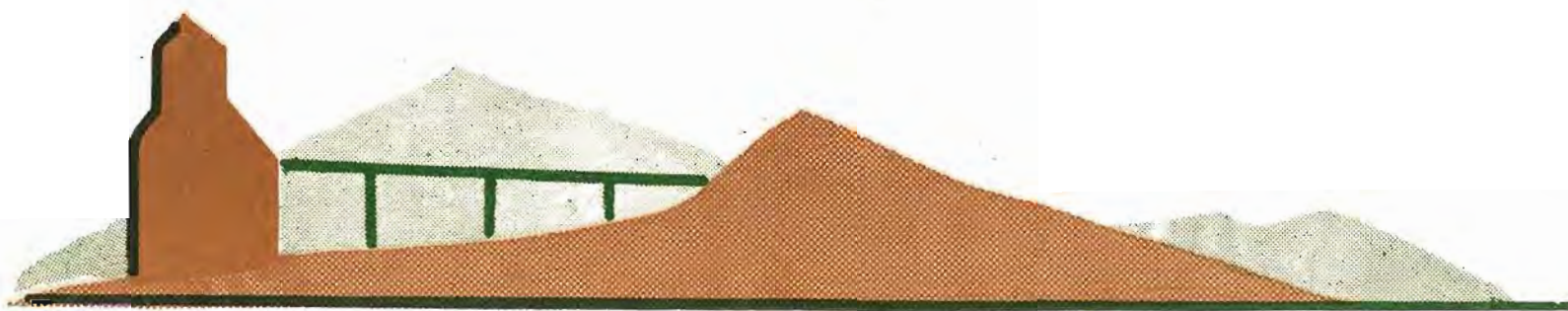
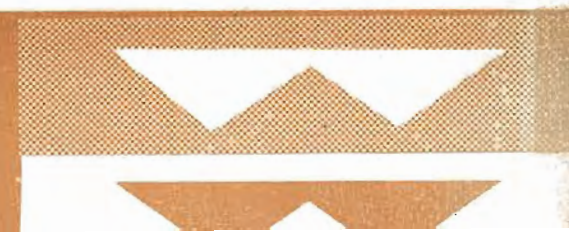


COMPREHENSIVE PLAN

1963



IRONWOOD



The preparation of this report, including all accompanying display maps and charts, was financed in part through an urban planning grant from the Housing and Home Finance Agency, under the provisions of Section 701 of the Housing Act of 1954, as amended, administered by the Michigan Department of Economic Expansion.



WILLIAMS & WORKS

ENGINEERS - SURVEYORS - PLANNERS

238 OTTAWA AVE., N.W.
GRAND RAPIDS 2, MICHIGAN
TELEPHONE GL 9-8146

September 21, 1963

Mr. Martin Kopnick, Chairman
Ironwood City Planning Commission
Memorial Building
Ironwood, Michigan

Dear Mr. Kopnick:

It is our pleasure to transmit this report which culminates the comprehensive planning program for Ironwood. Under separate cover are recommendations for consideration by the Planning Commission and by the City's legal counsel, regarding a zoning ordinance and a subdivision ordinance. These reports were based upon the previous basic study entitled, Foundations for Planning, Ironwood, and of course, the entire program was based upon the interests and participation by the Planning Commission, the City Commission, and the administrative staff of the City.

Ironwood presents perplexing problems in planning and economic development. We sincerely hope this report can become a part of the needed redevelopment of the community and the economy. It has been a distinct privilege and an inspiring challenge working with you.

Respectfully submitted,

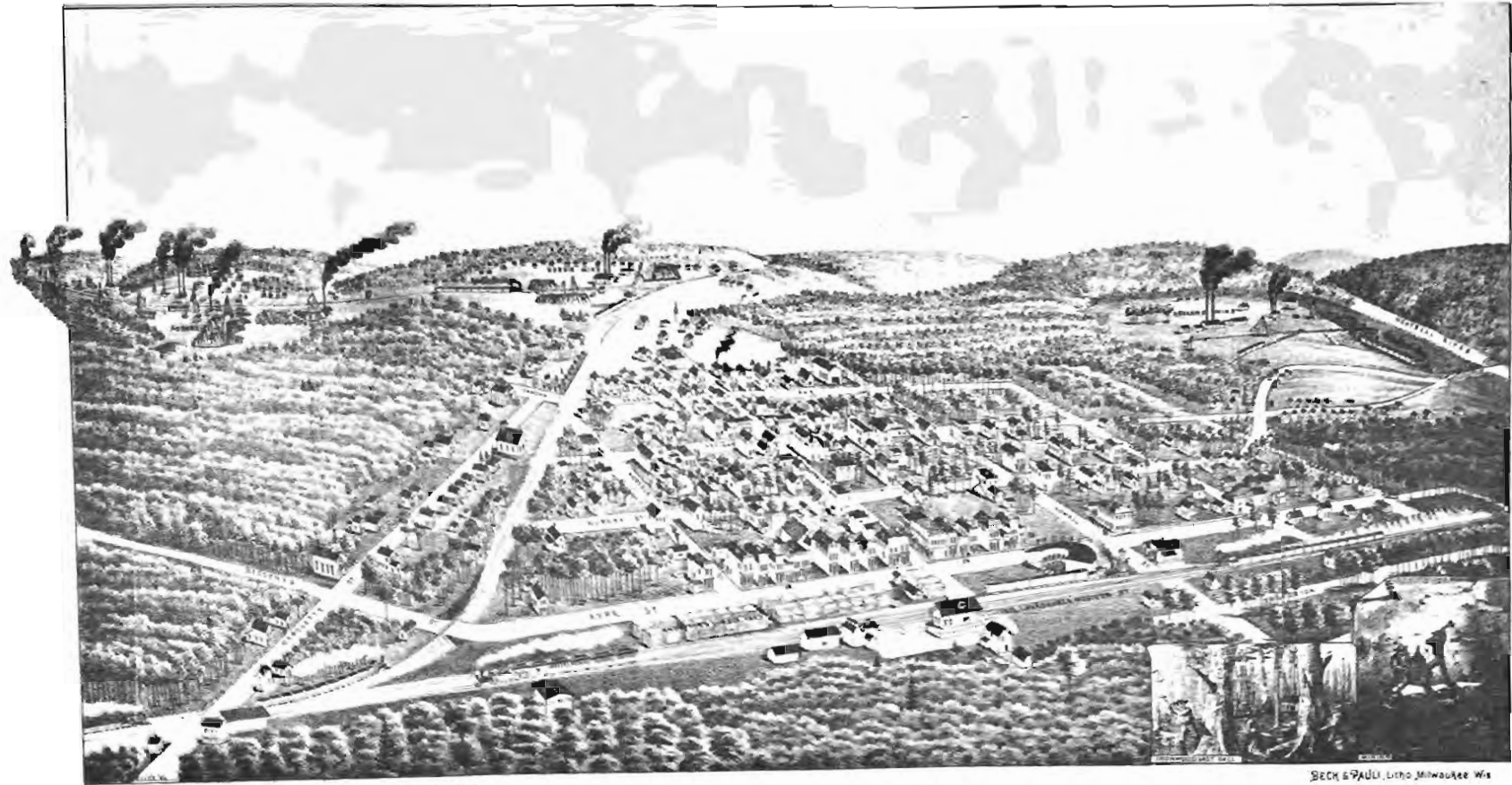
WILLIAMS & WORKS


Zane Miller


Everett Thompson


Frank Suggitt





COPYRIGHTED & PUBLISHED BY MORRIS WELLS & CO. N-705 SECOND ST MILWAUKEE WIS.

BECK & PAUL, Litho Milwaukee Wis

IRONWOOD, MICH.

ONTONAGON COUNTY.

1886

1. Wiggins & Parlin, General Merchandise.—Lumberyard—(Wholesale)
2. Leonard Ross, & Co., Dry Goods, Clothing, Shoes and Boots, Come Traders and Dealers to all parts of the World
3. Aaron Hanson, M. G. McCook.
4. Ironwood Stone Co., L. N. Yocum, Manager.
5. Walter Homan, P. S. Walker, Prop.
6. J. G. Kerk & Co., City Meat Market.
7. Schmidt's Block, J. P. Schilling, Prop.
8. Webb's Home, W. W. Webb, Prop.
9. E. B. Williams, Hardware, Sewing and Tailors.
10. John W. McKay, Restaurant and Saloon.
11. J. E. Ross, Jewellery, Stationery and Musical Goods.
12. Mrs. G. M. Carter, Millinery and Fancy Goods.
13. O. B. Carter, East Branch Office.

- A. School House.
 B. Presbyterian Church.
 C. Catholic "

- F. Post Office, Gen. F. Kelly, Postmaster.
 D. Passenger Depot, M. L. S. W. Ry.
 E. Ironwood Mining Review, J. W. Harrison, Editor.

14. First M. Prentiss, Mining and Mfg Machinery—Kleppner.
15. Gen. A. Smith, Blacksmith and Wagon Shop.
16. Larson, Johnson & Co., Contractor and General Merchants.
17. Ironwood Hotel, Larned, Johnson & Co., Prop's.
18. W. L. Pitzer, Residence.
19. W. A. Nelson, Barber Shop.
20. P. C. J. Miller, Ironwood Hotel.
21. John Peterson, Saloon and Pool Room.
22. Milwaukee House and Saloon, John Erickson, Prop.
23. Hotel & Cafe, Saloon, Litch and Pool Room.
24. H. C. Melish, Sample Room.
25. J. T. Johnson, "The Club" Saloon and M. & C. Hall.
26. Joseph Duran, Saloon and Music Hall.
27. Peter Knutson, Boarding House and Saloon.
28. Marshall Post, Gunsmith and Confectionery.



THE COMPREHENSIVE PLAN

CITY OF IRONWOOD
MICHIGAN

by the

IRONWOOD CITY PLANNING COMMISSION

Martin Kopnick, Chairman
W. L. Burns
G. A. Dahlen
Lauri J. Lahti
W. F. McLean
John Pavlinski
Charles L. Santini
Joseph Soltis
John Wernham

IRONWOOD CITY COMMISSION

Philip O'Leary, Mayor
William Lindberg
W. T. Kleinbrook
Kenneth McDonald
Stanley Nezworski
Chester Watters
Alfred Wright
Kenneth E. Long, City Manager

and

Williams & Works, Consultants
September 21, 1963

P R E F A C E

A previous report, FOUNDATIONS FOR PLANNING, IRONWOOD, 1963 presented in detail the current condition of Ironwood's physical development, its municipal plant, and the economic environment. The Ironwood City Planning Commission helped assemble and has evaluated that basic data, which is summarized in Section I of this report. A true perspective of the physical, economic, social and fiscal problems of the city and the region indicates clearly that Ironwood must regroup its resources and adapt to a totally new economic basis and fiscal policy for its existence. The need for implementing the comprehensive plan is also reviewed in Section I.

Section II contains the basic elements of the proposed plans for land use, utilities, streets and thoroughfares and community facilities. Several special studies are presented to indicate directions of development and redevelopment that can provide Ironwood with a more satisfactory environment.

More specific methods of implementing and effectuating the plan are summarized in Section III, with outlines of accompanying recommendations as to the zoning ordinance and subdivision regulations. Municipal policies are recommended, along with a capital improvement program and budget necessary to accomplish the comprehensive plan. The administration of the continuing planning program is outlined, as is the Official Map which indicates the general location of future public lands and rights-of-way.

The recommendations in this report can materially strengthen Ironwood's adaptation to new conditions. The City Commission must take vigorous leadership in putting the plans into action, and it must have the understanding and confidence of the people of Ironwood. As progress is made, the Planning Commission must continually evaluate and update its recommendations and communicate its conclusions to the people and the elected and appointed officials.

WILLIAMS & WORKS
Everett Thompson
Zane Miller
Frank Suggitt



CONTENTS

	<u>Page</u>
Transmittal	
Preface	
Maps	
Charts	
Tables	
I. INTRODUCTION	
Planning Needs - - - - -	1
Planning Foundations - - - - -	9
Planning Areas - - - - -	53
II. THE COMPREHENSIVE PLAN	
Contents - - - - -	74
Objectives - - - - -	75
Assumptions - - - - -	77
Cost-Revenue Analysis - - - - -	79
Special Analyses - - - - -	85
Redevelopment Plan - - - - -	99
Facilities Plan - - - - -	1.09
Utilities Plan - - - - -	111
Thorofare Plan - - - - -	115
Land Use Plan - - - - -	119
III. IMPLEMENTATION AND REGULATION	
Capital Improvements - - - - -	123
Zoning - - - - -	132
Subdivision Control - - - - -	135
Official Map - - - - -	136
Economic Development - - - - -	138
Policies - - - - -	139
Plan Administration - - - - -	141

MAPS

Page

FOUNDATIONS

Ironwood Planning Area - - - - -	11
Population Served by Gogebic Range Urban Complex - - - - -	13
The Market Region - - - - -	15
Transportation Facilities - - - - -	17
Relief Map - - - - -	19
Land Type Map - - - - -	21
Present Land Use - - - - -	25
Density of Housing - - - - -	29
Condition of Urban Housing - - - - -	31
Municipal Facilities - - - - -	35
Educational Facilities - - - - -	37
City Lands - - - - -	39
General Area of Subsidence - - - - -(opp.)	40
Present Water System - - - - -	41
Present Sanitary Sewer System - - - - -	43
Present Storm Sewer System - - - - -	45
Electric Transmission - - - - -	47
Street Classification Map - - - - -	49
Traffic Flow Map - - - - -	51

PLANNING AREAS

Planning Area No. 1, Jessieville - - - - -	57
Planning Area No. 2, Aurora - - - - -	59
Planning Area No. 3, Norrie - - - - -	61
Planning Area No. 4, Newport - - - - -	63
Planning Area No. 5, The Caves - - - - -	65
Planning Area No. 6, Downtown - - - - -	67
Planning Area No. 7, Northeast - - - - -	69
Planning Area No. 8, Northwest - - - - -	71

11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32

Maps - continued.

	<u>Page</u>
Proposed Redevelopment Areas - - - - -	98
Area "A" - - - - -	102
Area "B" - - - - -	105
Proposed Parking Areas - - - - -	107
Proposed Thorofare Plan - - - - -	118
Proposed Land Use Plan - - - - -	121
Proposed Zoning Map - - - - -	133
The Official Map - - - - -	139

T A B L E S

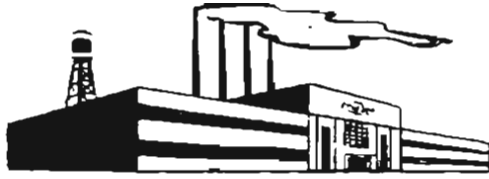
	<u>Page</u>
1. Population, Purchasing Power and Retail Sales - - - - -	12
2. Present Land Use - - - - -	24
3. Age Structure - - - - -	26
4. Change in Age Structure - - - - -	26
5. Housing Characteristics - - - - -	28
6. Employment Base - - - - -	32
7. Retail Sales Trends - - - - -	32
8. Summary of Cost-Revenue Analysis - - -	84

CHARTS

	<u>Page</u>
1. Which Way, Ironwood? - - - - -	3
2. Comparative Climatic Characteristics	23
3. Population Trends - - - - -	27
4. Planning Area Comparative Analysis -	81
4a. Planning Area Cost-Revenue Balance Sheet - - - - -	83
5. College Enrollment - - - - -	91
6. College Enrollment Projections - - -	93
7. Outstanding Bonded Indebtedness - - -	124
8. Anticipated Trends in Valuation - - - -	128

I. INTRODUCTION

	<u>Page</u>
PLANNING NEEDS - - - - -	1
PLANNING FOUNDATIONS - - - - -	9
PLANNING AREAS - - - - -	53



PLANNING NEEDS

	<u>Page</u>
THE SITUATION - - - - -	4
PAST FORCES - - - - -	5
TRENDS - - - - -	6
GOALS - - - - -	7

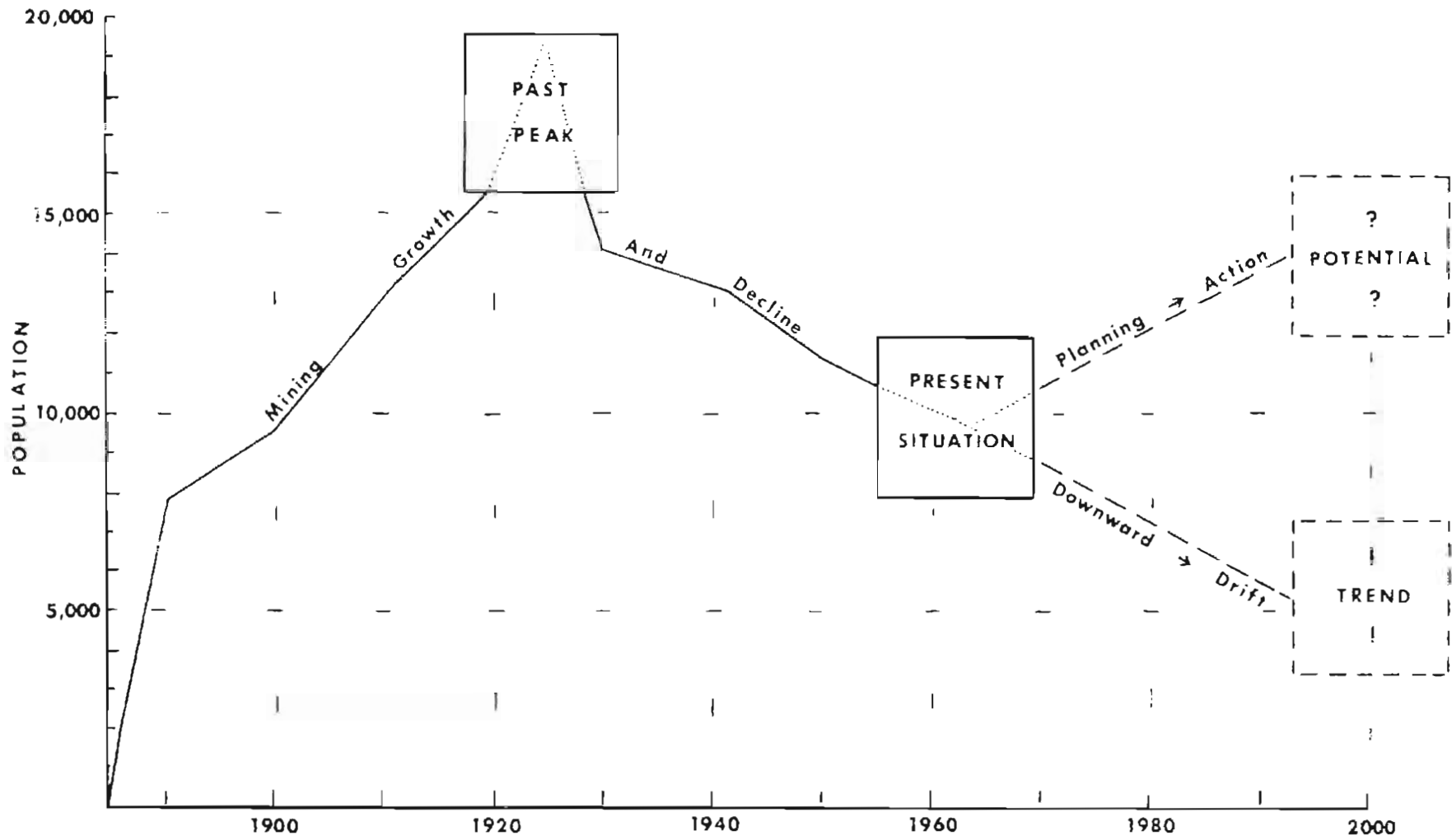


CHART NO.1. WHICH WAY, IRONWOOD ?

THE SITUATION

LIVELIHOOD BASE LOST.

UNEMPLOYMENT.

MIGRATION OF YOUNG PEOPLE.

RESIDUE OF ELDERLY PEOPLE.

DISPERSED NEIGHBORHOOD AREAS.

GREATER DEMAND FOR PUBLIC SERVICES.

SHIFT IN INCIDENCE OF TAXATION.

EMERGENCE AS REGIONAL SHOPPING CENTER.

POTENTIAL GROWTH OF TOURISM.

INDUSTRIAL POTENTIAL.

The most recent official census showed Ironwood to have a population of 10,265 in 1960, and if the trends of the 1940 to 1960 period have prevailed, the 1963 population stands at about 9,800. Unemployment has been critical, especially in the past two years, as the iron mines of the Gogebic Range have almost completely and permanently, ceased operation.

Upwards of 90 percent of the high school seniors are said to leave the area immediately upon graduation, although the Gogebic Community College is responsible for a higher than average proportion of young people enrolled in college. Only one other city in Michigan has a higher percentage of its population made up of people 65 or older.

Ironwood is actually a composite of several scattered "mining locations" or neighborhoods, and with the virtual extinction of tax revenue from mining property, along with a general demand for higher levels of municipal service, acute problems exist. The city has become the major shopping and service center for an ever-widening trade area, and this is its greatest economic asset today. Tourism, especially winter sports, promises considerable potential, and this could induce manufacturing development if the city initiates the necessary policies and programs.

PAST FORCES

MINING CAMP BOOM TOWN,

INCORPORATION OF SCATTERED "LOCATIONS."

EXTENSION AND EXPANSION OF MUNICIPAL SERVICES.

LOSS OF COMPARATIVE ADVANTAGE OF IRON MINING.

MIGRATION OF YOUNG PEOPLE SEEKING EMPLOYMENT.

AUTOMOBILES BROADENED SHOPPING CENTER'S SERVICE AREA.

NATURAL RESOURCES SUITABLE FOR RECREATION AND TOURISM.

GROWTH, AFFLUENCE AND MOBILITY OF PEOPLE IN THE MARKET REGION.

Iron ore was discovered in 1882, and in 1885 the extension of the railroad from Ashland enabled mining operations to begin, and simultaneously a townsite was platted by the railroad company. Mining companies built residences which were leased to workers at nominal fees at the site of the mine shafts, on company-owned land. Stores, schools, and churches followed, both in the downtown plat and in the several mining "locations" to provide goods and services to the people at the point of their residence and employment.

The Village of Ironwood was incorporated in 1887, and in 1889 it became a city that encompassed such "locations" as Norrie, Jessieville, Aurora, Monticello and Pabst, yet to this day these locations are still identified by the names of their origins. In 1890, at the time of the first U. S. Census of population, the new city had a population of 7,745, and in the mid-1920's, it grew to nearly 20,000 to become the largest and wealthiest Michigan city north of Bay City or Muskegon.

In 1925, two-thirds of all personal and real taxes in Ironwood were paid by mining interests, and municipal services were extended in quite an elaborate manner. Subsequently, other iron producing areas in other parts of the continent and world have caused the Gogebic deep shaft mines to lose their comparative advantage, and the young people were forced to migrate. Improved local transportation caused a concentration of retail shopping and services in the downtown area of Ironwood, and more recently, the general growth of tourism has brought a new type of business into the city and the region.

TRENDS

MINING RECOVERY NOT PROBABLY IN IMMEDIATE FUTURE.

FOREST PRODUCTS AND AGRICULTURE DORMANT.

MANUFACTURING EXPANSION DOUBTFUL.

TOURIST EXPANSION SLOW

SHOPPING AND SERVICE CENTER STABLE.

CONTINUED MIGRATION OF YOUTH WITH RESIDUE OF ELDERLY.

When the mines of the Gogebic Range were operating at their peak, there were between 6,000 and 7,000 miners employed within 15 miles of Ironwood; as recently as 1952 there were 3,500 employed miners in the area, but in 1963 there were only 680 miners in the three remaining mines in the Michigan-Wisconsin area. In 1925, mining properties comprised two-thirds of the city's total assessed valuation, but by 1952 it had dropped to one-quarter and in 1963, it was only 0.81 percent of the total taxable base.

Decreases in the number of people employed in manufacturing and in agriculture in the Ironwood service area have paralleled those in mining, with the retail, wholesale, professional, and service industries maintaining their status quo. The direct and indirect employment relating to tourism have expanded somewhat in recent years, but the total is minimal compared to the losses in the basic industries.

Deep shaft iron mining will probably never be rejuvenated in the Gogebic Range in spite of vast untouched reserves. The cost of extracting and upgrading them to meet present standards demanded by the blast furnaces is no longer competitive. In the long run, the reserves of low-grade ore in the general area will no doubt be developed, but again, not until other new operations become marginal or until foreign sources are no longer available.

As a result, every indication points to a continued migration of young people and the total population will decline, with an ever-increasing percentage of elderly people, unless local initiative can combine with regional and national demand to alter the prevailing trends.

GOALS AND POTENTIALS

REDUCTION OF MUNICIPAL COSTS.

IMPROVEMENT OF PHYSICAL ENVIRONMENT.

ATTRACTION OF NEW ECONOMIC ACTIVITIES.

FULL EMPLOYMENT.

HIGHER INCOMES.

CULTURAL DEVELOPMENT.

OPPORTUNITIES FOR YOUNG PEOPLE.

STABLE POPULATION.

Ironwood has the potential to reverse the trends of the past 40 years, and most particularly to reverse those of the past three years. In spite of the previous dependence upon the basic industries of iron mining and lumbering and forest products, there is the potential of completely shifting the economic base and at least stabilizing the situation, with the prospects of a period of growth in a relatively few years.

The ultimate goals for Ironwood are not unlike those of every other area, namely, full employment, higher incomes, favorable tax structure, stable population, and the opportunity for cultural and aesthetic development of the people. Before these goals can be attained, some dedicated effort and readjustment is necessary.

Foremost on the list is the reduction of municipal service costs, necessitated by the declining population tax revenue base. Simultaneously, any savings in operational costs must be reinvested in improving the physical appearance and arrangement of the city, so that it will become a more attractive environment to entice new investments in tourist and recreational facilities and in manufacturing and service enterprises. At the same time, the youth of the area should be held at least long enough to see the potential opportunities, for the acquisition of the goals will be up to them.

The next section, PLANNING FOUNDATIONS, reviews the situation and the trends, preparatory to presenting the COMPREHENSIVE PLAN and its IMPLEMENTATION.



PLANNING FOUNDATIONS

PLANNING AREA

INTERSTATE URBAN COMPLEX

LOCATION

ACCESSIBILITY

TOPOGRAPHY

GEOLOGY AND SOILS

CLIMATE

LAND USE

POPULATION

HOUSING

ECONOMIC BASE

FACILITIES

UTILITIES

TRAFFIC

This section summarizes the previously published report, FOUNDATIONS FOR PLANNING, to further expand the statement of Ironwood's need for planning, and to present details upon which the COMPREHENSIVE PLAN is based. Included are several maps from the previous report to better portray an inventory of the physical, economic, and social situation of the city and its hinterland.



Planning Area

IRONWOOD IS MICHIGAN'S MOST WESTERLY "GATEWAY"
THE PLANNING AREA INCLUDES HURLEY AND ADJOINING TOWNSHIPS
TOGETHER THEY FORM AN INTERSTATE URBAN COMPLEX
IRONWOOD IS A COMPOSITE OF SCATTERED "MINING LOCATIONS"

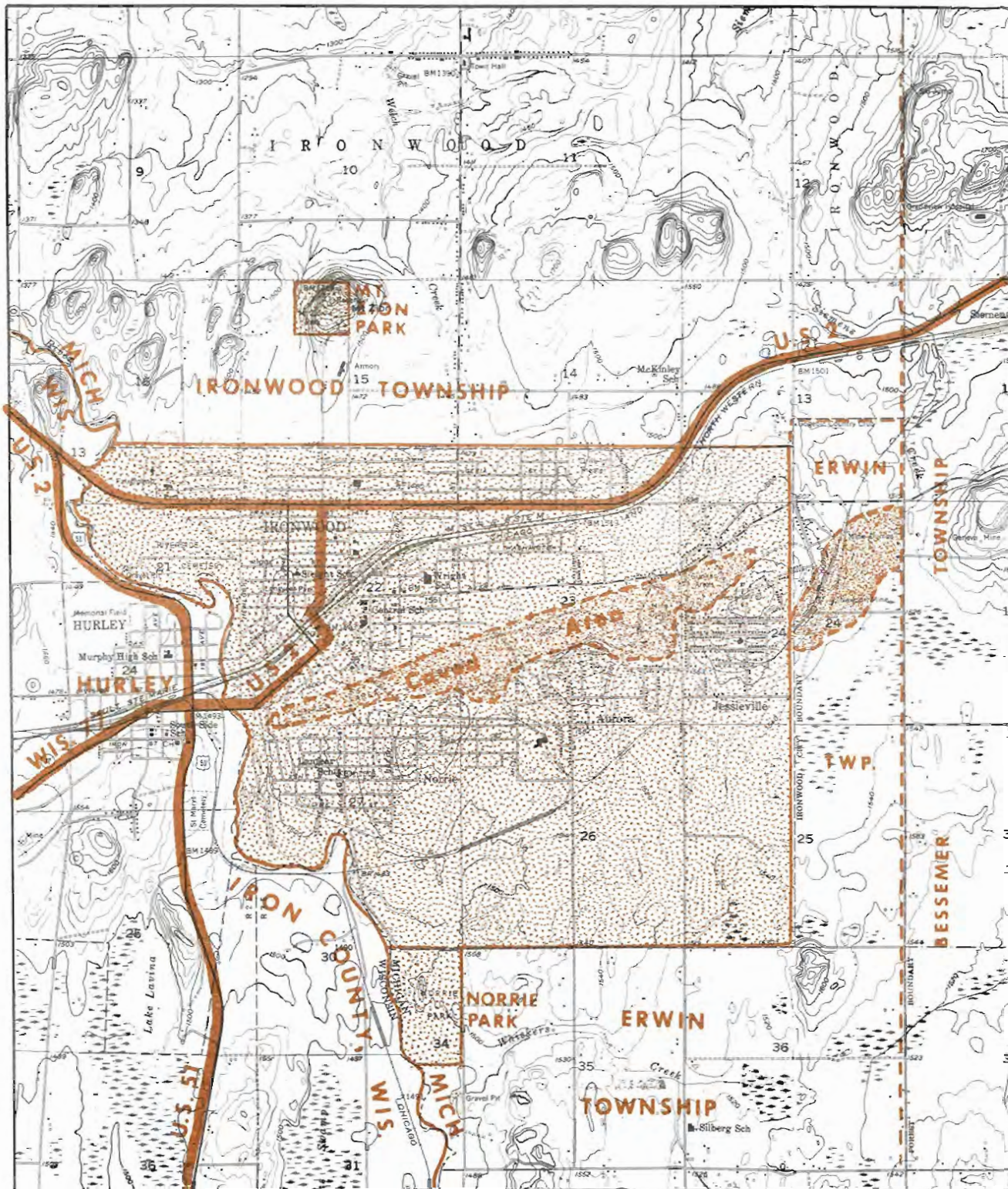
THE CITY IS DISSECTED BY:

THE "CAVES" AND RUGGED TOPOGRAPHY
RAILROADS AND TRANSSHIPMENT FACILITIES,
U. S. - 2 (BY-PASS AND BUSINESS ROUTES)

The city itself occupies 3,752 acres, but the broader planning area which must be considered covers about 12,700 acres. Ironwood and Hurley cities are separated only by the Montreal River, which is the state line between Michigan and Wisconsin. To the north and south of Ironwood and to the east, the Townships of Ironwood, Erwin, and Bessemer contain scattered settlements that approach urban densities. Much of the more recent residential development has occurred north of the city in Ironwood Township, and during the 1930's the Resettlement Administration established a new settlement in the township.

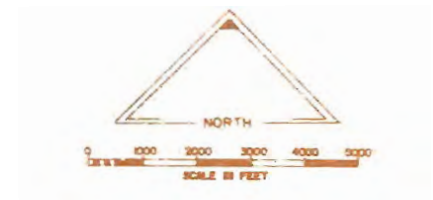
Ironwood encompasses a great deal of idle and vacant land, interspersed among and separating the several neighborhood areas. The "Caves" is a depressed area formed by the collapse of underlying mine tunnels which now divides the city into distinct northern and southern segments. The locations of Norrie, Jessieville, Newport, Aurora, and Pabst are distinctive neighborhood areas that were created when the mines were in operation.

U. S. - 2 is a transcontinental trunkline highway that funnels all east-west traffic into the city, with one route entering the central business district and the other bypassing it to the north. Railroads and switching and warehousing facilities parallel the business route of U. S. -2 to further divide the city.



IRONWOOD

PLANNING AREA



CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



Interstate Urban Complex

IRONWOOD IS THE CENTRAL AND LARGEST CITY OF THE COMPLEX.

WITHIN 40 MILES OF DOWNTOWN IRONWOOD THERE ARE:

52, 000 RESIDENTS WITH - - -

\$55 MILLION PURCHASING POWER.

WITHIN 90 MILES OF IRONWOOD THERE ARE 1.5 MILLION SEASONAL TOURISTS.

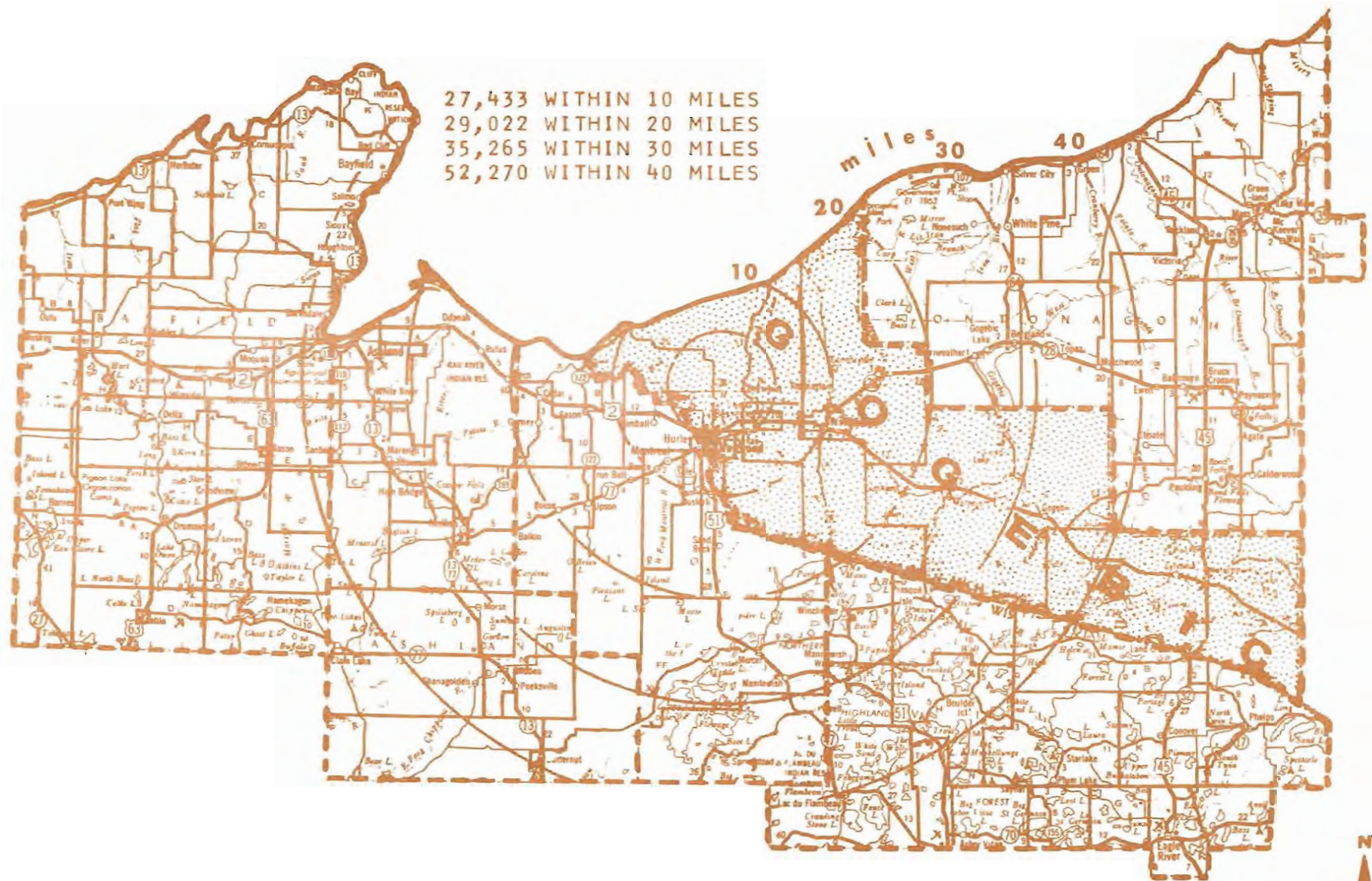
IRONWOOD IS THE MAJOR SHOPPING AND SERVICE CENTER FOR A LARGE REGION.

TABLE NO. 1. Population, Purchasing Power and Retail Sales, Ironwood and Its Service Areas¹, 1961:

	Ironwood Service Area	Ironwood City	
		Total	% of Ser- vice Area
Population - - - - -	41, 700	10, 265	24. 6
Purchasing Power (\$000) - - - - -	54, 600	14, 649	26. 8
Purchasing Power Per Capita - - - - -	1, 309	1, 450	
Retail Sales, 1961, Total (\$000) - - - - -	44, 600	19, 283	43. 2
Food - - - - -	15, 500	7, 085	45. 7
Eating & Drinking Places - - - - -	6, 100	1, 011	16. 6
General Merchandise - - - - -	3, 500	1, 459	41. 7
Apparel - - - - -	3, 000	2, 194	73. 1
Furniture & Appliances - - - - -	1, 500	1, 121	74. 7
Automotive - - - - -	5, 200	2, 745	52. 8
Gas Stations - - - - -	3, 800	1, 070	28. 2
Lumber, Bldg. & Hdwe. - - - - -	4, 500	1, 018	22. 6
Drugs - - - - -	1, 500	758	50. 5

¹ Service area includes all of Gogebic and Iron (Wisconsin) Counties and half of Ontonagon and Vilas (Wisconsin) Counties.

POPULATION SERVED BY GOGEBIC RANGE URBAN COMPLEX



BI-STATE TRADE AND SERVICE AREA.





Location

LARGEST CITY IN WESTERN UPPER PENINSULA AND
NORTHERN WISCONSIN.

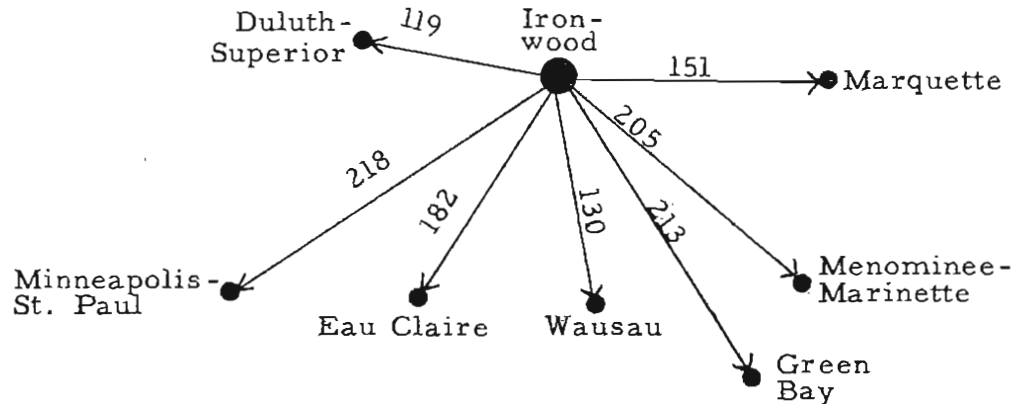
CENTER OF SECOND LARGEST URBAN COMPLEX IN
UPPER PENINSULA.

MAJOR TRADE AND SERVICE CENTER BETWEEN MAR-
QUETTE AND DULUTH, AND NORTH OF WASAU,
EAU CLAIRE, GREEN BAY, TWIN CITIES.

17 MILLION PEOPLE WITHIN 360 MILES (6 HOURS DRIVE).

IRONWOOD IS MORE CLOSELY ORIENTED TO 3 OTHER STATES THAN TO MICHIGAN AND ITS CITIES.

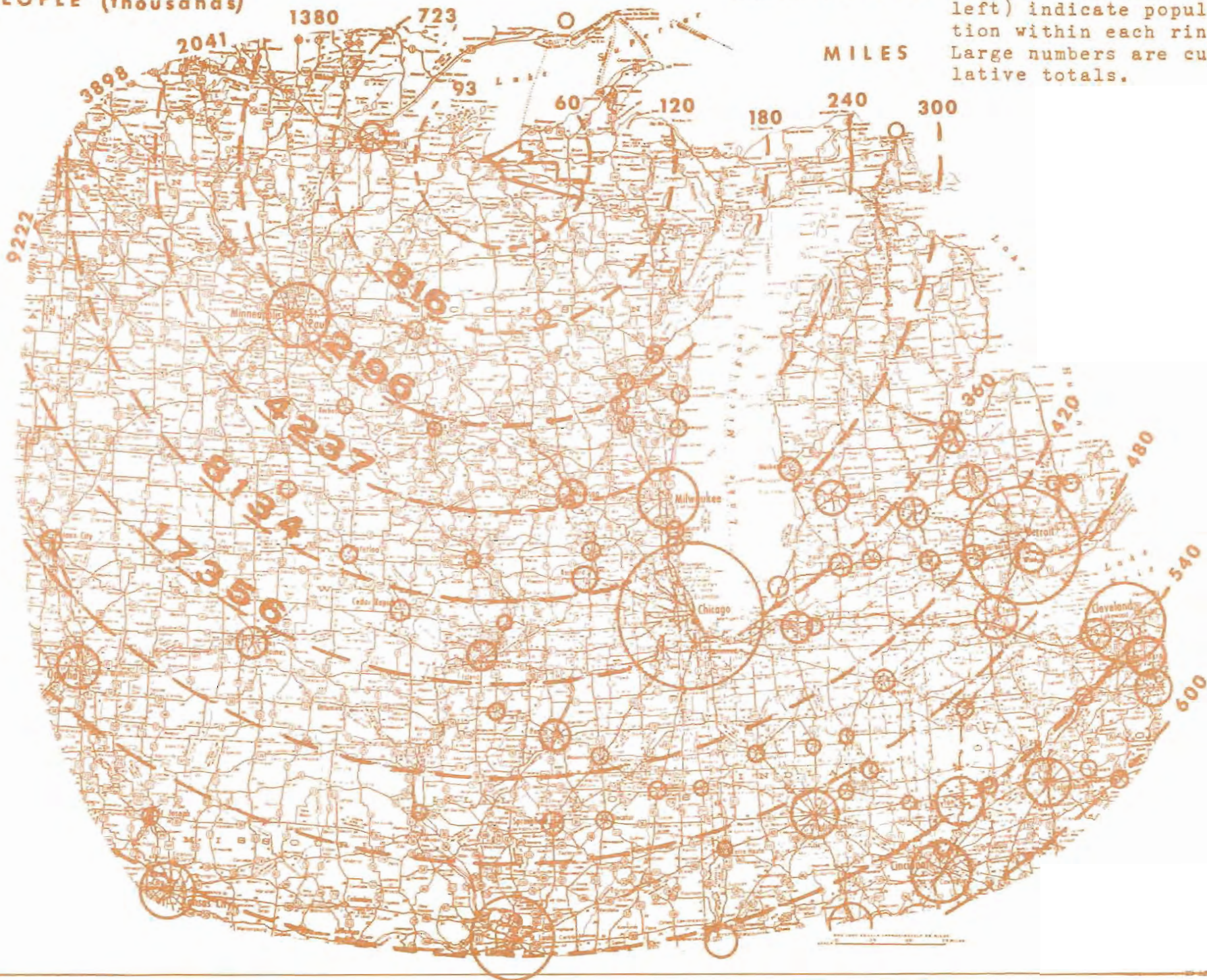
THE FOLLOWING MILEAGE DIAGRAM SHOWS IRONWOOD'S LOCATION WITH RE-
SPECT THE NEAREST CITIES WHICH ARE LARGER:



PEOPLE (thousands)

THE MARKET REGION. Small numbers (at left) indicate population within each ring. Large numbers are cumulative totals.

MILES





Accessibility

SCHEDULED AIRLINE, BUS, RAILROAD ROUTES SERVE IRONWOOD.

U. S. - 2 LEADS FROM THE MACKINAC AND INTERNATIONAL BRIDGES, THROUGH IRONWOOD, AND ON TO THE WEST COAST.

MAJOR TRUNKLINE HIGHWAYS FROM WISCONSIN AND MINNESOTA CITIES LEAD INTO THE AREA.

DISTANCE IS NO LONGER THE BARRIER IT ONCE WAS.

Compared with its situation just a generation ago, Ironwood is no longer a remote northern outpost. Excellent highways and outstanding winter maintenance and snow removal put the city within a half day's drive of 4 million people and an easy day's drive of 17 million.

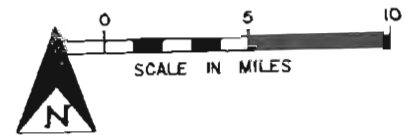
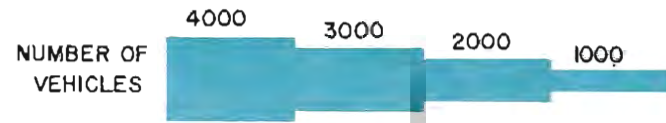
The Gogebic County Airport, just north of the city limits, provides excellent all-weather scheduled airline service and facilities for scheduled and general aviation. Daily trains to Chicago carry passengers and freight, and freight service is available in all directions, as is motor transport service and bus lines.

Locational and accessibility factors are important in evaluating Ironwood's relative potential for economic expansion. They dictate that manufacturing must be confined to local raw materials which are reduced in weight and bulk before being shipped to market, or if raw materials are to be brought in for local manufacture, they must be of low weight and high value. One local resource that does not need to be transported is that relating to tourism and recreation, for in this case the consumer comes to the Ironwood area.

Local accessibility from the other towns and cities of the Gogebic Range is good, with U. S. - 2 being the major route connecting the communities of the Range with their major trade and service center.

TRANSPORTATION FACILITIES

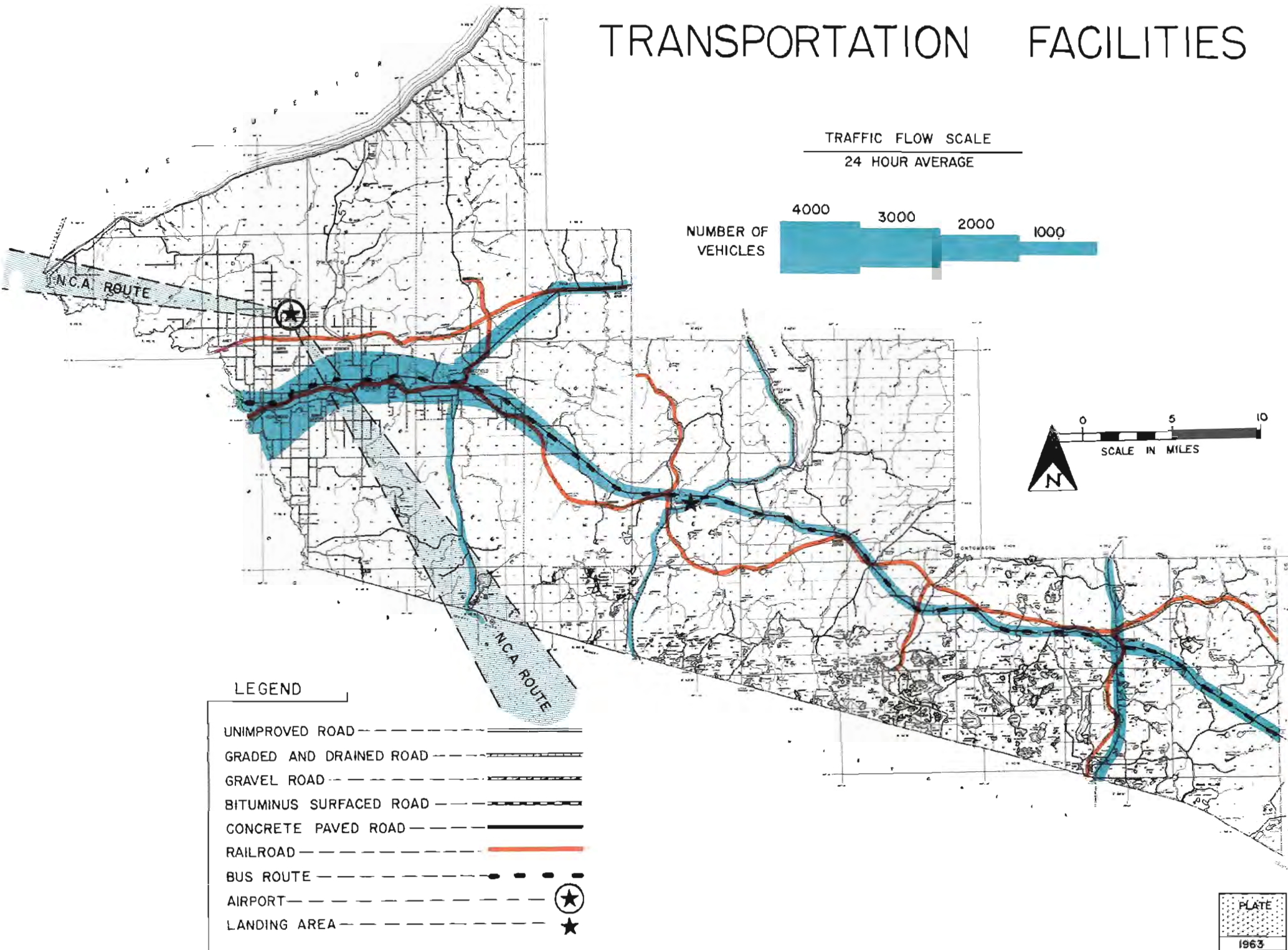
TRAFFIC FLOW SCALE
24 HOUR AVERAGE



LEGEND

- UNIMPROVED ROAD ————
- GRADED AND DRAINED ROAD ————
- GRAVEL ROAD ————
- BITUMINUS SURFACED ROAD ————
- CONCRETE PAVED ROAD ————
- RAILROAD ————
- BUS ROUTE ————
- AIRPORT ———— (★)
- LANDING AREA ———— (★)

PLATE
1963





Topography

IRONWOOD IS IN THE HEART OF THE HISTORIC GOGEBIC IRON RANGE.

RUGGED HILLS, STEEP SLOPES AND SLOPING VALLEYS ARE THE SITE FOR THE CITY.
ELEVATIONS WITHIN THE CITY VARY AS MUCH AS 300 FEET.

THE HIGHEST ELEVATIONS ARE IN THE EASTERN PART OF TOWN.

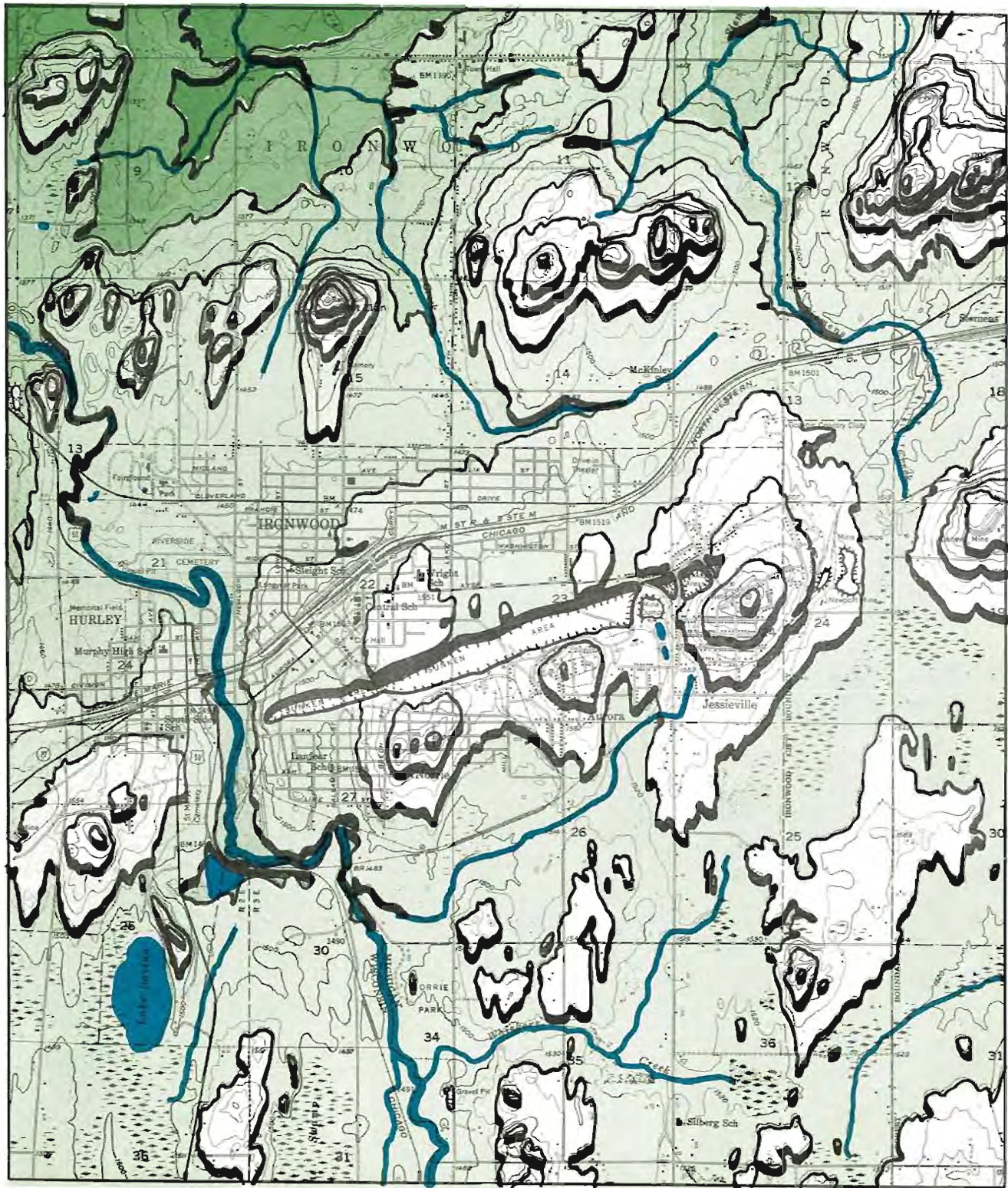
THE "CAVES" OR SUNKEN AREA DIVIDES THE TOWN INTO TWO ISOLATED PARTS.
SURFACE SUBSIDENCE AND SHIFTING STILL OCCURS IN PLACES.

THE TOPOGRAPHIC AND PHYSIOGRAPHIC FEATURES ARE PICTURESQUE,
BUT IT IS COSTLY TO PROVIDE URBAN SERVICES TO OUTLYING AREAS.

Semi-mountainous terrain and precipitous slopes are the most distinctive and picturesque physical features of Ironwood, and they impose the most rigorous limitations upon urban development.

The "caves" is a long, narrow depression running diagonally from northeast to southwest through the entire city. This sunken area is the result of surface subsidence due to the collapse of underlying mine tunnels, and although the ground is now quite stable in the central and western parts of the city, it is still shifting in the eastern part.

The business district and the residential areas to the north and south of it are situated on gently rolling to nearly level land, but the scattered "mining locations" in the eastern part of the city are on rugged hills. Provision of public utilities, services, street maintenance and snow removal to the "locations" is costly due to their remoteness from the central part of the city, the differences in elevation, and the presence of the "caves" which necessitates circumvention of the sunken and settling areas.



RELIEF MAP

LEGEND

ELEVATION

- BELOW 1300
- 1300 — 1360
- 1360 — 1420
- 1420 — 1480
- 1480 — 1540
- 1540 — 1600
- ABOVE 1600



NOTE:
CONTOURS ARE ACCENTUATED
AT 60 FOOT INTERVALS



COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS - PLANNERS
GRAND RAPIDS, MICHIGAN
FRANK W. SUGGITT - PLANNING CONSULTANT
MASON, MICHIGAN

PLATE
1963



Geology & Soils

Sketch shows a typical cross-section through the Gogebic Range, indicating the problems of deep shaft mining.

SURFACE FORMATIONS ARE THE RESULT OF RECENT GLACIATION.

OUTCROPPINGS OF ANCIENT BEDROCK PROTRUDE THROUGH THE GLACIAL DEPOSITS,

IRON ORE EXISTS IN ABUNDANT QUANTITIES, BUT IS DIFFICULT TO EXTRACT.

SOIL MATERIALS ARE EXTREMELY VARIABLE.

WELL-DRAINED STONEY, RED LOAMS OF RELATIVELY HIGH FERTILITY DOMINATE.








The presence of outcroppings of bedrock, along with associated areas of steep slopes and rock knobs, impose limitations upon urban development and present severe local problems with regard public utilities and streets. The depth of frost penetration makes it necessary to bury water and sewer lines far below the surface, and where rock is at or near the surface, this is extremely costly.

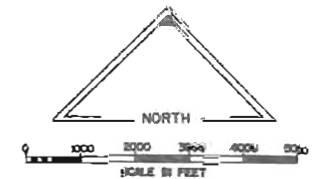
There are limited areas of swamps, marshes and alluvial soils in which drainage is difficult and upon which development is not economically feasible. Where bedrock is near the surface, internal drainage is impeded and runoff is consequently more intense.

The loam soils are well suited for lawns and gardens and both surface and internal drainage is generally satisfactory. The entire area was originally covered with mixed hardwoods and some conifers, so forest plantations would be feasible even on the areas of mine waste and surface subsidence, provided fires can be controlled.

LAND TYPE MAP

LEGEND

- POORLY DRAINED LOAMS 
- WELL DRAINED STONEY RED LOAMS 
- ROCK OUTCROPS 
- BOGS AND MARSHES 
- TIMBERED SWAMPS 
- OPEN PIT MINES 
- ALLUVIAL SOILS 

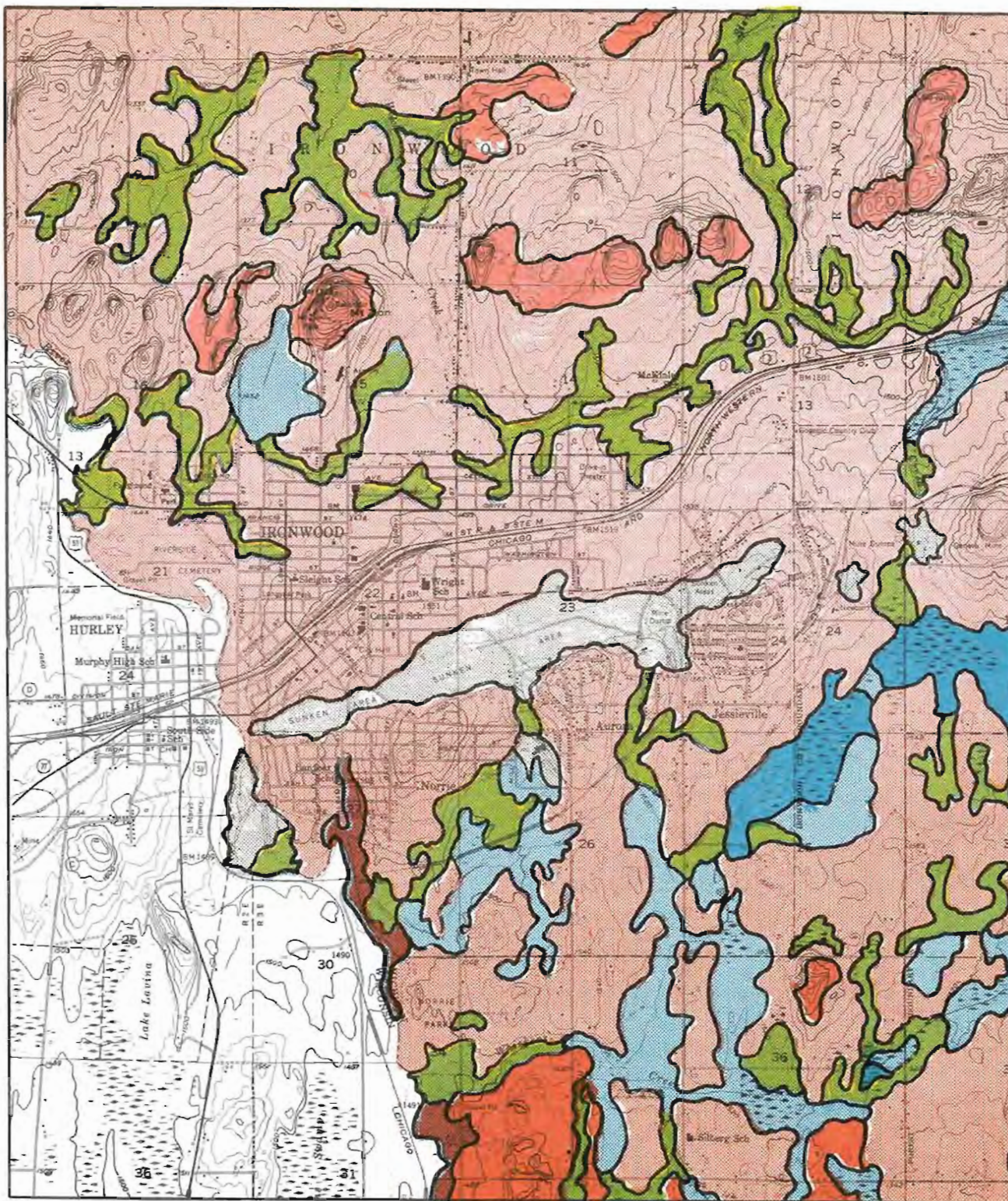


COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
GRAND RAPIDS, MICHIGAN
 FRANK W. SUGGITT - PLANNING CONSULTANT
(BAYON, MICHIGAN)

PLATE

1963





Climate

AVERAGE ANNUAL SNOWFALL 130.6 inches.

AVERAGE ANNUAL RAINFALL 35.8 inches.

AVERAGE ANNUAL TEMPERATURE 41.6 degrees (July 68.3 and
January 13.9 degrees).

AVERAGE ANNUAL GROWING SEASON 126 days.

GREATEST MONTHLY SNOWFALL 58.5 inches.

GREATEST DAILY SNOWFALL 19.0 inches.

The climate of Ironwood is no more extreme than that of the rest of the Upper Peninsula or the Northern Lower Peninsula of Michigan, the one exception being the amount and duration of snow at Ironwood. Snow is the one resource in which the Gogebic Range holds a distinctive comparative advantage over all but one other area in Michigan (the Copper Country), and all of the continental United States except in the northern Appalachians and in the Rocky Mountains. Nowhere else in the Midwestern tourist market region is there more snow, for such a long period of time.

Economic benefits from winter sports are just beginning to be realized in the Ironwood area, and the city is centrally situated to service present and potential ski resorts at Indianhead Mountain, Whitecap Mountain, the Porcupine Mountains, the Copper Peak Ski Flying Hill and the new Powderhorn Mountain, along with the city-owned ski area at the Mt. Zion Park. The greatest limitation to future development of winter sports in this area is in the field of accommodations, and Ironwood can capitalize upon this demand.

The large amount of snow, the high intensity of rainfall, and the cold winters impose difficult and costly problems of maintaining public utilities and streets, especially in the outlying "locations." Long distances from the central city to the sparsely populated locations compounds the cost of maintenance and improvement.

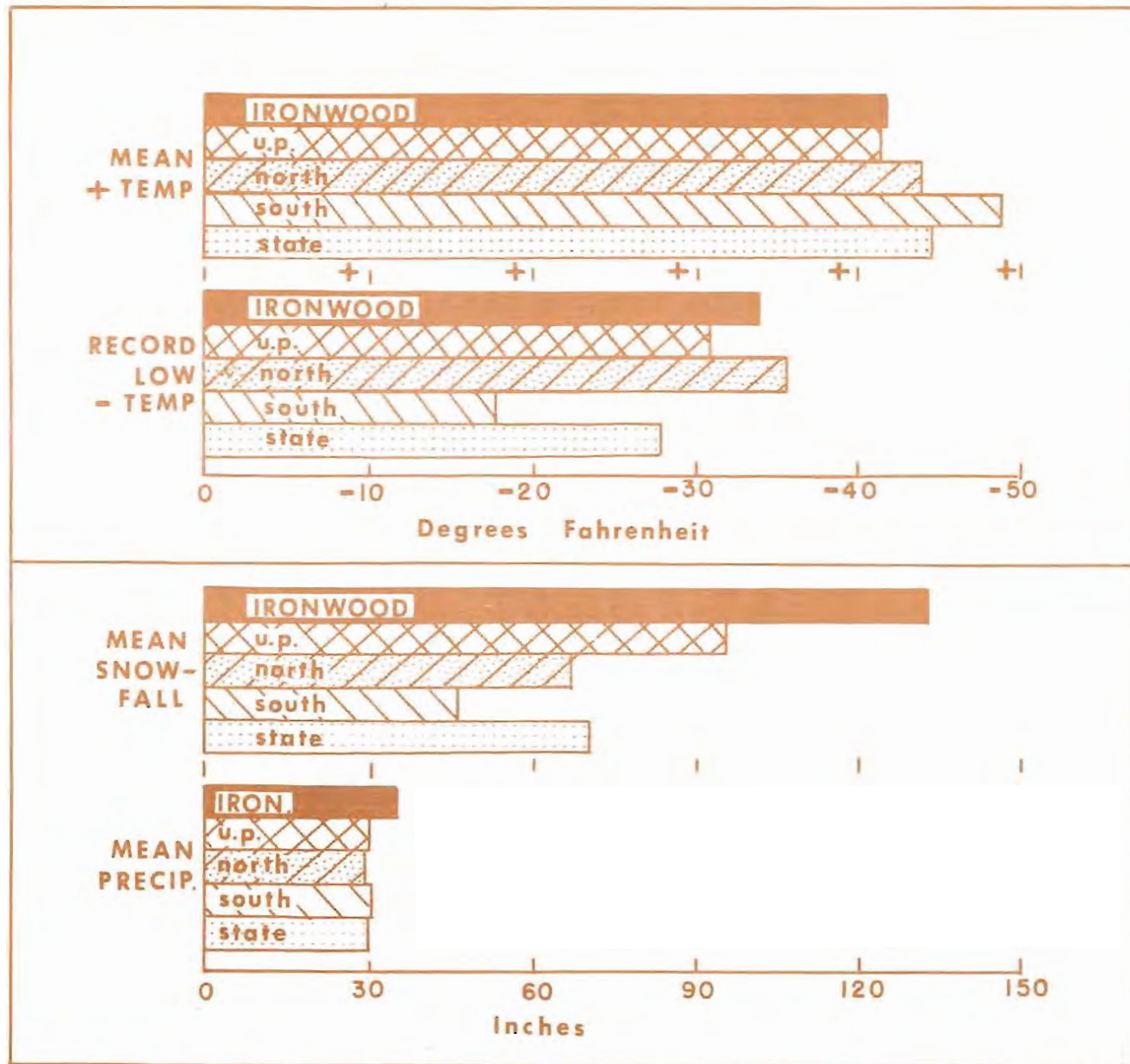


FIG. 2. COMPARATIVE CLIMATIC CHARACTERISTICS OF TEN WEATHER STATIONS IN THE UPPER PENINSULA, TEN IN THE NORTHERN AND TEN IN THE SOUTHERN LOWER PENINSULA AND A STATE AVERAGE OF THE 30 STATIONS.

SOURCE: CLIMATE OF MICHIGAN, MICHIGAN WEATHER SERVICE, EAST LANSING, FEBRUARY 1963.



Land Use

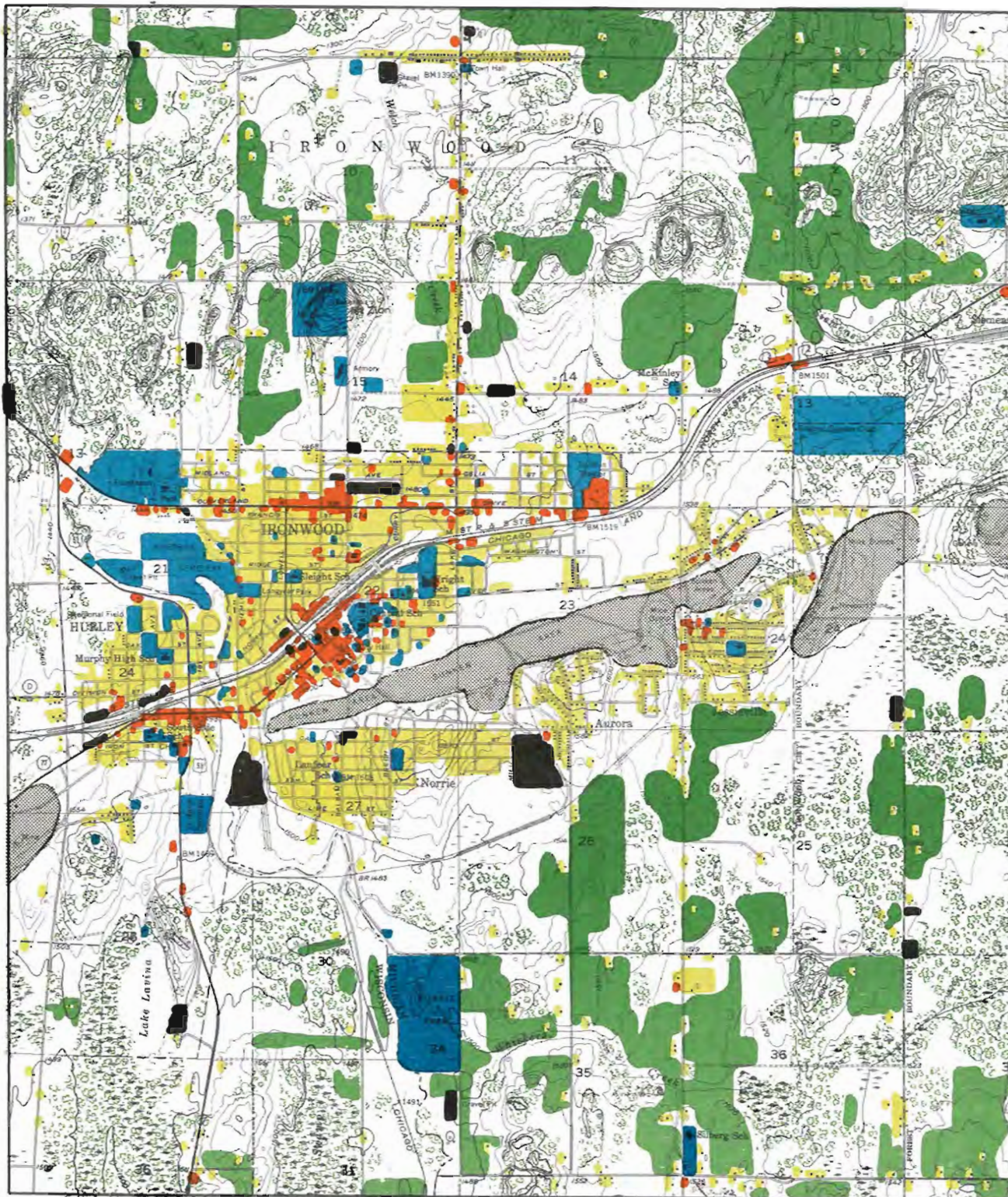
The accompanying map show that the intensively used land, that which is colored yellow, red, and black, is concentrated in the western part of the city, whereas other scattered areas of intensively used residential land are remote from the main body of the city, and are separated from it by the "caves" and by non-productive mine waste land. The cost of providing municipal utilities and services to the area on the eastern part of the city is obvious, but even more significant is the fact that the 96 homes in one of the mining "locations" are situated on shifting and subsiding ground where sewer service cannot be provided and where water and street maintenance is a continual problem.

Ironwood has two distinct and separate commercial areas (red on the map). One is physically oriented to the original townsite and the railroad tracks, while the other and more recent is a lineal commercial area along U. S. - 2 bypass route. The former is the central shopping district and the other is largely a transient-type motorist service area, although some other commercial enterprises have located along the highway.









TABLE 2. PRESENT LAND USE.

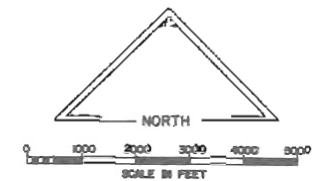
	Planning Area Within Michigan					
	City of Ironwood		Outside City		Total	
	Acres	%	Acres	%	Acres	%
Residential - - - - -	909	24.2	184	2.1	1093	8.6
Commercial - - - - -	96	2.5	19	.2	115	.9
Industrial - - - - -	69	1.9	13	.1	82	.6
Mine Lands - - - - -	271	7.2	89	1.0	360	2.8
Public - - - - -	195	5.2	240	2.7	435	3.4
Transportation:						
A. Streets - - - - -	379	10.1	304	3.4	683	5.4
B. Alleys - - - - -	29	.8			29	.2
C. Railroads - - - - -	225	6.0	41	.5	266	2.1
Agriculture:						
A. Productive - - - - -	266	7.1	1777	19.9	2043	16.1
B. Non-Productive - - - - -	1130	30.1	3446	38.4	4576	36.0
C. Wooded - - - - -	183	4.9	2850	31.7	3033	23.9
Total - - - - -	<u>3752</u>	<u>100.0</u>	<u>8963</u>	<u>100.0</u>	<u>12,715</u>	<u>100.0</u>

PRESENT LAND USE



LEGEND

RESIDENTIAL	---	
COMMERCIAL	---	
INDUSTRIAL	---	
MINE LOCATIONS	---	
PUBLIC	---	
PRODUCTIVE AGRICULTURAL	---	
NON-PRODUCTIVE LAND	---	
WOODS	---	



COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS - PLANNERS
 GRAND RAPIDS, MICHIGAN
 FRANK W. SUGGITT - PLANNING CONSULTANT
 MASON, MICHIGAN

PLATE
 1963



Population

The population of Ironwood is now about half what it was at the peak in 1925. Few other cities in the nation have experienced a more rapid rate of decline, yet the available census figures do not take into account the effect of the almost total abandonment of iron mining in the area since 1960.

Fully as significant as the total decrease in the number of people is the shift in age structure, especially when compared with the age structure of the population of Michigan as a whole, as indicated in the following tables:

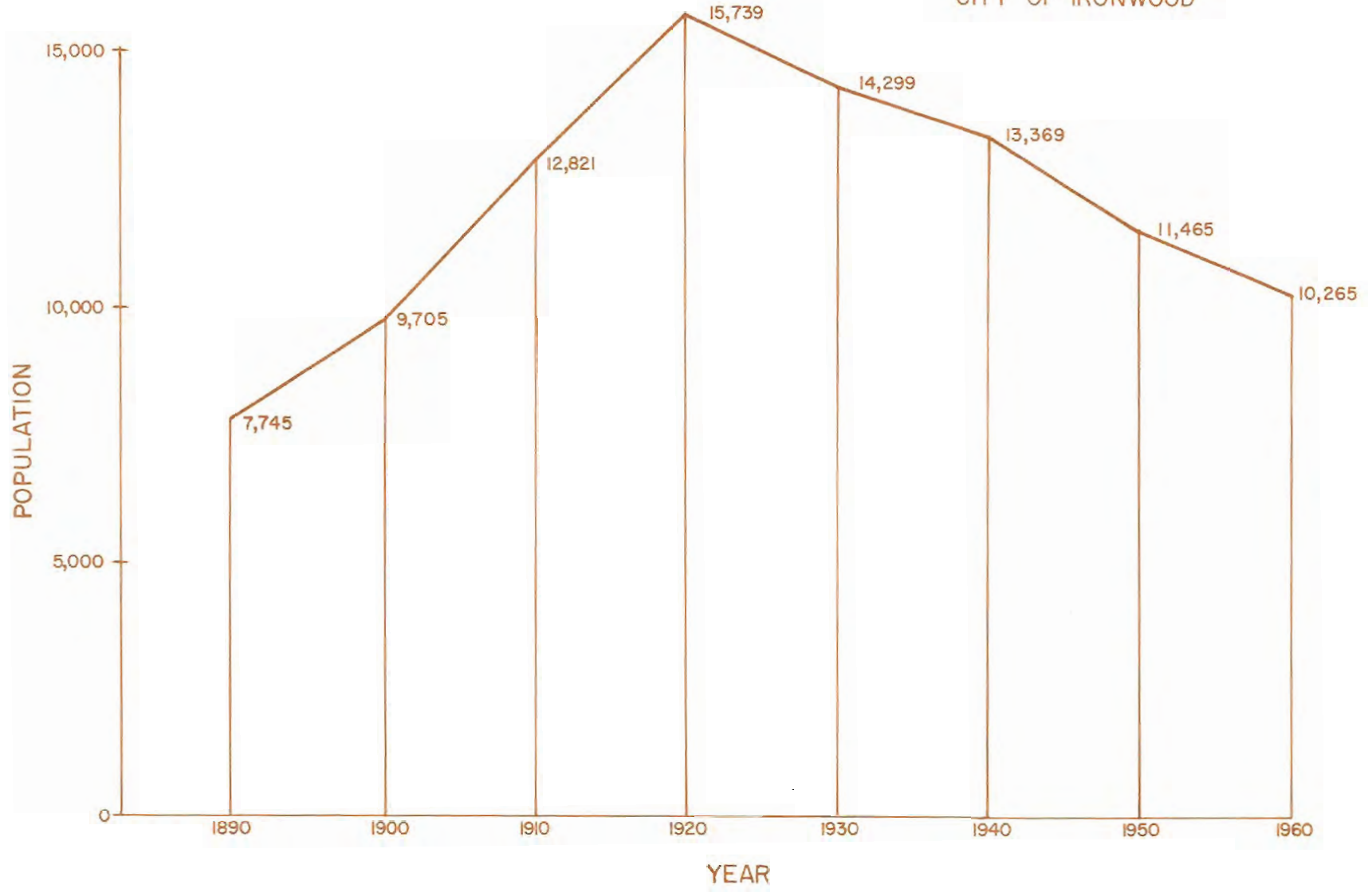
TABLE 3. AGE STRUCTURE OF IRONWOOD COMPARED WITH GOGEBIC COUNTY AND MICHIGAN, 1960:

AGE GROUP	IRONWOOD		PERCENT	
	NUMBER	PERCENT	GOGEBIC COUNTY	MICHIGAN
UNDER 5 - - - - -	925	9.0	9.4	12.4
5-14 - - - - -	1,863	18.1	19.6	20.7
15-24 - - - - -	971	9.5	10.6	12.9
25-34 - - - - -	921	9.0	9.2	13.0
35-44 - - - - -	1,367	13.3	13.6	13.6
45-54 - - - - -	1,384	13.5	13.4	11.0
55-64 - - - - -	1,202	11.7	10.5	8.2
OVER 65 - - - - -	1,636	15.9	13.7	8.2

TABLE 4. CHANGE IN AGE STRUCTURE, 1950 TO 1960, IRONWOOD.

	NUMBER		PERCENT
TOTAL IRONWOOD POPULATION CHANGE	(-)1,904	OR	(-)14.2%
20 TO 65 AGE GROUP - - - - -	(-)1,683	OR	(-)24.4%
20 TO 39 AGE GROUP - - - - -	(-)1,283	OR	(-)40.1%
40 TO 65 AGE GROUP - - - - -	(-) 400	OR	(-)10.9%
65 AND OVER GROUP - - - - -	(+) 514	OR	(+)45.8%

POPULATION TRENDS
CITY OF IRONWOOD





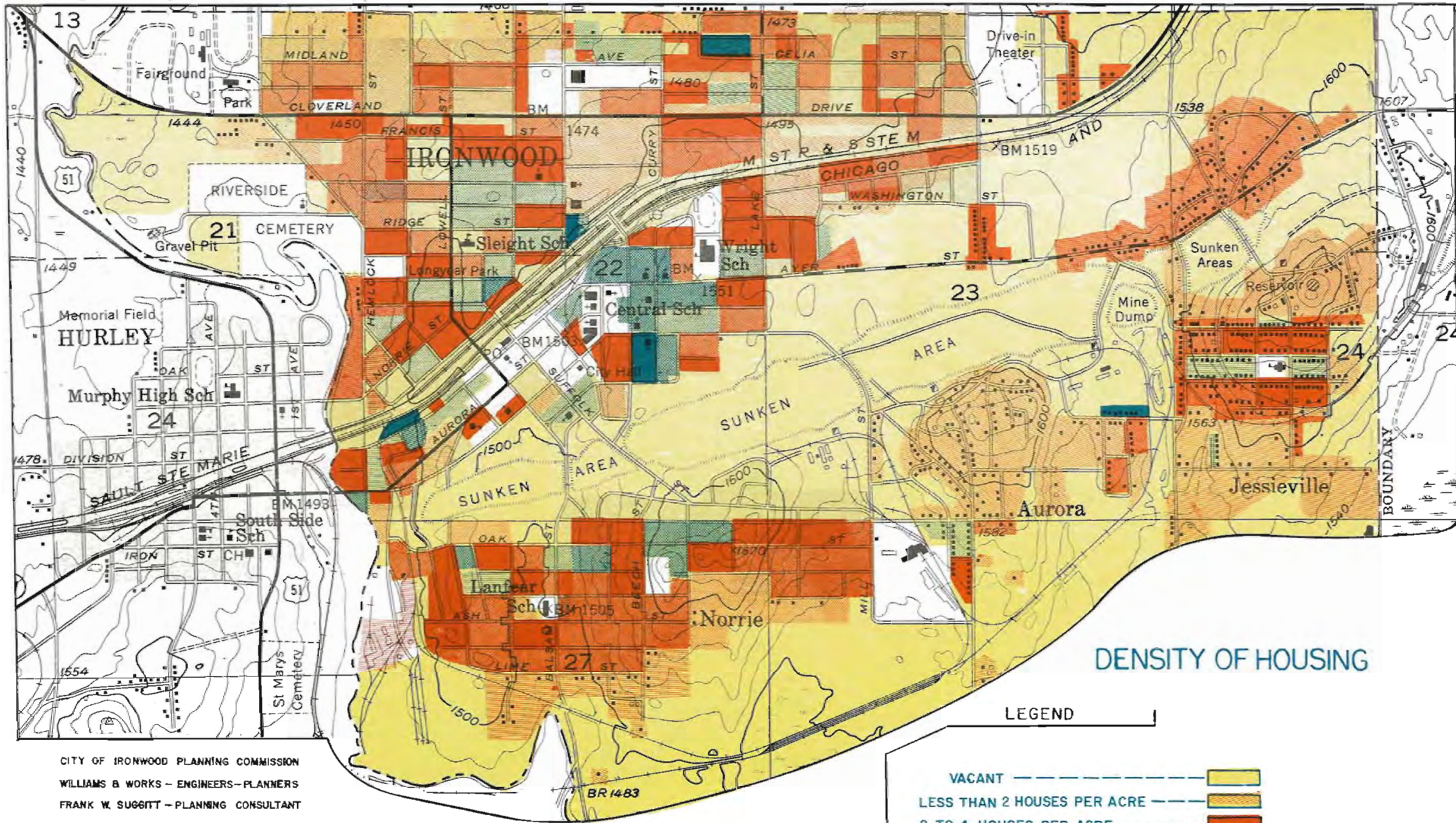
Housing

IN COMPARISON WITH STATE-WIDE HOUSING CONDITIONS, IRONWOOD HAS (1) GREATER PERCENTAGE OF OWNER-OCCUPIED HOUSING; (2) A LESSER PERCENTAGE OF HOUSING WITH COMPLETE PLUMBING FACILITIES; (3) A GREATER PERCENTAGE OF HOUSES BUILT BEFORE 1940; (4) A GREATER PERCENTAGE OF HOUSES WITH A MARKET VALUE OF LESS THAN \$10,000 THAN THE AVERAGE FOR THE STATE OF MICHIGAN.

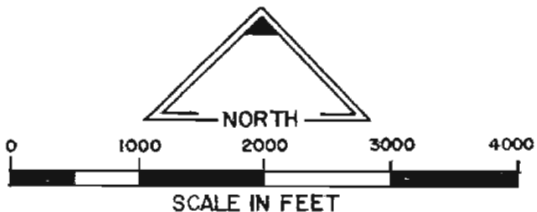
TABLE NO. 5. HOUSING CHARACTERISTICS

<u>OCCUPANCY:</u>	<u>IRONWOOD</u>	<u>GOGEBIC COUNTY</u>	<u>STATE OF MICHIGAN</u>
% OWNER OCCUPIED - - - - -	71.3%	65.9%	65.4%
% RENTER OCCUPIED - - - - -	22.5%	18.3%	22.5%
% VACANT - - - - -	6.2%	15.8%	12.1%
<u>CONDITION OF HOUSING</u>			
% IN SOUND CONDITION - - - - -	85.0%	81.1%	85.0%
% DETERIORATING - - - - -	12.6%	14.9%	11.7%
% DILAPIDATED - - - - -	2.4%	4.0%	3.3%
% WITH COMPLETE PLUMBING - - -	80.8%	70.9%	93.7%
% MEDIAN NO. ROOMS PER UNIT - -	5.3%	5.1%	5.2%
<u>AGE:</u>			
% BUILT 1950-60 - - - - -	3.5%	5.7%	32.8%
% BUILT 1940-50 - - - - -	7.2%	15.7%	17.8%
% BUILT BEFORE 1940 - - - - -	89.3%	78.6%	49.4%
<u>VALUES OF OWNER OCCUPIED HOUSES:</u>			
% UNDER \$5,000 - - - - -	33.0%	39.2%	6.3
% \$5,000 TO \$10,000 - - - - -	47.0%	42.7%	28.4%
% \$10,000 TO \$20,000 - - - - -	17.5%	16.2%	53.4%
% OVER \$20,000 - - - - -	2.5%	1.9%	11.9%
<u>LENGTH OF OCCUPANCY (YEAR OCCUPANT MOVED INTO PRESENT HOUSE):</u>			
% BETWEEN 1954-60 - - - - -	23.3%	25.2%	53.2%
% BETWEEN 1940-54 - - - - -	41.3%	40.7%	33.2%
% BEFORE 1940 - - - - -	35.4%	34.1%	13.6%

SOURCE: U. S. CENSUS OF HOUSING, 1960.



CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

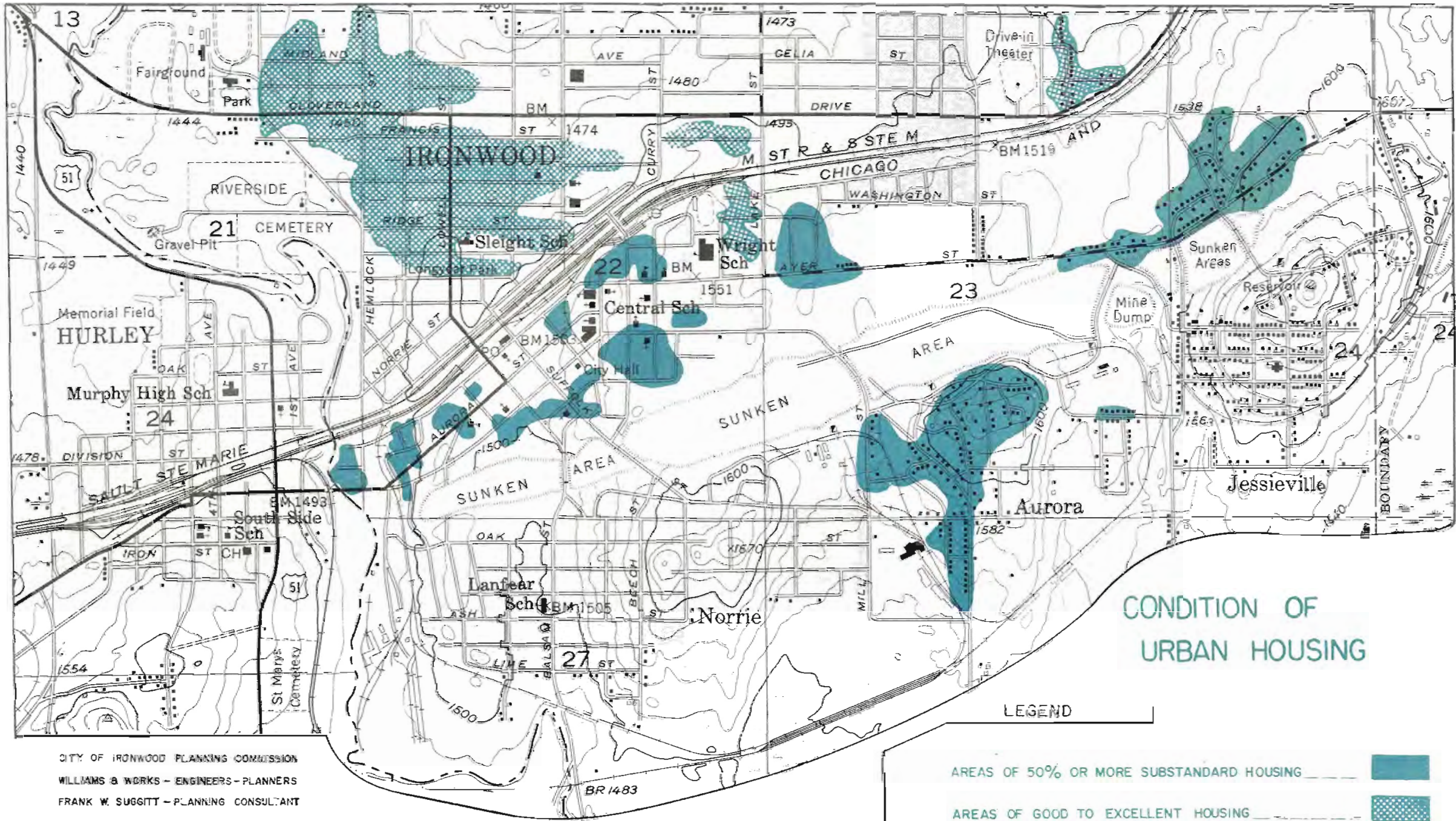
DENSITY OF HOUSING

LEGEND

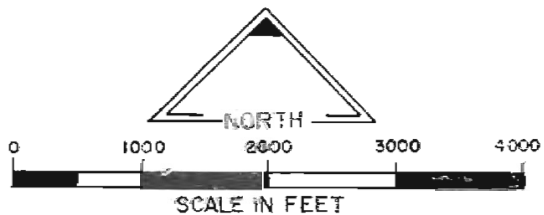
VACANT	Lightest yellow
LESS THAN 2 HOUSES PER ACRE	Light yellow
2 TO 4 HOUSES PER ACRE	Yellow-orange
4+ TO 6 " " "	Orange
6+ TO 8 " " "	Dark orange
8+ TO 10 " " "	Red-orange
MORE THAN 10 HOUSES PER ACRE	Dark red

PLATE
1963





CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS - PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

LEGEND

- AREAS OF 50% OR MORE SUBSTANDARD HOUSING
- AREAS OF GOOD TO EXCELLENT HOUSING

PLATE
 1963



Economic Base

A MAJOR EMPHASIS OF THE PUBLICATION OF FOUNDATIONS FOR PLANNING WAS THE ECONOMIC BASE, SINCE THAT WAS THE REASON FOR IRONWOOD'S EXISTENCE AND FOR ITS DECLINE. IN THIS SUMMARY, ONLY THE HIGHLIGHTS OF THE EMPLOYMENT CHARACTERISTICS AND THE DOMINATING INFLUENCE OF GENERAL BUSINESS ARE INDICATED IN THE FOLLOWING TABLES:

TABLE NO. 6. EMPLOYMENT BASE: 1960

	<u>IRONWOOD SERVICE AREA</u>	<u>TOTAL</u>	<u>% OF SERVICE AREA</u>
EMPLOYED PERSONS, TOTAL - - -	12,827	3,249	25.3
AGRICULTURE - - - - -	412	7	1.7
CONSTRUCTION - - - - -	608	93	15.3
MINING - - - - -	3,705	848	22.9
TRANSPORTATION & COMMUN.	634	236	37.2
WHOLESALE & RETAIL TRADE	2,479	730	29.4
FINANCE, INSURANCE & REAL EST.	227	56	24.7
EDUCATIONAL SERVICES -	799	148	18.5
PUBLIC ADMINISTRATION- -	628	175	27.9
FORESTRY & FISHERIES - -	78	8	10.3
MANUFACTURING - - - - -	1,921	419	21.8

TABLE NO. 7. RETAIL SALES TRENDS, 1955-1962:
(MILLIONS OF DOLLARS)

	<u>GOGEBIC COUNTY</u>	<u>IRONWOOD</u>	
		<u>TOTAL</u>	<u>% OF COUNTY</u>
1961-62 - -	\$25,670	\$17,469	68.1
1960-61 - -	26,360	17,749	67.3
1959-60 - -	26,431	17,864	67.6
1958-59 - -	26,142	17,335	66.3
1957-58 - -	27,712	18,587	67.1
1956-57 - -	27,983	18,127	64.8
1955-56 - -	26,652	17,600	66.0



U.S. Forest Service Photo

INDUSTRIES OF THE RANGE



Facilities

For the most part, the city is reasonably well-equipped, even lavishly so in some instances, with schools, parks, playgrounds and other municipal and educational facilities. Most of the facilities were constructed during a period of affluence and ascendancy, for a city with a population nearly double today's. Obsolescence has eroded their value in some cases, along with changes in standards demanded by the public and by modern methods of public administration. There is an opportunity, now, to relocate and rehabilitate some of the major facilities as an integral part of the redevelopment and enhancement of Ironwood's one economic asset, the Downtown Business District.


City-owned lands are distributed in the more populous parts of the city for parks, playgrounds, municipal garages and storage areas. Norrie Park and Mt. Zion Park are outstanding in their physical features and in their development and maintenance, and can well become major tourist attractions for the entire Gogebic Range. City-owned lands in the vicinity of the fairgrounds and to the north along the Montreal River can be adapted to higher economic (recreational) uses than the present city dump. Between the Downtown Business District and the Norrie Area, the city owns a sizable area of the "Caves," which must be blended into an overall program to improve the physical appearance of the central part of the city.

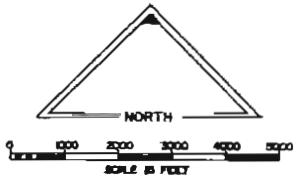
The public schools are generally adequate for a stable enrollment, although curricular changes are obviously needed and this will necessitate additional equipment for more attention to both youth and adult vocational training needs. There is urgent need to replace the parochial high school, but a more feasible approach would be either merging with or utilizing available space in the public school structures. The latter would be even more practical if the Gogebic Community College were removed from the public high school.

The Memorial Building provides costly space for most municipal offices and it provides rent-free space for a number of organization, and the present police and fire station is obsolete and hazardous. It would be to the economic advantage of the city to relocate all municipal offices either in a new or a leased structure to relieve the city of the cost of maintaining the Memorial Building, and to make it available as the nucleus for a new and expanded Gogebic Regional College Campus, midway between the Business District and the present school-church complex, bounded by a proposed one-way pair of arterial access streets.

MUNICIPAL FACILITIES

LEGEND

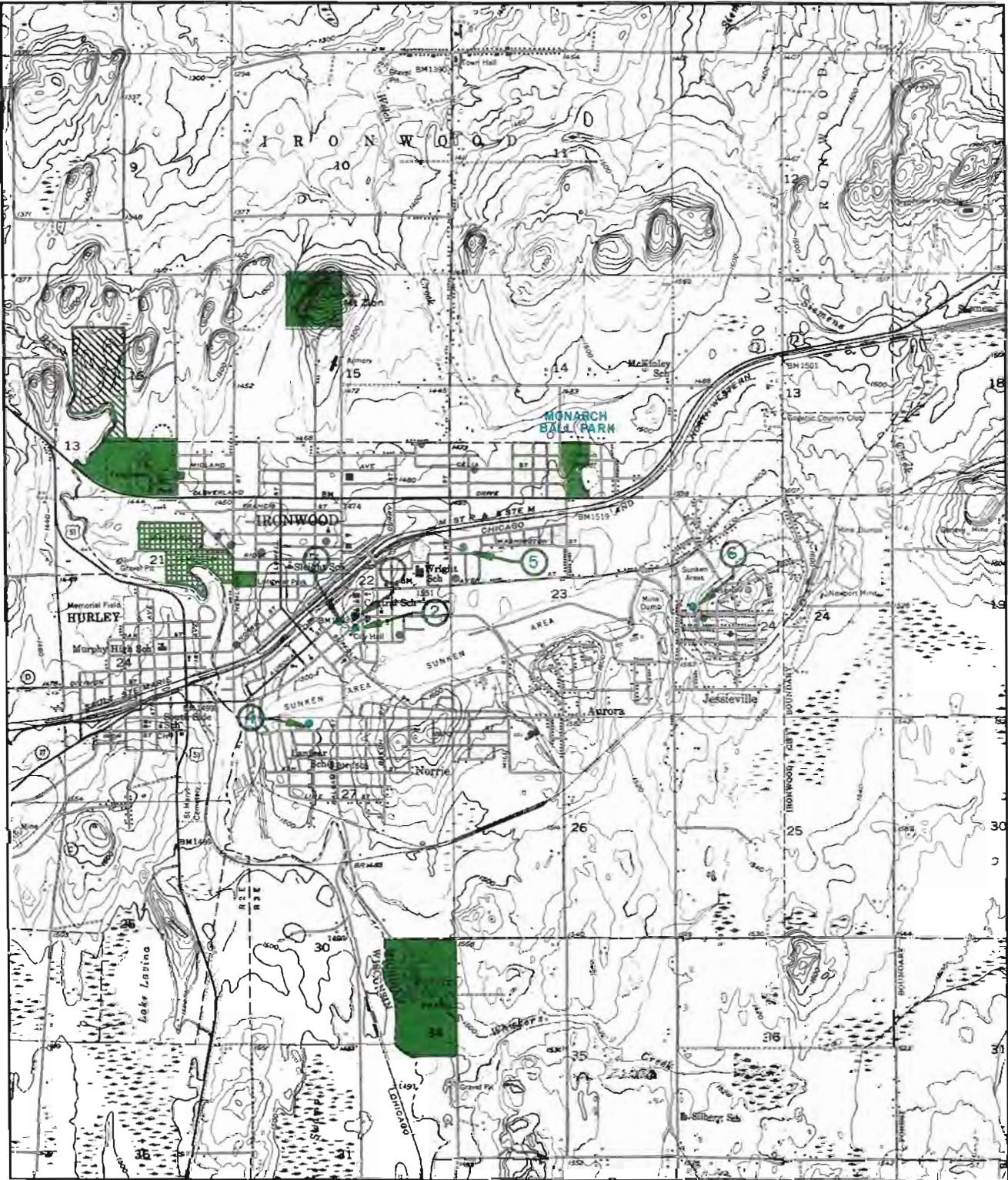
- ① — MEMORIAL BUILDING
- ② — DEPARTMENT OF PUBLIC SAFETY
- ③ — LIBRARY
- ④ — CITY CONSERVATION CLUB BUILDING
- ⑤ — CITY GARAGE
- ⑥ — CITY STORAGE GARAGE
- PARKS AND PLAYGROUNDS — 
- CEMETERY — 
- CITY DUMP — 



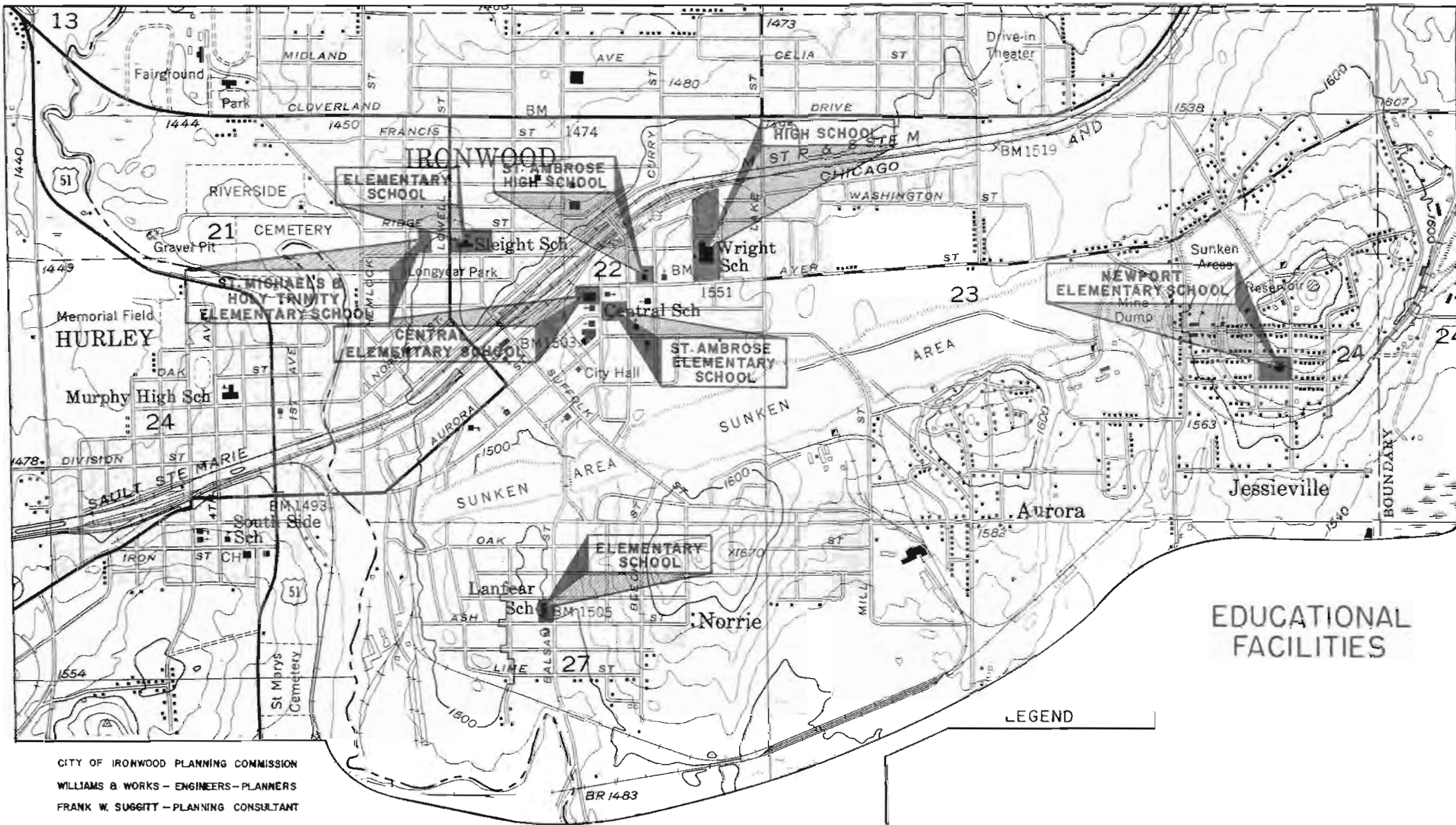
COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS - PLANNERS
 GRAND RAPIDS, MICHIGAN
 FRANK W. SUGGITT - PLANNING CONSULTANT
 HADON, MICHIGAN

PLATE
 1963



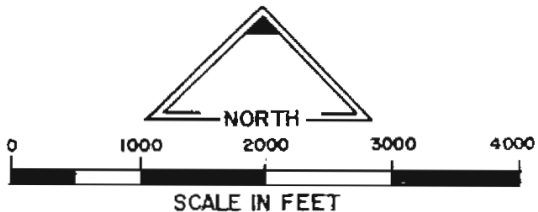




EDUCATIONAL FACILITIES

LEGEND

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



**COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN**

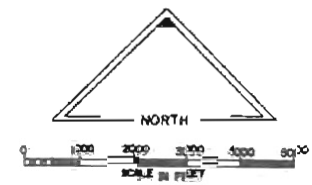
PLATE
1963



CITY LANDS

LEGEND

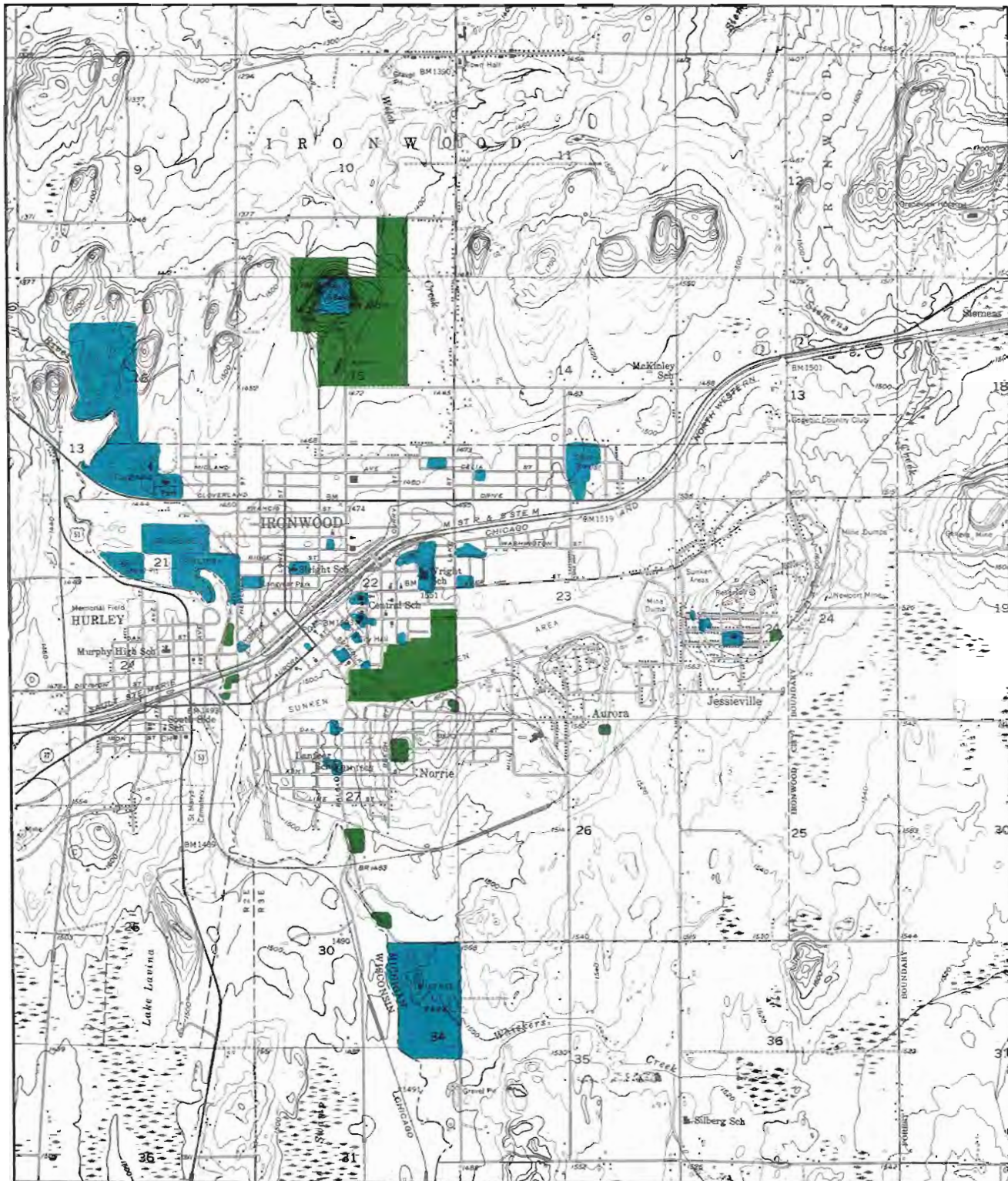
- CITY LAND UTILIZED
- CITY LAND VACANT



COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

GITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS - PLANNERS
 GRAND RAPIDS, MICHIGAN
 FRANK W. SUGGITT - PLANNING CONSULTANT
 MASON, MICHIGAN

PLATE
1963





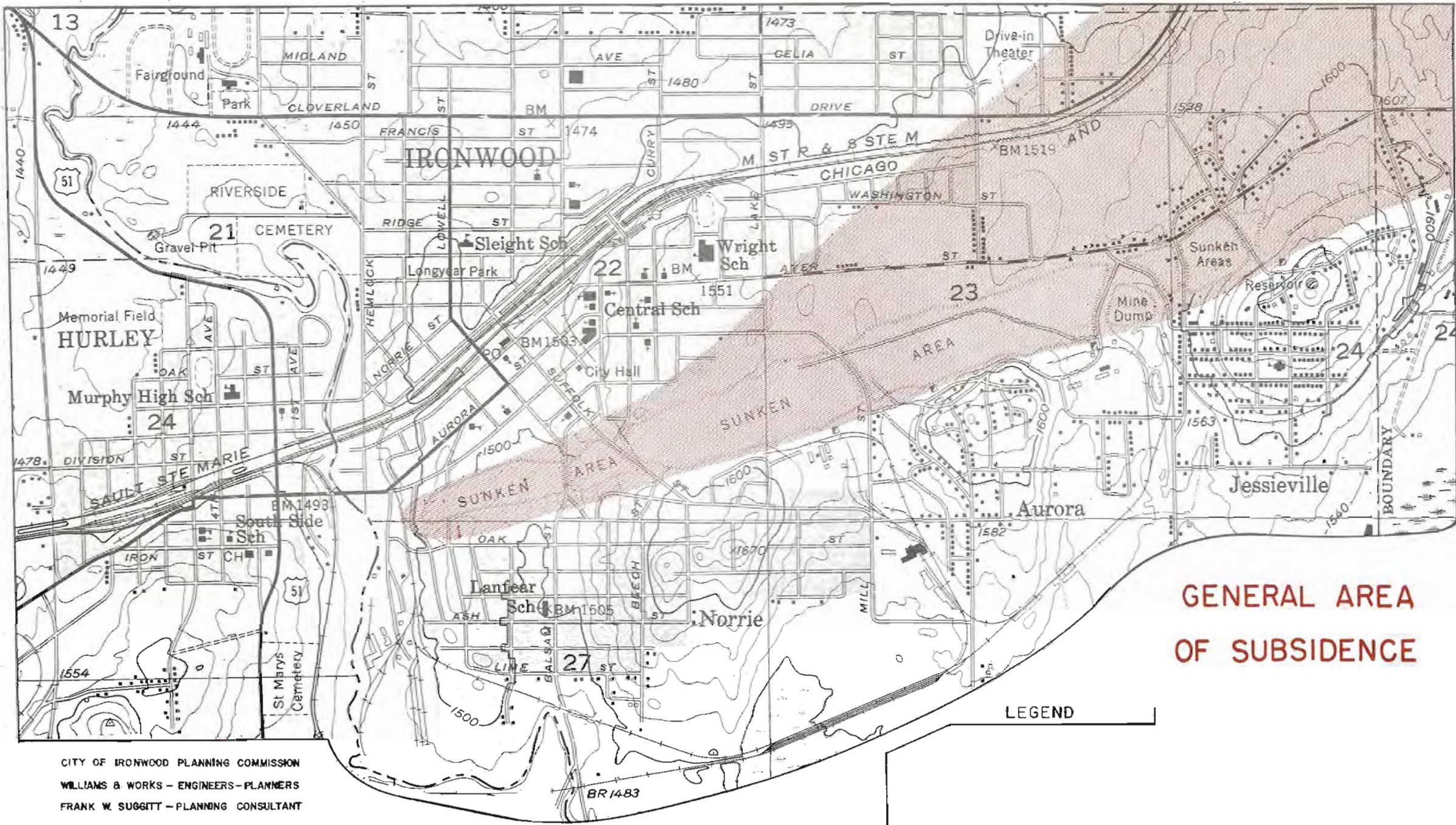
Utilities

As the accompanying maps indicate, the city is almost entirely supplied with water, although the area south and east of the "caves" requires circuitous and costly routings. The current source of supply is from wells north of the city, and the source is satisfactory for present demand but inadequate to attract any water-using industries or to supply other communities in the Wisconsin-Michigan Gogebic Range Urban Complex.

Sanitary sewer service is available to most parts of the city, the major exceptions being in the Aurora and Newport "locations" in the eastern part of the city where terrain, rock outcroppings and surface subsidence make service next to impossible. Storm sewers serve but a limited portion of the Downtown Business District; in all other cases the storms are combined with the sanitary sewers, thus placing heavy loads upon the treatment plant and upon the mains in times of heavy rainfall and snow melt. Electrical service is entirely adequate for present needs and the Lake Superior District Power Company has ample capability to satisfy the demands of any future industrial users.

In the early 1900's, the city was emerging from the mining camp era and was beginning to operate as a rapidly growing municipality. The problems of this young boom town were immense. The population was sky-rocketing and it was necessary for the city to provide utility service to the various mines, scattered residential developments, and commercial areas which were springing up along the Range. At that time the city had an adequate tax base with which to finance the services and a growing demand for services. The utilization of land within the City of Ironwood is basically the same now as it was when the city reached its peak population in the mid 1920's. The city is now providing utility service to basically the same area and maintaining the same size systems as it did in the mid 1920's, except that the system is now serving only about half the number of customers, and only about half the customers are paying for the system.

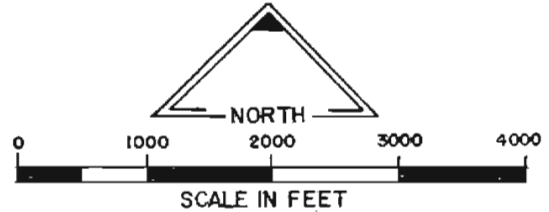
A basic principle of land planning and land development and redevelopment should be born in mind in connection with the Ironwood utility system and its role in effectuating the comprehensive plan. Utilities can become one of the most decisive instruments to induce land development in certain prescribed directions or to withhold development in other directions. Coupled with establishment of special assessment policies and city acquisition of mining company lands, some real progress is possible.



**GENERAL AREA
OF SUBSIDENCE**

LEGEND

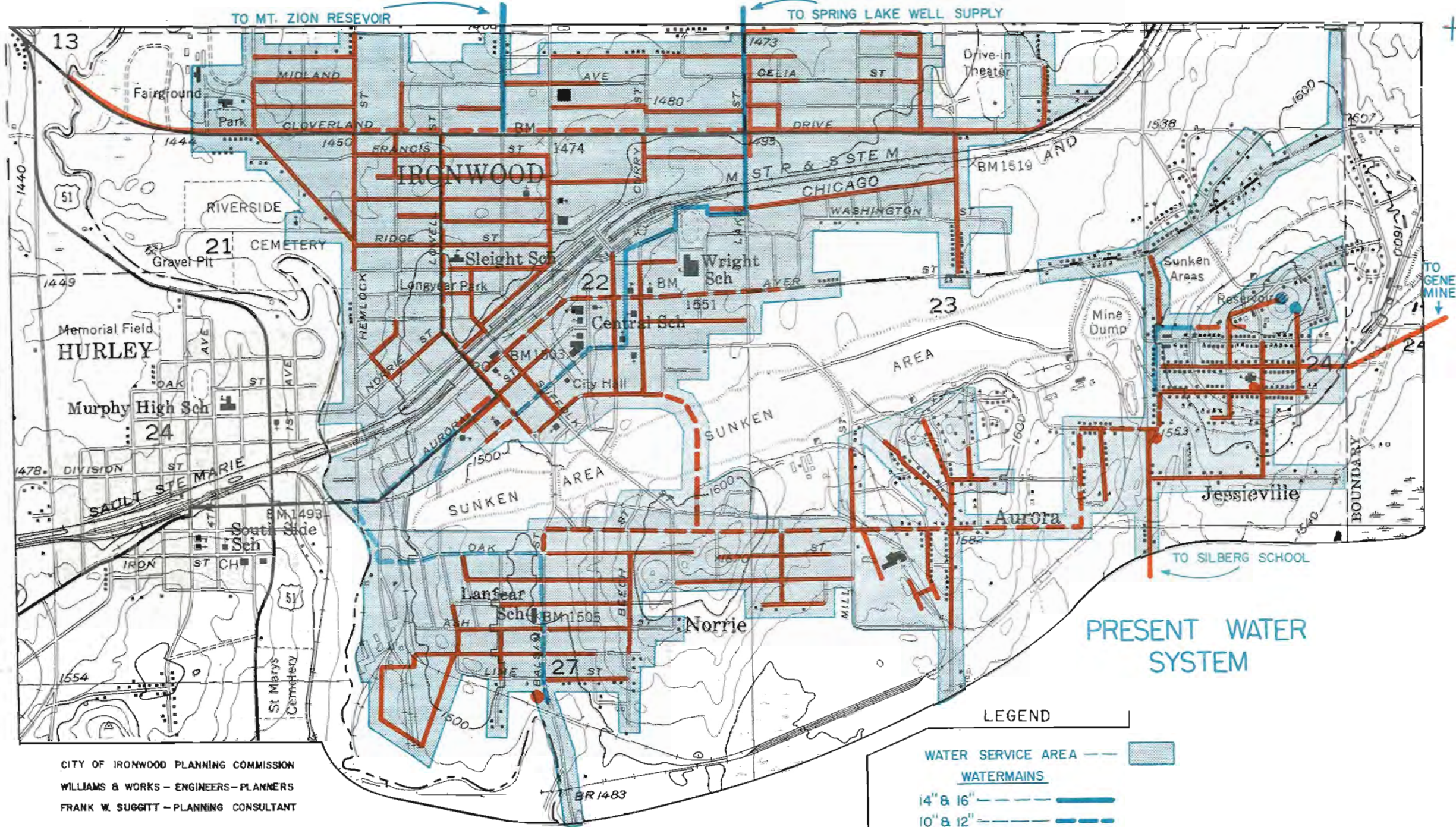
CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

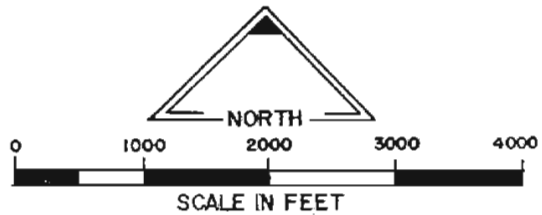
PLATE
 1963





CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT

COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

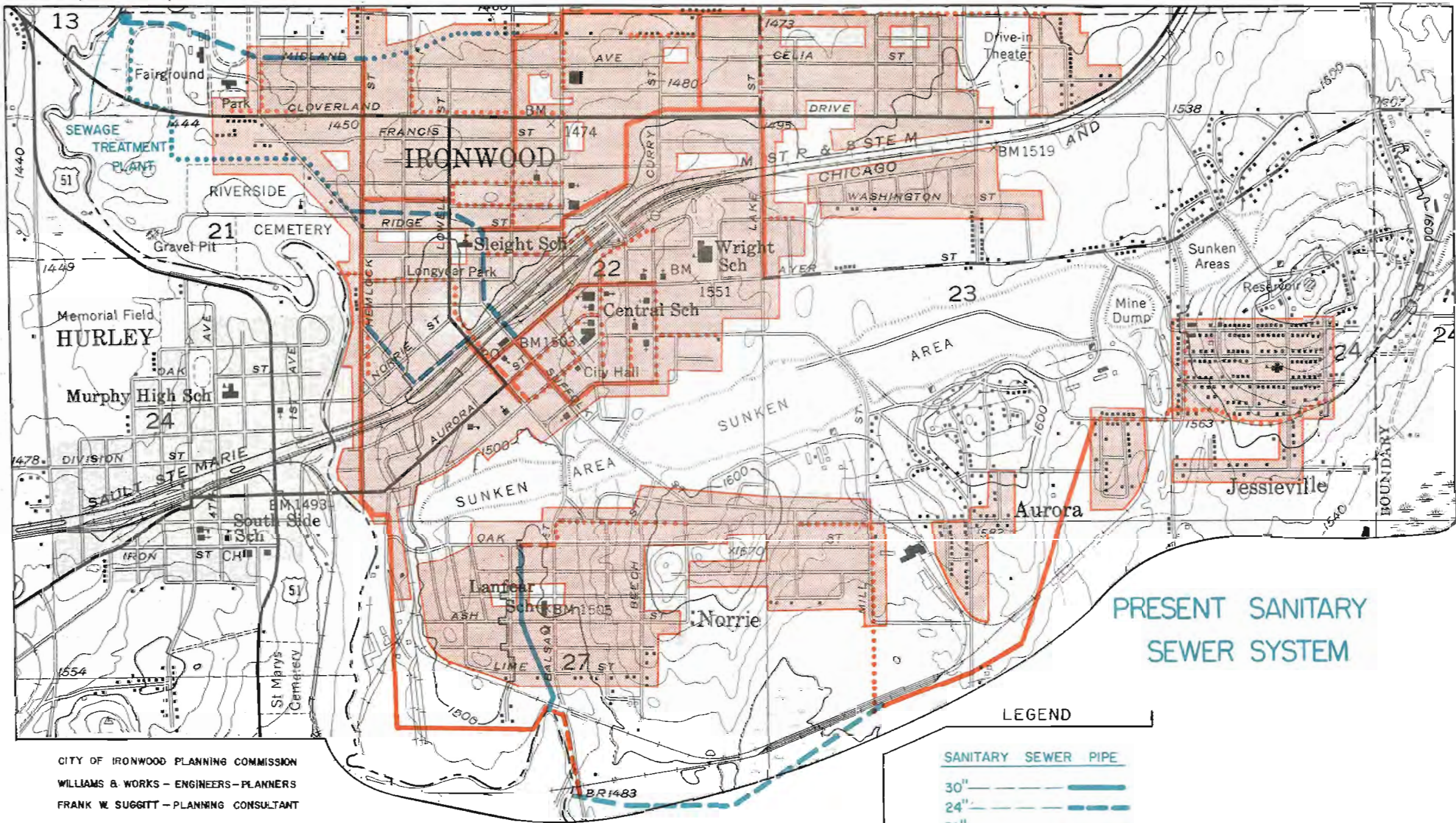


LEGEND

- WATER SERVICE AREA — [shaded blue box]
- WATERMAINS
 - 14" & 16" — [thick blue line]
 - 10" & 12" — [medium blue line]
 - 8" — [dashed blue line]
 - 6" — [thin blue line]
- RESEVOIR — [blue circle]
- PUMPING STATION — [red circle]

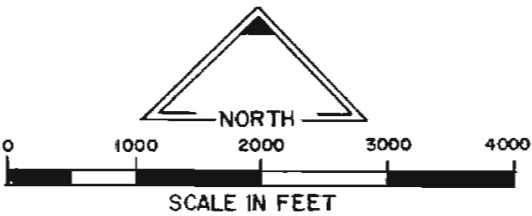
PLATE
 1963





CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT

COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN



LEGEND


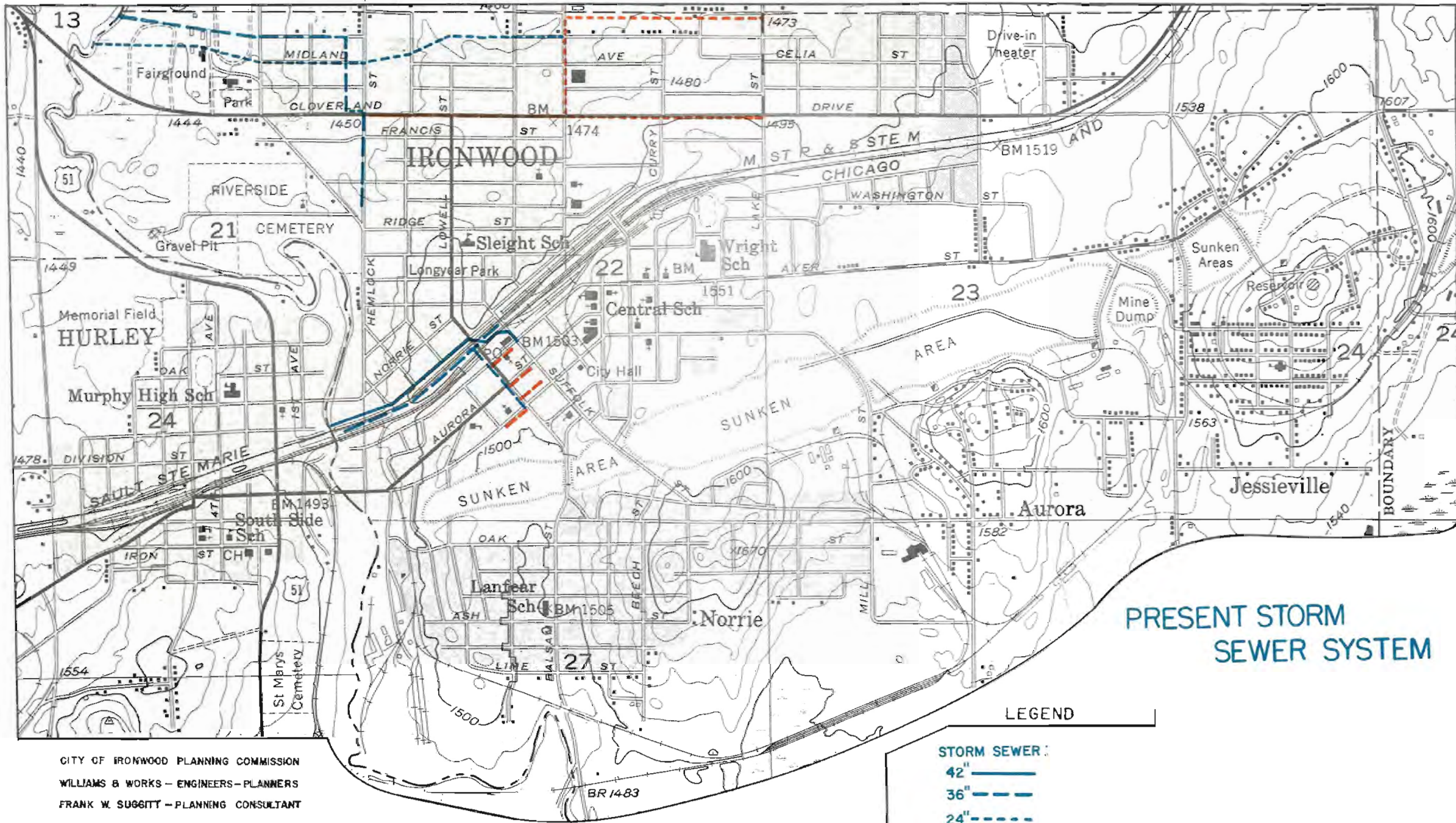
SANITARY SEWER PIPE	
30"	—————
24"	- - - - -
21"
18"	—————
15"	- - - - -
12"
SANITARY SEWAGE SERVICE AREA ———	
	

PLATE
1963





CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT

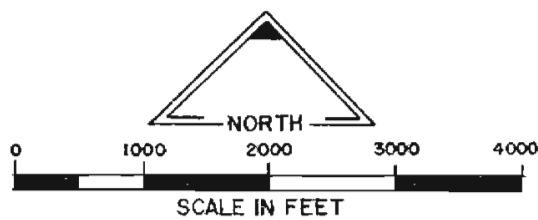
COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

PRESENT STORM
 SEWER SYSTEM

LEGEND

- STORM SEWER:
- 42" ————
 - 36" - - - -
 - 24" ······
 - 21" ————
 - 18" - - - -
 - 15" ······

PLATE
 1963






ELECTRIC TRANSMISSION

LEGEND

SUBSTATION 

ELECTRIC TRANSMISSION LINES 

NOTE:

AREA SERVICED BY LAKE SUPERIOR DISTRICT POWER SUPPLY.

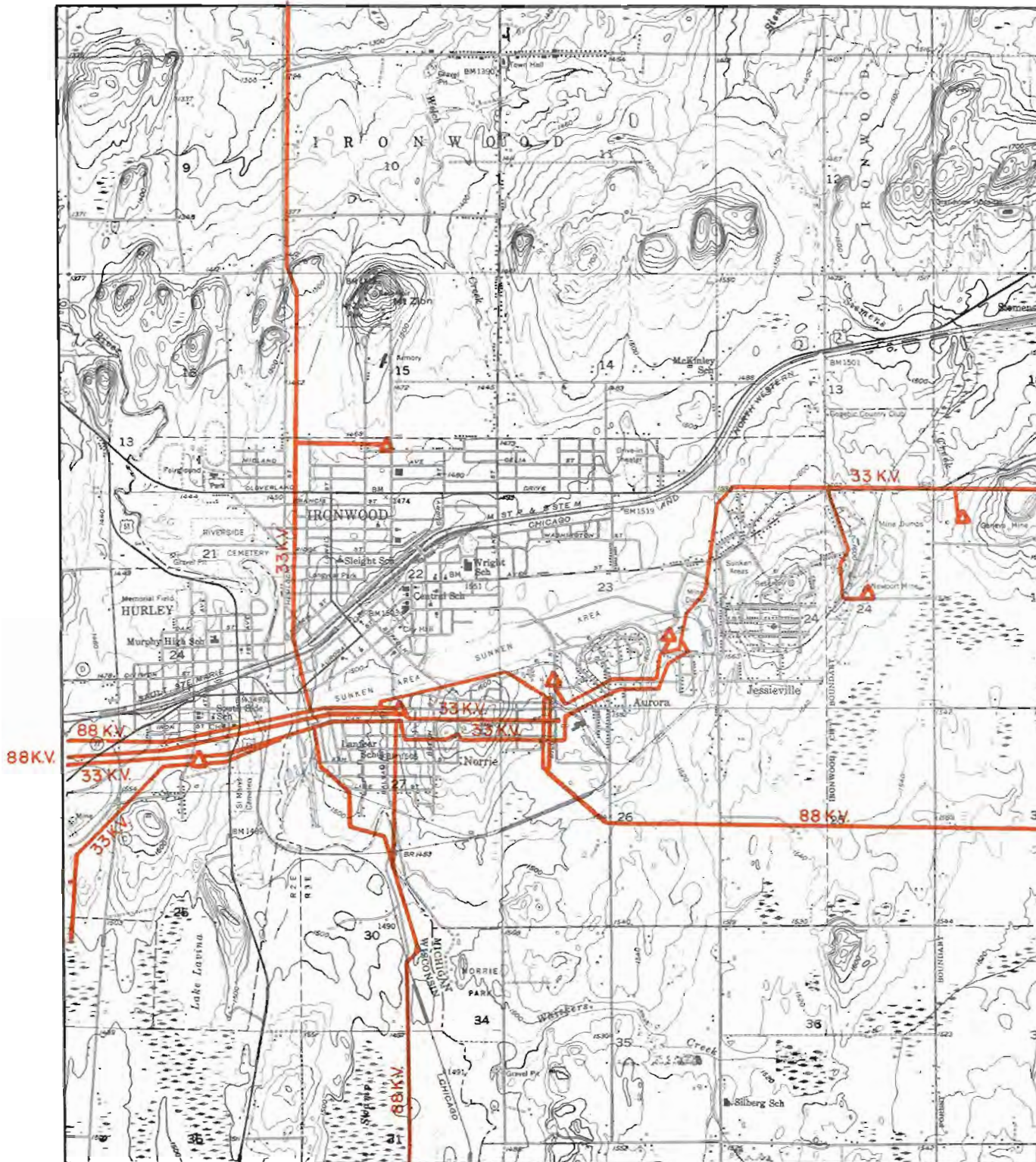


COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS - PLANNERS
GRAND RAPIDS, MICHIGAN
FRANK W. SUGGITT - PLANNING CONSULTANT
MASON, MICHIGAN

PLATE

1963





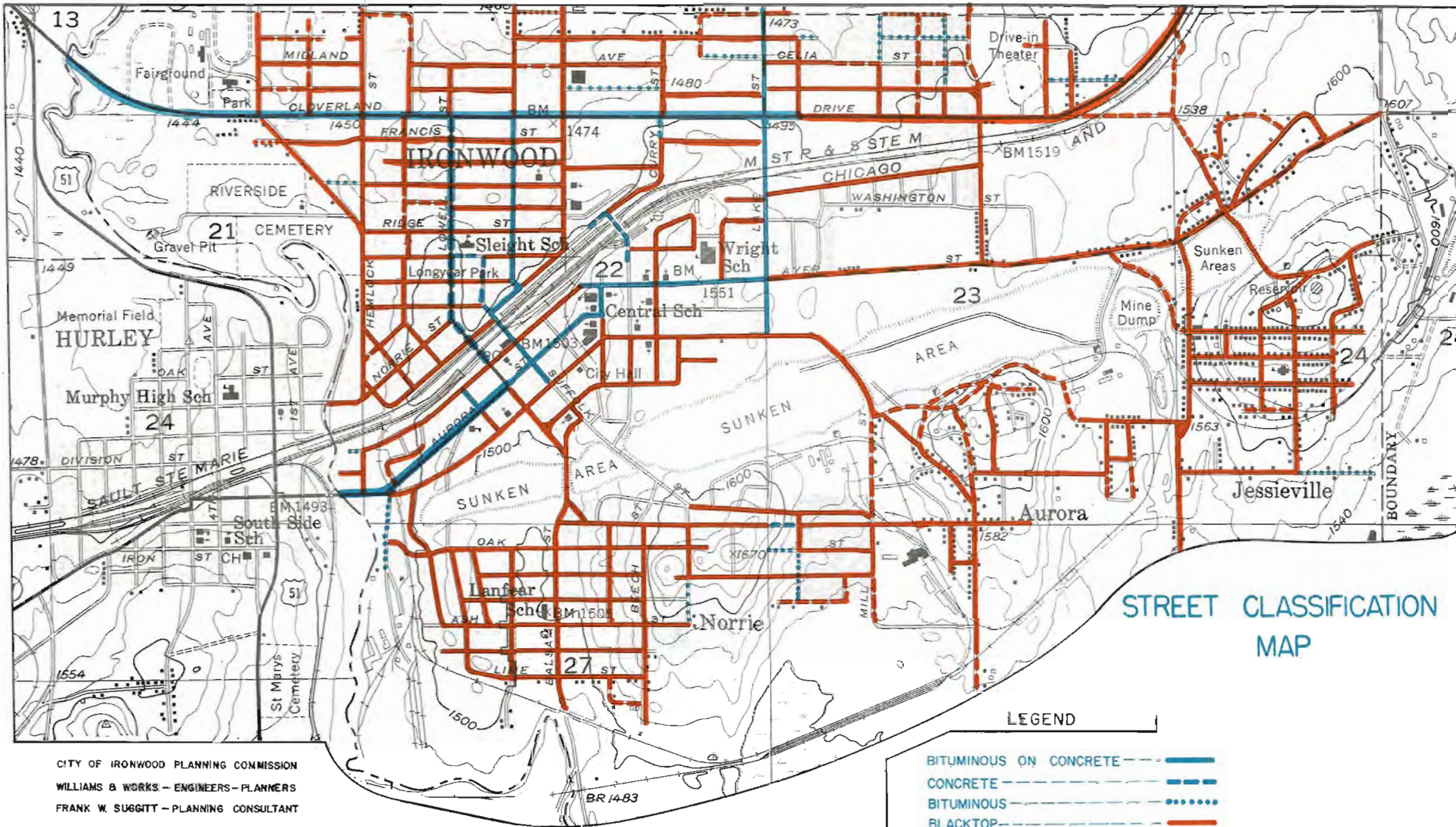
Traffic

Ironwood owes its original establishment, its shape and configuration, and its past economic and physical development to transportation. Rail, highway, air and water transportation now link the people and resources of Ironwood with the rest of the world, and within the city, streets and railroads permit the movement of people and goods from one part to another. Regional and interregional transportation improvements are vital to the economic future of Ironwood if the time-distance-cost-convenience factors are to at least partially overcome the city's remoteness from major markets.

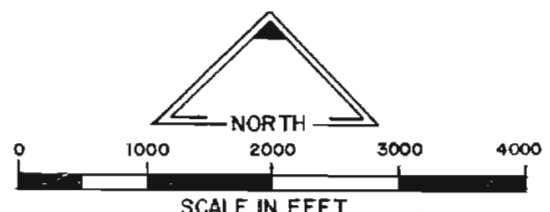
Planning studies relating to the economic importance of maintaining scheduled airline service to the nearby Gogebic County Airport were partially covered in the Ironwood planning program, for that facility and service is vital to the city. Similarly, improving the ease of access from U. S. -2 into, through, and out of the city is vital if the Downtown Business District is to continue to expand as a regional trade and service center, and if competing outlying shopping centers or lineal commercial districts are not to make inroads into the economic stability of the central business district.

A significant phase of the Comprehensive Plan, therefore, deals with the location and related development of better access routes from the trunkline highway and adjacent to, but not through, the middle of the business district. It is possible to combine a system of one-way arterial streets with the development of a campus and civic area, bordering the Downtown Business District, and proceeding into a redevelopment area which will provide sites for resort hotel and convention facilities, multiple housing, and a warehousing and transshipment district, and thence the arterial route would proceed to Hurley or to U. S. -2 on the Michigan side of the Montreal River.

Relocation of dwellings in some of the outlying "mining locations," as will be outlined subsequently, would permit the transfer of sizable sums of road maintenance monies to apply toward the new arterial access development and to further improvement of local collector and residential streets. Removal of inter-city and interregional traffic from existing residential streets will not only improve traffic flow and safety but will materially add to the amenities of the residential districts.



CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

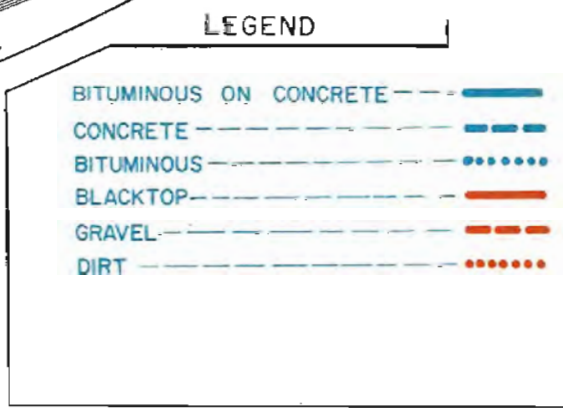
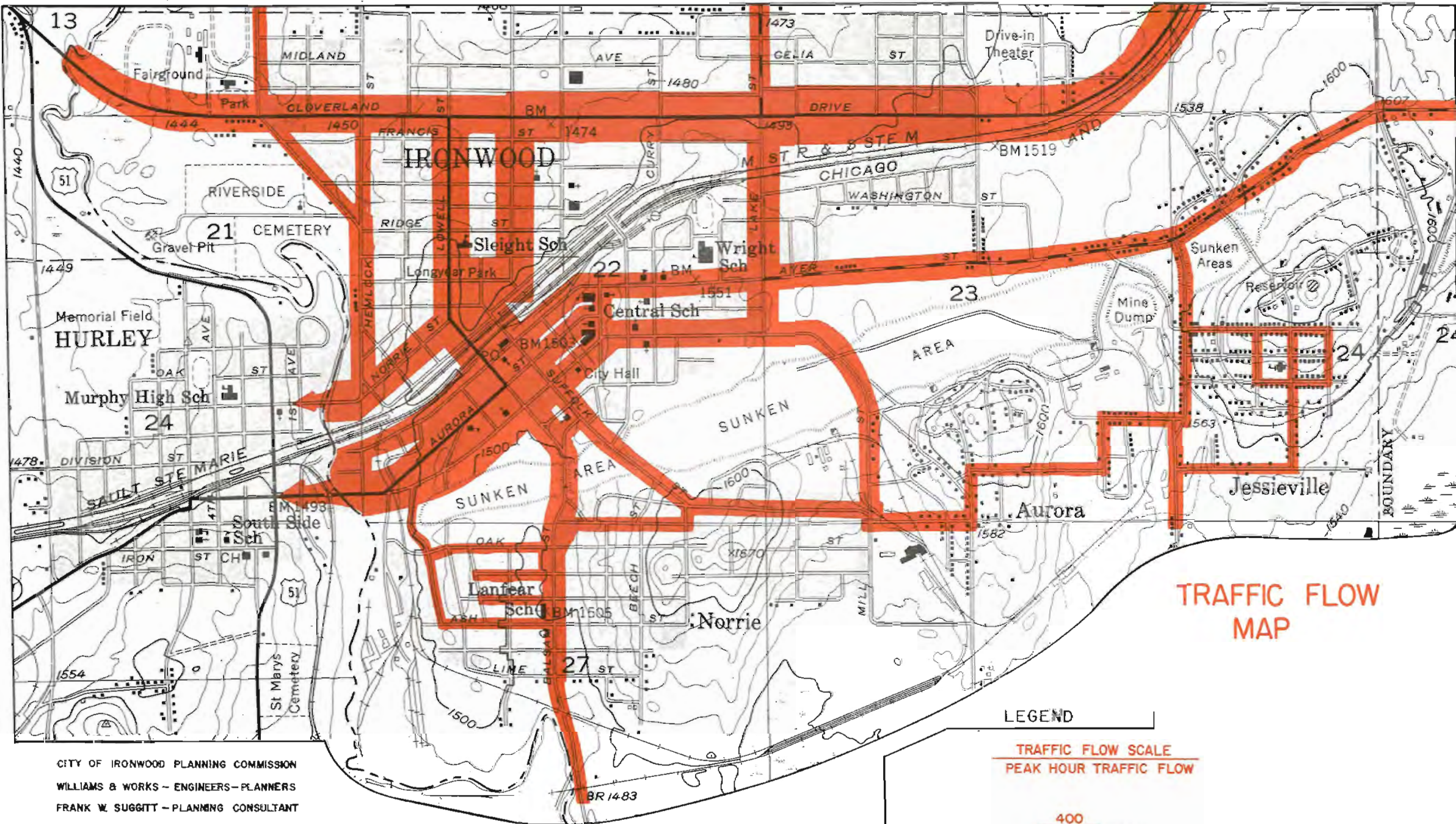
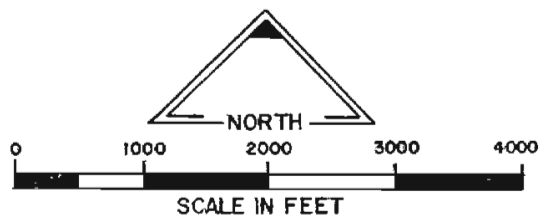


PLATE
 1963





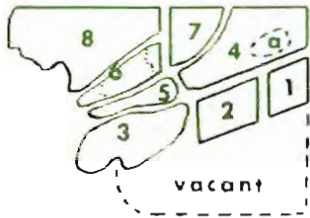
CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
 CITY OF IRONWOOD, MICHIGAN

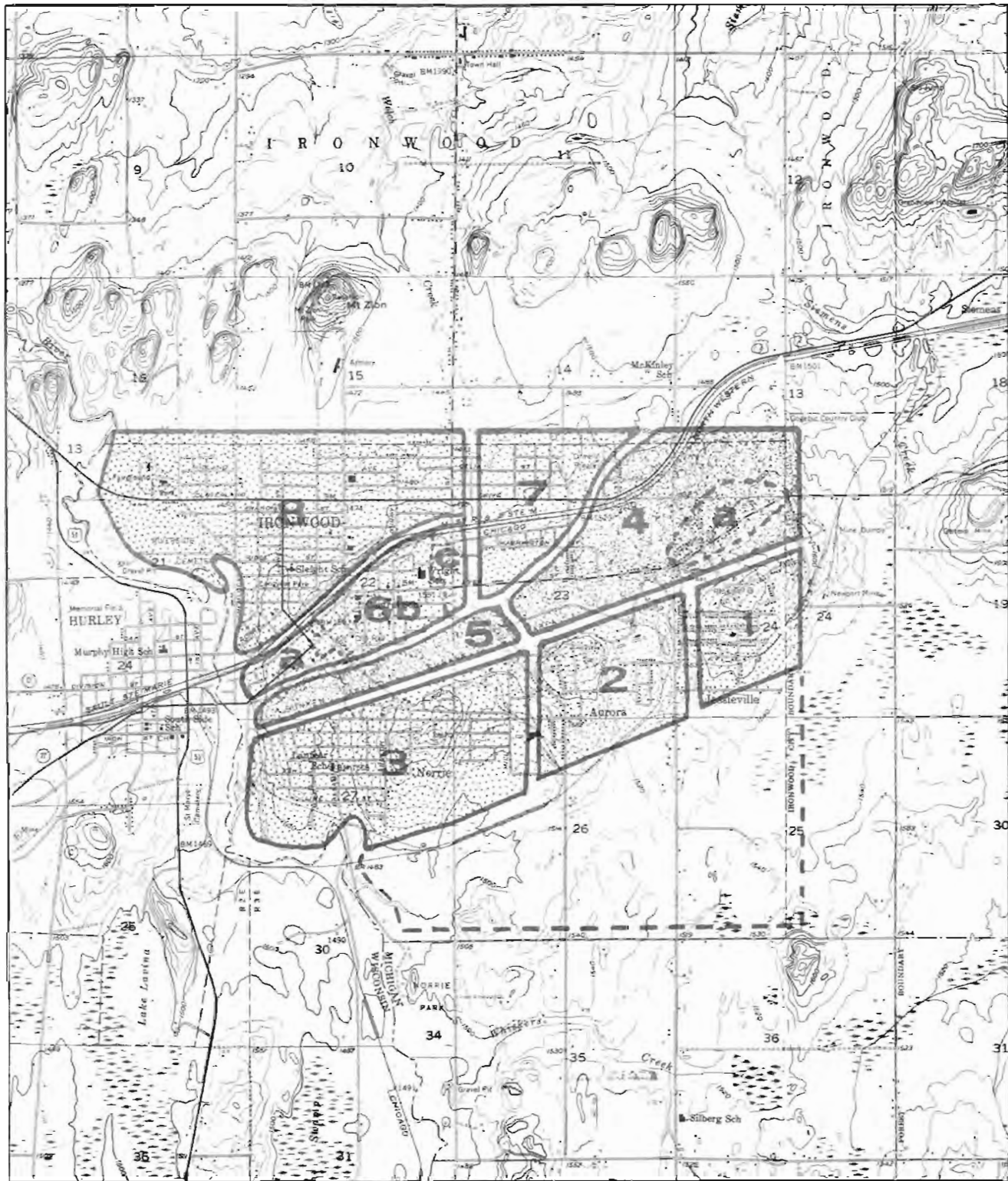
PLATE
1963





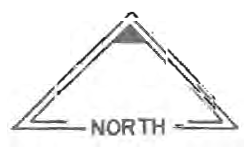
PLANNING AREAS

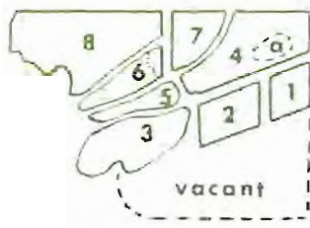
	<u>Page</u>
Area No. 1. Jessieville - - - - -	56
Area No. 2. Aurora - - - - -	58
Area No. 3. Norrie - - - - -	60
Area No. 4. Newport - - - - -	62
Area No. 5. The Caves - - - - -	64
Area No. 6. Downtown - - - - -	66
Area No. 7. Northeast - - - - -	68
Area No. 8. Northwest - - - - -	70



PLANNING STUDY AREAS

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT





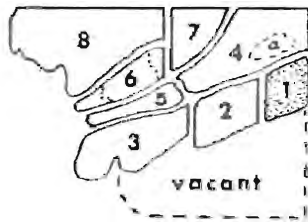
PLANNING AREAS

The preceding summary of PLANNING FOUNDATIONS and the published report presented basic data pertaining to the city as a whole and to the planning area and region in which Ironwood is located. Broad, generalized impressions and tentative conclusions can be drawn from such a macro-analysis, but detailed and specific planning and policy recommendations require a more microscopic analysis.

The next several pages dissect the city into 8 major PLANNING STUDY AREAS, and in each case an enlarged planimetric map is presented and explained to indicate the details of streets, buildings, and the overall character of the Area. In the subsequent section dealing with the COMPREHENSIVE PLAN, the 8 Planning Areas are analyzed in still greater detail, and this becomes the basis for the RECOMMENDED LAND USE PLAN and the related plans for Facilities, Utilities, Thoroughfares, Capital Improvements, and Zoning, and for administrative policies and procedures necessary to implement the plan.

The PLANNING STUDY AREAS were delineated on the basis of the similarity or homogeneity of the conditions within each area. Criteria employed in making the delineations included an analysis of the kind of land use (residential, commercial, industrial, public, and vacant), locational relationship with the rest of the city, relative compactness, spatial and functional individuality, and the present condition of housing. Reference is made to the preceding maps in the FOUNDATIONS series, especially those pertaining to Topography, Present Land Use, and Density and Condition of Housing.

The condition of housing in each Planning Area was measured by assigning "point" values to the age, condition, and type of construction of each dwelling, as recorded in connection with a recent city-wide valuation study. Field examination then confirmed or altered the data recorded in the evaluation study, a composite "point" value was assigned to each house, and this was summarized for each Planning Area and for the city as a whole. The results are presented in graphic form on the following pages, with comparisons of each Area with the city-wide average of 60.1, in a range from a low of 20 to a high of 100 points representing the condition of housing.



Area No. 1, Jessieville

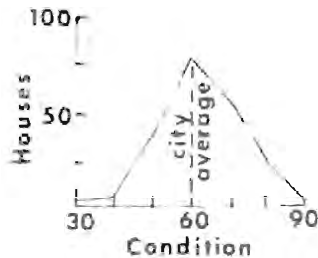
Number of houses - 205.

Percent of all houses in the city - 7.6%.

Density (houses per acre) - 3.4.

Average condition of houses - 63 points (city average 60 points).

Proportion of houses equal to or below city average - 59%.



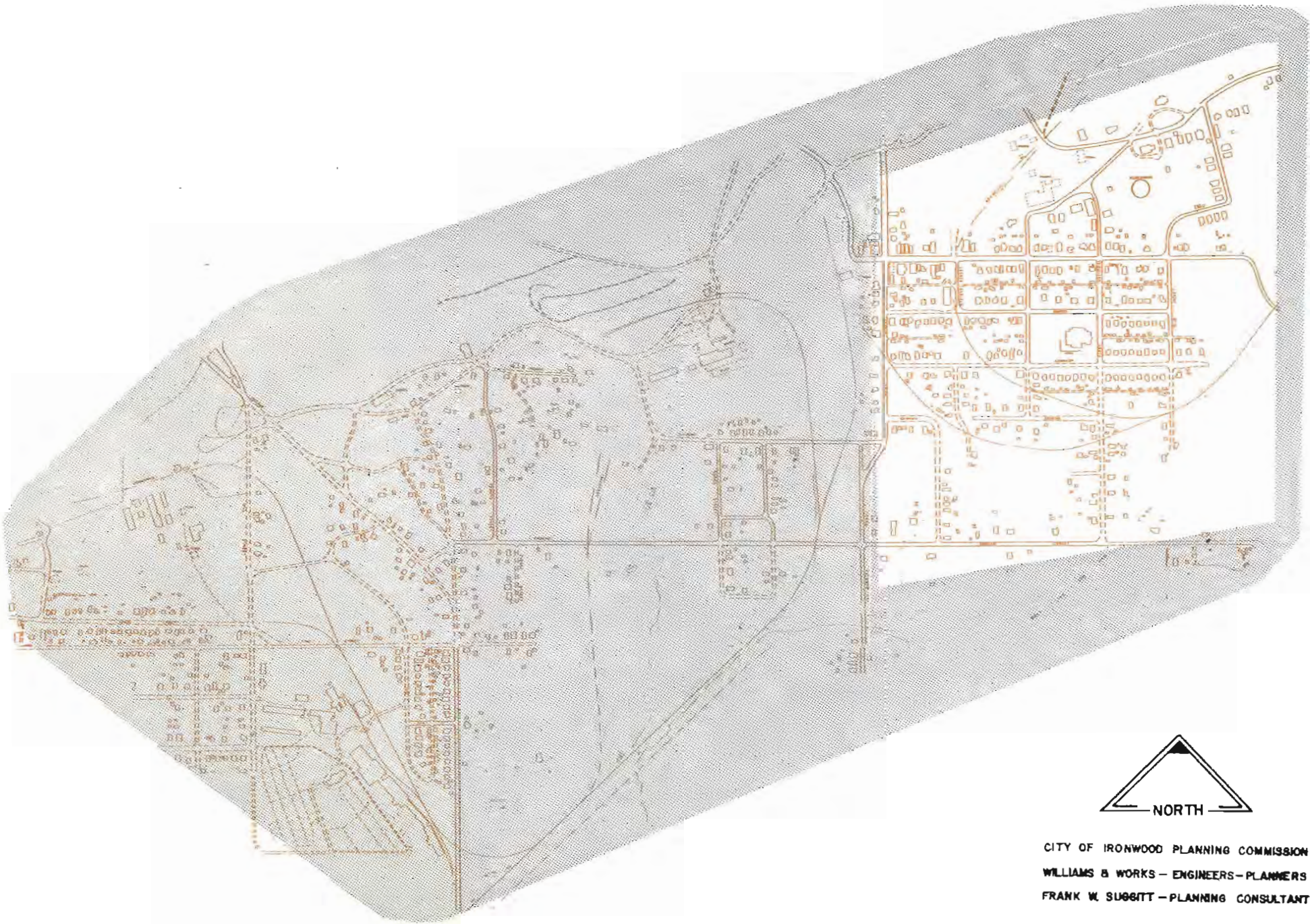
Jessieville was platted at about the same time as Ironwood; in fact, at the time the plat was recorded as the Village of Jessieville, it, and all of the area, was still a part of Ontonagon County. Thus, Jessieville has a long history, and for much of the time, it has appeared and functioned as an independent,

small town, in spite of having been annexed when Ironwood became a city in 1889. The presence of an elementary school, stores, and taverns has imparted a sense of separateness and pride.

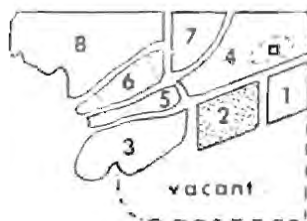
Unlike adjacent mining "locations," Jessieville has many of the characteristics of a balanced neighborhood or community area. The condition of the dwellings is above average, although they are quite old. Unfortunately, families are leaving the area, and should the remaining iron mines in the area cease operations, the rate of migration would no doubt increase. The average age of the residents of the area is somewhat higher than that of the city as a whole, and there are relatively few young families with young children.

Rugged topography, steep slopes and frequent outcroppings of bedrock, added to the remoteness from the central part of the city, make municipal maintenance costs high for this area. New development in Jessieville should be discouraged, unless, of course, there is a miraculous reversal of Ironwood's economic and population decline. The remoteness and isolation from the main part of the city make this a costly appendage to maintain.

PLANNING AREA NO. 1



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGGITT - PLANNING CONSULTANT



Area No. 2, Aurora

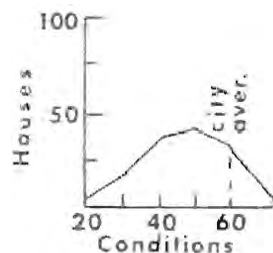
Number of houses - 144.

Percent of all houses in the city - 5.3%.

Density (houses per acre) - 2.3.

Average condition of housing - 48 points (city average 60 points).

Proportion of houses equal to or below city average - 95%



The Aurora location is typical of the company-built settlements of workers' homes adjacent to the mine, and two abandoned mines are located on the north edge of this planning study area. The homes are situated on high, rock knobs that make winter travel and winter utility service troublesome.

Many dead-end streets with steep grades make maintenance costly and make fire protection difficult.

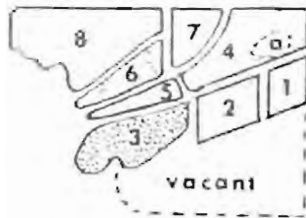
The houses are old, quite small and in relatively poor state of repair, as indicated by the fact that 95 percent are average or below as compared with the condition of housing in the city as a whole. The inhabitants are, for the most part pensioners, and there is little young blood in the area.

This area dramatizes the plight of a neighborhood which was created for a specific purpose at a specific time in history, and which subsequently lost its very reason for existence. It was bypassed by the main trunkline highway and it was earlier bypassed by commercial development which concentrated in Ironwood's downtown business district. Redevelopment of Aurora would not be justifiable, and relocation and removal seem to be the most desirable course, with new construction not being permitted.

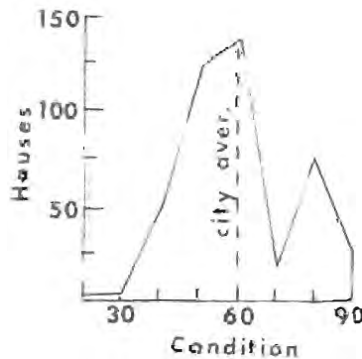
PLANNING AREA NO. 2



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUBBITT - PLANNING CONSULTANT



Area No. 3, Norrie



Number of houses - 430.

Percent of all houses in the city - 15.9%.

Density (houses per acre) - 3.7.

Average condition of housing - 60 (same as city average).

Proportion of houses equal to or below city average - 73%.

The Norrie Location and most of Planning Area 5 is a much more stable type of neighborhood or subcommunity area than the two previously mentioned Planning Areas. The name of this section of the city is derived from the oldest and probably most productive iron mine that existed within Ironwood, and Norrie still maintains this place-name identity.

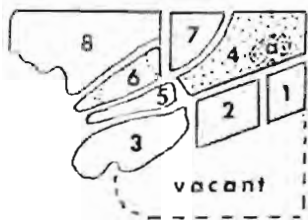
This is the second most populous of the 8 Planning Areas, and the condition of housing gives an air of permanence and stability that is lacking in the other "locations." Early settlement and development was more systematic and orderly, as evidenced by the rectilinear street pattern. One of Ironwood's major industries and major employers is located between Norrie and Aurora, and this sets a pattern for further establishment of heavy industry when that need presents itself.

Norrie is directly south of the downtown business district of Ironwood, but it is physically separated by the "Caves" which cause traffic and utility lines to be concentrated into only one or two trunks which either cross or circumvent the depression. If the physical appearance of the "Caves" can be improved, and if the stable marginal land on both the north and south sides can be made more attractive, it will accrue to the benefit of the Norrie Area and to the Downtown Area. There is no question but what Norrie should be considered as an integral part of Ironwood City, in spite of the problems resulting from the physical barrier.

PLANNING AREA no. 3



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGGITT - PLANNING CONSULTANT



Area No. 4a, Newport

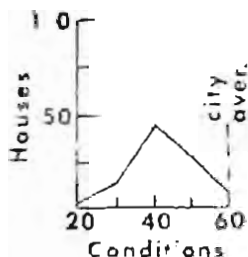
Number of houses - 96.

Percent of all houses in the city - 3.6%.

Density (houses per acre) - 2.4.

Average condition of housing - 43 (city average 60 points).

Proportion of houses equal to or below city average - 100%.

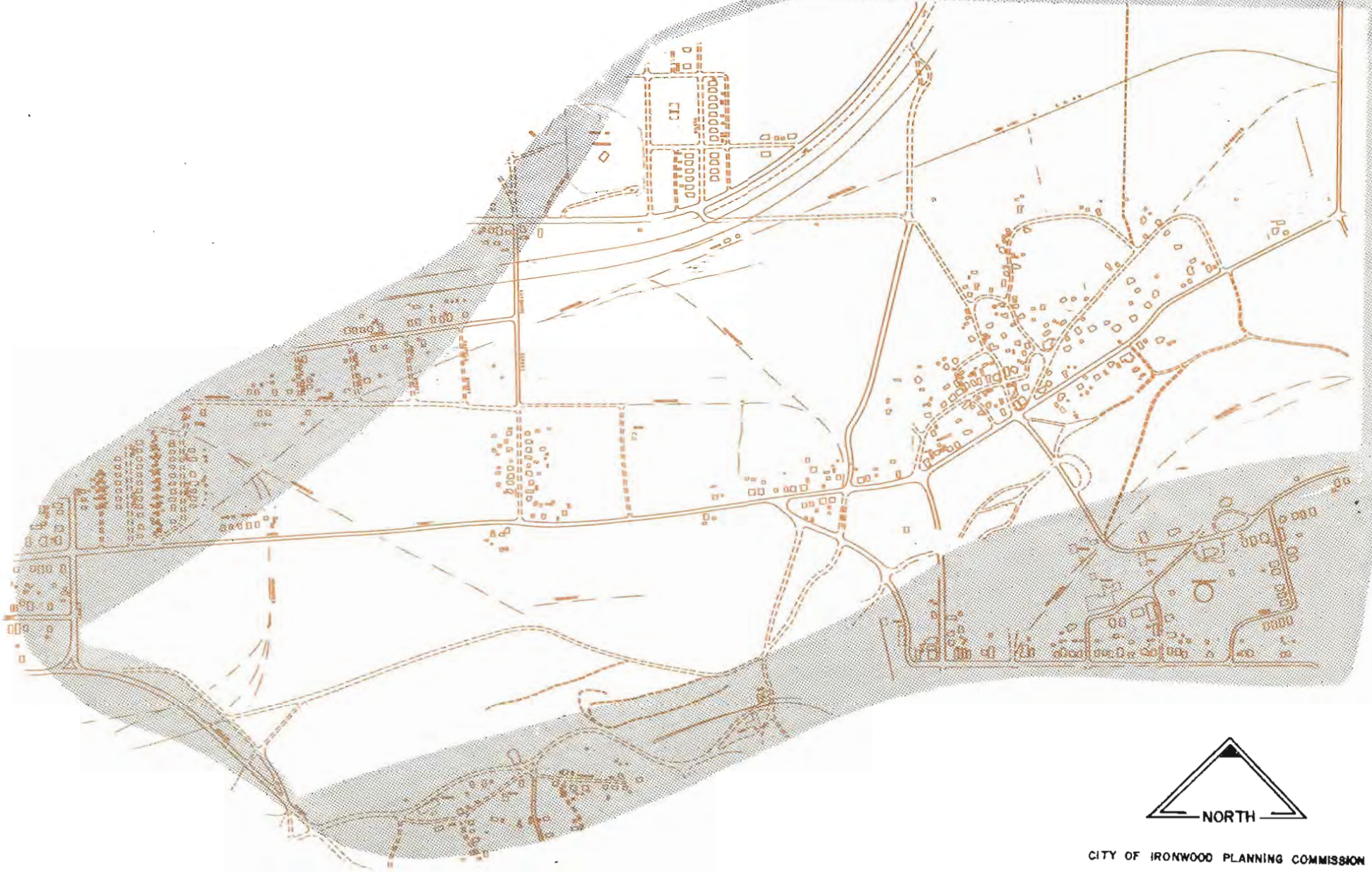


The Planning Area here designated as Newport encompasses the entire eastern portion of the area of subsidence that is within the corporate limits of Ironwood. All of Area 4 has experienced varying degrees of subsidence, and some settling and shifting is still taking place in various parts of it. Many homes and other structures have been relocated from this area over the years, including one entire "location" which proudly bore the name of Monticello and which rings familiar and nostalgic memories to many Ironwood people.

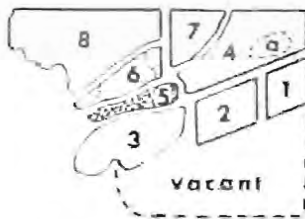
Sub-Area 4a refers more specifically to the "Newport Location," a cluster of miners' homes that surrounded the once-famous Newport Mine and other mining operations. The layout of the streets and lanes appears to have been a matter of happenstance, hastily developed to meet the urgent need for housing as Ironwood was changing from a tent city to a city of frame homes with local stores and other service establishments.

Due to the extremely low quality and condition of homes in this area, it can certainly be considered as a candidate for relocation of families. Much more serious, however, is the fact that the shifting surface has precluded provision of sewer and water service to the area, with the result being the failure of septic tanks and poor surface drainage leaving stagnant pools of raw waste at or near the surface. A serious public health hazard exists, and when this is coupled with Newport's remoteness from the central part of the city, there can be little justification for its continued existence.

PLANNING AREA No. 4



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGGITT - PLANNING CONSULTANT



Area No. 5, The Caves

The most rigid barrier to Ironwood's physical planning and development is the presence of the "Caves" which distinctly divide the city into a northwestern and a southern section.

Planning Study Areas 4 and 5 embrace the total area of surface subsidence, a total of 753 acres or about one-fifth (20.0%) of the total area of the city. The subsidence boundary was drawn from observation of the actual sunken areas in the westcentral part of the city, along with records of broken water mains and shifting in the eastern portion.

Area 5 was established as a separate study area from Area 4 since the former is apparently stable now, and since it is immediately adjacent to the downtown business district and to the stable residential Norrie Area (Area 3) immediately to the south. At this point, the Caves abruptly separate these two important parts of the city with steep, jagged sides descending to an irregular bottom, at places several hundred feet below the general level of the natural land surface. Furthermore, there are no structures of any kind in Area 5, while the Newport Location and other scattered residences are in Area 4, as discussed previously.

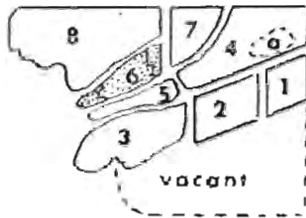
The Caves are not only a barrier to land use, they also impede transportation, utilities, and services. Two quite heavily traveled streets cross the sunken area, connecting with the central part of the city, while one minor street circumvents the Caves to the west. One water main crosses the Caves, and this is the only connection with the entire eastern part of the city, while another goes around the depression on the west end. A sanitary sewer bypasses the canyon on the west, serving the Norrie Area and looping around to connect with the Jessieville Area in a most circuitous route. There are no storm sewers in any of the areas south of the Caves.

Ragweed, scrub brush, debris, and junk is the present use of Area 5, not at all a situation compatible with the business district or the residential area. It is necessary to remove the ragweed, to prevent frequent grass and brush fires, to control dumping and to generally improve the appearance of the area. Reforestation appears to be the most desirable use, but this will be futile without effective fire control and this will depend upon a more vigilant attitude on the part of everyone. It is conceivable that this area could become the site of some sort of a spectator tourist attraction that would greatly enhance both the business and the residential districts, as will be outlined subsequently.

PLANNING AREA NO. 5

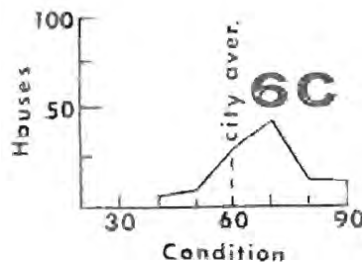
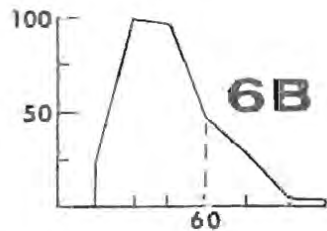
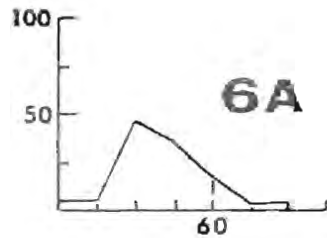


CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUBITT - PLANNING CONSULTANT



Area No. 6, Downtown

	SUB-AREAS		
	A	B	C
Number of houses - - - - -	118	290	114
Percent of all houses in the city - - -	4.4	10.8	4.2
Density (houses per acre) - - - - -	5.2	7.7	5.2
Average condition of housing - - - -	47	49	67
Proportion of houses equal to or below average - - -	94%	89%	39%



As a result of the reduction of iron mining and the general economic plight of Ironwood, the downtown business district has become the most important economic asset of the city. As indicated previously, the city has become a major regional shopping and service center, and the condition of the commercial properties and the overall appearance show that this is indeed a busy activity. Few cities anywhere have a more thriving central business district than Ironwood, and the occupancy rate of commercial buildings would be the envy of almost any city.

Mingled among the business and professional properties are more than 500 residences, most of the churches of the city, the municipal buildings, several public and parochial schools, some unsightly abandoned buildings and junk yards, and of course, the ever-present Caves form the south boundary of the area. The business route of U.S. -2 meanders through the downtown area, and heavily traveled arterial streets enter and leave this nerve center of the city.

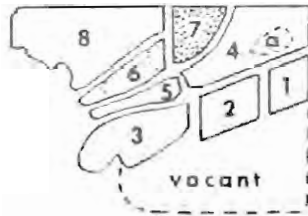
The accompanying charts show the condition and number of residences in each of the three Sub-Areas of Planning Area 6, and they clearly show that those in Sub-Areas A and B are substandard, while Sub-Area C contains some of the better homes of the city. It is obvious that the enhancement of the central business district must take highest priority in the city's planning program, and, as will be discussed in more detail subsequently, it is obvious that removal of substandard and incompatible uses and structures in the western two Sub-Areas is imperative, along with improvement of vehicular access into the central business district.

PLANNING AREA NO. 6

PLANNING AREA NO. 6



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS - PLANNERS
FRANK W. SUBITT - PLANNING CONSULTANT



Area No. 7, Northeast

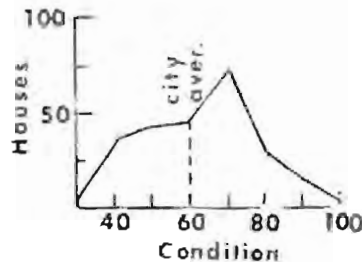
Number of houses - 242.

Percent of all houses in the city - 9.0%.

Density (houses per acre) - 3.5.

Average condition of housing - 61.

Proportion of houses equal or below city average - 52%.



Planning Study Area 7 is of particular importance to the over-all planning for Ironwood in that it contains a confluence of highway and railroad facilities and because it has sufficient open land to absorb new growth of a residential, commercial, or industrial nature, while still being within close proximity of the city center and the high quality residential area to the

west (Area 8). Thus, this area can be considered as being a transitional district which could be developed in any one of several manners, depending upon the nature of the future economic changes in Ironwood and in the region. Being traversed by U.S. -2, and being contiguous to that portion of Ironwood Township in which there has been considerable recent residential development also adds to the significance of this area.

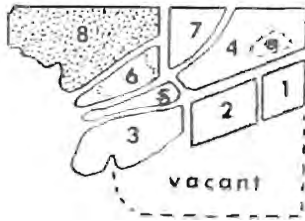
The present residential development is slightly above the average for the city in terms of its quality, but the average density is quite low since there is a sizable amount of undeveloped land within the district. There is some scattered commercial development along U.S. -2, but unlike the area to the west, the highway frontage is not fully committed to commercial, and serious consideration should be given to imposing limits upon further shoestring commercial growth. If additional commercial development is permitted along this portion of the highway, it will further disrupt traffic flow on this important trunkline, it will detract from the more concentrated business properties to the west, and it will detract from the downtown business district.

Until more positive growth forces appear, it would be advisable to consider Area 7 as the location for light industrial and possibly heavy or wholesale commercial, and also as a possible area for new single family housing if the demand increases.

PLANNING AREA NO. 7



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGITT - PLANNING CONSULTANT



Area No. 8, Northwest

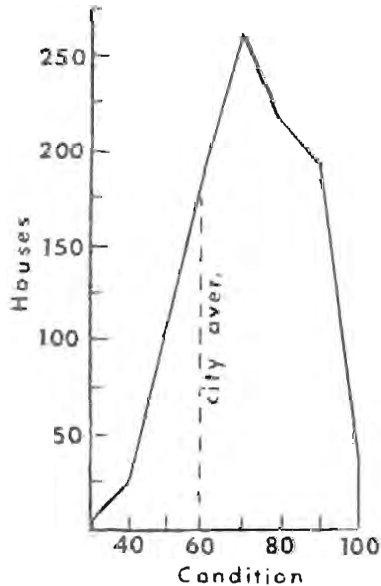
Number of houses - 1,017.

Percent of all houses in the city - 37.7%.

Density (houses per acre) - 4.3.

Average condition of housing - 73.

Proportion of houses equal to or below city average - 30%.



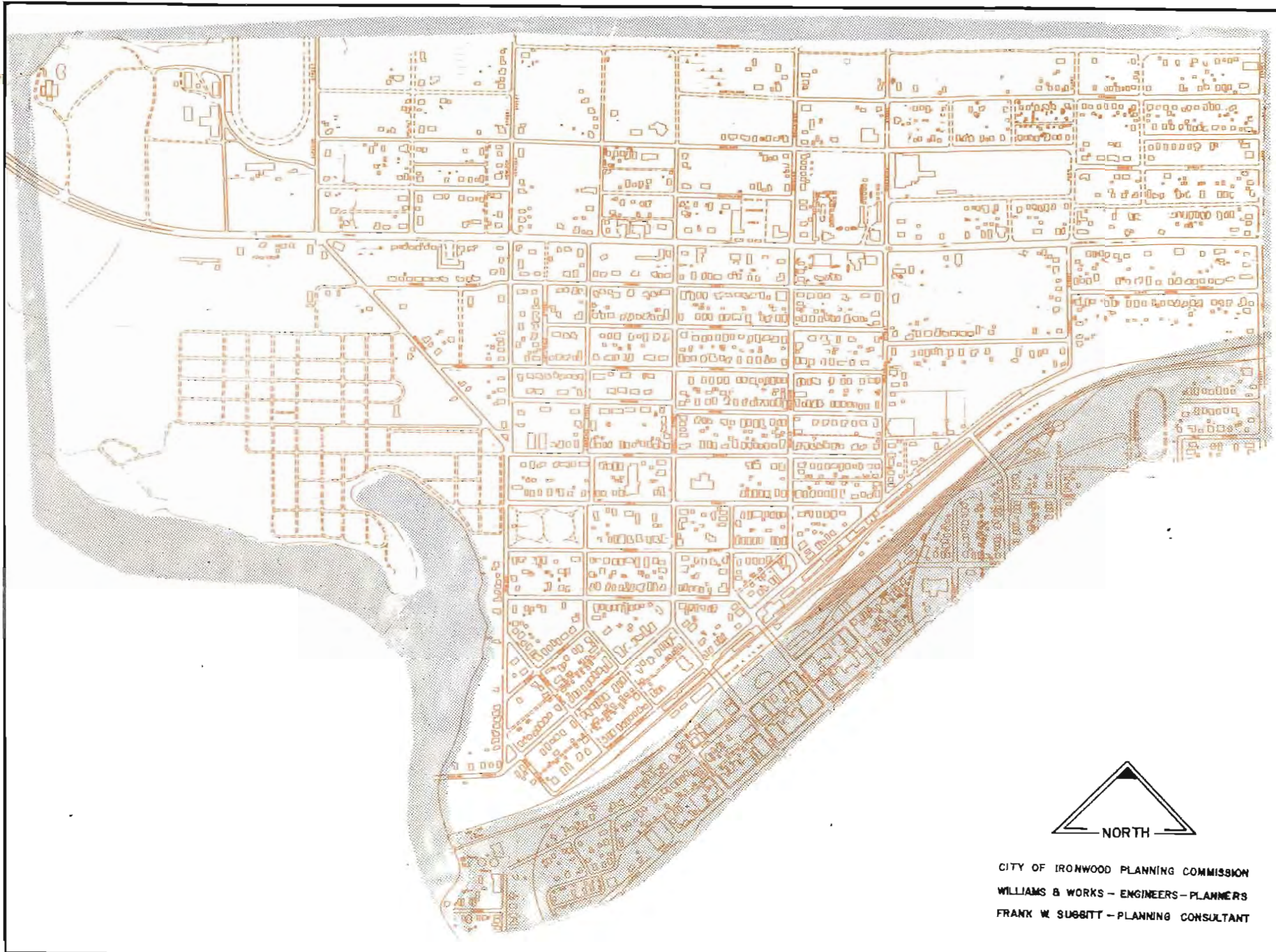
The Northwest Planning Area is the largest of the eight Planning Areas, it contains the most residences, and it is bisected by the main route of U.S. -2 with an impressive lineal string of transient-oriented commercial establishments. This is the choice residential area within the city limits, with more houses of above-average condition than in all the rest of the city. There is relatively little undeveloped land, the major exception being in the vicinity of the north city limits.

This area is well served with municipal utilities and local and collector streets, although it needs protection from traffic moving between U.S. -2 and the downtown business district which lies to the south of Area 8. The business route of the trunkline traverses the residential portion of Area 8, and some changes are necessary in the interests of maintaining the resi-

dential values and in improving the flow of inter-Area traffic, as will be pointed out subsequently.

As yet, there is a fairly clear distinction between the character of the relatively recent commercial developments along U.S. -2 and the older downtown business district. As long as the former, in Area 8, can be confined largely to motorist and tourist type services, there should be no occasion for further migration of business from the downtown area. The commercial strip in Area * is virtually a motel-gas station-restaurant complex or shopping center, and this characteristic will be emphasized in the Special Studies that follow.

PLANNING AREA NO. 8



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUBBITT - PLANNING CONSULTANT



II. THE COMPREHENSIVE PLAN

	<u>Page</u>
CONTENTS - - - - -	74
OBJECTIVES - - - - -	75
ASSUMPTIONS - - - - -	77
COST-REVENUE ANALYSIS - - - - -	79
SPECIAL ANALYSES - - - - -	85
REDEVELOPMENT PLAN - - - - -	99
FACILITIES PLAN - - - - -	109
UTILITIES PLAN - - - - -	111
THOROFARE PLAN - - - - -	115
LAND USE PLAN - - - - -	119

"There shall be prepared a report which contains a comprehensive general plan for the long-range development of the planning area. This plan will represent an integration of all preliminary plans and policies evolved in the planning program, including any subsequent revisions after mutual adjustment thereof, and review as to policy and content by the local planning agency. The comprehensive general plan will be presented in both map and text form with appropriate supporting data." (Excerpt from the Procedures Manual for the Urban Planning Assistance Grant Program in the State of Michigan.)

Contents

The major contents or components of the comprehensive plan are listed below, not in the order of their appearance, to indicate the points that must be included.

A Proposed Land Use Plan is basic to the Comprehensive General Plan, for the use of land determines the character and arrangement of the community. This must take into account the trends and future needs and locations for businesses, industries, residences, recreation, transportation and other uses of land.

Special Planning Studies are especially important in view of Ironwood's particular historic origins and its current economic and physical conformations. Several special studies are included as necessary refinements of the land use plan, to indicate possibilities for new public and private developments, and thus of specific land use demands.

Community Facilities Plans are also a basic feature of the Comprehensive General Plan for Ironwood. Of prime significance is the proposed reorganization of the Gogebic Regional College.

Municipal Utilities Plans are presented to indicate future needs and to suggest economies that would accrue if certain remote neighborhoods were relocated, such economies to be used to improve the quality of service and to make possible redevelopment of portions of the city necessary for civic and business development.

Thoroughfare Plans show how traffic and major traffic arteries can actually become planning agents rather than unpleasant necessities. Major thoroughfares, if properly planned and developed, can actually implement the land use plan, can service proposed new civic, college, municipal business and industrial sites, and can improve the flow of productive traffic into the downtown business district with a minimum of conflict with residential areas and schools.

In Section III, the Capital Improvement Program indicates cost estimates for completing the Comprehensive General Plan and the financial capabilities of the city. Also, implementation and regulatory policies and measures, including summaries of the proposed zoning and subdivision ordinances, are included, along with suggestions for economic development programs and general administration of the planning program.

Objectives

OBJECTIVES OF THE COMPREHENSIVE GENERAL PLAN

The Comprehensive General Plan is based upon the previous preliminary planning data and studies, and it is the guide for future action by the municipality and by private interests in the municipality. Ideally, the objectives of the plan are the objectives of Ironwood and its administrators and citizens. There are short-range and long-range phases of the plan, for it must provide guidance for the on-going problems of the community and so arrange and direct day-by-day decisions that they may build toward long-term programs.

The City of Ironwood, as a corporate unit of government, has within its power and within its scope of responsibility the ability to initiate activities and programs which will lead to fiscal economies and to more effective public service. Also the City has the ability to initiate activities and programs that will improve the environment for new forms of economic development, and by so doing to improve the tax and payroll base of the community. These, then, are the short-run and long-run objectives of the Comprehensive General Plan, for it is assumed that fiscal efficiency and economic expansion are the objectives of the people and administrators of Ironwood, and the former should pave the way for the latter.

Fiscal Economy can be accomplished by reducing the extent of municipal services in certain areas, and by utilizing other municipal facilities in some cases. There are parts of the city that are receiving much higher levels of service than can be justified on the basis of tax revenue produced or on the basis of their contribution to economic development. There are also situations in which new capital improvements will save more than they will cost.

Economic Expansion can be accomplished by evaluating Ironwood's comparative advantage for various economic enterprises, and then by providing space and services in locations that will be attractive to new or expanded business and industries. More efficient use of tax revenue will result in savings that can be used to provide the needed

space and services, and prospective investors will be more favorably inclined if they can be assured of efficient municipal operation and reasonable rates for utilities and services.

Coordination of every phase of municipal government and of private enterprises is an essential aspect of the Comprehensive General Plan if it is to be useful. Each phase must complement and support each other phase, toward a common goal. Coordination with the planning and development programs of neighboring governmental units and of county, state, and federal programs is also essential.

Assumptions

To develop a Comprehensive Plan for the future guidance of Ironwood, some assumptions regarding the future character of the community are necessary. Foremost among these are assumptions as to the future population and its characteristics, and these in turn are dependent upon assumptions as to the economic character of the city and region. Such determinations are difficult in Ironwood, in view of the 40-year down-trend in employment and population, but most particularly in view of the drastic curtailment of employment in the basic industry, iron mining, within the past two years. Standard methods of population projection do not apply. The following points indicate the reasoning behind the estimates for Ironwood's population as of 1983, the projected date of this plan.

1. There will be a decrease in mining employment to nearly zero.
2. There will be a decrease in employment and output of the forest products industries.
3. There will be a decrease in the number and output of farmers in the area.
4. There will be a decrease in manufacturing employment, although output may remain stable or even increase.
5. There will be a decrease in trade and service employment, although the volume of business will remain stable.
6. There will be an increase in governmental and educational employment.
7. There will be an increase in employment in businesses and services associated with tourism and recreation.

The foregoing are based upon the assumption that the trends of the past 20 to 30 years will prevail, and that no unexpected economic developments occur. Based

upon those assumptions, and upon actual population trends of the 1940 to 1960 period, Ironwood will have a population of about 8,500 in 1973 and about 7,000 in 1983, as compared to 10,265 in 1960. (Note: See the report on "Ironwood's Foundations for Planning" and the Gogebic County Report on "A Continuing Program for Physical and Economic Development" for further details.)

The population could be as low as 6,500 or as high as 7,700 people by 1983, depending upon unforeseen economic development, migration trends, and changes in longevity. It is possible, for example, that if the 1950-60 trends prevail, from one-third to one-half of the 1973 population will be composed of people 65 years old or over. In 1960, one person in six in Ironwood was over 65 years, and only one other Michigan city or county had a higher percentage of elderly people. The number of Ironwood people 65 or older increased by 45.8 percent between 1950 and 1960.

It is possible that these long-term trends will be retarded or even reversed in the next 20 years, especially if the recommended action programs are undertaken by the city, county, and region. These will be elaborated upon subsequently, but in any event, the preceding assumptions must be considered valid until tangible growth forces are actually on the scene, not merely verbalized.

Cost - Revenue Analysis

In view of the declining population and economy of Ironwood, a prime objective must be to reduce municipal operating costs. Paralleling that is the objective of expanding the economic and revenue base, but first the question of fiscal economy must be explored, for people require services and services cost money.

Three obvious methods of accomplishing fiscal economy are (1) reduce the area being served, (2) reduce the quality and quantity of service, (3) improve the efficiency of public administration. Because of the scattered location of neighborhoods which make up Ironwood, prime attention will be given to an analysis of the cost of providing each with service, in relation to the tax revenue each produces.

The Planning Areas described in the preceding section were each analyzed from the point of view of the cost of providing certain municipal services as compared to the property tax returned. A great many measurements, tabulations, and computations are summarized in Chart No. 4.

Neighborhood Service Costs refer to the 1962-63 budgeted cost of snow removal, garbage collection, street maintenance, and related items. These costs vary with the number and density of dwellings, the terrain, presence or absence of rock outcroppings, and the distance of the Planning Area from the population center of the city. Such costs are closely related to the length of streets, and this was a major criterion in ascribing costs to each Area.

The total neighborhood service costs budgeted for the past year was about \$183,000, and this represented about one-quarter of the total city expenditures. The remaining general municipal operating costs (police, fire, and administration) are difficult to allocate to specific Planning Areas, whereas the neighborhood service costs are directly related to location, number of dwellings, density and terrain. It is probable that general municipal costs can be allocated on a similar area basis, but they were excluded from this analysis in order to present a valid and conservative estimate.

Tax Revenue from each of the Planning Areas was determined by the condition of housing index, obtained from the assessment cards for each dwelling, and applying a locational and site factor which represents relative land values. The city's total 1962-63 residential valuation was then prorated to each of the Planning Areas on the basis of number of dwellings and average assessed valuation per dwelling, and from this the total tax revenue from each Area was computed.

In 1963, Ironwood's residential property was assessed at a total of about \$8,680,000, on which a 24 mill tax was levied. Taxes paid on residential property amount to approximately two-thirds of the total local taxes, and as the valuation of mining property has dropped to nearly zero, residential property owners are forced to carry more of the burden.

Cost-Revenue Balance Sheet. Charts 4 and 4a and Table 8 vividly depict the variation in the cost-revenue balance for each of the Planning Areas. It is obvious that Area 8's good quality housing, in proximity to the central part of the city, is in fact subsidizing Areas 1, 2, and 4a. Merely to provide the neighborhood services and garbage collection for the 455 homes in the three remote "locations" costs about \$65,000 a year, over a third more than the neighborhood service cost for the 1,017 homes in Area 8, yet the latter pays over three times as much taxes as the three remote areas combined.

In Areas 1, 2, and 4a, neighborhood service costs exceed residential property tax payments by nearly \$36,000 a year. Adding general municipal costs (police, fire and administration) would at least double the deficit, bringing it to around \$70,000 a year that Areas 6 and 8 must pay to support residences in other parts of the city.

Conclusion. Relocation of families from Areas 1, 2, and 4a, and abandonment of services to those "locations" would result in a net savings of about \$70,000 a year, assuming they were relocated in a situation in which costs and revenues were in balance.

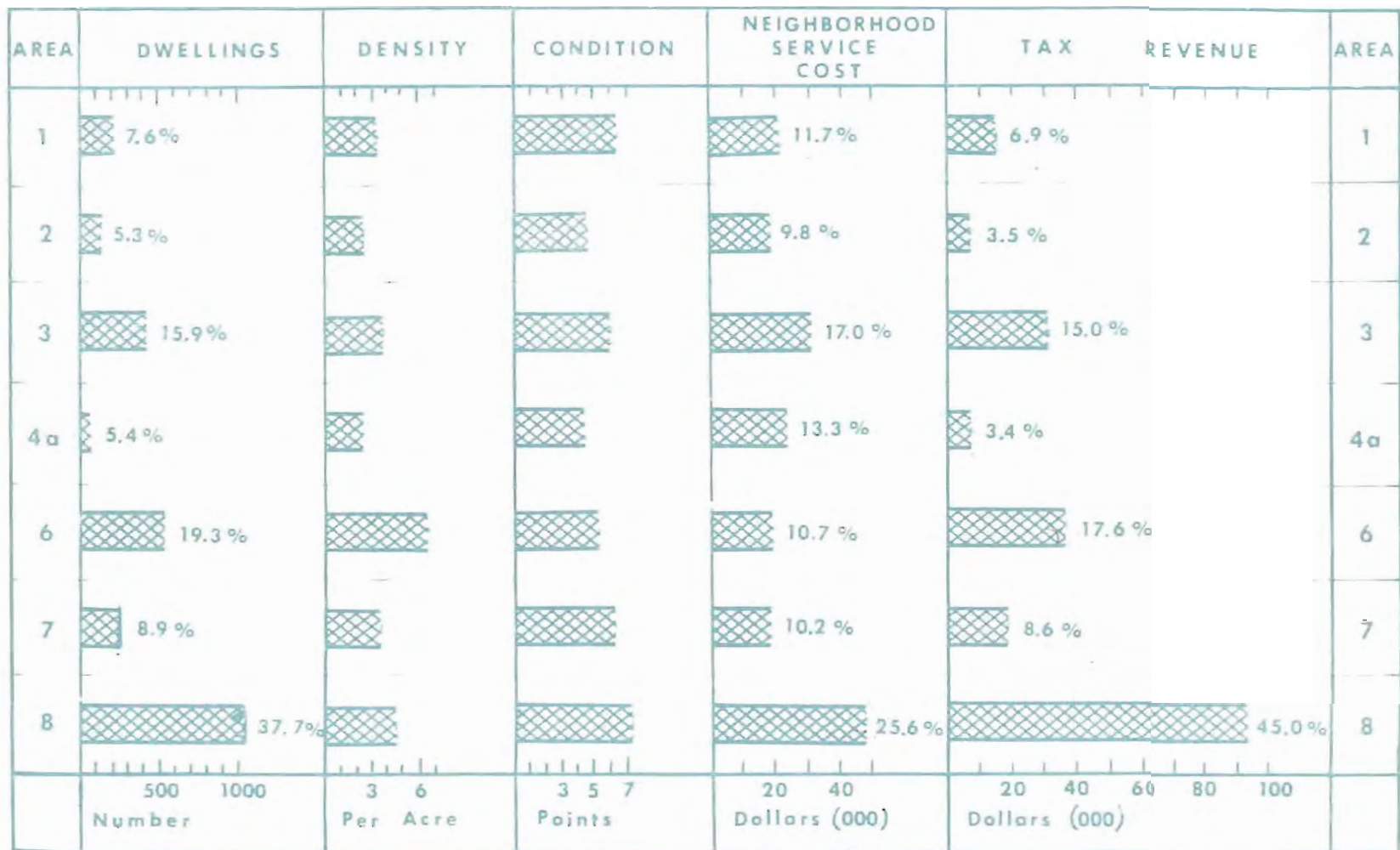


CHART NO. 4. PLANNING AREA COMPARATIVE ANALYSIS. (percent refers to totals in each category.)

This must be of prime consideration to Ironwood, for this is one of the very few, and the most significant, of the avenues leading to reduction of fiscal costs.

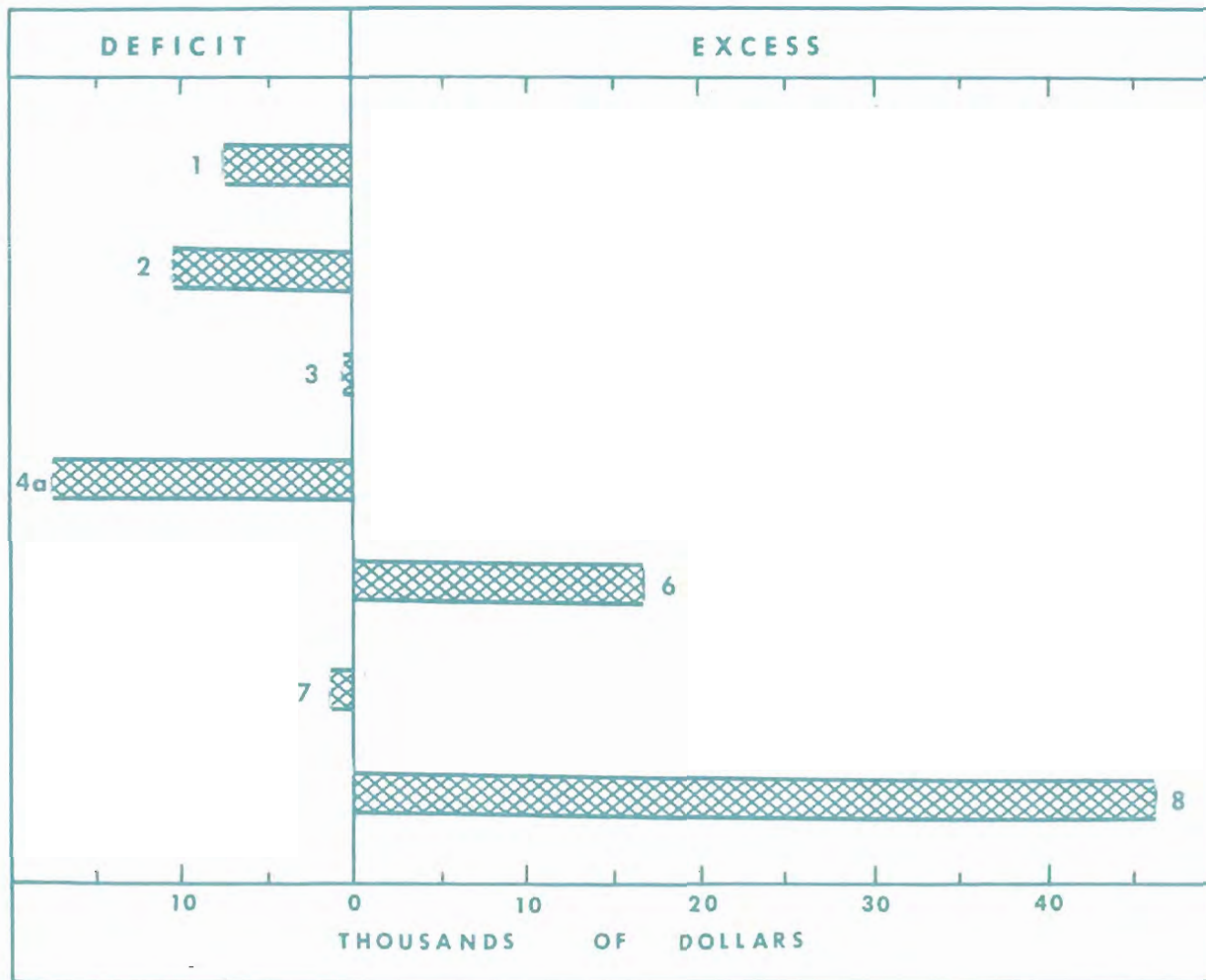


CHART NO. 4a. PLANNING AREA COST REVENUE BALANCE SHEET.

TABLE 8. SUMMARY OF COST-REVENUE ANALYSIS.

<u>Plan'g Area</u>	<u>No. of Dwell'gs</u>	<u>Total (thou.dollars)</u>			<u>Per Dwelling (dollars)</u>		
		<u>Cost</u>	<u>Revenue</u>	<u>Difference</u>	<u>Cost</u>	<u>Revenue</u>	<u>Difference</u>
1	205	\$ 21.8	\$ 14.4	-\$ 7.4	\$106	\$70	-\$36
2	144	18.2	7.3	- 10.9	126	51	- 75
3	430	31.6	31.2	- 0.4	73	72	- 1
4a	96	24.7	7.1	- 17.6	257	74	-183
5	-	-	-	-	-	-	-
6	522	19.9	36.7	+ 16.8	38	70	+ 32
7	242	19.0	17.9	- 1.1	79	74	- 5
8	1017	47.5	93.7	+ 46.2	47	92	+ 45
Total	2656	\$182.7	\$208.3	+\$25.6	69	78	+ 9

Special Analyses

The inclusion of several Special Studies recognizes the specific character of Ironwood and the regional economic and physical situation. Ironwood and the Michigan-Wisconsin portion of the Upper Lakes Region have highly individualized conditions, problems and possibilities for the regeneration of economic activity. It is assumed that Ironwood has the desire and capacity to convert seemingly disadvantageous conditions into sites and opportunities for new economic enterprises that will create jobs in their construction and operation, that will pay taxes, and that will work toward the solution of some of the most fundamental problems of the community and region.

This section assumes that fiscal economy will not, in itself, be more than a delaying element in the downward trend of Ironwood's general economic situation. It further assumes that Ironwood does have some specific opportunities for economic development and that by official action, the city can take the initiative, reaping the benefit from at least a retardation of population and economic decline.

Mining and Employment. The report, Foundations for Planning included a detailed analysis of the trends and limited expectation for the rebirth of iron mining and employment in the Gogebic Range. Further comment is not needed, except to summarize by stating that the prospects are extremely limited. Deep shaft mining in the Gogebic is now submarginal and it appears that it will terminate entirely within a few years.

In the event that known low-grade iron ore and copper deposits are developed, there will certainly be a beneficial effect on Ironwood, although modern mining methods employ far fewer workers than during the heyday. Decisions to further develop the minerals of the region are beyond the municipality's ability to control, even to appreciably influence, and wishful thinking is not productive. Nevertheless, a positive program of municipal efficiency and fiscal economy could help create a favorable attitude toward new investments in mining.

Industrial Park Potentials. It is assumed that Ironwood's remote location and its tax and public utility rate structure impose rigid limitations upon the potential for an expansion of manufacturing. However, the supporters and directors of GO-INC. (Gogebic Organization for an Industrially New County) are wagering over one hundred thousand dollars that enthusiasm, publicity, and expert industrial promotion can overcome the adverse situations in the city and region.

To augment the commendable efforts of GO-INC., it is imperative that a planned industrial district be developed. Such a district, if properly situated and equipped with utilities and transportation facilities, could change the prospects for acquiring new manufacturing enterprises, especially those oriented to indigenous raw materials. Ironwood is a feasible location for an industrial district, and it would be advantageous if the city were to facilitate its establishment through urban renewal and redevelopment, as will be outlined subsequently.

Tourist Impact and Potential. Ironwood's FOUNDATIONS report included computations which indicate that tourism brought at least \$3.3 million of new money into the city in 1962. More than 3.5 times as many new, outside dollars were placed in circulation by tourists in Ironwood than by the total manufacturing payroll of the city. Economic evaluation of tourism and its impact is extremely difficult, but it is obvious that it has become a significant, perhaps a major, aspect of the Ironwood economy.

There are many favorable indications and activities that strongly suggest continued growth of various phases of the travel industry in the Ironwood area. Again, it is entirely possible that the city of Ironwood, by taking the initiative in redevelopment and by fiscal economies, can encourage additional employment and tax revenue from tourism, as will be shown in succeeding pages.

Related Special Needs and Functions. The following list of assumed needs and functions is listed, not necessarily in the order of their importance or practicality, to suggest the development possibilities and potentials that exist. Detailed verification and

substantiation for each need and function is not enumerated here, for they have been amply supported elsewhere in this report, in the report on FOUNDATIONS FOR PLANNING, IRONWOOD, and in the report on A CONTINUING PROGRAM FOR THE ECONOMIC AND PHYSICAL PLANNING AND DEVELOPMENT FOR GOGEBIC COUNTY. These must be considered in connection with Ironwood's Comprehensive Plan and in the allocation of resources.

1. Ironwood is the largest and most important urban community and shopping center serving a broad interstate region. It is, therefore, a logical location for warehousing, transshipment, distribution, final processing and packaging for the entire service area, and there are obvious joint-venture economies in cooperative use of many facilities and services.

2. For similar reasons, Ironwood is the logical center for offices and showrooms for sales and service personnel and governmental agencies whose enterprises cover this broad interstate region. In other words, this is a suitable location for those who have regional or district sales or service or administrative responsibilities, and again, joint use of certain office, parking, secretarial, bookkeeping, accounting, advertising, and legal services and facilities could accrue to their mutual advantage, provided the required physical arrangements are made.

3. Ironwood is centrally located with regard some of the most outstanding and fastest growing winter sports parks in the nation, and future expansion of this and other phases of tourism and recreation will benefit Ironwood more than any other community in this region, provided the necessary steps are taken to furnish needed goods and services. Should the GO-PLAN advocated by the Gogebic County Planning Commission become a reality, even to a fraction of the extent visualized, Ironwood would suddenly find itself in a growth situation that would tax its resourcefulness to prevent becoming a boom town once again, with the attendant problems of incompatible uses of land, gerrymandered utilities, and so forth.

4. The existing Gogebic Community College is the only institution of higher education in the western end of the Upper Peninsula, and in view of the impending growth of college and university enrollment, along with the need for vocational training of both youth and adults, there is every reason to believe that this college could expand to several times its present enrollment, staff, and facilities. An expanded college program, combined with a campus and civic area, could become the central theme of Ironwood's redevelopment, from both a physical and an economic point of view.

5. The presence of an accredited college which specializes in vocational training with emphasis in the tourist and resort service and development field, along with its current reputation in winter sports competition, could provide the momentum for this to become a regional or even a national center for training, conferences, and conventions in these and other phases of area planning and development. In that event, vastly superior lodging, eating, and entertainment facilities would be needed, and Ironwood would then be in position to capitalize upon the very lucrative conference and convention industry, as a natural adjunct to its expanded college industry and its function as a regional tourist service center.

6. Inasmuch as Ironwood is the western "gateway" of Michigan, and in view of new highway facilities on both sides of the state line, and the new Michigan State Highway Tourist Information Center, there now exists an opportunity to create a new type of "tourist service complex" or transient shopping center, adjacent to U. S. -2 and fairly near to the state line. This implies the shopping center concept of multiple-shop, one-stop service for tourists and transients, arranged in a convenient and attractive manner that will attract widespread attention and will induce travelers to stop and spend in Ironwood. Integrated with redevelopment of the Downtown Area and with county-wide and regional tourist developments, this can be a vital factor in the future of both the city and the region.

7. Ironwood implies "iron" and "wood" - the two basic industries which gave rise to the city and to the economy, and the two industries which are now in most

distressed circumstances. Experience in other parts of the region and the nation indicates that the colorful and romantic history of these industries is of interest to tourists and can be converted into jobs and taxes, if necessary steps are taken. The interest given to the mining equipment on display at the Tourist Information Center of the Ironwood Chamber of Commerce should be evidence of this type of attraction. An opportunity exists to recreate various aspects of the early mining camp and lumber camp era, to encourage private ventures into replication of early structures and equipment, to utilize some of the underground and surface mine facilities for tours and exhibits and for educational presentations relative to geological formations. The city could well take the leadership by initiating the development of a museum attraction, and it is not inconceivable that funds would become available from iron, steel, mining, and lumbering interests

8. The "Caves" are one of the more serious eyesores of the city, and their strategic location with regard the Downtown Area makes them even more undesirable. It is possible that they could be converted into a point of attraction, with landscaping and forest planting, a natural-setting zoological garden, and perhaps with an illuminated fountain and pool that would attract tourists from considerable distances, on the order of the Cascades at Jackson, Michigan, or the new fountain at South Haven. Proximity to the proposed redevelopment of the Downtown Area could augment the attractiveness of both, if the "Caves" were improved.

9. Should circumstances become favorable for Ironwood to capitalize upon the foregoing business expansion possibilities, the new construction and new economic activity would create a highly favorable image of the vitality of the city and the region, and the opportunity of acquiring new manufacturing and processing enterprises would be greatly improved. Enthusiasm and growth generate more enthusiasm and growth, and a contagion takes place once the momentum is established, provided space and services are made available, and an attitude of receptivity is engendered.

SUMMARY OF SPECIAL NEEDS AND FUNCTIONS:

Ironwood's Land Use and Comprehensive Plan should make provision for six major categories of functions in the Ironwood Plan, and the next task is to assign land areas and to outline procedural and budgetary measures necessary. The major functional needs are:

1. A planned warehouse, transshipment and industrial district.
2. Multiple housing for persons displaced by relocation and redevelopment and for senior citizens, such an area to be buffered from the industrial and business areas by a campus-type arrangement of office structures for regional businesses and services as that need emerges.
3. An area designed as a civic-municipal-campus complex.
4. A resort hotel and convention facility in the Downtown Area.
5. A transient and tourist service complex area on U.S. -2 bypass.
6. Convenient and attractive avenues of entry into the Downtown Area, with improved traffic flow and more convenient parking facilities.

COLLEGE GROWTH POTENTIAL:

Of the special needs and functions that influence final formulation of the Comprehensive Plan, the relocation and expansion of the Gogebic Community College is the key that could open many other avenues of development and redevelopment. Because of its unique importance in "triggering" other aspects of the overall plan, more detailed consideration will be devoted to the college and its potentials. Facts and figures were presented in the county planning report and in Ironwood's FOUNDATIONS report as to the college's history, its enrollment, trends, its budget, and the emerging need for specialized vocational training. A broader perspective is

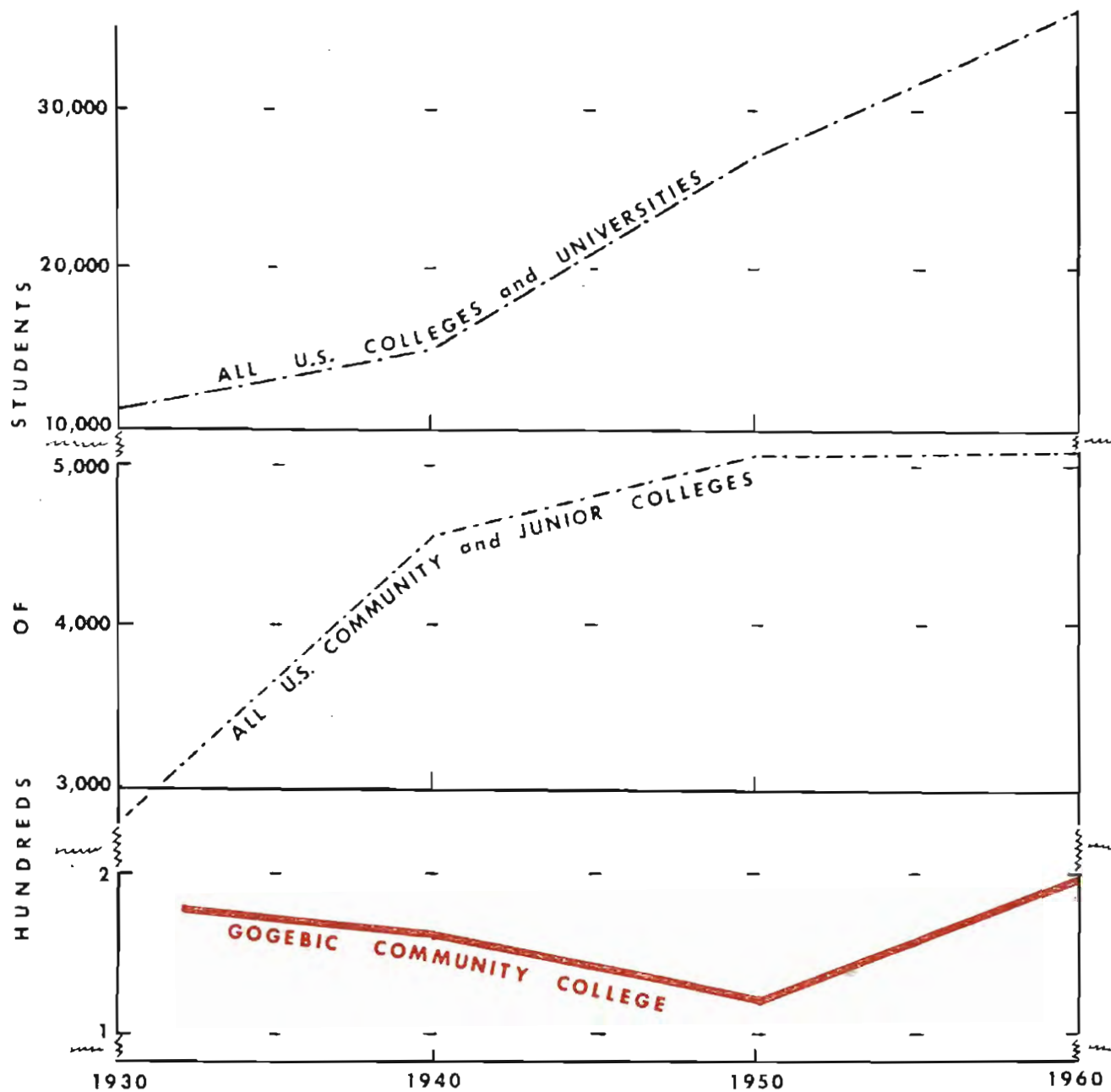


CHART NO. 5, COLLEGE ENROLLMENTS.

here presented, and in the next section on Redevelopment Plans it is brought down to a specific site in Ironwood.

National Trends in college and university enrollment are so apparent and so well publicized that no comment is needed, other than to compare them with the 30-year trends of the Gogebic College (Chart No. 5). Enrollment in all colleges and universities in the United States increased 3.5 times in the past 30 years, whereas the Gogebic College enrollment has been most erratic. It is especially interesting to note that the national growth of community and junior colleges during the past decade has been relatively slow compared with earlier years and compared with the recent rate of growth of four-year institutions.

With the pressure that is now being felt by all colleges and universities, it is generally accepted that local and regional colleges must be expanded to help meet the need. The fastest growing colleges and universities are located in densely populated and congested metropolitan areas, thus there is credence to the belief that much of the college growth could more efficiently take place in areas of population stability or decline, such as Ironwood.

Projections of future college enrollment in the nation range from a low of 6.3 million to a high of 9.0 million by 1980. This is a 42 percent variation, and of course, there are many unknown factors that will influence the final outcome. Past experience has proven such projections to be extremely conservative.

"A" If enrollment at Gogebic College follows its 1932-60 trend, there will be fewer students than there are now, as indicated by "A" on Chart No. 6.

"B" If the 1950-60 rising trend were to prevail, there would be about 300 students at Gogebic College in 1980, as compared with 194 in 1960 and 236 in 1962 (See "B" on Chart No. 6).

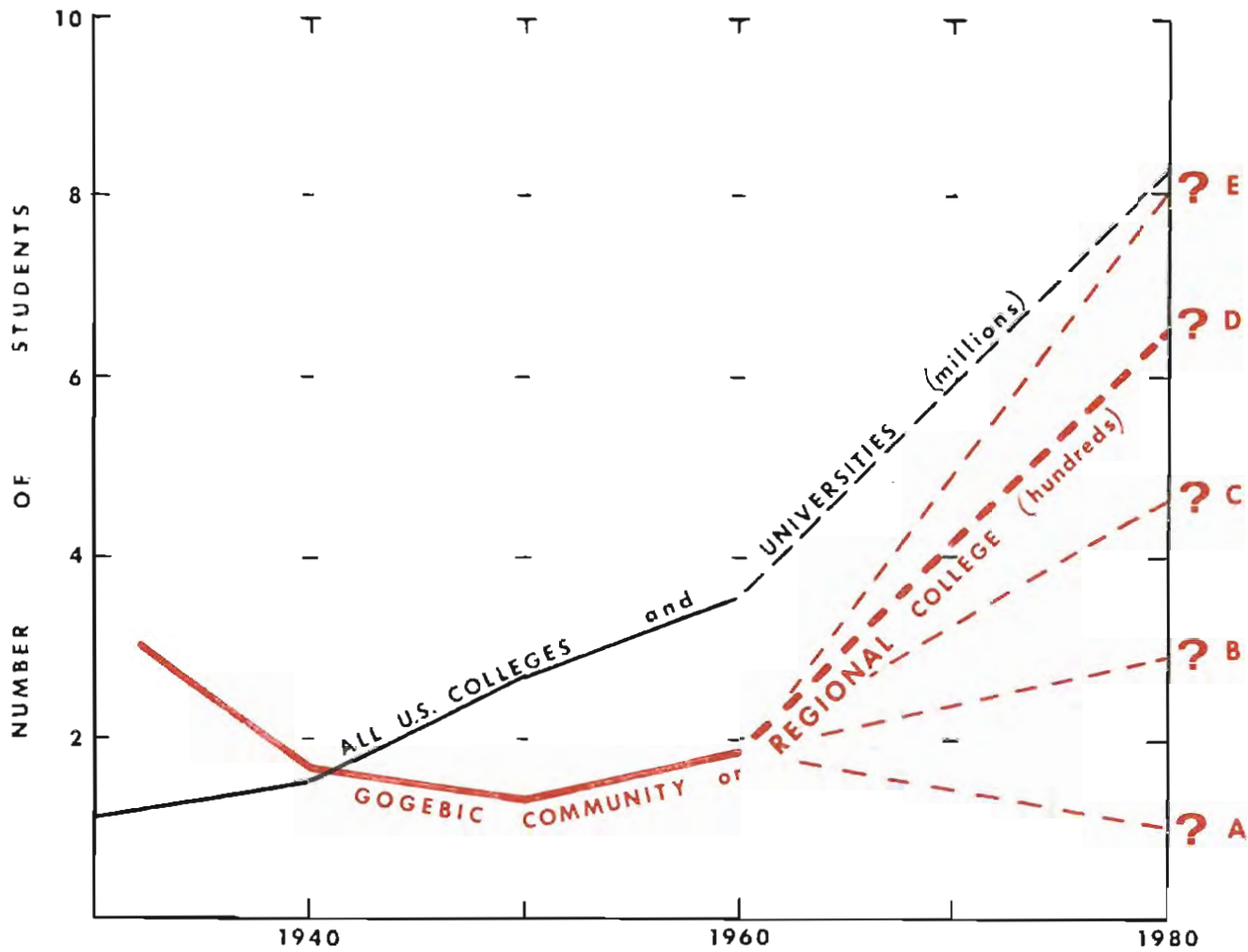


CHART NO. 6, COLLEGE ENROLLMENT PROJECTIONS.

"C" If enrollment at Gogebic were to parallel the projected low for the nation, there would be about 450 students in 1980.

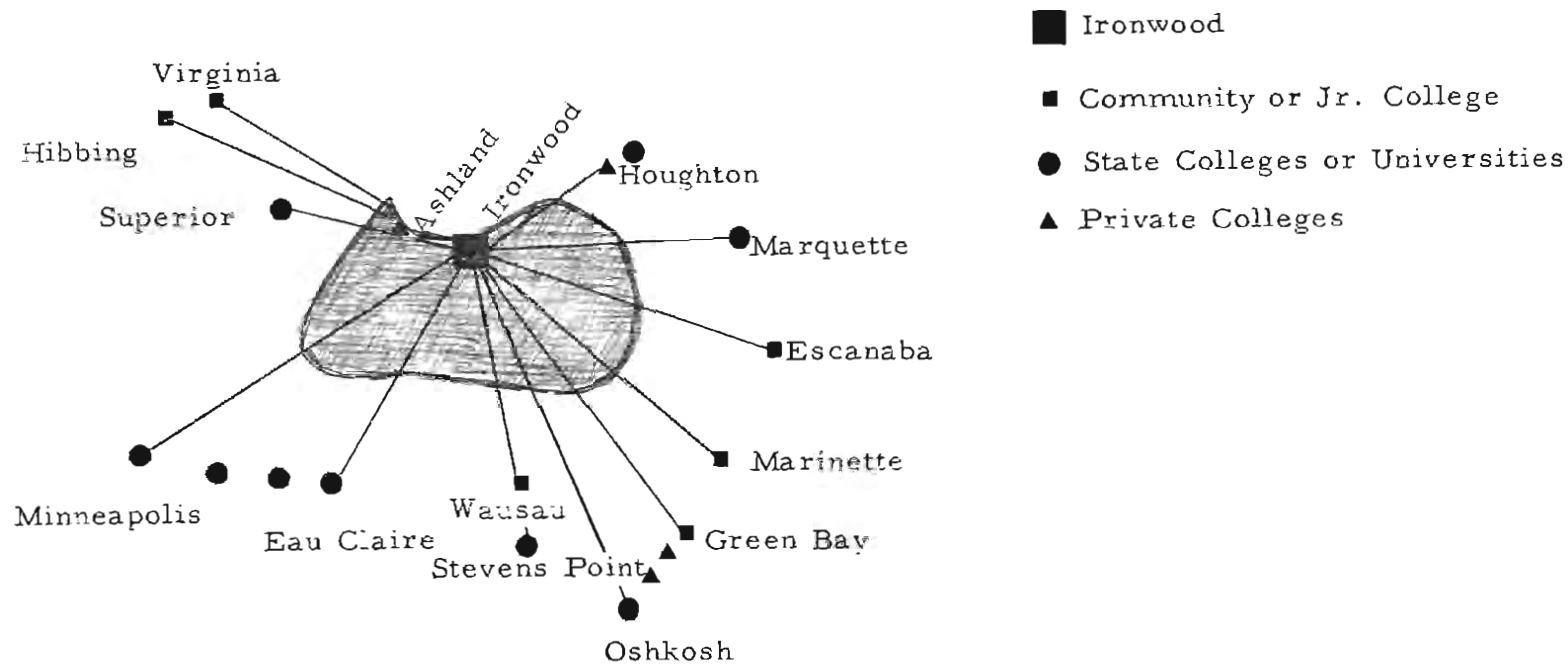
"D" The heavy dotted red line on the chart parallels the median U.S. projected college enrollment (midway between the high and low), resulting in about 650 students at Gogebic College.

"E" This projection parallels the highest estimate for U.S. college enrollment, and if Gogebic College were to follow that national projection, there would be an enrollment of about 800.

National trends and projections are meaningful to Gogebic College only to indicate the variation in prospects and to suggest that there is an opportunity for appreciable expansion. Whether there are 200 or 800 college students in Ironwood depends upon what action or inaction is undertaken by the leaders of the community and county, now.

Regional College Service Area. Ironwood offers the same regional location advantages in the field of higher education as it does as a regional retail, wholesale, transshipment, administrative, or tourist center (see maps and diagrams on pages 14 and 15). Not only is it the largest city in a broad interstate region, it is the only one with any type of publicly supported college in that region, as indicated by the following location diagram.

Within the shaded area centered on Ironwood is what can be considered as the regional service area, the boundaries of which are equidistant between Ironwood and the next closest publicly supported college or university. Most of the shaded area is within daily commuting distance of the Gogebic College, and all of it is within the normal retail and service market area.



Regional Enrollment Potential. In 1960, there were over 100,000 people residing within the shaded area, but only 0.7 percent of the total population was in college as compared with 1.6 percent for Wisconsin as a whole and 1.7 percent for Michigan. Obviously, students from this region must migrate to obtain college training, and the U.S. Census counts them as being residents of the community in which the college is located.

If college enrollment in the Ironwood service area were the same percentage of the total population as it is in the two states, there would now be an enrollment of

nearly 1,700 at Gogebic College. This would assume an accredited four-year institution with better-than-average staff and facilities, and it is unrealistic in that many students would still migrate to seek specialized or more socially prestigious institutions. To emphasize the potential, however, the Gogebic student body would be as large or larger than the Wisconsin State Colleges at Eau Claire, Superior, and River Falls, and much larger than that of such private colleges as Northland (in Ashland), Lawrence College (Appleton), Soumi (Hancock), Adrian, Alma, Albion, etc.

In 1960, there were more than 4,000 youths between 20 and 24 years of age in the Gogebic College regional service area, but only 17.5 percent were enrolled in college, whereas the Michigan-Wisconsin percentage of 20 to 24 year-olds in college was 28.9 percent. If Gogebic College could attract the same percentage in this age bracket as are in college in the two states, there would now be nearly 1,200 in college in Ironwood.

One final aspect of the regional enrollment potential is the fact that in 1960 there were more than 8,200 students enrolled in high schools in the Gogebic College Service Area. By 1964, about one-third of them, over 2,500, will either be in college or will be preparing to enroll somewhere. A sizable proportion would enroll at Gogebic if adequate facilities and programs were available.

Other College Potentials. Accomplishments already established at Gogebic College in the fields of winter sports, vocational training and retraining, and summer workshops for teachers are indicative of programs that could attract students from the entire service region and beyond. It is possible that the recent success of the Cooks and Bakers School, for example, could attract adult students from the entire tri-state region. This might lead to educational conferences in the tourist and travel trades that would give rise to an important convention industry, if the facilities and incentives were there.

The possibility of the 1968 Winter Olympics being held at the Copper Peak Ski Flying Hill would be enhanced if the Gogebic College Ski team continues its winning

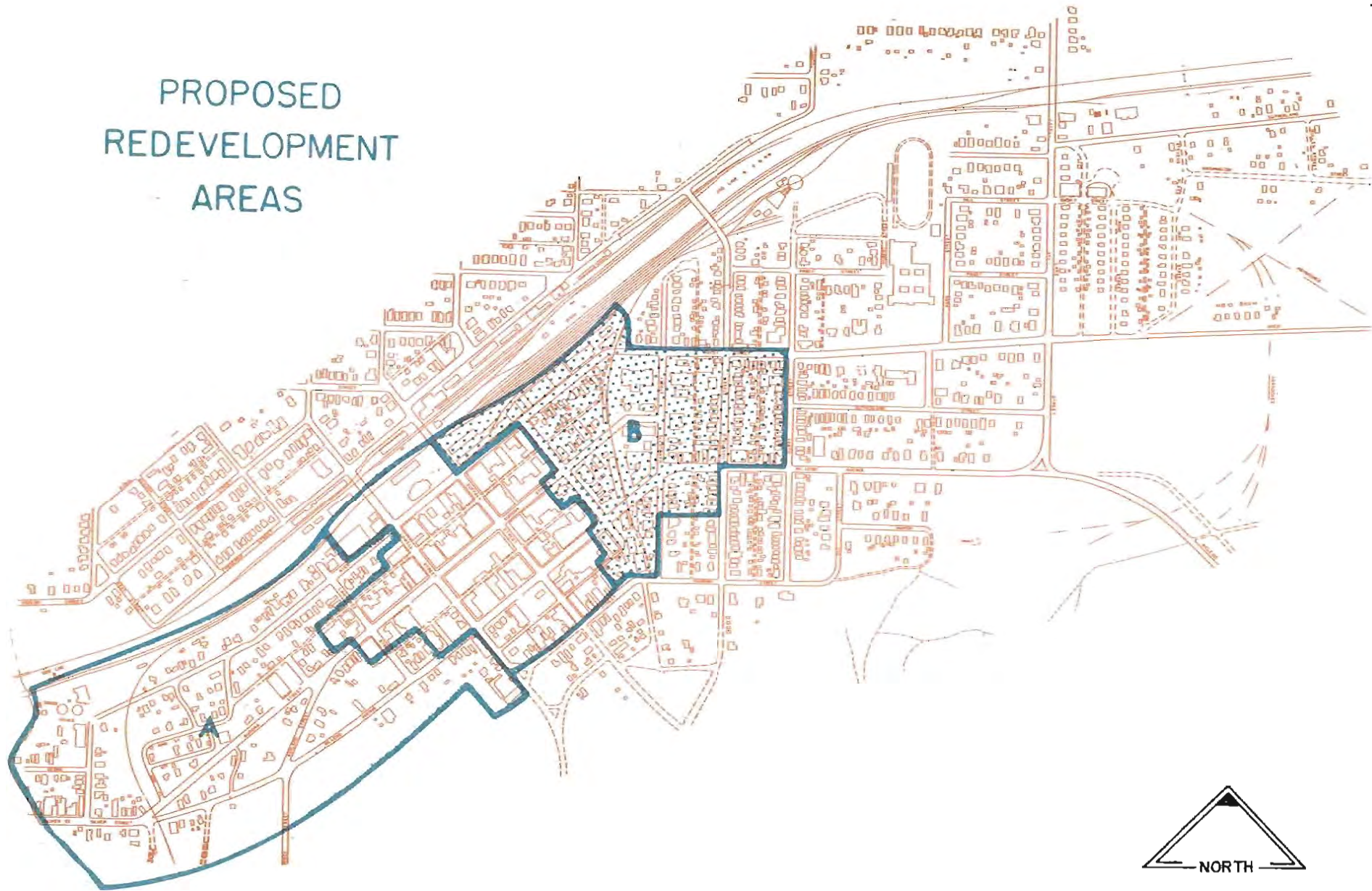
ways. Already the school is drawing students from several states because of its winter sports competition and the availability of winter sports facilities.

Significance of College Expansion. Nothing else in Ironwood can make better or more immediate progress toward new economic activity and toward urban redevelopment than imaginative expansion of the Gogebic Community College. This could be the rallying point for redevelopment of the physical make-up of the city and for new economic expansion. If the college staff and students were to double in the next five years, triple in the next 10, and quadruple in the next 20 years, the physical and economic impact would be greater than the unlikely reopening of the Montreal Mine.

It is important that the leaders of Ironwood look upon the college as an economic asset, as an industry, rather than as an educational frill that the people can no longer afford. A visit to Houghton or Marquette, or on a more comparable scale, to Alma or Albion or Olivet, will demonstrate the economic impact that a good, small college has on a community. This is to say nothing of the service to the students and adults, but suggests an unemotional, economic evaluation.

PLANNING AREA NO.

PROPOSED
REDEVELOPMENT
AREAS



CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGGITT - PLANNING CONSULTANT

Redevelopment Plan

The preceding Cost-Revenue Analysis of the Planning Areas and the Special Analyses were presented to indicate possibilities for achieving fiscal economies, and for economic expansion. Before outlining specific redevelopment plans that would facilitate those objectives, some additional assumptions and justifications must be reviewed.

1. Trade Area Expansion: A preliminary assumption is that the sphere of influence of Ironwood's trade and service area will be extended as mobility increases, as outlying community and crossroads stores and services shrink and disappear, and as Ironwood's Downtown Business District takes on more of the characteristics of a modern regional shopping center. It is assumed that extension of the trade and service area will compensate for population declines within the city and its service area, so that the resultant volume of business will remain quite constant. This has, in fact, been the case during the past couple of decades, and it is assumed that the counterveiling trends will continue and will thus assure a stability for Ironwood's business community. Consequently, it is concluded that the present space occupied by businesses and services in the Downtown Area is sufficient to meet the demands of a stable business volume.

2. Improved Traffic Flow and Parking: It is assumed that maintenance and enhancement of the business and service establishments in the Downtown Area must be given the very highest priority, for they constitute one of the few economic assets possessed by the city. To give the businesses and services every opportunity to operate on as sound a basis as possible, it is essential that overall municipal operating costs be minimized to avoid excessive taxation of these businesses and services, and it is essential that they be protected from new and competing establishments that might spring up along the U.S. -2 bypass route or in other communities. It is necessary that clear-cut functional delineation be maintained between the Downtown Area and the transient and tourist service area along U.S. -2. This also necessitates improved ingress and egress between the Downtown Area and U.S. -2 and U.S. -51 and Wisconsin 77,

together with improved traffic flow and parking in downtown Ironwood. Of nearly equal importance is improvement of the physical appearance of the approaches to the Downtown Area and within and contiguous to the business district.

3. Relocation of Warehouse and Transshipment Facilities: Additional sites must be cleared for parking and for improved traffic flow in the area peripheral to the Downtown Business District, and this will require the provision of space for the relocation of certain enterprises and residents, notably those enterprises associated with warehousing and transshipment.

4. Relocation of Families: Another predication of the Proposed Land Use Plan is the elimination of homes in the outlying "locations" and in the central and western portions of the Downtown Area, and their relocation in more suitable housing that is so situated as to reduce municipal service costs.

5. Relocation of Municipal Offices and Facilities: A final assumption in this series is that a more efficient and higher use must be found for the Memorial Building, and that the hazardous housing of the Department of Public Safety (Police and Fire) must be replaced (see next section on "Facilities"). Consequently, space must be reserved for a new center for municipal offices and services, adjacent to, but outside, the Downtown Business District, and easily accessible from all parts of the city and from U.S. -2 and neighboring communities and townships with which "standby" emergency arrangements exist.

The entire central and western part of the Downtown District (Planning Area No. 6) comprises the proposed urban renewal or redevelopment area, with special emphasis being given to the areas to the west and east of the Central Business District. This is the economic and cultural heart of Ironwood, as well as being a "gateway" from Wisconsin. It is this area, and its function that must take highest priority of all phases of planning and redevelopment. This area contains Ironwood's most valuable assets, some of its most ugly eyesores, and it holds the greatest potential for redevelopment.

Redevelopment Area "A" has boundaries almost identical with those of Planning Area 6A (see pages 66 and 67). Redevelopment Area "B" occupies the eastern part of Planning Area 6C. Between them is the Central Business District, and a major objective of the redevelopment plan is to enhance it. A second objective is to provide space for the relocation of the Gogebic Community College, for a campus-civic area, for families who will be moved from the "locations," for a new industrial-warehouse-business office district, and for a new resort hotel-convention-tourist attraction area.

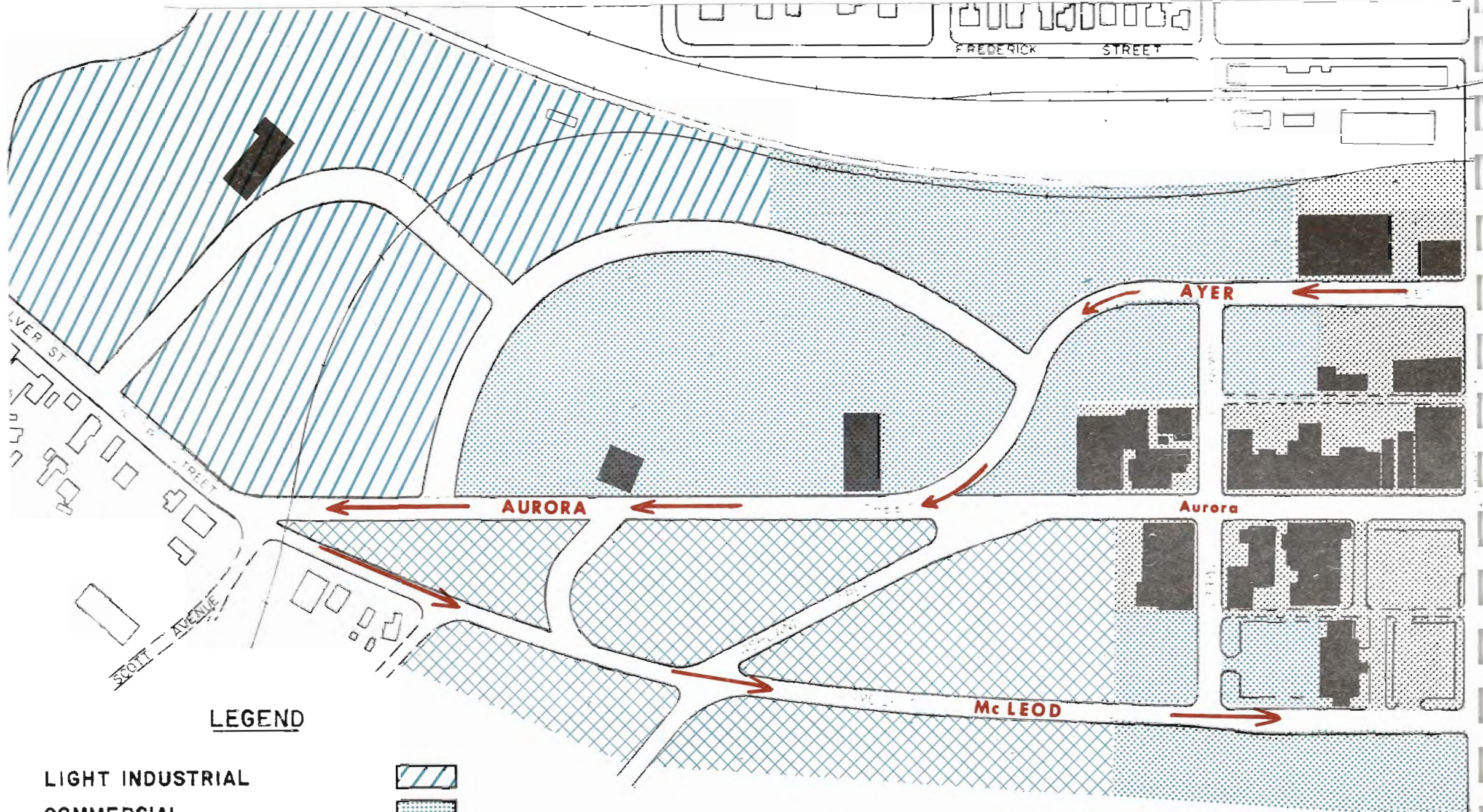
REDEVELOPMENT AREA "A"

1. Locational Significance: Situated between the Downtown Business District and Hurley, traversed by U.S. -2 Business Route. An undesirable, but extremely visible, gateway into Ironwood, and presently an incompatible use adjacent to the business district.





2. Present Use: Substandard housing, junkyard, abandoned municipal gas plant, unkempt vacant land; 118 houses. 94 percent of which are equal to or below the city-average of condition.

3. Proposed Uses: (after removal of homes, junkyard and clearing)

- a. Site for warehouses and transshipment facilities which must be relocated to provide parking on Ayer Street, the proposed one-way access route from the east.
- b. Site for public and/or private multiple housing for relocated families from mining "locations" and for senior citizens.
- c. Site for resort hotel and convention facilities, including museum and parking and promenade area for overview of amphitheater (fountain, pool, landscaping, wildlife area, etc.) in the "Caves."



LEGEND

- LIGHT INDUSTRIAL 
- COMMERCIAL 
- MOTOR HOTEL & RELATED 
- EXISTING COMMERCIAL 

"A"
 REDEVELOPMENT
 AREA
 PROPOSED

- d. Site for planned industrial and office district, adjacent to warehouse area, with rail and trunk highway facilities, and with all municipal utilities.

4. Relation to Total Plan:

- a. Provides centrally situated sites for relocated families and businesses.
- b. Provides attractive, progressive looking access into the Downtown Business District (new construction, landscaping).
- c. Encourages tourist and convention business development adjacent to Downtown Business District, and along with development of the "Caves, " will attract and hold visitors in Downtown Area,
- d. Provides the west end of an attractive and varied drive or walk with the business district in the middle and the campus-civic area at east end.

REDEVELOPMENT AREA "B"

1. Locational Significance: Midway between business district and existing complex of attractive schools and churches. Popular access routes to the business district pass through this area. A commanding site overlooking business district.

2. Present Use: Municipal offices, schools, churches, and substandard warehouses. businesses, and crowded substandard dwellings.

3. Proposed Uses:

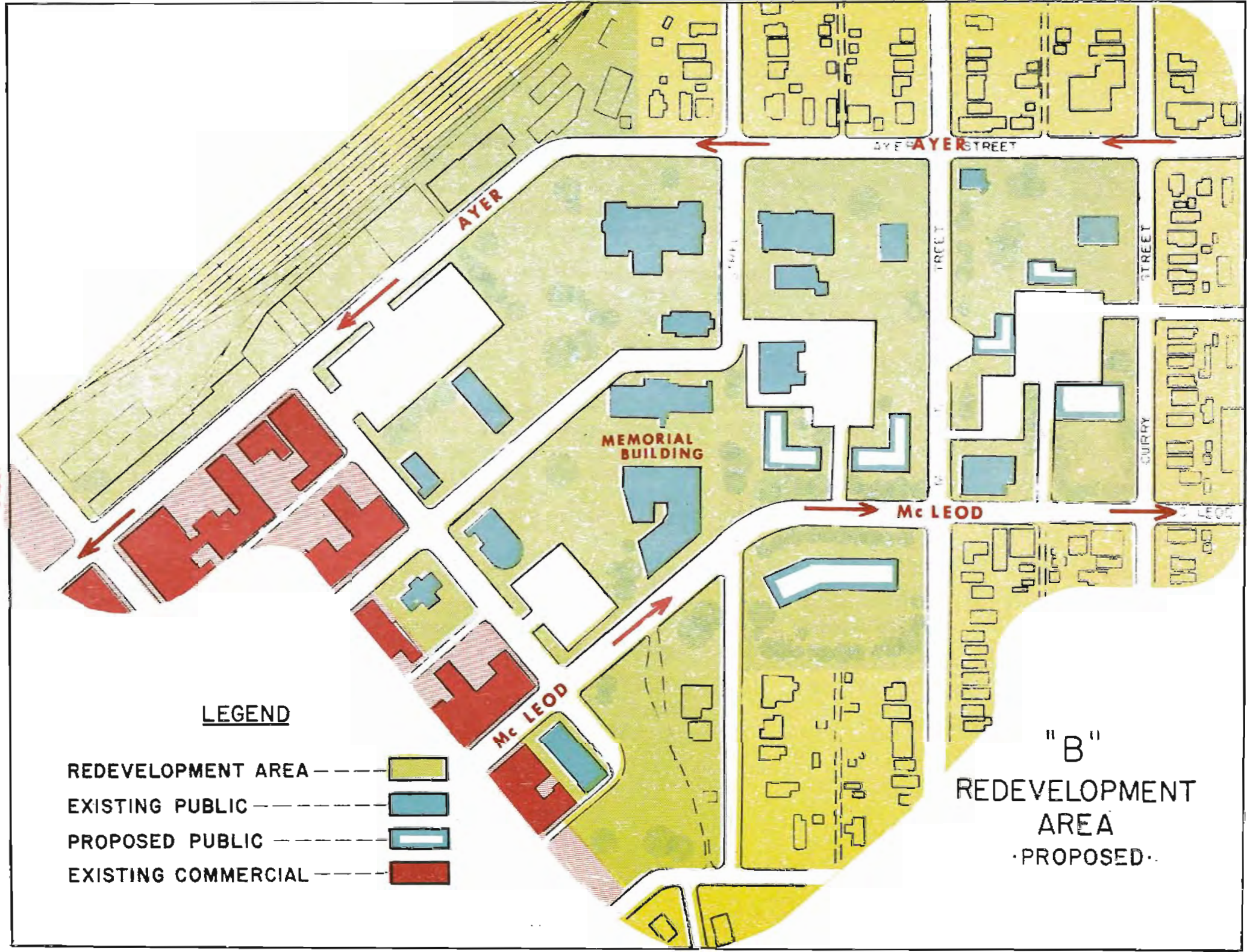
- a. Relocation of municipal offices from Memorial Building and old fire and police building to a new campus-complex one block east of the Memorial Building.
- b. Relocation of Gogebic Community College to the Memorial Building and the beginning of a campus development.
- c. Re-routing traffic on one-way pairs bordering Area "B" and the business district, for the beginning of an integrated campus-business district, parkway, and mall.

4. Relation to Total Plan:

- a. More efficient and productive use of Memorial Building.
- b. Removal of substandard homes will "release" the churches and schools to greatly improve the appearance of the area.
- c. An ideal access route from U.S. -2, with an attractive and progressive-looking setting.
- d. Enhancement of the function of the business district.
- e. Provision for college expansion.

PROPOSED PARKING AREAS:

Conversion of Ayer Street into a west-bound thoroughfare and McLeod into an east-bound thoroughfare will remove through-traffic from the main business streets



LEGEND

- REDEVELOPMENT AREA ———— [Yellow Box]
- EXISTING PUBLIC ———— [Blue Box]
- PROPOSED PUBLIC ———— [Light Blue Box]
- EXISTING COMMERCIAL ———— [Red Box]

"B"
REDEVELOPMENT
AREA
PROPOSED

and will make it necessary to provide additional peripheral parking lots. For the immediate future, these are the only changes recommended for the Central Business District, although store front renovation should certainly be encouraged. Removal of sub-standard buildings to provide for landscaped parking lots will greatly enhance the attractiveness and general appeal of the shopping district.

As the campus-civic redevelopment area and Area 'A' begin to take shape, it is recommended that a pedestrian mall be considered, but at the moment removal of street parking should be sufficient.

RELOCATION OF RESIDENTS:

The excessive costs of maintaining municipal services to Newport, Aurora, and Jessieville (Planning Areas 1, 2, and 4a) have already been described. Relocation of families to Redevelopment Area "A" and to existing vacant land in the other parts of the city represents the major source of economizing upon municipal operation. This presumes the establishment of public and private multiple housing for the displaced persons, along with private home construction and a flow into vacant dwellings in the central city.

The mining "locations" would be cleared and leveled and reforested, as this represents the only apparent re-use. This is a novel approach to urban relocation and redevelopment, and it will require new policies and new understanding on the part of the several governmental agencies that will be involved.

**PROPOSED
PARKING AREAS**



MARQUETTE

AYER

SUFFOLK

NUFFIELD

LAWRENCE

Mc LEOD

VAUGHN



Facilities Plan

The Redevelopment Plan is based upon the relocation of the city's administrative offices and the Department of Public Safety and the Gogebic College, and landscaping and other improvements in the city-owned portion of the "Caves" adjacent to the Downtown Area. No other major changes in public facilities are envisioned, except the abandonment of the Newport Elementary School and the city storage garage in Jessieville when relocation of families in Planning Areas 1, 2, and 4a is accomplished (see maps following page 34).

Relocation of the municipal offices from the Memorial Building to new facilities in the proposed campus-civic area would result in a net annual savings of \$20,000, the present average deficit in the operation of the Memorial Building. The savings, if applied to a new building, could amortize the construction costs in a relatively short time, as well as providing much needed quarters for the Department of Public Safety.

Removal of the college from the public high school to the Memorial Building would liberate adequate space for use by the parochial high school either on a lease basis or by complete merger with the public high school. The existing parochial high school is a hazardous frame structure, and it is highly questionable that the people of Ironwood can long continue to support two high schools.

To permit immediate relocation of the college and the parochial high school, it would be possible for city offices to occupy available vacant space in the downtown area during the period of planning and construction of the new civic area. Improvement of the "Caves" could be on a progressive basis, in schedule with the redevelopment program in the western part of the downtown area.

Ultimately, the city-owned lands along the Montreal River north of U. S. -2 should be developed as a part of the "gateway" tourist reception and activity area, or in conjunction with the proposed greyhound track at the fairgrounds, or as an adjunct

to the proposed "tourist service complex or service center." Mt. Zion Park and other strategically situated city-owned sites should, ultimately, be expanded as major tourist attractions and vantage points.

At some not-too-distant future, Ironwood should evaluate the possibility of constructing a municipal convention facility in the downtown area immediately west of the business district and fronting on the "Caves." The phenomenal growth of Gatlinburg, Tennessee, as a convention center and a tourist service "gateway" to the Great Smoky Mountains National Park might be an incentive for Ironwood, for Gatlinburg's success is the result of combined public and private facility development. For the immediate future, however, the auditorium of the Memorial Building and the Armory can serve convention and display requirements.

An immediate need is improvement to the city library. It is conceivable that a joint facility might be developed with the college relocated to the nearby Memorial Building.

Utilities Plan

The concept of retracting municipal service areas to reduce operating costs can be applied equally well to the operation and maintenance of municipal utilities. Generally, the operation of the utility system is paid for on the basis of consumer use. Therefore, a reduction in the service area would result in a more stable rate structure or would make available capital for necessary system improvement.

The utility plan considers the effect the proposed reduction of service areas will have on each system and outlines methods for implementing this retraction. The plan also considers general and specific needs for each system and recommends how they may be improved.

WATER SYSTEM

Considering the water distribution map presented in the "Foundations" section (facing page 40), it is obvious that the proposed retraction will eliminate many of the serious problems presented in the basic studies report. The major distribution system problem is that "looped" service is not available to the area south of the "Caves" and east of Mill Street. This entire area is served by one 8" main. A break in this main would result in virtually no water supply to this area and in case of fire, could be disastrous. Because of the subsiding ground, it is impossible to provide a connection to the area north of the "Caves," therefore, retraction of this area provides a logical solution to this problem and should be encouraged. The savings resulting from this retraction are difficult to estimate for it will be reflected in the overall pumping cost, maintenance, and operating cost of the system.

The remainder of the distribution system is in relatively good condition. The majority of the problems are local and can be repaired by routine management or in one major improvement program. The city recently prepared plans for eliminating many dead end mains and replacing unsatisfactory pipe, and it should proceed with construction.

The water treatment plant and pumping facility is old and should be rebuilt. Of significant importance is the automating of the existing electrical controls, for continued use of the present electrical system could result in serious damage to the plant and injury to the employees.

The City of Ironwood does not now have a serious water problem. however, the city should consider taking leadership in an intercounty or intercity water system. A reduction of the high operating costs for many individual community systems could result in savings to all the systems on the range. Ironwood should also consider the economic advantages of providing service to the City of Hurley which has an immediate water problem.

The major recommendations for improving the water system are summarized below, including cost estimates where applicable.

1. Encourage system retraction in planning districts 1, 2, and 4 by:
 - a) not providing any new extensions in these areas,
 - b) limiting new service connections,
 - c) providing minimum maintenance.
2. Eliminate deadend mains and unsatisfactory piping in the remainder of the system (cost \$200,000).
3. Install automatic controls in the water treatment plant (cost \$60,000).
4. Encourage development of an area-wide water supply.
5. Negotiate with the City of Hurley for water supply, and perhaps with Bessemer Township and other communities.
6. Increase the present well capacity to provide an adequate supply and reserves, especially if additional sales are made to other Range communities.

STORM AND SANITARY SEWER SYSTEM

The storm sewer system and sanitary sewer system must be considered together for, in effect, they are a combined system. The present system may be characterized as being basically one system of conduits which are too small to operate adequately for storm water removal and too large to effectively carry sanitary wastes. Considering the storm sewer and sanitary sewer system maps, included in the "Foundations" section of this report, it is obvious that only one complete collection system serves both needs of the city. Therefore, it is recommended that the city make a complete engineering study to determine how this combined system can be separated to provide sufficient storm and sanitary collection. This study should be a complete utility master plan detailing pipe sizes, locations and estimated flows, for without such a plan it is impossible to determine what the actual needs of the systems are.

Servicing the mine locations with sanitary sewage collections presents a second major problem. To serve this area requires maintaining over two miles of 18" and 30" sewer which meanders through low, swampy areas and consequently carries considerable ground water. This major trunk system serves no other purpose than collecting the wastes of the mine location. Elimination of this trunk sewer could, perhaps, eliminate the need for the numerous overflows into the Montreal River and reduce the load on the sewage treatment plant. Again, retraction of planning areas 1, 2, and 4 would eliminate a major problem in the operation of the sanitary system.

An alternate plan, assuming retraction of the location areas does not occur, or that a water using industry should locate in the proposed industrial zone, is the construction of an oxidation pond south of the Aurora location. This system would periodically discharge treated sewage directly to the river through the existing system.

The recommendations for improving the sanitary and storm sewer collection systems are summarized as follows:

1. Conduct a detailed engineering survey of the existing systems and prepare a master plan for separating and improving both systems.

2. Encourage retraction of planning areas 1, 2, and 4 to eliminate maintenance of the inter-connecting trunk system. This can be accomplished by:

- a) enforcing health codes requiring the provision of adequate sanitary facilities,
- b) limit or prohibit extension in this area,
- c) not providing any future storm sewer extensions in this area,
- d) providing minimum maintenance on the systems in this area.

Thorofare Plan

The success or failure of the proposed redevelopment plan, presented in the previous section, relates directly to the ease in which vehicular and truck traffic can move into and through the City of Ironwood. Stability of the Downtown Business District requires expansion of the regional trade or service area, resulting in many people from neighboring Range communities driving to Ironwood for major purchases. To encourage this expansion, it is necessary to provide easier access to the downtown area, adequate parking, and pleasant shopping conditions. In addition, these access routes must provide an interconnection with other trunklines for the movement of truck and other long-distance traffic. Of equal importance is the necessity that these routes be located so as not to endanger existing uses. Protection from heavy vehicular traffic must be provided for all schools, playgrounds, residential areas and other generators of pedestrian traffic.

The present U.S. -2 business route is difficult to follow and tends to confuse more than serve the non-local shopper, yet a major street connecting U.S. -2 and the established center of the business district is a necessity. Considering the commercial development on the present business route, it is recommended that this route be continued as an alternate business loop.

The traffic flow map, presented in the "Foundation" section following page 48, indicates as many vehicles moving between U.S. -2 bypass and the business district on Lake Street and Lowell Street as on the present U.S. -2 business route on Douglas Street. Therefore, it is recommended that a one-way street system be established between Lake Street and the Montreal River. This system is illustrated on the accompanying thoroughfare map, and it provides for routing west-bound traffic north of the high school to Ayer Street and to a point of confluence with the other one-way thoroughfare at the west city limit. The east-bound traffic will be carried on McLeod Avenue from the west city limit to Lake Street.

This system provides three major entrances into Ironwood from all major highways and will allow efficient truck movement from the proposed light industrial and warehousing area between the Downtown Business District and Hurley. The plan is designed to reduce congestion in the downtown area and to avoid schools and major residential areas.

In contrast to the highway-type commercial area adjacent to U.S. -2 bypass, the downtown shopping center is for pedestrian use. The business district consists of an area 3 blocks long and 2 blocks wide and is well balanced for the average customer, yet on the main business streets of Ironwood, the business district appears highly congested. The streets are crowded with automobiles, parking spaces are limited, and each intersection provides a challenge to the pedestrian and the motorist. To find the answer to this problem requires consideration of the physical plan of the business district.

To begin with, the average non-local shopper is somewhat confused by the time he reaches the business district. Then after making several circuits through the district, first to find the right store and secondly to find a parking space in front of the store, he is probably more confused. It is probable that the motorist already passed several city parking lots within one or two blocks of this store, thus pointing out several problems of the business district traffic problem. First, the U.S. -2 business route is located in the heart of the district and, in addition to trying to stay on this route, the motorist must make a right angle turn at the city's busiest intersection. A second problem, which creates an illusion of congestion more than the congestion itself, is the on-street parking along this route, which in turn leads to the apparent heavy street traffic, for the majority of motorists are looking for a vacant space immediately in front of their shopping destination.

The peripheral one-way arterial street system with decentralized and direct connection to U.S. -2 provides an answer to part of this problem. The remaining problem, that of implied congestion and traffic in search of a parking space, can be eliminated by removing on-street parking in the business district. However, this should

not be done until the one-way street system and sufficient and well-located parking lots are provided. The result will be a shopping area designed for the convenience of the serious shopper rather than the local motorist, and it separates both from through traffic.

The proposed parking lot pattern is intended to illustrate the shopper-ease of this plan. The maximum distance to the center of the district is approximately one and one-half blocks, which in comparison to larger cities or even modern shopping centers, would be considered extremely convenient. From a business point of view, the plan provides many advantages. Finding the business district will no longer be a problem and parking will be more readily available. Shopping in a more relaxed and non-congested area should result in the customer spending more time in the area and even making additional purchases and more frequent shopping trips. This system will be a little less convenient for the seasoned Ironwood shopper interested in one-stop purchases, however, one of the basic objectives of the Comprehensive Plan is to expand the trade area of the city and attract more non-resident regional and tourist customers. If shopping in Ironwood can be made more pleasurable and less hurried, the business district will grow, in spite of local and regional declines in population.

The streets in the remainder of the city are in above average condition, with the exception of the mine locations, most all streets are surfaced. The need for major streets in the remainder of the city is primarily for inter-neighborhood use and cannot be considered as being major arterial routes. Ayer Street is an arterial street because it provides an alternate route to the City of Bessemer and intersects the proposed one-way street system.

The condition of streets in the mine "location" districts are in relatively poor condition. However, these streets are costly to maintain because of terrain, subsidence, and rock outcrops, and considering the relatively few people served by the streets, it is recommended that major improvement be devoted to other areas. Of course, planned relocation of the residents of the "locations" eliminates the need for almost all of the costly street system leading to and serving the scattered neighborhoods.

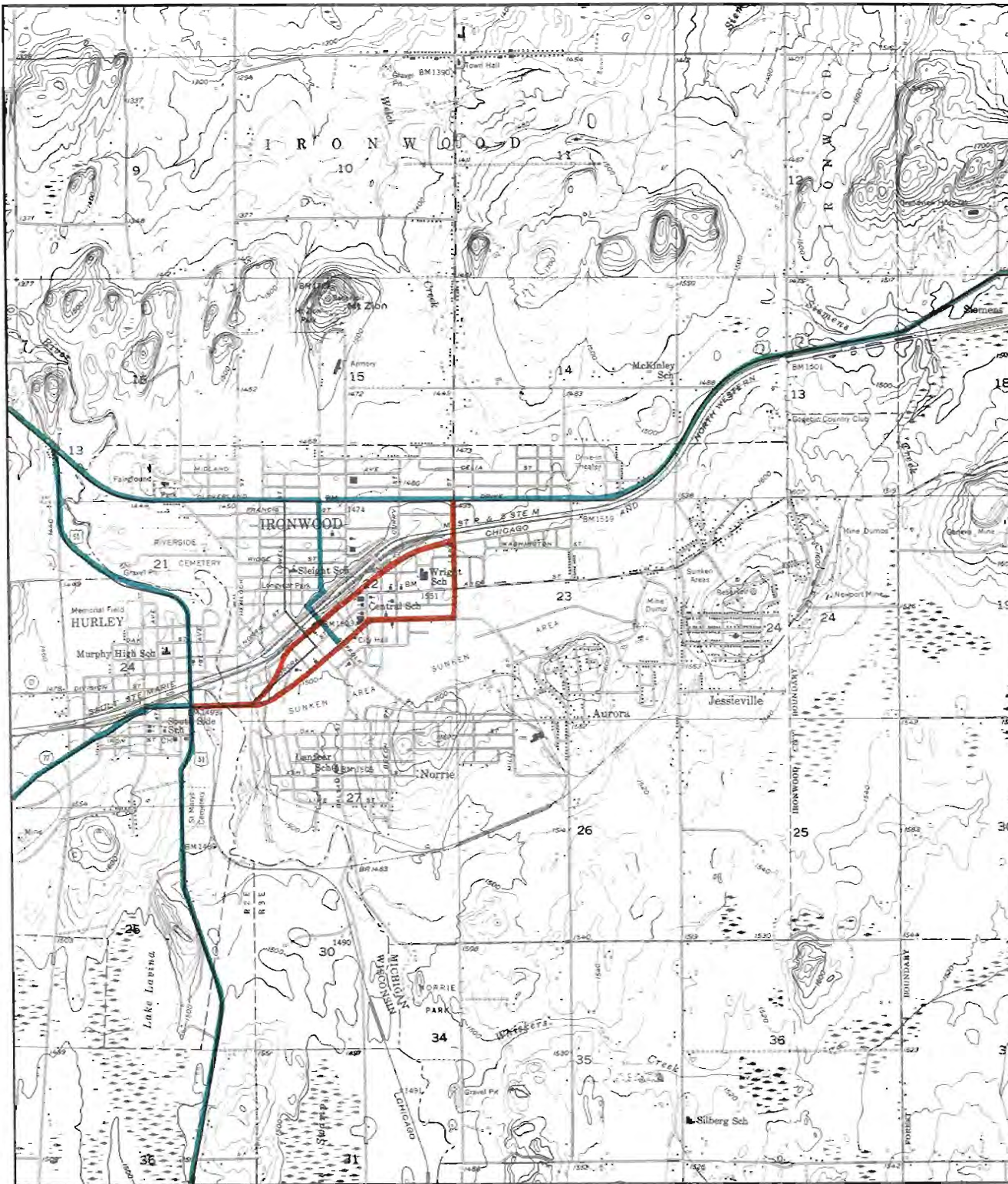


PROPOSED THOROFARE PLAN

EXISTING



PROPOSED





Land Use Plan

The land use plan is the basic guide to the attainment of a desirable urban pattern. The plan represents a projected composite of the social and economic needs of the city, and as such, provides a framework for the development of more detailed plans. The land use plan is no more than a look into the future based on an understanding of the past. Therefore, it is the responsibility of this plan to integrate the many variable problems presented in the previous sections and to develop from these a logical and efficient use of urban land and other resources.

A significant fact guiding the development of the plan is that the area of urban service must be reduced in relationship to the reducing population and the declining tax base. An underlying, but equally important, concept for this plan is that Ironwood is in a transition period. The closing of the iron mines has resulted, not only in a loss of revenue base, but also in a loss of function for the mining locations. Without operating mines there is little economic justification for maintaining scattered residential areas. If economic revitalization should occur and growth be re-established, it is almost certain that it will be channeled in a direction other than the present mine locations. Therefore, the purpose of this plan is to summarize the means and justification for reducing the present service area of the city to more logically represent a city in balance with its present and projected population and economic base.

The Land Use Plan for the City of Ironwood proposes progressive retraction of the residential areas encompassed in Planning District 1, 2, and 4, and protection and improvement of the remaining area. Accomplishment of this will provide the city with a balanced residential and commercial area and a firm foundation for growth when and if an economic reversal occurs.

Two areas are provided for heavy industrial use, and ambitious as this may appear, the potential exists for industrial development and a protected area must be provided. Manufacturers are interested in locating plants where there is progressive

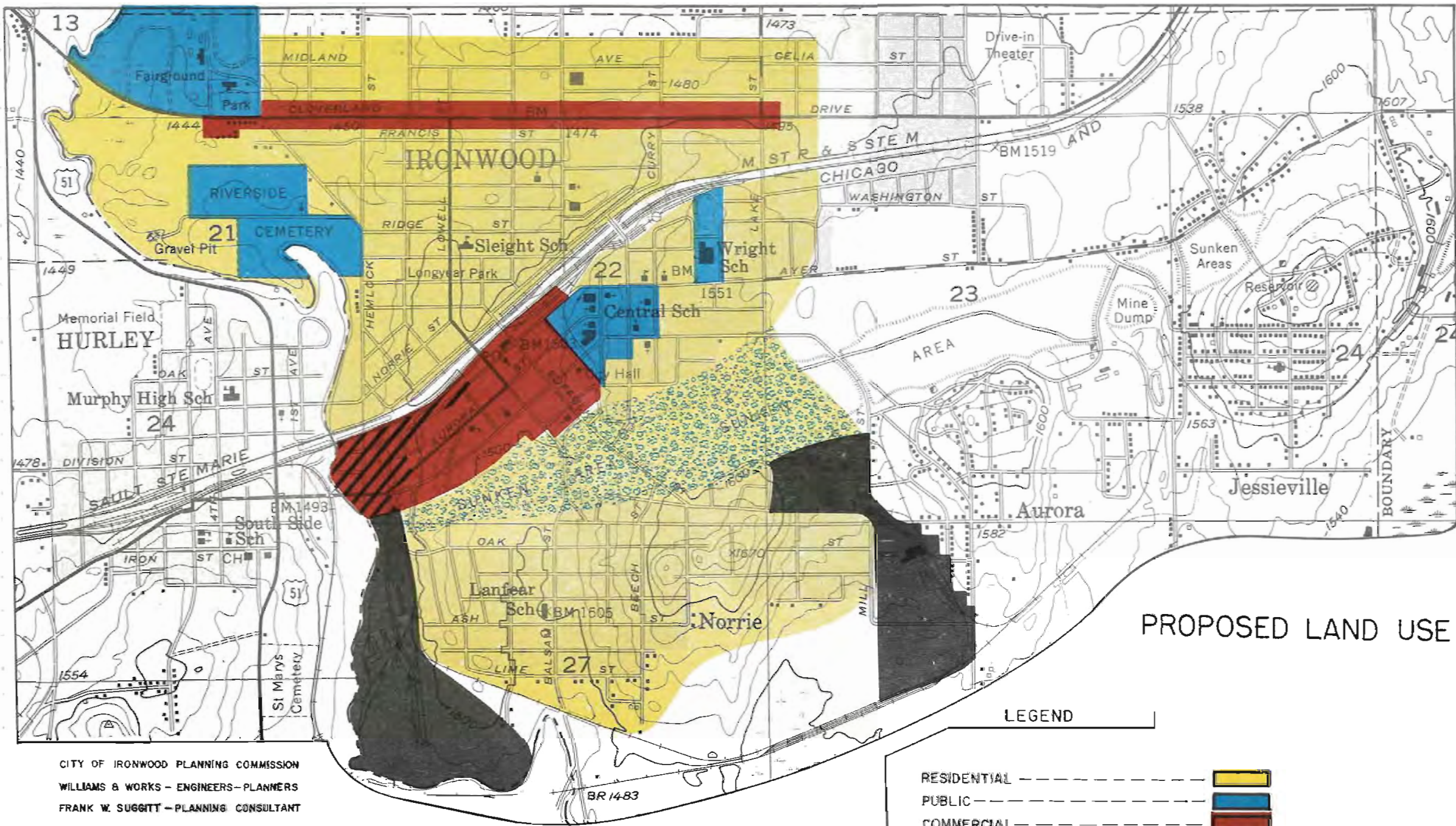
fiscal management, where planned and serviced sites are available, and not necessarily where they can obtain the most free land and tax concessions.

The central commercial district of Ironwood has maintained a status-quo through the past years of economic decline, representing a significant relative growth of this area. Unfortunately, this type of growth does not provide new buildings or employment. The fact that the business district has maintained itself does reveal that its service area is expanding. This trend should be encouraged and, therefore, it is proposed that the downtown area be renewed to provide ample parking, sufficient area for possible expansion of the business district, a provision for heavy commercial areas, and opportunity for new forms of economic activity to service the tourist, college, and convention industries.

Of equal importance is improving the appearance of the downtown area by "releasing" or accentuating the many public and quasi-public buildings and providing new municipal offices in a campus-parkway setting.

It is recommended that the area of subsidence, located in Planning District 5 be reforested, and that some sort of tourist attraction be created as outlined earlier. This will eliminate the weed problem if the trees are protected from fire, and it will convert an ugly blemish into a point of interest and variety.

The Proposed Land Use Map should be considered as a basic policy guide for the city and for future developers. It must be strengthened and fortified by the budgetary policies and by regulatory measures outlined in Section III. Of prime importance is the process of continual updating and amending necessary as future changes unfold.



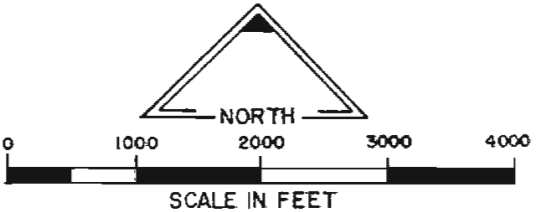
PROPOSED LAND USE

LEGEND

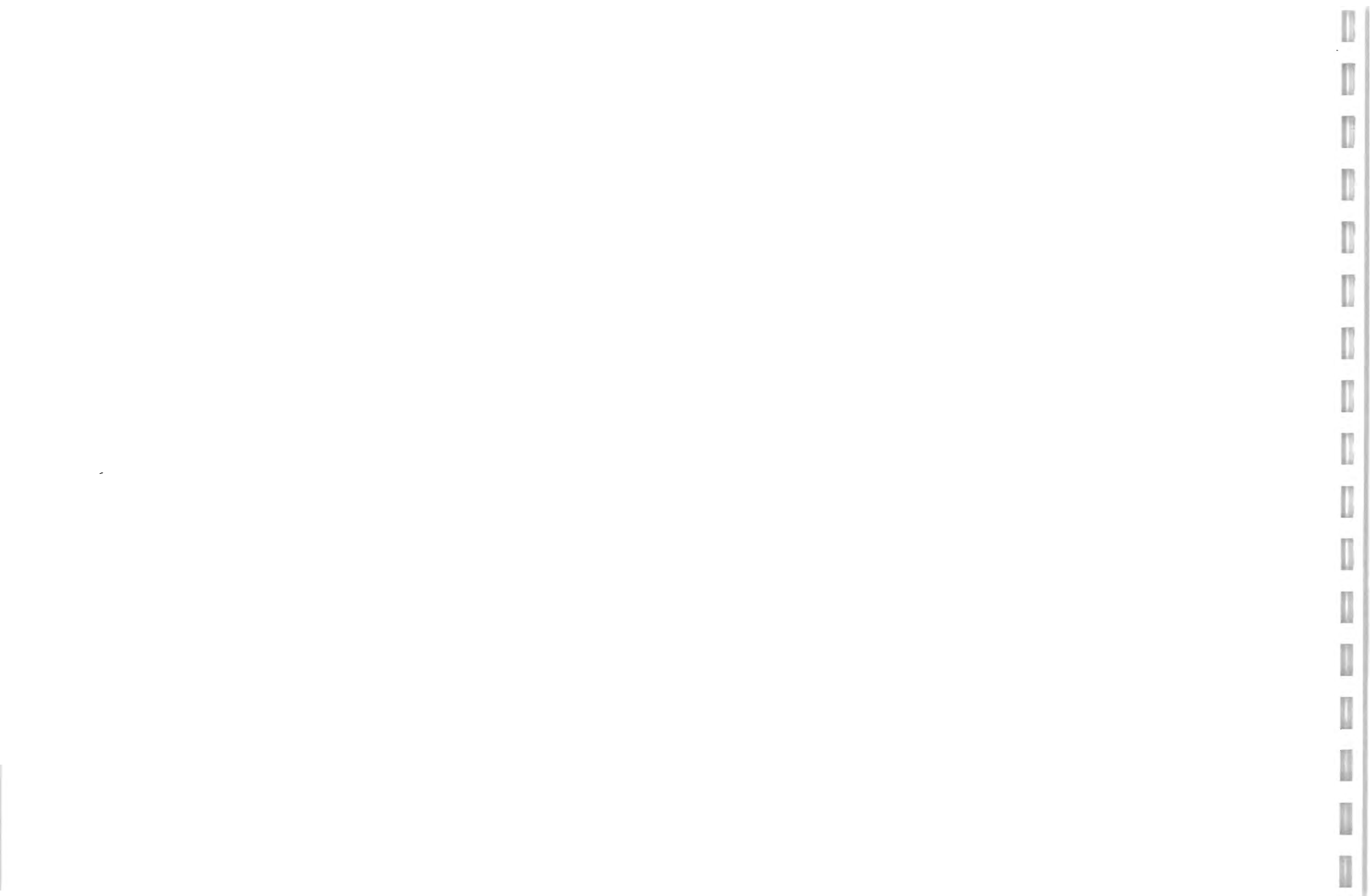
- RESIDENTIAL ———— [Yellow Box]
- PUBLIC ———— [Blue Box]
- COMMERCIAL ———— [Red Box]
- LIGHT INDUSTRIAL, HEAVY COMMERCIAL [Hatched Box]
- HEAVY INDUSTRIAL ———— [Black Box]
- FORESTED AREA ———— [Green Box]

PLATE
1963

CITY OF IRONWOOD PLANNING COMMISSION
WILLIAMS & WORKS - ENGINEERS-PLANNERS
FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN
CITY OF IRONWOOD, MICHIGAN



III. IMPLEMENTATION AND REGULATION

	<u>Page</u>
CAPITAL IMPROVEMENTS - - - - -	123
ZONING - - - - -	132
SUBDIVISION CONTROL - - - - -	135
OFFICIAL MAP- - - - -	136
ECONOMIC DEVELOPMENT - - - - -	138
POLICIES - - - - -	139
PLAN ADMINISTRATION - - - - -	141

CAPITAL IMPROVEMENTS

An analysis of the fiscal capabilities of the City of Ironwood is an essential part of the Comprehensive Plan. To be realistic, the plan must be based upon the anticipated revenue from which the needed public improvements can be financed. The capital improvement analysis is included in this final section on Implementation and Regulation because the ultimate success or failure of the plan is directly related to the city's gloomy financial future and to the necessity of achieving economies by re-tracting the municipal service area.

BOND POWERS OF THE CITY

The City of Ironwood has legal bonding limits established by State law and City Charter, for the financing of municipal improvements. The actual legal limit is of little value to Ironwood because the practical ability to pay for bonds will control the extent of any program. A comparison of bonding limits and procedures is presented to demonstrate the various ways in which the city may obtain improvement capital for special projects.

General Obligation Bonds:

General obligation bonds are backed by the full faith and credit of the city and they pledge the levy of "ad valorem" taxes sufficient to meet principal and interest requirements. General obligation bonds consider a public improvement or major public project as a general benefit to all property in the governmental unit. A city is authorized by State law to issue general obligation bonds to an amount equal to 10% of its state equalized valuation, when approved by a vote 60% or more of the property owners. The state equalized valuation of the City in 1962-63 was \$19,744,935. Therefore the city has a legal general obligation bond potential of \$1,974,494. At the present time, there is \$707,036 outstanding for the construction of the sewage treatment plant leaving an additional bonding power of \$1,267,458.

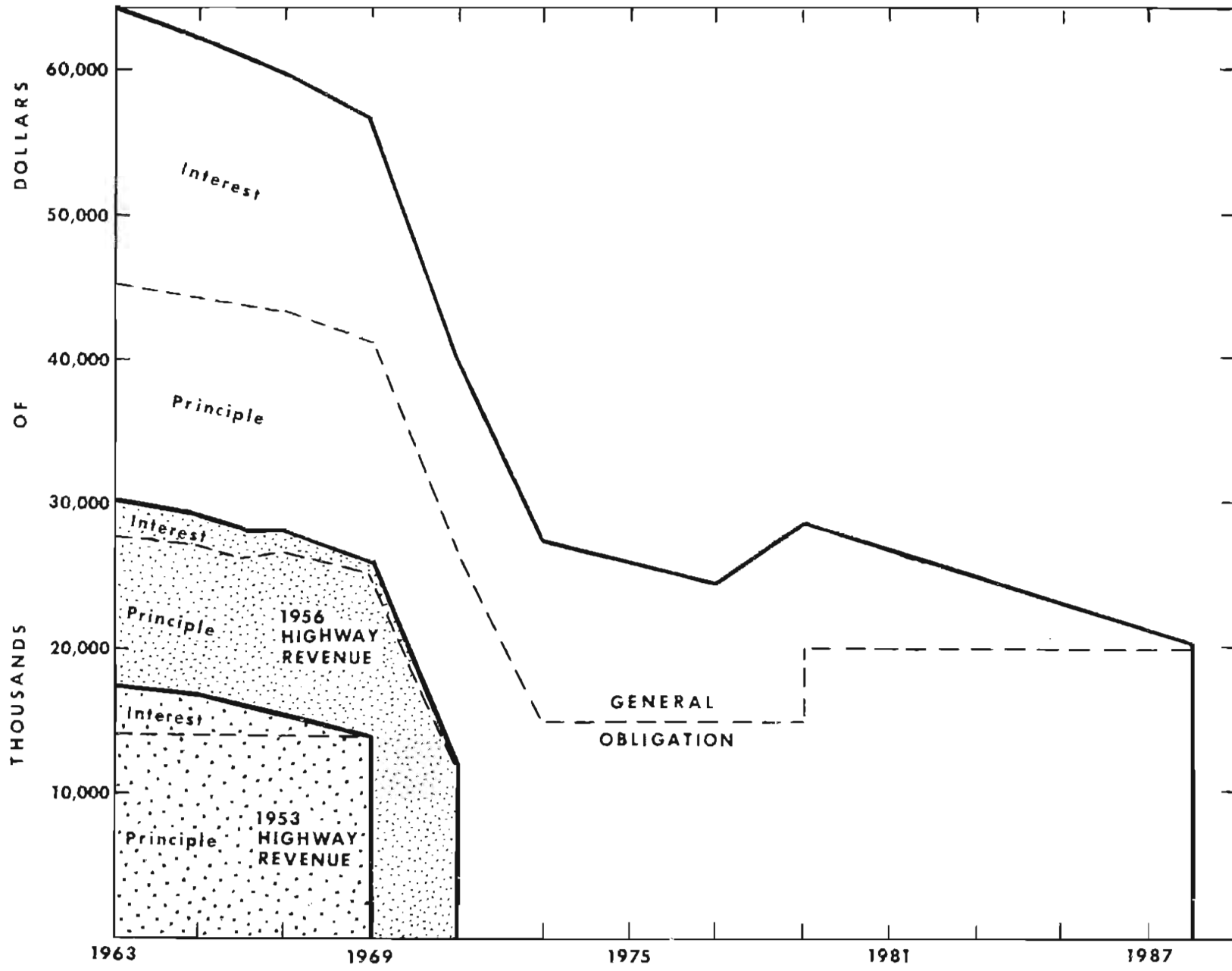


CHART NO. 7, OUTSTANDING BONDED INDEBTEDNESS.

The present general obligation issue will be retired in 1988 as indicated in the accompanying schedule (Chart No. 7) and will be reduced significantly by 1973 as the result of retiring present revenue bonds. It is recommended that additional general obligation bonds not be issued until the present schedule is reduced.

Special Assessment Bonds:

The State law authorizes the sale of special assessment bonds equal to 3% of the state equalized valuation for any one year. In addition, the total outstanding special assessment bonds must not exceed 12% of the state equalized valuation. Considering the present valuation, the city could issue \$592,348 per year to a total indebtedness of \$2,369,392.

Special assessment bonds bear the full faith and credit of the city and, as a result, maintain a favorable interest rate. Considering that the city does not have outstanding special assessment bonds at the present time, this method of financing should be utilized for local improvement. Thus, those who benefit directly will pay for the improvements.

Revenue Bonds:

Service charge revenue bonds pledge the income from the sale of services to the payment of principal and interest. The income of the utility is derived from the customers and the charges are on the basis of services rendered. Revenue bond financing does not require a vote of the electorate and does not effect the general tax debt of the city, however, the interest rate is usually higher than for general obligation bonds. Revenue bonds, to insure their salability, require the local government to show revenue 50% in excess of that required to retire the bonds.

Motor vehicle revenue bonds can be issued to finance 100% of major street improvement costs and 50% of local street improvement costs. Weight and gas tax

receipts from the state are pledged, in an amount not to exceed 45% of the previous year's receipts, to support these bonds.

Revenue Water and Sewer Bonds:

At the present, the city is paying an annual principal and interest charge of \$15,000 toward the retirement of water revenue bonds. This issue will be retired in 1964. The net income from the system is marginal and no future bonds should be sold until the present issue is retired.

The water rates for the city are considerably higher than most communities and should not be increased. Although the city is confronted with immediate water system improvement costs, the monies for these projects should be derived from expanded water sales and the consolidation of the distribution system. In addition, the city should initiate discussions leading to a unified water system, for it is possible that the wholesale purchase of water from a Range supply could result in reduction in present water rates in the city.

Revenue Motor Vehicle Bonds:

In 1963, the city received \$90,000 from the State for weight and gas tax. Therefore, the city has revenue bonding power of \$40,500 available for street improvements. Referring to the accompanying schedule, the city has a present indebtedness of \$29,898, which leaves a balance of \$10,000 available for bond financing. The two existing issues will be retired by 1971 and therefore, it is recommended that no additional bonds be sold until then.

In comparison to comparable size communities, Ironwood's streets are in above average condition and no major street construction program is anticipated. Therefore, the city should attempt to reduce the street maintenance costs by eliminating and reclassifying marginal streets, especially in the "Locations."

Revenue Parking Bonds:

State law authorizes the issuance of revenue parking bonds based on the earnings of the parking system. The city will have need for additional parking lots as a part of its redevelopment plan, but a cost revenue survey should be made to formulate a staged program for installation.

The revenue parking bonds are payable to both principal and interest from the earnings of the parking system only, and are not backed by the full faith and credit of the city. The net earnings of the system must be 1-1/2 times the debt requirement for any one year.

The 1963 budget data indicates a parking revenue of \$22,000 and an operating expenditure of \$6,026. The net revenue of approximately \$16,000 would allow the issuance of approximately \$10,000 revenue bonds with an annual principal and finance payment.

PRESENT FINANCIAL SITUATION

The preceding section described the legal bonding powers of the City of Ironwood and indicated financial limits for municipal improvement. Another limit which must be considered, and which is far more important, is the practical limit. The taxing powers of a city are primarily dependant on the ability of the assessed to pay. Therefore the practical tax limit varies with each community and the economic environment of each area. The major bonding and revenue producing powers of a city are dependent on the total assessed valuation. As the total valuation limit varies, so does the revenue produced from the general tax. Therefore, to budget future capital needs, it is first necessary to estimate the future valuation of the city, the fixed operating costs for municipal, county, and school needs and weigh any additional revenues against rising taxes, and utility rates.

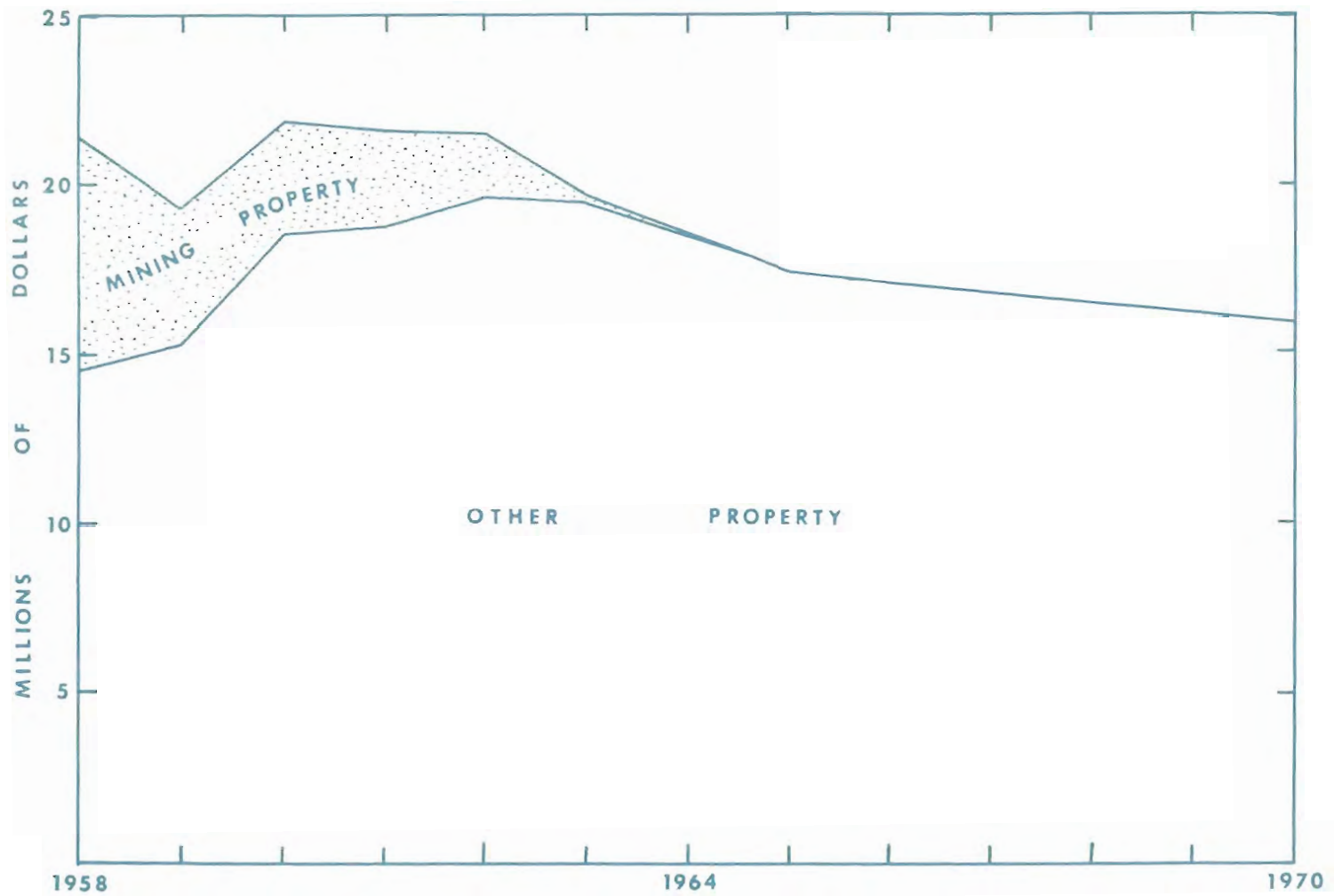


CHART NO. 8, ANTICIPATED TRENDS IN EVALUATION.

The present state equalized valuation of the City of Ironwood is \$19,744,935 as indicated by the curve on the accompanying Chart No. 8. This represents a loss of approximately \$2,000,000 in equalized valuation from 1960. This loss is a result of the decrease in mine valuation in the city as indicated by the shaded area. With the mining tax base removed, and with a decreasing projected population and the present lack of employment, it is assumed that the actual value of the city will decrease. Projecting this decrease is at best a guess, but a conservative estimate is indicated on the chart. This projection assumes an economic re-evaluation of the county which will effect a loss of approximately \$2,000,000 in Ironwood's valuation, followed by a progressive decrease roughly proportional to population.

In 1962, the millage rate for the city was 14.67 mills. In addition, 4.27 mills was levied for rated and court order financing, resulting in a total city tax of 18.94 mills. The Home Rule City Act provides a 20 mill limit for general fund taxation, which means the city has an additional 5.33 mills it can levy on the present evaluation of the city. However, it is projected that the valuation will be \$16,470,000 by 1988, so if the city were to maintain its present expenditures, it would be at its 20 mill limit in 25 years due to the decreasing tax base. The significance of this is that the city cannot raise taxes for additional revenues without hastening the date at which it will arrive at its 20 mill limit. Additional voted millage, even though it is not included in the 20 mill limit, will place a greater burden on the taxpayer and should be discouraged.

In addition to the taxes paid the city, the taxpayer must also support the school system and county government. The Ironwood school system has been previously described and it is evident that a significant part of the operating budget is fixed as a result of the physical plant, and that declining population and enrollment will not appreciably change this. The 1962 millage for the school system was 14.65 mills, or equal to that of the city. The effect of a decreasing valuation applies equally as well to the school system as to municipal costs. It is evident, therefore, that taxes will have to be raised to offset the present operating costs unless the cost can be reduced through consolidation or tuition students.

NECESSARY CAPITAL IMPROVEMENTS

The following list is presented to show immediate capital needs and sources of financing. No cost estimates can be made for the relocation and redevelopment phases as they will require detailed urban renewal planning, as will the college and campus area development and the sewer system improvements. The cost for new municipal offices can be met by the savings resulting from abandonment of the Memorial Building. If the outlying "locations" are abandoned, savings in utility maintenance and operational cost can be applied toward water and sewer system improvements.

<u>Project</u>	<u>Approx. Cost</u>	<u>Financing</u>
Fire & Police Hall	\$ 70,000	General Obligation & Urban Renewal
Municipal Offices	60,000	General Obligation, Urban Renewal and Economies
Library	40,000	General Obligation
Sewer System Study	10,000	General Obligation & Economies
Water System Improvement	260,000	Revenue & Economies
Parking	-----	Revenue & Urban Renewal
New Thoroughfare	-----	Revenue & Urban Renewal
College Development	-----	Urban Renewal, FHA
Relocating Areas 1, 2, & 4	-----	Urban Renewal, FHA
Multiple Housing	-----	Urban Renewal, FHA
Warehouse & Ind'l. District	-----	Urban Renewal,

From the foregoing, it is evident that Ironwood cannot follow the normal route of general obligation bond financing for capital expenditures. The only way the city can obtain funds for improvements is to reduce present operating costs by the elimination of unproductive service areas and concentrating new improvements in areas for which there is economic justification.

Therefore, the city should actively encourage relocation of people now in the outlying areas and make every effort toward operational efficiency in the remainder of the city. To accomplish this, the city should consider borrowing money, provided the savings will more than meet the principal and interest payments. Every avenue of Federal assistance in relocation and redevelopment must be utilized. For localized public improvements, the city should establish special assessment policies whereby those who benefit pay.

ZONING

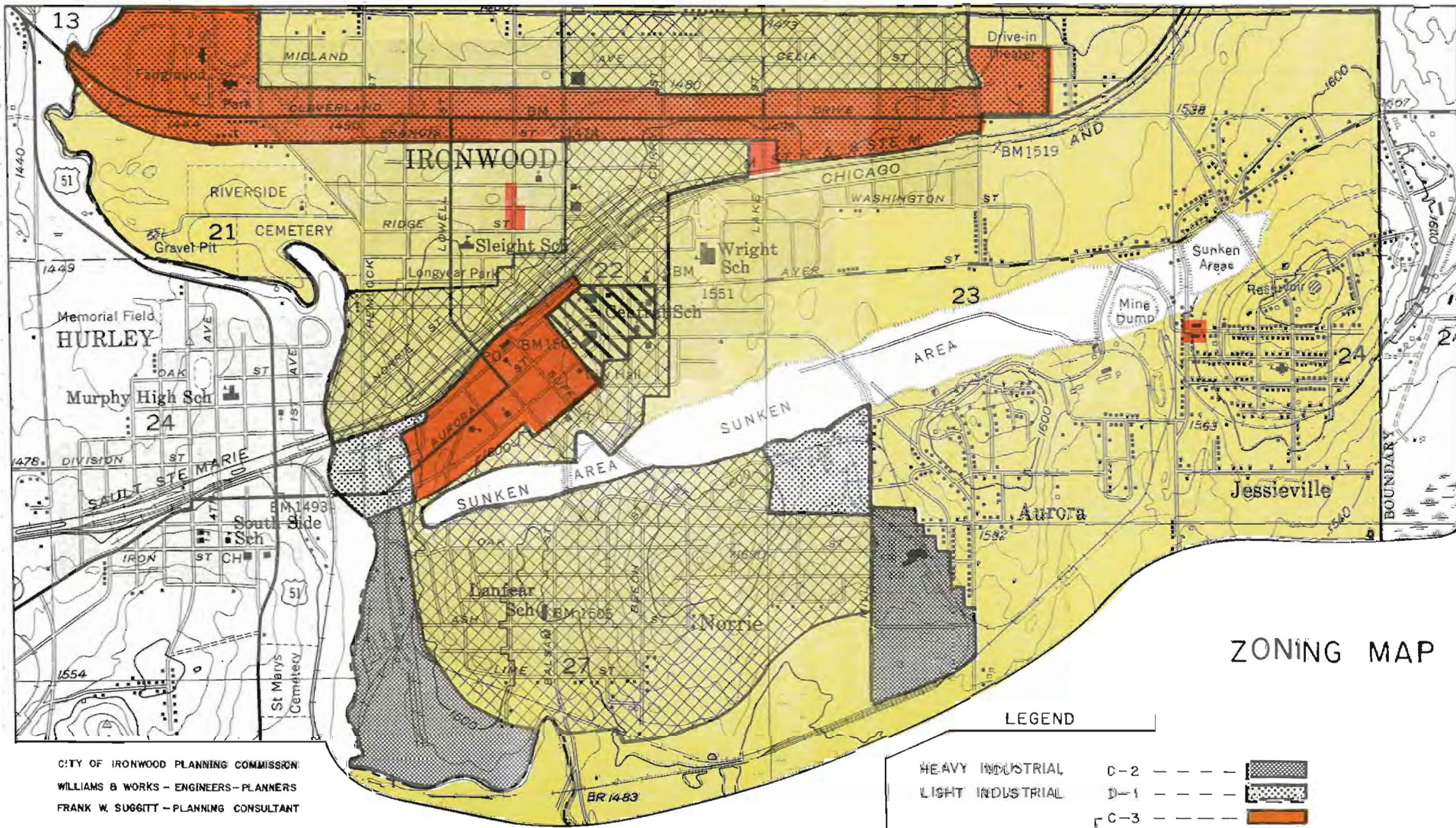
Upon completion of the comprehensive plan, the development and improvement of the community is dependent mainly upon, first, the making of proper policy decisions by the governing body, and second, the adoption of necessary control measures to implement these decisions. In Ironwood, the policy decisions must be in the nature of accepting and adopting certain philosophies regarding the future use of land in several areas of the community.

The basic regulatory measures used to control community development are zoning ordinances, subdivision regulations, and building codes, with recommendations for the first two having been prepared for the City of Ironwood as a part of the Comprehensive Planning Program.

Zoning ordinances are utilized to control the geographical location of various types of residential, commercial, and industrial uses of land, as well as to regulate and determine the height, percentage of land covered, area of yards, and to control the density of population. In order to accomplish this, the governmental unit is divided into zoning districts, each having a specified development objective in mind. In the proposed Ironwood ordinance, a total of eight separate areas are recommended. For each district, allowable uses, along with some that are especially prohibited, are enumerated. Specific requirements are included for off-street parking, set backs, and yard limits.

Under separate cover, a recommended zoning ordinance has been prepared and reviewed by the Ironwood City Planning Commission. Upon final approval, it is recommended that the city's legal counsel review and adapt it to the pattern of existing ordinances. This is most timely, as Ironwood is now in the midst of a codification and revision of all its ordinances.

The recommended Ironwood zoning ordinance and map expresses and fortifies the fundamental planning philosophy that new development and major improvements must be discouraged in the area of the mining "locations." It is intended that this will be accomplished by high standards for new development.

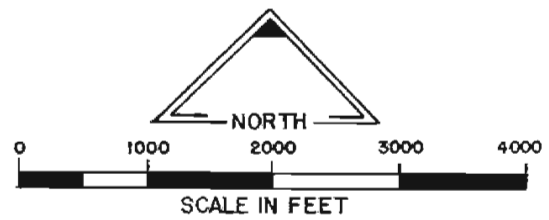


ZONING MAP

LEGEND

HEAVY INDUSTRIAL	D-2	---	---	---	---	
LIGHT INDUSTRIAL	D-1	---	---	---	---	
COMMERCIAL	C-3	---	---	---	---	
	C-2	---	---	---	---	
	C-1	---	---	---	---	
RESIDENTIAL	A-3	---	---	---	---	
	A-2	---	---	---	---	
	A-1	---	---	---	---	

CITY OF IRONWOOD PLANNING COMMISSION
 WILLIAMS & WORKS - ENGINEERS-PLANNERS
 FRANK W. SUGGITT - PLANNING CONSULTANT



COMPREHENSIVE COMMUNITY PLAN CITY OF IRONWOOD, MICHIGAN

PLATE
 1963



SUBDIVISION CONTROL

Subdivision regulations are used to control the initial physical conversion of raw land into salable lots, the concern being that the property be developed according to sound planning principles. The main points over which control is deemed necessary are the layout of arterial streets, local street and general subdivision design to insure traffic safety, and the determination of physical improvements which must be constructed by the developer.

At the present point in Ironwood's history, subdivision regulation is almost totally unmeaningful. The absence of growth forces and the consistent decline of population virtually precludes any new plat development. However, relocation of families now in Planning Areas 1, 2, and 4 could necessitate new areas for resettlement. The anticipated future growth resulting from the proposed expansion of the college and from tourist growth could lead to the establishment of new home sites in new areas.

The Ironwood City Planning Commission has received, under separate cover, a draft of recommended subdivision regulations. Upon approval, the city's legal and administrative counsels should adopt and incorporate them into the codified and revised ordinances.

The adoption and enforcement of land use regulatory measures is difficult both from the political and administrative standpoint. If, however, the City of Ironwood is to follow the recommendations contained in this report, it is essential that steps be taken to control the future use and development of land within the city. This is not the easy path to follow, but it is one which will pay dividends in the years ahead. Subdivision and land use control are new concepts in Ironwood, and it is going to require time and experience before they can be employed as useful tools of urban policy.



OFFICIAL MAP

The official map identifies present and proposed city-owned lands and rights-of-way and the general areas of urban service redevelopment. Due to the decline of population in Ironwood, no new sites for parks, schools, garages, and other public needs must be provided.

Preliminary discussions have been held with representatives of the Michigan State Highway Department relative to the re-routing of U. S. -2 business route and with officials of the Urban Renewal Administration regarding redevelopment. As further changes become necessary, the Ironwood City Planning Commission will engage in the necessary analyses and refer its recommendations to the City Commission.



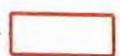


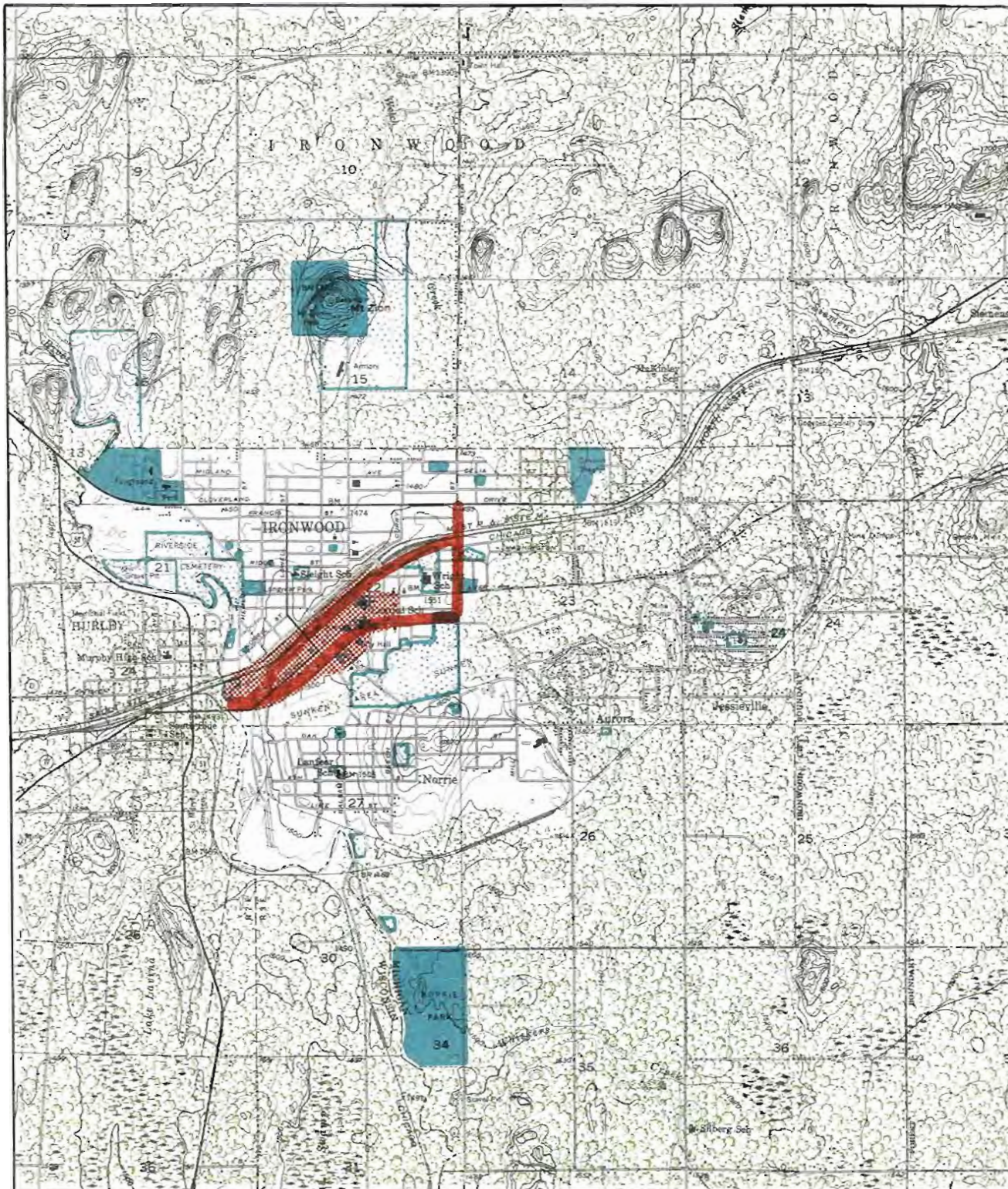
OFFICIAL MAP

PRESENT:

- CITY PARKS ----- 
- OTHER PUBLIC LANDS ----- 
- RIGHTS OF WAY ----- 

PROPOSED:

- REDEVELOPMENT AREA ----- 
- THOROFARES ----- 
- CITY SERVICE AREA ----- 





ECONOMIC DEVELOPMENT

Ironwood, like other retrograding communities based upon extractive industries, is forced to turn to an entirely new basis for its support. As this report emphasizes, there is but a limited opportunity for the city to accomplish conventional programs of community betterment, and most economic decisions will be made by outside interests.

A prime objective of comprehensive planning and municipal administration must be to create the kind of environment that will make Ironwood attractive for new economic development and expansion. The proposed redevelopment program has this objective in mind. The recommended urban renewal program, augmented by the resources and efforts of the local industrial development corporation, represent new forces in the regeneration of the economic base.

In 1963, the Michigan Legislature, with the passage of Act 62, makes it possible for municipalities to issue revenue bonds for the remodeling of industrial buildings or the acquisition of industrial sites. Such bonds are to be retired from revenues through lease or sale of the buildings and sites, and they are not an obligation on the taxable property in the communities.

Michigan Act 63, 1963, exempts small business investment companies which are organized to provide equity capital from the corporation franchise fee. The exemption is less significant than the fact that an S. B. I. C. represents still another tool that can be created to help improve Ironwood's economy, and that Federal loans are available.

It is vitally important that Ironwood look upon such enterprises as the college, the convention business, and all aspects of tourism as industries, and that fully as much effort be expended in fostering their development as is expended upon manufacturing development. Objective, unemotional evaluation of relative economic advantages is essential if limited energies and resources are not to be wasted.



POLICIES

It is absolutely imperative that the Ironwood City Commission establish definite policies and resolutely adhere to them if the objectives of the Recommended Comprehensive Plan are to be attained. Once the policy decisions have been made, there can be no compromise and no turning back.

The fundamental decision is whether or not the city administration is sufficiently dedicated to the principle of retracting the area of municipal service as the only available means of accomplishing fiscal economies and improving the environment for economic expansion. Acceptance of that principle necessitates the decision to either relocate the families now in the outlying "locations" or to take a less drastic course of gradually reducing services and permitting no new development in those areas. The recommended plan stresses the importance of boldly facing up to the direct question of relocation, but it does so with full realization of the possible political repercussions.

Once the economies of reducing the area of municipal service have been realized or become apparent, it is imperative that any savings be reinvested in urban redevelopment projects that will lead to economic expansion. It is necessary for the city to spend money to make a better environment for the college, for the warehousing and industrial districts, and for new tourist facilities contiguous to the downtown area.

Ironwood is confronted with policy decisions regarding the sale of services to other communities and to the question of annexing the adjacent, populous portion of Ironwood Township. The direction of new development has been toward the north, and should new growth forces occur, annexation becomes a valid consideration, paradoxical as that may seem, on the heels of recommending the abandonment of "locations" that have out-lived their reason for being.

Rigid policy decisions must also be made with regard the administration and enforcement of the zoning ordinance and other ordinances designed to regulate and upgrade the physical plant of the city. In all these crucial decisions, it is vital that the general public be made fully aware of the reasons behind the actions, and that deliberate creation of a favorable climate of public opinion must be considered as a policy matter, for it will cost time and money, yet without an attitude of receptiveness, the plan will be ineffective.

PLAN ADMINISTRATION

Throughout the comprehensive planning program in Ironwood, it has been reiterated that planning is not a mystical panacea for the ills of the community. It has also been emphasized that it is not a "one shot" thing - - - that it must be a continuous process so that it becomes a normal part of administration and policy analysis to "refer it to the planning commission." Like no other facet of municipal administration, planning is involved in all aspects of public and private life. Each phase of the comprehensive plan is dependent upon other phases, and changes in any affect all others and the whole.

Planning, zoning, subdivision control, and capital rationing are new concepts in Ironwood. The economic environment is not the most favorable for community leaders to gain experience and statesmanship, yet decisions such as the contraction of the urban service area are going to require the ultimate of statesmanlike points of view.

For Ironwood's planning program to be effective, close liaison must be maintained with neighboring units of government. Closer working relationships and joint use of facilities, utilities, and services are becoming increasingly necessary. As the largest and best equipped community on the Range, Ironwood has the inherent responsibility for initiating coordination of public and private development, just as it took the lead by initiating comprehensive planning.

The Gogebic County Planning Commission must continue to be supported by the Ironwood planning program, but equally as important is the inclusion of Iron County, Wisconsin and its nearby communities. They will all rise or fall together, and the resources of all must be pooled and used in the most effective manner possible.

The Ironwood City Planning Commission is urged to take this summary report and use it in the interests of improving the community and the region. The recommendations must be carefully evaluated and the alternatives must be weighed

objectively. Regular meetings must be held to map out in detail the steps that must be taken. Responsibilities for effectuating various phases of the approved plan must be clearly designated, along with specific time schedules and completion dates.

Publication of this report is not the end, but a bare beginning. There is a long, tortuous uphill road ahead for Ironwood. This report is really the first milestone at the bottom of the hill. At the top is the distinct possibility that Ironwood can rebuild its economic reason for being, and if so, it can become a symbol and an inspiration for many other communities caught in comparable circumstances.

