



# MASTER PLAN 2025

**City of Gaylord**  
**The Alpine Village**

Adopted:  
Planning Commission – July 2, 2025

City Council – July 14, 2025



**RESOLUTION OF ADOPTION  
BY THE CITY OF GAYLORD PLANNING COMMISSION  
City of Gaylord Master Plan**

WHEREAS: The City of Gaylord, Otsego County, Michigan established a Planning Commission under State of Michigan Public Act 33 of 2008, as amended, and;

WHEREAS: The City of Gaylord Planning Commission is required by Section 31 of P.A. 33 of 2008, as amended, to make and approve a Master Plan as a guide for the development within the City, and;

WHEREAS: The City retained the services of Northeast Michigan Council of Governments (NEMCOG) as its consultant to assist the Planning Commission in preparing this plan, and;

WHEREAS: The City of Gaylord Planning Commission, in accordance with Section 39(2) of the Act, notified all required entities of the intent to develop a plan and, in accordance with Section 41(2) of the Act, distributed the final draft to adjacent communities, the Otsego County Planning Commission, and transit agencies for review and comment, and;

WHEREAS: The plan was presented to the public at a hearing held on 07/02, 2025 before the Planning Commission, with notice of the hearing being published in the \_\_\_\_\_ on 6/19, 2025, in accordance with Section 43(1) of the Act;

*WEEKLY CHOICE*

NOW THEREFORE BE IT RESOLVED THAT,

The content of this document, together with all maps attached to and contained herein are hereby adopted by the City of Gaylord Planning Commission as the City of Gaylord Master Plan on this 2<sup>nd</sup> day of JULY, 2025.

Motion: MASON  
Ayes: 5  
Nays: 0  
Absent: AWREY, A

Second: BRESSER

**Certification**

I hereby certify that the above is a true and correct copy of the resolution adopted at the July 2, 2025, meeting of the City of Gaylord Planning Commission.

 \_\_\_\_\_, Chair  
City of Gaylord Planning Commission

 \_\_\_\_\_, Secretary  
City of Gaylord Planning Commission

**RESOLUTION OF ADOPTION  
BY THE GAYLORD CITY COUNCIL  
City of Gaylord Master Plan**

WHEREAS: The City of Gaylord, Otsego County, Michigan established a Planning Commission under State of Michigan Public Act 33 of 2008, as amended, and;

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WHEREAS: The plan was presented to the public at a hearing held on July 2, 2025 before the Planning Commission, with notice of the hearing being published in the WEEKLY on JUNE 19, 2025, in accordance with Section 43(1) of the Act; CHOICE

WHEREAS: The City of Gaylord Planning Commission has reviewed the proposed plan, considered public comment, and adopted the proposed plan by resolution on July 14 2025, and;

WHEREAS: The Gaylord City Council has, by resolution July 14 asserted the right to approve or reject the plan;

NOW THEREFORE BE IT RESOLVED THAT,

The content of this document, together with all maps attached to and contained herein are hereby adopted by the Gaylord City Council as the City of Gaylord Master Plan on this 14<sup>th</sup> day of July 2025.

Motion:

DUKEITE

Second:

WITT

Ayes: 6

Nays: 0

Absent: 1

**Certification**

I hereby certify that the above is a true and correct copy of the resolution adopted at the July 14 2025, meeting of the Gaylord City Council.

  
City of Gaylord Clerk

# City of Gaylord Master Plan

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City Council Adoption: July 14, 2025

### Gaylord City Council:

Todd Sharrard, Mayor  
Jordan Awrey  
Robert Wilson  
Deb Jaques  
Michael Ryan  
Alan Witt  
Vic Ouellette

*2025 Master Plan assistance provided by:*

### Northeast Michigan Council of Governments (NEMCOG)

80 Livingston Blvd Suite U-108  
PO Box 457  
Gaylord, MI 49735  
[www.nemcog.org](http://www.nemcog.org)



Planning Commission Adoption: July 2, 2025

### City of Gaylord Planning Commission:

Steve Hartz  
Russ Bresser  
Mike Koronka  
Cole Muzyl  
Sean Mason

*Funding assistance provided by:*

### Michigan Economic Development Corporation Redevelopment Ready Communities (RRC)

300 N. Washington St.  
Lansing, MI 48913  
[www.miplace.org/programs/redevelopment-ready-communities](http://www.miplace.org/programs/redevelopment-ready-communities)

# community description



City of Gaylord  
Master Plan



## Authority & Preface

The purpose of this master plan is to act as an advisory guide for the future growth and development and long-range management of land use in the City of Gaylord. This master plan includes maps and information to assist in decision-making to ensure the characteristics that are important to the entire community are retained. The master plan provides the formal basis for land use and capital improvement decisions as well as the City's regulatory devices and ordinances. It is not a legally enforceable document. The zoning ordinance is a legally defensible document and sets forth the zoning regulations used to manage the City's land use. The zoning ordinance is enacted under the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended.

The authority to develop this master plan is provided through the Michigan Planning Enabling Act, Public Act 33 of 2008, as amended, which was adopted by the State Legislature to replace the Municipal Planning Act. Public Act 33 of 2008 requires the Planning Commission to notify and communicate with surrounding governmental entities before, during, and after the preparation of the master plan. It also requires the Planning Commission to hold a public hearing before the final adoption of a master plan, as well as when the Planning Commission alters, amends, or expands the scope of its master plan after its original adoption.

A master plan needs to be periodically evaluated and, as necessary, updated to reflect significant changes in the city, development trends, and the public's desire for change. The planning process gathers input from the public and various governmental entities to assist in identifying and addressing significant changes in the city that may result in modifications to previous planning efforts or to determine progress toward implementing the goals and policies outlined in previous planning efforts. Updating this plan as things change or goals are accomplished should not be regarded as a weakness in this plan or planning effort. A master plan is a "living" document that needs to be used and modified regularly.

The City of Gaylord Planning Commission and the City Council prepared a master plan in 1966 to guide the City's growth until 1986. In 1996, the Planning Commission and the City Council updated the master plan to address the City's growth, water and sewer capacity, needed zoning ordinance amendments, and retention of the City's character.

## Location

The City of Gaylord, Michigan, is centrally located within Otsego County along the border of Livingston and Bagley Townships (Figure 1-1). The corporate boundary of the city encompasses 3.2 square miles and is located at the intersection of I-75 and M-32. The City lies on the 45th parallel line, which is halfway between the equator and the North Pole.

Gaylord has a total area of 4.83 square miles (4.8 square miles of land, 0.03 square miles of water) and is located about 36 miles from the shoreline of Lake Michigan and about 50 miles from the shoreline of Lake Huron. Gaylord is surrounded by an abundance of State Forest lands and is less than ten miles from the Pigeon River State Forest. Due to the City's proximity to numerous lakes, rivers, forests, trails, recreational activities, and resort areas, Gaylord is a growing tourism destination.



## DID YOU KNOW?

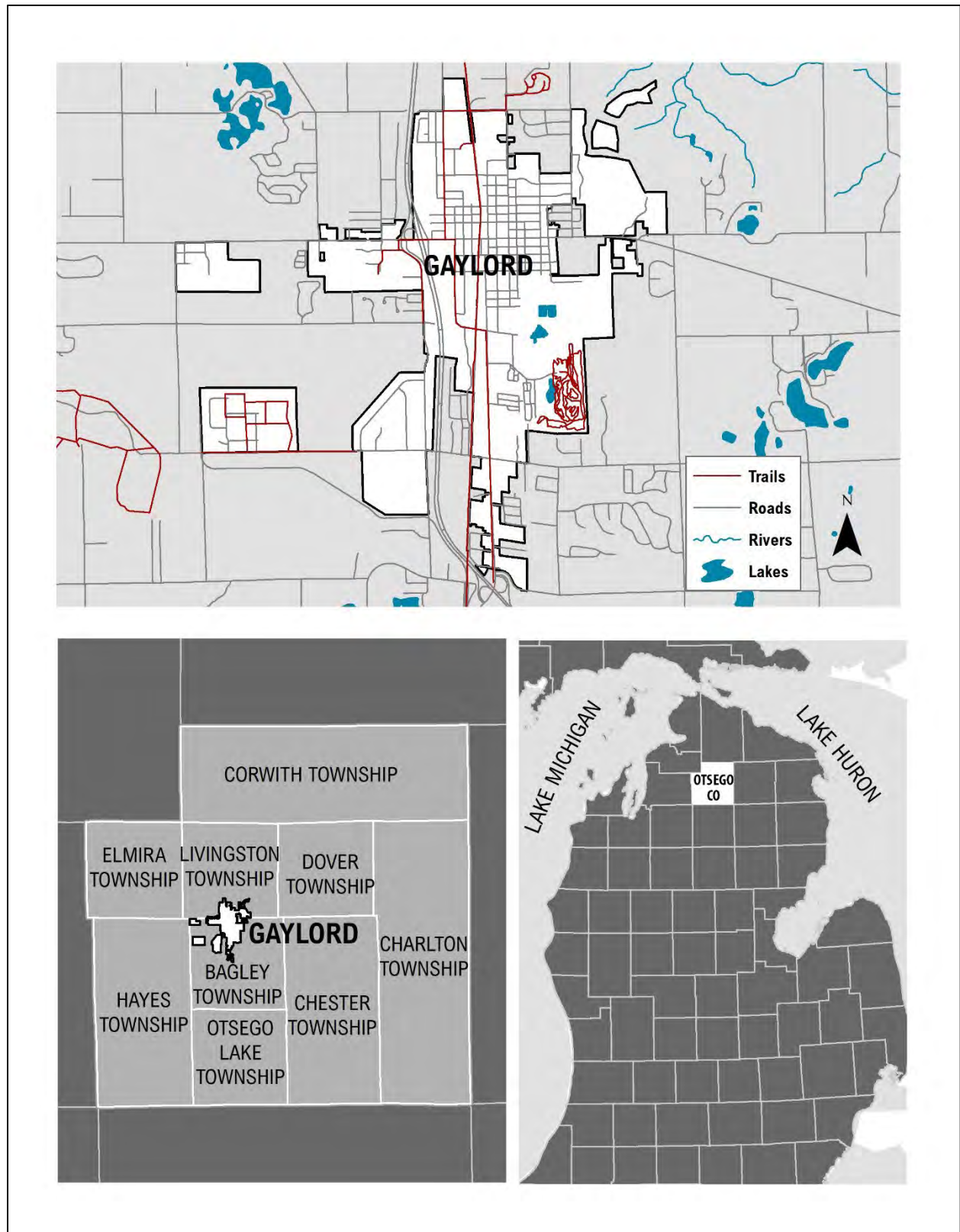
### A Master Plan...

...is a guide for development of the city.

...provides a formal basis for land use and capital improvement decisions.

...ensures community characteristics are retained.

...supports ordinances such as the Zoning Ordinance.

**Figure 1-1 Location Map**



## History\*

The lumber industry played a great role in the development of the City of Gaylord. At the end of the Civil War, Otsego County was targeted by lumber operators for timber. Since the area did not have settlements or large rivers to float logs in large quantities, railroads were constructed. The U.S. Government and the Jackson, Lansing, and Saginaw Railroad encouraged Civil War veterans to settle in the area by offering 160-acre tracts for homesteading, and the first settlers arrived in 1873. In 1874, the railroad was completed from Otsego Lake Village to Gaylord.

In 1874, a town, Barnes, was platted. The town was named after Orlando Barnes, the secretary of the Michigan Central Railroad. However, it was renamed Gaylord in honor of Augustine Smith Gaylord, an attorney for the Michigan Central Railroad. In 1877, Gaylord became the county seat in Otsego County, and many businesses and services opened since Gaylord operated as a trading center. In 1881, Gaylord was incorporated as a village and hosted the first county fair. In 1922, Gaylord became a city.

As lumbering declined in the early 1900s and the agricultural industry was not equipped to carry the employment load, Gaylord experienced slower growth. An attempt was made to evolve Gaylord into an automobile manufacturing center, but failed with only about a dozen cars being produced. Currently, the surrounding areas and the oil and gas under Otsego County have assisted in the growth of the city and its tourism industry.

\*Source: Wm. H. Granlund

Many factors have contributed to the development of Gaylord in recent history, including the tourism industry and its location in northern Michigan and along I-75.



## Physical Description

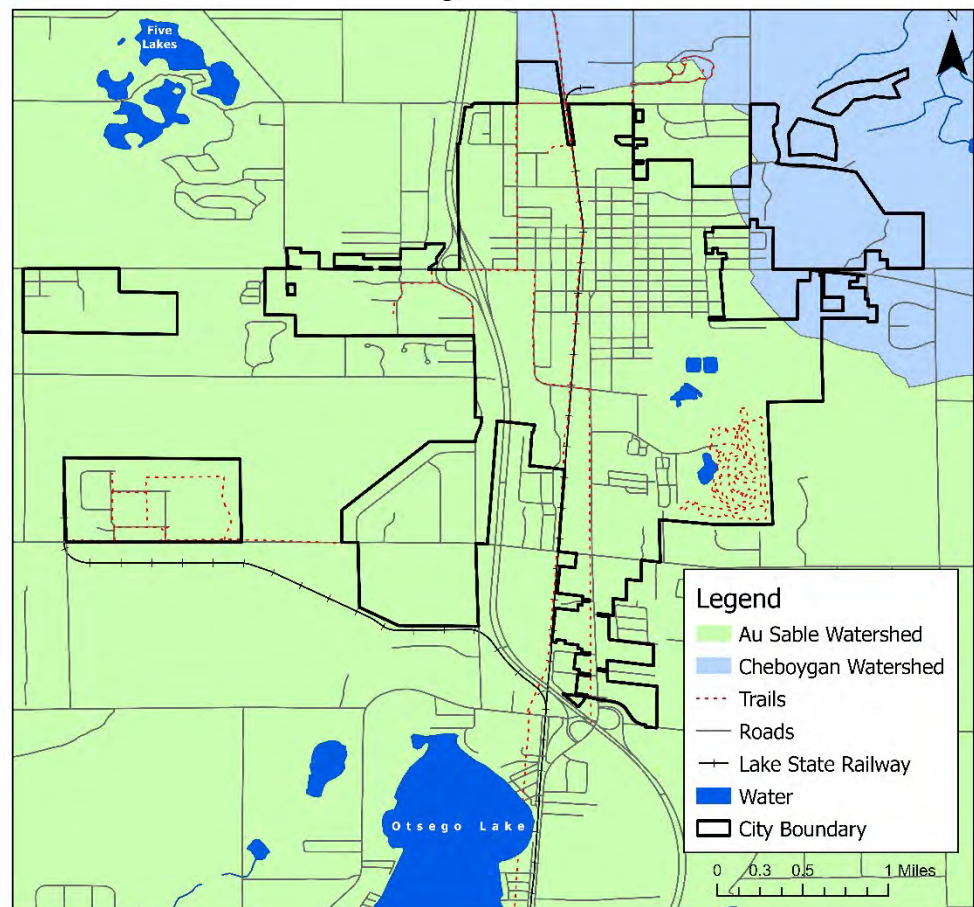
The City of Gaylord is located within a narrow plain that runs southeast from Elmira to Otsego County's southeast and eastern boundaries. Elevations in the city range from a low of 1,060 feet to a high of 1,391 feet above sea level.

Soils within and surrounding the city are mainly composed of the Kalkaska-East Lake-Mancelona Association, which is described as nearly level to gently sloping well-drained sandy and gravelly soils of hardwood plains. This association is characterized by rapid permeability, which indicates a high potential for groundwater recharge and thus a greater likelihood of contamination of ground or surface water. When planning for the types and intensity of future land uses, soil condition is important in determining the carrying capacity of the land. Soils most suitable for development purposes are well-drained and are not subject to a high water table.

Woodland resources contribute to the City's quality of life. These areas provide numerous benefits, including reducing the flow of surface water to allow for greater stormwater infiltration, reducing air pollutants by absorbing certain airborne pollutants, providing wildlife habitats, stabilizing and enriching the soil, moderating the effects of winds and temperatures, and providing aesthetically pleasing views and audio barriers. Conservation of woodlands will play a positive role in maintaining and enhancing the environmental character within the city.

**Figure 1-2**

The City of Gaylord is located within two watersheds: the Cheboygan Watershed in the northeast and the Au Sable Watershed in the southwest (Figure 1-2). It is also situated near an abundance of water resources. For example, Otsego Lake, the largest water body in Otsego County, is located in Bagley Township, which is approximately one mile south of the city's boundary. The City is also located near Five Lakes and the Sturgeon River within Livingston Township.





## Climate

The City of Gaylord has a continental climate with an average annual high temperature of 51.3 degrees Fahrenheit. On average, the growing season begins in June and ends in September. Summers tend to be warm to hot with temperatures reaching as high as 90 degrees Fahrenheit, while winters are cold and snowy with an average annual low temperature of 31.6 degrees Fahrenheit. The City experiences lake effect snow and sudden, severe snowstorms due to the prevailing westerly winds from Lake Michigan and the City's location within Northern Michigan's snowbelt. Precipitation is distributed throughout the year with an average annual precipitation of 36.9 inches and an average annual snowfall of 140.3 inches. On average, there are 146.3 precipitation days and an average of 67.3 snow days.

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**Gaylord sees around 140 inches of snowfall each year. Due to its location, lake effect snow is a common occurrence and results in an abundance of winter tourism.**

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The climate has been experiencing a long-term shift in temperatures and weather patterns due to natural activities, such as volcanic eruptions. This shift has created more frequent, extreme weather events. In addition, human activities, such as burning fossil fuels, are warming the world at a faster rate than in historical times, causing intense droughts, severe fires, rising sea levels, water scarcity, increased flooding, sewer system overflows, and declining biodiversity.



## Gaylord.....The Alpine Village!

"The Alpine theme adds a special quaintness to the downtown. Even today, city planners reference the original vision and favor the Alpine motif when reviewing plans for new construction. To learn more about Gaylord's Alpine heritage, visit the Otsego County Historical Society in its storefront museum located at 320 W. Main Street, the site of a former cigar factory."

Gaylord found its niche as a destination by embracing the charming characteristics of an Alpine Village. The widespread adoption of the chalet-style architecture was first proposed after the development of the famed Otsego Ski Club, formerly Hidden Valley Resort, on the east side of town in the 1930s. Community leaders adopted the theme throughout town, believing that Gaylord could capitalize on its Snowbelt-centered location and distinguish itself architecturally from other vacation destination communities in northern Michigan. The downtown area and businesses continue to embrace the Alpine theme to this day. Gaylord is now synonymous with the phrase "Alpine Village," and annual festivals and activities celebrate the Swiss heritage that's shared with its sister city in Pontresina, Switzerland.

*Credit: Gaylord Tourism Bureau*



The Gaylord Zoning Ordinance requires a Swiss Alpine motif within the Downtown Development District





## Community Facilities & Services

Community facilities and services assist in providing citizens with a high quality of life as well as attracting industries and businesses to the area. Deficiencies may negatively impact the City's future growth and development.

## City Government

The City provides the following services to its residents:

- Snow removal on city streets
- City Park maintenance
- Use of the Gaylord Community Center in conjunction with Otsego County
- Annual leaf pick-up and annual spring large item trash pick-up
- Composting of yard waste
- Removal of general refuse by private haulers under contract with the city



## City Council

The City Council governs and conducts business in the City of Gaylord. The Council votes on appointments to committees, oversees the Downtown Development Authority, and adopts and amends the master plan and zoning ordinance. Currently, the City Council acts as the Zoning Board of Appeals to interpret the zoning map and hear appeals and variances to the zoning ordinance.

## Planning Commission

The Planning Commission is currently a seven-member committee appointed by the mayor, subject to approval by the majority vote of the City Council. The bylaws state the Planning Commission can have five, seven, or nine members. The Planning Commission provides general planning guidance, recommends amendments to the zoning ordinance, and develops and oversees the implementation of the master plan.

## City Staff

The City has an administrative staff consisting of the City Manager, Clerk, Treasurer, and City Assessor.

## Downtown Development Authority

Gaylord's Downtown Development Authority (DDA) was established in 1987 per the Downtown Development Authority Act 197 of 1975, as amended, and includes the area north and south of East and West Main Streets between Hazel Avenue and I-75. The DDA strives to strengthen the downtown area through the identification of public improvements, analysis of the impact of economic changes and growth in the downtown district, and the stimulation of private investments in downtown. A tax increment financing plan was developed by the DDA to provide revenues for funding assistance with proposed improvements.

## WHAT IS THE PURPOSE OF THE DDA?

- To correct and prevent deterioration in the DDA
- To encourage historic preservation
- To create and implement development plans
- To promote economic growth

## City Cemeteries

The City owns and maintains the Fairview Cemetery on Fairview Road and the Bagley Cemetery on Grandview Boulevard. Ownership of the Fairview Cemetery was transferred from Livingston Township to the City of Gaylord by court order in 1944. The Bagley Cemetery is one of the oldest cemeteries in Otsego County and was formerly called Bagley Township Cemetery.

## Public Safety

### Otsego County Fire Authority

The Otsego County Fire Department provides fire services to a 265 square-mile area, including the City of Gaylord, Bagley Township, Livingston Township, Dover Township, Hayes Township, and half of Chester Township. The department is a partially paid volunteer fire department which is staffed by up to 40 community members with a full-time fire chief.

### Law Enforcement

The Gaylord Police Department provides police protection within the boundaries of the City of Gaylord and serves approximately 4,200 individuals. The department has a staff of 14 employees, including one full-time Chief of Police, two sergeants, ten full-time officers, and one detective. Police coverage varies from three to seven officers in a 24-hour period. The Gaylord Police Department, Otsego County Sheriff, and Michigan State Police aid one another when assistance is requested.

### Emergency Medical Services

The Otsego County EMS/Rescue provides emergency medical services to all of Otsego County. Air ambulance service is provided by Aero-North Flight and can be activated by any medical authority (e.g., hospitals, physicians, EMS providers, etc.).

### Early Warning & Siren Systems

Otsego County has established a reverse 911 system to be used to contact individuals and businesses in the event of an emergency. The City of Gaylord does not have a siren warning system.

### Hazard Mitigation Planning

Hazard mitigation planning is one way communities can preserve and conserve their built and natural environment to protect the area's well-being and quality of life. The Otsego County Hazard Mitigation Plan is a multi-jurisdictional plan that intends to further the sustainability and resiliency activities within Otsego County and its jurisdictions in an effort to withstand natural, technological, and societal hazards. The plan identifies the county's potential hazards, assesses their impacts, and develops goals, objectives, and implementation strategies. The Otsego County Hazard Mitigation Plan can be found at the Otsego County Emergency Management/911 Office. Currently, the City of Gaylord is a continuing participant in implementing the Otsego County Hazard Mitigation Plan.



## Healthcare

Otsego Memorial Hospital (OMH) is part of the Munson Healthcare system and offers family care, specialty services, emergency care, and hosts community health events. The OMH Cancer & Infusion Center provides cancer treatment services. McReynolds Hall is a skilled nursing facility that is attached to the Otsego Memorial Hospital and provides short-term rehabilitation for people who have been hospitalized and long-term care for people who are unable to live independently. Munson Urgent Care-Gaylord provides care and treatment for minor illnesses and injuries, complex wound care management, CT and MRI scans, dietary consultations, physical and occupational therapy, pulmonary function testing and spirometry, and occupational medicine services (drug screening, hearing testing, x-ray services, breath alcohol testing, pre-employment/return-to-work physicals, etc.). Pro-Health Urgent Care of Gaylord has a team of board-certified physician assistants, nurse practitioners, and medical assistants. Pro-Health Urgent Care Gaylord treats non-life-threatening illnesses and injuries and is fully equipped with an in-house laboratory, procedure room for treating lacerations and injuries, EKG, and digital X-ray.

The Gaylord V.A. Clinic provides primary care and specialty health services to veterans.

The Health Department of Northwest Michigan serves residents of Antrim, Charlevoix, Emmet, and Otsego Counties. The department aids adults in family planning, reproductive health, tobacco cessation, screening programs, health education, environmental health programs, and diverse child and adolescent health and wellness programs.

Medilodge of Gaylord provides long-term care, post-operative care, respiratory services, infusion therapies, comprehensive wound care therapies, palliative care services, renal disease services, cancer recovery services, digestive disease support, short-term care, ventilator care, and dementia care unit services.



← EMERGENCY



## Utilities

Consumers Energy and Great Lakes Energy supplies electric service, and DTE provides natural gas service in Gaylord. Telephone service is available from a variety of providers, and Spectrum and Frontier provide internet service.

## Water & Sewer Services

### Public Water

The city operates three wells that provide drinking water to residents, some commercial and industrial operations, and a few buildings outside of the city's boundaries (e.g., Gaylord High School in Livingston Township). The city is currently exploring options to add a well on the south side of the city to accommodate continued growth that is expected in the next five to ten years. Currently, the city has two 300,000-gallon elevated water storage tanks. The city's water system is capable of pumping 2.5 million gallons per day, with current maximum daily use at 1.2 million gallons. The second water storage tank is intended to meet future needs, but the distribution system will need to be expanded and improved as service demands increase. All water line infrastructure is maintained by City of Gaylord personnel.

### Public Sewer System

The city provides sewer services and wastewater treatment to residents and customers in defined service areas outside the city's boundaries. The Wastewater Treatment Plant is located in the eastern portion of the city, and its treatment lagoons handle an average of 590,000 gallons of sewage per day with a maximum capacity of 2.2 million gallons. The majority of sewer and wastewater infrastructure is maintained by City of Gaylord personnel. Infrastructure located within private developments is maintained by those property owners. On high flow days, the plant operates at approximately 50 percent capacity. The last upgrade to the plant was completed in 1999. Based on projected land uses within and outside the city, it is predicted that the current capacity of the plant is sufficient, but inefficiencies and normal wear and tear within the system require costly upgrades at this time. By 2026, the city intends to invest \$10 million in Preliminary Treatment Improvements, Aerobic Digester Improvements, Secondary Treatment Improvements, and WWTP Emergency Backup Generator Improvements.

## Recycling and Garbage Collection

Residents and businesses of Gaylord contract with private waste haulers for garbage collection. A recycling program is available through Otsego County. Drop-off locations are located throughout the county. One drop-off location is located within the city limits. Otsego County is contracted with GFL Environmental to provide the hauling and processing of recyclable materials. Otsego's drop-off program is single-stream, matching GFL Environmental's program.

## Wellhead Protection Plan

The City of Gaylord's Wellhead Protection Plan was one of six pilot projects used to assist the State of Michigan with developing a statewide program to implement the Federal Safe Drinking Water Act of 1986. The intent of the plan is to comprehensively protect groundwater resources, determine the number of people dependent on the water supply in defined recharge areas, and provide the basis for restrictive measures and management efforts within the delineated zones. Incorporation of the plan into the master plan can guide land use development in a manner designed to protect groundwater drinking supplies. In addition, zoning regulations and city policies and procedures may be developed to reduce contamination of the water supply. Currently, the Michigan Department of Environment, Great Lakes, and Energy (EGLE) manages Michigan's Wellhead

Protection Program. An interactive map with Michigan's Community Wellhead Protection Areas can be found here: <https://gis-egle.hub.arcgis.com/datasets/wellhead-protection-areas-whpa/explore?location=44.365632%2C-85.962829%2C7.00>.

## Educational Facilities

The Gaylord Community School District is a K-12 public school district that encompasses approximately 265 square miles in Otsego, Antrim, and Crawford Counties. Five schools are in the district: Gaylord High School, Gaylord Middle School, Gaylord Intermediate School, North Ohio Elementary, and South Maple Elementary. The Gaylord Community School District has a partnership with North Central Michigan College (NCMC) to offer collaborative learning at NCMC's Gaylord location.

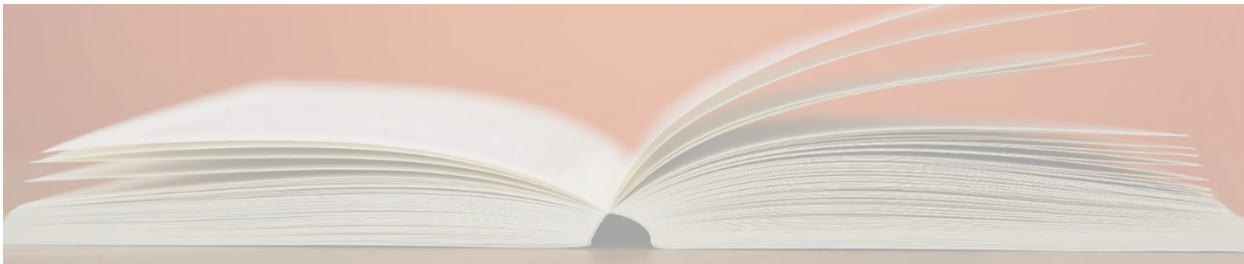
St. Mary Cathedral School is a private, Roman Catholic school offering Preschool, Pre-K, and K-12 programs. Grace Baptist Christian School is a private Christian school offering K3 through the 12<sup>th</sup> grade. Otsego Christian School is a private Christian school offering Preschool, Kindergarten, Elementary, Middle, and High School through the 9<sup>th</sup> grade.

In addition, the University Center at Gaylord is located on the outskirts of the City's limits. The University Center partners with colleges and universities to offer post-secondary education courses.

## Library

The Otsego County Library - Main Branch was constructed in 1985. In 2018, the building was extended on the west and north sides to accommodate a larger youth area, and a second floor was constructed for storage and archive space and to provide a meeting room. About 67 percent of the library's annual budget comes from a property tax millage. The rest of the budget consists of fines and penalties collected by the county and court system, federal and state funds, the library's own fines and fees, and grant money.

The library has access to inter-library loans through the MelCat statewide catalog and resource sharing service as well as the Northland Library Cooperative.



## Transportation

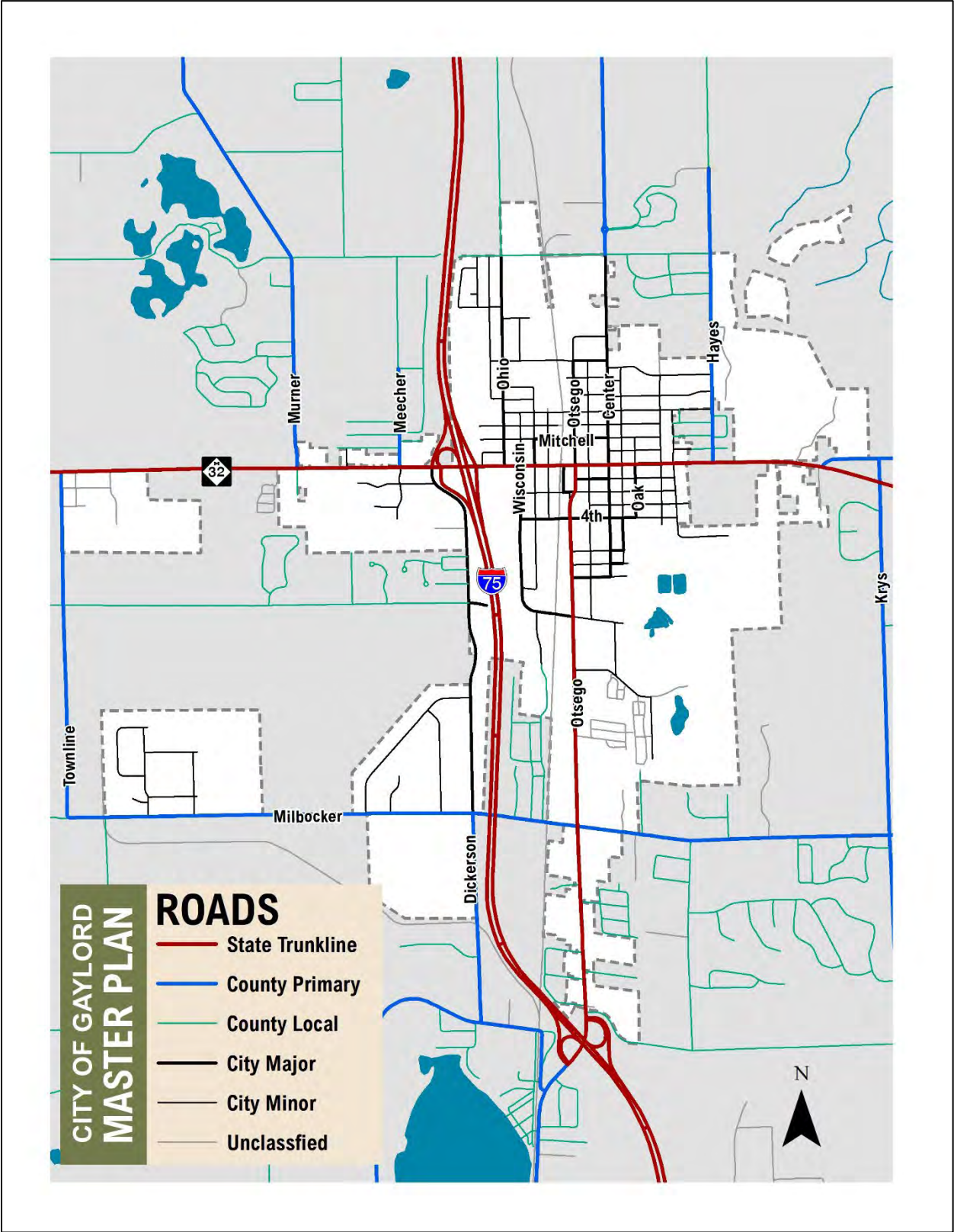
### Roads

The City of Gaylord has a total of 43.5 miles of roads and is responsible for maintaining the city roads (Figure 1-3). Below is a breakdown of the miles:

- State highways: 7.48 miles
- County primary roads: 2.7 miles, primarily on the edge of the city
- County local roads: 0.9 miles
- City roads: 27.34 miles
- Unclassified roads: 5.1 miles

Two state highways, I-75 and M-32, run north-south and east-west to connect Gaylord to Alpena, Traverse City, and the Straits of Mackinac.

Figure 1-3





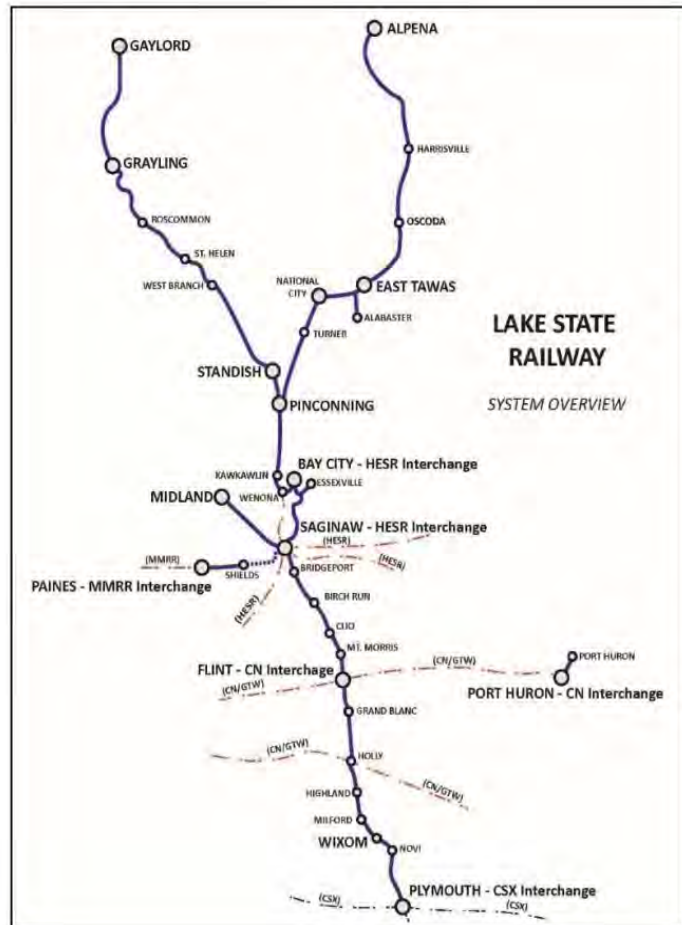
## Air

The Gaylord Regional Airport is located southwest of the City of Gaylord and is owned and operated by Otsego County. An airport committee and the county administrator oversee the administration of the airport.

The airport is licensed by the Michigan Aeronautics Commission as a General Utility Airport and is listed as a tier one airport in all categories of the Michigan Airport System Plan. It serves the needs of small private and charter aircraft by offering charter services, aircraft repair services, and line services (e.g., aircraft fueling, tie downs and overnight hangers, aircraft towing, ground power unit, hi-low, and deicing). Commercial passenger service is not available at the airport.

## Rail

The Lake State Railway Company (LSRC) operates an active freight railroad that connects Bay City to Gaylord. The rail line connects to LSRC's 400-mile system, which has Class I railroad connections at Plymouth (CSX) and Flint (CN) for national rail access. LSRC operates a 24-acre transload (truck-to-rail and rail-to-truck reload) facility in Gaylord on Milbocker Road that allows freight rail users to load or unload railcars if they do not have a rail spur serving their property or facility directly. Common commodities include liquid and dry bulk as well as various forest products, such as lumber and pulpwood. Ford vehicles are also offloaded to distribute to northern dealerships. Infrastructure can be installed or constructed to allow for the reloading of other commodities as well. *(Photo below from Lake State Railway Company)*



## OVERVIEW

Complete Streets legislation, under PA 135 of 2010, considers all of the legal users of roadway - drivers, bicyclists, pedestrians, and public transit - during roadway planning and design to determine if any relevant accommodations are necessary or appropriate within the project. Public Act 135 provides tools for communities to plan road projects and offers educational resources to make their communities more walkable. A critical component of the law includes language that requires the Michigan Department of Transportation (MDOT) or a road commission to take the desires of a local community into consideration during the planning and design of a project within a municipality. The legislation does not mandate any local road agency to adopt a Complete Streets policy or spend any additional dollars for non-motorized facilities.



# COMPLETE STREETS

## GAYLORD COMPLETE STREETS

Complete Streets projects in the City of Gaylord aim to make trips safer and more pleasant for travelers using nonmotorized means of travel. The city recognizes the importance of street infrastructure that accommodates multi-modal transportation. This infrastructure enables safe access for pedestrians, bicyclists, drivers, and transit users at all ages and levels of ability.

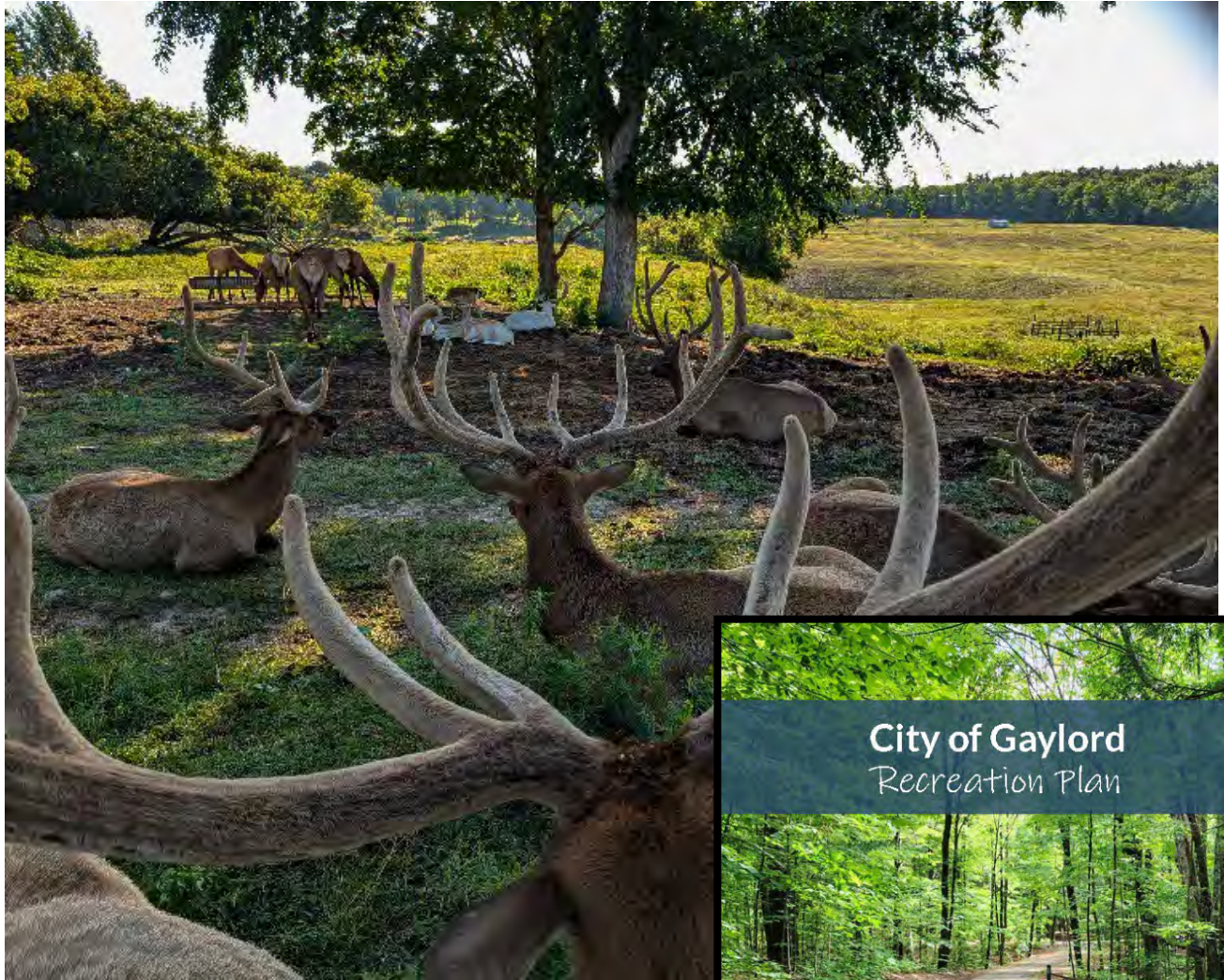
The city has put a high priority on sidewalks throughout the community. All new development requires sidewalks to be installed. In addition, designating bicycle routes throughout the city is extremely important to ensure a safe route of travel for bicyclists. The city is home to a high quality trail system at Aspen Park. It is critical to ensure a bicycle route is maintained which connects the city parks and neighborhoods.

Because each street has a different purpose, there is no one design solution to implement Complete Streets. Any new road development in the city should consider the Complete Streets concept prior to being approved. Elements of a complete street may include sidewalks, bike lanes (or wide paved shoulders), crosswalks, median islands, crossing signals, curb extensions, street furniture, and more.



## Recreation

The City of Gaylord completed a recreation plan in 2024. The plan contains an inventory of the recreational facilities in the city and establishes the city's goals, objectives, and action plan for the next five years.



### DID YOU KNOW?

The City of Gaylord is home to 10 city-owned recreational facilities including soccer fields, neighborhood parks, a downtown pavilion, an elk viewing park, and a park with extensive walking and mountain biking trails.

City of Gaylord  
Recreation Plan

2024-2028





# socio-economic characteristics

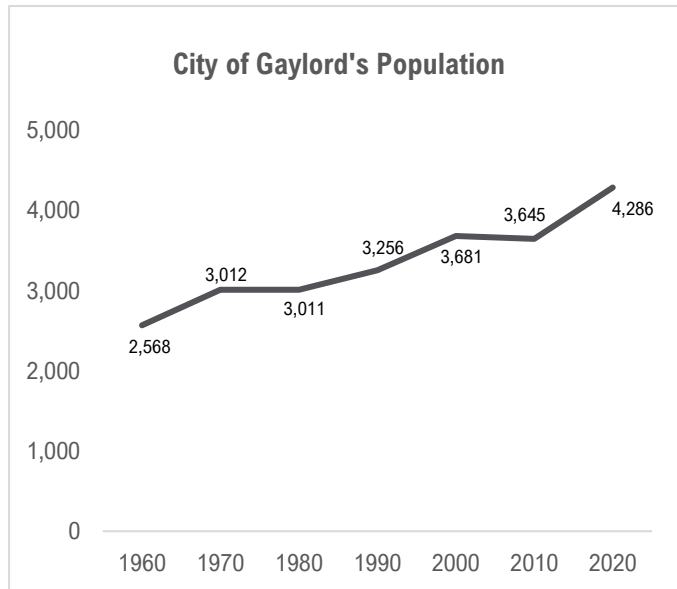


City of Gaylord  
Master Plan



# POPULATION

Demographic changes provide input about how the City of Gaylord is growing and impacting the land, as well as what types of trends and patterns are occurring that may affect existing planning policies. Since 1960, the City has experienced population growth with a slight decline in 2010. According to the 2020 U.S. Census, the City of Gaylord has a population of 4,286 persons, which shows a growth rate of 17.6% since 2010. Over the same period, Otsego County experienced a 3.8% increase in population. It should be noted that the 2020 U.S. Census was impacted by the policies and procedures of the COVID-19 pandemic, resulting in undercounts of the total population, some age groups, some races, some ethnicities, and tenure types.



However, the population figure does not include the seasonal residents. A seasonal population estimate can be determined by multiplying the seasonal housing units and the average household size. According to the 2022 American Community Survey, there are 121 homes classified as seasonal, recreational, and occasional use within the city, and the average household size is 1.85 people, which results in a seasonal population estimate of approximately 224 individuals. Unfortunately, this estimate does not include seasonal visitors or tourists staying in area motels, campgrounds, or in the homes of family and friends. It is beyond the scope of this plan to obtain an accurate number of tourists who visit annually.

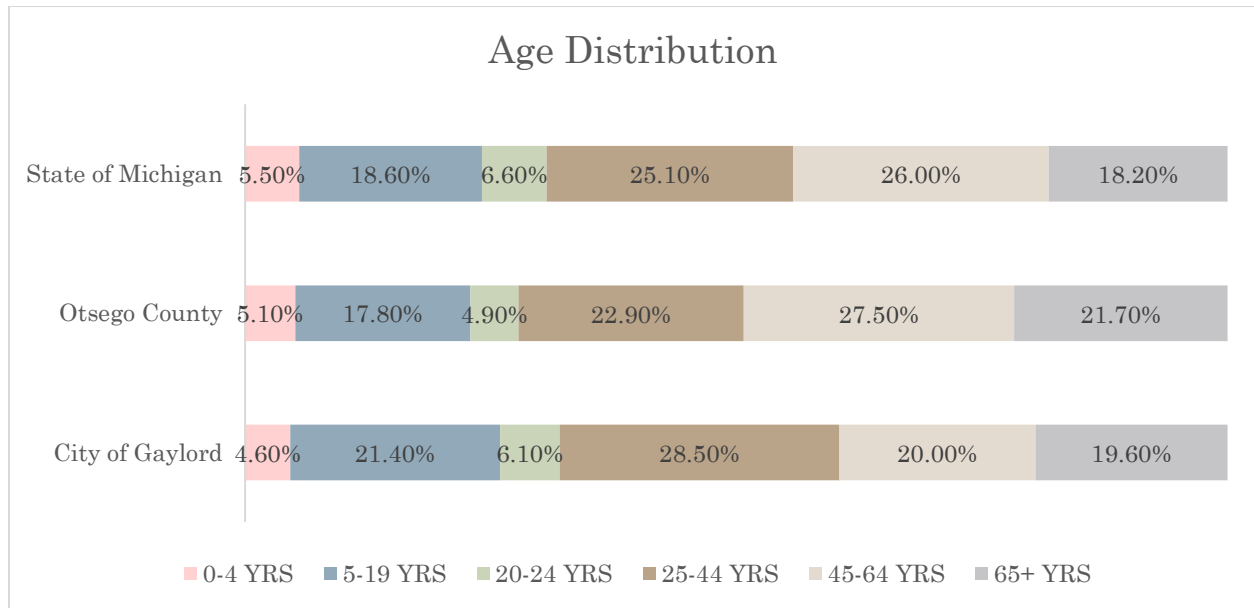
## Population of the City of Gaylord & Surrounding Municipalities

Municipality	2000 Population	2010 Population	2020 Population	Growth Rate (2010-2020)	Numeric Change (2010-2020)
City of Gaylord	3,681	3,645	4,286	17.6%	641
Bagley Township	5,838	5,886	5,867	-0.3%	-19
Charlton Township	1,330	1,354	1,350	-0.3%	-4
Chester Township	1,265	1,292	1,300	0.6%	8
Corwith Township	1,179	1,748	1,708	-2.3%	-40
Dover Township	614	561	632	12.7%	71
Elmira Township	1,598	1,687	1,714	1.6%	27
Hayes Township	2,385	2,619	2,725	4.1%	106
Livingston Township	2,339	2,525	2,652	5.0%	127
Otsego Lake Township	2,532	2,847	2,857	0.4%	10
Village of Vanderbilt	602	562	498	-11.4%	-64
Otsego County	23,301	24,164	25,091	3.8%	927
Michigan	9,938,444	9,883,640	10,077,331	1.9%	193,691

Source: U.S. Census Bureau, 2000-2020 Decennial Censuses

# AGE

The age distribution of a population can assist decision-makers in determining the types of services necessary to meet the needs of specific age groups within the city. The 2023 American Community Survey reports that 40.0% of the City of Gaylord's population is 45 years old and older, which is lower than Otsego County and the State of Michigan. Since 2010, Gaylord has experienced growth in the 5-19 and 25-44 years old age groups, while also experiencing a decline in the 0-4, 20-24, and 45-64 years old age groups. The 65 years and older age group has remained relatively stable since 2010.



According to the 2023 American Community Survey, the median age in the city is 38 years, which is a decrease from the median age in 2010 (42.5 years). The difference between the median ages may be attributable to younger families moving into the city and/or people moving out of the city as they get older. The City has a lower median age than Otsego County (44.5 years) but is comparable to the State (40.1 years).



# RACE & ETHNICITY

In 2020, the City of Gaylord's population was relatively homogenous, with 90.7% of its population classified as white. The City's minority population has remained small but has significantly increased over the last 10 years. Excluding the two or more races and some other race categories, the African American group was the largest minority group at 1.1%, followed by American Indian at 0.7% and Asian at 0.4%. Individuals with Hispanic or Latino origins have increased in the city from 1.8% in 2010 to 2.5% in 2020.

## City of Gaylord Race and Ethnicity

	2010		2020	
	Number	Percent	Number	Percent
White	3,403	93.4%	3,885	90.7%
Black or African American	33	0.9%	48	1.1%
American Indian and Alaska Native	27	0.7%	30	0.7%
Asian	35	1.0%	18	0.4%
Native Hawaiian and Other Pacific Islander	0	0.0%	0	0.0%
Two or More Races	81	2.2%	175	4.1%
Other Race Alone	0	0.0%	22	0.5%
Hispanic or Latino Ethnicity (any race)	66	1.8%	108	2.5%
Total Population	3,645	100.0%	4,286	100.0%

Source: 2010 and 2020 Decennial Census



# DISABILITY STATUS

The City of Gaylord (21.7%) has a higher percentage of individuals with a disability when compared to Otsego County (16.5%), which may be attributable to the higher percentage of individuals aged 65 and older who have a disability within the city. However, the county (8.1%) has a higher percentage of employed persons who are disabled than the city (7.1%).

## Disability Status, 2023\*

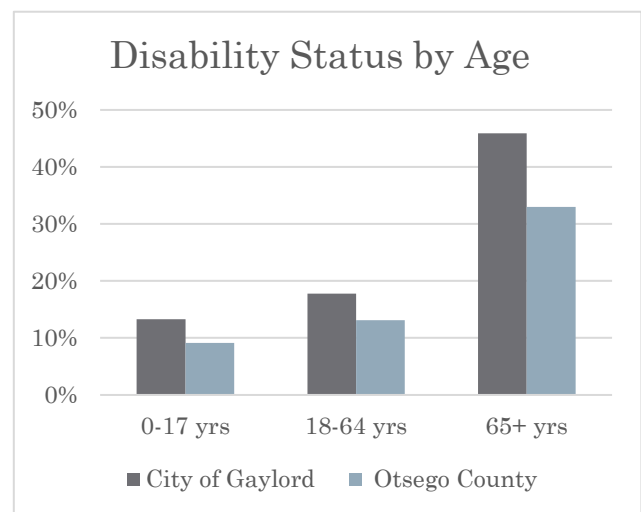
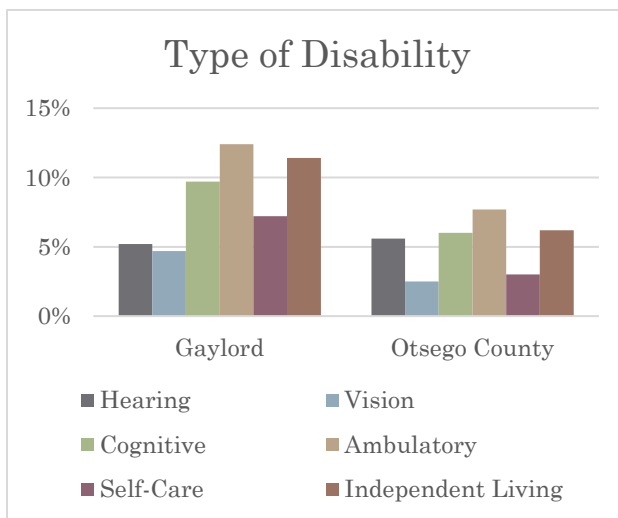
	Total persons 0-17 yrs.	# of persons 0-17 with disability	% of persons 0-17 with disability	Total persons 18-64 yrs.	# of persons 18-64 with disability	% of persons 18-64 with disability	Total persons 65 yrs. & over	# of persons 65 & over with disability	% persons 65 & over with disability
City of Gaylord	1,011	134	13.3%	2,419	431	17.8%	743	341	45.9%
Otsego County	5,298	481	9.1%	14,490	1,901	13.1%	5,401	1,780	33.0%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates \*Data consists of self-reported disabilities

## Disability Type, 2023\*

	City of Gaylord		Otsego County	
	Number	%	Number	%
With a hearing difficulty	219	5.2%	1,398	5.6%
With a vision difficulty	196	4.7%	618	2.5%
With a cognitive difficulty	387	9.7%	1,436	6.0%
With an ambulatory difficulty	492	12.4%	1,850	7.7%
With a self-care difficulty	286	7.2%	719	3.0%
With an independent living difficulty	362	11.4%	1,242	6.2%

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates \*Data consists of self-reported disabilities



## DISABILITY TYPE

The total number in the disability type chart is greater than the total number of disabled people in the table above. This is because many people have more than one disability, so they appear multiple times in the disability type table.

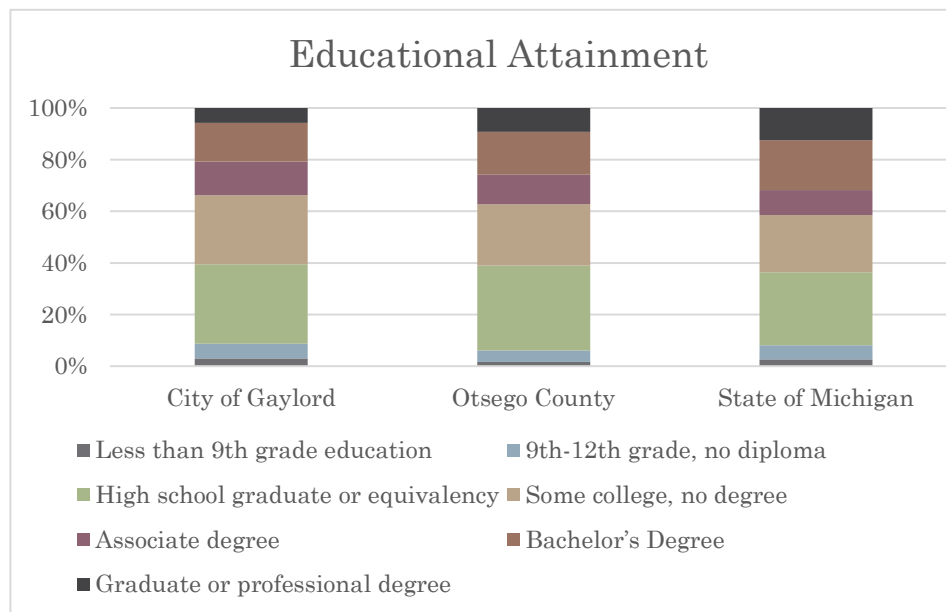
# EDUCATION

Out of the 2,930 city residents who were 25 years and older, 93.9% were high school graduates or higher, and 20.8% held a bachelor's degree or higher. Residents in Otsego County and the State of Michigan have higher education levels than the city residents. This may be attributable to the higher number of city residents who have less than a 9th grade education and the limited access to higher educational opportunities within the area. However, the city has a higher percentage of individuals with some college, but no degree, or with associate degrees than the county or State. Nonetheless, the educational attainment of the City's residents has improved over the last decade with more individuals graduating high school and pursuing some college education or higher.

## Educational Attainment (25 years and older)

Education Level	City of Gaylord		Otsego County		State of Michigan	
	2010	2023	2010	2023	2010	2023
Less than 9th grade education	5.0%	3.0%	2.8%	1.7%	3.5%	2.6%
9th-12th grade, no diploma	8.1%	5.7%	8.0%	4.4%	8.4%	5.5%
High school graduate or equivalency	38.7%	30.8%	39.2%	32.9%	31.5%	28.2%
Some college, no degree	27.9%	26.7%	24.2%	23.7%	23.4%	22.2%
Associate degree	4.2%	13.0%	6.4%	11.5%	8.1%	9.7%
Bachelor's Degree	12.9%	15.0%	13.0%	16.6%	15.5%	19.3%
Graduate or professional degree	3.3%	5.8%	6.4%	9.2%	9.6%	12.5%
Percent high school graduate or higher	86.9%	93.9%	89.2%	93.9%	88.0%	91.9%
Percent bachelor's degree or higher	16.2%	20.8%	19.4%	22.3%	25.0%	31.8%

Source: 2006-2010 American Community Survey 5-year Estimates; 2019-2023 American Community Survey 5-year Estimates



# HOUSING/HOUSEHOLDS

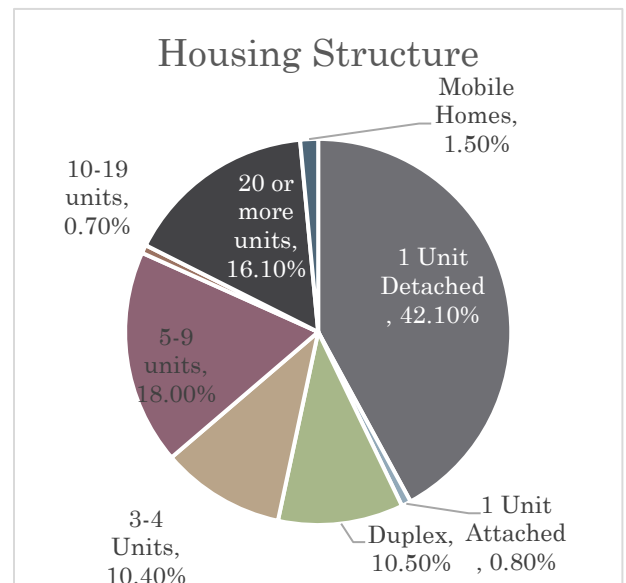
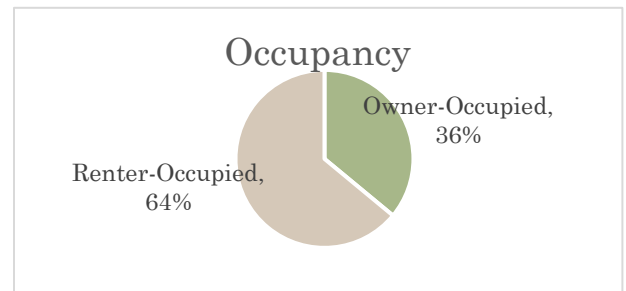
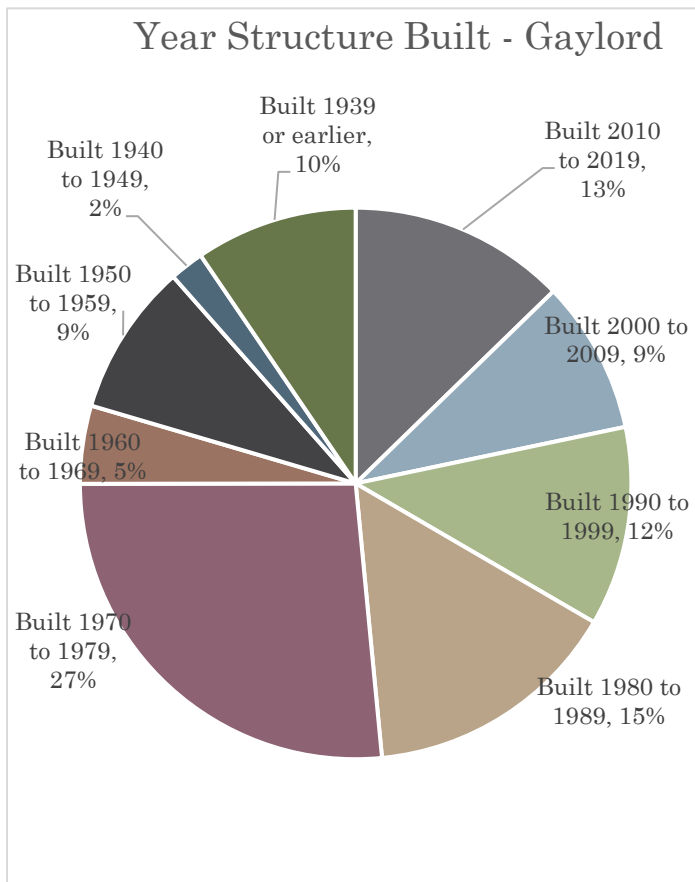
The City of Gaylord has a total of 2,297 housing units with 2,201 occupied units and 93 vacant units). Since 2010, the City has seen a decline in the number of vacant housing units (-33.3%), and an increase in the number of total housing units (27.3%), occupied housing units (36.5%), and seasonal housing units (44.0%). According to the 2023 American Community Survey, the median home value in the City is \$170,300, which is lower than Otsego County (\$196,500) and the State of Michigan (\$217,600). Approximately 70.0% of the housing units were constructed between 1940 and 1999 with a slim majority (59%) of houses constructed between 1960 and 1999. Of the 2,201 occupied housing units in the city, 792 (36%) are owner-occupied and 1,547 (64.0%) are renter-occupied, which is a substantial shift from 2010 when 53.6% of units were owner-occupied and 46.4% of units were renter-occupied.

## Housing Counts & Occupancy Status

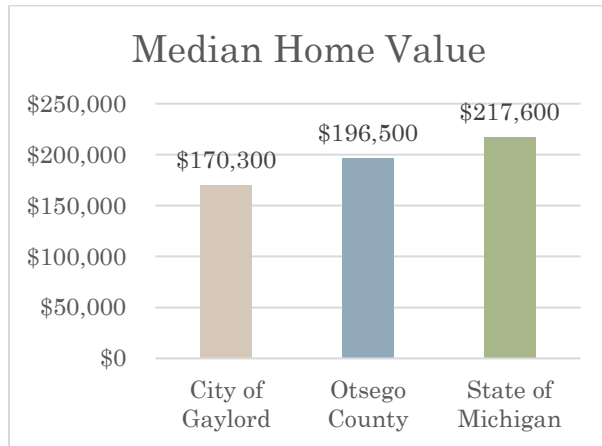
Municipality	Total Housing Units	Occupied Housing Units	Percent of Occupied Units*	Vacant Housing Units	Percent of Vacant Housing Units*	Seasonal Housing Units	Percent of Seasonal Units*
City of Gaylord	2,294	2,201	95.9%	93	4.1%	93	4.1%
Otsego County	14,893	10,996	73.8%	3,897	21.2%	3,631	24.4%
Michigan	4,599,683	4,040,168	87.8%	559,515	12.2%	260,162	5.7%

Source: 2019-2023 American Community Survey 5-year Estimates

\*Percent of Total Housing Units

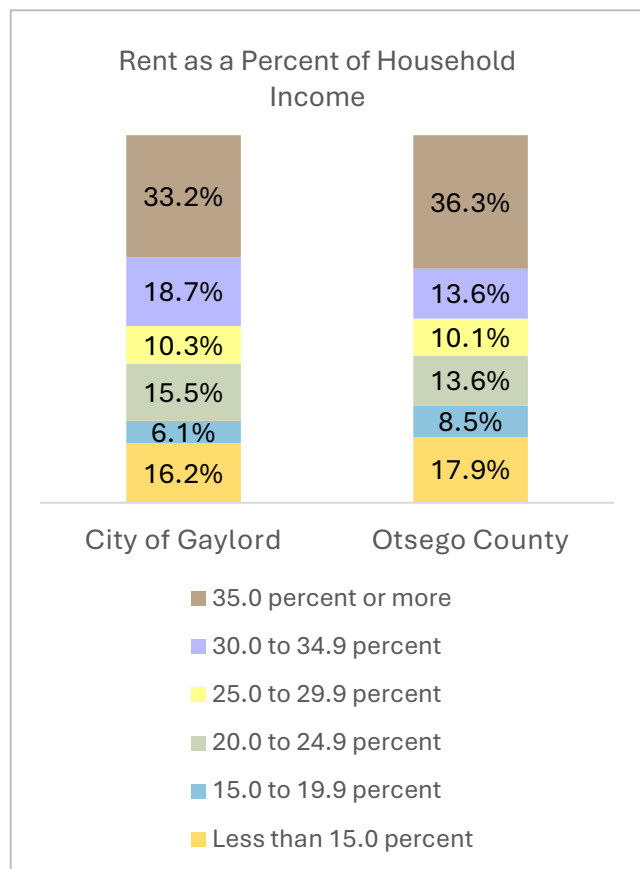
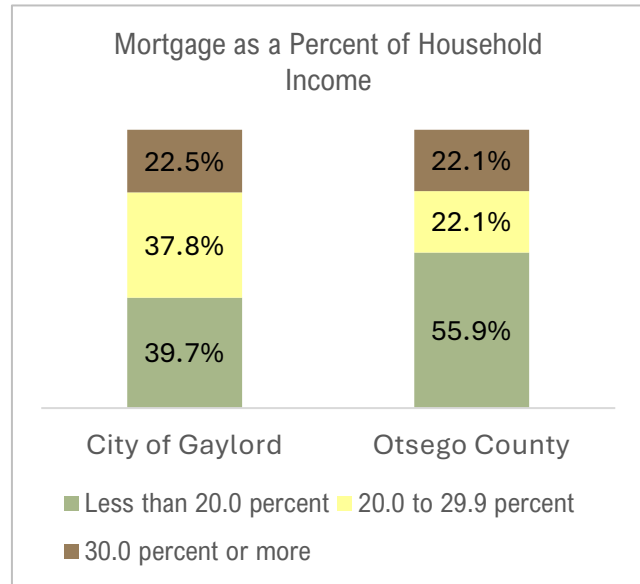






The economically useful age of residential structures is approximately 50 years. Beyond that age, repairs and renovations become very expensive. The age of the housing stock means there may be an increase in the need for housing rehabilitation, demolition, and new construction. It should be noted there is a lack of sufficient housing throughout the United States due to later marriages, longer life spans, and fewer multi-generational households. This trend for smaller households has created demand for additional housing units and has led to a rise in home values and market growth in remodeling houses that predate modern construction standards. The COVID-19 pandemic increased the amount of remote workers, which prompted people to convert their vacation homes into year-round homes.

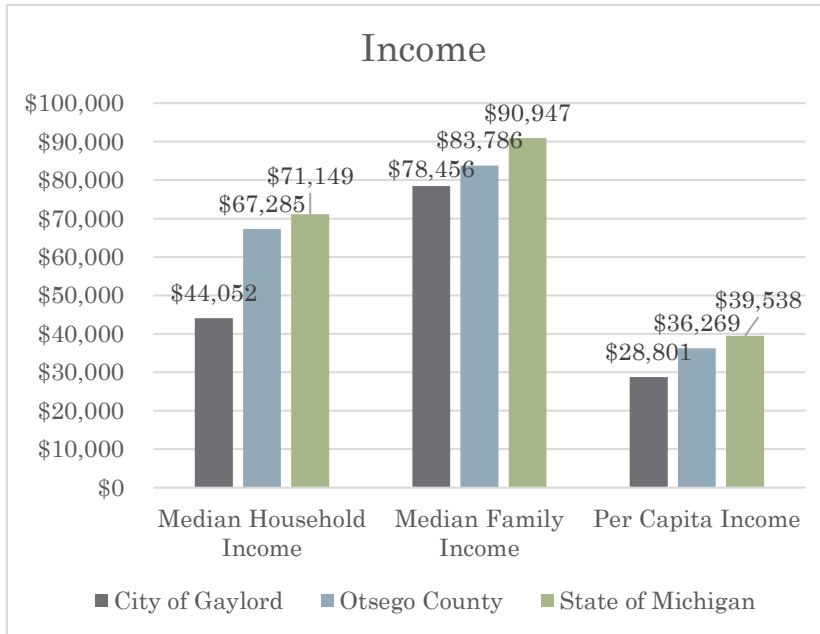
Housing availability and affordability have become significant issues in the City, leading to workforce development difficulties. The majority of homeowners have mortgages that are less than 20% of their household income, while the majority of renters use 35% or more of their household income to pay rent. Within the city and county, renters use a higher proportion of their household income to pay housing costs than homeowners.



According to the 2023 American Community Survey, out of the 2,217 occupied households in the city, 33.0% were reported as householders living alone and 33.0% of households had one or more people under the age of 18. About 27.8% of households had one or more people aged 65 years and over. Since 2010, the average household size in the city has slightly decreased from 2.03 to 1.88 persons, which is lower than the average household size in Otsego County and the State of Michigan.

# INCOME & POVERTY

The City of Gaylord's median household income, median family income, and per capita income are significantly lower than both Otsego County and the State of Michigan.



The percentage of income earnings from employment and mean earnings were lower in the city than in the county and state. In addition, the lower percentage of people receiving income from social security and retirement incomes in the city indicates a younger population structure than the county. The percentage of the population receiving supplemental security income in the city is comparatively higher than the county and the state. In addition, the percentage of the population receiving food stamp/SNAP benefits and cash public assistance is more than double in the city when compared to the county or state, which may be attributable to the lower employment income within the city despite a larger working-age population.

## Income Sources

	City of Gaylord	Otsego County	State of Michigan
With earnings	65.5%	72.9%	74.2%
Mean earnings	\$59,320	\$81,815	\$98,676
With Social Security income	33.1%	37.9%	34.7%
Mean Social Security income	\$19,565	\$24,554	\$24,503
With retirement income	19.1%	28.7%	28.2%
Mean retirement income	\$24,240	\$28,492	\$28,541
With Supplemental Security Income	8.5%	4.8%	5.7%
Mean Supplemental Security Income	\$8,134	\$10,639	\$11,736
With cash public assistance income	5.1%	2.3%	2.8%
Mean cash public assistance income	\$8,674	\$5,091	\$3,993
With Food Stamps/SNAP benefits	29.3%	11.6%	13.1%

Source: 2019-2023 American Community Survey 5-year Estimates

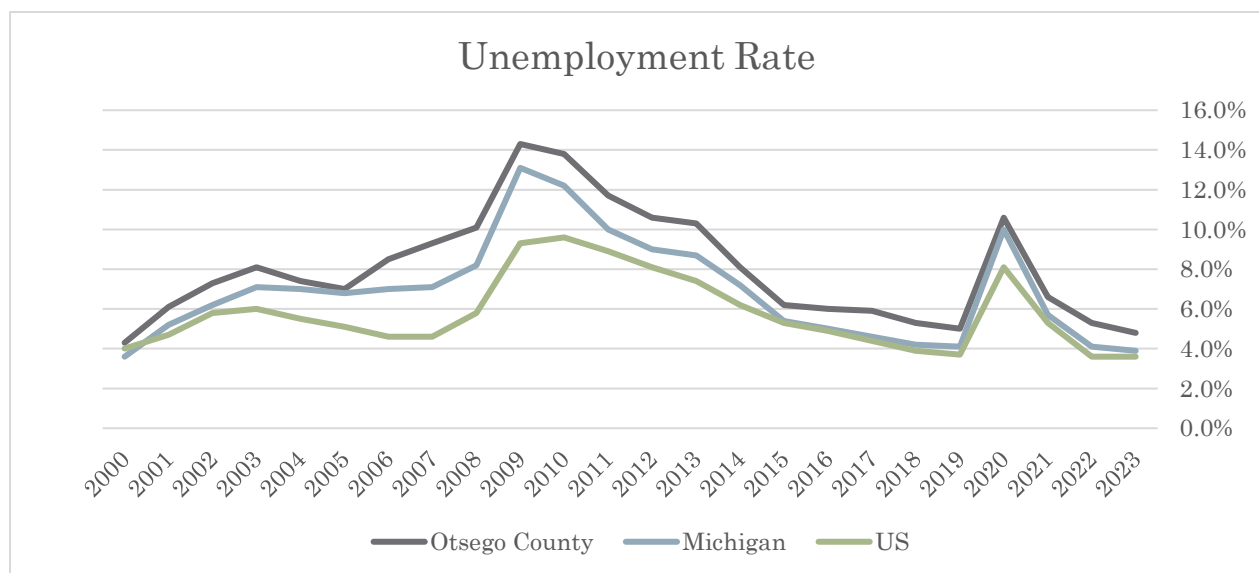
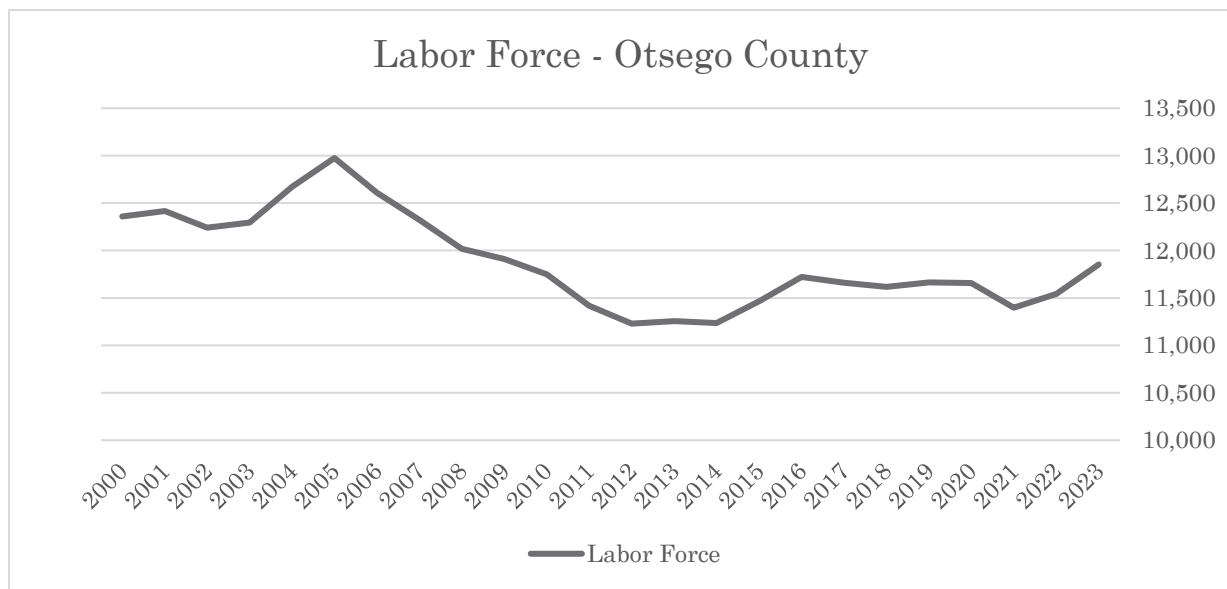
## Poverty Rates

	City of Gaylord	Otsego County	State of Michigan
Overall	9.8%	9.6%	13.1%
Families	1.8%	6.5%	8.8%
Families w/ female head of household	5.1%	22.1%	25.1%
Individuals 65 and over	7.8%	8.5%	9.3%

Source: 2019-2023 American Community Survey 5-year Estimates

# LABOR FORCE

The civilian labor force is defined as all civilian individuals over the age of 16 who are employed or actively seeking employment. Labor force numbers can change rather quickly in response to economic conditions. During prolonged periods of unemployment, unsuccessful job seekers can drop out of the workforce by going back to school, leaving the area to search for work, or stopping the work search. The City of Gaylord and Otsego County have seen fluctuations in its civilian labor force and employment numbers since 2000. However, the United States experienced an economic downturn due to the COVID-19 pandemic, which resulted in many people without work and a source of income. Data collected during the pandemic may not accurately portray conditions due to data collection issues and COVID-19 policies and procedures.





# EMPLOYMENT SECTORS

The largest employment industry in the city is the health care and social assistance industry, which employs 27.6% of the City's workforce. Retail trade is the second largest employment industry and employs 16.5% of workers, followed by manufacturing, which employs 11% of workers. However, this data may underrepresent certain industries depending upon who responded during the data collection period.

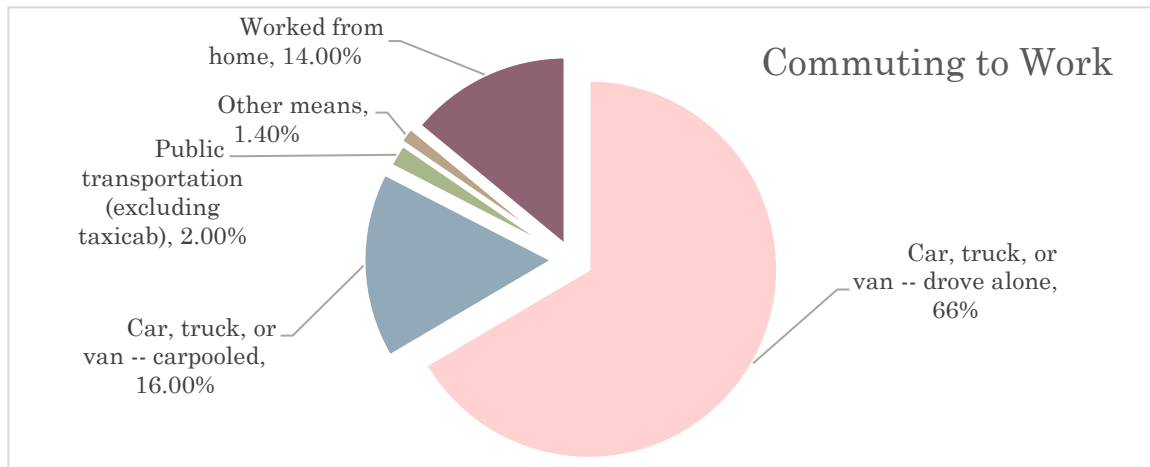
## Total Employees by Major Employment Type in City of Gaylord

Industry	2010 Number	2010 Percent	2022 Number	2022 Percent
Agriculture, forestry, fishing, hunting & mining	57	6.3%	66	3.2%
Construction	0	0.0%	124	6.0%
Manufacturing	34	3.7%	228	11%
Wholesale trade	76	8.4%	108	5.2%
Retail trade	133	14.7%	342	16.5%
Transportation, warehousing & utilities	15	1.7%	152	7.3%
Information	0	0.0%	0	0.0%
Finance, insurance, real estate & rental & leasing	70	7.7%	50	2.4%
Professional, scientific, management, administrative & waste services	47	5.2%	116	5.6%
Educational services, health care & social assistance	242	26.7%	572	27.6%
Arts, entertainment, recreation, accommodation & food services	122	13.5%	224	10.8%
Other services, except public administration	20	2.2%	38	1.8%
Public administration	90	9.9%	51	2.5%

Source: 2006-2010 American Community Survey 5-year Estimates; 2019-2023 American Community Survey 5-year Estimates

## Commute

About 66% of residents drive alone to work. Other forms of transportation are much less popular in Gaylord likely due to the weather and long travel distances. 67.2% of people traveled less than 15 minutes to work while 14.4% traveled 45 minutes or more to work.



# STATE EQUALIZED VALUE

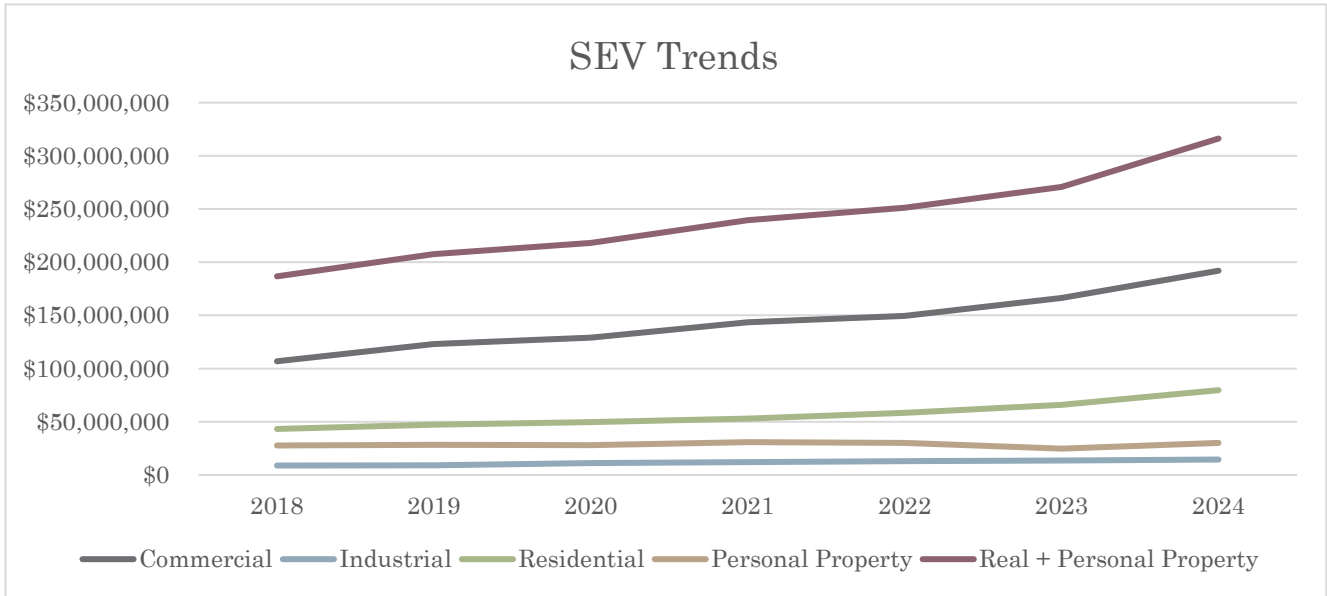
Another measure of community wealth is land value. Real and personal property is an important part of a community’s tax base and can provide income to support local government services, including law enforcement, emergency services, education, health and social services, land use controls, environmental protection, and public administration.

Characteristics of property values can be obtained through the analysis of the State Equalized Value (SEV). Overall, the City of Gaylord’s SEV has consistently increased since 2017. Personal property has also increased but suffered a sharp decline in 2023 before rapidly rebounding in 2024. Just over 60% of the City’s SEV is comprised of commercial property followed by residential land at just over 25%. The total value of the industrial category is relatively negligible at 4.6% of the total SEV. The city does not contain any agricultural land. Taxable personal property is the non-depreciated value of machinery and equipment owned by businesses and industries. In the City of Gaylord, the total value of personal property (9.5% of the City’s SEV) is over twice the value of industrial real property, which is an indication of the relatively low market value of industrial property within the city.

### City of Gaylord Assessed Value

Year	Commercial	Industrial	Residential	Personal Property	Real & Personal Property
2024	\$191,966,300	\$14,496,200	\$79,692,500	\$30,033,652	\$316,188,652
2023	\$166,395,200	\$13,536,100	\$66,009,000	\$24,728,500	\$270,668,800
2022	\$149,616,205	\$13,037,300	\$58,238,900	\$30,153,900	\$251,046,305
2021	\$143,611,000	\$12,000,800	\$53,007,400	\$30,835,600	\$239,454,800
2020	\$129,003,100	\$11,299,000	\$49,660,591	\$28,028,800	\$217,991,491
2019	\$123,033,751	\$9,167,465	\$47,144,046	\$28,159,700	\$207,504,962
2018	\$106,839,108	\$8,864,700	\$43,236,100	\$27,734,700	\$186,674,608

Source: Michigan Department of Treasury



# CITY FINANCES



Munetrix ([www.munetrix.com](http://www.munetrix.com)) is an online system which displays fiscal data for local units of government in order to provide transparency and an understanding of local unit finances to the public. The Munetrix “Stress Meter” provides an overview of Indicator Scores used to calculate the financial stress of a municipality. The Indicator Score gives an overall picture of the soundness of local governments, the trend of stability over time, and allows the identification of local units that are most in need of help. Scores are generated based on the criteria of population growth, real taxable value growth, large real taxable value growth, general fund expenditures as a percent of taxable value, general fund operating deficit, prior general fund operating deficit, size of general fund balance, fund deficits in current or previous year, and general long-term debt as a percent of taxable value. The lower the number the more fiscally sound a local unit is determined to be. There are three score categories: Fiscally Neutral (stress scores of 0-4), Fiscal Watch (stress scores of 5-7), and Fiscal Stress (stress scores of 8-10). Between 2017 and 2022, the fiscal stress indicators and stress scores for the City of Gaylord are classified as Fiscally Neutral with stress scores of zero (Table 2-14).

## Munetrix Stress Meter



### City of Gaylord Finances

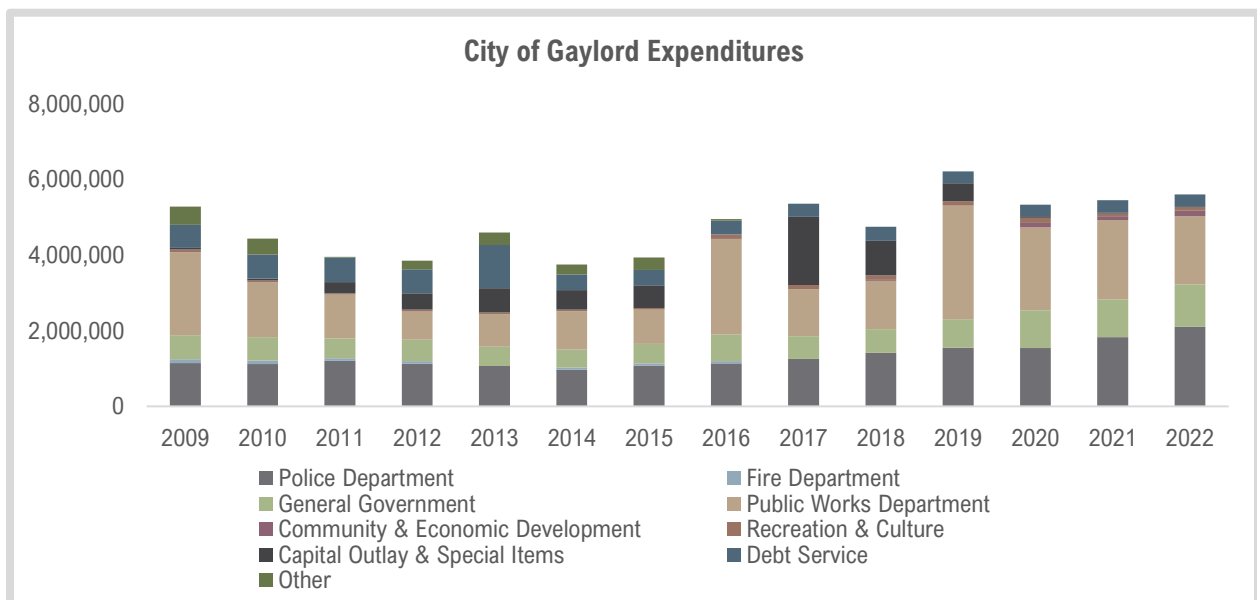
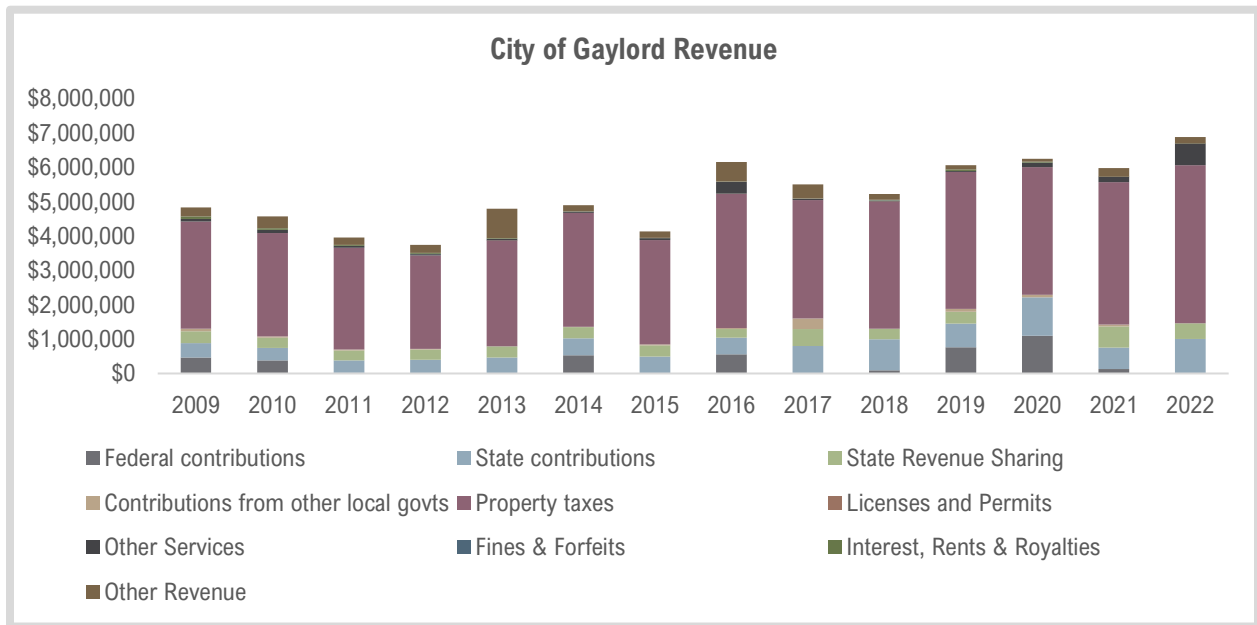
Year	Indicator Score	Revenues	Expenditures	Fund Balance	Long Term Debt	Taxable Value
2022	0	\$4,642,374	\$4,587,777	\$1,155,578	\$3,461,813	\$190,223,006
2021	0	\$4,141,013	\$4,187,983	\$941,514	\$3,575,371	\$184,897,041
2020	0	\$3,517,830	\$3,746,943	\$1,027,354	\$3,869,899	\$178,999,086
2019	0	\$3,570,253	\$3,779,814	\$1,296,214	\$3,845,264	\$179,000,993
2018	0	\$3,284,159	\$3,200,657	\$1,408,976	\$4,086,194	\$174,040,087

Source: Michigan Department of Treasury (through Munetrix)



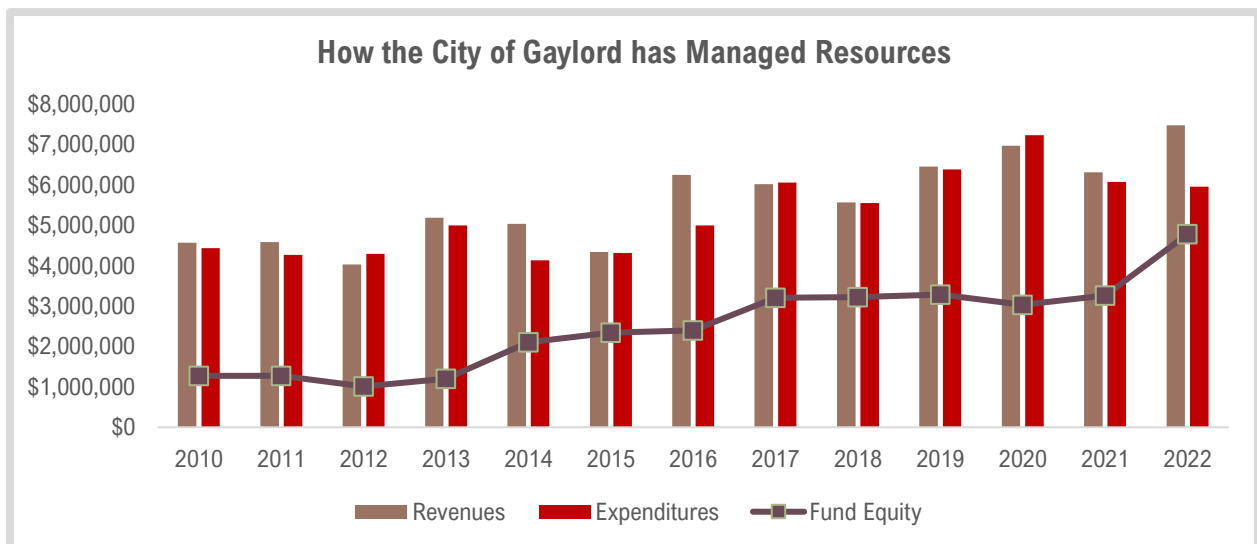
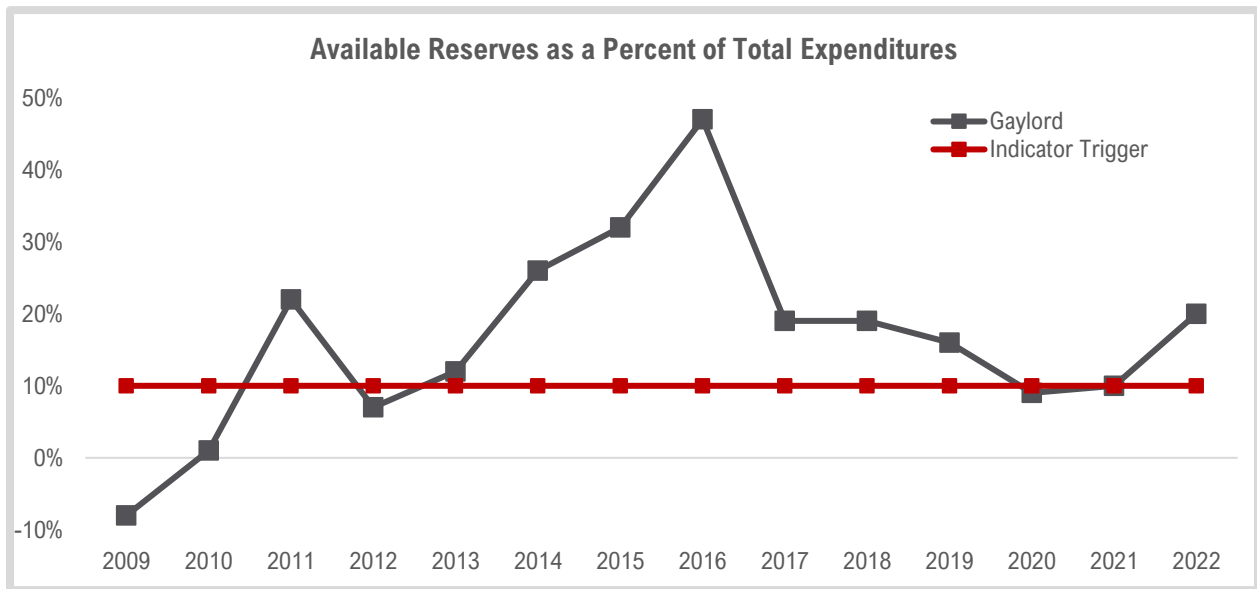
## Revenues & Expenditures

Revenue is generated from tax dollars received from residents and businesses which are generated from the millage rate multiplied by property valuations. Revenue is also generated from other sources, such as State and Federal grants, permits, and fees. The City of Gaylord Revenue table shows the sources of revenue for the City of Gaylord. The largest sources of revenue are property taxes and state contributions as well as federal contributions and other revenue depending on the year. The City of Gaylord Expenditures table shows where expenses are incurred. The categories where the most funds are generally expended are the police department and the public works department, and to a lesser extent, general government and debt service. Some years have higher expenditures dedicated to capital outlay and special items.



The City of Gaylord Revenues figure shows the City's available reserves as a percent of total expenditures (total equity minus any designated and reserved funds divided by total annual expenditures). The City has dipped well below the indicator trigger in 2009 and 2010 and stayed close to the indicator trigger in 2012, 2013, 2020, and 2021. A large spike higher than the indicator trigger occurred in 2016.

The City of Gaylord Expenditures figure shows how the City has managed its resources. Revenue and expenditures have closely matched each other throughout the years with only three years (2012, 2017, and 2020) in which expenditures exceeded revenues. Revenues significantly exceeded expenditures in 2014, 2016, 2022, and 2023. The fund equity shows how the City has made the necessary adjustments to accommodate its changing revenue and expenditures.



# existing land use

3



City of Gaylord  
Master Plan



## Existing Land Use Overview

Land use influences quality of life, community character, natural resources, transportation, and how neighboring land is used. Examining the City of Gaylord's existing land use activities, patterns, and site conditions will assist City officials with future land use decisions and infrastructure improvements. Parcel data from the Otsego County Equalization Department, tax classifications, and aerial photo interpretation by the Northeast Michigan Council of Governments (NEMCOG) were used to analyze the types and location of current land uses within the city (Table 3-1). Vacant land makes up 22.3 percent (745 acres) of the city and includes residential, commercial, and industrial & utility uses. The existing land use map illustrates the distribution of land uses within the city (**Figure 3-1**).

**Table 3-1**  
**City of Gaylord Existing Land Use**

Category	Acres	% of City
Residential - Improved	365	10.9%
Residential - Vacant	74	2.2%
Commercial - Improved	1,098	32.9%
Commercial - Vacant	341	10.2%
Industrial & Utility - Improved	115	3.4%
Industrial & Utility - Vacant	330	9.9%
Local Government & Schools	581	17.4%
State of Michigan	3	0.1%
Other (Transportation Corridors/Water)	432	13.0%
<b>TOTAL</b>	<b>3,339</b>	<b>100%</b>

Source: Otsego County Equalization Department 2023

## DID YOU KNOW?

**Commercial property** makes up the largest land use in the city (43%) while **residential uses** make up 13%.

22% of the city is vacant land – meaning there is room for Gaylord to grow!





## RESIDENTIAL LAND USES

The residential land use category is the second largest land use in the city, comprising about 13.1 percent (439 acres) of the developed and vacant residential land uses. Just under 11 percent of the city is developed residential land, while a smaller portion of the city remains classified as vacant residential land (2.2%). This category includes single-family. Multi-family dwellings and accessory buildings, such as garages and sheds. Residential uses are principally concentrated in the northeast and eastern portions of the city with a cluster in the southeastern portion of the city.

### QUICK FACTS

- 439 ACRES
- 13.1% OF THE CITY
- 10.9% OF THE CITY IS DEVELOPED RESIDENTIAL LAND
- 2.2% OF THE CITY IS VACANT RESIDENTIAL LAND
- 83.2% OF ALL RESIDENTIAL LAND IN THE CITY IS DEVELOPED





## COMMERCIAL LAND USES

About 43.1 percent (1,439 acres) of the City's land use is classified as developed or vacant commercial land. This category is the largest land use category in the city and includes religious organizations, museums, fairgrounds, healthcare facilities, restaurants, retail sales, lodging, nursing care facilities, and service establishments. Commercial uses are found throughout the city and are primarily located along M-32, Dickerson Road, S. Otsego Avenue, and Old 27 N.

### QUICK FACTS

- 1,439 ACRES
- 43.1% OF THE CITY
- 32.9% OF THE CITY IS DEVELOPED COMMERCIAL LAND
- 10.2% OF THE CITY IS VACANT COMMERCIAL LAND
- 76.3% OF ALL COMMERCIAL LAND IN THE CITY IS DEVELOPED





## INDUSTRIAL/UTILITY LAND USES

Industrial & utility land uses make up 13.3 percent (445 acres) of the city and are mostly concentrated west of the I-75 corridor in the southwestern portion of the city. This category includes utility land uses (electrical substations), manufacturing industries, processing facilities, and warehouses. Most of this land is encompassed by the air industrial park and the industrial park with covenant restrictions.

### QUICK FACTS

- 445 ACRES
- 13.3% OF THE CITY
- 3.4% OF THE CITY IS DEVELOPED INDUSTRIAL/UTILITY LAND
- 9.9% OF THE CITY IS VACANT INDUSTRIAL/UTILITY LAND
- 25.6% OF ALL INDUSTRIAL/UTILITY LAND IN THE CITY IS DEVELOPED



## PUBLIC LAND

This category includes schools, parks, recreational facilities, a library, a cemetery, open spaces, and vacant land owned by institutional entities. The City of Gaylord owns 369 acres throughout the city. However, some of the city-owned property has been classified as vacant commercial property to obtain a more accurate acreage count for the available commercial property within the city. Otsego County owns approximately 90 acres in the city. Gaylord Community Schools owns approximately 122 acres within the city. Land owned by the State of Michigan encompasses 0.1 percent (3 acres) of the City's land use. The land encompasses a detention pond along Mankowski Road and a detention basin located within the Alpen Bluffs Outdoor Resort.

### QUICK FACTS

- 369 ACRES OWNED BY THE CITY
- 90 ACRES OWNED BY OTSEGO COUNTY
- 122 ACRES OWNED BY THE SCHOOL
- 3 ACRES OWNED BY THE STATE
- 17.5% OF THE CITY





## OTHER

About 13.0 percent of the city consists of various transportation corridors and small water bodies. Transportation corridors include the I-75 corridor and city streets. The water bodies are located at the wastewater treatment facility and near Elk Park and Aspen Park.

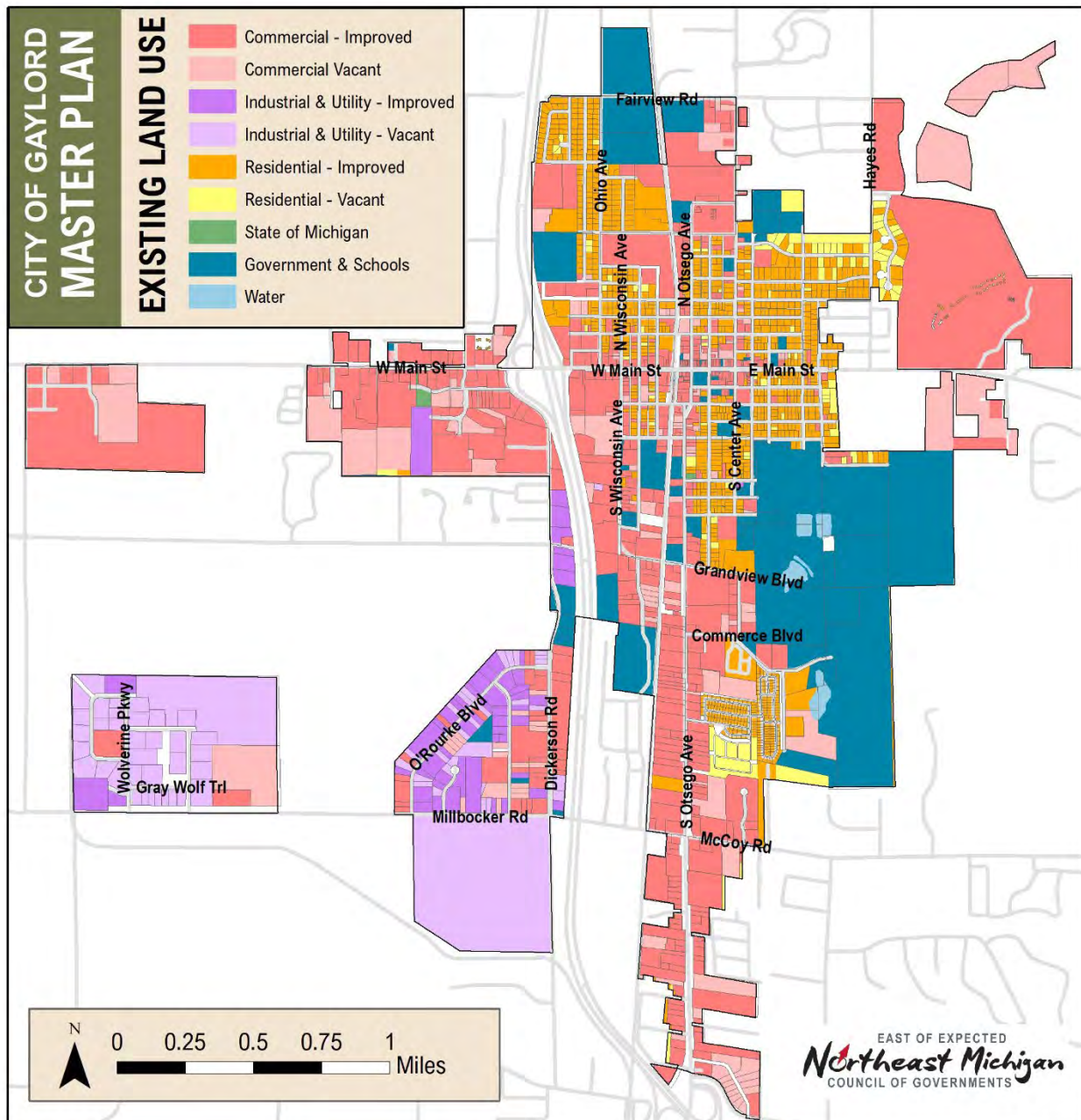
### QUICK FACTS

- 432 ACRES
- 13.0% OF THE CITY



# EXISTING LAND USE MAP

Figure 3-1



Map by the Northeast Michigan Council of Governments, 2025  
Data provided courtesy of Otsego County Equalization Department



# goals & objectives

4



City of Gaylord  
Master Plan





## COMMUNITY-FOCUSED GOALS & OBJECTIVES

The Gaylord community, Planning Commission, City Council and City Staff came together to provide input, discussion, and decisions which resulted in the following goals and objectives. The focus areas are divided into the five categories below. The following page describes the development process.

### *Quality of Life & Community Character*

Page 4-5

### *Planning & Zoning*

Page 4-7

### *Community Development*

Page 4-11

### *Housing*

Page 4-15

### *Economic Development*

Page 4-17



## Public Input Survey

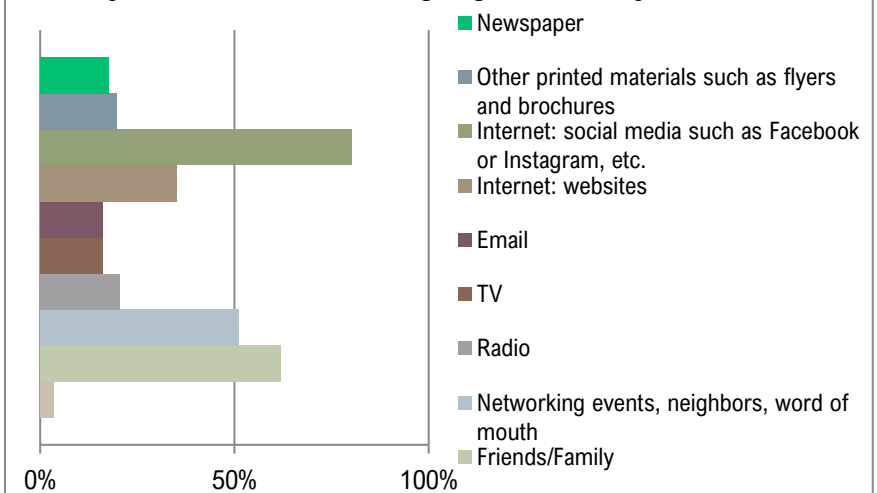
An online survey was conducted between June and August 2023 to gather input from the community to assist in updating the city's master and recreation plans. The survey received 470 responses with about 56.2% of respondents stating they reside in the city and 38.7% stating they have lived in the city for more than 20 years. The majority of respondents were between the ages of 40 and 59 years. The following is a summary of the survey results.

### Information Flow

Respondents obtain information about what is happening in the city through the following:

- **80.3% social media**
- **62.0% friends or family**
- **51.1% networking events**
- **35.0% websites**
- **20.4% radio**
- **19.7% printed materials, such as flyers and brochures**
- **17.6% newspaper**
- **16.1% email**
- **16.1% TV**

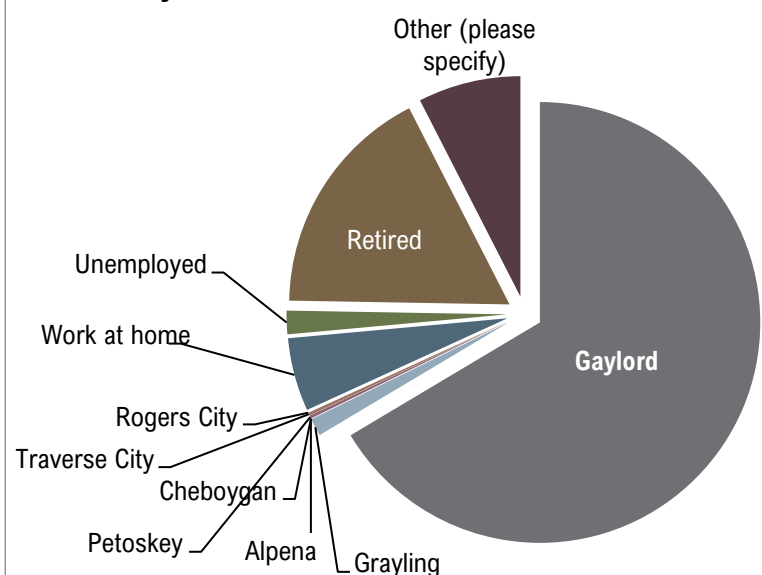
### How do you find out about what's going on in the city?



### Employment

- **66.5% of respondents work in Gaylord**
- **17.2% of respondents are retired**
- **5.4% of respondents work at home**
- **1.7% of respondents are unemployed**
- **1.7% of respondents work outside Gaylord**

### Where do you work?



## CITY ASSETS



Respondents moved to the city for job opportunities, to be closer to family, and to enjoy the beauty of the area. About 55.7% of respondents are satisfied or very satisfied with the City of Gaylord as a place to live, own property, own a business, or visit.

- Small town feel
- Strong sense of community
- Location
- Beauty, scenery, and natural resources
- Variety of stores, restaurants, recreation options, services, and amenities
- Friendly people
- Vibrant downtown area
- Beautification efforts
- Alpine theme
- Year-round activities
- Festivals & events

## CITY ISSUES



Respondents deemed the following issues to be a problem in the city:

- Blight
- Lack of affordable and available housing
- Walkability
- Road conditions  
(note: some survey respondents reported poor road conditions on roads that are not within the city limits)
- Traffic  
(congestion/traffic lights (timing, no left turn lights)/heavy truck traffic through downtown)
- Lack of jobs
- Lack of affordable nutritious foods
- Outdated, small jail
- Crime/drug use
- Too many medical marijuana shops
- Lack of access to childcare
- Lack of public transportation
- Lack of youth activities
- Lack of a nightlife
- Lack of medical services/community mental health services
- High property and business taxes

# Goals & Objectives



A community's goals and objectives define the type of future the community desires and the kind of lifestyle its citizens seek. The following goals and objectives are based on the information gathered during the public input survey and are intended to provide direction during the decision-making process regarding the city's future growth and development. The responsibility for implementing this plan will include governmental, private enterprise, community group activity, and individuals. The city will make every effort to collaborate with partner organizations, other local governments, and members of the public to ensure the correct mix of stakeholders are involved. It is hoped this plan will stimulate interest in community development that can become self-sustaining.

## GOALS & OBJECTIVES KEY

### TIMEFRAME

Short	Low cost, easy implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-5 years
Medium	Important actions that have some level of significant cost and can be implemented within the next 5-10 years
Long	Actions that often require significant amounts of funding that must be planned for over time or require other strategies to be completed prior to their implementation
Ongoing	Actions that have no beginning and end, but which are continuously ongoing in the city

### RESPONSIBLE PARTIES

**Chamber:** Chamber of Commerce

**CM:** City Manager

**CC:** City Council

**CVB:** Convention & Tourism Bureau

**DDA:** Downtown Development

Authority

**EM:** Otsego Co Emergency

Management/911

**LE:** Law Enforcement

**Local:** Local nonprofit organizations, academic institutions, etc.

**MDOT:** Michigan Department of Transportation

**MEDC:** Michigan Economic Development Corporation

**OCEA:** Otsego County Economic Alliance

**PC:** Gaylord Planning Commission

**Private:** Private developers or businesses

**Staff:** City Staff





## Quality of Life & Community Character

A community's quality of life is made up of all the factors that define the viability of a place to live, work, and play. A community's character identifies the attributes that make the community unique and is continually changing over time. The community's character and quality of life are influenced by a number of factors, including land use patterns, natural features, transportation systems, cultural heritage, history and traditions, and economic patterns.

## Quality of Life & Community Character

### GOAL 1

Encourage maintenance and upgrades to businesses and residences to improve the City of Gaylord's quality of life, appearance, and property values.

#### Objectives

- 1) Enforce city ordinances to ensure properties remain clean and attractive.
- 2) Provide information about available funding sources for commercial and residential improvements.
- 3) Provide information about façade improvement and renovation programs.

#### Timeframe

Ongoing

Ongoing

Ongoing

#### Responsible Party

Staff, DDA, LE

Staff, MEDC, OCEA

MEDC, OCEA

### GOAL 2

Protect the neighborhood character in residential areas.

- 1) Discourage the infringement of large-scale commercial and industrial uses in neighborhoods, while allowing small neighborhood businesses.
- 2) Revitalize neglected and blighted neighborhoods.

Ongoing

Ongoing

Staff, PC, CC

Private

### Goal 3

Continue the city's branding campaign.

- 1) Maintain certification as a Tree City USA community.
- 2) Promote the Alpine Village theme in the commercial district through signage, building facades, and tree plantings (e.g., pine, spruce, and balsam trees).
- 3) Install wayfinding signage and other design elements to assist with navigating in the city.

Ongoing

Ongoing

Ongoing

CM, Staff

CM, Staff, PC, CC, DDA

CM, Staff, DDA, Chamber, CVB



## ALPINE VILLAGE CHARACTER

Gaylord, Michigan, maintains the character of an Alpine Village with style requirements and festivals which celebrate Swiss heritage. See page 1-6 for more information!





## Planning & Zoning

Land use patterns are continually changing based on the current economy. Planning for these changes allows the city to reshape its future, prevent environmental degradation and urban sprawl, become more resilient and sustainable, and retain its community character. Partnerships allow for the efficient use of resources to meet common goals. Open lines of communication with the public will assure constituents that the city is striving to enhance the health, welfare, and safety of the community.



## Planning & Zoning

### GOAL 1

Collaborate with and leverage the support of other city departments, nonprofit organizations, public entities, private businesses, academic institutions, and regional, state, and federal organizations on land use, zoning, and development issues.

Objectives	Timeframe	Responsible Party
1) Communicate with Otsego County and adjacent townships about land use and site plan issues for properties within or near their boundaries.	Ongoing	PC, CC, Staff
2) Develop strategic partnerships to address city needs that cannot be accomplished by the city alone.	Ongoing	CM, CC, Staff
3) Annually update the capital improvement plan to effectively plan for facility improvements, manage debt capacity for large projects, and consider initial capital outlay and ongoing maintenance costs.	Ongoing	Staff, CC
4) Continue to support the use of capital improvement funds to implement the City of Gaylord Streets Master Plan.	Ongoing	CC
5) Negotiate annexation with Bagley, Livingston, Hayes, and Elmira Townships.	Ongoing	CC, CM



### WHAT IS A CAPITAL IMPROVEMENT PLAN?

A Capital Improvement Plan is a six-year strategy that local governments use to identify, prioritize, and budget for future capital improvement projects. Examples of capital improvements are roads, parks, city building upgrades, police cars, etc.

**GOAL 2**  
Maintain and implement the master plan, recreation plan, and zoning ordinance.

Objectives	Timeframe	Responsible Party
1) Review the master plan and recreation plan every five years.	Ongoing	CC, CM, PC, Staff
2) Attain and maintain Redevelopment Ready Communities Certification from the Michigan Economic Development Corporation (MEDC).	Ongoing	CC, CM, Staff
3) Update the zoning ordinance and subdivision control ordinance to include provisions for open spaces, bike paths, street design, pedestrian walkways, architectural style, and landscaping for residential development site plan reviews.	Short	PC, CC
4) Investigate updating the zoning ordinance to allow for small lot and concentrated developments with open space or conservation easements.	Short	PC, CC
5) Continue to require buffers or transition areas between residential and non-residential uses.	Short	PC, CC
6) Update the zoning ordinance to require shared driveways and limitations on the number and spacing of driveways along major roadways.	Short	PC, CC, MDOT
7) Update the zoning ordinance to allow for Planned Unit Developments (PUDs) in multiple districts.	Short	PC, CC
8) Update the zoning ordinance to allow mixed-use developments in the commercial and manufacturing districts.	Short	PC, CC
9) Coordinate growth and development through the appropriate land use controls.	Ongoing	PC, CC
10) Update the zoning ordinance to address renewable energy.	Short	PC, CC
11) Amend the zoning ordinance, when necessary.	Short	PC, CC

	Objectives	Timeframe	Responsible Party
<b>GOAL 3</b> Actively prevent, protect against, mitigate, respond to, and recover from threats and hazards in the city.	1) Incorporate information from Otsego County's Hazard Mitigation Plan into the city's plans and policies.	Ongoing	CC, CM, PC, Staff
	2) Develop and maintain site emergency plans for city buildings.	Short	EM, CM, Staff
	3) Review and update plans and procedures for festivals and events.	Ongoing	EM, LE, CM, Staff
	4) Work with local community groups to establish shelters and heating/cooling centers for vulnerable populations.	Ongoing	EM, CC, CM, Local
	5) Continue to actively participate in the Fire Authority.	Ongoing	CM, CC
<b>GOAL 4</b> Implement public participation methods to provide information and involvement opportunities to the public.	1) Post information, events, plans, and ordinances on the city's website.	Ongoing	Staff
	2) Maintain the city's website to be accessible, user-friendly, and mobile-friendly.	Ongoing	Staff
	3) Maintain an open decision-making process and promote active citizen involvement.	Ongoing	CC, PC, Staff
<b>GOAL 5</b> Provide education and training opportunities for staff and appointed and elected officials.	1) Determine training needs and priority training. Track staff and official attendance at training events.	Ongoing	CC, Staff, PC
	2) Encourage staff and boards and commission members to attend training.	Ongoing	CC, PC, Staff





## Community Development

Governmental institutions owe their constituents an efficient and open organization that is cognizant of its operational costs and its ability to deliver high-quality services. A healthy community has a balance between developed and undeveloped spaces. Well-designed and managed infrastructure and services, such as the transportation network, water and wastewater systems, public safety operations, etc., greatly add to the livability of a community. The continued maintenance and upgrades to these facilities are essential and require constant oversight. The preservation and conservation of the community's natural resources have a positive impact on the health and wellness of the residents, visitors, and area wildlife.

## Community Development

### GOAL 1

Ensure healthy lifestyles and well-being for all ages.

Objectives	Timeframe	Responsible Party
1) Integrate green space (e.g., gardens, street trees and flowers, walkable green spaces, etc.) and natural infrastructure into proposed designs.	Ongoing	PC, CM, Staff, MDOT
2) Provide well-managed and accessible green spaces and natural areas throughout the city to improve mental health.	Ongoing	CM, Staff, PC
3) Install walking loops and/or outdoor gyms in or near parks, community centers, and green spaces.	Long	CM, Staff
4) Create attractive open spaces for people to gather and socialize.	Long	CM, Staff
5) Continue developing an interconnected non-motorized trail system.	Long	CM, Staff
6) Create additional indoor spaces for recreational opportunities.	Long	CM, Staff
1) Implement green infrastructure/stormwater best management practices in right-of-way projects where practical.	Ongoing	CM, Staff, MDOT
2) Plant and perform regular maintenance on native vegetation in the city's green spaces.	Long	Staff
3) Preserve, protect, and enhance open space corridors and environmentally sensitive lands.	Ongoing	CC, PC, Local

### GOAL 2

Promote conservation and environmental stewardship to protect the city's natural resources.

## Community Development

### GOAL 3

Provide businesses and residences with access to sustainable, high-quality public services, infrastructure, utilities, and amenities.

Objectives	Timeframe	Responsible Party
1) Continue to offer city-wide clean-up days.	Ongoing	CC, Staff
2) Assist Otsego County officials with the development of the materials management plan.	Medium	CM, Staff
3) Continue to maintain and upgrade the water and sewer system.	Ongoing	CC, Staff
4) Partner with public and private entities to extend utilities.	Long	CC, CM, Staff, Private
5) Install smart technologies to allow residents to pay fees online.	Long	CC
6) Encourage the burial of all utility lines and the removal of utility poles.	Ongoing	PC, Staff, CM

### GOAL 4

Encourage long-term sustainability through the promotion and implementation of energy-efficient facilities, services, and programs.

1) Invest in renewable energy for the operation of the city's buildings.	Long	CC
2) Explore community renewable energy projects (e.g., solar array at the wastewater treatment plant).	Long	CC, CM, Staff



COMPLETE  
STREETS

Implementing Complete Streets principals is an important part of community development. See page 1-14 for more information on Complete Streets. Objectives for these policies are found on the following page.



## Community Development

### GOAL 5

Develop and adopt a Complete Streets policy to improve the safety and efficiency of the city's transportation network for drivers, transit users, pedestrians, and bicyclists.

Objectives	Timeframe	Responsible Party
1) Develop a sidewalk construction plan, which includes a sidewalk inventory of the city, and the location and construction needs to create a connected, walkable system.	Short	PC, MDOT, CC
2) Maintain, repair, and/or replace the sidewalks and roadways.	Ongoing	MDOT, CC
3) Increase safety for walkability and bikeability through the installation of protected lanes, bicycle parking, reduced vehicular speeds, wider sidewalks, longer road crossing times, and connections throughout the city.	Ongoing	MDOT, CC
4) Limit points of ingress/egress on major roads. Encourage the use of frontage roads or service drives.	Long	PC, Staff, MDOT
5) Encourage EV chargers, charging infrastructure for zero emissions vehicles, etc. into the transportation system.	Long	Private
6) Plan and design road improvements to reduce traffic and roadway issues.	Medium	MDOT, CC
7) Encourage the incorporation of sidewalks, bike paths, pedestrian ways, open spaces, parks, and playgrounds during the design/re-design phase of road projects.	Ongoing	CC,MDOT
8) Develop a truck bypass route for westbound traffic on M-32.	Long	MDOT
9) Continue implementing traffic calming measures.	Long	MDOT
10) Install a smart traffic flow management system to control traffic lights and sensors that detects delays, traffic flows, the amount of traffic at intersections, and monitors road conditions.	Long	MDOT



## Housing

The strength of a local economy is dependent on a diverse, well-maintained, and affordable housing stock. Adequate housing choices across the economic spectrum must be available for residents to feel economically secure, and the city should encourage new developments to provide a variety of housing options. Housing rehabilitation programs are needed to ensure the existing housing stock is maintained and enhanced.

## Housing

### GOAL 1

Encourage the development of a mixture of suitable housing options for all income levels, age groups, abilities, household types, and resident type (year-round and seasonal).

Objectives	Timeframe	Responsible Party
1) Match residential densities to the characteristics and available services of proposed sites.	Ongoing	Staff, PC
2) Rezone appropriate vacant lands for residential uses.	Ongoing	PC, CC
3) Rehabilitate/renovate office buildings and commercial buildings into mixed-use developments.	Ongoing	Private
4) Research grants and incentive programs to encourage rehabilitation of the existing housing stock.	Short	Staff



## HOUSING IN GAYLORD

Community and economic development partners in Gaylord have been hard at work ensuring that all types of housing are available to current and prospective residents. Adequate housing is a necessity for workforce development. The city has designated a large area of the city for mixed density residential in the future land use map. The city's will work with partners such as the Otsego County Economic Alliance to expand housing availability in Gaylord.



Photo: Otsego County Economic Alliance





## Economic Development

The economy impacts the community's future growth and development. A strong economy is essential in a healthy community and occurs when the local community actively seeks ways to encourage desirable development that attracts jobs with family-sustaining wages.

# Economic Development

## GOAL 1

Retain and expand existing businesses, and attract new businesses and entrepreneurs to strengthen the tax base, provide employment opportunities, and diversify the workforce.

Objectives	Timeframe	Responsible Party
1) Encourage regional collaboration to create and expand local businesses and jobs in the city.	Ongoing	CM, Staff, OCEA, Chamber
2) Facilitate economic development projects in the city.	Ongoing	OCEA, CM
3) Encourage businesses to locate in the industrial park.	Ongoing	OCEA, Staff, CM, Chamber
4) Assist entrepreneurs with start-up loans.	Medium	OCEA
5) Continue to actively participate on the Otsego Economic Alliance Board.	Ongoing	CM, Staff
6) Support and remove barriers to the development of childcare facilities.	Ongoing	CC, PC
7) After becoming RRC certified, use MEDC's technical assistance to market properties and make connections with developers.	Ongoing	CM, Staff



## Economic Development

### GOAL 2

Redevelop vacant buildings, storefronts, and land.

Objectives	Timeframe	Responsible Party
1) Encourage infill developments.	Ongoing	Staff, PC
2) Acquire properties and either demolish or renovate vacant, uninhabitable structures.	Ongoing	CC
3) Actively search for buyers and developers for vacant buildings and land.	Ongoing	OCEA
4) Evaluate and prioritize an inventory of potential redevelopment or infill development sites.	Ongoing	Staff, OCEA
5) Convert vacant offices, hotels, and other non-commercial spaces into residential uses.	Long	Private
6) Form Brownfield Redevelopment Authority to revitalize, redevelop, and reuse contaminated, blighted, functionally obsolete, or historic resources.	Ongoing	CM, Staff, CC

### GOAL 3

Market the City of Gaylord as a year-round recreation and tourism destination.

1) Work with the Gaylord Area Convention & Tourism Bureau to promote tourism in Gaylord.	Ongoing	Chamber, Staff
2) Participate in regional and statewide trail marketing efforts.	Ongoing	Staff, CM, CVB
3) Support the preservation of cultural and historic landmarks.	Ongoing	Staff, CVB
4) Promote the winter events and activities.	Ongoing	Staff, CVB, DDA



## Alpenfest in Downtown Gaylord



### GOAL 4

Support efforts to create an attractive, vibrant downtown area.

Objectives	Timeframe	Responsible Party
1) Encourage businesses to locate downtown.	Ongoing	OCEA, Staff, Chamber
2) Promote the use of remote parking and the use of non-motorized facilities to decrease the parking demand in downtown.	Long	DDA, Staff
3) Increase the number of special events and cultural activities that occur downtown.	Ongoing	DDA, Staff, CVB
4) Develop pedestrian-friendly open spaces along the backside of the buildings downtown.	Long	DDA, CC
5) Promote art in the alley and public spaces and their amenities downtown.	Ongoing	DDA, CVB
6) Identify locations and funding for public art.	Medium	DDA



# future land use



City of Gaylord  
Master Plan

## Introduction

The future land use plan represents the City of Gaylord's preferred vision for the future growth and development of the city while protecting its community characteristics and natural resources. The future land use plan is general in scope and is intended to serve as a guide for the city during the evaluation of rezoning requests. It provides recommendations for the future management and regulation of land uses and incorporates the city's desire to coordinate planning initiatives with adjacent municipalities. The implementation of the future land use plan is dependent on the availability of public utilities, provisions of adequate roadways, the effect on public services and the natural environment, and the demand for a particular land use vs. the available land zoned for that use. When making land use decisions, city officials should also consider complementary materials, such as impact studies and other site-specific information.

## Future Land Use Plan

The City of Gaylord's future land use plan consists of the future land use designation descriptions and the future land use map. The future land use map does not intend to establish precise boundaries that indicate the precise size, shape, dimensions, or individual parcels. The future land use map identifies general locations for the future land use designations envisioned by the city and includes areas outside of the city's boundaries that may impact the city's services and residents as well as indicates the city's desire to coordinate planning initiatives with adjacent municipalities. It should be noted that the desired future land use plan may be adjusted in the future based on changing social and economic conditions, existing land use patterns, available services and facilities, and existing zoning. Any changes should maintain compatibility with the long-range goals and objectives of the master plan.

The future land use plan identifies six future land use designations and two overlays. The City of Gaylord has chosen to use future land use designations that generally correlate to the city's zoning districts. However, it should be noted that the names of the future land use designations do not match the names of the zoning districts, since the names of the future land use designations are intended to describe the type of recommended land use.

## Zoning Plan

The Michigan Planning Enabling Act (PA 33 of 2008) requires that the Master Plan contain a zoning plan which includes an explanation of how the land use categories on the Future Land Use Map relate to the zoning districts. Table 5-1 includes a listing of the future land use plan categories and the equivalent zoning districts. The zoning plan is found within the discussion of intended land use and specific objectives of the future land use categories.

## DID YOU KNOW?

**Future land use** shows the city's vision of how development should occur in the future.

It should be considered when evaluating rezoning requests.

Implementation of the future land use plan depends on many other factors such as infrastructure.



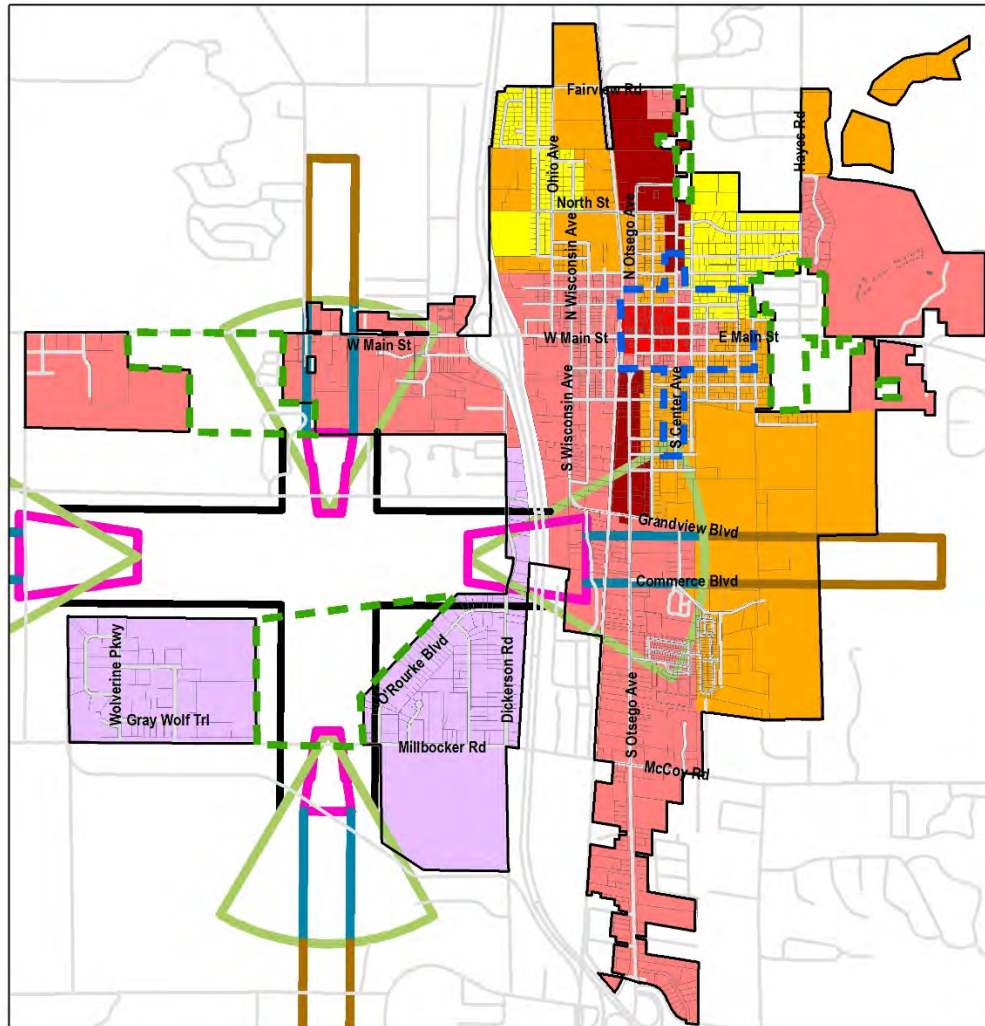
**Table 5-1**  
**Future Land Use Designations & Zoning Districts**

<b>Future Land Use</b>	<b>Zoning District</b>
Single Family Residential	Single Family Residence District (R-1)
Mixed Density Residential	Multiple Residence District (R-2)
Central Business	Central Business District (B-1)
General Commercial & Office	General Commercial District (C-1)
Major Commercial & Office	Central Commercial District (C-2)
Industrial	Manufacturing District (M-1)
Historical Preservation Overlay	Central Business District (B-1), Single Family Residence District (R-1), Multiple Residence District (R-2), General Commercial District (C-1), and Central Commercial District (C-2)
Future Annexation Overlay	Will be classified into the zoning district most similar to the zoning district the territory was classified immediately prior to annexation.

## Airport Layout Plan

The Michigan Zoning Enabling Act (PA 110 of 2006) requires that the master plan upon which the Zoning Ordinance is based incorporate the airport layout/approach plan that is on file with the city. The airport layout of the Gaylord Regional Airport contains the approach zones shown on the future land use map on the next page. These approach zones have land use restrictions to ensure the public's safety.

# FUTURE LAND USE MAP





# SINGLE-FAMILY RESIDENTIAL



## SPECIFIC OBJECTIVES

The Single Family Residential Designation intends to retain and protect single-family neighborhoods and their supporting uses. This designation strives to preserve long-term, single-family residential uses within the city to support homeownership, protect existing homeowners' investments, and encourage re-investment in single-family residential properties.



## GENERAL LOCATION

This designation is envisioned in the northwest portion of the city, generally along Ohio Avenue and West Street, and in the north central portion of the city between Hayes Road and Elm Avenue south to Huron Street. Developments should be designed for low-density residential developments that are served by public water and sanitary sewer. Multi-family dwellings, manufactured home developments, and short term rentals are not envisioned in this designation.



## INTENDED LAND USES

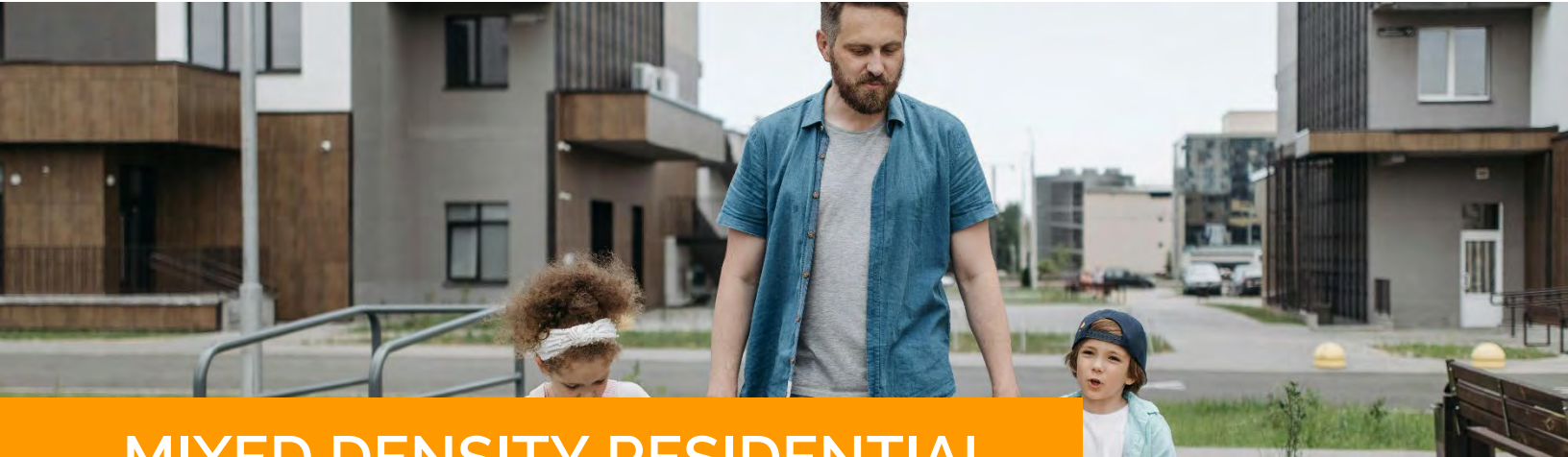
Typical uses include single-family dwellings, adult day care facilities, family and group childcare homes, child care centers, adult day care facilities, and home occupations. Public or private schools, religious institutions, parks, playgrounds, recreation areas, and botanical gardens are compatible with the typical uses of this designation.



## COMPATIBLE ZONING DISTRICT

Single Family Residence District (R-1). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance.





## MIXED DENSITY RESIDENTIAL



### SPECIFIC OBJECTIVES

The Mixed Density Residential Designation intends to provide a location for a mixture of housing types and densities. This designation is envisioned to serve as a transition area between low-density residential areas and commercial and industrial uses, and also to provide a large area in the city for a mixture of housing types. These areas are located near major thoroughfares, commercial areas, and recreational areas to minimize the impacts on low-density residential areas from the higher traffic volumes associated with developments in this designation. Landscaping and open spaces should buffer these uses from incompatible uses.



### GENERAL LOCATION

These areas are located in the southeast portion of the city, as well as in the northwest portion of the city between the commercial area and the designated single-family area. Developments should be developed at a scale and design consistent with the existing neighborhood and be served by public water and sanitary sewer.



### INTENDED LAND USES

Typical uses include single- and two-family dwellings, multi-family developments (e.g. apartments, condominiums, townhomes, duplexes, triplexes, and quadplexes), adult day care facilities, family and group childcare homes and centers, adult foster care homes, nursing homes/convalescent homes, state-licensed residential facilities, home occupations, and manufactured housing developments licensed by the State of Michigan. Bed & Breakfasts/tourist homes, rooming & boarding houses, short term rentals, parks, playgrounds, recreation areas, campgrounds, botanical gardens, cemeteries, community centers, libraries, public works facilities, public or private schools, and religious institutions are compatible with the typical uses of this designation. This designation includes the conversion of single-family dwellings into multi-family dwellings. Converted dwellings should reflect the character of the neighborhood.



### COMPATIBLE ZONING DISTRICT

Multiple Residence District (R-2). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance.



## CENTRAL BUSINESS



### SPECIFIC OBJECTIVES

The Central Business designation is intended to serve as the city's central business district and include a mixture of commercial, office, cultural, and civic uses. It is designed to serve nearby residents and supports the local economy and entrepreneurship. It is designed to support a pedestrian-friendly downtown with street trees, benches, wayfinding signage, well-maintained sidewalks/paths, and public gathering spaces. It is expected that the Central Business Designation will retain and enhance its unique alpine character, architectural elements, and alpine design standards.



### GENERAL LOCATION

This designation encompasses the older part of the established downtown area along Main Street.



### INTENDED LAND USES

This designation allows for mixed-use developments with space for residential, commercial, and/or office uses. Mixed-use developments may include many building forms with one or two stories, including a storefront with a rear apartment located on one level, or a public-oriented use on the ground floor and residential uses located on the upper floor. Typical uses include business incubators, retail establishments, healthcare facilities, professional offices, food/event services (bakeries, coffee shops, confectioneries, ice cream shops, bar/taverns, caterers/food service contractors, commercial event facilities, restaurants without drive-through (s), wineries, cider mills, distilleries, breweries), studios (art, dance, physical exercise, music, karate, film production & recording/broadcasting), personal services (barber/beauty shops, tailoring & massage, health spas, pet care), contractors without outdoor storage, dry cleaning & laundry services, laboratories, and photofinishing/photographers. Compatible uses include public parks, playgrounds, recreation areas, botanical gardens, nature parks, religious institutions, government offices, single-family dwellings, multiple-family dwellings, two-family dwellings, home occupations, adult day care facilities, and childcare centers/nursery schools.



### COMPATIBLE ZONING DISTRICT

Central Business District (B-1). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance.



## GENERAL COMMERCIAL & OFFICE



### SPECIFIC OBJECTIVES

The General Commercial and Office designation is intended to provide commercial retail and professional services to the region and nearby neighborhoods. Shared parking, appropriate lighting, and landscaping/buffering/screening are strongly encouraged to reduce impacts on adjacent uses. Pedestrian access from nearby neighborhoods should be provided whenever possible.



### GENERAL LOCATION

This designation is generally located in the northern portion of the city along N. Otsego Avenue and Center Street and in the central portion of the city along S. Otsego Avenue.



### INTENDED LAND USES

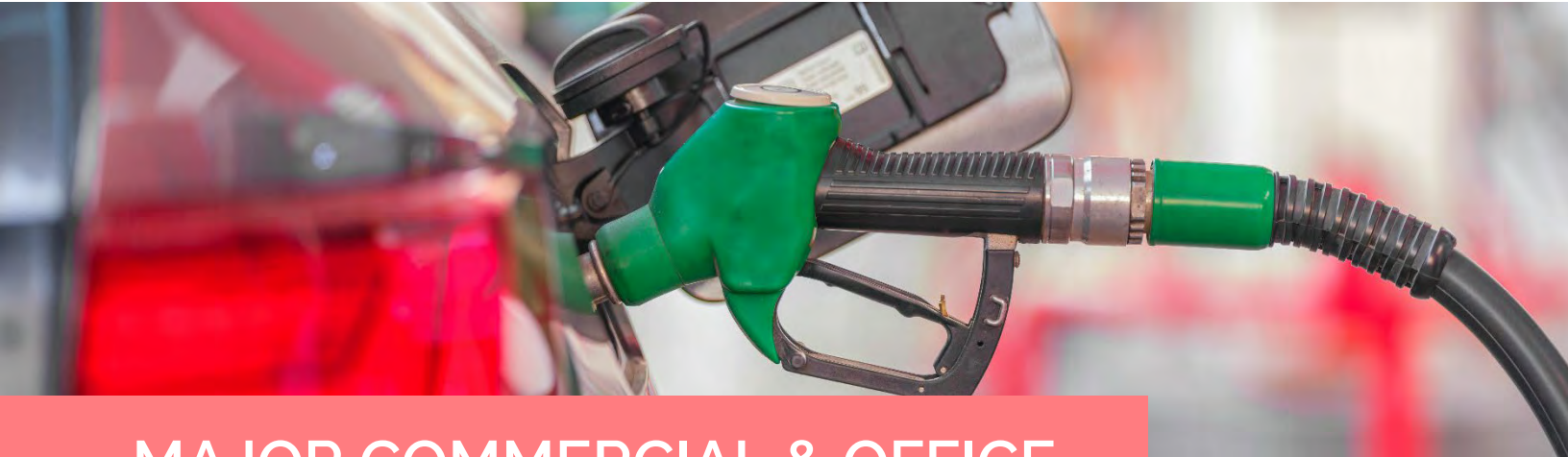
This designation allows for mixed-use developments that contain residential, commercial, and/or office land uses. Typical uses include food/event services (bakeries, coffee shops, confectioneries, ice cream shops, bar/taverns, caterers/food service contractors, commercial event facilities, food trucks & food truck parks, restaurants with/without drive throughs, wineries, cider mills, distilleries, breweries), retail establishments, motorized and non-motorized equipment rentals, clubs/lodges/fraternal organizations, studios (art, dance, physical exercise, music, karate, film production & recording/broadcasting), professional offices, contractors without outdoor storage, business incubators, automotive-related businesses, dry cleaning & laundry services, taxidermy shops, display and sales rooms, furniture-related businesses, personal services, museums and galleries, financial institutions/banks, funeral homes & mortuaries, veterinary services/animal clinics/animal hospitals, hotels and motels, healthcare facilities, laboratories, schools (business, colleges/universities/institutions of higher/specialized learning, vocational rehabilitation services), recreation facilities (indoor facilities, ball fields, public parks, playgrounds, recreation areas, botanical gardens and nature parks), electric vehicle charging facilities, and photofinishing/photographers. Compatible uses include single-family dwellings, multiple-family dwellings, duplexes, home occupations, religious institutions, cemeteries, adult day care facilities, adult foster care homes, assisted living homes, nursing/convalescent homes, child care centers/nursery schools, and short term rentals.



### COMPATIBLE ZONING DISTRICT

General Commercial District (C-1) and Central Commercial District (C-2). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance per the specific development.





## MAJOR COMMERCIAL & OFFICE



### SPECIFIC OBJECTIVES

The Major Commercial and Office designation provides higher intensity commercial retail and professional services than the General Commercial and Office designation. This designation is auto-oriented and generates high traffic volumes. Unnecessary traffic congestion should be minimized. Shared parking, appropriate lighting, and landscaping/buffering/screening are strongly encouraged to reduce impacts on adjacent uses.



### GENERAL LOCATION

This designation encompasses the majority of the commercial areas of the city, including the M-32 corridor.



### INTENDED LAND USES

This designation allows for mixed-use developments that have two or more separate spaces for residential, commercial, and/or office land uses. All uses in the General Commercial and Office designation are permitted within this designation. Additional uses include horse riding arenas/boarding stables, country clubs, golf courses, golf driving ranges, outdoor theaters and performing arts centers, indoor shooting ranges, Boat/RV/Recreational equipment repair and storage, bulk seed, feed, fertilizer & nursery stock outlet and distribution centers, contractors with outdoor storage, gas stations, greenhouses, nurseries, & landscaping supply, lumber yards, home improvement centers, outdoor sales of large items (automobiles, boats, trailers), truck and heavy equipment sales/service establishments, trade/industrial schools, manufactured home dealers, printing and engraving plants, research/design/experimental product development/testing, parcel packing/delivery establishments, transit & ground passenger transportation, truck washes, and large item repair shops. Compatible uses include single-family dwellings, multiple-family dwellings, duplexes, home occupations, religious institutions, cemeteries, adult day care facilities, adult foster care homes, assisted living homes, nursing/convalescent homes, child care centers/nursery schools, and short term rentals.



### COMPATIBLE ZONING DISTRICT

Central Commercial District (C-2). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance.



# INDUSTRIAL



## SPECIFIC OBJECTIVES

The Industrial Designation is intended to accommodate and attract manufacturing, processing, warehousing, and other industrial uses. This designation encompasses areas with existing or planned utilities, and are located near I-75, M-32, and other major roadways. Less intensive land uses should be properly screened from this designation through appropriate setbacks, buffering, and/or landscaping.



## GENERAL LOCATION

This designation is located between I-75 and Dickerson Road and along Milbocker Road. The city has two industrial parks located on Milbocker Road. One of the parks has a covenant which does not allow commercial retail uses. However, it is envisioned that commercial retail uses may be located adjacent to both industrial parks with proper screening and landscaping.



## INTENDED LAND USES

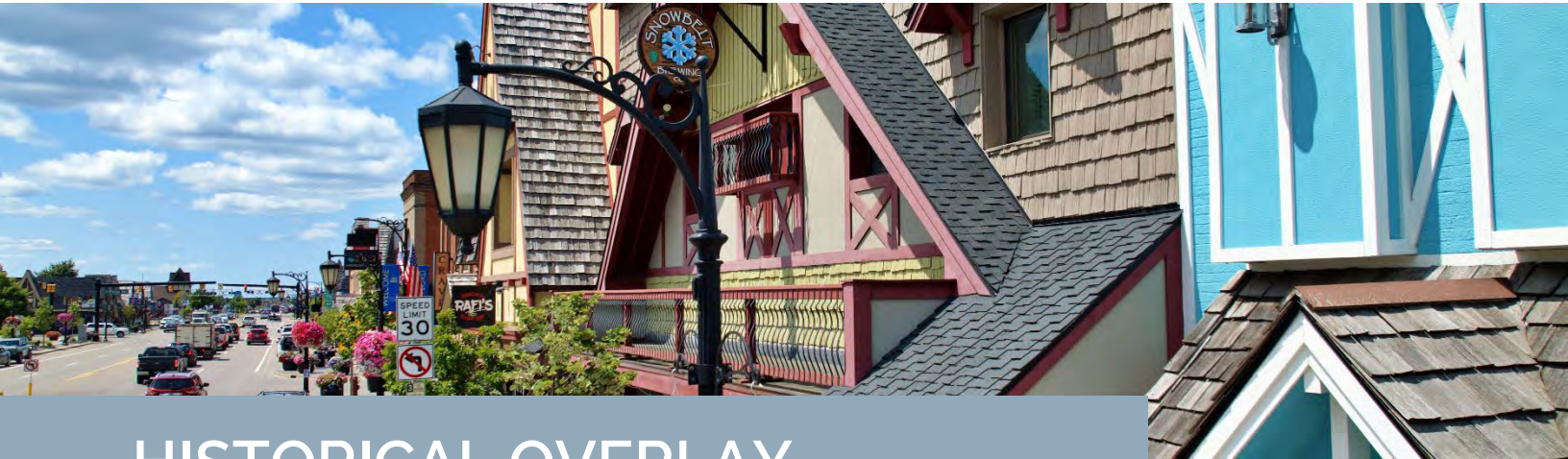
Typical uses include light and heavy manufacturing, food trucks & food truck parks, wineries, distilleries, breweries, agricultural products processing & storage, grain elevators, indoor shooting ranges, auto or vehicle repair garages, automobile tire sales/installation businesses, automotive equipment rental & leasing businesses, automotive towing businesses, boat/RV/recreational equipment repair & storage businesses, bulk seed, feed, fertilizer, & nursery stock outlet & distribution centers, business incubators, car washes, cleaning services, commercial/industrial equipment rental & leasing businesses, contractor businesses, extermination & pest control services, farm implement display & sales rooms, greenhouses, nurseries, & landscaping supply businesses, lumber mills, lumber yards, large item repair shops, truck & heavy equipment sales/service establishments, upholstery shops, and trade/industrial schools. This designation recognizes the need to provide more clean industrial uses and the need to protect the city's groundwater. Uses within this designation should properly produce and handle materials that may endanger public health and contaminate the environment. All uses within this designation shall comply with the recommendations in the Gaylord Wellhead Protection Plan.



## COMPATIBLE ZONING DISTRICT

Manufacturing District (M-1). This future land use designation recommends the same lot and structure standards, setbacks, and additional development standards as the City of Gaylord Zoning Ordinance.





# HISTORICAL OVERLAY



## SPECIFIC OBJECTIVES

The Historical Preservation Overlay is intended to preserve the historic and cultural values of the historic buildings, structures, or uses in the city, as well as support property owners who apply for historical preservation grants and designations. It is envisioned that this overlay will protect property owners' investments from proposed alterations and developments that negatively impact the neighborhood and cause a decline in historic character and the sense of place. The overlay strives to maintain a visual connection to the city's culture and heritage based on the distinctive architectural and design elements of a certain type, period, or construction method. This overlay encourages the preservation or restoration of historic resources rather than their demolition.



## GENERAL LOCATION

The Historical Preservation Overlay is located in the central portion of the city, shown on Figure 5-1.



## COMPATIBLE ZONING DISTRICT

Appropriate adaptive reuse of historic resources is subject to the City of Gaylord Zoning Ordinance.





## FUTURE ANNEXATION OVERLAY



### SPECIFIC OBJECTIVES

Over the years, there has been tremendous commercial and residential development adjacent to city limits as the population of the City of Gaylord and its needs have grown and evolved. This development, and the subsequent running of city utilities and annexation of said parcels, has led to the creation of 'islands' of township land that are surrounded on at least three sides by city land, and are not allowed to exist legally. The city and surrounding townships should continue to cooperatively work to enable the city to annex surrounding properties to meet responsible development needs and alleviate the creation of these 'islands' of township property.

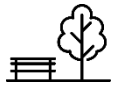


### GENERAL LOCATION

It is recommended the city annex the following areas: (1) Land along North Center Avenue, (2) the area north and south of Main Street between the Major Commercial and Office area and the Single-Family Residential and Mixed Density residential areas, (3) the area between the Major Commercial Office areas along M-32 on the west side of the city, and (4) the area between the two industrial parks in the south portion of the city.



## OTHER CONSIDERATIONS



### CITY SERVICES

The Future Land Use Plan recognizes that some land uses require a greater degree of public services than rural uses. The provision of urban-type services, such as police, trash pick up, and parks and recreation, is subject to the cooperation between the city and the townships.



### WATER & SEWER SERVICES

Public water and sewer services will protect the health and safety of residents over the long term. All growth and development should be directed to areas where public water and sewer services are provided or planned to be provided and have the capacity to serve the development(s).

There is no schedule to extend the public utilities outside of the city limits. However, there are mechanisms to extend the utilities dependent on the cooperation between the City and the adjacent townships. Areas in Bagley and Livingston Townships that may be served by public water and sewer services can receive these services in several ways:

- The areas can be annexed into the City of Gaylord.
- The city and township can enter into an Act 425 Agreement whereby the property remains within the township, the city provides utilities or other services, and the city and township share the property tax revenues.



### FUTURE STREET PROJECTS

The Future Land Use Plan envisions the extension of Winfred Road to Murner Road to improve accessibility around and within the city.



### ZONING PLAN

The future land use designations and map are sometimes confused with the zoning district descriptions and map. The Michigan Zoning Enabling Act (PA 110 of 2006), as amended, and the Michigan Planning Enabling Act (PA 33

of 2008), as amended, recognize this disconnect and emphasize the preparation of a zoning plan to clarify the differences between the future land use designations and zoning districts. Section 33(2)(d) of the Michigan Planning Enabling Act requires a master plan to include:

*“...a zoning plan for various zoning districts controlling height, area, bulk, location, and use of buildings and premises. The zoning plan shall include an explanation of how the land use categories on the future land use map relate to the districts on the map.”*

The future land use map provides recommendations regarding how the land should be used in the future to achieve long-range planning goals, while the zoning map depicts the zoning district boundaries where the City of Gaylord has adopted zoning standards and regulations. The future land use map does not necessarily imply rezoning should occur where the future land use map and zoning map do not align. Property owners are still permitted to use the land as it is currently zoned and are still required to submit a rezoning application to the city.

The City of Gaylord Zoning Ordinance describes the specific purposes and permitted uses within the zoning districts. After adopting the master plan, the city should review the zoning ordinance for compatibility with the master plan's goals, objectives, and future land use plan. The city should review all current zoning districts to ensure compatible and desired uses and development standards are provided for in each district, and proper approval procedures, review standards, and general provisions are in place. As the city grows and conditions change, the necessary revisions to the zoning ordinance will also change.



**The city must take other considerations into account when planning for development.**

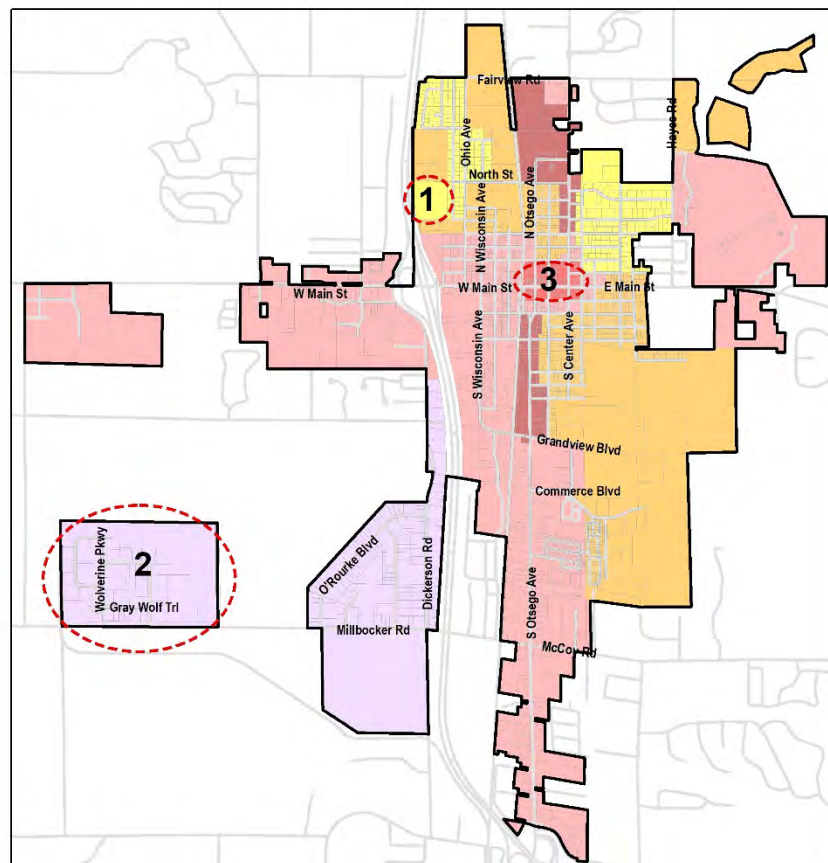
Public services including water, sewer and streets must be available.

These issues are taken into account when creating the zoning plan which guides the development of the zoning ordinance.



## PRIORITY REDEVELOPMENT AREAS

New development in and around Gaylord has been occurring at a higher rate than the majority of Northeast Michigan for a number of years. The city feels it is critical to also think strategically about areas that should be targeted for redevelopment in the city. One specific site and two larger areas have been identified in this plan and are shown on the map below.



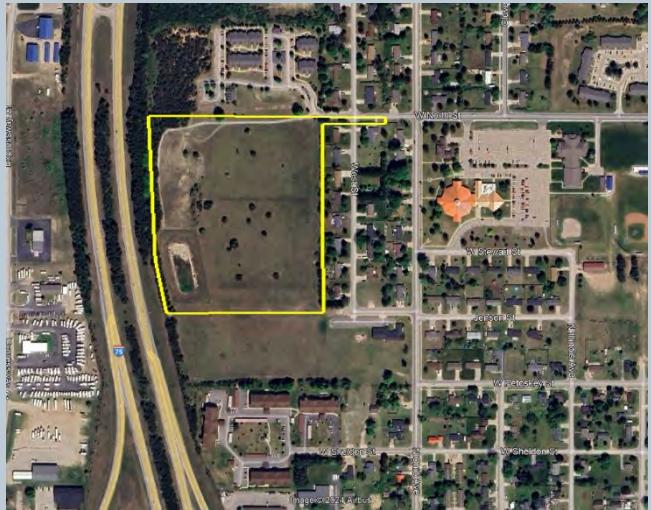
 PRIORITY REDEVELOPMENT AREAS

The following priority areas, once specific sites are designated and prioritized, will be reviewed annually and may change throughout the year as circumstances in the community change and as new information becomes available. The inclusion of these general areas of redevelopment in this Master Plan is not meant to preclude alternate areas of redevelopment in the City if the opportunity for redevelopment becomes available.

### Parcel on North Street/I-75

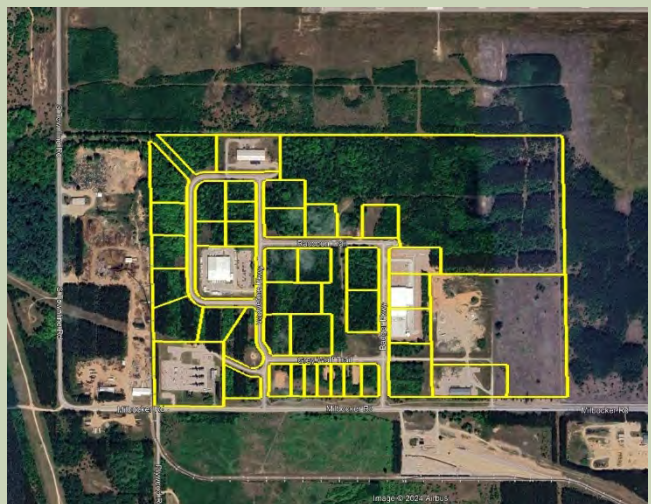
This vacant property is 18.4 acres and is bounded on the west by I-75 (with a vegetative buffer between the site and the highway), on the north and south by apartment buildings, and on the east by single-family homes.

The city finds this property suitable for a housing development. The property is currently zoned R-1 and is designated in the future land use map as single-family residential.



### Gaylord Industrial Park

The Gaylord Industrial Park, zoned M-1, is a unique industrial park. It offers lots varying in size from one acre to four acres. It typically allows manufacturing businesses and certain commercial uses as well. It is also extremely beautiful. The “Park” is actually kept in the name and is incorporated in the design. Most of the lots are wooded with mature trees, and a nine-acre landscaped park welcomes visitors to the entrance of the industrial park. It incorporates a three-mile trail system that winds through landscaped areas, along curb and gutter roadways, and through wooded areas, encouraging businesses and workers with a true sense that this place is a wonderful environment in which to work. The city offers an economic development guidebook for the industrial park online to help encourage private investment in the sites.





## Downtown Gaylord

Downtown Gaylord (Central Business District – the area zoned B-1) is a beautiful and vibrant downtown area. Even so, the city sees opportunities for redevelopment of various buildings and lots and has, therefore, designated the entire downtown area as a priority redevelopment area. The downtown area encompasses many uses, including retail, office, commercial, and service uses. The city especially sees the development of mixed uses as an opportunity to offer alternative forms of housing. The area is designated on the Future Land Use Map as future Central Business District and Historical Preservation Overlay. Additionally, the Swiss Alpine Motif is required throughout the district and is important to maintain community character.





# adoption & implementation



City of Gaylord  
Master Plan

## Master Plan Adoption

### Plan Coordination and Review

Notification of the intent to develop the City of Gaylord Master Plan was sent to all adjacent communities and other relevant entities to request their cooperation and comment.

The proposed plan was transmitted to the City Council for approval to distribute the plan for review and comment. The proposed plan was distributed on March 13, 2025, to the required entities and was available for review on the City's website and at City Hall.

### Public Hearing

A notice for the proposed plan's public hearing was published in the Weekly Choice on June 19, 2025, per the requirements in Public Act 33 of 2008, the Michigan Planning Enabling Act, as amended. The public hearing was held on July 2, 2025.

### Adoption

The City of Gaylord Planning Commission adopted the master plan on July 2, 2025, and the City Council formally adopted the plan on July 14, 2025. A notice of final plan adoption was transmitted to all required entities.

### Planning Documentation

The following items documenting the process and adoption of this Master Plan are found at the end of this document:

#### Notice of Intent to Update the Master Plan

#### Affidavit of Mailing - Notice of Intent

#### Transmittal Letter Draft Plan

#### Affidavit of Mailing - Transmittal Letter for the Draft Plan

#### Affidavit of Mailing - Final Plan

## PLANNING COMMISSION PRIORITIES

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At the beginning of each year, the Planning Commission will set priorities that will guide the implementation of this plan.

At the end of the year, the Planning Commission will submit a report to the City Council detailing the work that was accomplished throughout the year.

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Work such as assessment of zoning regulations move the city toward meeting the goals and objectives in the Master Plan



## Recreation Plan

# Implementation



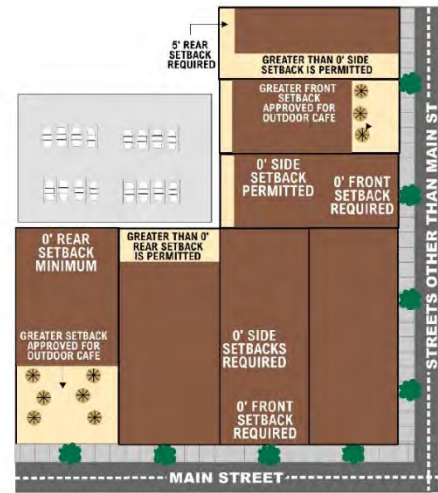
The City of Gaylord actively updates its DNR approved Recreation Plan every five years. The plan's goals and objectives will guide the implementation of recreation-related capital improvement projects and facilitate grant applications to fund identified projects.

## Grants & Capital Improvement Plan

The Master Plan can be used as a guide for future public investment and service decisions, such as the local budget, grant applications, and administration of utilities and services. Many communities find it beneficial to prioritize and budget for capital improvement projects, such as infrastructure improvements, park improvements, etc. A Capital Improvement Program (CIP) is developed to establish a prioritized schedule for all anticipated capital improvement projects in the community. A CIP includes cost estimates and sources for financing for each project and can serve as a budgetary and policy document to aid in the implementation of the Master Plan.

## Other Studies & Programs

There are many other studies and programs related to housing, economic development, transportation, community development, and other issues that the city can use or implement to target objectives in this plan.



## Zoning Ordinance

According to the Michigan Zoning Enabling Act, comprehensive planning is the legal basis for the development of a zoning ordinance. Section 203 of the Act states: The zoning ordinance shall be based on a plan designed to promote the public health, safety and general welfare, to encourage the use of lands in accordance with their character and adaptability, to limit the improper use of land, to conserve natural resources and energy, to meet the needs of the state's residents for food, fiber, and other natural resources, places of residence, recreation, industry, trade, service, and other uses of land, to insure that uses of the plan shall be situated in appropriate locations and relationships, to avoid the overcrowding of population; to provide adequate light and air; to lessen congestion of the public roads and streets, to reduce hazards to life and property; to facilitate adequate provision for a system of transportation, sewage disposal, safe and adequate water supply, education, recreation, and other public requirements, and to conserve the expenditure of funds for public improvements and services to conform with the most advantageous use of land resources, and properties.

The zoning ordinance is the primary tool for implementing the master plan. The City of Gaylord has developed the City of Gaylord Zoning Ordinance to regulate land use activities within the city. This plan requires the zoning ordinance be reviewed to ensure its consistency with the Master Plan's goals and future land use plan as well as assuring it conforms to current State regulations.





Northeast Michigan Council of Governments

80 Livingston Blvd Suite U-108 | PO Box 457 | Gaylord, MI 49734 | Voice: 989.705.3730 | Fax: 989.705.3729 | nemcog.org

**Notice of Intent to Update Master Plan: City of Gaylord**

June 23, 2023

The City of Gaylord is working with the Northeast Michigan Council of Governments (NEMCOG) to update its Master Plan.

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

**ADJACENT GOVERNMENTAL UNITS:** Prior to and after adoption of the Master Plan, draft and final copies of the plan will be sent to all adjacent governmental units, as defined in the Michigan Planning Enabling Act, for review and comment. The plan will be transmitted via email unless the governmental unit requests a printed copy (please fill out and return the enclosed sheet to notify us of the preferred email address or to request a printed copy).

**UTILITIES, RAILROADS & PUBLIC TRANSPORTATION AGENCIES:** Utilities, railroads, and public transportation agencies must request copies and may be charged for copies, and postage (please fill out and return the enclosed sheet to request a copy of the Master Plan update). Note: there will be no charge to utilities and public transportation agencies that choose to receive the plan via email.

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

Sincerely,

Denise Cline, Deputy Director/Chief Planner  
Northeast Michigan Council of Governments (NEMCOG)

Regional  
Cooperation  
Since  
1968

Alcona \* Alpena \* Cheboygan \* Crawford \* Emmet \* Montmorency \* Oscoda \* Otsego \* Presque Isle

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## **AFFIDAVIT OF MAILING**

### **NOTICE OF INTENT TO UPDATE MASTER PLAN – CITY OF GAYLORD**

*I, Theresa Huff, certify that the communities and agencies on the attached list were notified of the intent to update the Master Plan for the City of Gaylord. The notification was sent on June 26, 2023, by first class mail and in accordance with Public Act 33 of 2008, as amended.*

- 1. Otsego County Planning Commission**  
1322 Hayes Rd, Gaylord, MI 49735
- 2. Otsego County Road Commission**  
669 W. McCoy Road, PO Box 537, Gaylord, MI 49735
- 3. Otsego County Bus System**  
1254 Energy Dr, Gaylord, MI 49735
- 4. Livingston Township**  
PO Box 1848, Gaylord, MI 49734
- 5. Hayes Township**  
7200 Hayes Tower Rd., Gaylord 49735
- 6. Bagley Township**  
PO Box 52, Gaylord, MI 49734
- 7. Michigan Department of Transportation – North Region Planner: Heidi Phaneuf**  
1088 M-32 East, Gaylord, MI 49735
- 8. Michigan Department of Transportation – Gaylord TSC Manager: Jason Gailitis**  
1088 M-32 East, Gaylord, MI 49735
- 9. Lake State Railway**  
750 N. Washington Ave Saginaw, MI 48607
- 10. DTE Energy**  
One Energy Plaza, Detroit, MI 48226
- 11. Consumers Energy**  
One Energy Plaza, Jackson, MI 49201-2276



## Northeast Michigan Council of Governments

80 Livingston Blvd Suite U-108 | PO Box 457 | Gaylord, MI 49734 | Voice: 989.705.3730 | Fax: 989.705.3729 | [nemcog.org](http://nemcog.org)

March 13, 2025

### Re: City of Gaylord Master Plan Draft

The City of Gaylord has completed an update of its Master Plan and is submitting a copy of the draft master plan for your review and comment. The draft is being submitted to you pursuant to Section 41 of Public Act 33 of 2008, as amended. Your municipality/agency has a maximum of 63 days from the receipt of this draft plan to submit comments. Please forward this to your Planning Commission (for municipalities) or to the person responsible for reviewing, if applicable.

*Please submit comments to:*

**Denise Cline, Northeast Michigan Council of Governments**

**PO Box 457 Gaylord, MI 49734**

Or via email: [dmcline@nemcog.org](mailto:dmcline@nemcog.org)

The draft master plan has been submitted to the following (all adjacent communities, transportation agencies, and those utilities that requested a copy):

- |   |   |
|---|---|
| 1. Otsego County Planning Commission<br>(sent to Planning Department) | 6. Bagley Township  |
| 2. Otsego County Road Commission                                      | 7. Michigan Department of Transportation<br>– North Region Planner: Heidi Phaneuf |
| 3. Otsego County Bus System   | 8. Michigan Department of Transportation<br>– Gaylord TSC Manager: Jason Gailitis |
| 4. Livingston Township  | 9. Lake State Railway   |
| 5. Hayes Township   |   |

Thank you for your cooperation, and we look forward to your comments. If you have any questions, please don't hesitate to contact me at the email above.

Sincerely,

Regional  
Cooperation  
Since  
1968

Denise Cline, Deputy Director/Chief Planner  
Northeast Michigan Council of Governments



## **AFFIDAVIT OF MAILING**

### **DRAFT MASTER PLAN – CITY OF GAYLORD**

*I, Denise Cline, certify that the communities and agencies on the list below were sent the Draft Master Plan for the City of Gaylord. The notification was sent on March 13, 2025, by email and in accordance with Public Act 33 of 2008, as amended.*

1. **Otsego County Planning Commission**  
[cboyak-wohlfeil@otsegocountymi.gov](mailto:cboyak-wohlfeil@otsegocountymi.gov)  
[tmarquard@otsegocountymi.gov](mailto:tmarquard@otsegocountymi.gov)
2. **Otsego County Road Commission**  
[harrierk@ocrc-mi.org](mailto:harrierk@ocrc-mi.org)
3. **Otsego County Bus System – Tim Cherwinski, Director**  
[tcherwinski@otsegocountymi.gov](mailto:tcherwinski@otsegocountymi.gov)
4. **Livingston Township**  
[steven.a.dipzinski@gmail.com](mailto:steven.a.dipzinski@gmail.com)  
[dihlywa@gmail.com](mailto:dihlywa@gmail.com)
5. **Hayes Township**  
[supervisor@hayestwpotsegomi.gov](mailto:supervisor@hayestwpotsegomi.gov)
6. **Bagley Township**  
[bagleysupervisor@hotmail.com](mailto:bagleysupervisor@hotmail.com)
7. **Michigan Department of Transportation – North Region Planner: Heidi Phaneuf**  
[PhaneufH@michigan.gov](mailto:PhaneufH@michigan.gov)
8. **Michigan Department of Transportation – Gaylord TSC Manager: Jason Gailitis**  
[gailitisi@michigan.gov](mailto:gailitisi@michigan.gov)
9. **Lake State Railway**  
[huneycuh@lsr.com](mailto:huneycuh@lsr.com)
- ~~10. **DTE Energy**~~  
~~One Energy Plaza, Detroit, MI 48226~~
- ~~11. **Consumers Energy**~~  
~~One Energy Plaza, Jackson, MI 49201-2276~~



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Denise Cline

## **AFFIDAVIT OF MAILING**

### **ADOPTED MASTER PLAN – CITY OF GAYLORD**

*I, Denise Cline, certify that the communities and agencies on the list below were sent the Adopted Master Plan for the City of Gaylord. The notification was sent on July 25, 2025, by email and in accordance with Public Act 33 of 2008, as amended.*

1. **Otsego County Planning Commission**  
[cboyak-wohlfeil@otsegocountymi.gov](mailto:cboyak-wohlfeil@otsegocountymi.gov)  
[tmarquard@otsegocountymi.gov](mailto:tmarquard@otsegocountymi.gov)
2. **Otsego County Road Commission**  
[harrierk@ocrc-mi.org](mailto:harrierk@ocrc-mi.org)
3. **Otsego County Bus System – Tim Cherwinski, Director**  
[tcherwinski@otsegocountymi.gov](mailto:tcherwinski@otsegocountymi.gov)
4. **Livingston Township**  
[steven.a.dipzinski@gmail.com](mailto:steven.a.dipzinski@gmail.com)  
[dihlywa@gmail.com](mailto:dihlywa@gmail.com)
5. **Hayes Township**  
[supervisor@hayestwpotsegomi.gov](mailto:supervisor@hayestwpotsegomi.gov)
6. **Bagley Township**  
[bagleysupervisor@hotmail.com](mailto:bagleysupervisor@hotmail.com)
7. **Michigan Department of Transportation – North Region Planner: Heidi Phaneuf**  
[PhaneufH@michigan.gov](mailto:PhaneufH@michigan.gov)
8. **Michigan Department of Transportation – Gaylord TSC Manager: Jason Gailitis**  
[gailitisj@michigan.gov](mailto:gailitisj@michigan.gov)
9. **Lake State Railway**  
[huneycuh@lsr.com](mailto:huneycuh@lsr.com)
- ~~10. **DTE Energy**~~  
~~One Energy Plaza, Detroit, MI 48226~~
- ~~11. **Consumers Energy**~~  
~~One Energy Plaza, Jackson, MI 49201-2276~~



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Denise Cline