Progress is best achieved when everyone is pulling in the same direction. Three years ago, the Mt. Pleasant City Commission set the community and the local government organization on a route to a preferred future. They set eight strategic visions to ensure Mt. Pleasant would be a healthy, energetic, livable 21st Century city. We measure our progress against improvements in each of these arenas.

The City of Mt. Pleasant will work together toward being a community...

• Of safe and clean neighborhoods with low crime rates and low vacancy rates that are inhabited by multi-generational owner-occupants.

• With varied recreational opportunities funded by several sources and targeting children and teens.

• Where economic opportunity for businesses offering good wages for employees is readily available.

• That finds logical solutions to the problems of traffic congestion.

• Where regionalized solutions are sought for governmental issues.

• With stable funding from a diverse tax base to finance the governmental services citizens need.

• Where commercial and retail sectors providing varied shopping opportunities thrive.

• With an involved citizenry.
CITY RESIDENTS

Appointees:
- Airport Advisory Board
- Audit Committee
- Board of Review
- Building Authority
- Building, Fire and Sanitary Sewer Board
- City Attorney
- Downtown Development Board
- Fire and Police Retirement Board
- Historic District Commission

MT. PLEASANT CITY COMMISSION
- James J. Holton, Mayor
- Bruce Klimer, Vice Mayor
- Nancy English, Commissioner
- Jon Joslin, Commissioner
- Kathleen L. Ling, Commissioner
- David F. McGuire, Commissioner
- Sharon Tilmann, Commissioner

CITY MANAGER
- Kathie S. Grinzinger

CITY RESIDENTS

Public Safety
- Legislative
- Public Works
- Finance
- Community Services

Where Did General Fund City Dollars Go in 2010?
- Property Taxes
- Intergovernmental
- Service Charges
- Other Revenue
- Licenses and Permits
- Fees

Where Did General Fund City Dollars Come From in 2010?
- Property Taxes
- Intergovernmental
- Service Charges
- Other Revenue
- Licenses and Permits
- Fees
Dear Residents:

In 2010, the employees of the City of Mt. Pleasant were tasked to carry-out the basic services and programs the citizens have come to expect. In addition, each department is responsible for conducting its activities in a way that moves us all closer to Mt. Pleasant’s preferred future. The “big picture” for the community’s outlook was set in the Community Strategic Plan approved by the Planning Commission and the City Commission in December of 2006, and defined in a set of vision statements adopted by the City Commission the next year.

The Commission’s goals create the targets for improvement aimed at assuring Mt. Pleasant retains its place as a healthy, thriving, desirable 21st Century community.

The Annual Operating Budget lays out each year’s prospects for forward movement in the areas earmarked for progress. This Annual Report should be used to measure the organization’s performance against the enhancements expected in the 2010 Budget document.

The Resource Picture

The last twelve months marked another difficult year in the history of Michigan as our state leadership continues to search for a way to return Michigan to its prosperous condition of two decades ago. The economic malaise that involves everyone who calls the Great Lakes State home, impacted us in Isabella County as well.

In 2000, 40% of the City’s revenue came from state-shared revenue (SSR). In 2010 that source accounted for less than 25%. Local property taxes paid by business and home owners now account for 50% all the income covering the cost of municipal services.

Throughout the last decade the City has increased its millage rate only once: ½ of a mill to cover the cost of renovating the Borden Building and grounds. Because of a decrease in 2009, the 2010 millage rate was 15.75, only .30 mills higher than that levied ten years ago. The owner of a home valued at $100,000 paid approximately $788 toward the cost of city services last year.

The overall General Fund Budget expenditure level in 2010 was nearly consistent with that of 2009. Because Mt. Pleasant’s property tax revenue remained flat and revenue sharing funds dipped downward, the City depended on cost savings, conservation projects, reductions in expenses and use of the surplus savings account to retain service levels to the citizens.

As the City’s 2010 Independent Audit shows, targets for savings were met and exceeded, which allows the City to move into 2011 in a fiscally sound position.

Primary Focus Points

This document is designed to highlight some of the major projects, changes, innovations or improvements undertaken in the last year. (It will not inventory ongoing services such as delivery of clean, safe and tasty water; maintenance of nearly 400 acres of parks; 24 hour police patrol; or timely response to calls for emergency assistance.) It is organized around the eight targets for improvement or strategic goals that set the priorities for concentrating and coordinating resources.

Achievements were made by each Department in each of the areas community members deemed important in the Strategic Plan. While every effort was made to hit the objectives implied in the 2010 Budget, three other major issues shifted the spotlight and landed front and center through much of 2010.

2011 Budget Planning

As was predicted several years in advance, the continued retention by the state of a larger and larger share of the revenue that had been remitted to local governments along with flattening and declining property values would lead to a need for significant changes in 2011.

For several months during 2010, the employees, the City Commission and the community engaged in information sharing and debate about the best way to shrink the 2011 General Fund Budget by nearly $1 million. By November of 2010, the Commission had received the input of residents and set forth a 2011 Budget that:

- Held the property tax millage at 15.75
- Reduced the tax payer subsidy for trash pick-up and recycling by increasing individual fees

Continued Next Page
• Increased the fees for rental housing inspection
• Increased recreation fees for non-residents
• Re-designed service delivery in leaf pick-up and snow plowing and others
• Eliminated 10 to 11 positions with a corresponding loss or reduction in services and programs

Some of the service and position reductions approved for 2011 were initiated prior to the end of the 2010 Budget year. The early intervention allowed for savings that will be used to make up for the, even larger than anticipated, state-shared revenue cuts under the State’s 2011-2012 Budget.

**Lawsuit and Settlement Agreement with the U.S. Government and Saginaw-Chippewa Tribe**

In 2005, the Saginaw Chippewa Indian Tribe of Michigan filed suit against the State asking the court to assert reservation boundaries that would include five and one-half townships in Isabella County. The U.S. Government joined the suit on the side of the Tribe and two years later the City of Mt. Pleasant and Isabella County joined on the side of the defendant State.

For nearly 20 months, after being directed to do so by the Federal Court, the parties participated in confidential facilitated mediation.

In November of 2010, a historic, complex and extremely innovative settlement was reached between all six parties. While the details of the 12 separate documents are quite complicated, the settlement rests on three primary principles:

- The Isabella Reservation will be identified as including five full and two half township in Isabella County including (roughly) all of the City of Mt. Pleasant north of High Street
- The Saginaw Chippewa Indian Tribe has sovereignty/jurisdiction over matters affecting its members and property owned by its members within the Reservation particularly in the areas of law and ordinance enforcement and court jurisdiction
- The Saginaw Chippewa Tribe will have no jurisdiction over people who are not tribal members or the property they own.

The practical details of how those principles will impact the daily activities of City residents were worked out in four government-to-government agreements:

- The Revenue and Property Taxation Agreement set up a wholly unique process for dealing with Trust land (property owned by the U.S. Government on behalf of the Tribe)
- Agreement on Zoning and Land Uses affirmed the City’s right to zone property within its boundaries and apply such zoning to all residents including those who are members of the Tribe
- Law Enforcement Agreement established the ability of City and Tribal Police Officers to be cross-appointed and created practices to assure that law enforcement agencies will be able to conduct efforts regardless of boundaries
- Agreement regarding Local Regulation determined which other City ordinances would apply to member of the Tribe who reside within the municipal boundary and named other ordinances the Tribe would create to extend their jurisdiction over other issues such as business licenses and property upkeep.

**The Mt. Pleasant Center**

In October of 2009, after a warning period of several months, the State of Michigan closed the Mt. Pleasant Center, which had been a stable community member for eight decades, eliminating over 400 jobs and relocating the last of the resident patients. (At its height, the Mt. Pleasant Center was one of the City’s major employers and the 300 acre facility was the home of several hundred residents.)

Faced with such a substantial loss of jobs in a vulnerable local economy, the City began to assess its options for redevelopment, re-growth and the use of the now vacant Center property as an aid to recapturing job and tax base.

During 2010, legislation was crafted, amended and redrafted that would give the City of Mt. Pleasant time to analyze, research, seek input and be provided the first right to purchase the land once the State set the time line to sell.

In the last months of 2010, presentations began providing the public information on options, risks, costs and opportunities. After several months of discussion the City Commission voted to purchase the Center property on April 22, 2011.

**Looking Forward**

This document, along with the Independent Audit wraps up the public reporting on the fiscal and performance status of the City’s 2010 operating year. The establishment of health and effectiveness measurements for the City’s use of your resources, however, continues to be shared and debated without much pause.

- **May and June**: Presentation, discussion and approval of a five year capital improvement plan
- **August - September**: Mid-year progress report on 2011 Budget priorities and budget amendments
- **September - December**: Presentation, discussion and approval of 2012 Annual Operating Budget

Resident input on each phase is critical and welcomed. Most important will be your involvement as the City moves through the 2012 budgeting process when a significant constriction in state-shared revenue will again force difficult priority decision on the community.

Kathie S. Grinzinger, City Manager
A primary area of focus for all city employees is improving the desirability of the City’s many unique neighborhoods. To keep Mt. Pleasant thriving we must retain existing residents and encourage those looking for a new community that ours is the best option for them, their family, and their business. Among the many neighborhood focused initiatives completed in 2010 that were designed to improve the quality of living in the community were these:

The Community Services and Public Works divisions have spent much of their time creating and laying the groundwork for the City’s preferred future.

- Walkable and bikeable concepts incorporated into Michigan and Bellows streets
- $114,000 grant for lighting the Downtown to Campus Connector Project obtained to increase visibility
- Pedestrian lighting on Michigan Street installed
- New sanitary sewer maintenance process resulted in fewer sewer backups
- Storm sewer maintenance process revamped to prevent post-storm flooding
- Coordination between the Planning Commission and Zoning Board of Appeals and neighborhood property owners raised the bar on new student housing

The Department of Public Safety has devoted a significant portion of their time to education and partnerships within the community to establish a greater presence with citizens, businesses, and other enforcement agencies.

- Rental housing inspection process streamlined with hand-held devices for inspection
- Police Department use of social media to enhance intelligence gathering
- Daily activity logs e-mailed to media outlets increased
- Public Information Officer provided educational training in crime prevention and safe community programming, including programming at Central Michigan University
- Partnerships established with area taxicab and towing companies to increase safety during major events
- Partnerships with area apartment managers to increase student safety
The City of Mt. Pleasant is a “young” community. We are home to a larger percentage of children (and families with children) and young adults, as well as a smaller percentage of older residents than other Michigan communities. Young adults make up almost half of the city population, while children make up one-third.

The Recreation Department added two new partnerships in 2010 with the Antonio Brown Fundraiser, as well as the Michigan Spine and Pain 5K.
- Increased programming to accommodate children between the end of PEAK’s summer program and the start of the school.

Parks Department had a busy year as staff accomplished:
- Safety upgrades to Riverwalk Trail at Broadway Street crosswalk
- Safety upgrade of Nelson Park Trail
- Vandal resistant signs installed along Riverwalk Trail

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Spotlight: Softball in Mt. Pleasant

Michigan Amateur Softball Association (ASA) Girls’ Fast Pitch Softball was the big story for Mt. Pleasant over the 4th of July holiday weekend in 2010. The tournament was back in Mt. Pleasant for the second year, bringing with it a recorded 72 teams participating in the 3-day championship event. Based on the National Convention and Visitor’s Bureau Economic Impact formula, hosting this championship resulted in an estimated $2.04 million into the community.

The City of Mt. Pleasant was host to an estimated 1,950 players/spectators who booked a total of 347 hotel rooms for 3 nights.

Recreation/Athletic Coordinator Eric VanHevel has been successful in securing a number of additional Michigan ASA events scheduled to be held in Mt. Pleasant during the summer of 2011, including the 2011 ASA/USA National Qualifiers.

Mt. Pleasant is proving that Island Park is the place to be for championship softball!
Providing for economic opportunity is a hard fought battle in the State of Michigan. Municipalities, cities, townships, and counties are each trying to appeal to economic generators: creators of jobs and tax base. Luckily, for the City of Mt. Pleasant, we are home to visionary individuals.

In late 2008, the City Commission agreed to create an Economic Development Fund and in February 2010, the City Commission authorized the transfer of funds to the Mission Street Tax Increment Finance Authority/Downtown Development Authority to implement new programs to spur the development of new business and aid in the redevelopment of properties.

Driving down Mission Street, it’s impossible not to notice the changes to the Taco Bell on the east side of Mission north of Preston, or MC Sports on the west side of Mission, just south of Preston.

The Community Development Department has made numerous changes to increase their ability to serve the public:

- 89% of applications received by the Planning Commission were acted upon the night they were received
- Planning Commission created Mission Redevelopment Overlay Zone; approved three projects

Department of Public Safety trained officers in Crime Prevention through Environmental Design to aid the Zoning Board of Appeals.

Usage of the Mt. Pleasant Municipal Airport increased. The Airport is now the base for four corporate based aircraft.

**Spotlight: Mt. Pleasant Open for Business**

These Mt. Pleasant businesses have recently opened their doors, upgraded facilities or expanded services:

Art Reach
Ace of Diamonds
Flour Uprising
B’s Music Shop
The Book Shelf
Crystal Computer Support
Crystal Lotus Moon
Emma’s Boutique
First Bank
Harbison Fisher
I Uncuff
June’s Boutique
MC Sports
Mt. Pleasant Area Community Foundation
Off-Broadway Performing Arts Studio
Oh My! Burgers and Fries
Salon Blú
Seung Ni Fit Club
Shoe Sensation
Stained Glass Workshop
Taco Bell
Wilderness Jerky

For information on opportunities and financing assistance available to local entrepreneurs, please call (989) 779-5347 or visit www.mt-pleasant.org
Launched in 2006, the Access Adventure Trail is a universally accessible pathway following the Chippewa River corridor through five major city parks and the heart of downtown Mt. Pleasant.

The Access Adventure Trail was made possible by a $419,000 grant from the W. K. Kellogg Foundation, to the Mt. Pleasant Area Community Foundation, who then partnered with the City of Mt. Pleasant for this project. The City of Mt. Pleasant matched the grant with $200,000. Major construction of the project took place in 2009, including the placement of an eight foot wide, 150 foot long pedestrian bridge, placed in December. Completion of the project occurred in the spring of 2010, and a grand opening celebration for the Access Adventure Trail was held June 26, 2010.

Supporters of the project, and of Access to Recreation, have pledged an additional $120,000 for an endowment fund to aid in projects that continue work focused on universal accessibility.

The spotlight turned to streets in 2010. The vision for a more bikeable/walkable community has led staff to look at alternatives when trying to solve transportation issues within the City.

**Community Services and Engineering**
- Completed Phase 1 of the Downtown to Campus Connection project
- Planning innovative solutions to Mission Street congestion with MDOT and CMU

**Public Works**
- Evaluation of Washington and Main Streets completed with Community involvement
- Michigan Street reconstruction complete
- New walking and biking paths installed on Main, Michigan and Bellows

**Public Safety**
- New prevention techniques are being used by Police at high crash times and sites
- 70% of over 5,000 driver contacts resulted in avoidance warnings
- Partnerships with Isabella County agencies for grant funding:
  - Seat belt Enforcement Grant
  - Alcohol Enforcement Grant,
  - Operating While Intoxicated Grant
The bigger the issue facing the area, the more likely it cannot be solved by one governmental entity. The City of Mt. Pleasant and its neighbors have been committed to looking for multi-jurisdiction solutions for society issues or area-wide problems for years. Each year we concentrate on bringing partners together to provide a better and safer mid-Michigan. This year’s successes include these.

An agreement with the Charter Township of Union was reached to provide back-up wastewater treatment services. This ground-breaking agreement showcased the ease in which collaboration may exist.

The Department of Public Safety continues to create and maintain regional partnerships within the Central Michigan community.

- All area detectives meet weekly to share data and strategy
- Mt. Pleasant Police provided training to Isabella County financial institutions on bank alarms and robberies
- Western Weekend was a huge success for the Department of Public Safety with great thanks to the many agencies that supported the City’s efforts: Michigan State Police, Alma Department of Public Safety, Big Rapids Police Department, Mecosta County Sheriff’s Department, Midland Police Department, Midland County Sheriff’s Department, St. Louis Police Department, and the Pentwater Police Department
- Grant funding being sought and awarded to implement a county-wide records management system
- Nearly $75,000 received for the county-wide electronic reporting of citations
Shortly after taking office, Governor Snyder began encouraging municipalities to save taxpayer money and reduce redundancy. As the City of Mt. Pleasant began compiling a listing of ways in which the City and surrounding governmental units are already in partnership, a simple fact became readily apparent: We, as a community, are supporting each other and working together for the betterment of the entire community.

Middle Michigan Development Corporation (MMDC) is a private, non-profit economic development organization functioning for Isabella and Clare counties and all cities there-in. The City, in partnership with MMDC, offers financial assistance through the use of revolving loan funds for capital expenditures. Visit www.mmdc.org for additional information.

The Central Michigan University Research Corporation (CMU-RC) has found a partner with the City of Mt. Pleasant. Helping emerging businesses as well established companies, the CMU-RC is able to be a single point of contact for those wanting to utilize CMU’s varied resources for their business.

In addition, the CMU-RC is a designated Michigan SmartZone - one of 11 technology oriented centers established to support research, development and commercialization of new technologies to promote economic growth. Interested individuals are encouraged to contact www.cmurc.com for additional information.

The City of Mt. Pleasant partners with the Mid Michigan Area Cable Consortium to obtain and maintain the highest quality of communication services and public access for citizens and to serve the partner governments. Broadcasting on Cable Channels 96, this partnership has allowed the City to better serve its citizens with timely access to information and repeated broadcasts of the meetings of the City Commission, Planning Commission, and Zoning Board of Appeals.

The use of City dollars in partnership with entrepreneurs and community development entities brings new private investment, new jobs, and new money for other City priorities, neighborhoods, businesses...

VISIONS of a PREFERRED FUTURE.

Partnerships between the City, the Charter Township of Union, Isabella County and the Saginaw Chippewa Indian Tribe are extensive. And include:

- Fire Protection
- Rescue and Emergency Services Teams
- Central Dispatch
- Youth Services Unit
- BAYANET
- Investigative task force
- Isabella County Police Chief’s Consortium
- Recycling Facility
- Sewer Use Agreement
- Street and sewer services
- Building inspection
- PEAK
STABLE FUNDING FROM A DIVERSE TAX BASE TO FINANCE THE GOVERNMENTAL SERVICES CITIZENS NEED.

Through many years of conservative budgeting and innovative thinking, the City of M. Pleasant has achieved secure financial footing allowing the continued provision of services to residents. One of the ways such stability is achieved is the continuous improvement of processes and programs used to serve the citizens. The following were achieved in 2010:

**Public Works**
- Increased energy efficiency as equipment is replaced
- Geothermal Heating/Cooling unit was installed at Wastewater Treatment Plant
- Created new purchasing model to take advantage of market pricing for select chemicals

**Administrative and Financial Services**
- Involved the community in Development of 2011 budget
- Presentation to Standard & Poors rating agency resulted in an upgrade of the City’s bond rating from A+ to AA-, which allowed for the...
- Refinancing of Wastewater Treatment Bonds resulting in $520,000 savings over 10 years, and refinancing of Public Safety Building Bonds resulting in $59,000 savings over six years
- Gathered, analyzed and summarized information related to the Mt. Pleasant Center purchase usage
- Partnership with Public Works, Historical Society and high school students to verify cemetery data and create software for online record searches
- Training for election workers resulted in fewer issues during election.

**Community Services**
- Building Safety contracted with Isabella County to handle building inspections
- Reduced custodial maintenance costs by 30% ($38,000/year), negotiated reduced cost for asset management software, providing routine maintenance for HVAC equipment at all City facilities in-house

We’ve touched on a number of great things happening on Mission Street, but the big story for retail and commercial sectors in 2010 in Mt. Pleasant lives within the Central Business District: Downtown Mt. Pleasant.

Our dynamic downtown boasts less than 6% vacant space, where the state average, according to the Michigan Downtown Association, is 13%.

The Downtown Revolving Loan Fund has created 13 new jobs, renovated numerous facades and helped kick-start businesses in the downtown core.
The citizens of Mt. Pleasant have proven, yet again, what happens when a community comes together with a plan. It was not a surprise that City staffers were a bit on edge in 2010, as all of the work for the Census came to a head.

We all knew the 2010 Census would be important to our fiscal health. If the City of Mt. Pleasant had fallen below 25,000 people, our state funding formula would change and our eligibility for other state and federal programs would cease.

A community wide push, with 3 dozen partner organizations including private citizens, local businesses, media, Central Michigan University and other governmental units all culminated in a fury of activity on April 1, 2010: National Census Day. And what a day it was!

Citizens of Mt. Pleasant posted an impressive 80% Mail Response rate, an increase of 14% from the 2000 Census. On March 22, 2011, the official numbers were released: Mt. Pleasant exceeded the 25,000 threshold with an impressive new population count of 26,016.

Congratulations and thank you.

In addition to posting some seriously impressive census numbers, citizens continue to take interest in their community. Over volunteering on boards and commissions, supporting a myriad of events downtown, and attending numerous planning sessions and town hall meetings. Over 80 residents weighed in on the proposed 2011 budget. A group of volunteers are creating digital cemetery records to support genealogy searches. Thirty-seven individuals toured the Wastewater Treatment Plant facility.
For Additional Information, Please Visit
www.mt-pleasant.org

Offices

City Hall
320 West Broadway Street
Mt. Pleasant, MI 48858

Public Safety
804 East High Street
Mt. Pleasant, MI 48858

Public Works
1303 North Franklin Street
Mt. Pleasant, MI 48858

We, as a community, value the quality of life to be found in a safe, family-oriented community and will work to provide a secure, comfortable, and enriching environment.