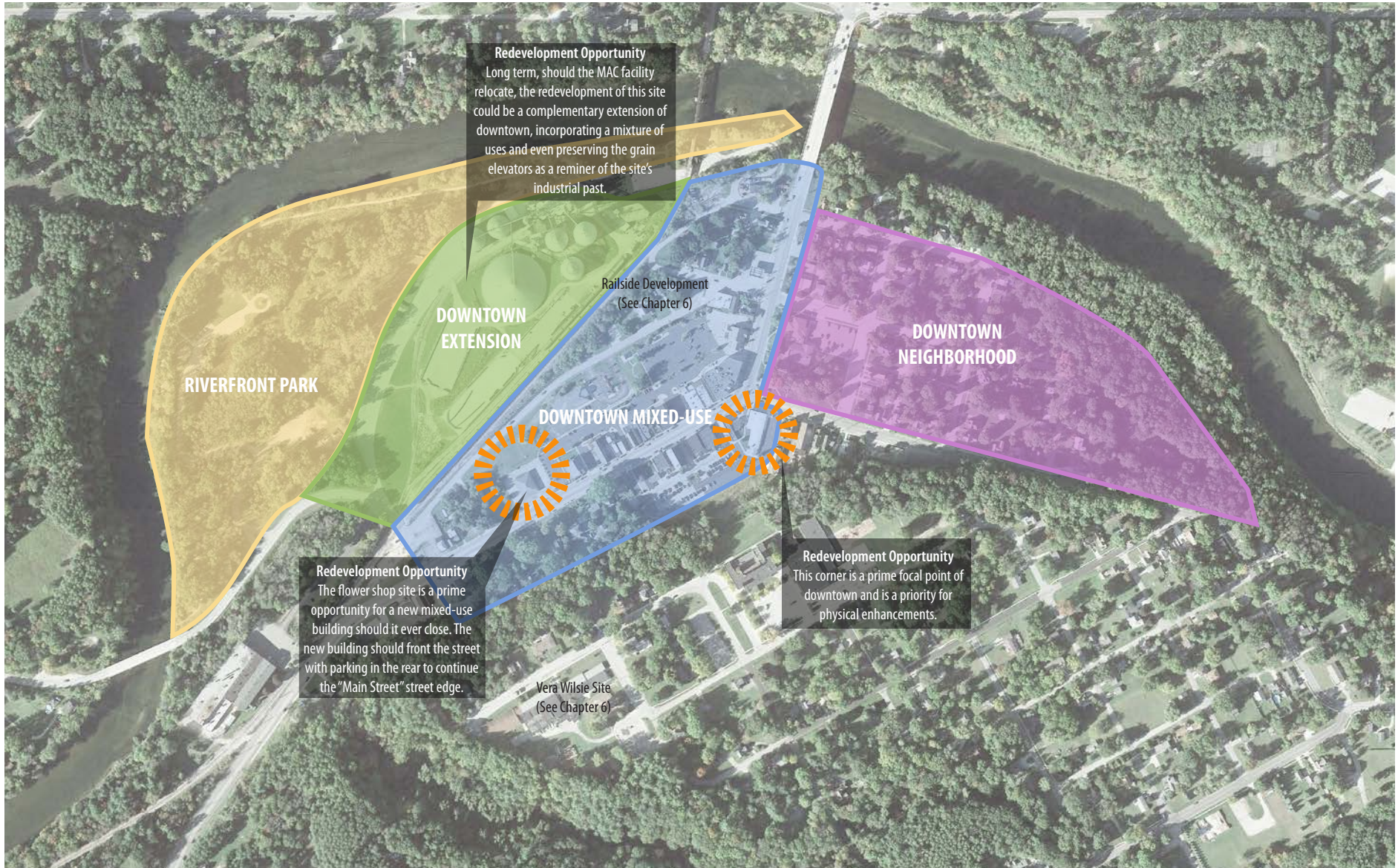
The **Downtown Neighborhood District** lies immediately adjacent to downtown Newaygo. The neighborhood encompasses about five square blocks and is bordered by Quarterline Street to the South, M-37 to the east and a dense forest to the north (the shoreline of the Muskegon River). The neighborhood features many well-kept historic homes (with front porches), historic church buildings, sidewalks and tall mature trees. The neighborhood is also defined by the sharp landscaped grade of Quarterline Street, which forms a distinctive edge to the neighborhood.

DOWNTOWN EXTENSION

The **Downtown Extension District** is bordered by Water Street to the east, Wood Street (and downtown) to the south and Riverfront Park to the south and west. Currently, this area is home to the Michigan Agricultural Commodities, Inc. (MAC) facilities. The bulk of the large industrial facility is located on the north end of the site, adjacent to the non-motorized pathway at Riverfront Park. These facilities include seven large cement and metal silos used to store grain. The primary entrance to the facility is located at south end of the site. Railroad tracks also run through this area. These features combine to create a physical barrier between the riverfront and the downtown.



DOWNTOWN AND RIVERFRONT DISTRICTS AND REDEVELOPMENT OPPORTUNITIES



AN ACTIVE AND ACCESSIBLE RIVERFRONT

The Muskegon River is an incredible asset to the city, both in terms of economic development and quality of life. For many years, the river has provided a thriving tourist, adventure sport and fishing industry. It also enhances quality of life by providing access to recreational amenities.

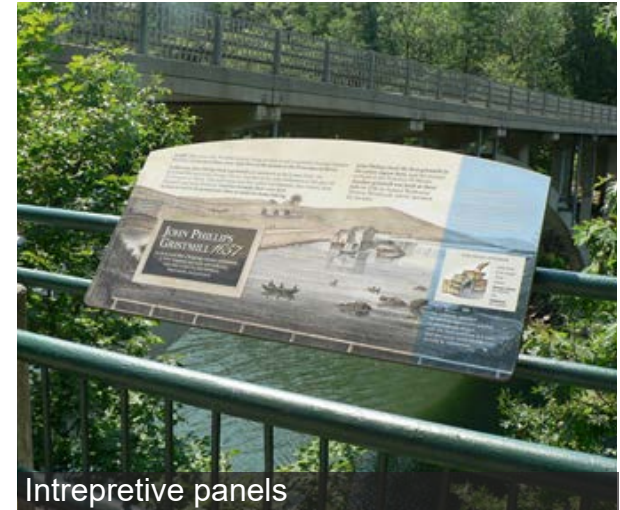
Maintaining and enhancing access to the riverfront is critical to the health of the adventure tourism industry as well as the health and wellbeing of residents. While the Newaygo area offers a variety of outdoor experiences including county and state parks, the Newaygo Riverfront park offers its own unique setting with tall shade trees and great sunset views and series of amenities including, two large playgrounds, a non-motorized pathway, picnic benches, grills, a covered pavilion and fishing/view platforms.

The City should continue to activate the riverfront through programming and capital improvements. Prioritize activities that connect the riverfront to downtown or utilize the full length of the park. The riverfront park offers a walking loop from one side of downtown to the other.

On the east end, a pedestrian path along Adama Dr offers a connection down to the river. On the west end, however, road improvements along River St are needed to make the park feel more accessible to pedestrians and bicyclist.

IMPLEMENTATION STEPS

- Continually maintain and improve Riverfront Park and the Riverfront Trail
- Incorporate interpretive panels to educate patrons on environmental issues and initiatives as well as local history.
- Continue to work with private developers to extend the Riverfront Trail south of town, into the Riverbank District.
- Improve the formal public access area along the Muskegon River.
- Provide for better pedestrian access from the downtown to Riverfront Park and the Riverfront Trail.
- Provide for new recreation opportunities in the Downtown Neighborhood that connect with existing park facilities along the riverfront and downtown.
- When it comes time to replace the existing play equipment, consider an environmentally-friendly and unique play structure that highlights local resources and history.



Intrepretive panels

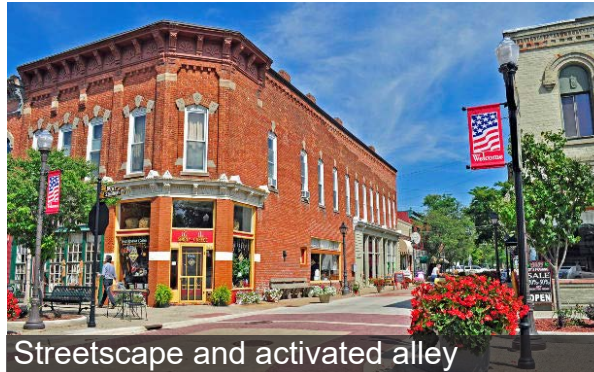


Unique play structure

A VIBRANT, PEDESTRIAN FRIENDLY AND MIXED-USE DOWNTOWN

Successful downtowns provide a safe and welcoming place for social interaction, commerce, and civic engagement. The physical environment is a core component, as visitors first experience downtown from the street. Crafting an attractive, pedestrian-friendly streetscape is critical for creating a favorable perception of the area, encouraging visitors to spend time downtown and patronize nearby businesses.

This includes the *streetscape* amenities, gathering spaces, wayfinding, the provision of adequate parking, quality building stock, circulation networks. Downtown Newaygo features street trees, planters, decorative paving, gateway arches, pedestrian scaled light fixtures, benches, trash receptacles, and adequate parking. While main street is relatively short, it would be beneficial to install a mid-block crossing with a pedestrian refuge island in the center turn lane between the pocket park and the alley to encourage people to cross at a common point.



Streetscape and activated alley

Engagement between businesses and the street is important. People come to downtowns to see and be seen. Engaging and seasonally appropriate window displays help shops sell merchandise, while large windows with awnings and outdoor seating help restaurants attract patrons. Because the sidewalk space is limited, the city may allow a restaurant to occupy a couple parking spaces to provide outdoor dining areas.

More people living and working downtown also adds to the vibrancy and the economic vitality of a place. The Stream is an excellent example of infill development targeted to the needs to the community. The city should encourage mixed use development that provides for additional housing, commercial opportunities, provision of open space, and better connectivity.



Outdoor dining replaces parking spot

STREETScape is a term “that is used to describe the natural and built fabric of the street and defined as the design quality of the street and its visual effect.”

Streetscapes and their visual experience largely influence public places where people interact, and it ultimately helps define a community’s aesthetic quality, economic activity, health, and sustainability. A successful streetscape has multiple aspects, including:

- Building character
- Circulation (all modes)
- Plantings and street trees
- Gathering space
- Signage
- Public Art
- Lighting and wayfinding
- Parking (on-street and off-street)
- Utilities and waste receptacles



River District, Charlotte, NC

DOWNTOWN REDEVELOPMENT

Historically, the Downtown Extension District was the site of the Big Red Mill. It has always played an integral role in the local economy, providing local jobs in industries ranging from lumber, concrete aggregate to agricultural commodities. Michigan Agricultural Commodities (MAC) has occupied the site since 1985. Further expansion of industrial uses should be limited and efforts made to reduce nuisances such as dust, noise, truck traffic.

In the long-term, the community can build on the success of the The Stream and expand workforce development opportunities by partnering with local community colleges and The Right Place. Medical offices and other healthcare uses in partnership with Spectrum Health could be considered for this redevelopment, after all studies support the healing and restorative powers of nature, particularly water.

See Chapter 5: Economic Development Strategy.



Renovated grain elevator, Fenton, MI

In the long-term, if MAC ever decides to relocate, this area has potential as a significant mixed-use development to complement downtown. Redevelopment of the Downtown Extension District should retain elements of the history of the site. This may involve informational signage and adaptive use of existing structures, such as the silos, into the redesign.

IMPLEMENTATION STEPS

- Work with private developers and explore different funding opportunities to develop the MAC Facility into a vibrant mixed-use development - extending the downtown/principal shopping district and linking with the riverfront.
- All new buildings should have a minimum height of two stories and encourage ground level retail.
- Encourage more pedestrian activity in the downtown, along M-37. Participation in “parking day” or other tactical approaches to urban enhancements may lead to more



Magnolia Market, Waco, TX

A residential market analysis will be important to understanding the feasibility of new residential condominium development. Hotel lodging is another option to bring more people into the downtown and riverfront district. In addition to a mix of retail shops to supplement those in the downtown, office and service uses may also be incorporated into the district.



permanent changes downtown, such as outdoor seating or beautification of alleys.

Implement the non-motorized plan and explore new opportunities to improve pedestrian accessibility, including a potential mid-block crossing connecting the pocket park and the alley.

- Partner with local schools and regional arts organization to incorporate art into the downtown.
- Partner with businesses and institutions to incorporate additional and seasonal plantings and vegetation throughout the downtown.
- Develop additional visual amenities that add color and interest for both pedestrians and motorists.

- Explore the implementation of “green” development/infrastructure programs, particularly adjacent to the parking areas.
- Compile an inventory of the commercial properties within the downtown including building (age, square footage, use, number of stories, recent investment, contact) and tenant (name, type, hours, website, social media, contact) information.
- Support tools and techniques that create attractive and interesting first floors of buildings, include façade grant programs and mini-grant programs or workshops around marketing, window displays and signage.
- Support residential uses in the upper floors of buildings. Encourage the use of the Michigan Rehabilitation code.

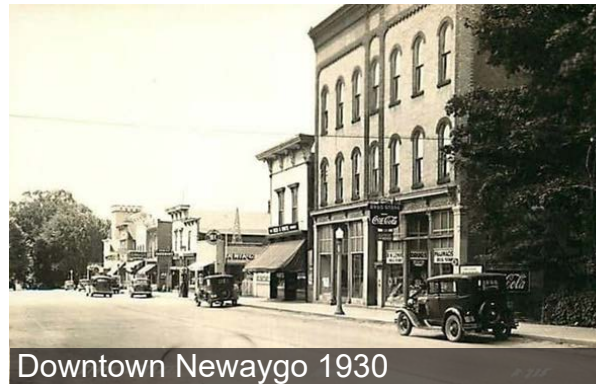


PRESERVE AND SUPPORT THE ADAPTIVE REUSE OF HISTORIC BUILDINGS

Historic buildings contribute to the community's sense-of-place and offer unique spaces for stores, restaurants, offices, housing and other uses. Successful downtowns support and encourage the rehabilitation of historical buildings - preserving architectural and human history.

For long-term success and sustainability, preservation efforts should always begin with education and awareness. Whether you are interested in instituting regulations or incentives, getting buy-in from property owners and support for the community will go along way to making implementation possible.

Downtown Newaygo features several quality buildings, both infill development and historic late 19th and early 20th century architecture. Continued maintenance and investment in downtown buildings is critical. Improving the appearance of downtown buildings enhances visitors' perception of the area, while highlighting its unique history and architecture.



While much of the historic character has been retained, several storefronts have been renovated over the years, reducing the transparency of the ground floor. Transparency is essential to the character of a commercial storefront and it is also better for business.

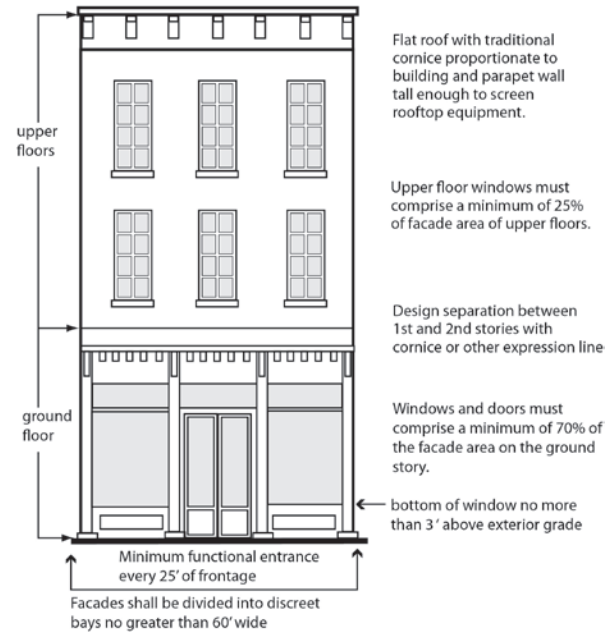
Local governments have a number of methods and tools for encouraging the rehabilitation of historic structures and preserving local character.

PRESERVATION TOOLS

- **Technical assistance and education:** State Historic Preservation Office (SHPO), Michigan Historic Preservation Network (MHPN) and the Newaygo County Museum and Heritage Center can offer support.
- **Grants for improvements:** Grants, loans, and other financial programs provide property owners with funding to renovate existing buildings and make other improvements.
- **Design guidelines:** Design guidelines provide standards for the construction and rehabilitation of buildings downtown. They address the exterior appearance of buildings, the massing of new structures or additions, and streetscape improvements. These guidelines, which can be voluntary or mandatory, help ensure new development reflects the character and scale of existing buildings.
- **Preservation tax incentives:** Federal tax incentives are available, and local governments may grant property tax exemptions for the rehabilitation of historic structures. While these programs offer financial benefits, property owners may have to meet additional structural and accounting requirements.

IMPLEMENTATION STEPS

- Identify and map historic structures/sites within Downtown Newaygo and determine the historical and/or architectural significance of buildings.
- Encourage the preservation of historically significant building details and the correct maintenance of high quality building materials.
- Develop a façade improvement program, specifically restoring storefront transparency and character. Develop a guidebook with the assistance of an architect or architectural historian who meets the professional qualification of 36CFR part 61 of the Code of Federal Regulations.
- Adopt historic preservation policies following the Secretary for Interior Standards for Rehabilitation.
- Encourage craftsmanship and repair over replacement in the rehabilitation of historic buildings.
- Use the Main Street Approach as a framework for revitalizing and preserving the downtown. (Partnership with Michigan Main Street)



Sample zoning graphic for storefronts



Wood window repair workshop

PRESERVE AND ENHANCE THE CHARACTER AND CONNECTIVITY OF THE DOWNTOWN NEIGHBORHOOD

Walkable downtown neighborhoods play an important role in maintaining and enhancing the vibrancy and character of traditional commercial districts. These downtown neighborhoods are one of the components that set historic downtowns apart from more recent town center developments. Mature trees, architectural diversity, community open space, and the memories of past and present Newaygo families.

Brook's Park, City hall and the Newaygo Carnegie Library form the gateway to the Downtown neighborhood. These spaces and institutions are central to the community and frequently activated for cultural and community events, from the farmers' market to educational events hosted by Newaygo County Museum and Heritage Center.

Plans are under consideration to create a new park along the bank of the Muskegon River. The new park would link with the existing Downtown Neighborhood and provide a new non-motorized pathway that would connect with the existing non-motorized pathway in Riverfront Park.

Several housing units within the Downtown Neighborhood have recently been renovated

under a grant assistance program. If constructed, the new non-motorized pathway would link the Downtown Neighborhood, Downtown and the Riverbank Project.

A pedestrian bridge alternative to the M-37 bridge is planned across the river to connect the Downtown Neighborhood to the assets of Henning Park, including a proposed disc golf course. Likewise, this bridge would provide a valuable connection for campers in Henning Park to reach Downtown and its amenities

See Chapter 2 for more on neighborhoods and Chapter 4 on walkability.

IMPLEMENTATION STEPS

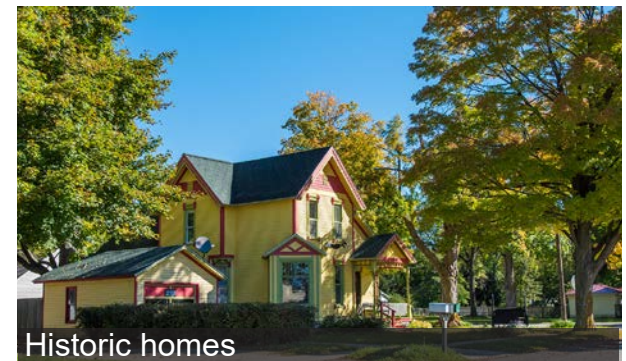
- Work with Newaygo County Museum and Heritage Center to research the history of the homes in the Downtown neighborhoods
- Continue to hold community and cultural events in Brook's Park
- Pursue the development of a non-motorized pathway to riverfront and a new park on the east side of the neighborhood
- Consider landscaping and parking lot screening for the city hall and library municipal lot
- Encourage the replanting of street trees to maintain tree canopy



Market and craft fair in Brook's Park



Native American Gathering



Historic homes



4. CONNECTIVITY



The City of Newaygo will have a clear, safe and well-maintained street network that promotes connectivity and provides access for all users. The City of Newaygo will be pedestrian friendly. Pedestrians will navigate the city through a clear, safe, convenient and integrated system of sidewalks and pathways that connect with the surrounding community. The City of Newaygo will have safe and accessible parking areas, designed to accommodate multiple functions and minimize their environmental impact on the surrounding landscape. Entryways into the City of Newaygo will be easily identifiable, attractive and exhibit the special and unique character of the community.

CONNECTIVITY GOALS & OBJECTIVES

CREATE, EXPAND, AND MAINTAIN AN INTEGRATED SYSTEM OF SIDEWALKS AND PATHWAYS

- Design sidewalks and pathways that connect with existing sidewalks, pathway systems and key destinations, activity and employment centers throughout the city, including the riverfront, schools and parks.
- Discourage sidewalks that dead end or lead to nowhere.
- Incorporate pedestrian and landscaping elements along sidewalks and pathways.
- Pursue “Bicycle Friendly City” designation from the League of American Bicyclists.

IMPROVE SAFETY OF STREETS FOR ALL USERS

- Incorporate distinctive and clearly marked crosswalks at road crossings that align with existing sidewalks and pathways.
- Incorporate curb bulb outs and other traffic calming devices to reduce the distances of pedestrian crossings.
- Improve the appearance of key entryways into the community by incorporating unique and distinctive road treatments, structural amenities, landscaping, signage and lighting that compliments the character of the community.

PROMOTE ALTERNATIVE, LOW-IMPACT SURFACE PARKING AREAS

- Utilize porous /pervious pavement on surface parking lots.
- Utilize trees and planting islands, as appropriate within surface parking areas.
- Utilize distinctive surface materials and other techniques to accommodate multiple uses such as public gatherings, recreation and parking.

PROVIDE SAFE, AESTHETICALLY PLEASING, ACCESSIBLE, UNOBTRUSIVE AND PEDESTRIAN-FRIENDLY PARKING AREAS

- Discourage large expansive surface parking areas.
- Utilize distinctive surface materials to establish clear pedestrian walkways in parking areas with linkages to an integrated system of sidewalks, pathways and trails.
- Utilize traffic calming measures within surface parking areas.
- Utilize on-street parking where appropriate.
- Provide for safe and efficient snow removal and storage.
- Place vegetative screening and plantings at appropriate locations around parking areas.
- Provide for adequate bicycle parking facilities.



Historically, transportation decisions were made in the interest of motorized safety, and while such efforts have resulted in improved safety on Michigan roads, they have also resulted in degraded environments for pedestrians, bicyclists, and transit riders. As a public asset, streets represent important connections within a community, provide routes for travel and commerce, and project the first impression that will shape the community's image. Streets should still be preserved for their intended function, but they should also be designed to accommodate all expected users of the street.

BENEFITS OF A NON-MOTORIZED SYSTEM

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

IMPROVING WALKABILITY

Along with trails, pathways and other non-motorized routes, sidewalks are the primary support mechanism for walking in most urban communities. In addition, sidewalks provide a public focal point to sociable interchanges. In recent years, the term “walkability” has been used to help describe the broad range of community design features that support a walking environment.

Walkability also plays a significant role in placemaking, attracting visitors and allowing people to easily navigate throughout the community, access important cultural, community and business amenities and interact with other people. In general, people are willing to walk between ¼ mile (about 5 minutes and ½ mile (about 10 minutes) to destinations. In general, most of the City is within walking distance to the neighborhoods, schools, downtown and business areas. Continued emphasis will be placed on creating clear pedestrian access to these sites.

The Connectivity Map later in this chapter provides an initial framework for further study and planning of non-motorized connections throughout Newaygo. These proposed connections strive to link neighborhoods in across the city to key destinations. A combination of off-street bike paths, on-street bike lanes, and bike route signage and sharrows can work together to create a formalized non-motorized network. Sidewalk maintenance and



repairs should be prioritized near schools and parks to ensure safe walking and biking for nearby residents.

WALKABILITY RECOMMENDATIONS

Most people who avoid walking do so because the walk feels dangerous due to the very real threat of vehicles moving at high speed near the sidewalk. The key to making a street safe is to keep automobiles at reasonable speeds and to protect pedestrians from them. In Newaygo, this can best be achieved by meeting the following six criteria, each of which will be addressed individually:

- The proper number of driving lanes;
- Lanes of proper width;
- Limited use and length of turn lanes;
- Including bike lanes;
- Continuous on-street parking; and
- Continuous shade trees.

THE PROPER NUMBER OF TRAVEL LANES

The more lanes a street has, the faster traffic tends to go, and the further pedestrians have to cross. When streets have more through-lanes than they need to serve the traffic they receive, that extra roadway only accomplishes one thing, and that is an increase in speeding, crashes, and casualties. The safety mandate, therefore, is to remove extra lanes from streets that don't need them, or to convert them to other use.

Such an outcome has already been witnessed on State Road as it heads into downtown, which was reportedly averaging two traffic deaths per year. When MDOT converted that road's two downhill lanes into one through lane and one turning lane, the deaths stopped.

Generally speaking, and specifically in Newaygo, four-lane two-way streets are understood as among the most dangerous streets there are. Happily, it has been found that converting a four-lane street to a three-lane street—with a center turn lane, like in Newaygo's downtown—dramatically improves safety with no reduction in traffic capacity. A study by Nelson\Nygaard Consulting Associates of 23 unique four-to-three-lane road diets across North America found an average net gain in capacity, not a reduction. MDOT is aware of this dynamic, and traffic counts well below 20,000 cars/day suggest that State Road throughout Newaygo would function quite effectively as a three-lane road. Which segments to convert first is a function of where greater walkability is most possible, and where there is the greatest need to put asphalt to better use.

LANES OF PROPER WIDTH

Different-width traffic lanes correspond to different travel speeds. A typical American urban lane is 10 feet wide, which comfortably supports speeds of 35 mph. A typical American highway lane is 12 feet wide, which comfortably supports speeds of 70 mph.

Drivers instinctively understand the connection between lane width and driving speed, and speed up when presented with wider lanes, even in urban locations. For this reason, any urban lane width in excess of 10 feet encourages speeds that increase the risk to pedestrians.

The 10-foot standard has now been adopted by NACTO, the National Association of City Transportation Officials. Their Design Guide states that “lane widths of 10 feet are appropriate in urban areas and have a positive impact on a street's safety without impacting traffic operations. . . Narrower streets help promote slower driving speeds, which in turn reduce the severity of crashes.”

Many streets in Newaygo contain lanes that are 12 feet wide or more, and drivers can be observed approaching highway speeds when using them. Indeed, many downtown lanes are 15 feet wide, and the City's new streets seem to be following an unsafe 13-foot standard.

This is an excerpt from the Speck and Associates Walkability Report prepared in November 2017. The physical recommendations are summarized on the non-motorized plan map and described in more detail in the Report, an Appendix to this plan.

LIMITED USE AND LENGTH OF TURN LANES

Left-turn lanes are by no means the standard approach to intersection design. They should be used only at intersections where congestion is caused by cars turning left. When unnecessary turn lanes are provided, the extra pavement width encourages speeding, lengthens crossing distances, and takes up roadway that could otherwise be used for on-street parking or bike lanes. When justified, turn lanes should be just long enough to hold the number of cars that stack in them in standard rush-hour conditions, and no longer, for the same reasons.

INCLUDING BIKE LANES

Among the reasons to institute a bicycle network is pedestrian safety: bikes help to slow cars down, and new bike lanes are a great way to use up excess road width currently dedicated to oversized driving lanes. When properly designed, bike lanes make streets safer for drivers, cyclists, and pedestrians alike.

Newaygo has a nascent biking culture that seems poised to flower if provided with adequate facilities. The experience in most American cities has been that a modest investment in bike lanes results in a dramatic increase in cycling.

Additionally, bike lanes are good for business. A study in Portland, OR, found that customers arriving by bike buy 24 percent more at local businesses than those who drive. And merchants

along 9th Avenue in New York City showed a 49 percent increase in retail sales after buffered bike lanes were inserted.

CONTINUOUS ON-STREET PARKING

Whether parallel or angled, on-street parking provides a barrier of steel between the roadway and the sidewalk that is necessary if pedestrians are to feel fully at ease while walking. It also causes drivers to slow down out of concern for possible conflicts with cars parking or pulling out. On-street parking also provides much-needed life to city sidewalks, which are occupied in large part by people walking to and from cars that have been parked a short distance from their destinations.

On-street parking is also essential to successful shopping districts. According to the consultant Robert Gibbs, author of *Urban Retail*, each on-street parking space in a vital shopping area produces between \$150,000 and \$200,000 in sales.

A number of the streets in downtown Newaygo have lost a significant amount of their parallel parking due to driving lanes that are too wide. Most notably, State Road through downtown suffers from parking on only one side, when parking would fit on both. On other streets, parking spaces are simply missing for no discernable reason. Bringing this parking back will contribute markedly to the success of downtown, and would also help to satisfy

the seasonal demand from rafters and other visitors.

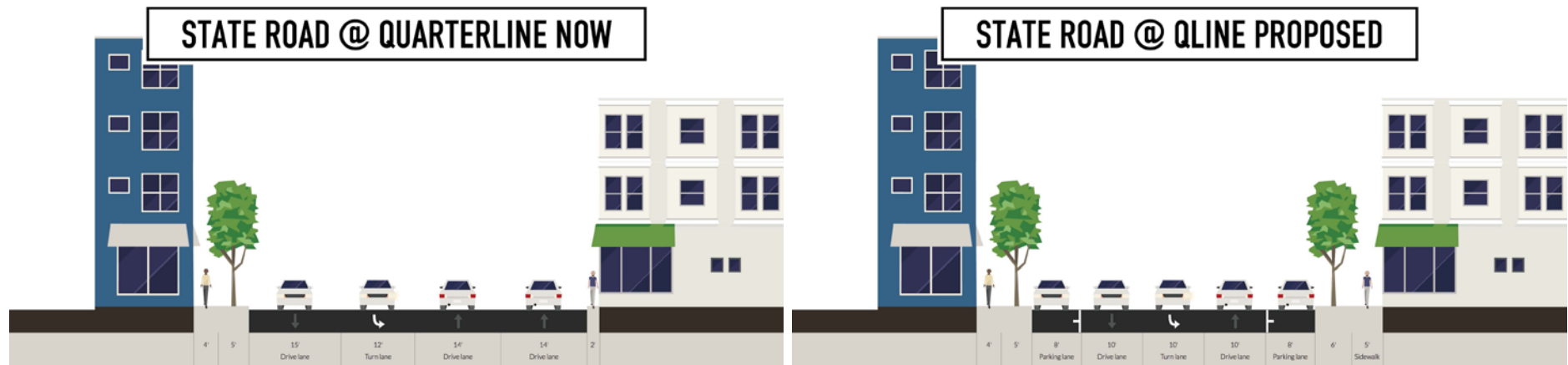
CONTINUOUS SHADE TREES

In the context of pedestrian safety, street trees are similar to parked cars in the way that they protect the sidewalks from the moving cars beyond them. They also create a perceptual narrowing of the street that lowers driving speeds. But they only perform this role when they are sturdy and planted tightly enough to register in drivers' vision.

Recent studies show that, far from posing a hazard to motorists, trees along streets can actually result in fewer injury crashes. One such study, of Orlando's Colonial Drive, found that a section without trees and other vertical objects near the roadway experienced 12 percent more midblock crashes, 45 percent more injurious crashes, and a dramatically higher number of fatal crashes: six vs. zero.

The sidewalks on State Road through downtown were recently rebuilt with excellent trees, but the City's current street standard does not require new streets to include trees. Changing this rule is easy to justify when one enumerates the many hidden benefits of shade trees, which include the absorption of storm-water, tailpipe emissions, and UV rays; the lowering of urban heat islands and air-conditioning costs; increased income streams to businesses; and dramatically higher real-estate values (and property tax revenue) on tree-lined streets.

SAMPLE WALKABILITY REPORT RECOMMENDATIONS



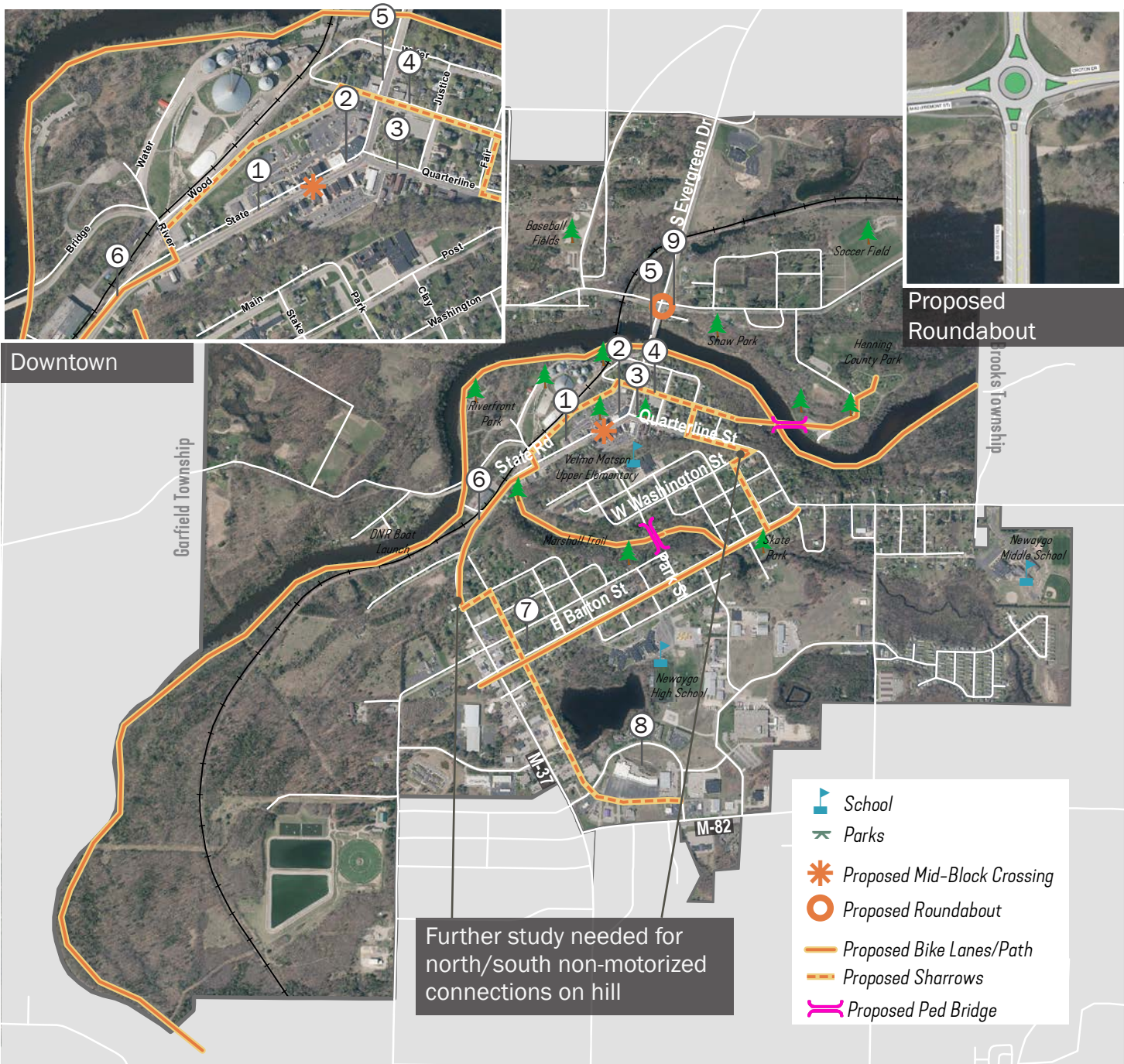
Repurposing excess lane width for wider sidewalks and on-street parking.



THE MAIN INTERSECTION

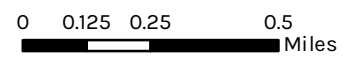
Visible in the drawing above is how the addition of parking on the flanks of State Road and Quarterline Street creates an opportunity for a much safer intersection configuration at their intersection. If a limited investment is made in creating curb extensions (bulbouts) around these parking spaces, and then connecting them with new curbs through the intersection, the street space can be tightened up in a way that causes drivers to proceed more cautiously. All three legs of the intersection should receive crosswalks—one is currently missing—and these should be boldly marked or, better yet, constructed of contrasting brick. Ideally, all three crosswalks and the central area between them would be slightly raised as a “speed table,” to encourage even better driver behavior.

See the Walkability Report in the Appendix for a complete set of recommendations.



STREET DESIGN RECOMMENDATIONS:

1. Widen Parking Lane
2. Narrow drive lane and add on-street parking
3. Narrow drive lane and include angled parking
4. Narrow drive lane and include angled parking
- 5-1. Reduce roadway to one lane and add parking lane on each side
- 5-2. In addition to 5-1, insert bike lanes
- 5-3. Reduce roadway to one lane and add buffered bike lanes
- 6-1. Remove one uphill drive lane and add two buffered bike lanes
- 6-2. Place both bike lanes on the east side of the streets
7. Narrow drive lane and add buffered bike lanes
8. Narrow drive lane, add a parking lane, sidewalks and street trees
9. Work with MDOT and Newaygo County Road Commission on potential roundabout intersection redesign.



See the October 2017 Walkability Memo in the Appendix for more detail on recommendations

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5. ECONOMIC DEVELOPMENT STRATEGY

The City of Newaygo will provide a variety of employment opportunities including the introduction of additional professional, higher-paying jobs into the community. This will help increase the per capita income for the City and support a wider range of housing options and services. The City will look to accomplish this by attracting both entrepreneurs and individuals wanting to relocate to the small-town amenities of Newaygo. Newaygo is also a destination for eco-tourism and the City will continue to attract additional tourism amenities, such as lodging and restaurants, while increasing accessibility to natural features.

There are many reasons for developing an economic development strategy. As the zoning ordinance enforces land use policy, the economic development strategy drives investment and growth strategies. Further, a strategy can define the way a community will interact with the local business community. It can guide business attraction and retention, determine which types of projects warrant public incentive support, identify an economic development vision and create an implementation strategy for completion of projects which will enhance the economy within the community.

The first step towards creation of a useful economic development strategy is to identify the strengths of the community, things that draw people to Newaygo which result in them spending time and money within the community. That could include a place to work, live or play. Specifically, for Newaygo, we know this includes the Muskegon River and Newaygo's small-town charm. It also includes amenities such as schools and "The Stream".

Economic development cannot just be about projects and amenities alone however. It must be a strategy that focuses on growing the local tax base, developing the workforce of today and tomorrow, investing in infrastructure that can support the needs of both residents and businesses, creating capacity to support, grow and retain existing businesses within the community and developing a marketing and branding strategy that can help attract new businesses to the community.

ECONOMIC DEVELOPMENT GOALS

- Establish Newaygo as the "Entrepreneurial Hub" of the County and place for start-up businesses to begin and grow
- Promote Newaygo as a location a place to semi-retire or relocate to benefit from the small-town atmosphere and natural resources amenities
- Promote the recreational opportunities in Newaygo as part of the tourism effort and make the facilities more visible and accessible
- Attract additional tourism amenities like lodging and eateries to support visitors to the community
- Support a well-trained and highly skilled workforce

This strategy provides a baseline overview for a more detailed and robust annual strategy that will be published separately from the Master Plan and regularly reviewed by the City and NEDO.



THE RIGHT PLACE

The Right Place, Inc is a regional non-profit economic development organization headquartered in Grand Rapids. The County of Newaygo contracts with The Right Place, Inc to provide economic development services and support to the communities within the county. The Right Place serves both current and prospective companies in West Michigan, providing one-stop assistance for location, innovation and growth. These benefits may include supply chain and partner opportunities, state and local incentives and other business support services. The Right Place will collaborate with and support the City of Newaygo's economic development efforts.

NEDO

NEDO, Newaygo's Economic Development Organization is engaged in economic development activities and has the authority to work on projects, apply for grants, and establish relationships relating to economic development and improving the quality of life for the Newaygo community.

RIVER COUNTRY CHAMBER OF COMMERCE

The City of Newaygo is part of the RCCC service area. The mission of RCCC is to promote business growth through forward thinking and innovation.

RCCC works to expand community and business connections, encourage business growth and diversity, and create an irresistible welcome to visitors.

ECONOMIC AND COMMUNITY DEVELOPMENT COORDINATOR

The ECDC is a part-time position that works along with other City Depts and the organizations mentioned above to drive community improvements and promote the overall economic vitality of the Newaygo Community.

ECONOMIC DEVELOPMENT RECOMMENDATIONS

BUSINESS DEVELOPMENT/RETENTION PROGRAM

Develop a program to take and keep the pulse of the local business community. Regular touches, or retention visits will begin to engage the business community beyond traditional networking opportunities. Typical discussions during retention visits include business growth plans, marketing, employment and obstacles that can hinder growth. There are many resources available to the business community for finding, hiring and retaining employees, obtaining financial support, learning about import and export programs and government contracting opportunities. Having a strong business retention program can be one of the most successful tools for supporting the local business community. The West Michigan Regional Prosperity Alliance, or Prosperity Region 4 can be a resource to the City of Newaygo since it brings collaborative partnerships together around development, business growth and support, entrepreneurialism, workforce development, infrastructure and beyond. While the Regional Prosperity Initiative is completely voluntary, it can provide needed support going forward. Additional entities such as the Chamber or the Right Place can assist with building a strong business retention program.

MARKETING/BRAND STRATEGY

Upon completion of the Master Plan, the city should focus efforts on marketing and branding to reintroduce the downtown mixed-use corridor, and become a tool to highlight investment opportunities within the city. Marketing and branding has been used in many instances to create logos and taglines for municipalities, but for economic growth, the strategy needs to do much more. The strategy should identify sites, but also why those sites are a good investment. Are utilities in place and what capacity can they support? What potential incentives, such as opportunity zones might apply? What types of investment is the community trying to attract and what demographics support that investment? These are some of the questions to be addressed in a good brand strategy.

BUSINESS ATTRACTION

Upon completion of the brand strategy, it will be important to engage fully with the NEDO as well as the Right Place to implement a business attraction strategy that works for the community based on the outcome of the Master Plan, land available for growth and target sectors the city is looking to attract.

TOURISM

Given the natural features in and around Newaygo, Tourism can be a primary driver for new economic development for several

months throughout the year. It is known that the Muskegon River is great for both fishing and kayaking/canoeing. The marketing strategy for the city should capture the number of visitors each year coming to Newaygo to access the river. This data can help to attract lodging and entertainment type establishments within the city to capture a larger share of tourists utilizing the natural features. The marketing strategy can also identify areas to strategically promote recreational opportunities or community events to attract potential visitors that may be using facilities in Fremont, Muskegon or nearby communities. State Parks also provide good locations to promote the community. A good way to get feedback about tourism is through the utilization of a feedback survey that can be located at lodging facilities and tourist attractions in and around the community.

HOUSING

Having accessible housing available in Newaygo ensures the ability to attract new residents to the community. As described in the Newaygo County Target Market Analysis that there is a significant need for both owner-occupied, and renter-occupied housing in the middle-income market sector. The following strategies can assist with attracting new builders to the community for building middle-income housing.

Small communities will have to find creative ways to attract new housing development, on both the construction and land development

ends of the market. There needs to be a focus on why the community provides a good return on investment to potential developers. This includes highlighting disposable income, high employment rates, demand for new housing among others.

Developers may be interested in small, outlying communities like Newaygo because properties are often lower in acquisition and hookup costs. Approval procedures can be less onerous as well.

Communities will also need to become more creative when it comes to structuring new development deals to achieve the targeted development opportunities that the community is striving to attract. Newaygo will be a leading regional innovator in finding creative ways to provide appropriate incentives to investor and development partners and generate high quality new housing development at all levels of the market. This can come in the form of building capacity with local investors/builders (“home grown”) and eliminating some of the hurdles that make housing development challenging. This can also be accomplished by creating Public/Private Partnerships (P3’s) with local municipalities or non-profit entities. Either the community, the P3 or a regional consortium, must look for ways to encourage new housing construction including but not limited to:

1. Acquiring land. Since both lenders and developers are shying away from new developments, the community can acquire

land for that purpose and eliminate one of the required steps. This land can be sold raw or if possible, with the necessary infrastructure indicated below. If land can be obtained at a reduced price through tax foreclosure, the savings can be passed on to the developer as an added incentive. If the community is acting as the developer, this will help lower development costs and the savings can be passed on to the individual builders.

2. Obtaining zoning approvals. The community can rezone and even site plan the property so a developer only has to install the infrastructure and then obtain building permits for the construction. Prior zoning approval would also help with alternate housing types, like townhouses, condominiums, apartments, etc., where residents in some communities oppose any type of housing that is not large lot, single-family..
3. Extending infrastructure to the site. This is one of the costliest parts of development so if the community can install utilities to municipally owned properties, typically at a lower financing rate. This will greatly improve the ability to attract builders. With roads, sewer and water already installed, the community will then have the ability to sell individual lots to builders and eliminate the risk that comes with developing an entire subdivision. This also gives the community flexibility with the builder and ability to

ensure high-quality construction. It is only recommended that this be done if the property(ies) are under municipal ownership

4. Establish a risk loan guarantee program that will encourage banks to lend for speculative housing development, like subdivisions. Builders say that even if they wanted to develop a subdivision, the risk would be too great, and the lenders would be hesitant to participate. It would therefore be beneficial to create some form of loan risk guarantee pool that would protect the lenders from loss if the project failed. As a loan guarantee, funding would not have to be committed to each project; only for those projects that fail and the bank has to foreclose on the property. In those cases, the loan fund would cover an agreed upon percentage of the loan and then have the ability to sell the property to a new developer. Such a fund could be undertaken at the community level but would most likely be more effective at the regional or state level as part of a consortium of communities or economic development agencies.

In addition to new construction, the City could consider setting up a Housing Trust Fund as a revolving fund to provide financial support for first-time homebuyers and developer incentives for affordable housing. Such a fund could provide down payment assistance for first time home owners or a payment subsidy for low income/first time buyers to decrease interest rate on mortgage for a specific amount of time.

This should be done in partnership with local community foundations or other non-profit housing agencies with experience with helping potential homeowners access new housing.

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An aerial photograph of a city street intersection. The scene shows a large, multi-story building with a flat roof and several air conditioning units. To the right, there are smaller, older buildings and a parking lot with several cars. The foreground is dominated by a large, leafy tree. A blue banner with white text is overlaid across the middle of the image. The sky is blue with light, wispy clouds.

6. REDEVELOPMENT STRATEGY

Redevelopment Vision: The City of Newaygo will promote redevelopment by providing an efficient, transparent review process and proactively engage the public through continued identification, prioritization, and promotion of redevelopment sites.

REDEVELOPMENT EVALUATION CRITERIA

As redevelopment is planned and occurs in the city, it will be critical as opportunities arise to evaluate their potential for redevelopment. When Newaygo becomes Redevelopment Ready Certified, the City will be encouraged to continually identify redevelopment sites (in addition to those highlighted in this chapter) and package them for marketing and solicitation of developers. In order to prioritize and evaluate the likelihood of redevelopment, the following criteria should be used:

- Size (if there are a number of parcels, the ability to easily assemble)
- Vacant/building (amount of rehabilitation or demolition needed)
- Rebuild/rehab
- Public/private ownership (if private, willing owner)
- Contamination (remediation could be a challenge to redevelopment)

- Potential to spur further redevelopment
- Location in a tipping point neighborhood (where redevelopment can help stabilize further deterioration)
- Obstacles to redevelopment
- Parking availability
- Ensure districts do not compete against each other: create distinct identities for downtown, corridors, industrial, and railroad districts

REDEVELOPMENT GOALS & OBJECTIVES

ACTIVELY PROMOTE REDEVELOPMENT

- Identify catalytic sites/projects to help spur further reinvestment.
- Ensure redevelopment is sensitive to its context.

ENCOURAGE A MIXTURE OF USES

- Promote mixed residential buildings (mixture of unit and building sizes, owner/rental, non-residential on first floor, varied architectural styles)
- Maximize the potential of vacant and underutilized sites.
- Explore redevelopment visions for future large-scale redevelopment potential (such as the MAC site should it cease operations along the riverfront).

PROMOTE QUALITY GATEWAYS TO THE CITY AT THE M-82/M-37 CORRIDORS.

- Promote access management through shared access and reduce the number of driveways to promote safer accessibility for pedestrians and traffic movements for vehicles.
- Strengthen the zoning ordinance to promote quality site design and signs, properly screened outdoor storage/display, and better building material quality.

REDEVELOPMENT STRATEGIES

How to Attract Developers? Developers typically look for project locations where the potential for success is fairly certain and risks limited. This means that they are attracted to communities with strong markets where the infrastructure is in place, reasonably-priced, quality development sites are available, and the development review process is quick. They also look for opportunities to enter a market right before it “takes off” and capture the heavy demand and associated real estate price or rent increases.

Good developers are usually inundated with requests from municipalities and DDA’s to develop in their community, citing the advantages they have to offer. Yet only a small percentage of communities provide the information necessary to interest developers. There is specific information they look for that will minimize the amount of time it takes to make a go- no-go decision. For example, is there a market for the type of development being sought by the community? What is the role of the community within the region (i.e. bedroom community, employment destination, transportation hub, etc.)? Are reasonably priced sites available for development or redevelopment? Is necessary infrastructure in place or will this be needed and add to the cost of the project? How accessible is the

development location and how large a market area can they draw from?

These are all vital questions that can be partly answered by the community, making it easier to pique the interest of a developer. Time is money and the less time developers have to commit to looking at a project/community, the more likely they are to dig deeper and hopefully show interest in moving forward. Some of this information might already be available while additional work is needed to gather the remaining data. It is up to the City, DDA, business leaders, and civic associations to work together to assemble developer information and then actively recruit developers and businesses.

Why Newaygo? Since developers look for strong or emerging markets, Newaygo must prove that it fits into this classification and may have just been overlooked. What are the positives with Newaygo that have created unmet demand for housing, commercial, office or industrial uses? This is information that must be gathered and



uncovered to create the “elevator speech” for developers: meaning why invest in Newaygo as opposed to all the other communities that contact you? Also, what has changed in recent years causing the private sector to overlook the City as a place to develop? A one-page handout summarizing this key information will be a good start. After that, a separate sheet can be created for each marketing item like housing, retail, office, hospitality, etc.

Understand the Market. Developers may not take the time to fully understand the dynamics of the local market and especially not unmet demand. The City can prepare a fact sheet for different market segments, working with local real estate professionals and companies. For example, some compelling information might be increased housing prices and vacancy rates; potential demand for certain types of housing using the Target Market Analysis; the number of new jobs created in the past five years and are committed to locating in Newaygo in the future; voids in the retail market that could be served



Recent Downtown Rehab

by local businesses, etc. Focus group meetings with various property owners and industry specific stakeholders might yield potential demand for goods or services that could be met by current and future local providers.

Developer Matchmaking. Once the above information is collected and organized, invite developers to come in and learn about available sites and why they should consider Newaygo for their next project. It would be best to invite them individually and be concise, enthusiastic, and to the point with what you would like them to consider. Be sure to share success stories from other companies and developments so they can see that others have already tested the market. It is equally important to have as much information available regarding property availability, price, rental rates, recent purchase prices, traffic volumes, etc. This will provide a positive impression regarding the recruitment effort and limit the number of items that need follow-up.

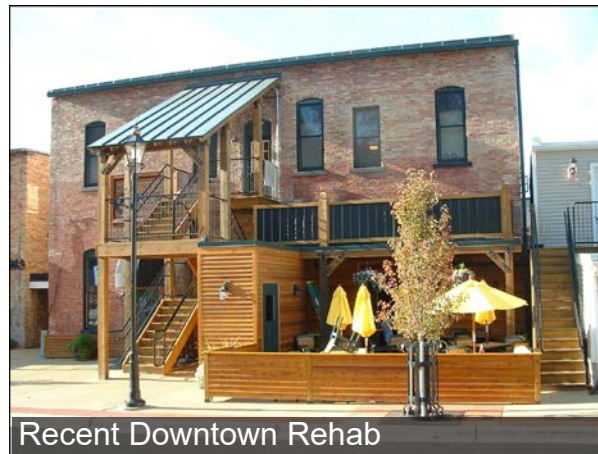


Gap Funding. Some projects may need financial assistance to kick-start the development. The City may, at its own discretion, commit project-specific future tax increment capture back to private projects for a specified period of time. The goal is to provide funding to close the “gap” that prevents the project from becoming a reality due to financial feasibility. Not only will the DDA Project List have to be updated, but a strategy to identify priority projects for funding will also have to be created.

OVERCOMING REDEVELOPMENT CHALLENGES

MARKET REDEVELOPMENT SITES AND SOLICIT DEVELOPERS

- Clearly articulate and communicate vision
- Post Property Information Packages (PIP) on the City’s website



Recent Downtown Rehab

- Work with local partners (DDA, County, Chamber) to promote vision
- Promote sites on online databases such as Zoom Prospector, OppSites, and the MEDC Real Estate Database
- Continue to host developer matchmaking events

LINK REDEVELOPMENT SITES AND OTHER PLANS

- As the City updates its Capital Improvements Plan (CIP) annually, evaluate the ability to use CIP projects as incentives for redevelopment
- Future subarea planning may also identify key redevelopment sites that should be promoted

INCENTIVIZE REDEVELOPMENT

- Historic or contaminated property have their own challenges that may need incentives to help “fill the gap” and convert them into lucrative opportunities
- Establish and promote clear incentives to demonstrate the City is a willing partner in redevelopment for certain types of projects

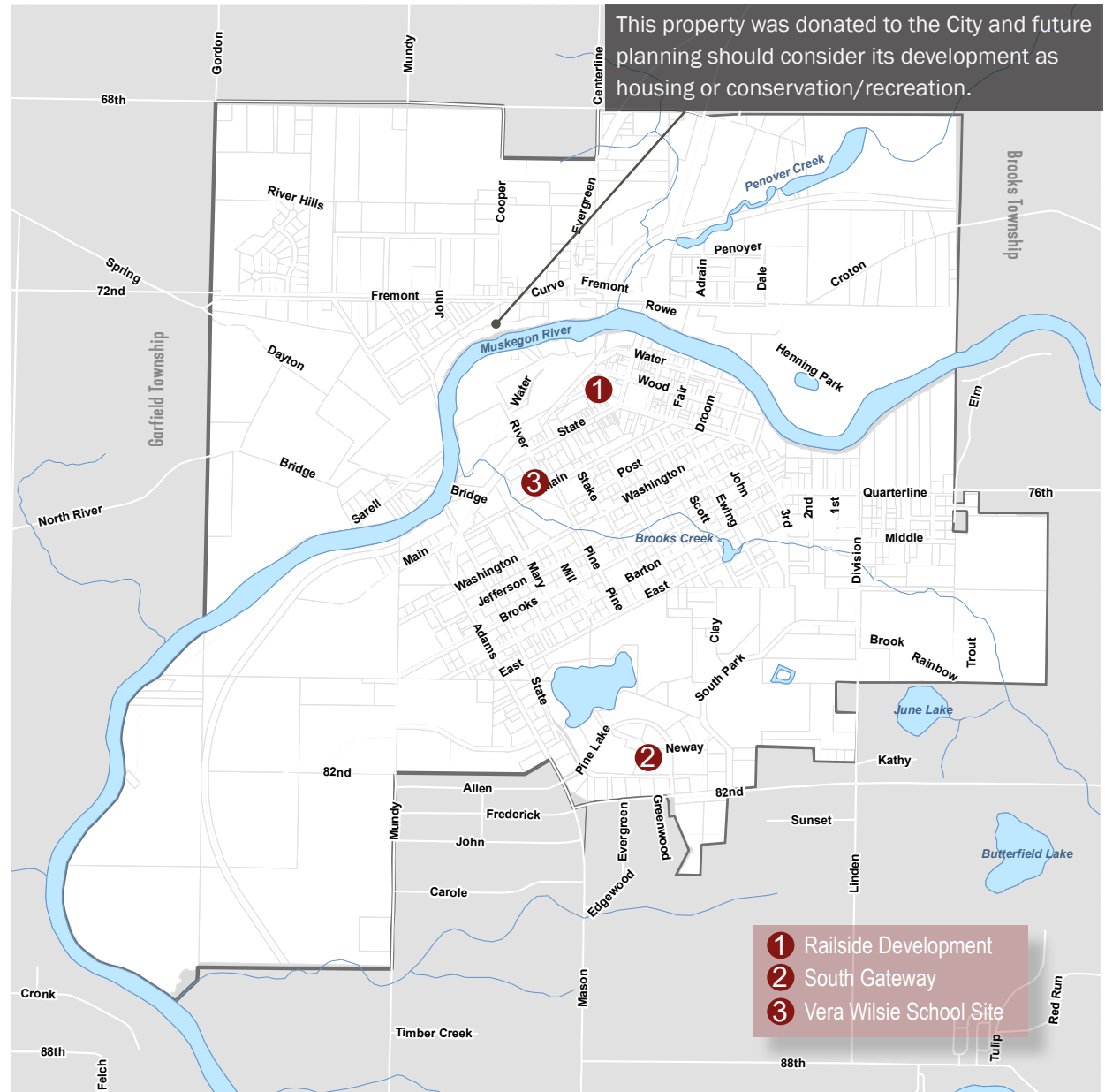
HOW BEST TO ENGAGE CHALLENGING OWNERS:

- If owners are not motivated...
 - » Maybe they inherited the property and have no impetus to improve it

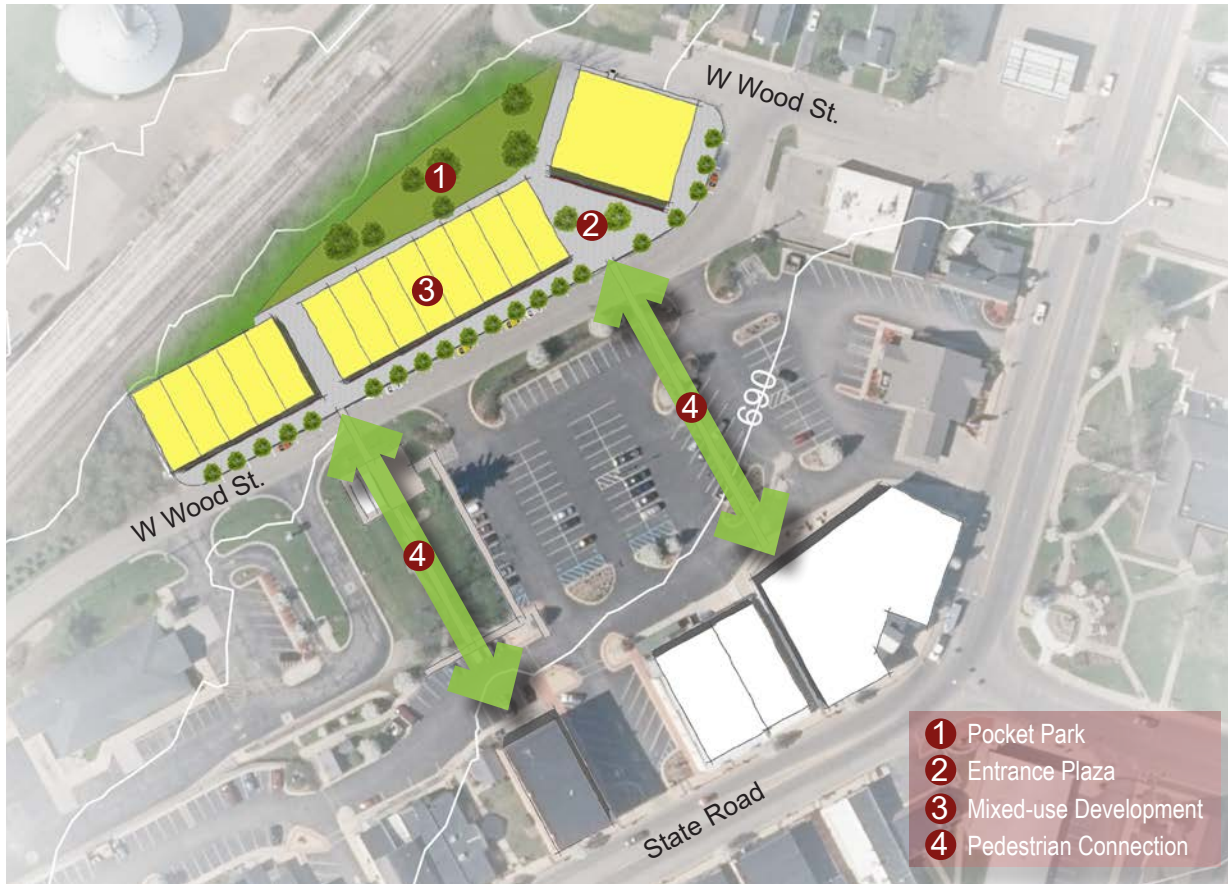
- » They may not care that their property is in disrepair
 - » They may not have a mortgage payment and are regularly getting checks from tenants (i.e. easy money)
 - » If they are not professional developers, it may be too risky to redevelop
 - » They may need to find a partner who knows what they are doing to help inspire them to see the potential
- If owner is unresponsive, be persistent: may need to talk to a broker or someone else who knows something about the project

PRIORITY SITES

Three sites were identified by city staff as prime redevelopment opportunities. They were selected as preliminary redevelopment-ready sites because of their scale, vacancy, and the short-term ability to demonstrate the goals of this plan update. More detail on each site is included in the following pages. Even further detail should be added as these transform into Property Information Packages (PIP) for the RRC.



RAILSIDE DEVELOPMENT

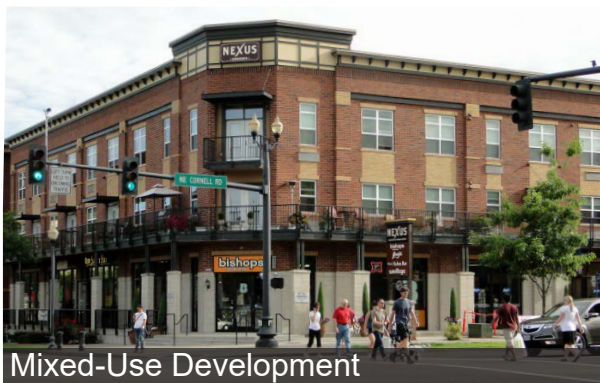


The City owns three parcels located along W Wood Street fronting the railroad just north of the core of downtown along State Road. As the City looks for opportunities for more downtown square footage to support office, retail, and residential uses, these sites provide an optimal opportunity to extend the walkable, mixed-use downtown.

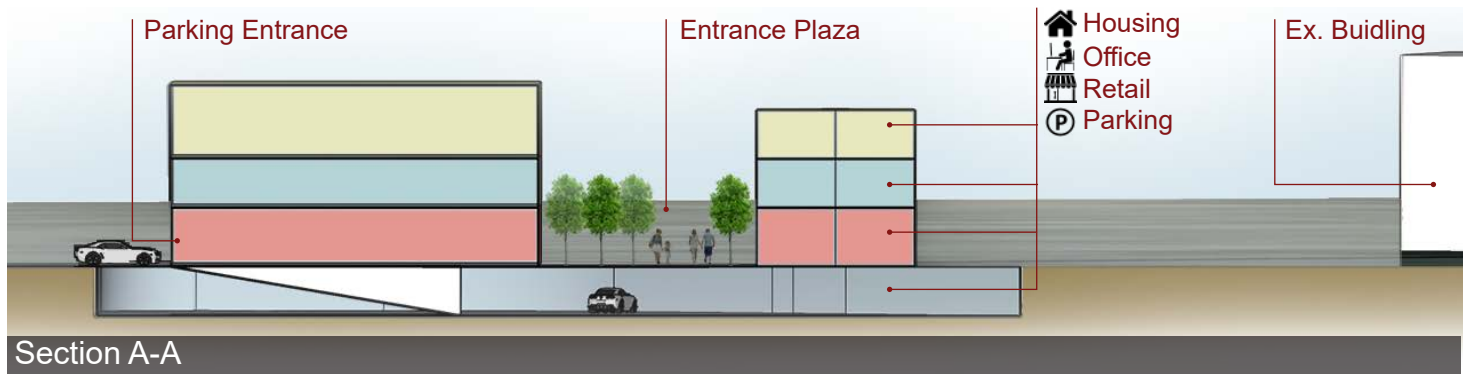
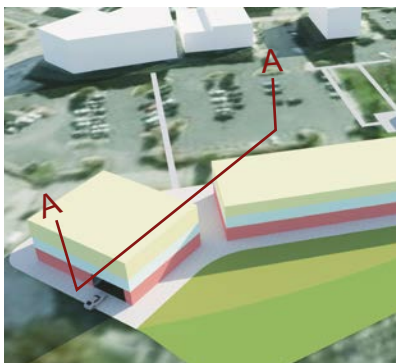
This “Railside” Development should complement the traditional “Main Street” development along State Road, including an active streetscape with landscaping and street furniture, with the buildings fronting the street with inviting entrances.

Because of the grade change down toward the railroad, underground parking is a viable option. Active retail uses on the first floor could creatively be used as live/work opportunities or seasonal farmer’s market/artist spaces.

Upper floors and even a rooftop patio should take full advantage of the views to the river and the eclectic MAC grain elevator.



RAILSIDE DEVELOPMENT, CONTINUED



SOUTH GATEWAY



Originally conceived during the walkability workshop in October 2017 by Jeff Speck, the South Gateway area is a suburban-style commercial strip center with nearby apartment buildings. As a prime gateway into the City from M-82 and M-37, this area is ripe for infill development and street improvements to promote a walkable live-work center.

As part of the April 2018 work sessions, the consultant team refined the original concepts with practical mixed-use and attached residential units that support sufficient parking.

This center can be a transformative project that puts into place many of the best practices desired by the City, incorporating pedestrian and bicycle improvements, medical-affiliated supportive housing, and even a hotel or restaurants fronting M-82. Additional housing units will provide more housing options to nearby employees. Key next steps will be to ensure the zoning fits this concept and working with the property owners to secure interested developers.

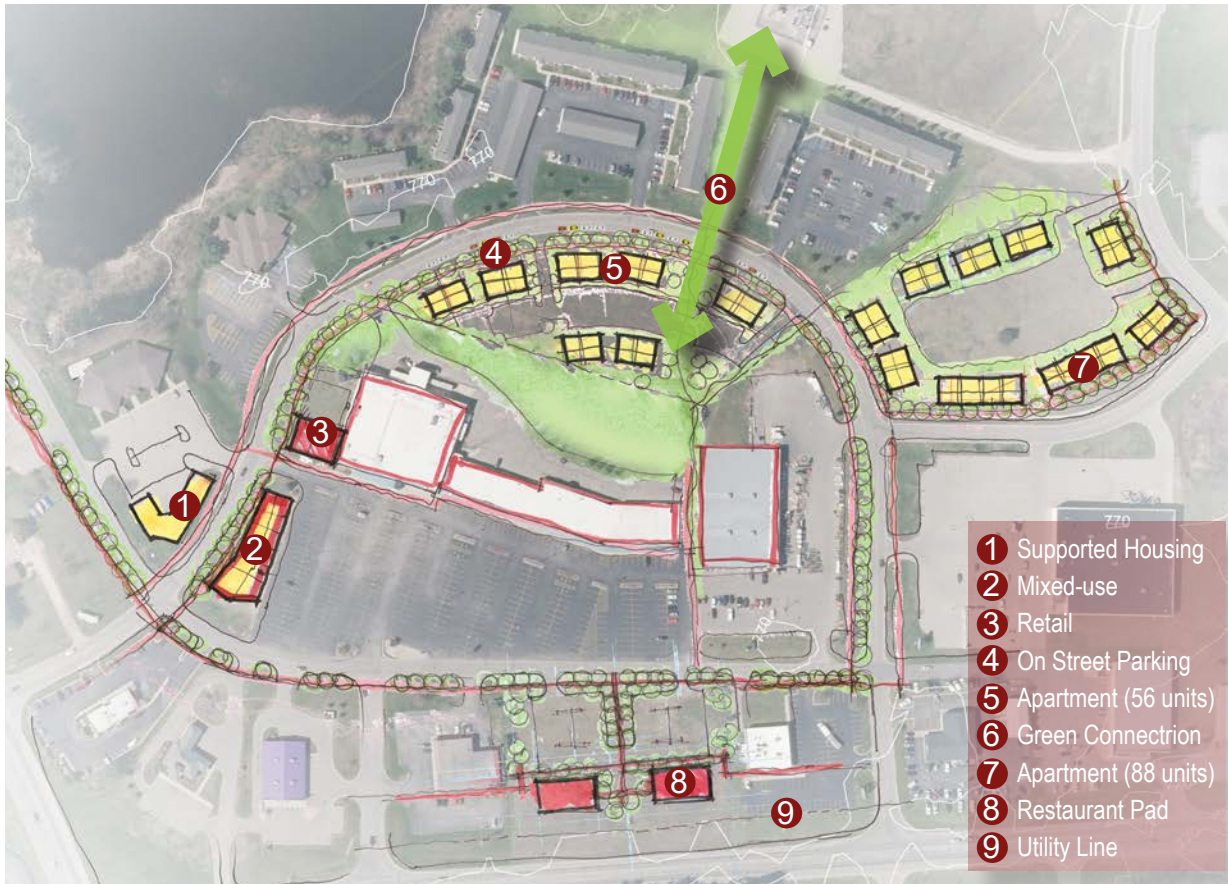
OPPORTUNITIES

- High visibility at crossroads of M-87 and M-82
- Build connectivity to high school, between employment and housing uses, and north neighborhoods with the Brooks Creek Canyon proposed pedestrian bridge
- Healthcare-specific housing
- River Valley Development is a single owner of much of the vacant property

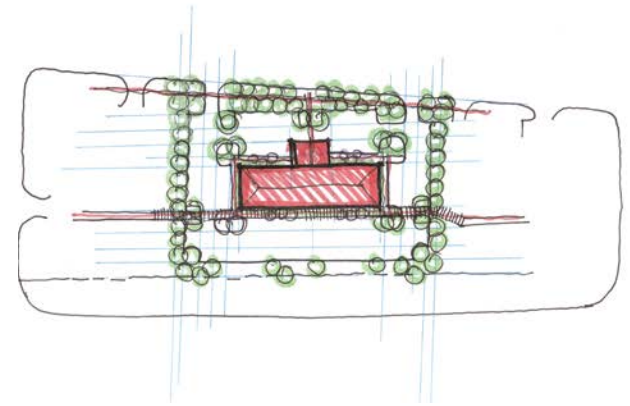
CHALLENGES

- Reduce impacts from potential industrial nuisances, ensure adequate buffering
- Many owners
- Integrating into existing commercial and multi-family development
- Discontinuous land uses
- Accommodating parking for new housing

SOUTH GATEWAY, CONTINUED



8 HOTEL ALTERNATIVE



Apartment



Walkable Street



Bike Parking



Mixed-Use Development

VERA WILSIE SCHOOL SITE



With the consolidation of Vera Wilsie School into Velma Matson, the School District is coordinating with the City of Newaygo on redevelopment of the Vera Wilsie site.

This site is a prime opportunity to add additional housing units into the already strong neighborhood, which will benefit from such close proximity to the school down the street.

To capitalize on the views of the creek and natural features, this plan recommends townhouses and flats along the ravine that will garner a higher price point for their views. Preserving a portion of the community-built playground should be a priority as a local asset.

Smaller lot cottage homes with shared common greenspace will provide an effective transition to the adjacent existing single-family neighborhood while integrating a new housing type into Newaygo’s residential lexicon.

In order to prepare the site for redevelopment, the City should look to rezone it to a PUD with this plan’s concept plan as the preliminary PUD plan.



Single Family Cottage Homes



Apartment



Townhouse

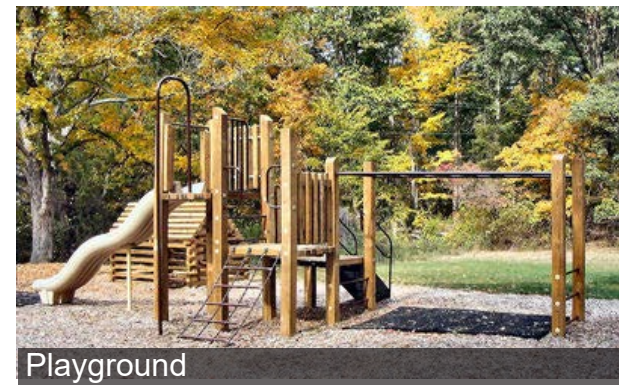
VERA WILSIE SCHOOL SITE, CONTINUED



Sense of Community



Central Green Space



Playground

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A scenic view of a riverbank. In the foreground, a river flows from the bottom left towards the center. The riverbank is lined with a rocky edge and lush green vegetation. A grassy area extends from the riverbank towards a dense forest in the background. Several wooden benches are scattered across the grassy area. The forest is composed of tall trees with green and yellowing leaves, suggesting an autumn setting. A blue banner with white text is overlaid on the image.

7. FUTURE LAND USE PLAN

CHARACTER



As a historic city, Newaygo has “small town charm” that its residents seek to preserve. The vitality of downtown and neighborhoods rest on the ability to project quality design and character. Preservation and restoration of historic and natural resources coupled with complementary new development will ensure that Newaygo continues to promote itself as a vibrant, sustainable city.

In order to preserve the best qualities of existing Newaygo development and ensure new development meets or exceeds the expectations of the community for design, it will be important to strengthen the zoning ordinance in a few key areas to implement the recommendations of this plan:

- Allow residential uses by right in B2.
- Reduce the number of residential parking spaces per unit to 2 per unit for single-family and multiple-family.
- Revise the PSD architectural standards to include greater design standards on facade composition. Clarify the relationship in the ordinance between the B-1 and PSD districts and consider expanding it to apply to the Downtown Extension District.
- Add building design standards for non-single-family residential outside the PSD.
- Consider preparing a housing rehab and design handbook to accompany the zoning ordinance to promote quality infill and replacement housing.

BUILDING CHARACTER GOALS & OBJECTIVES

ATTRACTIVE BUILDINGS THAT ARE COMPATIBLE WITH THE SURROUNDING NATURAL AND BUILT ENVIRONMENT.

- Consider building height, scale, orientation, architecture, landscaping, building materials and roof lines in constructing buildings that are compatible with their surroundings.
- Explore the possibility of establishing uniform design standards that address site setting, natural resource protection, open space and specific elements of building and site design.
- Preserve and support the sensitive adaptive reuse of historic buildings.
- Strengthen mixed use development opportunities in areas outside the downtown.
- Preserve the small town feel of Newaygo.

FUTURE LAND USE

The Future Land Use Plan and Map depicts the preferred, generalized composition of future land uses for the City of Newaygo. The Future Land Use Plan is the general framework upon which land use and policy decisions for the City of Newaygo will be guided for the next 25 years. The Future Land Use Plan was developed after careful consideration of the guiding principles outlined in the introduction and several dynamic factors, including: existing land use, re-development plans, community services and future growth.

RESIDENTIAL

Residential use will continue to be the dominant land use in the City of Newaygo. The existing residential areas in Newaygo provide a mix of housing sizes, styles and ages. It will be important to maintain the condition of the older housing stock while providing new single-family and multi-family housing opportunities. The preservation and establishment of neighborhood character will be achieved by preserving mature trees, providing for walkability, maintaining the scale and materials of existing homes, promoting creative designs and creating an inviting atmosphere.

Schools and churches are expected to continue at their existing locations but should they cease to exist in the future, adaptive reuse into housing is the preferred land use. If deconstruction is necessary, new infill housing should support the residential character of

the neighborhood and provide an opportunity for housing choices articulated in Chapter 2: Housing and Neighborhoods.

LOW DENSITY SINGLE-FAMILY

Residential development north of the Muskegon River is planned to be low-density single family homes. This area will likely include large lots and will not likely incorporate many of the characteristics of a neighborhood setting. Lack of sewer connections limits the development potential north of the river, but the riverfront may present an opportunity for attached residential with views of the river should sewer become available.

MEDIUM DENSITY RESIDENTIAL

Residential development south of the Muskegon River is planned to be a mixture of low to medium density single family and multi-family homes. This area will include smaller lots that are consistent with the characteristics of a traditional neighborhood. The neighborhood “below the hill” (Water Street, Wood Street, Fair Street and Justice Street) will continue to feature larger, older homes that contribute to the character of the City. The neighborhood “above the hill” will continue to be a mixture of small, medium, and large homes.

PARKS AND OPEN SPACE

These areas are planned to be preserved as public open space and park space. These areas will support passive and active recreation activities and contribute to the quality of life of

the city. Parks will be located near residential areas and non-motorized pathways will connect throughout the city and into the surrounding region.

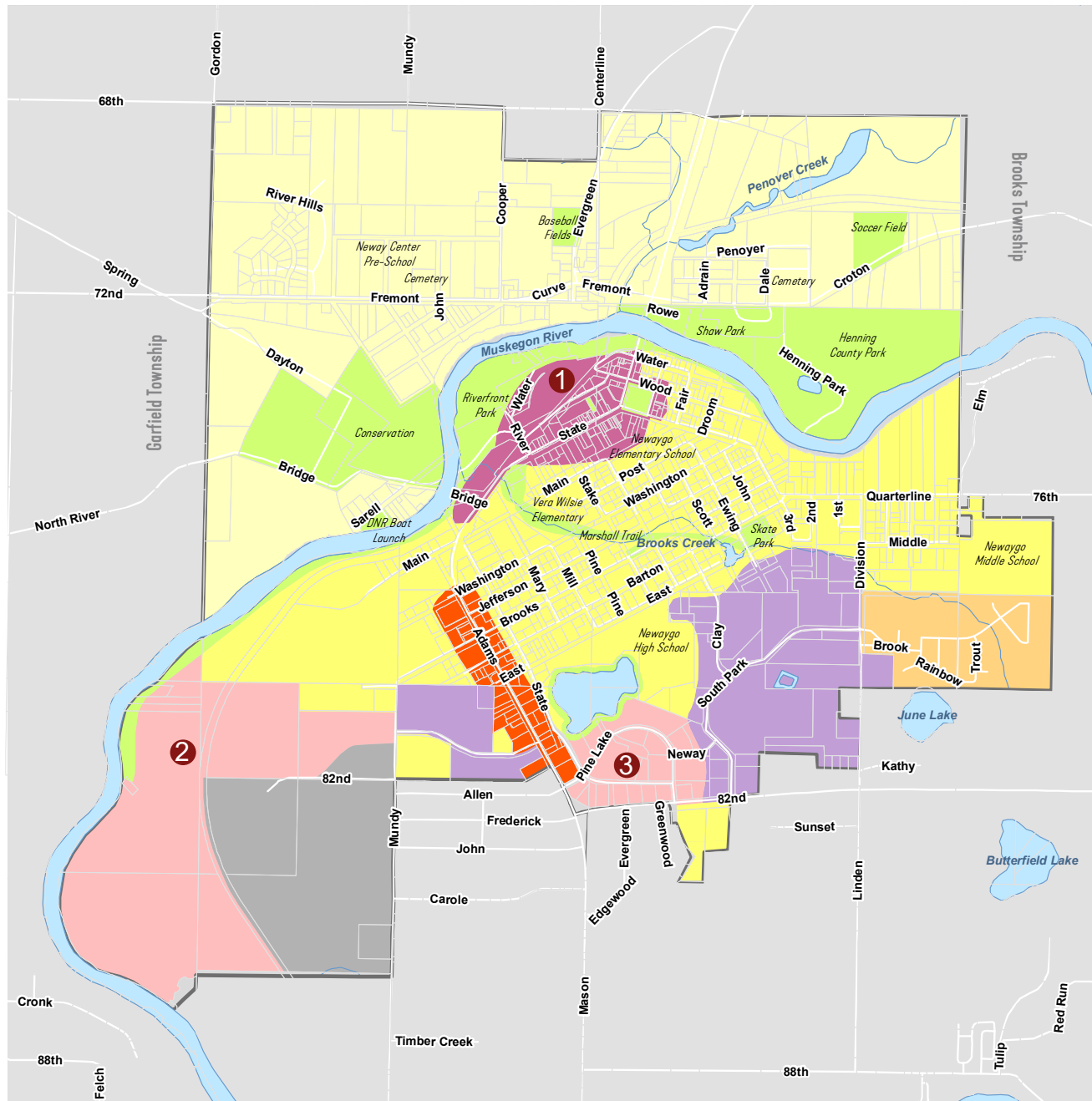
INDUSTRIAL

These areas are located southwest of the downtown area, adjacent to the Newaygo High School and north of M-82. This area will continue to accommodate limited light industrial operations such as warehousing, assembly, processing and packaging of products from previously prepared materials. Research and Development (R&D) and new technology uses should be targeted for integration into this area. Where industrial abuts or faces residential uses, extra buffering should be provided to provide a sensitive transition.

HIGHWAY COMMERCIAL

These areas will support a variety of commercial and public uses along the primary highways that traverse through Newaygo (M-37 “above the hill” and along M-82). These areas will support general businesses like drug stores, banks, hardware stores and fast-food restaurants. These areas currently exhibit the typical suburban commercial characteristics designed around the automobile. However, greater attention to site design should help improve the visual character of these corridors to promote a better gateway to the city.

FUTURE LAND USE



- Low Density Single Family Residential
- Medium Density Residential
- Manufactured Home Park
- Mixed-Use Downtown
- Mixed-Use
- Highway Commercial
- Industrial
- Parks/Open Space
- Public Utilities
- Water

0 0.125 0.25 0.5 Miles



Sources: Michigan GIS, Newaygo County

Draft: December 2018



MIXED-USE

Three types of mixed-use development will be encouraged in different areas of the City:

1. DOWNTOWN MIXED-USE

This area encompasses downtown Newaygo, also known as River Stop Landing and the Principal Shopping District. This area will continue to exhibit the characteristics of a traditional downtown. Historic buildings should be preserved and building facades rehabilitated to promote the traditional “Main Street” downtown character. The area is designed to support pedestrian connections and placemaking. Community events and festivals will continue to be located in this area.

Ground floor uses should be active, such as retail, services, dining, and entertainment with residential and office space located in the upper floors of buildings. The area west of the railroad tracks will offer opportunities to expand this area, should the existing industry cease its operations. For more information, see Chapter 3: Downtown and Riverfront Plan.

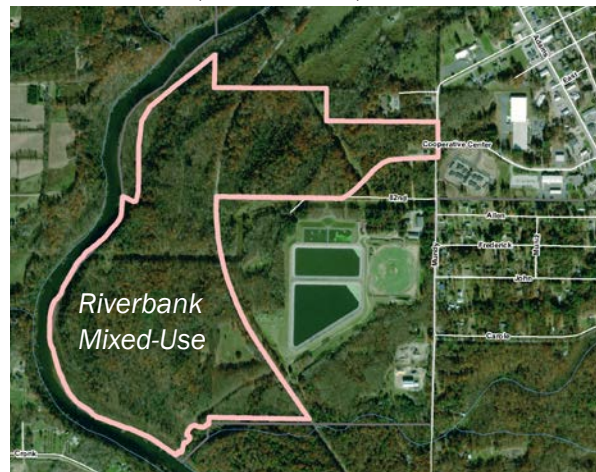
2. PLANNED MIXED-USE (RIVERBANK)

The Riverbank area is approximately 220 acres and a 6,500 feet of Muskegon River frontage. The topography of this property has elevation changes of 140 feet encompassing multiple plateaus which lends itself to utilize these

natural elevation changes for a mixed-use development. To incorporate the significant natural features including mature forests and wetlands, the site has potential for cluster-style mixed-use development.

This area is planned to accommodate employment uses on the east and a mixture of housing types to the west. Cluster-style single-family housing would preserve natural features on smaller lots coupled with attached residential townhouses and apartments.

Access along the Muskegon River could be utilized for recreation activities with a trail connection to the existing riverwalk. Depending on development factors that may change with the market, the area is suitable for attached and detached housing types, senior living, mixed income housing, office, medical, light industrial/high tech R&D along the rail line, and complementary destination entertainment uses such as a hotel, restaurants, or recreation uses.



This multi-use development is poised to play a significant role in the future of Newaygo. The level of investment that could take place would add many jobs, residents, and revenue to the community. With retail and office, multi-family and single family residential, industrial and recreational facilities, this development will have a marked impact on the city. If completely built out, it could more than double the value of the town and open the door to more growth of the greater Newaygo area. Such growth would be another catalyst in transforming Newaygo into a highly sought after location for residents and businesses alike, along with greater tourism

3. SOUTH GATEWAY MIXED-USE

This area includes the large shopping development off M-82 and the multi-family apartment complex immediately adjacent to the shopping development. The large shopping development exhibits the typical suburban commercial characteristics designed around the automobile - a development type that is struggling across the nation. This area is planned for improved connections to the existing multi-family buildings, research park, and high school with infill housing, medical, restaurants, and a possible hotel suitable for underutilized parking lots. The goal to transform the South Gateway into a mixed-use, pedestrian-friendly center, supporting both residential and commercial uses, is further detailed in Chapter 6: Redevelopment Strategy.

ZONING PLAN

Zoning is a key mechanism for achieving the desired land use pattern and quality of development advocated in the plan. This section provides a useful guide to relate current zoning patterns and proposed future land use designations.

Because the Future Land Use Plan is a long range vision of how land uses should evolve over time, it should not be confused with the City’s zoning map, which is a current (short-term) mechanism for regulating development. Therefore not all properties should be immediately rezoned to correspond with the plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period of time (5+ years).

In addition, the Future Land Use map is generalized. Zoning changes in accordance with the plan should be made gradually and strategically so that change can be managed. The Future Land Use map as well as the plan’s goals and strategies should be consulted to judge the merits of a rezoning request.

The plan categories correspond to zoning districts, but there is some generalization. The following table provides a zoning plan indicating how the future land use categories in this Master Plan relate to the zoning districts in the zoning ordinance. In certain instances, more than one zoning district may be applicable to a future land use category.

FUTURE LAND USE	ZONING	RR Rural Residential	R-1 Single Family Residential	R-2 Single and Two Family Residential	R-3 Multiple Family Residential	B-1 Community Business	PSD Principal Shopping	B-2 Highway Business	I Industrial	PUD	MHP Manufactured Home Park
Low Density Single Family Residential		X									
Medium Density Residential			X	X							
Manufactured Home Park											X
Mixed-Use Downtown							X				
Mixed-Use					X	X			X	X	
Highway Commercial					X			X			
Industrial									X		
Parks/Open Space		X									





8. IMPLEMENTATION



IMPLEMENTATION OVERVIEW

This plan serves as the policy guide for moving Newwaygo forward, guiding decisions about future physical and economic development. Transforming the plan's goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results.

This chapter synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality.

TENETS OF SUCCESSFUL IMPLEMENTATION

The input received through the master plan process provides a foundation to help achieve the city's vision, community support, commitment, and involvement must continue.

COMMITMENT

Successful plan implementation will be directly related to a committed city leadership. While elected and appointed officials will have a strong leadership role, many others - city department directors, staff, and leaders from the community's many institutions and

organizations - will also be instrumental in supporting the plan.

However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landowners, developers, and business owners interested in how Newwaygo develops must unite toward the plan's common vision. As with any development effort, private sector involvement and leadership is critical for success.

INTEGRATE WITH PROJECT DESIGN

City officials and departments must embrace the plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the city's engineering practices can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the plan when making decisions and setting priorities.

GUIDANCE FOR DEVELOPMENT DECISIONS

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers,

corporations, and land owners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall master plan.

EVALUATION AND MONITORING

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments may be required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities. In order to remain in alignment with RRC best practices, progress on the plan should be reviewed at least annually.



IMPLEMENTATION TOOLS

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

- Land use regulations
- Capital improvement programs, such as streets, city buildings, or other major purchases
- Property acquisition programs
- Special Funding Programs (CDBG for example)
- Programs or additional studies
- Partnerships, such as working with other organizations on planning, education, funding, or delivery of cost-efficient services.

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

1. LAND USE REGULATIONS

The primary tool for Plan implementation, which includes the Zoning Ordinance and other land use regulations, is summarized below. The city also has a number of other codes and

ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight and nuisance ordinances.

ZONING REGULATIONS

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

ZONING MAP

Over time, changes to the zoning map should become more consistent with the land use pattern identified on the Future Land Use Map. In some cases, the city may wish to initiate certain rezonings as part of an overall zoning map amendment. Other changes to the zoning map can be made in response to requests by landowners or developers. In those cases, city officials will need to determine if the time is proper for a change. It is important that the future land use plan be understood as a long range blueprint: Implementation is expected, but gradually in response to needs, conditions

and availability of infrastructure. The Zoning Plan section of this chapter outlines how the Future Land Use Plan relates to current zoning. The Zoning Recommendations later in this chapter contain rezoning guidelines.

CONSTRUCTION CODES

The City of Newaygo is required to administer the State of Michigan Construction Codes (building, mechanical, plumbing and electrical). The City of Newaygo has also adopted the International Fire Code. These construction codes are intended to protect the public health, safety and welfare related to building construction and occupancy. Administration of one set of standardized state construction codes ensures consistency and uniformity during building plan preparation/review and construction.

PUBLIC INFRASTRUCTURE STANDARDS

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

Most land use regulations are applied when new construction or substantial redevelopment is proposed. The City of Newaygo has a comprehensive development review process

from development conceptualization to building occupancy. This process is explained in the various public information materials available at City Hall. Once proper zoning is in place, a site plan must be approved followed by approval of building and site engineering, construction plans and then permits for construction. Buildings and sites are inspected and then occupancy permits are issued. The subdivision and subsequent development of land is also carefully reviewed. Regulations are administered and enforced through monitoring by city staff and in response to complaints.

2. CAPITAL IMPROVEMENT PLAN (CIP)

The City of Newaygo is working toward an annual multi-year CIP that contains recommended capital projects, timing, estimated costs and funding for public infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage) and community facilities (public buildings, fire, police and parks). Capital projects will be identified and constructed to help support and promote desired development, and to meet the needs of residents and businesses in the city. The number of projects and project timing are influenced by several factors, in particular, the cost, need for environmental clearance or approval by other agencies, and funds available. For example, the amount of funding available

from outside sources varies as new programs are established.

3. PROPERTY ACQUISITION PROGRAMS

Like all municipalities, the City of Newaygo has the authority to acquire private property for a public purpose. This may include outright purchase acceptance of land donated by another party or acquisition through eminent domain. In addition to the ability to acquire private property for public infrastructure or facilities such as roads, sewers, public buildings and parks, the City may acquire private property to facilitate redevelopment and to eliminate nonconforming uses or structures. Land may also be acquired or managed through conservation easements for historic and environmental preservation purposes or easements to allow non-motorized connections.

4. FUNDING PROGRAMS

Some of the recommendations may be funded locally, some through outside funds, and many through a combination. The City monitors new federal and state funding programs that may be available to assist in implementation. In addition, foundations and other organizations may provide contributions. In addition to traditional sources, the city has the ability to raise revenues within a specific geographic area for specific purposes, or to capture the

new increment of tax revenues in a specific geographic area for specific purposes. One example is the Downtown Development Authority. Another tax-based program is the Brownfield Act that provides funding for reuse of eligible sites. In cooperation with other governmental agencies with taxing authority, the City has effectively used tax increment finance programs to capture the new increment of tax revenue for a specific area and use those funds for public improvements within that area.

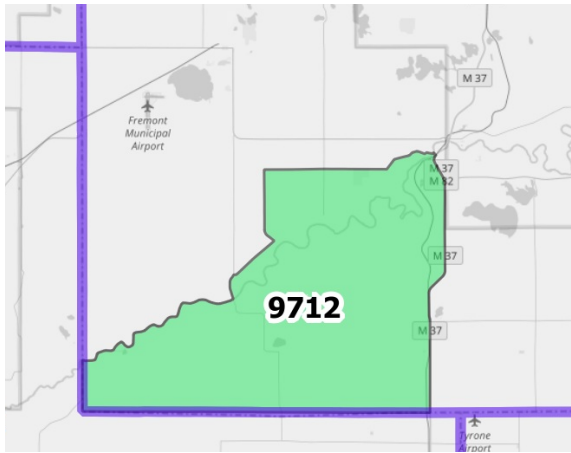
5. OTHER PROGRAMS

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

- Michigan State Housing Development Authority (MSHDA)
- MSHDA MiPlace
- Michigan Economic Development Corporation (MEDC)
- MEDC Redevelopment Ready Communities
- Michigan Department of Transportation (MDOT) and Complete Streets Coalition
- Michigan Department of Natural Resources
- HUD CDBG



The newly federally designated Opportunity Zones include the undeveloped Riverbank property. Opportunity Funds can be established to help finance future development.



Newaygo County Opportunity Zone
Source: MSHDA

6. PARTNERSHIPS

While the City is in a position to coordinate many of the plan’s implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders having key roles in either the city or region should all participate. Partnerships with the public and private sector, including Newaygo Public Schools, Newaygo County, neighborhood associations, nearby higher education institutions, neighboring municipalities, major employers, and business will also lead to success implementing the

plan’s initiatives. Partnerships may range from sharing information to funding and shared promotions or services. The spirit of cooperation through alliances and partnerships will be sustained to benefit everyone in the region. City government cannot and should not do it all. Only through public/private collaboration can the plan’s vision be realized.

ACTION PLAN

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

Short=1-2 years

Medium=3-4 years

Long=5+ years

Reg.=Regulatory

Policy=Policy/Program

CIP=Capital Improvement

Partner=Partnership

PC (Planning Commission)

CC (City Council)

City (City Staff)

NEDO (Newaygo Economic Development Organization)

County (Newaygo County)

COC (River Country Chamber of Commerce)

PSD (Principal Shopping District)

ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Housing and Neighborhoods						
Increase frequency of inspections for rental inspection code violations until violation is remedied.	✓				City	Policy
Continue to hold community and cultural events in Brook's Park	✓				Newaygo County Museum and Heritage Center, Chamber	Policy/ Partner
Encourage neighborhood cleanup days	✓				City, Neighborhoods	Policy
Encourage the replanting of street trees to maintain tree canopy	✓				Residents	CIP
Amend codes to increase setbacks and screening requirements for recreational vehicles, equipment and other outdoor storage on residentially zoned property		✓			City	Reg
Host a workshop for Newaygo residents on how to research the history of old homes		✓			Newaygo County Museum and Heritage Center, MHPN	Policy
Educate about code enforcement education: notice of common issues with water bill		✓			City	Policy
Consider adopting a short-term rental ordinance		✓			City	Policy
Amend zoning ordinance to ensure infill housing development and additions to existing neighborhoods are consistent with surrounding homes in terms of size, height and bulk		✓			City, PC, CC	Reg
Promote home stewardship with hands-on education and training for home maintenance and repairs.		✓			City	Policy
Consider landscaping and parking lot screening for the city hall and library municipal lot			✓		City	CIP
Develop design standards for attached residential and PUD projects that encourage front porches and locate garages in the side or rear yard			✓		City, PC, CC	Policy
Promote attached residential housing options in the South Gateway area to promote walkability between shops, workplaces, and homes			✓		City	Policy/ Reg
Amend zoning ordinance to allow a variety of housing types by right in commercial zoning districts.			✓		City, PC, CC	Reg
Identify a location for a dog park.			✓		City, Parks/Rec	CIP
Consider amending zoning to permit accessory dwelling units.			✓		City, PC, CC	Reg
Set up a Housing Trust Fund as a revolving fund to provide financial support for first-time homebuyers and developer incentives				✓	City	Policy



ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Downtown and the Riverfront						
Promote green development practices such as rehabilitation of old buildings, the repair and reuse of existing building materials and the use of native materials for new construction	✓				City, Property Owners	Policy
Compile an inventory of the commercial properties within the downtown including building (age, square footage, use, number of stories, recent investment, contact) and tenant (name, type, hours, website, social media, contact) information.	✓				PSD	Policy
Work with businesses to install recycling receptacles throughout the downtown		✓			PSD, City	Partner/ CIP
Expand outdoor seating options and continue to enhance pedestrian realm by participating in ASLA's "Parking Day" or other "lighter, quicker, cheaper" approaches that may lead to more permanent changes downtown.		✓			PSD, City	CIP
Support seasonal plantings program for the downtown		✓			Garden Club	CIP
Develop and maintain a façade grant program to enhance and rehabilitate downtown storefronts (may include signage, windows, paint, awnings, etc.)		✓			PSD	CIP
Develop an architectural guidebook with the assistance of an architect or architectural historian who meets the professional qualification of 36CFR part 61 of the Code of Federal Regulations.		✓			PSD	Policy
Establish a mini-grant program or workshops to support branding, marketing, window displays, and online merchandising.		✓			Chamber of Commerce	Policy
Identify and map historic structures/sites within Downtown Newaygo and determine the historical and/or architectural significance of buildings. National Register sites are eligible for Historic Tax Credits.		✓			PSD, Museum, City	Policy
Encourage a mix of businesses that will help downtown be viewed as shopping destination for tourists.		✓			City, NEDO	Policy
Develop a summertime parking strategy to address parking for kayak and canoeing groups, including the possibility of metered parking for stays longer than two hours.		✓			City, PSD	Policy
Construct additional sidewalks and pathways, along River St, provide better pedestrian access between the downtown and Riverfront Park			✓		City	CIP

ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Promote green development practices such as low impact design and the use of native plants, particularly along parking areas			✓		City, Property Owners	Reg/ Policy
Explore new opportunities to improve pedestrian accessibility, including a potential mid-block crossing connecting the pocket park and the alley and linking the parking lots to the storefronts on M-37			✓		PSD, City, MDOT	CIP
Promote community-inspired, locally created public art			✓		PSD, City, Arts Organizations	Policy
Use the Main Street Approach as a framework for revitalizing and preserving the downtown. (Partnership with Michigan Main Street)			✓		PSD, City	Policy
Support residential uses in the upper floors of buildings. Encourage the use of the Michigan Rehabilitation code.			✓		City	Policy
Explore the potential development of a permanent farmers market facility as part of future River Landing redevelopment			✓		City, Property Owners	CIP
Develop a kid-friendly art sculpture that incorporates water in a prominent location in the downtown				✓	PSD, City	CIP
Provide for new recreation opportunities in the Downtown Neighborhood that connect with existing park facilities along the riverfront and downtown.				✓	City, Parks	CIP
Develop a new non-motorized pathway from the Downtown Neighborhood to the existing pathway at Riverfront Park				✓	City, Parks, Property Owners	CIP
Explore the feasibility of installing public restrooms downtown including identifying potential locations and maintenance plans/				✓	City, PSD	CIP
Encourage the preservation of historically significant building details and the correct maintenance of high-quality building materials.				✓	PSD, Museum, City	Policy
When it comes time to replace the existing play equipment, consider an environmentally-friendly and unique play structure that highlights local resources and history.				✓	City, Parks	CIP
Develop and install interpretive panels to educate patrons on local history, environmental issues and revitalization efforts along trails and near public gathering spaces.				✓	City, Museum and Heritage Center	CIP
Maintain and upgrade facilities at the public access area along the Muskegon River				✓		CIP



ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Connectivity						
Install additional bike racks throughout the city		✓			City	CIP
Conduct a further study on non-motorized planning to test the alternatives prepared as part of the Walkability Report.		✓			City	Policy
Design sidewalks and pathways that connect with existing sidewalks, pathway systems and key destinations and activity centers throughout the city, including the riverfront, schools and parks.			✓		City	CIP
Provide for safe and efficient snow removal and storage within right-of-way and within private developments			✓		City	Policy
Place vegetative screening and plantings at appropriate locations around parking areas.			✓		City	Reg
Provide for adequate bicycle parking facilities.			✓		City	Reg/CIP
Establish a safe crossing for M-37 in the uptown business district				✓	City, MDOT	CIP
Incorporate distinctive surface materials to establish clear pedestrian walkways in large surface parking lots throughout the City				✓	City, Property Owners	CIP
Improve the formal public access area along the Muskegon River.				✓	City, Property Owners	CIP
Pursue “Bicycle Friendly City” designation from the League of American Bicyclists.				✓	City	Policy
Allow for and encourage porous /pervious pavement on surface parking lots.				✓	City	Reg
Economic Development						
Promote The Stream as THE place for entrepreneurs to go in Newaygo County	✓				City, NEDO, The Right Place	Policy
Promote the superior qualities and benefits of the Muskegon River	✓				Chamber	Policy
Support facilities that cater to tourists seeking outdoor recreation amenities offered in the City	✓				City	Policy
Continue to develop The Stream as a test site for office design and data-driven space planning		✓			The Stream, Business Owners	Policy/ Partner
Work with Chamber of Commerce and Tourist Council to highlight area attractions		✓			Chamber of Commerce, Tourist Council	Partner

ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Provide regular training sessions for local businesses on pertinent topics like selling online, obtaining quality insurance coverage, and retail window displays		✓			City, NEDO, The Right Place, The Stream	Policy
Market the city's competitive advantages, such as the availability of broadband/fiber connectivity/other City services		✓			City, The Right Place	Policy
Utilize targeted marketing to sell the benefits of Newaygo to executives and seasoned professionals, young adults and families (proximity to population center of Grand Rapids while embracing the natural amenities)		✓			Chamber, The Right Place	Policy
Continue to expand post high school education and training opportunities.		✓			NC RESA, The Stream	Policy
Provide additional leadership to local high school students, especially related to vocational education and apprenticeship programs.		✓			City, NC RESA	Policy
Develop a business development/retention program		✓			City, NEDO, The Right Place	Policy
Develop a marketing/brand strategy		✓			City, Chamber, NEDO, The Right Place	Policy
Explore the possibility of regulating mobile food vendors and permitting them at key times and locations.		✓			City	Policy/Reg
Establish a business loan program for entrepreneurs			✓		City, County, NEDO	Policy
Engage with regional partners to initiate a business attraction strategy			✓		City, NEDO, The Right Place	Policy/Partner
Fund a hotel market study to determine the feasibility of attracting a chain hotel or motel			✓		City	Policy
Create additional office space in downtown for businesses that grow out of The Stream facility				✓	City	Policy
Establish a mentoring program that links high school students with business professionals within the community				✓	Newaygo County RESA, The Stream	Policy
Proactively position sites for development including zoning approvals, infrastructure improvements and risk loan guarantee program				✓	City	Policy
Redevelopment						
Explore the creation of corridor improvement authority in other commercial areas of the city			✓		City	Policy
Implement the new mixed-use, urban-center development concept in the River Valley Retail Center				✓	City	Policy



ACTION PLAN	On-going	Short Term	Med. Term	Long Term	Responsible Parties	Tool
Work with the Newaygo Community Recreation Authority and private developers to extend a non-motorized pathway from Riverfront park south to 200 acre Riverbank site				✓	City, County	Partner
Should MAC decide to relocate their facility in the future, work with private developers and explore different funding opportunities to develop River Landing into a vibrant mixed-use development - extending the downtown/principle shopping district and linking with the riverfront.				✓	City, Property Owners	Partner
Amend standards/regulations to require a minimum height of two stories for all new buildings in the downtown and riverfront.				✓	PC, CC, City	Reg
Incorporate distinctive vegetative islands, trees and other landscaping amenities for all new and redevelopment projects				✓	City, Property Owners	Reg
Character						
While remaining content-neutral, maintain a sign ordinance that supports the intended high-quality image of the community.		✓			City	Reg
Develop a wayfinding system that helps vehicles and pedestrians navigate within the City.			✓		PSD, City	Policy/ CIP
Increase lighting along M-37 from the M-37 hill to the River Valley Center, install historic light fixtures or compatible pedestrian-scaled fixture				✓	City	CIP/ Policy
Adopt historic preservation policies following the Secretary for Interior Standards for Rehabilitation.				✓	PC, CC, City	Policy
Administration						
Work with city departments and other outside agencies (as necessary) to update the capital improvement plan (CIP) annually	✓				City	Policy
Ensure planning and zoning documents are available on the city's website	✓				City	Policy
Develop steering committees to help lead initiatives, similar to the Housing Task Force.	✓				City	Policy
Maintain budget for staff, elected and appointed officials to attend relevant training opportunities through MEDC, MSHDA, MDEQ, MML, MAP, MSU Extension and others	✓				CC	Policy