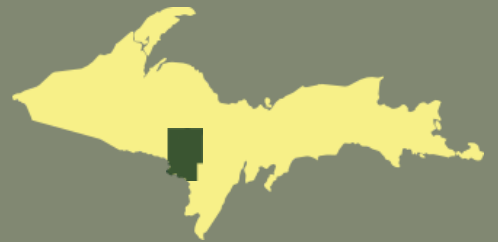




DICKINSON
COUNTY | MICHIGAN



2024 MASTER PLAN

ACKNOWLEDGEMENTS

Dickinson County thanks and acknowledges the work and guidance provided for this plan by local leaders, organizations, and citizens

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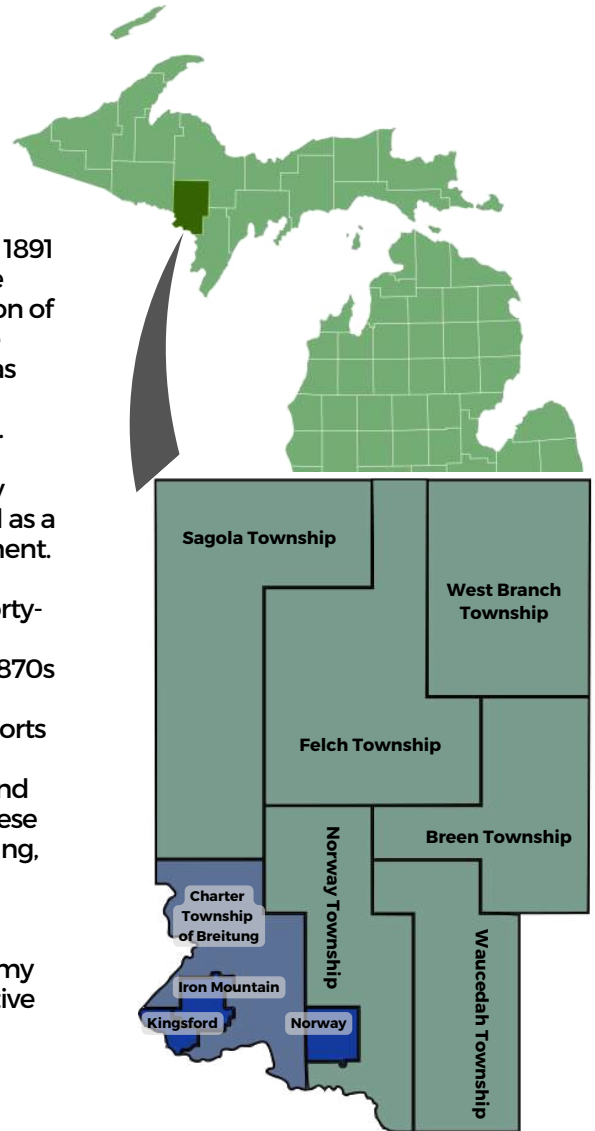
OVERVIEW

ON THE BORDER AND THROUGH THE AGES

Dickinson County is Michigan's youngest county, established in 1891 from portions of Iron, Marquette, and Menominee counties. The new county consolidated the mining areas of the eastern portion of the Menominee Iron Range into one jurisdiction, creating more local autonomy from the counties that border it. The county was named in honor of Donald M. Dickinson, who served as U.S. Postmaster General and was involved in Michigan state politics.

The Menominee River offered Indigenous Peoples and the early settlers access to the interior of the Upper Peninsula and served as a major thoroughfare for transmigration, commerce, and settlement. Iron, timber, and industry formed the background of the local economy and have greatly influenced historic development. Forty-seven iron mines along the Menominee Iron Range from Waucedah to Crystal Falls in Iron County were active from the 1870s to the closure of the Groveland Mine in 1981. Local timbering operations used the rivers to transport logs to the Great Lakes ports for shipment across the country. Later, local manufacturing operations, including lumbering, automobile manufacturing, and pulp and papermaking took advantage of the wood supply. These industries spawned a diverse base of construction, manufacturing, and service employers that draw from across the Michigan-Wisconsin border region.

Today, Dickinson County's natural resources and diverse economy continue to be its greatest strengths and opportunities. Innovative and sustainable land use and development practices will help ensure the county's competitive position into the future, and maintain a vibrant quality of life for residents.



The Menominee River in southern Dickinson County



OVERVIEW



Downtown Iron Mountain

MASTER PLAN DEVELOPMENT

This Dickinson County Master Plan represents the culmination of discussion and study by the Dickinson County Planning Commission, with technical assistance from the Central Upper Peninsula Planning and Development Regional Commission (CUPPAD). The county derives its authority to prepare a Master Plan from the Michigan Planning Enabling Act, PA 33 of 2008, as amended.

The Master Plan guides the physical, social, and economic development of the county, and supports local governments, public-private partners, and residents as they make decisions regarding land use and development. All of the constituent units of Dickinson County regulate their own land use and zoning through local plans and ordinances. The county's Master Plan does not supersede these, but is intended to provide context and support for the county's goals as a whole.

As a policy guide, it is designed to be sufficiently flexible to provide guidance for changing conditions and unanticipated events. It is intended as a living document, and should be reviewed by the Planning Commission and local officials regularly to have the greatest value.

Major elements and conditions within the county have been summarized to provide relevance to future decision making. Data and local information has been collected and synthesized, and related to public input in which residents expressed their opinions and desires for the future.

Dickinson County last adopted a Comprehensive Plan in 1999, prior to the adoption of the Michigan Planning and Zoning Enabling Acts. In updating this plan to fulfill of state law and planning guidelines, this document considers all the current plans for constituent municipalities to create a central vision. Several preceding local and regional plans were also incorporated into this new Master Plan and are referenced throughout the document. State of Michigan plans and development goals have been considered and the county will support achieving similar goals.

The outline and vision for this plan is to identify common county-wide issues and opportunities that can be incorporated into local unit master plans, zoning ordinances, and policies aiming to unify each community under similar goals with county support. In addition, it is intended to be referenced by local agencies, non-profits, businesses, and stakeholder groups in working to benefit all the people of Dickinson County.

Plans from all of Dickinson County's seven townships and three cities were considered, including:

- Charter Township of Breitung Master Plan, 2024
- Breen Township Master Plan, 2015
- Felch Township Master Plan, 2023
- Norway Area Joint Master Plan, 2014
- Sagola Township Policy Plan, 2018
- Waucedah Township Master Plan, 2012
- West Branch Township Master Plan, 2013
- City of Iron Mountain Master Plan, 2017
- City of Kingsford Master Plan, 2016

LOCAL PLANS OVERVIEW





OVERVIEW

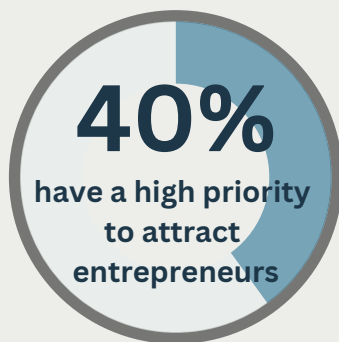
ROLE OF COUNTY PLANNING

The Dickinson County Planning Commission is governed by the Michigan Planning Enabling Act, which allows the Commission to prepare and adopt a master plan, review local unit master plans and zoning ordinances, and coordinate other planning initiatives. The Commission also has the opportunity to review and prioritize recreation planning for county-owned properties and township recreation plans. Though Dickinson County itself does not have a zoning ordinance, the County Planning Commission acts as resource regarding planning and zoning needs within the county, and encourages collaborative development. The Planning Commission is made up of nine members representing various areas and interests within the county. The members are appointed by the Dickinson County Board of Commissioners, and one Commissioner serves as a member. The Planning Commission conducts regular public meetings and solicits public interest and feedback for county projects.

Each of the 10 constituent municipalities in the county has their own Planning Commission which is established similarly and explores various land use issues. Local zoning ordinances mitigate the negative impacts of land use and reduce conflicts between different types of uses while maintaining private property rights. Land use regulated by local municipalities ends at the borders of their jurisdiction. This countywide Master Plan takes a comprehensive approach to land use planning across many jurisdictions; while it is non-binding, regional vision and cooperation are important to regulating development consistency and preserving the character of the larger community. This plan does not eliminate the need for local master plans and ordinances regulating zoning and planning needs, but should act as a resource for information and consistency when each planning commission undertakes their own planning and zoning initiatives.

PUBLIC PARTICIPATION

In early 2024, the County Planning Commission developed and distributed a public feedback survey to residents, business leaders, and local government officials to gather input for the Master Plan. 284 respondents provided feedback and gave priorities for various types of land use, infrastructure and economic development issues affecting the county. A detailed description of responses is included as an Appendix to this document.



“What types of economic development activities should be focused on in Dickinson County: Attract and support entrepreneurship.”

40% rated “high priority”
37% rated “moderate priority”
10% rated “low priority”
5% rated “not a priority”

Survey responses towards various issues have been included in the Plan’s text in charts similar to the one shown on the left. These have been rounded to whole number values for clarity; for detailed responses, see the Appendix.

In addition to the survey process, residents had the opportunity to participate in the development of the Plan through regular meetings of the Dickinson County Planning Commission, and the Dickinson County Board of Commissioners. The Planning Commission also presented the Plan for a public comment period, and held a public hearing for feedback as required by the Michigan Planning Enabling Act. As a result of these methods, comments from municipal Planning Commissions and the general public were received and incorporated into the final plan document.





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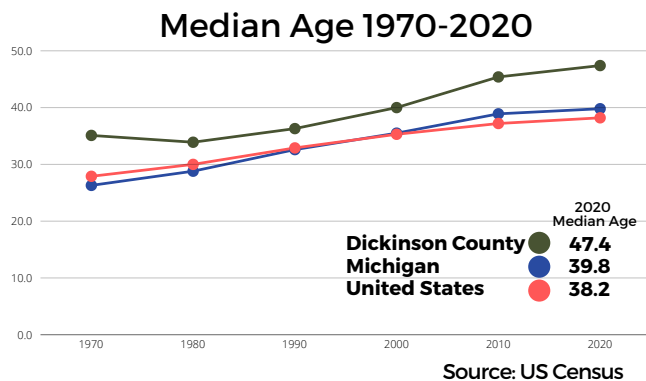
COMMUNITY CONTEXT

DEMOGRAPHICS AND PEOPLE

Beginning with a boom during the mining era and another during the Ford years, since the 1950s Dickinson County's population has been relatively stable. This is in contrast to several surrounding counties and the UP as a whole, which since the 1970s have consistently experienced moderate losses of 3% per decade*. The county has weathered excess losses through falling birth rates and out-migration with a net gain in population over the past 50 years.

Despite this, a decline in natural growth and continued out migration due to an aging population and low in-migration is expected across the state into the 2050s without intervention**. The proportion of the population of those age 65 and older is expected to continue to increase as the Baby Boomer generation reaches retirement age; currently 23.2% of the county population is of this cohort, and is expected to grow closer to 30% in the coming decades. Dickinson County's median age in 2020 (47.4 years old) is already 7.6 years older than the Michigan median, and has consistently been amongst the highest in the central UP over the past 50 years.

Year	Population
1900	17,890
1910	20,524
1920	19,456
1930	29,941
1940	27,731
1950	24,844
1960	23,917
1970	23,753
1980	25,341
1990	26,831
2000	27,472
2010	26,168
2020	25,947
2050	24,364



Generally, the concentration of population in the county has been within the Iron Mountain-Kingsford-Norway urban corridor. From the 1980s to the early 2000s, the population moved outward into the surrounding townships as the Baby Boomer generation came of age and suburbanization allowed people to live outside employment concentrations. Median age and population losses have continued to increase at a higher rate in the rural townships as children have come of age and moved to the cities or elsewhere. Natural declines in birth rates are expected to continue to shrink the younger cohorts, while the employment age population remains stable, and retirees continue to grow. The concentration of population may be expected to remain stable in the southern portion of the county, while the northern areas may continue to experience minor losses.

Age Cohorts, 2022

Preschool (Under 5)	School Age (5-19)	Young Professional (20-34)	Professionals (35-64)	Retirees (65 and over)
4.9%	16.8%	15.2%	39.9%	23.2%

Source: 2022 American Community Survey (ACS), US Census

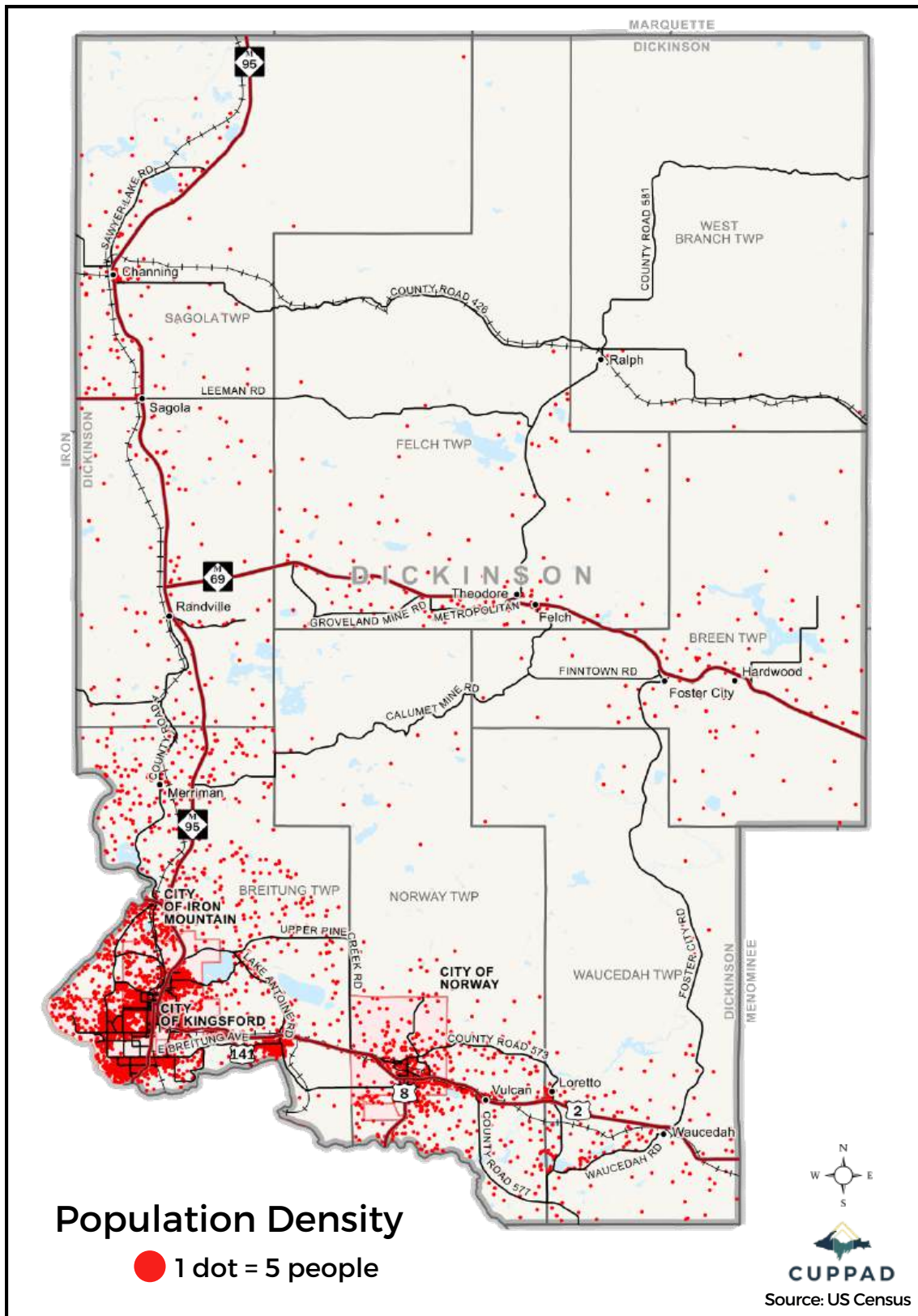
* Peterson, J., & Winkler R. (2021). Pandemic Migration in Michigan's Upper Peninsula. Invest UP

** Burton, J, et. al. (2022). The Economic and Demographic Outlook for Michigan Through 2050. University of Michigan





COMMUNITY CONTEXT





COMMUNITY CONTEXT

Population Change, Local Municipalities 2000-2020

Unit of Government	Population			Percent Change	
	2000	2010	2020	2000-2020	2010-2020
Breen Township	479	499	471	-1.7%	-5.6%
Breitung Township	5,930	5,853	5,831	-1.7%	-0.4%
City of Iron Mountain	8,154	7,624	7,518	-7.8%	-1.4%
City of Kingsford	5,549	5,133	5,139	-7.4%	+0.1%
City of Norway	2,959	2,845	2,840	-4.0%	-0.2%
Felch Township	726	752	687	-5.4%	-8.6%
Norway Township	1,639	1,489	1,535	-6.3%	+3.1%
Sagola Township	1,169	1,106	1,066	-8.8%	-3.6%
Waucedah Township	800	804	809	+1.1%	+0.6%
West Branch Township	67	63	51	-23.9%	-19.0%
Dickinson County	27,472	26,168	25,947	-5.6%	-0.8%
Upper Peninsula	317,616	311,361	301,608	-5.0%	-3.1%
Michigan	9,938,444	9,883,640	10,077,331	+1.4%	+2.0%

Source: US Census

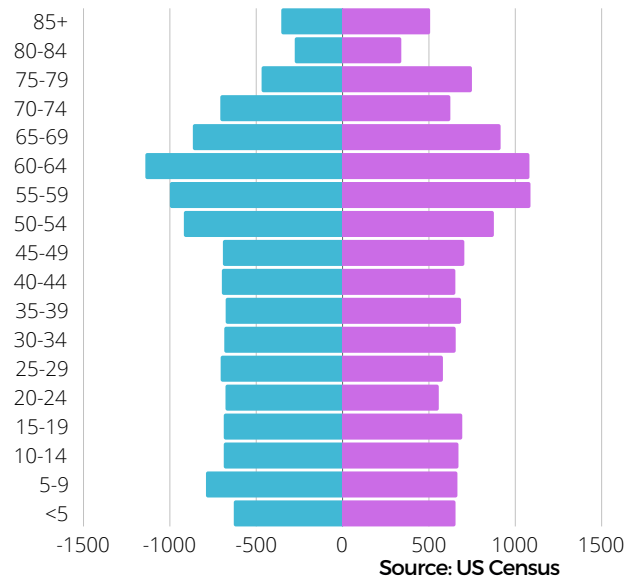
Demographic trends represent a primary factor in determining a community's economic health and social well-being. A declining birth rate and increasing out-migration can lead to fewer school age children seeking educational opportunities, leading to reduced funding and services. A decline in working age residents will continue to tighten the labor market, causing hardships for local businesses. An increase in retirees puts higher demands on social services, medical facilities, and specialty care providers.

In 2023, Governor Gretchen Whitmer created the "Growing Michigan Together Council"* to provide policies to grow Michigan's population. The Council recommended a number of policy positions to successfully retain and attract talent, improve educational outcomes, modernize infrastructure, and develop sustainable state-led funding solutions. These policies are especially important for UP

communities, not only to mitigate losses, but because for the first time in decades estimates from the Census Bureau for 2021 and 2022 showed population growth in ten of fifteen counties.

Continuing to attract and retain talent from outside the region, create workforce development opportunities, foster entrepreneurship and innovation, create welcoming communities, and support families will be key to mitigating future losses and creating resiliency for Dickinson County. Growth in community wellbeing through strong communities and community services, combined with natural

Population Pyramid, 2020



* Growing Michigan Together Council. www.growingmichigan.org





COMMUNITY CONTEXT

population growth and positive net migration, create economic vibrancy across a spectrum of opportunities and will stem population loss. Population loss and aging will increase stresses on employment, social services, healthcare systems, housing, and the ability of local governments to realize tax revenues. Michigan residents, and particularly those in the Upper Peninsula, face an incoming tide of issues related to an aging population. Older adults in Dickinson County now outnumber children under the age of 18, a trend not expected to affect the majority of the US population until 2034.* Planning for an older population starts with identifying where people are living in relation to the distances to the services they may want or need as they age. Assuming recent trends, the population over 65 in the county may be anticipated to increase to

Population over 65, 2020-2030

Unit of Government	Percentage (Number) of population over 65, 2020	2030 Estimate
Breen Township	24.0% (113)	40.5% (189)
Breitung Township	25.8% (1,500)	44.2% (2,559)
City of Iron Mountain	19.1% (1,437)	35.0% (2,610)
City of Kingsford	24.6% (1,260)	39.7% (2,024)
City of Norway	21.2% (604)	36.6% (1,033)
Felch Township	24.5% (168)	41% (283)
Norway Township	24.7% (378)	36.6% (638)
Sagola Township	29.1% (311)	48.9% (517)
Waucedah Township	29.1% (236)	49.6% (398)
West Branch Township	43.1% (22)	66.6% (33)
Dickinson County	23.2% (6,029)	39.9% (10,291)

Source: US Census

nearly 40% by 2030. These people can be expected to utilize traditional services like healthcare and care providers, and social services like adult day cares, community centers, and financial and transportation assistance programs as well as have a need for access to recreational facilities, diversity in retail options, adequate housing, lifelong learning, and part-time employment opportunities.

According to the US Department of Health and Human Services, 70% of people over the age of 65 can expect to utilize some form of long-term care during their lives, either in-home or through a specialized facility.** This has implications for the need for trained employees and providers, and the amount of accommodating housing that is available for people to be able to age in place. Every state is experiencing a shortage of care providers, and demand for housing closer to services may be expected to increase, along with demand for

specialized care facility space and housing. In Dickinson County, current service providers and care facilities are clustered in the Iron Mountain-Kingsford-Norway urban area. Residents in rural townships may consider moving into this area, and those that remain to age in place will need to ensure they have adequate support systems, availability of transportation options, and access to broadband internet to facilitate telehealth appointments.

Offsetting these needs will require investments in attracting additional residents to the community, investing in infrastructure, and supporting business and service needs, along with zoning changes to allow for new supportive facilities and housing types. Other implications for an aging population include a continued decline in school enrollment and a shrinking tax base as taxpayers change living situations and participate in exemptions.

* (2019). 2020 Census will Help Policymakers Prepare for the Incoming Wave of Aging Boomers. US Census Bureau.

** (2019). What is the Lifetime Risk of Needing and Receiving Long-Term Services and Supports? US DHHS.



HOUSEHOLDS

Household characteristics of a community are related to larger population trends, and can reflect changes in social values, economic conditions, demographics, and housing choice. The Census Bureau defines a household as all persons who occupy a housing unit; single families, persons living alone, two or more families living together, or groups of related or unrelated persons sharing living quarters. Household-level data provides information on social and economic issues at a smaller scale.

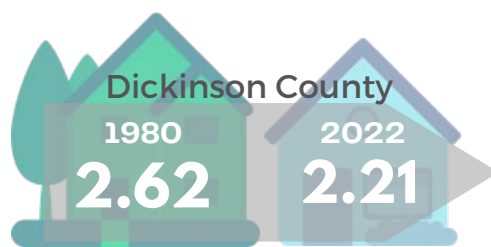
Dickinson County recorded 11,569 households in the 2020 Census. These households reflect year-round occupied housing units and do not include seasonal housing. There was a slight decrease of several dozen households from 2010 to 2020 and has continued since 2000 due to low number of new builds compared to the elimination of older housing. Householders are the person(s) who own or identify as being in charge of a house. The majority of households in the county are headed by someone aged 35 to 64 (52%), which is higher than the cohort's proportion of the population and may indicate a higher proportion of multi-generational homes. 35% of householders are over the age of 65, an increase of 4% over five years since the publication of the Dickinson County Housing Needs Assessment using 2017 ACS Estimates*. This trend is projected to increase into the 2030s as the population continues to age.

The proportion of married-couple family households has continued to decrease at a minor rate, representing changing social norms and demographics. Meanwhile, the number of householders living alone has continued increasing to represent more than a third of total households; half of those householders living alone are also age 65 or older.

Median household income, also referred to as the Area Median Income (AMI), is the midpoint of a region's income distribution- half of households in a region earn more than the median and half earn less. The median household income in Dickinson County in 2022 was \$59,651; about \$8,800 less than the state median. In spite of this, median income in the county is the second only to Marquette in the central UP and has been so over over a decade. Median incomes vary depending on the type of household described; married-couple family households with children tend to have the highest incomes (\$94,718), while single female householders with children tend to have the lowest (\$40,962). Median incomes have increased over the past several years, with a number of contributing factors including pandemic-related labor market changes, cost of housing and affordability, and inflation.

Over the past decade, median household income in Dickinson County has outpaced inflation in the majority of local units. Average annual pay for wage earners has also been higher in the county in comparison to the region, however, it has not kept pace with pay increases at the state and federal level. Although it is possible that all earners have continued to shift to higher income groups over time, the data does not provide clear evidence that this has occurred. An alternative may be that growth in higher income brackets outpaced growth in mid- and low-income brackets; Census data suggests that family incomes, often with more than one earner, are significantly higher than nonfamily households with single or fixed incomes (ex. single parents, retirees, young professionals). The shift or absence of lower-wage earners in comparison to previous years may indicate that cost of living concerns have forced some residents to combine household living situations, or they have left the area entirely.

Average Household Size



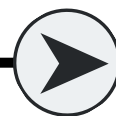
Source: ACS Estimates, US Census

Household Characteristics, 2022

Household Type	Percent
Married-couple family	50%
Other family, male householder	5%
Other family, female householder	9%
Householder living alone	31%
Nonfamily households	5%

Source: ACS Estimates, US Census

* (2020). Dickinson County Housing Needs Assessment. CUPPAD.





COMMUNITY CONTEXT

Median Household Income Change, 2012-2022

Unit of Government	Median Household Income, 2012	With average inflation rate, 2.46%	Median Household Income, 2022	Difference, (inflation / 2022 MHI)	% ALICE Households, 2021
Breen Township	\$40,192	\$51,231	\$68,333	+28.6%	38%
Breitung Township	\$51,943	\$66,210	\$68,065	+2.7%	33%
City of Iron Mountain	\$38,656	\$49,273	\$53,215	+7.7%	44%
City of Kingsford	\$35,348	\$45,056	\$59,106	+27.0%	40%
City of Norway	\$42,697	\$54,424	\$49,261	-10.0%	40%
Felch Township	\$56,382	\$71,868	\$82,083	+13.3%	19%
Norway Township	\$54,239	\$69,136	\$83,000	+18.2%	31%
Sagola Township	\$44,444	\$56,651	\$70,357	+21.6%	27%
Waucedah Township	\$52,750	\$67,238	\$80,114	+17.5%	29%
West Branch Township	\$61,875	\$78,870	\$52,000	-41.1%	N/A
Dickinson County	\$44,272	\$56,432	\$59,651	+5.54%	27%
Michigan	\$48,471	\$61,784	\$68,505	+10.3%	26%

Source: ACS Estimates, US Census

United Way

The number of households that fall within federal poverty guidelines has also fallen over the past decade, from 11.0% in 2012, to 9.7% in 2022. As examples, in 2021, households with one member earning under \$12,880, and households with four members under \$26,500, were considered within poverty guidelines. The United Way uses a metric called ALICE (Asset Limited, Income Constrained, Employed) that represents households that earn more than the federal poverty level, but less than the basic cost of living in the county*. While conditions may have improved for many households, rising costs of living continue to strain others. Households below the ALICE threshold are not able to afford essential goods and services in an area. Under 2021 ALICE guidelines, households with one adult earning under \$25,104, and households with two adults and two children earning under \$53,832, were considered under the ALICE threshold. The percentage of Dickinson County households remaining under the ALICE threshold has been relatively static over past decade; combined with those in poverty, these represent 39% of all households. The static nature of these numbers supports that gains in median income are overproportioned among higher-earners.

Similar to the ALICE metrics, the living wage is the hourly rate that an individual in a household must earn to support themselves and their family working full-time. The living wage is estimated as the threshold one must earn to meet the basic cost of living in the county**. For a single adult, an individual must earn above \$13.55 an hour to meet the ALICE threshold and above \$15.10 an hour to meet the living wage standard. For two adults with two children, a combined wage above \$26.92 is required to meet the ALICE threshold, or above \$25.45 an hour to meet the living wage standard. With additional costs for transportation needs for commuters and childcare for families, these requirements are increased. A 2023 study of the Upper Peninsula labor market and regional job postings indicated that the average advertised wage for open positions in Dickinson County was \$20.98 an hour***. An analysis of typical annual salaries in occupational areas and their proportional local employment confirms that roughly half of all employees in the county currently earn less than this wage. The difference between the average wage and cost of living indicates that two earners are needed in a typical family to meet basic needs, again with additional constraints with the need for childcare and other services.

* (2021) Michigan, County Reports 2021. United Way of Northern New Jersey. www.unitedforalice.org

** (2023) Living Wage Calculation for Dickinson County, Michigan. Massachusetts Institute of Technology. www.livingwage.mit.edu

*** (2023) Upper Peninsula Labor Market Study. TIP Strategies and Invest UP. www.investupmi.com





COMMUNITY CONTEXT

ECONOMY AND EMPLOYMENT

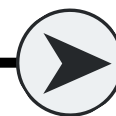
Many factors contribute to economic development within a community, a number of which extend beyond boundaries to the wider region and into the global economy. Dickinson County's economy, since its early days, has been tied to the available natural resources of the region. Still prevalent is the economic impact of the forest and wood products industry, with harvesting, logistics, processing, and manufacturing concerns all supported by the effective management of timber resources. Other important areas are the local health services like the Marshfield-Dickinson Medical Center and Oscar G. Johnson Veterans Affairs Medical Center; real estate, construction and business development services; and engineering and intensive manufacturing. These four areas form the backbone of the local economy and their impact has presence in every community and the surrounding area. To foster new investment, jobs, and businesses, the county can utilize the strengths of its outdoor recreational assets and community amenities to attract and retain an effective and highly trained workforce.

The civilian labor force consists of persons currently employed and those seeking employment, excluding members of the armed forces, retirees, homemakers, and those unable to work. The labor force participation rate is the number of people that are or could be working out of the total population. At the end of 2023, the Michigan Department of Technology, Management, and Budget reported that Dickinson County's labor force participation rate was at 56% with unemployment at 3.3%. Both of these were lower than the statewide rates at 61% and 3.6%, respectively, indicating that the labor market in the county is relatively tight, with fewer workers available to fill open positions, and fewer people unemployed and seeking work. In 1990, the labor force participation rate in Dickinson County was 58% while the state's was 64%; the contraction is largely the result of demographic changes in an aging population with more retirees, and out-migration from the working-age population. The COVID-19 pandemic interrupted many of the normal trends associated with labor force participation, prompting early retirements, health concerns, and a drop in women in the workforce which was likely prompted by child and/or family member care needs. A higher workforce participation rate can contribute to greater economic growth, a stronger tax base, and increased community wellbeing.

Employment by Occupational Areas

Occupational Area	Typical Annual Salary (hourly)	Percent employed (Michigan)
Management	\$109,526 (\$52.66)	9.9% (10.2%)
Computer & Mathematical	\$87,122 (\$41.89)	2.0% (2.9%)
Architecture & Engineering	\$87,111 (\$41.88)	2.6% (3.4%)
Legal	\$84,906 (\$40.82)	0.1% (0.9%)
Healthcare Practitioners & Technical	\$81,786 (\$39.32)	18.1% (6.6%)
Business & Financial Operations	\$77,078 (\$37.06)	3.7% (5.3%)
Life, Physical, & Social Sciences	\$72,139 (\$34.68)	0.6% (0.9%)
Education, Training, & Library	\$54,829 (\$26.36)	4.0% (5.3%)
Construction & Extraction	\$53,671 (\$25.80)	4.0% (4.4%)
Community & Social Services	\$52,789 (\$25.38)	2.1% (1.7%)
Arts, Design, Entertainment, Sports, & Media	\$52,712 (\$25.34)	0.9% (1.7%)
Protective Services	\$52,635 (\$25.31)	2.7% (1.6%)
Installation, Maintenance, & Repair	\$52,602 (\$25.29)	4.0% (3.1%)
Production	\$41,687 (\$20.04)	7.2% (8.9%)
Office & Administrative Support	\$41,588 (\$19.99)	12.9% (10.8%)
Transportation & Material Moving	\$40,684 (\$19.56)	10.9% (3.6%)
Farming, Fishing, and Forestry	\$33,142 (\$15.93)	0.2% (0.5%)
Building & Grounds Cleaning & Maintenance	\$33,043 (\$15.89)	3.6% (3.4%)
Sales & Related	\$32,966 (\$15.85)	9.4% (9.1%)
Healthcare Support	\$32,834 (\$15.79)	4.4% (3.5%)
Personal Care & Service	\$31,488 (\$15.14)	1.7% (2.4%)
Food Preparation & Serving Related	\$29,680 (\$14.27)	5.7% (5.7%)

Source: ACS Estimates, US Census; MIT Living Wage Calculator





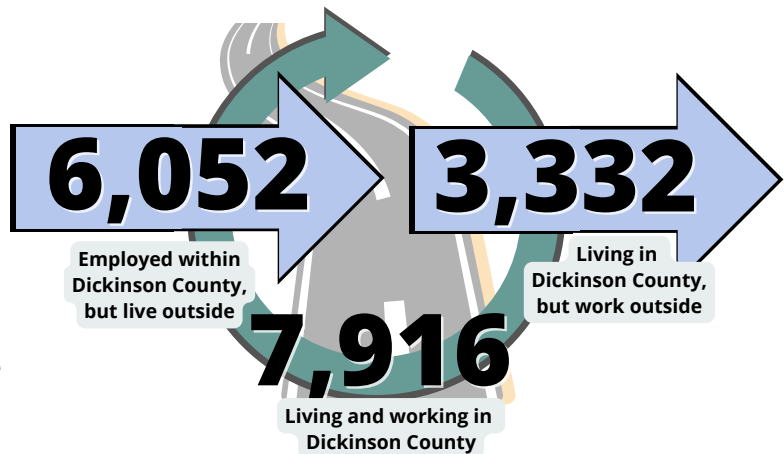
COMMUNITY CONTEXT

Employment by occupational areas in Dickinson County shows that there is an above-average proportion of employees in healthcare and healthcare supporting positions, transportation and material moving, and office and administrative support occupations. While these may be the largest occupations, the construction and manufacturing industries, along with governmental services, are the largest contributors to the Gross Regional Product (GRP), exceeding their proportional employment*. Together these three areas contribute 62% of the county’s GRP while representing 51% of employment. The manufacturing industry has led GRP growth over the past five years, and is expected to continue growth in employment by an estimated 20% to 2032.

Projections for Dickinson County over the next ten years estimate that 14% growth in employment opportunities is expected to occur to match industry growth. This is in contrast to current demographics, in which current trends project population loss. Without mitigation, a tight labor market will continue, constrained by the availability of housing to accommodate the migration of workers needed into the area. Continued growth of local employers may be constrained by ongoing workforce and desired skills gaps, along with the availability of land to match expansion needs. Growth in real estate sales of commercial and industrial properties, along with multifamily residential properties, reflect these growing needs.

COMMUTING

Many residents in the area commute for work. Housing, transportation, and workforce conditions are just a few of the factors influencing commuting conditions. Dickinson County has a unique location and variety of employers among Upper Peninsula counties; an estimated 70% of employed residents work within the county, indicating that local employers are a strong attractant compared to surrounding communities. The majority of employed residents travel by private vehicle an average of 16 minutes to their place of employment. Outside of Iron Mountain, Kingsford, and Breitung Township, average commuting times increase in similarity to travel time to the Iron Mountain area, reflecting the clustering of employers in the southwest of the county. Those commuting outside the county are likely to work in the surrounding communities of Niagara, Iron River, Marquette, and Escanaba.



Source: ACS Estimates, US Census

An average of 88% of employed residents commute to a different jurisdiction from the one in which they live, and every jurisdiction employs a higher number of residents than both live and work within it. This could indicate a disparity between the places that people work compared to the places they would like to live, a reflection of housing and social trends. Suburbanization is one of these factors, reflected in the high number of employees living in the rural townships that commute to urban ones, and the higher median incomes of rural townships where those who can afford larger houses and commuting costs may choose to live. The high number of those commuting within and into the county put additional strain on transportation infrastructure. With limited arterial routes between communities, trunkline highways and local arterial and collector roads experience higher traffic volumes, safety issues, and more wear and tear. More housing in proximity to employment clusters, along with walkable pedestrian infrastructure, can reduce commuting needs, times, and transportation impacts, saving both residents and local governments money over the long term.

* (2022) 2022 Dickinson County Data Booklet. Dickinson Area Economic Development Alliance. www.daeda.org





COMMUNITY CONTEXT

EDUCATIONAL ATTAINMENT

Educational and workforce training requirements have been increasing over the past several decades. Due to the complexity of equipment and methods being used in a modern workplace, employers are now recruiting more employees with post-high school education or hard skills training. Hard skills required for specialized jobs are acquired through formal education and training programs, apprenticeships, training classes, and certification programs. By 2030, the Michigan Department of Technology, Management, and Budget estimates that three-quarters of all UP jobs will require some sort of post-high school skills training.* A highly trained, educated workforce is an asset in attracting high-wage employers to a community.

In the central Upper Peninsula, manufacturing-related skills, freight truck operation, and nursing are the top hard skills held by current employees. These align with Dickinson County's largest employers and occupations, which will continue to attract desirable employees. Bay College's campus in Iron Mountain, and Dickinson-Iron ISD's Career Technical Education Center in Kingsford offer high schoolers and adults opportunities to enhance their career development with skills and on the job training. Bay College offers over one hundred program areas where local students can earn credits with classes between both campuses. Workforce development agencies like UP Michigan Works! in Iron Mountain provide connections to intern and apprenticeship programs with local employers. Other agencies, like TRICO Opportunities in Kingsford, assist those with disabilities with building skills and finding employment.

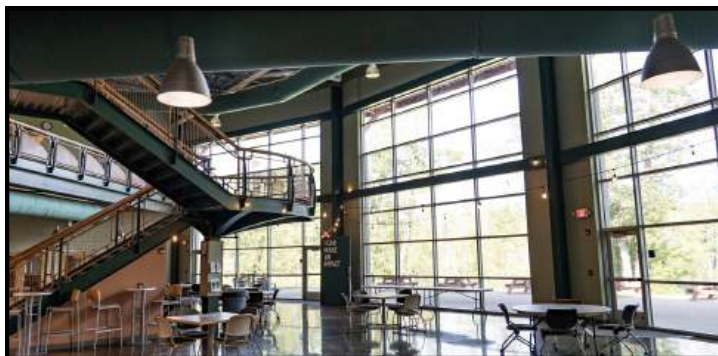
Despite enrollment declines and the pressures of school of choice, staffing, and post-pandemic education, Dickinson County's schools are well-positioned to continue to offer premier educational opportunities. In the past ten years, the percentage of residents achieving their high school diploma or equivalency has increased, and the percentages of those who have received associate or bachelor's degrees has increased by a third. Diversified educational opportunities offered for high-schoolers and workforce development have increased the ability of residents to develop new skills in the communities in which they live, keeping residents from having to leave the community for education and skilled employment.

School	Area	Enrollment 2022-23 (2012-2013)
Breitung Township Schools	Kingsford and Breitung Township	1,972 (1,672)
Iron Mountain Public Schools	Iron Mountain	756 (1,115)
North Dickinson County School	Sagola, Felch, Breen, and West Branch Townships	260 (301)
Norway-Vulcan Area Schools	Norway, Norway and Waucedah Townships	592 (732)
Dickinson-Iron ISD	Dickinson and Iron County	334 (172)
Private Schools	Southwest Dickinson County	187 (N/A)

Source: MI School Data, NCES

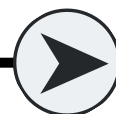
Level of Education	% of population age 25 and above 2012	% of population age 25 and above 2022
High School graduate or equivalency	93.9%	96.0%
Associate's Degree	8.8%	13.8%
Bachelor's Degree	12.5%	16.5%
Graduate Degree	6.4%	7.4%

Source: ACS Estimates, US Census



Bay College Iron Mountain Campus

*(2024) Michigan Labor Market Information. Michigan Department of Technology, Management, and Budget.





COMMUNITY CONTEXT

HEALTHCARE AND WELLNESS

The county has the benefit of having the Marshfield Medical Center-Dickinson hospital and offices available in Iron Mountain. The hospital system was established and operated by the County from 1951 to 1996, when it became an independent corporation. In 2022, it joined the non-profit Marshfield Clinic system, allowing access to a wider network of specialty services and operations. The Oscar G. Johnson Veterans Affairs Medical Center is a specialized medical center for Veterans in the UP and northeast Wisconsin. In addition, Bellin Health of northeast Wisconsin and the UP operates an outpatient clinic.



Oscar G. Johnson VA Medical Center

The rural character of the area and available health networks often require that residents travel to larger cities like Marquette or Green Bay for specialty care. Non-emergency medical transportation has been a continuing issue across the Upper Peninsula, as an aging population and the closure of outlying rural health clinics has continued to increase the demand on providers.

In 2021, a UP-wide community health needs assessment conducted by the Western UP Health Department detailed a number of needs identified by Dickinson County residents.* Some of the top issues identified were combating drug issues, a shortage of mental health resources and affordable care, and the high cost of health insurance and care. A similar 2022 community needs assessment undertaken by the Dickinson-Iron Community Services Agency (DICSA) resulted with respondents ranking a lack of affordable housing, substance abuse, and lack of mental health services as the most critical issues in their community.** Community rehabilitative and mental health services have long been identified as need in the UP, and funding from recent opioid settlements with major drug manufacturers has been proposed to be used on a collaborative public facility and care network.

Community health is often a reflection of the healthy food available in the community. Access to high quality, affordable, and fresh food affects public health and is a metric of social justice. In the UP, approximately 15% of residents are considered “food insecure”, or without access to adequate foods that meet their needs.*** Because of the geographic character of the county and its development pattern, food access is challenged by transportation and low number of local fruit and vegetable producers. Improving healthy food access by supporting farmer’s markets, entrepreneurship, and urban agricultural activities can enhance health outcomes and bring residents together.

Over the past several years, the number of active farms in the county and land used for farming has continued to decline.**** The majority of cropland is used for forage and fodder of animals, with declines in the number of farms growing vegetables and specialty crops. Those growing vegetables like potatoes are generally monoculture operations for wholesale. The growing of local specialty crops and value-added local food products has been identified as an economic and healthcare opportunity for the UP, allowing families access to more robust and affordable food markets. Weather impacts and the availability of food processing and storage infrastructure have been identified by producers as ongoing challenges to expanding their offerings. High-tunnel greenhouses offer a chance for both commercial growers and backyard gardeners to expand the area’s growing season and increase the variety of crops.

*(2022). Upper Peninsula Community Health Needs Assessment, 2021. Western UP Health Department.

** (2022). Community Needs Assessment, 2022. Dickinson-Iron Community Services Agency.

*** (2023). Upper Peninsula Food Hub and Logistics Network Feasibility Study. NMU Center for Rural Health.

**** (2024). 2022 Census of Agriculture. USDA National Agricultural Statistics Service.



COMMUNITY CONTEXT

Healthcare access and quality have long been identified issues for the county. Expanding the availability of healthcare and specialty care through local workforce development, broadband deployment for telehealth, expanding transportation options, and contributing to community wellness through food and recreation are all ways that help to mitigate those needs.

VETERANS

Upper Peninsula counties have nearly double the proportion of Veterans than others across Michigan. Over 2,000 Veterans reside in Dickinson County. This tradition has long been supported by the placement of the Oscar G. Johnson Department of Veterans Affairs Medical Center in Iron Mountain. Since 1950, this hospital and nursing home facility has served the over 20,000 Veterans of the UP and northeast Wisconsin. The facility is also one of the county's largest employers, with over 800 employees. Since 2012, it has ranked in the top ten best Veterans Affairs facilities for both patient and employee satisfaction, and has received a Best Patient Experience Award for five consecutive years.*



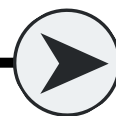
Upper Peninsula Veterans Memorial

The Department of Veterans Affairs has a goal to place a National Veterans cemetery within 75 miles of every Veteran's home. Currently two National Cemeteries in the southern Lower Peninsula are available for Veteran burials, a considerable distance from Upper Peninsula communities. The nearest National Cemetery in Wisconsin is nearly 100 miles from Iron Mountain. Plans are underway to site a third cemetery in a northern Lower Peninsula county, almost 300 miles distant. Dickinson County has long been proposed as a likely site for a UP National Cemetery, with the VA facility within driving distance to facilitate transportation. The UP Veterans Memorial also sits atop Pine Mountain in Iron Mountain. Several areas have been proposed for a potential site, with coordination of the state and federal government needed to eventually fund and maintain.



Iron Mountain Cemetery Park Photo: Mike Schira

*(2024). VA Iron Mountain Health Care. Department of Veterans Affairs.





ECONOMIC RESILIENCY



Bay College Iron Mountain Campus, Systems Control, and BOSS Snowplow in Iron Mountain

DICKINSON COUNTY ECONOMIC RECOVERY AND RESILIENCE STRATEGY

In the wake of the COVID-19 Pandemic, Dickinson County stakeholders, led by the Dickinson Area Economic Development Alliance and members of the Alliance Infrastructure and Housing Development Task Force, participated in the development of an economic recovery and resiliency strategy with CUPPAD and TIP Strategies, funded through the US Economic Development Administration. The purpose in creating the strategy was to coordinate regional economic development to be more effective in weathering uncertainties in the long-term and in case of unexpected events. The final recovery strategy builds on the unique assets and opportunities within the Upper Peninsula and Dickinson County that can be leveraged for long-term prosperity. The full report is available on the CUPPAD website (www.cuppad.org). The strategy outlines five major goals for strengthening, broadening, and expanding the county's economic base over the long term:

Innovation and Entrepreneurship

Drive the county and region into the future

Talent Attraction and Workforce Development

Align the needs of employers with the supply of skilled workers

Infrastructure and Sites

Ensure the sustained capacity of critical development

Quality of Place

Enhance the brand perception for residents and visitors

Regional Position and Marketing

Extend the reach of the community's assets

* (2023). Dickinson County Economic Recovery and Resilience Strategy. CUPPAD.





ECONOMIC RESILIENCY

INNOVATION AND ENTREPRENEURSHIP

Fostering innovation and entrepreneurship in new areas of business will allow the local economy to broaden the diversity of employers and the skillsets of workers. One area that capitalizes on the region’s assets will be to build on the outdoor recreation industry, using the existing natural resources and attractors to the community to bring in people and businesses to innovate in the space. Supporting existing local businesses in innovation by capitalizing on emerging sectors like robotics, enhanced logistics, clean energy, and local food and beverage production will also enhance local industry. Local governments and community partnership organizations can support small businesses by forming a support network of best practices and services, identifying collaborators and public-private funding opportunities, and continuing to support the development of workforce attractants like trails, sports and cultural facilities, and recreational assets.



BOSS Snowrator

TALENT ATTRACTION AND WORKFORCE DEVELOPMENT

To attract, retain, and grow a resilient economy, a community must be able to make continued contributions to talent and workforce development efforts. In the past, these have been focused on educational institutions and private businesses working on their own to anticipate potential needs. But being able to tailor local skills-training initiatives and manage the attraction of people with outside skills to fill employment gaps can increase resiliency between industries and employers, and create opportunities for enhanced skills training for employees that increases their retention and job satisfaction. Local employers can work with educational institutions and business supportive services like Michigan Works! to engage directly with students and employees to develop and strengthen the talent infrastructure and available career pathways in supporting a stronger economy. Talent attraction also means addressing weaknesses in the current economic landscape, like a lack of affordable housing, supportive services like childcare, and identifying wage and cost-of-living gaps that lead to out-migration of workers.



“What types of economic development activities should be focused on in Dickinson County: Provide career training/upskilling opportunities.”

- 49% said “high priority”
- 29% “moderate priority”
- 8% “low priority”
- 3% “not a priority”

QUALITY OF PLACE

Thriving and attractive communities have quality places and vibrant cultural assets that contribute to a “sense of place”. Placemaking addresses needs like housing, transportation, historic preservation, downtown amenities, and green spaces and recreation that inspire people to want to live, work, and play in an area. With Dickinson County’s wealth of natural assets, quality of place is already significantly advantaged. Further investments in assets and amenities like parks, recreational facilities and venues, arts and community spaces, and quality of life programs can create natural attraction and retention qualities for other areas of the local economy.



ECONOMIC RESILIENCY

INFRASTRUCTURE AND SITES

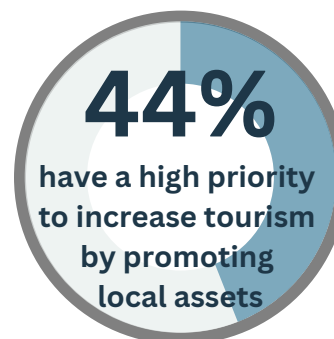
The availability and quality of infrastructure (water/sewer, electrical capacity, transportation and logistics, broadband connectivity) has the ability to impact the operation of businesses, the well-being of residents, and the capacity of an area to respond to new development. Much of the infrastructure managed by local governments in Dickinson County is nearing the end of its useful life, and state and federal regulations have strained effective investments for redevelopment and expansion. Effective asset management, collaborative opportunities, and capturing alternative funding sources through tax mechanisms and available grant programs will help to expand and enhance the available developable areas and resources. This includes ensuring that services to residents are affordable, accessible, and effectively managed to provide a high level of service through the community. Site preparation to create shovel-ready project areas, and anticipating uses and zoning considerations can help incentivize developers to invest in local projects.



Construction in Iron Mountain

REGIONAL POSITION AND MARKETING

Successful communities are known and recognized for the efforts that make them economically successful and attractive for visitors and residents. A collaborative, coordinated, and focused brand between communities in Dickinson County can support creating marketing opportunities and targeted outreach efforts that can capitalize on every community's unique natural and social attractions. Coordinating efforts, activities, and messaging can help to publicize successes and expand the reach of marketing efforts, making them even more effective.



“What types of economic development activities should be focused on in Dickinson County: Increase tourism by promoting recreational, cultural, and entertainment activities.”

44% said “high priority”
34% “moderate priority”
13% “low priority”
5% “not a priority”



“Community” mural in Iron Mountain



ECONOMIC RESILIENCY

REGIONAL ECONOMIC DEVELOPMENT

Dickinson County is the fifth-most populated Upper Peninsula county. However, because of its natural resources and strategic economic position along the Michigan-Wisconsin border, it consistently ranks among the top UP counties for workforce and economic metrics. Those natural resources and a favorable transportation position, first along the Menominee River, then through rail to Great Lakes ports, and now by highway trunklines, have been a primary influence on the county's growth and development. Its growth in manufacturing from these qualities places it in a unique position among the comparable area. The industries rely on the efficient movement of people and goods for employment and the import and export of resources and finished products. Meanwhile, the comparatively rural character of the area and geographic isolation from the rest of the state means specialized services and retail opportunities often require travel outside of the area.

The Upper Peninsula/Wisconsin border region has strengths in its health care, manufacturing, forestry, tourism and hospitality, and education sectors which all have significant presence in Dickinson County. The county has led its peers with the lowest unemployment rate, increases in wages and earning, and availability of skilled workers. Across this region and the Upper Peninsula as a whole, capitalizing on the availability of natural resources for extractive and recreational opportunities, and as an attractant for workforce development, tourism, and quality of place, has been identified as way to expand and promote a resilient regional economy. However, the threats of continued population loss and demographic change, the availability of housing, and the capacity and affordability of local governments to accomplish infrastructure improvement continue to impact the region.* The Dickinson Area Economic Development Alliance continues to coordinate locally between public and private partners to bring benefits to businesses and county residents. The Comprehensive Economic Development Strategy (CEDS) for the central Upper Peninsula region identifies regional economic values and specific development opportunities that communities can support to realize continued growth for the region.** The regional CEDS Committee, facilitated by CUPPAD, unites local economic development, government, business, and industry leaders to align local priorities to state and federal programs. Continued participation and coordination across public and private spheres will enable the region to be more resilient to economic impacts and increase quality of life for all residents.



Source: CUPPAD

* (2009) An Economic Opportunity Study for the Michigan Upper Peninsula/Wisconsin Border Region. NorthStar Economics.

** (2021) Central Upper Peninsula Comprehensive Economic Development Strategy, 2021-2025. CUPPAD.



HOUSING



Woodward Avenue, Kingsford. Photo: Google

Overview

Several factors reflect the need for diverse, affordable housing options in Dickinson County. While the population of the county is expected to decline slightly or stabilize over the coming years, the need for talent attraction and retention, the growing availability of remote work options, and the attraction of the county's natural resources and amenities will continue to influence a tight housing market. Housing availability and affordability ranked at the top among challenges identified by stakeholders participating in the development of the Dickinson County Economic Resiliency Plan.* Housing availability, right-sizing or right-typing new and existing housing, housing affordability, as well as matching availability and affordability to local economic conditions, are growing challenges for residents. The county's sizeable percentage of seasonally-occupied homes, more commonly summer vacation homes on water bodies or those occupied by "snowbirds" who leave for the winter months, continue to drive the tight market as well.

The average home in the county was built in the 1960s, reflecting the national trends of increasing suburbanization and mobility, and the coming of age of the Baby Boomer generation. Housing development in rural areas increased over this time on larger lots away from commercial centers and infrastructure services. The average home throughout the county is a single-family detached structure with three bedrooms. Three-quarters of the apartments and other multi-unit housing types are typically located in the three cities, with Iron Mountain having the most diversity in number of units. Eighty-three percent of homes are owner-occupied, and of those roughly half are without a current mortgage, indicating that householders have completed typical mortgage terms and have resided in their homes for long tenures.

A 2016 Target Market Analysis (TMA) of the housing market in Dickinson County found that there was potential under a conservative scenario to build roughly 600 new housing units of various types.** However, between 2010-2020 an average of 31 units each year entered the housing market. The lack of growth was influenced by larger market factors, the availability of contractors, and the affordability of existing units. New units were most often constructed in suburban areas of Kingsford and Breitung Township, and Breitung has continued to lead the number of new building permits issued in the 2020s.

The housing market and sociodemographic issues around housing have changed dramatically in the past several years. Home sale prices in the Upper Peninsula increased 56% from 2018 to 2022, faster than the statewide median sale, while interest rates were at their lowest levels.*** The need for new housing still remains prominent, and continues to influence workforce and talent gaps affecting local employers. Developing new housing of various types and price points will continue to have widespread influence in a number of areas.

* (2023). Dickinson County Economic Recovery and Resilience Strategy. CUPPAD.

** (2016). Target Market Analysis, Dickinson County, Michigan 2016. LandUse USA.

*** (2022). Housing Statistics, April 2018-2022. Michigan Realtors. www.mirealtors.com/housing-statistics



Housing Needs

The 2016 Target Market Analysis (TMA) anticipated that single family detached housing would continue to drive growth in the area, however, the need for attached multi-unit housing of varying types would increase to half of needed builds, centered around capturing migrating households looking for housing alternatives and young families establishing themselves in the community. Nearly 80% of these units would need to be priced at moderate rates. Affordability is often described as housing whose costs (mortgage, taxes, insurance, etc.) represent less than 30% of gross monthly household income, targeted at households up to 120% of household area median income. In Dickinson County, a household income under \$71,500 (about 60% of households) may be considered buyers in the affordable range. As reported in a 2020 Housing Needs Assessment for Dickinson County, about 40% of current renters and 20% of owners were considered cost burdened by their housing, or paying monthly costs above the affordable metric.*

The 2016 TMA identified that the target buyers most likely to purchase moderately priced housing in the county are represented in middle-age moderate income earners, young families, and seniors looking for smaller homes and community amenities. These continue to be represented in more recent stakeholder conversations as needs within the community, representing workforce housing and senior living alternatives. As practical housing types, new development would likely be located in the Iron Mountain-Kingsford-Norway urban corridor in concert with existing infrastructure. A priority would be for developments near to, or within walking distance of, community amenities and social gathering spaces. The Michigan Statewide Housing Plan, developed by the Michigan State Housing Development Authority (MSHDA) provides a number of housing potentials focused on the Iron Mountain and North Dickinson housing market areas.** These have been translated into a Central Upper Peninsula Regional Housing Partnership Action Plan, that seeks to align MSHDA's goals from the statewide housing plan with local priorities developed through stakeholder engagement.***

In the years following the TMA, more than one-third of all Dickinson County households are now headed by someone of retirement age. Recent nationwide housing trends indicate that retirees often look for smaller housing formats with minimal upkeep, in contrast to the current local trend of larger homes on larger lots. In addition, trends in smaller households and flat new-build rates increase market pressure on those seeking housing. Fewer people are living together, and those moving out of their former homes have difficulty establishing themselves with housing in the community. Market data gathered during the Housing Needs Assessment showed that alternative housing types, like condos and other multi-family formats, are valued at similar sale prices to conventional homes, indicating an outsize need compared to available stock. The large amount of homeowners in the county without mortgages provides an available market opportunity for this sector, and the migration of retirees to other available housing would open the existing stock to other groups. In anticipation of expected health needs, there should be additional consideration for facilities that provide a continuum of care and living arrangements. Supporting services offering assistance with rehab, repair, and rehabilitation of the existing housing stock can accommodate those desiring to age in place in their current homes, and present opportunities for older housing to be affordable housing,

Workforce housing options are generally reflected as being within reasonable commuting distance from employers, offer flexibility for younger people who may desire more mobility, and offer affordability for those looking to establish themselves in long-term homes in the community. To tie directly into workforce recruitment and retention, their price points need to reflect the potential income of employees, and consider that those migrating into an area may need to establish themselves on a single income before trailing spouses can find employment and other needs like childcare. Since supply concerns and availability of contractors have increased building costs, partnerships between developers, employers, and local governments may be needed to finance the gap between building cost and affordable price points.

* (2020). Housing Needs Assessment, Dickinson County. CUPPAD.

** (2024). Michigan's Statewide Housing Plan. MSHDA. www.michigan.gov/mshda/developers/statewide-housing-plan

*** (2024). Regional Housing Partnership. CUPPAD. www.cuppad.org/regional-housing-partnership



Housing Opportunities

The shortage of certain housing forms and the availability of affordable units is not just a Dickinson County issue, though it is certainly exacerbated by local factors. The supply and affordability crisis in housing is influenced in four areas referred to as the four “Ls”: Labor, Lumber, Land, and Laws. County stakeholders and local governments have opportunities to work within these areas to incentivize development opportunities, and take advantage of supporting agencies and funding sources. A collaborative approach is needed to identify opportunities and provide the capacity to realize them. Since local governments are diverse in areas and needs, a framework is described for incorporating into community plans and actions.*

Describe Community Needs

Each community in Dickinson County will have specific needs in supporting its residents. Discussions with local stakeholders: residents, employers, realtors, lenders, etc. can help gather information. Supporting data like comprehensive target market analyses, and other plans mentioned in this document and elsewhere can add to local intelligence. Available supporting partners, like local housing supportive services, regional development agencies, and statewide organizations, can provide guidance and technical assistance. A comprehensive examination of existing conditions weighed against the desires of the community can help focus on filling gaps.

Identify the Appropriate Context

Not every housing type or need is appropriate in each community. Local planning commissions and administrations should identify where specific types of development are supported by infrastructure availability and community character. There are also significant areas where environmental factors including Brownfields, public lands, wetland and soil permeability, and natural resource extraction should be considered. Future land use plans and zoning should also attempt to align standards between communities, so that a more standardized and streamlined development process may occur across jurisdictional boundaries.

Support the Approval Path

Development costs include the regulatory standards and processes that a project must be approved before construction can begin. Land use reform in zoning standards, offering more flexible requirements and development incentives, can make areas more attractive to developers. Streamlining the approval process, examining permitted and special use standards, and shortening the timeline for approvals and permitting can ease costs. Developing communications strategies and gathering public input can mitigate opposition and address local goals and concerns.

Codify into Plans and Policy

Incorporating community goals, local issues, and development standards into publicly available plans and policies creates messaging and the legal basis for implementing reforms. Local planning commissions and administrations should develop a regular process for reviewing these so that the goals of the community continue to reflect needs. Spreading the message developed in planning markets the community as friendly towards development and potential investment.

These areas represent different actions available to all communities across the county. A vision for housing across the county increases the supply of affordable and attainable housing while supporting the needs of diverse communities and people.

* (2022). Zoning Reform Toolkit. Michigan Association of Planning. www.planningmi.org/aws/MAP/pt/sp/zoning-reform



Housing Plan

As the county is limited in what it can do to implement housing reform, and it will have to rely on constituent local governments to coordinate and enact change in their jurisdictions. Coordinated leadership, public-private partnerships, and legislative actions will need to be undertaken to focus on housing concerns. Incentivizing housing development requires promoting policy change, while balancing resources available and meeting public concerns.

MSHDA's goal as a result of the Statewide Housing Plan and subsequent investments identify a need for at least 780 new units across the county to meet statewide goals; an increase from the result of the 2016 Target Market Analysis. A new Target Market Analysis would support the placement and market areas for different types of housing in varied communities. At a regional level, the Central UP Regional Housing Partnership Action Plan is a direct local outcome of the statewide plan, providing support for locally identified priorities: continuing to build the housing support ecosystem to provide capacity for local governments, community organizations, and developers to realize projects; increasing the supply and variety of the housing stock, and rehabilitating existing properties; and providing support to renters by making housing assistance resources more accessible and available. Communities can help support this action plan by applying directly for funding or updating community master plans and zoning ordinances to create additional opportunities for other organizations.

The County has the ability to bring housing issues from across all communities together and facilitate conversations and actions between local governments, community organizations, developer groups, and others. These conversations could include supporting studies and planning describing individual community needs in detail, advertising funding sources and potential partnerships between organizations, and marketing recent developments as examples of success to be replicated in other communities. Habitat for Humanity-Menominee River and DICSA are examples of successful non-profit partners offering home repair and weatherization programs to dozens of area homeowners each year. Bringing these organizations into partnership with local governments and private developers can help extend the reach of available programs and funding sources for different types of housing development and rehabilitation. The County should continue to actively support new affordable housing developments including those that provide housing supporting workforce development for local employers, and rehab programs that increase the livability and value of existing housing stock for residents.

The County has also created an in-house construction crew to vertically integrate the coordination of housing development on county-owned and Dickinson County Landbank property. This dedicated set of construction professionals has more scheduling flexibility between projects, allowing them to rehabilitate existing structures, work on new construction projects, and also maintain existing county facilities. This crew has had initial success on smaller projects and the construction of the new bathhouse facilities at Lake Antoine County Park, with the hopes of expanding their capacity in the near future.



Missing Middle Housing Types, Opticos Design





INFRASTRUCTURE



Sturgeon Falls Hydroelectric Dam Photo: CUPPAD

Overview

Critical community infrastructure systems and services include transportation, water, wastewater, energy, food, public safety, public health, solid waste, and public recreation; all enable society to function. Infrastructure resiliency and the ability to plan for and provide capacity is tied to local economic development and the health and well-being of a community. It is particularly important to plan for long-term resiliency in community systems so that a failure in one aspect does not cascade into others, and that growth and maintenance are managed accordingly.

Local governments face internal and external challenges when managing infrastructure systems. Declining revenues, rising expenses, state and federal requirements, and aging infrastructure are issues seen across the Upper Peninsula, and these impact the ability of municipalities to provide essential services to residents. Local units collect taxes and generate revenues for operations and provide infrastructure and services that are needed for the well-being of the community, and that would not be otherwise provided by the private sector.

The Michigan Infrastructure Council oversees the Transportation Asset Management Council (TAMC) and the Water Management Infrastructure Council (WAMC)*. Together they offer best practices and technical assistance to communities, and document the health of Michigan's road and water assets. Effective asset management is an ongoing process of maintaining, preserving, upgrading, and operating physical assets cost-effectively. This is accomplished through physical inventories and condition assessments of all aspects of a system, and weighing their operational costs with the cost of a desired level of service and risk of failure for the community. The coordination of information between assets into a larger picture for decision-makers allows them to make more effective long-term decisions for the community.

Underinvestment by communities in existent infrastructure is reaching the point where the cost of failure exceeds the cost of effective management. In Dickinson County, many communities had growth periods and developed initial infrastructure that is now over 100 years old. Facing declining revenues, increasing requirements, and a need to expand or modernize systems to meet development goals, many agencies are turning to grants and assistive loan programs to pay for upgrades. Residents are the primary users of infrastructure systems and expect a high level of service from their community without an undue burden of cost. Asset Management practices for different types of infrastructure can help governments and residents better understand the challenges faced today and in the future, and increase confidence in responsible expenditure and management.

* Michigan Infrastructure Council. www.michigan.gov/mic





INFRASTRUCTURE

Transportation Systems

Roads

The basic objective of transportation systems is to facilitate the safe and efficient movement of vehicles. Recent increases in active transportation activities and statewide transportation goals have expanded this objective to include the safe and efficient movement of people utilizing multi-modal means, and a focus on a “Towards Zero Deaths” safety culture. Transportation efficiency is a key factor in decisions affecting land use and development. Dickinson County’s historic reliance on the movement of goods and people by key routes and roadways have positioned it as a manufacturing and residential growth magnet. Major roadways in the county provide commuting routes and direct access to commercial centers from residential areas.



Dickinson County Road Commission logo

Land use affects transportation choices and transportation opportunities impact land use decisions. Roads and other transportation systems have also been influenced by physical barriers such as rivers, lakes, swamps, and rugged terrain as well as the placement of historic land uses and structures. In 2022, Michigan’s Transportation Asset Management Council (TAMC) reported that 33% of Michigan’s federal aid eligible roads were in poor condition, and 42% were rated fair.* The percentage of those in poor condition is projected to increase by 2-3% biennially into the 2030s. Each year, trunkline and primary road conditions are rated by the Michigan Department of Transportation (MDOT), County Road Commissions, and Regional Planning Organizations on TAMC’s behalf.

The Dickinson County Road Commission (DCRC) is responsible for the majority of the road network outside of cities except for US and State Routes and private roads. County-maintained roads are classified as primary roads, which facilitate movement from place to place, and local roads, which comprise the most mileage but see the least traffic. Road funding is based on the mileage of each road system; the collective road mileage is over 769 miles. For county maintained roads, 176.8 miles are designated as county primaries and 357.8 miles as local roads. The Road Commission also maintains some 22 bridges. The cities of Iron Mountain (71.24 miles), Kingsford (46.13 miles), and Norway (36.85 miles) all maintain roads in their jurisdictions through their respective Department of Public Works. Many roads in Dickinson County are in poor condition, with noticeable rutting, cracks, and potholes. Lack of adequate funding has created a situation in which it is not possible to improve and maintain the condition of the road network as it continues to deteriorate due to traffic volumes, age, and environmental conditions.

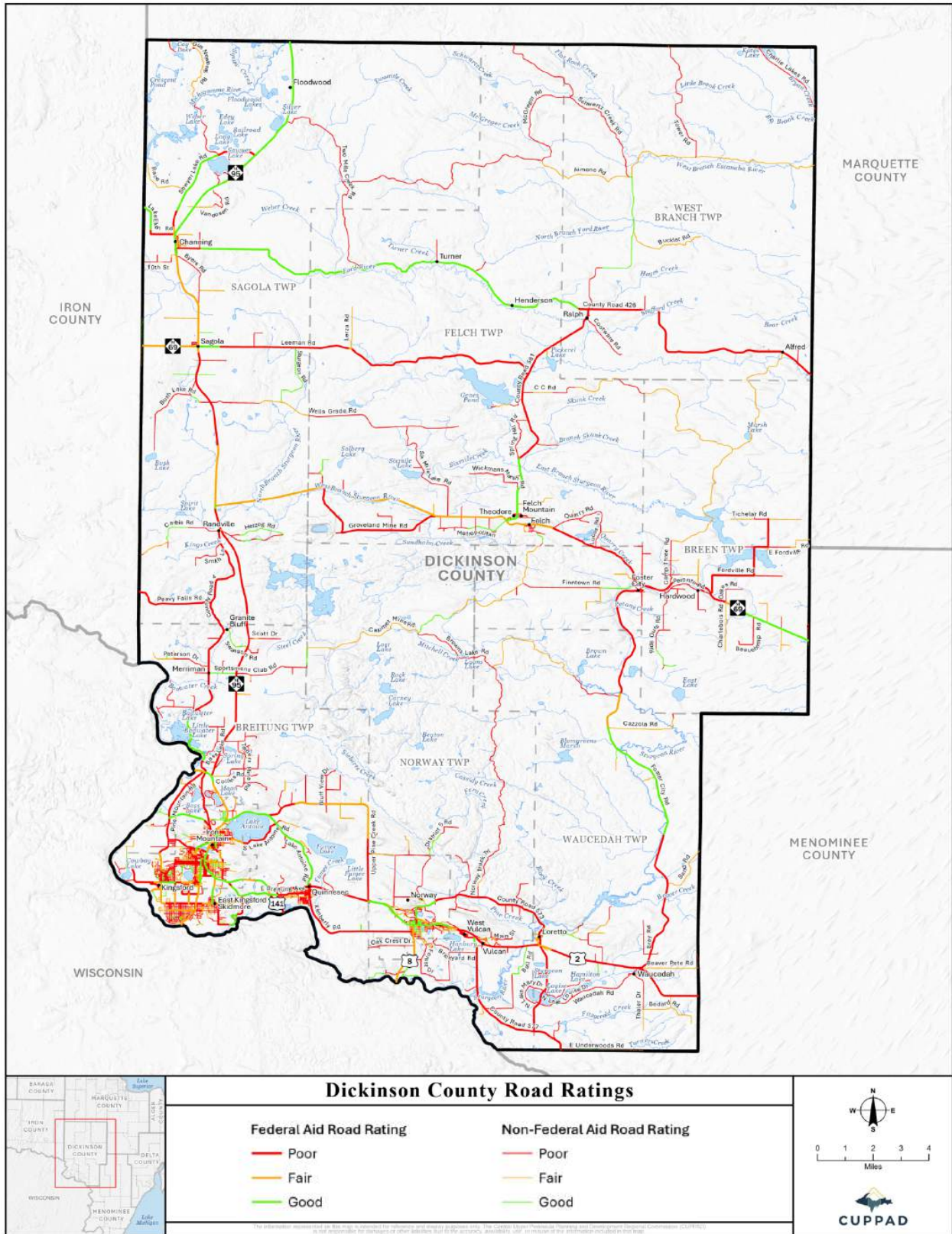
All agencies identify priorities for capital improvements and maintenance that provide the highest level of service to residents with efficient use of funding. Each agency is allotted funding from the state based on the mileage of designated roads in their jurisdictions through Act 51 fuel taxes and the Michigan Transportation Fund (MTF). MTF funding has stayed relatively flat over the past several years, while fuel efficiency standards and the rise of electric vehicles have reduced fuel tax revenue, and inflationary factors reduce spending power. As the road system comes in need of reconstruction, and Act 51 revenues decline, there is an increased need to identify alternative funding sources. At the same time, co-occurring infrastructure issues in local units like lead service line abatement cause additional need for road reconstruction and reduce dedicated road funding. Efficiencies can be gained through integrated asset management plans and policy, and transparency and communication by local agencies. MDOT also provides five-year transportation plans to provide notice of upcoming projects on state roads. Together integrated asset management and multi-year planning allow for agencies to collaborate and increase efficiency between different types of infrastructure projects.

* (2023). 2022 TAMC Roads & Bridges Annual Report. Michigan Transportation Asset Management Council.





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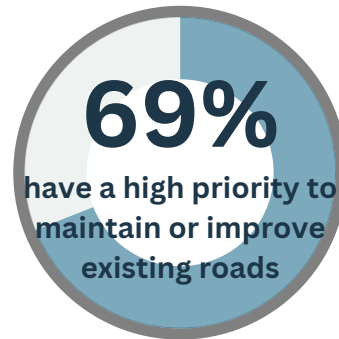
*Road ratings reflect data collection activities in 2022-2023.





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The County maintains a one-half mil property tax assessment for road funding along with road improvement millages held by Breen, Felch, and Norway Townships. The county's assessment accounts for 2.5% of annual revenues for the Road Commission, while township funding is used for individual projects on local roads. Each year, the County Road Commission solicits projects from the Townships and provides a cost-share or matching work and technical assistance based on the financial condition in a given year. The Townships submit a priority list of local roads they feel are in most critical need of repair. The Road Commission then contributes a share of the engineering and construction costs with the Township to accomplish projects around the county. These projects are minimized by the lack of available funding, resulting in construction year-over-year to repave short stretches of roadway, and preventing a regular schedule of maintenance and improvement.



“What transportation concerns need to be addressed in Dickinson County to promote healthy communities and economic development: Maintaining or improving existing roads”

69% rated “high priority”
25% rated “moderate priority”
1% rated “not a priority”

The Road Commission has been innovative in conducting testing with Michigan Technological University to use non-traditional road materials like recycled glass and rubber tires in various projects, both in an effort to capture alternative funding and mitigate wear and tear over time. The projects have incorporated funding and technical assistance from non-traditional partners, save the mining of new aggregates to make new asphalt, and result in less road closure time for construction. While the recycled pavements do not have all the strength of traditional materials, they are more resistant to cold weather which prolongs their maintainable life. Glass-derived aggregate from beverage containers consumed and processed locally saves both space in landfills and the need to transport collected glass out of the region to recycling end markets.

Much of the US-2 corridor is intensively developed because it provides capacity for a heavy traffic volume and vice versa. Growing commercial development along the corridor creates more points of vehicular access and traffic flow disruptions that may affect traffic safety. Most of the commercial and industrial development outside the cities consists of businesses which need large lot sizes and benefit from highway exposure or proximity. Trunkline highways and major county roads are also used for the hauling of timber to processing facilities like LP Sagola and the Billerud Quinnesec paper mill. These frequent and heavy loads create additional wear and tear on county roadways and bridges. These activities have also resulted in the proliferation of accesses, driveways, and intersections along the corridor creating conflict points.

In 2005, MDOT and the local governments along the corridor created the US-2/US-141/M-95 Access Management Action Plan* to regulate development and allow for review of projects along the roadway. Access management is a set of techniques that can help reduce traffic congestion, preserve traffic flow, improve safety, and provide asset efficiency. The Plan resulted in a number of zoning changes in local units to help regulate development, and an Access Management Committee continues to meet regularly to review proposed projects. Despite this, the intensity of development has continued, particularly in the areas of M-95 through Kingsford to downtown Iron Mountain, and between the eastern Iron Mountain city limits and Quinnesec. In more recent years, reconstruction of Lake Antoine Road from northern Iron Mountain to Quinnesec has provided a bypass for the congested city route, but has resulted in increased heavy truck traffic through a relatively residential and recreational area. Previous discussions in the late 1990s to alleviate heavy traffic through construction of a bypass route were terminated due to excessive costs and lack of public support. Further study and coordination is needed between MDOT, DCRC, and local units to ensure that multimodal transportation problem areas are identified and mitigated for public safety.

* (2005). US-2/US-141/M-95 Access Management Action Plan. Planning and Zoning Center, Inc. www.cuppad.org/access-management

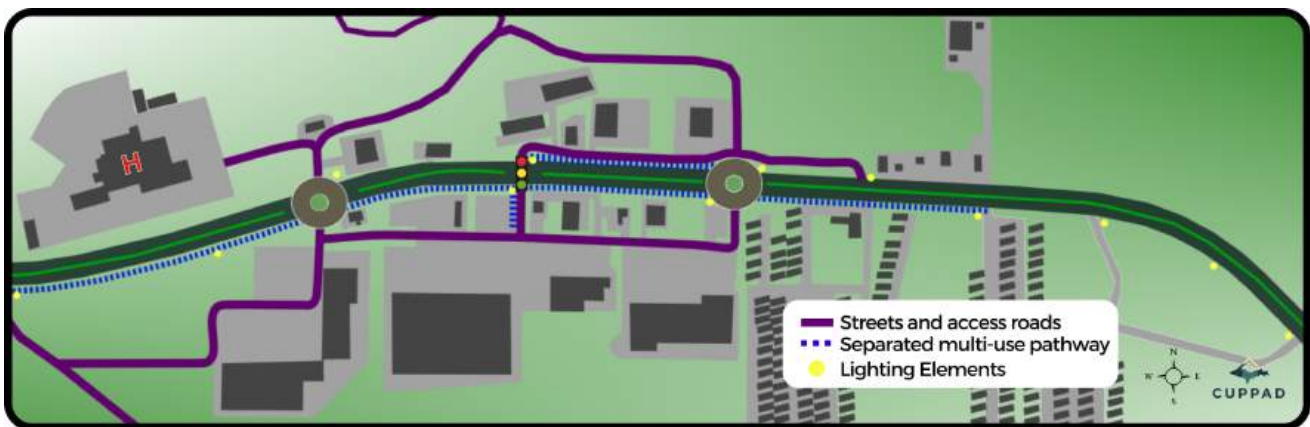




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A long-term vision for a portion of the US-2 corridor between Michigan Avenue in Iron Mountain to the intersection of US-2 and US-141 in Breitung Township would involve significant construction and redesign to address issues identified with high speeds, dangerous intersections, and access management for the hospital and commercial businesses. The area is a significant trip generator with the hospital, retail stores, hotels, and residential areas. Traffic counts fall off significantly when travelling from west to east, indicating that the majority of drivers are coming into or out of Iron Mountain. The intensity of development has increased in the past several years, with the City of Iron Mountain annexing areas north of the highway under an intergovernmental transfer of property agreement with Breitung Township, and the City has incrementally expanded water and sewer infrastructure east to accommodate development. Both jurisdictions have identified this area in their future land use plans with a variety of allowable commercial uses and the potential for mixed-use retail and housing spaces.

The highway in this area has a posted speed limit of 45-55 MPH, rising from the Iron Mountain city limit. Elevation changes on each side of this area affect the field of vision for drivers, possibly causing confusion between timing and vehicle speeds. Angle and rear-end collisions represent the majority of crashes in this area in the past several years; while not attributable to all crashes, vehicle speed and clear vision (including during inclement weather) may be contributing factors. Lighting has also been an identified deficiency in this area, making turning across traffic lanes into smaller, unlighted accesses more difficult. A sidewalk installed by MDOT during prior reconstruction ends at the hospital, with no pedestrian infrastructure or crossing points present beyond.



Visualization of potential ideas proposed during stakeholder input with MDOT

A large-scale reconstruction of this area would significantly alter the terrain on the eastern and western ends, closing access to several present drives while creating more opportunity for parallel shared access drives and at-grade pedestrian infrastructure. The current five-lane configuration would be reduced to four with the addition of indirect left turn lanes, or “Michigan lefts”. A reduction of speed limits and construction of two roundabouts near the Walmart and Home Depot access drives would have a traffic calming effect, and also allow for pedestrians to cross the roadway. While a lofty goal, similar results have been achieved in the Upper Peninsula in Marquette Charter Township, where a variety of intensifying commercial and residential uses cause similar conflicts. In 2024, MDOT commissioned a corridor study of the US-2/US-141 corridor and intersection. The study is anticipated to result in several short and long-term alternatives to possibly be implemented as funding is identified. This reconstruction could have the added benefit of continuing to expand the water and sewer infrastructure of this area, creating additional capacity for continued development into the future in both the City and Township.





INFRASTRUCTURE

Railways

Rail service in Dickinson is provided by Canadian National (CN) and the Escanaba and Lake Superior Railroad (E&LS). The Canadian National trackway begins with a connect with E&LS track in Iron Mountain, and then runs eastward through the southern part of the county into Menominee County and beyond. The western terminus of these tracks between Quinnesec and Iron Mountain has been largely unused for the past several years. E&LS trackway runs north-south from a crossing south of Kingsford to Channing. Track from Channing to the east is used for long-term storage, and in places has not been in use for a number of years, but remains in ownership of the railway. LP Sagola and the Billerud Quinnesec mill are the primary users of the railways for transport of raw wood, lumber, pulp, and paper products.

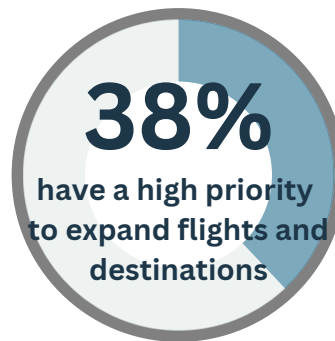
Ford Airport

Ford Airport, located in the northwestern portion of Kingsford, is one of six commercial passenger airports in the Upper Peninsula. Of the six, Ford handles about 15% of the passenger traffic in the UP in a given year. The operations at the airport began by Dickinson County's purchase of 512 acres from the Ford Motor Company in 1932 for \$1. The County has maintained the now 720-acre airport through the years, even with difficulties in maintaining a profitable number of passenger enplanements for service providers. The airport, with flights operated by a subsidiary of Delta Airlines, was named by Delta as it's "2022 Station of the Year" through continually receiving highly positive customer feedback scores. Flights are currently available to Minneapolis and Detroit on a regular schedule.



Ford Airport Photo: CUPPAD

Passenger enplanements reached a peak of 22,908 in 2019, with a fall-off due to the COVID-19 Pandemic. 2023 enplanements reached 18,486. Activities and passengers at Ford Airport contribute an estimated \$54 million in commerce to the local economy, more than double for similar activities through Delta County Airport.* This includes a significant amount of air cargo, second only to Marquette Sawyer in the UP.



"What transportation concerns need to be addressed in Dickinson County to promote healthy communities and economic development: Expanding the availability of flights and destinations."

38% rated "high priority"
34% rated "moderate priority"
22% rated "low priority"
4% rated "not a priority"

The County recently completed a new \$1.5 million hangar for aircraft storage, county office space, and completed a new Medical Examiner's Office on the property. Growth in tourism as well as use for people travelling for business has identified a need to modernize and expand the current terminal building, built in 1947. Cost estimates for a proposed two-story terminal addition have been estimated at about \$35 million, with grant funding from the FAA through the Bipartisan Infrastructure Law and other programs available. The goal in modernizing and expanding the airport grounds will be to grow the share of air service for the UP and northeast Wisconsin, as well as create community spaces like a museum, education facilities, county offices, and continuing to house critical services like air medical transport organizations.

* (2021). "Taking flight to see farther together in Michigan". Seeing Farther. Prein and Newhof. www.preinnewhof.com





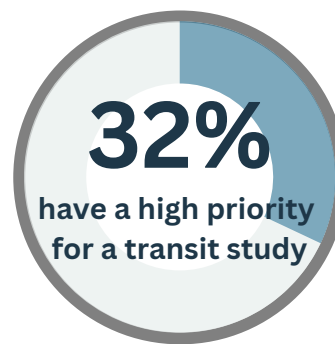
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Public Transit

TRICO Opportunities and the Dickinson-Iron Community Services Agency (DICSA) provide limited, demand-response and non-emergency medical transportation services in the County and wider area. TRICO provides transportation to their clients in their vocational rehabilitation and skill building services, while DICSA provides door-to-door transportation for the elderly and disabled. Other, specialized transport and non-emergency medical transportation options are available from Veterans Affairs, non-profits, and private transport. Inter-regional transportation is available through Indian Trails, with a stop in Iron Mountain. Additional need for public transit services may be anticipated with the aging of the county's population, and changing social norms and employment patterns.

A public transit system available to the full general public has been discussed several times in the county, but the movements have died for lack of support and funding. In 2007, a coordinated public transportation plan and survey were developed by DICSA to gauge the feasibility for a larger public transportation system within Dickinson and Iron County.* Seventy-two percent of the survey respondents, targeted at seniors, disabled, and low-income households, indicated that they would use a fixed route public transportation system if it were available to them. Subsequent Community Needs Assessments conducted by DICSA in 2013, 2016, 2019, and 2022 continue to support that the lack of public transportation options is an unmet need in the area, and identify that that this need will likely be present into the future. A 2016 coordinated mobility plan for the UP found not enough local resident information or response was available to determine the feasibility of a public transit at the time, though identified an unmet need for service to commercial, health, and employment centers along the Iron Mountain-Kingsford-Norway corridor.**

A 2022 study on non-emergency medical transportation*** found that Dickinson County had low availability of transportation service compared to a moderately-high potential demand population of seniors, Veterans, low-income households, and disabled persons. The highest areas of transportation need were identified in Sagola and Waucedah Townships, with the presumption that they would travel into the cities. Past discussions have also included the transfer of school-of-choice students between districts, alleviating some pressures on the local school bus systems.



“What transportation concerns need to be addressed in Dickinson County to promote healthy communities and economic development: Conduct a feasibility study for a county-wide public transportation system”

32% said “high priority”
22% “moderate priority”
20% “low priority”
19% “not a priority”

Potential comparable examples of transit authorities may include Delta Area Transit Authority (DATA) and Gogebic County Transit, both established under Public Act 196 of 1986. The authorities are funded by local unit and countywide millages, respectively, with funding support from MDOT and the Federal Transit Administration. Both agencies provide demand-response and flexible demand-fixed route services between the separated cities in each county. Fares are between \$1.50-\$10.00 depending on service and mileage. DATA also delivers local packages and groceries locally and regionally in connection with Schoolcraft County Transit.



Photo: www.gogebiccountyttransit.com

*(2007) Dickinson-Iron Coordinated Public Transportation Plan. UP Community Services, Inc. (DICSA)

** (2016) Coordinated Mobility Plan: Prosperity Region 1. Michigan 2-1-1 & Michigan Department of Transportation.

*** (2022) Upper Peninsula Non-Emergency Medical Transportation Study. Upper Peninsula Commission for Area Progress.





INFRASTRUCTURE

A feasible demand-based or fixed fixed route transit service between locations in Iron Mountain, Kingsford, and Norway, with stops at Ford Airport, the VA Medical Center, Marshfield Medical Center, Bay College, Quinnesec, and major employers could be assessed with more information, and a campaign to identify public demand and support. An additional rural route with stops in Sagola, North Dickinson School, Felch, Foster City, and Waucedah would allow more flexibility for people aging in their homes in rural areas, and reduce the burden on relatives to drive on their behalf. A potential feasibility study for public transit in the county should incorporate previously gathered information, identify sufficient ridership and destination density, and examine walkability within proximity of potential stops.

Active Transportation

Active, nonmotorized transportation through pedestrian activity, bicycling, and other human-powered means is a growing and vital form of transportation. Whether for health, recreation, tourism, or transportation to work or school, active transportation users are present on the roadway network, often in close proximity to motorized means. Enhancing mobility within and between communities and investing in safety measures are both ways of promoting safe communities and creating economic opportunities. Investment priorities in the state’s “Michigan Mobility 2045 Plan”^{*} and the “Superior Region Active Transportation Plan, 2022-2030”^{**} are influenced to include Towards Zero Deaths traffic safety programs and enhancements that promote quality of life in the region.

US Bicycle Route 10 is a 193 mile route that uses US-2 as its route from St. Ignace to Iron Mountain. The entire route continues in segments over 2,200 miles from the UP to Anacortes, Washington. The Iron Belle Trail travels 48 Michigan counties from Belle Isle in Detroit to the Wisconsin border in the western UP. The Iron Belle Trail South Route is a bicycle route running concurrently with US Bicycle Route 10 until it reaches Quinnesec. From there, it uses Lake Antoine Road to bypass Iron Mountain, traveling on county roads parallel to M-95 until turning west into Iron County to meet US-2 again in Crystal Falls. This section is the only area where the route deviates from trunkline highways. Both routes are utilized by local groups and long-distance bicycle riders, including Tour da Yoop, Eh, whose members complete an annual circuit of the entire UP.

Locally, the majority of bicycling trails and mountain biking courses are owned and/or maintained by the Dickinson Trail Network (DTN). DTN maintains multi-use and snowmobile routes across five systems between Iron Mountain and Norway. A sixth network on Pewabic Hill, created in partnership with the City of Iron Mountain and funded through a Michigan Department of Natural Resources Trust Fund Grant, will create five additional miles of trails on public land.



Millie Hill trails with views of Iron Mountain

DTN’s volunteers contribute to trail construction and maintenance, and the group advocates for safe and efficient mobility across the entire county. The Iron Hills Cycling Team coordinates on and off-road bicycling events throughout the year, with routes highlighting the history and natural assets of the community. 906 Adventure Team coordinates youth cycling events and opportunities to connect to the outdoors. Outdoor recreation amenities and supporting groups like these have been identified as desirable assets in many communities, drawing residents attracted to an active lifestyle, contributing a economic impact for small business, and increasing community health and wellness. The County has identified that the DTN’s development work has wide-ranging economic development and health benefits to the area, and supports further planning to incorporate bicycling facilities where feasible.

^{*} (2021). Michigan Mobility 2045 Plan. Michigan Department of Transportation. www.michiganmobility.org

^{**} (2022). Superior Region Active Transportation Plan and Investment Strategy, 2022-2030. Michigan Department of Transportation www.michigan.gov/mdot/travel/safety/road-users/bicycling

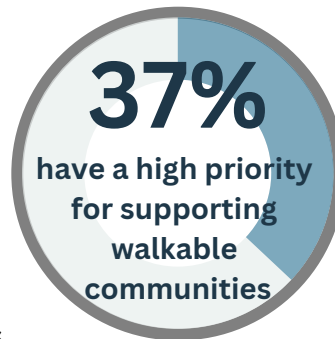




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Multi-use walking and bicycling pathways are present in areas of Iron Mountain, Kingsford, Norway, and Quinnesec, as well as between Lake Antoine Park and the western Fumee Lake trailhead. Few dedicated multi-use trails exist in the wider county, with those present near water features and parks. Bicycle on-road facilities are limited, though routes and signage have been established in several areas. The scattered nature of these facilities limit mobility between areas and communities in the otherwise high-traffic cities. Local governments should continue to identify active transportation safety concerns near commercial and residential areas, and create connections between facilities in partnership with other agencies.

Walkability across a the county's urban-suburban-rural transect must be sensitive to the context in which it is presented, taking into account not only the availability of supportive infrastructure, but also household and social characteristics. In rural areas, it may mean focusing on increasing safety for all road users, allowing people to use low-traffic roads as spaces for mobility and exercise. In more suburban areas, it may concern lighting and crossing infrastructure to facilitate movement between homes and destinations. In urban spaces, these and other factors will apply, including speed concerns and safe routes to schools and community facilities. Walking has ready health benefits, but also contributes to sense of place, allowing people to more actively been involved in participating in their communities.



“What transportation concerns need to be addressed in Dickinson County to promote healthy communities and economic development: Developing “walkable” communities”

37% said “high priority”
28% “moderate priority”
21% “low priority”
10% “not a priority”

Motorized Outdoor Recreation

Off-road powersports, including ORVs, dirtbikes, and snowmobiles continue to grow in popularity in the Upper Peninsula, particularly for tourism. Other activities like boating and camping with recreational vehicles encompass a number of recreation assets on Dickinson County's many water bodies. The economic impact of the outdoor recreation has increased in Michigan over the past several years, but with that comes impacts to land use and communities. Increased usage of trail systems and activities has resulted in damages to roads, increased traffic incidents, and excess wear and tear on facilities.

The county benefits from the wide availability of public lands, where DNR-designated ORV, ATV, and snowmobile trails provide access to natural areas and destinations. Local clubs like DTN, UPROAR, and the Tri-County Snowmobile and ORV Club maintain access to connections across private property and along public roads. These groups publish regular updates on routes and conditions. The County maintains an ORV ordinance allowing use of ORVs along county roads and in the right of way. In addition, many routes and county gravel roads offer dual use for both active and motorized activities.



Snowmobiling in the Upper Peninsula

Both active and motorized recreation activities and facilities continue to be draws for residents and tourism year-round. Where feasible, trails should take into consideration the separation of these users for safety reasons, but should also continue to connect to economic and social destinations between communities. Extensive collaborations and long-term partnerships will continue to be needed to ensure maintenance and marketability of Dickinson County trails and amenities as recreational destinations.

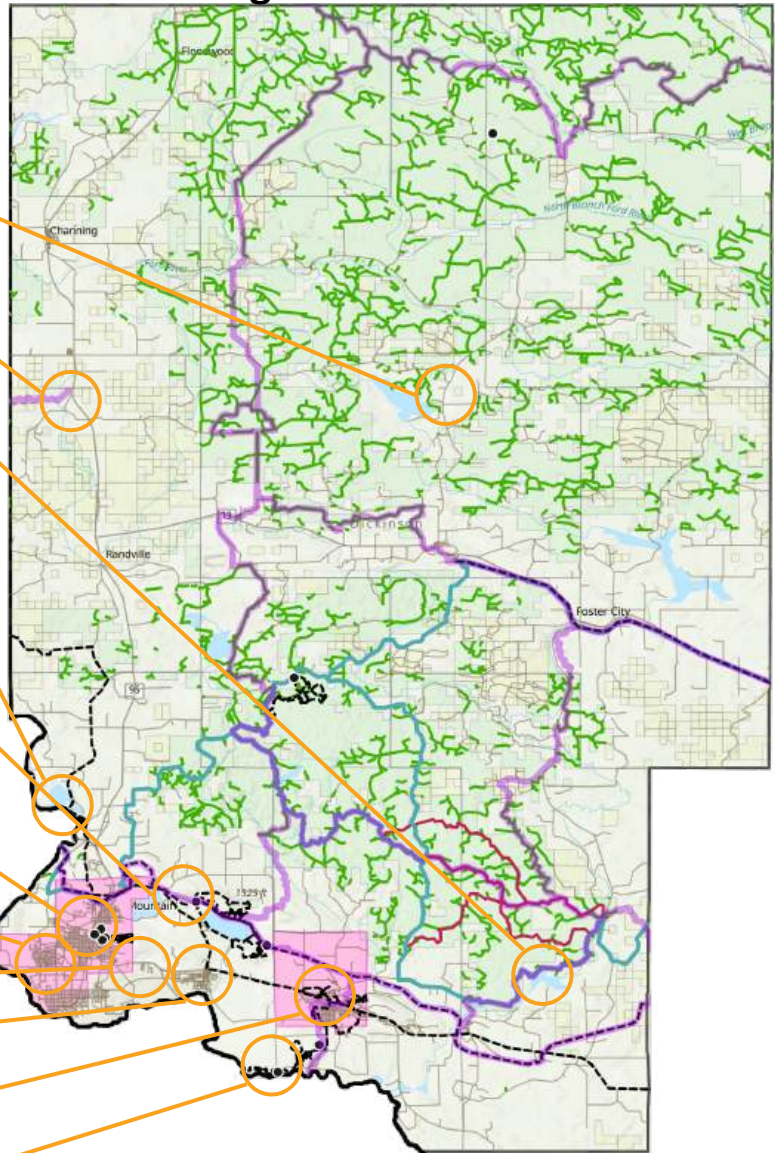




INFRASTRUCTURE

Potential and Planned Trail Network Enhancements

State-Designated Trails and Routes



Gene Pond-Norway Lake Park-North Dickinson School Forest

Iron Belle Trail Connection

Sturgeon River Trails

Twin Falls Bridge Restoration

Lake Antoine-Fumee Lake multi-use path and connections

Iron Mountain multi-use paths and mountain bike connections

Kingsford multi-use paths and park connections

Pedestrian safety enhancements

Quinnesec multi-use loop

Norway multi-use paths and park connections

Piers Gorge connection

- DNR Forest Roads
- ATV Routes
- DNR Public Lands
- Commercial Forest
- Bicycle Trails and Routes
- Snowmobile Trails
- ORV Trails

Source: CUPPAD

- Iron Belle Trail facilities, trailheads, marketing
- Off-road vehicle off-loading trailheads
- Snowmobile connector trails and trailheads
- US-2 safety features and multimodal mobility





INFRASTRUCTURE

Water and Wastewater Systems

Roughly three quarters of county residents obtain their drinking water from a community water supply system. Like most communities, these systems were installed in between the turn of the century and the 1970s, when the enactment of the Clean Water Act led to increased funding for water and wastewater treatment. A significant portion of the distribution network: pipes, pumps, and storage systems, are approaching or have exceeded their typical 100-year useful life. Approximately 12% of water service lines in Michigan contain or likely contain lead components; in Dickinson County systems, Iron Mountain and Kingsford have lead likely in above 40% of households, with lead lines likely present in every community*.

Unit of Government	System Overview	Water Service Area	Sanitary Sewer Service Area
Breitung Township	Connection from Kingsford to East Kingsford area. Connection from Iron Mountain along US-2. Wells and storage tank in Quinnesec serve ~1,200 residents	East Kingsford system and Quinnesec system	Partial area of East Kingsford (Joint Iron Mountain-Kingsford Sewer Authority)
City of Iron Mountain	Four wells serving almost citywide system. ~9,200 residents	Nearly citywide	Nearly citywide (Joint Iron Mountain-Kingsford Sewer Authority)
City of Kingsford	Four wells serving almost citywide system and East Kingsford. ~6,600 residents	Nearly citywide	Nearly citywide (Joint Iron Mountain-Kingsford Sewer Authority)
City of Norway	Three wells serving city and adjacent areas of Norway Township. ~3,300 residents	Nearly citywide	Nearly citywide (Joint Norway-Norway Township Sewer Authority)
Norway Township	Services along US-2 from Norway to Vulcan; south of Norway	US-2, Vulcan, US-8	Similar to water service (Joint Norway-Norway Township Sewer Authority)
Sagola Township	Lagoon wastewater system in Channing for ~200 residents, community septic system in Sagola ~100 residents	None	Sagola, Channing

Source: Local community plans and documents

Groundwater wells are the source of drinking water for all community systems and private wells serve rural residents. During the 1980s, the community water supply systems switched from using surface water drawn from Lake Antoine and Fumee Lake to groundwater wells and new treatment plants. These plants are now reaching their life expectancy of 50 years. The county's majority glacial till and organic soils hold sufficient water supplies while low-lying wetlands and shallow bedrock limit well development in other areas. Groundwater water supplies are vulnerable to contamination concerns, from both known and unknown sources, from generators like agricultural runoff, commercial and industrial operations, and the failure of private septic systems. An emerging concern is the presence of PFAS chemicals, used widely in products since the 1940s. PFAS chemicals are considered "forever chemicals" in that they do not break down naturally in the environment, and are of a size and nature that make them difficult to capture and destroy in traditional treatment systems. PFAS contamination has been identified at the old Central and Grede Landfills, and Ford Airport. All of the community systems utilize Wellhead Protection Plans that protect the areas around the wells from contamination concerns caused by land use and development.

Wastewater systems are affected by many of the same age and contamination concerns as water supply systems, and are reaching the end of their expected life. Slightly fewer county residents have access to community wastewater systems than water systems, as their presence doesn't necessarily overlap. The

* (2023). 2023 Report Card for Michigan's Infrastructure. American Society of Civil Engineers. www.infrastructurereportcard.org
Read, J, et. al. (2022). Water Service Affordability in Michigan: A Statewide Assessment. University of Michigan Water Center.

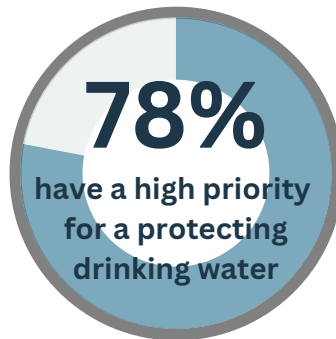




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majority of private households in rural areas rely on on-site septic systems. Septic service regulations and placement are managed through the Dickinson-Iron Health Department and the Superior Environmental Health Code. Soils in the county often present moderate or severe limitations for septic absorption fields; rapid permeability in glacial tills can lead to poor filtration before effluents reach groundwater.

Current wastewater treatment systems have more than sufficient capacity to effectively treat flow during normal weather. In some areas, stormwater capture remains combined with the sanitary sewer system. In the case of heavy rain or snowmelt events, excess stormwater can overwhelm treatment plants and cause discharges into local waterways. The joint Iron Mountain-Kingsford and Norway systems discharge treated water into the Menominee River. The Channing lagoon system can discharge into the Ford River in the northwest of the county before it flows east through Marquette and Delta counties. Extreme precipitation and runoff from impermeable surfaces, agriculture, basement flooding, and areas with insufficient storm sewers can enter the many lakes and tributary streams throughout the county and cause concerns for recreation and public health.



“Please rate your priority for the following activities: Protecting drinking water supplies.”

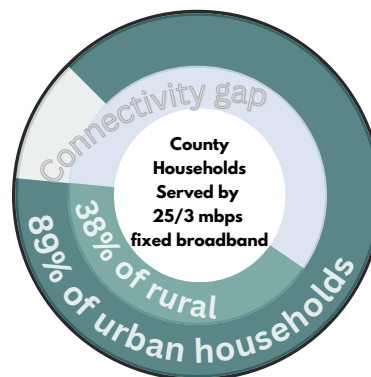
78% said “high priority”
17% “moderate priority”
3% “low priority”
0.4% “not a priority”

Wastewater management continues to concern both municipal governments and private citizens. As regulatory burdens and the age of existing systems necessitate increasing costs, effective and responsible management is key. Similar to drinking water systems, long-term needs and improvements should be anticipated through asset management and capital improvement planning, so that grant opportunities and other options to reduce the costs to citizens can be identified.

Broadband Internet

Internet connectivity is essential to today’s workforce, schooling, and the daily lives and functions of residents. As the COVID-19 pandemic revealed, internet access and speeds are not equitable across the region, especially in rural areas. In recent years, the FCC and the federal government have expanded funding to reach a connectivity standard for unserved and underserved homes, businesses, and community anchor institutions. In Michigan, approximately 31% of households do not have an affordable, reliable high-speed internet connection that meets their needs.*

The Michigan High-Speed Internet Office coordinates funding and partnership opportunities to providers and local agencies to ensure that connectivity gaps will be filled. As of June of 2023, the FCC reported that approximately 89% of urban households and 38% of rural households in Dickinson County have fixed broadband connections that meet the “served” standards.**

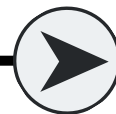


Source: FCC National Broadband Map

Wired Internet providers with presence in the county include Spectrum, Astrea, Highline, and Michigan Broadband Services. These providers are mainly focused in the south and west of the county along the US-2 and M-95 corridors. The City of Norway also operates as its own communications utility, though it has been in discussions of transferring these responsibilities to a third party. Many households in Felch, Breen, West Branch, and the northern portions of Norway and Waucedah Townships are currently unserved or

* (2024). Michigan High-Speed Internet Office. www.michigan.gov/leo/bureaus-agencies/mihi

** (2024). FCC National Broadband Map. www.broadbandmap.fcc.gov





INFRASTRUCTURE

underserved by wired broadband connections meeting federal standards. As a supplement, Northern Michigan University offers several fixed point wireless LTE access stations on its Educational Access Network along M-69. Other households have access to satellite connections through providers like Starlink. Wired Internet providers are currently installing fiber internet lines and household connections in different areas of the county, with hopes to expand their presence through local partnerships and additional funding opportunities.

Energy Resources

Energy and fuel infrastructure and availability are fundamental services that enable society to function effectively. Power grid generation, transmission and distribution systems, and storage are accomplished through various means and woven into land use and operation of economic and social systems. Recent changes to energy policies advocate for resilient, diverse, and cost-effective systems; these are less prone to interruptions and failures, and mitigate the impact to the natural environment.

Dickinson County has long benefitted from the Menominee River for natural power generation. Since the early mining days, dams on the river supplied power and function to mines, cities, and supporting industries. Currently, We Energies provides electricity to the entire county except the city of Norway and portions of Norway Township, where the City of Norway operates as an independent municipal utility. We Energies owns and operates 12 hydroelectric projects in the Upper Peninsula: Big Quinnesec Falls Dam, Kingsford Dam, and Twin Falls Dam are We Energies facilities on the Menominee River in Dickinson County. The City of Norway’s hydroelectric dam on the Sturgeon River supplies electricity to an estimated 5,000 persons. The Little Quinnesec Falls hydroelectric dam is owned by Northbrook, Wisconsin LLC and generates power for the open market. Other non-energy dams and impoundments are located throughout the county, providing recreational access and tourism destinations.



Big Quinnesec Falls Hydroelectric Dam Photo: CUPPAD

Major power transmission lines through the county are owned by ATC (American Transmission Company), connecting power generation and usage throughout the Upper Peninsula to wider electric grid. Wholesale electricity generated and used in the area is managed through the Midcontinent Independent System Operator (MISO), regulating supply and demand across the electric grid. The county is unique in the region in that its power generation capabilities generally exceed needs, however, a resilient regional utility grid is achieved through a variety of sources that are less vulnerable to natural and man-made hazards.

Natural Gas

Natural gas service through DTE Energy is available to two-thirds of county households, mainly in the cities and western and southern portions of the county. These are areas adjacent to or near trunk-line highways where distribution infrastructure runs concurrent. Seventeen percent of county households require the on-site storage of gas for utility use. Four large diameter (up to 48 inches) petroleum transmission pipelines cross the northern part of the county in an east-west direction from production fields in Alberta to refineries and transfer facilities in Sarnia, Ontario. These pipelines carry petroleum products of several types including natural gas, natural gas liquids (NGL), crude and fuel oil. The expansion of natural gas service will likely require a sufficient density of customers to justify the cost of infrastructure. Efforts to reduce natural gas usage for utility and home heating purposes should consider the impacts to reliability and cost inherent in the transition to energy alternatives. The UP Energy Taskforce recommended a number of actions that Michigan could undertake to ensure UP utility and residential customers have their energy needs met.*

* (2020). UP Energy Task Force Committee Recommendations. Department of Environment, Great Lakes, and Energy.



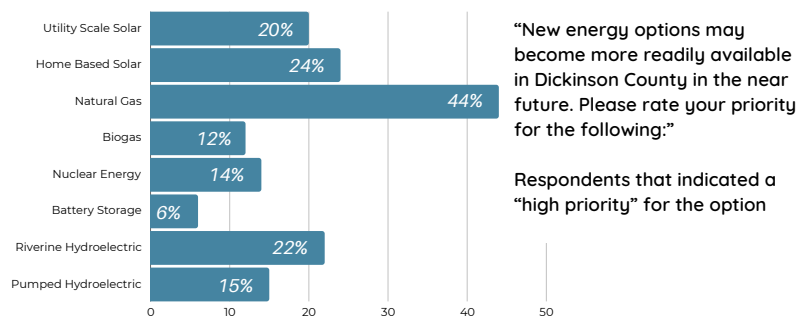


INFRASTRUCTURE

Alternative Energy

While renewable hydroelectric power has been a staple in the county, alternative energy generation through wind and solar means is relatively new and holds potential impact for land use, property values, and the natural character of the community. On-site wind and solar energy systems, regulated in appropriate formats and scales, provide ecological and economic benefits to homeowners and create resiliency in rural communities. Backyard and rooftop solar and small-scale wind have the potential to supplement household energy usage and reduce the utility bills of residents and businesses. Larger utility scale systems should be developed with careful consideration of the impact to natural resources, natural beauty, and the health, safety, and general welfare of residents.

While Dickinson County is likely not geographically positioned for the effective capture of utility-scale wind systems, utility scale solar energy systems are in current development. The Groveland Mine Solar project at a previous iron mining site will produce a potential of 120 Megawatts of electricity; the power distributed to the grid is equivalent to powering over 17,000 homes. Developed jointly on DNR-managed and privately owned land, this project is unique in its siting and redevelopment of a former brownfield site into a productive use of land using infrastructure mostly left in place or initially developed because of its former use as a mine. The developer has worked deliberately with the three townships in the project area to realize proper approvals and ensure community benefits.



Battery storage sites are effectively large groups of batteries sited together that store energy created elsewhere, and discharge it in support of the electrical grid in times of reduced generation capacity or interruption. While large battery storage sites are not yet widespread in the United States, they offer a way to capture excess energy that would otherwise be lost or used elsewhere on the grid, offering local resiliency in case of interruptions or peak periods. Pumped hydroelectric storage is a similar option, using the storage and release of water to support the grid during peak periods. When demand is low, water is pumped into a reservoir or storage apparatus, and then released to produce hydroelectric energy when demand is high. Pilot projects in Michigan using reservoirs and abandoned mineshafts have produced effective results, and may be an option in Dickinson County due to the existence of both types of features.

In considering further development of renewable energy utility systems in Dickinson County, local units should incorporate appropriate scales, forms, and permit regulations into “compatible renewable energy ordinances” that protect natural resources and property owners from the impact of development. Similar redevelopment of brownfield sites should be encouraged over the use of natural, agricultural, and productive timber lands, and the project should be developed with the needs and desires of the local community in mind. Further utility-scale development in the county should keep balance between the need and capacity of the existing electrical generation and transmission system, and the protection of natural resources and community character. Local governments should be proactive in identifying any appropriate areas for development of facilities in their local Master Plans, and adopt regulations compatible with the provisions of Public Act 233 of 2023 to ensure that developers coordinate with the local community before applying for state-level siting authority.

* (2023). 2023 Report Card for Michigan’s Infrastructure. American Society of Civil Engineers. www.infrastructurereportcard.org
Read, J, et. al. (2022). Water Service Affordability in Michigan: A Statewide Assessment. University of Michigan Water Center.



Materials Management

In 2023, Michigan enacted changes to solid waste legislation that seek to modernize regulations and expand access to recycling and composting activities. Solid waste management in the past was regulated through county-specific Solid Waste Management Plans, regulating the movement and disposal of municipal and hazardous wastes in local landfills. Municipal waste (household and commercial trash) is managed through the Dickinson County Solid Waste Management Authority through a collaborative board representing the County, cities, and townships. The Authority owns the Dickinson County Solid Waste Processing Facility near Quinnesec which is operated through contract with Green For Life. The facility accepts all wastes generated inside the county, which are then transported for disposal at the Wood Island Landfill in Alger County. Local governments offer various levels of collection service, or allow individual subscriptions through private hauling companies.

The new law's benchmark standards require that by 2026, curbside recycling access is provided to residents in the urban areas along the Iron Mountain-Kingsford-Norway corridor. By 2028, curbside access should be expanded to the entirety of Iron Mountain, Kingsford, and Breitung Township. Rural areas do not have requirements for curbside access, but should have drop-off infrastructure available within reasonable distance. In addition, composting facilities should provide residents access to the disposal of organics and food wastes; currently, those are limited to yard waste collection at various sites.



Photo: www.loadmaster.org



“Which issues would you like to see your area prioritize: Provide recycling access.”

- 29% said “high priority”
- 28% “moderate priority”
- 25% “low priority”
- 14% “not a priority”

To better equip the County and local units to accommodate these standards, Dickinson County has joined a collaborative multi-county Materials Management Plan representing the six counties of the central Upper Peninsula. The shared capacity of facilities and expertise drawn from across the area should allow the county to ease into the new standards and reduce the cost of new services to residents. While the Plan is developed, local organizations like the Dickinson Conservation District and TRICO Opportunities have been involved in expanding recycling access in the area. The expansion of recycling service access should create more local jobs in the industry, as well as support local manufacturers like Loadmaster in Norway, which builds collection trucks used in fleets across the country.

A number of closed landfill sites exist throughout the county as the result of the historic disposal of solid and industrial wastes. In some cases, these are adjacent to existing development or in proximity to water resources. These sites continue to be monitored for the release of hazardous chemicals including PFAS. Two current hazardous waste disposal landfills operate in southern Breitung Township for the disposal of paper mill, construction and demolition, and foundry wastes. As a result of solid waste planning, no new landfills for municipal or hazardous wastes are anticipated be sited in Dickinson County*. Municipal solid wastes and collected recycling should continue to be transported to appropriate out-of-county facilities.

* (2024). Revised Dickinson County Solid Waste Management Plan. Dickinson County Solid Waste Planning Committee.





CLIMATE & HAZARDS



Fly fishing along the Menominee River

Overview

Unlike other Upper Peninsula counties, Dickinson County's lack of Great Lakes coastline and interior position mitigates and stabilizes weather influences. However, the interior position also means the county is cooler on average than others. This pattern influences a relatively short freeze-free period of about 120 days from May to September. Climate change has the potential to increase the frequency and intensity of natural hazards with cascading impacts on other areas of the community.* Warmer temperatures and interrupted precipitation patterns can cause heat waves and droughts that strain energy and water infrastructure, and damage natural resources and agricultural crops. Long-term droughts and changing weather patterns result in hotter summers and fewer winter snow events, impacting social events and the tourism industry. More intensive summer thunderstorms and winter weather damage homes and businesses and cause interruptions to homes, schools, and transportation. Natural effects, like changes to habitat, the spread of disease, and impacts to water quality threaten the timber and recreational economy. While the Upper Peninsula is predicted to see less extreme impacts from long-term climate change, migration of people from other areas coming to the Upper Peninsula has the potential to exacerbate social issues like housing, healthcare, and infrastructure capacity, but will also provide opportunities for economic and entrepreneurial growth.

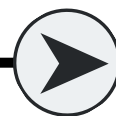
Prediction models outline that while increasing temperatures and carbon dioxide concentrations in the atmosphere may result in an increase in forest productivity, additional stressors from drought, fire risk, and invasive species may cause significant loss of trees over the next several decades. Weakened trees are more susceptible to high-wind and thunderstorm events resulting in falling. Increased tree mortality resulting from drought stressors and disease can result in the build-up of wildfire fuels. Changes to vegetation and tree cover can affect sediment deposition in rivers and create warm, stagnant, disease and mosquito-bearing water pools. Loss of waters captured by trees and vegetation increases the movement and affects the quality of surface and groundwater. Effective management of forested lands in both rural and urban areas, and the proliferation of green spaces and sustainable infrastructure in urban areas, can help to mitigate these changes.

From 1951-2017 in the Great Lakes Region:



GLISA/University of Michigan

* (2024). Summary Climate Information. GLISA/University of Michigan. www.glista.umich.edu



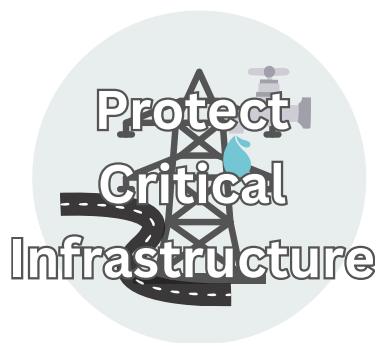


CLIMATE & HAZARDS

Hazard Resiliency and Sustainability

Hazard mitigation describes actions that are taken to reduce or eliminate the impact of natural and man-made events on the community. The Dickinson County Hazard Mitigation Plan contains information related to environmental, social, and infrastructural hazards that could affect the everyday function of communities. Environmental hazards include weather events, floods, wildfires; social hazards may include health impacts and mass casualty events; and infrastructure includes the release of hazardous chemicals, impacts to transportation, and the failure of dams. Each of these is examined through the county Local Emergency Planning Committee and Emergency Management Office to ensure that communities can take action to be prepared and protected.*

Implementation of hazard and climate resiliency mitigation actions and sustainable policies can lessen the impact of long and short-term climate, weather, and human-caused events on private property and the natural environment. These can best be undertaken by local governments to update building codes, planning and zoning practices, subdivision and open space preservation regulations for suburban development, and the placement of stormwater infrastructure. Human-caused hazard mitigation incorporates the effective and efficient use of public safety resources and resident education. Sustainability actions should not be prescriptive across an entire community, they should consider context-sensitive solutions based on the environment and the needs of residents.



Mine Safety

The majority of the iron mines along the Menominee Iron Range were located in Dickinson County. While most closed their works over one hundred years ago, their impact on the land is still visible. Chapin Pit in Iron Mountain and Strawberry Lake in Norway are the direct result of mining activities; while Chapin Mine began as open works and moved underground, the resulting water and earth-filled pit has experienced collapses both underground and along its high edges. Strawberry Lake was created after the collapse of the Aragon Mine under the city of Norway, resulting with businesses on the north area of Main Street having to be relocated or destroyed. Throughout the county, numerous open mine shafts and test pits remain somewhat accessible to the public. A famous example is the Millie Hill Bat Cave, a vertical iron mining shaft now home to over one million bats.

A County Mine Inspector is tasked with the review and assessment of safety for abandoned mines. While some have been reverted to public lands managed as recreation assets or controlled properties, many remain in private hands. Annual reports provided by the County Mine Inspector have shown that the condition of fences and other safety measures are deteriorated, resulting in continued illegal trespass and a threat to public safety. To that end, the County has discussed incorporating a mine safety grading system to attempt to enforce compliance with public safety standards and best practices.

* (2024). Dickinson County Hazard Mitigation Plan, 2025-2029. Dickinson County Emergency Management.



Parks and Recreational Opportunities

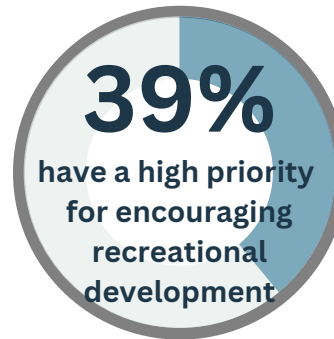
Recreational opportunities are important to the overall quality of life in a community; they impact health and wellness, economic development, tourism, and the protection and use of land and natural resources. Attractions and facilities across the county are numerous, drawing residents and visitors to experience intrinsic and unique features and opportunities. Recreation Plans are important tools for the community and are required for DNR grant programs.* They lay out the existing inventory of facilities, and focus on investment and growth in areas identified by public input.



Lake Antoine County Park

The Dickinson County Parks Committee guides recreation decisions for the County Board of Commissioners. The Committee oversees asset development and liaises with with local recreation organizations to ensure needs are met. In addition, the Planning Commission and the Fumee Lake Commission oversee other areas of recreation development for the County. County parks operations are overseen by the Controller and dedicated staff. Local units coordinate their own recreational plans for areas under their jurisdiction.

Due to past budgeting concerns, in 2015 the County divested property and responsibilities for several parks to the townships in which they were located. The townships have continued to improve those areas with renewed vigor and funding that was not previously available. As a result of the transfer, Lake Antoine County Park is the only recreation site under the direct jurisdiction of the County, with assistance from the Lake Antoine Park Partners. The Pine Mountain Ski Jumping Area is owned by the County, but is managed through a long-term lease with the Kiwanis Ski Club. Fumee Lake Natural Area is also owned by the County, and is overseen by the Fumee Lake Commission. The Dickinson County Fairgrounds is overseen by the Fair Board. These partnerships have greatly benefited these facilities, providing opportunities for capacity building, grants and fundraising, and engagement with the community.



“What types of development should be encouraged in the area where you live: Recreational trails and facilities.”

39% said “high priority”
36% “moderate priority”
17% “low priority”
5% “not a priority”

DICKINSON COUNTY RECREATION PLAN GOALS

*PROVIDE A WIDE VARIETY OF RECREATIONAL OPPORTUNITIES
TO ALL RESIDENTS OF DICKINSON COUNTY*

OPTIMAL USE SHOULD BE MADE OF NEW AND EXISTING RESOURCES AND FACILITIES

*FACILITIES SHOULD BE DEVELOPED TO ENHANCE THE CULTURAL, HISTORIC,
AND NATURAL CHARACTERISTICS OF THE AREA OR SITE*

* (2024). Dickinson County Recreation Plan, 2024-2028. Dickinson County Board of Commissioners.



Investment in County Parks

Additional funding made available through state and federal resources and public-private partnerships has resulted in much needed upgrades and expansions to recreational assets. The County is committed to making Lake Antoine Park a premier recreation destination, offering modern campground facilities; beach, boating, and community gathering space; and connections to active transportation facilities and natural areas. Planned upgrades include modernizing utility and road infrastructure in an effort to continue to offer campers and community members a beautiful space to experience Dickinson County. The Park continues to host well-attended community events like craft fairs, the “Kites Over Awesome Lake Antoine” event on winter ice, and a new drive-through holiday light display. The year-round utilization continues to increase, thanks to the marketing and fundraising efforts of the Lake Antoine Park Partners.



Pine Mountain Ski Jumping Area

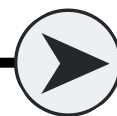
The Pine Mountain Ski Jump has hosted competitions since 1937. In 2020, the Great Lakes Sports Commission provided assistance to secure \$3 million for upgrades to make the facility able to host the annual Continental Cup Competition. The event has drawn as many as 13,000 spectators and generates \$1.5 million in economic impact for Dickinson County (based on a study by DAEDA). A further need for additional upgrades has been identified, including changes to the viewing areas, elevators, and event space. Pine Mountain Resort, next door, has proposed over \$25 million in facility and grounds upgrades, allowing for more hotel and recreation space for year-round activities. The upgrades will be partially offset by agreements with the City of Iron Mountain, Breitung Township, and the County to capture brownfield redevelopment funds. The top of Pine Mountain also hosts the Upper Peninsula Veterans Memorial and pavilion for hosting events.



Photo: www.fumeelakes.weebly.com

Fumee Lake Natural Area was established by the County after purchasing the land from the City of Norway in 1993. The diverse natural environment is used for educational and nonmotorized recreational activities. The seven-member Fumee Lake Commission ensures the protection of natural habitat and the maintenance of trails and facilities. The need for a community pavilion has been identified to host classrooms and community events. Trails encircle the lakes and connect between Lake Antoine Park, historic mining areas, and snowmobile routes.

Dickinson County Fairgrounds in Norway hosts the yearly county fair and the Norway Speedway. The “Biggest Little Fair” in the UP occurs over Labor Day weekend each year, and brings together youth and community organizations to showcase people and activities. The County Fair has been running continuously since 1910. Infrastructure upgrades to electrical service and roads have been identified as well as modernizing buildings and amenities. The 13-member Fair Board oversees activities and maintenance on the grounds.



LAND USE



Six-Mile Lake Photo: CUPPAD

LAND USE AND ZONING ANALYSIS

Dickinson County's 768 square miles of varied terrain featuring rolling hills, dramatic outcrops, and woodlands, all interspersed with inland lakes, rivers, creeks, and low-lying wetlands provide a diverse natural backdrop for its places and people. Cities and Townships provide goals and regulations for land use development through their respective Master Plans and Zoning Ordinances. Existing land use in the county is a reflection of its natural resource extractive and industrial past, and is modified as the highest and best use of property is identified and implemented.

Land use throughout the county is generalized on the following page into various categories; a simplified way of showing how and what is located where. The County Planning Commission does not have the authority to regulate specific areas of development, but has created the categories to support a wide range of activities reflecting the character of the community and goals of this Master Plan. These land use types and activities will be the basis of the Planning Commission's review and comment on local plans and ordinances as they are developed. As outlined in other areas of the Plan, local governments should strive to incorporate or accommodate various types of activities or regulations before they become public issues.

Public and Timber Lands

The State of Michigan owns roughly half of all of the land in Dickinson County*, and nearly 80% of the county's land is tree-covered. Wetlands are also included in these areas, representing about 30% of the land area. The majority of the state lands came under state control through tax reversions after the area was extensively logged past the point of economic utility in the early 1900s. While the state owns land for transportation, recreation, and other uses, most of these parcels are actively managed for commercial timber sales. The Department of Natural Resources actively manages these lands for timber growth, harvesting, and recreational opportunities. The County and local units receive a payment in lieu of taxes (PILT) for these lands, while the timber industry benefits from sales, and the public benefits from access. Well managed woodlands provide clean air, clean water, natural habitat, recreation space, and wildfire mitigation in addition to their economic benefit. The forestry and recreational tourism industries are both strengths of the regional economy; supporting responsible and efficient management of public lands will continue to allow these sectors to grow.



"Please rate your priority for the following activities:
Encouraging qualified forest management."

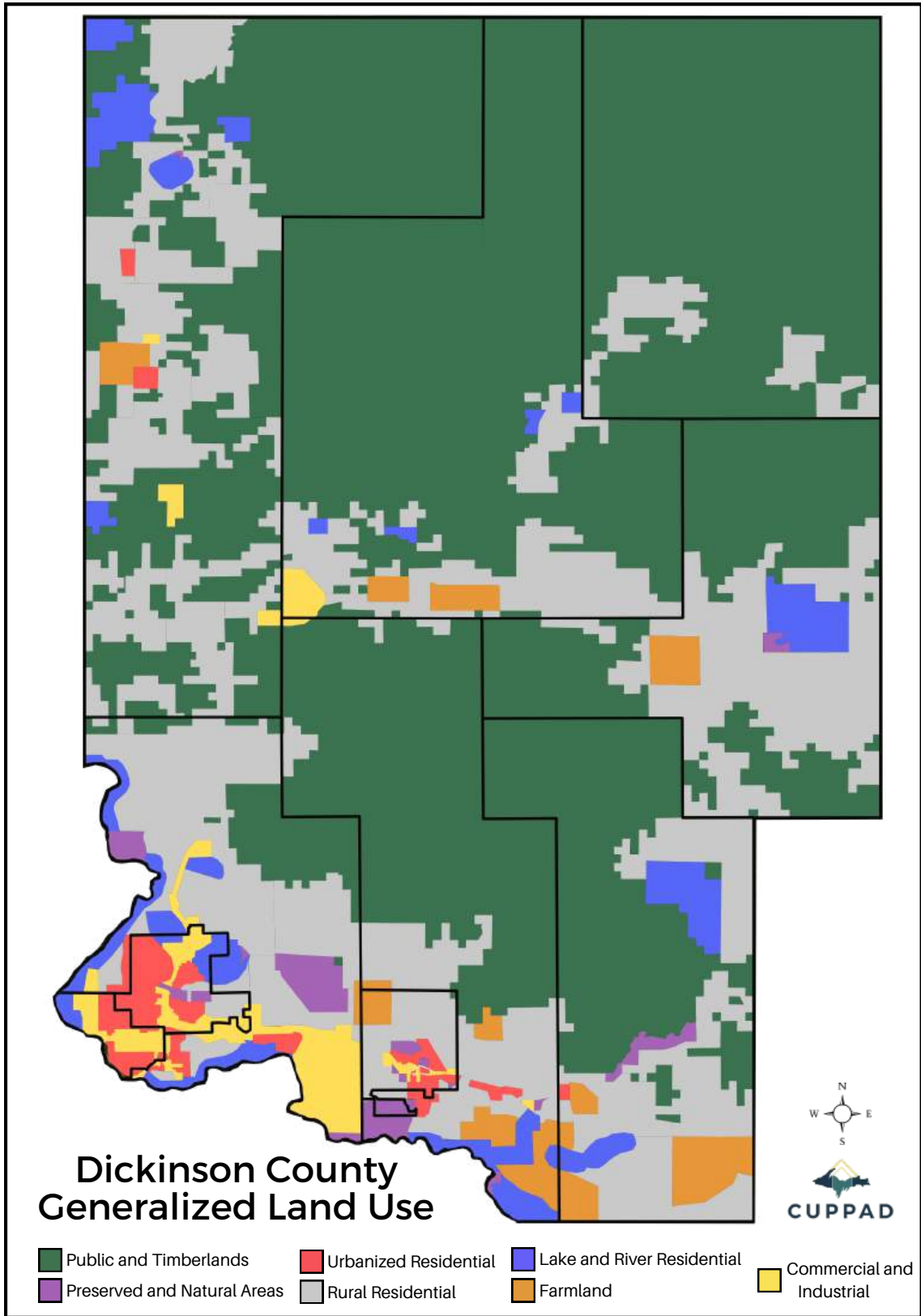
48% said "high priority"
32% "moderate priority"
13% "low priority"
3% "not a priority"

* (2023). Payment in Lieu of Taxes Report, Tax Year 2022. Michigan Department of Treasury.





LAND USE



*Disclaimer: This map is a generalized assessment of land use and is not reflective of any legal property boundaries
Sources: ArcGIS Online, Dickinson County GIS, CUPPAD*



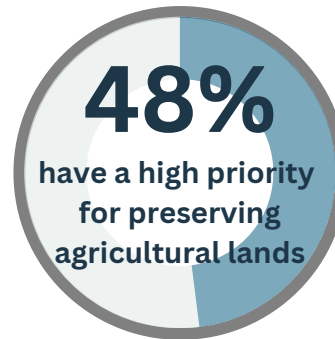
Preserved Spaces and Natural Features

With more than half the land area of the county owned by the State and public entities, or by landowners participating in public programs, a majority of the county is already preserved to some degree. There are additional areas where natural features and historic structures are preserved for more specific intrinsic, environmental, or historical value for the enjoyment of all. These areas are generally smaller areas in nature, and surrounded by unlike development which may have impactful effects. Preserved spaces should continue to be maintained and protected with sufficient buffers and environmental protections to mitigate the impact of surrounding development. Historical structures should be examined for preservation opportunities or redevelopment that incorporates shared history.

Farmland

Agriculture is limited in the county by land quality, past use, and ongoing needs, and represents about 5% of land use.

Preserving prime farmlands for livestock, fodder, and food for people will be important for maintaining existing and new agricultural businesses and the rural character of the county. Farming land use needs are typically larger in size than other developments to ensure viability in operations. Urban, hobby, and community farming methods typically fit within this landscape in somewhat smaller forms and lower acreages. Existing large acreages for farming should be preserved where practicable, and communities should recognize new farm or farm-like uses that can contribute to local food access and affordability.



“Please rate your priority for the following activities: Preserving agricultural lands.”

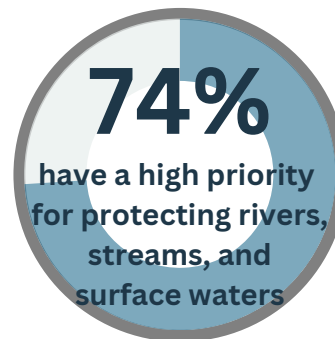
48% said “high priority”
29% “moderate priority”
16% “low priority”
2% “not a priority”

Rural Residential

Where not maintained as publicly owned or forestry land, the second largest use of land in the county is as rural residential properties on typically larger lots of an acre or more. These areas are generally comprised of single-family homes or recreational parcels in a low-density pattern, with independent water wells and septic systems. Rural residential areas should seek to maintain their current character, as the rural lifestyle is an attractant to many residents. These areas can also benefit from enhancing amenities like access to recreational spaces and neighborhood businesses, and infrastructure like roads, broadband, and protected water sources.

Lake and River Residential

Numerous inland lakes in the county host residential developments and/or seasonal camps, cottages, and getaways. The housing is a mixture of smaller lots with seasonal housing and large lots with single family residences. Development around lakes and rivers is typically denser than adjacent development, and should be adequately buffered or set back to protect water quality and natural resources. Lakes and Rivers should carefully managed from the impact of overdevelopment from excess use and/or insufficient capacity.



“Dickinson County has many natural and cultural assets that are often overlooked. Please rate your priority for the following activities: Protecting rivers, streams, and surface waters.”

74% said “high priority”
20% “moderate priority”
3% “low priority”
0% “not a priority”





LAND USE

Urbanized Residential

Concentrated residential neighborhoods typically exist in the cities along the US-2 corridor and in scattered rural areas as a reflection of historic economic activity. These include the majority of the city areas and contain various housing types of mixed form and density. Urbanized residential areas typically have access to utility infrastructure (water, sewer, sidewalks) that is not present in less dense areas.

Commercial and Industrial

These areas encompass commercial, industrial, and intensive economic uses of land. This includes city downtown districts, industrial parks, and large-scale operations like manufacturers and production facilities. Downtown cores may contain continuously adjacent buildings and may incorporate mixed uses of activity including residential upper floors. Varying forms of light industrial or heavier industrial use may have campus-like layouts to provide buffering and open space away from adjacent uses.

Zoning Analysis

Land use patterns in Dickinson County have evolved based on historical employment and transportation patterns. As the economy and transportation characteristics have changed, so has land use. It is important for local communities to use their respective Master Plans and zoning ordinances to anticipate future land use for these factors and the constraints of the physical environment to support certain types of development. The goal of all Dickinson County communities should be to establish land use patterns which minimize land use conflict, provide for development in areas where adequate facilities can be provided, and protect the public health, safety, and welfare of all county residents.

Through the use of local zoning and land division ordinances, communities within Dickinson County can have significant influence on future land use patterns. When updating local zoning ordinances, communities within the county should study the goals established in this Master Plan, in addition to the goals and objectives established in their own plans. These zoning ordinances should encourage development patterns that take into account natural features with attention to the protection and access to water resources, the availability of infrastructure and services, transportation patterns, etc. Local ordinances can address such factors as density of development, access to public roads, protections between differing types of uses, and more.

In considering the land use of the municipalities surrounding Dickinson County, the unique geographic position on the border with Wisconsin should be taken into review. The Wisconsin Comprehensive Planning Law has much similarity with the Michigan Planning Enabling Act in coordinating land use concerns, regulations, and intergovernmental coordination. The Florence County Comprehensive Plan envisions a continuation of small town development in proximity to the Iron Mountain-Kingsford urban area, and the protection of woodlands and public spaces along the Menominee River. The Marinette County Comprehensive Plan is largely similar for the Niagara area and the river.

Sharing the Michigan side of the river border, the Menominee County Master Plan provides similar goals for agricultural, timber production, natural area, and open space protection while contiguous local municipalities do not maintain zoning regulations. Iron County does not currently have a county land use plan; contiguous local municipalities have similar goals regarding the protection and use of forested lands. The Marquette County Master Plan is most similar to Dickinson, sharing a sparsely populated border area comprised of a majority of public and commercial forest lands, and limited residential development. In both Dickinson and Marquette County, the County Planning Commission acts only in an advisory role in favor of local zoning regulations.



LAND USE

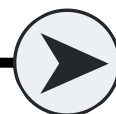
Conflicts between uses are likely to develop where spot zoning is allowed; spot zoning is incongruous zoning allowing uses that may create additional impacts on surrounding land use and is not consistent with the community's Master Plan. Local governments should discourage such zoning when possible, and provide for adequate training for planning commission members to recognize such. All local planning commissions and local governments should seek to avoid incompatible uses adjacent to or within the county's prime forested land, where such uses could potentially restrict the ability to maintain forest production and the ability of residents and visitors to recreate.

New development will likely involve the conversion of open land and continue the pattern of suburbanization around the cities. Opportunities to enhance local infrastructure or identify redevelopment opportunities can help to increase density, efficiency, and cost savings for local governments. These will have associated effects on traffic pressure, environmental impacts, and lifestyle preferences. The anticipation that the county may see an increase in residents, further investment in manufacturing and heavy industry, and utilization of natural areas should be assessed by all those with planning and zoning responsibilities in the county and incorporated into relevant plans and ordinances.

The County Master Plan and Planning Commission serve as resources for local municipalities to facilitate discussion and coordination between communities to provide better planning processes across the area. Decisions related to zoning and land use should focus on implementing local Master Plans that address the suitability of development and the needs of the community. These master plans should be reviewed regularly, with the support of planning and zoning training for commissioners when possible. Shared coordination can help to support and realize goals across municipalities, and benefit all county residents as a whole.



Aerial view of Iron Mountain and Kingsford, looking south from Millie Hill



▶ GOALS AND PLANNING



Norway Bandshell Photo: CUPPAD

THE FRAMEWORK FOR COUNTY GOALS

Throughout this document, facts and issues for the current conditions within the county are examined along with public input and established best practices. This plan recognizes that each community within the county is presented with varying challenges and opportunities, but that the best way to face those is through effective communication and collaboration. Together, these common goals are reflected in a shared vision for the next 20 years:

IN 2045, DICKINSON COUNTY WILL BE A PLACE THAT BALANCES THE NEEDS OF ITS RESIDENTS, ITS INDUSTRY, AND THE NATURAL ENVIRONMENT. A RESILIENT AND DIVERSE ECONOMY WILL DRAW ON THE CLOSE-KNIT COMMUNITY CHARACTER, PROVIDE ACCESS TO VALUABLE EDUCATION AND EMPLOYMENT, AND CREATE SAFE, AFFORDABLE NEIGHBORHOODS.

To achieve this goal, the County Planning Commission will continue to provide reviews and oversight to local unit planning and zoning, and improvements to county facilities. The Planning Commission encourages continued communication and collaboration not just between local units, but also local planning commissions, administrative councils and boards, and residents, so that all may be greater involved in planning for our collective futures. Local units should also adopt or amend master plans, zoning ordinances, and practices that encourage similar goals that align with this plan.





GOALS AND PLANNING

STRATEGIC GOALS AND OBJECTIVES

PROTECT SURFACE WATERS AND WELLS TO ENSURE WATER QUALITY AND AVAILABILITY

The County will continue to partner with resource development agencies and local organizations to consistently monitor surface water quality, including the mitigation of invasive species and the restoration of natural habitats, on lakes, rivers, and streams. Local municipalities will incorporate and maintain wellhead protection plans for public water supplies, and ensure that rural development does not infringe on the quality of the groundwater supply. Development will support the preservation of wetlands and incorporate sustainable design practices that mitigate stormwater runoff and flooding concerns.

DEVELOP TRAIL CONNECTIONS THAT EXPAND ACCESS AND PROMOTE CONNECTIVITY

The County and many other local governments and organizations have successfully collaborated on projects incorporating both motorized and non-motorized trails. The County will continue to work with the DNR, municipalities, local trail users and user groups, and landowners to identify opportunities to connect communities. Motorized ORV and snowmobile trails will incorporate opportunities to capitalize on business innovation, electrification, and tourism amenities. Active transportation networks will consider the safety and security of different types of on-road and off-road users, and use complete streets practices to identify context-sensitive solutions. New facilities will strive to connect between housing, employment, commercial, and recreation destinations.

COORDINATE US-2/US-141/M-95 DEVELOPMENT THROUGH ACCESS MANAGEMENT

Access management is a set of techniques used to minimize roadway conflicts to improve safety. The County, local governments, and transportation agencies developed the US-2/US-141/M-95 Access Management Action Plan in 2005 to establish traffic safety, land use, and zoning conditions along the corridor, and implement access management practices into local plans and ordinances. The Access Management Committee continues to meet regularly to review submitted site plans and provide guidelines for consistency across local units. The Access Management Committee will continue to assess conditions and needs along the corridor and coordinate with local governments to enact positive changes.

EXPAND HOUSING CHOICE AND IMPROVE HOUSING STOCK TO MEET THE NEEDS OF RESIDENTS

Communities will consider reforming their zoning codes to allow for increases in density, where feasible, and allow for expanded “missing middle” and affordable housing types to be built. Communities will also consider ways to expand the supply of rental housing in the county, either by amending their zoning, or creating public-private partnerships to incentivize development. Efforts will be made to increase the availability of units supporting an aging population, and to rehabilitate existing homes to allow residents to age in place. Support for programs that increase the rehabilitation, repair, and preservation for existing homes will be encouraged, as well as for programs that mitigate housing cost burdens for seniors, Veterans, and low-income populations.

EXPAND OPPORTUNITIES FOR INDUSTRIAL AND LIGHT INDUSTRIAL DEVELOPMENT

Construction and manufacturing are two of the largest contributing industries to the county’s economy, and are expected to continue to grow into the coming decade. The county’s strengths in transportation, availability of natural resources, and workforce development will continue to make it an attractive place for the growth of existing and new industries. Communities will seek to incorporate land use policies that provide for the growth of these sectors and uses where they would best be feasible, and continue to support initiatives and incentives that make the county attractive to prospective employers and employees.





GOALS AND PLANNING

EXPAND OPPORTUNITIES FOR MIXED-USE DEVELOPMENT

Communities will consider place-based development strategies for existing transitional areas, allowing a blending of uses and more diversity in housing and commercial buildings. The development of spaces where people can live, work, shop, or be closer to their community social centers allows for more investment and purpose in downtown areas. Mixed use buildings can also allow for small businesses and social services to be closer to where people gather and conduct their everyday lives. Redevelopment of core and transitional areas will be a priority over development in new areas, and can take advantage of existing infrastructure and development incentives.

COORDINATE INTERGOVERNMENTAL SERVICES THROUGH JOINT AGREEMENTS AND PLANNING

The County and local units will seek potential intergovernmental partnerships to expand the availability and quality of services that units have historically funded on their own. Existing intergovernmental agreements like the Dickinson County Solid Waste Management Authority, Iron Mountain-Kingsford Joint Sewage Authority, Dickinson-Iron Community Services Agency, and Dickinson-Iron Health Department combine services and reduce costs, promote efficiency, and create capacity for organizations to provide a higher level of service. These actions take a significant amount of time to coordinate, and incorporating them into early planning is useful in communicating long-term goals.

FUND ROAD INFRASTRUCTURE IMPROVEMENT BY DIVERSIFYING REVENUE SOURCES

Funding dedicated to road reconstruction and maintenance has not been sufficient to slow the deterioration of roads faster than they can be rehabilitated. The current methods at the state level to fund road construction activities for local governments have not keep pace with needs, and are expected to decline without intervention. The County will continue to support the Road Commission in finding innovative and alternative means of funding and construction, continuing beneficial reuse of alternative materials, and utilizing grant and legislative programs. Cities and townships will identify ways to fund local road projects that reduce the financial burdens on both partners.

CONTINUE TO IMPROVE AFFORDABLE WATER AND WASTEWATER INFRASTRUCTURE

Much of the county's water and wastewater lines are nearing the end of their expected service life. New regulations and emerging contaminants, as well as long-term sustainability may threaten the availability and quality of water sources and services. Communities will seek to maintain, improve, and feasibly expand water and wastewater infrastructure in a manner that is affordable and provides benefits to the community as a whole.

REGULATE ALTERNATIVE ENERGY OPTIONS TO ANTICIPATE ISSUES AND PROTECT RESIDENTS

New and forthcoming utility scale energy production methods require analysis of existing conditions and will include a robust public engagement process. Local units will identify those priorities they want to protect in their communities, and work with potential developers to ensure the benefits of such projects reach more than individual landowners and wholesale energy purchasers. In addition to different types of generation, communities will recognize that varying scales allow consumers to reduce their energy costs and promote community resiliency. Solar, wind, battery storage, and pumped hydroelectric may be feasible at varying scales in Dickinson County in addition to the historic presence of hydroelectric dams.

PROMOTE WALKABILITY IN COMMUNITIES AND RECREATIONAL ASSETS

Livable communities are healthy, safe, and walkable. Walking and other active, nonmotorized transportation modes enhance quality of life by creating safe spaces for physical activity, transportation choice, and improving connectivity between different types of uses. The incorporation or enhancement of walking infrastructure invites more people to utilize existing recreation assets and expands available activities. Transportation improvements expand access to economic opportunities, jobs, services, and other destinations creating additional economic impact and becoming a draw for residents. Communities will incorporate walkable assets into their transportation and recreation planning when feasible.





GOALS AND PLANNING

MARKET REDEVELOPMENT OPPORTUNITIES AND COORDINATE INCENTIVES FOR DEVELOPERS

Community partners and local governments will continue to work together to remediate and redevelop sites to their highest and best use. Residents will be engaged during the process to help identify shared goals for redeveloped properties, including creating spaces that support creative placemaking highlighting the history and culture of the community. The County, municipalities, and local authorities can work together to provide economic and development incentives that draw investment to the community through tax incentives, zoning ordinance provisions, and financing tools.

ENHANCE RECYCLING OPTIONS AND PROMOTE SUSTAINABILITY IN WASTE DISPOSAL

Updates to state statutes regulating solid waste, recycling, and organics disposal require local municipalities to expand the availability of recycling services. Recycling and reusing more materials locally will reduce the long-term costs and impact of waste disposal, and create new opportunities for local end markets to use recycled and organic materials. The County and municipalities will continue to seek new opportunities to share and enhance services available to residents that meet local materials management goals.

ENCOURAGE LOCAL UNITS TO PARTICIPATE IN HAZARD MITIGATION PLANNING

The Dickinson County Hazard Mitigation Plan outlines the specific hazards that create vulnerability for residents in the community. Communities will continue to share in the development and implementation of the Plan to support hazard mitigation actions and emergency services, and prevent interruptions to everyday life. The Hazard Mitigation Plan is updated on a five-year basis with a collaborative development process coordinated by County Emergency Management and the Local Emergency Planning Committee.

EXPAND THE AVAILABILITY OF BROADBAND TO CLOSE THE DIGITAL DIVIDE

The proliferation of affordable, fast internet access can help families living in both urban and rural areas participate in the digital economy and close gaps in education, healthcare, workforce development, and civic engagement. A portion of urban and roughly half of rural households, particularly in the northern townships, do not have access to internet service that meets their needs. While efforts are ongoing to install high-speed internet across the county, local governments will continue to identify underserved areas and support providers that can close the connectivity gap countywide.

PROMOTE ECONOMIC RESILIENCY BY PRIORITIZING THE ECONOMIC RESILIENCY PLAN

The Dickinson County Economic Recovery and Resilience Strategy outlines five major goals for strengthening, broadening, and expanding the county's economic base into the future. The County and municipalities will continue to support the efforts of the Dickinson Area Economic Development Alliance and other community economic development agencies in implementing the goals of the plan to ensure that the community will be less impacted from economic downturns and the potential loss of key industry. Communities can directly support the plan by engaging in assistive programs and developing creative places that serve as attractive and retentive assets for potential employers and employees.

ASSESS THE NEED AND FEASIBILITY OF A COUNTYWIDE PUBLIC TRANSIT SYSTEM

The County will continue to explore the needs of residents to assess the feasibility of countywide public transportation service that would allow residents additional options to reach job opportunities, commercial centers, medical appointments, and other destinations between and within their communities. Such a service should be designed to meet the needs of the all county residents in an equitable manner while considering the transportation challenges in rural communities. The funding for a future resource will be community supported, affordable, and sustainable in the long-term.





GOALS AND PLANNING

Below is a visual representation of the shared goals the County and Municipalities will seek to incorporate into each of their Master Plans and actions. Those communities which have not currently adopted similar goals will be encouraged to do so as the County Planning Commission reviews new plans and ordinances. In this way, a coordinated and collective effort will be developed, which will benefit the county, its municipalities and its residents. While not every goal is applicable in every community, the hope is to support as many of these initiatives as possible.

SHARED GOALS

	City of Iron Mountain	City of Kingsford	City of Norway*	Breen Township	Bretlung Charter Township	Felch Township	Norway Township*	Sagola Township	Waucesaw Township	West Branch Township
Protect surface waters and wells	●	●	●	●	●		●	●	●	
Develop trail connections	●	●	●	●	●	●	●		●	●
Coordinate US-2/US-141/M-95 development		●	●		●		●			
Expand housing choice	●	●	●	●	●	●	●		●	●
Expand industrial development		●	●		●		●		●	
Expand mixed use development	●				●					
Coordinate intergovernmental services	●	●	●	●	●	●	●		●	●
Fund road infrastructure improvement	●	●	●	●	●	●	●	●	●	●
Improve water/wastewater	●	●	●		●		●	●		
Regulate alternative energy options	●				●	●				
Promote walkability	●	●			●					
Market redevelopment opportunities	●	●	●	●	●	●	●		●	
Enhance recycling options	●				●	●		●		●
Participate in hazard mitigation	●	●		●	●				●	
Expand availability of broadband	●		●	●		●	●	●	●	●
Promote economic resiliency	●	●	●	●	●	●	●	●	●	●
Assess public transit needs	●									

● Meets or exceeds the County's goal ● Has a similar goal □ Not present or not applicable

* Shared goals in Joint Norway Area Master Plan





GOALS AND PLANNING

COUNTY OWNED FACILITIES AND PROPERTY

The County maintains a number of facilities for the use and operation of public services to residents. Law enforcement, courts, elections, vital records, Lake Antoine Park, Ford Airport, the County Fairgrounds, Veteran Affairs office, and other services are under its direct management. In addition, other organizations like the County Road Commission, Dickinson-Iron Health Department, Dickinson County Solid Waste Management Authority, DICSA, Northpointe Behavioral Health Service, and others provide countywide services with the participation of the County. The County's influence over services it does not directly provide may be limited, but such services and facilities are often vital to residents. The cities and townships also work with the county to provide, maintain, and implement services for their residents. The authority and ability of the County to provide services ultimately comes from the State of Michigan and the County's fiscal responsibility.

ACHIEVE POPULATION GROWTH BY CAPITALIZING ON ECONOMIC AND NATURAL ASSETS

While the total number of county residents has remained fairly steady over the several decades, the population is aging and household size is decreasing. The County will seek to achieve a population growth rate that is manageable by creating diverse housing opportunities for the workforce, young families and in support of aging, and provide services to attract and retain people in the community by creating and maintaining high-class recreational, social, educational, and employment assets. Natural resources have both environmental and economic value to the local economy, and effective, responsible management is required to ensure their future availability. County owned facilities and services will seek to optimally accommodate and provide services that match the needs and demographics of all residents.

PROVIDE ALL NEEDED COMMUNITY FACILITIES AND SERVICES IN A COST-EFFECTIVE MANNER

The County will continue to explore the needs of residents and the ability to enhance existing services or provide new ones when fiscally able. New services should be evaluated to determine the most effective manner in which to create revenue and/or offset costs so that that county residents are not unduly burdened. A recent example is the new Medical Examiner's office, created with granted funds and offering contracted services to the wider region.

PARTICIPATE IN BENEFICIAL PARTNERSHIPS THAT PROVIDE SAVINGS AND INCREASE CAPACITY

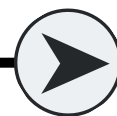
The County will continue to participate and identify intergovernmental, public, and private partnerships that create common benefits between organizations. Shared and joint services can provide efficiency and cost savings in the need for personnel, resources, and time requirements. Partner organizations can also offer services beyond the county's direct control, and provide additional capacity to capitalize on opportunities like grants and events that are otherwise difficult to achieve.

CREATE A LONG-TERM CAPITAL IMPROVEMENTS PLAN TO IDENTIFY NEEDS AND FUNDING

The County will create and maintain a multi-year capital improvements plan to address facility and equipment maintenance, repair, and replacement in accordance with the priorities of the public. The County Planning Commission will ensure that the public's priorities in this Master Plan are incorporated into capital project development. Existing structures, infrastructure, and equipment will be kept in good repair and provide for the greatest measure of public service and safety.

BUILD PUBLIC TRUST AND CONFIDENCE THROUGH A COMMUNICATION STRATEGY

The County will create and maintain a Public Participation Plan that helps establish clear expectations for public engagement, and ensures all groups are represented in decision making processes. The plan should identify key stakeholders and organizations in the community, appropriate venues and engagement methods for county meetings and communications, and include a varied methodology for distribution. Clear and transparent information and regular notices will be placed on the County website for meetings, events, and other needs.





GOALS AND PLANNING

CONTINUE TO ADVOCATE FOR VETERANS SERVICES AND AMENITIES

The County will continue to explore options serve the Veteran population of the Upper Peninsula, supporting employment, medical, business, educational, and social programs that enhance quality of life and participation in the community. The county has a higher than average Veteran population, and draws Veterans from a wide area with the location of the Oscar Johnson VA Medical Center and Upper Peninsula Veterans Memorial. The County will continue to advocate for placement of a Upper Peninsula Veterans Cemetery at an appropriate location.

EXPAND THE OPERATIONS AND AMENITIES AVAILABLE AROUND FORD AIRPORT

The County will continue to explore options to facilitate the expansion of the terminal facility and available offerings around Ford Airport. The airport continues to maintain a high number of passenger enplanements for its location and size, and is particularly used for local business travel. The use of space at the airport has expanded to encompass new county services and there continues to be space available for public and private expansion and use. Opportunities to continue to increase the passenger air traffic to justify more frequent flights and destinations will support additional local economic development and tourism.

CREATE CAPACITY FOR THE COUNTY TO SUPPORT HOUSING DEVELOPMENT

While the County is limited in planning and zoning to support additional housing development, it has tools, incentives, and means to support local municipalities and private developers in expanding the availability of affordable housing. The County will continue to support the use of these tools, coordinate collaboration between communities, and use its construction crew to help alleviate housing concerns for residents. The County will also continue to support and participate in regional partnerships that seek to address housing ecosystem issues across the Upper Peninsula. In addition to new development, the County will continue to support rehabilitation of old and blighted properties and energy efficiency retrofit programs to create desirable and resilient housing within the current housing stock. Programs to make housing more accessible to assist with aging in place will be accommodated to support the aging population.

MAINTAIN THE OPERATIONS AND OFFERINGS OF DICKINSON COUNTY FAIRGROUNDS

The Dickinson County Fairgrounds offers various community groups and individuals event spaces throughout the year, and the annual County Fair is one of the largest county fairs in the Upper Peninsula. The County Fair Board has been proactive in identifying opportunities to enhance the Fair to be entertaining, engaging, and accessible to all county residents, and seeks to preserve the county's agricultural history and uses.

TRANSFORM LAKE ANTOINE COUNTY PARK INTO A PREMIER RECREATION DESTINATION

The County has reversed financial shortfalls that required the transfer of the majority of county-owned parks to local units. These transfers have enabled the County to focus on creating a modern, accessible, and desirable recreational destination in Lake Antoine County Park. The Park is host to a variety of community-gathering events in every season, and offers space for a variety of recreation activities. Its close proximity to the cities and within walking distance to the pristine Fumee Lake Natural Area make it an ideal place for residents and visitors to experience the wealth of what Dickinson County has to offer. The County Board will continue to maintain and enhance this asset through further infrastructure upgrades and placemaking projects as opportunities come available.

EXPAND THE FACILITIES AT PINE MOUNTAIN TO SERVE WORLD-CLASS COMPETITION

Outdoor winter sports have been increasing in popularity and attendance in the Upper Peninsula. The presence of the Pine Mountain Ski jump is an integral part of the community, and great efforts sustained by area organizations have resulted in the attendance of thousands at annual international-level ski jumping competitions. There are further opportunities to enhance this space and its offerings, and develop public-private partnerships that leverage the growth in the outdoor recreation industry, and surrounding county assets.



APPENDICES

APPENDIX A- RESOLUTIONS OF ADOPTION

**HOLD FOR
RESOLUTION**





APPENDIX B- PUBLIC INPUT

CITIZEN SURVEY

The Dickinson Planning Commission conducted a public input survey with the assistance of CUPPAD in the Spring of 2024. The survey was presented in an online format through surveymonkey.com. 284 residents submitted their input. Aggregated and summary information is described below.

Question 1 - How long have you lived in Dickinson County?

ANSWER CHOICES	RESPONSES	
Less than 1 year	2.12%	6
1 to 5 years	7.77%	22
6 to 15 years	11.31%	32
16 to 25 years	15.55%	44
More than 25 years	63.25%	179
TOTAL		283

Question 2 - How long do you plan to reside in Dickinson County?

ANSWER CHOICES	RESPONSES	
Less than 1 year	0.36%	1
1 to 5 years	4.29%	12
Until life circumstances change	28.71%	72
I have no plans to leave	66.64%	195
TOTAL		280

Question 3 - What is your age group?

ANSWER CHOICES	RESPONSES	
19 or under	0.35%	1
20-34	12.77%	36
35-44	19.50%	58
45-54	17.73%	50
55-64	20.57%	58
65+	29.08%	82
TOTAL		282

Question 4 - In which city or township do you live?

ANSWER CHOICES	RESPONSES	
Breen Township	2.13%	6
Charter Township of Breitung	26.60%	76
City of Iron Mountain	32.98%	93
City of Kingsford	19.86%	56
City of Norway	4.61%	13
Felch Township	0.71%	2
Norway Township	7.45%	21
Sagola Township	1.77%	5
Waucesdah Township	2.84%	8
West Branch Township	0.00%	0
Other (please specify)	Responses: 1.06%	3
TOTAL		282





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Question 5 - Are you a full-time or part-time resident of Dickinson County?

ANSWER CHOICES	RESPONSES	
Full time (six months or more a year)	96.57%	276
Part time (less than six months a year)	1.43%	4
TOTAL		280

Question 6 - How would you describe your current housing situation?

ANSWER CHOICES	RESPONSES	
Homeowner	89.68%	252
Renter	6.76%	19
Live at home with family	2.49%	7
Have another arrangement (in-home care provider, work-provided housing, etc.)	0.71%	2
Homeless or in transitional housing	0.36%	1
TOTAL		281

Question 7 - How would you describe your ideal housing situation?

ANSWER CHOICES	RESPONSES	
I enjoy my current home	79.36%	223
I would move/am looking to move to a/another single family house	18.51%	52
I would move/am looking to move to a/another apartment or condominium	1.07%	3
I would move/am looking to move to a/another housing alternative (mother-in-law unit, assisted living facility, etc.)	0.36%	1
Other (please specify)	Responses 0.71%	2
TOTAL		281

Question 8 - What type of home do you currently live in?

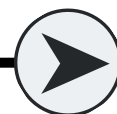
ANSWER CHOICES	RESPONSES	
Single family house	91.84%	259
Duplex	1.06%	3
Multi-family complex/apartments	4.26%	12
Condominium	0.71%	2
Manufactured home	1.06%	3
Nursing home/Assisted living facility	0.00%	0
Other (please specify)	Responses 1.06%	3
TOTAL		282

Question 9 - If you have children under 18 living in your home, what type of school do they attend? (please check all that apply)

ANSWER CHOICES	RESPONSES	
None of the above	61.78%	160
My child/children is/are not old enough for school	4.63%	12
My child/children is/are in pre-school or day care	4.63%	12
My child/children is/are enrolled in public school	26.64%	69
My child/children is/are enrolled in a Career Technical Education or Early College program	0.77%	2
My child/children is/are enrolled in a Special Needs program	0.39%	1
My child/children is/are enrolled in a private school	4.63%	12
My child/children is/are homeschooled	2.70%	7
Total Respondents: 259		

Question 10 - Please indicate the type of employment you participate in:

FULL TIME EMPLOYMENT	PART TIME EMPLOYMENT	MORE THAN ONE PART TIME EMPLOYMENT	SELF-EMPLOYED	HOMEMAKER OR CAREGIVER	RETIRED	UNEMPLOYED OR LOOKING FOR WORK	DISABLED OR UNABLE TO WORK	TOTAL
51.25%	11.74%	1.42%	8.54%	3.20%	22.06%	0.00%	1.79%	281
144	33	4	24	9	62	0	5	





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Question 11 - Please indicate the location of your employer:

WORK IN DICKINSON COUNTY	WORK OUTSIDE DICKINSON COUNTY	WORK OUTSIDE MICHIGAN	REMOTE WORK	COMBINATION OR DOES NOT APPLY	TOTAL
66.28%	1.53%	1.92%	4.98%	25.29%	
173	4	5	13	66	261

Question 12 - Please indicate your highest level of education:

HIGH SCHOOL OR GED	CERTIFICATE OR APPRENTICESHIP PROGRAM	SOME COLLEGE COURSES	ASSOCIATE'S DEGREE	BACHELOR'S DEGREE	SOME GRADUATE COURSES	MASTER'S DEGREE	DOCTORATE OR POST-DOCTORATE DEGREE	TOTAL
9.29%	5.38%	17.50%	15.36%	28.93%	5.71%	12.50%	5.36%	
26	13	49	43	81	16	35	15	280

Question 13 - Which issues would you like to see your area prioritize?

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Increased recreational opportunities	32.77% 78	45.38% 106	14.71% 35	5.04% 12	2.10% 5	238
Improved school infrastructure	33.19% 79	32.35% 77	13.03% 31	13.87% 33	7.56% 18	238
Anticipate new commercial or industrial development	33.89% 81	46.44% 111	12.97% 31	3.35% 8	3.35% 8	239
Increase employment opportunities	43.10% 103	37.66% 90	14.64% 35	3.35% 8	1.26% 3	239
Preserve farm and agricultural lands	46.25% 111	32.50% 78	15.00% 36	4.17% 10	2.08% 5	240
Protect drinking water supplies	75.42% 181	17.92% 43	4.58% 11	1.25% 3	0.83% 2	240
Upgrade roads and increase maintenance	60.00% 144	33.33% 80	5.83% 14	0.42% 1	0.42% 1	240
Provide additional resources for drug enforcement and abuse	42.74% 103	35.27% 85	13.69% 33	5.39% 13	2.90% 7	241
Provide additional resources for human trafficking	33.61% 81	31.12% 75	20.75% 50	9.54% 23	4.98% 12	241
Provide additional resources for homelessness and transitional housing	23.65% 57	33.20% 80	25.73% 62	14.11% 34	3.32% 8	241
Promote renewable energy options	18.67% 45	23.65% 57	30.29% 73	24.07% 58	3.32% 8	241
Provide recycling access	29.46% 71	29.05% 70	25.73% 62	14.11% 34	1.66% 4	241
Increase senior housing options	27.62% 66	38.08% 91	18.83% 45	11.30% 27	4.18% 10	239
Increase childcare options	27.92% 67	30.42% 73	22.92% 55	13.33% 32	5.42% 13	240





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Question 14 - Please rate the following services available in the area where you live:

	EXCELLENT	GOOD	ADEQUATE	POOR	DO NOT KNOW	TOTAL
Local school district	33.20% 80	36.93% 89	16.60% 40	1.66% 4	11.62% 28	241
Fire/Rescue service	31.60% 76	44.36% 106	15.06% 36	2.09% 5	6.89% 16	239
Law enforcement	26.67% 62	45.38% 108	20.59% 49	1.68% 4	3.78% 9	238
Dickinson County administration and governance	8.75% 21	32.08% 77	37.08% 89	10.00% 24	12.08% 29	240
City/Township administration and governance	9.54% 23	29.05% 70	39.00% 94	11.20% 27	11.20% 27	241
Dickinson County library	36.61% 88	31.12% 75	18.67% 45	7.05% 17	6.64% 16	241
Recreational areas and facilities	10.37% 25	45.64% 110	34.85% 84	8.30% 20	0.83% 2	241
Programs for seniors	4.15% 10	20.75% 50	29.88% 72	14.52% 35	30.71% 74	241
Programs for youth	5.42% 13	28.33% 68	30.00% 72	20.42% 49	15.83% 38	240
Road construction and maintenance	1.24% 3	15.77% 38	38.17% 92	43.15% 104	1.66% 4	241
Garbage collection and/or recycling services	11.62% 28	39.00% 94	33.61% 81	14.52% 35	1.24% 3	241
Building Inspection/code enforcement	3.73% 9	17.43% 42	28.22% 68	12.86% 31	37.76% 91	241
Land use planning and zoning	2.49% 6	13.69% 33	29.88% 72	14.94% 36	39.00% 94	241
Dickinson-Iron District Health Department programs	7.88% 19	29.88% 72	31.54% 76	7.47% 18	23.24% 56	241
Michigan Health and Human Services programs	2.49% 6	20.33% 49	29.88% 72	14.52% 35	32.76% 79	241
Health care providers	12.45% 30	37.76% 91	31.95% 77	14.52% 35	3.32% 8	241

Question 15 - What types of development should be encouraged in the area where you live:

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Residential- single family homes	33.47% 80	33.05% 79	20.92% 50	9.21% 22	3.35% 8	239
Residential- duplex homes	16.81% 40	25.21% 60	30.25% 72	23.11% 55	4.62% 11	238
Residential- condominiums or townhomes	17.01% 41	24.90% 60	26.97% 65	26.14% 63	4.98% 12	241
Residential- apartments	28.87% 69	30.96% 74	15.90% 38	20.50% 49	3.77% 9	239
Residential- transitional housing (less than six months)	7.08% 17	20.83% 50	35.00% 84	25.83% 62	11.25% 27	240
Residential- age restricted (55+) housing	11.67% 28	30.42% 73	29.17% 70	18.33% 44	10.42% 25	240
Residential- assisted living	18.75% 45	40.83% 98	17.92% 43	13.33% 32	9.17% 22	240
Residential- low to moderate income housing	21.16% 51	32.37% 78	20.75% 50	20.33% 49	5.39% 13	241
Mixed use- commercial and residential	9.54% 23	23.65% 57	29.88% 72	21.58% 52	15.35% 37	241
Commercial- neighborhood businesses	18.41% 44	38.08% 91	25.10% 60	11.30% 27	7.11% 17	239
Commercial- retail centers and services	25.52% 61	38.49% 92	18.83% 45	12.13% 29	5.02% 12	239
Commercial- "big box" stores	20.75% 50	25.73% 62	21.58% 52	30.29% 73	1.66% 4	241
Commercial- offices and business services	7.95% 19	29.71% 71	34.31% 82	21.34% 51	6.69% 16	239





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Question 15 [continued]- What types of development should be encouraged in the area where you live:

Commercial- shopping centers/strip malls	20.08% 48	25.10% 60	29.71% 71	22.18% 53	2.93% 7	239
Mixed use- commercial and light industrial services	7.89% 19	31.54% 76	34.02% 82	13.69% 33	12.86% 31	241
Mixed use- business incubators/startup facilities	13.28% 32	29.88% 72	26.97% 65	14.94% 36	14.94% 36	241
Light industrial/manufacturing	15.48% 37	37.24% 89	24.27% 58	9.21% 22	13.81% 33	239
Heavy industrial/manufacturing	12.18% 29	31.93% 76	24.79% 59	16.81% 40	14.29% 34	238
Mining/quarrying	8.44% 20	13.92% 33	33.76% 80	27.43% 65	16.46% 39	237
Recreational trails and facilities	39.00% 94	36.93% 89	17.43% 42	5.39% 13	1.24% 3	241
Institutions and community facilities	24.48% 59	40.66% 98	21.99% 53	6.22% 15	6.64% 16	241

Question 16 - What types economic development activities should be focused on in Dickinson County?

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Attract new offices and/or business services	34.38% 77	37.50% 84	18.30% 41	4.02% 9	5.80% 13	224
Attract new large-scale retail development	32.00% 72	32.89% 74	20.89% 47	12.44% 28	1.78% 4	225
Attract major manufacturing operations	28.89% 65	40.00% 90	16.22% 41	8.00% 18	4.89% 11	225
Attract arts/entertainment/dining options	35.56% 80	39.56% 89	16.89% 38	6.22% 14	1.78% 4	228
Attract specialty medical offices/services	37.50% 84	43.75% 98	12.50% 28	4.02% 9	2.23% 5	224
Attract and support entrepreneurship	40.71% 92	37.61% 85	11.06% 25	5.75% 13	4.87% 11	226
Expand existing businesses and industries	34.96% 78	45.13% 102	15.04% 34	1.77% 4	3.10% 7	226
Attract new workers/residents	42.04% 95	29.20% 66	13.72% 31	11.50% 26	3.54% 8	226
Provide career training/upskilling opportunities	49.56% 112	37.17% 84	9.29% 21	3.10% 7	0.88% 2	226
Increase tourism by promoting recreational, cultural, and entertainment activities	44.69% 101	34.51% 78	14.16% 32	5.75% 13	0.88% 2	226
Coordinate development on state-owned land (51% of Dickinson County is State of Michigan-owned)	26.34% 59	22.77% 51	19.20% 43	18.75% 42	12.95% 29	224





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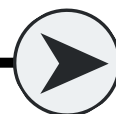
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Question 17 - What transportation concerns need to be addressed in Dickinson County to promote healthy communities and economic development?

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Maintaining or improving existing roads	69.47% 157	24.78% 56	4.42% 10	0.88% 2	0.44% 1	226
Expanding electric vehicle infrastructure	7.96% 18	11.95% 27	21.24% 48	55.31% 125	3.54% 8	226
Developing additional unpaved biking and hiking trails	26.67% 60	35.56% 80	26.67% 60	10.22% 23	0.89% 2	225
Developing additional paved biking and walking trails	32.74% 74	32.74% 74	23.01% 52	10.62% 24	0.88% 2	226
Improving or expanding snowmobile and ORV trails	12.83% 29	30.97% 70	34.07% 77	17.70% 40	4.42% 10	226
Increasing traffic enforcement in school zones	26.55% 60	26.99% 61	28.32% 64	11.50% 26	6.64% 15	226
Developing "walkable" communities	38.05% 86	28.32% 64	21.24% 48	10.62% 24	1.77% 4	226
Connecting residential areas to commercial and employment opportunities	26.11% 59	28.32% 64	30.09% 68	8.85% 20	6.64% 15	226
Providing on-road bicycling facilities	21.88% 49	20.09% 45	23.21% 52	26.79% 60	8.04% 18	224
Developing traffic calming measures for high-traffic areas	31.11% 70	30.22% 68	20.00% 45	12.00% 27	6.67% 15	225
Improving or adding pedestrian crossings	32.89% 74	31.56% 71	20.44% 46	10.67% 24	4.44% 10	225
Increasing speed limit enforcement measures	25.45% 57	22.77% 51	28.79% 65	22.32% 50	2.68% 6	224
Promoting safe routes to schools	39.01% 87	31.39% 70	14.35% 32	9.87% 22	5.38% 12	223
Improving non-emergency medical transportation	22.57% 51	38.05% 86	22.12% 50	9.73% 22	7.52% 17	226
Expanding the availability of flights and destinations	38.94% 88	34.07% 77	16.81% 38	4.87% 11	5.31% 12	226
Conduct a feasibility study for a county-wide public transportation system	31.86% 72	22.12% 50	20.80% 47	19.91% 45	5.31% 12	226

Question 18 - New energy options may become more readily available in Dickinson County in the near future. Please rate your priority for the following:

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Utility scale solar	20.00% 45	19.56% 44	17.78% 40	28.89% 65	13.78% 31	225
Home based solar	24.00% 54	23.56% 53	23.11% 52	20.44% 46	8.89% 20	225
Natural gas availability	44.25% 100	30.97% 70	10.62% 24	5.75% 13	6.41% 14	226
Biogas production (biomass, wood gas, anaerobic digestion, etc.)	12.50% 28	23.21% 52	19.20% 43	22.32% 50	22.77% 51	224
Nuclear energy	14.22% 32	20.00% 45	19.11% 43	28.44% 64	18.22% 41	225
Large battery storage	6.73% 15	11.21% 25	20.63% 46	39.01% 87	22.42% 50	223
Riverine hydroelectric	22.67% 51	24.00% 54	14.67% 33	12.89% 29	25.78% 58	225
Pumped storage hydroelectric	15.83% 35	20.09% 45	18.75% 42	18.75% 42	26.79% 60	224





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Question 19 - Dickinson County has many natural and cultural assets that are often overlooked. Please rate your priority for the following activities:

	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	NOT A PRIORITY	DO NOT KNOW	TOTAL
Protecting drinking water supplies	77.88% 176	17.70% 40	3.54% 8	0.44% 1	0.44% 1	226
Protecting rivers, streams, and surface waters	74.67% 168	20.89% 47	3.56% 8	0.00% 0	0.89% 2	225
Improving Invasive species management	49.12% 111	40.27% 91	6.64% 15	2.65% 6	1.33% 3	228
Protecting open spaces	47.77% 107	30.80% 69	16.07% 36	3.13% 7	2.23% 5	224
Encouraging responsible fish and wildlife management	48.23% 109	33.19% 75	14.60% 33	2.65% 6	1.33% 3	226
Preserving agricultural lands	48.67% 110	29.68% 67	16.37% 37	2.21% 5	3.10% 7	228
Encouraging qualified forest management	46.00% 105	32.44% 73	13.78% 31	3.56% 8	2.22% 5	226
Improving wildlife corridors and habitats	40.71% 92	36.73% 83	17.70% 40	2.65% 6	2.21% 5	228
Maintaining historic structures	41.78% 94	37.78% 85	13.78% 31	4.89% 11	1.78% 4	226
Supporting arts and cultural activities	38.50% 87	36.73% 83	17.70% 40	6.64% 15	0.44% 1	228
Identifying and preserving historic landmarks and artifacts	46.43% 104	31.70% 71	16.52% 37	3.13% 7	2.23% 5	224

Question 20 - Would you support a Dickinson County Unified School District (all county public schools separate, but under one administrative office and Superintendent)?

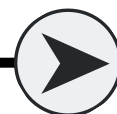
ANSWER CHOICES	RESPONSES	
Yes	53.39%	118
No	21.72%	48
Unsure	21.27%	47
Other (please specify)	Responses 3.62%	8
TOTAL		221

Question 21 - Would you support a Dickinson County Regional Law Enforcement Plan (combining law enforcement under one jurisdictional authority for the whole county)?

ANSWER CHOICES	RESPONSES	
Yes	56.11%	124
No	25.34%	56
Unsure	17.19%	38
Other (please specify)	Responses 1.36%	3
TOTAL		221

Question 22 - Would you support combining Iron Mountain Police and Fire with Kingsford Public Safety (joint departments)?

ANSWER CHOICES	RESPONSES	
Yes	65.36%	146
No	14.55%	32
Unsure	16.36%	36
Other (please specify)	Responses 2.73%	6
TOTAL		220





Question 23 - Do you have any additional comments or feel any issue was overlooked? [open response]

- A combined infrastructure for the Police/Fire, administrative, and schools has been discussed for years. We need to stop talking about it and start acting. Many companies restructure their internal workings to make their companies more streamline, efficient and economical. Why can't our communities do the same.
- Access to affordable childcare is a major issue in the county, as well as food insecurity and preparing for impacts from climate change (i.e., habitat range shifts, climate migration, growing season changes, and loss of winter recreational activities). However, overall, the survey encompassed many great, forward-thinking metrics that will help build a resilient community structure. My favorites were the inclusion of solar energy, mixed-use infrastructure, and housing, building walkable communities to accelerate community health, and protecting natural resources to ensure productive ecosystem services.
- Combination of public services (including education)_ should have been done decades ago. Specialized educational campuses would offer our students an opportunity to advance in their post high-school plans. For example, an arts campus, a technical campus, a college prep campus.....and hands down TRANSPORTATION is a major issue that affects all aspects of life in Dickinson County.
- Combining the school districts should have been done decades ago, including combining many other services, it just makes sense.....
- Consolidate the Iron mountain and King are in schools. Consolidate Iron Mountain and Kingsford as one community or City Turn the State police into a crime investigation unit and put all police in the county under the share in one department
- Coordination of care/community health worker services. Many people need an advocate when navigating healthcare/insurance coverage for services
- Definitely combine the two towns. No reason not to.
- Dickinson County has amazing recreational potential, even just at Fumee Lake Natural Area alone. It's quite a shame that the Fumee Lake Board believes in Management by Inaction. It IS NOT a Natural Area, it is riddled with mining activity, roads, and manmade waterworks. This area needs to be MANAGED, and is currently just being NEGLECTED.
- Dickinson County school district is the most important. Access to psych services is also important for our area.
- Dickinson is not a large county. Combining resources will benefit all of the county.
- Explore traffic circles to slow traffic on US2. Add a paved/delineated pedestrian corridor that extends along US2 from Bay College to the trail park past Home Depot. Create a classroom/visitor center at Fumee Lake.
- Fitness facilities like Planet Fitness or Wisconsin athletic clubs
- For the question about garbage/recycling, I want to clarify my answer. Breitung Township's garbage collection process is excellent, but I would like to see recycling pick-up as an option. We bring ours to the GAD site, but I think more people would participate with residential pick-up.
- Have more supervised city maintenance workers for maintaining and fixing city roads, mowing, etc. Way too much of workers riding around in city trucks and doing nothing.
- I am concerned over the high property tax rates in Iron Mountain and Kingsford and feel this should be weighed very heavily against things like adding public recreational and other nonessential services.
- I am unsure about the combining of districts for law enforcement and for school. The county public safety unification seems good for funding to reach the smaller towns both career wise for fire and police and protection for those areas however this is an assumption on my part. I'd like to see a fair assessment of the pros and cons of unification for all options listed in the survey up on a county website as I am woefully uninformed on this issue. And we could use more paved walking and biking trails in Iron Mountain. I'd also like to see us get the curbside recycling pickup from GFL along with our garbage that Niagara currently has. I want to recycle and am aware I can go down to the main facility by the theater and or the satellite location behind True Value however however, neither my wife nor I get out to do it, and I believe we and many other residents would be more inclined to recycle on a regular basis if it was picked up from our door.
- I own a residential solar system. I believe that trying to put utility scale solar in Dickinson County would be a huge mistake. The grid instability that a system like that could create would do more harm to the existing community than anything positive resulting from this survey.
- I really feel we need to look into having one school system. Taxes should be county wide for the different schools. So many kids are going to BTS and only breitung township and Kingsford are paying for it in their taxes. I feel that students all over dickinson county should be able to go to Kingsford if that is their choice but that they should be taxed so that we can make the improvements we need.
- If any of this is going to get pushed into reality then the governing powers that be need to step up and make it happen rather than let it get dragged down and drown in politics (a la bike lanes in downtown
- IF you are going to build a new school system, you should start with building in efficiencies! Including electric school buses. YOU missed that ability, when you turned down the grants.
- It is time to consolidate! Best for all!
- Keep industrial solar and wind out of Dickinson county this is a recreational area.noone what's to look at hundred of acres of panels!!!!
- Less police, more community activities
- Local autonomy is incredibly important to me, Especially in the area of renewable energy. We need to stand firm against the state takeover of our property for large scale solar and wind installations.
- Man hole covers need to be same level as road. Some of them are like pot holes. Roads in general need improvement both county and cities. Mountain bike trails should be encouraged as well as bike pathways in towns for commuting.





Question 23 - [open response, continued]

- Many residents would like to see better quality foods w/main focus on quality of our water. More education to our children on what good quality life is about - maybe start a school/community gardens. Thank You
- Medical branch services to North Dickinson Area. Physician, Dental, Chyropactor, Physical Therapy. Shared building to service all of the above. Each could be open 1 day a week Also, an assisted living center near the North Dickinson School. Our elderly are 25-40 miles from their families. A facility near our school would allow for student interaction in a business caring for people. Even the young could interact. We have so many nurses who'd welcome working closer to home and many older people who need assisted living.
- Mental health resources
- More Police presence on US 2 around the South FNB-Aldi-Walmart area. People use the left turn lane as a merging lane. Lower the speed limit from the south junction past the hospital. Enforce the road repairs on the easement road in front of Forward Financial. Some type of traffic control at the Jackson St and US 2. Need something better than a caution light at the intersection of Lincoln/Breitung Cut Off and South US 2. I know some of issues are not yours to deal with but just maybe you can pass the word along to the DOT. Thank you for what you already do!
- Need to encourage use of State Brownfield Tax Capture program for development
- No sanctuary housing!!! No industrial solar!!! No using state land (the people's land) for anything other than recreational.Snowmobilers pay alot for trail passes - keep those trails snowmobile only during their legal time - not letting loggers on during those snowmobile trail times.
- No solar farms, no windmills!!
- No solar or wind power.
- No time or money should be wasted on solar power. No one would ever spend their own money on a solar power plant, it only exists because of temporary subsidies.
- Our street in Norway is torn up, but has not been fixed. Why?
- People talk about combining the schools, police and fire departments; however, I believe you need to start with the government first.
- Perhaps the old mineshafts could be used for large scale compressed air energy storage?
- Please add curbside recycling in Quinnesec!
- Prioritize traffic safety on US HWY 2 near Walmart & Home Depot and Aldi's.
- Programs to show young people how to work- high school. Promote a work ethic somehow
- Questions 20-22 make a lot of sense to pursue further.
- Safety, education, retail business are my main priorities.That also includes road and highway maintenance.
- Some of these questions were a little vague—in that tax dollars would be used —where the idea was good but should be worked out NOT using tax dollars!! There are ways to do this so that our government isn't in control of everything!!! So I felt that some of the questions were hard to answer with the answers that were available to use.
- Specifically with the union of public services; i.e. law enforcement, emergency services, and public schools, this is long overdue. Its time to become united in the positive growth of this county and let go of some of these out-dated ideologies.
- Term limits need to be instituted for local governmental bodies and boards
- The county needs to do a better job financially supporting the non-profit volunteer groups that build and maintain the mountain bike trails.
- The first large scale solar project in the County has caused two Townships to actively deny citizens their right to referendum under Article II, Section 9, of the Michigan Constitution. Additionally, the State Legislature has removed all local control for large wind, solar, and battery storage. Of all the priorities in this survey, the rights of your citizens should be held above all other material needs. Promote hydroelectric, biomass, and any energy source that doesn't trample on our rights!
- THe housing market is horrible, and there are plenty of slum landlords. TOOOO MANY. There is housing area a block away from City Hall, in Iron Mountain that should be condemned, and NOTHING IS DONE!
- The housing situation in this county is horrible. More housing for the working-class renters needs to be addressed. Not everyone has the financial resources to buy a home.
- The iron belle trail section in Dickinson county should be paved and improved, shoulders expanded for cycling.
- The scent of marijuana driving through the north side of iron mountain is discouraging and makes attracting new families difficult. I am a physician and we hear from patients how much of a "turn off" this is. Can the city make the marijuana factories vent stack their facilities like the paper mill does?
- There is no good reason for there to be four separate school districts in a county with such a low student population.
- US 2 is out of control by Walmart, change needed asap. Drugs are out of control sadly in the entire county. We need to take better care of our senior citizens.
- Use of cell phones in schools should be prohibited.
- Walkable communities pleeeeeaaaaaaase
- We need a non-partisan committee on the road commission. It is and has been, run by loggers and those with camps in the countryside. Those are the roads that get paved. Right to the commissioners driveway. That needs to end.
- We need family restaurants and stores like Marshall's, bath and body works, kohl's or target, KFC to come back.
- We need more mental health providers to care for the non-Medicaid's population. Support the Veteran Service Office and help get the word out that they are available. They are a great support entity. Delta County has a veterans office that offers additional mental health resources that were not provided at our local VA and have helped support prevention of suicide in our community. If we were to have that program here we would be able to support our local Dickinson county residents closer to home.
- We need to be one. We are just wasting too many dollars





Question 23 - [open response, continued]

- We need to begin consolidating our community and preventing suburban sprawl before the rampant development gets too out of control. Code enforcement also must be strengthened to ensure a better quality of life.
- We need to get curbside recycling, consolidated school, police and fire departments, do preventative maintenance on historic buildings before the deteriorate beyond repair, and attract more decent clothing and retail stores. There's no shopping here.
- We the people are over taxed for services we do not use. Additional mileages for services residents do not use are becoming unbearable. Units of government should adjust their budget to the income they receive the same way families must decide where to best spend their money. Special interest groups control the mileage increases by having these elections at a time where most voters do not vote. Elections should be only held once a year.
- Would like to see more community sports and programs of all ages through teen years homeschoolers could join.
- Yes, there is very little attention paid to Merriman, both by the county and the township. There are many families in the area now and still not even one playground, for example.





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APPENDIX C

Master Plan Goals and Strategies

In 2045, Dickinson County will be a place that balances the needs of its residents, its industry, and the natural environment. A resilient and diverse economy will draw on the close-knit community character, provide access to valuable education and employment, and create safe, affordable neighborhoods.

Tracking	Description	Timeline	Partners	Progress Comments	Next Steps
Community Context	Description	Timeline	Partners	Progress Comments	Next Steps
Goal	Continue to advocate for veterans services and amenities				
CC-1	Support the capacity for the Dickinson Veteran Service Office to address veteran issues and provide supporting services to veterans and their families		County BoC, County Veterans Commission, local organizations		
CC-2	Seek opportunities to identify sites and advocate for state and federal funding to implement an Upper Peninsula Veterans Cemetery in Dickinson County		County BoC, regional partners, state representatives		
CC-3	Continue to partner with the Oscar Johnson VA Medical Center to advocate for veteran issues and supporting medical services		Oscar Johnson VAMC, local health providers, County judiciary		
Goal	Achieve population growth by capitalizing on economic and natural assets				
CC-4	Maintain and expand Career Technical Education (CTE) opportunities through the ISD, Bay College, and other organizations that support the upskilling of workers		Dickinson Iron ISD, local schools, Bay College		
CC-5	Identify workforce and skills gaps and promote training and recruitment for in-demand careers. Disseminate information about training and job opportunities		UP Michigan Works!, DAEDA		
CC-6	Create more family-friendly workplaces by supporting the development of additional childcare services and resources that allow the opportunity for more residents to participate in the workforce		local childcare providers, businesses		
CC-7	Evaluate and increase access to healthy and affordable food by supporting the farming and sale of local produce, community gardens, and food exchanges		farmers, community organizations, D+H Health Department, MDHHS		
CC-8	Ensure sustainable forestry and ecological management practices for the timber industry		loggers, truckers, forest products industry, Great Lakes Timber Association		
CC-9	Create an inventory of recreational, public land, and conservation assets to promote and maintain their continued use		LUGS, State agencies		
CC-10	Invest in quality of place assets and amenities like community gathering spaces, parks, cultural institutions, and sports venues		County BoC, LUGS, DDAA, MSJUE, non-profits		
CC-11	Address community health and social welfare needs by creating collaborative opportunities to provide health-benefiting activities and programs address care needs		LUGS, MDHHS, local medical and behavioral health providers		
Goal	Provide all needed community facilities and services in a cost-effective manner				
CC-12	Continue to identify cost-effective ways to utilize county-owned spaces to support services and service capacity		County BoC		
CC-13	Develop a long range plan for the county courthouse and jail including the consideration of physical spaces, incorporation of technology, and energy efficiency		County BoC		
CC-14	Incorporate universally accessible improvements and installations into all future projects on county-owned properties		County BoC, County Construction Crew		
CC-15	Identify ways to reduce or mitigate the impact of tax-funded services for residents while maintaining a desired level of service		County BoC		
Goal	Participate in beneficial partnerships that provide savings and increase capacity				
CC-16	Continue to identify local partnerships with stakeholders and public and private organizations to increase the capacity and coordination to realize shared goals		LUGS, DAEDA, CUPPAD, Invest UP, non-profits		
CC-17	Support the efforts of the Dickinson Economic Development Alliance, Chamber of Commerce, and local economic development groups to promote new employment opportunities, community events, and supportive services		County BoC, DAEDA, Chamber, Invest UP, CUPPAD		





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APPENDIX C

Goal	Create a long-term capital improvements plan to identify needs and funding				County BoC
CC-18	The county should create and maintain a long-term capital improvements plan for county-owned properties and facilities that coordinates and communicates needs and supports applications for funding opportunities				County BoC
Goal	Build public trust and confidence through a communication strategy				County BoC
CC-19	Increase transparency on County boards and commissioners by developing a county meeting event calendar, and distribute public meeting information on the County website.				DAEDA, CUFPAD
CC-20	Develop and maintain local information and data sources that are useful for economic, housing, and business development				County BoC
CC-21	Develop a social media presence for the County utilizing different platforms that connect with the broad interests of residents				County BoC
Economic Resiliency					
Goal	Market redevelopment opportunities and coordinate incentives for developers				DAEDA, County Landbank, LSCP, MEDC, Brownfield Authority
ER-1	Work with the Dickinson Area Economic Development Alliance, Dickinson County Landbank, and other stakeholders to identify and market redevelopable properties and incentives to attract investment.				DAEDA, County Landbank, LSCP, MEDC, Brownfield Authority
ER-2	Redevelop vacant and/or blighted commercial properties in areas with existing infrastructure utilizing grants, Brownfield Plans, tax incentives, and public-private partnerships				DAEDA, LUGs
Goal	Promote economic resiliency by prioritizing the Economic Resiliency Plan				DAEDA, CUFPAD, Invest UP
ER-3	Promote economic diversification across industries and support new business ventures that reduce the impact of economic downturns and large employer closures.				DAEDA
ER-4	Capitalize on the potential strategic industry growth areas in local health services, real estate and construction, engineering and manufacturing, and forest and wood products				LUGs, arts and cultural organizations
ER-5	Support a county-wide brand and strategy to align communications between local units and supporting organizations				Memominee Range Historical Museums, Dickinson County Library System, museums
ER-6	Enhance public spaces with placemaking initiatives and incorporate local art into the community				DAEDA, LUGs, non-profits
ER-7	Maintain the county's rich cultural and historical assets and incorporate shared history and values that foster a sense of place				DAEDA, LUGs, DDAs
ER-8	Promote tourism and recreational assets through out the county through the development of promotional materials and regional marketing efforts				DAEDA, Chamber, Invest UP, UP Michigan Worksl
ER-9	Encourage efforts to revitalize downtowns through local DDAs and development opportunities				NMU, MSUE, UPFE, farmers
ER-10	Connect entrepreneurs with business education and support services that foster further growth and expansion of local businesses				DAEDA
ER-11	Collaborate with NMU, MSU, and the UP Food Exchange to drive local innovation in the value-added agribusiness and local processing industry				
ER-12	Create talent attraction initiatives, new resident employment services, and tourism marketing to attract people to Dickinson County				
Housing					
Goal	Expand housing choice and improve housing stock to meet the needs of residents				LUGs
H-1	The County should continue to encourage housing development in proximity to existing infrastructure systems, and work with developers to facilitate connections to municipal infrastructure where feasible.				LUGs, County Landbank, State agencies
H-2	Increase the supply of the full spectrum of housing that is affordable and attainable for Dickinson County residents				LUGs, private developers
H-3	Increase missing middle and workforce housing stock to facilitate greater housing choice.				DICSA, UPCAP
H-4	Encourage energy efficiency in new residential construction and rehabilitate existing homes to be more energy efficient				DICSA, Habitat for Humanity
H-5	Encourage efforts to address homelessness and supportive housing for those that struggle with meeting their housing needs				





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APPENDIX C

Goal	Expand opportunities for mixed-use development		
H-6	There is an identified demand for housing of different formats other than traditional single family. Supporting land use policies that allow for mixed-use development will allow for development of both businesses and housing, and offer incentives for developers.	LUGs, CUFPAD, MSHDA, private developers	
H-7	Work with local units of government to review and amend current zoning ordinances to permit a wider variety of mixed use development.	LUGs, MSUJE, CUFPAD	
Goal	Create capacity for the County to support housing development		
H-8	Over one-third of households in the county are headed by someone of retirement age. Housing programs should include senior-style accessible unit creation, and support ways to update the current housing stock to allow people to age in place in their current home.	DIKSA, MSHDA, UPCAP	
H-9	Reduce the number of underserved and vulnerable populations experiencing rent burden by identifying local funding sources, creating connections to resources, and removing barriers to housing affordability.	MSHDA, UPCAP	
H-10	Utilize and expand the County Construction Crew to provide capacity for rehabilitation projects and mitigate the availability concerns with contractors.	County Construction Crew	
H-11	Conduct a comprehensive target market analysis for the county that accurately assesses housing needs and markets.	CUFPAD, MSHDA, DAEDA	
H-12	Utilize the Central UP Regional Housing Partnership Action Plan to support housing development that aligns with MSHDA programs and regional goals.	CUFPAD, MSHDA, DIKSA	
H-13	Expand the capacity of the County Land Bank to support housing related redevelopment efforts and coordinated partnerships with developers and supporting agencies.	County Land Bank, DAEDA, Habitat for Humanity	
Infrastructure			
Goal	Protect surface waters and wells to ensure water quality and availability		
I-1	Support water monitoring efforts for surface waters including lakes, rivers, and streams to maintain and improve environmental quality.	Superior Watershed Partnership	
I-2	The County should continue to support the adoption of Wellhead Protection Plans and regulations that protect water sources from contamination concerns, and continue to document point and non-point sources of contamination in coordination with the local units, the Dickinson-Iron District Health Department, and EGLE.	LUGs, DIDHD, EGLE	
I-3	Support the migration of invasive species in surface waters that affect their use and quality.	Local lake associations, Superior Watershed Partnership	
I-4	Continue to monitor for PFAS/PROS contamination sources and support remediation efforts.	LUGs, EGLE	
Goal	Coordinate US-2/US-141/M-95 development through access management		
I-5	Local units of government, the County, and business and tourism stakeholders should utilize incentives and opportunities to support electric vehicle charging infrastructure along the US-2/US-141/M-95 corridor.	LUGs, MDOT, DAEDA, private developers	
I-6	Encourage alternative modes of freight transport to diversify options for industrial operations and manufacturers utilizing existing rail and the development of multimodal facilities.	Industry leaders, MDOT	
I-7	The county and local units should continue to work with MDOT to document traffic management issues and implement solutions along the US-2/US-141/M-95 corridor.	MDOT, DCRC, CUFPAD, local businesses	
I-8	Support pedestrian improvements along highways that allow users to safely cross and utilize shared transportation corridors.	MDOT, DCRC, CUFPAD, local businesses	
I-9	Continue to support the US-2/US-141/M-95 Access Management Committee in addressing issues and enhancing the Access Management Plan.	LUGs, MDOT, DCRC, CUFPAD, MSP	
Goal	Fund road infrastructure improvement by diversifying revenue sources		
I-10	Continue to seek ways to increase the funding available for road reconstruction and maintenance projects with the support of non-traditional partners like EGLE, Michigan Tech. Work with the Road Commission to identify cost-effective materials and beneficial techniques that preserve the quality of county roads.	DCRC, EGLE, MTU, MIC	
I-11	Seek grants from MDOT, USDOT, and other state and federal agencies to help fund major road reconstruction projects which would otherwise be impossible.	USDOT, MDOT, DCRC, state representatives	
I-12	The Road Commission should continue to support a cost-sharing mechanism with local units for projects on local roads.	LUGs, DCRC	
I-13	Continue to communicate the quality and additional need for funding to support the maintenance of road assets.	LUGs, DCRC, TAMC, CBA, CUFPAD	





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Goal	Continue to improve affordable water and wastewater infrastructure			
I-14	The County should continue to advocate for water infrastructure affordability by identifying infrastructure issues and supporting local unit applications for funding infrastructure improvement.	LUGs, EGLE, USDAR-D		
I-15	All local governments with water and wastewater infrastructure should maintain long-term asset management plans, and incorporate those plans into master plans and capital improvement budgeting	LUGs		
Goal	Regulate alternative energy options to anticipate issues and protect residents			
I-16	Municipalities should be encouraged to implement local zoning and permitting processes related to the development of renewable energy at appropriate forms and scales.	LUGs		
I-17	The County and local units should work to identify prime farmland resources, and work to establish methods of preservation that reduce the conversion of prime farmland to renewable energy development.	LUGs		
Goal	Enhance recycling options and promote sustainability in waste disposal			
I-18	The County and local units should work to increase the recycling rate in Dickinson County to meet State guidelines.	LUGs, Dickinson Count Solid Waste Management Authority, Dickinson Conservation District, private haulers		
I-19	Continue to support the efforts of the Central Upper Peninsula Materials Management Planning Committee, and the goals of the Central Upper Peninsula Materials Management Plan.	LUGs, CUAPPAD		
I-20	Determine the feasibility for expanding the capacity of county-owned facilities to accept recycling, organics, and diverted waste materials in addition to traditional solid wastes	Dickinson Co. SWMA, LUGs, CUAPPAD		
I-21	Partner with established single-stream recycling facilities to prevent the duplication of services and reduce costs	Marquette SWMA, Delta SWMA, private haulers		
I-22	Identify historic landfills and dumping sites and determine beneficial reuse opportunities for these properties when feasible	LUGs		
Goal	Expand the availability of broadband to close the digital divide			
I-23	Improve high-speed broadband services through the county, especially in rural underserved and underserved areas.	LUGs, internet service providers		
I-24	Improve cell phone service throughout the county in support of internet access and emergency services.	Internet service providers, wireless carriers		
I-25	Support the expansion of telehealth services to allow people to utilize medical services in local clinics and improve cybersecurity and support training for local governments, businesses, and individuals to mitigate cybersecurity concerns and protect critical infrastructure	Internet service providers, medical service providers		
I-26	Assess the need and feasibility of a countywide public transit system	LUGs, NMIU, MSP, internet providers		
Goal	Assess the need and feasibility of a countywide public transit system			
I-27	Develop a countywide transit feasibility study that identifies the potential ridership population and cost-effective service model for a public transit system	County BoC, MDOT		
I-28	Continue to support existing local transit providers and services in continuing to fill gaps in demand for service.	DICSA, TRICO Opportunities, businesses		
I-29	Determine ways to support the expansion of non-emergency medical transportation providers to bring residents to area medical facilities, especially from rural areas	UPCAP		
Goal	Expand the operations and amenities available around Ford Airport			
I-30	Increase the amenities and capacity for passengers by redeveloping the Ford Airport Terminal	County BoC, consultants		
I-31	Create a comprehensive plan to increase passenger air traffic at the airport to justify more frequent flights and destinations	County BoC, consultants		
I-32	Identify ways to utilize excess county-owned property around the airport to support economic development and beneficial use.	County BoC, DAEDA, LUGs, consultants		





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Climate & Hazards		
Goal	Encourage local units to participate in hazard mitigation planning	
CH-1	The County should support the County Mine Inspector in identifying and rectifying issues with the many closed mine properties in the area.	County BoC, County Mine Inspector, LUGs
CH-2	County Emergency Management should continue to update and communicate hazard mitigation issues and the County Hazard Mitigation Plan to local governments and stakeholders, and identify funding sources for hazard mitigation actions outlined in the plan documents.	County EM, County Sheriff, MSP, FEMA, First responders
CH-3	County Emergency Management should continue to coordinate and address hazard mitigation issues and response throughout the county and with the assistance of public safety authorities.	County EM, First responders
CH-4	Develop a local Climate Action Plan to prepare for and address the impacts of climate change.	County BoC
CH-5	Ensure adequate public safety and emergency response throughout the county by identifying funding sources, equipment and volunteer needs for local fire departments and emergency services.	County EM, First responders, FEMA, USQA-RD
CH-6	Continue to improve the accuracy of mapping and addressing data used to direct first responders	County Dispatch, County Equalization, MSP, UPCA-P
Recreation		
Goal	Develop trail connections that expand access and promote connectivity	
R-1	The County, local governments, and other organizations and agencies have a long history of successful collaboration in trail development. These relationships and other public-private partnerships should continue to support trails and trail connections between communities and recreation destinations across the county and to other areas.	County BoC, LUGs, DNR, Dickinson Trail Network, Tri-County Snowmobile and ORV Club
R-2	The County and local stakeholders should participate in and identify ways to support the Outdoor Recreation Innovation Action Network (ORIAN) to leverage the growing outdoor recreation economy in the Upper Peninsula	Innovate Marquette Smart Zone, CLUPPAD, Invest UP
R-3	Develop more motorized and non-motorized trails in partnership with local organizations and clubs. Support long-term maintenance agreements that reduce the burden of local governments to maintain trail systems.	LUGs, DNR, Dickinson Trail Network, Tri-County Snowmobile and ORV Club
R-4	Support nonmotorized trail development, educational interpretation, and facility upgrades at Fumee Lake Natural Area	County BoC, Fumee Lake Commission, DNR
R-5	Identify the feasibility and potential funding sources to restore the Twin Falls Bridge for use by nonmotorized vehicles and enhance trail connections into neighboring Wisconsin communities	County BoC, trail organizations, MDOT
Goal	Promote walkability in communities and recreational assets	
R-6	Encourage local units to update zoning codes and seek funding for improvements that promote walkability	LUGs
R-7	Identify ways to support and invest in active transportation infrastructure that promote safety, increase walkability and bicycling, and reduce the need for driving	LUGs, MDOT
Goal	Maintain the operations and offerings of Dickinson County Fairgrounds	
R-8	Support the modernization of the Fairground infrastructure and the rehabilitation of facilities	County BoC, Fair Board, MDARD
R-9	Continue to identify revenue-generating events and uses that utilize the property for year-round events and programming	County BoC, Fair Board
Goal	Transform Lake Antoine County Park into a premier recreation destination	
R-10	Preserve and enhance public access and amenities available at Lake Antoine County Park, including the modernization of current infrastructure	County BoC, DNR
R-11	Expand community events and accessible recreational offerings at Lake Antoine Park through marketing efforts	County BoC, Lake Antoine Park Partners
Goal	Expand the facilities at Pine Mountain to serve world-class competition	
R-12	Support local organizations and efforts to modernize and upgrade the facilities, and the capacity for hosting further competitions and events	County BoC, Kiwanis Ski Club, DAEDA
R-13	Continue to identify events and offerings that will incorporate local community organizations in tandem with hosted competitions	County BoC, Kiwanis Ski Club, DAEDA





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Land Use				
Goal	Coordinate intergovernmental services through joint agreements and planning			
LU-1	Encourage communication between local units of government when drafting new plans, ordinances, and policies to help create consistency between areas and efforts		LUGs, CUPPAD, MSUE County BoC, LUGs	
LU-2	Host county-led joint meetings or forums to discuss issues between local governments or boards			
LU-3	Encourage local units to be proactive in their master planning and zoning to support emerging industries and uses that may not fit their current regulations		LUGs, CUPPAD, MSUE	
LU-4	Support the adoption of coordinated zoning regulations for water bodies shared by multiple jurisdictions with similar requirements and protections from overdevelopment.		LUGs, EGLE	
LU-5	Encourage communication with local youth to discuss long-term land use issues and incorporate their feedback and representation into local planning.		LUGs, local schools	
LU-6	Encourage resource sharing between local units of government to minimize overlap of services and increase capacity; evaluate the use of interlocal agreements or the creation of multi-jurisdictional authorities		LUGs	
LU-7	Partner with Michigan State University Extension, CUPPAD, Michigan Association of Planning, and local government advocacy groups to conduct local training events for Dickinson County representatives and board members		LUGs, MSUE, CUPPAD, MAP, MAC, MFA, MML	
Goal	Expand opportunities for industrial and light industrial development			
LU-8	Seek opportunities to extend infrastructure in proximity to existing industrial and light industrial development		LUGs, DAEDA	
LU-9	Consider land use regulations that allow for the expansion of light-industrial uses into mixed-use or commercial areas		LUGs	
LU-10	Identify potential industrial and light industrial properties and support rezoning opportunities that reduce barriers to development		LUGs	

