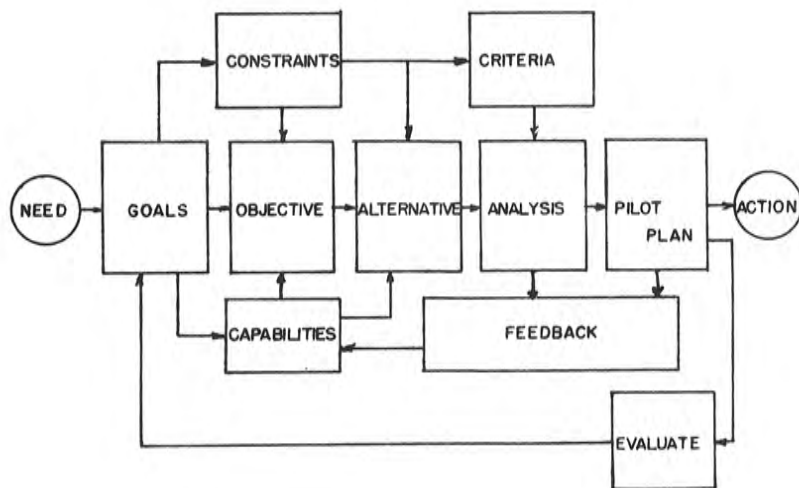


A COMPREHENSIVE PLAN



FOR
THE CITY OF
IRONWOOD
MICH.

COMPREHENSIVE PLAN
for
IRONWOOD, MICHIGAN

Ironwood Planning Commission

and

Kenneth E. Long
City Manager

1977
Memorial Building
Ironwood, Michigan

TABLE OF CONTENTS

	<u>Page</u>
Preface	ii
Introduction	1
Goals	7
Objectives	13
Constraints & Capabilities	22
Alternatives	33
Selection Criteria	57
Analysis	60
Pilot Plan	92
Feedback	109
Evaluation	112

PREFACE

This booklet contains a Comprehensive Plan for the City of Ironwood, Michigan.

The task of preparing this plan has been in progress for many months. It has been prepared by the City Manager under the general direction and guidance of the Planning Commission.

The scope of this Comprehensive Plan is an attempt to define the goals of the community and to organize the resources of the community toward the accomplishment of those goals. It is a general plan. Several more detailed and more specific ancillary plans will be used to supplement this plan. They include area oriented plans such as the Central Business District Plan now in preparation and function oriented plans such as the Community Recreation Plan.

An important feature of this plan is that it is a continuing plan. Each year, as resources become available and new problems are identified, elements of this plan are submitted to the city's budgeting process, and in turn, new problems are evaluated through this planning process. Thus this plan is evaluated, revised and readopted each year.

This plan was completed solely with local personnel and local resources. No federal or state funds were utilized, nor were the services of consultants used.

Public input is an integral part of this plan. Radio and newspaper accounts of this plan were used to inform the citizens of Ironwood of the form and content of this plan. Questionnaires were sent to a random sample of citizens, and a high percentage of these persons responded. Several

ideas gleaned from these responses are being incorporated into the plan.

This plan has been presented in talks to service clubs and to citizen groups in an effort to develop a plan that serves the needs of the entire community.

Two public hearings are being held to present this plan to the public in a manner which conforms to requirements of law in order that this plan will be the official comprehensive plan for the City of Ironwood, Michigan.

INTRODUCTION

If Ironwood is to develop its potential to the fullest extent it must first have a well defined sense of direction as well as an understanding of the unique opportunities and problems which will affect its development.

After being a mining community since its founding in 1887, Ironwood is now in a period of economic rehabilitation after the cessation of iron ore mining in this area. The problems this city faces, however, are tempered to a great extent by some distinct opportunities. Located in a region surrounded by forests, hills, lakes and scenic topography and washed with clean, crisp, northern highlands air, Ironwood now has a unique opportunity to properly direct the future of the community. Needed is a sense of direction and a sense of urgency. A well thought out plan which will help point the way is step number one. The time to take that step is now.

It must be admitted, however, that in spite of its necessity, planning has never been a high priority item in Ironwood. Planning has often been disparaged such as "We are being studied to death," or "We don't have time to plan, we need action now". The few starts that have been made in planning are worth noting, however. Comprehensive city planning has been a requirement of State law since 1931, but the first plan for the City of Ironwood had already been

written in 1926. Planning lay dormant, thereafter, for many years. A planning commission was formed and then dissolved. A new Planning Commission was formed in 1962. They then engaged a consultant, Williams and Works of Grand Rapids, and with the aid of a "701" Grant from the Federal Government, prepared the 1963 Comprehensive Plan.

Since that time, the Planning Commission has written a comprehensive zoning ordinance and has constantly advised the City Commission as to land use and zoning variance matters.

Since the last formal comprehensive plan was written in 1963, there have been changes in the community. After the mines closed, the population declined, but it now shows signs of leveling off. The population of this City is on the average older than the rest of the nation. The most important task that faces Ironwood is revitalization.

This plan seeks to provide a sense of direction. It outlines a series of long-range goals, some long range and short range objectives directed to achieve these goals and finally a program or plan of action to get us underway.

This plan should encourage long-range thinking while considering even routine decisions. It should tend to keep the central issues in focus throughout the decision making process. It should improve decision making by tending to encourage consistent and compatible decisions and thus allowing decisions of a routine nature to be made at a lower level. This plan is intended to provide a basis for citizen involvement as well as

to provide a rationale for explaining decisions.

A comprehensive plan, in order to be effective, must draw upon a vast array of data and studies. Each subject covered in this plan is complex enough to require a substantial report of its own. This plan, however, attempts only to touch upon these various subjects in a very general way, trying to define the problems, suggesting objectives to set, and programs to pursue in their solution. It attempts also to point out some interrelationships.

Most of the studies and documentation to substantiate this comprehensive plan have been developed in a book entitled, "This is Ironwood". "This is Ironwood" is not recommended for official adoption by the Ironwood City Commission, but rather is intended as a reference for those who wish to delve into the rationale behind the goals, objectives and programs contained herein.

This comprehensive plan will be presented for adoption by the Ironwood City Commission to serve as a policy guide for not only the City Commission, but all other decision-makers as well. The plan is advisory only and must not be construed to regulate or control the use of private property.

A comprehensive general plan (1) covers the entire city, (2) considers all physical elements of the city as well as, (3) Ironwood's relationship to the Gogebic Range. It does not cover all elements of the City's problems. The plan should not involve questions of precise detail. The plan is a schematic guide. It is important to distinguish between the plan and a specific decision. Adoption does not guarantee implementation. This plan

will be effective if it stimulates thought and action concerning the future of Ironwood. It is hoped that this plan can help achieve consensus on some of the areas for which Ironwood should be planning. Thus, it is potentially an important step in achieving community goals.

FORMAT

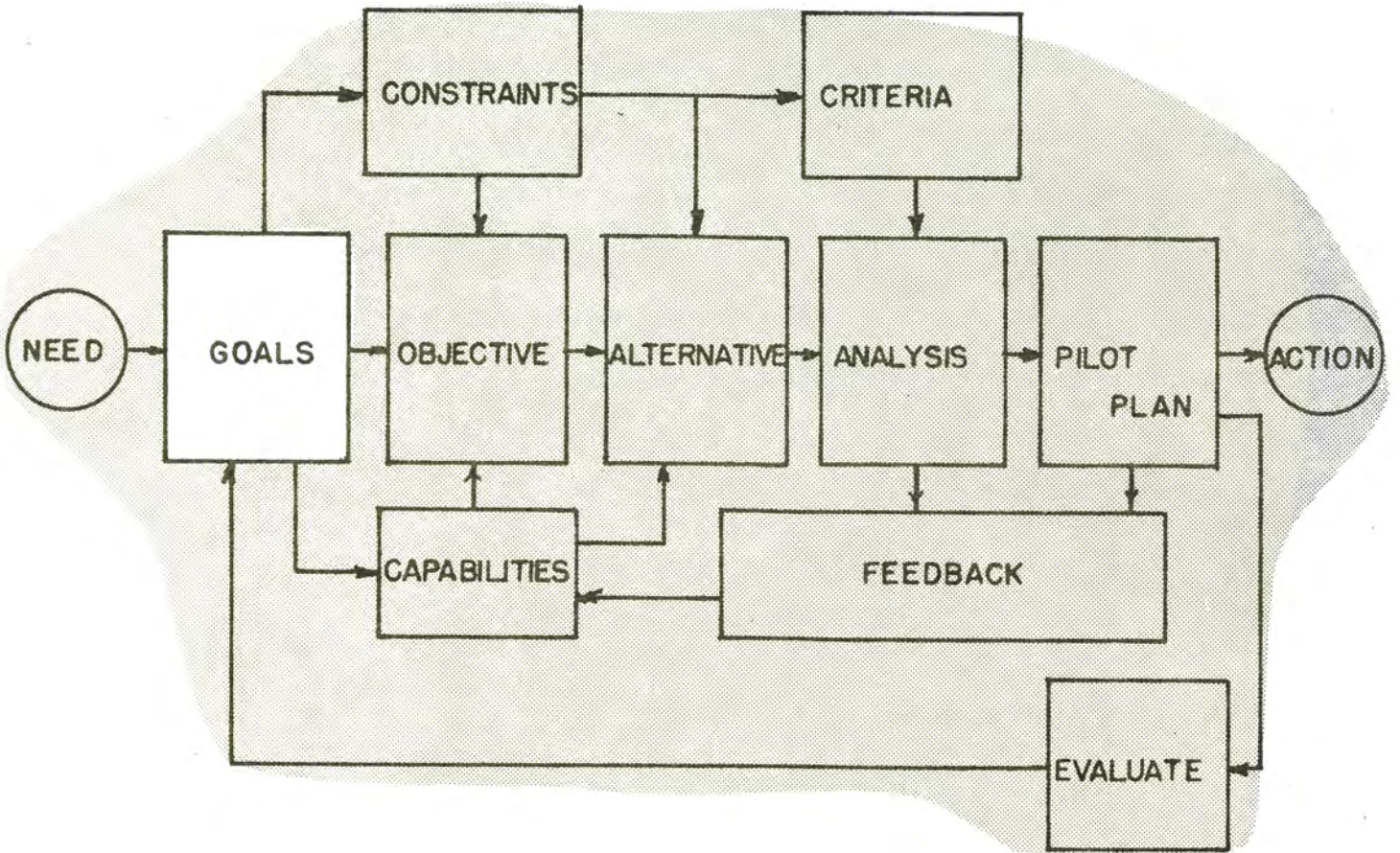
The first portion of this Comprehensive Plan sets forth the need for planning and needs of the City.

The second portion of the plan will be devoted to the definition of the problem and to the articulation of general goals. For the purpose of this plan, a goal is defined as a statement of a desired condition to be attained, or of a deficiency to be overcome. These goals will be categorized into groups suitable for analysis.

The third portion of the plan will be devoted to long-range and short-range objectives. An objective should be measurable in terms of quality, quantity, time and cost. For the purpose of this plan, an objective that will take more than five years to achieve will be considered to be long-range. The term "objective" could also be called "target" or even "specific goals".

The next portion of this plan is devoted to programs. A program is a set of policies, projects and activities directed toward realization of the goals and objectives. This portion will also set forth in outline form a procedure for establishing the priority which should be assigned to any given project or activity.

GOALS



GENERAL GOALS

Economic Development

The economic development goals of the City of Ironwood are:

1. To achieve prosperity for the citizens of the city and sufficient base employment to support a population of enough people to properly and efficiently utilize the streets and facilities of the city.

2. To develop a broader tax base and to develop other municipal revenues to support the facilities and services needed by the citizens of the city, and also to reduce the tax burden of the citizens of Ironwood.

Land Use

The land use goals of the City of Ironwood are:

1. That the lands in and around the city be used in a manner that assures livability and harmony, and in a manner, so that the various land-use categories contribute to the overall benefit of the entire community.

2. That the land in and around the city be fully utilized so that each parcel of land contributes its fair and just share to the community, either monetarily or in other values, and that the densities be proper for each land use category, thus precluding either over-crowded conditions or under-utilized and wasted land.

3. That the lands in and around the city be used in a manner consistent with the environment, taking advantage or conditions which tend to optimize a given land use and overcoming or avoiding environmental constraints.

4. That the land-use policies, attitudes and programs of the city be recognized and treated as a dynamic and ever changing entity in need of continuing analysis and evaluation, and that growth, development and changes in land use be accomplished in a logical and orderly sequence and in a manner which assures public acceptance.

Housing

The housing goals of the City of Ironwood are:

1. That all residents of the city have safe, sanitary, decent and aesthetically-pleasing housing in a suitable living environment.

2. That new housing be developed in locations in a manner that is in harmony with the environment, and where it is served by adequate public facilities and where it is accessible to employment, shopping and services.

3. That a choice of housing sites is available to those with various housing needs, such as apartment sites, low-density housing sites, and mobile home and other special housing sites.

4. That neighborhoods joined for residential purposes be protected from noise and other conditions which would adversely affect the peace and tranquility necessary for a home environment.

5. That all substandard, dilapidated and otherwise unsuitable housing either be removed or upgraded so as to conform to all the requirements of safety, sanitation, and aesthetics and housing suitability.

Public Facilities and Services

The public facility goals of the City of Ironwood are:

1. That adequate and efficient public facilities and services be provided and maintained to provide for the health, safety, educational, recreational and convenience needs of the city, consistent with the financial capabilities of the city.

2. That the cost of providing and maintaining these services be fairly and equitably distributed, keeping in mind both the direct and indirect benefits of these services.

3. That through cooperation and coordination with other units of government in the area, unnecessary duplication of services can be avoided, complementing services can be coordinated, areawide solution of common problems can be affected, and fair and equitable distribution of the cost of services as between the units of government can be affected.

4. That good land use in and around the city can be achieved through judicious placement and maintenance of public facilities and services.

5. That the construction and maintenance of public facilities be coordinated with street construction and economic development programs, also that said construction and maintenance be in keeping with good land use, adequate housing and aesthetics.

Transportation and Streets

The transportation and street goals of the City of Ironwood are:

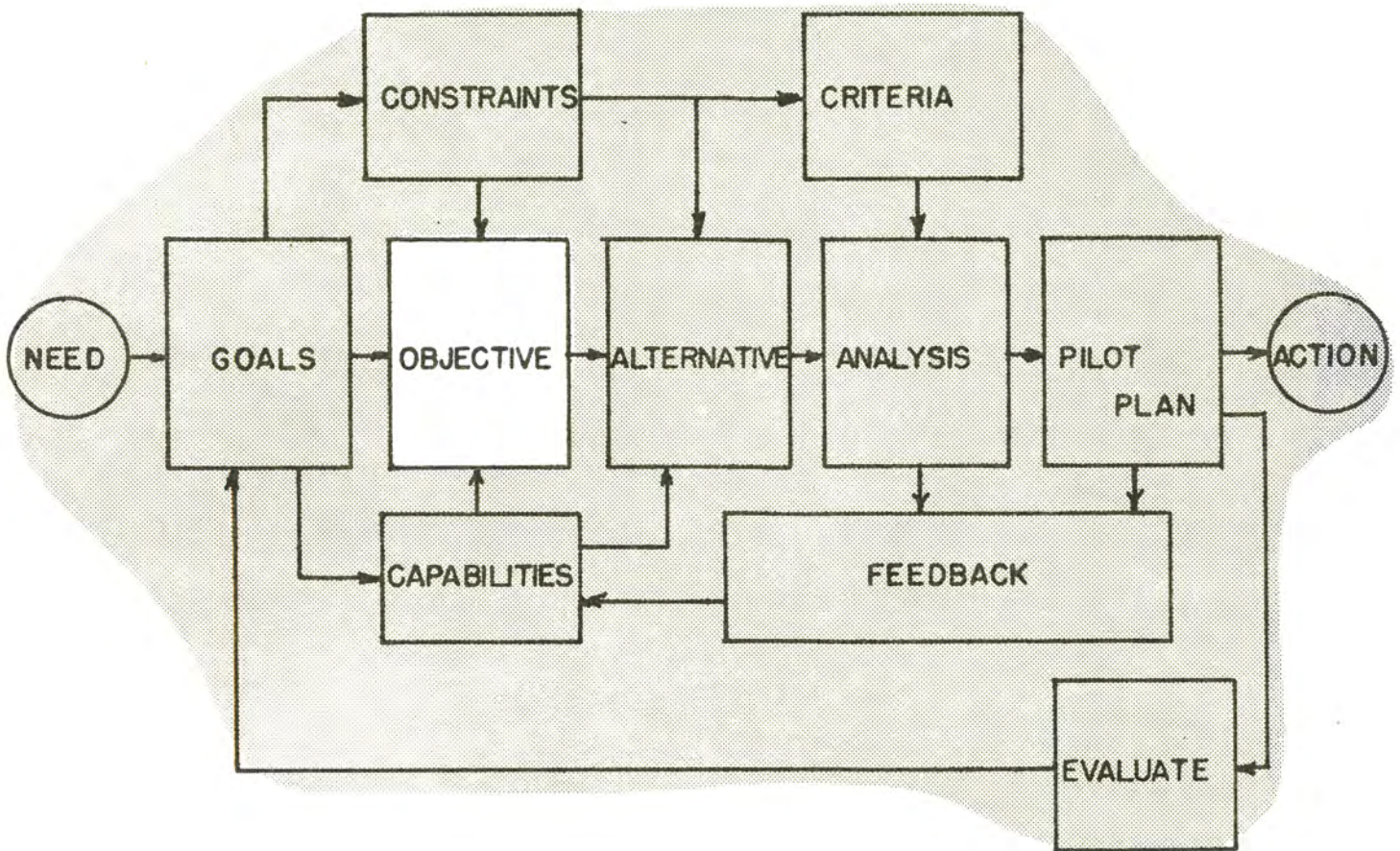
1. That Ironwood and the Gogebic Range be served by good highways, airline passenger and parcel service, bus and other suitable modes of transportation.

2. That railway freight service be continued and improved to serve the Ironwood area, and that so-called "Piggy Back" and container loading facilities be provided to serve this area.

3. That adequate, serviceable, well-maintained streets be provided to serve the year-round traffic needs of the citizens and visitors.

4. That ample and convenient parking be provided to serve the commercial needs of the city.

OBJECTIVES



OBJECTIVES

Economic Development

The objectives of the City of Ironwood which are directed toward economic development are:

ED. 1. To provide jobs for the purpose of:

a. Reducing unemployment in the City of Ironwood from the present 10% to 4%. This will require the providing of approximately 150 new jobs, 75 of which will be base jobs.

b. Providing jobs for growth in Ironwood. In order for Ironwood to again have 10,000 inhabitants, 500 new jobs should be provided, 250 of which should be base jobs.

c. Providing jobs for growth in the surrounding area. As Ironwood grows the surrounding communities will grow in direct proportion, therefore, approximately 350 new jobs should be provided for those who will work in Ironwood and live in the surrounding area, 175 of these jobs should be base jobs.

Therefore, 1,000 new jobs should be provided in Ironwood within the next 10 to 15 years. Of these 500 should be base jobs which will provide goods and services which will be sold outside the area and will enrich the total economy of Ironwood.

ED. 2. To increase the retail trade in Ironwood to a point where Ironwood's share of the potential market area (40 mile radius)

increases from 25% to 40%. At present, Ironwood sells to approximately 12,500 people out of a potential 50,000. This should be increased to 20,000 people within 10 to 15 years.

ED. 3. To broaden the tax base of the City of Ironwood so that business and industrial property will be able to assume a larger share of the tax load now borne by residential property. To that effect, the tax base in the City of Ironwood should be increased as follows:

<u>Real</u>	<u>1975</u>		<u>1977</u>		<u>Future</u>	
Agriculture & Timber	17,400	0.1%	28,200	0.1%	_____	
Commercial	6,338,300	35.9%	6,766,100	27.0%	12,500,000	25%
Industrial	414,800	2.4%	390,900	1.6%	12,500,000	25%
Residential	<u>10,866,000</u>	61.6%	<u>17,840,600</u>	71.3%	<u>25,000,000</u>	50%
Total	17,636,500		25,025,800		50,000,000	

<u>Personal</u>	<u>1975</u>		<u>1977</u>		<u>Future</u>	
Commercial	2,387,500	56.0%	1,554,500	40.9%	5,000,000	25%
Industrial	228,500	5.4%	101,600	2.7%	10,000,000	50%
Residential	261,100	6.1%	761,100	20.1%	1,000,000	5%
Utility	<u>1,386,000</u>	32.5%	<u>1,378,800</u>	36.3%	<u>4,000,000</u>	20%
Total	4,263,100		3,796,000		20,000,000	

This new tax base must be new additions to the tax roll and must not be merely adjustments due to reassessments.

Land Use

The objectives of the City of Ironwood which are directed toward better land use are:

- LU. 1. To analyze and if necessary revise the existing zoning ordinance, to analyze and if indicated adopt a subdivision control ordinance, to develop a flood plain management plan, and adopt any other prudent and legal method of utilizing the city's police power to direct harmonious, environmentally beneficial, and full land use within the city. This should be accomplished within three years initially and must be continuously reevaluated thereafter.
- LU. 2. To plan and eventually construct public facilities which will satisfy proper land use. The planning should be done within two to five years and the construction accomplished as needs and funds permit.
- LU. 3. To take direct municipal action by acquisition of property or investing public resources where appropriate to affect proper land use.
- LU. 4. To either use all city owned land for its best use or dispose of these lands in a manner which will assure its best possible use.

Housing

The objectives of the City of Ironwood which are directed toward better housing for all its citizens are:

- HO. 1. To analyze the city's housing ordinance, its building, plumbing and electrical codes and to develop an efficient and effective way of fully utilizing them in an effort to use the city's legitimate police power for the purpose of assuring good housing and good residential neighborhoods. The enforcement portion of this measure should be coordinated with the county and state in an effort to avoid a proliferation of inspectors. This effort should be started immediately and finished within one to two years.
- HO. 2. To utilize public resources, especially Federal Grants, to construct housing for the needy and elderly. The timing of this effort will depend on the availability of grants.
- HO. 3. To plan and construct public facilities such as water, sewer, and streets in areas which should be utilized for residential neighborhoods. This should be a continuing program, but planning and engineering work should be done within four to five years.

Public Facilities and Services

The objectives of the City of Ironwood which are directed towards public facilities and services are:

- PF. 1. To completely eliminate the problem of flooding in basements, streets and the sewage plant within five years.
- PF. 2. To eliminate all septic tanks and other substandard sewage disposal installations within five years.
- PF. 3. To complete subsurface construction within street right-of-ways so that street construction can commence. This should be programmed to coordinate with planned street construction.
- PF. 4. To develop additional water supply and pumping facilities to provide 3 million gallons per day with our largest units out of service. This should be accomplished by 1979.
- PF. 5. To provide adequate housing for Ironwood's police and fire department. This should be accomplished within two years at a cost not to exceed \$200,000.00.
- PF. 6. To more effectively utilize the Memorial Building and other city-owned buildings by making it usable and available for stage performances, meetings, conventions and other activities. This should be accomplished within two years.
- PF. 7. To improve, maintain, correct the recreation opportunities for the various citizen groups in Ironwood; also the cultural opportunities.

- a. By procuring and equipping a center for senior citizens
This facility must be barrier free and should comprise about
2000-2500 square feet.
 - b. By providing facilities on a 6 or 7 day week basis for
meetings, conventions, dances and stage presentations.
 - c. By maintaining existing recreation facilities on a
well-maintained basis with availability on a 7-day per week
basis.
 - d. By providing time, space and personnel in all recreation
facilities for handicapped and less-skilled participants.
All should be complete in five years with no more than a
5% per year increase in budgeted costs.
- PF. 8. Improve refuse collection to a point where a two-man
crew will collect all of Ironwood's garbage in a four-day
week with the fifth day to be rubbish collection day. This
should be accomplished within two years.
- PF. 9. Develop a long-range Master Plan for the cemetery needs
of Ironwood and the surrounding area. The plan should
include landscaping, street identification, and regulations
in the existing cemetery and also suggest sites and a time-
table for developing a new cemetery when the old cemetery
runs out of room. The existing cemetery lots will be sold
in 7 to 10 years at the present rate of sales. Therefore,
this plan must be complete within 3 to 5 years and new lands
procured in 5 to 7 years.

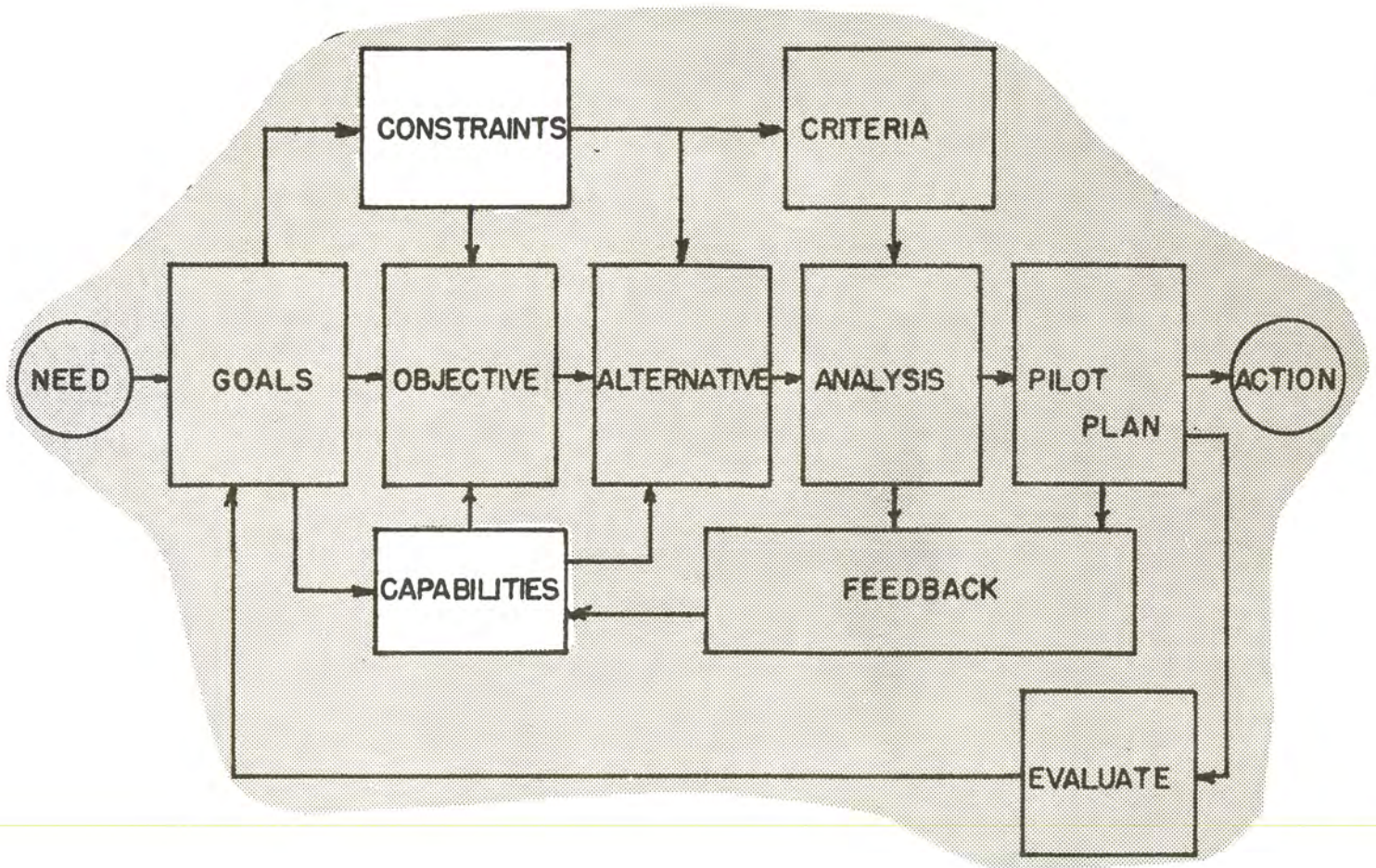
PF. 10. Take the initiative in coordinating the efforts of neighboring cities and townships toward cooperation and greater efficiency in solid waste disposal, purchasing, fire protection, recreation facilities, data processing, equipment pooling and water and sewer facilities.

Streets and Transportation

The objectives of the City of Ironwood which are directed towards better streets and transportation are:

- ST. 1. To increase the milage of major streets classed as "adequate" by at least .75 miles per year in accordance with Act 51, PA 1951 standards.
- ST. 2. To increase the milage of local streets classed as "adequate" by at least 1.0 miles per year in accordance with Act 51, PA 1951 standards.
- ST. 3. To improve the quality of winter street maintenance by:
1. Having all streets open for necessary traffic by 7:00 A.M.
 2. Completing the snow plowing operations by noon after a major storm the previous evening.
 3. Keeping the listed "bare pavement" streets scraped and salted before traffic ices them up.
 4. Hauling away snow from downtown streets as soon as 10 inches of snow falls since the last pickup during the Christmas season and 12 inches during the rest of the winter.
 5. Hauling away snow from the highway business area as soon as 18 inches has fallen.
- ST. 4. (a) Keeping major streets patched on at least a weekly basis as long as any potholes or excessive surface roughness exists.
- (b) Keeping local streets patched on at least a monthly basis as long as dangerous potholes exist.

CONSTRAINTS & CAPABILITIES



CAPABILITIES AND CONSTRAINTS

The necessity of considering capabilities and constraints in the planning process is well illustrated by a story Will Rogers used to tell regarding his plan for ridding the Atlantic Ocean of German submarines during the First World War. His plan was to raise the temperature of the water to the boiling point at which temperature no submarine could survive. When asked how this was to be accomplished, he stated that he had set forth the principles of how the problem was to be solved and that it was up to the Navy to work out the details.

While discussing herein the various capabilities Ironwood possesses for solving its problems and the constraints standing in its way, primary emphasis will be placed on two important constraints, time and money. This is not to minimize the importance of other factors, but rather to quickly come to grips with two of the most pressing.

1. Money:

A brief summary of the finances available to the City is in order at this point to show the funds that can be committed to solving the problems which confront the City.

General Fund

Revenues	
Local Taxes (legal limit)	\$ 525,000
State-shared Taxes	275,000
All Other Revenue	360,000
	<u>\$1,160,000</u>

Expenses	
General Government	244,000
Public Safety	412,000
Public Works, excluding streets & utilities	126,000
Sanitation	126,000
Enterprises	40,000
Culture & Recreation	80,000
Insurance, Pensions, Contin- gencies, etc.	132,000
	<u>\$1,160,000</u>

Historically, very little of General Fund money has been available for capital improvements, and because general operating costs have been rising much faster than has the tax base, we should not plan on General Fund monies to pay for the capital needs of the City.

Road and Street Funds

Separate accounts are maintained for all road and street funds as required by state law. They are kept in two separate funds: one being the Major Street Fund, the other being the Local Street Fund. Most of the money in these funds comes from the state - being part of the gasoline and auto license receipts. However, by law, at least half of the local street construction costs must be borne by locally raised money; in other words, special assessments.

Approximately \$125,000 is received from the state for major streets - most of which is used for plowing snow and other maintenance - leaving approximately \$25,000 available for street construction each year. Approximately \$60,000 is received for local streets of which \$20,000 is available for construction providing other funds of an equal amount are used as matching funds.

In summary, for street construction, we have available annually \$25,000 for major streets and \$20,000 for local streets.

Water and Sewer Utility Funds

At present, this fund has in cash and investments roughly \$120,000 which could be used for capital expenditures. However, this fund has been losing money for the past several years and its cash reserves have been diminishing as a result. The liquid reserves on hand were, by and large, set aside as a reserve for depreciation so as the plant wears out, capital replacements should be made using this money.

Equipment Fund

This fund was established on January 1, 1967. As each piece of equipment is used, an hourly rental is paid by the using fund to the equipment fund. The rental rates used are those published by the Michigan Highway Department as their annual Schedule "C". We must use the rates in our highway reports so we also use these rates for all purposes.

All expenses of the Equipment Department, including all overhead, is charged against this account. Overhead is pro-rated against each machine at the year's end. All direct expense, including depreciation, is of course directly charged to the individual machine. We, therefore, know the net cost and revenue for each machine.

Since its inception, this fund has earned roughly \$198,000 and can be accounted for as follows:

New Equipment Purchases	\$329,000
Equipment wore out (depreciated)	- 181,000
Gain in Equipment	148,000
Gain in Cash Earned	50,000
	<u>\$198,000</u>

The cash is in the General Fund bank account. It is the difference between "Due from other Funds" and "Due to other Funds" on the Equipment Fund balance sheet. In other words, roughly \$23,000 per year could be spent for new equipment to supplement and replace existing equipment.

Revenue Sharing

The City has been receiving federal revenue sharing funds since 1973. These funds have been averaging about \$150,000 per year, and \$170,000 is expected for 1975-76 fiscal year. The present law expires in 1978. It should be anticipated that if renewed, it will either be at a lower level or will have many more strings attached, or both.

Community Development Block Grants

We should be in line for Block Grant Funds in future years. At present, however, we should not project any additional revenue from this source.

Categorical Grants

We are just completing our industrial park with the aid of a \$220,000 grant from the Economic Development Administration. We have applied for another grant of \$300,000 from the same source to remodel the Memorial Building. We also have a small grant for completing a baseball field and tennis court.

These grants are so problematical and erratic that planning for them is extremely difficult. In order to complete a storm sewer system throughout Ironwood, and to correct several deficiencies in the sanitary sewer system, we must depend on a categorical grant in the amount of some \$2,000,000.

Bond Issues

1. General obligation bonds pledge the full-faith and credit of the city. Approval of the bond issue requires the favorable vote of a majority of the electors voting. General obligation bonding is limited to 10% of the state-equalized valuation. Therefore, the city could issue up to a total of about \$1,500,000 of general obligation bonds, less of course the \$240,000 already outstanding for the Sewage Plant, or a net of \$1,310,000. If the total amount were outstanding at, say 6% interest for 30 year, the annual principle and interest payments would be approximately \$85,000. The repayment of this debt would require a levy of roughly 4 mills.

Before a sizable bond issue is even considered, the planning process must be complete. Bonds are long-range pay off and must satisfy long-term needs. A poorly thought-out program which would obligate the city over a long term would be a disaster.

Court ordered bonds are bonds that obligate the city as do all general obligation bonds, but would be court ordered in order to force the city to correct a problem, i.e. sewage plant.

2. Revenue bonds do not require a vote for approval, but must be repaid with other than tax revenue. The city formerly

issued revenue bonds to improve the water system and the bonds were repaid using Water Department revenues.

Industrial development bonds are a form of revenue bonds. They require that the revenue derived from the sale or rent of the facilities which were financed by these bonds be used for repayment. Again the issuance of any bonds must be preceded by adequate planning.

SUMMARY

	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
General Fund	-	-	-	-	-	-
Road & Street Funds	45,000	45,000	45,000	45,000	45,000	45,000
Bond Issues	-	-	-	-	-	-
Water & Sewer Funds	20,000*	20,000*	20,000*	20,000*	20,000*	20,000*
Equipment Fund	23,000	23,000	23,000	23,000	23,000	23,000
Categorical Grants	40,000**	-	-	2,000,000***	-	-
Revenue Sharing	170,000	170,000	150,000	150,000	150,000	150,000
Total	298,000	258,000	238,000	2,238,000	238,000	238,000

* This \$120,000 need not be evenly spread over the six years as shown.

** \$40,000 for a Step-1 Sewage Study.

*** Storm Sewer Separation Grant. Date very uncertain.

It must be understood, of course, that the monies listed in this summary are not necessarily discretionary funds.

It must also be understood, that if all this money were spent for capital improvements over the next six-year period, the NET GAIN would be drastically less in view of the continual depreciation of the assets of the city. As an example, a blacktop street will last roughly 15 years on the average. In Ironwood, we have approximately 60 miles of streets, which means that in order to keep up, it is necessary to resurface 4 miles per year. Keep in mind that this includes only the surface of the street, not the base, drainage, or any other element. In other words, based on a cost of \$1.35 per square yard, we would have to spend between \$70,000 and \$100,000 per year just to stay even and that is for surfacing only.

Not only does blacktop wear out or depreciate at a rate of \$75,000 per year, but also all other city assets wear out. A truck will last only 5 to 10 years. On the other hand, cast-iron water main will last 1,000 years if something doesn't break it. It will never wear out. The same is true with sewer pipes.

Suppose we lump all our capital assets and assume an average of a 40-year life, our General Fund capital assets are on the books at \$4,500,000. At 2½% per annum, the cost of wearing out is \$112,500. Obviously, this is grossly imprecise, but it illustrates the point that we must keep investing in capital improvements or we will continue to fall behind.

Time

A brief discussion of the TIME and TIMING problems affecting the completion of programs is in order at this point.

Planning and design time is commonly overlooked or minimized. The time requirements of a project should be analyzed in terms of planning time, which includes selling the project to the public, arranging financing, necessary public hearings, environmental impact display time and so forth. Next is design and engineering time. This is often greater than generally supposed, but project success depends on good engineering which in turn requires time. Weather in Ironwood also is a significant time consumer.

A major problem is timing and project sequencing. For example, roads can't be built until sewers are built first. Sewers in turn can't be built until the federal government awards a grant to the city. There are many projects, however, which can be completed independently, and others must be completed within a certain time frame regardless of ideal sequencing because of grant availability or other such considerations.

Sparse Development and Weak Tax Base

A major constraint which must be considered is the fact that the tax base of the city is inadequate to maintain the relatively large amount of streets, water lines and so forth in the City of Ironwood. For example, Escanaba has roughly

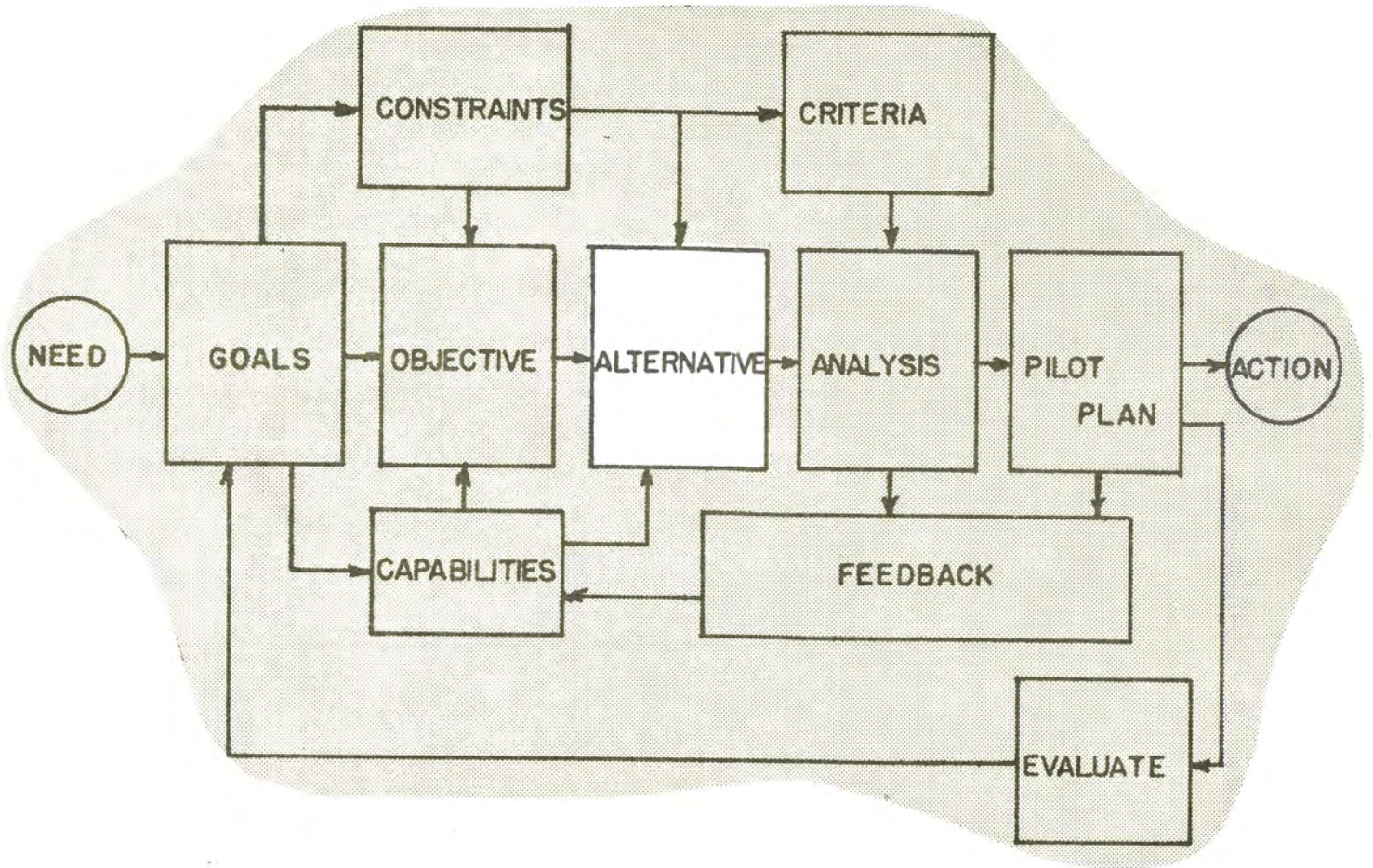
twice the assessed value supporting each mile of street and about 20% more value behind each person in town.

Ironwood has the weakest tax base of all the neighboring cities which were sampled. Most Upper Peninsula cities had 20% to 30% more tax base per capita and more than 25% more tax base per mile of street. This is obviously because Ironwood is spread out over a large area with long unpopulated streets.

Another important part of this same constraint is that a disproportionate share of Ironwood's tax base is residential, while other comparable communities have a larger proportion of industrial valuation.

Coupled with heavy snow, sparsely developed urban area and other factors necessitating high municipal cost, this valuation problem results in high city taxes and are thus an inhibiting factor affecting growth and development.

ALTERNATIVES



ALTERNATIVES

We have now defined the goals and objectives of the City and have discussed the capabilities and constraints which will aid or hinder the City in achieving these goals and objectives. The next step in the planning process is to list all of the programs which will be even considered for inclusion in the City's comprehensive plan. This program list should be as complete as possible because from this list of programs, the final plan will be drawn. Each program on this list should have a cost and time estimate, and the objectives toward which it is directed, should be identified. Prerequisites to the program should also be identified.

A program can be a project; it can be a policy which will direct future management decisions, or it can be an activity which is carried on in a continuing or permanent basis.

The cost estimates which are shown for each of the program elements have been made to varying degrees of refinement. Some of these estimates are based on developed plans and may be considered to be quite definitive, considering, of course, the inherent hazards of cost estimating during this period of erratic, yet inflationary price trends. Other estimates are only "ball park" estimates and are yet to be refined.

In order to identify the degree of refinement of the various cost estimates, the following categories are assigned:

A - Firm estimates that are based on
engineer's or architect's plans

or vendor's catalog prices and are to be considered adequate for budget purposes.

B - Comparative

estimates which are based on similar projects or purchases, and which although not firm, are adequate for planning purposes.

C - Illustrative

estimates which illustrate the probable cost, but are in need of considerable refinement.

PROGRAMS

Element Number 1 Name Professional Industrial Developer

Related Objectives _____

Description:

Engage a Professional Industrial Development Person to work exclusively on attracting industry and jobs to Ironwood.

Cost Estimate \$20,000 per year Quality of Cost Estimate B

Anticipated Revenue - Time Required -

Net Cost - Reference -

Anticipated Funding Source _____

XX

Element Number 2 Name Replacement of inadequate water lines and mains

Related Objectives _____

Description:

Several shallow water mains must be lowered to prevent freezing. Also several water mains have been constructed using poor material and will soon fail, therefore, they too should be replaced. Also, in many places the mains are good, but too small. They should either be replaced with larger pipes or supplemented with additional pipes.

Cost Estimate \$125,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required 5 years.

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 3 Name Sewage Lift Stations

Related Objectives _____

Description:

These pumping stations are needed to eliminate septic tanks which serve groups of houses in areas beyond the reach vertically of our sewer system.

Cost Estimate \$3,500 each Quality of Cost Estimate B

Anticipated Revenue _____ Time Required 2 years

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 4 Name Sewage Disposal Phosphate Removal

Related Objectives Legal requirement

Description:

Phosphate removal from sewage according to completed plans.

Cost Estimate \$2,000 Quality of Cost Estimate A

Anticipated Revenue _____ Time Required 1 year

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 5

Name Replacement of inadequate sewer lines

Related Objectives _____

Description:

Several areas in the city have inadequate or improper sewer lines.

Cost Estimate \$125,000

Quality of Cost Estimate C

Anticipated Revenue _____

Time Required 5 years

Net Cost _____

Reference _____

Anticipated Funding Source _____

XX

Element Number 6

Name Police-Fire Addition to the
Memorial Building

Related Objectives _____

Description:

There is hope of getting a federal grant from the government for the purpose of installing a police-fire addition to the Memorial Building.

Cost Estimate \$650,000

Quality of Cost Estimate A

Anticipated Revenue _____

Time Required 1 year

Net Cost _____

Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 7 Name Storm Sewer

Related Objectives _____

Description:

Construct a storm sewer system in order to eliminate sewage backups in basements, and also to facilitate more efficient treatment at the Sewage Plant.

Cost Estimate \$2,500,000 Quality of Cost Estimate A

Anticipated Revenue _____ Time Required 2 years

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 8 Name Regional Landfill

Related Objectives _____

Description:

Cooperate with other cities in the county to provide solid waste disposal on a regionwide basis.

Cost Estimate \$50,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required 2 years

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 9 Name Monticello Mobile Home Park

Related Objectives _____

Description:

Build a mobile home park for 100 sites between Washington Street and Ayer Street. Park to be well landscaped with blacktop curvilinear streets and all underground utilities.

Cost Estimate \$200,000 Quality of Cost Estimate B

Anticipated Revenue \$24,000 net Time Required _____

Net Cost Amortize in 16 years Reference _____
\$48,000 per year gross @ \$40 per month per space - \$24,000 net

Anticipated Funding Source _____

XX

Element Number 10 Name Library Addition

Related Objectives _____

Description:

New room on rear of Library with ramp entrance to accommodate handicapped persons - includes rest room.

3350 square feet on one floor.

Cost Estimate \$110,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost \$110,000 Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 11 Name Sidewalk Canopies

Related Objectives _____

Description:

A protective canopy over the sidewalks in Downtown Ironwood to protect shoppers from rain and snow and to enhance the appearance of the retail district.

Cost Estimate \$300,000 Quality of Cost Estimate C

Anticipated Revenue \$300,000 Time Required 1 year

Net Cost 0 Reference _____

Anticipated Funding Source Entire cost to be assessed to property owners.

XX

Element Number 12 Name Covered Parking Ramp

Related Objectives _____

Description:

A semi-open building to accommodate 100 cars. To be a 2-story structure with parking on the roof, making 3 floors of parking in all. Dimensions will be approximately 120' x 100', more or less. To be a steel-frame building with concrete floors and no walls, only railings. Should be built one floor at a time as parking space needs develop.

Cost Estimate \$280,000 Quality of Cost Estimate B

Anticipated Revenue \$30,000 per year Time Required 6 months

Net Cost self-liquidating in 21 years at 9% Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 13 Name Shell Buildings

Related Objectives _____

Description:

Build 2 shell buildings in the Industrial Park. One to be 10-15,000 square feet, expandible to 20-25,000. The other to be 30,000 square feet.

Cost Estimate \$200,000 Quality of Cost Estimate B

Anticipated Revenue \$200,000 Time Required _____

Net Cost 0 Reference _____

To be sold to industries.
Anticipated Funding Source _____

XX

Element Number 14 Name Reconstruct Fire Hall

Related Objectives _____

Description:

Reconstruct old fire hall for use ad infinitum as a police & fire station. New roof, new windows, new doors, interior remodeling, stairway and elevator, new office for police, meeting rooms upstairs.

Cost Estimate \$124,000 Quality of Cost Estimate B

Anticipated Revenue --- Time Required _____

Net Cost \$124,000 Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 15 Name Cloverland Acres

Related Objectives _____

Description:

Replat Cloverland Addition on south side of Norrie Hill. Building curvilinear streets on contour lines around hill, provide sewer and water facilities, all lots to be 1 acre or more.

Cost Estimate \$400,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost 0 Reference _____

Anticipated Funding Source All expenses will be recovered from sale of building sites.

XX

Element Number 16 Name South Range Estates

Related Objectives _____

Description:

Plat and provide with streets, water and sewer. Approximately 40 acres near South Range Road, near Red Creek. Lots to be 1/2 to 1 acres, streets curvilinear.

Cost Estimate \$275,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost 0 Reference _____

Anticipated Funding Source All expenses will be recovered from sale of building sites.

PROGRAMS

Element Number 17 Name Replace Fire Hydrants

Related Objectives _____

Description:

*Replace 300 fire hydrants over a period of 25 years.
\$1,000 per hydrant installed.*

Cost Estimate \$300,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 18 Name Rejuvenate Memorial Building

Related Objectives _____

Description:

Build access ramps, improve auditorium facilities, and provide more parking.

Cost Estimate \$40,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 19 Name Personnel Training Program

Related Objectives _____

Description:

Provide a training program for street maintenance personnel.

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 20 Name Plan for additional cemetery space

Related Objectives _____

Description:

This plan should include landscaping, street identification and a time table for developing a new cemetery.

Cost Estimate \$80,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 21 Name Street Program

Related Objectives _____

Description:

A long-range reconstruction of major streets at a cost of approximately \$30,000/year for 6 years and local streets for \$18,000/year for 6 years on a pay as we go basis.

Cost Estimate \$288,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required 6 years

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 22 Name Manhole & Catchbasin Replacement

Related Objectives _____

Description:

Replace 200 catchbasins and 250 manholes which were improperly built in the first place and will soon be hazardous.

450 units @ \$400

Cost Estimate \$180,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 23 Name Comprehensive Tree Trimming Program

Related Objectives _____

Description:

Most of the elm trees in the city, and particularly in the cemetery, will be lost due to Dutch Elm Disease unless we trim off all dead and diseased limbs. Other trees also should be trimmed to avoid disease and improve appearance.

Cost Estimate \$75,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 24 A & B Name Sanitary Sewers for Newport Heights and Newport Location

Related Objectives _____

Description:

This project must be completed to provide basic sanitary sewer service. In the alternative, the area should be cleared and abandoned.

Cost Estimate \$25,000 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 25 Name Pave all Downtown Alleys

Related Objectives _____

Description:

All alleys should be blacktopped and the entire cost should be recovered via special assessment.

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 26 Name Zoning Ordinance

Related Objectives _____

Description:

Study, and if necessary, revise Zoning Ordinance according to Land Use Needs and Opportunity/Constraint Determinates.

Cost Estimate 0 Quality of Cost Estimate -

Anticipated Revenue - Time Required 2 years

Net Cost 0 Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 29 Name Industrial Park #2

Related Objectives _____

Description:

Construct new Industrial Park between Luxmore Street and the existing Industrial Park. This will simply be an expansion program and will necessitate street and sewer construction only.

Cost Estimate \$85,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 30 Name Ice Arena

Related Objectives _____

Description:

A building containing a regulation ice hockey 200 feet long by 80 to 100 feet wide ice rink to be used for recreational ice skating as well as competitive hockey. The building to be equipped with equipment for artificial ice as well as a heated area for dressing rooms, etc.

Cost Estimate \$1,200,000.00 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 31 Name Sign Ordinance

Related Objectives _____

Description:

Develop and enforce a comprehensive sign ordinance.

(a) safe - electrical - swinging sign, etc.

(b) esthetically pleasing.

(c) communicate message

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 32 Name Economic Development Corporation

Related Objectives _____

Description:

Create and implement an Economic Development Corporation under the new Act 338 of Michigan Public Acts of 1974.

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number 33 Name Building Inspection Policy

Related Objectives _____

Description:

Formulate a written policy covering building inspections under new state law and attempt to coordinate with other political units in an effort to avoid a proliferation of inspectors.

Cost Estimate 0 Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number 34 Name High Lift Pump

Related Objectives _____

Description:

The purchase and installation of a new 1000 gpm high lift pump at the main water pumping station. Also the necessary construction, piping and electrical work needed for this complete installation.

Cost Estimate \$4,500 Quality of Cost Estimate C

Anticipated Revenue _____ Time Required 8 weeks.

Net Cost \$4,500 Reference _____

Anticipated Funding Source Water Department revenue

PROGRAMS

Element Number 35 Name Land Sales Policy

Related Objectives _____

Description:

Formulate a written policy concerning land sales in an effort to achieve good land use as well as maximum tax revenue.

Cost Estimate 0 Quality of Cost Estimate -

Anticipated Revenue 0 Time Required _____

Net Cost 0 Reference _____

Anticipated Funding Source _____

XX

Element Number 36 Name Large Capacity Water Main

Related Objectives _____

Description:

A 10 or 12 inch water main between Douglas Boulevard and the Fairgrounds on one of the streets north of U. S. 2

Cost Estimate \$48,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required 10 weeks.

Net Cost \$48,000 Reference _____

Anticipated Funding Source Water Department revenue

PROGRAMS

Element Number 37 Name Large capacity Water Main

Related Objectives _____

Description:

A 10 or 12 inch water main along Leonard Street from Lake Street east to Reno Location and then south to Loop into the Industrial Park water main.

Cost Estimate \$64,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required 13 weeks

Net Cost \$64,000 Reference _____

Anticipated Funding Source Water Department revenue

XX

Element Number 38 Name An alternative historical building for use as a historical museum.

Related Objectives _____

Description:

Some suitable building for use as a historical museum. Will preserve Ironwood's historical heritage, provide cultural, educational and a tourist attraction to bring visitors to the area.

Cost Estimate Unknown Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source Fund drives plus grants.

PROGRAMS

Element Number 39 Name Two New Wells

Related Objectives PF-4

Description:

Construct 2 new wells - one in the Big Springs well field and one in the Spring Creek well field; both to be complete with pumps, buildings and piping.

Cost Estimate \$85,000 Quality of Cost Estimate B

Anticipated Revenue _____ Time Required _____

Net Cost \$85,000 Reference _____

Anticipated Funding Source _____

XX

Element Number _____ Name _____

Related Objectives _____

Description:

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

PROGRAMS

Element Number _____ Name _____

Related Objectives _____

Description:

Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

XX

Element Number _____ Name _____

Related Objectives _____

Description:

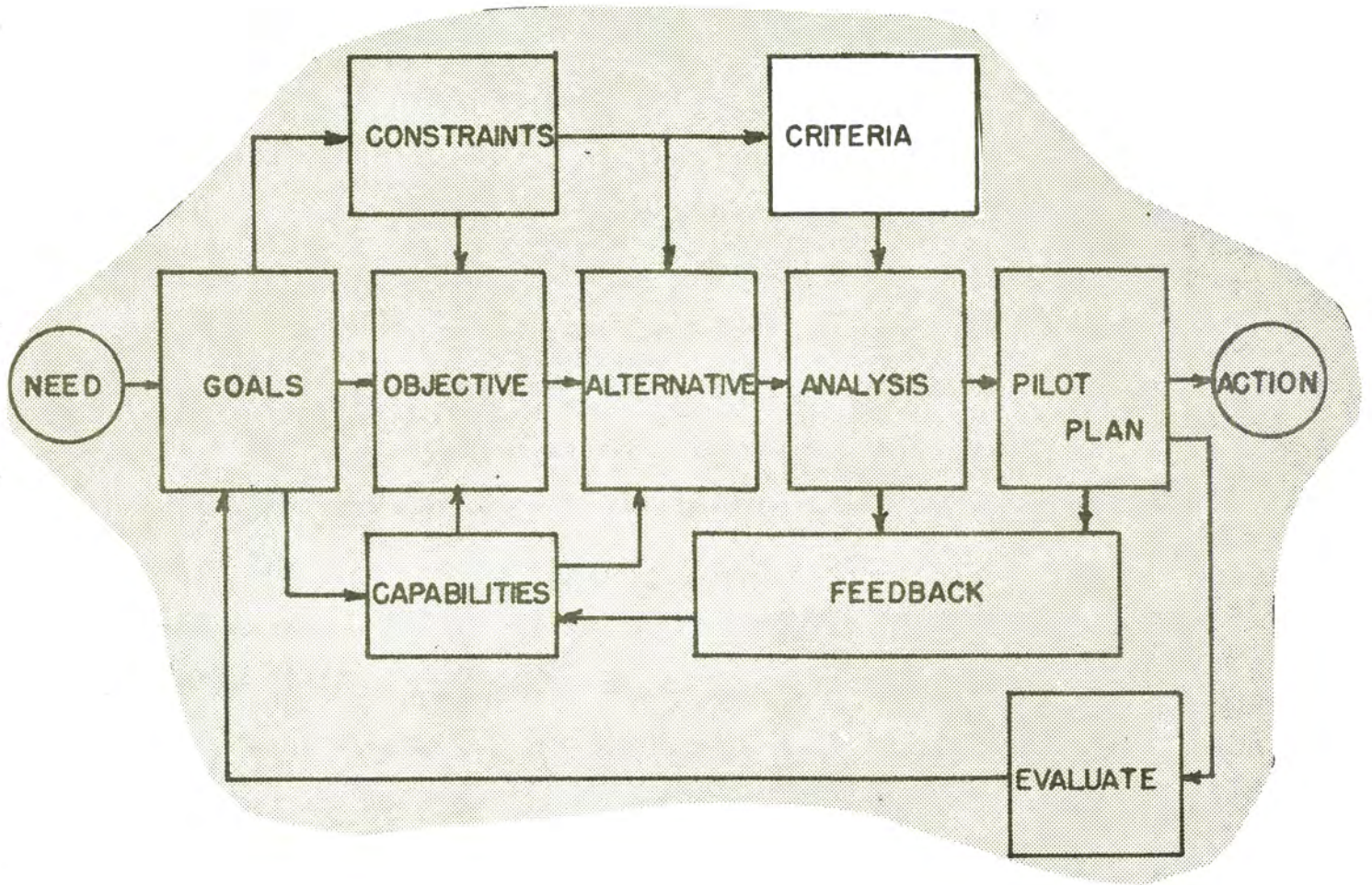
Cost Estimate _____ Quality of Cost Estimate _____

Anticipated Revenue _____ Time Required _____

Net Cost _____ Reference _____

Anticipated Funding Source _____

SELECTION CRITERIA



SELECTION CRITERIA

The criteria used to select, reject or modify the programs previously listed are equally as important in the development of the overall plan as are the definition of goals and objectives. The criteria herein selected will be used to test each program element to determine whether or not that program element will be included in the comprehensive plan, whether it will be modified or even rejected.

Inasmuch as we have previously defined the objectives, we hope to attain, these criteria will be applied to each program element in an effort to determine the extent that the program element will tend toward attainment of the objectives set forth.

The primary criterion will be effectiveness. The difference between efficiency and effectiveness is that efficiency is the measure of doing things right and effectiveness is the measure of doing the right things. This criterion will be used to test whether or not pursuing a given program element will be the "right thing" to do in order to attain our objectives.

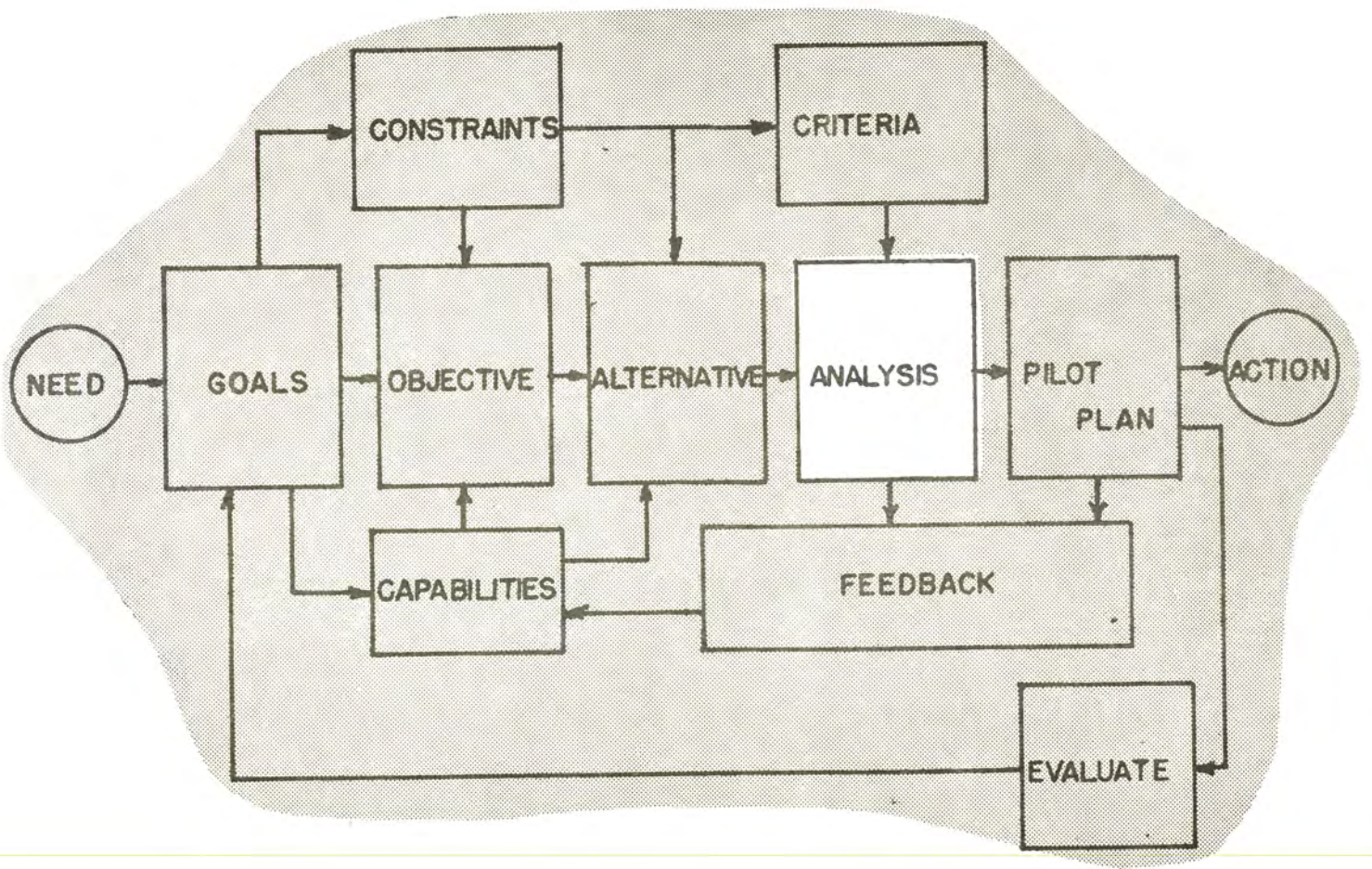
This criterion will be divided into two parts: performance effectiveness and cost effectiveness. In other words, "will this program element if pursued, result in the attainment of the objective?" Secondly, "are the results it will achieve worth the cost?"

Other criteria will be feasibility which will answer the

questions "Can it be done?"; "Is it politically feasible?", etc. Also to be considered will be side effects which will take into consideration appearance, effect on other programs, etc. However, at this point it appears that effectiveness is the primary criterion.

The testing of program elements with this criterion to determine its effect upon the objectives set forth is a matter of judgement and even though we will still set numerical values and then add them, this procedure is not a mathematical process. The values should be set for consensus of the Planning Commission and City Commission rather than by any one individual.

ANALYSIS



SELECTION PROCESS

A systematic method of selecting program elements and establishing priorities is a critical step in the formulation of the comprehensive plan. As has been repeatedly emphasized, this procedure necessitates the use of judgement. The selections should be the result of a consensus after a thorough debate.

We will use a matrix analysis as a selection process, but we will do so because of its convenience rather than because of its definitiveness. A matrix analysis can be a very definitive selection process under conditions where the variables under consideration are readily defined and accurately measureable. The elements and the variables in this comprehensive plan do not meet these requirements. This type of analysis will, however, be very useful as an adjunct to the judgements which will be required.

For analysis purposes we will assign numerical values which will indicate the degree of effectiveness a given program element will have in satisfying the goals and objectives of the various planning categories, again being aware that judgmental decisions often do not lend themselves to numerical evaluations.

The first step in this process will be to analyze various program elements with respect to each objective which has been

previously identified. In this step, we will make a judgement as to each program element's effectiveness in satisfying the stated objective.

Once that judgement has been made by the Commission, we will assign the following values for use in the other step in this selection process:

High Effectiveness or Feasibility	2
Moderate	1
Low	0
Detrimental	-1

In order to recognize the varying importance of the various planning categories and also to correct for the fact that an imbalance is caused by the fact that the number of objectives varies for each planning category, we must establish a weighting system. This system will establish factors which, when multiplied by the raw score will yeild a value which should tend to indicate the value of each program element in achieving the objectives as set forth.

The relative values of the planning categories are:

<u>Category</u>	<u>Importance Factor</u>
Economic Development	2.5
Land Use	1.0
Housing	1.0
Public Facilities and Services	2.5
Streets and Transportation	2.5
Civic Design	<u>0.5</u>
	10.0

The weight assigned to each objective will be determined as follows:

weight = category importance factor x 12 objectives ÷ the number of objectives listed under that category.

By way of illustration, a program element which is given a value of 5 under Economic Development will be weighted as follows:

5×2.5 (the category importance factor) $\times 12 \div 2$ (objectives listed under Economic Development) or 63.25.

Also a program element which is given a value of 5 under Public Facilities will be weighted as follows:

5×2.5 (the category importance factor) $\times 12 \div 10$ (objectives listed under Economic Development) or 12.75.

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Provide 1,000 new jobs, including 500 base jobs.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
11 sidewalk canopies	0	0	2	+	2
12 parking ramp	+1	-1	0	+	0
13 shell building	+2	+2	+2	+	6
18 Memorial Bldg. addition	0	0	+2	+	2
25 pave alleys	0	0	+2	+	2
32 Economic Development Corporation	2	2	2	+	6
29 Industrial Park #2	2	2	2	+	6
30 ice arena	0	0	1	+	1
1 Industrial Developer	2	1	2	+	5
TOTAL					

Explanations: Auditorium rejuvenation should generate conventions
and meetings.

Conclusions: Not sufficient programs.

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: To increase retail trade from 12,500 people
served up to 20,000 within 10 to 15 years

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
11 sidewalk canopies	+2	+2	+1	+	5
12 parking ramp	+2	-1	0	+	1
18 Memorial Bldg. Addition	0	0	+2	+	2
25 pave alleys	+1	+1	+2	+	4
32 Economic Development Corporation	+1	+2	+2	+	5
30 ice arena	+2	+2	+2	+	6
1 Industrial Developer	+2	+1	+2	+	5
31 sign ordinance	+1	+1	+1	+	3
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Broaden the tax base in order to reduce individual tax
burdens.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
1 Industrial Developer Economic Development Corporation	+1	+1	+2	+	4
32 shell buildings	+1	+1	+2	+	4
13 Industrial Park #2	+2	+2	+2	+	6
29	+1	+1	+2	+	4
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1
-66-

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Utilize the city's Police Power to influence
proper land use.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
26 zoning ordinance	+2	+2	+2	+	6
27 subdivision control flood plain	+1	+2	+1	+	4
28 management plan	+1	+2	+2	+	5
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1
-67-

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Construct public facilities in order to influence
good land use.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
2 Water Line replacement	+1	+1	+1	+	3
3 sewage lift pumps	+1	+1	+1	+	3
5 sewer line replacement	+1	+1	+1	+	3
7 storm sewer system	+2	+2	+2	+	6
9 Monticello mobile home park	+2	+2	+2	+	6
13 shell buildings	+1	+1	+1	+	3
15 Cloverland Acres	+2	+1	+1	+	4
16 South Range Estates	+2	+1	+1	+	4
30 ice arena	+2	+2	+2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Invest public resources in order to achieve good land use.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
9 Monticello Mobile Home Park	+2	0	0	+	2
15 Cloverland Acres	+2	0	0	+	2
16 South Range Estates	+2	+2	+2	+	6
29 Industrial Park #2	+2	+2	+2	+	6
36 Large Capacity Water Main	+2	+2	+2	+	6
37 Large Capacity Water Main	+2	+2	+2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Use city land for highest and best use or dispose of
lands in a manner which assures highest and best use.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
35 Land sale policy	+2	+2	0	+	4
30 Ice Arena.	+2	+2	1	+	5
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1
-70-

Objective Number

ANALYSIS OF ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Invest public resources in order to achieve good housing.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
9 Monticello Mobile Home Park	+2	+2	+1	5	
15 Cloverland Acres	+2	+1	0	+	3
16 South Range Estate	+2	+1	0	+	3
TOTAL					

Explanations:

Conclusions:

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Construct public facilities in an effort to influence
good housing.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
3 sewage lift station	+1	+1	+2	+	4
5 sewer line replacement	+1	+1	+2	+	4
7 storm sewers	+2	+2	+1	+	5
21 street program	+1	+1	+1	+	3
24 Newport sewers	+1	+1	+1	+	3
23 tree trimming	0	0	+2	+	2
2 water line replacement	+1	+1	+2	+	4
*30 Ice Arena	+2	+1	+1	+	4
36 & 37 Large Capacity Water Main	+2	+2	+4	+	8
TOTAL					

Explanations: The performance effectiveness would be high for the
house affected, but only a few houses would be affected.

* Will remove old dilapidated Colonial Building and thus enhance a
residential neighborhood.

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

PF-1
Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Eliminate flooding problems within five years.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
5 sewer line replacement	+1	+2	+2	+	5
3 sewage lift station	+1	+2	+2	+	5
7 storm sewers manhole and catch	+2	+2	+2	+	6
22 basin replacement flood plain	+2	+2	+2	+	6
28 management plan	+2	+2	+2	+	6
TOTAL					

Explanations: Flood plain management plan would necessitate eventual
relocation of families.

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Eliminate all improper sewage disposal installations.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
3 sewage lift station	+2	+2	+2	+	6
24 Newport sewers	+2	+1	+1	+	2
TOTAL					

Explanations: Newport sewers will probably cost more than the houses
it would serve.

Conclusions: _____

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Complete sub-surface construction in time for street
work.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
2 water line re- placement	+2	+2	+2	+	6
5 Sewer line re- placement	+2	+2	+2	+	6
7 Storm Sewer Program	+2	+2	+2	+	6
17 Replace Fire Hydrants	+2	+2	+2	+	6
22 Manhole & Catch Basin Replacement	+2	+2	+2	+	6
24 Newport Sewers	+1	-1	0		0
36 Large Capacity Water Main	+2	+2	+2	+	6
37 Large Capacity Water Main	+2	+2	+2	+	6
TOTAL					

Explanations: The cost of Newport sewers might exceed their value.

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Develop new wells and pump facilities to provide
3 million gallons of water per day.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
34 High Lift Pumps	2	2	2	+	6
39 2 New Wells	2	2	2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1
-77-

PF6
Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: More effective use of Memorial Building.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
6 Police-Fire Add. to Memorial Bldg.	2	1	2	+	5
18 Rejuvenate Memorial Bldg. Auditorium	2	2	2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1
-79-

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Improved Recreation and Culture

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
6 Police-Fire Add to Memorial Bldg.	+2	+1	+2	+	5
18 Rejuvenate Memorial Bldg. Auditorium	+1	+2	+2	+	5
30 Ice Arena	+2	+2	+2	+	6
10 Library Addition	+2	+2	+2	+	6
38 Historical Museum	+2	+2	+2	+	6
TOTAL					

Explanations: _____

Conclusions: Need more programs.

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

PF9
Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Long-Range Cemetery Program.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
0 Cemetery Plan	1	2	2	+	5
3 Tree Trimming	0	0	2	+	2
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Coordinate Regional Cooperation of Public
Facilities and Services.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
8 Regional Landfill	2	2	2	+	6
33 Building Inspector	2	2	2	+	6
TOTAL					

Explanations: _____

Conclusions: Need Additional Programs.

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Increase Mileage of "ADEQUATE" Major Streets.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
21 Street Construc- tion Program	+2	+2	+2	+	6
22 Manhole Replacement	+2	+2	+2	+	6
7 Storm Sewers Water Line	+1	+2	+2	+	5
2 Replacement Sewer Line	+1	+2	+2	+	5
5 Replacement Fire Hydrant	+1	+2	+2	+	5
17 Replacement	0	+1	+2	+	3
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

ST-2
Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Increase Mileage of "ADEQUATE" Local Streets and
Alleys.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
25 Pave Downtown Alleys	+2	+2	+2	+	6
22 Manhole Replacement	+2	+2	+2	+	6
7 Storm Sewers Water Line	+1	+2	+2	+	5
2 Replacement Sewer Line	+1	+2	+2	+	5
5 Replacement Fire Hydrant	+1	+2	+2	+	5
17 Replacement Street Con-	0	+1	+2	+	3
21 struction Program	+2	+2	+2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

Objective Number

ANALYSIS OF
ALTERNATIVE PROGRAMS IN SATISFYING OBJECTIVE

Objective: Improve the quality of street maintenance and
patching.

Alternative (Program Element No.)	Performance Effectiveness *	Cost Effectiveness *	Feasibility *	Side Affects + or -	TOTAL
21 Street Construction Program	+2	+2	+2	+	6
7 Storm Sewers	+2	+2	+2	+	6
19 Training Program	+2	+2	+2	+	6
TOTAL					

Explanations: _____

Conclusions: _____

* High = +2 Moderate = +1 Low = 0 Detrimental = -1

**PRIORITY ANALYSIS
COMMUNITY DEVELOPMENT PROGRAM
POLICIES AND PROJECTS VALUE TO RELATED OBJECTIVES
MULTIPLYING FACTOR**

Ref. No	Program Name	Cost	Qual. of Est.	Time Required	Pre-requisites	Land Use	Housing	Comm. Facilities	Street & Trans.	Econ. Development	Civic Design	TOTAL VALUE
						(3)	(4)	(3)	(7½)	(15)		
1	Professional Developer	20,000	B		0					210		210
2	Replace Bad Water Lines	125,000	C		0	9	16	27	75			127
3	Sewage Lift Stations	10,500	B		0	9	16	33				58
4	Phosphate Removal	12,000	A									
5	Replace Bad Sewer Lines	125,000			0	9	16	33	75			133
6	Police-Fire Addition to Memorial Building	650,000	A		Grant			54				54
7	Comprehensive Storm Sewer Program	2,500,000	A		Grant	9	20	36	120			185
8	Regional Landfill	50,000	C		0			36				36
9	Monticello Mobile Home Park	200,000	B		0	24	20					44
10	Library Addition	110,000	B		0			18				18
11	Downtown Sidewalk Canopies	300,000	C		30							105
12	Covered Parking Ramp	280,000	B		30							15

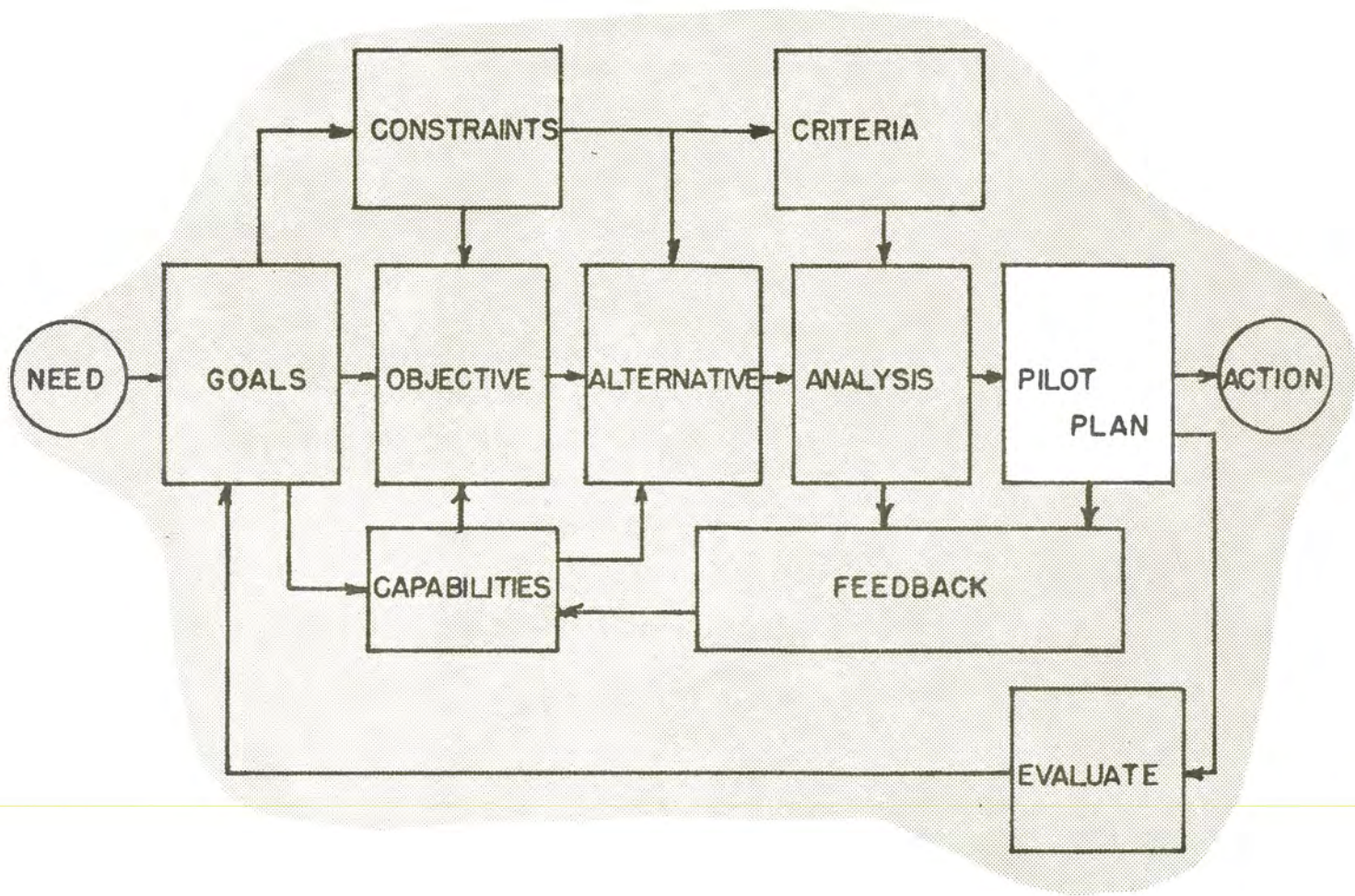
**PRIORITY ANALYSIS
COMMUNITY DEVELOPMENT PROGRAM
POLICIES AND PROJECTS VALUE TO RELATED OBJECTIVES
MULTIPLYING FACTOR**

Ref. No.	Program Name	Cost	Qual. of Est.	Time Required	Pre-requisites	Land Use	Housing	Comm. Facilities	Street & Trans.	Econ. Development	Civic Design	TOTAL VALUE
13	Shell Buildings	200,000	B		0	9				180		189
14	Rebuild old Fire Hall	124,000	C		Grant			30				30
15	Cloverland Acres	400,000	C		0	18	12					30
16	South Range Estates	275,000	C		0	30	12					42
17	Replace Fire Hydrants over 25 years	300,000	B		0				45			78
18	Rejuvenate Memorial Building Auditorium	40,000	B		0			33		60		93
19	Personnel Training Program	10,000	B		0			15	90			105
20	Additional Cemetery Space	80,000	C		5 years			15				15
21	Comprehensive Street Program	288,000 - 23,814,000	B		22 - 25 - 7 - 31		12		135			157
22	Manhole and Catchbasin Replacement Program	180,000	B		7			36	90			126
23	Tree Trimming, Cutting and Planting Program	75,000	C		0		8	6				14
24	Sanitary Sewers - Newport	125,000	C		0		12	6				18

**PRIORITY ANALYSIS
COMMUNITY DEVELOPMENT PROGRAM
POLICIES AND PROJECTS VALUE TO RELATED OBJECTIVES**

Ref. No	Program Name	Cost	Qual. of Est.	Time Required	MULTIPLYING FACTOR							TOTAL VALUE	
					Pre-requisites	Land Use	Housing	Comm. Facilities	Street & Trans.	Econ. Development	Civic Design		
		(3)	(4)	(3)	(7½)	(15)							
25	Pave all Downtown Alleys (100% Special Assessment)	52,000	A		0					45	90		135
26	Revise Zoning Ordinance	0	-		0	20							38
27	Subdivision Control Ordinance	0	-				12						12
28	Flood Plain Management Plan	0	-				15		18				33
29	Industrial Park No. 2	85,000	B		1980		18				150		168
30	Ice Arena	1,200,000	C		0	16	33		18		105		172
31	Sign Ordinance	-	-		0						45		45
32	Economic Development Corp.	0	-		0						225		225
33	Building Inspection Policy	0	-		0	24			18				42
34	High Lift Pumps	4,500	C		0				18				18
35	Land Sale Policy	0	-				12						12
36	Large Capacity Water Main	48,000	B		0	16	18		18				52

PILOT PLAN



THE PILOT PLAN

This step, in this systematic planning process, attempts to summarize the analysis in an effort to ascertain if it meets the test of common sense. It will organize the program selections into broad time frames and thus becomes a "CAPITAL EXPENDITURE PLAN". Also, in this step, any policies which may be suggested for adoption by the City are compiled into a "POLICIES' PLAN".

The Capital Expenditure's Plan

The Capital Expenditure Plan will consist of two major parts: the "CAPITAL IMPROVEMENT'S SCHEDULE" and the "PLANNED PROJECT RESERVE LIST".

The "LONG RANGE CAPITAL IMPROVEMENT SCHEDULE" lists all improvements to be undertaken within a period of say 20 years, more or less. Drawn from the Long Range Schedule will be the "SHORT RANGE CAPITAL IMPROVEMENT SCHEDULE" which will be say a 5 or 6-year program of which the first two year's projects would comprise the "CAPITAL IMPROVEMENT BUDGET".

The "PLANNED PROJECT RESERVE LIST" will include projects that are suggested in the plan as being desirable, but have low priority because of financial, legal or other obstacles.

CAPITAL EXPENDITURE PLAN

Ref. No.	Program	Long Range			Planned Project Reserve List
		Short Range		1984-98	
		Budget			
		1978-79	1980-83	1984-98	
7	Comprehensive Storm Sewer				
	Step 1 Plan	10,000			
	Step 2 Design		25,000		
	Step 3 Build			2,465,000	
21	Comprehensive Street Program				
	A - Plan	10,000			
	B - Design	2,000			
	C - Build	78,000	280,000	675,000	22,800,000
22	Manhole & Catch Basin (See 1 above)				
25	Pave Downtown Alleys (See 2 above)	52,000			
5	Replace Bad Sewer Lines (See 1 above)		25,000	100,000	
2	Replace Bad Water Lines				
	Design		15,000		
	Build			60,000	50,000
29	Industrial Park No. 2	15,000			
11	Downtown Sidewalk Canopies				300,000
13	Construct Industrial Shell Buildings		200,000		

CAPITAL EXPENDITURE PLAN

Ref. No.	Program	Long Range			Planned Project Reserve List
		Short Range		1984-98	
		Budget 1978-79	1980-83		
18	Memorial Building Auditorium	20,000			
17	Replace Fire Hydrants, 12 per year	24,000	48,000	168,000	60,000
3	Sewage Lift Station		10,500		
6	Police-Fire Addition to Memorial Building	350,000		300,000	
9	Mobile Home Park		200,000		
8	Regional Landfill		50,000		
14	Rebuild old Fire Hall				124,000
15	Cloverland Acres Subdivision			400,000	
16	South Range Estates			275,000	
24	Sanitary Sewers Newport				125,000
12	Covered Parking Ramp				280,000
23	Tree Trimming, Cutting & Planting Project	15,000	30,000	30,000	
20	Additional Cemetery Space		80,000		
10	Library				110,000

CAPITAL EXPENDITURE PLAN

Ref. No.	Program	Long Range			Planned Project Reserve List
		Short Range		1984-98	
		Budget 1978-79	1980-83		
30	Ice Arena			1,200,000	
38	Alternate Historical Building			?	
36	Large Capacity Water Main		48,000		
37	Large Capacity Water Main		64,000		
34	High Lift Pump		4,500		
1	Professional Industrial Development Man		?		
39	New Wells			85,000	

ECONOMIC DEVELOPMENT PLAN

In its effort to provide the jobs, and especially the base jobs, needed for economic development, the City of Ironwood will direct its resources as follows:

Base Jobs

- I. Complete the development of the industrial park.
 - A. Seek EDA Funds for roads, sewer extension, rail siding and landscaping work. (29)
 - B. Record plat of the lots in the park.
- II. Construct 2 new shell buildings. (13)
 - A. 20,000 square foot buildings with concrete floor, electrical entrance, sewer and water service lines.
 - B. Acquire existing industrial buildings, if available.
- III. Engage full-time Industrial Developer. (37)
 - A. Seek out and sell Ironwood to prospective industries.
 - B. Research and constantly update economic and other data.
 - C. Publish a periodic economic profile.
- IV. Organize an Economic Development Corporation. (32)

V. Redevelop the Central Business District.

- A. Organize a Downtown Development District. (30)
 - 1. Special taxing district.
 - 2. Authority to plan and develop the district.
 - 3. Bonding authority with taxes within the district retiring the bonds.
- B. Make the Central Business District more accessible and convenient.
 - 1. Provide convenient parking to a point where 2 square feet of parking is available to each 1 square foot of retail store area and within 200 yards of that store.
 - 2. Correct the traffic flow problem in the Central Business District so that:
 - a. Traffic to and from the Central Business District is unobstructed and well marked.
 - b. Traffic congestion within the Central Business District is eliminated or minimized.
 - c. Interference between pedestrian and automobile traffic is eliminated or minimized.
- C. Make the Central Business District more attractive.
 - 1. Upgrade or remove buildings which do not

meet minimum standards. (33)

2. Develop and enforce a sign ordinance. (38)

3. Construct sidewalk canopies. (11)

D. Focus activities in the Central Business District.

1. Construct a new ice arena in the Central Business District. (36)

LAND USE PLAN

In its efforts to achieve its land use goals and objectives the City of Ironwood will direct its efforts and resources as follows:

- A. The Planning Commission will analyze the problems and potential problems of subdivision development and will develop and propose a subdivision control ordinance which will be considered and approved by the City Commission.
- B. The City will develop and adopt a flood plain management plan and an ordinance to achieve its enforcement.
- C. The City will periodically review and revise its Zoning Ordinance in an effort to keep it in tune with the land use needs of the community and to strengthen it.
- D. The Planning Commission will do the necessary research and will formulate a written policy regarding public utility extensions both in the city itself and into neighboring political units.
- E. The City will continue to acquire all available tax reverted lands from the State. The property so acquired will then be re-sold or in some way be put into its highest and best use as measured against the land use objectives of the City. A written policy will be developed to update the existing policy regarding disposal and/or sale of city-owned TAX REVERTED LANDS.

HOUSING PLAN

In its efforts to achieve its housing goals and objectives, the City of Ironwood will direct its efforts and resources as follows:

- A. Encourage and aid the County of Gogebic to establish and operate a county-wide system of building and housing inspections which will include issuance of all building permits in accordance with state law. This system probably should be in conjunction with the county equalization, and eventually assessing, department. The City will maintain this service until such county-wide system can be established.
- B. Constructing streets and utilities into areas which can be developed into suitable home sites.
- C. Encourage private development of a mobile home park.
- D. Limit public housing to that which is already constructed or approved, and utilize HUD grants which monies which may become available to upgrade the housing environment throughout the city rather than for specific people.

PUBLIC FACILITIES AND SERVICES PLAN

In its efforts to achieve its public facilities and services goals and objectives, the City of Ironwood will direct its efforts and resources as follows:

- A. Coordinate its efforts to receive the maximum amount of grant money from the federal and state governments. The principle federal agencies from which the City can obtain categorical grants are as follows:

State and Federal Grant Sources

1. E.D. A. (Economic Development Administration)
Major Criteria - Grants to overcome unemployment.
Emphasis: a. immediate jobs b. long-term jobs
Types of Funding: Industrial Park Grants.
Drought Rehabilitation loans
and grants
Public Works Grants
(labor intensive)
2. E. P. A. (Environmental Protection Administration)
Criteria - A complicated point system (Ironwood has a treatment plant, and therefore, has a very low priority)
Types of Funding: Primarily sewage treatment grants, storm water insofar as it affects sewage treatment.
3. H. U. D. (Department of Housing & Urban Development)
Criteria - Poverty - income level - minorities
Types of Funding: Low-income public housing grants, including senior citizens.

Community Block Grants can be used as the community decides, provided it is primarily "housing" oriented.

4. F. H. A. (Farmers Home Administration)

Criteria - communities under 10,000

Amount of public debt.

Types of Funding - Primarily low-interest loans for community development, some small grant monies available.

5. L. W. Grants (Land and Water Conservation Fund)

Criteria - Perceived recreation needs - master planning.

Types of Funding - Grants for outdoor recreation on a 50-50 basis administered by the Michigan Department of Natural Resources. Baseball fields, tourist parks and other recreation facilities.

Inasmuch as the federal government provides money to solve nation-wide, or at least region-wide problems, the City must continue to conduct research and to compile documentation on a continuing basis in order to show and prove where the solution of Ironwood's problem will tend toward the solution of national or regional problems, thus maintaining eligibility for federal funding.

- B. The City will develop and maintain a file of "ready to go" projects. Many grants are available on a "first come, first served" basis. Therefore, cities

that can get work underway within a very short time after the grant bill becomes law get most of the federal grants. Thus, large cities with large planning and engineering departments are at a distinct advantage. On the other hand, plans "on the shelf" tend to rapidly become obsolete. Plans for remodeling the Memorial Building, being a prime example.

Therefore, it will be the policy of the City to develop as many "preliminary" plans as possible. These plans should contain all the design criteria and the general layout and scope of the project. The actual design shall be done only when it appears that the project can be completed expeditiously.

C. A series of ancillary plans will be developed and published in suitable form to be submitted to granting agencies, together with this comprehensive plan. The following ancillary plans will be included together with others which might become necessary:

1. A Water Supply Plan.

This plan should address itself to the goal of providing an adequate supply of water to satisfy the present and future needs of the City and surrounding region in the most effective and economical manner. This plan should include a specific policy regarding water extensions into neighboring political subdivisions.

2. A Drainage and Waste Water Treatment Plan.

This plan should address itself to the goal of providing proper drainage, the prevention of flooding and sewer back ups, and the proper collection treatment and disposal of waste water. A "Step I" plan, which will comprise the bulk of this plan is already under way. This plan, however, is designed by the state and federal agencies to satisfy their needs. It may need additional work in order to satisfy Ironwood's needs. This plan should include a specific policy regarding sewer extensions into neighboring political subdivisions.

3. A Recreation and Culture Plan.

This plan should address the recreation and culture needs of the citizens of the City, and also to the economic aspects of the development of recreation as an industry.

4. A Regional Service Plan.

This plan should address itself to the consolidation of services on a regional basis in order to more efficiently and economically serve the citizens of the area. These plans should include among others:

- a. County-wide police protection.
- b. An Ironwood-Hurley joint fire department.

c. County-wide property assessment and building inspection.

d. A regional cemetery.

This plan must be developed in concert with all units of governments affected.

These regional plans should tend to center all purely "governmental" functions at the county level and purely "service" functions at the local level.

These, and other, ancillary plans should follow the basic format of the comprehensive plan when possible. Some granting agencies prescribe the formats to be submitted and these should be followed where indicated.

THE STREETS AND TRANSPORTATION PLAN

In its efforts to achieve its streets and transportation goals and objectives, the City of Ironwood will direct its efforts and resources as follows:

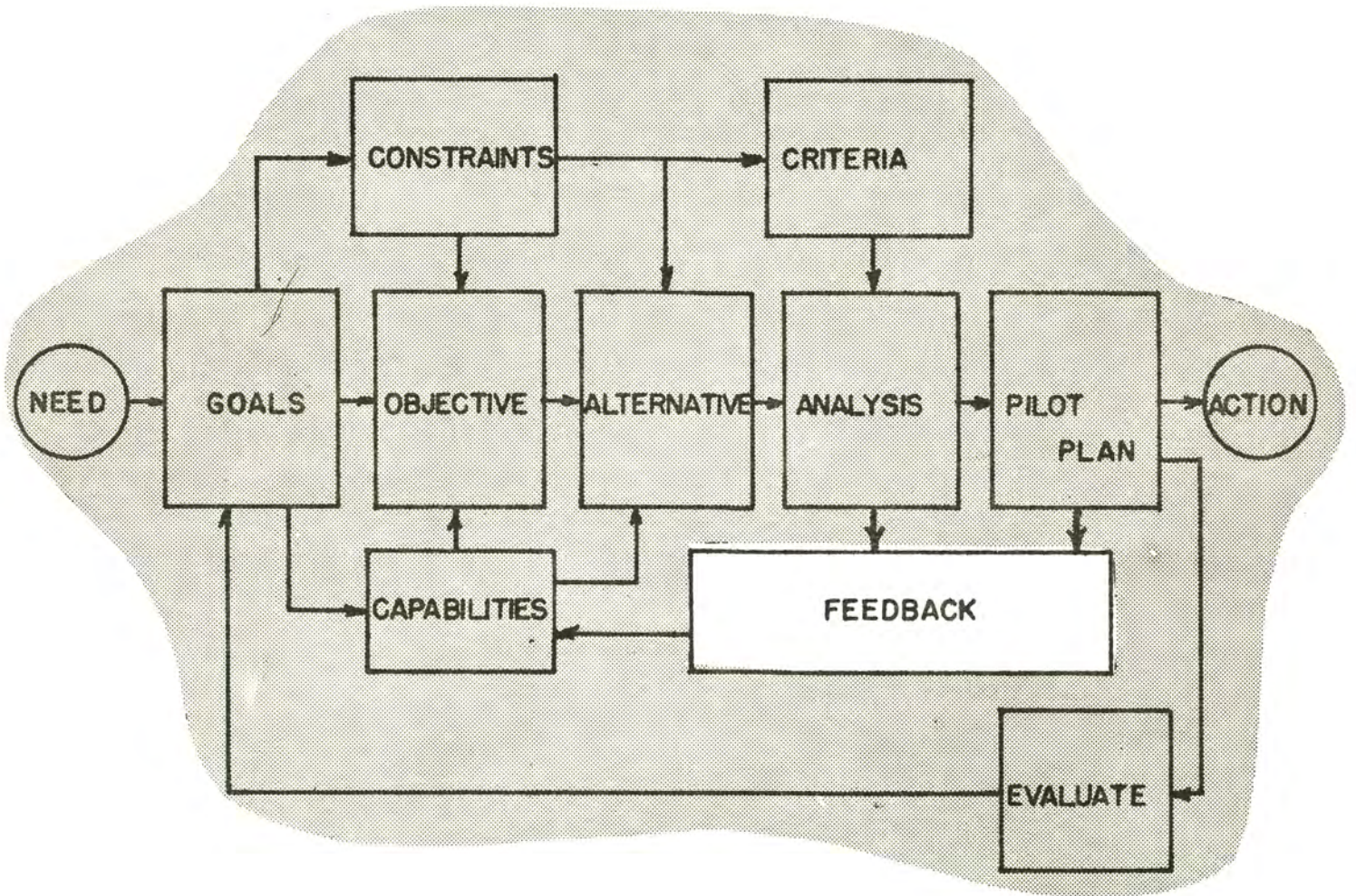
- A. Coordinate street construction with other utility construction in order to avoid tearing up newly built streets for water, sewer or other repair or construction.
- B. Utilize State Highway Department specifications and standards when constructing new streets.
- C. Utilize stage construction wherever possible to allow ample time for proper settlement and compaction and also to spread construction costs over a longer period.

THE GENERAL POLICIES PLAN

In addition to projects, there are several policies which should be developed and adopted in an effort to achieve the objectives set forth in the planning process. They are:

- A. Organize an Economic Development Authority in accordance with Act 338 of the Public Acts of 1974.
- B. Develop a comprehensive city-wide municipal employee training program.
- C. Develop a comprehensive Flood Plain Management Plan.
- D. Write up a surplus land acquisition and sale policy to formalize and improve existing practice.
- E. Develop and adopt a subdivision control ordinance.
- F. Develop a "Productivity Improvement Program" including M.B.O.

FEEDBACK



FEEDBACK

Iteration being a vital aspect in this planning process, the following method will be used to re-evaluate and annually report the planning process and to incorporate the plan into the budget and operation of the City:

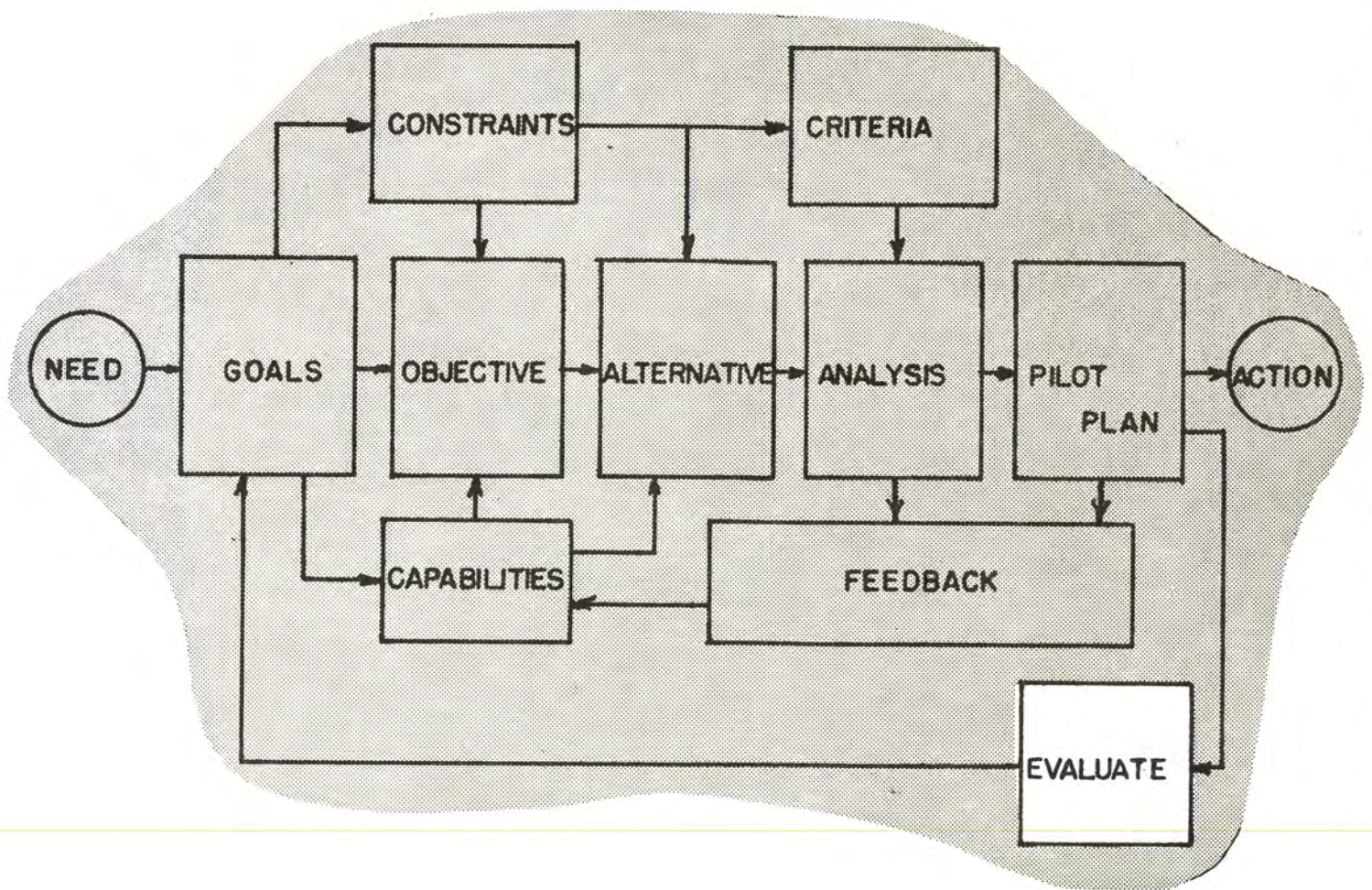
- A. Throughout the year, the Planning Commission will introduce, evaluate and incorporate into the plan various concepts, goals, objectives or programs and;
- B. At the November meeting each year, the Planning Commission will conduct a public hearing on the plan to be submitted and;
- C. At their December meeting each year, the Planning Commission will adopt and submit the plan to the City Commission for implementation. The plan will include:
 1. A comprehensive statement of goals.
 2. A comprehensive statement of objectives.
 3. A set of alternative programs designed to satisfy these goals and objectives.
 4. An analysis setting forth the method of selecting alternatives.
 5. A recommended plan of action which will include:
 - a. A capital expenditure plan with a 1 year budget recommendation, a 5 year short-range plan, a 20 year long-range plan and a planned project reserve list to include all

other projects which might be desirable to include.

b. A series of policy recommendations as the Planning Commission deems appropriate.

- D. The City Commission will develop a program budget incorporating the recommendations of the Planning Commission together with those from other sources.
- E. In June of each year, the City Commission will adopt the annual operating budget with a copy going back to the Planning Commission. This budget will reflect the Planning Commission's recommendations as far as the City Commission sees fit.
- F. The City Manager will administer the implementation of the plan on an annual basis reporting back to the Planning Commission as to the aspects of the current plan which have been implemented, those that have been rejected and those that should be re-evaluated and re-submitted in the next year's plan.
- G. This process is to be repeated each year with
 - 1. One year commitment to objectives (budget).
 - 2. A rolling 5 - 6 year capital improvement plan.
 - 3. A quarterly review and analysis.

EVALUATION



NOTES

