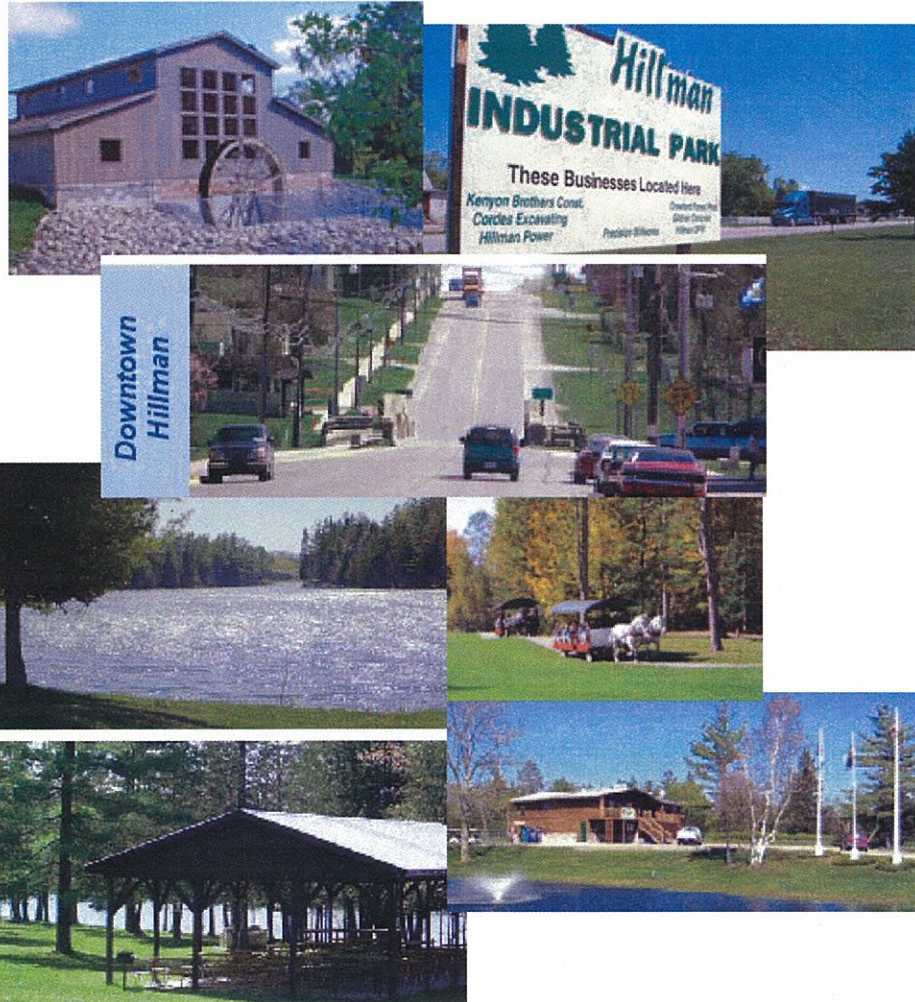


VILLAGE OF HILLMAN MONTMORENCY COUNTY



ADOPTED: MARCH 18, 2008

Prepared with the assistance of:
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VILLAGE OF HILLMAN STRATEGIC PLAN

Village of Hillman

Montmorency and Alpena Counties, Michigan

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Village Manager: Dave Post
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ACKNOWLEDGEMENTS
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Adopted: March 18, 2008

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 354

LECTURE 1

THEORY OF QUANTUM MECHANICS

WINTER 1997

BY

JOHN H. COOPER

AND

JOHN H. COOPER

LECTURE 2

THEORY OF QUANTUM MECHANICS

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THEORY OF QUANTUM MECHANICS

WINTER 1997

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LECTURE 6

THEORY OF QUANTUM MECHANICS

WINTER 1997

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VILLAGE OF HILLMAN
STRATEGIC PLAN

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Chapter 1 – Introduction

Purpose and Planning Process

The Village of Hillman developed its first Strategic plan in 1991. The plan has been key to guiding change and development in the community. A Strategic Plan documents a series of detailed actions and programs to address community needs and/or opportunities. A Strategic Plan identifies what person, group, agency or office will be responsible for carrying out a particular activity or program and by a specific date. The plan entails both private sector as well as public sector commitments. Two defining characteristics of strategic planning are: 1) a focus on improving how communities work, and 2) an emphasis on close coordination between budgeting and planning. While no state statute requires a community to develop a strategic the Municipal Planning Act, P.A. 285 of 1931 as amended provides the legal basis for a community to develop the plan.

During the existing conditions analysis, it is important to take a look at those trends, events, emerging legislation, groups, or activities that will impact future quality of life. It is also important to examine the capabilities to meet future public service obligations. Projections of future service needs can help focus attention on those trends, activities, or program initiatives a community could take to either prevent or minimize problems, or to seize emerging opportunities. The second critical step in the process is the analysis (both Internally and externally) of a community's current strengths and weaknesses, and existing or emerging opportunities and threats.

The planning process typically followed in the development of a Strategic Plan includes six basic steps:

- Existing conditions analysis
- External/Internal analysis
- Goal formulation
- Strategic formulation
- Plan development
- System Improvement through feedback and analysis

Advantages to using a Strategic Planning Process are:

- Specifically focused, often short term, prioritized, and action oriented.
- Relatively short time horizon to prepare a Strategic Plan.
- Very flexible in terms of focus and orientation.
- Provides a variety of opportunities for citizen participation.
- Easy to periodically review and update the Plan.

This plan presents background information on social and economic data, natural resources, existing community services and facilities, and existing land uses. The background information is used to identify important characteristics, changes and trends in the Village of Hillman. A special community workshop was held on October 23, 2007 to gather input from residents and landowners. In addition, a community survey was mailed to Village of Hillman water customers and a sample of households in Hillman, Green, Montmorency and Rust Townships. Based on community input and background data, the Village developed goals, objectives and strategies. These set forth policies and identify actions for the Village and other entities to pursue.

The Village of Hillman developed this Plan with the oversight of a strategic planning committee and with the assistance of Northeast Michigan Council of Governments (NEMCOG). A series of planning workshops were held over an eight month period. All workshops were open meetings with public welcomed and encouraged to comment on the plan.

Location and Regional Setting

Village of Hillman is located along the eastern border of Montmorency County. The County is located in the northeastern lower peninsula of Michigan. The adjacent map shows the location of the Village. The eastern boundary of the Village extends into Alpena County. Hillman Township borders the western part of the Village and Green Township in Alpena County borders the eastern side.



Chapter 2 – Existing Conditions

Population

There has been a steady growth in population within Montmorency County's municipalities between 1980 and 2000 (see **Table 2.1**, below). The Village of Hillman was the fastest growing community from a percentage standpoint between 1980 and 1990. Between 1990-2000 the percent growth dropped significantly to 6.5 percent growth.

Table 2.1
Population For Montmorency County & Municipalities, 1980-2000

Municipality	1980 Pop.	1990 Pop.	% Change '80-'90	2000 Pop.	% Change '90-'00
Montmorency Co.	7,492	8,936	19.3%	10,315	15.4%
Albert Twp.	1,620	2,097	29.4%	2,695	28.5%
Atlanta CDP*	N/A	N/A	N/A	757	N/A
Avery Twp.	552	579	4.9%	717	23.8%
Briley Twp.	1,699	1,831	7.8%	2,029	10.8%
Canada Creek Ranch CDP*	N/A	N/A	N/A	405	N/A
Hillman Twp.	1,277	2,189	71.4%	2,267	3.6%
Hillman Village**	373	643	72.4%	685	6.5%
Lewiston CDP*	N/A	N/A	N/A	990	N/A
Loud Twp.	224	220	-1.8%	284	29.1%
Montmorency Twp.	884	1,075	21.6%	1,202	11.8%
Rust Twp.	502	514	2.4%	549	6.8%
Vienna Twp.	361	431	19.4%	572	32.7%

* CDP = Census Designated Place: These are delineated for the decennial census as the statistical counterparts of incorporated places. CDP's comprise densely settled concentrations of population that are identifiable by name, but are not legally incorporated places. The CDP's population is also counted with the township(s) in which they are located.

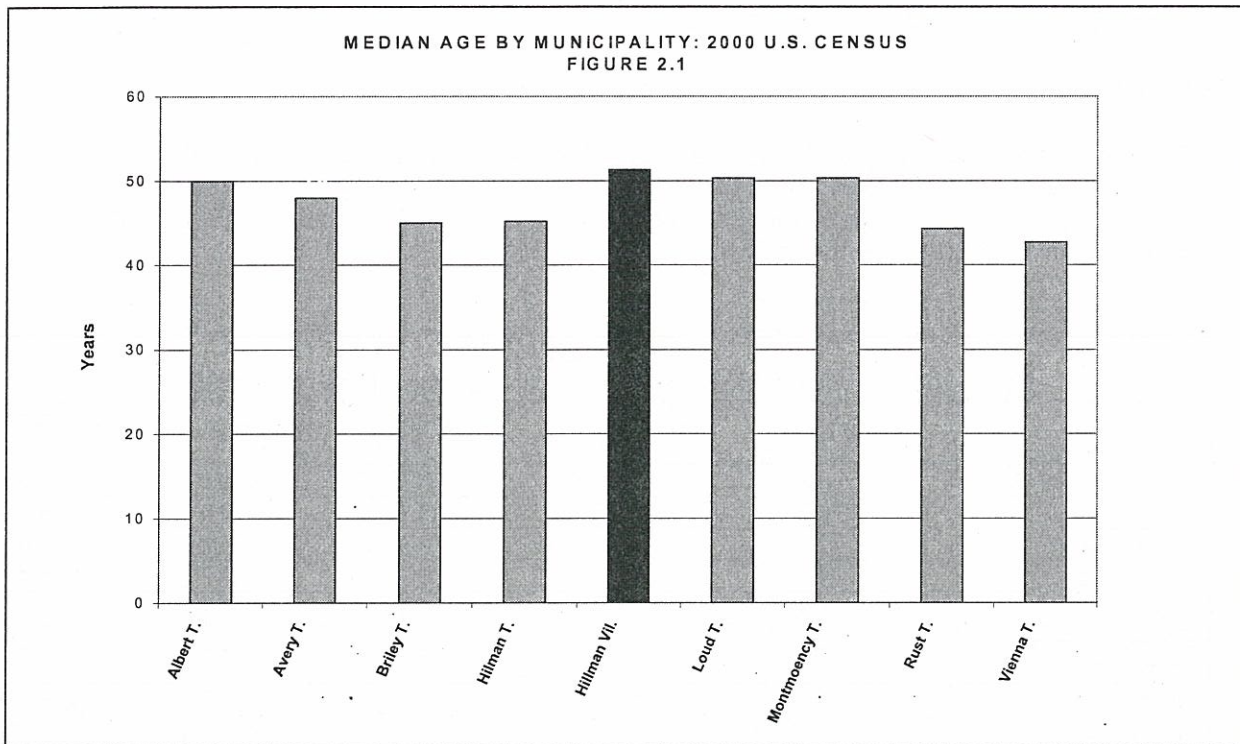
** The village population is also counted within the township(s) in which it is located.

N/A = Data not available.

Source: U.S. Bureau of the Census

Age by Municipality

Not surprisingly, the median age of residents in Montmorency County in 2000 was 47.0 years. This is much higher than the State's figure of 35.5 years (see **Figure 2.1**). All of the county's municipalities had older median age figures than the State. Vienna Township recorded the youngest median age in the county of 42.7 years, while the Village of Hillman recorded the oldest figure of 51.3 years. The higher median age in Montmorency County is likely attributed to younger adults moving to other places for education and employment, and the County being a retirement community. The county's median age, during the summer months is actually even higher than shown, due to the large numbers of elderly seasonally residents.



Although Montmorency County, as a whole, has a large concentration of senior citizens, age distribution data shows that higher concentrations of children are found in the Townships of Albert, Briley, and Hillman. Albert, Briley and Hillman Townships also have relatively numbers of young adults (20 to 24 years old). High concentrations of adults in their middle years (25 to 44 years) are found in Albert, Avery, Briley, Hillman and Montmorency Townships. Communities with higher numbers of older adults (45 to 64 years) are the Townships of Albert, Avery, Briley, Montmorency and Hillman. High concentrations of senior citizens are found in Albert Township, Hillman Village, Briley Township, Hillman Township and Montmorency Township. **Table 2.2** shows age distribution of the population by community.

Disability Status

When planning for community services such as special housing types, education, medical and public transportation it is important to understand the magnitude of need in the County. Data shown below, in **Table 2.3**, gives an estimate of how many persons with disabilities reside in Montmorency County. The 2000 U.S. Census found 26.3 percent of the population between 21-64 years of age have some type of disability, over 8 percent higher than the State as a whole. Forty-four percent of the population 65 years and older have a disability, comparable to the State as a whole. Over 60 percent of the elderly population in the Village of Hillman had a disability. This is attributed to a large nursing home in the community.

Table 2.2
Age Distribution By Municipality For Montmorency County - 2000

MUNICIPALITY	< 5 Yrs.	%*	5-19 Yrs.	%*	20-24 Yrs.	%*	25-44 Yrs.	%*	45-64 Yrs.	%*	65 Yrs. & >	%*
Albert Twp	107	4.0	457	10.0	85	3.2	531	19.7	767	28.5	748	27.8
Avery Twp	28	3.9	134	18.6	18	2.5	215	20.9	238	33.2	149	20.8
Briley Twp	95	4.7	337	18.6	81	4.1	460	22.6	599	29.5	417	20.5
Hillman Twp	115	5.1	435	19.1	100	4.4	476	21.0	605	26.8	536	23.6
Hillman V.**	33	4.8	103	15.0	31	4.5	122	17.9	158	23.0	238	34.7
Loud Twp	8	2.8	40	14.1	15	5.3	50	17.6	95	33.5	76	26.8
Montmorency Twp	36	3.0	205	17.1	31	2.6	229	19.1	378	31.5	323	26.8
Rust Twp	30	5.5	99	18.1	29	5.3	122	22.2	143	26.1	126	22.9
Vienna Twp	37	6.5	111	19.3	24	4.2	133	23.2	176	30.7	91	15.9
Montmorency Co	456	4.4	1,858	18.0	383	3.7	2,151	20.8	3,001	29.1	2,466	23.9

Source: U.S. Bureau of the Census

* Figure shows the percentage each age grouping represents of the local unit's total population.

** Hillman Village population is also counted as a part of Hillman Township's figures.

Table 2.3
Montmorency County: Disability Status* - 2000

LOCAL UNIT	Persons 5-20 Years			Persons 21-64 Years				Persons 65 Years and Older		
	Total persons	Persons with disability	% with disability	Total persons	Persons with disability	% with disability	Disability and working	Total persons	Persons with disability	% with disability
Albert Twp	467	35	7.5	1,379	311	22.6	52.1	724	298	41.2
Avery Twp	129	16	12.4	397	113	28.5	28.3	128	55	43.0
Briley Twp	386	20	5.2	1,126	355	31.5	36.9	422	205	48.6
Hillman Twp	341	21	6.2	884	291	32.9	37.6	283	134	47.3
Hillman V.	97	9	9.3	272	79	29.0	22.8	164	99	60.4
Loud Twp	31	0	0.0	114	16	14.0	31.3	89	42	47.2
Montmorency Twp	214	7	3.3	608	135	22.2	28.1	338	117	34.6
Rust Twp	149	10	6.7	318	66	20.8	48.5	126	57	45.2
Vienna Twp	129	10	7.8	352	70	19.9	42.9	94	38	40.4
Montmorency Co.	1,943	128	6.6	5,450	1,436	26.3	32.6	2,368	1,045	44.1

Source: U.S. Bureau of the Census

Housing Characteristics

Housing characteristics for Montmorency County are found in **Table 2.4**, below. Most notably, in all of the county's municipalities, except the Village of Hillman, a large percentage of the housing units are not occupied year round. This is because of the large numbers of seasonal housing units found throughout the county. As a result This information supports previous conclusions that Montmorency County has a very large population of part-time residents, which can cause increased demands on community services during certain times of the year.

On a countywide basis, some 86.1 percent of the housing units are owner occupied. In Montmorency and Vienna Townships this figure exceeds 91 percent. Throughout the county, both owner and renter vacancy rates are fairly low, with the renter occupancy rate in the Townships of Loud, Rust and Vienna recorded at zero. These low vacancy rates and the county's continuing population growth could indicate a potential housing shortage.

Table 2.4 Montmorency County: Housing Characteristics - 2000								
MUNICIPALITY	Total Housing Units	Total Occupied Housing Units	% Owner Occupied	% Renter Occupied	Total Vacant Housing Units	% Seasonal*	Vacant % Owner	Vacant % Renter
Albert Twp	2,603	1,229	85.1	14.9	1,374	50.2	1.9	7.6
Avery Twp	646	309	88.7	11.3	337	46.0	6.2	7.9
Briley Twp	1,530	889	84.4	15.6	641	37.3	4.3	5.4
Hillman Twp	1,635	916	81.3	18.7	719	38.9	1.8	5.5
Hillman V.***	329	288	62.8	37.2	41	3.0	2.7	6.1
Loud Twp	415	128	89.1	10.9	287	64.8	4.2	0.0
Montmorency Twp	1,418	533	94.2	5.8	885	59.2	3.3	3.1
Rust Twp	432	218	87.6	12.4	214	44.2	1.0	0.0
Vienna Twp	559	233	91.8	8.2	326	49.9	0.9	0.0
Montmorency Co.	9,238	4,455	86.1	13.9	4,783	47.5	2.8	5.6
Source: U.S. Bureau of the Census								
* Figure shows the seasonal housing units as a percentage of the unit's total housing units.								
** Hillman Village figures are also counted as a part of Hillman Township's figures.								

Educational Attainment

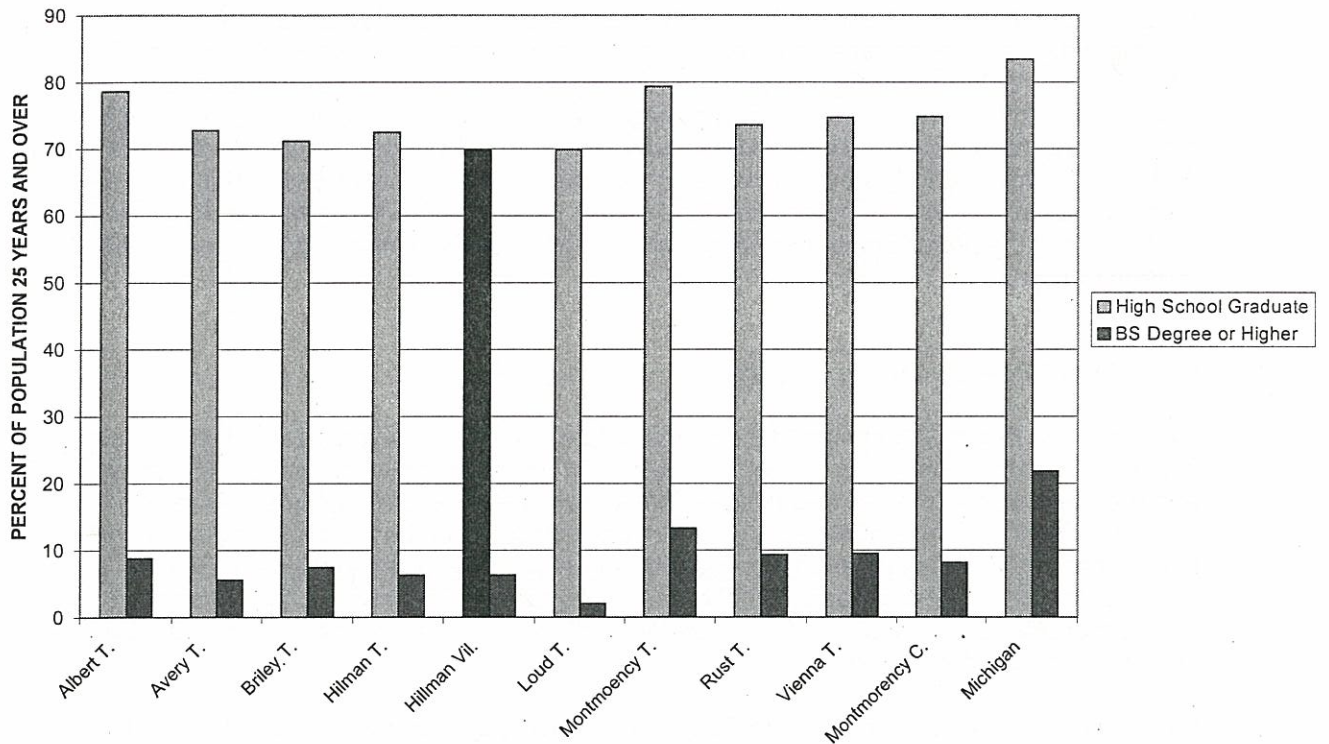
Data found in **Figure 2.2**, shows that Montmorency County had a lower percentage of residents holding a high school diploma (no post secondary training) than the State as a whole. The State had a greater percentage of persons holding both a high school and a college degree, than did the county. The county's lower college graduation rate is due, in part, to the lack of higher educational employment opportunities in the area. Within the county, Montmorency and Albert Townships had higher percentages of college graduates. This likely attributed to the recreational/lake front development and the higher numbers of retired persons. Approximately 70 percent of the population in the Village had a high school diploma and six percent had a college degree.

Income and Poverty by Municipality

Data found in **Figure 2.3** shows that several of the County's municipalities had even lower incomes than the county as a whole. In 1999, the Townships of Avery, Briley, Hillman and Rust and the Village of Hillman all had median family incomes lower than the county's rate of \$34,784. The Townships of Albert, Loud, Montmorency and Vienna had median family incomes higher than the County, but all municipalities were much lower than the State (\$53,475). In addition, the U.S. Census found 128 persons getting Social Security income, 26 persons with Supplemental security income, 10 persons on public assistance and 54 persons with retirement income in the Village of Hillman.

High poverty rates were found in the Townships of Avery and Briley and the Village of Hillman. Poverty characteristics, shown in **Table 2.5**, breakdown the statistics to reveal economic distress by two sub-groupings, the elderly and female headed households with dependent children. In nearly all of the county's municipalities, except Albert, Montmorency and Rust Townships, the percentage of elderly persons living below poverty is higher than the County and State. The highest percentages of elderly persons living below poverty are generally found in the municipalities that also have the highest overall poverty rates. As is found in most communities throughout the country, poverty rates for female-headed households with dependent children are extremely high throughout Montmorency County. All municipalities had percentages of those households below poverty greater than the State as a whole.

EDUCATIONAL ATTAINMENT IN MONTMORENCY COUNTY: 2000 US CENSUS
FIGURE 2.2



MONTMORENCY CO. MEDIAN FAMILY INCOME: 2000 US CENSUS
FIGURE 2.3

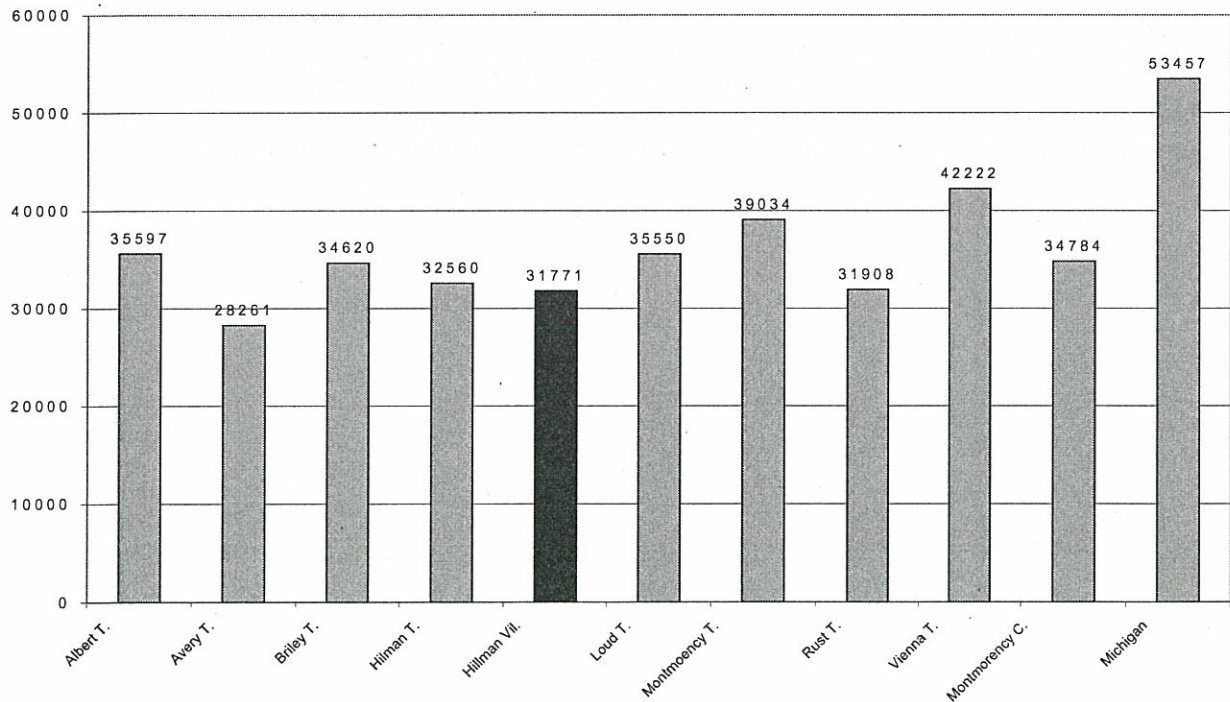


Table 2.5 Montmorency County: Poverty Characteristics for 2000			
MUNICIPALITY	Percent below poverty:		
	All Persons	Persons 65 yrs. & >	Female Households with children < 18 yrs.
Albert Township	10.7	5.4	42.4
Avery Township	17.4	10.9	56.3
Briley Township	18.5	10.7	73.0
Hillman Township	11.8	13.4	45.2
Hillman Village*	14.7	13.4	53.6
Loud Township	10.7	11.2	50.0
Montmorency Township	8.6	6.5	40.0
Rust Township	12.2	3.2	50.0
Vienna Township	11.6	11.7	33.3
Montmorency County	12.8	8.7	54.2
Michigan	10.5	8.2	31.5
Source: U.S. Bureau of the Census			
* Hillman Village population is also counted as a part of Hillman Township's figures.			

Employment and Unemployment

According to the 2000 U.S. Census, the persons 16 years and over living in the Village was 583. Of this number, 224 were classified as in the labor force, with 191 employed and 33 unemployed. **Table 2.6** shows employment by occupation for persons residing in the Village.

Table 2.6 Employment by Occupation for Residents of Village of Hillman		
Occupation	Number	Percent
Management, professional and related occupations	32	16.7
Service occupations	49	25.7
Sales and office occupations	36	18.8
Farming, fishing, and forestry occupations	5	2.6
Construction, extraction, and maintenance occupations	11	5.8
Production, transportation, and material moving occupations	58	30.4
Source: 2000 U.S. Census Bureau		

Major Employers in Village of Hillman

According to the Village of Hillman there are 26 entities that employ 5 or more people. The number of employees represents full time, part time and seasonal employees. **Table 2.7** shows the largest employer is Wayne Wire Cloth and the second largest is the Hillman Nursing Center. Hillman Schools, the third largest employer, has 76 employees.

Name of Business	Address	Type of Business	Number of Employees	Public Utilities*
A-1 Party Mart	230 N State St	Retail	10	W and S
Carquest Auto Parts	641 N. State St.	Retail	5	W and S
Chauncey's Pub	121 N. State St.	Restaurant/bar	7	W and S
Crawford Forest Products	705 E Progress St	Manufacturing	29	W and S
Crystal Flash	16309 Count Road 451	Retail	8	W and S
Dairy Queen	401 N. State St.	Fast food restaurant	8	W and S
Dr. Henry Herlick Dentistry	701 N State St	Health Care	9	W and S
Greater Hillman Enterprises	27400 E M32 Hwy	Restaurant/Retail	26	W and S
Hillman Post Office	111 N. State St.	Post Office	9	W and S
Hillman Power Co	750 E Progress St	Manufacturing	25	W and S
Hilltop Part Store	14990 S. State St.	Retail	11	W and S
Jaques Family Resturant	14962 S State St	Restaurant	10	W and S
Ken Cordes Excavating	704 E Progress St	Construction	50	W and S
Morrisons IGA	531 N State St	Retail	14	W and S
NE MI Community Mental Health	15812 N State St	Health Care	8	W and S
Statewide Real Estate	14938 S. State St.	Sales	6	W and S
Tumbleweed Saloon/Hi Way Inn	231 N. State St.	Bar	9	W and S
Thunder Bay Community Health Services	610 Caring St	Health Care	24	W and S
Thunder Bay Resort	27800 E M32 Hwy	Restaurant/Resort	25	W and S
Valley Machine	24215 Carrier Road	Manufacturing	5	W
Wayne Wire Cloth	221 Garfield St	Manufacturing	150	W and S
Widell Inc. H-T Plant	24601 Veterans Memorial Hwy	Manufacturing	19	W and S
Hillman Comm. Schools/Transportation	26042 E M32 Hwy	Education	64	W and S
NE MI Mental Health & 3 group homes	630 Caring St	Health Care	43	W and S
Hillman Nursing Center	631 Caring St	Health Care	111	W and S
MDOT Garage	410 N. State St.	Garage	5	W and S
Source: Village of Hillman * Public Water and Sewer				

Property Tax Base

The Montmorency County Equalization Department maintains information on community property values. **Table 2.8** provides information on the property tax base for the Village in 2006.

Residential accounts for the largest equalized value at \$11,398,880. Commercial development accounts for the second highest SEV at \$7,291,400 in real property and another \$1,001,277 in personal property value. The taxable value in the Village has shown a steady and strong increase in the last nine years. In 1998, the taxable value of all properties was \$9,978,269. By 2006, the taxable value had increased to \$19,622,995, a ninety-six percent increase.

Table 2.8				
Property Tax Base for Village of Hillman - 2006				
Category	# of Units	Assessed Value	Equalized Value	Taxable Value
Village Total	681	\$25,092,057	\$25,092,057	\$19,622,995
Personal Property	82	\$2,935,877	\$2,935,877	\$2,935,877
Real Property	528	\$22,156,180	\$22,156,180	\$16,687,118
DDA	15	\$3,528,100	\$3,528,100	\$3,305,478
Homestead Exempt	206	\$8,013,400	\$8,013,400	\$6,154,045
Commercial Real	97	\$7,291,400	\$7,291,400	\$4,956,401
Commercial Personal	67	\$1,001,277	\$1,001,277	\$1,001,277
Industrial Real	13	\$3,465,900	\$3,465,900	\$3,248,375
Industrial Personal	10	\$1,436,000	\$1,436,000	\$1,436,000
Residential Real	418	\$11,398,880	\$11,398,880	\$8,482,342
Utility Personal	5	\$498,600	\$498,600	\$498,600
Tax Exempt	71	0	0	0
Source: Montmorency County Equalization Department				

Trends in Taxable Value for the Village of Hillman

1998	\$9,978,269
1999	\$12,444,196
2000	\$12,743,335
2001	\$13,280,212
2002	\$13,893,842
2003	\$14,837,137
2005	\$17,828,616

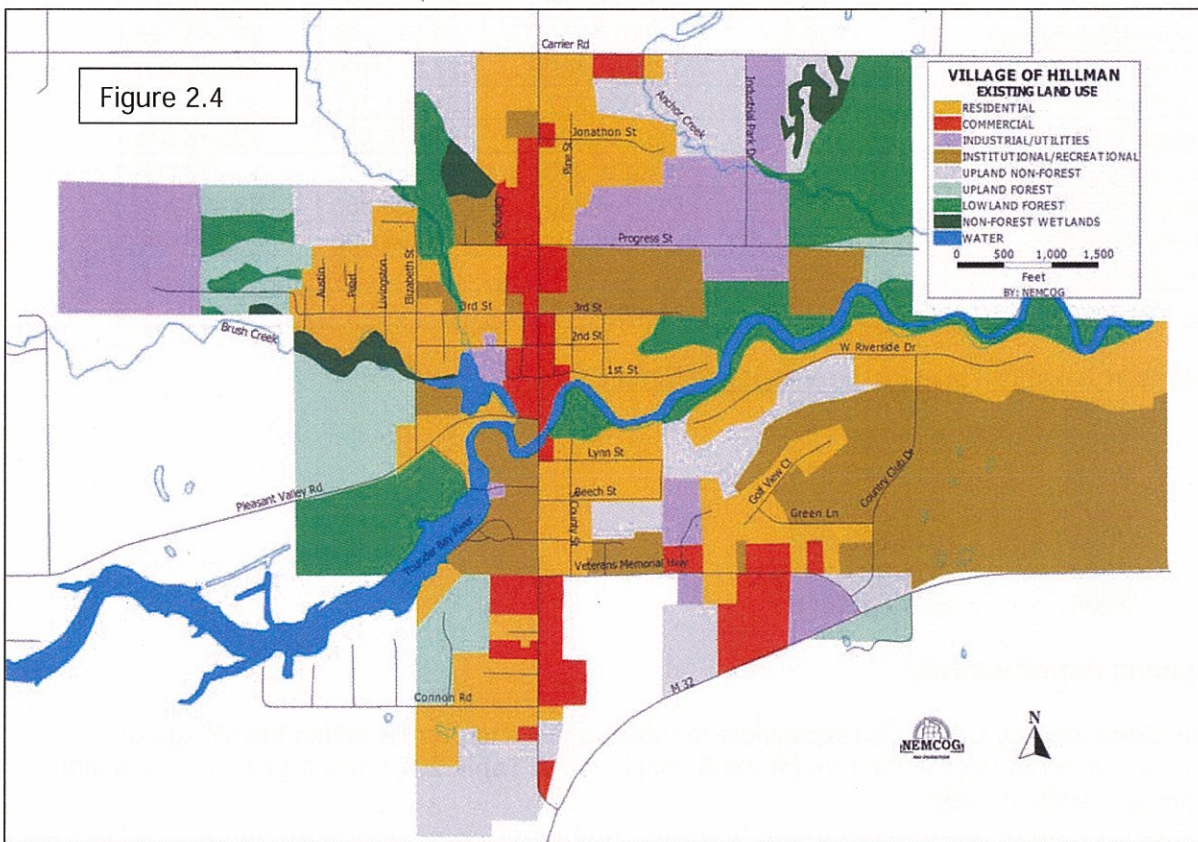
Building Permit Activity

The Montmorency County is responsible for issuing building permits within the Village of Hillman. Records from 2002 through 2006, displayed in **Table 2.9**, show a peak in residential building activity in 2003.

Table 2.9				
Building Permits for Village of Hillman: 2002 -2006				
Year	Residential	Modular Homes	Commercial	Other*
2002	4	1	-	11
2003	11	1	2	12
2004	3	2	4	11
2005	3	1	2	11
2006	1	-	1	7
Source: Montmorency County Building Department				
*Other includes: additions, alterations, re-roof, garages, decks, foundations and sheds				

Existing Land Use

This section presents information on both the types and location of existing land uses in the Village. The process identifies both urban built-up land uses such as residential and commercial, along with natural land cover types like forests and wetlands. As a result the map is a hybrid that combines land cover and land use. The predominate urban built-up land use is residential. This includes both older neighborhoods and new residential development associated with the golf course, see **Figure 2.4**. Commercial development includes the central downtown business district north of the Thunder Bay River and newer highway commercial development along M-32. The industrial/utility land use category includes the industrial park, other manufacturing businesses and the sewage treatment facility on the west side of town. The second largest category, institutional/recreational, includes parks, golf courses, public buildings, churches, and schools.



Recreational Facilities

According to the Village of Hillman Recreation Plan, completed in 2003, there are a number of recreational facilities located within the Village. The following information is from the plan:

Pineview Park

Owner: Village of Hillman

Facilities: Picnicking, shuffleboard and horseshoe courts, playground equipment (provided by adjacent apartment complex), walking paths, foot bridge, restrooms

Comments: The approximately one-acre park is surrounded by a residential area of single family and multiple unit housing and is adjacent to the Senior Citizens Center. An expanded picnic area and improved maintenance would increase park use.

Barrier-Free Compliance Status:

Pineview Park has no Handicap Parking signs, and none of the picnic tables in the park are wheelchair accessible.

Riverside Park

Owner: Village of Hillman

Facilities: Picnic Area

Comments: This site has good recreational potential and is an important factor in the consideration of future recreation projects for the Village.

Barrier-Free Compliance Status:

At this time the park has no Handicap Parking signs, no wheelchair accessible picnic tables, and there is a 6-inch curb bordering the park, with no accessibility for wheel-chair traffic.

Senior Citizens Center

Owner: Non-profit corporation

Facilities: Facilities for meals, meetings, billiards and crafts

Comments: Built in 1981, the Center appears to be adequately serving seniors

Hillman Community School

Owner: Hillman Community School District

Facilities: The school provides indoor and outdoor recreation opportunities with playgrounds, ball fields, outdoor basketball courts, track, practice fields, football fields, restrooms, concession stands and a gym. The buildings provide meeting rooms, places for an indoor adult recreation program, and tournaments.

Comments: The facilities are used by both students and other residents of the community. They are maintained by school personnel. Expanded use of school facilities for organized community recreation programs and strengthened cooperation with the Village on meeting recreation needs is suggested.

Tournament Park

Owner: Hillman Township

Facilities: Three softball fields, restrooms, a concession stand, and an expanded parking area.

Comments: A bike path owned by the Village runs from Tournament Park west along E. Progress Street to State Street. A snowmobile trail heads west along Progress Street from Tournament Park to the Village limits. The trail is maintained by the Snowmobile Association.

Emerick Park

Owner: Village of Hillman

Facilities: Campground, playground, two pavilions, boat launch, dock, picnic area, fishing access, and restrooms.

Comments: The park is 25 acres in size, but expansion of campsites will be necessary to meet future demand.

Barrier-Free Compliance Status:

Picnic area has no handicap accessible picnic tables or playground equipment, and a path is needed to accommodate wheelchair traffic.

Hillman Community Center

Owner: Hillman Township Building Authority

Facilities: In addition to housing Village and Township offices and meeting rooms, the community center is used for various activities, such as roller skating and basketball. The center is also available to the community for wedding receptions and organization dinners (FFA, FHA Ducks unlimited)

Comments: The community center was built in 1982, and adequately meets community needs at the present time.

Thunder Bay Golf Resort

Owner: Private owner

Facilities: Clubhouse, golf, tennis courts, condominiums, 4 rental chalets, elk view ride (Anchor Creek Elk Range), gourmet dining and RV park.

Economic Development

Available infrastructure

Industrial park

Commercial opportunities

Municipal Water System

The Village's water system consists of approximately 11,000 ft of 4" water main, 9,200 ft of 6" water main and 44,500 ft of 8" water main and approximately 87 hydrants. The Village's water system is approximately 75% asbestos cement pipe and 25% plastic pipe. The majority of the water system was constructed in the early 1970's. The water tower was built in 1952, was moved to the Village in 1973, and was last painted in 1989. The tower is 100 feet tall and holds 100,000 gallons of water. The tower was last inspected in 1999 by Dixon Engineering. This inspection resulted in recommendations to clean, blast and repaint the tower inside and out, install cathodic protection, and make some ladder repairs. Due to cost restraints, these items of work have yet to be completed, and are still recommended.

The Village currently has 281 water customers who use 110,000 gallons per day on average. The usage rate is equal to 175 gallons per day (gpd) per REU. The MDEQ requires that the capacity of a ground water system be able to meet the max day demand with the largest producing well out of service. For Hillman, the largest producing well would be wells 8 & 9, which together produce 130 gpm. Based on the capacity of wells 7 and 10 (designated standby well), the existing water system is capable of producing 0.216 MGD (firm capacity) which exceeds both the current (0.14 MGD) and 10 year projected (0.21 MGD) max day demands.¹

¹ Commercial and Industrial Feasibility Study, Spicer Group, 2003

Municipal Sanitary Sewer System

The Village's sanitary sewer collection system consists of approximately 40,500 ft of 8" sewer, 4,800 ft of 10" sewer, and 1,200 ft of 12" sewer, and approximately 188 manholes. The majority of the collection system was installed in the late 1970's and consists primarily of asbestos cement pipe. The Village's sanitary sewer system has six duplex submersible pump stations to transfer wastewater to the treatment lagoons. There are no other maintenance or upgrades required for four of the pump stations at this time. The Veterans Memorial pump station will be need be replaced at some time to handle proposed development. Alternation are recommended to the sixth pump to improved efficiency and capacity, and provide redundancy to the collection.

The Village has a three cell lagoon system that treats their wastewater. The existing lagoons have the capacity to serve 622 REUs. The sewer system currently serves 528 REUs. The 10 year projected capacity required is 742 REUs. Therefore, the current lagoons are not adequate for the projected growth, which would require an additional 3.8 MG of storage capacity to meet these demands.

CHICAGO, ILL., MAY 1, 1964

Dear Mr. [Name]:
I have received your letter of April 28, 1964, regarding the [Topic].
The information you provided is being reviewed by the appropriate
departments. I will contact you again once a decision has been reached.
Thank you for your patience.

Sincerely,
[Signature]
[Title]

Chapter 3 – Community Outreach Effort

Input from community residents and businesses is a critical step in the strategic planning process. The Village has chosen to engage the community through a mail-back community survey and a public input session. Northeast Michigan Council of Governments assisted with both of these activities.

Public Forum

A public input session was held on October 23, 2007 at the Village Hall. The evening session was advertised by posting flyers around the community and a lead article in the local newspaper. Fifteen people participated in the session that was facilitated by NEMCOG Staff. All attendees had an opportunity to participate in the process and provide input to the Village. The Strategic Planning Committee chose to use the Strengths, Weaknesses, Opportunities and Threats or SWOT approach. Strengths and Weaknesses focused to the present and Opportunities and Threats focused on the future. Below is a tabulation of comments. Note there are not ranked, the listing is presented in the order received at the evening session.

Strengths

- Friendly small town
- Progressive mindset
- Citizens are willing to take a chance (Innovative)
- Water and sewer
- Water resources (lakes and streams)
- Safe place to live, people know their neighbors
- Agriculture Renaissance Zone
- Brush Creek Mill
- Churches
- Overall infrastructure
- Parks
- Diverse economic base
- Bedroom community
- Hunting and fishing
- Wide range of services for elderly
- Active citizens that are involved in the community
- Volunteers willing to contribute time and money to community projects
- Airport
- Unique events like the drag races
- Location in the region, close to many other communities and attractions
- Natural resources are a big attraction to tourism
- Good health care for a small community
- Golf course with elk
- High quality of life
- Hillman Community Center
- Fire and ambulance services
- Workforce
- Good schools
- Active organizations

- Strong family support
- Roller skating
- Tourism Bureau

Weaknesses

- Local economy tied to state economy
- County Sheriff Department
- Need more sidewalks in town and connecting town to key sites like the high school
- Lack of broadband internet in the area
- Lack of activities for young people and all ages
- Gossip
- Limited coordinated of services for the elderly
- Poor communication of services available to residents
- Distance to the interstate
- Limited variety of activities for all ages such as bowling alley and theater
- Underutilized parks and playgrounds
- Seasonal economy
- Lack of good paying jobs
- Vacant buildings
- Need to get more people involved in the community
- Lack of interest for political seats
- Small tax base
- Fragmented political structure – 5 entities make up the Hillman Community
- Old buildings in need of repair
- Limited variety of businesses, there are too many of certain types
- Loss of population growth
- Losing young families
- School reduced to core curriculum
- Lack of zoning enforcement in surrounding communities
- Need more development along the river such as restaurants
- Need to clean up the river
- Lack of value added products leaving the community
- Not doing a adequate job of business recruitment into the community (Ag. Ren Zone)
- Reducing activities for young people
- Need another grocery store
- Apathy in the community- there were too few people at the workshop

Opportunities

- Welcome center along the highway or direct people off the highway to the Brush Creek Mill that currently serves that purpose
- The many recreational facilities need to be connected (implement the recreation plan)
- Covered bridge at Brush Creek Mill
- Nursing home care – need to expand to meet future needs
- Follow through at airport to accommodate and recruit high tech and light industrial businesses
- Reopen a movie theater
- Foot race event through the community and into the surrounding communities
- Expand health clinic

- Implement the Walkable Community Plan within eight years
- Expansion of employment and recreational opportunities for young people (summer recreation program)
- Town with eye appeal
- Schools consolidate by moving the elementary school to the middle-high school complex then make the elementary school complex available for other types of development
- Connect older and younger folks to talk about past and the future, oral history
- Need more hotel accommodations
- Promote Thunder Bay River and Fletcher for recreation
- Clean-up contaminated sites
- Remove above ground utilities in the downtown area
- Community pool
- Swimming classes for kids at local lakes
- X-country ski trails in town
- Promote Snowmobile trailhead
- Promote areas water resources
- Community theater weekend events, visits by the Thunder Bay Theater
- Outdoor theater for music events
- Dinner Theater
- Community radio
- Local cable programs with opportunities for people to create videos of local activities and events
- Blessing of the bikes
- Market motor coaches to stay in the area
- Wine tasting at the mill
- Brew pub
- Regional Jail
- Expand presence on the internet
- Community alarm system
- More businesses downtown that bring families into the community in the evenings

Threats

- Lack of Money
- Lack of Jobs
- Loss of young families
- Community is at the mercy of the State's economy
- Feral hogs
- Other communities are recruiting our businesses
- Lack of regional coordination for business recruitment
- Transportation distance from the freeway system, water ports, railroad and airports
- Quality of the fisheries is being threatened by climate change, invasive species and increasing water temperatures
- There are less people hunting, especially the younger folks
- Emergency based volunteer system – more mandates from the state are making it difficult to recruit and train volunteers
- Contraction of our education system
- Lack of activities in the downtown in the evening
- Lack of renovation to buildings

- Communication barrier – need high speed internet in the area
- Blue collar tourism is down
- State's failure to promote tourism

Community Survey

A community survey was developed by the Strategic Planning Steering Committee. Survey booklets with a return address and postage on the back cover were mailed in specially designed envelopes under first class postage. The surveys were mailed with a requested two week response time. The Village sent the survey to all water customers. Community surveys were sent to households in Hillman, Green, Montmorency and Rust Townships. The Hillman School District mailing was used for this mailing. In addition, surveys were made available at locations around the Community. A total of 170 booklets were returned. Database program software was used to compile results and conduct a statistical analysis. Information will be presented by showing the question, a summary of the survey results and responses to the questions, separated by Village and combined Townships.

1) Overall, how satisfied are you with living in the Hillman Area? Please check one.

Eighty-seven percent of the responses from the Village were satisfied or very satisfied, whereas 77 percent of the responses from the Townships indicated they were satisfied. As part of the analysis, responses were scored from 1 to 5 with very satisfied given a 5 and very dissatisfied a 1. The average for each was 4.1, which clearly shows respondents like living in the Hillman area.

Village of Hillman

Very satisfied	<u>21/28%</u>	Dissatisfied	<u>5/5%</u>
Satisfied	<u>44/59%</u>	Very Dissatisfied	<u>0/0%</u>
Neutral	<u>5/5%</u>	No Opinion	<u>0/0%</u>

Average = 4.1 with 5 = Very Satisfied and 4 = Satisfied

Townships

Very satisfied	<u>25/26%</u>	Dissatisfied	<u>2/2%</u>
Satisfied	<u>48/51%</u>	Very Dissatisfied	<u>0/0%</u>
Neutral	<u>16/17%</u>	No Opinion	<u>4/4%</u>

Average = 3.9 with 5 = Very Satisfied and 4 = Satisfied

2) In the past five years, how has the quality of life in the Hillman Area changed? Please check one.

There is a difference of opinions as to the trends in quality of life from Village and Township residents. Some 54 percent of the Village residents indicated they felt the quality of life has improved in the last five years, whereas, only 34 percent of township residents felt the quality of life has improved. Twenty percent of the Village residents and 36 percent of township residents feel quality of life has remained the same. Nearly one quarter of the people living outside the Village feel quality of life in the Hillman Area has declined.

Village of Hillman

Significantly Improved	<u>13/17%</u>	Declined	<u>11/15%</u>
Improved	<u>28/37%</u>	Significantly Declined	<u>0/0%</u>
Stayed the same	<u>15/20%</u>	No Opinion	<u>6/11%</u>

Average = 3.6 with 5 = significantly improved; 4 = improved and 3 = stayed the same

Townships

Significantly Improved	<u>5/5%</u>	Declined	<u>23/24%</u>
Improved	<u>28/29%</u>	Significantly Declined	<u>2/2%</u>
Stayed the same	<u>34/36%</u>	No Opinion	<u>3/3%</u>

Average = 3.2 with 5 = significantly improved; 4 = improved and 3 = stayed the same

3) What do you like most about living in and/or having a business in the Hillman Area?

Small town atmosphere, lakes and forests, closeness of community, friendly, quiet, safe, affordable, family and close to services.

4) What do you like least about living in and/or having a business in the Hillman Area?

Limited employment opportunities especially for youth, limited shopping and dining, lack of public transportation, businesses close too early, distance to medical and shopping, *lack of activities for all ages especially youth, empty businesses, and pollution from power plant*, streets and sidewalks need work, and concerns about drinking water quality.

5) When imagining the Hillman Area ten years from now, do you think the Community should pursue a policy of growth?

Respondents living both in the Village and in the four townships want the community to pursue a policy of growth, though clearly most prefer moderate growth levels.

Village of Hillman

Pursue significant growth	<u>19/25%</u>	Remain the same	<u>3/4%</u>
Pursue moderate growth	<u>52/69%</u>	No opinion	<u>1/1%</u>
94 percent support pursuing growth			

Townships

Pursue significant growth	<u>25/26%</u>	Remain the same	<u>7/7%</u>
Pursue moderate growth	<u>61/64%</u>	No opinion	<u>2/2%</u>
90 percent support pursuing growth			

6) What types of growth would you like to see in the Hillman Area?

People living in the Hillman Area would like to see improved access to employment opportunities for all age groups. Job growth would be in the manufacturing, technology, tourism and service fields. There is a high level of interest in having more options for shopping,

especially grocery stores. Restaurants, personal services and recreation, both passive and active types, were frequently mentioned. Infrastructure improvements including broadband internet, roads, non-motorized trails are considered important and as were overall improvements to the downtown. People wanted more activities in the town including arts and cultural events and festivals would be desirable.

7) What type of stores/services would you like to see in the Hillman Area that is not currently available?

Generally, people in the area would like more grocery stores and restaurants. Responses include a long list of retail stores and services to accommodate the daily needs of residents. Improvements to infrastructure and services include broadband internet, public safety, medical, farmers market and public drinking water were identified. Respondents showed an interest in improvements to recreation facilities and activities such as skating, ice rinks, community pool and activities for all age groups. New development related to tourism should include marketing, wine tasting, Brush Creek Mill, and resorts.

8) Do you favor or oppose development of the following industries in the Village of Hillman?

There was no strong opposition any of the listed development types. In the Village, percent of respondents opposing types of development were five percent or less. In the Townships percent of respondents opposing tourism and transportation/distribution was 11 percent. Several of the development types had high percentages of "no opinion," which may indicate lack of understanding. If the Village were to pursue these types of development, a community information and outreach program would be appropriate.

Village of Hillman

Development Type	Favor		Oppose		No opinion
Light Manufacturing	72/96%		1/1%		2/3%
Agriculture processing	52/69%		4/5%		19/25%
Retail Services	68/91%		3 /4%		4/5%
Home-based businesses	46/62%		4/5%		25/33%
Tourism	62/83%		3 /4%		9/12%
Recreation	68/91%		2 /3%		5/7%
Transportation/Distribution	56/75%		3 /4%		16/21%
Medical	69/92%		2 /3%		4/5%
Repair/Maintenance	64/85%		2 /3%		9/12%
High Tech/Research and Development	50/67%		5/7%		20/27%

Townships

<i>Development Type</i>	<i>Favor</i>		<i>Oppose</i>		<i>No opinion</i>
<i>Light Manufacturing</i>	90/95%		2/2%		3/3%
<i>Agriculture processing</i>	80/84%		4/4%		11/12%
<i>Retail Services</i>	83/87%		2/2%		10/11%
<i>Home-based businesses</i>	61/64%		7/7%		27/28%
<i>Tourism</i>	74/78%		10/11%		11/12%
<i>Recreation</i>	83/87%		4/4%		8/8%
<i>Transportation/Distribution</i>	53/56%		10/11%		32/34%
<i>Medical</i>	79/83%		3/3%		13/14%
<i>Repair/Maintenance</i>	71/75%		4/4%		20/21%
<i>High Tech/Research and Development</i>	67/71%		9/9%		19/20%

9) How do you feel about the following economic development options?

Area residents overwhelmingly support attracting new businesses. A majority of people completing the survey feel the community should spend money to attract businesses into the village. Additionally, a majority want the Village to create a downtown business improvement district and expand the light manufacturing/high tech zone in the industrial park. While the survey shows low support for expanding the Agricultural Renaissance Zone, the relatively high percentage of "don't know" responses indicates a lack of understanding of the concept.

Village of Hillman

Would you favor attracting new businesses?

Yes 69/92%

No 1/1%

Don't know 5/7%

Should the Community spend money to attract businesses into the Village?

Yes 46/61%

No 9/12%

Don't know 20/27%

Should the Village create a business improvement district to upgrade the downtown?

Yes 56/75%

No 7/9%

Don't know 12/16%

Should the Village expand the Agriculture Renaissance Zone in the Industrial Park?

Yes 29/39%

No 14/19%

Don't know 32/43%

Should the Village expand the Light Manufacturing/High Tech Zone in the Industrial Park?

Yes 55/73%

No 8/11%

Don't know 12/16%

Townships

Would you favor attracting new businesses?

Yes 92/97% No 1/1% Don't know 2/2%

Should the Community spend money to attract businesses into the Village?

Yes 72/76% No 9/9% Don't know 14/15%

Should the Village create a business improvement district to upgrade the downtown?

Yes 72/76% No 10/11% Don't know 13/14%

Should the Village expand the Agriculture Renaissance Zone in the Industrial Park?

Yes 40/42% No 9/9% Don't know 46/48%

Should the Village expand the Light Manufacturing/High Tech Zone in the Industrial Park?

Yes 65/68% No 3/3% Don't know 27/28%

10) Please rate the quality of your past experiences with these Services. (Circle one of the numbers for each item below)

Generally, people in the Village are satisfied with the services listed under this question. In the areas of emergency services, residents were very pleased. Residents of surrounding communities expressed the same level of satisfaction.

<u>Village of Hillman</u>	Very Satisfied		Neutral		Very Unsatisfied		
Village Government	5	4	3	2	1		Average = 3.5
Township Govt.	5	4	3	2	1		Average = 3.6
Sheriff Department	5	4	3	2	1		Average = 3.6
Fire Department	5	4	3	2	1		Average = 4.7
Ambulance services	5	4	3	2	1		Average = 4.5
Planning Commission	5	4	3	2	1		Average = 3.3
Zoning Bd. of Appeal	5	4	3	2	1		Average = 3.1
Parks and Recreation	5	4	3	2	1		Average = 3.7
Library	5	4	3	2	1		Average = 3.9
Electric	5	4	3	2	1		Average = 3.2
Natural Gas	5	4	3	2	1		Average = 4.1

<u>Townships</u>	Very Satisfied		Neutral		Very Unsatisfied	
Village Government	5	4	3	2	1	Average = 3.2
Township Govt.	5	4	3	2	1	Average = 3.3
Sheriff Department	5	4	3	2	1	Average = 3.4
Fire Department	5	4	3	2	1	Average = 4.3
Ambulance services	5	4	3	2	1	Average = 4.2
Planning Commission	5	4	3	2	1	Average = 3.1
Zoning Bd. of Appeal	5	4	3	2	1	Average = 3.1
Parks and Recreation	5	4	3	2	1	Average = 3.5
Library	5	4	3	2	1	Average = 3.9
Electric	5	4	3	2	1	Average = 3.1
Natural Gas	5	4	3	2	1	Average = 3.0

11) Please rate the quality of these specific Village services.

Residents rated services above neutral except for drinking water quality, which averaged one tenth of a point below neutral. Fire services, snow removal, sanitary sewer service, sign control, street repair and storm water drainage rated higher.

Village of Hillman

	Very Satisfied		Neutral		Very Unsatisfied	
Alley upkeep	5	4	3	2	1	Average = 3.4
Cond. of sidewalks	5	4	3	2	1	Average = 3.1
Control of blight	5	4	3	2	1	Average = 3.1
Fire Services	5	4	3	2	1	Average = 4.5
Sanitary sewer serv.	5	4	3	2	1	Average = 3.7
Sign Control	5	4	3	2	1	Average = 3.7
Snow removal	5	4	3	2	1	Average = 3.9
Street repair	5	4	3	2	1	Average = 3.6
Storm sewer drainage	5	4	3	2	1	Average = 3.5
Tree Trimming on						
Village Property	5	4	3	2	1	Average = 3.4
Drinking Water quality	5	4	3	2	1	Average = 2.9
Zoning enforcement	5	4	3	2	1	Average = 3.0

Townships

	Very Satisfied	Neutral	Very Unsatisfied	
Alley upkeep	5	4	3	2
Cond. of sidewalks	5	4	3	2
Control of blight	5	4	3	2
Fire Services	5	4	3	2
Sanitary sewer serv.	5	4	3	2
Sign Control	5	4	3	2
Snow removal	5	4	3	2
Street repair	5	4	3	2
Storm sewer drainage	5	4	3	2
Tree Trimming on				
Village Property	5	4	3	2
Drinking Water quality	5	4	3	2
Zoning enforcement	5	4	3	2

Average = 3.1

Average = 3.4

Average = 3.0

Average = 4.1

Average = 3.5

Average = 3.5

Average = 3.6

Average = 3.5

Average = 3.2

Average = 3.3

Average = 2.7

Average = 2.9

12) Please list specific improvements or changes you would like to see take place in the services listed in Question 10

The answers apply to services in the Village and surrounding communities. Respondents would like to see improvements to community infrastructure including sidewalks, more defined crosswalks, better drinking water, street repairs, pathways from town to school, and pathways around communities. Service changes include improved training for fire department, more staff for ambulance service, better snow removal, better zoning enforcement, improved police coverage, and improvements to the library. Residents would like to see façade improvements and consistency to storefronts, seasonal decorations, wayfinding signs, better handicap access into stores, expanded business hours, business recruitment, and more downtown activities.

13) Should the community pursue and help to finance economic development activities, such as job creation, community development, business development, downtown improvements and marketing?

Both village and township residents feel their communities should pursue and help to finance a range of development activities.

Village of Hillman

Yes 68/91% No 7/9%

Townships

Yes 90/94% No 5/5%

14) How do you keep yourself informed about the actions of the village council/township board?

The communities should use newspaper and radio/TV to inform residents in their actions.

Village of Hillman

<u>4</u> Attend council/board meetings	<u>11</u> Newsletter
<u>1</u> Village website	<u>37</u> Newspaper
<u>19</u> Radio/TV	<u>27</u> Word of Mouth
<u>9</u> Coffee Shop	

Other(explain) I haven't kept up-will try to more in the future

15) How often do you or your family use the following parks and recreational facilities?

Emerick Park, Hillman Community Center and Brush Creek Mill show the greatest amount of use.

Village of Hillman

Pineview Park	frequently <u>4/5%</u>	occasionally <u>13/17%</u>	never <u>58/77%</u>
Emerick Park	frequently <u>9/12%</u>	occasionally <u>46/61%</u>	never <u>20/27%</u>
Tournament Park	frequently <u>11/15%</u>	occasionally <u>17/23%</u>	never <u>47/63%</u>
Senior Citizen Center	frequently <u>9/12%</u>	occasionally <u>30/40%</u>	never <u>36/48%</u>
Community Center	frequently <u>8/11%</u>	occasionally <u>52/69%</u>	never <u>15/20%</u>
Brush Creek Mill	frequently <u>13/17%</u>	occasionally <u>40/53%</u>	never <u>22/29%</u>

Townships

Pineview Park	frequently <u>2/2%</u>	occasionally <u>10/11%</u>	never <u>83/87%</u>
Emerick Park	frequently <u>8/8%</u>	occasionally <u>65/68%</u>	never <u>22/23%</u>
Tournament Park	frequently <u>15/16%</u>	occasionally <u>30/32%</u>	never <u>50/52%</u>
Senior Citizen Center	frequently <u>8/8%</u>	occasionally <u>30/32%</u>	never <u>57/60%</u>
Community Center	frequently <u>15/16%</u>	occasionally <u>65/68%</u>	never <u>15/16%</u>
Brush Creek Mill	frequently <u>12/13%</u>	occasionally <u>58/61%</u>	never <u>25/26%</u>

16) Should the following facilities or services be developed/expanded in the community?

All of the listed facilities and services have community support. Bike path/walkable community, outdoor ice rink, fishing platform, indoor roller rink, high speed internet and fiber optic had positive responses of 80 percent or greater.

Village of Hillman

Bike path/walkable community.....	yes <u>74/99%</u>	no <u>1/1%</u>
Outdoors ice rink.....	yes <u>61/81%</u>	no <u>14/19%</u>
Skate park.....	yes <u>43/57%</u>	no <u>32/43%</u>
Fishing platform on river.....	yes <u>70/93%</u>	no <u>5/7%</u>
Indoor roller rink.....	yes <u>61/81%</u>	no <u>14/19%</u>
High speed Internet.....	yes <u>62/83%</u>	no <u>13/17%</u>
Fiber Optic.....	yes <u>53/71%</u>	no <u>22/29%</u>
Airport.....	yes <u>55/73%</u>	no <u>20/27%</u>

Townships

Bike path/walkable community.....	yes <u>85/89%</u>	no <u>9/9%</u>
Outdoors ice rink.....	yes <u>76/80%</u>	no <u>17/18%</u>
Skate park.....	yes <u>59/62%</u>	no <u>32/33%</u>
Fishing platform on river.....	yes <u>81/85%</u>	no <u>14/15%</u>
Indoor roller rink.....	yes <u>57/60%</u>	no <u>34/36%</u>
High speed Internet.....	yes <u>88/93%</u>	no <u>7/7%</u>
Fiber Optic.....	yes <u>77/81%</u>	no <u>18/19%</u>
Airport.....	yes <u>60/63%</u>	no <u>35/37%</u>

17) Where is you home located?

The information below show that 75 residents of the village completed the survey and 95 from surrounding communities responded. Eight communities were represented from surrounded communities.

Village of Hillman

<u>75</u> Village of Hillman	<u> </u> Hillman Township
<u> </u> Green Township	<u> </u> Rust Township
<u> </u> Montmorency Township	<u> </u> Other

Townships

48 Hillman Township	8 Rust Township
4 Green Township	26 Montmorency Township
9 Other	Briley Township, City of Alpena, Wellington Township

18) How long have you lived in the community?

The average length of residence for Village and township residents were comparable at 25 and 27 years respectively.

Village of Hillman: Average number of years was 25.5 Years
Minimum 1 years Maximum 80

Townships: Average number of years was 27.2 Years
Minimum 2 years Maximum 71

19) How many people live in your household?

Persons per household are comparable to US Census statistics for the communities.

Village of Hillman: Average 2.17 persons per household

Townships: Average 2.34 persons per household

20) Do you rent or own your home?

Most persons completing the survey own their home.

Village of Hillman: Own 69/92% Rent 6/8%

Townships: Own 94/99% Rent 1/1%

21) What is your age?

Village of Hillman: Average age 60.7 years
Youngest 27 years Oldest 89 years

Townships: Average age 56.2 years
Youngest 26 years Oldest 91 years

22) What is your sex?

Women completed sixty-four percent of the surveys in the Village and 58 percent in the townships.

Village of Hillman: Female 48/64% Male 27/36%

Townships: Female 55/58% Male 33/35%

Chapter 4 – Goals, Objectives and Strategies

Introduction

Health/Medical Care Facilities

While the improvements in this area have been substantial, additional efforts are needed to coordinate the variety of services and promote those services to area residents.

Public infrastructure/Services

The Village has continued to invest into its infrastructure. It is a leader among small communities in northern Michigan for its level and quality of infrastructure and services. The village must continue to make improvements sustain the quality of life expected by its residents. Improvements are necessary to sustain a moderate level of growth in the local economy.

Central Business District

Both the community survey and public input session support strengthening the downtown the central business district. Improvements by both the public and private sector are essential if the central business district is to be viable and meet the needs of residents, especially senior citizens, and tourists.

Economic Development

The community supports a moderate growth policy. A balanced economy with a foundation in manufacturing, retail/services, tourism/recreation and medical services would sustain positive trends in improvements of the resident's quality of life.

Industrial Park

The result of Village past efforts to strengthen its industrial base have been extremely successful. The Village created an Agricultural Renaissance Zone north of the Industrial Zone and is considering creating a light manufacturing/high tech industrial park adjacent to the airport. An on-going effort is needed though if industry is to continue to play an important economic role in providing jobs and tax base.

Tourism

Tourism, as well as manufacturing, provides an important economic base for the Village. Although often not high paying, the jobs resulting from tourism are key in providing employment opportunity and ensuring a diversified economy. The combination of location, natural resources and improved recreational opportunities, accompanied by increased promotion will expand tourism.

Housing

Housing is both a quality of life issue and an economic factor. The Village has been active in working towards a better overall housing stock. A range of housing types have been constructed over the last 15 years. As well as, existing housing stock has been improved. New construction has occurred as in-fill development within the Village and a new up-scale subdivision along the Thunder Bay River. If the Village is to continue as a viable population center in the county and receive the benefits of it past and future efforts, additional new housing, as well as renovated housing, must be encouraged.

Goals/Objectives and Strategies

Health/Medical Care Facilities

Goal 1: Improvement and expansion of health care services

Goal 2: Better utilization of health care services by residents

Goal 3: Better use of the health clinic to support the economy of the Village.

Objective 1: Develop shared objectives and projects to meet the above goals

Strategy 1: Host a health care providers meeting once per year

Who: Manager, Village of Hillman Council and Health Care Providers

When: Begin 2008

Objective 2: Increase the visibility of the health care district

Strategy 1: Develop an entrance sign/landscaping at the intersection of West Progress Street and State Street, and install way-finding signs at key locations in the community

Who: Village of Hillman Council and health care facilities

When: Complete 2010

Objective 3: Support improvements to infrastructure such as making broadband/fiber optic service available to all facilities in the health care district

Strategy 1: Work with providers to expand broadband/fiber optic network into the health care district

Who: Village of Hillman Council, health care facilities and service providers

When: Begin 2008

Industrial Park

Goal 4: Provide the assistance to existing and new businesses so they will prosper in the Village of Hillman

Objective 1: Increase the utilization of the industrial park and Agricultural Renaissance Zone

Strategy 1: Prepare a plan for the industrial park that targets industry opportunities and offers a marketing strategy for promoting the park

Who: Village of Hillman and Montmorency County EDC

When: Begin 2008

Objective 2: Address the needs of existing industrial businesses to encourage their retention and expansion in the Village of Hillman

Strategy 1: Meet with existing industrial businesses, particularly Wayne Wire Cloth, Heartland Ingredients and the Energy Plant, to determine ways to assist them in prospering in the Village

Who: Village of Hillman and Montmorency County EDC

When: A minimum of once per year

Objective 3: Support improvements to infrastructure such as making broadband/fiber optic service available to all facilities in the Industrial Park/Ag Renaissance Zone

Strategy 1: Work with providers to expand broadband/fiber optic network into the Industrial Park and Ag Renaissance Zone

Who: Village of Hillman Council, health care facilities and service providers

When: Begin 2008

Objective 4: Provide financial assistance to industrial businesses considering locating or expanding in the Village of Hillman

Strategy 1: Utilize the Revolving Loan Fund to provide financial assistance to businesses that contribute to the economic growth of the Village

Who: Revolving Loan Fund Board

When: On Going

Objective 5: Establish a light manufacturing/high tech industrial park at the airport

Strategy 1: Change zoning to accommodate businesses that would locate in the industrial

Strategy 2: Develop necessary infrastructure such as platting lots, constructing roads and consider infrastructure services on a as needed basis

Who: Village of Hillman

When: Begin in 2009

Housing

Goal 5: Meet the housing needs of current and new residents in the Village of Hillman

Objective 1: Improve the appearance and condition of existing housing

Strategy 1: Increase knowledge of programs so eligible village residents will utilize the county home repair programs

Who: Manager and Village of Hillman Council

When: On going

Tourism and Recreation

Goal 6: Increase the economic benefits of tourism and recreations to the Village of Hillman

Objective 1: Develop Hillman as a tourist destination for visitors and area-wide residents

Strategy 1: Continue to support activities associated with Brush Creek Grist Mill

Strategy 2: Construct a timber bridge crossing the Thunder Bay River west of proposed replacement bridge. The Bridge should be designed to fit with the historic theme of the Mill and able to accommodate pedestrian and bicycle traffic

Strategy 3: Continue to support festivals and explore new community events and festivals to draw tourists and area-wide residents into the downtown

Strategy 4: Develop the Central Business District and improve its appearance by adding pocket parks, river trails, benches, pedestrian facilities, and bike racks

Who: Village of Hillman

When: Begin 2008

Objective 2: Increase the promotion of the area as a tourist destination

Strategy 1: Complete an inventory of attractions and accommodations for distribution to visitors

Strategy 2: Develop a tourism component to the Village's web site that would feature area attractions, accommodations, events and festivals

Strategy 3: Provide hospitality training to business owners and employees through the Sunrise Side Tourism

Strategy 4: Promote camping opportunities at the Village Park and Thunder Bay Motor Coach Park

Who: Village of Hillman, Hillman Area Chamber of Commerce, Thunder Bay

Village of Hillman Strategic Plan

Resort, Brush Creek Mill, Sunrise Side Tourism, Hillman-Fletchers Pond-Thunder Bay Visitors Bureau and Montmorency County Board of Commissioners

When: Begin 2008

Objective 3: Work with area organizations and schools to support all age recreational and cultural activities in the community

Strategy 1: Investigate opportunities for developing additional youth recreation programs

Strategy 2: Community recreation events such as walks, races, snowshoe in the park, ice skating etc.

Strategy 3: Friday night concerts at the Brush Creek Mill

Strategy 4: Intergenerational education programs at the Brush Creek Mill

When: 2008

Who: Village, Chamber of Commerce, Community Center and Brush Creek Mill Board

Public Infrastructure and Services

Goal 7: Provide the infrastructure and services necessary to meet the needs of public safety health, quality of life and economic growth

Objective 1: Expand and improve the Village water system to meet needs of the community

Strategy 1: Construct an additional well or upgrade current wells to provide improved drinking water quality and supply

Strategy 2: Investigate improvements to water treatment process to improve quality of drinking water

Who: Village of Hillman Council

When: 2009

Strategy 3: Explore a Wellhead Protection Program

Who: Village of Hillman Council and DEQ Wellhead Protection Program

When: 2010

Objective 2: Construct improvements to the airport

Strategy 1: Prepare a master plan for the airport that identifies physical and service improvements necessary for upgrading the airport classification and better serving airport users

Strategy 2: Investigate the feasibility of qualifying for federal funding for airport improvements

Strategy 3: Determine opportunities for private investment at the airport

Strategy 4: Review options for generating revenue from the airport

Who: Aeronautics Commission and Village Council

When: On-going

Objective 3: Initiate improvements in the CBD to better serve residents and visitors

Strategy 1: Replace sidewalks on State Street

Strategy 2: Provide improved streetscape and landscaping on State Street

Strategy 3: Provide new decorative lighting

Strategy 4: Replace existing overhead utility lines with underground lines or move to alleys behind buildings on State Street

Who: Village of Hillman Council

When: 2008

Strategy 6: Replace the bridge

Strategy 7: Construct new storm sewers on State Street

Who: Michigan Department of Transportation

When: 2010

Central Business District

Goal 8: Consistent with Hillman's small town rural character, increase the economic activity in the Central Business District

Objective 1: Provide community support and direction for business growth

Strategy 1: Develop a plan that provides architectural continuity of buildings in the downtown and work with landowners to upgrade facades to provide a uniform appearance to the downtown

Village of Hillman Strategic Plan

Strategy 2: Promote a clean up campaign in the Village

Strategy 3: Support the establishment of a teen center

Strategy 4: Implement the Walkable Community Plan to provide safe, attractive pedestrian walkways and trailways in the CBD and connecting to the park, river, schools and outlying areas

Strategy 5: Use the Revolving Loan Fund to support new businesses or the expansion of existing businesses in the CBD

Strategy 6: Continue and promote the business Micro-Loan program

Strategy 7: Implement a Brownfield Redevelopment Program to encourage development of vacant and qualified sites in the Village

Strategy 8: Maintain a listing of available retired persons and their field of expertise to assist business and government

Who: Village of Hillman Council, DDA, Hillman Area Chamber of Commerce, and Revolving Loan Fund Board

When: 2008

Chapter 5 – Implementation and Evaluation

The transition from planning to implementation is an integral part of the Village of Hillman planning process. Dave Post, Village Manager, has served as Project Manager during the planning phase and will continue in this role to oversee implementation activities.

Responsibilities and estimates of time frame are included in the Strategic Plan. Commitments will be secured from designated agencies,

Steps in the implementation and evaluation process are:

1. Obtain commitments from responsible agencies
2. Convene a meeting of the Steering Committee and responsible agencies to prepare work plans identifying actions necessary to implement each strategy.
3. Each responsible agency will submit a progress report every six months to the Project Manager
4. On a yearly basis during the month of January, the Steering Committee will host a town meeting to evaluate efforts and determine the need for any adjustments. If new directions or strategies are necessary, an amendment to the Strategic Plan will be prepared and submitted to the Village Council for approval
5. Continue this process until project completion

Sources of Funding

Grant programs have been changing in recent years, due primarily to state and federal goals and budgets shortfalls. The Village will need to research grant programs for each project to assess availability of funding. As the designated regional planning agency, NEMCOG has staff available to assist communities like the Village of Hillman with seeking grant opportunities.

STATE ADMINISTERED PROGRAMS: GRANTS AND LOANS

Community Development Block Grant Program

Purpose: The Community Development Block Grant Program (CDBG) is a federally funded program administered by the Michigan Economic Development Corporation (MEDC). The funds are used to improve publicly owned infrastructure, where those improvements will directly lead to the creation of permanent jobs for low-to-moderate income persons. MEDC will only accept job creation in manufacturing related industries or in some cases for "destination tourism" projects.

Category A - Economic Development Road Projects

Purpose: The Category A - Economic Development Road Projects Program (Category A) is State funded through the Michigan Department of Transportation Office of Economic Development and the Michigan Economic Development Corporation.

Funds from this program are intended: (1) to improve the network of highway services essential to economic competitiveness; (2) to improve accessibility to target industries as a catalyst for economic growth; (3) to support private initiatives that create or retain jobs; and (4) to encourage economic development and redevelopment efforts that improve the health, safety and welfare of Michigan citizens.

Michigan Transportation Enhancement Program

Purpose: The Michigan Transportation Enhancement Program is federally funded through the Michigan Department of Transportation Bureau of Transportation Planning. Funding for this program from the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) covers 2005 through 2009. Grants under this program are made for "transportation enhancement activities" in four main categories: nonmotorized facilities, transportation aesthetics, water quality and wildlife mortality and historic preservation.

Recreation Grants Program

Purpose: The "Recreation Grants Program" refers to two different recreation based funding sources administered by the Michigan Department of Natural Resources (MDNR). The first funding source is the "Michigan Natural Resources Trust Fund Program" (MNRTF). This is funded through the Kammer Recreational Land Trust Fund Act of 1976. The purpose of the program is to provide a source of funds for public acquisition of recreational lands. Funds are accrued from the sale of oil, gas and mineral leases and royalties from oil, gas and mineral extraction on state lands. No more than 25% of the funds each year can be allocated for development projects, therefore the majority of projects approved for funding under this program are property acquisition projects.

Wellhead Protection Program

Purpose: The Wellhead Protection Unit of the Department of Environmental Quality administers the grant program. Any element of wellhead protection may be eligible for funding through this program. A comprehensive listing of activities eligible for funding is included in the Part 28 Wellhead Protection Grant Assistance Administrative Rules, R 325.12801 to R 352.12820. This program is based on matching funds, that is, for every dollar applied for, the local water supply must provide a matching dollar. Grant assistance is based on the number of people served by the water supply, and the number of wells the supply operates. Applicants are ranked according to a points system, as outlined in the Grant Application.

FEDERALLY ADMINISTERED PROGRAMS: GRANTS AND LOANS

Economic Development Administration

Purpose: The Economic Development Administration was established under the Public Works and Economic Development Act of 1965, as amended by the Economic Development Administration Reform Act of 1998, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically-distressed areas of the U.S. EDA assistance is available to rural and urban areas of the U.S. who are experiencing high unemployment, low income or other severe economic distress.

U.S. Department of Agriculture - Rural Development

USDA Rural Development has a variety of funding sources for economic development related projects. A summary of the most frequently used programs is found below:

Water and Waste Disposal Loans and Grants

Purpose: The Water and Waste Disposal Program is a federally funded loan and grant program administered through USDA Rural Development. The program's purpose is to assist in the development or improvement of water and waste disposal systems (including solid waste disposal and storm drainage) in the most financially needy rural areas.

Community Facility Loans

Purpose: The Community Facility Loans Program is a federally funded program administered through USDA-Rural Development. This program is authorized to make loans to develop community facilities for public use in rural areas and towns. Funds may be used to construct, enlarge, or improve communities facilities for health care, public safety and public services.

Rural Business Enterprise Grants

Purpose: The Rural Business Enterprise Grants program is federally funded and administered through USDA-Rural Development. Funds may be used to facilitate the development of small and emerging private business enterprises.

State Planning & Research (SPR) Funds

These Michigan Department of Transportation funds are available for transportation research and transportation planning. Types of transportation planning projects that may be funded include (but are not limited to) area-wide transportation plans, a variety of corridor studies, and multi-modal transportation plans. Eligible applicants include (but are not limited to) colleges & universities, planning agencies, and local governments (through the planning departments).

MICHIGAN LOCAL GOVERNMENTAL INCENTIVES:

By State law local units of government are allowed to form the following authorities in order to help address certain economic and community development issues. A very brief explanation of these incentives is listed below. For more details, contact MEDC.

Local Development Finance Authority: Allows cities and certain township to make public improvements that are necessary to enable an industrial project to move forward. These public improvements are finance through the increase in property tax revenues generated by the new private development.

Downtown Development Authority: Local units of government can establish development authorities to carry out commercial revitalization projects. The authority can acquire and improve property and construct public facilities.

Brownfield Redevelopment Authorities: Allow municipalities to create a Brownfield Redevelopment Authority to facilitate implementation of plans to create Brownfield Redevelopment Zones and cleanup contaminated property.

Economic Development Corporations: Cities, counties and townships can establish an economic development corporation to strengthen and revitalize their local economies. The Economic Development Authority can be used by a manufacturer to help finance acquisition of land, machinery, construction or renovation or acquisition of buildings.

Adoption Information



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
TDD (800) 482-8254

NOTICE

The Village of Hillman Planning Commission will meet Wednesday, August 15, 2007 at 7:00 PM at the Hillman Community Center at 24220 Veterans Memorial Hwy. Hillman, MI.

Working with the Northeast Michigan Council of Governments, the purpose of the meeting is to start the preliminary work toward a updated Strategic Plan and creating new goals for the future.

Please call the Hillman Office with any questions.

David J. Post
Village Manager



Village of Hillman

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24220 Veterans Memorial Highway
Hillman, Michigan 49746

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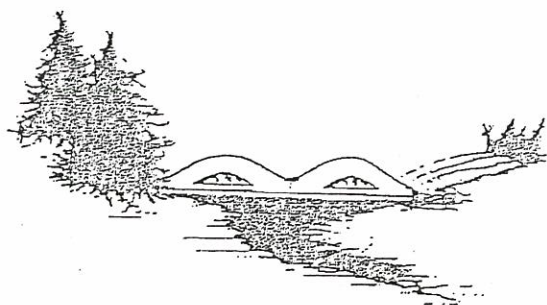
TDD (800) 482-8254

NOTICE

There will be a meeting of the Village of Hillman Planning Commission Wednesday, September 12th, 2007 at 7:00 PM. This meeting will be to finalize a community survey and other issues concerning an update to the Village of Hillman Strategic Plan.

The public is welcome to attend.

David J. Post
Village Manager



Village of Hillman

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24220 Veterans Memorial Highway
Hillman, Michigan 49746

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

TDD (800) 482-8254

Meeting Notice Village of Hillman Planning Commission Strategic Plan

The Village of Hillman Planning Commission will meet on Thursday,
January 17, 2008
at 6:00 p.m. in the Hillman Community Center east-end conference
room at 24220 Veterans Memorial Highway, Hillman, Michigan. The
Planning Commission will review the results of the surveys that were
distributed during the last quarter of 2007. The survey results will be
used in developing the new Strategic Plan. The public is welcome to
attend.

Brenda South
Brenda South
Secretary, Planning Commission
Village of Hillman

Affidavit of Publication

Post Office Box 186, 12625 State Street, Atlanta, Michigan 49709
Telephone (989) 785-4214 FAX (989) 785-3118

State of Michigan

SS

County of Montmorency

James Young, 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:

1/16/08

Notice

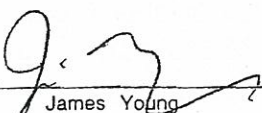
**Meeting Notice
Village of Hillman Planning
Commission
Strategic Plan**

The Village of Hillman Planning Commission will meet on Thursday, January 17, 2008 at 6:00 p.m. in the Hillman Community Center east-end conference room at 24220 Veterans Memorial Highway,

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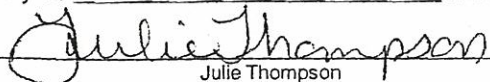
Brenda South
Secretary, Planning
Commission
Village of Hillman

35

 Publisher
James Young

Subscribed and sworn to before me this 17th

day of January A.D. 2008

 Notary
Julie Thompson

Public, Montmorency County, Michigan.

Acting in Montmorency County, Michigan.

My Commission expires on January 8th, 2011

No. _____

Filed _____

Judge of Probate