

1 Camp Grayling JMTC key issues noise



Issue 1a: Impact of aircraft noise on communities



Strategy 1a.1: Conduct a noise study

Summary

Current and accurate information with ADNL contours is needed in order to assess the impacts to surrounding community functions. This data could be used to inform and direct guidance for changes to military and installation operations or to create zoning to prevent encroachment.

Recommendations

- ▶ Contract the collection and analysis of providing ADNL contours for the entire region, specifically including areas that have been identified as bothersome to community members.
- ▶ Use that information when making zoning regulation changes to prevent residential, commercial, or service functions from being sited within the 65 ADNL contour.
- ▶ Work with the military to alter training activities to reduce the noise impact to existing sensitive areas where possible. (Note: In many cases, existing ranges cannot be relocated or inactivated because of economic and logistical reasons.)
- ▶ AICUZ recommendations should specifically address areas where the 65 ADNL noise contours extend past the installation boundary.
- ▶ Provide residents already living within the 65 ADNL contour with information about how to mitigate noise (see Strategy 1a.2).



Strategy 1a.2: Educate the public on residential sound attenuation

Summary

Noise at military ranges is inherent in their function, and for residents that live near these activities, adjustments to their existing environment may be the only reasonable solution. Sound attenuating strategies can be applied to existing structures and environments to help reduce sound vibrations. It should be noted, however, that the most effective strategy to combat noise disruption is distance separation.

Recommendations

- ▶ Provide workshops that educate the community on what causes sound vibrations, how they travel, how they can be reduced, and what levels are tolerable for different functions. Provide visual aids depicting the noise contours measured through the activities detailed in Strategy 1a.1.
- ▶ Create information to be posted on publicly accessible websites providing this same information, with contact numbers for questions, comments, and additional information.
- ▶ Make specialists available to residents for one-on-one consultation or evaluation of specific structures, with recommendations for implementation of sound attenuating systems or strategies.



Strategy 1a.3: Establish no-fly zones over sensitive areas

Summary

For certain, high-disturbance areas where sensitive functions already exist, no-fly zones can sometimes be established on a temporary basis. Sensitive areas could include dense residential areas, critical wildlife habitats or areas of environmental interest. These no-fly zones are typically set at 1,500 feet above ground level for a distance of approximately 1,000 feet from the subject function. This applies to both fixed-wing and rotary-wing aircraft.

Recommendations

- ▶ Specifically identify sensitive functions and their locations that require reduced noise vibration. Conduct analysis to determine the source and frequency of the disturbance. Evaluate other noise reduction techniques first to see if the disturbance can be mitigated as identified in Strategy 1a.2.
- ▶ Work with officials from Grayling JMTC and Alpena CRTC to evaluate their operations to see if changes can be made that would allow for a higher floor level over the identified location. If determined to be acceptable, work with installations, airspace managers, and the FAA to alter navigational charts and procedures to establish the no-fly zones.
- ▶ If operations cannot be altered efficiently or economically, identify locations and means for relocating the function away from the disturbance.

Additional Information

Certain training or operational functions may require use of this airspace and may not be relocatable for economic or logistical reasons. If this is the case, it would be more appropriate to relocate the subject function to an area that meets the newly established zoning criteria, placing it farther from the noise-generating activity as identified in Strategy 1a.4.



Camp Grayling JMTC key issues

noise 1

Issue 1a continued: Impact of aircraft noise on communities



Strategy 1a.4: Conduct an analysis of property ownership under the restricted airspace and near the airfield.

Summary

In Grayling Township, approximately 82 percent of land is federal, military, and state land. Many homes, some in residential neighborhoods, are very close to airport runways, ranges, artillery firing positions, bombing ranges, and vehicle maintenance facilities. All of these activities, and others, are consistent with the training that is regularly conducted at Camp Grayling, the Grayling Range, and the airspace surrounding them. In one instance, portions of restricted airspace for Grayling Range resides over property that is not owned by the government. Subsequently, residential properties are under an area where unrestricted air activities are conducted, including many that are deemed hazardous to the public. It is current FAA and DOD policy that all property under restricted airspace be owned by the government or subject to a conditional use agreement with the land owner that there will be no domestic use of the property. In another instance, residential neighborhoods exist within one of Grayling Army Airfield's clear zones and APZs.

Recommendations – Grayling Range

- ▶ Conduct an analysis of property ownership under the R-4201A and B restricted airspace to determine the status of ownership or lease agreement. Provide mapping of boundaries and data including owner's name, location, contact information, valuation of property, and current use of property.
- ▶ Conduct an Environmental Assessment to determine the feasibility of proposed acquisition of the property.
- ▶ Properties that cannot be acquired should seek estab-

lishment of conditional use lease agreements with property owners.

- ▶ If large portions of property are found to be unattainable, work with the FAA to redefine restricted airspace boundaries to exclude those areas. This may severely impact operational capabilities at the range.
- ▶ A noise study should also include an analysis of the environmental impact of noise.

Recommendations – Grayling Army Airfield

- ▶ Conduct an analysis of the airfield and surrounding properties to identify potential for displacing Runway 32 to the northwest or creating a new runway with an orientation generally north-south. This would allow for the existing residential neighborhoods to remain without endangering residents' safety or negatively affecting mission objectives.



Strategy 1a.5: Noise reduction for buildings within 65 ADNL noise area

Summary

Camp Grayling should consider construction of noise barriers in areas where noise extends into local communities. Noise barriers similar to the solid obstructions built between the highway and neighborhoods. While, they do not completely block noise, the barriers can reduce overall noise levels. According to the Federal Highway Administration, effective noise barriers typically reduce noise levels by 5 to 10 dB.

Recommendations

- ▶ Update building codes for all applicable governing entities.
- ▶ Create incentives for existing buildings to update their soundproofing.
- ▶ Explore available federal funding for sound abatement.

Challenges

- ▶ Requiring increased soundproofing could cause an increase in price for new structures.
- ▶ Monetary aid for existing residents to upgrade their structures could be limited and may not be enough to cover the full costs.

Issue 1b: Tree cutting reduces noise buffer



Strategy 1b.1: Plant trees in areas where it is appropriate and allowed

Summary

Selective tree planting could potentially alleviate some of the disruption caused by military training. It has been determined that these will have the greatest effect if near the source or near the receiver. Most military training activities would not allow the existence of tree stands near those activities for operational or safety reasons. This suggests that the most appropriate location for adding trees to help attenuate noise would be at the receiving end, or very near the homes being disturbed.

Recommendations

- ▶ Work with military training proponents to determine if any tree buffers could be planted near noise-generating activities and identify those locations specifically. Then, work with the installation and the US Forest Service to determine the proper species and placement of tree stands for greatest effect.
- ▶ Establish funding streams and a volunteer work force from the community and the military to hold a planting day activity. Ensure the event and activities are well publicized.
- ▶ Work with residents to understand how best to repair their own environment to reduce sound vibration impact to their homes as defined in Strategy 1a.2.

1 Camp Grayling JMTC key issues noise



Issue 1b continued: Tree cutting reduces noise buffer



Strategy 1b.2: Assess and publicize timber harvest effects on noise attenuation

Summary

Timber harvest during DNR forest management of areas on/surrounding Camp Grayling may lead to temporary noise pollution for neighborhoods close to the cut. Cloud cover has more of an effect on noise projection than tree cover does, though the public is not always aware of this fact. Noise circulation is a complex phenomenon that can be influenced by wind, temperature, cloud cover, fog, topography, and man-made barriers such as homes and other buildings.

Recommendations

- ▶ Although there is no evidence to suggest that tree density affects how far the noise associated with bombing and target practice may travel, the effect of tree removal on the attenuation of overall noise coming from Camp Grayling from vehicles and other operations and/or research to prove that tree density does not affect noise attenuation might be useful to support land use planning decisions and SWOT analyses.
- ▶ Spread news of timber harvest via multiple channels, including open houses, social media, and traditional media when appropriate.
- ▶ Educate the public about the role of tree cover in sound attenuation.
- ▶ Consider partnerships to help spread the message via more channels.

Challenges

- ▶ A scientifically valid noise study would require significant funding.
- ▶ Public opinion that trees block noise may be difficult to change.
- ▶ Open houses, traditionally used by the DNR to spread information, are not typically well attended. Other ways of spreading information should be explored.

Additional Information

An MDNR clearcut in the Guthrie Lakes area in 2016 sparked concern among residents who say the trees buffered the noise of military operations.



Strategy 1b.3: Enhance public awareness of forestry management plans, operations, and impacts

Summary

MDNR management of state lands is not well understood by the residents surrounding the area. Harvesting plans are available online, but information is not reaching many citizens potentially affected. Better communication about the reasoning behind and timing of timber harvests near residential areas is warranted, particularly in light of demands for additional sound-attenuating tree cover.

Recommendations

- ▶ Provide web links to MDNR Grayling FMU information pages on unit management plans and upcoming compartment reviews.
- ▶ Consider providing an information sheet, in print and electronic format, explaining the management and selection process, how it is influenced by installation operations, and the range of time in which a cut may be completed. Provide press releases for local newspapers, radio, and TV stations.
- ▶ Consider publishing information in utilities publications such as County Lines magazine about planned cuts after the planning decision has been made.
- ▶ Conduct public outreach activities such as presentations at local educational and non-profit meetings concerned with sustainability and environmental stewardship.

Challenges

- ▶ Personnel time to organize information campaign, create content and coordinate meetings. Requires close coordination with MDNR staff.

Additional Information

The MDNR is responsible for timber management and harvest on Camp Grayling leased lands, though the camp is consulted for compatibility with military operations. In accordance with Camp Grayling Regulation 200-1, trees larger than 1 inch in diameter may not be cut or damaged without permission from the Department of Facility Engineering.



Camp Grayling JMTC key issues

military operations 2

Issue 2a: Flight paths over homes



Strategy 2a.1: Create sensible military overlay zones around Camp Grayling JMTC

Summary

Communities and residential areas surrounding Camp Grayling JMTC have grown since the inception of the camp. This has created issues regarding noise, disruption or the possibility of accident. While the land use surrounding the camp is regulated, it does not adequately address the many affects of the camp on residences and businesses. It is recommended that the base work with existing neighbors within the noise contours to notify neighbors of training times. The installation should also look at locating training operations in more remote areas within Camp Grayling in order to reduce noise conflicts and as a sign of being a good neighbor.

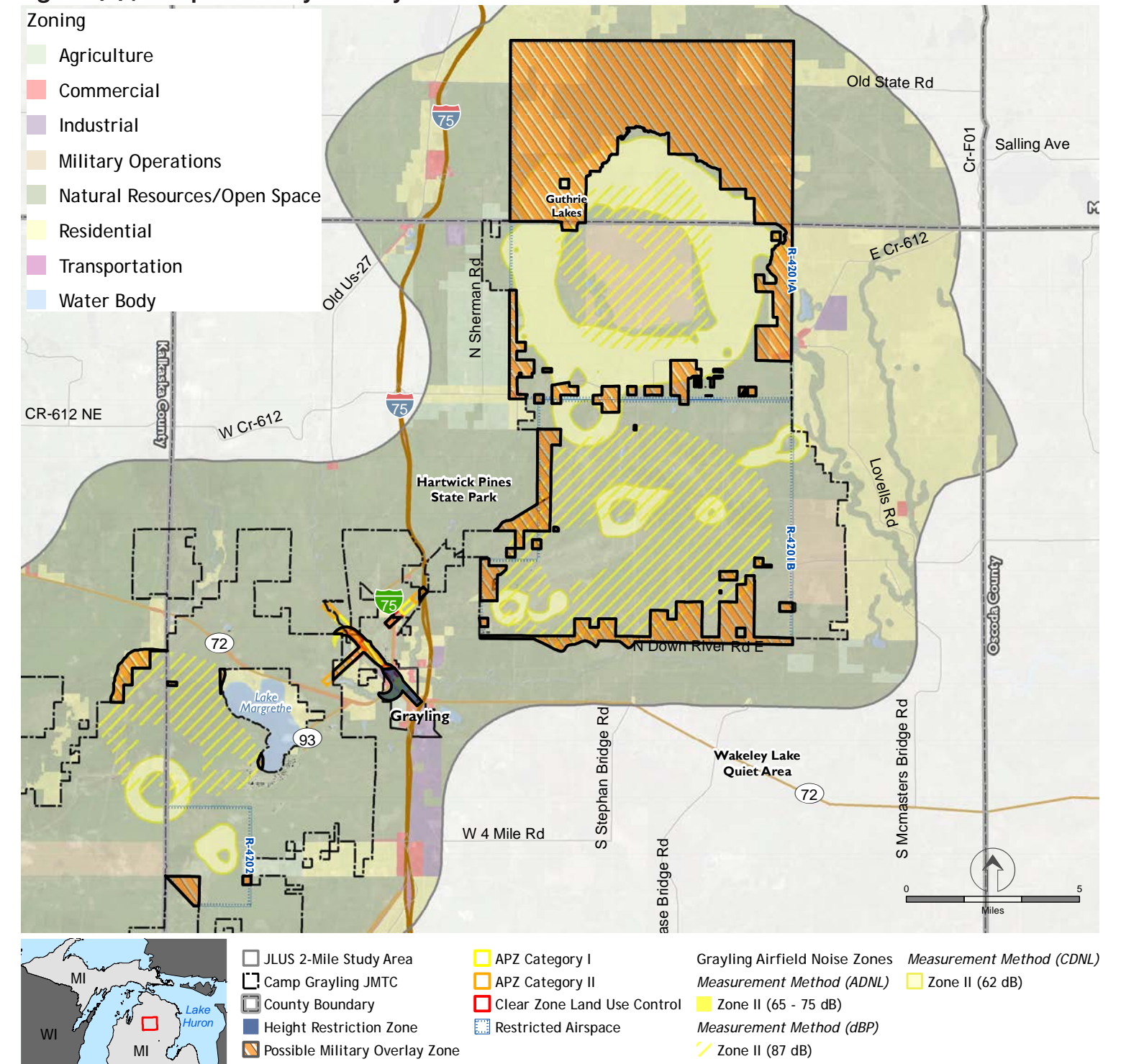
For the City of Grayling, adding an overlay zone to limit development within the APZs at Grayling AAF is more difficult to implement than in the Alpena area. This is because much of the limits of Grayling are directly within an APZ. An overlay zone should be added to restrict development heights, but it is not feasible to restrict residential and commercial development altogether.

For areas in townships or counties, it is recommended that an overlay zone be added that conforms to the noise contours and that protects the boundaries of the installation from encroachment of development. Although these areas are relatively undeveloped, it is good planning practice to plan for the future, and implementing an overlay zone in these areas now is more feasible than when the area develops more. Implementing an overlay zone in these areas now will help avoid any potential future conflicts between residential areas and noise from Camp Grayling JMTC.

Recommendations

- ▶ Language for this overlay zone should be drafted by a legal team specializing in land use law and code development. The legal team will review the zoning for any potential takings. If a taking is identified, funds for reimbursement would be established.
- ▶ Work with community leaders such as city and county planning departments to change zoning maps and codes to identify the areas around military installations and ranges as military overlay zones. Use noise contour mapping as defined in Strategy 1a.1, or newer noise data as it becomes available, to define the extent of the overlay zone following guidance for acceptable noise levels per function. Establish restrictions that only allow compatible land uses in these zones.
- ▶ Include a reference to Camp Grayling JMTC in site plan review standards in local zoning ordinances.
- ▶ Consider establishing similar restrictions under known flight paths (see Strategy 2a.2), keeping in mind that flight paths may change to suit different types of military training in the future.
- ▶ Establish height restriction zoning overlays for airport runway clear zones that extend beyond the border of the installation. These should restrict all development so as to adhere to the applicable airfield criteria.

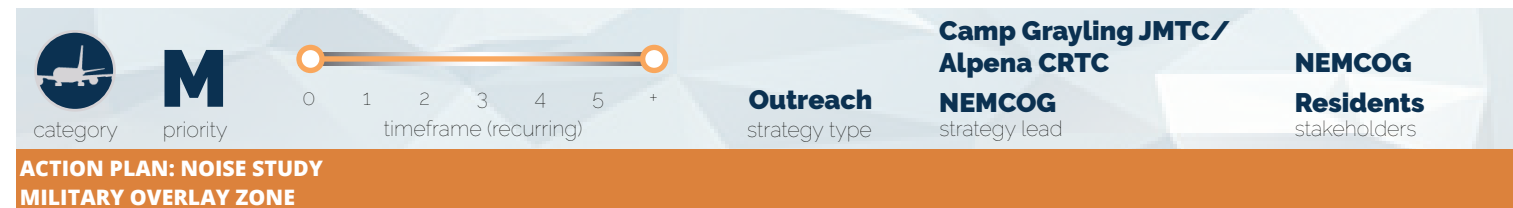
Figure 4.4 | Sample Military Overlay Zone



2 Camp Grayling JMTC key issues military operations



Issue 2a continued: Flight paths over homes



Strategy 2a.2: Educate the public on existing established flight paths

Summary

Well-established flight paths help the military reduce confusion between pilots and controllers, and they also streamline training activities, which improves safety, economy, and efficiency. The JMTC/CRTC training area encompasses a vast airspace both horizontally and vertically, which is utilized by a number of entities including governmental, commercial, and private users. It also has an impact on land owners at lower altitudes. Established traffic routes for training activities are carefully delineated where they affect the lowest number of these individuals. Yet, certain activities at certain times do have a negative impact on some residents. This is unavoidable within the requirements of the training curriculum. However, educating the public can help alleviate the stress caused by these occurrences. This is already occurring, but it should be encouraged and continued.

Recommendations

- ▶ Work with military and community leaders to put together educational briefings on training activities along established flight paths. Explain the types of activities, altitudes, aircraft utilized, times, and purpose so the community understands the need and importance of the activity as well as where and when they will occur. This type of briefing should be conducted on a recurring basis in order to maintain positive community outreach. It could be tailored to communities where noise is more of an issue, such as Guthrie Lakes, and repeated more often in these areas.

- ▶ Establish a website that identifies training schedules that the public can use to educate themselves about these activities. Include call-in numbers or email addresses for them to submit comments about issues. Note: Antiterrorism force protection (ATFP) protocols may prevent the public release of this type of information.
- ▶ Continue to hold outreach events like air shows that serve to inspire, educate and inform the community about military training activities at the installations.

Issue 2b: Noise and vehicular disruption from MATES



Strategy 2b.1: Educate the public on traffic routes and needs

Summary

Concerns were voiced regarding the noise and traffic disruption caused by the MATES. This facility is used to repair and store equipment used at the training range and installation. It is located near the range because the majority of traffic flows between those locations. Also, the noise and disruption inherent in the activity is in keeping with that land use type. Unfortunately, logistics requires movement of vehicles among the arrival/departure location (Grayling AAF), the installations, and the MATES. The most direct route travels through the city of Grayling, which can at times be disruptive.

Recommendations

- ▶ Community leaders should work with military leaders to develop educational materials that explain operational needs, locations of travel, times, and types of equipment being transported. These should be disseminated through public means such as public service announcements and local newspapers, and through community forums like town hall meetings, where questions can be asked and concerns addressed directly.
- ▶ Noise disturbance should be addressed with a military overlay zoning action as addressed in Strategy 2a.1.
- ▶ Consider adding an interchange at North Down River Road as described in Strategies 4d.1 and 4d.3.

Issue 2c: Noise and vibration from night training



Strategy 2c.1: Educate and inform the public about night training

Summary

Because war is not a 9-5 job, training for night-time operations is as essential as daylight training. It is, however, intentionally conducted with lesser frequency for sake of adjacent communities. And yet, it inevitably causes disturbance to slumbering residents. Those most impacted live closest to the range, but the noise vibrations carry an impact for all in the region by comparison to daytime activities simply due to a lack of competing disturbances. Foreknowledge of the event won't make it any less disturbing, but it may help the community better cope.

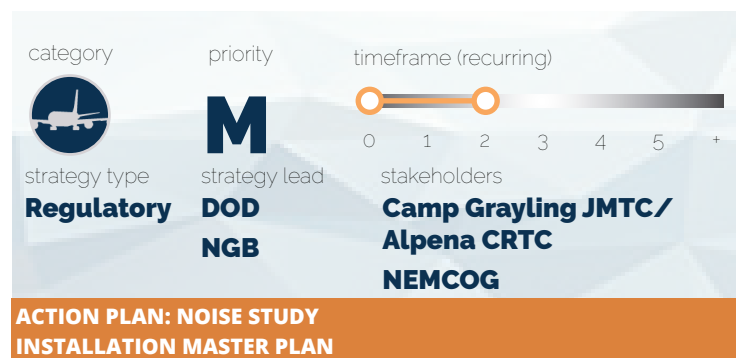
Recommendations

- ▶ Affected community leaders should work with military leaders to identify and publish schedules of night-time training events. These should be provided to the public in a variety of delivery methods including print and electronic formats. They should identify locations, start times, and duration.
- ▶ Community and military leaders should work together to present information about the need for and types of military training conducted in the region. This should be presented in a town hall format, allowing citizens to ask questions and freely comment on their issues.



Camp Grayling JMTC key issues military operations 2

Issue 2c continued: Noise and vibration from night training



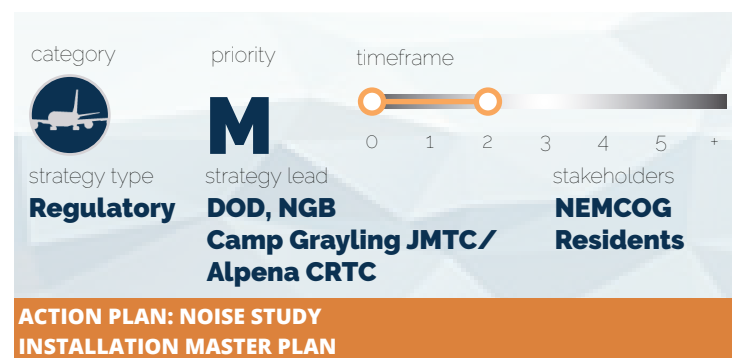
Strategy 2c.2: Identify specific locations where night training is particularly disruptive and identify alternatives

Summary

Different types of training are conducted in different locations on the range. Identifying those locations and associating them with the various training activities can help the community and the military better understand how, where, and why certain training activities are more or less disruptive. These data points can then be used to determine if changes can be made to alleviate community unrest.

Recommendations

- ▶ A study should be prepared that creates a database comparing night-time training activities and reports of disruption from citizens by location, time, level of disruption, extent of disruption, etc. This could be an ongoing exercise allowing a greater understanding of the impact of training activities on residents by a multitude of factors including but not limited to proximity, types of training events, attenuation efforts, and disruption spread mapping.



Strategy 2c.3: Confine military arms testing and range use to areas adjacent to state-owned lands

Summary

Restriction of arms testing to areas adjacent to state-owned lands has the opportunity to bring the arms testing away from highly populated areas.

Recommendations

- ▶ Create buffer zones that emanate from the adjacent lands into Camp Grayling where arms testing will occur.

Issue 2d: Population growth may encroach on the mission



Strategy 2d.1: Establish zoning regulations that prevent encroachment, particularly near potentially dangerous and noise-generating activities

Summary

Military overlay zoning to help alleviate noise disturbances is the same action needed to help prevent dangerous or incompatible adjacencies. The most prominent example of incompatible encroachment on military activities is the town of Grayling residential neighborhoods lying within the airport runway clear zone and accident potential zones. Zoning regulations would identify areas for different types of development that are in keeping with the known and planned activities of the community.

As towns and installations grow to meet new demands, these two entities will inevitably come together in unhealthy or unsafe ways. Military overlay zoning can serve to eliminate this type of incompatible encroachment by maintaining a buffer zone surrounding military installations. The designation of growth areas for both the community and the military will also benefit both in predetermining the direction that best suits those activities.

Recommendations

- ▶ Community leaders strive to understand the issues affecting health, safety, and livability of their communities and create regulating criteria that provides for compatible land use supporting both community needs as well as those of military operations that are integral to the area.

- ▶ Designate buffer zones and future growth areas for the community and military installations based on current and future planning documents.
- ▶ Engage military subject matter experts (SMEs) to review plans for residential development that is to be located near installations as a condition of approval.

2/3 Camp Grayling JMTC key issues military operations/environmental



Issue 2d: Population growth and mission encroachment



Strategy 2d.2: Purchase land around installations to control growth

Summary

As a means to combat encroachment beyond regulation, land purchase would ensure adequate buffer zones and secure growth areas.

Recommendations

- ▶ Military and civic organizations should independently establish land purchase programs or foundations that define the need for land purchase, identify areas of greatest priority, work through regulatory and entitlement issues, raise funding, and purchase or receive the grant of properties.
- ▶ Research real property exchange (RPX) program used by the Army Guard to see if something comparable can be done here.

Issue 3a: PFOS and PFOA contamination of groundwater



Strategy 3a.1: Improve public outreach and access to information

Summary

Residents using the breached aquifer are concerned about the safety of their drinking water. The health effects and extent of contamination are still being researched and are not completely understood, which contributes to citizen concern about health and economic impacts. Continuing and improving ongoing communications between Camp Grayling/MDEQ and surrounding residents through public meetings, print and electronic media, and call center assistance will help provide updated information, mitigate uncertainties, ensure that those affected have access to exposure mitigation options, while enhancing public relations.

Recommendations

- ▶ Provide easy-to-find links on the Camp Grayling JMTC website home page to information pages on Michigan.gov and the EPA website. Include an up-to-date summary of the MDEQ monitoring program status along with links. Consider adding maps, graphics, or interactive content to provide a clear message.
- ▶ Increase non-web-based outreach to residents.
- ▶ Continue to hold frequent town hall public meetings.
- ▶ Increase transparency about how wells are selected for testing.
- ▶ Consider providing a clearer explanation of why some wells are not accepted for testing, including a visual representing the understood risk associated with different neighborhoods around the base, including maps of known contamination sites, monitoring wells and any plume models as they become available.

Challenges

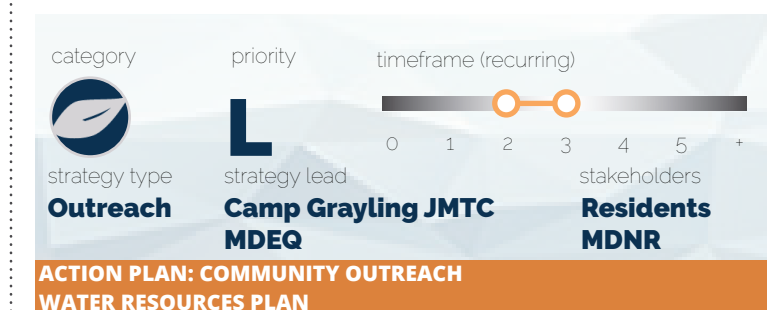
- ▶ Effort would require dedicating personnel time to update the base website content, create information sheets, and coordinate print campaigns.

PFOS/PFOA Information

More information is available at <https://www.michigan.gov/pfasresponse>

If any resident has additional questions regarding this issue, the MDEQ Environmental Assistance Center can be contacted at 1-800-662-9278 or email deq-assist@michigan.gov. Representatives may be reached to assist with your questions Monday through Friday, 8:00 AM to 4:30 PM.

Issue 3b: Impacts on ground-water/drinking water



Strategy 3b.1: Provide information to the public on groundwater contamination

Summary

Groundwater contamination in the Camp Grayling area results from exposure to a wide range of toxic compounds, chemicals, metals, and petroleum byproducts that are introduced into soils and groundwater from industrial, manufacturing, and transportation activities. While the PFA contamination issue receives the most attention, the public is also concerned with groundwater contamination from other sources and how it may effect drinking water from wells and the general environment.

Recommendations

- ▶ Provide a base webpage link to MDEQ information regarding groundwater contamination – this should include the link to DEQ Online Services, which includes their Environmental Mapper utility.
- ▶ Provide current bulletins on spills and plume status (as available) for any sites on the installation in a bulleting format via website and as a script for public inquiries.

Challenges

- ▶ Requires personnel time to maintain bulletins and web-page.



Camp Grayling JMTC key issues

environmental 3

Issue 3c:

Impacts and effects on surface water systems: lakes, rivers and streams, and wetlands



Strategy 3c.1: Control runoff and support bioassessment surveys to monitor ecological and aquatic community health

Summary

Runoff of contaminants and sediment into surface waters is an ongoing threat to water quality and aquatic community health. Best management practices such as establishing riparian buffer zones and ongoing monitoring and bioassessments of important water bodies like Lake Margrethe and reaches of the Upper Manistee and AuSable rivers will help mitigate and control the effects of erosion and runoff.

Challenges

- ▶ Maintaining the survey actions from year to year may be difficult with a turnover of volunteers.
- ▶ Outside funding sources or volunteer expertise will be required to assess the samples taken by citizen volunteers.

Recommendations

- ▶ Review existing watershed management plans that overlay installation properties for assessment data and best management practices.
- ▶ Promote ongoing grant-funded watershed level research and planning concerned with non-point source pollution, erosion, and runoff.
- ▶ Continue to identify and assess areas at risk for non-point source contaminant/sediment runoff and apply best management practices to control erosion and runoff.
- ▶ Communicate plans and progress to the public, include actual vs. perceived effects of installation operations on roads and erosion sites.



Strategy 3c.2: Support water quality and aquatic ecology communications

Summary

Public interest in water quality and aquatic ecological health is spurred by topics such as chemical contamination, fish advisories, nutrient pollution, sedimentation, climate change, habitat loss, and invasive species. There is a wide range of research describing water quality, sediment quality, and the health of aquatic environments and species, but it can be challenging for citizens to identify and access appropriate and accurate information to satisfy their concerns. Sometimes there are public misperceptions about the location and sources of contamination, including incorrectly attributing causes to installation operations. In its role as a key community stakeholder and environmental steward, Camp Grayling could host or sponsor development of a centralized clearinghouse of information resources that includes maps and narrative summarizing scientific facts.

Challenges

- ▶ Requires professional staff commitment/graduate level expertise to organize and edit research information and resources. Probably would require participation of partnering conservation organization and funding.

Recommendations

- ▶ Develop or sponsor development of a web-based clearinghouse that summarizes facts and organizes resource links concerning surface water quality and aquatic ecological health in Camp Grayling watersheds.
- ▶ Consider developing or sponsoring development of a Story Map presentation describing surface water quality, aquatic biology, and aquatic ecological health in the Camp Grayling area hosted on the installation website or collaborative organization website (i.e. Huron Pines).
- ▶ Conduct public outreach activities such as presentations at local educational and non-profit meetings concerned with sustainability and environmental stewardship.

3 Camp Grayling JMTC key issues environmental



Issue 3d: Effects on the health of wildlife populations



Strategy 3d.1: Ongoing ecological assessment and community outreach and engagement

Summary

Many citizens are not aware that the DNR is ultimately responsible for management of the land (surface resources) on which Camp Grayling operates. Educating the public about this cooperative relationship and the commitment to habitat and wildlife preservation would be beneficial. Frequent communication of wildlife surveys (e.g. fish and benthic community health) and promoting new surveys of wildlife populations would increase public trust and alert installation and DNR staff to perceived or actual problems.

Recommendations

- ▶ Public outreach concerning current environmental management that is done on the installation to meet DNR land use requirements and beyond.
- ▶ Publicize results of upcoming comprehensive species survey being done in conjunction with a Camp Grayling JMTC INRMP update.
- ▶ Expand and maintain species habitat map layers on installation property that describe connectivity and monitor habitat fragmentation trends.
- ▶ Distribute an ongoing newsletter about the environmental management and monitoring on the installation, such as the Lake Margrethe Watershed Management Plan.
- ▶ Organize public tours of the protected and managed areas.
- ▶ Conduct public outreach activities such as presentations at local educational and non-profit meetings concerned with sustainability and environmental stewardship.

- ▶ Use citizen volunteers as appropriate and involve them in species protection as possible.

Challenges

- ▶ Maintaining the survey actions from year to year may be difficult with turnover of volunteers.
- ▶ Outside funding sources may be required to pay for the official surveys.

Issue 3e: Wildfire management



Strategy 3e.1: Increase public awareness of ongoing wildfire management efforts and gather public input

Summary

Wildfires within the base and surrounding areas remain an ongoing public concern. The MDNR is responsible for wildfire control on state and leased lands, including large areas of volatile jack pine forest. Prescribed burns are a common management tool that may cause alarm when perceived as wildfires.

Recommendations

- ▶ Conduct open houses in conjunction with MDNR to explain wildfire management plans and cooperative practices. Invite Camp Grayling personnel to participate.
- ▶ Capture public comments and concerns for future wildfire and forestry management strategies.
- ▶ Provide information and links on the installation website and social media to MDNR information on MDNR open houses, forestry management plans, and prescribed burn processes, risks, and schedules.
- ▶ Set up a hotline that could inform area residents via recording on prescribed burns or other activity.
- ▶ Provide emergency response protocol education.

Challenges

- ▶ Effort would require dedicating personnel time to update the installation and MDNR website content, create information sheets, and coordinate mailers.
- ▶ Consistent language across platforms and agencies is essential to spreading a clear message to residents.



Camp Grayling JMTC key issues

environmental 3

Issue 3f:

Resource use and sustainability



Strategy 3f.1: Public outreach to increase awareness of sustainability measures at Camp Grayling JMTC

Summary

Camp Grayling has a comprehensive waste-reduction program and is on track to become the first DOD triple-net-zero installation, whereby the installation's net energy use, water use, and waste output would effectively be zero. The camp has also implemented renewable energy measures and a lead/metals/munition removal program. The base has won awards for its sustainability actions. Public outreach detailing these efforts should alleviate public concerns with installation impacts on local resources and environment and promote public perceptions of environmental stewardship.

Recommendations

- ▶ Provide detailed information on the installation website about the waste reduction program.
- ▶ Consider a public broadcast, newspaper article, or letter to the editor describing the installation waste reduction program. Distribute a press release to local print and television media.
- ▶ Conduct public outreach activities such as presentations at local educational and nonprofit meetings concerned with sustainability and environmental stewardship.

Challenges

- ▶ Effort would require dedicating personnel time to create and update informational fliers and press releases, update the installation website content, and coordinate publicity efforts with media outlets.



Strategy 3f.2: Consider the creation of a recycling/sorting station

Summary

In addition to communicating the installation's commitment to waste reduction, providing recycling space on or near the installation or contributing to the county recycling program would encourage municipal waste reduction and create interaction between the installation and residents.

Recommendations

- ▶ Assess the feasibility of a combined use recycling drop-off/sorting/transfer station on or adjacent to the installation, utilizing the Grayling Charter Township Recycling Center as the endpoint.
- ▶ Consider partnering with environmental organizations and using volunteers to coordinate facility upkeep.
- ▶ Consider use of installation vehicles/equipment as an in-kind contribution to facilitate recycling and community access to waste management programs.
- ▶ Organize a partnership to work on developing collaborative recycling and renewable energy programs. This could be lead by NEMCOG, the region's designated planning agency for solid waste management.

Challenges

- ▶ Coordinating transportation of materials to the center.
- ▶ Funding for program initiation and ongoing operation.

4 Camp Grayling JMTC key issues transportation and infrastructure



Issue 4a: Effects of growth on utilities



Strategy 4a.1: Continue to monitor capacity and community growth

Summary

The Grayling Charter Township Master Plan requires the monitoring of water, sewer, septage disposal/treatment, and natural gas services and the need for expansion, such as that caused by the development of the Arauco North America particleboard plant, particularly as existing systems age. A feasibility study was completed in 1999 for expanding the sewer system in Crawford County.

Recommendations

- ▶ Investigate ways to share military and civilian assets or energy strategies.
- ▶ Explore public-private partnership opportunities for future development of water and wastewater treatment.
- ▶ Pursue state grants to fund replacement projects.
- ▶ Update feasibility study on sewer system.

Challenges

- ▶ Energy improvements and ensuring service may be dependent on private companies in some cases.
- ▶ Funding is inadequate to replace infrastructure.



Strategy 4a.2: Plan for possible mission expansion

Summary

The utility requirements of additions to or expansion of training missions should be investigated and integrated into existing installation plans.

Recommendations

- ▶ Develop an Installation Capacity Analysis to determine existing capacities and requirements.
- ▶ Align growth with existing sustainability and net-zero plans, which may include implementation of new sources of renewable energy.

Challenges

- ▶ Energy improvements and ensuring service may be dependent on private companies in some cases.
- ▶ Turnover at the installation can be problematic for long-term planning efforts.

Issue 4b: Improve internet access



Strategy 4b.1: Encourage the growth and use of high-speed internet services

Summary

The internet has become so widely used within modern society that a lack of high-speed internet service can be detrimental to a community, diminishing educational and career development opportunities for residents; commercial, healthcare, and governmental functions; and social interaction and community support.

Recommendations

- ▶ Contribute to state-wide efforts to plan digital and communications growth, such as through the Building of the 21st Century Commission and Michigan Infrastructure Council.
- ▶ Develop a "wired city" vision similar to that of the City of Alpena; consult the North East Michigan Fiber Consortium for guidance.
- ▶ Prioritize high-speed internet for schools to enhance educational and career development opportunities.
- ▶ Develop and conduct digital literacy and technical skills programs for the public.
- ▶ Consider a financing program to allow consumers to fund internet infrastructure.
- ▶ Collaborate with Camp Grayling to expand service north of the city.

Challenges

- ▶ Demand may not warrant additional infrastructure.
- ▶ Private companies, rather than government bodies, determine service availability.
- ▶ The low density of the population means a low return on investment for service installation.
- ▶ Installing communications infrastructure is difficult and costly.
- ▶ Set-up costs for broadband connections may be prohibitive for rural residents and small businesses.
- ▶ Monthly rates for high-speed service or costs of new technology may be too expensive for residents.
- ▶ There may be a lack of interest in, of knowledge of, various internet services and capabilities and the potential positive effects on quality of life.



Camp Grayling JMTC key issues transportation and infrastructure 4

Issue 4c: Poor cellular reception



Strategy 4c.1: Grow cellular services

Summary

Developing a stronger cellular communications network would enhance quality of life for residents and increase the ability to utilize cellular service for necessary functions such as emergency notifications, etc.

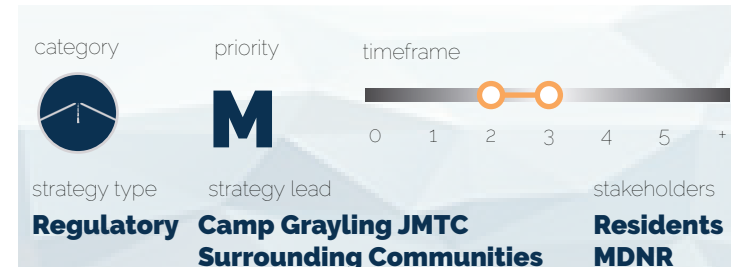
Recommendations

- ▶ Map existing cellular towers by carrier and identify any areas where coverage is poor.
- ▶ Engage service providers regarding the implementation of a new cell tower.
- ▶ Lease military land for an additional cell tower.
- ▶ Consider community-wide wifi as an alternative in areas where that option is more cost-effective.

Challenges

- ▶ Demand may not warrant additional infrastructure.
- ▶ The cost-benefit ratio for investing in technology upgrades may be low for cellular service providers.
- ▶ If the number of providers is limited, there is less incentive to provide competitive pricing for consumers.

Issue 4d: Traffic and road network



ACTION PLAN: INSTALLATION MASTER PLAN TRANSPORTATION STUDY

Strategy 4d.1: Streamline Camp Grayling traffic

Summary

While recent construction to the main gate improves access to the installation, the transportation network within the installation boundaries requires attention.

Recommendations

- ▶ Update the transportation plan for Camp Grayling.
- ▶ Communicate plans with the county road commissions and MDOT.
- ▶ Adjust the convoy schedule to avoid high-traffic times.
- ▶ Publicize the convoy schedule.
- ▶ Work with city, county, and state law enforcement to assist military convoys to flow through the city.
- ▶ Consider joint funding for transportation projects that may benefit access to and from Camp Grayling, such as a project at I-75 and North Down River Road; county road improvements; Industrial Road connection from Four Mile Road north to M-72.

Challenges

- ▶ Resources for a transportation plan may be limited.
- ▶ Publishing convoy movements may pose a security risk.
- ▶ Local law enforcement may not have availability to escort convoys.



ACTION PLAN: INSTALLATION MASTER PLAN TRANSPORTATION STUDY

Strategy 4d.2: Improve traffic flow and safety throughout the Grayling area

Summary

Inefficient traffic patterns create safety and quality of life issues. Identifying and addressing problem areas will enhance the community for residents, businesses, visitors, and Camp Grayling JMTC. Growth (including the Arauco North America particleboard plant), ongoing and planned road projects, and increased speed limits on highways and interstates may lead to more accidents or other vehicle issues in the coming years.

Recommendations

- ▶ Update the Grayling Area Transportation Study, which was last published in 2008.
 - ▶ Focus on the major intersections identified and developing solutions to improve circulation and safety.
 - ▶ Include planned and ongoing improvements to the industrial area around Four Mile Road.
 - ▶ Adjust timing of traffic lights within the City of Grayling for more efficient traffic flow following the results of the traffic pattern study.
- ▶ Encourage pedestrian traffic and alternative modes of transportation in downtown Grayling to reduce congestion, particularly during the summer tourist season.
 - ▶ Develop a bike share program at Camp Grayling that allows soldiers and visitors to borrow bicycles, allowing them to travel downtown and within the area.
 - ▶ Install bicycle racks in conjunction with the Grayling Trail Town Master Plan.
 - ▶ Lighting, benches, street art, and trash receptacles can enhance the walkability of the area.

- ▶ Monitor proposed development or land transactions, such as the Kirtland Community College Health Sciences Campus and nearby business development proposed in the Grayling Charter Township Master Plan near the Four Mile Road/I-75 interchange, for potential effects on circulation and other locations regarding Camp Grayling use.
- ▶ Increase the local law enforcement presence to help with safety and security issues arising from increases in traffic and speed limits.
- ▶ Continue staffing the Camp Grayling main gate.
- ▶ Monitor the identified problem intersections.
- ▶ Partner with the military and law enforcement to escort convoys.
- ▶ Improve I-75/North Down River Road interchange to improve confusion and traffic congestion issues.

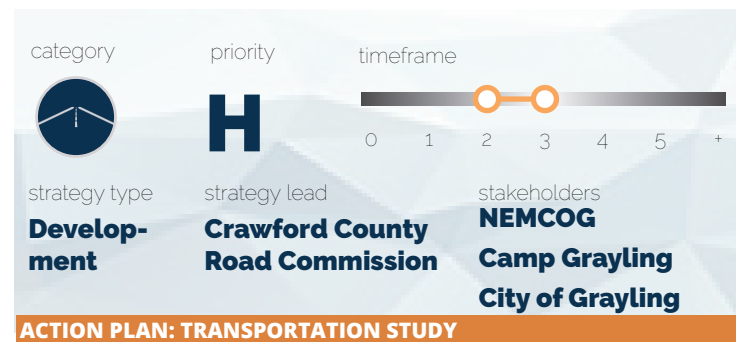
Challenges

- ▶ Lack of funding for road maintenance and improvement is a state-wide issue.
- ▶ The rural environment does not easily support carpool, bus, or alternative transportation forms on a day-to-day basis.
- ▶ Local efforts to retain posted speed limits on M-72 within Crawford County may be unsuccessful.
- ▶ Commercial and military growth is anticipated.

4 Camp Grayling JMTC key issues transportation and infrastructure



Issue 4d continued: Traffic and road network



Strategy 4d.3: Improve the I-75/ North Down River Road interchange

Summary

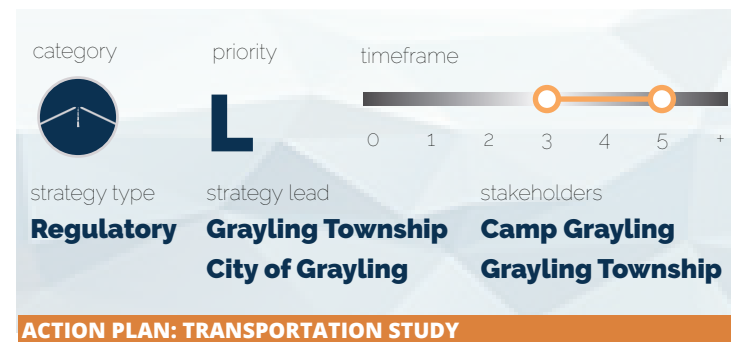
The existing I-75/North Down River Road interchange causes confusion and traffic congestion issues. Improving the intersection would create a more efficient traffic pattern, particularly for traffic to and from Camp Grayling, as well as create an opportunity for a commercial development.

Recommendations

- Develop and analyze multiple courses of action to address the intersection.
 - Develop a full interchange by adding southbound ramps to I-75.
- If grant opportunities are identified, solicit assistance for grant writing to fund the project.
- Consider joint or military funding for the project.

Challenges

- The I-75/North Down River Road issue is a community priority, but efforts to obtain funding for this project have not yet been successful. The project cost was estimated at \$1.64 million in 2008. This is not a state or federal priority.
- Private residences and the Au Sable River along the west side of I-75 may limit options for development.



Strategy 4d.4: Create a landmark and a symbolic entrance to Camp Grayling JMTC

Summary

Create a landmark structure at the entrance to Camp Grayling.

Recommendations

- Build an iconic entrance to Camp Grayling to create a better sense of place and connection to the surrounding environs.

Challenges

- Funding for construction.

Issue 4e: Recreational access



Strategy 4e.1: Ensure appropriate recreational access and increase public outreach

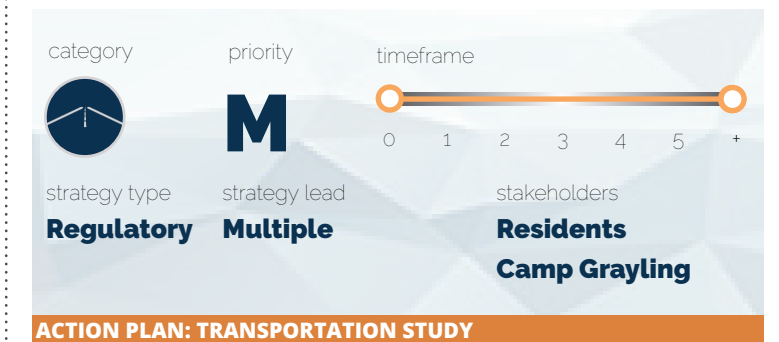
Recommendations

- Maintain the joint MDNR/Camp Grayling mapping effort instituted by Public Act 288 and publicize the results.
- Open the camp to the public for recreation on set days.
- Consider a land swap to provide public access to rich recreational areas in exchange for other lands more suitable to military training.
- Update the City of Grayling recreation plan in order to support applications for MDNR recreation grants.
- Increase situation awareness at the installation boundary by adding signage, a red-flag system to denote training exercises are ongoing, etc., to mitigate safety issues.
- Communicate public service announcements and closures via various methods, including social media or text updates for interested parties.

Challenges

- Ensuring safety for both military personnel and civilians is critical when the public is allowed access to areas where military operations take place.
- Locked gates are sometimes ignored by the public.

Issue 4f: Poor road condition



Strategy 4f.1: Improve road network

Summary

Although road planning and improvements are continually ongoing, overall road condition in the area needs improvement. The poor condition of roads and bridges creates safety hazards for local residents and service members as well as added vehicle maintenance costs.

Recommendations

- Utilize PASER, traffic counts, and traffic crash data to prioritize projects.
- Develop options for an alternate truck route (Four Mile Road to Military Road) in a coordinated effort between Grayling Charter Township and the Crawford County Road Commission.

Challenges

- Funding for road improvements and maintenance is a state-wide and national issue.
- Military, commercial, and tourism growth support economic growth but increase road deterioration.
- Projects may not take place for several years.



Camp Grayling JMTc key issues 4/5

transportation and infrastructure/community partnerships

Issue 4f: Poor road condition



Strategy 4f.2: Increase funding for road projects and maintenance

Summary

Road projects are costly, and aging roads, culverts, and bridges pose significant maintenance problems throughout the area that cannot all be addressed through the current limited funding availability and streams.

Recommendations

- ▶ Align road and infrastructure projects and schedules to save costs.
- ▶ Explore ways to monetize summer tourism for road repair projects, such as through a paid parking system in downtown Grayling.
- ▶ Pursue a public-private partnership (P3), particularly for areas of new development.
- ▶ Investigate funding agreements with the military for county roadway maintenance, such as the Defense Access Road Program.
- ▶ Investigate partnerships with major players in the logging industry and wood products industry.

Challenges

- ▶ Most of the land (82 percent) in Crawford County is state or federally owned, so funding is hard to come by. Each county receives a uniform amount of money to maintain dirt roads through state lands.
- ▶ Taxes or public funding sources are unpopular, and public perception of the causes of road damage may not be conducive to getting people to vote for increased taxes.
- ▶ The military and private companies may not be interested in partnerships.

Issue 5a: Communications/education



Strategy 5a.1: Document a comprehensive standard operating procedure (SOP) for communications/community relations at Camp Grayling JMTc

Summary

The person in the position of community relations specialist develops a significant amount of institutional knowledge about effective communications. Changes in staffing over time could result in a loss of that institutional knowledge without comprehensive documentation of communications and engagement processes and procedures. Creating an SOP for communications and community relations at Camp Grayling JMTc will ensure staffing changes don't result in a loss of knowledge or a gap in outreach activities, as well as documentation of the history of existing community partnerships and relationships.

Recommendations

- ▶ Draft a comprehensive SOP for communications and community relations at Camp Grayling JMTc, including processes, procedures, key dates, lessons learned, existing community partnerships, evaluation metrics, and future communication goals.
- ▶ Share portions of the SOP with important community partners for feedback.
- ▶ Submit SOP to Camp Grayling JMTc leadership for review and feedback.
- ▶ Establish schedule for regular review and update of the SOP.
- ▶ Provide a regular report of communications and educational activities to Camp Grayling JMTc leadership and key community partners, allowing participants to provide recommendations for continuous improvement and expansion of successful activities.

Challenges

- ▶ Funding and time limitations to support development of the SOP while meeting the demands of day-to-day communication responsibilities.
- ▶ Only one dedicated community relations specialist to meet the communication needs of Camp Grayling JMTc.

5 Camp Grayling JMTc key issues community partnerships



Issue 5a continued: Communications/education



Strategy 5a.2: Use relationship with Blarney Broadcasting as a model for expanding media reach

Summary

Blarney Broadcasting recognized a benefit to listeners by inviting Camp Grayling JMTc staff to provide daily updates on Northern Strike activities and extended this invitation to a year-round weekly update for listeners at no cost to Camp Grayling JMTc. This type of community partnership with local media has the potential to serve as a model for other media partners by providing consumers with information.

Recommendations

- ▶ Craft a strategy for improving Camp Grayling JMTc reach into local media, including coordinating one-on-one meetings to discuss how to improve the installation's reach and potential partnerships.
- ▶ Develop a case study using the partnership with Blarney Broadcasting to share with other local media.
- ▶ Connect with local freelance writers to pitch Camp Grayling JMTc stories.

Challenges

- ▶ Local media staffing and budget constraints may affect interest and ability to craft partnerships based on the Blarney Broadcasting model.



Strategy 5a.3: Develop a public education program on UXO

Summary

Stakeholders could find historic UXO on public property adjacent to Camp Grayling JMTc from the past 100 years of operation. A public education program focused on identifying UXO, who to contact if it is found, and the historic operations of Camp Grayling would address public safety concerns and inform local residents about the history of Camp Grayling. The program could be developed and implemented in partnership with local organizations, including school districts, Hanson Hills Recreation Area, and businesses.

Recommendations

- ▶ Convene a working group to discuss a public education program and possible delivery opportunities, including school, recreation, and business representatives.
- ▶ Create educational materials based on format recommendations provided by working group.
- ▶ Conduct a pilot educational program to obtain feedback and make adjustments to content as necessary.
- ▶ Train key community partners on educational program.
- ▶ Distribute materials to key community partners.
- ▶ Publicize via Facebook and other media outlets.

Challenges

- ▶ Limited time and resources for Camp Grayling JMTc community relations specialist to engage in program development without supplemental staff members.



Strategy 5a.4: Ensure web resources include access to Camp Grayling contact information and resources

Summary

Updates to the Camp Grayling JMTc webpage on the Michigan Army National Guard website involve a centralized process coordinated through Lansing. This process hampers the ability to keep the webpage up-to-date. Adding links to Camp Grayling JMTc's Facebook page, editions of Camp Grayling Impact newsletter, and listing the contact information for the Camp Grayling community relations specialist on this webpage will allow stakeholders seeking more in-depth information a way to obtain those resources from the Michigan Army National Guard website.

Recommendations

- ▶ Provide Lansing with a request to add links to Camp Grayling Facebook page, as well as editions of Camp Grayling Impact newsletter.
- ▶ Engage in a discussion with Michigan Army National Guard Public Affairs staff in Lansing for ideas on how to keep the Camp Grayling JMTc webpage relevant with new educational content and expedite the process for webpage updates.
- ▶ Implement strategy to ensure Michigan Army National Guard website reflects broader suite of Camp Grayling JMTc educational resources, including who to contact with questions on specific topics.

Challenges

- ▶ Limited Michigan Army National Guard Public Affairs staff in Lansing to implement changes in an expedited manner.
- ▶ Limitations on the type of information Michigan Army National Guard is able to post on existing website.



Camp Grayling JMTc key issues

community partnerships 5

Issue 5b:

Public relations/community involvement



Strategy 5b.1: Inform community partners on process to request Camp Grayling JMTc tours and participation in community events

Summary

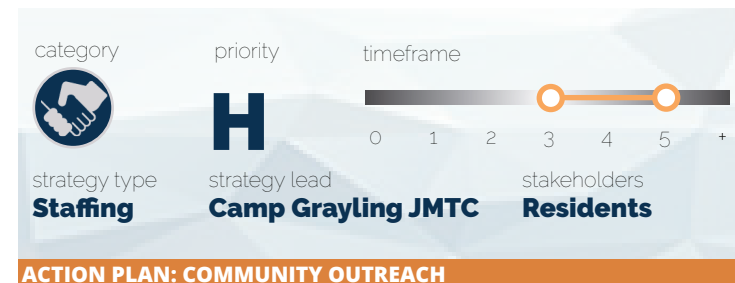
The process for requesting Camp Grayling JMTc group tours and involvement in community events is not publicly available in a clear, comprehensive manner. An effort to make the process and criteria available electronically and in print would help community partners go through the proper channels for these requests and reduce the number of questions that the community relations specialist needs to answer on this topic. Also, look for more ways to let the public view training or arms testing from a safe distance.

Recommendations

- ▶ Develop a concise document on the availability of group tours, the tour timeframe and content, and the process for requesting, including lead time necessary to schedule a tour and the necessary request forms.
- ▶ Develop a concise document on the availability of Camp Grayling JMTc to participate in community events such as parades and festivals. Include the criteria for events, options for participation (e.g., color guard, speaker, fly over), and provide the necessary request forms.
- ▶ Provide overview of the process on Michigan Army National Guard website, Camp Grayling Facebook page, and in the Camp Grayling Impact newsletter.
- ▶ Establish a process for emailing or mailing forms and responding to requests.
- ▶ Document in an overall SOP for future reference.

Challenges

- ▶ Limited time and resources for Camp Grayling JMTc community relations specialist to develop materials without supplemental community relations staff.
- ▶ Possible need for review of processes by Michigan Army National Guard Public Affairs staff.



Strategy 5b.2: Expand Camp Grayling JMTc community relations staff

Summary

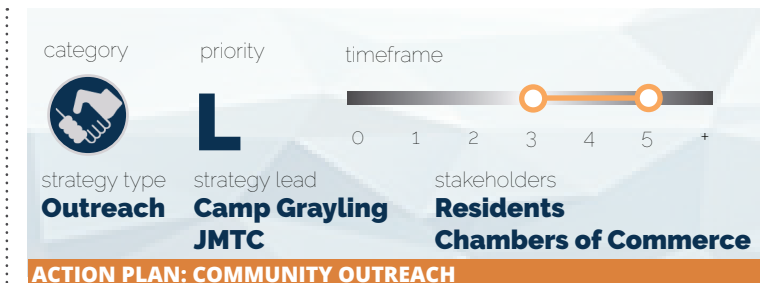
The current level of staffing for community relations activities may not be sustainable to support the need for more robust public relations and community engagement activities, as well as the need for additional staff to manage unexpected issues that affect the surrounding communities. This has been demonstrated through the need to increase current community relations support with temporary staffing to handle public relations surrounding the groundwater PFAS issue at Camp Grayling JMTc.

Recommendations

- ▶ Review community relations staffing in light of community relations needs and goals for Camp Grayling JMTc to identify increased staffing needs.
- ▶ Present staffing analysis to Camp Grayling JMTc leadership and Michigan Army National Guard.
- ▶ Create alternative staffing plan that identifies how to maximize existing resources and leverage community partnerships to assist in achieving community relations and engagement goals if additional budget is not available to increase community relations staffing levels.

Challenges

- ▶ Federal budget limitations to hire additional community relations specialists.



Strategy 5b.3: Develop an interpretative visitors' center/history center at Camp Grayling JMTc

Summary

Community residents and tourists have voiced an interest in a facility near Camp Grayling JMTc that would provide an educational opportunity and some access to Camp Grayling JMTc facilities. A visitors' center would provide taxpayers with an on-site educational opportunity at a location that would not interfere with training operations or security protocols.

Recommendations

- ▶ Develop a visitors' center concept and proposal with Camp Grayling JMTc leadership to present to Michigan Army National Guard leadership for consideration.
- ▶ Explore possibility for public-private partnerships and resources to fund a Camp Grayling JMTc visitors' center that would serve as another local tourist attraction.
- ▶ Convene local committee to participate in design and development of visitors' center if MIARNG leadership provides preliminary approval to pursue the project.
- ▶ Consider involving Camp Grayling JMTc in current museum revitalization project.

Challenges

- ▶ Federal and private budget limitations to invest in facility development.

5 Camp Grayling JMTc key issues community partnerships



Issue 5b continued: Public relations/community involvement



Strategy 5b.4: Revise respective zoning ordinances for governmental entities within the APZ

Summary

Local zoning codes should be updated to restrict height of new structures within the APZs.

Recommendations

- ▶ Update zoning codes in all applicable governmental entities.
- ▶ Zoning code update will also include a site review component for new structures in the APZ.
- ▶ Codify site plan review process, including timeframes.
- ▶ Include a reference to Camp Grayling JMTc in site plan review standards in local zoning ordinances.
- ▶ Any new structure must undergo review to ensure compliance with new zoning codes.
- ▶ Require new facilities to match height limits mandated by the APZ and require site plan review for any new structure built on a property within the APZ.
- ▶ Create a survey and registry of any current building that does not meet the new requirements.

Challenges

- ▶ Increase of regulatory requirements for residents and businesses.



Strategy 5b.5: Collaborate on joint-use conference/community center

Summary

Camp Grayling JMTc lacks a conference center on base. The City of Grayling has taken on a feasibility study to look into adding a 500-1,000-person center. The city plans to buy land near the city center and will propose it for the location of the new facility if the feasibility study is favorable.

Recommendations

- ▶ Increase local and regional multimodal transportation to allow soldiers on Camp Grayling JMTc to access the new center.
- ▶ Partner with Camp Grayling JMTc staff to discuss potential events to host at the center that would benefit residents on- and off-post.

Challenges

- ▶ Funding new construction may be difficult.



Strategy 5b.6: Convene a Camp Grayling JMTc Community Council

Summary

Camp Grayling JMTc can assist in convening the Camp Grayling JMTc Community Council. This group would leverage community partnerships to support Camp Grayling JMTc with public relations, economic valuation, visiting unit support services, and military family support services. It can capitalize on the work already done by Project Rising Tide in the area and also use the nearby Alpena CRTc Community Council as an example.

Recommendations

- ▶ Discuss group membership with Camp Grayling JMTc leadership and key community partners.
- ▶ Create a proposal for the formation of the group.
- ▶ Convene a planning session to develop a formal strategy for the Camp Grayling JMTc Community Council, including membership, goals, meeting schedule, and priority activities.
- ▶ Implement the strategy and evaluate effectiveness over time.
- ▶ Report on Camp Grayling JMTc Community Council successes to Camp Grayling JMTc leadership and key community partners.

Challenges

- ▶ Existing time demands on Camp Grayling JMTc community relations specialist are many.
- ▶ Potential requirements for Michigan Army National Guard to review communications materials developed in conjunction with community partners prior to distribution.



Grayling Township offices.



Camp Grayling JMTc key issues

economic development 6

Issue 6a: Effect on property value mostly perceived as neutral or positive



Strategy 6a.1: Develop communication materials that highlight the potential impacts from Camp Grayling JMTc for future home buyers

Summary

Creating print and online communication materials that local communities and Realtors can provide to prospective home buyers would address stakeholders' concerns about a lack of transparent information about the potential impacts from Camp Grayling JMTc that local homeowners might experience due to training operations. In addition to communicating about potential negative impacts such as noise and wildfire, communication materials should also highlight the positive impacts of Camp Grayling on property values, such as benefits to the local economy.

Recommendations

- ▶ The JLUS Implementation Committee (made up of members from Camp Grayling JMTc, property owners, Project Rising Tide, Gaylord and Grayling Chambers of Commerce) and Realtors will work together to craft information for electronic and printed formats that highlights potential impacts of living near Camp Grayling JMTc.
- ▶ Tailor materials to highlight impacts specific to different communities because of the variations in effects.
- ▶ Distribute draft informational materials to local stakeholders for review and comment.
- ▶ Distribute final informational materials to Realtors, Chambers of Commerce, homeowners associations, libraries, and other community organizations for distribution to residents and prospective home buyers.

Challenges

- ▶ Implementation requires stakeholder buy-in; there may be differences in opinion about level of information to provide about Camp Grayling JMTc operations in materials.
- ▶ Distribution would be voluntary, and stakeholders may choose not to share information, depending on level of support for the project.

Issue 6b: Significant contributor to local economy



Strategy 6b.1: Fire protection services needs study

Summary

Camp Grayling JMTc has contracted with the Grayling Fire Department for structural fire suppression. Local stakeholders feel there is a need to reassess the current levels of contracted services given the changes in Camp Grayling JMTc. Conducting a fire protection services needs study will determine if the current levels of service are adequate.

Recommendations

- ▶ Review Adaptation Planning for Climate Resilience report and implement recommendations related to supporting community-wide cooperative fire protection efforts, especially in areas where wildfire risk may be exacerbated by climate change, specifically working with the City of Grayling to secure funding for long-term structural fire protection, including personnel and equipment. (http://www.resilientmichigan.org/downloads/final_report_miang_web.pdf)
- ▶ Address additional Grayling Fire Department personnel for structural fire suppression as part of the 5-year update to the 2014 Crawford County Hazard Mitigation Plan and incorporate Camp Grayling JMTc seasonal demographic information under economic impact, as well as include Camp Grayling JMTc as a partner in developing and implementing this plan. (<http://www.discover-northeastmichigan.org/docview.asp?did=430>)
- ▶ Contract for an independent fire services needs study using local and Camp Grayling JMTc resources.
- ▶ Seek grants to fund study via NEMCOG and/or coordinate with Camp Grayling-funded study.

- ▶ Reevaluate the current contract and, if necessary, modify the contract based on the findings of the study.

Challenges

- ▶ If Camp Grayling JMTc increases its own fire protection services or there are budget cuts from Lansing, there could be a loss of fire protection jobs in Grayling Fire Department.



Grayling Fire Department.

6 Camp Grayling JMTc key issues economic development



Issue 6b continued: Significant contributor to local economy



Strategy 6b.2: Local purchasing goal for Camp Grayling JMTc

Summary

Local purchasing goals for Camp Grayling JMTc would help establish an operating norm that acknowledges the importance of Camp Grayling JMTc on the surrounding economies regardless of changes in Camp Grayling leadership.

Recommendations

- ▶ Work with MIARNG leadership in Lansing to identify and set local purchasing goals for Camp Grayling JMTc for goods and services not subject to federal and state contracting laws to demonstrate commitment to economic development of surrounding communities.
- ▶ Track and report progress toward local purchasing goal for goods and services that are not subject to federal and state contracting laws to help quantify annual impact on local economy.
- ▶ As possible, inform chambers of commerce and local businesses know when troops will be in the local area.

Challenges

- ▶ Federal law controls contracting requirements, which often awards contracts to the lowest bidder.
- ▶ May be difficult due to the contracting requirements for goods and services over a certain dollar amount.



Strategy 6b.3: Expanded public transportation from Camp Grayling JMTc to surrounding communities to support military tourism

Summary

Additional public transportation options, such as a partnership with Gaylord public transportation services, or an extended schedule for Crawford County Transportation Authority Dial-A-Ride could allow trainees to shop, eat, and use local services within communities surrounding Camp Grayling JMTc. This would promote military tourism and increase the economic contributions of Camp Grayling JMTc to local communities.

Recommendations

- ▶ Survey Camp Grayling JMTc about public transportation needs and share results with Gaylord public transportation providers and Crawford County Transportation Authority Dial-A-Ride. Continue partnerships and conversations already in progress.
- ▶ Coordinate a discussion session to identify challenges with expanding Dial-A-Ride services and identify other possible options for expanding public transportation services from Camp Grayling JMTc to local communities.
- ▶ Participate in larger community-wide discussions about expanded Dial-A-Ride and other public transportation services through implementation of Project Rising Tide economic development strategy.
- ▶ Consider a pilot program with expanded Dial-A-Ride or other public transportation service and track both usage and economic impact.

Challenges

- ▶ Limited staffing resources at Crawford County Transportation Authority Dial-A-Ride may limit ability to expand schedule.
- ▶ Limited funding resources to implement Project Rising Tide economic development strategy.
- ▶ Soldiers have limited free time during training.



Strategy 6b.4: Increase public use of the Grayling AAF

Summary

Expand commercial and/or general aviation uses at the Grayling AAF.

Recommendations

- ▶ Foster ongoing dialog with Camp Grayling JMTc airfield manager.
- ▶ Utilize the current remediation of runways as a way to promote an increase in both general and commercial aviation use.
- ▶ Reach out to airlines about the addition of commercial flights to the airfield.

Challenges

- ▶ Convincing an airline that commercial flights are economically viable.
- ▶ Coordinating nonmilitary aviation with military operations and security issues associated with a military-owned and -operated airfield.



Camp Grayling JMTC key issues economic development 6

Issue 6c: Economic incentivizing and monitoring



Strategy 6c.1: Economic tracking and reporting mechanisms to quantify annual military tourism impact

Summary

Quantifiable economic data on how dollars flow from soldiers training at Camp Grayling JMTC into surrounding communities would help communicate the contributions Camp Grayling JMTC makes to the local economy. This type of information would assist in communicating the benefits of Camp Grayling JMTC to current residents, prospective home buyers, and decision makers at the local, state, and federal levels.

Recommendations

- ▶ Conduct benchmarking research on other Army National Guard and training installations' efforts to track economic impact of operations on local communities.
- ▶ Convene a brainstorming session to share benchmarking results and identify potential economic tracking mechanisms to monitor the spending flow from Camp Grayling JMTC trainees in local communities. Mechanisms discussed during the JLUS process include a survey of Camp Grayling JMTC soldiers during their stay with an incentive to participate or a Camp Grayling JMTC discount card accepted at local businesses.
- ▶ Identify the most feasible tracking mechanisms from the brainstorming session and develop a monitoring plan and reporting schedule.
- ▶ Share information about the economic monitoring initiative with Camp Grayling JMTC soldiers and families.
- ▶ Collect data and analyze findings.
- ▶ Report to key stakeholders participating in brainstorming session.

- ▶ Identify next steps to adapt the monitoring approach based on findings.
- ▶ Prepare informational materials to share findings with media, decision makers, and other key stakeholders.
- ▶ Consider forming a group like Target Alpena Economic Development Corp. to handle this strategy and involve community partners.

Challenges

- ▶ Resource limitations to support economic monitoring mechanism development and implementation over time.
- ▶ Potential lack of widespread participation in tracking that will limit the ability to comprehensively quantify military tourism spending flow.



Strategy 6c.2: Economic incentives to generate military tourism

Summary

Soldiers at Camp Grayling JMTC often bring family members into the area during training exercises. Local businesses will benefit if surrounding tourism bureaus work to create incentives for soldiers' families to extend their stay in the area before or after training. Discounts or vacation packages could create incentives that expand military tourism associated with Camp Grayling JMTC.

Recommendations

- ▶ Convene a working session among tourism bureaus and local business representatives to identify possible incentives for trainees and their families
- ▶ Identify and develop most feasible incentives.
- ▶ Create marketing campaign to promote incentives in partnership with Camp Grayling JMTC.
- ▶ Create an identifier for businesses that give military discounts, such as a window sticker with a logo.
- ▶ Monitor incentive effectiveness.
- ▶ Report findings to work group.
- ▶ Adapt incentives based on findings.

Challenges

- ▶ Resource limitations to support working group efforts and campaign to market incentives.