



2023 Master Plan Adopted September 2023

Acknowledgements

A special thanks to all the community members, elected officials, and others who contributed their time, energy, and enthusiasm. Their voices ensured this plan reflects who Mason was, is, and desires to be.

CITY COUNCIL

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Jerry Schaffer
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CONSULTANT TEAM

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CITY OF MASON CITY COUNCIL RESOLUTION NO. 2023-40

ADOPTION OF THE 2023 CITY OF MASON MASTER PLAN AS RECOMMENDED BY THE PLANNING COMMISSION

September 18, 2023

WHEREAS, Michigan Public Act 33 of 2008, as amended, the Michigan Planning Enabling Act, provides for the preparation of a Master Plan for the physical development of the municipality, with the general purpose of guiding and accomplishing development of the municipality and its environs that is coordinated, adjusted, harmonious, efficient and economical; considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development; will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare; includes, among other things, promotion of or adequate provision for 1 or more of the following: 1) system of transportation to lessen congestion on streets; 2) safety from fire and other dangers; 3) light and air; 4) healthful and convenient distribution of population; 5) good civic design and arrangement and wise and efficient expenditure of public funds; 6) public utilities such as sewage disposal and water supply and other public improvements; 7) recreation; and 8) the use of resources in accordance with their character and adaptability; and

WHEREAS, development of a future land use plan is pivotal in accommodating development in an organized manner while retaining its unique characteristics and promoting economic development; and

WHEREAS, the updated Master Plan is needed to address the documented public health, safety and welfare concerns with un-managed growth and an incompatible mixture of land uses; and

WHEREAS, a Master Plan update was necessary to respond to changing land use conditions in the City, the desire to protect the City's various neighborhoods, the need to provide a high quality of life for its residents, and offer residents and businesses the needed services and support to be successful; and

WHEREAS, a Master Plan is important to provide a sound basis for zoning, other related regulations, and community investments; and

WHEREAS, the planning process involved analysis of existing conditions and an analysis of the basic needs of the current and future population; and

WHEREAS, the Master Plan contains recommendations for future land use arrangement and density, neighborhoods, multi-modal transportation improvements, community facilities improvements, natural feature preservation, and specific sub-area plans to guide growth and development; and

WHEREAS, the plan includes implementation strategies and responsibility for completion of each recommendation to ensure the plan can be accomplished; and

WHEREAS, the City of Mason complied with required plan development steps of notifying and involving surrounding communities and outside agencies; and

WHEREAS, the City of Mason has an adopted Master Plan as a guide for development within the City as required by Sec. 31 of the Michigan Planning Enabling Act and City of Mason Ordinance Chapter 50; and

WHEREAS, the Planning Commission completed the required five-year review of the current Master Plan and determined that it needed to be updated in accordance with Sec. 35 of the Michigan Planning

Enabling Act and City of Mason Ordinance Chapter 50; and

WHEREAS, the Planning Commission completed the needed updates and submitted the draft Master Plan to the City Council for review and comment in accordance with Sec. 41 of the Michigan Planning Enabling Act; and

WHEREAS, the City Council approved the release of the draft Master Plan to those governments and agencies which received the Notice of Intent to update the Master Plan, in accordance with Sec. 41 of the Michigan Planning Enabling Act (Resolution: 2023-15); and

WHEREAS, the Planning Commission has received the Final Proposed Master Plan September 2023 which incorporates comments received from the general public as well as those governments and agencies which received the Notice of Intent to update the Master Plan, in accordance with Sec. 41 of the Michigan Planning Enabling Act; and

WHEREAS, a public hearing on the request was noticed and held at the Planning Commission's regular meeting on September 12, 2023 with testimony given and public comment solicited in accordance with Sec. 43 of the Michigan Planning Enabling Act; and

WHEREAS, the Planning Commission approved Resolution 2023-11 to adopt the Master Plan and recommend final adoption by City Council in accordance with Sec. 43 of the Michigan Planning Enabling Act (Resolution: 2021-29); and

WHEREAS, the City Council reserved its rights to adopt the Master Plan in accordance with Sec. 43 of the Michigan Planning Enabling Act (Resolution: 2021-29).

NOW THEREFORE BE IT RESOLVED, that City Council adopts the 2023 Master Plan as required to complete the process by the Michigan Planning Enabling Act.

The foregoing Resolution was moved for adoption by Councilmember Preadmore and seconded by Councilmember Droscha and declared adopted by the following vote:

Yes (6) Clark, Droscha, Ferris, Preadmore, Schaffer, Whipple No (0) Absent (1) Vogel

RESOLUTION DECLARED ADOPTED.

STATE OF MICHIGAN)
COUNTY OF INGHAM) ss
CITY OF MASON)

I, the undersigned, the duly qualified and acting Deputy Clerk of the City of Mason, County of Ingham, State of Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Mason at a regularly scheduled meeting held on Monday, September 18, 2023, pursuant to the Michigan Open Meetings Act, the original of which is on file in my office as part of the Council minutes.

IN WITNESS WHEREOF, I have hereunto set my official signature, this 25th day of September, 2023.

Jean Spink, Deputy City Clerk
City of Mason, Ingham County, Michigan

CITY OF MASON PLANNING COMMISSION RESOLUTION No. 2023-11

PLANNING COMMISSION ADOPTION OF THE CITY OF MASON 20-YEAR MASTER PLAN SEPTEMBER 2023 WITH A RECOMMENDATION FOR FINAL ADOPTION BY CITY COUNCIL

September 12, 2023

WHEREAS, Michigan Public Act 33 of 2008, as amended, the Michigan Planning Enabling Act, provides for the preparation of a Master Plan for the physical development of the municipality, with the general purpose of guiding and accomplishing development of the municipality and its environs that is coordinated, adjusted, harmonious, efficient and economical; considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development; will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare; includes, among other things, promotion of or adequate provision for 1 or more of the following: 1) system of transportation to lessen congestion on streets; 2) safety from fire and other dangers; 3) light and air; 4) healthful and convenient distribution of population; 5) good civic design and arrangement and wise and efficient expenditure of public funds; 6) public utilities such as sewage disposal and water supply and other public improvements; 7) recreation; and 8) the use of resources in accordance with their character and adaptability; and

WHEREAS, development of a future land use plan is pivotal in accommodating development in an organized manner while retaining its unique characteristics and promoting economic development; and

WHEREAS, the updated Master Plan is needed to address the documented public health, safety and welfare concerns with un-managed growth and an incompatible mixture of land uses; and

WHEREAS, a Master Plan update was necessary to respond to changing land use conditions in the City, the desire to protect the City's various neighborhoods, the need to provide a high quality of life for its residents, and offer residents and businesses the needed services and support to be successful; and

WHEREAS, a Master Plan is important to provide a sound basis for zoning, other related regulations, and community investments; and

WHEREAS, the planning process involved analysis of existing conditions and an analysis of the basic needs of the current and future population; and

WHEREAS, the Master Plan contains recommendations for future land use arrangement and density, neighborhoods, multi-modal transportation improvements, community facilities improvements, natural feature preservation, and specific sub-area plans to guide growth and development; and

WHEREAS, the plan includes implementation strategies and responsibility for completion of each recommendation to ensure the plan can be accomplished; and

WHEREAS, the City of Mason complied with required plan development steps of notifying and involving surrounding communities and outside agencies; and

WHEREAS, the City of Mason has an adopted Master Plan as a guide for development within the City as required by Sec. 31 of the Michigan Planning Enabling Act and City of Mason Ordinance Chapter 50; and

WHEREAS, the Planning Commission completed the required five-year review of the current Master Plan and determined that it needed to be updated in accordance with Sec. 35 of the Michigan Planning Enabling Act and City of Mason Ordinance Chapter 50; and

WHEREAS, the Planning Commission completed the needed updates and submitted the draft Master Plan to the City Council for review and comment in accordance with Sec. 41 of the Michigan Planning Enabling Act; and

WHEREAS, the City Council approved the release of the draft Master Plan to those governments and agencies which received the Notice of Intent to update the Master Plan, in accordance with Sec. 41 of the Michigan Planning Enabling Act (Resolution: 2023-15); and

WHEREAS, the Planning Commission has received the Final Proposed Master Plan September 2023 which incorporates comments received from the general public as well as those governments and agencies which received the Notice of Intent to update the Master Plan, in accordance with Sec. 41 of the Michigan Planning Enabling Act; and

WHEREAS, a public hearing on the request was noticed and held at the Planning Commission's regular meeting on September 12, 2023 with testimony given and public comment solicited in accordance with Sec. 43 of the Michigan Planning Enabling Act; and

WHEREAS, the City Council reserved its rights to adopt the Master Plan in accordance with Sec. 43 of the Michigan Planning Enabling Act (Resolution: 2021-29).

NOW THEREFORE BE IT RESOLVED, that the Planning Commission presents the City Council with the City of Mason Master Plan in accordance with Sec. 43 of the Michigan Planning Enabling Act; and

IT IS FURTHER RESOLVED that the Planning Commission recommends that the City Council adopt the Master Plan September 2023 with the revised Appendix B as required to complete the process by the Michigan Planning Enabling Act.

The foregoing Resolution was moved for adoption by Planning Commissioner Waxman and seconded by Planning Commissioner Clark and declared adopted by the following vote:

Yes (9) Bliesner, Clark, Kirkby, Malczewski, Perrault, Sabbadin, Waxman, Wood, Wren No (0)
Absent (0)

RESOLUTION DECLARED ADOPTED

STATE OF MICHIGAN)

:ss.

COUNTY OF INGHAM)

I, the undersigned, the duly qualified and acting Clerk of the City of Mason, County of Ingham, State of Michigan, do hereby certify that the foregoing is a true and complete copy of a resolutions adopted by the Planning Commission of the City of Mason at a regular meeting held on Tuesday, September 12, 2023, pursuant to the Michigan Open Meetings Act, the original of which is on is file in my office as part of the minutes.

IN WITNESS WHEREOF, I have hereunto set my official signature, this 25thday of September 2023.

Sarah J. Jarvis, City Clerk

City of Mason, Ingham County, Michigan

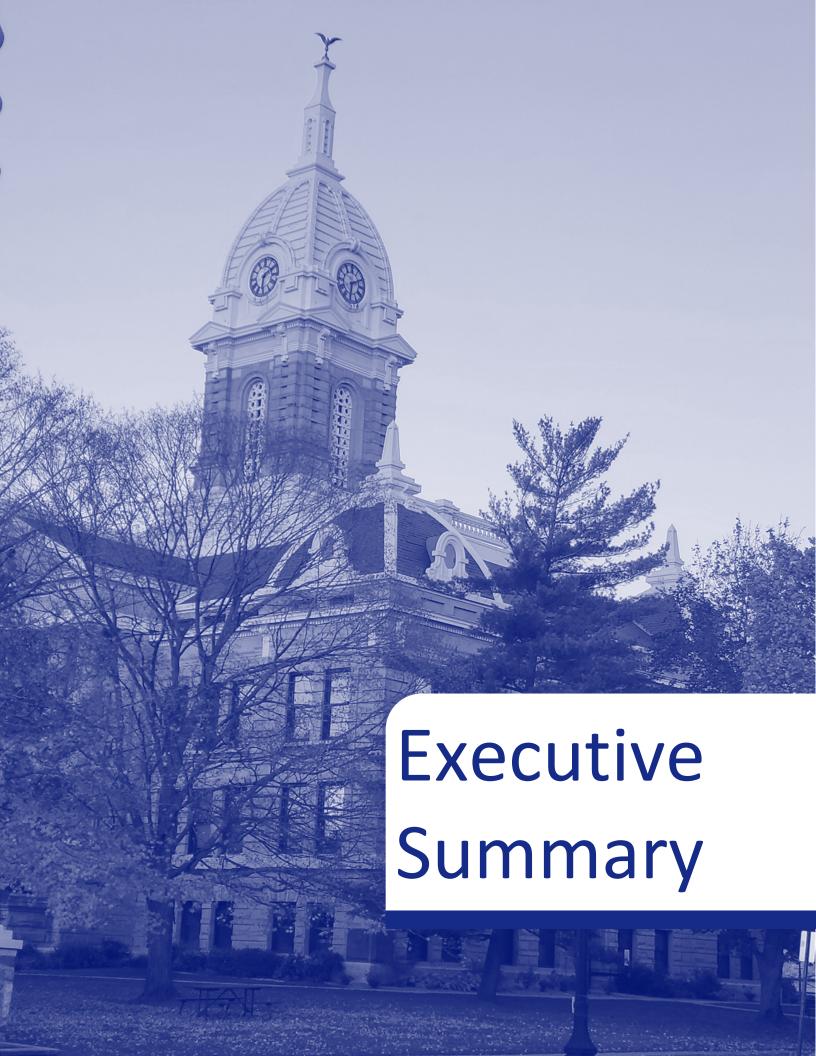
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APPENDIX B KIPP ROAD/TEMPLE STREET SUB-AREA STUDY

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Executive Summary

The City of Mason is a small town, steeped in history and located in the heart of Michigan, south of Lansing. Mason has served as the Ingham County seat since 1840. According to the State of Michigan, Ingham County's population is projected to grow 8.9% by 2030, which could put more strain on city services such as roads, parks, homes, businesses, and utilities. Mason is proud to be a healthy and growing city and preparing for this potential influx of residents by creating a Master Plan will ensure Mason grows in a way that is authentic to its small-town roots.

This Master Plan is a guidebook for Mason's decision-makers based on a vision of the future for the City of Mason. This vision was derived over the course of several months from conversations, surveys, and focus groups involving over 1200 members of the Mason community. The Master Plan helps City officials decide how to direct City funding and what initiatives to pursue. The Master Plan also identifies important actionable steps to accomplish the tangible goals and milestones that will lead to fulfillment of a community-driven vision of the future.

Key Questions: The four key questions the Planning Commission and City Council had at the onset of the Master Plan process were the following:

- What are the most effective ways Mason can continue to evolve while preserving its neighborhoods and small-town charm? *Turn to Chapter 2: Welcoming and Chapter 3: Charming*
- What infrastructure projects, policy decisions, and community engagement efforts will foster a more innovative, welcoming, and forward-thinking environment? *Turn to Chapter 4: Safe*
- Where and how do can future development in Mason be guided for the best utilization of space at the lowest cost to taxpayers? *Turn to Chapter 5: Land Use*
- How can a development review process be created that is consistent, efficient, cost-effective, and honors the community's vision? *Turn to Chapter 6: Implementation*

Guiding Principles: Community members, city staff, and key stakeholders discussed a variety of responses that resulted in three guiding principles, each supported by strategies, actions, and key questions for decision-making intended to steer the Mason community toward its desired future:



WELCOMING

Promote Mason as a welcoming and vibrant place.



CHARMING

Preserve Mason's neighborhoods and small-town charm.



SAFE

Provide safe infrastructure through the forward-thinking delivery of city services.

Promote Mason as a welcoming and vibrant place through...

What does it mean to be welcoming?

The City of Mason is a welcoming and vibrant place because of its people. As the community evolves, ensuring Mason remains welcoming for all, requires a commitment to maintaining strong civic engagement, valuing the input of legacy residents and newcomers, and fostering respect and support among neighbors.

Approach

Strategy	Target
	W1 Partnerships
ownership and civic engagement through partnerships and communication.	W2 Communication
Downtown + Gateways: Support a thriving downtown and vibrant business districts.	W3 Place Keeping
	W4 Vibrant Business Districts
Access + Proximity: Promote Mason's access to and as a hub for local and regional amenities.	W5 Local Connections
	W6 Regional Connections

Key Questions for Decision-Making

Will a proposed project, action, or plan:

W1: Provide partnership for programming or create unique places with limited impact to taxpayers (p.26).
 W2: Engage stakeholders and seek input from diverse perspectives beyond the minimum requirements including valuing the input of legacy residents and newcomers (p.27).
 W3: Maintain character of the traditional community center and/or establish a new placemaking effort that provides a new place for people to gather and connect (p.28).
 W4: Support local business development or entrepreneurship by enhancing the vibrant, thriving business district through increased residents and/or visitors (p.30).
 W5: Support local connections and equitable access to community assets and services through wayfinding and design (p.30).
 W6: Engage regional and local partners to ensure opportunities to serve residents better

through partnership aren't duplicated or missed (p.32).



What does it mean to be charming?

Small-town charm can have a variety of meanings. In this sense, it refers to the physical form of buildings and creating spaces that look uniform in scope and scale using tools such as architectural style and façade design. Defining the built form of Mason can maintain the "small-town" feeling while the city grows and modernizes.

Approach

Strategy	Target
	C1: Historic Assets
preservation by leveraging existing assets and programs.	C2: Programs and Partners
Quality Housing: Facilitate housing opportunities for all ages, incomes, and abilities.	C3: Housing Options and Opportunities
Building and Site Design: Promote continued reinvestment through development that builds	C4: Walkable Site Design
upon existing character of neighborhoods and streets.	C5: Street Character

Key Questions for Decision-Making

Will a proposed project, action, or plan:

- C1: Reflect Mason's distinct identity through the preservation, restoration, or adaptation of local architecture and/or features (p.35).
 C2: Provide resources to preserve existing assets in the community (p.37).
- □ C3: Provide attainable, quality housing for residents of diverse incomes and family types building upon existing patterns in neighborhoods and the downtown core (p.38).
- □ C4: Promote walkability and quality site design that contributes to a vibrant neighborhood or district. (p.42).
- □ C5: Promote walkability and multi-modal transportation by providing safe, attractive, and convenient access to pedestrian, bicycle, and transit systems (p.44).



Provide forward-thinking delivery of city services through...

What does it mean to be safe?

When asked about safety, residents regard Mason as a safe place to raise a family. The city is dedicated to being a secure place to live, work, visit, travel, and play. The city has a relatively low crime rate, very few serious traffic accidents, and overall provides essential services that support a high quality of life. However, facilities, infrastructure, and staff require an ongoing investment to keep a safe community. As Mason grows, decision-makers must evaluate investments to ensure that they support the community's vision of maintaining its legacy as a city with high levels of service at the lowest tax burden and with the least amount of regulation.

Approach

Strategy	Target
Facilities: Maintain and improve city facilities to be safe and efficient.	S1: Asset Management for Public Services
Infrastructure: Optimize existing capacity and prepare for growth.	S2: Purposeful, Strategic Growth
Investments: Consider long-term efficiency, resiliency, and the next generation's needs.	S3: Sustainable City Budget
	S4: Design with Community and Users
	S5: Build with the Future in Mind

Key Questions for Decision-Making

Will a proposed project, action, or plan:

- □ S1: Improve delivery of services and amenities while considering long-term maintenance costs and limiting the impact to taxpayers (p.49).
- □ S2: Encourage growth in areas with existing capacity first (p.65).
- □ S3: Diversify the local tax base to ensure economic resiliency while considering the ongoing costs for development compared to the benefits (p.69).
- □ S4: Provide an opportunity for feedback from residents and/or city staff directly impacted by a decision (p. 70).
- S5: Include environmentally responsible and resource-efficient materials and processes throughout the project's lifecycle (p.71).

Action Plan Priorities

Prioritization is key to successfully implementing the actions outlined in the Mason Master Plan. Planning Commission and City Council ranked the following as the highest priority items. Additional actions will be completed as resources allow, shown in Chapter 6: Implementation.

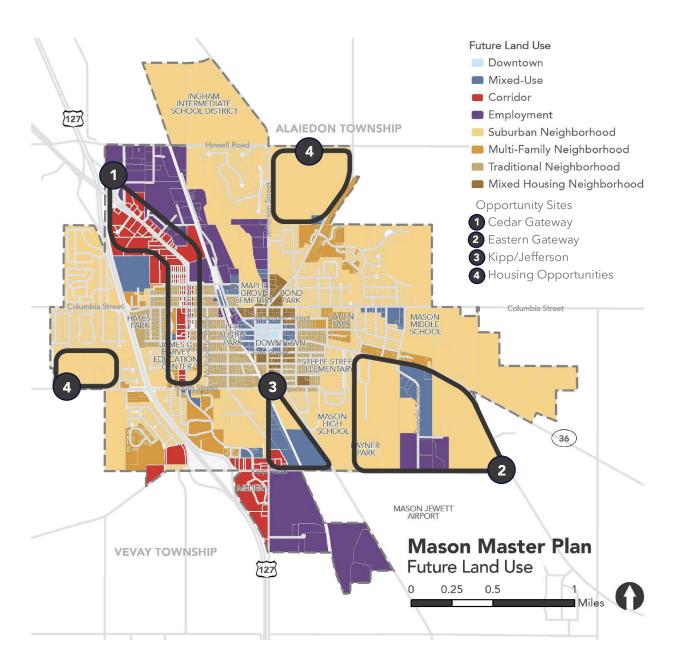
WELCOMING Promote Mason as a welcoming and vibrant place		
MP2023- W2.1	Adopt a Public Participation Plan and Communication Strategy (PP/CS) to ensure actions are taken in collaboration with the community and that the community is informed.	
MP2023- W5.1	Zoning Update: Update subdivision and zoning ordinances to simplify and expedite plan reviews and approvals.	
MP2023- W5.2	Create a comprehensive Guide to support businesses and property owners through the various City permitting requirements - zoning, building, storm water, water and sewer, right-of-way, etc.	

ARMING Preserve Mason's neighborhoods and small-town charm.
Establish a voluntary fire inspection program for downtown structures.
Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to adaptive reuse of historic structures.
Create resource list for historic preservation including summary on available tax credits and support applications for funding related to historic preservation in the community.
Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to housing.
Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to walkable site design.
Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to prioritizing street character.

SAFE Provide forward-thinking delivery of City services.		
MP2023- S1.2	Utilities Asset Management Plan to include enhancement to water treatment (quality, lead service lines, distribution, wellhead protection), expansion of the wastewater treatment plant, and improvements to the stormwater collection system.	
MP2023- S3.1	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to future land use and infrastructure capacity.	
MP2023- S5.1	Adopt a Public Participation Plan and Communication Strategy (PP/CS) to ensure project development and feedback includes users and city staff. Tied to MP2023-W2.1 .	

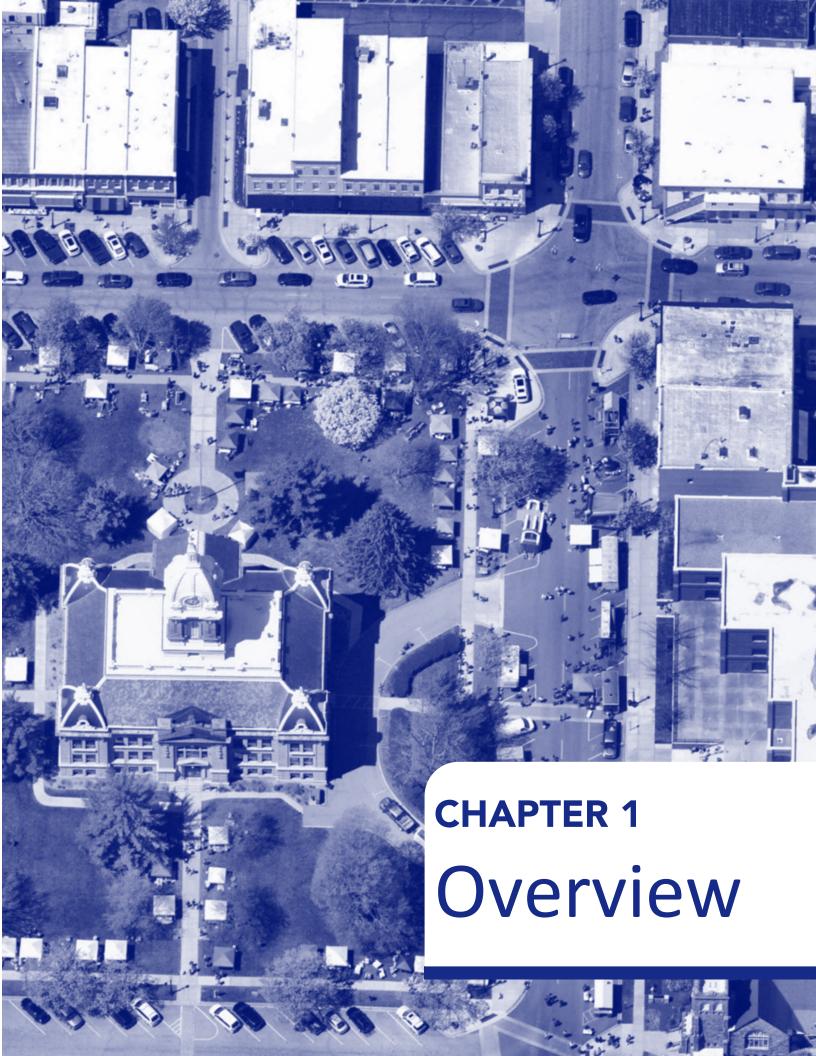
Future Land Use + Opportunities

One of the most effective ways for the City to manage change is through a future land use plan and requisite changes to the Zoning Ordinance. A Future Land Use Plan is a long-range vision of how land uses should evolve over time. It provides the framework for the Zoning Ordinance, which is the legal document that regulates property use and development. The land use plan below is discussed further in Chapter 5 and considers the four Key Questions and three Guiding Principles noted above to ensure Mason remains a Welcoming, Charming, and Safe community into the future.



Executive Summary

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What is a Master Plan?

A Master Plan is a guidebook for Mason's decision-makers based on the community's vision of the future. The Master Plan provides actionable steps and helps officials decide how to direct city funding, what initiatives to take on, and tangible goals and milestones. This document is required by the State of Michigan per the Municipal Planning Act, Public Act 285 of 1931, as amended. While this plan considers the future of Mason in twenty years, it is reviewed every five years.

Intent

The intent of the Mason Master Plan includes the following priorities:

- 1. Ensure the city remains a highly desirable community in which to live, work, operate a business, and visit.
- 2. Unify the community behind a common vision and set of goals and policies.
- 3. Address the desires and needs of the residents, businesses, and property owners to preserve and enhance the character of the community and natural aesthetics.
- 4. Provide a land use pattern which will result in a sustainable community with a diversified tax base and support the desired facilities and services with reasonable tax rates.
- 5. Present an urban framework and future land use map that illustrates how the city desires future development, redevelopment, and other land-based changes to occur.
- 6. Provide a legal basis for zoning and other regulations for the type, intensity, and timing of development.
- 7. Address the status and needs of infrastructure, recreational amenities, and public services.
- 8. Assist City Council in preparing priorities for budgeting, legislation, and oversight of city administration.
- 9. Guide staff by providing a vision and purpose to drive initiatives and provision of services.

Use

City leaders, elected officials, staff, and the community should look to the Mason Master Plan as the guide for important policies and decisions. The City will use the plan and its supplements for the following:

- Provide a framework and common goals for all city plans
- Guide policy decisions
- Inform changes to city regulations
- Inform the City of Mason's resource and budgeting decisions
- Evaluate and measure progress toward achieving citywide goals

Relationship to Prior Plans

Planning is a process, arriving at a land use and policy document through rounds of analysis and engagement. Each planning effort builds on previous plans.

There are multiple tiers that lead to ultimately implementing an action:

- Authorizing Documents, such as the City Charter, set laws and regulations for development and distribution of services.
- 2. **Visioning Plans**, such as the Master Plan, guide officials based on Mason's community vision.
- 3. **Community Plans**, such as the Sub- Area Plans, determine which projects are of greatest importance for a designated service or area.
- 4. **Resource Plans**, such as the Capital Improvement Program, inform how the city budget will be spent.
- 5. **Implementation** includes City Council authorization to initiate the action and staff management to complete it.

Some plans that factored into the Mason Master Plan include the following:

2022 Capital Improvements Program:
 Capital improvements impact anything from streets to public buildings to parks and closely align with this document's Action Plan (see Chapter 5: Implementation).



- 2020 Parks, Recreation and Non-Motorized Transportation Plan: This plan focused on several critical factors; address current problems, forecast future problems, and provide information to make sound decisions on spending and policy moving forward as it relates to the Mason-owned and operated parks and non-motorized transportation facilities. These were considered when discussing several tools for Mason's overall transportation network (see Chapter 3: Place)
- <u>2014 Master Plan Update</u>: The prior Master Plan effort updated the 2010 Master Plan to reflect the overall goals and objectives of Mason. Action steps and areas of interest were then identified using this guide, which became the building blocks for the goals, objectives, and actions of this plan. This plan replaces the 2014 Master Plan Update.

Planning Process



STEP 2: KICK-OFF, Winter2021

The 2022 Mason Master Plan project and Zoning Ordinance update was introduced to City Council and the Planning Commission.



STEP 2: INITIAL COMMUNITY ENGAGEMENT, Spring 2022

Community members shared their thoughts on Mason today and in the future via a survey.



STEP 3: FOCUS GROUPS, Spring/Summer 2022

Using online platforms and in-person meetings, over 20 focus groups were held with residents, business owners, developers, and regional entities to discuss key policies.



STEP 4: ENGAGEMENT VETTING, Summer 2022

Using social media, surveys, and office hour discussions, the planning team vetted specific strategies with the public.



STEP 5: PLAN VETTING, Summer/Fall/Winter 2022/2023

The public, City Council, Planning Commission, and city staff reviewed the draft 2022 Mason Master Plan.



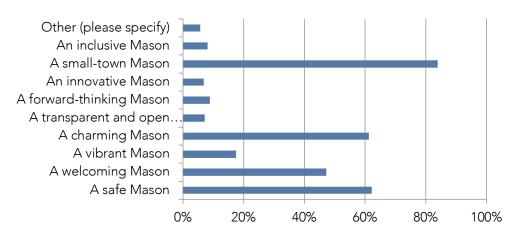
STEP 6: PLAN ADOPTION, Spring/Summer 2023

Vetted the final version of the 2022 Mason Master Plan at a Planning Commission public hearing and adopted by City Council.

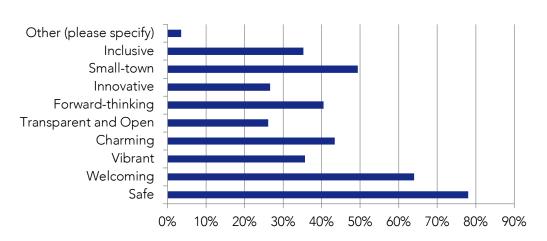
Community Input

Community engagement is an integral phase of the planning process that helps inform the plan's vision. Engagement is used to identify and establish community values. It also ensures recommendations contained in this plan reflect the needs and wants of the community. Extensive outreach was done to ensure feedback was received from at least 10% of City of Mason residents age 10 and older. Of the 1,442 survey respondents, 927 were from Mason residents. These 927 responses were analyzed to identify key community values and opportunities. While the survey was not statistically significant, it was compared to city demographic counts from the United States Census to ensure as many residents were represented as possible through the process. Overall, 9.57% of the Mason population took the Mason Master Plan survey, while another 32 meetings were held with a wide variety of community members. For each question, respondents could check up to 5 options which is why the combined total for each question is over 100%. Additional information on feedback received can be found in Appendix A.

Which of these words *most* describes the City of Mason today? (check up to 5 options)

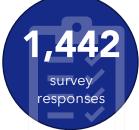


Which of these words *most* describes the City of Mason you want to see in 20 years? (check up to 5 options)



32 small-group discussions





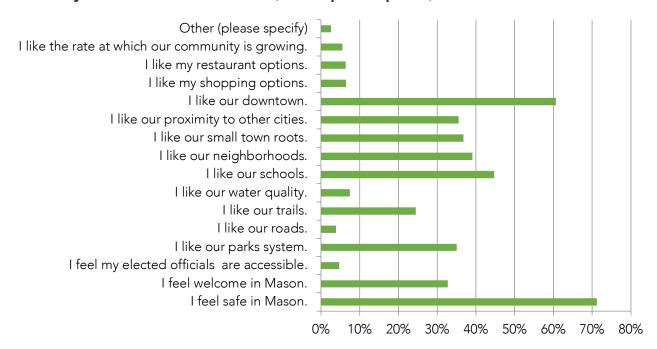
22Facebook posts to 4,300

followers

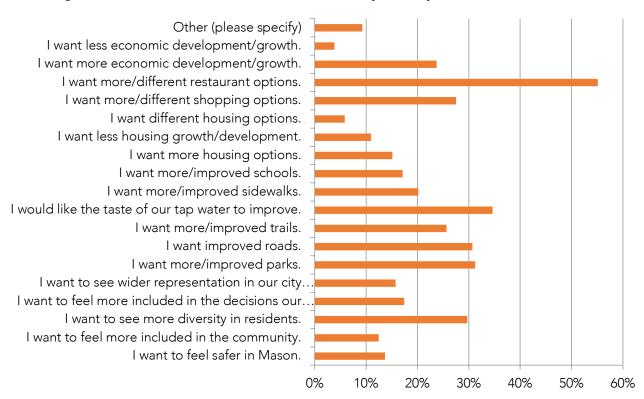
5,746
postcards sent to registered voters



What do you like most about Mason? (check up to 5 options)



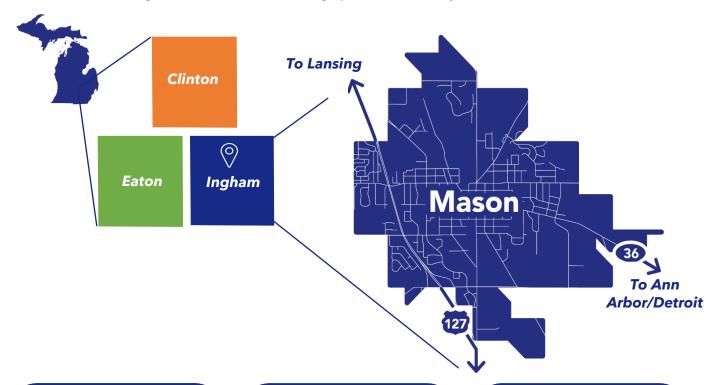
What do you want to see in Mason's future? (check up to 5 options)



The full public input analysis, survey results, and focus group summaries are available in the appendices.

Community Context

The City of Mason is a proud small town, steeped in history and located at the heart of Michigan. Mason is in Ingham County, approximately 18 miles southeast of Lansing and 33 miles north of Jackson. Mason has easy accessibility to U.S.-127 and M-36 (Cedar Street/Ash Street), with the Mason Jewett Airport located just south of the city boundary. At approximately five square miles in area, the city's relatively central location within Ingham County has allowed it to serve as the county seat since 1840. It is home to the historic Ingham County Courthouse, the beacon and cornerstone of the downtown historic district. The Mason community continues to grow within its borders, maintaining the character that is a large part of its identity.



Michigan Economic
Development Corporation
(MEDC) Redevelopment
Ready Communities (RRC)

Region 7

MEDC RRC provides technical and financial assistance to Michigan communities.

Tri-County Regional Planning Commission (TCRPC)

The TCRPC aims to support the Ingham, Eaton, and Clinton counties through economic studies, transportation improvements, and more. Capital Area Regional Transportation Study (CARTS)

The CARTS committee of the TCRPC allocates federal funding on regional transportation projects.

CHAPTER 1 OVERVIEW

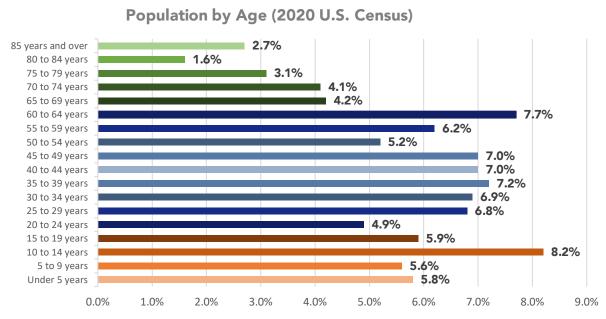
This demographic overview of Mason summarizes data from the 2020 U.S. Decennial Census, American Community Survey, and State of Michigan. Other demographic data pertaining to specific topic areas is provided in later chapters. One factor to consider is that the data in the following pages is inclusive of the 350-400 residents at the Ingham County Jail. This will impact overall participation rates as well as demographics, employment, and income.

Growth

According to the <u>2020 U.S. Census</u>, Mason has a population of 8,238 people, which is a slight decrease from the <u>2010 Census</u>. However, the <u>State of Michigan</u> projects Ingham County's population will grow 8.9% by 2030. This population increase could put more strain on the city's streets, parks, neighborhoods, businesses, and utilities.

Age

One quarter of the population is of school age while another quarter is of retirement age. This diverse age tapestry reinforces the idea of Mason as a family friendly community. Different age groups have different needs. Younger generations indicate the need for quality schools and recreation offerings, middle-age groups require employment opportunities, and older age groups need quality housing in which to age in place.



Source: 2020 U.S. Decennial Census, Summary File 1: Table P12

Ability

As of 2020, 13% of Mason residents have some form of physical or cognitive disability. <u>According to the U.S. Census Bureau</u>, three in four individuals with a disability are 65 or older.

Race

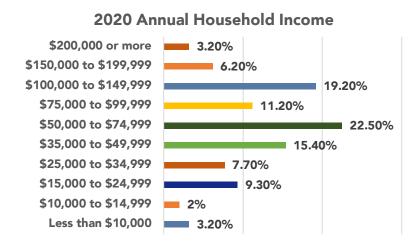
While Mason is a mostly white community, it is also home to people from many different racial and ethnic backgrounds. The information obtained from the <u>U.S. Census</u> provides an opportunity to ensure that planning decisions consider all perspectives.

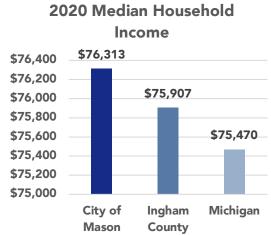
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2020 U.S. Census Bureau data shows residents in

2020 Living in **Population** Poverty by by Race Race American Indian or <1% 15% Alaska Native Asian 21% 1% Black or African 3% 56% American Native Hawaiian or <1% Pacific Islander White 88% 7% **Two or More Races** 6% 1% Other

Mason make a median income of \$76,313 which is slightly higher than the median income of Ingham County and the State of Michigan as a whole. Mason's population living in poverty has decreased from 17% in 2015 to 15% in 2020. The U.S. Census Bureau <u>defines poverty</u> as a household who's total income is less than the poverty threshold of \$33,148.





Source: 2020 American Community Survey 5-Year Estimate: Table S1901 for Mason City, Ingham County, and State of Michigan

Employment

<u>The top industries</u> for Mason residents include educational services, health care, and social assistance (29%); finance and insurance, real estate, and rental and leasing (14%); and manufacturing (14%). The number of employed people living in Mason increased 3.8% from 2019 to 2020. Furthermore, the <u>unemployment rate</u> has been cut by two thirds in the past seven years. Mason has a 3.8% unemployment rate as of 2020, compared to 10.7% in 2015. (2020 American Census Survey 5-Year Estimates: Table S2403, DP03)

Many of these employed people commute. In 2020, only 9% of people who lived in Mason also worked in the city. Data from the <u>U.S. Census Bureau</u> shows more people leave Mason for work than come in for work from outside the city. 2,180 people work in Mason but live elsewhere, while 2,613 people who live in Mason work elsewhere. The pandemic has provided an opportunity for rural communities such as Mason to be a place where residents prefer to live while working remotely. Data is currently limited but likely will impact the number of residents commuting for work from Mason.

Housing

In 2020, 65% of Mason's housing stock dwellings were single-unit residences. An additional 29% were residential buildings with two or more units, and 7% were manufactured homes. Household tenure had a similar split at 70% ownership to 30% renters. 30% of all the residential dwellings were vacant according to the <u>U.S. Census Bureau</u>. However, in 2022 when evaluating water usage, the average vacancy for the year was only 5% for residential users.



Did you know that single family homes in 2021 were approximately 66% of Mason's overall tax base?

Learn more about housing trends, statistics, and recommendations in Chapter 3: Charming.

Plan Framework

The plan's first three chapters are organized around three guiding principles, nine strategies, and sixteen specific targets:

WELCOMING Promote Mason as a welcoming and vibrant place through		
Strategy	Target	
Community Engagement: Foster community	W1 Partnerships	
ownership and civic engagement through partnerships and communication.	W2 Communication	
Downtown + Gateways: Support a thriving downtown and vibrant business districts.	W3 Place Keeping	
	W4 Vibrant Business Districts	
Access + Proximity: Promote Mason's access to	W5 Local Connections	
and as a hub for local and regional amenities.	W6 Regional Connections	

CHARMING Preserve Mason's neighborhoods and small-town charm through		
Strategy	Target	
Historic Preservation: Promote historic	C1: Historic Assets	
preservation by leveraging existing assets and programs.	C2: Programs and Partners	
Quality Housing: Facilitate housing opportunities for all ages, incomes, and abilities.	C3: Housing Options and Opportunities	
Building and Site Design: Promote continued	C4: Walkable Site Design	
reinvestment through development that builds upon existing character of neighborhoods and streets.	C5: Street Character	



SAFE

Provide forward-thinking delivery of city services through...

Strategy	Target
Facilities: Maintain and improve city facilities to be safe and efficient.	S1: Asset Management for Public Services
Infrastructure: Optimizing existing capacity and prepare for growth.	S2: Purposeful, Strategic Growth
	S3: Sustainable City Budget
Investments: Consider long-term efficiency, resiliency, and the next generation's needs.	S4: Design with Community and Users
	S5: Build with the Future in Mind

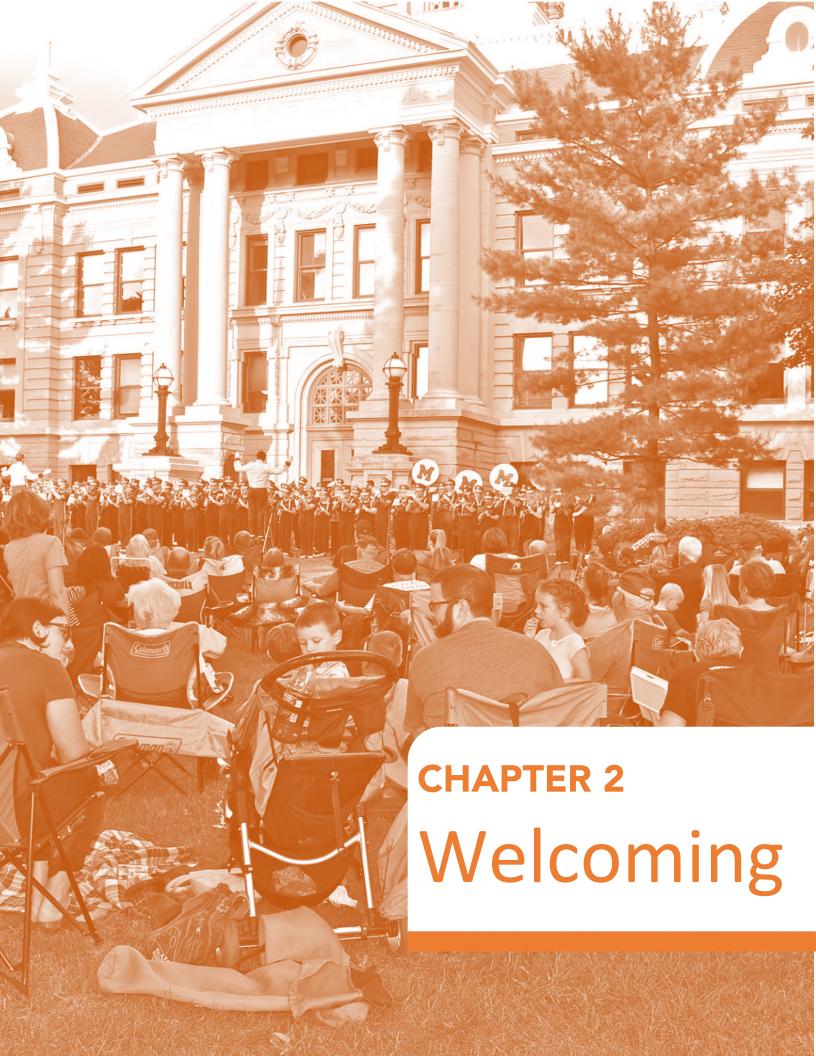
Two additional chapters outline recommendations and tools for implementing the strategies and achieving the targets:

Land Use

The Future Land Use plan is a representation of how the city will appear when fully developed. It does not imply that all the changes should occur at once. The Future Land Use plan is the general framework upon which land use and policy decisions for the city will be guided for the next 20 years. This chapter includes zoning ordinance recommendations.

Implementation

This portion of the plan outlines how to address continuous, consistent, and effective use of this document. This document is intended to help prioritize projects, actions, and plans based upon the community's values and vision for the future. This section references available tools and includes a decision-making process for items that may come up that were not anticipated in the plan. This section includes an Action Plan that helps turn the city's Master Plan vision into reality. The breadth of Master Plan recommendations necessitates a condensed list of the major tasks that require action.





Promote Mason as a welcoming and vibrant place.

What does it mean to be welcoming?

The City of Mason is a welcoming and vibrant place because of its people. As the community evolves, ensuring Mason remains welcoming for all, requires a commitment to maintaining strong civic engagement, valuing the input of legacy residents and newcomers, and fostering respect and support among neighbors. Mason will strive to promote itself as a welcoming and vibrant place through:

COMMUNITY ENGAGEMENT

Foster community ownership through partnerships and communication.

W1: Partnerships

The Mason community prides itself on being a welcoming small town. Public gathering spaces, events, and special programming all contribute to the small-town experience by allowing regular opportunities for connections. From the flower beds and planters downtown to the annual parades and festivals, all are the result of time and funding from devoted community members, businesses, and service groups. The City of Mason has developed a strategy of public/private partnership, where the City maintains parks, facilities, and community meeting spaces and relies on private organizations to program those facilities. It is important for the City to document and maintain these strong relationships with entities such as the sports leagues, Mason Area Chamber of Commerce, Mason Sycamore Creek Garden Club, and more. These groups should be included in implementation initiatives (see Chapter 6) and considered when developing regulations to ensure they do not experience barriers when creating engagement opportunities for the community.



Art

Investment in the arts can benefit communities in many ways – beautification, overall well-being, tourism, and spending at local businesses. Traditional categories within the arts include everything from visual arts to performing arts to architecture. All play an important part in Mason's local culture.

Mason adopted its current Public Art Program Policy in the spring of 2017 after updating its Master Plan to include public art in its community vision. Combined with the expertise and resources from Lansing Economic Area Partnership and the Arts Council of Greater Lansing, Mason's public art program has made great strides.

During the engagement program for the Master Plan, focus group participants emphasized art as contributing strongly to Mason's sense of place, pride, and welcoming character. Many beautiful sculptures and murals of varying sizes and styles can be seen throughout the city. Property owners and community groups are encouraged to contribute to the ever-growing art installations, and the City should continue to incorporate art into capital improvements, such as the Hayhoe Community Garden Trailhead bridge, through partnerships with artists and arts organizations.

Public art is often free to the public, located outdoors, and accessible to everyone. It provides the chance to share town history and values, showcase local artists, and establish informal monuments. Public art often functions as civic gathering spaces and identifiable meeting places within a city. The <u>2020 Parks, Recreation and Non-Motorized Transportation Plan</u> outlined art as an opportunity space in the Mason parks system and trails, specifically.

W2: Communication

The City of Mason will be more successful in achieving the goals of this plan by actively communicating and building relationships within the community. Information, especially from the City, should be shared with all residents in the manner that will best reach them beyond the minimum legally required notices and provide regular updates on progress. This requires distributing information in a variety of formats including the city's website, social media, flyers posted in public locations, direct emails, and the U.S. mail.

The City should develop a Public Participation Plan establishing clear expectations for when, how and where information can be shared to ensure residents, partners and groups are afforded an opportunity to participate in the decision-making process. As part of the Public Participation Plan, the City should consider how to develop on-going check-ins related to this specific plan and how we ensure on-going participation in the future of Mason.



Did you know the Michigan Economic Development Corporation has guidelines for public participation?

Learn more by looking at the <u>RRC Public Participation</u> <u>Guide.</u>

CHAPTER 2 WELCOMING

The plan also should evaluate the Citizen Request for Action system, training for elected and appointed officials, and citizen trainings to improve communication, access to resources, and provide a better understanding of how the city operates.

The City should also focus on how to integrate new residents quickly into the community, getting them connected to resources and interests. Providing an updated version of the "welcome wagon" that many legacy residents refer to fondly, could be a key opportunity for supporting a feeling of ownership for residents who have invested in the community.

DOWNTOWN + GATEWAYS

Support place keeping and vibrant, thriving business districts.

W3: Place Keeping

Place keeping can be described as the active care and maintenance of a place and its social fabric by the people who live and work there. Downtown Mason is the community center and has something special that many communities try to recreate. It includes a traditional community square, and a historic downtown surrounded by traditional neighborhoods with easy walking access. Preserving the architecture of the historic buildings such as the Ingham County Courthouse is what makes downtown Mason and its special events and stores a regional destination. To keep the physical space the community enjoys, downtown Mason must continue to be a walkable hub with a mixture of uses and vibrant placemaking. These tactics can extend along strategic corridors that serve as gateways to downtown, such as Cedar, Jefferson, and Ash streets.

Maintaining Character

To attract visitors and maintain existing character easily identifiable by residents, future developments and improvements in downtown and along gateway corridors should promote the following:

- Encourage the preservation of quality building details.
- Incorporate additional (and seasonal) natural amenities and vegetation.
- Support tools and techniques that create attractive and interesting first floors of buildings.
- Improve the coherence of the streetscape to indicate entrance to the district.
- Encourage new development complementary to existing building forms and materials.
- Retain and maintain older structures, especially historic façades.
- Encourage pedestrian-scale design elements such as awnings, façade projecting blade signs, landscaping, benches, and lighting.
- Encourage well-screened service areas: waste receptacles, delivery areas, mechanical equipment, and utilities.

The City should continue facilitating the ability to create unique spaces encouraging people to gather downtown through seasonal decorations, banners, tree lighting, etc. For more on enhancing Mason's small-town character, see Chapter 3.

Creative Placemaking

Art not only builds community connections but can be used as an economic strategy to transform spaces into places. In the fall of 2017, the Arts Council of Greater Lansing launched its Create Place program and worked with Mason residents and businesses to outline a plan to activate spaces through the arts to drive community and economic development. The effort inspired Mason's Art Alleys – three locations, one on each of the three blocks along Jefferson Street downtown.

The Art Alleys are a source of great community pride. The murals have drawn visitors from throughout the region, served as backdrops for graduation and wedding photos, and led to an increase in foot traffic between businesses. Encouraging businesses to incorporate art or small gathering places into developments will support placemaking efforts. Mason can also use art to create temporary road diets (narrowing of lanes to slow traffic) along main streets, make interactive crosswalks (including art or design to bring more attention to pedestrians) near schools and parks, encourage corner book exchange libraries, and more.



Gathering Places

Providing attractive spaces for people to gather will bring additional patrons throughout the daytime and evening hours. Public spaces should be planned in conjunction with new development and redevelopment of existing sites. Even small sites can provide some type of pedestrian amenity. Outdoor dining/sidewalk cafés add color and vitality to the street and provide an attractive and inviting walking and dining experience. Public plazas, art, or sculpture displays add interest and contribute to Downtown Mason's reputation as a unique business area. Mason should support the creativity of entrepreneurs by allowing them to create unique spaces through test programs (parklets, alley transformations, murals, etc.).

W4: Vibrant Business Districts

Downtown Living

A robust residential base is a key part of any successful downtown and offers an opportunity for residents who enjoy the vibrancy of downtown that they cannot experience in a traditional single-family home residence experience. A mix of housing types and sizes provides options for all the varied lifestyles that are part of a vibrant downtown. Amenities associated with downtown living include greater access to employment and community facilities as well as a wide range of shopping, entertainment, health, and personal services.

Open for Visitors

Special events, festivals, and fairs are often crucial for local economies. They attract visitors and generate tourism interest. But they also spur local spending and engender positive community identity. An event does not necessarily have to draw many tourists to have a significant economic contribution. When an event is geared specifically for the citizens in and near a locality such as a holiday celebration or fair, the economy can be bolstered by the generated economic activity. The City of Mason can continue to support its business districts by encouraging those who coordinate events to host them in business districts that are best positioned to support them through traffic patterns, open space, parking, and access to businesses. The City could go further by making events in these locations less burdensome by streamlining approval processes and support through city services when appropriate.

Open for Business

The economic stability of Mason directly affects the quality of life experienced by its residents. Economic stability is a function of many elements including property tax revenues, public services costs, employment, and consumer spending.

A comprehensive economic development strategy can focus on how to facilitate growing and diversifying the local tax base, investing in infrastructure that can support the needs of both residents and businesses, creating capacity to support, grow and retain existing businesses within the community and developing a marketing strategy that helps attract new businesses to the community. The Mason Area Chamber of Commerce and Lansing Economic Area Partnership play an important role in this work for the City of Mason that is focused on essential services. The City can help by supporting such organizations and accommodating reasonable opportunities for commercial and industrial land use to strengthen access to jobs for residents. Land use can balance these potential opportunities with infrastructure availability and diverse zoning.

ACCESS + PROXIMITY

Prioritize local and regional connections.

W5: Local Connections

Neighborhood Connectivity

Great cities have great neighborhoods. Great neighborhoods connect residents to resources, services, and other neighborhoods. Mason residents value their neighborhoods and want to

support continued efforts to keep stable neighborhoods strong and provide additional support for neighborhoods. Each Mason neighborhood has its own character, influenced by the size, age, and architecture of the buildings, the density of homes, the layout of the streets, as well as access to parks and public spaces.

The phrase complete neighborhood describes dense, walkable, amenity-rich neighborhoods with an abundance of open space. Complete neighborhoods enable residents to access basic needs within a twenty-minute walking radius. By providing a wealth of amenities and housing options in a walkable area, Mason can look to combat segregation by race, economic standing, and better serve the community.

Connected, accessible neighborhoods are welcoming and vibrant through the following priorities:

- Reward short trips by prioritizing investment in local connections between residents and businesses.
- Promote accessible, walkable communities with manageable motorized connections.
- Connect residents to services such as schools, city buildings, restaurants, and businesses.
- Incentivize neighborhood groups and resident-driven efforts to enhance neighborhood pride.



Wayfinding

Wayfinding is a system of signage to help distinguish directions as well as enhance the experience and uses of spaces. It is an integral part of city planning for both vehicular traffic as well as non-motorized transportation, and it is necessary to help those who are unfamiliar with the area to navigate more easily. It is also an important part of branding. Mason has a set of city-branded sign standards as

part of the 2020 Parks, Recreation and Non-Motorized Transportation Plan and an implementation plan that should be prioritized. Mason must also consider the types of signage that exist in the private realm, and how those signs contribute to the identity of Mason. Highlighting Mason's "front door" on Cedar Street, Kipp Road entry way and the entrance to the downtown is critical to being welcoming to visitors and creating a point of pride for current residents.

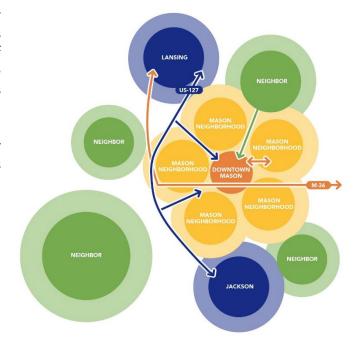


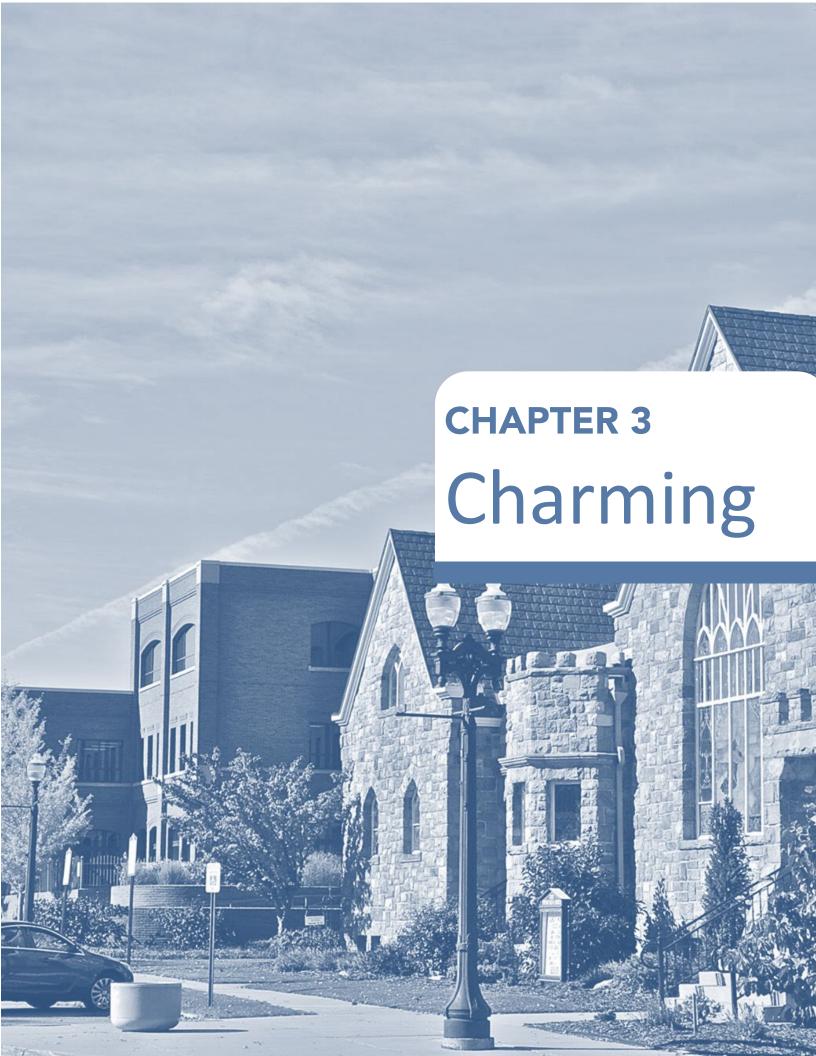
W6: Regional Connections

Mason is a regional hub for many community members in the surrounding townships and nearby villages, especially with attractions such as county services, shopping, restaurants, and specialty stores. Mason has modeled regional partnerships related to fire, facilities, and ambulance services. Regional connectivity often promotes local growth and more efficient use of resources while having the potential to enhance regional economies. Mason Public Schools are a critical part of the community and often share similar challenges with the city. Evaluating partnerships with the school and other regional entities should continue to be a priority to better serve Mason's residents. Those partnerships can be additionally supported by offering a venue for partners to hold regional meetings.

Mason also benefits from being part of a larger regional network, located just 18 miles southeast of Lansing and 33 miles north of Jackson. The large cities near Mason only make Mason stronger and more attractive to its residents. Residents can enjoy the small-town lifestyle surrounded by natural, rural assets and benefiting from the proximity to larger city services. This regional network provides access to many amenities:

- Retail, entertainment centers, and hotels.
- Colleges and universities.
- Parks and trails networks.
- Hospitals.
- Employment hubs.







What does it mean to be charming?

Small-town charm can have a variety of meanings. In this sense, it refers to the physical form of buildings and creating spaces that look uniform in scope and scale using tools such as architectural style and façade design. Defining the built form of Mason can maintain the "small-town" feeling while the city grows and modernizes.

Architectural Style

An architectural style is a set of characteristics and features that make a building or other structure notable or historically identifiable. Examples of architectural styles include Modern, Traditional, Craftsman, Mid-Century, etc.

Façade Composition

Façade composition is the way the face of the building is organized. A good façade composition is naturally pleasing to the eye and can make the pedestrian feel more comfortable walking in the area.

Façade Design

Façade design is the way in which the overall building composition and the individual architectural details come together to create a unified whole. The façade design may be aligned with a particular style or evoke a certain feeling.

Pedestrian Realm

Pedestrian realm considers the architectural details, fixtures, furnishings, and site design elements that impact the human experience and how people interact with buildings and circulate through spaces.

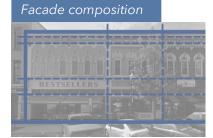
Massing and Scale

Massing is the size and three-dimensional form of a building. Scale is size relative to something else. Upper story step backs from lower floor(s) are a component of scale that can preserve the pedestrian scale character visible from the street while allowing increased height.

Building Materials

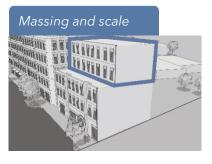
Building materials can be used to reinforce the quality and cohesion of the neighborhood. For example, in Downtown, materials should match the craftsmanship of Mason's historic buildings. They should also be high-quality and durable materials, when possible, to protect the longevity of the structure.









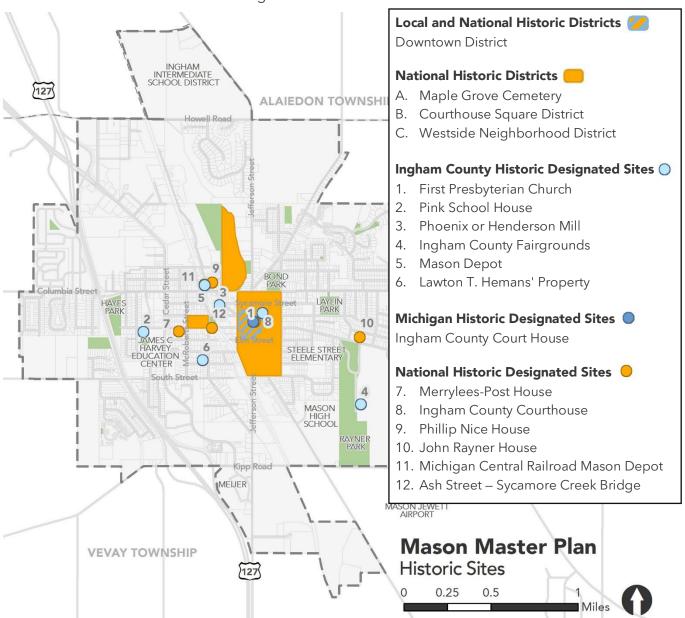


HISTORIC PRESERVATION

Leverage existing assets and programs.

C1: Leverage Historic Assets

Mason is a city steeped in history. In 1836 Charles Noble founded Mason Center, named after Michigan's first governor Stevens T. Mason, in hopes it would become the state capital. He was unsuccessful in that regard. However, he did manage to make Mason the seat of Ingham County. In fact, Mason is the only city in the U.S. that serves as a county seat ahead of the state capital. The central business area began to take shape as early as the 1840s, and many of its buildings today are approaching 150 years in age. Mason has several unique historical landmarks, many of which are included on the National Register of Historic Places.



Protecting Historic Assets

Owning a historic building can be challenging and making investment easier is key to protecting historical assets. The City of Mason may consider establishing design guidelines to assist owners with alterations and improvements to those historic properties. The guidelines serve to guide individuals, businesses, architects, designers, as well as the local historic commission, in making consistent and objective decisions involving work and development within the historic district.

The City is aware of how devastating even a small fire can be within its historic downtown and should start to take steps to empower owners to understand the things they can do to limit their risk. The City should consider a voluntary fire code inspection program that allows business owners to do self-inspection based on a check-list form. The program would be completely voluntary and not require additional staff.

Preserving City Owned Assets

The City owns multiple historic assets within the community from the Pink School House property to the Maple Grove Cemetery. It is important the city sets the model of preserving what is unique in its community.

The city historic structure that is most known and utilized is the library. The structure is nearly 80 years old and in need of upgrades that will support its prolonged use and accessibility for all members in the community.



Adaptive Reuse

Adaptive reuse can create compelling environments that engage broadening lifestyle needs, integrate changing mobility patterns, and connect to a richer context of neighborhoods and infrastructure. Creative adaptation can occur seamlessly, turning aging sites and historic properties into valuable contemporary assets.

Adaptive reuse can be cost-effective compared to tear downs and new builds and should be heavily considered for historic structures and neighborhoods in Mason. Adaptive reuse is also a more sustainable and environmentally conscious way of building. By encouraging adaptive reuse in Mason's Zoning Ordinances, the City will preserve its character and support resilient planning practices.

C2: Leverage Programs and Partners to Protect Assets

Historic districts are essential tools used to preserve the charm that draws people to Mason. They also provide funding opportunities to preserve and maintain historic structures. There are multiple regional, state, and national funding resources available for historic preservation and many require the city to be an applicant to secure the funding. Mason is a part of the Michigan Certified Local Government (CLG) Program, which provides an effective framework for promoting, supporting, and enhancing historic preservation activities at the local level through exclusive funding opportunities. The city should continue to leverage and promote resources, when possible, to ensure assets are maintained in the community.

The City of Mason has been very receptive to partnerships with groups to help facilitate the highest and best use for the historic structures it owns. One example of this is the preservation of the Pink School House in Bicentennial Park. The Pink School House is owned and maintained by the Mason Area Historical Society on city park property. In addition, the Mason Sycamore Creek Garden Club has created the Sunflower House, an award-winning children's gardening program, also located at Bicentennial Park adjacent to the Pink School House. Because of these two volunteer groups, the historic asset remains available to the community to enjoy, providing programming for children and families, while limiting the tax burden. It is important that the City prioritize making partnerships such as these feasible and find low-cost ways to support them (for example, maintaining the grounds). If the City were to program those facilities, it would create significantly more cost and less ownership by the community compared to the volunteer run organization. The library is no different and these partnerships should be valued and proactively managed and supported.

Entities such as the Downtown Development Authority (DDA) are also great partners in protecting the city's assets. The DDA has developed multiple programs that assist adaptive reuse of structures, including the Façade Program and the Downtown Liquor License Program. It also funded a façade design study that assists property owners interested in making updates to their buildings. Encouraging the DDA to continue to use its resources to preserve downtown should be a priority for the city.



QUALITY HOUSING

Provide opportunities for all ages, incomes, and abilities.

C3: Improve Housing Opportunities

Housing Market Current Trends

Household Type: Most of Mason is comprised of single-family households. However, to meet the needs for a range of affordable housing types and to accommodate the projected

population growth of the county, Mason should consider several strategies to increase housing density and build on the multi-unit styles that are already seen throughout Mason's neighborhoods.

This is consistent with national trends. One in three American households are for single individuals and by 2030, one in five Americans will be over the age of 65. These trends show demand is likely to be higher for smaller homes, walkable neighborhoods, and places for people to age in place (American Planning Association, 2022).

Vacancy: 30% of Mason household units were vacant as of 2020, which likely decreased because of the tighter housing market during the pandemic.

Household Ownership: A balance between home ownership and rental opportunities ensures people with different incomes, at different stages of life, and with different ways of life can find quality homes in the Mason community. Mason currently has a <u>70/30 split in homeowners and renters</u>. As the population grows, Mason will consistently reevaluate this proportion to ensure it matches residents' needs.

Affordability: Mason prides itself on being a great place to live. Part of remaining a great place to live is being a place people can afford to live. In 2020, 21% of residents were considered "cost burdened" — spending over 30% of their annual income on housing. Mason aims to minimize the number of cost-burdened households by expanding the amount of housing provided at affordable monthly costs for residents.



Percent Cost Burdened Households by Annual Income in 2020



Housing Need

The landscape of the American housing market has changed significantly over the past few decades and Mason already is seeing the effects. Rising construction costs, smaller family sizes, multi-generational living, aging in place, and shifting preferences from suburban subdivisions to traditional city neighborhoods provide Mason an opportunity to capitalize on its existing infrastructure and neighborhoods.

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



"We don't have an issue attracting people here- just not enough homes"

"There is a market for smaller units, but costs to build are prohibitive"

"It is difficult to build a home for less than \$300-450,000 with current costs"

- Ingham County's population is <u>projected to grow 8.9% by 2030</u>. If Mason wants to provide the option of living in the community, it needs to offer quality affordable housing.
- One in five Mason residents is living in a "cost-burdened" household, paying over the nationally recommended standard of 30% of their income on housing. To minimize the number of cost-burdened households, Mason needs to prioritize the approval of development with appropriate building typologies and manageable monthly cost ranges.
- Household size has decreased from the <u>typical nuclear family of four to just one to two people</u>. Fewer people per dwelling may indicate more dwelling units are needed.
- People are living longer and staying healthier but they may have accessibility challenges to remain in their current home. Retrofitting their current home may prove challenging, or there may not be enough accessible units available for them to transition to.
- As people are living longer, the housing stock isn't turning over as fast as in prior decades.
 This limits the amount of housing available for younger generations looking for their first
 home. Incomes have not kept pace with housing and transportation cost increases. This has
 caused more households to pay a greater share of their income on housing and
 transportation, becoming "cost-burdened."
- People want to live here! Mason is a desirable place to live for people looking for a "small-town" lifestyle.
- By welcoming more neighbors and different types of housing, there will be more residents to support Mason businesses and city services.

Housing that is affordable for a variety of household incomes is a vital concern when considering the livability of Mason's working and middle class residents, new community members, and seniors. Housing costs are rising faster than most incomes, making attainable workforce housing

CHAPTER 3 CHARMING

a particular challenge. Therefore, housing policy should consider a range of income levels, rental and owner options, and opportunities for residents to build wealth.

Housing Options

Missing Middle Housing: Missing middle housing is a range of multi-unit or clustered housing types—compatible in scale with detached single-family homes—that help meet the growing demand for walkable urban living. Missing middle housing types include duplex, triplex/fourplex, courtyard apartment, townhouse, and live/work units.

More housing types promote and allow a variety of alternative housing types beyond the traditional single-family home at appropriate locations. By allowing attached units, the city expands the available housing stock for both young families and seniors, increasing the overall demographic diversity of the city itself. Additionally, neighborhood quality can be extremely beneficial to the overall residential culture and value. By enforcing neighborhood maintenance, the city preserves the character of residential neighborhoods and reinforces quality standards for existing housing.

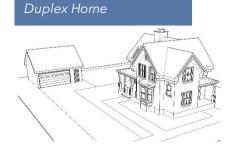
Downtown Living: Housing in the downtown area is an opportunity to provide the missing middle housing that often attracts young talent moving into the area as well as seniors looking for less to maintain and access to walkable amenities. Upper floor housing downtown is in high demand and an attractive option for vacant upper stories.

Infill Housing: Infill development is a term used to describe buildings created on underutilized and unutilized land in Mason. These developments are created in a way that fits within the existing development pattern that respects the scale, massing, and form of adjacent buildings. Whether one dwelling unit or more, new residential buildings should blend Mason's historic charm with modern design and construction.

Accessory Dwelling Units: Accessory dwelling units (ADUs) are secondary buildings on a lot with a smaller footprint. These are commonly seen as guest suites or apartments over garages or behind homes. ADUs give homeowners the option of additional rental income or space for family members. It also helps add "gentle"

density" in a way that is reflective within Mason's existing neighborhood fabric.









Senior Housing: The senior population in Mason will continue to grow as a percentage of the overall population. By 2050, it is projected (in Michigan) that the population of children and young adults will shrink by 6 percent and the working age population will be stagnant (falling over the next decade, then recovering to just above the current level), while the population of people aged 65 and older will grow by 30 percent. This shift to an older population creates unique need for the Mason housing market to create smaller accessible housing that allows for aging in place while allowing larger homes to transition and attract more families. Without that transition there may be unintended consequences to the school system, utility use, etc. that would negatively impact the community. This critical need may require additional incentives to support the gap in financing for these projects. The housing needs of seniors is an important part of the commitment to provide appropriate housing choices for all residents. Viable housing options should include remaining at home, if possible, which is especially important to residents who want to stay in neighborhoods they are most familiar with to be near family and friends. Retrofitting existing homes to be accessible for seniors desiring to "age in place" could include ramps, wider doorways, first floor bedrooms and accessible bathrooms.

Where "aging in place" is not feasible, special facilities, such as senior independent living, assisted living and congregate care should be considered. Zoning incentives must be provided to allow for these development types. Characteristics of such a site would include adequate size, good road access, and proximity to shopping and services.

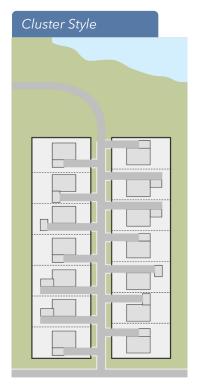
<u>AARP's Livability Index</u> ¹provides a baseline for assessing local services and amenities that contribute to quality of life, especially for seniors. The Livability Index includes the following categories:

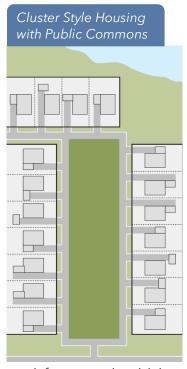
- Housing: Affordability and access.
- Neighborhoods: Access to live/work/play.
- Transportation: Safe and convenient options.
- Environment: Clean air and water.
- Health: Prevention, access, and quality.
- Engagement: Civic and social involvement.
- Opportunity: Inclusion and possibilities.

Cluster Style Housing-Pocket Neighborhoods: Cluster-style single-family housing preserves natural features on smaller lots coupled with

attached residential townhouses and apartments. In areas where natural features should be preserved, cluster housing on smaller lots for a tradeoff in contiguous open space preservation may be considered.







BUILDING AND SITE DESIGN

Build upon existing character of neighborhoods and streets.



C4: Walkable Site Design

Walkability

Safe pedestrian environments are critical to local connectivity and vibrant mixed-use corridors. Pedestrian needs are basic: comfortable, safe destinations within walking distance. Walkable design requires strategic changes to both nonmotorized systems such as sidewalks and motorized systems such as roads. The following are several of the necessary components of an inviting walking environment:

- A mixed-use development pattern that is compatible with walking; trips are short and can be made on foot.
- Continuous sidewalks of appropriate width.
- Safe and frequent locations for crossing.
- Buffers between pedestrians and traffic in the travel lane.
- Interesting and inviting buildings which address the street with observable doors and windows.
- Comfortable places to sit and wait.

Benefits of Walkable Site Design: Walkable, pedestrian-friendly sites are more accessible for neighbors, encouraging them to walk or ride from nearby neighborhoods or bus stops, or encouraging visitors to park once and have a friendly way to get between businesses without having to move the car.

- Improve the appearance of buildings and amenities.
- Strengthen the corridor character and neighborhood identity.
- Improve visibility of existing businesses.
- Increase social interaction and physical fitness, diminish crime.

How to Create Walkable Sites: To create a more walkable Mason, updates to the Zoning Ordinance that guide site design should:

- Establish redevelopment priorities and promote development where existing infrastructure, such as sidewalks, already exist.
- Regulate access management (driveways) to have consolidated points of entry.
- Integrate housing into and directly abutting traditionally commercial corridors.

Landscaping

Landscape design enhances the social, environmental, economic, and aesthetic quality of a site. Green space and vegetation, particularly street trees, increase property values, provide more shade, and enhance the pedestrian experience. These areas should be designed to enhance and establish neighborhood identity and invite pedestrian activity. The City should also encourage property owners to integrate appropriate green infrastructure treatments on site or through shared systems with neighbors to improve stormwater management.

Parking

Parking is provided both publicly and on individual sites and could be better shared, signed, and delineated. Future parking design should prioritize the following:

- Landscaped parking areas with well-defined pedestrian walkways and sidewalk screening.
- Utilize trees and planting islands within large surface parking areas to maintain character of area, while also considering maintenance impacts.
- Utilize distinctive surface materials and other techniques to accommodate multiple uses such as public gatherings, recreation, and parking.
- Utilize traffic-calming measures within surface parking areas.
- Utilize on-street parking.
- Place vegetative screening and plantings at appropriate locations around parking areas.

Façades

Apply some of these tips to achieve a balanced, welcoming façade:

- Align common elements along the street where a distinct alignment pattern already exists.
- Retain the historic integrity of the façade.
- Orient commercial building's active uses and entrances to the street, thus strengthening the street wall and ensuring a distinct character of active, pedestrian-oriented streets.
- Break up building massing with elements such as windows, projecting eaves, and landscaping.

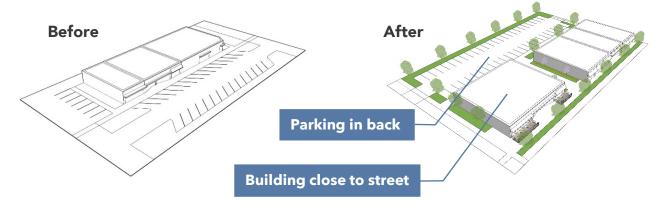
Building Orientation and Placement

The relationship of a building to its site, the public right-of-way and adjacent buildings is a critical component of walkable site design:

- Buildings should be oriented parallel to the main street; buildings located at a corner intersection should have a front façade parallel to both streets when possible.
- Buildings on most downtown streets should be built with little front setback. In locations
 along corridors where an aisle of parking is provided in the front, landscape elements such as

CHAPTER 3 CHARMING

- walls, fences, or plant materials should be considered to visually reinforce the established street wall.
- Front façades should occupy the majority of street frontage to eliminate irregularly sized gaps along the street edge. A primary entrance should be provided from the street; secondary entrances should also be provided in proximity to pedestrian connections, public spaces, and the parking areas.

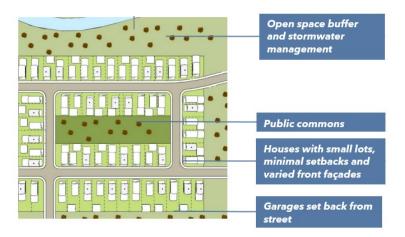


Traditional Neighborhood Development

Traditional neighborhood developments (TNDs) permit smaller lots provided the home designs are reflective of traditional neighborhoods, including inviting front porches, varied architectural design, and minimal front yard setbacks. Often included within TNDs are alleys to provide access to garages, eliminating the visual impact of garages from the street and direct driveway access to streets.

Traditional neighborhoods such as the historic streets surrounding Downtown Mason are loved

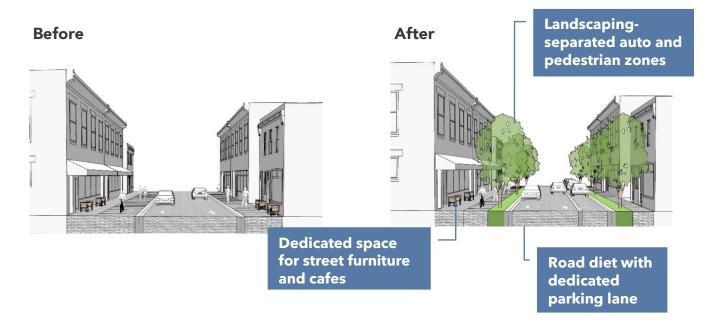
because of how they prioritize the community over the car. Streets have sidewalks on both sides and are treelined, providing a well-connected and shaded pedestrian network to support walkability. Homes should continue to encourage walkable neighborhoods by maintaining reasonable setbacks, emphasizing the frontage through details such as porches and yards, and deemphasizing cars by ensuring driveways and garages are focused on the rear of the building.



C5: Prioritize Street Character

Street character throughout the community is a key component when connecting and creating walkable neighborhoods. Identifying how to maintain street character should be considered when updating the Zoning Ordinance. Streets must be capable of handling traffic capacity, but

not at the expense of the overall streetscape. Streetscapes can be used to enhance corridor identity. Streetscape elements include inviting building façades, landscaping, sidewalks, street paving, street furniture, signs, awnings, and street lighting. Crossings, wayfinding, and signage are also important elements.



Lighting

Lighting promotes activity, establishes a safe pedestrian environment, and provides nighttime orientation. Adequate lighting should be provided along roadways and within parking lots to ensure a safe environment. Traditional lighting and traffic standards can achieve design character consistency. In focus group discussions, lighting was identified as the primary reason someone felt safe in an area.

Signage

Unique signage can contribute to the entrance to the community, character of the area, celebrate local history, and serve as nontraditional markers for local landmarks. Signs provide an important function of both advertising and navigation by motorists and pedestrians. However, signs often dominate a site and are counterproductive to the primary function of directing patrons. Through careful and well-planned site design, the number of potential signs should be limited. Signs should be integrated with their surroundings in terms of size, shape, color, texture, and lighting and they should not create visual competition with other signs in the area.

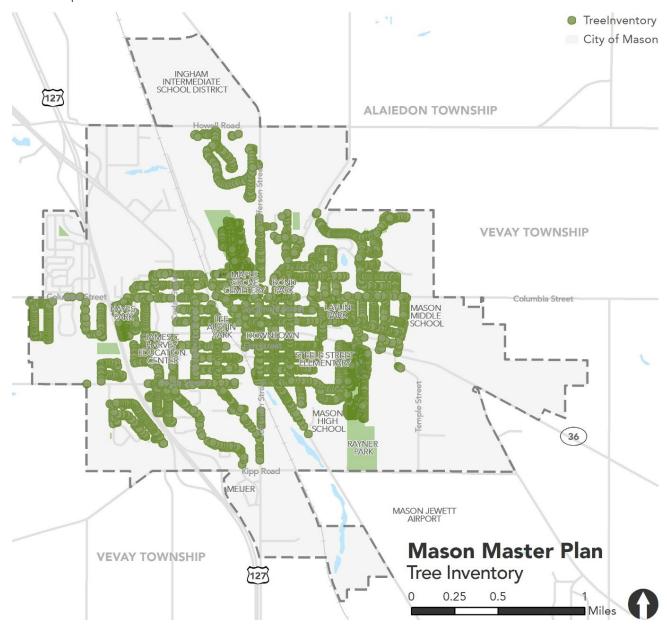
Street Trees

Trees are a vital piece of a city's infrastructure. Healthy tree-lined streets are a key component to creating a more walkable, livable, and sustainable city, providing economic benefits to residents, businesses, and the city in terms of both added value and dollars saved.

CHAPTER 3 CHARMING

Trees play an important role in defining the character of Mason. The tree lined streets serve as an informal "linear park" enjoyed by community members and visitors. In Mason's parks, trees provide shade, assist in preventing soil erosion, and aid in stormwater management.

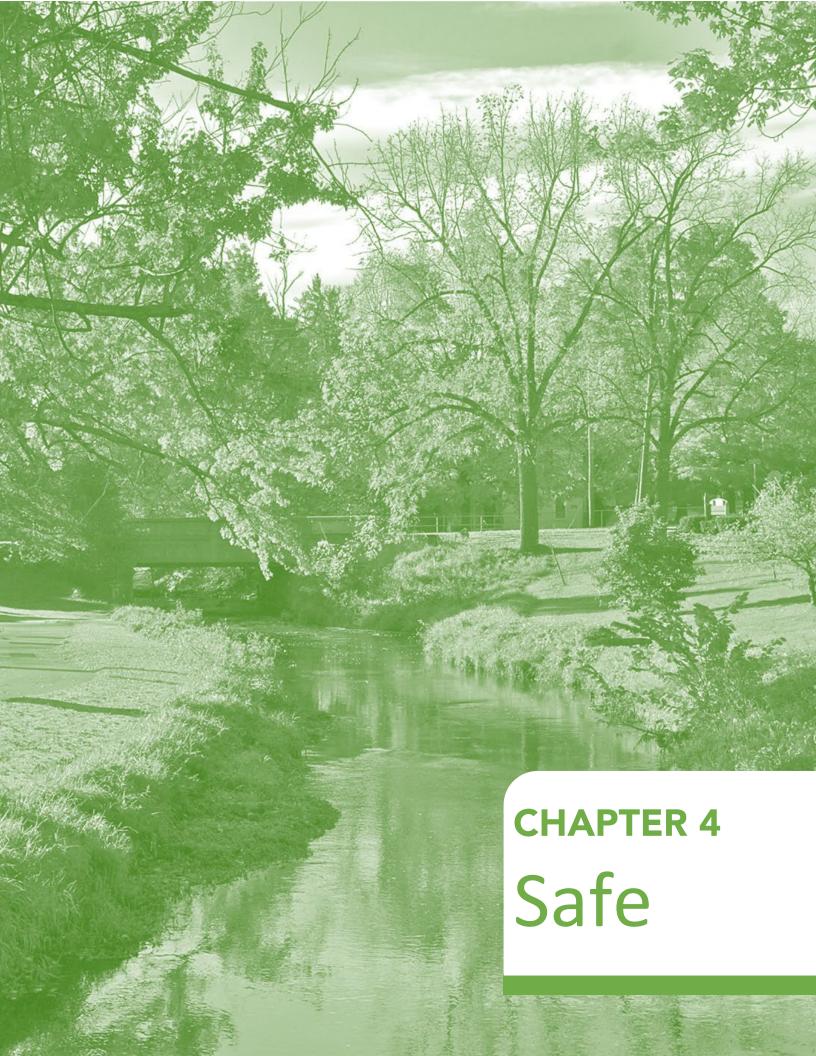
The City of Mason has been named a Tree City USA since 1991. The Tree City USA program is a nationwide movement that provides the framework necessary for communities to manage and expand their public trees.

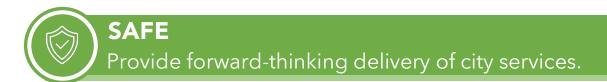




Did you know that trees provide many benefits? Trees have been shown to increase property values by as much as 15%. Business districts with high canopy can experience as much as a 12% increase in consumer spending. Trees have also been linked to mental health benefits and enhanced perceived safety.

Sources: K. Wolf (August 2007). City Trees and Property Values. Arborist News 16, 4: p. 34-36





What does it mean to be safe?

When asked about safety, residents regard Mason as a safe place to raise a family. The city is dedicated to being a secure place to live, work, visit, travel, and play. The city has a relatively low crime rate, very few serious traffic accidents, and overall provides essential services that support a high quality of life to create a safe environment. Facilities, infrastructure, and various staff require an ongoing investment to keep a safe community. The city must be forward thinking to anticipate needs and items that may impact our ability to maintain our safe environment in the future. As Mason grows, decision-makers must evaluate investments to ensure that they support the community's vision of maintaining its legacy as a city with high levels of service at the lowest tax burden and with the least amount of regulation.

EXISTING FACILITIES AND SERVICES

Maintain and improve city facilities and services to be safe and efficient.

The City of Mason provides a full range of services. These services and facilities include public sanitary sewer, storm sewer, water, police and fire protection, street maintenance, parks and recreation facilities, and cemetery services. The City has a Council-Manager form of government, where a City Manager manages the daily operation of these services and other functions, and a seven-member city council determines policy and enacts legislation for the city. As such, the City Council is faced with constantly considering the addition to or improvement of services and facilities while maintaining low resident costs.

Current Primary City Operated Public Services

- Public safety (fire and police)
- Utilities (drinking water, wastewater, and stormwater)
- Motorized and non-motorized transportation (streets, sidewalks, trails)
- Parks, cemetery, and forestry
- Administrative services and general facilities (clerk, elections, code enforcement, planning, building, treasurer, assessing, etc.)

Current Primary Public Services Partnerships

- Programming (community groups)
- Shared facilities (library and Mason Public School Administration)
- Internet and communication systems (private utilities)
- Transit
- Waste management
- Ambulance

S1: Asset Management for Public Services

The City currently does not have a complete picture of the condition of all assets owned by the City. A baseline for the condition of equipment utilized and services provided by each department should be established and evaluated on a regular basis. The City should have a detailed asset management plan in each of the key areas that would be more extensive than typical plans including the following:

- Accurate inventory of all assets, including personnel (current training level and expertise
 of existing staff)
- Standardized maintenance/replacement for all existing equipment/facilities and training needs for existing staff.
- Identification of potential partnerships.
- Evaluation of future growth and anticipated needs.
- Evaluation of resources to achieve current and future goals.
- Evaluation of use of technology like geographic information system (GIS) to support the management of city's assets and provide information for future decision-making.

Public Safety

Public safety is a primary focus of service for the City of Mason. The city's charter enables the powers of the police and fire departments to operate and serve the public. Both departments require regular investment in equipment and personnel to ensure Mason is protecting and retaining its greatest asset – its people!

Police Services: In addition to their primary responsibility of maintaining social order, Mason prides itself on providing services that connect with residents through community policing by well-trained, skilled police personnel. Community policing emphasizes initiative-taking problem solving, rather than responding to crime only after it occurs. The approach encourages staff to proactively develop solutions to underlying conditions contributing to public safety problems. The challenges evolve rapidly, and staff is constantly adjusting or training to tackle new public safety trends. The addition and maintenance of the K-9 program is a specific tactic to connect with the community while providing an additional service related to missing persons that can occur with the city's youth and aging population and increased bomb threats at local schools.



Partnering with a non-profit to eliminate the upfront costs allowed the K-9 Program to be feasible and ensured the community was a partner in its creation. This should be a strategy for new efforts when possible.

The City has experienced an increase in resources spent with citizens in crisis. Mason continues to expand training in these areas but is finding limited resources available for citizens after that initial contact. The City should continue to strive for opportunities to grow community connections proactively instead of

CHAPTER 4 SAFE

reacting. Natural considerations for future partnerships include services related to mental health assistance and a Student Resource Officer available at local school buildings.

Fire Services: The City's fire department's paid on-call model is part of the fabric of Mason. In 1867, after a fire impacted the community, citizens banded together and organized, with the City Council, Mason's original Hook and Ladder company. The Mason model of citizen volunteers helping other citizens, in addition to their standard responsibilities, has stood the test of time even as other paid on-call departments struggle to retain team members. While the model keeps costs low, it is essentially another partnership with local employers and firefighters' families to ensure they can respond as needed, without notice. It is imperative that the City models that commitment by continuing to allow staff to be eligible to serve on the fire department as well, when appropriate.

In partnership with the Mason Firefighters Association and due to a civic-minded focus, the fire department excels at connecting with all ages through multiple community events and fire prevention education. In addition to saving lives and suppressing fires, they also consider community-based fire protection and safety strategies. These services operate out of two stations. Station 1 (12,403 square feet) houses the administrative offices, most of the firefighting equipment, and would be a sizable portion of the fire asset management plan. Station 2 currently

houses reserve firefighting equipment, training equipment, and a Department of Public Works (DPW) pump. The City plans to relocate the items in Station 2 to the new DPW facility and sell the property to consolidate and reduce maintenance costs.

Currently, the fire service area includes the City of Mason, Aurelius Township, Vevay Township, and a portion of Alaiedon Township for a total of 85 square miles, serving a population of approximately 16,000 residents. The partnerships with these other municipalities have been extremely successful and allow the region to work "smarter" with mutually beneficial outcomes. The townships receive quality fire service, reduced response times, and reduced

insurance rates, while providing revenue to the City to offset costs. This also provides an opportunity for City firefighters to respond to regular service calls that assist with retention, maintain their skills to better serve Mason residents, and utilize equipment that needs to be in service regularly to be effective.





Did you know that paid on-call fire departments have the same level of training requirements as full-time departments at a fraction of the cost?

In 2021, Mason residents paid approximately \$45.55 per capita compared to surrounding full-time municipality's per capita cost of \$150-250 for similar service and response.

Fire equipment and facilities owned by the City needs to be fully inventoried as part of the asset management plan. This has already been completed with the large equipment and a fund has been established to ensure the City can continue with a regular replacement plan that is financially feasible for taxpayers.

Utilities: Water, Wastewater, and Storm Water Systems

Drinking Water

The City's water system consists of seven wells, two 500,000-gallon elevated storage towers, 600 fire hydrants, one one-million-gallon ground storage tank, and approximately 45 miles of water main service lines in various sizes. The City has a centralized treatment facility; the water is pumped through raw water mains to the treatment plant to remove items as required by the permit.

Lead and Copper: The recent rule changes enacted by the State of Michigan require the water utility will, at its expense, replace the entire water service beginning at the corporation valve to 18 inches inside the house if it is found to contain a "lead service line" (LSL). LSLs have been expanded to include services with lead "goosenecks" and galvanized lines that are or were connected to LSLs. There is no longer any distinction between the municipal and customer owned portion of the water service where lead is concerned. This is a significant change for the city and comes with additional costs.

The City is actively investigating the actual number of lead service lines to be replaced. This is to be documented in an asset management plan by January 1, 2025. The plan must also show a schedule of the replacements that must be made at a minimum of 5% per year average, however, all lead service line replacements must be completed within 20 years (by 2045) unless an alternate schedule for replacement is approved in the asset management plan.

The City also has a delineated wellhead protection area and regularly holds wellhead protection program meetings to ensure the long-term quality of drinking water. A source water protection program also includes management strategies to reduce contamination risk, contingency and new source planning, and public education and outreach.

One of the common topics mentioned throughout the public engagement process was the quality of drinking water in Mason. The supply is clean, safe, and reliable, but the City often receives complaints



WHAT WE HEARD

when survey respondents were asked to select top five responses to "What do you want to see in Mason's future?"

35%

of survey respondents said they would like the taste of our tap water to improve.

regarding how hard the water is on fixtures. The City's water is just as safe as bottled water but costs considerably less and has a much lower environmental impact. The City must continue to prioritize regular maintenance and testing throughout the system to improve the identified issues when possible. Having more users of the public water system lowers the operating cost, so providing access to water that residents prefer to drink is crucial to its success. Realistic asset management of the water system is critical to providing a quality service and for setting reasonable, fair rates across various types of users to allow for coverage of fixed and variable costs.

Wastewater

The sewage collection and treatment system consist of a 1.5 million gallons per day (MGD) capacity activated sludge treatment plant, 32 miles of sewer line including interceptors, and four lift stations. The plant was originally constructed in its current form in the 1950s and modified and/or expanded in 1975, 1977, 2011, and 2016. The plant treats the wastewater discharges from the entire City of Mason, as well as a portion of Alaiedon Township and a portion of Vevay Township that averages 1.15 MGD.

Wastewater treatment is directly connected to water use because much of the water used by homes, industries, and businesses must be treated before it is released back to the environment. Nature has an ability to cope with small amounts of water waste and pollution, but it would be overwhelmed if the city didn't treat the million-plus gallons of wastewater and sewage produced every day by Mason users before returning it back to the environment. Treatment plants reduce pollutants in wastewater to a level nature can handle.

During average daily flow rates, the plant operators can use the existing system to treat the water to an excellent quality and meet all discharge permit requirements, even as the plant is well beyond its useful life. Significant peak flow rates encountered a few times per year exceed the capacity of the treatment system and have resulted in bypass flows to surface water. The City, like most other communities in Michigan, operates under a National Pollutant Discharge Elimination System permit (NPDES) administered by the Michigan Department of Environment, Great Lakes, and Energy (EGLE). This permit establishes the allowable effluent levels to be discharged to the receiving waters, Sycamore Creek.

In addition, the City has been operating under an Administrative Consent Order (ACO) since November 11, 2011. The ACO, a result of periodic bypass flows, was issued with the intended resolution being the construction of a new plant if improvements to the collection system could not mitigate the capacity issues.

The City is committed to moving forward to improving this service to its residents and has evaluated all the alternatives and determined that it is time to upgrade the wastewater treatment plant facilities. The plant is currently being designed to meet all the permit requirements and ensure that the plant is flexible for future growth of the community. The plant is anticipated to cost the users over \$28,000,000 to complete and the City has been successful in offsetting a portion of the costs with grants and federal funding.

As part of this project, Mason will require a full asset management plan of the completed plant to ensure that the City maintains the plant as needed and plans for future expenses. The City will also need to evaluate the collection system to determine what regular maintenance is required to reduce infiltration and inflow. Infiltration occurs when groundwater seeps into sewer pipes through cracks, leaky pipe joints, and/or deteriorated utility access holes (manholes). Inflow is stormwater that enters the sewer system through rain leaders and basement sump pumps or foundation drains illegally connected to the sewer.

Stormwater: The City of Mason is responsible for the Municipal Separate Storm Sewer System (MS4). The goal of the MS4 program is to reduce the discharge of pollutants to surface waters of the state. MDEQ requires communities to comply with the state and federal stormwater regulations by obtaining a NPDES permit for stormwater. The City has developed a stormwater plan and is partnered with the Greater Lansing Regional Committee (GLRC). Collaborating with other community members of the GLRC has been beneficial to all the communities involved,

working together to achieve a common goal. The stormwater NPEDS permit requires that each community develop several different programs within their stormwater plan.

The City's MS4 consists of approximately 231,800 linear feet (43.9 miles) of concrete and plastic drainage pipes ranging from 6 inches to 42 inches in diameter, with some corrugated metal pipes up to 72 inches in diameter. The system has 1,026 stormwater catch basins that collect stormwater and debris from roadways, parking lots, building roofs, sump pumps, and some lowlying areas. The collected stormwater flows into the Sycamore Creek, Willow Creek or Rayner Drain.

Transportation: Streets, Sidewalks, Trails

Streets

The City of Mason contains both public and private roadways. Public roads are owned and operated by the Michigan Department of Transportation (MDOT), the Ingham County Road Commission, and the City of Mason. Private roads are owned and operated by private developments and homeowner groups. The City currently maintains 12.25 miles of major streets, 19.78 miles of local streets, 2.21 miles of cemetery drives, and 3.32 miles of non-motorized trail. Mason collaborates with MDOT to maintain and monitor the health of certain roads and corridors. To define priorities for the local street and major street rehabilitation programs, the City has a formal asset management program that categorizes roads based on their Pavement Surface Evaluation and Rating (PASER).

Street maintenance and improvement is a predetermined budget priority for the City of Mason and the City's Charter. Mason voters have approved that a minimum value equal to 4 mills be allocated to road projects every year.

City Charter Sec. 8.4. Adoption of budget. (Excerpt)

The budget resolution shall include a minimum appropriation of money for the street construction program equal to 2/5 of one percent of the taxable valuation of all non-exempt real and personal property in the City

This is unique language that many communities are considering modeling due to deterioration of their street infrastructure and limited funds. At the time the language was adopted, the amount allocated funded a 20-year street program. With increasing costs, the program is now closer to funding a 25-year street program. The program needs a full evaluation to determine all street assets, conditions, and anticipated repair schedule and costs. This will be a critical part of the asset management process related to streets.

The City has staff now who are trained to do a Pavement Surface Evaluation and Rating (PASER) to ensure regular evaluations and adjustments occur. The prioritization of streets must consider investments needed in underground infrastructure to ensure regular maintenance/replacement and limiting the impacts to residents.

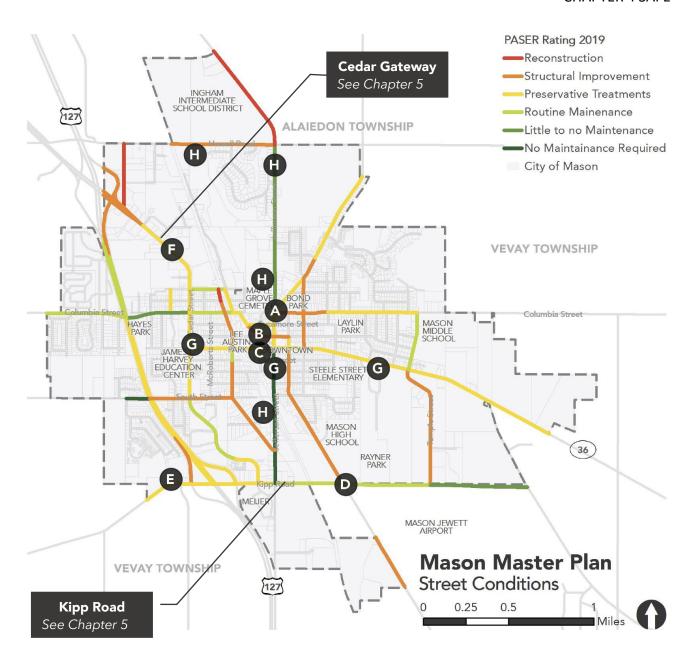
Toward Zero Deaths (TZD)

An important component of road improvements is safety considerations. TZD is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. This goal has been adopted by MDOT and Tri-County Regional Planning Commission which provide funding for various projects. The City may consider adopting TZD strategies when evaluating projects in alignment with these entities.

Complete Streets

Complete streets are designed to enable safe and efficient mobility for all users, from vehicles to bikes to pedestrians. Using this model, roads are meant to:

- Be safe and accessible for all members of the community.
- Be soundly designed and well maintained for lasting investment.
- Be developed in partnership among city agencies, communities, and other stakeholders.
- Promote equitable access to the amenities of the city.
- Expand travel options to increase mobility and improve public health.
- Strengthen the community by promoting human interaction and reflecting local character.
- Protect and enhance the environment.





WHAT WE HEARD:

Safe Focus Group

Concerning areas related to traffic, lighting, and walkability:

- A Five-way: Jefferson, Okemos, Columbia
- B Five-way: Park, Maple, State
- © Intersection of Park and Ash
- Intersection of Kipp and S. Barnes St.
- Franklin Farms Connection to Kipp

- F Walkability: Cedar Street, limited buffer to sidewalk
- **G** Visibility: Rayner Park Entrance, Cedar/Ash, Oak/Jefferson, various intersections with landscaping
- H Increased Lighting: Trailheads, North Jefferson

Multi-Modal Transportation

Multi-modal transportation provides multiple ways for residents to move throughout their neighborhoods. It includes motorized transportation, such as roads and public transit routes, and non-motorized transportation, including sidewalks, trails, and bikeways. Several strategies for Mason to use when designing roadways include:

- Promote diverse transportation modes that are safe, low-cost, and reduce vehicle miles traveled to connect people to jobs, education, amenities, and housing.
- Identify frequency and reliability of bus routes.
- Provide proper non-motorized transportation infrastructure and resources including bike and scooter parking, publicly available bikes and scooters, sidewalks, and trails.

Rail

Rail, while privately owned, reduces the use of roadway and is generally a very efficient way to move freight. The existence of rail in Mason is an advantage from an economic development perspective that should be maintained and encouraged through zoning along the rail line. Site selectors often reference rail access as a priority or preference. Allowing for development to continue along the rail is critical to providing an additional economic development element that other cities may not be able to provide.

Funding has been approved to upgrade the Jackson Intermodal Station, which is potentially the southern terminus for passenger rail service between Lansing and Jackson, with Mason being a stop between. While this is unlikely to be accomplished in the near future, investment in rail infrastructure in the State could have a positive impact on Mason.

Transit

Transit is an important piece of any non-motorized system. The Mason Planning Area is currently served by one public transportation provider, the Capital Area Transportation Authority (CATA). They operate one fixed-route number 46 Mason Limited. This route provides scheduled bus service between Mason and Lansing twice daily, once in the early morning and again in the late afternoon. Locations served in Mason include Meijer, Sycamore and Jefferson, Cedar Street and points in between.

CATA, Meijer, and MDOT work together to ensure coordination on-site at Meijer between bus stops and the park and ride lot. The City can help to facilitate CATA's investments in accessible bus stops while planning for street work.

Additional on-demand CATA services in Mason include the Connector, Spec-Tran, and Rural Service. Rides can be arranged in advance by contacting CATA Customer Service.

Park and Ride

A portion of Meijer's parking lot in Mason has been designated as part of the Michigan Carpool Parking Lot Program with over 240 MDOT-owned lots with over 15 located at Meijer stores across Michigan. This is a valuable resource for the regional and our residents, as it allows for residents to coordinate ridesharing to reduce overall costs for commute to their work.

Non-Motorized Transportation

A Non-Motorized Transportation System (NMTS) is made up of a network of infrastructure such as sidewalks, pathways, and bicycle lanes that connect people to places, businesses, and

resources throughout the community. The NMTS works in concert with the roadway infrastructure and spans the gaps where the road network does not exist. This is especially important in Mason, where an integral component of small-town character is the ideal walkable downtown with connected neighborhoods.

Benefits of Non-Motorized Transportation

There are several benefits to having a comprehensive non-motorized transportation system including:

- Provides connections between homes, schools, parks, public transportation, offices, and retail destinations.
- Improves pedestrian and cyclist safety by reducing potential crashes between motorized and non-motorized users.
- Encourages walking and bicycling which improves health and fitness.
- Provides options to make fewer driving trips, saving money.
- Research indicates pedestrian and bike-friendly cities have more economic vitality. (Source: *Bikenomics: How Bicycling Can Save the Economy*)

Components of Non-Motorized Transportation

 As outlined and further described in the City's <u>2020 Parks</u>, <u>Recreation and Non-Motorized Transportation Plan</u>, a nonmotorized network includes many types of infrastructure. This includes sidewalks, bicycle lanes, shared use paths, side paths, paved shoulders, and shared lanes.

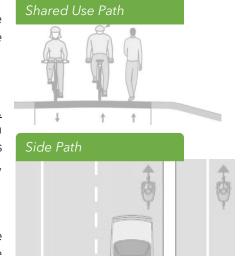
Sidewalks

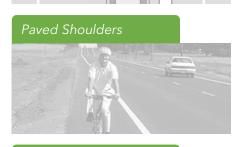
The City of Mason has a very good existing sidewalk system. A large majority of the streets within the city have associated sidewalks. The city currently operates a sidewalk maintenance program, in which the city is divided into quadrants. This program then defines which years any maintenance projects are to be completed within those quadrants.

- The city also ensures that any road project takes the sidewalks into account and coordinates any sidewalk projects along with the road construction.
- The sidewalk environment should be at an appropriate width that provides ample space for all pedestrians and non-motorized modes of transit. Landscape buffers such as trees or shrubs create a feeling of safety for the pedestrian, increasing walkability and improving their overall walking experience. Connection improvements should prioritize sidewalk maintenance and continued connectivity between schools, parks, residential areas, and the downtown district.











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Trails

Trails provide people of all ages with attractive, safe, accessible, and low- or no-cost places to cycle, walk, hike, jog, or skate. Trails can benefit the community's public health, economic and transportation initiatives, and add to community pride. The City of Mason has successfully built 3.32 miles of non-motorized trail with three trailheads that make up the Hayhoe Riverwalk Trail. Regular maintenance and creating internal connections to the trail are essential to fully leverage this asset.

In addition, regional efforts include connecting Mason's trail north to Lansing via the Delhi Township trail system and connections south to Vevay Township and the City of Leslie. Additional regional connections are being explored through the Tri-County Regional Planning Commission's Trail Feasibility Study. Connections to businesses from the trail will be important in order to capitalize on the potential economic impact of more non-motorized visitors to Mason.

These priorities are identified in the City's <u>2020 Parks</u>, <u>Recreation and Non-Motorized Transportation Plan</u>, which prioritized needs using the 5C's: Compliance (ADA), Condition, Capacity, Cost, and Community Input. The following items were identified in the Plan's objectives and goals related to **non-motorized efforts** that should be incorporated in any asset management plan:

Objective	Goals
Sustain Existing Facilities	Ensure 100% of neighborhoods have non-motorized connectivity to facilities within 10 years by connecting sidewalk and trail gaps between parks.
Future Expansion of Facilities	Create regional non-motorized connections.



Do you want to learn more about the specifics of non-motorized transportation improvements in Mason? See the 2020 Parks, Recreation and Non-Motorized Plan. 2020 Parks, Recreation and Non-Motorized Plan



Progress Note:

Plan drafted in 2020 and some gaps have already been filled that are updated here!

Parks, Cemetery, and Forestry

The City of Mason owns and operates eight municipal parks within the city limits totaling 92.74 acres and includes a wide variety of seasonal recreation activities.

Parks

Initiatives related to Parks are identified in the City's <u>2020 Parks</u>, <u>Recreation and Non-Motorized Transportation Plan</u>, evaluated parks and prioritized needs using the 5C's: Compliance (ADA), Condition, Capacity, Cost, and Community Input. The following items were identified and prioritized as the action steps necessary to meet the Plan's objectives and goals related to **parks**:

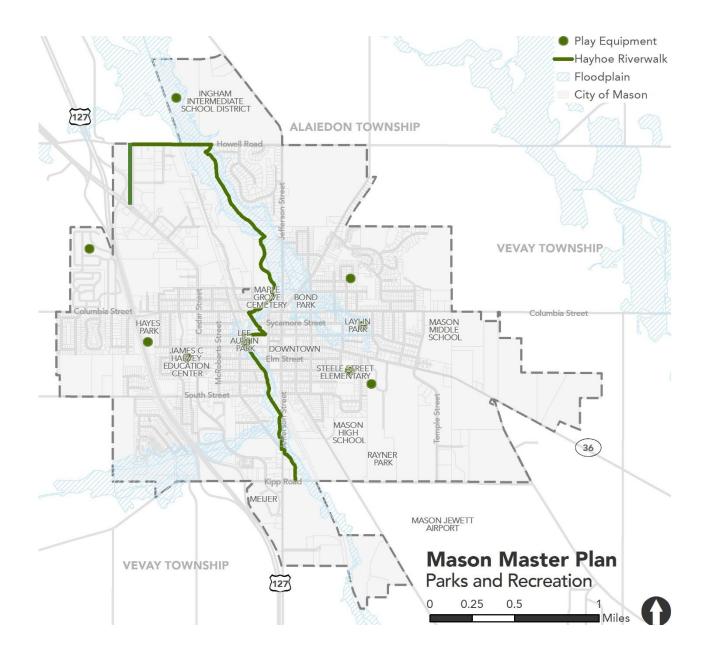
Objective	Goals
Sustain Existing Facilities	Bring 100% of facilities into a state of good repair within 10 years through renovation or replacement.
Future Expansion of Facilities	Ensure that there is a park located within a 1/2-mile radius of all Mason residents

Projects will be expedited as funding becomes available and subject to the capacity of city resources. Funding for the projects listed here will come from the General Fund, Act 51, DDA funds, the Iva Bond (IB) Fund, grants, private donations, and a 2021 approved dedicated park millage. Projects in later years of the Capital Improvement Program (CIP) may be moved up and completed sooner if additional funds become available. The citizens of Mason voted to support a five-year 1 mill millage for City owned park, trail, and pathway capital improvements estimated to raise approximately \$230,000 annually. The plan calls for more investment than will be available from the five-year millage. The city has the intention of asking voters to extend the millage if it meets the community's expectations for improvements in the first five years.

Society is becoming increasingly more aware of the many benefits provided by open space and recreation. It is the city's goal to actively promote these benefits for the public's well-being in the form of providing and developing recreational areas and activities.

- Physical and Mental Health Benefits: Communities have placed an increased value on outdoor activities.
- **Economic Benefits**: Parks and open space increase the value of neighboring residential and commercial properties. Studies have shown that businesses are drawn to communities that provide quality lifestyles for prospective employees.
- Environment Benefits: Trees reduce air pollution and water pollution, green spaces make cities cooler, and they are a more effective and less expensive way to manage stormwater runoff and flooding than building systems of concrete sewers.

Did you know that one of the City's parks is Bicentennial Park, where the Pink Schoolhouse that was used in the late 1800s, is located? This an ideal partnership model with the Sycamore Creek Garden Club to program and facilitate increased services to residents without the increased tax burden.



Cemetery

Cemeteries were the first public parks. The great rural cemeteries were built at a time when there were no public parks, art museums, or botanical gardens in American cities. Suddenly, there were large expanses of ground, filled with beautiful sculptures and horticultural art. People flocked to cemeteries for picnics, hunting and shooting, and carriage racing. These places became so popular that not only were guidebooks issued to assist visitors, but also rules of all kinds were posted.

The City of Mason's Maple Grove Cemetery was no exception to this national trend. Established

in 1844, it covers approximately 38 acres with additional acreage available for expansion. Sycamore Creek flows along the eastern edge of the property which is important to the development of the Hayhoe Riverwalk Trail throughout the city. Approximately 50 burials are performed on average per year. The older portion of the cemetery has been listed on the National Register of Historic Places.

	LOTS SOLD	BURIALS	CREMATIONS
2021	40	46	59%
2020	24	60	49%
Prior to 2020	Average 12-15	N/A	N/A

Today, cemeteries have many benefits that residents enjoy:

- A deep historical connection to the local community. They bring residents closer to an understanding of the past and provide insight into how people within the area used to live.
- A place of serene remembrance, allowing visitors to enjoy time with loved ones without considering the daily responsibilities or activities later in the day.
- An important significance for families with loved ones buried in the area. Local cemeteries
 can help offer a space that brings comfort to families and community members as they
 struggle with their grief while remembering loved ones. It can provide a serene environment
 in which to place flowers on important occasions and to spend time speaking on a spiritual
 level with the person who has passed.
- Beyond their functional value as an area to bury loved ones, cemeteries can act as a place of memorial.

Above all, the city must preserve and enhance the location to be an appropriate host of ritual events for families and post-funeral events, allowing families to give their loved one a respectful and dignified burial process. As part of the asset management process, the city must consider maintaining the area, performing needed upgrades to maintain it as a point of pride, consider strategic expansion of lots, and explore options for burials as trends shift toward more cremations. In 2022, the City committed to the building of a few columbariums to provide an alternative to traditional lots and may need to consider adding more in the future depending on the need.

Forestry

Street and park trees provide plenty of benefits in terms of planning and environmental wellness, such as shade from heat and relief from humidity, making streets more walkable and bikeable, and even lowering the average electricity bills of surrounding households. They also play a key role in lowering the average driving speed on a road, making roadways safer for pedestrians and drivers alike. There's even evidence in some studies that street trees improve the health of nearby residents and increase property values of an area. (Source: The Value of Street Trees, Oakland County One~Fifteen)

The City of Mason is fortunate to have many beautiful, desirable streets and shaded parks due to the investment in trees over the years. The city has been named a Tree City USA since 1991. The

Tree City USA program is a nationwide movement that provides the framework necessary for communities to manage and expand their public trees. The city must



Did you know that about a third of the over 150 Citizen Action Requests received by the City in 2021 were related to tree trimming or removal? continue to maintain this asset through regular assessments of tree health, prioritizing funds to trim and remove trees when needed, tracking removal/replacement, and setting planting/diversity of species goals. Trees should be a consideration in all public projects and improvements to public spaces. See page for page 46 for a map of tree locations.

Public Works Department and Motor Vehicle Pool

Many of the staff charged with implementing the areas previously discussed fall under the Department of Public Works and involve multiple facilities where various equipment is stored across the city. The current facility is beyond its useful life without significant investment and may need to be relocated to allow for the Wastewater Treatment Plant to be expanded. This new facility will house all public works activities and equipment for the future needs of the city. A full asset management plan for the facility will be required as part of the project.

The City's Motor Vehicle Pool (MVP) consists of over 59 trucks, cars, and pieces of motorized equipment. Each vehicle has a lifespan determined by a combination of information from the manufacturers, condition based upon maintenance records including number of miles/hours between repairs, and the trade-in value compared to estimated maintenance costs. The primary goals are that the vehicles in the MVP are safe, reliable and provide the necessary functionality at an economical cost.

Administrative Services

Administrative Services encompasses planning, coordinating, and implementing a broad range of actions that allow the City of Mason to operate efficiently and effectively for its citizens. Some of the services that directly impact residents include elections, freedom of information requests, code enforcement, planning, building, assessing, collections, purchasing, and more.

The city has experienced changing requests for services and should evaluate investment in these areas to maintain service levels. Some examples include:

- FOIA Requests: The City saw a significant increase in FOIA requests in 2021 with the
 highest ever requested at 163. 70% were related to the police department. Staff is now
 averaging 120-130 requests a year, and that is requiring considerable administrative
 resources. Finding ways to make information more accessible or easier to redact should
 be a priority for the City in the future.
- Absentee Voting: Due to legislative changes impacting elections and voters not being comfortable voting in person during the COVID-19 Pandemic, the City saw a large increase in the number of residents requesting absentee ballots. In 2018, there were 1038 absentee voters. In 2020, there were 6169 registered voters with 2874 choosing to be on the permanent absentee voter list. Election processing workload has shifted dramatically to staff instead of election workers who can participate only on the day of the election. Additional legal changes to the voting process recently, will likely only increase strain on the City during elections. Having the flexibility to shift resources and adapt to these types of changes will be critical to maintaining operations in the future.
- Payment Trends: More residents continue to shift to auto pay, credit card payments, online payments, and paperless billing. This method is easier for the customer, but it has

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not reduced the staff time to reconcile the accounts; and costs to cover fees have increased. This is an increase in cost to the City to provide convenience to the customer but is not a savings in personnel cost or time associated with processing payments.

• The City needs to consider continual investment in digitizing and improving citizen access to records through various systems.

Service Partnerships

Ambulance Service

The City of Mason and surrounding townships have benefited from a locally owned ambulance service that charges the user only for service for many years that closed their business in 2022. As the industry evolves and becomes more challenging, the City of Mason may be faced with whether the users alone can support having a provider in the area. The current short- term contract will provide more data to evaluate the actual costs for service. Any future discussions regarding medical response services should be evaluated with service area partners with a goal of keeping costs limited to taxpayers while ensuring they have an appropriate response time in an emergency.

Communication Systems

Wi-Fi & Broadband: One in ten Mason households do not have access to internet in 2020 according to the <u>2020 U.S. Census</u>. Reliable and fast internet should be available all residents. Faster speeds and download times can result in higher bills, yet fast and reliable internet is often needed for remote working and learning, or even finding new jobs. Considering safe, public hotspots may help to increase internet availability in Mason, especially in times of interrupted service. These locations can also serve as public charging stations and information hubs during times of emergency.

Network Capabilities: Upgrading network infrastructure allows more flexibility in choosing new tech investments. Upgrading provides better, more efficient hardware with less chance of failure. It also gives access to more computing power and storage space. Downtown Mason has access to a fiber optic network that can be marketed to employers, businesses, and residents to maximize internet speeds. Working to facilitate additional investment by companies providing these services should be a priority for the city.

Waste Management

It is important to reduce waste to avoid sending unsuitable materials to landfills, to reduce soil and groundwater contamination, and air pollution.

Composting is a sustainable method of disposal intended to reduce the amount of food waste being sent to landfills. In the U.S., 30% to 40% of the food supply is never eaten, wasting the resources used to produce it and creating many environmental impacts. Food waste is the single most common material landfilled and incinerated in the U.S.

The City currently contracts for waste removal, for most city residents, to reduce costs of individual contracts with a provider. In the current contract, recycling is provided free to residents who were eligible for waste removal and the city saw a large jump in participation in the program. Continuing to provide



4.4 LBS

The average American generates 4.4 pounds of trash per day.



20-30%

Composting food scraps and yard waste can reduce 20-30% of what is typically thrown away.



67%

Of eligible **Mason households** are participating in recycling program as of 2022, compared to Michigan's recycling rate is estimated at 15-20%, one of the lowest in the country.

easy access opportunities to reduce waste and/or to encourage more recycling locations throughout the community can have a long-term impact on the environment.

INFRASTRUCTURE

Optimize existing capacity and prepare for growth.

S2: Purposeful, Strategic Growth

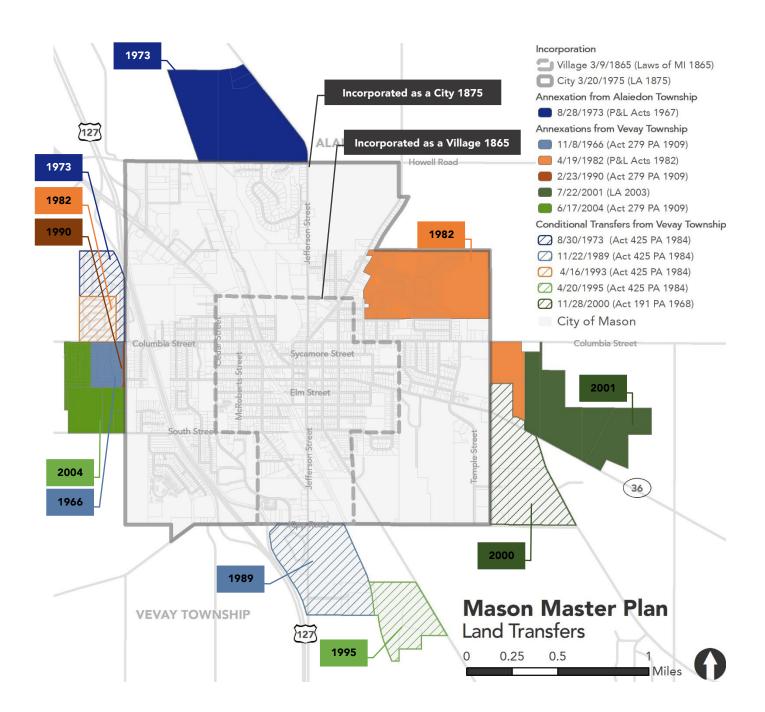
Past Growth

History

Portions of the developed areas of Mason are a result of "425 Agreements" with Vevay Township. Public Act 425 of 1984 enables two local units of government to conditionally transfer property by written agreement for the purpose of economic development projects. These agreements are partnerships for the provision of services within the specified 425 agreement areas. An agreement typically specifies the land uses permitted, the provision of urban services, the governmental jurisdiction, the duration of the agreement and the fate of the property at the end of the agreement. During the period that a particular agreement is in effect, the municipal boundaries of the respective municipalities extend to encompass the agreement acreage. As part of the conditional transfers of the properties to the City, both municipalities receive certain tax revenues, and the City is the primary body responsible for public services to these properties.

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Since 1989, the city and townships have entered into five such agreements that account for, in part, Kipp Road development including a large retail store and auto part manufacturer, Eden Road development including a packaging plant and concrete manufacturer and a large area of predominately agricultural lands east of the City.



Current Goals

While Mason has entered into Public Act 425 of 1984 Agreements and annexed property in the past, the intent of this plan is to maintain the current city service boundaries and encourage redevelopment where Mason already provides infrastructure. By ensuring Mason grows from within and promoting a service boundary, Mason can preserve the city's rural landscape which residents love. It also limits sprawl, which can result in an overextended infrastructure network, higher taxpayer costs, and environmental ramifications.

When considering a request to expand service boundaries, priority should be set on the following:

- Utilities should not be extended without the property being required to pay all City property taxes.
- If a Public Act 425 of 1984 agreement is put in place:
 - o The term should include a limited amount of time when the township is made no more than whole on their tax rate.
 - When the plan expires, the property should transition to paying full taxes for the property to the City to fund the services the City is providing, with no further distribution to the township.

Why Plan for Growth?

Mason is projected to increase modestly in population along with Ingham County in the coming years. The City would like to grow inward instead of outward. This growth can happen on existing vacant land and larger parcels which allow for infill, accessory dwelling units, and other housing types. This type of growth increases the efficiency of residential development and reduces the amount of agricultural land lost to development. It is important to recognize housing is only one component of growth and other elements are important to creating good neighborhoods:

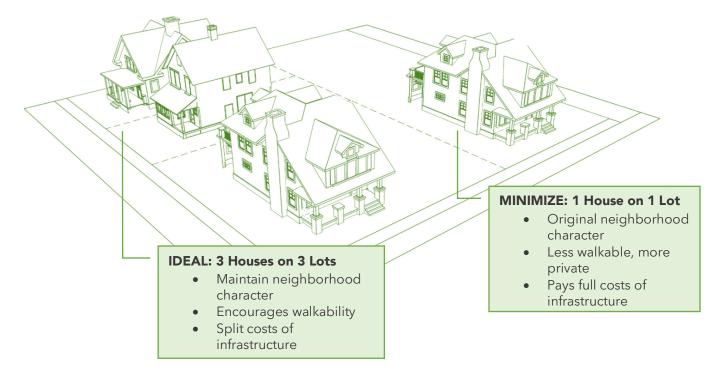
- Mixed land use
- Existing infrastructure
- Walkable design
- Inclusion of neighborhood public facilities, such as school and park sites

By allowing more units and a variety of housing types that still match the overall character and form of existing neighborhood structures, Mason would allow for more homes to exist in previously established areas. This type of growth maximizes existing infrastructure, decreasing the cost of development for the residents, city, and developer while increasing the overall tax base. This will enhance accessibility in Mason while also avoiding the imbalanced costs of sprawling development.



Did you know the Tri-County Regional Planning Commission has created a growth plan for the larger regional areas? See the 2005 Tri-County Growth Plan for more information.

What "Growth" May Look Like in Mason Neighborhoods



How to Grow Responsibly

Mason residents and residents of the surrounding communities have consistently said that preserving the small-town character of Mason and the natural agricultural character of the surrounding townships are important priorities for planning the community. Mason also desires to provide efficient infrastructure services to support development. One of the most effective ways to meet both goals is with a service boundary based on:

- Compact, efficient land use
- Protection of farmland and natural areas outside of the city
- Efficient provision of utilities, services, and infrastructure
- An efficient transportation system
- Targeted locations for economic growth
- Diverse housing options

The service boundary marks the separation between rural and urban areas and defines land that can efficiently support urban services such as sewer, water, and streets. Priority growth areas are adjacent to existing development, are served by municipal utilities, and are located along paved streets. Development outside the boundary is not prohibited; however, because public utilities are not available in these areas, development needs to be maintained at a relatively low intensity and the character of development needs to not adversely impact natural features and agricultural uses.

There is presently vacant or underutilized land within Mason's service boundary that can be served by public water and sewer. By focusing new development and infill in these areas first, the city can more efficiently provide the necessary infrastructure to support new growth.

The service boundary is not intended to be static, but should be evaluated on a regular basis along with other updates to the Master Plan based on the:

- Amount and capacity of undeveloped or under-developed land currently within the service boundary, which should be used to satisfy the demand for development prior to expanding the boundary.
- Projected population growth within the city and demand for future development.
- Ability to extend public water and sewer to serve new land areas outside of the service boundary.
- Capacity and condition of the road system to support the new growth areas.
- Ability of the city, county, and other public agencies to provide necessary services to the new growth areas and the additional resulting population.
- Impact higher density development from expanding the service boundary will have on natural features, agricultural uses, and rural character.
- Consistency with the goals and objectives of the Master Plan.

INVESTMENTS

Consider long-term efficiency, resiliency, and the next generation's needs.

S3: Sustainable City Budget

Michigan cities are burdened with a tax structure that limits revenue that cities can receive due to legislation such as the Headlee Amendment and Proposal A.

- Headlee Amendment (1978): Limits ability for cities to raise taxes, limits taxes received due to increased tax assessments, and limits revenue collected to the amount the millage was originally proposed to generate.
- Proposal A (1994): Growth on taxable value of individual parcels of property is limited to the lesser of inflation or 5 percent. When property was sold/transferred, taxable value is reset to equal state equalized value, which equals half of the property's cash value.

In addition, Ingham County is one of the highest property-taxed counties in the state due significantly to the large stretches of land utilized by the State of Michigan, Michigan State University, and non-profit hospitals. This results in the cost of services funded county-wide to be spread across a smaller proportion of property in the county requiring the total millage rate levied in Ingham County to be higher for all residents relative to residents in other counties. When comparing Ingham County cities, Mason generally falls near the middle of local property tax rates.

Mason is one of only a few cities in the state that has a budgetary funding requirement for city streets. The City of Mason is required by City Charter to appropriate a minimum amount of money each year for the maintenance and improvement of city streets. The primary sources of this appropriated money are grants, state revenue sharing and fuel taxes, and the city property tax levy. However, grant fund availability for streets is becoming more limited and the state has

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reduced anticipated revenue sharing. The revenue constraints noted, coupled with the accelerating costs of street work, may require the City to consider other options for increasing revenue for all City operations or adjust budget expenditure priorities, including the policies guiding street maintenance and improvement.

Outside factors, including rising costs overall, require the City to be very strategic with funding priorities. To maintain a resilient budget, the City must continue to focus on providing only essential services and facilitating partnership to supplement services the City is not able to provide.

The City has implemented a robust Capital Improvement Program (CIP) that should incorporate the results of the asset management plan work outlined in this plan to determine what is sustainable moving forward. The CIP and the implementation of a three-year budget strategy, allows the City to think further into the future, plan for large expenditures, and not make rash decisions based on the results of a single year. These documents are critical to the continuation of a long-term sustainable budget with minimized millage rates. The financial viability of the City and the long-term costs should factor into every decision.

Mason has been very successful in leveraging funding for priorities due to plans and programs providing a unified direction to both staff and funders. Many funding programs require applications over a year in advance and good multi-year plans make that feasible. However, it can be tempting to follow funding instead of seeking funding for priorities. Efforts to seek supplemented funding through grant awards and leveraging funds should always be based on an identified need, not letting grants or other funding entities priorities drive local decisions.

This should not restrict the City from considering funding that is available for a project or idea that is lower on the priority list. The City should be flexible in those situations to advance its goals and reprioritize based on the ability to leverage funding for *local* priorities.

Cities are often called upon to provide incentives to businesses that may locate or expand in the community. While these programs can be formulaic as far as what a business is eligible for, decisions should not be made based on that. The City should consider every incentive provided as an investment where the following is considered:

- Can the project receive traditional financing or is there a gap?
- What is the overall impact to city services for the term of the city's investment?
- If the burden is higher than the tax revenue projected (shifting burden to residents) are there other considerations that are beneficial to the community?
- Does the project diversify Mason's tax base making it more resilient in the future or does it expand a sector that is already a disproportionate amount of the tax base?
- Does the project retain a business that is a critical taxpayer or utility user that would destabilize the city or the utility if they left?

S4: Design with Community and Users

When a project has been prioritized, it is critical that the community can offer options and suggestions prior to the final design. The people using the city's streets and parks for example, have valuable insight and should be included early in the process. Mason should learn from each process and improve as projects progress. This should be identified in the Public Participation Plan identified in Chapter 2.

Putting residents and character of the community first should be the top priority when evaluating investment by the city. For example, the city should focus on making streets better, not wider. When considering transportation improvements, the street network should focus primarily on the short trip and facilitate the walk between neighborhoods, bike to work, or short trip across town. It should not help regional through-travelers to the detriment of those who live and invest in the city.

City resources should not be used to widen roads, or other means of conventionally fighting congestion when other options are available. Wide roads often lead to increased speeds which does not reward residents. Instead, the City should focus funding on adding value to the "place", holistically looking at street improvements to improve the walkability and aesthetics (like lighting) to make the street safe.

The City is fortunate to have experts on staff that often have direct daily experience with the challenges related to the projects being proposed. Feedback from staff directly impacted by the decision regarding a City service, equipment or facility is essential to having the information to make the best decision.

S5: Build with the Future in Mind

Every decision should foster the future. It is not uncommon for decisions that occurred 30-50 years ago to have a great impact on the city today. Whether considering the street construction set aside, implementing a sidewalk program, or systematically investing in residential units above storefronts, those decisions determine the community Mason is today. Every decision related to emerging technology should consider the value of waiting until technology is more mature and cost-effective compared to the benefits.

Material Choices

The City has the opportunity to lead the region by example by implementing resilient materials, processes, and technology as city buildings and lots are constructed, retrofitted, or renovated. These strategies should enhance community health and safety by considering the following strategies:

- Efficient and enhanced lighting in parking lots and major corridors.
- Electric vehicle charging stations in public lots.
- Green stormwater infrastructure on vacant lots and lots with large amounts of impervious surfaces, such as parking lots.
- Public Wi-Fi hotspots in community center and parks.
- Local compost collection facilities.
- Bike parking at city facilities.

The region at large is working toward a greener community. Ingham County is hoping to reach net zero by 2040, CATA aims to complete a zero-emission fleet transition by 2035, and the State of Michigan is working toward carbon neutrality by 2050. With a firmly established identity as a small town, Mason has the opportunity to embrace the surrounding natural environment and ensure services, utilities, and development patterns follow similar environmentally conscious methods within restrictions of other budget priorities.

How to Improve Energy Efficiency

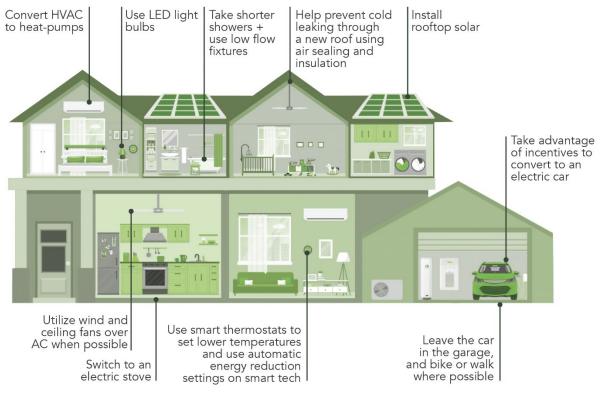


Diagram adapted and data sourced from "Residential Building Electrification in California", Energy + Environmental Economics

This is a major goal of the <u>Tri-County Regional Planning Commission</u>, which recently conducted an environmental analysis on transportation corridors and identified Cedar Street as an area of interest. Green technology can be integrated in many places, including corridors, residences, city buildings, and parking lots. Zoning ordinances and regulations can make it easier for residential and commercial buildings to use green practices, as labeled on the diagram above.

Electric Vehicles

As electric vehicles (EV) grow in popularity, Mason should consider supporting infrastructure to provide opportunities for future installation of charging stations and dedicated EV parking spaces. Mason should also consider converting Mason's fleet for services, such as police vehicles, to electric vehicle options. This offers Mason an opportunity to lead by example and build on the initiatives of others in the region who are transitioning to hybrid vehicles.

Ingham County currently has several initiatives regarding EV infrastructure, including the

development of a publicly available EV charging station at Ingham County's Justice Complex. It is important to make these incremental steps based on technology maturity and affordability, so the city is prepared for shifts in mobility trends and resident needs.

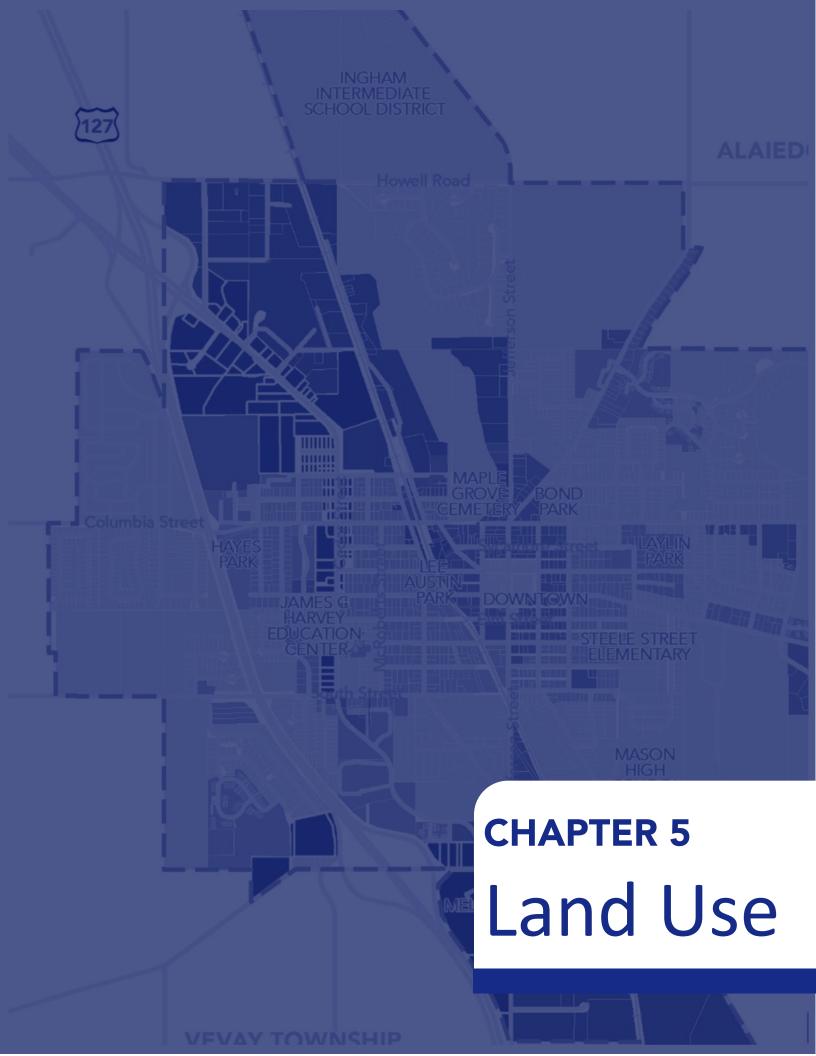


Did you know the Tri-County Regional Planning Commission has several projects regarding green technology underway? See the 2023 Environmental Mitigation Analysis Report for more information.

Support Alternative Energy Options

Motivating residents to utilize rooftop solar where possible for individual homeowners can help to increase green electrons across the grid, but it also can reduce energy use of the built environment. The city can incorporate solar infrastructure into civic buildings or invest in other types of solar infrastructure such as road signs, lighting, and park amenities. Public-private partnerships are also profitable methods of investing in solar infrastructure city-wide.

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LAND USE

The Future Land Use plan is a representation of how the city will appear when fully developed. It does not imply that all the changes should occur at once. The Future Land Use plan is the general framework upon which land use and policy decisions for the city will be guided for the next 20 years.

How Future Land Use Plan is Created

The Future Land Use plan was created with several factors in mind:

Existing Land Use

Locations of most existing commercial and industrial developments are appropriate and will continue to serve as the primary business centers. Residential neighborhoods are well established and strong. The community land use patterns have evolved in an orderly manner and will be reinforced, rather than altered in a significant manner.

Existing Zoning

There is no "vested interest" that guarantees zoning will not change: In fact, changes are suggested by this Master Plan. However, such changes were carefully considered to ensure the general development arrangement remains consistent and landowners will be ensured a reasonable use of their land.

Prior Master Plan

Recommendations from the previous Master Plan formed the foundation of this plan update. Those recommendations were refined based on analysis of new data, recent development trends and other factors.

Capacity of Streets, Infrastructure, and facilities

Street capacity and accessibility help establish the type and intensity of uses that may be served in an area without adversely impacting traffic operations. Proximity to community facilities such as schools and recreation facilities affect areas that are especially attractive for residential development. Services such as police and fire contribute to quality of life for all land uses.

Regional Use Patterns

Land use patterns for surrounding communities and the region impact the utility and location of uses. For example, lower density uses are located at Mason's edges to preserve its rural context.

Desires of the Community

Residents want neighborhoods to be preserved and new neighborhoods to be harmonious with the existing city fabric. The land use plan will do this through multiple neighborhood land use styles. Community members and visitors enjoy the rural context of the city. The green ring of farms surrounding the community is an asset which should be maintained by the Future Land Use plan via lighter uses at the city fringes. It will also require collaboration with surrounding jurisdictions to preserve the physical relationship between Mason and the townships which makes the area unique. The City of Mason would like to keep tax costs low for residents when possible. Increased density will spread the cost of infrastructure and services provided across more users. This density will match the existing neighborhood character of each area.

What Land Use Does

Land use recommends future uses for parcels as the city grows and evolves over time. If a business wants to move into the area, or new residents need more housing, this plan will advise the best places to locate these services so Mason can maintain the traditional, walkable feel of the area.

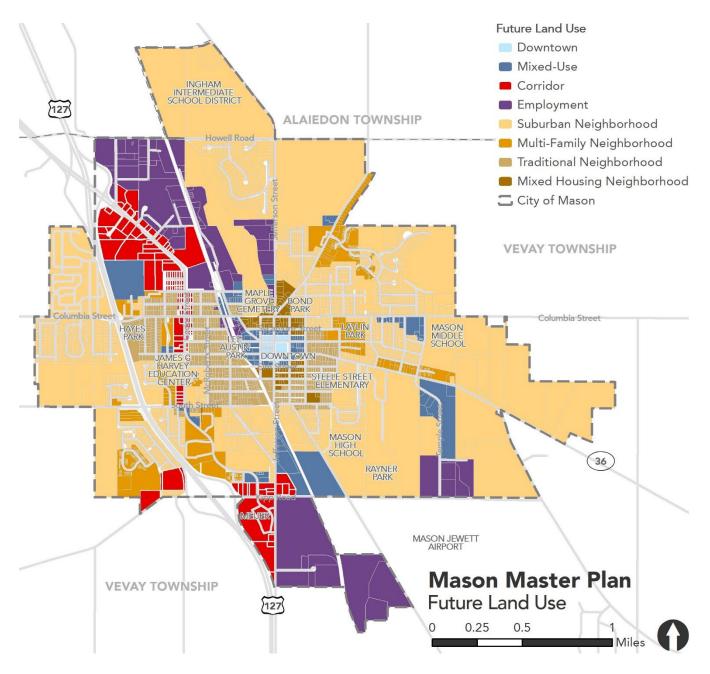
What Land Use Doesn't Do

Future land use is aspirational. It doesn't say what is currently on a piece of property, but what should be there if development plans change. Land use isn't a legally enforceable code. It does not say what can or cannot happen on a piece of property until zoning is changed to enforce regulations.



How Land Use is Used

City staff and the Planning Commission use Future Land Use to guide the development of the Zoning Ordinance. Zoning ordinances set the rule and regulations for property development. Some of the designations will match existing conditions while others will not. Future Land Use should be a "road map" for the location of land uses in the city over the long term. Each land use description includes strategies that can be followed to guide land use decisions and implement the intent of the different categories. For example, churches and schools are often shown as the same "use" as their surrounding neighborhood. This ensures that the character of each neighborhood is maintained, even if these sites are redeveloped.



Land Use Place Types



Downtown

This area is meant to preserve the walkable and historic form which contributes to Mason's charming character. It consists of a mix of uses including retail, restaurants, and offices with residential units above.

Parking On-street, public lots, de-emphasized **Streets and Access** Grid, alleys; prioritize non-motorized **Applicable Zoning Districts** C-1



Mixed Use

This area is meant to provide a mixture of residential and local services which are less auto dependent and can blend into residential neighborhoods. Permitted uses include office, personal services, flats, townhouses, or detached dwellings converted into offices or live-work units. Retail uses should be minimized and local-serving only or complimenting a small-scale production or repair service.

Parking Side or rear yard only; screened

Streets and Access Encourage shared access; alleys; prioritize

non-motorized

Applicable Zoning Districts O-1, O-2, C-3



Corridor

This area is intended for commercial uses which are more autodependent such as convenience stores, interchange shopping, and services. Permitted uses include retail, auto-related uses, and some light research and development and multi-family residential. Gateways, especially from US-127 exits, should prioritize quality site and building design.

Parking Lots may be between building and street

Streets and Access Access management priority; better

accommodate non-motorized

Applicable Zoning Districts C-2



Employment

Employment areas are primarily industrial uses for warehousing, manufacturing, and assembly

Parking Lots; screen where appropriate

Streets and Access Encourage more walkable connections to

neighbor uses

Applicable Zoning Districts M-1, M-2



Traditional Neighborhood

Urban areas draw from traditional residential patterns, which are dense, walkable, and pedestrian focused.

Garages Rear yard preferred; if attached, de-

emphasized, smaller than principal dwelling

unit

Streets and Access Grid, alley

Frontage Porch or stoop

Shallower setback Oriented to street

Lot Coverage Smaller lots, more lot coverage permitted

Applicable Zoning Districts RF-2



Mixed Residential Neighborhood

Urban areas draw from traditional residential patterns, which are dense, walkable, and pedestrian focused. A flexible mix of housing types including duplexes, townhouses, and apartments.

GaragesRear yardStreets and AccessGrid, alleyFrontagePorch or stoop

Shallower setback Oriented to street

Lot CoverageSmaller lots, more lot coverage permitted **New Tools**Cottage courts, Accessory Dwelling Units

Applicable Zoning Districts RF-2, New RM-2



Suburban Neighborhood

Urban areas draw from traditional residential patterns, which are dense, walkable, and pedestrian focused.

Garages Oriented to side preferred; attached

permitted

Streets and While past subdivisions used curving

Access streets and cul-de-sacs, future subdivisions

should shift to grid-style development with connections between neighborhoods

Frontage Oriented to neighborhood, not bordering

street

Deeper setbacks

Lot Coverage More greenspace encouraged

New Tools Cluster Neighborhood Development;

mixed housing types with Planned Unit

Development (PUD)

Applicable Zoning Districts AG, RS-1, RS-2, RS-3



Multi-Family Neighborhood

Multi-family apartment complexes, planned "campus" style around shared greenspace, clubhouses, parking, and other amenities

Garages Carports preferred; parking lots permitted

Streets and While past subdivisions used curving

Access streets and cul-de-sacs, future subdivisions should shift to grid-style development with

connections between neighborhoods

Frontage Oriented to neighborhood, not bordering

street

Deeper setbacks

Lot Coverage More greenspace encouraged

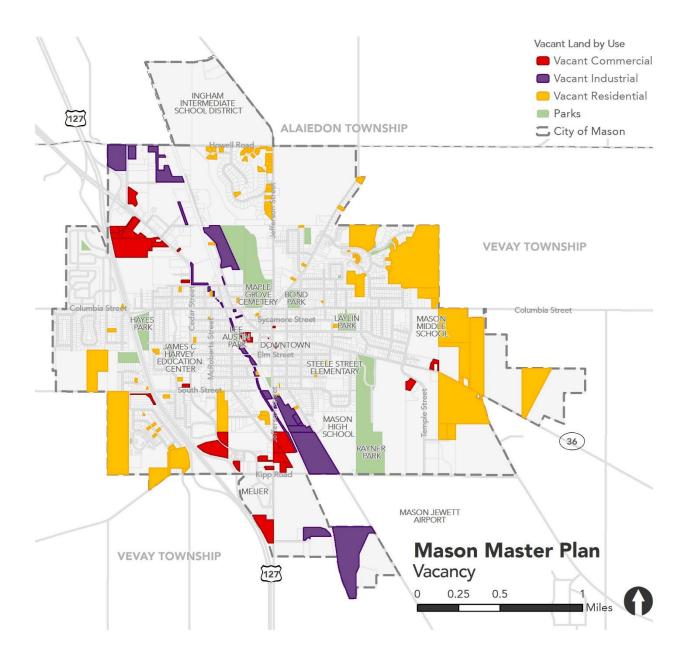
Applicable Zoning Districts New RM-1

Redevelopment Opportunities

Utilize Vacant Land

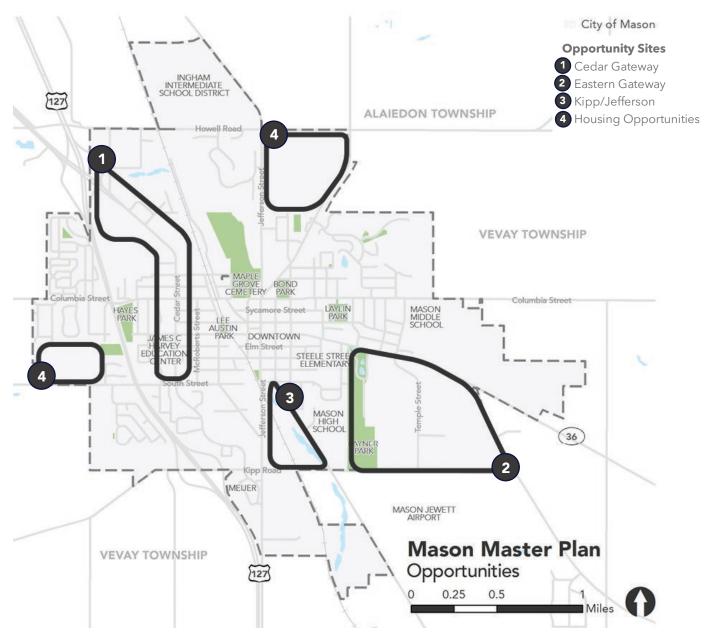
A major component of growth management is keeping growth in strategic locations throughout the city where infrastructure does or could exist and limiting intensive development on the periphery of the city unless it matches the character of the area. The city currently has:

Vacant Commercial Land: 51 acres
 Vacant Industrial Land: 114 acres
 Vacant Residential Land: 315 acres



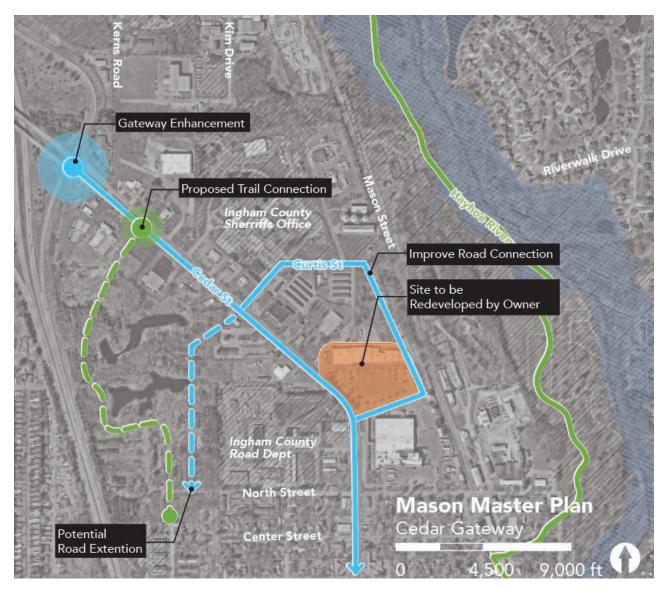
Promote Opportunity Sites

The land use and vacant land analysis uncovered several areas which will serve as primary redevelopment opportunities. Each area would require further analysis and site design, but the Future Land Use Plan and Zoning Ordinance provide direction on potential development avenues in these areas.



1. Cedar Gateway

Cedar Street is the primary northwestern gateway of Mason, a path for visitors from the greater Lansing region to access the city off U.S. 127. The city should prioritize development which will establish this area as a branded entrance to the city, fit with the industrial context of the area, and transition well to the commercial uses further south on the Cedar Street artery. Greenway enhancements and screening would provide a strong transition from the rural context to the traditional urban design of the city.

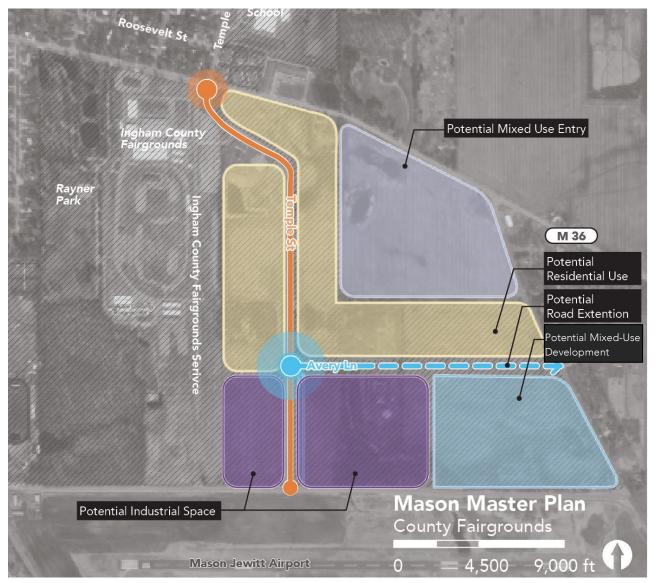






2. Eastern Gateway

A portion of this area is planned to be used for the City's Department of Public Works / Mason Public Schools Bus Garage Facility. Industrial uses would be compatible across Temple Street, with larger lot residential uses interfacing with Temple Street. To service these residences and connect with neighboring Vevay Township, Avery Lane should be extended. Mixed uses would be appropriate as M 36 enters Mason, providing an opportunity to brand the Eastern gateway of the city. Additional information related to Kipp Road and Temple Street can be found in Appendix B.







3. Kipp/Jefferson

This large vacant site in the South of Mason has a few barriers to development, including a portion of the site within the floodplain and the rail tracks bisecting the area. However, direct access to Kipp Road, Jefferson Street, and the Hayhoe Riverwalk make for a highly connected area within walking distance of the Mason High School. The eastern edge of the site interfacing with Barnes Street should be a mixed-use area to capitalize on proximity to the school. The northern end should remain residential to match the surrounding neighborhood while the southern edge of the site along Jefferson Street can be an extension of the commercial uses seen at the Jefferson/Kipp intersection.

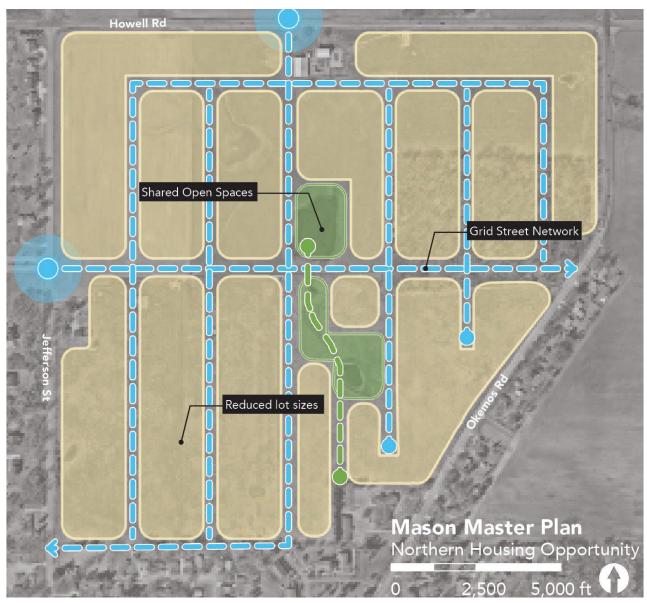






4. Northern Housing Opportunity

There are several areas of agricultural land on the fringes of Mason which have been annexed over time. If these areas are redeveloped, they could build on Mason's existing neighborhood framework using traditional neighborhood design and cluster housing to preserve shared open space. Traditional neighborhood design includes grid street networks and smaller lot sizes. Further analysis and site design would need to be conducted to ensure compatibility with the surrounding area and if other uses may be more appropriate.







ZONING RECOMMENDATIONS

The Future Land Use map is generalized long-term vision. Zoning is the key mechanism for achieving the desired land use pattern and quality of development advocated in the plan. Since the Future Land Use Plan is a long-range vision of how land uses should evolve over time, it should not be confused with the City's zoning map, which is a current (short-term) mechanism for regulating development.

Master Plan

Provides general policies to be used as a guide.

Describes what should happen in the future. Recommends land use for the next 5 to 10 years.

Adopted under the Municipal Planning Act, Public Act 285 of 1931, as amended.

Includes recommendations that involve other agencies and groups.

Flexible to respond to changing conditions.

Zoning Ordinance

Provides specific regulations as it is the codified law.

Describes what is and is not allowed at time of adoption.

Adopted under the Zoning Enabling Act of 2006, as amended.

Deals only with development-related issues under city control.

Fairly rigid. Requires formal amendment to change.

Therefore, not all properties should be immediately rezoned to correspond with the plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period (10-20 years). In addition, the Future Land Use map is generalized. The Future Land Use map as well as the plan's goals and strategies should be consulted to judge the merits of a rezoning request. The Future Land Use Place Types outlined on page 80 list the applicable zoning districts where these strategies should apply in future zoning amendments.

Proposed Zoning District Amendments

- Split RM into RM-1 and RM-2 to promote a mixture of urban style housing types closer to downtown to better blend with the existing, historic character while maintaining more suburban-style apartment complexes outside the city core
- Consider combining O-1 and O-2 into a new C-3 to encourage a flexible mixture of uses to fit the context and market conditions. Emphasize standards that reflect desired character and frontages to accommodate office, service, live/work opportunities.
- Strengthen corridor frontage standards for C-2 to encourage more walkable, inviting commercial development.
- In residential district, re-zone properties and adjust dimensional requirements to reduce nonconformities.
- Simplify use list, add additional use standards to reduce the need for special land use procedures



HOW TO IMPLEMENT THE MASTER PLAN

The Mason City Council, Planning Commission, and the public should strive to ensure the continuous, consistent, and effective use of this document. This document is intended to help prioritize projects, actions and plans based on the community's values and vision for the future. The master plan should be referenced and used to:

- Visualize what can be reasonably expected to occur to provide some assurance and security with individual investment decisions.
- Review development proposals in concert with the master plan to confirm that the proposal meets the goals and objectives of the master plan.
- Provide a basis for city-initiated amendments to the Zoning Ordinance to help realize plan goals.
- Review rezoning requests to confirm requests are consistent with the city's criteria to consider rezoning; including existing conditions, the future land use map, the appropriate timing of the change, consistency with the goals and policies of the master plan, and potential impacts on the city.
- Consideration of new or continuing programs, services, equipment.

Community Resources: funds, time, staff capacity laws, policies Community Needs: maintenance (roads, parks), utilities (water, sewer, energy), city services (zoning, police, fire)

Implementation Process

1

ESTABLISH A BASELINE

Develop understanding of the city and its baseline status. Identify where future trade-offs may need to be evaluated for the city to achieve its long-term goals.

2

UNDERSTAND

Connect with stakeholders to confirm vision and guiding principles and understand challenges to meeting goals.

3

ANALYZE

Develop indicators and metrics for measuring progress on goals and objectives.

4

EVALUATE

Evaluate cost benefits, feasibility, and impacts to determine priority actions. What changes is expected to be seen?

5

RECOMMEND

Recommend the draft plan to commission or council for approval and funding of implementation.

6

ACT, REVIEW, AND EVALUATE

Check plan's progress against indicators annually. Was the expected change achieved?

Tenets of Successful Implementation

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

Commitment

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

Commitment, however, reaches beyond just these individuals and includes the array of stakeholders. Citizens, landowners, developers, and business owners interested in how Mason develops must unite toward the plan's common vision.

Integrate with Project Design

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

Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and landowners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall master plan.

Evaluation and Monitoring

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



Roles

Role of City Staff

City staff handle the day-to-day implementation of policies recommended in this plan and others. City staff wear many hats and fulfill a variety of tasks to keep the city running. The actions identified in this plan cannot be implemented by staff alone. Instead, staff helps guide the team of implementers and makes connections between resources locally and regionally.

Role of City Council

The Mason City Council must be solidly engaged in the process to implement the plan. Their responsibilities will be to prioritize various action items and establish timeframes by which each action must be initiated and completed. They must also consider and weigh the funding commitments necessary to realize the city's vision, whether involving capital improvements, staff capacity, facility design, municipal services, targeted studies, or changes to development regulations.

Role of Planning Commission

The Planning Commission is charged with overseeing plan implementation and is empowered to make ongoing land use decisions. Therefore, many tasks in the Action Plan are the responsibility of the Planning Commission and its staff. As an example, the Planning Commission is charged with preparing studies, ordinances, and certain programmatic initiatives before they are submitted to the City Council. In other instances, the Planning Commission plays a strong role as a "plan facilitator," overseeing the process and monitoring its progress and results. Together, city staff and the Planning Commission must be held accountable, ensuring the master plan impacts daily decisions and actions by its many stakeholders.

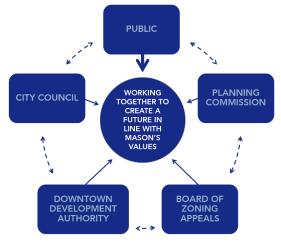
Role of the Community

The more involved the community is, the better the City of Mason can meet their wants and needs. The community is most directly involved in determining the vision and values. This is when citizen input is most likely to influence the process. As the planning process becomes more refined and begins to incorporate professional standards and best practices, the role of the public is smaller, primarily making sure the results still align with the values. The goal of civic

engagement is to have a proactive community, instead of a reactive government.

While this plan and the Zoning Ordinance embed the community's vision into the City's decisionmaking process for most development projects, some types of projects have more opportunity for the public to advocate for priorities when they arise:

- Transportation projects
- The use/reuse of city-owned sites
- Planned Unit Development (PUD) projects
- Projects receiving public incentives



TOOLS

The Master Plan is intended to serve as a guide for land use and redevelopment of the City for the next 20 years. Goals, objectives, and actions noted throughout the plan should be carefully considered during decisions on rezonings, zoning text amendments, other regulations, capital investments for improvements to streets, "complete streets" bikeways/ walkways, utilities, public facilities, land acquisition, and development proposals. Recommendations in this plan apply to both public land (parks, sites, and rights-of-way) and guidance for development and redevelopment of privately-owned property.

Some plan recommendations may involve the need for changes to land use regulations and/or potential new programs. Others may involve partnerships with other municipalities, agencies, organizations, or groups. Since the plan is a long-range guide, refinements or additional studies may also be appropriate in the future to reflect new information, respond to unanticipated factors or to address changes in city policies.

To that end, this chapter provides a summary of the recommendations described in the previous sections of the plan. It also acts as a quick reference for the city staff, planning commission, and the City Council to evaluate progress toward implementation of the plan.

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

- 1. Land use regulations
- 2. Capital improvement plans
- 3. Property acquisition programs
- 4. Partnerships
- 5. Special funding programs
- 6. Resource Allocation
- 7. Other programs

Land Use Regulations

The primary tool for plan implementation, which includes the Zoning Ordinance and other land use regulations, is summarized below. The City also has several other codes and ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight, and nuisance ordinances.

Zoning Regulations

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

Zoning Map

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

Public Infrastructure Standards

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

Subdivision, Land Division and Condominium Regulations

Subdivision, land division and condominium regulations control the manner in which property is subdivided in the city and the public improvements required to support the development. The distinctions are not always apparent once a project is built, but the approval procedures are different due to separate state statutes that govern these types of land development approaches in Michigan.

Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) serves as the City of Mason's multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The City of Mason CIP contains recommended capital projects, timing, estimated costs and funding for public infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage), community facilities (public buildings, fire, police, and parks), and other projects (master plan, ordinance updates, etc.). Capital projects identified help support and promote desired development and meet the needs of residents and businesses in the city. The number of projects and project timing are influenced by several factors; in particular, the cost, need for environmental clearance or approval by other agencies, and funds available.

The CIP process precedes the budget process and is used by City Council when developing the annual budget. Recommending approval of the CIP by the Planning Commission does not mean they grant final approval of all projects contained within the plan. Rather, by recommending approval of the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming community needs and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget if funding is available.

Property Acquisition Programs

Like all municipalities, the City of Mason has the authority to acquire private property for a public purpose. This may include outright purchase, acceptance of land donated by another party, or acquisition through eminent domain (a rare tool). In addition to the ability to acquire private property for public infrastructure or facilities such as roads, sewers, public buildings and parks, the City may acquire private property to facilitate redevelopment and eliminate nonconforming uses or structures. Property acquisition is also an important tool in implementing development projects, particularly for site development and redevelopment.

Partnerships

While the City can coordinate many of the plan's implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders with key roles in either the City of Mason or region should all participate. Partnerships with the public and private sector, neighboring municipalities, local businesses, and large landowners will also lead to success implementing the plan's initiatives.

Partnerships may range from sharing information to funding and shared promotion of services. The spirit of cooperation through alliances and partnerships will be



WHAT WE HEARD

"I believe we have an opportunity to lead the way for the region and implement really innovative practices for our community to better serve our residents." -Planning Commission member

sustained to benefit everyone in the region. City government cannot and should not do it all. Only through public/private collaboration can the plan's vision be realized.

Regional partnerships are especially important. The City recognizes that it exists within a regional network of communities, none of which are islands unto themselves. Mason borders the townships of Alaiedon and Vevay. With proximity to Lansing, East Lansing, and Michigan State University, the City and nearby municipalities can greatly benefit by cooperatively pursuing common goals. As the county seat, Mason has a unique opportunity to establish practices and set the standards for regional policy and design.

Special Funding Programs

Some of the recommendations may be funded locally, some through outside funds, and many through a combination. The City monitors new federal and state funding programs to assist in implementation. In addition, foundations and other organizations may provide contributions.

Tax Increment Financing (TIF)

In addition to traditional sources, the City can raise revenues within a specific geographic area for specific purposes, or to capture the new increment of tax revenues in a specific geographic area for specific purposes including:

Downtown Development Authority (DDA)

The DDA should continue to be viewed as the development arm of city government, as opposed to simply a funding source for public improvements. The DDA can leverage

private investment using its ability to capture the tax increment, both current and future, and direct it toward specific development projects.

Local Development Financing Authority (LDFA)

The LDFA was created to help stimulate economic growth, improve employment, stimulate new private investment in the City of Mason and to broaden the local tax base. The LDFA has dedicated all their revenue to funding the Wastewater Treatment Plant expansion bond payments until 2055. This is their final project in the tax increment financing plan and their contribution was critical to securing the financing for the project that is critical for future economic growth.

Transportation Alternatives Program (TAP)

The Michigan Department of Transportation (MDOT) administers the federal Transportation Alternatives Program (TAP) in Michigan, where regional trail connections and safe routes to school are among the highest priorities for funding. TAP is a competitive grant program that uses federal transportation funds designated by Congress for specific activities that enhance the intermodal transportation system and provide safe alternative transportation options. Projects are selected on a competitive basis for funding in a future fiscal year. Competitiveness is primarily established by:

- **Project Concept** Two types of highly competitive concepts are projects that develop/connect regional trails and projects that make walking/biking routes to school safer.
- **Project Constructability** Applications are reviewed by a team of technical experts to gauge the ability of the proposed projects to be constructed using all current federal and state standards, constructed on time, and constructed on budget. The items that typically are most important for this review are:
 - o High level of positive public involvement
 - o Reasonable cost estimate (based on similar recent federal aid projects)
 - o Industry design standards used without exceptions
 - o High likelihood of all permits to be secured
 - High level of coordination with all necessary agencies

Other Programs

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

- Michigan State Housing Development Authority (MSHDA)
- Michigan Economic Development Corporation (MEDC)
- Michigan Community Revitalization Program (MCRP)
- MEDC Redevelopment Ready Communities (RRC)
- Michigan Department of Transportation (MDOT) and Complete Streets Coalition
- Michigan Department of Natural Resources (MDNR)
- Housing and Urban Development (HUD) Community Development Block Grants (CDBG)

DECISION-MAKING PROCESS

This plan builds upon past planning efforts and provides a framework for transparent decision-making moving forward. As Mason continues to evolve, each development decision should be evaluated to ensure the outcome and impacts are in line with the community's vision. Not every project, redevelopment, public, or private investment can fulfill every expectation, but should demonstrate a concerted effort to make incremental progress toward furthering one or more guiding principles while not negatively impacting the others. As these plans, projects, and actions come under review by City Council, Planning Commission, or other review boards or committees, the list can help guide the conversation around balancing priorities and trade-offs.

Shared Priorities and Understanding for Decisions

- Change can take time, or it can sometimes seemingly happen too quickly. Change is relative and experienced by each person differently.
- Incremental outcomes add up to something greater. The collection of improvements across many development projects work together to achieve the vision and guiding principles.
- Decision makers council, commissions, city staff change over time. Having a clear, common set of standards by which the city will evaluate projects will help maintain transparency and consistency over time, no matter who is making the decision.
- When public input is collected on a potential decision, officials, staff, and developers will document feedback and make a concerted effort to demonstrate how steps were taken to mitigate concerns.

WELCOMING

Will a proposed project, action, or plan:	
□ W1. Provide partnership for program	ming or create unique places with limited imp

- W1: Provide partnership for programming or create unique places with limited impact to taxpayers (p.26).
- W2: Engage stakeholders and seek input from diverse perspectives beyond the minimum requirements including valuing the input of legacy residents and newcomers (p.27).
- W3: Maintain character of the traditional community center and/or establish a new placemaking effort that provides a new place for people to gather and connect (p.28).
- W4: Support local business development or entrepreneurship by enhancing the vibrant, thriving business district through increased residents and/or visitors (p.30).
- W5: Support local connections and equitable access to community assets and services through wayfinding and design (p.30).
- W6: Engage regional and local partners to ensure opportunities to serve residents better through partnership aren't duplicated or missed (p.32).

CHARMING

Will a proposed project, action, or plan:

- □ C1: Reflect Mason's distinct identity through the preservation, restoration, or adaptation of local architecture and/or features (p.35).
- □ C2: Provide resources to preserve existing assets in the community (p.37).
- □ C3: Provide attainable, quality housing for residents of diverse incomes and family types building upon existing patterns in neighborhoods and the downtown core (p.38).
- □ C4: Promote walkability and quality site design that contributes to a vibrant neighborhood or district. (p.42).
- □ C5: Promote walkability and multi-modal transportation by providing safe, attractive, and convenient access to pedestrian, bicycle, and transit systems (p.44).

SAFE

Will a proposed project, action, or plan:

- □ S1: Improve delivery of services and amenities while considering long-term maintenance costs and limiting the impact to taxpayers (p.49).
- □ S2: Encourage growth in areas with existing capacity first (p.65).
- □ S3: Diversify the local tax base to ensure economic resiliency while considering the ongoing costs for development compared to the benefits (p.69).
- □ S4: Provide an opportunity for feedback from residents and/or city staff directly impacted by a decision (p. 70).
- □ S5: Include environmentally responsible and resource-efficient materials and processes throughout the project's lifecycle (p.71).

ACTION PLAN

The implementation tools outlined in the previous sections can be used to fulfill the community's vision expressed through the Plan's Guiding Principles, Targets and Strategies. The Action Plan helps turns the City's Master Plan vision into reality. The breadth of Master Plan recommendations necessitates a condensed list of the major tasks that require action. Three Action Plan summary tables are provided on the following pages. Each table prioritizes projects and defines a timeframe for implementation.

Each action step or change to be sought should be evaluated based on the SMART criteria:

- **S** Specific (or Significant): What actions will occur and who will carry them out?
- **M** Measurable (or Meaningful): What does completion look like?
- A Attainable (or Action-Oriented): Do the resources (i.e., money, staff) exist to carry out these changes?
- **R** Relevant (or Rewarding): Will it have an impact and who should know about it?
- **T** Time-bound (or Trackable). What priority level is the item?

The Action Plan tables are intended to be used by the City Administration to prioritize departmental actions and to review progress. To assist with that, one of three levels of priority is given under each entry:

- **High Priority** tasks are essential and must be implemented over the 5-year planning period. Funding and staff resources must be made available accordingly.
- **Medium Priority** tasks will be pursued by the City as resources become available to implement simultaneously with defined high priority tasks.
- **Low Priority** tasks will likely not be funded or pursued during the first five years, unless priorities change, or enough high- and medium-priority tasks are implemented. These tasks will likely need to be reevaluated during the next Master Plan update.

Annually, city staff and officials should report on progress on the plan's action items prior to the budget being adopted to adjust resources as needed for the upcoming year.

WELCOMING | PROMOTE MASON AS A WELCOMING AND VIBRANT PLACE.

Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
HIGH	MP2023- W2.1	Community Engagement	W2: Communication	Adopt a Public Participation Plan and Communication Strategy (PP/CS) to ensure actions are taken in collaboration with the community and that the community is informed.	27	1-3 Years	RRC
HIGH	MP2023- W5.1	Access & Proximity	W5: Local Connections	Zoning Update: Update subdivision and zoning ordinances to simplify and expedite plan reviews and approvals.	30	1-3 Years	Local Regulation
HIGH	MP2023- W5.2	Access & Proximity	W5: Local Connections	Create a comprehensive Guide to support businesses and property owners through the various City permitting requirements - zoning, building, storm water, water and sewer, right-ofway, etc.	30	1-3 Years	RRC
MEDIUM	MP2023- W1.1	Community Engagement	W1: Partnerships	Document through agreements legacy programs, partnerships, and users. Meet at least annually with those public space partners to get feedback and identify future opportunities.	26	As resources are available	Partnerships
MEDIUM	MP2023- W1.2	Community Engagement	W1: Partnerships	Make public spaces more accessible for programming by our citizens through promotions of licensing agreements (art, garden/daffodil, historic-pink school).	26	As resources are available	Partnerships
MEDIUM	MP2023- W2.2	Community Engagement	W2: Communication	Create protocol for promoting the use of Customer Request for Action system and use the system to track and report responses. Report annually results to Council and take into consideration in budget development.	27	As resources are available	Policy

CHAPTER 6 IMPLEMENTATION

Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
MEDIUM	MP2023- W3.1	Downtowns & Gateways	W3: Place Keeping	Support the creativity of entrepreneurs by allowing them to create unique spaces through test programs (parklets, alley transformations, murals, etc.).	28	As resources are available	Partnerships
MEDIUM	MP2023- W3.2	Downtowns & Gateways	W3: Place Keeping	Continue creating a unique space signaling people to gather in the Downtown through seasonal decorations, banners, tree lighting, etc.	28	As resources are available	Partnerships
MEDIUM	MP2023- W4.1	Downtowns & Gateways	W4: Vibrant Business Districts	Offer pre-approved areas, low-cost and efficient permitting process for special events in business districts.	30	As resources are available	Local Regulation
MEDIUM	MP2023- W4.2	Downtowns & Gateways	W4: Vibrant Business Districts	Support both Mason Area Chamber of Commerce and Lansing Economic Area Partnership by maintaining an active membership and facilitating their efforts when possible.	30	Maintain/ On- going	Partnerships
MEDIUM	MP2023- W6.1	Access & Proximity	W6: Regional Connections	Support formal associations and informal neighborhood groups through access to staff and city facilities with reduced rental fee.	32	As resources are available	Partnerships
MEDIUM	MP2023- W6.2	Access & Proximity	W6: Regional Connections	Implement wayfinding plan adopted in 2020 Parks, Recreation and Non-Motorized Transportation Plan.	32	As resources are available	CIP

CHARMING | PRESERVE MASON'S NEIGHBORHOODS AND SMALL-TOWN CHARM

Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
HIGH	MP2023- C1.2	Historic Preservation	C1: Leverage Historic Assets	Establish a voluntary fire inspection program for downtown structures.	35	1-3 Years	Partnerships
HIGH	MP2023- C1.3	Historic Preservation	C1: Leverage Historic Assets	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to adaptive reuse of historic structures.	35	1-3 Years	Local Regulation
HIGH	MP2023- C2.2	Historic Preservation	C2: Leveraging Programs and Partners	Create resource list for historic preservation including summary on available tax credits and support applications for funding related to historic preservation in the community.	37	1-3 Years	Partnerships
HIGH	MP2023- C3.1	Quality Housing	C3: Expand Housing Opportunities	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to housing.	38	1-3 Years	Local Regulation
HIGH	MP2023- C4.1	Building and Site Design	C4: Walkable Site Design	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to walkable site design.	42	1-3 Years	Local Regulation
HIGH	MP2023- C5.1	Building and Site Design	C5: Prioritize Street Character	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to prioritizing street character	44	1-3 Years	Local Regulation
MEDIUM	MP2023- C1.1	Historic Preservation	C1: Leverage Historic Assets	Create design guidelines for the Historic District to clarify expectations for property owners regarding building materials, signage, new construction, and other improvements	35	As resources are available	Local Regulation

CHAPTER 6 IMPLEMENTATION

Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
	MD2022	I linka ni n	C2:	Invest in projects to support maintenance of status		As	
MEDIUM	MP2023- C2.1	Historic Preservation	Leveraging Programs and	as a Certified Local Government (CLG) through the Michigan State Historic Preservation Office	37	resources	Partnerships
	C2.1	rreservation	Partners	(SHPO).		are available	

SAFE | PROVIDE FORWARD-THINKING DELIVERY OF CITY SERVICES

Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
HIGH	MP2023- S1.2	Existing Facilities and Services	S1: Asset Management	Utilities Asset Management Plan to include enhancement to water treatment (quality, lead service lines, distribution, wellhead protection), expansion of the wastewater treatment plant, and improvements to the stormwater collection system.	49	1-3 Years	CIP
HIGH	MP2023- S3.1	Investments	S3: Sustainable City Budget	Zoning Update: Update subdivision and zoning ordinances to reflect the recommendations of the master plan related to future land use and infrastructure capacity.	69	1-3 Years	Local Regulation
HIGH	MP2023- S5.1	Investments	S5: Build with the Future in Mind	Adopt a Public Participation Plan and Communication Strategy (PP/CS) to ensure project development and feedback includes users and city staff. Tied to MP2023-W2.1.	71	1-3 Years	RRC
MEDIUM	MP2023- S1.1	Existing Facilities and Services	S1: Asset Management	Public Safety Asset Management Plan	49	As resources are available	CIP

CHAPTER 6 IMPLEMENTATION

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Priority	Reference Number	Strategy	Specific Target	Action	Page	Time Frame	Tool
MEDIUM	MP2023- S1.3	Existing Facilities and Services	S1: Asset Management	Motorized and Non-Motorized Transportation Asset Management Plan with a focus on a 'touch-once' protocol for street improvements and completion of goals in the non-motorized plan.	49	As resources are available	CIP
MEDIUM	MP2023- S1.4	Existing Facilities and Services	S1: Asset Management	Parks, Cemetery, Forestry Asset Management Plan with a focus on completing goals in the Parks, Recreation and Non-motorized Plan.	49	As resources are available	CIP
MEDIUM	MP2023- S1.5	Existing Facilities and Services	S1: Asset Management	Public Works and Motor Vehicle Pool Asset Management Plan with a focus on regular replacement of equipment, along with the relocation and maintenance of the DPW facility.	49	As resources are available	CIP
MEDIUM	MP2023- S1.6	Existing Facilities and Services	S1: Asset Management	Invest in implementation of records management systems and a Geographic Information System (GIS) to support improved customer service, asset management (roads, utilities), public safety, future land use planning and decision making.	49	As resources are available	CIP
MEDIUM	MP2023- S2.1	Infrastructure	S2: Purposeful, Strategic Growth	Implement a service boundary goal with PA 425 of 1984 requirements.	65	As resources are available	Local Regulation
MEDIUM	MP2023- S3.2	Investments	S3: Sustainable City Budget	Implement three-year budget and six-year accurate Capital Improvement Program (CIP) adopted by City Council.	69	Maintain/ On- going	CIP
MEDIUM	MP2023- S4.1	Investments	S4: Design with Community and Users	Implement an incentive policy focused on gaps in and diversification of the tax base.	70	As resources are available	Local Regulation



APPENDIX

Appendix A: Engagement and Outreach Summary

Engagement and Outreach Summary

As the City of Mason engaged the public as a part of the Mason Master Plan, extensive outreach was done to ensure feedback was received from at least 10% of City of Mason residents aged 10 and older. Overall, 9.57% of the Mason population took the survey, while another 32 meetings were held with a wide variety of residents, business owners, students and others.

Public Outreach

More than 16,000 invitations to participate in surveys and focus groups were distributed throughout the region with approximately 10% response rate of survey and focus group participation, far exceeding the 1 to 3% average.

Specific outreach efforts included:

- Notifications sent to governments and agencies in accordance with Michigan Planning Enabling Act.
- A Guiding Principles and Photo Survey sent to City Council, Planning Commission and staff -50+ recipients.
- Postcards sent to 5,746 registered voters.
- 22 Facebook posts including links, graphics, events, photos and polls each shared with an audience of more than 4,300 followers.
- Inclusion in the Mason First United Methodist Church newsletter.
- Direct email to all prior permit applicants, all City Boards and Commissions, staff and others who signed up for information (400+ recipients).
- Email distribution of the Master Plan online survey to all parents, middle school students, high school students and staff of the Mason Public Schools (5,423 recipients).
- Personal emails and calls to developers, realtors, business owners, service organizations, churches, rental property managers, etc. (50+ contacts).

Outreach efforts for the Draft Master Plan included:

- 2,886 direct mail postcards sent
- 100 postcards distributed at Customer Service, Open House, etc.
- 2 Open houses in-person
- 2 Open houses on Zoom

Survey Completion and Demographics

In total, 1,442 people responded to the survey, a mix of residents and non-residents. Of those, 716 of the survey respondents were Mason residents, or just under the 10% goal of the total population.

As a part of the outreach and promotion of the survey, it was important to the project team the demographics of those who completed the survey mirrored that of the City of Mason as much as possible.

City of Mason resident survey completion was within 3.2% of actual population by age for seven of the age categories. The outreach tactic to high school and middle school students resulted in

a disproportionately high percentage of 10-14 year olds, thus slightly skewing the results, with them making up nearly a quarter of total survey respondents.

The only severely under-represented age demographics were 20 to 24 year olds, who were underrepresented by 8.54%, and 85 years and older, who were underrepresented by 7.84%. Often times people in the 20 to 24 age bracket are college students living away from home and continue to use their Mason address as their permanent residence. Depending on their location and circumstances, they may not be as fully aware of things happening and miss opportunities to engage. Another possible reason for low engagement in the younger demographics is that people aged 20 to 24 are often simply less likely to volunteer their time.

There was significant paper outreach to those in more senior demographics. While we exceeded the target goal in the 65 to 74 year old demographic, percentage of responses based on population decreased with each age group. This could be indicative of the realities of aging and the higher likelihood for declining cognitive and physical health that may prohibit them from participation.

	2020 Mason (City) ACS Population	2020 Mason (City) ACS Percentage	Survey Goal 10%	# of Respondents	% of Total Population Participated	% of Goal Reached	Adequate Representation
TOTAL*	8,441	100%					
TOTAL AGE 10+	7,479		748	716			
10-14 years	695	8.23%	70	168	24.2%	241.7%	GOOD
15 to 19 years	497	5.89%	50	34	6.8%	68.4%	FAIR
20 to 24 years	410	4.86%	41	6	1.5%	14.6%	POOR
25 to 34 years	1152	13.65%	115	107	9.3%	92.9%	GOOD
35 to 44 years	1198	14.19%	120	149	12.4%	124.4%	GOOD
45 to 54 years	1030	12.20%	103	135	13.1%	131.1%	GOOD
55 to 64 years	1174	13.90%	117	111	9.5%	94.5%	GOOD
65 to 74 years	699	8.28%	70	88	12.6%	125.9	GOOD
75 to 84 years	392	4.64%	39	32	8.2%	81.6%	GOOD
85 years and over	232	2.75%	23	5	2.2%	21.6%	POOR
Skipped				3			

Analyzing the racial demographics became more challenging due to the small percentage representation of a number of races as defined by the U.S. Census Bureau. For example, Hawaiian or Other Pacific Islander alone was overrepresented by a whopping 390%, but this was calculated based on a target 10% response of a single survey respondent, when four people of the racial demographic responded.

People of color were underrepresented in the survey responses as a whole. In total, 83 Mason residents of color completed the survey, while 740 White alone individuals completed the survey. To have the representative 17% people of color respond to the survey, 122 responses from this demographic would have been required. One important thing to note is the Ingham County Jail is located within Mason and inmates are counted in the population. The 350-400 inmates skew the results of both eligible participants and the actual demographic makeup of the

community. Overall, outreach efforts resulted in fair or good representation for racial demographics.

RACE (Age 0-85+)	2020 ACS Estimate	% of Pop.	Survey Response Goal (10%)	# of Respondents	% of Total Population Participated	% of Goal Reached	Adequate Representation
American Indian and Alaska Native alone	16	0.19%	2	3	18.8%	150%	GOOD
Asian alone	108	1.30%	11	7	6.5%	63.64%	FAIR
Black or African American alone	243	2.93%	24	10	4.1%	41.7%	POOR
Hispanic or Latino*	314	3.80%	31	14	4.5%	45.2%	POOR
Middle Eastern or North African	0	0	-	1		101.1%	GOOD
Native Hawaiian and Other Pacific Islander alone	1	0.01%	0	4	400%	-	GOOD
White alone	7,321	88.39%	732	740	10.1%	-	GOOD
Some Other Race alone	87	1.05%	9	13	14.9%	144.4%	GOOD
Population of two or more races:	507	6.12%	51	31	6.1%	60.8%	FAIR
TOTAL	8,597		860	823		9.57%	

In terms of renters vs. owners, renters were also underrepresented. Survey responses from owners should have been two to one to renters to be representative. Instead, responses from owners were more than six to one over renters.

RENT-OWN	2020 ACS Estimate	2010 Census	Goal (10%)	# of Respondents	% of Total Population Participated	% of Goal Reached	Adequate Representation
Rent	2,491	33.3%	249	91	3.65%	36.5%	POOR
Own	4,988	66.7%	499	643	12.9%	128.9%	GOOD
NA/Skipped				102			

These factors need to be taken into account when weighing survey responses.

What We Set Out to Learn

At the beginning of the community feedback process, Mason staff set out with four key questions in mind:

- What are the most effective ways for Mason to evolve while preserving our neighborhoods and small-town charm?
- What infrastructure projects, policy decisions and community engagement efforts will foster a more innovative, welcoming and forward-thinking environment in Mason?
- Where and how do we guide future development in Mason for the best utilization of space at the lowest cost to taxpayers?
- How do we create a development review process that is consistent, efficient, cost-effective and honor's the community's vision?

To help answer the four key questions, the questions were expanded into "big ideas," or the guiding principles or values that the community holds regarding specific issues or ideas. Recognizing most city residents aren't experts in the technical aspects of the master plan, the big ideas are a way to help understand the priorities and values of residents' which can then be translated by staff and the team into master plan policy priorities.

The big ideas that resonated the most with staff, city council and planning commission were refined and expanded upon and became the focus of the survey and focus group discussions. The big ideas residents provided feedback on were:

- Safe.
- Welcoming.
- Vibrant.
- Charming.
- Transparent and open.
- Forward-thinking.
- Innovative.
- Small-town.
- Inclusive.

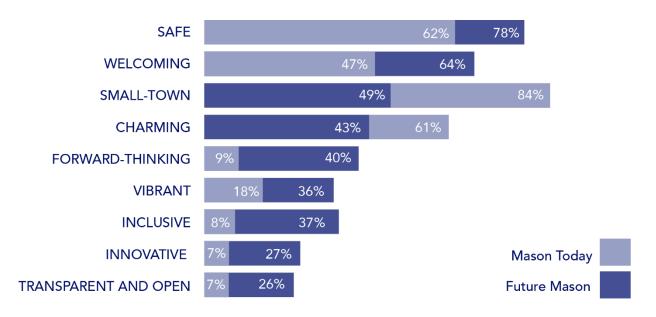
Top Survey Takeaways

Survey participants were largely residents (97.84%), but also came from those attending school (20.5%) or working (18.55%) within the City of mason and provided insight as to what people value and want into the future. The survey was also used to guide our questions and topics for exploration in focus groups. Over the course of several months, there were 22 focus groups held with 25 unique participants representing businesses, developers, service organizations, arts/historic, residents and elected/appointed officials. These smaller and individualized sessions created a space where people were willing to discuss their priorities and concerns in more detail.

When describing Mason as it is **today**, "a small-town Mason" was the overwhelming selection, with more than 80% of respondents selecting it. Just over 60% of respondents selected "safe" and "charming," respectively. Nearly 50% selected "welcoming." The remaining answers were all selected by fewer than 20% of respondents.

When it comes to selecting what people MOST want to see in Mason in 20 years, the responses were far more equally distributed, with even the lowest ranking values (transparent and open, and innovative) selected by just over 26% of respondents. This means that all of these

values are important with people and should be factored into decisions in how it connects back to support future work and development and how they want the City of Mason to be perceived. Further reinforced through the focus groups, people identified the importance of retaining the city for what it represents today but expressed interest in opportunities to enhance what's already in place with intentional progress.



When asked the question, "What do you like most about Mason," [Q1] respondents could select up to five of the 15 potential responses. Two "Mason likes" were selected by more than 50% of respondents – "I feel safe in Mason" at 71% and "I like our downtown" at 61%.

The next highest ranking were:

- "I like our schools." 45%. [Q1]
- "I like our neighborhoods." 39%. [Q1]
- "I like our small-town roots." 37%. [Q1]
- "I like our proximity to other cities." 36%. [Q1]
- "I like our parks system." 35%. [Q1]

Of note is the big idea of ensuring a "welcoming" Mason. While nearly 50% of respondents indicated they believe today's Mason is welcoming and 64% of respondents WANT a welcoming Mason in the future, only 33% of respondents said they feel welcome in Mason. Additionally, 12% indicated they want to feel more included in the community and 14% indicated they want to feel safer in the community. Additionally, with the racial demographics of the City of Mason mostly White, it will take intentional work to ensure that people with different racial ethnicities perceive the area as welcoming and inclusive.

Nearly every group of focus groups had conversations around housing availability and accessibility. There are consistent concerns raised about limited residential opportunities that support aging in place, as well as potential zoning, bureaucratic and financial concerns that factor into the ability to integrate this into future planning.

With more than 60% of the respondents describing today's Mason as "safe," and more than 50% of respondents selecting, "I feel safe in Mason," it brings forth the question - one that people weren't particularly willing to explore in focus groups and one that could be impacted by the age and race inequities in respondents - what do "welcoming" and "safe" mean to different people and how do we define them in the context of the master plan?

With an 88% white population in the City of Mason (compared to 61% nationwide and 72% of Michigan's population), and 90% of the survey responses from white respondents, only 30% of respondents indicated they wanted to see more diversity in Mason's residents. With the Ingham County Jail housing 350-400 inmates at any given time, this data skews the demographic data with the mainstream population far less diverse than the numbers show. Inclusivity ranked seventh of the nine big goals. As difficult as it is to grapple with the big conversations and nuances about safety, race, feeling welcome and inclusivity, they must be acknowledged when weighting residents' feedback.

It's also important to note that people expressed great interest in and appreciation in both the downtown and general amenities. We heard throughout the focus groups about ideas and opportunities people identified to expand upon these options. People are interested on building upon the foundation of what's already in place. However, with the shift in knowing how the City of Mason wants to be perceived as well as the expressed interest in intentional growth, we are defining the values moving forward in the plan using the responses about things like growing, diversity, etc.

Mason Residents' Master Plan Goals

City of Mason respondents indicated they value most of the big ideas shared. This gave us the opportunity to more clearly define the values based on other survey feedback along with focus group dialogue, as well as to eliminate any overlap.

The responses to, "What do you want to see in Mason's future?" [Q2] were directly relevant to the master plan's big ideas. With each of these questions, respondents could select up to five of the 15 potential responses. All but one of the 18 options were selected by more than 10% of respondents and answer many of the key questions. The survey responses and focus group discussions pointed to a number of aspects that make the City of Mason a place they love with ideas for ways to build upon or improve what's already in place. While there were a number of elected officials and community members who expressed concern for losing the small-town aspects of Mason with too much growth, an overwhelming majority of community members are interested in small scale growth. We heard in the focus groups that people would love to have more restaurant and shopping options, park features and community amenities – all amenities that are in alignment with what's currently there and embraced.

- What are the most effective ways for Mason to evolve while preserving our neighborhoods and small-town charm?
- What infrastructure projects, policy decisions and community engagement efforts will foster a more innovative, welcoming and forward-thinking environment in Mason?
 - o "I want to see more diversity in residents." 30%. [Q2]
 - o "I want to see wider representation in our city government." 16% [Q2]
 - "I want to feel more included in the decisions our city staff and elected officials make."
 17%. [Q2]
 - o "I want to feel safer in Mason." 14%. [Q2]
 - "I want to feel more included in the community." 12%. [Q2]
- Where and how do we guide future development in Mason for the best utilization of space at the lowest cost to taxpayers?
 - o "I want more/different restaurant options." **55%.** [Q2]
 - o "I would like the taste of our tap water to improve." **35%** [Q2]
 - "I want more/improved parks." 31%. [Q2]
 - "I want improved roads." 31%. [Q2]
 - o "I want more/different shopping options." **28%. [Q2]**
 - o "I want more economic development/growth." **27%.** [Q2]
 - o "I want more/improved trails." 26%. [Q12]
 - "I want more/improved sidewalks." 20%. [Q2]
 - "I want more/improved schools." 17%. [Q2]
 - o "I want more/housing options." 15%. [Q2]
 - "I want different housing options." 6%. [Q2]
- How do we create a development review process that is consistent, efficient, cost-effective and honor's the community's vision?
 - "I feel my elected officials are accessible." 4.70% [Q2]
 - o "I want to feel more included in the decisions our city staff and elected officials make." 17.39% [Q2]
 - o "I want to see wider representation in our city government." 15.74% [Q2]
 - "I want to feel more included in the community." 12.44% [Q2]

Throughout the master plan, these wants by people are being directly linked to our big ideas and guiding principles. Through it all, residents of the City of Mason consistently articulated what they want for their community through this master planning process.

Mason's residents want a community that is:

SAFE: A safe Mason will ensure all residents and visitors feel secure and welcome, equitably provide services to residents, and build relationships within the community leading to mutual trust with schools, public safety and city government.

VIBRANT: A vibrant Mason will encourage play, innovation, and activation in the city through its public spaces, neighborhoods and downtown.

WELCOMING: A welcoming Mason will have an inviting community fabric, value the input of legacy residents and newcomers, and foster respect and support between neighbors.

CHARMING: A charming Mason will celebrate its heritage, preserve its small-town character, and build a walkable, close-knit community fabric.

FORWARD-THINKING: A forward-thinking Mason will explore and invite changes and advancements that feel authentic to the spirit of Mason, while better serving all members of the community.

City of Mason 20-Year Master Plan Public Survey

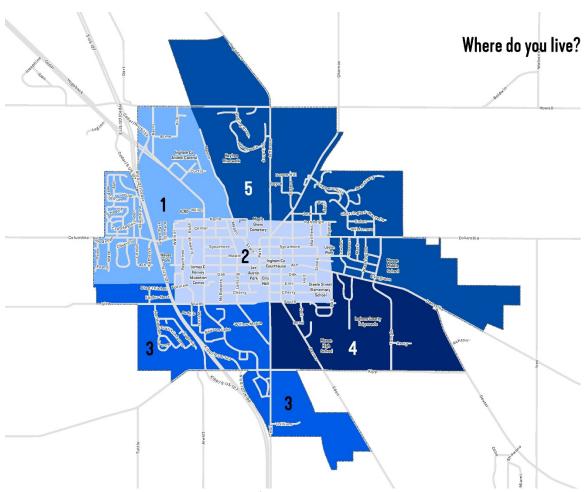
The City of Mason is updating its 20-Year Master Plan which serves as a guidebook to help elected officials and staff decide how to direct City funding for infrastructure and services, and how to manage future growth based upon the community's unified vision. Your input will shape the Mason of tomorrow!

This survey should take approximately 3-5 minutes to complete.

Part 1 of 2 – Tell us about you.

Your responses in this section help us to ensure that we hear from as many different community perspectives as possible.

- 1. What's your connection to the city of Mason? (check all that apply)
 - I live in Mason.
 - I work in Mason.
 - I visit Mason.
 - I go to school in Mason.
 - Other (fill in blank)
- 2. Do you rent or own the place where you live in Mason?
 - Own
 - Rent
 - Not Applicable
- 3. How old are you?
 - Under 15
 - 15-19
 - 20-24
 - 25-34
 - 35-44
 - 45-54
 - 55-64
 - 65-74
 - 75-84
 - 85+
- 4. How would you identify yourself?
 - American Indian or Alaska Native
 - Asian
 - Black or African American
 - Hispanic or Latino
 - Middle Eastern or North African
 - Native Hawaiian or other Pacific Islander
 - White
 - Another race or ethnicity
 - Two or more Races



5. Looking at the map above, which area of Mason do you live in?

- 1
- 2
- 3
- 4
- [
- I live outside of Mason's city limit.

Part 2 of 2 – Your input.

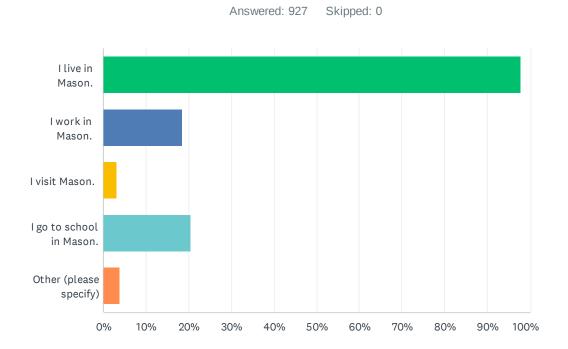
- 1. TODAY: Which of these words MOST describes the City of Mason today? (check up to 5 options)
 - Safe
 - Welcoming
 - Vibrant
 - Charming
 - Open
 - Forward-thinking
 - Innovative
 - Small-town
 - Inclusive
 - Other (please specify)
- 2. FUTURE: Which of these words MOST describes the City of Mason you want to see in 20 years? (check up to 5 options)
 - Safe
 - Welcoming
 - Vibrant
 - Charming
 - Open
 - Forward-thinking
 - Innovative
 - Small-town
 - Inclusive
 - Other (please specify)
- 3. What do you like most about Mason today? (check up to 5 options)
 - I feel safe in Mason.
 - I feel welcome in Mason.
 - I feel my elected officials are accessible.
 - I like our parks system.
 - I like our roads.
 - I like our trails.
 - I like our water quality.
 - I like our schools.
 - I like our neighborhoods.
 - I like our smalltown roots.
 - I like our proximity to other cities.
 - I like our downtown.
 - I like my shopping options.
 - I like my restaurant options.
 - I like the rate at which our community is growing.
 - Other (please specify)

- 4. What do you want to see change in Mason's future? (check up to 5 options)
 - I want to feel safer in Mason.
 - I want to feel more included in the community.
 - I want to see more diversity in residents.
 - I want to feel more included in the decisions our city staff and elected officials make.
 - I want to see wider representation in our city government.
 - I want more/improved parks.
 - I want improved roads.
 - I want more/improved trails.
 - I would like the taste/smell of our tap water to improve.
 - I want more/improved sidewalks.
 - I want more/improved schools.
 - I want more housing options.
 - I want less housing growth/development.
 - I want different housing options.
 - I want more/different shopping options.
 - I want more/different restaurant options.
 - I want more economic development/growth.
 - I want less economic development/growth.
 - Other (please specify)
- 5. Please indicate your level of agreement with the following statements:

Strongly Agree -- Somewhat Agree -- Neither Agree Nor Disagree -- Somewhat Disagree -- Strongly Disagree

- I feel I understand the Master Plan process.
- I feel included in the Master Plan process.
- I feel excited by the Master Plan process.
- 6. Thank you for taking this survey and sharing your input! There will be more opportunities to comment in the future as we prepare the Master Plan. To stay involved, visit the City of Mason website, Facebook page or sign up for email notices using the box below. This email address will only be used to provide you with more information about the City of Mason 20-Year Master Plan project.

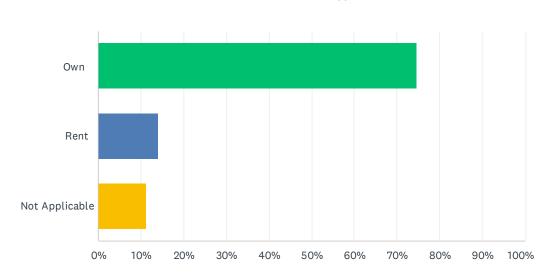
Q1 What's your connection to the city of Mason? (check all that apply)



ANSWER CHOICES	RESPONSES	
I live in Mason.	97.84%	907
I work in Mason.	18.55%	172
I visit Mason.	3.13%	29
I go to school in Mason.	20.50%	190
Other (please specify)	3.78%	35
Total Respondents: 927		

Q2 Do you rent or own the place where you live in Mason?

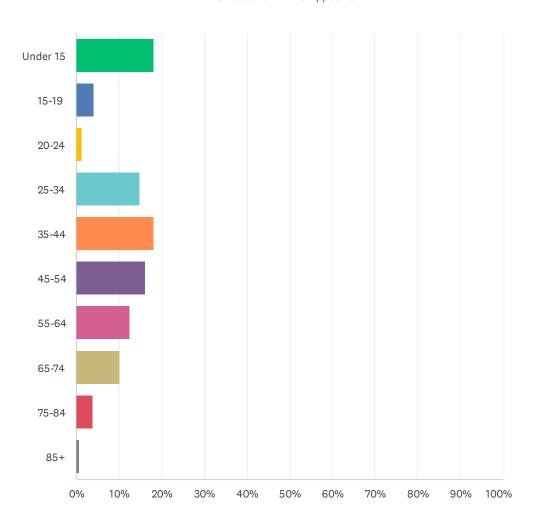




ANSWER CHOICES	RESPONSES	
Own	74.62%	691
Rent	14.15%	131
Not Applicable	11.23%	104
TOTAL		926

Q3 How old are you?

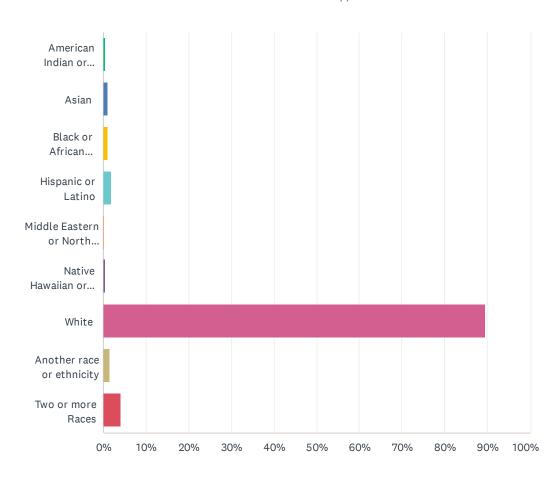
Answered: 924 Skipped: 3



ANSWER CHOICES	RESPONSES	
Under 15	18.18%	168
15-19	4.11%	38
20-24	1.19%	11
25-34	14.94%	138
35-44	18.07%	167
45-54	16.23%	150
55-64	12.55%	116
65-74	10.28%	95
75-84	3.79%	35
85+	0.65%	6
TOTAL		924

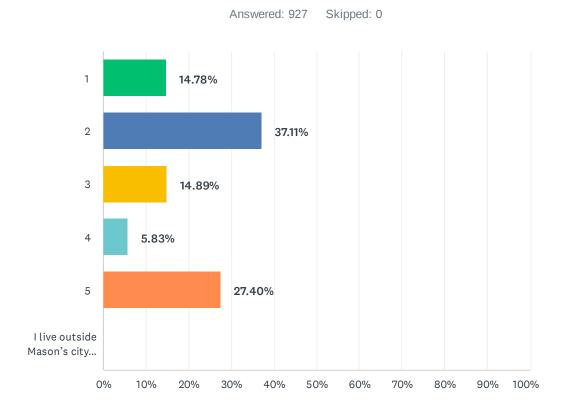
Q4 How would you identify yourself?

Answered: 912 Skipped: 15



ANSWER CHOICES	RESPONSES	
American Indian or Alaska Native	0.33%	3
Asian	0.99%	9
Black or African American	1.10%	10
Hispanic or Latino	1.86%	17
Middle Eastern or North African	0.22%	2
Native Hawaiian or other Pacific Islander	0.44%	4
White	89.58%	817
Another race or ethnicity	1.54%	14
Two or more Races	3.95%	36
TOTAL		912

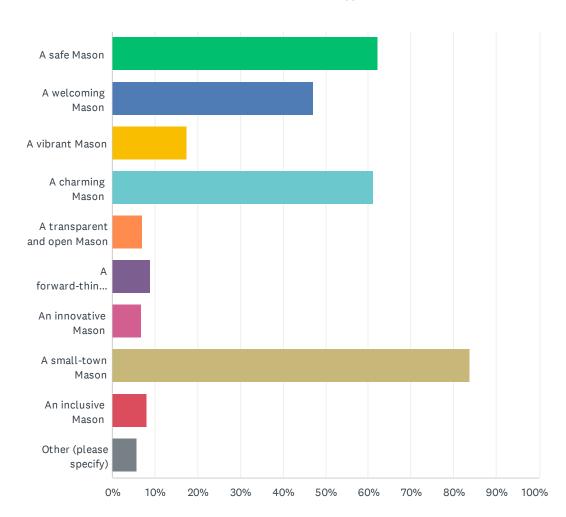
Q5 Looking at the map above, which area of Mason do you live in?



ANSWER CHOICES	RESPONSES	
1	14.78%	137
2	37.11%	344
3	14.89%	138
4	5.83%	54
5	27.40%	254
I live outside Mason's city limits.	0.00%	0
TOTAL		927

Q6 Which of these words MOST describes the City of Mason today? (check up to 5 options)

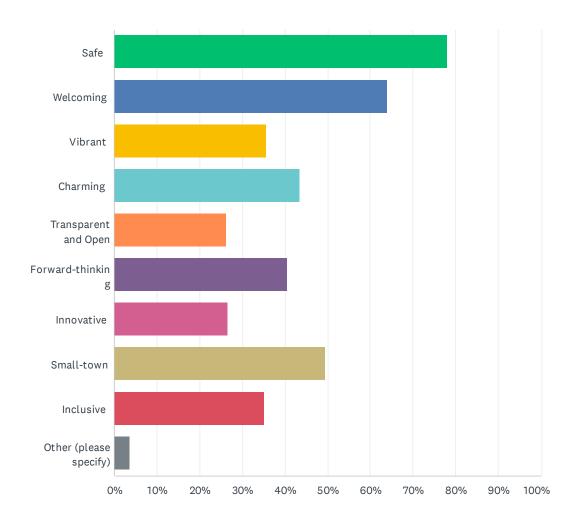
Answered: 788 Skipped: 139



ANSWER CHOICES	RESPONSES	
A safe Mason	62.18%	490
A welcoming Mason	47.21%	372
A vibrant Mason	17.51%	138
A charming Mason	61.29%	483
A transparent and open Mason	7.11%	56
A forward-thinking Mason	8.88%	70
An innovative Mason	6.85%	54
A small-town Mason	83.88%	661
An inclusive Mason	8.12%	64
Other (please specify)	5.71%	45
Total Respondents: 788		

Q7 Which of these words MOST describes the City of Mason you want to see in 20 years? (check up to 5 options)

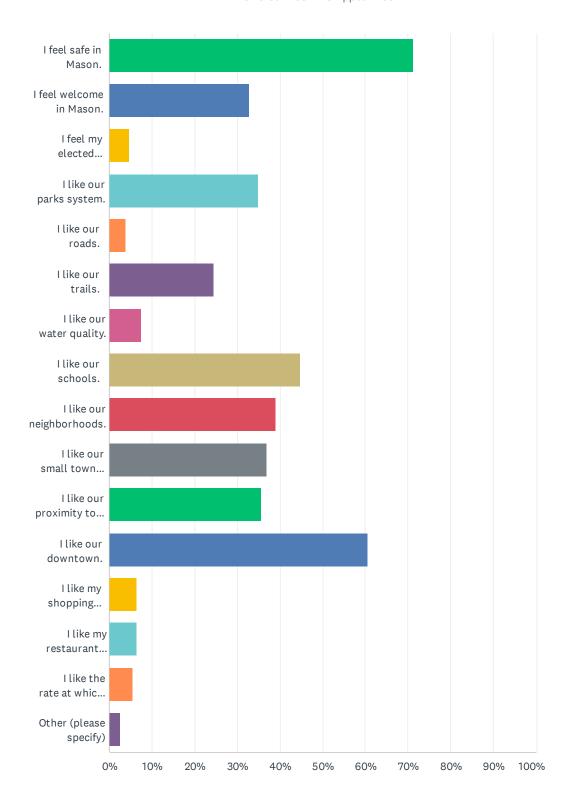




ANSWER CHOICES	RESPONSES	
Safe	78.05%	615
Welcoming	63.96%	504
Vibrant	35.66%	281
Charming	43.40%	342
Transparent and Open	26.14%	206
Forward-thinking	40.48%	319
Innovative	26.65%	210
Small-town	49.37%	389
Inclusive	35.28%	278
Other (please specify)	3.55%	28
Total Respondents: 788		

Q8 What do you like most about Mason? (check up to 5 options)

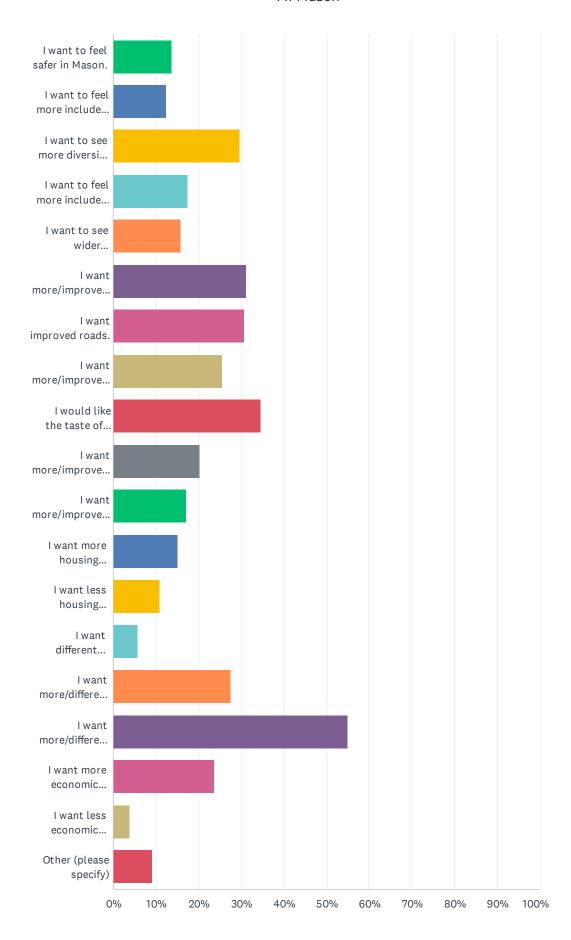
Answered: 788 Skipped: 139



ANSWER CHOICES	RESPONSES	
I feel safe in Mason.	71.19%	561
I feel welcome in Mason.	32.74%	258
I feel my elected officials are accessible.	4.70%	37
I like our parks system.	35.03%	276
I like our roads.	3.93%	31
I like our trails.	24.49%	193
I like our water quality.	7.49%	59
I like our schools.	44.67%	352
I like our neighborhoods.	39.09%	308
I like our small town roots.	36.80%	290
I like our proximity to other cities.	35.53%	280
I like our downtown.	60.66%	478
I like my shopping options.	6.47%	51
I like my restaurant options.	6.35%	50
I like the rate at which our community is growing.	5.58%	44
Other (please specify)	2.54%	20
Total Respondents: 788		

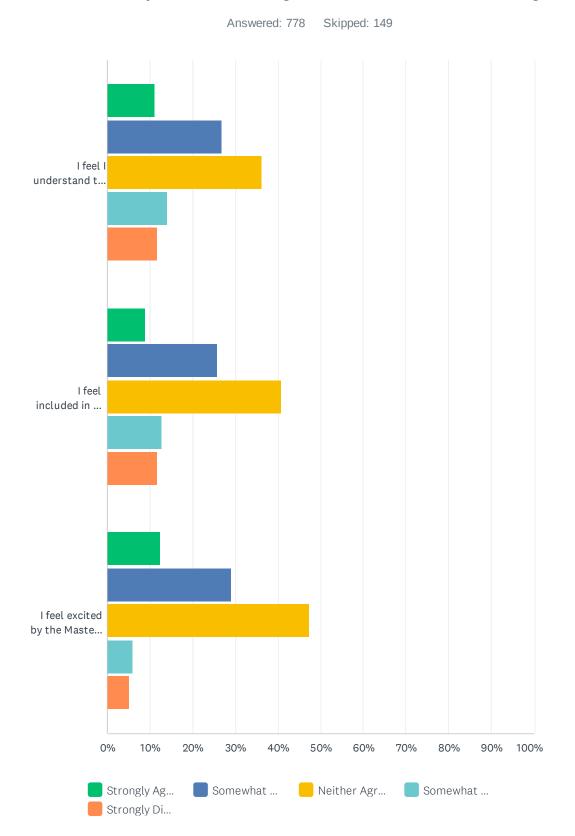
Q9 What do you want to see in Mason's future? (check up to 5 options)

Answered: 788 Skipped: 139



ANSWER CHOICES	WER CHOICES RESPONSI	
I want to feel safer in Mason.	13.71%	108
I want to feel more included in the community.	12.44%	98
I want to see more diversity in residents.	29.70%	234
I want to feel more included in the decisions our city staff and elected officials make.	17.39%	137
I want to see wider representation in our city government.	15.74%	124
I want more/improved parks.	31.22%	246
I want improved roads.	30.71%	242
I want more/improved trails.	25.63%	202
I would like the taste of our tap water to improve.	34.64%	273
I want more/improved sidewalks.	20.18%	159
I want more/improved schools.	17.13%	135
I want more housing options.	15.10%	119
I want less housing growth/development.	10.91%	86
I want different housing options.	5.84%	46
I want more/different shopping options.	27.54%	217
I want more/different restaurant options.	55.08%	434
I want more economic development/growth.	23.73%	187
I want less economic development/growth.	3.81%	30
Other (please specify)	9.26%	73
Total Respondents: 788		

Q10 Please indicate your level of agreement with the following statements:



	STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	TOTAL
I feel I understand the	11.10%	26.84%	36.26%	14.06%	11.74%	775
Master Plan process.	86	208	281	109	91	
I feel included in the	8.97%	25.75%	40.70%	12.87%	11.70%	769
Master Plan process.	69	198	313	99	90	
I feel excited by the	12.47%	29.09%	47.27%	5.97%	5.19%	770
Master Plan process.	96	224	364	46	40	

Q11 Thank you for taking this survey and sharing your input! There will be more opportunities to comment in the future as we prepare the Master Plan. To stay involved, visit the City of Mason website, Facebook page or sign up for email notices using the box below. This email address will only be used to provide you with more information about the Master Plan process.

Answered: 327 Skipped: 600

Community	Comments	
Community		Communit
Date	Source	Comment Maybe and the second and a second a
	5/5/2022 Developer Focus Group	Market not there for pocket communities yet but should consider
	5 /5 /2022 Barrels and Garre	infrastructure costs are very costly; challenging for developer to pay all of those costs and still make housing affordable; biggest stumbling block to development: streets, utilities, lighting,
	5/5/2022 Developer Focus Group	sidewalks
	5/5/2022 Developer Focus Group	County Road Commission and Drain Commission very challenging; permitting process lengthy and costly; while well-intentioned, cumbersome
	5/5/2022 Developer Focus Group	one off infill development is really challenging to make the numbers work - need more of an economy of scale
	5/5/2022 Developer Focus Group	need to reevaluate the growth line; it has changed since the growth of the 90s
	5/5/2022 Developer Focus Group	don't write policies for one bad apple; bad apple spoils the bunch
	5/5/2022 Developer Focus Group	Brownfield remediation is really costly; developers can't pay for that
	5/5/2022 Developer Focus Group	Eton Co-op Grain Elevator: redevelopment opportunity for housing; it used to be the edge of the city but doesn't make sense where it is now - work with them to relocate closer to farms
		Level Lear (? Property on Cedar where it bends?) family not incentivized to redevelop; just a tax benefit for them leaving it empty; prime opportunity for walkable redevelopment; integrate
	5/5/2022 Developer Focus Group	housing here; still close to downtown
	5/5/2022 Developer Focus Group	schools over capacity
	5/5/2022 Developer Focus Group	those living in downtown houses are buying out of need, not want. Need more higher end housing near downtown
	5/5/2022 Developer Focus Group	have lost redevelopment downtown in past because of height restriction
	5/5/2022 Developer Focus Group	tear-down rebuilds will continue to increase - what can the city to do facilitate this?
	5/5/2022 Developer Focus Group	2 flats above commercial; lots of interest - families, young people, seniors (despite there being stairs)
	.,,,	
	5/5/2022 Developer Focus Group	Columbia Lakes: too dense; lots of traffic (was there or should there be a traffic study?)
	5/5/2022 Developer Focus Group	could the City take over any roads from the county? Help speed up curb cut/review process?
	5/5/2022 Developer Focus Group	too many bureacratic layers
	5/5/2022 Developer Focus Group	2018, we were affordable, weathered recession decently
	5/5/2022 Developer Focus Group	demand is very high right now; market very tight
	5/5/2522 25355653 3 5556	
	5/5/2022 Developer Focus Group	get rid of minimum square footage
	5/5/2022 Developer Focus Group	need more people to support downtown businesses
	5/5/2022 Developer Focus Group	set policy based on values
	5/5/2022 Developer Focus Group	goal: walkable 5-minute community
	5/5/2022 Developer Focus Group	Quality Farm and Fleet could be city center 2
	5/5/2022 Developer Focus Group	need more traffic generators downtown (like schools - shouldn't be on edge of community)
	5/5/2022 Developer Focus Group	Riverwalk: about as suburban as it gets, 13 lots left; it was sold with access to highway; designed under suburban standards
	5/5/2022 Developer Focus Group	need more trails - wide like Hayhoe
	5/5/2022 Developer Focus Group	hold development in the core to a different standard than the fringes
	5/5/2022 Developer Focus Group	banks are a roadblock; hard to get loans
	5/5/2022 Developer Focus Group	appraisals aren't in line with what things are selling for
	5/5/2022 Developer Focus Group	need education for public on why we need density; reframe it
	5/5/2022 Developer Focus Group	Parking lots on Sycamore: could be housing; podium plus 4 on top; would have enough rent to cover construtions costs (approx. \$300/sq ft for podium and \$225 for stick built floors on top)
	5/5/2022 Developer Focus Group	Infastructure costs: can't get loans for it; banks get penalized for financing it because it's risky
	5/5/2022 Developer Focus Group	create some targeted redevelopment districts for expedited approvals: if you meet the values, 2 meetings, and approvals in 45 days
	5/5/2022 Developer Focus Group	developers follow path of least resistance; if it's too challenging, they'll go elsewhere where it's easier
	5/5/2022 Developer Focus Group	average house, can't build it new for cheaper than \$300-450K with current construction costs
	5/5/2022 Developer Focus Group	current infrastructure costs: \$3000 per linear foot
	5/5/2022 Developer Focus Group	put density near schools
	5/5/2022 Developer Focus Group	map the density around downtown
-	5/5/2022 Developer Focus Group	projects take a while and the rules change along the way
	5/5/2022 Developer Focus Group 5/5/2022 Developer Focus Group	there is "rigidness" in the process; 30% of costs to develop come from regulation costs
	3/3/2022 Developer Focus Group	unere is rigidiness. In the process, 50% of costs to develop come from regulation costs

Community Comments	
Date Source	Comment
5/5/2022 Developer Focus Group	make downtown a place to be
5/5/2022 Developer Focus Group	there is market for smaller units; costs are prohibitive for smaller sizes
5/5/2022 Developer Focus Group	Mason needs condos (response from other participant: what does this mean? What are they looking for? Less maintenance? Smaller size?)
5/5/2022 Developer Focus Group	Rainer Ponds: taking too long to fill up; people don't want mansions in Mason (developer's vision is different from reality)
5/5/2022 Developer Focus Group	need more smaller homes
5/5/2022 Developer Focus Group	very friendly community; people say hi on the street
5/5/2022 Developer Focus Group	Wolverine Engineering: now that they work for the city, private developers can use them
5/5/2022 Developer Focus Group	subs near Rainer Ponds: Platted in 80's, could be something else, worried neighbors might balk; interest in smaller lots, different models
5/5/2022 Businesses Focus Group	city recently posted for customer service job, had 28 applicants
5/5/2022 Businesses Focus Group	working on incubator space downtown; building occupancy struggles (1 person per 100 feet, not doable with only 700 square feet)
5/5/2022 Businesses Focus Group	City has been great to work with
5/5/2022 Businesses Focus Group	contractor permits went well
5/5/2022 Businesses Focus Group	DDA working on new business orientation packet
5/5/2022 Businesses Focus Group	Need more support for small businesses
5/5/2022 Businesses Focus Group	No spaces that already have a commercial kitchen
5/5/2022 Businesses Focus Group	A&W struggling to hire
5/5/2022 Businesses Focus Group	We don't have an issue attracting people here – just not enough homes
5/5/2022 Businesses Focus Group	Community space need – after school kids, feature local art
5/5/2022 Businesses Focus Group	Evenings – not very lively other than Bad Brew and Courthouse Pub
5/5/2022 Businesses Focus Group	Allow residential on Cedar
5/5/2022 Businesses Focus Group	Facebook groups: sit down restaurant needed
5/5/2022 Businesses Focus Group	Mason is known for antiques, capitalize on that
5/5/2022 Businesses Focus Group	Cinnamon Lane Bakery coming soon
5/5/2022 Businesses Focus Group	Don't need another pizza place, Chinese, ice cream shop
5/5/2022 Businesses Focus Group	Need faster turnaround – permits, inspections
5/5/2022 Businesses Focus Group	Fairgrounds are a huge draw to the community
5/5/2022 Businesses Focus Group	Permitting – challenges with communications, forms, - more of an ease of use as a new commercial building, growing pains
5/5/2022 Businesses Focus Group	Bigger commercial spaces can be used in a different manner (non-traditional)
5/5/2022 Businesses Focus Group	Some businesses are big draws and some are just there because they've been there
5/5/2022 Businesses Focus Group	Traditional things that have been there for a long time
5/5/2022 Businesses Focus Group	"we're lacking things to do" we have businesses but community "places" to draw people in and hang around
5/5/2022 Businesses Focus Group	Need more of a reason to draw people in
5/5/2022 Businesses Focus Group	More people (outside of Mason) mean more patronized businesses
5/5/2022 Businesses Focus Group	What do we do when we're downtown?
5/5/2022 Businesses Focus Group	Need community-type place; civic spaces
5/5/2022 Businesses Focus Group	Some vacant spaces - What else could we be doing?
5/5/2022 Businesses Focus Group	Need more dining
5/5/2022 Businesses Focus Group	Chamber – great summer events
5/5/2022 Businesses Focus Group	Painting pottery, wine and painting place
5/5/2022 Businesses Focus Group	No hotel
3/3/2022 Businesses Focus Group	THE THE CONTRACT OF THE CONTRA
5/9/2022 Businesses Focus Group	Site plan (\$10-12k) engineering firm, one of the toughest projects to get it through; too much detail required on the site plan
5/9/2022 Businesses Focus Group	lots of paperwork
3/3/2022 Businesses rocus Group	lots of paper work
E/0/2022 Pusingson Focus Craus	Behind Daily Seems lets of time wasting an property description, waiting for coveral months, need a new needs a sew needs a sew needs a new needs and needs a new new needs a new new needs a new needs a new needs a new needs a new
5/9/2022 Businesses Focus Group 5/9/2022 Businesses Focus Group	Behind Daily Scoop: lots of time wasting on property description; waiting for several months; need a new parcel number Citizen application for zoning ordinance amendment; "I had to do the research and draft language"
3/3/2022 businesses rocus Group	Citizen application for zoning offunialice amendment, i mad to do the research and draft language

Community	y Comments	
Date	Source	Comment
Dute	5/9/2022 Businesses Focus Group	occupancy challenges between assembly vs. retail use
	5/9/2022 Businesses Focus Group	Need more consistency: apply for same thing year to year but the requirements change
	5/9/2022 Businesses Focus Group	Tents: why do these need building permit? Shouldn't have to inspect a tent that's up for 10 hours
	5/9/2022 Businesses Focus Group	Igloos: needed a building permit this year, building inspector came 2 times and made them put rods in asphalt
	5/9/2022 Businesses Focus Group	shed/electrical wiring: someone reported him saying he needed a state permit (no new wiring, just replacing light with outlet)
	3/ 3/ 2022 Businesses 1 ocus Group	Shed electrical willing. Someone reported min saying he needed state permit (no new willing) just replacing light with outlet)
	5/9/2022 Businesses Focus Group	building code occupancy
	5/9/2022 Businesses Focus Group	need more face-to-face conversations; email and leaving a message; poor follow through
	5/9/2022 Businesses Focus Group	parking downtown: city does good job with events; need more signage to parking and more parking downtown
	5/9/2022 Businesses Focus Group	private lot next to brewery won't sell or lease for parking
	3/ 3/ 2022 Businesses (ocus Group	private for next to shewery with each of lease for parking
	5/9/2022 Businesses Focus Group	Corridors need help: residential poorly maintained on Okemos, Jefferson, Ash; could there be grant money to help private owners improve their property? Painting, yard clean up needed
	5/9/2022 Businesses Focus Group	Corridors: need better sense of arrival; gateway to city
	3/3/2022 Businesses i ocus Group	contacts need better sense of armal, gateway to only
	5/9/2022 Businesses Focus Group	Gateways to downtown; need more of a sense of arrival
	5/9/2022 Businesses Focus Group	127 exit areas aren't welcoming; not good gateways to city
	5/9/2022 Businesses Focus Group	call downtown "Courthouse Square"
	5/9/2022 Businesses Focus Group	Lee Austin Park: needs updates, fence, nicer structure
	5/9/2022 Businesses Focus Group	need better understanding of pipeline of projects (CIP) like parks projects. Where are things on the priority list?
	5/9/2022 Businesses Focus Group	What is Mason known for? History, downtown square, school district, working county capitol that is different than state; desirable to live and shop
	5/9/2022 Businesses Focus Group	need more housing: Rainer Ponds and downtown
	5/9/2022 Businesses Focus Group	recently tweaked parking time limits/overnight parking?
	5/9/2022 Businesses Focus Group	don't want too much growth - lose who we are; don't want to be too big; redevelop downtown rather than at the outskirts
	5/9/2022 Businesses Focus Group	Data/communications: advocate for more cell towers and advertise fiber availability to businesses/residents
	5/9/2022 Businesses Focus Group	Short-term rentals: don't want to commercialize neighborhoods
	5/9/2022 Businesses Focus Group	Murals: need criteria for historic district review
	3/3/2022 Businesses Focus Group	Mulais. Heed criteria for historic district review
		Regarding the Mason Master Plan, my only thought is for the cemetery. Would it be possible to include a provision where the cemetery stones are looked after? Every year I see a few more
		stones that have fallen over or lean precariously or have shifted to the point they need to be moved back into position. This is due to age, moles, woodchucks, settling sand, and the weight of the
	5/6/2023 Resident	riding lawnmowers as they cut grass. Overall, the cemetery has been very well taken care and it would be nice to know future caretakers will continue with the dedication.
	3/0/2023 Resident	Safety - 5-way Park, 4-way Jefferson/Sycamore, 5-way Okemos: no safe way for their kids to get to Bond Park. Air B&B: Supports, limit impact to neighbors, Owner within radius, interested in
	5/6/2023 Resident	getting involved
	5/6/2023 Resident	Meijer: Disabled individual would like sidewalk to be safe to get to work.
	3/0/2023 Resident	Trees! They make a huge difference and are a great asset for any community and homeowner. We do have a pretty nice tree canopy overall here in Mason. However, there are lots of gaps, and
		several stretches that are sorely lacking, and would benefit greatly by simply adding trees.
		As an example, along the business corridor on Cedar St, from 127 coming into town. There are some trees, but also some long empty stretches. It looks so much nicer where there are trees lining
		the roadway, instead of seeing pavement and parking lots. Even "less-than-charming" buildings are softened with greenery. Also, along some residential streets and in various in-town areas
		trees have died, or never been planted, leaving significant gaps. The character of those more barren areas is dramatically different than the tree lined areas. With a bit of prompting
		homeowners may step-up and plant. And as you know the heapfite of trees also go way heyond appearance. Trees seel the sity down in summer, provides habitat, etc.
		And, as you know, the benefits of trees also go way beyond appearance. Trees cool the city down in summer, provides habitat., etc. The City should plant trees in costain processes a beautification program in looping with any Objectives. (Maybe there are great \$\cite{\chi}\chi_{\text{constant}}\)
		The City should plant trees in certain areas as a beautification program in keeping with our Objectives. (Maybe there are grant \$\$ available for tree planting?)
		And/or possibly consider a program similar to what was done in a city where I used to live years ago (Lathrup Village, MI; they suffered from the loss of elm trees). The City offered trees to
		homeowners at a greatly reduced price, including planting them, in the right of way (between the sidewalk and street). A few choices of trees were available. The response was tremendous, and
		today the tree canopy is lovely. A big success!
	5 /2C /2022 Barriel	Finally, I also suggest including planting some variety of evergreen/pine/spruce/etc., in select areas to maintain the beauty year-round.
	5/26/2023 Resident	Look around and envision an even more leafy Mason!!

Appendix B: Kipp Road/Temple Street Sub-Area Study



Technical Memorandum

Date: September 12, 2023

To: Adam Falkowski

Project Manager, Professional Engineer

C2AE

From: James Carter

C&A Engineers, LLC

Re: Traffic Signal Warrant Study E. Kipp Road at Barnes Street

C&A Engineers, LLC performed an analysis to determine if a traffic signal would be warranted at the intersection of E. Kipp Road at Barnes Street/Eden Road. The results are summarized in this technical memorandum, which is provided in **Appendix A** for reference. The purpose of the analysis is to determine if the intersection meets the warrants for traffic signal installation as described in the *Michigan Manual on Uniform Traffic Control Devices* (MUTCD).

Recently, safety concerns were expressed from the City of Mason and Mason Public School District. Therefore, at the City's request, C&A Engineers has completed this Traffic Signal Warrant Study for the intersection of E. Kipp Road at Barnes Street/Eden Road. The objective of the study was to evaluate the intersection against the warrants contained in the MMUTCD as well as review the crash data for the past five years at the intersection to determine if a traffic signal is warranted. This report consists of the following sections:

- Description of Existing Conditions
- Crash Analysis
- Traffic Signal Warrant Analysis
- Conclusions and Recommendations

I. EXISTING CONDITIONS

Exhibit 1 shows an aerial photograph of the subject intersection. Kipp Road and Barnes Street/Eden Road are under the jurisdiction of the Ingham County Road Commission (ICRC). Kipp Road has a thru lane and a center-left-turn lane on both approaches. The posted speed limit along Kipp Road east of the intersection is 55 mph, and 45 mph west of the intersection.

The SB approach Barnes Street has one thru lane and a right-turn lane, the EB approach has a single thru/left/right lane. At the intersection, an exclusive right-turn lane exists on the south leg and an exclusive left-turn lane exists on the north and west legs. The westbound approach across the railroad crossing consists of a single lane for all movements. The posted speed limit along Barnes Street north of the intersection is 50 mph, and 55 mph on Eden Road south of the intersection. The intersection of E. Kipp Road at Barnes Street/Eden Road currently has an overhead flasher, with stop control on the Barnes Street/Eden Road approaches.

24-hour traffic counts (*Appendix B*) were obtained from Tri-County Regional Planning Commission (TCRPC) for the intersection, turning movements at the intersections were not collected nor available. The 24-hour traffic counts are summarized in *Table 1*. The peak hours at the intersection were determined to be 7:00 to 8:00 A.M. and 4:00 to 5:00 P.M. The traffic count data indicates that the heaviest traffic movement is on EB Kipp Road during both peak hours.

TABLE 1: ADJACENT ROADWAY SUMMARY



Roadway Segment	EB Kipp Rd	WB Kipp Rd	SB Barnes St	NB Eden Rd
Number of Lanes	2-lanes w/CLTL		2-lane	2-lane
Posted Speed Limit	55 mph	55 mph	50 mph	55 mph
AADT	4,165 veh/day	2,087 veh/day	1,112 veh/day	849 veh/day

II. CRASH ANALYSIS

Crash data was collected from the Michigan Crash Facts database for the intersection and a crash analysis was performed for the intersection for the period from 2017 to 2021. The crashes occurring at the intersection during this period are summarized in *Table 2 and 3*.

TABLE 2 – CRASHES BY TYPE

Location	Crashes By Type											
	Single Veh	Head-On	Head-Left	Angle	Rear-End	Rear-Left	Rear-Right	Swipe-Same	Swipe Opp	Backing	Other	Total
Kipp at Barnes/Eden	1	0	1	7	0	0	0	3	0	0	0	12

TABLE 3 - CRASHES BY TYPE

Location	Year							
Location	2017	2018	2019	2020	2021	Total		
Kipp at Barnes/Eden	4	2	5	1	0	12		

Crash data is provided in *Appendix C*. Findings from the crash analysis are as follows:

- The majority of the crashes (7) are angle crashes (58.33%).
- One (1) head-on-left turn.
- Three (3) sideswiped-same direction.
- There was not an unusually high occurrence (2) of wet pavement crashes.
- The intersection does not experience unusually high numbers of nighttime crashes.
- Eight of the 12 crashes involved no injury, i.e., there was only property damage. One (1) of the 12 crashes involved a serious injury only, three (3) were type C injury and none of the 12 crashes involved a fatality.
- In general, there is not a significant crash problem at the intersection based on the data.

III. TRAFFIC SIGNAL WARRANT ANALYSIS

The MMUTCD lists nine different traffic signal warrants of which at least one must be met to consider the installation of a traffic signal at the intersection. These warrants are based on a number of variables including existing approach traffic volumes, pedestrian volumes, crash experience, and proximity to rail crossings and schools.



Applicable Warrants

Each of the nine traffic signal warrants contained in the MMUTCD was reviewed to determine its applicability at the intersection. The applicable warrants are described in more detail below:

• Warrant 1: Eight-Hour Vehicular Volume

- Condition A Minimum Vehicular Volume: A total of at least 500 vehicles per hour (vph) on both major street approaches and at least 150 vph on the higher approach volume of the minor street are required for any eight hours of the day. Warrant 1, Condition A is not satisfied.
- Condition B Interruption of Continuous Traffic: A total of at least 750 vph on both major street approaches and at least 75 vph on the higher approach volume of the minor street are required for any eight hours of the day. Warrant 1, Condition B is not satisfied.
- Warrant 2: Four-Hour Vehicular Volume The total volume on both major street approaches and the higher-volume minor street approach must fall above the applicable curve when plotted on Figure 4C-1 in the MUTCD for any four hours of the day. Warrant 2 (70%), is satisfied (6 hours).
- Warrant 3: Peak Hour Vehicular Volume The total volume on both major street approaches and the
 higher-volume minor street approach must fall above the applicable curve when plotted on Figure 4C-3 in
 the MUTCD for the same 1 hour (any four consecutive 15-minute periods) of the day. Warrant 3 is not
 satisfied.

Warrant 4: Pedestrian Volume

- Condition A Pedestrian Four-Hour Volume The total volume on both major street approaches and the number of pedestrians per hour crossing the major street (total of all crossings) all fall above the curve in Figure 4C-5 for any four hours of the day. Warrant 2 Condition A was not evaluated.
- Condition B Pedestrian Peak Hour Volume The total volume on both major street approaches and the number of pedestrians per hour crossing the major street (total of all crossings) falls above the curve in Figure 4C-7 for any one hour of an average day (four consecutive 15-minute periods). Warrant 2 Condition B was not evaluated.
- Warrant 5: School Crossing A traffic control signal shall be considered when there are insufficient gaps in vehicle traffic for the number of schoolchildren using a pedestrian crossing to cross safely and where there are a minimum of 20 schoolchildren using the crossing during the highest crossing hour. Warrant 5 was not evaluated.
- Warrant 7: Crash Experience This warrant is met when an adequate trial of alternatives with satisfactory observance and enforcement has failed to reduce crash frequency; five or more reported crashes, of types susceptible to correction by a traffic control signal, have occurred within a 12-month period; and for each of any 8 hours of an average day, the vehicles per hour on the major street and on the higher-volume minor street approach meet 80% of the minimum volumes for Warrant 1, Condition A or Condition B. The traffic volume requirements are summarized in Table 1. The crash data for the years 2017 2021 are summarized previously in Table 2 & 3. In addition to the volume criteria not being met, no 12-month period within the analysis period met the requirement of five or more crashes of types correctable through the installation of a traffic signal. Therefore, the required conditions for Warrant 7 were not met for the analysis period, and Warrant 7 is not satisfied.
- Warrant 9: Intersection Near a Railroad Grade Crossing A traffic signal installation shall be considered when both of the following conditions are met:
 - An at-grade railroad crossing exists on a STOP- or YIELD-controlled approach and the distance from the center of the track nearest to the intersection to the stop or yield line is less than 140 feet.



During the peak traffic hour during which train crossings occur, the plotted point representing the total volume on both major street approaches and the corresponding vehicles per hour on the minor street approach that crosses the track falls above the applicable curve on Figure 4C-9 or Figure 4C-10 for the combination of approach lanes over the track and the clear storage distance.

Warrant 9 is not satisfied.

IV. CONCLUSIONS AND RECOMMENDATIONS

This memorandum has presented the results of a traffic signal warrant study at the intersection of Kipp Road at Barnes Street/Eden Road intersection in Mason Michigan. The objective of the study was to evaluate the intersection against the warrants contained in the MMUTCD as well as review the crash data for the past five years at the intersection to determine the potential need for a traffic signal installation.

The findings of the traffic signal warrant study can be summarized as follows:

- The number of crashes that have occurred at the intersection is low, with 12 crashes over five (5) years. The crash data indicated there was not an unusually high occurrence of crashes susceptible to reduction with signalization.
- Nearly 60% of the total crashes were angle type crashes, were due to drivers on the north Barnes Street approach not yielding to traffic from the Kipp Road approaches. Signs are present on the north leg with text indicating traffic from the crossroad does not stop. It is recommended that a copy of the same "traffic from crossroad does not stop" be placed on the south approach (Eden Road) back of the far-side stop sign post, to increase the conspicuity of the condition.
- The intersection did not meet the MMUTCD traffic signal warrants, except for Warrant 2 (70%) Four-Hour Vehicular Volume, based on historical volume obtained from TCRPC database.
- Satisfactory Intersection Sight Distance (ISD) is available for motorists stopped on the north and south approaches to adequately see a westbound motorist coming from the east and west on Kipp Road.



APPENDIX A – WARRANT ANALYSIS

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 1: Eight-Hour Vehicular Volume

Intersection:		Kipp @ Ba	rnes
Date	10/11/2017	by	CAE

1	: No. of Lanes on Major St?
1	: No. of Lanes on Minor St?
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: if answer 4 is Yes, then what is the of the population isolated community?
NO	: Have other remedial measures been tried?

USE 70% WARRANTS 1A AND 1B. DO NOT USE COMBINATION OF A & B

	Major Volume (Both Apr.)	Minor Volume (One Apr.)	Condition A Major Volume	Condition A Minor Volume	Warrant Condition A Met?	Condition B Major Volume	Condition B Minor Volume	Warrant Condition B Met?	Combination Major A	Combination Minor A	Combination Major B	Combination Minor B	Warrant Condition A&B met?
Time	E-W	N-S											
00:01 - 01:00	22	49	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
01:00 - 02:00	19	10	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
02:00 - 03:00	14	4	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
03:00 - 04:00	24	14	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
04:00 - 05:00	56	7	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
05:00 - 06:00	163	26	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
06:00 - 07:00	334	30	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
07:00 - 08:00	737	84	350	105	NO	525	53	YES	N/A	N/A	N/A	N/A	N/A
08:00 - 09:00	370	83	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
09:00 - 10:00	355	93	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
10:00 - 11:00	320	88	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
11:00 - 12:00	393	108	350	105	YES	525	53	NO	N/A	N/A	N/A	N/A	N/A
12:00 - 13:00	358	102	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
13:00 - 14:00	373	120	350	105	YES	525	53	NO	N/A	N/A	N/A	N/A	N/A
14:00 - 15:00	555	153	350	105	YES	525	53	YES	N/A	N/A	N/A	N/A	N/A
15:00 - 16:00	609	100	350	105	NO	525	53	YES	N/A	N/A	N/A	N/A	N/A
16:00 - 17:00	636	104	350	105	NO	525	53	YES	N/A	N/A	N/A	N/A	N/A
17:00 - 18:00	604	107	350	105	YES	525	53	YES	N/A	N/A	N/A	N/A	N/A
18:00 - 19:00	628	127	350	105	YES	525	53	YES	N/A	N/A	N/A	N/A	N/A
19:00 - 20:00	398	151	350	105	YES	525	53	NO	N/A	N/A	N/A	N/A	N/A
20:00 - 21:00	298	118	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
21:00 - 22:00	156	34	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
22:00 - 23:00	75	38	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A
23:00 - 00:00	36	45	350	105	NO	525	53	NO	N/A	N/A	N/A	N/A	N/A

Number of Hours that met the warrant 1A = Number of Hours that met the warrant 1B = Number of Hours that met the warrant 1 A & B =

A. Is the Minimum Vehicular Volume Warrant Met? (Condition A)	NO
B. Is the Interruption of Continuous Traffic Met? (Condition B)	NO
C. Combination of Warrants A and B Criteria Met?	N/A

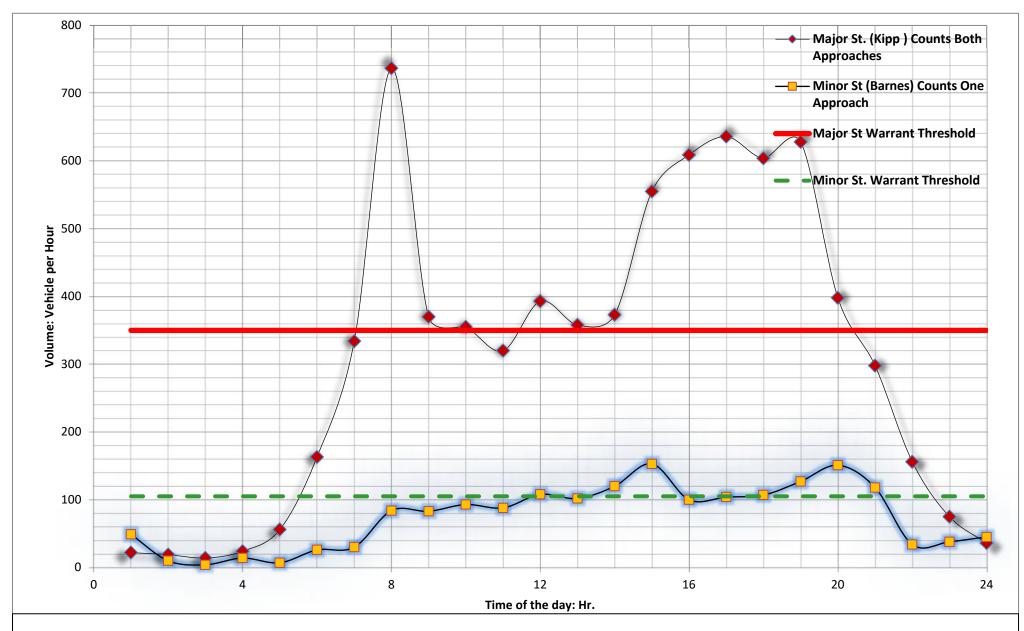


FIGURE 1: WARRANT 1A

IS THERE A REDUCTION IN THE WARRANT THRESHOLDS TO 70% \ldots

1- DUE TO SPEED? YES

2- DUE TO ISOLATED COMMUNITY WITH POPULATION LESS THAN 10,000? YES

Spot Number:

Kipp @ Barnes

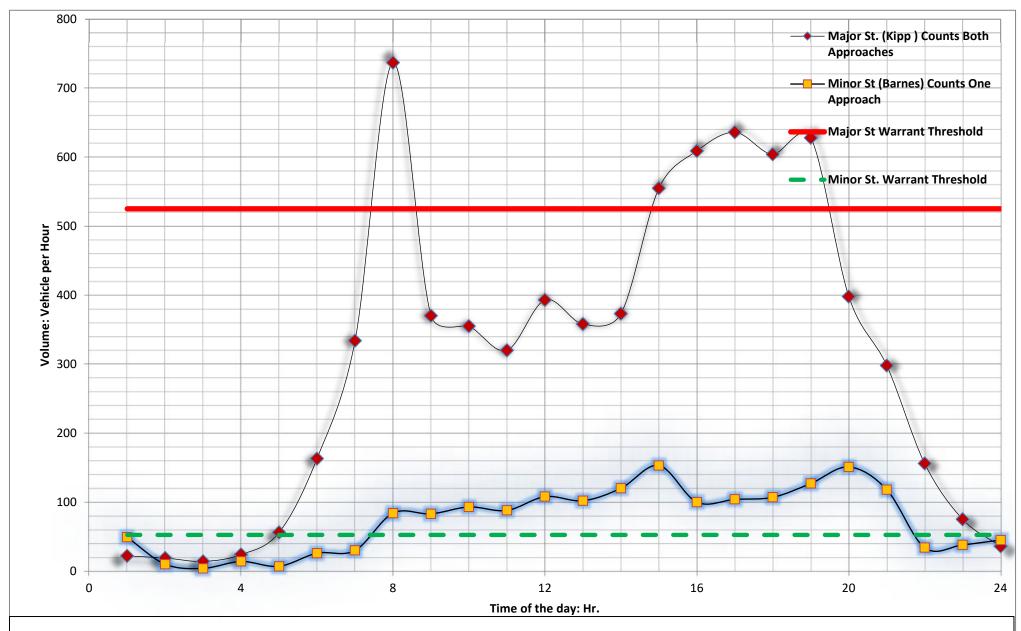
NO. OF LANES ON MAJOR ST.? 1

Number of Hours that met the Warrant: 6

Does this intersection meet Warrant 1A for signal installation?

<u>NO</u>

Data Collection Date:





IS THERE A REDUCTION IN THE WARRANT THRESHOLDS TO

70% ... 1- DUE TO

<u>YES</u>

SPEED?

2- DUE TO ISOLATED COMMUNITY WITH POPULATION LESS THAN 10,000? YES

Spot Number:

Kipp @ Barnes

NO. OF LANES ON MAJOR ST.?
NO. OF LANES ON MINOR ST.?

Number of Hours that met the Warrant:

Does this intersection meet Warrant <u>1B</u> for signal installation?

it <u>1B</u> NO

Data Collection Date:

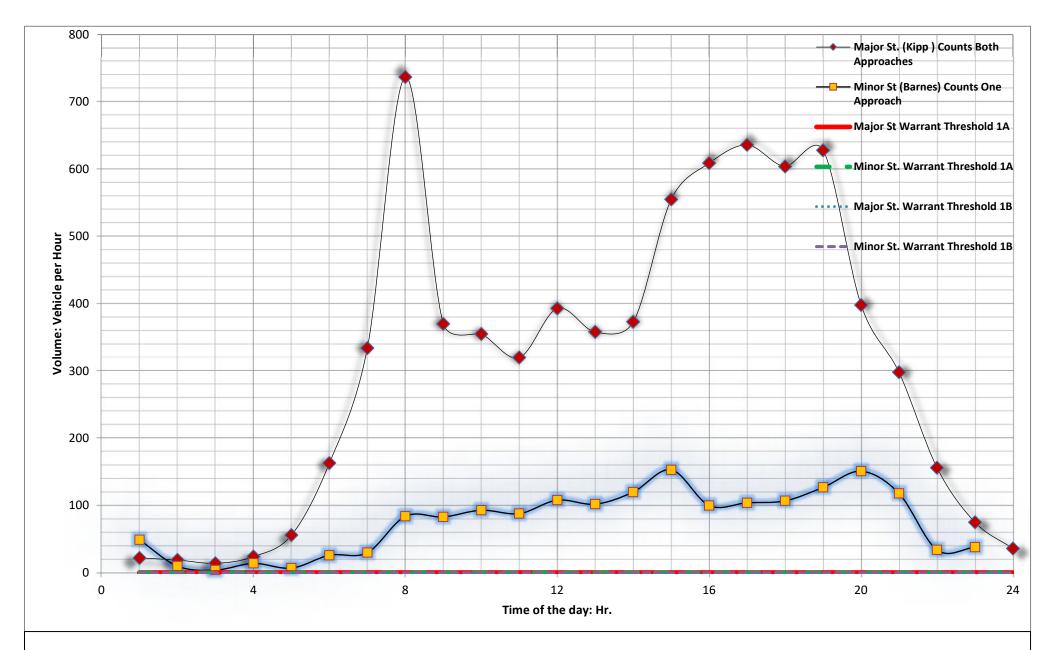


FIGURE 3: WARRANT 1A&B

IS THERE A REDUCTION IN THE WARRANT THRESHOLDS TO $56\% \dots$

1- DUE TO SPEED? YES

2- DUE TO ISOLATED COMMUNITY WITH POPULATION LESS THAN 10,000? YES

Spot Number:

Kipp @ Barnes

NO. OF LANES ON MAJOR ST.? 1 NO. OF LANES ON MINOR ST.? 1 Number of Hours that met the Warrant:

Does this intersection meet Warrant 1A&B for signal installation?

N/A

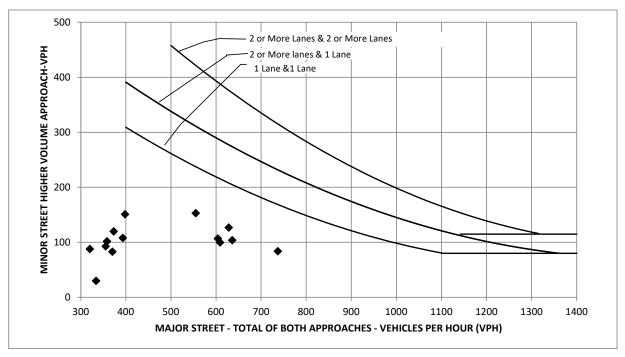
Data Collection Date:

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 2: Four-Hour Vehicular Volume

Spot Number:	0	T
Intersection:	Kipp @ Barnes	1
Date	10/11/2017 by CAE	1

1	: No. of Lanes on Major St.
1	: No. of Lanes on Minor St.
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: What is the of the population isolated community?

DO NOT USE THIS GRAPH - USE 70% GRAPH

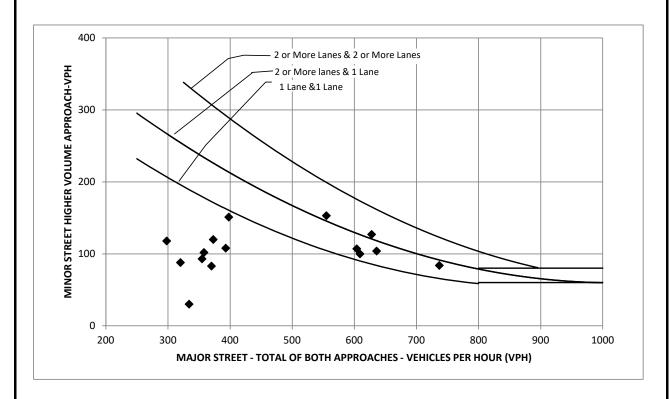


How Many Hours Are Met 0
Is Warrant 2 (100%) Met? N/A

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 2: Four-Hour Vehicular Volume

Spot Number:		0	
Intersection:		Kipp @ Barnes	
Date	10/11/2017	by	CAE

1	: No. of Lanes on Major St.
1	: No. of Lanes on Minor St.
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: What is the of the population isolated community?



How Many Hours Are Met	6
Is Warrant (70%) Met?	YES

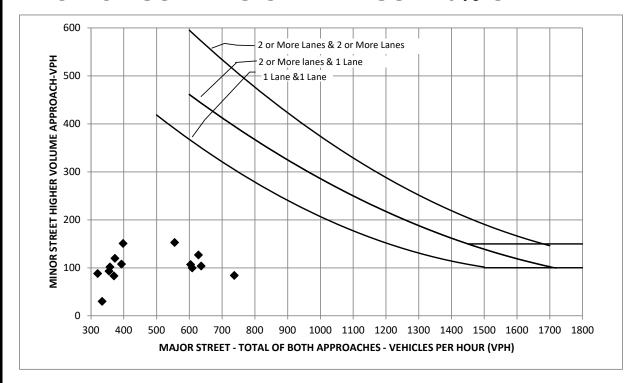
Mi	Works	lanual of Uniform Traffic Control Devices sheet for Signal Warrants (Section 4C) ANT 3 A: Peak-Hour Vehicular Volume	
Spot Number:		0	
Intersection:		Kipp @ Barnes	
Date	10/11/2017	by CAE	
NOT MET	0 1 4	: Total Stop Time Delay (hrs) : Minor Street Approach Lanes : Total Approaches : Minor Approach Volume	
NOT MET NOT MET	67	: Total Entering Volume	
_		Peak Hour	
		Is Warrant 3 A Met?	NO

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 3 B(100%): Peak-Hour Vehicular Volume

Spot Number:		0	
Intersection:		Kipp @ Barnes	
Date	10/11/2017	by	CAE

1	: No. of Lanes on Major St.
1	: No. of Lanes on Minor St.
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: What is the of the population isolated community?

DO NOT USE THIS GRAPH - USE 70% GRAPH



How Many Hours Are Met	0
Is Warrant 3 B (100%) Met?	NO

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 3 B(70%): Peak-Hour Vehicular Volume Spot Number: Intersection: Kipp @ Barnes Date 10/11/2017 by CAE : No. of Lanes on Major St. 1 1 No. of Lanes on Minor St. Speed limit or 85th Percentile? (MPH) 50 : Is the intersection within an Isolated community? YES : What is the of the population isolated community? 8235 500 2 or More Lanes & 2 or More Lanes MINOR STREET HIGHER VOLUME APPROACH-VPH - 2 or More lanes & 1 Lane 1 Lane &1 Lane 400 300 200 100 0 300 400 1000 1100 1200 1300 500 600 700 800 900 MAJOR STREET - TOTAL OF BOTH APPROACHES - VEHICLES PER HOUR (VPH) **How Many Hours Are Met** 0 Is Warrant (70%) Met? NO

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 4 (100%): Four-Hour Pedestrian Volume

 Spot Number:
 0

 Intersection:
 Kipp @ Barnes

 Date
 10/11/2017
 by
 CAE

0	: Distance to Nearest Signal or Stop Control on Major Road
0%	: Percentage Reduction in Pedestrian Volumes
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: What is the of the population isolated community?

Adjacent Traffic Signal or Stop Sign is Too Close



How Many Hours Are Met N/A
Is Warrant 4 B (100%): Four Hour Met? N/A

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 4 (70%): Four-Hour Pedestrian Volume

 Spot Number:
 0

 Intersection:
 Kipp @ Barnes

 Date
 10/11/2017
 by
 CAE

0	: Distance to Nearest Signal or Stop Control on Major Road
0%	: Percentage Reduction in Pedestrian Volumes
50	: Speed limit or 85th Percentile? (MPH)
YES	: Is the intersection within an Isolated community?
8235	: What is the of the population isolated community?

Adjacent Traffic Signal or Stop Sign is Too Close



How Many Hours Are Met N/A
Is Warrant 4 B (70%): Four Hour Met? N/A

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 7: Crash Experience

Spot Number:	0			
Intersection:		Kipp @ Baı	nes	
Date	10/11/2017	by	CAE	

1	: No. of Lanes on Major St?
1	: No. of Lanes on Minor St?
NO	: Has adequate trial of remedial measure with adequate enforcement been tried?
МО	: Are there 5 or more Crashes Susceptable to Correction by Signalization in a 12 Month Period?

	Major Volume (Both Apr.)	Minor Volume (One Apr.)	Condition A Major Volume	Condition A Minor Volume	Warrant Condition A Met?	Condition B Major Volume	Condition B Minor Volume	Warrant Condition B Met?
Time	E-W	N-S						
00:01 - 01:00	22	49	280	84	NO	420	42	NO
01:00 - 02:00	19	10	280	84	NO	420	42	NO
02:00 - 03:00	14	4	280	84	NO	420	42	NO
03:00 - 04:00	24	14	280	84	NO	420	42	NO
04:00 - 05:00	56	7	280	84	NO	420	42	NO
05:00 - 06:00	163	26	280	84	NO	420	42	NO
06:00 - 07:00	334	30	280	84	NO	420	42	NO
07:00 - 08:00	737	84	280	84	YES	420	42	YES
08:00 - 09:00	370	83	280	84	NO	420	42	NO
09:00 - 10:00	355	93	280	84	YES	420	42	NO
10:00 - 11:00	320	88	280	84	YES	420	42	NO
11:00 - 12:00	393	108	280	84	YES	420	42	NO
12:00 - 13:00	358	102	280	84	YES	420	42	NO
13:00 - 14:00	373	120	280	84	YES	420	42	NO
14:00 - 15:00	555	153	280	84	YES	420	42	YES
15:00 - 16:00	609	100	280	84	YES	420	42	YES
16:00 - 17:00	636	104	280	84	YES	420	42	YES
17:00 - 18:00	604	107	280	84	YES	420	42	YES
18:00 - 19:00	628	127	280	84	YES	420	42	YES
19:00 - 20:00	398	151	280	84	YES	420	42	NO
20:00 - 21:00	298	118	280	84	YES	420	42	NO
21:00 - 22:00	156	34	280	84	NO	420	42	NO
22:00 - 23:00	75	38	280	84	NO	420	42	NO
23:00 - 00:00	36	45	280	84	NO	420	42	NO

Is there a reduction in the warrant thresholds to 56% = NO

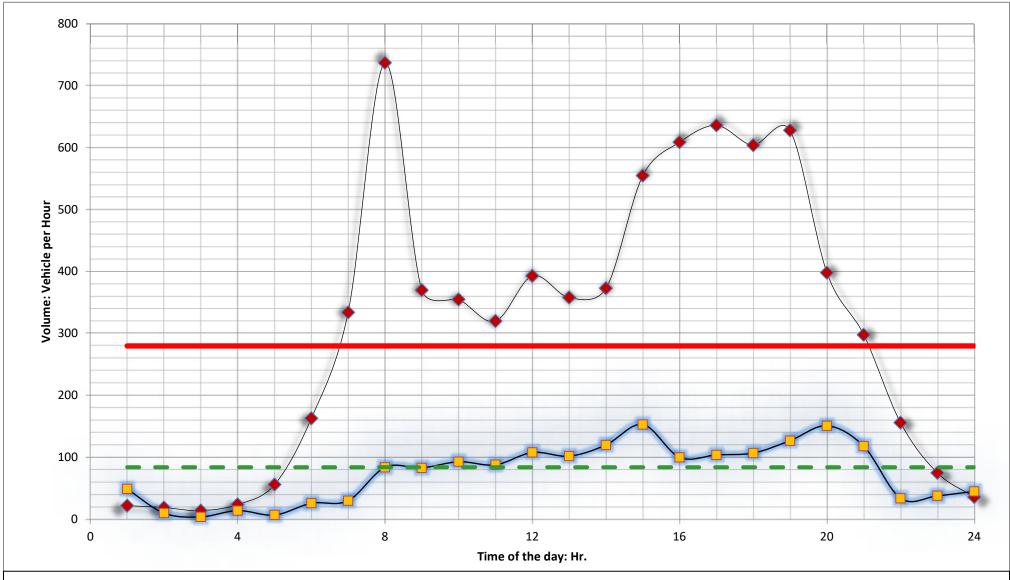
Number of Hours that met the warrant 7A = 13

Number of Hours that met the warrant 7B = 6

A. Is the Minimum Vehicular Volume Warrant Met Based on Crash Patterns? (Condition A)

B. Is the Interruption of Continuous Traffic Met Based on Crash Patterns? (Condition B)

NO



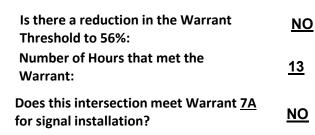


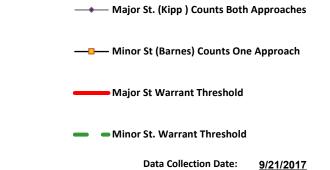
Spot Number:

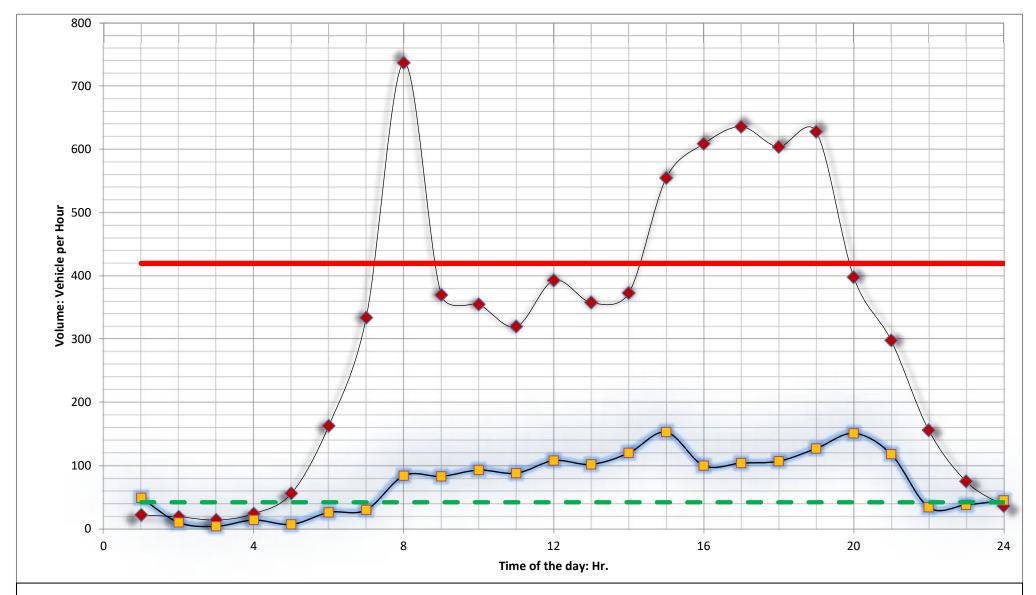
Kipp @ Barnes

NO. OF LANES ON MAJOR ST.? 1

NO. OF LANES ON MINOR ST.? 1









Spot Number:

Kipp @ Barnes

NO. OF LANES ON MAJOR ST.? 1 NO. OF LANES ON MINOR ST.? 1 Is there a reduction in the Warrant Threshold to 56%:

Number of Hours that met the Warrant:

Does this intersection meet Warrant <u>7B</u> for signal installation?

<u>NO</u>

<u>6</u>

── Major St. (Kipp) Counts Both Approaches

—<mark>----- M</mark>i

——— Minor St (Barnes) Counts One Approach

Major St Warrant Threshold

Minor St. Warrant Threshold

Data Collection Date:

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 8: Roadway Network

Spot Number:		0
Intersection:		Kipp @ Barnes
Date	10/11/2017	by CAE

The need for a traffic signal control study is applicable when the common intersection of two or more major routes meets one or both of the following criteria:

- (1) has a total existing, or immediately projected, entering volume of at least 1,000 vehicles during the peak hour and has five-year projected volumes, based on an engineering study, which meet one or more of Warrants 1, 2, and 3 during an average weekday; or
- (2) has a total existing or immediately projected entering volume of at least 1,000 vehicles for each of any five hours of a non-normal business day (Saturday and/or Sunday).

Is Warrant 8 Met?

Michigan Manual of Uniform Traffic Control Devices Worksheet for Signal Warrants (Section 4C) WARRANT 9: Intersection Near a Grade Crossing					
Spot Number:		0			
Intersection:	Intersection: Kipp @ Barnes				
Date	10/11/2017	by CAE			
	0	: Clear Storage Distance (ft)			
	0	: Number of Approach Lanes Crossing Tracks			
	0	: Peak Hour			
	#N/A	: Peak Hour Major Street Volume			
	#N/A	: Peak Hour Minor Street Volume			
Adjustment					
Factors					
fail	0	: Trains per Day			
1	0%	: Percentage High Occupancy Busses			
#N/A	0	: Percentage Tractor Trailers			
	#N/A	: Adjusted Minor Street Volume			
	#N/A	: Is Figure 4C-10 Satisfied?			
_					
	I:	s Warrant 9 Met?	#N/A		



APPENDIX B – TRAFFIC DATA

Location Info				
Location ID	12026_WB			
Туре	LINK			
Class	-			
Located On	KIPP RD			
Between	DEXTER TRAIL AND EDEN RD			
Direction	WB			
Community	Vevay Twp			
MPO_ID				
HPMS ID				
Agency	Ingham County Road Department			

Count Data Info				
Start Date	5/23/2017			
End Date	5/24/2017			
Start Time	12:00 AM			
End Time	12:00 AM			
Direction				
Notes				
Count Source				
File Name	12026_170523_Vol60.csv			
Weather				
Study				
Owner	swansonm			
QC Status	Accepted			

Interval: 60 mins				
Time	Hourly Count			
00:00 - 01:00		6		
01:00 - 02:00		2		
02:00 - 03:00		1		
03:00 - 04:00		2		
04:00 - 05:00		11		
05:00 - 06:00		64		
06:00 - 07:00		138		
07:00 - 08:00		296		
08:00 - 09:00		136		
09:00 - 10:00		112		
10:00 - 11:00		94		
11:00 - 12:00		122		
12:00 - 13:00		106		
13:00 - 14:00		96		
14:00 - 15:00		137		
15:00 - 16:00		154		
16:00 - 17:00		135		
17:00 - 18:00		141		
18:00 - 19:00		119		
19:00 - 20:00		83		
20:00 - 21:00		60		
21:00 - 22:00		39		
22:00 - 23:00		21		
23:00 - 24:00		12		
TOTAL		2087		

Location	Info	
Location ID	10696_SB	Ī
Туре	LINK	
Class	-	
Located On	Barnes RD	Ī
Between	KIPP RD AND EAST BOND ST(MASON)	Ī
Direction	SB	
Community	Vevay Twp	
MPO_ID		
HPMS ID		
Agency	Ingham County Road Department	

Count Data Info				
Start Date	5/23/2017			
End Date	5/24/2017			
Start Time	12:00 AM			
End Time	12:00 AM			
Direction				
Notes				
Count Source	Barnes Street			
File Name	10696_170523_Vol60.csv			
Weather				
Study				
Owner	swansonm			
QC Status	Accepted			

Interval: 60 mins				
Time	Hourly Count			
00:00 - 01:00		2		
01:00 - 02:00		1		
02:00 - 03:00		0		
03:00 - 04:00		1		
04:00 - 05:00		4		
05:00 - 06:00		5		
06:00 - 07:00		19		
07:00 - 08:00		83		
08:00 - 09:00		22		
09:00 - 10:00		13		
10:00 - 11:00		20		
11:00 - 12:00		29		
12:00 - 13:00		22		
13:00 - 14:00		30		
14:00 - 15:00		153		
15:00 - 16:00		84		
16:00 - 17:00		86		
17:00 - 18:00		107		
18:00 - 19:00		127		
19:00 - 20:00		151		
20:00 - 21:00		118		
21:00 - 22:00		27		
22:00 - 23:00		4		
23:00 - 24:00		4		
TOTAL		1112		

Location	Info
Location ID	15623_NB
Туре	LINK
Class	-
Located On	EDEN RD
Between	KIPP RD AND TOMLINSON RD
Direction	NB
Community	Vevay Twp
MPO_ID	
HPMS ID	
Agency	Ingham County Road Department

Count Data Info					
Start Date	5/23/2017				
End Date	5/24/2017				
Start Time	12:00 AM				
End Time	12:00 AM				
Direction					
Notes					
Count Source	Eden Road				
File Name	15623_170523_Vol60.csv				
Weather					
Study					
Owner	swansonm				
QC Status	Accepted				

Interval: 60 mins				
Time	Hourly Count			
00:00 - 01:00		1		
01:00 - 02:00		7		
02:00 - 03:00		6		
03:00 - 04:00		9		
04:00 - 05:00		17		
05:00 - 06:00		28		
06:00 - 07:00		33		
07:00 - 08:00		56		
08:00 - 09:00		50		
09:00 - 10:00		60		
10:00 - 11:00		40		
11:00 - 12:00		48		
12:00 - 13:00		44		
13:00 - 14:00		68		
14:00 - 15:00		70		
15:00 - 16:00		60		
16:00 - 17:00		49		
17:00 - 18:00		53		
18:00 - 19:00		47		
19:00 - 20:00		31		
20:00 - 21:00		35		
21:00 - 22:00		30		
22:00 - 23:00		3 4		
23:00 - 24:00				
TOTAL		849		

Location Info

Location ID	15626
Туре	LINK
Class	-
Located On	KIPP RD
Between	EDEN RD AND HULL RD
Direction	EB
Community	Vevay Twp
MPO_ID	
HPMS ID	
Agency	Ingham County Road Department

Count Data Info

Interval: 60 mins

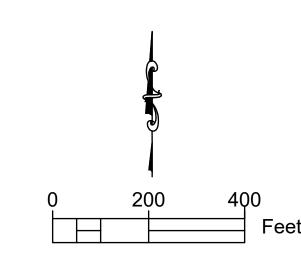
Time	Hourly Count
00:00 - 01:00	12
01:00 - 02:00	16
02:00 - 03:00	10
03:00 - 04:00	12
04:00 - 05:00	22
05:00 - 06:00	62
06:00 - 07:00	158
07:00 - 08:00	406
08:00 - 09:00	182
09:00 - 10:00	194
10:00 - 11:00	163
11:00 - 12:00	206
12:00 - 13:00	188
13:00 - 14:00	218
14:00 - 15:00	279
15:00 - 16:00	375
16:00 - 17:00	404
17:00 - 18:00	376
18:00 - 19:00	426
19:00 - 20:00	176
20:00 - 21:00	136
21:00 - 22:00	95
22:00 - 23:00	33
23:00 - 24:00	16
TOTAL	4165



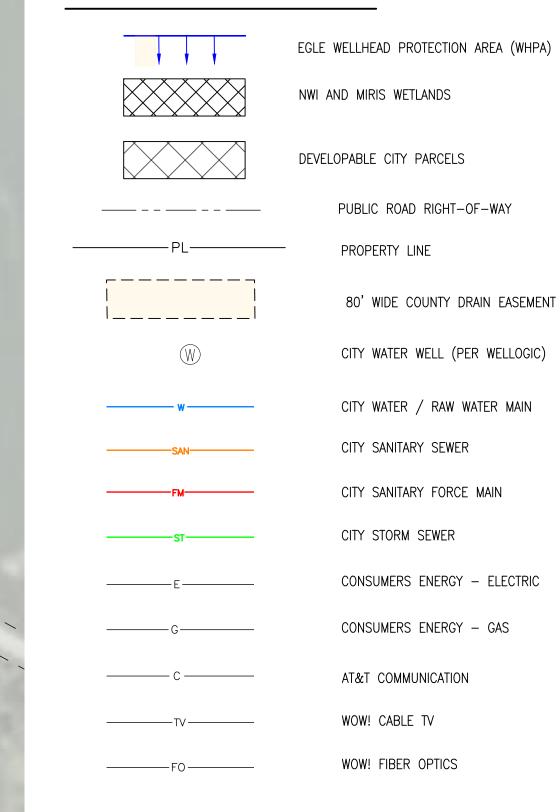
APPENDIX C – CRASH DATA

Crashes for the Years 2021 and 2020 and 2019 and 2018 and 2017 at intersection of E Kipp Rd & Eden Rd & S Barnes St in Ingham County filtered by Crash: Intersection (Intersection Crash)

Crash Type	Crash Year	Crash Day	Crash Month	Lighting Conditions	Weather Conditions (2016+)	Road Conditions	Crash: Injury Crash	Worst Injury in Crash	Total
Single Motor Vehicle	2019	11	September	Daylight	Clear	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Head-On - Left Turn	2020	19	June	Daylight	Clear	Dry	Injury Crash (no fatalities)	Possible Injury (C)	1
Angle	2018	2	March	Daylight	Clear	Ice	No Injuries (may be fatalities)	No Injury (O)	1
Angle	2018	4	July	Daylight	Clear	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Angle	2019	11	September	Dawn	Fog	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Angle	2017	13	March	Daylight	Clear	Dry	Injury Crash (no fatalities)	Possible Injury (C)	1
Angle	2017	14	February	Dawn	Clear	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Angle	2019	14	October	Dark - Unlighted	Clear	Dry	Injury Crash (no fatalities)	Suspected Serious Injury (A)	1
Angle	2017	22	December	Daylight	Cloudy	Dry	Injury Crash (no fatalities)	Possible Injury (C)	1
Sideswipe - Same Direction	2019	11	January	Daylight	Clear	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Sideswipe - Same Direction	2017	24	August	Daylight	Clear	Dry	No Injuries (may be fatalities)	No Injury (O)	1
Sideswipe - Same Direction	2019	31	January	Daylight	Clear	Ice	No Injuries (may be fatalities)	No Injury (O)	1
Total Crash Count									12



LEGEND



EXISTING CONDITIONS NOTES:

- TEMPLE ST RIGHT-OF-WAY (ROW) AS SHOWN INCLUDES 66'
 PUBLIC ROAD ROW PLUS 20' AND 10' PRIVATE EASEMENTS
 FOR PUBLIC UTILITIES ALONG THE EAST AND WEST SIDES OF
 ROAD, RESPECTIVELY.
- 2. KIPP RD COUNTY ROW IS 80'; AVERY LN, ASH ST/M-36, AND DEXTER TR ROW ARE 66'.
- 3. CITY PARCEL DATA FROM INGHAM COUNTY GIS.
- 4. ZONING DATA FROM CITY ZONING MAP DATED 10/18/2012

 AG SINGLE FAMILY AGRICULTURAL

 M-1 LIGHT MANUFACTURING
- 5. CITY IS DEVELOPING A WELLHEAD PROTECTION ORDINANCE FOR FUTURE ADOPTION.
- 6. EXISTING STORM WATER DETENTION BASIN SIZED TO INCLUDE CITY PARCELS NORTH OF AVERY LN; CITY PARCELS SOUTH OF AVERY LN TO PROVIDE ONSITE STORM WATER DETENTION FACILITIES.
- 7. AREA IS ABOVE 100-YEAR FLOODPLAIN.
- 8. PER USDA NRCS WEB SOIL SURVEY, SOILS GENERALLY CONSIST OF LOAMY TO SANDY LOAM SOIL TYPES WHICH RANGE FROM POORLY DRAINED TO WELL DRAINED.
- 9. PER EGLE ENVIRONMENTAL MAPPER, THERE ARE NO DOCUMENTED PART 201, PART 211 (UST), OR PART 213 (LUST) SITES AND NO LAND USE RESTRICTIONS.
- 10. PER FAA NOTICE CRITERIA TOOL, BASED ON PROXIMITY (OF TEMPLE ST) TO MASON JEWETT AIRPORT, PROPOSED DEVELOPMENTS/STRUCTURES MUST FILE NOTICE WITH FAA IN ACCORDANCE WITH CFR TITLE 14 PART 77.9.
- 11. 2021 MDOT ANNUAL AVERAGE DAILY TRAFFIC DATA (AADT)

 726 TEMPLE ST FROM KIPP RD TO ASH ST/M-36
 9,100 KIPP RD EAST AND WEST OF TEMPLE ST

www.c3ae.com

CITY OF MASON
TEMPLE ST / KIPP RD
CDBG INGHAM COUNTY SITE READINESS PLANNING INITIATIVE

TEMPLE ST / KIPP RD EXISTING CONDITIONS (WITH AERIAL)

PROJ. #: 210366.01

DJ.#: 210366.01 TE: 01/18/2023

SHEET 1

www.c2ae.com

PLANNING INITIATIVE READINESS SITE

AASON ST / KIPP RD SHAM COUNTY CITY OF MATE STANDE STANDE

KIPP RD CORRIDOR N-MOTORIZED TRAIL CONCEPT AND TRAFFIC DATA

REVISIONS REV DESCRIPTION DATE

SHEET