



Ironwood

Comprehensive Plan



SUMMER 2014

ACKNOWLEDGEMENTS:

MAYOR & CITY COMMISSION:

Annette Burchell, Mayor
Kim Corcoran, Mayor Pro Tem
Jim Mildren, City Commissioner
Joseph J. Cayer Jr., City Commissioner
Rick Semo, City Commissioner

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Scott Erickson, City Manager
Jason Alonen, Code Enforcement Officer
Tim Erickson, Community Development Specialist
Andrew DiGorigio, Public Safety Director
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Downtown Ironwood Development Authority
Ironwood Economic Development Authority
Ironwood Parks and Recreation Committee

CONSULTANT TEAM:



Hoisington Koegler Group Inc.
Planning • Landscape Architecture • Urban Design

Ironwood Comprehensive Plan

SUMMER 2019

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This plan was adopted by the Ironwood Planning Commission on July 2nd, 2014.
This plan was accepted by the Ironwood City Commission on July 14th, 2014.

Special thanks to the many residents, businesses, institutions, community groups, and other stakeholders who participated in the creation of this plan. Your input, energy, and ideas enriched the planning process and helped to set a course for the future of the Ironwood community.

“Nurturing the tales of our past - Building new trails for our future”

Nestled in the wilds of Michigan and “big snow country,” Ironwood is a **YEAR-ROUND DESTINATION** that attracts residents and visitors alike. With **WORLD-CLASS RECREATIONAL OPPORTUNITIES** (from traditional activities like skiing and biking to emerging and innovative adventure sports); vibrant civic spaces and cultural institutions; thriving businesses; intriguing historical attractions; and a welcoming, safe, and collaborative atmosphere, Ironwood is a vibrant and unique small town where people come to enjoy the **QUALITY OF LIFE**.

Loosely translated as “strength of will” and “courage in the face of adversity,” the Finnish word “**SISU**” encapsulates the spirit of the Ironwood community. The ethos of “sisu” is evident in the stories of Ironwood’s past, from its early days as a mining town- to World War I where Ironwood

residents gave their lives in service to this country. The same **RESILIENT SPIRIT**

continues to drive Ironwood today, as community members work together to preserve and promote the prosperity, heritage, and beauty of the Ironwood community while forging **NEW PATHS**, uncovering **NEW OPPORTUNITIES**, and creating **NEW STORIES** for the future.

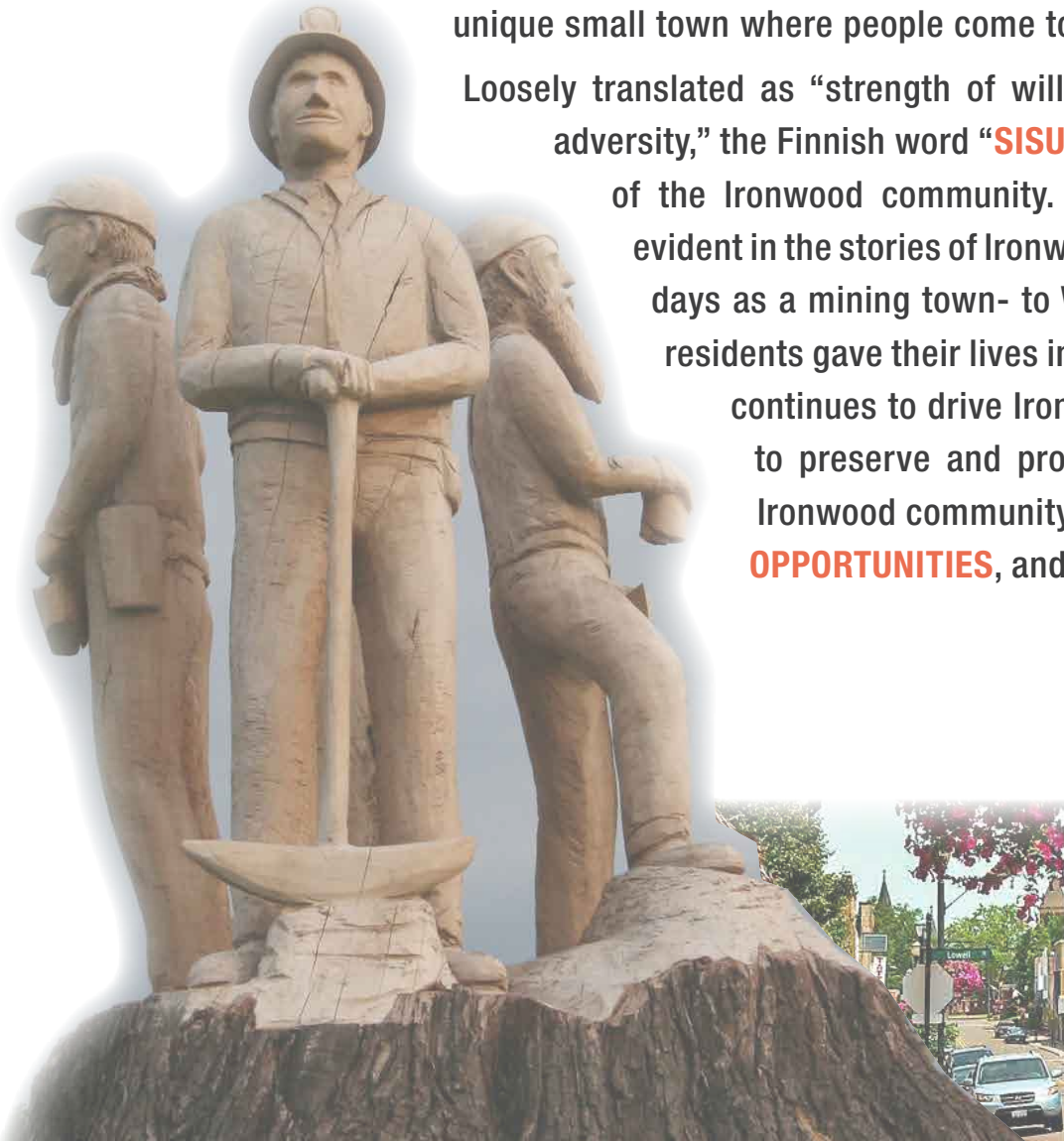


Photo Credits: (left) Christine Collins, (top right) Sam Davey, (bottom right) Ironwood Chamber of Commerce.

RESOLUTION #2014-024

Ironwood Comprehensive Plan

WHEREAS, the Michigan Planning Enabling Act (MPEA), PA 33 of 2008, provides that the Planning Commission may prepare a Master Plan for the use, development, and preservation of all lands in the City; and

WHEREAS, consistent with the requirements of the MPEA, the Planning Commission notified contiguous government jurisdictions as well as other interested or affected agencies, for purposes of notification, of its intent to prepare and adopt an update to its Comprehensive Plan; and

WHEREAS, the proposed Comprehensive Plan was submitted to the City Commission on April 14, 2014, who authorized distribution of the proposed plan; and

WHEREAS, consistent with the requirements of the MPEA, the proposed Comprehensive Plan was distributed on April 15, 2014 to contiguous government jurisdictions as well as other interested or affected agencies for review and comment; and

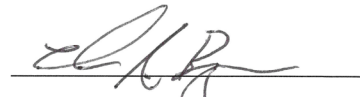
WHEREAS, on July 2, 2014, after proper public notice, the Planning Commission held a public hearing on the proposed Comprehensive Plan update, during which members of the public were given the opportunity to comment on the proposed plan and written comments received were presented and discussed; and

WHEREAS, the Planning Commission has determined that the draft of the Comprehensive Plan reflects the long range vision for the City and charts an implementation framework towards achieving that vision.

THEREFORE BE IT FURTHER RESOLVED the Ironwood Planning Commission hereby approves, adopts, and recommends the approval of the Comprehensive Plan update, as per requirements of the Michigan Planning Enabling Act, PA 33 of 2008.

The following aye votes were recorded: _____7_____

The following nay votes were recorded: _____0_____



Tom Bergman, Planning Commission Chair

I, Kim Coon, the duly appointed Planning Commission Secretary of the City of Ironwood, Michigan, do hereby certify that the foregoing is a true copy of a Resolution adopted by the Planning Commission of the City of Ironwood at its Regular Meeting on July 2, 2014.



Kim Coon, Planning Commission Secretary

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WHEREAS, the Planning Commission has determined that the draft of the Comprehensive Plan reflects the long range vision for the City and charts an implementation framework towards achieving that vision.

WHEREAS, the Ironwood Planning Commission adopted the Comprehensive Plan on July 2, 2014 as per requirements of the Michigan Planning Enabling Act, PA 33 of 2008 per Resolution 2014-024.

THEREFORE BE IT FURTHER RESOLVED the Ironwood City Commission hereby fully supports the adopted Comprehensive Plan.

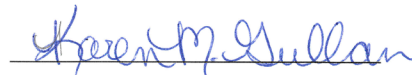
The following aye votes were recorded: _____ 5 _____

The following nay votes were recorded: _____ 0 _____



Kim Corcoran, Mayor

I, Karen Gullan, the duly appointed City Clerk of the City of Ironwood, Michigan, do hereby certify that the foregoing is a true copy of a Resolution adopted by the City Commission of the City of Ironwood at its Regular Meeting on July 14, 2014.



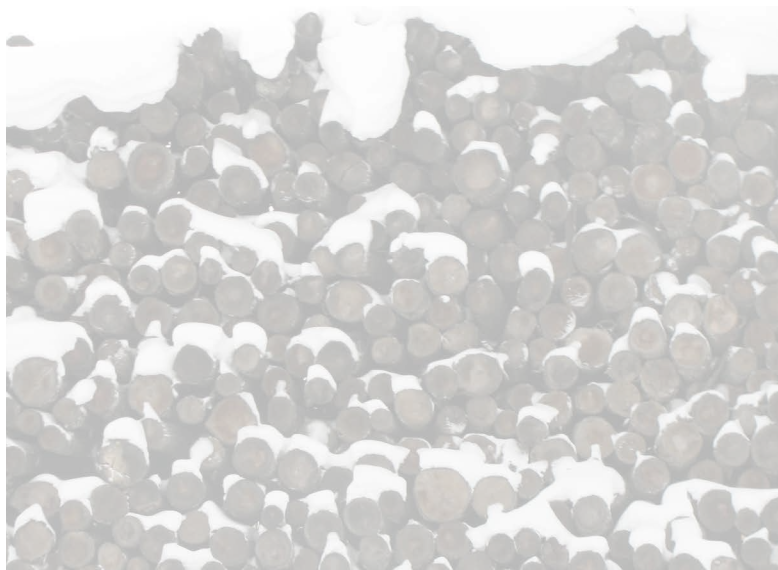
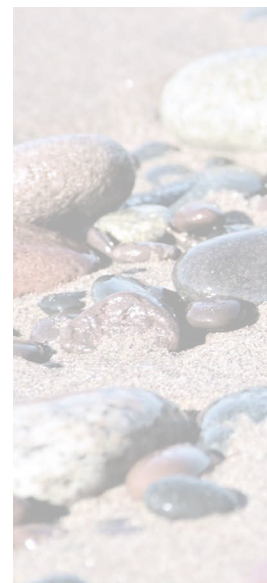
Karen M. Gullan, City Clerk



Photo Credit: Heather Brown



Photo Credit: Sam Davey



CHAPTER 1:

Introduction

The Ironwood **COMPREHENSIVE PLAN** is a guiding document that informs future investment, growth, development, and redevelopment in the City of Ironwood. The plan seeks to be **VISIONARY**, describing the community's aspirations for the next 20 years; **DYNAMIC**, providing a flexible framework that allows for the continued evolution of the community; **FUNCTIONAL**, designed to be understandable and actively used by all community members, including city staff, community leaders, businesses, and residents; and **ACTION-ORIENTED**, including concrete strategies and implementation steps that will facilitate community action and shared accountability.



INTRODUCTION

AUTHORITY TO PLAN

The 2008 Michigan Planning Enabling Act grants municipalities the authority to create a “master plan” (or comprehensive plan) which acts as the legal basis for the development of land use regulations. While a master plan is not explicitly required, the statute does indicate that for municipalities (such as Ironwood) that have a zoning ordinance, zoning must be based on a plan.

The purpose of the master plan is to guide future development towards more harmonious, economic, and efficient use of the land; promote public health, safety, and the general welfare; provide for adequate transportation systems, public utilities, and recreation; and ensure efficient expenditure of public funds. The master plan may project 20 years or more into the future, and its adoption is subject to public hearing and approval by resolution of the municipal planning commission.



(Photo Credit: Rich and Cassie Duncanson)

WHY PLAN?

UNDERSTANDING THE BIG PICTURE The “comprehensive” nature of the plan requires that all facets and functions of community life be considered. The data collection, analysis, and public engagement that feeds the plan provides a holistic view of community conditions and dynamics that allow for future planning and decision making to be based on an informed, factual understanding of the community.

FRAMEWORK FOR LOCAL DECISION MAKING The vision, guiding principles, goals, and policies outlined in this plan provide a basis for local decision making and ensure that future actions respond to the desires, priorities, and concerns expressed through the public engagement process.

GUIDANCE FOR LANDOWNERS AND DEVELOPERS By articulating a vision for future land use, public investment priorities and policies, and development and redevelopment goals, the plan provides guidance, resources, and reassurance to property owners and developers looking to build or reinvest in the community.

INFORM AND ENGAGE THE PUBLIC The planning process is an avenue for informing community members about the Comprehensive Plan, gaining input on the community vision and priorities, and encouraging broader discussions about community improvement. Just as the public plays a critical role in creating this plan, they are also a key to its successful implementation. Community members have a role to play as future advocates for the plan, as well as active participants in its implementation.

MOBILIZE FOR ACTION The plan is intended to be action-oriented, recommending concrete steps and strategies that can be implemented by the City in the immediate future. Many of the strategies recommended in the plan require the cooperation of outside groups, agencies, private businesses, and individuals in the community. The plan provides a basis for future partnership and collaboration.

What We've Heard

This planning process employed various modes of community engagement and provided a range of opportunities for input and discussion. Sound bites, feedback, and images from the community process are highlighted on this page. For a detailed summary of public engagement and community input, see [Appendix B: Public Engagement Summary](#).

COMMUNITY SURVEY RESULTS:

An online Community Survey was made available through the project website and mailed out with tax bills to solicit feedback from the community and provide the planning team with a better understanding of key issues and priorities. Over 500 survey responses were received. The following is a summary of top survey responses:

1. Why do you live in Ironwood (pick 3)?

TOP 3 RESPONSES:

To live near Family (57%)

I was Born Here (45%)

Outdoor Recreation Opportunities (44%)

2. What do you like most about Ironwood (pick 3)?

TOP 3 RESPONSES:

Access to outdoor recreation, nature, etc. (70%)

Safe community (52%)

Summer and winter silent sports (43%)

3. What do you like least about Ironwood (pick 3)?

TOP 3 RESPONSES:

Access to jobs (51%)

Diversity of jobs (46%)

City infrastructure (46%)

4. If you had a blank check and unlimited funding, what would you invest in (pick 3)?

TOP 3 RESPONSES:

Economic development, job creation, expansion (68%)

Improve the road/street system (67%)

Improve the educational system (35%)

5. If you had a blank check and unlimited funding, where (geographic location) in Ironwood would you invest in (pick 3)?

TOP 3 RESPONSES:

Strengthening existing neighborhood infrastructure (streets/water/sewer) (63%)

In Downtown (57%)

Along the Highway 2 Corridor (35%)

6. Think about the following statements and tell us how important they are using the scale provided (from not important/no opinion to very important)?

OVER 75% OF RESPONDENTS LISTED THE FOLLOWING AS IMPORTANT OR VERY IMPORTANT:

Encouraging new business development/growth (96%)

Working with existing business to promote job growth (91%)

Improving existing streets in town (90%)

Enhancing the image of the community (88%)

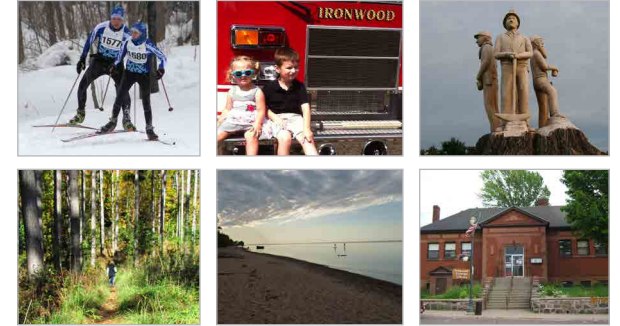
Promoting tourism and outdoor recreation opportunities (86%)

Coordinating/cooperating on a regional level for delivery of services and economic development (80%)

Improving city sewer and water systems (79%)

Supporting recreation programs for youth (79%)

PHOTO CONTEST:



Community members were invited to submit personal photos of places, people, and events in and around the Ironwood community to be used as part of the Comprehensive Plan document.

PROJECT WEBSITE:



A project website was maintained throughout the process to share updates, key documents, and notices about community engagement activities.

www.ironwoodcompplan.com

POSTCARDS FROM THE FUTURE:



The "Postcard from the Future" is a creative engagement tool used to encourage community members to imagine how Ironwood will look and feel in twenty years. The postcard prompts respondents to write a letter addressed to a friend or family member from the year 2034, describing changes and improvements in the community. Postcards were distributed through the community workshop and other public events.

Dear Kids _____ 2034

Thanks for helping us move into our new downtown loft. Dad & I are so happy with our views of the downtown. We look forward to walking to the library, theatre and coffee shop. We can do all of our grocery shopping & banking within a few blocks. Next week we will be biking to the falls for a picnic. Looking forward to your next visit.

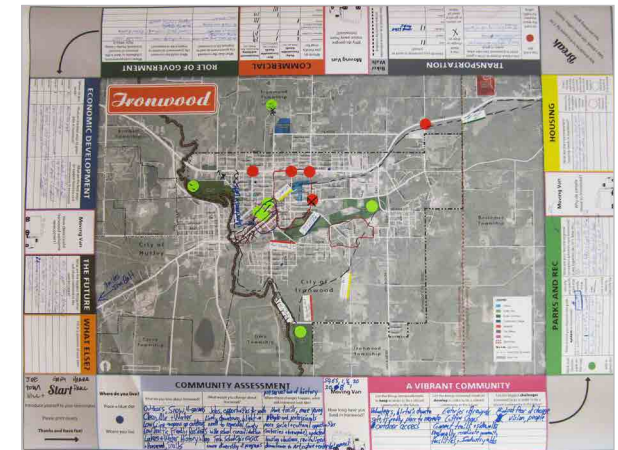
Love,
Mom

Grandma is busy with all the tourists here in Ironwood. She is helping with Copper Peak and the banquet for them. I hope you are planning a visit to Ironwood soon, the festival and fair are really fun in the summer and maybe you could come on the train, the college is adding ski jumping to their list of sports and the dist team will be training here. A lot of job openings at the mines maybe you could go to college here and work!! Love grandma 😊

GAME BOARD ACTIVITY:



1-5

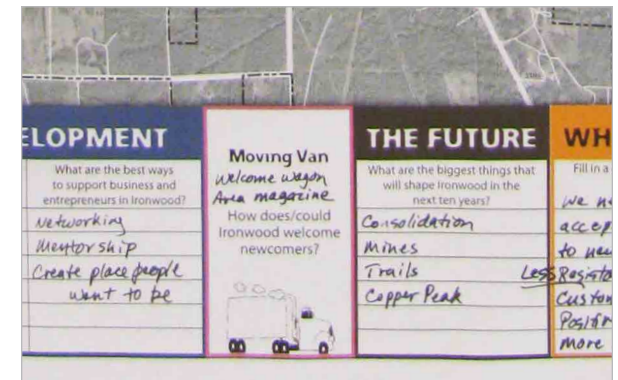


COMMUNITY WORKSHOP:

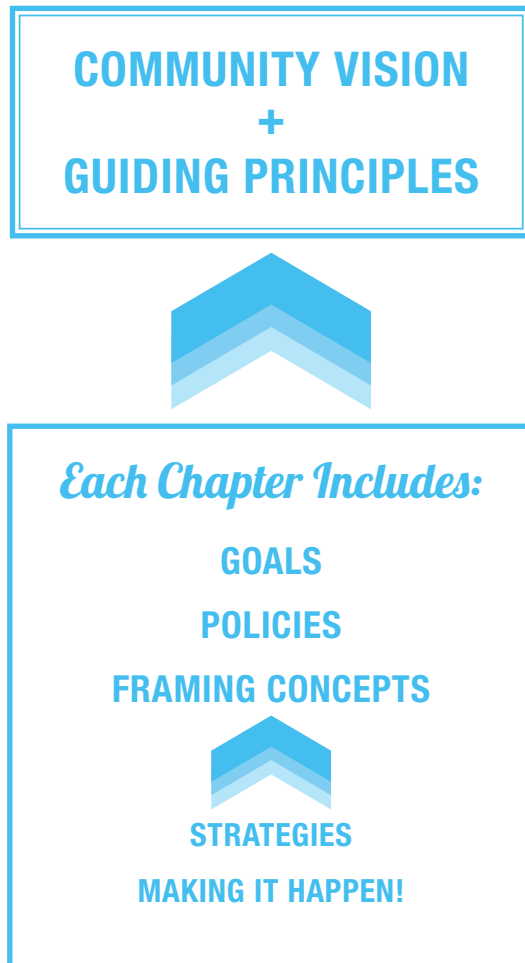


A hands-on community workshop was held on January 21st, 2014 in the Memorial Building auditorium. The goal of the workshop was to provide community members with an opportunity to learn more about the planning process; to engage in discussions about key issues and opportunities in the community; and to start to define a future vision for the city of Ironwood.

The primary interactive activity of the community workshop involved a community "game board" (see images right) designed to stimulate small group discussion across a range of topics. The game board activity walks participants through a series of questions about the community. Topics covered in the activity include: Parks and Recreation, Housing, Jobs, Shopping, Transportation, as well as general likes and dislikes.



HOW TO USE THIS DOCUMENT



Key Terminology:

The **COMMUNITY VISION** statement describes how the community will look, feel, and function over the next 20 years. It is an over-arching framework that permeates the plan and informs supporting goals, policies, and strategy directions.

The **GUIDING PRINCIPLES** serve as a yardstick to measure the appropriateness and results of future initiatives. The guiding principles are a tool for future decision-making and help to define the character, values, and priorities of the Ironwood community.

Each chapter includes:

GOALS are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

POLICIES describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles, and are often place-specific.

FRAMING CONCEPTS provide more detailed discussion of the big ideas expressed in the goals and policies. This may include maps that show where in the community particular goals and policies apply, detailed description of specific policy directions, diagrams, and photo imagery.

STRATEGIES A program, action, or practice that supports one or more policy statements. Strategies address at a high level, the “who, what, when, where, and how” of reaching a goal. A strategy may include multiple sub-strategies.

MAKING IT HAPPEN! The final section of each chapter includes a discussion of how to make these plans a reality, outlining immediate, short term, and mid-term action steps for the City and other entities and suggesting resources to facilitate future action.

The City also developed a number of **Spark Plans**, or “mini action plans,” to support implementation of high-priority strategies. The Spark Plans address select strategies in the Comprehensive Plan, particularly those that require additional explanation, coordination, and planning to implement effectively. The Spark Plans focus on strategies that may be implemented by entities outside of the City agencies (community groups, civic organizations, individuals, etc.) and may require public-private partnership or citizen-led action. The complete set of Spark Plans is included as an Appendix to the Comprehensive Plan (see [Appendix C: Spark Plans](#)).

WHAT'S INCLUDED IN THE PLAN?

The Ironwood Comprehensive Plan is a guiding document that informs future investment, growth, development, and redevelopment in the City of Ironwood and addresses a range of topics pertaining to the health of the community. The plan describes the community's aspirations for the next 20 years, identifies goals and policies, and provides a flexible framework for the continued evolution of the community. The plan also recommends concrete strategies and implementation steps that will facilitate community action and shared accountability. The Comprehensive Plan document includes the following:

[Chapter 1: Introduction](#)

[Chapter 2: Vision & Guiding Principles](#)

[Chapter 3: Land Use and Community Character](#)

[Chapter 4: Transportation](#)

[Chapter 5: Parks & Recreation](#)

[Chapter 6: Community Development](#)

[Chapter 7: Infrastructure & Community Facilities](#)

[Chapter 8: Implementation](#)

[Appendix A: Ironwood Fact Book](#)

[Appendix B: Public Engagement Summary](#)

[Appendix C: Spark Plans](#)

[Appendix D: Parks & Recreation - Supplemental Materials](#)

WHO USES THE PLAN?

This Comprehensive Plan is shaped by the values, opinions, and interests expressed through the community engagement process. As such, the Plan serves not only as a guiding document for City agencies, but a resource that can be used by a variety of stakeholders across the community to ensure that future decision-making and action supports a common vision for the future of Ironwood.

City staff will use the Comprehensive Plan document to guide day-to-day decision-making; inform the City's zoning ordinance and other regulations; and develop programmatic priorities around economic development, housing, community building, recreation, and other areas.

The **Ironwood City Commission, Planning Commission, and other advisory bodies** will use the Plan to establish working goals; inform priorities for the City budget and Capital Investment Plan (CIP); and provide a basis for defending future policy and resource allocation decisions.

Residents, Businesses, Property Owners, and Developers can use the Plan to better understand the City's goals and policy directions; to support decisions about where to live, locate, or build in the community; and to spark discussion, brainstorming, and action around community improvement projects.

Community Groups & Institutions can use the Plan to coordinate and align outside planning with City goals and investment priorities; and to learn more about various community improvement strategies, potential funding sources, and partnership opportunities with the City and other public and private entities.

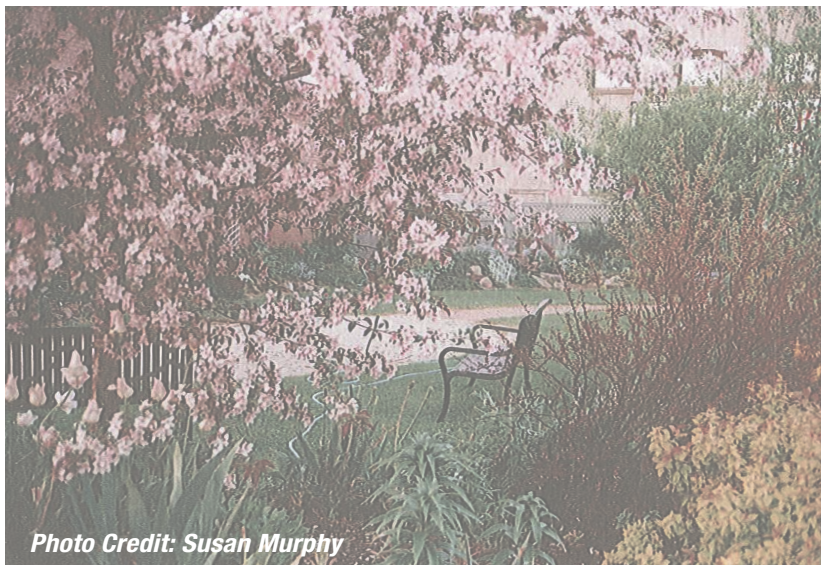
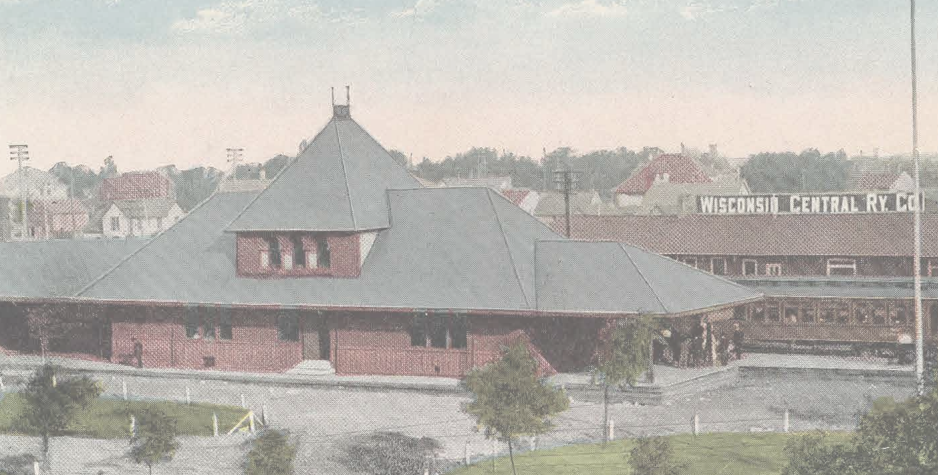


Photo Credit: Susan Murphy

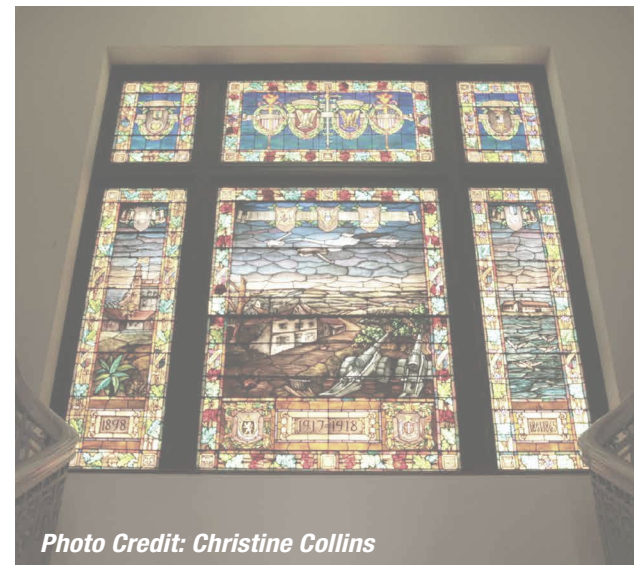


Photo Credit: Christine Collins



CHAPTER 2:

Vision & Guiding Principles

The community vision statement is a critical component of the comprehensive plan. The vision seeks to describe how the community will look, feel, and function over the next 20 years. It is an over-arching framework that permeates the plan and informs supporting policy and strategy directions. In concert with the vision statement, the plan's guiding principles serve as a yardstick to measure the appropriateness and results of future initiatives. The guiding principles are a tool for future decision-making and help to define the character, values, and priorities of the Ironwood community.

The following are key characteristics of guiding principles:

- Orient the community to the **future**
- Require imagination, recognizing that the direction it sets for the community is **ambitious** and **aspirational**
- Look to **current conditions** and **community history** for clues to the appropriate future
- Identify what the community **desires** for itself based on shared understandings
- Serve as a tool for **evaluation** of proposals, projects, ideas, and future directions
- Provide an anchor during conflict, a way of finding **common ground** and **shared values**
- Become a basis for **coordination** and **cooperation**
- Offer a source of **energy** and **enthusiasm** for maintaining a commitment to the future of Ironwood

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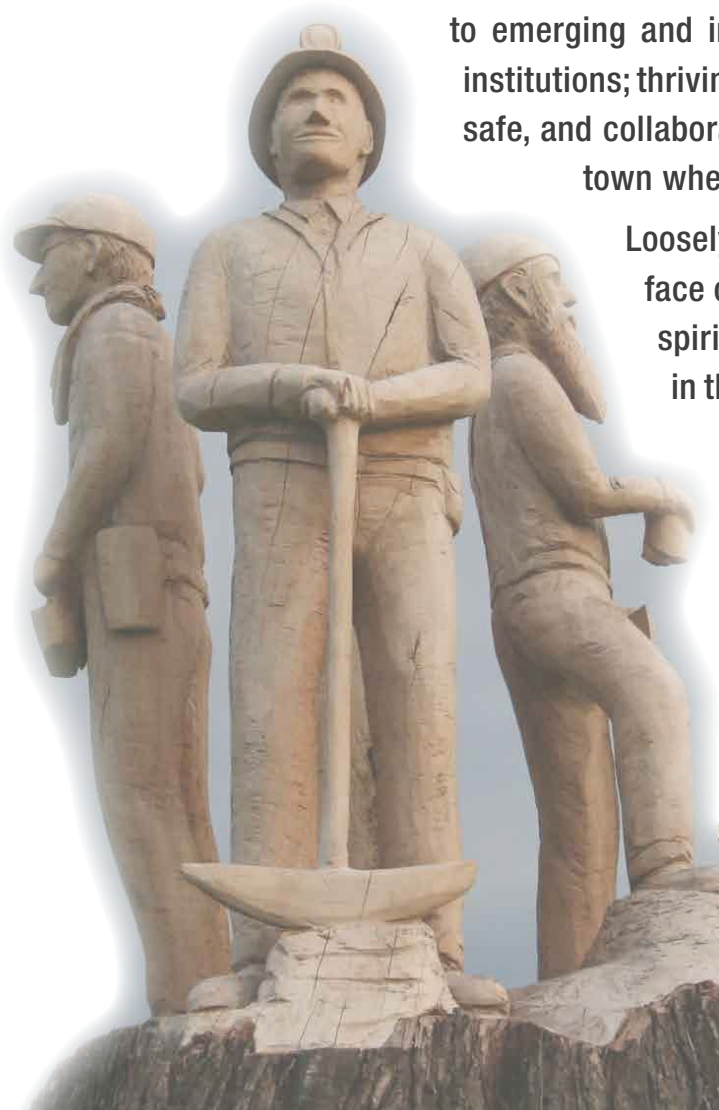


Photo Credits: (left) Christine Collins, (top right) Sam Davey, (bottom right) IronWood Chamber of Commerce.

GUIDING PRINCIPLES

Ironwood is...



A FRIENDLY COMMUNITY

Ironwood maintains a friendly and inviting atmosphere through the maintenance and beautification of public spaces and infrastructure- parks, streets, sidewalks, trails, and civic institutions. Residents, businesses, and civic organizations share in the responsibility to promote the community's image through high quality service and hospitality. Ironwood is an "age-friendly" community that offers amenities and opportunities for individuals at all stages of life.



A CONNECTED/COLLABORATIVE COMMUNITY

Ironwood is a community connected both within itself and to its surrounding municipalities, the region, and beyond. Ironwood benefits from strong community connections and technology infrastructure as well as a culture of volunteerism, mentorship, partnership, collaboration, and shared prosperity.

Photo Credits: (left) Sam Davey.

GUIDING PRINCIPLES (CONTINUED)

Ironwood is...



AN ACTIVE COMMUNITY

Ironwood is a destination for four-season recreation and outdoor amenities- and supports the ongoing development of events, businesses, and facilities that contribute to active and healthy lifestyles. Residents are known for being “active” in their recreational pursuits- such as biking, walking, skiing, snowmobiling, ATV riding- as well as “actively engaged” in civic life, volunteerism, and community development.



A GREAT DESTINATION

Ironwood is a regional, national, and global destination known for its natural resources and scenic beauty, recreational assets, arts and cultural institutions, great schools, forward-thinking leaders, and skilled and creative workforce. Truly a gateway to all that the Upper Peninsula has to offer, Ironwood is a hub of economic and cultural activity for the region.

*Photo Credits: (left) Sam Davey,
(right) Christine Collins,*

Ironwood is...



A RICH STORY

Ironwood is a community of stories with a rich heritage of hard work, service, family, and community. Community history is celebrated in the town's historic buildings and sites- and through institutions, events, and programs that make visible the many story lines, new and old, woven into the tapestry of the community life.



A THRIVING COMMUNITY

Ironwood is a place that cultivates creativity, entrepreneurship, and business innovation- and provides economic opportunity for residents of all ages. Ironwood leverages the strength of its educational institutions, business leaders and economic development entities, cultural institutions, and technological infrastructure- to create a supportive environment to grow new businesses, attract and expand existing businesses, and support those working in creative and innovative fields.

*Photo Credits: (left) Sharon Cekada/
Gannett Wisconsin Media, (right)
Historic Ironwood Theater*



CHAPTER 3:

Land Use & Community Character

The future land use concepts described in this chapter of the Comprehensive Plan focus on the following key themes emanating from the vision and guiding principles:

The character, harmony, and attractiveness of Ironwood's homes, businesses, parks, and public spaces contribute to the image of a **FRIENDLY COMMUNITY**. The Comprehensive Plan provides guidance for the City's zoning and subdivision ordinances as well as the programmatic and capital improvements that will preserve and maintain neighborhood character, enliven retail and employment destinations, and create visible and welcoming gateways for the community, region, and state.

By encouraging continued development of core areas for tourism, local-serving and destination retail, civic and cultural life, outdoor recreation, and employment, the future land use framework ensures that Ironwood is a **THRIVING COMMUNITY** and a **GREAT DESTINATION** for residents, employees, and visitors near and far.

A **CONNECTED/COLLABORATIVE COMMUNITY** requires not only physical connections, but also the social and cultural connections created by strong, cohesive district and neighborhood identities. The future land use framework begins to define this place character and identity, and underscores the importance of celebrating the **RICH STORY** of Ironwood's past as expressed in its present day neighborhoods, parks, institutions, and public spaces.

In a community of vibrant **NEIGHBORHOODS**, accessible **PARKS** and recreational amenities, and thriving places of **WORK, CULTURE,** and **COMMERCE**, Ironwood's story continues to be told through its **HISTORIC** character and **UNIQUE** sense of place.

OVERVIEW



Aerial Map of Ironwood and its surroundings

A city's land use and development patterns are often an expression of community heritage and history. This is certainly the case in Ironwood where today, vast land areas commemorate the community's mining history, from the mining ruins in Miners Memorial Heritage Park, the historical and physical "backbone" of the community, to the many neighborhoods, streets, and institutions that bear the names of Ironwood's mining and timber past.

The future land use patterns described in this chapter are grounded in a respect for these historic patterns and desire to build upon existing assets

and community character. At the same time, the plan recognizes the transformations and evolutions that have taken place in the community over the past fifty years since the last mines closed: The growth of outdoor recreation, decline in population, downtown revitalization efforts, and the development of new industries. The vision for Ironwood is informed as much by recent and emerging trends, as by its historic themes and storylines.

The future land use chapter focuses on four major concepts to guide public infrastructure investments, as well as future development, redevelopment, and growth:

1. Community image: The tangible and intangible characteristics that impact how the community is perceived by current and prospective residents and businesses, visitors, and neighboring communities.
2. Maintenance and preservation of existing assets (housing, infrastructure, parks and open space, historic assets, etc.).
3. Targeted revitalization and reinvestment to promote thriving residential, commercial, and industrial districts.
4. Potential for growth on the edges of the community within limited and strategic parameters.

WHAT WE'VE HEARD

Improvement and maintenance of **City infrastructure** (sidewalks, roads, and utilities) was consistently cited by community members as a high priority. 63% of survey respondents ranked "strengthening existing neighborhood infrastructure" as one of their top three priorities for future investment. Respondents emphasized the importance of infrastructure in enhancing Ironwood's image as a well-maintained and affordable community.

Improving job opportunities for existing and prospective residents and providing more places to shop and eat, were also among the most common concerns. Residents described **job and retail growth and diversity** as critical to creating an attractive place to live and work. In the community survey, "economic development, job creation, and expansion" was the highest ranking priority for future investment with 68% of respondents ranking it among their top three priorities.

Community members expressed mostly positive feelings about the **downtown** area and recent improvements (Depot Park, Ironwood Theater, DAP, etc.), but the prevailing sense is that much work is still to be done to ensure that downtown is a truly vibrant civic, retail, and cultural center. In the community survey, 63% of survey respondents ranked "improving existing downtown buildings" as "important" or "very important."

Concerns about **housing** diversity and maintenance were raised, but not emphasized as highly as other issues like infrastructure and jobs.

Community members expressed a strong value for the area's **outdoor recreational opportunities** and access to local **parks and trails**. Concerns focused less on the quantity of park space in the city and more on the quality, programming, and maintenance of facilities.

WHAT WE'VE HEARD:

"Redeveloping existing neighborhoods... along with infrastructure improvements makes the city a more desirable place to live."

GOALS & POLICIES

GOAL 3.1 COMMUNITY IMAGE

Enhance Ironwood's image as a community of vibrant, desirable neighborhoods; a gateway to the Upper Peninsula and the state of Michigan; and a regional hub for commerce, recreation, arts, and culture.

Policy 3.1.1 Establish, communicate, and enforce clear standards for built form, site design, building materials, and landscaping requirements for future development and redevelopment projects.

Policy 3.1.2 Collaborate with developers on future development and redevelopment proposals to ensure high quality design that enhances the community image.

Policy 3.1.3 Encourage the use of design elements to create safer streets, facilitate social interaction between neighbors, and enhance neighborhood character.

Policy 3.1.4 Encourage the use of quality, durable building, and landscaping materials to create attractive residential developments.

GOAL 3.2 MAINTENANCE & PRESERVATION

Ensure that future investment: prioritizes infill and redevelopment within the existing city footprint; enhances community vibrancy, health, and character; and respects and preserves the historic context and development patterns in the community.

Policy 3.2.1 Encourage residential infill and redevelopment that respects the integrity and character of existing neighborhoods.

Policy 3.2.2 Promote continued maintenance of and reinvestment in Ironwood's primary commercial centers in downtown and along the Highway 2 corridor.

Policy 3.2.3 Focus industrial development in identified areas with existing industrial uses, appropriate roadway access, and complementary adjacencies.

Policy 3.2.4 Identify historic buildings and sites in the community and encourage preservation through incentives and programs.

Policy 3.2.5 Collaborate with local businesses, institutions, and community groups to promote and celebrate local history, including historic sites and buildings.

Policy 3.2.6 Preserve and enhance park, open space, and recreational facilities to serve neighborhood, community, and regional needs.

GOAL 3.3 REVITALIZATION

Encourage revitalization in key areas through infill and redevelopment.

Policy 3.3.1 Encourage infill and redevelopment in areas with existing infrastructure, major commercial/employment destinations, and in areas impacted by high levels of blight, vacancy or underutilized land.

Policy 3.3.2 Pursue public reinvestment strategies such as land acquisition and blight removal to facilitate private redevelopment and infill.

Policy 3.3.3 Ensure that city policies allow for diverse housing types that meet the needs of the market and accommodate changing needs of residents.

Policy 3.3.4 Form effective partnerships with private investors to undertake redevelopment efforts.

Policy 3.3.5 Establish clear development review procedures, guidance, and technical assistance for developers and homeowners.

Policy 3.3.6 Coordinate infrastructure improvement projects with redevelopment efforts.

Policy 3.3.7 Market redevelopment sites to prospective developers as a first priority rather than land areas at the edge.

Policy 3.3.8 Invest in community infrastructure improvements that support revitalization and redevelopment as a priority.

GOAL 3.4 LIMITED & STRATEGIC EXPANSION

Expand corporate limits of Ironwood through annexation where expansion helps advance the community's vision and improves upon the efficiency of infrastructure systems (operations and usage) and community services.

Policy 3.4.1 Evaluate infrastructure expansion in consideration of current system capacities and unused infrastructure.

Policy 3.4.2 Prioritize expansion that provides services to areas where human and/or environmental health are at risk.

Policy 3.4.3 Prioritize expansion that supports civic/community oriented institutions such as colleges and hospitals.

Policy 3.4.4 Evaluate the near term and long term fiscal impact of annexation relative to community revenues and ongoing operations and maintenance costs.

KEY TERMINOLOGY

The goals and policies on this page support the vision and guiding principles of the plan and should be used to inform future decision-making and action.

Goals: are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

Policies: describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles and are often place-specific.

FRAMING CONCEPTS

FUTURE LAND USE: A DISTRICT-BASED APPROACH

The future land use plan for the City builds on existing land use patterns and guides future development towards desired patterns of use, form, and character. Unlike traditional comprehensive plans which often focus primarily on “use,” Ironwood’s plan integrates discussion of character and form, describing these qualities within a district-based framework.

The land use districts (see Figure 3-1 opposite) are generalized areas that aspire to a unified character and development form. Within each district, land use is driven by the district’s intended character and identity. The Land Use Plan is not the same as “zoning.” The land use plan provides a general direction and intent for what lands should be used for and a description of the desired character.

While the actual zoning assigned to parcels within a given district may vary, zoning should as a whole, support the desired character. Should future developments propose uses outside of the designated zoning for a given parcel, rezoning should be permitted provided that the proposed development is in keeping with the overall character, features, and form of the district as described in the Comprehensive Plan.

The boundaries of the future land use districts are defined based on existing land use patterns (similarity of uses, form, and character), location relative to existing City infrastructure, and suitability for future development (topography, soils, wetlands, roadway access, etc.). Additional consideration was given to minimize the number of “non-conforming uses” created under the proposed district framework.

The Future Land Use District Map, shown in Figure 3-1, identifies seven (7) land use districts, and one overlay district. Some of the districts cover a single contiguous area, others are broken down into smaller sub-districts.

The discussion on the following pages outlines the land uses, character, and form for each of the future land use districts. The descriptions provide policy direction and a framework for future zoning actions and infrastructure investments.

Future Land Use Districts:

The **Downtown District** is the heart of civic and cultural life in Ironwood and a unique and historic mixed use district.

The intent of the **Gateway District** is to maintain visible and welcoming entries into the city, signalling to travellers that they have arrived at their destination, be it Ironwood, the Upper Peninsula, or the state of Michigan. These districts provide a variety of activities more of a commercial nature.

The **Moderate Density Residential District** features a diversity of attractive housing options and local amenities within relatively compact residential neighborhoods defined by a street grid with a high degree of connectivity.

The **Low Density Residential District** is characterized by larger lot sizes (lower development densities). These are a result of unique circumstances including topography, natural features, and in some cases, the historic development of a mining town.

The **Limited-Services Residential District** applies areas of the city that receive limited public utility services and are largely undeveloped and rural in character. This area is also characterized by low lands and significant natural resource/open space areas.

The **Highway 2 Overlay District** aims to preserve a diverse character along Highway 2, while allowing for higher levels of commercial intensity at major activity nodes/corridors. As a key commercial corridor, this district recognizes the need to accommodate commercial uses, but emphasizes a form and pattern that enhances image, identity, and traffic flow.

The **Industrial / Employment District** is an area characterized by a wide diversity of jobs including: manufacturing, warehousing and distribution, office, service, and limited destination oriented/specialized retail. These districts carry a wide range of impacts including noise, odors, and heavier traffic.

The **Miners Park District** recognizes Miners Park as an important heritage site and recreational and open space amenity in the community to be protected and preserved for the enjoyment of all users.

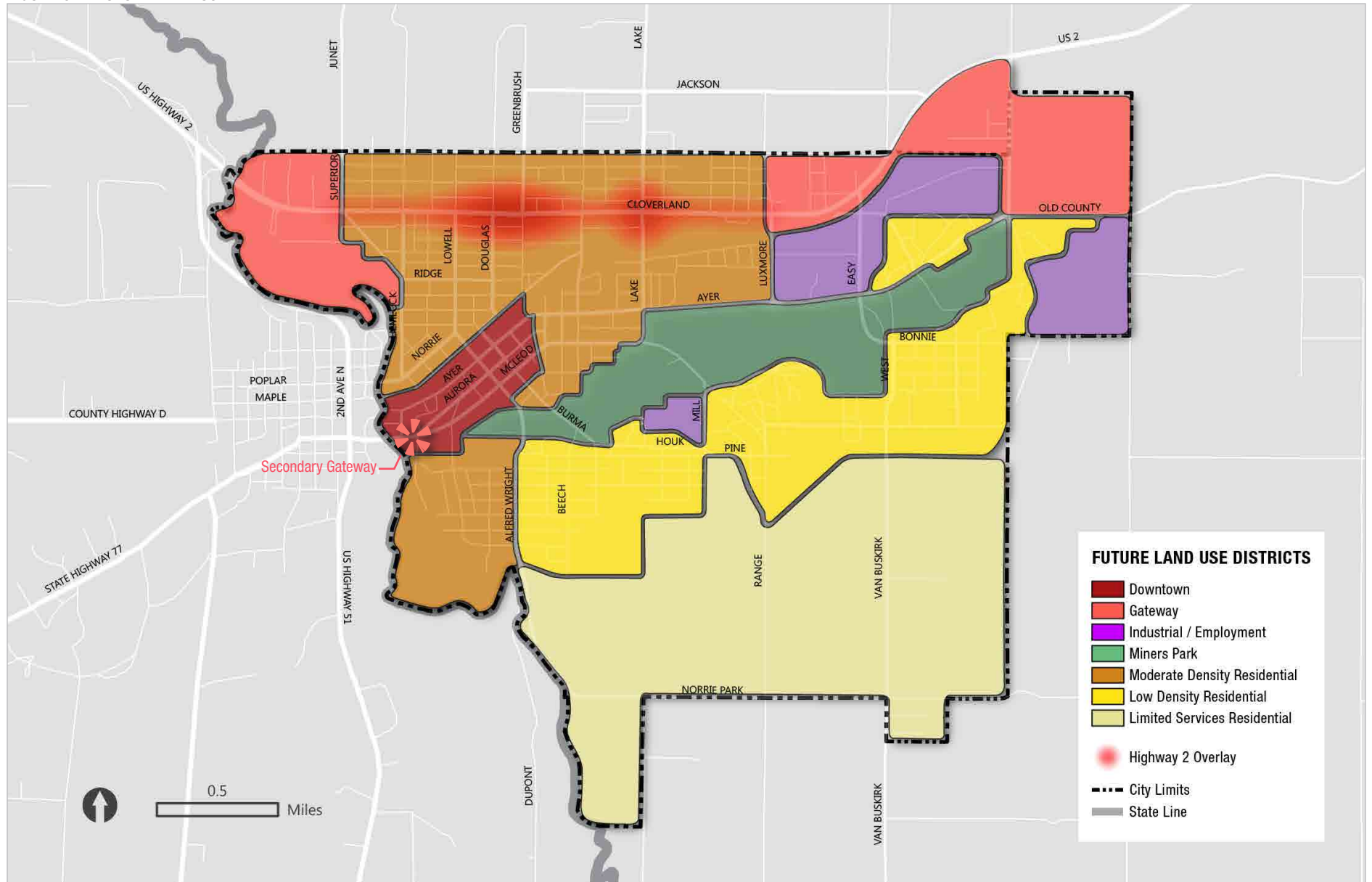
RELATED STRATEGIES:

*Strategy 3.1:
Update city ordinances*

*Strategy 3.2:
Facilitate public
understanding of land use
policies and procedures*

SEE P. 3-16 FOR MORE ON
THE STRATEGIES LISTED ABOVE

FIGURE 3-1. FUTURE LAND USE MAP



FRAMING CONCEPTS



Cultivate new housing types in downtown such as live-work spaces and artist lofts



Encourage active street frontages and cultivate a diverse mix of uses and that brings people and activity to downtown throughout the day



Murals and other forms of public art enliven the public realm in downtown

■ DOWNTOWN DISTRICT

The downtown district is the heart of civic and cultural life in Ironwood, and a unique and historic mixed use district. Visitors come to downtown to explore local history, arts, food, and culture; to shop and do business; and enjoy lively community events and performances. Downtown is not just fun to visit, but a great place to live and work- a unique “lifestyle” district that attracts artists, young families, single adults, and empty nesters seeking the amenities and convenience of downtown living.

Land Use, Form, and Character:

- Encourage higher density mixed use buildings and apartments (2-3 story buildings) in the core areas of downtown; residential densities of **12 or more units per acre**. In keeping with current development patterns, allow for lower density residential on the periphery of the district with densities of **4-8 units per acre**.
 - Promote a diversity of uses (residential, retail, office, civic, and cultural) that generate activity in downtown throughout the day, evening, week, and year.
 - Consider cultivating unique housing options in downtown such as live/work housing and artist lofts.
 - Continue to concentrate the location of city-wide community uses and attractions, such as civic buildings, museums, arts and cultural attractions, entertainment venues, community events, and gatherings in downtown.
 - Differentiate commercial character from Highway 2; tenants should feature smaller, local businesses, “mom and pop” stores, specialty goods, boutiques, and unique food and retail offerings.
 - Encourage office uses and other convenience retail and services to support the day to day needs of downtown residents and workers.
 - Prioritize improvements, infill, and redevelopment within the seven-block focus area identified in the [2009 Downtown Blueprint Plan](#) (Aurora, from Lawrence to Norfolk, and Suffolk, from Frederick to McLeod, including Depot Park and the Post Office).
 - Preserve and showcase historic character and “small town” feel through preservation and restoration of historic buildings; consider creative re-use of historic structures.
- Preserve the integrity of historic structures and encourage use of quality building materials (in rehab and new construction projects) that complement existing historic architecture.
 - Building orientation, setback, height-to-width ratios and placement of door and window openings should be consistent with and proportional to those of surrounding buildings, where present.
 - Encourage active street frontages with active ground-floor uses and windows at specified minimum intervals to allow views into and out of buildings; allow outdoor seating for private businesses where space allows.
 - Activate vacant and underutilized upper floors of buildings.
 - Maintain historic street grid and block sizes and avoid redevelopment that creates super blocks.
 - Maintain an attractive, high quality streetscape that allows for safe and convenient traffic movements and efficient snow removal, and enhances pedestrian comfort and safety (attractive/distinguishable crosswalks, on-street parking, bike lanes, seating, lighting, landscaping); applies not only to downtown streets, but key corridors into downtown.
 - Integrate public art such as sculpture and murals, into the design of the public realm (parks, streets, storefronts, signage, etc.).
 - Maintain appropriate trail connections to the district for all users.
 - Downtown parks should be designed as community gathering and event spaces (e.g. Depot Park) with hardscape surfaces, shelter, and other amenities (lighting, seating, and landscaping).
 - Plazas, pocket parks, and other informal gathering spaces should be cultivated throughout downtown to serve downtown residents and employees and provide relief space for shoppers and tourists.
 - Retain on-street parking. Off-street parking areas should be located within organized lots or structures behind buildings and off of primary streets. Accommodate parking on a district, rather than site-by-site basis. Allow and encourage development of shared parking.
 - A clear [wayfinding system](#) within and connecting to downtown directs visitors to key destinations and public parking lots.

■ GATEWAY DISTRICT

The intent of the gateway district is to maintain visible and welcoming entries into the city, which signal to travelers that they have arrived at their destination, be it Ironwood, the Upper Peninsula, or the state of Michigan. The gateway district is applied within two sub-districts, the “East Gateway” and “West Gateway,” the two primary entry points into Ironwood along U.S. Highway 2. Business Route 2, between the city’s border with Hurley and the junction at McLeod Avenue, is designated as a “secondary gateway” for those travelling east from Hurley, WI toward downtown Ironwood. While this portion of BR-2 is part of the downtown district, the wayfinding, signage, landscaping, and blight management directions prescribed for Highway 2 also apply.

Land Use, Form, and Character:

- Development along Highway 2 within the gateway district should feature primarily highway-oriented commercial uses (e.g. hotel/ lodging, destination and convenience retail) and civic facilities.
- Consider higher density, multifamily residential infill development within the East Gateway sub-district in the areas off of Highway 2; residential densities of **16-20 units per acre**. Existing lower density residential development may remain in the district, but should not be expanded in the future.
- West Gateway uses are more “civic” in nature, supporting the image of Ironwood as the gateway to the state and the Upper Peninsula region. Appropriate uses include:
 - › Visitors center/kiosk (for State and City)
 - › Open space amenities such as a “gateway park” near the visitors center and campsites/RV park within Curry Park
 - › Commercial uses such as hoteling, outdoor retail/outfitters
- East Gateway uses are more service-oriented, providing an attractive regional destination for shopping and services, as well as a stopover for through-travellers seeking convenience goods (gas and fast food). Commercial development on larger lots is appropriate in this sub-district. Uses include:
 - › Region-serving, big-box retail destinations
 - › Chain stores (electronics, pharmacies, etc.)
 - › Drive-through businesses (fast food, gas stations)
 - › Grocery and liquor stores
 - › Auto-related businesses (sales and showrooms)



Conceptual rendering of the Business Route 2 gateway area from the U.S. 2 Visual Enhancement Plan (2003)

- Develop and enforce signage and landscaping standards for private properties along Highway 2 to enhance overall appearance, improve wayfinding, and reduce visual blight.
- Attractive, consistent, and contextual appropriate gateway signage should be placed in visible locations for travelers entering Ironwood. A clear [wayfinding system](#) should connect visitors to key community destinations.
- Screen existing industrial uses off of Highway 2 with landscaping to minimize visual impact from the roadway, and design utilities to enhance the public realm (e.g. bury power lines and screen utilities with public art, landscaping, etc.)
- Encourage side-lot parking and screening of parking areas with landscaping and/or ornamental fencing.
- Continue sidewalk, trail, and streetscape improvements (lighting, paving, planting, etc.) as part of the planned Highway 2 reconstruction project; streetscape design should facilitate bike and pedestrian safety and allow for snow storage and removal.
- Connect Gateway areas to the City and Regional trail network; enhance trailhead areas off of Highway 2 and encourage complementary private development (e.g. outdoor retail, outfitters, food/beverages, etc.); and maintain a clear wayfinding system for City trail network.
- Integrate landscaping and [stormwater features](#) into the design of formal and informal green spaces along major roadways.
- Integrate public art and historic interpretation into the design of the public and private realm along major roadways (e.g. outside the visitors center and at the BR-2 gateway).



Integrate public art and local history in the design of gateways

FRAMING CONCEPTS



Single family housing type found within the Moderate Density District



Individual entryways and porches and building articulation can reduce the visual scale of multi-family housing

■ MODERATE DENSITY RESIDENTIAL DISTRICT

The moderate density housing district is comprised of relatively compact residential neighborhoods that feature a mix of attractive and affordable housing options. Neighborhood residents enjoy proximity to local-serving amenities (parks, trails, schools, churches, and corner stores), as well as convenient access (often within walking distance) to major commercial destinations in downtown and along Highway 2. A higher intensity redevelopment and infill in these areas capitalizes on the presence of existing above and under ground infrastructure capacity.

Land Use, Form, and Character:

- Primarily residential development with a mix of single family homes and smaller multi-family housing types mixed in; overall density of this district should range from **4-8 units per acre**. Some areas may be appropriate for higher density, stacked housing at densities **greater than 12 units per acre**.
- The design of multifamily housing should be context-sensitive—that is, aim to minimize the perceived density, provide sufficient setbacks or open space/relief areas between properties, and contribute to a safe, walkable public realm; consider locating with direct access to arterial or collector roadways, adjacent to parks and/or trailways, and adjacent to existing non-residential uses. Garages should be attached where possible and should have a design aesthetic that is consistent with the primary structure and sensitive to adjacent uses.
- Non-residential uses such as corner stores and civic institutions (schools and churches) may be allowed with appropriate site design and form:
 - › Commercial uses should be local-serving (i.e. not a destination that generates a large volume of traffic or requires large truck access); includes small retail, coffee shops, or service businesses; smaller in foot print, approximately 1,000 to 2,000 square feet in size.
 - › Non-residential uses should have good access to arterial or collector roadways.
 - › Parking should be on-street where possible; small side or rear lots; and, screened with landscaping and/or ornamental fencing.
 - › Site design should include walkways/access to public sidewalks or trails.
- › Building should be residential in character with only one or two stories and an entrance oriented to the street.
- › Garbage and refuse should be small scale and stored within the building.
- Small-scale home business operations and live-work housing should be encouraged (e.g. personal office, small studio/workshop, professional office for doctor/lawyer) provided that business use of the property does not negatively impact the residential character of the district (i.e. noise, odors, traffic).
- Front residential streets with the primary entrances to residences, porches, stoops, and windows rather than garage doors to promote social interaction and eyes on the street; utilize alleys where they exist for garage/automobile access.
- Encourage preservation and rehabilitation of historic homes, structures, and sites. Develop historic interpretation and signage to highlight “hidden” historic sites and tell the story of Ironwood’s neighborhoods.
- Encourage infill and redevelopment of underutilized/vacant properties for various uses.
- Encourage new housing that contributes to housing diversity, while maintaining the existing character; provide housing for residents in all stages of life, including seniors, married couples without children, and single young adults and young families.
- Maintain street grid, where it exists today, as well as spacing of collector streets to distribute traffic and minimize congestion; avoid use of cul-de-sacs in favor of connected street grid.
- Develop pedestrian and bike facilities on primary corridors and in the vicinity of and connecting to neighborhood destinations (schools, parks, institutions, and businesses).
- Ensure that residents have access to a range of high quality parks and recreation options (active and passive park space, motorized and non-motorized trails), and at least one neighborhood park located within a 5-minute (ideal) or 10-minute walk.
- Locate and design [stormwater management infrastructure](#) (ponds, swales, planting) in a manner that enhances the public realm; encourage integration of stormwater features in the design of neighborhood parks, public right-of-way, and private property.
- Design utilities in the area to enhance the public realm (e.g. bury power lines and screen utilities with public art, landscaping, etc.)

■ LOW DENSITY RESIDENTIAL DISTRICT

The Low Density Residential District applies to slightly more remote neighborhoods in the City, featuring primarily single-family homes with more options for those seeking larger, more flexible lot sizes, and lower development densities. These areas have access to neighborhood amenities including parks, trails, and civic institutions. Redevelopment and infill in these areas capitalizes on the presence of existing above and under ground infrastructure capacity.

Land Use, Form, and Character:

- Predominantly single-family residential development; residential densities of **2-4 units per acre**.
 - Non-residential uses such as corner stores and civic institutions (schools and churches) may be allowed with appropriate site design and form:
 - › Commercial uses should be local-serving (i.e. not a destination that generates a large volume of traffic or requires large truck access); includes small retail, coffee shops, or service businesses; smaller in foot print, approximately 1,000 to 2,000 square feet in size.
 - › Non-residential uses should have good access to arterial or collector roadways.
 - › Parking should be on-street where possible; small side or rear lots; and, screened with landscaping and/or ornamental fencing.
 - › Site design should include walkways/access to public sidewalks or trails.
 - › Building should be residential in character with only one or two stories and an entrance oriented to the street.
 - › Garbage and refuse should be small scale and stored within the building.
 - This district should provide more flexibility for home businesses and live-work situations (including personal or professional office, studios, workshops, and small-batch production) provided that business use of the property does not negatively impact the residential character of the district (i.e. noise, odors, traffic); allow for larger accessory buildings with appropriate guidance regarding maximum size and setbacks.
- Encourage preservation and rehabilitation of historic homes, structures, and sites. Integrate historic interpretation and signage to highlight “hidden” historic sites and tell the story of Ironwood’s neighborhoods.
 - Encourage new housing that contributes to housing diversity, while maintaining the existing character; provide housing for residents in all stages of life, including seniors, married couples without children, and single young adults and young families.
 - Front residential streets with the primary entrances to residences, porches, stoops, and windows rather than garage doors to promote social interaction and eyes on the street.
 - Maintain street grid where it exists today, as well as spacing of collector streets to distribute traffic and minimize congestion; avoid use of cul-de-sacs in favor of a connected street grid. Where topography and existing roadway patterns inhibit the grid, provide appropriate wayfinding and signage to facilitate neighborhood navigation.
 - Develop pedestrian and bike facilities on primary corridors and in the vicinity of and connecting to neighborhood destinations (schools, parks, and institutions).
 - Ensure that residents have access to a range of high quality park and outdoor recreation options (active and passive park space, motorized and non-motorized trails), and at least one neighborhood park located within a 5-minute (ideal) or 10-minute walk.
 - Locate and design [stormwater management infrastructure](#) (ponds, swales, planting) in a manner that enhances the public realm; encourage integration of stormwater features in the design of neighborhood parks, public right-of-way, and private property.
 - Design utilities in the area to enhance the public realm (e.g. bury power lines and screen utilities with public art, landscaping, etc.).



Features like porches, stoops, and seating that faces the public street encourage social interaction and neighborhood safety.



Stormwater management infrastructure should be designed as a public amenity that enhances the public realm.

FRAMING CONCEPTS

■ LIMITED SERVICES RESIDENTIAL DISTRICT

The Limited Services Residential District applies to the very low-density residential areas in the southern portions of the city that receive limited public utility services and are largely undeveloped and rural in character. Existing infrastructure and roads in this area are limited and are not anticipated to grow beyond the current service level. Development potential is limited due to existing wetlands and topography.

Land Use, Form, and Character:

- Residential and limited agricultural uses are permitted in this district.
- Larger properties with acreage and “estate” feel.
- Municipal water and sanitary services not provided except in cases where environmental or human health are at risk.
- Limited road network/connectivity with pedestrian/bike facilities on key corridors only (connecting to outlying recreational destinations at Norrie Park and ABR).

Vibrant Neighborhoods

Ironwood aspires to be a community of vibrant residential neighborhoods that showcase the community’s values, neighborhood pride, and local history. Many of the goals, policies, and strategies outlined in the Comprehensive Plan aim to strengthen neighborhood character and identity. The following are some core neighborhood qualities promoted in the plan:



WALKABLE SCALE & DESIGN *Approximately 1/4 mile radius (or a 10-minute walking distance from end to end); accommodates multiple modes, including bikes and pedestrians.*

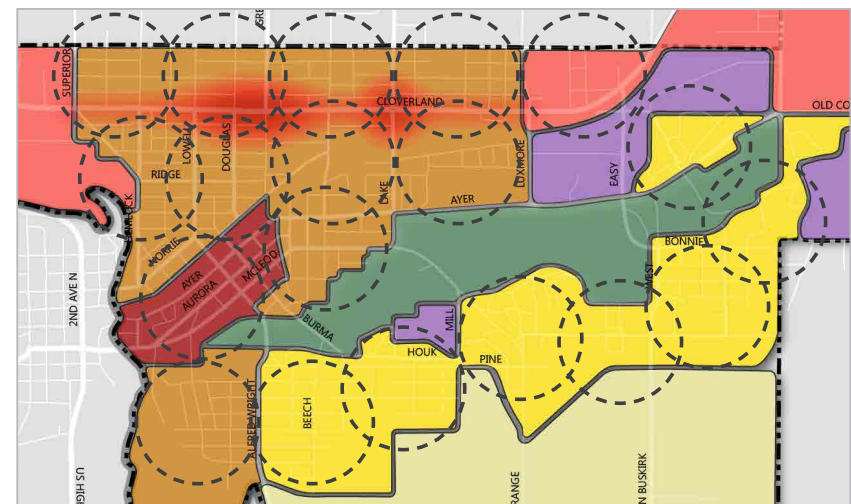
COMMUNITY INSTITUTIONS *Anchored by key institutions (schools, churches, etc.) - may include services that support day-to-day needs (corner stores and other local serving commercial)*

PARKS / OPEN SPACE *Provides access to parks and recreational facilities that promote healthy, active living.*

IDENTITY / CHARACTER *Memorable character and interesting architectural and landscape design.*

PUBLIC SPACES *Design of public realm encourages human contact and social activities (public gathering spaces, front porches, sidewalks, etc.)*

NEIGHBORHOOD COHESION *Activities and organizations that engage and connect residents and promote a safe, welcoming environment.*



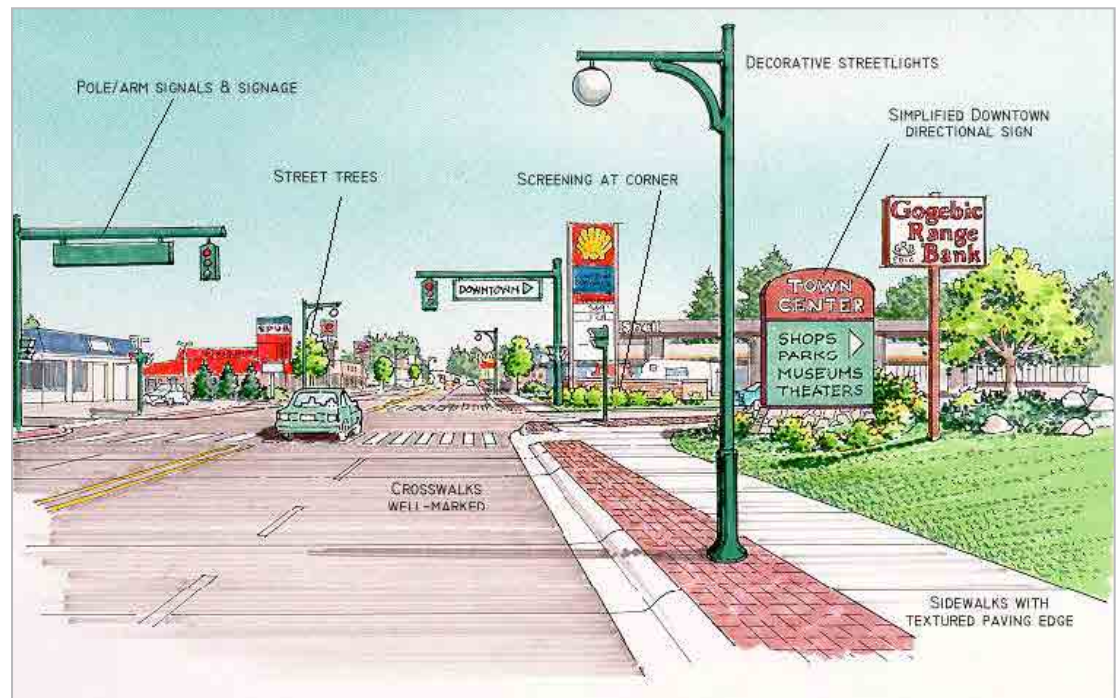
● HIGHWAY 2 OVERLAY DISTRICT

The Highway 2 Overlay District applies to portions of the Moderate Density Residential District within the Highway 2 corridor, providing for a higher level of commercial intensity and use in the areas along Highway 2 and particularly around major commercial activity nodes. These nodes are defined by the key north/south corridors off of Highway 2 (Lowell, Douglas, Greenbush, Lake) that connect to important destinations such as downtown, the community college, and ski hill. Some rezoning may be necessary in the future as redevelopment occurs around these nodes. In contrast to the Gateway Districts, the Highway 2 Overlay aims to offer a more varied character and look to the commercial corridor while respecting the desired commercial pattern of uses.

Land Use, Form, and Character:

- Development along Highway 2 within the Overlay District includes a mix of residential uses (largely existing) and commercial retail and services (convenience, restaurants, pharmacy, client-oriented office, auto repair)
- At the major commercial activity nodes around Lowell St, Douglas Boulevard, Greenbush Street, Lake Street, and Luxmore Street, commercial development is more intense, featuring larger lot sizes and more highway-oriented uses such as hotels, gas stations, and restaurants; at the major cross streets, commercial development may extend north and south off of Highway 2, in the direction of other local destinations for short distances.
- Residential development of a moderate density (townhomes or stacked units) should be considered along the corridor, particularly in mid block areas. Residential uses should be set back further from the street edge, and where possible, access should be from side streets.
- Maintain a walkable, residential feel along the corridor by minimizing direct access to Highway 2; utilize alleys, access from side roads and consolidating of driveways where possible.
- Encourage side lot parking and screening of parking areas with landscaping and/or ornamental fencing.
- Develop and enforce signage and landscaping standards for private properties along Highway 2 to enhance overall appearance, improve wayfinding, and reduce visual blight.

- Design utilities in the area to enhance the public realm (e.g. bury power lines and screen utilities with public art, landscaping, etc.)
- Continue sidewalk, trail, and streetscape improvements (lighting, paving, planting, etc.) as part of the planned Highway 2 reconstruction project; streetscape design should facilitate bike and pedestrian safety and allow for snow storage and removal.
- A clear [wayfinding system](#) should direct visitors to downtown and other community destinations.
- Connect to the City and Regional trail network from Highway 2; and maintain a clear wayfinding system for City trail network.
- Integrate landscaping and [stormwater features](#) into the design of formal and informal green spaces along Highway 2.



Conceptual rendering of the signage, landscaping, lighting, and paving improvements from the [U.S. 2 Visual Enhancement Plan \(2003\)](#)

FRAMING CONCEPTS

■ INDUSTRIAL / EMPLOYMENT DISTRICT



Industrial/flex development type

The Industrial/Employment district is a broadly defined district, the intent of which is to foster economic growth through a job-rich and activity-rich development pattern. The industrial/employment district should accommodate job growth across a range of industrial categories from heavy industry to the professional office user needing outside storage or yard space.

Land uses in this type of district may generate noise, traffic, odors, and at times unsightly storage of product or supplies. Site design and building aesthetics in this district should aim to mitigate these effects, contributing to the view from public streets and conveying the quality and durable construction of spaces within. Such design considerations support the image of Ironwood as an attractive community for visitors and prospective businesses.



Aerial image of the Ironwood Business Park

Land Use, Form, and Character:

- Outside storage and heavy equipment should be oriented on the site to minimize impacts on adjacent uses that are not of a similar nature (i.e. sites that are adjacent to a residential district or Miners Park should orient heavier uses and storage away from these districts)
- Design utilities in the area to enhance the public realm (e.g. bury power lines and screen utilities with public art, landscaping, etc.)
- Building fronts facing the public street right of way should be of a higher architectural character.
- Signage should be scale appropriate and clearly identifiable to the business name and address.
- Park and recreation areas should be considered in these districts to enhance the physical environment for employees and provide places to take walks, host corporate events, or simply eat lunch.
- Stormwater management should be thought of as an amenity to the site and not as simply a required improvement.
- Consider landscaping improvements that are appropriate to the region and include tree plantings where possible.
- Ped/Bike facilities on key corridors connecting key destinations to the districts should be prioritized.
- Parking and truck circulation should be well thought out on a district level. Sites that require occasional truck movements might explore shared driveways and access areas to minimize unused hard surfaces; this reduces the area required for snow removal and areas that generate runoff.



Provide park and trail amenities within industrial/employment districts

■ MINERS PARK DISTRICT

The Miners Park District recognizes Miners Memorial Heritage Park as an important heritage site and recreational/open space amenity in the community to be protected and preserved for the enjoyment of all users. The district includes park land and open space areas within and in some cases adjacent to Miners Park, including undeveloped areas not within the official park boundaries.

Land Use, Form, and Character:

- There is one existing industrial parcel located within the district. This property shall be regarded as a legal non-conforming use and shall continue to be zoned industrial. The intent is not to convert this area to parkland, but to ensure that future development and improvements on the site are compatible with park uses and ideally enhances the look and function of the park, trails, and historic sites.
- Continue development of park and historic assets in this area as a local and regional amenity and point of interest. Develop historic interpretation (mining history, ruins, buildings, and historic homes).
- Existing development that is adjacent Miners Park should be encouraged to consider site improvements or building improvements that are sensitive to the passive nature of the park and recreation amenity of Miners Park.
 - Outside storage should be screened through landscaping, berming and fencing from views from the park (particularly the areas within the park where users are)
 - Driveways, parking, and circulation areas should be located on areas that are not adjacent the park where possible.
 - Buildings should front on the park where possible.
- See Miners Park recommendations in [Chapter 5: Parks & Recreation](#).



Existing industrial use within the Miners Park District



Highlight historic assets in the parking and mining history

FRAMING CONCEPTS

INFILL & REDEVELOPMENT

Redevelopment is a key goal articulated within this chapter and other chapters of the Comprehensive Plan. Redevelopment is often a challenging and complicated tasks that requires collaboration between the city, agencies responsible for service delivery, property owners, adjacent property owners, and ultimately the developer who redevelops the property. The City should consider a variety of roles vis a vis infill and redevelopment of key sites:

The City as a Broker: This applies where city owns the property in question and has the ability to make key decisions. The City's primary responsibility is to package the site and market it to potential users. The City has the added benefit of being able to assist with property entitlements for the site and removing barriers to redevelopment.

The City as a Facilitator: This approach requires the city to provide the linkage between prospective developers and property owners.

The City as a Developer / Partner: As the developer/partner, the city becomes an invested partner in the project, and as such, the city may have a direct role in completing a public improvement or securing financing in support of the redevelopment project.

In any of the above redevelopment roles, the City's objective is to help revitalize tired or under-utilized areas, return vacant land to revenue generating uses more quickly, and to help advance the city's vision.

Figure 3-2 (opposite) illustrates priority infill and redevelopment sites in Ironwood. The areas identified as "key infill opportunity sites" were identified based on the following criteria:

- Public ownership or landowner interested in redevelopment
- Vacant or underutilized land / buildings
- Location within city limits and availability of (and capacity of) existing infrastructure
- Suitability for future development (soils, wetlands, etc.)
- Potential for redevelopment to serve as a catalyst for other public improvements or remediation of environmental problems

Further planning may be necessary to accelerate infill and redevelopment in these areas. The City should look to align its redevelopment strategies and planning efforts with requirements of the Michigan Economic Development Corporation's (MEDC) [Redevelopment Ready Communities](#) program.

RELATED STRATEGIES:

*Strategy 3.3:
Conduct regular land use & building condition inventories*

*Strategy 3.4:
Identify project area for a pilot small area plan*

*Strategy 6.11:
Support infill & redevelopment*

SEE P. 3-16 & P. 6-10 FOR MORE ON THE STRATEGIES LISTED ABOVE

Florence Street Site

Acres: 6.5

Ownership: Private

Potential future uses: Senior, Live-work, Commercial, Park

City Role: Facilitator/Partner

Redevelopment Strategy: Public/private partnership to study redevelopment options



Potential Character

Former Grocery Store Site

Acres: 1.6

Ownership: Private

Potential future use: Mixed Use Commercial/Housing

City Role: Facilitator/Partner

Redevelopment Strategy: Public/private partnership to study redevelopment options



Potential Character

Former School Site

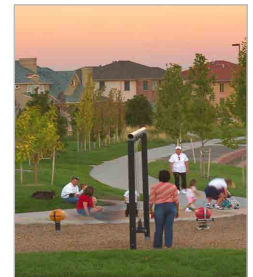
Acres: 2.2

Ownership: Public (School District)

Potential future uses: Residential, Park

City Role: Broker

Redevelopment Strategy: Prepare design concept and market to developers



Potential Character

East Ayer Site

Acres: 26.2

Ownership: City-Owed

Potential future uses: Residential, Live-Work

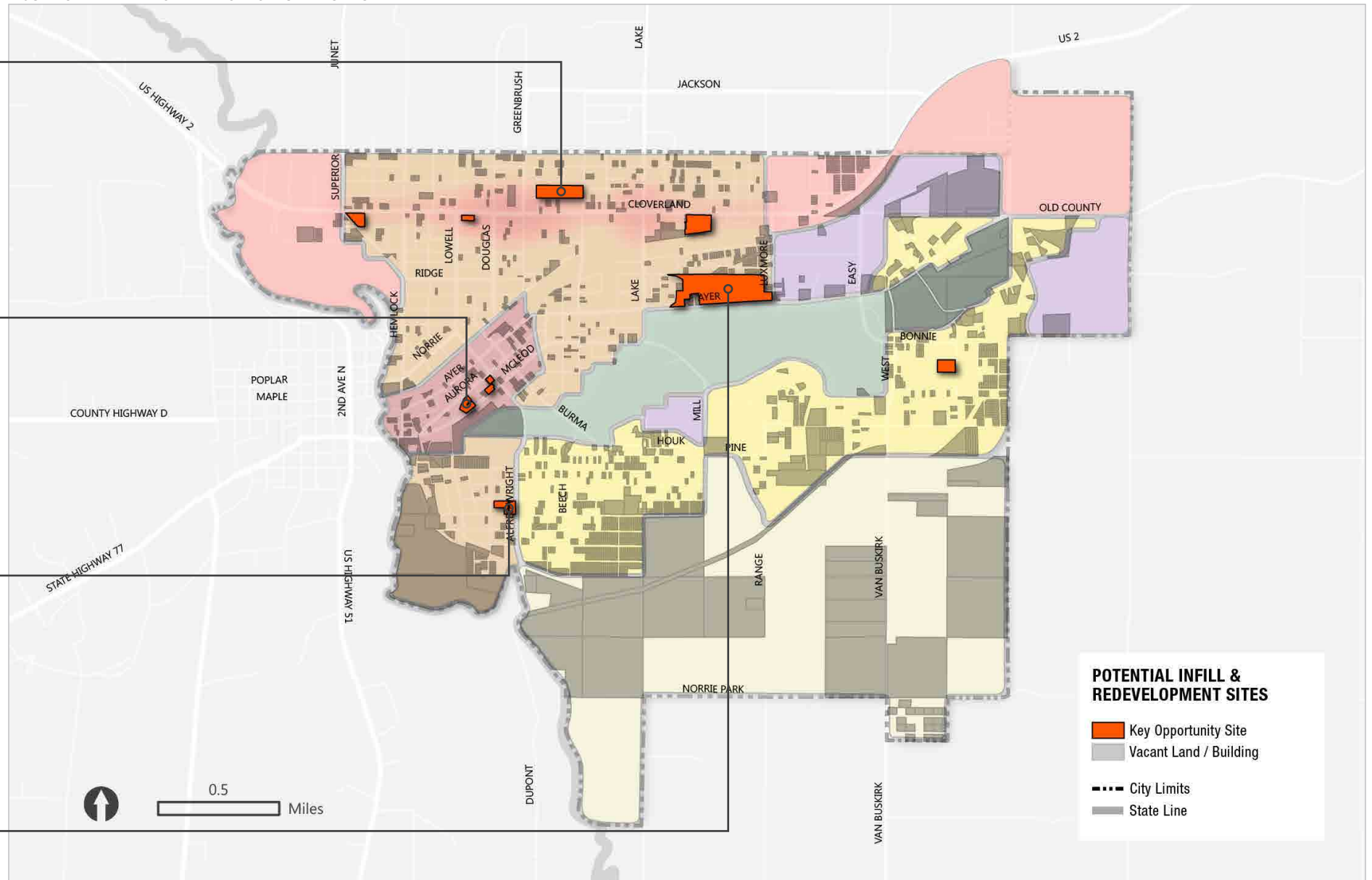
City Role: Broker

Redevelopment Strategy: Prepare design concept and market to developers



Potential Character

FIGURE 3-2. REDEVELOPMENT OPPORTUNITY SITES



The redevelopment opportunity sites described on the preceding page include suggestions for future land use, potential redevelopment roles for the City, and general strategies for redevelopment. Further planning and study is strongly recommended to understand redevelopment potential and desired community outcomes for these sites.

STRATEGIES

KEY TERMINOLOGY

“Strategies” are actions, programs, and practices that support one or more of the plan’s goals and policies. Strategies address the “who, what, when, where, and how” of reaching a goal, and may involve multiple sub-strategies.

The following strategies support the Land Use goals and policies described in this chapter.

STRATEGY 3.1: UPDATE CITY ORDINANCES

Successful implementation of the Comprehensive Plan’s vision for future land use requires the alignment of land use regulations, primarily the City zoning ordinance, as well as administrative practices that facilitate public understanding of City policies.

Strategy 3.1(a): Update zoning ordinance

Ironwood should update its zoning ordinance to reflect modern building standards, ensure compliance with state regulations, and alignment with land use directions in the Comprehensive Plan. Key considerations include:

- Provide more explicit direction in the zoning around built form and design character rather than use per se; provide flexibility for proposed developments that conform to design standards, but may not adhere to permitted uses.
- Understand the scope of non-conformities in the community, including types of existing non-conformity (lot size, structure, use) and the issues and impacts related to such properties; to the extent that non-conforming uses are an issue, consider using the zoning update process to rectify or mitigate.
- Ensure that zoning allows for a mix of housing types in downtown, appropriate to both the higher-density mixed use core and more peripheral neighborhoods; within the downtown core, specify a higher-level of design standards for store front design, signage, and pedestrian-friendly elements.
- Permit flexible uses within the Industrial/Employment district to encourage diversity and accommodate new economy type businesses.
- Due to the historic platting of lots, many properties are too small to accommodate modern standards for garages and accessory structures. Provide flexibility in the zoning to allow adjacent vacant residential parcels under single ownership to be regarded as a single property when applying dimensional standards for accessory buildings.

Strategy 3.1(b): Update the City’s Zoning Map

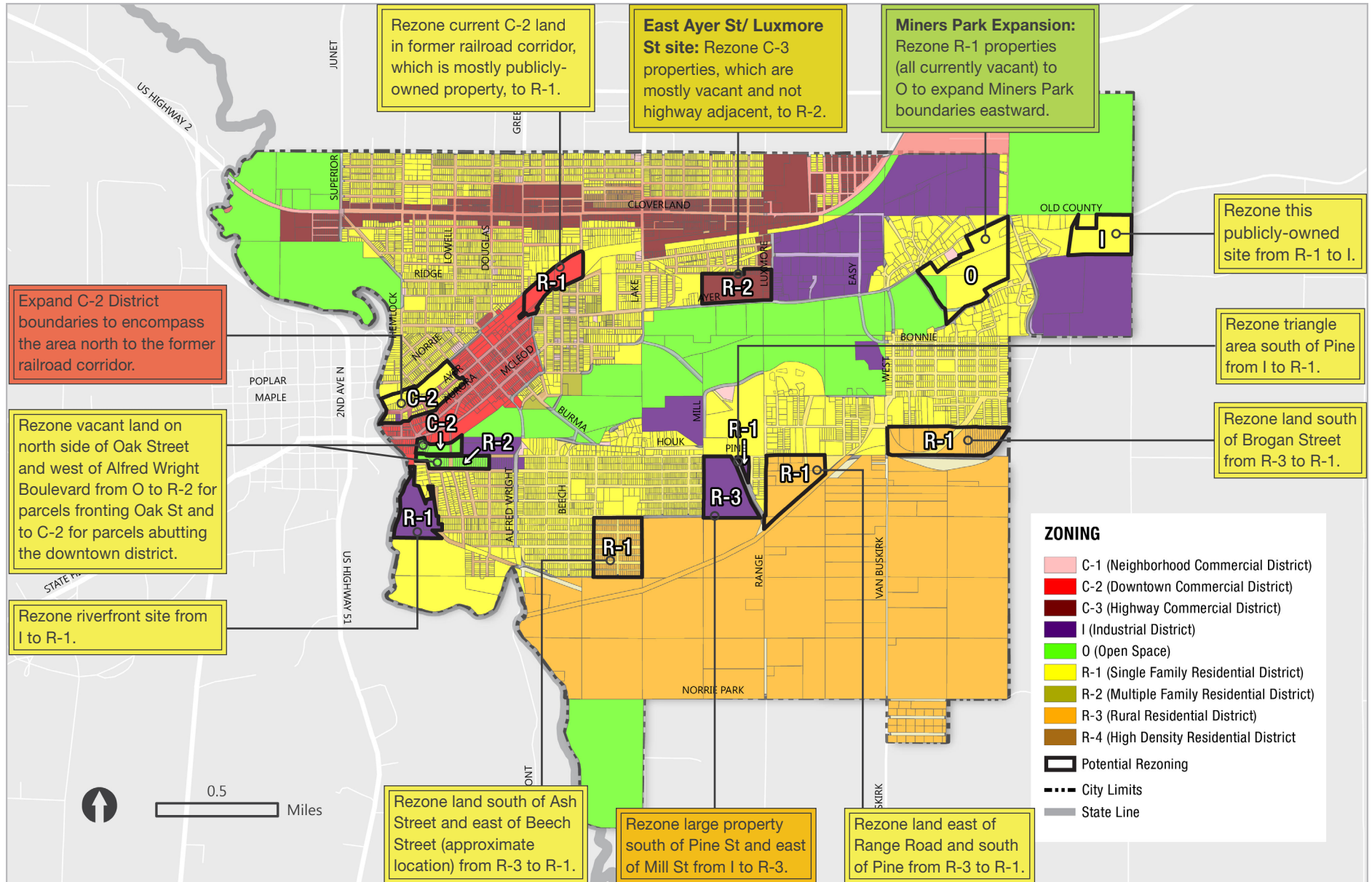
To align the City’s zoning map with the Comprehensive Plan’s Future Land Use Map, the following areas should be considered for potential rezoning. Figure 3-3 shows these potential rezoning areas on the City’s current Zoning Map.

Table 3-1 below shows the potential alignment between future land use districts described in this chapter and existing zoning districts. An in-depth evaluation and update of the City’s zoning ordinance is recommended to ensure that zoning supports the land use character and form described in the Comprehensive Plan.

TABLE 3-1. FUTURE LAND USE & APPLICABLE ZONING DISTRICTS

Future Land Use District	Applicable Zoning Districts
Downtown	C-2
Gateway	C-2, C-3, O
Industrial	I
Miners Park	O
Moderate Density Res.	R-1, R-2, R-4, C-1
Low Density Res.	R-1 could be applied with appropriate modifications to the zoning description, or a new zoning district could be created.
Limited Density Res.	R-3

FIGURE 3-3. ZONING CHANGE CONSIDERATIONS



STRATEGIES (CONTINUED)

Strategy 3.1(c): Create subdivision ordinance

- Consider creation of a subdivision ordinance that aligns with the land use, infrastructure, and other directions in the Comprehensive Plan.

Strategy 3.1(d): Formalize the development review process

- Clearly articulate City's development review processes and administrative procedures within City ordinances.

Strategy 3.1(e): Consider creation of a unified development code

- The City may also consider creation of a Unified Development Code that bring together zoning, subdivision ordinance, and development review procedures under one ordinance structure.

STRATEGY 3.2: FACILITATE UNDERSTANDING OF LAND USE POLICIES AND PROCEDURES

The city should maintain and encourage practices that support public understanding of city policies and procedures with regard to development, redevelopment, and property rehabilitation.

Strategy 3.2(a): Provide print and online access to information and technical support

- Maintain printed and online versions of City plans and regulations that can be easily accessed by the public, as well as technical support to assist developers and property owners in navigating administrative processes for development review, permits, zoning issues, etc.

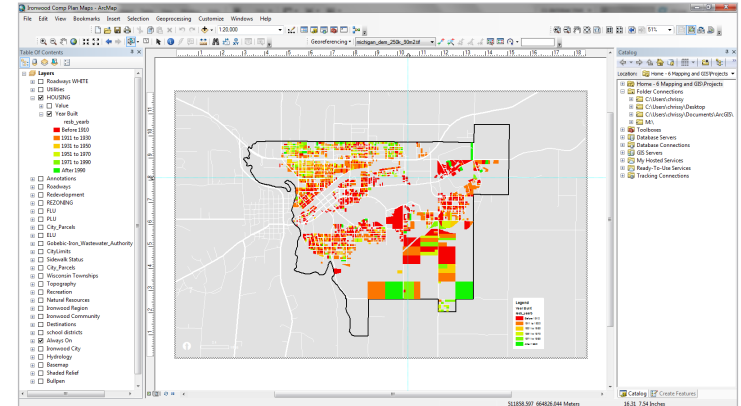
Strategy 3.2(b): Develop resources to explain administrative processes to developers and property owners

- Such resources may include a development checklist, FAQs, or homeowner's guides (e.g. How to apply for a permit for a home addition/fence/etc.).

STRATEGY 3.3: CONDUCT REGULAR LAND USE & BUILDING CONDITION INVENTORIES

The City should conduct regular inventories of land use and building conditions to inform the City's reinvestment priorities. This includes maintaining a database of vacant and development-ready sites as well as sites with structures on them that are in poor condition.

The City should use the land use and building inventory to assess the condition and scope of vacant and blighted properties in the



GIS software can be used to analyze existing land uses and building conditions and identify future redevelopment priorities

community (size and location of lots, adjacencies, etc.); identify future redevelopment priority sites; and inform vacant land management policies and practices, including recommendations for how to manage the City's surplus property list. The City should reevaluate the surplus list on an annual basis. See also [Strategy 6.11: Support Infill & Redevelopment](#). Criteria for identifying redevelopment opportunity sites should include:

- Public ownership or landowner interested in redevelopment
- Vacant or underutilized land / buildings
- Availability of and capacity of existing infrastructure
- Suitability for future development (soils, wetlands, etc.)
- Potential for redevelopment to serve as a catalyst for other public improvements or remediation of environmental problems
- Location within city limits

The City may consider enlisting the assistance of local students (from Gogebic community college or other post-secondary institutions in the region) to collect and analyze data using GIS mapping software. This strategy may also involve working with the community college to develop a program for students interested in GIS technology and related career paths. Other partners in this venture may include ESRI (a GIS software company), the Urban Land Institute (ULI), and the American Planning Association (APA).

STRATEGY 3.4: IDENTIFY A PROJECT AREA FOR A PILOT SMALL AREA PLAN

The City should consider the preparation of small area plans to guide revitalization efforts around key nodes and neighborhoods. Given the costs associated with small area planning and the limited market demand for redevelopment master planning, in the near term, the City may consider a pilot small area plan in a project area where there is: (1) a significant cluster of redevelopment opportunity sites (see [Figure 3-2](#)); (2) potential for public-private partnership and financing for redevelopment planning; and (3) opportunities to incorporate and leverage funding for priority infrastructure planning projects (e.g. road reconstructions, complete streets pilot project, stormwater improvements, etc.).

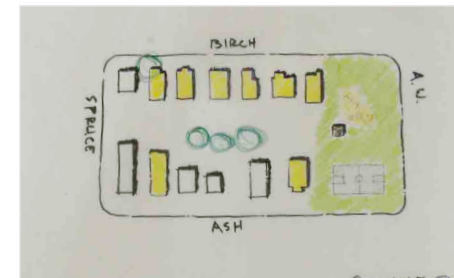
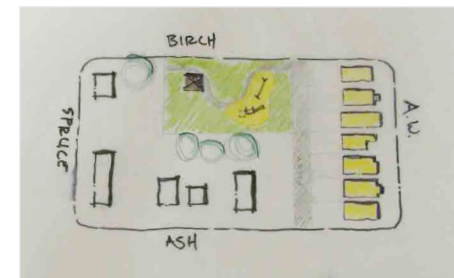
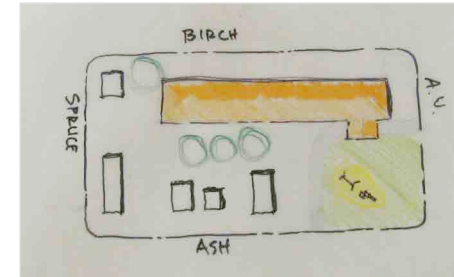
Small area plans should:

- Align with requirements of the Michigan Economic Development Corporation's (MEDC) [Redevelopment Ready Communities](#) program.
- Articulate a vision for the project area based on community input.
- Include site analysis, redevelopment scenarios (see examples, right), and development yield calculations for key redevelopment sites within the project area.
- Identify priority capital improvement and maintenance projects, best management practices, design guidelines, and recommendations for community-led revitalization projects.
- Address potential funding sources, implementation partners, and marketing strategies.
- Identify the City's role regarding key redevelopment opportunity sites (i.e. as broker, facilitator, or develop/partner - see [p. 3-14](#)).
- Consider a variety of potential City-led actions:
 - › Site acquisition and/or marketing of city-owned redevelopment sites.
 - › Assisting with property entitlements for the site and removing administrative barriers.
 - › Facilitating redevelopment of privately-owned sites.
 - › Completing public improvements around the site to encourage redevelopment.
 - › Securing financing for redevelopment projects.

- Leverage other infill/redevelopment strategies described on [p. 6-10](#) in the Community Development chapter as appropriate.

The potential for additional small area plans should be evaluated based on future site, funding, and market opportunities.

Small area planning should be considered for certain neighborhoods within the Low-Density Residential district (e.g. around the former Newport mines) where topography and historic settlements have resulted in a unique residential development pattern. Small area planning should be used to explore the development of a possible live-work zoning district within these neighborhoods that supports the growth of cottage industries, artisans and craftsmen, and other home business uses.



Redevelopment scenarios sketches were developed for the former school site in Ironwood as part of this planning process to demonstrate at schematic level, the range of potential future uses, building types, and site design options.

MAKING IT HAPPEN!

Priority Actions

Priority action steps are identified in the matrix on the following page. This matrix focuses on immediate (0-1 year) and short-term (1-5 year) action steps, as well as ongoing actions and practices. A complete matrix including longer term actions has been prepared and is maintained by the City as part of the on-going comprehensive planning process. Once these immediate and short term actions have been substantially completed, the city should initiate a comprehensive plan update process to revisit the vision, guiding principles, goals, policies, and strategies and renew the list of action steps. The matrix identifies the key strategy, related sub-strategy, responsible implementing entity (most often the City), partnership resources, general costs, and possible funding sources.

The Comp Plan and YOU!

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are just a few ideas to get you thinking, talking- and hopefully, taking action!

- Familiarize yourself with the land use directions in the Comprehensive Plan and advocate for future zoning and policy updates that will help to realize the land use vision presented in the plan.
- Serve on citizen-led committees that advise on land use policy, parks planning, or infrastructure investments, or attend public meetings pertaining to future zoning changes.

KEY TERMINOLOGY

The City has developed a number of **Spark Plans**, or “mini action plans,” to support implementation of select strategies in the comprehensive plan. Spark Plans focus on strategies that: (1) are high-priority actions, (2) may require additional explanation and planning, and (3) may be implemented by groups other than City agencies (community groups, civic organizations, individuals, etc.). Strategies for which a Spark Plan has been developed are noted in the priority action matrix with the following symbol: ✨

See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

NOTE: No Spark Plans were created for the strategies listed in this chapter.

Performance Measures

To ensure accountability around the Plan, the community needs to measure and report on accomplishments. Performance measures provide a way to measure progress and success in the implementation of the Comprehensive Plan. Some performance measures are quantifiable, concrete figures; others are more qualitative in nature. The following are the key performance measures for the land use-related action steps recommended in this chapter:

- Number of zoning requests and building permit applications.
- Number of redevelopment projects led, facilitated, or brokered by the city.
- Reduction in blighted properties.
- Improvement in neighborhood character, cohesion, and identity.
- Improved appearance and vitality of downtown and key gateway areas in the community.

TABLE 3-3. PRIORITY ACTIONS - LAND USE AND COMMUNITY CHARACTER

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
3.1 Update City Ordinances	3.1(a) Update zoning ordinance	City (Community Development)	Lead		\$\$ (\$10,000-\$50,000)	General Fund
	3.1(b) Update zoning map	City (Community Development)	Lead		\$\$ (\$10,000-\$50,000)	General Fund
	3.1(c) Create subdivision ordinance	City (Community Development)	Lead		\$\$ (\$10,000-\$50,000)	General Fund
	3.1(d) Formalize the development review process	City (Community Development)	Lead		\$ (0-\$10,000)	General Fund
	3.1(e) Consider creation of a Unified Development Code	City (Community Development)	Lead		\$\$\$ (\$50,000-\$200,000)	General Fund
3.2 Facilitate understanding of land use policies and procedures	3.2(b) Develop resources to explain administrative processes to developers and property owners	City (Community Development)	Lead	Developers, Brokers, Contractors and Realtors	\$ (0-\$10,000)	
SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
3.4 Identify a project area for a pilot small area plan	-	City (Community Development)	Lead		\$\$ (\$10,000-\$50,000)	General Fund - CDBG - other Grant Resources
ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
3.2 Facilitate understanding of land use policies and procedures	3.2(a) Provide easy access to print online resources and technical support. See p. 3-18 .	City (Community Development)	Lead		\$ (0-\$10,000)	General Fund
3.3 Conduct regular land use and building condition inventories	-	City (Assessor/ Building Inspector)	Lead		\$ (0-\$10,000)	General Fund



Photo Credit: Heather Brown



CHAPTER 4:

Transportation

The future transportation system described in this chapter of the Comprehensive Plan focuses on the following key themes emanating from the vision and guiding principles:

As a **FRIENDLY COMMUNITY**, Ironwood streets and roads need to present a lasting image and character that is inviting, pleasant, and welcoming. Street trees, wayfinding, lighting, and traffic management all contribute to the character of a street and the character of the community as a whole. Many Ironwood streets are extended beyond their useful life and need repair and in many cases replacement. A key challenge is maintaining, repairing, and replacing aging street infrastructure. Budgeting for street maintenance, street replacement and snow removal is an important policy initiative and design consideration for the City of Ironwood.

An **ACTIVE COMMUNITY** is dependent on a great mobility system. Strong connectivity within a well-designed grid street system with ample trail and sidewalk connections helps encourage walking and biking not only for recreation purposes but for trip purposes too.

A **CONNECTED/COLLABORATIVE COMMUNITY** requires the ability to move people and goods not only locally, but regionally. Regional highways, airports, and transit systems are key connectors. Collaboration with regional agencies to deliver an effective transportation network is an important part of providing regional connectivity.

A quality, efficient, and affordable transportation system is also key to maintaining a **THRIVING COMMUNITY**, being known as a great destination, and being able to sustain economic status.

In a community where people are just as apt to hop in a **CAR** as hop on a **SNOWMOBILE**, strap on a **BIKE** helmet or pair of **SKIS**, a well-planned **MULTI-MODAL** transportation system provides balanced mobility options for **ALL USERS** and ensures that you can get where you're going **SAFELY** and **EFFICIENTLY**- or just **ENJOY THE RIDE!**

OVERVIEW

A city's transportation system provides for the movement of people and goods throughout the community and to the broader region. Street and trail right-of-way comprises nearly 20% of the land area of the Ironwood community, and as such, transportation infrastructure plays a critical role in shaping the public realm and image of the community. The transportation system in Ironwood consists of three key components.

1. A roadway network that supports mobility within and through the community for all modes of transport.
2. A trail and sidewalk network that supports the transportation and recreational needs of pedestrians, cyclists, and recreational vehicles (snowmobiles/ATVs).
3. Regional-serving transportation assets such as the Gogebic-Iron County Airport and the Gogebic County Transit Authority.

Connections & Barriers

The city of Ironwood maintains over 60 miles of public streets and one regional state highway, US Highway 2.

Highway 2 is a significant regional corridor that (along with downtown) serves as one of Ironwood's two destinations for commercial businesses. Many business enterprises that serve the Gogebic and Iron County community are located along Highway 2. Several key streets connect the Highway 2 corridor to downtown Ironwood, including Broadway Street, Lowell Street, Douglas Boulevard (Old US Highway 2), and Lake Street.

Ayer Street is the primary east west corridor south of Highway 2 that brings people into downtown Ironwood. Ayer Street connects to the golf course and Industrial Park to the east and terminates at Silver Street near the Hurley/Wisconsin border to the west. Extending east beyond Ironwood, Ayer Street becomes Old County Road and connects Ironwood to the city of Bessemer.

Topographic and physical barriers south of downtown have resulted in somewhat **fragmented routes and corridors**. In Ironwood, key "through" routes or corridors are often comprised of a combination of streets. For example, South Lowell Street, Alfred Wright Boulevard, and Norrie Park Road could be considered one "corridor"- albeit fragmented.

The **Montreal River** runs north-south along Ironwood's western edge defining the boundary between Ironwood and Hurley. There are only two roadway crossings of the Montreal-one at Silver Street and one at West Norrie/Poplar Street-and one trail bridge.

Miners Park, once a place of significant mining activity and now transformed into a tremendous park asset, is a physical barrier to north and south street and trail connections. Additionally, the park presents a policy challenge of how to balance transportation and mobility needs with the desire to maintain a pristine park area. Around Miners Park and the former mining areas, the traditional grid becomes more organic, creating navigational challenges.

Destinations

In addition to connecting travelers to downtown and neighborhood destinations, the transportation system enables access to the Ironwood community's rich outdoor recreational amenities, as well as regional job centers along Highway 2 and within the Ironwood Business Park. Currently, wayfinding/gateway signage, maps, and other directional cues are limited and inconsistently applied.

Balancing Modes

As key connectors between Ironwood's commercial districts, these major corridors are logical multi-modal routes that need to accommodate automobile, bike, and pedestrian mobility-as well as ATVs and snowmobiles. ATVs and snowmobiles are used by Ironwood residents for both recreational and transportation purposes.

Regional Connections

Regional connectivity is of critical importance to Ironwood and the Upper Peninsula. Support for the Gogebic Iron County Airport and the potential increased demand for rail transport (Canadian National Railroad north of Ironwood) elevates regional connectivity.

WHAT WE'VE HEARD

Management and maintenance of aging street infrastructure is a clear priority for Ironwood. While there are economic challenges associated with maintenance and upgrading infrastructure, these are investments that should be prioritized.

Strengthening mobility for non-car modes through sidewalk and trail improvements is also a priority investment for the community. Many residents and businesses in the community see these kinds of "quality of life" improvements as supporting the community's economic development, as well as transportation goals, by making the community a more attractive and livable destination.

Within the trail and sidewalk system, there is a need to balance between the sometimes divergent needs of various users: "silent sports" (walking, jogging, snow shoeing, skiing), biking, snowmobiles, and ATVs. Mobility systems for all modes need to be carefully planned and clearly communicated to all user groups through wayfinding signage, maps, and infrastructure design.

Ironwood is known as "Big Snow Country," but with "Big Snow" come big responsibility for snow removal and infrastructure maintenance. As such, the operation and maintenance associated with snow removal and four-season usage of trails and sidewalks, needs to be carefully considered in the design and planning for transportation infrastructure.

WHAT WE'VE HEARD:

67% of survey respondents rated "street improvements" as one of their top 3 funding priorities

GOALS & POLICIES

GOAL 4.1 PRESERVATION

Invest in existing transportation infrastructure to effectively provide safety, mobility, access, connectivity, and support of community development initiatives.

Policy 4.1.1 Invest in street maintenance and replacement on an annual basis through the capital improvement planning process.

Policy 4.1.2 Invest in sidewalk and trail maintenance on an annual basis through the capital improvement planning process.

Policy 4.1.3 Prioritize investment in projects that fill gaps in the existing transportation networks.

Policy 4.1.4 When reconstructing streets, consider street design that optimizes pavement width (no more than what is necessary) while being cognizant of “Big Snow Country” context.

Policy 4.1.5 Coordinate public investments where sharing ROW and upgrading systems simultaneously can realize efficiencies.

GOAL 4.2 ACCESS, MOBILITY & SAFETY

Provide safe, effective, efficient, and economical access to housing, jobs, arts and cultural attractions, educational opportunities, and essential services.

Policy 4.2.1 Provide a network of complete streets that balance safety needs for all modes of travel – make room for pedestrians.

Policy 4.2.2 Design streets that account for 4 season use by all modes of travel, including strategies for snow storage and removal.

Policy 4.2.3 Keep street widths appropriate relative to adjacent land uses and street function and snow removal/management needs.

Policy 4.2.4 Manage individual vehicle access points from private property onto key arterial and collector streets to minimize conflicts between vehicles and pedestrians and to maintain safe and efficient traffic flow.

Policy 4.2.5 Ensure routes for various modes of travel are aligned with land use and street design limitations.

Policy 4.2.6 Provide good wayfinding and signage.

Policy 4.2.7 Provide lighting that is sensitive to the context of the street (residential, commercial, function.)

GOAL 4.3 STRENGTHENING THE ECONOMY

Provide environmentally responsible and aesthetically pleasing transportation infrastructure and services in coordination with land use planning and development that strengthen the local, community, regional, and state economies and competitive position.

Policy 4.3.1 Ensure street designs respond to the types of land use that are being served.

Policy 4.3.2 Invest in behind the curb improvements along key streets and gateways (landscaping, trails/sidewalks, gateway signage, wayfinding, street furniture, corridor appropriate lighting.)

Policy 4.3.3 Accommodate parking based on the land use and corridor function - off street versus on street; parcel or business by business versus a district approach to parking such as in downtown.

Policy 4.3.4 Plant street trees appropriate to the street function and land use pattern.

GOAL 4.4 COORDINATION & COLLABORATION

Maximize collaboration between public officials, private interests, and transportation agencies at a local, community, regional and statewide level to improve safety, enhance or consolidate services, strengthen intermodal connectivity, and maximize the effectiveness of investment for all transportation modes.

Policy 4.4.1 Collaborate with MDOT on improvements to regional highways.

Policy 4.4.2 Collaborate with the Gogebic Transit Authority to ensure efficient and effective access to transit services within Ironwood and the Ironwood Community.

Policy 4.4.3 Support investments in the Gogebic Iron County Airport and transit connections between the airport and Ironwood.

Policy 4.4.4 Participate in the regional discussions regarding the resurgence of freight and passenger rail.

Policy 4.4.5 Facilitate on-going dialogues between various modal user groups (snowmobiles, ATVs, cross country skiers or silent sport enthusiasts, bikers, etc.)

KEY TERMINOLOGY

The goals and policies on this page support the vision and guiding principles of the plan and should be used to inform future decision-making and action.

Goals: are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

Policies: describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles and are often place-specific.

FRAMING CONCEPTS

ROADWAYS

FUNCTIONAL CLASS

Traditional definitions for roadways in a city refer to arterials (principal and minor), collectors, and local roads. These terms come from National Functional Classification (NFC), a transportation planning tool. All public roads are classified according to the function they serve within the overall roadway network.

Arterials

Arterials are the busiest roads carrying the greatest level of traffic, and serving a more regional connecting role (for example US Highway 2 – also identified by MDOT as a [Regional Corridor of Significance](#)).

Collector Roads

Collector roads serve key community origins and destinations and provide a way for community traffic to access the regional roadway system (for example N Lowell Street, Douglas Blvd or N Lake Street). These roads provide a greater level of access to individual property and will carry more moderate levels of traffic.

Local Streets

Local streets provide the greatest degree of access to private property and generally carry the lowest traffic volume. Because they provide the greatest level of access, local streets make up the most street mileage in the system.

STORMWATER MANAGEMENT

Stormwater management is an important aspect of street systems and street design. Streets are hard surfaces that generally increase stormwater volume and rates of run off. Integrating stormwater management strategies into the design and reconstruction of streets can help minimize flooding impacts, protect surface water resources, and beautify the public realm.

PUBLIC REALM

Roadways do more than support mobility and transportation purposes; they also contribute to the community image and character and are a dominant component of the overall public realm. The City should invest in the long-term management and maintenance of its public street system, including streetscape quality and durability.



Principal Arterial Road: US Highway 2



Minor Arterial Street: Ayer Street



Collector Street: West Broadway Street

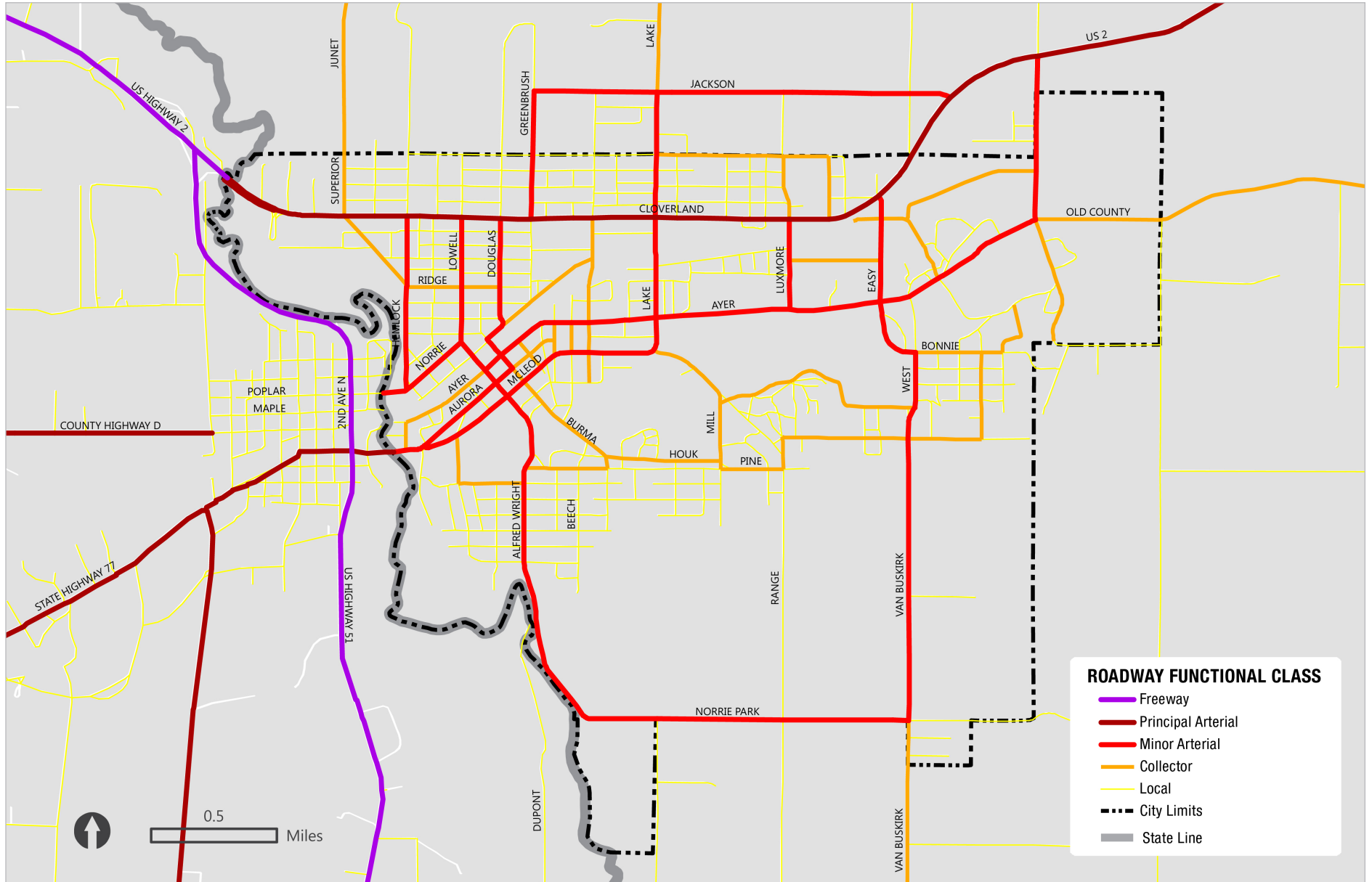
RELATED STRATEGIES:

Strategy 4.1: Implement a Complete Streets Pilot Program

Strategy 4.3: Prepare a Street Maintenance & Reconstruction Plan

SEE P. 4-18 FOR MORE ON THE STRATEGIES LISTED ABOVE

FIGURE 4-1. STREET NETWORK BY FUNCTIONAL CLASS



FRAMING CONCEPTS

COMPLETE STREETS

Complete Streets are streets that are designed to be safe for people of all ages. This includes pedestrians, bicyclists, motorists, and transit riders.

Complete streets;

- Are easy to cross and travel along
- Increase opportunities for physical activity
- Safely accommodate multiple modes of transportation
- Result in increased walkability, a characteristic of a livable, desirable community

Overtime, Ironwood should develop a system or network of complete streets, recognizing that not every street must be a “complete street”. Where appropriate and feasible, the reconstruction of aging streets and future streets should incorporate components of complete streets.

Resources

The State of Michigan passed [Complete Streets legislation](#) in 2010, giving planning and coordination responsibilities to city, county, and state transportation agencies.

The [Michigan Complete Streets Coalition](#), formed in 2009 to organize various Complete Streets movements across the state, works to promote statewide policy and support local initiatives across the state.

The Michigan Healthy Communities Program partners with local health departments and state organizations to change policy, environment, and systems throughout the state, and offers local [policy resources](#) to communities seeking assistance with Complete Streets implementation.

The Michigan Municipal league has identified Complete Streets as complimentary to their Prosperity Agenda, and as a core asset of community design by their Center for 21st Century Communities. They provide [resources and publications](#) for use by local communities to encourage the inclusion of complete streets into community planning.



Complete streets consider off-street sidewalks or multi-use paths.



Bike lanes are an option for bicycle infrastructure in a Complete Street



A wide, paved shoulder is an option on a more rural street section.

RELATED STRATEGIES:

Strategy 4.1: Implement a Complete Streets Pilot Program

Strategy 4.3: Prepare a Street Maintenance & Reconstruction Plan

SEE P. 4-18 FOR MORE ON THE STRATEGIES LISTED ABOVE

Complete Street Pilot Routes

To expand on current efforts and build a network of Complete Streets, the City should begin by testing two or more pilot routes that traverse the city. Figure 4-2 shows potential complete street pilot routes, including major east-west and north-south connections through the city. Further study is necessary to identify the best routes for the complete streets pilot.

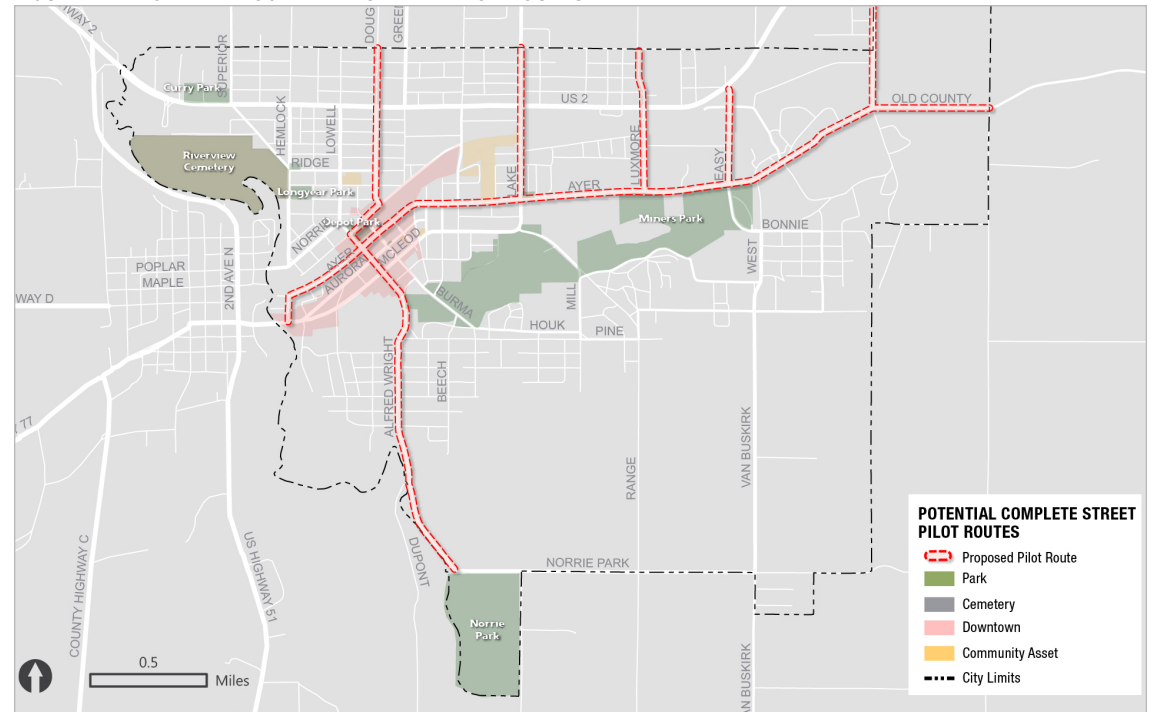
The north/south route along Douglas/Alfred Wright is a candidate for a pilot street because it provides a direct connection from the north end of town all the way to Norrie Park, passing through downtown and by Slight Elementary. Douglas (also known as Business Route 2) is a primary auto access route into downtown and may be a safer, more visible option for complete street design than some of the adjacent streets in the area. This route also builds on the off-street, multi-use path that currently exists along Alfred Wright from West Lime Street to Oak Street.

The potential east/west route along Ayer connects downtown, the industrial park, and the golf course on the east side of town, flanking the north side of Miners Memorial Heritage Park along a portion of its eastern half, and connects to one of five Montreal River crossings into Wisconsin. Portions of this corridor have been included within the City's five year Capital Improvement Planning for reconstruction.

Key elements to consider in the design of the complete street include:

- Wayfinding systems directing users to key civic destinations along the route: parks, schools, trail heads, historic sites/buildings
- On-street bike lanes or off-street multi-use trails, depending on roadway configuration and property impacts
- Landscape and streetscape amenities that are sensitive to adjacent land uses and climate sensitive (i.e. accommodate snow removal)
- Aesthetically designed and functional stormwater systems
- Intersection improvements to facilitate safe traffic turning and safe pedestrian crossings
- Traffic calming strategies that direct through traffic to primary streets and manage neighborhood traffic
- A maintenance and operations plan to account for upkeep of the street

FIGURE 4-2. POTENTIAL COMPLETE STREET PILOT ROUTES



FRAMING CONCEPTS

PEDESTRIAN NETWORK

Many of Ironwood's traditional older streets have sidewalks on both sides of the street. Where gaps in the sidewalk system exist, priority should be placed on completing sidewalks. Priority should be further placed on projects that:

- Are proximate to Ironwood Schools, particularly elementary and middle schools.
- Are more prominently travelled sidewalks that connect popular pedestrian destinations: parks, outdoor recreation places, commercial services
- Provide separation between pedestrian and heavier vehicular traffic operations

Figure 4-3 illustrates priority routes and zones for pedestrian connectivity based on the above principles. The city is organized into three priority zones and primary pedestrian routes, and priority in completing and filling existing gaps the sidewalk system should be given in the following order:

- Primary Pedestrian Routes: should have sidewalks on both sides of the street, with the exception of streets with adjacent multi-use paved trails, such as the proposed River Walk Trail near Norrie Park Road and the existing multi-use trail along Alfred Wright
- Primary Pedestrian Zone: streets should have sidewalks on both sides
- Secondary Pedestrian Zone: streets should have sidewalks on both sides
- Tertiary Pedestrian Zone: streets should have sidewalks on at least one side

The City of Ironwood has successfully pursued funding for improvements to the pedestrian system near and around schools through the Federal Highway Administration's Safe Routes to School Program, and should continue with these efforts.

Snow removal is a major challenge for the sidewalk system. Property owners should be responsible for keeping sidewalks clear. In times of major snow fall, storage of snow can be challenging to nearly impossible. Snow removal from sidewalks should be explored in key areas around schools where walking most likely occurs year-round.



SIDEWALK: Traditional paved off-street pedestrian paths within the public right-of-way



MULTI-USE TRAIL: Wider off-street paved paths designed to be shared by pedestrians and bicycles. These trails can also be utilized as cross country ski and snowshoe trails during winter months.

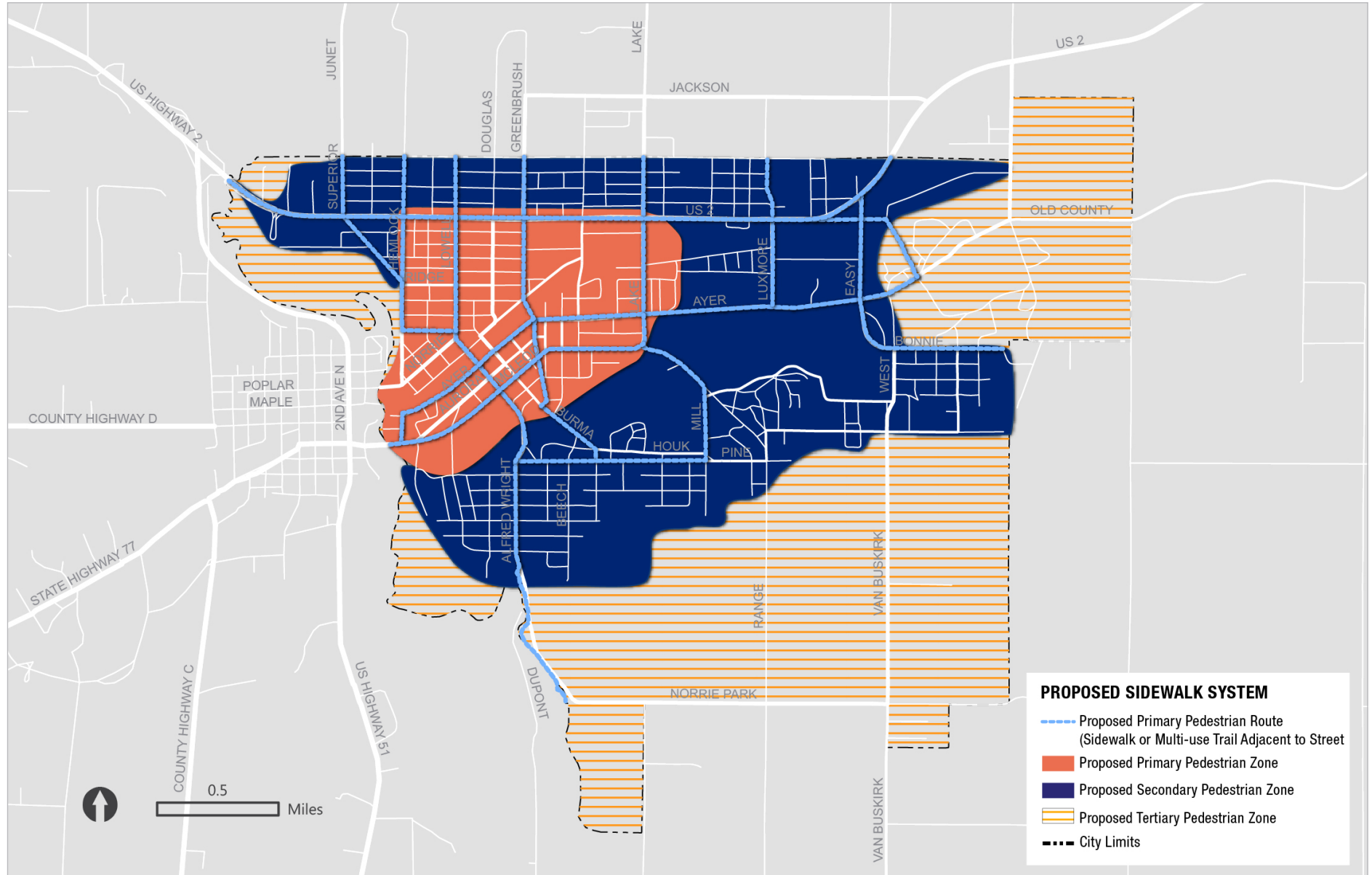
RELATED STRATEGIES:

Strategy 4.4: Pedestrian System Improvements

Strategy 4.5: Prioritize & Plan for Trail System Improvements

SEE P. 4-18 FOR MORE ON THE STRATEGIES LISTED ABOVE

FIGURE 4-3. PEDESTRIAN NETWORK IMPROVEMENT PRIORITIZATION



FRAMING CONCEPTS

TRAIL NETWORKS

Trails function as part of both the recreation and transportation systems of a city, facilitating sustainable and active modes of transportation for commuters, shoppers, students, and outdoor enthusiasts. This chapter focuses on the function of Ironwood's trail networks as part of the broader transportation system, getting people to destinations across the community by various non-car modes. [Chapter 5: Parks & Recreation](#) focuses more on recreational function of trails and the recreational trail network.

NON-MOTORIZED TRAIL NETWORK

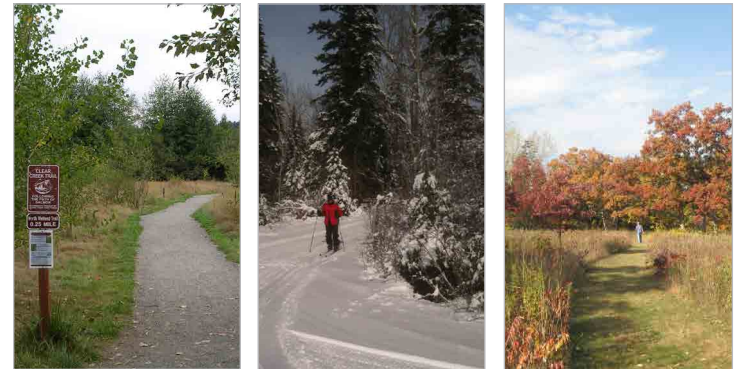
The non-motorized trail network accommodates a number of user types, including:

- Pedestrians
- Bicyclists
- Skiers
- In-line skaters

Trail systems should be designed with specific user groups in mind, as well as shared, multi-use capacities. The proposed non-motorized trail system can be seen in Figure 4-4. Proposed trail alignments are suggested starting points, and largely follow and align with:

- Existing informal footpaths and trails
- Utility/infrastructure corridor right-of-ways
- City-owned parcels
- Vacant parcels (where easements are granted)
- Stream corridor buffer areas

These proposed routes aim to provide connections to commercial areas, job centers, a grade-separated crossing of Highway 2, community assets and parks, and other existing and proposed trails, including bicycle routes, the proposed Montreal River Walk Trail and Michigan's Western Gateway Trail.



NON-MOTORIZED UNPAVED TRAILS: Trails dedicated for biking, walking, skiing, snowshoeing, etc. where the use of motorized vehicles is prohibited. Trail surfaces may include gravel, compacted soil, and mowed grass. These trails may be utilized as cross-country ski or snowshoe trails during winter months.



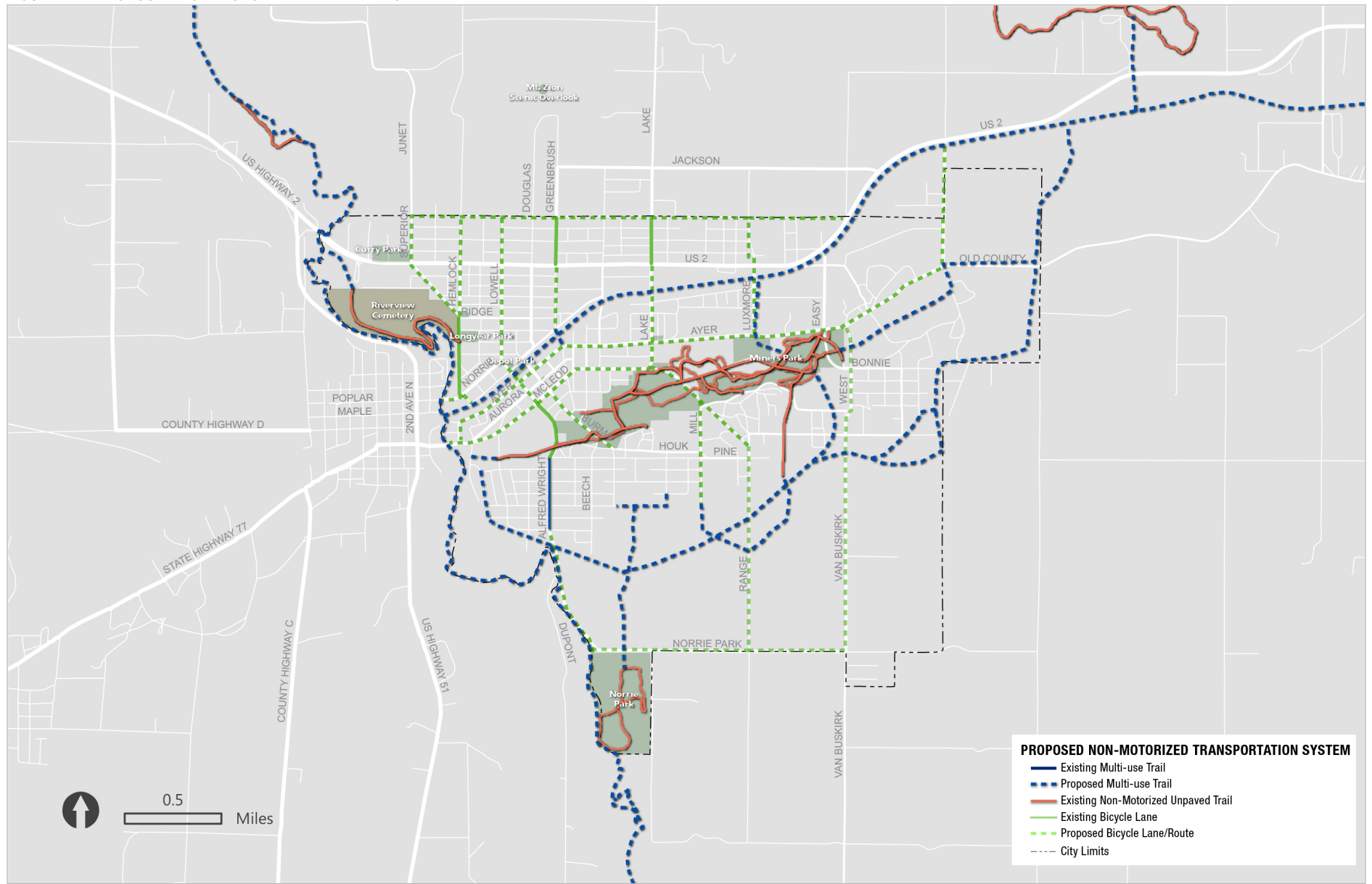
MULTI-USE TRAILS: Wider off-street paved paths designed to be shared by pedestrians and bicycles. These trails can also be utilized as cross country ski and snowshoe trails during winter months.

RELATED STRATEGIES:

*Strategy 4.5:
Prioritize & Plan for Trail
System Improvements*

SEE P. 4-18 FOR MORE ON
THE STRATEGIES LISTED ABOVE

FIGURE 4-4. PROPOSED NON-MOTORIZED TRAIL NETWORK



FRAMING CONCEPTS

BICYCLE NETWORK

Ironwood currently has a limited system of on-street bike lanes and off-street multi-use trails, with plans to add bicycle infrastructure concurrently with street reconstruction projects as funding becomes available. Figure 4-5 shows how proposed bicycle lanes, routes, and multi-use trails can be integrated with the existing bicycle facilities, and existing and proposed trails.

Proposed bicycle facilities can be accommodated in different ways. Bicycle lanes, which are dedicated, on-street, marked lanes for one-way travel going in the same direction (usually) as vehicles in the adjacent traffic lane, and must be a minimum of 4' wide within a lane that is at least 14' wide to the curb. Ideal bike lanes are 5' wide.

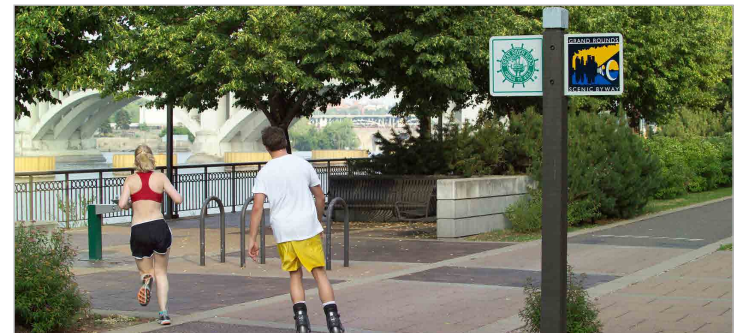
Where bicycle lanes are not feasible due to right-of-way constrictions, alternative bicycle facilities, such as Bicycle Routes, should be considered. Bicycle Routes are road segments identified by directional and informational markers including pavement markings, but do not include delineated lanes for bikes only. This may include Shared Lane Marking or "Sharrow", or wide shoulders that can accommodate bicyclists. For a more complete overview of bicycle and pedestrian facilities refer to the MDOT document on [Bicycle and Pedestrian Terminology](#).



BIKE LANE: A dedicated, marked on-street lane for bicycles.



BIKE ROUTE: On-street routes where bicycles share the road with cars. Routes may be marked by pavement paint or other signage.



MULTI-USE TRAIL: Wider off-street paved paths designed to be shared by pedestrians and bicycles.

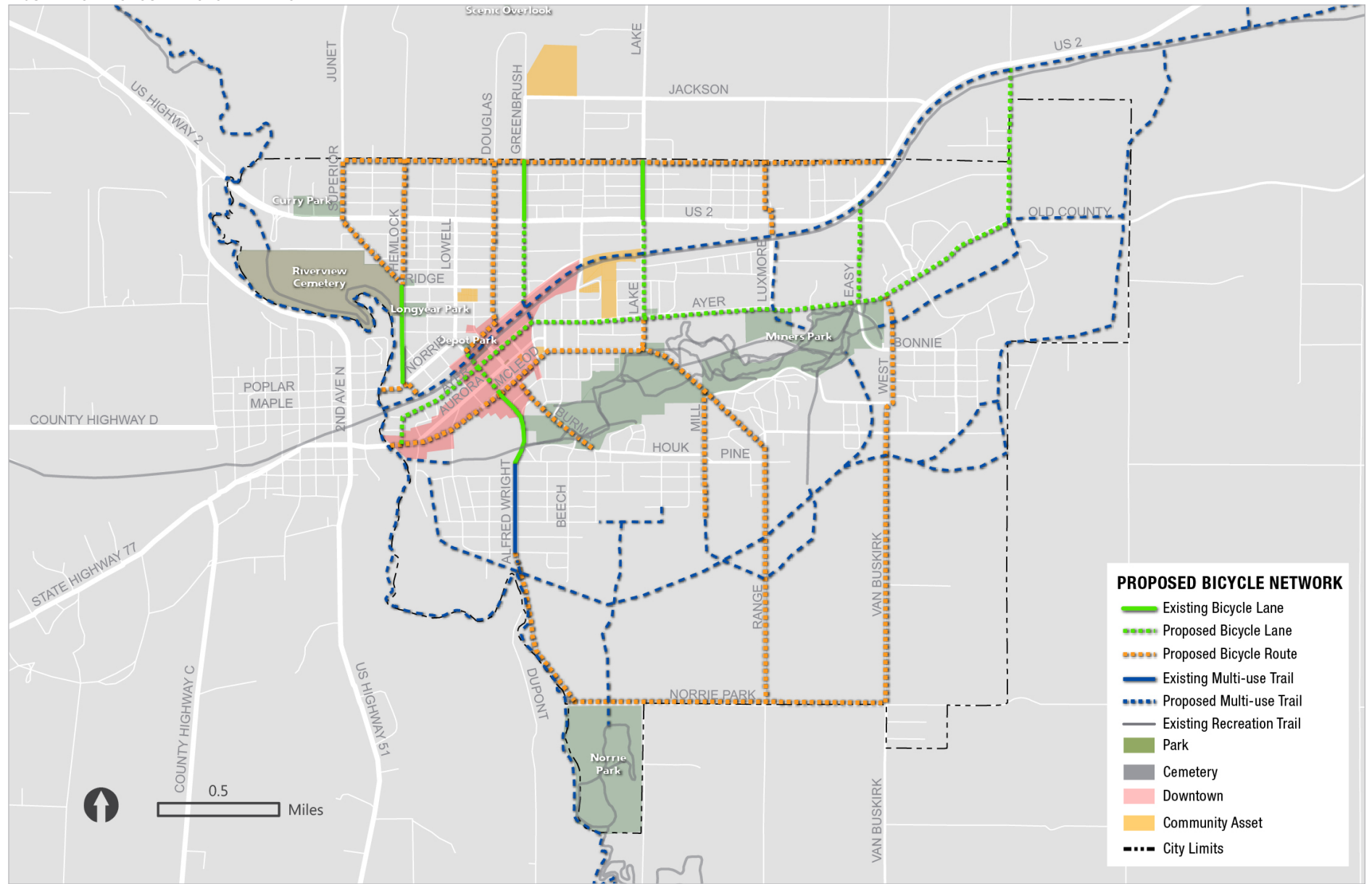
RELATED STRATEGIES:

*Strategy 4.1:
Implement a Complete
Streets Pilot Program*

*Strategy 4.5:
Prioritize & Plan for Trail
System Improvements*

SEE P. 4-18 FOR MORE ON
THE STRATEGIES LISTED ABOVE

FIGURE 4-5. PROPOSED BICYCLE NETWORK



FRAMING CONCEPTS

MOTORIZED TRAIL NETWORK

Snowmobiling and the use of ATVs is a beloved pastime for many Ironwood residents, and a large component of local tourism. Via the Trail 2 snowmobile route, which is the southern railway grade running through Ironwood, riders have access to hundreds of miles of trail in Gogebic County and beyond, as well as designated parking facilities within the downtown core. The City has also authorized the use of this railbed within city limits for ATV use.

Dirtbike riders also have access to the Stateline Motocross Park, a commercial, privately-owned track within the Gogebic County Fairgrounds.

The Michigan Department of Natural Resources has established [snowmobile](#) and [ATV regulations](#) for the operation of motorized vehicles on public right-of-ways, and these work in tandem with City Ordinances that restrict the use of snowmobiles and ATVs on designated streets within city limits.

Figure 4-6 illustrates the existing and proposed system of designated snowmobile/ATV access streets and restricted streets. The addition of proposed designated access streets and restricted streets aims to clarify the motorized policy, and reduce the occurrence of motorized activity in Miners Memorial Heritage Park and other areas of the city, while simultaneously embracing motorized culture as part of Ironwood's transportation and recreation systems.



MOTORIZED TRAIL: Off-street routes dedicated for use by snowmobiles and ATVs



RECOMMENDED TRAIL ACCESS STREET: Preferred, signed streets for use by snowmobiles and ATVs to get to and from Trail 2 and the ATV trail.

RESTRICTED STREET: Streets where Snowmobiles and ATV use is prohibited.

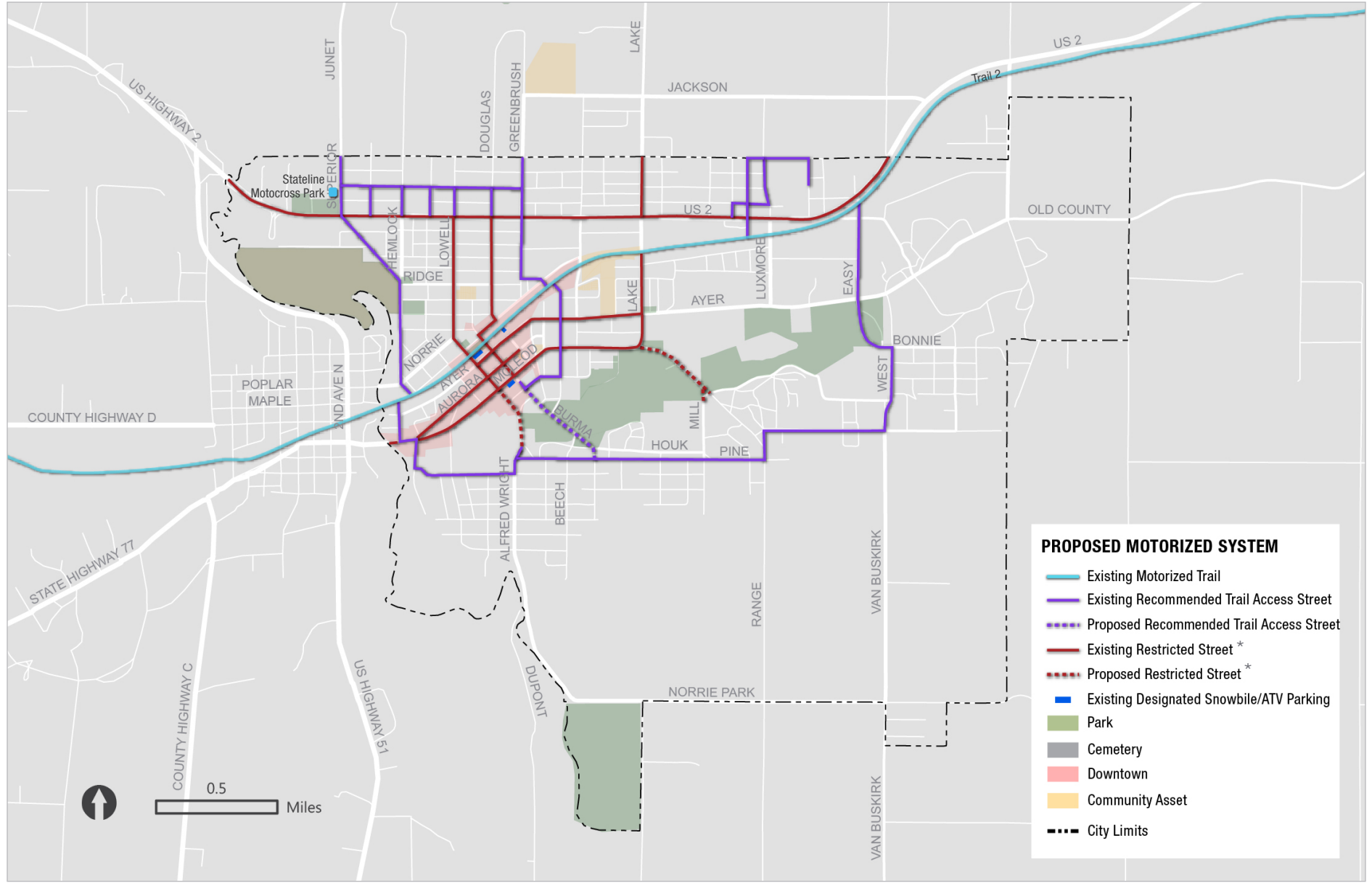
RELATED STRATEGIES:

*Strategy 4.2:
Prepare a Wayfinding
Master Plan*

*Strategy 4.5:
Prioritize & Plan for Trail
System Improvements*

SEE P. 4-18 FOR MORE ON
THE STRATEGIES LISTED ABOVE

FIGURE 4-6. PROPOSED MOTORIZED ACCESS ROUTES



* All other streets are open for motorized use

FRAMING CONCEPTS

WAYFINDING

Wayfinding can be defined as spatial problem solving; it is knowing where you are in the environment, where your desired location is, and how to get there. A good wayfinding system is a critical component of all cities and towns. Principles of wayfinding include:

- Using landmarks to provide orientation cues and memorable locations
- Providing well-structured paths
- Creating individual identities at each location
- Limiting users choices in navigation
- Using survey views (give navigators a vista or map)
- Providing signs at decision points to help wayfinding decisions
- Using sight lines to show what's ahead

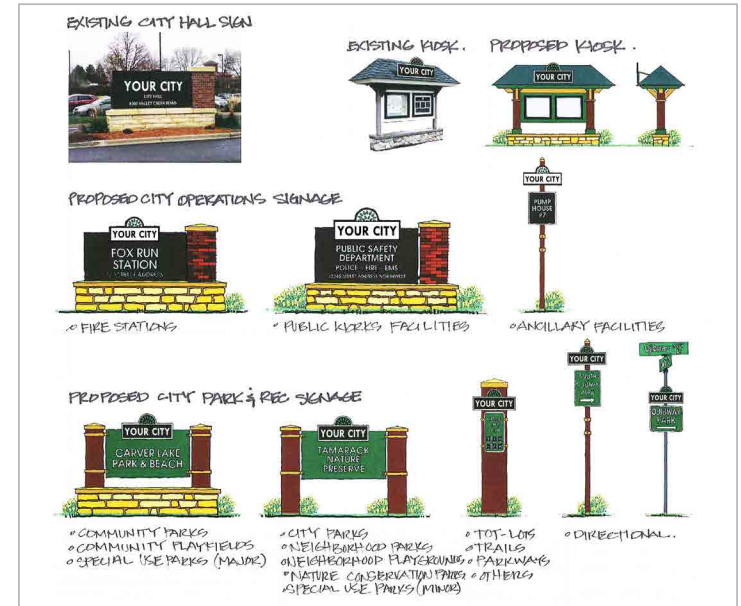
Ironwood currently lacks a comprehensive and effective wayfinding system to guide residents and visitors to community assets, including parks, trails, schools, downtown, historical assets, or businesses.

Steps should be taken to improve the overall wayfinding system, including the following priorities;

- Gateway signage at the City's main entrances
 - › US Highway 2 and Business Highway 2
- Cues to the downtown core for
 - › motorists
 - › Motorized and non-motorized trail users
 - › Bicyclists
- A comprehensive park and trail wayfiding system;
 - › For Michigan's Western Gateway/Trail 2 users
 - › As part of a Miners Memorial Park Master Plan
 - › To direct motorists to Ironwood Parks and trail heads
- Wayfinding for regional destinations
 - › Downhill, cross-country, and ski-jumping facilities
 - › County, state, and national parks and forests
 - › Waterfalls
- A story-telling, historic wayfinding system
- Wayfinding that incorporates public art



Introduce wayfinding aimed at improving the bicycle system



Wayfinding signage size, height, and content should be appropriate for motorists, pedestrians, bicyclists, trail riders, etc.



Artful signage should be integrated into a wayfinding system.



Historical wayfinding may include interpretation kiosks.

RELATED STRATEGIES:

Strategy 4.2:
Prepare a Wayfinding Master Plan

Strategy 4.5:
Prioritize & Plan for Trail System Improvements

SEE P. 4-18 FOR MORE ON THE STRATEGIES LISTED ABOVE

REGIONAL TRANSPORTATION

GOGEBIC COUNTY TRANSIT AUTHORITY

Gogebic County Transit Authority, also known as the little blue bus, provides demand response and flex route service to areas within Gogebic County. Demand-Response is a point-to-point pickup and drop-off service provided in response to a phone call, with or without notice (typically 24 hours). Flex Route service operates generally with a regular route and schedule but will depart some distance from the route as needed to pick up and drop off passengers.

The City should collaborate with the transit authority to support the continued operations and infrastructure needs of the Transit Authority.

GOGEBIC IRON COUNTY AIRPORT

The Gogebic Iron County Airport provides limited services to small planes and jets. Over the years, the airport has been able to sustain daily flights to a few key metropolitan areas with major airport hubs. This connection is of value to the City of Ironwood from an economic development and tourism perspective. Corporate businesses looking to locate the region may see an airport as an added incentive. Access to the western Upper Peninsula and the outdoor tourism and recreation assets is greatly enhanced by airport service.

The City should collaborate with the airport and regional governing agencies to ensure the long term sustainability of airport services.

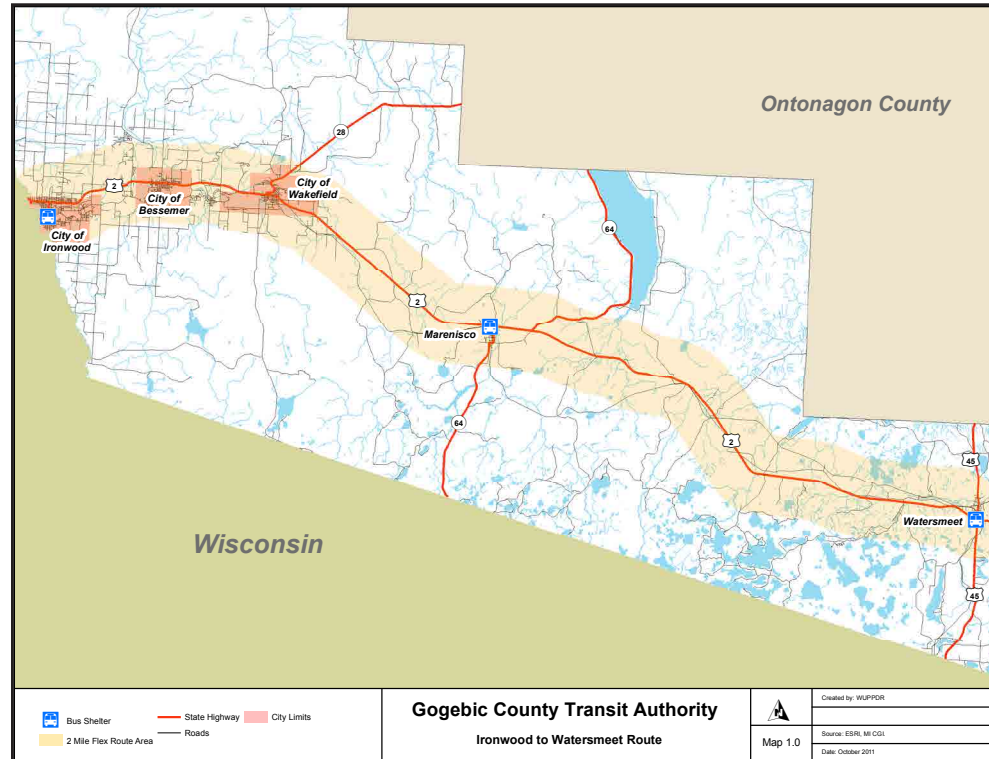


FIGURE 4-7. TRANSIT SERVICE AREA TO WATERSMEET FROM THE GOGEBIC COUNTY TRANSIT AUTHORITY.

STRATEGIES

KEY TERMINOLOGY

“Strategies” are actions, programs, and practices that support one or more of the plan’s goals and policies. Strategies address at a high level, the “who, what, when, where, and how” of reaching a goal, and may involve multiple sub-strategies.

The following strategies support the goals and policies of the Transportation Chapter:

STRATEGY 4.1: IMPLEMENT A COMPLETE STREETS PILOT PROGRAM

To introduce the Complete Streets concept in Ironwood, two pilot routes should be implemented and tested. This strategy would include

- Developing a better understanding of the physical constraints of the corridor (existing right of way limits, road widths, traffic volumes and intersection features) through mapping, observation, and survey work.
- Community workshops to explore and understand what complete streets mean and how they might apply to a particular corridor.
- Prepare a conceptual and detailed design program for the corridor including graphic representation at a corridor level and more detailed design of key segments with associated cost estimates.
- Securing funding and include the project in the five year Capital Improvement Program.

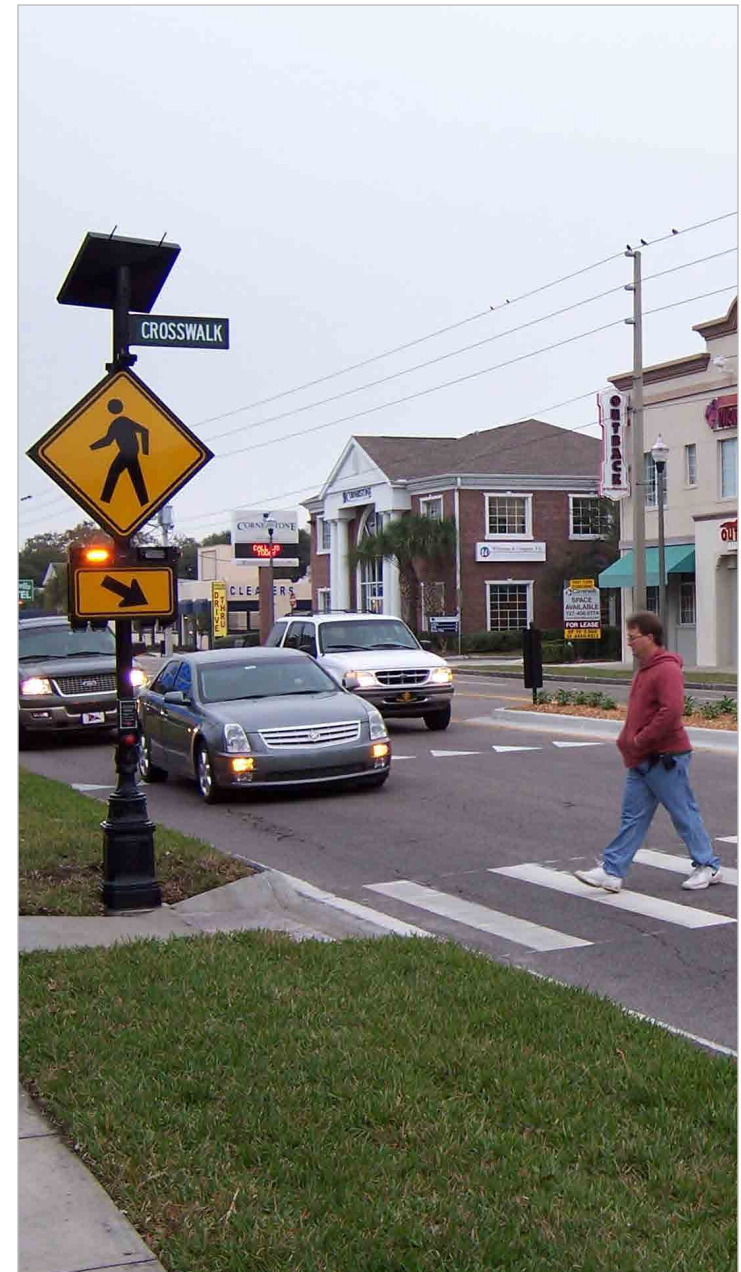
STRATEGY 4.2: PREPARE A WAYFINDING MASTER PLAN

The City currently has some signage throughout the community providing very limited wayfinding. A comprehensive master plan that provides key guidance on the types of wayfinding, geographic location of signs, a preferred design theme, and funding resources should be considered.

STRATEGY 4.3: PREPARE A STREET MAINTENANCE AND RECONSTRUCTION PLAN

The City has completed reconstruction of streets in certain neighborhoods where infrastructure and street improvement project needs aligned. A street maintenance and reconstruction plan would allow the City to assess the condition of existing streets and prioritize and budget for future improvements. The plan should:

- Include an asset inventory of all local streets and a condition analysis utilizing a GIS based mapping and database system. The inventory should document the age, quality, and condition of streets throughout the community. This information should be used to help identify, budget, and plan for future street reconstruction projects.
- Develop a preventative maintenance strategy for streets that



are approaching useful life expectancy so that street life can be extended and value maximized before the street deteriorates to an unsafe or detrimental condition.

- Identify streets for reconstruction with priority for streets in the poorest condition. Street reconstruction projects should include full curb and gutter and sidewalk, not only mill and overlay.

STRATEGY 4.4: PRIORITIZE, PLAN FOR, AND CONSTRUCT PEDESTRIAN SYSTEM IMPROVEMENTS

Sidewalk improvements should be included in the Capital Improvement Plan. Gaps within the sidewalk and trail network should be prioritized. In addition, sidewalks in poor condition should also be prioritized for replacement. Continue pursuit and implementation of Safe Routes to School funding and projects. Focus on pedestrian system improvements that are located within the Primary Pedestrian Route and Zone first, with improvements in the Secondary Pedestrian Zone as funding becomes available.

STRATEGY 4.5: PRIORITIZE, PLAN FOR, AND CONSTRUCT TRAIL SYSTEM IMPROVEMENTS

Trail improvements should be included in the Capital Improvement Plan. Make trail improvements to round out and enhance Ironwood's existing trail system, resulting in a system that is a more integral part of the community's transportation and recreation system. This strategy should include:

- Maps that define desired and appropriate trail alignments by user mode (snowmobile, silent users, bike, ATV) see Figures 4-4 through 4-6.
- Trail segment designs and cost estimates
- Prioritization and alignment of funding sources

See [p. 5-8](#) in the Parks & Recreation chapter for more on trail planning.



MAKING IT HAPPEN!

Priority Actions for the City

Priority action steps are identified in the matrix on the following page. This matrix focuses on immediate (0-1 year) and short-term (1-5 year) action steps, as well as ongoing actions and practices. A complete matrix including longer term actions has been prepared and is maintained by the City as part of the on-going comprehensive planning process. Once these immediate and short term actions have been substantially completed, the city should initiate a comprehensive plan update process to revisit the vision, guiding principles, goals, policies and strategies and renew the list of action steps. The matrix identifies the key strategy, related sub-strategy, responsible implementing entity (most often the City), partnership resources, general costs, and possible funding sources.

The Wayfinding Master Plan recommended in this chapter requires a planning process in order to identify, budget for, and prioritize capital improvements. These master plans should be considered as a capital investment in the community.

The Comp Plan and YOU!

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are just a few ideas to get you thinking, talking- and hopefully, taking action!

- Be an advocate for transportation system improvements; show up at community meetings to express your views and support street, sidewalk, and trail improvement projects.
- Share the road with bikers, walkers, joggers, skiers, snowmobilers, ATV riders, and autos. Be cognizant of all users and be safe. Obey rules and laws.
- Be a user of the facilities and based on your experiences, contribute to making them better.
- Support community wide efforts to maintain and reconstruct street, sidewalk, and trail infrastructure.
- Work with public works crews to help manage snow removal during heavy snow falls in a safe and environmentally responsible manner.

KEY TERMINOLOGY

The City has developed a number of **Spark Plans**, or “mini action plans,” to support implementation of select strategies in the comprehensive plan. Spark Plans focus on strategies that: (1) are high-priority actions, (2) may require additional explanation and planning, and (3) may be implemented by groups other than City agencies (community groups, civic organizations, individuals, etc.). Strategies for which a Spark Plan has been developed are noted in the priority action matrix with the following symbol: ★

See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

Performance Measures

To ensure accountability around the Plan, the community needs to measure and report on accomplishments. Performance measures provide a way to measure progress and success in the implementation of the Comprehensive Plan. Some performance measures are quantifiable, concrete figures; others are more qualitative in nature. The following are the key performance measures for the transportation-related action steps recommended in this chapter:

- Linear feet of streets reconstructed (budgeted for or completed).
- Linear feet of new sidewalks or new trails installed.
- Bike or pedestrian surveys measuring usage of key trails.
- Number of new wayfinding signs installed.
- Traffic, pedestrian, bicycle, snowmobile, or ATV accidents.

TABLE 4-1. PRIORITY ACTIONS - TRANSPORTATION

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Associated Cost	Possible Funding Sources
4.3 Prepare a street maintenance and reconstruction plan	-	City (Public Works)	Lead	DOT	\$\$\$ (\$50,000-\$200,000)	Streets Fund - General Fund - DOT - Grant Funds
4.5 Define priority trail improvements *	-	City (Community Development)	Lead	User Groups	\$ (0-\$10,000)	General Fund
SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Associated Cost	Possible Funding Sources
4.1 Identify and implement pilot routes for a Complete Streets program	-	City (Public Works)	Lead	Michigan Complete Streets Coalition, DOT	\$\$\$ (\$50,000-\$200,000)	Streets Fund - General Fund - DOT - Grant Funds
4.2 Prepare a wayfinding master plan *	-	City (Community Development)	Partnership	Chamber of Commerce	\$\$ (\$10,000-\$50,000)	General Fund - Grant Resources - Philanthropic
ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Associated Cost	Possible Funding Sources
4.4 Define priority improvements to the pedestrian network *	-	City (Public Works)	Lead	Safe Routes To School Committee - Neighborhoods	\$ (0-\$10,000)	General Fund

* Strategy for which a Spark Plan has been developed. See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.



Photo Credit: Sam Davey



Photo Credit: Heather Brown



CHAPTER 5:

Parks & Recreation

The Parks and Recreation chapter of the Comprehensive Plan serves two purposes. It provides a long term vision for the parks and recreation system in and around Ironwood, as well as a 5 year plan as outlined by the Michigan Department of Natural Resources.

For visitors, the parks and other natural features of Ironwood and Michigan's Upper Peninsula are what bring them to this **GREAT DESTINATION**. For residents, it is one of the reasons they stay. Inevitably the parks serve as any city's front yard, and in Ironwood's case we work to make sure the public spaces show us as **A FRIENDLY AND THRIVING COMMUNITY**.

Ironwood's parks are, and will continue to be, an example of what is great about the city. Miner's Park has been enlivened by a **COLLABORATION** of volunteers, the City, and sponsors. By building on the natural resources and coordinating with privately operated recreation opportunities, the parks system fosters the **ACTIVE COMMUNITY** that people value, from cross country skiing to Little League baseball.

Making Ironwood's parks a vital part of the community ensures that the city continues to celebrate its history, from Miners Park and Hiawatha, to Norrie Park and the Depot. Parks are one of the ways the City remembers the past, while creating a whole new generation of **RICH STORIES**.

A love of the **GREAT OUTDOORS** is a defining characteristic of Ironwood residents. Whether it's getting outside to **SKI**, hitting the **SNOWMOBILE** trails, **CAMPING** out, or just strolling through a neighborhood **PARK**, Ironwood offers an array of parks and recreation facilities to support **ACTIVE** and **HEALTHY** lifestyles.

OVERVIEW



Depot Park
(Photo Credit: Sam Davey)

WHAT WE'VE HEARD:

Access to outdoor recreation is one of the top 3 things liked about Ironwood by the public.

An outstanding park system contributes to a great community. Parks can contribute to community pride, encourage private development, create positive health outcomes, provide environmental benefits, and invite visitors to the City.

Image

Parks are the front yard of the community, and they are what will define the “curb appeal” of the city to visitors and residents alike. Whether it is a trucker driving east on Highway 2 past Curry Park, an antiques shopper sitting in the pocket park, a skier coasting through Miners Park during the SISU, or a telecommuter who has chosen to live in Ironwood for outdoor opportunities, the parks and public spaces are what visitors and residents identify with Ironwood.

Healthy/Active Living

People who engage in an active lifestyle are healthier. Parks and trails provide a venue for active living and allow people to get out and exercise more. Whether it is a hike in Miners Park or snowshoeing up Mt. Zion, residents use the park system to be active and healthy.

Community Connections

Parks are the focal points of many neighborhoods. They are places for social interaction, celebrations, and neighborhood gatherings. Sometimes they create connections by hosting block parties, other times it may be as simple as two neighbors sitting on the same bench watching their children play on the playground. Researchers at the University of Illinois at Urbana-Champaign found that residential areas adjacent to parks maintained higher property values and had reduced criminal activity, and neighbors tended to be more supportive and protective of one another.

Tourism

SISU brings people from across the Midwest and beyond to Ironwood. Every year snowmobilers stop at Depot Park to grab a bite to eat in downtown Ironwood. Curry Park provides a place for RVers traveling the country to stop and see what Ironwood has to offer. Additionally, the recreation resources just outside of Ironwood bring people from all over to go skiing, fishing, boating, hiking, and ATVing. These visitors are brought here by the parks and natural resources that are unique to the Upper Peninsula.

Habitat & Natural Education

Trees and vegetation reduce runoff and clean stormwater before it reaches the Montreal River, improving habitat for Trout and other

animals. Open green space provides homes for the flora and fauna of Upper Michigan. Wetlands provide respite for ducks and other waterfowl as they migrate. Parks protect these spaces for animals and residents alike. Children who grow up running through the woods, fishing the streams, or hunting the wetlands improve their understanding of the natural world, and the value of preserving it.

ISSUES AND OPPORTUNITIES

Sitting at the Western edge of Michigan's Upper Peninsula, Ironwood is graced with remarkable natural resources and landscape. The Montreal River spills over four waterfalls as it travels from Ironwood to Lake Superior. The mining that defined much of the City's history left 167 acres of natural park adjacent to downtown.

Like many Cities, Ironwood's parks are constrained by the available financial resources. These constraints have left the park system prioritizing improvements and unable to fully implement the park master plan.

Volunteer groups and initiatives help supplement the City's work on the park system. These efforts are invaluable for improving the state of the parks in Ironwood and have led to significant victories. The structure of these groups does need to be solidified so that when a main booster moves away, the projects they were responsible for can be transferred to someone else.

At the same time, the park system is gaining momentum. In recent years, the City formalized the park status of the mining area with the creation of [Miners Memorial Heritage Park](#) and the associated Friends of Miners Park group. With the development of Michigan's Iron Belle Trail, a volunteer organization has been formed to maintain and promote the trail. Ironwood has also started the process of implementing upgrades following the Depot Park Master Plan for the downtown park. Depot Park is now the trailhead for Michigan's Iron Belle Trail that stretches across the Upper Peninsula, supported by efforts to purchase old rail right of way in Ironwood. The City has also upgraded the ice making equipment at the Ice Arena, allowing for a longer season.

WHAT WE'VE HEARD

Parks, recreation, and the outdoors are a major reason people choose to locate in Ironwood. Residents have been impressed and grateful for improvements to the park system. They also urge the city to be strategic when investing limited resources into the system. The amount of park land is perceived as sufficient, but programs and facilities could be upgraded.

GOALS & POLICIES

GOAL 5.1 CITY PARKS & RECREATION

Serve needs of all users and ensure equitable access.

Policy 5.1.1 Provide parks with playgrounds that are within walking distance of residential neighborhoods.

Policy 5.1.2 Incorporate American's with Disabilities Act (ADA) standards into park design when feasible.

Policy 5.1.3 Respond to the desires of residents with regards to developing park facilities.

Policy 5.1.4 Design parks to serve residents of all ages.

Policy 5.1.5 Design and maintain parks to be safe, incorporating Crime Prevention Through Environmental Design best practices and repairing or upgrading broken or hazardous features.

GOAL 5.2 REGIONAL PARKS & RECREATION

Coordinate connection and access to regional parks, as the gateway to the Upper Peninsula.

Policy 5.2.1 Work with hotels and restaurants to make Ironwood the "home base" for people who are exploring Michigan's Upper Peninsula or Northern Wisconsin.

Policy 5.2.2 Work with regional and state entities such as Ironwood Tourism Council and Pure Michigan to develop coordinated promotional materials and mapping of destinations.

GOAL 5.3 OUTDOOR RECREATION & TOURISM

Support the development of events and destinations that bring people to Ironwood.

Policy 5.3.1 Continue to promote events such as SISU that bring people to Ironwood and celebrate the area's natural beauty.

Policy 5.3.2 Support the promotion of regional destinations such as the ski hills and jumps, Lake Superior, and cross country ski facilities.

Policy 5.3.3 Encourage volunteer or community run recreation programming in parks.

Policy 5.3.4 Coordinate with businesses (hotels, restaurants, etc.) to help visitors stay and play in Ironwood when they come for events.

Policy 5.3.5 Incorporate historic interpretation and recreational opportunities in parks to help tell the story of Ironwood.

Policy 5.3.6 Support athletic tournaments that bring visitors to the area, such as hockey tournaments at the Ice Arena.

Policy 5.3.7 Develop additional programming to get residents into the park system.

Policy 5.3.8 Coordinate cross-border projects with Iron County, Wisconsin.

GOAL 5.4 FISCAL SUSTAINABILITY

Provide park services in a financially responsible manner.

Policy 5.4.1 Prioritize park funds to address identified needs within the park system.

Policy 5.4.2 Incorporate life cycle/maintenance/replacement costs into investment decisions for parks.

Policy 5.4.3 Support the development of revenue generating sources within the parks.

Policy 5.4.4 Where possible, seek funding from grants, organizations, and other sources that share similar goals for the park system.

GOAL 5.5 OPEN SPACE, GREENWAYS & HABITAT

Respect and improve natural resources and habitat.

Policy 5.5.1 Protect natural resources and habitat patches and corridors.

Policy 5.5.2 Improve wayfinding and access to natural features such as wooded areas, hikes, and waterfalls.

Policy 5.5.3 Utilize practices that minimize the impact to habitat when developing parks.

GOAL 5.6 TRAILS

Improve recreation trails in Ironwood.

Policy 5.6.1 Connect local trails to regional trails.

Policy 5.6.2 Create loops with the trail network to improve the user experience.

Policy 5.6.3 Keep the North Country Trail alignment in Ironwood.

Policy 5.6.4 Retain and develop trails within parks.

Policy 5.6.5 Where possible, separate motorized and non-motorized trail users.

Policy 5.6.6 Direct recreational use of off highway vehicles (OHVs), and snowmobiles to regional trails and dedicated motorized parks.

KEY TERMINOLOGY

The goals and policies on this page support the vision and guiding principles of the plan and should be used to inform future decision-making and action.

Goals: are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

Policies: describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles and are often place-specific.



When parks work for the oldest and youngest, they work for all. (Photo Credit: Cassandra Duncanson)

FRAMING CONCEPTS



Ironwood's parks are a destination serving both residents and visitors.

WHAT WE'VE HEARD:

We have a program to clear blighted properties, but then what? What can we do as a community to beautify and activate vacant lots?

RELATED STRATEGIES:

*Strategy 5.2:
Understand User Needs*

*Strategy 5.5:
Park Master Plans*

*Strategy 5.8:
Public Art in Parks*

SEE P. 5-10 FOR MORE ON
THE STRATEGIES LISTED ABOVE

CITY PARKS & RECREATION

The City's parks are classified by who they are designed to serve. A park intended to serve neighborhood residents has different needs than a park that focuses on the community as a whole. This is not to say the parks are exclusive to one group, or that uses can not overlap, but rather it allows for a prioritization of investments based on the needs of the primary park patrons.

For a full list of parks, with classifications and amenities, and the administrative structure of the park system, see [Appendix A: Ironwood Fact Book](#).

PARK TYPES

Neighborhood

Neighborhood parks are the building blocks of the park system. They are active recreation areas, serving the residents and neighborhoods of Ironwood. These parks are typically within 1/2 mile of all neighborhood residences, and ideally within a 1/4 mile. This distance is drawn from the length someone would typically walk in order to get to a park. This means a park may not be serving an area, even if it is closer than 1/2 a mile if barriers such as high speed roads, railroads, or natural features prevent someone from walking there. While some adults may feel comfortable crossing a road like Highway 2, a young child on summer break may not be able to do the same safely.

Neighborhood parks should include basic park amenities such as playgrounds, picnic areas, an open play field area, and sidewalks or trails for walking around. These are features that every Ironwood resident should be able to reach without needing to get in a car. Additional amenities may include basketball courts, tennis courts, natural features, public art, or shelters, among other things. Neighborhood parks should have at least one side that fronts on a public road. This improves safety, use, and maintenance.

There may also be the opportunity to develop temporary, neighborhood serving parkland as a strategy for dealing with vacant lots. A community garden approach or an "adopt a lot" approach could go a long way towards beautification of empty parcels.

Community

Where neighborhood parks are intended to serve people who live nearby, the focus of community parks is to serve all residents of

Ironwood. These parks may have natural features that are unique to one location (such as the river), community history (such as Norrie Park), or a special use (such as the skate park). These parks may be "drive-to" parks, but efforts should be made to connect them by trail as well.

In addition to their unique features, community parks should have gathering locations such as picnic shelters, trails for walking, and parking. Where appropriate, they should also include natural areas. They may also include features found in neighborhood parks such as playgrounds and open play areas. Community parks could include additional community focused features such as a bandshell or a kitchen for catering events.

City athletic facilities are designated as community parks. Working with the sports organizations that use them, the City should provide facilities that improve the sporting experience for the community's youth and adults. They are also what visiting teams will remember about Ironwood. The City should encourage games, matches, and tournaments that bring visitors to Ironwood. The ice arena at Pat O'Donnell Civic Center where hockey tournaments and Ice Crystals Figure Skating Club shows are held is a good example.

Regional

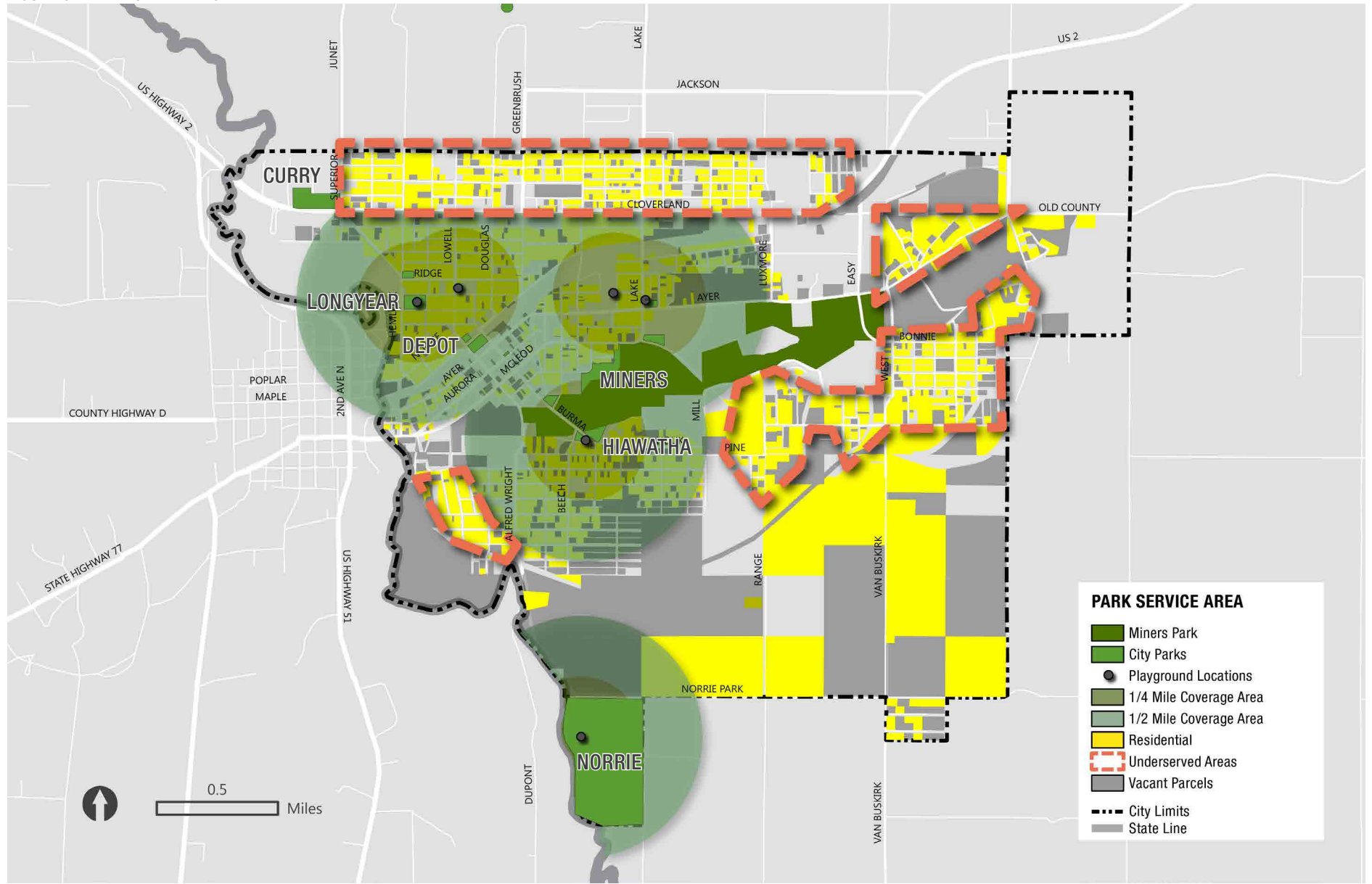
The vision for a regional park in Ironwood would be a park drawing from a wider user group than just the city. There would likely be tourism connections, becoming a destination for people who are traveling through the upper peninsula. The historic interpretation and natural features create a place that is known before visitors even arrive. While Miner's Park does not yet meet this description, there is long term potential for it to develop into a "regional park in the city" as the park continues to move forward. Options for the park could be explored as part of a more in-depth park master plan.

PARK INVESTMENT PRIORITIES

Parks represent an investment in the community, similar to a civic building, a road, or a water treatment plant. Just as it is important to maintain, replace, and improve infrastructure in a prioritized fashion, dedicating resources to parks helps prevent deterioration of the system, unsafe conditions, and helps facilities last longer.

Maintenance is mainly provided by the public works department. In addition to public works, volunteers and special interest groups provide maintenance and repairs as well.

FIGURE 5-1. PARKS FRAMEWORK MAP



FRAMING CONCEPTS



In 2013, Governor Rick Snyder visited Ironwood to celebrate the trailhead at Depot Park and Michigan's Iron Belle Trail that stretches from Ironwood across the Upper Peninsula and to Detroit.

WHAT WE'VE HEARD:

Our trail system should be leveraged as an economic development opportunity to attract visitors and boost the local economy.

Strategy 5.3:
Natural Resources Plan

Strategy 5.5:
Wayfinding and Parks

Strategy 5.6:
Program the Parks

SEE P. 5-10 FOR MORE ON THE STRATEGIES LISTED ABOVE

REGIONAL DESTINATIONS & RECREATION

Even though they are outside the management of the city, regional destinations are vital to the image and recreation of Ironwood residents and visitors. They help provide the “Connection to Place” that so many residents appreciate about Ironwood. It is important to support and be a part of the larger systems. These efforts take coordination and additional effort, but provide the opportunity to create recreation options that the City would not be able to make happen on their own.

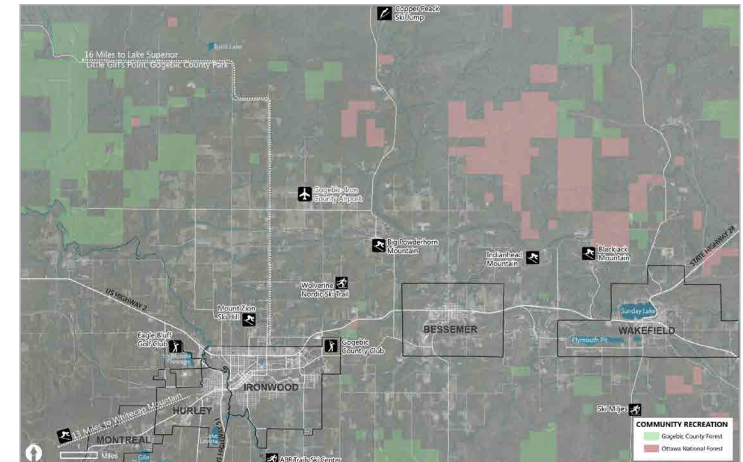
OUTDOOR RECREATION & TOURISM

The area’s ski hills, trails, and scenic beauty bring people from across the Midwest to Ironwood. These recreational amenities should be viewed as a driver for economic development and local tourism, as well as a quality of life enhancement. Outdoor enthusiasts visiting Ironwood help to support the local economy by spending on food, lodging, equipment, services, and other attractions and entertainment. Providing high quality hospitality and retail services, wayfinding, cultural attractions, and other amenities enhances the experience of visiting Ironwood and promotes Ironwood’s image as a welcoming destination and “Gateway to the Upper Peninsula.”

The City should continue to promote itself as a destination for outdoor recreation and market the local trail system as a year-round attraction. In particular, new investments in the City’s bike trail network will help to complement the area’s reputation as a “winter-sports” destination and support year-round tourism and economic activity. Just as other cities around the country have seen [economic benefits from bicycle tourism](#), Ironwood stands to benefit from enhancing its bike trail network and cultivating recreational biking amenities and events.

Community parks should also be utilized to encourage local tourism, welcome visitors, and connect to regional recreational amenities. This is already happening with trails extending into Norrie Park from ABR, snowmobile parking at Depot Park for riders stopping in downtown, and RV parking and camping at Curry Park. Local parks can also serve as a venue for major outdoor events that draw visitors from around the region and country. The SISU SkiFest course runs through several Ironwood Parks, terminating in downtown. A snowmobile and/or biking event that runs across the Upper Peninsula could start or end at Depot Park, highlighting the regional trailhead and starting point of the proposed [Michigan’s Iron Belle Trail](#).

FIGURE 5-2. MAP REGIONAL PARKS & DESTINATIONS



See [Appendix A: Ironwood Fact Book](#) to view the detailed map



The Michigan’s Iron Belle Trail will connect Ironwood to Detroit, helping to brand Michigan as the “The Great Trail State.”

FISCAL SUSTAINABILITY

Parks should not and cannot entirely support themselves financially. Many outdoor recreation pursuits that can be profitable are already operating as businesses. The City should still explore opportunities in the parks system for generating some revenue. This could include weddings in parks, concessions, camping permits, or others. Emphasis should be on easy to implement and run programs.

OPEN SPACE, GREENWAYS & HABITAT

People move to Ironwood and the Upper Peninsula to enjoy the natural beauty of the region. It is important to preserve the environment in the city as a defining characteristic of Ironwood. Parks, especially large parks such as Miners Park, Norrie Park, and Mount Zion should be managed to improve the overall habitat in Ironwood and as part of Gogebic County and the Western U.P.

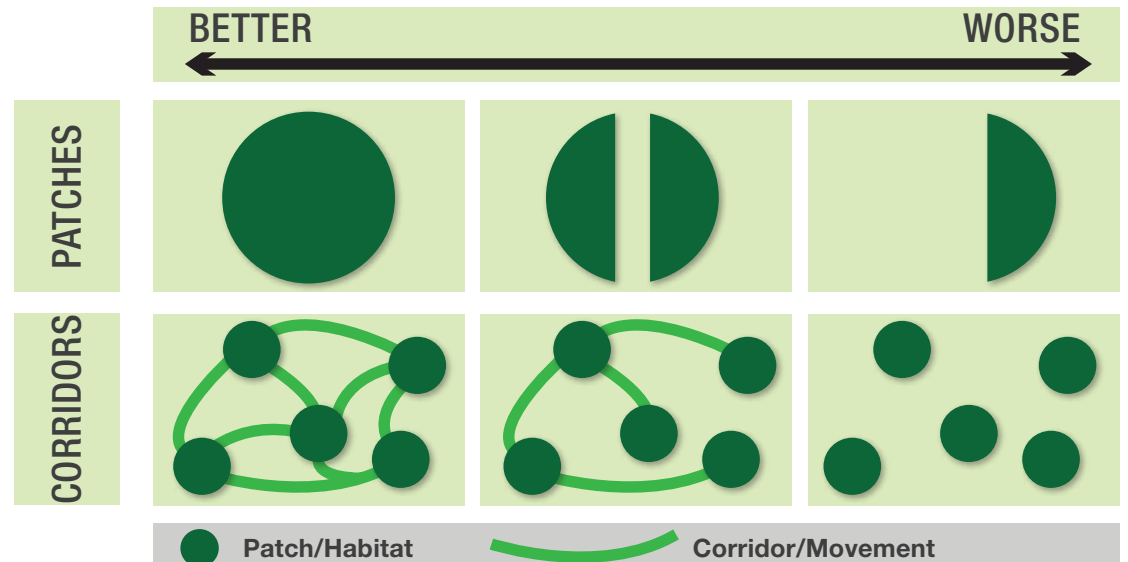
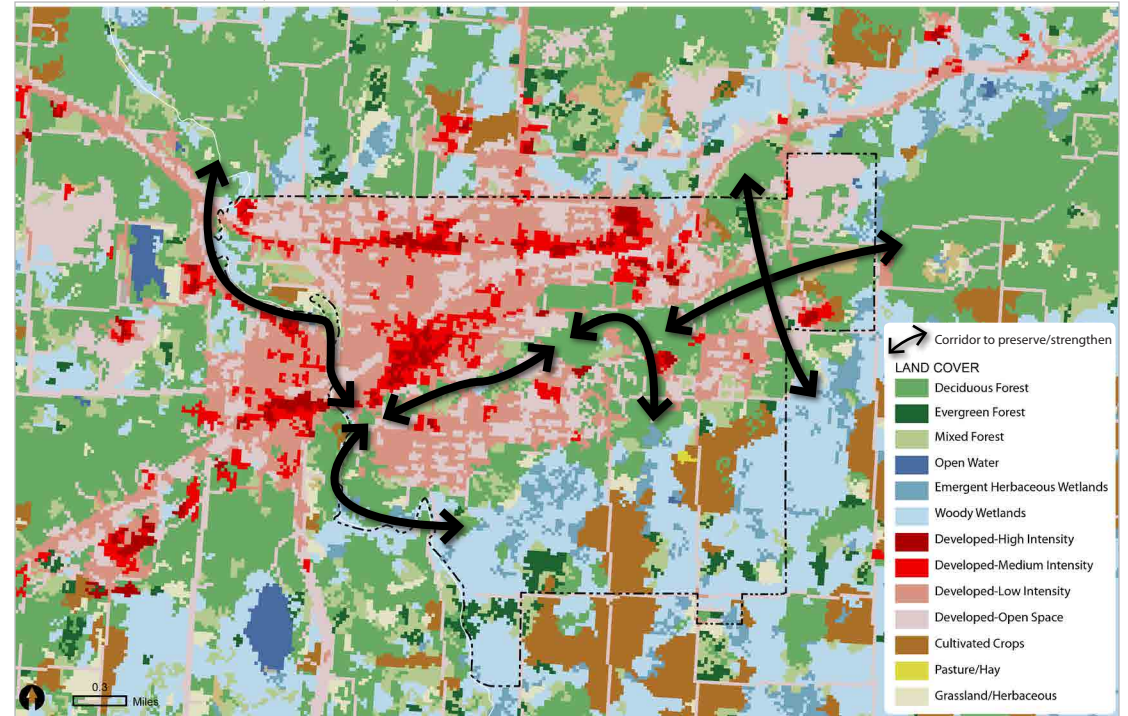
The natural landscape is made up of patches and corridors. Patches are the habitat areas that flora and fauna use as their homes. Typically, the larger the patch, the better the home for wildlife. Many animals also migrate to eat, mate, and adapt to changing seasons. Plants also rely on connections for pollination and seeding. Connections allow for a more diverse and resilient set of species. More connections, and multiple ways of getting from one habitat patch to another, create a better landscape for plants and animals.

Topography, mining, and wetlands have shaped the development pattern of the city and have preserved significant swaths of habitat, especially in the south part of the city and just north of the city limits. To the extent possible, efforts should be made to strengthen connections along the Montreal River and into Miners Park.



Preserving habitat is vital to keeping the natural character of Ironwood (Photo Credit: Christine Collins)

FIGURE 5-3. OPEN SPACE, GREENWAYS, AND HABITAT FRAMEWORK



Diagrams based on *Landscape Ecology Principles in Landscape Architecture and Land Use Planning* by Dramstad, Olson, and Forman

FRAMING CONCEPTS



Trails in parks for walkers and hikers may not need to be paved, but trails for cyclists need to have a hard surface.
(Photo Credit: Heather Brown)

See p. 4-8 in the Transportation chapter for definitions of various trail types

RELATED STRATEGIES:

Strategy 5.2:
Understand User Needs

Strategy 5.5:
Wayfinding and Parks

Strategy 5.6:
Program the Parks

SEE P. 5-10 FOR MORE ON THE STRATEGIES LISTED ABOVE

RECREATIONAL TRAILS

Recreational trails are a big part of Ironwood culture, and an important aspect of the city's recreation system. While, the following discussion focuses on recreational trail use, trails are also discussed as part of multi-modal transportation in [Chapter 4: Transportation](#).

Recreational Trail design must consider a variety of possible users, of which there are many in Ironwood, including:

Motorized Trail Users:

- All-terrain vehicles
- Snowmobiles

Non-motorized Trail Users:

- Walkers & Runners
- Road & Mountain Bikers
- Cross County Skiers
- Snowshoers
- In-line skaters

Not all trail uses are compatible and can pose safety hazards when combined. To reduce conflicts between user groups and maximize safety, motorized and non-motorized trails should be separate.

Within Ironwood City limits, motorized recreational trails should be limited to the former Chicago Northwest Railway grade, known as Trail 2 for snowmobilers and authorized for ATV use by the City. For more information on proposed motorized access routes for snowmobiles and ATVs, see [p. 4-14](#) in the Transportation chapter.

The northern rail grade is dedicated for Michigan's Iron Belle Trail, and upon completion, will provide a great resource for non-motorized trail users on a local, regional, and potentially even a national level. Ironwood should capitalize on the current designation of a temporary connector portion of the North Country Trail thru Ironwood by combining Michigan's Iron Belle Trail with the North Country Trail, capturing the benefits of connecting to a trail that stretches from North Dakota to New York.

Figure 5-4 at right outlines a system of existing and proposed trails that accommodates a wide variety of user types, fills gaps in the existing network, and creates recreational loops. Proposed trails largely align with city-owned and vacant parcels, utility right-of-ways, existing informal trails and footpaths, and stream corridor buffer zones.

Trail Design Considerations

1. SAFETY

- 1st choice-separate trail from vehicle
- 2nd choice-minimize vehicle crossing of trail
- 3rd choice-if trail co-exists with road then choose route with lower speed and volume

2. CONNECTIVITY

- Connected lengths of trails make longer trips possible, increasing usefulness for commuting and exercise
- Provide trail access points and connect trails to bicycle and pedestrian network in City-owned Right-Of-Way

3. CONTEXT

- Trail changes to meet opportunities and constraints of its surroundings

4. DIVERSITY

- Provide range of trails to meet needs of all ages and abilities so everyone benefits, including those with disabilities

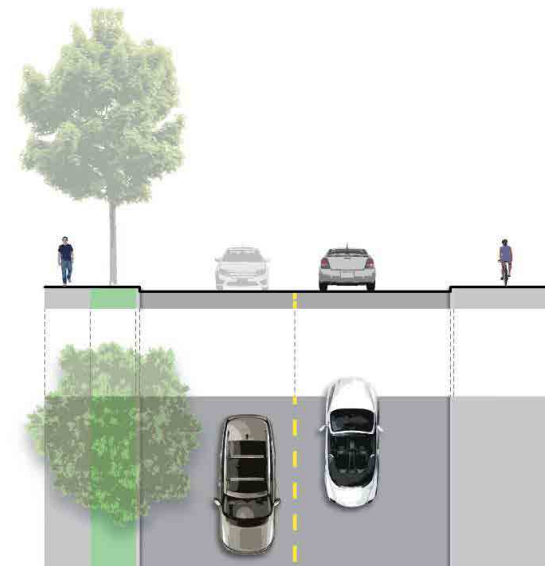
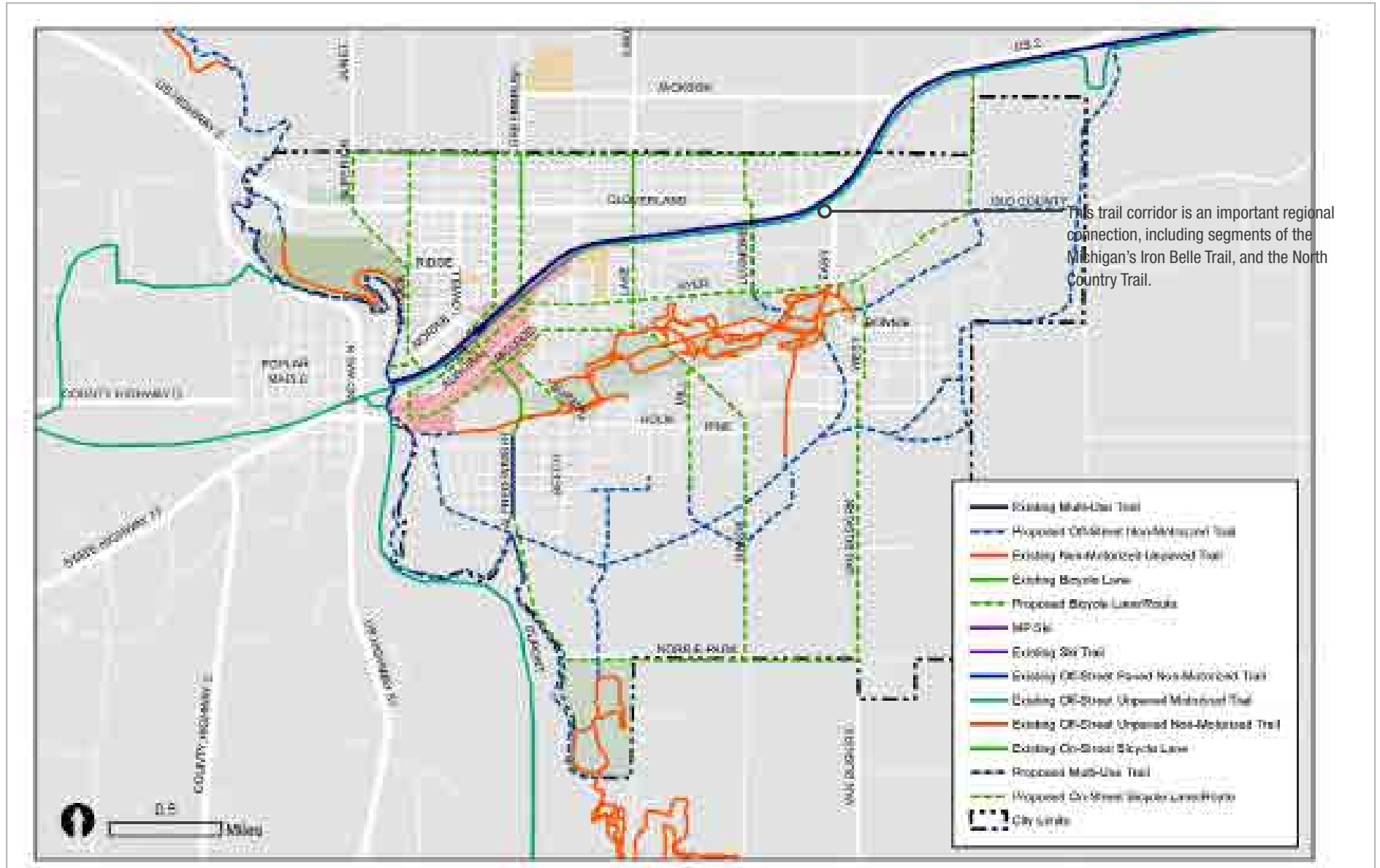


FIGURE 5-4. NON-MOTORIZED RECREATIONAL TRAIL NETWORK MAP



STRATEGIES

KEY TERMINOLOGY

“Strategies” are actions, programs, and practices that support one or more of the plan’s goals and policies. Strategies address the “who, what, when, where, and how” of reaching a goal, and may involve multiple sub-strategies.

The following Parks and Recreation strategies support the goals and policies described in this chapter:

STRATEGY 5.1: IMPLEMENT THE PARK ACTION PROGRAM

The [Parks Action Program](#) acts as a capital investment guide for parks. The program is a guide for future parks planning and expenditures. See [p. 5-14](#) for details.

Strategy 5.1(a): Review and set goals based on the Park Action Program

- The Park and Recreation Commission should annually review and set goals based on the Park Action Program and the user feedback gathered as part of Strategy 5.2 (below).

Strategy 5.1(b): Develop a park fund for capital improvements

- A fund should be established as part of the City budget to complete projects identified in the Park Action Program. Unused funds would rollover from year to year, providing resources for bigger projects that may require multiple years’ worth of funding. This fund along with the Park Action Program can be used to leverage additional funding from grants, loans, fees, and the general fund.

STRATEGY 5.2: UNDERSTAND AND BALANCE THE NEEDS OF PARK AND TRAIL USERS

Understanding and responding to the needs and desires of residents and other park users is key to providing a vibrant system that keeps people coming back, minimizes use conflicts, and best serves the community. It also helps prioritize investments in the system. The City should gather feedback on the park and trail system to maintain and improve it.

Strategy 5.2(a): Conduct an Annual Park User Survey

- Continue to ask the community and user groups how we are doing with the parks, and how we can improve them.

Strategy 5.2(b): Hold an Annual Parks and Recreation Summit

- Build on the meeting held as part of the Comprehensive Plan process.
- Get all users in the same place to discuss priorities and needs.
- Develop common goals and trail use and sharing agreements.

STRATEGY 5.3: PREPARE A NATURAL RESOURCES INVENTORY AND PLAN

The City, working with other regional entities, should prepare an inventory of the natural resources and habitat in and around Ironwood. The plan should also develop directions for preserving and strengthening that habitat.

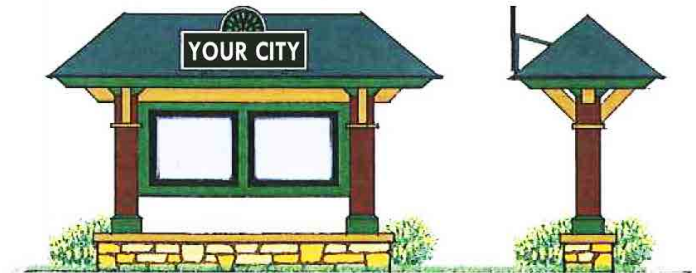
STRATEGY 5.4: DEVELOP PARK MASTER PLANS

Master plans identify the vision for a given park, validate the investments that will be put in them, and ensure the maximum benefit from future park improvements.

Strategy 5.4(a): Update and strengthen the master plan for Miners Memorial Heritage Park

- The Friends of Miners Memorial Heritage Park have identified preliminary ideas and vision for the park. Further planning and refining the long term goals, amenities, and program for the park will provide guidance as the park develops and better position it for funding.

Strategy 5.4(b): Continue implementation of existing Depot Park master plan



STRATEGY 5.5: PROVIDE TOOLS THAT DIRECT PEOPLE TO PARKS IN THE COMMUNITY

Parks and trails signage, maps, and kiosks should be included as part of the citywide wayfinding strategy. See [p. 4-16](#) in the Transportation Chapter for more details. The citywide wayfinding strategy should consider:

- Integrating City-branded wayfinding in the parks and trail system

- Providing interpretive signage for historic sites within parks
- Directing drivers, pedestrians, and trail users to nearby parks
- Signing recreational trail loops

City parks and trails should also be highlighted on local maps and other promotional materials available at visitor centers, hotels, restaurants, and other tourist destinations in the area. See also [Strategy 6.6\(b\): Develop and distribute promotional community maps.](#)

STRATEGY 5.6: PROGRAM THE PARKS

Strategy 5.6(a): Support programming that highlights local history

- Work with community partners such as the Historical Society and Friends of Miners Memorial Heritage Park (FMMHP) to develop historic interpretation programs in the park. This may include:
 - › Historic re-enactments and walking tours
 - › Exploring the potential for Mine Tours (see [Adventure Mining Company](#) in Greenland, MI)

Strategy 5.6(b): Support sporting and recreational events that utilize the parks in Ironwood

- Work with local recreation groups to develop events in the parks. See also [Strategy 6.7: Encourage Events & Festivals.](#)
- Some event ideas generated through public involvement include:
 - › Motorsport Race/Ride across the UP or across Michigan that starts in Ironwood.
 - › Expanding SISU to include a summer event
 - › Mud Run/Challenge Course/Extreme Race
 - › Marathon/Triathlon
 - › Mountain Bike Events

STRATEGY 5.7: DEVELOP EFFICIENT AND PRIORITIZED PRACTICES FOR PARK MAINTENANCE

- Utilize low maintenance, natural plantings for low-intensity use areas of parks
- Examine the life cycle, maintenance, and replacement costs and efforts associated with materials that are put in parks



STRATEGY 5.8: INCORPORATE PUBLIC ART INTO PARKS AND OPEN SPACE

Use public art to beautify and celebrate local history in parks and open space - through city led and community based efforts.

Strategy 5.8(a): Incorporate parks into Citywide Arts Planning

- See [Strategy 6.8\(a\): Develop a community wide arts plan.](#)

Strategy 5.8(b): Encourage community-led art projects

- Projects could be located on vacant, City owned parcels. Artists could “Adopt a Lot” to turn it into a temporary gallery for projects including (but not limited to) sculpture, landscape design, community engagement, games, or performance space.



Expand historic interpretation and programming in Miners Park



Develop new sporting and recreational events that utilize the local parks and trail system (Photo Credit: Sam Davey)

MAKING IT HAPPEN!

Priority Actions for the City

Priority action steps are identified in the matrix on the following page. This matrix focuses on immediate (0-1 year) and short-term (1-5 year) action steps, as well as ongoing actions and practices. A complete matrix including longer term actions has been prepared and is maintained by the City as part of the on-going comprehensive planning process. Once these immediate and short term actions have been substantially completed, the city should initiate a comprehensive plan update process to revisit the vision, guiding principles, goals, policies and strategies and renew the list of action steps. The matrix identifies the key strategy, related sub-strategy, responsible implementing entity (most often the City), partnership resources, general costs, and possible funding sources.

The Parks and Recreation Master Plans recommended in this chapter require a planning process in order to identify, budget for, and prioritize capital improvements. These system master plans should be considered as a capital investment in the community.

The Comp Plan and YOU!

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are just a few ideas to get you thinking, talking- and hopefully, taking action!

- Use the parks! Take your kids to the playground. Have a family reunion at a picnic shelter. Ski the trails at Miners. The parks are there for you to enjoy and use. Get to know your Ironwood parks.
- Consider sponsoring the efforts to improve the parks. Whether it is new fencing for a softball field or new signage for historic interpretation, the people who use these parks will notice and be appreciative of your help.
- Get out to some of the other outdoor recreation areas such as the motocross park, downhill ski resorts, and cross country trails. Supporting these businesses helps them thrive and bring in more tourists.
- Join or start a “Friends of...” group. These groups are tasked with planning for, developing, maintaining, and advocating for specific parks. If you’ve got a park that you love, consider it.
- Start a community garden or put some art in the vacant lot in your neighborhood (with the City’s permission).

KEY TERMINOLOGY

The City has developed a number of **Spark Plans**, or “mini action plans,” to support implementation of select strategies in the comprehensive plan. Spark Plans focus on strategies that: (1) are high-priority actions, (2) may require additional explanation and planning, and (3) may be implemented by groups other than City agencies (community groups, civic organizations, individuals, etc.). Strategies for which a Spark Plan has been developed are noted in the priority action matrix with the following symbol: ★

See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

Performance Measures

To ensure accountability around the Plan, the community needs to measure and report on accomplishments. Performance measures provide a way to measure progress and success in the implementation of the Comprehensive Plan. Some performance measures are quantifiable, concrete figures; others are more qualitative in nature. The following are the key performance measures for the parks and recreation-related action steps recommended in this chapter:

- Non-motorized trail users have increased
- Motorized trail users have increased
- Increase in funding available for dedicated park projects
- SISU Skifest grows or expands to other events
- Number of outdoor/sporting events hosted in Ironwood
- Number of attendees/participants at outdoor/sporting events

TABLE 5-1. PRIORITY ACTIONS - PARKS & RECREATION

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
5.4 Develop park master plans	5.4(a) Update and strengthen the master plan for Miners Memorial Heritage Park *	City (Community Development)	Partnership	Friends of Miners Park	\$\$ (\$10,000-\$50,000)	General Fund, DNR, User Groups
	5.4(b) Continue implementation of the existing Depot Park master plan	City (Community Development)	Lead	User Groups	\$\$\$ (\$50,000-\$200,000)	General Fund, DNR, User Groups
5.5 Provide tools that direct people to parks in the community *	-	City (Community Development)	Partnership	User Groups - Chamber of Commerce	\$ (0-\$10,000)	General Fund, Philanthropic
5.8 Incorporate public art into parks and open space *	5.8(a) Incorporate parks into Citywide Arts Planning	City (Community Development)	Support	DAP	NA	NA
	5.8(b) Encourage community-led art projects	City (Community Development)	Support	DAP	\$\$\$ (\$50,000-\$200,000)	Grant Resources, Philanthropic
SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
5.3 Prepare a natural resources inventory and plan	-	City (Community Development)	Partnership	DNR - County	\$\$ (\$10,000-\$50,000)	Gen. Fund, DNR, County Conservation, User Groups
5.6 Program the parks	5.6(a) Support programming that highlights local history *	City (Community Development)	Support	Historical Society - User Groups	\$\$ (\$10,000-\$50,000)	Grant Resources, Philanthropic
ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
5.1 Implement the Park Action Program	5.1(a) Review and set goals based on the Park Action Program	City (Community Development)	Lead	User Groups	No additional cost	NA
	5.1(b) Develop a park fund for capital improvements	City (Community Development)	Lead	User Groups	\$\$\$\$ (\$200,000-\$1 million)	General Fund, DNR, User Groups, Philanthropic
5.2 Understand and balance the needs of parks and trail users	5.2(a) Conduct an annual park user survey	City (Community Development)	Partnership	User Groups - School District - College	\$ (0-\$10,000)	General Fund
	5.2(b) Hold an annual parks and recreation summit *	City (Community Development)	Partnership	User Groups	\$ (0-\$10,000)	General Fund
5.6 Program the parks	5.6(b) Support sporting and recreation events that utilize local parks	City (Community Development)	Support	User Groups, Schools, College, Chamber of Commerce	\$ (0-\$10,000)	General Fund, User Fees, Sponsorships
5.7 Develop efficient and prioritized practices for park maintenance	-	City (Public Works)	Lead	Volunteer Groups	No additional cost	NA

* Strategy for which a Spark Plan has been developed. See Appendix C: Spark Plans for the complete set of Spark Plans.

PARKS ACTION PROGRAM

This section provides guidance on improvements for the next 6 years in Ironwood. This program is based in the community feedback and ideas generated as part of the 2014 Comprehensive Plan and through a trail & parks user summit in December of 2018.

Focus for the action program is on:

- Implementing the trail plan and creating connections to regional trails and loops
- Signage and wayfinding
- Facilities to meet the community's needs and desires
- Recognizing the costs associated with maintenance
- Continuing the dialogue with the community to ensure parks are meeting the needs of residents and goals outlined in the plan

At the end of each year, the city should go through the checklist to see what they were able to accomplish. Inevitably, some new projects will arise, and others will slide into the next year. As part of the annual checklist there should be a self evaluation of how well we did implementing the plan and why there were successes or struggles.

	Neighborhood	Community	Regional
Maintenance	Continue to maintain neighborhood parks to maintain safety. Consider less intensive maintenance regimes such as native plantings in underused areas.	Consider less intensive maintenance regimes such as native plantings in underused or more natural areas.	Support the maintenance efforts of Friends of Miners Memorial Heritage Park
Repair and Refurbish	Re-install and upgrade playground facilities at Hiawatha Park.	Support athletic groups' efforts to improve facilities	
Facilities Expansion & Special Project Areas	Playground facilities at the eastern end of Miners Park to serve Newport, Jessieville, and Aurora Locations Vacant Lot Strategies	Additional study for athletic facilities Add outdoor rink in the Downtown Dog Park River Walk	Examine feasibility of Miners Park as a Regional Park
New Parks	Pursue the acquisition of neighborhood parkland north of Highway 2 as part of redevelopment		
Trails	In parks	In parks Make loops	Trailheads

2019		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	Outdoor Rink in Downtown	\$5-10k
	Miners Park Master Plan	\$10-50k
	Playground North of Hwy 2	\$40-80k
	Historic Signage	\$2-5K
	Park Wayfinding	\$10-\$20K
	Mt. Zion Improvements	\$10-20k
	Downtown Community Park Space	\$1.8M
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None
	Annual Review of Parks Action Program	None

How did we do? _____ Why? _____

2020		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	Expand on existing Dog Park	\$5-15k
	Playground Upgrades at Hiawatha	\$40-80k
	Land Acquisition for River Walk	\$100-200k
	Construct MMHP Mountain Bike Trails	\$400K
	Improvements to Little League Field	\$5-30k
	Shared Park & Trail Maintenance Equipment	\$60K
	Invasive Species Removal	\$10K
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None
	Annual Review of Parks Action Program	None

How did we do? _____ Why? _____

2021		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	Playground at East Side of Miners Park	\$40-80k
	Lighted Ski Trail in Miners Park	\$75-150k
	Explore Museum Feasibility (nature/childrens)	\$10-50K
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Outdoor Fitness Park	\$50K
	Invasive Species Removal	10K
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None
	Annual Review of Parks Action Program	None

How did we do? _____ Why? _____

2022		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	Hiawatha Playground Upgrades	\$50-\$75K
	Depot Park Pavilion Upgrades	\$15-50k
	Construct Beltline Trail (Multi-use)	\$400 - \$800K
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Invasive Species Removal	\$10K
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None

How did we do? _____ Why? _____

2023		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	5 Year Parks System Plan	\$20-50k
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Invasive Species Removal	10K
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None
	Annual Review of Parks Action Program	None

How did we do? _____ Why? _____

2024		
Status	Description	Cost
	Land Acquisition for Trails	Var.
	Develop & Improve Trails & Trailheads	Var.
	Implement Bike Routes on City Streets (Stripe/Sign)	<\$1k
	Depot Park Improvements	Var.
	Establish Community & Flower Gardens + Art	<\$5k
	Improvements to Dam at Norrie Park	\$500-\$1M
	Construct River Walk	\$500-\$1M
	Water Trail Development	\$250K
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Fill in new + spillover from last year	
	Invasive Species Removal	10K
	Maintenance/Operations	\$105k
	Parks User Survey and Summit	None

How did we do? _____ Why? _____

POTENTIAL FUNDING SOURCES

Funding sources are available from a number of different sources for improving and developing parks in Michigan.

- City of Ironwood
- Michigan Natural Resources Trust Fund
- Wildlife and Aquatic Habitat Grants
- Land and Water Conservation Fund
- Recreation Passport Grant
- Other State & Federal Programs
- Neighborhood Preservation Program (MSHDA)
- MDOT
- Private Sources: Donations, Fundraising, Sponsorships, In-Kind Work
- Additional grants are listed for specific projects such as forestry, stewardship, education, safe routes to school, trails, water resources, and ORVs by the DNR.



CHAPTER 6:

Community Development

The Community Development strategies described in this chapter of the Comprehensive Plan focus on the following key themes emanating from the vision and guiding principles:

By promoting vibrant and welcoming neighborhoods, diverse housing options, and quality retail, services, and hospitality, the community development component of the Comprehensive Plan supports Ironwood's image as **A FRIENDLY COMMUNITY** that attracts people of all ages to live, work, and play.

As **A THRIVING COMMUNITY** Ironwood supports creativity, innovation, and entrepreneurship; promotes the growth and livelihood of local businesses; and provides diverse career opportunities for residents of all ages.

As **A CONNECTED / COLLABORATIVE** and **ACTIVE COMMUNITY**, Ironwood harnesses the energies of various agencies, professionals, community groups, and engaged individuals to cooperatively address community challenges. A culture of collaboration, partnership, networking, and mentorship is expressed through community building activities and events, neighborhood cohesion, and the development of close-knit community ties.

Promoting key quality of life amenities (parks, schools, shopping, streets, and housing) as well as unique assets in outdoor recreation, arts and culture, and local history ensures that Ironwood is **A GREAT DESTINATION** for businesses, residents, and visitors. Ironwood celebrates the **RICH STORY** of its mining past and leverages local history as a unique attraction and driver for cultural tourism.

Attractive and friendly **NEIGHBORHOODS**, diverse and high quality **HOUSING** options, and a **CONNECTED** and **BUSINESS-FRIENDLY** environment make Ironwood a **THRIVING** community, a hub of economic activity, and place to call **HOME**.

OVERVIEW

“Community Development” is a broad term used to describe a range of activities and practices carried out by governmental and non-governmental groups, engaged citizens, and professionals to address community issues. In the context of this Plan, community development includes activities specifically related to **economic development** and **housing**. Such activities require buy-in, support, collaboration, and action on the part of local and regional actors, often working in concert with City government. Almost everyone has a role to play in community development, and collaboration and partnership are paramount. As such, **capacity building** and **community cohesion** are secondary issues addressed in this chapter.

The recommendations and strategies discussed in this chapter respond to long-standing and emerging trends and issues in the community:

- Declining population and particularly the loss of working age residents
- Perceived/actual limitations in job and retail diversity
- Changing regional economic trends and workforce demands
- Concerns for sustaining quality educational programs
- Emerging lifestyle trends around housing, [creative class](#) values, and active and healthy living
- Aging infrastructure and tired housing and neighborhoods

WHAT WE’VE HEARD

Improving **job opportunities** and **supporting and growing local businesses** were among the most common concerns raised in the public engagement process. In the community survey, “economic development, job creation, and expansion” was the highest ranking priority for future investment with 68% of respondents ranking it among their top three priorities. Respondents expressed a desire for more “**well-paying jobs**” and opportunities to attract and retain the younger generation of residents.

Community members also described **job and retail growth and diversity**, and in particular, more places to shop and eat, as critical to creating an attractive and thriving community. Some participants also raised concerns about the **quality of service and hospitality** in local businesses, citing inconsistent business hours and poor service as issues within some local establishments.

Many community members emphasized **quality of life improvements** (such as investment in infrastructure, parks, housing, retail, arts and culture, and recreation amenities) as an important strategy for attracting new businesses and residents, and promoting economic health.

Within the community survey, concerns about **housing** diversity and maintenance were raised, but not emphasized as highly as other issues like infrastructure and jobs. Within discussion groups and the community workshop, community members expressed greater concerns about housing quality, as well as a desire to see expanded options for rental and senior housing, as well as additional housing (lofts and live-work) in downtown.

Community members expressed mostly positive feelings about the **downtown** area and recent improvements (Depot Park, Ironwood Theater, DAP, etc.), but the prevailing sense was that much work is still to be done to ensure that downtown is a truly vibrant civic, retail, and cultural center. In the community survey, 63% of survey respondents ranked “improving existing downtown buildings” as “important” or “very important.” Residents expressed interest in the development of downtown housing options.

Arts and cultural institutions in the community are an important asset for the community and the region. Community members expressed support for further development of the local arts economy, building on assets like the DAP and Ironwood Theater, as well as the use of public art in community beautification.

Local history was also noted as a critical community asset and a draw for residents and tourists- as well as an important and unique part of the community’s identity.

WHAT WE’VE HEARD:

Job diversity and job growth are priorities, but we also need great streets, schools, and amenities to attract residents and businesses to the community.



Jobs, housing, and other quality of life concerns play a major role in individual and family decisions about where to live and work.

GOALS & POLICIES

GOAL 6.1 A THRIVING AND RESILIENT ECONOMY

Promote Ironwood as a great place for business, innovation, and commerce- and a community that provides diverse and sustainable economic opportunities for all.

Policy 6.1.1 Support and retain existing businesses and provide assistance for businesses looking to grow, start up, or relocate in Ironwood.

Policy 6.1.2 Invest in quality of life amenities like housing, parks, trails and open spaces, as well as community programs and events that contribute to the attractiveness of the Ironwood community to prospective businesses and residents.

Policy 6.1.3 Encourage development of diverse retail and services that support local and regional needs.

Policy 6.1.4 Promote a high standard of service and hospitality for local businesses.

Policy 6.1.5 Establish and preserve partnerships and coordination with local, regional, and state organizations that support economic development activities.

Policy 6.1.6 Promote and preserve unique local amenities and drivers for regional tourism, including arts and culture, outdoor recreation, and historic assets.

Policy 6.1.7 Promote downtown as a hub of economic activity within the city and region and a unique destination for retail and services.

Policy 6.1.8 Collaborate with educational institutions, economic development entities, and local businesses to address industry workforce needs and create career and educational pathways for residents of all ages.

Policy 6.1.9 Encourage and sustain K-12 educational institutions in pursuit of top quality educational programs and facilities.

Policy 6.1.10 Collaborate with educational institutions, economic development entities, business leaders, and civic leaders to help grow and foster community leaders who will help lead Ironwood and the community into the future.

GOAL 6.2 DIVERSE AND QUALITY HOUSING

Develop a diverse and high quality housing stock that meets the needs of residents at all stages of life and at various income levels.

Policy 6.2.1 Encourage development of new housing to fill gaps in the housing market.

Policy 6.2.2 Expand downtown housing options.

Policy 6.2.3 Support the maintenance and rehabilitation of existing properties.

Policy 6.2.4 Collaborate with community partners to support housing development and rehabilitation.

Policy 6.2.5 Encourage high quality design and use of durable materials in home construction and rehabilitation.

Policy 6.2.6 Maintain quality of historic housing stock.

GOAL 6.3 VIBRANT AND COHESIVE NEIGHBORHOODS

Cultivate vibrant and cohesive residential neighborhoods that support the image of Ironwood as a welcoming and connected community.

Policy 6.3.1 Encourage community and neighborhood cohesion, gatherings, and interaction.

Policy 6.3.2 Building capacity at the neighborhood level for community improvement projects.

Policy 6.3.3 Reinforce neighborhood identity and history.

Policy 6.3.4 Prioritize infill and redevelopment of existing neighborhoods.

KEY TERMINOLOGY

The goals and policies on this page support the vision and guiding principles of the plan and should be used to inform future decision-making and action.

Goals: are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

Policies: describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles, and are often place-specific.

FRAMING CONCEPTS



Quality of life improvements related to infrastructure, parks, outdoor recreation, housing, retail, and arts and culture are an essential part of Ironwood's economic development strategy

RELATED STRATEGIES:

*Strategy 6.1:
Invest in Quality of Life*

*Strategy 6.2:
Develop a Business-Supportive Zoning and Regulatory Environment*

*Strategy 6.3:
Economic Gardening*

SEE P. 6-8 FOR MORE ON THE STRATEGIES LISTED ABOVE

ECONOMIC DEVELOPMENT

Economic Development, job growth, and business retention/attraction were the leading issues raised in Ironwood's 1982 Comprehensive Plan and continue to be principal concerns for the community today. The following economic development concepts inform the strategies recommended at the end of this chapter.

BUSINESS ATTRACTION

A growing body of research into economic trends and economic development strategy suggests that the traditional models of business attraction may not be suitable, successful, and sustainable for many communities, particularly in a time of constrained public resources.

Going forward, the City of Ironwood should consider financial incentives, tax breaks, and land subsidies for business attraction on a case by case basis, but the primary engines for business attraction should be: to provide clear land use and development guidance that encourages diverse and desirable industrial and business uses to locate in the community; and to invest in public infrastructure improvements and amenities that will enhance the community's image and attractiveness to prospective businesses, entrepreneurs, and employees.

Recent studies (in both the [state](#) and [region](#)) about the locational preferences of recent college graduates show that increasingly, young people are choosing where to live based on lifestyle and quality of life considerations, rather than job opportunities or pay. Similarly, businesses, particularly those within the knowledge economy, have fewer physical or resource requirements that dictate location within a particular city or region; rather, businesses are looking for places to locate that will provide a high quality of life for their employees and appealing work environment.

In this regard, the broader **Quality of life improvements** recommended in this plan (such as investment in infrastructure, schools, parks, housing, retail, arts and culture, and recreational amenities) are critical to the City's business attraction efforts.

GROWING NEW JOBS & BUSINESSES

The Comprehensive Plan recommends an "Economic Gardening" approach to growing jobs and businesses in Ironwood to complement the quality of life and regulatory recommendations described above. [Economic gardening](#) is an approach to economic development that seeks to grow the local economy from within by promoting local entrepreneurship and small and local business development. By promoting diversity of local industries and widespread prosperity, economic gardening can be a more cost-effective and sustainable strategy for economic development than providing incentives to attract large outside companies to the community.

An underlying principle of economic gardening is to work with what you have in the community to build new opportunities. To this end, the City should provide greater support for existing businesses and entrepreneurs, as well as home-based businesses and cottage industries: Individuals who work from home as freelancers, consultants, or remote employees, and other individuals making or selling products from home.

In general, economic gardening strategies should seek to connect existing businesses and entrepreneurs to resources that will help them grow and thrive; leverage the expertise of existing successful businesses in the community; encourage the development of essential infrastructure and facilities for business development; provide businesses with needed information and training; and reduce the barriers to starting and operating a business.

Benefits of Economic Gardening include:

- Encourages a more resilient local economy by developing a diversity of local businesses.
- Capitalizes on a growing segment of the national economy (i.e. small independent businesses, entrepreneurs, and self-employed individuals).
- Expands opportunities for households to earn additional income through remote employment and home businesses; and potentially provides flexibility for families with children in managing childcare needs.
- Attracts, retains, and cultivates a creative, educated workforce.
- Supports home businesses that are natural business incubators; as home businesses grow, owners are likely to relocate within their own community.

WORKFORCE DEVELOPMENT & INDUSTRY TRENDS

The City should leverage educational institutions in the community, (including K-12 schools and the community college) as strategic partners to help create new educational pathways for Ironwood residents and to foster new businesses, career opportunities, and entrepreneurship in the community. The City should work with educational institutions and economic development entities to address the “skills mismatch,” to ensure that local workers can obtain desirable jobs in high growth and high need employment sectors.

The 2013 [State of the Workforce Report](#) identified as high need employment sectors for the Upper Peninsula region:

- Education and health services; demand for healthcare workers (certified nurse aids, home care workers, nurses, and physicians) will continue to grow as the population ages.
- High-skill manufacturing; the decline of low-skill jobs (from mining and timber) has contributed to a skills gap in the workforce. Additional training and targeting of skill sets is necessary to enable low-skill workers to transition to the higher-paying jobs.

Tourism and Hospitality continues to be an important economic driver for the region. Service and hospitality jobs are necessary to support this industry and can provide desirable employment options for students, retirees, and others seeking part-time/seasonal employment. However, over-reliance on these jobs at the expense of a diversified economy can limit economic opportunity and mobility for residents.

Potential future expansion of mining and lumber operations in the vicinity of Ironwood could support a large number of high paying and relatively low-skill jobs. If such operations re-open in the region, the City should maintain its focus on economic gardening strategies and promoting a diversified economy and quality of life improvements to ensure long-term sustainability of economic gains.

DOWNTOWN

The City should continue to promote downtown as a hub of economic and cultural activity within the city and region and a unique mixed use destination. Activating and beautifying the downtown streetscape and storefronts supports economic activity by creating an attractive environment for visitors, residents, and businesses. The City should support ongoing downtown revitalization efforts that encourage downtown redevelopment; expand housing options; promote downtown businesses and cultural and civic institutions; and activate and improve the quality and character of the public realm.

TOURISM & HOSPITALITY

The City should continue to cultivate unique local assets as drivers for tourism and amenities for residents and businesses.

Arts and Culture:

- Build on existing assets such as the Downtown Art Place (DAP), Ironwood Theater, local artists/artisans.
- Integrate public art into streetscape design, public parks, infrastructure, wayfinding, retail spaces, and gateway areas.
- Promote Ironwood as a regional hub and destination for arts and cultural activities, events, and institutions.

Local History

- Ensure preservation and restoration of historic sites and structures within the community.
- Develop historic interpretation, public art, events, and activities that tell the story of Ironwood’s mining past.

Outdoor Recreation

- Partner with existing nearby recreation destinations to bring in visitors to Ironwood and the region.
- Coordinate with local businesses such as hotels and restaurants to develop promotions and packages for recreational tourists.

Other efforts should be made to encourage residents to shop locally (both within downtown and along Highway 2) and to promote high standards for service and hospitality in all Ironwood businesses. Such initiatives should be coordinated with broader local and regional tourism promotion and community marketing efforts.

LOCAL & REGIONAL COORDINATION

A myriad of groups and individuals are working to support economic development in Ironwood, running the gamut from tourism-oriented activities and promotion of local commerce, arts, and culture; to social networking and events; to support for industrial and business development and recruitment (see [p. A-19 of Appendix A: Ironwood Fact Book](#) for a detailed inventory of local and regional economic development entities). Increased coordination of these entities and efforts is necessary to ensure that economic development is implemented efficiently and effectively; to provide a full complement of services and resources that support local business and industry; to reduce duplication of efforts; and to reduce barriers to entry for businesses looking to locate and grow within the city.



RELATED STRATEGIES:

*Strategy 6.4
Develop training/vocational programs to fill workforce needs*

*Strategy 6.5
Enhance Downtown Businesses & Retail Environment*

*Strategy 6.6
Market the Community*

*Strategy 6.7:
Encourage Events & Festivals*

*Strategy 6.8
Develop Local Assets*

SEE P. 6-8 FOR MORE ON THE STRATEGIES LISTED ABOVE

FRAMING CONCEPTS



Market local housing assets



Introduce new housing types such as lofts and live-work spaces that may appeal to millennials and retirees

RELATED STRATEGIES:

*Strategy 6.10:
Encourage Housing
Rehabilitation*

*Strategy 6.11
Support Infill &
Redevelopment*

SEE P. 6-10 FOR MORE ON
THE STRATEGIES LISTED ABOVE

HOUSING & NEIGHBORHOODS

The quality of housing options in a community is often a decisive factor for individuals and families in choosing where to live. Providing high quality housing options that meet diverse needs in the community will require efforts to maintain and upgrade the existing housing stock, to market existing assets, and to pursue targeted infill and redevelopment. The larger goal is to develop Ironwood not only as a community of great homes, but a community of great neighborhoods. This requires coordination and collaboration between public agencies, private developers, community groups, and individual homeowners/tenants, as well as improved cohesion and capacity for action at the neighborhood level.

The following housing and neighborhood development concepts inform the strategies recommended at the end of this chapter (see [p. 6-8](#) for a listing of all Community Development strategies).

MAINTENANCE AND REHABILITATION

Rehabilitation and maintenance of the existing housing stock helps to maintain aesthetically pleasing neighborhoods and supports preservation of the fabric of Ironwood's historic neighborhoods. However, individual homeowners may find such improvements to be costly and time consuming, and may lack the skills or ability to complete these projects on their own. City programs should seek to remove barriers to rehabilitation and maintenance by providing financial and technical support for homeowners who might want to pursue home and property improvements, including historic preservation and restoration.

INFILL & REDEVELOPMENT

Redevelopment is often a challenging and complicated tasks that requires a high level of collaboration between the City, property owners, other agencies, and ultimately the developer. The City stands to fulfill a number of different roles vis a vis redevelopment, serving as a potential broker, facilitator, or developer/partner. See [p. 3-14](#) in the Land Use chapter for more details on infill and redevelopment opportunity sites and the role of City government. The City may consider employing a number of programmatic strategies to support infill and redevelopment efforts, including:

- Developing a deeper understand of the housing market and needs, and working with developers to target market gaps.

- Actively marketing redevelopment opportunities through print and online media, as well as through community partners (realtors and other economic development entities)
- Working with partners to accomplish redevelopment; this may include demonstration and possibly subsidized projects to “test” market potential for new housing types.
- Marketing resources (financial and technical) to support housing redevelopment, infill, and historic preservation and restoration.
- Pursuing new strategies to encourage, fund, and facilitate redevelopment projects.



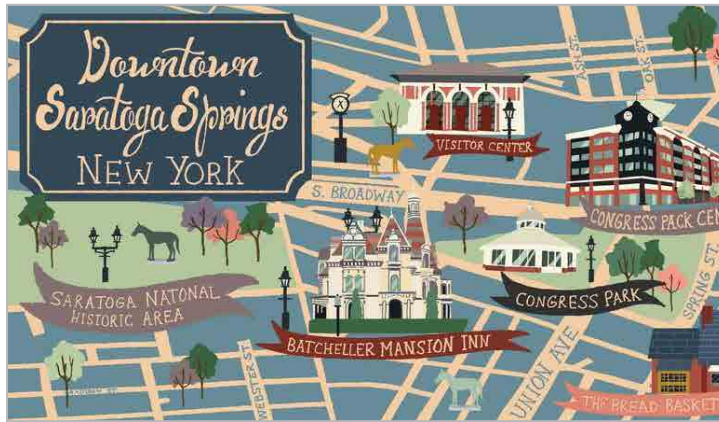
Encourage diverse, mixed use housing options in downtown

DOWNTOWN HOUSING

The City should play an active role in developing housing options in Downtown, facilitating both the activation of existing vacant units through redevelopment and rehabilitation, as well as the development of new housing options unique to downtown such as live-work units, artist lofts, and higher density apartment buildings. New residential development promotes the image of downtown as a unique district where people come to live and work. Housing in downtown should serve the needs of diverse tenants, including students, young families, empty nesters, artists, and others seeking the convenience of downtown living; and should include rental and ownership options. Zoning and subdivision regulations should be revised as needed to encourage and enable the desired mix of housing types.

MARKETING LOCAL HOUSING ASSETS

Ironwood's aging housing stock presents challenges with regard to ongoing maintenance and preservation, and pockets of more significant housing blight and vacancy do exist in the city. However, an overall evaluation of housing options suggests that Ironwood possesses a number of strengths that should be marketed and developed, including the general affordability of the housing stock and neighborhoods/areas with lots of intact and well-maintained homes and properties. The City should look to partner with realtors and other economic development entities to develop platforms for marketing local housing and neighborhoods. Such strategies may include remodeled home tours (virtual or in-person), marketing through print and online media, and development of neighborhood branding and a neighborhood map.



A map of Ironwood neighborhoods can be used to brand, market, and reinforce the identities of historic neighborhoods



Events like National Night Out, block parties and other capacity building activities promote cohesive, safe, and vibrant neighborhoods

NEIGHBORHOOD CAPACITY BUILDING

While improving the appearance of residential neighborhoods relies in large part on municipal functions such as the maintenance of public right of ways, streetscape quality, and public amenities, there is much that private property owners, community groups, and businesses can do to support neighborhood revitalization. The City should work with local groups to support “capacity building” activities at the neighborhood level, ensuring that various private and non-for-profit entities have the resources to develop, organize, and act in support of community revitalization goals.

Capacity building may take the form of outreach to community partners, trainings for community groups, event planning, mini-grants to support local initiatives, and community-wide events like National Night Out that encourage community cohesion, volunteerism, and fun. Neighborhood groups and civic organizations should be encouraged, as well as the reinforcement of neighborhood identities and neighborhood history through events, educational/youth programs, public art, and historic interpretation.

Neighborhood organizations, faith-based organizations, social clubs, and other community groups should be engaged as partners in housing redevelopment projects, both as advisors around community needs, and as partners in implementation. Local organizations stand to provide physical manpower (construction, maintenance, and clean-up crews, etc.) as well as financial/fundraising resources that can be leveraged for neighborhood revitalization, maintenance, and redevelopment.

RELATED STRATEGIES:

*Strategy 6.12:
Market Housing Assets*

*Strategy 6.13:
Promote Neighborhood
Capacity Building*

SEE P. 6-10 FOR MORE ON
THE STRATEGIES LISTED ABOVE

STRATEGIES

KEY TERMINOLOGY

“Strategies” are actions, programs, and practices that support one or more of the plan’s goals and policies. Strategies address the “who, what, when, where, and how” of reaching a goal, and may involve multiple sub-strategies.

The following strategies support the Community Development goals and policies described in this chapter.

ECONOMIC DEVELOPMENT STRATEGIES:

STRATEGY 6.1: INVEST IN QUALITY OF LIFE

The City should prioritize key investments in quality of life amenities like housing, schools, parks, trails and open spaces, as well as community programs and events that contribute to the attractiveness of the Ironwood community to prospective businesses, entrepreneurs, employees, and residents.

Strategy 6.1(a): Allocate funds for economic development and marketing

In addition to broader quality of life improvements, a financial commitment should be made by the City annually toward marketing and economic development.

Strategy 6.1(b): Develop a Leadership Center

Develop a center in collaboration with the community college where residents and business people can go through a program that helps them understand what it means to be a leader. Focus should be on both leadership from a business development perspective as well as leadership from a civic/community perspective.

STRATEGY 6.2: DEVELOP A BUSINESS-SUPPORTIVE ZONING AND REGULATORY ENVIRONMENT

The City should ensure that its zoning ordinance and administrative procedures allow for and encourage diverse and desirable industrial and business uses to locate in the community. See [Strategy 3.1: Update City Ordinances](#) in the Land Use chapter for more on zoning strategies.

STRATEGY 6.3: ECONOMIC GARDENING

Economic gardening is an approach that seeks to grow the local economy from within by promoting local entrepreneurship and small business development. Economic gardening strategies focus on developing services, facilities, and infrastructure to support existing small and local businesses, start-up companies, entrepreneurs, and those working remotely. Sub-strategies include:

Strategy 6.3(a): Improve the City’s Façade Improvement Program

- Develop a local program that complements and builds on the

existing state and federal programs utilized by the City.

Strategy 6.3(b): Improve the City’s Revolving Loan Fund Program (RLF)

- Develop a local program that complements and builds on the existing state and federal RLF programs utilized by the City.

Strategy 6.3(c): Implement a business mentorship program

- Development of a business mentorship program is already underway.

Strategy 6.3(d): Develop a business retention program

- Such a program focuses on maintaining strong working relationships with local businesses through direct outreach to understand their needs, identify opportunities for growth, and tap into their expertise.
- Develop value-added businesses, that is, businesses that utilize the by-products and raw materials from existing industrial uses in the community to create new business and job opportunities. An example of this would be encouraging the development of businesses that might utilize locally produced lumber and other construction materials for more advanced manufacturing. This approach could also apply to the business mentorship program, Strategy 6.3(c), and business incubator, Strategy 6.3 (g).

Strategy 6.3(e): Develop an Economic Development Toolkit

- Develop an “Economic Development Toolkit” as a printed and online resource that educates businesses and entrepreneurs about the type and use of available municipal, regional, state, and federal economic development incentive programs.
- City staff should maintain working knowledge of various economic development programs and entities and serve as a resource businesses seeking technical assistance.

Strategy 6.3(f): Expand WiFi/broadband/cellular network

- Ensure widespread cellular and WiFi/broadband internet coverage.

Strategy 6.3(g): Develop a Business Incubator

- Provide start-up space, training, and temporary access to professional services and equipment for new business ventures.

Strategy 6.3(h): Develop Entrepreneurial support spaces

- Such as co-working and meeting spaces.



Co-working and other entrepreneurial support spaces provide places for remote workers, innovators, and entrepreneurs to work, share ideas, and create.

STRATEGY 6.4: DEVELOP TRAINING/VOCATIONAL PROGRAMS TO FILL WORKFORCE NEEDS

Partner with Ironwood schools, Gogebic Community College, and local businesses to develop business and entrepreneurship training programs, apprenticeships, and other opportunities that expand career pathways for residents of all ages and promote a skilled workforce that can meet the changing needs of industry.

STRATEGY 6.5: ENHANCE DOWNTOWN BUSINESSES & RETAIL ENVIRONMENT

The City should continue to promote downtown as a hub of economic and cultural activity within the city and region and a unique mixed use destination.

Strategy 6.5(a): Continue downtown streetscape, public realm, and institutional investments

- See various discussions of downtown improvements in the Land Use, Transportation, Parks, and Civic Facilities portions of this plan.

Strategy 6.5(b): Work with community partners to support ongoing downtown revitalization efforts

- Continue City support and involvement in various downtown projects through the DAP, DIDA, the Chamber of Commerce and other local organizations; facilitate coordination of efforts as needed.

Strategy 6.5(c): Promote “pop-up” stores and events in downtown

- Work with community partners to implement pop-up stores and similar temporary uses and events to activate vacant and under-utilized spaces in downtown.

STRATEGY 6.6: MARKET THE COMMUNITY

Strategy 6.6(a): Market the community through the city website and other media outlets and partner organizations.

- Work with groups like the Next Generation/Go-In Forward group and the Chamber of Commerce to market the community to prospective residents and businesses.

Strategy 6.6(b): Develop and distribute promotional community maps

- This may include a community-wide caricature map that highlights key destinations, landmarks, and attractions in the community; a map of downtown businesses; and a map of city parks and trails.

Strategy 6.6(c): Develop a “shop local” / hospitality campaign

- Consider a range of activities, events, marketing, and incentives to encourage residents and employees to support local businesses.
- Work with the Chamber of Commerce and other groups to develop a campaign around hospitality and service; engage business and other stakeholders on best practices for promoting a friendly retail and service environment.

Strategy 6.6(d): Conduct a retail and commercial market study

- Understand the potential for attracting various retail and commercial businesses to the community through a market study and analysis of community/regional demographics.

Strategy 6.6(e): Brand and market the City

- In order to effectively market the City, invest in developing a brand that builds on Ironwood’s current motto: “Live Where You Play.”

STRATEGY 6.7: ENCOURAGE EVENTS & FESTIVALS

Strategy 6.7(a): Establish an annual event calendar/speaker series

- Ensure that information about local events is updated and easily accessible through print and online media.

Strategy 6.7(b): Create a venue to brainstorm new ideas for events, festivals, or entertainment experiences.

- Community organizations should bring people together to brainstorm new ideas for community-wide events and attractions.
- Ideas raised in the public engagement process include:
 - › Sporting events (e.g. expanding SISU Ski Fest to other sports)
 - › Events and festivals in Miners, Depot, and other city parks
 - › Historic tours and festivals
 - › Arts/Craft-related fairs and festivals

STRATEGY 6.8: PROMOTE UNIQUE LOCAL ASSETS

Strategy 6.8(a): Develop a community wide arts plan

- Work with community partners (particularly the Downtown Art Place) to develop a community-wide arts plan that coordinates future public, private, and community-led investments in public art. This may include planning for mural projects, artists housing/lofts, events/festivals, community-led activities, arts in the schools- as well as art integration in parks/infrastructure planning: streetscape, wayfinding, parks/trails, etc.



Temporary pop-up events like “better block” projects and pop-up shops can spark activity and interest in downtown



Create an updated Ironwood “caricature” map to market local businesses and attractions

STRATEGIES (CONTINUED)

Strategy 6.8(b): Coordinate activities to promote local history, interpretation, and preservation

- Work with community partners (Historical Society and others) to coordinate activities and planning related to historic interpretation and preservation. This may include:
 - › Historic wayfinding
 - › Historic walking tours and other event/activities
 - › Expanded interpretive services at key locations such as the Memorial Building, Depot Park, and Miners Park.
 - › Inventory and plan for historic assets

STRATEGY 6.9: ECONOMIC DEVELOPMENT COORDINATION

Increased coordination of various local and regional economic development entities is necessary to ensure that economic development is implemented efficiently and effectively. The City should maintain regular communications with partner organizations and identify and address gaps and redundancies across the array of economic development services and programs in the region. See Appendix A: Ironwood Fact Book for a full listing of local and regional economic development entities and activities.

HOUSING & NEIGHBORHOOD STRATEGIES:

STRATEGY 6.10: ENCOURAGE HOUSING REHABILITATION

The City should build on its existing housing rehabilitation programs to offer a variety of resources and services to support rehabilitation of homes and properties.

Strategy 6.10(a): Develop a housing rehab toolkit

- Make available in print and online; should include a comprehensive list of financial resources, pre-qualified contractors, remodelers handbook, etc.

Strategy 6.10(b): Host remodelling workshops and provide consultation services

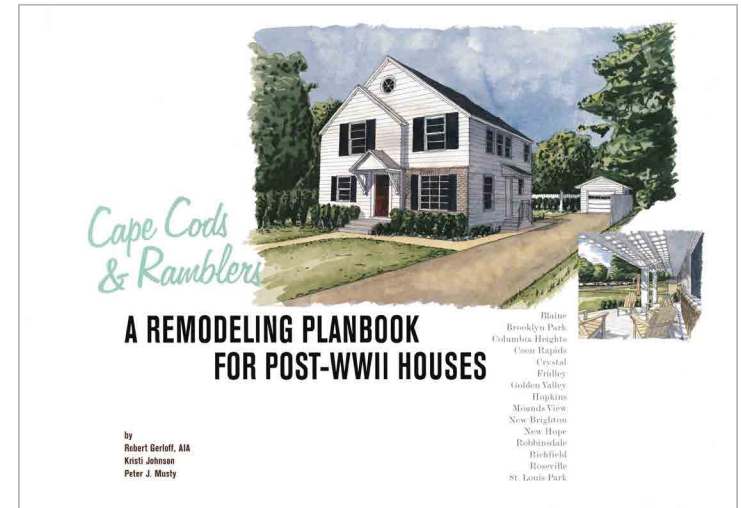
Strategy 6.10(c): Host a home remodelers showcase

Strategy 6.10(d): Develop a scattered-site housing redevelopment program

- Such a program removes the most severe cases of housing blight/deterioration and replaces them with new housing of a product type and quality that diversifies the existing housing stock.



Support maintenance and rehabilitation of housing stock



Example of [remodelers handbook](#) that could be included as part of a housing rehab toolkit

STRATEGY 6.11: SUPPORT INFILL & REDEVELOPMENT

The City should consider programmatic strategies to support and encourage private infill and redevelopment efforts in concert with zoning and city-led redevelopment strategies recommended in [Chapter 3: Land Use and Community Character](#).

Strategy 6.11(a): Conduct a market study

- Build understanding of the housing market and housing needs to inform broader redevelopment strategies.

Strategy 6.11(b): Work with community partners to target market gaps

- Collaborate with Construction Trades Program at Gogebic Community College to develop demonstration housing projects that “test” market potential for new housing types.

Strategy 6.11(c): Pursue alternative strategies to encourage, fund, and facilitate redevelopment projects

- Consider a multi-tiered approach to facilitating redevelopment of properties on the City surplus list:
 - › Allow property owners to purchase adjoining City-owned surplus properties that are too small to be developed on their own; encourage activation and improvement. Purchase of such properties will require no additional City approvals.

- › Sell prime City-owned surplus properties through a competitive proposal process. Such a RFP process evaluates development proposals based on future use, developer vision and experience, and potential neighborhood impact, rather than on bid price alone. This helps to ensure that redevelopment contributes to neighborhood revitalization.
- › Reevaluate the surplus list annually - See also [Strategy 3.3: Conduct regular Land Use & Building Condition Inventories](#).
- Encourage redevelopment of historic housing stock through a lease to purchase program where monthly payments are used to pay the mortgage until the potential property owner is able to secure their own mortgage.
- See [Rebuilding Communities: A Best Practices Toolkit](#) for more information.

STRATEGY 6.12: MARKET HOUSING ASSETS

The City should look to partner with realtors and other economic development entities to develop platforms for marketing local housing and neighborhoods.

Strategy 6.12(a): Encourage events such as remodeled home tours and a citywide housing fair

Strategy 6.12(b): Maintain a catalog of historic home renovation opportunities

- A print and/or online resource that can be used to market properties to potential buyers

STRATEGY 6.13: PROMOTE NEIGHBORHOOD CAPACITY BUILDING

The City should work with local groups to support “capacity building” activities at the neighborhood level, ensuring that various private and not-for-profit entities have the resources to develop, organize, and act in support of community revitalization goals.

Strategy 6.13(a): Provide capacity building training for neighborhood groups

- Train neighborhood and community groups around grassroots community-building strategies and event planning.

Strategy 6.13(b): Sponsor community-wide events that encourage community cohesion, volunteerism, and fun

- Such as [National Night Out](#), block parties, etc.



Community-led public art projects do double-duty, serving to building community cohesion and beautify public spaces

Strategy 6.13(c): Partner with neighborhood groups on rehabilitation, community clean-up and other service projects

- Organize neighborhood volunteer projects to support various revitalization strategies; may include home building or vacant lot stabilization projects.
- Leverage neighborhood groups as partners in fundraising and financing for redevelopment/reinvestment projects; see examples like [Fundrise](#) and [cooperative](#) models.

Strategy 6.13(d): Develop a mini-grant program to support local initiatives and service projects

- The City or other entities could initiate a [competition](#) or RFP process to solicit ideas for small-scale community-led improvement projects (parks, gardens, public art, etc.) and provide small grants to support implementation of the best/most popular ideas.

Strategy 6.13(e): Cultivate neighborhood branding/identity

- Partner with neighborhood and community groups to reinforce neighborhood identities and celebrate historic neighborhood names and historic sites through events, educational/youth programs, public art, and historic interpretation; consider creation of a neighborhood map.

MAKING IT HAPPEN!

Priority Actions

Priority action steps are identified in the following matrix. This matrix focuses on immediate (0-1 year) and short-term (1-5 year) action steps, as well as ongoing actions and practices. A complete matrix including longer term actions has been prepared and is maintained by the City as part of the on-going comprehensive planning process. Once these immediate and short term actions have been substantially completed, the city should initiate a comprehensive plan update process to revisit the vision, guiding principles, goals, policies and strategies and renew the list of action steps. The matrix identifies the key strategy, related sub-strategy, responsible implementing entity (most often the City), partnership resources, general costs, and possible funding sources.

NOTE: Table 6-1 addresses priority actions related to economic development. Table 6-2 addresses priority actions related to housing and neighborhoods. For strategies listed in Table 6-1, the Ironwood Economic Development Corporation (an arm of the City's Community Development department) is considered part of the implementing entity.

TABLE 6-1. PRIORITY ACTIONS - ECONOMIC DEVELOPMENT

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.3 Develop Economic Gardening Programs and Activities	6.3(a) Continue City's Façade Improvement Program	City (Community Development)	Lead	DIDA - Chamber of Commerce	\$ (0-\$10,000)	CDBG, General Fund
	6.3(b) Improve City's Revolving Loan Fund Program (RLF) *	City (Community Development)	Lead	DIDA - Chamber of Commerce	\$ (0-\$10,000)	CDBG, General Fund, Grant Resources, MEDC
	6.3(c) Implement a business mentorship program (already underway) *	City (Community Development)	Partnership	IIDC, Chamber of Com, Schools	\$ (0-\$10,000)	General Fund
	6.3(d) Develop a Business Retention Program *	City (Community Development)	Partnership	Chamber of Commerce	\$ (0-\$10,000)	General Fund
	6.3(e) Develop an Economic Development Toolkit	City (Community Development)	Partnership	DIDA - Chamber of Commerce	\$ (0-\$10,000)	General Fund
6.4 Develop training programs to fill workforce needs	-	Community College & Ironwood Schools	Support	Chamber of Commerce	NA	NA
6.6 Market the Community	6.6(a) Market the community through the city website and other media outlets	City (Community Development)	Lead	Chamber of Commerce	\$ (0-\$10,000)	General Fund
	6.6(c) Develop a shop Local/Hopitality Campaign	City (Community Development)	Support	Chamber of Commerce	\$ (0-\$10,000)	Grant Resources, Sponsorship
	6.6(d) Conduct a retail and commercial market study	City (Community Development)	Support	Chamber of Commerce	\$\$ (\$10,000-\$50,000)	Grant Resources, Sponsorship, General Fund
	6.6(e) Brand and market the City	City (Community Development)	Support	Chamber of Commerce	\$\$ (\$10,000-\$50,000)	Grant Resources, Sponsorship, General Fund

KEY TERMINOLOGY

The City has developed a number of **Spark Plans**, or “mini action plans,” to support implementation of select strategies in the comprehensive plan. Spark Plans focus on strategies that: (1) are high-priority actions, (2) may require additional explanation and planning, and (3) may be implemented by groups other than City agencies (community groups, civic organizations, individuals, etc.). Strategies for which a Spark Plan has been developed are noted in the priority action matrix with the following symbol: *

See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

TABLE 6-1. PRIORITY ACTIONS - ECONOMIC DEVELOPMENT (CONTINUED)

SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.3 Develop Economic Gardening Programs and Activities	6.3(f) Expand Broadband/WiFi/Cellular Network	City (Community Development)	Partnership	Local, Regional, and State Economic Development Entities	NA	NA
	6.3(g) Develop Business Incubator *	City (Community Development)	Partnership	Local, Regional, and State Economic Development Entities	\$\$\$ (\$50,000-\$200,000)	CDBG, Philanthropic, Grant Resources, MEDC
	6.3(h) Develop Entrepreneurial Support Spaces *	City (Community Development)	Partnership	DIDA - Chamber of Commerce	\$\$\$ (\$50,000-\$200,000)	CDBG, Philanthropic, Grant Resources, MEDC
6.6 Market the Community	6.6(b) Develop and distribute a promotional Ironwood/Downtown Map *	City (Community Development)	Support	DIDA - Chamber of Commerce	\$ (0-\$10,000)	Grant Resources, Sponsorship
6.8 Promote Unique Local Assets	6.8(a) Develop a community-wide arts plan *	DAP	Support	Historical Society - User Groups	\$\$ (\$10,000-\$50,000)	Philanthropic, Grant Resources
	6.8(b) Coordinate activities to promote local history *	City (Community Development)	Support	Historical Society - User Groups	\$ (0-\$10,000)	Philanthropic, Grant Resources
ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.1 Invest in Quality of Life	6.1(a) Allocate funds for economic development and marketing	City (Community Development)	Lead	-	\$ (0-\$10,000)	General Fund
	6.1(b) Develop a leadership center	Chamber of Commerce	Partnership	Community College	NA	NA
6.2 Develop Business-Supportive Zoning and Regulatory Environment	-	City (Community Development)	Lead	-	NA	NA
6.5 Enhance downtown business & retail environment	6.5 (a) Continue downtown streetscape, public realm, and institutional investments	City (Community Development)	Lead	DIDA - Chamber of Commerce	NA	NA
	6.5 (b) Work with community partners to support ongoing downtown revitalization efforts	City (Community Development)	Support	DIDA - Chamber of Commerce	NA	NA
	6.5 (c) Promote "pop-up stores" and events in downtown *	City (Community Development)	Lead	DIDA - Chamber of Commerce	\$ (0-\$10,000)	General Fund, Grant Resources

* Strategy for which a Spark Plan has been developed. See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

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MAKING IT HAPPEN! (CONTINUED)

TABLE 6-1. PRIORITY ACTIONS - ECONOMIC DEVELOPMENT (CONTINUED)

ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.7 Encourage events and festivals in the community	6.7(a) Establish an annual event calendar/speaker series	City (Community Development)	Support	Civic Organizations, Chamber of Commerce, Gogebic Community College	NA	NA
	6.7(b) Create a venue to brainstorm new ideas for events, festivals, or entertainment experiences	Various	Support	Civic Organizations, Chamber of Commerce	NA	NA
6.9 Coordinate Local and Regional Economic Development Efforts *	-	City (Community Development)	Partnership	Local, Regional, and State Economic Development Entities	NA	NA

TABLE 6-2. PRIORITY ACTIONS - HOUSING & NEIGHBORHOODS

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.10 Encourage Housing Rehabilitation	6.10(a) Develop a housing rehab toolkit *	City (Community Development)	Partnership	Financial Institutions - Contractors - Builders - Designers - Gogebic Community College	\$ (0-\$10,000)	Grant Resources, Sponsorship, CDBG, MSHDA
6.11 Support Infill & Redevelopment	6.11(a) Conduct a market study *	City (Community Development)	Lead	Local, Regional, and State Economic Development Entities	\$\$ (\$10,000-\$50,000)	CDBG, Grant Resources, General Fund

* Strategy for which a Spark Plan has been developed. See Appendix C: Spark Plans for the complete set of Spark Plans.

TABLE 6-2. PRIORITY ACTIONS - HOUSING & NEIGHBORHOODS

SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.10 Encourage Housing Rehabilitation	6.10(d) Develop a scattered site housing redevelopment program *	City (Community Development)	Lead	Financial Institutions - Contractors - Builders - Designers - Gogebic Community College	\$\$\$\$ (\$200,000-\$1 million)	Grant Resources, Sponsorship, CDBG, MSHDA
6.13 Promote Neighborhood Capacity Building	6.13(d) Develop a mini-grant program to support local initiatives and service projects	City (Community Development)	Partnership	DIDA - Chamber of Commerce - Civic Organizations	\$\$ (\$10,000-\$50,000)	Philanthropic, Grant Resources, Sponsorship
ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.10 Encourage Housing Rehabilitation	6.10(b) Host remodeling workshops and provide consultation services	City (Community Development)	Partnership	Financial Institutions - Contractors - Builders - Designers - Gogebic Community College	\$\$ (\$10,000-\$50,000)	Philanthropic, Grant Resources, Sponsorship
	6.10(c) Host a home remodelers showcase *	City (Community Development)	Partnership	Financial Institutions - Contractors - Builders - Designers - Gogebic Community College	\$\$ (\$10,000-\$50,000)	Philanthropic, Grant Resources, Sponsorship
6.11 Support Infill & Redevelopment	6.11(b) Work with community partners to target market gaps	City (Community Development)	Partnership	Financial Institutions - Contractors - Builders - Designers - Gogebic Community College	NA	NA

* Strategy for which a Spark Plan has been developed. See Appendix C: Spark Plans for the complete set of Spark Plans.

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MAKING IT HAPPEN! (CONTINUED)

TABLE 6-2. PRIORITY ACTIONS - HOUSING & NEIGHBORHOODS

ONGOING						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Cost	Possible Funding Sources
6.11 Support Infill & Redevelopment	6.11(c) Pursue alternative strategies to encourage, fund, and facilitate redevelopment projects	City (Community Development)	Partnership	Local, Regional, and State Economic Development Entities	NA	NA
6.12 Market Housing Assets	6.12(a) Encourage events such as remodeled home tours and a citywide housing fair	City (Community Development)	Partnership	Financial Institutions - Realtors/Brokers	\$ (0-\$10,000)	Grant Resources, Sponsorship
	6.12(b) Maintain a catalog of historic home renovation opportunities	City (Community Development)	Partnership	Historical Society - User Groups	\$ (0-\$10,000)	Philanthropic, Grant Resources, Sponsorship
6.13 Promote Neighborhood Capacity Building	6.13(a) Provide capacity building trainings for neighborhood groups	City (Community Development)	Partnership	Civic Organizations, Gogebic Community College	\$ (0-\$10,000)	Philanthropic, Grant Resources, Sponsorship
	6.13(b) Sponsor community-wide events that encourage community cohesion, volunteership, and fun	City (Community Development)	Partnership	Civic Organizations	\$ (0-\$10,000)	Philanthropic, Grant Resources, Sponsorship
	6.13(c) Partner with neighborhood groups on rehabilitation, community clean-up and other service projects	City (Community Development)	Partnership	Civic Organizations	\$ (0-\$10,000)	Philanthropic, Grant Resources, Sponsorship
	6.13(e) Cultivate neighborhood branding/identity *	Various	Partnership	Civic Organizations	NA	NA

* Strategy for which a Spark Plan has been developed. See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

The Comp Plan and YOU!

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are a just a few ideas to get you thinking, talking- and hopefully, taking action!

- Learn about and take advantage of economic development programs, grants, and resources offered by the City to do expand your small/home-based business or start-up a new enterprise.
- Serve as a mentor for students, businesses, and entrepreneurs in the community; share your knowledge and expertise to grow new jobs and businesses.
- Volunteer for community organizations (particularly those that are entirely volunteer-run) that promote active living and outdoor recreation, arts and cultural programs, historic preservation and interpretation, and other community-supportive activities.
- Support City investment in infrastructure upgrades and other public improvements that enhance quality of life in Ironwood and make the City a more attractive place for businesses and residents.
- Take advantage of housing rehabilitation programs, grants, and resources offered by the City to do small repairs, upgrades, and maintenance projects around your home and property.
- Enhance the public realm in your neighborhood by planting a front yard garden, building a porch, deck, or seating area that faces the public street, or just keeping your yard tidy.
- Volunteer to help an elderly neighbor with property maintenance and repair projects, mowing the grass, fixing a gutter, etc.
- Organize community building events in your neighborhood such as neighborhood meetings and social events, block parties, National Night Out, clean-up days, neighborhood watch, etc.
- Start a community garden or community-built playground on a vacant lot in your neighborhood.

Performance Measures

To ensure accountability around the Plan, the community needs to measure and report on accomplishments. Performance measures provide a way to measure progress and success in the implementation of the Comprehensive Plan. Some performance measures are quantifiable, concrete figures; others are more qualitative in nature. The following are the key performance measures for the community development-related action steps recommended in this chapter:

- Scale of outreach to local businesses (number of visits, meetings, or workshops).
- Direct results of economic development programs/assistance:
 - › New jobs created
 - › New businesses started up or brought to the Ironwood community.
 - › Expansion (in square feet) of existing businesses
 - › Square footage of sites improved
 - › Number of businesses engaged in mentorship (mentors and mentees)
- Lending/grant-related metrics:
 - › Amount of funds loaned out
 - › Amount of funds paid back
 - › Amount of seed money raised
- Improved image of Ironwood as a great place to do business as measured by survey or response from the business community and other sources of feedback.

The following are the key performance measures for the housing and neighborhood-related action steps recommended in this chapter:

- Number of new homes that are built per year.
- Number of blight cases removed.
- Increase in property tax valuation.
- Number of building permit applications.
- Number redevelopment projects led, facilitated, or brokered by the city.
- Number of redevelopment sites sold off of the city-surplus list.
- Improvement in neighborhood character, cohesion, and identity.

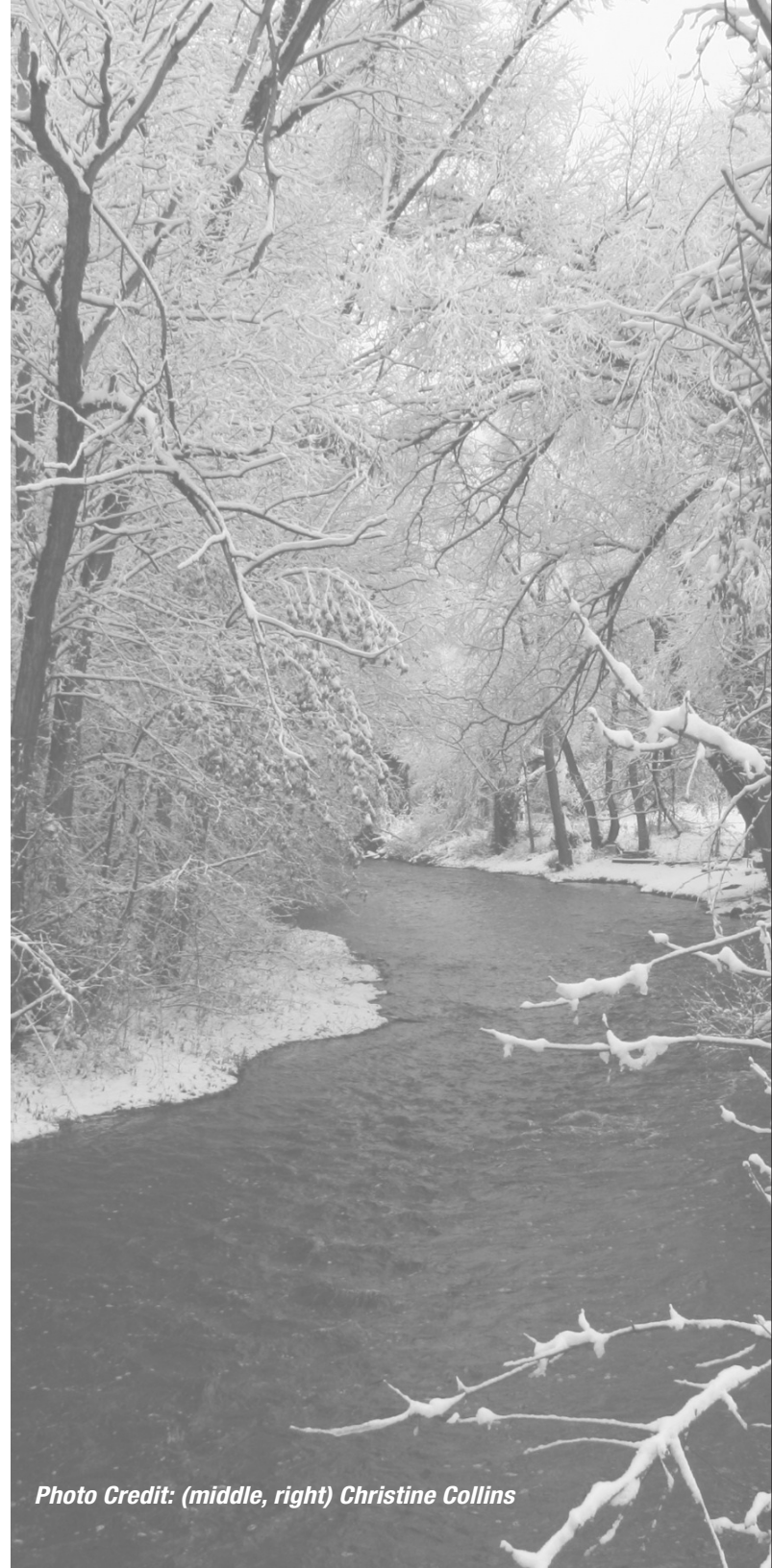


Photo Credit: (middle, right) Christine Collins

CHAPTER 7:

Infrastructure & Community Facilities

Community facilities, infrastructure systems and services provided by local government are vital elements of a community's success and vitality. The quality of these elements contributes to Ironwood's identity. These facilities, systems, and services include water and waste water systems, stormwater management, police and fire protection, government administration, education systems, hospitals, parks, public works and street maintenance. The private sector also plays a key role in many of these areas including utility services such as gas, electric, internet technology, and education. The Comprehensive Plan provides a mechanism to ensure long term planning for the adequacy of these facilities, systems and services to meet future needs.

Ironwood recognizes the value of having an affordable, efficient, and reliable infrastructure system. Clean water, efficient and effective management of wastewater, and the reliable delivery of power and technology infrastructure are critical ingredients to a successful community. The infrastructure system must be well planned and cared for to fully achieve Ironwood's vision as **A GREAT PLACE TO LIVE, WORK, PLAY, AND VISIT.**

The appearance and design of utility infrastructure has an impact on Ironwood's image and identity as **A FRIENDLY COMMUNITY.** The taste of drinking water, the cost for water and sewer service, or the speed of an internet connection has a less visible impact. Infrastructure systems need to be thought of as an investment in **A THRIVING COMMUNITY** striving to be **A GREAT DESTINATION.**

A FRIENDLY COMMUNITY is one where infrastructure systems and community facilities are well maintained and reliable. Internet technology enables Ironwood to be a **CONNECTED COMMUNITY.** **A FRIENDLY COMMUNITY** is one where doing business with the City is a pleasant experience and where people feel safe and secure.

SUSTAINABLE and **RESILIENT** are two desirable characteristics that describe Ironwood's future. Resilient - adapts to changing trends and new technologies. Sustainable - endures such that operations, maintenance, and management does not overburden future generations.

OVERVIEW



Like land use and development patterns, a city's public facilities and infrastructure systems reflect on the heritage and history of the community. Historic public buildings like the Memorial Building, the Carnegie Library, and the High School demonstrate the architectural detail and quality of how these facilities were built. More modern facilities such as the public safety building and Gogebic Community College represent newer technologies and ideas. As the physical community ages, improvements and upgrades of facilities need to be carefully evaluated

and prioritized relative to available financial resources.

Rooted in this chapter is a high level framework establishing directions and priorities for the management, maintenance, redevelopment, and growth of community facilities, services, and infrastructure systems including: Potable Water, Sanitary Sewer, Stormwater Management, Private Utilities (Gas, Electric, Phone and Internet) and Public Facilities (Memorial Building, Carnegie Library, the Depot, State Visitor Center, County Fairgrounds, Cemetery, and Public Safety). Public institutions such as Aspirus Grand View Hospital, Gogebic Community College, Gogebic-Iron County Airport, and the Ironwood Public Schools are critical collaborators and partners in community development. Key initiatives and actions pertaining to these institutions can be found in [Chapter 5: Parks & Recreation](#) and [Chapter 6: Community Development](#).

WHAT WE'VE HEARD

Much of the community dialogue generated through the comprehensive planning process focused on topics of community development including jobs/economic development, housing, arts/culture, parks, and recreation, and community cohesion (working together more). Past community discussions and input mirror that dialogue. Out of 500 plus individual survey responses, city infrastructure systems often garnered significant attention.

Sewer and water infrastructure was the third highest response when asked what things people like least about Ironwood. Improving roads and streets, which commonly includes infrastructure improvements

was the second highest response to the questions of "what" people would invest resources in, and they would target it towards existing neighborhoods. When asked how important improving sewer and water systems is, 46.6% (244) reported "very important" and 32.4% (170) reported important.

When asked for general comments on what people like least about Ironwood, recurring comments referenced high cost for drinking water.

Summary of issues and opportunities

Ironwood's population has declined since its peak in the early 1900s without an equal shrinking of the infrastructure imprint. Maintaining and managing a system designed for a larger community can be challenging. The resulting impact has been higher costs for water and sewer utilities.

Finding financial resources in Ironwood to pay for infrastructure improvement is a significant challenge. The city needs to determine where to prioritize replacement investments.

The City, like many older cities, continues to work on inflow and infiltration (commonly referred to as I & I). When rain and snow melt infiltrates into the ground, older pipes allow water to seep into the sanitary sewer system. Inflow occurs when individual sump pumps in basements connect to sewer drains and cleaner water is pumped into the sanitary sewer system. A high rate of inflow and infiltration places a burden on the system and puts clean water through an unnecessary treatment process designed for waste water. This drives up the cost for sanitary sewer utility.

No stormwater management plan/strategy exists in Ironwood. Improvements have been made in the community. Stormwater runoff that once was combined with sanitary sewer (through a Combined Sewer Overflow system) is now separated.

With Big Snow Country comes the challenge of spring time snow melt and isolated flooding. Managing snow storage and the impending snow melt is a challenging issue.

Steep grades and topography make some areas hard to service with infrastructure requiring higher construction costs and lift stations/pumping stations. Expanses of open space, former mining sites or vacant lands, result in gaps that infrastructure must span, but that does not generate revenue paying customers resulting in greater costs that get spread across the rest of the city.

WHAT WE'VE HEARD:

"Redeveloping existing neighborhoods... along with infrastructure improvements makes the city a more desirable place to live."

GOALS & POLICIES

GOAL 7.1 SANITARY SEWER

Maximize the sustainability and efficiency of the sanitary sewer collection system and provide reliable infrastructure that supports existing development, promotes revitalization and reinvestment, supports new development, and is environmentally responsible.

Policy 7.1.1 Support the goals and recommendations of the Gogebic-Iron Wastewater Authorities Master Plan and the management and maintenance of the waste water treatment plant.

Policy 7.1.2 Coordinate sanitary sewer replacement projects with other road/infrastructure improvement projects.

Policy 7.1.3 Monitor flows from various segments of the system to track inflow/infiltration rates

Policy 7.1.4 Prioritize subsidies for infrastructure improvements that upgrade existing systems rather than expanding the collection system.

GOAL 7.2 POTABLE WATER

Provide a high quality, safe, and reliable water supply for human consumption, fire suppression needs, and economic development.

Policy 7.2.1 Meet or exceed all applicable state and federal regulations for water quality, storage, and pressure needs.

Policy 7.2.2 Maintain and implement a long-term potable water supply and infrastructure maintenance, upgrade, and expansion plan.

Policy 7.2.3 Evaluate water distribution expansion plans so that costs generated by expansion of infrastructure for new growth are borne by the new development.

Policy 7.2.4 Encourage water conservation practices and grey water reuse for activities that do not require quality drinking water.

GOAL 7.3 STORMWATER MANAGEMENT

Provide an economically sustainable stormwater system that minimizes flooding, prevents property damages, and protects the environment.

Policy 7.3.1 Maintain and implement a long-term stormwater system maintenance, upgrade, and expansion plan for the stormwater system.

Policy 7.3.2 Encourage private property owners to implement innovative on-site improvements to reduce run-off, and increase water conservation efforts through stormwater reuse.

Policy 7.3.3 Ensure that new development and redevelopment carefully plans improvements to retain and treat stormwater on site and integrates public art and aesthetics into the design of the system

KEY TERMINOLOGY

The goals and policies on this page support the vision and guiding principles of the plan and should be used to inform future decision-making and action.

Goals: are broad statements that describe a desired outcome or end-state. Goals are often long-term in scope.

Policies: describe the general course of action or way in which programs and activities are conducted to achieve a stated goal or objective. Policies speak to underlying values, context, or principles, and are often place-specific.

Policy 7.3.4 Explore and implement snow storage strategies and solutions that provide for the efficient storage of snow and the treatment and control of snow melt.

Policy 7.3.5 Collaborate with state and regional agencies to explore and implement cost effective, innovative, and context appropriate stormwater improvements.

GOAL 7.4 PRIVATE UTILITIES

Ensure reliable and adequate delivery of key private utilities such as gas, power, phone, cable, and internet technology.

Policy 7.4.1 Partner with private utility companies to explore innovative technologies and cost effective solutions to service delivery.

Policy 7.4.2 Ensure consideration is given for co-locating public and private utilities in road corridors or utility corridors and encourage oversizing of conduit or other infrastructure to efficiently enable future expansion.

Policy 7.4.3 Engage private utility companies in economic development strategic planning, growth of existing industry, and the pursuit of new industry/business.

GOAL 7.5 COMMUNITY FACILITIES

Provide quality, efficient, public buildings and facilities that meet the daily needs of current and future residents, employees, and visitors of Ironwood while retaining historical character, adapting to modern technologies, and promoting a great quality of life.

Policy 7.5.1 Annually budget for maintenance and improvement needs through the City's five year capital improvement program.

Policy 7.5.2 Explore opportunities to increase energy efficiency and operational efficiencies through building upgrades, technology upgrades, and site improvements.

Policy 7.5.3 Explore and consider opportunities to share or consolidate facilities and services with public agencies that have similar operating, space, or equipment needs.

Policy 7.5.4 When appropriate integrate historical interpretation and preserve historic architectural elements in the planning and implementation of public facility improvements.

Policy 7.5.5 Encourage and support the preservation of the neighborhood character and function of public facilities from a geographic context.

FRAMING CONCEPTS

INFRASTRUCTURE

WATER SUPPLY

Current water supply (well fields) and treatment plant capacities are sufficient to meet current and expected future demands. System improvements are more directly linked to maintaining and upgrading existing infrastructure and providing improved levels of service. Maintaining compliance with state and federal regulations and requirements of the [Michigan Department of Environmental Quality](#) (DEQ) is a key objective of the City.

The City should support and encourage sustainable water usage practices. Such practices include conservation oriented fixtures and use or practice as well as stormwater or grey water reuse for activities that need water but not necessarily clean drinkable water. Such practices preserve the long term availability of the water supply and can contribute to managing the affordability of public water.

The City currently does not have an up to date water supply master plan. Such a plan provides a more technical evaluation, analysis, and set of capital improvement recommendations pertaining to the water supply system. It should be a priority for the city to complete this master plan.

SANITARY AND STORM SEWER

The city is currently pursuing funding to complete a Comprehensive Wastewater and Stormwater Asset Management Plan for the City. Such a plan will provide a thorough inventory of existing infrastructure including manholes, pipes, and equipment owned and maintained throughout the City's system. The study will then analyze system characteristics including age, condition, and functional characteristics. This information will then enable the city to better plan and coordinate future redevelopment and improvement projects. The City's wastewater collection system is comprised of approximately 257,000 feet of pipe, as well as the City's approximate 109,000 feet of storm sewer pipe.

The sanitary sewer and storm sewer infrastructure are separate conveyance systems.

PRIVATE UTILITIES

Electric and gas utilities are adequately provided to the City to meet current and foreseeable needs. Internet technology, particularly the availability of high speed technology, however, has lagged behind. The City should partner with regional and statewide efforts to bring high speed technology to the city such as the Broadband Stimulus Project. While this project focuses on connecting public institutions, partnering with regional economic development entities should focus on making such technology available for business and residential use. The goal is to provide higher speed connectivity at a competitive cost structure.

Upgrades to private utilities should be coordinated with public improvement projects. Upgrades should focus on technological advancements as well as opportunities to enhance the community's image, especially along key corridors such as the Highway 2 corridor or key approach corridors to the downtown area. Relocating overhead utility infrastructure underground should be pursued where feasible.

SOLID WASTE

The City of Ironwood is part of the Gogebic Range Solid Waste Management Authority, a collaboration of six area communities. Garbage collection is provided curbside to residential and business customers. Ultimately the garbage is hauled to the Ontonagon County Landfill.

The city should monitor garbage hauling patterns and report tonnages on a per household basis with the intent of reducing the overall tonnage of solid waste per household that is being transported to the landfill. Opportunities to reduce tonnage include recycling and composting of food waste. Currently, recycling is not provided on a curb side bases. Four recycling drop off sites are located throughout the city and residents/business owners are encouraged to collect and drop recycling off at these sites.

The City should collaborate with the Gogebic Range Solid Waste Management Authority and Ontonagon County to explore strategies to reduce the tonnage of solid waste that gets landfilled.

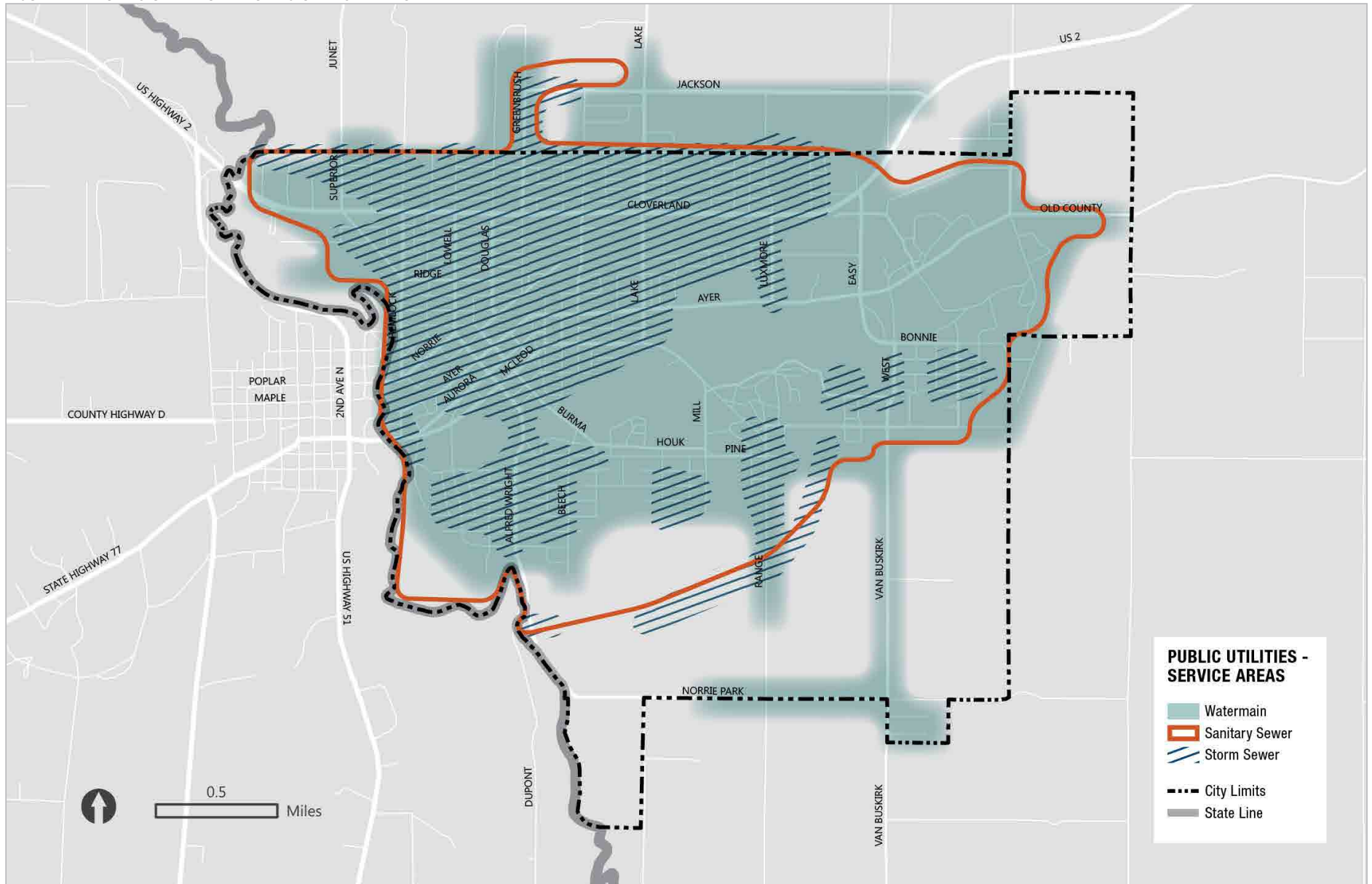


RELATED STRATEGIES:

*Strategy 7.1:
Infrastructure Master
Planning*

SEE P. 7-8 FOR MORE ON
THE STRATEGIES LISTED ABOVE

FIGURE 7-1. PUBLIC UTILITIES - EXISTING SERVICE AREAS



Note: This map shows the generalized location of existing infrastructure. For detailed maps of public utility systems, see the “Infrastructure” discussion in [Appendix A: Ironwood Fact Book](#)

FRAMING CONCEPTS

COMMUNITY FACILITIES

MEMORIAL BUILDING



Built in 1923 as a commemoration of local residents who served in World War I, the Memorial Building is a tremendous civic asset. In addition to honoring WW I veterans, it houses government administrative services, hosts a historical collection of stories and artifacts from the mining industry, and houses community event spaces.

Currently, tours are offered of this building on an appointment basis. Such tours are a great part of “telling the Ironwood Story” and should be promoted strongly. To ensure economic resilience and sustainability, the Memorial Building should be used and occupied to the greatest extent possible. Government services (federal, state, and local), civic organizations, community oriented philanthropic organizations, and community events should be focused in the Memorial Building. Opportunities for fee based uses that help offset operational costs should be explored as a means to reduce the overall cost spread to Ironwood residents.

CARNEGIE LIBRARY



(Photo Credit: Carnegie Library)

Built in 1901, the Carnegie Library is the oldest continually operating Carnegie Library in the state of Michigan. The Library is unique in that it combines a rich past with the technology of the future. While steeped in history and the richness of traditional learning, the library is an access point to the global community through technology. The Ironwood Carnegie Library offers programs and services that develop and encourage a love for reading and learning among people of all ages. Finally, the library connects people to each other. The library becomes the “community living room,” a place to do work, access a computer/internet, read a book in a comfortable chair, attend a creative writing course, watch a movie, meet friends, have a cup of coffee, attend a meeting, and much more. The Ironwood Carnegie Library provides a common space for neighbors, businesses, and visitors to connect with each other and the world. Like modern day retail environments, library’s must change and adapt to consumer behavior.

RELATED STRATEGIES:

Strategy 7.2:
Facilities Master Planning

SEE P. 7-8 FOR MORE ON
THE STRATEGIES LISTED ABOVE



Historic Depot (Photo Credit: Christine Collins)

THE HISTORIC DEPOT

The Depot (built in 1892) houses the Ironwood Chamber of Commerce, the Ironwood Area Museum and the Ironwood Historical Society Research Center. The Depot’s location along a regional trail, at the site of a community park, and on the edge of downtown Ironwood makes it an ideal location for being the “go-to” place for visitors, tourists, or residents to learn more about the history, current state, and future of the community.

Opportunities to expand the community attractions that are based at this site and possibly increase the hours of operation so that the amenities provided can serve a greater customer base should be explored. Such opportunities need to recognize the cost of operations. While revenue generating uses are important to help offset operations costs, the accessibility of the informational resource is a tremendous amenity to tourists and visitors.

PUBLIC SAFETY BUILDING

The public safety building was constructed in 1989. The 20+ year old building is one of the newer public facilities in the city. The building houses police and fire personnel and equipment and provides limited space for training. The facility provides adequate space for current and projected needs.

PAT O'DONNELL CIVIC CENTER

The Civic Center is a sports facility offering ice skating, hockey, indoor golf, and other programmed events such as the Spring Home Show, the Cabin Fever Craft Show, and the Multi-Family Rummage Sale. The Civic Center is an important community facility for both the recreation aspect of its use as well as providing an opportunity to host larger events promoting regional or community economic development.

K-12 PUBLIC EDUCATION

There are three public schools in Ironwood housed in two buildings: L.L. Wright High School (combined middle and high school) and Norrie Elementary School in one building, and Sleight Elementary School in another building. Current enrolment in the Ironwood district is 875, down from 946 in 2010 and 1,600 in 1993. The tendency for schools as enrolment declines is to look to consolidate facilities and operations as much as possible. Efficiencies are realized through space utilization and programming operations.

Public schools serve as an identity and focal point for neighborhoods. Neighborhood schools should be preserved to the extent possible. The City should seek to partner with the school district to explore reuse potential or alternative strategies to maintain neighborhood school operations rather than consolidation of public schools and closing of facilities. The City should also partner with the School District to make school grounds available for neighborhood park uses and community gathering spaces.

GOGEBIC COMMUNITY COLLEGE

Located outside of the corporate limits, Gogebic Community College is a tremendous asset to the Ironwood Community. In addition to the educational assets, community meeting space, athletic facilities, and arts/theater space provides additional amenities for the community.

The City and Community College should collaborate where possible in areas of job training and economic development, young adult recreation/athletic programming, arts and cultural ventures, community events, and operations/maintenance of common facilities. The City should also collaborate with the college to address challenges with facility growth and expansion including infrastructure costs, remote class room spaces, off site training and research programs, and student/faculty housing needs.

ASPIRUS GRAND VIEW HOSPITAL

The Aspirus Grand View Hospital provides medical services to the Ironwood community. The hospital located just north and east of Ironwood, is a full service hospital with clinics located directly in Ironwood and the City of Hurley.

The existing facilities adequately serve the current and anticipated population of the city. Partnerships and collaboration with the hospital is greatly encouraged, particularly in support of health/active living programs like sponsoring the Festival Ironwood Walk, Run & Roll or investing in helping improve the physical infrastructure of the community to promote active lifestyle choices.

CEMETERY

The 120 acre Riverside Cemetery was established in 1892 and it consists of 120 acres adjacent the Montreal River. The Cemetery pays tribute to many fallen heroes from the Ironwood community and should play an important part of telling the Ironwood story. Investments and improvements in the cemetery should incorporate historical interpretation through art and interpretation. As an open space area, the Cemetery also doubles as a recreation resource with a good trail system for walking, biking, snow shoeing, or cross country skiing.

GOGEBIC COUNTY FAIR GROUNDS

As a western gateway to Ironwood and the Upper Peninsula of Michigan, the Gogebic County Fair Grounds bring many visitors to the community. It also provides recreational space for motor-cross activities as a commercial enterprise. The city should collaborate with the Fair Board in planning long term facility improvements with the intent of enhancing the user experience for fair goers and strengthening the connection between the fair grounds and the services and attractions in Ironwood.

CITY CENTRE BUILDING

In 2010, the City of Ironwood purchased the Historic Ironwood Theater and the adjacent Seaman Building (today home of the Downtown Art Place) to facilitate its preservation and restoration. The complex is known as the City Centre building. The City should continue to support arts programming and cultural activities in the City Centre building and ensure that this space is maintained as an important anchor institution, cultural attraction, and amenity in downtown.

STRATEGIES

KEY TERMINOLOGY

“Strategies” are actions, programs, and practices that support one or more of the plan’s goals and policies. Strategies address at a high level, the “who, what, when, where, and how” of reaching a goal, and may involve multiple sub-strategies.

The following strategies support the goals, policies, and framework concepts described in this chapter.

STRATEGY 7.1: INFRASTRUCTURE SYSTEM MASTER PLANNING

The City should consider the preparation of system master plans for each major infrastructure system. These master plans should include components such as:

- **Asset Inventory and Condition Assessment:** understanding what is in the ground, where it is (geographic position), what it is (materials, size, diameter, etc.), and its age and condition. The asset inventory will help with understanding how well the system is functioning and what and where improvements or maintenance needs should be focused.
- **Metering/Modeling:** analysing how well each system operates on a district by district (or neighborhood by neighborhood) basis helps to pin point problems or inefficiencies within the system. Using the City’s Geographic Information System data (electronic mapping data), the City can meter flows and run computer simulations or models to evaluate how specific improvements can enhance the efficiency of the various systems.
- **Recommended improvements and best management practices:** appropriate solutions to implement the goals and policies defined in this chapter, and to address problems with infrastructure systems are an outcome of the master planning process. Solutions will include capital investments, on-going maintenance processes and training, and best management practices and guidelines.
- **Public Engagement:** a strategy to reach out to the community to inform them of the study process and purpose, to educate the community about infrastructure systems, and to learn from the community about the issues and concerns with the system is a critical aspect of any planning project. Appendix B provides example outreach strategies that can be applied to future public engagement initiatives.

Strategy 7.1(a): Complete master plan for sanitary sewer collection

Strategy 7.1(b): Complete master plan for potable water system

Strategy 7.1(c): Complete master plan for stormwater system



STRATEGY 7.2: COMMUNITY FACILITIES AND SERVICES PLANNING

The City should consider a master planning process surrounding key public facilities and services. Maintain a master plan for each core public service and associated facility provides a solid base from which to evaluate capital improvements and core information to help inform reactions to opportunities such as proposals for sharing or utilizing space, or opportunities to pursue grant funding for facility improvements. Assembly of key data enhances the City of Ironwood's ability to seize opportunities in a timely manner. Such master plans would include similar components as Strategy 7.1:

- Asset Inventory and Condition Assessment: what are the various public facilities owned by the City and what are the various uses/ functions, floor plans, square footages, technological capabilities etc. What is the condition of the facility, when was it built, what is the age and technology of the mechanical, what kind of parking is available, etc.
- Planned improvements: what is the operation and maintenance strategy or plan for each facility? What major capital investments need to be made and what resources are available for funding?
- Public Engagement: reaching out to the community to help understand use demand and emerging technologies or changing consumer behavior will help inform the improvement plan and help align potential collaborations with like users.



MAKING IT HAPPEN!

Priority Actions

Priority action steps are identified in the following matrix. This matrix focuses on immediate (0-1 year) and short-term (1-5 year) action steps, as well as ongoing actions and practices. A complete matrix including longer term actions has been prepared and is maintained by the City as part of the on-going comprehensive planning process. Once these immediate and short term actions have been substantially completed, the city should initiate a comprehensive plan update process to revisit the vision, guiding principles, goals, policies and strategies and renew the list of action steps. The matrix identifies the key strategy, related sub-strategy, responsible implementing entity (most often the City), partnership resources, general costs, and possible funding sources.

The Infrastructure and Community Facilities System Master Plans recommended in this chapter require a planning process in order to identify, budget for, and prioritize capital improvements. These system master plans should be considered as a capital investment in the community.

KEY TERMINOLOGY

The City has developed a number of **Spark Plans**, or “mini action plans,” to support implementation of select strategies in the comprehensive plan. Spark Plans focus on strategies that: (1) are high-priority actions, (2) may require additional explanation and planning, and (3) may be implemented by groups other than City agencies (community groups, civic organizations, individuals, etc.). Strategies for which a Spark Plan has been developed are noted in the priority action matrix with the following symbol: ★

See [Appendix C: Spark Plans](#) for the complete set of Spark Plans.

NOTE: No Spark Plans were created for the strategies listed in this chapter.

TABLE 7-1. PRIORITY ACTIONS - INFRASTRUCTURE AND COMMUNITY FACILITIES

IMMEDIATE ACTION (0-1 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Associated Cost	Possible Funding Sources
7.1 Prepare infrastructure system master plans	7.1(a) Prepare master plan for sanitary sewer collection system	City (Public Works)	Lead	Gogebic-Iron Waste Water Authority - DEQ - EPA	\$\$\$ (\$50,000-\$200,000)	DEQ, EPA, Grant Resources, General Fund
SHORT-TERM (1-5 YEARS)						
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential Partners	Associated Cost	Possible Funding Sources
7.1 Prepare infrastructure system master plans	7.1(b) Prepare master plan for potable water system	City (Public Works)	Lead	Gogebic-Iron Waste Water Authority -DEQ -EPA	\$\$\$ (\$50,000-\$200,000)	DEQ, EPA, Grant Resources, General Fund
	7.1(c) Prepare master plan for stormwater system	City (Public Works)	Lead	Gogebic-Iron Waste Water Authority -DEQ -EPA	\$\$\$ (\$50,000-\$200,000)	DEQ, EPA, General Fund, Grant Resources
7.2 Prepare community facilities and services master plan	-	City (Public Works)	Partnership	School District - Gogebic Community College	\$\$\$ (\$50,000-\$200,000)	General Fund, Grant Resources

The Comp Plan and YOU!

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

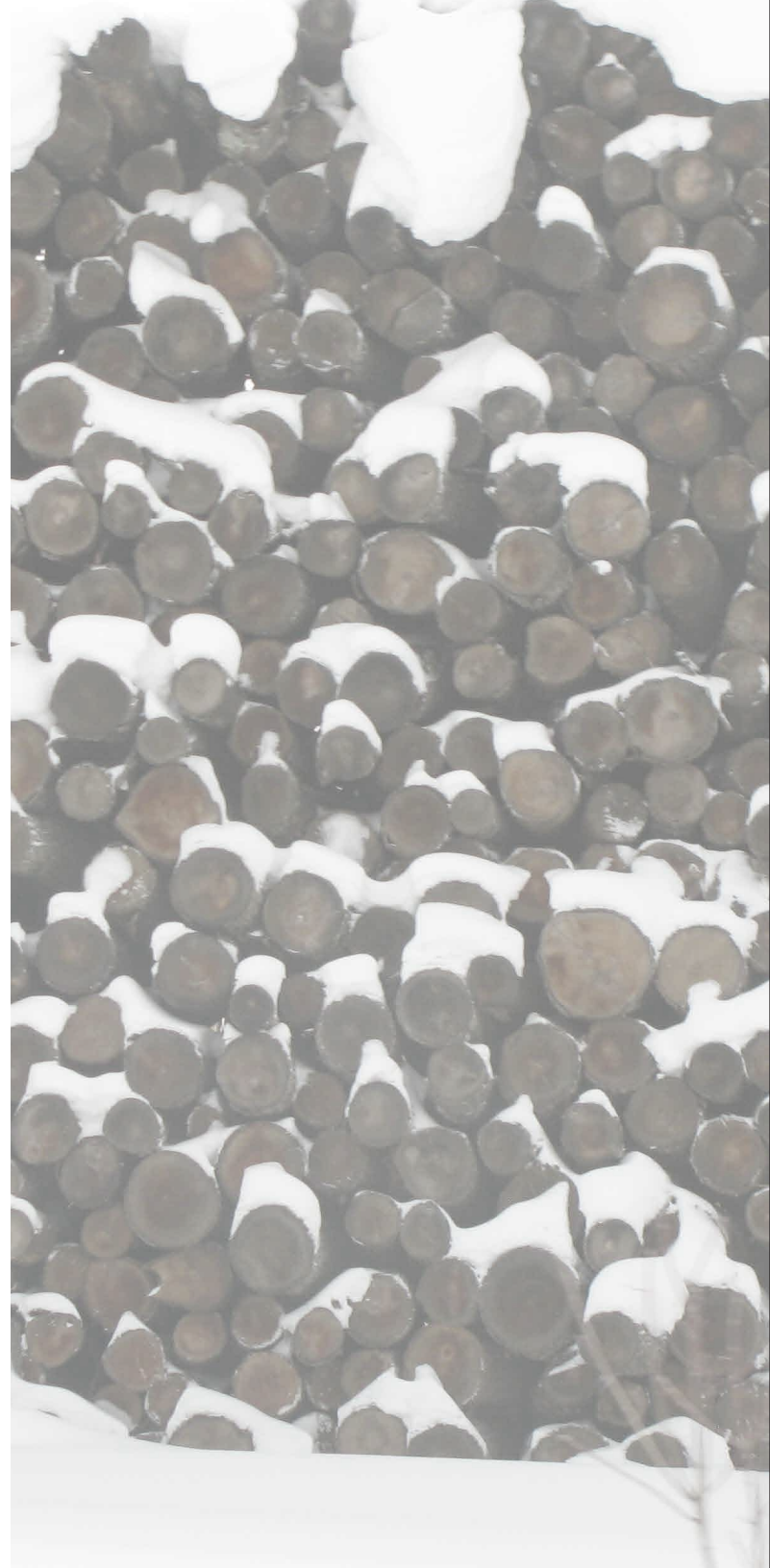
So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are just a few ideas to get you thinking, talking- and hopefully, taking action!

- Be cognizant of how you manage rain water on your property. Make sure downspouts route water to areas of the yard where water can infiltrate. Capture rain water from down spouts in rain barrels or cisterns to use for watering plants or other yard activities.
- Use water conservation plumbing fixtures and appliances and promote water conservation practices in your household.
- Think of the environmental impact and financial impact to the infrastructure system when disposing of waste products and help the City in making sure options exist to properly dispose of hazardous wastes.
- Be aware and cognizant of faulty infrastructure within city streets and rights of way and report issues to City Public Works.
- Be supportive of responsible government spending that improves the overall municipal infrastructure system.
- Volunteer to help with programming or serving on committees that oversee use of and management of community facilities. Be active with cultural, educational, civic, and sports/recreation organizations.

Performance Measures

To ensure accountability around the Plan, the community needs to measure and report on accomplishments. Performance measures provide a way to measure progress and success in the implementation of the Comprehensive Plan. Some performance measures are quantifiable, concrete figures; others are more qualitative in nature. The following are the key performance measures for the infrastructure and civic facilities-related action steps recommended in this chapter:

- Ironwood's water and sanitary sewer rates are comparable (in-line) with similar communities.
- Per capita water usage is no greater than, if not less than, current usage.
- Water quality of the Montreal River or other surface water bodies has improved.
- Fewer instances of flooding and property damage are reported on an annual basis.
- Rates of infiltration and inflow are reduced.
- Number of water main breaks are minimized.
- Number of volunteers on City Boards and Commissions.
- Annual funds invested in capital improvements.
- User surveys measuring satisfaction of community facilities.
- Annual attendance or use of community facilities.



CHAPTER 8:

Implementation

The Ironwood Comprehensive Plan provides the **POLICY FRAMEWORK** to guide physical change in the community over the next 20 years. The effectiveness of the plan depends to a large extent on identifying actions and initiatives to implement the ideas outlined in the plan. To this end, Chapters 3 through 7 each include a section on “**STRATEGIES**” that outlines a number of general actions, programs, and practices that support the goals and policies of the plan. Also included in each chapter is a section titled “Making it Happen” which organizes strategies into more direct **ACTION STEPS** and prioritizes immediate and short terms actions. Select strategies were further developed as **SPARK PLANS**- or “mini action plans” that elaborate on the “who, what, where, and why” of implementing a particular strategy. The following chapter provides direction on how to use these various **IMPLEMENTATION TOOLS**, as well as best practices that will help to ensure that this plan is and continues to be a **USEFUL, LIVING DOCUMENT** that results in **CONCRETE OUTCOMES**.

IMPLEMENTATION TOOLS

The Ironwood Comprehensive Plan provides the policy framework to guide physical change in the community over the next 20 years. The effectiveness of the plan to guide development and public investment decisions depends to a large extent on clearly identifying actions and initiatives to implement the ideas outlined in the comprehensive plan. To this end, the plan includes a number of tools to support implementation and direct future action.

Strategies & Priority Action Steps

Chapters 3 through 7 each include a section on “**Strategies**” that outlines a number of general actions, programs, and practices that support the goals and policies of the plan. Also included in each chapter is a section titled “Making it Happen” which organizes strategies into immediate, short terms, and ongoing actions steps. This section also provides suggestions for how individual and community actions can support the plan’s policy directions.

These **Priority Action Steps** are concrete initiatives that are intended to carry out an idea, policy, or strategy identified through the planning process and memorialized in the adoption of the plan. The action steps directly correlate to the vision and guiding principles and the various strategies defined throughout the plan. Action steps will result in both tangible and intangible outcomes. For example, one action step may be to provide a service that enhances quality of

life. Providing a service might not result in a physical product but is implementing a policy of the plan. On the other hand, an action step that is focused on growing a business or industry might result in a new development or new jobs, both tangible outcomes.

TABLE 3-3. PRIORITY ACTIONS - LAND USE AND COMMUNITY CHARACTER

IMMEDIATE ACTION (0-1 YEARS)				
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential
3.1 Update City Ordinances	3.1(a) Update zoning ordinance	City (Community Development)	Lead	
	3.1(b) Update zoning map	City (Community Development)	Lead	
	3.1(c) Create subdivision ordinance	City (Community Development)	Lead	
	3.1(d) Formalize the development review process	City (Community Development)	Lead	
	3.1(e) Consider creation of a Unified Development Code	City (Community Development)	Lead	
3.2 Facilitate understanding of land use policies and procedures	3.2(b) Develop resources to explain administrative processes to developers and property owners	City (Community Development)	Lead	Developers Contractors Realtors
	SHORT-TERM (1-5 YEARS)			
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential
3.4 Identify a project area for a pilot small area plan	-	City (Community Development)	Lead	
ONGOING				
Strategy	Sub-Strategy	Implementing Entity	City Role	Potential
3.2 Facilitate understanding of land use policies and procedures	3.2(a) Provide easy access to print online resources and technical support. See p. 3-18.	City (Community Development)	Lead	
	3.3 Conduct regular land	City (Assessor/	Lead	

Plan Detail
p. 3-21

The Comp Plan and YOU!

Plan Detail
p. 3-20

The Comprehensive Plan serves not only as a guiding document for city government, but as a collective expression of community values, desires, and visions. Just as the creation of this plan was fueled by the input and ideas of community members like you, its successful implementation requires your continued engagement, advocacy, and action.

So, what can you do to support the vision, goals, and policies expressed in this chapter? Here are just a few ideas to get you thinking, talking- and hopefully, taking action!

- Familiarize yourself with the land use directions in the Comprehensive Plan and advocate for future zoning and policy updates that will help to realize the land use vision presented in the plan.

Spark Plans

To ensure that the plan is an actionable document and that proposed strategies translate into concrete results, the City has developed a collaborative implementation and action planning tool known as “Spark Plans”. Spark Plans are “mini action plans” that elaborate on strategies described in the Comprehensive Plan, providing additional details about the “who, what, where, and why” of a strategy and the key steps necessary to move toward implementation. Each plan also includes an Action Planning Worksheet that can be used by the City, as well as other public agencies, local businesses and organizations, community groups, and individuals, to develop detailed action steps around a particular strategy. The City can also use the Spark Plans to market studio project ideas to Universities in the region (e.g Michigan State, University of Michigan/Wisconsin/Illinois, etc.) with graduate programs in City Planning, Community Development, Urban Design, and related fields. See [Appendix C](#) for the complete set of Spark Plans.

SPARK PLAN #1:

Entrepreneurial Support Spaces

Plan Detail
p. C-3

What is it?

- Entrepreneurial support spaces are public or privately owned/managed spaces that provide services and facilities to support entrepreneurs: solo business operators, remote workers, and start-ups.
- Examples include co-working spaces, enterprise centers, small business support centers, etc.
- Facilities may include meeting spaces, computers, high-speed internet access, printer/copiers, and work stations.
- The spaces may also provide business advisory services, classes, workshops, and networking events.
- “Co-working” spaces offer services on a short-term or drop-in basis (typically fee-based).

Why do it?

- Offer an expanded level of service to entrepreneurs and other creative workers.
- Appeal to potential residents who want to work remotely or start a small business.
- Create space for business people to meet, interact, share ideas, and collaborate.

Who does it?

- An entrepreneurial support space could be implemented by a public agency (economic development entity or City), but more often a private sector, nonprofit, or cooperative venture.

How do you do it?

- Identify an owner/managing agency
- Look at best practices from other similar operations
- Define scope of facilities, programming, and services; engage potential users on the types of services desired
- Identify a space (Could utilize publicly owned spaces/facilities such as the library or memorial building-consider free or subsidized options)
- Develop a business plan to determine operating, management, and financing needs.

Where should it happen?

- Consider using publicly-owned spaces/facilities such as the library, memorial building, or other low/ cost subsidized options
- Locate in Downtown District

How is it measured?

- Successfully opening and maintaining a co-working space
- Monthly/annual number of members/users

Related Strategies:

- Strategy 3.3: Conduct Regular Land Use & Building Condition Inventories
- Strategy 3.4: Identify a Project Area for a Pilot Small Area Plan
- Strategy 6.3: Develop Economic Gardening Programs and Activities

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A THRIVING COMMUNITY This strategy cultivates entrepreneurship and business innovation and leverages the skills, knowledge, and assets of institutions, business leaders and economic development entities.

A CONNECTED COMMUNITY This strategy creates a space for local businesses and entrepreneurs to connect and collaborate- and facilitate the sharing of knowledge and best practices

A GREAT DESTINATION By providing options for residents who work remotely or are sole operators, this strategy reinforces the message that Ironwood is a place that values creative workers and businesses and promotes innovation and collaboration.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

Implementation Planning Spreadsheet

A comprehensive list of strategies (including longer term actions) has been assembled into a Microsoft Excel spreadsheet that will be used by City Staff to help organize, coordinate, direct, and most importantly, monitor progress made on the various strategies. The spreadsheet includes the following attributes:

- **Plan Chapter:** identifies and links to the chapter containing the strategy
- **Strategy:** description of the overarching strategy
- **Sub-Strategy:** detailed action items within broader strategy
- **Cross-Referenced Strategies:** related strategies that linked to this strategy in the plan
- **Strategy Type:**
 - › **Strategic Direction:** a strategy that is more of a policy direction, but one that is more action oriented
 - › **Programmatic Investment:** a strategy that results in providing a service or program
 - › **Capital Investment:** a strategy that leads to or includes a physical built element
- **Key Goals:** related goals
- **Key Policies:** related policies
- **Plan Page Reference:** reference to page where strategy is described in the plan
- **Spark Plan:** reference to relevant spark plan
- **Implementing Entity:** – the key or lead agency that is the most logical to initiate or carry out the action item
- **Role of City:**
 - › **Lead:** suggests the City takes the leadership role on the action item
 - › **Partnership:** suggest the city is a partner and may or may not be in the lead role depending on who the partners are
 - › **Support:** suggests the city may be a resource or provide assistance with implementing the action plan, but not play a leading role.
- **Potential Partners:** identifies possible partners in implementing the action step

Plan Chapter	Strategy	Sub-Strategy	Spark Plan	Implementing Entity	Role of City	Potential Partners	Time Frame
Chapter 3: Land Use & Community Character	3.1 Update City Ordinances	3.1(a) Update zoning ordinance		City (Community Development)	Lead		Immediate (0-1 years)
Chapter 3: Land Use & Community Character	3.1 Update City Ordinances	3.1(b) Create subdivision ordinance		City (Community Development)	Lead		Immediate (0-1 years)
Chapter 3: Land Use & Community Character	3.1 Update City Ordinances	3.1(c) Formalize the development review process		City (Community Development)	Lead		Immediate (0-1 years)
Chapter 3: Land Use & Community Character	3.1 Update City Ordinances	3.1(d) Consider creation of a Unified Development Code		City (Community Development)	Lead		Immediate (0-1 years)
Chapter 3: Land Use & Community Character	3.2 Facilitate understanding of	3.2(a) Provide easy access to print		City (Community Development)			

Screenshot of Implementation Spreadsheet, a Microsoft Excel-based tool to be used by City Staff to organize, coordinate and monitor progress made on various Comprehensive Plan strategies and action steps.

- **Time Frame:** defines when the project should be commenced
 - › **Immediate:** start within the next year or two
 - › **Short term:** more likely to start within the next five years
 - › **Mid term:** likely to not start within the next five years, but within ten years
 - › **Long term:** represents a visionary action step/strategy that may not start within the next ten years and likely will continue to be a discussion within the community in future planning efforts
- **Associated Cost:** identifies a general range of costs associated with each action step. Costs are general estimates and should be refined during budgeting process.
- **Description of Associated Cost:** what assumptions or uses are costs associated with
- **Potential Funding Source(s):** what sources could be considered to cover costs
- **Status:** a field to note what the status of the action step is such as: in CIP, in progress, or completed
- **Key Accomplishments:** a place to highlight what the action step resulted in once finished.

KEEPING THE PLAN OFF THE SHELF!

RELY ON THE GUIDING PRINCIPLES:

No one solution in this plan will be the ultimate answer to community challenges- and not all possible solutions have been explored. The Plan allows for innovation and a degree of flexibility and interpretation of policy directions. However, the Plan's Vision and Guiding Principles should serve as a benchmark for maintaining the integrity of the plan. New ideas should be explored and encouraged- but must demonstrate consistency with the Vision and Guiding Principles of the plan.

Even the most inspirational plan can lead nowhere if the plan just sits on the shelf. Successful implementation requires that the comprehensive plan be used and referenced on a regular basis by various groups in the community.

...City Staff's copy of the plan should be most noted by its torn edges, protruding sticky notes and coffee stains, evidence of extensive use of the plan...

All members of the community have a potential role to play in ensuring that the plan is put into action. The Comprehensive Plan should be used in a number of ways:

The plan as a guide to decision making

The plan is used on a daily basis by **City Staff** in the day to day operations of local government. Staff will reference plan policies and goals to support elected and appointed officials in carrying out their responsibilities in making key decisions relative to public investments, growth, and redevelopment. Requests for land use applications and development projects will be evaluated based on consistency with the plan.

Elected and appointed officials use the plan to justify hard decisions related to land use development, zoning requests, annexation, growth, redevelopment, and public infrastructure investment.

The plan is used by the **development community** to understand how particular projects fit within the community and how it might affect existing or planned future growth around their projects. **Developers, brokers, realtors, and investors** use the plan to help formulate strategies for new development projects or investing in existing development and to help with risk assessment.

The plan is used by **Major Institutions** such as the Ironwood Area School District, Gogebic Community College, Gogebic County, Gogebic-Iron Wastewater Authority, and others to ensure that community systems and infrastructure are in place to support the valuable functions provided by the institutions.

Residents, Businesses, and Property Owners use the Plan to better understand the City's goals and policy directions; to support decisions about where to live, locate, or build in the community; and to spark discussion, brainstorming, and action around community improvement projects.

The plan as a marketing tool

As an adopted policy plan developed through a participatory public process, the Comprehensive Plan can help solidify the support, commitment, and collaboration needed to mobilize the community. The plan should be referenced, celebrated, and promoted to the Ironwood community, the region, and the state seeking to invest or re-invest in the city. In essence, the plan becomes the document that is provided to prospective businesses, residents, visitors, tourists or investors. Lastly the plan's policy directives are important when applying for grant funding from government or non-government entities.

The plan as a "to do list"

Almost everyone maintains their "to do lists" at home stuck on the fridge or bulletin board or at work on a sticky note on the computer. The Comprehensive Plan informs the City of Ironwood's to do list and should be a resource for city departments, boards, and commissions as they establish annual goals and work programs. Successful implementation of the comprehensive plan results in checking off some of the projects on the list. As items get checked off the list, it is an indicator that the plan be revisited and refreshed.

KEY IMPLEMENTATION PRACTICES

Grow and Promote Volunteerism and Philanthropy

Volunteerism is important within small towns across America. It is of critical importance to the community in Ironwood. Volunteerism helps build ownership in the community, strengthens civic engagement, builds relationships, and ultimately, contributes to the "quality of life" aspired by the Ironwood community. It can be very rewarding when a plan or idea is supported by a shared vision created by an entire community. The new comprehensive plan has been prepared with many opportunities for the public to participate in a dialogue. As Ironwood moves forward with implementation, it must continue the dialogue and grow the community participation in that dialogue. Changing times require continuously planning for the future and the ability to adapt to change and seize opportunities as they emerge.

A key strategy for growing volunteer participation is to open up more opportunities for community members to volunteer their services, expertise, and time in the pursuit of carrying out the vision, guiding principles, and comprehensive plan ideas.

Key actions to consider include:

- Establishing a coordinator of volunteer activities: this person would be responsible for helping recruit volunteers, align interests and skills with volunteer opportunities, hold volunteers accountable (a friendly nudge/reminder) for following through on intentions, recognize volunteer contributions.
- Provide a means to align and connect community members strengths, skills, passions, and assets with the appropriate implementation strategy, project, or idea.
- Establish specific targets and goals for volunteerism (i.e. number of new volunteers participating, total estimated volunteer hours logged, projects completed, projects initiated, etc...).
- Establish a recognition and appreciation program that celebrates accomplishments and recognizes contributions, tap into civic organizations: Rotary, Kiwanis, or others.
- Create/advocate for matching contributions from local organizations that seek to benefit by the volunteer activities and efforts.

Responsible Entity: City Commission/Administration/Ironwood United

Timing: Immediate and ongoing

Cost Implications: will require staff time to initiate/start up – minimal budget impacts

Funding Sources: general fund, grant resources, philanthropy

Key Measurements: create a volunteer database and record total volunteers, new volunteers added on an annual basis, total volunteer hours logged and measured on an annual basis. An important measurement is also to be able to measure the diversity in the volunteer base, particularly new residents vs. long term residents and age of volunteers (kids, young adults, families, retirees, seniors.)

Establish a “Future of the City Forum”

Establish a “Future of the City Forum” or similar event to review the Comprehensive Plan on an annual basis (or every other year) and facilitate a community dialogue about what has worked well and what has maybe not worked so well. This evaluation should lead to identifying a need for amendments or updating the “to do list” on an annual or every other year basis. The event should be designed

to “take the pulse of the community” and celebrate community accomplishments.

Responsible Entity: Planning Commission/Community Development

Timing: ongoing

Cost Implications: will require staff time to initiate/start up – minimal budget impacts

Funding Sources: general fund, philanthropy

Key Measurements: number of total participants in the community dialogue – number of new participants in the dialogue.

Maintain and Update the Comprehensive Plan

Comprehensive Plans are not static documents. Rather they are dynamic plans that inspire innovative thought and a desire for progress. They must be reviewed and updated on a regular basis. The implementation tools provided in this plan (action plans, spark plans, implementation database, and future of the city forum) provide a means to evaluate progress towards implementing the plan.

Michigan state law requires that Comprehensive Plans be updated every 5 years; however, more frequent updates may be warranted. Key indicators for major plan updates include:

- significant economic or physical change occurs in the community
- frequent requests for variances from policies and laws are received and granted
- completion of several spark plans or action items
- four years have passed and little progress has been made



Photo Credit: Heather Brown



Photo Credit: Sam Davey



Sam Davey



APPENDIX A:

Ironwood Fact Book

People, Place, and Community in Context

Understanding existing conditions in the community is a critical component of the comprehensive planning process. This Fact Book provides a point-in-time “snapshot” of conditions in the Ironwood community today, describing the people, places, and dynamics that shape community life. The facts and figures discussed in this chapter, along with input collected through the public engagement process (see Public Engagement Summary in Appendix B), served to inform the goals, strategies, and priorities laid out in the Comprehensive Plan. Topics covered in this chapter include:

- > Authority to Plan
- > Past Planning
- > History of Ironwood
- > Locational Analysis
- > Demographics
- > Economic Conditions
- > Existing Land Use
- > Housing
- > Natural Resources / Environment
- > Parks & Recreation
- > Infrastructure

AUTHORITY TO PLAN

The 2008 Michigan Planning Enabling Act unified and replaced three prior planning acts for municipalities, townships, and counties in the state of Michigan (Michigan Public Act 33 of 2008). This legislation grants municipalities the authority to create a “master plan” (or comprehensive plan) which acts as the legal basis for the development of land use regulations. While a master plan is not explicitly required, the statute does indicate that for municipalities (such as Ironwood) that have a zoning ordinance, zoning must be based on a plan.

The purpose of the master plan is to guide future development towards more harmonious, economic, and efficient use of the land; promote public health, safety, and the general welfare; provide for adequate transportation systems, public utilities, and recreation; and ensure efficient expenditure of public funds (para. Sec. 7). The master plan may project 20 years or more into the future, and its adoption is subject to public hearing and approval by resolution of the municipal planning commission.

Michigan State University (MSU) Extension’s Land Use Team has published a variety of informational materials, guides, and checklists for use by planners, city administrators, and citizens to help explain the planning process and clarify the statutory requirements for community master planning. For more information, go to: <http://lu.msue.msu.edu>

PAST PLANNING

Ironwood’s last comprehensive plan was adopted in 1982. In the intervening years, the City has undertaken a number of significant planning efforts, including a five year parks plan, downtown revitalization plan, and vision plan for the Highway 2 corridor. These plans continue to serve as guiding documents for the City and will inform the content and directives of the updated comprehensive plan.

Ironwood Comprehensive Plan - 1981 (updated 2000)

Prepared by Barton-Aschman Associates for City of Ironwood

The most recent Comprehensive Plan evaluates existing conditions

in the community and provides recommendations across a range of municipal issues, including future development patterns and public infrastructure. Economic development (job expansion), housing supply/maintenance, development patterns, public improvements (utilities, transportation, and parks), and tourism were some of the key issues discussed in the 1981 plan.

Key Recommendations:

- Promote economic development and establish an organizing entity (including creation of business retention program, recruitment, year-round tourism promotion, event coordination, and creation of tourist attractions)
- Extend utilities to the ski hills to facilitate expansion of operations and accommodations
- Upgrade Highway 2 and downtown business districts
- Revitalize existing neighborhoods through vacant lot cleanup, tree planning, demolition of vacant/disused buildings, and other maintenance campaigns.
- Improve Highway 2 corridor (visual appearance/image, safety, land use conflicts, etc.)
- Upgrade City Zoning Ordinance

Ironwood Downtown Blueprint - 2009

Prepared by HyettPalma for the Michigan State Housing Development Authority (MSHDA)

The Ironwood Downtown Blueprint was created under the Blueprints for Michigan’s Downtowns program, a partnership between the MSHDA and the Michigan Municipal League that aims to assist communities with their downtown revitalization efforts. The document presents a vision for Ironwood’s downtown, a comprehensive analysis of downtown commercial markets, survey of business owners and residents, an economic enhancement strategy, and implementation plan.

Key Recommendations:

- Invest in public realm improvements in the downtown area, including streetscape enhancements, wayfinding, gateway improvements, public art, and park enhancements

- Create incentives for private properties to make façade and interior improvements (including matching grants, revolving loan fund, MSHDA and MEDC resources, and historic tax credits)
- Improve code enforcement in downtown
- Acquire, rehab and resell a vacant downtown building as a demonstration project
- Encourage upper story housing
- Create a business incubator program
- Market downtown improvements through various outlets

Outcomes to Date:

- Downtown streetlights and street furniture installed
- Downtown Arts Place established
- Secured and spent \$1.4 Million in funding to support street improvements, the addition of 2 parking lots, Depot Park improvements, continuity walls, and the Downtown Pocket Park

2011-2016 Park & Recreation Plan

City of Ironwood

The City’s Five-Year Park Plan is intended to guide future parks and recreation development and programming within the city and includes a review of existing facilities, recreational goals, and an agenda for future facility improvements. The Plan is supported by a citywide recreation survey. The plan’s goals are to “plan and development a city environment, infrastructure, and recreation system that supports active, healthy lifestyles” and to “address the recreational needs of all age groups in the city”.

Key Recommendations:

Various capital improvements are outlined in the plan as part of the five-year capital improvement schedule, including:

- Depot Park Improvements
- Expansion of trail network (motorized and non-motorized)
- Interpretive signage (local history and neighborhood)
- Exploration of feasibility of children’s/nature museum

- Implementation of bike lanes on city streets
- Establishment of community gardens
- Upgrades and maintenance of various existing park and recreation facilities
- Playground construction north of Highway 2
- Dog Park

Outcomes to Date:

- Depot Park improvements completed
- Norrie Park playground equipment update and improvements made
- Civic Center ice-making capacity and updates completed
- Patterson tennis courts resurfaced
- Improvements in Miners Memorial Heritage Park by The Friends of the Miners Memorial Heritage Park, including the development of a 2.6 mile trail for walking, jogging, cross-country skiing, and snowshoeing; interpretive signage for mining history in the park; clean-up of former dumping grounds; and an annual vigil for an historical mining accident.

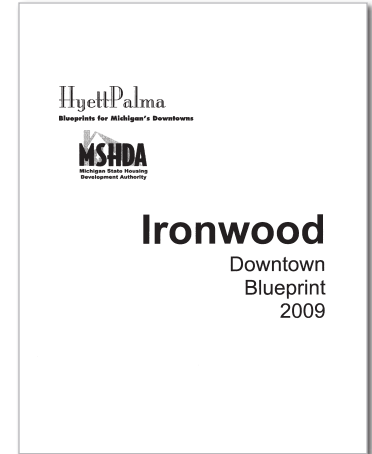
US-2 Corridor Visual Enhancement Plan - 2003

The US-2 Visual Enhancement Planning Project Partnership

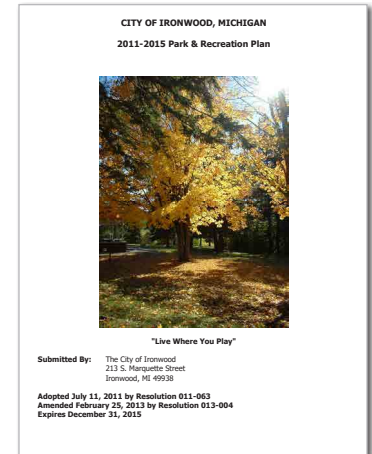
This project was funded through People and Land Program of the W.K. Kellogg Foundation to develop a visual enhancement plan for the US-2/M-134 corridor (including BR-2). Ironwood was one of six communities along the US-2/M-134 corridor to receive planning assistance through this program. The report describes the existing pattern of development along Highway 2 as “linear sprawl,” citing inconsistencies in the overall quality of the streetscape and site design.

Key Recommendations:

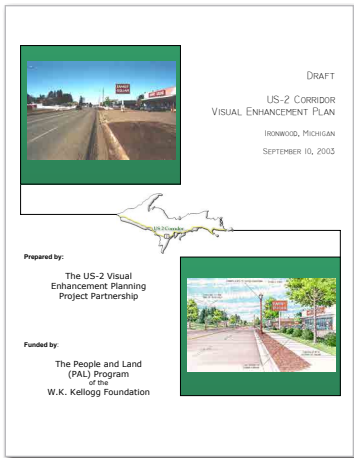
- Preserve east and west approaches into Ironwood (including restricting billboards in these areas; screening the industrial park; creating tourist center/kiosk; and upgrading signage/landscaping)



Downtown Blueprint (2009)



2011-2016 Park & Recreation Plan



US-2 Corridor Visual Enhancement Plan (2003)

- Improve BR-2 approach to downtown Ironwood from Hurley (including streetscape improvements; screening industrial areas; and enhancing existing Ironwood welcome sign)
- Explore joint project with Hurley, WI for heritage murals or signs on the viaduct
- Various roadway and sidewalk design improvements along Highway 2 (crosswalks, roll-curbs, decorative pavers, benches, pocket parks, banners, street trees, etc.)
- Replace utility pole-mounted streetlights with more attractive lamps, banner brackets, and outlets, and eliminate overhead power lines
- Screen storage yards and parking areas with landscaping/fencing
- Explore directional/wayfinding signage system
- Focus on core commercial blocks and key intersections (Lake, Douglas, Jackson, and Greenbush)
- Explore regulatory controls for signage, billboards, landscaping, lighting, access, and blight (provides model ordinance language)



Illustration of proposed streetscape improvements along Highway 2 (US-2 Corridor Visual Enhancement Plan)

Outcomes to Date:

- Working with MDOT and Xcel Energy to bury power lines and add upgraded light poles.

Zoning Ordinance

City of Ironwood

The 1982 comprehensive plan includes a number of recommendations to update Ironwood's zoning ordinance to comply with state statute and modern standards, and to rectify inconsistencies in the existing code. City staff has similarly noted ongoing issues with the city's current zoning ordinance, citing inconsistencies, outdated policies, and compliance issues. Presently, the city has no subdivision ordinance or unified development ordinance to guide new development.

Gogebic Wastewater Master Plan - 2010

Prepared by Donahue & Associates, Inc. for Gogebic-Iron Wastewater Authority

The master plan is a 20-year plan to maintain wastewater treatment service at the Gogebic-Iron wastewater treatment plant. The plan evaluates facility needs and conditions and provides recommendations for capital improvements and equipment replacement. The plan also evaluates plant capacity and effluent levels. Further details are provided in to the infrastructure section of this appendix (see page A-32).

Gogebic Range Next Generation Survey – 2010

Will Andriesen, Associate Professor, UW Extension and the Gogebic Range Next Generation Initiative (NGI)

The Gogebic Range Next Generation Survey was distributed in 2010 to better understand the factors that influence the location decisions of young people in the Gogebic Range. The survey, based on the Michigan Cool Cities Survey, was a statewide initiative that asked 13,500 college students and recent graduates ages 18 to 35 to rate the factors influencing their decision of where to live. The results of the survey revealed that, similar to findings in the Cool Cities Survey, young people are more likely to make decisions about where to live based on community qualities and lifestyle more than job opportunities. The survey led to the creation of four work groups

tasked with pursuing strategies to: (1) Enhance the region's nature-based outdoor recreation niche; (2) Promote the Gogebic Range as a place to live and work; (3) Retain young workers by building social capital (through social networking and programming); and (4) retain students by better connecting them to the community.

Outcomes to date:

The Go-In Forward Next Generation group was formed as an outgrowth of the NGI work-groups to help attract and retain young people in the Iron-Gogebic Range. Today, the group has a growing number of active members and organizes a variety of social events, community projects, and fundraisers to engage and connect young people in the community. The group also manages a website to spotlight its activities and serve as a marketing platform for the area (www.felivelife.com)

HISTORY OF IRONWOOD

Iron Ore was first discovered in the Gogebic Range in the late 1800s, and the first settlements in Ironwood began in 1884. The growth of iron mining and logging in the range, as well as expansion of the Milwaukee, Lake Shore, and Western Railway Company railroads, brought new and diverse populations to the community. Through the early 1900s, Ironwood continued to grow at a rapid pace, reaching its peak in the 1920s with a population estimated around 25,000.

As demand for iron ore declined following the great depression, so too did Ironwood's population, falling to about 11,000 residents by 1950. Between 1950 and 1970, iron production in the Gogebic Range ground to a halt, leaving mining communities like Ironwood to search for new identity and livelihood.

In recent years, various economic development efforts have endeavored to promote new industries and opportunity in the region. Taking advantage of high annual snowfalls and relatively mountainous terrain for the region, the Upper Peninsula has emerged as a destination for winter sports and outdoor recreation. Ironwood too has sought to capitalize on its natural beauty and local recreational assets, promoting local ski hills, snowmobile, ATV, and cross-county trails, as well as its proximity to regional destinations like Lake Superior and the Porcupine Mountains.

Ironwood's history is indelibly etched in the present day places and spaces of the community. Neighborhoods, streets, and parks bear the names of the former mines (Norrie, Aurora, Curry); The mining

caves themselves extend through the length of the community- the historic spine around which the community was built and thrived for decades. Ironwood takes great pride in its local history and heritage, and through public and private efforts, a number of sites and buildings in the community have been preserved and restored as civic, cultural, and recreational destinations:

Memorial Building*: Completed in 1923, the Memorial Building was built in tribute to Ironwood's World War I veterans. Historical plaques and exhibits within the building recall Ironwood's mining, railroad, and timber past- and honor the sacrifices of the more than 1,500 Ironwood area men who perished in World War I. The building is prized for its Beaux Art architecture, stained glass windows, and collection of public murals and sculpture. The building still functions today as Ironwood's Municipal Offices.

Miners Memorial Heritage Park: Dedicated by the City in 2010, the Miners Memorial Heritage Park (MMHP) encompasses the former iron ore mining locations within Ironwood. Today, MMHP has a number of non-motorized trails for cross-country skiing, walking, hiking, and biking.

Chicago and Northwestern Railroad Building*: Originally built in 1892 and used as a freight and passenger rail depot until 1971, the building is now home to the Ironwood Area Chamber of Commerce and a museum maintained by the Ironwood Area Historical Society. The area surrounding the depot was dedicated as a city park in 2013.

Ironwood Carnegie Library*: The Ironwood Carnegie Library was built in 1901 and is the oldest continuously operated Carnegie Library in Michigan.

Historic Ironwood Theater*: The Historic Ironwood Theater was built in 1928 and remained in operation until 1982. The City of Ironwood purchased the building and the adjacent Seaman Building (today home of the Downtown Art Place) to facilitate its preservation and restoration. The theater reopened in 1988, operating as a non-profit cultural organization, and is today, a regional destination for performing arts.

* National Register of Historic Places

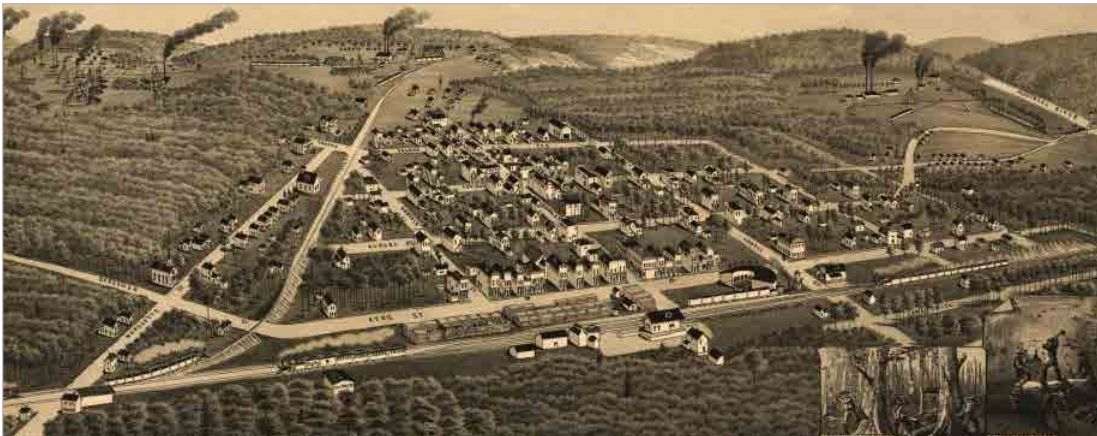
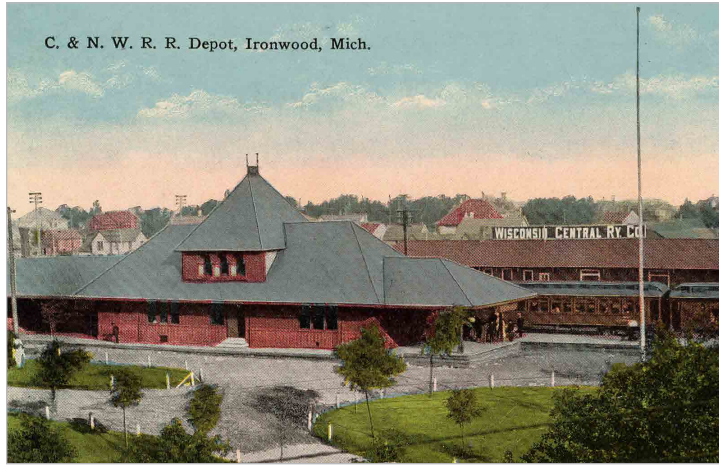


Illustration of the 1885 Ironwood settlement



Left: Depot postcard circa 1910 (Credit: <http://commons.wikimedia.org>); Center: The restored depot building as it stands today (Credit: Christine Collins); Right: Ironwood's Statue of Hiawatha



Left: Ironwood Carnegie Library; Center: Ironwood Theater (Credit: www.facebook.com/ironwoodtheatre); Right: Historic interpretation in Miners Memorial Heritage Park (Credit: www.fmmhp.com)



Left: Memorial Building (Credit: <http://commons.wikimedia.org>); Middle: Stained glass inside the Memorial Building (Credit: Christine Collins); Right: Mural commemorating Ironwood's mining history (Credit: www.fox21online.com)

LOCATIONAL ANALYSIS



Gogebic County's location at the western gateway to Michigan's Upper Peninsula

The following section looks at the City of Ironwood's location at three scales: Regional, Community, and City. The regional scale considers Ironwood's location within the broader region and relationship to major population centers and regional destinations. The community scale looks at Ironwood's immediate neighbors on the Iron-Gogebic Range, adjacent municipalities, and various jurisdictional boundaries. The city scale focuses on the City of Ironwood proper.

REGIONAL CONTEXT

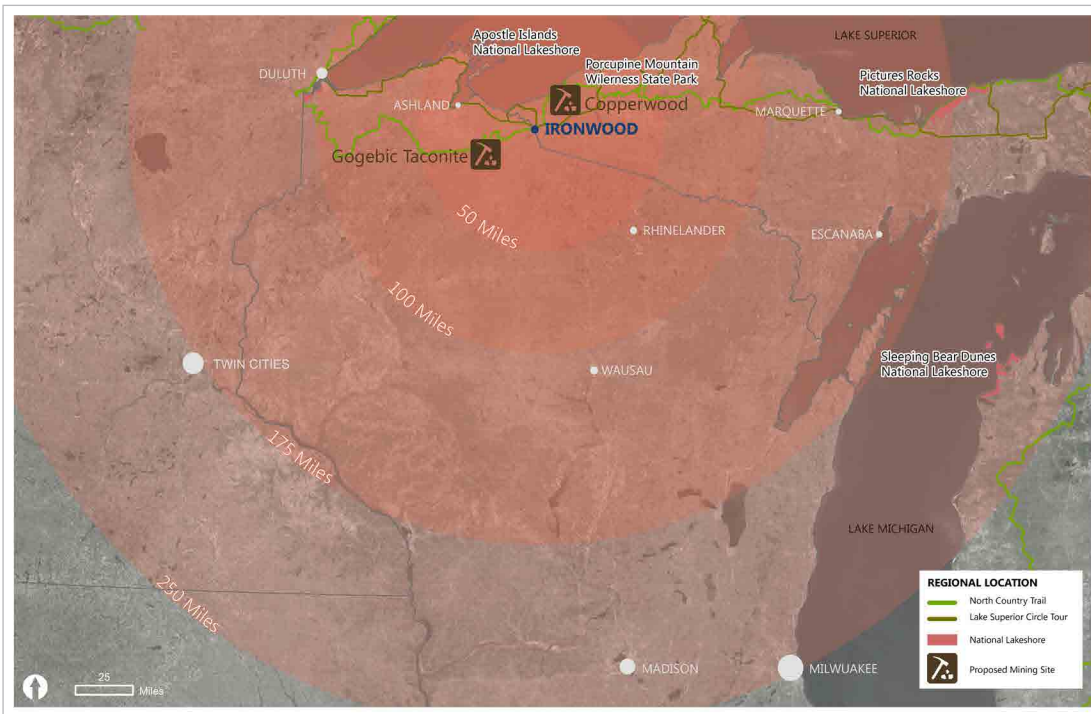
A community's character is deeply influenced by its regional context and the landscape within which it resides. Ironwood is located in Gogebic County at the northern gateway to the Upper Peninsula and in the heart of big snow country. Ironwood and its neighboring communities benefit from the many open space assets in the region such as the Porcupine Mountains, Lake Superior, the

Ottawa National Forest, and some of the Midwest's best skiing areas. These features draw visitors from towns and cities across the region. Figure A-1 illustrates Ironwood's regional neighbors within a 250 mile radius. Neighboring population centers include Minneapolis, Milwaukee, Duluth and Madison.

There are only four areas in the United States designated as National Lakeshores by the National Park Service; Three of these are within 250 miles of Ironwood, and two are within a four hour drive. In addition to these major destinations, there are over 15 waterfalls within 30 miles of Ironwood. The nearby Ottawa National Forest includes nearly one million acres of forest land and 27 public campgrounds. The Upper Peninsula Travel and Recreation Association maintains a thorough and interactive map of the region's recreation-based assets at www.uptravel.com.

The wealth of natural and scenic beauty in and around Ironwood makes the area a year-round destination for outdoor enthusiasts. Winter sports are the major recreational draw. The Ironwood area provides access to hundreds of miles of snowmobile trails and six major ski areas. The ski areas include five downhill facilities (Big Powderhorn, Blackjack, Indianhead, Mount Zion, and Whitecap) and two cross-country facilities (ABR and Wolverine). In addition to winter recreation opportunities, the region also is a year-round destination for hiking, cycling, hunting, mountain biking, camping, fishing, kayaking, and sight-seeing. See page A-26 for more on Ironwood area recreational assets.

FIGURE A-1. REGIONAL CONTEXT



Mining Projects

There are currently two proposed mining sites within 25 miles of Ironwood in varying stages of planning. While future impacts of new mining operations in Ironwood cannot be fully anticipated at this time, there are employment estimates that provide a baseline understanding of potential job creation related to these projects.

Gogebic Taconite

- Location: East of Mellen, Wisconsin.
- Open pit taconite (iron) mine
- Estimated 3,175 jobs during construction (2 year period)
- Estimated 700 direct mining jobs 2,834 total jobs (phase I, approx. 35 years)

- Estimated 1,400 direct mining jobs (phase II, approx 50+ years)
- Estimated average annual income of \$82,982 for employees

(Source: The Economic Impact of The Gogebic Taconite Mine, prepared by NorthStar Economics, Inc., March 24, 2011)

Copperwood Mine:

- Location: North of Wakefield, adjacent to Lake Superior, between the Presque Isle and Black rivers
- Underground copper mine
- Operated by Highland Copper Company Inc.
- Estimated 188 direct jobs over a period of 17 years

(Source: Feasibility Study of the Copperwood Project, Upper Peninsula, Michigan, USA, prepared by KD Engineering, March 21, 2012)

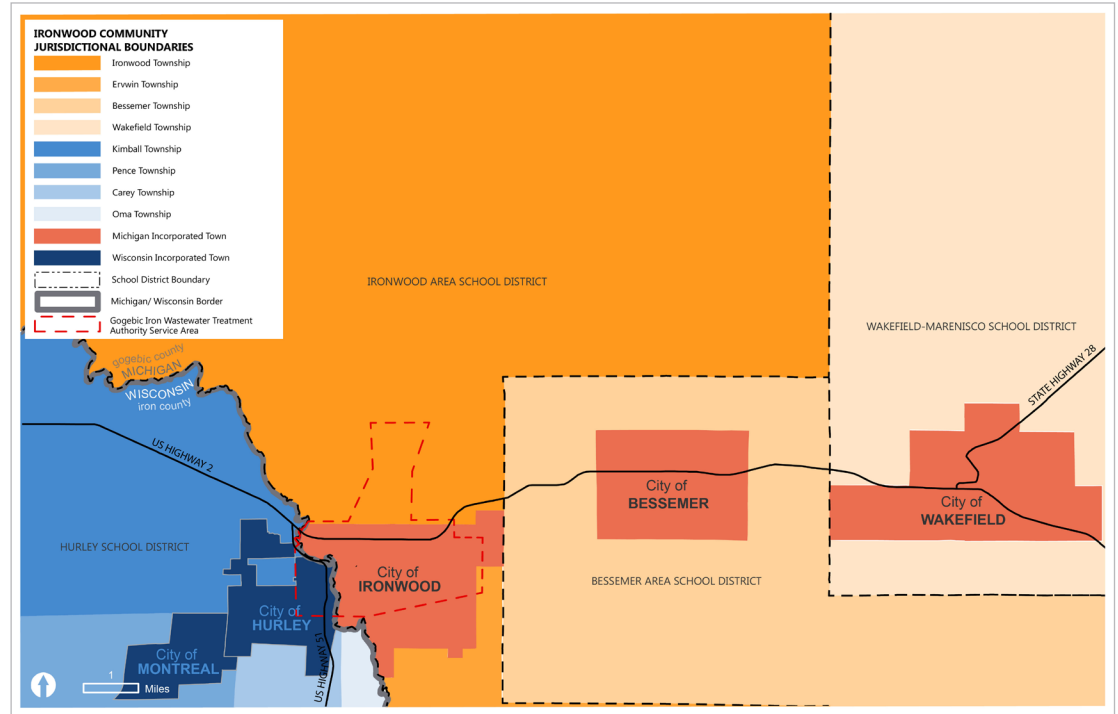
COMMUNITY CONTEXT AND JURISDICTIONAL BOUNDARIES

Located along the Michigan-Wisconsin border and at the confluence of several townships and cities, Ironwood is influenced by a variety of jurisdictional forces. Figure A-2 illustrates the numerous jurisdictional boundaries in the Ironwood area. Individuals living in these communities along the Gogebic Range often work in one municipality while residing in another and may conceive of their “community” as extending beyond their home city/township limits to encompass the broader area, the county, or the Gogebic Range. To the extent that these communities, entities, and citizens interact and share assets and resources, they are, in a sense, one “community” interacting in numerous formal and informal arrangements.

Local Coordination

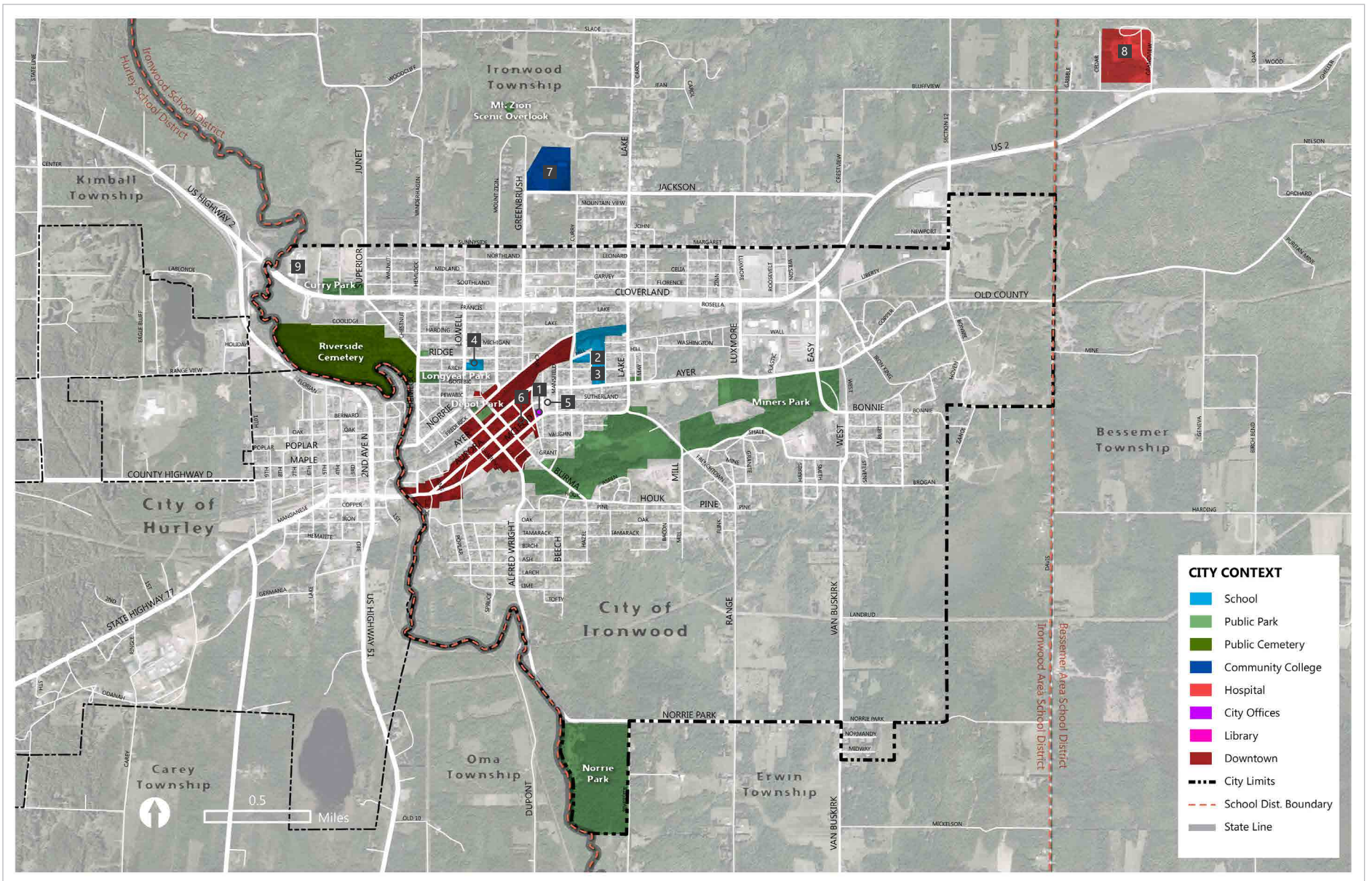
Iron County, Wisconsin and Gogebic County, while located in different states, have a common interest in promoting economic development, tourism, education, and other initiatives at a regional level. Both counties have signed resolutions of support for the Gogebic Range Next Generation Initiative, and share a local SWAT team. Other shared resources include the Gogebic-Iron County Airport and the Gogebic-Iron Water Authority.

FIGURE A-2. JURISDICTIONAL BOUNDARIES



The neighboring cities of Ironwood, Hurley, Montreal, Bessemer and Wakefield- as well as the various township areas- share a number of community resources. For example, the Aspirus Grand View Hospital, located just outside of Ironwood, serves all 5 communities with emergency medical, surgical, and therapeutic services. These cities have also collaborated on initiatives such as the Western Gateway and Riverwalk trails and the Gogebic Iron Area Narcotics Team (GIANT). The cities do however maintain a number of separate services. The five-city area is served by four school districts and separate police and fire departments.

FIGURE A-3. CITY OF IRONWOOD



- | | | | |
|-------------------------------|--------------------------------|-------------------------------------|---|
| 1. Ironwood Municipal Offices | 4. Sleight Elementary School | 7. Gogebic County Community College | 9. Gogebic-Iron Wastewater Treatment Facility |
| 2. L.L. Wright High School | 5. All Saints Catholic Academy | 8. Aspirus Grand View Hospital | |
| 3. Norrie Elementary School | 6. Ironwood Carnegie Library | | |

City of Ironwood - Jurisdictional Boundaries

The City of Ironwood shares borders with six different governing entities: The City of Hurley, Wisconsin to the west, the township of Ironwood to the north, Erwin Township to the south, Bessemer Township to the east, Oma to the southwest, and Kimball Township to the northwest. Ironwood also sits at the state and county border. See Figure A-3 on the opposite page.

School Districts

Ironwood's school district encompasses the city proper, but also extends to the north and south, serving Ironwood and Erwin Townships. The Ironwood Area School District is one of four school districts within a 15 mile radius. This is especially notably when you consider the low population density of the area, and the low enrollment numbers within each district. The idea of consolidating school districts was raised by a number of respondents to the community survey. Consolidation has been discussed by the municipalities in the past.

There are three public schools housed in two buildings in Ironwood: L.L. Wright High School, Norrie Elementary School, and Sleight Elementary School. L.L. Wright and Norrie are housed in the same facility. Current enrollment in the Ironwood district is 875, down from 946 in 2010 and 1,600 in 1993. 75% of students are eligible for free and reduced lunch.

To the east, Bessemer Area School District serves residents of the City of Bessemer and Bessemer Township. Current enrollment is 440. Hurley School District to the west in Wisconsin serves the residents of Hurley and Montreal, the townships of Carey, Gurney, Iron Belt, Oma, Pence, and Saxon, and the communities of Iron Belt and Upson. Hurley's current enrollment is 440. Wakefield-Marenisco Area School District serves the City of Wakefield, and Wakefield and Marenisco Townships. Current enrollment is 338. The issue of consolidation is further complicated by the fact that the Hurley School District is in Wisconsin and thus subject to different state education policy and jurisdiction.

Gogebic-Iron Wastewater Authority District

The Gogebic-Iron Wastewater Authority District is owned by the City of Ironwood, Ironwood Township, and the City of Hurley. The area of service is delineated in Figure A-2. More information about the district can be found in the Infrastructure section on page A-32.

Gogebic Community College

The Gogebic Community College campus lies just outside the northern city limits of Ironwood, and is one of only two community colleges in the western Upper Peninsula. The college operates the Mount Zion Ski Area as part of its distinguished Ski Area Management program. The campus also includes the Pat O'Donnell Civic Center and the Lindquist Student Center. The civic center houses Ironwood's only indoor ice rink and is utilized by a number of local groups and athletic organizations from Ironwood and surrounding communities.

DEMOGRAPHICS

By looking at demographic data, we can better understand current dynamics and potential issues and opportunities in the Ironwood community. Are certain populations growing or shrinking? How have conditions changed over time? How does Ironwood compare to its neighbors, the region, the state? The following section addresses such questions across a range of topics, drawing from the U.S. Decennial Census and other sources.

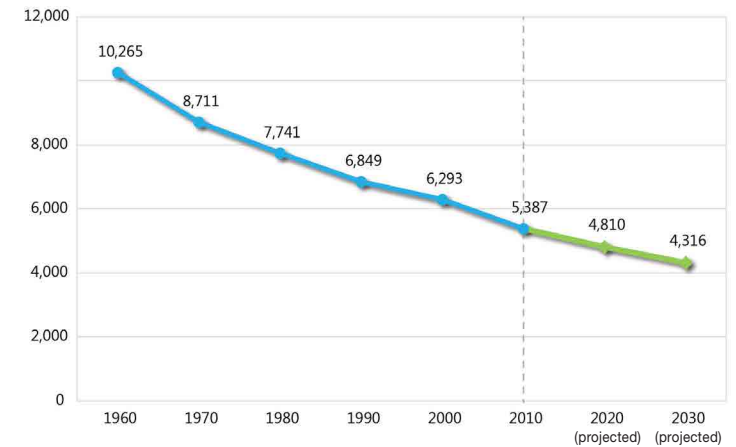
HISTORICAL POPULATION TRENDS

As shown in Figure A-4, Ironwood’s population has declined steadily over the past half decade, falling from over 10,000 residents in 1960, to just over 5,000 in 2010. The 2020 and 2030 projections shown below are based on historical rates of change. Recent population loss in Ironwood (see figure A-4) is similar in magnitude to that seen in neighboring communities Bessemer, Wakefield, and Hurley.

AGE + GENDER

In comparison to state age and gender distributions, Ironwood’s population skews older and slightly more female. 22% of Ironwood residents are 65 and older in comparison to 14% statewide. 22% of Ironwood residents are under the age of 20 in comparison to 27% statewide. Between 2000 and 2010, population declined across all 5-year age cohorts with the exception cohorts between 50 and 69 years of age. This is likely attributed the aging up of “baby boomers” (those born between roughly 1946 and 1964).

FIGURE A-4. POPULATION TREND, 1960 TO 2010 - IRONWOOD, MI



Note: The population projection above uses the least squares method to determine the “best fit” trend line for historical percent change values. This trend line is used to project future population change out to 2030.

RACE AND ETHNICITY

The population of Ironwood is predominantly white (96%) with one percent of residents American Indian, less than one percent Black or African-American, less than one percent Asian, and 2% reporting race as “Other.” 1% of the population is Hispanic.

DEMOGRAPHY IS NOT DESTINY...

Although the population projection shown on this page points to continued population loss in Ironwood, this should not be taken as an absolute or inevitable future, but rather, the likely outcome if conditions in the community remain largely the same. One might consider this the “do nothing” scenario. The comprehensive planning process is an opportunity to combat these population trends by improving conditions in the community and encouraging and enabling future growth.

TABLE A-1. HISTORICAL POPULATION, 1960 TO 2010 - IRONWOOD AND COMPARISON AREAS

Year	Ironwood	% change	Bessemer	% change	Wakefield	% change	Hurley	% change	Gogebic County	% change	Iron County	% change
1960	10,265	-	3,304	-	3,231	-	NA	-	24,370	-	7,830	-
1970	8,711	-15%	2,805	-15%	2,757	-15%	NA	-	20,676	-15%	6,533	-17%
1980	7,741	-11%	2,553	-9%	2,591	-6%	NA	-	19,686	-5%	6,730	3%
1990	6,849	-12%	2,272	-11%	2,318	-11%	NA	-	18,052	-8%	6,153	-9%
2000	6,293	-8%	2,148	-5%	2,085	-10%	1,818	-	17,370	-4%	6,861	12%
2010	5,387	-14%	1,905	-11%	1,851	-11%	1,547	-15%	16,427	-5%	5,916	-14%

Data Source: Demographic data on this page is from the U.S. Decennial Census (various years)

FIGURE A-5. POPULATION BY AGE AND GENDER, 2010 - IRONWOOD, MI

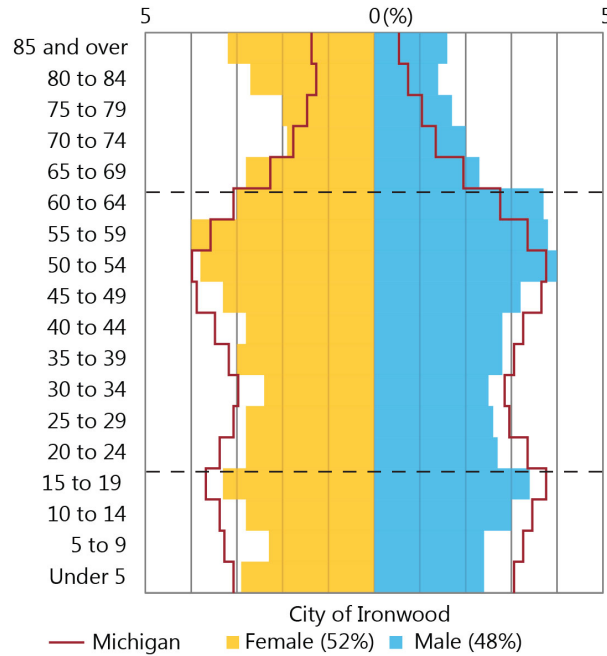
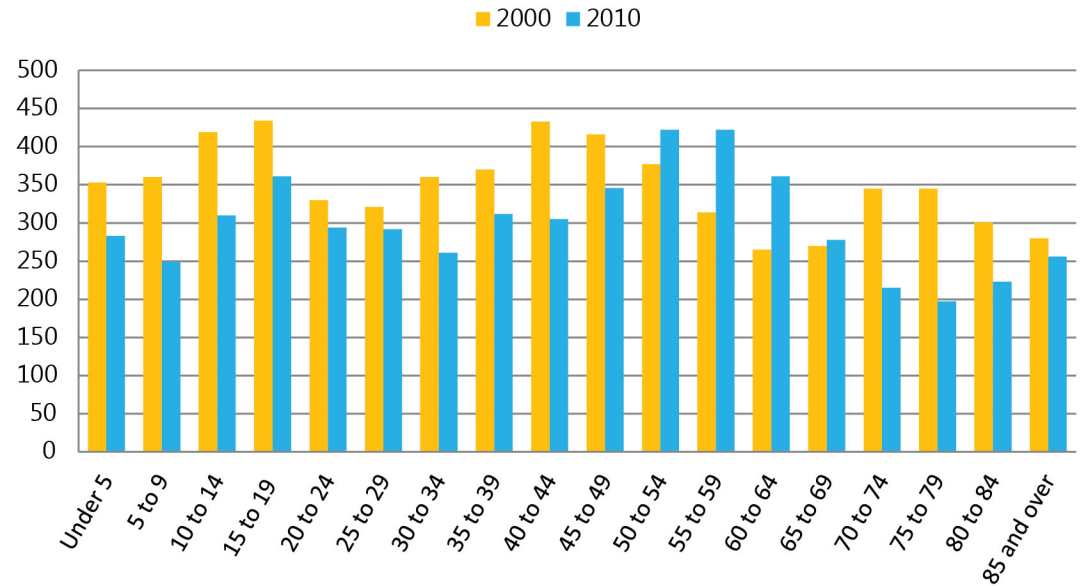


FIGURE A-6. POPULATION BY AGE, 2000 & 2010 - IRONWOOD, MI

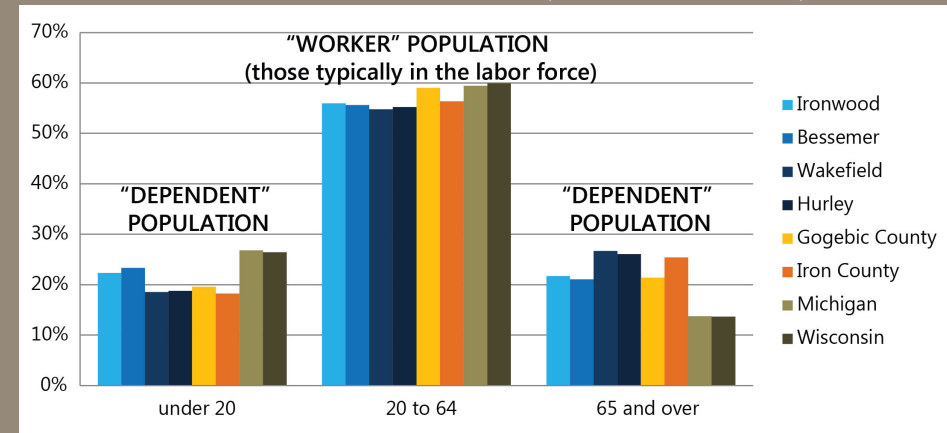


AGING POPULATIONS

With the rest of the baby boom generation reaching retirement age in the next twenty years, increasing life expectancies, and decreasing birth rates, communities across the country are facing questions about how to plan for an aging population. Ironwood and surrounding communities are no exception to this trend. Compared to statewide figures for Michigan and Wisconsin, Ironwood has a higher percentage of residents “65 and over” and lower percentage of residents in the “under 20” range (young dependents) and the “20 to 64” range (prime labor force). To put it in other terms, for every senior in Ironwood, there are 2.6 working age residents; at the state level, that ratio is 4.4 workers per senior.

This planning process should consider potential impacts of a growing senior population with regard to housing needs, affordability, and maintenance; workforce and entrepreneurship opportunities for seniors; transportation options; bike and pedestrian accessibility; and other quality of life considerations (including parks and open space, recreation, and social services).

FIGURE A-7. WORKERS AND DEPENDENT SUBGROUPS (% OF TOTAL POPULATION)



Data Source: Demographic data on this page is from the U.S. Decennial Census 2000 & 2010

HOUSEHOLDS

According to the 2010 Census, there are 2,520 households in Ironwood, 56% of which were family households and 44% were non-family households. The U.S. Census defines a “family household” as two or more persons related by birth, marriage, or adoption residing together in a housing unit (this includes any unrelated persons who may be residing there. The average household size in Ironwood is 2.09. The average family household size is 2.72.

TABLE A-2. . HOUSEHOLDS BY TYPE - IRONWOOD, 2000 & 2010

Family Households	2000	%	2010	%	% change
Husband-wife family, no children	767	27%	675	27%	-12%
Husband-wife family, with own children under 18	438	15%	295	12%	-33%
Single householder, no children	152	5%	160	6%	5%
Single householder, with own children under 18	268	9%	278	11%	4%

Non Family Households	2000	%	2010	%	% change
Householder living alone	1077	38%	969	38%	-10%
Multiple unrelated residents	139	5%	143	6%	3%

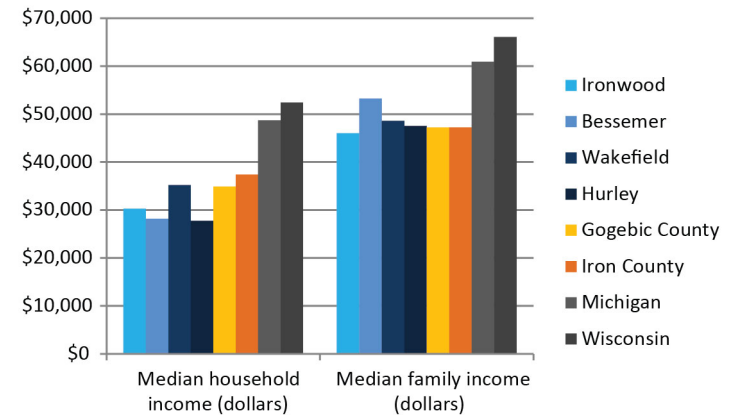
INCOME

Median household income in Ironwood is about \$30,000 a year (no change from 2000 when adjusted for inflation). The median family income is about \$46,000 a year (an 18% increase from 2010 when adjusted for inflation). Ironwood’s median household income is lower than state and county medians (Gogebic- \$34.9k, Michigan- \$48.7k). Median family income is comparable to the county median (Gogebic- \$47.2k), but well under the state median (Michigan- \$60.9k).

TABLE A-3. MEDIAN INCOME - IRONWOOD, 2000 & 2010

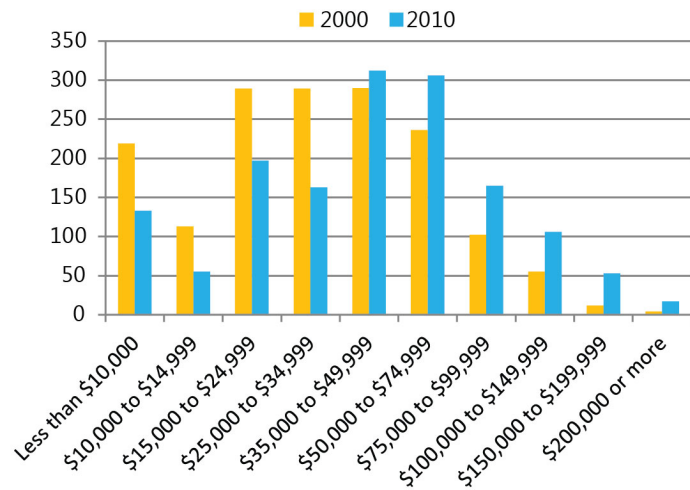
Median Income (in 2010 dollars)	2000	2010	% change
Median household income	\$30,264	\$30,301	0%
Median family income	\$39,082	\$46,024	18%

FIGURE A-8. MEDIAN INCOME - IRONWOOD AND COMPARISON AREAS, 2010



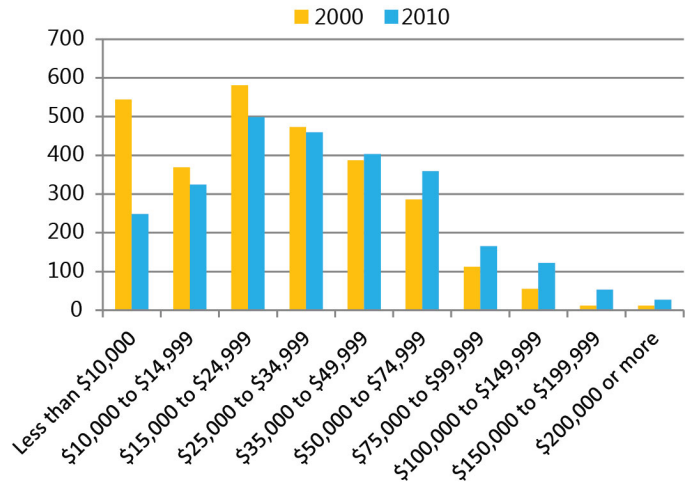
Data Source: Demographic data on this page is from the U.S. Decennial Census 2000 & 2010 and the American Community Survey, 2007-2011 5-Year Estimates

FIGURE A-9. FAMILY INCOME - IRONWOOD, 2000 & 2010



Note: 2000 incomes not adjusted for inflation

FIGURE A-10. HOUSEHOLD INCOME - IRONWOOD, 2000 & 2010

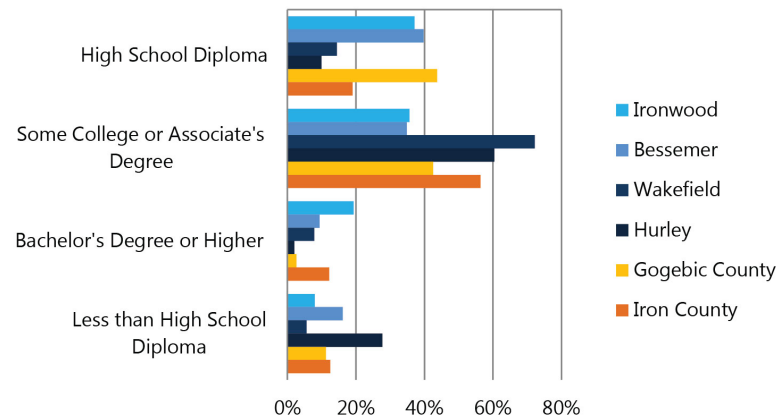


Note: 2000 incomes not adjusted for inflation

EDUCATIONAL ATTAINMENT + ENROLLMENT

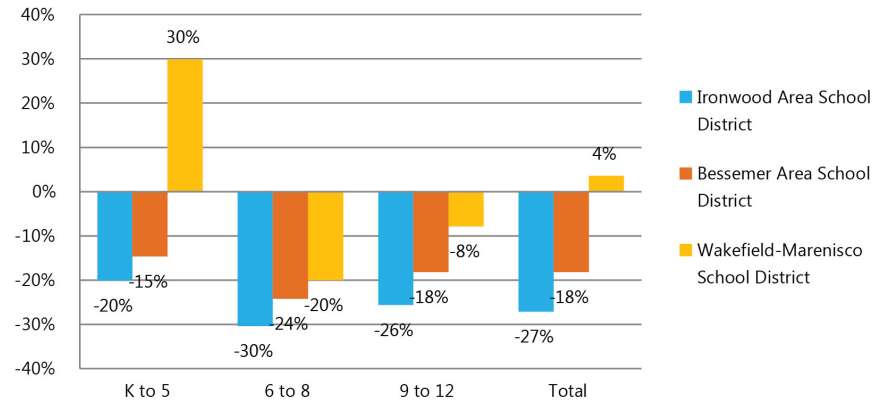
92% of residents 25 and over have a high school degree or higher; 19% have a bachelor's degree or higher, and 8% have less than a high school diploma. Ironwood has a higher rate of secondary and post-secondary educational attainment than neighboring communities. School District Enrollment is declining at all levels.

FIGURE A-11. HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT* - IRONWOOD, 2010



** Individuals 3 years and older who report being enrolled in a regular

FIGURE A-12. SCHOOL DISTRICT ENROLLMENT, PERCENT CHANGE 2002 TO 2012



Data Source: Demographic data on this page is from the U.S. Decennial Census 2000 & 2010 and the American Community Survey, 2007-2011 5-Year Estimates; School district enrollment is from the Michigan School Data Portal (www.mischooldata.org)

ECONOMIC CONDITIONS

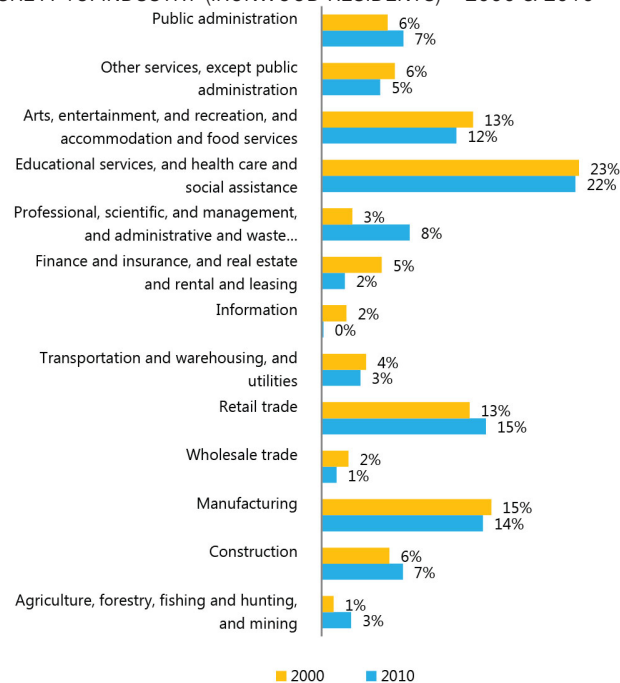
WORKFORCE COMPOSITION

Within the working age population of Ironwood (residents age 16 and over), 2,342 (51%) are employed, 243 (5%) are unemployed and actively seeking work, and 1,967 (43%) are “not in the labor force,” which may include the long-term unemployed, students, homemakers, retired workers, seasonal workers, institutionalized persons, and those doing only incidental unpaid family work.

EMPLOYMENT (IRONWOOD RESIDENTS)

Figures A-13 and A-15 respectively show the industries of employment and occupations of Ironwood residents. The most common industries for employment among Ironwood residents include Educational services, health care, and social assistance; arts, entertainment, and recreation, and accommodation and food services; manufacturing; and retail trade.

FIGURE A-13. INDUSTRY (IRONWOOD RESIDENTS) - 2000 & 2010



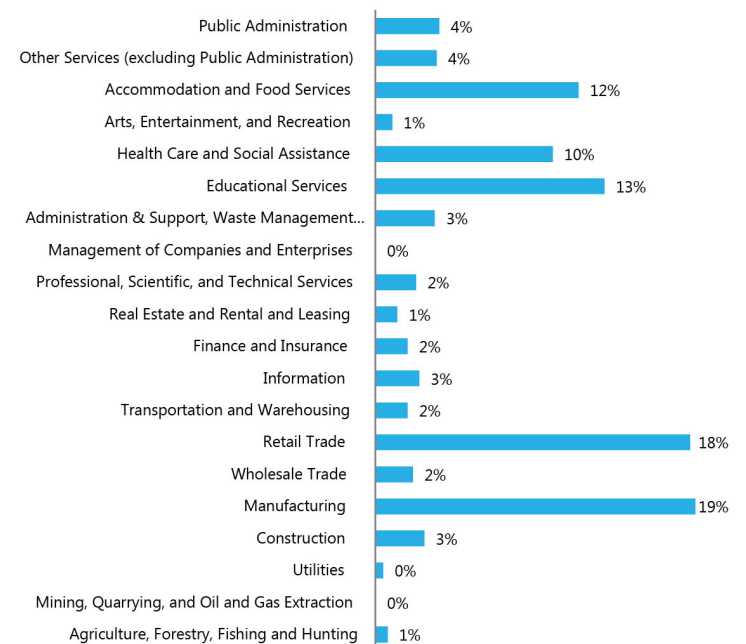
EMPLOYMENT (WORKERS EMPLOYED IN IRONWOOD)

Figure A-14 shows the industries of employment for all workers in Ironwood (regardless of home origin). Manufacturing; retail trade; education services; accommodations and food services; and health care and social assistance are among the most active employment industries in the community.

INFLOW/OUTFLOW

56% (981) of Ironwood residents who are in the workforce work outside of Ironwood. 69% (1,838) of total individuals employed in Ironwood live outside of Ironwood. See Figure A-16. 20% of employed Ironwood residents travel over 25 miles to work. Of individuals employed in Ironwood 29% travel over 25 miles to work in Ironwood. See Tables A-4 and A-5.

FIGURE A-14. INDUSTRY (WORKERS EMPLOYED IN IRONWOOD) - 2011



Data Source: Demographic data on this page is from the 2000 & 2010 U.S. Decennial Census, American Community Survey, 2007-2011 5-Year Estimates, and the OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2011).

REGIONAL ECONOMY

The 2013 *State of the Workforce Report* prepared by the Upper Peninsula Economic Development Alliance and Michigan Works! examines regional industry and workforce trends for the Upper Peninsula. The region faces many of the same demographic challenges as Ironwood, with a declining overall population size, growing senior population, and declining labor force. Competitive advantages within the region include strong higher education cluster, timber and hardwood resources, mineral deposits, and natural and scenic assets.

Key industry trends include:

- Manufacturing jobs have declined in the past 10 year, but have shown signs of rebounding since 2011.
- Government is a primary source of jobs (typically well-paying) in the U.P. but may suffer reductions as municipal budgets

FIGURE A-15. OCCUPATION (IRONWOOD RESIDENTS) - 2000 & 2010

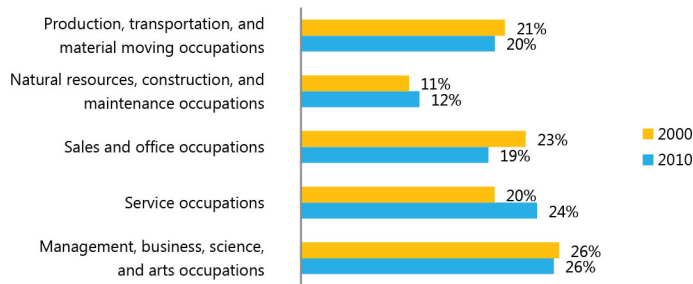


FIGURE A-16. WORKER INFLOW AND OUTFLOW - IRONWOOD, 2011



decline. There may be a need in future years to transition government workers to other fields.

- Tourism is an important industry for the region, and leisure and hospitality jobs provide important entry-level positions for lower-skilled individuals, students, new-entrants to the workforce, retirees, and others. However, these jobs provide the lowest average earnings per worker. Over-dependence on these industries is a liability for the region.
- Education and health services are growing sectors. Demand for healthcare workers (certified nurse aids, home care workers, nurses, and physicians) continues to grow as the population ages. Healthcare-related workforce development will be critical for the region.
- Financial services and professional and business services jobs have sustained growth in recent years.
- The decline of low-skill jobs (from mining and timber) has contributed to a skills gap in the workforce. Additional training and targeting of skill sets is necessary to enable low-skill workers to transition to the higher-paying jobs in the growth areas of manufacturing and healthcare.

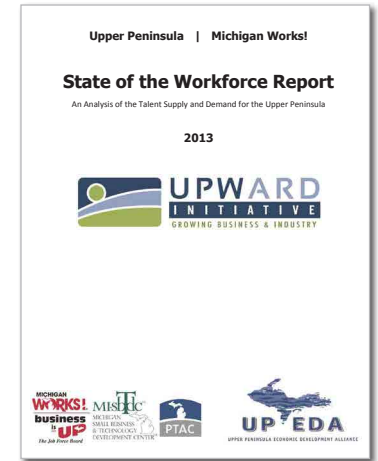
TABLE A-4. DISTANCE TO WORK (IRONWOOD RESIDENTS), HOME CENSUS BLOCK TO WORK CENSUS BLOCK, 2011

Distance	Count	%
Less than 10 miles	1,339	74%
10 to 24 miles	108	6%
25 to 50 miles	118	6%
Greater than 50 miles	249	14%

TABLE A-5. DISTANCE TO WORK (EMPLOYED IN IRONWOOD), HOME CENSUS BLOCK TO WORK CENSUS BLOCK, 2011

Distance	Count	%
Less than 10 miles	1,697	64%
10 to 24 miles	211	8%
25 to 50 miles	124	5%
Greater than 50 miles	639	24%

Data Source: Demographic data on this page is from the 2000 & 2010 U.S. Decennial Census, American Community Survey, 2007-2011 5-Year Estimates, and the OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2011).



State of the Workforce Report 2013

TOURISM & EVENTS

Outdoor recreation tourism is a core industry for the Upper Peninsula and the City of Ironwood. Through the effort of the City, Downtown Ironwood Development Authority, the Ironwood Theater, and Downtown Art Place among others, Ironwood is growing its arts community and arts-related amenities and destinations.

Ironwood area attractions include:

- **Outdoor recreational destinations** (see [p. A-26](#) for more on local and regional recreational assets)
 - › Mt. Zion Ski Hill
 - › Local cross country, snowmobiling, and ATV trails
 - › Lake Superior
 - › Porcupine Mountains
 - › Ski areas
- **Arts-related attractions:**
 - › Downtown Art Place (DAP)
 - › Z Place Gallery & Framing
 - › Historic Ironwood Theater & Theatre North
- **Historic and heritage sites:**
 - › Memorial Building

- › Old Depot Museum (maintained by the Ironwood Area Historical Society)
- › Little Finland (Hurley, WI)
- › Hiawatha Statue
- **Events and festivals:**
 - › SISU Skifest
 - › Festival Ironwood
 - › Jack Frost Festival
 - › Blackjack ISOC Snowmobile Races
 - › Ironwood Snowmobile Olympics

ECONOMIC DEVELOPMENT GROUPS

There are a number of organizations engaging in economic development activities in the Ironwood area and the broader region and state. The following table is a comprehensive list of organizations/agencies that provide varying levels of economic development-oriented services. The table lists the key roles/functions of these groups, as well as their geographic focus areas.



Historic Ironwood Theater (Credit: <http://commons.wikimedia.org>)



SISU Ski Fest (Credit: www.sisuskifest.com)

TABLE A-6. IRONWOOD AREA AND REGIONAL ECONOMIC DEVELOPMENT GROUPS

Economic Development Group	Function/Role of Group												Geographic Focus / Priority											
	Marketing/Promotion	Funding	Consulting/Advisor	Own/Develop	Mentor	Event/Organizer	Operators	Broker	Recruiter	Job Creation	Training/Retraining	Partner	Downtown Ironwood	Ironwood Industrial Park	City of Ironwood	City of Hurley	City of Bessemer	City of Wakefield	Gogebic County	Ontonagon County	UP	Iron County, WI	State	US
Downtown Ironwood Development Authority	P			S		S	S	P	P			P	X											
Foundations																								
Gogebic Brownfield Redevelopment Authority		P																	X					
Gogebic Community College	P		P		P	P					P	P			X		X	X	X				X	
Gogebic-Ontonagon Community Action	P	S	P			P	P	S	P	P		P							X	X				
Gogebic-Ontonagon Community Foundation		P				P						P							X	X				
Ironwood Area Chamber of Commerce	P				S	P		S				P	X	X	X	X	X		X					
Ironwood Economic Development Corporation	P	P	P	S	P		S	P	P			P	X	X	X									
Ironwood Industrial Development Corporation	P	S	S	S	S	S	S	S	P			P		X										
Ironwood Tourism Council	P	P										P	X	X	X									
Michigan Economic Development Association			P		P	P						P	X	X	X		X	X	X	X	X		X	
Michigan Economic Development Corporation		P	P						S			P											X	
Michigan Small Business and Technology Development Center	S		P		S	S						P	X	X	X		X	X	X	X	X			
Michigan State University Extension			P		P	S						P									X		X	
Michigan Works	S		S			S				P	P	P	X	X	X		X	X	X	X	X			
Northern Initiatives	S	P	P										X	X	X	X	X	X	X	X	X	X	X	X
Private Companies (banks, utilities)																								
UP Collaborative Development Council												P											X	X
UP Economic Development Alliance	S					P						P											X	
UPWard Initiative	P					P						P											X	
US Department of Ag Rural Development		P											X	X	X	X	X	X	X	X	X		X	X
Western UP Convention and Visitor Bureau	P	P	S		P	P						P	X	X	X		X	X	X	X		X		
Western UP Planning & Development Region		P	S			S						S			X		X	X	X	X	X			
Wilds of Michigan	P												X	X	X		X	X	X	X				

EXISTING LAND USE

One way of observing patterns in Ironwood is through an analysis of existing land use patterns. Existing land use is a snapshot of how lands are currently used taken at a point in time, in this case Winter of 2013/2014. Existing land use was determined through an analysis of current tax classification, parcel data (including year built and building values), current zoning designations, ownership data, an evaluation of aerial photos, and limited field observations. The following categories describe the existing land use pattern in Ironwood:

COMMERCIAL

Commercial land uses represent locations where retail goods and services are bought and sold. These sites are characterized by proximity and visibility to and from major road corridors or key districts such as downtown Ironwood. Generally, these uses generate significant vehicular and pedestrian traffic. Limited neighborhood commercial services can also be found serving many of the residential neighborhoods. These uses tend to be smaller building foot prints and often located in what used to be residential structures. Outside of downtown, commercial uses area characterized more with an auto orientation (parking lots, large highway oriented signage, buildings set back from the street with parking in front). Within the downtown district (and to a degree at some neighborhood nodes), commercial uses are more pedestrian oriented, largely due to the historic nature of downtown and the time period in which it was developed.

INDUSTRIAL

Industrial uses tend to be more job intensive uses or manufacturing intensive uses that require larger footprints and generate greater levels of by-products such as noise, truck traffic, dust, or outside storage. Examples of industrial uses can be found in the city industrial park or on some outlying parcels.

RESIDENTIAL

The predominant land use pattern in the city is devoted to single family detached residential housing uses. Residential neighborhoods within the areas adjacent downtown typically follow a similar platting pattern of 45-50 foot wide residential lots oriented towards an east/west neighborhood street and platted with alley access. Many home sites combine two lots or more platted lots per single family home. In some cases, small apartments or multifamily housing is introduced into the neighborhood fabric. Across all residential land uses, there are approximately 3.3 units per acre of residential land.

PUBLIC FACILITIES

Public facilities generally include such uses as the County Fairgrounds, maintenance facilities, government service centers such as the Memorial Building, or other public oriented uses. These uses are often located in or near commercial corridors or districts and generate a fair amount of vehicle traffic, particularly during key events or peak periods.

SCHOOLS

Schools are also public facilities; however, locating schools requires a more considerate account of proximity to housing, parks/open space, and transportation corridors. Schools include K-12 facilities in Ironwood. Gogebic Community College located just north of the City is not included in the existing land use inventory but is recognized as being an integral part of the community.

RELIGIOUS INSTITUTIONS

This category essentially includes churches and schools or other assembly type programs that are directly affiliated with a church. These uses historically have located in residential neighborhoods; however, they are characterized today by being more of an auto oriented destination generating vehicle traffic at key peak periods during assembly or congregation events.

INSTITUTIONS

Uses that have characteristics of more service providers and public/non-profit orientations are grouped into the “institutional” designation. These uses might include nursing homes, day cares, or social service facilities.

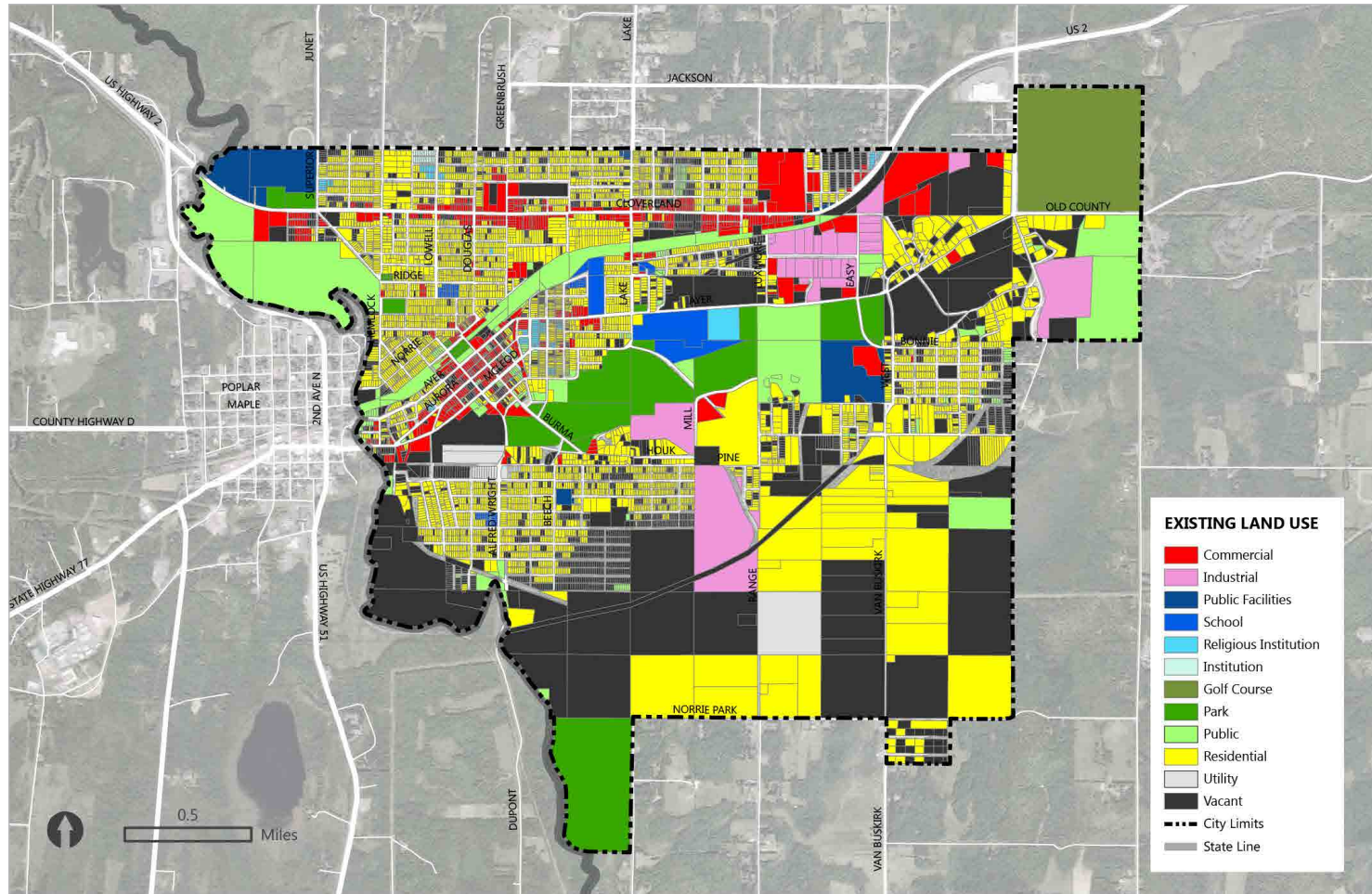
PARK

Park is predominantly city owned public park land, which might be active play fields/facilities or more passive trails and open space.

PUBLIC

Public represents publicly owned lands that are not principally park land but are also not generally situated for future active development. This includes the cemetery and some miscellaneous open space parcels.

FIGURE A-17. MAP OF EXISTING LAND USE



UTILITY

Public and private utilities include service stations or sub stations.

VACANT

A key part of assessing the land use patterns is understanding lands that are currently not occupied by buildings or structures and are generally not being put to a productive use. These lands do not include park lands or lands that are intended for storage or other use. Vacant lands might include public or private land areas that could be sold or developed/improved.

FIGURE A-18. EXISTING LAND USE BY %

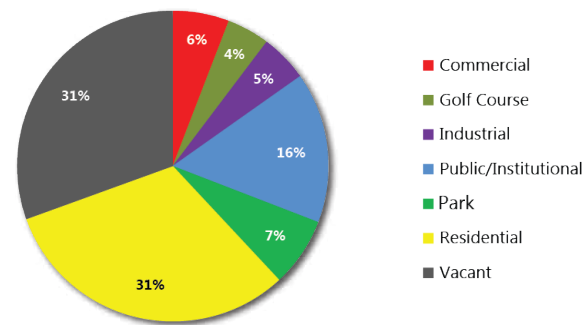
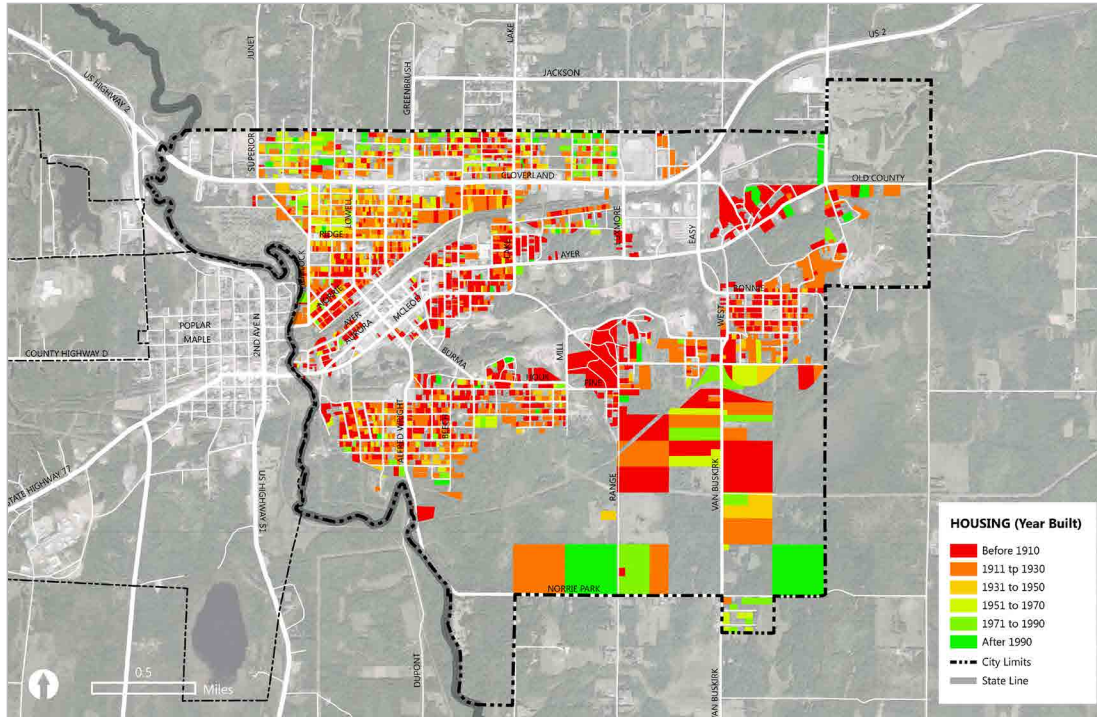


TABLE A-7. EXISTING LAND USE BY ACRES

Land Use	Acres
Residential	1147
Vacant	1116
Public	364
Park	263
Commercial	214
Industrial	180
Golf Course	161
Public Facilities	80
Utility	56
School	50
Religious Institution	20
Institution	2
Grand Total	3655

FIGURE A-19. HOUSING (YEAR BUILT)



Data Source: City of Ironwood



Examples of housing types found in Ironwood

Data Source: Demographic data on this page is from the U.S. Decennial Census 2000 & 2010 and the American Community Survey, 2007-2011 5-Year Estimates

HOUSING

HOUSING CONDITIONS

The housing stock in Ironwood is predominantly single-family detached housing, with the majority of housing units built before 1940 (about 60%). There has been little housing constructed since 1980. Median home values rose between 2000 and 2010 (adjusted for inflation), and the overall number of housing units declined. The decline in housing units is likely the result of demolition of aging/vacant properties. This may also account for the increase in median home values.

Figure A-19 shows residential parcels in the city symbolized by the year built of the residential structure. The predominance of red and orange parcels (homes built before 1910 and 1930 respectively) in the areas adjacent to Miners Park reflects the worker housing built around the former mines, which has survived to this day.

TABLE A-8. TOTAL HOUSING UNITS - IRONWOOD, 2000 & 2010

Housing Units	2000	2010	Difference
Total	3,347	3,154	-193

TABLE A-9. MEDIAN HOME VALUE - IRONWOOD, 2000 & 2010

Median Value (in 2010 dollars)	2000	2010	% change
Median Home Value	\$45,714	\$59,400	0%

TABLE A-10. HOUSING UNITS IN STRUCTURE - IRONWOOD, 2010

Units in Structure	Count
Total housing units	3,154
1-unit, detached	2,650
1-unit, attached	13
2 units	176
3 or 4 units	26
5 to 9 units	42
10 to 19 units	19
20 or more units	165
Mobile home	63

FIGURE A-20. YEAR STRUCTURE BUILT - IRONWOOD, 2000 & 2010

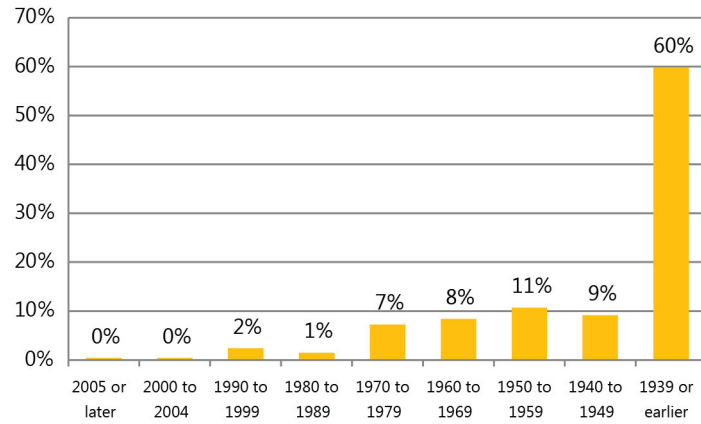
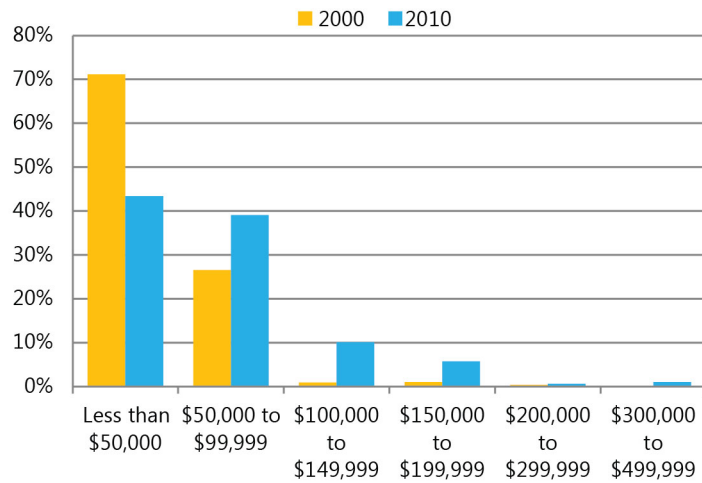


FIGURE A-21. HOME VALUES - IRONWOOD, 2000 & 2010



HOUSING TENURE + COSTS

72% of the occupied housing units in Ironwood are owner-occupied, and 28% renter-occupied. The percentage of households facing a housing burden has increased since 2000 for renters and owners. This may be related to the rising cost of housing for both renters and owners. (Note: The U.S. Department of Housing and Urban Development (HUD) deems a household as cost burdened if they pay more than 30% of household income for housing)

FIGURE A-22. HOUSING BURDEN (OWNED AND RENTAL) - IRONWOOD, 2010

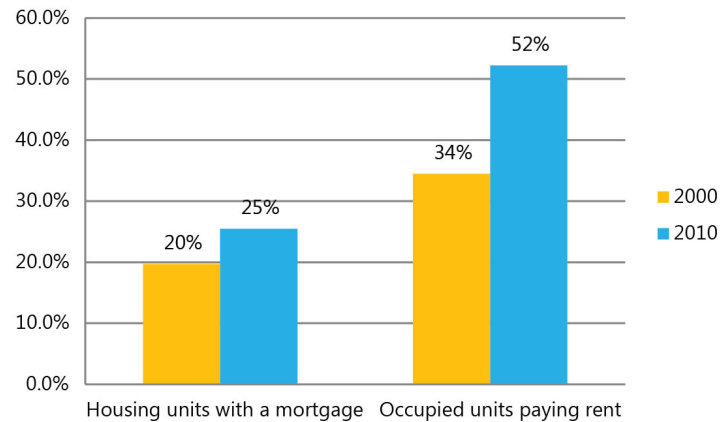


FIGURE A-23. HOUSING COSTS (IN 2010 DOLLARS) - IRONWOOD, 2000 & 2010

Median Value (in 2010 dollars)	2000	2010	% change
Median select housing costs for owners with a mortgage	\$679	\$881	30%
Median select housing costs for owners without a mortgage	\$296	\$356	20%
Median monthly rent	\$453	\$579	28%

Data Source: Demographic data on this page is from the U.S. Decennial Census 2000 & 2010 and the American Community Survey, 2007-2011 5-Year Estimates

NATURAL RESOURCES / ENVIRONMENT

ELEVATION

The elevation within Ironwood ranges from 1740 to 1430 feet above sea level, a difference of 310 feet. This topographic relief hints at nearby faults within the Gogebic Iron Range and the North American Mid-Continent Rift, within which the city lies. Local topography, including the two ridges that characterize the Gogebic Iron Range, can be seen in Figure A-24.

WATER RESOURCES

The Montreal River Corridor: A designated trout stream, the Montreal River begins some 20 miles southwest of Ironwood at Pine Lake, flowing into Lake Superior's Oronto Bay and forming the Michigan-Wisconsin border for much of its course. Within Ironwood the Montreal is well-buffered from development by deciduous forest and open space, with the exception of an approximately half mile segment between West Aurora Street/US Business Highway 2 and

North Hemlock Street at West Gogebic Street, where a number of residential properties abut the river. A specific area of concern within this segment includes the city-owned Ironwood Manufactured Gas Plant site at Water Street (Hemlock and West Ayer). A 2011 EPA report notes the presence of visible contaminants from coal tar at the site, and clean-up was completed in 2013 by the EPA.

The Gogebic-Iron Wastewater Treatment Plant discharges treated effluent into the Montreal from its location at the very northwest corner of the city. The effluent currently meets state standards for levels of contaminants, but may have difficulty meeting new mercury restriction levels anticipated to change in the future.

Streams/Creeks/Waterways: In addition to the Montreal River, there are several small creeks that flow thru or near Ironwood; Whisker's Creek along the south border and into Norrie Park, Welch Creek just north of town, Siemen's Creek northeast of town, and an unnamed stream that enters the Montreal north of West Norrie Park Road. There are also four scenic ponds in Miners Park that are the result of mine pits subsiding and retaining water.

Wetlands/Floodplains: The south/southwest portion of the city consists largely of emergent herbaceous wetlands and woody wetlands. Figure A-25 shows this distribution.

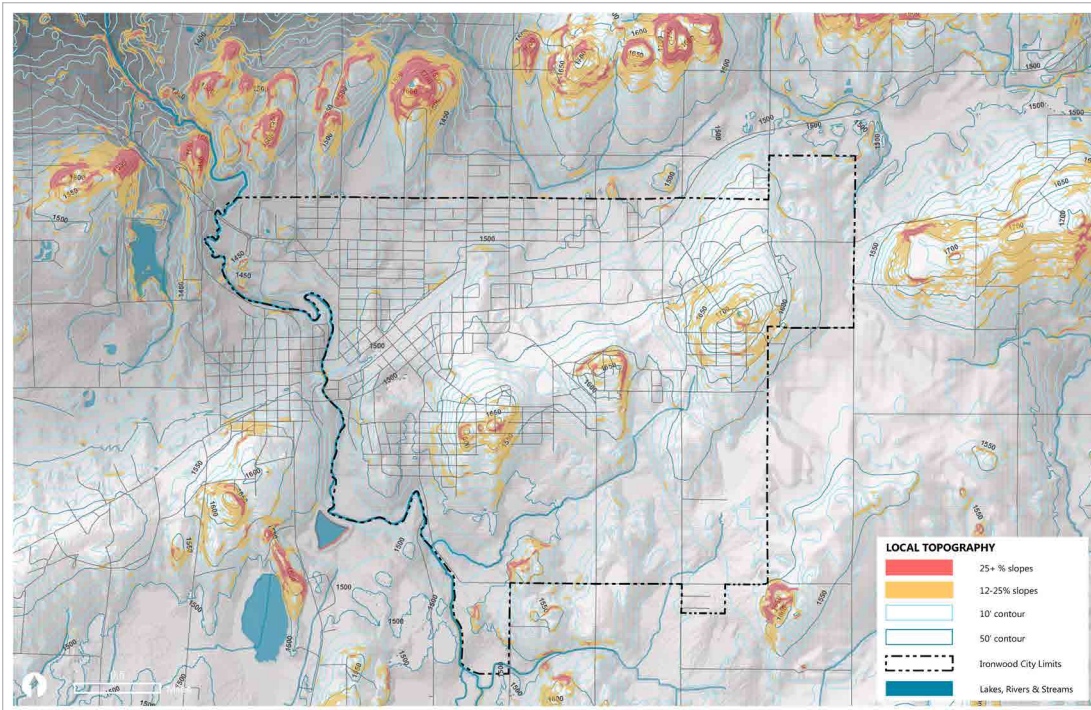
SOILS

Ironwood area soils are generally characterized by the Gogebic-Cathro-Rock Outcrop Association. Gogebic soils comprise 72% of the association, and are moderately well-drained with loamy parent material and fine sandy and silt loams in the surface layer. Cathro soils make up 7% of the association and are very poorly drained, with a mucky surface layer over organic then loamy parent material. Rock Outcrops make up 3% and soils of minor extent the remaining 18%.

MINERAL RESOURCES

The presence of mineral resources in the region continue to be of import to the Ironwood community. The Ironwood Iron Formation that spurred some 40 mines in the region from 1877 to 1967, produced over 325 million tons of ore during that time. While mining operations have slowed significantly, new technologies in mining and mineral processing, combined with global demand for earth

FIGURE A-24. LOCAL TOPOGRAPHY



Source: U.S. Geological Survey

metals have resurfaced the economic feasibility of mining in the region. Current estimates put economically recoverable ore at 3.7 billion tons within the Ironwood Formation. See [p. A-8](#) for more on proposed mining projects in the region.

FOREST RESOURCES

Ironwood lies within the Superior Mineral Range Ecoregion, typified by hemlock/sugar-maple/white pine forests, swamp conifers, and cedar/hemlock forests. Red pine, white pine, red oak, and paper birch grow on bedrock ridges with thin soils, while hardwood forests of hemlock, sugar maple, basswood, and yellow birch occur on areas with glacial loamy till soils.

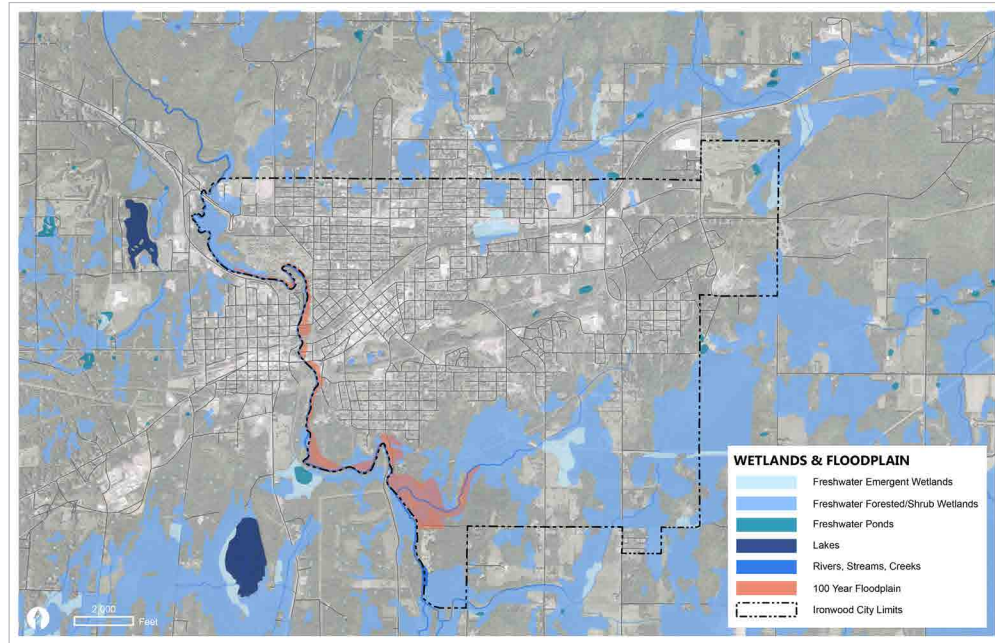
Ironwood is flanked by two National Forests within 50 miles; The Chequamegon and Ottawa National Forests. The Ottawa comprises nearly one million acres of forest in the region. More locally, the Gogebic County Forestry and Parks Commission manages over 50,000 acres of forest, producing world class sugar maple sawlogs and veneer.

Since 2000, a decline in the forest products sector has been observed for the Northern Region of the US, including the Ironwood area. This decline in production has contributed to large volumes of standing and growing timber stock in the vicinity. Defining the Ironwood vicinity as the western eight counties of the Upper Peninsula and the seven northwest counties of Wisconsin, the U.S Forest Service estimated in 2009 8.8 million acres of timberland with a standing volume of 10.6 billion cubic feet. Timberland does not include forests reserves such as wilderness, parks, and municipalities.

HABITAT

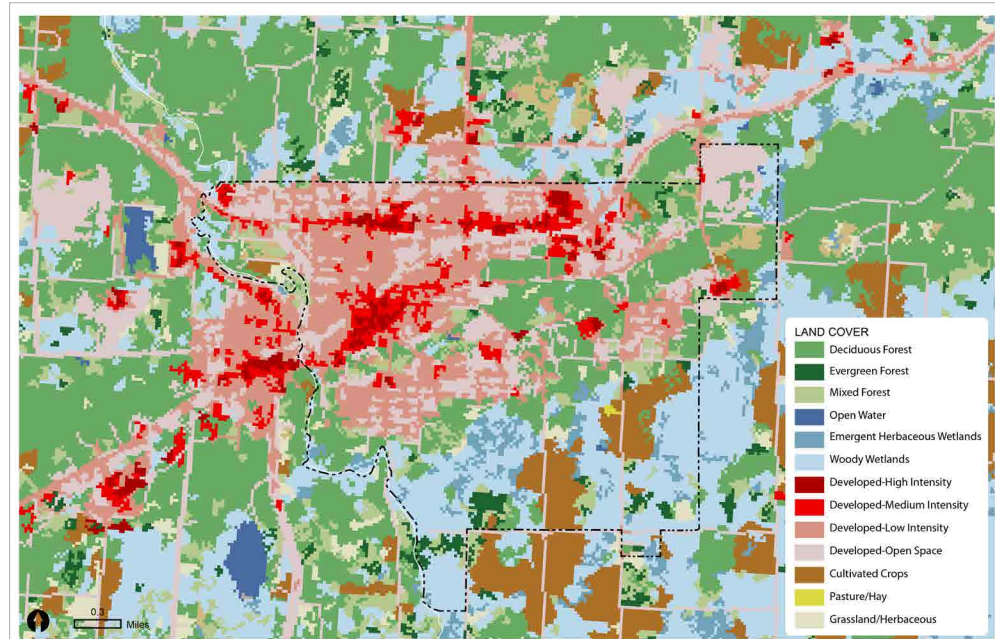
Two animal species federally recognized as threatened or proposed as endangered have habitat ranges that include the Ironwood area; Northern Long-eared Bats and Canada Lynx. Northern Long-eared Bats, currently proposed as endangered, hibernate in caves and mines and live in upland forests during spring and summer, and have been documented in Gogebic County. Canada Lynx are listed as a threatened species. The presence of a lynx was recently documented in the Upper Peninsula, and forested areas of Gogebic County are considered by the US Fish & Wildlife Service as likely lynx habitat.

FIGURE A-25. WETLANDS



Source: National Wetland Inventory, US Fish & Wildlife Service

FIGURE A-26. 2006 LAND COVER



Source: National Land Cover Database, USGS Land Cover Institute

PARKS & RECREATION

CITY PARKS, RECREATION & TRAILS

Ironwood Parks and Recreation currently operate under an eight person Parks & Recreation Committee. The City adopted the 2011-2015 Park & Recreation Plan in 2011- and amended the plan in February, 2013. See summary of the Plan on [p. A-3](#). The following section provides an inventory of Ironwood's parks, trails, and recreation facilities, along with descriptions of select parks.

City parks are classified into six categories; Community Park, Neighborhood Park, Special Use Park, Mini-Park, Private Facility, and School Park. See Table A-12 on the following page for a detailed inventory of park types and facilities. The inventory has been compiled by the City and updated as changes to the park system have occurred.

Community Parks

Community Parks are designed to serve the broader community and meet city-wide recreation needs. They may also preserve special landscapes and open spaces. Community parks include Longyear, Norrie, Miners Memorial Heritage, and Depot Park.

Neighborhood Parks

Neighborhood Parks are the basic unit of a community's park system, and serve as the recreational and social focus of a neighborhood, and provide a setting for informal active and passive recreation. Neighborhood parks include Kuitunen, Hiawatha, and Lake and Ayer Street Parks.

Special Use Parks

Special Use Parks include a broad range of park and recreation facilities geared toward a single-purpose use such as RV camping (Curry Park), Skiing/Outdoor Recreation (Mt. Zion), and other sports (Randa Field, Skate Park, Pat O'Donnell Civic Center, etc.).



The Downtown Pocket Park is a 3,485 square foot mini park that features benches, landscaping, and paving (Credit: Christine Collins)

Mini-Park

Mini-parks are used to meet limited, isolated, or unique recreational needs, and are typically between 2,500 square feet and one acre in size. Ironwood's downtown pocket park is an example of a mini-park.

Private Facilities

Lindquist Student Center: The community college also provides access for area residents to the Lindquist Student Center's 11,205 square foot gymnasium, six-lane competitive swimming pool, 1/11 mile indoor walking track, aerobics area, and weight room.

Mount Zion Recreation Complex: Also part of Gogebic Community College, the Mount Zion Complex is open to the public and features free cross country skiing and reasonably priced lift tickets, ski/snowboard lessons, and snowtubing.

ELECTED AND ADMINISTRATIVE STRUCTURE

The Parks and Recreation Committee of Ironwood was founded in 1987 and charged with:

...analyzing, planning, and recommending procedures affecting the recreational, cultural, and life-enrichment aspects of community life, maintaining the city's Recreation Plan; help coordinate activities of the various groups working in this area so as to encourage initiative, but also to make the best use of the limited resources available, bearing in mind the needs of the residents and the appeal of the activities to tourists and other visitors to the area.

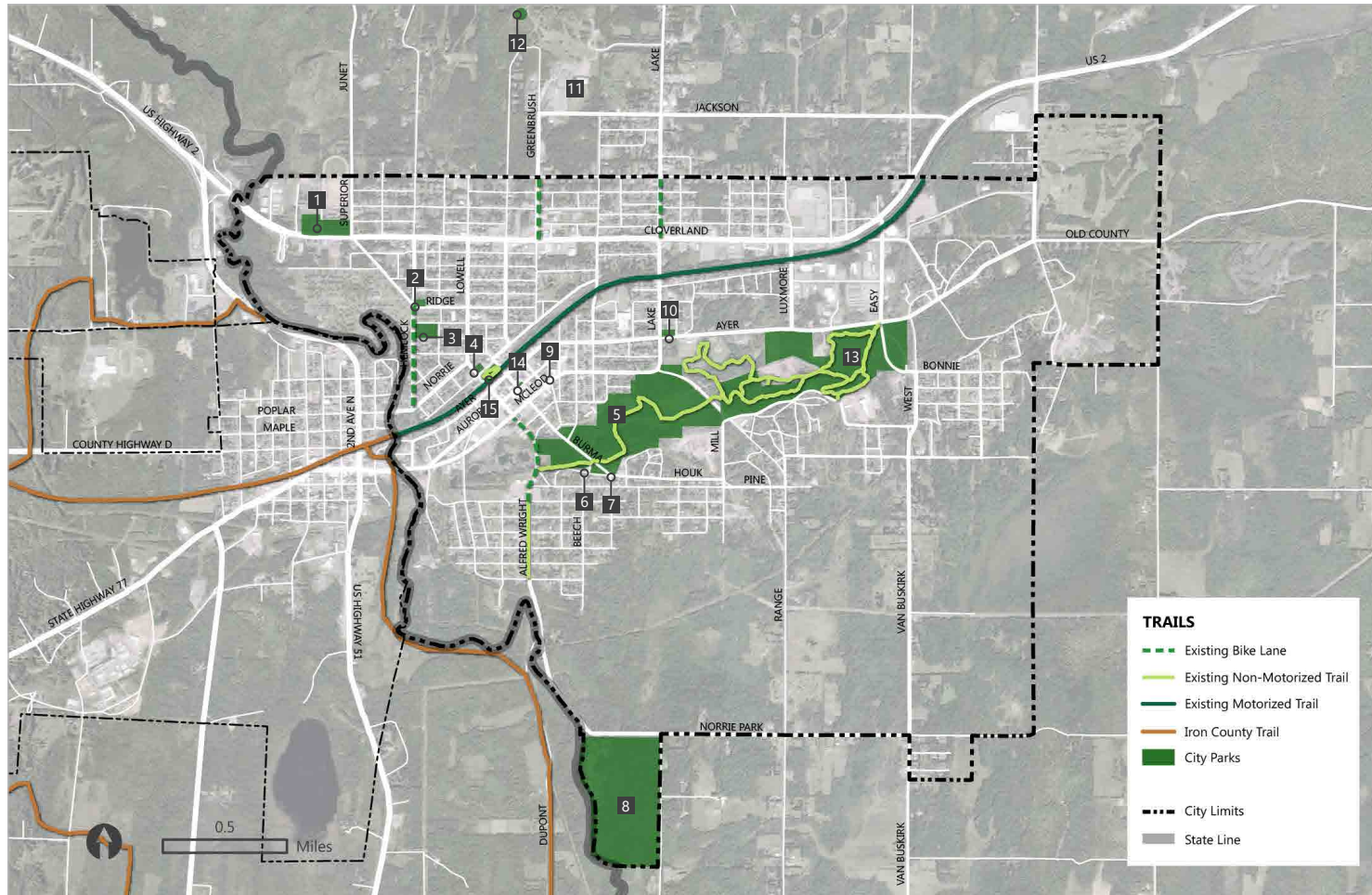
The Parks and Recreation Committee makes recommendations to the City Commission regarding park and recreation capital improvements. The City Commission has final authority over the parks and recreation system and decisions. All meetings are open to the public.

The City's Parks are managed by the Ironwood Public Works Department. Some services are contracted to local businesses. Volunteers and Organized groups support the City with maintenance and donations.

The City of Ironwood Parks and Recreation Committee communicates and collaborates with:

- Ironwood Planning Commission
- Ironwood City Commission
- Downtown Ironwood Development Authority
- Ironwood Area School District
- Gogebic Community College
- Local civic, community and recreation groups

FIGURE A-27. EXISTING LOCAL PARKS AND TRAILS



1. Curry Park
2. Patterson Tennis Courts
3. Longyear Park
4. Kuitunen Park
5. Little League Field
6. Hiawatha Park
7. Randa Field
8. Norrie Park
9. Municipal Building
10. Lake/Ayer St. Park
11. Pat O'Donnel Civic Center
12. Mt. Zion Overlook Park
13. Miners Memorial Heritage Park
14. Downtown Ironwood Pocket Park
15. Ironwood Historic Depot Park & Depot Building



Depot Park: Located in downtown, Depot Park features a public pavilion as well as the historic Depot Building; the park is also a regional trailhead and a popular venue for community events. (credit: Sam Davey)



Miners Memorial Heritage Park: Miners Parks was established as a public park in 2010 on the site of Ironwood's former iron mines; Plans for the park include expansion of recreational trails and interpretive displays showcasing Ironwood's mining history. Park improvement efforts are supported by the Friends of the Miners Memorial Heritage Park organization. (Credit: www.fmmhp.com)

TABLE A-11. IRONWOOD PARKS AND RECREATIONAL FACILITIES INVENTORY

Park & Classification	Size	picnic tables	grills	tennis courts	play equipment	basketball court (lighted)	parking lot	band shell	baseball field	spectator seating	concessions	restrooms	portable restrooms	pavillion	softball field (lighted)	walking paths	horseshoe pits	ice-rink	benches	cross country ski trails	community garden	Soccer field	football field	track	swimming pool	ski/snowboard/tubing	gymnasium	
Community Park																												
Longyear Park	3.22 acres	•			•	•		•					•			•												
Norrie Park	105 acres	•	•		•		•					•		•		•	•			•	•							
Miners Memorial Heritage Park	168 acres						•									•				•								
Municipal Memorial Building	n/a					•	•				•	•																•
Depot Park	3.3 acres	•					•					•		•		•			•									
Neighborhood Park																												
Kuitunen Park	.5 acres															•			•									
Hiawatha Park	1.04 acres				•																							
Lake & Ayer Street Park	.4 acres	•			•																							
Special Use																												
Pat O'Donnell Civic Center	30,000 sqft						•				•								•									
Curry Park	9.25 acres	•	•		•							•																
John Krznarich Little League Field	2.75 acres				•		•		•	•	•	•																
Randa Field	1.4 acres									•					•													
Mount Zion Overlook Park	1 acre	•										•							•									
Hiawatha Rotary Skate Park	1.2 acres	•					•						•															
Patterson Tennis Courts	.77 acres			•			•												•									
Mini-Park																												
Downtown Pocket Park	.08 acres															•			•									
Private Facility																												
Lindquist Student Center	n/a										•														•	•		•
Mount Zion Recreation Complex											•															•		
School-Park																												
LL Wright High/Norrie Elementary	2 acres				•		•			•												•	•	•				
Sleight Elementary School	.3 acres				•		•																					

Note: All parks are accessible

FIGURE A-28. EXISTING AREA RECREATION DESTINATIONS

COMMUNITY RECREATIONAL DESTINATIONS

The Ironwood area offers a variety of recreational opportunities, including: hundreds of acres of Gogebic County and Ottawa National Forest land; a multitude of cross-county and downhill ski areas; camping and hiking destinations; and access to Lake Superior and other local water bodies. Perhaps the most unique facility in the area is the Copper Peak Ski Flying Hill located north of Bessemer. While inactive as a ski jumping facility since the 1990s, Copper Peak has recently been granted approval by the Federation of International Skiing to renovate the facility to become the largest summer ski jump in the world. Figure A-28 shows recreation destinations in the Ironwood Area.

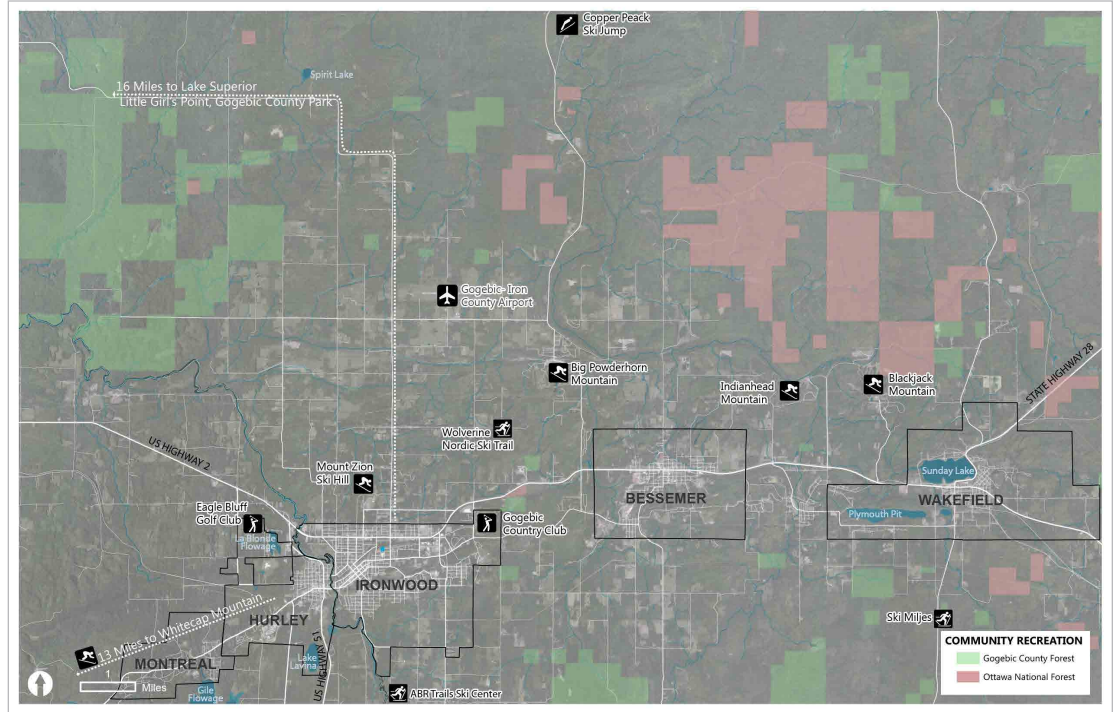
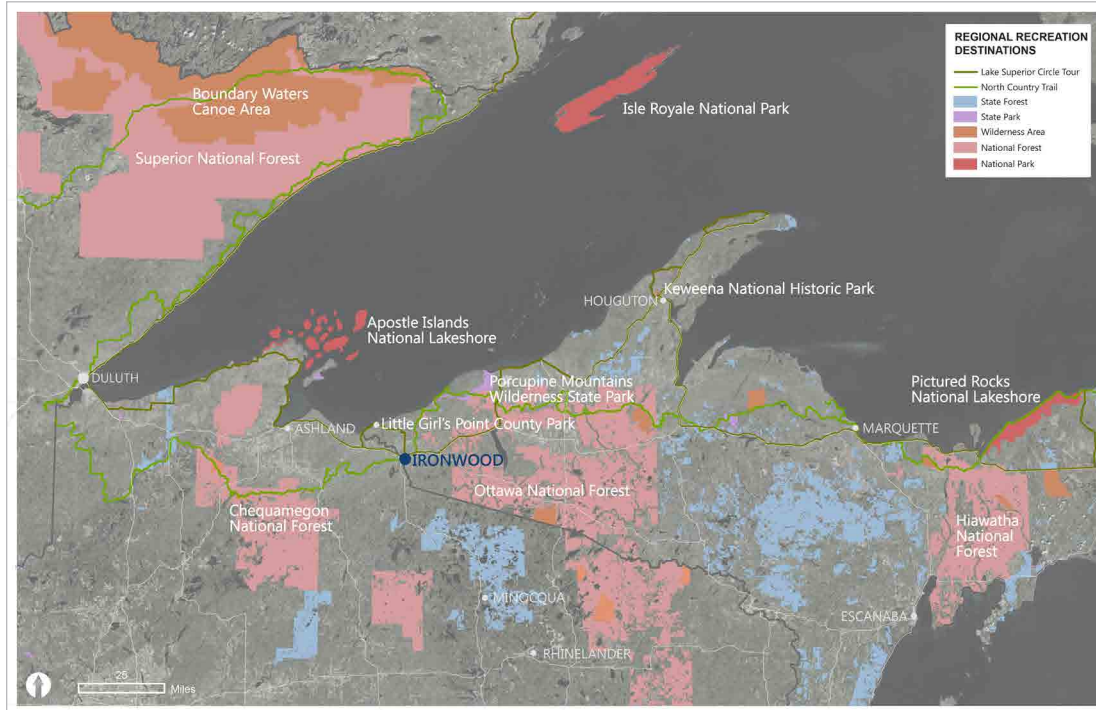


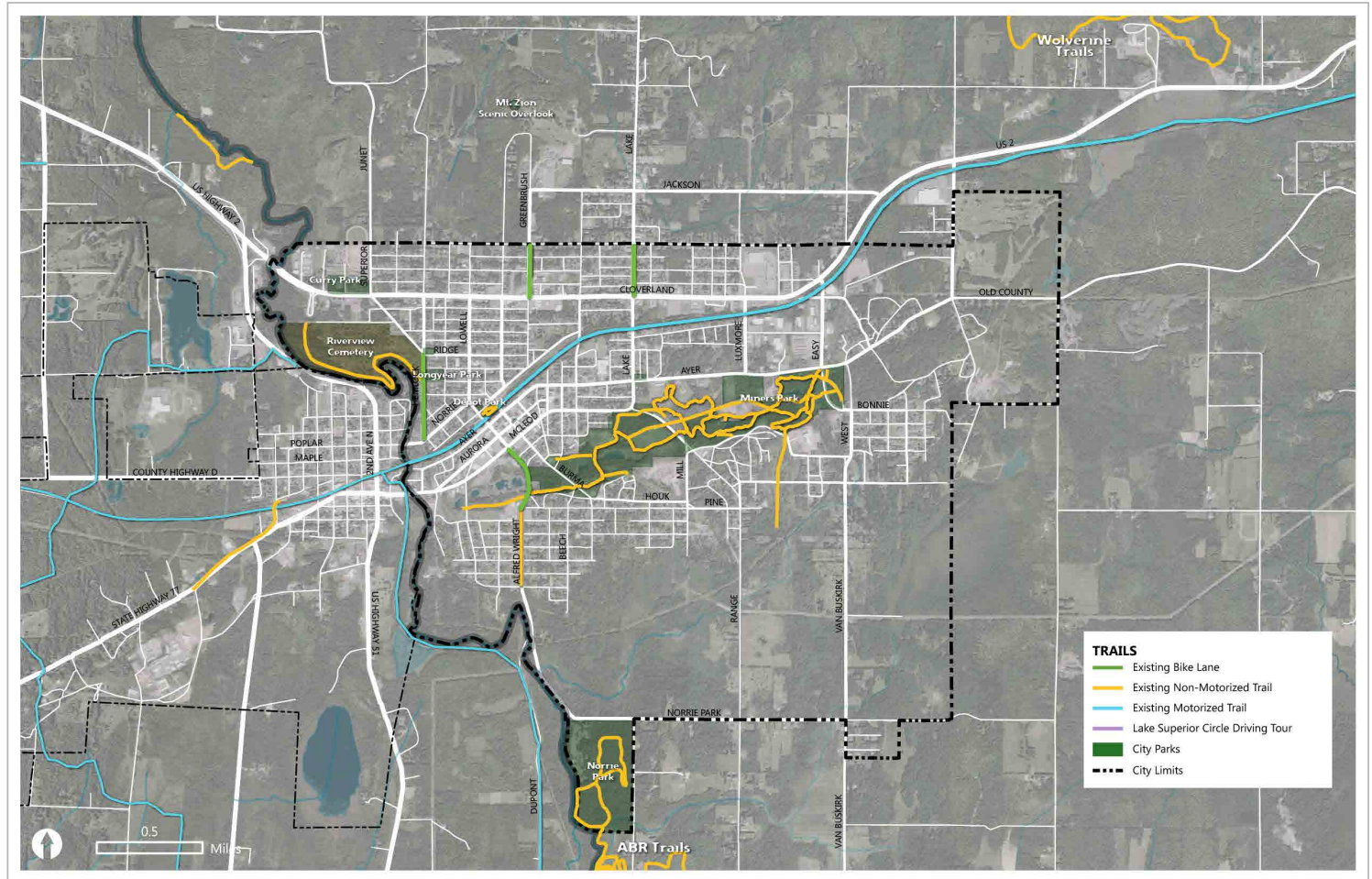
FIGURE A-29. REGIONAL RECREATION



REGIONAL RECREATIONAL DESTINATIONS

Regionally, Ironwood is situated in the midst of a very active outdoor recreation area, with land set aside for conservation and public use. Figure A-29 shows the location of major scenic and recreational amenities in the region.

FIGURE A-30. EXISTING TRAILS & BIKE LANES



TRAILS

Trails are a valued amenity in Ironwood. Many people use trails for snowmobiling, biking, hiking, skiing, walking, snowshoeing, and as part of their routine transportation. For the purposes of this report, trails are classified into five categories (as shown in figure A-30 above): Regional, Park, Connector, On-street Bikeway, and Driving Tour.

Regional Trails and Tour Routes

Regional trails include multi-use trails that make connections beyond the individual city. Regional trails in Ironwood include Michigan’s Western Gateway Trail, Gogebic Range Trail Authority

State Snowmobile Trail #2, and a temporary connector portion of the North Country Trail, a national hiking trail connecting New York and North Dakota.

Michigan’s Western Gateway Trail follows the railroad bed of the former Canadian National Railroad through downtown Ironwood. Snowmobilers and ATV riders have access to over 2,000 miles of trail from the Gateway Trail in Ironwood. Plans for a non-motorized addition to the trail in Ironwood include the transition of the abandoned Canadian National Railroad bed parallel to the existing Trail 2 to accommodate non-motorized uses.

TABLE A-12. IRONWOOD TRAILS INVENTORY

Trail & Classification	General Description	Uses						Surface
		Walk/ Hike	Bike	ATV	Snowmobile	Cross country ski	Snowshoe	
Regional Trail/Tour Route								
Western Gateway Trail/Gogebic Range Trail Authority Snowmobile Trail	Motorized trail connecting users from Wisconsin to thousands of miles of trails in Western Upper Peninsula. Proposed non-motorized section through Ironwood.			•	•			Unpaved with Exception of segment in Depot Park
North Country Trail (temporary connector)	Non-motorized national trail hosted by many land management units across multiple states. Policies vary by section	•				•	•	Varies across management units
Lake Superior Circle Tour	Scenic Driving Tour around Lake Superior							Paved (On-road)
Park Trail								
Miners Memorial Heritage Park Trails	Non-motorized system in Miners Memorial Heritage Park	•	•			•	•	Unpaved
Riverside Cemetery	Non-motorized network in Riverside Cemetery	•	•			•	•	Unpaved
On-street Bikeway								
NA	Bike lanes on portions of Greenbush Street, Lake Street, and Alfred Wright Boulevard		•					Paved (On-street)
Private Trail Facilities								
ABR trails	Private ski touring facility on over 1,100 acres, including a portion of Norrie Park					•	•	Unpaved
Wolverine Nordick Ski Trails	Operated by a non-profit, the Wolverine network is donation-based and open to the public		•			•	•	Unpaved

The Lake Superior Circle Tour, popular among motorcyclists, loops around Lake Superior along highways closest to the lake. The Michigan portion of the tour starts in Ironwood and extends to Sault Ste. Marie.

Park Trails

Park Trails in Ironwood can be found within Miners Memorial Park and Riverside Cemetery. Miners Memorial Park trails, with the exception of a motorized north-south crossing for ATVs and Snowmobiles, are non-motorized walking, biking, snowshoeing, cross-country skiing trails. Riverside Cemetery offers non-motorized trails for snowshoeing, hiking, and cross-country skiing.

Connector Trails

Connector Trails emphasize a safe mode of travel for non-motorized

users between parks and other community assets. There are several planned connector trails within Ironwood. See Figure A-30 for locations of such trails.

On-street Bike Lanes

Currently, Ironwood’s proposed on-street bike lanes outnumber the existing, but there are plans to make lengthy on-street connections for bikers.

Private Trail Facilities

Two private trail facilities contribute to the overall system within Ironwood; including The Wolverine Trial System and ABR Trails.

INFRASTRUCTURE

Community infrastructure includes the systems that provide drinking water, sanitary sewer, rainwater/snowmelt management, energy/power, and telecommunications technology. These “utility” systems include both underground and above ground infrastructure. As above ground infrastructure, their presence often has an impact on community image and identity, such as a water tower logo or iconic design, or massive power lines spanning a prominent corridor. Underground infrastructure is less visible, but keenly felt if, for example, the water does not flow or backs up where it shouldn’t.

Much of the infrastructure in Ironwood was built in the early 20th century when the community was experiencing its greatest growth. Since then, the city has been in more of a manage and maintain mode, with the exception of introducing new technology such as telecommunications infrastructure.

The following section highlights the basic elements and current status of the City of Ironwoods key infrastructure systems.

POTABLE WATER

Governance and Jurisdictional Agreements

Ironwood’s potable water system is managed by the City’s Water and Sewer Department. The city sells water at bulk rate to the City of Hurley, Wisconsin, and to a few customers in Ironwood Township.

Well Fields (water source)

The city currently has 6 wells that range in depth from 54 to 140 feet. The wells draw drinking water from two glacial aquifers. The well fields are the Big Springs and Spring Creek well fields and are located generally north/northwest of the city of Ironwood. The city has a well head protection plan/ordinance adopted in 2003 as a means to protect the well areas from land uses that could potentially threaten water quality.

Treatment System (water treatment)

The water treatment plant was originally built in 1923. In 1999, the plant underwent an expansion that increased and enhanced its ability to treat water drawn from the city’s wells for drinking needs. The plant currently has a capacity to treat 3.5 million gallons of drinking water per day. The current usage of treated drinking water is 0.75 million gallons per day. Significant capacity exists within the existing treatment plan for additional demand.

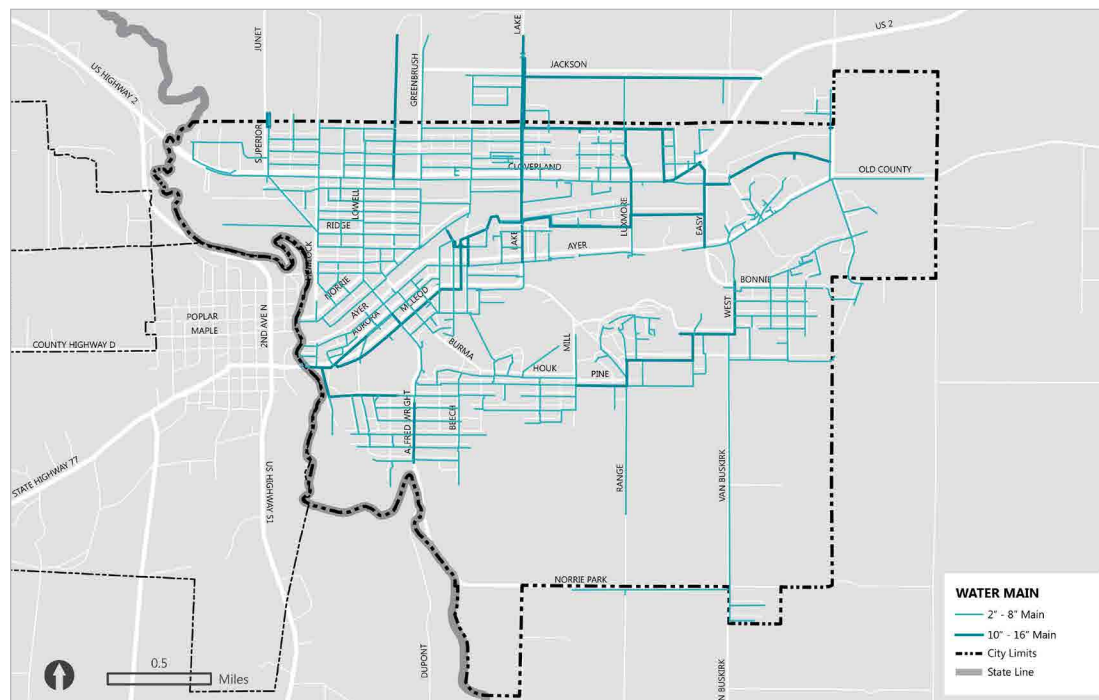
Water Towers (water storage)

The city has a water tower and an underground storage tank located at Mount Zion. These facilities provide sufficient storage capacity for Ironwood’s current and anticipated future water supply.

Distribution system (water distribution)

The City of Ironwood water pumping and distribution system is responsible for maintaining 63 miles of pipe that was built for a population of 15,000 people dating back to 1923. This system also includes approximately 500 fire hydrants and 2900 meter service connections. The City of Ironwood has been very fortunate during the past number of years of securing funding to replace the aging infrastructure. These improvements have replaced defective undersized mains as well as improve water flow. City staff annually repairs water breaks as well as maintain the system such as replacing meters, flushing hydrants and exercising valves.

FIGURE A-31. EXISTING WATER MAIN



Capital Improvement Plan

The city has a number of improvements planned in its CIP for water system improvements in addition to annual maintenance and fire hydrant replacements. Those improvements include Phase 3 of the US-2 Water System Improvements, Northeast Corridor Water System Improvements, a 16" Secondary Water Main expansion project, water main improvements on Florence Street, Best Street, Leonard Street, East Ayer Street and phase III of the Jessieville/Norrie neighborhood water and sewer project.

SANITARY SEWER

Governance

Sanitary sewer infrastructure is managed by the City through the Gogebic-Iron Wastewater Authority ("GIWA"). GIWA completed a master plan in 2010 that provides a thorough assessment of the existing wastewater treatment plant. In 2005, a Sanitary Sewer System Study was completed by Coleman Engineering to assess the existing sewer infrastructure and a plan for improvements to the system. GIWA includes the cities of Ironwood, Hurley and Ironwood Township.

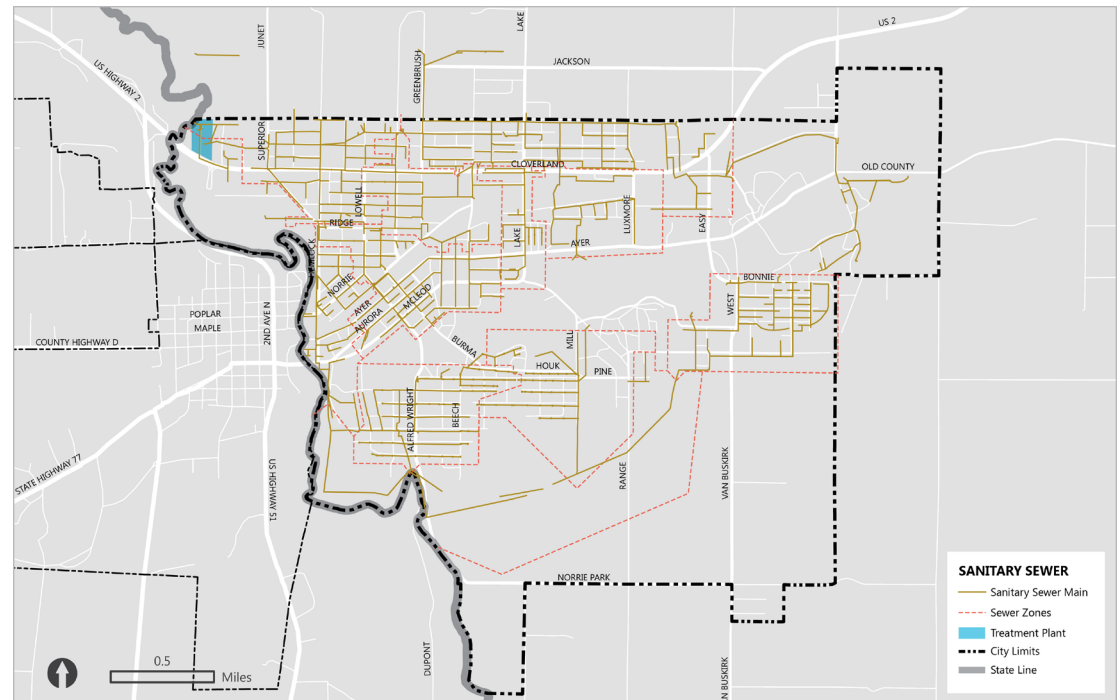
Plant age and capacity

The GIWA's treatment plant was completed in 1986, and it replaced the City of Ironwood's treatment plant, which was converted into the Flow Equalization Basin. Most of the major equipment is original and reaching the end of its designed useful life. The plant was designed to serve 14,914 people, with an average daily flow of 3.4 million gallons per day. At the 2010 census, the plant was serving 7,681 people (5,387 Ironwood residents, 1,547 Hurley residents, and 747 township residents). The treatment plant has an excess flow equalization and treatment process that stores and treats a portion of flows above 8.5 million gallons per day (mgd) and all flows above 10 mgd. The plant can treat up to 14 mgd with the excess flow systems.

Average flows at the plant in 2013 were 2.54 million (mgd) with peak flows of up to 11.5 mgd.

After water is treated, effluent outflows to the Montreal River. State and federal rules regulate the quality of the water that is released.

FIGURE A-32. EXISTING SANITARY SEWER



Collection System

The City of Ironwood maintains approximately 50 miles of sanitary sewer pipe, the majority of which is a gravity fed system.

Lift Stations

The City of Ironwood maintains one lift station in the community.

I/I issues

Peak flows increase during periods of heavy rain and spring thaw/snow melt. This pattern of increased flowage during these times is evident of inflow/infiltration problems where rainwater or snow melt water gets into the system through cracks or sump pumps in home draining directly into the system. This is a common problem with older sewer systems.

Capital Improvement Plan

The City annually budgets for sanitary sewer infrastructure replacement and maintenance. Key projects for more substantial infrastructure replacement and upgrades are associated with major street projects such as the current US 2 corridor improvements or recent improvements in Jessieville or Norrie neighborhoods.

FIGURE A-34. EXISTING ROADWAY FUNCTIONAL CLASSES

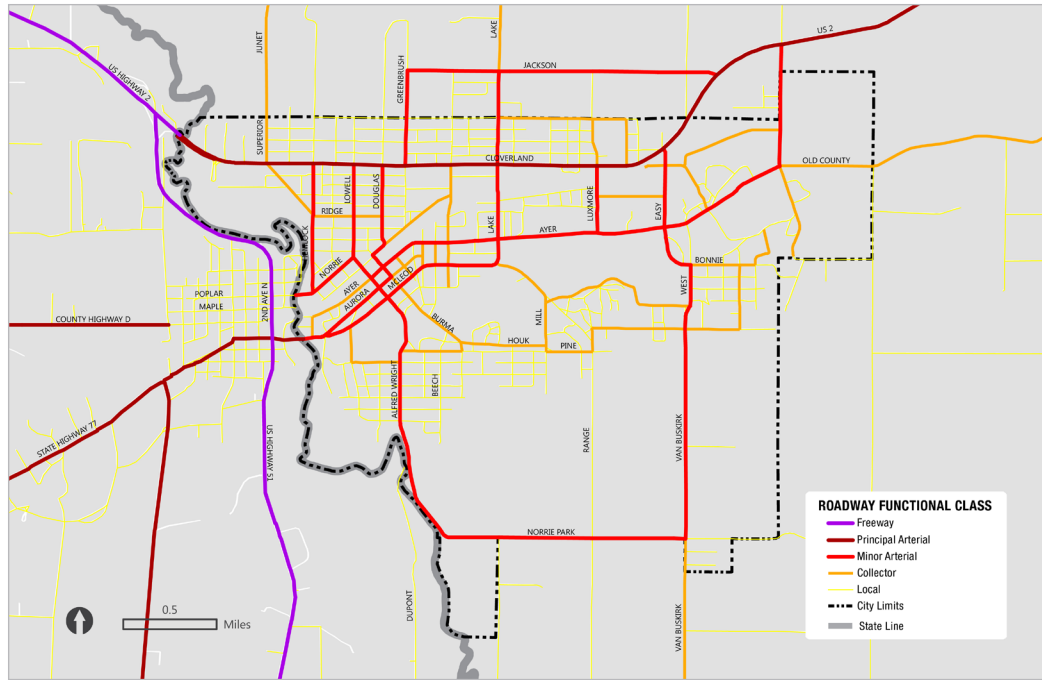
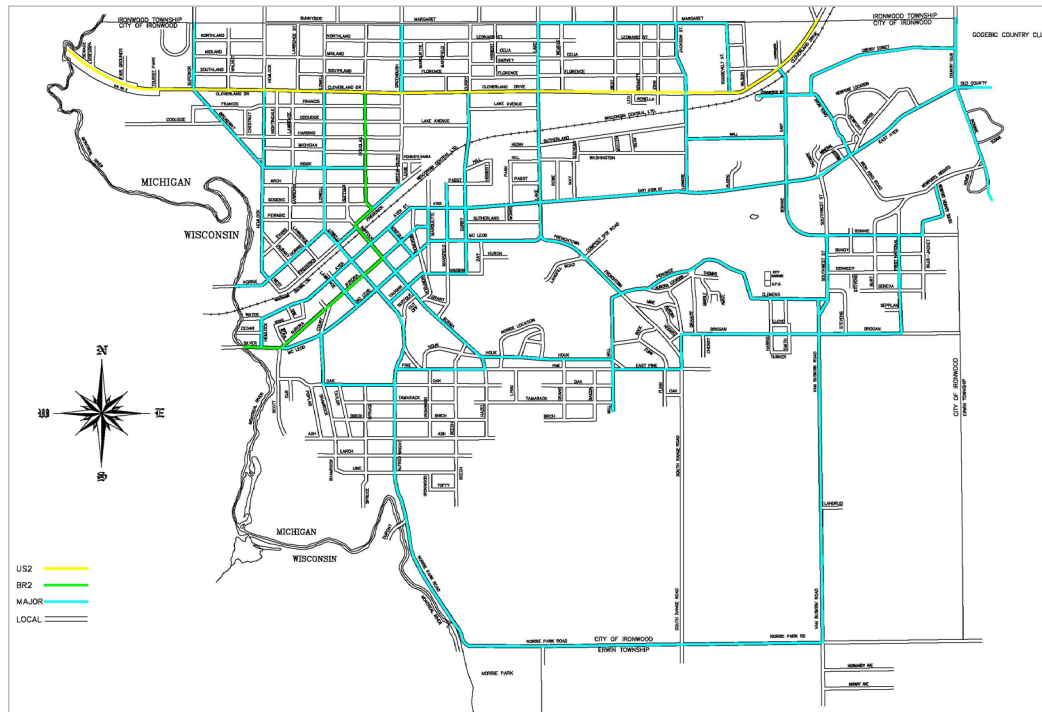


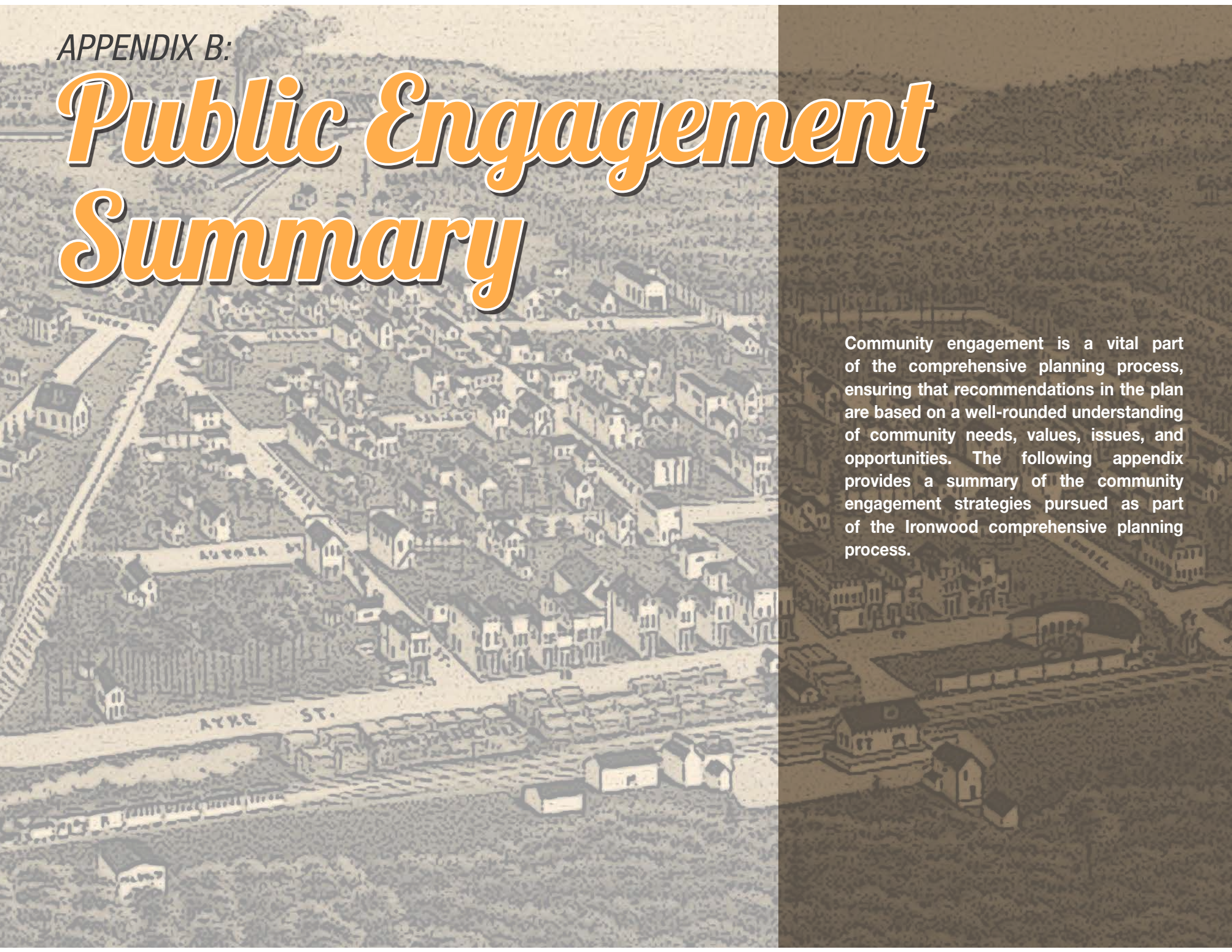
FIGURE A-35. ALL SEASON ROADS



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APPENDIX B:

Public Engagement Summary



Community engagement is a vital part of the comprehensive planning process, ensuring that recommendations in the plan are based on a well-rounded understanding of community needs, values, issues, and opportunities. The following appendix provides a summary of the community engagement strategies pursued as part of the Ironwood comprehensive planning process.

PUBLIC ENGAGEMENT SUMMARY

Community engagement is a vital part of the comprehensive planning process, ensuring that recommendations in the plan are based on a well-rounded understanding of community needs, values, issues, and opportunities. While land use and demographic analysis provide a baseline understanding of “facts on the ground” in the community, the voices, ideas, stories and observations of those who live, work, and play in Ironwood provide the critical expertise that shapes the values, vision, and priorities of the comprehensive plan.

Advisory Committee

The Ironwood city planning commission served as the advisory body for the comprehensive planning process. Over the course of the process, the planning commission held a number of special workshops prior to their regular meetings to review progress and comment on plan directions. The workshops were open for the general public to attend and listen to discussion.

Community Work Session - January 2014

As part of the planning process, City planning staff and the consultant team participated in a three-day work session in Ironwood to engage community members around comprehensive planning process and develop a preliminary vision and plan directions. Community members were invited to participate in several activities during this work session. Engagement opportunities included:

- Listening Sessions
- Hands-On Community Workshop
- Student Workshops
- Community Pin-Up

Hands-On Community Workshop

A hands-on community workshop was held on January 21st, 2014 in the Memorial Building auditorium. The goal of the workshop was to provide community members with an opportunity to learn more about the planning process; to engage in discussions about key issues and opportunities in the community; and to start to define a future vision for the city of Ironwood.

The two-hour workshop consisted of three parts:

1. A brief overview presentation by the consultants, including an overview of the comprehensive planning process, goals, and outcomes, as well as a “snapshot” of existing conditions in

the community based on census data, mapping analysis, and community survey responses received to date;

2. A hands-on “game board” activity designed to engage participants in small group discussions about issues in the community, priorities for future investment, and vision for the future of Ironwood (see example board below);
3. A group discussion in which participants shared out three “aha” moments from their small group discussions.

Game Board Activity:

The primary interactive activity of the community workshop involved a community “game board” designed to stimulate small group discussion across a range of topics. The game board activity walks participants through a series of questions about the community, asking for both individual preferences as well as consensus answers about key issues. Topics covered in the activity include: Parks and Recreation, Housing, Jobs, Shopping, Transportation, as well as general likes and dislikes.

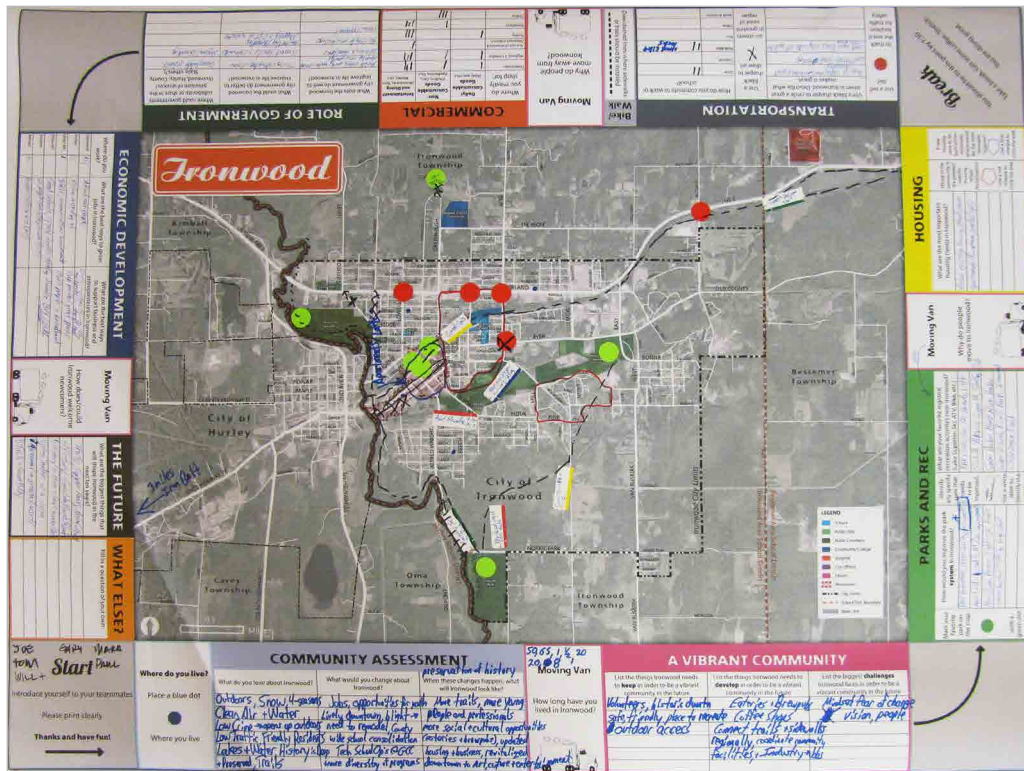
Three small groups of approximately 8 completed the game board activity at the community workshop. Two additional game boards were completed by Ironwood city staff following the open house; one game board was completed by Go-In Forward Next Generation group members; and two modified game boards were filled out by high school students during a series of classroom workshops held on January 23rd.

Listening Sessions

The listening sessions were intended to bring together community members with interest in or expertise around specific subject areas for facilitated conversation about key issues and opportunities related to that topic. The four subjects/groups addressed through the listening sessions were: (1) Business leaders and innovators; (2) Parks and Recreation; (3) Arts and Culture; and (4) Realtors, Bankers, and Developers. In total, over 30 community members participated in the listening sessions. See the listening session summary at the end of this chapter for more details on these discussion groups.

Student Workshops

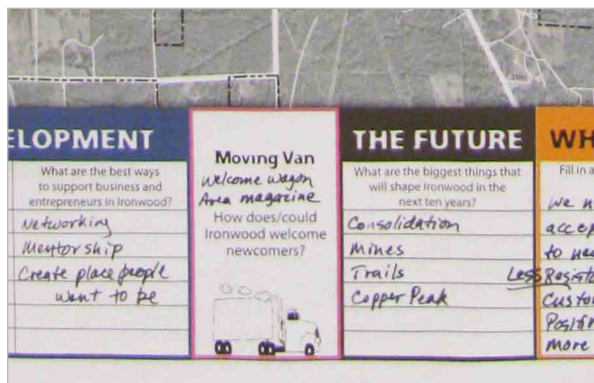
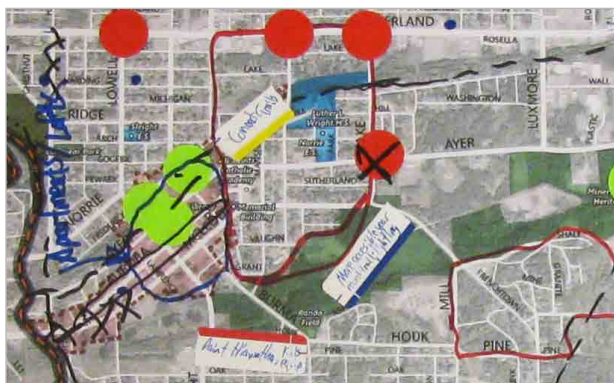
Consultants facilitated three student workshops at L.L. Wright High School, meeting with approximately 50 high school juniors to talk about city planning, the comprehensive plan update, student



Example of completed game board



Workshop participants engaged in the game board activity



perspectives on the community, and factors influencing their decisions to stay, leave, or return to Ironwood after high school. Students also participated in a modified version of the game board activity and filled out the community survey.

Community Pin-Up

At the end of the three-day work session, community members were invited to a pin-up session, an open house-style presentation in which the work completed by city staff and consultants was “pinned-up” for community comment and critique. Visitors were able to review the work, leave comments, ask questions, and generally weigh in on the direction of the plan’s vision and preliminary recommendations.

Community Open House - May 2014

A community open house was held on May 19th, 2014 in the Memorial Building auditorium. The goal of the workshop was to provide community members with an opportunity to review and comment on the content of the draft Comprehensive Plan. A series of presentation boards were displayed around the room providing summary materials of each chapter of the plan document. Post-it notes and comment cards were provided to participants to leave feedback on the draft plan. Consultant and City staff were available to answer questions as were various members of the Planning Commission and City Commission. The full draft plan was also posted online along with an online comment form. See the attached Open House Summary for key points of discussion from this event.

Other Engagement Tools

Project Website

A project website has been maintained throughout the planning process to provide information about the process, as well as notices about meetings and community engagement activities. Presentations and key documents produced through the planning process were posted to the website. Community members were also able to submit comments and suggestions through the site. A number of comments were received through the website and via email correspondence with community members. Such public input, while not captured explicitly in this summary, was catalogued and used to inform plan directions.

www.ironwoodcompplan.com.

Community Survey

An online Community Survey was made available through the project website to help solicit written feedback from the community and provide the planning team with a better understanding of key issues and priorities. The online survey was accessible from mid-November 2013 through the end of January 2014. A paper version of the survey was also sent out with November tax bills. Over 500 survey responses were received. For full survey results, see the summary at the end of this chapter.

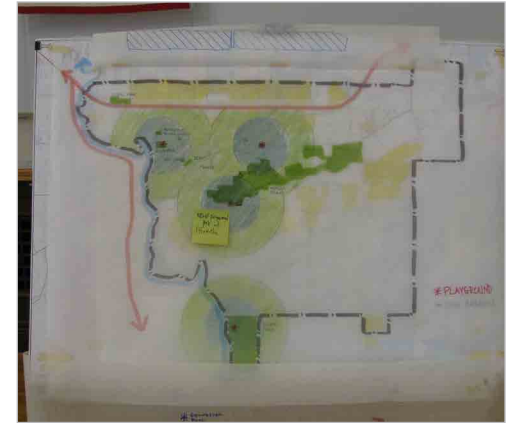
Postcards from the Future

The “Postcard from the Future” was a creative engagement tool used to encourage community members to imagine how Ironwood will look and feel in twenty years. The postcard prompts respondents to write a postcard addressed to a friend or family member from the year 2034, describing changes and improvements in the community. Postcards were distributed through the community workshop and other public events (see image on opposite page). Completed postcard are included at the end of this chapter.

Additional Documentation

Detailed summaries of public engagement activities are included as attachments at the end of this chapter:

- [Community Workshop Summary](#)
- [Listening Session Summary](#)
- [Completed Game Boards](#)
- [Postcards from the Future](#)
- [Community Survey Results \(Raw Data\)](#)
- [May Open House Summary](#)
- [Public Engagement Plan](#)
- [Newspaper Articles on Comprehensive Plan](#)



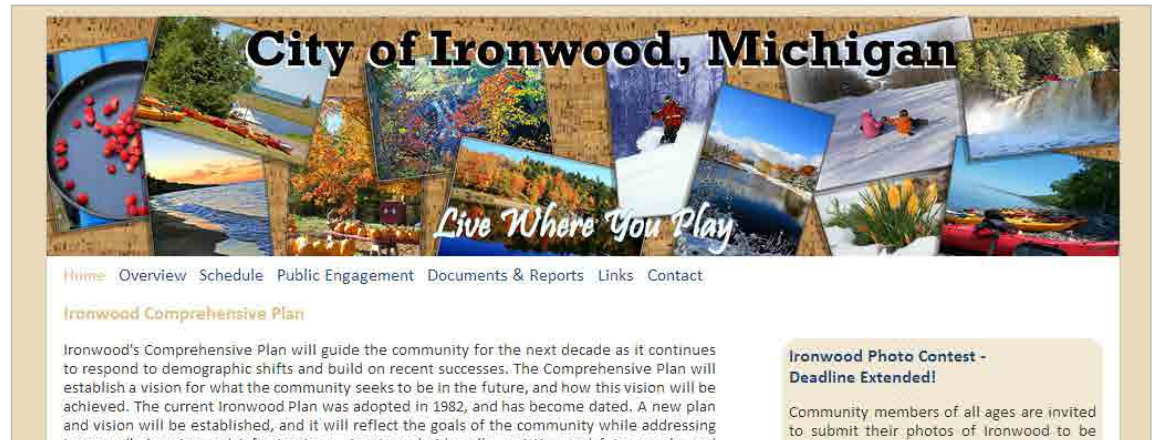
Consultant team working on preliminary plan concepts based on community input



Community pin-up session



Postcard from the future



Screenshot of project website (www.ironwoodcomplan.com)

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APPENDIX C:

Spark Plans!

Action planning for a better, brighter Ironwood

The Ironwood Comprehensive Plan is structured around an overarching vision and set of guiding principles as well as a number of goals and policies that will guide future investment, development, and redevelopment in the City. The plan recommends concrete strategies in support of the goals and policies in the plan. To ensure that this plan is an actionable document and that proposed strategies translate into concrete results, the City has developed a collaborative implementation and action planning tool known as “Spark Plans”.

Spark Plans are “mini action plans” that elaborate on strategies described in the Comprehensive Plan, providing additional details about the “who, what, where, and why” of a strategy and the key steps necessary to move toward implementation. Each Spark Plan also includes an Action Planning Worksheet that can be used by the City, as well as other public agencies, local businesses and organizations, community groups, and individuals, to develop detailed action steps around a particular strategy.

It Starts with a Spark...

WHAT IS A “SPARK PLAN”?

Spark Plans are “mini actions plans” that elaborate on strategies described in the Comprehensive plan, providing additional details about the “who, what, where, and why” of a strategy and the key steps necessary to move toward implementation. Each plan includes an **Action Planning Worksheet** that can be used by the City, as well as other public agencies, local businesses and organizations, community groups, and individuals, to develop detailed action steps around a particular strategy.

The Spark Plans are not only a tool for action planning, but a way to build support for the Comprehensive Plan and a mechanism for shared accountability. By establishing and tracking action steps and deliverables, the City and local organizations hold each other responsible for making progress towards the goals of the Comprehensive Plan

The City of Ironwood can use these plans to:

- Brainstorm next steps in implementing high priority strategies in the Comprehensive Plan
- Track progress against the plan
- Inform the Capital Improvement Plan (CIP)
- Build outside support for implementation of the plan

Individuals and Organizations can use these plans to:

- Brainstorm next steps towards implementation of Comprehensive Plan strategies
- Coordinate efforts with the City
- Take an active role in achieving the vision of the Comprehensive Plan

HOW DO I GET INVOLVED?

By enlisting groups and individuals in the community to participate in the implementation of the plan, the City can multiply the impact of its efforts and ultimately do more good for the community.

If you see a Spark Plan idea that you like and want to support through your organization, place of work, or individual efforts, make a commitment to act today! Complete the Action Planning Worksheet on the back of the Spark Plan and submit it to the City of Ironwood’s Community Development Office by August 1st of each year:

Michael Brown, Community Development Director
Memorial Building
213 S. Marquette Street
Ironwood, MI, 49938

Phone: (906) 932-5050
Email: brownm@cityofironwood.org

Upon receiving completed Action Planning Worksheets, City staff will follow up to establish next steps and coordination with City efforts.

The success of the Comprehensive Plan depends on the collective commitment and action of individuals and organizations.

The time to act is now. It starts with a spark...

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Entrepreneurial Support Spaces

What is it?

- Entrepreneurial support spaces are public or privately owned/managed spaces that provide services and facilities to support entrepreneurs, solo business operators, remote workers, and start-ups.
- Examples include co-working spaces, enterprise centers, small business support centers, etc.
- Facilities may include meeting spaces, computers, high-speed internet access, printers/copiers, and work stations.
- The spaces may also provide business advisory services, classes, workshops, and networking events.
- “Co-working” spaces offer services on a short-term or drop-in basis (typically fee-based).

Why do it?

- Offer an expanded level of service to entrepreneurs and other creative workers.
- Appeal to potential residents who want to work remotely or start a small business.
- Create space for business people to meet, interact, share ideas, and collaborate.

Who does it?

- An entrepreneurial support space could be implemented by a public agency (economic development entity or City), but more often a private sector, nonprofit, or cooperative venture.

How do you do it?

- Identify an owner/managing agency
- Look at best practices from other similar operations
- Define scope of facilities, programming, and services; engage potential users on the types of services desired
- Identify a space (Could utilize publicly owned spaces/facilities such as the library or memorial building- consider free or subsidized options)
- Develop a business plan to determine operating, management, and financing needs.

Where should it happen?

- Consider using publicly-owned spaces/facilities such as the library, memorial building, or other low/ cost subsidized options
- Locate in Downtown District

How is it measured?

- Successfully opening and maintaining a co-working space
- Monthly/annual number of members/users

Related Strategies:

- Strategy 3.3: Conduct Regular Land Use & Building Condition Inventories
- Strategy 3.4: Identify a Project Area for a Pilot Small Area Plan
- Strategy 6.3: Develop Economic Gardening Programs and Activities
- Strategy 6.4: Explore Workforce Development Opportunities
- Strategy 6.5: Enhance Downtown Business & Retail Environment

Connecting to the Vision & Guiding Principles

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A THRIVING COMMUNITY This strategy cultivates entrepreneurship and business innovation and leverages the skills, knowledge, and assets of institutions, business leaders and economic development entities.

A CONNECTED COMMUNITY This strategy creates a space for local businesses and entrepreneurs to connect and collaborate- and facilitate the sharing of knowledge and best practices

A GREAT DESTINATION By providing options for residents who work remotely or are sole operators, this strategy reinforces the message that Ironwood is a place that values creative workers and businesses and promotes innovation and collaboration.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: ENTREPRENEURIAL SUPPORT SPACES

ADDITIONAL RESOURCES:

- [Makerspaces: Supporting an Entrepreneurial System](#)
- [Michipreneur: Michigan's Startup Community](#)

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OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Business Retention Program

What is it?

- A formal program of scheduled monthly or quarterly meetings with local business owners and Ironwood Economic Development staff and/or Chamber of Commerce staff to learn about what businesses do, their long term plans, and how the City and community of Ironwood could help realize that vision.

Why do it?

- To better understand what businesses do and better connect them with possible resources or business to business opportunities
- To understand how the vision of the targeted business aligns with Ironwood's; are there synergies between the two? What can the City do to support that business to help create jobs and diversity.
- Understand what kind of support structure is needed for target industries and the community
 - › Labor force (technical training)
 - › Business support services (shipping, accounting, maintenance, legal, printing, marketing, etc.)
 - › Building and facility needs
 - › Land and technology needs (broadband or data storage)
- Understand the businesses employee base and make sure needs are being met
 - › Is there adequate housing for employees?
 - › Do local assets (parks, shopping, entertainment, schools, art/cultural facilities) meeting the desires, needs of employees?
- Connect business leaders and employees with opportunities for civic leadership and volunteer opportunities. Ways to give back or advocate for the City's Vision.

Who does it?

- City Staff, through community and economic development, would lead this effort by connecting businesses with resources and communicating city plans.
- Elected and appointed officials are also key to this effort as ambassadors to the City and as decision makers/advisors.
- The Chamber of Commerce should play a role in helping coordinate and participate in business calls. Each trip/meeting to a business should have one staff resource and one or two elected/appointed officials.

How do you do it?

- Establish an achievable goal of number of desired visits to conduct in a year. This may be one per month or 2 per quarter.
- Establish a database of local businesses sortable by size, type, market, etc. Use this to set an annual calendar identifying general days for visits. Meetings should be somewhat informal.
- Assess previous visits annually; what worked well, how can the visits be improved and made more productive.

How is it measured?

- Number of visits made (based on size of business)
- Economic development that can be attributed (in part or wholly) to the visits:
 - › New jobs
 - › New businesses started up or brought to the Ironwood community
 - › Expansion (in square feet) of existing businesses
- Reputation/identity/image of Ironwood as a great place to do business (survey or response from the business community, quotes, thank you notes)

Related Strategies:

- Strategy 6.2: Develop a Business-Supportive Zoning and Regulatory Environment
- Strategy 6.3: Develop Economic Gardening Programs and Activities
- Strategy 6.4 Explore Workforce Development Opportunities
- Strategy 6.5: Enhance Downtown Business & Retail Environment
- Strategy 6.9: Coordinate Local and Regional Economic Development Efforts

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A THRIVING COMMUNITY This strategy encourages entrepreneurship, and business innovation- and could potentially improve economic opportunity for residents by leveraging the strength of business leaders and economic development entities.

A COLLABORATIVE COMMUNITY This strategy encourages local businesses to communicate with individuals outside of their normal sphere of business, and strengthens the networks that act as support systems for local businesses.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN #3:

Revolving Loan Fund

What is it?

- An investment tool where low interest (or zero interest) loans are provided, and proceeds from loan pay backs are then reinvested.
- It starts with an infusion of seed money that will get the program started, either as a onetime infusion of city funds, grant money or philanthropic contributions.
- The city currently has an existing program funded through federal grant monies. These programs have limitations and are not always an ideal fit for Ironwood's needs. This spark plan is about establishing a local revolving loan fund that is specifically made for Ironwood rather than trying to fit Ironwood to meet federal program criteria.

Why do it?

- To help stimulate job creation
- To help improve existing older facilities (modernize from a technology and functional capacity)
- To help with removal of blight
- To help enhance Ironwood's image

Who does it?

- This is an opportunity for a collaborative effort between the City of Ironwood, philanthropic organizations, and the investment community (financial institutions and banks).
- The Economic Development Corporation would be the lead entity with City Staff resources overseeing the administration, marketing (assistance from the Chamber of Commerce) and promotion of the program.
- Local banks/lenders would administer the program and collect a fee for the administration.

How do you do it?

- Establish the goals and objectives of the program.
- Define the eligibility criteria for funds (small businesses, startup businesses, available equity... does not necessarily have to be "need based" but instead more incentive to make investments.)
- Define the uses for the funds (build out of space-redevelopment focused, technology upgrades, short term lease relief, signage and landscaping.)
- Collaborate with banks/lenders to establish the underwriting procedures and processes (work with lenders to administer the loans) – determine if it is 0 interest or low interest.
- Raise seed funds to start the program.
- Target market the program to the most eligible candidates that present the least risk and greatest reward – promote it through chamber, business retention visits, local lenders. Target highly visible areas (Highway 2 Corridor, downtown Ironwood, approach corridors into downtown, industrial park.)

How is it measured?

- Amount of funds loaned out
- Amount of funds paid back
- Amount of seed money raised
- Square feet of sites improved
- Types of improvements made
- Job creation/ business starts attributed to the loans

Related Strategies:

- Strategy 6.1: Invest in Quality of Life
- Strategy 6.3: Develop Economic Gardening Programs and Activities
- Strategy 6.5: Enhance Downtown Business & Retail Environment
- Strategy 6.9: Coordinate Local and Regional Economic Development Efforts

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A THRIVING COMMUNITY This strategy leverages the strength of business leaders, economic development entities, and the investment community to create a supportive environment to grow new businesses, and attract new people and ideas to the community

A CONNECTED COMMUNITY This strategy encourages strong community connections and technology infrastructure as well as a culture of giving, partnership, collaboration, and shared prosperity.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: REVOLVING LOAN FUND

ADDITIONAL RESOURCES:

- [Council of Development Finance Agencies Spotlight: Revolving Loan Funds](#)
- [Pure Michigan](#)

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Action	Owner	Deadline

Business Mentorship Program

What is it?

- A formalized program that connects experienced business people and entrepreneurs with new start-ups or young and emerging business professionals and leaders.

Why do it?

- Provide support for new entrepreneurs and businesses and transfer knowledge to potential business owners.
- Support job creation and business development.
- Promote collaboration and help foster a friendly and connected community.
- Provide avenues for people to “give back” to the community through mentorship.
- To expand Ironwood’s reputation as a successful, business friendly community.

Who does it?

- Chamber of Commerce
- Economic Development Corporation and staff
- Gogebic Community College
- Ironwood Community Schools
- Local business leaders, CEOs and individuals in management positions

How do you do it?

- Establish the program in writing and recruit mentors to pair with interested mentees.
- Consider creating an online database that can be used to search available mentors and filter them by areas of expertise, personal interests, time availability, or other key criteria.
- Market and promote the program through community events, civic clubs and organizations, schools and Gogebic Community College.
- Reward and or acknowledge participation through an annual event, banquet, or appreciation dinner.

How is it measured?

- Number of mentor and mentee participants
- Image as presented through public opinion
- Job growth or business startups that can be attributed to the program, either in part or in whole

Related Strategies:

- Strategy 6.1: Invest in Quality of Life
- Strategy 6.3: Develop Economic Gardening Programs and Activities
- Strategy 6.5: Enhance Downtown Business & Retail Environment
- Strategy 6.6: Market the Community
- Strategy 6.7: Encourage Events and Festivals in the Community
- Strategy 6.9: Coordinate Local and Regional Economic Development Efforts

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A CONNECTED COMMUNITY This strategy fosters the connections between those striving to improve themselves and their community and those who have experience and knowledge, resulting in a relationship that is beneficial to Ironwood and beyond.

A THRIVING COMMUNITY Mentorship is a critical part of cultivating the next generation of entrepreneurs and business innovators, and is part of creating a supportive environment for new businesses.

A FRIENDLY COMMUNITY Offering new or fledgling business leaders the opportunity to learn from a seasoned business veteran sends a welcoming message that Ironwood is an inviting place of opportunity.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: BUSINESS MENTORSHIP PROGRAM

ADDITIONAL RESOURCES:

- [National Mentoring Partnership](#)
- [Pure Michigan](#)
- [Riverland Community College](#), Albert Lea, Minnesota

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Business Incubator

What is it?

- A business incubator is an organization that helps with the establishment and success of startup and early stage businesses.
- It lowers barriers to entry for entrepreneurs by providing a variety of low-cost/subsidized/free services for start up businesses – particularly space for new businesses to start out before seeking permanent locations.
- Business incubators are designed to support small business creation.
- Incubating business may receive free or subsidized rents.
- A business incubator may include entrepreneurial support spaces.
- Programs may provide training and technical assistance.
- Incubators may or may not have a physical location.

Why do it?

- Support new business creation in Ironwood by lowering barriers to entry.
- Enhance the image of Ironwood as a small business friendly/supportive community.
- Activate underutilized retail, office, and industrial space in the community.

Who does it?

- Economic development entity, non-profit, or city
- May utilize existing businesses as mentors/technical advisors
- Could be supported through partnerships with local educational institutions, foundations, and public agencies

How do you do it?

- Look at the entrepreneurial potential in your community, and match your services to their needs by identifying potential incubator clients and businesses.
- Be flexible: should your incubator be more traditional, serving a variety of business types, or geared more towards a specific segment of business such as retail or food service.
- Develop a financial plan for your incubator, likely piecing together funds to support the program.
- Develop an application process and criteria and for selecting potential clients.

How is it measured?

- How many clients are served annually, and how does it compare to previous years?
- What is the longevity of incubated businesses; what percentage make it past 3, 5, 10 years?
- How many jobs are created with the help of incubation?
- What are the salaries paid through incubated businesses, and how do they compare to local, regional, and state averages?

Related Strategies:

- Strategy 6.1: Invest in Quality of Life
- Strategy 6.3: Develop Economic Gardening Programs and Activities
- Strategy 6.5: Enhance Downtown Business & Retail Environment
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A THRIVING COMMUNITY This strategy cultivates entrepreneurship and business innovation and leverages the skills, knowledge, and assets of institutions, business leaders and economic development entities.

A GREAT DESTINATION By supporting new businesses Ironwood showcases its value for entrepreneurs, creative workers and businesses, and promotes innovation and collaboration.

A FRIENDLY COMMUNITY Offering new or fledgling businesses supportive services signals that Ironwood is an inviting place where newcomers to the business world are welcome and encouraged.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: BUSINESS INCUBATOR

ADDITIONAL RESOURCES:

- [National Business Incubator Association](#)
- [Pure Michigan](#)
- [Michigan State University](#) (Innovation and Entrepreneurship)

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Action	Owner	Deadline

Pop-up Storefronts

What is it?

- A pop-up shop is a temporary or start up business that occupies a vacant storefront or work space, typically at a reduced rent and on a short-term lease.
- In some cases, the temporary business is able to grow into a permanent arrangement, paying full rent in the space-or moves on to another permanent site.
- A “Pop-up” project can be a retail storefront, gallery, park, or other public or private space improvement that is installed on a temporary or seasonal basis.

Why do it?

- Activate and invigorate underutilized spaces in the community.
- Foster new businesses and artistic endeavours.
- Allow entrepreneurs to test their business ideas and skills in a lower risk environment.
- Provide new options for goods and services for citizens.
- Create interim revenue/rent generating uses for otherwise vacant or under-utilized properties.

Who does it?

- An economic development entity
- The City
- A non-profit organization

How do you do it?

- Identify, inventory, and advertise vacant or underutilized retail properties that could be utilized on a short-term basis, including
 - › City-owned spaces
 - › Privately owned spaces with cooperating and supportive property owners
- Match spaces to the needs of local artisans, makers, craftspeople, etc.
 - › What will they use the space for?
 - › How long do they want to use the space for- a weekend, a week, a month, the holiday season?
 - › Are their dates flexible?
 - › Do they have location requirements or limitations?
 - › What is their budget?
 - › Do they carry any necessary licenses (ie. catering)
 - › Would they be interested in a shared pop-up?
- Establish terms of the agreement
 - › Payment amount and terms
 - › Duration of pop-up

Where do you do it?

- Downtown Ironwood or in any other vacancies within a commercial node

How is it measured?

- Formal and informal feedback regarding program success from:
 - › Pop-up business owners
 - › Property owners
 - › Customers/citizens
 - › Neighboring business owners
- Rate of transition for pop-up businesses into permanent locations

Related Strategies:

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A THRIVING COMMUNITY This strategy cultivates entrepreneurship and business innovation and leverages vacancies to benefit individuals and the community

A FRIENDLY COMMUNITY An active, busy downtown contributes to an atmosphere of a friendly and inviting community, and filling vacant spaces, even temporarily, improves the communities image.

A GREAT DESTINATION By repurposing and enlivening vacant storefronts, Ironwood can share the creative talents of locals with visitors to the historic downtown, capturing those that come to the area from around the world.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

Economic Development Coordination

What is it?

- An effort to align the more than 20 organizations and agencies that provide various degrees of economic development services to the City of Ironwood. These organizations range from federal to local organizations, some public, some private, and some nonprofit groups. Some groups focus on workforce development, some focus on marketing and promotion, others focus on physical capital and investments.
- A resource or tool that aligns key mission/purposes of agencies and organizations with project needs.
 - › A spreadsheet/matrix, flow chart graphic, etc.
- The challenge lies with coordinating the various entities that provide services, with the intent to better streamline efforts to enhance the community's quality of life and economic development position within the Upper Peninsula region.

Why do it?

- Strengthen the connection between agency/organization resources.
- Quicken the response times to align Ironwood economic development projects to funding or partnership opportunities.
- Improve Ironwood's (and the UP) competitive position.
- Minimize duplication of economic development efforts.

Who does it?

- Community/Economic Development Director
 - › Economic Development Corporation
 - › Chamber of Commerce

How do you do it?

- Determine the best format of the tool (i.e. spreadsheet, flow chart graphic, interactive online database).
- Identify various agencies and organizations and their respective missions, or charges;
 - › Collaborate with executive directors or key staff from various organizations.
- Roll out the tool through an on-line function on City Web Site and link to area resource pages.

How is it measured?

- Number of hits on web page
- Turn around times for Ironwood projects working with various agencies/organizations
- Volume of collaborations between Ironwood and agencies and organizations

Related Strategies:

- All Economic Development Strategies

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A FRIENDLY COMMUNITY By providing tools and resources that are easy to use and understand, and that maximize the efficiency of time resources, Ironwood improves upon its image as a friendly community.

A THRIVING COMMUNITY This strategy cultivates entrepreneurship and business innovation and leverages the resources, knowledge, and assets of federal, state, regional, and local economic development entities.

A CONNECTED COMMUNITY This strategy strengthens the relationship among economic development oriented agencies and organizations. Clarifying roles and responsibilities can help streamline efforts, reduce conflict, and help achieve the bigger goal of a thriving community and region.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: ECONOMIC DEVELOPMENT COORDINATION

ADDITIONAL RESOURCES:

- [Pure Michigan \(MEDC\)](#)
- [Rocky Mountain Institute Economic Renewal Guide](#)
- [Michigan State University \(Innovation and Entrepreneurship\)](#)

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Action	Owner	Deadline

Citywide Arts Plan

What is it?

- A community-wide arts master plan developed with community partners (particularly the Downtown Art Place)
- The plan coordinated future public, private, and community-led investments in public art.
- This may include planning for mural projects, artists housing/lofts, events/festivals, community-led activities, arts in the schools- as well as art integration in parks/infrastructure.

Why do it?

- Establish policy guidance, coordinate, and leverage public/private investments in public art installations.
- Support and enhance Ironwood's arts and overall image.

Who does it?

- Downtown Art Place
- Chamber of Commerce
- Local artists and art enthusiasts

How do you do it?

- Work collaboratively with the DAP, its partners, stakeholders, and the community.
- Involve key artists in the strategic planning and design of public art installations.
- Develop a compelling city-wide vision for public art installations within the community.
- Prepare concept designs and implementation details for key public art spaces.
- Provide key design guidelines that can be incorporated into City development policies and procedures.

Where do you do it?

- Across the City at places that would benefit from the presence of art or the process of making art

How is it measured?

- Completion of a city-wide master plan
- Number of new art installations
- Dollars invested in public art
- People hours dedicated to developing public art

Related Strategies:

- Strategy 3.1: Update City Ordinances
- Strategy 4.2: Prepare a Wayfinding Master Plan
- Strategy 5.8: Incorporate Public Art into Parks and Open Space

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A FRIENDLY COMMUNITY By providing a clear policy and planting seed for public art, Ironwood can present a unique, interesting, and welcoming image.

A GREAT DESTINATION The interest and intrigue behind unique pieces of public art can help make Ironwood a destination for the art community. It also can help in making Ironwood a year round destination.

A RICH STORY This strategy has a great potential to help tell the many stories of Ironwood through public art.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: CITYWIDE ARTS PLAN

ADDITIONAL RESOURCES:

- [Pure Michigan \(Council for Arts and Cultural Affairs\)](#)
- [Forecast Public Art](#)
- [Michigan City, Indiana](#)
- [Allen, Texas](#)
- [Lakewood, Colorado](#)

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Neighborhood Branding/Identity

What is it?

- A Neighborhood Brand or Identity is a unifying idea that represents the character and experience of a neighborhood.
- It is a program that recognizes key neighborhoods by name.
- It includes Mapping and signage that identifies neighborhoods.
- Identification of a neighborhood identity
- Creates opportunities for neighborhood gathering and celebration.

Why do it?

- Build on existing assets and histories to help create a sense of place in Ironwood's neighborhoods.
- Develop and encourage connections between neighbors.
- Create a sense of pride.
- Help with wayfinding in the community.
- Memorialize history.

Who does it?

- Neighborhood leaders and groups
- Community service officers

How do you do it?

- Develop a neighborhood map based on existing neighborhoods, unique features such as historic plats, mine shafts, schools or other identifiers.
- Enlist the help of a local artist to create a distinctive neighborhood map.
- Distribute the map to potential and new residents, tourists, and visitors.
- Offer funds or matching grants to neighborhood groups to install neighborhood markers such as a mural, gateway icon, interpretive piece, other art installation.
- Coordinate and host neighborhood gatherings, festivals, events.

How is it measured?

- Number of neighborhoods formed
- Number of people participating in events
- Feedback from realtors and community members

Related Strategies:

- Strategy 4.2: Prepare a Wayfinding Master Plan
- All Park Strategies, to a degree
- Strategy 6.7: Encourage Events and Festivals in the Community
- Strategy 6.13: Promote Neighborhood Capacity Building

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A RICH STORY Promoting neighborhood identities that build on local heritage helps tell the stories of Ironwood, celebrating the histories of work, family, and community.

A FRIENDLY COMMUNITY This strategy encourages the beautification of public spaces and infrastructure by providing a framework for groups to initiate improvements that promote the communities identity.

A GREAT DESTINATION Distinctive, vibrant neighborhoods help make Ironwood a destination that provides an experience that can be found no where else in the world, attractive to visitors and residents alike.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

Historic Preservation & Interpretation

What is it?

- An inventory of historical/cultural places, structures, and events in the City of Ironwood. This could be a database connected to points on a map using Geographic Information System software.
- The inventory would identify location, age or era, and key characteristics that make it an important part of Ironwoods history.
- A plan with specific policies and procedures that guide the City of Ironwood and residents in rehabbing, restoring, or redeveloping property that might be historically significant.
- Provides the intellectual baseline for evaluating individual properties.
- Ideas for telling the story of Ironwoods past building off of existing efforts such as the Depot and the Memorial Building museum.

Why do it?

- To provide an intellectual baseline for evaluating individual properties historical significance.
- To help tell the story of Ironwood to residents and visitors.
- To create interest and intrigue providing residents and visitors with entertainment opportunities.
- To be able to leverage the economic development potential of historic and cultural resources.

Who does it?

- Historic Preservation Commission
- Historians and history enthusiasts
- Students (college/high school)

How do you do it?

- Prepare a work plan with key tasks:
 - › Develop policies and procedures that address historical, cultural, and economic factors
 - › Establish a web site through the Ironwood Historical Society and engage the community in the discussion through meetings and online engagement
 - › Develop historical context: inventory existing properties for historic significance and document chronology of historic events
 - › Conduct inventory and historic designation studies and full designation evaluations (consultant expertise necessary)
- Prepare plan – volunteer led or hire an historical/cultural resources planning expert.

How is it measured?

- Plan is completed and embraced by the community
- Number of installations of historic interpretation
- Number of historic structures rehabbed or preserved

Related Strategies:

- Strategy 3.1: Update City Ordinances
- Strategy 3.3: Conduct Regular Land Use and Building Inventories
- Strategy 4.2: Prepare a Wayfinding Master Plan
- Strategy 5.8: Incorporate Public Art into Parks and Open Space
- Strategy 6.7: Encourage Events and Festivals in the Community
- Strategy 6.8: Develop Unique Local Assets

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A THRIVING COMMUNITY and **A COLLABORATIVE COMMUNITY** History is made every day. Modern day economics create challenges in preserving and restoring the past. Historic and cultural resources can be a key part of Ironwoods economic resilience. To make it happen, requires collaboration among long time residents and new comers, business owners and residents.

A FRIENDLY COMMUNITY Preserving, interpreting, and restoring significant parts of Ironwood’s past shows a great deal of respect for a community’s history

A RICH STORY As a community of stories, this spark plan is all about bringing the stories out into the community to celebrate the community’s assets and look for lessons that might influence the future Ironwood.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: HISTORIC PRESERVATION & INTERPRETATION

ADDITIONAL RESOURCES:

- [Historical Society of Michigan](#)
- [Annual Upper Peninsula History Conference](#)
- [Ironwood Historical Society](#)
- Memorial Building Museum
- City Assessors Data

Action Planning Worksheet!

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OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Housing Market Study

What is it?

- A study that includes an inventory of available housing supply (existing housing stock) and an analysis of current housing demand based on demographic analysis and projections
- Key components typically include:
 - › Existing housing inventory: types, age, condition and price
 - › Current population mix: household type, age, income, persons/per household
 - › Project change in population – persons per household – total households – type of households
- Demand measured in number of units for various housing types: by tenure (owner vs. renter), by type (single family, apartment, townhome, etc), by income (market rate vs. subsidized), and senior housing

Why do it?

- Better inform housing strategies that achieve the goal of maintaining a balanced housing supply of life cycle housing options.
- Support investors/lenders in understanding housing demand.
- Help target specific housing redevelopment or rehabilitation programs to areas of greatest need.
- Market housing and development opportunities to the community.

Who does it?

- Consultant or staff specializing in market research and housing
- Community Development Department
- Economic Development Corporation

How do you do it?

- Conduct data collection and research;
 - › Survey housing inventory and review assessor data.
 - › Collaborate with realtor/brokers, home builders, and lending institutions to collect sales information and housing trend data.
 - › Interview landlords, senior housing, and public housing providers to understand existing vacancy rates.
 - › Interview hotel/motel owners to determine if hotel/motel units serve as longer term housing trends.
- Conduct in depth demographic research and project household growth by household type.
- Determine demand based on existing housing stock, vacancy rates, and household growth projections.

Related Strategies:

- Strategy 3.1: Update City Ordinances
- Strategy 3.3: Conduct regular land use and building condition inventories
- Strategy 6.1: Invest in Quality of Life
- Strategy 6.6: Market the Community
- Strategy 6.10: Encourage Housing Rehabilitation
- Strategy 6.11: Support Infill & Redevelopment
- Strategy 6.12: Market Housing Assets
- Strategy 6.13: Promote Neighborhood Capacity Building

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A FRIENDLY COMMUNITY Part of being a friendly community is embracing the needs of a variety of people from different family types, professional and cultural backgrounds, and income levels, among other things. This includes students, the elderly, young families, single adults, and retirees to name a few.

A THRIVING COMMUNITY The creative solutions and new ideas that help a community grow come easiest from groups with diverse populations whose backgrounds and experiences vary. A diverse housing mix helps to attract and retain these people.

A CONNECTED COMMUNITY Part of being connected to surrounding regions and beyond is attracting new or returning residents that can share their experiences from outside Ironwood. Desirable housing options is one component of attracting new or returning residents who bring their outside connections with them when they come.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: HOUSING MARKET STUDY

ADDITIONAL RESOURCES:

- [Michigan State Housing Development Authority](#)
- [US Department of Housing and Urban Development](#)

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ACTION STEPS

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Action	Owner	Deadline

Scattered Site Housing Redevelopment Program

What is it?

- A program that removes the most severe cases of housing blight/deterioration and replaces them with new housing of a product type and quality that diversifies the existing housing stock.

Why do it?

- Enhance the community image by removing blight
- Diversify the existing housing stock:
 - › Current stock is 84% detached single family, 8% multi-family 3+ units, 6% duplexes and 2% mobile homes.
 - › The majority of housing stock is greater than 50 years old.
 - › The majority of housing stock is priced at moderate or first time home buyer price points.
- Be a more friendly community that offers housing to all life cycles:
 - › Young adults and single person families—apartments/rentals/townhomes
 - › Young families – single family detached homes
 - › Larger older families – bigger single family detached homes
 - › Empty nesters – condos/townhomes (maintenance free)
 - › Seniors – apartments/condos
- Offer “new” housing opportunities to people who want to come to Ironwood or move up within Ironwood but stay in the community.
- Serve as a catalyst to foster neighborhood investment.

Who does it?

- Community Development Staff
- City Commission & Economic Development Corporation
- Community Action
- Brokers/Builders/Financial Institutions
- Gogebic Community College Construction Technology class

How do you do it?

- Identify potential sites and collaborate with property owners on demo, sale or redevelopment of existing blighted homes.
- Demonstrate possible housing types, patterns, forms, and site layouts using architectural pattern books.
- Conduct Housing Market Study to support private investment based on qualified market study.
- Explore funding mechanism to acquire, demo, write down land costs and be able to re-coop investments overtime: possible candidates include Tax Increment Financing or TIF, Tax Abatement, Revolving Loan Funds.
- Market vacant lots to builders, realtors, developers, etc.

Where do you do it?

- Targeted neighborhoods that could benefit most from revitalization

How is it measured?

- Number of new homes that are built per year
- Number of blight cases removed
- Increase in property tax valuation

Related Strategies:

- Strategy 3.3: Conduct Regular Land Use and Building Inventories
- Strategy 6.1: Invest in Quality of Life
- Strategy 6.10: Encourage Housing Rehabilitation
- Strategy 6.11: Support Infill & Redevelopment
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A GREAT DESTINATION Diversifying housing options and improving the ‘curb appeal’ of Ironwood helps make the community more appealing to potential residents and visitors alike.

A THRIVING COMMUNITY With new residents and visitors come new opportunities for business innovation, creativity, and entrepreneurship.

A FRIENDLY COMMUNITY This strategy helps provide options for families and individuals with differing size, structure, age, and needs and desires.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: SCATTERED SITE HOUSING REDEVELOPMENT PROGRAM

ADDITIONAL RESOURCES:

- [Michigan State Housing Development Authority](#)
- [NeighborWorks America](#)
- [Anoka, Minnesota](#)

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Action	Owner	Deadline

Homeowner's Toolkit/Handbook

What is it?

- A guide/manual (or series of guides/manuals) that assist homeowners with ideas for how to improve older homes:
 - › Economical – energy efficient – water conservation
 - › Modernize – kitchen and bath upgrades or additions and significant remodeling such as adding a mud room, master bedroom, four season porch.
 - › Historic restoration
 - › Garage storage
 - › Landscaping and storm water management

Why do it?

- Improve quality of life (housing quality, economics).
- Improve the overall housing stock.
- Improve neighborhood identity and image.

Who does it?

- Chamber of Commerce
- Gogebic Community College
- Business Trades and Utility Companies
- Universities with Architecture, Landscape Architecture, Civil Engineering, and Construction programming emphasis

How do you do it?

- Brainstorm a list of guidebook/manuals that would be useful for Ironwood (i.e. how to remodel older mining homes – implementing solar energy and payback, etc.).
- Prepare manuals and guidebooks.
- Promote manuals and guidebooks through various businesses and community events.

How is it measured?

- Number of manuals/guidebooks prepared
- Number of building permits issued for remodels, additions, or energy efficiency improvements.
- Number of historic structures rehabbed or preserved

Related Strategies:

- Strategy 3.3: Conduct Regular Land Use and Building Inventories
- Strategy 6.10: Encourage Housing Rehabilitation
- Strategy 6.12: Market Housing Assets
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A FRIENDLY COMMUNITY and **A THRIVING COMMUNITY** *Housing is a critical factor in deciding where to locate or if you are able to stay in a community. This spark plan will keep Ironwood friendly and thriving by providing resources and guides to residents to assist with housing improvements.*

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

ADDITIONAL RESOURCES:

- [A Remodeling Planbook for Post WWII Houses](#)
- [Michigan State Housing Development Authority](#)
- [United States Department of Agriculture Rural Development-Housing and Community Assistance](#)
- [Gogebic-Ontonogon Community Action Agency Housing Program](#)

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ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Housing Rehab Program

What is it?

- A program that offers affordable loans and assistance to qualified homeowners for home repairs. Assistance may include:
 - › Identifying priority repairs
 - › Getting a fair quote for the work
 - › Ensuring complete and quality repairs
- Qualified repairs may include those that address:
 - › Energy efficiency
 - › Emergencies, such as roof or furnace repairs
 - › Exterior repairs such as siding, windows, or porches
 - › Making the home accessible for individuals with disabilities
 - › Repairs that improve the homeowners health and safety, such as the removal of lead-based paint

Why do it?

- Provide assistance to those with economic or other challenges.
- Increase property values.
- Extend the life of older homes.
- Maintain neighborhood character and identity by reducing the frequency of vacancies or tear-downs.
- Spur neighboring improvements.

Who does it?

- Ironwood Community Development Staff

How do you do it?

- Establish program director to spearhead the effort.
- Secure funding sources:
 - › Federal assistance through the U.S. Department of Housing and Urban Development's 203(k) program
 - › State assistance from Michigan State Housing Development Authority
- Advertise the program and distribute applications.
- Select recipients based on potential impact and need.

How is it measured?

- Is there an Increase in property values?
- Repayment success
- Recipient/resident, and neighborhood satisfaction
- Increase in home sales

Related Strategies:

- Strategy 3.3: Conduct Regular Land Use and Building Inventories
- Strategy 6.10: Encourage Housing Rehabilitation
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A CONNECTED COMMUNITY This strategy results in a sense of support and care among residents, and promotes partnerships, collaboration, and shared prosperity.

A RICH STORY By preserving the character of Ironwood's existing neighborhoods, the Housing Rehab Program helps maintain Ironwood's small town charm and heritage.

A GREAT DESTINATION Happy-looking houses help convey a sense of economic and cultural activity within a community, making it a more attractive destination for visitors and potential residents and employers.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

Home Remodeler's Showcase

What is it?

- An annual spring event featuring local and regional home maintenance, remodeling, finance, and garden and landscape professionals
- Free and open to the public

Why do it?

- Stimulate interest in and understanding of home remodeling and maintenance.
- Provide a one-stop shopping experience for local property owners.
- Provide an opportunity for local businesses to gather together and promote their services and businesses.

Who does it?

- Chamber of Commerce

How do you do it?

- Choose a local venue that has adequate space for vendors to set up display booths, and consider facilities for small concessions.
- Invite local builders, contractors, home remodelers, landscape designers and installers, etc.
- Promote the event in the local newspaper, on the radio, and with flyers, etc.

Where do you do it?

- The Memorial Building has potential as the location for this event.

How is it measured?

- Feedback from vendors and attendees
- Public Attendance numbers

Related Strategies:

- Strategy 6.5: Enhance Downtown Business & Retail Environment
- Strategy 6.7: Encourage Events and Festivals in the Community
- Strategy 6.10: Encourage Housing Rehabilitation
- Strategy 6.12: Market Housing Assets
- Strategy 6.13: Promote Neighborhood Capacity Building

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A FRIENDLY COMMUNITY This strategy promotes a friendly and inviting atmosphere in Ironwood by encouraging and facilitating home and property beautification.

A CONNECTED COMMUNITY This strategy helps enhance Ironwood's community connections by providing a forum for exchange and dialogue among residents, and contractors and service providers.

A THRIVING COMMUNITY By creating an event that offers businesses the opportunity to showcase their products and services, Ironwood is facilitating local businesses and supporting a shared opportunity for residents and business owners.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: HOME REMODELER'S SHOWCASE

ADDITIONAL RESOURCES:

- [Metropolitan Builders Association - Home Building and Remodeling Show Milwaukee, Wisconsin](#)
- [Parade of Homes, Minneapolis-St. Paul Metropolitan Area](#)

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What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Trail & Sidewalk Improvements

What is it?

- A prioritized plan for incremental construction and reconstruction of new sidewalks, multi-use paths, and trails
- A permanent, designated segment of the North Country Trail that coincides with Michigan’s Western Gateway Trail
- Encourages connections across and along the Montreal River into Wisconsin, including the proposed River Walk Trail
- Includes strategies for making stronger connections to existing trails south of Ironwood, and nearby communities such as Mercer, Wisconsin

Why do it?

- Improve the multi-modal transportation system.
- Encourage active living by making walking, biking, and skiing the easy and fun choice for transportation.
- Draw new residents and tourists to Ironwood with the lure of a looping, complete trail system with regional connections.
- Increase pedestrian and bicycle safety.
- Capture North Country Trail users as a new segment of tourist in Ironwood.
- Reduce pollution by getting people out of their cars (less sediment from vehicles entering the stormwater system, reduced carbon monoxide, heavy metals, and other pollutants from vehicle exhaust).

Who does it?

- The City
- North Country Trail Volunteers

How do you do it?

- Ironwood Streets Fund
- Explore outside grant opportunities
 - › Federal
 - › State
 - › Private
- Seek permanent designation for The North Country Trail along a portion of Michigan’s Western Gateway Trail.
- Join the North Country Trail Association’s Trail Town Program

Where do you do it?

- Prioritize sidewalk improvements by comparing and analyzing street projects and Pedestrian Zones according to the Transportation section of the Comprehensive Plan.
- Make trail improvements, starting with low-hanging fruit and connections to the most-utilized trails:
 - › Michigan’s Western Gateway Trail
 - › Shorter, more easily-implementable connections

How is it measured?

- Keep updated goals that get revisited and revised on an annual and ten year basis.
- Are you meeting your goals, or do they need to be recalibrated and refined?
- Identify barriers or keys to success and strategize to overcome or utilize them.

Related Strategies:

- Strategy 4.1: Identify and Implement Pilot Routes for a Complete Streets Program
- Strategy 4.4: Define Priority Improvements to the Pedestrian Network
- Strategy 4.5: Prioritize and Plan for Trail System Improvements
- Strategy 6.1: Invest in Quality of Life

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AN ACTIVE COMMUNITY A more complete sidewalk network and trail system encourages multiple modes of transportation and encourages active living among residents.

A FRIENDLY COMMUNITY This strategy helps to enhance Ironwood’s inviting and friendly atmosphere by creating pedestrian friendly streets and connected, usable trails.

A GREAT DESTINATION Upgraded and well-maintained sidewalks and trails attract visitors and potential residents to Ironwood.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: TRAIL & SIDEWALK IMPROVEMENTS

ADDITIONAL RESOURCES:

- [North Country Trail -Trail Towns Program](#)
- [American Trails](#)
- [Safe Routes to Schools National Partnership](#)

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ACTION STEPS

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Action	Owner	Deadline

Trail Users Forum

What is it?

- A quarterly or annual meeting of trail users and trail user groups to discuss and share current and future plans and initiatives
- An opportunity to get different trail user groups together to have an open dialogue and encourage collaboration on improving and building trails in and around Ironwood

Why do it?

- Combine efforts of local groups and individuals to affect greater action on a local and regional level.
- Increase discussion between users and user groups.
- Resolve conflicts between trail user types/groups.

Who does it?

- Initiated and facilitated by a neutral, overseeing party; Chamber of Commerce or City Staff person
- User groups from the Ironwood Area, including but not limited to:
 - › Snowmobilers
 - › Bikers
 - › Hikers
 - › Snowshoers
 - › Cross-country skiers
 - › ATV riders
 - › Fat Tire riders
 - › The North Country Trail advocates

How do you do it?

- Find an individual champion to organize and plan the initial meeting.
- Set a meeting frequency and schedule that is a agreeable to a majority of participants.
- Establish group vision and goals.
- Report on and represent the combined interests of Trail Users to the City Planning Commission, City Commission, Parks & Recreation Committee, and any other decision-making or influential bodies.

Where do you do it?

- › Consider holding the meetings at the Memorial Building, the Library, or at a city park.

How is it measured?

- Is attendance at the forum growing or remaining steady?
- Do members find value in meeting?
- What advancements or projects have been made as a result of the forum?

Related Strategies:

- Strategy 4.5: Prioritize and Plan for Trail System Improvements
- Strategy 5.2: Understand and Balance the Needs of Parks and Trail Users
- Strategy 5.4: Develop Park Master Plans
- Strategy 6.1: Invest in Quality of Life

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AN ACTIVE COMMUNITY A more complete, inclusive trail system encourages multiple modes of transportation and encourages active living among residents.

A FRIENDLY COMMUNITY This strategy helps to enhance Ironwood's inviting and friendly atmosphere by creating dialogue and improving a coordinated trail system.

A GREAT DESTINATION Upgraded, extensive, and well-maintained trails attract a wide variety of visitors and potential residents to Ironwood.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: TRAIL USER'S FORUM

ADDITIONAL RESOURCES:

- [Olympic Discovery Trail Users Forum – Olympic Discovery Trail](#) – State of Washington
- [National Trails Training Partnership](#)
- [Michigan Trail Riders Association](#)
- [Michigan DNR and DEQ Jeep Forum](#)

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Action	Owner	Deadline

Wayfinding

What is it?

- The system of signs and cues that help guide people through your city to destinations that make it a great place
- Wayfinding is more than just signage. Wayfinding is the creation of a theme or iconic brand that helps identify a district or a destination within a place or community. Wayfinding might include:
 - › Community gateway signage
 - › Street signage
 - › District signage
 - › Landscaping or streetscaping themes
 - › Building or Park Design themes
 - › Route planning (walking tours, running/ski courses, bike routes) centered around key destinations such as tourist destinations, historical/cultural assets, or downtown

Why do it?

- Help navigate and find key destinations within the community.
- Improve safety by providing more clear and identifiable signage and direction.
- Link visitors and people not as familiar with Ironwood to local and regional assets, making them feel welcome.
- Show pride in Ironwood and its assets.

Who does it?

- Chamber of Commerce/Convention & Visitor Bureau/Ironwood Tourism Council
- City of Ironwood (Parks/Public Works) in collaboration with park groups, trail authorities, historical society, artists, etc.
- Local/Regional Business support

How do you do it?

- Implement a framework: decide on an overarching theme, and identify systems within the overall network:
 - › Parks
 - › Civic Institutions
 - › Information Centers
 - › Trailheads
 - › Districts
 - › History
 - › Art
- Identify current wayfinding signage and assess the system for key gaps.
- Develop recommendations for design themes and placement of features (signage, kiosks, landscaping, public art, etc.).
- Consider the city-wide brand, if developed, and coordinate where appropriate (color, general style, etc.)
- Develop designs for wayfinding elements.
- Identify funding sources and strategies for implementation.

Where do you do it?

- At critical intersections for motorists, trail users, and pedestrians

How is it measured?

- Completion of a wayfinding master plan
- Implementation of the master plan

Related Strategies:

- Strategy 4.2: Prepare a Wayfinding Master Plan
- Strategy 5.5: Provide Tools that Direct People to Parks in the Community.
- Strategy 6.5: Enhance Downtown Businesses and Retail Environment
- Strategy 6.6: Market the Community
- Strategy 6.8 Develop Unique Local Assets

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A FRIENDLY COMMUNITY and **A GREAT DESTINATION** By providing signage and direction throughout the city, Ironwood signals a welcoming and inviting community that encourages guests to share community assets and local treasures.

AN ACTIVE COMMUNITY Wayfinding also helps local residents navigate and become aware of otherwise hidden assets or events, encouraging active living and participation.

A RICH STORY A wayfinding plan can help navigate some of the stories of Ironwood by directing people to key destinations or providing a character/icon that is reflective of Ironwood's rich history.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

Miners Park Master Plan

What is it?

- A long-range, complete, cohesive plan for the transformation of Miners Park into a regional park
- Establishes phases of work, including
 - › Funding
 - › Construction
 - › Programming
- Clarifies and codifies the role of the Friends of Miners Park and its relationship with the City

Why do it?

- Utilize the master plan to pursue and secure funding.
- Ensure a cohesive, well-planned park that meets the needs of its users, now and in the future.
- Garner public input, support, and enthusiasm for the park.
- Fully capitalize on the amazing resource that has the potential to be a regional and national draw for new residents and tourists alike.

Who does it?

- Friends of Miners Park
- The City
- Interested user groups such as cross-country skiers, snowshoers, bikers, etc.

How do you do it?

- Build on the work already complete by the Friends of Miners Park.
- Understand and articulate a vision and set of goals for the park, including near and long term hopes.
- Raise money to fund the completion of a master plan:
 - › Write grants
 - › Pursue corporate or business sponsorship
 - › Organize and hold charity events

How is it measured?

- Establish a time frame and goals for the completion of the Master Plan, and regularly review them to measure progress.

Related Strategies:

- Strategy 4.5: Define priority trail improvements
- Strategy 5.2: Understand and Balance the Needs of Parks and Trail Users
- Strategy 5.4: Develop Park Master Plans
- Strategy 5.7: Develop Efficient and Prioritized Practices for Park Maintenance
- Strategy 5.8: Incorporate Public Art into Parks and Open Space
- Strategy 6.1: Invest in Quality of Life
- Strategy 6.6: Market the Community
- Strategy 6.8 Develop Unique Local Assets

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A GREAT DESTINATION A 157-acre park in the heart of Ironwood that features a variety of uses, the interpretation of historic mining sites, and connections to world-class trails would add to Ironwood's reputation as a great destination.

AN ACTIVE COMMUNITY A master plan is the first step towards the realization of Miner's Park as a place for four seasons of recreation and outdoor amenities.

A RICH STORY Miner's Park is a trove of treasure when it comes to Ironwood's heritage of hard work, service, family, and community, and planning to celebrate it throughout the park is a major component of Ironwood's Vision and Guiding Principles.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: MINER'S PARK MASTER PLAN

ADDITIONAL RESOURCES:

- [Michigan Department of Natural Resources \(DNR\)](#)
- [National Recreation and Park Association](#)
- [Hartley Park](#) – Duluth, Minnesota
- [Lebanon Hills Regional Park Master Plan](#), Dakota County, Minnesota

Action Planning Worksheet!

Do you support this idea? Make a commitment to act! Complete this worksheet and submit it to the City Community Development Office (Contact: Michael Brown, Community Development Director; Memorial Building; 213 S. Marquette Street; Ironwood, MI, 49938; (906) 932-5050 ext.126; brownm@cityofironwood.org)

NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Community Gardens/Adopt-A-Lot

What is it?

- The temporary 'adoption' of city-owned vacant lots by neighbors, individuals, or groups
- Think community gardens and food production, flower gardens, bee boxes, grass art, fruit tree orchards, kickball fields, sculpture gardens, events, and outdoor art galleries...the possibilities are endless!

Why do it?

- Allow for vacant lots to be utilized by the community.
- Turn opportunities for blight into opportunities for beauty.
- Provide more opportunity for potential producers to participate in the farmer's and artisan market at Depot Park.
- Help stabilize property values and reinvigorate neighborhoods.
- In addition to producing fresh produce and plants, community gardens and adopted lots provide a connection for residents to our environment, food, and each other.

Who does it?

- The City oversees the program, and collaborates with residents, neighborhood organizations, youth groups, individuals - anyone that can meet application requirements.

How do you do it?

- Develop an adopt-a-lot licensing process to grant temporary uses.
- Maintain and publicize an on-line list of city-owned vacant lots available for adoption, and include lots that have been adopted, and lots that have been added to a 'long-term community managed open space program'.

Where do you do it?

- Throughout Ironwood on city-owned vacant lots

How is it measured?

- Quantity of lots in the adoption program
- Feedback from adopted lot neighbors, citizens, city staff, and adopt-a-lot participants
- Is there a need or support for the establishment of a 'long-term community managed open space program' as a result of the popularity and success of adopted lots?

Related Strategies:

- Strategy 3.1: Update City Ordinances
- Strategy 5.8: Incorporate Public Art into Parks and Open Space
- Strategy 6.1: Invest in Quality of Life
- Strategy 6.6: Market the Community
- Strategy 6.7: Encourage Events and Festivals in the Community

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

AN ACTIVE COMMUNITY This strategy encourages residents to embrace an active and healthy lifestyle through volunteerism, community development, and neighborhood engagement.

A CONNECTED COMMUNITY This strategy helps foster a culture of partnership, collaboration, and volunteerism within the local community.

A GREAT DESTINATION By providing the opportunity for beautification, this strategy helps promote Ironwood as a home to forward-thinking, skilled, motivated, and creative people.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: ADOPT-A-LOT PROGRAM

ADDITIONAL RESOURCES:

- [City Green](#)
- [Flint, Michigan](#)
- [Michigan State University Extension Services](#)
- [National Recreation and Park Association](#)

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NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Community-built Playground

What is it?

- An outdoor facility for children to play and explore
- Built by community members and volunteers utilizing non-traditional, re-purposed or found materials, more in the spirit of a hands-on ‘adventure park’

...or...

- Built by community members and volunteers using traditional materials that may include pre-fabricated components purchased through fund raising or partnership efforts

Why do it?

- Meet the recreation needs and desires of families with young children.
- Extend dedicated City funds that are budgeted for park improvements.
- Create a community-building event that benefits volunteer participants and park users.

Who does it?

- A Community Playground Committee

How do you do it?

- Decide on the type of effort-will the playground consist of more traditional elements, or be a more exploratory, hands-on adventure park? Things to consider include:
 - › Potential staffing requirement with adventure park
 - › Availability of ‘found’ materials
 - › Funding opportunities/ potential partnerships
 - › Requirements for volunteer resources

Where do you do it?

- Underutilized park space
- Vacant city-owned lot

Related Strategies:

- Strategy 5.2: Understand and Balance the Needs of Parks and Trail Users
- Strategy 5.4: Develop Park Master Plans
- Strategy 5.7: Develop Efficient and Prioritized Practices for Park Maintenance
- Strategy 5.8: Incorporate Public Art into Parks and Open Space
- Strategy 6.1: Invest in Quality of Life
- Strategy 6.8 Develop Unique Local Assets

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

AN ACTIVE COMMUNITY This strategy is part of supporting the ongoing development of events and facilities that contribute to active and healthy lifestyles.

A CONNECTED COMMUNITY This strategy creates a space for local families and volunteers to connect and build upon a culture of volunteerism, partnership, collaboration, and shared prosperity.

A FRIENDLY COMMUNITY Providing amenities for children and young families is part of being an ‘age-friendly’ community and offering opportunities and destinations for individuals at all stages of life.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: COMMUNITY-BUILT PLAYGROUND

ADDITIONAL RESOURCES:

- [KaBoom](#)
- [National Recreation and Park Association](#)
- [Adventure Playground, Berkeley California](#)

Action Planning Worksheet!

Do you support this idea? Make a commitment to act! Complete this worksheet and submit it to the City Community Development Office (Contact: Michael Brown, Community Development Director; Memorial Building; 213 S. Marquette Street; Ironwood, MI, 49938; (906) 932-5050 ext.126; brownm@cityofironwood.org)

NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Youth Center

What is it?

- A social and recreational after-school drop-in center for use by children ages 12-20, largely organized and operated by youth.
- Offers programs such as movie night, book club, photography, garden club, band night, etc
- Provides youth the opportunity to plan programs and events, organize volunteer opportunities, practice fund raising, and grant writing

Why do it?

- Provide a place for youth to gather, socialize, recreate, and participate in civic engagement and community service.
- Empower local youth to volunteer and gain valuable first-hand experience.
- Encourage mentorship between established community groups and youth.
- Revitalize an underutilized space in the community.

Who does it?

- Youth-led fund-raising, organizing, and participating; they decide
- Adult volunteer community members

How do you do it?

- Plant the seed-encourage youth to champion the center and consider finding an adult champion to act as liaison.
- Establish a Youth Board of Directors
- Establish an Adult Board of Directors
- Secure an AmeriCorps volunteer to help with programming, coordination, fund-raising, etc.

Where do you do it?

- Offer the use of a city-owned space for initial meetings, such as the Memorial Building.
- Wherever the youth can afford to do it- they choose and lease or buy the space when they have the funds

How is it measured?

- Is it self-sustained, self-governed, and self-policed by the youth?
- Feedback from Adult Board of Directors on progress and accomplishments

Related Strategies:

- Strategy 6.1 Invest in Quality of Life
- Strategy 6.5: Enhance Downtown Businesses and Retail Environment
- Strategy 6.7: Encourage Events and Festivals in the Community
- Strategy 6.8 Develop Unique Local Assets

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

AN ACTIVE COMMUNITY By providing a space and forum for youth, they are encouraged to participate in the ongoing development of events and facilities that contribute to active, engaged, healthy lifestyles.

A CONNECTED COMMUNITY This strategy creates a space for local youth to gather, learn, collaborate, volunteer, mentor, and share, amongst themselves, with adults, and the larger community.

A THRIVING COMMUNITY This strategy cultivates and encourages young leaders, providing them the opportunity to collaborate, organize, and practice the skills that will translate into adulthood.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: YOUTH CENTER

ADDITIONAL RESOURCES:

- [Northfield Union of Youth](#), Minnesota
- [Youth-Led Research Resource Page](#)-The Center for Information & Research on Civic Learning and Engagement

Action Planning Worksheet!

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NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Develop a Local/Regional Map

What is it?

- A physical map, or series of maps, that can be placed at key tourist destinations such as restaurant foyers, hotel/motel desks, Historical Society, Chamber of Commerce, Library, Gogebic Community College and other locations
- A Map that highlights key destinations such as parks and major recreational destinations, trails and trail heads, waterfalls, historical/cultural destinations (such as mining areas, art galleries), major districts such as downtown or key shopping districts, civic institutions such as Library, Memorial Building, Schools, or Community Theater.
- Maps could identify key businesses; however, as businesses come and go, the maps can become outdated quickly. A good example of a map from 1989 can be seen on the wall at Joe's Pasties in Ironwood.
- Technology is a must. An online map with live links to key destinations is another form of such a map or set of maps.
- A marketing tool that showcases Ironwood's local and near-by destinations

Why do it?

- Help draw people to Ironwood and provide a variety of things to do for tourists or visitors.
- Help tell the story of Ironwood and link historical/cultural resources to physical geography.
- Encourage use of (and navigation of) Ironwoods extensive trail network (existing and planned).
- Better connect patrons with businesses or business districts.
- Help make Ironwood a memorable, friendly destination worth coming back to on a frequent basis.

Who does it?

- The Chamber of Commerce (local and regional)
- Historical Society
- City of Ironwood Parks and Recreation Committee
- Regional destination businesses (ski resorts, ABR, DAP, etc)
- Regional economic development entities

How do you do it?

- Brainstorm a list of key map themes (parks and outdoor recreation, business/commerce theme, arts/culture/entertainment theme).
- Identify key destinations for each theme, determine how much can fit on a map, and the best format (large format fold up map, 11 X 17 place mat, etc.).
- Explore map applications for online maps.
- Find a graphic designer or artist to render maps.
- Cover costs with business support/contributions.
- Distribute to local restaurants, hotels, resorts, etc for free dissemination to customers and visitors

How is it measured?

- Number of maps ordered and distributed
- User feedback surveys

Related Strategies:

- Strategy 4.2: Prepare a Wayfinding Master Plan
- Strategy 5.5: Provide Tools that Direct People to Parks in the Community.
- Strategy 6.5: Enhance Downtown Businesses and Retail Environment
- Strategy 6.6: Market the Community
- Strategy 6.8: Promote Local Assets

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A GREAT DESTINATION Maps identifying multiple local and regional attractions can help make a trip to Ironwood a memorable experience and worthy of many return trips.

A FRIENDLY COMMUNITY Many people travel through Ironwood on Highway 2 or visit the outdoor recreation attractions in the greater community without knowing what hidden gems are located throughout Ironwood. An illustrative map or series of maps can make people aware of activities and destinations and help them easily navigate to those destinations.

A RICH STORY Maps can help tell the story of Ironwood by directing people to historical or cultural assets or by telling the story right on the map itself.

AN ACTIVE COMMUNITY Maps can help visitors identify key destinations to walk or bike too weather it be exercise or entertainment.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: DEVELOP A LOCAL/REGIONAL MAP

ADDITIONAL RESOURCES:

- [Red Wing, Minnesota](#)
- [Sault Ste. Marie area](#)
- [Duluth, Minnesota](#)

Action Planning Worksheet!

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NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

Parks & Business Partnerships

What is it?

- Partnerships between businesses and the parks system. This could come in many forms:
 - › Sponsorships (leagues, events, naming rights)
 - › Business Opportunities (concessions, events, markets, for-profit programming, outfitting/guiding)
 - › Expertise/Donation of Services (engineering, park/landscape design, signage, materials, event planning)
 - › Volunteer Efforts (invasive species removal, playground build, habitat restoration)
 - › Development (new or rehabbed development improves nearby parkland as well)

Why do it?

- Secure additional revenue for parks, resources, and users, while minimizing the burden on the City.
- Businesses get additional exposure and advertising, as well as a reputation for community investment and leadership.

Who does it?

- City of Ironwood (Parks/Public Works)
- Local/Regional Businesses
- Chamber of Commerce

How do you do it?

- Identify park and recreation needs in the community using the park plan and other community input and requests.
- Discuss and brainstorm opportunities as part of the business conversations.
- Develop legal agreements and documents.
- Utilize City and Chamber of Commerce to promote partners.

How is it measured?

- Donations to the parks
- Number of volunteer events
- Growth of Park/Recreation related businesses

Related Strategies:

- Strategy 4.5 Prioritize and Plan for Trail System Improvements
- Strategy 5.5 Implement the Park Action Program
- Strategy 5.6 Understand and Balance the Needs of Park and Trail Users
- Strategy 5.10 Program the Parks

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A THRIVING COMMUNITY Parks may be part of the amenity package that entices talented workers and budding entrepreneurs to the community. Partnerships leverage the strengths and resources of many different entities to promote Ironwood and the businesses that call it home.

A CONNECTED COMMUNITY and **A COLLABORATIVE COMMUNITY** Partnerships are a prime example of what a collaborative community does. When businesses and the City work together to improve parks, it can be a mutually beneficial relationship.

A GREAT DESTINATION Partnerships with businesses create the opportunity to make the parks a greater destination than what they may otherwise be. Sponsorships also direct park users to supporting business destinations in the city.

AN ACTIVE COMMUNITY A thriving and attractive park system is an asset for businesses and health providers who often look to develop healthy habits for their employees and encourage better health outcomes in the communities they serve.

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

SPARK PLAN: PARKS & BUSINESS PARTNERSHIP

ADDITIONAL RESOURCES:

- [Chesterfield Township](#)
- [Seattle, WA](#) (a different kind of city, but nevertheless, a good resource)
- [Blue Cross Blue Shield Michigan](#)

Action Planning Worksheet!

Do you support this idea? Make a commitment to act! Complete this worksheet and submit it to the City Community Development Office (Contact: Michael Brown, Community Development Director; Memorial Building; 213 S. Marquette Street; Ironwood, MI, 49938; (906) 932-5050 ext.126; brownm@cityofironwood.org)

NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

MAKE YOUR OWN SPARK PLAN:

Write your idea here!

Do you have a spark inside you? An idea that could help achieve Ironwood's vision and goals? Fill out this blank Spark Plan to describe the "What, Why, Who, How, and Where" of your brilliant idea!

What is it?

Where do you do it?

Why do it?

How is it measured?

Who does it?

Related Strategies:

How do you do it?

Connecting to the Vision & Guiding Principles

The Vision and Guiding Principles of the Ironwood Comprehensive Plan articulate how the community will look, feel, and function over the next 20 years and help to define the character, values, and priorities of the Ironwood community. The strategy described in this Spark Plan supports the vision and guiding principles in the following ways:

A THRIVING COMMUNITY

A FRIENDLY COMMUNITY

A CONNECTED COMMUNITY

A COLLABORATIVE COMMUNITY

A GREAT DESTINATION

AN ACTIVE COMMUNITY

See Chapter 2 of the Comprehensive Plan for full text of the community Vision and Guiding Principles.

ADDITIONAL RESOURCES:

-
-
-

Action Planning Worksheet!

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NAME / ORGANIZATION:

GOAL / MOTIVATION

What is the larger reason for supporting this idea? What do you hope to achieve?

OBJECTIVES

What are the tangible/measurable outcomes you'd like to see in the short term (next 6 months)?

ACTION STEPS

What needs to happen next to meet your objectives? Who specifically is responsible? Set a Deadline!

Action	Owner	Deadline

APPENDIX D:

Parks & Recreation - Supplemental Materials

This Appendix provides supplemental materials related to the Michigan DNR's parks planning requirements. This includes:

- > *DNR Community Checklist*
- > *Recreation Grant History*
- > *City of Ironwood Organizational Chart*
- > *1987 Resolution Establishing the Park Committee*
- > *Public Notices*
- > *Description of Public Input Process*

DNR COMMUNITY CHECKLIST

PLAN INFORMATION		
Name of the Plan: City of Ironwood Parks & Recreation Plan		
Community:	County:	Mo/Yr Adopted:
Ironwood, MI	Gogebic Co.	January 28, 2019

The Ironwood Parks Plan has been developed as part of the larger Comprehensive Plan effort. As such, some of the information required by the DNR is spread throughout other chapters and appendices in the Comprehensive Plan. Applicable information can be found on the pages listed in the tables below.

PLAN CONTENT		
Check Box	Pg # / Link	Item
	5-1	1. Community Description
		2. Administrative Structure
	A-26	Roles of Commission(s) or Advisory Board(s)
	D-7	Department, Authority and/or Staff Description and Organizational Chart
	5-14	Annual and Projected Budgets for Operations, Maintenance, Capital Improvements and Recreation Programming
	5-15	Current Funding Sources
	5-2	Role of Volunteers
	A-9	Relationship(s) with School Districts, Other Public Agencies or Private Organizations
	D-8	Articles of Incorporation
		3. Recreation Inventory
	A-26	Description of Methods Used to Conduct the Inventory
	A-28	Inventory of all Community Owned Parks and Recreation Facilities
	A-27	Location Maps (site development plans recommended but not required)
	D-19	Accessibility Assessment
	D-5	Status Report for all Grant-Assisted Parks and Recreation Facilities
	A-24	4. Resource Inventory (Optional)
	1-3	5. Description of the Planning Process
	D-20	6. Description of the Public Input Process
	D-3/D-20	See next page for full Public Input Process Checklist
	5-3	7. Goals and Objectives
	5-14	8. Action Program
	D-2	9. Post Completion Self-Inspection Report (reports were submitted to the DNR in January 2019)

PUBLIC INPUT PROCESS CHECKLIST

This table addresses the public input process requirements listed as part of Plan Content Item #6

Check Box	Pg # / Link	Item
<input type="checkbox"/>	D-20	Description of the Method(s) Used to Solicit Public Input Before or During Preparation of the Plan, Including a Copy of the Survey or Meeting Agenda and a Summary of the Responses Received
<input type="checkbox"/>	D-10	Copy of the Notice of Availability of the Draft Plan for Public Review and Comment
<input type="checkbox"/>		Date of the Notice: December 14, 2018
<input type="checkbox"/>		Type of Notice: Newspaper - The Daily Globe
<input type="checkbox"/>		Plan Location: Ironwood Memorial Building and Online
<input type="checkbox"/>		Duration of Draft Plan Public Review Period: December 14, 2018 - January 28, 2019
<input type="checkbox"/>	D-11	Copy of the Notice for the Public Meeting Held after the 1 Mo. Public Review Period and Before the Plan's Adoption by the Governing Body(ies)
<input type="checkbox"/>		Date of the Notice: January 14, 2019
<input type="checkbox"/>		Name of Newspaper: The Daily Globe
<input type="checkbox"/>		Date of Meeting: January 28, 2019
<input type="checkbox"/>	D-12	Copy of Minutes from the Public Meeting

PLAN ADOPTION DOCUMENTATION

Plans must be adopted by the highest level governing body. The City must also submit the plan to both the County and Regional Planning Agency for their information.

Check Box	Pg # / Link	Item	Date
<input type="checkbox"/>	D-15	Official resolution of adoption by the governing body	January 28, 2019
<input type="checkbox"/>	D-16	Official resolution of the Park Board, recommending adoption of the plan by the governing body	January 7, 2019
<input type="checkbox"/>	D-17	Copy of letter transmitting adopted plan to County Planning Agency	January 29, 2019
<input type="checkbox"/>	D-18	Copy of letter transmitting adopted plan to Regional Planning Agency	January 29, 2019

OVERALL CERTIFICATION

I hereby certify that the recreation plan for Ironwood, MI includes the required content, as indicated above and as set forth by the DNR.

_____ *Authorized Official for Ironwood, MI* _____ *Date*

STATUS REPORT FOR ALL GRANT ASSISTED PARKS AND RECREATION FACILITIES

Tourist Park 26-00118

In 1968 the City of Ironwood received a grant for the development of 9 campsites and to improve the existing 5-acre campground at Tourist Park (Now named Curry Campground). All the scope items were completed for this grant. This project took place 50 years ago and as a result many of these amenities require repair or replacement. As a result, the City has continued to maintain these facilities and as received additional grants to upgrade facilities and address maintenance issues.

Norrie Park Riverside Improvements TF97-156

In 1997 the City of Ironwood received a grant to make improvements to Norrie Park on the south end of the community. All items of this project are still functional although some are need of upgrades and repairs. All picnic tables, riverfront seating, ADA fishing decks, and restrooms are in good condition. Some of the signage needs to be replaced due to age. The pavilion is in good shape but could use some updating. The waterfront trail has experienced damage from high water years and sections could use replacement. It is still functional and safe.

Recreation Trail TF03-210

In 2003 the City of Ironwood received a grant to acquire a 30 x 400-foot section of motorized trail. This section of trail is still utilized for motorized use and is maintained by the Gogebic Range Trail Authority with funding from the DNR.

Hiawatha Rotary Skate Park TF08-035

In 2008 the City of Ironwood received a grant to develop a 100 x100-foot skate park facility. The facility is in good condition and is utilized regularly by local youth. All scope items are functional and in good shape. The City continues to maintain the facility.

Norrie Park Improvements Project RP11-447

In 2011 the City of Ironwood received a grant to develop a playground area at Norrie Park on the South end of the community. The playground is heavily utilized by local youth and the access paths have created greater opportunity for locals and visitors alike. All features of the project are in good condition.

Depot Recreation Park and Trailhead Improvements TF11-112

In 2011 the City of Ironwood received a grant to redevelop Depot Park and the Iron Belle Trailhead. This park includes several scope items that are all being maintained and are in good working order. The playground that was listed as a scope item was constructed under an additional grant in 2014. Parking lots and pathways are all in good condition. Lighting poles are in good working order and are decorated throughout the year for different events. The Kiosk and pavilion are used for local events and the summer farmer's market. Restrooms are the item that requires the most maintenance and the city works hard to keep them clean and in working order. Landscaping is well maintained. This park is the central park of the community and receives the most use.

Michigan's Western Gateway Trail Improvements TF12-123

In 2013 the City of Ironwood received a grant to develop a multi-use non-motorized trail through the community. This trail was later named the Iron Belle Trail. The trail is in great shape and is well maintained by the City and by the Friends of the Iron Belle trail group. The trail is utilized for many events including the Bridges and Bluffs Half Marathon. The Iron Belle has become one of the community's greatest assets and has initiated other projects and has brought more business to the downtown. The bridge is in great shape as well.

Longyear Park Improvements 26-01730

In 2013 the City of Ironwood received a grant to install universal design playground equipment at the existing playground at Longyear Park. The items in the grant included extension of the asphalt path, accessible picnic table, universal design playground equipment and surface. This is the most utilized playground in the community and is a great asset for attracting young families to our community. The playground and the portable restroom platform are in great condition.

Curry Park Improvements TF14-0136

In 2014 the City of Ironwood received a grant to upgrade Curry Park Campground with new utilities, campsites, landscaping and picnic tables. This park is heavily utilized for camping and the improvements get a lot of use. We hope to do more upgrades in the future. All features are in good shape and regularly maintained by City staff.

Depot Park Playground TF14-0221

In 2014 the City of Ironwood received a grant to install a playground at Depot Park. This playground has historical themes and was the final piece to complete the Depot Park redevelopment. The playground equipment is in good working order and is maintained by City staff.

Southern Beltline Trail Acquisition

In 2017 the City of Ironwood received a grant to acquire the beltline railroad grade to connect Norrie Park to the Miners Memorial Heritage Park and to the Iron Belle Trail. The City is in the process of acquiring the 33 acres of land to complete the project.

GRANT STATUS REPORT



Grants Management
Michigan Department of Natural Resources

Tuesday, January 22, 2019

Grant History

Grantee
City of Ironwood - Gogebic County

Project No. 26-00118 **Project County:** Gogebic **Project Year:** 1968
Project Title: Tourist Park
Project Status: Grant Closed **Grant Amount:** \$32,000.00

Project Description: Development of a new 9 site campground and improve existing 5 acre campground, construct a new comfort station, provide underground utilities, and install water system.

Project No. TF97-156 **Project County:** Gogebic **Project Year:** 1997
Project Title: Norrie Park Riverside Improvements
Project Status: Grant Closed **Grant Amount:** \$53,700.00

Scope Item:
8 Picnic Tables
8 Riverfront Seating
Handicap Fishing Deck
Pavilion Improvements
Rest Rooms
Signage
Waterfront Trails

Project Description: Enhance recreational value of waterfront park through trails, fishing access, riverfront seating and rest rooms.

Project No. TF03-210 **Project County:** Gogebic **Project Year:** 2003
Project Title: Recreation Trail
Project Status: Grant Closed **Grant Amount:** \$6,900.00

Project Description: Acquisition of a 30 foot x 400 foot strip of land along the recreation trail within the city. This trail is maintained by the Department of Natural Resources.

Project No. TF08-035 **Project County:** Gogebic **Project Year:** 2008
Project Title: Hiawatha Rotary Skate Park
Project Status: Grant Closed **Grant Amount:** \$46,300.00

Scope Item:
Asphalt path
Concrete pad
Drinking fountain and service line
Landscaping
Park sign
Picnic tables
Skate ramps and equipment
Trash cans

Project Description: Development will include construction of a 100 by 100-foot skate park facility.



Grants Management
Michigan Department of Natural Resources

Tuesday, January 22, 2019

Grant History

Grantee
City of Ironwood - Gogebic County

Project No. RP11-447 **Project County:** Gogebic **Project Year:** 2011
Project Title: Norrie Park Improvements Project
Project Status: Grant Closed **Grant Amount:** \$30,000.00

Scope Item:
8' ADA compliant picnic tables
Access Paths
ADA compliant playground structures
Heavy duty double-face bike racks

Project Description: Development to include purchase and install accessible playground structures, picnic tables and bike roads, and improve roadway and trails by the community garden.

Project No. TF11-112 **Project County:** Gogebic **Project Year:** 2011
Project Title: Depot Recreation Park and Trailhead Improvements
Project Status: Grant Closed **Grant Amount:** \$295,900.00

Scope Item:
Kiosk and entrance sign
MNRTF sign, permit fees
North parking lot
Outdoor Furnishings
Pathways, sidewalks, trails
Pavilion with restroom
Pedestrian lighting
Playground
South Parking lot
Trees, landscaping

Project Description: Development of Depot Park and Trailhead, including non-motorized trail, construction of pavilion with restroom facility, pathways, parking lot, playground equipment, pedestrian lighting, outdoor furnishings, site amenities, landscaping, and kiosk.

Project No. TF12-123 **Project County:** Gogebic **Project Year:** 2012
Project Title: Michigan's Western Gateway Trail Improvements
Project Status: Grant Closed **Grant Amount:** \$225,000.00

Scope Item:
Bridge decking
MNRTF sign
Pathways
Permit Fees

Project Description: Development to include multi-use non-motorized paved recreational trail starting at Ironwood and connecting to Hurley, Wisconsin at the western end and will traverse easterly through Cities of Bessemer and Wakefield.



Grant History

Grantee
City of Ironwood - Gogebic County

Project No. 26-01730 **Project County:** Gogebic **Project Year:** 2013
Project Title: Longyear Park Improvements
Project Status: Grant Closed **Grant Amount:** \$30,000.00

Scope Item:
6' wide asphalt path extension
Accessible picnic table
Accessible playground equipment and surface
Fence enclosure and pad for portable restrooms
Landscaping
LWCF plaque

Project Description: Development to include accessible playground equipment and surface, accessible picnic table, asphalt paths and concrete pad, and enclosure for existing portable restrooms.

Project No. TF14-0136 **Project County:** Gogebic **Project Year:** 2014
Project Title: Curry Park Improvements
Project Status: Grant Closed **Grant Amount:** \$37,500.00

Scope Item:
Campsites
Landscaping
Picnic Table
Utilities

Project Description: The renovation will consist of replacing the old, under powered electric service for the existing camp sites, upgrading inadequate electrical pedestals, rebuilding gravel pads for full hook-up sites, and installing ADA picnic tables.

Project No. TF14-0221 **Project County:** Gogebic **Project Year:** 2014
Project Title: Depot Park Playground
Project Status: Grant Closed **Grant Amount:** \$37,500.00

Scope Item:
Play Equipment (Including Surfacing)

Project Description: The project will consist of installation of a playground at Depot Park in downtown Ironwood that will compliment Depot Park through and incorporate the history of Ironwood with respect to its mining, railroad and logging industries.

Project No. TF17-0013 **Project County:** Gogebic **Project Year:** 2017
Project Title: Southern Beltline Trail Acquisition
Project Status: PA Executed **Grant Amount:** \$54,300.00

Project Description: Acquisition of approximately 33 acres of railroad grade and parcel properties that connects Norrie Park, on the southwest side of the City of Ironwood, with Miners Memorial Heritage Park in the central part of the community. The acquisition will not only connect the two parks, but the acquisition will ultimately connect Norrie Park to the Iron Belle Trail along US 2, on property currently owned by the City of Ironwood.

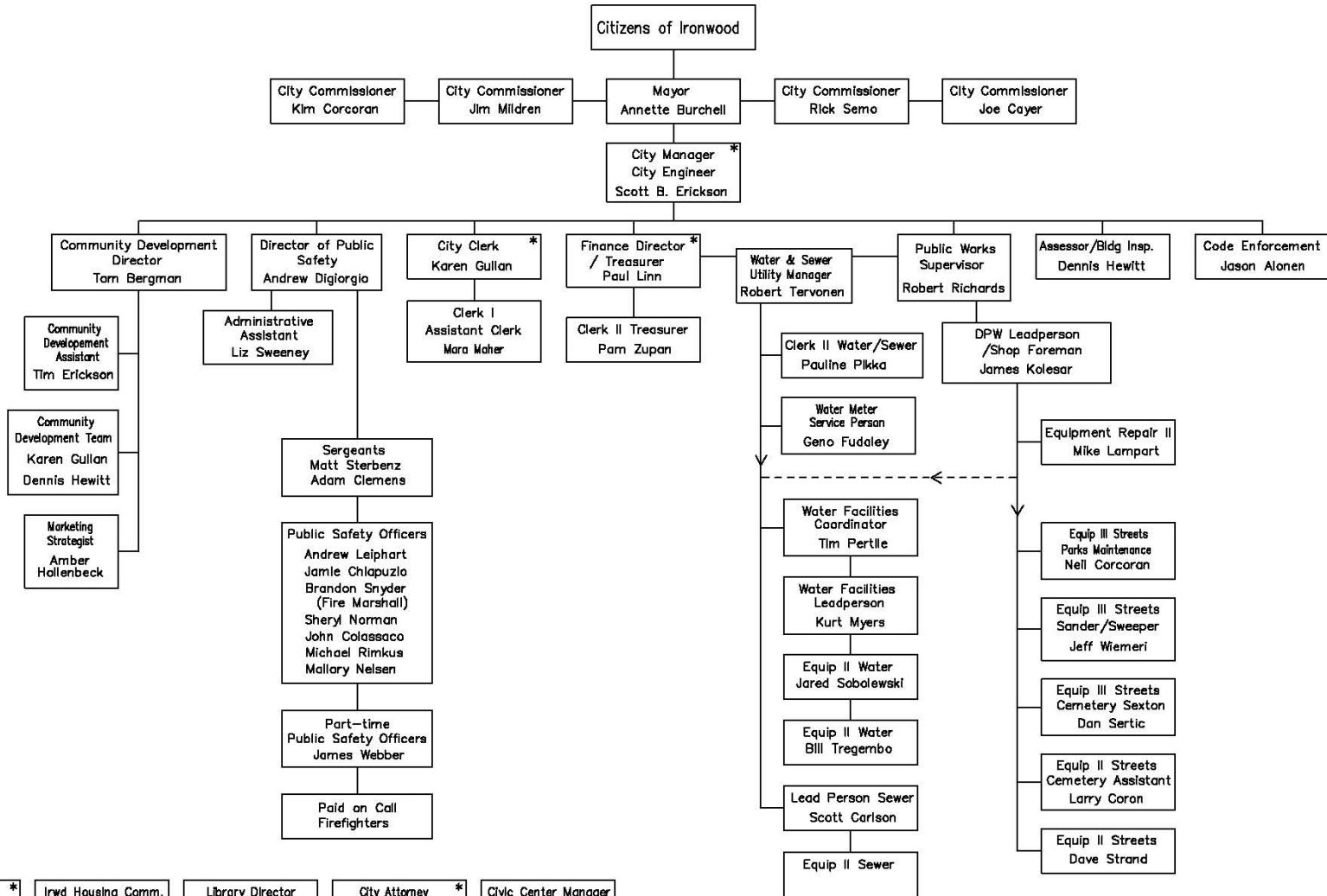


Grant History

Total Number of Projects: 11
Total Amount of Grant Given: \$849,100.00

CITY OF IRONWOOD ORGANIZATION FLOW CHART

City of Ironwood Organizational Flow Chart 2019



Positions appointed by City Commission *

Irwd Housing Comm. Dir. Cathy Tankka	Library Director Lynne Wiercinski	City Attorney Tim Dean	Civic Center Manager Brian Roehm
--------------------------------------	-----------------------------------	------------------------	----------------------------------

Date: January 14, 2019

RESOLUTION ESTABLISHING THE PARK COMMITTEE

November 9, 1987 Page-102-

RESOLUTION ESTABLISHING A RECREATION AND LIFE ENRICHMENT COMMITTEE FOR THE CITY OF IRONWOOD

- WHEREAS, we who live in Ironwood and the surrounding area are blessed with an abundance of natural resources conducive to year-round recreation; and
- WHEREAS, human nature is such that to have a truly full life, physical, artistic, dramatic, literary and cultural enjoyment is essential; and
- WHEREAS, we also have many historically significant sites and events that are important to our residents and should be passed on to those who follow; and
- WHEREAS, many commercial services have been created in the recreation field, and many public-spirited citizens have joined together to foster wholesome and enjoyable sports and recreation facilities and activities; and
- WHEREAS, this large diversity of action cannot be fully supported from the resources available to the City Government, but demonstrates that there are needs or demands in this area of life that the citizens feel important, and thus are worth consideration and planning; and
- WHEREAS, there is no single group to coordinate the recreation and life-enrichment aspects of our community life.
- NOW, THEREFORE, BE IT RESOLVED: That the City Commission hereby creates a Recreation and Life-Enrichment Committee as follows:
- RECREATION AND LIFE-ENRICHMENT COMMITTEE**
- PURPOSE:** To analyze, plan, and recommend procedures affecting the recreational, cultural, and life-enrichment aspects of community life;
- To maintain the city's Recreation Plan;
- To help coordinate activities of the various groups working in this area so as to encourage initiative, but also to make the best use of the limited resources available, bearing in mind the needs of the residents and the appeal of the activities to tourists and other visitors to the area.
- GOALS:** Provide: (1) Advice to the City Commission, (2) Coordination among providers of cultural and recreational opportunities and (3) Planning to maintain and improve the quality-of-life in the community.
- OBJECTIVES:** (1) Analyze recreational and cultural programs, to determine opportunities for reducing costs and improving services, through cooperation, sharing, scheduling, etc. (2) Review requests from organizations for financial and other assistance by the City. Recommend to the Planning Commission, City Manager, and City Commission equitable budget allocations, within overall limits prescribed by them. (3) Prepare Draft City Recreation and Cultural Plan for consideration by the Planning Commission. Annually review the Plan and suggest revisions to the Planning Commission.
- (Note: The Goals and Objectives are expected to change with the times. Such changes should be discussed and agreed upon by the Committee and the Planning and City Commissions.)

November 9, 1987 Page-103-

SCOPE: Geographic/SOCIAL

Ironwood and nearby Communities are interdependent. Together they form a social unit. While the primary recipients of City programs must be City residents, integration with the adjacent populations is desired.

Recreational and cultural activities are important factors in our tourist economy, therefore, the provision of opportunities for visitors is also within the scope of this Committee.

Activities

All recreation, social, and cultural activities conducted, aided or encouraged by the City may properly be considered within the purview of this Committee.

COMPOSITION

The committee shall consist of nine members appointed by the Mayor with confirmation by the City Commission for three-year renewable terms. The initial appointment will be of three for one year, three for two years, and three for three years. The terms will commence with confirmation of appointment, and terminate on July 1.

At the first meeting in July of each year the committee shall elect a chairperson, who shall perform the duties normally assigned to that office; a vice-chairperson to serve in the absence of the chairperson; and a secretary. The terms of the officers shall be for one year, or until a successor is elected.

The quorum of the committee shall be five members.

Members appointed to the committee will be those who are actively engaged in recreation and cultural activities in the Ironwood area. No more than three shall be non-residents of Ironwood.

Members shall serve without pay, except that out-of-pocket expenses for committee business may be reimbursed; requests are to be submitted to the City Manager. Requests for city funds for the committee's activities must be submitted with the plans and recommendations for the budget deliberations.

In case of resignation or disability of a member, the Mayor will appoint a replacement for the remainder of the term.

GENERAL PROCEDURES

The committee is responsible for the Recreation Plan, keeping it current, and adjusting it as necessary because of Planning and City Commission decisions.

The committee's plans and recommendations are to be furnished to the Planning Commission for inclusion in its decisions, plans, and recommendations to the City Commission. To accomplish this, revisions of short-term plans and/or programs should be forwarded to the Planning Commission by its January meeting each year, permitting time for discussion before that group must submit its recommendations to the staff for budget deliberations.

The committee is expected to solicit ideas and suggestions from the general public and groups organized for specific activities, and to consider all such input in developing plans to coordinate and guide group and municipal activities.

As most of the tourist-attracting features to the area are not within the city limits, and those running them are not residents of Ironwood, it is vital to the success of this committee that contacts be made and maintained with those groups, and information obtained also be considered.

November 9, 1987 Page-104-

Copies of the minutes of the Committee will be forwarded to the City Manager for reproduction and dissemination to the Planning and City Commissions. Requests for administrative and logistical support will be forwarded to the City Manager.

AYES: Commissioners Best, Carlson, Demasi, Lamb, Maki, Peterson, and

Mayor Lorenson

NAYES: None

ATTEST:

Anita E. Zak, City Clerk

jtz

I, Anita E. Zak, the duly appointed City Clerk of the City of Ironwood, Michigan, do hereby certify that the foregoing is a true copy of a Resolution adopted by the City Commission of the City of Ironwood at a meeting held on November 9, 1987.

Anita E. Zak, City Clerk

NOTICE OF PARKS & TRAILS USER SUMMIT

DAILY GLOBE

Daily Globe, Inc.
118 E. McLeod Avenue ~ Ironwood, MI 49938
906-932-2211 Fax 906-932-5358

PROOF OF PUBLICATION
STATE OF MICHIGAN – COUNTY OF GOGEBIC

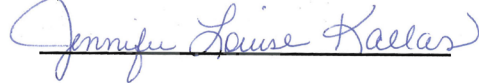


Marissa Casari being duly sworn says: I am the Legal Advertising Representative of The Daily Globe, a newspaper published and circulated in Gogebic and Ontonagon Counties. The Annexed is a printed copy of a notice which was published in said paper on the following date(s):

December 1, 2018



Subscribed and sworn to before me
This 1st day of December 2018



Jennifer Louise Kallas
Gogebic County, Acting in Gogebic County

My commission expires 09-19-2020

JENNIFER LOUISE KALLAS
Notary Public, State of Michigan
County of Gogebic
My commission expires
September 19, 2020
Acting in the County of Gogebic

NOTICE OF THE DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Dec 14, 2018 - Globe

19, at 11 a.m., preceded by visitation at 9:30 a.m., at All Saints Lutheran Church, 1202 Putnam St., in Wakefield, with the Rev. Bill Jacobson officiating.

Lakeside Memorial Chapel Inc., Wakefield, is in charge of the arrangements.

Rochelle Gustafson

KIMBALL, Wis. — Rochelle Gustafson, 60, peacefully passed away at her home on Dec. 12, 2018. She will be cremated and a celebration of life will be held in July 2019. Further details are pending.

For reprints or lamination services, contact the Daily Globe at 906-932-2211



PUBLIC NOTICE of City of Ironwood Park and Recreation Plan Availability

Notice is hereby given that a draft of the City of Ironwood Park and Recreation Plan is available for public inspection and comment on the project website at <http://kvisit.com/Oq/h9MD> and in the Clerk's office at the Memorial Building at 213 S. Marquette St., Ironwood, MI 49938.

Thank You, Jack Frost Festival Supporters

much different conversation here right now," he said at a news conference hours after the shooting. Bursten did not identify that caller.

No officers and no one else at the school were injured during the shooting in Richmond, which is near the Indiana-Ohio state line about 60 miles east of Indianapolis. The school has about 650 students

drum-item that police and school officials were notified that an armed person was heading to the school with the intention of hurting people.

Branum said the boy eventually ended up on the second floor of the school's south stairwell, where there was an exchange of gunfire before the teen took his own life.

Bursten declined to

The Palladium-Item reported that Indiana State troopers and officers with the federal Bureau of Alcohol, Tobacco, Firearms and Explosives had gathered at a residence in Richmond believed to be the boy's home. Crime-scene tape surrounded the front yard, which had an inflatable Santa and reindeer outside.

By 9 a.m., Richmond Community Schools had

"did everything right today."

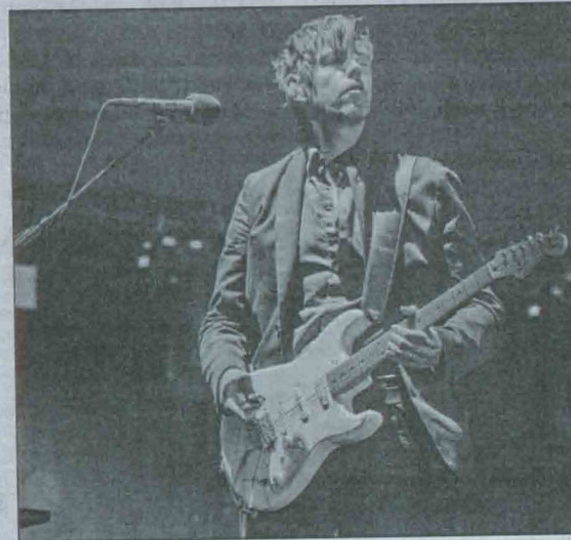
But he called the shooting "yet another example of gun irresponsibility, poor mental health awareness and access" that too often leads to youths committing school shootings.

"This is only going to continue until concrete action is taken so that guns do not fall into the hands of our kids," Snow said.

Janet Jackson, Def Leppard, Nicks join Rock Hall of Fame

NEW YORK (AP) — Janet Jackson joins her brother Michael and the Jackson 5 as members of the Rock and Roll Hall of Fame, earning induction on Thursday along with Stevie Nicks and the top fan vote-getter, Def Leppard.

Radiohead, the Cure, Roxy Music and the Zombies will also be ushered in next spring at the 34th induction ceremony. It will be held March 29 at Barclays Center in Brooklyn.



sion had been "highly criminal." He cited the influence of her 1986 album "Control," which he said set off the New Jack Swing trend.

"This was no one's kid sister," he wrote.

Jackson said on Thursday: "Thank you Rock and Roll Hall of Fame. I am truly honored and I am happy to be in there with my brothers."

It will be Nicks' second induction into the rock hall, since she's already there as a member of Fleetwood Mac. She launched a solo career in 1981 with her duet with the late Tom

From the Ironwood Daily Globe - December 14, 2018

NOTICE OF PUBLIC MEETING BEFORE THE PLAN'S ADOPTION

AFFP
2019*2023 Park & Rec

Affidavit of Publication

STATE OF MI }
COUNTY OF GOGEBIC } SS

January 14, 2019
Notice of Public Hearing
Ironwood City Commission

Notice is hereby given that a public hearing will be held by the Ironwood City Commission on January 28, 2019 at 5:25 p.m. at the Memorial Building at 213 S. Marquette St Ironwood MI 49938 City Commission Chambers, 2nd Floor to hear comment on the City of Ironwood 2019-2023 Park and Recreation Plan.

Marissa Casari, being duly sworn, says:

That she is a legal representative of the The Daily Globe, a daily newspaper of general circulation, printed and published in Ironwood, Gogebic County, MI; that the publication, a copy of which is attached hereto, was published in the said newspaper on the following dates:

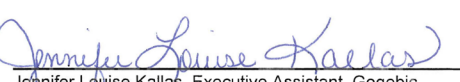
January 14, 2019

That said newspaper was regularly issued and circulated on those dates.

SIGNED:



a legal representative
Subscribed to and sworn to me this 14th day of January 2019.



Jennifer Louise Kallas, Executive Assistant, Gogebic County, MI
My commission expires: September 19, 2020

02100117 00018877 (906) 932-5745

Mara Maher
City of Ironwood
213 S Marquette St
Ironwood, MI 49938

JENNIFER LOUISE KALLAS
Notary Public, State of Michigan
County of Gogebic
My commission expires
September 19, 2020
Acting in the County of Gogebic

COPY OF MINUTES FROM THE PUBLIC MEETING

January 28, 2019, Page 353

January 28, 2019, Page 354

Proceedings of the Ironwood City Commission

1. Mayor Burchell called the public meeting to order at 5:20 P.M.
2. Recording of the Roll.

PRESENT: Commissioner Cayer, Corcoran, Mildren, and Mayor Burchell.
ABSENT: Commissioner Semo (excused)

3. Mayor Burchell opened the public hearing at 5:21 P.M.
4. Public Hearing: To hear comment on an Ordinance No. 518, Book 5, an ordinance to repeal Section 4-10 (Entitled "Consumption in Public") in Chapter 4, entitled "Alcoholic Liquors" of the code of Ordinances, City of Ironwood, Michigan and replace it with new section 4-10.

City Manager Erickson addressed the Ironwood City Commission regarding Ordinance No. 518, Book 5, an ordinance to repeal Section 4-10 (Entitled "Consumption in Public") in Chapter 4, entitled "Alcoholic Liquors" of the code of Ordinances, City of Ironwood, Michigan and replace it with a new section 4-10.

Larry Holcombe, an Ironwood Daily Globe reporter questioned City Staff on the changes from the old ordinance. City Manager Erickson clarified the changes and gave a brief review of the new ordinance. No other comments were received.

5. Mayor Burchell closed the public hearing at 5:25 P.M.

-
1. Mayor Burchell opened the public hearing at 5:25 P.M.
 2. Public Hearing: To hear comment on the City of Ironwood 5 Year Park and Recreation Plan.

Community Development Director Tom Bergman addressed the City Commission regarding the five (5) year Park and Recreation Plan noting that the minutes and the official Resolution from the City Commission will be incorporated into the plan under Appendix D. He further noted every year the City of Ironwood conducts a user summit and the Park and Recreation Plan is often modified after the summit takes place. City Staff recommends the adoption of the City of Ironwood five (5) Year Park and Recreation Plan, which is part of the comprehensive plan. No other comments were received.

3. Mayor Burchell closed the public hearing at 5:29 P.M.

-
- A. Mayor Burchell called the regular meeting to order at 5:30 P.M.

- B. Recording of the Roll.
PRESENT: Commissioner Cayer, Corcoran, Mildren, and Mayor Burchell.

ABSENT: Commissioner Semo (excused)

- C. Approval of the Consent Agenda.*

*1) Approval of Minutes – Regular City Commission Meeting of January 14, 2019.

*2) Review and Place on File:
a. Economic and Development Corporation Meeting Minutes of December 5, 2018.
b. Ironwood Housing Commission Meeting Minutes of January 8, 2019.

*3) Poverty Exemption Guideline Resolution #019-002.

*4) Receive and place on file the City Audit Report for fiscal year ending June 30, 2018.

Motion was made by Corcoran, seconded by Cayer to approve the consent agenda as presented. Unanimously passed by roll call vote.

- D. Approval of the Agenda

Motion was made by Mildren, seconded by Cayer and carried to approve the agenda as presented.

- E. Review and Place on File:
 1. Statement of Revenue & Expenditures.
 2. Cash and Investment Summary Report.

Motion was made by Corcoran, seconded by Cayer and carried to receive and place on file the Revenue & Expenditures Report for the month ending December 31, 2018 and the Cash and Investment Summary Report month ending December 31, 2018.

- F. Approval of Monthly Check Register Report.

Motion was made by Corcoran, seconded by Mildren to approve the monthly check register report for the month ending December 31, 2018. Unanimously passed by roll call vote.

- G. Citizens wishing to address the Commission on Items on the Agenda. (Three Minute Limit).

There were none.

- H. Citizens wishing to address the Commission on Items not on the Agenda (Three Minute Limit).

There were none.

I. AUDIENCE: 1) Mallory Nelsen, Ironwood Public Safety Officer

Public Safety Co-Director Adam Clemens introduced to the Ironwood City Commission the new Public Safety Officer Mallory Nelsen. Officer Nelsen comes to the City of Ironwood with 10 years of experience and is originally from the Upper Peninsula.

The Ironwood City Commission and those present welcomed Public Safety Officer Nelsen to the City of Ironwood.

NEW BUSINESS

J. Discuss and Consider approving the six-year (2019-2025) City of Ironwood Capital Improvement Plan (CIP).

Motion was made by Mildren, seconded by Corcoran to approve the six-year (2019-2025) City of Ironwood Capital Improvement Plan (CIP) and remove the redundancy of the splash pad and entrance sign. Unanimously passed by roll call vote.

K. Discuss and Consider authorizing bids for the 2019 Street Crack Seal Project.

Motion was made by Corcoran, seconded by Cayer and carried to authorize bids for the 2019 Street Crack Seal Project.

L. Discuss and Consider authorizing bids for the 2019 Street Pavement Marking Project.

Motion was made by Corcoran, seconded by Cayer and carried to authorize bids for the 2019 Street Pavement Marking Project.

M. Discuss and Consider approving MDOT Program Application for the 2019 MDOT Small Urban Program Project (Country Club Road (Ayer Street to U.S. 2) and Ayer Street (Lake Road to Curry Street and Suffolk to Lowell Street)) and authorize City Manager to sign.

Motion was made by Mildren, seconded by Corcoran and carried to approve MDOT Program application for the 2019 MDOT Small Urban Program Project (Country Club Road (Ayer Street to U.S. 2) and Ayer Street (Lake Road to Curry Street and Suffolk to Lowell Street)) and authorize City Manager to sign.

OLD BUSINESS

N. Discuss and Consider adopting Ordinance No. 518, Book 5, an ordinance to repeal Section 4-10 (Entitled "Consumption in Public") in Chapter 4, entitled "Alcoholic Liquors" of the code of Ordinances, City of Ironwood, Michigan and replace it with new section 4-10.

Motion was made by Mildren, seconded by Corcoran to adopt Ordinance No. 518, Book 5, an ordinance to repeal Section 4-10 (Entitled "Consumption in Public") in Chapter 4, entitled

"Alcoholic Liquors" of the Code of Ordinances, City of Ironwood, Michigan and replace it with new section 4-10. Unanimously passed by roll call vote.

O. Discuss and Consider approving Resolution #019-001- 2019-2023 Five (5) Year Park and Recreation Plan for the City of Ironwood.

Motion was made by Corcoran, seconded by Cayer to approve Resolution #019-001- 2019-2023 Five (5) Year Park and Recreation Plan for the City of Ironwood. Unanimously passed by roll call vote.

P. Consider approval of Rural Development Pay Package in the amount of \$572.00 for the City of Ironwood – Phase 4 Utility Project Water Portion and authorize Mayor to sign all applicable documents.

Motion was made by Corcoran, seconded by Cayer to approve the of Rural Development Pay Package in the amount of \$572.00 for the City of Ironwood – Phase 4 Utility Project Water Portion and authorize Mayor to sign all applicable documents. Unanimously passed by roll call vote.

Q. Consider approval of Rural Development Pay Package in the amount of \$4,202.25 for the City of Ironwood – Phase 4 Utility Project Sewer Portion and authorize Mayor to sign all applicable documents.

Motion was made by Corcoran, seconded by Cayer to approve the Rural Development Pay Package in the amount of \$4,202.25 for the City of Ironwood – Phase 4 Utility Project Sewer Portion and authorize Mayor to sign all applicable documents. Unanimously passed by roll call vote.

R. Mayor's Appointments.

Mayor Burchell reappointed Gemma Lamb to the Board of Review for a three (3) year term (term expiring December 31, 2021).

Motion was made by Corcoran, seconded by Cayer and carried to approve the Mayor's reappointment of Gemma Lamb for a three (3) year term (term expiring December 31, 2021).

S. Manager's Report.

City Manager Scott B. Erickson verbally gave the manager's report noting the following items:

- *The DPW has been busy between snow plowing, snow removal, and water line breaks and repairs.
- *The Ironwood Snowmobile Olympus events will be held February 9, 2021 (Pro-Vintage Race) and February 16-17, 2019 (USSA Prostar Series).
- *The Yooperbeiner snowshoe race will be held this Saturday at the Wolverine Nordic Ski Facility.

*Friday, February 1st will be the “Love Your North” Downtown Ironwood Chocolate tour for the Downtown First Friday event.

*The City of Ironwood is working with the Gogebic County Highway Department and Coleman Engineering on the MDOT Small Urban Street Grant Project for this summer. The project will include repaving of Country Club Road from US2 to Ayer Street and Ayer Street (from Lake Street west to Curry Street by the High School and from Suffolk St. to Lowell Street).

*The City has been renting space to the Ironwood Area Schools Alternative Education Program over the past few months. The Alternative Education Program will have their last day at the Memorial Building on Friday, February 8th.

T. Other Matters.

Mayor Burchell and the City Commission urged everyone to stay safe during the upcoming cold weather.

U. Adjournment.

Motion was made Corcoran, seconded by Cayer and carried to adjourn the meeting at 6:05 P.M.

Annette Da Lio-Burchell, Mayor

Karen M. Gullan, City Clerk

OFFICIAL RESOLUTION OF ADOPTION BY THE GOVERNING BODY

RESOLUTION #019-001

2019-2023 Five (5) Year Park and Recreation Plan

WHEREAS, the City of Ironwood has undertaken a Five Year Park and Recreation Plan which describes the desired actions to be taken to improve and maintain recreation facilities during the period between 2019 and 2023, and

WHEREAS, a public comment period was held from December 14th, 2018 through January 28, 2019 to provide an opportunity for citizens to express opinions about all aspects of the Recreation Plan, and

WHEREAS, the City of Ironwood has developed the plan for the benefit of the entire community to assist in meeting the recreation needs of the community, and

WHEREAS, the Ironwood Parks and Recreation Committee recommended approval of the plan on January 7, 2019 per Resolution 2019-001, and

WHEREAS, after the public meeting held on January 28, 2019, the City of Ironwood voted to adopt said Recreation Plan.

THEREFORE BE IT FURTHER RESOLVED the City of Ironwood hereby adopts the City of Ironwood Recreation Plan as a guideline for improving recreation for the residents of the City of Ironwood.

The following aye votes were recorded: Commissioner Cayer, Corcoran, Mildren, and Mayor Burchell.
The following nay votes were recorded: None.



Annette Burchell, Mayor

I, Karen Gullan, the duly appointed City Clerk of the City of Ironwood, Michigan, do hereby certify that the foregoing is a true copy of a Resolution adopted by the City Commission of the City of Ironwood at its Regular Meeting on January 14, 2019.



Karen M. Gullan, City Clerk

OFFICIAL RESOLUTION OF THE PARK BOARD, RECOMENDING ADOPTION

RESOLUTION #2019-001

2019-2023 Five (5) Year Park and Recreation Plan

WHEREAS, the City of Ironwood has undertaken a Five Year Park and Recreation Plan which describes the desired actions to be taken to improve and maintain recreation facilities during the period between 2019 and 2023, and

WHEREAS, a public comment period was held from December 14, 2018 through January 14, 2019 to provide an opportunity for citizens to express opinions about all aspects of the Recreation Plan, and

WHEREAS, the City of Ironwood has developed the plan for the benefit of the entire community to assist in meeting the recreation needs of the community, and

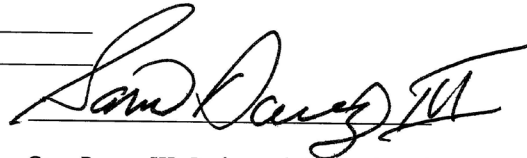
THEREFORE BE IT FURTHER RESOLVED the Parks and Recreation Committee of the City of Ironwood recommends approval of the Parks and Recreation Plan to the City Commission as a guideline for improving recreation for the residents of the City of Ironwood.

The following aye votes were recorded: _____

5

The following nay votes were recorded: _____

0



Sam Davey III, Parks and Recreation Chair

I, Tim Erickson, the duly appointed Secretary of the Parks and Recreation Committee, Michigan, do hereby certify that the foregoing is a true copy of a Resolution adopted by the Parks and Recreation Committee of the City of Ironwood at its Regular Meeting on January 7, 2019.



Tim Erickson, Parks and Recreation Committee Secretary

LETTER TRANSMITTING ADOPTED PLAN TO COUNTY PLANNING AGENCY

City of Ironwood
213 S. Marquette St.
Ironwood, MI 49938



Phone: (906) 932-5050
Fax: (906) 932-5745
www.cityofironwood.org

January 29, 2019

Juliane M. Giackino
Gogebic County Administrator
jgiackino@gogebic.org

Re: City of Ironwood 2019-2023 Park & Recreation Plan

Dear Ms. Giackino:

Please find the City of Ironwood's adopted 2019-2023 Park & Recreation Plan at the following link.

<https://www.keepandshare.com/doc3/38947/comprehensive-plan-pdf-52-6-meg?da=y>

Per Michigan Department of Natural Resources the City is required to send you a copy of the plan. If you have any questions please don't hesitate to contact me.

Sincerely,



Thomas A Bergman
Community Development Director
bergmant@cityofironwood.org
906-932-5050 x 126



This Institution is an Equal Opportunity Provider, Employer and Housing Employer/Lender



LETTER TRANSMITTING ADOPTED PLAN TO REGIONAL PLANNING AGENCY

City of Ironwood
213 S. Marquette St.
Ironwood, MI 49938



Phone: (906) 932-5050
Fax: (906) 932-5745
www.cityofironwood.org

January 29, 2019

Jerald Wuorenmaa
Western Upper Peninsula Planning and Development Region Executive Director
jwuorenmaa@wuppdr.org

Re: City of Ironwood 2019-2023 Park & Recreation Plan

Dear Mr. Wuorenmaa:

Please find the City of Ironwood's adopted 2019-2023 Park & Recreation Plan at the following link.

<https://www.keepandshare.com/doc3/38947/comprehensive-plan-pdf-52-6-meg?da=y>

Per Michigan Department of Natural Resources the City is required to send you a copy of the plan. If you have any questions please don't hesitate to contact me.

Sincerely,

Thomas A Bergman
Community Development Director
bergmant@cityofironwood.org
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PARKS ACCESSIBILITY ASSESSMENT

City of Ironwood Parks	ADA Score
Curry Park	3
Depot Park	4
Downtown Pocket Park	4
Hiawatha Park	3
Hiawatha Rotary Skate Park	4
John Krznarich Little League Field	3
Kuitunen Park	4
Lake & Ayer Street Park	3
Lindquist Student Center	4
LL Wright High/Norrie Elementary	3
Longyear Park	3
Miners Memorial Heritage Park	2
Mount Zion Overlook Park	3
Mount Zion Recreation Complex	3
Municipal Memorial Building	4
Norrie Park	3
Pat O'Donnell Civic Center	4
Patterson Tennis Courts	4
Randa Field	3
Sleigh Elementary School	3

Evaluation was completed by Michael J. D. Brown, Community Development Director

The City used 2010 ADA Standards for Accessible Design to perform the evaluation. As
 park improvements occur the City will evaluate the needs for ADA improvements and how it can become more
 ADA compliant. Scoring Criteria
 Meets 2010 ADA Standards for Accessible Design 1 = none, 2 = some, 3 = most, 4 = all, 5 = meets Principles of
 Universal Design

DESCRIPTION OF THE PUBLIC INPUT PROCESS

ANNUAL PARKS & TRAILS USER SUMMIT

On Wednesday, December 12, 2018, the City of Ironwood held its annual Parks & Trails User Summit at the City of Ironwood Memorial Building. This summit provided an opportunity for trail and park users as well as trail and park volunteer groups to shape the future of parks and trails in the City. The City will be holding these summits on an annual basis in order to gather information and the desires of user groups and the general public.

The Following comments were recorded and integrated into the plan:

- Acquisition of maintenance equipment.
- Create motorized Southern access to Trail #2.
- Maintenance funding to MMHP and Michigan's Iron Belle Trail.
- Create a City funded park development fund.
- Create alternative natural playgrounds that are less expensive.
- Construct adult outdoor fitness park along the Michigan's Iron Belle Trail.
- Construct two parks North of Highway US2.
- Construct mountain bike pump tracks.
- Combat invasive species.

PARKS & RECREATION PLAN AVAILABILITY

Between December 14, 2018 and January 28, 2019, the City of Ironwood provided the draft 2019 - 2023 Parks & Recreation Plan to the public on the City website as well as hard copies available in the City Clerks Office.

PUBLIC HEARING

On January 28, 2019, the City of Ironwood held a public hearing to give the public the opportunity to make comment on the draft 2019 - 2023 Parks and Recreation Plan.