BOOK 5

INNOVATIVE SERVICES AND ASPIRATIONS

MT. PLEASANT MASTER PLAN 2050

MT. PLEASANT 2050

Acknowledgments

CITY ADMINISTRATION

Nancy Ridley — *City Manager*
Jacob Kain — *City Planner*
Wiliam Mrdeza — *Director of Community Services and Economic Development*
Chris Bundy — *Director of Parks & Public Spaces*
Ryan Longoria — *Director of Recreation and Sports*

DOWNTOWN DEVELOPMENT AUTHORITY

Tim Coscarelly
Tim Driessnack
John Hunter
Tom Krapohl
Doug LaBelle II
Margaret McAvoy — *Isabella County Representative*
Lisa Orlando
Nancy Ridley
Robby Roberts
Jeff Smith
Robert VanDorin

PARKS AND RECREATION COMMISSION

Megan Barber
James Batcheller
Liz Busch
Peter Little
Brian Mitchell
Brian Sponseller

PLANNING COMMISSION

William Dailey
Corey Friedrich
Lesley Hoenig
Susan Horgan
Glen Irwin II
Michael Kostrzewa
Matthew Liesch
Christine Ortman
Kathy Rise

CITY COMMISSION

William L. Joseph — *Mayor*
Amy Perschbacher — *Vice Mayor*
Mary Alsager
Lori Gillis
Kristin LaLonde
George Ronan
Petro J. Tolas

PLANNING CONSULTANTS – MCKENNA

John Jackson, AICP — *President*
Paul Lippens, AICP, NCI — *Project Manager*
Chris Khorey AICP
Laura Haw, AICP, NCI
Carrie Leitner
Chris Madigan
Wendy Caldwell
Irvin Wyche
Adam Cook, CNU-A, NCI, FBCI — *Seamless Collaborative*
Michael Campbell — *Campbell Planning and Design*

The City of Mt. Pleasant offers a special thanks to all residents and participants who took time to provide feedback or attend the charrette or another public meeting for Mt. Pleasant 2050.

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Introduction

Broadly speaking, the Master Plan is a guiding policy document for achieving innovative services in the City. This book presents three sections to inform plan implementation, as follows:

1. **Action Plan:** The action plan includes specific objectives for each of the five goal areas within the Master Plan, as well as guidance on prioritization, partners, and timing.

2. **Public Engagement Summary:** In addition to the policies and projects recommended within this Master Plan, it is important to have a context for how the content was generated. This section describes the online engagement and the charrette process conducted in April 2019.

3. **Demographics:** This section provides an analysis of how the City has changed over time and what trends we can expect to encounter over the next planning horizon.

Action Plan

How to Use the Action Plan

This section presents tools and techniques that residents, community leaders, and City administration can use to implement the Mt. Pleasant 2050 Master Plan. The tools and techniques identified herein are available for use under current state legislation. Specific recommendations for implementing certain goals and objectives established by residents during the public engagement efforts are also provided.

Mt. Pleasant 2050 Master Plan recommends a future vision for the community, building upon the City's existing assets and opportunities to attract new development and new residents. Moving forward, Mt. Pleasant will continue to be economically, socially, and environmentally sustainable; a community where people want to live, work, visit and play. The goals and objectives of Mt. Pleasant 2050 Master Plan should be reviewed often and be considered in decision making by the City. Successful implementation of this Plan will be the result of actions taken by City Commission, City Administration and staff, the Planning Commission, the Parks Commission, MDOT, public agencies, private residents and organizations, and other elected and appointed officials. The Mt. Pleasant 2050 Master Plan will be implemented incrementally by working towards the goals identified within the following Action Plan.

Mt. Pleasant 2050 Master Plan Goals:

1 **Sustainable Land Use:** Strive to ensure viable land uses that secure neighborhoods, enhance parks, and encourage vital businesses through sensible infill, complementary services, and targeted preservation.

2 **Connected Mobility Systems:** Encourage smart, inviting, and attractive streets through infrastructure and operational investments that link people to places by walking, biking, driving and transit.

3 **Focused Redevelopment:** Activate the City's most underutilized sites to realize the value of nearby public and private assets through adaptable, durable, and future facing structures and landscapes.

4 **Exceptional Parks and Public Spaces:** Build the value of the City's expansive park system beyond site borders to achieve synergy between ecological environments and programmed spaces while elevating the systems appeal to residents and visitors.

5 **Innovative Services:** Foster collaboration in attaining a safe, healthy, fiscally solvent, and accessible City that is reflective of community culture, proactive to community preferences, and equitable in community resources.

The tables on the following pages present a detailed summary of all of the recommended implementation activities, including partners for completing the activity, and available funding resources.

Priority		Timeframe		Responsibility (Color)	
A	Most Important	1	1-3 years		Project Lead
B	Very Important	2	3-5 years		Key Participant
C	Important	3	5+ years		Contributor

Entity Abbreviations					
BO	Business Owners	**DDA**	Downtown Development Authority	**PC**	Planning Commission
CC	City Commission	**EMCOG**	East Michigan Council of Government	**PRC**	Parks and Recreation Commission
CM	Community Members	**HO**	Home Owners	**SM**	State of Michigan
CMU	Central Michigan University	**IC**	Isabella County	**UT**	Union Charter Township
CS	City Staff	**MDOT**	Michigan Department of Transportation	**T**	Saginaw Chippewa Indian Tribe

Funding	
PUBLIC	Includes public funds from the City operating budget, County, and State funding. May also include local government bonds and grants.
PRIVATE	Includes funds from private sources such as grant monies, corporate funding, or property owners.
DDA/TIF	Tax increment financing provided by an authorized body.

ACTION PLAN

SUSTAINABLE LAND USE

1

GOAL 1: Strive to ensure viable land uses that secure neighborhoods, enhance parks, and encourage vital businesses through sensible infill, complementary services, and targeted preservation.

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
1.1	Encourage redevelopment that locates people within walkable and bikeable distances from essential services, jobs, and recreation. » Refer to Future Land Use Map during site plan review. » Continue to provide preliminary application meetings to developers. » Update housing market study periodically to maintain current perspective on housing needs.	A	1	CS PC	MDOT	BO	●	●	
1.2	Encouraged mixed uses and neighborhoods-scale business development to serve residential areas and complement Mission Street and Downtown. » Consider flexible business guidelines including home occupation rules for residential neighborhoods.	C	2	CS DDA PC		BO CM	●		●
1.3	Require new structures to harmonize with architectural precedents of highly-valued historical structures and landmarks.	C	2	CS PC		BO HO	●		
1.4	Preserve neighborhood character through property maintenance requirements and code enforcement. » Pursue adoption of a property maintenance code for all residential properties in the City. » Periodically reevaluate code enforcement staffing levels to determine if those levels are sufficient to provide the level of service expected by the community. » Continue to utilize the Neighborhood Resource Unit to identify and prioritize neighborhood preservation and support activities.	C	2	CS PC		HO	●		

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
1.5	Improve landscape aesthetics and entryways within neighborhoods and business areas. » Consider a pilot program to fund neighborhood identity signage and neighborhood beautification. » Establish an annual tree planting goal. » Implement a tree planting program for commercial corridors and gateways. » Increase compliance of private landscaping with approved site plans.	C	1	CS DDA PC		HO	●	●	●
1.6	Incentivize investment that addresses non-conforming land uses and blighted properties consistent with City codes and Zoning Ordinance. » Implement an incentive program which targets the conversion of non-conforming rooming dwellings in residential areas into conforming residential uses. » Explore establishment of a Neighborhood Enterprise Zone(s) to encourage neighborhood revitalization, owner occupied housing, and stimulate new investment. » Evaluate existing standards for improvement of non-conforming properties and determine if additional improvement opportunities should be permitted.	C	3	CS PC		BO	●	●	●
1.7	Encourage greater variety and mix of housing types within neighborhoods that provide opportunities for assisted living, downsizing, families, students, and first-time homebuyers. » Eliminate existing district density requirements to permit more missing-middle housing types to be developed citywide. » Reconsider the City's prohibition on PILOTs (payment in lieu of taxes). » Permit overnight on-street parking on City streets.	B	1	CS PC		HO			
1.8	Enable adaptive reuse of structure to preserve historic buildings, particularly within the Downtown. Require new structures to be of similar quality and designed to be easily used for multiple purposes.	B	1	CS PC		BO	●		

ACTION PLAN

CONNECTED MOBILITY SYSTEMS

2

GOAL 2: Encourage smart, inviting, and attractive streets through infrastructure and operational investments that link people to places by walking, biking, driving and transit.

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
2.1	Support neighborhood traffic calming measures to ensure safety and improve right-of-way aesthetics. » Ensure that all local street reconstruction projects are designed for a target speed of 25 MPH. » Pursue funding to implement a neighborhood traffic calming program. » Utilize the Traffic Control Committee to identify potential traffic calming interventions. » Continue to utilize the traffic count program to annually evaluate traffic volume and speed on local streets. » Adopt standards for traffic calming measures on City streets.	B	1	CS	MDOT	HO	●	●	●
2.2	Maintain the roadway network and consistently evaluate system operations to ensure service objectives are met for all modes.	C	1	CS	MDOT	BO	●	●	●
2.3	Partner with MDOT and CMU to reimagine Mission Street as a vital business district and front door to the community and university. » Establish quarterly meetings with MDOT and CMU to monitor project implementation. » Work with MDOT and CMU to scope a traffic feasibility analysis that prioritized pedestrian travel in all alternatives evaluated. » Identify funding strategy and design approval procedures and timeline for completing construction documents.	A	1	PC DDA	MDOT CMU	BO	●		●

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
2.4	Retrofit the roadway network to provide safe accommodations for pedestrians and bicyclists. » Continue to consider bicycle and pedestrian accommodations in the design of all resurfacing and restriping projects as required by the City Complete Streets Ordinance » Explore collaborating with other local units of government to update the Mt. Pleasant Area Non-Motorized Transportation Plan. » Continue to require sidewalk installation where gaps exist in the network.	A	1	CS DDA PC	MDOT		●		●
2.5	Improve wayfinding between neighborhoods, districts, and parks in and around the City. » Develop a Mt. Pleasant area wayfinding plan. » Consider use of the MUTCD approved bicycle route signage.	C	2	CS DDA PC	MDOT		●		●
2.6	Expand public transit opportunities in the City and implement innovative mobility policies to improve choice and access for system users. » Work with I-Ride to increase transit service in the community. » Work with I-Ride to develop bus stop standards that are compatible with the City's complete streets ordinance.	A	1	CS PC	MDOT	BO HO	●		
2.7	Ensure that the Mt. Pleasant Municipal Airport continues to be utilized as a regional nexus, and link to the local transportation system. » Continue to partner with local units of government and businesses to financially support airport operations.	C	3	CS	UT T MDOT CMU		●		
2.8	Continue to evaluate parking assets and requirements to make sure that current and future technologies and travel patterns are encouraging the highest and best use of land. » Consider developing a parking management plan and continually updating it based upon current best practices.	B	2	PC			●		●

ACTION PLAN

FOCUSED REDEVELOPMENT

3

GOAL 3: Activate the City's most underutilized sites to realize the value of nearby public and private assets through adaptable, durable, and future facing structures and landscapes.

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
3.1	Promote economic vitality that is consistent with the City's form-based code and aesthetic values. » Consider participation in national conferences like NCSC to market the Mission corridor to potential developers. » Work with DDA to identify and develop a beautification strategy for the corridor and community gateways. » Continue to evaluate utility and infrastructure needs for future construction projects. » Maintain certification as a Redevelopment Ready Community.	A	1	CS PC	MDOT	BO	●	●	●
3.2	Improve multimodal accessibility along and across major corridors. » Incorporate a dedicated pedestrian signal phase at every signalized intersection. » Evaluate opportunities to reduce crossing distances including installation of pedestrian refuge islands and beacons. » Install enhanced pedestrian signs and markings at existing and planned pedestrian crossing.	C	2	CS	MDOT		●		●
3.3	Promote a compatible relationship between commercial developments and adjacent land uses. » Enforce buffer standards through site development procedures. » Evaluate special use standards to ensure that those with light, noise, odor, or other adverse impacts are appropriately regulated to minimize impact.	C	3	PC	CMU	BO	●		●

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
3.4	Continue to identify site development priorities and work to foster public private partnerships to create new places in the City. » Develop a strategy to market property at the former Mt. Pleasant Center for taxable development. » Continue to partner with the Michigan Economic Development Corporation to facilitate the redevelopment of priority sites.	C	3	PC		BO HO	●	●	
3.5	Promote culturally sensitive, responsible, sustainable, and accessible site design throughout the City.	C	3	CS PC	CMU	BO HO	●	●	
3.6	Promote a vital mix of businesses and uses within the Downtown, including uses that have flexible hours of operation, provide entertainment, and events.	A	2	CS PC		BO	●	●	
3.7	Improve pedestrian access and walkability within the Downtown and the connections to surrounding neighborhoods and parks. » Develop a plan for the replacement of the Downtown streetscape. » Explore the feasibility of provided a more direct pedestrian connection between downtown and Island Park. » Continue to evaluate opportunities to improve pedestrian lighting between neighborhoods and Downtown.	B	2	PC			●		
3.8	Encourage incremental new development projects in outlying neighborhoods on the North, West, and East that are compatible with walkable neighborhoods form.	B	3	PC			●		

ACTION PLAN

EXCEPTIONAL PARKS AND PUBLIC SPACES

4

GOAL 4: Build the value of the City's expansive park system beyond site borders to achieve synergy between ecological environments and programmed spaces while elevating the systems appeal to residents and visitors.

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
4.1	Continue to develop facilities that serve Mt. Pleasant families and provide activities for all stages of life.	C	3	PRC		BO	●		
4.2	Develop a City-wide bike/hike/path system that connects parks to neighborhoods, CMU, Downtown, Mission Street, and regional pathways.	A	2	CS PRC	CMU MDOT		●	●	
4.3	Improve pedestrian and bicycle access within the park system and provide recreation opportunities that are oriented towards non-motorized park access.	C	2	CS			●		
4.4	Continue and enhance park development, improvements, and maintenance.	C	1	CS		BO HO	●	●	
4.5	Continue, expand and improve recreation programs.	C	2	CS			●		
4.6	Develop recreation-based partnerships with County, townships, CMU, schools, and the tribe.	B	1	CS PRC	CMU IC UT T		●	●	
4.7	Improve and support river access and stewardship.	B	1	CS		HO	●		
4.8	Provide expanded recreation opportunities to residents that live east of Mission Street through development of new parkland.	C	2	PRC		HO	●		
4.9	Market City parks and recreation facilities to new and existing City residents to foster greater awareness.	C	3	CS PRC		HO	●		

INNOVATIVE SERVICES AND ASPIRATIONS

5

GOALS 5: Foster collaboration in attaining a safe, healthy, fiscally solvent, and accessible City that is reflective of community culture, proactive to community preferences, and equitable in community resources.

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
5.1	Increase tourism and marketing of the City to draw more people to the Downtown. » Consider establishing an annual marketing budget to be managed by the Downtown Development Director.	B	1	PC		BO HO	●		
5.2	Enhance and improve employment opportunities and training for higher paying/non-service sector jobs. » Continuing to partner with Middle Michigan Development Corporation to retain and attract employers to the region. » Continue to collaborate with Central Michigan University on the development of University Park.	A	1	PC	CMU	BO HO	●	●	
5.3	Encourage greater community involvement and coordination with public safety to help identify community issues, reduce crime, and increase safety. » Utilize the Neighborhood Resource Unit to promote the creation of neighborhood groups and associations. » Continue to maintain police visibility at public venues and events to provide opportunities for interactions between officers and members of the public.	C	3	CS		HO	●	●	
5.4	Increase cooperation and coordination between government and other organizations.	C	1	CS PC		HO	●		

Objectives		Priority	Timeframe	Partnership			Funding		
				City	Other Gov't	Private	Public	Private	TIF/DDA
5.5	Improve neighborhood services and encourage creation of neighborhood organizations, particularly to strengthen the relationship between the City, local neighborhoods, CMU, and its students.	A	1	CS PC	CMU	HO	●		
5.6	Improve environmental services and regulations in City, particularly recycling opportunities. » Consider the formation of a climate change task force and development of a climate change action plan. » Continue to expand the type of materials accepted by the City recycling program. » Evaluate City operations to identify opportunities reduce environmental impact.	C	2	CS		HO	●		
5.7	Continue to develop public facilities to serve the needs of City residents and visitors. » Develop a plan for the creation of an improved civic space at Town Center.	A	1	PC		BO HO	●	●	

Public Engagement Summary

The Mt. Pleasant 2050 Charrette took place between Monday, April 8 and Friday, April 12, 2019. City Hall was transformed into a studio/workspace for the week. The Charrette process is designed to achieve public consensus through a series of "feedback loops": as the week progresses, ideas and concepts are presented to the public, City staff, and stakeholder groups, and then refined based on real-time feedback.

The workshops and events comprising the Charrette are summarized in the following section. More information on the Charrette planning process can be found at the National Charrette Institute (NCI) at Michigan State University.

MONDAY, APRIL 8:
KICK-OFF PRESENTATION

The Charrette began with a public event on Monday evening, during which members of the consultant team gave introductory presentations and framed some of the issues facing Mt. Pleasant in a series of "food for thought" presentations. Topics included community history, strengths and weaknesses of the recently adopted Form-Based Code, and developing a consensus-based vision of the City for the year 2050.

Several participatory exercises were conducted in addition to the presentations. A Mental Mapping exercise was distributed to participants, asking them to draw a map of Mt. Pleasant as it exists in their mind's eye—geographic accuracy was not a prerequisite. These maps contained important, unique, special places and amenities in the community, as well as places that might be perceived as needing improvement.

In addition, large boards were positioned around the room: a Fix/Keep/Aspire exercise elicited feedback on residential issues, business issues, and parks; dot voting took place on proposed goals and objectives; and a large map of Mt. Pleasant was presented in a "kitchen table" format to allow group conversations with ideas generated placed on sticky notes. These elements remained on display in the studio throughout the entire week, and all people visiting the studio were encouraged to participate in providing feedback.

TUESDAY, APRIL 9:
WORKSHOPS

Tuesday morning's workshop consisted of a series of site tours with the consultant team and key stakeholders. Three sites were selected, through consultation with the City: the traditional downtown district, the Mission Street corridor (the group specifically walked the areas immediately adjacent to the Mission/Broomfield intersection), and the north side industrial district. Detailed feedback and ideas were generated as the group experienced these areas firsthand.

Tuesday afternoon workshops consisted of four, one-hour breakout sessions, attended by targeted groups of stakeholders. The attendance for these sessions was strong, and conversation among the larger stakeholder groups was directed by eliciting ideas in a SWOT (Strengths, Weaknesses, Opportunities, Threats) format. The four topic areas were transportation, housing, university relations, and parks and recreation.

Tuesday evening's event was a family-friendly Pub Crawl in downtown Mt. Pleasant. The consultant team met with stakeholders at The Bird Bar & Grill, followed by dinner at The Brass Café. This social event allowed for relaxed conversation and was intended to strengthen the bond between City staff, consultant team members, and stakeholders.

WEDNESDAY, APRIL 10: DESIGN

Wednesday morning's workshop focused on creating ideal designs for potential future development and/or redevelopment at the three sites visited the previous day. Consultant team members were paired with small groups of stakeholders, with each group developing preliminary design concepts for the Town Square plaza and its environs, the Mission/Broomfield intersection, and the Pickard Avenue corridor abutting the north side industrial district. Each group's concepts were compared in a pin-up exercise and the most popular elements of each were synthesized into intermediate concept drawings during studio production sessions on Wednesday and Thursday.

A public Open House was held on Wednesday evening. This event gave participants the opportunity to complete the exercises introduced on Monday night, and see the results of the feedback elicited to date.

THURSDAY, APRIL 11: REFINEMENT

Thursday morning and early afternoon was devoted to developing a rough draft of the future land use map. Members of the consultant team led small groups, each of which built a draft map from scratch, with periods of open discussion and consensus-building. This exercise ultimately produced three very similar concepts for the map, and proved quite helpful in translating the voluminous feedback received over the previous days into a graphic visualization of policy.

The Final Presentation was held on Thursday evening, at which the consultant team presented summaries of the feedback received throughout the week, as well as of the interim work products generated in the studio over the previous three days. These work products included design concepts for the three focus areas, a draft future land use map, and a draft future transportation plan.

FRIDAY, APRIL 12: DEBRIEF

On Friday morning, the consultant team met with City staff to summarize the week's progress and plan next steps. Key findings and themes of the week were discussed.

SWOT Analysis

A SWOT analysis is a framework exercise that enables decision-makers to strategically identify opportunities for success, competitive advantages and to gain insight on the current and future position of the Mt. Pleasant community. A SWOT analysis examines four key elements:

» **Strengths** are internal, beneficial characteristics to the City that promote a healthy, desirable community to live and work in, such as historic buildings or walkability of a downtown core. Strengths should be leveraged to most efficiently achieve goals.

» **Weaknesses** are internal destructive characteristics that hinder development and decrease quality of life, such as poor infrastructure. They must be overcome, mitigated, or corrected.

» **Opportunities** are external circumstances that are supportive of Mt. Pleasant's future as a vibrant and sustainable community and offer new possibilities. Opportunities must be recognized and capitalized upon.

» **Threats** are destructive, external circumstances, including threats to economic development, business vitality, etc. Threats must be neutralized or offset.

The following pages detail the SWOT analysis which was performed during the April charrette in regards to four key land use considerations: (1) Transportation; (2) University Relations; (3) Housing; and (4) Parks and Recreation.

TRANSPORTATION

STRENGTHS

Amenities
- » Public transportation
- » Railroad
- » River
- » Highway
- » Trail / park system
- » Airport

Connectivity
- » Centrally located
- » Connectivity to other areas of state (located on US-127)
- » Short commute times / no rush hour

Non-Motorized Accessibility
- » Bikeability and walkability (ex: bike to one end of town in 15 minutes on Mission)
- » Walkable downtown (89 walk score)

Safety
- » Many signals along Mission
- » Safe roads

Other
- » Road quality
- » DDA helps close those driveways along Mission
- » Pickard, Mission, Broomfield jurisdiction change
- » 600,000 passengers a year

WEAKNESSES

Attractiveness
- » Aesthetically unappealing
- » Sign clutter

Connectivity
- » Limited bus routes
- » Students have a hard time getting to other cities (without vehicles)
- » Access management / cross access
- » Mission is a east / west barrier

Safety
- » High density traffic, difficult left turns
- » High-speeds (on Mission, High)
- » High street, in general, congested, conflicted houses on high street, schools
- » Traveling north and south on Mission is hard
- » On reroute for Lincoln upgrade or Winn Road
- » Michigan and Pickard peak hour congestion
- » Crossing through N-S Mission
- » Poor road quality, potholes, and maintenance

Other
- » Perceived parking problem
- » Perceived reliance on automobile

OPPORTUNITIES

Amenities
- » Regional transportation (Ann Arbor to Traverse City rail line)
- » Wayfinding system
- » Trail / park system
- » Lighting

Connectivity
- » Increase connectivity for other modes, small paths
- » Improve public transit
- » Mobile apps connecting all transportation
- » CAV shared mobility
- » Improving bikeshare and wayfinding
- » Better connectivity to downtown and University

Non-Motorized Accessibility
- » Basis for all design
- » Increase bikeability (bike share)
- » Slower, shorter destination trips for all ages / abilities
- » Walking and biking builds economic development, transportation for everyone

Safety
- » More pedestrian crossings
- » More stop signs, ex: High street
- » Pedestrian crossing on Mission

Other
- » Rerouting vs Zoning
- » Health and wellness
- » Opportunity to look at operations

THREATS

Connectivity
- » Connected cars, autonomous vehicles and parking changes

Safety
- » M-DOT does not think speed is an issue / brings traffic through / 5 lane, large volumes
- » Speed limit 45 too fast (not a stop and go)
- » Spill over to other neighborhoods
- » Game traffic

- » Other
- » Costs for updates and available funding (Act 51 formula)
- » Weather
- » Retrofitting row issues design standards / old design model focused on accidents
- » River transport
- » Reroute traffic 100% from High (businesses may suffer) / truck traffic reroutes
- » Aging infrastructure
- » Upgrades needed

UNIVERSITY

STRENGTHS

Collaboration
- » Good relationship with the City
- » Community College - 6,000 - 7,000.
- » Mid-Michigan College
- » City Cooperative with University
- » CMU Giant Employer (buys housing)
- » Two anchor institutions
- » CMU-RC incubator

Impacts and Opportunities
- » Higher than average education (jobs and financial security)
- » Less of a college town
- » Coffee shops (i.e. Tim Hortons)
- » New venture competition / workshops to help start businesses
- » Thrilling Thursdays brings the diversity (expand all year)
- » Program to break racial barriers
- » CMU generates diversity in public schools
- » The campus is safe (expanding lighting to neighborhoods like on campus)

WEAKNESSES

Amenities
- » Everything is on campus (nothing off campus)
- » Lack of big box retail
- » No space for startups for students
- » Downtown is weak, not packed
- » Need missing middle housing (limited for young professionals / academic staff)

Other
- » Community does not welcome students
- » People leave the City on weekends
- » New venture company (216 businesses, only one stayed)

Connectivity and Accessibility
- » High Street - invisible barrier to students / City
- » Limited parking on campus
- » Students do not feel like it is safe to bike or walk to campus
- » Everything is done in the car, not walkable
- » Difficult to leave campus and go somewhere else, feels like commuter school
- » Student rush hours, parking lots have concentrated exits makes it worse
- » Diversity
- » Mt. Pleasant lacks cultural diversity: can't get a haircut (if you are non-white); no food for international students; no congregating spot for students
- » No desire to change (brain drain)
- » No uniqueness

OPPORTUNITIES

Connectivity and Accessibility
- » Connect desire paths on campus, instead of hopping fences
- » Visual connection between downtown and campus
- » More Connectivity between CMURC and City
- » Improving commuting rush hour on campus

Amenities
- » More fast casual food places and shopping areas
- » Mini sheds (Muskegon)
- » Need right housing to attract right type of people
- » Tribe is an anchor institution

Diversity
- » More integration between college students and town community
- » CMU has high diversity, from last three freshmen classes
- » Advertise to seniors
- » More opportunities to integrate students and community
- » Need a culture of expectation and accountability to shop Downtown
- » Wanting diversity vs participation in diversity
- » Expand diversity Thursdays to spring and fall
- » 20% of CMU freshman are students of color
- » Advertise City and Campus activities, and need to effectively communicate

Safety
- » Every year programs implement ideas to make university more safe
- » Lighting projects, creates perception of safety
- » Campus gateway safer, uses off

Business
- » Can promote shop local (Potoski)
- » Diversity night / cultural festival (Sterling Heights)
- » Support new restaurants downtown
- » Independent, unique small businesses
- » Foster existing creativity

THREATS

Diversity
- » Lack of diversity
- » Segregated
- » No retention of diverse students
- » Demographic change hurting enrollment
- » No missing middle for young professional

Other
- » Tension between moving students from downtown to campus
- » Declining enrollment
- » Economy too dependent on CMU as anchor institution
- » Low birth rate, enrollment drop off
- » Tuition increase

HOUSING

STRENGTHS

Neighborhoods and Quality of Life

» Good community / great place for a family
» Swan neighborhood
» Strongest identity for old north end – Pickard and Mission
» Good drinking water
» Safe, low crime

Connectivity and Accessibility

» Walk to woods
» Ride bikes to downtown, walkable
» Versatile to be close to everything
» Parks are accessible
» Close to library
» Close to employment

Other

» Diverse housing stock
» Nonprofit to get homeless into housing
» Has emergency housing
» Low prices, high amenities

WEAKNESSES

Neighborhoods

» Neighborhoods are hard to name – lack identity
» Not a lot of housing choice
» Lots of single family
» Too much student housing
» No senior housing
» Missing Middle barriers
» No property maintenance requirements for single family homes

Other

» Rent is just as much as mortgage
» Taxes are high in the City
» No budget for summer shelter
» Homeless population relies on short-term rotating system for beds:
  • Emergency transitional housing
  • Not a lot of people take housing vouchers

OPPORTUNITIES

Options and Diversity

» Senior housing – people that want to be close to university and downtown amenities but don't want to own a home
» Retirement homes
» Housing for walkability
» Family rent vouchers with MSHDA
» Missing middle, small high dense housing
» Re-purpose student housing for low income
» Celebrate older housing stock
» Condemn lower quality student housing

Other

» More attractions downtown would be good for walking
» Home owner education program / events
» Regional attraction
» Volunteers for homeless

THREATS

Options and Diversity

» Single family geared towards, no missing middle
» Aging housing that will flip from rent to rent without upkeep
» Too much student housing in market / difficult to market
» Conversion of single family to student housing
» Duplexes are only allowed to be owner occupied
» Older housing stock

Other

» National enrollment decline
» Large population in poverty
» New construction expenses
» Rezoning student housing to something else makes it unable to update

PARKS AND RECREATION

STRENGTHS

Amenities

- » Sports facilities, fields, and events
- » Updated playgrounds
- » Pocket parks in neighborhoods
- » Fishing
- » Walkability of parks

Appearance

- » Secluded from town, pastoral and scenic, natural setting
- » River access and views
- » Well maintained parks

Other

- » Partnerships with little league
- » City interest in parks
- » Volunteers
- » Animal waste pick-up stations

WEAKNESSES

Amenities

- » No kayak launches
- » No lighting in Dog Park
- » Sports facilities spread out, and no co-op to add amenities
- » No beach for swimming
- » No swimming facility
- » Some sport facilities/field were lost, shuffle board
- » Island Park over-saturated
- » East side lacks parks
- » Giant wetland in middle of City

Marketing/Advertising

- » No wayfinding for visitors
- » No branding
- » No trailheads (prominent) – they exist but could be highlights

Other

- » Rising cost
- » Water quality of river is poor
- » Not teaching people to swim
- » Maintenance of neighborhood parks cost money

OPPORTUNITIES

Amenities

- » Canal Street Park needs trash can, grill, and swing set
- » Large lot as opportunity, Mt. Pleasant Center (300 acres) as wetland preservation
- » YMCA / Recreation Authority with pool
- » Sport tourism

Other

- » Partnerships for ecological revitalization
- » Eco tourism
- » Improve river accessibility

THREATS

Amenities

- » Parks are in floodplain
- » Lack of Downtown farmers market
- » Parks clash with economy growth (take up a significant amount of space, need room for new housing)
- » Town center should not be a parking lot

Sustainability

- » Maintain wetlands
- » Invasive species
- » Polluted river sources
- » Over use of parks maintenance
- » Lack of dedicated millage

Fix, Keep, Aspire Exercise

The following comments were made by residents, business owners, and City leadership during the Fix, Keep and Aspire exercise during the April charrette.

Fixes are items / areas that were identified as needing improvement in Mt. Pleasant. Keep are items / areas that stakeholders stated they wanted to see remain in the community. The Aspire category was created by feedback on items / amenities that the community wished to see more of in Mt. Pleasant.

MIXED USE

Exercise Summary: While some participants expressed a desire to see more student housing development closer to campus, others noted the need for more housing throughout the city that is not so "student focused." Mt. Pleasant residents strongly value the historic design and character of the homes in their neighborhoods and want to see this maintained as the city seeks to improve building quality, diversify neighborhoods through mixed-use development, and build new housing.

FIX

» More student housing close to campus
» Improve quality of existing buildings
» Restore multifamily residential north of High Street
» More single-family ownership
» Turn parking lots downtown into green space/mixed-use

KEEP

» Historic design of homes
» Historic character of downtown buildings

ASPIRE

» Mixed residential with large parkland and local business in City Center
» Cottage home style residential (i.e. porch home) to blend visually and historically with housing area
» Create 2-4-6 unit, multi-use buildings
» More mixed-use City-wide
» More small business beyond the Mission/M-20 Corridor
» Encourage affordable mixed use housing in all parts of the city
» More housing that is not college student focused (including rentals)
» Aging in place senior living

TECH / MANUFACTURING

Exercise Summary: Participants expressed an interest in seeing the industrial areas of the City developed to accommodate additional industries such as research and renewable energy. Participants would also like to see improvements made to the overall appearance of this area including roads, beautification, industry variety, and general aesthetics.

FIX

» Convert industrial areas to tech and research
» Need more businesses
» Pave streets in industrial area north of Pickard
» Fill up vacant parcels in Industrial Park South

KEEP

» Trees
» Tech / industrial areas widespread, across the City

ASPIRE

» CMU RC land could be beautified for walkable/bikeable connectivity
» Westside development
» Improve aesthetics of the industrial areas (green and pleasant)
» Be more welcoming / inclusive for CMU Students
» Promote renewable energy development
» Diesel repair hub center of state supply
» Revitalize industrial zoning
» Support the work MMDC is doing

BUSINESS

Exercise Summary: Participants noted several improvements that should be made to major corridors, especially Mission Street, to increase walkability and attractiveness for pedestrians and visitors and ultimately create a downtown feel. The removal of excessive parking lots, redevelopment of large buildings, and inclusion of more landscaping features were some of the most common desires expressed by participants to move toward creating a more vibrant commercial corridor. Participants also expressed interest in more local support for small business development to ensure the inclusion of locally-owned businesses in redeveloped commercial areas.

FIX

» Increase presence/use of old downtown
» Increase visibility of downtown signage off Mission
» Mission is not bike/walk friendly
» Reuse empty big box before new (i.e. vacant Goodwill)
» Remove parking minimum
» Help all businesses survive, not just downtown
» Rehab strip malls
» Broken bike racks
» Don't require new buildings to be built on this road
» Tidy up downtown streets (ex: cigarettes dropped)
» Mission Street has an immense amount of wasted space when it comes to parking lots outside of businesses
» Encourage rehab of existing buildings
» Diversify businesses, particularly restaurants, downtown food is all the same

KEEP

» All the wonderful events
» Parking
» Green space and trees
» Charm of the downtown buildings

ASPIRE

» Stronger / diverse economic development plan with additional anchor institutions
» Outdoor dining
» Help Downtown stores "tech up" (ex: many don't have websites, email, phone numbers)
» Small grocery stores
» More green space / trees and lighting on Mission
» Healthy food options
» Local, neighborhood commercial, especially that service CMU campus within walking distance for students
» Repurpose empty strip malls / big box into walkable / mini neighborhoods
» Business recruitment
» Increase uniqueness of the downtown
» Sidewalk extensions / fill gaps
» Green space in parking lots
» Teen / young adult activities
» Implementing a boulevard approach would be costly but would pay off in the long run in terms of increased walkability

RESIDENTIAL

Exercise Summary: Participants expressed a great deal of appreciation for the design and feel of their neighborhoods. Features such as green space and aesthetic beauty of neighborhoods were most commonly mentioned. In terms of improvements, participants most commonly mentioned streets, sidewalks, and other accessibility elements that can serve to make neighborhoods more walkable and bikeable.

FIX

- » Blight ordinance / property maintenance
- » Missing sidewalks
- » Slow traffic on residential streets
- » Lack of 3-4-bedroom homes
- » Re-think downtown event time (ex: Saturday / Sunday attract more attendees)
- » Relocate I-Ride bus shelter to library from downtown for better ridership
- » Eliminate potential for future strip malls on Mission by amending the zoning ordinance
- » Create a welcoming entrance at Kroger (backside)

KEEP

- » Green spaces, trees and tree-line boulevards
- » Great lighting on Washington, Main and Broadway (but should be warmer light)
- » Leaf pick up
- » Lights on Main Street

ASPIRE

- » Home improvement programs / financial incentives
- » Allow garage apartments in the zoning ordinance
- » Permit backyard chickens (and maybe goats, ex: Kansas City)
- » Add small neighborhood parks
- » More green areas / pedestrian connections in neighborhoods
- » Encourage multi-level townhouse development downtown
- » Integrate student and permanent resident housing
- » Neighborhood beautification grants
- » Increased walkability
- » Permit two unrelated people to rent a house
- » Add young professional, student housing downtown
- » Permit controlled burns for lawns
- » Sidewalks in all neighborhoods
- » Cottage bungalow development
- » Bury utility lines
- » Community gardens

PARKS

Exercise Summary: Participants strongly value the City's parks and recreation facilities. The most commonly noted improvements included flood mitigation, additional connections throughout neighborhoods, and a range of additional activities and amenities that would increase utilization of the parks.

FIX

- » Drains (to improve floods)
- » Open south side of Indian Pines Park
- » Improve safety in parks (ex: policy, no smoking, remove graffiti)
- » Add activities for aging population (ex: pickleball)
- » Advertise and promote more for community events
- » Connect east and west Mt. Pleasant – cannot walk
- » Relocate Korean War Memorial
- » Add more signage

KEEP

- » Our best parks and recreation system
- » Downtown Farmers Market
- » Recreation programs
- » Connected greenway
- » Our clean river
- » Tree cover

ASPIRE

- » More green space downtown
- » More parks east of Mission
- » Year-round Farmers Market
- » Increase connectivity between destinations and parks, including CMU and the Pere Marquette Trail
- » Mindfully develop Canal Street Park
- » Permaculture techniques with urban gardens community gardens
- » Music in parks
- » Soccer / frisbee fields at Island Park
- » Develop a Sports Authority Union
- » More sports tournaments
- » Create a bike share
- » Expand trails
- » Create disc golf at property near Mission Creek or Indian Pines
- » Minimize parking
- » Permit campgrounds / RV establishments
- » Promote eco-tourism
- » DALMAC / promote cycling

Online Participation

In addition to providing feedback at the Charrette, people interested in providing input to the 2050 Master Plan process were invited to provide input via online surveys from April 7 – May 25, 2019. Four different surveys were conducted and overall the City received 546 responses.

ONLINE SURVEYS SUMMARY

1. **What is your vision for Mt. Pleasant?** – 160 responses
2. **Priority Goals and Objectives** – 143 responses
3. **Parks and Recreation** – 163 responses
4. **Future Development Projects and Policies** – 80 responses

Survey #1: What Is Your Vision for Mt. Pleasant?

This survey asked participants to envision Mt. Pleasant's future in the next 5, 10, 15+ years. The responses were qualitatively categorized into five major themes; representative quotes are included for each theme to provide a sample of the ideas shared by participants.

"A more diverse economy would help the area weather down turns and not be dependent on tourists or college students. There are places to bring in more manufacturing, high tech or other industries, we have land not being used on the tax rolls… Other college towns offer a diverse environment of eating and shopping, arts including live performances of well-known artists, murals and public art, diverse industries. This is not a typical college university town."

"Mt. Pleasant gives me the feeling of a great little town with lots of character. It definitely feels "out in the middle of nowhere." Top priority should be your downtown, which is cute and historic but still has blighted buildings. Focus on restaurants, bars, and experiences."

"Small town atmosphere with cultural, entertainment and sports opportunities usually associated with big cities. A city that offers multiple generations safe, appealing neighborhoods, excellent public services, opportunities for economic development and growth that meets the needs of the future."

DOWNTOWN, BUSINESS ATTRACTION AND ECONOMIC DEVELOPMENT

Overwhelmingly, responses described the need for a thriving downtown space with an interest in attracting both small, locally-owned businesses and larger chain stores to fill downtown and/or existing commercial corridors. Survey-takers were generally dissatisfied with the amount of vacant store fronts and lack of retail, shopping, and food options.

Residents expressed a strong desire for a more walkable, bikeable, vibrant downtown space connected to retail shopping, restaurants and bars, with more accessible parking and greenspace. Many responded that the parking downtown should be redesigned. This category also includes the desire to focus on redevelopment of unattractive facades, vacant buildings and underutilized sites—especially on Mission Street to create more destination sites and slow traffic.

PARKS AND RECREATION

This theme covered a variety of parks and recreation goals for the community. Residents of Mt. Pleasant value their parks and recreation systems and would like to see these maintained, as well as existing trails/connections expanded throughout neighborhoods in the future. Many responders wished to see an increase in walking and biking paths throughout the town, including on-street bike lanes. Other amenities mentioned included a farmers' market, a disc golf course, expanded trails and non-motorized connections, and a general increase in the amount and availability of green spaces.

Participants also expressed a great desire to see parks used more extensively for programming, events, activities, festivals, etc. that benefit and attract a wide range of residents and visitors including, families, children, seniors, students, and young professionals.

"Mt. Pleasant needs to become a more walkable city, especially near campus. There is so much traffic because the city is largely unwalkable, especially during the winter months."

"A vital park system that includes educational opportunities and programs to learn about wildlife, [and] the environment. There are a lot of great things going on here and I would love to see that continue. My out of state relatives have commented that we seem to have fun opportunities here: Free concerts downtown, Art Reach activities, annual parades, great park system, etc. I think that our park system is one of the crown jewels of our town. Anything we can do to build on that increases participation in activities and use of the parks."

"More community-oriented gathering places with a focus on the Chippewa River. Walkability is important in this."

"My vision for this community's future depends on the flexibility of leaders and their ability to stray from the path in which I feel many have stuck to for too long."

"Mt. Pleasant will become a premier livable city. It will have excellent drinking water, public parks, pedestrian and cyclist throughways, and a vibrant culture of recreation, music and the arts."

COMMUNITY, SUSTAINABILITY AND QUALITY OF LIFE

Respondents consistently identified the need for a variety of housing types and placemaking in the city center to attract young professionals, but also a need to maintain established neighborhoods that are the backbone of the community. Many would like to see opportunities to maintain recent graduates but also expanded opportunities to engage families and children.

Sustainability was a very popular theme among respondents who would like to see increased opportunities for recycling, flood mitigation and prevention strategies, composting, and improved water and air quality.

Further, many residents expressed interest in seeing a more involved and connected CMU in the community given the university's position as the strongest economic force in Mt. Pleasant. Some specific ideas included a greater commitment to higher education in the community and at local schools, support with attracting and retaining young and diverse professionals, increased research and innovation opportunities that involve the students interacting with the local community, local/small business development, student volunteer/internship opportunities with local non-profits, etc.

"Tame Mission Street. While it is likely never going to be pedestrian-friendly, it can at least be civilized. You shouldn't have to take your life into your hands to cross it. It's a dangerous and unsightly mess."

TRANSPORTATION, STREETS AND TRAFFIC

The majority of responders desired to see traffic flow improvements, traffic calming and decreased congestion to make corridors safer for all users. Street improvements were mentioned more often for Mission Street than anywhere else in Mt. Pleasant. Many participants expressed that vehicle traffic is much too fast along Mission as most visitors to the community use Mission to pass through the town. Residents also suggested more connector and side roads off of Mission to ebb the congestion in high traffic areas.

"Mt. Pleasant needs to focus on how it will attract young professionals (or retain more CMU grads) to LIVE here not just "meet here". People are not moving here, they are leaving. CMU students stay 4 years then go work somewhere else."

INCREASE DIVERSITY AND ATTRACT NEW RESIDENTS

In addition to creating a variety of housing types, participants recognized the need to attract a diverse population, including young professionals, to the community. Respondents want Mt. Pleasant to be competitive in attracting new residents and new businesses in a welcome and inclusive manner.

Community cohesion between transient students, young professionals, and local families was a major theme. Many residents expressed a desire to see more value placed on culture and arts, diversity and more diverse businesses welcoming to all ethnicities.

Survey #2: Priority Goals and Objectives

Mt. Pleasant Goals and Objectives Priority Surveys presented five major goals that originated, in part, from previously adopted City plans. Under each goal, a number of objectives were listed which support and identify methods by which the goals of the Master Plan may be realized. Respondents were asked to designate two objectives that they felt were a top priority for the 2050 Master Plan. 143 individuals participated in the survey.

Based on the voting results, the objectives were ranked on a weighted average score. Votes for Top Priority #1 were weighted "1", votes for Top Priority #2 were weighted "2". The number of votes were multiplied by the weight, added together, and divided by the total number of votes. The two objectives with the highest weighted scores were given Top Priority status. The following pages detail the results for each of the eight major goals.

GOAL

SUSTAINABLE LAND USE

1

Strive to ensure viable land uses that secure neighborhoods, enhance parks, and encourage vital businesses through sensible infill, complementary services, and targeted preservation.

TOP PRIORITY #1

Objective 1.1: Encourage redevelopment that locates people within walkable and bikeable distances from essential services, jobs, and recreation.

Top Priority #1 votes:	51
Top Priority #2 votes:	27
Weighted average:	1.35

TOP PRIORITY #2

Objective 1.4: Preserve neighborhood character through property maintenance requirements and code enforcement.

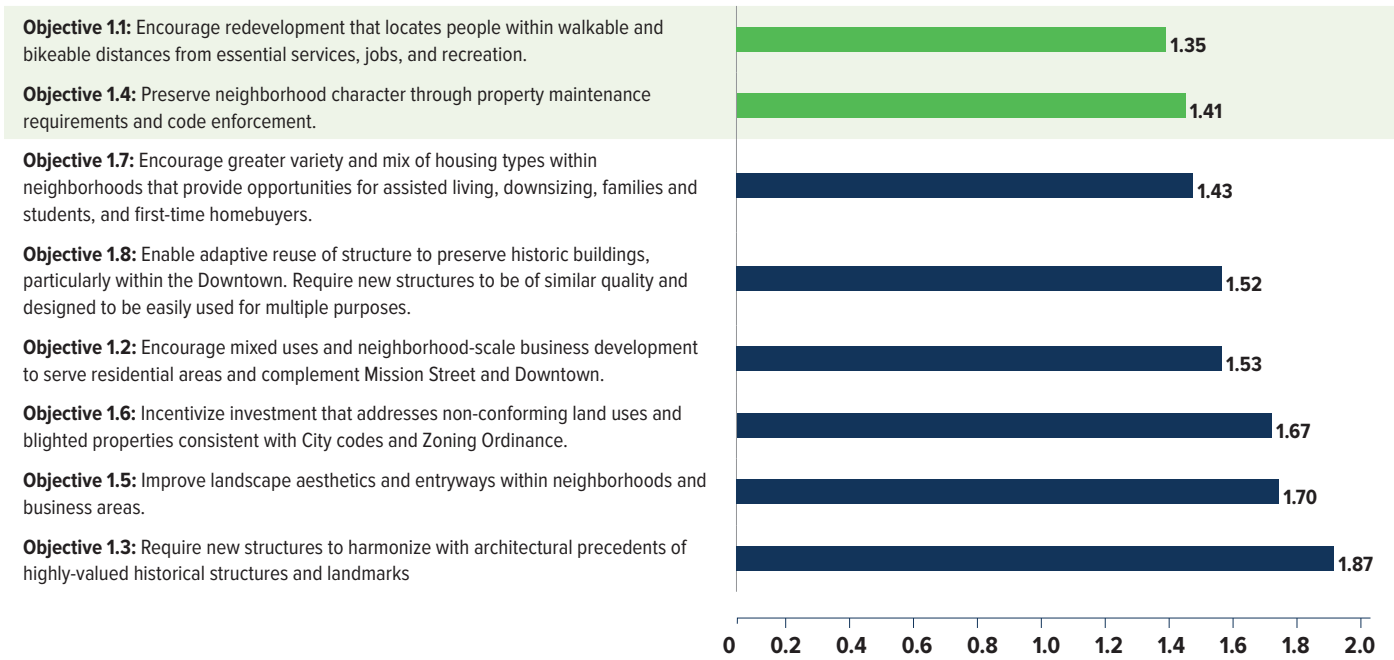|	
Top Priority #1 votes:	17
Top Priority #2 votes:	12
Weighted average:	1.41

Objective 1.1: Encourage redevelopment that locates people within walkable and bikeable distances from essential services, jobs, and recreation. — 1.35

Objective 1.4: Preserve neighborhood character through property maintenance requirements and code enforcement. — 1.41

Objective 1.7: Encourage greater variety and mix of housing types within neighborhoods that provide opportunities for assisted living, downsizing, families and students, and first-time homebuyers. — 1.43

Objective 1.8: Enable adaptive reuse of structure to preserve historic buildings, particularly within the Downtown. Require new structures to be of similar quality and designed to be easily used for multiple purposes. — 1.52

Objective 1.2: Encourage mixed uses and neighborhood-scale business development to serve residential areas and complement Mission Street and Downtown. — 1.53

Objective 1.6: Incentivize investment that addresses non-conforming land uses and blighted properties consistent with City codes and Zoning Ordinance. — 1.67

Objective 1.5: Improve landscape aesthetics and entryways within neighborhoods and business areas. — 1.70

Objective 1.3: Require new structures to harmonize with architectural precedents of highly-valued historical structures and landmarks — 1.87

0   0.2   0.4   0.6   0.8   1.0   1.2   1.4   1.6   1.8   2.0

GOAL

CONNECTED
MOBILITY SYSTEMS

2

Encourage smart, inviting, and attractive streets through infrastructure and operational investments that link people to places by walking, biking, driving, and transit.

TOP PRIORITY #1

Objective 2.1: Support neighborhood traffic calming measures to ensure safety and improve right-of-way aesthetics.

Top Priority #1 votes:	18
Top Priority #2 votes:	10
Weighted average:	1.36

TOP PRIORITY #2

Objective 2.2: Maintain the roadway network and consistently evaluate system operations to ensure service objectives are met for all modes.

Top Priority #1 votes:	16
Top Priority #2 votes:	10
Weighted average:	1.38

Objective 2.1: Support neighborhood traffic calming measures to ensure safety and improve right-of-way aesthetics. — 1.36

Objective 2.2: Maintain the roadway network and consistently evaluate system operations to ensure service objectives are met for all modes. — 1.38

Objective 2.3: Partner with MDOT and CMU to reimagine Mission Street as a vital business district and front door to the community and university. — 1.39

Objective 2.5: Improve wayfinding between neighborhoods, districts, and parks in and around the City. — 1.52

Objective 2.6: Expand public transit opportunities in the City. — 1.53

Objective 2.4: Retrofit the roadway network to provide safe accommodations for pedestrians and bicyclists. — 1.57

Objective 2.8: Continue to evaluate parking assets and requirements to make sure that current technologies and travel patterns are encouraging the highest and best use of land. — 1.68

Objective 2.7: Ensure that the Mt. Pleasant Municipal Airport continues to be utilized as a regional nexus and link to the local transportation system. — 1.72

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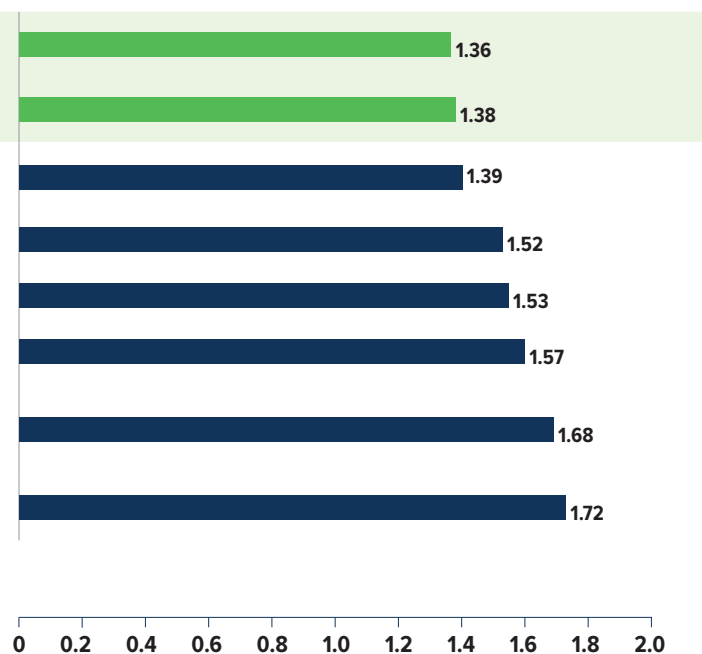
GOAL

FOCUSED REDEVELOPMENT

3

Activate the City's most underutilized development sites to realize the value of nearby public and private assets through adaptable, durable, and future-facing structures and landscapes.
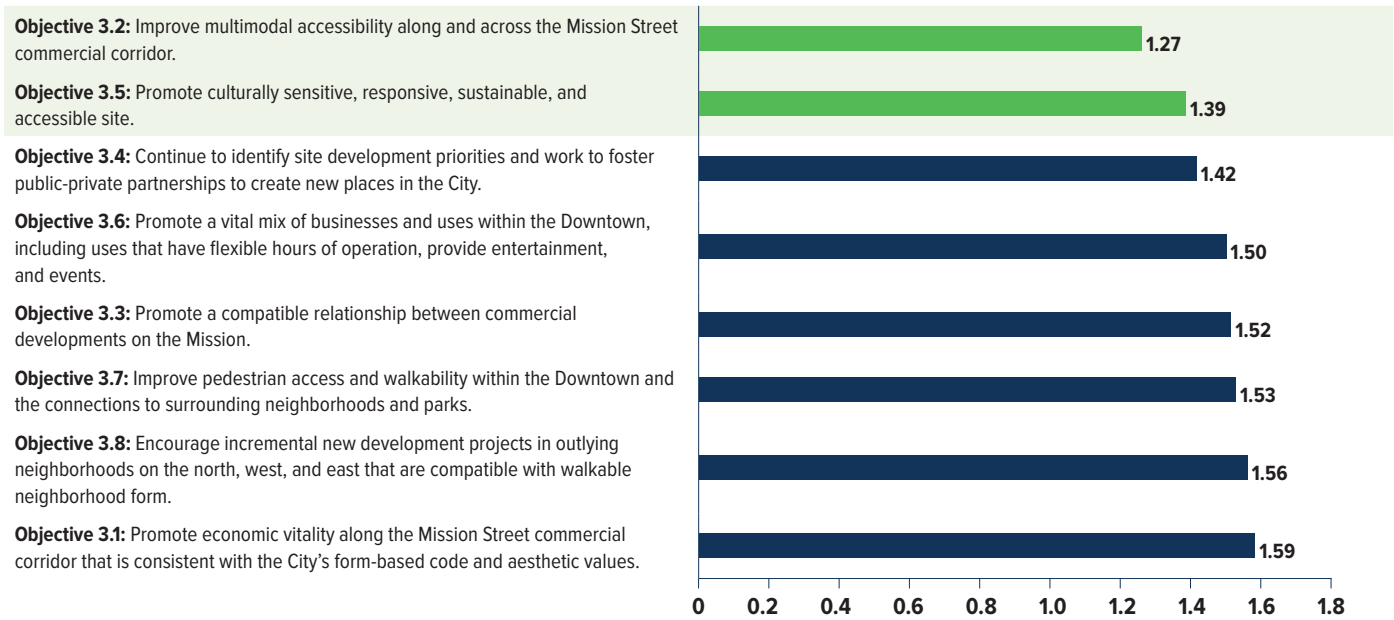

TOP PRIORITY #1

Objective 3.2: Improve multimodal accessibility along and across the Mission Street commercial corridor.

Top Priority #1 votes:	16
Top Priority #2 votes:	6
Weighted average:	1.27

TOP PRIORITY #2

Objective 3.5: Promote culturally sensitive, responsive, sustainable, and accessible site design throughout the City.

Top Priority #1 votes:	17
Top Priority #2 votes:	11
Weighted average:	1.39

Objective 3.2: Improve multimodal accessibility along and across the Mission Street commercial corridor. — 1.27

Objective 3.5: Promote culturally sensitive, responsive, sustainable, and accessible site. — 1.39

Objective 3.4: Continue to identify site development priorities and work to foster public-private partnerships to create new places in the City. — 1.42

Objective 3.6: Promote a vital mix of businesses and uses within the Downtown, including uses that have flexible hours of operation, provide entertainment, and events. — 1.50

Objective 3.3: Promote a compatible relationship between commercial developments on the Mission. — 1.52

Objective 3.7: Improve pedestrian access and walkability within the Downtown and the connections to surrounding neighborhoods and parks. — 1.53

Objective 3.8: Encourage incremental new development projects in outlying neighborhoods on the north, west, and east that are compatible with walkable neighborhood form. — 1.56

Objective 3.1: Promote economic vitality along the Mission Street commercial corridor that is consistent with the City's form-based code and aesthetic values. — 1.59

0   0.2   0.4   0.6   0.8   1.0   1.2   1.4   1.6   1.8

EXCEPTIONAL PARKS AND PUBLIC SPACES

4

Build the value of the City's expansive park system through maintenance and enhancement of natural environment and programmed spaces, while elevating awareness of the system to residents and visitors.

TOP PRIORITY #1

Objective 4.2: Develop a City-wide bike/hike/path system that connects parks to neighborhoods, CMU, Downtown, Mission Street, and regional pathways.

Top Priority #1 votes:	47
Top Priority #2 votes:	20
Weighted average:	1.30

TOP PRIORITY #2

Objective 4.1: Continue to develop facilities that serve Mt. Pleasant families and provide activities for all stages of life.

Top Priority #1 votes:	25
Top Priority #2 votes:	13
Weighted average:	1.34

|	
Objective 4.2: Develop a City-wide bike/hike/path system that connects parks to neighborhoods, CMU, Downtown, Mission Street, and regional pathways	1.30
Objective 4.1: Continue to develop facilities that serve Mt. Pleasant families and provide activities for all stages of life.	1.34
Objective 4.4: Continue and enhance park development, improvements, and maintenance.	1.47
Objective 4.8: Provide expanded recreation opportunities to residents who live east of Mission Street through development of new parkland.	1.50
Objective 4.6: Develop recreation-based partnerships with County, townships, CMU, schools, and the Tribe.	1.53
Objective 4.9: Market City parks and recreation facilities to new and existing City residents to foster greater awareness.	1.64
Objective 4.7: Improve and support river access and stewardship.	1.67
Objective 4.5: Continue, expand and improve recreation programs.	1.69
Objective 4.3: Improve pedestrian and bicycle access within the park system and recreation opportunities that are oriented towards non-motorized park access.	1.71

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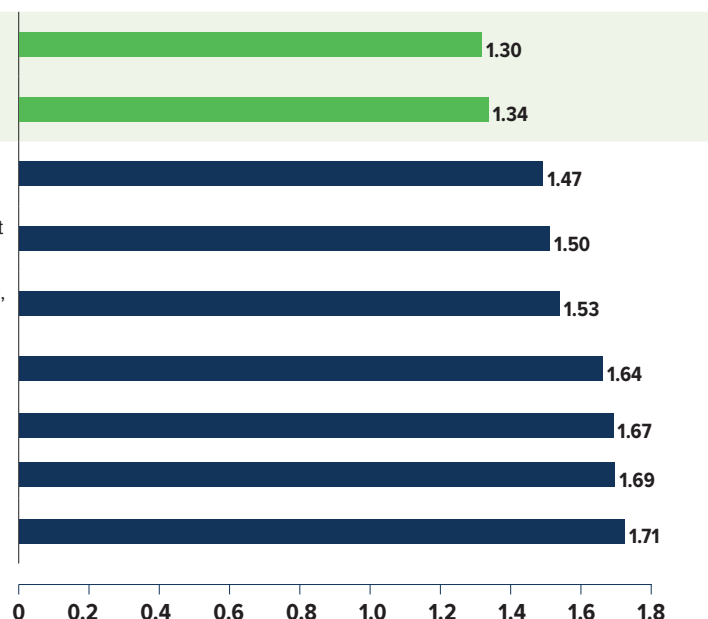
GOAL

INNOVATIVE SERVICES AND ASPIRATIONS

5

Foster collaboration in attaining a safe, healthy, fiscally solvent, and accessible City that is reflective of community culture, proactive to community preferences, and equitable in community resources.
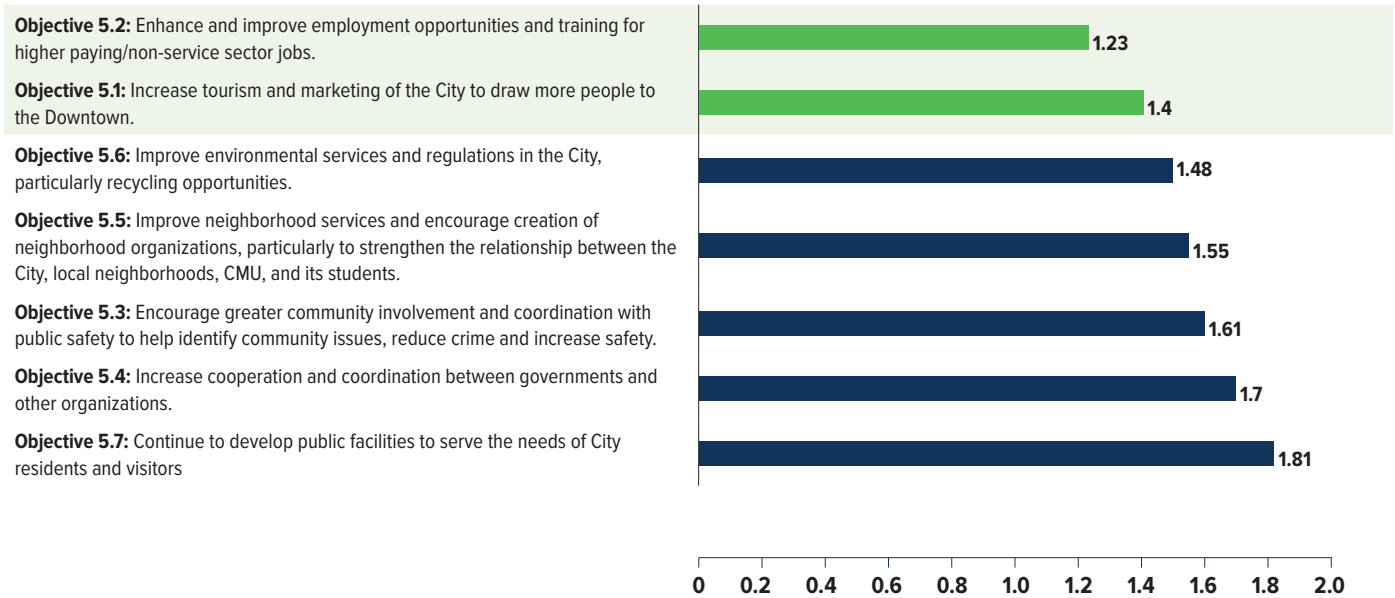

TOP PRIORITY #1

Objective 5.2: Enhance and improve employment opportunities and training for higher paying/non-service sector jobs.

Top Priority #1 votes:	49
Top Priority #2 votes:	15
Weighted average:	1.23

TOP PRIORITY #2

Objective 5.1: Increase tourism and marketing of the City to draw more people to the Downtown.

Top Priority #1 votes:	21
Top Priority #2 votes:	14
Weighted average:	1.40

Objective 5.2: Enhance and improve employment opportunities and training for higher paying/non-service sector jobs. — 1.23

Objective 5.1: Increase tourism and marketing of the City to draw more people to the Downtown. — 1.4

Objective 5.6: Improve environmental services and regulations in the City, particularly recycling opportunities. — 1.48

Objective 5.5: Improve neighborhood services and encourage creation of neighborhood organizations, particularly to strengthen the relationship between the City, local neighborhoods, CMU, and its students. — 1.55

Objective 5.3: Encourage greater community involvement and coordination with public safety to help identify community issues, reduce crime and increase safety. — 1.61

Objective 5.4: Increase cooperation and coordination between governments and other organizations. — 1.7

Objective 5.7: Continue to develop public facilities to serve the needs of City residents and visitors — 1.81

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Survey #3: Parks and Recreation

As part of the multi-faceted public engagement process for the Master Plan update, a specific survey regarding parks and recreation was conducted; the key results are summarized below.
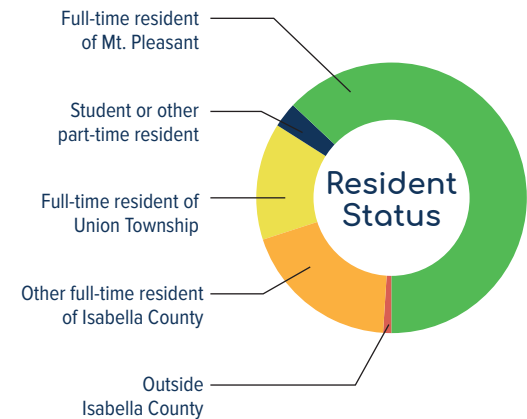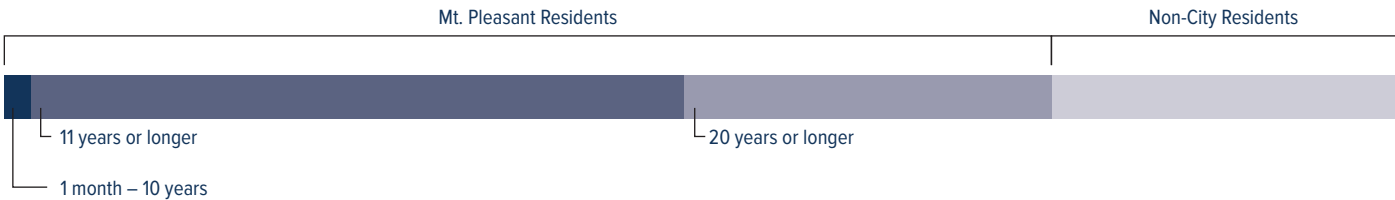
Characteristics of Respondents

AGE

The majority of survey respondents, 47%, were between the ages of 35-49 years old. Roughly 23% of respondents were between the ages of 18-34 and individuals between 50-64 also made up about 23% of respondents. Individuals over the age of 65 made up approximately 6% of respondents and there were no recorded responses from individuals under the age of 18.
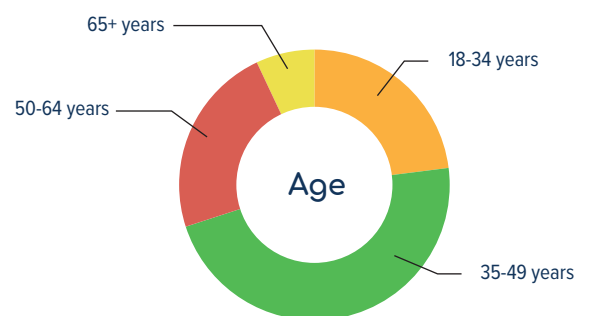
HOUSING

The majority of respondents (123 out of 164) are residents of Mt. Pleasant. The majority of the 123 respondents who live in Mt. Pleasant are long-time residents, with about 63% having lived there for more than 11 years and approximately 35% having lived there for at least 20 years.

Mt. Pleasant Residents   Non-City Residents

11 years or longer

20 years or longer

1 month – 10 years

Full-time resident of Mt. Pleasant

Student or other part-time resident

Full-time resident of Union Township

Other full-time resident of Isabella County

Outside Isabella County

Resident Status

When asked to describe their residential status, 63% of respondents indicated that they are full-time residents of Mt. Pleasant. 3% indicated that they are college students or other part-time or temporary residents of Mt. Pleasant or the surrounding area. Approximately 14% of residents indicated that they are full time residents of Union Township and roughly 19% of respondents indicated that they are full time residents of Isabella County, but not in Mt. Pleasant or Union Township. Less than 1% of respondents indicated that they live outside of Isabella County.

Household Size

30% — 2 people

43% — 3 or 4 people

20% — 5 or more people

86% have children under 18
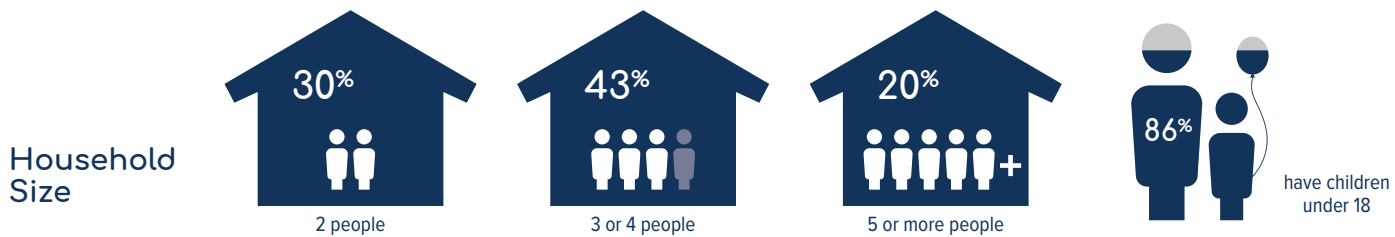
The households of the respondents are mostly (30%) comprised of two individuals. Approximately 43% of the households have three to four people. Roughly 20% of respondents reported that their households are comprised of five or more people. Approximately 42% of respondents reported that their households have one or two people between the ages of 36 and 45. Roughly 86% of respondents reported having children in their home under the age of 18 with the majority having children between the ages of 6-10 (33%) and the second highest portion having kids between the ages of 0-5 (20%).

In terms of where respondents live, 94% reside in zip code 48858, 3% reside in zip code 48883, and less than 1% of respondents resided in zip codes 48878, 48893, 49310, or others outside of the immediate Mt. Pleasant area.

Recreation Today

When respondents were asked if they consider parks, trails, open space, and recreational programs as vital in the community, Mt. Pleasant residents and stakeholders overwhelmingly responded (89%) with "Agree" or "Strongly Agree." The majority of respondents (77%) indicated that they visit a Mt. Pleasant park, trail or recreation facility on a regular basis (either daily or weekly).

When asked about which Mt. Pleasant parks, trails, and recreation facilities respondents were familiar with, have visited, or are not aware of, the most popular answers in each category included the following:

I am aware of this park!

I have visited this park!

I am not aware of this park!

Park	Percent
Hannah's Bark Park	51%
Potter Playground	31%
Horizon Park	27%
Yost Park & Field	25%
Pickens Field	25%
Island Park	99%
Chipp-A-Waters Park	94%
Mill Pond Park	91%
Nelson Park	89%
Sunnyside Park	71%
Canal Street Neighborhood Park	77%
Indian Pines Park Reserve	63%
GKB Riverwalk Trail	28%
Yost Park & Field	27%
Mission Creek Woodland Park	22%

Quality of Life and Frequency of Park Visits

89%
Consider parks and recreation programs vital

77%
Visit a park or recreation facility regularly

When asked about which Mt. Pleasant parks, trails, and recreation facilities respondents visit the most, the most common responses included the following:

I visit this park the most!

Most Visited Parks	Percent
Island Park	47%
Mill Pond Park	14%
GKB Riverwalk Trail	10%

DESIRED PARK IMPROVEMENTS

Of 163 survey respondents, 92 provided feedback when asked about **improvements** that would increase their likelihood of visiting the above parks and others throughout Mt. Pleasant. The most common answers included:

| Trails and Connections | Bathrooms | Safety and Park Ranger Presence | Entertainment, Festivals, and Events | Swimming, Pools, and Beach Access | Disc Golf | Signage, Wayfinding, and Advertising |

Trails and Connections: Trails and Connections were mentioned more by respondents than any other park amenity. Of these:

» 45% of trails related responses indicated the need for increased connections and greater access to the neighborhoods, general community, and other parks.

» 40% of trails related responses indicated the need for increased opportunities for hiking and biking.

» The remaining responses regarding trails indicated the need for advertising the trails, where they are, and the types of activities that can take place on trails as well as improved lighting.

Bathrooms: Bathrooms were the second most mentioned park amenity. Of these:

» 31% of bathroom related responses indicated issues with cleanliness.

» 38% of bathroom related responses indicated the need for general upgrades.

» 44% of bathroom related responses indicated a need for extended hours.

Safety and Park Ranger Presence: Respondents also indicated the need for more police and safety presence at the Parks. Of these, 44% of safety related responses indicated a need for increased safety at Mill Pond Park. Other Specific parks that were noted in these responses included Hannah's Bark Park, Mission Creek Woodland Park, and Island Park.

Entertainment, Festivals and Events: Nine of 92 respondents indicated the need for more events, festivals, and entertainment options at Mt. Pleasant parks.

Swimming, Pool and Water/Beach Access: Eight of 92 responses indicated a desire for a swimming pool or water access in Mt. Pleasant. Of these:

» 50% of these responses indicated a desire for an outdoor swimming area or beach.

» 38% of these responses indicated a need for an indoor swimming pool.

» 25% of these responses indicated a desire to take greater advantage of water/river access throughout the city for more water sports activities such as canoeing and kayaking.

Disc Golf: Seven of 92 responses indicated that desire to see more golfing opportunities in Mt. Pleasant, including disc golf as a wanted amenity.

Signage, Wayfinding, and Advertising: Respondents also indicated the need for more signage, wayfinding, and advertising so that both visitors and resident can become more aware of the various parks and recreation facilities that are available, what types of activities are available/allowed at various facilities (especially on the trails), and how to access them.

What do you like best about Mt. Pleasant parks?

When respondents were asked what they like best about Mt. Pleasant parks, trail and recreation facilities, the following were the most popular answers:
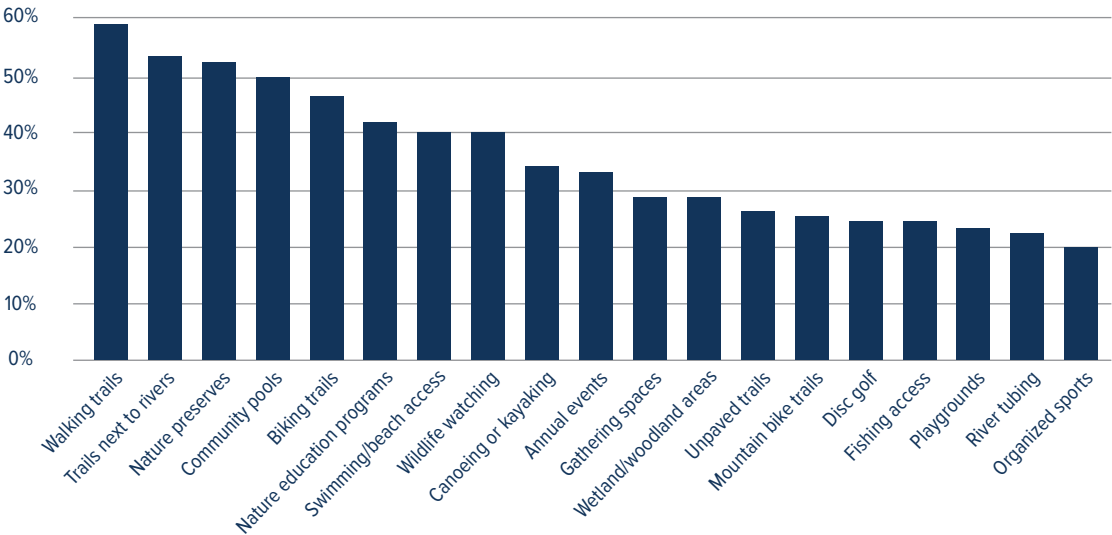

Trails and Connections	
Clean / Well-maintained	
Open Spaces / Natural Areas / Wildlife	
Accessibility	
Variety	
River Proximity	

0%   10%   20%   30%   40%   50%   60%
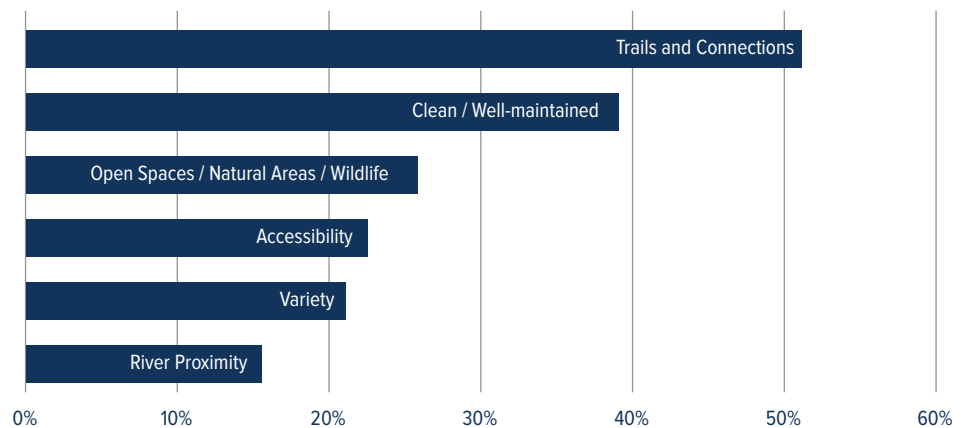
How far are you willing to travel to a park?

When respondents were asked how far they were willing to travel to a park or trail with desirable amenities, the majority responded with 11-20 minutes (42%), the second most popular response was "less than 10 minutes" (22%). When asked how far they were willing to bike, most respondents replied with "11-20 minutes" (39%), 27% of respondents said "less than 10 minutes, and 24% of respondents said "21-30 minutes."

- Less than 10 minutes
- 11-20 minutes
- 21-30 minutes
- Greater than 30 minutes
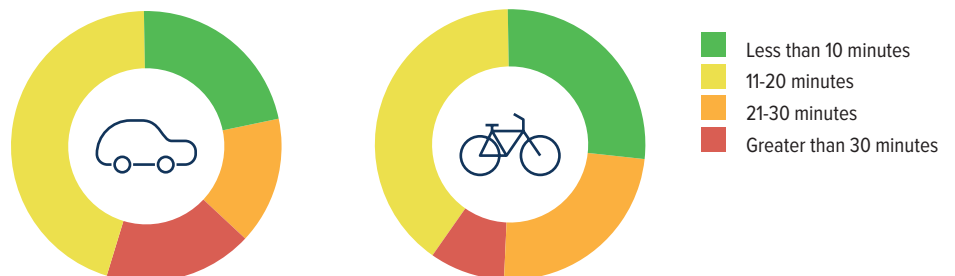
What do you want to see increased or improved?

When respondents were asked about what type of recreational amenity or facility they would like to see increased in Mt. Pleasant, the following were the most popular responses:

Chart (bar chart, percentages):
- Walking trails — 59%
- Trails next to rivers — 54%
- Nature preserves — 53%
- Community pools — 50%
- Biking trails — 47%
- Nature education programs — 42%
- Swimming/beach access — 40%
- Wildlife watching — 40%
- Canoeing or kayaking — 34%
- Annual events — 33%
- Gathering spaces — 29%
- Wetland/woodland areas — 29%
- Unpaved trails — 26%
- Mountain bike trails — 25%
- Disc golf — 24%
- Fishing access — 24%
- Playgrounds — 23%
- River tubing — 22%
- Organized sports — 20%

What would make Mt. Pleasant parks more user-friendly?

When asked about the kinds of amenities that would make Mt. Pleasant parks and recreation more user friendly, 42 respondents who have persons with disabilities living in their households provided the following most common responses. Respondents who replied with "Other" also included sensory consideration and accessible canoe/kayak launches.

Chart (horizontal bar chart):
- Paved Trails (~48%)
- Flatter / Easier Grades (~33%)
- Accessible Waterfront Access (~30%)
- Accessible Playgrounds (~30%)
- Accessible Connections (~28%)
- Accessible Parking (~28%)
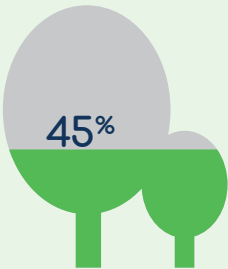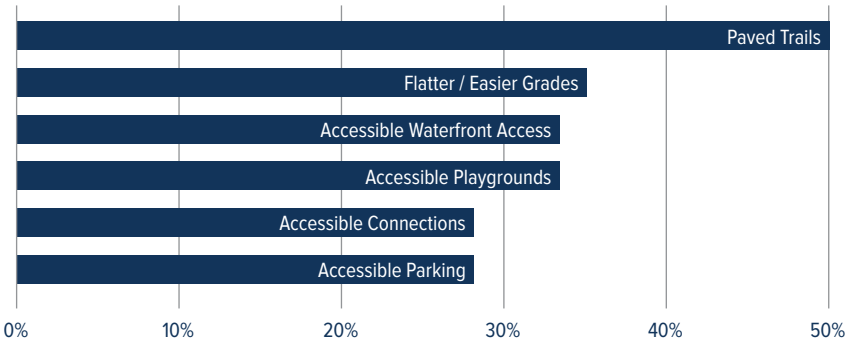
45% have visited Deerfield Park

When asked what parks and trails outside of Mt. Pleasant respondents visit most often, 45% of participants mentioned Deerfield Park, and 19% of respondents mentioned one or more other parks in Isabella County including Meridian, Sylvan Solace, Coldwater Lake, and Herrick.

RECREATION ACTIVITIES

Mt. Pleasant offers structured recreation activities (softball, baseball, basketball, etc). When asked how often respondents or members of their household participate in such organized activities, nearly half of respondents (48%) answered "Never." Roughly 21% responded with "Weekly", and 15% of respondents answered "Monthly."

How often do you participate in organized activities?

- Weekly
- Never
- Monthly
- Less than once a month
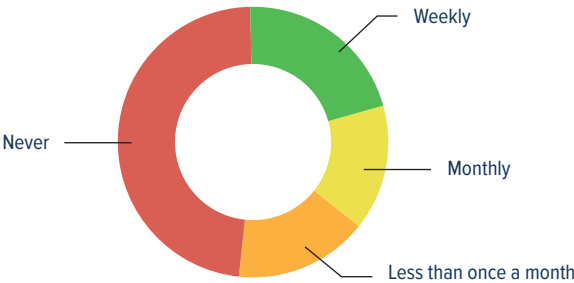
When asked which season of the year would respondents prefer to see family and youth programs offered, more than half (52%) of respondents answered "Summer." There was a near even split between other seasons with 17% answering "Spring", 16% answering "Winter", and 15% answering "Fall".

Preferred family or youth activity season?

17%	52%	15%	16%
Spring	Summer	Fall	Winter
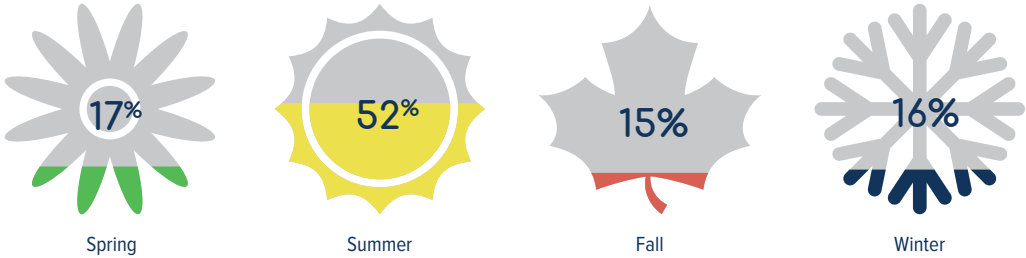
When asked which youth recreational programs that respondents or members of their household participate in, the most common answers included Soccer (53%), Baseball/Softball/Tee-Ball (28%), Basketball (21%), Baseball (13%), and Peak (8%). While 60% of respondents answered "None" or "N/A" when asked which adult recreational programs that respondents or members of their household participate in, "Softball" was the most common response with 16% of respondents. Other responses included volleyball (9%), kickball (8%), and walking (4%).

53% participate in youth soccer

16% participate in adult softball

WALKING AND TRAILS

Survey respondents were provided with images and asked to rate their level of comfortability. These images and corresponding answers are as follows:

Paved Trail (86% Favorable / Somewhat Favorable

Unpaved Trail (76% Favorable / Somewhat Favorable)

■ Favorable
■ Somewhat Favorable
■ Neutral
■ Somewhat Unfavorable
■ Unfavorable

BIKING AND BIKE LANES

Survey respondents were provided with images and asked to rate their level of comfortability. These images and corresponding answers are as follows:

On-Street Bike Lane (32% Favorable / Somewhat Favorable)

Off-Street Bike Lane (90% Favorable / Somewhat Favorable)

How important to you is regional trail connectivity?

Respondents were asked to select the level of importance for regional trail connectivity with five importance level options (numbered for chart clarification purposes) including not important (1), important (2), very important (3), neutral (4) unimportant and (5) very unimportant. The results are shown in this chart, with most respondents indicating that this was either an important or very important feature.

Very Unimportant			
Unimportant			
Neutral			
		Important	
		Very Important	

0%   10%   20%   30%   40%
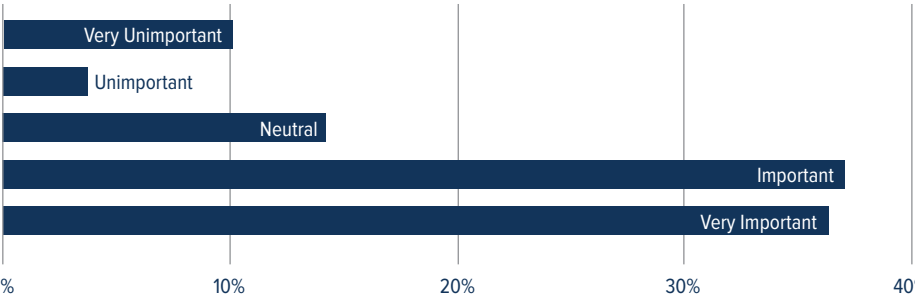
Survey #4: Future Development Projects and Policies

The fourth survey, Future Development Projects and Policies, asked participants to identify specific ideas to improve Mt. Pleasant's neighborhoods, housing options, businesses, industry, and parks and community resources. Responders were asked to frame their ideas into the following three categories:

» **Fix:** Things that need improvement in Mt. Pleasant
» **Keep:** Things we want to remain in Mt. Pleasant
» **Aspire:** What we want to see more of in Mt. Pleasant

The following table is a summary of the most consistent responses collected from the online survey (total of 80 online responses).

NEIGHBORHOODS

FIX

» Maintenance and upkeep of properties
» Affordable options
» City services (snow, street cleaning, roads, sidewalks)
» Condition of apartments

KEEP

» Historic character and beautiful homes
» Calm neighborhood streets
» Neighborhood parks
» Sidewalks
» Streetlights

ASPIRE

» Tree planting
» Single family rental housing
» Renewable energy areas
» More parks and sidewalks
» Connect neighborhoods with parks and trails
» Variety of homes within neighborhoods
» Better access to stores, libraries, parks and schools

FLEXIBLE LIVING

FIX

» Connection of apartments to neighborhood businesses and communities
» Drainage issues to avoid flooding
» Decrease the number of empty student rentals
» Replace student housing on Main Street with family style townhomes
» Create more jobs
» Too many large apartment villages
» Hold landlords accountable for upkeep of rental units

KEEP

» Student areas separate from single family housing in these areas
» Diversity of housing for all
» Flexible living options to certain areas
» Newer look to some of the buildings that DO look good
» Housing variety throughout the city

ASPIRE

» Encourage college apartments to increase curb appeal to drawn in older residents
» For non-cookie cutter looking apartments—require innovative designs
» Residents will be incentivized to walk and bike to campus and shop
» Multigeneration housing options
» Greater opportunities for easy access to transportation for seniors without driving ability
» Less vehicle traffic, more bikes/walking lanes (including winter)
» Incentives to renovate older, historic, or rundown properties
» More affordable rent and more one bedrooms
» More single family friendly houses
» Make downtown great again, more jobs, more diversity embrace those that want to invest downtown

TECH AND MANUFACTURING

FIX

» Promote these areas better to encourage new development
» Embrace new technologies and renewable energy and the new Marijuana laws
» Better identification where these businesses are located and the services provided
» Some of the older industrial parks; need redevelopment or elimination
» The industrial area on the north side of Pickard along river
» Growth of higher paying tech jobs in Mt Pleasant needs to be improved
» Encourage businesses to hire people of all ages
» Poor screening from corridors and non-industrial areas
» We should allow breweries in more places not limited to these area
» Ensure that the industries are appropriately giving back to the community and not polluting

KEEP

» High paying jobs
» Businesses looking and being healthy
» Job opportunities
» SmartZone Incubator and the strong mix of tech and manufacturing businesses currently here in Mt. Pleasant
» Let MEDC do their thing
» These areas are outside the city center

ASPIRE

» To bring better high paying jobs
» Provide on the job training
» Develop community wide sustainability and clean energy goals
» To make Isabella County a place for newer technology including renewable resource
» Growth in diversity of green businesses
» To have more tech companies come into the area
» To the new town model—live, work and shop in same neighborhood
» We need younger minds involved in planning for the "new" industries and tech
» To include these businesses more in marketing efforts
» Interchange to 127 from Broomfield
» Access roads to these sites without going through residential neighborhoods

PARKS AND COMMUNITY RESOURCES

FIX

- » Not much to fix. The parks are amazing
- » Add many more activities for multi-generations, recreational programs for entire community, etc
- » Create more recreation activities on the east side of town
- » Add an aquatics center
- » Prepare for climate change
- » Parking and ways to enter these areas by alternative means of transportation
- » The paths along the park systems
- » Recycling in parks
- » River water quality
- » Improved signage and maps
- » Community should be able to walk on sidewalks year-round

KEEP

- » Programs to bring all ages to the parks for events
- » The high level of maintenance and upkeep
- » The river trails
- » Keep the natural beauty of our park system
- » Bathrooms in the parks
- » Clean parks
- » Outstanding diversity of existing facilities
- » The historical structures.
- » A strong police presence near the skate park.
- » Ball fields maintained
- » Love our parks

ASPIRE

- » Travel path between parks
- » To grow the park system, which can also create a more walkable city if it connects various parts of town
- » Add an aquatics center in the City
- » Have more community events that bring in surrounding counties residents
- » To have the greatest park system in the state
- » Making Mission more green
- » Town Center improvement make it a park!
- » Continue to build and make these places embedded into the priorities and culture of Mt. Pleasant
- » Have clean water access for boating, swimming, fishing, tubing
- » Build on what is there to connect all for seamless walking and biking
- » Pool, outdoor concert venue, off road bike trails

BUSINESS

FIX

- » No more cheap box stores
- » Traffic issues! Especially on Mission, where it's impossible to turn left, and there are no turn-arounds
- » Too many driveways along Mission
- » Be more receptive to working with developers and tenant
- » Run down and old looking businesses (benefits to fix up/beautify)
- » Most of the places downtown, aside from bars, close rather early
- » Mission Street speeds are too high
- » The requirements on parking lot quality and standards
- » Mission street looks and functions like a rundown suburban strip mall
- » Need trees along main roads; need additional bypass road to relieve traffic

KEEP

- » Encouraging new development Ethnic and minority run businesses
- » Variety of businesses
- » Social events downtown
- » Signs to a minimum
- » Reducing parking requirements
- » Encourage locally owned, small businesses
- » The charm of old buildings should be cherished
- » Parking in front of businesses
- » Food places, art galleries, community events
- » Maintaining Mission Street

ASPIRE

- » Finer restaurants and clothing shops
- » Develop community wide sustainability and clean energy goals
- » Retrofit the numerous parking lots for better drainage, such as rain gardens, retaining ponds, etc
- » More activities for young adults/adults.
- » To have more cut through streets to Mission
- » Not as much of a "along mission is the only place to stop" feel-- get visitors off of Mission
- » Making Mission Street more friendly to people
- » More public art or murals
- » A walkable mission district and a healthy downtown
- » Nice high quality look of building materials
- » Mixed use and denser development
- » A safer Mission Street with fewer lanes and less traffic
- » To encourage/incentivize CMU students to live downtown and stay upon graduation

Demographics

This section presents demographic trends in the City and major findings that support the development vision. A glimpse into today's trends is important for grounding the future vision for Mt. Pleasant. City officials and decision makers can use this reference during plan implementation.

Population

During the planning process, population data has been collected and analyzed. The primary sources used to compile the data are the U.S. Census, the Eastern Michigan Council of Governments (EMCOG) and the Central Michigan University Database.

Table 5.1 shows the relative populations of Mt. Pleasant and the comparison communities:

Table 5.1:   Population

Population	Mt. Pleasant	Union Township	Isabella County
1970	20,524	4,611	44,600
1980	23,746	5,306	54,110
1990	23,285	5,139	54,616
2000	25,946	7,615	63,351
2010	26,016	12,927	70,311
2017	25,711	13,540	70,572

Source: US Census Bureau

While Mt. Pleasant has experienced a slight decrease in population since 2010, Union Township and Isabella County also experienced slight increases. The slight decline for Mt. Pleasant is not large and is similar to the population in 2000. Figure 5.1 below shows the population change over time in each of the communities of study.

Figure 5.1:   Population Over Time
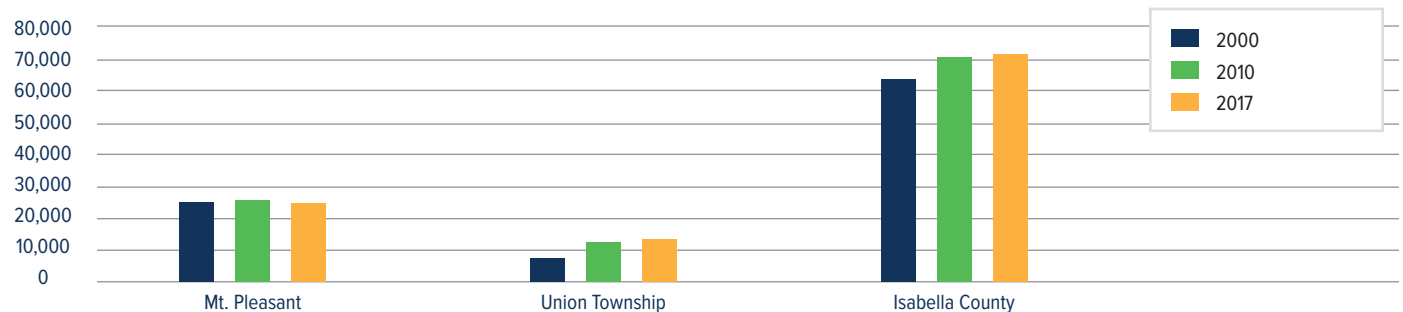
Source: US Census Bureau

POPULATION TRENDS

Over the last 47 years all study areas have seen an increase in population: Union Township population almost tripled; Isabella County's population increased by close to half. Mt. Pleasant has stayed the most consisted over the time period, only increasing its population by 25%.

Mt. Pleasant's 2010 population of 26,016 people represents a modest increase over the 2000 population and it continues the general trend of increasing population in the City. The most recent data estimates the population of Mt. Pleasant being 25,711 in 2017. Although a slight decrease, based on the growth of the surrounding communities and historical data, Mt. Pleasant will continue to grow but at a slower rate.

Additionally, Mt. Pleasant continues to be the population center of Isabella County, even with a smaller rate of growth than the surrounding Union Township. This trend is reflective of the limited land available in the City for additional growth, and suburbanization trends seen elsewhere.

Table 5.2:   Historical Population Data 1970 - 2010

Location	1970	1980	1990	2000	2010	% Increase 1970-2010
Mt. Pleasant	20,524	23,746	23,285	25,946	26,016	27%
Union Township	4,611	5,306	5,139	7,615	12,927	280%
Isabella County	44,600	54,110	54,616	63,351	70,311	58%

Source: U.S. Census Bureau

Table 5.3:   Population Projections: Mt. Pleasant and Surrounding Communities

Location	2010	2015	2020	2025	2030	2035	2040	Percent Change 2015-2040
Mt. Pleasant	26,016	25,885	26,007	26,130	26,252	26,375	26,497	2%
Union Township	12,927	13,852	15,331	16,810	18,289	19,769	21,248	53%
Isabella County Total	**70,311**	**70,625**	**72,640**	**74,655**	**76,671**	**78,686**	**80,701**	**14%**

Source: U.S. Census Bureau, EMCOG

Projections provided by EMCOG indicate a similar pattern. While growth is expected to continue in the City, it will occur at a much lower rate than Union Township and the County. A small decrease was estimated int the mid 2010s but past historical data and future trends of the City and surrounding communities project future growth.

POPULATION DENSITY

Mt. Pleasant has a total population of 25,711 individuals and a total land area of 7.8 square miles. Thus, the population density for the City is 3,296 people per square mile. This density is high when compared to Union Township, Isabella County, and the state of Michigan (as shown in Table 5.4). This density is an indicator that a significant amount of the land in the City is occupied.

Table 5.4:   Population Density, 2017

Location	Total Population	Area (sq.mi)	Population Density (people/sq.mi.)
Mt. Pleasant	25,711	7.8	3,296
Union Township	13,540	28.6	473
Isabella County	70,572	577.75	122
Michigan	9,925,568	96,716	103

Source: 2017 Census

The population density map of Mt. Pleasant shows the density distribution of the City by people per square mile in each census block. The blocks that have darker shading are areas of higher densities and the blocks that have lighter shading are areas that have a lower density. Many of the darker shaded areas are located either near or within the Campus of Central Michigan University. The blocks that have lighter shading tend to be located on the outer edges of the City; these are generally areas of nonresidential development (commercial, office and industrial). Areas near the river are also lower in population density.
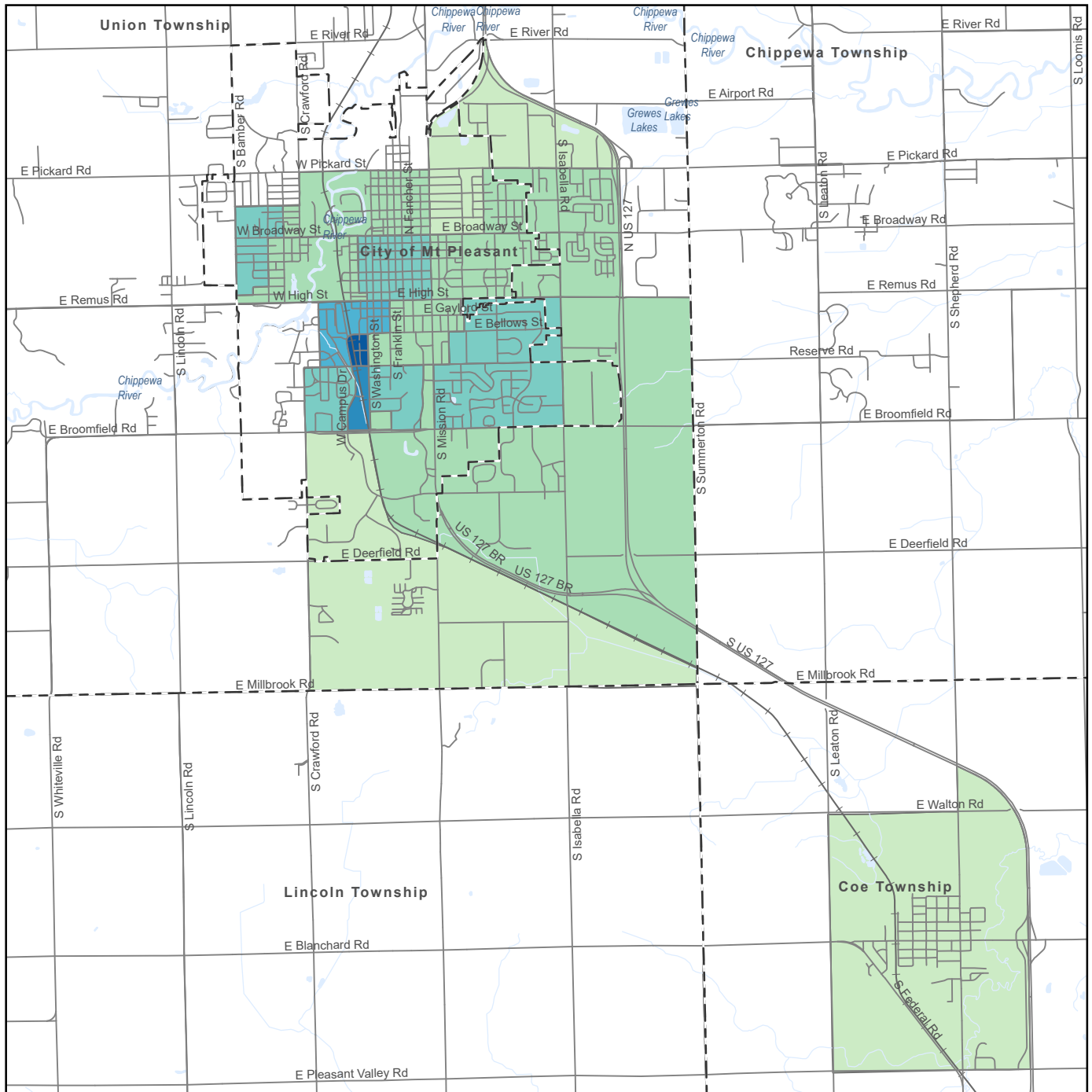
Population by Census Block

City of Mt. Pleasant, MI

January 20, 2020

Map labels

Union Township

Chippewa Township

Chippewa River

Chippewa River

Chippewa River

Grewes Lakes

Grewes Lakes

E River Rd

E River Rd

E River Rd

E Airport Rd

E Pickard Rd

W Pickard St

E Pickard Rd

E Pickard Rd

S Crawford Rd

S Bamber Rd

S Isabella Rd

N US 127

S Leaton Rd

S Loomis Rd

E Broadway St

W Broadway St

E Broadway Rd

E Broadway Rd

N Fancher St

City of Mt Pleasant

E Remus Rd

E Remus Rd

W High St

E High St

S Lincoln Rd

E Gaylord St

E Bellows St

S Franklin St

S Washington St

W Campus Dr

S Mission Rd

Reserve Rd

S Shepherd Rd

Chippewa River

E Broomfield Rd

E Broomfield Rd

E Broomfield Rd

E Deerfield Rd

E Deerfield Rd

US 127 BR

US 127 BR

S US 127

S Summerton Rd

E Millbrook Rd

E Millbrook Rd

S Crawford Rd

S Lincoln Rd

S Whiteville Rd

S Isabella Rd

S Leaton Rd

E Walton Rd

Lincoln Township

Coe Township

E Blanchard Rd

S Federal Rd

E Pleasant Valley Rd

Legend

City and Township boundaries

Roads

Railroads

Hydrography Lines

Rivers, streams, and lakes

Population Density 2015*

1-500
501-1,500
1,501-4,000
4,001-10,000
10,001-18,600
18,601-33,000
33,001-60,000

* Density = persons per square mile

MCKENNA

RACE

The race breakdown in the City of Mt. Pleasant compares similarly to Union Township and Isabella County, with most people identifying themselves as white. Mt. Pleasant, Union Township, and Isabella County have a higher population of American Indian and Alaska Natives compared to the State of Michigan due to local population of the Saginaw Chippewa Indian Tribe. The City, County and Township all have a lower percentage of African American residents when compared to the State.

Figure 5.2:   Racial Composition, 2017
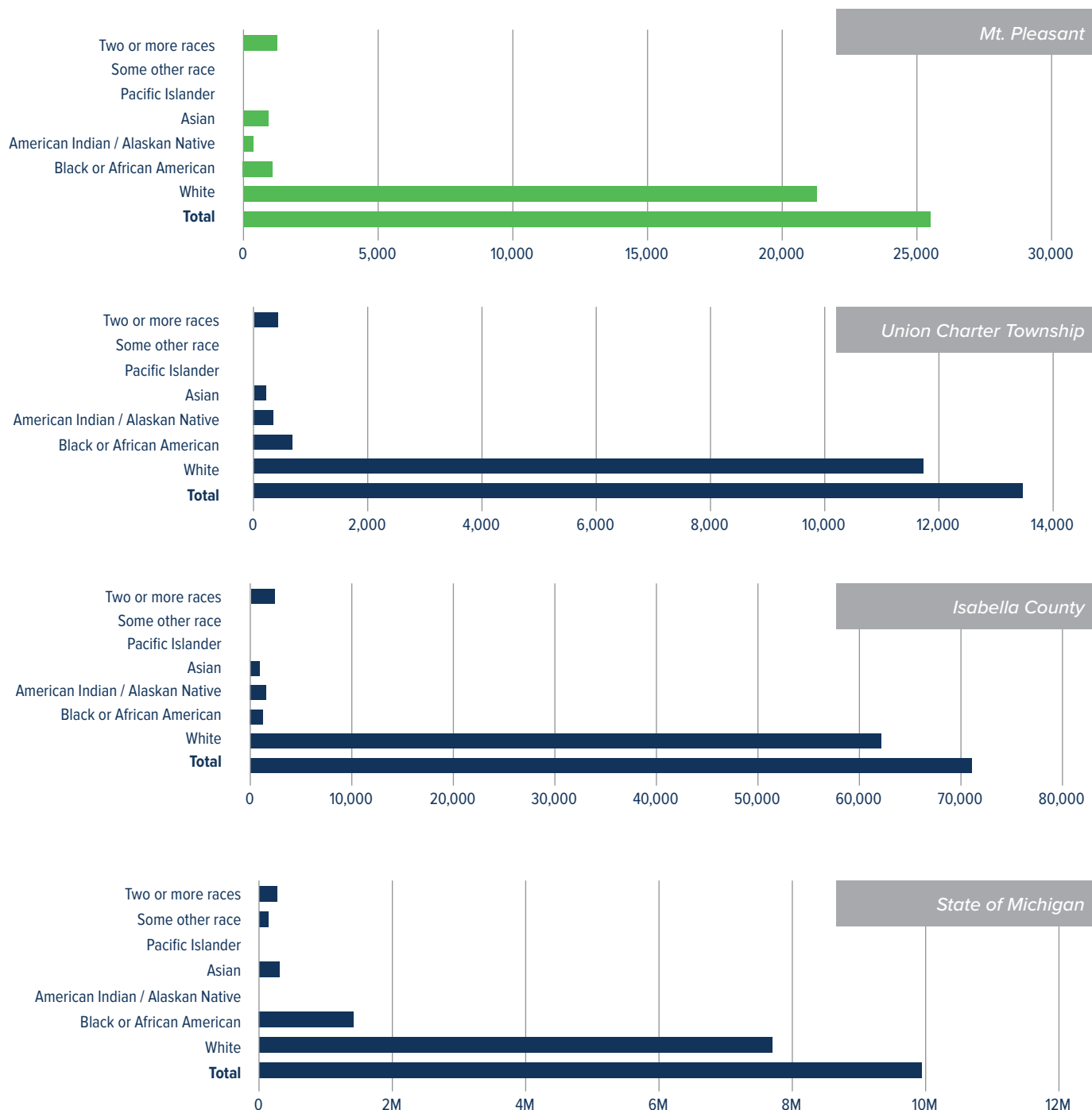
Source: Census 2017

AGE

Population distribution is illustrated in Figure 5.2 - 5.5, with the population of males illustrated in blue and of females in green. The percentages of people ages 15 to 19 and 20 to 24 is much higher in Mt. Pleasant and Union Township than in the County and State. Mt. Pleasant has such a high percentage in the group 15 to 19 due to freshmen and sophomores attending CMU often live on campus in the dorms and residence halls, which are inside the City limits. Upper class off-campus housing is located in both the City and in Union Township and is reflected in the 20 to 24 age groups in both communities.

Isabella County has a fairly high percentage of people aged between 15 and 24, reflecting the fact that much of the County's population is located in the City and Township. Michigan on the other hand, has a fairly uniform population make-up. The population pyramid for Michigan represents a pyramid that is very common in many non-university towns throughout the State and Country.

Figure 5.3:   Mt. Pleasant Male and Female Population, 2017

Source: Census 2017

Figure 5.4:   Union Township 2017 Male and Female Population

Source: Census 2017

Figure 5.6:   Isabella County 2017 Male and Female Population
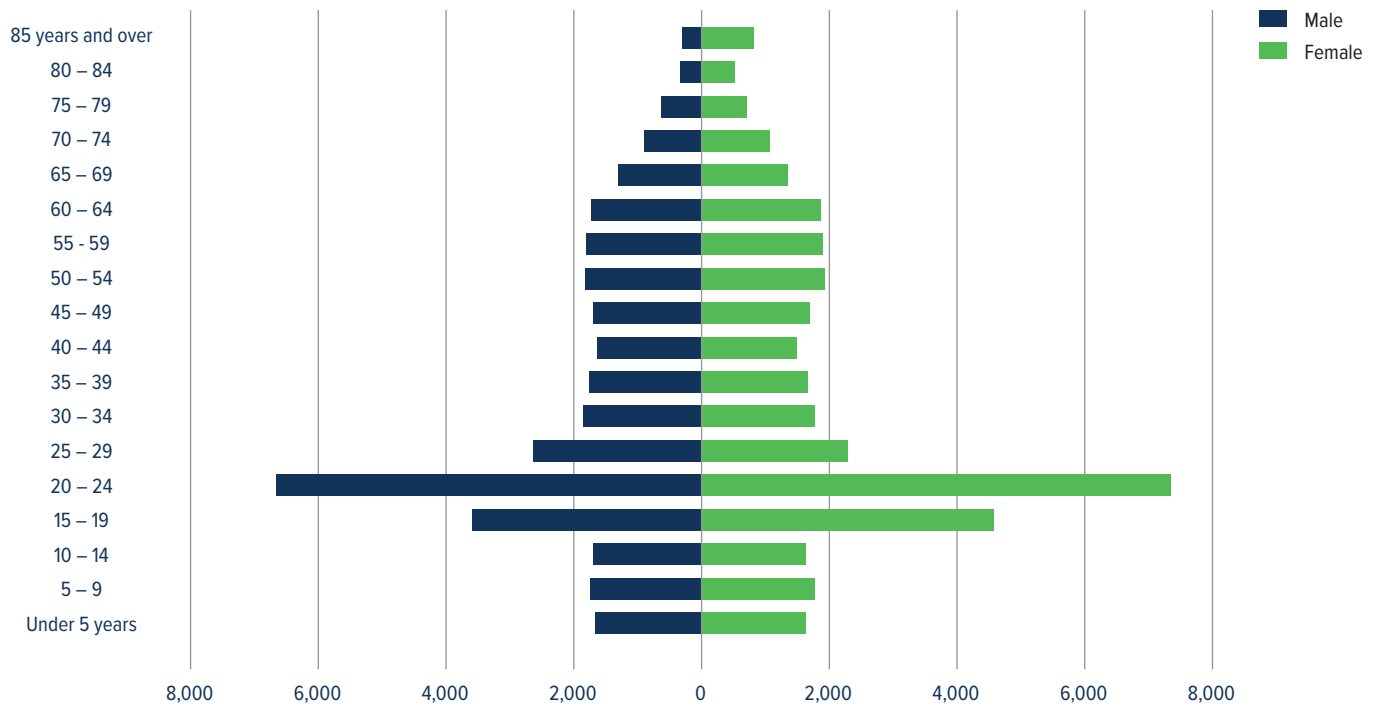
Source: Census 2017

Figure 5.5:   State of Michigan Male and Female Population, 2017

Source: Census 2017

Union Township

E River Rd

S Bamber Rd

S Crawford Rd

City of Mt Pleasant

N Fancher St

E River Rd

E Pickard Rd

W Pickard St

W Broadway St

E Broadway St

S US 127

N US 127

S Lincoln Rd

W High St

E High St

S Isabella Rd

S Washington St

S Franklin St

E Gaylord St

E Bellows St

W Campus Dr

S Mission Rd

E Broomfield Rd

E Broomfield Rd

S Crawford Rd

E Deerfield Rd

US 127 BR

US 127 BR
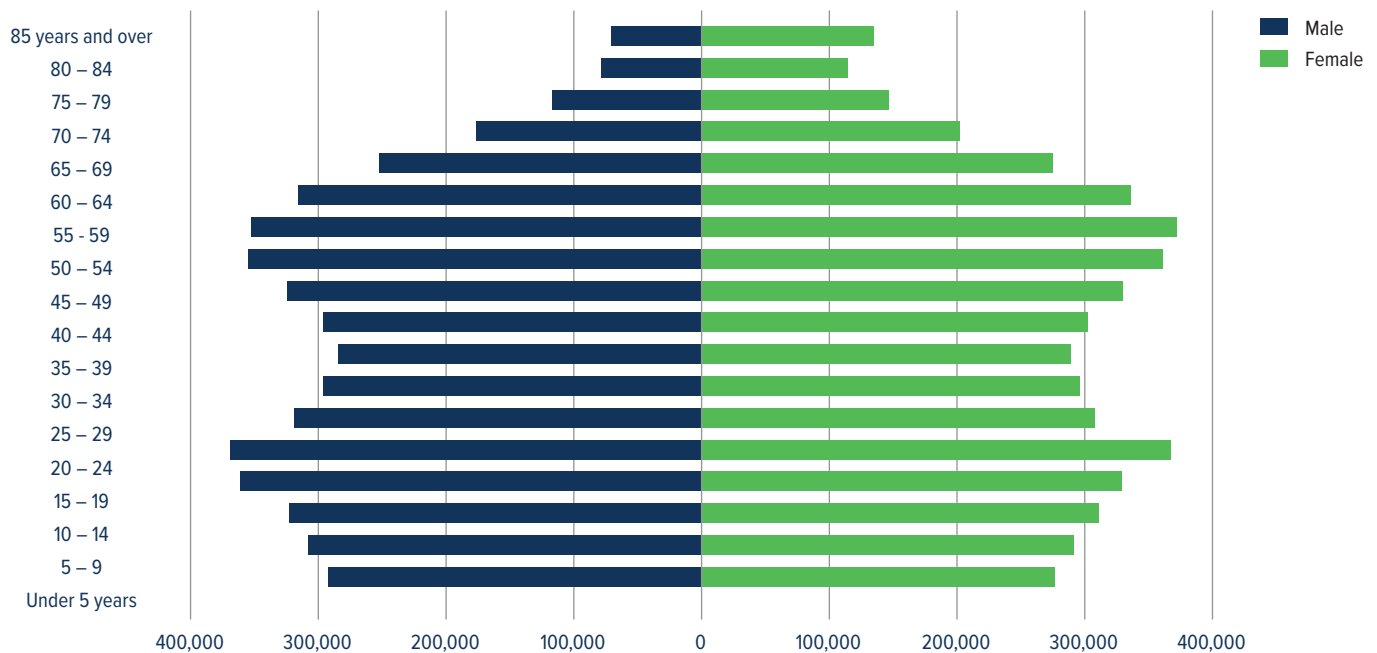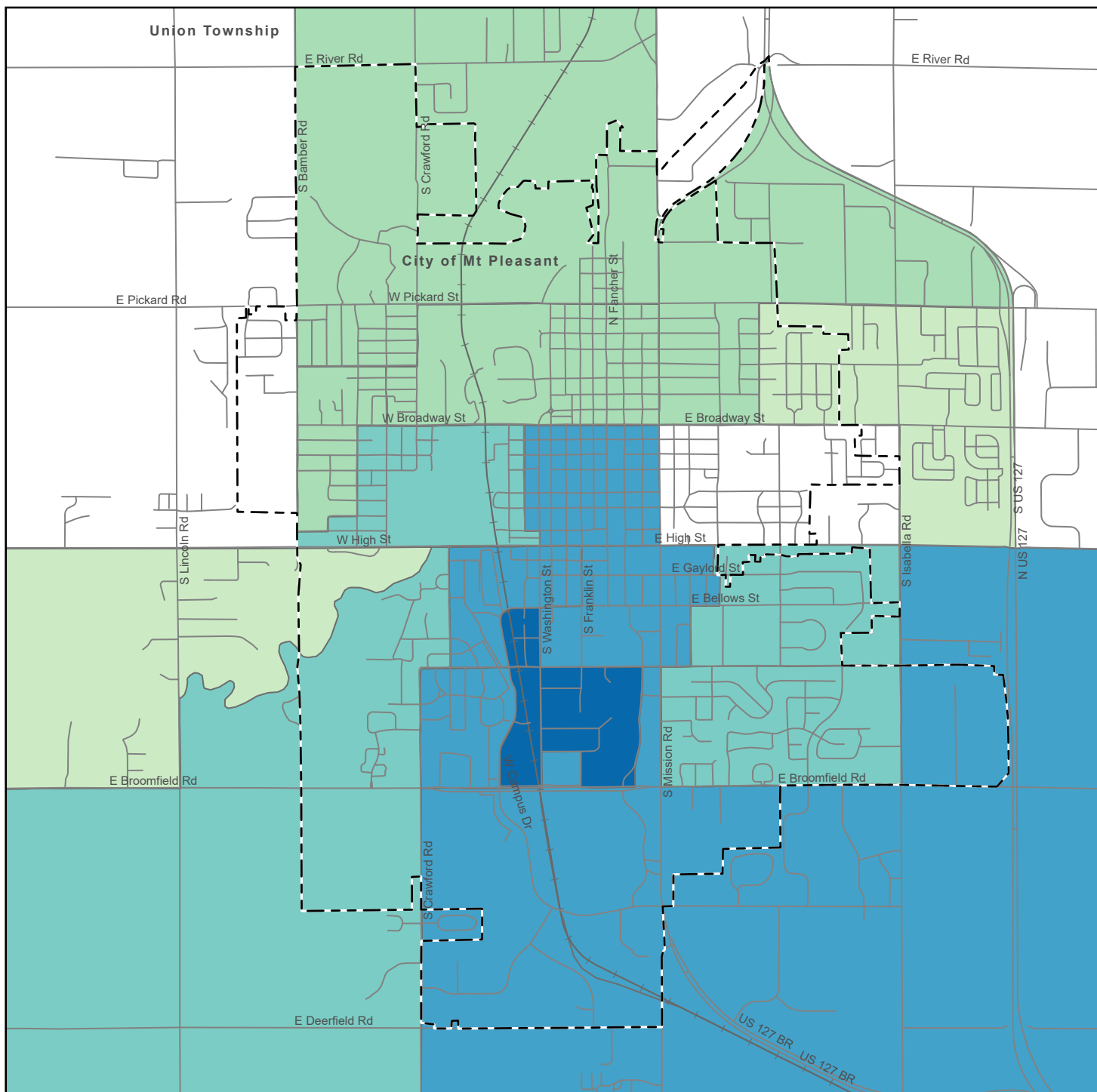
Median Age

City of Mt. Pleasant, MI

January 20, 2020

LEGEND

- - - City and Township boundaries

——— Roads

—+— Railroads

Median Age

- 1-20
- 21-25
- 26-30
- 31-35
- 36-40
- 41-45

0   0.25   0.5

Miles

MCKENNA

CENTRAL MICHIGAN UNIVERSITY (CMU) STUDENT POPULATION

Although some of the Central Michigan University student population resides outside of the City limits, data on the student population is pertinent, as it reflects a significant portion of the City population. The total undergraduate students at CMU increased significantly from 1970 to 2010 by almost 7,000 students, and the total student population showed the same trend (Figure 5.8) .

Over the last 40 years, the number of seniors has risen quite substantially. Also, the number of incoming new freshmen has fluctuated since 1970 but increased overall by about 1,000 students from 1970 to 2010. It also is worth noting that the number of graduate students has varied between 800 and 2,000 over the last 40 years (Figure 5.7).

A noticeable trend in the data past 2010 that is present in all categories is a significant decrease in students. Between the years 2012 and 2020 all categories lost about 6,000 students. The undergraduate enrollment is highly correlated with the number of Michigan high school graduates, which has decreased nearly 20% since 1980. Total enrollment includes approximately 400 students enrolled in CMU's College of Medicine, which welcomed its inaugural class in 2013 and became the 137th medical school in the United States.

Figure 5.7:   Student Population by Class, CMU
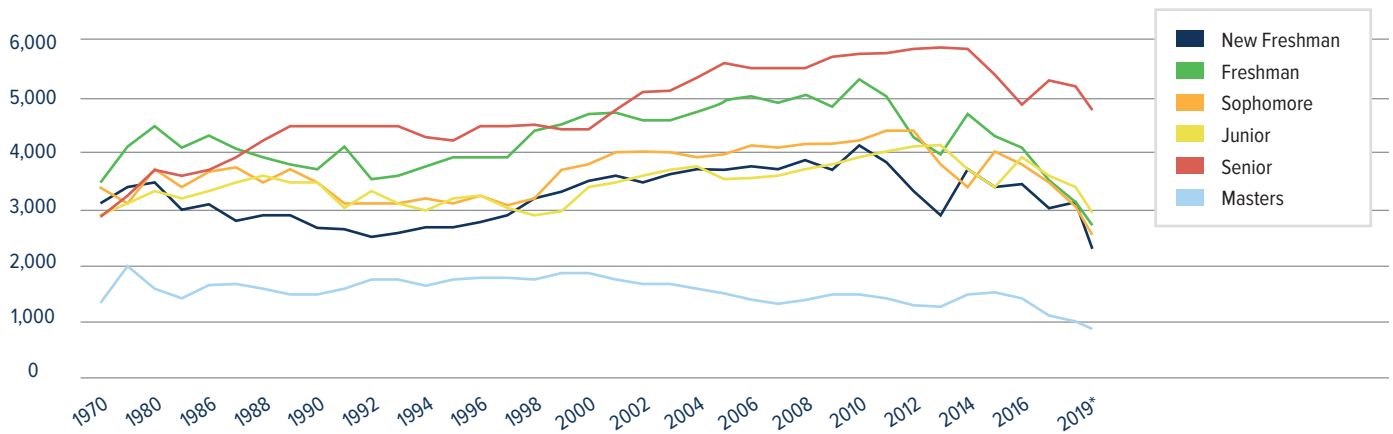
*Source: Central Michigan University, Academic Planning and Analysis, Sept 2020   * Latest official data available.*

Figure 5.8:   Total Undergraduate Students and Total Students, CMU
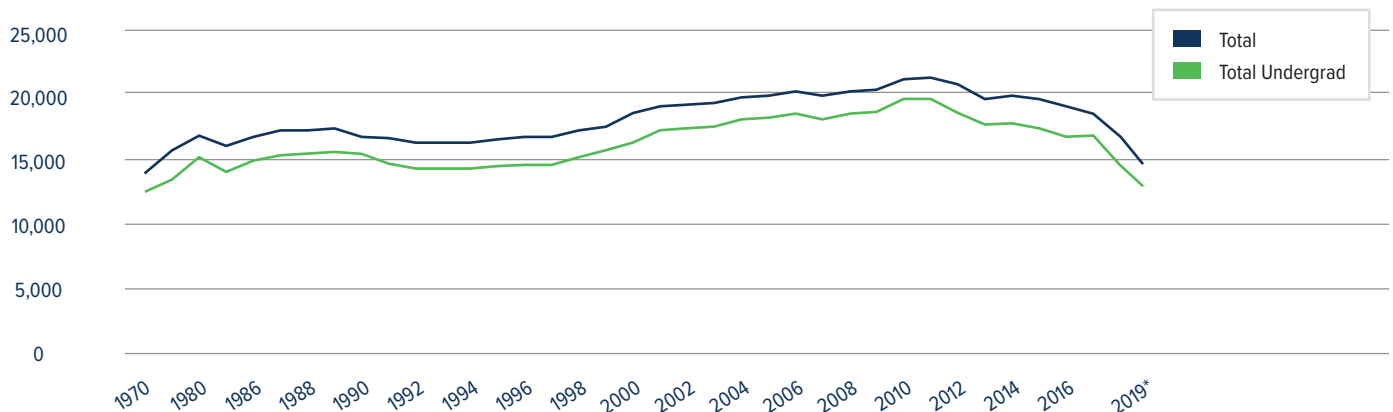
*Source: Central Michigan University, Academic Planning and Analysis, Sept 2020   * Latest official data available. These numbers include the medical school and doctoral students.*
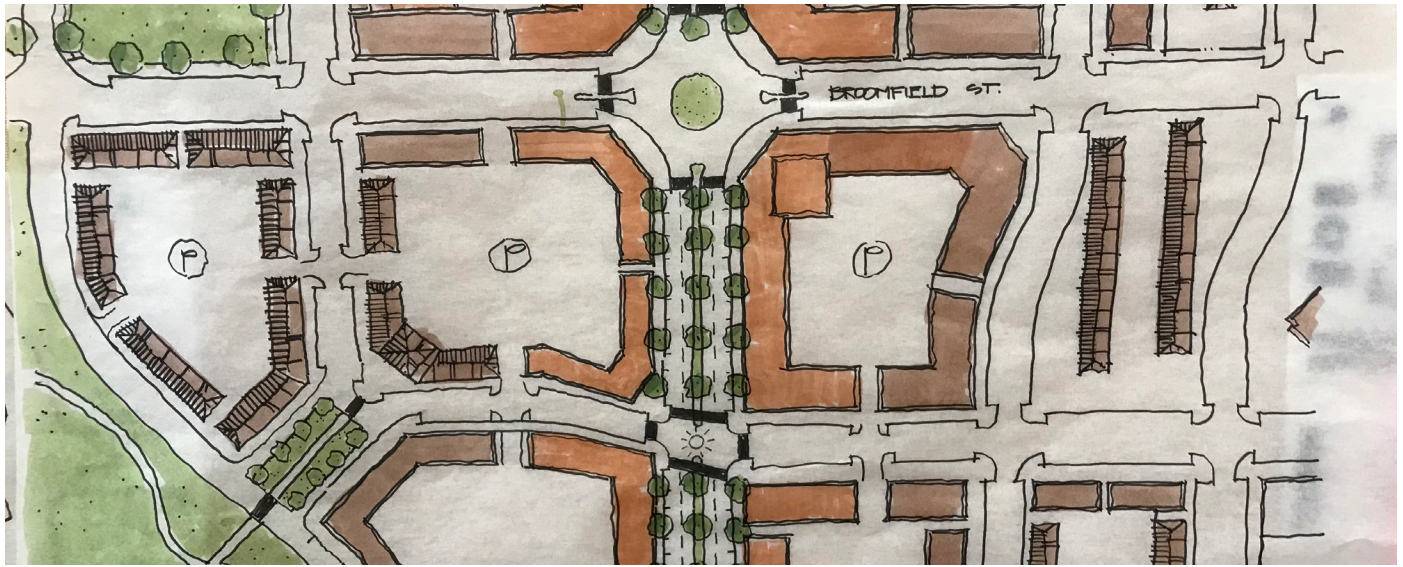
Households and Housing Characteristics

This section provides housing data updates from the 2010 U.S. Census, as well as comparisons to different geographical regions over time. As the Master Plan aims to analyze and interpret land patterns and trends related to housing. Within this section, household and housing unit characteristics are presented and examined.

Mt. Pleasant has a total of 8,027 households, according to the 2017 U.S. Census. Household size is approximately 2.38 persons per household, while the majority of Mt. Pleasant is dominated by non-family households. These results are greatly influenced by the presence of Central Michigan University and other unique characteristics that have shaped the City throughout time.

Average household size comparisons are shown in Table 5.5. The persons per household in Mt. Pleasant, Union Township, and Isabella County have decreased slightly over time. Michigan household sizes have also decreased from 2.56 people per unit to 2.49 persons per household between 2000 and 2010.

The person per household for Mt. Pleasant, Union Township, Isabella County, and Michigan area have been estimated to decrease between the years 2010 and 2017. It should be noted that the data from 2017 are estimates and not the actual count of household sizes.

Table 5.5:   Average Household Size Comparisons, 2000-2017

Location	2000	2010	2017 Estimates
Mt. Pleasant	2.38	2.35	2.41
Union Charter Township	2.54	2.46	2.62
Isabella County	2.55	2.49	2.57
Michigan	2.56	2.49	2.57

Source: 2000 U.S. Census Demographic Profile, 2010 U.S. Census Demographic Profile, ACS 2017- 5-year data

These trends within Mt. Pleasant may be influenced by several factors, including: lower birth rates, higher divorce rates, and overall smaller families. Additionally, more housing options may be available to the university student population, allowing students to live with fewer roommates than a traditional family.
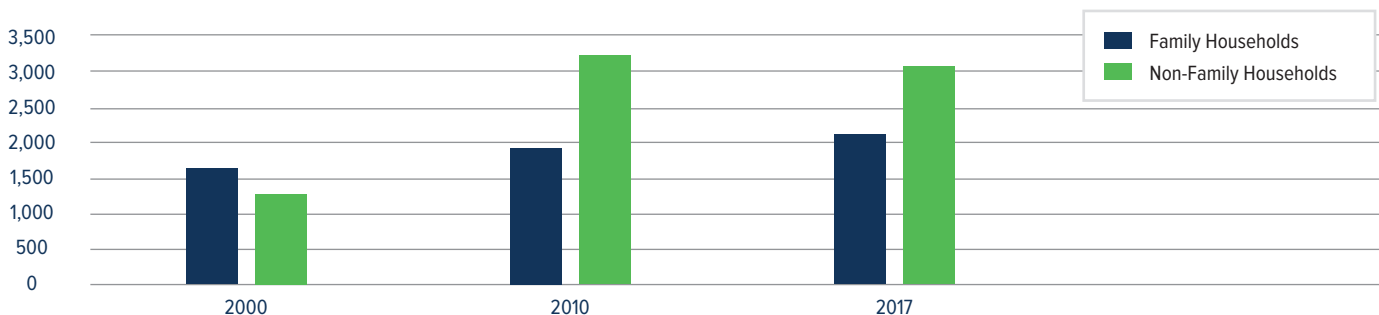
FAMILY AND NON-FAMILY HOUSEHOLDS

Family and non-family household data provides specific information about the relationships within households. Family households are where people living in the housing unit are related by blood, marriage, or adoption, example: a married couple, brother and sister, or children. In contrast, a non-family household is a housing unit containing people living together who are not related by blood, marriage, or adoption. Within Mt. Pleasant, non-family households are often composed of college roommates who share no relation. The data for family and non-family households is shown in Figure 5.7 and Figure 5.8. The large increase in non-family households in Union Township between 2000 and 2010 is likely attributable to growth in renter-occupied housing, growing from 1,148 units in 2000 to 3,417 units in 2010.

Figure 5.9:   Family and Non-Family Households Mt. Pleasant
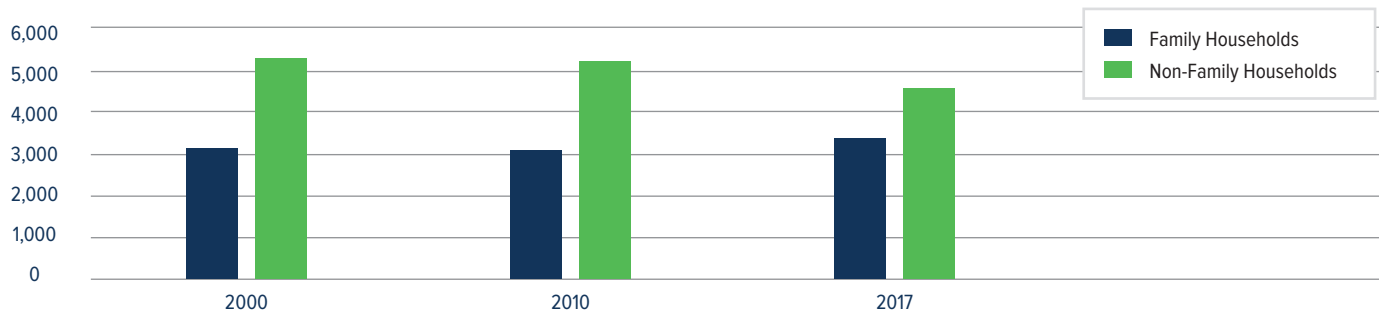
Source: 2000 U.S. Census Demographic Profile, 2010 U.S. Census Demographic Profile, 2017 ACS 5-year

Figure 5.10:   Family and Non-Family Households Union Charter Township

Source: 2000 U.S. Census Demographic Profile, 2010 U.S. Census Demographic Profile, 2017 ACS 5-year

Family and non-family households have each decreased in Mt. Pleasant, while both family and non-family households have increased in Union Township between the years 2000 and 2010. The median family size in Mt. Pleasant was 2.88 in 2000, and in 2010, it decreased slightly to 2.86 persons. In 2017, in Union Charter Township, the non-family housing slightly decreased while the family households increased, the same trend occurred in Mt. Pleasant.

A map illustrating the ratio of family households in Mt. Pleasant is shown on the following page. The darker shades indicate areas of greater concentration of family households. Some of the map areas where a low percentage of family households are recorded are an indicator of non-family households, such as the neighborhoods between CMU and High Street. Other areas of a lower percentage of family households are simply non-residential in character, including commercial and industrial areas, parks, and vacant land.

Union Township

E River Rd

E River Rd

S Bamber Rd

S Crawford Rd

Chippewa River

City of Mt Pleasant

Grewes Lakes

W Pickard St

N Fancher St

S Lincoln Rd

W Broadway St

E Broadway St

S US 127

N US 127

S Isabella Rd

W High St

E High St

E Gaylord St

S Washington St

S Franklin St

E Bellows St

Chippewa River

S Mission Rd

E Broomfield Rd

S Crawford Rd

W Campus Dr

E Deerfield Rd
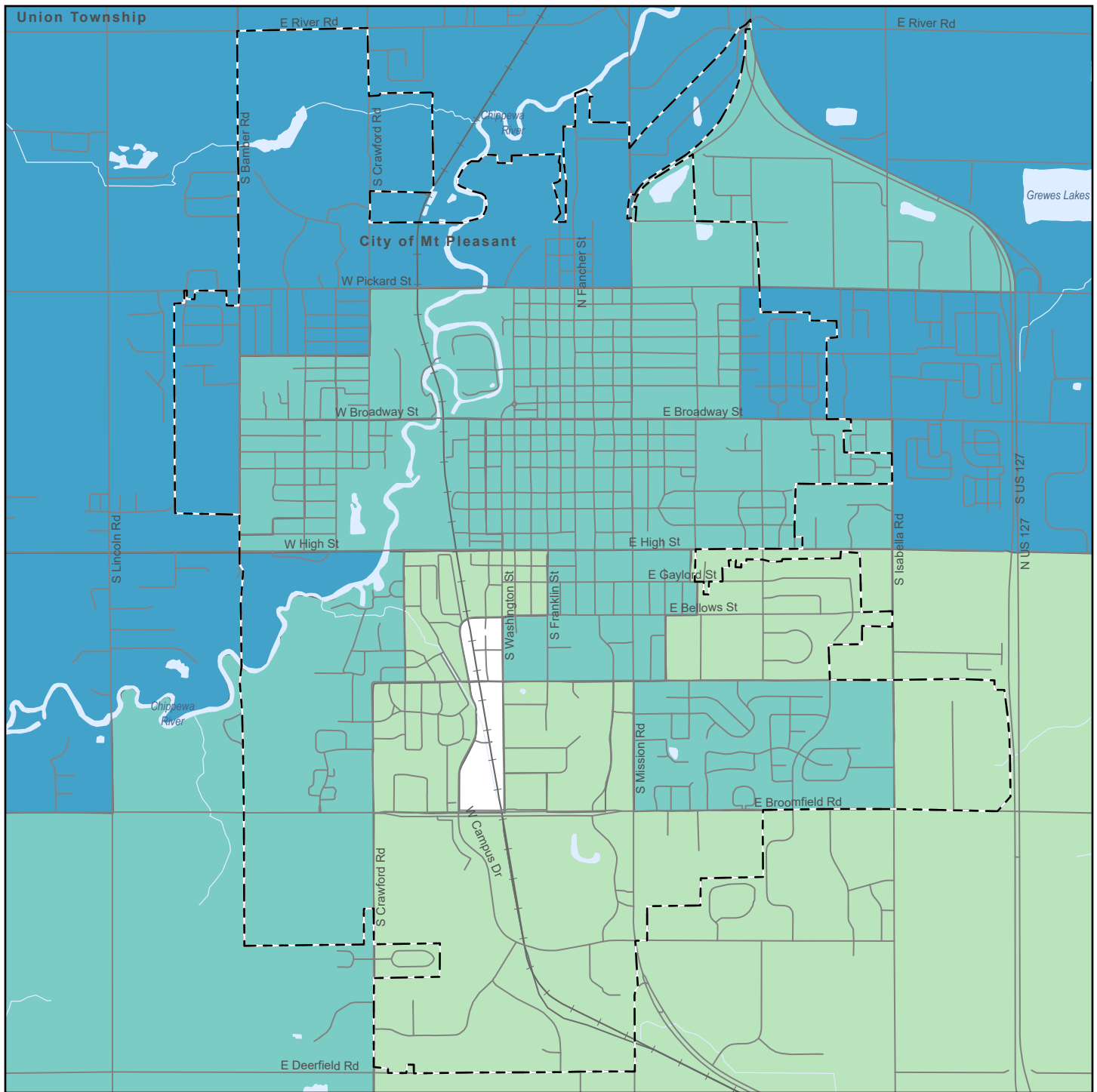
Household Type Map

City of Mt. Pleasant, MI

January 20, 2020

LEGEND

- - - - City and Township boundaries

——— Roads

—+—+— Railroads

Percent Family Households

☐ 1-12%

☐ 13-34%

☐ 35-55%

☐ 56-77%

☐ 78-100%

0   0.25   0.5
Miles

SOURCES
*Basemap Source: Michigan Geographic
Framework 2019, Data Source: McKenna 2019,
Population 2017 ESRI data,2019 McKenna created.*

MCKENNA
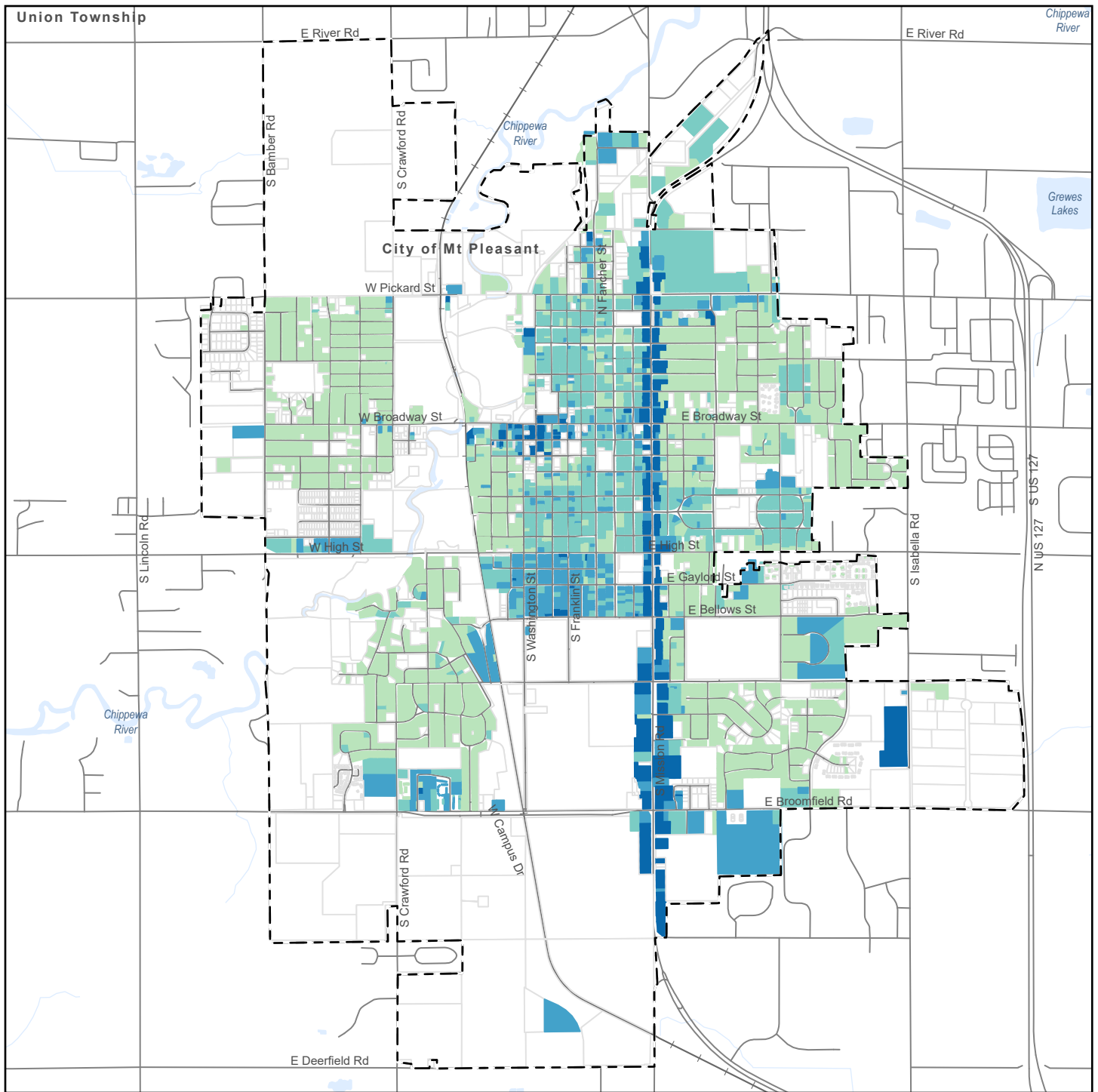
Parcel Value

City of Mt. Pleasant, MI

January 20, 2020

LEGEND

- - - City and Township boundaries

Rivers, streams, and lakes

Roads

Railroads

Value Per Acre

- 1-100,000
- 100,001-200,000
- 20,0001-300,000
- 300,001-450,000
- 450,001-1,400,000

0   500   1,000   Feet

MCKENNA
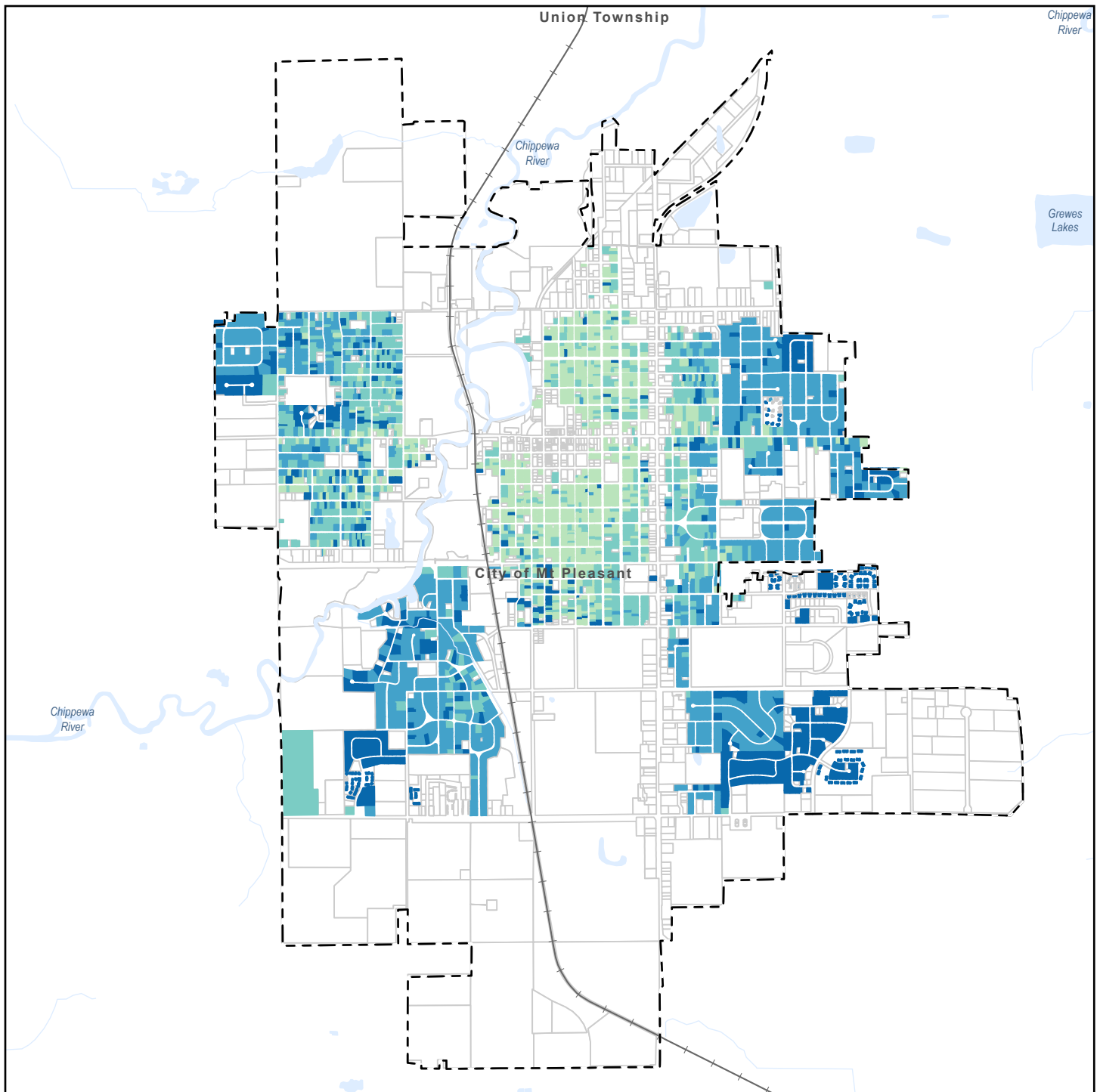
Year Structure Built

City of Mt. Pleasant, MI

August 27, 2019

LEGEND

- ⬚ City and Township boundaries
- — Roads
- —†— Railroads

Year Built

- ☐ No Year Recorded
- 🟩 Before 1915-1915
- 🟩 1915-1950
- 🟦 1951-1980
- 🟦 1981-2017

MCKENNA

HOUSING UNITS

As of the 2010 U.S. Census, there are a total of 8,981 housing units Mt. Pleasant. This represents an increase of 103 units, or 1.15%, over the 8,878 housing units counted in the 2000 Census. In 2017, the total number of housing units have been estimated to be 9,217. This would be an increase of 2.6% or 236 units.

Figure 5.11:   Housing Units for Mt. Pleasant, 2000-2017
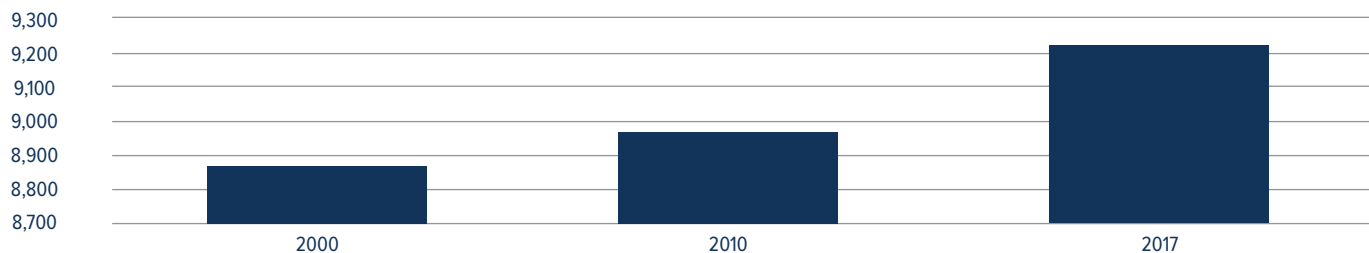
Source: 2000 U.S. Census Summary File 1, 2010 U.S. Census Summary File 1, 2017 U.S Census 5-year estimates

HOUSING VACANCY

Most of the new and existing housing units were occupied as of the 2010 Census. However, like other parts of the State of Michigan, Mt. Pleasant experienced increasing vacancy rates from 4.8% in 2000 to 6.7% in 2010, shown in Figure 5.10. This represents an increase in the total number of vacant units from 429 in 2000 to 605 in 2010.

Similarly, Isabella County and the State of Michigan showed increasing trends. However, Union Township is unique with a decreasing vacancy rate from 6.9% to 4.9% in the past 10 years, likely the result of increased rental housing built in the 10-year period. Comparing housing vacancy rates across a wide range of geographic localities shows that Mt. Pleasant remains well below the average across the State.
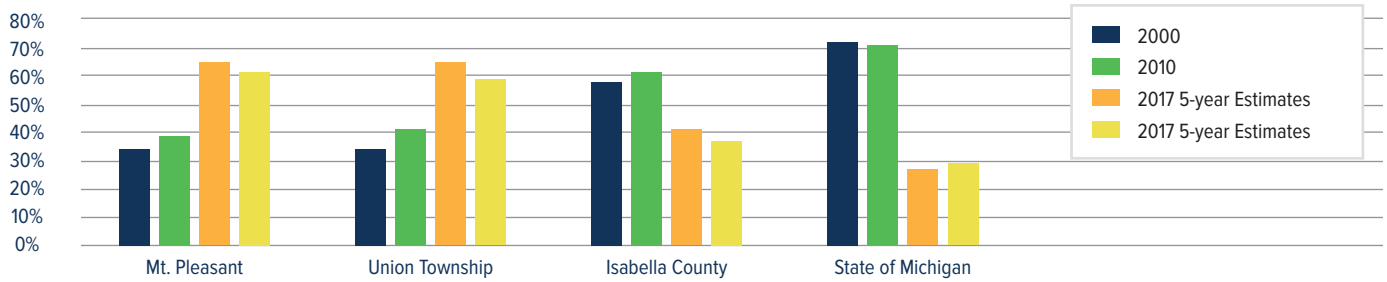
Figure 5.12:   Vacancy Rates, 2000-2017
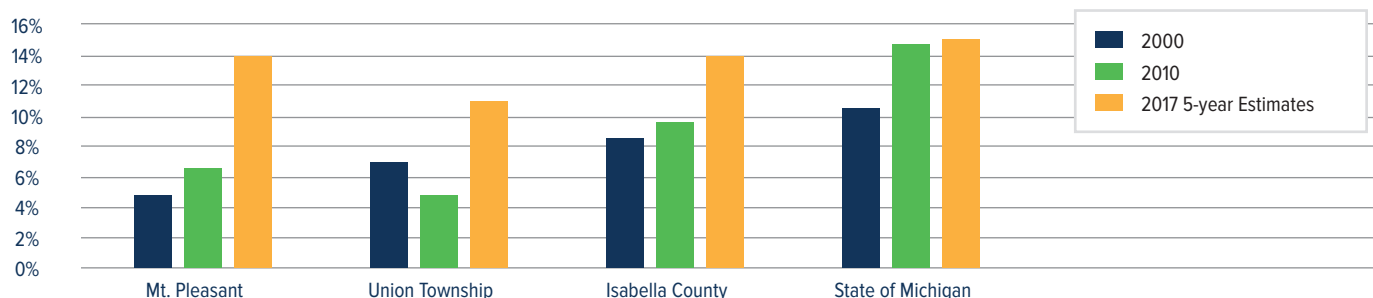
Source: 2000 U.S. Census Summary File 1, 2010 U.S. Census Summary File 1, 2017 5-Year ACS Estimates

A trend across all groups is an increased vacancy rate. While the 2017 vacancy rates are estimates they are still rates that are similar to the vacancy rates of Michigan. The vacancy rate in the State is around 14% and the rates in Mt. Pleasant, Union Township, Isabella County all increased to around 14% while Michigan stayed the same. These are large increases in vacancy rates but they are not larger than the State's vacancy rate. The vacancy rates for of Mt. Pleasant are also portrayed in Figure 5.11, showing the spatial vacancy trends throughout the City.

Figure 5.13: Housing Tenure by Occupancy, 2000-2017

Source: 2000 U.S. Census Summary File 1, 2010 U.S. Census Summary File 1, 2017 5-Year ACS Estimates

Owner occupied housing is expected to increase in the City, Township, and the County. However, the State is the only municipality that is seeing a decrease in owner occupied housing between the years of 2010 and 2017. For renter occupied housing there are small decreases in the City, Township and the County. In the State there is a small increase but the lowest percentage of renters is located in the State. In Figure 5.12 there has been little change in the occupancy rate within the City from 2000 to 2017.

Figure 5.14: Housing Tenure by Occupancy, Mt. Pleasant, 2000-2017
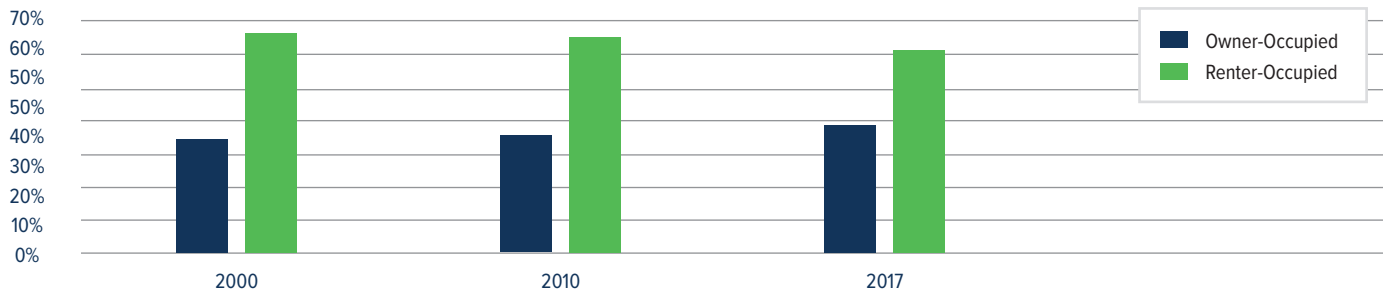
Source: 2000 U.S. Census Summary File 1, 2010 U.S. Census Summary File 1. American Community Survey 5 Year Estimates 2013-2017.

HOUSING AGE

Mt. Pleasant has a mix of new housing built to modern building standards and older housing in proximity to Downtown. As shown in Table 5.6, Mt. Pleasant dwelling ages increased slightly from 2000 to 2010, reflecting some new construction. Housing stock is generally newer than that elsewhere in State, but slightly older than in Isabella County. The median housing age changed significantly in Union Township, reflecting the wealth of new housing constructed.

HOUSING VALUE

As indicated in Table 5.7, median housing value has increased significantly since 2000. According to the 2000 U.S. Census, the median value of housing for Mt. Pleasant was estimated at $95,100, while the 2010 U.S. Census reports the median value of owner-occupied housing units was estimated at $135,000. In 2017 the median housing value was estimated at $131,900. This is similar to the median housing value for the Township, County, and State.

Table 5.6: Median Year Structure Built, 2000-2017

	2000	2010	2017
Mt. Pleasant	1971	1974	1976
Union Township	1983	1994	1992
Isabella County	1974	1979	1982
Michigan	1965	1968	1970

Source: 2000 U.S. Census, 2010 U.S. Census, American Community.
Survey 5 Year Estimates 2013-2017

Table 5.7: Median Housing Value, 2000-2017

	2000	2010	2017
Mt. Pleasant	95,100	135,000	131,900
Union Township	101,800	132,200	131,800
Isabella County	91,800	128,000	128,400
Michigan	115600	144200	136,400

Source: 2000 U.S. Census, 2010 U.S. Census, American Community.
Survey 5 Year Estimates 2013-2017

Housing Target Market Analysis Summary

In 2016, a Target Market Analysis (TMA) study was prepared by LandUseUSA Urban Strategies for Isabella County and the other seven counties comprising Michigan's East Central Prosperity Region 5. The Isabella County portion of the TMA analyzed residential market potential within the City of Mt. Pleasant, which was one of many partnering agencies providing support for the study.

The TMA determined that for the years 2016 through 2020, Mt. Pleasant could absorb 629 new housing units in duplex and / or triplex formats annually, under the most aggressive modeling scenario. Of these, 334 could be built within one mile of town center Mt. Pleasant, and 130 units could be built within one half-mile of town center.

Similarly, the market could absorb 4,188 housing units in larger formats (such as rowhouses, multiplex buildings, and other building types containing four or more housing units) annually. Nearly half of these units could be built within one mile of town center Mt. Pleasant, and 775 of them could be built within one half-mile of town center.

Mt. Pleasant's ability to absorb housing units in attached, or "Missing Middle" formats is due to the prevalence of university students, faculty, and staff in the City and Isabella County. These individuals form a distinct profile based on their frequent movership rates and spending patterns, and tend to prefer housing formats other than traditional single-family houses or conventional apartment complexes, assuming those formats are available in a given geographic area.

The TMA modeled Mt. Pleasant's 2016 supply of housing by format with projected demand for the years 2016 through 2018. It found that the 2016 supply of traditional detached single-family homes was at equilibrium with projected demand over the three-year period. However, large gaps between supply and demand were found for housing formats containing three or more units.

Since completion of the TMA, new housing has been added to Mt. Pleasant and the surrounding area, though not at a rate, or in the housing formats, to satiate demand. Nevertheless, the TMA should be periodically updated to incorporate new demographic data and underlying changes in the local, regional, and national economy.

The table below summarizes the estimated amount of residential and commercial space included in the concepts for the Town Center, Mission Street, and Pickard Street sub-area addressed in Book 3 of this Plan. These figures are presented as a point of comparison with the results of the TMA. It should be noted that these developments, even under the most ideal of conditions, would be built over a period of years. Local housing and retail markets would respond to the addition of new units and building products would be calibrated accordingly to match demand for a specific housing format with supply.

Table 5.1: Residential Development shown in Subarea Plans

MISSION CORRIDOR:	
Retail	200,000 sq. feet.
Residential	
» Apartments above retail	472
» (Alternate = 472,000 sq. feet. of office space)	
» Apartment units in apartment buildings	2,560
» Apartment units in 4-Plexes	76
» Bungalow Court units	119
» Single-Family and duplex units	108
TOTAL	**3,335 units**

DOWNTOWN:	
Retail	none shown
Residential	
» Apartments above retail	none shown
» Apartment units in apartment buildings	100
TOTAL	**100 units**

PICKARD AND MAIN:	
Retail	55,600 sq. feet.
Residential	
» Apartments above retail	56 units
TOTAL	**56 units**

Socioeconomic Characteristics

Mt. Pleasant's residents are very well educated, as might be expected in a university town. Of the City's adult population (25 years and older), 58.8% are college graduates (bachelor's degree or higher), and 23% of the population has a graduate or professional degree. In comparison, the percentage of people with a bachelor's degree or higher is greater than that for Union Township (31.4%), the County (29.4%), or the State (28.1%).

There are small decreases in the categories of all education levels at "some college", "no degree and below." This means there are decreases in the percentage of the population that have less than a 9th grade level of education, 9th to 12th grade, no diploma, a High School degree, and some college. There have been increases in education levels with associate degrees and up. From 2010 to 2017 the level of graduate or professional degree has gone up by 4%.

Table 5.8:   Mt. Pleasant Education Level, 2000-2017

Population 25 years and over	2010	2017	Percent Change 2010–2017
Less than 9th grade	2.30%	2.00%	-0.30%
9th to 12th grade, no diploma	6.30%	5.30%	-1.00%
High School graduate (includes equivalency)	22.90%	19.10%	-3.80%
Some college, no degree	22.80%	20.20%	-2.60%
Associate's degree	7.10%	7.60%	0.50%
Bachelor's degree	19.60%	22.80%	3.20%
Graduate or professional degree	19.00%	23.00%	4.00%

Source: ACS-5 Year data, 2013-2017:

Figure 5.15:   Educational Attainment Chart for Comparison Communities, 2017
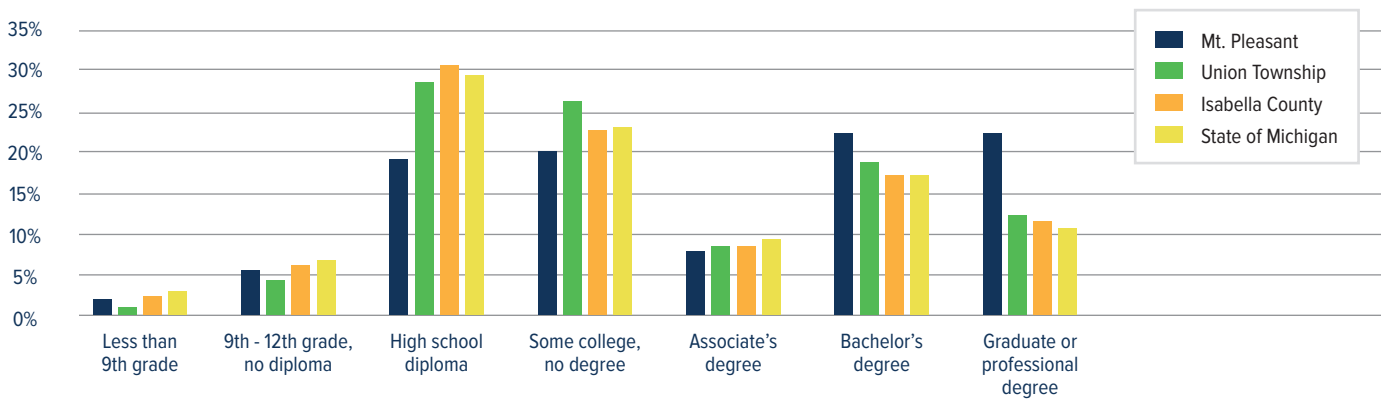
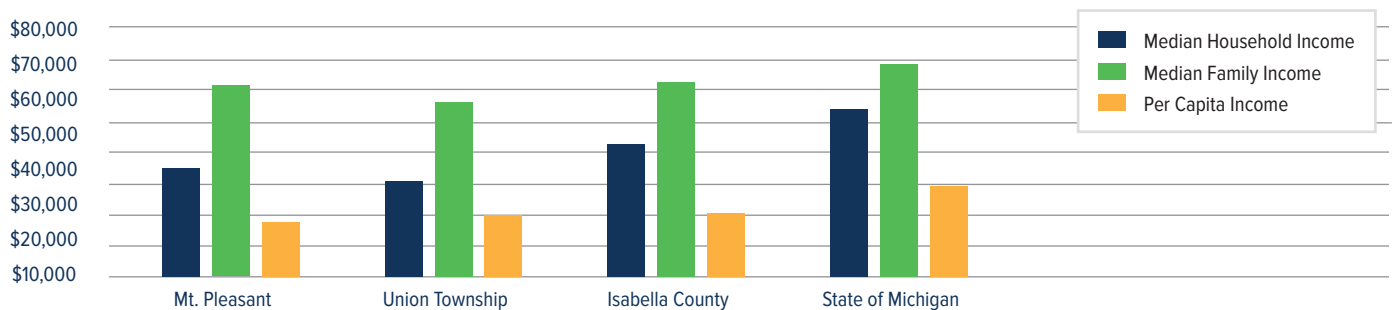*Source: ACS-5 Year data, 2013-2017*

Income and Poverty

According to data from the U.S. Census Bureau and the American Community Survey data, both the median family income and the median household income for Mt. Pleasant decreased between 2000 and 2010. This difference is attributable to the large number of students living in non-family households, typically earning little or no income. Between the years 2010 and 2017 the median household income increased from $30,893.78 to $35,569.86. A possible explanation for this is that from 2010 to 2017 the economy was recovering from a recession.

Table 5.9:   Mt. Pleasant Change in Income, 2000-2017

	2000	2010	2017
Median Household Income	$ 36,641.39	$ 30,893.78	$ 35,569.86
Median Family Income	$ 65,503.28	$ 63,765.83	$ 60,688.30
Per Capita Income	$19,649.34	$ 17,812.57	$ 18,412.04

Source: 2000 U.S. Census Summary File 1, 2010 U.S. Census Summary File 1, ACS-5 Year data, 2013-2017

Figure 5.16:   Income Comparison for Comparison Communities, 2017


Source: Census Summary File 1, ACS-5 Year data, 2013-2017

The percentage of individuals living in poverty in the City has decreased from 2000 to 2017: in 2000 the poverty level was 44.2% and in 2017 it is estimated to be 37.8%. There is currently a 45.50% poverty rate in the Township which is higher than the City's. The State and the County have lower poverty rates at 14.8% and 27.3%. The large amount of poverty is due to the students who have little to no income.

Table 5.10:   Poverty Rate for Comparison Communities, 2000-2017
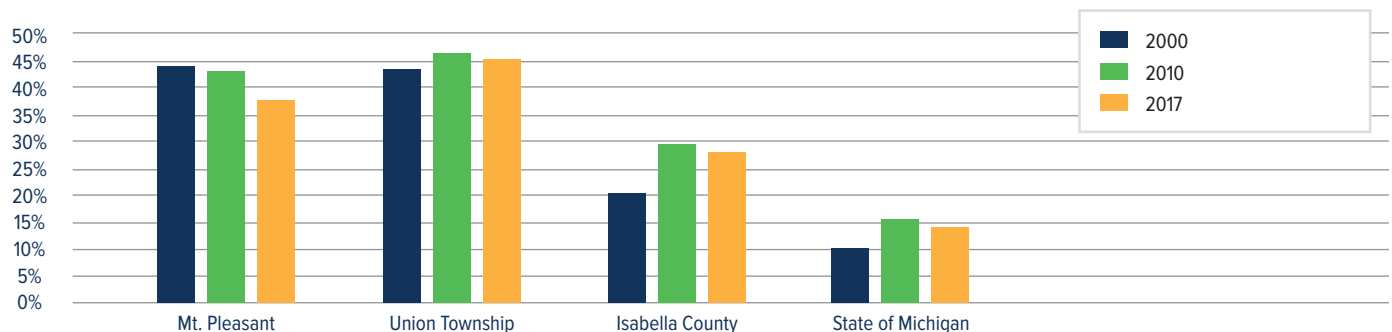
Source: ACS-5 Year data, 2013-2017
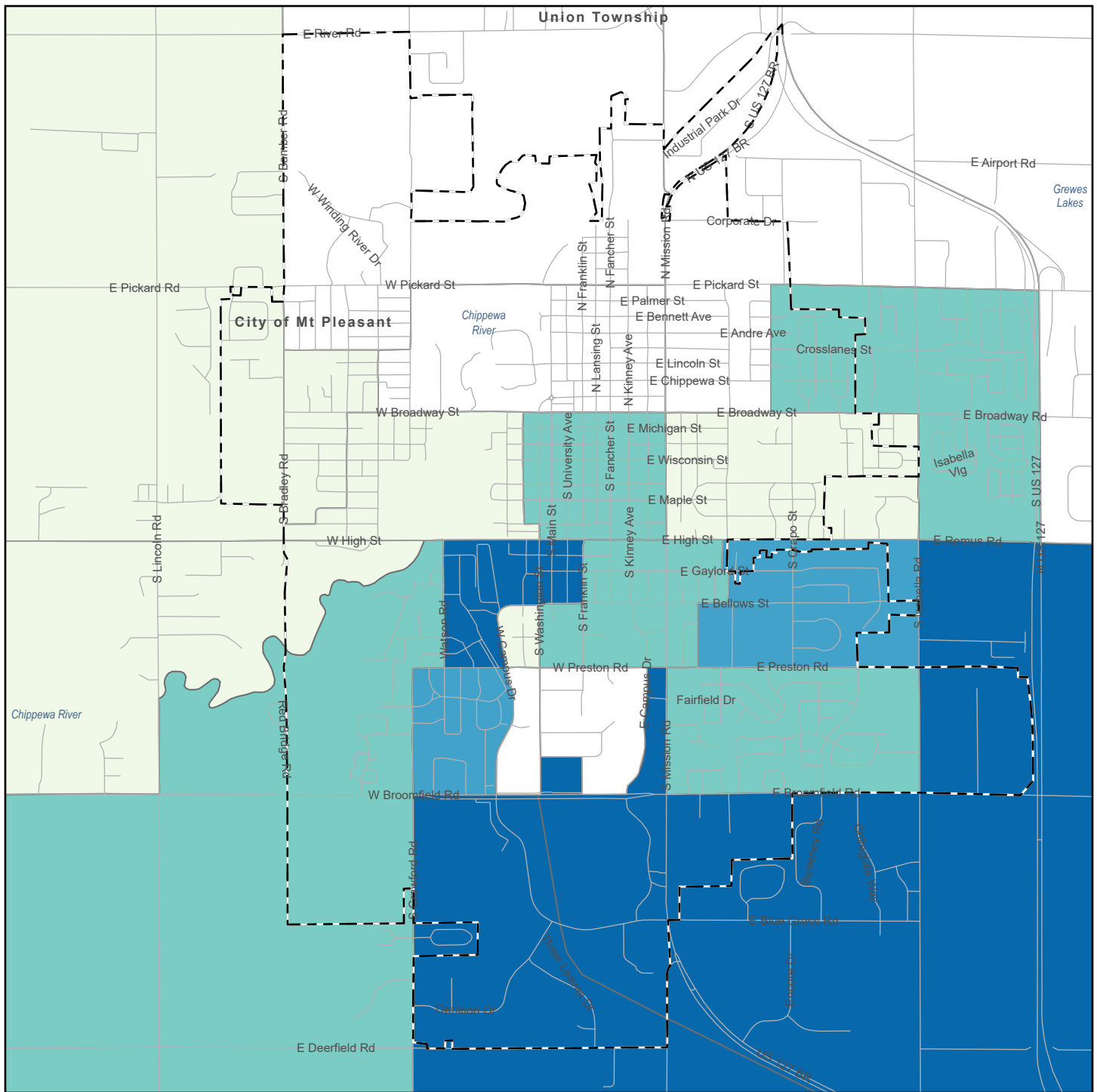
Individuals At 50% of Poverty Line

City of Mt. Pleasant, MI

January, 20, 2020

LEGEND

- - - City and Township boundaries

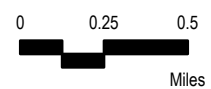—|— Railroads

—— Roads

Individuals at 50% of Poverty Line

☐	1-64 *
☐	65-174
☐	175-368
☐	369-823
☐	824-3044

* Note: Campus and student population incomes are not reflected in the Campus Area reporting.

0   0.25   0.5
Miles

MCKENNA

Occupation

In 2000, Education and Health services was the top employment sector for people living in the City with 37% of people employed. In 2010, the sector dropped to 33.8% of employed people but remains the highest percentage of employed people. In 2017, the sector rose to 34.8% and is still the highest sector. Management is the highest employment sector in Michigan, Isabella County, and is the second highest in Union Township and Mt. Pleasant.

Figure 5.17:   Occupation by Industry, 2017

Mt. Pleasant

Management, business, science and arts
Service Sales and office
Sales and office occupations
Natural resources, construction, and maintenance
Production, transportation, and material moving

Union Charter Township

Isabella County

State of Michigan
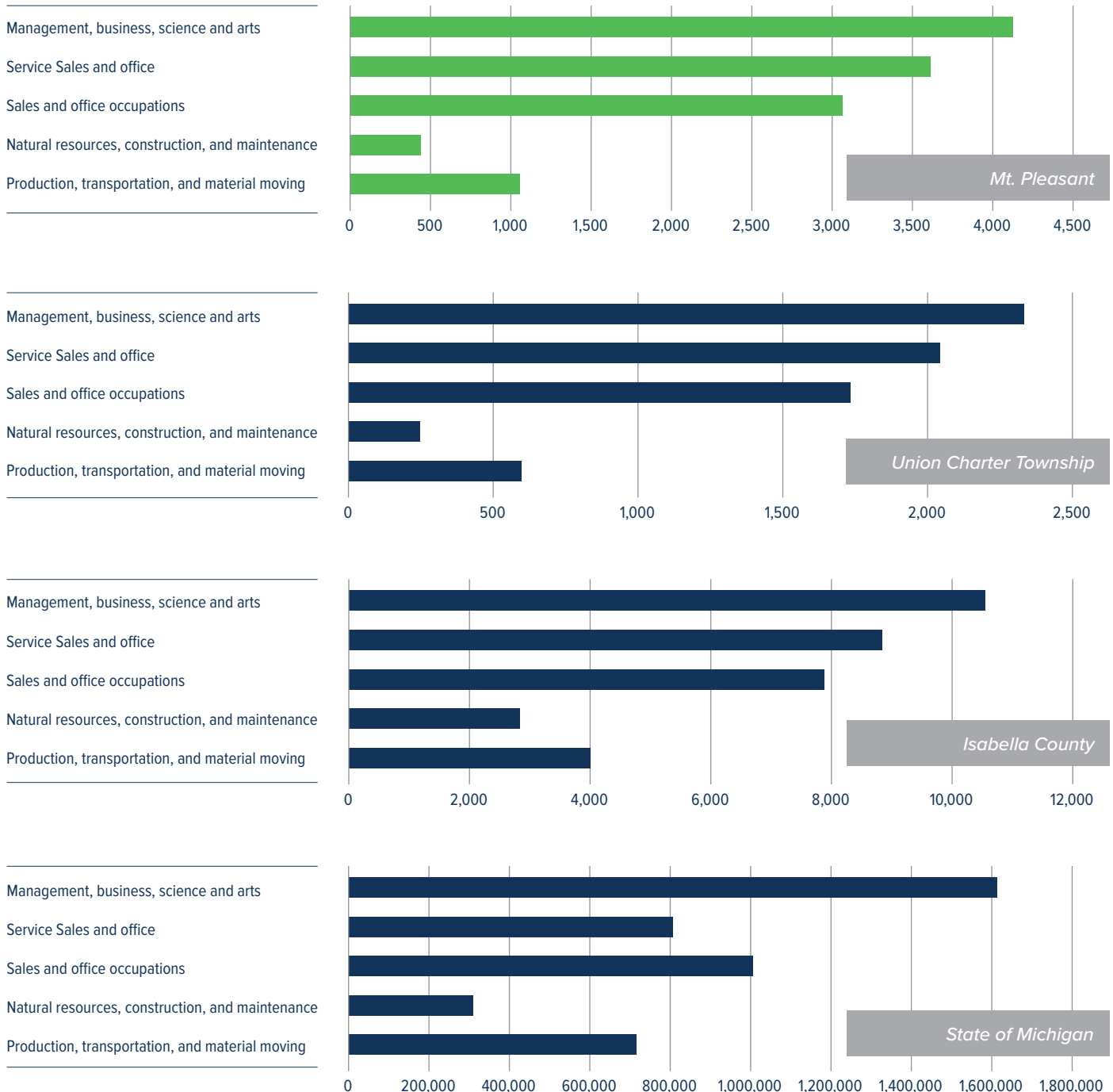
American Community Survey, 5-Year estimates 2013-2017

As might be expected with Central Michigan University and McLaren amongst the largest area employers, Figure 5.18 indicates that Mt. Pleasant leads all the jurisdictions in the percent of people employed in the educational, health and social services with 34.5% of employed people working in that industry. People employed, in arts, entertainment, recreation, accommodation and food services represent 24.7% of City employment.

Figure 5.18: Employment by Industry, 2017
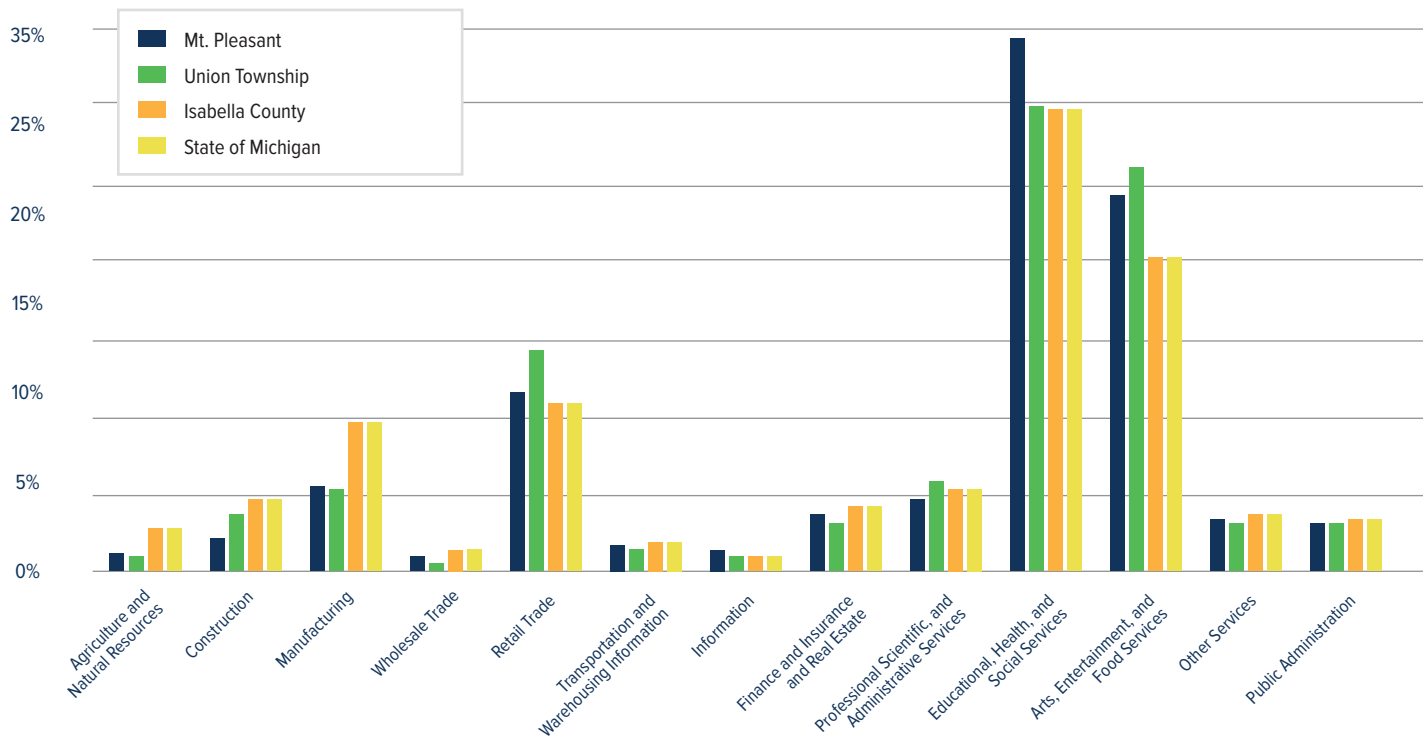
Source: American Community Survey, 5-Year estimates 2013-2017

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PARKS AND RECREATION COMMISSION
RESOLUTION RECOMMENDING ADOPTION OF THE
2050 MASTER PLAN FOR THE CITY OF MT. PLEASANT

WHEREAS, the City of Mt. Pleasant Parks and Recreation Commission has elected to coordinate with the Mt. Pleasant Planning Commission to draft, review, and adopt a new master plan pursuant to the procedures set forth in the Michigan Department of Natural Resources Master Plan Guidelines and the Michigan Planning Enabling Act, PA 33 of 2008, MCL 125.3801, et seq; and

WHEREAS, the City of Mt. Pleasant Parks and Recreation Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, park facilities and programs and associated goals, for the City on September 22, 2020;

NOW, THEREFORE, BE IT RESOLVED that the Parks and Recreation Commission of the City of Mt. Pleasant hereby recommends adoption and approval of this Master Plan.

Motion by Commissioner Batcheller, supported by Commissioner Sponseller

Ayes: Batcheller, Busch, Fisher, Little, Sponseller

Nays: None

Absent: Barber, Mitchell

Resolution declared adopted Tuesday, September 22, 2020.

_____
Chris Bundy, Director of Parks and Public Spaces
Staff Liaison
City of Mt. Pleasant Parks and Recreation Commission

RESOLUTION RECOMMENDING ADOPTION OF THE
2050 MASTER PLAN FOR THE CITY OF MT. PLEASANT

WHEREAS, the City of Mt. Pleasant Planning Commission has elected to draft, review, and adopt a new master plan pursuant to the procedures set forth in the Michigan Planning Enabling Act, PA 33 of 2008, MCL 125.3801, et seq; and

WHEREAS, the City of Mt. Pleasant Parks and Recreation Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, and goals, for the City on September 22, 2020 and recommended approval; and

WHEREAS, the City of Mt. Pleasant Planning Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, and goals, for the City on October 1, 2020;

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission of the City of Mt. Pleasant hereby recommends adoption and approval of this Master Plan.
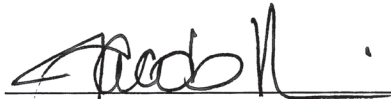
Motion by Commission Ortman, Supported by Vice-Chair Horgan

Ayes: Dailey, Friedrich, Hoenig, Horgan, Kostrzewa, Liesch, Ortman

Nays: Irwin, Rise

Absent: None

Resolution declared adopted Thursday, October 1, 2020.

Jacob Kain
Secretary
City of Mt. Pleasant Planning Commission

RESOLUTION TO ADOPT THE 2050 MASTER PLAN FOR THE CITY OF MT. PLEASANT

WHEREAS, the City of Mt. Pleasant Planning Commission has elected to draft, review, and adopt a new master plan pursuant to the procedures set forth in the Michigan Planning Enabling Act, PA 33 of 2008, MCL 125.3801, et seq; and

WHEREAS, the City of Mt. Pleasant Parks and Recreation Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, and goals, for the City on September 22, 2020; and

WHEREAS, Whereas, the City of Mt. Pleasant Parks and Recreation Commission adopted a resolution on September 22, 2020, that recommended approval and adoption of the Master Plan to the City Commission, which was received by the City Commission at their October 12, 2020 regular meeting; and

WHEREAS, the City of Mt. Pleasant Planning Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, and goals, for the City on October 1, 2020; and

WHEREAS, the City of Mt. Pleasant Planning Commission adopted a resolution on October 1, 2020, that recommended approval and adoption of the Master Plan to the City Commission, which was received by the City Commission at their October 12, 2020 regular meeting; and

WHEREAS, Whereas, the City Commission held a public hearing on the proposed Master Plan, inclusive of the charts, maps, demographic data, future land use plan, and goals, for the City on November 9, 2020;

NOW, THEREFORE, BE IT RESOLVED that the City Commission of the City of Mt. Pleasant hereby adopts and approves this Master Plan.

Motion by Commissioner Alsager, Supported by Vice-Mayor Perschbacher

Ayes: Alsager, Joseph, LaLonde, Perschbacher, Ronan

Nays: Gillis, Tolas

Absent: None

Resolution declared adopted November 9, 2020.

Chris Saladine
City Clerk
City of Mt. Pleasant