



VILLAGE OF MACKINAW CITY 2024-2029 MASTER PLAN

History | Demographics | Land Use | Goals & Implementation

Adopted
XX/XX/XXXX



Village of Mackinaw City
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VILLAGE OF MACKINAW CITY

2024-2029 MASTER PLAN

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TABLE OF CONTENTS

Chapter 1 Location and History	1-1
Location	1-1
History.....	1-1
Important Historical Sites	1-5
 Chapter 2 Social and Economic Characteristics.....	 2-1
Year-Round Population	2-1
Age Distribution and Racial Make-Up	2-2
Households and Disability Status	2-3
Income, Education, and Employment.....	2-3
Labor Force	2-6
Housing Stock and Property Values	2-7
Village of Mackinaw City Finances	2-11
 Chapter 3 Natural Resources	 3-1
Climate	3-1
Geology	3-1
Topography	3-2
Soils	3-2
Water Resources	3-5
Wetlands and Woodlands.....	3-6
Fish and Wildlife	3-7
Scenic Features	3-8
Surface Water Discharge Permits	3-8
Sites of Environmental Contamination.....	3-8
Air Quality	3-9
Tree Canopy	3-9
Summary	3-10
 Chapter 4 Community Services, Facilities, and Organizations	 4-1
Municipal Government.....	4-1
Administration.....	4-1
Community Development and Zoning	4-2
Police, Fire, Ambulance	4-2
Marinas	4-3
Department of Public Works.....	4-3
Water and Sewer Department.....	4-3
Water and Sewer System	4-3
Stormwater and Drainage Network.....	4-7
Solid Waste	4-7
Public Utilities.....	4-9
Municipal, State, and Federal Facilities.....	4-9
Schools and Library	4-9
Social Services.....	4-10

TABLE OF CONTENTS (Continued)

Health Care	4-11
Shopping, Dining, Entertainment, and Lodging	4-12
Religious Institutions	4-13
Civic Organizations	4-13
Chapter 5 Transportation	5-1
Public Road Functional Classification Designation	5-1
Michigan Transportation Func Distribution – Act 51	5-3
Asset Management	5-4
Non-motorized Transportation	5-5
Transit Services	5-6
Marine Transportation	5-11
Airport	5-11
Parking	5-12
Traffic Safety	5-13
Chapter 6 Parks, Recreation, and Greenways	6-1
Administrative Structure	6-1
Recreation Facilities Inventory	6-2
Parks and Recreation Acquisition and Development	6-4
Parks and Recreation Plan Goal Summary	6-6
Park Board Goal Summaries	6-8
Chapter 7 Existing Land Use	7-1
Pattern of Land Divisions	7-1
Existing Land Use Statistics and Characteristics	7-1
Existing Land Uses, Classified	7-4
Chapter 8 Economic Development	8-1
Economic Development Plans	8-1
Priority Redevelopment Sites	8-7
Priority Redevelopment Areas	8-9
Incentive Policy	8-10
Chapter 9 Community Sustainability	9-1
Smart Growth	9-1
Green Communities Challenge	9-7
Chapter 10 Community Character & Sense of Place	10-1
Descriptive Elements Contributing to Community Character	10-1
Perceptions of Mackinaw City and its Identity from Stakeholders	10-2
Aspirations of Mackinaw City’s Community Character and Sense of Place	10-3

TABLE OF CONTENTS (Continued)

Chapter 11 Community Goals and Policies	11-1
Preserve Village Character.....	11-1
Residential Development	11-2
Business and Commercial Development.....	11-3
Industrial Development.....	11-4
Parks and Recreation	11-4
Natural Resources	11-5
Public Utilities and Services.....	11-6
Intergovernmental and Public/Private Collaboration.....	11-7
Transportation.....	11-7
Government	11-8
 Chapter 12 Future Land Use Recommendations	 12-1
Introduction.....	12-1
Existing Land Use	12-1
Natural and Historic Resources	12-1
Existing Zoning.....	12-2
Existing Incompatible Uses	12-2
Current Utility Availability.....	12-2
Goals of the Community.....	12-3
Future Land Use	12-3
 Chapter 13 Zoning Plan	 13-1
Introduction.....	13-1
Overview of Future Land Use / Zoning District Changes.....	13-1
Future Land Use Classifications/Zoning – Detailed Recommendations.....	13-3
 Chapter 14 Plan Adoption and Implementation	 14-1
Plan Adoption.....	14-1
Implementation Table.....	14-1
Master Plan Review	14-2
Using the Master Plan for Zoning Ordinance Amendment Review.....	14-4
 Chapter 15 Appendix	 15-1
Open Meetings for 2012, 2018, and 2024 Master Plan.....	15-1
Figures, Surveys, Diagrams, and Charts	15-3
Tables.....	15-4
Works Sited	15-5

LIST OF TABLES

Table 2-1 Population Trends, 1970 – 2020.....	2-1
Table 2-2 Age Distribution.....	2-2
Table 2-3 Median Household & Per Capita Income	2-4
Table 2-4 Income Sources	2-4
Table 2-5 Education Attainment.....	2-4
Table 2-6 Annual Employment Information.....	2-6
Table 2-7 Total Establishments by Number of Employees	2-6
Table 2-8 Employees by Major SIC Code.....	2-7
Table 2-9 Mackinaw Township State Equalized Values by Property Class	2-9
Table 2-10 Wawatam Township State Equalized Values by Property Class.....	2-9
Table 2-11 Village of Mackinaw City State Equalized Values by Property Class.....	2-10
Table 2-12 Fiscal Stress Indicator Scores, 2015-2024	2-13
Table 2-13 Munetrix Dashboard, Fiscal Stability Public Safety & School Enrollment.....	2-14
Table 3-1 Average Annual Weather Statistics, Observed Averages.....	3-1
Table 3-2 Inventory of Facilities, Mackinaw City	3-8
Table 5-1 Streetscape Improvements.....	5-5
Table 5-2 Public Parking.....	5-12
Table 5-3 Parking Counts	5-13
Table 5-4 Traffic Crashes Reported	5-13
Table 6-1 Parks Operated by the Village of Mackinaw City.....	6-3
Table 6-2 Parks within the Village of Mackinaw City Operated by Non-Village Entities.....	6-4
Table 7-1 Existing Land Uses Statistics	7-3
Table 13-1 Future Land Use to Zoning Recommendations	13-1

LIST OF FIGURES

Figure 1-1 Location Map, Mackinaw City	1-2
Figure 1-2 Ownership Base Map, Mackinaw City.....	1-3
Figure 2-1 Civilian Labor Force Unemployment Rate 2012-2022	2-5
Figure 2-2 Seasonal Housing as a Percentage of all Housing Units.....	2-8
Figure 2-3 Total State Equalized Values	2-10
Figure 2-4 Village Taxable Value per Acre.....	2-11
Figure 2-5 Village of Mackinaw City Revenue Breakdown.....	2-12
Figure 2-6 Village of Mackinaw City Expenditure Breakdown	2-13
Figure 3-1 Hydric Soil Ratings in Mackinaw City	3-3
Figure 3-2 Soil Viability – Septic Tank Absorption Fields.....	3-4
Figure 3-3 Soil Viability – Dwellings Without Basements	3-4
Figure 3-4 Mackinaw City Wetlands Inventory	3-7
Figure 3-5 Land Cover in the Village of Mackinaw City, 2023.....	3-9
Figure 3-6 Tree Benefit Estimates: Air Pollution.....	3-10
Figure 4-1 Water Consumption, Measured Quarterly	4-4
Figure 4-2 Properties within 100' of Water Lines	4-5
Figure 4-3 Properties within 200' of Water Lines.....	4-6
Figure 4-4 Village of Mackinaw City Stormwater Collection Map	4-8
Figure 5-1 NFC Classifications for the Village of Mackinaw City	5-3
Figure 5-2 Approved Street System (ACT 51).....	5-4

Figure 5-3 Regional Trail Networks in Mackinaw City.....	5-6
Figure 5-4 Iron Belle Trail, Local View and State View.....	5-7
Figure 5-5 North Country Trail	5-7
Figure 5-6 Village of Mackinaw City Sidewalk Network.....	5-8
Figure 5-7 Indian Trails Route Map, 2022.....	5-10
Figure 5-8 Straits Regional Ride Route Maps, Mackinaw City, 2022	5-10
Figure 6-1 Parks and Recreation Organizational Chart	6-2
Figure 6-2 Location of Mackinaw City’s Public Parks.....	6-3
Figure 6-3 Park Acquisition Area	6-5
Figure 6-4 Cross Town Trail Proposed Map	6-6
Figure 7-1 Existing Land Use Map	7-2
Figure 7-2 Existing Land Use Breakdown	7-3
Figure 8-1 Pond Street Lot & Site Rendering	8-8
Figure 8-2 Pond-Hiawatha & Design Renderings.....	8-9
Figure 8-3 Cadillac Street Lots & Design Rendering.....	8-9
Figure 8-4 Priority Redevelopment & Incentive Districts	8-11
Figure 12-1 Future Land Use Map	12-4
Figure 14-1 Decision Tree for Proposed Text Amendments.....	14-7
Figure 14-2 Decision Tree for Proposed Rezoning.....	14-8

Chapter 1 Location and History

Location

The Village of Mackinaw City is at the extreme tip of Michigan's Lower Peninsula. The Village encompasses 3.2 square miles, and the land area is divided between two geographic townships. The eastern portion is 0.6 square miles in size and consists of Sections 7 and 18 of T39N -R3W (Mackinaw Township in Cheboygan County). The western portion is 2.6 square miles in size and is made up of Sections 11, 12, 13 and 14 of T39N-R4W (Wawatam Township in Emmet County).

The northern and eastern Village boundaries extend to an imaginary line half the width of the Straits of Mackinac, where Lake Michigan and Lake Huron meet. Headlands Drive is the Village's western boundary. Trail's End Road generally defines the southern Village limits, with the exception of two annexed areas which are south of that line. **Figure 1-1** illustrates the location of Mackinaw City in relation to the State of Michigan, and **Figure 1-2** shows a base map of the Village.

History

The Village of Mackinaw City is a community whose rich historical past enlivens the present, both socially and economically. The predominant industry of Mackinaw City is tourism, and some of the foremost tourist attractions in the Mackinaw City area are historical.

Native Americans have a long history of using the Michilimackinac area for summer activities such as farming and trading. The word "Michilimackinac" is translated as the "Land of the Great Turtle."¹ Michilimackinac served as the primary meeting place of the Ojibwe, Odawa, and Potawatomi bands of Anishinaabe, with the Council of Three Fires being dated as early as 796 AD.² In the late 1600s, Frenchmen arrived in the Straits area.³ The first white man settled on what would become Mackinaw City in 1715.⁴ The area served as a center for developing trade with the Ottawa, Chippewa, Sauk, Fox, Menominee, and Huron Tribes. The site of Fort Michilimackinac was established as a mission and small fur-trading compound by the French at this time. For most of the 17th century, Mackinaw was a military trading post.

At the end of the French and Indian War in 1761, the British took control of Fort Michilimackinac. Native Tribes resented the strict British regulations and behaviors and plotted to capture the fort. In 1763 a tribe of Ojibways played a game of lacrosse in front of the fort and surprised the British when the ball went over the wall. The Indians rushed into the fort to retrieve the ball, killed many of the British troops and claimed the fort in a planned attack now referred to as Pontiac's Rebellion. However, the British reclaimed the fort the following year.

The British abandoned and burned the fort and Village in 1781 and relocated on Mackinac Island. Two years later under the Treaty of Paris, Michilimackinac, part of the Northwest Territory, became part of the United States. However, it wasn't until 1796 that the British troops departed and American troops occupied the Straits of Mackinac.

Modern Mackinaw City dates from the mid-1800s, when Edgar Conkling purchased the land in 1854 and platted the Village in 1857.⁵ The first permanent white settlers, George Stimpson and his family, arrived in Mackinaw City in 1870.⁶ A public school system commenced in 1871, followed shortly thereafter by organized church services. Lumbering was important to the

development of the Mackinaw City area, with the first large lumber operation beginning in 1878. Lumbering came to an end in the region when a large forest fire burned most of the remaining forest land in 1919.

Figure 1-1 Location Map, Mackinaw City

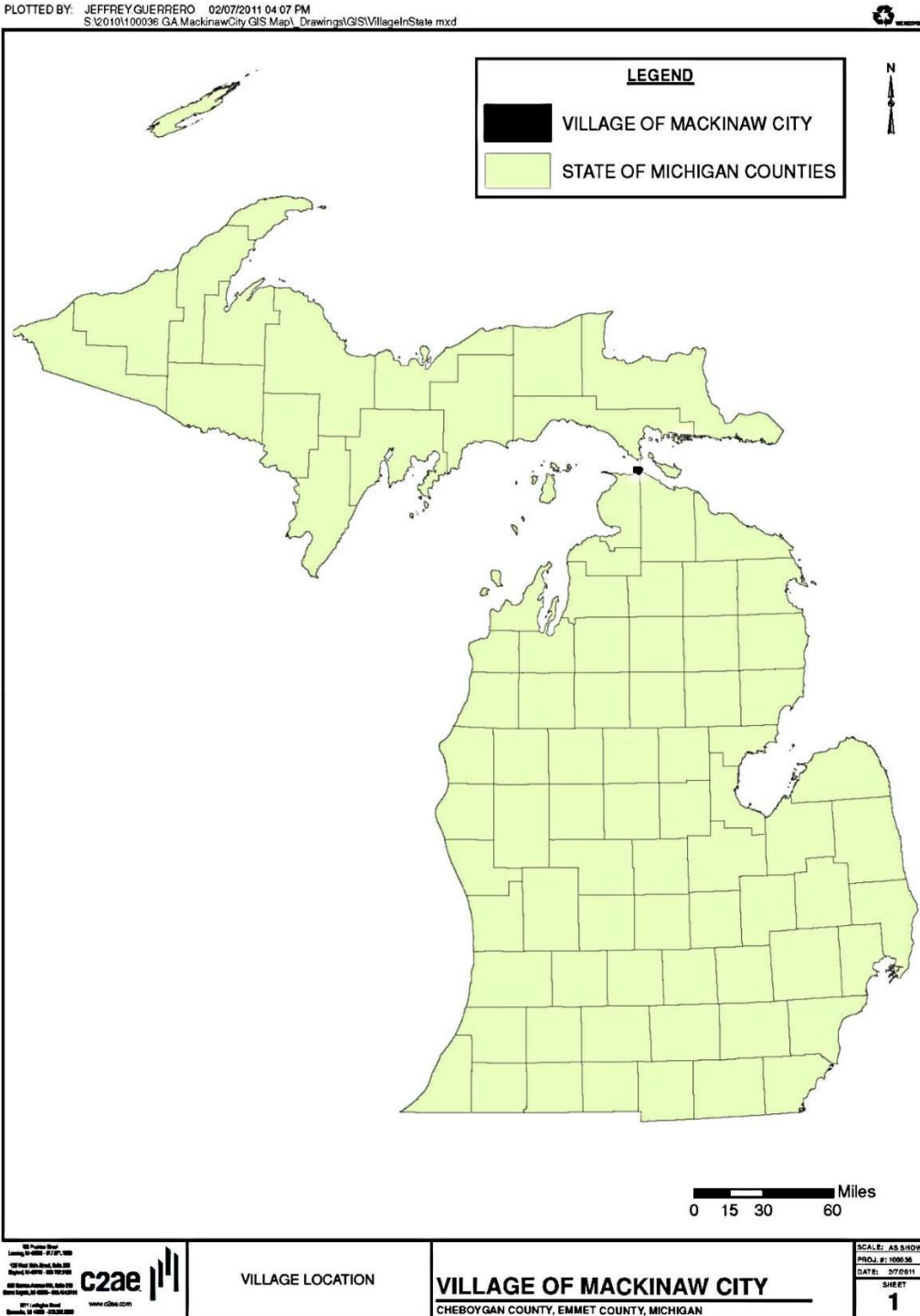
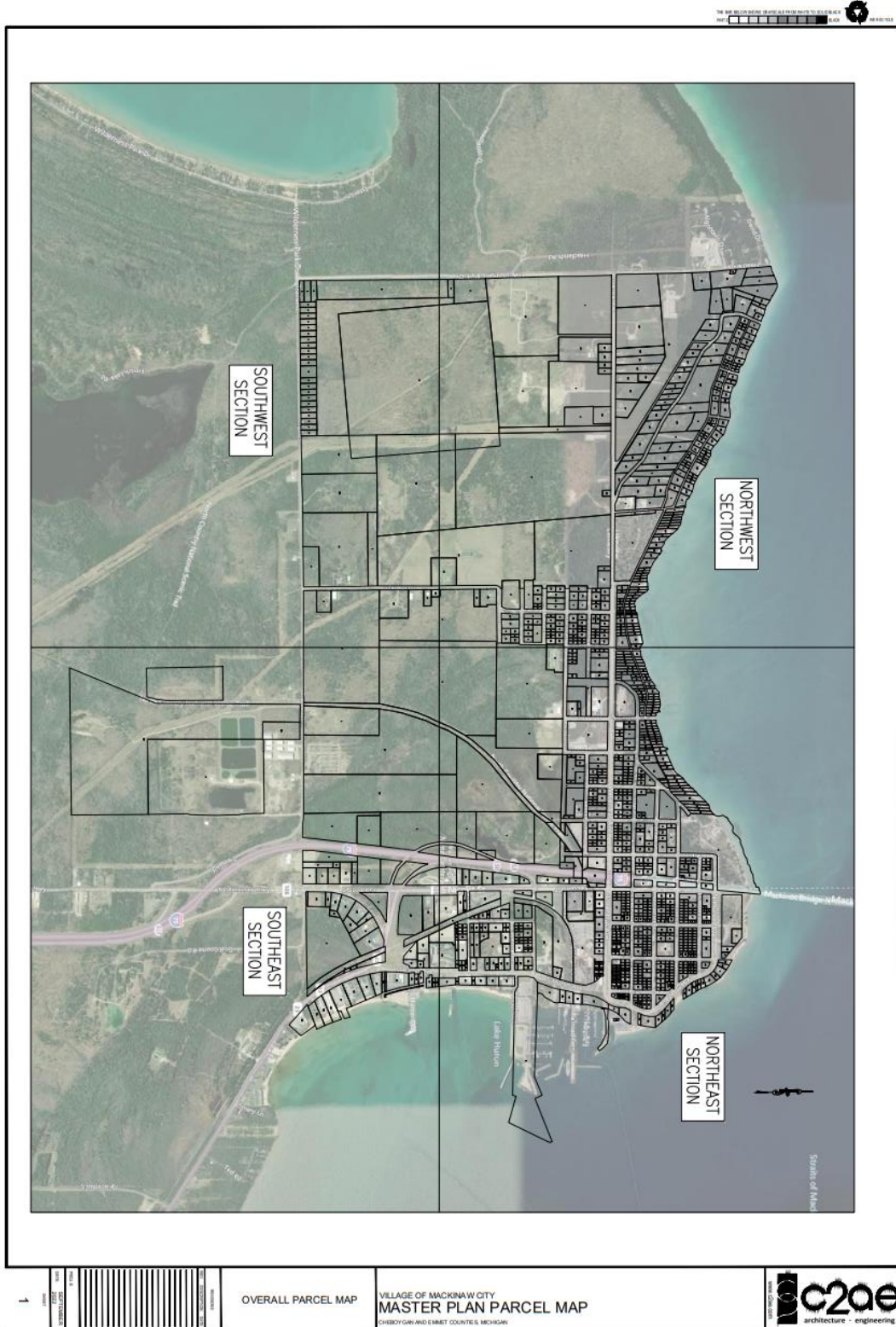


Figure 1-2 Ownership Base Map, Mackinaw City



McGulpin Point Light, located at the extreme northwest corner of the Village, was completed in 1869.⁷ Because this light could not be seen from all points in the Straits, Old Mackinac Point Light was constructed in 1892.⁸ Old Mackinac Point was visible for 16 miles. When the Mackinac Bridge opened in 1957, the bridge lights guided mariners, making the old lighthouse obsolete. Forrest J Stimpson established a marine and weather reporting station in 1877. The station furnished reports (vessel name, direction of passage and weather conditions) of vessel passages through the Straits of Mackinac to newspapers and vessel agents. Marine reporting ceased in 1959 and weather reporting ceased in 1970. These vital national services, aided by the railroad, helped establish the Western Union business in the area.

The New York Central and Pennsylvania Railroads arrived in the early 1880s, transported across the Straits of Mackinac first by barge and later by ferry. The ship, *Algomah*, was built with a pointed bow which flattened near the water line and enabled her to ride on the ice and break it up with her weight.⁹ This ship is the first known ice breaker of its kind. The railroads brought in new families, and new stores and businesses opened up. The ferry boats also boosted the area's economy. Mackinaw City was incorporated as a village in 1882. Two disastrous fires, one in 1900 and the other in 1916, destroyed many businesses in Mackinaw City.¹⁰

The Fort Michilimackinac site became a State Park in 1902, but until automobile travel developed and good roads were established, the site was little more than a campground of minimum significance and had relatively small tourism impact.¹¹ In 1913, state trunk lines were mapped out by the newly created Michigan Highway Department. Two of these roads, one from the east side of the state, East Michigan Pike (US 23), and one from the west side of the state (West Michigan Pike) terminated at Mackinaw City where a monument was erected. Dixie Highway (US 27), running through the center of the state and tying into the East Michigan Pike at Cheboygan, was also part of the early state highway system.

Auto travel was given a boost in 1923 with the creation of the Michigan Department of Transportation automobile ferry service across the Straits. The State built a ferry dock in Mackinaw City at that time and later expanded and improved it several times.¹²

With the opening of the Mackinac Bridge in 1957, the State Ferry System closed, tourism greatly increased, and restoration of Fort Michilimackinac State Park began. Around the same time, the Old Mackinac Point Lighthouse ceased operation after 65 years of service and was converted into a marine museum.¹³

While the area primarily served as a fur trading and lumbering center in its early days, its recreation potential was quickly realized. Tourism has grown steadily over the past several decades with a significant increase in the number of motel rooms, gift shops and restaurants.

Besides the restoration of historic Fort Michilimackinac, the Village is surrounded with countless recreational opportunities: miles of broad, clean, sand beaches; fishing; boating; camping; hike and bike trails, hunting; sailing; swimming; skiing; and touring the unsurpassed scenery of the area. A visit to Mackinaw City is often included when visitors tour Mackinac Island and nearby Old Mill Creek, both of which are Michigan State Historic Parks. Finally, Mackinaw City serves as a gateway to the many scenic wonders of Michigan's Upper Peninsula, via the mighty, majestic Mackinac Bridge. Said to be the world's most beautiful bridge, the "Big Mac" is approximately five miles long.¹⁴

Important Historic Sites

Fort Michilimackinac

This site was established around 1714 by French-Canadians as a mission and small fur-trading compound.¹⁵ British forces occupied Michilimackinac in 1761 after the French and Indian War ended. By 1765 many fur-trading activities were moved outside the fort which created a new village around the fort. The new settlement contained over 100 houses by the late 1770s. This site is currently located within Michilimackinac State Park and is listed on both the State and National Registers of Historic Places.

Mackinac Bridge

This five mile long bridge connects the Upper and Lower Peninsulas of Michigan. It is one of the longest suspension bridges in the world. The Mackinac Bridge Authority, established in 1950, retained David B. Steinman to design the Mackinac Bridge.¹⁶ This four-lane bridge cost nearly \$100 million and was built over a four-year time span. It opened to traffic in November of 1957. The 150 feet of clearance from the roadbed to the water at the center of the bridge allows for safe passage of all the ships that sail the Great Lakes.

Old Mackinac Point Light

In 1890 a fog signal was built at Mackinac Point and in October of 1892 the present lighthouse was completed.¹⁷ The light was visible for 16 miles. This was valuable to car ferries shuttling between Mackinaw City and St. Ignace. When the Mackinac Bridge opened in 1957, the bridge lights guided the water traffic and made the lighthouse obsolete. The Mackinac Island State Park Commission acquired the property in 1960. Still existing is the round light tower which is 13' 4" feet in diameter and 45 feet in height and the attached two-story rectangular brick keeper's dwelling. It is listed on both the State and National Registers. The Mackinac Island State Park Commission renovated the lighthouse and Park grounds. The facility is now a premier attraction drawing over 50,000 visitors per season.

McGulpin Point Light

In 1854, Congress approved money "for a lighthouse and fog bell at the south point of the harbor of Michilimackinac".¹⁸ Nothing was done until 1866 when Congress approved more money to build a new lighthouse. It was completed in 1869 and is still intact at the present time. The station was taken out of service in 1906. It was a private residence for many decades until purchased by Emmet County in 2008. The facility has been renovated and is open to the public, drawing over 25,000 visitors per year.

Railroad Depot

The first railroad came to Mackinaw City in 1881 when construction of the Michigan Central Railroad line was completed providing service from Detroit, Jackson, Owosso, and Saginaw.¹⁹ The line was later absorbed by the New York Central system. In 1882, the Grand Rapids and Indiana became the second railroad into Mackinaw City, transporting passengers and freight from Fort Wayne, Indiana through Grand Rapids, Traverse City and Petoskey. The line later became part of the Pennsylvania Railroad system. The railroad depot built to service these lines is still in existence and has been preserved in conjunction with the "Crossings" development. Michigan State Historic Preservation Office

(SHPO) has identified the railroad depot as potentially eligible for the National Register of Historic Places.

Historic Maritime Area

The east waterfront in Mackinaw City has a 300-year history of boat building, boat launching, and boat repair. Included in this area are three docks (Village's, State's, Shepler's), two public marinas, two historic ships, the terminus of two rail lines, and a public park. It is an area worthy of significant planning for its historic and tourism potential.

Railroad Ferry Adjustable Dock

Railroad cars were shipped across the Straits on railroad ferries. The loading ramp, called an A-frame, had to be adjustable to keep the rail track level with the track on the boat as the boat loaded and as lake levels changed. The A-frame, built in the 1880s, still stands after 140 years. It is the only remaining ferry ramp in Michigan and quite likely the only one from the 1800s still standing in the United States.

Icebreaker Mackinaw

Built during World War II as part of the war effort, the Icebreaker Mackinaw was designed to break ice so iron ore shipments could continue during the winter. It was decommissioned in 2006 after being brought to Mackinaw City as a museum ship. The ship and all equipment inside are preserved in post-commissioned condition for the public to experience. The Icebreaker Mackinaw Maritime Museum is located at the end of the Shepler Marine Service dock.

Heritage Village

Realizing that Mackinaw City and North Michigan were losing many historic structures, the Mackinaw Area Historical Society partnered with the Village of Mackinaw City to move buildings to a single location in the Village. The Historic Village holds over 43 acres of land on the west side of town and forms a park featuring local history, community events, and nature trails.

Archaeological Sites

According to SHPO, four archaeological sites have been recorded for Mackinaw City. However, all areas of the Village near the fort and adjacent shoreline should be considered highly sensitive for archaeological resources.

Dixie Highway Terminus

Early in the twentieth century two cross-country roads were built to promote the infant automobile industry. Those two roads, one from Miami, Florida and one from Chicago, terminated in Mackinaw City and a monument was built on the site where the clock tower now stands. **Figure 1-3** displays this monument. The monument no longer exists, but local history advocates have expressed interest in rebuilding/recreating this structure.



Chapter 2 Social and Economic Characteristics

Year-Round Population

The Village of Mackinaw City's year-round population has changed little over the past several decades. **Table 2-1** below demonstrates population trends from 1970 to 2020. Over that period, the year-round population has remained relatively steady. The most recent Decennial Census saw Mackinaw City grow 4.96% from the previous census, though this population count does not exceed levels previously counted in 1990 or 2000. Wawatam Township's year-round population grew 7.6% (from 661 to 711),²¹ while Mackinaw Township's declined 8.9% (from 539 to 491).²² The census does not provide information on number of township residents living within the Village.

Table 2-1 Population Trends Village of Mackinaw City, 1970 – 2020

1970	% Change	1980	% Change	1990	% Change	2000	% Change	2010	% Change	2020	% Change
810	N/A	820	1.20%	875	6.70%	859	-1.80%	806	-6.20%	846	4.96%

Source: United States Census Bureau 2020 Decennial Census²⁰

The 2020 census noted 758 housing units exist in Mackinaw City. This is a 7.13% decrease from 2010, which measured 814 housing units.²³

Seasonal Population

For most communities, a discussion of the year-round population would be sufficient when planning for community needs. The Village of Mackinaw City, however, is different from most communities in that respect. Because of the nature of the Village's major industry, tourism, and because of the attractiveness of the natural surroundings, the community experiences a large influx of visitors during the summer months.

Without an actual census count, it is difficult to calculate the number of persons residing or lodging in the Village per night between June and September. Modest estimates suggest anywhere from 7,000 to 10,000 people. The population during the "shoulder" months of May and October has notably increased over the past 15 years. Some factors to consider when trying to determine the seasonal population are: vacation homes, available motel rooms, Mackinac Bridge crossings, local State Park attendance, and ferry service to Mackinac Island.

For some visitors, the Straits area provides the perfect setting for a seasonal or vacation home. At the time of the 2022 American Community Survey, 287 housing units were listed as seasonal, recreational or occasional use dwellings.²⁴ The ACS is used for this statistic, as the census does not count seasonality of housing units. There were no housing units available for rent at the time of this study. 92.2% percent of all vacant housing units were seasonal, recreational, or occasional in use. Utilizing housing unit counts from the same source, 45.8% of the entire housing stock in Mackinaw City is used only for seasonal purposes. This represents a significant increase in seasonal use housing since 2010, as 2010 noted 203 units making up 32.3%. Visitors in this category may stay for as long as the entire summer, while others may only stay for a few weeks.

The Village of Mackinaw City has a thriving lodging business. The Mackinaw Area Visitors Bureau was organized in 1981 to promote and advertise the Mackinaw City area to potential tourists. The Bureau is funded by an innkeeper's tax collected by the local lodging industry. Each lodging facility within a four-mile radius of the Village is assessed a fee of two percent on room charges. Revenues from this innkeeper's tax fund the Visitors Bureau and are used for promotion. The Bureau's revenues derived from hotels and motels have risen steadily since 1981. Increased innkeeper tax revenue can be attributed to increased room rates and the increase in the number of rooms, currently at approximately 2,400 rooms.²⁵ In addition to lodging facilities, there two bed and breakfast facilities in the Village and five campgrounds in or within close proximity to the Village, providing more than 1,000 campsites.

Another indicator when estimating the number of summer visitors is the analysis of traffic over the Mackinac Bridge. The number of visitors per day in the Village during the summer months and select holidays can exceed 50,000 persons per day. The Mackinac Bridge Authority recorded 4,207,983 trips in 2022.²⁶ The significance of these numbers is the amount of tourism business which the Village realizes. Bridge traffic helps local motels, restaurants, gift shops and gas stations.

Another determinant in estimating the summer population is to review attendance figures from the Mackinac State Park Commission's major historic attractions: Colonial Michilimackinac, Fort Mackinac, Mill Creek Discovery Park, the Mackinac Art Museum and Old Mackinac Point Lighthouse. Over 300,000 visitors toured the Mackinac State Historic Parks in 2021.²⁷ These attractions play an important role in the attraction of visitors to the region.

Finally, it is important to look at the number of tourists who use the ferry service to visit Mackinac Island. Mackinaw City is happy to serve as one of the springboards to the Island. Combined, the two Island ferry boat services handle more than 850,000 passengers per year. While all these factors still cannot accurately calculate the Village's exact seasonal population, it is important to remember that the figure increases many times over the year-round population. Mackinaw City must consider this special population, in addition to year-round population, during the process of planning for the community.

Age Distribution and Racial Make-Up

Information on age distribution within a population can assist the community in matching public services to community characteristics and in determining what, if any, special needs specific resident groups might have.

Age distribution of the Village of Mackinaw City's year-round residents is presented in table form below, with comparisons being made to Wawatam and Mackinaw Townships, Emmet and Cheboygan Counties, and the State as a whole. As **Table 2-2** demonstrates, residents of Mackinaw City, the two Townships and two Counties are older than the State and are part of a regional trend toward "the graying of the North" caused by an influx of retired persons.

Table 2-2 Age Distribution, Village of Mackinaw City, Townships, Counties, State – 2023

Age Range	Mackinaw City ²⁸	Wawatam Twp. ²⁹	Mackinaw Twp. ³⁰	Emmet County ³¹	Cheboygan County ³²	Michigan ³³
Under 19	14.7%	15.3%	11.2%	20.8%	17.6%	23.5%
20-44	20.2%	18.5%	18.1%	22.3%	24.3%	32.2%
45-64	32.3%	31.4%	33.7%	27.9%	29.9%	25.6%
65+	33%	34.3%	36.9%	23.1%	28.3%	18.8%

Source: United States Census Bureau American Community Survey 2022

At the time of the 2022 American Community Survey, the estimated median age for residents of the Village of Mackinaw City was 56.9, a 14.9% increase from the 2010 census figures (49.5). This median age is higher than both Wawatam Township at 53.5 and Mackinaw Township at 52.8. The counties Mackinaw City resides in likewise hold a lower median age; Emmet County's median age is 45.8, and Cheboygan's is 52. The State of Michigan as a whole is much younger than Mackinaw City, with a median age of 40.3 years.

Mackinaw City's year-round population is relatively homogeneous. Of the 846 residents in 2020, 733 were white³⁴. Native Americans are an important resident minority group numbering 59 persons or 7 percent of the Village population. The Native American percentage is similar to both Cheboygan County (6.8%)³⁵ and Emmet County (6.5%)³⁶.

Households and Disability Status

American Community Survey data for 2022 shows an estimate of 315 households in the Village of Mackinaw City, of which 152 are family households and 163 are non-family households (one person living alone or two or more unrelated persons who share living arrangements).³⁷ At the time of this Master Plan, 2020 Census data is only partially released; figures utilized with American Community Survey estimates may not align with confirmed Census data. 37% of households in Mackinaw City households are composed of a married couple or a cohabitating couple. 33% of households are females with no spouse present, and 30% are males with no spouse present. An estimated 17 persons in the Village of Mackinaw City live in group quarters. There are 2.03 persons per household in the Village compared with 1.95 persons per household in 2010. The 2020 estimates are lower than those of Emmet and Cheboygan Counties and the State; 2.39 persons per household in Cheboygan County³⁸ and 2.32 in Emmet County³⁹ and 2.4 persons for the State.⁴⁰

The 2022 American Community Survey 5-Year Estimates provides an indication of disabled people who reside in the Village. Persons with disabilities include those with a hearing difficulty, a vision difficulty, a cognitive difficulty, an ambulatory difficulty, a self-care difficulty and an independent living difficulty. Total civilian noninstitutionalized population with a disability was estimated to be 15.1% percent.⁴¹ A breakdown into age groups found 16.2% percent of the population 35 to 64 years; and 13.5% percent of the population 65 to 74 years; and 57.4% of those 75 years or older have some type of disability.

Income, Education and Employment

Income statistics from the 2022 American Community Survey, which supplements the Decennial Census with annual estimates of social and economic factors, reflect the average of data gathered

in 2017 through 2022. Median household incomes for Mackinaw City, the two adjacent townships and Emmet and Cheboygan Counties were below those found in the State as a whole. Only Emmet County had a higher estimated per-capita income level than the State. **Table 2-3** compares income statistics for the Village of Mackinaw City, Mackinaw and Wawatam Townships, Cheboygan and Emmet Counties, and State of Michigan. **Table 2-4** show a breakdown of income sources within the Village and the Counties from the 2022 American Community Survey 5-Year Estimates. The estimates show 68.6 percent received some extent of earnings, 48.9 percent received Social Security income, and 27 percent received retirement income. The information shows a high percentage of people receiving Social Security income and that people receive income from more than one source.

Education is one important factor in analyzing the capabilities of the local work force. Educational attainment is tracked by the U.S. Census Bureau. Statistics from the 2017-2022 American Community Survey indicate that a lower percentage of residents in the Village of Mackinaw City and Cheboygan County hold bachelor's degrees or higher as compared to Mackinaw and Wawatam Townships, Emmet County, the State of Michigan. This is shown in **Table 2-5**

Table 2-3 Median Household & Per Capita Income Village, Townships, Counties, and State

	Mackinaw City ⁴²	Wawatam Twp. ⁴³	Mackinaw Twp. ⁴⁴	Emmet County ⁴⁵	Cheboygan County ⁴⁶	Michigan ⁴⁷
Median Household Income	\$40,804	\$47,917	\$60,000	\$69,690	\$59,557	\$66,986
Per Capita Income	\$28,022	\$34,143	\$36,255	\$42,373	\$32,679	\$38,151

Source: United States Census Bureau 2022 American Community Survey

Table 2-4 Income Sources in Mackinaw City, Cheboygan, and Emmet Counties

Income Sources	Mackinaw City		Cheboygan County		Emmet County	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
With earnings	216	68.6%	6,766	63.5%	10,521	72.4%
Mean earnings	45,902		71,873		93,974	
With Social Security	154	48.9%	5,227	49.1%	5,655	38.9%
Mean Social Security Income	21,982		23,935		24,979	
With retirement income	85	27%	3,968	37.3%	4,374	30.1%
Mean retirement income	26,816		28,624		32,774	
With Supplemental Security Income	6	1.9%	662	6.2%	766	5.3%
Mean Supplemental Security Income	N/A		14,650		9,948	
With cash public assistance income	22	7%	274	2.6%	376	2.6%
Mean cash public assistance income	1,073		2,171		1,974	
With Food Stamp/SNAP benefits in the past 12 months	33	10.5%	1,139	11.9%	994	6.8%

Source: United States Census Bureau 2022 American Community Survey

Table 2-5 Educational Attainment Village, Townships, Counties, and State

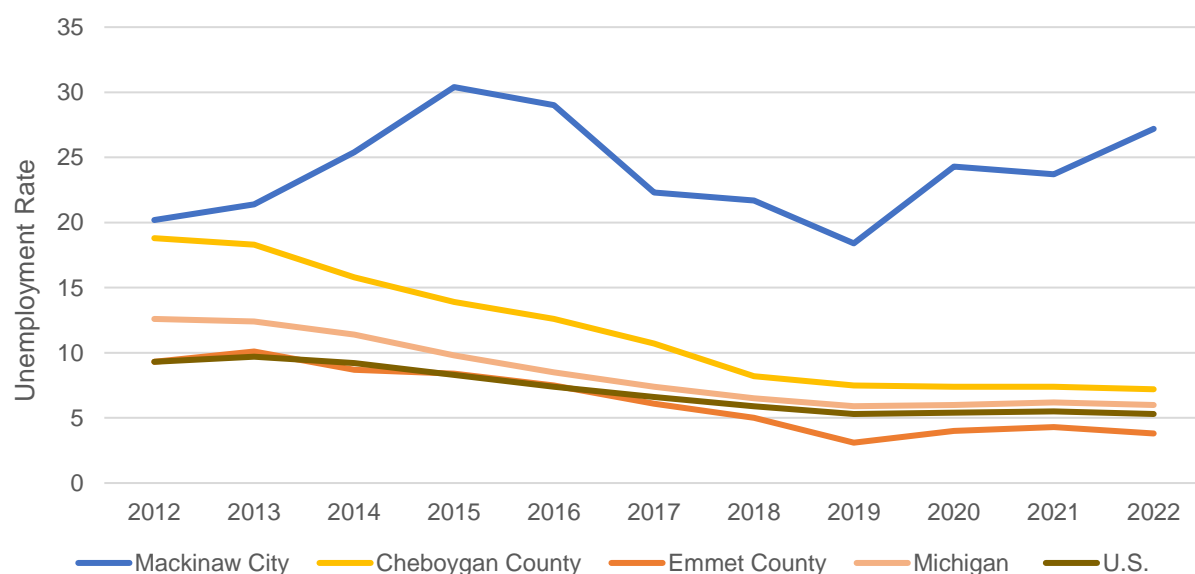
Unit of Government	High School Graduate or Higher	Bachelor's Degree or Higher
Mackinaw City ⁴⁸	93.8%	26.8%
Mackinaw Township ⁴⁹	92.7%	31.5%
Wawatam Township ⁵⁰	95.5%	33.4%
Cheboygan County ⁵¹	89.3%	21.3%
Emmet County ⁵²	94.7%	35.2%
State of MI ⁵³	91.4%	29.7%

Source: United States Census Bureau 2022 American Community Survey

The American Community Survey creates annual estimates for the unemployment rate in Mackinaw City, Cheboygan and Emmet Counties, Michigan, and the United States. **Figure 2-1** displays that the Village has a higher estimated unemployment rate than Cheboygan County, Emmet County, Michigan, and the United States. Cheboygan's unemployment has been trending down in the past 10 years, while Mackinaw City's is more volatile with an overall increase.

Figure 2-1

Civilian Labor Force (16 yrs +) Unemployment Rate, 2012 - 2022



Source: United States Census Bureau 2012-2022 American Community Survey: Mackinaw City⁵³, Cheboygan County,⁵⁴ Emmet County,⁵⁵ Michigan,⁵⁶ United States⁵⁷

Table 2-6 shows the civilian labor force, employed, unemployed and unemployment rates for Mackinaw City and Cheboygan and Emmet Counties. Mackinaw City notably has a decreasing number of residents participating in the labor force, with a 27.2% decrease occurring over 10 years. Employed individuals has decreased 38% over this same time span. Mackinaw City's unemployment rate has also trended upward in the 2010s. Another characteristic of the local labor market is that unemployment rates are higher during the winter months and lower during the summer months, reflecting the nature of tourism's seasonal work. Because of the area's tourism character, the majority of employment is in service producing industries rather than in goods

producing industries. **Table 2- 7**, shows the economy is tourism based with 92 percent of the jobs in Mackinaw City being in the retail, service and transportation sectors.

Table 2-6 Annual Employment Information Emmet and Cheboygan Counties 2012-2022

	Civilian Labor Force (16+)			Employed			Unemployed			Unemployment Rate		
	Mackinaw City	Cheboygan County	Emmet County	Mackinaw City	Cheboygan County	Emmet County	Mackinaw City	Cheboygan County	Emmet County	Mackinaw City	Cheboygan County	Emmet County
2012	519	11975	17473	414	9726	15719	105	2249	1754	20.2%	18.8%	10.0%
2013	406	11871	17408	319	9702	15658	87	2169	1750	21.4%	18.3%	10.1%
2014	413	11692	17323	308	9847	15808	105	1845	1515	25.4%	15.8%	8.7%
2015	378	11642	17329	263	10029	15869	115	1613	1460	30.4%	13.9%	8.4%
2016	341	11628	17200	242	10163	15908	99	1465	1292	29.0%	12.6%	7.5%
2017	399	11699	17283	310	10443	16237	89	1256	1046	22.3%	10.7%	6.1%
2018	415	11439	17445	325	10503	16567	90	936	878	21.7%	8.2%	5.0%
2019	413	11319	17265	337	10470	16414	76	849	851	18.4%	7.5%	4.9%
2020	374	11145	17107	283	10318	16426	91	827	681	24.3%	7.4%	4.0%
2021	346	11153	17652	264	10330	16892	82	823	760	23.7%	7.4%	4.3%
2022	327	11185	17748	238	10380	17075	89	805	673	27.2%	7.2%	3.8%

Source: United States Census Bureau 2022 American Community Survey: Mackinaw City, Cheboygan County, Emmet County

Labor Force

The Economic Census is conducted by the United States Census bureau and provides information from the Business Register regarding employment. The Business Register is a comprehensive database of business establishments in the United States, maintained with information from the Internal Revenue Service (IRS), Bureau of Labor Statistics (BLS), and Social Security Administration (SSA).⁵⁸ The Economic Census reported that there were 150 establishments with 614 employees in the 49701 Zip Code.⁵⁹ A majority of these establishments are small businesses, employing 1 to 4 individuals. It's important to consider that proprietors, independent contractors, and persons supplied by temporary help services are excluded from employment counts.

Table 2-7 Total Establishments by Number of Employees, 2022

Number of Employees	Establishments	Percentage of Establishments
1-4 Employees	118	78.6%
5-9 Employees	13	8.7%
10-19 Employees	10	6.7%
20-49 Employees	9	6%
Total Establishments	150	100%

Source: Economic Census, 2022

Unfortunately, the Economic Census does not have the employment opportunities classified for the Village of Mackinaw City. The American Community Survey offered by the Census Bureau does provide employment classifications for employees that live in the Village of Mackinaw City; however, these figures are created from surveying and sampling rather than objective data and

does not consider the positions offered at establishments or the general labor force available in the Village and region, only the jobs held by full-time residents in Village limits. The Michigan Economic Development Corporation posts labor force figures annually for communities in Michigan. These figures are prepared by ZoomProspector, GIS Planning, and Data Axle, private companies chartered with site selection and economic data consolidation. While these numbers do not have the accuracy that the Economic Census presents, they provide an estimate that includes sole proprietorships and temporary workers. The MEDC's labor data shows a total of 1,039 employees in Mackinaw City.⁶⁰ These figures, unsurprising, display the prominence of the tourism industry in the Village, with 84% of jobs held by the service industry or retail trade categories.

Table 2-8 Employees by Major SIC Code in Village of Mackinaw City, 2023

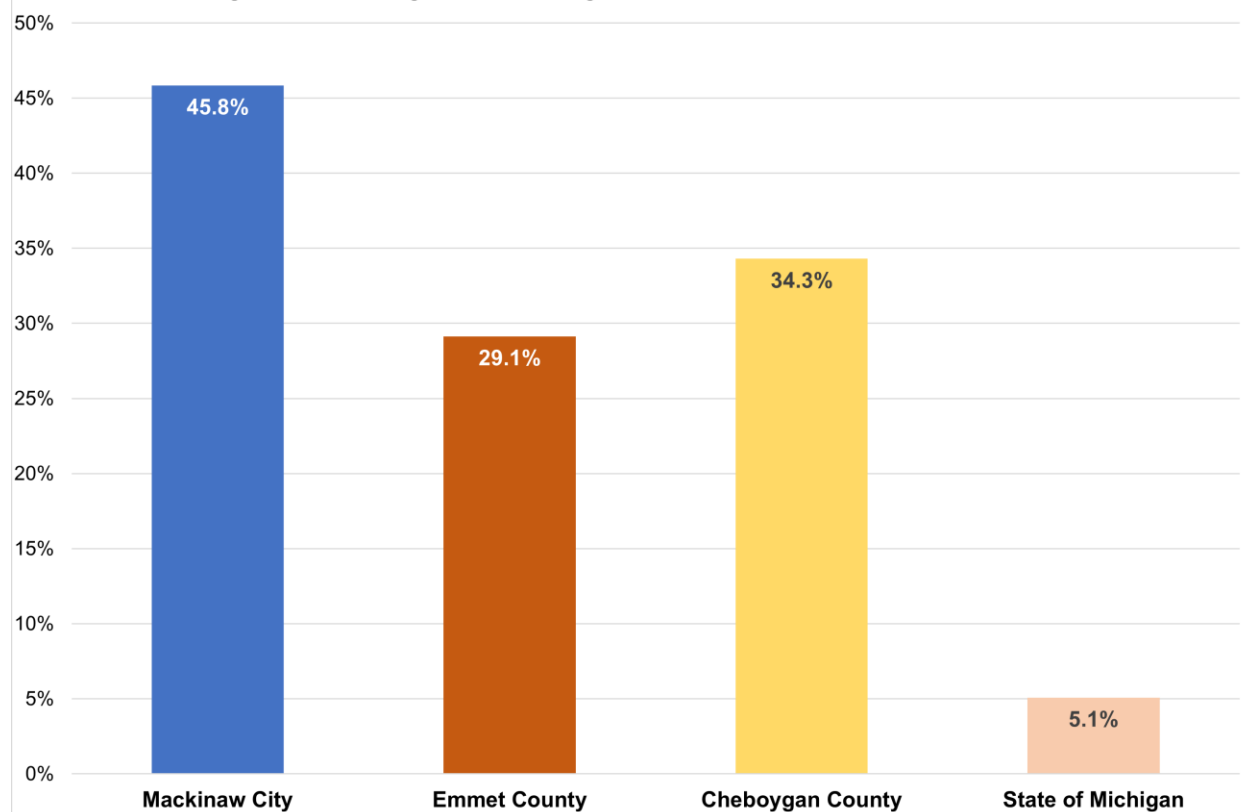
Major Industry Category	Number of Employees	Percentage of Employees
Agriculture, Forestry, Fishing	3	0.3%
Mining	0	0%
Construction	17	1.6%
Manufacturing	10	1%
Transportation and Communications	44	4.2%
Wholesale Trade	26	2.5%
Retail Trade	355	34.17%
Finance, Insurance, and Real Estate	27	2.6%
Services	515	50%
Public Administration	44	4.23%
Unclassified	0	0%

Source: MEDC Site Selection Smart Tools 2023

Housing Stock and Property Values

It should be noted that discussion on housing stock in this section is derived from the 2022 American Community Survey (ACS) Estimates, US Census Bureau. The estimates from the 2020 US Census and the 2022 American Community Survey were obtained at different times and with different methods. As such, the numbers are expected to differ somewhat from these sources. For example, data from the 2020 Census displays a total of 756 housing units.⁶¹ Data from the ACS shows a total of 626 housing units in the Village of Mackinaw City: 465 single-family units, 165 are multiple-family units, and 5 are mobile homes.

As mentioned in the discussion on population, housing characteristics for the Village of Mackinaw City suggest an increased summer population. The lure of waterfront living, along with the abundant recreation opportunities, has attracted people to the area, many of whom reside in the Village only during the summer months. According to the 2020 US Census, the Village's percentage of seasonal housing is similar, but higher than, that of Cheboygan and Emmet Counties. The Village and its two counties have a significantly greater number of vacant units devoted to seasonal use than the State. **Figure 2-2** compares the Village of Mackinaw City, Cheboygan County, Emmet County, and the State, contrasting the total housing units with those designated as seasonal units.

Figure 2-2*Seasonal Housing as a Percentage of all Housing Units*

Source: United States Census Bureau 2022 American Community Survey: Mackinaw City,⁶² Emmet County,⁶³ Cheboygan County,⁶⁴ State of Michigan⁶⁵

According to the 2022 American Community Survey 5-year estimate, renter-occupied housing makes up 31.1% percent of the total occupied housing units in Mackinaw City.⁶⁶ The ACS estimated the median monthly rent in the Village was \$631 per dwelling unit. This compares with \$787 in Cheboygan County,⁶⁷ \$985 in Emmet County,⁶⁸ and \$1052 in the State as a whole.⁶⁹ Comments received from the business community indicate that there is a shortage of rental units for the large influx of summer employees. Comments received from Master Plan Input Sessions indicate there is a shortage of rental units for all demographics in the Village. The Census Bureau's measure of possible overcrowding is more than 1.01 persons per room. There are up to 15 housing units that are considered “overcrowded” in Mackinaw City.

One comparative measure of the local housing stock is housing value. The 2022 American Community Survey estimated the median value of owner-occupied year-round housing units in the Village was \$206,800 compared with the median housing value for the State as a whole at \$224,400. The same data source found 33.2 percent of the owner-occupied housing units had a mortgage in the Village compared to 57.9 percent statewide.

Other characteristics of property value can be obtained by analysis of State Equalized Value (SEV) figures. By law, the SEV, which constitutes a community's tax base, is equal to approximately one-half of the true market value of real property and certain taxable personal properties. SEV information obtained from Equalization Departments in Cheboygan and Emmet Counties include Village SEV figures (by property class) with the adjacent townships.

Tables 2-9 and **2 -10** illustrate SEV by property class for Mackinaw Township, Wawatam Township, and the Village of Mackinaw City for selected years between 2013 and 2023. The tables show a pattern of commercial development for the Mackinaw Township portion (east) of the Village, while residential development is prevalent in the Wawatam Township (west) sector. Residential values in the Village and townships are experiencing high growth, as are personal property values. Aggregate commercial values in the Village, and more specifically Mackinaw Township, are experiencing significant decrease.

Table 2-9 Mackinaw Township* State Equalized Values by Property Class

Property Class	2013 SEV	%	2018 SEV	%	2023 SEV	%
Real Property:						
Agriculture	\$0	N/A	\$0		\$0	0.0%
Commercial	\$58,404,100	N/A	\$63,337,400	8.4%	\$58,524,100	-7.6%
Industrial	\$25,100	N/A	\$25,100	0.0%	\$23,800	-5.2%
Residential	\$32,102,200	N/A	\$36,437,800	13.5%	\$49,410,000	35.6%
Timber Cutover	\$0	N/A	\$0		\$0	
Developmental	\$0	N/A	\$0		\$0	
Total Real	\$90,531,400	N/A	\$99,800,300	10.2%	\$107,957,900	8.2%
Personal	\$4,943,200	N/A	\$4,499,450	-9.0%	\$8,927,650	98.4%
TOTAL SEV	\$95,474,600	N/A	\$104,299,750	9.2%	\$116,885,550	12.1%

**Includes Mackinaw City*

Source: Cheboygan County Equalization Department⁷⁰

Table 2-10 Wawatam Township* State Equalized Values by Property Class

Property Class	2013 SEV	%	2018 SEV	%	2023 SEV	%
Real Property:						
Agriculture	0	N/A	0	0	0	0.0%
Commercial	\$10,594,900	N/A	\$9,491,900	-10.4%	\$10,543,600	11.1%
Industrial	\$562,500	N/A	\$429,400	-23.7%	\$444,400	3.5%
Residential	\$48,146,900	N/A	\$56,142,850	16.6%	\$69,312,200	23.5%
Timber Cutover	0	N/A	0	0.0%	0	0.0%
Developmental	0	N/A	0	0.0%	0	0.0%
Total Real	\$59,304,300	N/A	\$66,064,150	11.4%	\$80,300,200	21.5%
Personal	\$14,303,950	N/A	\$28,411,300	98.6%	\$55,175,100	94.2%
TOTAL SEV	\$73,608,250	N/A	\$94,475,450	28.3%	\$135,475,300	43.4%

**Includes Mackinaw City*

Source: Emmet County Equalization Department⁷¹

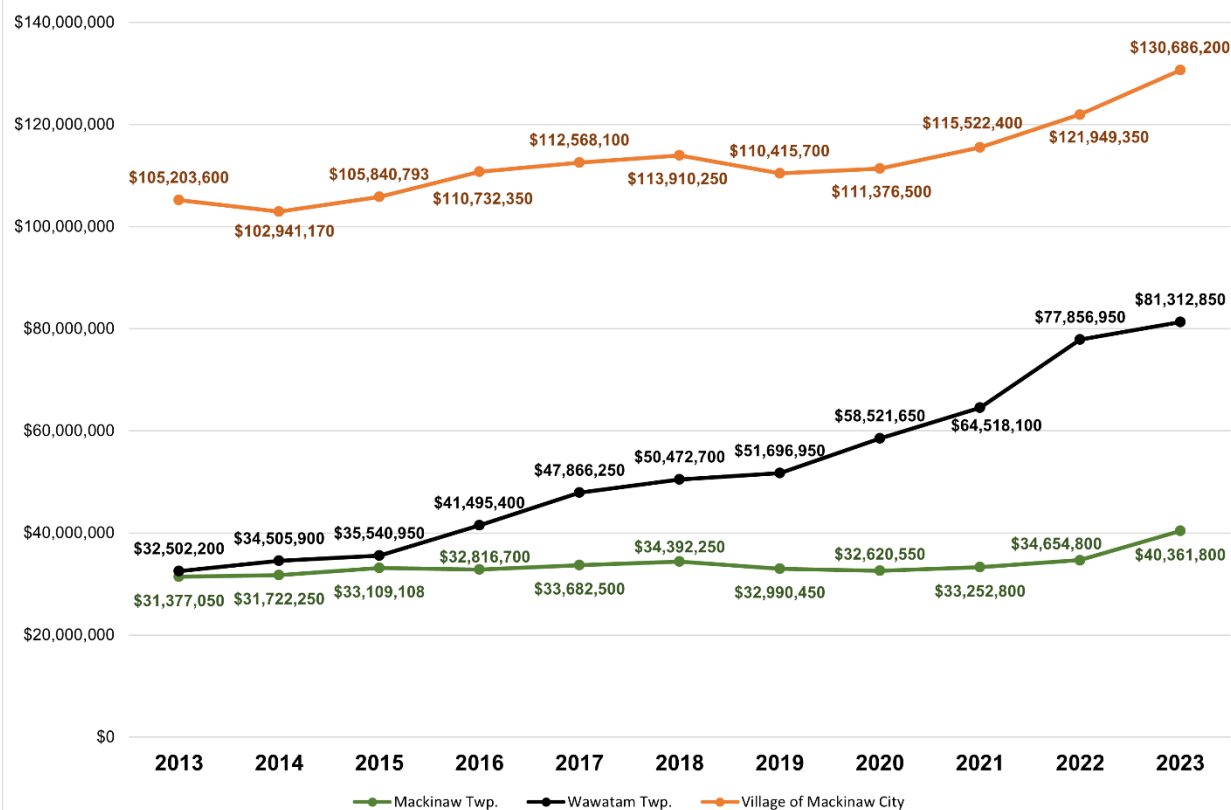
Table 2-11 Village of Mackinaw City State Equalized Values by Property Class

Property Class	2013 SEV	%	2018 SEV	%	2023 SEV	%
Real Property:						
Agriculture	0	N/A	0	0	0	0.0%
Commercial	\$57,417,900	N/A	\$61,078,200	6.4%	\$59,443,000	-2.7%
Industrial	\$183,500	N/A	\$176,400	-3.9%	\$195,500	10.8%
Residential	\$40,331,400	N/A	\$45,668,400	13.2%	\$60,646,700	32.8%
Timber						
Cutover	0	N/A	0	0.0%	0	0.0%
Developmental	0	N/A	0	0.0%	0	0.0%
Total Real	\$97,932,800	N/A	\$106,923,000	9.2%	\$120,285,200	12.5%
Personal	\$7,270,800	N/A	\$6,987,250	-3.9%	\$10,401,000	48.9%
TOTAL SEV	\$105,203,600	N/A	\$113,910,250	8.3%	\$130,686,200	14.7%

Source: Emmet County Equalization Department & Cheboygan County Equalization Department

Figure 2-3

Total State Equalized Values, Mackinaw City, Mackinaw Twp, Wawatam Twp, 2013-2023



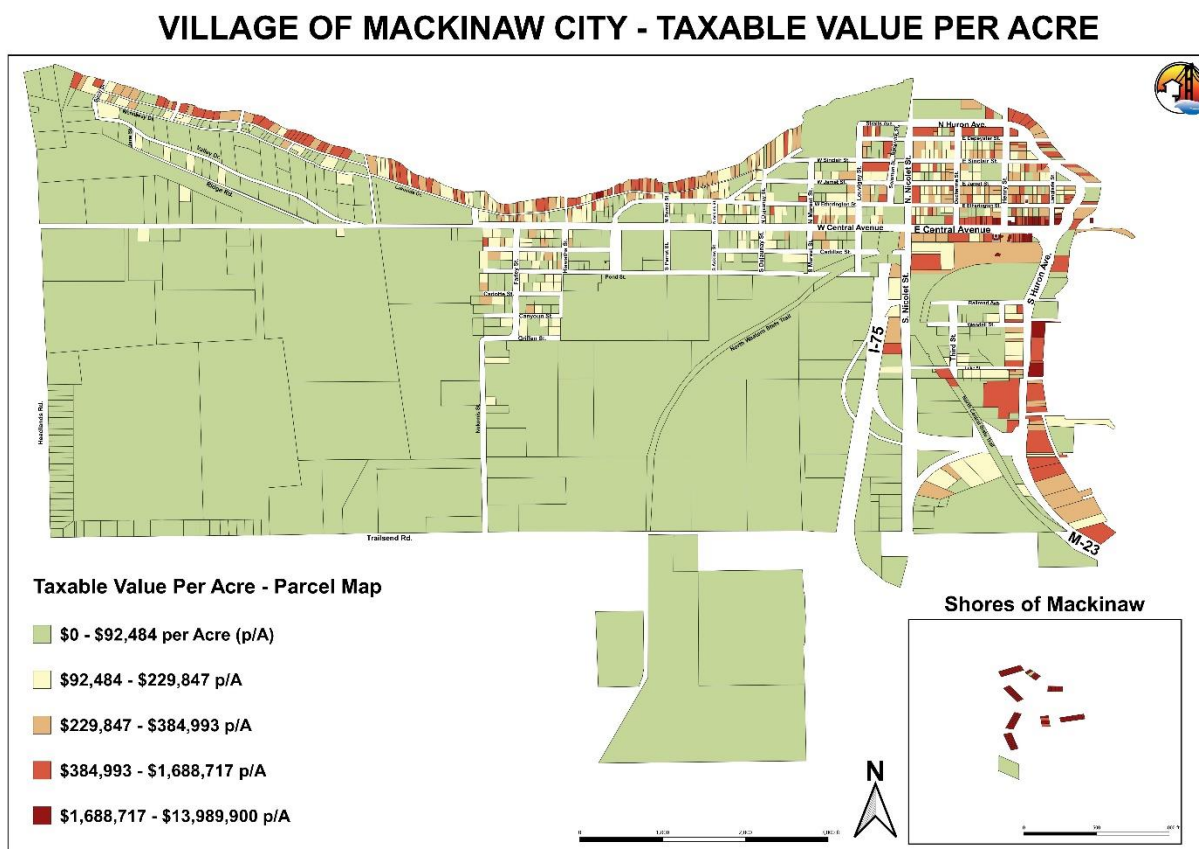
Note: Township parcels in Figure 2-3 do not include parcels that are within the Village of Mackinaw City.

Communities often rely upon Taxable Value per Acre maps to visualize the value a site or area brings to the community. By dividing the taxable value of the parcel by its acreage, analysis can be made on its contribution relative to the portion of land the site may hold in the municipality. Taxable Value per Acre maps are used to determine which areas of the community are most

productive and often educate policymakers on where service provision should occur or be expanded. In common municipal practice, areas with high value/acre ratios should receive a proportionately high level of service, while areas with low value/acre ratios should be the subject of policies that could help increase the ratio value (unless reserved for conservation or intentionally scaled for lower value). Value per acre is primarily impacted by development, location, and recent sale history.

Figure 2-4 displays the taxable value per acre of parcels within the Village of Mackinaw City. High Value areas of the Village include the Downtown, waterfront parcels in both residential and commercial districts, and the northeast residential neighborhoods. Areas with lower values include commercial parcels along South Huron, large commercial lots, vacant lots, lots primarily used for parking, and large-lot residential parcels in western Mackinaw City.

Figure 2-4 Village Taxable Value Per Acre



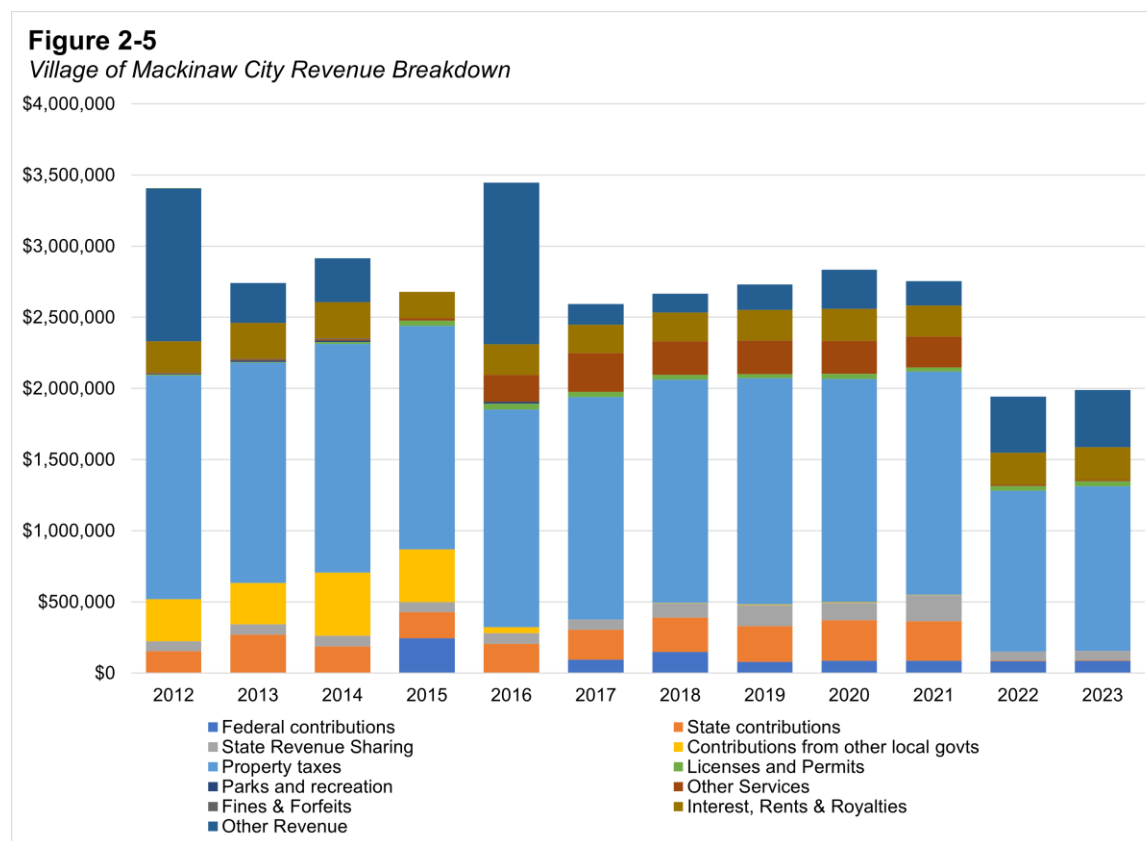
Source: Cheboygan and Emmet County Equalization Departments

Village of Mackinaw City Finances

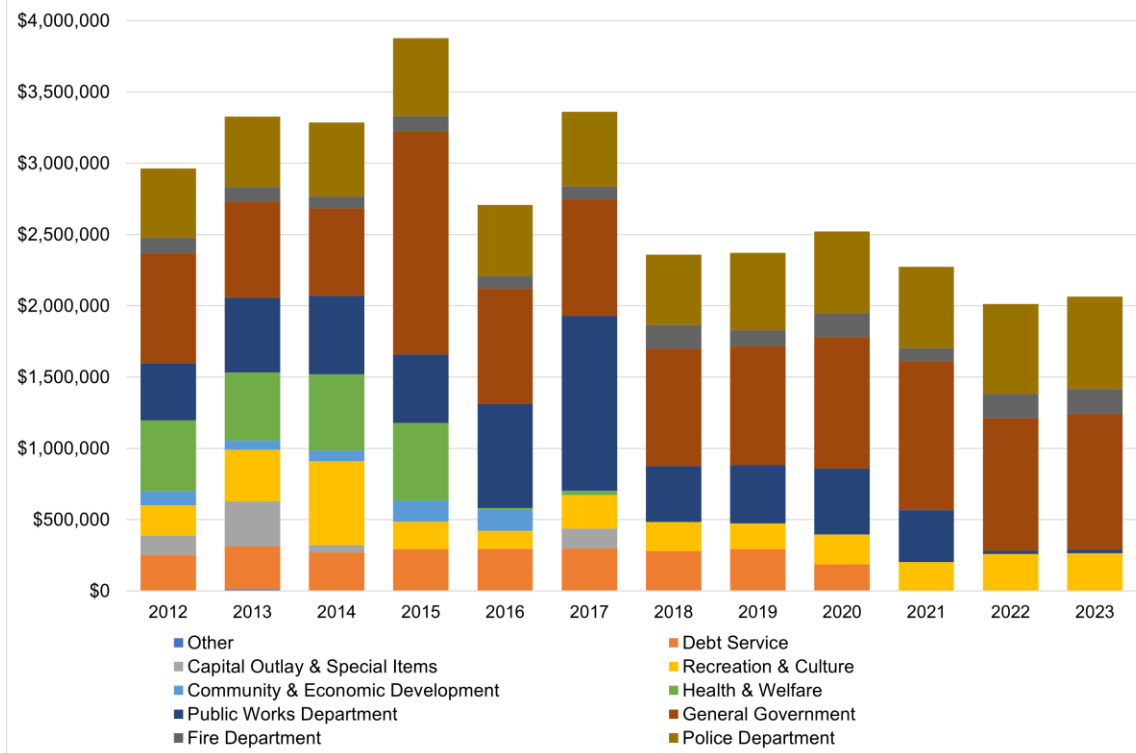
Information contained in this section was generated from F65 forms filed with the State of Michigan each year. The data is available through Munetrix LLC because the Northeast Michigan Council of Governments is a Munetrix subscriber. This section is intended to give a summary of the financial health of the Village of Mackinaw City.

Revenue and Expenditures

Revenue is generated from tax dollars received from residents and businesses which are generated from the millage rate multiplied by property valuations. Revenue is also generated from other sources such as State and Federal grants, permits, and fees. **Figure 2- 5** shows the sources of revenue for Mackinaw City. The largest revenue source has historically been property taxes. However, in recent years in reaction to the 2008 Recession and loss of property values the Village has looked to other sources for revenue. **Figure 2-6** shows the breakdown of expenses in the Village.



Source: Munetrix, Village of Mackinaw City⁷²

Figure 2-6*Village of Mackinaw City Expenditure Breakdown*

Source: Munetrix, Village of Mackinaw City

Financial Stress

The "Stress Meter" provides an overview of Indicator Scores used by the State of Michigan to calculate the financial stress of a municipality. The Indicator Score gives an overall picture of the soundness of local governments, the trend of stability over time, and allows the identification of local units that are most in need of help. Scores are generated based on the criteria of population growth, real taxable value growth, large real taxable value growth, general fund expenditures as a percent of taxable value, general fund operating deficit, prior general fund operating deficit, size of general fund balance, fund deficits in current or previous year, and general long-term debt as a percent of taxable value. The lower the number the more fiscally sound a local unit is determined to be. There are three categories of scores: Fiscally Neutral (Stress Score of 0-4), Fiscal Watch (Stress score of 5 -7) and Fiscal Stress (Stress score of 8-10). **Table 2-12** lists the Fiscal Stress Indicators and Stress Score for the Village from 2015 to 2022. Mackinaw City has been in the Fiscally Neutral category for past 9 years.

Table 2-12 Fiscal Stress Indicator Scores for the Village of Mackinaw City, 2015-2024

Year	Indicator Score	Revenues	Expenditures	Fund Balance	Long Term Debt	Taxable Value
2024*	4	\$2,897,794	\$2,896,774	\$90,760	\$324,058	\$106,744,016
2023	3	\$2,186,179	\$2,410,389	\$89,224	\$459,524	\$106,744,016
2022	1	\$2,107,751	\$2,794,361	\$191,664	\$665,044	\$102,293,107
2021	2	\$1,888,790	\$2,080,664	\$934,550	\$1,430,287	\$96,281,392
2020	1	\$1,900,253	\$1,954,946	\$1,145,836	\$1,587,877	\$99,686,129
2019	0	\$1,879,633	\$1,843,622	\$1,150,819	\$1,469,250	\$113,878,954

2018	0	\$1,807,707	\$1,699,302	\$1,126,890	\$1,727,423	\$114,648,945
2017	0	\$1,748,174	\$1,653,185	\$1,082,877	\$1,864,091	\$112,177,768
2016	0	\$1,658,982	\$1,579,757	\$987,888	\$2,080,607	\$106,331,935
2015	0	\$1,815,250	\$2,248,474	\$915,736	\$1,745,457	\$100,003,917

Source, Munetrix, Village of Mackinaw City

*Values based on budget



Dashboard

The Dashboard, (**Table 2-13**) generated from the Munetrix web site, shows fiscal stability, public safety and school enrolment trends based on most recently published data. The green arrow indicates positive trends, red arrow negative trends and orange arrow no change. The Village shows positive trends for fiscal stability, while having minor negative trends in public safety. It is important to note when considering statistics for public safety and school enrollment the size of the statistic. Due to the Village's low population, and overall low rate of crime, a year having a few extra counts of a specific crime statistic could result in significant bump in the number displayed.

Table 2-13 Munetrix Dashboard, Fiscal Stability, Public Safety, & School District Enrollment⁷³

Fiscal Stability	2022	2023	Progress
Fiscal Wellness Indicator Score	1	3	↓
Annual General Fund expenditures per capita	\$3,287	\$2,972	↑
Fund balance as % of General Fund Revenues	9.1%	4.1%	↓
Debt burden per capita	\$782.4	\$566.6	↑
Public Safety	2022	2023	Progress
Crimes against persons per thousand residents	16.5	16.5	↔
Crimes against property per thousand residents	10.6	18.9	↓
Crimes against society per thousand residents	29.6	10.6	↑
Other crimes per thousand residents	150.1	146.6	↔
Traffic crashes property	36	46	↓
Traffic crashes injuries	2	10	↓
Traffic crashes fatalities	0	1	↔
School District Enrollment	2022	2023	Progress
Mackinaw City Public Schools	140	143	↑

Source: Munetrix, Village of Mackinaw City Police Department

Chapter 3 Natural Resources

An analysis of the Village of Mackinaw City's physical environment can assist government officials in planning for future use. This chapter includes resource discussions of climate, geology, topography, soils, water, wetlands, and wildlife.

Climate

The Village's climatic conditions are similar to those across northern Lower Michigan: cold winters, and moderate warm summers. However, the proximity to Lake Michigan and Lake Huron serves to moderate temperature extremes as compared to inland communities of northern Michigan. Due to the prevailing westerly winds coming across Lake Michigan, the spring is late in coming, and likewise the first fall freeze delayed. The average date when the temperature drops to freezing in the fall is typically several weeks later than areas further inland, with the average first frost in the Village occurring in mid-October. **Table 3-1** illustrates some important weather statistics for areas around Mackinaw City, as collected by the National Oceanic and Atmospheric Administration's observation stations, as averaged from 2006-2020.

Table 3-1 Average Annual Weather Statistics, Observed Averages

Monthly & Annual Average Categories, 2006-2020	St. Ignace	Cross Village	Cheboygan
January Average Min. Temp. (°F)	12.5°F	14.3°F	13.2°F
January Average Max. Temp. (°F)	25.4°F	28°F	28.1°F
July Average Min. Temp. (°F)	57.9°F	58.2°F	58.2°F
July Average Max. Temp. (°F)	76.2°F	74.5°F	78°F
Average Annual Snowfall	N/A	N/A	78.9 IN
Average Annual Precipitation	34.45 IN	34.91 IN	33.05 IN

Source: NOAA National Centers for Environmental Information, U.S. Climate Normals⁷⁴

Geology

The bedrock underlying the Village of Mackinaw City was laid down during the Devonian age of the Paleozoic Era.⁷⁵ The bedrock in the Village consists of the Bois Blanc Formation, which is made up of dolomite and cherty limestone deposited in a marine environment. Bedrock outcrops occur at two locations within the Village, along Lake Michigan in the northern tip of the Village in Emmet County.

The surface geology of the Village was formed 10,000 to 12,000 years ago by glacial activity. The surface geology for the Village can be separated into two categories, *Lacustrine sand and gravel*, and *Dune sand*. The Lacustrine sand and gravel is described by DNR Geological Survey Division as "pale brown to pale reddish brown, fine to medium sand, commonly including beds or lenses of small gravel, chiefly quartz sand, but the gravel is rich in igneous and metamorphic rocks". It occurs chiefly as former beach and near-offshore deposits of glacial Great Lakes. Dune sand consists of "pale brown, well-sorted, fine to medium sand, chiefly quartz with some heavy minerals". This type of sand occurs parallel to the present leeward shoreline, along Lake Huron.

Topography

The topography of Mackinaw City is gently rolling. According to the United States National Oceanic and Atmospheric Administration, the datum of low water level is 577.5 feet.⁷⁶ The elevations within the Village range from the low lake level to a high point in the southwest portion of the Village at an elevation of between 660 feet and 670 feet.⁷⁷ A ridge representing a previous lakeshore extends from the northwest to the southeast in the central area of the Village.







Soils

When planning for types and intensity of future land uses, soil types and slopes are two important factors that determine the carrying capacity of land. Soils most suitable for development purposes are well drained and are not subject to a high water table. Adequate drainage is important to minimizing stormwater impacts and the efficient operation of septic drain fields. Adequate depth to the water table is necessary to prevent groundwater contamination from septic systems or other non-point source runoff. The construction of roads, buildings and septic systems on steeply sloped areas or areas with organic and hydric soils require special design considerations. In addition, costs for developing these sensitive areas are greater than in less constrained parts of the landscape. If developed improperly, the impacts to natural resources can be far reaching.

The Natural Resource Conservation Service completed detailed soil surveys of Cheboygan and Emmet Counties. Digital or computerized versions of the soil survey maps were acquired from the Michigan Center for Geographic Information's web site.⁷⁸ Using information contained within the published soil survey book, a series of maps will be presented that depict hydric soils, slopes 15 percent and greater and building constraints. While soil constraints discussed in this section can be used as general guides for the planning process, it should not be used for development of specific sites. Detailed, on-site investigations should be conducted prior to development.

Hydric Soils

Figure 3-1 is a color thematic map that classifies hydric soils and soils on steep slopes. Lower density and less intensive development should be directed to these areas with severe building constraints. Hydric soils are saturated, flooded or ponded during part of the growing season and are classified as poorly drained and very poorly drained. Hydric soils have poor potential for building site development and sanitary facilities. Wetness and frequent ponding are severe problems that are difficult and costly to overcome. Sites with high water tables may be classified as wetlands and a wetlands permit would be required to develop these areas. An examination of the map shows extensive areas of hydric soils in the eastern portions of the Village. Much of this land classified as hydric soils have not yet been developed. These undeveloped areas provide important wildlife habitat and function as natural stormwater retention areas.

Soil Rating Points	
	Hydric (100%)
	Hydric (66 to 99%)
	Hydric (33 to 65%)
	Hydric (1 to 32%)
	Not Hydric (0%)
	Not rated or not available

Soil Rating Points





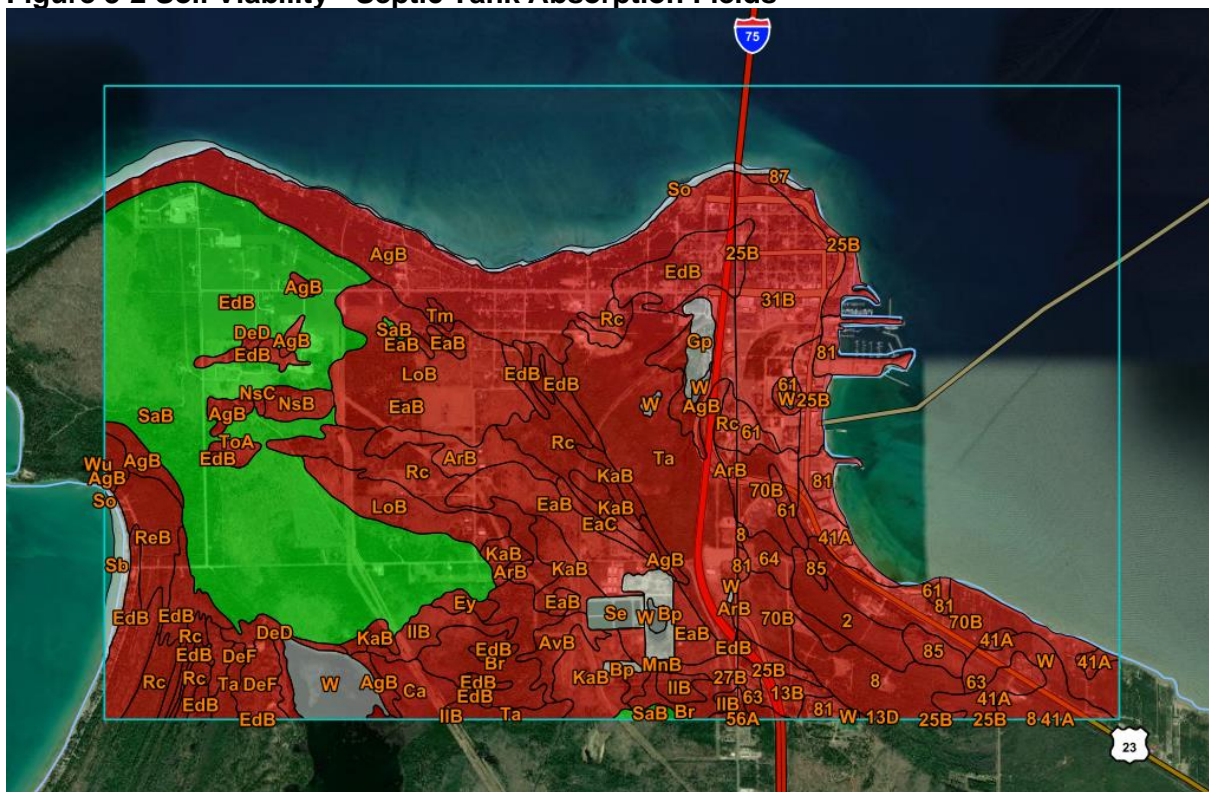
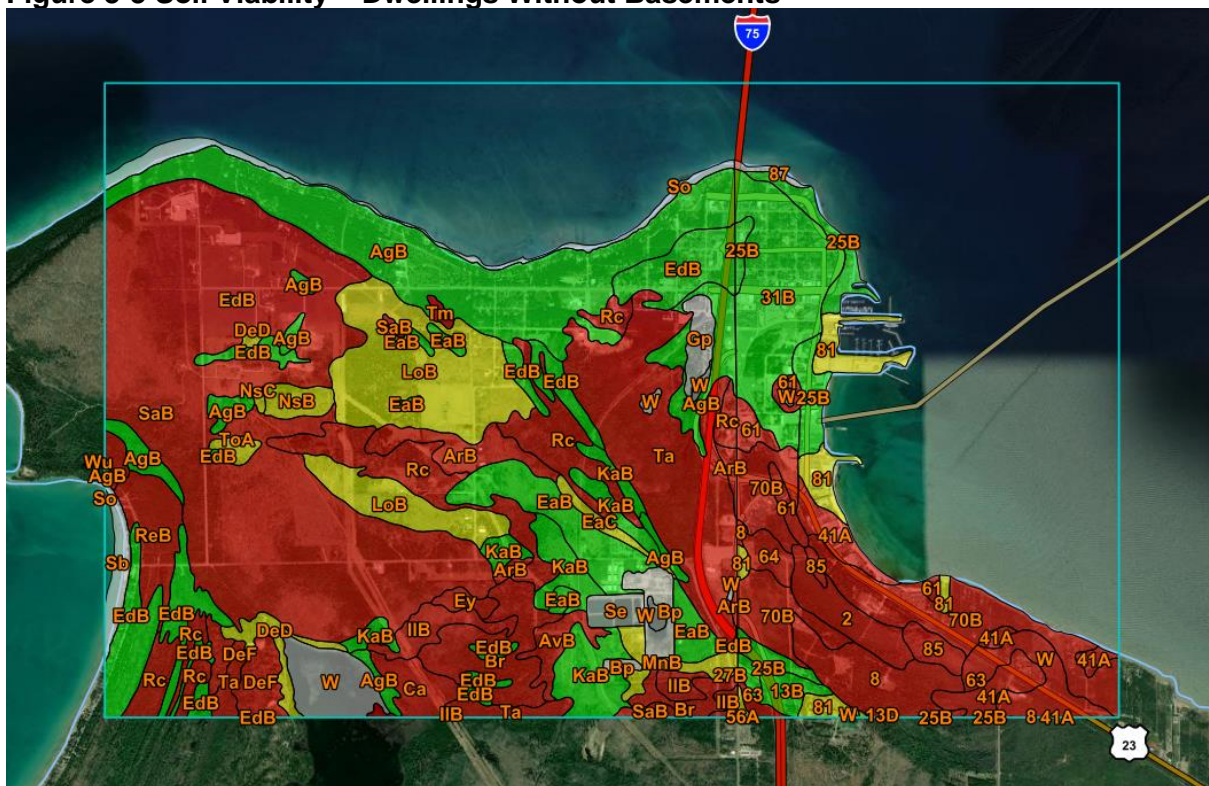
	Very limited
	Somewhat limited
	Not limited
	Not rated or not available

Figure 3-2 Soil Viability - Septic Tank Absorption Fields



Source: USDA Natural Resource Conservation Service Web Soil Survey

Figure 3-3 Soil Viability – Dwellings Without Basements



Water Resources

One of the most valuable natural resources of the Village of Mackinaw City is water. The Village is located within the Great Lakes watershed. The major surface water resources in Mackinaw City are Lake Michigan and Lake Huron. Within the Village there are 2.3 miles of Lake Michigan shoreline, and 1.8 miles of Lake Huron shoreline. There are no inland lakes or rivers within the Village limits, however there are three ponds in the east and central portion of the Village. Lake Michigan and Huron offer outstanding scenic and recreational amenities to Village residents and visitors. It is extremely important that the quality of these surface waters be protected from the negative impacts of development.

Both groundwater and surface water are vital resources within the Village of Mackinaw City. Because the entire Village is not currently served by a central distribution system, some residents must rely on individual wells for drinking water. The 'Aquifer Vulnerability to Surface Contamination in Michigan' map, prepared by the Center for Remote Sensing and Department of Geography at Michigan State University, reveals the Village is located in an area where the vulnerability of drinking water aquifers to surface contamination is high, due to highly permeable soils over highly sensitive drift lithology (permeable sands and gravels).⁷⁹

Important factors in the evaluation of groundwater are the quantity and quality of the water. The geologic and hydrologic features of the Village provide residents with sufficient water quantities. Water availability will not likely be a factor in limiting growth. However, water quality should be considered and protected. Where public water is available (see Chapter 4, Community Services and Facilities), drinking water is provided by four groundwater wells. The wells are all approximately 200 feet deep. Two wells are located at the Village's Department of Public Works property on the northwest corner of Perrot and Pond in an undeveloped area, one well is located South of W. Central Avenue and west of Nokomis Street and the fourth is located on the west side of U.S. 23 at the southeast corner of the Village. Additionally, water storage tanks are located at Wawatam Park on North Huron Avenue and on property east of Farley.

Protection of groundwater resources is paramount to supporting the long-term investment of the Village's water supply and delivery system and protection the health and safety of community's residents and visitors. In conjunction with the Michigan Department of Environmental Quality (MDEQ) (now EGLE), the Village of Mackinaw City initiated the development of a Wellhead Protection Program (WHPP) to identify the sources of its public groundwater supply, to increase public awareness of the importance of this critical resource, and to implement management strategies for its long-term protection from contamination. The Wellhead Protection Program consists of eleven elements such as: delineation of the Wellhead Protection Area, identification of potential sources of contamination, protection of the public drinking water supply by preventing the pollution of surface and groundwater within the Wellhead Protection Area (WHPA), modification of existing zoning and planning regulations to prevent contamination of the public water supply system through appropriate land use planning and management mechanisms and implementation of a public awareness program.

One of the key elements of the Wellhead Protection Program is the regulation of land uses in the Wellhead Protection Area (WHPA). One approach is planning for the location of future development in the master plan. Another approach that encompasses the entire community, both developed and areas slated for future development, falls under the regulatory capacity of the Community's zoning ordinance. Since the WHPA covers portions of Village of Mackinaw City and Mackinaw and Wawatam Townships, all communities should adopt zoning changes to manage/

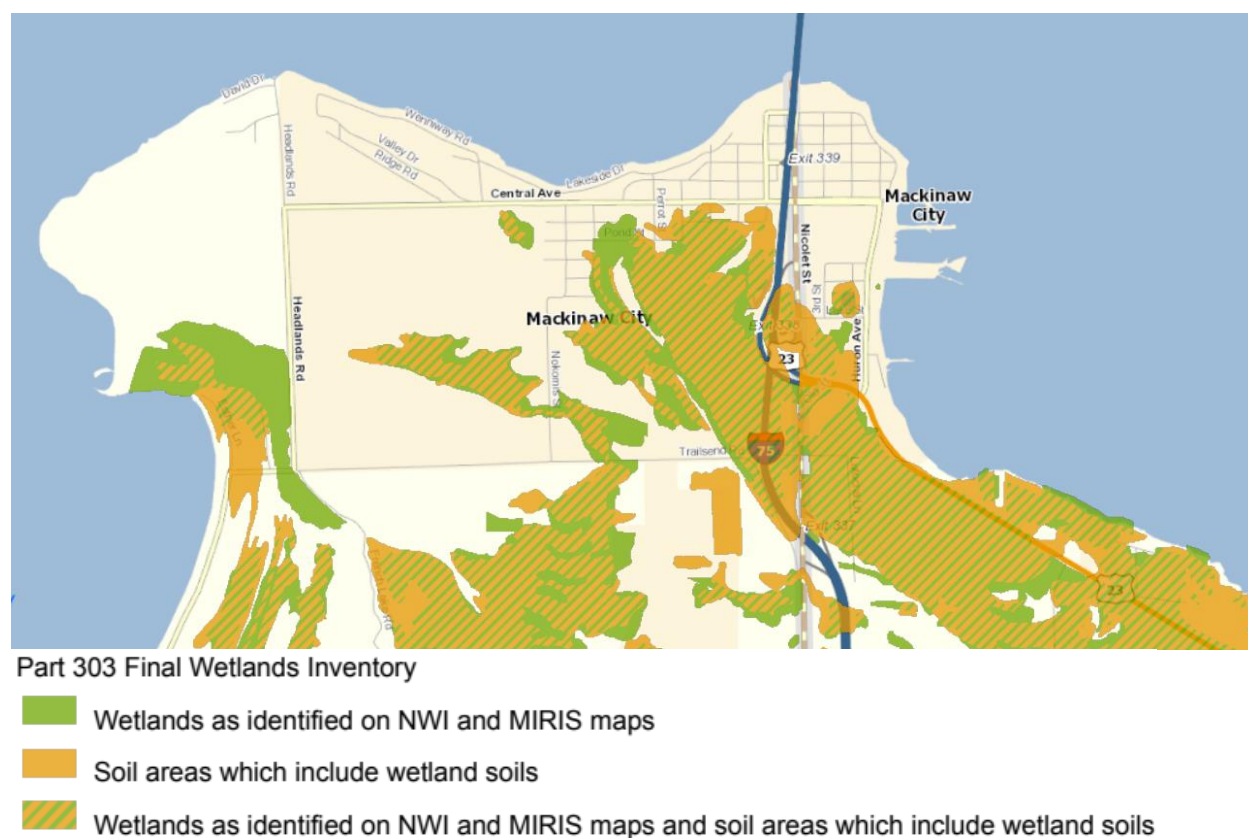
certain uses and conditional uses, and to require more up-front information during the Site Plan Review/Land Development process.

Wetlands and Woodlands

Wetlands are often referred to as marshes, swamps or bogs. The U.S. Army Corps of Engineers defines wetlands as, "Wetlands are those areas inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support a prevalence of vegetation typically adapted for life in saturated soil conditions."⁸⁰ Residents of Michigan are becoming more aware of the value of wetlands. Beyond their aesthetic value, wetlands improve water quality of lakes and streams by filtering polluting nutrients, organic chemicals and toxic heavy metals.⁸¹ Wetlands are closely related to high groundwater tables and serve to discharge or recharge aquifers. Additionally, wetlands support wildlife, and wetland vegetation protects shorelines from erosion. Existing wetlands areas are found primarily in the undeveloped portions of the Village, most notably in areas immediately west of I- 75. Wetlands which meet statute criteria under Michigan's Wetland Protection Act are regulated by the State and require a permit before draining, filling, dredging or construction.

There are several sources that depict the presence of wetlands in the Village of Mackinaw City. These include the MIRIS Land Cover Inventory⁸² (see Chapter 5), National Wetlands Inventory,⁸³ and County Soil Surveys.^{84 85} Each source was developed independently, with different criteria and therefore depicts the location and types of wetlands somewhat differently. **Figure 3-4** is a color thematic map prepared from the US Fish and Wildlife Service National Wetlands Inventory, prepared by the Michigan Department of Environment, Great Lakes, and Energy (EGLE). National Wetlands Inventory (NWI) maps were compiled by the US Fish and Wildlife Service using color infrared aerial photography and ancillary data. This inventory classified more areas as wetlands than did the Michigan Resource Inventory System (MIRIS) land cover inventory. The NWI project found forested wetlands to be the most prevalent wetland type.

Figure 3-4 Mackinaw City Wetlands Inventory



Source: EGLE Wetlands Map Viewer⁸⁶

Forested wetlands are the dominant wetland type in Mackinaw City. Wetland forest species include lowland conifers such as northern white cedar, black spruce, white spruce, and eastern tamarack and lowland hardwoods such as black ash, elm, balsam poplar, aspen and red maple. Northern white cedar dominates the wetland areas where there is good lateral water movement and the soils are high in organic content. These lowland forests are typically located adjacent to water features and function as riparian forests and water quality buffers. The network of lowland forests, associated with rivers and creeks, also function as wildlife corridors and are the backbone of large regional ecological corridors. Non-forested wetland types include lowland brush, marshes and bogs. Land use planning activities should focus on protecting and preserving these limited and critical resources.

Fish and Wildlife

Brown trout, steelhead, and various species of salmon are found in Lake Michigan and Lake Huron, although sport fishing is not a significant industry for the Village due to shipping, ferry and recreational boating activities.

Habitat for populations of shorebirds, songbirds, waterfowl, muskrat, porcupine, mink and raccoon are provided by the lakeshore and wetlands within the Village. Predominant mammal species found in the Village of Mackinaw City are squirrel, rabbit, fox, opossum, skunk, and deer.

Surface Water Discharge Permits

All point source discharges into surface waters are required to obtain a National Pollutant Discharge Elimination System (NPDES) permit which is issued by the Michigan Water Resources Commission upon recommendation by the Michigan Department of Environment, Great Lakes, and Energy, Surface Water Quality Division. Permit requirements generally address discharge limitations, effluent characteristics, monitoring and reporting requirements, along with facility management requirements. Currently there is one point source discharge permit holder located in Mackinaw City: the sewage treatment plant.

Sites of Environmental Contamination

The Natural Resources and Environmental Protection Act (P.A. 451 of 1994), as amended, provides for the identification, evaluation, and risk assessment of sites of environmental contamination in the State. EGLE is charged with administrative responsibility.⁸⁷

The Michigan Environmental Response Act (Part 201 of PA 451 of 1994, as amended) provides for the identification, evaluation, and risk assessment of sites of environmental contamination in the State. EGLE is responsible for administering this law. A site of environmental contamination, as identified by EGLE, is “a location at which contamination of soil, ground water, surface water, air or other environmental resources are confirmed, or where there is potential for contamination of resources due to site conditions, site use or management practices.” The database has information for Sites of Environmental Contamination (Part 201), Leaking Underground Storage Tanks (Part 213) and Baseline Environmental Assessments (BEAs). The BEA is completed when a property is purchased, leased or foreclosed on for the purposes of documenting contamination and protecting from liability for cleanup of existing contamination on the property. See **Table 3-2** on the following page for a list of sites.

Table 3-2 Inventory of Facilities, Mackinaw City

Facility Name	Address	Type	BEA
Crisps Self-Serve	618 South Huron Avenue	Part 213	No
Former Krueger Station	806 South Huron Avenue	Part 213	Yes
Former Mackinaw City EZ Mart	302 North Nicolet Street	Part 213	Yes
Former Total Station #8802	102 E Central	Part 213	Yes
Former Zephyr Oil Station	206 Nicolet	Part 213	Yes
Krueger's Auto Repair	101 Louvingney Street	Part 201	No
Krueger's Inc	101 Louvingney Street	Part 213	No
Mackinac City Railroad Properties	Central Avenue and Nicolet Street	Part 201	Yes
Mackinaw City EZ Mart	302 N Nicolet Street	Part 213	No
Mackinaw City Public Schools	609 W Central Ave	Part 213	No
Marathon Pet Oil Co Terminal	307 South Huron Street	Part 201	No
Perry Oil - Mackinaw City Mobil	102 N Nicolet	Part 213	Yes
Super 8 Motel	601 N Huron Street	Part 201	Yes
Traverse Bay Woolen Property	122 & 312 South Huron Street	Part 213	Yes
Valots Citgo	M-108	Part 213	No

Source: EGLE Inventory of Facilities⁸⁸

Air Quality

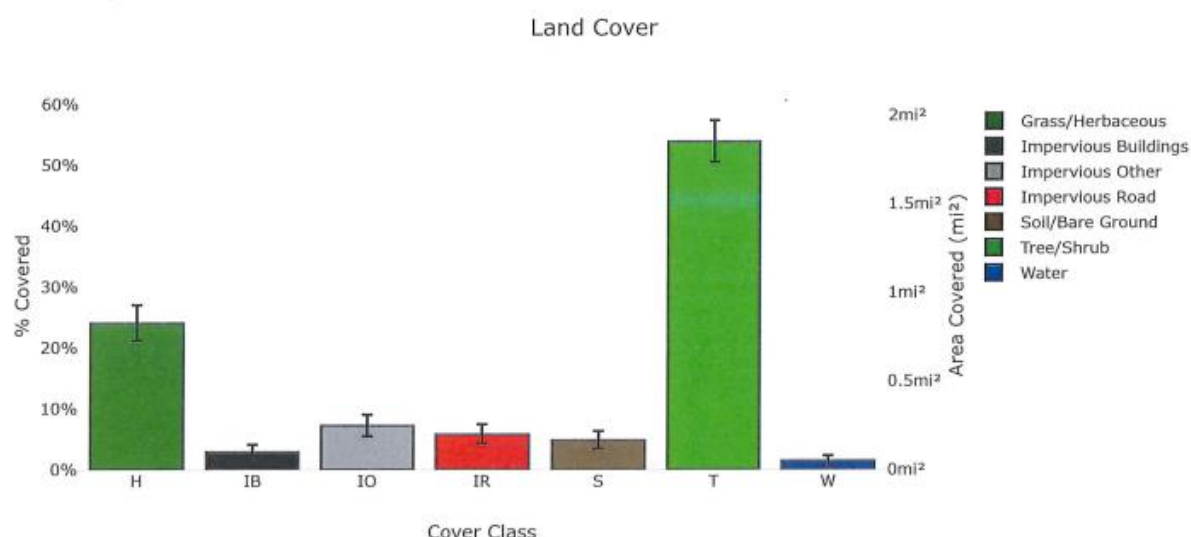
Air Quality is monitored by the Air Quality Division of EGLE. Standards have been established as acceptable levels of discharge for any of the following air pollutants: particulate matter, sulfur dioxide, nitrogen dioxide, carbon monoxide, ozone, lead, and trace metals. These pollutants are monitored on a continuing basis at selected locations around the state. Monitoring in recent years has shown the level of pollutants in the region to be within the established acceptable standards.

Air discharge permits are required for businesses discharging more than the acceptable level of any of the regulated air pollutants. Previously discharge permits had been issued to the fuel terminals in Mackinaw City. Currently no air discharge permits are issued to businesses located in the Village of Mackinaw City.

Tree Canopy

The Village of Mackinaw City is estimated to have a 53.9% tree & shrub land coverage, according to sampling done by i-Tree Canopy in 2023. This means that, from a satellite view, trees or similar vegetation cover over half of the Village. Coverage is shown in **Figure 3-5** below. It is important to note that these coverages don't reflect true ground cover for the other values, which may have greater grass, soil, roads, or impervious surfaces below trees planted in urban areas. Trees in Mackinaw City are estimated to sequester 1620 tons of carbon annually, a value of \$276,338 a year in carbon capture. Further air pollution benefits of trees in Mackinaw City are estimated below in **Figure 3-6**. Trees can also serve to reduce or mitigate stormwater runoff.

Figure 3-5 Land Cover in the Village of Mackinaw City, 2023



Source: i-Tree Canopy

Figure 3-6 Tree Benefit Estimates: Air Pollution

Abbr.	Description	Amount (lb)	±SE	Value (USD)	±SE
CO	Carbon Monoxide removed annually	1,059.87	±68.04	\$13	±1
NO2	Nitrogen Dioxide removed annually	5,775.53	±370.75	\$19	±1
O3	Ozone removed annually	58,158.97	±3,733.46	\$1,378	±88
SO2	Sulfur Dioxide removed annually	3,679.11	±236.18	\$5	±0
PM2.5	Particulate Matter less than 2.5 microns removed annually	2,820.55	±181.06	\$2,774	±178
PM10*	Particulate Matter greater than 2.5 microns and less than 10 microns removed annually	19,593.74	±1,257.80	\$1,118	±72
Total		91,087.77	±5,847.29	\$5,307	±341

Source: i-Tree Canopy

Summary

The review of the natural resources in Mackinaw City indicates the natural features are currently relatively unimpaired; however, some resources are extremely vulnerable to change. Residents highly value the natural resources and scenic features. The environmental features of the Village are an important asset to the community and need continued protection.

Chapter 4 Community Services, Facilities, and Organizations

Municipal Government

Mackinaw City is governed by a seven-member elected Village Council. The Village Council is the legislative body of the Village, made up of six trustees and the Village President. The Village Council represents the interest of the Citizenry, approves the annual budget, approves expenditures, establishes service and operating policies, enacts local laws, makes appointments to community boards, awards contracts, and serves as the Zoning Board of Appeals. Village Council meetings are held on the first and third Thursdays of each month.

A seven-member appointed Planning Commission oversees physical development of the Village and is guided by the Village's Master Plan. The implementation of the Master Plan is undertaken through the Village's Zoning Ordinance, the authority by which private use of land is regulated. The Planning Commission reviews development proposals for compliance with the Zoning Ordinance in order to allow Village development to proceed in a manner which is suitable to all citizens. The Planning Commission meets monthly. The Planning Commission functions as an advisory board to the Village Council on ordinance revisions and long-range planning.

The Economic Development Corporation (EDC) is a nine-member appointed body. The EDC focuses on strategically improving the Village's economic structure to create year-round job growth. The EDC is responsible for matters relating to economic planning, including business attraction and recruitment, light marketing and branding, priority redevelopment site selection, and guiding economic development strategy creation. The EDC serves as an advisory board to the Village Council on the issuance of development incentives.

The Downtown Development Authority (DDA) is a nine-member appointed body. The mission of the DDA is to promote the economic viability of the downtown by providing physical improvements that enhance the quality of life for residents, visitors and businesses. The DDA meets bi-annually.

The Village Clerk and Village Treasurer are full-time employees of the Village. The Village clerk is responsible for keeping the official records of the Village, records all proceedings resolutions and ordinances of the Council, signs all licenses, administers oaths of offices, general accountant, reports tax and money levied to treasurer, collects claims against the Village, provides financial reports to Council and manages Village elections. The Village treasurer receives and maintains all financial accounts including bonds, mortgages, notes and leases. The Treasurer also keeps a record of all receipts and expenditures, collects and keeps an account of all taxes and money appropriations, performs duties relating to assessing property and levying taxes and makes periodic reports as required by law. Both positions work closely with a certified auditor throughout the fiscal year.

Administration

The Village has 27 full-time and approximately 14 part-time employees. The Village Manager is appointed by the Village Council and is the Chief Administrative Officer responsible for implementing the policy directives and programs of the Village Council, directs the daily operations of Village departments, prepares the annual budget, develops staff goals and objectives based on Council objectives, conducts human resource management and has

supervisory responsibility over accounting and purchasing. The Village Manager is also the harbormaster of the Village-owned municipal marina.

Community Development and Zoning

With a focused effort to regulate development to standards prescribed by the community, the Village of Mackinaw City has adopted and enforces a Zoning Ordinance. The Zoning Ordinance is designed to ensure housing is available, safe, and free of visual blight, preserve the character and value of the central business district and historic areas, guard against negative impacts to the social, economic, and environmental resources of the Village, protect the value of land and buildings, and prevent against conflict over land and structure usage.

To accomplish this, the Village employs a full-time Community Development Director with Zoning Administration responsibilities. A full-time police officer is responsible for code enforcement. The Community Development and Zoning Department is responsible for permit management and approvals, maintaining Village planning documents, coordinating the Village's public board review of development proposals, conducting construction site inspections, updating the Zoning, General, and Sign Ordinance as needed, and other general interactions with the public as they relate to site improvement and private property maintenance. Code Enforcement is responsible for ensuring local ordinances and laws are followed by residents, businesses, and visitors in the Village.

A typical year in the Village of Mackinaw City sees 10-30 zoning permits issued (residential construction, fences, minor alterations), 0-5 site plans (large commercial or multi-family developments), 5-20 sign permits issued, and multiple other planning or business permits, such as merchant outdoor sales and display, street cafes, rental inspections, land divisions, and variances.

Police, Fire, Ambulance

The Mackinaw City Police Department provides police protection 24/7 365 days a year. The department is managed by the Chief of Police. The department has seven full-time officers, and one seasonal parking officer. If needed, the department also receives assistance from Cheboygan, Emmet and Mackinac County Sheriff's Departments, as well as the Michigan State Police from Cheboygan and St. Ignace, and the St. Ignace Police Department. Fire protection services are provided by the Mackinaw City Fire Department. The Fire Department is directed by the Fire Chief and has 33 volunteer members. The Fire Department also provides contractual service to Mackinaw and Wawatam Townships. The department is equipped with 2 pumpers, a rescue vehicle, a tanker, an aerial ladder, an ATV with a skid unit & rescue sled, a command vehicle, support pickup, and two sets of jaws of life. Ambulance service is provided by Emmet County EMS. The service has a station in the village on the Emmet county side. Emmet County EMS also provides coverage to a portion of northern Cheboygan County. The ambulance service is part of a county-wide system equipped with five staffed advanced life support vehicles. One dedicated ambulance is stationed in Mackinaw City and is available at all hours, with additional ambulances available to respond as needed. Village residents have access to 911 emergency services as part of a three-county dispatch system (Cheboygan, Emmet and Charlevoix). The dispatch is located in Petoskey and Village police and Emmet EMS vehicles have computers onboard to assist with prompt response.

Marinas

The Village operates an 84 slip municipal marina that provides 62 seasonal and 22 transient slips with 415 feet of broadside dockage. The facility provides a comfort station which contains a harbor office, chart room, recreation area, laundry room and shower/ restroom facilities. The marina also provides water hook-up for each slip, 30/50/100 amp power options, high-speed WiFi in the buildings and along the docks, two sewer pump stations, as well as a portable pump-out system. The Marina is managed by the Village's Marina Manager and staffed by approximately 7 part-time employees. There is a second marina in Mackinaw City, The Straits State Harbor, operated by the Michigan DNR. Providing 136 slips the Straits State Harbor is a modern full service marina.

Department of Public Works

The Department of Public Works (DPW) is directed by a Superintendent and has eight full time employees and two seasonal employees. The Maintenance crew consists of two full-time and two seasonal employees. The DPW is assigned to maintenance, repair and construction activities associated with streets, sewers, water system, storm drains, sidewalks, municipal facilities, parks and the Village's vehicle fleet.

Water and Sewer Department

The Village's Water and Sewer Department is managed by the Water Superintendent and is staffed by three full-time operators. The Water and Sewer Department operates and maintains four municipal wells, which distribute over 82 million gallons of water each year for customer use. Water is treated with chlorine and phosphate. Staff also maintains the Village's 200,000-gallon and 150,000-gallon elevated storage tanks, collects required water samples to meet State and Federal requirements, administers the Village's cross connection control program, administers the Villages lead and copper monitoring program, conducts fall and spring hydrant flushing, and valve exercising. The Water and Sewer Department operates a two million gallon per day modified lagoon treatment facility with aerators and a clarifier unit. Staff conducts daily sampling and testing to meet the Village's National Pollutant Discharge Elimination System permit requirements, and also maintains the Village's nine sewer pumping stations.

Water and Sewer System

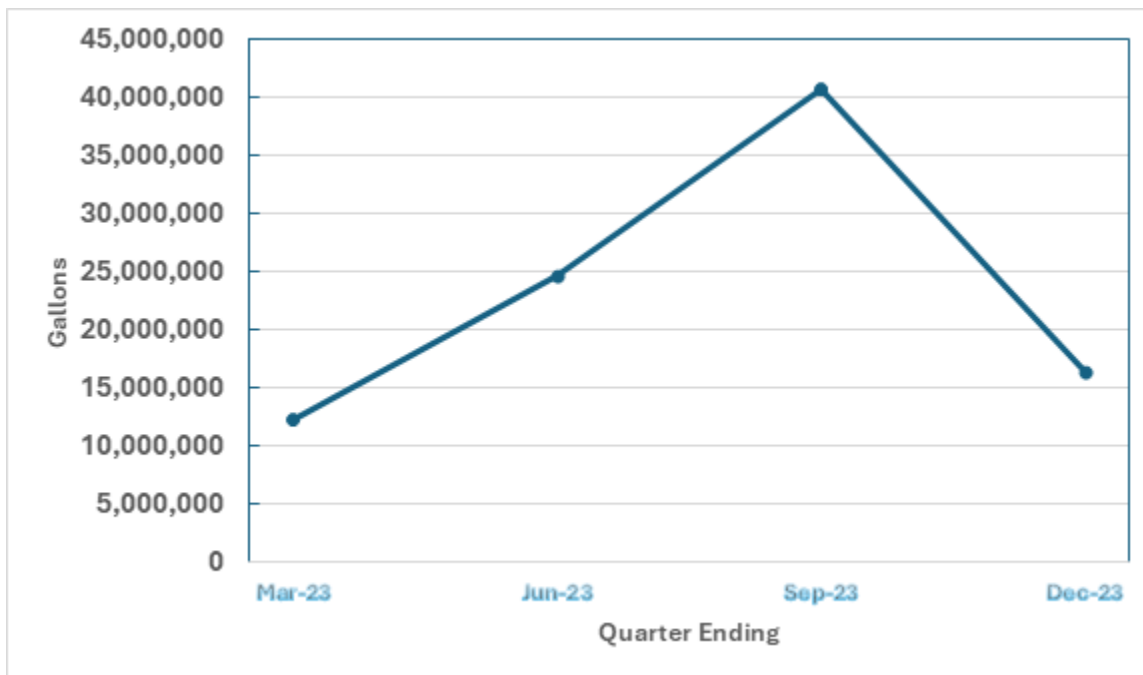
A large majority of the developed portion of the Village of Mackinaw City is served by a municipal water and sewer system. Mackinaw City has the unique challenge of providing water and sewer services for a varied mix of customers. Since the Village enjoys many visitors in the summer, the capacity of the systems must be much greater than would normally be required to serve the less than 1,000 year-round residents of the Village. There can be an estimated 10,000 visitors who stay overnight in the many hotel rooms and campground facilities in the Village.

The water and sewer systems have 672 customers. Customers can range from a 200-room hotel resort to a single-family home. Over 72% of the Village's water and sewage usage is consumed by commercial customers. Many customers are seasonal users of the system. Many commercial entities close their buildings for the winter and have their water system drained and shut down.

Total production of the Mackinaw City water system for the year between August 2022 and August 2023 totaled 91,931,000 gallons. Seasonal changes in water consumption are the most important factor in determining our peak capacity needs. The summer season water

consumption increases approximately 230% over the previous spring billing period. Compared to the winter billing quarter, our lowest for the year, the increase in summer water consumption is 570%. **Figure 4-1** shows this seasonal fluctuation.

Figure 4-1 Water Consumption, Measured Quarterly



Parcels served by the water and sewer distribution system are mapped in figure 4-2 and 4-3, respectively. Any parcel that is within 200 feet of water or sewer mains must connect to the system. Currently outlying areas not served by the existing municipal water and sewer systems must rely on individual wells and private on-site septic systems. Two important factors in determining location of a septic system and well are soil suitability and depth to bedrock. Appropriate location and permitting of these systems are handled by the appropriate District Health Department. Most properties in this area are connected to their utility lines.

Figure 4-3 Properties within 200' of water lines



The municipal water system distributes drinking water along approximately 11 miles of water pipelines with water from four wells. Well #4, the most recent well installed, is located on the west side of town at the west end of Pond Street. It has a capacity of 365 gallons per minute (GPM). Well #3 is located at the southeast corner of the Village on the west side of South Huron Avenue and has a capacity of 400 GPM. Well #2 is located at the DPW property on Perrot Street adjacent to the school with a capacity of 400 GPM. Well #1 is just off Pond Street near well #2 and has a capacity of 650 GPM. The “firm capacity” of the system is the total capacity with the largest well out of service; as such, the Village has a “firm capacity” of 1165 GPM.

Water storage is provided by a 200,000 gallon capacity elevated water storage tank sited at Wawatam Park on North Huron Avenue, and a second 150,000 gallon capacity elevated water storage tank at the west end of Pond Street. The Village well water is treated with chlorine and polyphosphate for disinfection and iron sequestering. The water distribution system consists of 4" - 12" diameter lines.

The Village’s wastewater is transferred through approximately 12.5 miles of gravity sanitary sewer lines to eight sewage lift stations located at Wawatam Park, North DuJaunay Street, Barbara Street, Lakeside Drive, US 23, Shores of Mackinaw condo’s, Pine Street, and Cedar Street.

Stormwater and Drainage Network

The Village has a stormwater collection and drainage system for many of the Village streets as shown in **Figure 4-4**. There are 14 outfall points, with four to Lake Michigan and 10 to Lake Huron. The outfall sizes range from 12" diameter to 54" diameter, and there are also two box culverts that empty to Lake Huron. The Village has also utilized leaching basins in lieu of storm sewer for portions of the northeast residential streets.

The majority of the storm drainage system is controlled by the Village; however, Michigan Department of Transportation (MDOT) has jurisdiction on I-75 drainage and a portion of the most recently constructed discharge point is private, serving the Mackinaw Crossings. Privately owned leaching basins exist within the Village. One discharge point handles the overflow from Dry-dock Lake.

Solid Waste

Residential and commercial solid waste pick-up is offered within the Village by several private waste haulers. Waste is carried to the appropriate landfill, as indicated in the Cheboygan County and Emmet County solid waste management plans.

Recycling is currently provided by Emmet County at a drop-off site located on Perrot Street behind the Mackinaw City High School. The site accepts newspaper, office paper, cardboard, plastics, tin cans, clear and colored glass. Used batteries are accepted within the Village Hall in Mackinaw City as well as at local hardware stores in Alanson, Harbor Springs, Pellston and Petoskey. In addition, the transfer station located in Little Traverse Township accepts glossy paper, office paper, corrugated cardboard, motor oil and certain scrap metals, plus the items accepted at the outlying drop-off centers. Mackinaw City residents may also drop recyclables in Cheboygan at the following locations: Family Fare Supermarket (plastic bags and Styrofoam) and Wal-Mart (used motor oil and automotive batteries).

Figure 4-4 Village of Mackinaw City Stormwater Collection Map



Public Utilities

The Village of Mackinaw City receives electric power from Consumers Energy. Natural gas is provided by DTE. Ameritech Telephone Company provides local phone service, while long distance service may be selected from numerous carriers. Cable television service is provided by Charter Communications. Broadband internet services are provided by AT&T and Charter Communications. Cellular phone service is provided by AT&T, Verizon, and T-Mobile. New technologies continue to provide innovative wireless options to cell phone and internet usage.

Municipal, State and Federal Facilities

The Village Municipal Complex is located at 102 South Huron and houses Village staff, council chambers, police and fire departments. Due to the extent of activities being operated from this facility, the structure is somewhat undersized. The Department of Public Works Complex located at the corner of West Central Avenue and Cedar Street is the main office and warm storage facility for the DPW. The DPW also stores equipment and salt at a public works facility located on Perrot Street. The wastewater treatment plant is located on Trails End Road and is the primary office for the Village's Water and Sewer Department. The Village maintains numerous greenspace areas and 14 municipal parks, including the Mackinaw City Recreation Center which is a 35,000 sq. ft. complex that provides pickleball courts, walking/running track, weight room, locker rooms and meeting rooms. The facility is also used in the summer for basketball and multiple large events hosting 400-600 people. Additionally, the Village owns several large parcels of undeveloped and mostly wooded property. Wawatam Township Hall is located inside the Village limits on the southeast corner of Etherington and Louvigny Streets. Mackinaw Township Hall is located on US-23 just outside the Village limits. The United States Post Office is located on Central Avenue.

The State of Michigan owns and/or operates Old Mackinac Point Lighthouse, Colonial Michilimackinac and adjacent large undeveloped parcels. The Mackinac Island State Park Commission, manager of these facilities, has an office facility on West Sinclair. Michigan Department of Transportation (MDOT) operates a welcome center, accessible from I-75, US 23 and US 31. The Straits State Harbor on South Huron Avenue is owned by the State of Michigan and is the location of a 136 slip harbor of refuge.

Emmet County owns and operates the Headlands, a 625 acre park, and the McGulpin Point Lighthouse, which provides the public with beautiful vistas of Lake Michigan, as well as cultural and historical experiences. The entrance to both of these facilities is on Headlands Road, the westernmost street within Village limits. According to Emmet County's web site, *"The Headlands became one of the first 10 International Dark Sky Parks in the world in 2011, a prestigious designation bestowed by the International Dark Sky Association in Tucson, Arizona, after a rigorous application and review process."*

Schools and Library

Covering 22 square miles, Mackinaw City Public School serves Village children as well as those residing in adjacent outlying areas. Historically, the school's K-12 enrollment has remained relatively constant. The school also operates two pre-school programs for four- and five-year old children.

Post high school education is available locally at North Central Michigan College (NCMC) in Petoskey, offering two- year associates and one-year certificate programs. NCMC also offers bachelors and masters programs in business administration and human services through a joint

agreement with Lake Superior State University (LSSU). For those interested in other four-year degree programs, LSSU is located in Sault Ste. Marie, and is within an easy one-hour commute.

Mackinaw Area Public Library is conveniently located across from the school on West Central Avenue. Branch locations are found in Pellston and Bliss Township. The library is funded by the Village and participating municipalities. In addition to the Village, the library's service area includes Carp Lake, Bliss, Mackinaw, Cross Village, Maple River, Wawatam, and Hebron Townships, and the Village of Pellston. The library is part of the Northland Cooperative which expands patrons' access to materials, including digital content and services. The Library's Michigan Room contains local and regional history, with a focus on Mackinaw City.

Social Services

Mackinaw City is served by an endless list of social service organizations. Social service organizations provide assistance in many ways to the residents of Mackinaw City. The following is a list of selected local and regional social service organizations which serve the residents of Mackinaw City:

- ◇ Alcoholics Anonymous has local branches which seek to help those recovering from alcohol or drug abuse.
- ◇ The American Legion Post 159 provides services and community to veterans in the Mackinaw Area.
- ◇ Bay Area Substance Education Services is a local organization providing drug and substance abuse prevention services for teens in northern Michigan.
- ◇ Catholic Human Services provides mental health, substance abuse, prevention, pregnancy counseling, open adoption, social services, and senior services.
- ◇ Wawatam Area Senior Citizens, Inc., which operates the Mackinaw City Senior Center and provides, health care, transportation, classes, clubs, and organized activities for area senior citizens.
- ◇ Cheboygan County and Emmet County Departments of Human Services provide a variety of social services which include adoption and foster care, adult and child abuse protective services, and services to the elderly.
- ◇ Cheboygan and Emmet County Emergency Management Departments provide disaster response services.
- ◇ Child and Family Services of Michigan offers individual, family and pregnancy counseling as well as domestic violence, substance abuse, juvenile delinquency, foster care, adoption and elderly assistance programs.
- ◇ The Domestic Violence Shelter provides counseling and other services to those seeking assistance with issues of domestic violence.
- ◇ Friendship Center of Petoskey and Emmet County provides food and nutrition programs.
- ◇ Food banks are provided locally by the following organizations:
 - ▶ Salvation Army
 - ▶ Church of the Straits
- ◇ Habitat for Humanity constructs homes for families unable to afford decent housing, with offices in Petoskey and Cheboygan.
- ◇ The Living Room provides senior day-care services at McLaren Northern Michigan Hospital.
- ◇ Meals on Wheels provide hot, nutritious meals to homebound seniors in the region.
- ◇ North Country Community Mental Health Services (Cheboygan and Emmet Counties) provides mental health services to the region.
- ◇ Northern Community Mediation provides mediation services in Petoskey.
- ◇ Northwest Michigan Health Agency provides food and nutrition programs for area residents.

- ◇ Northwest Michigan Human Services and Northeast Michigan Community Service Agency are community action agencies providing grant funding information and programs to the poor and disadvantaged of northern Michigan.
- ◇ Women's Resource Center of Northern Michigan serves women and families to protect health and well-being, eliminate crises, encourage positive choices, and facilitate growth and education.
- ◇ Northern Michigan Disability Network helps individuals and their families with disabilities to lead more active lives.

Health Care

Mackinac Straits Health Systems operates a medical clinic in Mackinaw City providing citizens and visitors general medical care. The nearest hospital is located in St. Ignace, approximately five miles away. Other hospitals providing a range of services can be found in Cheboygan, Petoskey, and Sault Ste. Marie.

Mackinac Straits Health Systems,(MSHS) is located in St. Ignace. It operates a 48 long- term care bed facility and the Mackinac Straits Hospital, which provides access to various health care physicians, nurses, and health care staff. The hospital and its branch locations provide access to the following services:

- | | |
|---------------------------------|---|
| ◇ Cardiovascular Rehabilitation | ◇ Neurological Services |
| ◇ Diabetic Education | ◇ Oncology |
| ◇ Drug Screening | ◇ Physical, Occupational & Speech Therapy |
| ◇ ER/Walk-In Clinic | ◇ Straits Area Pharmacy |
| ◇ Imaging | ◇ Straits Area Pharmacy |
| ◇ Laboratory | ◇ Surgery |
| ◇ Long Term Care | |

McLaren Northern Michigan Hospital in Petoskey is approximately 36 miles from Mackinaw City. The Hospital is a 202-bed regional referral center located in Petoskey, serving residents in 22 counties across northern Lower Michigan and the eastern part of the Upper Peninsula. A medical staff of nearly 200 physicians represents nearly all medical and surgical specialties, enabling full-service care with an emphasis on cardiology, cancer, orthopedics, and neuroscience services. The hospital and its associated practices provided access to the following services:

- | | |
|--------------------------|--------------------------------------|
| ◇ Geriatrics | ◇ Neurology |
| ◇ Allergy/asthma | ◇ Neurosurgery |
| ◇ Anesthesia | ◇ Obstetrics/gynecology |
| ◇ Cardiology | ◇ Midwives |
| ◇ Cardiovascular surgery | ◇ Oncology |
| ◇ Dental | ◇ Ophthalmology |
| ◇ Oral surgery | ◇ Orthopedics |
| ◇ Dermatology | ◇ Otolaryngology |
| ◇ Emergency medicine | ◇ Pain management |
| ◇ Endocrinology | ◇ Pathology |
| ◇ Gastroenterology | ◇ Pediatrics |
| ◇ General surgery | ◇ Physical medicine |
| ◇ Infectious diseases | ◇ Plastic and reconstructive surgery |
| ◇ Internal medicine | ◇ Podiatry |
| ◇ Nephrology | ◇ Psychiatry |

- | | |
|----------------------|-----------------------|
| ◇ Pulmonary medicine | ◇ Rheumatology |
| ◇ Radiation oncology | ◇ Urology |
| ◇ Radiology | ◇ Women's Health Care |

McLaren Northern Michigan Hospital in Petoskey offers additional community health and wellness services, which include the following:

- ◇ Community Health Education Center (includes School Health Education)
- ◇ Community Free Clinic
- ◇ Hospice care
- ◇ Boulder Park Terrace assisted living
- ◇ Adult day care services
- ◇ Home health care
- ◇ Wellness classes and events
- ◇ Senior Advantage wellness program
- ◇ Diabetes Center
- ◇ Various support groups

McLaren Northern Michigan Hospital, Cheboygan Campus is located approximately 16 miles away in Cheboygan. The hospital offers:

- ◇ 24/7 emergency services
- ◇ Outpatient surgery and procedures
- ◇ Primary and specialty care physicians
- ◇ Rehabilitation and therapy services

Emmet County provides 24-hour ambulance service. The County ambulance service can be reached by Village residents and visitors by dialing 911.

Shopping, Dining, Entertainment and Lodging

The Village of Mackinaw City prides itself as one of Michigan's top tourist destinations providing a variety of entertainment options which include over 100 unique and quaint shops. The Village is also home to over 25 restaurants providing fast food and casual & fine dining opportunities, over 2,300 hotel rooms provided by chain and local hotel operators as well as 2 quaint bed and breakfast inns, over 1,000 camp sites located in the area as well as three indoor water parks. The Village provides many recreation tourism opportunities, such as hiking, biking, running, boating, kayaking, fishing, snowmobiling and cross-country skiing.

Mackinaw City is home to six museums. Colonial Michilimackinac and Old Mackinac Point Lighthouse are part of the Mackinac State Historic Parks system operated by the State of Michigan. Colonial Michilimackinac is a replica of the original Fort Michilimackinac, a French fur-trading village and military outpost. The site, which is a National Historic Landmark and accredited by the American Association of Museums, allows visitors to experience life in Mackinaw City during the 18th century. Estimates of visitors to Colonial Michilimackinac range near 110,000 per year. Old Mackinac Point Lighthouse has undergone restoration in order to permit visitors to experience and access the original lighthouse structure. Approximately 30,000 people visit Old Mackinac Point Lighthouse per year. The Mackinac Bridge Museum, located above Mama Mia's Pizzeria at 231 East Central, features a film and artifacts related to the construction of the Mackinac Bridge. The retired Coast Guard Icebreaker Mackinaw is open to the public as a

maritime museum with guided tours of the vessel between the months of June to October. The Museum is operated by a non-profit organization and is located at the Wawatam Railroad Dock on South Huron. The 143-acre Mackinaw City Heritage Village is located on the west side of town. And the McGulpin Point Light House Museum, operated by the Emmet County Park Board, also can be found on the west side of Mackinaw City. The Village has a 1.6 mile historic pathway that includes dozens of informative signage kiosks, wood carved historical figures, and links with important assets like the State Dock, Fort Michilimackinac, and Downtown Mackinaw.

Just outside the Mackinaw City Village limits and just across the street from the Historic Village is the 600 acre Headlands International Dark Sky Park. Managed by the Emmet County Park Board, the Headlands provides 600 acres of pristine upper Michigan woodlands and 2 miles Lake Michigan shoreline. The Headlands is home to a multi-million dollar observatory and visitor center was completed in 2017.

Religious Institutions

Three religious institutions are located within the Village. Mackinaw City Bible Church is located at 308 West Central; Church of the Straits is located at 307 North Huron and St. Anthony of Padua Catholic Church is located at 600 West Central.

Civic Organizations

Mackinaw City residents actively participate in a number of civic organizations. Civic organizations strengthen the community by offering opportunities for social interaction among members and performing community service activities.

Civic and quasi-governmental organizations include:

- | | |
|---|------------------------------------|
| ◆ Mackinaw Area Chamber of Commerce | ◆ Mackinaw Band Boosters |
| ◆ Mackinaw City American Legion | ◆ Mackinaw Area Historical Society |
| ◆ Mackinaw Area Visitors Bureau | ◆ Mackinaw City Lions Club |
| ◆ Mackinaw City Parent Teacher Organization | ◆ Mackinaw City Senior Center |
| ◆ Mackinaw Area Arts Council | ◆ Mackinaw City Woman's Club |
| ◆ Straits Area Concert Band | ◆ Wawatam Beach Association |
| | ◆ Mackinaw City Boosters |

Chapter 5 Transportation

Transportation opportunities are a critical element in creating a viable and livable community. Transportation opportunities within the Village consists of roads, sidewalks, trails, bike lanes (non-motorized) transit services, marine and air. These opportunities must be designed and operated to meet the needs of all users.

The Village maintains over 19 miles of streets. Paved streets account for 18 miles of Village roadway, while 1 mile of streets are unpaved. Additionally, there are 6.3 miles of public roadway within the Village which are maintained by non-Village government entities. These government entities include Emmet and Cheboygan Counties as well as the Michigan Department of Transportation.

The Michigan Department of Transportation (MDOT) is responsible for maintenance of state roadways within the Village limits. These include Interstate I-75 and corresponding interchange ramps and US -23. MDOT maintains one traffic signal, located at the intersection of US-23 and Nicolet Street.

The Village maintains all of the major street corridors in Mackinaw City as well as all local designated streets. Major streets include South and North Huron Avenues, Central Avenue, Nicolet Street, and Louvigny Street. Of the Village-maintained public streets, most are two-lane or residential streets. Only portions of West Central Avenue, South Huron Avenue and Nicolet Street are three lanes, and East Central Avenue is the only four-lane Village street. Additionally, all of North Huron Avenue and Straits Avenue are divided boulevards. The Village maintains one traffic signal, located at the intersection of Central Avenue and Nicolet Street.

Public Road Functional Classification Designation

Streets, roads, and highways within Michigan have a National Functional Classification (NFC) designation.⁸⁹ This system is designated and utilized by the Federal Highway Administration (FHWA) to classify roads according to their function. The system can be used to compare and study roads across Michigan and the US and is used as a criterion to determine grant eligibility.

The NFC system has a five-tiered hierarchy system. The definition of the classification system is as follows:

Eisenhower Interstates/Freeway System

These roads are designated at the top of the NFC system serving as the important corridors for the long distant travel of people and goods throughout the U.S. As such, interstates can be an important function of economic and social development. Interstates connect raw materials with manufacturers, promote auto-oriented businesses, increase transient consumers to a community, and decrease time of work or personal commutes. Interstates are typically uninterrupted, and have posted speeds between 55 mph and 80 mph. The Village is accessed by I-75 which is a primary North/South interstate beginning in Sault Sainte Marie MI and ending just North of Miami FL. I-75 also provides connection to East/West interstates along the corridor providing access to all parts of the U.S. When including North and South-bound I-75, and highway exits and on-ramps, there are 7.8 miles of Interstate roads in Mackinaw City, according to the MDOT NFC GIS data.

Principal Arterial

Principal arterials generally carry long distant through-travel movements. They also provide access to important traffic generators, such as airports regional attractions and service centers. Arterials can connect local communities together, important for regional economic development. While often interrupted by streets, commercial premises, and even residential homes, arterials typically post higher speeds of 50 mph to 70 mph when outside of municipal limits. US-23 is a principal arterial connecting the Village to Cheboygan, Alpena, and all communities along the Lake Huron shoreline to Bay City MI. There are 1.44 miles of principal arterial roads in Mackinaw City.

Minor Arterial

Minor Arterials primarily move traffic between principal arterial routes, between different portions of the community and provide access to the local street network. These streets serve as major thoroughfares within a community or area. While there are no designated minor arterial roads in the Village of Mackinaw City, nearby examples include Riggsville Road, Levering Road, and North Straits Highway.

Collector Streets

These streets serve as a link between local streets and arterial streets. Collectors within the Village include Central Avenue, Nicolet Street, South Huron Avenue, Louvigny Street, Straits Avenue, and portions of West Jamet Street and Headlands Road. Collectors are heavier neighborhood roads that help individuals navigate the community, bringing them to their work, stores, parks, or funnel to points of Village egress. Permitted speed varies greatly from collector to collector, but typically falls between 25 mph and 50 mph. The built environment, number of interruptions, and community layout determine a safe speed for these roads. There are just over 6.8 miles of collector streets in Mackinaw City.

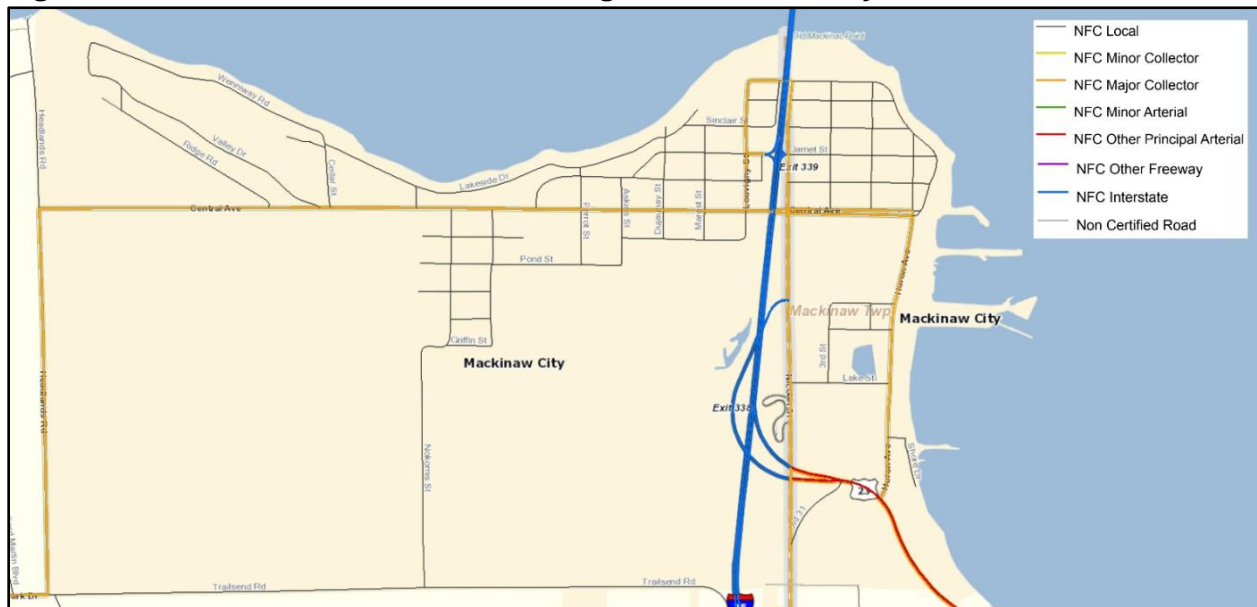
Local Streets

Local streets provide access to individual properties and homes. These serve as the smallest NFC designated unit of motorized transportation pathway. Speeds on local streets are the lowest, with typical posted speeds ranging from 15 mph to 45 mph. These streets are the most likely to be shared by pedestrians and non-motorized vehicles. The Village contains 17.65 miles of local designated streets.

Complete Streets

The State of Michigan approved Public Acts 134 and 135 of 2010, which requires the Michigan Department of Transportation and local governments to consider automobiles, foot traffic, bicycle travel, and transit options for ages and abilities when designing a transportation corridor. The Village of Mackinaw City adopted a complete streets resolution in 2010 to take into consideration, when designing transportation projects in the future, features such as sidewalks, crosswalks, shared use paths, bicycle lanes, signage, and accessible curb ramps. The Village has incorporated these features into many existing road projects. The Village has also adopted a Hike and Bike Plan to implement these features in future projects.

Figure 5-1 NFC Classifications for the Village of Mackinaw City

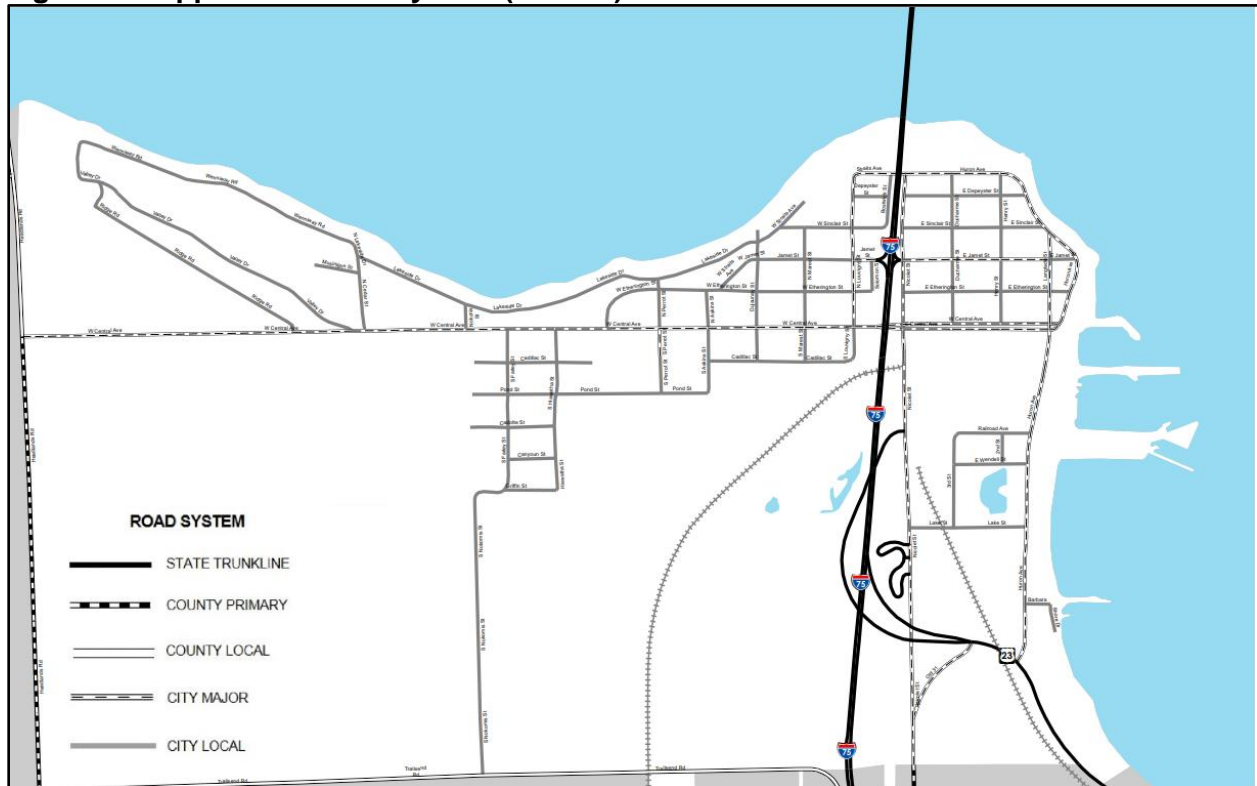


Michigan Department of Transportation

Michigan Transportation Fund Distribution – Act 51

Public Act 51 of 1951 provides state revenue sharing for major and local streets in the Village of Mackinaw City.⁹⁰ These revenues are largely derived from State gas and weight taxes. The Village must employ a street administrator, submit audited fiscal reports on Major and Local Street Funds, describe current street projects, report on non-state aided street funds (known as the Municipal Street Fund), and more to access this revenue sharing. These funds can be used to improve streets or to pay off bonds drawn for street improvements. 75% percent of Act 51 revenue must be used on designated “Major Streets” in the Village. 25% is used on “Local Streets”. This percentage can be circumvented via resolution by council attesting that Major Streets are adequately maintained, and noting the exact amount being of Major Street funds being transferred to the Local Street funds. Revenue sharing is determined by mileage formula and population. Major and Local Street systems are designated by the Village Council and approved by the State Transportation Commission. The Village has 6.54 Miles of Major Streets and 12.89 Miles of Local Streets for the purposes of Act 51. The Village must also use funding for snow removal along major streets. **Figure 5-2** displays the Village’s Major and Local Streets.

Figure 5-2 Approved Street System (ACT 51)



Michigan Department of Transportation

Asset Management

The Village manages assets in accordance with Public Acts 499,199 and 338 as amended. Asset Management is defined under state law as “an ongoing process of maintaining, upgrading and operating physical inventory and condition assessment”. The Village is responsible for the development and implementation of a pavement management system for federal-aid eligible routes, development of an asset management process for federal-aid system, annually reporting to the Transportation Asset Management Council mileage and condition of road system and receipt and disbursements of street funds.

Asset management is based on the following five core principles:

- ☐ Performance based measures are followed, developing policy objectives and translating them into system performance.
- ☐ Decisions are based on research information consisting of a road inventory, condition of road and funding availability
- ☐ Identification of system goals and objectives based on the desired system condition, desired levels of service, safety objectives, economic factors and overall community and environmental goals.
- ☐ Analyze the “Mix-of-Fixes” (slate of possible solutions) that can meet the identified goals.
- ☐ During planning and implementation, feedback is sought from the public and stakeholders.

The Master Plan helps to develop the policy objectives that the asset management plan is based on. The Village has completed the road inventory of the system and continuously updates the

condition of roadways based on the “PASER” system (Pavement Surface Evaluation Rating⁸⁷). PASER was developed by the University of Wisconsin-Madison Transportation Information Center to be used as a road rating system that classifies the condition of roads. A road rated a 1 is considered a failed road and a road rated as a 10 represents a new road. The system establishes rating ranges that help identify the type of construction or maintenance necessary to improve rating conditions. The Village then establishes a Capital Improvement Schedule to implement the identified construction or repairs to meet the identified transportation objectives.

The Village has utilized the core principles of asset management for many years. This has resulted in the undertaking of major streetscape improvements to foster better traffic flow and to construct aesthetically attractive corridors. Locations of streetscape improvements can be found in **Table 5-1**. Further street improvements are planned to occur at North Huron Avenue and Lakeside Drive when funding is available. Asset planning is detailed in the Capital Improvements Plan, updated annually and approved by the Planning Commission.

Table 5-1 Streetscape Improvements

Street Name	Limits of Improvements
East Central Avenue	I-75 overpass to Huron Avenue
West Central Avenue	DuJaunay Street to I-75 overpass
South Huron Avenue	US-23 to East Central Avenue
West Jamet Street	Louvigny Street to I-75
M-108 (Nicolet Street)	Entire Length
Old 31	US 23 to Nicolet Street
Straits Avenue	Louvigny Street to Nicolet Street
North Huron Avenue	Ducharme Street to Nicolet Street
Louvigny Street	Straits Avenue to West Central Avenue

Non-motorized Transportation

The Village and the State of Michigan maintain a network of non-motorized transportation facilities, which include trails, sidewalks, and the Village’s Historic Pathway.

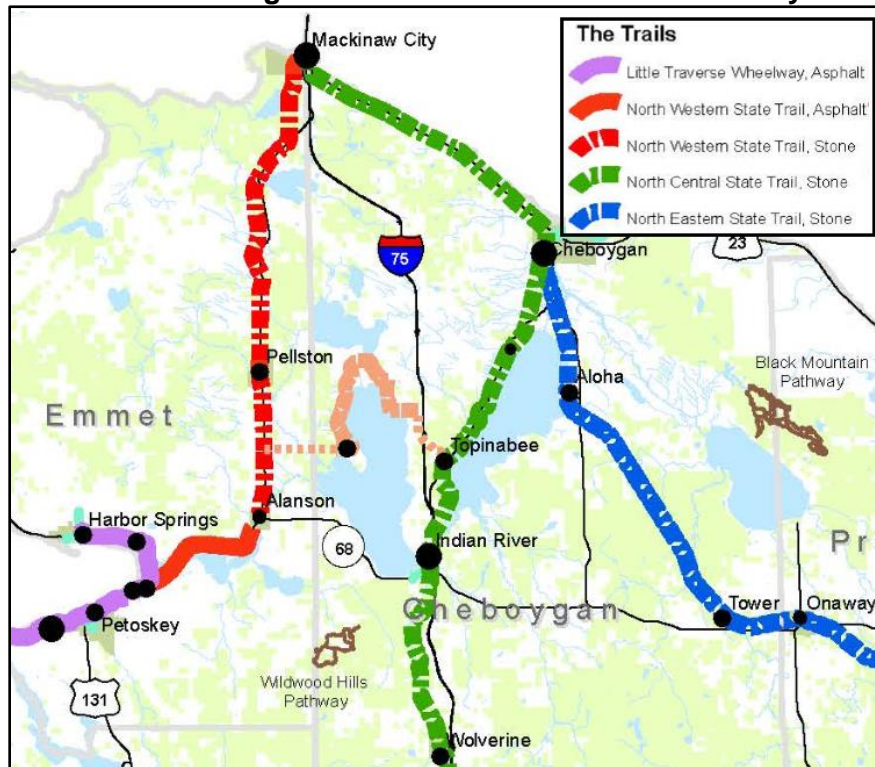
Trails

In 2011 the Village in conjunction with a citizens trail committee developed the *Mackinaw City Hike and Bike 2015*, a plan designed to create a vision, principles and goals for an integrated transportation system that provides opportunities for pedestrians, bicyclist, skiers and snowmobilers to implement complete street designs throughout the Village. The plan gives primary focus to Village owned trail assets and their interconnection with State owned trails. This plan identifies routes for various non-motorized and snowmobile use and establishes a capital improvement schedule to complete trail projects.

The Village of Mackinaw City serves as an important node in many regional, state, and national trails. Regionally, the North Western State Trail (**Figure 5-3**), a 32-mile trail that shadows US-31, provides non-motorized connection with much of Emmet County. This trail passes through Carp Lake, Levering, Pellston, Brutus, Alanson, Oden and Conway. The trail is composed of asphalt or packed limestone through its entirety. Connections also occur with the Little Traverse Wheelway, which provides access to Harbor Springs, Petoskey and Charlevoix. The Little Traverse Wheelway will eventually connect with the in-development Nakwema Trailway, offering

non-motorized paths from Traverse City to Mackinaw City. The North Central State Trail (**Figure 5-3**) enters Mackinaw City from the South East, and travels 75 Miles through Cheboygan, Mullet Lake, Topinabee, Indian River, Wolverine, Vanderbilt, and Gaylord. The North Central State Trail also provides access to the North Eastern State Trail through Cheboygan, which connects the Village with communities including Onaway and Alpena.

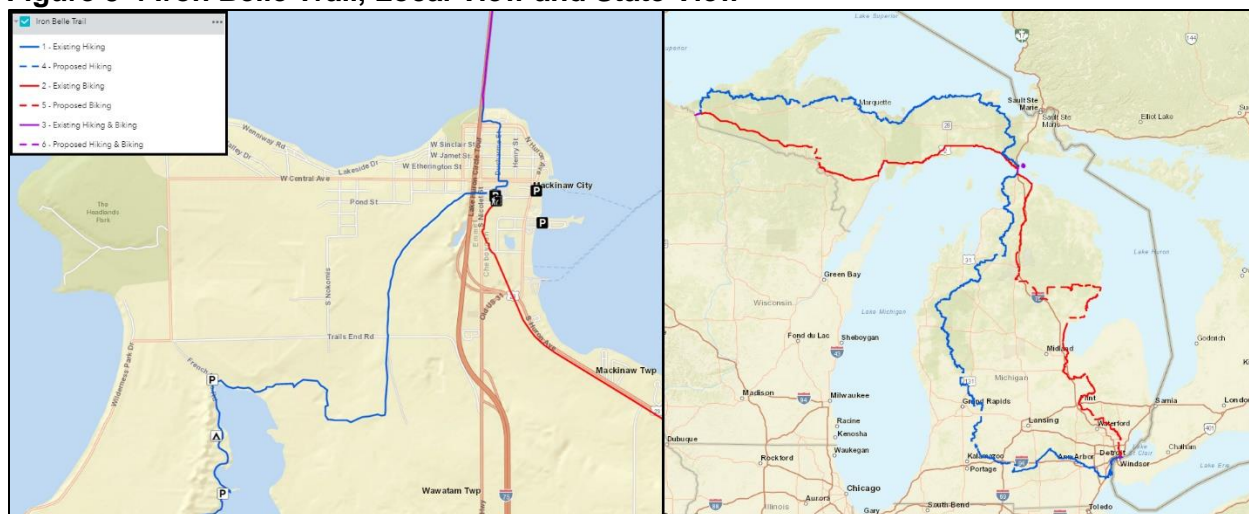
Table 5-3 Regional Trail Networks in Mackinaw City



Top of Michigan Trails Network⁹¹

At the State level, Mackinaw City serves as one of only five communities that bridge the Iron Belle Hiking Trail and the Iron Belle Biking Trail (the others being Ironwood, St. Ignace, Mackinac Island, and Detroit). Per the Michigan Department of Natural Resources (MDNR), the Iron Belle Trail network holds 2,000+ miles of hiking and biking trails and connects the far western tip of the Upper Peninsula to Belle Isle in Detroit (**Figure 5-4**). Mackinaw City has 3.1 miles of State Multi-Use Trails. These trails, which are located on former railroad right-of-way (ROW), provide year-round opportunities for recreation. Hiking and biking along the trails are common summer activities, while snowmobiling and skiing are prevalent during the winter. Physical infrastructure has been developed to support state trails. The Village partnered with the State of Michigan to establish the Mackinaw City Trailhead near the central business district. The \$600,000 Trailhead facility provides 20 parking spaces as well as restroom facilities, bike repair station, and a covered pavilion. The trailhead facility provides a formal nexus of our many state and regional trails. The Village is working with the State of Michigan and local organizations to improve signage along the trail system.

Figure 5-4 Iron Belle Trail, Local View and State View



Michigan Department of Natural Resources⁹²

Nationally, Mackinaw City provides an important anchoring location in the North Country Trail, an 8-state trail that spans across the Midwest and New England (**Figure 5-5**). The North Country Trail Association notes that the trail is 4,800 miles in length and connects 100 state parks, forests, and games areas, and 10 national forests. Locally, this trail utilizes the same non-motorized infrastructure as the Iron Belle Hiking Trail.

Figure 5-5 North Country Trail



North Country Trail Association⁹³

Sidewalks

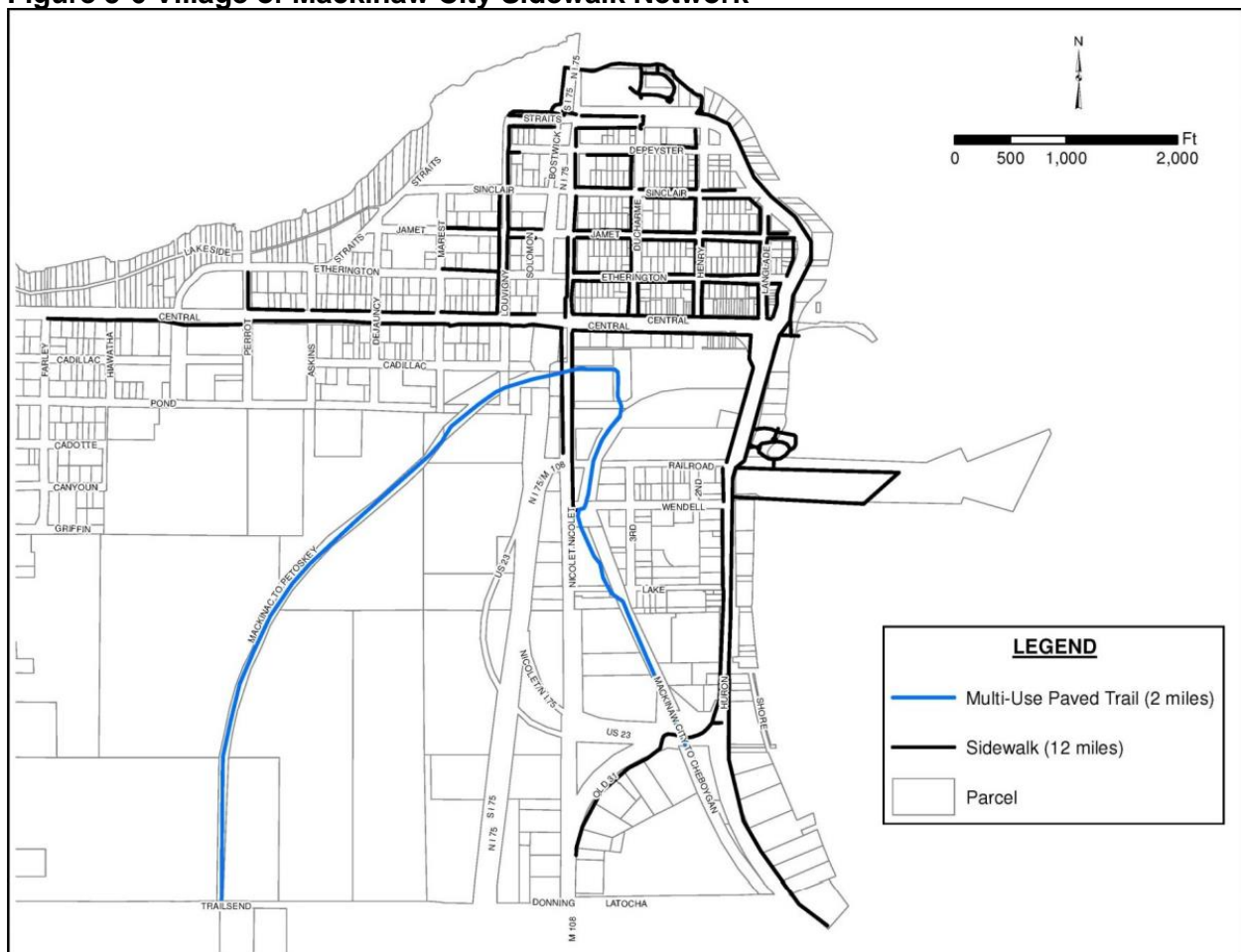
The Village of Mackinaw City is a walkable community. The Village was selected by the Michigan Department of Transportation (MDOT) in 2008 to have Dan Burden of Walkable Communities Inc., an internationally recognized authority on bicycle and pedestrian facilities and programs, livability, sustainability, and Smart Growth to conduct a Walkability Audit to identify the strengths

and weakness of the Village's sidewalk system. The audit identified that the Village is a pedestrian friendly community providing a solid foundation to accommodate pedestrian movement and provides a unique walking experience with the Village's outstanding natural scenery, historic character, and unique streetscape features. Mr. Burden also identified the need to expand pedestrian access throughout the Village and improve on the existing system.

Sidewalks in the Village are constructed at the Village Council's direction and the Department of Public Work's guidance. The Zoning Ordinance requires that all new development along public streets must install sidewalks, unless waived by the Planning Commission. Residential properties can receive a rebate for half the cost of construction from the Village. Commercial properties are responsible for sidewalk construction unless waived. Property owners are responsible for the maintenance and clearance of sidewalks, though the Village has a significant budget oriented towards repairing standard wear & tear and snow removal.

Village sidewalks total 14 miles. **Figure 5-6** identifies the Village sidewalk system and multi-use paved trail system. The residential district immediately north of the central business district contains many blocks of sidewalk. However, the residential district west of Interstate 75 lacks sidewalk along most of the streets.

Figure 5-6 Village of Mackinaw City Sidewalk Network



As of 2010, more than 90 percent of the Village's sidewalks were determined to be in good or very good condition. Village sidewalks consist of decorative concrete pavers or poured concrete. Paved sidewalks are adequate for all non-motorized uses.

As part of the sidewalk system, the Village provides various pedestrian amenities. In the areas where streetscape enhancements have been completed, traffic calming features, crosswalks at intersections, landscaping, park benches, decorative garbage disposal cans, and historic lighting are provided. In most of the residential areas with sidewalks, street lighting is provided consistently at street intersections. Landscaping and park benches generally improve the aesthetic appeal of sidewalks and the resident and visitor experience.

Historic Pathway

Mackinaw City's Historic Pathway is a two mile-long route that merges recreation and scenic aesthetics with history and cultural heritage. The route meanders through the Downtown shopping district, Michilimackinac State Park, portions of the lakefront residential, multiple waterfront pocket parks, the State Dock, and the Marina Commercial District. 46 informational markers share the history of Mackinaw City and the Straits of Mackinac, with codes to access an online audio tour. 6 wood carvings celebrate historical figures important to the Straits area along the path. The Historic Pathway provides signage directing pedestrians along the route.

Transit Services

The Village's regional transportation need is served by an intercity bus and a regional transit service.

An intercity bus service is provided by Indian Trails, Inc. The Village bus stop is currently located at the Village Hall, 102 South Huron. Indian Trails schedules two bus routes in Mackinaw City that provide access to cities on the West and East Sides of the State, along with an additional route through Petoskey that runs through the center of the lower peninsula (**Figure 5-7**). Major cities such as Detroit, Grand Rapids, Kalamazoo, Flint, and Lansing can be reached this way. Indian Trails routes North of Mackinaw City run through St. Ignace, Sault Ste Marie before culminating in a nexus in Escanaba. Indian Trails, Inc. provides an impactful private-sector transportation network that can access out of state cities such as Duluth, Milwaukee, and Chicago, and connects with other service providers like Greyhound and Amtrak.

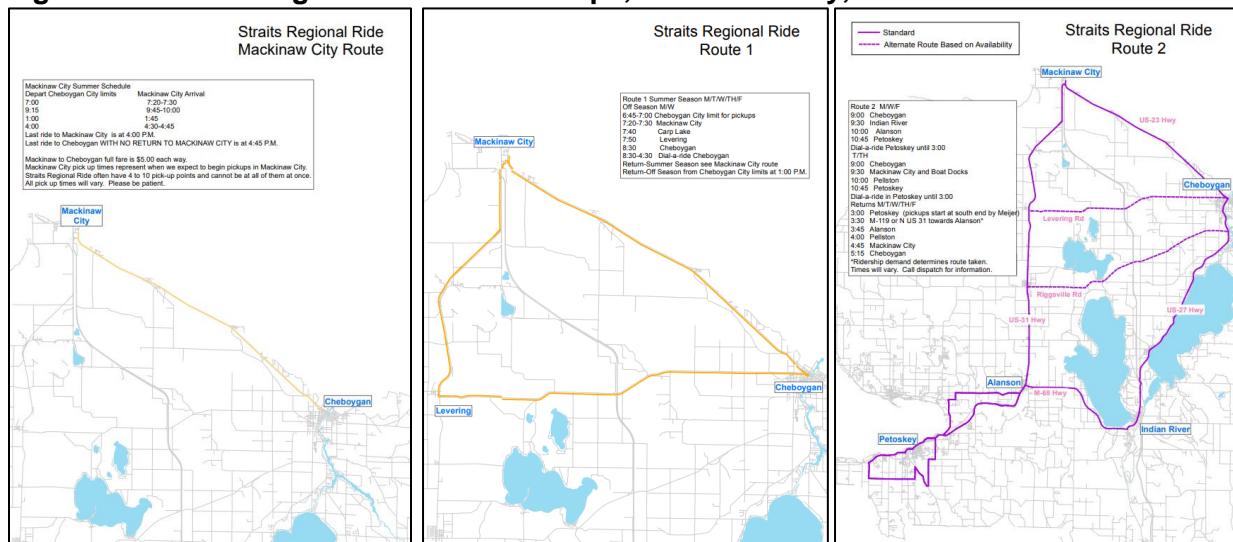
Figure 5-7 Indian Trails Route Map, 2022



Indian Trails⁹⁴

Regional transit service is provided by Straits Area Regional Ride. The service provides its passengers with commuter service from Mackinaw City to Cheboygan and Petoskey. The system has frequent trips in the summer and operates on a reduced schedule in the winter. Routes can be found online, and current routes involving Mackinaw City can be found below in **Figure 5-8**. Emmet County is in the preliminary process of exploring a transportation authority.

Figure 5-8 Straits Regional Ride Route Maps, Mackinaw City, 2022



Straits Regional Ride, Cheboygan County⁹⁵

The Village is no longer served by rail carriers.

Marine Transportation

The Village's setting along the Straits of Mackinac makes it a hub for marine transportation.

The Village operates a Municipal Marina, located at 107 South Huron, which is primarily used for pleasure watercraft. The Marina has 84 slips; 62 slips are reserved for seasonal boat docking and 22 are slips for transient boaters. The Marina can accommodate boats of up to 100 feet in length. The Marina offers a variety of services to boaters, which include:

- Restrooms, showers, laundry, and picnic facilities
- Water, electric, cable, and phone
- Chart Room and Lounge Area
- Internet access, including a Marina-wide Wi-Fi wireless network
- Marine supply store
- Gas dock and pump-out station
- Boat launch and retrieval ramp
- Playground
- On-site mechanic service
- Shuttle Service and courtesy bikes

The State of Michigan's Waterways Commission operates the Straits State Harbor which opened in 2009. The harbor is a 136 slip transient facility offering boaters the following amenities:

- Restrooms, showers, laundry and picnic facilities
- Water, electric, cable, and phone
- Boat launch and retrieval ramp
- Gas dock and Pump-out stations
- Cruise ship docking slips
- Chart room and counter area
- Internet access including Marina

Two ferry lines serve Mackinaw City with frequent seasonal service to Mackinac Island. Shepler's Mackinac Island Ferry service departs from 556 East Central and Star Line Mackinac Island Ferry service departs from 801 South Huron.

Airport

Mackinaw City is served by the Pellston Regional Airport, located approximately 15 miles south of Mackinaw City along US-31. The Airport recorded 50,722 total commercial passengers in 2022.⁹⁶ The Airport has two runways, both 150 feet wide. The longest runway is 6,512 feet and the second runway is 5,395 feet. The Airport is served by one commercial airline, Delta Airlines, with direct nonstop regional jet service to Detroit year-round and seasonal summer service to Minneapolis. The Airport completed a new 38,000 square foot terminal building in 2003 which features a restaurant, internet access and conference center. Fed Ex uses the Pellston Airport as an air terminal for its air freight business. Four aircraft charters operate out of the Pellston Airport. Shuttle service is provided to Mackinaw City from the Airport, and two rental car services are located in the Airport.

Parking

Vehicle parking is available throughout the Village. Commercial establishments outside of the central business district are required to provide on-site parking. Parking requirements are being examined and modified by the Planning Commission, to balance parking need with the minimum regulations necessary to for each site to meet the demand their use may produce. Other parking initiatives, such as allowance of multi-level parking facilities, are being further explored. The Village provides free public parking in the central business district as well as in other areas along major street corridors. The Village estimates that there are more than 8,800 total public and private parking spaces located within the Village limits. See **Table 5-2** for a listing of parking sites.

Free public parking maintained by the Village accommodates approximately 1,250 vehicles. Public parking in the Village is located in the following areas:

Table 5-2 Public Parking

Location	Number of Spaces
Central Avenue between Nicolet and Huron	472
Mackinaw City Trailhead	20
Nicolet Street between Central and Depeyster	58
West Straits and Louvigny Streets west of I-75 and north of Depeyster	93
Various parking areas along North Huron between Etherington and Nicolet	27
North Huron between East Central and Etherington	31
Langlade between East Central and Etherington	32
Employee parking on Etherington between Henry and Langlade	10
Henry between East Central and Etherington	12
Public lot at southeast corner of Henry and Etherington	16
Public lot at southeast corner of Ducharme and Etherington	42
South Huron between Wendell and Central	51
Conkling Heritage Park lot	60
Municipal Marina lot	70
Village Hall lot	21
Wendell west of Huron	24
Public School lot	63
Recreation Center lot	127
East Jamet at Old School Park	15
TOTAL	1250

The most recent parking study for Village public parking in the central business district was conducted in 2002. During the 2002 parking study, the municipal parking along Central Avenue and other streets in the immediate vicinity was counted during the months of May, June, July and August. **Table 5-3** below show the results of the survey. The seasonal nature of Mackinaw City's economy negated the need for conducting parking counts during the fall, winter, and spring months. Results of that parking study appear as follows:

Table 5-3 Parking Counts

Month	Average Percent Full
May (28-31)	26.6
June	41.9
July	64.1
August (1-18)	69.9

Despite the monthly averages, some weekends (especially holiday weekends) result in higher occupancy of municipal parking spaces. Peak occupancy was 93.6 percent on July 5, 2002, which was part of the Independence Day holiday weekend.

In addition to public parking, most commercial and institutional establishments are required to provide on-site parking. Privately owned and maintained parking lots cover approximately 3.82 million square feet of land in the Village, which is the equivalent of about 4.3 percent of the Village's land area. Private parking lots cover approximately 2.6 times the land area that commercial and institutional buildings cover in the Village. These figures were arrived at by using digitized footprints of buildings and parking lots of buildings in commercial zones and are approximations.

Traffic Safety

The Mackinaw City Police Department is responsible for maintaining public safety both on and off of public roadways. Mackinaw City has a strong reputation for a high level of traffic safety. The Michigan Traffic Crash Facts organization, through the Michigan Office of Highway Safety Planning, provides annual county-wide reports of traffic crashes, with targeted information on crashes occurring within municipalities. Crashes occurring within Mackinaw City are typically a small portion of the total crashes occurring in Cheboygan and Emmet Counties, seen in **Table 5-4** below.

Table 5-4: Traffic Crashes Reported

Year	Traffic Crashes Reported (Mackinaw City*)	Traffic Crashes Reported (Total Combined County Data**)
2017	58	2,601
2018	77	2,614
2019	54	2,374
2020	60	1,968
2021	59	2,288

*Mackinaw City Reported PDAs

**Michigan Traffic Crash Facts, County Profiles, Emmet & Cheboygan Counties, 2017-2022

Chapter 6 Parks, Recreation, and Greenways

Parks and recreational facilities are an important element of the Village Master Plan. Mackinaw City's greatest assets are its people and its natural resources. Thoughtfully developed and preserved parks, recreation, and greenways directly serve both assets by creating ideal places for people to enjoy the great outdoors and improve their health and wellbeing. In Mackinaw City, the parks are a place to exercise, enjoy valuable natural resources, and relive the history of the area. Active recreational activities include baseball, softball, basketball, ice skating, hockey, and vintage baseball games at the Heritage Village. Ample opportunities for passive recreation exist within the Village, including hiking trails, biking trails and paths, cross country skiing, fishing, boating, kayaking, snowmobiling, and nature observations. Efforts and infrastructure designed for place-making purposes, such as the hand-carved statues of historical figures along the Historical Pathway or frequent streetscape furniture, can contribute to and enhance the Village's recreational offerings.

The Village has a five-year parks and recreation plan, last updated in 2018 that serves as the primary plan for recreation in the Village. In 2010 a "hike and bike" plan was adopted that added more detail to the non-motorized elements of the recreation facilities. The plans provide goals and objectives for recreation development and coordinates with the Village's recreation partners including the Mackinac State Historic Parks, Emmet and Cheboygan Counties, Wawatam and Mackinaw Townships, the State of Michigan Department of Natural Resources, Mackinaw City Public Schools, the Mackinaw Area Historical Society, Icebreaker Mackinaw Maritime Museum and many more. It is anticipated that these partners all contribute and will continue to be consulted in future parks, recreation, and greenways planning efforts.

Administrative Structure

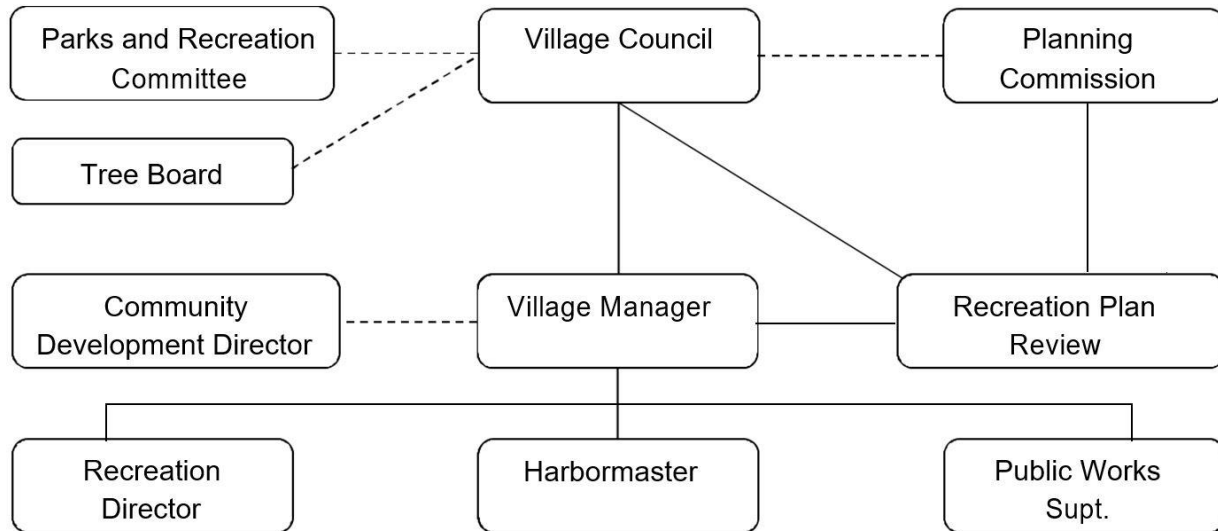
The Village's Parks and Recreation System are supported by two positions on the Village Staff. These positions are Recreation Director/Harbormaster, and Department of Public Works (DPW) Superintendent. Currently one person fills the Recreation Director and Harbormaster roles. This person takes care of the Recreation Complex and organizes community recreational programs. The Harbormaster controls the activities at the Village's Municipal Marina along with a seasonal staff of seven part-time employees.

The DPW Superintendent oversees maintenance of all parks outside of the Recreational Complex and oversees construction and refurbishment of all parks and recreation facilities when directed. Village maintenance employees, under direction of the DPW Superintendent, do the maintenance work at the parks.

Policy direction for the Recreation department is provided by the Village Council. Policy is created at this level via informed decisions on needs identified by the recreation and public works staff, discussions of the Village Trustees, and from selected goals of planning documents such as the Master Plan and Parks and Recreation Master Plan. Policy and direction can be informed from the work of public boards and subcommittees. Most frequently, the Parks and Recreation Board identifies needs and recreation opportunities to be reviewed for action by Village Council. The Parks & Recreation Village Council Subcommittee, composed of selected Village Trustees, will provide research, discussion, and recommendations on matters critical to parks and recreation operations.

An organizational chart of the recreation administration within the Village of Mackinaw City is displayed below as **Figure 6-1**.

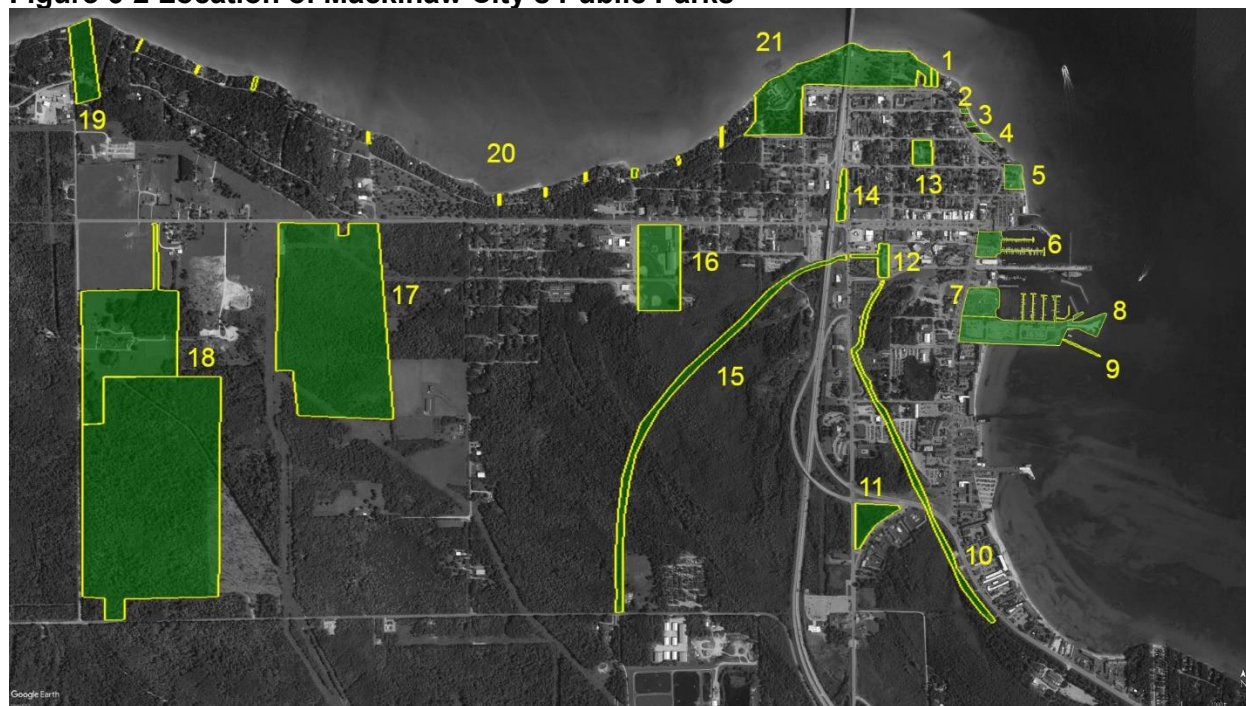
Figure 6-1 Parks and Recreation Organizational Chart



For Fiscal year 2022-2023, the total budget for the Village of Mackinaw City was \$8,394,063.86.⁹⁷ The proposed parks and recreation general fund budget was \$ 359,680.00 with an additional \$98,832 for the Recreation Center fund, \$34,235 for the Recreation Complex fund, \$9,405 for the Conkling Heritage Park Performance Shell, and \$539,351 for the Municipal Marina. The source of funding for the general parks and recreation budget is the Village's general fund, which largely comes from tax revenues. The Municipal Marina is an enterprise fund, meaning that the fund is operated in a business-like manner, where expenses of the fund must be paid directly by revenues collected for the services. The recreation center and complexes are not enterprise funds, despite having their own fund balances outside of the general fund. Other fiscal funds and items, such as winter clearing and sidewalks, indirectly contribute to the growth of recreation in Mackinaw City as well.

Recreation Facilities Inventory

Figure 6-2 identifies the location of Mackinaw City's public parks and **Table 6-1** and **Table 6-2** presents information on parks in the community including park type, park name, the size of the park, and the park's service area. **Figure 6-3** is an aerial that shows existing parks and preferred park acquisition areas. Because of the tourism- oriented nature of Mackinaw City's economic structure, our parks' service areas are not easily defined. Many of our parks are used by visitors to the community on a more frequent basis than community members use them.

Figure 6-2 Location of Mackinaw City's Public Parks

Table 6-1 Parks Operated by the Village of Mackinaw City

Map #	Park Name	Park Type	Park Size	Target Audience
1	Alexander Henry Park	Community Park	2.1 acres	Village, Visitors
2	Maritime Park	Mini-park	0.2 acres	Village, Visitors
3	Nancy Dagwell Campbell Park	Mini-park	0.3 acres	Village, Visitors
4	Gary and Gussie Williams Park	Mini-park	0.4 acres	Village, Visitors
5	Wawatam Park	Community Park	2.5 acres	Village, Visitors
6	Mackinaw City Marina	Marina	3.2 acres	Village, Visitors, Region
7	Conkling Heritage Park	Community Park	4.5 acres	Village, Visitors, Region
9	Fishing and Observation Pier	Special Use	N/A	Village, Visitors, Region
11	McRae Nature Park	Natural Resource Area	3.9 acres	Village, Visitors
13	Old School Park	Community Park	2.3 acres	Village, Region
14	Indian Pathways Park	Street-side Park	1.8 acres	Village, Visitors
16	Recreation Complex and Various Waterfront Access	Sports Complex	13.1 acres	Village, Visitors, Region
20	Points	Pedestrian waterfront Access	Various	Village

Table 6-2 Parks within the Village of Mackinaw City Operated by Non-Village Entities

Map #	Park Name	Park Operator	Park Type	Park Size	Target Audience
8	Straits State Harbor and Dock	State of Michigan	Marina	12.5 acres	Village, Visitors, Region
10	North Central State Trail	State of Michigan	Trail	N/A	Village, Visitors, Region
12	Mackinaw City DNR Trailhead	State of Michigan	Trail Facility	2.9 acres	Village, Visitors, Region
15	North Western State Trail	State of Michigan	Trail	N/A	Village, Visitors, Region
17	Hathaway Family's Regina Caeli Nature Preserve	Little Traverse Conservancy	Nature Resource Area	87.5 acres	Village, Visitors, Region
18	Heritage Village and May Woods Trail	Mackinaw Area Historical Society (park owned by Village)	Community Park & Trail	143 acres	Village, Visitors, Region
19	McGulpin Point Lighthouse	Emmet County	Heritage Site	10 acres	Village, Visitors, Region
21	Michilimackinac State Park	State of Michigan	Heritage Site & State Park	27.9 acres	Village, Visitors, Region

It should be noted that park facilities displayed above do not represent all recreation opportunities available to residents and visitors in the Village. Private or non-profit recreational, cultural, and historical offerings exist in the form of facilities such as the Mackinaw Bridge Museum, Icebreaker Mackinaw Maritime Museum, Wawatam Senior Center, private amusement businesses like mini-golf, indoor sports, and more. Likewise, recreation opportunities just outside of Village limits are plentiful. The Village operates First and Second Beach in partnership with Wawatam Township. Headlands International Dark Sky Park provides trails, rental facilities, and unique sky observation opportunities to the west of town. Wilderness State Park offers expansive camping options further west. To the east, Mill Creek Discovery Park blends heritage tourism and nature, and is operated under the State Historic Parks, much like Mackinac Island State Park in the Straits.

The Village of Mackinaw City has long been an advocate and partner in park and recreation services, regardless of operating entity, site ownership, and municipal boundaries. While Village financial priorities must target publicly-available and publicly-owned park acquisition, improvements, and recreation services, the Village will continue to support its partners seeking to expand their offerings for residents, neighbors, and the state.

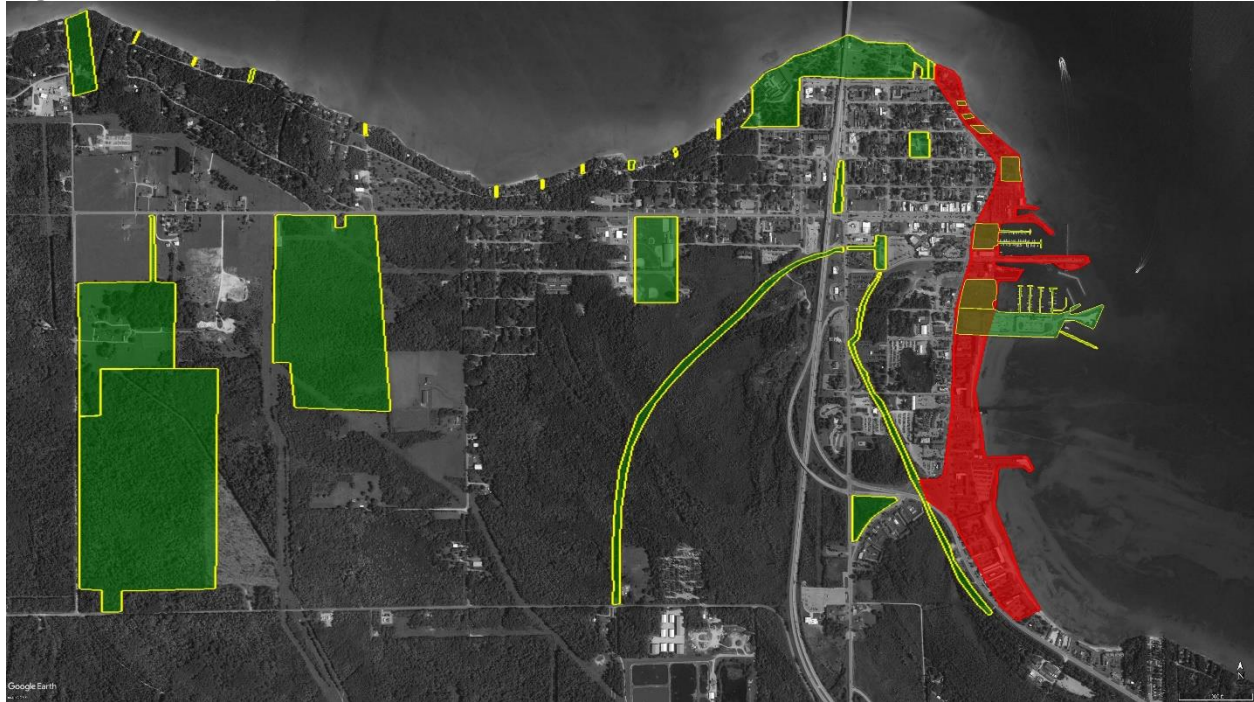
Parks and Recreation Acquisition and Development

Residents of the Village of Mackinaw City are, by available metrics, well-served by the Village's parks and recreation offerings. The National Recreation and Park Association notes that, typically, parks and recreation agencies offer one park and 10.4 acres of park land per 1,000 residents. The Village alone offers 14.1 parks and 40.2 acres per 1,000 residents (Village population is below 1,000). These numbers increase to 24.6 parks and 372.9 acres per 1,000 residents when including parks not operated by the Village. However, it is critical to consider the pressures of usage and uniqueness of Mackinaw City when comparing park and recreation provision to other

communities. With the influx of tourists and transient visitors summer brings, careful planning and consideration must be made when maintaining and improving recreation.

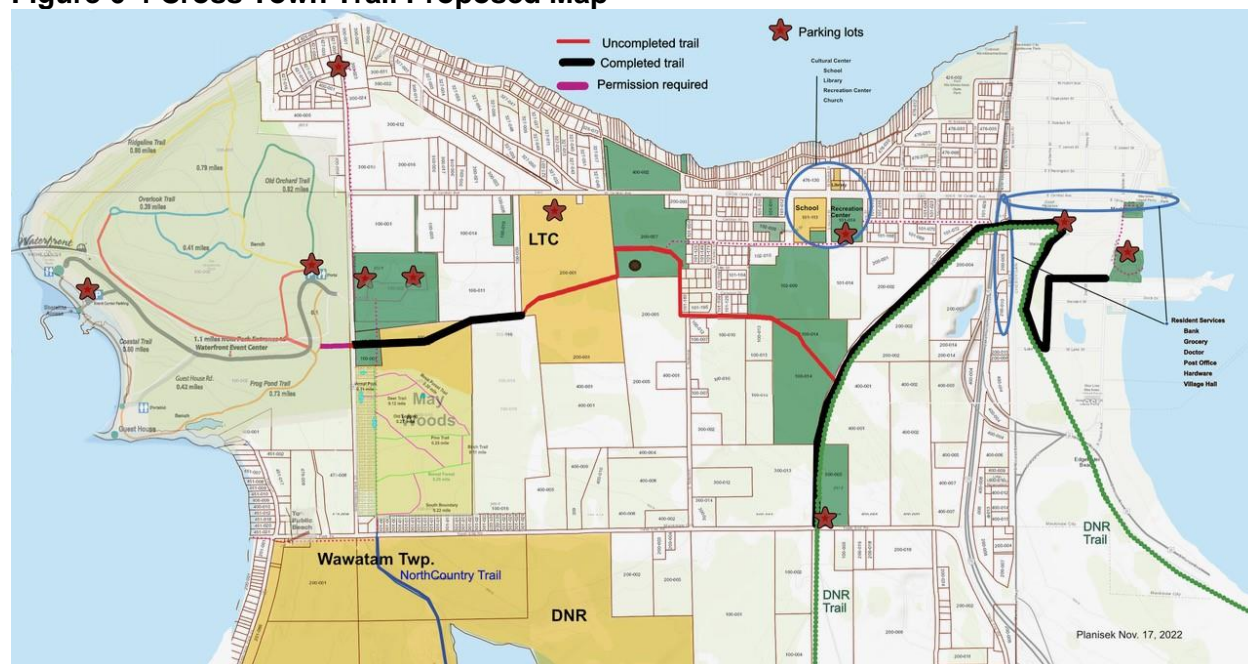
Areas designated for park acquisition are highlighted below in red on **Figure 6-3**. This is land that should serve as a priority for the Village of Mackinaw City to purchase to become a park, should the land become available for sale or donation. This area is composed of commercial and residential waterfront parcels along North and South Huron. Parks created in this area would preserve public access to the Straits of Mackinac, serving both public and seasonal populations.

Figure 6-3 Park Acquisition Area



Park development areas are not highlighted on the map. Park developments would occur on property already held by the Village, depend on available funds, and should be created to complement existing and proposed housing. Future park developments should utilize available grants to ease the cost of improvement. Park developments and improvements should be identified as a priority by Village Council and detailed in the Capital Improvements Plan as early steps in project conceptualization. Current park development projects and priorities include use improvements to the waterfront parks along North Huron, new facilities at Old School Park, improved floors at the Recreation Center, and the establishment of an East-West Cross Town Trail, seen in **Figure 6-4**.

Figure 6-4 Cross Town Trail Proposed Map



Source: Sandy Planisek

In 2022, multiple Village-owned street-ends, properties, and parcels were surveyed, bounded, and marked for public access preservation along Lakeside and Wenniway Drives. These sites were planned for public use in original plats that regulated the historical built environment of the Wawatam Beach area of Mackinaw City. Not full-scale parks but important pieces of public land, these areas provide walkable waterfront access in a densely developed portion of the Village. It is important that improvements to these sites consider the tranquility of the area, neighboring residential parcels, narrow vehicular access, but also the importance and value of public access to water. Improvements should be passive in use, minimize impact to the environment (including lighting and paving), preserve natural features that make the sites desirable, and clearly signify that the areas are public and visitors have a right of access at reasonable hours.

Parks and Recreation Plan Goal Summary

Listed Below are the goals of the 2019-2024 Parks and Recreation Plan.⁹⁸ These goals might change as a result of plan amendments or updates; those interested in the parks and recreation aims of the Village should refer directly to the currently adopted Parks and Recreation Plan. Likewise, goals, objectives, and actions listed below may have been completed or are no longer relevant. For the current goals as listed by the Master Plan, please see Chapter 11 – Community Goals.

Parks and Recreation Plan Goals

1. Improve the handicapped accessibility for the recreation properties that did not score well in the inventory.
 - a. Objective 1: Allow the Village to provide complete access to the waterfront for those in wheelchairs or other needs of assistance
 - i. Action: Seek grants for the purchase and placement of ramps/mats that allow for accessibility over the sand to, and into the water

2. Rebrand the Recreation Center as recommended by the Planning Commission in April of 2016 ("The MAC")
 - a. Objective 1: To create a venue that is well known and recognizable through promotions and advertising.
 - i. Action: Create a contest for the public or local students to develop what the brand might be and look like.
 - ii. Action: Apply the new brand to the building and other media.
3. Continue to prioritize the acquisition and recreation developments of properties along the Lake Huron Shoreline on North Huron Avenue.
 - a. Objective 1: Continue to develop lakeshore properties for use by local residents and visitors for public access to the lakeshore and preservation of scenic sights.
 - i. Action: Continue to be open and willing to consider all properties.
 - ii. Action: Be prepared to act at a moment's notice if necessary.
4. Commission a comprehensive site plan for the recreation center.
 - a. Objective 1: Market the recreation center
 - i. Action: Locate a marketing or advertising firm willing to take on this project.
 - b. Objective 2: Implement the necessary changes to successfully market the facility.
 - i. Action: Budget accordingly.
5. Maintain Sidewalks throughout the year.
 - a. Objective 1: Provide sidewalk clearing in the winter months to allow usage instead of requiring the jogger or pedestrian to use the roadway.
 - i. Action: Enforce existing ordinance which requires the property owner to maintain sidewalk.
 - ii. Action: Locate additional budgetary funding sources.
6. Control the Existing Canada Goose Population
 - a. Objective 1: Reduce the possibility of disease spreading and unappealing excrement from this species.
 - i. Action: Eradication efforts.
 - ii. Action: Relocating.
 - iii. Action: Seek other legal humane alternatives.
7. Restrooms at Old School Park.
 - a. Objective 1: Provide a safe, clean, centrally located place for a restroom.
 - i. Action: Attempt to obtain grant funding.
 - ii. Action: Attempt to solicit funds from local sources.
8. Be proactive in the design and redesign for anticipated climate changes.
 - a. Objective 1: Continuing increased Great Lakes water levels preparations.
 - i. Action: Have zoning reflect the need to make appropriate buildings.
 - ii. Action: Require Coastal Resiliency measures.
 - iii. Action: Modify the park system to accommodate changes.
9. Complete a Crosstown Trail.
 - a. Objective 1: Connect the East part of the Village with the West.
 - i. Action: Enhance and modify existing trails.
 - ii. Action: Secure easements in order to connect existing trails.

- b. Objective 2: Provide a connection between the Heritage Village Park with the rest of the Village.
 - i. Action: Create with assistance of public and private entities
- 10. Promote collaboration between Mackinaw City and other entities; both governmental and private.
 - a. Objective 1: Enhance the Straits of Mackinac area by working together with all of the stakeholders.
 - i. Action: Reach out and contact those entities
 - ii. Action: Invite to a meeting
 - b. Objective 2: Encourage Michigan State Park Historic Commission and the Michigan Department of Natural Resources to complete paving of the North Central State Trail to Mackinaw Mill Creek State Historic Park.
 - i. Action: Contact these government entities to request this be completed.

Parks Board Goal Summaries

The Parks and Recreation Board set their 2022 priorities as described below:

1. Finish the Crosstown Trail as an earthen tread-way.
2. Connect the North Western State Trail just west of I-75 to the east of paved Cadillac Street with a graded, compact, and possibly paved segment.
3. Make one of the North Huron Avenue pocket parks universally accessible with water access.
4. Upgrade Wawatam Park with universally accessibility, benches, and parking improvements.
5. Look for opportunities for use of the Recreation Center.
6. Revise outdoor ice rink.

Chapter 7 Existing Land Use

Pattern of Land Divisions

As development occurs, larger tracts of land are generally broken down into smaller parcels. Therefore, studying the existing pattern of land divisions is one way to analyze the status of land use and development. Land division patterns for the Village of Mackinaw City are discussed below and can be seen on the Existing Land Use Map, Figure 7-1.

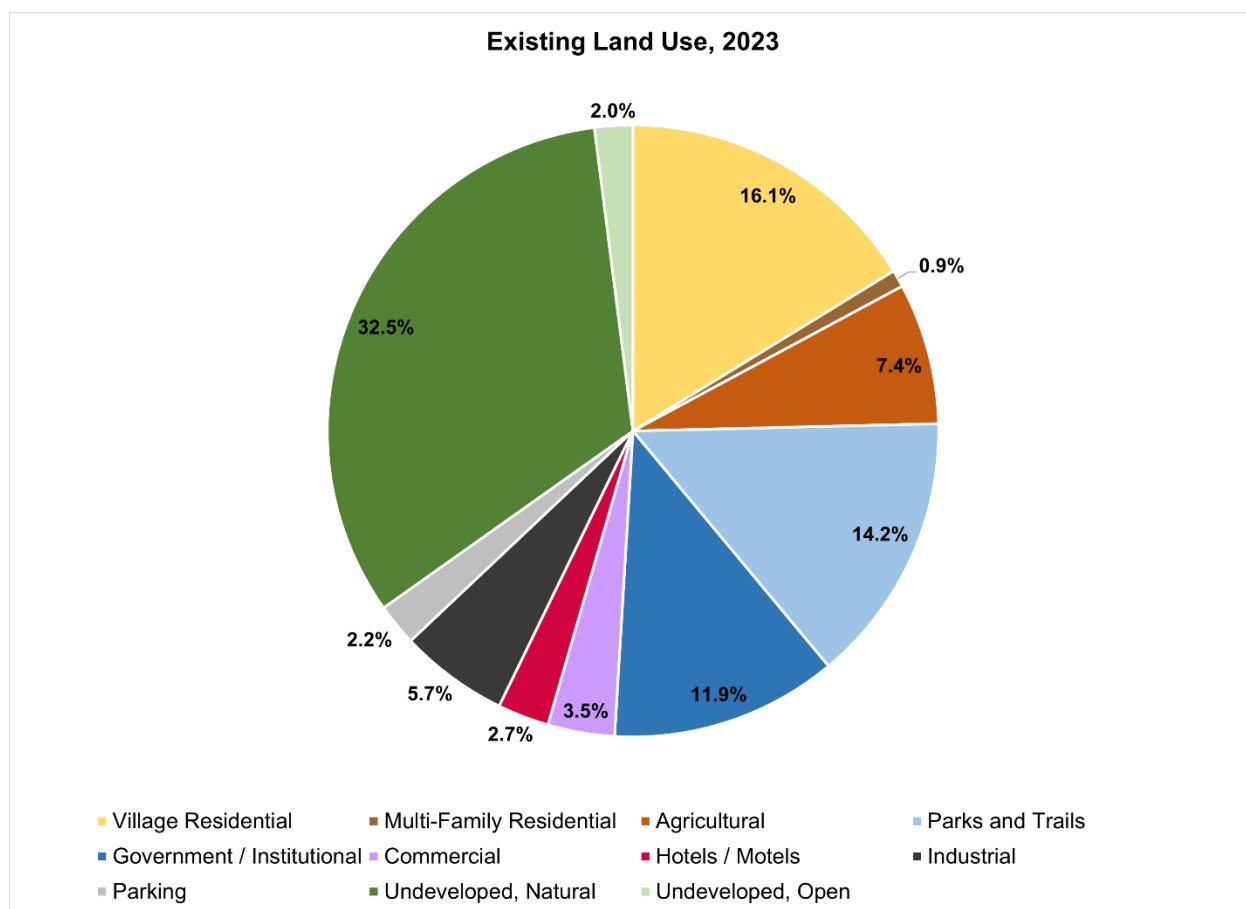
Large undivided parcels are primarily located in the southwest and central portions of the Village. While these parcels are not currently served by municipal water and sewer, the utilities are close enough to the large properties along Pond Street to be viable for residential developments of all sizes. The remaining large tracts of undivided land in the Village are typically nonforested open fields, forests, or wetlands with septic and construction limitations. Slightly more than one-half of the Village's land area remains undeveloped as these large parcels. An area at the southwest corner of the Village, along Trails End Road and Wilderness Park Road, was subdivided into 50 lots in 1955.⁹⁹ The subdivision intended to create a row of tighter residential developments, with density similar to that found in the Village's core neighborhoods. These lots currently are not developed, perhaps because municipal services are not available. A majority of these lots are now owned by the Mackinaw Area Historical Society and conserved for nature or trail use.

Large lot commercial areas can be noted on South Huron, Nicolet, and North Huron just east of the Mackinac Bridge. Small lot commercial uses are found on East Central. Large residential lots, some as large as ten acres, are found in the northwest portion of the community on West Central, Valley and Ridge. Small lot residential properties in the Village are found in the older plats in the northeast and north central areas, and subdivided properties along the Lake Michigan shoreline.

Existing Land Use Statistics and Characteristics

Existing land use conditions in the Village were mapped in October of 2023. The Existing Land Use Map, shown as Figure 7-1, illustrates the distribution of land uses within the Village. Using a current parcel map as the basis, the existing land use was mapped by extensive field checking. The updated information was then computerized to produce the existing land use map and statistics. The existing land use map does not denote a 1:1 picture of the built nature of Mackinaw City, but instead displays the most prominent activity that is occurring on the parcel. Likewise, the existing land use map is divorced from the Zoning Map. While the Zoning Map informs the reader of "what" can go "where", the existing land use map informs the reader of how each piece of land is currently being used.



Figure 7-2 Existing Land Use Breakdown**Table 7-1 Existing Land Use Statistics**

Land Use Category	Number of Acres	Percentage of Village (Values Rounded)
Village Residential	316.1	16.1%
Multi-Family Residential	17.2	0.9%
Agricultural	145.6	7.4%
Parks and Trails	270.4	14.2%
Government / Institutional	218	11.9%
Commercial	68.8	3.5%
Hotels and Motels	52.4	2.7%

Existing Land Use

Industrial	108.6	5.7%
Parking	42.6	2.2%
Undeveloped, Natural	638.3	32.5%
Undeveloped, Open	38.3	2%
TOTAL	1916.39	99.1%

Existing Land Uses, Classified

Public Streets / Rights of Way

Public streets and road rights-of-way were separated from the adjacent land uses, as they were not spatially represented in available parcel information. The Village of Mackinaw City's 2023 i-Canopy report estimated that roughly 6% of the Village is paved for street usage. However, this figure greatly underestimates the percentage of space represented by public streets and right-of-ways, as many right-of-ways have double the amount of space of the road paved within. Additional, tree and grass coverage are not included in this road calculation. Previous reports from ROWE Professional Services estimated our public street and right-of-way percentage at 12%. It is important to note that a large portion of this category includes I-75 and U.S. 23 corridors, intersections, ramps, and the bridge. Private roads are not shown on the existing land use map, nor are their associated land area included the streets/road rights-of-way land area acreage.

Village Residential

As can be seen on the existing land use map, the statistics table and the bar graph, Village residential use occupies sixteen percent of the land (approximately 316 acres) in the Village, while multiple family dwelling units make up less than one percent. Where living quarters or apartments may be attached to a commercial use, the land use category is shown as commercial, the primary use. The village residential category of existing land uses is composed of non-multifamily housing; this can include duplexes, triplexes, and quadplexes, but is largely single-family homes. Likewise, large-lot properties in agricultural areas that do not serve agricultural purposes are included in the Village Residential existing land use. The share of land in Mackinaw City that is categorized as Village Residential can and likely will vary greatly over the course of the next 20 years. Should a large lot parcel begin an agribusinesses, its classification will change, reducing this figure. There is great opportunity for infill in residential areas, which could increase this number. Village Residential uses are found in most areas of the Village, outside of Southeast and South Central Mackinaw City.

Multifamily Residential

Multifamily residential accounts for 17 acres of land within the Village, just under 1% of the total Village area. Multifamily Residential existing land uses are those properties and structures that are primarily devoted to housing more than 4 families. This could include year-round housing, seasonal housing, or employee housing. Apartments, townhouses, properties with multiple

housing structures, cottage courts, converted hotels/motels can all be considered multifamily residential.

Agricultural

Agricultural land uses are typically associated with some extent of agribusiness, i.e. growing food or materials for money. Agriculture can also include the breeding or ranching of animals, and camping areas in the Village. While many parcels on the west side of the Village are zoned for agriculture, very few actively participate in this use. 7.4% of the Village is covered by land that holds agricultural use.

Commercial

The Commercial existing land uses comprises 68.8 acres, or 3.5% of the total Village area. Not every commercial establishment is designated as a Commercial existing land use; hotels and motels are given their own category due to their high occurrence and clustering, and places of business can be found among the agricultural, industrial, and parking land uses. Properties included under the Commercial existing land use are those that have structures designed and devoted to businesses that see customers or clients regularly and for short periods of time. Commercial existing land uses could include clinics, banks, downtown retailers, gas stations, restaurants, car repair services, professional offices and more. The Commercial existing land use may have varied structures in size, location, and architectural style. Some commercial buildings may be large shopping centers with plenty of parking, small, specified buildings with limited parking (such as car washes), or even downtown buildings, small and tall, with limited or no parking on site. Major commercial districts are noted on South Huron, North Huron east of the bridge, East Central, and Nicolet. Many areas within the Commercial existing land use can be built out, further developed, or built up.

Hotel and Motel

Occupying 2.7% of the Village's land area are Hotels and Motels. These uses bring an influx of pedestrian and vehicle traffic to the Village of Mackinaw City. Hotels and Motels are typically found along South and North Huron but are also generally scattered throughout the East side of the Village. Hotels and Motels are most frequently built along the waterfront and occupy larger than average parcels. Hotels and Motels have high impermeable coverage, with higher parking requirements and larger constructed buildings. This land use can also be found at major gateways into the community. Hotels and Motels are walkable to the downtown core of the Village, but not permitted within. Converted hotels and motels that primarily serve to house employees for the summer are not included in this land use.

Industrial

Village industrial uses are present, but in a reduced capacity than other communities may have. There are currently no centers of manufacturing, engineering, tech, or research. However, the Village has small scale industry, such as a sign manufacturer, boat repair facility, boat storage, and a shuttle dispatch. Public utilities are also counted in this category, such as the Consumers Energy power substation and parcels and easements devoted to the regional transportation of oil and gas in the western sector of the Village. A detailed discussion of the Village utilities is provided in Chapter 4, Community Services and Facilities. Additionally, the wellheads and lift stations are considered utilities, but due to the physical size in any one location they do not show on the land use map. For location information on these facilities, see the Municipal Water System (Figure 4-

2) and Municipal Sanitary Sewer System (Figure 4-3). Industrial uses and utilities make up 5.7% of the land area.

Parks and Trails

Because public recreational land uses are so important to Mackinaw City, a land use category separate from governmental and institutional use is discussed in this chapter. Public recreational land uses include both those owned/operated by the State of Michigan, such as Colonial Fort Michilimackinac and snowmobile trails, those owned by the county, such as McGulpin Point Lighthouse and adjacent lands, and those Village facilities, such as the Recreation Complex on West Central, Old School Park, and waterfront parks and access points on both east and west sides of the Village. While operated by the Mackinaw Area Historical Society (not a governmental entity), the Heritage Village on the west side of town is an important public recreation and cultural asset. Recreational land use covers 14.2% of the Village land area.

Government and Institutional

Public, quasi-public, and non-profit organizations that are focused on infrastructure or social benefits are considered to be Government or Institutional land uses. The Village Hall, Wawatam Township Hall, Department of Public Works Station, Cemetery, Water Treatment Plant, State Dock, parcels of I-75, Mackinaw Library, Mackinaw Public School, Emmet County EMS Station 3, and the MDOT Welcome Center are all public assets counted in this category. Also included are the non-profit entities of the Wawatam Senior Center, Lion's Club Hall, and the Mackinaw Women's Club. These uses occupy nearly 12% of the Village, a number that is heavily skewed by the Water Treatment Plant and Cemetery.

Undeveloped, Natural

The existing land use of Undeveloped, Natural areas includes any lot that is primarily forested. This can be intentional for conservation needs, such as protecting wetlands, aquifers, or wellhead protection areas, or lots that have simply not been cleared and developed. Natural areas hold the greatest plurality share of Village land, with over 32% of the Village being parcels with high-density foliage.

Undeveloped, Open

Open areas are non-parkland parcels that have been cleared and are ready for development. These include both grassy or paved commercial lots and unbuilt residential parcels. While this category only comprises 2% of the Village, actual open areas far exceed these counts. Residential parcels with 2-4 combined lots could be subdivided and density doubled to quadrupled. Commercial parcels with buildings occupying a small percentage of the property could be built out or parceled off to entrepreneurs or businesses owners with a desire to build. A ground cover map, rather than a parcel map, could provide a more accurate description of open undeveloped land within the Village.

Parking

Parcels strictly devoted to parking occupy 2.2% of the Village's land area. Again, it should be noted that the real percentage is much higher; parcels that have a commercial use are considered commercial in the Existing Land Use Map, even if a significant portion of the property is devoted to parking. Parking, as found in this category, largely is for ferry boat seasonal parking, though

Existing Land Use

there are some parking lots that are utilized for hotel uses. Parking lots accommodating ferry boat parking could be desired and viable commercial developments if parking were condensed to vertical structures.

Chapter 8 Economic Development

Mackinaw City has long been a destination of opportunity for commerce, entrepreneurship, and business development. The Straits of Mackinac, abundant natural resources, and proximity to Mackinac Island and other summer destinations provide a comparative advantage over other locations which may not have an existing strong tourism base. Likewise, Mackinaw City's presence on I-75, US-31, and US-23 provides stronger supply chains and lowered cost of doing business than in other more removed northern communities.

Challenges also exist in fostering economic development in Mackinaw City. A low year-round population in both the Village proper and surrounding townships triggers off-season shutdowns of existing businesses and can prevent new or expanding businesses from coming to Mackinaw City if their goods and services are reliant upon a large consumer base.

Economic development, growth, and stabilization is critical to creating a well-rounded community. While debate exists in whether it is economic opportunities that draw innovative professionals and residents to an area, or if an existing creative workforce is a prerequisite for economic opportunities, it's clear that social and economic elements must be balanced and pursued in an integrated manner. Mackinaw City must continue to ensure that unique amenities exist to attract and retain residents, that housing is available for those that want to be here, that products and services are able to support residential populations independently, and that entrepreneurs face as minimal barriers to contributing to the local economy as possible.

Specific economic development goals and objectives are detailed in economic plans, initiatives, and assessments adopted by the Village. These plans are summarized below. Economic development plans may have different and more targeted objectives than those listed in *Chapter 11 Community Goals and Policies*. Economic strategies should ensure that listed goals align with those contained in this Master Plan.

Economic Development Plans

Economic Assessment & Restructuring Program

In 2005 an Economic Assessment & Restructuring Program was developed for the Village of Mackinaw City.¹⁰⁰ The study was prepared by The Chesapeake Group, Inc. under contract to the Village, under the direction of the Economic Development Commission. At the time of this Master Plan update, the Economic Assessment & Restructuring Program was finalized over 17 years ago. Caution and due diligence should be exercised when selecting which recommendations to implement, to ensure that the projects both align with current economic conditions and the harmony of the business and residential environment of Mackinaw City. However, because many of the recommendations are still applicable to Mackinaw City today, and because many of the goals remain unaccomplished, the recommendations are included in this Master Plan to help guide economic development activity.

The plan identified the major areas of existing and future economic development in the Village:

- ◇ Tourism
- ◇ Attraction of multi-county/"regional" serving retail activity

- ◇ Research and development and related light manufacturing, utilizing the area's natural resources, including but not limited to the creation of a potential "incubator", with a higher education component
- ◇ Energy development, including bio-mass, wind and other environmentally sensitive alternatives
- ◇ Home based business activity, including crafts and those employing technology

The specific recommendations of the study are:

1. An entrepreneurial/apprenticeship program
 - a. Recruitment of "new ownership" can be effectuated through community's colleges, vocational and technical schools, and other colleges throughout Michigan or even a larger multi-state area
 - b. Current owners can also identify current employees with potential
 - c. The "training" process:
 - i. Certain required business curricula courses
 - ii. An internship with introduction and at least part-time work while attending school or training
 - iii. An apprenticeship of 1 to 3 years working and learning in the business
 - iv. Purchase, with previous ownership staying on for 1 to 2 years
2. Facilitation of sale from willing property to willing business owner
 - a. The interaction should be coordinated by the Chamber of Commerce
 - b. The activity involves:
 - i. Contacting both parties
 - ii. Coordinating an initial discussion or meeting
 - iii. Expressing interest
 - iv. Follow up with assistance as needed, but at least maintaining contact with both parties
 - v. "Trouble shooting" as needed
3. Facilitation of the expansion of existing businesses
 - a. Facilitating the expansion of existing businesses differs little from above
 - b. The Chamber of Commerce should coordinate with the Village to assist with attempts to keep businesses within the Village boundaries
4. Expansion of the season
 - a. Expanded marketing
 - b. The process could and should be facilitated through the Visitors' Bureau and staff support should be sought from that entity as well
 - c. Enhanced linkages to winter activity
 - d. Bus trips could be organized and initiated to strategic activities during the day in much the same manner that in-season visitors leave Mackinaw City and return to stay overnight at present
 - e. Promotional packages could be designed to target a range of activities and lengths of stay
 - f. Promotional packages could largely be promoted via the internet
 - g. Creation of additional anchor activity
 - h. A resort:
 - i. The resort concept could take time and potentially morph from a "condo/hotel" facility.

- i. A family entertainment center, focused on youth, education and fun experience. One such opportunity would be to recruit an institution like “WannadoCity”.
 - j. Expanded residential development
 - k. Exploring alternative energy sources and use in facilitating favorable winter environmental conditions downtown
 - l. Enhancing pedestrian activity could come from landscaping improvements that provide better protection from wind
 - m. Mackinaw City seek a pilot effort to determine feasibility and costs for installation of a system that would be linked to on-site alternative energy production, utilizing either wind, fuel cell, or both technologies
- 5. Expansion of the range of housing for senior citizens
 - a. Zoning bonuses and waivers should be explored to foster such activity
- 6. Pursuit of compatible housing
 - a. This should focus more on assuring that ordinances do not create hardship
 - b. The development process is smooth
 - c. Attitudes of boards, etc. indicate the desire to grow, welcoming complementary housing, and facilitating not hindering the review process
- 7. Positioning the Village as the hub of the tri-county region
 - a. The identification of appropriate sites
 - b. The recruitment of quality development interests to facilitate development
- 8. Pursuit of six defined R & D broad areas of research
 - a. Pursuit of six broad areas
 - i. Invasive species
 - ii. Natural resources
 - iii. Biomass
 - iv. PCB and other clean-up
 - v. Animal cognition
 - vi. Other alternative energy
 - b. Two tools for expanding research and development
 - i. Directly recruit individual companies through a coordinated, continual process
 - ii. Form a partnership or consortium that has economic development implications to Mackinaw City beyond R & D because of the incorporation of higher education institutions. One or more of the colleges or universities associated with research already in the upper part of Michigan could be the catalytic entity in partnership with the Village.
- 9. The development of a consistent business recruitment process
 - a. The establishment of a recruitment process has broader purposes including the recruitment of:
 - i. Research entities
 - ii. Commercial entities
 - iii. Housing developers
 - iv. Commercial developers
 - v. Artisans and craftspeople
 - vi. New year-round anchor activity.

- b. Decide who will administer and provide staff support for the recruitment effort in general
 - c. Develop marketing materials oriented toward the types of entities to be solicited
 - d. Obtain the ability to reproduce the materials on demand internally
 - e. Develop lists of those to be solicited
 - f. Develop a set schedule for phasing of the recruitment process so that the work load is distributed over time
 - g. Establish a funding mechanism to ensure that the effort is continual
 - h. The marketing activity associated with recruitment would include:
 - i. Distribution of developed materials
 - ii. Follow-up contact
 - iii. Establish relationship with landlord, or property owner, or other appropriate party
 - iv. Preparation of Request for Qualifications and Proposals, review and evaluation of the responses, and establishment of the relationship (such as between the development interest and the Village, or the developer and private property owner)
 - v. Continue follow-up, acting as an “ombudsman” for the process
 - i. The formation of an Economic Development Capital Fund be explored for this use as well as other economic development activity
10. Creation of incubator space
- a. The needs for the incubator space are defined as including:
 - i. 10 spaces for labs or related activity with direct linkage to additional office spaces of about 1,500 square feet
 - ii. Have a shared conference room and reception area, consisting of about 1,250 square feet
 - iii. Outdoor areas that can be isolated from each other
 - b. The incubator could be limited to R & D activity or include other professional activity as well
11. Establishment of home-based business activity
- a. The Village must ensure that its development regulations and zoning not just allow but support and facilitate appropriate home-based activity
 - b. Each of the businesses should or are likely to be required to obtain an occupational license and pay business taxes
 - c. An aggressive marketing campaign should occur to announce and educate potential home-business owners of the advantages to living and working in Mackinaw City. This can be a managed campaign, structured over time to include, but not be limited to:
 - i. Partnering with realtor groups
 - ii. Attendance at Michigan franchise shows
 - iii. Awareness advertising throughout the State of Michigan
 - iv. Public relations news releases
 - d. One unique niche within the home-based context that can effectively be promoted through cooperative marketing efforts is in the artist and crafts arena. Pursuit of this niche would flourish if:
 - i. Marketing were cooperative and collective among the artisans, with and through one entity(existing or to be established)
 - ii. Marketed via the internet and catalogue(the latter existing or formed)

- iii. Item not mass marketed, but limited in numbers as a “collectible”
- iv. Signed and numbered by the artisan when and if appropriate

12. Other critical suggestions

- a. Technology availability; free Wi-Fi throughout downtown and potentially the entire Village should be pursued
- b. Focus on positives
- c. Increased promotion of non-water outdoor activity
- d. Enhanced dialogue, communication and avoid duplication of efforts between Village, Tourism Board, and Chamber of Commerce should be sought

Regional Economic Development Strategies

The Village of Mackinaw City is located in two prosperity regions, as designated by the State of Michigan – Northwest Michigan (Region 2) and Northeast Michigan (Region 3). As such, there are two organizations implementing economic planning that serve Mackinaw City – Networks Northwest (Region 2) and the Northeast Michigan Council of Governments (Region 3). Each of these organizations have launched a comprehensive economic development strategy for their respective regions. Northwest Michigan’s priorities include:¹⁰¹

- Deliver broadband services to more residences and businesses throughout the region.
- Develop and support programming that promotes affordable housing efforts at the state, regional, and local levels.
- Utilize a mix of funding mechanisms to support local initiatives.
- Collaborate with local units of government to implement policies and programs that support affordable housing development.
- Take advantage of the region’s Opportunity Zones to spur economic growth.
- Provide educational skills training opportunities that prepare individuals to successfully contribute to a diverse regional economy.
- Continue to grow the industries that make the local economy unique while also introducing industries that would diversify the region’s economic makeup.
- Through programming, policy updates, and partnerships, ensure adequate childcare to support the region’s workforce.
- Attract, develop, and retain a talented workforce in a diverse regional economy.
- Convene the Networks Northwest Economic Development Council with County representatives to discuss lessons learned from the COVID-19 pandemic and share the resulting findings with the regional community through various means.
- Plan for and implement land use patterns that are environmentally, economically, and socially sustainable.
- Support best practices and their implementation at various levels of government.
- Plan, implement, and improve road networks throughout the region.
- Promote rail as an effective mode of transportation and commerce.

Northeast Michigan’s regional priorities are categorized and listed as such:¹⁰²

Community Support

Infrastructure

- Increase availability of and access to high-speed internet.
- Continue providing resources to improve infrastructure.

Transportation & Transit

- Collaborate and coordinate across sectors for logistics and workforce transportation.

Placemaking & Regional Branding

- Target small towns.
- Coordinate placemaking efforts.
- Solidify and implement a regional identity.
- Create a strategic tourism partnership.

Regional Collaboration

- Achieve efficiencies by sharing services.
- Facilitate collaborative approaches.

Economic Expansion

Target Industries

- Provide enhanced business development support.
- Identify growth opportunities in targeted sectors.
- Promote growth industries inside and outside the region.
- Coordinate logistics and transportation for goods and talent.
- Develop and attract a skilled workforce.

Entrepreneurship

- Support entrepreneurship through intentional, facilitated activities.
- Develop youth entrepreneurship and mentoring programs.
- Succession planning.

Small Business Support

- Increase access to small business support resources.
- Provide market and economic impact information to support business expansion.
- Diversify and globally connect businesses.

Talent

Talent Advancement

- Improved education attainment.
- Increased number of small businesses.

Talent Attraction

- Better understand young professionals who live in Northeast Michigan.
- Develop more Young Professionals groups and cultivate them as regional ambassadors.
- Create promotional tools for businesses and communities.

Talent Development

- Increase awareness of career options and training programs.
- Conduct talent development activities using a sector strategy.
- Promote USDOL Registered Apprenticeship.

Workforce Development

- Increase and diversify funding.
- Increase collaboration.

2022 Economic Development Strategy

The Village of Mackinaw City adopted a comprehensive economic development strategy in early 2022.¹⁰³ The strategy listed demographic information important to development, challenges and assets to economic growth, and detailed past economic analysis. The vision of the Economic Development Strategy was to grow permanent housing, year-round businesses, and public services, all without substantially infringing on the strong existing tourism economy. Goals that were derived from this vision include:

- Building Greater Housing Options
- Increasing Residential Taxable Value
- Attracting Year-Round Businesses and Services
- Extending the “Shoulder Season”
- Marketing the Winter Season
- Creating Incubator Space
- Partnering with Community and Economic Developers

Effort towards goals occurs through actionable, accomplishable projects. Economic development projects pursued by the Village should be flexible to accommodate changes in economic conditions or other more immediate priorities, but also require committed, intentional effort by staff, board members, volunteers, businesses, developers, and other stakeholders. Listed projects pursued by the Village are as follows:

- Become a Certified Redevelopment Ready Community
- Activate Downtown Development
- Identify Priority Redevelopment Sites
- Promote Downtown Upper Floor Housing
- Continuously Improve Village Infrastructure
- Study and Increase Enforcement on Noncomplying Uses
- Seek Partners for Business Incubators
- Encourage Succession Planning
- Develop a Business Recruitment Process
- Research Options for Residential Property Improvement
- Better build, program, and market for winter
- Update the Village of Mackinaw City Master Plan

Priority Redevelopment Sites

Current economic development trends in the state of Michigan hold more efficacious roles for municipalities in directing their growth. Previously, municipalities’ role in development involved providing utilities to sites developed or logical for future development, and adopting regulations through zoning that ensure constructed sites are consistent with the surrounding community. However, best practices have shifted to include a more targeted approach for sites important to the community, known as designating a property as a “Priority Redevelopment Site”.

Priority Redevelopment Sites are properties that are undeveloped, vacant, blighted, or in operation with the potential for impactful expansion. Priority Redevelopment Sites can be both publicly (government) held or privately owned, like existing residences or businesses. Critical to designating a site as a priority for redevelopment (or development) is the partnership of the property owner. Property owners must be willing and able to either redevelop their site to the vision established by the community or be willing to sell the property at reasonable rate (not over market value) to a developer that is interested in doing so.

Hypothetical examples of priority redevelopment sites could include vacant lots walkable to schools, parks, and grocery stores primed for denser development, blighted business buildings close to community gateways, or successful single-story downtown storefronts that can compliantly build one or two floors upwards with professional offices or residences.

The benefit of having a property developed as a priority redevelopment site for the owner is greater marketing of the site for sale and access to greater resources if engaging in

redevelopment, such as tax abatements, design consultation, and state-wide grants. The benefit to Mackinaw City in selecting sites for redevelopment is the ability to apply a community vision – the public, through direct engagement in meetings or by proxy through the Economic Development Corporation, Planning Commission, and Village Council, can determine what the existing site can be to best serve the community. Incentivizing the developer with marketing partnerships or access to financial resources could ensure that the needs and desires of the community are more thoroughly heard through the development process.

The Village of Mackinaw City is selecting sites for priority redevelopment at the time of this Master Plan. Sites will be selected by the Economic Development Corporation and approved by the Village Council. Likewise, sites will be posted to the Village website and communicated to regional and state economic development partners. Currently established priority redevelopment sites owned by the Village and available to a developer willing to construct according to the established community vision are detailed below:

Pond Street – Central Avenue Lot

A significant portion of 32 acres is available for sale to a developer willing to put quality housing on site (**Figure 8-1**). The site is currently zoned for low-density housing, though the prevalent need for housing could justify flexibility through planned unit development or rezoning. Utilities are nearby. The Village's second water storage tower is located at the south end of this parcel, as is the Cross Town Trail. Development would likely be required to occur near Central Avenue to the north. The Village would need to conduct a more thorough visioning for this site, along with launching a request for proposals (RFP) prior to sale.

Figure 8-1 Pond Street Lot & Site Rendering



Pond Street – Hiawatha Lot

22 acres of Village land (**Figure 8-2**) is available for purchase by a developer that can put mixed-use and mixed-income residential units on the parcel. The site has extensive frontage on Pond Street and Hiawatha Street. The public schools, recreation complex, library, and public access to the Straits of Mackinac are within walking distance of the parcel. The Village would launch a Request for Proposals to receive competitive offers on the site.

Figure 8-2 Pond – Hiawatha Lot & Design Renderings



Cadillac Street Lots

The Village holds 4.1 acres within a core residential area of Mackinaw City (**Figure 8-3**). These lots are near existing apartments, single-family homes, the recreation center, and the public school. The sites have access existing water and sewer mains. The community vision established for this site was listed as Coast Guard housing, though general housing proposals are encouraged. The site is appropriate for higher density housing, through planned unit development or rezoning. Through current zoning and the paving of the portion of Cadillac Street that divides these two lots, 23 standard parcels could be created, which are zoned for single, two, three, and four family homes. This gives the Village the option of seeking one developer to transform the site, or parceling the lot off to individual purchasers with specific conditions of sale (construction timelines, year-round residency requirement, buy-back clauses, etc).

Figure 8-3 Cadillac Street Lots & Design Rendering



Priority Redevelopment Areas

The Village's selection of priority redevelopment sites is an on-going practice and will maintain a current list of sites available. Sites displayed in plans such as the Master Plan or Economic Development Strategy may be sold or become unavailable. It is recommended that interested developers, investors, or residents contact the Village of Mackinaw City to learn more about current priority redevelopment sites. The following locations are priority redevelopment (or

development) areas that the Village should constantly work with to market parcels for sale, assist in seeking project funding, and offer incentives for projects that meet the community's vision and all ordinance regulations. The priority redevelopment areas align with the incentive districts seen in **Figure 8-4**.

Downtown Mackinaw City

Downtown Mackinaw City serves as the commercial hub for the Village. This area comprised of the buildings along East Central Avenue, and parcels on a portion Langlade and Nicolet. The Downtown area historically held a mix of businesses that served the needs of the community, of the region, and of tourists. Buildings that are appropriate in the area are “traditional” downtown buildings – those that are built to the side lot line, occupy most of the underlying small, narrow underlying lots, hold a commercial use on the first floor, and have upper floor office or residential uses. Common architectural patterns for developments include storefronts with recessed entries, bulkheads elevating large display windows, transom windows below the storefront cornice, upper cornices that cap the top of the façade, and pillars that horizontally break storefronts from adjacent buildings. Commercial uses should be varied in the downtown, but new ferry parking or industrial uses, such as manufacturing or storage, are not appropriate for this area. Downtown Mackinaw City holds some of the highest value per acre within the Village. Infill, redevelopment, and building expansions are needed in this location. It is imperative that future development is harmonious with the community vision for the Downtown, as laid out in this Master Plan and other policies, such as Downtown Development Plan.

General Business Area

The general business priority area is the commercial area west and northwest of Downtown Mackinaw City. This region is characterized with commercial uses less fitting for a downtown, such as minor auto repair facilities, auto parts stores, car washes, professional offices, grocery stores, convenience stores, clothing stores or tailoring services, general merchandise stores, etc. Agricultural uses and industrial uses are not appropriate for this area. Building form has less significance in this area than in the Downtown district, but structures should still be harmonious to the commercial climate in the area; novelty and thematic architecture are generally not appropriate. Green space and pedestrian pathways should be integral to new developments to softly transition between the downtown and residential districts. Parking should be carefully considered, as public parking is not available in this region. Water and sewer are readily available to parcels. Desired buildings in this area would be comprised of quality, lasting materials, provide services year-round, or provide quality housing to year-round residents or seasonal workers. Parcels ready for redevelopment in this area include underutilized or blighted buildings and vacant lots.

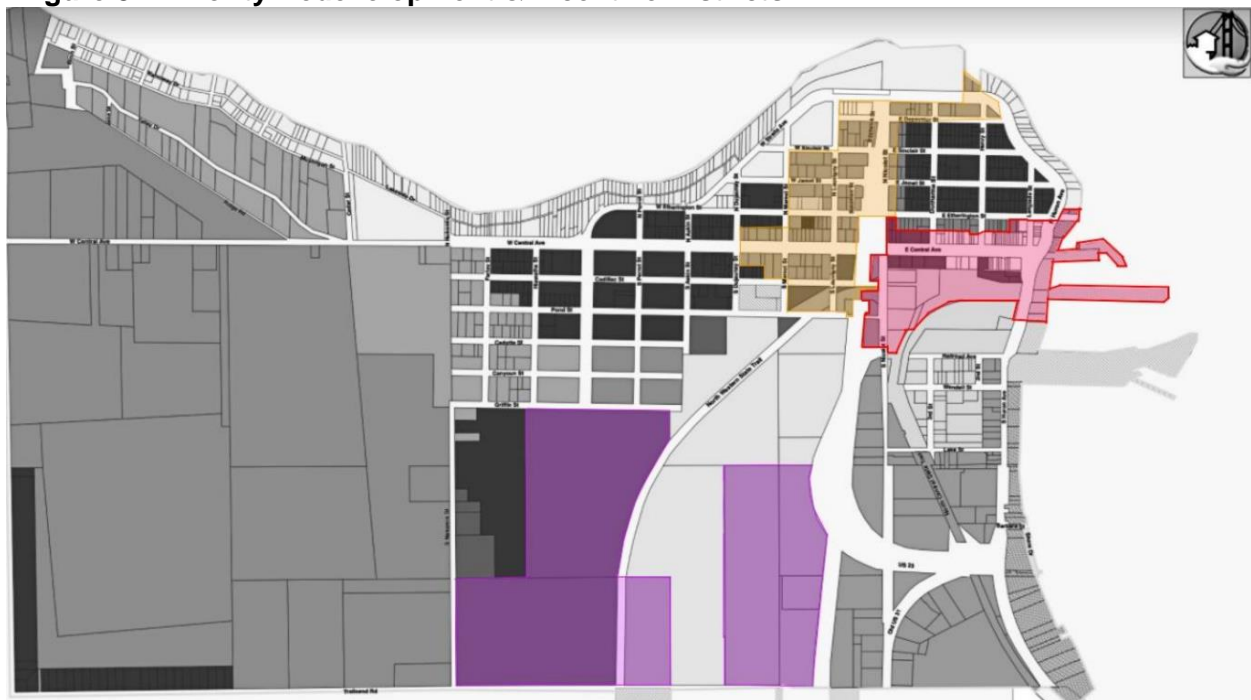
Manufacturing Area

The manufacturing area in the Village consists of a small number of large parcels in the southern part of town. At the time of this plan, much of the surface area of this district is heavily wooded. Wetlands are most likely present on parcels close to the interstate, but a delineation should occur to confirm. Developers are encouraged to transform these parcels into small-scale industrial uses, which may include green energy facilities, supply chain/logistics centers, textile manufacturing, tool shops, repair centers, laboratories, or business parks.

Incentive Policy

As a business-friendly community, the Village of Mackinaw City has adopted an incentive policy to help determine what projects are eligible for Village partnership and available financial resources.¹⁰⁴ The incentive policy, first drafted at the direction of the Economic Development Corporation, provides clear guidelines and scoring criteria utilized to judge priority of projects. The currently adopted policy favors projects that have substantial owner investment, create year-round residential units for a variety of incomes, improve the public façade of the structure, have public infrastructure benefits, create jobs, are located in designated business districts, and are inclusive, among other metrics. Location within the Downtown, Manufacturing, and General Business incentive districts (**Figure 8-4**) is not mandatory for an incentive but provides a higher score.

Figure 8-4 Priority Redevelopment & Incentive Districts



Red indicates Downtown Incentive District, Purple indicates Manufacturing Incentive District, Yellow Indicates General Business Incentive District.

Incentives can come in many forms and depend on the recommending score of the Economic Development Corporation and Council approval. Resolution of support passages, coordinated pursuit of state grants, tax abatements, in-kind service provision, and joint development agreements can all serve as incentives to favorable projects. The Village is not obligated to offer incentives on any projects and may change the incentive policy at the council's discretion.

Chapter 9 Community Sustainability

The concept of sustainable development arose out of the knowledge that the economic growth throughout the world over the past 100 years has been based on the consumption of natural resources that were not renewable, or at least not renewable at the increasing rate the world's population was consuming them. Sustainable development became a movement to encourage individual communities to recognize their role in this process and to adjust their plans to reduce their impact on these resources.

The United Nations defines sustainability as:

“A sustainable society meets the needs of the present without sacrificing the ability of future generations to meet their own needs” .¹⁰⁵

Sustainability should be tied to all aspects of intentional community planning and implementation for the Village of Mackinaw City. This includes tangible concepts like our environment and buildings, to more intangible concepts like community engagement and financial stewardship. Sharp attention to Village revenues and expenditures must occur to ensure that the Village is delivering services at expected levels of its current stakeholders, while saving for predicted infrastructure maintenance and expansion. Debts and liabilities should be managed in a manner that does not exceed tolerance levels for financial obligations or impede service provision. The Village's environmental regulations and natural resources management should ensure that our coastal, forest, groundwater, and other resources are safe and enjoyable to use for generations to come. Structures should be permitted to be built that serve our economic and social needs while minimizing land conflicts both today and tomorrow and are of a quality that can last beyond their first owner.

Communities around the United States often look for frameworks and benchmarks to begin analysis of their sustainability efforts. The concept of “Smart Growth” was first introduced as a planning principle in the 1970s to shift development narrative away from the binary question of whether growth should be considered, but what desired, needed growth would look like and what undesirable, unsustainable growth should be prevented. Smart Growth assists municipalities in building towards a community-centric future that minimizes pollution, strengthens natural features, improves health, considers aesthetics, diversifies social opportunities, and provides for all levels of economic success.

Below are the ten Smart Growth principles,¹⁰⁶ and Mackinaw City's efforts in achieving them.

1. **Mix Land Uses**

Historically, strong communities were built by permitting (or not regulating) low-impact commercial uses alongside residential uses. Residents lived in “ten-minute neighborhoods”, whereby simply walking, they could reach their places of employment, stores holding everyday goods, and park lands. With the advent of the affordable automobile, de-industrialization of the city, and suburbanization, development patterns became more car-oriented, even in rural communities like Mackinaw City. By creating a more varied mix of land uses in and around residential areas, communities can increase

the walkability of their communities, better public health, increase property values, lessen emissions from vehicles, and reduce the need of expansive vehicle infrastructure.

Mackinaw City has taken steps to promote a mix of land uses in the Village. Most commercial districts permit some extent of residential use, with the intent to increase live-work options. Commercial districts are not located far from most residential properties, with only large-lot and agricultural parcels being significantly removed from commercial corridors in the Village. Residential properties may also have commercial opportunities in the Village, with home/cottage-based industries permitted in residential areas and Residential Planned Unit Developments allowing a small portion of land to go to commercial uses. However, the Village could improve its implementation of this principle by better encouraging property owners, either through communications or incentives, to develop housing on their commercial properties.

2. Take Advantage of Compact Building Design

American communities are steadily increasing the average land needed for development activities. Since 1980, the median house size has increased 150%, despite decreasing family sizes over this period.¹⁰⁷ This results in housing that is less affordable to working members of the community and can exacerbate wealth inequalities when home sizes and values outpace incomes. Similar trends can be found in commercial retail space. Demand can be a large driver in growing land consumption, but often communities mandate minimum square footage and lot sizes that can hurt available supply of affordable properties. Minimum sizes may be justified in promoting a planned and consistent built environment, but unnecessarily large minimums only serve to keep lower-income stakeholders out of the community and artificially inflate taxable values. Instead, selecting compact designs for buildings can ensure there are minimal barriers to entry for first time home or business buyers, can increase tax revenue by having more buildings occupy the same space one large structure would, and improve drainage in cases where smaller buildings cover less of the underlying lot. Municipalities composed of compact developments will have less cost in delivering services like water, sewer, or electric, and as a result can charge users less for these enterprise services.

The Village of Mackinaw City, from a baseline perspective, has elements that resemble compact design. The 6,500 – 7,500 square foot lot sizes are more compact than can be found in townships and many other rural communities, though does not match urban communities with smaller minimum lots. Most residential neighborhoods permit duplexes, triplexes, and quadplexes, though most dwellings remain single-family houses. The Village has minimum first floor areas, which does not promote compact design, though these minimum buildings sizes are smaller than can be found in many other communities that hold minimum size requirements.

There are multiple ways the Village can compact development to increase walkability, public health, tax value, and neighborhood aesthetics. The Village could implement build-to-lot lines, permit accessory dwelling units and tiny houses, increase multiple-family zoning, enact maximum lot sizes, reduce parking requirements, incentivize residential development in medium density districts, and incentivize mixed-use structures in downtown districts.

3. Create a Range of Housing Opportunities and Choices

Smart growth notes that changing demographic and lifestyle factors are outpacing new development that fit these patterns. National trends indicate that household sizes are getting smaller, as single-adult and couples without children households continue to increase. Elderly households, uninterested in or unable to maintain large lots and dwelling sizes likewise change the potential demand for housing types and sizes. The National Association of Realtors Community and Transportation Surveys from 2013 – 2020 indicate that respondents largely prefer to live in walkable, more dense communities, and that they are willing to compromise home and lot size for their preferred neighborhoods.¹⁰⁸ Even in 2020, which saw an increase of demand for larger homes more removed from urban cores (which the NAR attributes to the COVID-19 pandemic), more individuals were willing to switch from a detached single-family home to an attached unit than vice-versa. Construction of housing types beyond single-family can help better compact development, lessen the land and resource burden of housing, and create more vibrant commercial areas.

The Village of Mackinaw City has held creating a range and variety of housing (for all incomes) as a goal in the previous two iterations of the Master Plan and will continue to do so. As noted earlier in this plan, housing options for year-round residents continue to decrease as the seasonal use of single-family homes increases. With demand for houses escalating among those with higher incomes, residents of the village (which typically make less than the median household income than those elsewhere in the State of Michigan) experience a significant competitive barrier to home-ownership. This may correlate with the decrease in workforce the Village has experienced. To address this issue, the Village has amended its zoning to permit missing middle housing, including duplexes, triplexes, and quadplexes in common residential districts. The Village also permits the construction of townhouses, cottage courts, and residential units above downtown businesses. To continue to increase housing variety, the Village should explore permitting other missing middle housing options such as tiny homes and accessory dwellings, ease or adjust dimensional zoning standards, and expand multiple-family housing districts in the Village. The Village may also pursue this Smart Growth principle by incentivizing developments that create year-round housing and livable employment opportunities.

4. Create Walkable Communities

As mentioned under the “mixed uses” principle, pre-1950 development patterns had communities built for the pedestrian scale. Neighborhoods often had essentials, such as groceries, personal care services, employment opportunities, and recreation opportunities all within a walkable distance of residential areas. Returning to these principles can increase the public health of Mackinaw City, decrease transportation costs, boost property values, and make Mackinaw City a more desirable location for year-round residents.¹⁰⁹

Mackinaw City, while not completely walkable, has made major investments in sidewalk infrastructure and will continue to do so. However, sidewalks alone do not make a community walkable. Varying land uses should be continued to be integrated across zoning districts as appropriate to reduce length and distance of trips from home. Streets should be retrofitted as needed to increase pedestrian safety and walkability. This is accomplished by increasing the number of crossings, better marking existing crossings, building out the sidewalk network, reducing lane widths, and installing traffic calming measures as appropriate. On-street parking should be encouraged during retrofits to

reduce traffic conflicts with pedestrians. Enhancing the urban canopy will create shade along pedestrian routes and develop a stronger “small-town” aesthetic.

5. Foster Distinctive, Attractive Communities with a Strong Sense of Place

Cities and villages cultivate a desired aesthetic by creating regulations around their shared vision. This is often done through form-based code. Form-based code is less restrictive on the use of a building, but more regulatory in making sure the building “fits” aesthetically and functionally in the neighborhood it exists in. This can include requiring new downtown buildings to have second floors, creating “build-to-lines” so all buildings are consistently placed, holding an intentional review of signage allowances, and requiring certain building materials and designs that are harmonious in the neighborhood. While private interest revolves around meeting a market need at the lowest possible cost, the community’s interest is to see structures built that will protect, rather than harm, adjacent property values, will last for generations, are of a quality that remains desirable in changing market conditions, and promotes the attractiveness of Mackinaw City. Sense of place can likewise be cultivated through park improvements, increasing the vibrancy of commercial corridors, and maintaining the character of our natural and built environment, like the Mackinac Bridge and the Straits of Mackinac.

Mackinaw City has made small steps towards fostering a distinctive sense of place. The Marina Commercial district has light form-based code that applies to roof pitching, architectural features, and exterior building materials. One of the downtown districts holds regulations on the number and width of doors along front walls. Recent missing middle housing ordinances have ensured that higher density housing structures will be built to resemble large single-family homes, including window coverage requirements, rear-parking and exterior access regulations, roof-pitching, and landscaping mandates. However, form-based code requirements should be expanded to ensure that investment in Mackinaw City is of a quality that fosters a lasting sense of pride. The downtown commercial area has a conflicting variety of architectural designs, with structures taking on Victorian/Edwardian, Rustic, Art Deco, Novelty, and Modern styles. Consistency through form-based code or façade incentives can create a uniform, but flexible, vision for the downtown. Mackinaw City has implemented successful place-making programs for its businesses, including a Village Street Café permit and outdoor sales and display that mix commerce with the pedestrian experience. Lastly, investment in numerous parks integrate nature and recreation into Mackinaw City’s place-making efforts.

6. Preserve Open Space, Farmland, Natural Beauty, and Critical Environmental Areas

Open spaces, natural features, and critical environmental areas in communities are necessary for a strong, varied small town. These areas maintain wildlife corridors, combat strong winds, control air pollution, diffuse runoff and stormwater, and protect our groundwater resources. Smart Growth calls for the inventorying and protection of open space, farmland, and environmental areas that, once lost, may never come back. Development in protected areas may have unmanageable and expensive negative externalities.

Mackinaw City maintains a wellhead protection plan, holds a conservation reserve zoning district, an agriculture district with a buffering large-lot residential area, and requires properties to control and remove pollutants on site. Residential areas along the coast have greater setbacks to protect the great lakes coast, though other measures, such as

ordinances restricting shoreline hardening, could be explored. Many commercial districts have greenspace requirements to limit impervious lot coverage, however; residential areas do not have limitations to their impervious paving. Commercial areas in Mackinaw City also have required setbacks that mandate open space between buildings and create a consistent pattern of development in the Village.

7. Strengthen and Direct Development Towards Existing Communities

Communities that are intentional about their growth maximize the value of their infrastructure investments. Urban developers of the 1950s chased the lowered costs of greenfields located in less-taxed townships over existing brownfields for their projects, which destabilized neighborhoods and prevented further private investments. Communities now understand the liability that unproductive brownfields can have and seek to remediate and rehabilitate them to bring in new business and prevent costly water and sewer expansions to unnecessary areas and large, forested sites.

Mackinaw City enacted the Brownfield Redevelopment Authority in the early 2000s with the goal of partnering for incentives and grants for private site clean-ups and rehabilitations. This board has been inactive in the time since. Recently, Mackinaw City has been itemizing its priority redevelopment sites, selecting sites for infill along active water and sewer mains. Private property owners have and will continue to be solicited for redevelopment projects that can remove blighted structures from high-value commercial and residential areas. Should redevelopment stagnate, the Village Council has the authority to take more serve blight remediation and removal efforts, at the property owner's expense. Members of the public who engaged in the public input activities for this Master Plan noted a desire for additional pressure on property owners to better maintain their structures.

8. Provide a Variety of Transportation Options

Transportation options and availability may influence an individual's choice to walk, bike, drive, or take public transit on their trip. Without streets designed for the safety and comfort of pedestrian users, residents may only opt to use passenger-vehicles. This creates further strain on on-street and off-street parking, requires greater land devoted to parking, further increases unproductive land use (and bears an economic cost to the Village and property owners), and can increase traffic accidents. A greater number of cars on the road will have a net impact on environmental factors such as air quality, wildlife populations, and contaminated runoff. These negative effects will likewise occur if intentional bicycling options are not available. Sustainable communities design and develop their streets, policies, and programs to disperse travelers through the best travel option suited for the distance and ability of the user.

The Village of Mackinaw City is committed to improving streets to be as multi-modally accommodating as possible. This involves using complete street design concepts to accommodate walking, bicycling, and driving. Sidewalks are required by new developments, unless explicitly waived by the Planning Commission. A zoning incentive was recently added to Village Ordinances, reducing parking requirements for developers that install quality bicycle parking infrastructure. Public transportation is not likely not feasible in the Village due to low population density; however, private and public partners offer regional transportation options, such as the Friendship Centers of Emmet County, Straits Area Ride, and Indian Trails. More local shared transportation is available to users

of the private ferry companies and the Odawa Casino. The Village supports efforts to promote ride sharing and bussed transportation.

9. Make Development Decisions Predictable, Fair, and Cost Effective

Private development of land can be a risky venture for property owners and investors. To construct a building, a culmination of an idea, design concepts, building plans, financial projections, the raising of private equity, and construction management all need to be perfectly executed. This occurs in tandem with conforming to regulations set by the federal, state, and local governments. Local municipalities set their ordinances to reflect the public's vision for their communities; those seeking to develop in alignment with these regulations should be viewed as partners in this shared vision. As such, development decisions should be transparent, predictable, fair, and cost effective to ensure that developers seeking to install productive and lawfully placed structures have an expedited and hassle-free approval process. In the same vein, developers seeking to build in a manner not in conformity with local ordinances should be informed of future denial as soon as nonconformities are identified. This can allow for more time to refine site plans to meet ordinance standards, seek variances before further project funds are committed, or signal to the developer that Mackinaw City is not the right community for their project.

Mackinaw City has made great strides in making a predictable, fair, and cost-effective development review process. Site plans are usually reviewed solely by the Planning Commission, which increases the likelihood of a single-meeting review and removes the potential political pressures members of the Council may face if asked to review a site plan. Site plans are pre-reviewed by the Zoning Administrator, and compared against each applicable zoning ordinance, ensuring a fair and transparent process. The Zoning Ordinance is available online, easing access for those interested in the review criteria. Mackinaw City's development review costs are typically below or competitive with other Michigan municipalities.

10. Encourage Community and Stakeholder Collaboration in Development Decisions

Ultimately, the goal of development policies and regulations, such as this Master Plan, is to bring the public's vision for the community to an actionable, enforceable state. As such, it is critical to extend the public's participation to development reviews that may not fit archetypical uses permitted. Requests that bring significant change to the community, such as rezonings, variances, planned unit developments, and special uses all should include options for public involvement. Full community buy-in can only be obtained when they are notified and consulted, and even contentious zoning decisions that may split public opinion can be more accepted by the community when all have a chance to share their perspective.

Stakeholder engagement and collaboration is fully championed by the Village of Mackinaw City. Public hearings are held for rezonings, variances, interpretations, planned unit developments, special uses, ordinance amendments, and major public projects. Following state law, the Village notifies the public of these meetings by sending letters out to properties within a 300-foot radius and posts the meeting notification in the local newspaper (*the St. Ignace News*). All meetings are posted online to the Village of Mackinaw City's website. The Village has created and maintains a public participation plan that spells out input policies and different types of stakeholder engagement.

Green Communities Challenge

While many small, rural communities may not have the capacity or public mandate to make sustainability a priority, the Village of Mackinaw City understands that its placement and service to its residents, region, and the State of Michigan requires it. As such, the Village has signed on to Michigan Green Communities Challenge. The program is a sustainability framework established by the Michigan Department of Environment, Great Lakes, and Energy, Michigan Municipal League, Michigan Economic Development Corporation, and other statewide entities. Not all 127 goals in this framework are suited to a community of Mackinaw City's size; however, there are impactful recommendations within this framework that will protect the Village's natural resources and support utilizing the built environment for present needs without jeopardizing future access. The Village of Mackinaw City received a bronze certification in 2022 for its efforts towards becoming a green community.

Below is a list of 25 accomplishable challenges that fit with Mackinaw City's capacity and needs:

- ❖ Incorporate measurable sustainability targets and indicators into an existing community master plan.
- ❖ Incorporate sustainability, energy use, green building standards, and/or climate metrics into capital improvements planning.
- ❖ Establish an internal sustainability team, made up of staff from different departments as relevant, to coordinate municipal sustainability initiatives.
- ❖ Establish an external sustainability team (or broaden the original internal sustainability team) to include participation from community members, especially underserved and/or traditionally marginalized residents, who will identify and make recommendations on actions the municipality and community can take to reduce environmental impacts and improve overall sustainability.
- ❖ Staff, municipal commission/council members, and/or volunteer board members attend regular diversity, equity, and inclusion (DEI) training as part of their service/employment.
- ❖ Incorporate environmental justice implications and opportunities in planning and zoning documents.
- ❖ Participate in the Michigan Green Communities Network and share your community's successes and/or lessons learned.
- ❖ Provide incentives, support programs, and/or educational resources for businesses, households, and landlords to make improvements to properties that reduce GHG emissions and/or improve household-level resiliency to climate change (e.g., screens on windows & porches, improved insulation, tree planting, home gardening, bioswales, improved drainage & pervious surfaces).
- ❖ Track energy use for all municipal buildings using ENERGY STAR Portfolio Manager.
- ❖ Track local water use for all municipal buildings using ENERGY STAR Portfolio Manager.
- ❖ Adopt policies and/or ordinances that support renewable energy projects on private property (e.g., solar/wind ordinance, renewable energy overlay zones, expedited permitting).
- ❖ Create an inventory of municipal owned street lighting.

- ❖ Replace most municipal owned traffic signals, street lighting, and/or parking illumination with energy efficient lighting technologies (e.g., LEDs and other technologies of equal or greater efficiency).
- ❖ Adopt and enforce an anti-idling policy for the municipal vehicle fleet.
- ❖ Incorporate smart growth principles in community planning, policies, and zoning ordinances.
- ❖ Audit zoning, subdivision, and related development codes to remove barriers to sustainable land use (e.g., barriers to increased density).
- ❖ Adopt zoning ordinances that allow for infill housing development.
- ❖ Implement low impact development practices, habitat protection, and native species preservation on public properties/lands.
- ❖ Update ordinances to include specific sustainability measures such as natural features protection, wetlands preservation, green building practices, or other relevant resource protections.
- ❖ Acquire or provide support for private purchase of ecologically valuable parcels and habitat in your community.
- ❖ Update economic development incentive policies to encourage green buildings, green infrastructure, low impact design, and density.
- ❖ Conduct a community wide brownfield audit of public- and privately-owned properties.
- ❖ Use brownfield clean-up and redevelopment processes to further community sustainability goals.
- ❖ Redevelop or remediate at least one brownfield site.
- ❖ Adopt a Health in All Policies (HIAP) approach to municipal programs, projects, and decision making.

Chapter 10 Community Character & Sense of Place

A community's character is composed of the attributes, assets, and liabilities that make it unique and recognizable. In this sense, a community character can be thought of as an area's identity. The things a visitor may say to others after their trip to Mackinaw City is community character. The after-school programs a family signs up for contribute to community character. The reasons a business may choose Mackinaw City for their expansion and investment are facets of community character. Character can be perceived or objective, and positive or negative.

To inventory what the community character the Village of Mackinaw City holds, descriptive assets of the Village are listed below. These are structures, places, features, or services that may make our community feel like home to those that live here, or conversely, may be things that contribute to our identity in a less-desired way.

Descriptive Elements Contributing to Community Character:

- ❖ Public access to water in both Emmet and Cheboygan Counties.
- ❖ Business Districts with over 130 unique businesses throughout the Village. While establishments are varied and include professional services, contractors, and stores selling essential goods, most businesses and employment opportunities are service and accommodation-based, with a strong emphasis on tourism. Establishments typically have a small number of employees.
- ❖ Over 1000 estimated workers employed in the summer months, with less than 300 positions filled locally.
- ❖ Walkability features that include 4 miles of brick paver sidewalks, 14 total miles of sidewalks, flower plantings, over 200 decorative streetlights, and street furniture.
- ❖ Local and state-operated marinas.
- ❖ Community festivals and special events, such as the Labor Day Bridge Walk, Fort Michilimackinac Reenactment, Memorial Day Parade, Christmas Parade, and more.
- ❖ A three block downtown with four lanes accommodating traffic and four tiers of parking separating the two sides of Downtown.
- ❖ 22 Village operated recreation facilities, parks, or waterfront access points.
- ❖ Eight parks operated by the State of Michigan, County, or non-profit organizations.
- ❖ Tree and shrub canopy of 54% of the Village.
- ❖ Impervious paving of 16% of the Village, including 7.2% consisting solely of parking.
- ❖ Housing that is primarily devoted to single-family use.
- ❖ Many housing units that are officially "vacant;" over 40% of all units are devoted to seasonal housing (seasonal residents & seasonal employee housing).

Critical to understanding the Village's community character is understanding *perceptions* of the community character. Character is a subjective term that often lies in the eyes of beholder, with opinions being generated not solely based on the assets available, but on their importance to the social fiber of the user. Each resident or business may value assets differently than the next and hold difference in opinion on what is defining for our community. Likewise, more complex factors beyond the existence of an asset may impact the perception of an asset, such as its level of maintenance, how it is marketed, if other patrons enjoy it, and its interconnection with surrounding assets.

The Village conducted numerous public input activities between 2021, 2022, and 2023. The Planning Commission held a Visual Preference Survey (VPS), which logged public interest in various architectural elements and developments.¹¹⁰ A Winter Walkthrough Workshop (WWW) was held twice, which allowed members of the public to positively, neutrally, or negatively interact with different prompts relevant to planning and zoning in Mackinaw City.¹¹¹ A Summer Mailed Survey (SMS) was conducted to collect the aspirations stakeholders have for the Village's future.¹¹² Other collected pieces of public input occurred in the recent activities of the Economic Development Corporation, which included their own Visual Preference Survey utilized for the Development Incentive Policy,¹¹³ and a Marketing Survey (MS) that aided in the creation of the Village's Marketing Strategy.¹¹⁴ In total, 171 responses were collected along varying public input activities. The reports from these activities are available on the Village's website or upon request to the Community Development Department. Below is a list of the perceptions of the identity and contributing factors to the character of the Village of Mackinaw City.

Perceptions of Mackinaw City and its Identity from its Stakeholders:

- ❖ A haven for those who enjoy outdoor recreation. Opportunities available for both users and businesses seeking to capitalize on Northern Michigan's natural resources. (MS)
- ❖ Waterfront access is available to all. (MS)
- ❖ A small, highly rated school district. (MS)
- ❖ Cultural heritage tourism from world-class museums and historical sites. (MS)
- ❖ A satisfactory number of parks with opportunities for facility development. (WWW)
- ❖ A satisfactory number of sidewalks and trails. (WWW)
- ❖ Roads that are comfortable to drive on but not in great condition. (WWW)
- ❖ Gateways to the Village that are not aesthetically pleasing. (WWW)
- ❖ Scattered uses and imagery that create discord among natural features, tourism, and residential uses rather than synergizing these priorities. (MS)
- ❖ A main street that is safe for pedestrians but lacks aesthetic appeal comparable to other small towns. (MS, WWW)
- ❖ A downtown area that has enough parking spaces, but is not enjoyable to park in. (WWW).
- ❖ An oversaturated retail market with similar, competitive goods and lacking essentials. (MS, WWW)
- ❖ A place of economic importance for tourism (MS)
- ❖ An emphasis on courting tourism over other activities and industries. (MS, WWW)
- ❖ Preeminent tourism activities can drive away local and regional consumers. (MS)
- ❖ A lack of year-round opportunities for consumers and businesses. (MS, WWW)
- ❖ An insufficient number of available housing units, increasing number of units owned by concentrated few, and inflated cost of housing that is available. (MS, WWW)
- ❖ Workforce housing located in areas that are not harmonious with this use. (WWW)
- ❖ Many vacant commercial buildings. (MS)
- ❖ Numerous buildings require greater blight enforcement. (WWW)

While the above might chronicle the current perceptions of Mackinaw City from its residents and businesses, these same public input sessions also collected the thoughts and aspirations of what the Village's stakeholders believe the community can become. Listed below are some of the indicated opportunities the Village has to improve its community character and better align with the vision Mackinaw City stakeholders has set.

Aspirations of Mackinaw City's Community Character and Sense of Place:

- ❖ Having a variety of housing types at varying price points, including options to both rent and buy. (WWW, MS)
- ❖ Planning for workforce housing in appropriate locations and in an intentional manner. (WWW, VPS)
- ❖ Retaining educated youth and attracting year-round talent for the Village's labor force. (SMS)
- ❖ Downtown buildings that are filled year-round, hold everyday goods and services, and cater to both tourism and local consumers. (WWW, SMS)
- ❖ Multi-story downtown buildings with residential uses on second and third floors and retail and services on the first. (VPS)
- ❖ A Downtown that is pedestrian-oriented in street layout, safety features, and amenities, including sidewalk furniture and outdoor dining. (VPS)
- ❖ An emphasis on form – commercial buildings with a thoughtful, unifying architecture rather than novelty architecture or utilitarian function. (VPS)
- ❖ Regulations that permit businesses to have an appropriate number and size of signage that do not impact traffic safety and increase visual competition, while reducing anti-aesthetic clutter. (VPS, WWW)
- ❖ Commercial parking that is paved, maintained, and landscaped. Parking structures are encouraged if in appropriate areas and have architectural features and other commercial uses. (VPS, WWW)
- ❖ Small-lot residences built along a consistent setback with off-street parking of narrow driveways and garages. Similarities in placement are encouraged, as are varying house designs and exterior facades. (VPS, WWW)
- ❖ Additional density through “missing middle” housing (triplexes, quadplexes, cottage courts, accessory dwelling units). Multi-family structures that look like large single-family homes are preferred. (VPS)
- ❖ Mature street trees along residential corridors. (VPS, WWW)
- ❖ Streets that are maintained and safe for all users, including pedestrians, bicyclists, and motor-vehicle drivers. (WWW)
- ❖ Gateways into the community that serve to beautify the area and increase perception of Mackinaw City's charm. (WWW)
- ❖ A greater number of events & activities downtown (SMS)
- ❖ Active and passive recreation options for those of all ages. Recreation programming and community education offerings as feasible. (WWW, SMS)
- ❖ Increasing tourism that occurs during the winter “off-season.” (SMS)
- ❖ Continued public waterfront access in both commercial and residential areas of the Village. (WWW)
- ❖ Development along the coast of the Straits that respects past, present, and future shoreline locations. (WWW)
- ❖ Creating a welcoming and inclusive community. (SMS)

The Village acknowledges the importance of community character and a unique sense of place in maintaining a vibrant community. The challenge moving forward will be to protect the assets that make the Village a wonderful place to live, visit and conduct business while establishing goals and objectives that will allow for continued improvements to physical design and walkability, support economic growth, spur entrepreneurship, encourage diversity, utilize technology, develop transportation opportunities, and continue with green initiatives and sustainability efforts. The following chapter lists community goals to help Mackinaw City better achieve the sense of place and character its residents call for.

Chapter 11 Community Goals and Policies

The purpose of this chapter is to set forth Mackinaw City's goals and policies to guide future development. In developing community goals and objectives, it is important to analyze existing community characteristics, such as: social and economic features, environmental resources, available services and facilities, and existing land use. In addition to examining existing characteristics, several important tools in the development of community goals and objectives were utilized during the planning process, including: identifying community assets and problem areas, reviewing the goals of existing community plans, and seeking public input from the community.

Preserve Village Character

Goal 1: Maintain and enhance the Village's distinctive character and sense of place.

Objectives

- Develop design standards that promote development that is consistent with the style, bulk and setback of existing buildings.
- Promote development that respects the scale and pedestrian orientation of the Village.
- Develop a comprehensive "way finding" signage program to direct motorists, pedestrians, cyclists, and snowmobilers to major areas of interest within the Village.
- Continue the development and maintenance of streetscape corridors within the Village that improve landscaping, provide community art opportunities, provide places for people to sit and enjoy the community and meet with visitors and neighbors.
- Continue landscape and signage improvements that improve the appearance of community gateways; discuss with Michigan Department of Transportation (MDOT) the ability to complete landscaping improvements along I-75 exit points.
- Study the feasibility of "round-a-bouts" and other traffic control options at the east end of Central and at the Nicolet and Central intersection.

Goal 2: Strengthen the social and civic characteristics that make the Village an attractive community in which to work, live and visit.

Objectives

- Continue partnerships with nonprofit community organizations to plan, promote, and implement community events and festivals.
- Continue partnerships with nonprofit community organizations to grow membership, implement projects, and synergize efforts for services.
- Promote opportunities for volunteerism within the community.
- Promote public participation in the preparation and review of Village plans.

Goal 3: Promote the historic character of the Village.

Objectives

- Identify areas of the Village to determine historic importance.
- Support private efforts at preservation of historical structures and sites.
- Evaluate public improvements for their impact on adjacent historical areas.

Residential Development

Goal 1: Create a range of housing opportunities and choices for residents of the Village.

Objectives

- Ensure an adequate supply of property that is properly zoned for various densities and types of residential development.
- Promote integration of residential use into multi-use developments through Planned Unit Developments.
- Review standards for employee dormitories/housing.
- Provide housing opportunities for all economic income levels.
- Permit multiple family housing in limited business districts, or rezone parcels to Multiple-Family Zoning where appropriate.
- Market and sell excess property owned by the Village to developers seeking to add a range of housing types and price points. Ensure this property is developed in a manner thoughtful to the surrounding neighborhoods.

Goal 2: Preserve the structural integrity and appearance of existing homes.

Objectives

- Maintain proper code enforcement and continual review of property maintenance codes to address issues as they arise.
- Provide funding for improvements to homes through involvement in federal and state housing rehabilitation programs.

Goal 3: Ensure that new development is of a high quality in design, materials and construction.

Objectives

- Promote development that reflects the Village's small-town character.
- Require preservation of open space where appropriate to preserve natural features such as wetlands and floodplains.
- Establish appropriate architectural and landscape standards for new development and redevelopment projects.

Goal 4: Provide adequate infrastructure to support a high quality of residential life.

Objectives

- Incorporate pedestrian infrastructure, such as sidewalks, that links residential areas with the downtown, parks and adjacent neighborhoods.
- Consider availability of water and sewer when hearing rezoning requests or ordinance text amendments that increase densities or reduce lot sizes or setbacks.
- Promote appropriate infill of vacant areas within residential neighborhoods.

Goal 5: Protect single family residential uses from off-site impacts of surrounding uses.

Objectives:

- Provide for adequate buffering of, or transition between, commercial and industrial areas and residential neighborhoods.
- Prohibit incompatible uses from residential areas, while allowing for a mixture of uses in appropriate areas that supports economic vitality.

- Prevent and intervene on housing that non-compliantly exceeds zoned density. Educate homeowners and realtors on density regulations in Mackinaw City.
- Provide appropriate locations for non-single family residential uses.

Goal 6: Protect the residential character of neighborhoods.

Objectives:

- Review setback and height standards to determine that standards reflect and protect the character of neighborhoods.

Business and Commercial Development

Goal 1: Promote a mix of business and commercial uses that provide greater year-round economic activity.

Objectives

- Review zoning regulations to ensure that provisions to promote mixed use are appropriate.
- Review zoning regulations to permit commercial uses that support a year-round community.
- Evaluate parking limitations to residential development within the commercial areas.
- Consider development bonuses as a strategy to encourage commercial uses with a lower lease rate threshold for housing.
- Evaluate parking standards to determine parking ratios needed for various commercial uses.
- Review the use of Planned Unit Developments (PUD's), overlay zones, and/or formed based codes to protect and enhance existing commercial areas.

Goal 2: Continue to emphasize the pedestrian and bicycle orientation of the Village commercial areas.

Objectives

- Attract auto service businesses to commercial districts outside of downtown.
- Evaluate future development proposals for their connection to the existing pedestrian and trail network.
- Continue investment in sidewalk, trailway, and streetscape improvements that enhance the pedestrian and bicycle experience.
- Promote the development of businesses in the downtown area close to the sidewalk to support the standards of a "Walkable Community".

Goal 3: Continue to reinforce the Village's sense of place.

Objectives

- Coordinate planning for unified parking walkways signage and streetscape design and location.
- Evaluate development based on impacts to community character.
- Ensure commercial developments continue to adhere to their approved site plans.
- Utilize enforcement practices to ensure commercial properties are blight-free and do not detract from adjacent properties and the surrounding neighborhood.

Goal 4: Provide opportunities for new commercial development in a manner that recognizes the overall character of the area.

Objectives

- Support development that promotes the use of quality materials and promotes the community's character as a pristine waterfront community.
- Support development of businesses that build on the area's natural features, summer, and winter opportunities.
- Support development that promotes economic sustainability, environmental sustainability, economic diversity, acknowledges the Village's community character and creates opportunities for the citizens and visitors of the Village.

Goal 5: Protect and enhance the Village's existing commercial development.

Objectives

- Review zoning requirements to assure uniform quality of development/ redevelopment and promote an efficient and streamlined review process.
- Review existing zoning standards to determine the tools available to encourage improvement and redevelopment of existing commercial areas within the Village.

Industrial Development

Goal 1: Encourage industrial developments that are diverse, clean and are complementary to the Village's cultural, historic, and natural character.

Objectives

- Prepare plans for development and funding of site improvements through Community Development Block Grant (CDBG) provisions.
- Promote the Village's quality of life to attract industries and businesses.
- Pursue the recruitment of industry and businesses that complement the Village's existing visitor economy and protect the Village's character and sense of place.

Goal 2: Protect industrial development from encroachment of incompatible land uses.

Objectives

- Identify potential industrial sites and zone them for industrial uses. Rezone industrial sites that do not have infrastructure for development and are not the target of long-range capital planning.
- Coordinate future capital improvement planning to provide necessary infrastructure to future industrial sites.

Parks and Recreation

Goal 1: Provide park and recreational opportunities for residents of all ages and abilities.

Objectives

- Ensure adequate barrier-free access to all parks with an emphasis on waterfront parks.
- Improve non-motorized connections to the parks.

- Establish dog-friendly parks after careful review of location, adjacent uses, and existing assets.
- Expand year-round family-oriented youth and senior citizen activities and amenities to the parks and recreation system.
- Reinvent, rename, redefine, and if necessary renovate the recreation center.
- Continue development of the Heritage Village/Nature Park.

Goal 2: Incorporate natural features into recreational facilities.

Objectives

- Identify and protect open space and natural features in existing parks.
- Identify open space and natural features for possible incorporation into the park system.
- Provide opportunities for future developments to connect natural features to the Village's "green infrastructure" through a village greenway.

Goal 3: Provide access to the lake.

Objectives

- Continue to seek waterfront land for additions to the public park system.
- Further activate waterfront accesses along Lakeside and Wawatam as clear public access to the Straits. Communicate improvements to the nearby community and seek local input in these efforts.
- Establish and communicate clear guidelines for beach cleaning so that they are enjoyable and protect the natural features as required by environmental laws.

Goal 4: Use Village park facilities as a method of enhancing community character.

Objectives

- Enhance facilities and aesthetics of existing parks.
- Promotion of tree plantings within the Village parks and streets.
- Continue with tree inventory updates and utilize designation as a Tree City to raise awareness of their importance in beautification of the Village and long-term health of our environment.
- Develop policies that preserve valuable natural and cultural assets that are either already in the park system or in need of acquisition as a park.

Goal 5: Promote Village recreation programs and facilities.

Objectives

- Establish a marketing campaign to communicate the recreational assets to the target audiences of residents of all ages, visitors and business owners.
- Expand the parks system to include blueways/water trails and develop maps and web links to market these amenities.
- Build partnerships with other local units of government, agencies, organizations, and businesses to provide recreation facilities and programs to residents and visitors.

Natural Resources

Goal 1: Protect sensitive natural resources from inappropriate development.

Objectives

- Require natural feature inventories for new developments near sensitive natural resource areas.
- Consider potential for groundwater contamination as part of rezoning and special use decisions.

Goal 2: Enhance future development through incorporation of natural features.

Objectives

- Link natural features and open spaces to create a greenway system.
- Encourage development that preserves open space.
- Establish landscape standards that encourage the use of vegetation that compliments existing natural areas.

Goal 3: Preserve open spaces, natural beauty, and critical environmental areas.

Objectives

- Identify sensitive environmental areas and waterfront accesses and target them for public purchase or establishment of private conservation easements.
- Establish standards that minimize disruption of natural site topography and drainage.

Goal 4: Increase public awareness of environmental impacts of development.

Objectives

- Educate landowners on techniques for reducing nutrient run-off and erosion from everyday activities.
- Educate landowners on appropriate landscaping in areas adjacent to the lakeshore and other environmentally sensitive areas.

Public Utilities and Services

Goal 1: Maximize the Village's current investment in the municipal infrastructure.

Objectives

- Direct future development to areas with existing adequate infrastructure.
- Loop existing water mains to improve pressure and water quality.

Goal 2: Coordinate future expansion of utilities.

Objectives

- Develop long range plans for extension of water and sewer into unserved areas and integrate into the Village capital improvement plan.
- Evaluate future development plans for conformance with long range utility plans.
- Identify future funding options, including future economic development projects, for expansion of water and sewer facilities.

Goal 3: Provide the level of community services necessary to support a high quality of life for residents.

Objectives

- Identify opportunities for sharing community services with adjacent municipalities, the county, state and non-profit organizations.
- Evaluate future development proposals for impact on the capability of existing services to meet the increase in demand.

Intergovernmental and Public/Private Collaboration

Goal 1: Promote cooperation with adjacent municipalities and the county to promote regional development.

Objectives

- Actively participate in review of master plans of adjacent municipalities and the county.
- Promote joint training with adjacent municipalities and the county on issues such as growth management and resource protection.

Goal 2: Coordinate review of proposed development with adjacent municipalities.

Objectives

- Cooperate with adjacent municipalities to review development requirements and capital improvement plans and eliminate unnecessary conflicts or differences in requirements.

Goal 3: Encourage community and stakeholder collaboration.

Objectives

- Provide opportunities for stakeholders and developers to collaborate in development of master plan updates.
- Encourage stakeholder participation by partnering with organizations that provide local news to the general public or members.
- Continue to update the Village's Public Participation Plan.

Transportation

Goal 1: Maintain an effective street system.

Objectives

- Establish access management standards to maintain street capacity and minimize traffic conflicts.
- Maintain street inventory and asset management program.
- Evaluate the traffic impact of future large projects as part of site plan review process.

Goal 2: A non-motorized and recreation trail network linked to a regional trail system.

Objectives

- Develop links between schools and residential areas to promote safe routes to school and between neighborhoods.
- Continue efforts to connect Village trails to regional networks.
- Implement recommendations from Walkability Audit.
- Require sidewalks and/or trails to be incorporated into projects where appropriate and maintain sidewalks in residential and commercial districts.

Goal 3: Maintain inter-city transportation connections.

Objectives

- Promote convenient access to existing bus and regional transit services.
- Collaborate and offer input in regional and county transportation efforts.
- Continue to integrate ferry service facilities into the commercial shoreline development.

Goal 4: Adequate parking facilities.

Objectives

- Review existing parking standards to determine proper parking ratios for districts and development uses.
- Encourage use of shared parking for new uses and redevelopment of existing sites.
- Permit multi-story public parking facilities. Encourage developers and businesses to invest in landscaped, aesthetically-pleasing parking structures with mixed-uses.
- Prohibit the paving and use of surface lots in areas not already established.
- Improve Village parking facilities in public lots, near parks, and along streets.
- Identify opportunities for Village and private partnerships in providing necessary parking.

Government

Goal 1: Develop a diversified tax base to fund local government.

Objectives

- Conduct financial analysis to understand areas the Village may be under-collecting in potential revenue and where expenditures may be redundant or excessive.
- Continuously seek grant awards when possible to supplement tax revenues.
- Offer tax incentives to residential and commercial developments for projects that meet incentive policy criteria and have contributing funding from the State of Michigan.
- Diversify the Village's tax base by creating new funding sources.

Goal 2: Consider reclassification of the Village of Mackinaw City from a village to a city.

Objectives

- Reorganize local government to be broader based, more participatory, and better able to serve business and residents.
- As part of the Village's reorganization the Village should consider annexation of Mackinaw and Wawatam Townships in to the new city of Mackinaw City. Such annexation would match city boundaries and encompass business and residential developments with the actual "community" of Mackinaw City. The purpose of annexation would be to more efficiently offer governmental services to all residents and businesses of the new all-encompassing Mackinaw City and at the same time broaden the base of tax payers participating in providing those services.

Chapter 12 Future Land Use Recommendations

Introduction

One of the most important parts of a Master Plan are the future land use goals. This discussion includes a review of current ways land is being used, goals for how land should be used in 20 years with graphic representation of these future land uses in the future land use map. These goals should be adhered to when changes in local ordinances are contemplated. These goals are not laws, but they guide the creation of those laws. The most direct relationship this Master Plan has in determining local laws is between this chapter, Future Land Use, with the zoning ordinance, which is the law that most directly impacts land use. State laws require that municipalities with a zoning ordinance have a Master Plan in place to guide the implementation of a zoning ordinance.

Obviously, nobody can predict what will happen in the next 20 years. This vision and, hence, this Master Plan should be amended as changes occur in the Village that significantly alter the availability of services, traffic patterns, surrounding land uses, regional and national market changes, or shifts in community goals.

The future land use map was developed with consideration for community goals, as developed during a variety of public input processes. This map and future land use goals reflect current land use patterns and good planning principles. The following are a summary of factors considered in developing the future land use map and goals:

Existing Land Use

Most communities have somewhat distinct land use areas that can be divided into, at least, commercial and residential uses. These are often incompatible uses in such a way that some separation is desired. However, in most communities the people who live in the residential areas are the same people who visit the commercial areas, since these residents are the clients of the commercial businesses. In Mackinaw City, commercial corridors are not only designed to accommodate the local population but are designed to accommodate the Village's large tourist population which can exceed 1.5 million visitors each year. Clearly there is a unique relationship between land uses in Mackinaw City which requires special consideration.

Fewer commercial land uses exist in residential neighborhoods than they did 20 years ago. As these uses have been abandoned the structures have been converted back to residential uses. In one area, along Lake Street, more uses are changing to commercial and office space. This is an area where some retail expansion could be both affordable and lucrative.

The west side of town includes many undeveloped parcels. The middle of the Village, south of Central Avenue includes many areas of wetlands and other types of soils that are less than desirable for construction. In fact, many of these areas are important natural resources because they support a healthy ecosystem.

Natural and Historic Resources

Natural and Historic resources are perhaps Mackinaw City's most valuable assets. Both attract residents, business owners, and visitors alike. The most difficult task for Mackinaw City in the coming years will be balancing the desire for growth of residential and commercial uses and the

essential need to preserve the natural and historic resources. Both resources are protected to some extent by state and national laws, but there are a surprising number of historic buildings and natural resources that are not protected as well as would be expected.

More local ordinances can be established to protect these resources.

Existing Zoning

Zoning in Mackinaw City meets many of the goals of the Village. The zoning is thorough for a small town but is necessary due to the intense commercial development. The relatively new concept of form-based codes should be considered for the downtown to protect the character of the building aesthetics and allow for some flexibility in design.

Existing zoning laws require commercial development proposals to be well documented and include a thorough process of review. However, more local awareness of environmental assets in the Village is needed. Local review of more environmental aspects of commercial and residential development would ensure long-term protection of these resources.

For the most part, the zoning laws are meeting most land use goals but they should be modified to protect natural resources more, protect residential neighborhoods, allow appropriate home based businesses, permit greater and varied housing in harmonious areas of the Village, allow appropriate improvements in the downtown, and protect lakefront natural resources.

Existing Incompatible Uses

With so many visitors coming to Mackinaw City, it is a challenge to retain a sense of community. The community has consistently supported insulation of residential uses from commercial. The homes of the northeast neighborhoods are the closest to the summer tourism activity and deserve special attention. On the west side of town, there is a strong residential character and very little commercial conflict with these areas. The potential for commercial uses along West Central Avenue's first three blocks west of I-75 should be carefully zoned to protect the residential uses that are one block north and south of West Central. It is likewise important to ensure proper density restrictions are followed in residential areas. Commercial uses can penetrate the residential protection area when houses are purchased to serve as employee housing dormitories. Regulations regarding medium to high density residential developments should be more flexible in appropriate areas to ensure businesses have access to locations in the Village for this activity without disturbing the tranquility that low density residential areas hold.

Current Utility Availability

Water and sewer systems for Mackinaw City are not typical of a town of this size and population. The summer tourism industry puts great demand on the systems. The majority of homes on the east side of the Village are on the water and sewer system while approximately 55% of the homes are served on the west side.

To date, commercial development on the east side of the Village has not met with limitations on either the water or sewer systems. Water capacity improvements have recently been completed on the west side of the Village. As a result, greater commercial and residential development can occur without the fear of limitation. Upgrades and extension to available utilities will be considered as the need arises.

The Village should actively work to expand and improve access to city water and sewer services. In the southwest corner of the Village there are some residentially zoned properties that have not been able to be developed due to lack of water and sewer utilities and poorly draining soils which make septic systems difficult. Other areas in need of utility access include the areas currently zoned manufacturing. Distance to existing utilities is the biggest limiting factor in utility expansion to these areas. Only a dense development in these areas could spur the significant expansion that would be needed.

Goals of the Community

A very important goal expressed by the community is to maintain a beautiful small-town atmosphere where visitors want to be, but also to preserve the local character and community feel of the Village. This is a great challenge. Land use separation of tourist-oriented retail and lodging from the local residential neighborhoods is very important.

The future land use goals reflect areas that should be protected from commercial development with strong zoning laws. These areas, however, should have clear guidelines for appropriate home-based businesses that support a strong economy and preserve quiet, healthy neighborhoods.

As a community with a very strong dependence on the tourism industry it is also important to ensure the economy can diversify and remain strong. A community goal is to protect the viability of existing businesses and support new initiatives such as home-based businesses.

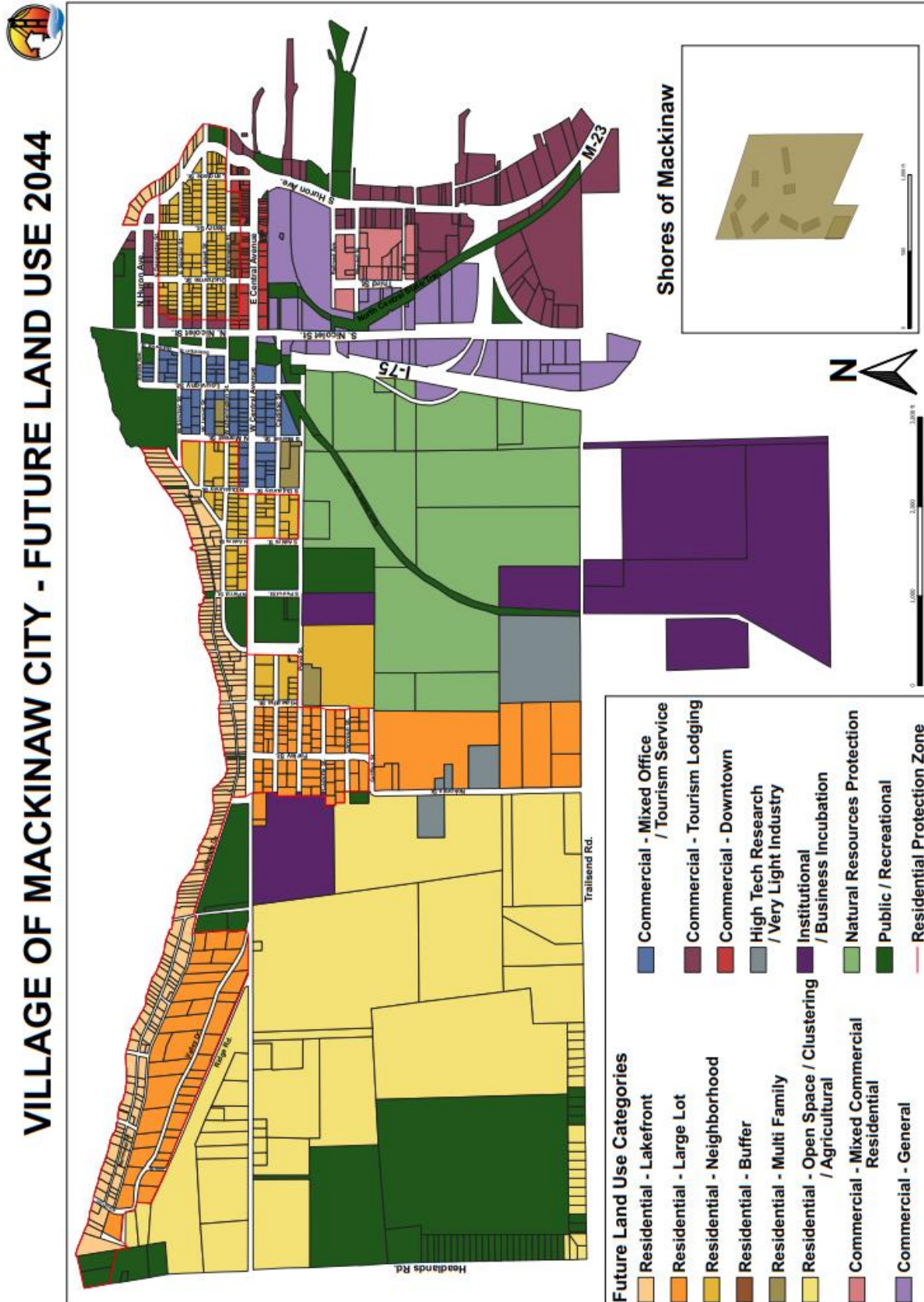
The Village should actively work to accommodate high-tech research firms that depend not on transportation but broadband access and high quality of life for their success and ability to recruit employees. Business incubator space should be considered to promote development of this type. The Village should partner with private property owners to market, sell, or develop land that is zoned and appropriate for high-tech research and manufacturing. A marketing campaign should be implemented by the Economic Development Corporation (EDC) and targeted toward visitors to raise awareness of Mackinaw City as a destination for business.

Future Land Use

The following is a summary of future land use categories that reflect the goals of the community. The future land use maps and land use categories' descriptions portray the vision of Mackinaw City as it should grow through the next 20 years. **Figure 12-1** depicts the Future Land Use Map.

There are 17 future land use categories. They are separated into primarily two categories, residential and commercial uses because these are often the most incompatible. However, there are situations where mixed uses are encouraged, such as housing above businesses in areas where increased human activity is desired.

Figure 12-1 Future Land Use Map



1 Lakefront Residential

The extensive length of lakefront residential and panoramas of the Mackinac Bridge and Straits of Mackinac make Mackinaw City's lakefront some of the most unique in the United States. The residential use of this lakefront has been highly valued for a long time. The community consistently expresses a desire to protect the residential needs and natural resources of this area. Only residential uses should be allowed in this district. Waterfront property, because of its relatively high costs, can create demand for alternate uses of the property in order to help finance the property. Such uses that occur in many lakefront communities are seasonal rentals such as tourist homes. These can help make a future retirement home more affordable for a buyer, but they do not support residential neighborhoods. Visitors who stay nightly or even by the week often have very different needs and behaviors than a long-term resident. These can conflict.

Home occupations that do not create off-site impacts such as noise, odors or customer traffic beyond normal residential levels are the only acceptable commercial activity in this area. This allows flexibility to residents that would like to locate in Mackinaw City by providing them with the opportunity to operate a business with less startup capital thus increasing economic activity in the Village.

Natural resource protection will be very important as more lakefront parcels are divided and more homes built. Future goals of this area should include larger lakefront setbacks that include specific controls on appropriate vegetation. Lawns along the lakeshore are often causes of water pollution from fertilizer and soil erosion. Natural vegetative buffer zones along lakefront can preserve water quality and be an attractive landscaping method.

The locational criteria for this land use classification includes:

- ▶ Areas adjacent to the lake shore, and
- ▶ These areas' existing uses are primarily single-family residential

2 Residential – Large Lot

Large lot, low density residential uses are very important to protect in Mackinaw City. This area should be limited to larger lots of 15,000 square feet or more and primarily residential uses. Some institutional uses can be appropriate in this area. This area can accommodate private septic systems, but where the soil types are not appropriate, sewer system expansion should be considered to protect ground water.

There are some properties which border this land use area which, with proper planning, could be developed as larger lot residential uses. Clustering of homes leaving larger open spaces should be strongly encouraged as a method of environmental protection and preservation of open space.

The locational criteria for this land use classification includes:

- ▶ Areas not adjacent to the lake shore, and
- ▶ These areas existing use are primarily single-family residential or vacant
- ▶ The existing lots are generally 15,000 sq. ft. or larger

3 Residential – Neighborhood

Two distinct areas of the Village should be preserved as neighborhood residential use. In these areas, churches and other smaller, neighborhood scale institutional uses can be compatible. These neighborhoods help define Mackinaw City as a small town and provide a

strong sense of place regardless of the influx of tourists. Single and two-family dwellings exist in these areas and dwellings of up to four-families should be encouraged.

The borders of these land use areas include some mix of land uses including some non-conforming commercial uses. Consistent comments from the public indicate that these areas should be protected from further intrusion of these neighborhoods by commercial activity. However, home occupations which are compatible with residential uses should be encouraged.

The locational criteria for this land use classification includes:

- ▶ Areas not adjacent to the lake shore, and
- ▶ These areas' existing use are primarily residential or compatible uses, and
- ▶ The existing lots are generally 7,500 sq. ft. in size

4 Residential - Buffer

The R-4 district within the protection area should be retained to provide a residential buffer area between the core commercial areas and the traditional residential areas of the Village. Uses in this area shall be residential in nature with up to four-family residences, bed and breakfasts, and home occupations. The extension of commercial activities in this district should be prohibited to retain the residential character of the neighborhood and protect the Village's unique sense of place.

The locational criteria for this land use classification includes:

- ▶ Areas not adjacent to the lake shore, and
- ▶ These areas' existing use are primarily residential or compatible uses, and
- ▶ These parcels immediately adjacent to the commercial uses along the north side of East Central Avenue and the east side of North Nicolet, and
- ▶ The existing lots are generally 7,500 sq. ft. in size

5 Residential – Multi-family

Only a few small areas are set aside for multi-family residential uses. Multi-family residential plays an important role in providing affordable housing opportunities to promote housing within the Village. A unique multi-family residential need occurs seasonally when employees arrive from out of town and often other countries to assist with summer retail and hotel work. Old hotels are most often used to house these seasonal workers in commercial districts. Consideration should be given to define this type of dormitory housing need, which is different from year-round multi-family use.

The multi-family future land use areas include the few existing apartment buildings and some surrounding areas that could serve as apartments to serve future demand. Housing for older people should be especially encouraged with special accommodations for transit pick up areas, sheltered entrances, and reduced parking requirements. Seasonal rental of residential structures in this area is very appropriate. Logical areas for multiple-family housing or seasonal housing should be considered if the parcels meet the locational criteria below, as well as conditionally if the proposed projects are harmonious with the surrounding neighborhood.

The locational criteria for this land use classification includes:

- ▶ Areas not adjacent to the lake shore, and

- ▶ These areas are already used for multi-family purposes or are in an area of mixed residential and non-residential uses, and
- ▶ Are lots that are large enough to provide adequate parking

6 Residential – Open Space/Clustering/Agriculture

Clustering of homes allows for preservation of open space and natural resources. Clustering also creates a community of homes that share parks, walking trails, or small gardens. These types of developments encourage healthier lifestyles and natural preservation. Such communities should encourage walking and cycling on pathways and community gathering places.

Active adult communities are an increasingly popular term to describe residential developments for people over 55 years of age who are looking for a simple, low maintenance lifestyle with many opportunities for exercise and outdoor activities. This type of community is always commonly planned, usually with community buildings where planned activities are provided. Greenways often connect the communities with other natural areas such as parks and downtowns.

This area in the Village can include existing agricultural uses, encouraging niche businesses on these existing parcels such as wagon rides, bed and breakfasts, equestrian farm, and similar agriculture-oriented commercial activity.

Also desired for this part of the Village is consideration of renewable energy systems. Wind turbines and solar panels are two examples of such systems that would be an integral part of creating an environmentally sustainable residential or agricultural development. The homes should be energy efficient and linked by non-motorized trails both within the development and with downtown Mackinaw City for better opportunities for non-motorized transportation throughout the Village.

The locational criteria for this land use classification includes:

- ▶ Areas not adjacent to the lake shore, and
- ▶ These areas are currently used primarily for residential or agricultural purposes, and
- ▶ Are located on the outer edges of the Village

7 Commercial - Mixed Commercial Residential

For the most part, commercial and residential uses are less compatible. However, in the right mix and location, these can be complimentary. This particular area should encourage this mix. Residential uses in this area are already located very close to commercial activity and, in fact, share the same block with these uses. An ideal use for this area is work/live artisan shops where the artist works and lives in the same place.

Commercial uses appropriate for this area include small retail, small office space. Residential uses should be single and two family dwellings. Building heights in this area should be kept to two stories. Pedestrian movement should be encouraged with links to South Huron Avenue. Public access, if designed appropriately could begin with the Village-owned parcel on the west edge of the lake.

Development that should not be permitted in this area is hotel/motel use. Also, ferry boat parking should be limited to the current locations.

The locational criteria for this land use classification includes:

- ▶ The area of existing mixed use between Railroad Street and the former railroad right-of-way, and
- ▶ Areas not fronting on Huron Avenue

8 Commercial – General

This area includes a wide mix of commercial activity including some employee and elderly housing. There are regional retail stores serving regional residents mixed in with tourism retail and some small lodging establishments. There are also office spaces and small medical offices appropriately located in this area. Hotels are also very appropriate in this area.

Single family homes and larger scale manufacturing are not appropriate in this area. More appropriate are pedestrian scale shopping, banks and other similar institutional uses. These areas are also a gateway for the tourists so the aesthetics are very important. Additional requirements for sidewalks and pedestrian access provided by the developers in areas where streetscape improvements are not already provided are very appropriate.

The locational criteria for this land use classification includes:

- ▶ The area south of Central Avenue and east of I-75 not adjacent to the lake, and
- ▶ not set aside for tourism/lodging or mixed commercial/residential zoning

9 Commercial – Mixed Office/Tourism Service

The west side of Mackinaw City close to I-75 is a mix of commercial and residential uses. Land use trends over the last 10 years show a growth of commercial and multi-family residential and fewer single family residences. The commercial activity consists primarily of businesses serving both local residents and visitors.

Future land uses in the area immediately adjacent to Louvigny Street and nearest I-75 should focus on tourism and office businesses. The area has greater streetscape improvements than in comparable business districts. New businesses may include, but are not limited to hotels, restaurant, retail and office space. Multi-family apartment living would be a very appropriate use that is in high demand seasonally in Mackinaw City. Such apartments would be most appropriate on a second floor of a retail building.

Single family residential uses in this area should be encouraged mostly beginning nearest to West Central Avenue beginning on the third block and going further west. West Etherington Street should include multi-family up to the second block, with single family uses only from the third block farther west.

The locational criteria for this land use classification includes:

- ▶ Areas with an existing mix of commercial and residential uses, and
- ▶ Located west of I-75 and east of DuJaunay Street.

10 Commercial – Tourism Lodging

This land use area includes both sides of Huron Avenue between Shepler's Ferry Boat property to the north and the Village limits to the south. This area has historically seen very dense development where hotels and parking lots for these hotels and ferry boats have dominated the land uses. Some retail is mixed in with the lodging along with small office spaces along Lake Street in first block west of Huron Avenue.

Pedestrian-oriented development is very appropriate for this area and should be encouraged. Existing streetscapes should be enhanced with pedestrian scale development along the street, with benches, entrances directly to the public sidewalks and a mix of uses along the west side of South Huron Avenue. Building height should be lower along the sidewalk. Form-based codes should be considered as a means of creating pedestrian scaled environments along the sidewalk and allowing buildings to reach their maximum height gradually away from the right of way.

Uses desirable in this area serve primarily visitors while providing parkland which serves both visitors and residents alike. Appropriate uses include fish markets, public parks, hotels, and restaurants. Other tourist-oriented uses can include vacation real estate sales, visitor information offices, and small convenience stores. Ferry boat parking, a common existing use throughout this district, is no longer appropriate for future development.

The locational criteria for this land use classification includes:

- ▶ The area on both sides of Huron Avenue between Shepler's Ferry Boat property to the north and the Village limits to the south, and
- ▶ not set aside for mixed commercial/residential zoning

11 Commercial – Downtown

The heart of the commercial activity in Mackinaw City is in the eastern most two blocks of East Central Avenue, Mackinaw Crossings pedestrian mall, and the first block of Langlade. This area has a variety of uses that are appropriate and compatible, but the most commonly occurring are retail. Other compatible uses are small-scale offices for professional services, restaurants, taverns, arts and crafts galleries, museums, and amusement attractions. Also, outdoor cafes and work/live combination uses should be strongly encouraged. Candy stores and unique food item stores should be encouraged especially where the customer experiences the making of the item.

Parking in the downtown should be reviewed often for supply and demand. Pavement for parking would be a poor use of land in this densely developed area. Public parking areas should be preserved and expanded as appropriate. Private parking should be kept to a minimum while meeting the expected growth. Private parking structures that are open to the general public (at a fee) are appropriate in areas close to Nicolet, so long as they hold first floor commercial uses and have architectural features. Existing required ratios of parking spaces and customer floor space in the zoning ordinance should be reviewed.

Pedestrian access to the stores should be considered the primary mode of transportation in the downtown. Additional but minimal signs should be permitted to accommodate both cars and pedestrians.

The locational criteria for this land use classification includes:

- ▶ The area on both sides of East Central Avenue from Huron Street to Nicolet Street and both sides of Langlade from East Central Avenue to Etherington Street, and
- ▶ not set aside for tourism/lodging zoning

12 High Tech Research/Very Light Industry

This area is very small and is reserved for very low impact industry such as high technology research offices with limited outdoor presence. Some well screened, solid fence enclosures would be required if the business had any outdoor testing facilities.

High technology research is a recognized high-growth, low impact industry that would be very compatible with Mackinaw City's goals as long as care is taken in design and placement of such facilities. Air quality and low noise impact should be requirements of such businesses.

This area should also be considered for sexually oriented businesses to provide for the needed buffer to reduce the impact these businesses have on residential and commercial districts.

The locational criteria for this land use classification includes:

- ▶ Areas designated on the Future Land Use Map
- ▶ Large lot areas located away from residential uses
- ▶ Areas served by Village water and sewer
- ▶ Parcels that are in close proximity to other sites with manufacturing or research uses

13 Institutional/Business Incubation

This land use category is shown in the future land use map in two distinct areas. One area is a larger parcel of land owned by the Village along West Central Avenue across from the cemetery that can be developed as a mixed-use development. Uses could include municipal offices, high tech offices, mixed-density residential, townhouses, and other residential types. If developed, the parcel's layout should consider buffer areas between existing residential areas and new development.

Another area for future institutional and business incubation uses is located along Trailsend Road. There are some Village-owned properties in this area that are well-suited for a high-tech office development. Village ownership provides an opportunity to recruit new businesses and provide a business incubator form of lease arrangement.

The locational criteria for this land use classification includes:

- ▶ Areas designated on the Future Land Use Map or
- ▶ Village owned property along Trailsend Road

14 Natural Resources Protection

Over half of the land use coverage in Mackinaw City includes forest, wetlands, or open space. A large proportion of these land uses that are also the most in need of protection are in the geographical middle of the Village. This area should allow only land use that is compatible with and respectful of natural resources. Most of the land in this area is not suitable for development due to soil types and existing wetlands. It is an important part of the area's ecosystem and requires strong limitations on development. Recreational uses such as campgrounds, parks, and very low density, clustered housing are appropriate uses here.

The locational criteria for this land use classification includes:

- ▶ Property that is undeveloped, and
- ▶ Includes a significant proportion of natural features such as wetlands, forest or open space

15 Public/Recreation/Municipal Use

This land use area includes public lands owned by the Village, the State of Michigan, Emmet County, and the Mackinaw Area Public Schools. They are all lands that are used by the public in some way for recreation. This includes Department of Natural Resources land that is a

multi-use recreational pathway and trailhead. This trail is used for non-motorized recreation in the summer and snowmobiling in the winter.

The locational criteria for this land use classification includes:

- ▶ Areas designated on the Future Land Use Map or
- ▶ Other land acquired by the by the Village, the State of Michigan, the Mackinaw Area Public Schools, or Emmet County or Cheboygan County

16 Residential Protection Area

Residential uses must be protected from tourism commercial demands on land use. Commercial demands on land in Mackinaw City create escalating property values in a few areas that have the potential to push growth beyond the existing areas into or closer to the neighboring residential areas. However, these residential areas provide crucial housing to year-round residents who have lived here a long time or move here because of their memorable summer visits. Some of the success of the tourism industry in Mackinaw City is the strength of the feeling of community that exists in the Village, providing an important sense of place. The residential neighborhoods are desirable places to live because of the protection they have had from encroachment of the tourism demands.

To adequately protect the residential neighborhoods, the plan must provide a clear commercial growth boundary restricting even mixed commercial use. Home occupations should still be allowed in all residential neighborhoods provided that uses that might impact the residential character of the area through off-site impacts such as noise, odors or customer traffic beyond normal residential levels should be controlled with strict enforcement of the special use permit requirements of such businesses.

On the map, this area is clearly defined and the boundaries should be strictly enforced. The areas inside these boundaries shall not be rezoned to non -residential districts, including mixed commercial/residential districts. From time to time, this boundary should be reviewed with careful consideration of the conflicting demands of residents and business owners in the area.

The locational criteria for this land use classification includes:

- ▶ Areas currently zoned for residential uses, and
- ▶ These areas, due to their location adjacent to existing commercial areas and/or along the lakeshore are under pressure for commercial development, and
- ▶ These areas currently retain their residential character with few non-commercial uses

Chapter 13 Zoning Plan

Introduction

Section 33 (2) (d) of the Michigan Planning Enabling Act (PA 33 of 2008) requires the Master Plan for local units of government that have an adopted zoning ordinance to include a “zoning plan”. The purpose of the zoning plan is to “explain how the land use categories on the future land use map relate to the districts on the zoning map”. This zoning plan will focus on that correlation between the proposed future land use classifications and current or proposed zoning districts. Issues related to the other aspects of the zoning ordinance will be addressed in the zoning ordinance section of the implementation plan.

Overview of Future Land Use/Zoning District Changes

Table 13-1 lists the future land use classifications. The first column lists the area use classification; the second column, Current Zoning, is listed for each classification; and the third column identifies any recommended changes. Following the table is a narrative providing more detail on each of the recommendations.

Table 13-1 Future Land Use to Zoning Recommendations

Future Land Use Classifications	Current Zoning	Recommendation
Lakefront Residential	R1 Residential District	The Lakefront Residential Future Land Use Classification will correspond to the R1 Residential Zoning District.
Residential – Large Lot	R2 Residential District	The Residential – Large Lot Future Land Use Classification will correspond to the R2 Residential Zoning District.
Residential – Neighborhood	R3 Residential District	The Residential – Neighborhood Future Land Use Classification will correspond to the R3 Residential Zoning District.
.Residential – Buffer	R4 Residential District	The Residential Neighborhood Buffer Future Land Use Classification will correspond to the R-4 Residential Zoning District.
Residential – Multi-family	RM Residential District	The Residential – Multi-family Future Land Use Classification will correspond to the RM Residential Zoning District.

Future Land Use Classifications	Current Zoning	Recommendation
Residential – Open Space / Clustering / Agriculture	AG Agricultural District	Residential – Open Space/Clustering/Agriculture Future Land Use Classification will correspond to a new Open Space/Agriculture Zoning District which will take the place of the existing Agriculture Zoning District.
Mixed Commercial Residential	BC Business Central District	The Mixed Commercial Residential Future Land Use Classification will correspond to a new Mixed Commercial Residential Zoning District. The area designated on the Future Land Use Plan will be rezoned to this new district.
General Commercial	BC Business Central District B1 Business District	Combine the two zoning districts into one and rezone those areas designated on the Future Land Use Plan as General Commercial.
Commercial – Mixed Office / Tourism Service	B1 Business District	Create a Commercial – Mixed Office/Tourism Service Zoning District to correspond with the Commercial – Mixed Office/Tourism Service Future Land Use Classification and zone the area designated on the future land use plan.
Commercial – Tourism Lodging	B2 Waterfront Business District B1 Business District	The Commercial – Tourism Lodging Future Land Use Classification will correspond to the Waterfront Business Zoning District. Those areas zoned B1 shall be rezoned to B2 if requested by the owner.
Commercial – Downtown Tourism	B3 General Commercial District B4 Historic Business District	The Commercial – Downtown Tourism Future Land Use Classification will correspond to the B3 General Commercial Zoning District and the B4 Historic Business Zoning District.

Future Land Use Classifications	Current Zoning	Recommendation
High Tech Research / Very Light Industry	MR Manufacturing Research District	Create a High Tech Research/Very Light Industry Zoning District to correspond with the High Tech Research/Very Light Industry Future Land Use Classification and zone the area designated on the future land use plan. Review uses permitted in district, including sexually oriented businesses.
Institutional / Business Incubation	M Municipal District MRS Manufacturing Research Signage District R2 Residential District	The city should rezone any particular property to a zoning district appropriate for the use being proposed.
Institutional / Business Incubation	M Municipal District MRS Manufacturing Research Signage District R2 Residential District	The city should rezone any particular property to a zoning district appropriate for the use being proposed.
Public / Recreation / Municipal Use	AG Agricultural R1 Residential District R2 Residential District R3 Residential District MC Marina Commercial District	Public and recreational uses are allowed in most zoning districts. A separate zoning district is not being proposed.
	RMH Mobile Home Park District	The zoning district exists in the text of the zoning ordinance but is not shown on the zoning map. Review permitting mobile homes as a special use in the RM District.
Residential Protection Area	R1 Residential District R2 Residential District R3 Residential District R4 Residential District	Establish the Residential Protection Boundary on the Future Land Use Map.

Future Land Use Classifications/Zoning – Detailed Recommendations

1 Lakefront Residential

The plan proposes that the Lakefront Residential Future Land Use Classification correspond to the current R1 Residential Zoning District. Any areas designated Lakefront Residential would be appropriate for zoning to R1 and all of the land so designated at the time of the plan's adoption is in fact zoned R1.

The plan calls for modification of the home occupation provisions to prohibit those uses that create off-site impacts such as noise, odors or customer traffic beyond normal residential levels. The plan also calls for modifications to the dimensional requirements in the district to increase setbacks from the lake shore and regulate the type of vegetation allowed along the lake.

2 Residential – Large Lot

The plan proposes that the Residential – Large Lot Future Land Use Classification correspond to the R2 Residential Zoning District. Any areas designated Residential – Large Lot would be appropriate for rezoning to R2. The plan recommends that the lots currently zoned R3 but planned for R2 be rezoned to the R2 district following adoption of this plan to ensure that the parcels are not split into lots smaller than allowed in R2.

The plan recommends that provisions be included that encourage open space development as the preferred method of future improvement in the area.

3 Residential – Neighborhood

The plan proposes that the Residential – Neighborhood Land Use Classification corresponds to the R3 Residential Zoning District. Any areas designated Residential – Large Lot would not be appropriate for rezoning to R3. Light form-based requirements should be added to R3 development standards, including build-to lines for primary buildings, garage locations, and other items as deemed important to the community and built nature of the neighborhood.

4 Residential – Buffer

Neighborhood Future Land Use Classification corresponds to the R4 Residential Zoning District. This district is designed to protect the residential character of the core R2 and R3 Districts and should remain R4. The Residential Buffer serves as a transitory district between downtown or commercial uses and the residential neighborhood area. The residential buffer should permit a higher density of both buildings and residents than in comparable residential neighborhood areas, but less than in multi-family residential or downtown. This is accomplished by permitting smaller setbacks, more “missing middle” housing types, and having smaller lot sizes.

5 Residential – Multi-family

The plan proposes that the Residential – Multi-family Use Classification corresponds to the current RM Residential Zoning District. The area is intended for multi-family residential development, providing housing in a form not permitting in other districts (except for approved PUDs) such as apartments, townhouses, and cottage courts. Senior housing and employee housing are likewise encouraged for this zoning district. While not detailed in the future land use map, rezonings to Multi-Family Residential may be considered if they meet the criteria listed in the future land use recommendation narratives in Chapter 12. The placement of mobile homes by special use shall be reviewed.

6 Residential – Open Space/Clustering/Agriculture

The plan proposes that the Residential – Open Space/Clustering/Agriculture Land Use Classification correspond to the current AG Agricultural Zoning District. Most of the areas designated Residential – Open Space/Clustering/Agriculture Land Use is already zoned AG. The

area currently zoned R-3 is proposed to remain zoned as such until a property owner in that area request rezoning to AG.

The area is intended for clustered residential development with natural open space as well as agricultural uses, niche businesses, bed and breakfasts, equestrian farm, and similar agriculture-oriented commercial activity. The zoning ordinance should be modified to permit cluster development. It may also be appropriate to provide specifically for seasonal tourism related activities such as hayrides or corn mazes.

7 Mixed Commercial Residential

The plan proposes that the Mixed Commercial Residential Land Use Classification corresponds to a proposed MCR Mixed Commercial Residential Zoning District. The plan proposes that the areas designated Mixed Commercial Residential should be rezoned to the new MCR zoning district in order to effectively implement the mixed-use zoning concept.

To be consistent with the future land use plan, the new district should permit a range of commercial uses appropriate for this area including small retail, small office space, as well as single and two family dwellings but exclude hotel/motel use. Ferry boat parking should be allowed on vacant lots or lots with an existing non-residential use.

8 General Commercial

The plan proposes that the General Commercial Land Use Classification corresponds to a new B1 Business Zoning District which would be a combination of the existing B-1 and BC Zoning Districts. The area currently zoned BC that is not part of the proposed MCR district would be rezoned to B1.

The existing B1 and BC districts are very similar. The primary difference is that BC allows some recreational uses, boat storage and open air businesses while the B-1 district allows car washes and health spas. These differences can be accommodated in a single district by making these uses permitted by Special Land Use and incorporating locational criteria into the uses design standards or supplemental standards so they are not located in inappropriate portions of the district. Single family detached residential uses should be eliminated from the district and multiple-family building types should be permitted in compliance with the future land use plan. Height limitations should be incorporated into the district regulations. Design standards to ensure proper aesthetics, greenspace, landscaping, and pedestrian access should also be reviewed for possible modifications. The Plan also recommends the review of open-air business requirements in this District.

9 Commercial – Tourism Lodging

The plan proposes that the Commercial – Tourism Lodging Land Use Classification corresponds to the existing B2 Waterfront Business Zoning District. The area currently zoned B1 that is part of the Commercial – Tourism Lodging Land Use Classification would be appropriate to be rezoned to B2 at the request of the property owner.

The plan recommends the development of “form-based code” regulations in this district as a means of creating pedestrian scaled environments along the sidewalk and allowing buildings to reach their maximum height gradually away from the right of way. Building height and placement

for parcels along the lake should be regulated in a manner that is considerate of the natural and built character of the area.

10 Commercial – Mixed Office/Tourism Service

The plan proposes that the Commercial – Mixed Office/Tourism Service Land Use Classification corresponds to a proposed CMOT Commercial – Mixed Office/Tourism Service Zoning District. The plan proposes that the areas designated Commercial – Mixed Office/Tourism Service should be rezoned to the new CMOT zoning district in order to effectively implement the mixed-use zoning concept.

The new zoning district should allow tourism and office businesses, including but not limited to hotels, restaurants, retail and office space, multi-family apartment on the second floor of a retail building; with single family residences and related uses.

11 Commercial – Downtown Tourism

The plan proposes that the Commercial – Downtown Tourism Land Use Classification corresponds to both the existing B3 General Commercial Zoning District and the B4 Historic Business Zoning District. That portion of the area designated Commercial – Downtown Tourism that is appropriate for B-4 zoning is outlined in the future land use plan. The Plan recommends the review of language for form-based codes to establish facade standards in the district. The Plan also recommends the review of customer service parking ratios in the district.

The B-3 and B-4 districts appear to generally correspond with the intent of the Commercial – Downtown Tourism Land Use Classification. Uses permitted under these districts should be reviewed by the Planning Commission and Council, as well as the nature of having two separate zoning districts for this area.

12 High Tech Research/Very Light Industry

The plan proposes that the High Tech Research/Very Light Industry Land Use Classification corresponds to a proposed HT/VLIM High Tech Research/Very Light Industry Zoning District. The plan proposes that the areas designated High Tech Research/Very Light Industry should be rezoned to the new HT/VLIM zoning district.

The new zoning district should allow uses involving high tech research and other industrial uses with low impact on air quality and noise. Design standards should require well screened, solid fence enclosures for business and any outdoor testing facilities or similar outdoor uses. The district should be reviewed for development of sexually oriented businesses.

13 Institutional/Business Incubation

The plan does not propose any particular zoning classification for the property in the Institutional/Business Incubation Land Use Classification. This land use classification consists of land that the Village owns that it may wish to develop or sell for development for a range of potential uses. Once a specific use is proposed for a site, the Village should propose the appropriate rezoning and follow the process in the same manner as any other property owner.

14 Natural Resources Protection

The plan proposes that the Natural Resources Protection Land Use Classification corresponds to the CR Conservation Recreation District and that the uses allowed in the current MRS Manufacturing Research Signage District and the MR Manufacturing Research District that are appropriate be added to the CR district, those zoning districts be stricken and the property currently zoned MRS or MR be rezoned to CR or HT/VLIM.

15 Public/Recreation/Municipal Use

The plan does not propose any particular zoning classification for the property in the Public/Recreation Land Use Classification. Most public and recreational uses are allowed in most zoning districts and a separate zoning district is not necessary.

16 Residential Protection Area

The purpose of this area is to draw a “line in the sand” with regards to residential areas adjacent to commercial uses. The area is currently zoned R-1 through R-4. The plan proposes that no new zoning district be established but that the line as shown on the Future Land Use Map serve as an objective boundary and that the plan’s recommendation is that no non-residential zoning be allowed within the area designated. This barrier should also protect from uses that are supplemental or accessory in nature to off-site commercial uses, such as employee housing dormitories or off-site storage. The Residential Protection Area Barrier does not prohibit Planned Unit Developments that may have minor commercial uses, so long as the minor commercial uses do not negatively detract from the aesthetic or function of the surrounding neighborhood.

Chapter 14 Plan Adoption and Implementation

Plan Adoption

Plan Coordination and Review

As required by the Michigan Planning Enabling Act of 2008 (P.A. 33 of 2008 as amended), notification of intent to update the Village of Mackinaw City Master Plan was sent on June 27, 2022 to all adjacent communities and other relevant entities to request cooperation and comment. A copy of the notice letter, affidavit of mailing and entities notified can be found at the end of this chapter.

After the draft plan was completed by the Planning Commission, a draft was transmitted to the Villager Council for approval to distribute the plan for review and comment. The draft plan was transmitted on XXXXX to entities notified at the initiation of the plan development. After the required comment period, a public hearing notice and notice of plan adoption of the final plan was transmitted to all required entities. A copy of all relevant information can be found at the end of this chapter.

Public Hearing

A public hearing on the proposed Master Plan, as required by the Michigan Planning Enabling Act of 2008 (P.A. 33 of 2008 as amended) was held on XXXXXX by the Village Planning Commission. The Act requires that 15 days' notice of the public hearing be given in a publication of general circulation in the community. Notice of the public hearing was published in the St. Ignace News on XXXXXX.

Plan Adoption

The Village of Mackinaw City Planning Commission formally adopted the master plan on XXXXX. The Village of Mackinaw City Council passed a resolution of concurrence on XXXXX.

Implementation Table

The Implementation Table provided below outlines identified action items and sub-tasks for goals associated with this Master Plan. For each task, a priority level and general timeframe are also identified. This table should be reviewed annually by the Planning Commission to assess the progress of each task, by utilizing the four "Annual Review Progress Indicator" columns on the right side of the table. It should be noted that the Village of Mackinaw City Planning Commission is only responsible for implementing the annual review of the Village Master Plan. The Village Council is responsible for implementing all other tasks, with consideration of recommendations made by the Planning Commission. The Implementation Table is located at the end of this chapter.

The goals, action items and subtasks in the table are based on the following information:

Zoning/Other Ordinances

The zoning plan in the previous section identified the changes in the number and character of zoning districts in the Village Zoning Ordinance recommended to implement the plan. The Implementation Table indicates changes to other portions of the zoning text

recommended based on the goals and objectives of this plan. These items should serve as the beginning of a check list of ordinance updates to be performed as part of the plan's implementation.

Capital Improvement Planning

The Michigan Planning Enabling Act requires a municipality that has adopted a Master Plan to develop and adopt a six-year capital improvement plan (CIP) and to update the plan every year. The Implementation Table indicates items taken from this plan's goals and objectives that serve as the basis for the CIP.

Other Policies

These are policies that may translate into actions other than ordinance writing or development of the Capital Improvement Plan (CIP).

Community Strategies

The Village of Mackinaw City has passed many ancillary plans and strategies that guide service provision, administration, economic and social development, and more. These include, but are not limited to, the Economic Development Strategy, Marketing Strategy, Downtown Development Authority Plan, Parks and Recreation Master Plan, Training Strategy, Public Participation Plan, Development Incentive Policy, Guide to Development, and the Capital Improvements Plan. These plans require periodic review and updating. The implementation table notes the timeframe for review and the parties responsible for the plans.

Master Plan Review

A master plan is not a static document. It must continuously be maintained and updated if it is to remain valid. This plan calls for the Planning Commission to review it regularly, at least a minimum of every five years for an in-depth review, as required by the Michigan Planning Enabling Act. Below are recommendations on key indicators that the Village of Mackinaw City Planning Commission can use to determine the need for a plan update.

Changes in Current and Projected Conditions

The master plan is based on certain assumptions concerning the growth of the Village. These assumptions are contained primarily in the plan's database and future land use plan. It is important for the Village to regularly monitor these assumptions to determine if they are still valid. If they become invalid, the Planning Commission must determine what the changes in circumstances mean for the plan goals and policies.

➤ **Household Growth**

The master plan is based on an assumed growth in households in the community contained in Chapter 2 of this plan. Growth occurring faster than projected may mean that expansion of supporting infrastructure may need to be accelerated and rezoning of land assumed to be developed outside the plan's time period may need to be considered for re-evaluation. Growth occurring at a slower rate may call for slowing of infrastructure investment or consideration of reclassification of land originally proposed for residential development. Household growth can be tracked by looking at building and demolition permits to identify changes in total dwelling units and looking at utility connections and disconnections to estimate vacancy rates.

➤ **Housing and Tenure Mix**

Tenure Mix refers to the financial arrangement under which someone has the right to live in a housing unit either as an owner-occupied unit or tenant.

The master plan makes assumptions on the changes in housing and tenure mix. In fact, one of the goals of the plan is to promote an increase in the mix of housing types. If the change in housing mix is not meeting the goals of the plan, a change in policies may be needed to address the issue, depending on the reason for the difference. If housing type varies significantly from what was assumed, it may require changes in the future land use plan to provide an adequate supply of land to meet the difference in demand. Housing mix can be tracked by review of building permit data.

➤ **Housing Cost**

Changes in housing cost in comparison with household income impacts housing affordability. Measuring changes in housing costs is tricky because it is not directly tied to changes in housing values and rents. It is also impacted by turnover rates for owner-occupied dwellings (not every property owner buys a new house every year) and other housing costs, such as energy, utilities, and insurance. The census provides a good consistent measure of the change in housing costs, but because it is only conducted once every ten years, new data may not be available when the five-year review comes around. In those cases, the Village can get a rough measure by comparing changes in property values provided by assessing and changes in rents based on a random sample of rental units. An increase in the housing affordability gap may justify consideration in changes to future land use plans or other housing policies to increase the supply of affordable housing, particularly if the gap is increasing at a rate greater than the county or state as a whole.

➤ **Adjacent Planning and Zoning**

Changes in the Master Plans or zoning maps of Wawatam and Mackinaw Township should be reviewed to consider their impact on the Village's plan. Particular attention should be given to changes that increase the intensity of land uses adjacent to the Village. The Michigan Planning Enabling Act requires the township and the county to notify the Village whenever it is proposing to adopt changes to their plans. The Michigan Zoning Enabling Act does not contain similar coordination requirements, but as discussed above, the Village could enter into arrangements with Wawatam and Mackinaw Township to notify it of proposed rezonings within "500" feet of the Village boundary in return for the reciprocal notification by the Village.

➤ **Transportation**

Changes in the traffic flow on the major streets in the Village could have significant impact, due to the limited number of alternatives to get from point "A" to point "B." The Village should continue to monitor traffic counts and accident rates at key intersections to identify potential congestion points.

➤ **Utilities**

The master plan identifies portions of the Village that are not served by municipal water and sewer but does not explicitly anticipate expansion to those areas. Any expansion of that service area could affect the proposed development of those areas. The Planning Commission should be kept abreast of the status of utility improvement plans.

Reviewing the Master Plan Goals and Policies

A master plan is based both on the facts that describe the conditions in a community and the municipality's vision of the future. That vision is outlined in the community's goals. For example, the current breakdown of various housing types is a fact. The plan's goals identify whether the community views that current ratio as a positive fact they want to see continue or as a condition they want to change. Community attitudes can change over time, which means that goals may change in time even though the facts have not.

The master plan's objectives describe how a community is proposing to reach its identified goals. Effective policies can also help a community reach the master plan's goals.

As part of review of a master plan, the Planning Commission should look at their plan's goals and objectives and ask the following:

- Is there a need to modify the goals and/or objectives of the plan based on changes in conditions in the community?
- Have there been changes in community attitude that require the plan goals to be reviewed?
- Have the current plans policies been or not been effective in reaching the stated goals?
- Incorporating Plan Review into Rezoning Request Review

Although a comprehensive review of the master plan is recommended every few years, many problems with a master plan will become obvious during consideration of a rezoning. It is important to incorporate review and amendment of the master plan as part of the Planning Commission's consideration of such requests. This is covered in more detail in the subsection on using the master plan for zoning reviews.

Five Year Review

Under the terms of the Michigan Planning Enabling Act, the Village Planning Commission must review the master plan at least every five years to determine if there is a need to update it. The procedures outlined above can be followed at that time to meet that requirement. The findings and determination should be recorded in the minutes and through a resolution attached to the appendix of the plan.

The review should be a formal process if the Village intends it to serve as compliance with the requirements of Section 45 (2) of the Michigan Planning Enabling Act. This means there should be a record of the factors outlined above (or others the Village might use) that were reviewed and the basis upon which the Planning Commission determined an update was or was not necessary. The findings should be set out in a resolution adopted by the Planning Commission.

It is recommended that the Planning Commission conduct a less formal review annually, based on those issues that have risen through use of the plan in making zoning decisions.

Using the Master Plan for Zoning Ordinance Amendment Review

In considering a rezoning request or a proposed text amendment, the primary question to ask is; "Does this zoning amendment conform to our master plan?" Subsidiary questions follow: "Was there an error in the plan that affects the appropriateness of the proposed amendment?;" "Have there been relevant changes in conditions since the plan was approved that affect the

appropriateness of the proposed amendment?,” and “Have there been changes in the community’s attitude that impacts the goals and objectives of the plan and affect the appropriateness of the proposed amendment?.” Answering these questions should answer the question whether or not a zoning amendment is appropriate and that should frame the reason within the context of the plan.

This method of analyzing a request rests on the assumption that a request that complies with a valid plan should be approved and that one that does not comply with a valid plan should not be approved (the principal exception to this rule would be text amendments intended to improve administration of the ordinance). Further, it assumes that the three circumstances that would invalidate a plan are:

- an oversight in the plan;
- a change in condition that invalidates the assumptions that the plan was built on;
- or a change in the goals and objectives that the community set for itself.

Consistency with the Master Plan

The issue of consistency with the Master Plan can vary based on the master plan concerned. For the purposes of this plan, consistency with the Master Plan in the case of a rezoning means it is consistent with most of the relevant goals and policies, as well as the Future Land Use Map. In the case of a proposed text amendment, consistency means it is consistent with most of the relevant goals and policies.

Oversight

An oversight in a master plan can be an assumption made based on incorrect data, an area on a future land use map that is incorrectly labeled, or other factors, that if known at the time of the master plan adoption, would have been corrected.

Changes in Conditions

A plan is based on the assumption that certain conditions will exist during the planning period. If those conditions change, then goals, objectives, and land use decisions that made sense when the plan was adopted will no longer be valid and a zoning amendment that was not appropriate before may be appropriate now.

Change in Policy

In the end, a master plan is based on the Planning Commission’s vision of what is the best future for their municipality. When that vision changes, the master plan should change. When a zoning issue results in a change in vision, a decision can be made that is contrary to the current master plan as long as that changed vision is explicitly incorporated into the master plan.

Additional Considerations Related to Text Amendments

Changes to the text of a zoning ordinance should be evaluated not only on the standards outlined above, but on other possible criteria that may not have any impact on the goals and objectives of the Master Plan. These “plan neutral” changes are appropriate when:

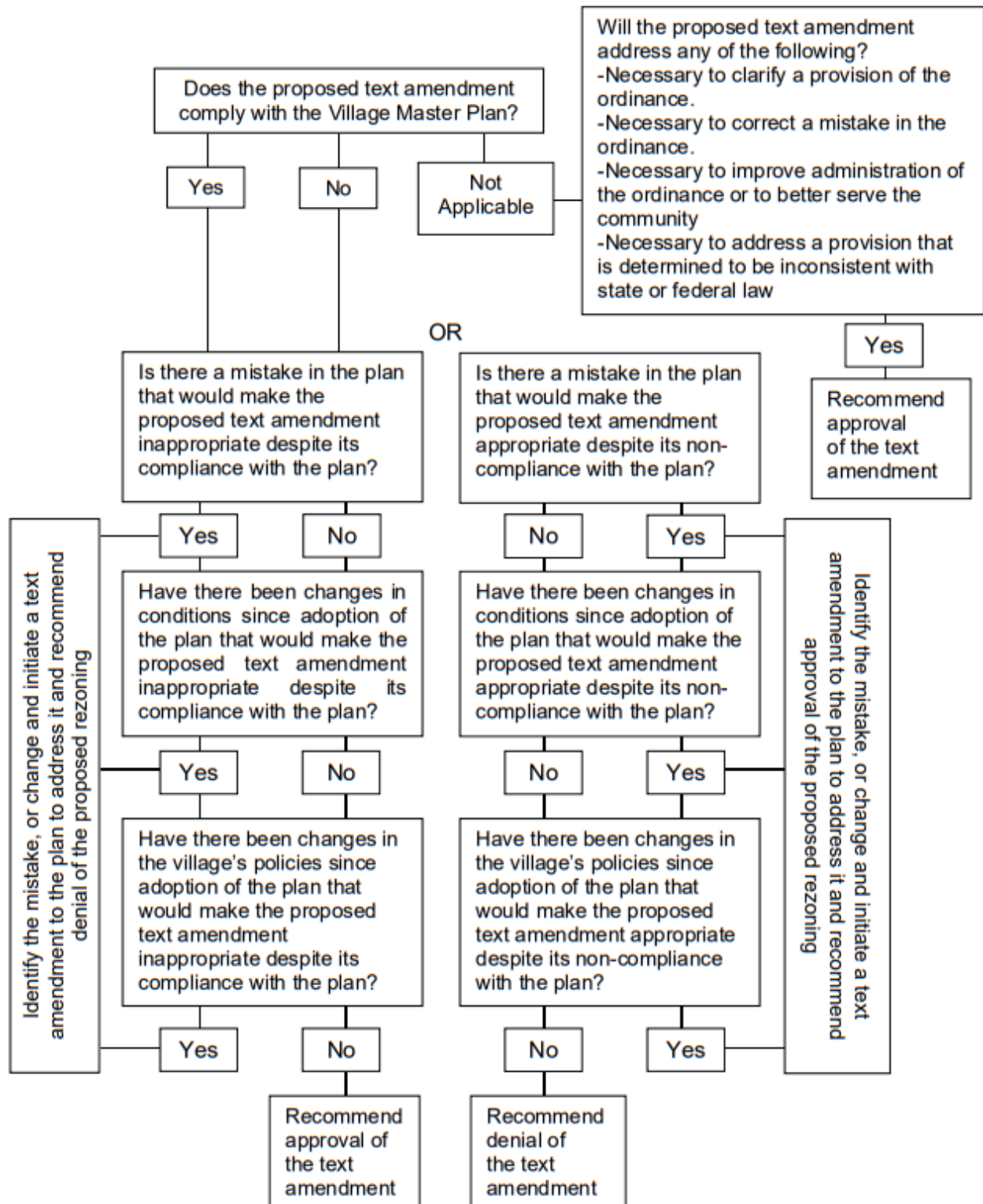
- The text change is necessary to clarify a provision of the ordinance
- The text change is necessary to correct a mistake in the ordinance

- The text change is necessary to improve administration of the ordinance or to better serve the community
- The text change is necessary to address a provision that is determined to be inconsistent with state or federal law

Two points should be made. First of all, the factors for consideration (oversight, change in condition, or change in goals or policy) can work in reverse; making a proposal that otherwise seems appropriate, inappropriate. Secondly, these factors should not be used to create excuses for justifying a decision to violate the master plan, or to change it so often that it loses its meaning.

The following figures illustrate the decision tree for reviewing a proposed rezoning or text amendment using this approach.

Figure 14-1 Decision Tree for Planning Commission Review of a Proposed Text Amendment





2024 MASTER PLAN IMPLEMENTATION TABLE (NEXT 5 YEARS)								
Action Item	Sub-Task	Responsible Party	Priority Level	Timeframe	Complete	Still Relevant	Task for Upcoming Year	Task for Future Year
A. ZONING ORDINANCE REVISION								
a. Revise Standards for Approval of a Site Plan into Section 5-105 of the Zoning Ordinance	1. Require development plans be consistent with the Village's long range utility plans	PC, VC	MEDIUM	2024-2025				
	2. Require that existing utility infrastructure be capable of meeting the demands of proposed development	PC, VC	MEDIUM					
b. Parking	1. The existing parking standards shall be reviewed to determine proper parking ratios for districts and development uses including residential development within commercial areas, recognizing the availability of existing on-street parking and shared parking	PC, VC	HIGH	ONGOING				
	2. Potential incentives to encourage use of shared parking for new uses; redevelopment of existing sites shall be evaluated for incorporation into the zoning ordinance (sec 4-109 D)	PC, VC, EDC	HIGH	2025				
	3. Allow Parking Structures in appropriate areas of the Village; require parking structures to have architectural features and adequate lighting.	PC, VC	HIGH	2024				
	4. Create zoning regulations to prevent the creation of new surface lots as a primary use in all districts.	PC, VC	HIGH	2024-2025				
	5. Review additional measures of flexibility in relation to parking standards, such as revising the ordinance to more accurately reflect the number of vehicles sites may expect at peak capacity, adding parking waivers, or removing required parking ratios.	PC,VC	HIGH	2023-2024				
c. Development Standards	1. Review standards for employee dormitories/housing (Sec 23-130) of the zoning ordinance	PC, VC	HIGH	2024				
	2. Develop architectural design standards for residential and non-residential uses or revise the standards for PUDs in the ordinance to apply to other uses. The standards should reflect the Village's small town character, be consistent with the style, bulk and setback of existing buildings, promote the use of quality materials, promote the community's character as a pristine waterfront community and apply to new development and redevelopment projects.	Staff, Consultants, PC, VC	LOW	2026				
	3. Evaluate the development of form-based codes to protect and enhance existing commercial areas	Staff, Consultants, PC, VC	MEDIUM	2024-2025				
	4. Continued evaluation of integrating ferry service facilities into commercial development	PC, VC	LOW	2027				
d. Zoning District Standards	1. Evaluate zoning district requirements to determine if changes are necessary to promote appropriate infill of vacant areas within residential neighborhoods	PC, VC	HIGH	2024				
	2. Review the uses allowed in districts intended principally for single-family residential use and identify uses permitted that are inconsistent with the district intent and other uses that are not currently permitted that should be considered.	PC, VC	HIGH	2026				
	3. Review setback, height and other development standards to determine standards that reflect and protect the character of neighborhoods	PC, VC	HIGH	2024-2027				
	4. Review design standards for downtown commercial districts to ensure businesses are close to the sidewalk to support characteristics of a "Walkable Community"	PC, VC	HIGH	2024				
	5. Review regulations concerning sexually oriented business and district locations	PC, VC	LOW	2027				
	6. Review existing zoning standards to determine the tools available to encourage improvement and redevelopment of existing commercial areas within the Village	PC, VC	HIGH	ONGOING				
	7. Explore collapsing B3 - B4 Zoning Districts into one district	PC, VC	MEDIUM					
	8. Review and expand uses permitted in the downtown zoning districts	PC, VC	HIGH					

Action Item	Sub-Task	Responsible Party	Priority Level	Timeframe	Complete	Still Relevant	Task for Upcoming Year	Task for Future Year
	9. Revise regulations on nonconforming structures	PC, VC	MEDIUM	2024-2025				
	10. Revise incomplete standards on storage of recreational equipment and trailers.	PC, VC	LOW	2024				
	11. Reform Zoning Districts to match Future Land Use	PC, VC	LOW	2024-2029				
e. Amendment	Consider potential for groundwater contamination as part of rezoning decisions	PC, VC	MEDIUM	2025				
f. Special Use Permit	Consider potential for groundwater contamination as part of special use decisions	PC, VC	MEDIUM	2025				
g. Landscaping	1. Review the standards in Section 4-114 and incorporate landscape standards that encourage the use of vegetation that compliments existing natural areas	PC, VC	MEDIUM	2025				
	2. Review existing regulations on required greenspace, considering the public benefit against the barriers created for development.	PC, VC	MEDIUM	2023-2024				
B. BASIS FOR ANNUALLY UPDATED 6-YEAR CAPITAL IMPROVEMENT PLAN								
a. Parks and Recreation	1. Ensure adequate barrier-free access to all parks	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	2. Improve non-motorized connections to the parks	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	3. Expand family-oriented youth and senior citizen activities and amenities to the parks and recreation system	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	4. Identify and protect open space and natural features in existing parks	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	5. Identify open space and natural features for possible incorporation into the park system	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	6. Enhance facilities and aesthetics of existing parks	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
	7. Continue investment in sidewalk, trailway, and streetscape improvements that enhance the pedestrian and bicycle experience.	Staff, VC	MEDIUM / ONGOING	2024-2029				
	8. Continue development of the Heritage Village/Nature Park	Staff, VC, PB, HS	MEDIUM / ONGOING	2024-2029				
	9. Promote Village recreation programs and activities	Staff, VC, PB	MEDIUM / ONGOING	2024-2029				
b. Water and Sewer	1. Loop existing water mains to improve pressure and water quality	Staff, VC	HIGH / ONGOING	2024-2029				
	2. Develop long range plans for extension of water and sewer into unserved areas and integrate into the Village Capital Improvement Plan	Staff	HIGH / ONGOING	2024-2029				
	3. Identify future funding options, including future economic development projects, for expansion of water and sewer facilities	Staff	HIGH / ONGOING	2024-2029				
	4. Coordinate future capital improvement planning to provide necessary infrastructure to future industrial sites	Staff	HIGH / ONGOING	2024-2029				
c. Transportation	1. Incorporate pedestrian infrastructure that links residential areas with the downtown, parks and adjacent neighborhoods	Staff, VC	HIGH	2024-2029				
	2. Develop a comprehensive "wayfinding" signage program to direct motorists, pedestrians, cyclists and snowmobilers to major areas of interest within the Village	Staff, VC	HIGH	2024-2029				
	3. Continue the development and maintenance of streetscape corridors within the Village that improve landscaping, provide community art opportunities, and provide places for people to sit and enjoy the community and meet with visitors and neighbors	Staff, VC	HIGH	2024				
	4. Continue landscape and signage improvements that improve the appearance of community gateways; discuss with MDOT the ability to complete landscaping improvements along I-75 exit points.	Staff, VC	HIGH	2024				

Action Item	Sub-Task	Responsible Party	Priority Level	Timeframe	Complete	Still Relevant	Task for Upcoming Year	Task for Future Year
	5. Coordinate planning for unified parking, walkways, signage, streetscape design & location	Staff, VC	HIGH	2024-2029				
C. OTHER POLICIES THAT MAY TRANSLATE INTO ACTIONS								
a. Transportation	Establish a street inventory and asset management program	Staff	HIGH / ONGOING	2024-2029				
b. Housing	1. Maintain proper code enforcement and continual review of property maintenance codes to address issues as they arise	Staff	HIGH / ONGOING	2024-2029				
	2. Provide funding for improvements to homes through involvement in federal and state housing rehabilitation programs	Staff	HIGH / ONGOING	2024-2029				
c. Intergovernmental Cooperation	1. Identify opportunities for sharing community services with adjacent municipalities, the county, state and non-profit organizations	Staff, VC, County, Townships	HIGH / ONGOING	2024-2029				
	2. Actively participate in review of master plans of adjacent municipalities and the county	Staff, County, Townships	HIGH / ONGOING	2024-2029				
	3. Promote joint training with adjacent municipalities and the county on issues such as growth management and resource protection	Staff, VC, PC, EDC, County, Townships	HIGH / ONGOING	2024-2029				
d. Public Involvement	1. Provide opportunities for stakeholder involvement in updating the Village Master Plan	Staff	HIGH / ONGOING	2024-2029				
	2. Promote public participation in the preparation and review of Village plans	Staff	HIGH / ONGOING	2024-2029				
	3. Educate the public on the plan development process to encourage participation	Staff	HIGH / ONGOING	2024-2029				
e. Sense of Place	1. Continue partnerships with non-profit community organizations to plan, promote, and implement community events and festivals	VC, CoC, DDA, VB	HIGH / ONGOING	2024-2029				
	2. Promote opportunities for volunteerism within the community	Staff, DDA, VC, CoC, VB	HIGH / ONGOING	2024-2029				
	3. Provide appropriate locations for semi-public facilities such as churches and civic organizations to support civic life	PC, VC	HIGH / ONGOING	2024-2029				
	4. Identify Areas of the Village to determine historic importance	Vol, VC	HIGH / ONGOING	2024-2029				
	5. Support private efforts to preserve historical structures and sites	VC	HIGH / ONGOING	2024-2029				
	6. Evaluate public improvements for their impact on adjacent historical areas	Staff	HIGH / ONGOING	2024-2029				
	7. Evaluate regulations to develop form-based codes or other regulations to maintain community character	Staff, PC, VC	HIGH / ONGOING	2024-2029				
	8. Establish a Façade Improvement Program within the Downtown	Staff, DDA	MEDIUM	2024				
f. Environmental and Protection	1. Identify sensitive environmental areas and target them for public purchase or establishment of private conservation easements	VC	HIGH / ONGOING	2024-2029				
	2. Educate landowners on techniques for reducing nutrient runoff and erosion from everyday activities	Staff	HIGH / ONGOING	2024-2029				
	3. Educate landowners on appropriate landscaping in areas along the lakeshore and other environmentally sensitive areas	Staff	HIGH / ONGOING	2024-2029				
	4. Provide opportunities for future developments to connect natural features to the Village's "green infrastructure" through a Village greenway	VC	HIGH / ONGOING	2024-2029				
	5. Establish and communicate clear guidelines for beach cleaning so that they are enjoyable and protect the natural features as required by environmental laws	Staff	HIGH / ONGOING	2024-2029				
	6. Continue to integrate Arbor Day celebrations into enhancement of tree plantings within the Village parks	VC	HIGH / ONGOING	2024-2029				
	7. Protect and maintain the urban forest	Staff, VC	HIGH / ONGOING	2024-2029				
g. Economic Development	1. Market unutilized Village-owned property for year-round housing or commercial uses.	Staff, VC	HIGH	2024-2025				
	2. Prepare plans for development and funding of site improvements through Community Development Block Grant (CDBG) provisions	Staff	HIGH / ONGOING	2024-2029				
	3. Leverage the Village quality of life to attract industries and businesses	Staff, EDC, DDA, VC, CoC	HIGH / ONGOING	2024-2029				

Action Item	Sub-Task	Responsible Party	Priority Level	Timeframe	Complete	Still Relevant	Task for Upcoming Year	Task for Future Year
h. Government	4. Pursue the recruitment of industry and businesses that complement the Village's existing visitor economy and protect the Village's character and sense of place	Staff, EDC, DDA, CoC, VB, VC	HIGH / ONGOING	2024-2029				
	5. Identify potential industrial sites and zone them for industrial uses	PC, VC	HIGH / ONGOING	2024-2029				
	1. Develop a diversified tax base to fund local government by reducing property taxes and creating new funding sources for the Village's tax base.	VC	HIGH	2024-2029				
	2. Consider reclassification of the Village of Mackinaw City from a village to a city.	VC	HIGH	2024-2029				
D. PLAN MAINTENANCE								
a. Update Zoning Ordinance	Continue with Zoning Ordinance review of remaining sections for possible amendments	Staff, PC, VC	ONGOING	2024-2029				
b. Annual CIP Review	Staff will continue to update the CIP and present to the Planning Commission for approval.	Staff, PC	ANNUAL	2024-2029				
c. Annual Economic Development Strategy Review	The Economic Development Corporation will continue to direct updates to the Economic Development Strategy	Staff, EDC, VC	ONGOING	2024-2029				
d. 5-Year Parks and Recreation Master Plan Review	Recreation staff to work with appropriate Village boards and stakeholders in updating the 5-year Parks and Recreation Master Plan.	Staff, Recreation Board/Advisory Committee, VC	HIGH	2024				
e. Annual Review of Other Plans	Marketing Strategy, Training Strategy, Guide to Development, Public Participation Plan, and Incentives Policy (updated as needed)	Staff, EDC, VC	ONGOING	2024-2029				
f. Annual Master Plan Review	Review for possible changes in conditions or policy; amend as necessary	PC, VC	ANNUAL	2024-2029				
g. 5 Year Parks and Recreation Plan Review	Review for possible changes in conditions or policy; amend as necessary	PC, VC	ANNUAL	2024-2029				

Chapter 15 Appendix

Open Meetings for 2012, 2018, and 2024 Master Plan

2012 Master Plan

- June 1, 2005 – Youth Planning Workshop
- September 7, 2006 – Announcement sent to stakeholders for the Visioning Workshop
- September 20, 2006 – Town Meeting, Comprehensive Development Plan Public Input Session
- October, 2006 – Stakeholder Survey concerning overall satisfaction with the Village's goals for Future Planning
- November 24, 2006 – Announcement for Future Land Use Planning Workshop and Notice of Intent to Update Master Plan
- December 8, 2006 – Announcement for Future Land Use Planning Workshop
- December 4, 2006 – Public Input Workshop
- December 14, 2006 – Future Land Use Workshop
- April 12, 2007, June 28, 2007, December 13, 2007 – Planning Commission Public Meetings
- February 8, 2007 – Future Commercial Land Use Workshop
- February 28, 2007 – Announcement sent to stakeholders for the Recreation Planning Workshop
- March 8, 2007 – Recreation Planning Workshop
- May 2, 2007 – Future Commercial Land Use Workshop
- June 14, 2007 – Natural Resources Workshop
- July 10, 2008, August 14, 2008, August 28, 2008, November 11, 2008, September 11, 2008, September 25, 2008, October 23, 2008 – Planning Commission Public Meetings
- February 12, 2009, February 26, 2009, February 25, 2009 – Planning Commission Public Meetings
- March 11, 2010, March 25, 2010, April 8, 2010, April 22, 2010, May 27, 2010, June 10, 2010, August 26, 2010, September 9, 2010, September 23, 2010, October 28, 2010, November 11, 2010, December 9, 2010 - Planning Commission Public Meetings
- June 24, 2010 – Master Plan Presentation
- March 3, 2011 – Village Council approval to distribute Master Plan and move forward to set the Public Hearing
- May 12, 2011 – Public Hearing Master Plan Presentation and Public Comments Period
- August 25, 2011 – Adoption of Master Plan by Planning Commission

2018 Master Plan

- February 25, 2016 - Planning Commission meeting worked on master plan update.
- April 28, 2016 - Planning Commission meeting worked on master plan update.
- May 12, 2016 Planning Commission meeting worked on master plan update.
- May 26, 2016 Planning Commission meeting worked on master plan update.
- June 9, 2016 Planning Commission meeting worked on master plan update.

- June 23, 2016 Planning Commission meeting worked on master plan update.
- July 28, 2016 Planning Commission meeting worked on master plan update.
- August 11, 2016 Planning Commission meeting worked on master plan update.
- August 25, 2016 Planning Commission meeting worked on master plan update.
- June 22, 2017 Planning Commission and NEMCOG workshop on Master Plan implementation.
- August 24, 2017 Planning Commission and NEMCOG workshop to review updated master sections, in particular Chapter 2 Social and Economic Characteristics; Chapter 3 Natural Resources; Chapter 4 Community Services, Facilities, and Organizations; Chapter 5 Transportation; and Chapter 7 Existing Land Use.
- September 28, 2017 Planning Commission and NEMCOG workshop to complete final review of draft and recommend it for distribution to the Village Council.
- February 22, 2018 Planning Commission Public Hearing and Resolution of Adoption.
- March 1, 2018 Village Council Resolution of Concurrence.

2024 Master Plan

- January 19, 2022 – Visual Preference Survey conducted for the Economic Development Corporation.
- June 15, 2022 – Marketing Survey launched by the Economic Development Corporation.
- June 23, 2022 – Planning Commission approves Notice of Intent to Review and Update the Master Plan
- June 27, 2022 – Notice of Intent to Review and Update the Master Plan sent to 15 stakeholders, including adjacent municipalities, counties, transportation authorities, and public utilities.
- July 28, 2022 – Master Plan Tentative Schedule approved by the Planning Commission
- August 25, 2022 – Chapter 1 Location & History, Chapter 2 Social and Economic Characteristics, Chapter 3 Natural Resources reviewed and revised by the Planning Commission
- September 22, 2022 – Visual Preference Activity Public Input Session held by the Planning Commission
- September 22, 2022 – Capital Improvements Plan reviewed and approved by the Planning Commission
- September 22, 2022 – Chapter 4 Natural Resources reviewed and revised by the Planning Commission
- October 11, 2022 – Visual Preference Activity Report shared with the Planning Commission
- November 11, 2022 – Chapter 5 Transportation reviewed and revised by the Planning Commission
- December 8, 2022 – Master Plan Chapter 5 further revised, Chapter 6 Parks, Recreation, and Greenways, and Chapter 8 Economic Development reviewed and revised. Public Input activity #2, the Winter Walkthrough Workshop, planned by the Planning Commission
- February 22, 2023 – Master Plan Winter Walkthrough Workshop – Recreation Center
- February 24, 2023 – Master Plan Winter Walkthrough Workshop – Village Hall

- March 23, 2023 – Winter Walkthrough Workshop Reported to Planning Commission. Commission also reviewed the Master Plan Implementation Table, and provided guidance on Chapter 9 Community Sustainability, Chapter 10 Community Character, and Chapter 11 Community Goals.
- April 27, 2023 – Planning Commission reviewed and revised Chapter 9 Community Sustainability and voted to hold a mailed survey for the Master Plan
- May 25, 2023 – Planning Commission reviewed and revised Chapter 10 Community Character and approved the summer mailed survey.
- June 1, 2023 – Summer mailed survey sent to 510 water and sewer customers, online link activated.
- June 22, 2023 – Chapter 11 Community Goals reviewed and revised by the Planning Commission
- August 1, 2023 – Mailed and online survey period closed.
- August 24, 2023 – Summer mailed survey results reported to the Planning Commission. Chapter 12 Future Land Use reviewed and revised.
- September 28, 2023 – Chapter 13 Zoning Plan reviewed and revised by the Planning Commission
- October 26, 2023 – Chapter 7 Existing Land Use reviewed and revised by the Planning Commission. Existing Land Use and Future Land Use maps presented.
- November 14, 2023 – Chapter 14 Plan Adoption and Implementation reviewed and revised by the Planning Commission
- January 25, 2024 – Chapter 15 Appendix reviewed and revised by the Planning Commission. Draft Master Plan presented.
- February 22, 2024 – Master Plan Draft further discussed by Planning Commission, minor revisions and cleanups presented.
- March 28, 2024 – Master Plan Draft further discussed by Planning Commission, revisions presented.
- May 16, 2024 – First presentation of Master Plan Draft to Village Council.
- June 6, 2024 – Discussion on Master Plan Draft, direction to remove viewshed and view references, change employment data, and update maps.

Figures, Surveys, Diagrams, and Charts

- Figure 1-1 Location Map, Mackinaw City, c2ae
- Figure 1-2 Ownership Parcel Map, c2ae
- Figure 2-1 Civilian Labor Force Unemployment Rate, 2012-2022, United States Census Bureau American Community Surveys
- Figure 2-2 Seasonal Housing as a Percentage of all Housing Units, United States Census Bureau 2022 American Community Survey
- Figure 2-3 Total State Equalized Values, Mackinaw City, Mackinaw Township, Wawatam Township, 2013-2023, Cheboygan and Emmet County Equalization Departments
- Figure 2-4 Village Taxable Value per Acre, Village of Mackinaw City
- Figure 2-5 Village of Mackinaw City Revenue Breakdown, Munetrix, Village of Mackinaw City

- Figure 2-6 Village of Mackinaw City Expenditure Breakdown, Munetrix, Village of Mackinaw City
- Figure 3-1 Hydric Soil Ratings in Mackinaw City, USDA Natural Resource Conservation Service Web Soil Survey
- Figure 3-2 Soil Viability – Septic Tank Absorption Fields, USDA Natural Resource Conservation Service Web Soil Survey
- Figure 3-3 Soil Viability – Dwellings Without Basements, USDA Natural Resource Conservation Service Web Soil Survey
- Figure 3-4 Mackinaw City Wetlands Inventory, EGLE
- Figure 3-5 Land Cover in the Village of Mackinaw City, 2023, i-Tree Canopy
- Figure 5-1 NFC Classifications for the Village of Mackinaw City, MDOT
- Figure 5-2 Approved Street System (ACT 51), MDOT
- Figure 5-3 Regional Trail Networks in Mackinaw City, Top of Michigan Trails Network
- Figure 5-4 Iron Belle Trail, Local View and State View, MDNR
- Figure 5-5 North Country Trail, North Country Trail Association
- Figure 5-6 Village of Mackinaw City Sidewalk Network, c2ae
- Figure 5-7 Indian Trails Route Map, 2022, Indian Trails
- Figure 5-8 Straits Regional Ride Route Maps, Mackinaw City, 2022, Straits Regional Ride, Cheboygan County
- Figure 6-1 Parks and Recreation Organizational Chart, Village of Mackinaw City
- Figure 6-2 Location of Mackinaw City's Public Parks, Village of Mackinaw City
- Figure 6-3 Park Acquisition Area, Village of Mackinaw City
- Figure 6-4 Cross Town Trail Proposed Map, Sandy Planisek
- Figure 7-1 Existing Land Use Map, Village of Mackinaw City
- Figure 7-2 Existing Land Use Breakdown, Village of Mackinaw City
- Figure 8-1 Pond Street Lot & Site Rendering, Village of Mackinaw City
- Figure 8-2 Pond – Hiawatha Lot & Design Renderings, Village of Mackinaw City
- Figure 8-3 Cadillac Street Lots & Design Renderings, Village of Mackinaw City
- Figure 8-4 Priority Redevelopment & Incentive Districts, Village of Mackinaw City
- Figure 12-1 Future Land Use Map, Village of Mackinaw City
- Figure 14-1 Decision Tree for Planning Commission Review of a Proposed Text Amendment, Village of Mackinaw City
- Figure 14-2 Decision Tree for Planning Commission Review of a Proposed Rezoning, Village of Mackinaw City

Tables

- Table 2-1 Population Trends Village of Mackinaw City, 1970 – 2020, United States Census Bureau, Decennial Census
- Table 2-2 Age Distribution, Village of Mackinaw City, Townships, Counties, State – 2023, United States Census Bureau American Community Survey
- Table 2-3 Median Household & Per Capita Income Village, Townships, Counties, and State, United States Census Bureau 2022 American Community Survey

- Table 2-4 Income Sources in Mackinaw City, Cheboygan, and Emmet Counties, *United States Census Bureau 2022 American Community Survey*
- Table 2-5 Educational Attainment Village, Townships, Counties, and State, *United States Census Bureau 2022 American Community Survey*
- Table 2-6 Annual Employment Information Emmet and Cheboygan Counties 2012-2022, United States Census Bureau 2022 American Community Survey
- Table 2-7 Total Establishments by Number of Employees, 2023, MEDC
- Table 2-8 Employees by Major SIC Code in Village of Mackinaw City, 2023, MEDC
- Table 2-9 Mackinaw Township State Equalized Values by Property Class, Cheboygan County Equalization Department
- Table 2-10 Wawatam Township State Equalized Values by Property Class, Emmet County Equalization Department
- Table 2-11 Village of Mackinaw City State Equalized Values by Property Class, Emmet and Cheboygan County Equalization Departments
- Table 2-12 Fiscal Stress Indicator Scores for the Village of Mackinaw City, 2015 – 2024, Munetrix, Village of Mackinaw City
- Table 2-13 Munetrix Dashboard, Fiscal Stability, Public Safety, & School District Enrollment, Munetrix, Village of Mackinaw City
- Table 3-1 Average Annual Weather Statistics, Observed Averages, NOAA
- Table 3-2 Inventory of Facilities, Mackinaw City, EGLE Inventory of Facilities
- Table 3-6 Tree Benefit Estimates: Air Pollution, i-Tree Canopy
- Table 5-1 Streetscape Improvements, Village of Mackinaw City
- Table 5-2 Public Parking, Village of Mackinaw City
- Table 5-3 Parking Counts, Village of Mackinaw City
- Table 5-4 Traffic Crashes Reported, Mackinaw City Reported PDAs, Michigan Traffic Crash Facts
- Table 6-1 Parks Operated by the Village of Mackinaw City, Mackinaw City
- Table 6-2 Parks within the Village of Mackinaw City Operated by Non-Village Entities
- Table 7-1 Existing Land Use Statistics, Village of Mackinaw City
- Table 13-1 Future Land Use to Zoning Recommendations, Village of Mackinaw City

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Updates to the Master Plan

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