

**CITY OF REED CITY
COMMUNITY COMPREHENSIVE PLAN**

**Prepared by:
Reed City Planning Commission**

**With assistance from:
Robert Toland Consulting**

April 4, 2005

REED CITY PLANNING COMMISSION

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Jim Black, Vice Chairman

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Lori Platz, City Council Representative

Janet Campau, Mayor

George Freeman, City Manager

CITY OF REED CITY

227 East Lincoln Avenue

Reed City MI 49677

231/832-2245

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CHAPTER 1

BACKGROUND AND PURPOSE

The purpose of this Community Comprehensive Plan is to translate community values and goals into a framework for decisions on growth, land use, public facilities, and services. It expresses a long-range vision of how the community should look and function in the future and gives guidance for achieving those goals.

The plan is a vision of how the City should grow and develop while protecting its quality of life. Residential, commercial, and industrial growth should occur in a pattern that protects public health and safety while enhancing desired community character, natural beauty, and environmental quality.

The plan is intended to help achieve these ends by clearly indicating where new housing, shopping, and economic development should be encouraged and where open space and recreational areas should be protected. The plan provides a framework in which the City can effectively and responsibly manage growth and development as well as establish an orderly process for accommodating change.

The plan provides a guide to the growth and development of the City while recognizing the variety of natural and man-made features, the desire of its residents, and the need for adequate public facilities and services.

1. Community Positives

- The dual crossroads of US-10/US-131 and the White Pine Trail and Pere Marquette Trail.
- Close to Lake Michigan and northern lower peninsula
- Spectrum Health - Reed City Campus and Crossroads Radiation Therapy Center
- County Seat of Government
- Attractive downtown and active Downtown Development Authority
- School District has excellent reputation
- City has excellent utility services at a reasonable price

2. **General Goals**

The general goals of the Reed City Community Comprehensive Plan are:

- To guide growth and development, to protect public health and safety and to maintain a quality environment.
- To clearly indicate where growth can best be accommodated, where it is most desirable, and to encourage development in those areas.
- To encourage economic development that provides diverse, stable, and continuing employment opportunities for Reed City residents.
- To expand retail, commercial, and service establishments and to improve the Central Business District (CBD).
- To encourage the provision of adequate recreational facilities located adjacent to neighborhoods and meeting community needs.
- To encourage housing with a variety of types and sizes providing choices for people of all income levels.
- To stabilize and improve existing housing stock and residential neighborhoods.

3. **Function of the Plan**

The Community Comprehensive Plan provides a legally recognized framework for making decisions about land use in the City and is the plan on which the zoning ordinance is based. **Figure A** portrays the Master Plan Study Area.

The Plan is intended to aid a broad range of public and private users, including community groups, builders, developers, City officials, and other government agencies. It provides the framework for regulations that govern the location and intensity of land uses in the City. It, thus, provides City officials with direction for developing detailed plans and reviewing development proposals.

The plan also provides a framework for decisions about public facilities and services, such as where facilities should be located to support planned growth. It is intended that City officials use the Comprehensive Plan in preparing their functional plans for delivering services. No major public physical project involving the expenditure of public funds should be initiated until the planning commission reviews the project.

CHAPTER 2 COMMUNITY PROFILE

1. Location

Reed City, the county seat of Osceola County, and one of only two cities in the County, is located along the US-131 corridor at the crossroads of US-10 in northwestern Michigan. The City is approximately 15 miles north of Big Rapids, 27 miles south of Cadillac, and 13 miles west of Ewart. It's location represents good access to two important state highways. The City is located entirely within Richmond Township in southwestern Osceola County.

2. Transportation

A. **Streets and Highways** - Primary transportation routes serving Reed City are US-131 (north-south route), and US-10 (east-west route). US-131 is a Federal multi-lane freeway extending between the Michigan/Indiana state line and the City of Petoskey. US-10 is a Federal highway extending across the state between Bay City on the Saginaw Bay and Ludington on Lake Michigan. Traffic going to Reed City from US-131 enters the City from the north via US-10 and must turn south using either Patterson Road or Chestnut Street. The US-10 business route is Church Avenue, which intersects with Patterson Road at its western terminus.

Nearly all City streets are asphalt-paved (or top-coated) two-lane facilities with 66-foot to 80-foot wide rights-of-way, as shown in **Figure B**. A few City streets have less than the standard 66-foot right-of-way, and a few, such as Chestnut (old US-131) and US-10, have wider rights-of-way.

B. **Railroad Service** - The City has historically been the crossroads of two railroads that traverse and intersect at the center of the City. The railroads have been abandoned and have been acquired as part of the State's Rails-to-Trails program. The Michigan Department of Natural Resources (MDNR) owns both the north-south and the east-west route.

- C. **Air Service** - The former Reed City Airport no longer serves the public air service needs of the City. It is now owned entirely by Nartron Corporation. The airports in Big Rapids and Evart now primarily serve private air service needs. The Gerald R. Ford International Airport in Grand Rapids and Cherryland Airport in Traverse City provide commercial air service.

3. Existing Land Use

The existing land use for the City is displayed in **Figure C**. The predominant land use in the City is residential, as shown in Table 1. Single-family residential areas surround the downtown, with the greatest concentration being west of Chestnut Street. Lot sizes near the downtown core are relatively small (5,000 to 10,000 square feet), with those in most other areas consistently in the 10,000- to 20,000-square-foot range. **Figure D** provides an illustration of parcel sizes throughout the City.

TABLE 1 EXISTING LAND USE TOTALS

Use	Total Acres	Percent of Total Area
Agricultural	102	8.1
Single-Family Residential	378	30.0
Multiple-Family Residential	39	3.1
Commercial	80	6.3
Industrial/Utilities	93	7.4
Public/Institutional	141	11.1
Vacant/Open Space/Right-of-Ways	429	34.0
Totals:	1,262	100.0

Source: Reed City GIS, 2004

Some multiple-family housing is located in the southern portion of the City, including a 101-unit apartment complex, managed and operated by the Reed City Housing Commission, consisting of senior citizens, handicapped, disabled, and low and moderate

income housing. In this area, there are also three other multi-family complexes, one of which is also low to moderate income. The downtown area is primarily commercial property, offering a mix of general merchandise and specialty shops. These activities are generally located along Upton and Chestnut Streets, between the north City limits and Todd Avenue. A second commercial area is located south of the Central Business District on Chestnut Street, between Lincoln and Three Mile Road. Other commercial properties may be found at a few isolated locations.

The major industrial area of the City is southeast of the City center, however, some industry is directly adjacent to the downtown. The six largest employers include Yoplait/Colombo Yogurt (General Mills), Reed City Tool and Die, Kraftube, Osceola County, Reed City Area Public Schools, and Spectrum Health – Reed City Campus. Public lands and institutional uses are located throughout the City.

4. Population Characteristics

The City had a total population of 2,430 according to the 2000 Census. There were 999 households, representing an average household size of 2.3 persons. The City has a smaller average household size than the County or State. Of the total population, 54 percent were female and 46 percent were male. Racially, the City is predominantly Caucasian (95.8percent).

The population of the City is relatively older when compared to Osceola County and the State. Based on percentages, the City has 44percent more residents 65 years or older than Osceola County. There are a slightly lesser percentage of young people under the age of 18 than the county and the state. Young adults (ages 20 to 44) make up 34 percent of the City population, while 16 percent are between 45 and 59, and 22 percent are 60 years and above.

The population of the City is generally well educated, with 83 percent having at least a high school diploma, 28 percent have some college experience or an associate degree, while 17 percent have a bachelor or advanced degree.

Table 2 shows population characteristics for City residents compared to Osceola County and the State.

TABLE 2 POPULATION CHARACTERISTICS			
Social Characteristics	City of Reed City	Osceola County	State
Percent Less than 18 Years	25.6	27.1	26.1
Percent 65 Years and Over	17.7	14.2	12.3
Median Age	36.2	37.6	35.5
Percent High School Graduate or Higher	83.0	80.5	83.4
Average Household Size	2.30	2.58	2.56

Source: U.S. Census Bureau, 2000 Census

5. Housing Characteristics

The census reports 1,090 total housing units in 2000. Of these housing units, 91.7 percent are occupied (i.e., 999 households), but only 59.5 percent are owner-occupied. In Osceola County, 83.4 percent are owner-occupied, and statewide, 73.8 percent. Thirty eight percent of the housing units in the City were built before 1940. Thirty percent were built between 1940 and 1970. Fifteen percent were built during the 1970s, twelve percent were built in the 1980s, and 5 percent were built in the 1990's.

The clear majority of housing units (62.4%) are single-family units (See Table 3). Thirteen percent of the housing units are located in structures with between two and four dwelling units, and 19 percent are in structures containing five or more units. There are 67 mobile homes in the City comprising 6 percent of the total housing stock.

Housing values in Reed City are low compared to the state as a whole. The median value of homes in the City in 2000 was \$66,000 compared to \$115,000 for the state. Twenty-three percent of owner occupied units are valued at less than \$50,000, while 60% of owner occupied units are valued between \$50,000 and \$100,000. Eighty three

percent of owner occupied units are less than \$100,000 in value, compared to only 41% in the same category for the state.

According to the National Association of Realtors in July 2004, the median sale price of existing homes in the U.S. was \$191,300. The median sales price for new homes was \$207,400.

A public housing authority was established by the City council in 1967 to provide proper sanitary housing facilities for families of low income, to lease or operate public housing projects, and to determine local housing composition and deficiencies. The Reed City Housing Commission currently provides senior and family housing.

TABLE 3 HOUSING TYPE		
	Number of Housing Units	Percent
Single-Family Homes	660	62.4
Duplexes	74	6.8
Multiple Units	286	26.10
Mobile Homes	67	6.1
Boat, RV, Van, etc.	5	.5
Totals:	1,092	100.0

Source: U.S. Census Bureau, 2000 Census

6. Employment Characteristics

According to the 2000 Census, there were 1,119 persons in the labor force with 5.6 percent of the labor force listed as unemployed. Table 4 provides a breakdown of the

workforce by occupation. The "Management/professional and related occupations" category is the highest category with 30% of the work force employed in these occupations. The second highest category is "Production, transportation, and material moving occupations" (25.6%). There is some diversity of employment among occupational categories, with the "Farming, fishing, and forestry products" category being the only one not represented.

TABLE 4 EMPLOYMENT BY OCCUPATION - Reed City

Occupation	Number	Percent
Management, professional, and related occupations	304	30.0
Service occupations	147	14.5
Sales and office occupations	217	21.4
Farming, fishing, and forestry products	0	0.0
Construction, extraction, and maintenance occupations	85	8.4
Production, transportation, and material moving occupations	259	25.6
TOTAL EMPLOYMENT	1,012	100.0

Source: U.S. Census Bureau, 2000 Census

Employment by Industry is shown in Table 5. The highest categories include manufacturing; educational, health, and social services; and retail trade.

TABLE 5 EMPLOYMENT BY INDUSTRY - Reed City

Industry	Number	Percent
Agriculture, forestry, fishing, hunting, and mining	0	0.0
Construction	56	5.5
Manufacturing	280	27.7
Wholesale trade	16	1.6
Retail trade	135	13.3
Transportation and warehousing, and utilities	13	1.3
Information	14	1.4
Finance, insurance, real estate, and rental and leasing	24	1.6
Professional, scientific, management, administrative, and waste management services.	25	2.5
Educational, health and social services	268	26.5
Arts, entertainment, recreation, accommodation and food services	65	6.4

Other services (except public administration)	65	6.4
Public Administration	51	5.0
TOTAL EMPLOYMENT	1,012	100.0

Source: U.S. Census Bureau, 2000 Census

Eighty percent of the workforce drove alone to work and traveled an average of 19.6 minutes. This high percentage would imply that many City residents do not work in the City. Twelve percent of the workforce traveled to work by carpool.

7. Income Characteristics

In 2000, the median household income was \$30,756, the median family income was \$42,340, and the per capita income was \$15,889.

As shown in Table 6, Reed City has a slightly lower household median income than the county, and a substantially lower household median income than the State. Reed City's median family income is slightly higher than the County, but considerably lower than the State's median family income. Reed City's per capita income is slightly higher than the County's, and well below that of the State. Of particular concern is Reed City's high percentage of families below the poverty level compared to that of the County or State.

TABLE 6 INCOME SUMMARY - Reed City, Osceola County And State Of Michigan

Income Category	City of Reed City	Osceola County	State
Median Household Income	\$30,756	\$34,102	\$44,667

Median Family Income	\$42,340	\$39,205	\$53,457
Per Capita Income	\$15,889	\$15,632	\$22,168
Percent of Families Below Poverty	10.9	9.5	7.4

Source: U.S. Census Bureau, 2000 Census

8. Recreation

There are many outdoor recreational areas in the City as portrayed in **Figure E**. They can be identified as:

- Westerburg Park
- Linear Park
- Rambadt Park
- Rails to Trails (White Pine State Park Trail and Pere Marquette State Forest Trail)
- Water Tower Field

The Linear Park and Rambadt Park are adjacent facilities and are located near the northern City limits, along the Hersey River. The Westerburg Park complex, located in the northeast part of the City, provides two baseball diamonds, two basketball courts, and two tennis courts. The Reed City Area Public School System has an outdoor football field and softball and hardball fields. The schools also offer indoor recreation, such as a gym, basketball court, and volleyball court.

9. Community Facilities and Services

- A. **Sanitary Sewage** - The sanitary sewer system has the capacity to serve more than 50,000 persons. **Figure F** shows the City sanitary sewer system. The system includes a sequential batch reactor treatment facility, with treated effluent being pumped directly to a secondary contained clarifier system prior to discharge into the Hersey River. It is designed for a total capacity of approximately 53,000 persons based on biochemical oxygen demand. The designed average daily flow is 950,000 gallons per day.

- B. **Water System** - The City water supply system is shown in **Figure G**. The system has adequate capacity to meet the needs of the projected population through the year 2010.

- C. **Stormwater System** - The Stormwater system in the City generally flows northeast to the Hersey River. The system consists of traditional catch basins, drainage ditches, and culverts; however, all but approximately 2,500 feet are totally enclosed drains.

- D. **Police, Ambulance, and Fire Protection** - The City provides police protection. There are four full-time police officers and seven reserve police officers. Ambulance service is provided by the county ambulance service. Response time is considered excellent, and no modifications are proposed. Fire protection is provided by a volunteer fire department. Response time is also considered excellent for local fire protection services.

10. **City Finances**

Although property taxes represent the largest single revenue category, they comprise only about one-half of the City's total general fund revenues. Other primary general fund revenue sources are from service charges, state revenue sharing and other revenues. Special revenue, debt service, and capital project revenues account for the balance of the City's income. In 2004, the City operated on a total annual budget of approximately \$1.6 million, not including the Downtown Development Authority. Unfortunately, the City maintains a high reliance on a single major corporation (Yoplait/Colombo) for a significant portion of its tax and utility burden. Yoplait/Colombo contributes 30 percent of the City's total property tax revenue and 50 percent of the water and sewer income.

The top ten taxpayers in the City are:

- General Mills/Yoplait/Colombo
- Reed City Tool & Die
- Consumers Energy
- BANC Inc.
- Kraftube Fabricators
- Ben-Tec Inc.
- WLW
- Lake-Osceola State Bank
- Townline Manor
- Howard Mahabeer

The City's 2004 taxable valuation for real/personal property totaled \$52,046,652, of which \$21,725,099 was captured by the DDA, representing a theoretical market value of approximately \$104 million. The 2004 millage rate of 14.5366 mills generated approximately \$756,421 in general fund revenue. In addition, the City levied .9793 mills for the Reed City Library and .71 mills for the Fire Department. The City has issued numerous commercial and industrial facilities' exemption certificates and many remain in effect. According to state law, the City is limited to a borrowing capacity of 10 percent of its total SEV, which equals \$5.2 million. As of June 30, 2004, the City had outstanding debt in the following amounts:

Water Supply Revenue Bond	\$460,000
Wastewater System Revenue Bond	\$930,000
Equipment Installment Note	\$298,945
Equipment Installment Note	\$ 13,901
Special Assessment Bond	\$185,000
Fire Station General Obligation Bond	\$558,000

Tax increment financing has been authorized through the City's Downtown Development Authority (DDA) established in 1986. The DDA has issued a Downtown Development Revenue Bond with an outstanding amount of \$1,195,000. The DDA generates approximately \$500,000 in revenue per year.

Table 7 shows the 2004 Combined Statement of Revenues from the City's 2004 audit.

[Insert Table 7]

Next page

Table 7

CHAPTER 3 TRENDS AND PROJECTIONS

1. Regional Trends

The northern lower peninsula of Michigan has experienced a much more rapid population growth than the state as a whole over the past three decades. Osceola County grew by 27.6 percent between 1970 and 1980, a relatively modest 6.3 percent between 1980 and 1990, and 16% between 1990 and 2000. Given these past growth rates, it is expected that Osceola County will continue to have positive growth and corresponding population increases.

2. Economic Trends

Shifts in investment and disinvestments have been significant indicators of the state of the local economy. Reed City's largest employer, General Mills (Yoplait/Colombo), has brought investment into the community and has consistently provided regional employment opportunities. Industrial development and investment in Reed City has been strong for many years. Recent plant closings at Nabco and Tubelite are exceptions to the historically strong business climate in Reed City. The City stands to benefit from this strong business climate in the form of continued employment growth and as the preferred place of residence of at least some of these employees. A strong economic base is one of the essential factors in any successful community along with a quality residential environment, available housing, retail and service amenities, recreational opportunities, and a quality school system.

The 2004 closing of the Osceola Inn marks the end in a long-standing tradition in Reed City. The Inn is a well-known landmark and functioned as a hotel and restaurant but historically served as a gathering place and focal point for residents and visitors.

3. Land Use Trends

The most significant land use change in the City in recent years has been the expansion of Yoplait/Colombo at their downtown site. Other notable, major land use changes affecting the City have been the expanded hospital facilities and 40 multi-family units recently constructed on South Chestnut. Commercial property in the downtown has not changed significantly. Single-family residential areas have not experienced significant land use changes.

4. Population Trends

Reed City between 1960 and 2000 has experienced a very slow growth rate and has increased by only 246 persons. Between 1970 and 1980, the population of the City actually declined by 65 persons.

Table 8 compares the population trends of Reed City and three similarly sized communities located in the region (Evert, Harrison, and Manton). The neighboring City of Evert and the City of Manton have experienced similar growth patterns to Reed City. They have experienced limited growth with some periods of decline. The City of Harrison, on the other hand, has doubled in population between 1960 and 2000.

TABLE 8 POPULATION TRENDS - Reed City and Comparison Communities 1960 - 2000									
City	1960	1970	%	1980	%	1990	%	2000	%

Reed City	2,184	2,286	4.7	2,221	-2.8	2,379	7.1	2,430	2.1
Ewart	1,775	1,707	-3.8	1,945	13.9	1,744	-10.3	1,738	-0.3
Harrison	1,072	1,460	36.2	1,700	16.4	1,835	7.9	2,108	14.9
Manton	1,050	1,107	5.4	1,212	9.5	1,161	4.2	1,221	5.2
Osceola County		14,838		18,928	27.6	20,146	6.4	23,197	15.1

5. Population Projections

Three population projection techniques were selected as a growth figure based on historic growth rates for the City and countywide population projections. The first two techniques are based on the past growth for the City. The arithmetic projection method assumes that the City will grow with the same number of people per decade as it did between 1980 and 2000. In this case, an average of 105 persons every ten years. The geometric projection method assumes that the City will grow at the same rate of growth as it did since 1980. In this case, an average of 4.63% every ten years. The third technique is a ratio-change projection method, which assumes that a certain smaller area (the City) will experience growth similar to a larger area (Osceola County). Population projections for Osceola County were taken from Preliminary Population Projections to The Year 2020 in Michigan Counties (Michigan Department of Management and Budget 2000). This technique assumes that the City will continue to capture 10.5 percent of the county's total population (based on 2000 population figures). Table 9 shows the population projections for the City through the year 2040. An average of the three techniques was used as the population projection for the Community Comprehensive Plan. The plan projects a population of 2,632 by the year 2020. This represents an average growth rate of 4.2 percent per decade.

TABLE 9 POPULATION PROJECTIONS - Reed City 2010-2040

Method	1980	1990	2000	2010	2020	2030	2040

Arithmetic	2,221	2,379	2,430	2,535	2,640	2,745	2,850
Geometric	2,221	2,379	2,430	2,543	2,661	2,784	2,913
Ratio- Change	2,221	2,379	2,430	2,478	2,594	*	*
Average =				2,519	2,632	2,765	2,882
<p>Note: The average projection numbers are being used for the purposes of this plan</p> <p>* County projections not available for these years</p>							

CHAPTER 4 POLICY DIRECTIVES

1. **Benefits of Policy Statements**

A vital step in the development of a Community Comprehensive Plan is the establishment of a policy plan or statement. The formulation of such statements may evolve from a desire to remedy existing or projected problems or may be based on a perception of an ideal community. Policy development is the most important element of the Community Comprehensive Plan.

By establishing concise policies, Reed City can meet the challenges of the future in a definitive manner. The policy planning process is based on the assumption that a community wide consensus should be developed before realistic plans for future growth can be prepared.

Establishing policy aids the daily decision making process. Clear statements benefit municipal government, developers, and the public. Local government, in particular, can perform more efficiently and consistently when policy is established. The time necessary for considering and acting on recurring problems can be greatly reduced if policy guidelines have been established.

There are obvious public benefits when specific policy statements are adopted. By establishing policies, the public can have a better understanding of the general rules governing future development and can make decisions accordingly. In addition, public confidence in the local level of government is enhanced with a clear understanding of the planning process and how the goals for the community are to be achieved.

The benefits of establishing goals and policies for the City are as follows:

Consistency: A comprehensive list of policies concerning a variety of planning issues can do much to minimize arbitrary decision-making.

Efficiency: Clearly stated policies might reduce the amount of time spent on individual projects while providing sound planning principles to aid in the process.

Coordination: Policy statements create a single framework within which the City council, planning commission, staff, and the public can work under in the development of the City.

Stability: Policies are general in nature and, thus, provide an element of stability as the plan is modified over time.

Guides Decision Making and Review: Policies are necessary in adopting sound land use decisions and are helpful to the courts in judging the fairness of specific controls in the context of an overall plan for the community.

2. Reed City Community Survey

During March and April 2004, the Reed City Planning Commission in conjunction with a group of dedicated honor students from Reed City High School, conducted a survey of the City's residents in an attempt to more fully understand the attitude of the residents. It is not possible to know how many questionnaires were distributed because they were made available at specific locations for people to pick up and return to the City offices, and therefore we cannot determine the degree of accuracy for how representative the answers are of the entire community, but the responses can be analyzed at face value. However, 500 were printed and made available for pickup at the various stores and businesses where they were placed. Of that number, 75 (approximately 15 percent) were returned. The purpose of this community survey was to provide the planning commission with ideas from the general public about the future growth and development of the City. The analysis for planning purposes should be from a land use perspective and should either lend credibility to issues already identified or present new ideas. The tabulated responses of the survey are found in Appendix A.

The results of the survey can be summarized as follows:

The top priorities for the City are that:

- A. More jobs are needed,
- B. Economic development should be encouraged,
- C. Industry promoted, and
- D. Most importantly, the respondents felt that it was important for the City and

Richmond Township to cooperate and enter into agreements to encourage growth and development.

From a land use perspective, respondents commented on whether or not:

- Vacant land should be used to develop new residential neighborhoods;
- New stores and businesses should be located within the existing but expanded downtown;
- Community festivals are needed;
- The City should promote the trails more as a tourist attraction;

The questionnaire also solicited opinions on sewer and water services, quality of schools, fire protection, ambulance service, parks and recreation, police protection, and streets.

However, there are generalizations related to future land use that can be garnered from the results. Therefore, those questions containing land use related issues are identified and analyzed.

Strengths and Weaknesses

- Schools are a strength
- Health Services are considered a strength
- Roads and streets are considered a strength
- Parks and Recreation are considered a strength
- Retail Businesses are considered a weakness
- Housing is considered a strength but only by 46%, the lowest rated strength
- Public Safety Agencies are considered a strength
- Downtown is considered a strength
- Water/Sewer Systems are considered a strength

40% of the respondents felt that additional green space, open space and/or parks centrally located in the City is a good idea.

Survey respondents suggest that more community festivals are needed.

Most City services received high marks for adequacy. Street maintenance and sidewalks received the lowest approval ratings.

50% of the respondents felt that more recreational areas should be developed.

83 % of the respondents felt that growth and development should not be limited, can it be assumed that they favor unlimited development?

53% felt that vacant property should be used for residential development.

- The City should grow to the west or north.
- The City should zone more land industrial/manufacturing and fill vacant buildings.
- Additional retail and services should be provided in an expanded downtown rather than in other locations.
- The community attraction considered most important to be promoted is the trails.
- City/Township cooperation is a key issue.

According to 34% of the respondents, City water and sewer, services should be sold to Richmond Township in bulk, followed closely by 30% who felt that water and sewer services should be made available to only City residents.

An overwhelming majority (96%) of the respondents felt that the City and township should use cooperative agreements to extend utilities and to encourage growth and development.

Summary - The most outstanding result of the survey concerned the political relationship between the City and Richmond Township. Respondents were nearly unanimous in recommending that the City continue discussions with Richmond Township over the water and sewer issue. Many of those responding felt that the City and township should (1) reach some form of cooperative agreement over these services and (2) that the City should grow to the west and north. Perhaps an agreement that allows annexations and Act 425 agreements to US 131 on the west and US 10 to the north while simultaneously allowing the township to buy water and sewer services for all other lands north and west of those two dividing lines could be a creative solution. Furthermore, water and sewer services to the south and east of the existing City limits could be accomplished by Act

425 agreements or on an individual property basis for annexation upon request.

3. Richmond Township Master Plan

Richmond Township adopted a Township Master Plan in 2002. This Plan was analyzed to determine what interrelationships exist that might help guide the City's planning process. The first reference to Reed City in the Richmond Township Master Plan is in Chapter 2: Existing land Use Inventory.

- “The heart of the Township is occupied by the City of Reed City, comprising 2.5 square miles.”
- “The open development pattern becomes more tightly knit, however, outside the fringe area of the City of Reed City and along major transportation corridors.”
- “Land use conflicts are generally found along US-10. Emerging as a consequence of outgrowth from the City of Reed City is a conflict between farm and non-farm type uses.”
- “A lack of public utilities extended from the City of Reed City has contributed to limiting the amount of new commercial growth occurring inside Richmond Township.”
- “The two highways intersect northwest of Reed City inside Richmond Township providing local residents and businesses access to large metropolitan markets.”
- “Richmond Township benefits from a newly paved, three-mile section of the Pere Marquette Rails to Trails State Park, which runs from Reed City to the Village of Hersey.”

In Chapter 4: Community Goals and Objectives

- “Encourage the development of residential neighborhoods which are well integrated onto the existing landscape and complement the character of existing neighborhoods extending from Reed City.”

- “Recognize the City of Reed City as the central business place of Richmond Township.”

In Chapter 5: Future Land Use Plan

- “The general planning picture presented provides for more intensive land uses to develop adjacent to Reed City, where utilities can be cost-effectively extended, and north along Patterson Road. Commercial development is confined to a segment of the US-10 corridor around the interchange and a small node just south of Reed City. This Plan also recognizes, however, that changing or increasing commercial demands may eventually extend commercial uses further east along US-10. Moreover, industrial expansion areas are proposed to extend out from two concentrations of existing industrial development.”
- “Multiple-family residential uses are proposed adjacent to these planned industrial-holding areas to mitigate associated impacts. Single-family residential uses are planned around existing suburban style subdivisions located immediately outside Reed City. The balance of land found in the northern third of the Township is generally planned for rural estate style residential development, while land south of US-10 is generally planned for continued agricultural production.”
- “It is assumed that the commercial business needs of local residents are met by commercial establishments found in the Township and the cities of Reed City, Big Rapids, and Cadillac.”
- “Using this population level, the commercial land use needs are currently between 5 and 13.5 acres for local center commercial and 66.8 acres for regional commercial. This is a total of between approximately 72 acres and 80 acres. The majority of this need is assumed to be met in Reed City and Richmond Township.”
- “The type, extent and location of planned commercial areas is based upon the Township’s desire to deter strip commercial development from continuing extensively beyond the US-131 and US-10 interchange, and the recognition of Reed City as the central place to serve local commercial needs.”

- “While the market assessment indicated that the Township is currently exceeding its need for commercial and office development, the standards used to come to this conclusion do not anticipate the need to accommodate possible spillover from the City of Reed City or the township’s goal of providing reasonable opportunities for commercial uses that meet a demonstrated need. The commercial classification encompasses a total of 187 acres, or 1 percent of the township’s land area.”
- “Lands planned for industrial development are found in the area north of Reed City adjacent to US-131 and south of Five Mile Road on both sides of Mackinaw Trail.”

4. Key Issues

In May of 2004, the planning commission compiled a list of important issues in the City. The results are based upon the priority ranking of this input.

- A. Create a favorable environment to encourage new residential development
- B. Provide for good quality, affordable housing
- C. Improve the condition of existing residential neighborhoods
- D. Encourage expanded commercial development primarily in the Central Business District
- E. Use cooperation and agreements between the City and Township to encourage growth and development of the Reed City area
- F. Clean up abandoned commercial properties
- G. Promote the awareness of the Trails, Parks, Museum and the Evergreen Festival, and strive to increase their potential as tourist attractions

5. Policy Goals and Strategies

As a vital component of the planning process, the following policy goals were developed by the planning commission in consideration of the needs of the City and discussions with City staff and administrators:

- A. GOAL: ENCOURAGE ECONOMIC DEVELOPMENT AND IMPROVE EMPLOYMENT OPPORTUNITIES.**

Objectives:

1. To encourage new industrial development to provide a more efficient business environment and to minimize conflicts with neighboring land uses.
2. To create a certified industrial park meeting State standards using existing industrial areas along with adequate vacant land for future development.
3. To encourage the strict consolidation of industrial development in one or two designated areas, one of which would be the certified industrial park.
4. To encourage both commercial and industrial development in appropriate locations in the City.
5. To promote the City's location along the US-10 and US-131 transportation corridors.
6. To consider a hybrid industrial incubator with just land or with a building built to specific standards to meet specific needs.
7. To improve public services, such as streets, sidewalks, and police and fire protection to prepare for and attract new commercial and industrial establishments.
8. To promote industrial partnerships and facilities to attract additional industrial development.
9. To consider establishing a Tool and Die Enterprise Zone.

B. GOAL: ENCOURAGE EXPANDED RETAIL AND COMMERCIAL OPPORTUNITIES.

Objectives:

1. To encourage new commercial development in the downtown, in existing commercial areas, and along major transportation routes.
2. To encourage stores and businesses to locate in the City.
3. To conduct a Market Study to determine what market segments are underserved, especially niche markets.
4. To prepare an economic development strategy that targets new retailers.
5. To rezone older homes in the Central Business District fringe areas to commercial.
6. To create a retail incubator providing reception services and copying, etc., using local colleges for technical assistance and advice.
7. To consider buying land adjacent to the Central Business District for small businesses or expanded office needs.
8. To provide additional parking.
9. To adopt and enforce parking standards.

C. GOAL: ENCOURAGE GREATER COOPERATION WITH LOCAL UNITS OF GOVERNMENT, AGENCIES AND ORGANIZATIONS.

Objectives:

1. To consider and plan for future cooperation with Richmond Township to promote continued economic growth and residential opportunities.
2. To coordinate public services between the City, Osceola County, and Richmond Township whenever possible, including 425 agreements and annexations.

3. To educate City residents, and ensure municipal advocacy of the goals and policies of this plan.
4. To encourage closer cooperation and involvement of the public school administration.

D. GOAL: IMPROVE AND MAINTAIN HIGH-QUALITY PUBLIC SERVICES TO MEET THE NEEDS OF A GROWING COMMUNITY.

Objectives:

1. To closely monitor sanitary sewer, storm drainage, public water, and other public services; and improve as necessary.
2. To study the parking conditions in the downtown area to identify alternatives to the present parking situation.
3. To plan for future street and sidewalk improvements as necessary.
4. To provide for adequate capacities to serve future industrial demands.
5. To prepare and adopt formal design standard guidelines for roads, utilities, lighting and other improvements that are proposed by developers, public utilities, and the City.
6. To create activities and interesting things to do for community youth

E. GOAL: PROVIDE ADDITIONAL HIGH-QUALITY RESIDENTIAL OPPORTUNITIES FOR THE RESIDENTS OF THE CITY.

Objectives:

1. To encourage and promote new residential areas with access to full public services.

2. To acquire land adjacent to the City as it becomes available.
3. To consider creative inducements for residential development such as free land, leased land, grants, and extension of utilities.
4. To develop pedestrian corridors and linkages within and between all residential neighborhoods and major trip generators.
5. To allow medium-density, single-family residential development in most areas of the City.
6. To provide for multiple-family residential growth in appropriate areas compatible with adjacent uses.
7. To encourage development of Traditional Neighborhood Design (TND) development near the Central Business District.
8. To discourage singlewide mobile homes outside of mobile home parks.
9. To establish programs that improve the quality of existing housing stock, and elevate the appearance of residential areas.
10. To initiate a non-profit organization to build new homes or rehabilitate older homes.
11. To undertake a Housing Study to determine housing market and identify housing stock and needs.
12. To expand the City limits to conform to natural boundaries such as streets, rivers, expressways, etc., especially:
 - a. East to Daily Street and south of 3 Mile Road where future residential development can occur.

- b. West to US 131 and south of 3 Mile Road where future residential development can occur.
- c. Southwest to include school property at the southwest corner of 3 Mile and Patterson.
- d. West to US 131 and north to include US 10 commercial area.

F. GOAL: PROVIDE RECREATIONAL OPPORTUNITIES FOR CITY RESIDENTS.

Objectives:

1. To encourage an adequate range of recreational opportunities for City residents, such as playgrounds, picnic areas, and neighborhood parks.
2. To maintain all existing facilities in peak condition.
3. To consider using the Trail Crossroads for events such as wheelchair races, running, roller blading and bicycling, perhaps using the crossroads as a Figure-8.
4. To consider recruiting Special Olympics training or competitive functions in Reed City.
5. To initiate recreational improvement projects listed in the City's recreation plan, and apply for state and federal recreation grant monies.
6. To optimize the utilization of all existing facilities, including county and school properties.
7. To use abandoned railroad rights-of-way as a local and regional recreational amenity and an economic generator.
8. To implement the objectives of the City's Recreation Plan and Strategic Plan for Parks, Recreation and Tourism.

G. GOAL: PROVIDE FOR A WELL-BALANCED LAND USE PATTERN TO MINIMIZE CONFLICTS BETWEEN VARIOUS LAND USES.

Objectives:

1. To strive for compliance with the future land use map to ensure a minimum of land use conflicts.
2. To revise the zoning ordinance to implement the land use policies identified in this plan.
3. To protect the residential areas of the City from incompatible, higher-density land uses.
4. To promote the idea of a regional medical services center for northern mid-Michigan.
5. To acquire as much vacant land adjacent to the City as possible.
6. To develop Subdivision, Site Condominium and Land Division Development regulations including design and construction standards.
7. To combine City owned parcels at City Hall into single parcel.
8. To combine contiguous City owned parcels at Reed City Housing Authority into single parcel.
9. To combine all contiguous Reed City Schools parcels into single parcel.
10. To acquire as much vacant land adjacent to the City as possible.

H. GOAL: PROMOTE A CLEAN, HEALTHY, AND ATTRACTIVE NATURAL ENVIRONMENT.

Objectives:

1. To protect the ground and surface waters from urban contamination and pollution, and clean up existing environmental problem areas.
2. To participate in the Arbor Day Foundation's Tree City USA program.
3. To implement the Wellhead Protection Plan recommendations to protect the City's water supply.
4. To maintain open spaces and natural areas within walking distance of residential neighborhoods.

I. GOAL: IMPROVE IMAGE, AESTHETICS, AND CULTURAL OPPORTUNITIES

Objectives:

1. To promote the State of Michigan's "Cool Cities" Initiative.
2. To promote interesting publicly and privately sponsored activities, and create a social atmosphere, that incorporates entertainment and culture in leisure time activities.
3. To promote public art and sculpture.
4. To promote outdoor activities such as farmer's markets, flea markets, art and music festivals, street vendors, special events, etc.
5. To consider opportunities for youth and teenagers to be more involved in the community.
6. To sponsor a teenage forum whereby public funds are used to establish a youth council to assist with decisions on such things as recreation improvements, trails, festival entertainment, and other types of public improvements.

7. To encourage creative reuse of vacant buildings.
8. To consider re-instituting free outdoor movies in the summer.
9. To take advantage of the City being the County seat of Osceola County by promoting countywide events.
10. To install “Welcome to Reed City” signs at all City entry points.
11. To combine City owned parcels at WWTP into single parcel.

CHAPTER 5 RESIDENTIAL COMPONENT

Future housing needs within the planning period may also include land areas outside the current City limits. Some vacant land exists adjacent to existing residential areas in limited quantities. The demand for housing currently exceeds the supply while future growth will create an even greater housing shortage. Currently, there are approximately 22 vacant lots within the residential areas of the City. However, few if any of these are available for residential use. Many of the vacant lots are owned by adjacent homeowners who desire double lots. Others are unbuildable due to wetlands, size, or lack of access. Therefore, it will be necessary to look beyond the current City limits for future residential development. This is a critical issue for the City and must be addressed. Vacant parcels of suitable size for residential subdivision development within the Study Area are shown in ***Figure I***.

Population projections indicate a population of 2,632 by the year 2020, representing an increase of 202 persons from the existing population. This will require approximately 88 additional dwelling units in the City during the next 16 years, or approximately 5.5 dwelling units each year.

1. Housing Demand

It has been determined that the greater need in the City regarding housing is its quantity rather than its quality. While much of the existing housing stock is in excellent condition, some is only of fair to moderate quality. In order to avoid residential blight in the future, the City should be aware of housing stock deterioration as soon as possible in order to abolish it immediately. Residential blight can be the result of absentee ownership, poor rental climate, age of housing, lack of neighborhood amenities, poor housing market, or lack of neighborhood pride. Once blight occurs, it is difficult to overcome. If the City determines that residential blight is occurring, it must adopt a housing maintenance code and participate in the Michigan State Housing Development Authority (MSHDA) programs to prevent further deterioration.

The quality of the housing stock, however, is a secondary consideration next to the availability of housing. The essential issue in the City of Reed City is the quantity of housing. As discussed previously, there is a shortage of available homes as well as home sites. The Community Comprehensive Plan recognizes this need and provides land for low and medium-density, single-family housing in the City and acquisition of

adjacent land for additional housing opportunities. The plan also provides for alternate housing, such as large-lot home sites, apartments, and condominiums.

An expanded and improved housing environment is an important economic development consideration. Business owners and investors searching for a community will require adequate local housing options for its employees. The local government will benefit through improved property taxes and state revenue sharing monies.

2. Future Growth Areas

The future land use map (**Figure J**) indicates three areas set aside for residential usage.

The first area is located **northeast of the City**. This area is high and dry, and would be ideal for continued residential use. The sanitary sewer collection system in this area has adequate capacity. The available vacant land in this area is approximately 80 acres.

The second area is located **southwest of the City**, along Patterson Road. This area would be appropriate for residential use, and would provide excellent housing opportunities. The available vacant land in this area is approximately 80 acres.

The third area for residential growth is in the **southeast quadrant of the City**. This area has good potential for lower density residential home sites.

The Plan therefore recommends that the City limits conform to natural boundaries as much as possible, such as streets, rivers, expressways, etc. At a minimum, the City limits should be extended as follows:

East to Daily Street and south to 3 Mile Road where future residential development can occur. There is also developable land south of 3 Mile Road.

West to US-131 and south to 3 Mile Road where future residential development can occur.

3. Housing Opportunities

There is a great need for housing with larger floor plans of 1,200 to 2,000 square feet in

the middle to upper price levels of \$120,000 to \$200,000. The quantity of housing throughout the City appears to be deficient in all size and price ranges. However, apartments, rental property and pre-manufactured housing, can to a large degree, be substituted for low to moderate priced site-built single-family homes. It is the mid to upper level housing stock that is most significant because it is typically supplied in a “custom home” format. This style of housing creates opportunities for many potential single-family property owners that would otherwise have to be sought outside of the City limits.

To induce development of new housing in this price and style range, the City could potentially provide an incentive to entice developers to participate. One form of inducement might be for the City or City-sponsored organization, to actually acquire land for residential development and secure a third party to develop the land in accordance with City specifications. For example, the City could state that the streets must be a certain configuration, lot sizes a minimum of a certain size, utilities located a certain way, and houses to be of a certain architectural style and size (such as attached garages). The specification could include a minimum number of homes to be built on speculation at the developer’s cost. Solicitation for interested parties could be in the form of an advertisement or a formal “Request for Proposals” to Homebuilder Associations and Real Estate Firms within 50 or 60 miles, including Grand Rapids. Local homebuilders should be given the first opportunity to discuss the plan with the City.

The price of the land to the potential developer could be reduced to make the offer attractive. The write-down could be covered by a local fund raising campaign, local charities and civic organizations, or local philanthropy.

To reduce the cost of community services and to encourage a compatible land use pattern, it is recommended that commercial, industrial, and higher-density residential development take place in select areas of the City. The proper location of land uses will provide the greatest long-term benefit to the community and its residents. The future land use map, ***Figure J***, demonstrates the intended areas for future growth and development. A primary goal of the plan is that residential neighborhoods should be protected from incompatible land uses. This section provides guidelines for the location of various land use activities based on the needs of the City.

4. Residential Areas

The Community Comprehensive Plan calls for residential development patterns that make efficient use of land and public services. The plan encourages a wide variety of affordable housing choices. Population projections indicate approximately 89 additional people or roughly 39 additional housing units by the year 2010. This translates into a need for approximately 8 to 10 acres of additional land for residential development, based on an average of four to five units per gross acre (9,000 to 11,000 square-foot lot sizes). By 2020, this acreage demand increases to as much as 22 additional acres of residentially occupied land. This land should be primarily located adjacent to residential areas and near existing or proposed utilities, as shown in the future land use map.

A variety of low, medium, and high-density housing opportunities should be added to the existing housing stock. The demand for housing should be met by senior citizen housing and primarily low, and medium-density, single-family homes. Single-family housing sizes should be greater than 1100 square feet in size with multiple family units ranging from 360 square feet for studios to 800 square feet for 3 bedrooms. Single-family homes should be a minimum of 24 feet in width.

Demand for mobile home development within the City does not appear to be strong. The City should discourage singlewide mobile homes in areas other than mobile home parks. Mobile home parks should be separated from lower-density residential areas and should be served by complete public improvements.

There has been an increasing trend in recent years toward using the principal residence as a place of employment. Home businesses such as sole proprietorships having an office in their basement that do not have customers are probably suitable for most neighborhoods. The fact of the matter is that it would be difficult to discover. However, home occupations can vary a great deal in scope and type. Rural areas sometimes prefer to look the other way when property owners run businesses out of their homes, garages, outbuildings, and barns. In more urban settings with greater densities, home occupations become a much more sensitive issue. Home occupations that involve customers at the residence, additional employees, outdoor storage, and use of accessory structures should be prohibited. Home occupations of all types should be allowed as special land uses with standards regulating signs, parking, and the extent of the principal and accessory structures used for such businesses. Perhaps the local

licensing of home occupations could be considered. The hope is that should these businesses grow because of being successful they will move out of the home and into a commercial location.

Much of the study area has been set aside for residential uses and identified in five levels of intensity on the future land use map. The intent, character and proposed densities for these are discussed below.

- A. **Low-density, Single-Family Residential** - Low-density, single-family residential areas consist of outlying open space, perhaps agricultural land and very low-density housing located in areas not suitable for development due to the presence of wetlands, floodplains, high water table, drainage characteristics, or other natural restriction or characteristic. Even though public sewer and water may not necessarily be available, it should be a requirement within the City limits. In some cases because of limited land areas within the City limits, these growth areas are located adjacent to the City within the township. It may be impractical or even unnecessary to serve these areas with public services, such as sewer and water. Still, the intent of this intensity level is to require larger lots and lower-density uses in areas not appropriate for higher-density development and to protect ground and surface waters. This, in turn encourages the majority of new development to locate in more suitable areas. The anticipated density is very low, with lot sizes generally greater than 1/3 acre. Minimum lot sizes, therefore, could be anticipated to be approximately 12,000 square feet in size.

- B. **Medium-Density Single-Family Residential** - Medium-density residential areas consist of most of the existing residential areas, particularly those nearest the downtown. Properties are characterized by small lots and have access to existing public sewer and water. Primary residential uses would include single-family residences and duplexes. This area should be served by a fully developed range of public services, such as sewer, water, sidewalks, and paved roads. The anticipated density is 5 units per acre, or approximately 8,000-square-foot lot sizes.

- C. **High-Density, Single-Family Residential** - These areas would typically accommodate modular or mobile home park developments and would be characterized by smaller individual lot sizes of less than 8,000 square feet.

- D. **Medium-Density, Multiple-Family Residential** - The medium-density, multiple-family intensity level is intended to provide for higher-density, residential developments. They are typically located adjacent to existing higher-density residential uses, such as nursing homes, senior citizen housing, and multifamily housing and separated to the extent possible from lower-density, single-family areas. Possible uses in these areas are Planned Unit Developments (PUDs), apartment complexes, condominiums, senior citizen housing, and nursing homes.

PUDs should be encouraged to allow a mix of residential or other uses incorporating proper site planning and development. Anticipated densities may be up to 15 units per acre, provided that the appropriate public services are available. Developments of this type should be required to have public water and sewer service.

- E. **High-Density, Multiple-Family Residential** - High density multiple family areas would provide low-rise apartments or condominiums at a density exceeding 15 units per acre. Developments of this type should be required to have public water and sewer service.

5. **Code Enforcement**

The City has adopted the State Construction Code. Administration and enforcement of the State Construction Code has been delegated to the Osceola County Building Department. The State Construction Code encompasses all aspects of construction and applies to new construction, renovation and remodeling. The City has also adopted the International Property Maintenance Code. The International Property Maintenance Code pertains to the maintenance and upkeep of property.

Other applicable codes that require enforcement include the City Zoning Ordinance and the City General Offenses Code specifically the sections on Nuisances, Junk Motor Vehicles, and Trees, Weeds and Grass.

6. Housing Policy

Limit multi-family units to no more than 32 percent of the total number of units available in the City. Ensure that single-family areas remain single-family. Encourage multi-family in multi-family areas. Discourage conversion of single-family homes to multi-family. Strengthen inspection code and requirements for multi-family conversions pertaining to upper floor access, parking, window area/floor area ratios, handrails, electrical, utilities, maintenance, trash, registration, and regular inspections. Limit or eliminate the use of special land use permits to allow multi-family dwellings in single-family neighborhoods. Establish a database for the multi-family housing stock indicating size of units, ownership, age, condition, dates of inspection, violations, etc. Could be linked to a GIS system to accurately monitor the Citywide impact and accounting.

CHAPTER 6

COMMERCIAL, RETAIL AND OFFICE COMPONENT

Commercial development is necessary to provide goods and services to the City's growing population, to provide employment opportunities, and to assure a stable tax base. The role of the Community Comprehensive Plan is to establish general criteria for commercial growth areas to ensure compatibility with neighboring uses and to ensure that public facilities and services are adequate to support the area.

The existing downtown is anticipated to continue as the major commercial activity center. This will provide jobs, goods, and services close to the major residential neighborhoods of the City. Compact groupings encourage pedestrian activity and reduce conflicts with neighboring uses. In addition, businesses generally prefer locations near similar and supporting businesses. The location of commercial areas should be designed to make use of existing public improvements. Existing vacant lots and buildings should be utilized before expanding into adjacent residential areas. In some cases, sites can be acquired by the City and temporarily developed as small or medium-sized parks, parking lots, or open space settings that provide an aesthetic dimension until it is purchased and developed.

It is the intent of this plan, then, to encourage commercial growth in appropriate areas, separated from residential uses as much as possible. However, commercial development requires a variety of services and can result in changes throughout the City, such as traffic and parking problems and the need to expand or extend water and sewer services and street lighting. Furthermore, the existence of commercial development attracts additional commercial activities. By consolidating commercial development, public services can be provided more economically, and land use conflicts can be minimized.

According to the survey, it is perceived that the types of retail establishments desired are not available in Reed City and that there is an inadequate variety of stores. Office uses have replaced retail uses in many instances. Because the Central Business District is primarily built-out to its maximum extent, expanding the downtown by rezoning fringe residential areas is recommended. The City or DDA could purchase land particularly smaller parcels for expanded office or commercial use.

A market study could help identify potential niche markets and market deficiencies. An economic

development strategy could provide a framework for attracting new tenants as well as retaining existing businesses.

The future land use map designates both primary and secondary commercial areas in the City. These commercial areas are further defined as the Central Business District (CBD), located in the existing downtown area, and two secondary commercial districts (general commercial) located south of the CBD on South Chestnut Street, and at the US-10 and US-131 interchange area.

1. Central Business District

Activities encouraged in the Central Business District include general retail stores and services, restaurants, local government services, specialty shops, and professional offices. This area should serve as the major commercial service area of the City in order to support existing commercial establishments and maintain the character of the historical downtown. The appearance and efficiency of the downtown is an essential component of a healthy business environment that is necessary for continued economic growth for the entire City. To this end, the Comprehensive Plan supports the improvement and design recommendations of the Reed City Downtown Development Authority's Tax Increment Finance and Development Plan. Furthermore, the Comprehensive Plan encourages communication and cooperation among the City Council, Planning Commission, and Downtown Development Authority (DDA) regarding all proposed improvements in the downtown area. The Central Business District should maintain a strong identity with quality parking and an attractive leisurely atmosphere. The limits of the Central Business District should be expanded to incorporate more of the former railroad property and efforts should be made to redevelop abandoned properties. These properties should be inventoried and made available for resale. It is not known whether or not the former gas station sites along North Chestnut Street are contaminated, but a program should be initiated (with legal assistance) to attempt to clean up these blighted areas. There are, reportedly, 38 underground storage tanks within the City limits. A cleanup program could be a genuinely effective urban renewal tool to the downtown that, in combination with the trails and a downtown park system, could generate a degree of renewed interest in downtown. Many properties between Chestnut and the railroad right-of-way could be targeted for redevelopment, while, in the meantime, being used for more leisurely, aesthetic purposes.

2. Secondary Commercial

One of the secondary commercial areas is termed “Highway/Commercial” located northwest of the downtown at the US-10 and US-131 Interchange area. This area is intended for larger-scale and higher-intensity land uses that would be inappropriate in the downtown area or uses serving the motoring public. Suggested uses in this area include outdoor recreation establishments (miniature golf, go-carts, batting cages, driving range, etc.), warehousing, convenience goods, motels, and fast-food restaurants. This area allows for expansion of existing commercial activities but is intended to be supplemental to the downtown. Regulating growth in this area creates a challenging situation, in that it is located in Richmond Township and under the regulatory control of that unit of government. For that, as well as other reasons the township’s assistance will be critical to the implementation of this plan. The expansion of commercial development south along Patterson Road will establish an orientation toward the trail system located along the abandoned railroad right-of-way as well as to the existing community health services already present in that area. Business development here, should be consistent and complementary to the expansion of commercial development within the Central Business District and South Chestnut to ensure that the commercial areas themselves are not competing with each other but, rather are complementing and providing groupings of similar and compatible goods and services.

A major obstacle to planned growth in this area is that there are potential employers that would like to start businesses in the township and request either annexation or 425 agreements but know that the township would object and delay or deny to the point of making that a poor business decision. With township cooperation, however, many potential businesses could come to the Reed City area.

US-10 is attractive to commercial developers because of its high level of traffic. Strip commercial development however, creates traffic flow problems, increases the cost of providing public services, and draws potential markets away from the downtown. The allowed business types along US-10 should be restricted to specific types of uses and appropriate performance standards and screening should be required to protect the visual integrity of this corridor.

The commercial area south of the Central Business District should continue to establish an orientation toward outdoor sales and service establishments. These might include tire

stores, quick oil changes, lumber, hardware, implement sales, and mini storage facilities. The northern limit of this business district currently stops at about Osceola Street. A distance of two or three blocks separates the Central Business District and the South Business District. In addition to the distinction in uses between these two commercial areas, there is also a perceived separation that exists between the residential neighborhoods on the east and west sides of Chestnut Street. Continued commercial development along this corridor may exacerbate this division. Therefore, the policy on commercial development along Chestnut Street should emphasize filling in vacant lots and redevelopment of existing areas rather than expansion north to the Central Business District.

3. Future Planned Growth Areas

The plan recommends future commercial development in four areas. The first is within and immediately surrounding the downtown Central Business District. This area has a very limited amount of vacant land but there are several properties that have been abandoned or are significantly underused. Parking is available and more could be developed. There are several parcels of land on the fringes of the existing downtown core that are either vacant or underutilized or that are currently residential properties that could be converted to business use. *Figure J* portrays an exciting plan for the future development and expansion of the Central Business District. It incorporates conversions of close-in residential uses to commercial uses, additional public parking, and a mixed-use residential/office/commercial segment, along with new public spaces and amenities. The mixed-use segment is proposed on 4 or 5 acres at the north end of the CBD. It is envisioned that it could include zero setback multi-story higher-density residential buildings incorporating commercial and office uses on the ground floors. The Central Business District Plan recommends a Farmer's Market be established, that could include Flea Market or Craft Show themes, perhaps on alternating weeks. A trail staging area, including amenities such as a covered picnic area, public restrooms, and tourist information center is recommended adjacent to the crossroads of the two trails. A visual focal point is recommended at the east end of Upton Street in the vicinity of the trail. This focal point could be a statue, sculpture or similar tall object (structure) intended to highlight the trail crossroads and provide a visual center for trail staging activities.

The second area for commercial growth is along the old US-131 corridor on South Chestnut Street. There are many vacant parcels and land is available for development.

The third area is located northwest of the City at the Patterson Road/US-10/US-131 interchange area. This has the greatest amount of vacant land, has visibility from the expressway and probably has the greatest long-term potential for large-scale development.

The large tract of land in City ownership west of US-131 is a sizeable portion of land appropriate for office use.

CHAPTER 7

INDUSTRIAL COMPONENT

Industrial development is an essential component of a sound economic development policy for the City. The industrial base of a community plays an important role in its economic strength and prosperity. Industrial activities provide both employment opportunities and tax base. The goal of the Community Comprehensive Plan in industrial development is to provide guidelines for the location of industrial uses in relation to existing public services and adjacent land uses.

Industrial activities should be located in close proximity to each other. This improves the flow of shipping and employee traffic, allows firms to share facilities and services, and helps reduce land use conflicts. Industrial development should have direct access to major transportation routes. Access points should be combined and limited in number to allow smooth traffic flow. Industrial areas can be desirable components of the City without being undesirable neighbors. Landscaping and comprehensive design can make them attractive working environments and can provide a pleasing appearance compatible with adjacent, less-intensive uses. Well-planned industrial parks can be attractive locations for research and development firms and light industrial activities.

Industrial uses can also be made compatible with adjacent non-industrial land uses by controlling the potential off-site impacts, such as noise, odors, light, and glare through pollution-control measures, setbacks, buffer yards, fencing, landscaping, and other site-specific techniques. Public improvements and services for industrial areas are essential to ensure an efficient business environment, to allow easy access for the community and to make the area more compatible with neighboring uses.

Industrial developments should provide the following minimum improvements:

- All weather paved streets (sidewalks optional).
- Adequate Off-Street parking (for employees, visitors, deliveries, etc.).
- Adequate, well-placed signs and landscaping for streets, sidewalks, and parking areas, including perimeter screening from adjacent nonresidential uses.
- Appropriate Stormwater management facilities and structures.
- Provision of adequate public sanitary sewer and water.
- Controlled traffic-access to arterials, intersections, and good internal circulation.

- On-site docking and loading facilities and turning areas for shipping and receiving.

The industrial component of this plan provides for a general consolidation of industrial development without imparting undue hardship on industrial facilities located in less-desirable areas. The plan proposes a mix of light to heavy industrial uses. The most appropriate area for future industrial development primarily because of its access to US-10 is the proposed new industrial area on the south side of US-10, between Roth and Dailey Streets. This area is mostly vacant with a few existing businesses and a small amount of lowland that could serve as part of a Stormwater management system.

Much of the proposed industrial area is well drained, and there are several large industrial tenants currently in place. A limited portion of this entire area could be specifically developed as a certified industrial park. Of the 110 acres planned for exclusive and intensive industrial use, east to the sewage treatment lagoons and north of the railroad right-of-way, about one-quarter are currently in industrial use or in wetlands. As additional industrial land is required in the future, the plan recommends expansion to the south, across the railroad right-of-way, and west to Roth Street to complete the industrial component in that area. These areas are separated from residential uses, include the sewage lagoons and have access to US-10.

The plan recommends using Church Street (the US-10 business route) as the primary access road through the industrial area. This will provide an alternate access drive from the west as an emergency route through the City and will service the proposed new industrial area for traffic to the south along old US-131.

1. Industrial Park or Certified Business Park

The term "industrial park" is intended to mean a certain type of district or subdivision with designated sites to be occupied by groupings of industrial facilities. Historically, however, industrial parks have ranged from the highly sophisticated, organized industrial areas to isolated cornfields completely lacking basic services and amenities. In order to give prospective tenants a better idea of what they can expect in an industrial park and to assure them high quality characteristics and services, the Michigan Department of Commerce and the Michigan Industrial Developers Association, adopted a set of standards for qualified developments to be known as "Certified Business Parks." A voluntary program for certifying industrial parks using criteria established by the Michigan Economic Developers Association (MEDA) and the Michigan Economic

Development Corporation (MEDC) was developed in 1969. This program is known as the Michigan Certified Business Park Program.

Industrial Park developers throughout Michigan use the Certified Business Park standards in the design of parks and work toward achieving certification. Prospects will find that a Certified Business Park offers specific advantages that are not available in other parks. A Local Development Finance Authority Act (Act 281 of 1986) enables a Certified Business Park to use tax increment revenues to acquire land to be used in the development of eligible property. Proceeds from the sale of land acquired with tax increment revenue may be retained for purposes of the plan, if the property is located in a Certified Business Park at the time of sale. In addition, Certified Business Parks will be marketed by the State. Therefore, in addition to the creation and implementation of an economic development strategy, the City should develop a Certified Business Park. Certification is possible through the Michigan Economic Development Association in cooperation with the Michigan Department of Consumer and Industry Services. For the most part, certified parks need full utilities to all of the industrial lots available for sale. The current requirements of a certified industrial park and the examples of protective covenants are as follows:

- A. **Zoning** - Property cannot be zoned for retail or residential use to qualify for State certification.

The site must be selectively graded and cleared. Although flat and level sites with few trees are the norm, many companies like rolling sites that are somewhat wooded. A developer must determine to what extent grading and clearing detracts from the natural beauty of the site. An obvious impediment to development, such as sand or gravel heaps, knolls, bunkers, or excavations should be removed, leveled, filled, and the property graded. The Certified Business Park program on-site inspection team shall determine at the time of inspection whether the park has met the grading and clearing requirement adequately.

- B. **Site Plan or Plat-** Under Michigan’s Land Division Act, it is unlawful to sell more than four (4) parcels of less than 10 acres in a size of any unplatted acreage within a 10-year period. This includes lots developed in a Certified Business Park. The local governing unit must approve a site plan or plat and then gain approval of the plat from Subdivision Control in the Michigan Department of Consumer and Industry Services. Local developers and planning officials should have a copy of the Land Division Act on file. A Certified Business Park plat should include the location and size of utility and road installations, right-of-way, lot lines, and acreage of each lot.

- C. **Utilities** - For a high quality development, assuring the tenant of adequate and reliable utility services is essential. All utilities, including a storm water control plan, must be readily available for tap-in by a business buying land in the park.

- D. **Access** - Access to the park and interior sites should also be an important factor in planning the appropriate location for a park. There must be an all weather road leading to the park and an all weather road inside the park giving access to all interior sites. The 300-foot minimum roadway is intended for those parks being developed in phases.

- E. **Protective Covenants** - Protective covenants and zoning ordinance restrictions set a quality Certified Business Park apart from or above an unplanned business development district. They give the owner/developer a great deal of voice in the type of building and uses that will be permitted in the park. As these restrictions are tied to the deed, it gives the owner/developer the legal right to enforce those restrictions and thereby maintain the high standards of the development. These restrictions also protect the investment of the purchasers by ensuring that only appropriate and attractive facilities will be located in their area. In many instances a municipality may have zoning ordinances covering most of the items required under the Protective Covenants section.

The zoning ordinance will be accepted whenever it meets or exceeds the limitations specified above. A copy of the protective covenants should be attached to the deed and signed by the new owner. For certification purposes, the Michigan Economic Development Corporation and the Michigan Economic

Developers Association have determined that the covenants/zoning ordinances at a minimum include the following:

- 1) Compatible Uses - It is the sole intent of the Certified Business Park program to provide ready-to-use sites for eligible businesses and industry (per the current LDFA act). For this reason, the park's principle use is set aside for industrial business and high tech purposes. The area of the park must be specified at the time of certification. This covenant allows the developer to exclude certain types of industries from locating in the Certified Business Park.

- 2) Types of Building Materials - All buildings shall be constructed in accordance with all applicable laws, statues, ordinances, codes, rules and regulations of all governmental agencies having jurisdiction thereof and in a manner so as to have the ability to withstand the normal causes of deterioration with normal maintenance procedures. Previously used materials shall not be incorporated within any building without the prior written consent of the developer. No structure, carport, garage, barn or other outbuilding of a temporary nature shall be situated, erected or maintained on the property or any lot. With the intent to have an aesthetically pleasing building, the buildings will be finished in materials such as decorative, fluted or finished brick, block, wood, vinyl, glass or decorative metal on sides that face an exterior or internal road. In most instances, the developer will retain the right to review all site materials to be used to ensure that all other covenants will be adhered to.

- 3) Landscaping - There must be a general landscaping and continuous maintenance provision (plan) in the protective covenants to qualify for certification. All lots will be seeded or sodded and shrubs and trees must be planted to maintain a park-like atmosphere. Areas that are sold or set aside for future expansion must also be maintained as lawn area within 25 feet of streets, roadways, and curb. Areas that are disturbed (such as through excavation, grading, etc.) must be restored to the above standards within 6 months. Landscaping will be installed within one-year of the Certificate of Occupancy. All developments must meet

state and local groundwater and watershed standards.

- 4) Improved Parking - This restriction is intended to reduce the noise, dust, and potholes in Certified Business Parks. At a minimum, all parking areas, driveways, truck turnaround areas and truck loading/unloading areas will be paved with concrete, asphalt or other hard surface material.
Parking must be well maintained.

- 5) Screened Outdoors Storage - All activities of a business will be carried on within the confines of the building. In those instances when outside storage is a necessity, an opaque fence or wall (that is architecturally compatible to the building's finished materials), or landscaping will shield all items outdoors, so as to effectively screen the view of such storage area from public streets and adjoining properties.

- 6) Location of Loading Docks - Loading and unloading areas will be designed to permit the pickup and delivery of materials without impeding the public right of way. Design of the truck wells of loading area will not encroach upon the required front yard setback line. Truck or rail docks should be located at the side yard or rear yard of the building.

- 7) Continuous Management - Protective Covenants must state who is responsible for the constant maintenance of the park's covenants and restrictions, (i.e.: owner/developer, municipality, or major property owners). In all cases, the management entity of the park will have the authority to enforce the covenants and restrictions on all tenants and future tenants of the park.

Management must also maintain non-development and non-developable areas located within the park.

- 8) Setback Specifications - To maintain a pleasant atmosphere within the park, setbacks must be specified and no activities should take place within the setback areas, however, sidewalks may be placed in the front

setback.

- 9) Signage Requirements - Signs identifying the person, firm, company or corporation shall be permitted. Signs must be permanent, may be of a freestanding nature, or attached to the building except that the signs cannot exceed the height of the building. Outdoor advertising, billboards, neon or flashing lights are not permitted. Sign materials should be compatible with the appearance of the building's finished materials.

Initially, the City should investigate several parcels of suitable size and analyze each site's potential to meet the requirements of a certified business park. Once this has been determined, either the City should either purchase the property or arrange for a third party to develop the park.

CHAPTER 8

LOCAL GOVERNMENT AND INSTITUTIONAL COMPONENT

Public lands are those areas that are intended for public or institutional uses, such as public parks, schools, churches, and City government buildings. There are many institutions in Reed City that contribute to the intangible fabric of the community. While these institutions, both public and semi-public, do not necessarily contribute to the tax base, they provide employment, and play an important role in the way many people, both residents and nonresidents, perceive the City. Public and Institutional properties are often located within residential, industrial and commercial areas depending on their needs and purpose. The County service garage for example would be best located in or near an industrial or warehouse area. Schools and churches on the other hand should be located within or near residential areas.

The primary focus of the plan for public lands is to maintain existing facilities in a much more intensive and organized manner and to develop a municipal complex at the present site of the City hall. The recent addition of the fire station at in this location and the anticipated construction of a new police department building, are steps toward achieving a consolidated municipal complex site. A community meeting hall and a public recreation component could also be added in the future. Existing City-owned property should be well maintained and landscaped to provide a more aesthetic appeal to residents and visitors.

1. City Buildings

The City of Reed City owns many parcels of land and has several locations from which it serves the residents of the City. The primary City complex is located in the entire block bordered by Lincoln, Morse and Church Streets and the White Pine Trail. This site features the administrative offices and Fire Station. The City also maintains the Wastewater Treatment Facility at the east end of Lincoln Street along the Hersey River. The elevated storage tank is located on West Church Street (Also the site of a ball field), and the cemetery is located on West Lincoln Street at Patterson Avenue. Several other parcels around the City are used as well fields, recreation areas, or for snow storage. It is recommended that the Library be relocated at a future date. The DDA plan could include the renovation of the Library.

2. Educational Services

The Reed City Area Public School System is situated on three sites of 0.1, 10.2, and

28.1 acres. The school employs approximately 233 teachers, administrators and other staff and has a total enrollment of approximately 1,879 students. The main school campus, where the High School, Middle School and athletic fields are located, is at the southern boundary of the City with entrances on Patterson via Jeffery Street, West Church Street and South Chestnut. The Upper Elementary is located on Lincoln Street and the Adult Education Center is on Slosson Avenue. The school system also owns several vacant parcels of land as shown on **Figure K**, as well as several parcels outside the City limits. A projected increase in population could affect the ability of the school system to serve its student population. However, discussions with the school administration reveal that the system has the capacity to absorb the projected increase in students. The population projections in this Plan indicate a City population increase in the year 2010 of 89 additional persons and 202 additional persons by the year 2020. Based on Census information, 26 percent of the total persons in the City are school-aged; therefore, it is estimated there will be approximately 23 additional students by the year 2010 and 52 additional students by the year 2020.

3. **Health Services** – The Spectrum Health Reed City Campus is a full service hospital located on the east side of Patterson Road. Adjacent to the hospital is emergency response, and across the street on the west, side of Patterson is the Crossroads Radiation Therapy Center. It is the intent of the Plan that new health related services such as medical and dental offices, pharmacies and clinics be consolidated in this area.

Consolidating health related services benefits the public by allowing fewer trips to various locations to obtain medical services. Health services can be provided more economically, and land use conflicts can be minimized.

4. **Osceola County** – The Osceola County complex on West Upton Street contains the courthouse and offices on the south side of the street and the sheriff's department and jail on the north side of the street. The county maintenance garage is located on Lincoln Street just east of South Chestnut.
5. **State of Michigan** – The state owns several parcels in the City also, although the state has divested itself of several formerly owned parcels.
6. **Churches** – There are numerous churches representing a wide variety of

denominations. Among them are the United Methodist Church of Reed City, Seventh Day Adventist Church, Congregational United Church of Christ, Emmanuel Apostolic Church, Trinity Lutheran Church, Calvary Baptist Church, St. Philip Neri Catholic Church, Liberty Baptist Church, Harvest Assembly of God, and the Church of the Nazarene.

7. **Fraternal Organizations** – In 2000, the Loyal Order of Moose moved its lodge from downtown to Roth Street.

8. **Other Organizations** - Habitat for Humanity

CHAPTER 9 OPEN SPACE COMPONENT

There are numerous areas intended for preservation including relatively large wetlands areas in and around the City. Wetlands serve important functions such as flood control, groundwater recharge, and water purification. In addition, they provide passive recreational opportunities and support biological habitats. These areas should be preserved in their natural state and utilized as valuable local resources for education, environmental protection and recreation while encouraging development to locate elsewhere.

CHAPTER 10 RECREATION COMPONENT

Convenient and worthwhile recreational opportunities are a vital component of the City's growth. Recreational opportunities play an increasingly important role in a family's decision to move to a community. In addition, recreational facilities provide an opportunity for entertainment, giving younger people within the community constructive leisure time. The role of the Community Comprehensive Plan in recreation is to identify recreation deficiencies and needs and to suggest facility improvements. In late 2001, the City of Reed City contracted with the Department of Park, Recreation and Tourism Resources at Michigan State University (MSU) to work with government, non-profit organizations, businesses, schools and individuals to formulate a 20-year strategic plan for parks, recreation and tourism in the greater Reed City area. It was intended that this plan would provide a key basis for decisions regarding community recreation plans, grant applications and regional direction and cooperation. The resulting "Strategic Plan for Parks, Recreation and Tourism in the Greater Reed City Area" is found in Appendix F.

1. Recreation Classification

For the purposes of this plan, recreational areas are divided into two classifications: (1) neighborhood parks and playgrounds and (2) community parks. A summary of these park classifications is provided below:

Neighborhood parks and playgrounds are areas for intense recreational activities, such as field games, court games and playgrounds. Neighborhood parks should be easily accessible to a neighborhood population, centrally located with safe pedestrian access. The service area should be approximately 1/4 to 2 mile.

Community parks are passive and active recreational areas serving the entire community. Community parks are generally larger and may provide passive recreation, such as walking trails, seating areas, skating, and picnic areas. Service areas for community parks should be approximately 2 miles.

For the purposes of this plan, the MDNR's recreation standards will be used. These standards are shown in the following table:

TABLE 10 RECREATION AREA STANDARDS

Desirable Recreational Area	Service Size Area	Acres per 1,000 people
Neighborhood Park	¼ mile to 2 Miles	1.5 to 2.0
Community Park	2 Miles or more	2.0 to 3.5

2. Recreation Inventory

There are four outdoor recreational areas in the City three of which are owned and/or operated by the City. Another six sites are owned by the Reed City Public School System and are not included in this analysis. The City recreational facilities are shown in the following table:

TABLE 11 RECREATION INVENTORY

Facility	No. of Acres	Existing Facilities
Westerburg Park Complex	31	Playground, Tennis Courts, Basketball Courts, and 3 Softball Diamonds
Reed City Linear Park	8	Trails and Bridge
Rambadt Park	33	Playground, Band Shell, Campground, and Picnic Pavilion
Water Tower Field	2	1 Little League Baseball Diamond
Footloose Soccer Fields	6	3 soccer fields

The Westerburg Park Complex is considered a community park, as it serves the entire

community and is readily accessible by pedestrians of nearby neighborhoods. The Reed City Linear Park and Rambadt Park are classified as neighborhood parks because of their size and function and they are within reasonable walking distance of many areas of the City. Water tower field and footloose soccer fields are single-purpose athletic facilities.

3. Recreation Needs and Action Plan

Based on the MDNR's standards, there is sufficient total acreage in the City for both neighborhood and community parkland as shown in Table 10, but not enough neighborhood playground locations.

TABLE 12 ANALYSIS OF NEED IN 2004			
Facility Type		Minimum	Optimum
Neighborhood Parks and Playgrounds	Recommended Acreage	4	5
	Actual Acreage	41	41
	Difference	+37	+36
Community Parks	Recommended Acreage	5	9
	Actual Acreage	31	31
	Difference	+26	+12

The 2-mile service area of the Westerburg Park complex serves virtually the entire residential area of the City. However, all of the City's recreational areas should be connected with existing and proposed residential areas throughout the City.

The City's recreation plan includes a provision for upgrading Westerburg Park, Linear Park, and Rambadt Park. The plan also includes upgrading the existing softball/baseball fields to league-play standards and to work with the school system in designing new and upgrading existing playgrounds and athletic fields and facilities. The plan specifies many goals to provide for effective multi use balance in existing and new recreation areas.

Specifically these are to:

- Assure accessibility to all parks/facilities for special populations.
- Utilize railroad right-of-way for park and inter county/township recreation linkage.
- Acquire and develop a soccer complex.
- Connect the Reed City parks with the Hersey Park System.
- Promote the usage of the Great American Crossroads Building for area wide usage.
- Develop an activity center (senior citizen/teen center) in either an existing facility or a new facility.
- Develop a swimming pool and a sledding hill.
- Assure a balance of facilities for all age groups throughout the Reed City area.

The plan further specifies goals to encourage a wide variety of recreational programs to provide opportunities for all user groups. These goals include:

- Initiating a broad-based survey to determine what programs are needed or should be added.
- Seeking to provide programs for senior citizens.
- Determining whether or not there is a need for the creation of a recreation director position for the Reed City area to be responsible for the additional recreation programming needs and to assist with the coordination of existing activities.

Finally, the recreation plan states that it is important to assure a line of communication to encourage public awareness and involvement in the recreation process by:

- Working with the Chamber of Commerce and area township councils to develop public brochures that describe available recreational facilities and programs.
- Continuing to use news releases to the media regarding programs and facilities and overall public relations.
- Identifying projects/programs that private individuals and organizations can undertake (i.e., shuffleboard, horseshoes).

It is important to maintain the recreation plan, to ensure that it complies with the MDNR's guidelines, that it has been approved, and that it is on file with that agency.

The recreation plan should also consider expanded use of the White Pine and Pere Marquette Trails as a site for a 5-kilometer and 10-kilometer bicycle, running, and roller-blade races. The trail crossing in Reed City could be conveniently developed for figure-8 racing events using part Trails and part local roads. This could also be for bikes, runners, roller blades, etc. It appears from the surveys that the Trails are one of Reed City's strongest assets that have not been fully exploited. A five mile figure-8 paved and widened could be used for many things, including handicapped races or a training facility for bikers, runners, roller blades, Special Olympics, etc

A River Trail System along the Hersey River should be developed in order to link all City parks and the Village of Hersey.

In addition, the present City Hall site could be expanded to include a multi-user building that could house senior-citizen programs. For a more detailed discussion of recreational facilities and programs, please refer to the Reed City Area Recreation Plan.

A more detailed analysis examines the need for specific recreational activities. According to the community survey conducted in February 2002, the top three types of facilities needed in the community were (1) swimming pool, (2) a teen center, and (3) ice rink.

The recreational activities that people participated in most (in order of most participated in) were: Movies, Swimming, Fishing, Camping, Bowling, Hunting, Softball, Biking, Volleyball, and Arts and Crafts.

TABLE 13 RECREATION STANDARDS

Recreational Opportunity	Standard	Actual	Deficiency
Ball Fields	1/3,000	3	0
Basketball Courts (Outside)	1/5,000	2	0
Picnic Tables	1/200	3	9

Playgrounds	1/3,000	2	0
Tennis Courts	1 /4,000	2	0
Hiking Trails	1/5,000	1	0
Outdoor Ice Rink	1/20,000	0	0

The survey indicates high levels of interest in these ten activities. It definitely shows a need for a theater, bowling alley, and swimming pool.

According to the MDNR, the following standards apply for local recreational opportunities, based on the population of the community. According to these standards, the City has deficiencies in the number of picnic tables and playground facilities. Both of these would be appropriate at either a neighborhood or community park facility.

According to the MDNR's state recreation plan, Osceola County, as a whole, has the following deficiencies: ball fields, outdoor basketball courts, outdoor ice rinks, playgrounds, and soccer fields. In applying for state grant monies for recreational facilities, those recreational opportunities determined to be deficient in a particular area would receive greater consideration.

Passive recreational areas and trails should be developed within the wetlands and wooded areas as the City has always done at both the Westerburg Park Complex and Linear Park. Vacant parcels within residential areas would be excellent locations for small "pocket parks" or play lots. This would include the areas between the downtown and the higher-density housing to the southwest and southeast. Neighborhood playgrounds might also include sidewalks, benches, landscaping, drinking fountains, play equipment, etc.

The City should ensure that the recreation plan meets the MDNR's standards to apply for state and federal grant monies. Currently, there are two possible funding sources for land acquisition and/or facility development; the Land and Water Conservation Fund and the Michigan Natural Resources Trust Fund.

4. Recreation Management

The Hersey River is a valuable public asset and is accessible to the public from the trail that runs from Rambadt Park to Westerburg Park. There is ample parking in both of these parks, restrooms, and trail linking to the State Trails.

CHAPTER 11

COMMUNITY FACILITIES COMPONENT

Efficient and affordable utilities and facilities, such as roads, sewage disposal, water supply, drainage, fire and police protection, and parks, are necessary to encourage continued economic growth and to protect the public health, safety, and welfare of City residents. The community's ability to attract high-quality residential, commercial, and industrial development is greatly enhanced with adequate public utilities and facilities. Proper planning for facilities and services ensures that needed improvements and services are available to serve projected growth. Public planning can also reduce the costs of providing such facilities and services by coordinating development and services, thus, utilizing the existing and proposed improvements to the greatest extent.

The policies in this chapter set forth the City's approach to assuring adequate facilities and services. Public facilities and services should be provided at levels necessary to support the growth and development planned for residential, commercial, and industrial areas.

The City should establish a basis for identifying needs and setting spending priorities for facilities and services. Public improvements and services should also be considered when regulations are adopted and when individual land development proposals are reviewed. The Reed City Planning Commission should carry out its responsibility for adequate facilities and services by planning for needed facilities and services through a 6-year capital improvement program. Existing, built-up areas have priority for public spending over undeveloped areas. In general, public spending for facilities and services should be as follows:

1. Maintain or upgrade existing facilities and services, where necessary, to serve existing development at appropriate service level standards.
2. Upgrade facilities and services within existing service areas, where possible, to support planned growth at higher service levels.
3. Serve new planned development at appropriate service levels as necessary.

This plan should be consulted in considering the placement or improvements of public facilities. The future land use map has identified areas where public services should be provided. Priority

should be given to these areas, while other areas should remain undeveloped unless sufficient demand is demonstrated.

1. Water Supply

Service level standards for water supplies should assure continued water quality, adequate domestic supplies and fire flow levels. A decision to expand existing water services should be based on the following criteria:

- A. If it is economically feasible with no increase in planned densities.
- B. If water quality problems that threaten public health exist that can be solved best by providing service.
- C. If water quantity problems exist that can be solved best by providing service.

The existing water storage capacity is inadequate to meet the water service needs of the City through the planning period. A recent water system Hydraulic Study recommended a water storage capacity of 450,000 gallons. This should be accomplished by adding an additional elevated water storage tank of approximately 150,000 gallons.

The four active water wells have a combined capacity of 2,235 gallons per minute under optimum operating conditions. In reality, the four pumps operate in a tandem sequence and do not run simultaneously. The elevated storage tank holds 300,000 gallons and signals for the pumps to engage when the quantity drops below 220,000 gallons. This will meet the needs of the projected population of 2,632 in the year 2020.

Future water main extensions will be appropriate in areas designated as medium to high-density residential, commercial, industrial, and newly expanded areas of the City intended for development. Existing 4-inch water mains should be replaced with larger minimum 8-inch mains.

Some rust problems exist in higher elevations and pressure problems exist at varying times, mostly the result of undersized and dead-end lines. It is recommended that the water main be looped wherever practical and as new demands allow. In general, water mains should be upgraded to a minimum of 8-inch-diameter pipe.

Wellhead protection measures should be implemented at existing well sites following subsurface analysis of the aquifer's depth, direction of flow, etc. (See the Wellhead Protection Plan program recommendations in [Appendix E](#)). Proposed new well locations should be identified far in advance of their development to ensure adequate wellhead protection. Protection zones should prohibit such activities as chemical storage, tile fields, gas stations, and industrial or commercial businesses that use, transport, or manufacture chemicals or toxic substances of any kind.

2. Sanitary Sewers

Adequate sewage treatment and disposal are essential for economic growth to protect public health and safety and to maintain high quality for all water resource users. Sewer system projects should be limited to extending services to development areas of the City much the same as the proposed water system extensions. In general, the following criteria should be applied in considering sewer service extensions:

- A. Land use plans and zoning for urban uses and densities support the proposed addition.
- B. On-site wastewater disposal methods are not feasible for planned land uses, and densities or water quality is threatened by the presence or potential of health hazards resulting from inadequate wastewater disposal methods.
- C. Sewers are technically and financially feasible within the proposed area.

The current sewage treatment facility has a maximum treatment capacity of approximately 950,000 gallons per day, which is considered adequate for the planning period. However, an infiltration study should be conducted on the collection system to determine the potential extent of leakage.

3. Storm Drainage

Natural drainage systems have many important functions, including storing and regulating Stormwater flow, purifying surface water, recharging groundwater, transporting water, and supporting important biological activities. Alteration of natural drainage systems results in public costs and can result in environmental degradation, including

flooding, erosion, sedimentation, and damage to water quality and habitats elsewhere in the system.

Various land uses can have significant effects on water quality. Sedimentation from ground disturbed by grading, new development and farming can reduce Stormwater flow, fill wetlands, and smother aquatic life and habitat. Surface water runoff from developed areas can carry pollutants, such as oil, heavy metals, garden chemicals, and animal wastes into the water system.

The most direct and effective approach to protect water quality is to control the amount and quality of surface water runoff. New development can be required to prevent significant runoff and water quality problems.

The existing Stormwater management system requires minimal modifications to drain specific low areas and to minimize flooding potential. The plan recommends that the entire drainage system be studied to identify potential problem areas and determine future required improvements.

4. Stormwater Management

Without careful planning, stormwater runoff can become an increasing hazard. Natural drainage flows are intensified when rooftops and pavement replace vegetated areas that previously slowed runoff and allowed infiltration. The urbanization process leads to increased flooding problems degraded water quality, and unstable stream channels.

By planning for a stormwater system ahead of community growth, control measures can be implemented at the same time as new development occurs. An effective management program will prevent flooding problems and will ensure water quality protection and the maintenance of recreation, wildlife, and aesthetic values.

In a typical management program, stormwater is stored on site and released at a rate that approximates predevelopment runoff rates. While stored, sediment and attached pollutants may be settled out. When applied throughout a drainage basin, runoff management can substantially reduce major investments in downstream flood, pollution, and erosion control projects.

5. Public and Private Utilities

This section contains policies to guide the City in the operation and regulation of utilities, allocating public funds for utilities, approving or denying private development proposals, and reviewing utility services and facilities provided by other public agencies and the private sector. The following general guidelines should apply to all utilities:

- Utility plans and proposals should support and be consistent with the City's Comprehensive Plan and Utility Master Plan.
- Utilities should be designed, located, and constructed to avoid significant adverse environmental impacts and to protect valuable environmental features.
- The City should consider addition of utility placement design standards to encourage consistent location of utilities within the public right-of-way.
- Where utilities are inadequate to serve existing development, necessary improvements should be provided.
- Utility capital improvement programs should give priority to improving systems with significant inadequacies.
- Plans for utility service should be consistent with long-term, development policies in low-density areas.
- Whenever possible, utilities should make joint use of utility rights-of-way.
- Underground utilities should be grouped together and easily accessible for maintenance, repair, and additions.
- Power and telephone wires should be installed underground where feasible, particularly in newly developing and High-Density areas.
- Where underground utility installations are not possible, they should be designed and located to minimize unsightly views and environmental impacts, and be as far from right-of-way centerline as possible.

6. Maintenance

The City must implement a program of upgrading City facilities and infrastructure including sewer and water facilities, sidewalks, streets, lighting, parks, and related buildings and properties.

CHAPTER 12 TRANSPORTATION COMPONENT

Residential local access streets provide safe access to housing and are often used for bicycle and pedestrian travel. Auto traffic should be light and slow and truck traffic minimized. Commercial and industrial local access streets provide convenient vehicular and pedestrian access to businesses for shoppers, employees, and service vehicles. Local access street patterns and design should:

- Avoid difficult driveway approaches.
- Minimize the number of intersections and connections with arterials.
- Provide safe intersections and access points at a safe distance from intersections to avoid traffic conflicts.
- Separate local traffic from through traffic as much as possible.
- Allow safe, convenient, well-maintained pedestrian and bicycle routes and travel areas.
- Support existing and planned future arterial road facilities.
- Separate truck traffic from shoppers and employees.
- Provide good solar access for adjacent residential lots.
- Minimize Stormwater runoff and site disturbance during construction.
- Provide safe vehicular access and turning movements to and from driveways and lot access points.
- Discourage through traffic, and encourage reduced speeds.
- Provide curbs and gutters or other devices effective for drainage control.
- Provide durable landscaping and street trees.
- Ensure adequate road width, turning radii, and sight distances for large truck traffic in industrial areas.

Accident prevention is a major concern in street design standards. At higher densities, sidewalks or improved walkways and clearly marked crossing points are essential for pedestrian safety.

1. **Rights-of-Way**

Rights-of-way for all local street classifications should be the standard minimum 66 feet necessary to accommodate the roadway, transit-related improvements, sidewalks, and utilities necessary for existing and planned development. Many of the streets in Reed

City have 80-foot rights-of-way, while only a few have less than the standard 66-foot right-of-way. These streets include Mill and Bittner Streets. Acquisition of additional right-of-way along these sections of roadway is generally not necessary and not recommended.

The Master Street Plan recommends the following specific roadway improvements, as shown in **Figure L**.

- A. Extend Hillside Drive south to Three Mile Road, opening up a large land area for future residential development.
- B. Build a new road along the City limits, east of Roth Street to Durham Street, lining up with Ann Street, opening up another large area of land for residential development.
- C. Extend Commerce Drive east through the proposed industrial park, possibly to Dailey Drive, to provide road access to the entire park. This improvement will provide improved truck circulation in the industrial park.

Dedicate the following as dedicated street rights-of-way:

- A. Morse Street between Bittner and Todd
- B. Ann Street between current end and Church Street
- C. Mill Street between Lincoln and Todd
- D. Kay Street between Maplewood and Jeffery
- E. State Street between Todd and Lincoln
- F. Mill Street between Catherine and Family Dollar

Vacate the following street rights-of-way:

- 1. East end of Church across River
- 2. Alley west of Sears between Lincoln and Osceola
- 3. Alleyways surrounding Courthouse
- 4. Bittner between White Pine Trail and Morse

Obtain sufficient right-of-way and construct turnarounds at the end of all dead-end streets.

Local access streets will be required in areas currently undeveloped but planned for medium-density residential development. The cost for providing these may be borne by the developer as public or private roads meeting City standards or by the City itself to encourage additional growth. The layout of these roads may be in the traditional geometric shape to conform to the remainder of the City or in a more curvilinear fashion to maximize the developable area in more environmentally restrictive sites.

2. Parking

The City should obtain deeds and sole ownership of all municipal parking areas and should also obtain additional adjacent land for buffering and future expansion. The parking lot on the north side of Slosson should be expanded, and the alley should be improved. Parking areas should be nicely landscaped and defined, with internal islands, exterior curbing, and adequate room for maneuvering. For all residential streets, on-street parking areas should be viewed as a means of accommodating occasional overflow parking demand of visitors or service vehicles. Residents' parking needs should be accommodated off-street and, in the case of multifamily development as close as possible to the dwelling units served. Off-Street parking provides greater safety and is more cost-effective than accommodating extensive on street parking through wider streets.

3. Road and Street Improvements

Streets should be inventoried with regard to their physical condition and prioritized for severity and need for repairs. This would include everything from potholes and soft shoulders to complete reconstruction and storm drainage improvements. Street trees, sidewalk improvements, and improved lighting should be considered in all residential street improvement projects.

Streets in need of complete reconstruction can tentatively be identified as:

- A. West Lincoln - Between Chestnut and Patterson (including curb and gutter).
- B. Todd - Between Park and Tomahawk.
- C. Slosson - Between Higbee and Patterson
- D. Stimson - Between Higbee and Sears.
- E. West Osceola - West of Sears (including curb and gutter).

- F. Hillside Court - Entire length.
- G. East Lincoln - Between Roth and Savidge.
- H. East Todd - Between DeKalb and Chestnut.
- I. West Church - Between Higbee and Patterson (including curb and gutter).
- J. West Upton – Between Post Office and Patterson
- K. South Chestnut – South of Catherine to south City limits (add turn lane)
- L. Higbee Street – South of Stimson to north of Franklin
- M. Park Street – Between Stimson and Franklin
- N. Sears Street - Between Stimson and Franklin

Streets requiring just resurfacing can tentatively be identified as:

- A. Patterson Between Upton and the north City limits (including curb and gutter).

4. Sidewalks

The City Code requires adjacent property owners to install, maintain, and replace sidewalks. However, for many years the code has not been enforced because of the financial burden placed on the adjacent property owners.

Beginning in 2003, Public Act 48 of 2002, the Metropolitan Extension Rights-of-Way Oversight (METRO) Act, provided the City with revenue. These funds can only be used within the public rights-of-way in the City.

The City Council adopted the current sidewalk program using the METRO funds. The program consists of three phases:

- A. Repair/Replacement of all unsafe/hazardous sidewalks.
- B. Infill of areas with no sidewalks adjacent to existing sidewalks.
- C. Expanding the sidewalk system with new sidewalks.

In addition to the above phases, the City now requires the construction of sidewalks concurrent with any new construction.

5. Street Beautification

The street beautification program begun by the DDA should be expanded and

maintained. Main Street (Chestnut) should be of the highest priority for improvement to provide better definition in the vicinity of the downtown business district. Items to be considered might include installation of curbs, improved sidewalks, lighting, trees banners burying overhead utility lines, and new street signs. A signage program might be initiated that would include directional, informational and historical signs in addition to street signs. New sign poles and fixtures can produce a noticeable impact. Many of these structures can be combined with pedestrian lighting or streetlights and can serve multiple functions for holding displays, placards, banners, decorations etc.

CHAPTER 13

ECONOMIC DEVELOPMENT COMPONENT

Economic development is important to Reed City in order to accomplish successful future growth. It is vital that jobs and adequate housing are available so that high school graduates do not have to leave the City. At this point, many young people graduating from high school are leaving the City rather than staying to raise families because there is a shortage of jobs and housing.

A strong economy is a key ingredient to a high quality of life, and quality of life is an important determinant of successful economic growth. Increased tax revenues resulting from commercial and industrial investment will help ensure a higher quality of life for City residents by supplementing revenues without overburdening existing local taxpayers.

Economic development should be accomplished in cooperation with business and industry. Typically, one or a combination of the following techniques can be implemented:

1. Providing or improving land and services.
2. Providing public financing incentives to make projects attractive, feasible and competitive.
3. Marketing and promoting the community.
4. Improving the community business climate, reputation, and receptivity to business.
5. Removing or limiting governmental impediments to development.

Reed City has already accomplished significant economic development projects. It has a very successful DDA that will use tax increment financing monies to provide needed infrastructure improvements in the City for continued economic expansion. The City should establish a close working relationship with the Michigan Economic Development Corporation (MEDC) in providing assistance in many areas of economic development. The Community Development Block Grant (CDBG) Program has specific categories or "pools" of set-aside monies for various purposes. One of them is for downtown improvements in communities that have DDAs. Another is for economic growth and could include planning and/or development monies for the creation of an industrial park. The MEDC also encourages communities to create "certified industrial parks" and has developed criteria and standards to assist local units in this effort. The MEDC also sponsors the "Communities of Economic Excellence Program", rewarding communities by

recognizing their efforts. Grants for construction and physical improvements are generally tied to providing Jobs and additional tax revenue.

This chapter will discuss methods by which the City can expand on its achievements to help ensure continued economic growth. An important component of this will be to provide adequate land to meet the housing needs for those employed in area business and industry and in maintaining the quiet and tranquil quality of life to which the residents of the community are accustomed.

1. Land Area Needs

One of the most effective means of encouraging economic growth is to provide ample land for development. This can be in the form of providing needed public improvements (i.e. sewer, water and roads) land, grants, appropriate zoning and annexation, or more recently, Public Act 425 land transfer agreements. The future land use map identifies the most appropriate areas for future development and establishes public improvement priorities for these areas. Not all of these areas are within the current City limits. This infers a need to communicate and coordinate future development and land use regulations with Richmond Township. Areas intended for commercial, industrial and higher-density residential should be provided with adequate public services to enable and encourage growth.

As documented previously, there may be a need for additional industrial land within the City. The future land use map provides for incorporating much of the existing industrially used land as the future industrial park location. This area should be provided with complete public services to ensure that it is attractive to new industry. The planning for these services should be done in conjunction with a community-wide Capital Improvement Program (CIP) to determine if other higher-priority projects should be funded first. The City currently has implemented a sophisticated CIP. Maintaining this activity ensures an efficiency of expenditures for upcoming public improvements. Future industrial park improvements may be funded through CDBG funds. Additional land area needs may also be provided through P. A. 425 agreements.

2. Expanded Growth Areas

The rationale for expanding the City's growth boundaries is based upon the need of the City to control additional land for future growth and housing. It is also based on the fact

that the City has the ability to provide higher quality public infrastructure such as sewer water, and roads, and can regulate growth when land is incorporated. The City has the existing capacity for both sewer and water and has the staff to ensure adequate maintenance of any improvements. Annexations may be accomplished through purchase agreements, petition, or the local legislative body, depending on what body is initiating the annexation action and the amount of local support.

3. Marketing the Community

Marketing the community is a vital step in the economic development process. In order to attract future business or residential developers, developers and business owners must be aware of the excellent reputation of the Public Schools, positive business climate, available public services, access to health care, and other amenities that the City has to offer.

The City should develop contacts with local and regional economic development bodies, such as the Chamber of Commerce, other local units of government, the Michigan Department of Consumer and Industry Services, and the County Commission. The City may wish to develop an attractive brochure featuring the assets of the City as a tool to attract developers to the area.

The brochure should include the following information:

- A map of the City, including attractive photographs
- A list of existing employers in the City
- Labor market information
- Available municipal services
- Tax information
- A list of available commercial, industrial, or residential sites
- A Community Comprehensive Plan summary
- Other relevant information, such as housing, transportation, and recreation

The brochure may be incorporated into an organized marketing process where specific "target" industries are contacted and made aware of the City. Target industries should be those that would blend well with existing industrial activities. Industries relating to the image of the City, such as food preparation and tool and die, would be most appropriate.

Business incubators may be an ideal tool for attracting small-scale commercial or industrial uses to the City. Incubators are buildings often subsidized by local government, designed to provide flexible terms and adaptable space for small businesses that are just starting up. The goal is to encourage new businesses to locate in the City that may later hatch into the industrial park or other commercial/industrial areas.

The City should make every possible effort to assist new commercial/industrial, or residential developments with financial and regulatory issues. The City should ensure that its ordinances comply with its goal of encouraging growth. For example, the proposed zoning ordinance should not be so restrictive and the subdivision control process should not be so lengthy that developers choose to go elsewhere.

4. Financing

Perhaps the most important economic development tool is ensuring that there is adequate financing for the capital improvements necessary for economic growth. The City has been successful in the past with economic development techniques, such as tax abatements and grant writing. The DDA has the potential of contributing greatly to the economic growth of the community. Successful grant applications have assisted industry in being able to locate and expand in the City. This type of creative financing should continue in order to maximize the economic potential of the City.

CHAPTER 14

POLICY AND MANAGEMENT RECOMMENDATIONS

Planning and management policies can lead to local programs that identify, incorporate, and utilize local resources to their greatest advantage in land use practices. This approach is fundamental to the City if it is to exist as a unique place to live or visit.

Planning and management guidelines can be used to maximize the quality of life and a more pleasing environment. Without proper planning and management, haphazard development is almost certain to have a negative impact.

By establishing a sound information base and a well-conceived plan, local officials and citizens can provide the best available means for protecting and preserving and regulating undesirable land uses and development practices.

1. Community Involvement

Communication between City government and citizens should be expanded and intensified. One method would be to establish neighborhood involvement areas. Each neighborhood so identified would have a central meeting place where information could be disseminated on City activities, plans, funding, etc. City council and staff representatives could explain current and proposed activities and solicit comments from the public. These meetings could be held once or twice a year or whenever necessary.

Another method would be to establish a Blue Ribbon or Strategic Planning Committee (see below). Possible composition of such a committee might include: Public School Superintendent, County Board Representative, Bank President, Realtors and Developers, Chamber President, City Manager, Mayor, Township Supervisor, Major Corporations (Employers).

Goal: To discuss growth potential problems, cooperation, mutual benefit, new program development, school/corporation partnerships. Anticipated result: To generate new ideas, public commitments, and stakeholders.

2. Cool Cities

What makes a City "cool?" Is it a leafy, green park and an inviting public square? Or is it a sidewalk bistro and an Internet café? Maybe it's a jazz club or a coffee house that invites office workers to linger in your downtown well past 5:00 p.m. Maybe it's nothing more extravagant – or more important – than a quality neighborhood school, a job within walking distance and a safe path for getting to both.

Building vibrant, energetic cities that attract jobs, people and opportunity to our state is a key component of Michigan Governor Jennifer M. Granholm's economic vision for Michigan. Governor Granholm kicked-off the "Cool Cities" initiative in June, 2003 throughout the state, in part as an urban strategy to revitalize communities, build community spirit, and most importantly, retain our "knowledge workers" who are leaving Michigan in alarming numbers. One of the first steps was to send letters to mayors in 274 cities across the state asking them to participate by creating Local Cool City Advisory Groups (LCCAGs). An overwhelming response followed from nearly 130 cities and we anticipate additional cities requesting participation as the Cool City Movement continues to grow. They were also asked to participate in a survey that serves as a foundation for recommendations to the state on how to help cities with their own Cool City Initiatives.

On November 20, 2003, the first meeting of the Cool Cities State Advisory Group was held. Cities from around the state attended, along with Governor Granholm and state officials, including representatives from History Arts and Libraries and the newly formed Department of Labor & Economic Growth (DLEG), which encompasses both the Michigan State Housing Development Authority and the Michigan Economic Development Corporation. An overview of the themes extracted from the survey sent to cities was discussed. The information was compiled in a Michigan Cool Cities Initial Report and reflected responses from nearly 60 percent of the participating cities.

In December, 2003, the Michigan Council for Arts & Cultural Affairs' 9th Annual Conference, titled "Creating Cool," attracted a sold-out crowd of more than 1,300 to hear Dr. Richard Florida, author of *The Rise of the Creative Class*, articulate the merits of an economic development strategy that puts "creative" people first, acknowledging the link between economic prosperity and the "Creative Class."

DLEG, together with the Governor's office, completed a web-based survey in January 2004, which drew responses from more than 14,000 recent college graduates and students, as well as others, on what type of lifestyle they are looking for in a community. This survey provided extremely useful data that supports Cool Cities efforts.

Cool Cities is about creating hot jobs in cool neighborhoods throughout Michigan. It's about attracting and encouraging people – especially young people – to live, work and shop in the cool cities we are working hard to create together. Cities and regions with large numbers of urban pioneers, or what author Dr. Richard Florida describes as the "Creative Class," are thriving. Build a cool City and they – young knowledge workers and other creative class members – will come.

3. Assessing

Combine City owned parcels at WWTP into single parcel. Combine City owned parcels at City Hall into single parcel. Rewrite legal descriptions of Roth Street Park property to go to centerline of river. Combine contiguous City owned parcels at Reed City Housing Authority into single parcel. Combine all contiguous Reed City Schools parcels into single parcel.

4. Finance

The City should maintain a more detailed accounting of revenues and expenditures for planning and zoning to include application fees, permits, administration/enforcement, etc. This could result in more regular and consistent budgeting for planning and zoning purposes, which could include Citywide property description and mapping. Monitor state and federal grant opportunities and apply for funding whenever possible.

5. Township Cooperation

A forum should be established for activities outside of the City limits to be reviewed and discussed collectively, i.e. land use considerations. Opportunities can be lost forever, when growth issues that are beneficial to both the township and the City cannot be accommodated.

6. Signage

Install "Welcome to Reed City" signs at all entry points. Develop City logo, and coordinated new street signs, directional signs, and a new entryway using Patterson

Avenue. New entryway signs, advertising downtown businesses located at McDonald's.

7. **Wetland Management**

Wetlands pose a limitation to development for several reasons. The high water table makes them unsuited for septic disposal systems, and in order to build on them, landfill is required, which destroys the wetland and eliminates its role in the ecological system. Wetlands serve as valuable habitat for wildlife, spawning grounds for fish, water purifiers, groundwater recharge areas, temporary storage basins for Stormwater and floodwaters, and for a myriad of other purposes.

At a minimum, the City should develop requirements that all newly created lots be buildable, (i.e., that lots must have sufficient non-wetlands area to meet minimum size, setback, parking, and accessory use requirements). The review process should guarantee that newly created lots and development applications meet the standards of the term buildable lot as defined in the ordinance and a statement that lots created by circumventing this process are not legally developable or eligible for variance review.

In addition, the City should consider:

Ensuring that local subdivision controls require that all lots be buildable and that wetlands be identified on all information that is submitted for review. Having available, for display, full-size color drawings of wetlands in and around the City.

Establishing, as goals, the concepts of no net loss of wetlands (mitigation) and avoidance of wetlands for development.

Coordinating wetlands planning and enforcement with adjacent units of government.

Appointing local officials to coordinate wetlands permit review with the MDNR.

Initiating improved mapping of wetlands on a parcel-by-parcel basis.

Disseminating wetlands information in a campaign to educate the public.

Wetlands management should be an integral part of the City's goals regarding protection

from unsuitable growth and development as well as a means to preserve water quality.

8. Floodplain Management

Floodplain management is an overall program of corrective and preventive measures for reducing flood damage, including but not limited to emergency preparedness plans and regulations aimed at the future use of the floodplain. These regulations can be implemented through the zoning ordinance, subdivision control regulations, building code restrictions or an ordinance specific to floodplains. Minimum floodplain management standards published by the Federal Insurance Administration include review of building permits for all new construction and, when improvements to existing structures are more than 50 percent of market value, to assure that sites are reasonably free from flooding. In flood-prone areas, the community must also require proper anchoring of structures, the use of proper construction materials, methods that will minimize flood damage, adequate drainage for new development, and new or replacement utility systems must be located and designed to minimize or entirely preclude flood loss.

Zoning is the most widely used tool to regulate land use within floodplains. Utilizing performance standards for permitted uses in the flood fringe and floodway minimizes potential flood damage. The floodplain management plan should ensure judicious utilization of the floodplain.

9. Groundwater Management

Avoiding undesirable development in recharge areas and wetlands will help to protect groundwater quality. Good surface water management is the basis for groundwater protection measures. Consideration should be given to the extent of groundwater contamination by septic tanks and the potential for chemical or toxic substance leaks and spills by industrial or transportation activities.

CHAPTER 15 IMPLEMENTATION

The Community Comprehensive Plan should be used as a guideline for making future land use decisions in the City. One of the primary goals of the plan is to provide an orderly and rational process of growth. The basic intent of the plan is to provide for economic development within the City, while maintaining a high quality and attractive residential environment.

This will be accomplished by separating higher-density residential, commercial and industrial activities from lower-density, single-family uses wherever possible. Where this is not possible, the plan recommends adequate buffer requirements be included in the proposed zoning ordinance. The future land use map sets aside adequate land for commercial and industrial land uses during the planning period. However, the clear majority of the City is reserved for residential land uses.

Only land use changes in accordance with the plan should be permitted. If changing circumstances make certain types of development desirable that are not in accordance with the present plan, the plan should be reviewed prior to construction of the development to determine if a revision to the Community Comprehensive Plan is appropriate.

1. Implementation Techniques

The purpose of the Community Comprehensive Plan is to establish a coordinated approach to land use and development and to promote the general health safety, convenience, welfare, economy, and efficiency of the City. However, the plan must be implemented so that the benefits of the planning process can be realized. The plan will be most successful if it is continually used in the decision-making process of the City.

- A. **Zoning Ordinance** - The primary means for implementing the goals and objectives expressed in the Community Comprehensive Plan is through a zoning ordinance. The plan itself has no legal basis to restrict or encourage development. Rather the plan serves as the basis for the rational development and administration of a zoning ordinance that is specifically designed to accomplish the goals and objectives expressed in the plan.

The planning commission does not have final authority regarding requests for

development in the City. Rather, this authority rests with the City Council. The Planning Commission's responsibility is to make informed recommendations to the Council based on the policies of the Community Comprehensive Plan and the needs of the community.

- B. **Subdivision Controls** - Where zoning regulates the use of land, subdivision regulations control the subdivision of land. These regulations are designed to ensure that the development is compatible with the community, that adequate public facilities are provided, and that all applicable regulations are met. Subdivision regulations typically consider such elements as streets, drainage, public services, natural amenities, street lighting, and off-street parking.

The planning commission plays an instrumental role in the subdivision review process. It has been given the authority and responsibility to meet with the developer throughout the review process, to provide an adequate public hearing, and to present its recommendations of either approval or disapproval to the City council.

- C. **Capital Improvement Programming** - A third means of implementing the Plan is through a capital improvement program (CIP) The CIP is a 6-year capital improvement budget for the City enabling it to plan for needed improvements on an orderly basis within its capabilities. For example, the City may determine a need for improvements in certain areas (public infrastructure, such as sewer, water, and roads) or can encourage various types of development through the expenditure of public funds.

The advantage of a CIP is that attention can be focused on the community's needs and objectives and the methods of implementing them In addition, the administration of the City can be improved, thereby, optimizing its tax revenues. This process is so important in fact, that no street, park, open space or public building can be constructed or authorized within the City without review and approval of the planning commission. The City's current CIP is included as Appendix G.

- D. **Public Cooperation** - Reed City residents have the opportunity, as well as the responsibility, to provide comments and discussion regarding development in the City. As representatives of its citizens, the City council and planning commission welcome input from the public. Prior to making any major land use changes and prior to making modifications to this plan, a public hearing will be held to allow all interested and affected citizens to express their opinions and have their interests considered by the decision-making body.

The City should work and cooperate with surrounding townships to help ensure compatible, neighboring land uses for the betterment of the entire community. The City should also coordinate its land use activities with the county. The planning commission should provide copies of this plan to interested parties and welcome input concerning its implementation.

The Community Comprehensive Plan will be most successful if City residents are involved in the drafting of the plan and support its goals and recommendations. This involvement must also be encouraged during the implementation of the plan. An informed and supportive public may be the crucial link to the successful implementation of this plan.

2. **Maintaining the Plan**

It is important that the plan be used in the daily decision-making process of the City. In order to be a functional, decision-making tool, the plan must remain current. By recording land use activities on a regular basis, the plan can be continually updated to reflect current conditions. This will also help identify development trends that are not in accordance with the objectives of the plan and may identify concepts that should be incorporated into the plan. In order to keep the plan current, the following information should be recorded every 6 months:

- Locations of new buildings.
- Parcel splits.
- Zoning requests.
- A description of any development that would be noteworthy in assessing the growth of the City.

Once a year, a short narrative should be prepared summarizing the annual activity in the City. A review should then be made of the year's activity to assess its compliance with the development plan. If necessary, modification should be made to the plan.

Every 5 years, the plan should be reviewed in its entirety to compare the development that has occurred with the policies of the plan. If necessary, the plan should be modified to reflect the current character of the community. The goals and objectives of the City should also be reassessed in light of any changed conditions.

APPENDIX A

2004 Community Survey Results

THE REED CITY PLANNING COMMISSION COMMUNITY SURVEY

1. Do you live in Reed City?

YES: 54.3% (Reed City Area 78.6%)

If not where? Richmond Twp: 15.7%

Lincoln Twp: 5.7%

Hersey: 2.9%

Big Rapids: 2.9%

Other: 12.9 %

2. Do you work in Reed City?

YES: 65.7%

If not where? Retired: 18.6%

Hersey: 2.9%

Big Rapids: 4.3%

Other: 4.3%

3. Why did you choose the Reed City area to live?

Location: 8.6%

Family: 47.1%

Employment: 24.3%

Other: 11.4%

Don't live here: 8.6%

4. Please evaluate what you consider areas of strength and weakness for our area.

	<u>Strength</u>	<u>Weakness</u>
The schools	60%	21%
The economy	4%	84%
Health services	74%	16%
Roads and streets	49%	37%
Parks and Recreation	69%	20%
Retail Businesses	31%	60%
Housing	46%	33%
Public Safety Agencies	73%	13%
Downtown	57%	27%
Water / Sewer Systems	60%	21%

5. What sort of retail business would you like to see in Reed City that you would visit and support? (Please circle your top five (5) choices.)

Top Ten Choices:

1. Clothing
2. Farmer's Market
3. Shoe Store
4. Bookstore
5. Cleaners / Laundry
6. Antiques
7. Garden Center
8. Appliance Store
9. Furniture Store
10. Internet Cafe

6. Should there be additional green space, open space, parks centrally located in the City?

YES: 40%

NO: 30%

Don't Know: 20%

7. Do you feel there is a need for any of the following activities?

Arts / Theater:	29.4%
Community Festivals:	31.9%
Sports Festivals:	11.8%
Outdoor Activities:	16.8%
Other:	10.1%

8. Do you feel that the City is adequately providing the following services?

	Yes	No
Police Protection	87%	_____
Fire Protection	93%	_____
Street Maintenance	57%	_____
Water & Sewer Service	69%	_____
Streetlights	77%	_____
Sidewalks	57%	_____
Solid Waste Collection	74%	_____
Parks & Recreation	73%	_____
Library	77%	_____

9. Do you feel there is a need to have the following issues addressed in the future?

	Yes	No
Enforcing codes and ordinances	57%	_____
Stabilizing the river banks	_____	57%
Develop more recreational areas	50%	_____
Limit growth and development	_____	83%
Use vacant property for residential development	53%	_____
Clean up Main Street	_____	66%
City / Township cooperation	80%	_____
Encourage economic development	87%	_____
Give more Tickets to speeders	_____	69%
Add shelter to parks	_____	57%
Upgrade streets	57%	_____
Improve the housing stock	_____	51%

Improve traffic _____ 63%

10. Reed City is projected to grow. In which direction do you think it should grow?

- North (toward or across U.S. 10) 33%
- East (toward Ewart) 11%
- South (to 3 Mile Road) 13%
- West (to U.S. 131) 24%

11. What kind of growth would you like to see happen in Reed City?

- Residential – Single family 43%
- Residential - Apartments 11%
- Residential – Manufactured Housing 7%
- Commercial / Retail 77%
- Industrial / Manufacturing 83%
- Recreational 37%
- Service 26%

12. The City has water and sewer services. Should these services be (circle your choice)

- Provided to City residents only? 30%
- Sold in bulk to Richmond Township? 34%
- Provided to Township residents? 21%

13. Should the City and Township use cooperation and agreements to encourage growth and development of the Reed City area? (Circle your choice.)

- No 0.0%
- Yes 96%
- Don't know 4%

14. Do you think that without better cooperation between the City and Township the City is likely to lose development opportunities? (Circle your choice)

- No 4%
- Yes 89%
- Don't know 6%

15. What is your preferred location for additional shopping and services? (Circle your choice)

- Patterson and U.S. 10 26%
- Downtown 40%
- South Chestnut 19%

16. If Reed City were to promote just one tourist attraction, what should it be?

- Trails (13)
- Parks (6)
- Museum (4)
- Crossroads Festival (3)
- Drag strip at Air port (2)
- Arts/theater/music
- Ball fields
- Community Center
- Miller Pond
- Hersey River
- Fishing/camping/biking
- History of area
- Local Bands
- No-sho-mo springs
- Planned Events
- Recreation
- Retail Businesses
- River activities
- River Run
- Sports events
- Swimming pool
- Yoplait/Colombo
- Olds Rugged Cross

17. Comments:

- We need another grocery store.
- We have the best McDonalds best park
- Buy & use airport
- We need Cooperation for growth
- We need cooperation between City & township
- Cooperation is needed
- Do something with speeding drivers and load music & dogs
- Extensive comments on a variety of subjects
- You need to focus on bringing more good jobs
- Get more jobs
- Get rid of smell
- We need a hotel
- The housing here is shabby
- We need an ice rink, pool, and tennis courts
- Keep small town opportunities w/more jobs
- More lodging, clean up some homes, more jobs
- We must have more City / township cooperation.
- We need a better newspaper
- We need jobs and cooperation between City and township
- We need more industry
- We need a new City council who will let the City grow and other extensive comments
- We need to build jobs
- We need to change township leadership
- We need to fix homes and businesses
- Noise pollution and sour gas smell must be dealt with
- Numerous comments on a variety of subjects
- We need a pool/a golf course/a hotel
- Re: City water & sewer to twp: what we have now is not good
- Reduce taxes & get more employment
- We need to support existing businesses
- Thanks for the opportunity to comment.
- Township & City need to work together
- We need to use empty buildings
- Use incentives to attract business

- Use vacant building and lots for specialty shops
- We need a Yoplait/Colombo fest

APPENDIX B

Business Survey Results

REED CITY PLANNING COMMISSION

BUSINESS SURVEY

SUMMARY OF RESULTS

THE REED CITY PLANNING COMMISSION BUSINESS SURVEY

2004

The Planning Commission is hoping to gain some insight to what the business people of the Reed City area think as we make plans to address the future needs of Reed City. Please take the time to fill out the survey. Your responses are important to the Commission and we appreciate your time. **Please return the completed survey** to either the person you obtained it from or to City Hall by Monday May 17. Thank you!

In an effort to create a development plan for Reed City, the Reed City Planning Commission would like the top manager or the owner of this business to complete this survey. The results will be available upon request.

Name of business / company: _____ **33** _____

Address of business / company: _____

Phone number of business / company: 231- _____ - _____

Website of business / company: _____ **9 (27%)** _____

E-mail address of business / company: _____ **14 (42%)** _____

What category would this business / company most likely belong to?

Manufacturing

Recreational

Retail **12 (36%)**

Service **16 (48%)**

Commercial

Other: **5 (15%)** _____

Name of person completing the survey: _____

Your Position in the company: _____

1. Do you live in Reed City? Yes **11 (33%)** No **22 (67%)**
If no, do you live in the Reed City Area? Yes **15 (45%)** No **7 (21%)**
If no, why not? 2 The type of housing available does not meet my needs
(Check all that apply) 1 The school system does not meet my family's needs
 I want to be near my family / spouse's family.
 5 Other: _____

2. Do you feel that the City is adequately providing the following services?

	Yes	No
Police Protection	91%	_____
Fire Protection	97%	_____
Street Maintenance	74%	_____
Water & Sewer Service	94%	_____
Streetlights	97%	_____
Sidewalks	77%	_____
Solid Waste Collection	93%	_____
Parks & Recreation	90%	_____
Library	90%	_____
Other _____	_____	_____

3. A majority of the respondents to our community survey indicated a need for the City to address enforcement of codes & ordinances. Does your company agree that this is a major issue that should be addressed in the near future?

Yes **45%** No **55%**

Comment:

4. A majority of the respondents to our community survey indicated a need for the City to encourage growth and development. Does your company agree that this is a major issue that should be addressed in the near future?

Yes **100%** No

Comment:

5. A majority of the respondents to our community survey indicated a need for the City to upgrade streets. Does your company agree that this is a major issue that should be

addressed in the near future?

Yes 36% No 64%

Comment:

6. A majority of the respondents to our community survey indicated a need to promote City/Township cooperation. Does your company agree that this is a major issue that should be addressed in the near future?

Yes 91% No 9%

Comment:

7. A majority of the respondents to our community survey indicated a need for the City to encourage economic development. Does your company agree that this is a major issue that should be addressed in the near future?

Yes 97% No 3%

Comment:

8. An overwhelming majority of the respondents to our community survey indicated they would like to see Commercial/Retail and Industrial/Manufacturing growth. Why do you think our community has struggled with securing this sort of growth?

Check all the you believe are true:

3% The residents do not possess the appropriate education/training needed.

48% The City does not offer enough incentives for incoming Commercial/Retail and Industrial/Manufacturing businesses.

45% The City does not offer appropriate support for new Commercial/Retail and Industrial/Manufacturing businesses.

21% There are no locations for Commercial/Retail and Industrial/Manufacturing businesses to build.

76% There is a lack of cooperation between the City and Township.

Other _____

Comment:

9. Please add any comments that you believe would help us in evaluating our merchants' feelings about the future planning of Reed City.

APPENDIX C

MINUTES OF THE ECONOMIC FORUM

MAY 6, 2003

City Hall, Reed City, Michigan

Attending: George Freeman, Tom Meinert, Mike Noreen, Chuck Wolverton, Gary Hettel, Janet Campau, Lois Tolman, Jim Kaverman, Roger Deno, Darlene Fuller, Glen Hare, Phil Rathbun, Michael Maskill, Larry Emig, Brenda Flory, Paul Thibodeau, Chet Sanders, Dan Massy

George Freeman called the meeting to order at 7:00 p.m. Introduction of those attending was made. George Freeman explained that the Reed City Planning Commission and the Richmond Township Planning Commission sponsored the meeting jointly. He stated the sole purpose of the forum was to discuss the economic situation of the community and what action could be taken.

Dan Massy, representing the Osceola Economic Alliance (OEA), made a presentation to the attendees. (A copy of his presentation is attached.)

Major items in the presentation were:

OEA Mission: To facilitate community and economic development in Osceola County

OEA Customers: Individuals/Small Businesses; Manufacturers; Local Units of Government

Services provided for individuals and small businesses include the OEA web site and the Chamber Newsletter. Services to manufactures include Economic Development District and Industrial Facility Tax assistance, the Leroy Renaissance Zone, Retention Visits, Economic Development Job Training Grants. Local Governments can get assistance on Housing, Grants, and Link Michigan.

The NABCO and Tubelite situations were reviewed.

The development of an Economic Development Strategic Plans was discussed. He provided some statistical information on the economy of Osceola County. Possible Courses of Action were highlighted.

Brenda Flory, representing the Michigan Economic Development Corporation (MEDC), spoke briefly on the mission of MEDC and distributed a handout (attached).

There followed a discussion on the need for an economic development plan to guide future actions. It was determined that a dedicated group was needed to work on the plan. The Planning Commissions will lay the groundwork for the plan development.

The meeting was adjourned at 9:10 p.m.

APPENDIX D

Summary of Housing Forum
April 30, 2004

The Planning Commission hosted a forum on March 29, 2004 on the issue of housing in Reed City with an emphasis on housing in the \$150,000 price range. In addition to the Planning Commission those in attendance included:

Terry Gerber – Gerber Construction Co., Inc.
Larry Emig – Citizen
Dwight Gingrich – Gingrich Construction Co., Inc.
Tom Antioho – Principal, Reed City High School
Tom Lucey – Student
Brent Marsh – Student
Diane Smeaton – Realtor
Loren Stieg – Realtor
Bob Toland – Robert Toland Consulting

Comments made during the forum are summarized below:

Realtors:

- The economic climate (job base) needs attention.
- The need for housing may be in the \$80,000 to \$110,000 range.
- Crestview is full and the houses there are \$120,000+.
- Some older homes in the City do not qualify for financing.
- Younger buyers don't want to stay in the City.
- The housing stock in the City is in poor condition.
- Those looking for higher priced housing ask to be shown houses in Big Rapids and Cadillac (more shopping, more to do)
- There is no developable property in the City limits.
- Would need to restrict the size of houses in the City.
- Need to work with and for small businesses

Builders:

- Need To support local businesses.
- City needs to find property to develop.
- There is a demand for upper price range homes.
- If development were there it would sell.
- Getting property and services is a problem due to Township/City issue.
- The market is there for a Crestview type development.
- The average cost of a site built house is \$95 - \$100 per square foot inclusive.
- The cost of land in the Reed City is around \$3,000 per acre.

APPENDIX E

City of Reed City, Michigan Wellhead Protection Plan

6.2 CATEGORY 1 - EXISTING PROGRAMS

6.2.1

Site Plan Review Process

Reed City has a Site Plan Review (SPR) process that evaluates every proposed new development and redevelopment within the City. The SPR reviews Firefighter Right-To-Know Chemical Survey Forms (described in Section 6.3.2) and Site Plan and Pre-construction Checklists (described in Section 6.5.2) to ensure that proposed development complies with local zoning and environmental regulations and that applicable County, State, and Federal permits have been secured. The SPR considers the relationship between new developments and the WHP A including storm water management, spill containment, and hazardous materials handling and storage. The SPR includes the following:

City Engineer
Planning and Zoning Representative
Fire Marshal
City Manager
PWS Superintendent

The team meets weekly and provides a timely response to developers. SPR members are keenly aware of WHP planning issues. All team members serve on the WHP planning team.

6.2.2

Proposed Stormwater Plan

Stormsewers serve the WHPA zone within the City limits of Reed City. Stormsewers do not serve the WHPA zone outside the City of Reed City, in Richmond Township, at this time. The County is currently developing a storm drainage plan. After development, this plan will be

implemented in the site plan review process of Reed City and Richmond Township.

6.2.3

Hazardous Waste Collection and Disposal

At this time, there is no existing program for the regular collection and disposal of household hazardous waste. By itself, Reed City is not large enough to sustain a continuous collection program. Osceola County has sponsored a collection of hazardous waste in the past year. The MDEQ has a grant program for establishing a collection program. This issue needs to be discussed by the City, Township, and County to work toward a regional program.

6.2.4

On-Site Water Supply and Sewage Disposal Systems

Regulations controlling the installation and maintenance of individual sewage disposal systems are set forth in the Central Michigan District Health Department's Sanitary Code. A copy of the Sanitary Code, dated January 1997, is available at the Reed City office.

WHP management strategies that are performed in conjunction with this activity include:

Reed City will provide Osceola County and Richmond Township with a copy of the map showing delineated capture zones for supply wells.

Osceola County will enforce minimum setback of 50 feet from all private wells prior to issuing permits fOJ; sewage disposal systems.

The City will request that Osceola County provide the City annually, a list of recently approved sewage disposal permits so that the City can update their database and provide WHP information to owners of the sewage disposal systems.

At the start of the WHPP, the City will send information to owners of sewage disposal systems who live within or in close proximity to WHP As. The information summarizes the proper installation and maintenance of individual sewage disposal systems. Copies of the information

are provided in Appendix 6-1. The City will ask Richmond Township to support this WHP effort.

6.2.5

Private Well Construction and Abandonment

The Central Michigan District Health Department's Sanitary Code gives the Osceola County Health officer the authority to regulate the design, installation, operation, and maintenance of private water supply wells. A copy of the Central Michigan District Health Department's Sanitary Code is available at the Reed City office. . Regulations controlling the construction and abandonment of private water supply wells are set forth in the Michigan Department of Public Health's Water Well Construction and Pump Installation Code, which is also available at the Reed City office.

WHP management strategies that will be performed in conjunction with this activity include:

Permit private well construction within the WHPA only in the shallow water supply aquifer as identified in Figures 2-2, 2-3, and 2-4.

Identify the location of abandoned wells in the WHP A. Communicate to the public through the media and the City newsletter about the importance of finding and plugging abandoned wells.

Develop a private well inventory for WHPAs. The City will request that Osceola County provide the City annually, a list of recently approved well construction permits so that the City can update their database and provide WHP information to owners of the water supply systems.

Continue to provide information to owners of abandoned wells about proper closure of the wells. Copies of available information are provided in Appendix 6-2 and include an Abandoned Well Plugging Record, pertinent portions of the Well Construction Code, and brochures about abandoned wells and cisterns.

At the time that property owners connect to the Reed City municipal water system, the City and Osceola County Health Department will require the property owner to abandon unused wells on the property.

The City will require all applicants for demolition permits to provide a copy of the well abandonment forms verifying the closure of all wells, if any.

Inform the Osceola County Health Department about the location of abandoned wells so that the department can oversee the proper closure of the wells.

6.3 CATEGORY 2 - INTERGOVERNMENTAL COORDINATION

Intergovernmental coordination involves communicating and working with other units of government to encourage WHP planning activities. Opportunities for intergovernmental coordination described in the previous section include:

Work with the Osceola County Health Department to promote the Household Hazardous Waste Collection Program.

Provide the Osceola County Health Department with a copy of the delineated capture zone maps, prioritize sanitary sewer extension in WHP A, and request quarterly listing of new permits from information provided by Osceola County.

Request quarterly listing of new well construction permits from information provided by Osceola County.

Request that the resident provide a copy of well abandonment form(s) for closure of wells on properties proposed for demolition.

Inform the Osceola County Health Department about the location of abandoned wells that the City locates. .

Utilize brochures about sewage disposal systems and plugging abandoned water wells.

Other opportunities for intergovernmental coordination are summarized in Table 6-1 and described in the following:

6.3.1

Provide Review Copies of WHPP

The WHPA zone for Reed City extends into the adjoining Richmond Township. The City has notified the Township about the WHP As and the City's strategies to protect them. They have also provided copies of this report to the Township for their consideration.

The City has provided copies of the WHPP report to the Osceola County Health Department and Osceola County Board of Commissioners for awareness and use in supporting WHP measures in Reed City.

6.3.2

Fire Department Prevention and Emergency Response Activities

The Reed City Fire Department will help coordinate the Users, generators, and manufacturers of hazardous materials covered by the RCRA who are located within WHP As. RCRA facilities may include:

Chemical, paint, pharmaceuticals manufacturing

Automobile repair and service

Laundries and dry cleaners

Metal plating

Electronics manufacturing

Manufacturing and service businesses that use, store, or dispose of oils, greases, and solvents

Junk and salvage yards

Fire departments have the legal authority to inspect RCRA facilities and to survey the types and quantities of hazardous materials used, stored, or manufactured at a site.

WHP management strategies that will be performed in conjunction with this activity include:

Continue to conduct Firefighter Right-to-Know surveys at facilities located within WHPAs. Obtain information about the type, quantity of hazardous materials used, stored, manufactured, and disposed on site. Surveys will be completed at all facilities by the end of 2001, and will be repeated every two years. New facilities located in WHPAs will be surveyed at the time of permit

approval and startup as part of building permit certificate of occupancy. The Fire Department will mail Right-to-Know Hazardous Chemical Survey Forms to all facilities located in WHP As, who then will be required to complete and return the forms. A cover letter prepared by Osceola County for the right-to-know mailing and an example report are provided in Appendix 6-3.

Continue inspections of facilities located within WHP As to ensure that facilities are in compliance with fire codes, fire prevention safe guards, and storage of hazardous materials. Inspections will be ongoing and will be performed every three years or as follow up is needed if violations are observed.

Provide educational materials for the proper storage, handling, and disposal of hazardous materials. Also provide a copy of the City's WHP brochure and inform them about their location relative to water supply wells and the well recharge area. Information will be provided to facilities at the time that inspections are performed.

Coordinate with local, State, and Federal Government agencies about violations and existing or potential environmental contamination sites. Immediately inform MDEQ about spills, or other environmental concerns. Maintain copies of Right-to-Know surveys and facility inspection reports as a database of hazardous materials used, stored, manufactured, and disposed of in the WHP A.

The City will provide the resources needed to complete these management activities completed by the Fire Department.

6.3.3

Reporting and Follow-Up Procedures

Reed City has developed an Administrative Order for Site Investigation Procedure of Unknown Substance/Hazardous Materials. The order, which is contained in the County Emergency Preparedness Plan, authorizes the Reed City Fire Department to respond to and investigate suspected contamination sites in the City. A form for reporting hazardous material spill incidents is provided in Appendix 6-4.

If conditions at the site require it, the Reed City Public Works Director informs MDEQ

Environmental Response Division (ERD) about existing or potential hazards at sites, where the responsible party is unknown. MDEQ responds to the responsible party. The City follows up with MDEQ about the status of existing and potential contamination sources in the WHP As, investigations regarding the nature and extent of releases, and the status of cleanup activities. This program allows the City to be intimately aware of potential threats to well fields and ensures that threats are being addressed.

The City will coordinate with MDEQ ERD and Storage Tank Division (STD) about the location of storage tanks, leaking storage tanks, and spill sites in Reed City. The City will update their database and mapping annually. This database will help the City manage these potential contamination sources in the WHPAs.

6.3.4

Joint City/Township/County Meetings

To ensure the long-term success of the WHPP, members of the WHP Team from Reed City, Richmond Township, and Osceola County will meet annually to review the WHP program.

Joint City/Township meetings have occurred during the development of the WHPP and will continue to be held as needed. A primary focus of the meetings is to develop overlay zoning.

6.4 CATEGORY 3 - MONITORING

6.4.1

CSI Maintenance

As part of this study, a CSI was conducted within the delineated WHP As. It will be important to maintain current knowledge of land use and potential contamination source activities within the WHP As in the future. Reed City will update the CSI by conducting windshield surveys and State and Federal database checks on an interval of once every two years.

6.4.2

Water Level Monitoring

Static and pumping water level data are also very useful for assessing whether declines in yield are the result of aquifer, well, or pump problems. Currently, static and pumping water levels in supply wells are measured and recorded weekly.

6.4.3

Water Quality Monitoring

Reed City will perform water quality monitoring as required by State and Federal requirements to ensure safe drinking water for Reed City. Results will be summarized and reviewed for conformance with regulatory drinking water standards, for comparison with current water quality results, and to identify any potential trends in contaminant concentrations. Results of water quality monitoring are distributed to the public annually in the Drinking Water Consumer Confidence Report (CCR). A copy of Reed City's most recent CCR, dated June 25, 2001, is provided in Appendix 6-5.

6.5 CATEGORY 4 - LAND USE PROTECTION OPTIONS

6.5.1

Existing Zoning

Reed City and Richmond Township have land subdivision and zoning ordinances to control and direct development. Land subdivision and zoning ordinances are used to safeguard flood plains, wetlands, shore lands, highway access, air quality, surface water, and other concerns. Existing zoning regulations will be enforced to help protect municipal well recharge areas and groundwater. Zoning ordinances and zoning district maps for Reed City and Richmond Township are provided in Appendices 6-6 and 6-7, respectively.

Reed City will provide Osceola County and Richmond Township with WHPA maps.

Site Building Plan Review

Reed City will continue site building plan review standards through the SPR to help protect the WHPA. Review documents and drawings of proposed new developments or additions to or major remodeling of existing development to ensure conformance to regulations. The goal of the standards will be to "block pathways to groundwater and surface water contamination" (Michigan State University Extension Fact Sheet 6, 1998).

Primary objectives of site building plan review standards are to:

Educate people about applicable City, County and State permit requirements.

Ensure conformance to local and State requirements.

Support the local fire department's prevention and emergency response activities.

Promote awareness about handling, storage, and disposal of hazardous materials, preventing leaks and spills of hazardous substances and the associated liabilities.

Site plan review procedures for Reed City and Richmond Township are provided in Appendices 6-8 and 6-9, respectively.

Overlay Zoning

Reed City and Richmond Township will develop overlay zoning in the vicinity of the WHPA. They have established a committee of City and Township members to develop overlay zoning and oversee future enforcement of overlay zoning regulations. High-risk land uses should be prohibited or meet Special Land Use provisions to prevent possible contamination.