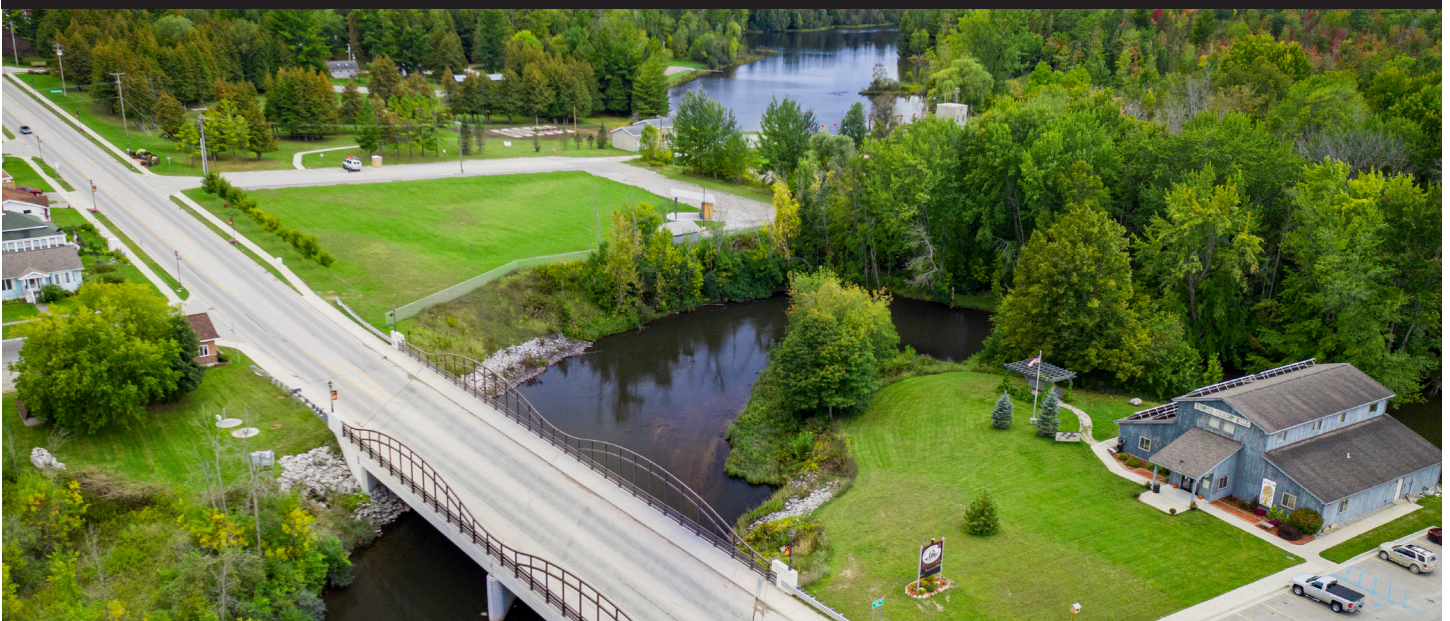
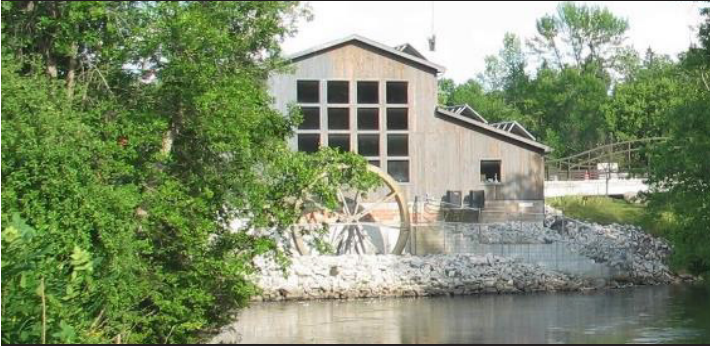


MASTER PLAN 2021



VILLAGE OF HILLMAN

MONTMORENCY COUNTY & ALPENA COUNTY, MICHIGAN

VILLAGE OF HILLMAN MASTER PLAN

Village of Hillman

Montmorency County, Michigan

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Funding assistance provided by MEDC Redevelopment Ready Communities (RRC)

Adoption Dates

Planning Commission: December 6, 2021

Village Council: December 7, 2021



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Chapter 1

1

Introduction and History

Preface

The purpose of this Master Plan is to provide a “blueprint” for managing the land use and future growth of the Village of Hillman to ensure the village retains the characteristics that are important to the entire community. This Master Plan includes maps and important information about the village. The Master Plan provides the formal basis for land use and capital improvement decisions as well as the village’s regulatory devices and ordinances. The authority to develop this Master Plan is provided through the Michigan Planning Enabling Act, Public Act 33 of 2008, as amended.

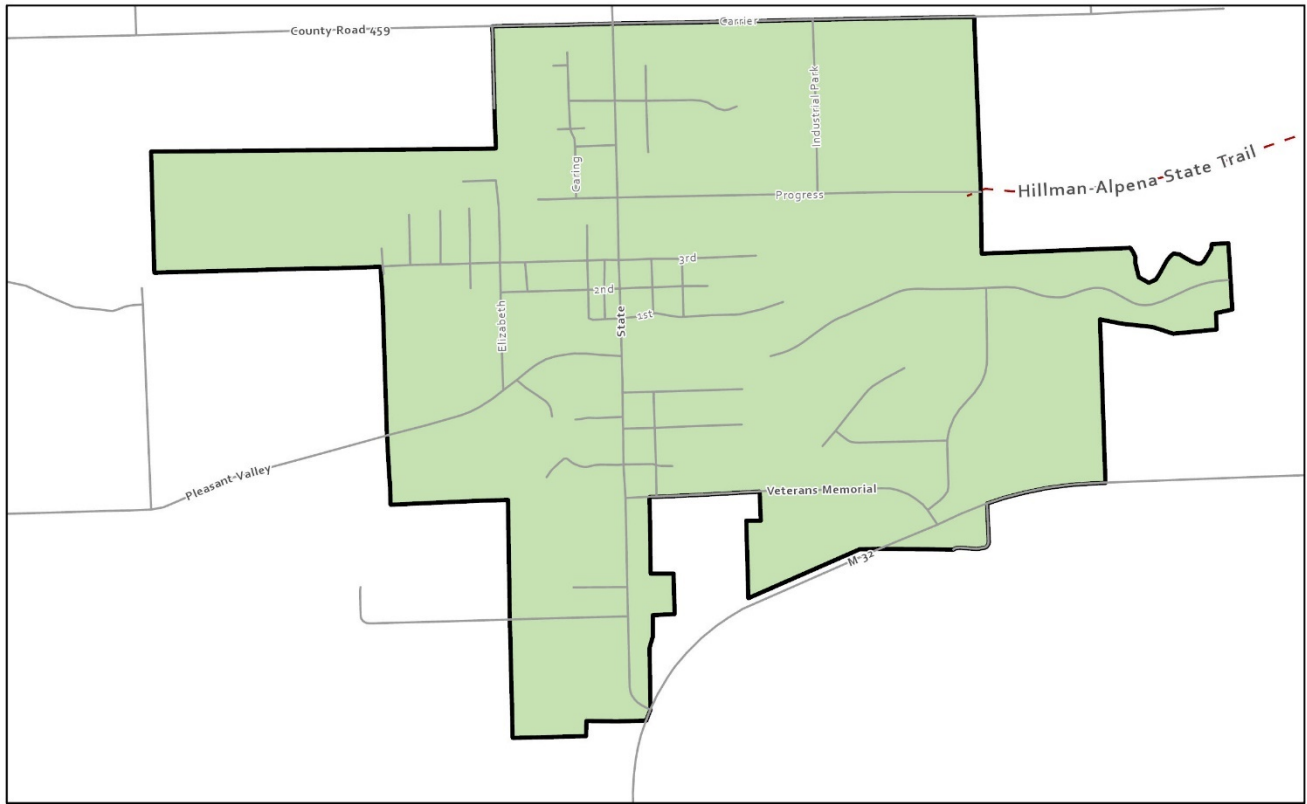
A Master Plan is used to help guide future growth and development. It needs to be periodically evaluated and as necessary, updated to reflect significant changes in the village, development trends, and the public’s desire to change. Updating this plan as things change or goals are accomplished should not be regarded as a weakness in this plan or planning effort. A Master Plan is a “living” document that needs to be used and modified regularly.

The Village of Hillman developed its first Master Plan in 1980 and has revised it accordingly through the years. Additionally, the Village Council enacted its Zoning Ordinance in 2015 with the last set of amendments occurring in 2020. In 1991, the Village of Hillman developed its first Strategic Plan to guide change and development in the community. In 2008, the Strategic Plan was revised. In 2019, the Village of Hillman and Hillman Township officials worked together to develop the Hillman Area Recreation Plan 2020-2024.

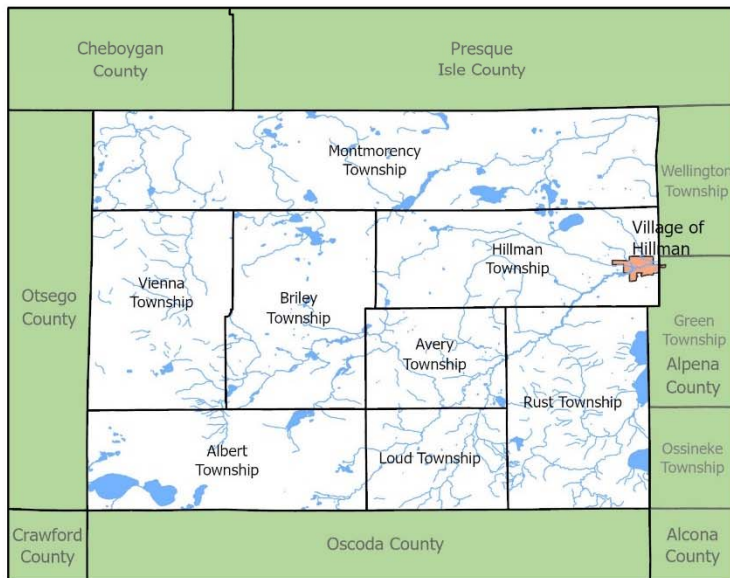
Location

The Village of Hillman, Michigan is located in east-central Montmorency County within Hillman Township, with a small portion extending into Green Township, Alpena County (**Figure 1.1**). The Village of Hillman encompasses approximately 1.75 square miles and is located in a rural area with abundant natural resources and recreational opportunities. The Village is centrally located between Alpena (22 miles to the east) and Gaylord (45 miles to the west). M-32 is the major thoroughfare that runs along the southern border of the village. M-32 is primarily an east/west trunkline connecting US-31 in Antrim County to US-23 in Alpena County, M-32 also connects to the north/south State Highway M-33 from Avery Township to the southwest and into Briley Township to the north where it continues to Onaway and Cheboygan.

Village of Hillman



Municipalities in Montmorency County



Montmorency County Location in Michigan

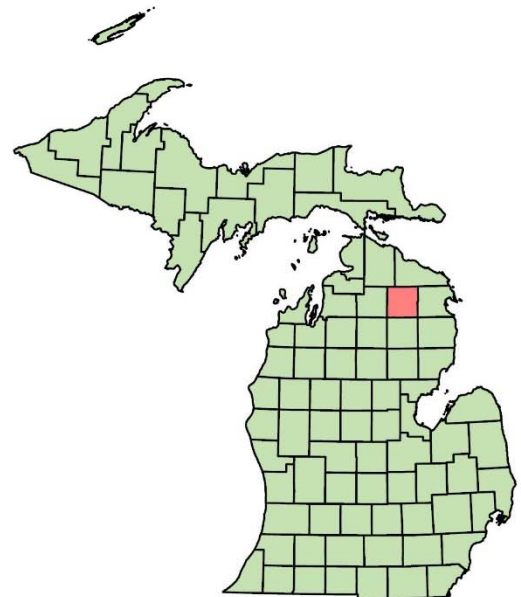


Figure 1.1 Village of Hillman Location Map

History

The Thunder Bay River attracted settlers to the area due to the transportation opportunities and the ability to generate power from the Thunder Bay River. The Village was situated at the junction of Gilchrist and Finish creeks and the Thunder Bay River. It was also situated along the Hillman branch of the Detroit & Mackinac Railway. The main features of the village included a bank, several general stores, an array of residences, and four churches. Several small mills were operated by the village's power plant. From 1881-1891, the Village of Hillman was the county seat in Montmorency County. In 1891, the county seat was transferred to Atlanta and the village became incorporated.



Hillman, MI - (Davidson's Dept. Store - 1910's) - Contributed by Paul Petosky



Hillman, MI - (Methodist Episcopal Church) - Contributed by Paul Petosky

Chapter 2

2

Socio-Economic Characteristics

An important step in understanding the future needs of a community is an analysis of population, housing, income, education, and employment characteristics. The following chapter contains socio-economic data for the Village of Hillman.

Population

The 2018 *American Community Survey* lists the Village of Hillman's population at 690. **Table 2-1** shows a relatively stable population from 2000 to 2018. However, most townships in Montmorency County showed population losses between 2000 and 2018. The only townships to gain population were Loud Township and Vienna Township. The Lewiston CDP (Census Designated Place) also gained population during this time period. Since 1980, the population of the Village of Hillman has increased from 85% from 373 to 690.

Municipality	2000 Population	2010 Population	2018 Population	% Change (2000-2018)	Numeric Change (2000-2018)
Village of Hillman	685	701	690	0.7%	5
Albert Township***	2,695	2,526	2,194	-18.6%	-501
Avery Township	717	646	649	-9.5%	-68
Briley Township**	2,029	1,860	1,826	-10.0%	-203
Hillman Township*	2,267	2,175	2,055	-9.4%	-212
Loud Township	284	293	298	4.9%	14
Montmorency Twp	1,202	1,117	1,015	-15.6%	-187
Rust Township	549	561	473	-13.8%	-76
Vienna Township	572	587	751	31.3%	179
Atlanta, CDP	757	827	687	-9.2%	-70
Lewiston, CDP	990	1,392	1,177	18.9%	187
Montmorency Co.	10,315	9,765	9,261	-10.2%	-1,054

American Community Survey 5-Year Estimates (U.S. Census Bureau)

**Includes Village of Hillman*

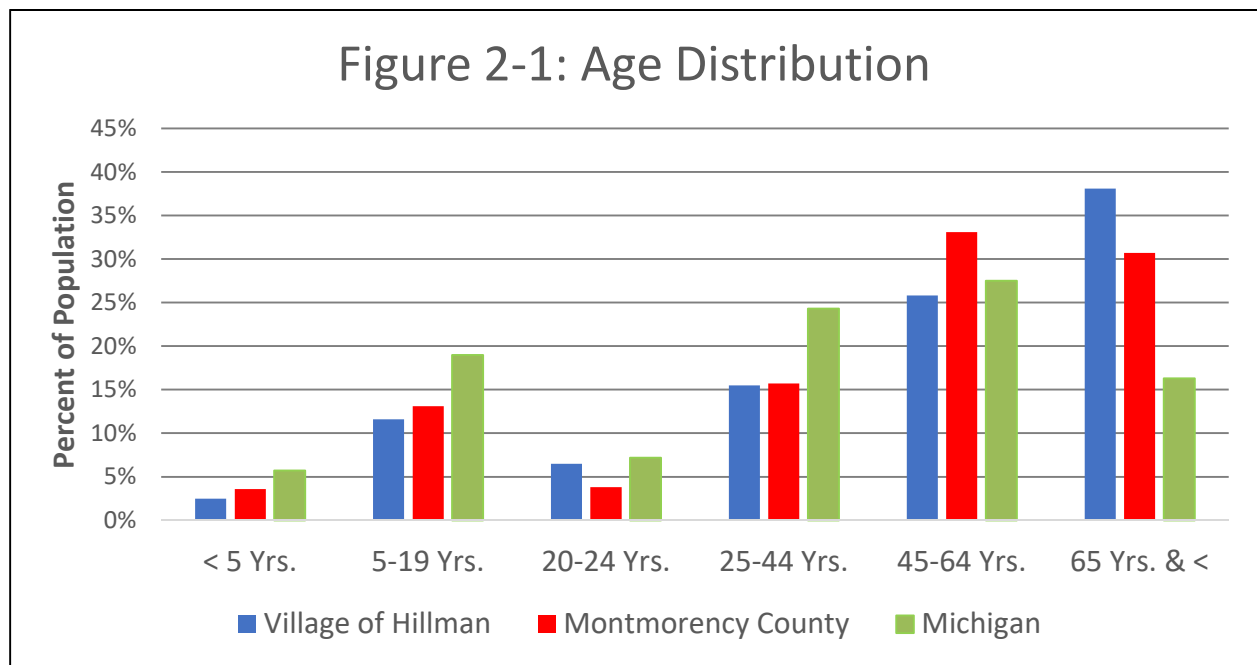
***Includes Atlanta, CDP*

Seasonal Population

In February 2021, the village had 12 seasonal homes. A rough estimate of the number of seasonal residents can be calculated by multiplying the number of seasonal housing units (12) by the village’s average household size (2.02), for a total of 25 persons. This figure does not include those seasonal visitors or tourists staying in area motels, campground, etc. It is beyond the scope of this plan to obtain accurate count of the number of the tourists who annually visit the area.

Age Distribution

Table 2-2 illustrates age groups and median ages for the Village of Hillman, Montmorency County, and the State of Michigan. Hillman’s median age in 2018 was 59.1 years as compared to 39.7 years for the State as a whole. The Village’s median age is higher than Montmorency County (55.7). The median age increased between 2000 and 2018 for most communities in northeast Michigan including the Village of Hillman (median age was 51.3 years in 2000). 14.1% of the total population in the village is under nineteen years of age while 38.1% is 65 years and over. The Village’s age distribution is more similar to the County than to the State. **Figure 2-1** compares age groups of the Village, County, and State.



**Table 2-2
Age Distribution By Municipality For Montmorency County - 2018**

	< 5 Yrs.	%	5-19 Yrs.	%	20-24 Yrs.	%	25-44 Yrs.	%	45-64 Yrs.	%	65 Yrs. & >	%	Median Age
Village of Hillman	17	2.5	80	11.6	45	6.5	107	15.5	178	25.8	263	38.1	59.1
Montmorency County	333	3.6	1,207	13.1	352	3.8	1,456	15.7	3,071	33.1	2,842	30.7	55.7
Michigan		5.7		19.0		7.2		24.3		27.5		16.3	39.7

Source: 2018 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Household Characteristics

Table 2-3 presents information on household characteristics gathered in the 2018 *American Community Survey*. Information includes total number of households, average household size, householder living alone, households with one or more people under the age of 18, and households with an individual 65 years & older. According to the 2018 *American Community Survey*, of the 291 total households in Hillman, 113 were reported as householders living alone. There were 51 households with one or more people under the age of 18 and 171 households with someone 65 years or older. The average household size is 2.02 as compared to Michigan where the average household size is 2.5.

**Table 2-3
Village of Hillman and Montmorency County: Household Characteristics - 2018**

MUNICIPALITY	Total Households	Avg. Household Size	Householder Living Alone	Households with 1 or more people under 18 yrs	Households w/ 1 or more people 60 yrs. & older
Village of Hillman	291	2.0	38.8%	17.5%	58.8%
Montmorency County	4,195	2.2	32.1%	19.1%	58.1%
Michigan	3,909,509	2.5	29.3%	29.1%	40.0%

Source: 2018 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Housing Characteristics

A majority of the housing units (70.2%) are single family, detached structures while 7.9% are mobile homes. The remaining housing units are classified as multi-family structures or apartment complexes. 63.8% of the housing units in the Village were constructed prior to 1980, with 16.1% having been constructed prior to 1950 (**Table 2-4**). Older housing stock generally requires upgrades and renovations. The median home value for housing units in the Village of Hillman was listed as \$83,500 in the 2018 *American Community Survey*.

Of the 342 housing units reported in the Village of Hillman (**Table 2-5**), 291 (85.1%) were occupied and 51 (14.9%) were vacant. Of the occupied units, 192 (66.0%) were owner-occupied and 99 (34.0%) were rentals. Of the 51 vacant units, 31 (60.8%) were classified as “seasonal, recreational, or occasional use.” As of February 2021, the village has 12 seasonal homes.

Year Built	Percent
2014 or later	1.8
2010 – 2013	0
2000 – 2009	8.5
1990 -1999	10.5
1980 – 1989	15.5
1970 – 1979	28.4
1960 – 1969	6.1
1950 – 1959	13.2
1940 – 1949	7.9
1939 or earlier	8.2

US Census Bureau

Area Name	2018					
	Total	Occupied	Vacant	Percent Vacant	Seasonal	* Percent Seasonal
Village of Hillman	342	291	51	14.9	31	9.1
Albert Township****	2,653	1,075	1,578	59.5	1,529	57.6
Avery Township	647	295	352	54.5	331	51.2
Briley Township***	1,554	788	766	49.3	677	43.6
Hillman Township**	1,730	945	785	45.4	680	39.3
Loud Township	371	125	246	66.3	225	60.6
Montmorency Twp	1,582	494	1,088	68.8	1,011	63.9
Rust Township	467	203	264	56.5	231	49.5
Vienna Township	590	270	320	54.2	291	49.3
Atlanta, CDP	453	318	135	29.8	94	20.8
Lewiston CDP	1,598	586	1,012	63.3	963	60.3
Montmorency County	9,594	4,195	5,399	56.3	4,975	51.9

* Percent of total housing

**Includes Village of Hillman

***Includes Atlanta, CDP

****Includes Lewiston, CDP

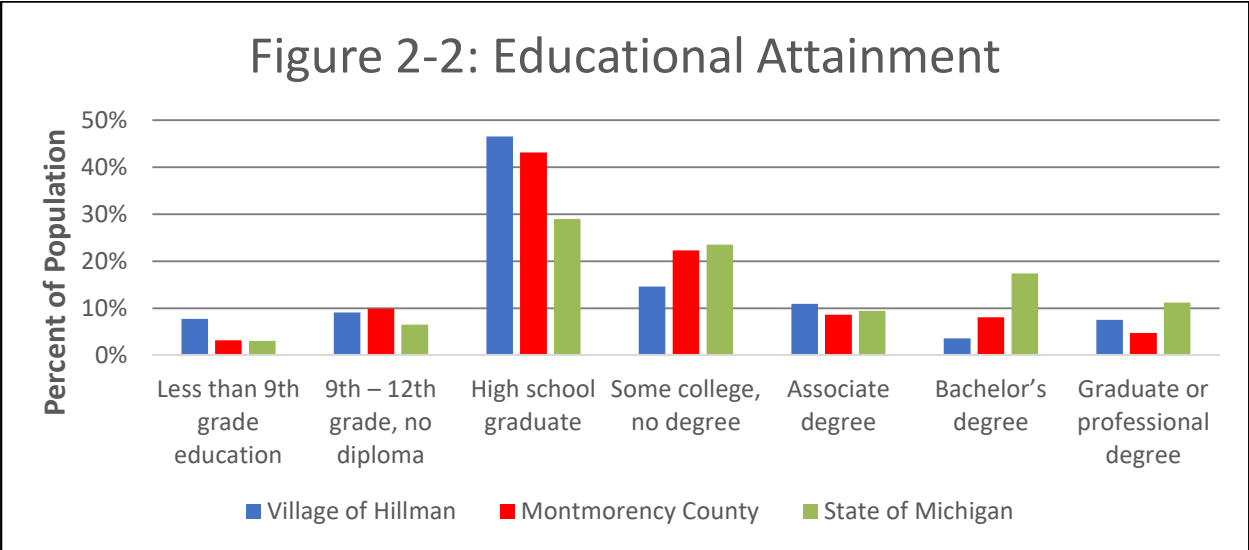
Source: 2018 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Educational Attainment and School Enrollment

According to the *American Community Survey*, of the 548 Village residents 25 years and older, 83.2% were high school graduates or higher, while only 11.1% held a Bachelor’s Degree or higher. Montmorency County residents as a whole show similar education levels. The percent of people with a bachelor’s degree or higher within the Village and the County is significantly lower than the State as a whole (**Table 2-6 and Figure 2-2**).

Table 2-6 Educational Attainment			
	Village of Hillman	Montmorency County	State of Michigan
Population 25 years and over	548	7,369	6,772,215
Less than 9 th grade education	7.7%	3.2%	3.0%
9 th – 12 th grade, no diploma	9.1%	9.9%	6.5%
High school graduate	46.5%	43.1%	29.0%
Some college, no degree	14.6%	22.3%	23.5%
Associate degree	10.9%	8.6%	9.4%
Bachelor’s degree	3.6%	8.1%	17.4%
Graduate or professional degree	7.5%	4.7%	11.2%
Percent high school graduate or higher	83.2%	86.8%	90.5%
Percent bachelor's degree or higher	11.1%	12.8%	28.6%

Source: 2018 American Community Survey 5-Year Estimates (U.S. Census Bureau)



School Enrollment

In the 2019-2020 school year there were 430 students enrolled in Hillman Community Schools. Of these 430 students, 278 were classified as economically disadvantaged and 47 were identified as having a disability. **Table 2-7** shows a decline in number of students attending Hillman Community Schools over the last 10 years. From 527 students in 2010-2011 to 430 in the 2019-2020 school year, there is a loss of 97 students (an 18% decline).

School Year	Enrollment
2019-2020	430
2018-2019	411
2017-2018	437
2016-2017	443
2015-2016	475
2014-2015	497
2013-2014	492
2012-2013	520
2011-2012	511
2010-2011	527

Source: mischooldata.org

Disability Status

Data shown on **Table 2-8** provides data from the 2018 *American Community Survey* and gives an indication of disabled people residing in the Village of Hillman, Montmorency County and Michigan. Persons with disabilities include those with a hearing difficulty, a vision difficulty, a cognitive difficulty, an ambulatory difficulty, a self-care difficulty, and an independent living difficulty. The percent population of persons with disabilities is somewhat higher for the Village of Hillman and Montmorency County than Michigan as a whole. Note that there is a fairly high margin of error listed for this dataset on the US Census website.

	% Disabled persons	% of Disabled under 5 Years	% of Disabled 5-17 Years	% of Disabled 18-64 Years	% of Disabled 65+ Years
Village of Hillman	29.5	0.0	4.9	38.3	56.8
Montmorency County	24.2	0.0	4.6	45.2	50.2
Michigan	14.3	0.3	7.4	52.9	39.4

Source: 2018 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Income

According to the *American Community Survey* data showing income for the past 12 months, the Village of Hillman’s median household income is \$31,094, over \$11,000 lower than the County and \$23,000 lower than the State income levels. The same pattern can be found for median family income and per capita income. See **Table 2-9**.

	Village of Hillman	Montmorency County	Michigan
Median Household Income	\$31,094	\$42,305	\$54,938
Median Family Income	\$43,472	\$49,770	\$69,691
Per Capita Income	\$19,438	\$23,930	\$30,336

Source: 2018 American Community Survey 5-Year Estimates, U.S. Census Bureau

Table 2-10 shows a breakdown of income sources within Village of Hillman, Montmorency County and the State of Michigan. The estimates show, within the Village, 56.4% received earnings from employment, 66.7% received Social Security income, and 20.6% received retirement income. The lower percentage of people receiving income from employment as compared to the State relates to an older population structure. The percentage of people getting retirement income is lower than Montmorency County and State of Michigan while the percentage of the population getting food stamps/SNAP is considerably higher than Montmorency County and State levels.

Income Sources	Village of Hillman		Montmorency County		Michigan	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
With earnings	164	56.4%	2,296	54.7%	2,901,782	74.2%
Mean earnings	\$37,205		\$48,168		\$77,802	
With Social Security	194	66.7%	2,455	58.5%	1,350,120	34.5%
Mean Social Security income	\$15,672		\$20,558		\$20,260	
With retirement income	60	20.6%	1,562	37.2%	878,167	22.5%
Mean retirement income	\$16,893		\$20,162		\$23,305	
With Supplemental Security Income	17	5.8%	351	8.4%	243,843	6.2%
Mean Supplemental Security Income	\$11,347		\$10,949		\$10,350	
With cash public assistance income	4	1.4%	88	2.1%	98,318	2.5%
Mean cash public assistance income	-		\$2,564		\$2,683	
With Food Stamp/SNAP benefits in the past 12 months	85	29.2%	543	12.9%	551,968	14.1%

Source: 2018 American Community Survey 5-Year Estimates, U.S. Census Bureau

Poverty

Information from the *American Community Survey* shows poverty rates, based on income levels for the past 12 months in the Village of Hillman, Montmorency County and Michigan (**Table 2-11**). All three have similar percentages of families in poverty, but Hillman has a larger percentage of individuals overall and individuals 65 years and over living in poverty. However, families with a female head of household fare better in Hillman than in the County and State.

	Village of Hillman	Montmorency County	Michigan
Families	11.0%	11.5%	10.4%
Families w/ female head of household	22.2%	33.0%	29.8%
Individuals	20.9%	16.6%	15.0%
Individuals 65 years and over	12.7%	7.2%	8.3%

Source: 2018 American Community Survey 5-Year Estimates, U.S. Census Bureau

Labor Force

Employment and Unemployment

The civilian labor force is defined as all civilian individuals over age 16 who are employed or actively seeking employment. Labor force numbers can change rather quickly in response to economic conditions. During prolonged periods of unemployment, unsuccessful job seekers can drop out of the work force by going back to school, leaving the area in search of work elsewhere or by stopping the search for work. **Table 2-12** shows the labor force participation rate for the village. Out of 255 people in the labor force in Hillman, 77 are over the age of 55 (30%).

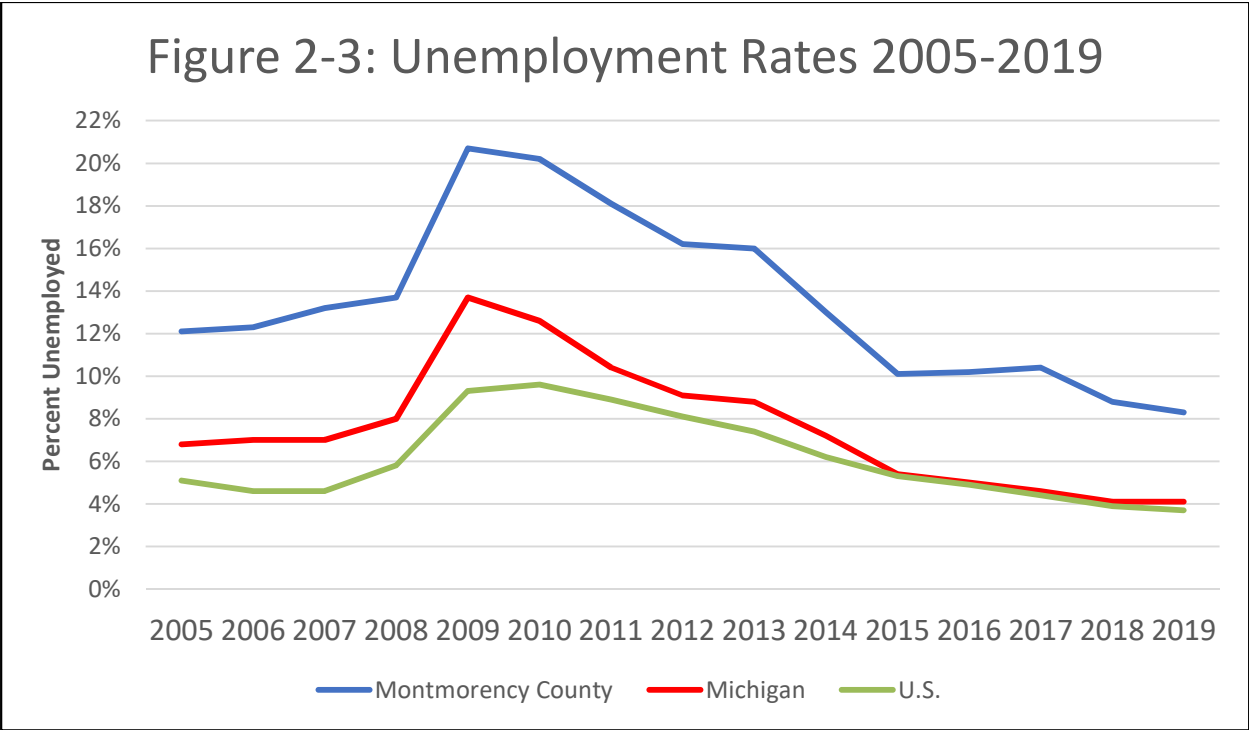
Age	Labor Force Participation Rate	Number in Labor Force
16 - 19 years	65%	13
20 - 24 years	91.1%	41
25 - 29 years	100%	16
30 - 34 years	72.2%	13
35 - 44 years	78.1%	57
45 - 54 years	67.9%	38
55 - 59 years	58.2%	32
60 - 64 years	29.9%	20
65 - 74 years	14.2%	18
75+ years	5.1%	7

Source: 2018 American Community Survey 5-Year Estimates, U.S. Census Bureau

Table 2-13 presents information on labor force, employment and unemployment for Montmorency County from 2005 to 2019. Unemployment rates experienced a significant increase in 2009 as a result of the recession in 2008. The jobless rate peaked in 2009 at 20.7% and had dropped to 8.3% in 2019, still high compared to the State of Michigan and US. Additionally, the number of persons in the labor force began to fall in 2007. The economic downturn continued to feed this trend. Even though unemployment rates are lower than in 2006, the civilian labor force has not returned to 2006 levels. Unemployment rates in Montmorency County generally mirror those in the State and U.S., however, they are consistently at a higher level (**Figure 2-3**). At the time of this writing, the impact of the COVID-19 pandemic is being assessed. In August of 2020, Montmorency County had a jobless rate of 11% as a result of the partial shutdown of the economy in order to deal with the pandemic, but that rate is still not nearly as high as it reached in 2009 during the recession. It is not known whether the impact will have a lasting effect on the economy in Northeast Michigan.

Year	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
2019	2,998	2,748	250	8.3%
2018	3,014	2,750	264	8.8%
2017	3,053	2,737	316	10.4%
2016	3,059	2,748	311	10.2%
2015	3,067	2,757	310	10.1%
2014	3,156	2,747	409	13.0%
2013	3,198	2,685	513	16.0%
2012	3,234	2,709	525	16.2%
2011	3,346	2,742	604	18.1%
2010	3,552	2,836	716	20.2%
2009	4,008	3,178	830	20.7%
2008	4,010	3,461	549	13.7%
2007	4,176	3,623	553	13.2%
2006	4,353	3,817	536	12.3%
2005	4,301	3,780	521	12.1%

Source: Michigan Bureau of Labor Market Information and Strategic Initiatives



Employment Sectors and Wages

Occupational sectors within the Village are split fairly evenly, however Natural Resources, Construction and Maintenance has the least number of employees. As can be seen in **Table 2-14**, management, business, science, and arts occupations is the largest occupation type.

Category	Village of Hillman	Montmorency County
Civilian employed population 16 years and over	234	2,894
Management, business, science, and arts occupations	62	716
Service occupations	55	563
Sales and office occupations	41	639
Natural resources, construction, and maintenance occupations	28	371
Production, transportation, and material moving occupations	48	605

Source: 2012-2016 American Community Survey 5-Year Estimates, U.S. Census Bureau

The State of Michigan Quarterly Census of Employment and Wages (**Table 2-15**) reports that construction makes up the largest number of establishments in Montmorency County while manufacturing has greatest number of employees. Workers with the category of “finance and insurance” and “real estate and rental and leasing” bring home the highest average weekly wages. “federal government” and “state government” rank third and fourth.

Industry	Number of Establishments	Avg Employment	Avg Weekly Wages
Agriculture, forestry, fishing and hunting	4	7	\$446
Mining	**	**	**
Utilities	**	**	**
Construction	41	137	\$645
Manufacturing	10	336	\$739
Wholesale trade	**	**	**
Retail trade	23	232	\$431
Transportation and warehousing	6	23	\$633
Information	4	14	\$434
Finance and insurance	6	242	\$1,142
Real estate and rental and leasing	4	16	\$1,137
Professional and technical services	6	12	\$561
Administrative and waste services	6	15	\$320
Educational services	**	**	**
Health care and social assistance	10	298	\$845
Arts, entertainment, and recreation	3	*	*
Accommodation and food services	20	117	\$338
Other services, except public administration	25	51	\$359
Unclassified	**	**	**
Federal government	4	18	\$1,008
State government	7	74	\$1,007
Local government	16	278	\$636

Source: Michigan Bureau of Labor Market Information and Strategic Initiatives
Quarterly Census of Employment & Wages – 4th Quarter 2019

*Data suppressed.

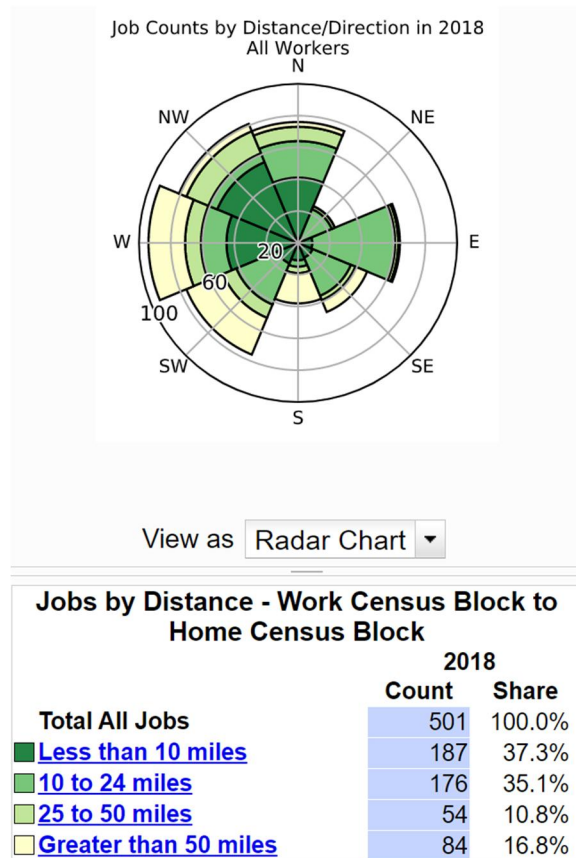
**Data was not included in database.

Commuting to Work

The vast majority of residents of the Village of Hillman drive alone to work (Table 2-16). According to the 2018 *American Community Survey*, 13.5% of workers car pooled to work, a higher percentage attributed to larger employers in nearby communities.

Mode of Transportation	Number	Percent
Drove Alone	173	75.2%
Carpooled	31	13.5%
Public Transportation (Excluding Taxicab)	2	0.9%
Walked	10	4.3%
Bicycle	0	0.0%
Taxicab, Motorcycle, or Other Means	0	0.0%
Worked At Home	14	6.1%

American Community Survey 5-Year Estimates
U.S. Bureau of the Census



According to the U.S. Census Bureau's On The Map, the majority of workers travel up to 24 miles with the Montmorency County Road Commission, Medilodge of Hillman, Hillman Airport, Thunder Bay Resort, and Avalon Cottage Rental providing the most jobs (Figure 2-4).

Jobs & Workers in Hillman – Detailed Tables

The following tables show a detailed breakdown of jobs and workers within the Village of Hillman. Table 2-17 shows how the jobs within the Village are broken down in terms of age and earnings. As of 2020, there were 577 total jobs in the Village of Hillman.

Figure 2-4: Job Counts by Distance and Direction

Table 2-18 shows job inflow and outflow within the Village. It should be noted that only 33 people both live and are employed within the Village. 168 people live in the Village and work outside of that area. 468 people live outside the Village but work within it. **Table 2-19** shows where workers are living that are employed in the Village while **Table 2-20** shows where Village residents are working.

Table 2-17	Count	%
Jobs in Village of Hillman (2018)		
Total Jobs	501	100.0%
Jobs by Worker Age		
Age 29 or younger	105	20.9%
Age 30 to 54	345	68.9%
Age 55 or older	186	37.1%
Jobs by Earnings		
\$1,250 per month or less	140	27.9%
\$1,251 to \$3,333 per month	313	62.5%
More than \$3,333 per month	183	36.5%

Source: U.S. Census Bureau "On the Map"

Table 2-18	Count	%
Job Inflow/Outflow in Village of Hillman (2017)		
Employed in Village of Hillman	501	100.0%
Living in Village of Hillman	201	40.1%
Net Job Inflow (+) or Outflow (-)	300	-
In-Area Labor Force Efficiency		
Living in Village of Hillman	201	100.0%
Living and Employed in Village of Hillman	33	16.4%
Living in Village of Hillman but Employed Outside	168	83.6%
In-Area Employment Efficiency		
Employed in Village of Hillman	501	100.0%
Employed and Living in Village of Hillman	33	6.6%
Employed in Village of Hillman but Living Outside	468	93.4%
Outflow Job Characteristics		
External Jobs Filled by Residents	168	100.0%
Workers Aged 29 or younger	31	18.5%
Workers Aged 30 to 54	90	53.6%
Workers Aged 55 or older	47	28.0%
Workers Earning \$1,250 per month or less	41	24.4%
Workers Earning \$1,251 to \$3,333 per month	64	38.1%
Workers Earning More than \$3,333 per month	63	37.5%
Workers in the "Goods Producing" Industry Class	32	19.0%
Workers in the "Trade, Transportation, and Utilities" Industry Class	46	27.4%
Workers in the "All Other Services" Industry Class	90	53.6%

Inflow Job Characteristics		
Internal Jobs Filled by Outside Workers	468	100.0%
Workers Aged 29 or younger	74	15.8%
Workers Aged 30 to 54	255	54.5%
Workers Aged 55 or older	139	29.7%
Workers Earning \$1,250 per month or less	99	21.2%
Workers Earning \$1,251 to \$3,333 per month	249	53.2%
Workers Earning More than \$3,333 per month	120	25.6%
Workers in the "Goods Producing" Industry Class	121	25.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	56	12.0%
Workers in the "All Other Services" Industry Class	291	62.2%
Interior Flow Job Characteristics		
Internal Jobs Filled by Residents	33	100.0%
Workers Aged 29 or younger	1	3.0%
Workers Aged 30 to 54	18	54.5%
Workers Aged 55 or older	14	42.4%
Workers Earning \$1,250 per month or less	11	33.3%
Workers Earning \$1,251 to \$3,333 per month	17	51.5%
Workers Earning More than \$3,333 per month	5	15.2%
Workers in the "Goods Producing" Industry Class	7	21.2%
Workers in the "Trade, Transportation, and Utilities" Industry Class	11	33.3%
Workers in the "All Other Services" Industry Class	15	45.5%

Source: US Census Bureau "On the Map"

Table 2-19		
Where Workers Live Who are Employed in Village of Hillman (2018)		
Total Jobs	501	100.0%
Village of Hillman, MI	33	6.6%
City of Alpena, MI	29	5.8%
Rogers City, MI	18	3.6%
Lewiston, CDP, MI	4	0.8%
Atlanta CDP, MI	3	0.6%
Indian River CDP, MI	3	0.6%
Village of Kalkaska, MI	3	0.6%
Mio CDP, MI	3	0.6%
City of Onaway, MI	3	0.6%
Canada Creek Ranch CDP, MI	2	0.4%
All Other Locations	400	79.8%

Source: U.S. Census Bureau "On the Map"

Table 2-20
Where Village of Hillman residents are Employed (2018)

Total Jobs	201	100.0%
Village of Hillman, MI	33	16.4%
City of Alpena, MI	16	8.0%
Atlanta CDP, MI	10	5.0%
Flint, MI	3	1.5%
Gaylord, MI	3	1.5%
Midland, MI	3	1.5%
AuSable CDP, MI	2	1.0%
Lansing, MI	2	1.0%
Lewiston CDP, MI	2	1.0%
Village of Lincoln, MI	2	1.0%
All Other Locations	125	62.2%

Source: US Census Bureau "On the Map"

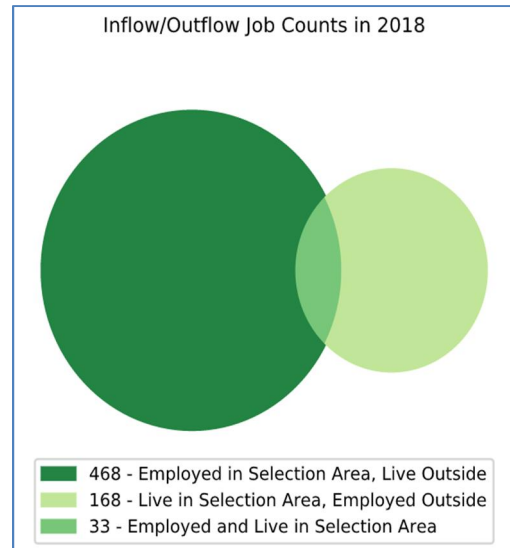


Figure 2-5: Village of Hillman Inflow/Outflow Job Counts

State Equalized Value

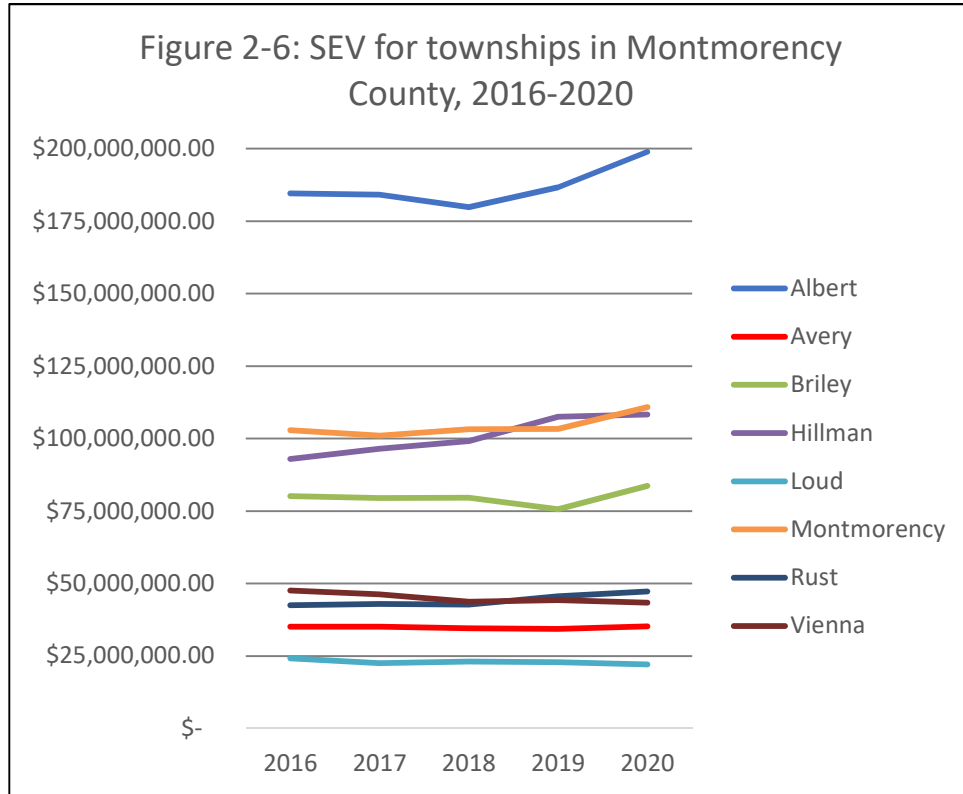
By analysis of the State Equalized Value (SEV), characteristics of property values can be obtained (broken down by townships). As shown by **Table 2-21**, Hillman Township's SEV has increased overall each of the past five years, however personal property has decreased. **Table 2-22** shows the Village's SEV and personal property have over the past five years. **Table 2-23** and **Figure 2-6** show overall SEV in the Townships located in Montmorency County.

Table 2-21
Hillman Township Assessed Value: 2016-2020

Year	Agricultural	Residential	Commercial	Industrial	Personal Property	Real + Personal Property
2020	5,202,000	83,248,300	9,525,800	4,475,900	5,816,800	108,268,800
2019	4,492,200	82,716,300	9,812,500	4,430,600	6,109,400	107,561,000
2018	4,089,300	76,353,900	8,269,000	3,757,000	6,618,100	99,087,300
2017	4,138,600	73,473,228	8,069,700	3,639,900	7,158,500	96,479,928
2016	4,150,100	69,621,100	8,435,100	3,686,500	7,023,100	92,915,900

Table 2-22
Village of Hillman Assessed Value: 2016-2020

Year	Agricultural	Residential	Commercial	Industrial	Personal Property	Real + Personal Property
2020	\$36,100	\$11,471,300	\$8,818,800	\$3,425,300	\$1,854,400	\$25,605,900
2019	\$36,100	\$10,562,600	\$8,917,300	\$3,572,000	\$1,385,000	\$24,473,000
2018	\$36,100	\$8,615,800	\$7,564,500	\$3,204,600	\$1,350,100	\$20,771,100
2017	-	\$7,613,000	\$7,359,300	\$3,119,700	\$1,946,600	\$20,038,600
2016	-	\$7,986,800	\$7,683,500	\$3,158,900	\$1,711,000	\$20,540,200



**Table 2-23
Montmorency County Assessed Value: 2016-2020**

	2016	2017	2018	2019	2020
Village of Hillman	\$20,540,200	\$20,038,600	\$20,771,100	\$24,473,000	\$25,605,900
Albert Twp.	184,525,500	184,169,350	179,839,150	186,685,400	198,935,650
Avery Twp.	35,160,100	35,061,000	34,540,100	34,370,700	35,214,800
Briley Twp.	80,116,450	79,463,861	79,546,190	75,583,400	83,722,300
Hillman Twp.	92,915,900	96,479,928	99,087,300	107,561,000	108,268,800
Loud Twp.	24,160,419	22,534,649	23,132,117	22,886,003	22,135,118
Montmorency Twp.	102,942,230	101,033,960	103,186,737	103,315,534	110,788,024
Rust Twp.	42,493,500	42,940,200	42,767,800	45,560,707	47,297,353
Vienna Twp.	47,620,895	46,208,335	43,731,948	44,221,200	43,375,307

Source: Michigan Department of Treasury

Village of Hillman Finances

Munetrix (www.munetrix.com) is an online system which displays fiscal data for local units of government in order to provide transparency and an understanding of local unit finances to the public. The Munetrix "Stress Meter" provides an overview of Indicator Scores used to calculate the financial stress of a municipality. The Indicator Score gives an overall picture of the soundness of local governments, the trend of stability over time, and allows the identification of local units that are most in need of help. Scores are generated based on the criteria of population growth, real taxable value growth, large real taxable value growth, general fund expenditures as a percent of taxable value, general fund operating deficit, prior general fund operating deficit, size of general fund balance, fund deficits in current or previous year, and general long-term debt as a percent of taxable value. The lower the number the more fiscally sound a local unit is determined to be. **Figure 2-7** shows the indicator scores for all municipalities in Northeast Michigan (the region covered by the Northeast Michigan Council of Governments – the sponsor of the Munetrix data). The graph shows a trend of more moderate regional fiscal stress in 2008, 2009, 2011, 2012, 2014, and 2015 but most municipalities remain in the Fiscally Neutral category throughout. **Figure 2-8** shows the indicator scores for municipalities within Montmorency County. As can be seen, most municipalities in Montmorency County are in extremely low fiscal stress. **Table 2-24** shows that the Village of Hillman has maintained a low fiscal stress score. Munetrix Stress Meter



The Village also works with the Michigan Department of Treasury to determine its fiscal data. The information for this performance dashboard can be found at the following:

http://www.hillmanmichigan.org/index.php?option=com_content&view=featured&Itemid=303

Figure 2-7

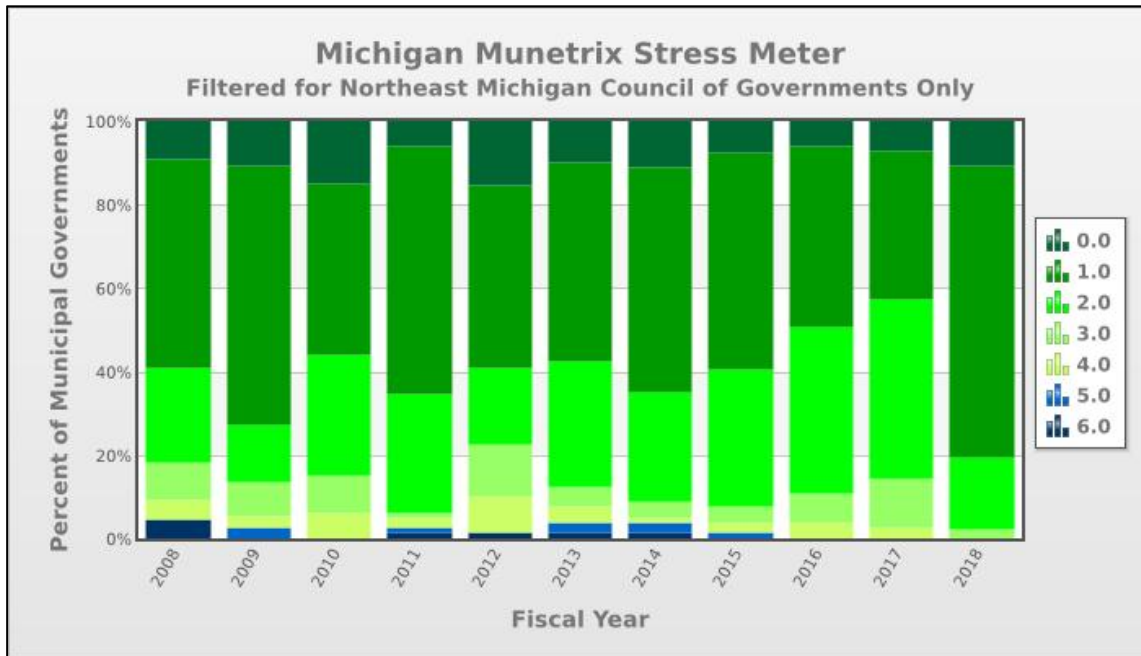
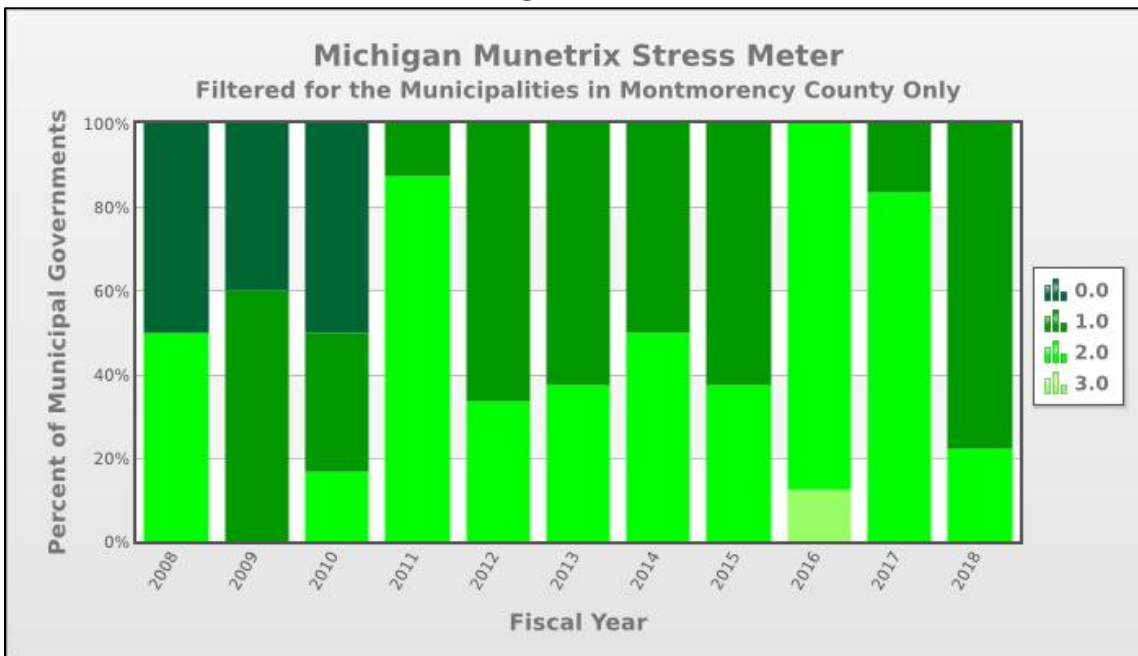


Figure 2-8



**Table 2-24
Financial Health Overview – Village of Hillman**

Year	Indicator Score	Population	Revenues	Expenditures	Fund Balance	Long Term Debt	Taxable Value
2019		667	\$342,271	\$338,308	\$169,035	\$0	\$21,430,412
2018	1	667	\$343,224	\$337,140	\$165,072	\$505,000	\$20,779,667
2017	2	665	\$292,586	\$327,944	\$158,990	\$545,000	\$20,448,555
2016	2	663	\$333,096	\$303,258	\$194,345	\$545,000	\$20,458,058
2015	1	667	\$355,078	\$385,273	\$164,507	\$615,000	\$21,661,541
2014	2	669	\$323,667	\$326,879	\$194,702	\$650,000	\$21,661,541
2013	2	674	\$335,231	\$319,630	\$197,914	\$675,000	\$20,733,735
2012	1	682	\$320,404	\$294,023	\$182,314	\$700,000	\$21,697,485
2011	1	691	\$323,159	\$326,397	\$155,932	\$725,000	\$21,581,635
2010	0	699	\$363,248	\$312,071	\$159,170	\$360,000	\$21,608,226
2009	1	699	\$361,902	\$367,048	\$107,993	\$360,000	\$21,778,826
2008	2	673	\$313,917	\$383,886	\$113,139	\$370,000	\$17,898,493
2007		674	\$275,232	\$261,240	\$183,108	\$380,000	\$20,066,960
2006		685	\$277,991	\$276,634	\$161,851	\$400,000	\$19,228,884

Source: Munetrix LLC 2019

Revenues & Expenditures

Revenue is generated from tax dollars received from residents and businesses which are generated from the millage rate multiplied by property valuations. Revenue is also generated from other sources such as State and Federal grants, permits, and fees. **Figure 2-9** shows the sources of revenue for the Village of Hillman. The largest sources of revenue are “property taxes” “State contributions.” **Figure 2-10** shows where expenses are incurred. The categories where the most funds are expended are “general government”, “public works”, and “capital outlay and special items”. **Figures 2-11** through **2-17** give an indication of the financial health of the Village. **Figure 2-11** shows Hillman’s available reserves as a percent of total expenditures well above the indicator trigger of fiscal distress. **Figure 2-12** shows that expenditures are generally consistent with revenues resulting in a stable fund equity. **Figure 2-13** assesses Hillman’s general fund expenditures as a percent of taxable value. **Figure 2-14** shows the change in taxable value throughout the years. Hillman’s taxable value has fluctuated somewhat but is above the indicator

trigger in 2019. **Figure 2-13** indicates that Hillman does not currently have a general fund operating deficit. **Figure 2-16** shows the general fund balance as a percent of fund revenues which is well above the indicator trigger. **Figure 2-16** shows long term debt as a percent of taxable value. Hillman’s long term debt is well below the indicator trigger of fiscal distress. Overall, the financial records show that the Village of Hillman is in fairly stable fiscal health.

Figure 2-9

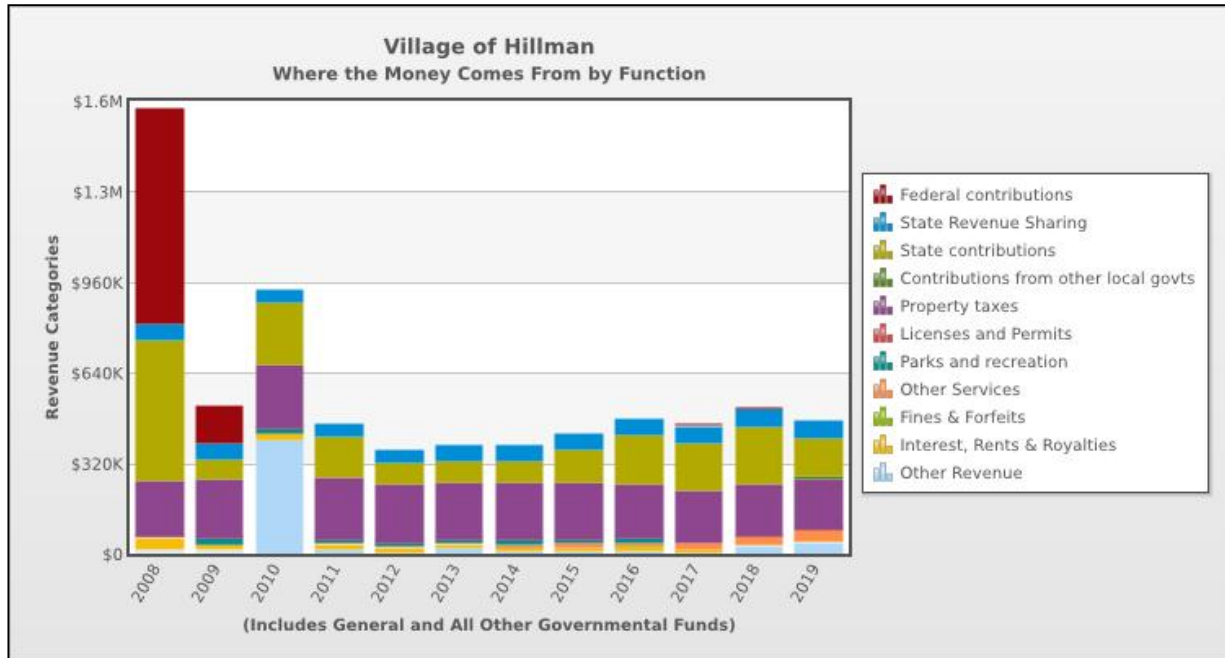


Figure 2-10

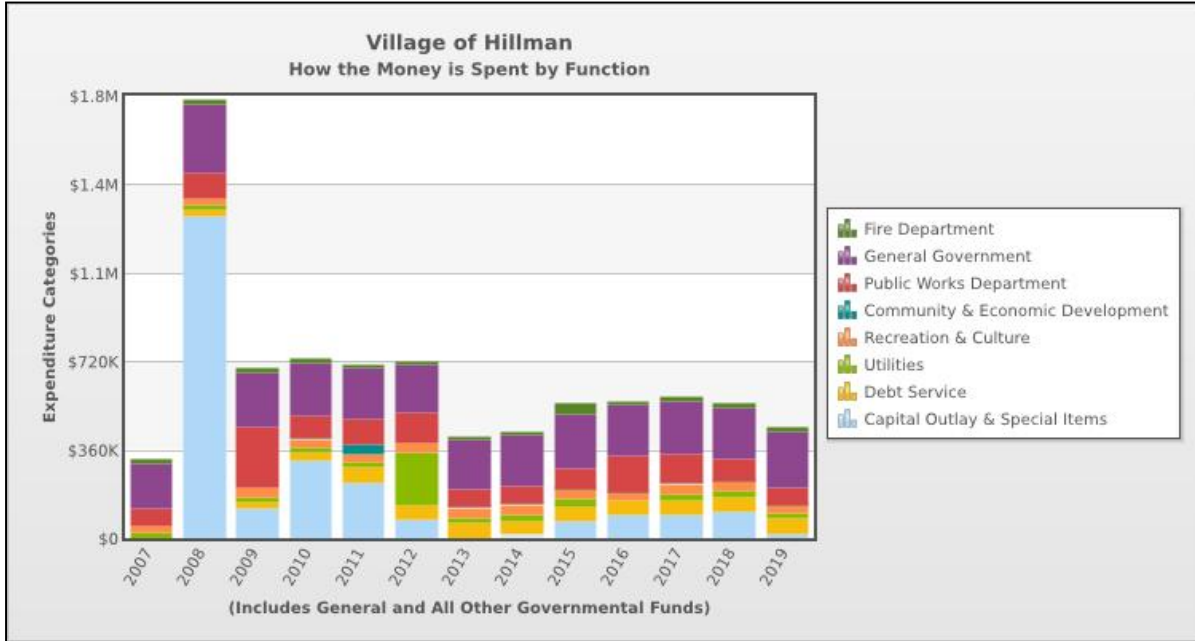


Figure 2-11



Figure 2-12

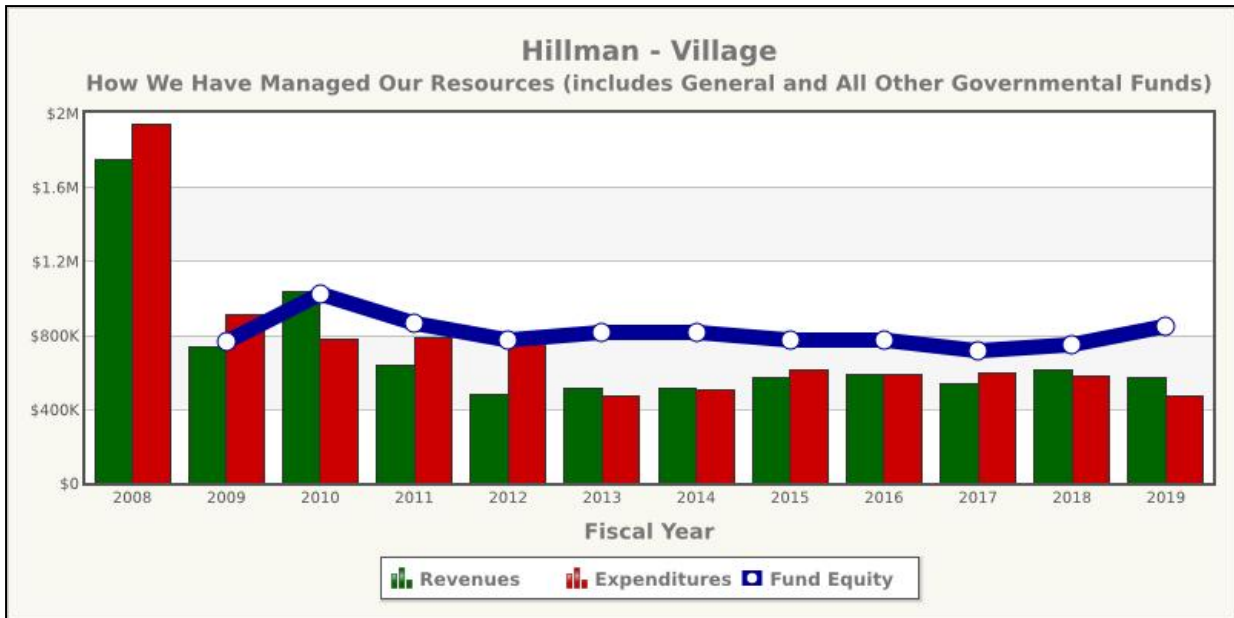


Figure 2-13

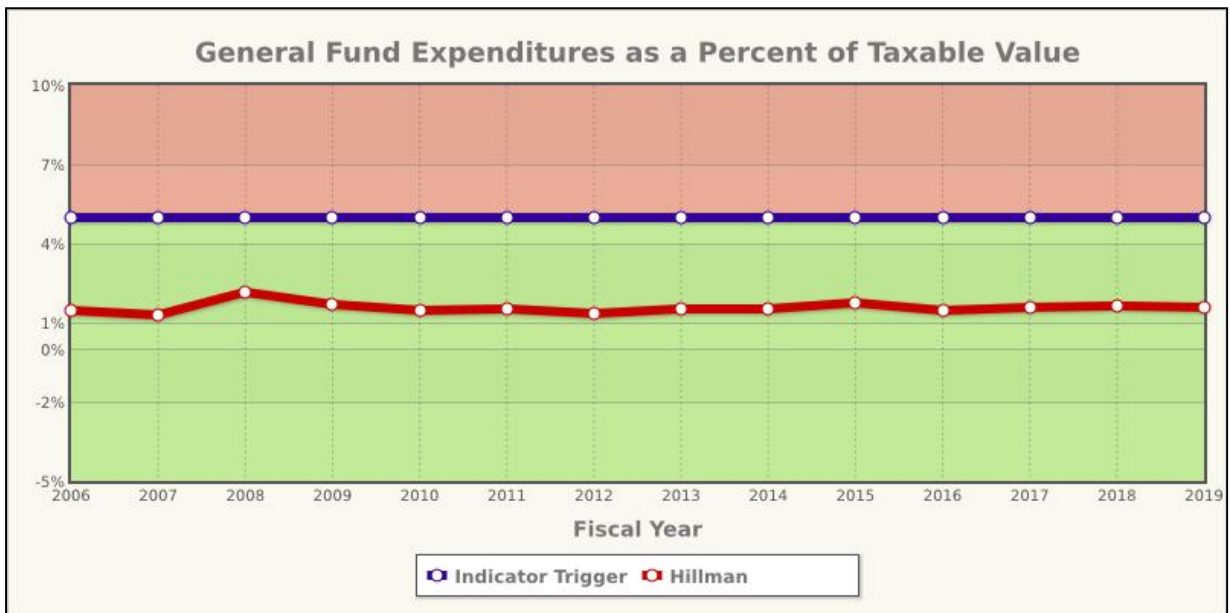


Figure 2-14

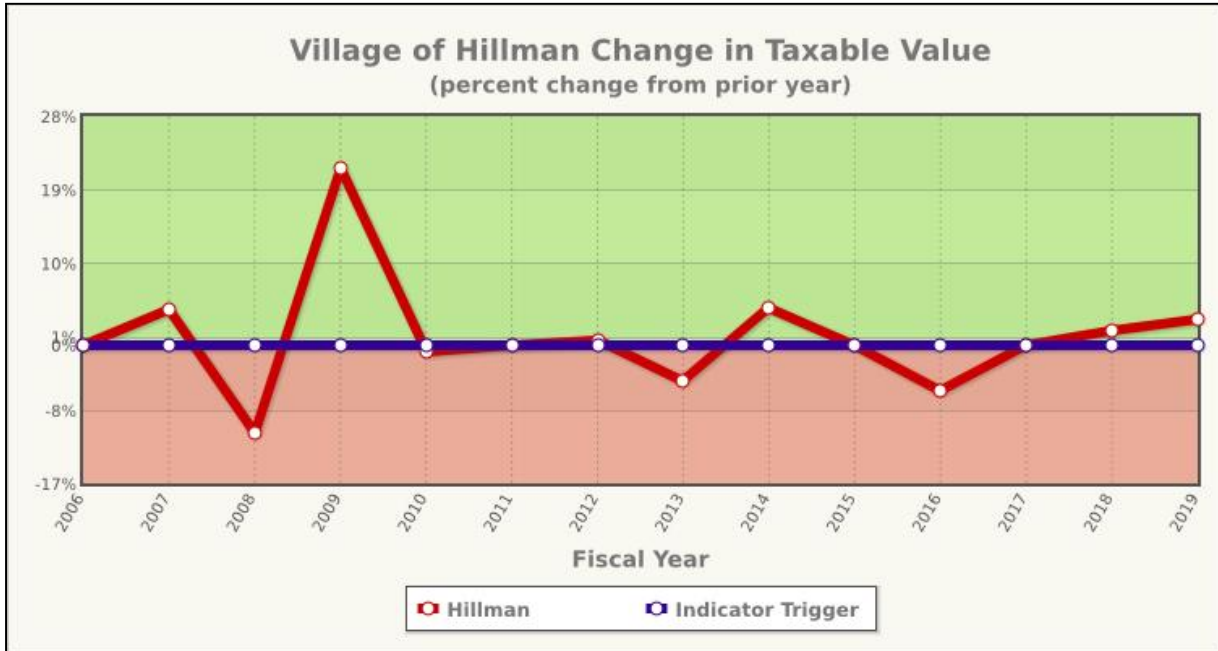


Figure 2-15

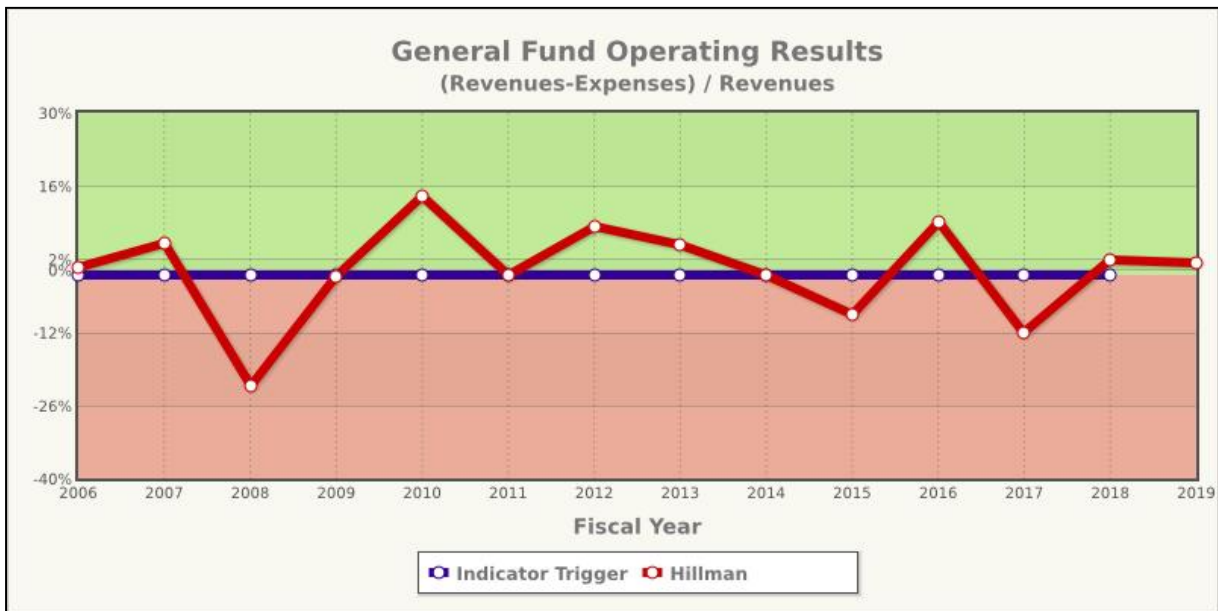


Figure 2-16

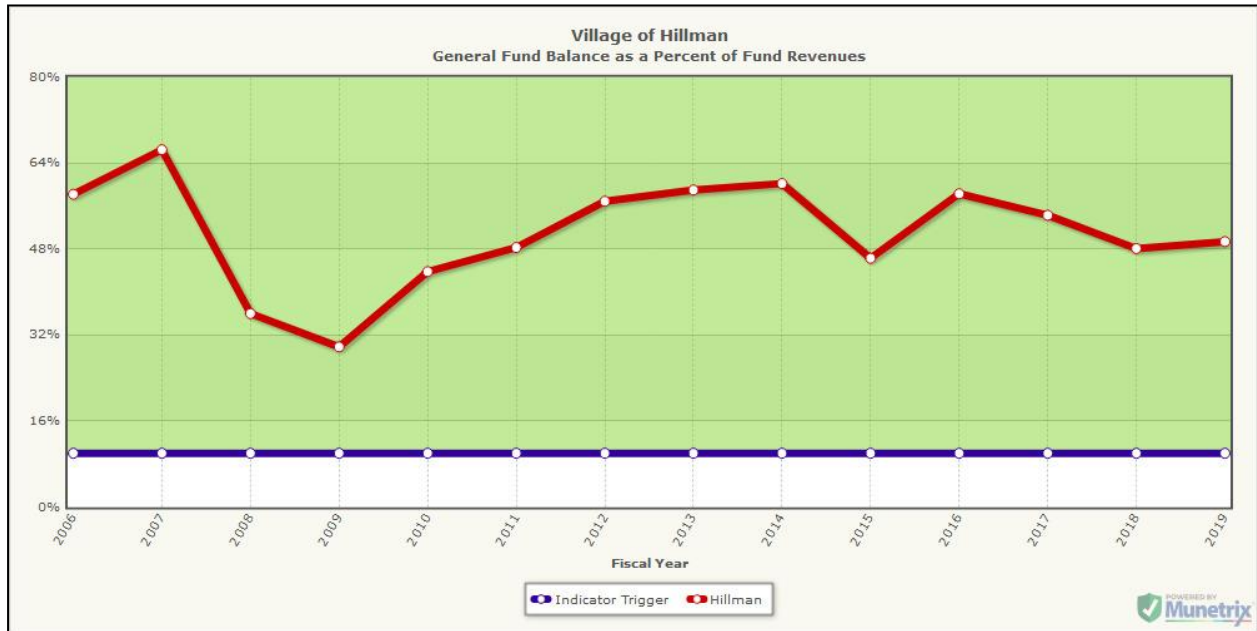
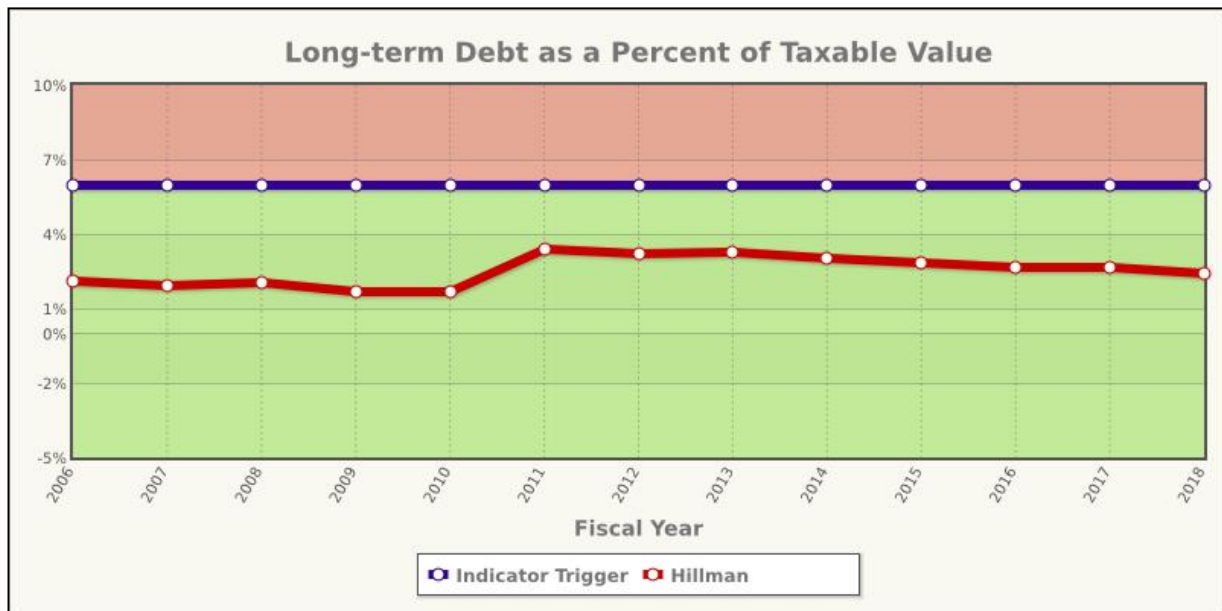


Figure 2-17



Crime and Traffic Crashes

Data related to crime and traffic crashes is also tracked through the online Munetrix system. Data from **Figure 2-18** indicates crime rates have dropped in recent years. While property crimes are typically the highest percentage of crime in the village, crimes against persons was the highest for 2018. **Figure 2-19** shows that most crashes within the village are non-injury crashes according to the Transportation Improvement Association who receives the data from the Michigan State Police. In 2018, there were two car accidents with one injury in the village.

Figure 2-18

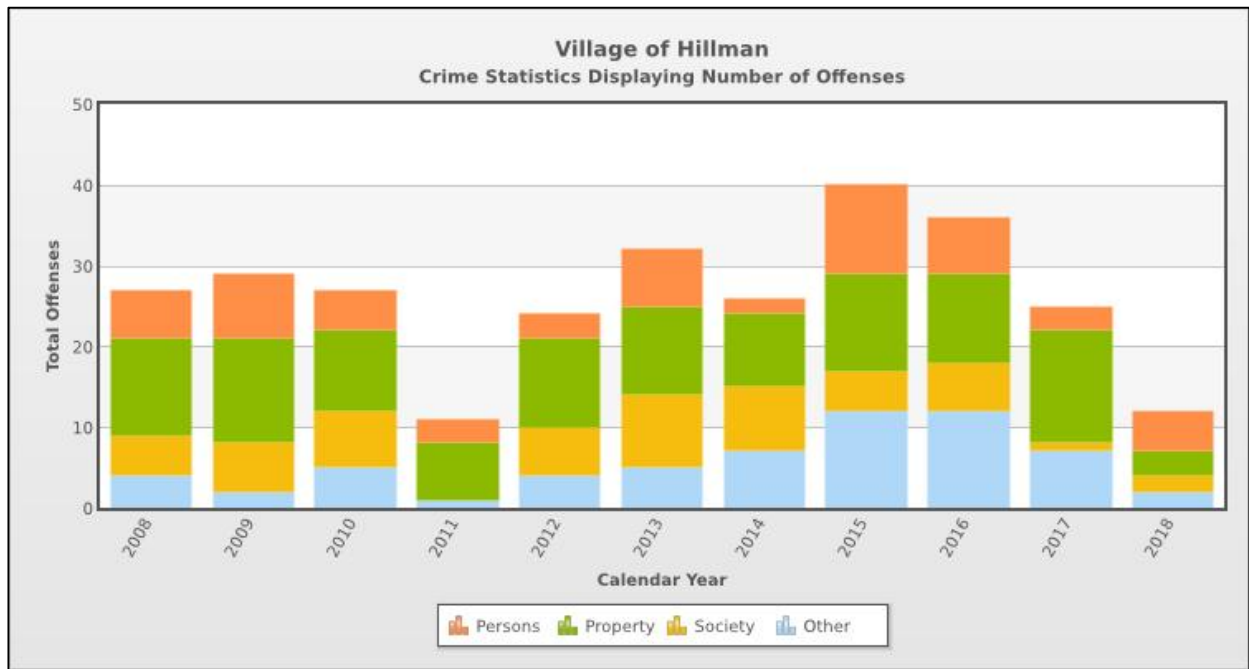
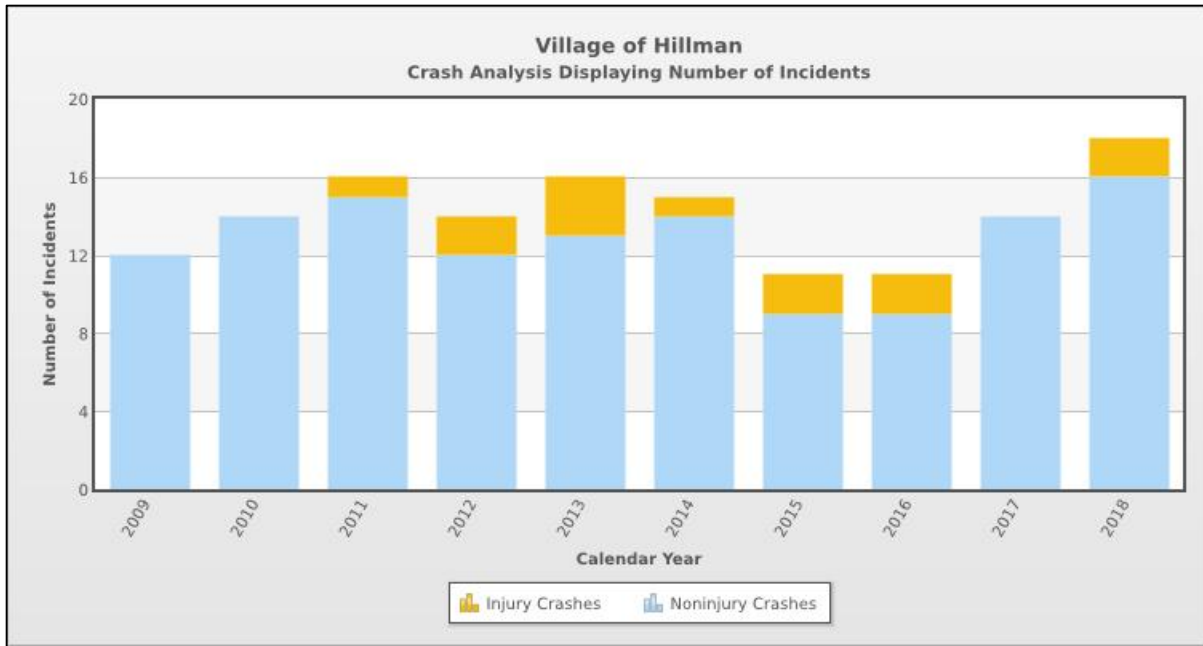


Figure 2-19



Chapter 3

3

Community Services & Facilities

This section of the master plan identifies the types and extent of services available to residents and businesses in the Village of Hillman. Services are provided in many ways by public or quasi-public agencies or by private enterprise. Each service provider makes the service available to the best of their capabilities. The resulting service levels determine the capacity of a given area to attract various types of land development.

Village Government

Village Council

The Village of Hillman operates under an administrative structure consisting of a President, Clerk-Treasurer, Manager, and four Trustees. The Village Council governs and conducts the business of the Village of Hillman, and may appoint additional committees and hire staff as deemed necessary. The Village Clerk-Treasurer and Village Manager do not have the authority to vote.

Planning Commission

The Village Planning Commission is a 5-member committee appointed by the Village Council. The Planning Commission provides general planning guidance, site plan review, recommends amendments to the zoning ordinance, may grant special use permits, and is responsible for developing the master plan.

Department of Public Works

The Department of Public Works is responsible for the maintenance and repair of the village infrastructure, including but not limited to the streets, street lighting, park and recreation properties and facilities, and the wastewater treatment system.

Water Supply and Sewage Disposal

The Village's water system consists of 70,000 feet of various water mains and approximately 87 hydrants. The majority of the system was constructed in the early 1970's. The water tower was built in 1952, moved to the Village in 1973, and last painted in 2005. The tower is 100 ft. tall and holds 100,000 gallons of water. Routinely, the Village tests the water according to the Michigan Department of Environment, Great Lakes and Energy (EGLE)'s requirements.

The Village of Hillman Sanitary Sewer System was primarily constructed in 1977, with expansions or replacements in 1998 and 2005. The system consists of three wastewater lagoons, six lift stations, 228 manholes, and approximately 30,000 feet of various mains. Wastewater is treated

at the lagoons and discharged into Brush Creek. The discharge is pursuant to a National Pollutant Discharge Elimination System permit (NPDES) issued by EGLE.

In 2017, the Village of Hillman developed an Infrastructure Asset Management Plan with funding from the MDEQ Stormwater, Asset Management, and Wastewater Program (SAW). Initial data was collected for the village's water system with plans to add the drinking water system to the management plan in the future. More detailed inventory and condition assessments for the Village's water and sewer systems can be found in the management plan.

Solid Waste

Solid waste curbside pick-up is included in the Village services and is provided to all village residents. The Montmorency-Oscoda-Alpena Solid Waste Management Authority (MOASWMA) offers county residents the opportunity to recycle household waste with a recycle bin located behind the Community Center. Household hazardous waste disposal is offered once per year in the county and year-round in Alpena.

Utilities

Alpena Power supplies electricity to the Village, except to the Thunder Bay Resort. Presque Isle Electric and Gas Cooperative supply electricity to the resort. Natural gas is supplied by Presque Isle Electric and Gas Cooperative. Home heating oil or LP gas is supplied by various private companies. Frontier is the only available phone company in the village. Cellular phone service is provided by various carriers, including AT&T and Verizon. Sunrise Communications offers cable television and high-speed internet service. High speed internet is also available through Allband, Everstream, Merit Networks (for public institutions only), Peninsula Fiber Network, Lynx Network Group, and Frontier.

Other Public Facilities

The Hillman Community Center is located on Veterans Memorial Highway and houses the Village of Hillman and Hillman Township offices. The community center is either used for roller skating or as a rental hall for wedding receptions, craft shows, and organizational dinners (e.g. Ducks Unlimited, White Tails Unlimited, and the Fireman's Ball). The Hillman Brush Creek Mill is located on the corner of State and Pleasant Valley and is used for meetings and festivals. The mill is open to the public and serves as the local museum and gift shop that sells locally made arts and crafts. MDOT has an office and storage building on Main and Third Street that is not open to the public.

Emerick Park is located on the west side of State Street, south of the Thunder Bay River. The park offers camping, picnicking, a playground, two pavilions, a boat launch, a dock, fishing access and showers and restrooms. Three campsites are paved and meet ADA standards as do the restroom and showers. Some of the picnic tables are handicap accessible.

Tournament / Tiger Paw Park, owned by Hillman Township, is located on E. Progress Street. The park has three ball fields, a concession stand, a playground and an expanded parking area. A bike path owned by the Village runs from Tournament Park west along Progress Street to State Street. During the winter, a snowmobile trails runs along this route and is maintained by the Snowmobile Association. The playground is a community sponsored Boundless Playground where all children with and without disabilities can develop essential skills through play.

Postal Service

Village residents are served by the post office in downtown Hillman.

Schools

The Village of Hillman is located in the Hillman Community School District. Hillman Elementary is located on Third Street, while the Middle School and High School buildings are located just outside the Village limits. Alpena Community College (ACC) in Alpena and the University Center in Gaylord serve the higher education needs of area residents.

Alpena Community College (ACC) offers 80 programs of study, degree completion programs, vocational training, and community enrichment classes. Its main campus is in the City of Alpena and its Huron Shores campus is located at the former Wurtsmith Air Force Base in Oscoda, Michigan. ACC is a member of the Michigan Community College Virtual Learning Collaborative and offers online courses. The Madeline Briggs University Center (MBUC) houses offices for Ferris State and Northwood Universities to make selected bachelor and master's degree programs available in the region. Additionally, ACC instituted an early college program that allows high school students to opt to take a “thirteenth” year of high school and begin taking college courses during their junior year. When they graduate, students keep the college credits and degrees they have earned.

The University Center of Gaylord offers certifications and associate, bachelor, and master degrees. Technical programs include welding and fabrication, CNC machining, electrical technology, heating/ventilation/AC/refrigeration, welding and fabrication, and mechatronics. Bachelor degree programs include family relations education, management, nursing, social work, business, and entrepreneurship. Master degree programs include business administration, management and organizational leadership, and social work.

Libraries

Residents of the Village use the Hillman Wright Community Library. The library is open five days a week offering computer and internet access, books, movies, and CDs to residents. Library activities include story time for toddlers, reading and writing clubs, and arts and crafts classes. The village residents also utilize the Alpena County Library in the City of Alpena.

Public Safety

The Village of Hillman does not have a municipal law enforcement agency. The law is enforced by the Montmorency County Sheriff's Office and is supplemented by the Michigan State Police from the Alpena Post. The 911 Authority Board operates the countywide enhanced 911 emergency services system.

The Hillman Township Fire Department and Hillman Area Ambulance Service maintain a station on West 3rd Street. The Hillman Township Fire Department is a volunteer department that maintains approximately 23 volunteers. The Fire Department provides fire and ambulance services for the village in addition to the Townships of Hillman, Montmorency, and Rust in Montmorency County and the Townships of Green and Wellington in Alpena County. The Hillman Area Ambulance Service provides staffed 24-hour advanced life support service in the village with about 14 paid staff members. The costs for ambulance services are paid through the advanced life support millage, and local government funding.

The Village does not have sirens or an outdoor warning system. However, Montmorency County's primary warning system is integrated into the National Weather Service's NOAA Weather Radio Alert System and the National Emergency Alert System. The Emergency Alert System broadcasts over every radio, mobile phone, and television in the area.

Medical Facilities

Thunder Bay Community Health Service, Inc. is a federally qualified health center that serves under-served populations in Northeastern Lower Michigan. Thunder Bay operates one clinic in Hillman that offers outpatient care, ambulatory care, family practice, and occupational medicine. Residents travel to MidMichigan Medical Center-Alpena in Alpena, Munson Healthcare Otsego Memorial Hospital in Gaylord, McLaren Northern Michigan Hospital in Petoskey, and Munson Medical Center in Traverse City for other medical needs. The village also has a pharmacy.

Nursing home care is provided by Medilodge of Hillman and Hillman's Haven assisted living facility. The Hillman Senior Center provides subsidized meals for senior citizens. Northeast Michigan Community Mental Health Authority provides support services to developmentally disabled persons and individuals needing mental health services in Alcona, Alpena, Montmorency and Presque Isle Counties.

Transportation

Roads

A substantial network of roads is a critical component to enable people to move efficiently to and from employment, shopping, and recreational sites, and to provide for the efficient flow of goods and services. The main traffic artery for Hillman is State Highway M-32 and is used by many residents to travel east about 21 miles to the City of Alpena for employment and shopping.

When travelling west on M-32, Atlanta is about 16 miles away from the village and the City of Gaylord is about 49 miles away. Also traveling in a westerly direction from Hillman, County Road 624 connects with M-33, providing passage to Presque Isle County.

Transportation routes within the Village of Hillman are provided by a grid-like network of streets (Figure 3-1). State Street (a continuation of Country Road 451) forms the Village's central north-south thoroughfare, while M-32 approximates the Village's southeastern limits. The Thunder Bay River bisects Hillman, flowing through the heart of town in a southwesterly to northeasterly direction. State Street and the river divide Hillman into four quadrants and are significant resources and physical barriers to movement within the Village.

Public Transit

Thunder Bay Transportation in Alpena provides limited bus service to the village. Currently, the bus system runs five days per week between Atlanta and Alpena, and between Hillman and Alpena. Elderly and handicapped persons receive priority seating, however the general public may ride if there is room. Montmorency County Council on Aging has volunteers who will provide transportation via their private vehicles to those who need transport for doctor's appointments and other purposes. The volunteers are paid a small donation for their services. A taxicab company located in the City of Alpena also services the Hillman area.

Air Service

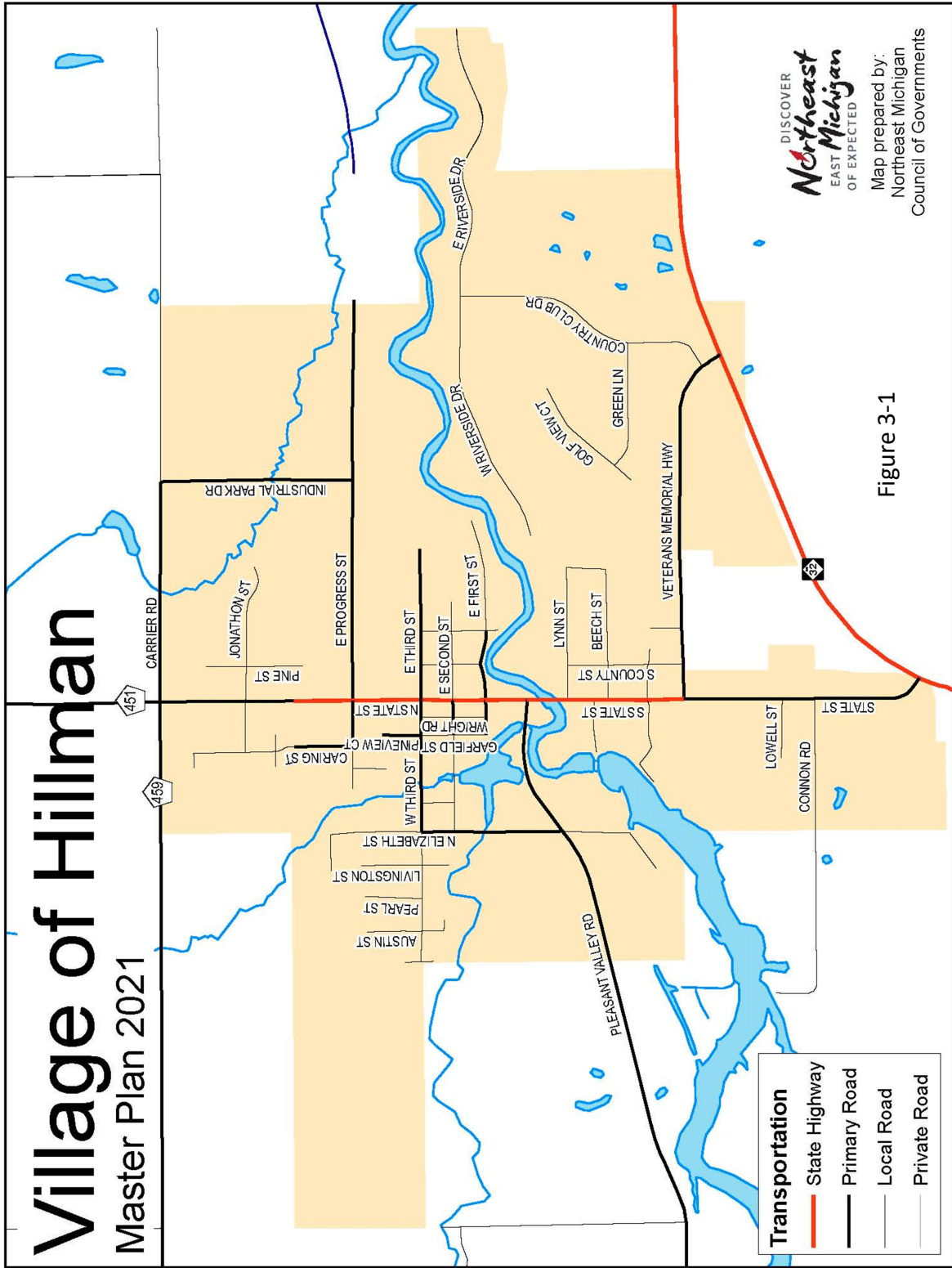
Montmorency County does not have regularly scheduled airline services. Within the County, there are three small airports located in Hillman, Atlanta, and Lewiston. The Hillman Airport is located northwest of the Village and can accommodate small, private airplane traffic.

Commercial service is available at the Alpena County Regional Airport in Alpena County. The airport is located approximately 20 miles east of the Village on M-32 and has daily airline service between Alpena and Detroit Metro Airport. Charter airplane and air freight services are also available at the Alpena Airport.

Recreation

The lakes, streams and woodlands provide recreational opportunities in the village, such as fishing, boating, camping, hunting, and hiking. In 2020, the Village of Hillman and Hillman Township officials collaborated to develop the Hillman Area Recreation Plan. Future plans include installing a River Walk by Brush Creek Mill. The plan includes numerous recreational facilities located in the village and can be found at:

http://www.hillmanmichigan.org/images/_Documents/Hillman-Area-Recreation-Plan-2020-2024.pdf.



Cultural Resources

Festivals & Events

The Village of Hillman and area organizations hold numerous annual festivals and events that include art and craft shows, live music, food concessions, parades, and firework displays. These events increase tourism and boost the local economy.

Key Festivals

- Blessing of the Bikes
- Mill River Days
- VJ Day
- Applefest

Other Local Events and Activities

- Afternoon Affair at Brush Creek Mill
- Children’s Halloween Party
- Heritage Quilt Show
- Children’s Christmas Party
- Summer Concerts at the Bandshell
- Festival of Lights Celebration
- Voices and Visions Arts and Poetry Contest
- Elk-viewing Sleigh Rides and Dinner at Thunder Bay Resort
- Murder Mystery Weekends at Thunder Bay Resort
- Hillman Buck Pole
- Music at the Mill

Community Service Organizations

The Hillman area’s service organizations support and sponsor many local festivals and events, raise money for local causes and projects, and provide services and experiences to residents and tourists.

Community Service Organizations

- Hillman Community Radio
- Community Education Foundation
- Lions Club
- Hillman Area Chamber of Commerce
- VFW and Ladies Auxiliary
- Wheels of Northeast Michigan Car Club
- Hillman Area Little League

State Historic Sites

Calvary Episcopal Church

330 North State Street, SE corner of Third Street, Hillman - Montmorency County

Site ID: P24279

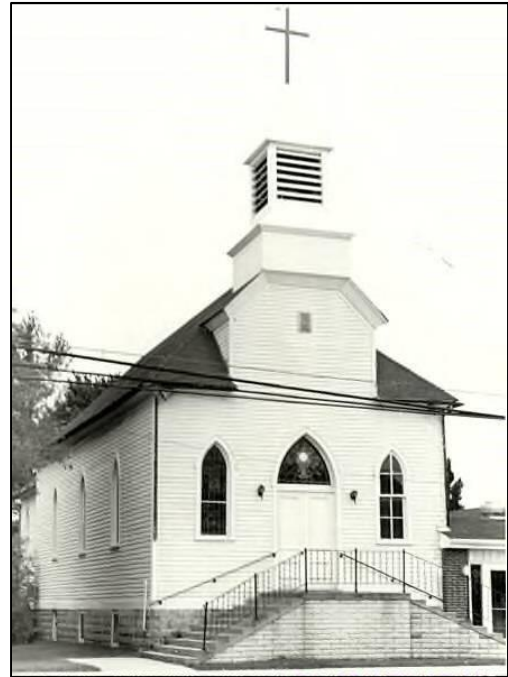
Property Type: Church

Architect/Builder: Enoch Rogers

Historic and Current Use: Religion/religious facility

Period of Significance: 1866-1900
Significant Date: 1885

The Calvary Episcopal Church was the first organized church in Montmorency County. In 1881, the church provided Episcopalians and non-Episcopalians with a place of worship and recreation until churches of other faiths were established. The church is a one-story, hip roofed, clapboarded, Gothic Revival structure with pointed-arch windows and a central dormer, which rises into a square tower with louvered windows. The church stands on a raised foundation. The church was listed on the State Register on May 8, 1984 and a marker was erected on December 16, 1986.



Chapter 4

Natural Resources

4

Climate

The Village of Hillman’s climate is humid continental and is not strongly influenced by the Great Lakes. The area is somewhat sheltered by a higher plateau region to the west, which results in the area experiencing lake-effect that is limited to increased cloudiness and snowfall during the late fall and early winter. Prevailing winds for the area are south-westerly, averaging between seven and ten miles per hour. Average relative humidity varies from 72% in May to 86% in January. On average, there are 170 sunny days per year in Hillman.

Summers are dominated by moderately warm temperatures with approximately 3.9 days exceeding 90 degrees Fahrenheit. The highest record temperature for the area was 106 degrees Fahrenheit on July 13, 1936 at the Alpena County Regional Airport. Hillman experiences an average 178.5 days when the temperature falls below freezing and an average of 18.6 days when the temperature falls below zero degrees. The lowest recorded temperature was -37 degrees Fahrenheit on February 17, 1979 at the Alpena County Regional Airport. In Hillman, the average last frost is May 21-31 and the average first frost is September 21-30. The growing season is approximately 124 days per year.

The average annual precipitation is 24.9 inches with approximately 60% of the precipitation falling during the growing season (April-September) and the average annual snowfall is 96 inches. While drought occurs periodically, the Palmer Drought Index indicates the area is moderately moist and the U.S. Drought Monitor indicates drought conditions range from no drought to severe drought.

Topography

Montmorency County consists of plains, rolling plains, and hilly lands. Deep, sand plains are located in the southwestern portion of the county with elevations ranging between 1,200 and 1,300 feet. Rolling, hilly highlands run in a band southeast to northwest across the county and have elevations ranging from 900-1,100 feet. The Hillman area occupies part of an old lake plain that contains numerous wet swales, ponds, and patches of sand. The land in this area is level or gently rolling, and has elevations ranging from 700-900 feet.

Geology

The continental glaciers created the hills, valleys, rivers, lakes, swamps, and marshes. In the northeastern portion of Montmorency County, there is an area referred to as the Hillman Lake Plain. The area is nearly level and consists of glacial deposits dominated by clay, clay loam, and silty clay loam soils. The Brush Creek Delta landform is located west of Hillman and was created when a large glacial river emptied into a post glacial great lake. Additionally, there are three eskers (narrow, winding ridges) in the Lake Avalon and Ess Lake area that are situated in a wide glacial outwash channel. Other landforms include the Atlanta and Fletcher Pond Channeled Uplands, which are composed of sand and gravel left by the glacier. Ground moraines, till plains, outwash plains and drainageways are also located in Montmorency County.

The Village of Hillman's bedrock consists of Antrim Shale and has been exploited for natural gas. Additionally, the bedrock formations east of the village were quarried for shale that was transported to Alpena for use in cement manufacturing.

Soils

The Natural Resources Conservation Service of the U.S. Department of Agriculture has identified ten different soil types in Montmorency County. Within the Hillman area, there are five different soil types and only one soil type, Nester-Kawkawlin-Sims Association, in the Village of Hillman. The Nester-Kawkawlin-Sims Association is nearly level to undulating and moderately slow draining clay soils in till plain areas. Hydric soils are primarily muck and mucky sand and are found along and near the Thunder Bay River, creeks, and streams.

Surface Water Resources

The Village of Hillman's water resources are part of the Thunder Bay River watershed. The watershed encompasses approximately 1,200 square miles (768,000 acres), which covers two-thirds of Montmorency and Alpena Counties, one-third of Alcona County, and small portions of Presque Isle and Oscoda Counties. According to the 2006 *Special Report 37* from the Fisheries Division of the Michigan Department of Natural Resources, there are 81 fish species in the Thunder Bay River watershed with brook/brown trout and mottled/slimy sculpin found in the southern portion of the watershed and the remainder of the Thunder Bay River containing a mix of cool- and warmwater species. Coolwater species include northern pike, walleye, and yellow perch, while warmwater species include smallmouth and largemouth bass and blue gill.

The Northeast Michigan Council of Governments (NEMCOG) along with Huron Pines Resource Conservation and Development Area, Montmorency and Alpena Conservation Districts, the Thunder Bay River Restoration Committee and various local governments joined together to develop the *Thunder Bay River Watershed Initiative* in 2002. This comprehensive management plan identifies sources of nonpoint pollution and provides recommendations to address the problem areas within the watershed. The planning and implementation effort was funded by grants from the U.S. Environmental Protection Agency Section 319 of the Clean Water Act.

All the communities in the watershed are responsible to protect the water quality for the communities downstream. Upstream from Hillman, the Thunder Bay River flows through forests, wetlands, and large tracts of undeveloped lands owned by hunt clubs. In the village, the river flows through commercial, industrial, and agricultural areas (**Figure 4.1**). The Thunder Bay River and its tributaries provide year-round recreational opportunities, such as canoeing, fishing, wildlife viewing, and swimming. Additionally, Brush Creek and Brush Creek Mill Pond are located in the village and provide water power for the Brush Creek Grist Mill.

The presence of dams throughout the Thunder Bay watershed has limited fish passage. In the Village of Hillman, there are two low hazard potential dams: Brush Creek Dam and Hillman Dam (**Table 4.1**). The Hillman Dam generates power and is located north of Emerick Park, which provides day use areas, camping, and public access to the Thunder Bay River.

Table 4.1 Village of Hillman Dams

Name	Height (ft)	Storage (acre-feet)	Location	Regulatory Agency	Dam Type	Year Completed	Dam Purpose	Hazard Potential
Brush Creek Dam/Cooks Dam	12.8	350	Brush Creek	State	Local Government	1930	Other	Low
Hillman Dam	16	500	Thunder Bay	Federal (FERC)	Public Utility	1895	Hydroelectric	Low

Source: National Inventory of Dams, Retrieved July 2019

Groundwater

Groundwater is a vital resource within the Village of Hillman. Protection of groundwater resources supports the long term investment in the Village’s water system and protects local health and safety of the residents and visitors.

The Michigan Department of Environment, Great Lakes, and Energy (EGLE) administers the Wellhead Protection Program. This program assists local communities in minimizing the potential for contamination to their groundwater through the identification and protection of the area that contributes water to the municipal water supply wells. The program also advises local communities to generate public interest through a public education and outreach program, and to create management strategies (modifying zoning and planning regulations and plans) and a contingency plan .

Wetlands and Water Resources

Village of Hillman, Montmorency County

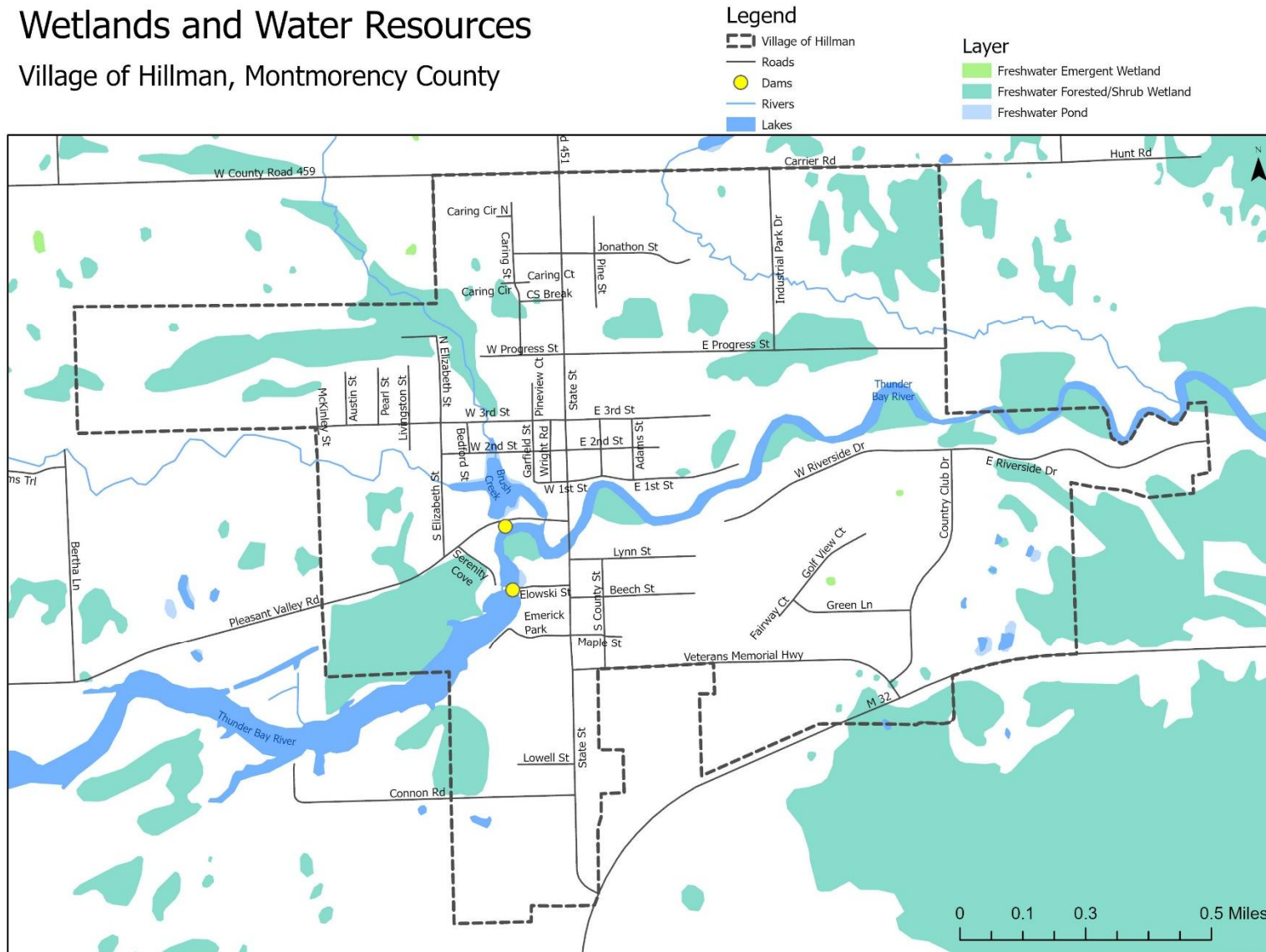


Figure 4.1 Village of Hillman Wetlands and Water Resources

Forest Resources

Although most of the village is developed, there are large parcels of undeveloped, heavily wooded property around Pleasant Valley Road. The forests in this area primarily consist of mixed lowland hardwood species, which include poplar, aspen, birch and woody shrubs. Additionally, some areas in this section are considered wetlands and may be protected by Part 303, Wetlands Protection, of the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended. EGLE has adopted administrative rules to provide clarification and guidance on interpreting Part 303.

Furthermore, urban forests increase the quality of life in a community and include parks, street trees, landscaped boulevards, gardens, river promenades, river corridors, wetlands, nature preserves, and trees at former industrial sites. Benefits related to establishing and maintaining healthy urban forests include increasing economic stability by attracting businesses and people, reducing air pollution and greenhouse gas emissions, conserving energy, reducing noise pollution and soil erosion, controlling and filtering stormwater, and providing wildlife habitat and shade.

In Montmorency County, there are populations of deer, rabbit, grouse, woodcock, bear, coyote, bobcat, elk, and turkey. These wildlife communities can attract hunters who may spend time in the village.

Air Discharge Permit

The State of Michigan administers the Renewable Operating Permit (ROP) system to regulate air emission for facilities that emit more than a certain amount of air contaminants. The Air Quality Division (AQD) of the Michigan Department of Environment, Great Lakes, and Energy (EGLE) monitors the air quality standards to provide real-time air quality measurements and demonstrate attainment with the National Ambient Air Quality Standards (NAAQS). The NAAQS set standards for carbon monoxide, ozone, lead, nitrogen dioxide, sulfur dioxide, and particulate matter. The AQD also tracks air quality trends and assists in the development of air pollution abatement strategies.

According to EGLE, there is one renewable operating permit issued in the Village of Hillman at the Hillman Power Company. By May 2022, the Hillman Power Company is set to be decommissioned.

Surface Water Discharge Permits

The State of Michigan controls the discharge of pollutants from waste and wastewater into Michigan's surface waters through the National Pollutant Discharge Elimination System (NPDES) permitting process. This process imposes effluent limitations and other necessary conditions to protect the environment and meet State and Federal regulations. NPDES permits can be obtained from *MiWaters*, EGLE's web-based permitting and compliance database. Currently, there are four sites in the Village of Hillman with NPDES permits (**Table 4.2**).

Table 4.2 National Pollutant Discharge Elimination System Permits Village of Hillman				
Site Name	Address	Site Type	Permit Number	Expiration Date
Gildner Concrete Products Inc	800 Progress Street	Industrial	MIS210065	4/1/22
Hillman Power Company	750 E. Progress Street	Industrial	MI0044563	10/1/20
Hillman WWSL	Off the west end of Third Street	Municipal Sanitary-Public	MIG580152	4/1/24
Wayne Wire Cloth-Hillman	221 Garfield	Industrial	NEC157449	3/18/23
Source: Michigan Department of Environment, Great Lakes, and Energy, January 2021				

Sites of Environmental Contamination

The Natural Resources and Environmental Protection Act, 1994 PA 451, as amended regulates facilities of environmental contamination in Michigan. The Remediation and Redevelopment Division of EGLE works towards managing and revitalizing sites of environmental contamination to protect the environment. The division administers two programs: Environmental Remediation (release of hazardous substances from facilities) and Leaking Underground Storage Tanks (release of hazardous substances from underground storage tanks).

The facility inventory database has information for Sites of Environmental Contamination (Part 201), Leaking Underground Storage Tanks (Part 213), and Baseline Environmental Assessments (BEA). The Baseline Environmental Assessments document the existing contamination and allows a facility to be acquired and/or operated without being held liable for the existing contamination. EGLE also has an online mapping application, *Environmental Mapper*, which allows users to view sites of environmental contamination, leaking underground storage tank sites, and any land use or resource use restrictions imposed on a property that has been provided to EGLE. Information about the sites of environmental contamination in the Village of Hillman can be found in **Table 4.3**.

Table 4.3 Sites of Environmental Contamination		
Facility Name	Address	Data Source
A-1 Party Mart	230 N State Street	Part 201, Part 213, BEA
Former Homant Oil Co. Bulk Plant	520 North State Street	BEA
Homant Oil Co.	14978 State Street	Part 201, Part 213
Hillman BP and EZ Mart	27400 M-32	Part 213, two BEAs
Sports Center	300 North State Street	Part 213, two BEAs
Former Stock Building Supply	14797 State Street	Part 201, Two BEAs
Mark's Standard	140 State Street	Part 201, Part 213
Wayne Wire Cloth Hillman	221 Garfield Street	Part 201
Village of Hillman	101 North State Street	Part 213
Hillman Schools-bus Garage	120 West 2 nd Street	Part 213
Source: Michigan Department of Environment, Great Lakes, and Energy, January 2021		

Chapter 5

Existing Land Use

5

Prior to determining future land uses and developing a future land use map, a community must have an accurate assessment of existing land uses. This chapter presents information on the types and location of existing land uses in the Village of Hillman. The process identifies urban land uses (e.g. residential use, commercial uses, etc.) and natural land cover types (e.g. forests, wetlands, etc.). The urban land uses and natural land cover types are then used to create a map showing the existing land cover/use in the village.

Existing Land Cover/Use Characteristics

The Existing Land Cover/Use breakdown for the Village of Hillman was generated by classifying the village's parcels into the following categories: Residential, Commercial, Industrial/Extractive/Utilities, Institutional/Recreational, Non-Forest Uplands, Lowland Forests, Upland Forests, Non-Forest Wetlands, and Water (**Table 5.1**). The land cover/use map was developed using 2018 digital color aerial photos and was reviewed by the planning commission for accuracy (**Figure 5.1**).

Residential

Residential land use ranks first in the amount of land under a particular land use and includes older neighborhoods and newer residential developments associated with the golf course. Residential use occupies approximately 20.5 percent (224 acres) of the land in the Village with single family residential accounting for 96 percent of the residential land use.

Commercial

Commercial land use accounts for about 6.8 percent (74 acres) in the village. Commercial development includes the central downtown business district along State Street north of the Thunder Bay River and the highway commercial development along M-32. Additional commercial development is located along Veterans Memorial Highway, and along State Street between M-32 and Veterans Memorial Highway.

Industrial/Extractive/Utilities

The Industrial/Utility land use category includes the industrial park, manufacturing businesses, and the sewage treatment facility on the west side of town. The category occupies 108 acres or 9.9 percent of the land area.

Institutional/Recreational

The Institutional/Recreational land use category accounts for approximately 17.4% (190 acres) of the land area in the village. This category includes parks, community facilities, golf courses (Thunder Bay Golf Course), public buildings, churches, nursing homes, and schools.

Non-Forest Uplands

The Non-Forest Uplands land category accounts for nearly 12.4 percent (135 acres) of the land area. This category consists of shrub land and herbaceous fields.

Lowland Forests

Lowland Forests account for 144 acres (13.2 percent) of the land area. Lowland forests are often classified as wetlands and grow on soils with a seasonally high water table. Lowland forest species include northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash, and aspen.

Upland Forests

Upland Forests occupy about 7.9% percent or 87 acres within the Village. Upland forest species include sugar maple, red maple, beech, aspen and birch.

Non-Forest Wetlands

Non-Forest Wetlands account for 0.3% (3 acres) of the area in the village. These features are adjacent to water features and provide ecological corridors. Wetlands also function to protect water quality by filtering out contaminants from surface and subsurface water.

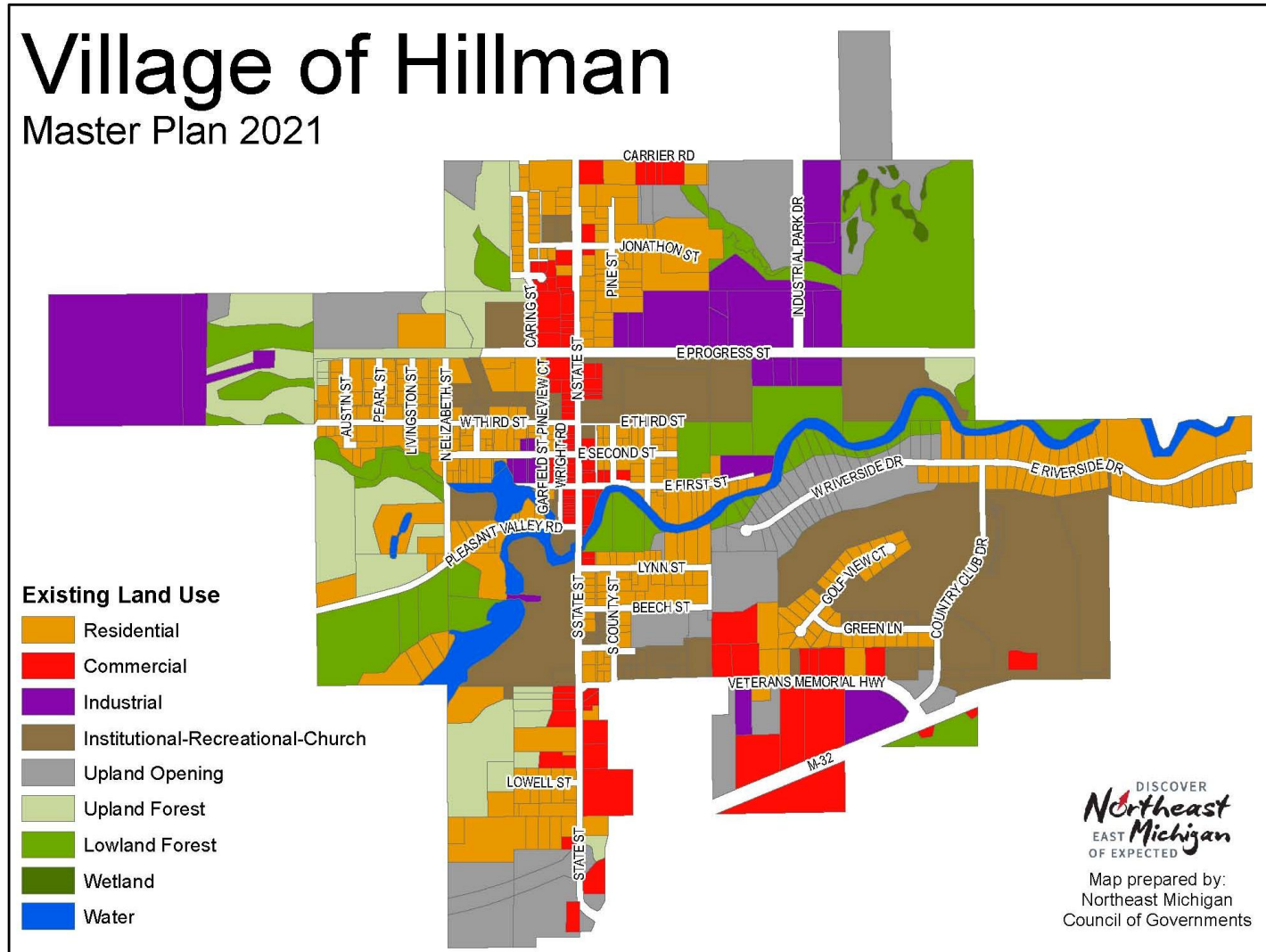
Water

Surface water accounts for 3.2% (35 acres) of the land use in the village. These areas include the Thunder Bay River, Hillman Dam Pond, and Brush Creek Mill Pond.

Land Use Category	Number of Acres	Percent of Village
Residential	224	20.5%
Commercial	74	6.8%
Industrial/Extractive/Utilities	108	9.9%
Institutional/Recreational	190	17.4%
Non-Forested Uplands	135	12.4%
Upland Forests	87	8.0%
Lowland Forests	144	13.2%
Non-Forest Wetlands	3	0.3%
Water	35	3.2%
Other – Transportation ROW Etc.	93	9%
Total	1,093 acres	100%

Source: NEMCOG

Figure 5.1 Village of Hillman Existing Land Use Map



Chapter 6

6

Objectives and Strategies

Planning Process

The Village Planning Commission commissioned a public input survey that was available online for village and surrounding area residents to ensure the master plan reflects the goals of the community. During June-August 2020, the Village of Hillman posted the community survey on their website and had hard copies available at the Village Office. The survey was advertised through tax bill inserts. Input was requested on several major issues, including Quality of Life, Land Use and Development, Community Services, Roads and Transportation, and Economy and Business. Public input was also gathered at all Planning Commission and Village Council meetings.

Survey Results

Survey Summary

- 32 surveys received
- 23 Full-Time Village Residents
- 1 Seasonal Village Resident
- 7 Non-Residents
- 81.5% of respondents own their own home in the village
- 14.8% of respondents own their own property
- 11.1% of respondents own their own business/business property
- 53.1% of respondents have lived or owned property in the village for 11+ years
- 65.6% of respondents are age 50 and older
- 50.0% of respondents are retired, 12.5% occupy the skilled trade/craft profession, 9.38% occupy the professional/managerial category, 9.38% occupy the laborer/industrial category, and 9.38% are self-employed
- 53.3% of respondents work in the Village of Hillman, 46.7% of respondents work outside of Montmorency County

Information Flow

- 73.1% of respondents stated they get information from the newspaper
- 57.7% of respondents get information from family/friends
- 46.2% of respondents get information from the radio
- 30.8% of respondents get information from flyers and brochures, and social media
- 23.1% of respondents get information from the internet

Village Assets

The residents of the Village of Hillman value the friendly atmosphere and people in the Village of Hillman and the village's quiet, rural, small town character. Other assets included the lack of crime, the natural resources, the Thunder Bay River, the recreation opportunities, low cost of living, the available services, good education system, and diverse businesses.

The following items illustrate a number of positive features about the Village of Hillman that were identified by survey participants.

SATISFACTION: All of the respondents were either satisfied or very satisfied with living or owning property in the Village of Hillman.

VILLAGE APPEARANCE: Approximately 68.0% of respondents are satisfied with the general appearance of the village. Respondents who were not satisfied noted the vacant, rundown buildings.

NEIGHBORHOOD APPEARANCE: About 60.0% of respondents are satisfied with the general appearance of their neighborhood. Respondents who were not satisfied cited blight and unsightly/unsuitable houses.

SERVICE PROVISION: Over 95% of respondents believe the services provided by the village are adequate, good, or excellent, citing the village was effectively and efficiently using its money. Suggestions for additional services included an ice rink with skate rental and possibly concession stand, more attraction efforts, more services to increase the health of residents, training for high quality jobs, and investing in fiber internet for the entire community to be a future model for other communities to follow.

Respondents (62.5%) felt that there are adequate services for the elderly in the village. Suggestions included cleaning up the park behind the senior center and needing more exercise-related activities and equipment.

SOLID WASTE: About 82.6% of respondents are satisfied with the solid waste disposal methods in the village. Suggestions included offering compost pick up (grass and leaves) and removing the limits on the number of bags per household.

RECYCLING: Approximately 75.0% of respondents recycle, noting installing cameras was a good idea.

CELLULAR SERVICE: Approximately 65.2% of respondents feel the cellular network is adequate in the village. Respondents who do not think it is adequate cited spotty service.

LAW ENFORCEMENT: Over 70.8% of respondents are satisfied with law enforcement in the village. Suggestions included improving response times and coordinating with other agencies.

FIRE PROTECTION: All respondents are satisfied with fire protection in the village. Suggestions included attracting younger firefighters and hiring a couple of full-time firefighters.

EMERGENCY MEDICAL SERVICES: Over 83% of respondents are satisfied with emergency medical service in the village. Respondents noted the emergency services are expensive.

MEDICAL FACILITIES: Over 70% of respondents are satisfied with medical facilities in the village. Respondents noted there are not many doctors (no choice of doctors), and telemedicine does not provide the same medical care as in person visits (clinic prevents the public from entering the building during the COVID-19 pandemic).

RECREATION PLAN: About 68.2% of respondents have not looked at the Village of Hillman Recreation Plan. Out of the respondents who had looked at the plan, the respondents generally agreed with the goals, stating the village has succeeded in accomplishing the Recreation Plan's goals over the last 15 years and there are recreation opportunities available for those who want to participate. Suggestions to improve the plan included adding a goal about bringing revenue into Hillman (e.g. Airbnb) and constructing a pickleball court.

RECREATION/TOURISM: Respondents (86.4%) feel the village should promote tourism and recreation opportunities to attract people to the village. Respondents who were against tourism and recreation promotion cited that too many people could be attracted to the village and would decrease the quality of life.

CULTURAL AND HISTORIC RESOURCES: Respondents (87.0%) believe the village should help protect the cultural and historic resources. Suggestions included placing informational signs in front of historical buildings (e.g. bank) and historical markers to create a walking tour in the town and funding fire protection systems for structures.

RESIDENTIAL DEVELOPMENT: Over 71% of the respondents feel the village should encourage residential growth with 6.3% preferring no new residential development. Respondents who were in support of residential development noted constant housing sales, there is a shortage in low/moderate housing and rental units, new residents will help support the school system, and housing should be developed to promote aging in place. Respondents who did not support residential growth cited the village should focus on developing the community to attract people (enhancing the small town atmosphere, attracting commercial development with high wage jobs, providing workforce training, etc.).

Approximately 54.6% of respondents feel the quality and range of housing options in the village are moderate, while 22.7% feel they are good and 18.2% feel they are poor. Over 66% of respondents felt the village should allow homes less than 800 square feet in one of the following manners: as a principal residence, as an accessory dwelling unit along with a principal residence, and in a planned unit development. Respondents suggested having procedures in place to accurately assess taxes on the tiny houses. Approximately 23.8% of respondents do not support the village in allowing homes less than 800 square feet, citing it would bring down property values.

Respondents would like to see the following residential development types:

- Low-cost housing for seniors (71.4%)
- Single-family houses on large residential lots (50.0%)
- Low-cost housing for low-income families (40.9%)
- Apartments (31.3%)
- Tiny houses (homes less than 800 square feet) as accessory dwelling units to principal residences (28.6%)
- Single-family houses clustered together, leaving open space undeveloped (25.0%)
- Senior housing (25%)
- Tiny houses (homes less than 800 square feet) in a planned unit development (19.5%)
- Tiny houses (homes less than 800 square feet) as the principal residences (19.5%)
- Duplexes and townhouses (12.5%)

COMMERCIAL DEVELOPMENT: Respondents (90.9%) would like to see the village encourage commercial development (4.8% do not support commercial development), citing it would provide more jobs, increase tax revenue, provide needed services, and fill vacant commercial buildings. Concerns included making sure there were strict guidelines to protect health and the environment. Respondents were generally evenly split on whether they supported the idea of neighborhood businesses locating in residential areas (39.1% against, 39.1% neutral, and 21.7% support).

Respondents would like to see the following commercial development types:

- Retail businesses (food, hardware, furniture, clothing, antique shop, flower shop, etc.) (81.0%)
- Restaurants (57.1%)
- Personal Service Establishments (repair shops, barber/beauty shops, dry cleaners, recycling center, etc.) (52.4%)
- Office establishments (financial institutions, insurance offices, doctor offices, etc.) and theaters and assembly halls (33.3%)

INDUSTRIAL DEVELOPMENT: Respondents (65.2%) feel the village should encourage industrial development (30.4% are neutral, 4.4% against), citing it would bring more jobs. Respondents would like development to occur in the industrial park, non-drug related development, and regulations put in place to protect the environment and human health. Suggestions for development include alternate energy (solar/wind), nuclear power plant, tool and die shops, small manufacturing, light industrial, and building and construction businesses.

DOWNTOWN: Over 95% of respondents support the village in continuing its efforts to improve the downtown. About 52.2% of respondents go to the shops, restaurants, and events in downtown most days (26.1% go 2-3 times per week, 21.7% go weekly).

Respondents indicated the following assets in downtown:

- The variety of businesses and locally-owned businesses (pharmacy, post office, bars/restaurants, bank/credit union, party stores, grocery store, etc.)
- Streetscape (lights, benches, open green space, flowers, sidewalks, etc.)
- Ample parking, and no traffic congestion
- Accessibility, walkability, safety, cleanliness, and convenience
- Brush Creek Mill, parks, and activities at the community center
- The bridge and Thunder Bay River

Respondents indicated the following problems in downtown:

- Vacant buildings and unmaintained buildings
- Polluted water
- Hazardous parking lot designs
- Blight
- Lack of year-round activities for all age groups
- Lack of access to the river/no Riverwalk area
- Lack of river conservations (needs to be maintained and cleaned up)
- Lack of businesses
- Lack of diversity
- Speeding

DOWNTOWN AMENITIES: Respondents indicated the following items were important in the downtown area:

- Attracting new businesses (78.3%)
- Attractive building facades (60.9%)
- Outdoor events/festivals (56.5%)
- More places to shop (52.2%)
- More greenery (flower beds, planters, trees) (34.8%)
- Public art installations (21.7%)
- More places to sit and socialize (17.4%)
- Availability of parking (17.4%)
- Better walkability (8.7%)
- Enhancing public safety (8.7%)
- Other items: available public restrooms, Brush Creek Mill, and a pickleball court

PARTIAL TAX ABATEMENTS: About 52.4% of respondents support partial tax abatements to attract and retain new jobs and businesses, noting tax abatements should be cautiously used. Respondents not in favor of tax abatements supported focusing on training workers to perform high quality jobs that will attract businesses.

ROADS: Over 90% of respondents are satisfied with road conditions, maintenance, and construction in the village. Over 91% of respondents are satisfied with snow removal in the village, citing it is fast and efficient.

Village Issues

There were a wide range of concerns expressed by the respondents. The most noted concerns were about the water quality, the lack of high quality jobs, and the lack of affordable housing. Other major concerns included a need for a steady tax base, vacant buildings, unmaintained/outdated buildings, speeding, a need for more businesses and industries, a need for more education and training opportunities to transition into new careers, and a lack of sidewalks.

The following items illustrate a number of potential issues about the Village of Hillman that were identified by survey participants.

COMMUNITY PROBLEMS: Respondents noted water quality is a big problem in the village. The lack of employment and unsightly/unsuitable business operations were seen as small problems.

BLIGHT: Over 52% of respondents believe blight is a problem in the village, citing building exteriors are not maintained, there are abandoned and vacant houses, some residents need financial assistance to maintain their properties, and unmaintained lots (unmown grass). The village is maintaining a list of the blighted properties that respondents submitted in the master plan survey.

REAL ESTATE MARKET: About 45.5% of respondents perceive the real estate market to be stable with 36.4% of respondents not knowing.

JOB OPPORTUNITIES: Over 54% of respondents feel there are not adequate job opportunities in the village.

HIGH SPEED INTERNET: About 47.8% of respondents feel the high speed internet is adequate in the village. Respondents noted not all areas in the village have good access, service is unreliable, the village should invest in expanding the fiber and wi-fi to the areas outside of the village (approximately a 10-15 mile radius around the village).

PUBLIC TRANSPORTATION: Over 72.7% of respondents do not know or are neutral about whether or not public transportation is adequate in the village, citing there is not a need for public transportation, and it would be difficult for a taxi or bus system to be profitable with a low population.

WAYFINDING SIGNAGE: Approximately 54.6% of respondents do not feel additional wayfinding signage is needed in the village, citing there should be better maintenance of the street signs since they are missing or unreadable.

ROADS: Traffic Concerns included speeding, U-turns on State Street, the parking in front of the bank just past the bridge, and the traffic situation at the top of the hill. The most identified road improvement includes the dead end sign and night light on Beech Street.

Additional suggestions offered to the village:

- Cut down dead trees along riverbank and cut weeds along roadsides.
- Attract new manufacturing businesses with better wages to increase the housing and tax base.
- We are very satisfied.
- Explore the use of a professional to attract new businesses and perhaps real estate development with housing for condos at the golf course.
- A new grocery store and manufacturing.
- A pickleball court would be fun in town. We have one at Ess Lake and it has become very popular and it isn't available to everyone. It would be nice to have a court centrally located in Hillman for everyone to use. It has become a very fun and healthy exercise for everyone including seniors.
- Encourage new businesses by offering low interest loans has already been in place. The village needs to spend money on marketing the community to potential businesses and residents, so they will know what is available in the village.
- Parking by the post office is dangerous for people pulling onto State Street from Pleasant Valley.

Goals, Objectives, and Implementation Strategies

The primary goal of this plan is to maintain and foster the growth and advancement of the Village of Hillman as a quality place to live, work, and visit. The Hillman Village Council and Planning Commission have sought to make this plan a reflection of community belief, support, and action to implement it.

Plan implementation is often time ascribed as a governmental responsibility and not part of the activity that can be embraced by the broader community. That is not the intent of this plan. In the following plan implementation tables, the responsible parties are identified, the type of required activity is identified, and timelines are determined. Responsibility for implementing this plan will include governmental, private enterprise, community groups, and individuals. It is important to note that while responsible parties are listed, the Village will make every effort to collaborate with partner organizations, other governments, and members of the public to ensure the correct mix of stakeholders is involved during each implementation strategy. It is hoped this plan will stimulate enthusiasm and interest in community development that can become self-sustaining.

Note – See Chapter 9 of this master plan for economic development goals and the Hillman Area Recreation Plan for recreation goals.

TIMEFRAMES

SHORT: Low cost, easy implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-5 years.

MEDIUM: Important actions that have some level of significant cost and can be implemented within the next 5-10 years.

LONG: Actions that often require significant amounts of funding that must be planned for over time or require other strategies to be completed prior to their implementation.

ONGOING: Actions that have no beginning and end period but which are continuously ongoing in the village.

VC=Village Council

PC=Planning Commission

VM=Village Manager

Staff=Village Staff

DPW=Department of Public Works

PM=Park Manager

RC=Road Commission

MDOT=Michigan Department of
Transportation

Chamber=Chamber of Commerce

Local Art and Culture Organizations=Brush
Creek Mill, Hillman Community Radio, etc.

LE=Law Enforcement

FD=Fire Department

CD=Central Dispatch

EMS=Emergency Medical Services

EM=Montmorency County Office of
Emergency Management

IMPLEMENTATION STRATEGIES

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
1 Community Character & Quality of Life	GOAL 1		
	Maintain and enhance the overall quality of life in the Village of Hillman for all age groups, abilities, and income levels.		
	OBJECTIVE A		
	Implement the goals and objectives from the Master Plan.		
	(1) Coordinate implementation efforts with the appropriate departments, local units of government, agencies, and community organizations.	Ongoing	VC, DPW, VM, Staff, Chamber, PM
	(2) Develop a realistic timeline and assign responsible parties to implement the Master Plan's goals and objectives.	Ongoing	VC, VM, DPW, PC, PM
	OBJECTIVE B		
	Strive to balance future growth and development in the village while maintaining its quality of life and small-town character.		
	(1) Encourage the development of goods, services, recreation, and employment opportunities needed to retain and attract residents.	Ongoing	VC, PC, VM, Chamber
	(2) Review development proposals to ensure future development will be compatible with the community's character, master plan, and surrounding land uses. Consider traffic impacts and private and public parking.	Ongoing	PC, Staff
	(3) Encourage year-round community events.	Ongoing	VM, Staff, Chamber
	(4) Consider the village's character and master plan when making decisions.	Ongoing	VM, VC, PC, Staff
	OBJECTIVE C		
	Review, update, or develop ordinances and regulations that protect the community.		
	(1) Develop and adopt an ordinance to address the usage of ATVs, golf carts, and similar motorized vehicles in the village.	Short	PC, VC, Staff
(2) Consistently enforce the zoning standards and other village ordinances.	Ongoing	Staff, PC	
OBJECTIVE D			
Establish and promote a public art program.			
(1) Support the local arts and culture organizations in development and acquisition of funding for arts and culture programs and promotional materials.	Ongoing	VM, Staff, PC, Local Art and Culture Organizations	

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
1 Community Character & Quality of Life	GOAL 2 Maintain and enhance the appearance and character of the Village of Hillman.		
	OBJECTIVE A Enhance community gateways, parks, and streets.		
	(1) Enhance public facilities, village gateways, and streetscapes through the inclusion of trees, street furniture, trash receptacles, lighting, flower boxes, banners, and public art.	Medium	VC, PC, Staff, DPW
	(2) Work with local service groups to implement a community beautification program.	Short	Staff, DPW, PM
	(3) Preserve healthy trees on public property or in the rights-of-way. Remove unhealthy and unsafe trees, and replace trees when needed.	Ongoing	Staff, PC, DPW, PM
	(4) Encourage the use of native plant species in landscape designs to enhance the village's existing character.	Ongoing	Staff, PC, PM, VC
	OBJECTIVE B Maintain and enhance the downtown area and the central business district.		
	(1) Direct commercial development to the CBD and along the M-32 corridor.	Ongoing	PC, Staff
	(2) Provide convenient parking to promote access to downtown businesses.	Medium	PC, Staff, VC
	(3) Develop and adopt a downtown plan that includes the downtown area's boundaries, identifies projects, estimated costs, and a completion timeline, and has a mixed-use and pedestrian-oriented development elements. Coordinate the plan with the master plan and capital improvements plan.	Short	PC, VM, VC, Staff
	(4) Post the Downtown Plan (Chapter 8 of the Master Plan) on the village's website.	Short	Staff
	OBJECTIVE C Encourage the maintenance and rehabilitation of businesses and residences to improve the village's quality of life, neighborhood appearance, and property values.		
	(1) Investigate incentive programs, including housing grants and low-interest loans, to encourage property improvements.	Ongoing	Staff
	(2) Enforce the blight ordinance to ensure properties remain clean and attractive.	Ongoing	Staff
	(3) Determine the feasibility of using the Obsolete Property Rehabilitation Act to spur development and business recruitment in downtown and adjacent commercial areas.	Short	Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
1 Community Character & Quality of Life	OBJECTIVE D Protect and preserve local history, including historic and cultural buildings, residential neighborhoods, and scenic features.		
	(1) Explore tax incentives and/or loan programs for the preservation and/or renovation of older and/or historic buildings.	Ongoing	Staff, VM
	(2) Encourage private efforts to protect valuable historic resources.	Ongoing	PC, Staff
	(3) Provide historic preservation resource information to the public.	Short	Staff
	(4) Encourage new residential and commercial developments to include historically sensitive designs and styles.	Ongoing	Staff, PC
	(5) Protect community facilities, such as the library, Community Center, and Brush Creek Mill.	Ongoing	Staff, PC, PM
	(6) Incorporate features that reflect the Village's historic character and cultural heritage into signs and streetscape elements within the Village.	Ongoing	Staff, DPW
2 Planning, Zoning, and Community Development	GOAL 1 Communicate and collaborate with other levels of government, governmental agencies, and the public on land use, zoning and development issues.		
	OBJECTIVE A Maintain and implement an updated Master Plan and Zoning Ordinance that is responsive to public needs.		
	(1) Initiate and maintain proactive conversations with property owners regarding preferred future land uses.	Ongoing	VC, VM, Staff, Chamber
	(2) Review the Master Plan, including the goals and objectives, at five-year intervals per state law.	Ongoing	PC, VC, Staff
	(3) Respond accordingly to changes in state planning statutes.	Ongoing	PC, VC
	(4) Update the Master Plan to include a vision for the village's desired future growth, and a vision for priority redevelopment areas.	Short	PC, VC, VM
	(5) Identify priority redevelopment areas in the village.	Ongoing	VM, Staff, PC, VC
	(6) Develop and provide an annual progress report for the Master Plan to the Village Council.	Short	VM, Staff, PC
	(7) Post the Master Plan on the village's website.	Short	Staff
	(8) Develop a feedback mechanism for applicants that have gone through the application process. Feedback will be annually reviewed by the joint site plan review team/planning commission to identify potential process improvements.	Short	PC, Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center;">Planning, Zoning, and Community Development</p>	<p>OBJECTIVE B Improve communication with surrounding governments, regional organizations, businesses, organizations, agencies, and the public. Encourage feedback on the ongoing efforts to improve the village.</p>		
	(1) Communicate with the county and adjacent townships about land use and site plan issues for properties near their boundaries.	Ongoing	VC, PC, VM, Staff
	(2) Maintain an open decision-making process and promote ongoing active citizen involvement.	Ongoing	VC, PC, Staff
	(3) Sponsor community and neighborhood public forums to solicit public feedback from all demographic sections in the village.	Ongoing	Staff, VM, VC, PC
	(4) Implement improved communication processes for public feedback and encourage the use of the village's website to disperse information, such as planning-related resources, news releases, newsletters, agendas, meeting minutes, the zoning ordinance, application forms, and village plans.	Ongoing	Staff
	(5) Utilize the public participation plan that includes how to solicit public feedback on proposals early in the site plan review process and how the public can view the results from the public engagement process.	Short	Staff, PC, VC, VM
	(6) Update the public participation plan every five years or as needed.	Ongoing	Staff, PC, VC, VM
	<p>GOAL 2 Guide development to meet the long-term needs of the community through the protection of existing development, preservation of community character, fostering of development, and the conservation of natural resources.</p>		
	<p>OBJECTIVE A Foster distinct, attractive development to enhance the visual character in the village.</p>		
	(1) Encourage creative design and planning techniques to produce visual harmony while preserving special features and natural resources.	Ongoing	Staff, PC
	(2) Encourage developments to coordinate with public utility, facility, and service improvement programs.	Ongoing	Staff, PC
	(3) Require planning reviews for the opening, closing, vacating, widening, or extension of roads, the acquisition or enlargement of parks, playground, or public open spaces, and the construction, acquisition, or authorization of public buildings or structures.	Ongoing	Staff, PC
	(4) Provide information to the public about a façade improvement program.	Ongoing	Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center;">Planning, Zoning, and Community Development</p>	OBJECTIVE B Maintain the Zoning Ordinance to regulate development and land use in the village.		
	(1) Review and amend the Zoning Ordinance, when necessary, including when the Master Plan is updated.	Short	PC, VC
	(2) Amend the Zoning Ordinance to establish and enforce standards that require businesses to maintain an aesthetically desirable appearance through desired building materials, architectural elements, or façade improvements.	Short	PC, VC, Staff
	(3) Amend the Zoning Ordinance to establish standards for green infrastructure (low impact development techniques, rainwater collection, green roofs, pervious pavement, steep slope protections, street tree planting standards, parking lot landscaping standards, and a list of native or low-maintenance plantings).	Short	PC, VC, Staff
	(4) Amend the Zoning Ordinance to address discrepancies on minimum floor area required for residential dwellings in the development standards and section 7.8 (dwelling units in commercial establishments should be revised to have the minimum floor area calculations match).	Short	PC, VC, Staff
	(5) Consider amending the zoning ordinance for additional parking standards that include parking waivers, bicycle parking, payment in lieu of parking and reduction of required parking for complementary mixed-uses.	Short	PC, VC, Staff
	(6) Encourage mixed use development in the downtown area and CBD.	Ongoing	PC, Staff
	(7) Evaluate design standards in the Zoning Ordinance.	Ongoing	Staff, PC
	OBJECTIVE C Ensure a responsible fiscal policy and budget process to finance the village government.		
	(1) Establish a property purchase fund or a designated fund balance.	Short	VC, VM
	(2) Maintain a balanced budget.	Ongoing	VC, VM
	(3) Develop, adopt, and update a 6 year capital improvement plan to address village projects, including but not limited to projects regarding the streets, sidewalks, curbs, storm drains, and water and sewer system.	Ongoing	PC, VC, VM

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center;">Planning, Zoning, and Community Development</p>	<p>OBJECTIVE D Encourage diverse business development through community development that meets year round needs, maintains the village's character, and increases the tax base.</p>		
	(1) Ensure zoning permits have a mixture of residential and commercial uses.	Ongoing	PC, Staff, VC
	(2) Encourage businesses to use outdoor spaces.	Ongoing	PC, Staff
	(3) Research and apply to programs that encourage responsible land use.	Ongoing	Staff, VM
	(4) Promote and encourage development in the downtown area.	Ongoing	VC, VM, Staff, Chamber
	<p>OBJECTIVE E Develop a complete streets plan for the village.</p>		
	(1) Create a walkable community through the implementation of sidewalks (at top of hill, Pleasant Valley, elementary school, etc.) and/or pedestrian/bicycle pathways, visual elements, destination points, and corridor improvements to connect downtown with the surrounding neighborhoods, and commercial districts.	Long	DPW, VC
	(2) Identify transportation planning needs through traffic counts, available parking, and use patterns.	Ongoing	DPW, VC, VM
	(3) Develop a sidewalk improvement and maintenance plan that specifies the location and construction/maintenance priority needs.	Short	DPW, VC
	(4) Designate the Village of Hillman as a Walk Friendly Community.	Long	VM, VC
	(5) Develop corridor plans for all primary transportation routes that include traffic calming methods.	Medium	PC, VC, RC
	(6) Implement and maintain a wayfinding program and install new street signs.	Long	VC, RC
	(7) Support the expansion of public transportation services.	Ongoing	VC
(8) Maintain safe and convenient on-street and off-street parking. Re-design parking, if necessary.	Ongoing	RC, DPW, VC, MDOT	

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center;">Planning, Zoning, and Community Development</p>	OBJECTIVE F Ensure development review takes place quickly and seamlessly.		
	(1) Post the development guide online with all development-related documents, contact information for staff involved in the development process, conceptual meeting procedures, zoning related information, site plan permits, master plan, flowcharts, applications, summary of the site plan action table from the Zoning Ordinance, and links to development-related boards and commissions.	Short	Staff
	(2) Develop an official joint site plan review team.	Short	PC, Staff
	(3) Develop an internal staff review policy that includes clear roles, responsibilities, and timelines.	Short	PC, VC, VM, Staff
	(4) Develop a flowchart that shows the development process with timelines.	Short	PC, VC, VM, Staff
	(5) Develop a project tracker to document project progress from submittal to occupancy.	Short	PC, VC, VM, Staff
	(6) Annually review the fee schedule. Permit applicants and residents to pay with credit cards.	Ongoing	VC
	GOAL 3 Enhance the membership and education opportunities for the village's boards and commission.		
	OBJECTIVE A Recruit and provide orientation materials to new staff and appointed and elected officials.		
	(1) Provide information about each board and commission. Document the process for board and commission appointments.	Short	Staff
	(2) Provide a brief description about the skill sets desired for each board and commission.	Short	PC, VC
	(3) Provide orientation packets that include applicable state and village laws, bylaws, contact information, procedure rules, roles in relation to other boards, the open meetings acts, and meeting dates.	Short	Staff
	(4) Determine effective techniques to attract younger leadership.	Ongoing	PC, VM, VC, Staff

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">2</p> <p style="text-align: center;">Planning, Zoning, and Community Development</p>	<p style="text-align: center;">OBJECTIVE B</p> <p>Provide education and training opportunities for staff, boards, commissions, and elected officials.</p>		
	(1) Establish a dedicated source of funding in the budget for training and educational opportunities for staff, boards, commissions, and elected officials.	Ongoing	VC
	(2) Determine training needs and priority trainings. Develop a method to track staff and official attendance at training events.	Ongoing	Staff, VC, PC
	(3) Establish creative, new methods to encourage staff, board and commission members, and elected officials to attend trainings.	Ongoing	VC, PC, Staff
	(4) Hold an annual joint meeting between the various development-related bodies to share information and establish annual goals and perform annual reviews.	Ongoing	VC, PC, VM
	(5) Prepare and publish an annual planning commission report as required by the Michigan Planning Enabling Act (MPEA).	Ongoing	PC
<p style="text-align: center; font-size: 2em; font-weight: bold;">3</p> <p style="text-align: center;">Transportation, Infrastructure and Public Services</p>	<p style="text-align: center;">GOAL 1</p> <p>Improve and maintain the transportation systems, community facilities, public utilities, and telecommunications to accommodate the needs of residents, visitors, and commercial enterprises.</p>		
	<p style="text-align: center;">OBJECTIVE A</p> <p>Provide businesses and residences with access to the necessary public services and amenities.</p>		
	(1) Direct future development to areas where necessary public services/utilities already exist or where expansion of services/utilities are planned or required.	Ongoing	Staff, PC
	(2) Maintain roads and infrastructure to ensure safety and to facilitate growth.	Ongoing	DPW, VM, RC, MDOT
	(3) Encourage street and utility improvements to coincide with new development.	Ongoing	Staff, PC
	(4) Improve the water/sewer system including but not limited to improving the placement/operability of water, sewer, and drainage systems, and installing a well and filtration system. Consider expanding water into Hillman Township.	Long	Staff, VC, VM, DPW
	(5) Implement recommendations in the 2019 Water System Reliability Study by Fleis and Vandenbrink. The study recommends siting a new water well.	Long	Staff, VC, VM, DPW
	(6) Encourage the placement of utilities underground. Relocate overhead utility lines underground and remove unnecessary overhead utility lines.	Ongoing	Staff, VC, VM, PC
(7) Review traffic impact analyses for new and expansions of commercial and industrial developments to determine traffic impacts.	Ongoing	PC, Staff	

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
<p style="text-align: center; font-size: 2em; font-weight: bold;">3</p> <p>Transportation, Infrastructure and Public Services</p>	<p>OBJECTIVE B Support the construction of efficient communication networks within the village.</p>		
	(1) Implement techniques to improve cell phone service coverage and to upgrade high speed internet service.	Long	PC, VC, VM, Staff
	(2) Work with the telecommunications companies to ensure the latest telecommunications technology is available in the village.	Ongoing	VC, PC, VM, Staff
	<p style="text-align: center;">GOAL 2 Ensure the efficient response of emergency services within the village.</p>		
	<p>OBJECTIVE A Maintain and enhance the emergency services in the village.</p>		
	(1) Increase fire protection and police presence in the village.	Ongoing	LE, VC, VM, FD
	(2) Inventory the current telecommunication services and plan for future emergency service telecommunication needs.	Ongoing	Staff, VM, LE, FD, EMS, CD
	(3) Maintain adequate response times to public safety incidents.	Ongoing	CD, LE, FD, EMS, VC
(4) Work with the Montmorency County Office of Emergency Management to address emergency management issues, which include prevention, preparedness, response, recovery, and mitigation efforts.	Ongoing	EM, VM, VC, FD, EMS, LE	
<p style="text-align: center; font-size: 2em; font-weight: bold;">4</p> <p>Natural, Cultural, and Recreation Resources</p>	<p style="text-align: center;">GOAL 1 Preserve and conserve the natural resources for the enjoyment of residents and visitors.</p>		
	<p>OBJECTIVE A Coordinate development intensity with the environmental integrity and land limitations.</p>		
	(1) Consistently apply standards when reviewing development proposals to respect the village's natural resources, including but not limited to evaluating the type and density of proposed developments based on soil suitability, slope of land, potential for groundwater and surface water degradation and contamination, compatibility with adjacent land uses, and impacts to environmentally-sensitive natural areas (wetlands, greenways, wildlife corridors, etc.).	Ongoing	Staff, PC
	(2) Evaluate the environmental impact of all new development.	Ongoing	Staff, PC
	(3) Encourage the retention of natural wetlands to protect water quality.	Ongoing	Staff, PC

	(4) Encourage LEED-certified (Leadership in Energy and Environmental Design) developments to promote sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.	Ongoing	PC, Staff
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FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY	
4 Natural, Cultural, and Recreation Resources	OBJECTIVE B Work with other agencies, organizations, associations, and resource professionals to promote a healthy and natural environment in the village.			
	(1) Develop a landowner technical assistance program that promotes a healthy and diverse natural environment.	Short	Chamber, Staff, VM, VC, PC	
	(2) Identify sites with existing pollution or the potential for pollution and develop measures to rectify the existing issues and prevent future problems.	Short	Staff, EGLE, VM	
	(3) Encourage the use of native plant species for reforestation projects, wildlife habitat, street and neighborhood trees, landscaping, parks, and roadsides.	Ongoing	PC, Staff, DPW	
	(4) Conduct a water reliability study to determine the factors that are impacting the water resources and to determine the best water locations.	Short	Staff, DPW, VM	
	OBJECTIVE C Identify and preserve desirable open space areas, scenic vistas, and wildlife habitat.			
	(1) Pursue grant funding to assist in protecting natural areas.	Ongoing	Staff	
	(2) Maintain greenbelt areas adjacent to lakes, ponds, streams, and wetlands to protect water quality and wildlife habitat.	Ongoing	PC, Staff, PM, DPW, RC	
	(3) Encourage the use of conservation techniques (lakescaping, conservation easements, and resource education programs) to protect water quality from development impacts.	Ongoing	PC, Staff	
	GOAL 2 Protect and preserve the village's cultural resources.			
	OBJECTIVE A Assist in promoting cultural tourism.			
	(1) Identify and promote the significance of neighborhoods, buildings, or places.	Ongoing	Staff, Chamber	
	(2) Work with local organizations to tell the Village of Hillman's story through the incorporation of cultural resources.	Ongoing	Staff, Chamber	
	(3) Pursue grant funding to assist in protecting cultural resources.	Ongoing	Staff	

	GOAL 3 Maintain and enhance the parks and recreational facilities and activities in the Village of Hillman.		
	OBJECTIVE A Maintain a DNR approved Recreation Plan that identifies and prioritizes the parks and recreation needs.		
	(1) Implement the goals, objectives, and action strategies in the Recreation Plan.	Ongoing	VC, Staff, PC,
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
4 Natural, Cultural, and Recreation Resources	OBJECTIVE B Work with local groups, agencies, organizations, and local governments to implement parks and recreation facilities and activities.		
	(1) Establish and maintain designated motorized and non-motorized trail routes and their associated facilities to link attractions within and outside the village.	Long	VC, Staff, PM, PC
	(2) Plan and implement recreational developments to improve access to public lands, water, trails, and parks, such as a Riverwalk along the Thunder Bay River.	Ongoing	PM, Staff, VC, PC
	(3) Preserve and maintain existing public recreation areas and access sites.	Ongoing	PM, Staff, VC
	(4) Market the recreational amenities in and around the village.	Short	Staff, Chamber, PM
	(5) Permit concerts, festivals, and events to utilize recreational facilities and other public areas in the village.	Ongoing	PM, Staff, PC, VC
	(6) Pursue funding sources for land acquisition and recreational development.	Ongoing	PM, Staff, PC
	(7) Develop and implement a wayfinding program for recreational facilities.	Medium	PM, Staff, VC, PC
	(8) Encourage the development of year round activities for all age groups, including but not limited to a pickleball court, an ice rink, workout stations along walkways, etc.	Ongoing	PM, Staff, PC
5 Housing	GOAL 1 Allow suitable housing opportunities for all income levels, age groups, ability, household type, and resident type (year-round and seasonal).		
	OBJECTIVE A Encourage the development of a mixture of quality housing within the village.		
	(1) Through zoning, allow the development of affordable single-family housing, multi-family housing, apartments, low cost housing, mixed use development, townhouses, and age-progressive senior and assisted living housing, and provide for housing options to age in place.	Ongoing	Staff, PC, VC, VM

	(2) Match residential densities to the characteristics and available services of proposed sites.	Ongoing	Staff, PC
	(3) Enforce the development standards in the Zoning Ordinance to protect existing properties.	Ongoing	Staff, PC

FOCUS AREA	OBJECTIVES AND ACTION ITEMS	TIME FRAME	RESPONSIBLE PARTY
5 Housing	OBJECTIVE B Renovate and maintain the existing housing stock and residential neighborhoods to keep them in good repair, appearance, usefulness and safety.		
	(1) Enforce codes to remove unsanitary or unsafe housing and blight.	Ongoing	Staff
	(2) Identify available funding sources for residential improvements and notify residents about the rehabilitation programs.	Ongoing	Staff
	OBJECTIVE C Preserve and enhance the neighborhood character in residential areas.		
	(1) Continue to require buffers or transition areas between residential and non-residential uses to maintain property values and aesthetics.	Ongoing	Staff, VC, PC
	(2) Promote neighborhood enhancement programs, including but not limited to street tree plantings, clean-up days, community pride programs, and neighborhood gardens.	Ongoing	Staff, VM, VC
	(3) Encourage clustering residential development in areas where services and utilities are available to preserve open spaces.	Ongoing	Staff, VC, PC
	(4) Discourage the infringement of commercial and industrial uses near residential neighborhoods, while allowing for the continuation of existing neighborhood small businesses.	Ongoing	Staff, VC, PC

Chapter 7

Future Land Use

7

Introduction

The next step in the master planning process is to plan for the types and intensity of development that may occur over the next twenty years. The master plan presents a future land use plan that illustrates the general land use arrangement in the Village of Hillman (Figures 7-1 and 7-2). The plan enables the Village to ensure the existing land uses (e.g. residential, parks, commercial and industrial) can continue, the irreplaceable resources, such as water, wetlands, and forestlands, are protected and reasonable growth can be accommodated with minimal land use conflicts or negative environmental impacts. It should be noted the desired future land use plan may be adjusted in the future based on changing conditions within the community, while maintaining compatibility with the goals and objectives of the master plan.

Future Land Use Categories

The Village of Hillman has identified nine categories of land use intended to serve future development needs. These future land use categories are listed below and shown in **Figure 7-1**.

- ☉ *Village Residential*
- ☉ *Mixed Residential*
- ☉ *Manufactured Housing Parks Residential*
- ☉ *Public/Institutional/Recreational*
- ☉ *Town Center*
- ☉ *General Business*
- ☉ *Industrial*

- ☉ *Special Issue Planning Areas:*
 - *River Connection*
 - *Hillman Sub-Regional*
 - *Walkability Planning and Safe-Routes-to-School*
 - *Health Care*

Residential Uses

Residential use in the Village are presented in three sub-categories: Village Residential, Mixed Residential, and Manufactured Housing Parks Residential. It is the intention of the plan to protect existing residential neighborhoods while providing a variety of different living environments to meet future needs. Furthermore, consistent with current development trends, the provision of pedestrian and bicycle facilities within new development and redevelopment projects will

address the non-motorized transportation needs of residents. The Village will also, work towards providing non-motorized options within existing residential areas.

Village Residential

This category includes one and two family detached dwellings. Infill development and redevelopment should be considerate of existing neighborhood character. The Village of Hillman has a diversity of lot sizes, housing styles, and residential neighborhoods. Neighborhoods have generally developed within walking distance to the Town Center in the Village. As new zoning regulations are developed for infill development and redevelopment, the specific characteristics of these neighborhoods (such as existing setbacks, lot coverage, and minimum lot size) should be taken into consideration and incorporated into the Zoning Ordinance.

Mixed Residential

This designation is intended to provide locations for apartments, townhouses, condominiums and single and two-family. This category is intended for higher density residential development. Higher density residential uses can generate a significant amount of traffic, and therefore should have direct access to a major thoroughfare. Higher density residential uses can serve as a transition between non-residential districts and lower density residential areas. The Thunder Bay Resort complex is partially located in this planning area and encompasses the golf course and associated residential development.

Manufactured Housing Parks Residential

The Manufactured Housing Parks Residential category is intended to provide location for manufactured home development. The area currently has a mix of housing types ranging from single family detached units to mobile homes. There is adequate space for expansion of mobile home parks. As new zoning regulations are developed for infill development and redevelopment, the specific characteristics of these neighborhoods (such as existing setbacks, lot coverage, and minimum lot size) should be taken into consideration and incorporated into the Zoning Ordinance.

Commercial Uses

Commercial activities such as retail, service and office are key components of a vibrant growing community. Along with generating employment and wealth, commercial centers provide access to goods and services for residents both local and regional. Commercial development generates tax revenue while helping to support community infrastructure improvements and services. The plan identifies a variety of commercial land use areas.

Town Center

The Town Center provides for commercial development that is pedestrian oriented and offers a mix of retail and service uses within a central core. This land use designation is meant to serve the greater Hillman community with goods and services while developing in accord with the surrounding neighborhoods. The Village has completed a downtown renovation project in partnership with the Michigan Department of Transportation and Michigan Economic

Development Corporation. Streetscape with new sidewalks, lighting, plantings, and pedestrian amenities; utility upgrades; State Street reconstruction; and construction of a new bridge State Street bridge of the Thunder Bay River have enhanced transportation, walkability and visual character of the Town Center. The community's commitment to its Town Center will support an enhanced social climate and a stronger tax base.

A community supported project resulted in the construction of the Hillman Brush Creek Grist Mill. The facility is used for meeting, festivals, and is open for public use. It serves as the local museum and a gift shop selling locally made arts and crafts. The Grist Mill has become a focal point for the greater Hillman Community.

Downtowns provide convenient, safe access to shopping, restaurants, nightclubs, theater, cultural events, parks and services for area residents and visitors. The Town Center should have development regulations that ensure a pedestrian-friendly design allowing for street trees, outdoor furniture, and eye-level design elements. Small parks, benches, street cafes, river walks and public art add to the pedestrian atmosphere. A vibrant downtown draws families into the community center for entertainment, cultural events and festivals.

Streets, designed to provide efficient traffic flow, as well as centralized parking are critical to accommodating a population orientated to automobiles. At the same time, the Village must continue to focus on a walkable, pedestrian friendly environment by connecting residential areas to commercial and service areas, employment, public spaces, parks, schools and churches. Wayfinding signs should be used to direct people to these points of interest within the Village. In particular, signs can be used to help direct motorists to off street parking facilities.

The Town Center should also have development regulations which ensure consistency in building design and form (i.e. buildings close to the street line, similar but varied scale and design elements). Height regulations should allow for two-story buildings with retail and service uses occupying the ground floor with residential and services uses allowed above. Regulations should be developed which address the issues of sign size, signs overhanging the public right-of-way, message boards, and digital signs. Lighting regulations should be appropriate for a downtown area requiring lighting of a specific type, height and intensity.

General Business

This district is intended for the widest and most intensive variety of retail and service businesses. The area proposed for General Business primarily is located along M-32, South State Street and Veterans Memorial Highway, and is currently zoned Commercial. Businesses that meet the commercial needs of the automobile dependent public are typically associated with roadways having high traffic volumes. Typical uses in this district include drive through restaurants, auto service establishments and commercial uses serving a regional clientele. The uses within this district are auto dependent and benefit from the exposure of high traffic volume thoroughfares. At the same time the Village will work towards providing safe pedestrian access. The Thunder

Bay Resort complex is partially located in this planning area and encompasses the golf clubhouse, restaurants, maintenance facilities, motor coach campground, and condominiums.

The General Business category is located primarily within the M-32 Corridor, which provides a “first” look for travelers passing through the region. As can be well documented, visual first impressions are paramount to capturing tourists. When travelers stop at highway commercial amenities, the next step is to draw them into the town center, by use of wayfinding signs, advertising, brochures and portable/stationary kiosks. Development regulations related lighting, landscaping, buffering, parking, access management, building design and form should be addressed within this area. Also, safe pedestrian access is an issue that should be considered.

Industrial

The Industrial land use area encompasses the Hillman Industrial Park, and other lands zoned Industrial. Designed primarily to accommodate wholesale activities, warehouses and industrial operations; the designation allows uses such as manufacturing, compounding, processing, packaging and assembly of finished or semi-finished products from previously prepared materials. “Clean” industries (research and high-tech) are included in this designation.

Development regulations relating to performance standards, signage, lighting, landscaping, outdoor storage, and parking should be addressed in the form of Zoning Ordinance revisions. Buffering is a particularly important issue in this district due to its close proximity residential and institutional uses.

PIR: Public/Institutional/Recreational

Land in this category is found throughout the Village. The future land use category includes the following: public buildings, churches, schools, parks, and other public land within the Village. PIR spaces are community anchor points, which draw residents from the greater Hillman area. To better serve village residents, PIR spaces should have safe pedestrian and bicycle access that create linkages to neighborhoods. Land within this category is not anticipated to undergo significant changes in the future.

Special Issue Planning Area:

River Connections

The Thunder Bay River is the natural resource center piece of the Village. Early settlers depended upon free flowing waters of the Thunder Bay River for transportation and water power. Today, the river and its tributaries are well known for their high quality water. Making connections between the town and its waterways will enhance the community’s sense of place. There are three types of connections: physical connections, visual connections, and spiritual connections¹. Physical connections include parks, boating access, and other public lands. Private landowners can make useful connections by orientating commercial and residential uses to the water in ways that will result in heightened awareness of the river.

¹ Main Street Rivers, Pennsylvania State Univ. Department of Landscape Architecture

Views and vistas will bring the image of the river into people's daily lives. Such images create a sense of place and a connection to the water features. The new bridge on State Street has improved views of the river and the Brush Creek Mill. Water in the Thunder Bay River comes from another place, spends some time on the community and continues on to other communities. The interconnected network of moving water compels communities to be good stewards of the river. In order to connect with the spiritual dimensions of the river, people need quality physical or visual connections. Spiritual connections are personal in nature. A place to unwind, enjoy the soothing sounds and sights of flowing water, observe wildlife and maybe see fish slurping flies from the surface can melt away life's troubles and put allow people to contemplate their place in the universe.

To preserve the scenic beauty, property value and environmental integrity of areas adjacent to lakes and streams, the plan recommends developing regulations within the waterfront to address the community's concerns regarding water quality and shoreline protection. These regulations should address waterfront setbacks, habitat protection, lot sizes and greenbelts to sustain water quality and enhance the quality of experience. Wetlands adjacent to waterways are an important resource within the Village. The protection and preservation of these plant communities is encouraged. Wetlands can be preserved through use of conservation cluster residential development, conservation easements or fee simple purchase by local and state government.

Hillman Village-shed

Hillman functions as a regional center for commerce, education, employment and cultural activities. Residents of nearby townships depend upon the Village for the aforementioned reasons. Much like a watershed where all water flows to a river or lake, people located in the sub-region are drawn to the Village of Hillman. It is difficult to define the exact boundary of the Hillman Village-shed. Two approaches were used to help define the Village-shed: zip code boundaries and school district boundaries. **Figure 7-2** depicts zip code and school district boundaries in the greater Hillman area. Local communities identified include Hillman , Montmorency, Rust and Avery Townships in Montmorency County, and Green and Wellington Townships in Alpena County.

Each minor civil division is responsible for its own planning and zoning and this plan supports a continuation of this approach. However, there are advantages of coordinating planning and zoning as well as other activities such as regional motorized and non-motorized trails. The plan recommends establishment of a multi-community coordination committee. Representation on the committee should include both elected officials and planning commissioners. Furthermore, it would be advisable to have representatives from each county planning commission and board.

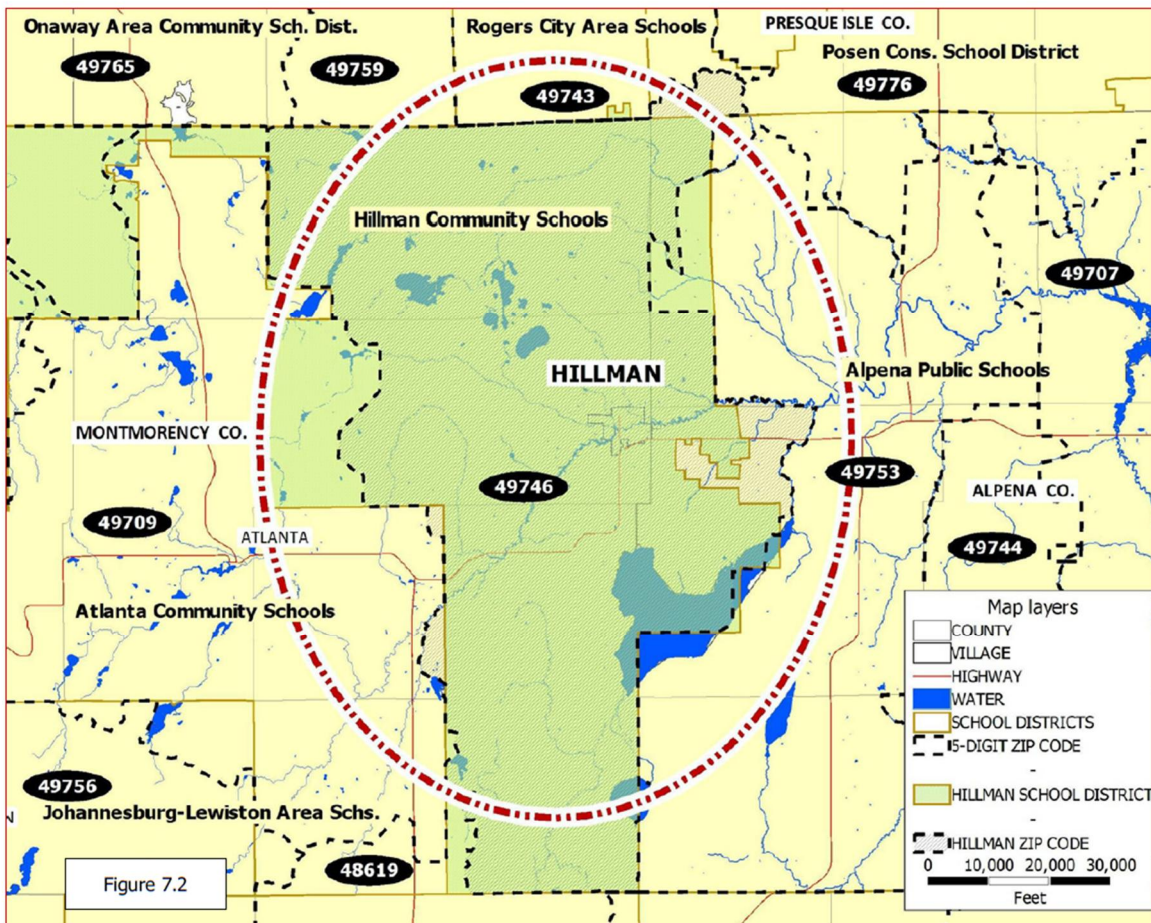
Walkability Planning and Safe Routes to School

The Village completed a walkability plan in 2007 and participated in a Safe-Routes-to-School plan

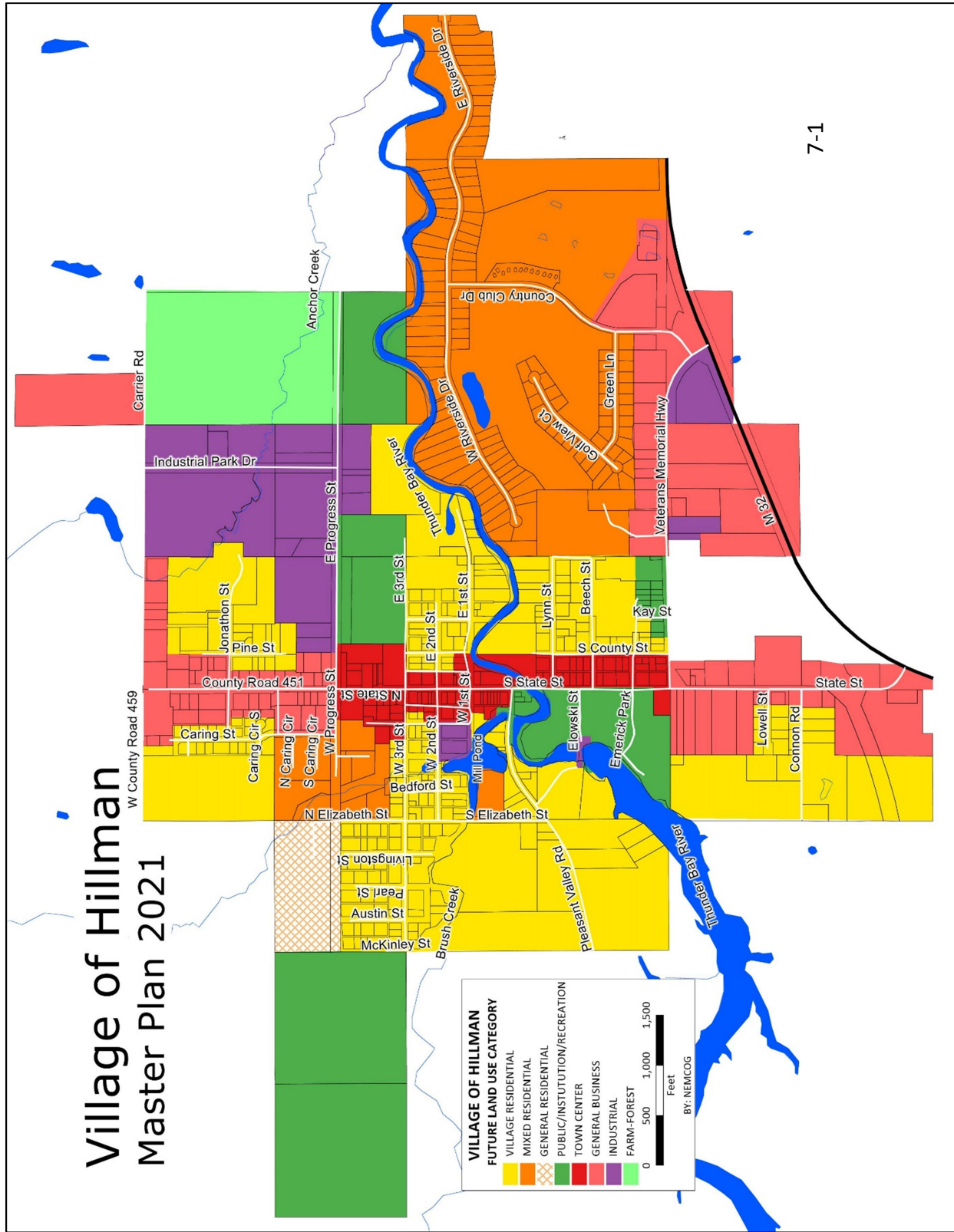
in 2010. Both of these plans show a commitment to improving pedestrian and bicycle facilities. The master plan supports enhancement of non-motorized facilities, which include sidewalks, trails and on-road bicycle facilities.

Health Care

The Thunder Bay Health Clinic operates a facility within the Village. The clinic enables area residents to access health professionals for standard health related problems. The plan supports the concept of having visiting medical specialists to address special needs of area residents and minimize the need to travel outside the community for access to such services.



Village of Hillman Master Plan 2021



Priority Redevelopment Areas

The Village of Hillman intends to participate in the MEDC Redevelopment Ready Communities Program. As part of this program, the Village will identify and prioritize redevelopment sites. For the purposes of this plan, the Village is designating general areas of desired redevelopment. These areas and the priority sites, once specific sites are designated and prioritized, will be reviewed annually and may change throughout the year as circumstances in the community change and as new information becomes available. The inclusion of these general areas of redevelopment in this Master Plan is not meant to preclude alternate areas of redevelopment in the Village if the opportunity for redevelopment becomes available. The following list of possible redevelopment sites are shown as an overlay on the Future Land Use Map – see **Figure 7-3**).

Name and Description of each parcel

1. Flower Shop

Owner: Sherry L Klann

Address: 201 N. State St.

Parcel: 044-211-000-004-01

Description: Structure present. Located in the B-1 Central Business District and the Town Center Future Land Use Area.

2. Old Hillman Dollar Store

Owner: James Stoddard

Address: 205 N. State St.

Parcel: 044-211-000-004-00

Description: Structure present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



3. Saw Shop

Owner: A1 Saw Shop

Address: 210 N. State St.

Parcel: 044-202-000-003-01

Description: Structure present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



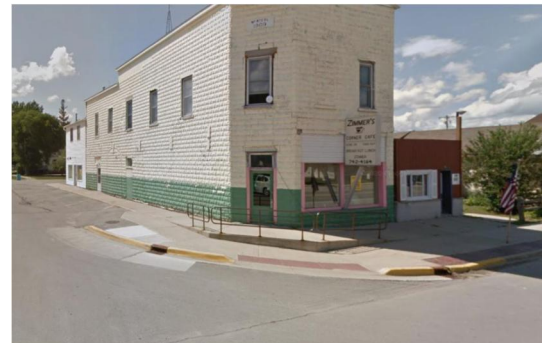
4. Lickety Splits Building

Owner: Daniel & Marsha Marquardt

Address: 301 N. State St.

Parcel: 044-212-000-004-00

Description: Structure present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



5. Old Sports Center

Owner: David & Connie Rooney

Address: 300 N. State St.

Parcel: 044-201-000-003-00

Description: Structure present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



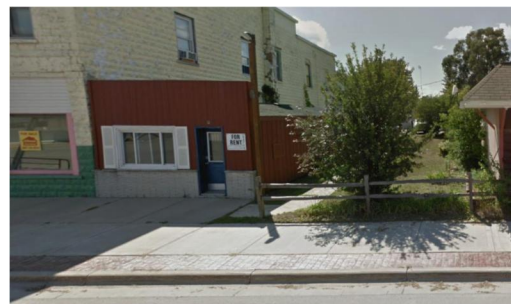
6. Dog Wash

Owner: Gary & Angela Weiland

Address: 305 N. State St.

Parcel: 044-212-000-004-01

Description: Structures present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



7. Dairy Queen Lots

Owner: Painter No. 7 LLC and Walter R Watkins

Address: N. State Street

Parcel: 044-040-000-014-00, 044-040-000-013-00, and 044-040-000-012-00

Description: Three undeveloped lots under two different ownerships. Located in B-1 Central Business District and the Town Center Future Land Use Area.



8. Third Street and Progress Street to the MOOT building

Owners: Walter R Watkins, Roozbeh Dargazany & etal, Dennis Allen,

Address: 430 – 520 N. State Street.

Parcel: 044-024-000-017-00, 044-024-000-015-00, 044-024-000-016-00, 044-024-000-013-00, 044-024-000-014-00, and 044-024-000-001-03.

Description: The site includes six parcels under three different ownerships. There are structures present. Located in B-1 Central Business District and the Town Center Future Land Use Area.



9. The Hillman Power Company Property

Owner: Hillman Power Company LLC

Address: 750 E. Progress St.

Parcel: 044-065-000-008-00, 044-065-000-007-02, 044-065-000-007-01, & 044-024-000-075-02

Description: Structures present. Located in Industrial zoning district and the Industrial Future Land Use Area.



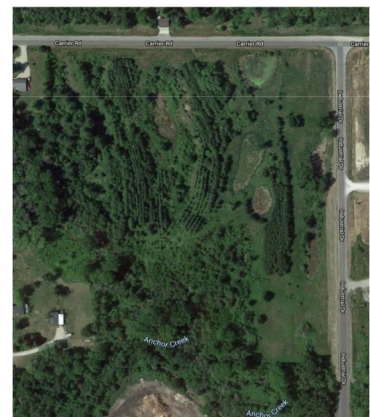
10. Former Bentley Property

Owner: Village of Hillman

Address: 24424 carrier Road

Parcel: 044-024-000-075-01

Description: Undeveloped. Located in Industrial zoning district and the Industrial Future Land Use Area



11. Former Elkie Property

Owner: Village of Hillman

Address: Carrier Road

Parcel: 044-113-000-275-01

Description: Undeveloped. Located in the B-3 Business Warehouse Zoning District and the General Business Future Land Use Area.



12. Property behind Ace Hardware

Owner: Clouse Hillman Properties LLC

Address: 27500 M-32

Parcel: 044-025-000-095-02

Description: Undeveloped. Located in the B-2 General Business Zoning District and the General Business Future Land Use Area.



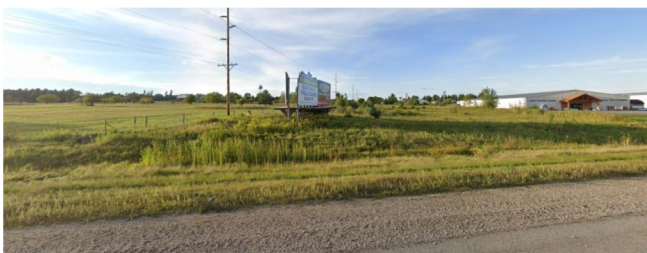
13. Four (4) acres beside Bernard Lumber

Owner: Jack Matthias

Address: 24285 Veterans Memorial Hwy

Parcel: 044-025-000-050-05

Description: Undeveloped. Located in the B-2 General Business Zoning District and the General Business Future Land Use Area.



14. Orchard Pines Lots

Description: There are nine undeveloped lot under different ownerships in this residential subdivision. Public water and sewer is available. Located in the R-1 Low Density Residential Zoning District and the Village Residential Future Land Use Area.



15. Stoddard Property on South State Street

Owner: James Stoddard Trust

Address: 14690 State St.

Parcel: 044-026-000-180-02, 044-026-000-160-01, 044-026-000-160-02, & 044-026-000-190-01

Description: Four undeveloped parcels under the same ownership. Located in the B-1 Central Business District zoning and the General Business and Village Residential Future Land Use Areas.



16. Hillman Elementary School property

Owner: Hillman Community Schools

Address: 245 E. Third St.

Parcel: 044-024-000-001-01, 044-024-000-001-02, 044-024-000-019-00, 044-024-000-019-01, & 044-024-000-023-00

Description: Structures present. Located in b-1 Central Business, B-3 Business Warehouse and R-R Recreational Residential zoning districts and in the Public, Institution & Recreation Future Land Use Area.



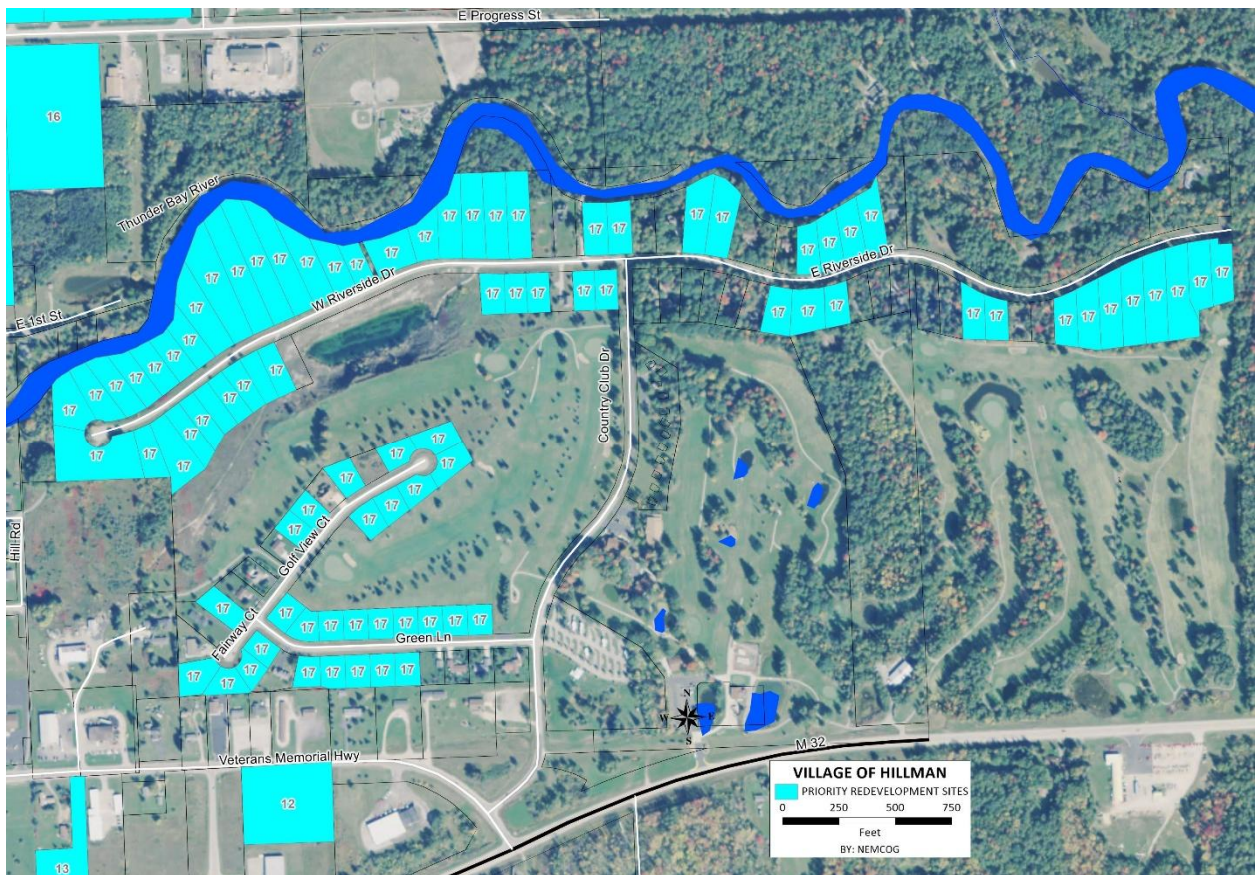
17. Lots along and off 3rd St

Description: There are nine undeveloped residential lots. The zoning is R-1 Low Density Residential and R-3 High Density Residential and the Future Land Use is Village Residential.



18. Golf Course Lots

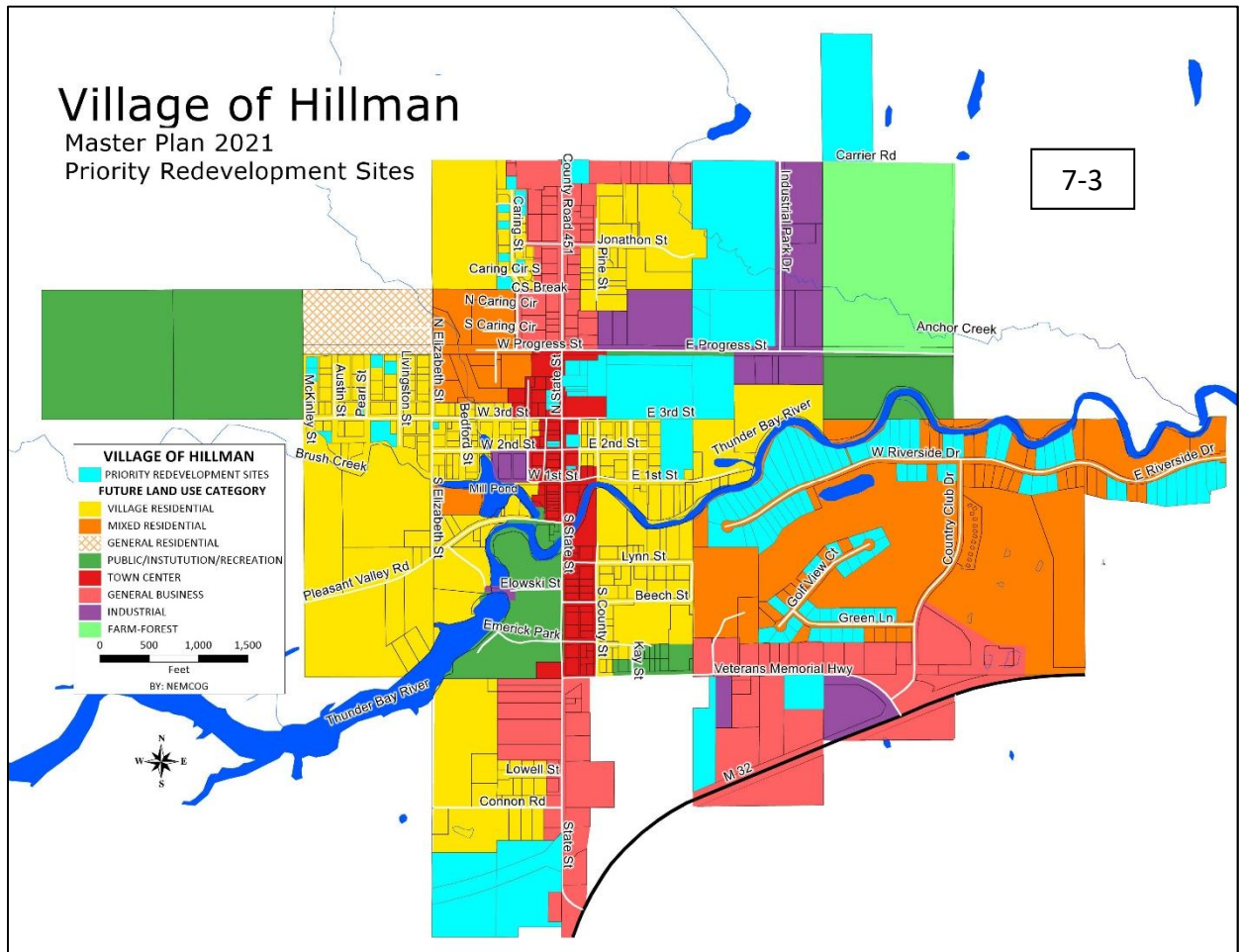
Description: There are 85 undeveloped lots associated with the Thunder Bay Golf Course. Located in the R-R Recreational Residential zoning district and the Mixed Residential Future land Use Area.



Village of Hillman

Master Plan 2021
Priority Redevelopment Sites

7-3



Zoning Plan

The Michigan Planning Enabling Act (PA 33 of 2008) requires the Master Plan contain a zoning plan which includes an explanation about how the future land use categories on the Future Land Use Map relate to the zoning districts. The Village has chosen to utilize future land use categories that correlate to their zoning districts, but will consider Zoning Ordinance amendments to allow for growth and development without negatively impacting the Village’s quality of life (Table 7-1).

After adoption of the Master Plan, the Village should review the Zoning Ordinance for compatibility with the Master Plan’s goals, objectives, and future land uses. The Village should review all current zoning districts to ensure a full range of compatible and desired uses are provided for in each district. The Zoning Ordinance should also be reviewed for specific development standards for each district (including architectural and buffering standards), approval procedures, review standards, and general provisions. In general, the Zoning Ordinance should provide enough flexibility to allow the desired development pattern to occur

Table 7-1 Village of Hillman Future Land Use Categories and Zoning Districts	
Future Land Use Category	Zoning District
Village Residential	Primarily Low Density Residential (R-1) High Density Residential (R-3) Recreational Residential District (R-R) Business Warehouse District (B-3)
Mixed Residential	Primarily Low Density Residential (R-1) Medium Density Residential (R-2) Recreational Residential District (R-R) General Business District (B-2)
General Residential	High Density Residential (R-3)
Public/Institution/Recreation	Recreational Residential District (R-R) General Business District (B-2) Business Warehouse District (B-3) Village Property
Town Center	Central Business District (B-1) Primarily Low Density Residential (R-1)
General Business	Central Business District (B-1) General Business District (B-2) Primarily Low Density Residential (R-1)
Industrial	Industrial District (I)
Farm Forest	Recreational Residential District (R-R)



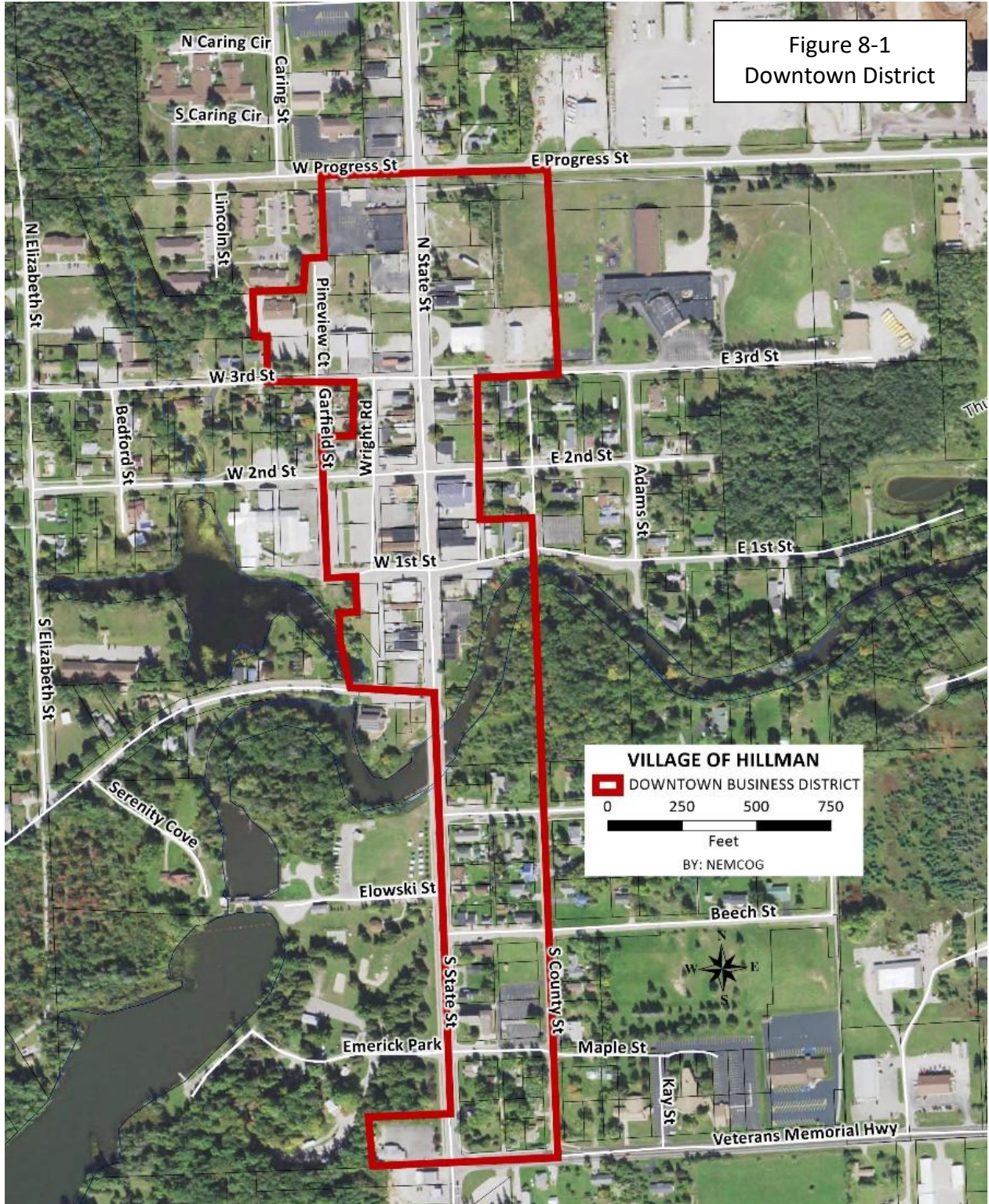
Downtown District

The Village of Hillman’s Downtown is the heart of the village and defines its historic character as well as indicates the village’s social and economic trends. Downtown Hillman extends along State Street from the bridge across the Thunder Bay River north to Progress Street, see Figure 8-1. It consists of approximately five blocks of frontage along State Street with a mix of shopping, restaurants, service establishments, and cultural and government buildings. The surrounding area is comprised of homes, and industrial and commercial facilities.

Over 95% of survey respondents support the Village’s continuing efforts to improve the downtown. The shared community vision for the downtown is a walkable, safe, clean, and convenient commercial area with a variety of attractive businesses. As the village works towards this vision, consideration will be given to features that will complement the downtown, such as ample parking, lighting, benches, public open spaces, flowers, planters, trees, public restrooms, public art installations, river access/Riverwalk area, and sidewalks. The primary goal of the vision is to create a place that attracts businesses and people through long-term, strong local collaboration and placemaking efforts.

This Downtown Plan analyzes challenges specific to Downtown Hillman that include land use, building facades, signage, streetscape, and pedestrian features and provides recommendations to address those issues. All cost ranges contained within this chapter are estimates only. Costs will be refined for each item after each project is designed. The plan seeks to

- Encourage new development and redevelopment that reflects the historic development pattern of the downtown with similar setbacks, pedestrian-oriented designs, and placemaking components.
- Enhance the streetscape and develop open spaces to assist in facilitating conversations, the enjoyment of art and green space, and to serve as a catalyst for development.
- Encourage existing businesses to expand and to attract new businesses that will complement the downtown area. The mix of downtown uses will create a mutually supportive environment where people can work, eat, and shop as well as create a stable environment during economic downturns.
- Encourage the enhancement of the area near the Thunder Bay River to embrace the unique character it brings to downtown.



Land Use

Land use planning and zoning regulations influence the Downtown District’s civic, social, and cultural activities, and the promotion of its businesses and housing developments. Connecting the surrounding commercial and residential areas with the downtown through motorized and non-motorized transportation options will increase the number of people in downtown to assist in creating a vibrant atmosphere. Additionally, the preservation of historic buildings, open spaces, and natural features provide the Downtown District with authenticity, enhance its identity, and create a foundation for the downtown’s form. The following is a summary of the main issues the Downtown District faces with recommendations for improvements.

Land Use Issue 1

A significant amount of land within the downtown is underdeveloped or has vacant, unmaintained buildings and structures.

Recommendation

Development and redevelopment of vacant buildings and structures in and around the Downtown District should be complimentary, provide motorized and non-motorized connections, and consider the capacity of existing infrastructure. Mixed use developments and high density housing in the Downtown District has the potential to increase the number of people who shop and dine downtown, while reducing parking needs. Additionally, housing within the Downtown District provides residents with an opportunity to continually support the local businesses and encourage new businesses. Allowing developers to build more densely in downtown can increase the area’s quality of life and vibrancy. Furthermore, locating larger employers and residential developments on secondary streets with connections to downtown can provide people with an opportunity to go downtown during lunch or after work.



Land Use Issue 2

There are interruptions in the building wall in several locations, which contributes to an inability to determine whether an area is public or private.



Recommendation

Infill and/or redevelopment of areas with continuous breaks in the building walls should be encouraged to create an interesting pedestrian atmosphere, while also providing emphasis to open spaces with sitting areas.



Examples of vacant, unmaintained buildings and underdeveloped land in downtown

Existing buildings and new developments should be compliant with district development guidelines, building management system guidelines, and safety regulations. Redevelopment efforts should consider the development of passageways to connect the downtown with surrounding land uses and parking lots. Furthermore, downtown residential areas should be properly screened to prevent trespassing and loitering issues, and businesses should have clear, visible signage in both the front and rear of the building.



Examples of breaks in the building walls in downtown

Land Use Issue 3

The downtown area lacks large public gathering spaces.

Recommendations

The Downtown District has two small public open spaces along with benches scattered throughout the downtown to promote relaxation and keep people in the area. These gathering spaces serve as the foundation to develop larger public open spaces that can accommodate larger groups of people for participation in outdoor recreational and community programs, and personal parties. The spaces should include movable street furniture, art, landscaping, interesting patio and sidewalk patterns, lighting, a pavilion, and/or a small play area to create vibrancy. Possible areas for development include the area around Brush Creek Mill and the area south of the Hi-Way Inn Saloon.

Cost Estimate: The development of a large public gathering space is estimated to be \$50,000 - \$100,000 depending on the size and features installed.



Small open-air gathering spaces in downtown.

Building Facades & Signage

While the downtown has retained its historic character throughout the years, its buildings' facades have been altered to match the region's architectural trends. Unfortunately, some of the façade alterations detract from the Downtown District's overall character and pedestrian atmosphere. The following is a summary of the main issues downtown faces with recommendations for improvements.

Building Façade Issue 1

Building heights vary from one story to two stories between surrounding buildings and building additions.

Recommendation

The Downtown District is primarily comprised of one-story buildings with a few two-story buildings near the center of downtown. Buildings should have similar heights with the surrounding buildings to create a cohesive street wall. Additionally, building additions should be similar in height to the primary building and be constructed with complimentary designs and building materials to avoid a cluttered, disjointed appearance.



Examples of height differences between surrounding buildings and building additions in downtown

Building Façade Issue 2

Some buildings have façades and/or façade additions that detract from the appearance of the building and overall character of the Downtown District.

Recommendation

Renovations of existing buildings should be compatible and complimentary with the Downtown District's architectural style in addition to being ADA compliant. The district's development regulations provide guidance to ensure consistency in building design and form, and the continued enhancement of the pedestrian environment. The bulk of the building should be one main material that is enhanced with complimentary colors and quality materials, such as brick, stone, and wood. These materials suggest permanence and should be preserved or restored.

Owners of older buildings should be encouraged to maintain the building and have their buildings inspected by one or more professionals to determine if the buildings need to be retrofitted to meet current codes. If the buildings are unable to be retrofitted, highly visible warning signage should be posted, or access restricted.



Example of façades in downtown



Façade mock-ups for the Hi-Way Saloon in downtown

Building Façade Issue 3

Some buildings in the Downtown District lack the key features of well-designed, attractive, and pedestrian-friendly storefronts.

Recommendation

Redevelopment and development efforts should be consistent with the district’s development regulations and complimentary to downtown’s architectural elements and character. When redeveloping existing structures, interesting architectural detailing (stone foundations, inset dates in the buildings, unique doors and hardware, lighting, windows, and window trim) should be highlighted or added. Storefronts and entrances should face the streets and sidewalks to invite pedestrians inside and should be enhanced with planters, A-frame signs, menu boards, sidewalk furniture, pedestrian wayfinding signage, decorative sidewalk pavers, lighting, and outdoor eating areas. Dining tables should be placed near windows to create opportunities for diners to watch passerbys and other patrons.



Examples of interesting features in downtown

Many of the windows on the downtown buildings have been boarded up, which creates a sense of abandonment and high crime. Redevelopment efforts should consider the style, size, and placement of windows. The replacement windows should be compatible and complementary to the building's original character. Large display windows with simple displays and/or art and recessed or covered entryways will encourage pedestrians to window shop and potentially enter the business.



Storefront mock-ups for downtown businesses

Building Façade Issue 4

Some buildings in the Downtown District lack attractive façades, business signage, and customer entrances in the rear of the building.

Recommendation

Rear building facades should be attractive and maintained to provide secondary customer entrances. The rear entrances should have appropriate business signage to identify customer entrances and loading areas. Trash receptacles should be appropriately screened since dumpsters create a cluttered, negative appearance. Additionally, refuse should not be stored behind or between buildings.



Rear façade mock-up for the Hi-Way Saloon

In 2015, estimates to complete façade renovations on three buildings were developed by an architecture firm. The estimates ranged from \$42,670 to \$81,940.



Examples of rear facades in downtown. The sign on the front door of the business in the middle picture directs you to #4 on the left.

Signage Issue 1

The signage in the Downtown District lacks quality in both design and materials.

Recommendation

Signage should be of high quality materials and design to enhance the character of the building and downtown. The signage should complement and be integrated into the architectural design of the building to enhance the building's significant features. Signage should use appropriate design, material, color, and texture, and should not cover, obscure, and/or overshadow the building's features and design. Cost estimates will be determined on an individual storefront basis.



Example of signage covering, obscuring, and overshadowing a building's features in downtown.

Signage Issue 2

The village lacks pedestrian-oriented signage that connects the Downtown District to the surrounding areas.

Recommendation

In conjunction with non-motorized and motorized route connections, high quality, pedestrian-oriented signage should be installed to direct pedestrians to local attractions, public parking lots, and to local businesses. Projecting, window, and menu signage has the potential to attract and keep pedestrians in downtown and its surrounding areas longer, which will support local businesses.



Example of pedestrian wayfinding sign from Vancouver, Washington



Example of a pedestrian-oriented projecting sign in downtown

Estimated costs to purchase and install pedestrian-oriented signs: \$15,000 - \$20,000

Signage Issue 3

The village lacks significant features that announce entrance into the Downtown District.

Recommendation

The intersection at Progress and State Streets, and the intersection at Lynn and State Streets, should be enhanced through streetscape improvements, such as lighting, special signage, landscaping, public art, movable furniture, decorative pavers, etc. to announce entrance into the Downtown District. These improvements will distinguish the downtown from other areas and suggest there is more to the downtown than a single destination. Additionally, the redevelopment and enhancement of properties at these intersections are strongly encouraged to support the development of downtown as a focal point in the village.



Examples of entrance signs

Estimated costs to purchase and install entrance to the Downtown District: \$10,000

Streetscape and Pedestrian Features

The Downtown District is accessible by foot, bike, and vehicle with the majority of patrons driving. On-street and off-street parking is abundant since there are approximately five parking lots downtown, on-street parking on both sides of State Street, off-street parking around buildings, and parking lots in surrounding areas. Despite the abundance of parking, patrons utilize shared parking for multiple businesses dependent on parking demands by day, season, and business hours. Shared parking reduces the parking demand, provides the opportunity for people to stay downtown longer while parking once, and reduces the cost to maintain and construct parking lots and stormwater sewer systems.

The downtown should have interesting features that generate pedestrian interest in the businesses' products and services. The village has invested in decorative lighting and interesting sidewalk patterns to create a basis for creating a vibrant pedestrian environment. To continue developing this environment, businesses should be open at varying times to support all day activity and should have engaging street walls that provide a continuous line of shops, restaurants, other venues, and open spaces. The following is a summary of the main issues downtown faces with recommendations for improvements.

Parking Issue 1

Parking in the Downtown District is inefficient and unsafe.

Recommendations

A parking study should be completed to determine the location, use and adequacy of existing parking facilities. This study can inform how efficient and safe the existing parking is and provide a basis for the village's future parking goals. Estimated cost of parking study: \$15,000.

On-street and off-street parking should be clearly marked with parking striping and have appropriate signage. Currently, the Downtown District’s on-street and off-street parking does not have clearly marked parking spots or public parking signage, which leads people to park in the streets and on the sidewalks as well as using the on-street parking as a traffic lane. Furthermore, off-street parking should be separated from the streets and sidewalks with interesting landscaping and/or decorative screen walls to create an enjoyable stroll from the parking lot to downtown. Parking areas between buildings should be appropriately screened. Estimated cost to clearly mark parking with stripes and signage and to include landscaping/decorative screen walls: \$15,000.



Examples of ways to separate the parking areas from the streets and sidewalks. The bioswale on the left is in a parking lot at the L.A. Zoo. A bioswale filters pollutants out of stormwater runoff and creates a year round garden. The bump out in the middle is in Ottawa. The greenery on the right is in Queens, New York (Photo: Jennifer Duckworth, Millburn Environmental Commission).



Example of an interesting pedestrian-oriented street wall in downtown

Pedestrian Features Issue 1

There is a lack of connectivity between the sidewalks in downtown and the surrounding area.

Recommendations

Sidewalks should be inventoried, and gaps should be connected to attract residents and employees downtown from the surrounding area for shopping, services, and dining. Mid-block crossings and passageways can create linkages between the Downtown District and surrounding areas. Additionally, pedestrian crosswalks should be installed to increase visibility and driver awareness.

Cost estimate to conduct sidewalk inventory: \$2,000. Cost to connect gaps is dependent on result of sidewalk inventory. Cost of high visibility pedestrian crosswalks ranges from \$600 to \$5,000 depending on the features installed.

Pedestrian Features Issue 2

The Downtown District lacks visible, outdoor dining spaces.

Recommendations

Visible outdoor dining spaces should be developed to attract people into restaurants and allow diners to watch passerbys and other patrons. These dining areas should have patios, tables, chairs, umbrellas, and access to side entrances into the restaurants. Fences should be low enough to look over while seated, and transparent to create the sense the diner is part of the pedestrian environment. Possible locations for outdoor dining gathering spaces include the area south of the Hi-Way Inn Saloon, north of Dairy Queen, and between Chauncey's Pub and Charly O's Pizza.

Costs to develop outdoor dining space varies greatly depending upon the features installed. Estimates range from \$2,000 to \$10,000 for simpler outdoor dining spaces, however costs could be much higher for outdoor dining spaces with more features such as outdoor bar area, entertainment stages, cooking areas, etc.



Chapter 9

9

Economic Development Plan

Vision

The vision of the Village of Hillman Economic Development Plan is to create and ensure a vibrant, prosperous, and economically strong community for current and future residents that provides opportunity for successful businesses, appropriate housing options, and community services against the backdrop of pristine natural resources.

Situation & Challenges

Housing

Hillman residents indicated there is a lack of quality and affordable housing in the village with potential residents who are seeking newer homes finding very few within the village. Only 1.8 percent of the housing units in the village were built after 2013 since it is difficult to find qualified contractors and people employed in construction jobs within the region. The majority of the village's housing stock (63 percent) was built prior to 1980 with 16 percent built prior to 1950. The village lacks diversity in its housing stock with about 80 percent of the homes being either single-family or mobile homes.

Another challenge the village faces regarding housing is the disbandment of the Montmorency County Housing Commission. Without a housing commission, it is more difficult to acquire information and resources for housing and training programs, and to provide access to affordable public housing.

Lack of Job Opportunities

The lack of job opportunities in Hillman was indicated as a problem multiple times in the community survey. Similar to Northeast Michigan as a whole, Hillman consistently has a higher jobless rate than the State of Michigan. In addition, median household income is approximately \$23,000 lower than the rest of the state. Often, the younger generation are compelled to leave the area in order to find higher paying, professional jobs. The lack of these jobs also prevents younger families from returning to the area.

Vacant Buildings and Unattractive Building Facades

In the public input survey, respondents cited vacant buildings or unattractive building facades as one of the things that they liked least about the village. These comments were most often referencing the commercial structures, especially in the downtown area. Maintaining an

attractive commercial environment is crucial in enticing traffic from residents and visitors and assists in attracting other businesses to Hillman.

Location

Another challenge the village faces is its location. The village is not located near or on an expressway, which makes it easy for travelers to bypass it and perpetuate low economic activity.

Lack of Business Diversity

While residents did indicate they often use services in Hillman for their daily needs, they also indicated a larger variety of retail and service businesses is needed to support the population. Over half of survey respondents indicate that they leave the village for shopping at least 1-2 times per week. Another challenge the village faces is attracting businesses and entrepreneurs. In the past, the village has proactively invested in economic development efforts.

Lack of Industry/Training for Trades

Survey respondents felt that more industry was needed in the village and, in addition, training skilled trade careers should be made more readily available locally. This is an issue that is in line with the goals of the Regional Prosperity Initiative's talent goals and objectives.

Lack of Younger Workers

In Montmorency County, the civilian labor force has decreased from a high in 2006 (4,353) to a low in 2019 of 2,998 (a 31 percent decrease). In the village, the labor force has remained relatively stable with the labor force participation rate varying from a high in the last decade of 49.1 percent in 2010 to a low of 37 percent in 2016. The rate in 2018 was 41.6 percent with 30 percent of the labor force (77 people) over the age of 55. The village needs to attract and retain younger workers to the area.

Lack of Broadband Outside of the Village

While survey respondents indicate that over 47 percent were satisfied with high speed internet in the village, it was noted that it is necessary to bring high speed internet to areas outside of the village in order to entice residents to the area in general.

Opportunities

Residents identified many assets and opportunities the village can build upon. The downtown is a walkable community, which has an attractive streetscape. The Thunder Bay River bisects the village is considered an asset due to its beauty and recreational opportunities. In fact, recreational opportunities and local wildlife were noted as reasons why people think the village is a great place to live. Most often, people cited the small town, friendly atmosphere as the number one reason why they live or own property in Hillman. The Brush Creek Mill is also a unique community asset. These things combined with a relatively low cost of living and a safe community provide Hillman with a good base on which to build.

Currently, the Village Council actively invests in the downtown district in an effort to halt and eliminate deterioration, increase property tax values, and create economic sustainability and resiliency. The village has a revolving loan fund for equipment purchases, façade improvements, and business purchases. Previously, the Village Council set up a Downtown Development Authority (DDA) as a tax increment financing mechanism to spur investment in the village’s industrial park. However, the DDA was disbanded since its authority was limited and other taxing jurisdictions exempted their taxes from being captured.

In addition, Hillman is identified as a Strategic Placemaking Node in the Regional Prosperity Initiative 10-Year Plan due to its strategic location between two Strategic Placemaking Centers (Alpena and Gaylord). This will allow Hillman to attract residents that work in Alpena or Gaylord.

Local Economic Development Goals

In addition to the goals, objectives and strategies found in the section below, the Village of Hillman will also participate in the implementation of the goals of the Regional Prosperity Initiative.

LB=Local Businesses

HC=Healthcare providers

EGLE=Michigan Environment, Great Lakes, & Energy

MEDC=Michigan Economic Development Corporation

EDC=Montmorency County Economic Development Corporation

RLFB=Revolving Loan Fund Board

AC=Aeronautics Commission

NEMCOG=Northeast Michigan Council of Governments

ACC=Alpena Community College

UC=University Center (Gaylord)

Hillman=Hillman Community Schools

Chamber=Hillman Area Chamber of Commerce

Council=Village Council

PC=Village Planning Commission

VM=Village Manager

DPW=Department of Public Works

ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
1 Place	Goal: Create a sense of place in Hillman that make residents and visitors want to stay.		
	Objective 1: Improve the appearance of and promote downtown Hillman.		
	(1) Work with business owners to utilize available programs to revitalize facades.	High	LB, MEDC, VM, Council
	(2) Implement the objectives found in the Downtown Development Plan Chapter of the Master Plan.	High	LB, MEDC, VM, Council
	(3) Ensure public spaces are attractive by maintaining sidewalks, streetlights, benches, landscaping, and other elements.	Medium	DPW
	Objective 2: Develop Hillman as a tourist destination for visitors and area-wide residents.		
	(1) Continue to support activities associated with Brush Creek Grist Mill.	Medium	Council
	(2) Construct a timber bridge crossing the Thunder Bay River west of the vehicle bridge. The bridge should be designed to fit with the historic theme of the Mill and able to accommodate pedestrian & bicycle traffic.	Medium	Council
	(3) Continue to support festivals and explore new community events and festivals to draw tourists and area-wide residents into the downtown.	Medium	Council
	(4) Develop the Central Business District and improve its appearance by adding pocket parks, river trails, benches, pedestrian facilities, and bike racks.	High	VM, Council, MEDC, EDC
(5) Provide hospitality training to business owners and employees.	Low	VM, Chamber	

ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
1 Place	Objective 3: Increase the promotion of the area as a tourist destination.		
	(1) Complete an inventory of attractions and accommodations for distribution to visitors.	Low	VM, Chamber, LB
	(2) Develop a tourism component to the Village's website that would feature area attractions, accommodations, events and festivals.	Low	VM
	(3) Promote camping opportunities at the Village Park and Thunder Bay Motor Coach Park.	Medium	VC
	(4) Promote year-round tourism by identifying tourism opportunities in all seasons.	Medium	VM, Council, LB
	Objective 4: Work with area organizations and schools to support all age recreational and cultural activities in the community.		
	(1) Investigate opportunities for developing additional youth recreation programs.	Low	Hillman, Chamber, Council, LB
	(2) Hold community recreation events such as walks, races, snowshoe in the park, ice skating etc.	Low	Council, Hillman, Chamber, LB
	(3) Hold Friday night concerts at the Brush Creek Mill.	Medium	Chamber, LB, Council
	(4) Create intergenerational education programs at the Brush Creek Mill.	Low	LB, Council, Chamber, Hillman

ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
2 Business & Industry	Goal: Develop a diverse economic base and stable workforce to meet the employment needs of the Village.		
	Objective 1: Increase the utilization of the industrial park.		
	(1) Develop a plan for the industrial park that targets industry opportunities and offers a marketing strategy to promote the park.	Low	PC, VM, LB, EDC
	Objective 2: Address the needs of existing industrial businesses to encourage their retention and expansion in the Village of Hillman.		
	(1) Annually meet with existing industrial businesses to determine ways to assist them in prospering in the Village.	Medium	VM, EDC
	Objective 3: Make broadband/fiber optic service available to all facilities in the Industrial Park.		
	(1) Work with providers to expand broadband/fiber optic network into the Industrial Park.	Low	Council, LB, EDC
	Objective 4: Ensure financial assistance is available to businesses considering locating to or expanding in the Village of Hillman		
	(1) Set up a Revolving Loan Fund to provide financial assistance to businesses that contribute to the economic growth of the Village.	Medium	RLFB, Council, VM
(2) Inform business owners and employers about grant opportunities.	Medium	EDC, NEMCOG, VM	

ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
<p style="font-size: 2em; font-weight: bold; text-align: center;">2</p> <p style="text-align: center;">Business & Industry</p>	Goal: Develop and promote the growth of a diverse economic base to meet the employment needs of the Village.		
	Objective 5: Facilitate development at the airport.		
	(1) Establish a light manufacturing/high tech industrial park at the airport.	Low	Council, PC, VM
	(2) Develop necessary infrastructure such as platting lots, constructing roads and consider infrastructure services on an as needed basis.	Low	Council, PC, VM
	(3) Prepare a capital improvement plan for the airport that identifies physical and service improvements necessary for upgrading the airport classification and better serving airport users.	Medium	PC, VM, Council, AC
	(4) Investigate the feasibility of qualifying for federal funding for airport improvements.	High	AC, Council
	(5) Determine opportunities for private investment.	Medium	AC, Council
	(6) Review options for generating revenue from the airport.	High	AC, Council
	Objective 6: Market and develop the sites listed as Priority Redevelopment Sites with key partners to attract commercial and industrial establishments.		
	(1) Meet with potential property owners of redevelopment sites.	High	VM, MEDC
	(2) Create map of redevelopment sites.	High	NEMCOG, PC, VM
	(3) Create marketing packets for redevelopment sites.	High	VM, MEDC
	(4) Issue RFQ/RFP for developers.	Medium	MEDC, VM
	(5) Secure development agreement.	Medium	VM, Council
	Objective 7: Provide business improvement and entrepreneurship trainings.		
	(1) Partner with Alpena Community College, University Center in Gaylord, and other regional agencies to host business improvement trainings and entrepreneurship trainings in Hillman.	Medium	VM, ACC, UC

Objective 8: Utilize available programs to facilitate development.		
(1) Investigate tax incentive programs.	Low	VM
(2) Utilize brownfield redevelopment programs to encourage efficient and responsible land use.	Medium	VM, Council, EGLE
(3) Develop financing options package to provide to potential businesses and developers.	Medium	VM, Council, MEDC
(4) Package priority development sites with financing options, list of local and state resources, development suggestions, and cost estimates.	Medium	VM, Council, MEDC
(5) Utilize resources with the MEDC to market available sites to developers.	High	VM, Council, MEDC
(6) Ensure properties in the Village are uploaded to the MEDC Zoom Prospector website.	High	VM
(7) Respond to property needs requests posted on the MEDC Zoom Prospector website.	High	VM
Objective 9: Provide and promote education/training opportunities for residents to assist in the expansion of the workforce.		
(1) Partner with schools and business leaders to identify local internship and apprenticeship opportunities.	Medium	ACC, Hillman, VM
(2) Engage businesses to identify talent needed and understand how internships can be used to enhance their business objectives.	Medium	LB, VM
(3) Create packages to distribute to potential workforce members which highlight the benefits of living in Hillman. Make these packages available online.	High	VM
Objective 10: Increase tourism revenue in Hillman.		
(1) Develop a unifying brand.	Medium	Council, VM
(2) Participate in a wider tourism marketing campaign in conjunction with neighboring communities or Northeast Michigan as a whole (i.e. Pure Michigan, partnership with Alpena or Rogers City, or Pure Michigan Byway Program).	Low	Council
(3) Develop a targeted advertising campaign.	Medium	Council

	(4) Implement the strategies from the Marketing Plan Chapter in the Master Plan.	Medium	VM, LB, Council
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ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
3 Residential	Goal: Attract young families and retirees to Hillman.		
	Objective 1: Promote Hillman as a work from home community.		
	(1) As part of an overall marketing campaign, promote home-based business opportunities by highlighting current success stories and identifying possible opportunities for missing services in the village that could be done from home.	Medium	VM, Council
	Objective 2: Determine market potential for different housing types in Hillman and market available housing sites to developers.		
	(1) Review Target Market Analysis and update if necessary.	High	VM, Council
	(2) Identify the missing housing types in Hillman.	High	VM, Council
	(3) Develop marketing materials for sites on which housing could be developed.	Medium	VM, Council
	(4) Work with the MEDC RRC program to market housing properties (RFP/RFQ).	High	VM, Council
	(5) Secure developer/development agreements.	Medium	VM, Council
	Objective 3: Provide high speed internet to attract residents and telecommuters.		
	(1) Work with Connect Michigan and internet service providers to ensure adequate internet is available throughout the Village.	High	VM, PC, Council
	Objective 4: Improve the appearance and condition of existing housing.		
	(1) Explore the viability of the Village administering programs for housing development and repairs.	High	VM, Council

ECONOMIC DEVELOPMENT PLAN			
FOCUS AREA	OBJECTIVES AND ACTION ITEMS	PRIORITY LEVEL	PARTNERS
4 Healthcare & Medical Facilities	Goal: Improve and expand healthcare services for better utilization by residents to support the Village's economy.		
	Objective 1: Develop shared objectives and projects to meet the above goals.		
	(1) Host an annual healthcare providers meeting.	Low	HC, Council, VM
	Objective 2: Increase the visibility of the location of the healthcare providers in the village.		
	(2) Install wayfinding signs at key locations in the village.	Low	HC, Council
	Objective 3: Support infrastructure improvements, such as making broadband/fiber optic service available to all healthcare facilities.		
(1) Work with providers to expand broadband and fiber optic network into the areas with healthcare providers.	Low	Council, HC	

Regional Economic Development Goals

The Regional Prosperity Initiative (RPI) is a mechanism for increasing collaboration among numerous partners across a geographic region. It is based on the premise that working together toward shared goals will increase prosperity for everyone. The RPI prompts partners to identify strategies that work best for the region. Participation is voluntary and locally-driven.

Vision of the Regional Prosperity Initiative:

Our vision is to provide current and future generations a vibrant, sustainable, and prosperous Northeast Michigan region that:

- Promotes innovation across the economy and supports entrepreneurs with connections and resources.
- Tells the world that we are an interconnected network of great places.
- Enhance excellence and efficiency in education from early childhood through all stages of life.
- Provides entrepreneurial and employability skills through education and training that results in a continuously transforming and responsive workforce.

- Utilizes our natural resources in a sustainable way for economic and community development.
- Fulfills the current and future needs of the region through strong collaboration and leadership.

In order to enact this vision, the RPI has developed goals and strategies for three key areas of focus: Community Support, Economic Expansion, and Talent Advancement. The strategies represent a call to action for everyone who has a stake in the success of the Northeast Michigan region: organizations, citizens, businesses, elected officials, and entire communities.

Community Support

Placemaking

Goal: *Strengthen the quality of place throughout Northeast Michigan.*

Strategy: Target investment in small towns.

Strategy: Coordinate placemaking efforts to establish linkages across communities and the region.

Results: Diversified, more resilient economy; Unified, stable communities.

Key Activities for Placemaking

- Obtain Redevelopment-Ready Community certification from the Michigan

Economic Development Corporation for targeted placemaking centers

- Conduct Target Market Analyses to determine need and suitability for targeted investment

- Attain Michigan Main Street community designation from the

Michigan Economic Development Corporation for targeted placemaking centers

- Create community plans that strategically target investment such as Trail Plans, Place Plans, and Recreation Plans

Regional Branding

Goal: *Improve awareness and recognition of the region in state, national, and global markets.*

Strategy: Solidify and implement a regional identity that leverages placemaking and tourism, and incorporates individual community branding.

Strategy: Create a strategic tourism partnership that coordinates connections across branding, tourism, talent attraction, and community identity.

Results: Unified identity and coordinated promotion; Targeted economic development.

Key Activities for Regional Branding

- Develop a consistent marketing and outreach strategy with buy-in and support from strategic placemaking centers
- Create a tourism partnership that incorporates community development and placemaking
- Coordinate a strategic partnership with Pure Michigan
 - Improve the region's online presence across multiple websites that represent various communities, natural resources, and other assets
- Develop place-based branding packages for companies to use when attracting talent

Transportation and Transit

Goal: *Develop or enhance transportation options across the region for efficiency and accessibility.*

Strategy: Increase awareness of existing transportation options and resources for the workforce.

Strategy: Collaborate and coordinate across sectors to reduce costs for logistics and workforce transportation.

Results: Reduced costs and more successful businesses; Increased, more reliable workforce.

Key Activities for Transportation and Transit

- Coordinate meetings and/or roundtables among transit agencies and transportation providers
- Connect transportation stakeholders with the workforce system, educational entities, and local employers
- Create partnerships that formalize commitments to collaboration and enable efficiency
 - Explore opportunities for non-motorized transportation options in more densely populated areas
- Map and analyze transportation support services, and share resource information widely

Infrastructure

Goal: *Ensure adequate infrastructure that meets the needs of business, residents, and visitors.*

Strategy: Continue increasing availability of and access to high speed internet.

Strategy: Continue providing resources to improve infrastructure, including assessments, plans, and technical assistance.

Results: Increased use of broadband; Improved awareness of infrastructure capacity and conditions; Plans and support for improving infrastructure.

Key Activities for Infrastructure

- Take an inventory of municipal needs and analyze local policies and ordinances
- Use this inventory to select specific, high-impact projects for investment
- Assist with water and sewer needs in local communities (SAW grants)
- Identify and pursue funding from federal and state as well as private sources
- Asset Management Inventory and PASER Road Ratings (annual assessment of road conditions)

Regional Collaboration and Leadership

Goal: *Enable consistent and coordinated services across the region.*

Strategy: Facilitate a collaborative approach for all RPI-funded projects.

Strategy: Achieve efficiencies by sharing services among compatible agencies.

Strategy: Build on existing regional groups for collaborative ventures.

Results: Efficient systems and effective use of limited resources; Leading collaborative approaches in the region and state.

Key Activities for Regional Collaboration

- Develop models for shared services across multiple agencies
 - Combined meetings among compatible groups to encourage crosspollination of diverse ideas and efficient use of time for group members
- Develop and offer regional services, such as GIS and medical examiners

Economic Expansion

Business Development

Goal: *Foster an entrepreneurial culture in the region and grow existing businesses.*

Strategy: Encourage entrepreneurship through intentional, facilitated activities.

Strategy: Increase volume of and access to business support resources.

Strategy: Diversify and globally connect businesses.

Strategy: Provide market and economic impact information to support business expansion.

Results: Improved climate for small business; Thriving economy.

Industry Clusters

Goal: *Support targeted industry clusters.*

Key Activities for Business Development

- Create an entrepreneurial network
- Support, connect, and increase pitch events
 - Facilitate youth-based entrepreneurial education
 - Provide small business development resources in an easy to use and readily accessible manner, such as a web-based portal
- Partner with Sault Ste. Marie SmartZone for product development
- Support existing incubators and create more
 - Share success stories regarding entrepreneurial endeavors in the region

While many industries are growing in the region, some are better suited for targeted support, given their impact on the economy and potential for supplying good jobs. The following clusters are either currently significant contributors to the economy, or poised to emerge as industries of impact. All have growth potential and have been identified for targeted support:

- **Advanced Manufacturing**
- **Aerospace**
- **Energy, Efficiency, and Renewables**
- **Healthcare**
- **Local Foods**
- **Tourism**
- **Wood Products**

Strategy: Provide enhanced business development support.

Strategy: Develop and attract a skilled workforce.

Strategy: Promote growth industries inside and outside the region.

Strategy: Coordinate logistics and transportation for goods and talent.

Results: Increased capacity and market expansion; Skilled workforce; Successful, growing businesses.

Key Activities for Industry Clusters

- Increase the use work-based training programs to develop a skilled workforce for each cluster
- Convene transportation agencies and businesses to facilitate collaboration and development of solutions that will address transportation and logistics challenges
- Advocate for local and state-wide policy that encourages business growth for these clusters
- Incorporate industry promotion into regional marketing activities in order to expand business markets for targeted clusters
 - Establish and/or support sector-based approaches to economic and workforce development, such as industry associations or collaboratives
- Ensure that all stakeholders understand the specific needs of the target clusters and support activities that enhance their success

Talent Advancement

Workforce Development System

Goal: *Enhance and expand the multi-faceted system that supports employers and workers.*

Strategy: Diversify funding for the workforce system.

Strategy: Increase collaboration among stakeholders in the workforce system.

Strategy: Increase awareness and use of training programs.

Results: Stronger workforce system; Well-prepared labor pool; Successful businesses.

Key Activities for Workforce Development

- Pursue grant opportunities as a region
- Collaborate on events and activities that impact the entire region, such as apprenticeship programming, MiCareer Quest, and more
- Increase targeted marketing to improve awareness of educational opportunities

Talent Recommendations

Goal: *Attract, develop, and retain a talented workforce and small business sector that supports a thriving local economy.*

Talent Attraction

Recommendation: *Target an audience of skilled workers who desire the lifestyle offered by Northeast Michigan.*

Strategy: Better understand millennials who live in Northeast Michigan.

Strategy: Develop local ambassadors.

Strategy: Create promotional tools for businesses and communities.

Strategy: Develop more Young Professionals groups.

Strategy: Promote innovative and successful companies headquartered in the region.

Strategy: Take it on the road.

Talent Development

Recommendation: *Conduct talent development activities using a sector-based approach.*

Strategy: Add Healthcare to the Region's list of priority industries.

Strategy: Develop a sector partnership in the wood products industry.

Strategy: Ensure strong connections between sector-based partnerships and workforce development boards.

Recommendation: Increase utilization of USDOL Registered Apprenticeships.

Strategy: Promote USDOL Registered Apprenticeships to local employers.

Strategy: Create a centralized coordination function for USDOL Registered Apprenticeships.

Strategy: Ensure long-term, ongoing support of employers and apprentices.

Recommendation: Develop comprehensive Career Pathways systems within sector partnerships.

Strategy: Create a Career Pathways Roadmap.

Strategy: Develop training programs where gaps exist.

Strategy: Promote Adult Education programs as an entry into career pathways.

Strategy: Develop an Employer Resource Network (ERN).

Recommendation: Improve Soft Skills through Work-Based Training.

Strategy: Build soft skills training into the structure of work experience programs.

Strategy: Train work experience supervisors.

Strategy: Increase the quantity of work experience placements.

Entrepreneurship

Recommendation: Increase Awareness about Entrepreneurship.

Strategy: Hold an Entrepreneurship Summit.

Strategy: Develop an “Entrepreneurial Success” Campaign.

Strategy: Conduct Pitch Events throughout the Region on a Regular Basis.

Recommendation: Increase entrepreneurial programming for youth.

Strategy: Partner with an established program to deliver entrepreneurial programming to youth.

Chapter 10

10

Adoption and Implementation

Plan Coordination and Review

As required by the Michigan Planning Enabling Act (PA 33 of 2008), as amended, notification of intent to develop the Village of Hillman Master Plan was sent to all adjacent communities and other relevant entities to request cooperation and comment.

After the draft plan was completed by the Village of Hillman Planning Commission, a draft was transmitted to the Village Council for approval to distribute the plan for review and comment. The draft plan was transmitted to the entities notified at the initiation of the plan update. After the required comment period, public hearing, and plan adoption, the final plan was transmitted to all required entities.

Public Hearing

A public hearing on the proposed Master Plan for the Village of Hillman, as required by the Michigan Planning Enabling Act (PA 33 of 2008) as amended, was held on December 6, 2021. The purpose of the public hearing was to present the proposed master plan and to accept comments from the public.

Section 43(1) of the Act requires 15 days notice of the public hearing be given in a publication of general circulation in the municipality. A notice of the public hearing was published in *The Montmorency County Tribune* on November 17, 2021. During the review period, the draft plan was available for review on the Village's website or by contacting the Village Office.

Plan Adoption

The Village of Hillman Planning Commission formally adopted the Master Plan on December 6, 2021. The Village Council passed a resolution of adoption of the Master Plan on December 7, 2021.

Plan Implementation

The Master Plan was developed to provide a vision of the community's future. Along with the Strategic Plan, the Master Plan will serve as a tool for decision making on future development proposals, and act as a guide for future public investment and service decisions, such as the local budget, grant applications, road maintenance and development, community group activities, tax incentive decisions, and administration of utilities and services.

Zoning Ordinance

Section 33 of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, calls for a plan to include a zoning plan for the control of height, area, bulk, location and use of buildings and premises in the village. The zoning plan identifies the current zoning districts and their purposes, as well as how the land use categories on the future land use map relate to the districts on the zoning map. The Zoning Ordinance is the authority to implement the master plan and regulate the private use of land. The zoning plan for the village is incorporated into Chapter 7: Future Land Use.

According to the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, comprehensive planning is the foundation of a zoning ordinance. Section 203 (1) of the Act states:

"The Zoning Ordinance shall be based upon a plan designed to promote the public health, safety, and general welfare, to encourage the use of lands in accordance with their character and adaptability, to limit the improper use of land, to conserve natural resources and energy, to meet the needs of the state's residents for food, fiber, and other natural resources, places of residence, recreation, industry, trade, service, and other uses of land, to insure that uses of land shall be situated in appropriate locations and relationships to avoid the overcrowding of population, to provide adequate light and air, to lessen congestion on the public roads and streets, to reduce hazards to life and property, to facilitate adequate provision for a system of transportation, sewage disposal, safe and adequate water supply, education, recreation, and other public requirements, and to conserve the expenditure of funds for public improvements and services to conform with the most advantageous uses of land, resources, and properties. The zoning ordinance shall be made with reasonable consideration to the character of each district, its peculiar suitability for particular uses, the conservation of property values and natural resources, and the general and appropriate trend and character of land, building, and population development."

Grants and Capital Improvement Plan

The Master and Strategic Plans will be used as guides for future public investment and service decisions, such as the local budget, grant applications, and administration of utilities and services. The village also uses its audit, insurance policy and resources from the Michigan Municipal League to prioritize its long-term capital improvements.

Many communities prioritize and budget for capital improvement projects (infrastructure improvements, park improvements, etc.). A Capital Improvements Program (CIP) typically looks six years into the future to establish a schedule for all anticipated capital improvement projects in the community. A CIP includes cost estimates and sources for financing each project. It can therefore serve as a budgetary and policy document to aid in the implementation of a community's master plan.

Recreation Plan

The Village of Hillman actively updates its DNR-approved Recreation Plan every five years. The plan's goals and objectives will guide the implementation of recreation-related capital improvement projects and facilitate grant applications to fund identified projects.

Simplified Regulation

Various ordinances can be overlapping and multiple applications may be required even if only one ordinance applies. Simplifying the process requires two considerations: eliminating or reducing the number of departments, public bodies, or other public entities that must be involved, and keeping the requirements simple, straight-forward and relevant to the request. The Village of Hillman already has a small size with the Village Manager managing requests with the Planning Commission, Village Council, and/or other legally responsible body. Also, the village has checklists and provides forms that include regulation requirements to avoid multiple contacts or tabling for inadequate information.

Private Enterprise

Private enterprise plays a strong role in the Village's planning objectives in implementing the master plan. Many of the activities that meet the improvements envisioned by this plan are initiated by private enterprise. The Village welcomes private enterprise to collaboratively work towards the goals outlines in this Master Plan.

Community Groups and Individuals

The Village of Hillman's Master Plan provides an opportunity for the entire community to be involved in implementing the community vision. To achieve community involvement, the Village actively engages with the community through outreach methods using its website, local news, and communication with the Village Council and Planning Commission.

A

Appendix A

Planning Documentation

Notice Letter



Village of Hillman

Post Office Box 96
24220 Veterans Memorial Highway
Hillman, Michigan 49746

Phone: (989) 742-4751 or 742-4641 • FAX: (989) 742-4947

Notice of Intent to Update Master Plan: Village of Hillman

December 20, 2019

To Whom It May Concern:

The Village of Hillman has begun working with the Northeast Michigan Council of Governments (NEMCOG) in the update of the Village Master Plan.

As required by Public Act 33 of 2008, as amended, the Michigan Planning Enabling Act, notification is being sent to all adjacent governmental entities, utilities, and transportation agencies to request cooperation and comment.

ADJACENT GOVERNMENTAL UNITS: Prior to and after adoption of the Master Plan, draft and final copies of the plan will be sent to all adjacent governmental units, as defined in the Michigan Planning Enabling Act, for review and comment. This will be transmitted via email unless the governmental unit request a printed copy (send request to Steve Schnell at NEMCOG at the address below).

UTILITIES & PUBLIC TRANSPORTATION AGENCIES: Utilities and public transportation agencies must request copies and may be charged for copies and postage (send request to Steve Schnell at NEMCOG at the address below). Note: There will be no charge to utilities that choose to receive the plan via email.

Thank you for your cooperation and we look forward to your participation in this important project.

Sincerely,

John Post
Chair, Village of Hillman Planning Commission

Please send correspondence to:
Steve Schnell, NEMCOG
PO Box 457
Gaylord, MI 49734
989-705-3722
sschnell@nemcog.org



Village of Hillman

Post Office Box 96
24220 Veterans Memorial Highway
Hillman, Michigan 49746

Phone: (989) 742-4751 or 742-4641 • FAX: (989) 742-4947

August 27, 2021

The Planning Commission for the Village of Hillman will meet on Monday, August 30, 2021 at 5 p.m. in the evening in the east-end conference room of the Hillman Community Center at 24220 Veterans Memorial Highway, Hillman, Michigan. Agenda items: The Board will review the proposed Master Plan for the Village of Hillman and refer it to the Village Council. All meetings are open to the public.

Brenda South
Brenda South
Clerk/Treasurer
Village of Hillman

The Planning Commission Board met on Monday, August 30, 2021, at 5 p.m. in the evening in the east-end room of the Hillman Community Center at 24220 Veterans Memorial Highway, Hillman, Michigan. Present: Chairman Myron McIntire, John Post, Joseph Bouchey, Diania Smith, President Dave Hornbacher, Dave Post, Brenda South.

The meeting opened with the pledge of allegiance and was called to order by Chairman Myron McIntire.

A motion was made by member John Post and supported by member Joseph Bouchey to approve the minutes of the May 17, 2021, Planning meeting as written. All in favor. Motion carried.

Chairman Myron McIntire referred the board to the proposed Master Plan for their review. It was noted that public notices and minutes need to be added to the document, all board members were satisfied with the document.

A motion was made by member John Post and supported by member Joseph Bouchey for the Village of Hillman Planning Commission, in accordance with Michigan Planning Enabling Act (P.A.33 of 2008, as amended), to transmit the draft Village of Hillman Master Plan to the Village Council and request their approval to distribute the plan for community and agency review and comment.

A motion was made by member Dave Hornbacher and supported by member Joseph Bouchey for the Village of Hillman Planning Commission to set the public hearing for the Village of Hillman Master Plan for November 22, 2021, at 6 p.m., at the Hillman Community Center at 24220 Veterans Memorial Highway and notice of the hearing will be published in the Montmorency County Tribune Newspaper in accordance with Section 43 (1) of the Act. All in favor. Motion carried.

Chairman Myron McIntire set the next meeting for October 18, 2021, to discuss amending the zoning ordinance relating to Communications Hub.

A motion was made by member Dave Hornbacher and supported by member John Post to adjourn the meeting. All in favor. Motion carried. The meeting adjourned at 5:40 p.m.



Brenda South, Clerk/Treasurer

The Council for the Village of Hillman met on Tuesday, September 7, 2021, at 7 p.m. in the evening in the east-end conference room of the Hillman Community Center at 24220 Veterans Memorial Highway, Hillman, Michigan. Present: President Dave Hornbacher, Clerk/Treasurer Brenda South. Trustees: Stephen Orlandi, Velma Brown, Thomas Bouchey, and Johnathon Smith.

The meeting opened with the pledge of allegiance and was called to order at 7 p.m. by President Hornbacher.

A motion was made by Trustee Johnathon Smith and supported by Trustee Stephen Orlandi to approve the agenda as presented. Yeas: Orlandi, Bouchey, Smith, Brown. Nays: None, Abstain: Hornbacher. Motion carried.

A motion was made by Trustee Velma Brown and supported by Trustee Stephen Orlandi to approve the minutes of the August 17, 2021, Council meeting as written. Yeas: Orlandi, Brown, Smith. Nays: None, Abstain: Hornbacher, Bouchey. Motion carried.

A motion was made by Trustee Johnathon Smith and supported by Trustee Stephen Orlandi to pay the bills and additional bills with checks numbered 34675 through 34701. Yeas: Orlandi, Bouchey, Smith, Brown. Nays: None, Abstain: Hornbacher. Motion carried.

President Hornbacher welcomed Deputy Smith who asked if there were any problems that needed to be addressed. **Trustee Tom Bouchey** stated that there are quite a few speeders leaving town, also several young boys on four wheelers who are cutting through Orchard Pines Subdivision and cutting through to County Road 459. **Deputy Smith** stated that he would report back to his office, they are currently short 3 deputies. **President Hornbacher** asked the Council to think about nominating a candidate for the Person of the Year and Business of the Year for the Hillman Chamber of Commerce. Several members made suggestions and Trustee Velma Brown was designated to vote the ballot for the Council. The next issue was the letter of transmittal for the Master Plan. The Planning Commission Board sent the letter of transmittal for the Council's action.

A motion was made by President Hornbacher and supported by Trustee Johnathon Smith that The Hillman Village Council in accordance with Michigan Planning Enabling Act (P.A. 33 of 2008, as amended), approves the draft Village of Hillman Master Plan for distribution to communities and

agencies for review and comment. Yeas: Brown, Smith, Bouchey, Orlandi. Nays: None, Abstain: Hornbacher. Motion carried.

Manager Dave Post reported that the Habitat for Humanity organization has a house to be moved from Turtle Lake Hunt Club and would like to know if the Village Council would be interested in moving into Hillman. Grants would be available to help with costs involved. Several Council members expressed a desire to investigate this further before committing to anything. The next issue addressed was the land sale to Josh Edwards, who had questions on the terms, and he indicated he will get back to Dave. **Manager Dave Post** stated that he has tried to contact Everstream about their Space-X building on the corner of Carrier Road. The company is passing the buck on whose responsibility it is to maintain the property and put up the barriers required by the zoning ordinance. The permit for the sidewalk project has been approved, it may go out for bids yet this year.

Manager Dave Post reported that he will be attending the MML Liability and Property Pool meeting in Petosky and will be back Friday afternoon. The Village has been signed up for crack sealing and striping at the airport after receiving a flyer from MDOT/Aeronautics.

Clerk/Treasurer Brenda South reported that taxes are coming steady, the Homecoming Parade Permit has been filed.

Trustee Velma Brown reported that the inspection of one hangar was completed but the other one has not been done, no access was given. The airport needs to be mowed however the DPW employee has been busy doing lead and copper testing so mowing will be done soon.

Park Manager/Trustee Johnathon Smith reported that things at the park are slowing down but there is some work that needs to be done by the DPW. Trustee Tom Bouchey was designated as Emerick Park liaison.

Trustee Stephen Orlandi reported that the Fire Board met and runs for EMS are up, hiring for more EMS personnel is being done. Daryl Peterson is trying to be designated to the County Commission board for ARAP funding. Streets and lights are looking good.

Trustee Johnathon Smith reported that he has had bad smelling water at his house recently.

Manager Dave Post reported that a HELP payment was made and another one will be made by the first of October and the individual would like to talk to the HELP board about other payment arrangements.

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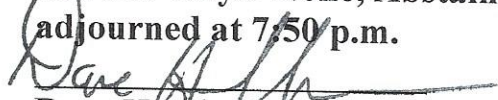
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Manager Dave Post reported that a HELP payment was made and another one will be made by the first of October and the individual would like to talk to the HELP board about other payment arrangements.

A motion was made by Trustee Johnathon Smith and supported by Trustee Velma Brown to adjourn the meeting. Yeas: Smith, Bouchey, Orlandi, Brown. Nays: None, Abstain: Hornbacher. Motion carried. Meeting adjourned at 7:50 p.m.


Dave Hornbacher, President


Brenda South, Clerk/Treasurer

Affidavit of Publication

Tribune

Post Office Box 186, 12626 State Street, Atlanta, Michigan 49709
Telephone (989) 785-4214 FAX (989) 785-3118

State of Michigan

SS

County of Montmorency

William Pinson, being duly sworn, says: I am the publisher of the Montmorency County Tribune, a newspaper published and circulated in said County.

The attached is a printed copy of a notice which was published in said paper on the following dates to-wit:

November 17, 2021

William Pinson Publisher
William Pinson

Subscribed and sworn to before me this 17th

day of November A.D. 2021

Karen Dickinson Notary
Karen Dickinson

Public, Montmorency County, Michigan.

Acting in Montmorency County, Michigan.

My Commission expires on August 17th, 2024

No. _____

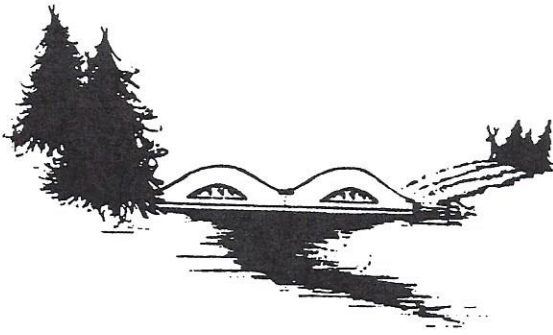
Filed _____

Judge of Probate

NOTICE

PUBLIC HEARING NOTICE VILLAGE OF HILLMAN 2021 MASTER PLAN

The Village of Hillman Planning Commission will hold a public hearing to accept comments on its 2021 Master Plan on December 6, 2021, beginning at 6:00 p.m. in the Village Council Chambers at 24220 Veterans Memorial Highway, Hillman, MI 49746. The draft Master Plan is available on-line at www.hillmanmichigan.org. A printed copy can be viewed at the Hillman Village office during regular hours. For additional information, contact Dave Post at (989) 742-4751. Written comments may be submitted in advance of the public hearing to: Village of Hillman Planning Commission, P.O. Box 96, Hillman, MI 49746 or emailed to office@hillmanmichigan.org.
Brenda South
Village Clerk/Treasurer



Village of Hillman

Post Office Box 96
24220 Veterans Memorial Highway
Hillman, Michigan 49746

Phone: (989) 742-4751 or 742-4641 • FAX: (989) 742-4947

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Brenda South

Brenda South
Village Clerk/Treasurer

The Planning Commission Board for the Village of Hillman met in special session on Monday, December 6, 2021, at 6 p.m. in the evening in the east-end conference room of the Hillman Community Center at 24220 Veterans Memorial Highway, Hillman, Michigan. Present: Chairman Myron McIntire, Diania Smith, John Post, Dave Hornbacher, Dave Post, and Brenda South. Absent: Joseph Bouchey.

The meeting opened with the pledge of allegiance and was called to order by Chairman Myron McIntire.

A motion was made by Dave Hornbacher and supported by John Post to approve the minutes of the October 25, 2021, Planning meeting as written. All in favor. Motion carried.

A motion was made by John Post and supported by Diania Smith to approve the minutes of the October 18, 2021 Planning meeting as written. All in favor. Motion carried.

Chairman Myron McIntire addressed the board stating that the Village of Hillman Master Plan has been in review for the last 45 days and it is time to accept the plan and pass it on to the Village Council.

A motion was made by John Post and supported by Diania Smith to close the regular meeting and go into the public hearing. All in favor. Motion carried.

Chairman McIntire asked the board if they had any concerns about the Master Plan or if anyone in the audience had any concerns, (there was no one present) and none of the board members had any concerns.

A motion was made by John Post and supported by Dave Hornbacher to close the public hearing and return to regular session. All in favor. Motion carried.

Manager Dave Post read Resolution 2021-01 Resolution of Adoption 2021-01 Village of Hillman Planning Commission Village of Hillman 2021 Master Plan. There were no comments.

A motion was made by Dave Hornbacher and supported by Diania Smith to adopt Resolution 2021-01. All in favor. Motion carried.

Manager Dave Post explained to the board that in the next Planning Board meeting amendments to the zoning ordinance will be made, those being in the

**RESOLUTION OF ADOPTION 2021-01
Village of Hillman Planning Commission**

VILLAGE OF HILLMAN 2021 MASTER PLAN

WHEREAS, The Village of Hillman Planning Commission is required by Section 31 of P.A. 33 of 2008, as amended to make and approve a master plan as a guide for the Development within the Village, and;

WHEREAS, The Village of Hillman Planning Commission, in accordance with Section 39(2) of the Act, notified the adjacent communities and Alpena and Montmorency County Planning Commissions of the intent to develop a plan and, in accordance with Section 41 (2) of the Act, distributed the final draft to adjacent communities and Alpena and Montmorency County Planning Commissions for review and comment, and;

WHEREAS, The plan was presented to the public at a hearing held on December 6th, 2021, before the Planning Commission, with notice of the hearing being published in the Montmorency County Tribune Newspaper on November 18, 2021 in accordance with Section 43 (1) of the Act;

NOW, THEREFORE BE IT RESOLVED THAT,

The content of this document, together with all maps attached to and contained herein are hereby adopted by the Village of Hillman Planning Commission as the Village of Hillman Master Plan on this 6th day of December, 2021.

Motion: Dave Hornbacher

Second: Diana Smith

Ayes: 4

Nays: 0


Absent: 1

Abstain: 0

CERTIFICATION

I hereby certify that the above is a true and correct copy of the resolution adopted at the December 6, 2021, meeting of the Village of Hillman Planning Commission.


Myron McIntire, Chairman


Brenda South, Secretary/Clerk

The Council for the Village of Hillman met in regular session on Tuesday, December 7, 2021, at 7 p.m. in the evening in the east-end conference room of the Hillman Community Center at 24220 Veterans Memorial Highway, Hillman, Michigan. Present: President Dave Hornbacher, Clerk/Treasurer Brenda South. Trustees: Tom Bouchey, Stephen Orlandi, Velma Brown and Johnathon Smith. Employees: Jan McMurray and Dave Post. Visitors: Ron Seigle, Allband Multimedia/Communications, Jack Matthias, Hillman Community Schools.

The meeting opened with the pledge of allegiance and was called to order at 7 p.m. by President Hornbacher.

A motion was made by Trustee Johnathon Smith and supported by Trustee Stephen Orlandi to approve the agenda as presented. Yeas: Bouchey, Orlandi, Smith, Brown. Nays: None, Abstain: Hornbacher. Motion carried.

A motion was made by Trustee Stephen Orlandi and supported by Trustee Tom Bouchey to approve the minutes of the November 16, 2021, Council meeting as written. Yeas: Bouchey, Orlandi, Smith, Brown, Nays: None, Abstain: Hornbacher. Motion carried.

A motion was made by Trustee Johnathon Smith and supported by Trustee Velma Brown to pay the bills and additional bills with checks numbered 34879 through 34908. Yeas: Bouchey, Orlandi, Smith, Brown. Nays: None, Abstain: Hornbacher. Motion carried.

President Hornbacher presented Resolution of Concurrence 2021-09, Village of Hillman Master Plan for a vote of adoption. A motion was made by Trustee Stephen Orlandi and supported by Trustee Johnathon Smith to adopt Resolution of Concurrence 2021-09 Village of Hillman 2021 Master Plan. Yeas: Bouchey, Orlandi, Smith, Brown. Nays: None, Abstain: Hornbacher. Motion carried.

introduced a powerpoint handout explain what their company is focused on doing in Montmorency County, which is broadband, specifically Fiber to the home. Allband is a member owned non-profit cooperative communications company. Much like Presque Isle Electric and Gas Company. Allband originally intended on putting fiber to the home when the company first began but they were not taken seriously at that time, it was an expensive endeavour. Allband re-branded itself after the American Recovery Act was enacted and Allband Multimedia evolved. Using funds from this grant they went into wireless communications of which some was not very reliable, such as the “whitespace”, Ron apologized for this as he said the provider they used “sold them a bill of goods”. Currently Allband is providing Wi-Fi to the Village of Hillman through use of the water tower. In 2020 the company received a \$4.7 million dollar grant, this was with a \$1.2 million dollar match, to build out fiber to the homes. It is the wave of the future, there are competitors out there, but Allband is shovel ready, and have never had funding like this before. The ARPA funds currently being awarded to local municipalities can be used for broadband, although he stated, “I would never expect you to use your funds over public safety,” if you work with us, we will show you who we can serve”. Currently Ron said he is addressing local municipalities and will be going to the County to garner their support as well. There have been some problems with reception at Emerick Park, he apologized for that and stated that he has a new technician and will be working with him to find a solution to the Emerick Park problem. Ron asked that the Village Council consider funding his company’s efforts in providing fiber to the home, by contributing some of the ARPA funds the Village receives. Ron stated that he will be providing the Village with a “service map” of what their plans are in the expansion of service to our area. The Council thanked him for coming to the meeting and giving them an update.

Manager Dave Post reported that the Dashboard Report is done, the Planning Commission met and passed the resolution to approve the Master Plan for the Village of Hillman. Dave would like the Council to appoint a committee to work with Fleiss and Vandenbrink for a comprehensive plan for expanding the water system for the Village. After reviewing the findings of the 2020 census for the Village he stated that there was a significant drop in population according to their report. This will impact our revenue sharing and street funds, so another local census may need to be done.

President Hornbacher appointed John Burr, DPW Supervisor, Trustee Johnathon Smith, and himself, to the water study committee, meetings will be posted. A request to purchase a pole saw and new tires for the Kubota was received from the

RESOLUTION OF CONCURRENCE 2021-09
Village of Hillman Council
Village of Hillman 2021 Master Plan

WHEREAS, The Village of Hillman Planning Commission is required by Section 31 of P.A. 33 of 2008, as amended to make and approve a master plan as a guide for the development within the Village, and;

WHEREAS, The Village of Hillman Planning Commission, in accordance with Section 39 (2) of the Act, notified the adjacent communities and Alpena and Montmorency County Planning Commissions of the intent to develop a plan and, in accordance with Section 41 (2) of the Act, distributed the final draft to adjacent communities and Alpena and Montmorency County Planning Commissions for review and comment, and;

WHEREAS, The Plan was presented to the public at a hearing held on December 6, 2021, before the Planning Commission, with notice of the hearing being published in the Montmorency County Tribune Newspaper on November 18, 2021, in accordance with Section 43(1) of the Act:

WHEREAS: The Plan was adopted by the Planning Commission on December 6, 2021;

NOW, THEREFORE BE IT RESOLVED THAT, The Hillman Village Council does hereby concur with the action of the Planning Commission and adopts the Master Plan by means of passing this resolution on the 7th day of December, 2021.

Motion: Trustee Stephen Orlandi

Second: Trustee Johnathon Smith

Ayes: Orlandi, Smith, Bouchey, Brown

Nays: None

Abstain: Hornbacher