

CITY OF MOUNT CLEMENS

2016 REDEVELOPMENT UPDATE

Planning Commission Approved: 8/3/16

City Commission Approved: 9/6/16

This amendment to the 2010 Mount Clemens Master Plan includes the following chapters, which supplement that plan:

Economic Development and Marketing Plan.....	107
Redevelopment Strategy	125
Downtown Plan	135
Implementation (<i>replaces pages 107-119 of 2010 Plan</i>).....	149

The purpose of this update is to

- Create clear strategies to attract investment, build tax base and create jobs.
- Concentrate on key redevelopment sites.
- Explore how to better connect business and development interests with local redevelopment sites.
- Describe steps to take to enhance community image and brand to stimulate redevelopment interest.
- Identify new opportunities to market Mount Clemens.
- Refresh the Master Plan for consistency with other City strategic planning efforts.
- Meet the requirements to be Redevelopment Ready certified by the MEDC.

Assistance provided by LSL Planning, Poggemeyer Design Group, and SmithGroupJJR.

CITY OF MOUNT CLEMENS MACOMB COUNTY, MICHIGAN

A RESOLUTION TO ADOPT AN UPDATE TO THE 2010 MASTER PLAN

At a Regular Meeting of the Planning Commission of the City of Mount Clemens, Macomb County, Michigan, held in said City on Wednesday, August 3, at 7:00 p.m., there were:

PRESENT: Leslie, Schleicher, Shoemaker, Servitto, Innes, Fournier, Femminino

ABSENT: Dempsey, Glavich

WHEREAS, the Michigan Zoning Enabling Act, P.A. 110 of 2006, states that the provisions of a municipal zoning ordinance shall be based upon a plan designed to promote the public health, safety, and general welfare, to encourage the use of lands in accordance with their character and adaptability, and limit the improper use of land; and

WHEREAS, the Michigan Planning Enabling Act, P.A. 33 of 2008 (“Planning Act”) requires the Planning Commission to make and adopt a Master Plan as a guide for the development of a municipality; and

WHEREAS, the City of Mount Clemens Planning Commission has prepared a Master Plan Update (“Update”), which amends the 2010 Master Plan and creates an Economic Development and Marketing Plan, a Redevelopment Plan, a Downtown Plan, and a revised Implementation Plan; and

WHEREAS, pursuant to Sec. 41 (1) of the Planning Act, the City Commission approved the draft version of the Update at its June 6, 2016 regular meeting, and authorized the document to be released for distribution to neighboring jurisdictions for comment; and

WHEREAS, after public notice in accordance with the Planning Act, the Planning Commission held a public hearing on August 3, 2016 on the proposed Update, for the purpose of presenting the proposed Update to the citizens of the City and receiving public comments and recommendations regarding the Update; and

WHEREAS, in the process of completing the Update, the Planning Commission duly considered the public comments received,

1. That the City of Mount Clemens Planning Commission hereby approves and adopts the Master Plan Update, dated August 3, 2016.
2. The City of Mount Clemens Planning Commission hereby submits the Master Plan Update to the Mount Clemens City Commission for final adoption.
3. That the City of Mount Clemens Planning Commission hereby expresses its appreciation for the efforts of all those involved in preparing the Update.

The above resolution was offered by Planning Commissioner Leslie and supported by Planning Commissioner Servitto, with the vote being as follows:

YES: Leslie, Schleicher, Shoemaker, Servitto, Innes

NO: Fournier, Femminineo

ABSENT: Dempsey, Glavich

The resolution was thereupon declared adopted.

CERTIFICATION

I, HEREBY CERTIFY, that the foregoing is a true copy of a resolution adopted by the City of Mount Clemens Planning Commission at a regular meeting held on August 3, 2016.



Richard Shoemaker
Acting Chairperson
City of Mount Clemens
Planning Commission

Date: August 9, 2016

CITY OF MOUNT CLEMENS MACOMB COUNTY, MICHIGAN

A RESOLUTION TO ADOPT AN UPDATE TO THE 2010 MASTER PLAN

At a Regular Meeting of the City Commission of the City of Mount Clemens, Macomb County, Michigan, held in said City on Tuesday, September 6, at 7:00 p.m., there were:

PRESENT: Ford, Bunton, Mentzer, Dempsey, Kropp, Hill, Campbell

ABSENT: None

WHEREAS, the Michigan Zoning Enabling Act, P.A. 110 of 2006, states that the provisions of a municipal zoning ordinance shall be based upon a plan designed to promote the public health, safety, and general welfare, to encourage the use of lands in accordance with their character and adaptability, and limit the improper use of land; and

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WHEREAS, in the process of completing the Update, the Planning Commission duly considered the public comments received,

1. That the City of Mount Clemens City Commission hereby approves and adopts the Master Plan Update, dated August 3, 2016.
2. That the City of Mount Clemens Planning Commission is hereby directed to submit copies of the adopted update to adjacent communities and other entities as required by the Planning Act.
3. That the City of Mount Clemens City Commission hereby expresses its appreciation for the efforts of all those involved in preparing the Update.

The above resolution was offered by Commissioner Bunton and supported by Commissioner Mentzer, with the vote being as follows:

YES: Ford, Bunton, Mentzer, Dempsey, Kropp, Hill, Campbell

NO: None

ABSENT: None

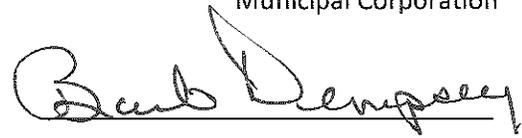
The resolution was thereupon declared adopted.

CERTIFICATION

I, HEREBY CERTIFY, that the foregoing is a true copy of a resolution adopted by the City of Mount Clemens City Commission at a regular meeting held on Tuesday, September 6, 2016.

CITY OF MOUNT CLEMENS,

a Michigan
Municipal Corporation

A handwritten signature in cursive script, reading "Barb Dempsey", written over a horizontal line.

Barb Dempsey, Mayor

A handwritten signature in cursive script, reading "Lisa Borgacz", written over a horizontal line.

Lisa Borgacz, City Clerk

ECONOMIC DEVELOPMENT & MARKETING PLAN

A. Introduction

Cities compete with each other in direct and subtle ways. Directly, they compete to attract outside investment – working to influence private decisions that will help bring new facilities or projects to town. In more subtle and sustained ways, communities compete to create desirable places that encourage local and external interests to invest and reinvest. For obvious reasons, communities with a rich mix of desirable urban attributes provide compelling reasons for people to become vested partners in a community’s future.

Recent Studies

- Mount Clemens Strategic Plan (July 2015)

Competition between communities is especially strong in southeast Michigan where those considering where to live and where to make business investments have dozens of choices. This intensifies the need for clear and actionable strategies that will help distinguish Mount Clemens from other communities. This Economic Development and Marketing Plan for Mount Clemens takes an honest look at local attributes and conditions, is based on steps to feel the pulse of trends, and local attitudes and reframes an economic development vision and strategy going forward.

This recalibration of an economic development vision and strategy recognizes that the City of Mount Clemens is now taking steps to become certified as a Redevelopment Ready Community® (RRC) through the Michigan Economic Development Corporation (MEDC) at the time of this update. One important benchmark established by the MEDC’s RRC program is that a community should go far beyond simply hoping for a strong and growing local economy and instead, rely on clear strategies that describe how they intend to attract investment, build tax base and create jobs. This Chapter tracks closely with direction provided by the MEDC that defines the essential elements of an economic development strategy with clear linkages to other relevant community planning efforts. The MEDC framework was then tailored based on factors, attitudes, and market trends in the city.

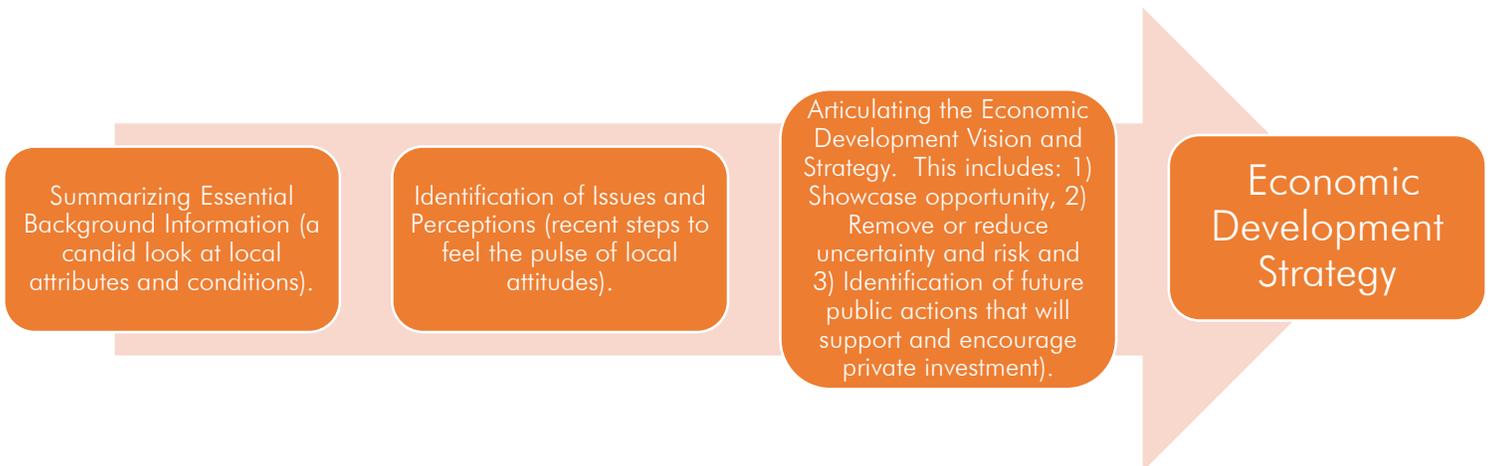
Since the City can only indirectly enhance and support economic development, an effective strategy is dependent upon a partnership with the private sector. Private investment creates tax base and jobs. The decision to invest or not invest in a development or real estate project rests with individuals or organizations who must weigh potential risk and return on investment.

Emotional attachment to a community can certainly influence a decision to reinvest in a business, start a new local business, or otherwise invest in a local project. However, ultimately the business case for community reinvestment projects must be strong enough to reach a convincing level. That said, especially to obtain financing, generally more vibrant communities recognize the business case for community investment and reinvestment in three primary ways:

1. Showcase and draw attention to opportunity (Marketing, Branding, information on sites, success stories, etc.).
2. Remove or reduce uncertainty and risk that can be a barrier to private investment (Regulatory and Administrative Barriers).
3. Support private actions for new investment (Incentives, Public Infrastructure Support, Provision of Public Amenities, Providing Redevelopment-Ready Sites, etc.)

The specifics within each of the three areas is the essence of the Economic Development Strategy that needs to be redefined and directly associated with updated planning policies and proposed projects found elsewhere in this Master Plan. Like the Master Plan itself, local economic development strategy development and execution is an ongoing process that builds on insights from past efforts. In Mount Clemens, preceding steps that are foundational to this updated Economic Development Strategy are described herein.

Three key parts of the Mount Clemens Economic Development Strategy are listed below and more fully described in the following material:



This section is a snapshot of the trends in Mount Clemens at the time this Master Plan was amended (2016). This plan identifies some short-term actions and some policies and programs to implement over time.

Key Takeaways

- Shrinking household sizes and limited room for new construction has been a key reason why the City has declined in population.
- If the 1960’s household size had remained steady- Mount Clemens would have grown to be a city of nearly 25,000 people today.

B. Summarizing Essential Background Information

To take stock of existing conditions, the following background information is provided. This is the key information that succinctly identifies factual considerations that help frame issues confronting the City to help draw attention to the need for an actionable economic development strategy.

Population

- SEMCOG estimates that the population of Mount Clemens is 16,501 – which is up about 200 people compared with the 2010 census. However, long-term, SEMCOG projections currently point toward a decline in residents due to a general aging of the population and lower birth rates.
- The social makeup of Mount Clemens has changed over the past fifty years. A “traditional family” with two parents and two children is no longer the norm. Empty nesters, single professionals and couples waiting longer to have children will fill the neighborhoods once designed for a different population. (2010 Master Plan, Page 7).
- The population of Mount Clemens peaked in the 1960’s at more than 21,000 and has declined since to about 16,501 now.
- Part of the reason for population decline in the last 50 years is due to the fact that the City has reached “build-out” (meaning there is little undeveloped property in the city). At the same time, residential household sizes have declined significantly. There are just 2.1 persons per household in Mount Clemens (which is far less than the average for both Detroit Metro and the State of Michigan – 2.6 and 2.5 respectively). Quite simply, fewer residents in each household and little change in the number of housing units results in population decline.
- The number of housing units increased only modestly since the “population peak” of 1960 (from 6,179 units to more than 7,000 units today). However, this increase is far less than enough to compensate for the fact that each housing unit has far fewer persons living in them. If the 1960’s household size had remained steady- Mount Clemens would be a city of nearly 25,000 people today.

Workforce

- Attracting and retaining an educated workforce is fundamental to a community’s economic success. A key benchmark is the percent of residents (25 or older) with Bachelor’s degrees. In Mount Clemens, the percentage is just over 18% which is only about 2/3 of the rate state-wide and across the metro area (26% and 28% respectively). Clearly, the City is challenged to retrain and attract educated workers.

- According to SEMCOG, The three largest single employers are the McLaren Health Care Corporation, Macomb County Government, and Axalta Coating Systems.

Tax base

- The primary measure of local tax base is Assessed Valuation. According to the Michigan Department of Treasury State Tax Commission, the total 2016 Assessed Valuation was \$ 96,014,513. This is a 15% drop from the Assessed Valuation of \$112,581,087 reported in 2010 and a 25% percent drop from the Assessed Valuation of \$128,562,800 reported in 2008. As in nearly all other communities, the deep recession drove local property values down in the later part of the last decade and early years of this decade. In Mount Clemens, the low point was 2013, when the Assessed Valuation fell to \$85,772,383. However, since then Assessed Valuations have shown a steady and sustained trajectory upward. Other evidence of a strengthening real estate market and increasing property values have been reported in the media. Articles such as one published by the Macomb Daily titled “Macomb County housing market on the upswing” (1-30-16) point to evidence of falling numbers of foreclosures, more home sales, rising building permits and fewer sheriff sales in Macomb County.
- Growing the local tax base is more challenging in a community that is the county seat since a large amount of land is publically-owned and tax exempt. This is especially true in and near downtown where property values per square foot should be the highest.

Other

- The two significant employment centers in Mount Clemens include the downtown area (government offices, healthcare) and the industrial corridor between Groesbeck Highway and the active railroad tracks to the east.
- As noted, Mount Clemens is largely built-out, and for the most part, opportunities for development are limited to redevelopment of underutilized and vacant buildings (particularly in and near downtown). Recognition of this, led Macomb County and municipal leaders to organize an Investor Summit involving more than two dozen properties in the downtown area. This event was held in July 2015 and it was well attended. Subsequent feedback strongly suggests that this event was regarded as a successful effort that helped acquaint potential investors with redevelopment and reuse opportunities.

Key Takeaways

- For the most part, opportunities for development are limited to redevelopment of underutilized and vacant buildings (particularly in and near downtown).

C. Identification of Issues and Perceptions

Two recent steps were taken that help describe the current assessment of local economic development issues and perceptions. Both involve efforts to gauge attitudes among key community leaders. The first effort was a SWOT Analysis generated by elected officials. The second effort was a series of interviews / small focus group meetings with a good cross-section of business and community leaders. Both efforts are regarded as being foundational to this new economic development strategy.

SWOT Analysis

In the spring of 2015, the Mayor and City Commission undertook a SWOT Exercise. A SWOT exercise systematically considers Strengths, Weaknesses, Opportunities and Threats (SWOT). In this case, the SWOT analysis was focused on the City and the results include the following:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Water (waterfront, water plant, water taste) 2. Housing 3. City (small, cool, trees) 4. Services (garbage, safety) 5. Historic 6. Museum 7. Property 8. Diversity 	<ol style="list-style-type: none"> 1. County relationship 2. Financial status 3. Low homeownership 4. Infrastructure 5. Business development 6. Staff shortage, low morale 7. Schools – perception and MEAP scores

	Opportunities	Threats
Financial	<ul style="list-style-type: none"> Leverage the city’s water/sewer capacity to provide these essential services to neighboring communities. 	<ul style="list-style-type: none"> Decline in state revenue-sharing Further acquisition of property by non-taxable entities Reductions in water sales
Economic Development	<ul style="list-style-type: none"> Riverfront development – leverage the city owned riverfront property currently occupied by City hall, the Fire department, and a large underutilized parking lot. Fill the “blank canvas” provided by downtown vacancy. Expand the Farmers’ market, building a greater sense of place. Utilize hospitals as catalyst for growth, expansion Encourage Oakland University expansion. Reinvigorate mineral baths industry. Market the City’s strengths. Explore possible redevelopment of Selfridge as a commercial airport. 	<ul style="list-style-type: none"> Loss of large businesses Lack of ambitious property owners Greater economic environment and climate Potential Selfridge shutdown Infrastructure deterioration
Community Development / Quality of Life	<ul style="list-style-type: none"> Maximize the potential of a city that is ready for reinvention. Further develop community pride and participation. Increase and enhance first-time homebuyer and Millennial-friendly amenities. Maximize downtown lofts, increasing marketing and further renovations. 	<ul style="list-style-type: none"> Apportionment of school district State moving probation officers downtown Increased blight

Interviews / Small Focus Group Meetings

In November 2015, consultants and municipal staff conducted a series of interviews/focus group sessions with key community leaders in order to obtain more insights into economic development challenges and opportunities. About 15 community leaders participated, each representing various community interests and voices. This step in the process allowed participants to express candid perspectives on existing conditions, challenges and economic development needs. Careful notes were taken and have been organized into thematic groups of thoughts and ideas. In most cases, the origins of recommended action steps can be traced back to conversations. Often, insights and comments expressed by several participants were strikingly similar and therefore regarded as being more significant and described below.

Pulse of Development Trends

Key Takeaways

- Some suggest that property owners are reluctant to move forward unless someone else takes a bold step forward and helps to “light a development spark.”

Conversations with participants yielded many perspectives about existing conditions in Mount Clemens, and some insights were obtained from those with knowledge of both long-term and recent trends. Those with perspectives spanning many years felt that the recent economic downturn hit Mount Clemens hard and the rebound has been slow (at least compared with nearby communities). One person with an especially long historical perspective identified various cycles of vitality over the years, but now sees a low point. Others see signs of pickup, but also draw attention to multiple properties that are either fully vacant or far underutilized.

There is a belief that in some cases, property owners are holding out for higher real estate prices - speculating that things will improve soon. These were largely anecdotal perspectives, but they were shared by several participants who see some holding on to property with the expectation that property values will rise as economic conditions improve. Some suggest that property owners are reluctant to move forward unless someone else takes a bold step forward and helps to “light a development spark.” It is also recognized that the high cost of building rehabilitation discourages property owners from taking on larger projects and risking capital.

Most people were pleased with the effort to hold the Investor Summit in July 2015 as it helped showcase the large amount of available property in and near downtown. This effort, produced at least one serious inquiry regarding a local property. There is interest in a similar event in the future with some modifications in terms of organization and format.

Existing General Attitudes

Conversations with many strongly suggest that people want to see development, redevelopment and more things happening. Despite some issues and challenges, there is a general affinity for Mount Clemens and recognition of its potential. There is a shared view that Mount Clemens may be at (or near) a tipping point and close to a period of more positive development trends and investment activity. This attitude is tempered by the recognition of a disturbing level of negativity from vocal naysayers and a local atmosphere that is sometimes ripe with negative attitudes. Commonly, negativity centers on issues related to crime, high taxes, poor schools and inaction. Poor local attitudes were identified by some as being among the biggest impediments to future success. Some see lots of potential in downtown Mount Clemens, but also point to the need for “new blood” to help reinvigorate downtown thinking.

Key Takeaways

- There is a shared view that Mount Clemens may be at (or near) a tipping point and close to a period of more positive development trends and investment activity.

There is also a perception that Mount Clemens as a whole has “not kept up with the times.” It is suggested that some businesses have become stagnate as they are doing the same thing they did years ago. At the same time, people point toward the need for more business-friendly attitudes and policies from the City. This runs the gamut from issues related to property assessments and aggressive noise ordinance enforcement. There is a sense that some would welcome deliberate steps toward being more business-friendly. Comparisons were made between Mount Clemens and other communities and there are firm opinions that point to Mount Clemens not being as welcoming as others.

Specific Physical Projects

Catalytic Project: Related to the previous observation that some downtown property owners seem reluctant to move forward unless someone else takes a bold step forward is the need for some kind of catalytic project downtown. A catalytic project is a “game-changing” project to help bolster confidence that Mount Clemens is worth investing in and help stimulate other “spin-off” projects. Such a project should be a larger mixed use project that helps to set the tone for subsequent projects. A catalytic project could be either redevelopment of an existing underutilized building or a new, infill development.

Destination Retail and Housing: Many of those interviewed recognize the need for several specific uses downtown that would add vibrancy and liveness. Suggested uses include those that help to create more of a “destination” such as a distillery, wine tasting venue, destination /themed restaurant, specialty retail, microbrewery, etc. Similarly, a boutique hotel and bed and breakfasts are thought to be both desirable and supportable downtown. There was consensus on the need for more housing downtown. Mount Clemens offers one of the few housing options for those who desire to live in a mixed-use, walkable downtown environment. Belief in a growing demand for loft space is particularly strong. Some see considerable potential for housing – particularly if units are about 1,000 square feet in size, and have an open floor plan. Rents in the \$1,200 to \$800 range are regarded as being generally affordable for younger talented workers. Secondly, there is belief in the need for condos and brownstone-type downtown housing options that can help drive downtown revitalization. Those units are likely more costly and align to higher net-worth households, empty nesters, seniors and urban professionals. Structures used exclusively for housing (not in a mixed use building) seem particularly appropriate at the fringes of downtown.

Physical Projects

- Catalytic Projects
- Destination Retail and Housing
- Internet Infrastructure
- 200th Anniversary
- Water Sports

Along with the need for housing is parallel need for supportive uses such as a downtown grocery store and gym to help support downtown living. A downtown gym in addition to the nearby YMCA would allow for downtown residents to exercise and a grocery store of some type (perhaps with a smaller footprint and a limited product line) would provide basic food buying needs for downtown residents. The farmer’s market will soon be relocating downtown, but a more permanent grocery store option will still be needed to support downtown living, especially in the winter months. It was reported that Whole Foods considered a location in Mount Clemens - but ultimately decided not to go forward. Naturally, this is a “chicken and egg” proposition as even a small downtown grocery store presumes some demand from the downtown itself and adjacent neighborhoods. Enhancing food options downtown goes beyond consideration of a traditional brick and mortar grocery stores. There is some interest in food trucks downtown as relates to the Oakland University student population downtown and other professionals. Local restaurants may be able to broaden their business model by adding food trucks as one way to more conveniently reach potential customers.

Internet Infrastructure: Internet infrastructure is an issue as it relates to the needs of local technology-oriented firms. There are at least three local technology-oriented firms (Eyewyre, Hunch Free, NES World Group, others) that depend on internet connectivity and there are some reasons to think that improvements to local broadband infrastructure may be needed. In Downtown Detroit, Rocket Fiber recently launched with internet speeds up to 10,000 Mbps over a fiber optic infrastructure (reportedly a 1,000 times faster than the average residential connection in the U.S.). The identification of specific needed improvements in downtown Mount Clemens requires more focused effort, but the connection between strong internet connectivity and the creation of an environment that attracts and supports technology-oriented firms and technology-savvy younger residents is clear.

The 200th Anniversary of the City: 2017 is the 200th anniversary of the City of Mount Clemens. This date is far enough into the future to potentially allow time to plan and execute, and could be the kind of catalytic project that could help celebrate this community milestone and help stimulate economic development.

Water Sports: Mount Clemens can and should be more of a water sports destination. A new canoe/kayak/paddle board livery is opening in downtown the spring of 2016 and it will operate out of the bath house near downtown. Support for water sport activities should be included as part of a

collaborative effort to reinvigorate the riverfront and connect it to the core downtown. This can be accomplished through partnerships and with grant funding for capital improvements.

Marketing and Branding

In keeping with the Strategic Planning Goals of the city later outlined in section D, community leaders recognize that Mount Clemens needs to refresh and energize its image and brand in order to attract residents and businesses. Too often, the image of Mount Clemens seems to be associated with building vacancies and urban distress. People describe a certain “tiredness” associated with the city that undermines efforts to attract new investment and draw attention to opportunity. Most recognize the importance of and need for more effort to define the Mount Clemens “message,” identity and brand.

Most recognize the importance of and need for more effort to define the Mount Clemens “message,” identity and brand.

Conversations during the interviews and focus groups provided some insight into steps forward. Mount Clemens is fortunate that certain local tech companies have some branding and marketing expertise that could be tapped. For example, the local firm named Hunch Free was involved in the development of the online presence of Advancing Macomb, which focuses on unified economic and community development for all of Macomb County. Knowledgeable local marketing professionals suggested that the City needs to do a better job of defining the essence of Mount Clemens and key in on walkable, green, and historic attributes that support the notion of “place.”

Because of the need to be authentic in efforts to rebrand and market a community, it was noted that Mount Clemens can lay legitimate claim to health and wellness. The local history with regard to the local mineral baths is significant. Health and wellness is important to everyone, but given the context of an older local population and the general aging of the population nationally, this message can resonate very well to an outside audience. It was reported that a local company is now using local mineral water for health and beauty products, and a local spa is using the mineral water in its facility. This concept is also directly aligned to findings generated by the City Commission’s SWOT exercise.

Strong and emerging core messages foundational to subsequent branding & marketing efforts

- Health and Wellness
- Recreational Opportunities
- Art and Culture
- Technology

Building on the core message of health and wellness, recreational opportunities should also be a related core message in renewed efforts to market and brand Mount Clemens. Lake St. Clair is about 5 miles to the east via the Clinton River which is navigable by recreational vessels. Boat docks are present in downtown Mount Clemens, and in the summer of 2016, a new canoe/kayak rental is planned to open downtown. Paddlesports (canoeing, kayaking, rafting, stand up paddle boards) are a growing leisure activity in the US. Paddlesports are often a family-oriented pursuit and one that can leverage other economic development activity as people combine trips with a visit to a local restaurant or local store for supplies. Just to the south of where the Clinton River empties into Lake St. Clair is the Lake St. Clair Metropark with a tremendous range of recreational opportunities spread across hundreds of acres.

Along with health and recreation, art and culture are also community attributes that should be woven into a new branding and marketing effort. Mount Clemens is home to the Anton Art Center, which is housed in a renovated Carnegie library, and it is the place for art exhibitions and art-related classes. The Anton Art Center also sponsors the annual Mount Clemens Art Fair, held in downtown Mount Clemens. Activities associated with the performing arts are oriented toward the 2,500-seat Macomb Music Theatre in downtown. This theater was recently purchased by an individual with plans to restore and upgrade the building and to add events and shows.

More efforts are needed to more closely identify the core messages Mount Clemens should build on in a new branding and marketing effort. Ideally, this effort takes place with the involvement of partners mentioned and includes a deep and meaningful effort to uncover and specifically define the authentic core messages that Mount Clemens can consistently deliver on and to develop and manage their municipal brand.

Desired Collaboration

The need for more collaboration exists at several levels in the minds of several community leaders. In particular, this includes collaboration with Macomb County, Oakland University, and the Chamber of Commerce. The need for more collaboration also extends to efforts needed to explore more synergies between activities so that one event/attraction leverages other activities and therefore economic development.

Macomb County Collaboration: Deeper and more substantive partnerships with Macomb County need to be forged in the minds of several people. County offices downtown house many employees who represent local purchasing power. Many are also local residents with ties to the City of Mount Clemens. At a more programmatic level, Macomb County Planners are working on a “Mount Clemens Food Destination” Project. The project seeks to support local food processing and sale, and help for local food-related entrepreneurs. Similarly, marketing efforts discussed previously, should connect with and leverage county-level marketing efforts expressed in the “Make Macomb Your Home” (MMYH) Program. The MMYH website, showcases Macomb County communities and provides a portal for information about places to live, stay and enjoy in Macomb County. The MMYH website provides space for community-driven content. The Make Macomb Your Home website is accompanied by billboards, social media, and television/movie commercials.

Oakland University Collaboration: Oakland University is an increasingly important presence in Downtown Mount Clemens. Enrollment has grown from about 300 students to about 800 in the past 4-5 years and there are plans for continued growth. Substantially more growth would be necessary before expanded physical facilities would be needed. Presently, there is an important positive and collaborative relationship between OU, DDA, City and Macomb County that can be leveraged and enhanced going forward. Even stronger working relationships are viewed as being beneficial in three ways. First, in terms of providing learning local opportunities for students. Second, in terms of leveraging the local economic impact of an institution of higher education in downtown. Third, in terms of engaging OU alumni (about 20,000 in Macomb County) to volunteer for community events.

Local OU students can gain valuable practical experience in local internship programs and class projects. Some particular areas where existing efforts can be expanded include engaging students interested in public administration and law enforcement. The criminal justice program at OU is strong and there may

Collaboration

- Macomb County
- Oakland University
- Macomb County Chamber

be opportunities to tap student resources to help with local safety issues/concerns. Another specific area relates to grant writing to help supplement city staff availability and to support a wide range of community projects.

Students and faculty are also potential customers for downtown businesses. Nearly all OU staff live in Macomb County and while OU is a commuter school (and is likely to remain so for the foreseeable future), the 800 students that are drawn to campus from the larger region creates demand for products and services that would not otherwise exist. Some downtown businesses have discounts for students, but there are reasons to believe that students want more local food options, especially a coffee place. Closer collaboration between the DDA and OU may help reveal business opportunities for existing businesses, or for new ventures.

Macomb County Chamber Collaboration: From its office in downtown Mount Clemens, the Macomb County Chamber of Commerce is the voice of business and advocates local business interests. As part of its mission the Chamber has offered classes in entrepreneurship. Such classes could be expanded locally to support and encourage business start-ups.

Advancing Macomb: Advancing Macomb is focused on economic and community development as the unified voice of Macomb County's corporate, institutional, non-profit and public community. As an organization, Advancing Macomb sees itself as a supportive partner with local governments that are taking steps to pursue goals. Some areas where Advancing Macomb may be a particularly important partner for the City of Mount Clemens include more steps to support local retail and services, more efforts to help define the local Mount Clemens "experience," and in terms of expanded branding and marketing efforts. Presently, Advancing Macomb is working with The Clinton River Watershed Council as it works to develop and enhance recreational opportunities along the Clinton River. Further development of these opportunities can be focused on downtown Mount Clemens along the river corridor where many see significant untapped potential to attract people and economic activity.

Further Studies

Many community leaders express a strong desire to “do something” to help jumpstart development and redevelopment activity. People want to see the City facilitate desired development projects and offer more creative approaches to economic development. This may include incentivizing specific types of development projects –particularly, micro-enterprise businesses and start-ups. Essentially, this involves defining ways to help proposed private projects move forward. Such a program could be targeted to needed downtown business ventures.

Potential Micro-Grant Program: Macomb County is an entitlement community under the CDBG program. It receives about \$1.5 million in CDBG dollars and \$1.4 million in HOME funds. About 400K goes to housing rehabilitation (county-wide) and some is distributed to local governments throughout Macomb County. Mount Clemens receives about \$67K annually in funds for eligible projects. Historically, this funding goes to neighborhood projects, but it is also possible that it could fund a micro-loan or micro-grant program to support local business startups and/or expansions. Macomb County staff have experience with such programs.

Market Studies: Up-to-date market studies for both commercial and housing sectors are lacking in Mount Clemens. A downtown commercial market study could help identify voids in local business offerings that could be satisfied by expansions of existing business establishments, or by new ventures. Detailed market studies identify very specific business needs based on local disposable income, local spending patterns, the existing mix of commercial offerings, and potential synergies between existing businesses and complimentary establishments. Most market studies are able to identify specific needs – such as the absence of specific categories of retail/service offerings to the level of describing an amount of needed square feet associated with a business category.

Steps Forward

- Micro-Grant
- Market Studies
- Parking Management

Key Points

- Mount Clemens is not equipped with the results of a market study that would help document unmet local demand for “missing middle housing.”
- More “missing middle housing” is important to both expand housing choices and to attracting and retaining younger talent.
- Younger talented workers often want to live in a more lively, walkable, bikeable, dynamic and amenity-rich urban environment.

Notably, in terms of housing, a Target Market Analysis (TMA) has not yet been produced for Macomb County. TMA’s are being done for many County’s across Michigan to help identify unmet demand for housing products in a local markets. These efforts have been partially funded by the Michigan State Housing Authority (MSDHA). Often, and throughout the State of Michigan, the results of TMA’s point to significant demand for “missing middle housing” types. Missing middle housing is generally two-family, townhomes and various types of multi-family housing products sought by young singles, childless couples, retirees and empty nesters. These households (a large and growing segment of the population in many communities – including Mount Clemens) often desire a more urban and walkable environment.



MissingMiddleHousing.com is powered by Opticos Design. Illustration © 2015 Opticos Design, Inc. OPTICOS

One important place where “missing middle housing” can be provided in conjunction with new construction or adaptive reuse is in and near downtown areas. Completion of a TMA would likely help validate multiple comments made during the Interviews and small focus group meetings that suggested the need for more housing in and near downtown Mount Clemens. While each developer may do his or her own market study, the value of the TMA is to draw broad attention to opportunities and help build interest in specific types of housing. This can ultimately help drive developer interest in project development. Further, the expansion of “missing middle housing” not only adds to the mix of local housing choices, it also supports the goal of attracting and retaining younger talented workers who often want to live in a more lively, walkable, bikeable, dynamic and amenity-rich urban environment. It is often reported that young talented workers choose where to live first, then look for a job, or create their own job.

Parking Management Plan. Parking is challenging in downtown Mount Clemens (as it is in nearly all downtowns). Some employers spend in excess of \$3,500 a year for employee parking passes. Parking for OU students is sometimes problematic as students are given passes and instructions, but some park in the wrong places from time to time. There are also reports of students driving around for a half hour trying to get a parking space.

D. Economic Development Vision and Strategy

As part of the Strategic Planning Process concluded in July 2015, the City of Mount Clemens updated its mission statement to read – “The City of Mount Clemens is dedicated to providing excellent leadership and municipal services that enhance the quality of life for our diverse community, preserving our history and great neighborhoods.” It also identified five priority issues to address over the next 2-5 years which are as follows:

1. Marketing community assets to attract residents and businesses;
2. Redeveloping the city’s central riverfront property;
3. Reinvigorating the historic mineral baths industry;
4. Revitalizing the city’s historic downtown to create an urban and diverse city center;
5. Stabilizing and Enhancing Neighborhoods.

As mentioned previously, the crux of local economic development strategy focuses on: A) Showcasing opportunity, B) Removal or reduction of uncertainty and risk and, C) Identification of future public actions that will support and encourage private investment. Blending these three considerations with the five issues previously identified leads to the creation of the following actions. This framework helps organize and further develop the thoughts generated from the City Commission’s Strategic Plan in two ways. First it adds perceptions and insights gained from the interviews/focus group and it connects insights generated from this Master Plan Update.

1. *Marketing community assets to attract residents and businesses;*
 - A. Showcasing Opportunity:
 - Secure outside assistance to develop a marketing/ branding campaign.
 - Connect new efforts to MMYH.
 - Tap local firms and talent to assist in branding/marketing project.
 - Connect marketing/ branding to social media.
 - Target youth and groups inclined toward entrepreneurial ventures.

New Mission Statement:

- The City of Mount Clemens is dedicated to providing excellent leadership and municipal services that enhance the quality of life for our diverse community, preserving our history and great neighborhoods

- Promote the City as an RRC community when certified.
2. *Redeveloping the city's central riverfront property*
- A. Showcasing Opportunity:
- Develop and share redevelopment concepts.
 - Prepare a "Request for Proposals" as necessary to solicit developer interest and attention.
 - List property with national or regional broker.
 - Draw attention to redevelopment concepts in this master plan to show a transformative redevelopment project.
- B. Removal or reduction of uncertainty and risk:
- Conduct a zoning audit to identify unnecessary or unintended regulatory hurdles to redevelopment of the riverfront property.
 - Appraise publicly owned riverfront property.
 - Prepare commercial market study to draw attention to unmet retail and service needs.
- C. Identification of future public actions that will support and encourage private investment:
- Relocate fire hall
 - Relocate city hall
 - Consider infrastructure investments
 - Consider public access issues
3. *Reinvigorating the historic mineral baths industry*
- A. Showcasing Opportunity:
- Establish ad hoc committee to evaluate: Possible locations, Business concept – bath house, spa, hybrid, Alternative medicine applications; partnership with modern medicine/hospitals, investors, sources of capital and Information campaign
4. *Revitalizing the city's historic downtown to create an urban and diverse city center*
- A. Showcasing Opportunity:
- Support and encourage annual investor summits
 - Directly engage in efforts to acquaint hospitals, realtors, and educational institutions with downtown development opportunities.
 - Engage national site consultants.
 - Draw attention to opportunities with walking tours.

B. Removal or reduction of uncertainty and risk:

- Prepare a housing market analysis to identify housing demand in and near downtown.
- Prepare commercial market study to draw attention to unmet retail and service needs.
- Conduct a zoning audit to identify unnecessary or unintended regulatory hurdles to redevelopment of mixed use projects.
- Engage the Michigan Historic Preservation Office to help identify potential obstacles and opportunities with respect to building rehabilitation.

C. Identification of future public actions that will support and encourage private investment:

- Investigate the development of a micro-loan/grant program to support new business development ventures

5. *Stabilizing and Enhancing Neighborhoods*

A. Showcasing Opportunity:

- Recognize successful neighborhood watch group efforts.

B. Removal or reduction of uncertainty and risk:

- Enhance code enforcement and rental housing programs.

C. Identification of future public actions that will support and encourage private investment:

- Sidewalk repair and replacement.

REDEVELOPMENT STRATEGY

Citywide Goals and Location-Specific Recommendations

While the previous chapter described overall marketing and economic strategy for Mount Clemens, this chapter takes a closer look at how to strengthen redevelopment across the city.

Please see the next chapter for specifics related to Downtown redevelopment

A. Redevelopment Goals

- Provide an efficient review process
- Ensure redevelopment is sensitive to its context
- Ensure the redevelopment process is transparent and proactively engage the public
- Identify catalytic sites/projects to help spur further reinvestment
- Encourage a mixture of uses
- Promote mixed residential buildings (mixture of unit and building sizes, owner/rental, non-residential on first floor, varied architectural styles)
- Maximize potential of vacant and underutilized sites
- Redevelop ample surface parking lots with infill development
- Improve the image of downtown and corridors for visitors (ensuring they are memorable and distinct)
- Collaborate with Macomb County: balance city and county elected officials' visions with each's staffs to make things happen

Framework for identification and prioritization of redevelopment sites

B. Redevelopment Evaluation Criteria

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

- Size (if there are a number of parcels, the ability to easily assemble)
- Vacant/building (amount of rehabilitation or demolition needed)
- Rebuild/rehab
- Public/private ownership (if private, willing owner)
- Contamination (remediation could be a challenge to redevelopment)
- Potential to spur further redevelopment
- Location in a tipping point neighborhood where redevelopment can help stabilize further deterioration)
- Obstacles to redevelopment
- Parking availability
- Ensure districts do not compete against each other: create distinct identities for downtown, corridors, industrial, and railroad districts

C. Overcoming Redevelopment Challenges

- Market Redevelopment Sites and Solicit Developers
 - Clearly articulate and communicate vision
 - Post Property Information Packages (PIP) on the City’s website
 - Work with local partners (DDA, County, Chamber) to promote vision
 - Promote sites on online databases such as Zoom Prospector, OppSites, and the MEDC Real Estate Database
 - Continue to host developer matchmaking events
- Link Redevelopment Sites and Other Plans
 - As the City updates its Capital Improvements Plan (CIP) annually, evaluate the ability to use CIP projects as incentives for redevelopment
 - Future subarea planning may also identify key redevelopment sites that should be promoted
- Incentivize Redevelopment
 - Historic or contaminated property have their own challenges that may need incentives to help “fill the gap” and convert them into lucrative opportunities
 - Establish and promote clear incentives to demonstrate the City is a willing partner in redevelopment for certain types of projects
- How best to engage challenging owners:
 - If owners are not motivated...
 - Maybe they inherited the property and have no impetus to improve it
 - They may not care that their property is in disrepair
 - They may not have a mortgage payment and are regularly getting checks from tenants (i.e. easy money)
 - If they are not professional developers, it may be too risky to redevelop
 - They may need to find a partner who knows what they are doing to help inspire them to see the potential
 - If owner is unresponsive, be persistent: may need to talk to a broker or someone else who knows something about the project

D. Identification of priority sites and districts

Throughout the process of updating this master plan, several sites were identified by the steering committee, stakeholders, and the consultants as prime redevelopment opportunities outside the downtown. They were selected as preliminary redevelopment-ready sites because of their scale, vacancy, and ability to demonstrate redevelopment progress following the criteria outlined above. More detail on each site is included in the next section. Even further detail should be added as these transform into Property Information Packages (PIP) for the RRC (see sidebar for suggested contents).

Information to include in PIP:

Basic Information:

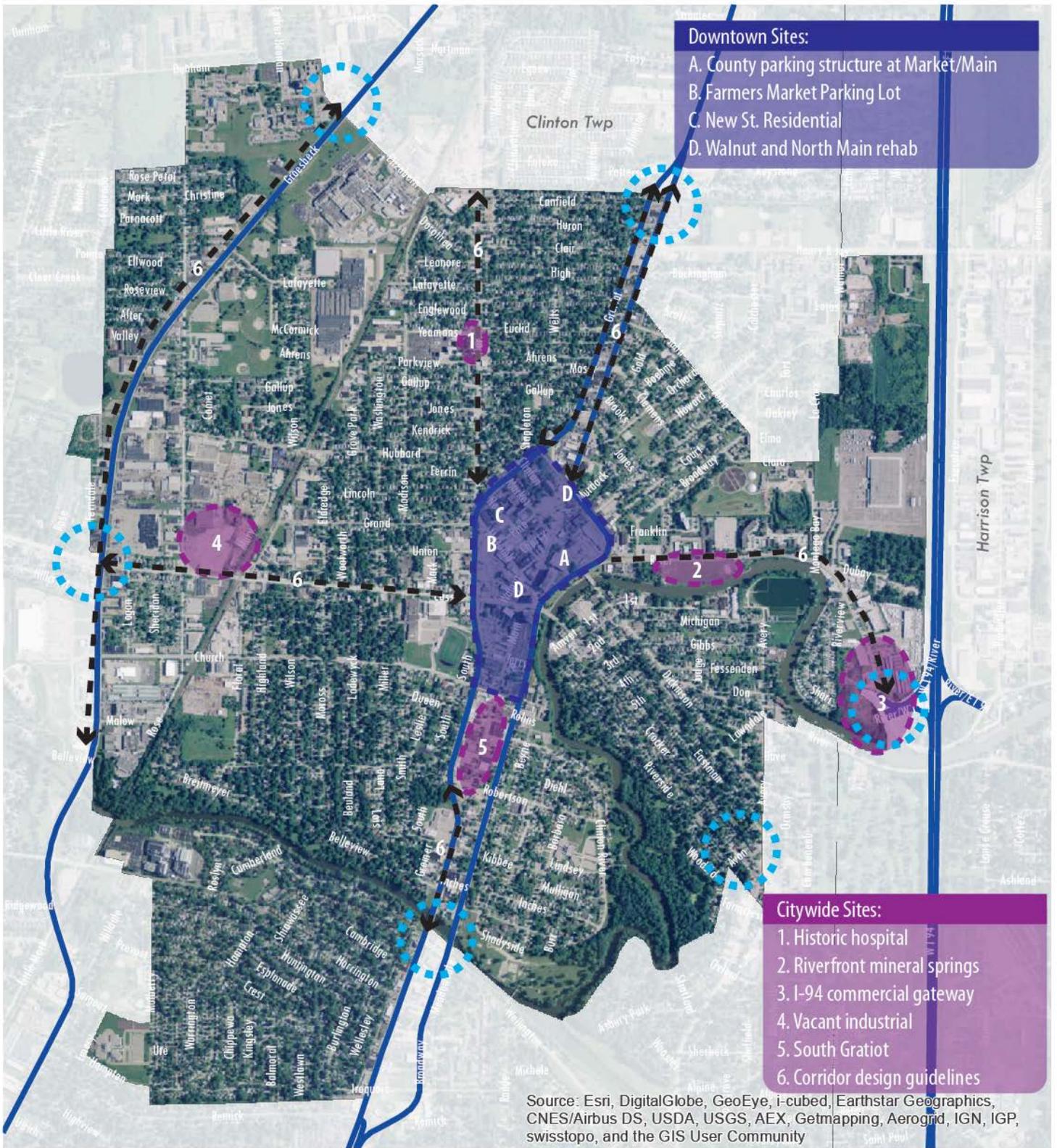
- Photo of the site and/or rendering
- Desired development outcomes for the site
- Owner contact information
- Community contact information
- Zoning
- Lot size
- Building size
- State equalized value
- Utilities on site: Water, sewer, electricity, natural gas
- Wired broadband infrastructure: DSL, cable, fiber

Detailed Information:

- Available financial incentives
- Deed restrictions
- Property tax assessment information
- Property survey
- Previous uses
- Existing conditions report
- Known environmental and/or contamination conditions
- Soil conditions
- Demographic data
- Surrounding amenities
- Planned infrastructure improvements as identified in CIP
- GIS information including site location and street maps
- Natural features map
- Traffic studies
- Target market analysis or feasibility study results

Source: RRC Best Practices

- *Old St. Joe’s site*
- *I-94 13-Acre Site*
- *Stilson Field (River Road Mineral Spring Site)*
- *Former Industrial Site*



Redevelopment Framework



Gateways



Former St. Joseph Hospital – 215 North Avenue

- Grotto, chapel, and historic hospital is currently vacant – the remainder of the site is currently being used as clinic and hospital
- Solicit developer and architect to investigate the feasibility of adaptive reuse as housing or senior housing
- Explore HUD and historic preservation financial assistance to overcome likely costly rehab costs
- Seek to preserve the historic character of the building, especially the exterior
- Building size: 29,000 sq. ft.
- Utilities: will likely be a moderate cost to separate from the portion of the building currently being used
- Zoned: MU – Multi-Use
- Owner: Select Specialty, has expressed willingness to find a new use

Opportunities + Challenges

- Historic building with character
- Already been gutted
- Cost of rehab could be a challenge to overcome
- Willing seller
- Needs physical separation from current uses in building
- Housing opportunity: artist lofts/incubator or senior living
- Possible Advancing Macomb partnership opportunity
- Need to resolve ease of access to parking at rear of site

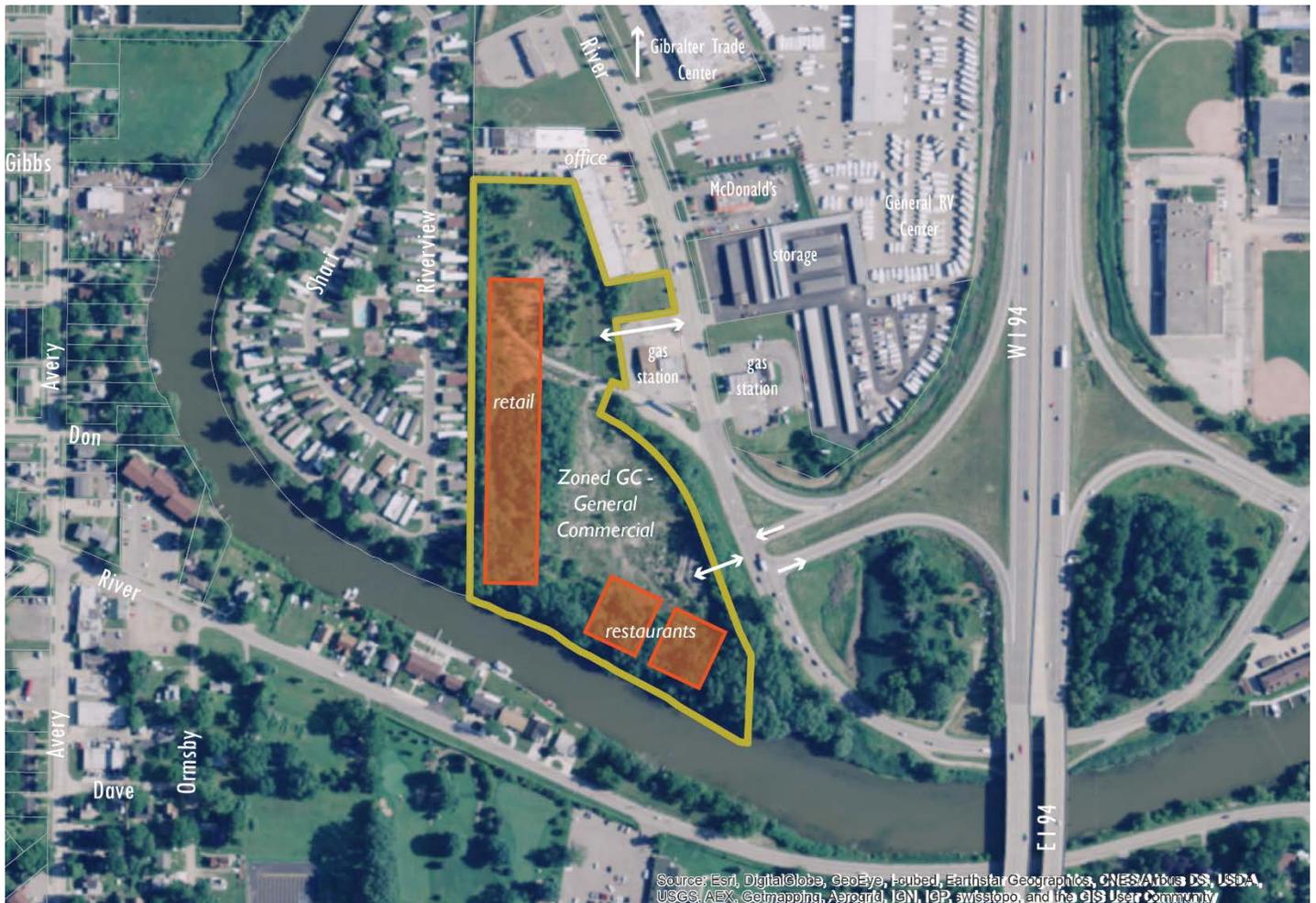


I-94 Commercial Gateway – 24591 N. River Road:

Opportunities + Challenges

- Large property
- Convenient I-94 access
- Waterfront
- Visibility challenge, but some reduction in landscaping could improve visibility from River Road and off-ramps

- Big box and/or strip regional commercial potential
 - Restaurant pads overlooking waterfront
 - Work with MDOT on site access from or near expressway ramps
-
- Lot size: 13 acres
 - Zoned: GC – General Commercial
 - Owner: Need to build better relationship with owner



Stilson Field (River Road Mineral Spring Site) – 100 N. River Road:

- Attached residential opportunity close to downtown
- Mixed-use along River Road frontage
- Tie new development to MacArthur Park and non-motorized connections to downtown and riverfront

- Lot size: 5.75 acres
- Zoned: MU – Multi-Use
- Owner: Earl Stilson

Opportunities + Challenges

- Prime waterfront location
- Close to downtown
- Mineral springs
- Adjacent to MacArthur Park
- Brownfield site



Opportunities + Challenges

- Site cleared
- Proximity to rail
- Proximity to Groesbeck Hwy

Former Industrial Site – 332 Cass Avenue:

- Owner not currently actively looking to sell, leased as parking lot till 2019
 - Industrial manufacturing opportunity
 - Continue discussions with owner to promote City's desire to redevelop as industrial and commercial
-
- Lot size: 7.5 acres
 - Zoned: I-2 – Heavy Industrial, could be ripe for rezoning to allow commercial on the frontage
 - Owner: TriMas



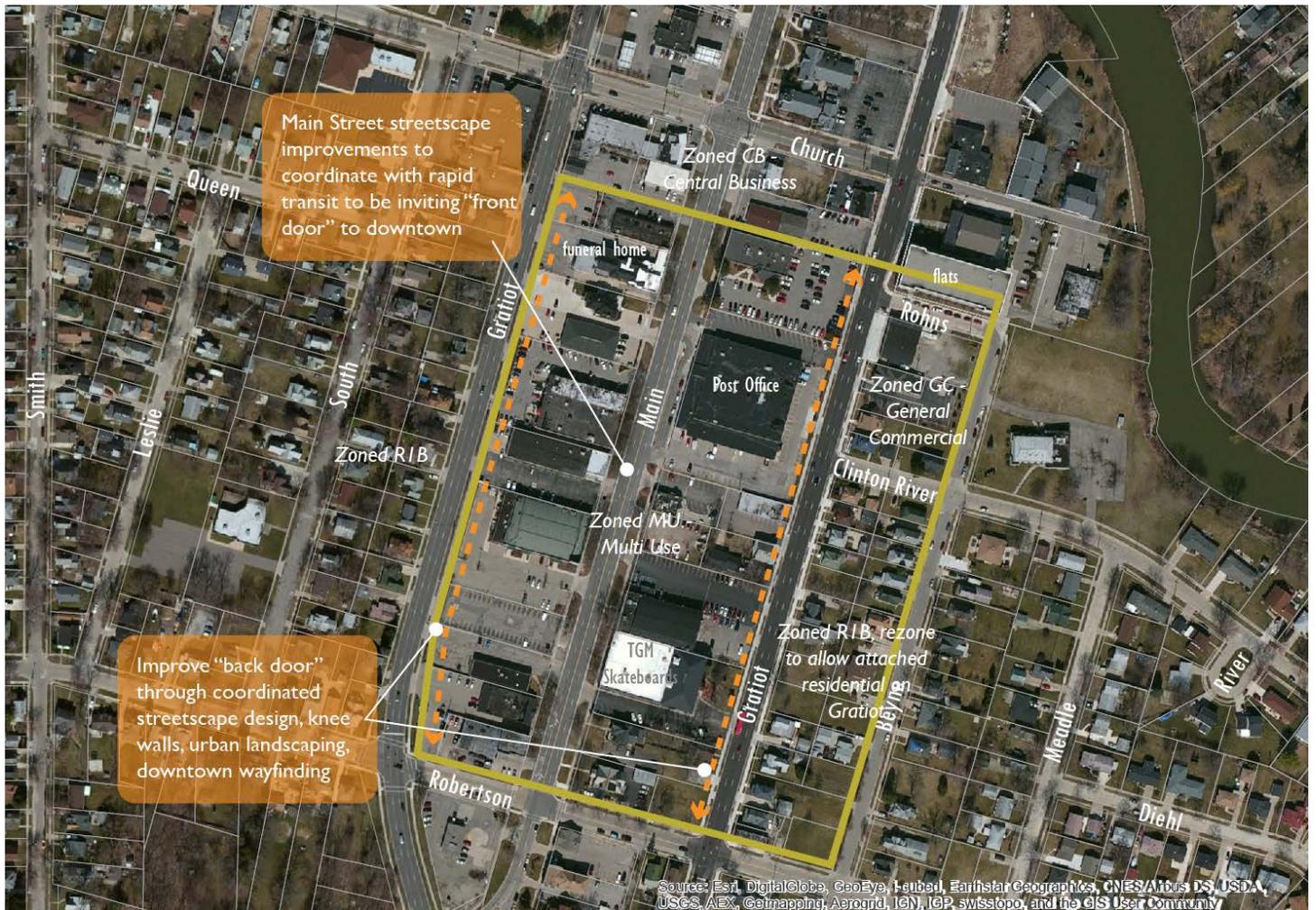
Other Redevelopment Opportunities:

South Gratiot Gateway (NB Gratiot and Main)

- Orient primary building entrances to Main Street
- Secondary entry on Gratiot where necessary, but have an inviting “backdoor”
- Gratiot: consistent street treatment as entry to downtown, no fences, consistent signage
- Rezone east of NB Gratiot to allow attached residential for TOD-friendly townhouses
- Instead of berm, more urban landscape solutions
- Improve streetscape features as gateway to downtown
- Add new zoning district for Downtown Edge

Opportunities + Challenges

- Gratiot visibility
- Downtown gateway
- Within DDA





Community Center – This City-owned building is underutilized and current private operations are limited. Because the City no longer has recreation programming, it could explore a partnership with Clinton Township, and add adult education or workforce training classes.

E. Corridor Design Guidelines

Applicable to Commercial, Industrial, and Multi-Use Districts

Many of Mount Clemens’s corridors feel dated and do not project the quality of development that could better represent the community. To improve perceptions and put the city’s best foot forward, the following recommendations are presented for Gratiot Ave., Cass Ave., Groesbeck Hwy, N. River Rd., and North Ave.

Corridor Design Goals

- Exterior architecture features a cohesive identity
- Coordinated signage provides visual continuity consistent with the city’s identity
- Sidewalks and circulation systems encourage non-motorized transportation and provide accessibility to building entrances
- Street walls and building entrances are transparent, active and enticing to pedestrians
- Automobile traffic and non-motorized transportation are balanced with a safe network of roadways and access management

Recommendations

- Gateways to the city should have a sense of arrival through welcome signage, pavement treatments, lighting, and improved site design.
- Landscape standards: require more low-lying landscape (knee wall, hedgerow, shrubs)
- Revise fence standards: prohibit uncoated chain-link in CB and MU, add height standards
- Clarify urban vs. suburban landscape design buffers for CB and MU vs. GC
- Improve parking lot screening and require more landscape islands
- Encourage higher quality facades



DOWNTOWN PLAN

A. Downtown Analysis of Needs

The Downtown Plan update process began with a review of existing planning and strategic documents prepared over the last decade which focused on the revival of Downtown Mount Clemens. These documents include the following:

- Mount Clemens Waterhub Visioning Project (University of Michigan, 2010)
- Mount Clemens Strategic Plan (SEMCOG, 2015)
- Downtown District Plan (Michigan State University, 2011)
- City of Mount Clemens Concept for Shared Parking (Partners in Architecture, PLC, 2014)
- Parks & Recreation Sub-Area Plan (Hamilton Anderson Associates, 2011)
- Land Use Master Plan (Hamilton Anderson Associates, with Carlisle/Wortman Associates, 2010)

Each of these documents reveals elements of a comprehensive strategy for supporting and improving downtown Mount Clemens. Many of the ideas remain relevant, and are therefore integrated into the analysis of the downtown and the subsequent recommendations of this document.

A Downtown Focus Group Workshop was conducted in October of 2015 which included an introduction into the planning process, a summary of past planning efforts, a walking tour of downtown, and an interactive session during which participants provided critical input into the needs of downtown Mount Clemens.

Meeting participants were asked to identify which elements of the project area's physical environment that they would preserve, enhance, or transform, defined as:

- Preserve: Places or key attributes within the project area that strongly contribute to the community's economic, cultural, architectural, and social strength and should be preserved based on their value to the community.
- Enhance: Places or attributes within the project area that demonstrate positive potential as to their physical form and economic and cultural importance but are in need of re-investment to help them reach their potential.

- Transform: Places or attributes within the project area that are in need of more dramatic change or complete redevelopment and should be transformed in use, physical form, etc.

A map was provided for each of the three topic areas noted below, and participants noted areas on each map which they believed should be Preserved, Enhanced and Transformed. Through the mapping exercise and discussions, the group looked to answer the following questions:

1. Land Use and Development Opportunities
 - Which one is most critical from your perspective?
 - What type of development is missing?
 - Where is the current action and energy being invested?
 - How will potential transit improvements change downtown development?
2. Vehicular Movement and Parking
 - What part of the traffic movement pattern would you most like to change?
 - Are there enough parking spaces?
 - Are they in the right place?
 - What opportunities to improve the traffic/parking system do you see?
 - Are downtown visitors able to get to their destination(s) easily?
3. Open Space and Connections
 - What are the most critical events for downtown businesses?
 - When is there a critical mass of people in downtown (day, hour)?
 - Is the downtown environment inviting to pedestrians, bicyclists?
 - What is the biggest impediment to getting downtown for non-motorized travelers?
 - What are the biggest opportunities of improving open space/connections in downtown?

Gratiot Rapid Transit

Currently, SMART operates a transit route along Gratiot serving the downtown which has the highest ridership route in the county.

At the time of this Master Plan Update, the Southeast Michigan Regional Transit Authority was conducting a study for a rapid transit system from downtown Detroit to M-59 with a station in downtown Mt. Clemens. Different alternatives were under consideration including one alternative that would convert one lane in each direction to an exclusive lane for transit only along the existing northbound/southbound Gratiot. Another option would run the bus rapid transit down Main Street. Transit-oriented development near future stations will help reinforce Downtown as a destination as described later in this chapter.



Rapid Transit Station Simulation



Source: RTA Gratiot Rapid Transit Study

B. Existing Conditions

Downtown Mount Clemens has weathered a number of transitions in economic conditions and market interest. With the current resurgence in interest in living and experiencing urban areas, it would appear that the timing is right for economic growth in the downtown. Currently the downtown is in the early stages in evolution of urban areas, and redevelopment has been slow in coming. However, many of the key pieces are in place for re-investment; regional job growth, increased market interest, solid downtown job base, key arts and learning institutions, and an interesting and attractive historic urban character.

Based on the review of existing resources, site visits, the workshop and other stakeholder meetings, the existing condition of Downtown Mount Clemens is summarized below:

Land Use and Development

- The downtown area is home to a variety of offices (primarily Macomb County and financial institutions), retail, and educational institutions (Oakland University)
- There is not a strong urban residential population living in the core downtown, due to lack of available housing. While there are strong neighborhoods adjacent to downtown, they are separated physically by NB & SB Gratiot.
- While the overall downtown business environment is stable, there are a number of key vacancies that convey a sense of lack of momentum and investment.
- There are a number of key opportunities for redevelopment of underutilized properties, some of which are publically owned land, including parking lots and the City Hall site.
- The downtown has transitioned away from trendy nightclubs which offered a draw into downtown, but the popularity of the clubs came with increases in public safety issues and costs. The downtown is primarily busy in the day time, and does not draw significant numbers of arts and entertainment seekers in the evening.

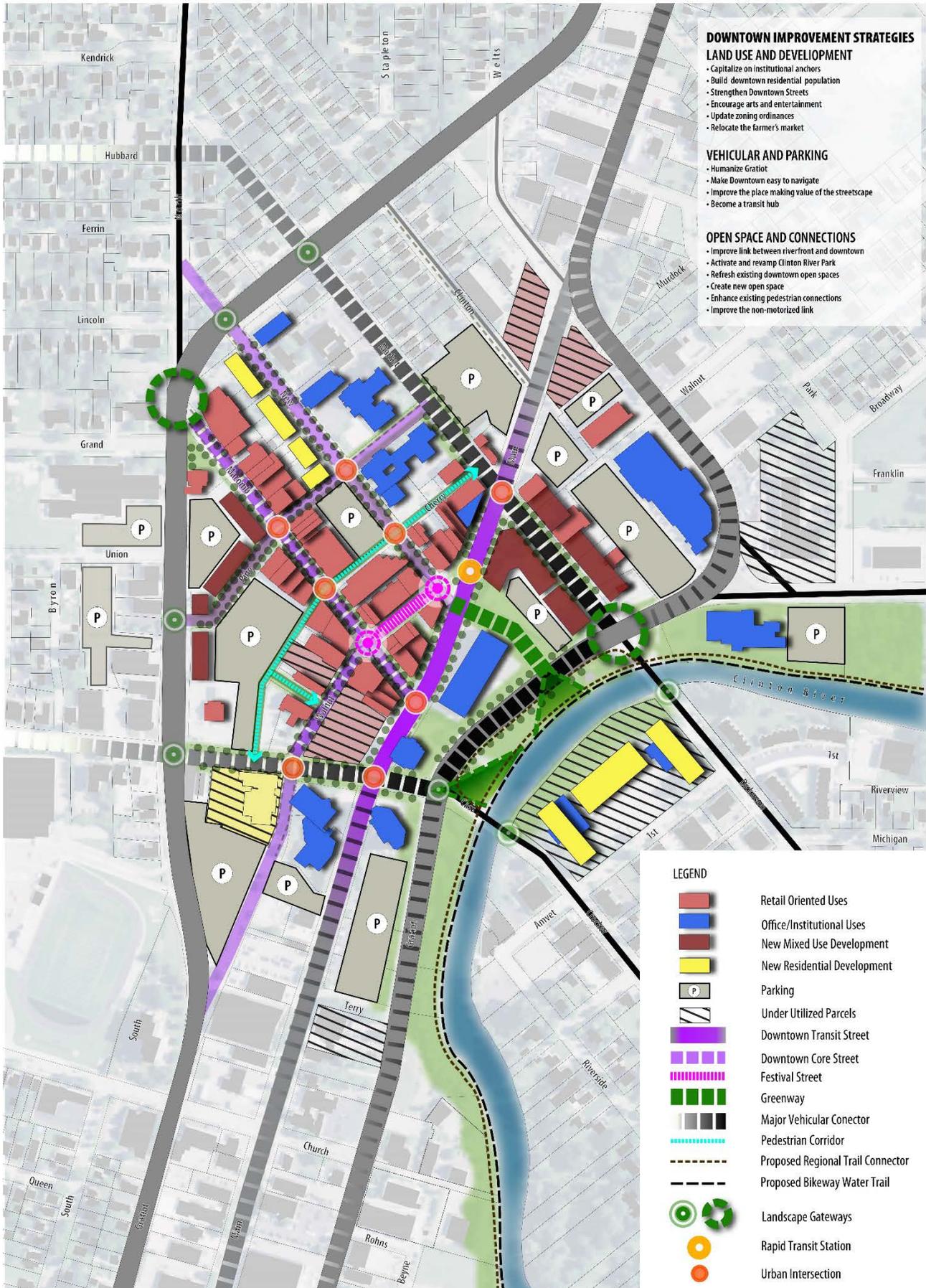
Vehicular Movement and Parking

- The surrounding one-way ring road around downtown makes it easier to get around the downtown but complicates getting to the downtown core. This ring road isolates the downtown from adjacent neighborhoods and from the recreation opportunities of the river.

- The one-way configuration on Macomb Place does not support retail uses in downtown is that it inhibits easy visual access to businesses, reduces legibility of downtown, and forces traffic to the perimeter of downtown.
- There are no easy bike connections through and around downtown.
- As noted earlier, creation of a transit hub in downtown is being explored. This could stimulate more pedestrian activity downtown. Some downtown Main Street parking may need to be removed or relocated to focus this street on transit and pedestrians.
- The wide, high-capacity one-way loop leads to traffic speeds and volumes that can erode the suitability for a quality neighborhood. As a result, over time suburban-style development has infringed upon the more traditional urban-style development.
- Many of the public parking lots in downtown are underutilized.
- Generally the location of the parking lots provides for reasonable proximity and spatial distribution of parking.

Open Space and Connections

- Downtown has a number of well-placed and conceived open spaces and parklets that contribute to the visitor experiences, including Kennedy Plaza, Rotary Park, the clock tower near Main, and Cherry Street. Most of these places have been well maintained, but could benefit from being “spruced up” with new lighting and site furniture.
- The potential demolition of the parking ramp north of the County Building creates a great opportunity to link Riverfront Park to the clock tower plaza and retail core.
- The Pedestrian areas of Cherry Street provide a great link from parking lots to the retail businesses, and this connection could be expanded.
- While a pleasant place to visit, the Riverfront Park is a missed opportunity to create an active urban waterfront amenity that links to other river front areas (such as MacArthur Park), and the downtown.
- While the DDA sponsors several major events within the downtown, more diverse programming may attract a wider audience of potential downtown users.
- While much of the sidewalk areas in downtown are in reasonable condition, the streetscape character of downtown has passed its prime, and is in need of a re-fresh to create an appearance of economic vibrancy. Investment is currently being made to improve curb ramps and paver areas.



C. Downtown Improvement Strategies

Principles

The recommendations for improving and revitalizing downtown are based on a common set of principles, including the following:

- Downtown needs a set of catalytic investment projects to get the re-development ball rolling, from both private development and public infrastructure sectors.
- Downtown has a solid framework in place, so the real need is for incremental development and partnerships – not a wholesale reconstruction
- The priority for redevelopment should be areas that increase the sense of critical mass, building from existing strong areas at the core of downtown and not scattershot growth.
- New zoning approaches and redevelopment plans that encourage desired redevelopment should have flexibility so users can respond as the market changes. In addition, design expectations need to be practical for the market; for example zoning requirements for façade materials need to acknowledge the cost implications to developers.

Land Use and Development

Economic sustainability of the downtown is critical to community pride, jobs, and tax base, and a healthy downtown is a drawing card for new residents. A number of key development sites have been identified in downtown, on properties that are either privately or publicly held. Opportunities exist for the city to create partnerships with private developers to build on well-located and underutilized public lands, as well as for the city to play a role in encouraging development of privately owned sites.

1. Capitalize on Institutional Anchors
 - Encourage Oakland University Campus stability and growth by improving pedestrian connections to downtown, providing room for parking growth to south, and encouraging integration into downtown for building facilities as growth occurs
 - Leverage partnership with County to redevelop the parking deck site into a mixed use space to add commercial vitality to Main Street, provide for limited parking, and connect downtown to Riverfront Park.
2. Build Downtown Residential population
 - Encourage residential loft conversion for upper floors of existing buildings.
 - Redevelop and reuse vacant structures on south side of downtown
 - Encourage attached residential at downtown perimeter, especially on underutilized parcels on New Street.

Read more about catalytic projects in the Economic Development chapter

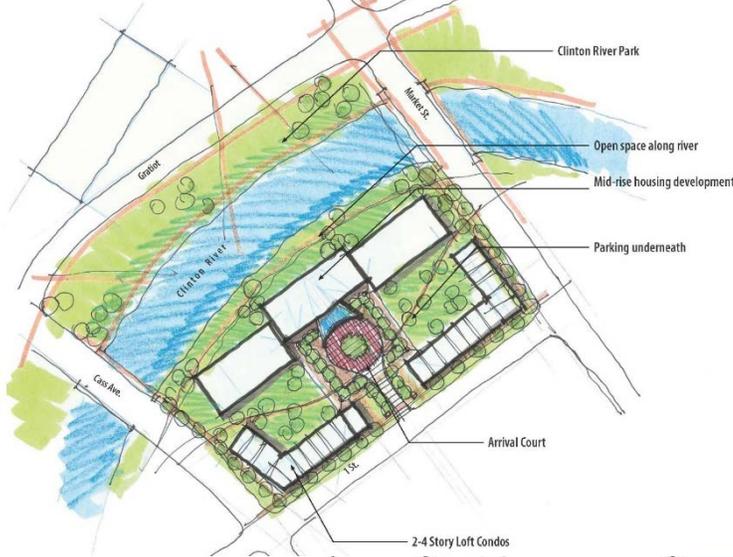
Top Actions:

- Macomb Place/Pine Street mixed-use + farmer’s market
- Walnut and N. Main vacant buildings
- New St. housing
- TOD/county parking deck

- Look for win-win on redeveloping city property on the east side of river- increasing tax base of the city while providing revenue from the land sale to offset costs of moving City Hall. Rezone City Hall property to CBD to maximize redevelopment options.

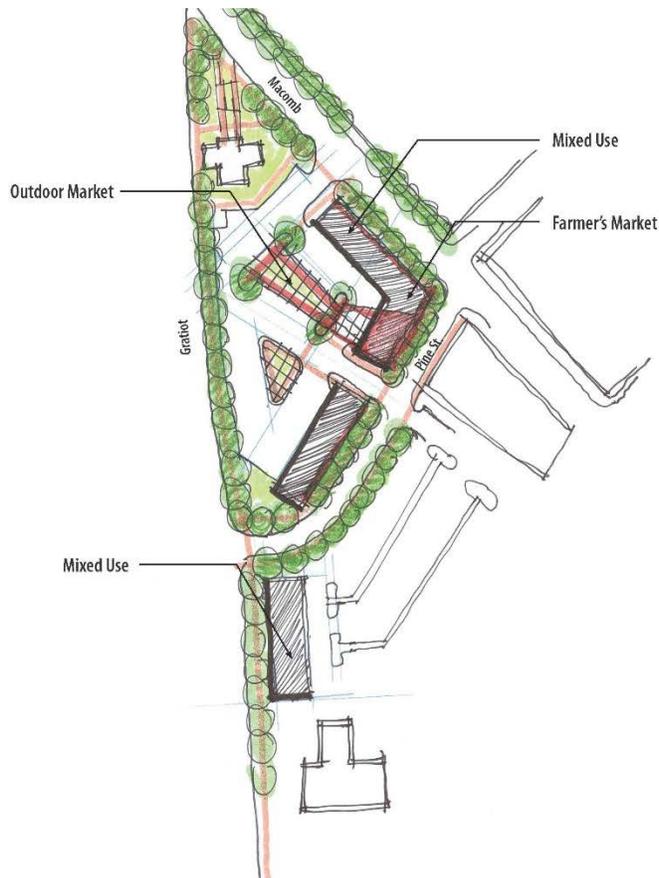
- City Hall Redevelopment Principles**
- Retain public access to the river
 - Explore retaining municipal use on site vs. relocating elsewhere in downtown
 - Office mixed-use along Market St. and Cass Ave.
 - Attached residential to bring much needed housing alternatives near downtown
 - Explore creative parking solutions, including parking under buildings
 - Redevelopment should not detract from the necessary effort to reinvigorate downtown core
 - Building sizes should scale down from the river to First Street to match the existing residential scale

City Hall Site Potential Redevelopment



3. Strengthen Downtown Streets
 - Prioritize Downtown Core development opportunities that create critical mass along existing streets.
 - Develop Macomb Place street edge on the south side of the street near the arts center to activate this block.
 - Discourage suburban development model on Gratiot at edges of downtown.
4. Encourage arts and entertainment based uses, but not exclusively targeted to one age segment (see more in *Economic Development and Marketing Strategy*)
5. Update zoning ordinances to a form-based code approach that is focused on creating flexibility for developers and maintaining and enhancing the sense of place for the downtown.
6. Relocate the Farmer's Market to downtown, in conjunction with new mixed-use development at Macomb and Pine Street.

Macomb Place/Pine Street Mixed-Use + Farmer's Market



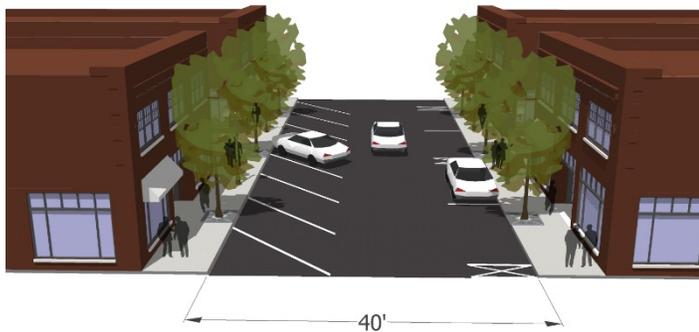
Vehicular Movement and Parking

Making downtown attractive to visitors and moving vehicles into and through the downtown area are hampered by a number of past transportation and streetscape improvements. The downtown streets and transportation facilities need to be updated to demonstrate continued investment, improve visual character, provide for modern transit, and overcome the lack of connectivity between downtown and the adjacent parks and neighborhoods.

Top Actions:

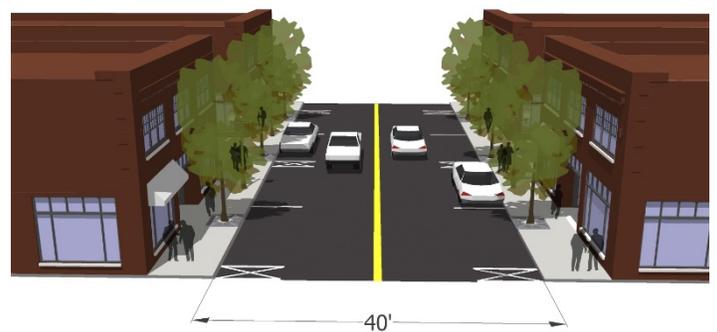
- Macomb Place two-way conversion
- Refresh streetscape
- Walnut festival street
- Gratiot road diet

1. Humanize Gratiot and Connect to Neighborhoods and River
 - Reduce one or more travel lanes on Gratiot, add buffered bike lane or two-way cycle track along the northbound loop
 - Reduce lane widths to 11 feet
 - Redesign the street and the right-of-way streetscape to show speeds that can support a reduction in speed limit to 25 or 30 mph
 - Evaluate crosswalk signal timing along Gratiot
 - Install crosswalk signals where absent
 - Create midblock crossing(s) at Kennedy Plaza and New Street/County parking redevelopment
 - Increase walk widths to nine or ten feet wide
 - Repair and maintain walks
2. Make Downtown Easy to Navigate
 - Eliminate one-way street on Macomb Place
 - Improve key gateways into downtown with wayfinding signs, pedestrian crossing improvements, lighting, and new landscape treatments



Macomb Place existing one-way configuration (between Walnut and Pine)

- reduced drive-by customer visibility
- limited access to parking
- increases congestion on other streets
- difficult for visitors to navigate downtown
- tired fountain and streetscape
- 26 parking spaces



Proposed continuous two-way configuration

- Easy access from SB Gratiot to heart of downtown
- Modernization of streetscape and Cherry Street plaza
- Continues same configuration across entirety of Macomb Place
- 21 parking spaces

3. Improve the Placemaking Value of the Streetscape
 - Continue process of Universal Access improvements and sidewalk maintenance
 - Create a shared festival street block on Walnut between Macomb and Main to signify its position as the core area of downtown and provide for space for urban street events
 - Replace existing light fixtures with a more energy efficient and visually pleasing design, reusing existing poles, light locations, and wiring infrastructure if possible.
 - Update site furnishings such as benches and trash receptacles, selecting models that are compatible with the historic architecture and the urban environment without being “ye old downtown bench”
4. Become a Transit Hub
5.
 - Use transit station as a catalyst for downtown development
 - Redesign Main Street to be more pedestrian focused
 - Direct court-related parking to other locations so prime parking is high turnover customer space

Open Space and Connections

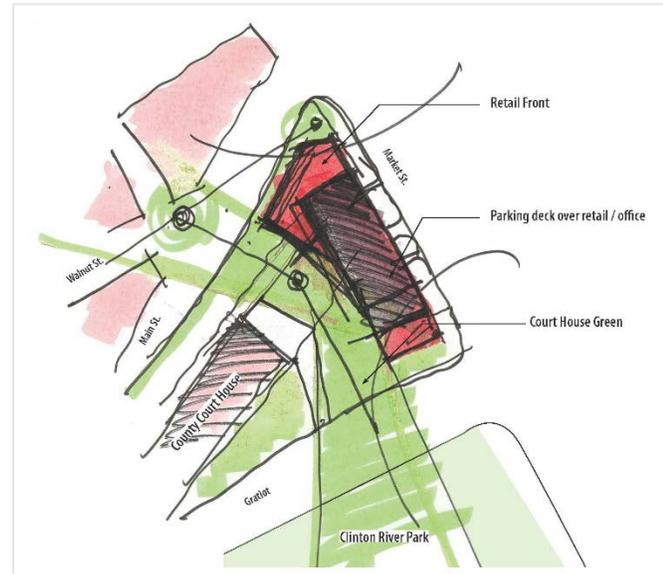
People are moving to places which are better connected for non-motorized movement- linking homes to parks, waterfronts, cultural facilities, jobs and downtown districts. Downtown Mount Clemens has a number of key assets drawing residents and visitors and is generally walkable; however, there are several key linkages missing, and a number of opportunities to improve the non-motorized environment.

1. Improve link between riverfront, downtown, and parks
 - Add design features along Gratiot to celebrate the presence of the river, such as pedestrian scaled lights, banner poles, and landscaping.
 - Add mid-block crossings of Gratiot to connect to the park as noted above.
 - Create non-motorized connection between Shadyside Park and MacArthur Park
2. Activate riverfront parks (Shadyside, Clinton River, and MacArthur parks) with programming and improved facilities focusing on active engagement with downtown and water.
 - Include plaza or gathering space along the river
 - Create an urban park edge (promenade) along Gratiot and the river’s edge.
 - Encourage vendors and watersports to activate the parks
 - Rehabilitate bath house into useable vendor space

Top Actions:

- Entries/gateways and edges
- Improve existing open spaces
- Cherry Street link

3. Refresh existing downtown open spaces with lighting, landscaping and site furnishings as needed, at
 - Kennedy Plaza (as a key visual connection from Macomb Place/downtown and riverfront)
 - Clock Tower area/transit station
 - Rotary Park
4. If the county parking structure is removed, redevelop the site with new mixed-use development, to connect the river and downtown, and create programmable green space in downtown, and possibly a small amount of surface parking behind the frontage along Main Street.



Market St. Parking Structure Alternatives



5. Enhance existing pedestrian connections at Cherry Street, through the Red Lot to Cass Street, and between New Street and Market Street. This extends an already valuable connection between public parking lots and retail businesses.
6. Improve the non-motorized link between Riverfront Park and MacArthur Park, enhance the park facilities at MacArthur, and coordinate public waterfront access through the development site to the east of the park.

D. Prioritized Actions

RRC Sites (shown on overall Framework Map in Redevelopment Plan)

- Art Center/farmers market/north red-lot redevelopment (publicly-owned); use mixed-use development to help fund farmers market shed
- Walnut rehab/North Main vacant restaurant buildings
- New Street/Pine Street housing
- TOD/County-owned parking structure, public space connection from New Street to the riverfront

Public Actions

- Convert Macomb to two-way
- Transit station
- Streetscape refresh
- Gratiot Road diet

Additional redevelopment sites

- The Vault/Flying Nun
- Victory Inn
- Macomb Daily building
- 85 N. Main

IMPLEMENTATION PLAN

A. Introduction

This plan is intended to be a policy guide to move Mount Clemens forward, guiding decisions about future physical changes and economic development. But the plan is more than just a policy guide for City officials and staff. It is expected that this plan will also be a guide to current property owners and future investors to get excited about the opportunities in the city. With the commitment of resources to this planning effort comes the expectation that the recommendations will be implemented, some soon, or others over the next five to ten years.

The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results. This chapter synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality. Since this is a 5-10-year plan, the recommendations are flexible so that the guidance and timing can be adapted based upon available funding, transportation investments, market dynamics and developers' innovation.

Guidance for Development Decisions

This plan is designed to be used by city staff, city officials and others to be consistently applied on decisions such as zoning, capital investment, parking management, interactions with the county and transportation agencies, and reaction to development proposals. Other planning efforts for neighborhoods, corridors, parks, and community facilities should be in harmony with the comprehensive plan.

Similarly, private investment decisions by developers, corporations, and land owners should consider the plan's direction. In some cases, a public-private partnership may be appropriate to help bridge the gap between a grand idea for the community and the realities of obtaining financial backing to ensure a project is economically viable.

Evaluation and Monitoring

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments are required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities.

B. Catalytic Projects

In order to build on the momentum of this plan update, the following projects have been identified as likely to catalyze further action. These are bold projects that could make a lasting impact. Some might be shorter term, some longer, but steps toward implementation could begin. In addition to those bold initiatives, there are some easier changes that can be implemented sooner to ignite momentum.

See Section D for a complete listing and prioritization of Actions

- Convert Macomb Place to Two-Way
- Explore mixed-use redevelopment of city-owned parking lot alongside permanent farmers market
- Leverage partnership with County to redevelop the parking deck site into a mixed use space to add commercial vitality to Main Street, provide for limited parking, and connect downtown to Riverfront Park
- Evaluate the feasibility of redevelopment of city property on the east side of river
- Work with RTA on the routing of rapid transit through downtown either along Gratiot or Main Street
- Redesign Main Street to be more pedestrian friendly by modernizing streetscape amenities, adding medians or pedestrian refuge islands, improving crosswalks
- Evaluate design options for Gratiot: request assistance from Macomb County and MDOT on evaluating alternatives

First steps

These “low hanging fruit” are shorter-term actions that may be either relatively simple to implement or necessary to make the bolder catalytic projects happen.

- Update Zoning Ordinance
 - Audit zoning ordinance to identify unnecessary or unintended regulatory hurdles to redevelopment
 - Improve flexibility
 - Remove barriers to redevelopment
 - Improve ease of use
 - Add form-based elements
 - Improve site design requirements
- Market the redevelopment vision
 - Conduct another investor tour
 - meeting with developers
 - Prepare property information packages
 - guide to development
 - transparent, friendly process
 - RFP for specific sites
- Partner with the county, DDA, schools, and neighboring communities

- Mutually beneficial
- Partner on physical projects
- Partner on marketing efforts
- Maintain open lines of communication between officials and staffs of each community
- Tap into Advancing Macomb to find strategic partnerships for implementation
- Highlight partnerships and successes
- Streetscape redevelopment
 - Show public investment to spur private development
 - Modernize lights, pavement, furniture

C. Zoning Plan

Because the Future Land Use map is a long range vision of how land uses should evolve over time, it should not be confused with the city’s zoning map, which is a current (short-term) mechanism for regulating development.

Therefore, not all properties should be immediately rezoned to correspond with the plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period of time (5 to 15 years).

Review of the Existing Land Use map in comparison to the Future Land Use map reveals a gradual transition to the planned land use pattern. Achievement of this goal will be gradual, particularly because established businesses and homes are located in areas intended for other types of uses in the long term.

In addition, the Future Land Use map is generalized. More detailed evaluation would be required as part of any rezoning consideration. The Future Land Use map as well as the plan’s goals and recommendations should be consulted to judge the merits of a rezoning request. In review of rezoning and development proposals, the City should consider the following sequencing standards:

- Any rezoning or development proposal must be compatible with the Master Plan as a whole and be able to stand and function on its own without harm to the quality of surrounding land uses.
- There must be sufficient public infrastructure to accommodate any proposed development or the types of uses that would be allowed under the requested zoning change. This must include sufficient sewer and water capacity, a transportation system to support impacts, and a stormwater system designed to limit impacts.

Revise zoning ordinance to implement recommendations from this plan including evaluating districts and adding form-based regulations

Future Land Use	Zoning District											
	R1-A	R1-B	RM-1	RM-2	RMH	MHC	CB	MU	GC	I-1	I-2	
Traditional Single-Family Neighborhood	■	■	■									
Moderate-Density Residential			■	■				■				
High-Density Residential					■							
Public and Quasi-Public								■		■		
North Avenue	■	■					■	■				
South Gratiot				■	■			■	■			
Riverfront Community			■	■		■	■	■		■		
Commercial and Office								■	■	■		
Downtown							■		■			
Railroad Redevelopment								■		■		
Industrial										■	■	

D. Action Table

Key

- CD Community Development Department
- DPS Department of Public Services
- PC Planning Commission
- CC City Commission
- DDA Downtown Development Authority
- ZBA Zoning Board of Appeals
- MCPED Macomb County Dept. of Planning and Economic Development
- MCDR Macomb County Dept. of Roads

		Topic	Priority Term	Responsible Party	For More Info, See...
Zoning					
Z1	Prepare a new Zoning Ordinance to replace the 2003 Zoning Ordinance:	Zoning	Short	CD/Consultant	
Z1.1	Adopt conditional rezoning procedures	Zoning		CD/Consultant	Zoning Plan
Z1.2	Amend multi-use zoning district to incorporate design standards for the Railroad Redevelopment district	Design standards		CD/Consultant	Redevelopment Strategy
Z1.3	Adopt form-based regulations for the Downtown and new Downtown Edge District (South Gratiot and Riverfront Community) so that buildings and site design are consistent with the Master Plan	Downtown, South Gratiot, Riverfront Community		CD/Consultant	Downtown Plan
Z1.4	Evaluate school, church and institutional reuse criteria to ensure redevelopment or reuse fits appropriately with the character of the neighborhood	Reuse		CD/Consultant	Future Land Use Plan
Z1.5	Evaluate residential and mixed-use districts to accommodate a wider variety of attached housing types	Housing		CD/Consultant	ED/Marketing Strategy
Z1.6	Ensure zoning ordinance and street design standards emphasizes non-motorized connections and low-impact stormwater design	Complete Streets		CD/Consultant	
Z1.7	Develop riverfront design standards for building placement, design, and water-related activities	Riverfront		Downtown Plan	
Z2	Rezone South NB Gratiot east frontage to allow attached residential	South Gratiot	Short	CD	Redevelopment Strategy
Z3	Rezone Railroad Redevelopment land use area to multi-use district to facilitate potential redevelopment	Zoning	Short	CD	Redevelopment Strategy
Physical Planning					
P1	Request MDOT study the potential of converting one lane of Gratiot to buffered bikes lanes or a two-way cycle track or conversion to two-way traffic	Complete Streets	Ongoing	DPS, MDOT	Transportation Chapter
P2	Implement Macomb County Non-motorized Plan to incorporate more bike routes, lanes, and pathways throughout the city	Complete Streets	Ongoing	DPS, CD, MCDR	Transportation Chapter
P3	Discourage suburban development model on Gratiot at edges of downtown	Downtown redevelopment	Ongoing	CD	Downtown Plan

CITY OF MOUNT CLEMENS – 2016 REDEVELOPMENT UPDATE

P4	Encourage Oakland University Campus stability and growth by improving pedestrian connections to downtown, providing room for parking growth to south, and encouraging integration into downtown for building facilities as growth occurs	Downtown redevelopment	Ongoing	DDA, DPS	Downtown Plan
P5	Continue process of Universal Access improvements and sidewalk maintenance	Streetscape	Ongoing	DDA, DPS	Downtown Plan
P6	Prepare and annually update six-year capital improvements plan that coordinates with the master plan	Capital Improvements	Annual	DPS, CC, PC	
P7	Annually review master plan and track progress toward achieving actions	Implementation	Annual	CD, PC	
P8	Focus more intense development around the planned BRT station, work with RTA on the routing and changes to parking and pedestrian crossings – around the station	Complete Streets	Short	DPS, CD, DDA, RTA, SMART	Downtown Plan
P9	Improve crosswalks on NB Gratiot, add mid-block crossings at Kennedy Plaza and New Street/County parking redevelopment	Complete Streets	Short	DPS, MDOT	Downtown Plan
P10	Encourage residential loft conversion for upper floors of existing buildings	Downtown residential	Short	DDA	Downtown Plan
P11	Encourage attached residential at downtown perimeter, especially on underutilized parcels on New Street	Downtown residential	Short	CD, DDA	Downtown Plan
P12	Replace existing light fixtures with a more energy efficient and visually pleasing design, reusing existing poles, light locations, and wiring infrastructure if possible	Streetscape	Short	DDA, DPS	Downtown Plan
P13	Update site furnishings such as benches and trash receptacles, selecting models that are compatible with the historic architecture and the urban environment	Streetscape	Short	DDA, DPS	Downtown Plan
P14	Refresh existing downtown open spaces with lighting, landscaping and site furnishings as needed	Streetscape	Short	DDA, DPS	Downtown Plan
P15	Add design features along Gratiot to celebrate the presence of the river, such as pedestrian scaled lights, banner poles, and landscaping	Clinton Riverfront	Short	DDA, DPS	Downtown Plan
P16	Encourage vendors and watersports to activate the riverfront park	Clinton Riverfront	Short	CD, CC	Downtown Plan
P17	Prepare an RFP to evaluate the feasibility of redevelopment of city property on the east side of river- balance increasing tax base of the city while providing revenue from the land sale to offset costs of moving City Hall.	Downtown redevelopment	Short	CC	Downtown Plan/Economic Development
P18	Relocate the Farmer’s Market to downtown, in conjunction with new mixed-use development at Macomb and Pine Street	Downtown redevelopment	Mid	DDA, DPS, CD	Downtown Plan
P19	Convert Macomb Place from one-way to two-way from Main Street to SB Gratiot	Downtown redevelopment	Mid	DDA, DPS	Downtown Plan
P20	Develop Macomb Place street edge on the south side of the street near the arts center to activate this block	Downtown redevelopment	Mid	DDA, CD	Downtown Plan
P21	Improve key gateways into downtown with wayfinding signs, pedestrian crossing improvements, lighting, and new landscape treatments	Streetscape	Mid	DDA, DPS	Downtown Plan
P22	Enhance existing pedestrian connections at Cherry Street, through the Red Lot to Cass Street, and between New Street and Market Street	Streetscape	Mid	DDA, DPS	Downtown Plan
P23	Include plaza or gathering space along the river	Clinton Riverfront	Mid	DDA, DPS	Downtown Plan

CITY OF MOUNT CLEMENS – 2016 REDEVELOPMENT UPDATE

P24	Create and urban park edge (promenade) along Gratiot and the river's edge	Clinton Riverfront	Mid	DDA, DPS	Downtown Plan
P25	Improve the non-motorized link between Riverfront Park and MacArthur Park, enhance the park facilities at MacArthur, and coordinate public waterfront access through the development site to the east of the park	Complete Streets	Mid	CD, DDA, DPS	Downtown Plan
P26	Upgrade public parking lot screening and landscaping in downtown to make the walk from parking to destinations more inviting	Parking	Mid	DDA, DPS	Downtown Plan
P27	Prepare a parking management and pricing plan to study utilization to ensure the most convenient on-street parking is high turnover for customers and that employees are parking on the edges of the core. Create a simpler system with better signage	Parking	Mid	DPS	Downtown Plan
Leadership					
L1	Enhance code enforcement to encourage property upkeep, especially downtown	Code Enforcement	Ongoing	CD	ED/Marketing Strategy
L2	Provide training for elected and appointed officials and staff and monitor participation	Training	Ongoing		
L3	CC convenes annual planning and development meeting with PC, ZBA and development authorities.	Coordination	Annual	CC, PC, ZBA	
L4	Support and encourage periodic investor summits, developer matchmaking or similar events	RRC	Annual	MCPED, CD, DDA	ED/Marketing Strategy
L5	Foster open collaboration with County leadership	Collaboration	Ongoing	CC, MCPED	ED/Marketing Strategy
L6	Directly engage in efforts to acquaint hospitals, realtors, and educational institutions with downtown development opportunities	RRC	Ongoing	MCPED, CD	ED/Marketing Strategy
L7	Continue to plan dynamic, unique downtown programming and events	Downtown programming	Ongoing	DDA	Downtown Plan
L8	Engage the Michigan Historic Preservation Office to help identify potential obstacles and opportunities with respect to building rehabilitation	Collaboration	Short	CD	ED/Marketing Strategy
L9	Leverage partnership with County to redevelop the parking deck site at Main and Market into a mixed-use space to add commercial vitality to Main Street, provide for limited parking, and connect downtown to Riverfront Park	Collaboration	Short	DPS, DDA, CD, MCPED	Downtown Plan
L10	Convene a committee of community leaders to identify a physical project in downtown that would celebrate the 200th anniversary of the City (2017), upgrade a physical public space, and encourage redevelopment. Possible examples include an artistic feature, historical element or other placemaking space	Downtown redevelopment	Short	DDA, CC, DPS	ED/Marketing Strategy
L11	Explore partnering opportunities with neighboring communities for recreation at the Community Center	Recreation	Mid		Redevelopment Plan
L12	Rehabilitate or relocate bath house near YMCA for useable vendor space	Downtown	Mid	DDA, DPS	Downtown Plan
Economic Development & Marketing					
ED1	Partner with Macomb County economic development, MEDC staff, and MML Placemaking programs to pursue grants	Collaboration	Ongoing	CD, DDA, MCPED	ED/Marketing Strategy
ED2	Prepare community profile/brochure to share with local and national businesses	Marketing	Short	CD, Consultant	ED/Marketing Strategy

CITY OF MOUNT CLEMENS – 2016 REDEVELOPMENT UPDATE

ED3	Expand programmatic efforts to include business recruitment/retention	Business development	Short	DDA, CD	ED/Marketing Strategy
ED4	Prepare a housing market analysis to evaluate the demand for alternative housing downtown and across the city	Market Study	Short	CD, DDA, Consultant	ED/Marketing Strategy
ED5	Prepare commercial market study to draw attention to unmet retail and service needs	Market Study	Short	CD, DDA, Consultant	ED/Marketing Strategy
ED6	Prepare a Guide to Development clearly outlining policies and procedures	RRC	Short	CD	Redevelopment Strategy
ED7	Create priority redevelopment site packages using this plan's catalytic projects as a basis	RRC	Short	CD, DDA	Redevelopment Strategy
ED8	Target marketing messaging toward entrepreneurial ventures	Business development	Short	CD, DDA, Consultant	ED/Marketing Strategy
ED9	Investigate the development of a micro-loan/grant program to support new business development ventures	Business development	Short	CC, CD, DDA	ED/Marketing Strategy
ED10	Secure outside assistance to develop a marketing/ branding campaign	Marketing	Short	CC, DDA, CD	ED/Marketing Strategy
ED11	Connect new marketing efforts to Make Macomb Your Home	Marketing	Short	CC, MCPED	ED/Marketing Strategy
ED12	Tap local firms and talent to assist in branding/marketing project	Marketing	Short	CC, DDA, CD	ED/Marketing Strategy
ED13	Connect marketing/ branding to social media	Marketing	Short	CC	ED/Marketing Strategy
ED14	Promote the City as an RRC community when certified	RRC	Short	CC, CD	ED/Marketing Strategy
ED15	Continue to support events to draw attention to development opportunities in and near downtown in partnership with Macomb County	Business development	Short	DDA	ED/Marketing Strategy
ED16	More fully evaluate the adequacy of existing broadband infrastructure to support technology-based economic activity (particularly downtown).	Business development	Short	CC, DDA, CD, MCPED	ED/Marketing Strategy
ED17	Establish ad hoc committee to evaluate reinvigorating mineral bath industry	Marketing	Mid	CC	ED/Marketing Strategy
ED18	Create a shared festival street block on Walnut between Macomb and Main to signify its position as the core area of downtown and provide for space for urban street events	Downtown programming	Mid	CD, DDA	Downtown Plan

2016 REDEVELOPMENT READY
MASTER PLAN UPDATE
PUBLIC INVOLVEMENT APPENDIX

Downtown Stakeholder Meeting Sign-In (09/22/15)

- Neil Dempsey
- Brian Tingley
- Larry Moloney
- Guy Rizzo
- Guy Rizzo, Jr.
- Nick Rizzo
- Rheanne Suszak
- Amanda Oporta
- Becky Quinn
- Nando Bartotta
- Amanda Minaudo
- Stephen S.
- Gerard Sartoro
- Richard Shoemaker
- Phil Gilchrist
- Susan Blanchard
- Pete Williams
- Jack Johns
- David Gassen
- Rob Drewek

Economic Development Stakeholder Meeting Sign-In (11/19/15)

- Julie Dichtel
- Denise Metzger
- Richard Schumaker
- Earl Stilson
- Sue Blanchard
- Vito Ruehle
- Greg Dilone
- Dave Bonten
- Melissa Roy
- Jimmy Gwizdala
- Brian Kramer
- Andrew Hodges
- Grace Shore
- Jack Johns
- Michael Connors

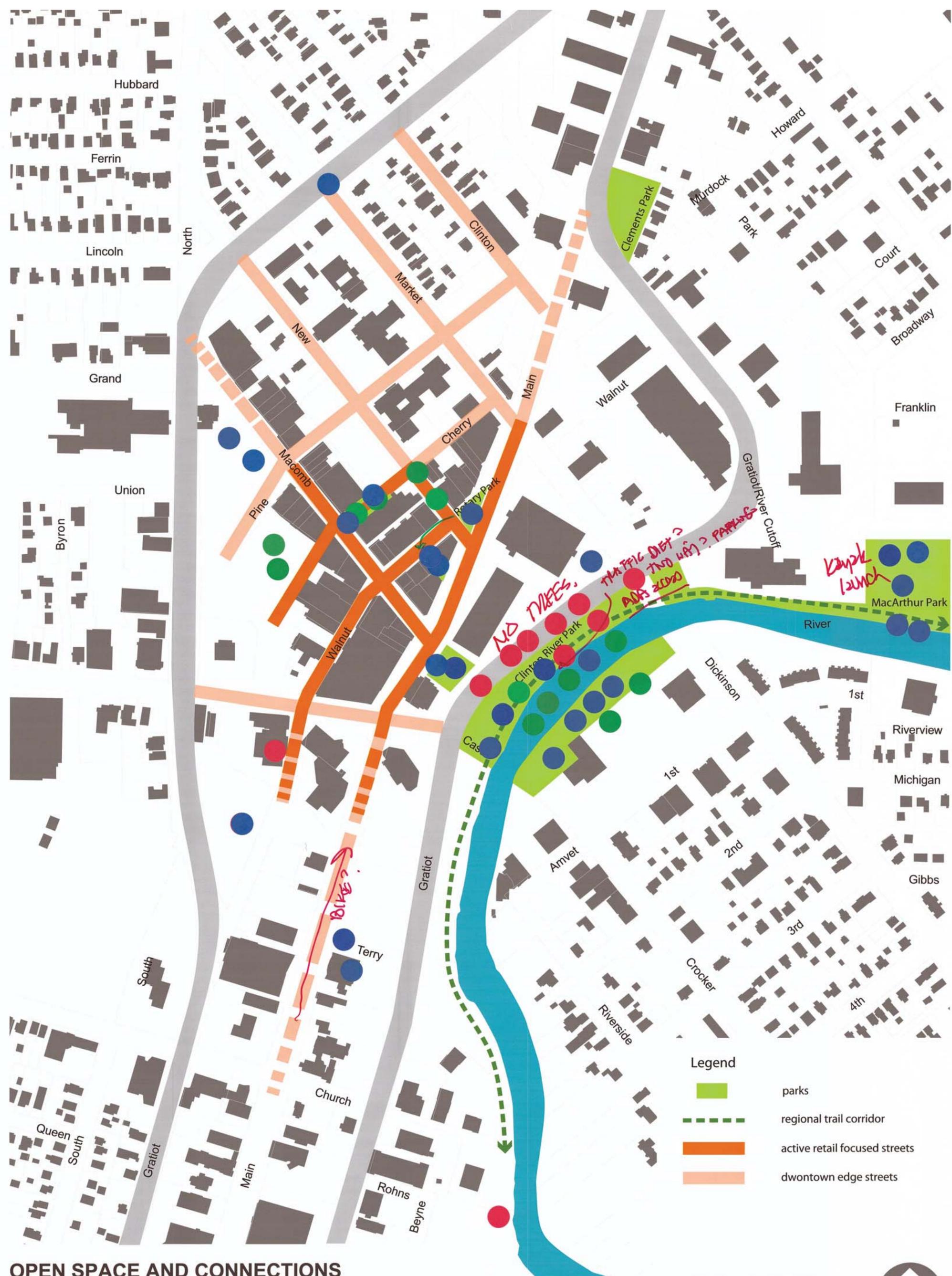


LAND USE AND DEVELOPMENT

Mount Clemens - Downtown
 Macomb County, Michigan

- Legend**
- retail oriented uses
 - office/institutional uses
 - under utilized parcels
 - central business zoning district
 - multi-use zoning district
 - active retail frontage

0 100 200 400 Feet
 Sources: Macomb County, MCGI



- Legend**
- parks
 - regional trail corridor
 - active retail focused streets
 - downtown edge streets

0 100 200 400 Feet
 Sources: Macomb County, MCGI

OPEN SPACE AND CONNECTIONS

Mount Clemens - Downtown
 Macomb County, Michigan

DRAFT PLAN COMMENTS

Sent: Monday, July 25, 2016 12:16 PM

To: Brian Tingley <BTingley@cityofmountclemens.com>

Subject: [City of Mount Clemens Report An Issue] Master Plan

The plans for downtown are generally very good and sensible. However moving the Fire Station and City Hall is not. The riverfront should stay public and open to all. North and south bound M3 should be returned to two-way traffic. AS it is now, it only speeds folks out of town and makes it very difficult to get around. Try getting to Lincoln Ave. from North Bound M3.

Brian Tingley

Sent: Saturday, July 16, 2016 2:34 PM
To: Brian Tingley
Subject: [City of Mount Clemens Report An Issue] City Master Plan Draft -- and its impact our remaining Historic Buildings

Very good work, thanks. From my perspective, retaining what little remains of our historic buildings is key to successful revitalization of our city, both for quality-of-living and a long-term financial benefits. Since the 1960s, the unique character of Mount Clemens has suffered most due to the destruction of our (albeit, challenging) old structures and replacing them with utilitarian, low-character structures (or parking lots). My concern, and it is based on seeing, first-hand, the pattern repeated countless times over the past 5 decades. Based on our past development ideas, which viewed our old structures as costly eyesores, or even liabilities, instead of one of the key underpinnings to solid and stable residential and business attraction. If the past 50 years has taught us anything, I hope it is the understanding that we need to retain what little remains of our unique foot-print; without such a vision, our creative planning and post-modern construction may not bring permanent revitalization. I would like to see a moratorium on destroying any of the few remaining pre-1900 buildings that remain -- entered as a restriction into the City Master Plan regarding any proposed developments. This is not as an extreme proposal as it may seem at face value. Given that we have retained a more status-quo approach over the past 50 years, and have lost over 95% of our historic sites in the process -- requiring that we retain the 5% that remains seems an extremely reasonable, and more-than-fair proposal. Given that most of the past loss of historic sites with the business owners' promises that new redevelopments over the sites would result in fiscal improvements has been false (or painfully short-lived, at best) -- such a proposal seems wise. Given that long-term (decades long) city revitalization and renewal, along with improved attraction for businesses and new residents, is based on quality-of-living issues -- that retaining our historic character to ensure such makes such a proposal something that deserves thoughtful consideration. Even without a moratorium (which, by the way, should not prevent allowing necessary upgrades or internal structural modification when necessary), there are key structures that I would like to see specifically noted as protected in the City Master Plan. Specifically: the old St. Mary's School buildings. Now that St. Mary's has relocated much of their school to what used to be my old grade school (Alexander Macomb), I am concerned that the old structures will be come completely vacant and disused. I do not want to see a repeat of what happened to the grand, pillared porch at St. Joseph Hospital -- where an out-of-state conglomerate made the decision to destroy and deface a landmark that most of we old-timers felt belonged to the citizens of Mount Clemens as one of our identifying and shared structures, in a very real emotional and quality-of-neighborhood sense. The urban blight resulting from our allowing the structure to be torn down, without valid community involvement in the decision, is spreading along that corridor of North Avenue, both north and south along the adjacent blocks. I mention this as a case-in-point -- because our short-term decisions that allow the destruction of our history as an attempt to ward off fiscal challenges actually increases the negative aspects of such in the long-term. Another example was how the old Mount Clemens Potter Building on Church Street (that ran from Groesbeck to the rail-road tracks) could have been restructured into an open-space, semi-indoor mall, similar to Trappers Alley in Greektown. Instead, it was replaced with the promise that new, modern businesses would be structured along the space, bringing revitalizing jobs, neighborhood appeal, and tax revenue to the city. Instead, there are numerous, low-expense built cinder-block buildings that tend to retain only short-term business leasing (several of which are

continually empty and looking for new tenants). In addition, the total lack of creative-structure zoning has made the utilitarian and unattractive lots an actual detriment toward creating an area that appeals to long-term business owners or any motivation for residents living nearby to improve their neighborhoods. I do appreciate, very much so, that the City Master Plan is looking at creative ways to ensure the survival, and ultimate thriving, of what remains of the old section of our old St. Joseph Hospital building. I like the idea of university, science, art, creative, or community-social use of such. Likewise, the idea for a possible modern, health facility incorporating the appeal of natural and preventative care (a cutting edge and advancing field of our medical profession). The idea put forth in the Plan as having a senior facility as a possible option seems good to -- my only caveat being that such a facility should incorporate those aspects that enhance our city's unique character: specifically, incorporate the more modern aspects of wholesome foods, bright and open spaces for the seniors, as well as life-quality services like physical-therapy and small shops like barber, hair-dressing, physical therapy, and art-hobby "class-rooms" for the senior residents. In the very-near surrounding areas, there exists far too many, old-fashioned, low-quality of living facilities for seniors. If we were to establish one in the old St. Joseph building, ours should be cutting edge and on the thriving side of the advancing aspects of this medical-service field -- such would fit very well into the historic and future personality of our special city. Another little neighborhood area that would be physically perfect for creative redevelopment ideas is the intersection hub where several of our streets converge: Cass Avenue, Grand Avenue, Floral, Mary, and the rail-road tracks. There are several new business owners that have recently relocated to the area and are doing good things to improve and advance the neighborhood (John's Family Restaurant, the Fire Station restaurant and bar, and Krause Florist that relocated from Groesbeck, to name just a few). These, along with the several other new business that have leased other units is helping to grow this little hub as a destination for residents as well as those who commute along Cass to and from the downtown businesses and county offices. A little (maybe a lot) long-term planning, along with the historic Edison-associated train-station, could help the continued health and growth of the existing business climate at this location. I personally envision a concept similar to one I know of in Florida (the city of Dunedin) -- a thriving community. It too has railroad tracks intersecting with a clutch of small businesses. They incorporated the Pinellas Trail (a non-motor walking, biking, rollerblading paved trail that runs through the whole county. That trail took years to develop, connecting pieces that existed or were developed across all cities in the county. We could begin the same. We already have a trail that run through the parks along Wellington Crescent and outward toward the lake. Given a workable negotiated partnership with the railroad, we could create a similar physical fitness trail along that stretch of railroad -- eventually connecting with the existing trails farther north in our other county parks of Shelby and such. The trail in Florida is very active, and brings many residents to the Dunedin area. They created a bit of a train motif, and we could do similar due to our train station. They incorporated an unused train-car (of which we have plenty), into a small bike rental, roller-blade rental, and ice-cream shop right next to the trail. This attracts countless fitness folks, and brings hungry folks out to enjoy the sunshine and spend money at the shops and restaurants next to this hub. That little part of our neighborhood is perfect for a similar approach(albeit, it will take long-term planning, possibly in little stages, seeding an attractive and attracting environment in that spot). The only thing I would hope any interested developers would take seriously -- keep that small section of remaining old brick street that is on the Mary Street side of the tracks. Those old brick street sections do more to positively advance a historic and attractive appeal to the area than the miles of post-modern, press-and-form tiling that replaced much of it in our downtown. If any small steps in this area prove beneficial, we could consider building a half-dozen (at most) creative little rail-road chalet-like buildings along the Mary Street side of that brick street section, and along the other side of Cass, along the proposed fitness trail. These would be, for attractive-appeal, cost, and limited space reasons, very-very small square footage structures -- for over-counter food and dessert type vendors, etc.) By the way, finding a cooperative partnership with the railroad, as we extend this Macomb County fitness trail ("McFit" or whatever creative promotional name the planners can think of) northward, it would bring out the pedestrian residential traffic all along it -- helping to attract and keep quality residents. As such, a similar little hub might become

feasible up and down the area along spots like where the old, currently disused rail-track section curves from Elisabeth Road and around to North Avenue and out beyond Gratiot toward Selfridge. A tie-in to the historic train rides that are offered along this stretch could help revitalize that area too -- especially improving the park area long Joy Blvd. Excuse my long-winded attempt at historical context (just a few of the many ideas given with too much rambling on my part), but my attempt it to help support you in your long-term vision towards improving the quality of life and unique character that is our home town of Mount Clemens.