

DRAFT
8.27.18

MASTER PLAN 20
MANCELONA, MICHIGAN 18



Mancelona Area Planning Commission

Village of Mancelona and Mancelona Township



2018 Mancelona Area Master Plan

Acknowledgements

Mancelona Area Planning Commission

Michael Allison
Doug Derrer
Charles Johnson
Maureen Naumcheff
Mike Nygren
Rae Ann Thompson
Rod Vesey

Village of Mancelona
120 West State Street
PO Box 648
Mancelona, MI 49659
Phone: (231) 587-8331



Mancelona Township
9610 South M-88 Highway
P O Box 332
Mancelona, MI 49659
Phone: (231) 587-8651



Prepared with assistance from



In cooperation with the Mancelona Area Chamber of Commerce



Table of Contents

INTRODUCTION

| | |
|---------------------------------------|----------|
| <i>Chapter 1: Introduction</i> | 1 |
|---------------------------------------|----------|

ACTION PLAN

| | |
|--|----------|
| <i>Chapter 2: Vision, Goals, & Objectives</i> | 7 |
|--|----------|

| | |
|---|-----------|
| <i>Chapter 3: Implementation</i> | 13 |
|---|-----------|

COMMUNITY ASSESSMENT

| | |
|--|-----------|
| <i>Chapter 4: Existing Conditions & Context</i> | 15 |
|--|-----------|

| | |
|--|-----------|
| <i>Chapter 5: Natural Resources</i> | 34 |
|--|-----------|

| | |
|---|-----------|
| <i>Chapter 6: Quality of Life & Sense of Place</i> | 41 |
|---|-----------|

APPENDIX

| | |
|---|-----------|
| <i>Survey Results and Summary Report</i> | 46 |
|---|-----------|

| | |
|--|-----------|
| <i>Community Forum Results and Summary Report</i> | 52 |
|--|-----------|

| | |
|--------------------------------------|-----------|
| <i>Approval Documentation</i> | 56 |
|--------------------------------------|-----------|



Chapter 1: Introduction

Since Mancelona Township was organized in 1871 and the Village of Mancelona was founded in 1889, the Mancelona area has changed from an industrial town with a legacy of iron production to a recreation-oriented residential community. It has seen railroads and industry come and go as its businesses have transformed to meet shifts in population. Change will continue to occur. To ensure that those changes preserve and enhance Mancelona's most cherished qualities, the community must plan and prepare for change.

The purpose of this Master Plan is to forth a strategy for the Mancelona area to guide future development and change according to the community's priorities. The plan is intended to provide for:

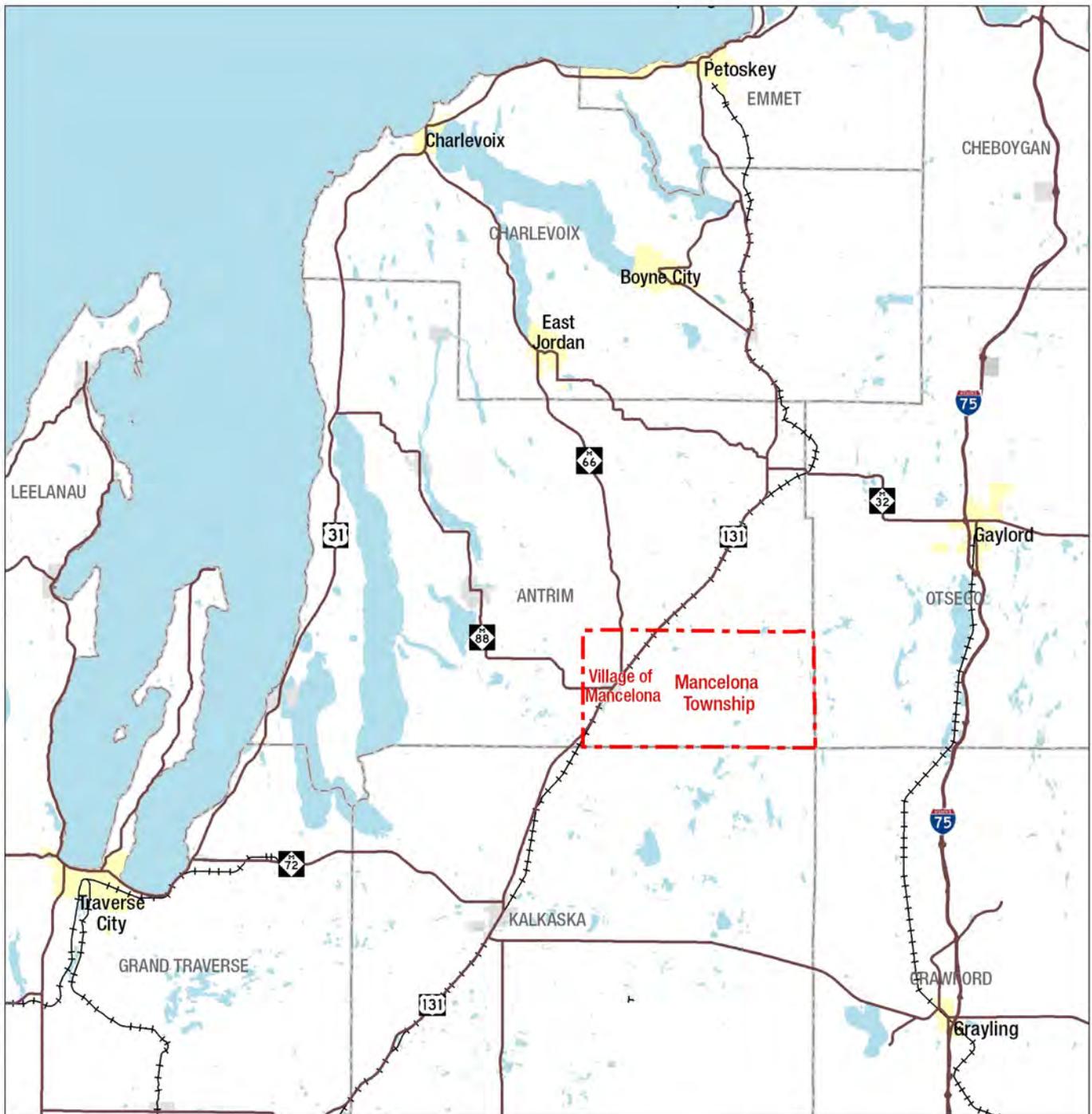
- **Informed decisions:** The Master Plan provides a stable, long-term basis for informed decision-making. Analysis of existing conditions, combined with the goals and policies that are outlined in the Plan, help guide planning commissions and elected bodies as they consider new development, capital improvements, and other matters relating to land use and development.
- **Optimizing Investments:** The Master Plan provides for coordination of public improvements and private development, and also helps prioritize improvements to community facilities.
- **Predictability:** The Master Plan informs citizens, property owners, and neighboring communities of the community's priorities and goals, as well as where and how the community is expected to grow—allowing them to plan for the use of property in a way that is consistent with the community's vision.

Planning Process

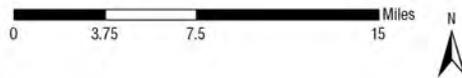
The Mancelona Area Master Plan was developed in 2018 by the Mancelona Area Planning Commission, a joint planning commission formed under the Joint Municipal Planning Act, Public Act 226 of 2003, as amended, consisting of representatives from Mancelona Township and the Village of Mancelona. Assistance in development of the plan was provided by Networks Northwest. The planning commission reviewed current area efforts as the starting point to prepare this plan, in order to develop a general picture of the village and township to produce a baseline on which to plan for future growth. Individual members of the planning commission and concerned citizens participated in the planning process.

Public input was central to the plan development with opportunities for participation through meetings and forums. A community-wide survey was conducted in November, 2017. Plan goals, objectives, strategies, and future land use recommendations were developed based on public input obtained throughout the process, analysis of existing conditions, and related plans and studies. The Plan was prepared in accordance with provisions of the Michigan Planning Enabling Act (Public Act 33 of 2008) to enhance and protect the health, safety, and welfare of its citizens.

Key initial goals and objectives developed by the Planning Commission were presented in two community forums and one focus group. The subjects of the goals and objectives were recreation, community image, and infrastructure. The forum and group discussions helped narrow the focus of these goals and objectives.



Regional Location Map



- Counties
- Cities
- Villages
- State Roads
- Michigan_MIRIS_Railroads
- Lakes



Organization of the Plan

The Mancelona Area Master Plan provides overviews of existing conditions; discussion of public input; identification of issues and opportunities surrounding different elements of the community; and goals, objectives, and action statements; and implementation strategies. Descriptions of best practices, relevant programs, and resources are highlighted throughout the plan.

The plan is divided into sections and chapters as follows:

Introduction provides an overview of the plan and process.

The **Action Plan** delivers a strategy for implementing the plan, including:

1. **Vision, Goals, & Objectives** provides a statement on the desired future of the community and recommendations for actions and policies that will address the issues and opportunities identified in other plan chapters. The chapter summarizes policies that will be used in making decisions related to community image and civic engagement; environment; land use; housing; transportation; public places & facilities; and, quality of life & sense of place. As the boards, councils and commissions experience turnover and changes in leadership over time, the plan will provide a stable, continuous basis for decisions and encouraging

the implementation of its long-term goals and objectives.

2. **Plan Implementation** will provide an overview of the community's decision making structure, leadership, and other considerations that will ultimately drive the execution of the plan.

The **Community Assessment** offers a summary of the community assets and issues, including:

1. **Existing Conditions and Context** discusses Mancelona's history, its place in Antrim County and the region, and issues that are relevant across the spectrum of the community, including demographics, economic, and infrastructure issues.
2. **Natural Resources** provides an overview of the natural features found within the Mancelona area.
3. **Quality of Life and Sense of Place** discusses the community's place-based and quality of life assets and why its essential to preserve and enhance these attributes.

What is a Master Plan?

State law allows townships, cities, villages, counties, and regions to create "master plans" that make recommendations about community issues like public services, housing, natural resources, and transportation needs. A master plan does not have the rule of law; instead, it acts as a guide for governments and other community partners to use when making decisions. To be effective, the Mancelona Area Master Plan must be put into practice through partnerships with communities, organizations, and local government units.

Related Plans and Studies

Plans and economic development strategies that are consistent across local boundaries are critical for success. In today's economy, traditional political boundaries are virtually ignored. Today's communication technologies enable businesses to operate in many communities; workers commute across multiple community boundaries; and businesses draw their customer bases from large market areas that do not follow political boundaries. On their own, communities can rarely provide all of the features necessary to support new economic needs, especially if it has an undiversified economic base such as tourism. Creating strategies for growth and economic development that are consistent across government boundaries can thus help communities attract and support new investment, facilitate business operation, and create a more competitive regional economy with advantages. This regional approach to planning and economic development also allows communities to seek funding, partnerships, and other resources for implementation of local goals from regional, state, or economic development partners. Some plans and studies in Antrim County and the region that are important in planning and economic development activities for the Mancelona area include:

Framework for Our Future

Focus: Region **Developed/Adopted: 2014**

This regional planning resource for local governments and community organizations was developed as part of Michigan's Regional Prosperity Initiative, which encourages local private, public, and non-profit partners to identify regionally-aligned growth and investment strategies. It includes information and tools that can help stakeholders address issues and supplement their local deliberation, planning, and decision-making processes. The *Framework* was developed by Networks Northwest with input and partnerships from a variety of community stakeholders and members of the public through an intensive, inclusive, region-wide community outreach process. The goals, strategies, and actions included in the *Framework* were built upon public input heard throughout the process, as well as on existing and adopted goals from local plans and planning initiatives.



Grand Vision

Focus: Region **Developed/Adopted: 2009**

The Grand Vision is a vision of regional growth built on input from over 15,000 residents in Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford counties. The process included random-sample, scientifically-valid surveys, public workshops, questionnaires, traffic modeling, and data analysis. It resulted in the selection of a "preferred scenario" - that is, a growth scenario that would promote the values that were identified by the public. The "preferred scenario," as identified by the questionnaire and tested by a random-sample survey, included a vision of future growth that would occur primarily in the region's cities and villages, with additional growth in the main cities of Traverse City and Cadillac. Large amounts of rural open space would be preserved. This development pattern would require investments in regional bus service, sidewalks, and bike trails in villages and cities, with some investments in new or widened roadways. Antrim County results showed strong support for the preferred scenario, both in the questionnaire and in the follow-up random-sample survey. Some highlights from the study process for Antrim County are as follows:

- Antrim County residents rated their quality of life higher or the same as residents in the region as a whole, but were more pessimistic about the quality of life in the future when compared with the region.
- Antrim County residents were more likely to feel that the most important qualities were “plenty of jobs or work available,” “scenic beauty of the region and having access to nature,” and “a family-friendly environment.”
- The most popular growth strategies in Benzie County were: “directing new growth primarily to existing cities, towns, and villages” (91%) and “new jobs should be located closer to where people live” (91%).
- The least popular growth strategies were “more regional freeways should be built” (62% disagree) and that growth should be located mainly in the Traverse City part of the region (45% disagree).

US-131 Economic Development Strategy

Focus: Corridor Developed/Adopted: 2016

With support from the Michigan Regional Prosperity Initiative—and led by local communities, Networks Northwest, Northern Lakes Economic Alliance, and Venture North—the US-131 Economic Development Strategy explores the economic issues at play along the US-131 corridor, from Cadillac to Petoskey, and identifies key actions needed to address some of the challenges impacting the corridor’s economic competitiveness. As part of this effort, a local economic development plan was developed for the Mancelona community. Networks Northwest provided assistance to the community to identify, prioritize, and address issues related to growth and investment in the Village area and create strategies to build upon the community development initiatives already occurring within Mancelona. Strategies cover infrastructure, business and industry, workforce, housing, placemaking, recreation, governance, and marketing and promotion. Mancelona participates in the Explore 131 North Committee, an implementation initiative of this strategy.

Antrim County Master Plan

Focus: County Developed/Adopted: 2018

The Antrim County Master Plan was developed with participation from stakeholders and units of government throughout the County. It provides guidance to the County and other stakeholders that are working to address issues around land use, housing, agriculture, economic development, recreation, and natural resources. Rather than providing prescriptive recommendations for new development and growth, it is intended to be a high-level, broad-brush guide for addressing the issues, challenges, and opportunities faced by the many citizens, jurisdictions, businesses, nonprofits, and other stakeholders throughout Antrim County.

Antrim County Target Market Analysis

Focus: County Developed/Adopted: 2014

A residential target market analysis was conducted by real estate consultants LandUseUSA in 2014 for Northwest Michigan. The study analyses demand from various demographic groups for multi-family housing types from potential “movers” both inside and outside the study area.

Antrim County Housing Inventory

Focus: County Developed/Adopted: 2014

Housing reports were prepared by Networks Northwest for Antrim, Benzie, Kalkaska, Leelanau, and Wexford counties, to provide the information foundation for a regional housing strategy, an element of the *Framework for Our Future*. The inventories provide an overview of housing affordability, type, and condition, as well as information on related factors such as energy and transportation costs, vacancies and foreclosures, and homelessness.



Chapter 2: Vision, Goals, & Objectives

*The master plan provides a blueprint for the future through the establishment of a vision, goals, and objectives. A **vision** is a long-term view that incorporates a community's values and aspirations and provides a shared image of what they want their community to become over the next 20 years in the future. **Goals** provide general direction and description to achieve the community's vision. They address issues and specific needs, but are broad in scope. **Objectives** are a tangible means of achieving goals. They are action steps and can be measured.*

The vision, goals, and objectives in this chapter are intended to guide future development, policy initiatives, and other activities in a manner that reflects the community's values and priorities. These goals were developed using public input, previously adopted plans and studies, and analysis of current conditions, as discussed in other plan chapters.

Future Mancelona: Vision

Mancelona is a vibrant community, home to warm and welcoming people, excellent schools, a centrally located hub for outdoor activities, a mixed-use downtown, a variety of housing choices, and enduring small-town, rural character. Community events, parks, restaurants, shops, and services draw residents, tourists, and investment that provide economic well-being and a high-quality of life for residents.

Goals & Objectives

Community Image & Engagement

Work closely and collaboratively with elected and appointed boards, the public, and stakeholder groups to implement the shared vision, goals, and objectives.

- Conduct regular meetings among elected and appointed boards in the Village and the Township to identify common priorities and coordinate efforts.
- Use Village and Township websites and other digital resources to share information and opportunities for engagement and volunteerism.
- Engage in regular communications with neighboring communities and stakeholders on areas of mutual concern.
- Coordinate with service groups, nonprofits, schools, and other community partners to encourage civic engagement, fundraising, implementation activities, and volunteerism, including development of a volunteer program that matches people with community efforts.

Take action to improve and enhance the overall image and reputation of the Mancelona community.

- Promote Mancelona as a livable community and excellent place to do business by showcasing the community's qualities and assets through the development of a unique brand and related marketing program.
- Collaborate with businesses, business organizations, and the community to bolster events and festivals that help residents and visitors develop positive associations with the Mancelona community.
- Encourage new development to include quality site, architectural, and landscape design features to improve and protect the appearance and reputation of Mancelona.
- Support law enforcement efforts to improve community safety.

Improve physical appearance of the community.

- Implement nuisance ordinance enforcement and clean-up.
- Review ordinances of other Northwest Michigan communities to determine effective approaches.
- Consider a community engagement/volunteer-driven approach to address blight and junk issues, including a "community pride" campaign to encourage participation in clean-up/maintenance.
- Continue to offer/enhance junk clean-up days/opportunities.

Goals & Objectives

Economic & Community Development

Strengthen and direct development toward existing buildings and redevelopment opportunities.

- Work in cooperation with local, regional and state organizations to market redevelopment opportunities, including Northern Lakes Economic Alliance and the Michigan Economic Development Corporation.
- Actively engage in the Explore 131 North Committee effort to collaboratively market and enhance the US-131 corridor, from Cadillac to Petoskey, by creating a regional destination for visitors, residents, and businesses.
- Develop a marketing package for the Mancelona community that outlines incentives and identifies an economic development point person for potential investors and developers.
- Conduct a market study for commercial businesses that identifies growth potential for the Mancelona area.
- Initiate involvement in the Redevelopment Ready Communities (RRC) program.

Provide for multiple types of uses and development in line with infrastructure and service facility development.

- Work to maintain balance among residential, commercial, industrial, and open space, while encouraging a variety of uses within these land allocations.
- Provide opportunities that accommodate mixed-use development.

Preserve and enhance Mancelona's community character, quality of life, and sense of place.

- Support new development that meets community preferences for design and character.
- Consider implementation of placemaking initiatives that improve streetscapes, wayfinding, building facades, and public spaces, including development of a façade improvement program for commercial buildings.
- Encourage downtown events and activities such as festivals, and other community events.
- Encourage and support arts and cultural opportunities in civic spaces and downtown.
- Continue and enhance enforcement of existing nuisance regulations.

Maintain and improve the quality of existing housing stock.

- Work with property owners, volunteers, and community partners/organizations to provide and promote housing rehabilitation programs and incentives.
- Consider adoption of a rental inspection ordinance to maintain fair and reasonable, yet consistent, property maintenance inspection efforts.

Support a range of housing types, sizes, and densities to ensure housing options for all incomes, ages, household sizes, and abilities.

- Endorse new housing development that is well-designed and compatible with the community's character and existing neighborhoods.
- Encourage and support quality, energy efficient, and affordable housing.

Goals & Objectives

Environment

Protect, conserve, and preserve wetlands, woodlands, floodplains, groundwater and groundwater recharge areas, surface water, lake and stream shores, view sheds, wildlife, wildlife corridors, environmentally sensitive lands, dark skies, and clean air.

- Preserve and maintain accessible public lands and support acquisition of land for increased public access.
- Involve citizens, volunteers, and local organizations in the protection of natural resources and sensitive lands.
- Explore funding options and other creative strategies for preserving natural resources and creating recreational opportunities.
- Work in direct cooperation with state and federal agencies to ensure all applicable environmental permits are in place for local projects.
- Educate landowners and developers on the importance of environmental conservation practice, such as low impact development, removal of invasive species, and conservation easements that contribute to preservation of natural systems.
- Support efforts to educate citizens and stakeholders about water quality trends, threats from poorly managed stormwater runoff and other threats to water quality, and actions that can be taken by individuals and businesses to protect water quality.

Goals & Objectives

Transportation

Provide a balanced, high-quality, multi-modal transportation network that provides safety and efficiency for all users.

- Support the improvement of the public transportation system for the region, linking the Mancelona area to adjacent communities.
- Create separate bike/walking paths, where needed and feasible, and create safe, wide shoulders on street pavement for bicycles when a separate bike path cannot be built.
- Work with MDOT and other transportation stakeholders to maintain and improve the existing road system to provide for traffic flow that is safe and efficient for all users, including vehicle/truck traffic, pedestrians, bicyclists, and others.

Develop an active transportation network providing safe, convenient, inviting, and efficient infrastructure serving people of all abilities.

- Improve and expand bicycle lanes, sidewalks, crosswalks, multi-use trails, etc.
- Work with schools and other partners to implement Safe Routes to School programs.

Maintain and improve the existing road system for safe and effective flow of all users by applying Complete Street principles.

- Consider implementation of Complete Streets objectives in transportation improvements, including adoption of resolutions, policies, or ordinances.
- Consider street design and construction standards that provide for safe and efficient traffic flow while ensuring flexibility for road designs and paving surfaces based on expected traffic patterns.

Goals & Objectives

Public Facilities

Create, maintain, and improve cost-effective, safe, accessible, and efficient public services and infrastructure that support and attract current and future business and residential investment.

- Develop a Capital Improvements Plan (CIP) to prepare for future and long-term municipal facilities needs.
- Support affordable and accessible high-tech infrastructure.
- Continue partnerships with surrounding communities to improve efficiencies and lower costs.
- Plan water, sewer and storm water drainage facilities to provide sufficient capacities needed to accommodate long-term needs.
- Secure grant funding to assist new users with accessing the sewer system and fund hook-ups and to assist in overall system operations.
- Enforce local ordinance requiring homes with a water main across its frontage to hook-up to the water main.

Preserve and enhance parks, recreation, and cultural opportunities.

- Continue to provide, maintain, and enhance a wide variety of parks and recreation opportunities and amenities for residents and visitors.
- Maintain an updated and DNR-approved 5-year recreation plan.
- Encourage and promote public art displays, community events, and festivals in parks and civic spaces.
- Consider opportunities to create additional recreational activities that attract and retain visitors.

Chapter 3: Implementation

This section of the Plan outlines **five** key actions available to the community that may be employed to bring the goals and objectives of the Plan to fruition. These implementation tools are interrelated, working together to transform the Plan's vision to reality.

1. Community-wide Partnership

Bolster public, private, and non-profit partnerships that leverage community resources and create efficiencies by creating a community-wide partnership, including conducting regular meetings among elected and appointed boards in the Village and the Township to support a shared vision, identify common priorities, and coordinate efforts.

2. Leadership and Community Engagement/Public Participation Plan

Through the established partnerships, engage residents and community stakeholders on a continual basis through public meetings, special events, and volunteer opportunities. Establish a process and criteria for selecting members for open board and commission positions. Train and track training needs for appointed and elected officials, board members and staff.

3. Capital Improvements Plan

A capital improvements plan (CIP) is an important tool used to assist with the implementation of the master plan visions and goals. Mancelona does not currently have an adopted CIP. Developing a CIP brings departments together that are rarely thought of as players in the redevelopment process. Planning for future investment is not only a best practice for

redevelopment readiness, but a CIP encourages project coordination internally and externally, and assists with implementing the community vision established during the master planning process. A comprehensive CIP also makes a community more competitive in securing available funding by showing funders the community is properly planning for future needs.

4. Community Image Brand

As part of the partnership, research, define and develop a unified community brand to promote Mancelona to audiences outside the area. Develop a marketing campaign to introduce the brand outside the region by leveraging the combined resources of the partnership.

5. Redevelopment Strategy

Building upon the **US-131 Economic Development Strategy** for Mancelona helps the community focus resources where they matter most. The strategy assists in identifying potential economic opportunities within the Mancelona area. Key components for implementation of the strategy include:

Marketing Strategy. Drafting a formal marketing strategy will help the community focus their efforts on how they strategically manage their resources to promote Mancelona. This may also include a commercial retail market study.

Development Guide. Provide guide to development for those interested in making private investment in Mancelona, including identifying points of contact.

Property Packages. Create property information packages for key sites in the community.



Chapter 4: Existing Conditions & Context

With its natural beauty, small town lifestyle, access to nearby amenities, and tremendous recreation opportunities, the Mancelona area affords residents a pleasant quality of life and attracts visitors from all places seeking a relaxing getaway.

However, Mancelona is not without challenges. The community has lost much of its employment base over recent years, leading to a slowed population growth. Michigan's economic problems have left their mark on the region, Antrim County, and the Mancelona community: individuals and families throughout the region struggle to make ends meet financially, and like the state as a whole, many of the region's young people move elsewhere to seek jobs. But despite these challenges—and in some cases, because of them—there are many opportunities to enhance Mancelona's quality of life and move towards new economic opportunities.

Increasingly, the health of a community and its potential for new investment is the product of many factors. First among them is a high quality of life: recreation opportunities, quality natural resources, and an affordable place to live. These elements work to attract new residents that bring with them skills, knowledge, buying power, and other assets that provide the necessary foundations for new economic investment.

As the Mancelona area works to improve the community's quality of life through planning and preparing for change, it must consider the existing context. This chapter will discuss Mancelona's history, geographic context, community character, population characteristics, and economic assets.

History

Just four years after the Civil War, Perry Address came with his family in 1869 to where Mancelona

now is, before the township was organized. The township and village of Mancelona were named after Mr. Address' youngest daughter, Mancelona Address.

In the early 1870's people came to the area to primarily farm. However, in 1872, the Grand Rapids and Indiana Railroad arrived and opened up the Village to southern and northern trade centers. In 1882, John Otis built a blast furnace to make pig iron using charcoal from the maple trees so abundant in the area. By 1900, Mancelona and nearby Antrim were the largest villages in the county due mainly to the Antrim Iron Company, an outgrowth of Otis' first endeavors. Many Swedish people immigrated to the village as well as people from Indiana and Kentucky to work in the woods and iron plants. Antrim Iron was the main support for the Village until 1945 when it closed down due to the scarcity of hardwood and newer iron making technology. Farmers gradually concentrated on growing potatoes, which is now the major crop in the area. After some low years the Village revived with the coming of stamping plants and three saw mills mostly handling hardwood.

In the 1960's, the Lakes of the North residential recreation community began east of Mancelona and the ski resort Schuss Mountain began in the west. With the growth of the recreation areas in the western half of the county, East Jordan and Charlevoix to the northwest, Petoskey north, Gaylord and Interstate 75 to the northeast and east, and Traverse City to the southwest; Mancelona has become a crossroads community. US 131 carries traffic north on M-66 to Charlevoix, Petoskey, Boyne City and Gaylord. Each day County Road C-38 brings traffic from Interstate 75 at the Waters exit from the southeast and central Michigan. County Road 571 takes one south to Twin and Starvation

Population Change, 1970-2016

| | 1970 | % change 1960-1970 | 1980 | % change 1970-1980 | 1990 | % change 1980-1990 | 2000 | % change 1990-2000 | 2010 | % change 2000-2010 | 2016 | % change 2010-2016 |
|-------------------------|---------|--------------------|---------|--------------------|---------|--------------------|---------|--------------------|---------|--------------------|---------|--------------------|
| Mancelona Village | 1,255 | 10.0% | 1,432 | 14.1% | 1,370 | -4.3% | 1,408 | 2.8% | 1,390 | -1.3% | 1,363 | -1.9% |
| Mancelona Township Only | 1,003 | 22.2% | 1,288 | 28.4% | 1,803 | 40.0% | 2,692 | 49.3% | 3,010 | 11.8% | 2,946 | 2.1% |
| Village and Township | 2,258 | 15.1% | 2,720 | 20.5% | 3,173 | 16.7% | 4,100 | 29.2% | 4,400 | 7.3% | 4,309 | 2.1% |
| Antrim County | 12,612 | 21.6% | 16,194 | 30.8% | 18,185 | 12.3% | 23,110 | 27.1% | 23,580 | 2.0% | 23,144 | -1.9% |
| NW Michigan | 158,333 | 13.9% | 208,286 | 31.5% | 230,962 | 10.9% | 281,468 | 21.9% | 297,912 | 5.8% | 303,254 | 1.8% |

Source: US Census-ACS Data

Lakes or to Grayling on M-72 and the famous Manistee and Au Sable trout streams. Directly west runs Highway M-88 to Bellaire, the Chain of Lakes and Alden and Traverse City. US 131 to the south brings and takes travelers to Kalkaska, Traverse City, Cadillac and Grand Rapids.

The Mancelona community celebrates the White Pine Stampede ski race annually the first Saturday of February and the Bass Festival in June. The area thrives in winter with snowmobilers and skiers. In spring, morel mushrooms surface and mushroom hunters from all over Michigan head to the woods to find the delicate fungi. In summer, nearby lakes such as Torch Lake are populated with boats, swimmers, water skiers, jet skis and fishermen. A much smaller lake, Wetzel Lake, located just north of Mancelona, is a popular swimming location for locals.

Johnson's Pond, located in the Village on Danforth Street, is open year around for fishing. Annually, on opening day of trout season (last Saturday of April), the Village hosts a fishing contest for kids 14 and under.

In the fall, the colors on the trees become magnificent. It is then that area overlooks, such as

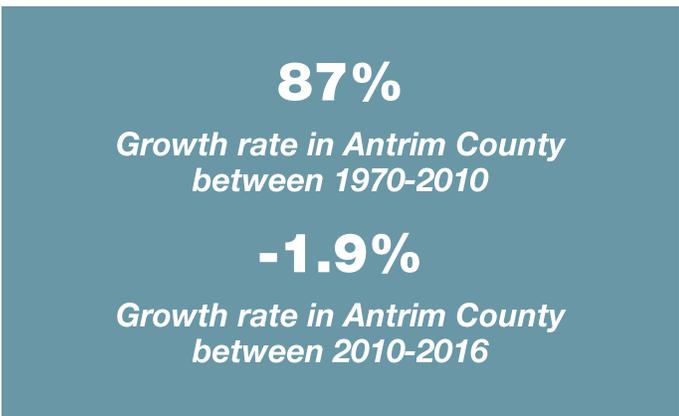
Deadman's Hill, Landslide Creek and the Jordan River National Fish Hatchery and Jordan Valley, see a great number of visitors. The brilliant colors provide perfect photography opportunities for the nature lover.

Hunter's orange is everywhere to be seen during the firearms deer season, which runs November 15 to 30 annually. The Mancelona Regional Chamber of Commerce hosts the buck pole each year on November 15 and 16. Hunters and locals gather round the bonfire, enjoy concessions and share hunting stories.

Year around, the natural beauty of the Mancelona area is a favorite for the residents, seasonal residents and visitors. Scenic places like Deadman's Hill, Jordan River National Fish Hatchery, the Jordan Valley and Pinney Bridge, Landslide Creek, Sand Lake, Wetzel Lake and Green Lake draw the attention of many as they transform seasonally from snow-covered white in winter, to spring green, then magnificent shades in fall.

Population & Economic Indicators

Significant changes in the economy over the years, combined with changes in development patterns throughout the region, have had an impact on the population in both Mancelona and Antrim County.



Beginning in 2008, the United States experienced a recession that had far-reaching and long-lasting effects on employment and housing demand—particularly in Michigan, which experienced statewide population loss, some of the highest rates of foreclosure in the nation, persistently high unemployment rates, and home abandonment and blight throughout the state. While the most severe problems were concentrated in urban areas, no parts of Michigan were immune from the effects of the recession, and Northwest Michigan, including Antrim County, experienced significant changes in its population, employment dynamics, and housing market. Between 2000-2010, Antrim County’s population grew by 2%, compared to 27% growth between 1990-2000. And between 2010-2016, the County’s population actually declined for the first time since 1960.

The Mancelona area experienced a general increase of population through the decades. More recently, the Village has seen a slight continuous decline in population since 2000. The Village’s population in 2000 was 1,408 while the 2016 population estimate is 1,363. The Township population peaked at 3,010 in 2010 but has dipped to 2,946 in 2016. The

community’s resident population appears to have endured despite the closure of the Dura Automotive manufacturing plant, the community’s largest employer, in 2008 and the departure of 300 jobs.

Age & Household Size

The age of a community’s residents has significant impacts on housing demand, service needs, and employment base; while household size can reflect changes in community demographics and signal a need for additional housing options.

On average, the residents of the Village and the Township are substantially younger than the overall County. The median age in the Village is 35.1 years and 37.6 years in the Township. In contrast the County’s median age is 50. Mancelona is also younger than the statewide median age of 39.5. While all are aging, Mancelona is aging at a slower rate than the county or the state.

This difference is also reflected in household size as younger communities tend to have larger households. The average household size in Mancelona is 2.71 persons with an average family size of 3.10. While many communities are experiencing a decrease in household size, the average household size for Mancelona since 2000 has been level, with average household size in the Village actually increasing from 2.62. Antrim County overall is experiencing a trend that is declining from 2.27 persons per household in 2000 to 2.33 persons per household today.

| <i>Median Age</i> | | |
|-----------------------------------|-------------------|-----------------------------|
| | Median Age (2016) | Percentage Change from 2010 |
| Village of Mancelona | 35.4 | 3.8% |
| Mancelona Township | 37.6 | 0.5% |
| Antrim County | 50.0 | 5.5% |
| State of Michigan | 39.5 | 1.5% |
| <i>Source: US Census-ACS Data</i> | | |

As the age of the population and household size remains steady, there will be continued demand for schools, parks and recreation, and family-related

supportive services. The median age also reflects an active labor force which provides opportunity for local businesses to grow and to attract new businesses into the area. These trends are expected to continue and will have impacts on the local workforce, schools, and service and market demands.

Seasonal Population

As a community centered around its outdoor recreation opportunities, Mancelona’s economy and population are seasonal, with an influx of visitors and seasonal residents, and accompanying economic activity, occurring often in the summer months.

Seasonal population fluctuations are not measured by the US Census or American Community Survey (ACS), but the ACS does count vacant housing units that are for “seasonal” use. In Mancelona, 24% of its total housing stock—nearly one of every four houses is classified as seasonal – which is noticeably higher compared to 6% for the State’s total housing stock.

Additional data is available from the Northwest Michigan Seasonal Population Study (2014), which shows changes in population by month in each county in Northwest Michigan. Antrim County’s population is estimated to increase by 42% in the summer months to over 40,000. This includes seasonal residents, overnight visitors, and other transient residents that are staying in second homes, campgrounds, RV parks, hotels, motels, bed and breakfasts, cottages, and marinas. The seasonal increase in population provides additional consumer spending the local economy but also places increased demand on municipal services and facilities.

Housing

Like other Northwest Michigan communities, Antrim County is experiencing changes in housing demand and shortages of a range of housing choices that are impacting businesses, schools, and community vitality. While housing shortages—particularly rentals—are impacting households from across the income spectrum; there is an especially short supply

of housing that’s affordable or available year-round to a large portion of the workforce.

| Housing and Households | | |
|--|----------------------|---|
| | Village of Mancelona | Village of Mancelona and Mancelona Township |
| Total Housing Units | 634 | 2,492 |
| <i>Percentage Change from 2010</i> | 6.7% | 2.3% |
| Total Households | 545 | 1,645 |
| <i>Change from 2010</i> | 5.2% | 1.2% |
| <i>Households with Children (under 18)</i> | 36.9% | 32.6% |
| Average Household Size | 2.71 | 2.71 |
| <i>Change from 2010</i> | 3.0% | 3.0% |
| Antrim County | 2.33 | |
| Michigan | 2.51 | |
| Average Home Age | 1953 | 1970 |
| Median Home Value | \$69,400 | \$73,900 |
| <i>Source: US Census-ACS Data</i> | | |

A number of recent housing studies document this shortage. The 2014 Antrim County Housing Inventory showed significant affordability gaps for households throughout Antrim County, as well as issues related to housing quality or condition. With 4,500 households earning less than \$50,000 per year, only about 3,300 homes were considered “affordable” to those households.

A 2014 “target market analysis” assessed the potential annual demand for new housing units in Antrim County. It showed that there may be a market for 37 new owner-occupied housing units, and 78 rental units, in Antrim County each year through 2019, for households earning between \$19,000 and \$92,000 per year

Housing affordability issues are compounded by transportation costs: a typical household in Antrim County may spend 57% or more of its total income on the combined costs of housing and transportation, while moderate income households may spend up to 85% of their income on those two costs alone.

What is Affordable Housing?

Because there's no "one size fits all" definition for affordable housing, and because it can include market-rate and subsidized housing, it's important to define the different types and prices of affordable housing, as well as the various income levels and populations served.

Low-income, permanent, or long-term affordable housing

rental or for-sale housing that is made affordable, through public or other subsidies, to low- and moderate-income households. Deed restrictions or other controls limit the resale price or rent for a specified number of years. Affordability may be guaranteed for periods ranging from 10 years to perpetuity. Housing is typically available to households earning 80% or less of the area median income (AMI).

Workforce housing

rental or for-sale housing, located near employment centers, that is affordable to households with earned income. Workforce housing may be either subsidized or unsubsidized, and is often marketed to those with moderate- and entry-level incomes like teachers, police officers, medical technicians, office workers, construction workers, and retail and restaurant staff. Generally these occupations earn up to 100% of the area median income (AMI).

Supportive housing

Housing that is made affordable to residents with subsidy that is linked to support services such as mental health care, employment or job training assistance, addiction treatment, or other services that support independent living.

Even within each of these categories, the types and prices of affordable housing vary considerably. Various income levels are used by funders and housing providers to determine the level of affordability and the type or level of subsidy. For 2017 income levels by county in Michigan, visit www.michigan.gov/mshda.

Housing Affordability in Antrim County

- A household earning the County's median homeowner income of about \$47,000 might be able to afford a home valued at about \$118,000 ; however, the median home value in the County is over \$156,000 .
- The average renter in Antrim County can afford a monthly rent of about \$525; however, the median rent in the County is over \$660 per month.
- 54% of renters pay more than 30% of their income on housing costs. 23% are considered "severely cost overburdened," paying 50% or more of their income for rent, which puts them at a higher risk of eviction and homelessness.
- In order to afford the median monthly rent in Antrim County, workers need to earn at least \$12.75 per hour, or \$26,520 per year.
- Minimum wage workers (\$9.25 per hour) need to work about 69 hours per week to afford the County's median rent.

Antrim County Housing Studies

A residential “target market analysis” was conducted by real estate consultants LandUse USA in 2014 for all counties in Northwest Michigan. The analysis analyzes demand from various demographic groups for multi-family housing types from potential “movers” both inside and outside the study area. The complete study and methodology is available online at www.networksnorthwest.org.

Antrim County Potential Annual Market Demand by Target Market 2014-2019

| Potential Owners/Renters | | Annual Market Demand - Owners | Annual Market Demand - Renters | Median Household Income | Single-Person Households (%) | Median Rent | Median Home Value |
|----------------------------|---|-------------------------------|--------------------------------|-------------------------|------------------------------|-------------|-------------------|
| Digital Dependents | Young singles | 8 | 16 | \$37,000 | 64% | \$550 | \$89,000 |
| Infants and Debit Cards | Young families | 3 | 5 | \$30,500 | 15% | \$450 | \$46,000 |
| Family Troopers | Lower-income families/ households | 0 | 12 | \$29,000 | 17% | \$525 | \$92,000 |
| Tight Money | Low Income Gen X | 0 | 17 | \$19,000 | 80% | \$475 | \$75,000 |
| Small Town Shallow Pockets | Low-income Boomer singles/empty-nesters | 2 | 5 | \$22,500 | 71% | \$400 | \$39,500 |
| Bohemian Groove | Lower-income Boomers | 0 | 1 | \$34,500 | 80% | \$525 | \$92,000 |
| True Grit Americans | Low/moderate-income blue collar Boomers | 4 | 2 | \$33,000 | 42% | \$455 | \$75,000 |
| Booming and Consuming | Moderate-income Boomers | 17 | 14 | \$48,500 | 51% | \$700 | \$147,000 |
| Senior Discounts | Lower-income seniors | 0 | 4 | \$20,000 | 69% | \$500 | \$95,000 |
| Reaping Rewards | Moderate-income seniors | 2 | 1 | \$38,500 | 48% | \$875 | \$187,500 |
| Golf Carts and Gourmets | Higher-income seniors | 1 | 1 | \$92,000 | 30% | \$1,100 | \$275,000 |
| Total | | 37 | 78 | | | | |

Source: 2015 Northwest Michigan Target Market Analysis, prepared by LandUseUSA. Underlying data provided by the Internal Revenue Services; US Decennial Census; American Community Survey; and Experian Decision Analytics

*Conservative scenario. An aggressive scenario, i.e. with active efforts to attract new residents, could triple the market potential.

\$12.75

THE HOURLY WAGE WORKERS
NEED TO EARN IN ORDER TO
AFFORD THE MEDIAN MONTHLY
RENT IN ANTRIM COUNTY

NUMBER OF HOURS MINIMUM WAGE
WORKERS NEED TO WORK PER
WEEK TO AFFORD THE COUNTY'S
MEDIAN RENT

66

69

% OF INCOME A MODERATE-
INCOME HOUSEHOLD IN
ANTRIM COUNTY SPENDS ON
COMBINED COSTS OF HOUSING
AND TRANSPORTATION



ALICE Households: Asset-Limited, Income-Constrained, Employed

| | | | | | Annual Household Survival Budget | |
|----------------|-------------------------|-------------------|--------------------|-------------------------|----------------------------------|-----------------------------------|
| | Median Household Income | Unemployment Rate | % ALICE Households | % Households in Poverty | Single Adult | 2 Adults, 1 Infant, 1 Preschooler |
| Antrim | \$46,485 | 9.70% | 28% | 13% | \$16,632 | \$59,508 |
| Benzie | \$47,388 | 8.40% | 27% | 10% | \$19,188 | \$55,244 |
| Charlevoix | \$46,544 | 7.80% | 27% | 12% | \$18,924 | \$55,908 |
| Emmet | \$51,018 | 8.40% | 26% | 11% | \$19,260 | \$53,760 |
| Grand Traverse | \$55,013 | 4.40% | 25% | 10% | \$19,872 | \$58,740 |
| Kalkaska | \$40,534 | 10.40% | 27% | 16% | \$18,048 | \$53,508 |
| Leelanau | \$56,189 | 7.10% | 20% | 8% | \$18,852 | \$57,708 |
| Manistee | \$41,395 | 11.50% | 25% | 14% | \$17,556 | \$52,452 |
| Missaukee | \$41,098 | 11% | 29% | 15% | \$17,556 | \$55,608 |
| Wexford | \$41,354 | 9.50% | 28% | 16% | \$17,016 | \$51,936 |
| Michigan | \$51,804 | 7.20% | 25% | 15% | \$18,192 | \$56,064 |

Source: United Way, 2017

Commuting

Over 5,000 Antrim residents—67% of its workforce – work outside of the County, while nearly 2,000 workers commute into the County for work. The primary destinations for those workers commuting into Antrim County are Bellaire, Elk Rapids, and Mancelona. While the primary work destination for workers living in Mancelona is Mancelona, 85% of all workers travel outside of the area for work. While there are myriad of work locations, Bellaire and Kalkaska are the top destinations.

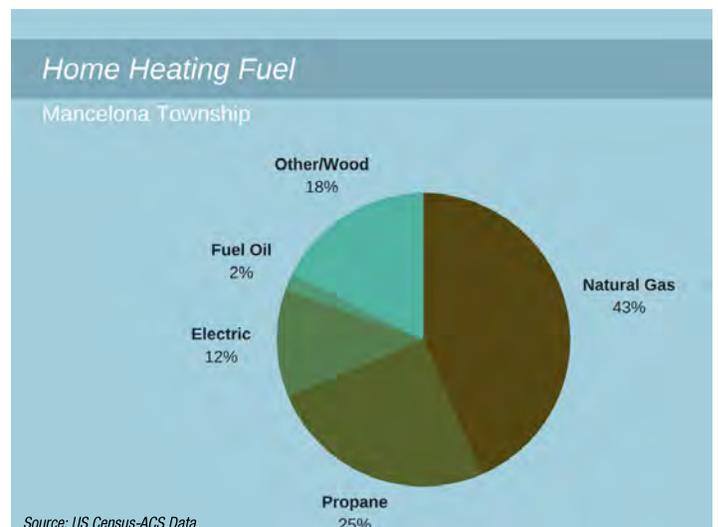
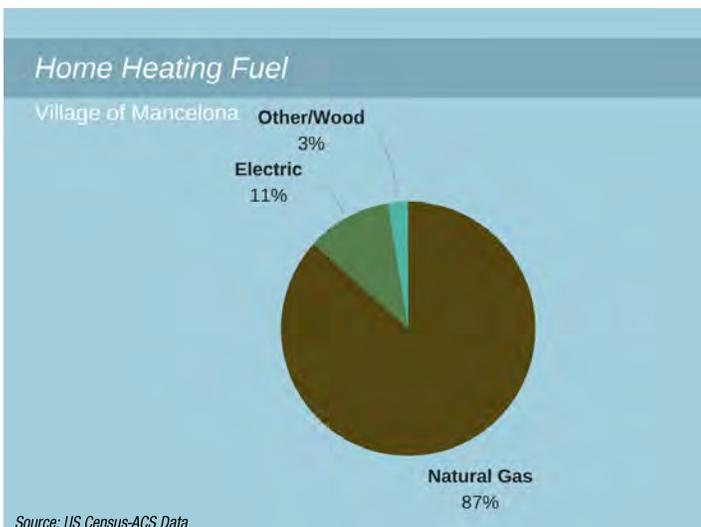
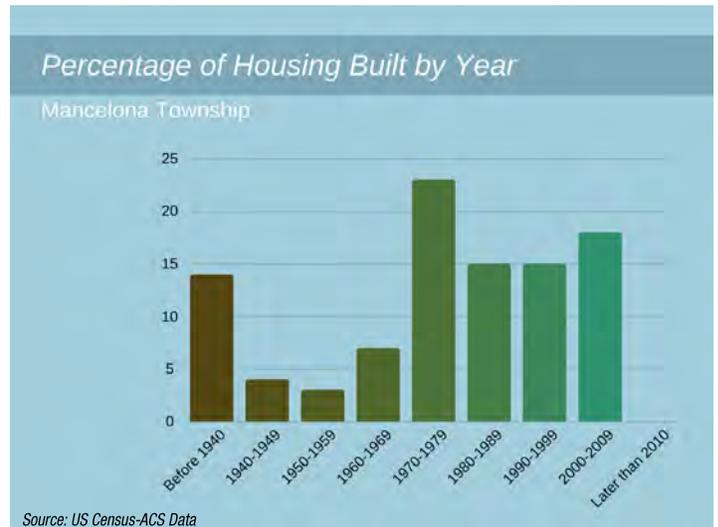
26.3% or one of out every four workers in the Mancelona area takes a car pool which is higher than Antrim County at 13.4% and the state at 8.8%. The mean travel time to work is 29 minutes which is about

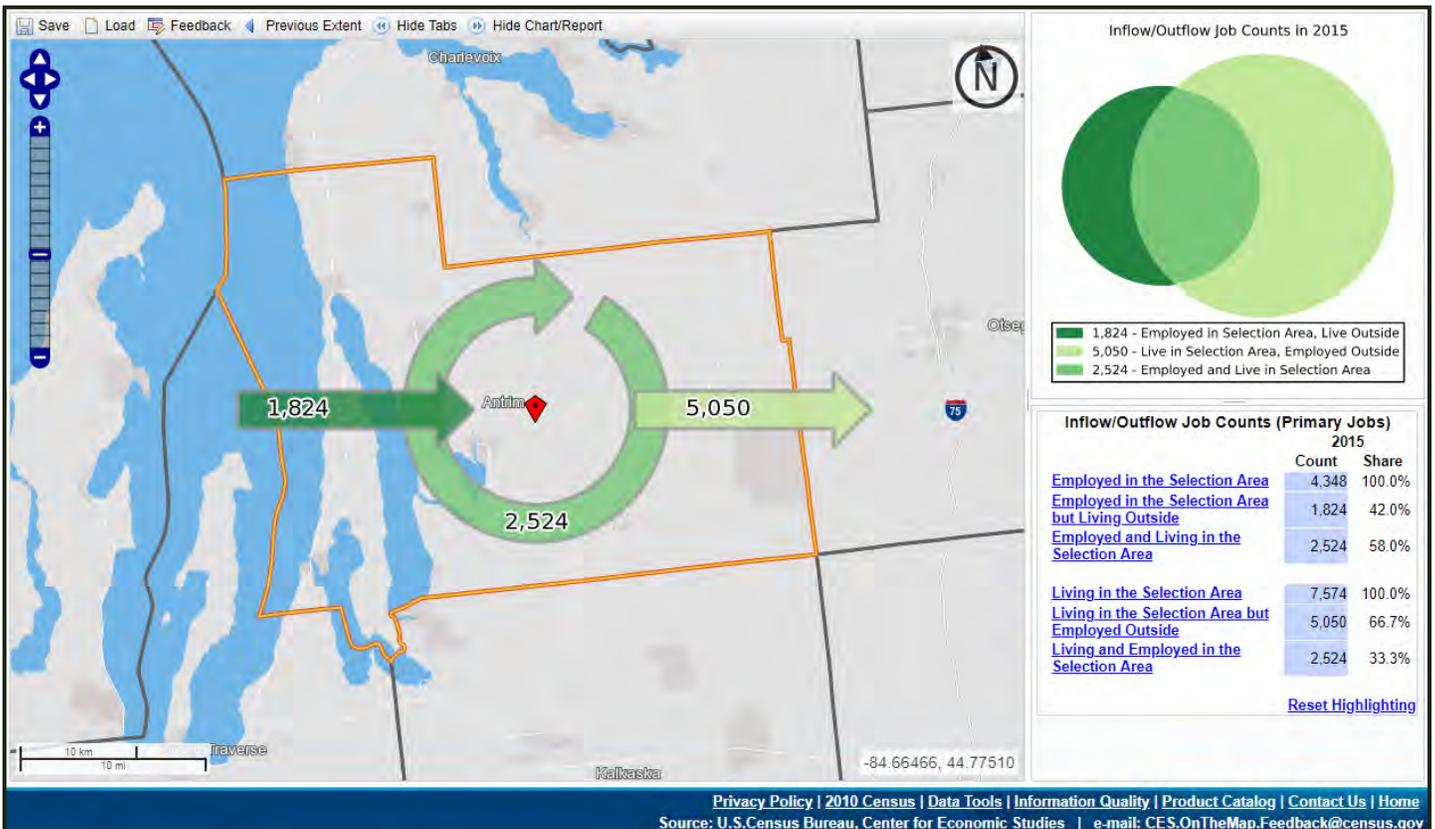
five minutes longer than the county or state commute times.

With large percentages of workers leaving the County, transportation costs—including vehicle ownership costs, fuel, insurance, and maintenance—make up a large proportion of an average household budget: the typical moderate income household in Antrim County spends about 44% of its income on transportation costs alone.

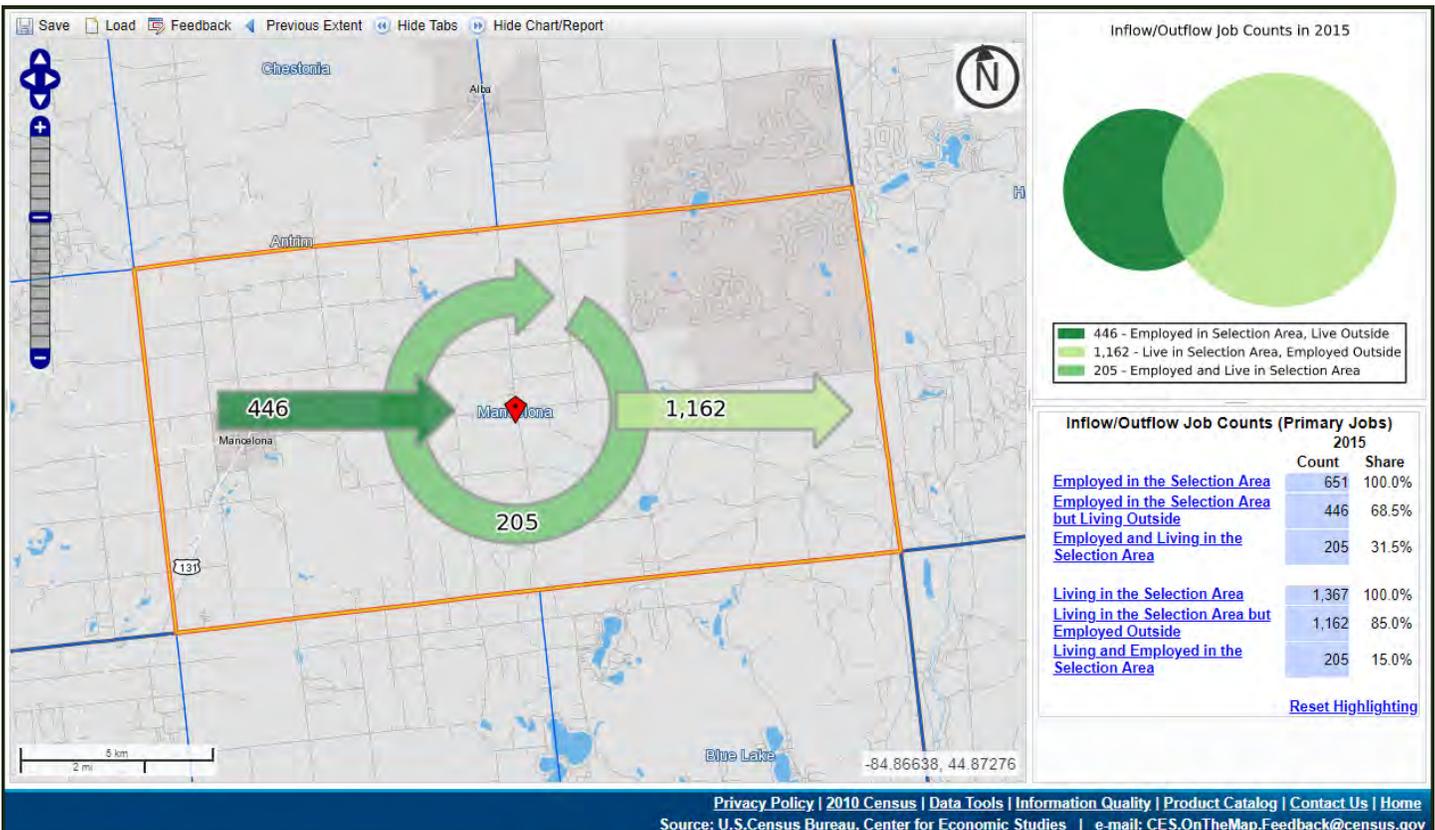
Income & Poverty

Workers in Mancelona earn less on average than workers countywide and statewide. The annual median household income in the Village is \$34,688 and \$36,392 in the Township. In comparison, the median





The U.S. Census tracks commuting patterns and job destinations of workers. The above image illustrates how only one-third of the workforce in Antrim County both lives and works within the county. In the image below, even more workers living in the Mancelona area commute to other locations as only 15% work in Mancelona.



household in the county earns \$48,825 while statewide; the median household earns \$50,803 per year. Despite lower incomes, however, costs of living are higher. A 2017 United Way report identifies the cost of basic needs for each county in Michigan, and the number of households that are what United Way calls ALICE – an acronym for Asset Limited, Income Constrained, Employed. ALICE households have incomes above the federal poverty level, but still struggle to afford basic household necessities. In Antrim County, about 13% of households are estimated to live in poverty, and another 28% of households are considered to be ALICE. With a median household income of \$46,485, and household “survival” budgets ranging from about \$16,600 per year to \$59,500 per year, many households in Antrim County are clearly struggling to make ends meet.

Community Health

Personal health depends on a variety of factors, including individual decisions about lifestyle and diet, preventive activities, and access to health care. While these decisions and circumstances are highly individual and personal, they are all closely connected to our physical and social environments. Recognizing that local policies and initiatives play a major role in individual and community health is an important first step in improving our health outcomes.

The County Health Rankings & Roadmaps program, a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, provides overall rankings in health outcomes that represent how healthy counties are within Michigan. The healthiest county in the state is ranked number one. The ranks are based on two types of measures: how long people live and how healthy people feel while alive. Antrim County is ranked 17th out of 83 counties in Michigan for health outcomes.

The overall rankings in health factors represent what influences the health of a county. They are an estimate of the future health of counties as compared

| Personal Income | | |
|---|--|---|
| | Median Household Income (2016 dollars) | Per Capita Annual Income (2016 dollars) |
| Village of Mancelona | \$34,688 | \$17,341 |
| Village of Mancelona and Mancelona Township | \$36,392 | \$15,934 |
| Antrim County | \$48,825 | \$28,180 |
| Michigan | \$50,803 | \$27,549 |
| <i>Source: US Census– ACS Data</i> | | |

to other counties within Michigan. The ranks are based on four types of measures: health behaviors, clinical care, social and economic, and physical environment factors. Antrim County is ranked 27th in Michigan for health factors.

A Community Health Needs Assessment (CHNA) was conducted by Munson Medical Center, Kalkaska Memorial Health Center, and Paul Oliver Memorial Hospital during 2015 and 2016 to explore the health status of people living in the area. The 2016 CHNA covers Antrim, Benzie, Grand Traverse, Kalkaska, and Leelanau counties. The top seven health issues identified in the assessment are obesity and overweight, diabetes, substance abuse/tobacco use, access to health services, mental health, maternal, fetal and infant health, and access to healthy foods.

To respond to locally to health care needs, the following facilities and programs in Mancelona have been established:

Mancelona Family Resource Center

Mancelona Family Resource Center is a collaboration of agencies that assists children and families with health and human service needs. Agencies include: Health Department of Northwest Michigan, Dental Clinics North, Women's Resource Center of Northern Michigan, Catholic Human Services, Child and Family Services of Northwest Michigan, Community Resource Development, Inc., Communities in Schools of Mancelona, and the Ironmen Health Center.

Communities In Schools (CIS)

Since 2001, Communities In Schools (CIS) of Mancelona provides both prevention and intervention services to students and families with a primary goal of increasing graduation rates in Mancelona. As a non-profit organization, CIS of Mancelona achieved all CIS organization, business and site operations standards (TQS) and in November 2010 became recognized as a Nationally Accredited CIS Affiliate Organization. CIS of Mancelona was the first affiliate in the State of Michigan to achieve National Accreditation.

By bringing caring adults into the schools to address children's unmet needs, CIS of Mancelona provides the link between educators and the community. The result: teachers are free to teach, and students – many in jeopardy of dropping out – have the opportunity to focus on learning.

Ironmen Health Center

The Ironmen Health Center is a school-linked health facility of the Health Department of Northwest Michigan, in collaboration with Mancelona Public Schools, located at the Mancelona Family Resource Center. The Center offers health care and prevention services to anyone aged 5 to 21 (and their children), including screenings to detect behavioral or developmental issues, and information for parents and guardians on nearly any topic related to adolescent health. All services are free. The Center also assists uninsured families with MIChild and Healthy Kids applications. The mission of the Center is to offer students in Mancelona primary health care services with a focus on preventive health and reduction of risk behaviors, removing barriers to students' academic success, and promoting health and fitness now and in the future.

Workforce & Employment

Mancelona has a skilled workforce. At 89%, Mancelona High School boasts a graduation rate higher than state levels and offers a variety of

opportunities for job training, skills development, and advanced education. However, the workforce is under-employed. In 2016, the average unemployment rate over the course of the year in Antrim County was 6.8%, higher than the region's 2016 unemployment rate of 5.3%. In Mancelona, the average unemployment rate for that same time as reported by the U.S. Census was higher at 9.7%. Many former industrial workers who used to work in the Dura plant and other enterprises are currently working in the service sector or are under employed or seasonally employed. Even after the recession several years earlier and a drop in the unemployment rate, Mancelona continues to have more workers than jobs.

Manufacturing

Manufacturing remains a foundation of the County's economy. With 19% of total employment, manufacturers remain a visible part of the employment base and as survived the challenges of the economic downturn. Average annual earnings for employees in the manufacturing industry at \$46,032 remain second only to finance and insurance industry at \$51,900. It should be noted that the manufacturing section in the Mancelona area employed more than 780 employees in 2000, down to 152 in 2013.

Tourism

Four-season tourism acts as the most visible economic driver in Antrim County. Tourism-related jobs (including those in Retail; Arts, Entertainment, and Recreation; and Accommodation and Food Services) account for 30% of the County's total jobs, employing over 1,500 employees. Hunting, fishing, snowmobiling, biking, hiking, horseback riding, boating and other outdoor events draw visitors to the region, increasing regional earnings, spending, and new investment. Workers and businesses often choose to locate in areas with opportunities for and access to recreation, making recreation an important strategy for talent or workforce attraction and retention.

Antrim County Economic Overview

Antrim County's economy has historically been rooted in manufacturing and tourism, and these remain among the County's most important economic drivers today.

Employment in Antrim County is concentrated in manufacturing, accommodation and food services, retail, and health care. Employment in the Manufacturing represents nearly 19% of all employment in the County, while Accommodation and Food Services accounts for 18% of all employment. When including retail trade and health care and social assistance, these industries make up more than half of the total employment in the county.

Labor Force By Industry in Antrim County 2016

| Industry | # Employed | % of Total Employment | Average Annual Earnings |
|--|------------|-----------------------|-------------------------|
| Manufacturing | 954 | 18.80% | \$46,032 |
| Accommodation and Food Services | 913 | 17.99% | \$19,140 |
| Retail Trade | 578 | 11.39% | \$25,944 |
| Health Care and Social Assistance | 434 | 8.55% | \$41,148 |
| Educational Services | 404 | 7.96% | \$39,300 |
| Construction | 343 | 6.76% | \$36,024 |
| Public Administration | 300 | 5.91% | \$34,536 |
| Professional, Scientific, and Technical Services | 243 | 4.79% | \$33,372 |
| Other Services | 241 | 4.75% | \$26,664 |
| Agriculture, Forestry, Fishing & Hunting | 151 | 2.98% | \$27,852 |
| Wholesale Trade | 133 | 2.62% | \$38,292 |
| Information | 106 | 2.09% | \$18,072 |
| Finance and Insurance | 90 | 1.77% | \$51,900 |
| Real Estate Rental and Leasing | 78 | 1.54% | \$40,152 |
| Arts, Entertainment, and Recreation | 47 | 0.93% | \$27,468 |
| Administrative Support & Waste Management | 35 | 0.69% | \$30,180 |
| Transportation and Warehousing | 24 | 0.47% | \$37,692 |
| Mining, Quarrying, and Gas Extraction | 0 | 0 | \$0 |
| Utilities | 0 | 0 | \$0 |
| | 5,074 | | \$31,740 |

Source: Census LEHD: QWI, 2014

Where Mancelona Residents Work

| Company | Location | Employees | Business Type |
|-------------------------------|--------------|-----------|---|
| Shanty Creek Resorts | Bellaire | 600 | Recreation Resort |
| County of Antrim | Bellaire | 200 | All County Departments |
| Meadowbrook Medical Care | Bellaire | 175 | Nursing Care Facility |
| Central Lake Armor Express | Central Lake | 165 | Body Armor and Accessories |
| Anchor Lamina | Bellaire | 160 | Manufacturing; Electroplating |
| Mancelona Public Schools | Mancelona | 145 | Public Elementary and Secondary Schools |
| Derrer Oil Company | Mancelona | 45 | Petroleum Services |
| Lanzen Fabricating North | Mancelona | 35 | Motor Vehicle Parts |
| Antrim County Road Commission | Mancelona | 30 | Road Construction and Maintenance |
| Mancelona Family Practice | Mancelona | 20 | General and Family Practice |

Source: *Demographics Now*

Health Care

Jobs in health care are an important economic engine, making up 9% of jobs County-wide. As the population ages and demand for health care increases, this sector will become increasingly important.

Infrastructure & Facilities

Mancelona Area Water and Sewer Authority (MAWSA)

During activities surrounding clean-up of Tar Lake contamination, a plume was discovered in 1997, originating south of the former Dura property in Mancelona and moving northwest toward Bellaire. Multiple partners, include the Michigan Department of Environmental Quality (MDEQ), are engaged and monitoring the contamination. Because the extent of the contamination makes clean-up cost-prohibitive, over \$27 million has been spent on measures to avoid contaminated water. Among those activities was the creation of the Mancelona Area Water and Sewer Authority (MAWSA) in 2000. Any individual wells in the area have the option of connecting to the

municipal water system to ensure clean drinking water. A regional water system designed and constructed with 18 miles of water main extending from the Village of Mancelona to Schuss Mountain/Shanty Creek, MAWSA serves drinking water to approximately 1,200 homes and businesses in the Village of Mancelona, Mancelona Township, Custer Township, and Kearney Township. The sewer serves the Mancelona business district and Mancelona Public Schools.

Since the water system was developed, ongoing improvements have been made, with support from County, state, and federal partners, to ensure that water for the municipal system is not impacted by the plume. In the face of limited state funding to pay for improvements to the water system, Antrim County is sharing some costs with the DEQ to implement upgrades and extensions to the water system. However, despite efforts to ensure safe drinking water, perceptions of poor water quality and uncertainty about contamination impacts on individual wells create stigmas that impact property values and business growth.

High-Tech Infrastructure

In addition to providing affordable sewer and water infrastructure to accommodate new development, high-tech infrastructure such as wireless and broadband is becoming increasingly important in creating a competitive environment for new economic investment. Greater coverage of telecommunications and high-speed internet are critical in today's business operations: high-tech, high-speed Internet infrastructure is a "must-have" in accommodating the interconnected, innovative nature of new economic growth. High-speed Internet access is available in Mancelona including fiber, cable, DSL, wi-fi, 4G and fixed wireless.

Municipal Facilities

The Village owns and maintains the following buildings necessary for Village services:

- Village Hall located at 120 West State Street
- Village Department of Public Works garage located on Center Street

The Township owns and maintains the following buildings necessary for Township services:

- Township Hall located on M-88, west of the Village
- Township Library located at 202 West State Street in downtown Mancelona
- Township Senior Center located at 122 East State Street in the Village
- Township Fairview Cemetery is located at the northwest corner of M-88 and Cedar River Road

Emergency Services

The Mancelona Fire District was formed in 1985 and covers 95 square miles, including the Village of Mancelona, Mancelona Township, Lakes of the North, part of Custer Township including Schuss Mountain Shanty Creek Resort. The Mancelona Fire District consists of two stations: Station One is located on Cedar River Road and Station Two is located at the

Lakes of the North airport. In addition to providing fire and emergency services, Mancelona Fire District is dedicated to educating the public about fires, how they occur, and what measures can be taken to help reduce the risk of structure fires. Fire department volunteers also help out at community events.

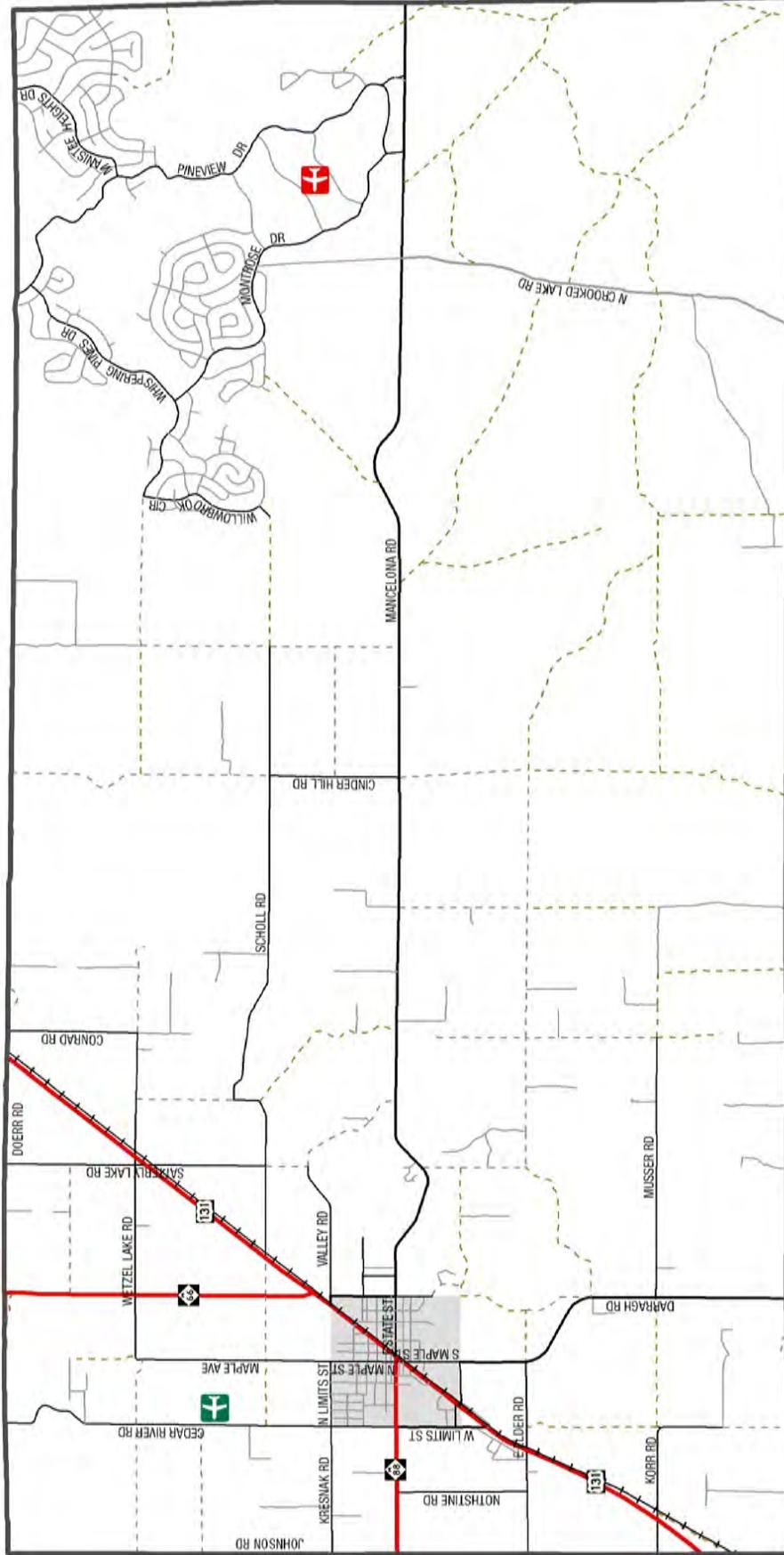
The Village of Mancelona operates its own police department and is staffed with a Chief of Police and three part time officers. Mancelona Township is under the jurisdiction of Antrim County Sheriff.

The Township Ambulance Authority is composed of nine townships and three villages in Antrim County, including Central Lake, Chestonia, Custer, Forest Home, Helena, Kearney, Mancelona, Star & Warner Townships and the Villages of Mancelona, Bellaire and Central Lake. The Authority is funded by millages approved by the voters of each Township and Village. Created in 2003, the Authority has a nine member board (one representative from each member township) responsible for all matters necessary for operation of the ambulance system.

Streets and Transportation

The Village maintains its own streets, most of which are paved with asphalt. The Village Department of Public Works regularly monitors all roads to ensure the safety of our residents. The Village has a street plan in place for maintaining and repaving the village streets as funds allow. The Michigan Department of Transportation (MDOT) owns and maintains US-131, M-66, and M-88.

The Antrim County Road Commission maintains 210 miles of primary county roads and 663 miles of local county roads, including all public roads in Mancelona Township. Mancelona Road (C-38) from US-131 east to the east county line is a county all-season road. Also, MDOT contracts with the Road Commission to perform routine maintenance on 98 miles of state trunkline. In the county system, approximately 700 miles are maintained year round; 556 miles are paved, 144 miles are gravel, leaving 173 miles of seasonal roads (not open to public travel for the months of



Transportation

Road Type

- Highway
- Primary Paved
- Primary Gravel
- Local Paved
- Local Gravel
- Local Seasonal
- Other

Railroads

- Public Airport
- Private Airport

Villages

- Mancelona Township



November through April).

Established in 1948 and owned by Mancelona Township, the Mancelona Municipal Airport is located on West Scholl Road, north of the Village, and is open to the public.

Antrim County Transportation (ACT) was established in 1977 to make public transit services available to all citizens of Antrim County by providing a door-to-door, dial-a-ride service, including health rides to Traverse City and Kalkaska Memorial Health Center.

Recreation Facilities

The Village owns and maintains six parks, including Palmer Park and Pavilion, Johnson's Pond, Legion Park, Perry Address Park (Triangle Park), Railroad Park, and Cran Park.

Wetzel Lake Park located in Mancelona Township is a park leased by the Township and Antrim County from the Michigan Department of Natural Resources (DNR). Leshner Park is a 40 acre Township park located on County Road 38.

There are other parks and recreation facilities, including non-motorized and motorized trails, owned and operated by the DNR, Antrim County, Mancelona Public Schools A portion of the North Country Trail, a footpath stretching approximately 4,600 miles from New York state to North Dakota, is located in Mancelona.

Mancelona Public Schools

The Mancelona Public School district covers 138.5 square miles and has total district enrollment of 1,040 students. The Elementary School (Preschool-Grade 4) was upgraded in 1998, a new High School (Grades 9-12) was opened in 1999, and the Middle School (Grades 5-8) upgrade was completed in 2000. Several on-campus Early Childhood Programs are available for ages 2 weeks through 12 years, including on-site child care and preschool center for infants through school age; before school and after school care; school age programs for school breaks, snow

days and summer, Head Start programs, Great Start Readiness program, and more.

There are 10 bus routes used by the district. The Mancelona Public School district is part of the Traverse Bay Area Intermediate School District (TBAISD) which provides specialized services, materials, and personnel to sixteen public school districts to ensure high quality educational programs for all students.

Mancelona High School has a graduation rate of 89%, higher than the state level at 80%. 43% of students in grades 11 and 12 are enrolled and passing in advanced coursework and 55% of students enrolled in college after high school.

Downtown Development

The Mancelona Downtown Development Authority (DDA) was established in 1994, under Public Act 197 Public Act 197 of 1975 as amended, and is designed to be a catalyst in the development of the Village's downtown district. The DDA provides for a variety of funding options including tax increment financing mechanism, which can be used to fund public improvements in the downtown district and the ability to levy a limited millage to address administrative expenses.

Issues & Opportunities

Workforce Needs

Higher unemployment rates and lower incomes place the Mancelona workforce in a challenging situation. In 2016, the unemployment rate was higher in Mancelona at 9.7% compared to 6.8% in the county. Median income is 22% lower in Mancelona than the County. The community faces barriers to employment like the cost or unavailability of childcare and lack of transportation along with high poverty rates and related family issues that contribute to a lack of preparedness.

The presence of talent—a skilled, knowledgeable workforce—is needed to support existing business,



0 0.75 1.5 3 Miles

*The Annual Average Daily Traffic (AADT) is the estimated mean daily traffic volume. All counts shown here are two-way totals. The Michigan Department of Transportation collects traffic volumes on its trunkline system on an annual basis.



Daily Traffic Volume

- AADT State Highways***
- █ < 2,500
- █ 2,500 - 5,000
- █ 5,000 - 7,000
- █ > 7,000
- AADT County Primary Roads**
- █ > 2500
- Local Roads**
- Mancelona Township
- Villages

and also helps to create and attract high-paying, sustainable jobs. Antrim County, as with the region, is experiencing challenges in sustaining a workforce even for existing businesses, particularly those with larger seasonal staffing. Local and regional partners are focusing on workforce development through schools, job trainings, apprenticeships, and other educational approaches; but, the ability to recruit new workers to the County and region is vitally important. Local efforts to improve the quality of life and affordability of living costs will be key factors in assisting residents, families, and workers that can support new and growing economic activity. Placemaking activities that enhance the sense of place and community—including community improvement projects that address blight and junk, events and festivals that bring the community together, and recreation improvements that provide recreation and entertainment options for all ages and income levels—can make Mancelona a more desirable place to live and do business. Zoning changes that incrementally increase density or allow additional housing types, meanwhile, can create important residential options that meet the needs and preferences of individuals and families that may be looking to relocate in Mancelona.

Housing Affordability

Housing affordability has serious impacts on quality of life, local businesses, school enrollment, and traffic patterns. When families or households experience housing cost overburden, they are at increased risk of foreclosure or homelessness. To avoid cost overburden, households may choose to live in substandard or overcrowded housing, or they may move to less expensive areas—often rural areas without significant services or employment opportunities. These moves mean that businesses lose year round customers; school enrollment is destabilized, impacting school budgets; and traffic increases as residents commute into town for jobs, school, and shopping.

Affordable housing, small homes, rentals, or multi-family housing units consistent with single-family development—otherwise known as the “missing

middle”—are all becoming more important in meeting the needs of the workforce, an aging population, small households, young professionals, and families. Without them, employers struggle to hire qualified new workers, including seasonal and professional staff; and schools lose out on new students. The ability to meet these needs is limited by land values, the high costs of development, regulatory obstacles, limited infrastructure, and a lack of developers with the experience or financing options needed to build these new housing types.

Housing was an important issue for the public in the community-wide survey, with a focus on housing that’s affordable to the workforce and families year-round. To create more opportunities for housing, Mancelona can consider regulatory approaches that allow higher densities, multi-family housing types, small homes, and other diverse housing options that cost less to build and provide year-round options—including rentals—for families and the workforce.

Economic Investment

Business and industry need access to affordable, reliable, efficient infrastructure to produce and distribute goods and services. Adequate access to roads, energy sources, sewer, municipal water, and other services that support the operations, expansion, and improvement of business must also be paired with technology-based infrastructure: telecommunications and high-speed internet are critical in today’s business operations.

Mancelona is well-served by quality infrastructure that is unusual even in communities of larger size. US-131, M-72, and rail access provide important transportation infrastructure for business and industry. High-speed internet is available through fiber, cable, DSL, wi-fi, 4G and fixed wireless.

However, infrastructure issues in Mancelona are complicated by contamination as a result of historic industrial activity. The perception of contaminated water impacts the image and property values of Mancelona despite ongoing monitoring and management of the contamination by State and local partners and ensured access to safe drinking water via

Mancelona Area Water and Sewer Authority. Additionally, special assessment costs for the sewer district reportedly act as a barrier to the sale or redevelopment of the Dura property and other development opportunities.

A target market industry analysis completed in 2016 identified opportunities for the reuse or redevelopment of potentially high-impact industrial properties in the Village of Mancelona. The analysis evaluated industry clusters and development patterns, trends, and needs/priorities of business owners, for the purpose of identifying site selection criteria for high-growth industries who may be interested in locating in Mancelona.

The study found that Mancelona possesses differentiating assets from other Northern Michigan locations which will help to attract business, including available space and infrastructure for new enterprises, coordinated pro-growth leadership, and the “Up North” community lifestyle. Limitations to business growth include high special assessment costs, lack of move-in ready properties, and limited marketing tools.

Given the availability of development-ready land but lack of move-in ready properties, Mancelona should target industries that are willing to set up new facilities and operations rather than those that need to move in to existing buildings. Operations focused on forest products; value-added food products; transportation and logistics; and, automotive parts and components are marked as first priority target industries for Mancelona to recruit. Secondary targets include tool and die shops; equipment and machinery transportation; and, oil and natural gas production.

Recreation & Tourism

Seasonal activity in Mancelona in terms of tourism-related economic activity has become a defining characteristic of the community. Mancelona’s many natural assets and recreational opportunities provide enormous potential to capture additional visits and accompanying economic activity from tourism, and public input emphasized the economic impact that could result from community enhancements, clean-up, or new attractions for visitors and residents alike. In

Mancelona, there is strong support regarding the importance of being a small town with an economy enhanced through year-round tourism. Visitors and residents enjoy attending local festivals and events like the Bass Festival and Buck Pole and enjoy the activities associated with them. There is interest to provide more entertainment options and other businesses in the community, including restaurants or even a brewery.



Chapter 5: Natural Resources

The natural resources in the Mancelona area act as the foundation to the community's quality of life. Both residents and visitors take advantage of the wide range of recreation opportunities available in the forests, lakes, and streams in the surrounding area. Public input for the plan showed a substantial consensus on preserving and enhancing Mancelona's natural resources, including improving area parks and protecting viewscapes and wooded hillsides.

To ensure the continued and enhanced quality of these resources, it will be important to balance community development needs with environmental considerations. The benefits of such a balance are increasingly being quantified in economic, public safety, health, and social measures. Environmental quality and protection can enhance economic development efforts.

Existing Land Use

The predominant land use in Mancelona is forest land. Forested land accounts for 65% of the total land area with a significant portion located in the Mackinaw State Forest at the east half of Mancelona Township. Grass and shrub lands comprise 18% of the total land. Urban development only accounts for 11% of the total land area. Development is split primarily between the Village of Mancelona and its associated US 131 corridor at the western third of Mancelona Township and the Lakes of the North resort development in the northeast corner of the Township. Agricultural lands are located primarily north of the Village along US 131. Another location is a center pivot irrigated farm east of the Village, north of Mancelona Road (County Road 38). With its dominating upland features, Mancelona does not have many lakes and wetlands which only account for 1%.

Existing Land Use Summary

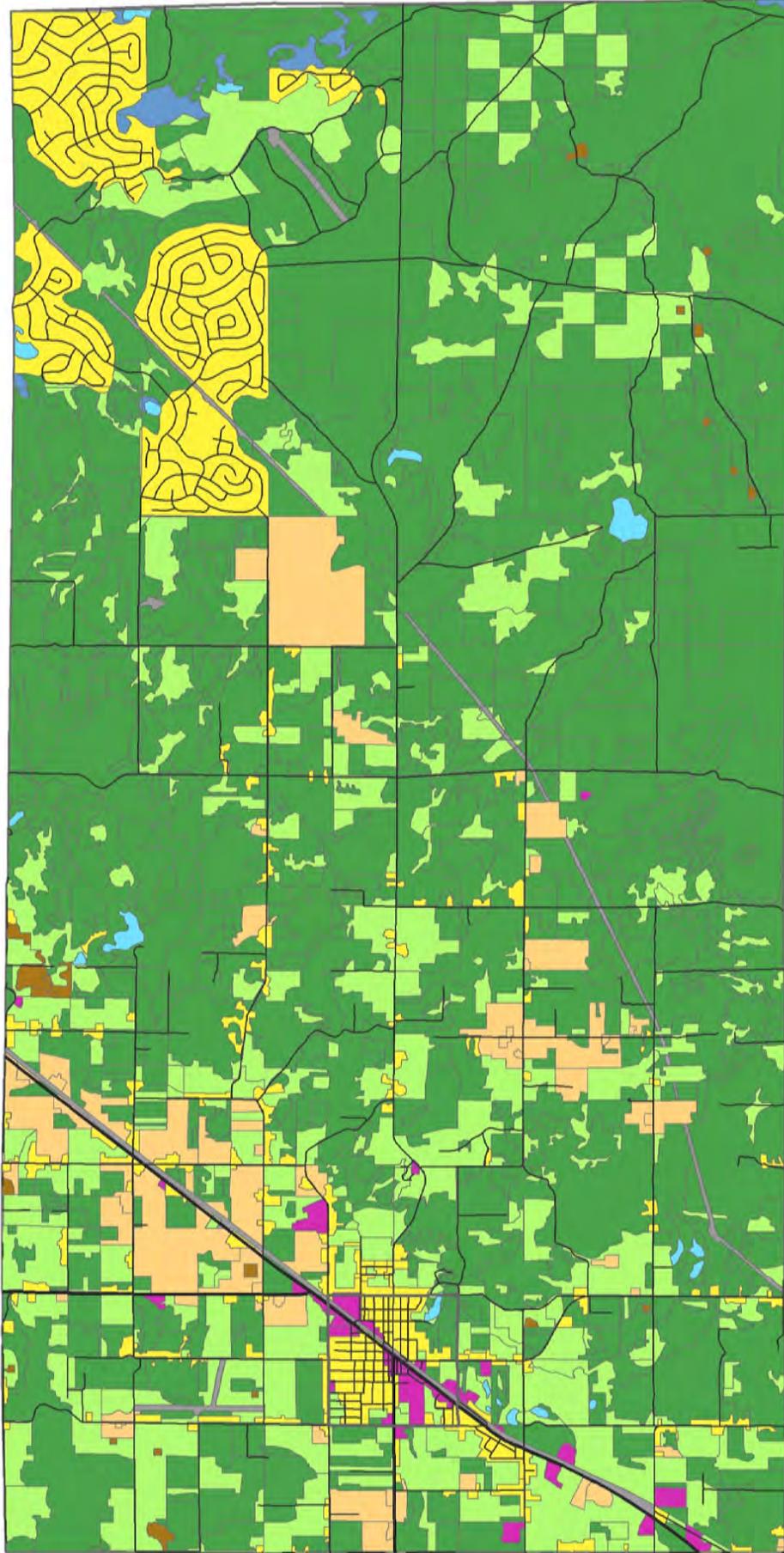
| Existing Land Use | Acres | Percentage |
|--|--------|------------|
| Residential | 3,774 | 8.3% |
| Commercial, Institutional, and Industrial | 315 | 0.7% |
| Transportation, Communication, and Utilities | 366 | 0.8% |
| Agricultural | 2286 | 5.0% |
| Extractive | 132 | 0.3% |
| Open Land and Other | 8,784 | 19.3% |
| Forest | 29,594 | 64.9% |
| Wetlands | 188 | 0.4% |
| Water | 182 | 0.4% |

Source: Michigan Geographic Data Library, Antrim County, Networks Northwest

Topography

Mancelona's topography is a product of glacial actions that created the unique terrain and land formations within the region. The Village and the US-131 corridor sit within a glacial valley that extends down to Kalkaska and is situated between two parallel glacial moraines, one to the northeast and one to the southwest. This area is part of Elk River watershed which outlets to Grand Traverse Bay in Lake Michigan.

At 1,125 feet above sea level, the Village of Mancelona rests on a high plain that covers most of the southeastern Antrim County. Elevations in Mancelona Township reach upwards of 1,400 feet. Other communities in Antrim County are at lower elevations, including Bellaire at 627 feet and Elk Rapids at 597 feet. Headwaters of the Manistee River are located farther east in Mancelona Township.

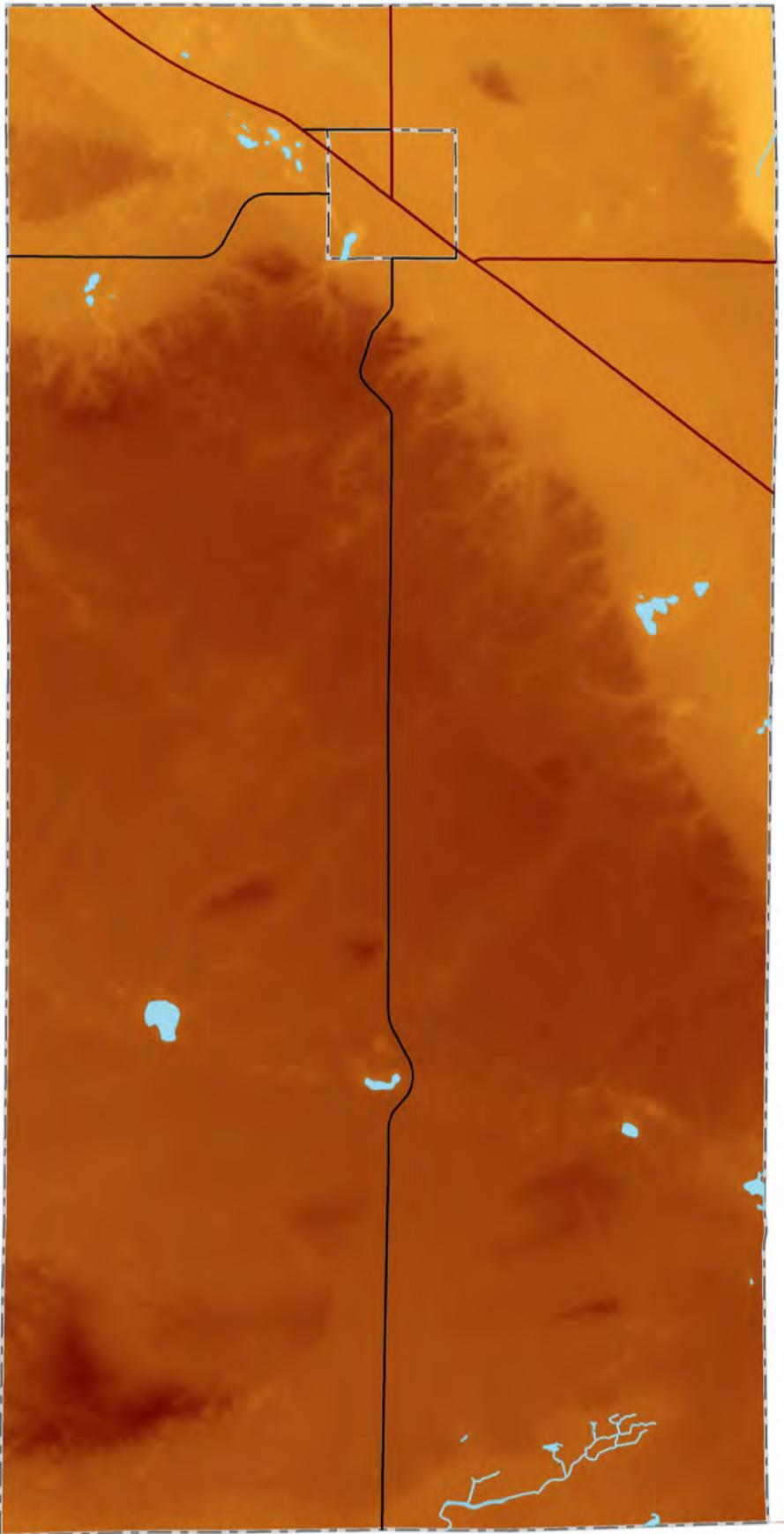


Mancelona Area Land Cover/Use (1998)

Categories

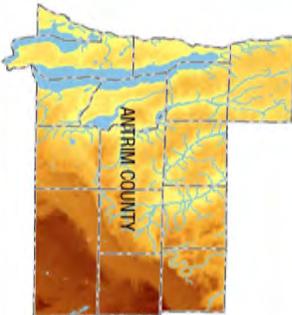
- Residential
- Commercial, Institutional, and Industrial
- Transportation, Communication and Utilities
- Agricultural Land
- Extractive
- Open Land and Other
- Forest Land
- Wetlands
- Water





Mancelona Area Elevation

- Elevation in feet**
- High : 1480
 - Low : 575
- County Primary Roads
 - Highway
 - Municipal Boundaries
 - Water



Soils

Most of the Mancelona area contains upland soils characterized by Kalkaska-Montcalm soils, which are well-drained, nearly level to very steep, sandy soils on hills, ridges, and knolls. The southeastern portion of Mancelona contains Rubicon soils consisting of very deep, excessively drained soils formed in sandy deposits and hills.

Water Features

Lakes in Mancelona include Wetzel Lake, Johnson Pond, Hawk Lake, Lake Harold, Nelson Lake, Peckham Lake, Tillie Lake, and Sand Lake. Located across the northwestern portion of Michigan's Lower Peninsula, the Manistee River is approximately 190 miles long and originates in eastern Mancelona Township in the Lakes of the North resort area at an elevation of 1,250 feet. It has a drainage area of 1,780 square miles and outlets into Lake Michigan.

Groundwater

Groundwater in varying amounts can be found from both glacial drift and in the various kinds of bedrock geology found in Mancelona.

Fisheries and Wildlife

Antrim County offers sport fisherman an abundance of fishing opportunities with over 264 miles of quality fishing streams. This area is a focal point for trout and salmon fishing. Fish and wildlife in Antrim County is an important industry which relies on maintaining a high level of water quality. Hunting for whitetail deer attracts many people to the county annually. The deer harvest in Antrim County is approximately 2,000 – 4,000 annually. The stag or buck harvest is approximately 1,600 annually. A variety of habitat also provides the hunter with good ruffed grouse, woodcock, squirrel, rabbit, and turkey hunting opportunities. Game species of importance to trappers are bear, beaver, otter, muskrat, raccoon, opossum, skunk, red fox, coyotes and weasel.

Climate

In Mancelona, the summers are comfortable and partly cloudy and the winters are freezing, snowy, windy, and overcast. Over the course of the year, the temperature typically varies from 11°F to 79°F and is rarely below -5°F or above 87°F. The warm season typically lasts from May to September while the cold season often lasts from November to March. Mancelona averages 34 inches of rain per year.

Located on East Lincoln Street in Mancelona, the Antrim County Road Commission has been maintaining snow fall records from 1938 through 2018. The annual average snowfall for Mancelona is 151 inches with snow fall occurring from October to April. The month of January receives the highest annual average of 44 inches. As noted in the map prepared by the National Weather Service, Mancelona is impacted by Lake Michigan's lake-effect zone and is centered in a significant snow belt stretching from the Kalkaska area to the Gaylord area.



Issues & Opportunities

Brownfields

Brownfields are properties that are known, suspected, or perceived to be contaminated. Often, the presence or even perception of pollution or contamination on a site works to discourage investment or redevelopment of the site, leading to blight and subsequent decline in property values for the site and surrounding properties. Incentives available through the state's brownfield redevelopment program—such as tax credits, revolving loans, and grants—help developers remove contamination and put the property back into productive use.

Brownfield cleanup and redevelopment can have tremendous impacts for the community by addressing issues such as groundwater and soil contamination, and by allowing the redevelopment of the property. This redevelopment often works as a catalyst for new investment in the surrounding neighborhood, ultimately resulting in higher property values and tax revenues, along with new business opportunities.

Groundwater Quality

While the vast majority of groundwater is clean and safe, there have been two major groundwater contaminations in Mancelona. The Tar Lake Plume and Superfund site, a five and one half mile underground plume extending southwesterly of Mancelona, and the trichloroethylene Plume (TCE), a 6 mile underground plume extending from just north of the Tar Lake Plume. Various solutions, over the period of several years, resulted from grass roots community organizations and advocacy. The United States Environmental Protection Agency (EPA) invested over \$14 million in the cleanup and removal of 47,000 tons of contaminated material from a ground depression on the Tar Lake site. The Michigan Department of Environmental Quality (DEQ) installed a biosparge system to remediate the groundwater moving off the site. The Mancelona Area Water and

Sewer Authority (MAWSA) was created and the DEQ committed \$6.5 million for the construction of a regional water system to provide safe water to all the properties affected by the Tar Lake and the TCE groundwater contamination plumes.

The Tar Lake site is shown below.



The Dura Property & Special Assessment District

The Mancelona Area Sanitary Sewer Special Assessment District was established in 2000. Since that time, \$17 million has been invested in the development of a municipal water system; and in 2007, nearly \$2.5 million in loans, grants, and bonds was spent to develop a sewer system. A special assessment was established to repay the bonds, based on all users of the system at the time. The primary user of the sewer, expected to bear a large portion of the costs, was the Dura Automotive Systems plant, which closed in 2009 and was later sold. Purchasers of the property deconstructed and salvaged the building, and then allowed the property to go into tax foreclosure. Apart from job losses and subsequent economic impacts, the plant's closure has also created a substantial financial burden for the Village in infrastructure costs. Because the Special Assessment cannot be legally changed in any way until the bond is paid off, special assessment payments that were originally established for the property must be paid yearly with the taxes.

It's important to note that, while the special assessment costs may be perceived as an initial barrier to sale, the infrastructure capacity available at the Dura site remains an important and valuable asset for business and industry. Ready for redevelopment, with cut and capped water and sewer service lines feeding the property with valves and manholes still in place, there are plentiful opportunities to package the site as "redevelopment ready" industrial or commercial property.

MAWSA & Water Quality Perception

With leadership and coordination from local and County entities, Community Resource Development, and other partners, the Environmental Protection Agency (EPA) began work in 1998 to remove and remediate groundwater contamination from the site of the former Antrim Iron Works plant near Mancelona. At a cost of about \$16 million, 47,000 tons of liquid tar were removed and transported to an energy recovery plant. EPA and the Michigan Department of Environmental Quality (MDEQ) then installed a biosparge system on the tar lake site in order to clean groundwater as it moves off-site. A municipal water system was also developed to ensure access to clean, quality drinking water.

During activities surrounding clean-up of Tar Lake contamination, a trichloroethylene (TCE) plume was discovered in 1997, originating south of the Dura property and moving northwest toward Bellaire. Multiple partners, include the MDEQ, are engaged and monitoring the contamination. Because the extent of the contamination makes clean-up cost-prohibitive, \$18 million has been spent on measures to avoid contaminated water. Among those activities was the creation of the Mancelona Area Water and Sewer Authority (MAWSA) in 2000. Any individual wells in the area have the option of connecting to the municipal water system to ensure clean drinking water.

Since the water system was developed, ongoing improvements have been made, with support from County, state, and federal partners, to ensure that water for the municipal system is not impacted by the plume. In the face of limited state funding to pay for improvements to the water system, Antrim County is sharing some costs with the DEQ to implement upgrades and extensions to the water system. However, despite efforts to ensure safe drinking water, perceptions of poor water quality and uncertainty about contamination impacts on individual wells create stigmas that impact property values and business growth.

The Wickes Manufacturing TCE Plume is considered a Site of Current Interest by the MDEQ. More information can be found at the MDEQ website: www.michigan.gov/deq/

Chapter 6: Quality of Life & Sense of Place

In recent years, Mancelona has suffered challenges in terms of high unemployment rates, income levels below those in surrounding communities, and some population loss. However, Mancelona is in a location with easy access to all kinds of activities in the great outdoors. Building new place-based assets into this prime location could be leveraged for economic development. Coupled with its rich industrious heritage that displays a sense of endurance, Mancelona could create a unique sense of place unlike other communities in Northern Michigan and form the foundation for new economic investment and activity.

Enhancing sense of place, creating and promoting a positive identity, branding, and global visibility are key elements of placemaking, which uses strategic assets to create attractive and sustainable communities, improve the quality of life, and help communities succeed in the new economy. Placemaking involves working with what a community has to create a destination point for new economic investment. In addition to making Mancelona an even better place to live, work, and visit, enhancing Mancelona's sense of place and quality of life can create opportunities for economic development through tourism and attraction of knowledge workers and companies.

Quality of Life Assets

Small Town Atmosphere and Lifestyle

Mancelona residents appreciate the friendly atmosphere and other characteristics of small town life. Neighbors help neighbors and residents and businesses come together to share resources and support community efforts and to celebrate small town life with many festivals. With its iron producing and manufacturing heritage, the community possesses a character of being resilient and

industrious.

Access to Recreation

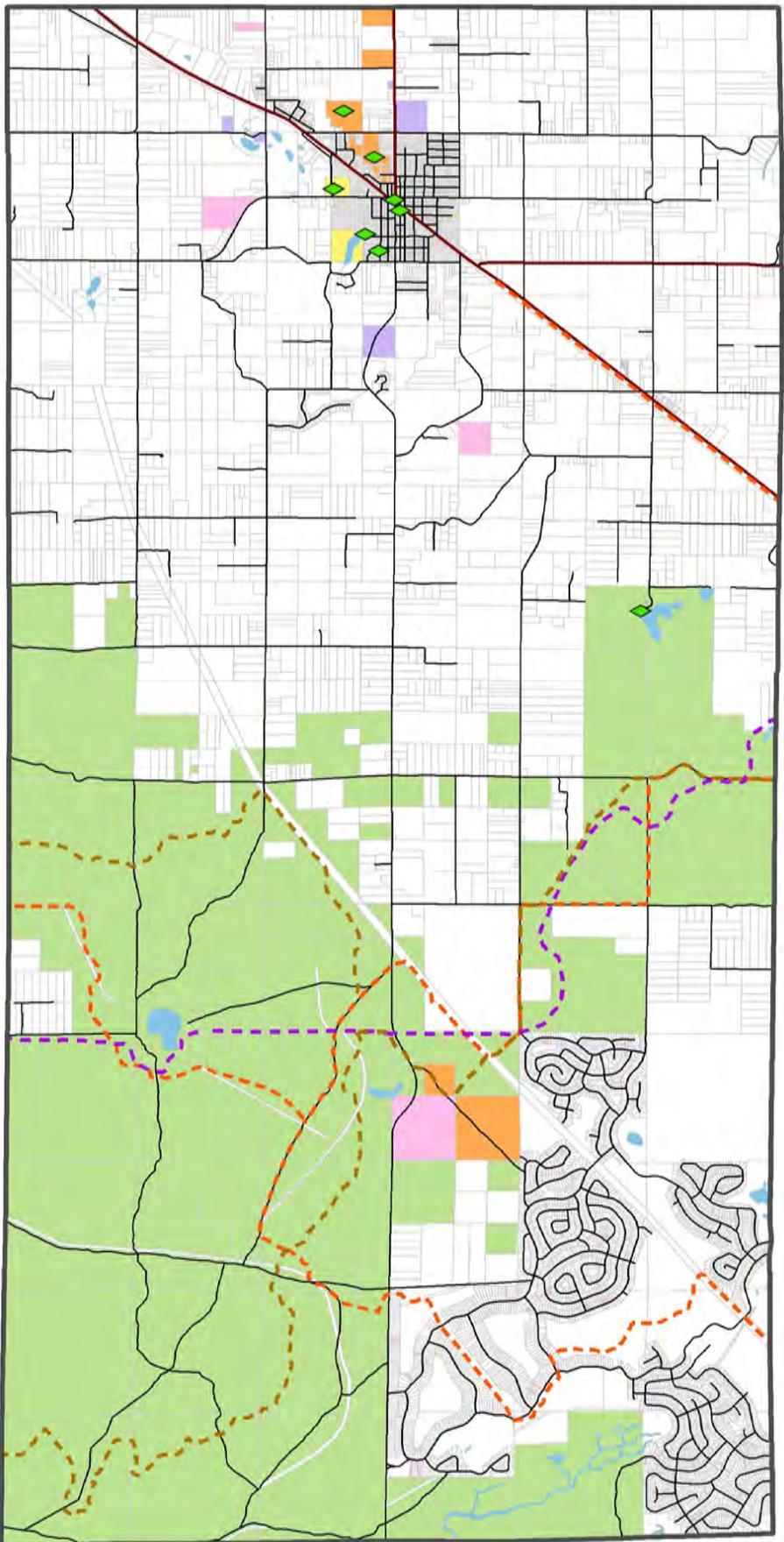
Mancelona has a great deal of high quality recreation opportunities and events. Throughout the area there are recreational assets that provide year round outdoor enjoyment. Nearly 200,000 acres of forested land, 264 miles of rivers and streams, and more than 76 lakes make Antrim County an outdoor recreation paradise. Nearby Shanty Creek Resorts are a widely-known and popular destination. The Mancelona Buck Pole and the Annual Bass Festival draw thousands of visitors annually and showcase the downtown. Trail systems surrounding the Village include the North Country Trail hiking trail and state-owned ORV and snowmobile trails.

Proximity to Nearby Towns

The small town atmosphere that Mancelona residents enjoy offers a very reasonable cost of living. Combined with close access to larger urban areas, residents are provided with additional resources. Nearby towns like Traverse City, Petoskey and Gaylord are only a 40-minute drive for Mancelona residents. These locations and their surrounding areas substantially expand job opportunities, access to goods and services, and supply additional entertainment and dining options that may not be available locally.

Strong Schools

The success of the Mancelona Public Schools provides an essential component to the quality of life for the community. With the addition of the Early Childhood Programs, the health center and other resources, students are provided with added support for them during their education. The community has demonstrated its continued support through the



Mancelona Area Recreation Assets

- Public Land Ownership**
- State of Michigan
 - Artrim County
 - Mancelona Township
 - Village of Mancelona
 - Mancelona Public Schools
- Parks & Rec Facilities**
- ◆ Parks & Rec Facilities
- Trail Types**
- - - Non-Motorized Trail
 - - - ORV/Motorcycle Trail
 - - - Snowmobile Trails
- Boundaries**
- Township Boundaries
 - Village Boundaries
 - Parcels
- Roads and Water**
- Highway
 - County and Local Roads
 - Water



Mancelona Education Foundation (MEF) which provides students with opportunities not typically included in the school budget. Collectively, a foundation is in place to support students and families as well as providing the broader community with successful graduates and productive future residents.

Issues and Opportunities

Community Image

In more recent years, the Mancelona area has been battling a poor community image. With news of crime and illicit drug activity combined with loss of jobs, levels of poverty, and vacant storefronts, the outer image of Mancelona has not been kind to its citizens. Through participation, collaboration and honesty, a community can rebrand itself and offer a new identity. The community must acknowledge its shortcomings and work hard to address those difficult issues while starting a new brand to replace the current image and reflect the spirit of residents. Branding initiatives engage the entire community and build upon history while transforming the legacy into what the future will bring. Branding must represent the community by its uniqueness. By capitalizing on its history and legacies, the brand will be authentic, resonate with citizens, and deliver a lasting and powerful message.

Community Engagement

Organizing community energy and interest will be essential to improving Mancelona. There may be many dedicated stakeholders with great ideas, but many lack the necessary support for these ideas to come to fruition. While creative people are often able to successfully develop their own ideas, the success or failure of their creative ventures is often defined by how a community behaves in response to their initiative. Sometimes known as an idea incubator, establishing a central location for stakeholders to come to for support and guidance from the community could strengthen existing initiatives and encourage the creation of new ventures.

Trail Connections

With its location providing easy access and a decades long reputation as a trail hub, Mancelona has an opportunity to bolster trail infrastructure and activity for non-motorized and motorized trail users. Infrastructure needed includes easily accessible parking lots and staging areas, warming places including bars and restaurants, repair and service shops, and overnight lodging.

Bedroom Community

As people look for places to live, they are often seeking places that are affordable, provide them with a certain level of goods and services, and have relatively easy access to jobs and work centers. For families, it also means good, reliable schools are available. Mancelona has many of these characteristics and has the opportunity to promote these attributes through its community branding and improving its image.

Community Events

Mancelona is fortunate to have some well-known events: The Buck Pole, the Bass Festival, and the White Pine Stampede Ski Race. There are other equally important events including the Farmers Market, Memorial Day parade and Summer Celebration concerts. These events honor the outdoor identity long connected to the Mancelona area and are part of what makes it a great place to live. Besides being fun, there are host of economic and social benefits to communities. The economic benefits of the events are easiest to see which stimulates the growth of tourism and other businesses in the community. They also foster public-private partnerships and sponsorships along with building the community's brand and identity. The social benefits of the events are less visible, but they are just as important as promote community involvement, foster community pride, teach people new things, and strengthen relationships. Bolstering these events is important for the future development of Mancelona.

What is Placemaking?

Because it offers a variety of tools and techniques, with an emphasis on activities that are “lighter, quicker, and cheaper” than large-scale community development initiatives, placemaking has become an important community development strategy.

Placemaking can take a number of forms, depending on the type of community and its needs. In cities or villages, it can involve tangible public infrastructure improvements, like new sidewalks, or it can focus on the social aspects of a place, by simply making room for new events in unused spaces. It can be put into practice on the micro-scale—addressing the aesthetics or functionality of a single street corner or crosswalk—or community-wide, addressing larger issues such as street design or trail connectivity.

In rural areas, on the other hand, placemaking often requires a “macro” lens: rural areas draw heavily on assets found *outside* of urban areas for their sense of place. Natural beauty, farmland, and outdoor recreation all work together to build a vibrant rural place. Preserving scenic qualities, small town character, and unique assets—like dunes, cherries, or trails—that set the area apart from others are high priorities in rural placemaking. Additionally, improving the connections—real and perceived—between communities in a rural region is another important rural placemaking strategy. Using scenic highway designations to tie towns together, or promoting multiple villages together as a single vacation destination, can help brand a rural region as a distinct and unique “place.”

Regardless of the environment, placemaking’s versatility is its hallmark. It can be initiated by community groups, individual members of the public, or community leaders. The sheer range of activities that can occur with placemaking makes it a valuable tool for communities of all sizes.



Appendix

| | |
|---|-----------|
| <i>Survey Results and Summary Report</i> | 46 |
| <i>Community Forum Results and Summary Report</i> | 52 |
| <i>Approval Documentation</i> | 56 |

Mancelona Area Master Plan

Survey Results Summary and Report

Prepared February 20, 2018

As part of developing a new Master Plan for the Village of Mancelona and Mancelona Township, the Mancelona Area Planning Commission developed and released an online survey designed to help create a shared vision of what Mancelona could become in the future, and to identify priority actions for the community.

The questionnaire was distributed over email and the Internet in November, 2017. Two hundred forty-three (243) responses were received. An additional opportunity to respond to six select questions from the survey was provided at the Mancelona Public Schools Parent Teacher Conferences on November 9, 2017.

In order to help the community prioritize future activities and direction, the following summary reviews survey results with an eye towards identifying strong consensus issues – that is, those with majorities indicating agreement or disagreement on a particular issue (for example, those with over 50% of responses stating that a strategy is “somewhat important” or “very important”). Complete survey results and comments are included as an appendix to this document.

Note: When reviewing survey results, it’s important to note that the questionnaire is **not a statistically valid survey**. Results must be balanced with additional data sources and dialogues, including committee discussion, focus groups, other forms of public input, and research and analysis. Survey results will help to point the way towards additional research, input opportunities, and discussion throughout the process.

Overview: High-Priority Issues

- There was strong support regarding the importance of being a small town with an **economy enhanced through year-round tourism**. There is good support to retain the businesses currently here, attract new businesses into the area and create **job opportunities** for residents. Having **housing for the workforce** is important. Citizens are also very concerned about the overall appearance of the community and would like to see **blighted conditions addressed**. In addition to improving the appearance, citizens also want to protect viewscapes and wooded hillsides.
- Responses and comments showed a strong interest in **community engagement** and **community pride** throughout the survey. Respondents want to work together on improving their community. Having schools, businesses and residents is important to come together to address issues.
- Mancelona area residents want **more entertainment options and other businesses** in the community. They would like to be able to visit more restaurants or a brewery. Residents enjoy attending concerts, festivals and events like the Bass Festival and Buck Pole and enjoy the activities associated with them.
- For outdoor recreation, **residents are most active in swimming, walking/hiking, camping, canoeing/kayaking, and fishing**. Respondents feel most of the parks are well maintained. However, Wetzel Lake Park could be improved. Other improvements included additional winter activities (ice skating, sledding, etc.) and new trails and paths. Comments were made in support of the restoration of Mt. Mancelona.

Profile of Respondents

- 70% of the respondents provided demographic information. 26% of respondents were year round Village residents and 33% of respondents were Township residents. 5% were part-time residents in Mancelona. 37% of respondents were not Mancelona residents. While they did not identify as Village or Township residents, these respondents may be business owners, property owners, employees in Mancelona, frequent visitors or customers, or otherwise invested in the community.
- 25% of respondents lived in the Township or Village for more than 30 years. 12% of residents lived in the community less than five years. 24% of respondents were a homeowner in the Village while 33% of respondents were a homeowner in the Township. Renters comprised 6% of respondents. 23% of respondents owned less than an acre of land in Mancelona while 21% of respondents owned one to five acres of land in Mancelona. 38% were not a Mancelona landowner.
- 37% of respondents were aged 46 to 60 while 35% of respondents were aged 31 to 45.
- 40% of respondents work outside of Mancelona (somewhere else in Northern Michigan). 17% work in the Village and 8% work in the Townships. 13% are retired.
- 65% of respondents learned about the survey through social media, followed by word of mouth (11%) or other means (19%). Most other means noted were email, school/work, or flyer.
- Question #28 asked respondents that are interested in participating in Village or Township volunteer opportunities to provide their contact information. 40 respondents were interested and 26 respondents provided their names and contact information.

Responses

#1: What would enhance Mancelona's economy?

Majority of respondents (77%) indicated that year-round tourism opportunities were the greatest in enhancing the economy. When selecting "Other" as a response, the vast majority of respondents indicated that jobs or employment opportunities are highest while other notable responses were restaurants, followed by recreational facilities or activities.

- Year-round tourism opportunities (77%)
- More housing choices for families and/or the workforce (49%)
- Grocery/convenience store or other basic commercial services (32%)
- Promoting broadband, sewer, and water infrastructure (28%)
- Other (28%)

#2: How important are each of these characteristics in creating a desirable future for Mancelona?

Large majorities of respondents (93% and above) indicated that all listed characteristics were "somewhat" or "very" important. Higher-priority characteristics, as ranked by majorities of 81% or more of respondents indicating that each characteristic was "very" important, are as follows:

- Diverse mix of businesses and shops (83%)
- Community participation and engagement (82%)
- Year-round economy/tourism (81%)

Responses from the Parent Teacher Conferences reflected the same with the highest emphasis on *Year-round economy/tourism*.

#3: What would enhance Mancelona's downtown?

Respondents were able to choose up to three responses. The top priorities were *more entertainment (dining/ breweries/live music) options* (211 responses, or 87% of total), *additional residential opportunities* (180 responses, or 74% of total), and *mix of residential and commercial uses* (84 responses, or 35% of total). Other comments generally supported creating more activities and businesses in the downtown. Responses from the Parent Teacher Conferences mirrored these responses with the highest response being *more entertainment (dining/ breweries/live music) options*.

#4: What types of development would you like to see in Mancelona?

Respondents were able to choose up to three responses. The top priorities were *commercial uses* (185 responses, or 76% of total), *mix of multi- and single-family homes* (82 responses, or 34% of total), and *additional single-family homes* (67 responses, or 28% of total). Comments addressed jobs and additional retail stores and restaurants.

#5: Please respond to the following community service related statements.

The majority of respondents (50% and above) indicated "agree" or "strongly agree" with all listed community services statements. Higher-priority statements, as ranked by majorities of 65% or more of respondents, are as follows:

- Area fire protection services are adequate (70%)
- Emergency medical services are adequate (69%)
- Primary and local road maintenance provided by the County Road Commission is adequate (65%)

#6: What public infrastructure improvements/projects do you think are most important for the Village and/or Township to address?

Respondents were able to choose up to two responses. The top priorities were *incorporate placemaking strategies (i.e., wayfinding signage, landscape design, public art)* (99 responses, or 49% of total) and *improve pedestrian safety (i.e., cross walk markings, dedicated bike lanes, sidewalk maintenance / connectivity)* (91 responses, or 45% of total).

Strategy Questions

#7: What strategies do you think are most important in addressing housing needs?

Respondents were able to choose up to three responses. *Encourage housing that's affordable to the workforce* is the most important priority for survey respondents, who expressed a strong consensus for this strategy (158 responses, or 78% of total). While not a majority, other top strategies include *allow small homes (under 700 square feet)* (70 responses, or 35% of total), *assisted living, extended care and nursing facilities* (67 responses, or 33% of total), and *allow multi-family homes (apartments, condos, duplexes, fourplexes) in more areas* (59 responses, or 29% of total). Responses from the Parent Teacher Conferences reflected the same with the highest emphasis on *Encourage housing that's affordable to the workforce*.

#8: What strategies do you think are important in addressing residential rentals in Mancelona?

There was overwhelming response (187 responses, or 94% of total) stating it was "somewhat" or "very" important to *enforce the blight ordinance to encourage cleanliness and maintenance*. Of that support, 86% felt it was "very" important. Regarding short term rentals, responses were generally even on whether to *prohibit short-*

term rentals, allow short-term rentals with no restrictions or allow short-term rentals with some restrictions (only in certain areas, cap the number allowed, limit the duration of stay, etc.). However, a majority (103 responses, or 53% of total) supported to allow short-term rentals with some restrictions. Responses from the Parent Teacher Conferences were similar with notable support for enforce the blight ordinance to encourage cleanliness and maintenance.

#9: What strategies do you think are important in preserving and enhancing the Mancelona area natural resources and rural character?

Large majorities of respondents (86% and above) indicated that five of the six listed strategies were “somewhat” or “very” important. Higher-priority characteristics, as ranked by majorities of 92% or more of respondents indicating that each characteristic was “very” important, are as follows:

- Encourage preservation of viewscapes (92%)
- Encourage preservation of wooded hillsides (92%)

While ranked lower, the strategy to promote “dark skies” initiative (i.e., using lower wattage street lamps) garnered 64% as a “somewhat” or “very” important.

#10: What events have you attended or volunteered for in Mancelona?

By the responses received, most (67% or more) have attended the events listed, however, highest responses were for the *Farmers Market*, *Bass Festival* and *Buck Pole*. For volunteering, highest responses were for *Mancelona Public Schools events*, *volunteer clean-ups and other volunteer-driven community building activities* and the *White Pine Stampede*.

#11: What would enhance community engagement in Mancelona?

Respondents were able to choose up to three responses. Top priorities were *events and festivals* (155 responses, or 81% of total), *creating opportunities for public art events, activities, and displays* (122 responses, or 64% of total), and *volunteer clean-ups and other volunteer-driven community building activities* (88 responses, or 46% of total).

#12. What other strategies do you think are important for moving Mancelona forward and addressing current issues?

Questions #12 was open ended question were designed to solicit ideas and creativity from survey respondents. Recurring themes in both questions include clean up blight; incentivize business growth and create job opportunities; strengthen community pride; and creating affordable housing options. A sampling of the responses are below:

Clean up blight

- Clean Mancelona up.
- Better visual appeal for downtown.
- Code enforcement is so key. People resist it and will react, but the rules exist for a reason.
- Filling up these empty buildings in town.
- Enforce the ordinance requiring buildings to be maintained.
- Fix the current buildings we have downtown. The cracks in the outside walls make the downtown look so trashy.

Incentivize business growth and create job opportunities

- Incentives to open businesses downtown, create a destination, downtown retailers work with out of town recreational opportunities.
- Incentives for businesses to come to Mancelona will bring jobs to the area.

- Creating jobs.
- Getting attention to current downtown businesses. Helping new businesses/building owners with concerns or processes.
- More great paying jobs.
- We need industry, jobs and places for our kids to get their first jobs.

Strengthen community pride

- Schools, churches, government, businesses all need to work together. There seems to be a division between these groups on what is best for our community.
- Continue to work to build community pride. Mancelona is a pleasant community that needs to take more pride in its excellent schools, local small businesses and friendly, caring residents.
- Find ways to bring people together with a common goal and/or interests.
- I think we need to pull together as a community. We need more resources for single moms, teens and foster children.

Create affordable options

- Having housing for low income people and easily accessible food and transportation
- Empower low income people. Help them to know that they matter and they are valued in the community. Marginalized constituents can and will engage in meaningful community development when they are valued and empowered, rather than dismissed and looked down upon.
- Start allowing housing to be created that is more affordable to the working class.
- I think if housing was more affordable and more opportunities for jobs it would help Mancelona grow.

Parks and Recreation Questions

#13: How often do you use the following Village and Township recreation facilities?

Palmer Park is the most important often visited park in Mancelona with 65% of respondents visiting it “often” or “occasionally.” Other top parks visited “often” or “occasionally” were Railroad Park (87 responses, or 50% of the total) and Mancelona Public Schools recreation facilities (75 responses, or 75% of the total). Responses from the Parent Teacher Conferences used certain parks more often than the community-wide survey. Railroad Park, Johnson’s Pond, Wetzel Lake and Mancelona Public Schools recreation facilities were used more often or more occasionally.

#14: What recreational activities do you and members of your household enjoy?

Majority of respondents (143 responses, or 79% of the total) indicated that *swimming/beach* is the most popular recreational activity. Other activities receiving 50% or more of the responses are as follows:

- Concert/festivals (72%)
- Walking/hiking (71%)
- Camping (67%)
- Canoeing/kayaking (61%)
- Fishing (61%)
- Nature/wildlife viewing (56%)
- Biking (54%)

Responses from the Parent Teacher Conferences were similar with the top five responses being *swimming/beach, camping, fishing, walking/hiking, concerts/festivals*.

#15: Overall how would you rate the Village of Mancelona and Mancelona Township Parks and Recreation operations?

60% of respondents felt that the *appearance of park facilities* were “good” or “excellent” and 58% of respondents felt that the *maintenance of park facilities* was “good” or “excellent.” *Art and cultural events* according to respondents was “fair” or “poor” (120 response, or 67% of the total).

#16: What improvements and/or recreational opportunities would you like to see at the Village's and Township's recreational facilities?

Question #16 was open ended question were designed to solicit ideas from survey respondents at current recreational facilities. Notable responses are highlighted below:

Palmer Park

- Basic improvements including restroom facilities, parking lot maintenance, lighting, landscaping, tables, and benches.
- Recreational equipment including ice skating, playground equipment, trail, etc.

Triangle Park

- More concerts
- Improvements such as benches and flowers

Railroad Park

- More bathrooms

Johnson's Pond

- More benches, pavilions and tables

Wetzel Lake

- Clean up beach and area

#17: Are there additional recreational facilities and/or opportunities that you would like to see in Mancelona that are not provided at present?

Question #17 was open ended question were designed to solicit ideas from survey respondents about new recreational facilities and/or opportunities. Several respondents recommended more additional winter activities (ice skating, skiing, sledding, etc.). There were supporting comments for the restoration of Mt. Mancelona. A grouping of other responses recommended new trails and sidewalks for walking, hiking and biking.

#18: Please share any additional comments and/or suggestions you may have regarding recreation in Mancelona.

Question #18 was open ended question allowing for any additional comments and/or suggestions regarding recreation. Notable comments addressed support for the restoration of Mt. Mancelona, building new paths and trails, and improving existing facilities.<

Mancelona Area Master Plan

Community Forum and Focus Group Results

Summary and Report

Prepared June 18, 2018

As part of developing a new Master Plan for the Village of Mancelona and Mancelona Township, the Mancelona Area Planning Commission conducted two community forums and one focus group discussion to help create a shared vision of what Mancelona could become in the future, and to identify priority actions for the community. This report provides a summary of the comments made at these events.

Overview: High-Priority Opportunities

Through the three events, there was extensive discussion and ideas posed. Certain opportunities rose to the top, including the following:

- Regulatory barriers and lack of trails connected to the west side of US-131 create a missed opportunity to boost local businesses with trail users as well as making it easier for trail users to access trails. **Create easier connections between Village businesses and the trails and trailheads.**
- For visitors, finding trails and parks can be difficult. **Establish a wayfinding system to find trails, parks, and other locations.**
- Branding and marketing the community requires a coordinated effort to due to limited human and financial resources. There are other community issues that could use a larger coordinated effort. **Start holding a joint meeting of key boards and councils in Mancelona to share issues, project ideas, and collaborative marketing of the community.**
- Mancelona is lacking a parks and recreation director or committee to lead and coordinate recreation related efforts. However, there are many recreation resource people in the Mancelona area. **Create a parks and recreation committee consisting of local resource people.**
- The downtown is lacking investment and is tired and worn. In an effort to improve the downtown, **consideration should be made to develop a downtown façade program and possibly an inspection of buildings to ensure they're ready for redevelopment.**
- Public engagement and support is needed to improving the community. **Create a volunteer program to help with events, festivals, clean-up programs, and other community activities.**
- Mancelona's sewer system needs additional users to alleviate the high per user costs. There is also concern about the number of septic system failures in the Village and being able to serve those locations. **Secure grant funding to assist new users with accessing the system and fund hook-ups and to assist in overall system operations.** To help with the water system, enforcement of a local ordinance is needed that requires homes with a water main across its frontage to hook-up to the water main.

Recreation Community Forum

June 6, 2018 – Mancelona Township Hall

The Recreation Community Forum was held on Wednesday, June 6, 2018 at 6:00 p.m. at the Mancelona Township Hall, 9610 S M-88 Highway. This was an opportunity for residents to voice their thoughts and ideas on improving parks, trails and other recreation facilities in the Mancelona area. For this event, a SWOT analysis was conducted that identifies a community's strengths, weaknesses, opportunities, and threats. The results of that analysis are as follows:

STRENGTHS

Strengths are the existing assets of the community. They are the physical and human elements that make the community attractive.

- Diversity of trails for different users
- Close proximity to trailheads
- Mancelona has only designated off-road vehicle (ORV) trail in Antrim County
- Significant amount of accessible public land
- Mancelona is a hub with three major highways (M-88, M-66, and US-131) and two County roads
- Mancelona is a bedroom community with good access to other communities
- Mancelona gets a lot of snow which provides recreation opportunities
- Higher amount of snowfall than most other communities in the region
- High amount of snow draws people north
- Resiliency of the residents in Mancelona
- Close proximity to a lot of lakes with fishing opportunities

WEAKNESSES

Weaknesses are elements of the community that detract from resident enjoyment and visitor interest.

- Lack of wayfinding
- Village not welcoming to ORV users
- No designated ORV trails around/into town
- ORV rules are not clear
- Tickets issued to ORV users accessing town via the road right-of-way
- Lack of leadership and support from County
- Antrim County no longer has a Parks and Recreation Commission
- County does not provide planning or financial assistance
- Proposed projects for Wetzel Lake have not been implemented
- Lack of coordination and follow-through from agencies involved
- Mancelona does not have the number of lakes and rivers like elsewhere in Antrim County
- Lack of community involvement due to lack of knowledge
- Negative perceptions
- Limited marketing
- Limited options for hotels and dining (no bar or restaurant with alcohol)

OPPORTUNITIES

Opportunities are external conditions which may provide increased success to the community.

- Create more multi-use trails

- Shared access between ORVs and snowmobiles
- Connect to larger ORV trail network in surrounding area (Kalkaska)
- Develop loop trail at Wetzel Lake
- Work with existing trail groups
- Potential to connect loop with North Country Trail (Jordan Valley 45 Chapter)
- Develop camping opportunities at Wetzel Lake
- Connect with/start dialogue with state agencies and state representatives
- Provide more hotel and rental opportunities
- Attract people looking for more affordable places to stay
- Provide options that appeal to different trail user groups
- Develop vision to bring people in
- Use marketing to change perception
- Build on planning efforts
- Tell the story authentically, and build on what is here (not elsewhere)
- Self-promote (no need to hire out)
- Use community events (concerts) as a means to reach a lot of people
- Mt Mancelona

THREATS

Threats are also external conditions, but those which will potentially impede progress.

- User conflict
- Private property limits trail development and sustainability
- Struggle to engage and get support from state agencies (DNR, MDOT)
- State's political process can have negative impacts
- Too far north?
- Do not have lakes
- Do not have the tax base that other communities have in the area, yet have a large village

Community Image Forum

June 12, 2018 - Mancelona Village Hall

The Community Image Forum was held on Tuesday, June 12, 2018 at 7:00 p.m. at the Mancelona Village Hall, 120 West State Street. In an earlier public survey, residents said they'd like to see the community cleaned up and have a better image. This forum was an opportunity for residents to voice their thoughts and ideas on improving the image of Mancelona. Highlights of the comments from the forum are as follows:

- When asked what word describes Mancelona, forum attendees offered: Home, resilient, hometown, heart, friendly, damaged, poor, community, lots of love, comfortable, strong, quiet, but beautiful, hope, trying, unique.
- Mancelona is home to many generations of families. People who are raised here often stay and live here or return back to Mancelona if they left earlier.
- There needs to be a property rental ordinance to address rental properties and landlord problems.
- As Mancelona is a community of families, daycare is needed for all the workers with children.
- Mancelona is a crossroads. It is halfway to everywhere.
- While Mancelona has several assets, its lacking a shared vision, capacity, and resources. The Master Plan will provide a shared vision, however the community will have to work together to increase capacity and seek

out resources for key community efforts.

- A joint meeting of key organizations in Mancelona is needed to share issues, project ideas, and discuss marketing/branding the community. A letter will be sent out to organizations so they can receive a presentation on the master plan process, including School Board, Township Board, Downtown Development Authority, etc. This will be an opportunity for the boards to give feedback on goals and objectives and the overall master plan and provide thoughts on conducting a joint meeting.
- A downtown façade program is needed for Mancelona. Some wondered if there should be inspection of downtown buildings to ensure they're ready for redevelopment.
- Market the community with social media and Internet presence.
- Create a volunteer program in Mancelona to help with events, festivals, clean-up programs, and other community activities.

Infrastructure Focus Group

June 13, 2018 – Mancelona Village Hall

The Infrastructure Focus Group was held on Wednesday, June 11, 2018 at 12:00 p.m. at the Mancelona Village Hall, 120 West State Street. Key organizations represented include the Village of Mancelona, Mancelona Township, Mancelona Area Planning Commission, Mancelona Public Schools, and Mancelona Area Water and Sewer Authority (MAWSA). The purpose of the focus group was to discuss ideas and opportunities to better promote the Mancelona water and sewer system and make it more accessible to customers.

- There is currently a 40-year bond on sewer system. The number of customers has dropped by 20 to 52 customers which has reduced revenue for the system. If 20 customers could be restored, costs to customer would be noticeably reduced.
- Benefit fees for accessing the system can be financed over 5 years with 0% interest. USDA Rural Development cannot finance hook-up fees. Benefit fees are on par with other communities.
- The sewer assessment was impacted when some customers were permitted pre-pay their full payment to avoid interest costs. This impacted the ability to pay off the bond with regular payments spread out over time. An audit of the assessment is being conducted.
- Rates are constantly monitored to ensure that customers are not overburdened by any extra costs.
- It was suggested that a grant program could be developed to assist new users access the system and fund hook-ups. Various sources for such program were mentioned including MEDC, Rotary, and Grand Traverse Band. Its approximately \$10,000-\$15,000 for a hook-up.
- There was concern that the system was incorrectly designed and initially improperly administered by Gourdie -Fraser Associates. There was question whether legal counsel was consulted with regarding this issue. It was believed that the statute of limitations has run out.
- A local ordinance requires that homes with a water main across its frontage to hook-up to the water main. However, the County Health Department is issuing well permits to homes with available water main despite the local ordinance. Need to approach County and resolve this situation.
- There is concern about the number of septic system failures in the Village and being able to serve those locations. The system cannot provide service beyond its current configuration.
- A grant from the State of Michigan's Stormwater, Asset Management, and Wastewater (SAW) program could be used to conduct study of system and access funding resources for the system.
- MAWSA has won multiple awards for best tasting water in the region by the Michigan Department of Environmental Quality (DEQ) and the Michigan Section of the American Water Works Association.

Insert resolutions of adoption here