

INFORMATION- 3/3/15

VI. COMMUNICATIONS

A. COMMUNICATIONS RECEIVED:

1. Letter from US Army Corps of Engineers
2. Letter from Rapid River Public Schools(2)
3. Letter from Pathways
4. Letter from Bergman Law Office P.C.
5. Letter from Debra Nedeau
6. Letter from Karen Lundquist
7. Letter from Lakestate Industries
8. Letter from James Vicenzi
9. Letter from Darryl and Jill McKnight
10. Letter from City of Gladstone

B. COMMUNICATIONS FORWARDED:

1. Letter to Sharon Niebauer
2. Letter to Jennifer Heller

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3. Concealed Weapons minutes of 1-20-15
4. Public Health minutes of 1-21-15
5. Pinecrest Board minutes of 1-22-15
6. Solid Waste Authority minutes of 1-27-15

VIII. REPORTS OF SPECIAL COMMITTEES AND OTHERS

1. Township Association minutes of 1-22-15



US Army Corps  
of Engineers

Detroit District

# Public Notice



Date: February 3, 2015

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## **WITHDRAWAL OF CLEAN WATER ACT INTERPRETIVE RULE FOR 404(f)(1)(A)**

The U.S. Environmental Protection Agency (EPA) and the U.S. Department of the Army (Army) are announcing the withdrawal of an interpretive rule addressing the exemption from permitting provided under section 404(f)(1)(A) of the Clean Water Act (CWA). The agencies want to make clear that the statutory exemption of 404(f)(1)(A) still remains available for use when applicable for discharges of dredged and/or fill material associated with normal farming, silviculture, and ranching activities that are part of an established operation and that do not have as their purpose bringing an area of waters of the U.S. into a use to which it was not previously subject, where the flow or circulation of the waters of the U.S. may be impaired or the reach of such waters be reduced (see 33 CFR 323.4 for more information).

On March 25, 2014, the Agencies signed an interpretive rule, "Interpretive Rule Regarding Applicability of the Exemption from Permitting under Section 404(f)(1)(A) of the Clean Water Act to Certain Agricultural Conservation Practices," that addressed applicability of the permitting exemption provided under section 404(f)(1)(A) of the CWA to discharges of dredged or fill material associated with certain agricultural conservation practices. Congress subsequently directed the agencies to withdraw this interpretive rule. See, *Consolidated and Further Continuing Appropriation Act, 2015*, Division D, section 112, Pub. L. No. 113-235.

On January 29, 2015, the agencies signed a memorandum withdrawing the interpretive rule and this action is effective immediately. The Memorandum of Understanding signed on March 25, 2014, by EPA, Army, and the U.S. Department of Agriculture, concerning the interpretive rule is also withdrawn. The signed memorandum withdrawing the interpretive rule is available at

<http://www.usace.army.mil/Missions/CivilWorks/RegulatoryProgramandPermits.aspx>.

The Federal Register Notice announcing the withdrawal will be published at [www.federalregister.gov](http://www.federalregister.gov). Similar public notices are being published concurrently by other Corps district offices.

**DATES:** The interpretive rule is withdrawn as of January 29, 2015.

For further information please contact: Ms. Stacey M. Jensen, Regulatory Community of Practice (CECW-CO-R), U.S. Army Corps of Engineers, 441 G Street, NW, Washington, DC 20314; telephone number 202-761-5856; e-mail address: [USACE\\_CWA\\_RULE@usace.army.mil](mailto:USACE_CWA_RULE@usace.army.mil).

# RAPID RIVER PUBLIC SCHOOLS

10070 Highway 2, Rapid River, Michigan 49878

(906)474-6411

Elementary fax (906)474-9903

High School/Athletics fax (906)474-9883

January 28, 2015

Delta Co. Comm. Sec'y Tracy Lantagne  
310 Ludington St  
Escanaba, MI 49829

Dear Tracy Lantagne, Delta Co. Comm. Sec'y:

This is to inform you that Rapid River School District has received grant funds from the Michigan Council for the Arts and Cultural Affairs (MCACA) and the National Endowment of the Arts (NEA) through the Arts in Education Residency (AIER) program. The grant will provide \$17,912 to support the program, "Exploring Science Through Art and Culture."

Rapid River School District and the Bonifas Fine Arts Center will bring resident artists to the Rapid River school in the Upper Peninsula to work with elementary and middle school students and teachers implementing a program that uses theatre, video, and visual arts to develop students' science skills. Students will work with professional artists in a multidisciplinary approach that stresses art as a vehicle for learning. Students will learn to produce creative and compelling dramatic presentations, videos, and illustrated text that communicate their ideas about a scientific health topic related to media use that will help others make informed health decisions. These videos, performances, and art projects will be shared with parents and community empowering students to use technology in creative, healthy ways and increase art activities at school and home. An important part of this project is including the Ojibwe culture, emphasizing teachings about respect and empowering students to make the right choices. Teachers will learn how to incorporate both art and culture into the science curriculum. This program will directly impact 255 students and 200 more people indirectly. Lessons will be disseminated to other schools on the Bonifas Arts Center website: <http://www.bonifasarts.org/>  
<http://www.playersdenoc.org/>

Project goals and activities include:

- Develop students' theatre skills and their ability to creatively present information through the use of dramatic arts and video.
- Develop students' visual art skills including drawing and painting that will include creating a book they have illustrated with their art work.
- Develop, refine, and implement lessons that improve students' science skills through the arts.

We invite you to drop in and visit the school the next time you are in the area, or call to set up a visit. Thank you for your time and consideration.

Sincerely,



Jay Kulbertis, Superintendent

# RAPID RIVER PUBLIC SCHOOLS

10070 Highway 2, Rapid River, Michigan 49878

(906)474-6411

Elementary fax (906)474-9903

High School/Athletics fax (906)474-9883

February 12, 2015

To: Delta Cty. Board of Commissioners

Re: Pathways Mental Health Board

Dear Commissioners:

I am writing to recommend that Mrs. Flo Cutter be re-appointed to the Pathways Mental Health Board, of which she has been a member since 1996.

As a parent of a daughter who receives services from the Mental Health system, Flo is very knowledgeable of what services are out there and how to attain them. Flo has always been an advocate of people with developmental disabilities such as her daughter, as well as being a mentor for their families who are trying to negotiate the confusing array of services available to them.

I have known Flo personally for many, many years and have worked closely with her for at least the past ten years (likely more, time gets away from me!), and I can truthfully say she is one of the most selfless, giving people I've ever known. Flo is also extremely knowledgeable and when there is something she doesn't know or is unsure of, she will find out. Flo "throws" herself into anything and everything she is passionate about, and those with disabilities are near and dear to her heart. Flo is a very special woman, and I'm proud to call her my friend.

If you really care about who is appointed to this very important Pathways Board, you'll be sure to re-appoint Mrs. Flo Cutter. You'd be hard-pressed to find anyone more qualified, knowledgeable, and caring as she.

Sincerely,



Mrs. Lollie Eskofski-Coordinator, Title VII Indian Education Program

Rapid River Public Schools

10070 Hwy. U.S. 2

Rapid River, MI 49878

[leskofski@rapidriver.k12.mi.us](mailto:leskofski@rapidriver.k12.mi.us)

474-6411 x 572



*Serving our Neighbors with the Greatest Need*

**Alger County**  
**906.387.3611**  
1516 Sand Point Road  
Munising, MI 49862  
Fax: 906.387.4212

**Delta County**  
**906.786.6441**  
2500 7<sup>th</sup> Ave. South  
Suite 100  
Escanaba, MI 49829  
Fax: 906.786.5859

**Luce County**  
**906.293.3284**  
P.O. Box 448  
14126 County Road  
428 West  
Newberry, MI 49868  
Fax: 906.293.3850

**Marquette County**  
**906.225.1181**  
200 West Spring St.  
Marquette, MI 49855  
Fax: 906.225.7203

Date: February 6, 2015

To: Community Partners

From: Mary J. Swift, Pathways CEO

A handwritten signature in black ink, appearing to read 'Mary J. Swift', is written over the typed name in the 'From:' field.

RE: Termination of services

I'm writing to let you know about a very difficult financial situation we are in at Pathways that will affect consumer services. I'm not sure if you're aware that Pathways has had a substantial cut in State of Michigan funding for non-Medicaid services. We have been trying to make subtle changes that wouldn't impact individual's services, however those changes have not been enough. It is very hard to make up a \$1,000,000 cut in this funding source.

Unfortunately, Pathways is now at a point where we can only serve people who have Medicaid, Healthy Michigan or MICHild. People without those funding sources will be receiving notices of discharge. People who have a Medicaid Spenddown (Deductible) are not considered to have Medicaid. There will be some exceptions, such as people who are in a crisis will always have support from us.

It is imperative that if you're referring someone to Pathways, that you encourage them to apply for Medicaid. With the expansion of the Healthy Michigan Plan statewide, some opportunities are becoming available for people generally faced with spenddown/deductible issues, or for those who have been turned down for other reasons before.

I'm sure you understand that this has been a very difficult decision for us to make. Regretably, this will be how we need to operate unless another funding source becomes available.

**BERGMAN LAW OFFICE, P.C.**

ATTORNEYS AT LAW  
524 LUDINGTON STREET, SUITE 105  
ESCANABA, MICHIGAN 49829

JOHN M. BERGMAN\*  
JOHN M. A. BERGMAN

TELEPHONE (906) 789-6370  
FAX (906) 789-6380

\*LICENSED TO PRACTICE IN  
MICHIGAN AND WISCONSIN

February 13, 2015

Delta County Board of Commissioners  
310 Ludington Street  
Escanaba, MI 49829

Re: Flo Cutter

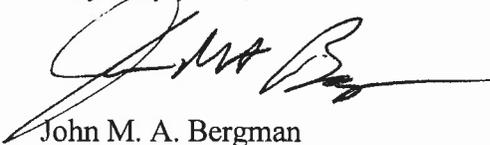
Dear Commissioners:

I am writing to you on behalf of Flo Cutter who currently serves on the Pathways Mental Health Board and whose present three year term on the board is expiring. Mrs. Cutter and her husband, Don, have a daughter, Renee, who is developmentally disabled. Renee receives services through our local mental health board, making the Cutters secondary consumers of mental health services as defined under the Michigan Mental Health Code. Mrs. Cutter has served on the Board as one of the four secondary consumer board members since 1996, and would like to be re-appointed to the Board for another term.

Mrs. Cutter has a bachelor's degree in social work, and has worked in child abuse and neglect cases. She has also worked with Catholic Social Services and had previously done work for Delta County Community Mental Health. Mrs. Cutter has also been very active in counseling families dealing with mental illness.

I have known the Cutter family for some time as Rapid River is a small community and we are parishioners at Calvary Lutheran Church. The Cutters have always been very active in advocating for the developmentally disabled and have done a great job in raising their family.

Very truly yours,



John M. A. Bergman

Delta County Board of Commissioners  
310 Ludington Street  
Escanaba, MI 49829

February 11, 2015

To Whom It May Concern:

It has come to my attention that it is time to appoint Consumer Representatives to the Pathways Board of Directors. I am strongly advocating for the reappointment of Flo Cutter and Sally Schultz. They have experience, knowledge and a demonstrated commitment to the well being of people served by Pathways. To replace these women would be a great loss to the recipients of these services.

All too often organizations remove seasoned advocates as a strategy to weaken their voice. I am hopeful that this motive does not enter into your decision making regarding the upcoming appointments.

As a former staff member at Pathways, advocate for persons with disabilities and community member, it is my hope that Flo and Sally are reappointed.

Thank you for your consideration in this matter,

Sincerely,



Debra Nedeau  
8116 Hwy 2  
Rapid River, MI 49878

Never believe that a few caring people can't change the world. For indeed, that's all who ever have. - Margaret Mead

February 12, 2015

To the Delta County Board of Commissioners;

Please consider this a letter of support for Flo Cutter's reappointment to Pathways Mental Health Board, a board Flo has served on since 1996. I have known Flo for over 20 years both as a bus driver for the Rapid River School District and an advocate for her daughter Renee who has developmental disabilities. She has also been an advocate for many Delta County families as they try to work their way through the system in order obtain the services for which they are entitled.

Flo has attended numerous workshops and conferences through- out her 16 years as a member of the board. She has had many conversations with our legislators, making them aware of cuts in services and funds. I think you would have a hard time replacing her. Her expertise and knowledge would be difficult to replace. Flo would like to be re-appointed so that she may continue t advocate for those who cannot speak for themselves.

Thank you for your consideration in this matter.

Sincerely,

A handwritten signature in cursive script that reads "Karen J. Lundquist".

Karen J. Lundquist

Retired Rapid River Schools Principal



February 17, 2015

To: the Delta County Board of Commissioners  
From: the Administrative Staff of Lakestate Industries

The staff of Lakestate Industries would like to take this opportunity to strongly advocate for the reappointment of Flo Cutter to the Pathways Board of Directors.

Flo has been affiliated with Lakestate Industries for several decades and she has demonstrated through the years a keen interest in the rights and care of people with barriers to employment and in other domains of their lives. A prime example is her daughter. Even though Renee has special needs, Flo has always treated her as a person with abilities, not disabilities, and she has the same expectations of her daughter that any parent would for their child. Renee has her own apartment, a job she values, a bank account and friends. Renee has the freedom to make choices in her own life and for her future with some guidance and advocacy from her parents.

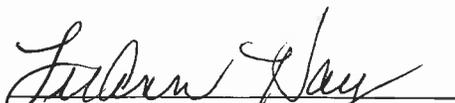
Flo has also been a champion of Lakestate's efforts in providing vocational services for our cognitively impaired and mentally ill populations. She apprehends the merits of our organization and our place in the community. Flo has an excellent understanding of the Michigan Mental Health Code as well as the importance of treating people covered by the code with dignity, respect, honesty and empathy. Flo appreciates the unique talents of all individuals and she does not discount or devalue any of the individuals in our community, especially those with varying abilities.

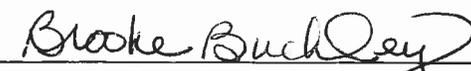
Because of Flo's many years of experience, knowledge of our organization, and the mental health field in general, the staff of Lakestate Industries is proud to have Flo advocate on our behalf when the opportunity arises. She is able to eloquently express our mission and values and she has always supported our past, present and future endeavors.

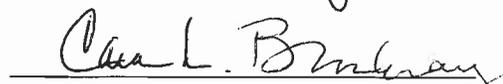
We sincerely hope the Board of Commissioners will take this letter of support into consideration and reappoint Flo Cutter to the Pathways Board.

Sincerely,

  
Cheryl Ohman, Executive Director

  
LuAnn Hay, Program Director

  
Brooke Buckley, Service Coordinator

  
Cara Brockway, Service Coordinator

February 16, 2015

DELTA COUNTY BOARD OF COMMISSIONERS  
Administration Office  
310 Ludington Street  
Escanaba, MI 49829

Re: County Commissioner Pathways Board Appointments

To: County Commission Members

From: James E. Vicenzi

I am writing to urge your board to re-appoint Flo Cutter to the Pathways Board for the new term.

It has been both a pleasure and an honor to have known and partnered with Flo Cutter for the past 20 plus years in a number of capacities, especially for the last number of years as a member of the Pathways Recipient Rights Committee and its Appeals Committee.

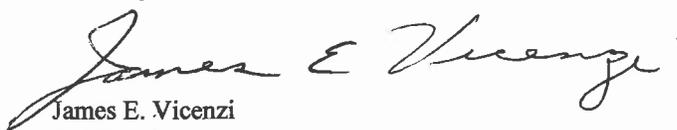
Flo is an extremely well educated and informed person advocating for the rights and dignity of all persons, especially those with various barriers to employment opportunities and the right to full community inclusion, as well as the right to make their own choices for living independently .

Flo has made it her mission to fully understand the mandates of the Michigan Mental Health Code as it applies to each person. She works endlessly to make certain that those who are covered by the code are treated with dignity and respect as dictated by the code.

I worked at Lakestate Industries for over 25 years, have been involved with the Arc of Delta County for those same number of years as well as other organizations such as the Delta County RICC, Special Olympics and the Aktion Club. Flo Cutter stands out as a compassionate and committed member of our community.

Please re-appoint Flo Cutter to the Pathways Board.

Sincerely,

A handwritten signature in cursive script that reads "James E. Vicenzi". The signature is written in black ink and is positioned above the typed name and address.

James E. Vicenzi  
700 Bay Street  
Escanaba, MI 49829

2/17/15

To the Delta County Board of Commissioner,

We are writing to you today to recommend you re-appoint Flo Cutter to another term on the Pathways Mental Health board. As parents of a consumer, we have been fortunate to have gotten to know Flo thru our daughters, who are both consumers of Pathways. We know how hard Flo has worked over the years advocating for our daughters and the sons and daughters of many consumers. Flo has been a resource person for many parents trying to get help for a loved one who needs special assistance. Flo has the knowledge, experience and drive to continue fighting for the consumers with developmental disabilities as well as mental illness in Delta County. We hope you consider our request and re-appoint Flo Cutter for the next term on the Pathways Mental Health Board.

Sincerely,

*Darryl Mcknight* *Jill Mcknight*  
Darryl and Jill Mcknight

*43 Royal Oaks Drive  
Gladstone, MI. 49837*



## CITY OF GLADSTONE, MICHIGAN

CITY HALL, 1100 DELTA AVENUE

P.O. BOX 32

GLADSTONE, MI 49837

PHONE: 906-428-2311

FAX: 906-428-3122

[www.gladstonemi.org](http://www.gladstonemi.org)

January 13<sup>th</sup>, 2015

Wells Township  
6436 N. 8th St., P.O. Box 188  
Wells, MI 49894

**RE: Draft City of Gladstone Master Plan Update**

To Whom It May Concern:

Pursuant to the requirements of Section 125.3839 (2) of the Michigan Planning Enabling Act, please find enclosed a copy of the draft City of Gladstone Master Plan Update. Pursuant to the requirements of the Act, we are requesting your review and comment in advance of the City's public hearing. The plan is also available for download at:

<http://www.clearzoning.com/clearzoning-clients/gladstone-michigan-master-plan-update/>

The Act provides surrounding communities and other respondents with 42 days to provide comments on the proposed Plan. Your comments must be submitted no later than 42 days after you receive this notice. Please submit comments to:

**City of Gladstone Planning Commission**  
**c/o Renee Barron, Director of Community Development/Zoning Administrator**  
**1100 Delta Avenue, Gladstone, Michigan 49837**  
**or [rbarron@gladstonemi.org](mailto:rbarron@gladstonemi.org)**

Thank you in advance for your cooperation and timely response in reviewing the draft Master Plan. Comments offered during this review process will be taken into account in adjusting and refining the Plan. Please feel free to contact Renee Barron at (906) 428-4586 if you have any questions. We look forward to your input.

Sincerely,  
CITY OF GLADSTONE

Brad Mantela  
Planning Commission Chair

 A WPPI Energy community

 The City of Gladstone is an equal opportunity employer and provider.

# CITY OF GLADSTONE MASTER PLAN UPDATE 2014



Draft, December 2, 2014

Assisted by:

*clearzoning*

# ACKNOWLEDGEMENTS

## **Gladstone Planning Commission**

Brad Mantela, Chairperson

John Noreus, Vice Chair

Judy Granger

Naomi Hult

Jack Sepic

Alger Strom

Dave Woodworth

## **Gladstone City Commission**

Joe Maki, Mayor

Hugo Mattonen, Mayor Pro tem

Jay Bostwick

Matt Gay

Dave Nemacheck

## **Gladstone Staff and Department Heads**

Renee Barron, Community Development/Zoning Administration

Kim Berry, City Clerk

Eric Buckman, Water & Waste Water Superintendent

Darla Falcon, City Manager

Paul Geyer, Public Safety Director

Mark Polega, Electric & Public Works Director

Nicole Sanderson, Director of Parks & Recreation

Jason Davis, Parks & Recreation

## **Citizens of Gladstone**

Clearzoning, Inc.



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B. Future Land Use Map

## 5. IMPLEMENTATION

A. Implementation Strategies

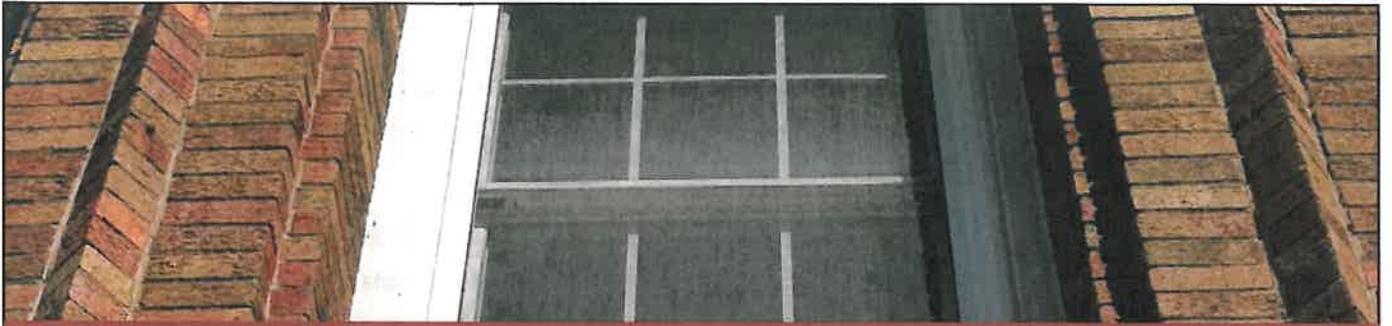
B. Complete Streets Plan

C. Zoning Plan



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# INTRODUCTION



This 2014 Master Plan is an update to the vision established in the city's 2007 Master Plan. It assesses the plan's vision and direction in the context of current demographic data and provides updated information about existing conditions.

The City of Gladstone Master Plan offers an opportunity to direct new development in the city through the establishment of goals, objectives, strategies, and plans. The Master Plan is comprehensive, providing for future land use, housing, preservation, and transportation in a coordinated fashion. It is a clear statement of community goals and objectives that establishes a vision of the future, and includes plans to achieve the vision. In addition, the Plan promotes a land use pattern that is consistent with the community's goals.

The information and concepts presented in the Master Plan are used by the Planning Commission and City Commission to guide local decisions regarding public and private uses of land and the provision of public facilities and services. The Master Plan, however, is a living set of policies, strategies and plans to enhance and improve a community over a long planning horizon. While the Zoning Ordinance and Zoning Map regulate current and proposed land use, it is the Master Plan, its maps, and policy statements that guide land use decision-making for the next 10-20 years.

#### **Why Prepare a Master Plan?**

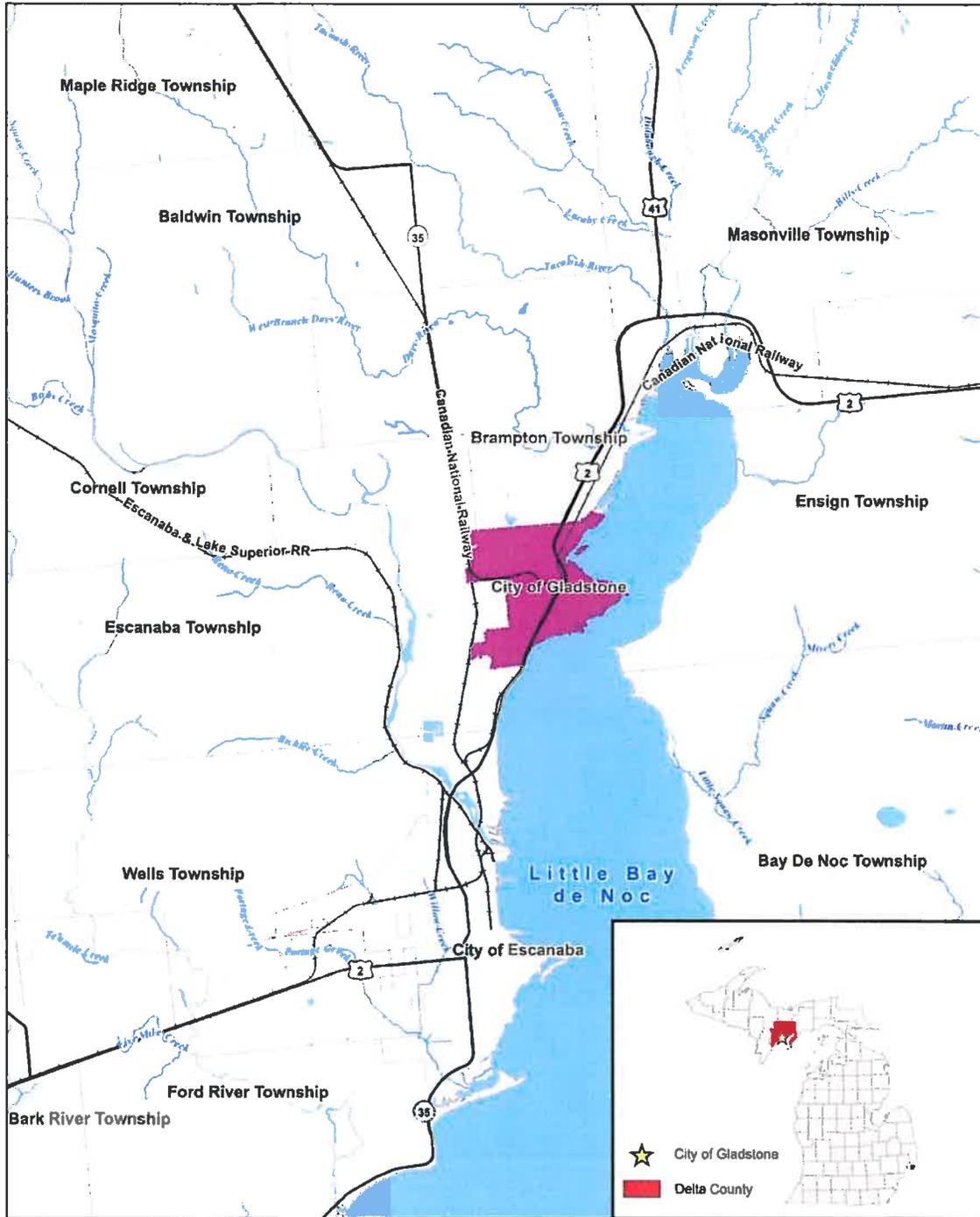
Per the Michigan Planning Enabling Act of 2008, "A local unit of government may adopt, amend, and implement a master plan as provided in this act." The Michigan Zoning Enabling Act of 2006 additionally requires that the zoning ordinance be based upon a plan designed to promote the public health, safety, and general welfare.

Zoning is a regulatory mechanism for controlling the classification and regulation of land use. It has the force of law. The Master Plan is not an ordinance, does not change the zoning of anyone's property, and does not have the force of law. It is a set of policies, strategies and plans to enhance and improve the community over a long-range planning horizon. While the Zoning Ordinance and Zoning Map regulate current land use, the Master Plan and its maps and policy statements are intended to guide future land use decision-making. The Master Plan is the community's "vision," while the Zoning Ordinance governs the path to that vision. With a Master Plan in place, zoning decisions consistent with the Plan and Ordinance are presumed by the courts to be valid.

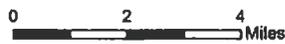


# Location Map

City of Gladstone  
Delta County, Michigan



City of Gladstone



**clearzoning**  
CLEAR AND CONNECTED

Sources: Michigan Geographic Data Library  
DOI, and USGS  
Created October 30, 2014

1 INTRODUCTION

2 BACKGROUND

3 VISION & GOALS

4 FUTURE LAND USE

5 IMPLEMENTATION



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# BACKGROUND & EXISTING CONDITIONS





### A. City Character & Regional Setting

Located in Delta County on Lake Michigan's Little Bay de Noc, the City of Gladstone is a small town with a long history as a hub of the Upper Peninsula's resource-based economy. First settled in 1859 and incorporated as a city in 1889, Gladstone boasts scenic shoreline, a traditional downtown, and excellent access to natural areas. Split into eastern and western halves by a dramatic bluff, the city is largely residential in character, with a significant industrial corridor centered on US Route 2/41 and the Canadian National Railroad, which run parallel to each other through the city below the bluff.

The only other major population center in Delta County is the City of Escanaba, located seven miles to the south on US Route 2/41. Many Gladstone residents work in Escanaba, and the two cities have both experienced difficulty at times due to the decline of the industrial and resource economies. Gladstone has worked to diversify its economy, and after a population recovery during the 1990s, has remained relatively stable and resilient, weathering the 2008 economic crisis more strongly than much of Michigan.

Though Gladstone's location is remote, the railroad, US highways, nearby Delta County Airport, Michigan Route 35, and a natural deep water port connect the city strongly to the rest of the United States. The city is among the premier walleye fishing destinations in the country, and its location on the Lake Michigan shore lends it a warmer climate than much of the rest of the Upper Peninsula.



## B. Demographics

**Table 1: Population Change in Gladstone and Surrounding Communities, 1990-2010**

Population	1990	2000	% Change	2010	% Change
Gladstone	4,565	5,032	10.2%	4,973	-1.2%
Escanaba	13,659	13,140	-3.8%	12,616	-4.0%
Escanaba Township	3,340	3,587	7.4%	3,482	-2.9%
Brampton Township	1,142	1,090	-4.6%	1,050	-3.7%
Wells Township	5,159	5,044	-2.2%	4,885	-3.2%
Delta County	37,780	38,520	2.0%	37,069	-3.8%
Michigan	9,295,297	9,938,444	6.9%	9,883,640	-0.6%

Source: US Census, 1990, 2000, 2010

The City of Gladstone's population has fluctuated over the decades, rebounding in the 1990s after a sharp decline during the 1970s. From 2000 to 2010, the city lost 59 residents, or 1.2% of its population. Gladstone's population loss outpaced that of Michigan, but was less severe than any of the surrounding communities or Delta County as a whole, as seen in Table 1.

**Table 2: Population by Age, City of Gladstone, 2000 and 2010**

	2000	% Total	2010	% Total	% Change
Under 5 Years	315	6.3%	293	5.9%	-7.0%
5-9 Years	323	6.4%	303	6.1%	-6.2%
10-14 Years	382	7.6%	345	6.9%	-9.7%
15-19 Years	373	7.4%	306	6.2%	-18.0%
20-24 Years	228	4.5%	202	4.1%	-11.4%
25-34 Years	547	10.9%	792	15.9%	44.8%
35-44 Years	747	14.8%	577	11.6%	-22.8%
45-54 Years	676	13.4%	698	14.0%	3.3%
55-64 Years	487	9.7%	670	13.5%	37.6%
65-74 Years	478	9.5%	486	9.8%	1.7%
75 Years +	476	9.5%	563	11.3%	18.3%
<b>Total</b>	<b>5,032</b>		<b>4,973</b>		<b>-1.2%</b>

Source: US Census, 2000, 2010

While the city's population changed very little in size from 2000 to 2010, changes within the population saw the city getting older, with a ten percent increase in the senior population and a ten percent decrease in the population aged 0-19. This is roughly in line with shifts across Michigan and the United States, which show a generally aging population.



Table 3: Children, Seniors, and 25-34s, Gladstone and Michigan

	2000	% Total	2010	% Total	% Change
Gladstone 0-19	1,393	27.7%	1,247	25.1%	-10.5%
Michigan 0-19	2,884,065	29.0%	2,648,885	26.8%	-8.2%
Gladstone 25-34	547	10.9%	792	15.9%	44.8%
Michigan 25-34	1,362,171	13.7%	1,164,149	11.8%	-14.5%
Gladstone 65+	954	19.0%	1,049	21.1%	10.0%
Michigan 65+	1,219,018	12.3%	1,361,530	13.8%	11.7%

Source: US Census, 2000, 2010

However, while the state saw a 14.5% decrease in the population aged 25-34, Gladstone saw a substantial increase in this age group, as shown in Table 3. This age group includes the population that is most likely to be starting families. Gladstone Area Public Schools serve the City of Gladstone, Brampton Township, and Escanaba Township with a total enrollment of about 1500 in the 2012-2013 school year; population loss in all three jurisdictions threatens to hurt enrollment in the school system. If the city can retain a significant portion of its current 25-34 population and continue to attract new residents in this age group, it is possible that the rate of decrease in the population of children could slow or even reverse over the long term.

Furthermore, the population of 25 to 34-year-olds in Gladstone has completed a college degree at a much higher rate (24.3 percent) than the general population of Delta County (17.9 percent) and the Upper Peninsula (14.5 percent). This relatively high level of educational attainment could be of interest to employers who require college degrees for certain positions and are seeking to locate facilities in the region. Gladstone may be able to capture some of these firms with the right outreach strategy.

#### Race and Ethnicity

Over 95 percent of the population of Gladstone is white. The most common racial identity other than white is Native American, with 1.9 percent of the population identifying itself in this category. When mixed-race individuals claiming some Native American ancestry are included, this number rises to three percent. One percent of Gladstone's population identifies as Hispanic or Latino.



## C. Housing

Gladstone had modest homebuilding activity from 2000 to 2010 for a community of its size, adding about 150 units. However, this expansion of the housing inventory coincided with a slight loss of population, spurring a rise in vacancy. One in ten housing units in Gladstone was vacant in 2010, as shown in Table 4.

	2000	% Total	2010	% Total	% Change
Occupied	2,126	93.1%	2,182	89.8%	2.6%
Vacant	163	7.1%	249	10.2%	52.8%
Owner-Occupied	1,683	79.2%	1,676	76.8%	-0.4%
Renter-Occupied	443	20.8%	506	23.2%	14.2%
Total	2,284		2,431		6.4%

Source: US Census, 2000, 2010

The city's rental rate rose slightly from 2000 to 2010, reflecting a nationwide increase. Still, the vast majority of homes in the city remain owner-occupied, at nearly 77 percent. As shown in Table 5, nearly four out of every five homes in the city is a single-family detached structure. Overall, less than ten percent of Gladstone's housing stock was built since 2000; nearly a third of all homes in the city were built prior to 1940.

	Number	% Total
Total	2,498	
Single-Family Detached	1,971	78.9%
Multi-Family	366	14.7%
Mobile Home	161	6.4%

Source: 2011 American Community Survey



Multi-family housing on Lake Shore Drive.



## D. Economics

When reviewing economic figures spanning the years from 2000 to 2010, it is important to frame them in the context of the 2008 global economic downturn, which negatively affected the vast majority of cities in the United States.

### Income

Median household income dropped across the United States from 2000 to 2010, and Gladstone also experienced a decrease. However, Gladstone's losses in income were not nearly as severe as the losses of Michigan as a whole (see Table 6).

Table 6: Income, 2000-2010

	2000*	2010	% Change
<b>Gladstone</b>			
Median Household Income	\$43,990	\$41,458	-5.8%
Per Capita Income	\$22,759	\$20,629	-9.4%
<b>Delta County</b>			
Median Household Income	\$44,637	\$41,951	-6.0%
Per Capita Income	\$23,638	\$22,064	-6.7%
<b>Michigan</b>			
Median Household Income	\$56,392	\$48,432	-14.1%
Per Capita Income	\$28,071	\$25,135	-10.5%

\*All dollar figures in 2010 dollars.

Source: US Census, 2000, 2010

Though it weathered the economic storm relatively well, Gladstone still saw an increase in its poverty rate (see Table 7). Children in particular are more likely to be living in poverty today than in 2000. Unusually, Gladstone actually saw the rate of poverty among seniors decrease from 2000 to 2010. In general, Gladstone has fared better than both Michigan and the Upper Peninsula as a whole.

Table 7: Poverty Rate, 2000-2010

	2000 Overall	2010 Overall	2000 65 +	2010 65+	2000 Under 18	2010 Under 18
Gladstone	10.2%	12.7%	9.5%	7.2%	14.2%	18.9%
Delta County	9.5%	12.7%	9.2%	8.1%	11.1%	16.4%
Michigan	10.5%	14.8%	8.2%	8.3%	13.9%	20.5%

Source: US Census, 2000, 2010



## Employment

While the economic crisis did not spare Gladstone, the city's job market has rebounded well, with unemployment falling to 5.5 percent by 2012, less than half the statewide rate of 12.6 percent (see Table 8).

**Table 8: Employment Status, 2012**

	Total Pop over 16	In Labor Force	Employed	Unemploy- ment Rate
Gladstone	3,820	55.7%	52.6%	5.5%
Michigan	7,849,558	62.3%	54.4%	12.6%

Source: 2012 American Community Survey, 5-year average

**Table 9: Employment by Industry: Gladstone**

Most Common Industries, Male, 2007-2011		Most Common Industries, Female, 2007-2011	
Manufacturing	20%	Accommodation & Food Services	20%
Transportation and Warehousing	13%	Retail Trade	20%
Construction	11%	Health Care & Social Assistance	17%
Educational Services	10%	Other Services, except Public Administration	9%
Retail Trade	10%	Finance and Insurance	7%
Health Care & Social Assistance	9%	Administrative & Support and Waste Manage- ment	6%
Agriculture, Forestry, Fishing, Hunting	6%	Educational Services	6%

Source: City Data

Delta County's largest employers are located in Escanaba, though Gladstone has a significant industrial employment base, centered on the rail corridor and in the 110-acre North Bluff Industrial Park. Countywide, the largest industries by employment are education, health and social services (19.6 percent of all employees), manufacturing (18.9 percent), retail (13.2 percent), and tourism (10.9 percent).

## Commuters

Gladstone residents who do not work at home have generally short commutes, with over 80 percent taking less than half an hour to get to work, and 22 percent reaching work in less than ten minutes.





### E. City Facilities and Services

The City of Gladstone's current character and future development are both dependent on maintaining a wide array of high-quality city facilities and services.

#### City Buildings and Parks

The public and administrative buildings of Gladstone are concentrated in the downtown area. City Hall is in the heart of downtown on Delta Avenue and houses most of the city's administrative offices. Public Safety is located on 4<sup>th</sup> Ave., the Department of Public Works is near the waterfront at the end of Michigan Avenue, and the Public Library and Recreation Building are on 10<sup>th</sup> Street, along the main route between downtown and the waterfront.

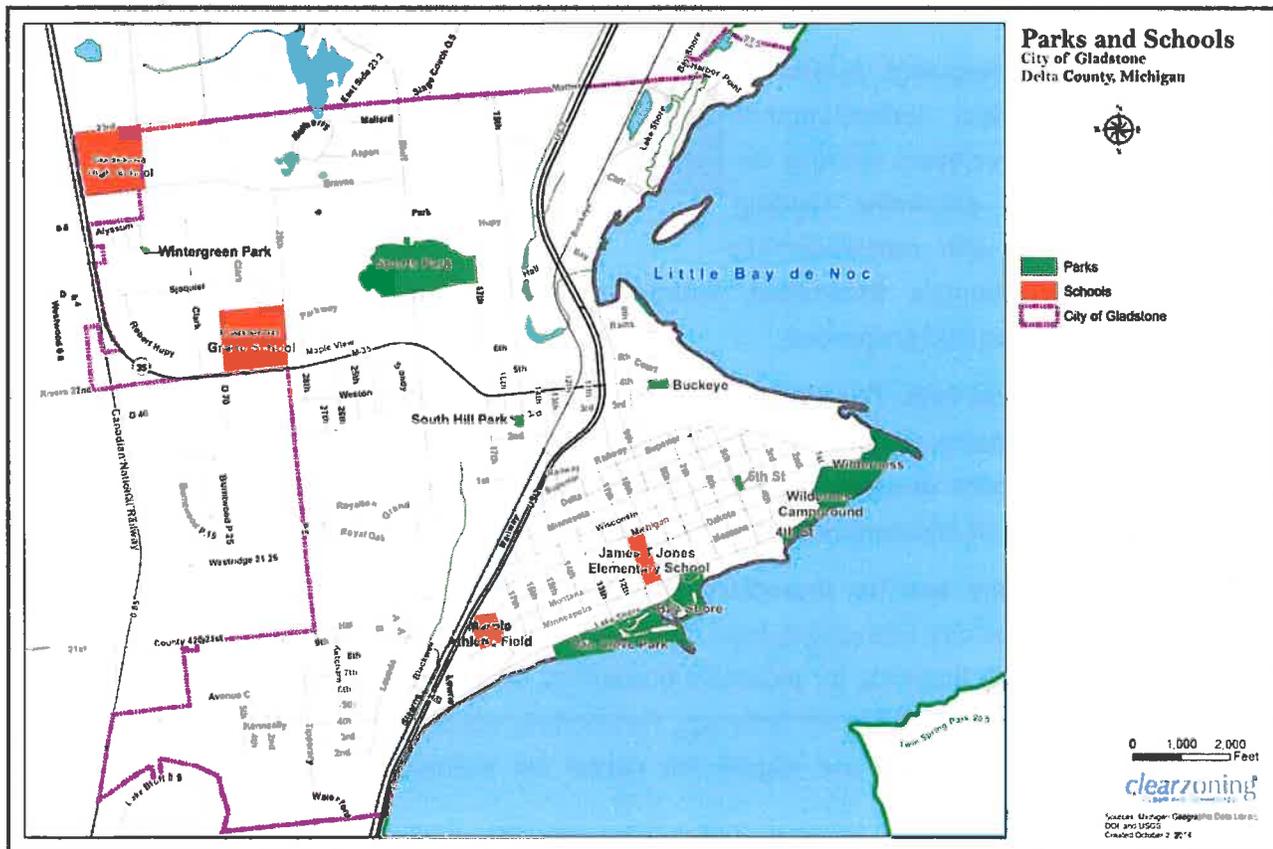
City facilities also include an extensive network of parks throughout the city, including a sports park with ski and tubing hill and ball fields, Gladstone Bay Campground, Van Cleve Park on the waterfront, which includes a playground, beach, skateboarding park and trails, Gladstone Harbor, which includes a marina and boat launch, and Fernwood Cemetery. The city also has several facilities for rent; the Ski Chalet and Beach House offer indoor facilities for private events, while the East End Pavilion, Kids' Kingdom Pavilion, and Gazebo accommodate outdoor events. The Beach House is home to an annual summer concert series. A portion of the Days River Pathway passes through Gladstone. Other unique facilities include the Lighthouse and the fishing pier and fish cleaning station.



### Utilities

The City of Gladstone Water Department serves the whole city, as well as some areas beyond city limits. It operates a filtration plant, and maintains 37 miles of water main, 265 fire hydrants, a booster station, and 1,700,000 gallons of storage capacity. The city's wastewater treatment plant has a daily capacity of one million gallons, and collects wastewater from as far as thirty miles away, including most wastewater from the community of Rapid River.

The city also operates its own non-profit electrical utility. The City of Gladstone Department of Power & Light serves the entire city. In partnership with Alger Delta Electric, the Department of Power & Light offers incentives for solar panels and wind turbines, and has net metering capabilities for wind, solar, geothermal, biomass and hydroelectric power systems. In addition to state incentives, the city partners with a number of local agencies to help local residents and businesses improve energy efficiency.



## Community and Economic Development

The future shape of Gladstone as a community is strongly tied to the city's ability to maintain its existing economic base while continuing to diversify and attract new employers. The city has made a concerted effort toward this goal already, and some of the economic and community development tools the city has used are summarized below.

**Downtown Development Authority:** The DDA's development area covers most of the waterfront, the downtown, and the US-2/41 Corridor. The DDA guides development and redevelopment activity in the city's commercial areas, including streetscape improvements and property acquisition, and prepares tax increment financing plans to fund its activities.

### **Downtown Farmer's Market:**

Established in 2013, the Farmer's Market provides a sales outlet for local growers as well as a focal point for community activity during its active season.



Downtown Farmer's Market

### **Brownfield Redevelopment Authority:**

The city's Brownfield Redevelopment Authority helps developers working on eligible properties determine funding sources to assist with redevelopment projects. Delta County's Brownfield Authority distributes funds for environmental assessment of brownfield properties.

**North Bluff Industrial Park:** This 110-acre industrial park is located in the northwest portion of the city and is home to some of the city's largest employers. The city provides utility services, and the area designated for the industrial park has available land to house a substantial number of additional industrial tenants.

**Revolving Loan Fund and Tax Incentives:** Gladstone actively uses financial incentives to attract business. The city's Revolving Loan Fund uses Community Development Block Grant funds to provide gap financing for industrial businesses, and takes advantage of the state's Industrial Property Tax Abatement program. Functionally obsolete commercial and mixed use properties in Gladstone are eligible for partial tax exemption under the Obsolete Property Rehabilitation Act.



Gladstone Area Public Schools

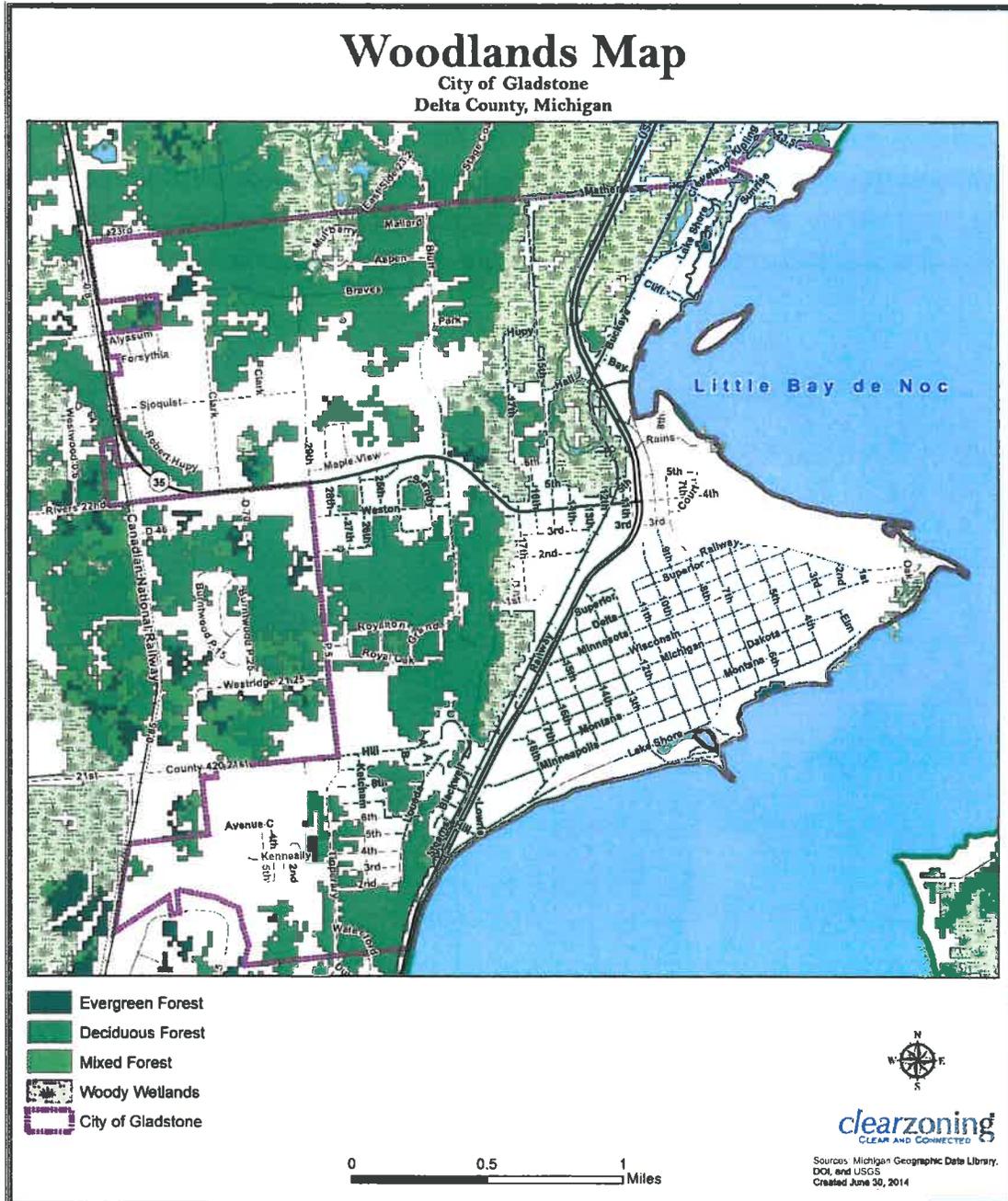
Gladstone Area Public Schools serve the City of Gladstone and the surrounding townships, with a total student population of about 1500 and a teaching staff of 87. The school district operates four schools: Cameron Elementary, which includes a preschool and teaches kindergarten through second grade, James T. Jones Elementary, which houses grades 3 through 5, Gladstone Middle School, and Gladstone High School. The district participates in the Delta-Schoolcraft Intermediate School District, which offers Gladstone students access to the Learning Center for students with disabilities, Vocational Technical Center for occupational programs, Alternative High School for non-traditional students, and a teen parenting program. James T. Jones Elementary and the Middle School are both located next to the Public Library, which offers educational support services to both schools. The district covers a land area of over 87 square miles, and provides bus service for its students.



## F. Natural Features

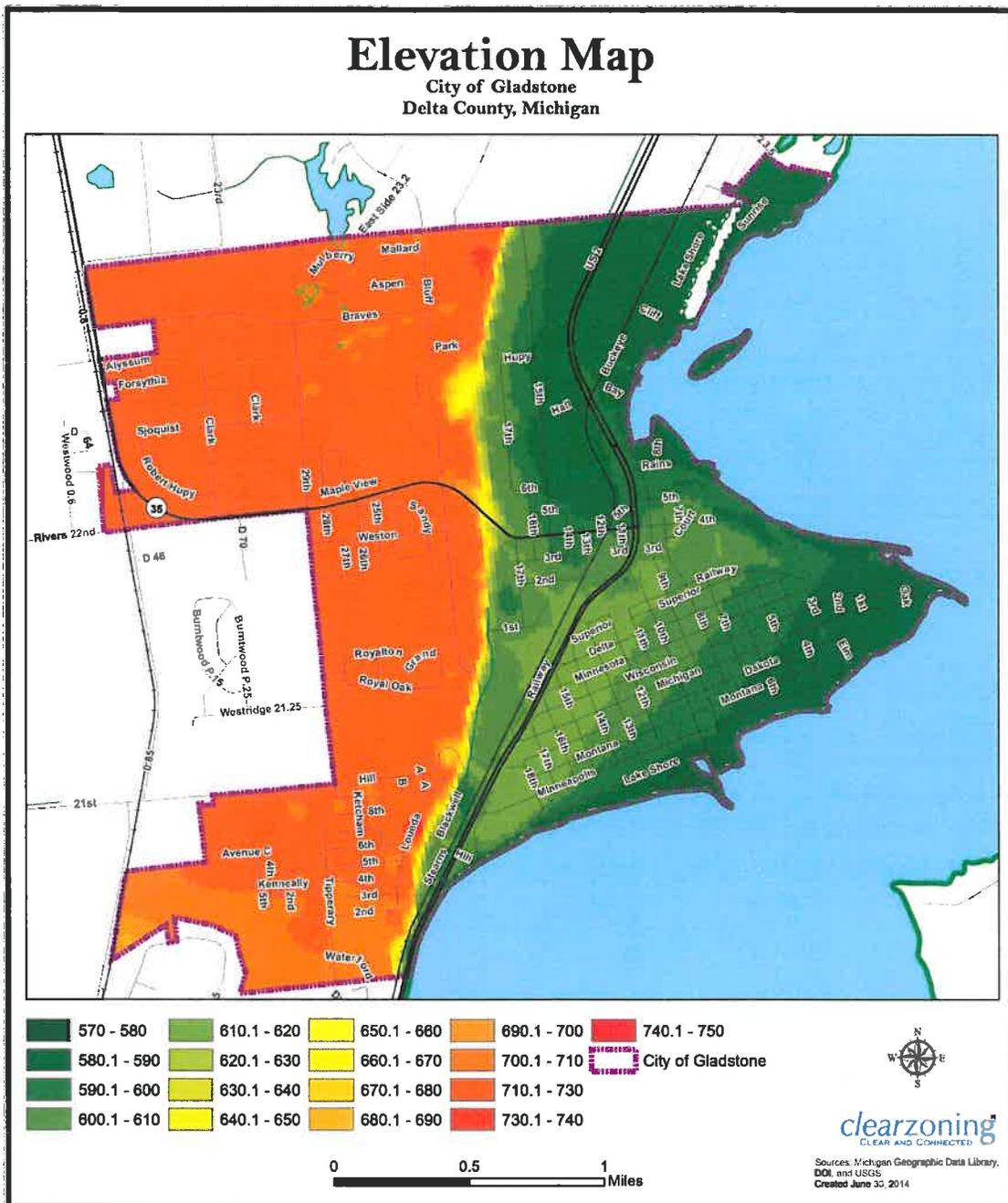
### Wetlands & Woodlands

Among Gladstone's assets is a large amount of open land within the city's boundaries. The northeastern portion of the city is dominated by wetlands, while the rest of the city's open land is predominantly forested. A primary challenge for future development will be to develop in harmony with the landscape, retaining the city's natural character.



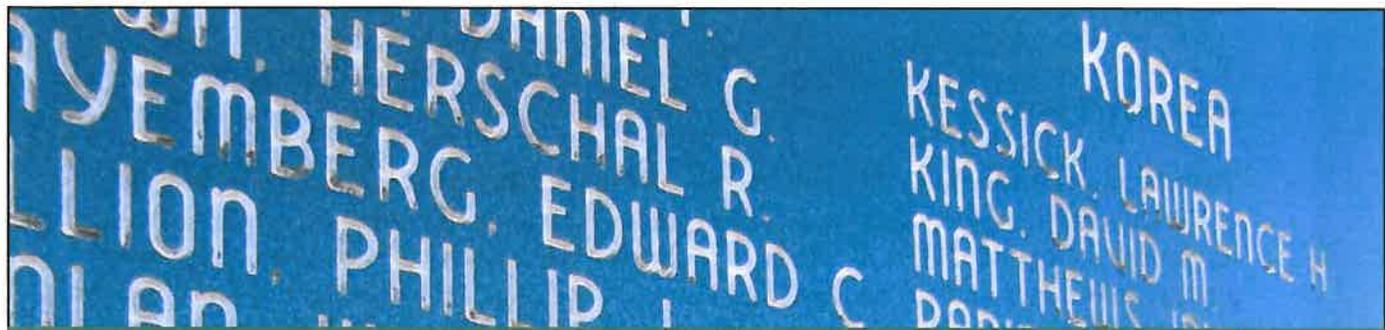
## The Bluff

This elevation map clearly shows how dramatically the one hundred foot bluff cuts through the center of the city and defines its two halves. While the bluff poses connectivity challenges, it is also an asset, providing views and geographic definition of the city's spaces. Future development both below and upon the bluff should consider how best to take advantage of this unique feature.

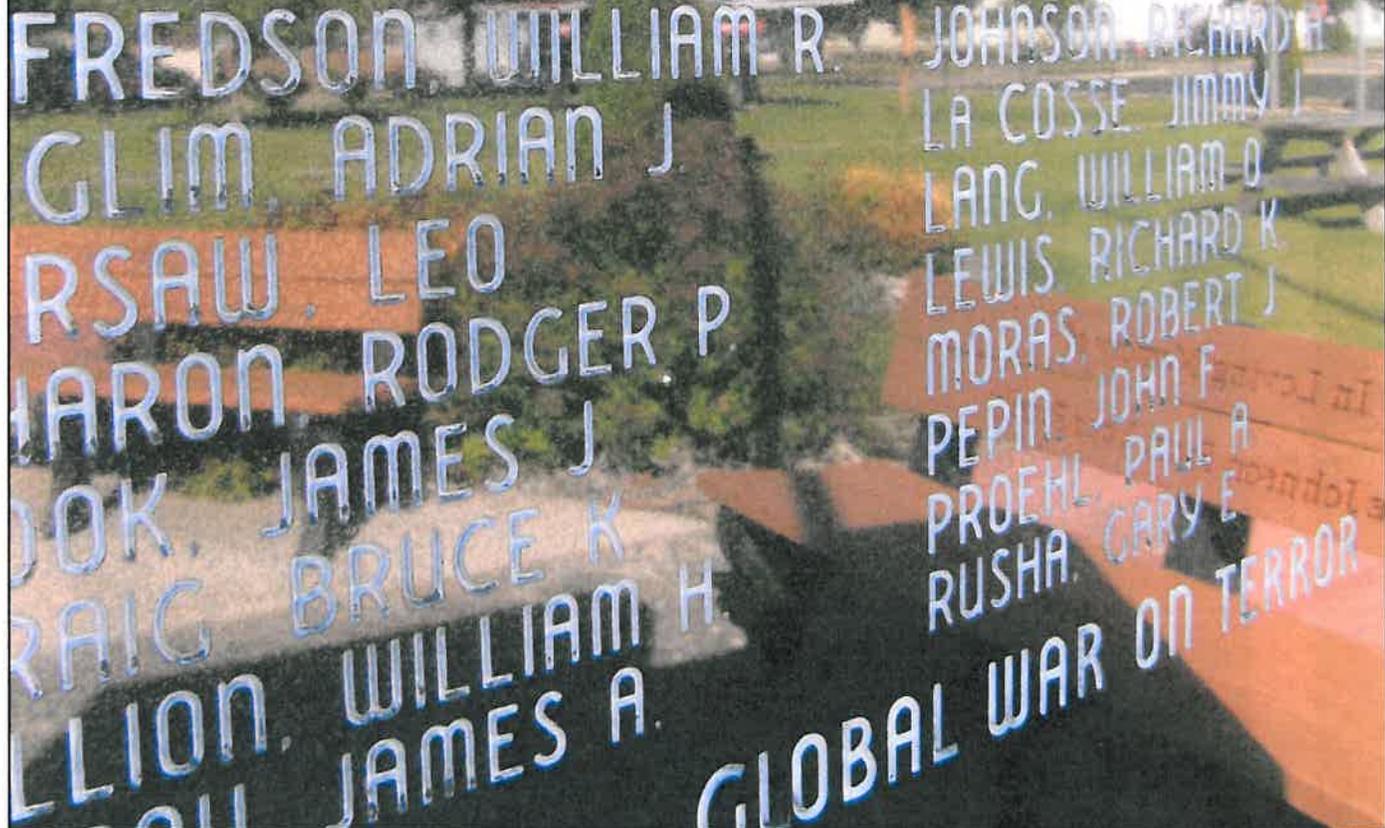


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## VISION & GOALS



## Community Vision

Over the next 20 years, the City of Gladstone will expand its assets, offering a better quality of life and maintaining its hometown atmosphere. Gladstone will continue to be a desirable residential community, offer a range of housing options, support a mix of small businesses that serve resident and visitor alike, and work to expand employment opportunities for all residents. Parks and cultural facilities will be expanded, and the city will continue to work with neighboring communities to provide more efficient services and improved facilities. The city will work to maximize the potential of the waterfront.

- Goal 1:** Redevelop the waterfront in a way that strengthens the city's connection to the lake and maintains public access to the water.
- a. Establish a 100-foot walkway/greenbelt along all city-owned lakefront
  - b. Develop zoning regulations and consider development incentives that support the creation of walkways and greenbelts along the shore for all future private developments
  - c. Develop vacant land on the waterfront
    - i. Identify targeted locations for redevelopment
    - ii. Create a plan for development of a district on the large vacant waterfront area that supports connections to downtown and access to the waterfront
    - iii. Support the development plan with revisions to the Zoning Ordinance
  - d. Develop screening standards for legacy industrial uses on the waterfront
  - e. Promote mixed-use development along North Lake Shore Drive that will not compete with the downtown district
    - i. Amend the Zoning Ordinance and map to support this style of development



**Goal 2:** Develop downtown Gladstone into a regional shopping destination.

- a. Support specialty retailing
- b. Improve wayfinding signage on US 2/41 and M-35 directing people to downtown
- c. Support Downtown Development Authority
  - i. Continue DDA façade improvement program
  - ii. Streetscape improvements, including greening and crosswalks
- d. Promote residential and office uses on upper stories of downtown buildings
- e. Continue to push for a left turn signal on southbound US 2/41 at 4th Avenue
- f. Consider ways to promote Gladstone outside of Delta County
- g. Create a link between the waterfront and downtown
  - i. Further develop non-motorized corridor on 10<sup>th</sup> Street



**Goal 3:** Develop Gladstone's business environment to encourage industry, expand the job market, diversify the local economy, and foster commerce.

- a. Attract new industry
- b. Retain and expand existing industry
- c. Develop tourism industry
  - i. Emphasize recreation opportunities (local and regional) and natural assets
- d. Improve off-street parking facilities regulations
- e. Improve access to businesses along US-2/41
- f. Develop a zoning map and districts that create distinct yet complementary commercial districts in the downtown and along US-2/41



**Goal 4:** Plan for future residential development in a way that makes Gladstone attractive to potential new residents from all walks of life.

- a. Expand the range of housing options
  - i. Amend the Zoning Ordinance to allow for a variety of single and multi-family residential uses, as well as mixed-use structures in appropriate areas
- b. Maintain and rehabilitate existing housing stock
  - i. Continue seeking funding through state and federal agencies such as MSHDA (Michigan State Housing Development Authority) to continue Homeowner & Rental Rehabilitation Programs
- c. Plan for open space in future subdivisions
  - i. Develop a Conservation Subdivision section for the Zoning Ordinance



**Goal 5:** Develop the city's recreation options for locals and visitors.

- a. Continue implementation of the city's 2013 Recreation Plan
- b. Create a system of neighborhood recreation facilities, and link it together to the extent possible
- c. Continue to improve the waterfront
- d. Develop a year-round recreation environment
- e. Promote Gladstone's "Walleye Capital of the World" status



**Goal 6:** Improve non-motorized transportation options, connectivity, and streetscapes across the city.

- a. Develop a comprehensive Complete Streets plan
- b. Improve connectivity between the bluff and the rest of the city
  - i. Address the rail crossing on Blackwell



**Goal 7:** Plan for long-term sustainability and provision of city services.

- a. Plan for the managed extension of public water and sanitary sewer
- b. Develop a street maintenance plan
- c. Create alternative energy production opportunities
  - i. Develop zoning regulations for solar and wind energy systems
- d. Adopt best practices for stormwater management
- e. Develop a comprehensive Capital Improvement Plan
  - i. Include the existing Water Department CIP



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# FUTURE LAND USE



### A. Future Land Use Plan

The Future Land Use Plan is a guiding document intended to record the goals and intentions of the city regarding land use and future development. Future decisions regarding the city zoning ordinance and map will reference the framework provided by this plan. This chapter addresses seven areas:

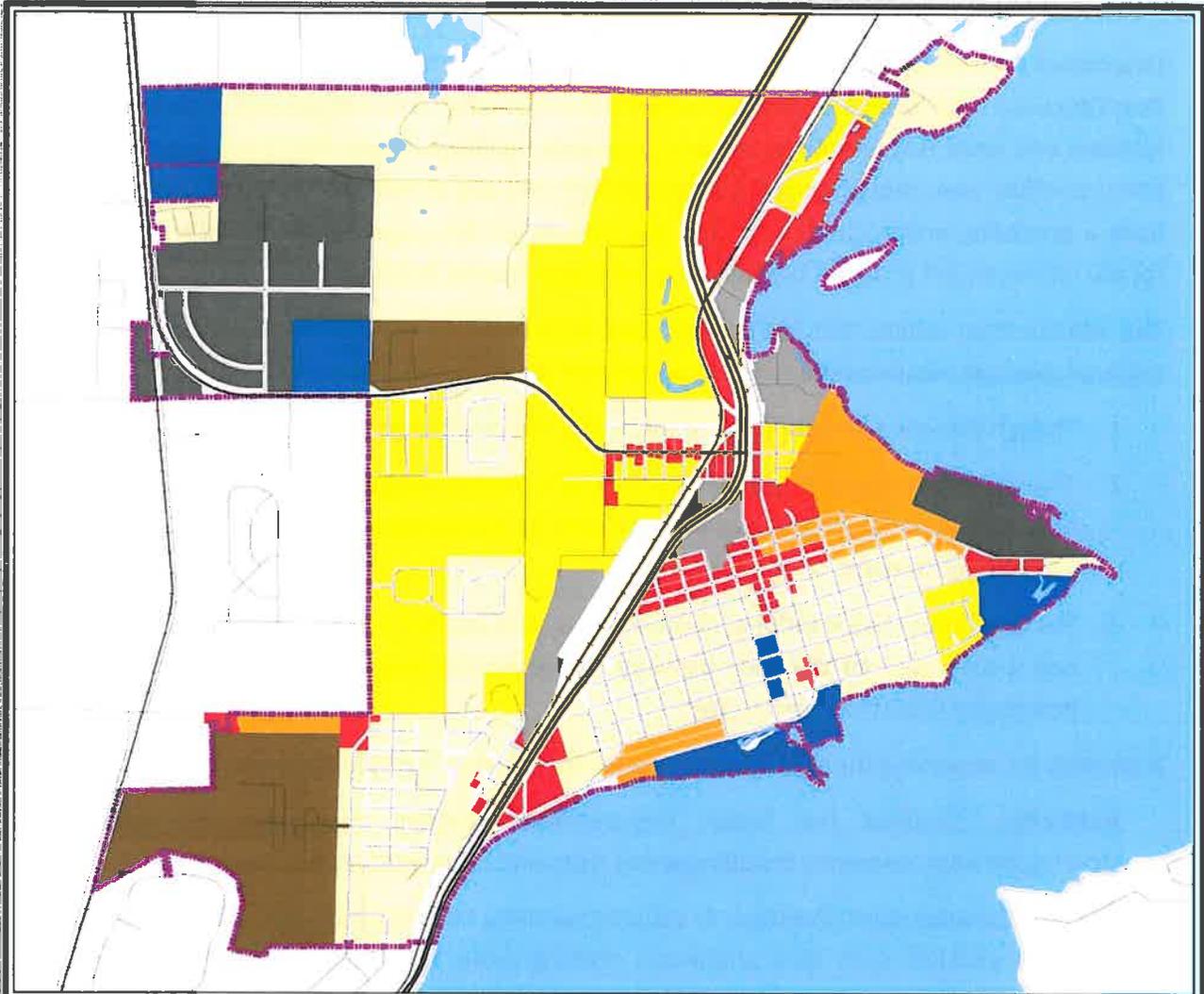
1. Downtown Gladstone & Wayfinding
2. Residential Areas
3. Commercial Areas
4. Currently Vacant Waterfront
5. Open Spaces
6. Complete Streets
7. Industrial Areas

### B. Overall Factors to Consider

Gladstone's location and topography present unique opportunities and challenges to development. The city acknowledged this in its 2007 Master Plan. In its branding, marketing and outreach efforts, the city should continue to build an image as a "year-round playground," an image that is supported by Gladstone's range of recreational opportunities, which include assets outside of the city's boundaries, including Hiawatha National Forest and other natural resource areas.

The individual plans that follow are designed to support the goals and objectives that precede this chapter. The map on the facing page shows Gladstone's current zoning. The Future Land Use map follows at the end of this chapter.





### Zoning Map - 2014

City of Gladstone  
Delta County, Michigan

Sources: Michigan Geographic Data Library,  
Delta County  
Created October 30, 2014

0 950 1,900 3,800  
Feet



- R-1
- R-2
- R-3
- R-4
- B-2
- I-1
- I-2
- PUB
- City of Gladstone



## DOWNTOWN & WAYFINDING

Downtown Gladstone is the city's historic heart and primary retail district. City Hall and the Post Office are both located downtown, which otherwise hosts a mix of general and specialty retailers and small restaurants in one and two-story buildings. Upper floors are most often home to office uses, though upper floor residential uses are permitted. The district does not have a prevailing architectural style, but the Downtown Development Authority's ongoing façade improvement program has helped rehabilitate several building exteriors.

This Master Plan retains the 2007 plan's goal of developing downtown Gladstone into a regional specialty retail destination. The downtown faces several challenges:

1. Though there is a grocery store to the north, the downtown proper has no anchor.
2. Though downtown is surrounded by the city's densest neighborhoods, it has very few residents; downtown residents often provide local businesses with their most reliable source of customers.
3. The downtown has locational disadvantages: it is located away from the waterfront, and it is located off the main highway. Consequently, many visitors may miss what downtown Gladstone has to offer.

A strategy for improving the downtown going forward should incorporate several elements:

**Aesthetics:** Continue the façade improvement program and make incremental streetscape improvements, including street trees and crosswalks as funding allows.

**Business Development:** Continue to support specialty retailers, but work also to bring in potential anchors, such as a pharmacy, clothing store, or mid-size family restaurant. Develop a brochure with a corresponding online version touting downtown businesses.

**Connectivity:** The 10th Street Corridor project improved the downtown's most direct connection to the water; a similar project at the west end of Delta Ave could improve the connection to US-2/41.

**Residents:** Promote upper floor living in the downtown.

**Visibility:** Though downtown Gladstone is removed from the highway and waterfront, it is not far from either. Simple signage on the highway, in the district, and at other destination points in the city, such as the sports park, could direct people to the downtown and increase awareness of its presence. The facing page elaborates on this.





### Wayfinding Signage

The examples at lower left show conceptually what highway signage on US-2/41 might convey, while the example above shows how a sign could make downtown feel more navigable for a visitor. The walking map at top left is located in Chelsea, Michigan and gives walking distances; district maps can be a lively, living part of the district, incorporated into the built environment.

At bottom is a sign that already exists near Van Cleve Park; this type of signage is valuable to visitors and residents alike. In considering how best to promote the downtown through signage, the city already has an example on which to pattern future work.

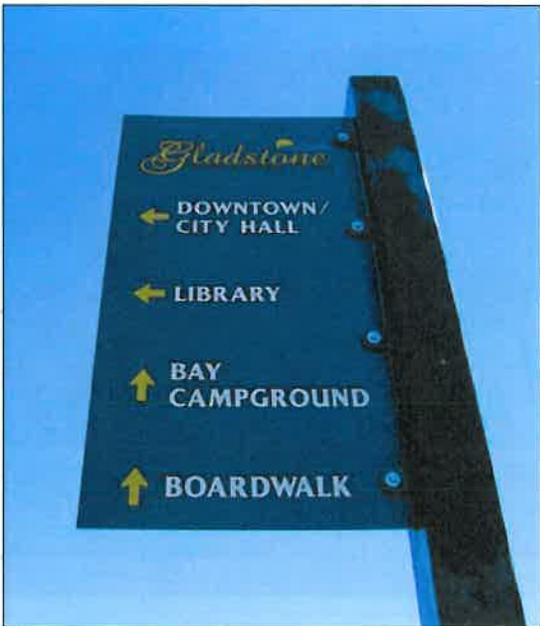
## Downtown Gladstone

10th & Delta

	Walking
↖ Veterans' Memorial Park	5 min
➡ Van Cleve Park/Waterfront	10 min
↗ Gladstone Bay Campground	20 min
⬇ City Hall	2 min

**DOWNTOWN  
GLADSTONE** ➡

**CAMPGROUND  
PLAYGROUND  
SHORE PARK** ➡



# RESIDENTIAL AREAS

Gladstone has several different types of residential neighborhoods. The older portion of the city, in the area below the bluff surrounding downtown, features a grid pattern of small blocks, homes on smaller lots, with rear alleys (despite this, many have front driveways) and mature trees. On the bluff, many neighborhoods feature larger, wooded lots and a generally more suburban or exurban atmosphere. There are two manufactured housing parks and one retirement community on the bluff. Much of the rest of the city's housing is in small multi-family complexes near the lakeshore and on the bluff. About a quarter of Gladstone households rent.

The city's goal is to provide a mix of housing options that will attract new residents from all walks of life. The existing mix is fairly eclectic; however, this plan notes several areas of potential opportunity or need:

- **Downtown Living:** Residents provide a downtown with a consumer base, increase property owner revenue, and contribute to a 24-hour activity level in the district. Allowing somewhat higher-density housing development and encouraging upper floor residential uses in the downtown are two potential paths to promoting downtown living. Upper floor living and the conversion of vacant space to apartments can be incentivized financially using tax credits, tax stabilization or reduction measures, or Community Development Block Grant funding.



- **Other Mixed Use Residential:** There may exist opportunities for mixed commercial/residential structures outside of downtown, particularly in the currently undeveloped waterfront areas designated for Flexible Development in this plan.
- **Attached Single Family Housing:** Maximizing the development potential of high-value areas such as the waterfront may call for allowing higher density single family housing options such as townhomes, rowhouses, and attached condominiums. These housing types are suited to both year-round and seasonal residents, and may offer a pathway to providing a wider range of affordable housing options within the city. Higher-density districts with close access to commercial uses are senior-friendly as well, and may be attractive to Millennials and retirement-age Baby Boomers seeking alternatives to typical suburban development.
- **Multi-family:** The city has a modest amount of multi-family rental housing at present, and this type of housing should be in the mix when considering potential uses for undeveloped waterfront. As with attached single family housing, multi-family housing can provide opportunities for affordable housing, senior living, empty nesters wishing to downsize, and young adults.
- **Cluster/Open Space Housing:** Cluster or open space subdivisions can help preserve the wooded, rural character of the areas in which they are built. The city should consider developing a zoning provision specific to this development option, which is currently an option under the Planned Unit Development provision, which sets minimal standards for this type of development.
- **Flexible Development Areas:** As discussed above and in the Waterfront Plan, multifamily and attached single family development can address multiple housing needs. The Flexible Development Areas identified in this plan are designed to allow these areas to respond nimbly to demand for multiple types of housing, from single family to mixed-use buildings.

#### Homeowner & Rental Rehabilitation/Vacant Homes

The city operates a Homeowner & Rental Rehabilitation program, which should be continued and expanded when possible. The city's fairly high vacancy rate (around ten percent) increases the risk that unoccupied homes will fall into disrepair. The city should consider ways to ensure that these homes are maintained; these may include communication with absentee owners, code enforcement, liens, and direct funding for upkeep. The city should consider developing neighborhood beautification awards for exemplary home sites.



## COMMERCIAL AREAS

The fairly small population of the region and the fact that Gladstone is smaller than its only neighbor, Escanaba, are major factors affecting the city's commercial landscape. Escanaba is home to the big box and general retail uses typically found at the urban fringe across the country; these businesses draw clientele from a large area of the Upper Peninsula, and most are within a fifteen-minute drive of much of Gladstone.

With fewer than 40,000 residents, the area around Gladstone has a ceiling on the number of commercial uses it can support; tourism raises this ceiling somewhat, particularly where dining, hospitality, and specialty retail are concerned.

According to data compiled by ESRI from Dun & Bradstreet, most retail market categories are underserved within a five-minute drive time of downtown Gladstone. However, when the drive time area is expanded to fifteen minutes, we find that the number of retail market categories that remain underserved falls dramatically. Underserved retail market categories within a fifteen minute drive time of downtown Gladstone are listed in the box below:

Auto dealers	Luggage and leather goods
Electronics and appliances	Sporting goods/hobby/musical instruments
Lawn & garden equipment and supply	"Other general merchandise"
Beer, wine and liquor	Florists
Clothing & shoes	Special food services
Jewelry	Drinking places

Not all of these market categories are equally appropriate for Gladstone, but this list provides a starting point for identifying entrepreneurial opportunities and gaps that outside businesses might fill.

Given limitations on demand for retail, this plan considers two types of retail: freeway service retail, including gas stations, convenience stores, and fast food, and local/specialty retail. Currently, the city's zoning map has a single zoning classification for all commercial uses, with very large areas of land along US-2/41 designated for commercial use. The 2007 Master Plan reduced the amount of land in northern Gladstone planned for commercial use and expanded commercial areas in southern Gladstone and west of the M-35/US-2/41 junction. In general, this plan builds on the previous plan, with one important distinction: the commercial uses in the downtown core have been distinguished from the commercial uses along the state and US routes with a separate commercial zoning classification.



General Commercial

Located mainly on M-35 and US-2/41, the General Commercial district accommodates the types of freeway service businesses that capture much of their clientele from pass-through traffic, as well as restaurants and necessities such as grocery stores.

Central Business District

Located primarily along Delta Avenue, the Central Business District is the city's downtown, and accommodates a wide range of businesses, with a focus on specialty retail, restaurants, and other businesses that serve local residents while also drawing visitors. Office uses are also concentrated here. Freeway service-type uses, such as drive-thrus, are not permitted in this district.

Commercial Uses in Flex Development Areas

Specialty commercial uses and office uses should be permitted in the Flexible Development areas as part of planned developments.

Seasonal Commercial Uses

While the focus of economic development efforts will likely be on attracting and supporting uses that serve the community year-round, the city must recognize that certain seasonal commercial establishments are appropriate and beneficial as well.

Tourism

The city's tourism industry, centered around the outdoor recreation opportunities that abound in the region, should be a focus of the city's future marketing. As tourism grows, opportunities for specialty retailers may grow along with it.



Gladstone's primary commercial district is its downtown (top), but auto-oriented, suburban-style commercial development (bottom) also occupies a meaningful niche in the city's land use.



# THE WATERFRONT



One of Gladstone's most unique features is the very large area of undeveloped waterfront that lies northeast of downtown. With the right plan, this area could be an enormous asset for the city and the location of a vibrant and distinctive district. The waterfront of North Lake Shore Drive, while partially developed today, also offers tremendous opportunity for future development.

This plan proposes the establishment of a Flexible Development district in these areas. This zoning classification is designed to attract development by providing potential developers with the ability to design innovative and interesting projects that maximize the use of the waterfront and expand the city's tax base. Elements of such a district should include:

1. Allow a mix of detached or attached single family and multi-family residential, small commercial, small office, and public or quasi-public uses. Allow higher density development.
2. Encourage Planned Unit Development.
3. Businesses that strongly support the tourism industry, such as hotels, should be permitted uses, subject to clear standards. If people come to play in Gladstone, they should be able to stay in Gladstone.
4. Innovative design that responds to changing markets should be encouraged. For instance, a multi-story building may be designed with a tall ground floor that can initially be occupied by residential uses but later be converted to commercial uses as demand arises.
5. Non-motorized road users should be accommodated from the start, via off-street pathways, sidewalks, and other facilities, such as bike lanes and bike parking.
6. Consider how to develop height limits that work with the site's naturally stepped terrain.
7. Consider developing simple design standards to guide the development of a unified district.
8. Integrate public amenities into the district:
  - Establish a publicly accessible greenbelt along the water's edge.
  - Work to connect the greenbelt to the city's other waterfront walkway systems.
  - Consider a focal point for the district, such as a central square or pier.
  - Identify areas where and ways in which tourism activities, such as kayaking or sport fishing, might be accommodated.





Shoreline of the undeveloped waterfront area, with commanding view of Little Bay de Noc.

Development of these areas may take time, but developing a plan for the area will help the city communicate to developers what it wants and that it is receptive to good ideas. In the meantime, building an understanding at the municipal level of potential challenges to development in the area, including property disposition, site history, and public attitudes toward potential projects on the site could help smooth the way for a future project.

While it is a smaller area with existing development, North Lake Shore Drive offers potential for redevelopment as its own district and may warrant future treatment as its own special study area.



The view from the fishing pier on North Lake Shore Drive.



# OPEN SPACES

Gladstone has an abundance of open space, ranging from tiny playground parks in the neighborhoods to large, well-groomed facilities such as the sports park and Van Cleve Park, and undeveloped wetland and woodland. The city's park and recreation facilities total over 1,000 acres. These spaces contribute to the city's overall image as a place in harmony with its natural setting.

Gladstone adopted its most recent Recreation Plan in 2013. This plan adopts the goals of that plan by reference, and offers several complementary ideas, particularly regarding the city's undeveloped open space.

## Stewardship of Natural Places

Gladstone's boundaries encompass several large areas that to this point have been left in their natural states. Developing a vision for whether and how these areas should be developed is important to maintaining the community's character. Preservation of large wetland areas such as those in the city's northeast should be prioritized. Future housing development on the bluff should be encouraged to use the open space subdivision model, designating unspoiled open space to remain open in perpetuity.

Adoption of stormwater management best practices as outlined by the EPA can provide guidelines for developers as to how best to mitigate runoff, an important consideration given the city's proximity to Lake Michigan and the fact that the water helps support the tourist economy.

## Waterfront Access

As outlined elsewhere in this plan, maintaining public access to as much of the waterfront as possible offers environmental and economic benefits. Provisions for the Flexible Development Areas should emphasize the importance of keeping this asset available to everyone. Where development already exists, the city should work with private stakeholders to find ways to complete the public waterfront.

## Managed Open Spaces/Parks & Recreation

The city should pursue the implementation schedule of its adopted Recreation Plan and continue working to expand its non-motorized pathways system, creating regional links where possible and seeking to link its own facilities to each other. The city already possesses enviable public amenities, and Van Cleve Park can rightly be called a regional jewel; future improvements will be building on some of the community's most outwardly evident strengths.





Van Cleve Park, looking toward Kids' Kingdom



Saunders Point

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3 VISION & GOALS

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# COMPLETE STREETS

Complete Streets is a term used to describe a transportation network that includes accommodation for vehicles, pedestrians, cyclists, and other legal users. Complete Streets provide transportation choices, allowing people to move about their communities safely and easily. As the community's population ages, Complete Streets will become ever more essential to preserving the mobility of its residents.

Gladstone has some elements of a comprehensive Complete Streets approach in place already, including several off-street multi-use paths and boardwalks that offer non-motorized connections to locations around the city. Connections to regional trail systems should be expanded going forward, and the city should continue to explore a potential non-motorized connection to Escanaba. As it continues to grow, this network will be an asset to residents and visitors alike.

Gladstone publishes a snowmobile map and a parks and trails map, both of which enhance the ability of non-automobile transportation users to navigate the city. Combining these maps and including preferred bike routes through the city could offer an even stronger guide to the city; such a guide should also publicize the presence of the Gladstone Yellow Bikes, seasonally available bikes that anyone can borrow free of charge from the Harbormaster to ride around town. These bikes offer a convenient and quick way for guests visiting by boat to get from the marina to downtown, parks, and other public amenities.

## Complete Streets Downtown

Downtown Gladstone is a hub of community activity and should be a focal point for long-term Complete Streets planning. Within the downtown itself, improving bicycle parking options in conjunction with businesses will help facilitate non-motorized visits to the district, while developing the network of signed bicycle routes mentioned above could help encourage cycling by improving perceptions of safety and accessibility. Such a network could also feed into a system of wayfinding signage. In particular, establishing the preferred bicycle route between downtown and Van Cleve Park, either on or parallel to 10th Street, could improve interactivity between the two areas.

With regards to safety, more prominent and sharply visible crosswalk striping is one method of improving safety for pedestrians, and this can be applied throughout the city as well. However, a striping style distinctive to downtown can help broadcast the district's unique identity and pedestrian orientation.



Other Considerations

In areas of the city with longer, higher-speed streets, ensuring that ample shoulder or sidewalks are present to accommodate non-motorized users minimizes conflicts with vehicles. Striped or separated bicycle lanes may be appropriate for certain streets.

In certain neighborhoods, some curbs have not been updated to comply with the standards of the Americans With Disabilities Act. The development of a future Capital Improvement Plan should identify these locations and schedule the installation of ramps over a reasonable timeframe.

Complete Streets strategies also consider the circulation and safety of vehicles. Major challenges to vehicle circulation include the lack of a left turn signal for southbound travelers on US-2/41 at 4th Avenue and the rail crossing. The city has worked to address delays on Blackwell by installing signage that signals when a train is moving through the crossing, but additional remedies may be available; discovering them will require coordination with Canadian National.



People cycling downtown must have secure places to park their bicycles and should have confidence in the safety of the routes they choose. More prominent crosswalk striping could help improve safety for non-motorized users. As they mature, street trees will also help complete the street by providing shade, softening the hardscape and bolstering pedestrians’ sense of enclosure while using the sidewalk.



# INDUSTRIAL AREAS

Gladstone's industrial areas provide vital tax base and employment for the community. Most industrial development is concentrated in the rail corridor and in the industrial park. Two of the city's most prominent industrial companies, Besse Paper Products and Upper Lakes Coal Company, occupy sites on the shore of Little Bay de Noc. Hoegh Pet Casket Company offers popular tours of its factory, an interesting example of the tourism industry dovetailing neatly with general industry.

Important considerations for industrial areas going forward are focused in three areas:

- Maintaining the existing industrial base.
- Drawing new industry to the city and achieving full occupancy of the industrial park.
- Developing standards to help industry coexist aesthetically with neighboring uses.

## Maintaining the Existing Industrial Base

Land currently zoned industrial in the city will remain designated for industrial activity. While these areas are not expanded on the Future Land Use map, many current tenants of these sites have room to grow and there are vacancies in the industrial park. Keeping businesses engaged in the city is important to business retention. The city should consider creating a schedule for annual engagement with each of its industrial businesses.



The Canadian National Railway provides local industry with a connection to distant markets.



**Filling Out the Industrial Park**

North Bluff Industrial park is a state-certified industrial park located on the bluff at the western edge of the city. There remain a number of vacant sites within the park; each site is potential employment and tax revenue for the city. Gladstone already owns several of these sites and should consider acquiring others for the right price in order to ensure that land will be available. Streamlining approval processes and actively marketing the land will help attract new tenants.

**Screening Standards for Industrial Uses**

Industrial uses below the bluff are by and large not well-screened from other uses or the roadway. Entering the city from the north on US -2/41, visitors are presented with scattered industrial buildings before seeing the central city. Developing screening standards that use plantings and landscaping to screen these uses will help improve Gladstone’s aesthetic environment.



Directory of the Certified Industrial Park on the bluff.



Stronger screening standards could help certain industrial uses integrate more harmoniously with surrounding areas.



# FUTURE LAND USE MAP

The Future Land Use map considers the preceding plans and provides a generalized set of land use classifications. The classifications on this map do not correspond one-to-one with the districts on the current zoning map, but are rather intended to guide future changes to the zoning map and districts established by the Zoning Ordinance. The map divides the city into the following future land use classifications:

**LDR: Low Density Residential** areas are planned for single family homes on modest-to-large lots and open space conservation developments. Special land uses such as places of worship, unlighted golf courses, and group child care homes are also accommodated in these areas.

**MDR: Medium Density Residential** areas are planned for single family homes on relatively small lots, attached single family housing, and planned developments such as site condominiums and manufactured housing parks.

**HDR: High Density Residential** areas are planned for multi-family housing.

**FLEX: Flexible Development** areas are planned for mixed-use development, including retail, hospitality, restaurant, office, high density residential, and public or private open space uses. One possible development tool for these areas is planned unit development, but a new zoning district for these areas would be designed to respond to market demand for varying types of development.

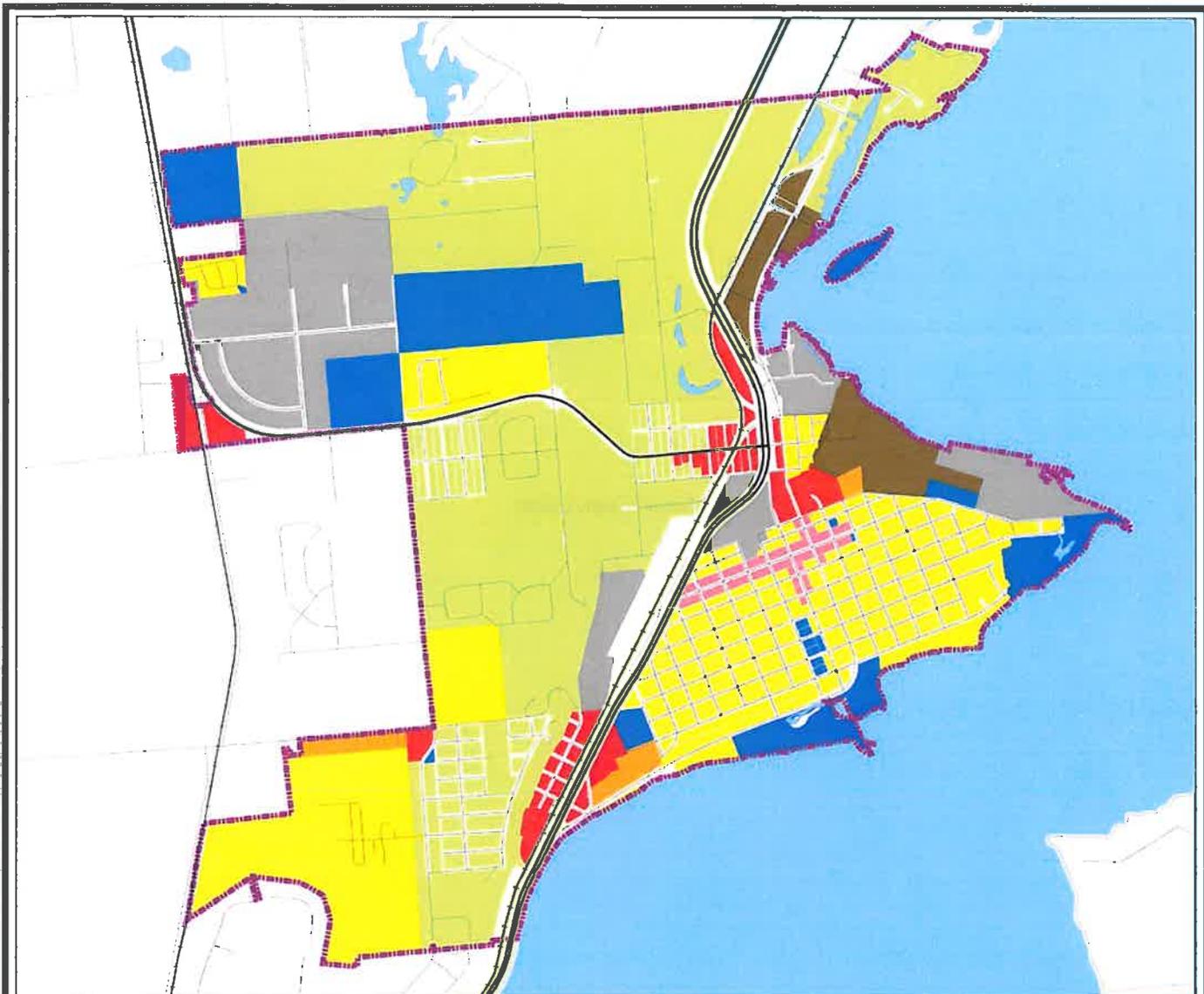
**C: Commercial** areas are planned primarily for automobile-oriented retail uses, including grocery stores, gas stations, branch banks, convenience and general merchandise stores, and quick-service restaurants. Office uses, including medical offices, are also appropriate for these areas.

**CBD: The Central Business District** is Downtown Gladstone. It is planned for mixed use, with a primary focus on municipal uses, specialty retail, galleries, entertainment, quick-service and full-service restaurants, bars, small offices, personal services, and upper floor residential.

**I: Industrial** areas are planned for industrial uses, including resource processing, manufacturing, assembly, transportation, logistics, construction, recycling, research, technology, and other more intensive activities.

**PQP: Public/Quasi Public** areas include schools, parks, playgrounds, the public library, the campground, and miscellaneous municipal uses





## Future Land Use - 2014

City of Gladstone  
Delta County, Michigan

0 1,000 2,000 4,000  
Feet



**clearzoning**  
CLEAR AND CONNECTED

Sources: Michigan Geographic Data Library,  
Delta County  
Created October 7, 2014

 City of Gladstone

-  LDR Low Density Residential
-  MDR Medium Density Residential
-  HDR High Density Residential
-  FLEX Flexible Development
-  C Commercial
-  I Industrial
-  PQP Public/Quasi Public
-  CBD Central Business District



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# IMPLEMENTATION





The implementation strategies of this chapter will assist the city in putting the key recommendations of the Master Plan to work. This chapter first discusses the tools that will allow the city to pursue its goals, then follows with an implementation program. The implementation program sets priorities and correlates specific plan proposals with the appropriate implementation tools. These tools should be referred to frequently and used systematically so that the outcome is a consistent program of implementation over whatever period of time is required to achieve the Master Plan recommendations.

### **Implementation Tools**

#### Zoning Ordinance Standards

The most effective tool to implement the land use arrangement of the Master Plan is zoning standards and districts. A zoning ordinance is not meant to be a static document. The experiences communities undergo in the application of their zoning rules and the review of unusual new land uses constantly change the body of professional knowledge related to planning and zoning standards. Periodic review of the zoning ordinance will result in the application of the most up-to-date standards in the design of new uses and the maintenance of existing developments.

#### Special Design Plans and Functional Plans

Sometimes a Master Plan must be followed by more detailed design studies in order to illustrate specific concepts that can only be covered briefly in the plan. Functional plans can also help to implement certain ideals outlined in the plan.

#### Code Enforcement

Simple code enforcement can often turn the tide with regard to the image of an area.



### Subdivision and Condominium Regulations

Subdivision Regulations and Condominium Regulations are valuable tools in achieving the type of residential development desired by the city. These ordinances should be periodically reviewed and updated to incorporate effective standards that will result in high quality, attractive residential developments.

### Site Plan, Special Land Use, and Rezoning Approval

Many essential components of the plan will be the subject of a site plan or special land use application, in some cases preceded by an application for rezoning. The standards for site plan and special land use review should clearly set forth any discretionary powers the city feels it must reserve. Once such standards are in place, the Planning Commission must adhere to them consistently when reviewing development proposals. The implementation of the Plan is likely to take 20 years or longer. In order to maintain the vision, consistent application of design criteria and development standards will be essential.

### Federal and State Grant Programs

Federal and State grants are much smaller and more competitive than in their heyday during the 1950's through the mid-1980's. There are still programs in place, however, particularly for pollution abatement (sanitary sewers), pedestrian enhancements (related to roadway projects), and parks and recreation. Proper planning in advance is generally the key to success in securing these grants. Often, the granting agency is particularly interested in innovative projects that stretch the grant dollars or present a concept that is transferable to other communities. Projects that involve two or more neighboring municipalities often receive priority for funding.

### Re-evaluation and Adjustment of the Plan

The final—and sometimes most difficult—step in the planning process is re-evaluation and adjustment. The process is continuous. A community's population, economic status, goals, land uses, land use problems, and political climate are constantly changing. It is important to assess how well the Plan is addressing the present land use issues in the community, and whether amendments should be made to keep the Plan relevant and make it the most appropriate guide for the community's future land use. If the Plan no longer reflects the vision of the community, the Planning Commission can then begin the planning process again.



## Implementation Program

Implementation approaches to the goals and recommendations of this plan are outlined on the following pages. These strategies constitute actions or series of actions that can be taken to reach a stated objective, after which the work will typically change to achieve a follow-up objective.

This chapter addresses strategies for implementing this plan, establishing priorities and general timeframes. Complete Streets implementation strategies are broken out into a Complete Streets Strategy. A Zoning Plan then addresses necessary changes to the ordinance and map and establishes a framework for implementing those changes. Goals and objectives presented here do not precisely match those presented earlier in this plan, as certain items have been organized as part of the Complete Streets, Zoning or Marketing & Wayfinding strategies.

## Implementation Strategies

Objective	Strategy	Priority	Timeframe
<b>Goal 1: Waterfront Redevelopment. Strengthen the city's connection to the lake.</b>			
Preserve public access to the water.	Establish a 100-foot walkway/greenbelt along all city-owned waterfront.		Mid-term
	Consider incentives to opening access to the privately owned lakefront.		Mid-term
	Develop regulations to preserve water access in future development.		Mid-term
Plan for development of vacant waterfront property.	Identify targeted locations for redevelopment.		Near-term
	Create a plan for development of a district on the large vacant waterfront area that supports connections to downtown and access to the waterfront, including a regulatory framework.		Mid-term
	Support the development plan with revisions to the Zoning Ordinance.		Mid-term
Promote harmony between industrial and non-industrial uses on the lakefront.	Develop screening standards for industrial uses.		Near-term
Understand potential challenges to development of the waterfront.	Inventory property disposition, site history, and public attitudes toward potential projects on the site .		Near-term



Objective	Strategy	Priority	Timeframe
<b>Goal 2: Downtown Gladstone. Develop downtown into a regional shopping destination.</b>			
Nurture a mix of specialty and anchor businesses that serve both residents and visitors.	Develop a business recruitment strategy and action plan, including a business recruitment package.		Mid-term
	Allow innovative uses such as shared kitchens, pop-ups, and entrepreneurship incubators.		Near-term
	Explore property owner/business owner interest in establishing a Business Improvement District.		Near-term
	Develop online and print tools to promote awareness of downtown businesses.		Near-term
Promote upper floor residential.	Seek capital to fund matching loans for life safety and other upper floor improvements that enable residential conversions.		Mid-term
	Promote upper floor redevelopment to downtown property owners, highlighting financial benefits.		Mid-term
Improve gateways to downtown.	Consider a similar project to the 10th Street improvements on Delta Avenue.		Long-term
	Pursue the wayfinding plan found later in this chapter.		Near-term
<b>Goal 3: Economic Base. Encourage industry, expand the job market, diversify , and foster commerce.</b>			
Expand job opportunities industry through attraction, retention, and expansion.	Develop a schedule of retention visits to all industrial tenants in the city.		Near-term
	Consider acquiring additional vacant industrial sites.		Near-term
	Streamline approval processes for upgrades and expansions to existing facilities.		Mid-term
	Actively market industrial properties via the MEDC and to trade groups.		Near-term
Promote harmonious relationships between land uses.	Improve off-street parking regulations.		Mid-term
	Develop screening and lighting standards for non-residential sites.		Mid-term



## Implementation Strategies, continued

Objective	Strategy	Priority	Timeframe
<b>Goal 4: Residential Development.</b> Make Gladstone attractive to new residents.			
Shore up future population levels.	Market the city as a family-friendly place with excellent schools.		Near-term
Accommodate the city's growing senior population.	Enable residential retrofits for accessibility and plan for a diversity of housing styles. Adopt standards for adult foster care.		Near-term
Expand the range of housing options.	Amend the Zoning Ordinance to allow for a variety of single and multi-family residential uses, as well as mixed-use structures in appropriate areas, as determined by the Planning Commission.		Mid-term
Maintain and rehabilitate existing housing stock.	Re-establish the city's Homeowner & Rental Rehabilitation programs.		Mid-term
	Enhance code enforcement for residential properties, emphasizing vacant homes.		Near-term
Plan for open space in future subdivisions.	Develop a set of neighborhood beautification awards.		Near-term
	Adopt fuller standards for open space subdivisions.		Mid-term
<b>Goal 5: Environment &amp; Recreation.</b> Develop recreation for locals and visitors, consider natural spaces.			
Develop a year-round recreation environment.	Pursue grants to execute the city's adopted recreation plan.		Near-term
Plan for the future of undeveloped land in the city.	Establish a public input process for developing a vision regarding whether and how to develop remaining natural spaces within the city.		Mid-term
Protect the city's water assets.	Adopt stormwater management best practices, as outlined by the EPA.		Long-term
<b>Goal 6: Complete Streets.</b> See the Complete Streets plan later in this chapter.			
<b>Goal 7: Sustainability and Services.</b>			
Plan for the managed extension of city services and maintenance of existing assets.	Develop a comprehensive Capital Improvement Plan for the city.		Near-term



### Marketing & Wayfinding Strategies

Marketing the city is a key to expanding the tourism industry, and can also support expansion of retail options and the commercial and industrial job base. Improving wayfinding and directional signage in the city strongly complements a good marketing plan by making the city easy to navigate for visitors.

Objective	Strategy	Priority	Timeframe
<b>Marketing</b>			
Promote Gladstone outside of Delta County.	Build on the city's "Walleye Capital of the World" status to attract sportsmen.		
	Develop the city's complementary "Year-Round Playground" message to highlight the wide range of other recreation opportunities the city offers.		
Attract families to live in the city.	Promote the city's recreation options and strong school system.		
	Position Gladstone as a community that promotes healthy outdoor living.		
Bring higher-income jobs to the city.	Leverage the fact that Gladstone residents are on average more highly educated than other residents of the region.		
<b>Wayfinding</b>			
Highlight the location of downtown Gladstone and the city's many recreation facilities to travelers on M-53 and US-2/41.	Work with MDOT and other relevant agencies to determine the best locations for directional signage; develop a style acceptable to the road agencies that will stand out to drivers passing through the area.		Near-term
Develop a system of in-town wayfinding and directional signage.	Inventory the important sites and districts in the city that might benefit from signage guiding visitors to them.		
	Identify locations where wayfinding signs are appropriate and determine the destinations to place on each sign. As a first step, consider using a free service such as <a href="http://walkyourcity.org">walkyourcity.org</a> to gauge the effectiveness of signage locations.		Near-term
	Place a map with walking distances in an appropriate location downtown.		



## Complete Streets Strategy

Gladstone's goal is to provide safe, efficient and well-maintained roadways that accommodate all modes of transportation throughout the city. These Complete Streets implementation strategies offer several methods for working toward this goal.

Objective	Strategy	Priority	Timeframe
Determine how best to apply Complete Streets principles in different areas of the city.	Identify road types and develop a set of standards for non-motorized accommodations on each type.		Near-term
Ensure equal access for all users in new developments.	Develop Complete Streets guidelines for new developments, including those that may occur in areas designated FLEX.		Near-term
Plan for the long-term accommodation of all road users.	Develop guidelines for the rebuilding of existing roadways in a manner that accommodates all users and modes.		Mid-term
	Set traffic volume thresholds for the addition of paved shoulders, shared lane markings, bike lanes, off-street paths, lighted crossings, and other non-motorized accommodations.		Long-term
Educate drivers, bicyclists, and pedestrians about road users' duty to share.	Produce small handouts to distribute at City Hall and to driver's education students in the city.		Near-term
Publicize the city's non-motorized network	Combine the snowmobile and parks & trails maps with other information to make a comprehensive online & print brochure.		Mid-term
Increase safety on city roads for bicyclists.	Establish bike routes marked with signs to focus bicycle travel onto the most appropriate roads; include a Downtown-Van Cleve connector.		Mid-term
	Continue developing the off-street path network.		
	Maintain shoulders on higher-speed roads.		
Establish or improve connections to regional trails and neighboring communities.	Study the most feasible routes for future pathways, considering connections to other non-motorized facilities.		Mid-term
	Establish a public engagement process to study routes and secure buy-in from owners whose property falls along potential routes.		Mid-term



Objective	Strategy	Priority	Timeframe
Improve secure bicycle parking options.	Work with businesses and Parks & Rec to determine the best locations and funding partnerships.		Near-term
Enhance pedestrian safety.	Stripe intersections with high-visibility crosswalks; use a distinctive style downtown to distinguish the district.		Near-term
Improve accessibility.	Identify those few curbs not yet compliant with ADA regulations; schedule installation of ramps as part of a Capital Improvement Plan.		Mid-term

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## Zoning Plan

The Zoning Plan shows how the city's long-range land use plan will be implemented through changes to the Zoning Ordinance and map. The table at right shows how the land uses of the Future Land Use map generally align with the city's existing zoning districts. Several new districts will be needed over the long-term. The text below outlines and prioritizes Zoning Ordinance amendments.

Land Use	Zoning District
LDR Low Density Residential	R-1, R-1A, R-4
MDR Medium Density Residential	R-2
HDR High Density Residential	R-3
FLEX Flexible Development	No equivalent
C Commercial	B-1, B-2
CBD Central Business District	No equivalent
Industrial	I-1, I-2
PQP Public/Quasi Public	Park/Public

### Establishing New Districts

Many of the districts in the city's current Zoning Ordinance contain the seeds of the new zoning classifications envisioned in this plan. However, the Future Land Use Plan outlined zoning classifications that would, when implemented, guide the development of much more distinct districts within the city. Implementation of the Future Land Use Map proceeds in five steps:

1. Identifying the desired standards for each district.
2. Drafting standards for each district, including any needed graphics.
3. Holding a public hearing on the draft standards.
4. Adoption of the standards.
5. Changing the map.

Step 5 is crucial to conveying to developers what the city hopes to be in the future. The individual Future Land Use Plan pages of this plan outline some specific recommendations for future district standards.

### New Provisions

Gladstone's electrical utility has some progressive capabilities, including metering capabilities for numerous types of renewable energy systems. Certain of these systems, such as wind energy conversion and solar collectors, require the construction of on-site infrastructure. The city should consider adopting standards for these uses.



If the city decides that certain of its woodland and wetland areas should be maintained in their natural state rather than developed, conservation or natural resource protection overlays can be a useful tool to accomplish this.

Screening standards for industrial uses can dramatically improve the aesthetic environment of a city. Some existing industrial uses will be non-conforming after adoption of such standards, and the city can work with these property owners to determine a course of action for improved screening. This may include pursuing funding for plantings.

The establishment of the CBD Central Business District zoning classification is intended to provide the city with an opportunity to differentiate the commercial uses and intent of this area from the more general uses currently provided for in the B-2 classification; the B-1 classification is not used on the city's current zoning map.

#### Broader Changes to the Zoning Ordinance

Generally, the current Zoning Ordinance lacks strong site standards for landscaping, screening, lighting, flexibility for off-street parking, and building materials. The city may decide that in some of these areas additional standards are not appropriate, but in many cases even a few simple provisions to give stronger guidance to developers could go very far in improving the city's overall appearance. Additional regulation needn't be anti-development, and in fact a well-crafted regulation can help promote development by ensuring predictability and giving a developer confidence that the quality of subsequent development will match the quality of his or her project.

The ordinance also does not provide standards for the majority of uses permitted in the city, either as principal uses or as conditional uses. Special land uses in particular should be governed by clear standards.

In general, incorporating more visual aids and performing some minor reorganization, such as collecting use standards in one section and site standards in another, or relocating all definitions to one section where currently some appear in other parts of the ordinance, could help make the ordinance easier for potential developers to navigate and use. Design standards and provisions for publicly accessible space may be appropriate for the FLEX districts.



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# APPENDIX



CITY OF GLADSTONE  
DELTA COUNTY, MICHIGAN



Satellite view, 2013

**GLADSTONE**



## **City of Gladstone**

### **Capital Improvement Plan (CIP)**

**FY 2015-2020**

A Five Year CIP is an actual Plan as the title suggests. Capital projects included in the CIP are defined as physical improvements that are planned for the City. Capital improvements are also defined as infrastructure improvements, although infrastructure improvements more often refer to “in ground” improvements such as water and sewer distribution lines. The CIP identifies specific projects that are planned and prioritized over a five year period for planning, design, engineering and construction. The costs associated with each project are estimated and may vary well change as projects are actually designed and bid for construction.

Each year the CIP is revised to reflect the current status of projects. The first year of the CIP is FY 2016 and the most significant year as it identifies both costs and actual sources of funds that are authorized to be spent in FY 2016 on approved projects. The adoption of this CIP for the “out years”, FY 2017-2020 represents a “different type of commitment” in that funds for the out years are not actually authorized. Funding for projects identified in the CIP that are to be completed in the out years or begin in the out years require a commitment to identify and seek funding in those years before actual implementation of projects.

Why prepare a capital improvement plan?

A Capital improvement Plan:

- Matches capital needs with limited resources
- Optimizes use of taxpayer dollars
- Coordinates projects internally and externally
- Establishes basis for borrowing
- Encourages efficient government administration
- Focuses attention on community goals and needs
- Maintains and enhances quality of life
- Provides orderly replacement of capital assets
- Satisfies bond market requirements
- Avoids surprises!

## Capital Outlay List 2015-2016

Department	Status	Project	Amount	Funding Source
City Hall		Data Server	\$ 8,000.00	Dr. Cretens - Imp. to City
		Emergency Generator	\$ 11,000.00	General Fund
		Heaters for Back Garage	\$ 5,000.00	General Fund
		Windows main floor	\$ 10,000.00	General Fund
		<b>City Hall Total</b>	<b>\$ 34,000.00</b>	
Parks & Recreation		Change Machine at Launch	\$ 3,000.00	Harbor Fund/Cretens
		Retaining Wall Beach	\$ 45,000.00	General Fund, Cretens
		Add Tubing Runs	\$ 75,000.00	MNRTF/General Fund
		Pavilion at Campground	\$ 15,000.00	General Fund, Cretens
		Asphalt Repair at Skate Park/Boat Launch	\$ 75,000.00	General Fund, Cretens
		Asphalt Repair at Van Cleve Parkway	\$ 65,000.00	General Fund, Cretens
		Snow Cat	\$ 95,000.00	MNRTF/local/General Fund
		Interpretive Sign at Lighthouse	\$ 5,000.00	Dr. Mary Cretens
		Ballfields Pavilion, Restrooms, Concession & Fields - Phase 1	\$ 20,000.00	MNRTF & CMA
		Change Machine at Boat Launch	\$ 3,000.00	General Fund
		Deck at Beach House	\$ 10,000.00	General Fund
		Climbing Equipment at Tot Lot	\$ 10,000.00	General Fund
		Signage for Parks	\$ 1,500	General Fund
		Rebuild back ballfield and improve Howes ballfield	\$ 20,000	MNRTF, Local, General Fund
		Snow Gun - 1	\$ 10,000	Grants & General Fund
		Disk Golf	\$ 15,000	MNRTF, Local, General Fund
		Non-motorized path from Gladstone to P.5 Road	\$ 1,800,000	Local, MDOT, MNRTF, GLFTF
		<b>Parks &amp; Recreation Total</b>	<b>\$ 2,267,500.00</b>	
Cemetery		Develop Cemetery Master Plan with Budget	\$ 10,000.00	
		Pave Roads	\$ 35,000.00	General Fund, Cretens
		<b>Cemetery Total</b>	<b>\$ 45,000.00</b>	
Public Safety		Replace Patrol Car #60	\$ 35,000.00	General - Reserve
		Replace Engine 65 w/ equipment & SCBA	\$ 550,000.00	General, Grants?, Loan
		Replace 2 800 mghz radios	\$ 6,000.00	Olson Trust
		Replace 3 MDT units in patrol Cars	\$ 15,000	Olson Trust
		<b>Public Safety Total</b>	<b>\$ 606,000.00</b>	

Streets	Storm Drain Improvements	\$	8,000.00	Local/Major Streets
	Road Reconstruction--Locals 1 Block (Dakota 900)	\$	80,000.00	
	Street Striping - Majors	\$	17,000.00	Major Streets
	Signage updates / improvements	\$	11,000.00	Local/Major Streets
	<b>Streets Total</b>	<b>\$</b>	<b>116,000.00</b>	
Wastewater	Replace Boilers	\$	50,000.00	Rates
	Sewer Truck	\$	200,000.00	Rates
	East End Lift Station	\$	30,000.00	Rates
	Start Sewer Plant Study	\$	60,000.00	Rates
	<b>Wastewater Total</b>	<b>\$</b>	<b>340,000.00</b>	
Water	GIS/Mapping	\$	10,000.00	Rates
	Intake Inspection	\$	16,000.00	Rates
	Pickup Truck	\$	25,000.00	Rates
	CDBG Projects	\$	300,000.00	DDA, Roads & Water
	Finish 3rd Avenue-RR Tracks	\$	70,000.00	Rates and DDA
	<b>Water Total</b>	<b>\$</b>	<b>421,000.00</b>	
DPW	Concrete Pad / Salt Storage	\$	5,000.00	
	Develop Asset Management Plan	\$	10,000.00	
	Install 4 new garage doors	\$	15,000.00	
	<b>DPW Total</b>	<b>\$</b>	<b>30,000.00</b>	
Solid Waste	Plant Trees in Right of Way	\$	10,000.00	Solid Waste, Residents
	Alley Improvements	\$	10,000.00	
	<b>Equipment Total</b>	<b>\$</b>	<b>20,000.00</b>	
Equipment	6 X 4 13 Yd Dump Truck w/scrapper and wing	\$	200,000.00	
	<b>Equipment Total</b>	<b>\$</b>	<b>200,000.00</b>	
Electric	Paving at storage facility - North Bluff Industrial Park	\$	15,000.00	Rates
	Primary replacement - Woodworth Resid.	\$	5,000.00	Rates
	New Meters - Replace hybrid	\$	10,000.00	Rates
	LED Lighting	\$	30,000.00	Rates
	<b>Electric Total</b>	<b>\$</b>	<b>60,000.00</b>	
	<b>Total for Capital Improvements for FY 2015-2016</b>	<b>\$</b>	<b>4,139,500.00</b>	

**Capital Outlay List  
2016-2017**

Department	Status	Project	Amount	Funding Source
City Hall		Electrical Upgrade	\$ 30,000.00	General Fund
		<b>City Hall Total</b>	<b>\$ 30,000.00</b>	
Parks & Recreation		Harbor Docks	\$ 200,000.00	Waterways/DDA
		Fitness Trail Improvements	\$ 5,000.00	General Fund, Cretens
		Pavilion and Climbing Equipment for Buckeye	\$ 10,000.00	General Fund, Cretens
		Restroom/concession Sports Park Ball Fields	\$ 850,000.00	MNRTF/local/General Fund
		Purchase Jones Property	\$ 500,000.00	MNRTF/local/General Fund
		Amenities at Ballfields	\$ 75,000.00	MNRTF/local/General Fund
		Lagoon Dyke/Dredging	\$ 150,000.00	Lions, Community Donations
		Snow guns/pole cat	\$ 15,000.00	General Fund, Grants
		Disk Golf	\$ 15,000.00	MNRTF/local/General Fund
		<b>Parks &amp; Recreation Total</b>	<b>\$ 1,880,000.00</b>	
Cemetery		Pave Roads	\$ 35,000.00	General Fund - Cretens
		Improvements based on Master Plan	\$ 20,000.00	General Fund - Cretens
		<b>Cemetery Total</b>	<b>\$ 55,000.00</b>	
Public Safety		Replace Patrol Car #61	\$ 35,000.00	General Fund - Reserve
		Replace Car #69	\$ 20,000.00	General Fund - Reserve
		Replace 2 800 mghz radios	\$ 6,000.00	General Fund
		Replace Fire Hose, Engine 64	\$ 25,000.00	General Fund
		<b>Public Safety Total</b>	<b>\$ 86,000.00</b>	
Streets		Road Reconstruction - Local 1 Block(Dakota - 8th to	\$ 80,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Road Reconstruction - Major 1 Mile	\$ 180,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Chip Sealing - Majors 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Chip Sealing - Locals 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Signage	\$ 10,000.00	Street Funds, DDA
		Storm Drain	\$ 10,000.00	Street Funds, DDA
		<b>Streets Total</b>	<b>\$ 320,000.00</b>	

Wastewater	Plant Upgrade	\$ 6,000,000.00	Rates, Loans
	Distribution Upgrades	\$ 60,000.00	Rates, Loans
	Lift Station Upgrade	\$ 25,000.00	Rates, Loans
	<b>Wastewater Total</b>	<b>\$ 6,085,000.00</b>	
Water	Fence Water Plant Property	\$ 24,000.00	Rates
	Roof Replacement	\$ 45,000.00	Rates
	2nd Transmission Main from Plant - Stage 1	\$ 60,000.00	Rates
	Backwash/Hi Service Header	\$ 15,000.00	Rates
	Plant Study	\$ 60,000.00	Rates
	<b>Water Total</b>	<b>\$ 204,000.00</b>	
DPW	New Facility	\$ 1,500,000.00	Equipment Fund
	Building Improvements	\$ 20,000.00	Equipment Fund
	<b>DPW Total</b>	<b>\$ 1,520,000.00</b>	
Equipment	Ford F250 with plow and toolbox	\$45,000	Equipment Fund
	SnoGo WK800 with ACS Hitch	\$120,000	Equipment Fund
	<b>Equipment Total</b>	<b>\$165,000</b>	
Electric	LED Lighting	\$ 30,000.00	Rates
	Recloser - Industrial Circuit	\$ 30,000.00	Rates
	Doors on storage facility	\$ 10,000.00	Rates
	Digger Derrick truck	\$ 200,000.00	Rates
	<b>Electric Total</b>	<b>\$ 270,000.00</b>	
Solid Waste	Plant Trees in Right of Ways	\$ 10,000.00	Solid Waste, Resident
	Alley Improvements	\$ 20,000.00	Solid Waste
	<b>Solid Waste Total</b>	<b>\$ 30,000.00</b>	
	<b>Total for Capital Improvements for FY 2016-2017</b>	<b>\$ 10,645,000.00</b>	

**Capital Outlay List  
2017-2018**

<b>Department</b>	<b>Status</b>	<b>Project</b>	<b>Amount</b>	<b>Funding Source</b>
City Hall		Restroom Modifications	\$ 33,400.00	General Fund
		<b>City Hall Total</b>	<b>\$ 33,400.00</b>	
Parks & Recreation		Harbor Docks	\$ 200,000.00	Waterways, DDA
		Over Pass Hwy	\$ 1,500,000.00	M-Dot/Local MNRTF
		Sports Park Building	\$ 1,500,000.00	MNRTF/local/General Fund
		Purchase Jones Property	\$ 500,000.00	MNRTF/local/General Fund
		Pavilion at Campground	\$ 15,000.00	General Fund/Cretens
		Asphalt repair at Skate Park /Boat Launch	\$ 75,000.00	General Fund/Cretens
		Change Machine at Launch	\$ 15,000.00	Harbor Fund/Cretens
		Lagoon Dyke/Dredging	\$ 150,000.00	Lions, Community Donations
		<b>Parks &amp; Recreation Total</b>	<b>\$ 4,021,800.00</b>	
Cemetery		Pave Roads	\$ 35,000.00	General Fund - Cretens
		Improvements based on Master Plan	\$ 15,000.00	General Fund - Cretens
		<b>Cemetery Total</b>	<b>\$ 50,000.00</b>	
Public Safety		Replace Patrol Car #62	\$ 35,000.00	General Fund - Reserve
		Compressor System for SCBA's	\$ 15,000.00	General Fund
		Replace Car #69	\$ 20,000.00	General Fund - Reserve
		<b>Public Safety Total</b>	<b>\$ 70,000.00</b>	
Streets		Road Reconstruction - Local 1 Block	\$ 80,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Road Reconstruction - Major 1 Mile	\$ 180,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Chip Sealing - Majors 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Chip Sealing - Locals 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Signage	\$ 10,000.00	Street Funds, DDA
		Storm Drain	\$ 10,000.00	Street Funds, DDA
		Street, Non-Motorized and Stormwater Planning	\$ 20,000.00	Street Funds, Grants
		Street Striping	\$ 20,000.00	Street Funds
		<b>Streets Total</b>	<b>\$ 360,000.00</b>	

**Capital Outlay List  
2017-2018**

Wastewater	New Sludge Tanker	\$ 100,000.00	Rates, Loans
	Distribution Upgrades	\$ 60,000.00	Rates, Loans
	Lift Station Upgrade	\$ 25,000.00	Rates, Loans
	<b>Wastewater Total</b>	<b>\$ 185,000.00</b>	
Water	Plant Upgrades	\$ 4,000,000.00	Rates
	2nd Avenue to North 17th Street Main	\$ 80,000.00	Rates
	<b>Water Total</b>	<b>\$ 4,080,000.00</b>	
Solid Waste	Plant Trees in Right of Ways	\$ 10,000.00	Solid Waste, Resident
	Alley Improvements	\$ 20,000.00	Solid Waste
	Fence Compost Site	\$ 40,000.00	Solid Waste
	<b>Solid Waste Total</b>	<b>\$ 70,000.00</b>	
DPW	Building Improvements	\$ 20,000.00	
	<b>DPW Total</b>	<b>\$ 20,000.00</b>	
Equipment	John Deere Backhoe Loader	\$ 100,000.00	Equipment Fund
	<b>Equipment Total</b>	<b>\$ 100,000.00</b>	
Electric	Recloser - Kippling Circuit	\$ 30,000.00	Rates
	LED Lighting Project	\$ 30,000.00	Rates
	Substation Security	\$ 50,000.00	Rates
	Update GIS Mapping and Archieve	\$ 10,000.00	Rates
	<b>Electric Total</b>	<b>\$ 120,000.00</b>	
	<b>Total for Capital Improvements for FY 2017-2018</b>	<b>\$ 9,110,200.00</b>	

**Capital Outlay List  
2018-2019**

Department	Status	Project	Amount	Funding Source
City Hall		Exterior Tuck Pointing	\$ 11,000.00	General Fund
		<b>City Hall Total</b>	<b>\$ 11,000.00</b>	
Parks & Recreation		Roadways/Parking Lots Sports Park	\$ 500,000.00	MNRTF/Local/General Fund
		Warming Hut Tubing	\$ 200,000.00	MNRTF/Local/General Fund
		Break Wall by Pram	\$ 800,000.00	MNRTF/Local/General Fund
		Summer Tubing	\$ 300,000.00	MNRTF/Local/General Fund
		Zip Line	\$ 400,000.00	MNRTF/Local/General Fund
		Harbor Docks	\$ 200,000.00	Waterways/DDA
		Over Pass Hwy	\$ 1,500,000.00	Mdot/Local/MNRTF
		Sports Park Building	\$ 1,500,000.00	MNRTF/Local/General Fund
		<b>Parks &amp; Recreation Total</b>	<b>\$ 5,422,000.00</b>	
Cemetery		Pave Roads	\$ 15,000.00	General Fund - Cretens
		Improvements based on Master Plan	\$ 20,000.00	General Fund - Cretens
		<b>Cemetery Total</b>	<b>\$ 35,000.00</b>	
Public Safety		Replace Patrol Car #62	\$35,000	General Fund - Reserve
		Replace Patrol Car #60	\$35,000	General Fund - Reserve
		Replace 4 800 mghz radios	\$12,000	General Fund
		Replace Roof, Public Safety Facility	\$45,000	General Fund
		<b>Public Safety Total</b>	<b>\$ 127,000.00</b>	
Streets		Road Reconstruction - Local 1 Block	\$ 80,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Road Reconstruction - Major 1 Mile	\$ 180,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Chip Sealing - Majors 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Chip Sealing - Locals 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Signage	\$ 10,000.00	Street Funds, DDA
		Storm Drain	\$ 10,000.00	Street Funds, DDA
		<b>Streets Total</b>	<b>\$ 320,000.00</b>	

**Capital Outlay List  
2018-2019**

Wastewater	Distribution Upgrades	\$ 60,000.00	Rates, Loans
	Lift Station Upgrades	\$ 25,000.00	Rates, Loans
	<b>Wastewater Total</b>	<b>\$ 85,000.00</b>	
Water	Plant Upgrades	\$ 2,000,000.00	Rates
	North 17th Street Main	\$ 80,000.00	Rates
	Paint Cameron Tank	\$ 60,000.00	Rates
	<b>Water Total</b>	<b>\$ 2,140,000.00</b>	
DPW	Building Improvements	\$ 20,000.00	Equipment Fund
	<b>DPW Total</b>	<b>\$ 20,000.00</b>	
Equipment	6x4 13 Yd. Dump Truck w/ scraper and wing	\$ 190,000.00	Equipment Fund
	<b>Equipment Total</b>	<b>\$ 190,000.00</b>	
Electric	LED Lighting Project	\$ 15,000.00	Rates
	Sub Station - Regulator bypass switches	\$ 50,000.00	Rates
	<b>Electric Total</b>	<b>\$ 65,000.00</b>	
Solid Waste	Plant Trees in Right of Ways	\$ 10,000.00	Solid Waste, Resident
	Alley Improvements	\$ 20,000.00	Solid Waste
	<b>Solid Waste Total</b>	<b>\$ 30,000.00</b>	
	<b>Total for Capital Improvements for FY 2018-2019</b>	<b>\$ 8,445,000.00</b>	

**Capital Outlay List  
2019-2020**

Department	Status	Project	Amount	Funding Source
City Hall		Additional Security Cameras	\$ 10,000.00	General Fund
		Remodel front lobby/main floor	\$ 20,000.00	General Fund
		<b>City Hall Total</b>	<b>\$ 30,000.00</b>	
Parks & Recreation		Roadways/Parking Lots Sports Park	\$500,000	MNRTF/local/General Fund
		Warming Hut Tubing	\$200,000	MNRTF/local/General Fund
		Break wall By Pram	\$800,000	MNRTF/local/General Fund
		Summer Tubing	\$300,000	MNRTF/local/General Fund
		Zip-Line	\$400,000	MNRTF/local/General Fund
		Purchase Jones Property	\$500,000	MNRTF/local/General Fund
		<b>Parks &amp; Recreation Total</b>	<b>\$ 2,760,000.00</b>	
Cemetery		Pave Roads	\$15,000	General Fund-Cretens
		Improvements based on Master Plan	\$20,000	General Fund-Cretens
Cemetery		<b>Cemetery Total</b>	<b>\$35,000</b>	
		Replace Patrol Car #60	\$35,000	General Fund / Reserve
		Replace 2 800 Mghz Radio's	\$6,000	General Fund
Public Safety		Replace #63 Utility w/Multi Purpose Grass Rig	\$75,000	General Fund
		<b>Public Safety Total</b>	<b>\$ 116,000.00</b>	
		Road Reconstruction - Local 1 Block	\$ 80,000.00	Federal Aid; Street Funds; DDA; Special Assmt
Streets		Road Reconstruction - Major 1 Mile	\$ 180,000.00	Federal Aid; Street Funds; DDA; Special Assmt
		Chip Sealing - Majors 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Chip Sealing - Locals 1 Mile	\$ 20,000.00	Street Funds, Special Assmt, DDA
		Signage	\$ 10,000.00	Street Funds, DDA
		Storm Drain	\$ 10,000.00	Street Funds, DDA
		Stormwater Improvements	\$ 400,000.00	Street Funds, Grants
		Street Striping	\$ 20,000.00	Street Funds
		<b>Streets Total</b>	<b>\$ 740,000.00</b>	

**Capital Outlay List  
2019-2020**

Wastewater	Distribution Upgrades	\$ 100,000.00	Rates, Loans
	Lift Station Upgrade	\$ 25,000.00	Rates, Loans
	<b>Wastewater Total</b>	<b>\$ 125,000.00</b>	
Water	Paint Ground Storage Tank	\$ 60,000.00	Rates
	North 17th Street to Reservoir	\$ 100,000.00	Rates
	<b>Water Total</b>	<b>\$ 160,000.00</b>	
DPW	Building Improvements	\$ 20,000.00	Equipment Fund
	<b>DPW Total</b>	<b>\$ 20,000.00</b>	
	6x4 Dump Truck w/ scraper and wing	\$ 190,000.00	Equipment Fund
Equipment	<b>Equipment Total</b>	<b>\$ 190,000.00</b>	
	Replace E-7	\$ 250,000.00	Rates
	Pave Storage Facility	\$ 30,000.00	Rates
Electric	Technology Upgrades - Metering, etc.	\$ 100,000.00	Rates
	<b>Electric Total</b>	<b>\$ 380,000.00</b>	
	Plant Trees in Right of Ways	\$ 10,000.00	Solid Waste, Resident
Solid Waste	Alley Improvements	\$ 20,000.00	Solid Waste
	<b>Solid Waste Total</b>	<b>\$ 30,000.00</b>	
	<b>Total for Capital Improvements for FY 2019-2020</b>	<b>\$ 4,586,000.00</b>	

# DELTA COUNTY BOARD OF COMMISSIONERS

ADMINISTRATION OFFICE  
310 LUDINGTON STREET  
ESCANABA, MICHIGAN 49829  
PHONE: 906-789-5100  
FAX: 906-789-5197



February 4, 2015

Sharon Niebauer  
504 S 13<sup>th</sup> St  
Escanaba, MI 49829

Dear Ms. Niebauer :

On behalf of the Delta County Board of Commissioners and the Citizens of Delta County, thank you for your service as a member of the Delta County DATA Board. Your presence will be greatly missed. Good luck in your future endeavors.

Again, thank you for your service.

Sincerely yours,

A handwritten signature in black ink, reading "Mary K. Harrington". The signature is fluid and cursive, written over a light blue horizontal line.

Mary K. Harrington, Chairperson  
Delta County Board of Commissioners

# DELTA COUNTY BOARD OF COMMISSIONERS

ADMINISTRATION OFFICE  
310 LUDINGTON STREET  
ESCANABA, MICHIGAN 49829  
PHONE: 906-789-5100  
FAX: 906-789-5197



February 4, 2015

Jennifer Heller  
513 S 18<sup>th</sup> St  
Escanaba, MI 49829

RE: DATA Board

Dear Jennifer:

Congratulations, At their regular meeting of February 3, 2015, the Delta County Board of Commissioners appointed you to the DATA Board for the remainder of the current term. Your term will expire on 10-01-17.

Enclosed is an Oath of Office. Please sign this document in front of a Notary Public and return it to the County Clerk's Office as soon as possible. For your convenience, a Notary Public is located in the County Clerk's office at the Delta County Courthouse during the hours of 8:00 a.m. to 4:00 p.m., Monday thru Friday.

The Delta County Board of Commissioners looks forward to working with you during the upcoming year.

Sincerely,

A handwritten signature in black ink, reading "Mary K. Harrington", written in a cursive style.

Mary K. Harrington, Chairperson  
Delta County Board of Commissioners

Enclosure

**Delta County  
Department of Human Services Board  
305 Ludington Street  
Escanaba, MI 49829**

**BOARD MEMBERS**

**GERALD SMITH, CHAIR  
ELAINE BOYNE  
DEBBI SPRINGINSGUTH**

**DIRECTOR**

**RUSSELL K. SEXTON**

**Meeting #971**

**Date: January 12, 2015**

A regular meeting of the Delta County Department of Human Services Board was called to order by Russell Sexton, Board Secretary, at 10:05 a.m. Eastern Time. The meeting was held in the Delta County Board Room on the second floor of the State Office Building located at 305 Ludington Street, Escanaba.

Present: Gerald Smith, Board Chair; Debbi Springinsguth, Board Member; and Russell Sexton, Board Secretary.

Others Present: None

**APPROVAL OF AGENDA:**

A motion to approve the agenda was made by Mr. Smith and supported by Ms. Springinsguth. Motion passed without opposition.

**APPROVAL OF DECEMBER 15, 2014 MINUTES:**

Minutes of the December 15, 2014 Board Meeting were reviewed and discussed. A motion to accept the minutes was made by Mr. Smith and supported by Ms. Springinsguth. Motion passed without opposition.

**FINANCIAL REPORT:**

The financial report for December 2014 was reviewed. There was \$36.40 in expenditures for DHS Board Meeting attendance; leaving a balance of \$230.65.

A motion to approve the financial report was made by Ms. Springinsguth and supported by Mr. Smith. Motion passed without opposition.

**DIRECTOR'S REPORT:**

**Staffing Information:** Delta County: There are 5 full time management staff, including 1 tri-county director and four first line supervisors consisting of 1 children's protective services supervisor, 1 foster care supervisor, 1 assistance payments supervisor and 1 general program supervisor who covers some assistance payments staff in Delta county, Indian outreach worker in Menominee county and adult services specialists in Delta,

Dickinson and Menominee counties. There is 1 tri-county community resource coordinator. There are 5 administrative support staff, 4 general and 1 fiscal. There are 5 children's protective services specialists, with one position currently vacant; 5 foster care and foster home licensing specialists, with one position currently vacant, 1 educational planner who serves the entire Upper Peninsula, 1 peer coach the covers the Triad and one Michigan Youth Opportunity Initiative worker. There are 13 assistance payments specialists (two are on a long term military leave); one limited term assistance payments specialist (to alleviate some of the extra work due to the military leaves) and two adult services specialists.

We have 2 Business Service Center staff stationed in our office, which includes 1 contract specialist and 1 child welfare funding specialist.

We have 5 central office personnel stationed in our office, which includes 1 recoupment specialist, 1 Bureau of Child Welfare licensing analyst, 1 maltreatment-in-care specialist and 2 Michigan Rehabilitation Services analysts – 1 full time and 1 part time.

Mr. Sexton notified the board members that the department was in the middle of a reduction in force due to a \$7.5 million dollar shortfall in the Salary and Wage account. Mr. Sexton related that none of his counties had overages, but all of the counties could be affected by this due to a "bumping" process that will occur.

**Statewide Director's Meeting Information:** No meeting occurred this month.

Mr. Sexton notified the board members that DHS has a new statewide director, Nick Lyons. This is an interim appointment and Mr. Lyons is also the Statewide Director of the Department of Community Health.

**Collaborative Issues:** No new information was provided.

**Business Plan Update:**

**Operational Funds:**

- FY 2015 Operating Funds Expenditure Report: Allocation: \$68,742.00. Year-to-date expenditures: \$2,742.90, which constitutes 4% of the allocation expended with 17% of the year elapsed.
- FY 2015 Travel Funds Expenditure Report: Allocation: \$52,332.00. Year-to-date expenditures: \$3,416.96, which constitutes 6.5% of the allocation expended with 17% of the year elapsed.
- Assistance Payments Standard of Promptness: Current data for Delta County is 91.83%. Business Services Center 1 average is 92.41% and State average is 90.5%.
- Family Independence Program Work Participation Rate: Current data is 75% Statewide Goal is 50%.

**Miscellaneous:**

Total cases, recipients and payments for FIP, FAP, SDA, CDC and SER benefits for October 2014:

- Family Independence Program: 37 cases; 67 recipients; \$9,831.00 in benefits provided.
- Food Assistance Program: 3,033 cases; 5,602 recipients; \$642,097.00 in benefits provided.
- State Disability Assistance: 23 cases; 23 recipients; \$5,224.00 in benefits provided.
- Child Development and Care: 66 cases; 105 recipients; \$24,759.00 in benefits provided.
- State Emergency Relief: 15 cases; \$4,323.00 in benefits provided.
- Unduplicated total: 3,068 cases; 5,648 recipients; \$686,234.00 in benefits provided.

Total Eligible Medicaid Cases and Recipients:

- Family Medicaid: 1035 cases; 2,103 recipients
- Other Children < Age 21: 245 cases; 274 recipients
- Pregnant Women & Children Under 19: 1,220 cases; 2,014 recipients
- Non-SSI Aged, Blind & Disabled: 1,056 cases; 1,090 recipients
- SSI Aged, Blind & Disabled: 1,071 cases; 1,071 recipients
- Medicaid Eligible Total: 4,270 cases; 6,534 recipients

Healthy Michigan Plan County Enrollment: 1792

Assistance Payments caseloads and financial information can be obtained by anyone at any time by logging onto the DHS public website at [www.michigan.gov/dhs](http://www.michigan.gov/dhs), go to Forms and Publications and search the key word: Green Book. There you can look at past years and specific month data.

DHS policy for all programs, as well as a variety of other information one might want to know about DHS can be found at the [www.michigan.gov/dhs](http://www.michigan.gov/dhs) site.

Child Welfare Data:

CPS Commencement of Investigation: 92%, which is 16% above the BSC1 average and 28% above the statewide average.

CPS Investigation face-to-face total: 88%, which is 13% above the BSC1 average and 23% above the statewide average.

Foster Care Initial Medical: 100%, which is 43% above the BSC1 average and 50% above the statewide average.

Delta County Foster Care:

Direct Cases:

In December Delta County had 14 direct foster care cases, 2 direct YAVFC cases and 1 direct JJ case.

5 are in unlicensed relative homes  
6 are in licensed foster homes  
1 is in Detention  
1 is in independent living  
1 is in parental home (returned)  
1 is placed with other parent  
1 is in an AFC home

POS Cases: 22 Foster care and 1 YAVFC case

Catholic Social Services- 6  
-3 placed with a licensed relative.  
-1 returned home.  
-1 in licensed foster home.

Child and Family Services-2  
-2 placed with unlicensed relative working to get licensed.

Up Family Solutions-6  
-3 placed in licensed foster homes.  
-3 placed in licensed relative home.

UP Kids-1  
-1 placed in unlicensed relative care. PAFC is working to license.

Benoji Tribe- 7  
-3 placed with bio dad, removed from mom.  
-4 placed with licensed relative.

Teaching Family Homes-1 foster care case and 1 YAVFC  
-1 placed in a licensed foster home.  
-1 YAVFC living independently in a relative's home.

Adoptions:  
No Finalized adoptions occurred in December.

**Board Member Input/Suggestions:** None.

A motion to accept the Director's Report was made by Ms. Springinsguth and supported by Mr. Smith. Motion passed without opposition.

**UNIT REPORT:** None

**BOARD BUSINESS:**

1. **Approval of Vouchers:**

Vouchers were reviewed and a motion to approve all vouchers was made by Mr. Smith and supported by Ms. Springinsguth. Motion passed without opposition.

2. **MCSSA:** The next District One meeting will be held on January 15, 2015 at 11:45 Eastern, at the Country Grill in Ishpeming, MI.

**NEW BUSINESS:** There was no new business presented.

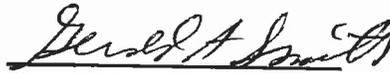
**PUBLIC COMMENT:** There were no public comments.

**NEXT MEETING:** February 9, 2015 at 10:00 a.m. in the Delta County DHS Board Room.

**ADJOURNMENT:** Motion to adjourn made by Ms. Boyne and supported by Ms. Springinsguth. Meeting adjourned at 10:25 a.m.



**Russell K. Sexton**  
**Board Secretary**



**Gerald Smith**  
**Chairperson**

Pc: DHS Board Members; Delta County BOC; Delta County DHS Office File

# **A G E N D A**

## **DELTA COUNTY DEPARTMENT OF HUMAN SERVICES BOARD MEETING**

**305 Ludington Street, Second Floor Conference Room**

**March 16, 2015, 10:00 A.M. Eastern Time**

- A. Approval of agenda**
- B. Approval of February 9, 2015 minutes**
- C. Financial report**
  - 1. Review of vouchers**
- D. Director's Report**
  - 1. Staffing Information**
  - 2. Statewide Directors Meeting/Information**
  - 3. Collaborative Issues/Information**
  - 4. Director's Portfolio Update**
  - 5. Miscellaneous**
  - 6. Board Member Input/Suggestions**
- E. Unit Reports:**
- F. Board business**
  - 1. Approval of vouchers**
  - 2. MCSSA**
- G. New business**
- H. Public comment (5 minute limit per speaker)**
- I. Next meeting – April 20, 2015 – 10:00 AM**
- J. Adjournment**

**“What do we believe? Who do we serve? What do we do?”**

**Mission:**

**Improving the quality of life in Michigan by providing services to vulnerable children and adults that will strengthen the community and enable families and individuals to move toward independence.**

**Vision:**

**Compassion. Protection. Independence.**

DELTA COUNTY CENTRAL DISPATCH AUTHORITY MEETING

January 14, 2015-- 9:00 a.m.  
Courthouse – Administration Office

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**1. Call to order 9:00 a.m.**

**2. Roll Call**

AGENCY	MEMBER	YES	NO
Escanaba City	Tall, Marc	X	
Fire Chief's Association	Lundberg, Jim	X	
Gladstone City	Geyer, Paul	X	
Sheriff's Department	Oswald, Ed	X	
State Police	Cunningham, Greg		x
Township Association	Johnson, Greg	X	
Delta County	Viau, Nora	X	
911 Coordinator	Segorski, James	X	
E M Coordinator	Berbohm, Robert	X	

Also present: Mark Seymour, Jon Giese

Election of Officers:

Nancy Kolich called for nominations for Chair. After discussion the slate of officers nominated were as follows:  
Ed Oswald Chairperson, Paul Geyer, Vice Chairperson, Greg Cunningham, Secretary and Jim Lundberg Treasurer.

Motion to approve the officers by N. Viau and Supported by G. Johnson. Motion approved unanimously.

**3. Adoption of Agenda:**

MOTION to adopt the agenda as presented.

MOTION: Mr. Geyer

SECOND: Ms. Voai

SUPPORT: All

**4. Public Comment on Agenda Items:** None.

**5. Approval of Previous Meeting Minutes (December 10, 2014):**

MOTION to approve the December 10, 2014 minutes as presented.

MOTION: Mr. Johnson

SECOND: Mr. Lundberg

SUPPORT: All

**6. Communications:** None.

**7. Committee and Liaison Reports:**

a. Coordinator's Report:

1. Call activity report. FYI.

2. Resolution by County Board necessary under FCC to enable Dispatch to receive 911 tests.

MOTION to recommend County Board adoption of resolution.

MOTION: Ms. Viau

SECOND: Mr. Tall

SUPPORT: All

b. **Treasurer's Report:** (as of December 31, 2014)

Beginning Balance:	\$680,335.57
Additions:	\$ 31,993.91
Expenses:	\$ 67,087.91
Ending Balance:	\$645,262.46

c. **Quarterly Budget Report from City of Escanaba:** Two reports were presented for information.

d. **Monthly Budget Status Report:** FYI.

e. **Emergency Management Report:**

1. Concerns for Spring and the high water.
2. Nursing Home to begin emergency plans.

f. **TAC Report:** None.

g. **Mark Seymour Consultant Report:**

1. Still working on NE Tower Communicator.

**8. Old Business:** None.

**9. New Business:**

a. **Payment of Bills:** Tabled the suburban propane bills for further investigation.

TOTAL: \$65,728.70

MOTION: Mr. Geyer  
SECOND: Mr. Tall  
SUPPORT: All

b. **Meeting schedule.** Motion to approve the schedule.

MOTION: Mr. Geyer  
SECOND: Mr. Tall  
SUPPORT: All

**10. Public Comment:**

**11. Authority Member Comment:**

**12. Other Items:** Next Meeting: February 11, 2015; 9:00 a.m.

**13. ADJOURNMENT:**

MOTION: Mr. Tall  
SECOND: Mr. Lundberg  
SUPPORT: All

**APPROVAL OF MINUTES:**

CHAIR

VICE-CHAIR

\_\_\_\_\_

\_\_\_\_\_

DATED: \_\_\_\_\_

# COUNTY OF DELTA

NANCY J. KOLICH  
COUNTY CLERK AND REGISTER OF DEEDS  
310 LUDINGTON ST.  
ESCANABA, MICHIGAN 49829

HOPE I. RUDDEN  
CHIEF DEPUTY CLERK

SUSANNE DUBORD  
DEPUTY CLERK

PHONE: (906) 789-5105  
FAX: (906) 789-5196

WEBSITE:  
[www.deltacountymi.org](http://www.deltacountymi.org)  
[dclerk@charterinternet.com](mailto:dclerk@charterinternet.com)

## MINUTES OF THE DELTA COUNTY CONCEALED PISTOL LICENSE BOARD

Date: January 20 , 2015

Time: 1:30 p.m.

Place: Circuit Courtroom

VOTING MEMBERS PRESENT: Philip Strom, Chief Assistant Prosecutor  
Sheriff Ed Oswald  
1<sup>st</sup> Lt. Greg Cunningham, MSP

The meeting was called to order at 1:30 p.m. by Mr. Strom.

Moved by Sheriff Oswald and seconded by Lt. Cunningham to approve the minutes of the December 16, 2014 meeting. Motion carried.

Moved by Sheriff Oswald and seconded by Lt. Cunningham to approve a total of 53 applicants as presented. Motion carried.

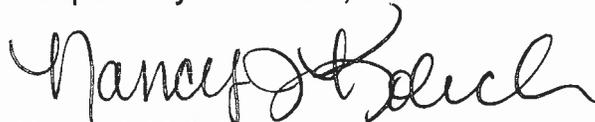
21 new licenses were issued with expiration dates 4 years from their next birthday. List attached.

32 renewal licenses were issued, 2 with Pistol Free Exemption. List attached.

Moved by Lt. Cunningham and seconded by Sheriff Oswald to table Mr. Peltins's application for more information. Motion carried.

Moved by Lt. Cunningham and seconded by Sheriff Oswald to adjourn at 2:06 p.m. Motion carried.

Respectfully Submitted,



Nancy J. Kolich  
Delta County Clerk



# Public Health Delta & Menominee Counties



## Board of Health Meeting

Pinecrest Medical Care Facility  
Powers, MI

### Meeting Minutes

Wednesday, January 21, 2015

#### Board Members Present

Bob Burie

Jan Hafeman  
Larry Schei

Mary Harrington  
Tom Trudgeon

#### Public Health Staff

Mike Snyder, Health Officer/ Administrator  
Dr. Terry Frankovich, Medical Director  
Kim Gustafson, Executive Assistant

#### 1. Call to Order/Roll Call

The regular monthly meeting of the Delta-Menominee District Board of Health (BOH) was held on January 21, 2015. The meeting was called to order at 2:00 p.m. CDT by Mr. Snyder. Roll call was taken by the Executive Assistant, and is recorded above. Board member, Patrick Johnson was not able to attend, and had been excused prior to the meeting.

#### 2. Approval of Agenda

**Ms. Hafeman moved to approve the agenda. Motion was supported by Ms. Harrington and carried.**

#### 3. Public Comment

There was no public comment.

#### 4. Annual Meeting Business

##### a. Election of Chair and Vice-Chair

**Ms. Harrington nominated Mr. Trudgeon as Chairman of the Board. No other nominations were made. A role call was taken by the Executive Assistant and is recorded as follows:**

**Mr. Burie - Yes  
Ms. Hafeman - Yes  
Ms. Harrington - Yes  
Mr. Schei - Yes  
Mr. Trudgeon – Yes**

From this point on, the meeting was chaired by Chairman Trudgeon.

**Mr. Schei nominated Mr. Burie as Vice-Chairman of the Board. No other nominations were made. A role call was taken by the Executive Assistant and is recorded below:**

**Mr. Burie - Yes  
Ms. Hafeman -Yes  
Ms. Harrington -Yes  
Mr. Schei - Yes  
Mr. Trudgeon - Yes**

##### b. Committee Assignments

Chairman Trudgeon made the following committee assignments for 2015 and are as follows:

- i. **Finance – Jan Hafeman and Chairman Trudgeon**
- ii. **Personnel – Mary Harrington and Larry Schei**
- iii. **Building & Grounds – Bob Burie and Patrick Johnson**

##### c. Approval of 2015 Meeting Schedule

Mr. Johnson is not able to attend the BOH meetings on Wednesdays at 2pm CST/3pm EST. The BOH discussed a new time that would work better for Mr. Johnson of 4:30pm CST/5:30pm EST. Ms. Gustafson checked the availability of the conference room at Pinecrest and it is available.

**Ms. Hafeman moved the dates of the 2015 Meeting Schedule be approved, with the time being changed to 4:30pm CST/5:30pm EST. Motion was supported by Ms. Harrington and carried.**

**5. Approval of Minutes**

**Mr. Burie moved the minutes from December 17, 2014, be approved. Motion was supported by Ms. Hafeman and carried.**

**6. Plan of Organization**

Every three years, PHDM is evaluated by the various departments of the state through the accreditation process. The State will be visiting PHDM the week of April 20<sup>th</sup>. As one of the requirements, PHDM must submit the Plan of Organization on or before February 20, 2015. Mr. Snyder and the BOH members pointed out some minor edits to be fixed prior to submitting the Plan of Organization.

**Chairman Trudgeon moved the Plan of Organization be approved once the edits noted by Mr. Snyder and the rest of the BOH are completed. Motion was supported by Ms. Hafeman and carried.**

**7. Tri-County United Way Agency Policy**

Mr. Snyder reminded the BOH the Tri-County United Way Agency funds portions of the All-Stars Program in the Prevention Department and the policy is approved by the BOH every year.

**Mr. Burie moved the Tri-County United Way Agency Policy be approved. Motion was supported by Ms. Hafeman and carried.**

**8. Family Support Worker Position**

The U.P. Health Departments collaborated and were awarded a grant for a Home Visiting program. This grant is designed for young families with a pregnant woman and/or children 0-5 years of age that might need help connecting to community resources or with good decision making. The Family Support Worker will go into the homes and will assist the family with these issues. The proposed wage range is \$11-\$15 an hour for this position.

**Ms. Harrington moved the Family Support Worker Position wage range be approved. Motion was supported by Ms. Hafeman and carried with Mr. Burie being opposed.**

**9. Review and Approval of December Check Register**

The Board of Health reviewed the December check register. Questions were answered by Mr. Snyder.

**Mr. Burie moved the December check register, be approved. Motion was supported by Ms. Harrington and carried.**

## **10. Medical Director's Report**

Dr. Frankovich reported that flu is widespread nationally right now. The predominant strain (H3N2) is not well matched to the vaccine and is associated with more severe illness in young children and people over 65. Vaccine is still recommended because it protects against other strains and it is expected to decrease the amount of severe flu illness.

There have been over 22,000 cases of Ebola in Africa since last March, and more than 8,000 deaths have been reported. Michigan has a 4 tier system for identifying the level of Ebola care a hospital can provide. Most U.P. hospitals are small, critical access facilities and will likely designate themselves as Tier 4 meaning they will screen patients presenting to their facility but immediately transfer any patient needing testing. Tier 3 hospitals will hold patients for 24-48 hours while testing is being done and then transfer positives for treatment. Tier 2 hospitals will test and provide treatment for patients presenting and Tier 1 hospitals will accept transfers of any patient for testing and treatment.

The Public Health Code language has changed regarding parents who do not have their children vaccinated. It now states that any parent waiving vaccines for their children, must attend an educational session at the local health department and then sign a State waiver before their child will be allowed in school. It went into effect this month but the impact will be felt primarily in the fall as children begin the new school year. This is an important step in improving vaccination rates and therefore protection against vaccine-preventable illnesses, in our communities.

## **11. Health Officer's Report**

- Mr. Snyder reported the governor announced the Michigan Department of Community Health (MDCH) and the Department of Human Services have been combined into one main department that will be called the Department of Health and Human Services.
- The State sent Mr. Snyder his official letter as the recognized, fully qualified Health Officer of PHDM.
- Mr. Snyder reported half hour appointments are being scheduled during Immunization Clinics right now for those parents who need the educational sessions for vaccination waivers. During the summer, PHDM will be scheduling entire days for the educational sessions.
- On January 8, 2015, a teleconference was held with the UP Health Officers (UPHO), Medical Directors, MPHI, members of MDCH and MALPH. It was made known the UPHO's did not want regionalization between the LHD's. MDCH would

like to use the UP health departments as a model for others because they work so well together. The UPHO's met again on January 14, 2015 and agreed to write a "white paper" for elected officials so everyone knows the UPHO position when contacted by MDCH. The UPHO will also be drafting a letter to MDCH regarding their position. MDCH has a meeting scheduled with MAC regarding the reorganization plans.

- February 11<sup>th</sup> and 12<sup>th</sup> will be the union negotiations.

**12. Public Comment—None**

**13. Board Member Comments**

- Ms. Harrington would like Mr. Snyder to contact Mr. Berbohm to schedule the on-site, Active Shooter Training at PHDM as soon as possible.
- Ms. Harrington reported the Garden Township passed a noise ordinance in response to the wind turbines. The township would like Delta County to embrace it as well.

**14. Adjournment**

**There being no further business, Mr. Schei made a motion the meeting be adjourned at 3:49 p.m. CDT. Motion was supported by Ms. Hafeman and carried.**

  
Chairperson

:kg



MINUTES OF THE  
PINECREST BOARD OF TRUSTEES

Date: Thursday, January 22, 2015	Place: Board Room
Presiding: Barbara Oliver, Chairperson	Time: 2:00 p.m. Central Time
Recording Secretary: Lois Ball, Executive Secretary	

Call to Order: The meeting was called to order at 2:00 p.m. Central Time by Chairperson Oliver

Roll Call: Trustees present: Gerald Smith, Mary Harrington, Debbi Springinguth, Barbara Oliver, Catherine Driscoll, Randall VanGasse, John Degenauer, Jr., Jan Hafeman and Administrator, Darlene Smith.

Trustees Absent: Elaine Boyne, Jeff Naser, Gary Eichhorn

Leadership Team Members Present: Candace Meintz, CFO and Susan Williamson, Director of Nursing

Guests: Terry Grondine, Neil Palmer from ATC

TOPIC	DISCUSSION	OUTCOME
Approval of January 2015 Agenda	There were no additions or deletions to the Agenda	A motion was made by Trustee Hafeman, supported by Trustee Degenauer. Motion carried.

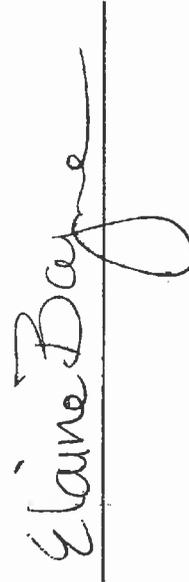
<p>Board action on Minutes of the December 18, 2014 meeting</p>	<p>The minutes had been sent to Board Members prior to this meeting for review</p>	<p>A motion was made by Trustee Hafeman, supported by Trustee Driscoll, to approve the minutes as presented. Motion carried.</p>
<p>Review and Approval of Financial Statements for November and December 2014</p>	<p>CFO Meintz reviewed the Financial Statements for November. The Board Members had been sent to the Board Members prior to this meeting for their review. There were no questions at this time.</p> <p>CFO Meintz also reviewed the December Financial Statement. She stated that this is the financial statement that she will present to the auditors when they come in February.</p>	<p>A motion was made by Trustee Smith, supported by Trustee Hafeman to approve the November Financial Statement as presented. Motion carried.</p> <p>A motion was made by Trustee Driscoll, supported by Trustee Smith, to approve the December Financial Statement as presented. Motion carried.</p>
<p>Board Action on the December Manifest of Invoices</p>	<p>The Manifest of Invoices had been sent to Board Members prior to this meeting for review.</p>	<p>A motion was made by Trustee VanGasse, supported by Trustee Springinsguth, to approve the Manifest of Invoices as presented and to pay the bills. Motion carried.</p>
<p>Presentation by Neil Palmer from ATC</p>	<p>Mr. Palmer discussed the ATC project which is to run new electrical lines throughout a mapped out area of the UP. This area includes Pinecrest land. He presented and explained two easements which allow them to put lines on Pinecrest property. Administrator Smith stated that Rory Mattson has also reviewed the paperwork and easements. The easements are all done by attorneys.</p>	<p>A motion was made by Trustee Degenaer, supported by Trustee Smith, to approve the signing of the easements. Motion carried.</p> <p>Chairperson Oliver signed the easements, they were notarized and ATC will process them at the County level.</p>

	<p>Administrator Smith asked about the Right of Way Clearing Sheet – danger trees and asked Mr. Palmer to explain how far off the Right of Way that they could go. He explained that there is a Federal law that requires them to maintain the lines so that trees cannot fall on a line and cause major outages or other problems, and it makes them financial liable if such a thing occurs. Each year the line is walked/flowed to determine if a tree is big enough to fall on the line. It is done on a safety perspective. Pinecrest has determined that ATC is to cut the right of way out as we will not have the bids finished in time to have someone cutting the land off by the time ATC needs it done. Mr. Palmer noted that ATC will be on our property in July to begin cutting the right of way. He also stated that the contractors on this job will be M J Electric out of Iron Mountain.</p>	
<p>Whispering Pines/Powers Activity Center Committee Report</p>	<p>Trustee Driscoll reported on the Whispering Pines Committee Meeting held prior to this meeting.</p>	<p>A motion was made by Trustee Hafeman, supported by Trustee Harrington, to approve the report as presented. Motion carried.</p>
<p>Report of Quality Assurance and Resident Council Meetings</p>	<p>Susan Williamson, Director of Nursing, reported on Quality Assurance. We are working on items related to a state visit in</p>	<p>A motion was made by Trustee Driscoll, supported by Trustee Hafeman, to</p>

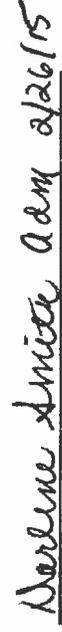
	<p>December. The State surveyor did a desk review and we have been cleared of that citation.</p> <p>She also reported on Resident Council from each of the homes. Our visitor ban is now lifted so residents can have visitors again. There were no concerns brought up in the meetings.</p>	<p>approve the report as presented. Motion carried.</p>
Safety Committee Meeting	<p>Lois Ball, Safety Committee Secretary, reported on the meeting held on January 13, 2015. There were no new concerns brought up by staff at this time.</p>	<p>A motion was made by Trustee Smith, supported by Trustee Springinsguth, to approve the report as presented. Motion carried.</p>
House Committee Meeting	<p>Immediately following the Board Meeting we will hold a House Committee Meeting to discuss 2 grievances.</p>	
Facility Bus	<p>Administrator Smith reported that she has been having talks with Jesse Schram related to having his bus service in Marquette come down to provide our transportation needs. She stated that costs would be \$550.00 for an 8 hour day and while we could share the bus with Whispering Pines, there are only 2 tie downs on the bus. She also stated that Trustee Harrington had called her to discuss using the DATA bus service. A new director is willing to talk with Administrator Smith about Pinecrest's needs. Administrator Smith stated that she will call Mr. Stapleton tomorrow.</p>	

<p>Administrator's report</p>	<p>Administrator Smith reported that she attended an OSF Advisory meeting on January 6<sup>th</sup> and participated in a phone conference with UPHP that day. She stated that UPHP is still not ready but plan to start on March 1<sup>st</sup>. She attended the Alzheimer's meeting on January 13<sup>th</sup>, the Ellen K. Russell/Michael Miketinac/Pinecrest Charitable Fund Trust Meeting on January 20<sup>th</sup>. She has also met with Local 854 twice and SEIU once to review current contracts. Contracts are due in March. They hope to have reviewed each contract thoroughly prior to that. We are waiting on the insurance costs which we are hoping to have by the 3<sup>rd</sup> week of February.</p>	<p>A motion was made by Trustee Smith, supported by Trustee Degenaer, to approve the Administrator's Report. Motion carried.</p>
<p>Comments from the Public</p>	<p>There were no comments at this time.</p>	
<p>Adjournment</p>	<p>The meeting adjourned at 2:56 p.m.</p>	<p>A motion was made by Trustee Smith, supported by Trustee Degenaer, to adjourn the meeting. Motion carried.</p>

Elaine Boyne, Secretary



Darlene Smith, Administrator



**DELTA SOLID WASTE MANAGEMENT AUTHORITY  
MONTHLY MEETING  
JANUARY 27, 2015, AT 7:00 P.M., DELTA COUNTY SERVICE CENTER, 2920 COLLEGE AVENUE**

**MEMBERS PRESENT:** Randy Gorecki, Steve Rose, Ralph Blasier, Gary Boudreau and Patrick Johnson

**MEMBERS ABSENT:** Hugo Mattonen and Representative from the City of Gladstone

**OTHERS PRESENT:** Don Pyle, Kim Peterson, Cindy Rivers and Lawrence VanEffen

Meeting was called to order at 7:21 p.m. by Chairman Randy Gorecki.

**Public Comment** – None.

**Secretary's Report – Minutes of December 16, 2015**

Steve Rose stated Jerry Ketcham intended to retire on 01/01/15 not 01/01/05. This was a typo and will be corrected.

**A motion was made by Gary Boudreau, seconded by Steve Rose, with the noted correction to approve the December 16, 2015, meeting minutes. Motion was approved unanimously.**

**Treasurer's Report**

Don Pyle stated the December financials are a draft as this common over the last several years. When the auditors come they can make their recommendations and changes based on the annual audit then the Authority puts the information into the December financials and will come back to the board with a final financial at that time which eliminates steps with the State of Michigan.

The Authority in December had operating revenue of \$124,950 (unaudited) for a total year to date of \$1,720,625 (unaudited). Operating expenses in December were \$126,002 (unaudited) for a total year to date of \$1,518,656 (unaudited). This is an operating year to date income of \$201,969 (unaudited).

Don Pyle stated that this past month, the two remaining cds (both in the neighborhood of \$580,000) came up for renewal. The banks were asked to give their best rates for the next six months and one of the cds was renewed at First Bank for six months. The cd that was at Northern Michigan Bank and Trust was put into the savings account at Bay Bank so revenue would be available, relatively quickly, if needed.

No action was taken as the December financials will be tabled until approximately May 2015.

**Payment of Bills**

Don Pyle stated the payment to the U.S. Treasury in the amount of \$8,307.47 was the overpayment on the BAB Bonds.

**A motion was made by Gary Boudreau, seconded by Steve Rose, to approve payment of bills in the amount of \$136,843.26. Ayes were unanimous.**

**Additions to Agenda** – None.

**Election of Officers**

**A motion was made by Gary Boudreau, seconded by Steve Rose, to nominate, close and a unanimous ballot be cast to appoint Randy Gorecki as Chairman. Ayes were unanimous.**

**A motion was made by Steve Rose, seconded by Randy Gorecki, to nominate, close and a unanimous ballot be cast to appoint Gary Boudreau as Vice Chairman. Ayes were unanimous.**

**A motion was made by Gary Boudreau, seconded by Randy Gorecki, to nominate, close and a unanimous ballot be cast to appoint Steve Rose as Treasurer. Ayes were unanimous.**

**A motion was made by Gary Boudreau, seconded by Patrick Johnson, to nominate, close and a unanimous ballot be cast to appoint Hugo Mattonen as Secretary. Ayes were unanimous.**

**Review Annual Budget**

The 2015 proposed budget was reviewed.

The total revenue is proposed at \$1,679,050 and the total expense is proposed at \$1,831,299. The shortage of revenue is \$152,249.

The salaries/wages is low due to hiring a new employee who doesn't make as much as the person who retired and benefits were not paid for three months.

Bank charges are proposed at \$25,000 which is for a letter of credit at State Bank.

Discussion took place on rate increases of \$1.25 for 2015. In 2014 rates were increased by \$0.25 which generated approximately \$6,000 in revenues. It was agreed that rate increases will be further discussed and may have a special meeting. Further discussed eliminating the 10% discounts that are currently given.

Leachate has not been increased since 1986 and it was unsure about the ash revenue with the talks of the Power Plant closing.

**Gas Meter Replacement**

Don Pyle stated the current gas meter is in for repairs and parts are hard to find. This monitor is twenty-four years old when it was purchased used from U.P. Engineers. This unit has been in need of repairs three times last year for a cost of \$1,450. The annual re-calculations will take place in March at a cost of approximately \$750 - \$850, depending on the sensors that need replacement. Don Pyle is recommending a new monitor that can be used for compliance with MDEQ and EPA rules.

**A motion was made by Gary Boudreau, seconded by Ralph Blasier, to accept the bid from CEA Instruments, Inc. in the amount of \$6,995. Ayes were unanimous.**

**Flyer for Change of Assessment Letter**

Don Pyle stated Johnston Printing is printing the revised recycling flyer at a cost of \$965 to include with all the townships and cities within Delta County assessment change notices. This will be a cost only to the Authority and extra copies will be made.

**A motion was made by Ralph Blasier, seconded by Patrick Johnson, to authorize up to \$970 for the revised recycling flyer to be printed. Ayes were unanimous.**

#### **Copier Replacement**

Copier replacement was reviewed as the current machine is over twenty years old. Don Pyle stated he typically utilizes his computer printer and would not see a need for a copier replacement.

No action was taken.

#### **DEQ Waste Forum in Marquette**

Don Pyle stated there is an upcoming Upper Peninsula Solid Waste Forum and he is seeking approval to attend. The room rates are \$75.

**A motion was made by Gary Boudreau, seconded by Steve Rose, to authorize Don Pyle to attend the DEQ Waste Forum in Marquette with overnight accommodations. Motion was approved unanimously.**

#### **Manager's Report**

Don Pyle stated he was hired in 1999 and every three years he has to take training for his manager of the landfill operation license. It is unknown at the location of the training this year, but he would be trying to get the training done during the summer months. The training is out of the area.

No action was taken as this will be further discussed when and where the nearest training will take place is known.

#### **Board Comments** – None.

**A motion was made by Gary Boudreau, seconded by Ralph Blasier, to adjourn the meeting with the time being 8:42 p.m. Motion was approved unanimously.**

**REGULAR MEETING**  
**DELTA SOLID WASTE MANAGEMENT AUTHORITY**  
**February 24, 2015**

The regular meeting of the Delta Solid Waste Management Authority will be held on Tuesday, February 24, 2015 at 7:00 p.m. in the County Building at 2950 College Avenue in Escanaba.

Pledge of Allegiance  
Public comment  
Secretary report  
Treasurer report  
Payment of bills  
Additions to agenda

**AGENDA:**

1. IRS Letter pertaining to BAB Bonds
2. Initial information on revenue and expenses
3. Manager report.
4. Board comments.

Randy Gorecki  
Chairman

## **DELTA COUNTY TOWNSHIPS ASSOCIATION**

The meeting of the Delta County Townships Association was held on January 22, 2015 at the Tri - Township School in Rapid River. President Greg Johnson led in the Pledge of Allegiance.

Townships that were represented were: Baldwin, Bark River, Bay de Noc, Brampton, Cornell, Ensign, Escanaba, Ford River, Garden, Maple Ridge, and Masonville. Representing the County Board of Commissioners was David Rivard and John Malnor.

The minutes of the October 2014 meeting were presented. A motion to accept the minutes was made by Gary Boudreau and supported by Greg Johnson. Motion carried.

The Treasurer's Report was given. A motion to accept was made by Gary Boudreau and supported by Ginny Dahlin. Motion carried.

BALANCE as of Dec. 2014 .....	\$3111.15	PICNIC FUND.....	\$718.34
<b>INCOME:</b>		<b>EXPENSES:</b>	
Annual Dinner.....	\$1485.00	Annual Dinner .....	\$1530.00
2015 Dues.....	\$1161.60	Annual Dinner supplies.....	\$71.40
		January Salaries.....	\$110.00
NEW BALANCE.....	\$4046.35		

### **COMMUNICATIONS:**

CUPPAD Representative. A motion to appoint Greg Johnson was made by Gary Boudreau and supported by Mary Wilson. Motion carried.

**UNFINISHED BUSINESS:** None

**NEW BUSINESS:** None

### **SPEAKERS:**

**Steve Belongie**, Escanaba Township Volunteer Fireman, spoke about the importance of every township checking their Insurance Contracts to get the best coverage for the best price. He reminded everyone not to wait until you have a claim to find out you did not have proper coverage.

**Dan Manacher**, Delta County Building and Zoning, discussed zoning districts, building and demolition permits, and set backs. He noted that his office is in charge of creating new addresses for new construction. He also referred to limiting Medical Marijuana growth sites in Delta County.

**Jim O'Laughlin**, Equalization Representative, spoke on the need for townships to sign the new Equalization contracts. That would mean each township will pay \$1.60 per parcel per year. No maps will be distributed until after the contracts are signed.

The next regular meeting will be held on February 26, 2015, 7:00 pm at the Tri-Township School in Rapid River. Escanaba Township is in charge of lunch.

A motion to adjourn was made by Gary Boudreau and supported by Ginny Dahlin. Motion carried.

Respectfully submitted,

Linda Trombley-Robitaille, Recording Secretary