

## **ISHPEMING COMMUNITY ASSESSMENT**

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Sponsored by Community Foundation of Marquette County  
and  
CMF Rural Economic Development Cohort Team  
September 19, 2018

The Community Foundation of Marquette County (CFMC) was selected by the Council of Michigan Foundations (CMF) to participate in the Rural Economic Development Cohort initiative. The purpose of this initiative is to: build community leadership capabilities to support economic development; assist community foundations to engage with other local actors working on economic development; to complete a community assessment; and receive expert guidance to turn results into action. This report is the product of the community assessment where a cross-section of community leaders and residents shared their thoughts, feelings and aspirations about Ishpeming. Consultants from Community Economic Development Association of Michigan (CEDAM), under contract with CMF, produced this report after receiving, summarizing and analyzing community feedback. It provides observations and suggestions, and identifies recommended focus areas.

### **METHODOLOGY**

The process of the assessment consists of a tour of the community, hitting highlights and sites of interest that provide context for what the consultants will be hearing from the community throughout the day. Next the consultants conduct four focus groups made up of cohorts of stakeholders. In Ishpeming, the group categories were: elected/appointed officials, service providers, business owners, and youth and education officials. At each of the focus groups, the consultants ask questions following a modified SWOT (strengths, weaknesses, opportunities and threats) analysis model. Feedback is meticulously collected. In the evening, a community-wide meeting is held, facilitated by the consultants. It is a visioning and working session, which culminates in breaking out in to small groups to generate project ideas based on existing assets. Participants then sign up to volunteer to work on particular projects.

The product of the assessment is this report that includes all of the community feedback gathered during the day. It also provides observations made by the consultants and identification of focus areas, based on feedback from focus group and community-wide meeting.

## BACKGROUND

Per the 2010 US Census (<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>), there were an estimated 6,407 people, 2,824 households, and 1,664 families residing in the City of Ishpeming. The city is not very diverse, with 96% of the population being white. The second largest race is native American/native Alaskan at 2.4%.

Per the 2012-2016 American Community Survey from the US Census (<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>), the village has approximately 3,128 housing units, 86.9% of which are occupied units. Of the occupied units, 73% are owner occupied and 27% are renter occupied. There are 409 units of vacant housing in the city contributing to blight, which makes up 13.1% of the total housing. The housing stock is relatively old in the village with 53.6% of all housing units having been built before 1939 and another 36.8% built between 1940-1979; in short, 90.4% of the housing units were built before 1979. This would indicate that there is a high need for lead paint and other hazard reduction measures, in addition to general upgrades and maintenance to this housing. Zero new construction housing units were built between 2010-2016. Single family/1 unit dwellings make up 68.8% of all units. The remaining units are made up of 29.8% multi-unit buildings and 1.4% mobile homes. Of the multi-unit buildings, the majority of them, or 18.6% of the total housing units are 2-4 units each.

On October 3, 2018, Trulia.com (<https://www.trulia.com/MI/Ishpeming/>) listed 142 homes for sale in Ishpeming. Also per Trulia.com, the median listing price for Ishpeming is \$79,900.

## THE TOUR

The assessment kicked off with a tour of Ishpeming conducted by Anne Giroux, Marquette County Treasurer. The tour group met at Bell Hospital, an impressive, state of the art medical facility tucked into a secluded spot on the edge of town. Down the hill from Bell Hospital, Anne pointed out the Country Village shopping center. In the 1980s, this development was a thriving shopping and entertainment attraction, including a bowling alley, strip malls, a camp ground, theatre and hotel – all family owned and operated until recent years. Now the center is struggling with many vacant storefronts and uncertainty regarding the future of the existing businesses/parcels. Whereas its location on US 41 in the 1980s was convenient and no doubt contributed to its success, now it constitutes a gateway into town that doesn't make the best first impression.

Passing the Catholic cemetery, we continued on to the beautiful Al Quaal recreation area, where Anne pointed out the extensive trails and other recreation opportunities. We then drove past the Elementary school, Teal Lake (an amazing asset right in town), and into the 8<sup>th</sup> Edition Neighborhood. This neighborhood appeared to be stable, with affordable single family housing in good condition; seemingly a great place for young families.

We looped south and passed the U S National Ski Hall of Fame on our way to downtown Ishpeming, where Anne described some of the current and future work of the Land Bank. The downtown entryway is a patchwork – some lovely houses, some in need of repair (or maybe demo!), but the High School is remarkable. It gives the downtown an immediate air of grounded respect for history and quality, as do other beautiful historic buildings we passed as we drove through the downtown. Currently there is not a wide variety of retail stores in the downtown and there are quite a few vacancies, however the storefronts that are filled are well maintained and attractive. Clearly, there are many opportunities for business attraction.

## **COMMUNITY FEEDBACK<sup>1</sup>**

### **Focus Group #1: Elected and appointed officials; city and county staff**

When asked about challenges that face Ishpeming, this group opened the meeting with comments about lack of money to run the city – not enough for infrastructure, equipment and staff. The impact of this is seen in blight (especially in rental properties) due to lack of staff to enforce ordinances and need for more police, among others. Second, the group described much of the housing stock as substandard, and not only does this limit the ability to attract new families to the area, it means low SEVs and decreases the tax base. Finally, the participants bemoaned the reputation of Ishpeming. They perceive that Ishpeming suffers from the image of being an unsafe community with poor schools and poor quality housing.

The list of great things about Ishpeming coming from this group was very extensive. Just to name a few, the group noted the trail system, the great people of Ishpeming, the downtown and great schools.

When asked to identify their **top priorities** there were three common themes: get rid of slum lords and address blight, find leadership in the community to harness and market assets, and work to attract new business and jobs:

- Apparently up to 25% of housing in the city is rental and many of the units are owned by just a few landlords. Many of the rentals are substandard, but still attract renters since they are less expensive than rentals in Marquette.
- They acknowledged that there are untapped opportunities due to lack of leadership. There's currently no concerted, targeted effort to market the many assets of Ishpeming.
- They want better paying jobs and talked about the need for incentives for businesses to purchase and redevelop properties downtown.

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<sup>1</sup> See Appendix 1: Community Feedback Tables for detailed listing of comments.

## **Focus Group #2: Community Leaders – Service Providers**

When asked about challenges, the responses were similar to the first group regarding inferior housing stock. They also mentioned lack of decent senior housing. Second, they mentioned that although there is a documented drug problem in Ishpeming, the image that out-county folks have of Ishpeming being an unsafe, druggie community is false and overblown.

They also said that Ishpeming needs a plan; it doesn't have an identity. They felt strongly that the community needs to collectively come to a vision and focus on marketing it.

Again, the list of assets was long and varied. However, the most often mentioned was the strong community pride and generosity. They celebrated the many outdoor recreation services and events.

Their priority echoed the first group in regards to the need to corral resources and create a plan/vision for the Ishpeming community.

- This vision should inspire people, and be one that is developed through a consensus.
- Need to focus energy promoting the great things in Ishpeming and trumpet its unique identity (as formed and articulated in the planning process).
- Need to form a group to develop the plan as a singular goal.

## **Focus Group #3: Business and property owners**

Understandably this group had background knowledge of and a focus on, the downtown. They joked that Ishpeming has “the worst marked downtown ever”; but were serious in their expressed need for better signage. There was also some discussion of the difficulty and expense of rehabbing the buildings downtown. They lamented the state of housing stock – in general and surrounding the downtown; especially mentioning the lack of new housing development in the city and the existing problems with blight. They also echoed the previous two groups in remarking on the bad reputation the community has and the need to market the community's strengths such as the school, the recreational opportunities and the downtown.

This group identified Ishpeming as a great and helpful community. They also applauded the DDA for its investment in downtown beautification.

When this group was asked “what do you want to see accomplished in Ishpeming?” you could almost sum up their answers in one word: **MARKETING!**

- They agreed that Ishpeming has an awful lot to offer to not only tourists but potential new residents and businesses: affordable housing (although need more variety), great schools, a beautiful downtown with buildings all ready for tenants or redevelopment, amazing four season recreation opportunities that are world renowned, and wonderful people.
- Once again, they said we need a PLAN.

#### **Focus Group #4: Youth and Education Leaders**

The first challenges identified by this group were the problems of actual drug use and the image this drug use gives the school district. Like the first group, however, they surmised that although there is drug use, it is not as prevalent as some would assume. The kids agreed that there isn't enough for kids to do in town; they have to go to Marquette to find fun things to do like a movie theater and shops to visit; they would really like to see more variety of shops in their own downtown. And finally, housing was also mentioned by this group – they agreed that general condition and quality of housing is not the best. One new issue that surfaced in this group is the general lack of appreciation of the arts – no arts programming in the school and very little public art.

Community assets discussion kicked off with the great sense of community and loyalty to the school district (special note of the alumni group that is so dedicated to the school). They also listed the trails and Carnegie Library.

When asked what they would like to see accomplished, the answers focused on the school, downtown and housing.

- Need to provide more diversity of programming in the schools especially around arts, afterschool clubs and activities, and internships
- We have opportunities to bring in new diverse businesses downtown; need to renovate buildings and beautify to attract those businesses
- Housing problems need to be addressed – especially around the downtown and the school

## Town Hall

The town hall meeting was full of lively people and discussion. The air was charged with hope, enthusiasm and determination. Their vision for Ishpeming is a “vacation in place” kind of town; a town that capitalizes on all of its many assets and caters to all generations with things to do and safe comfortable places to do them.

The working portion of the town hall meeting generated a long list of projects (see Appendix 1 for the project descriptions, as well as the community members who volunteered to take action on them). Many of the projects center around the notion that Ishpeming has MANY natural and inherent assets; they just need to be inventoried, improved/updated (in some cases), connected and enjoyed!

## OBSERVATIONS

Reviewing the lists of focus group and community-wide meeting participants, it is clear that the assessment feedback reflects a representative group of the Ishpeming general population. Thus, we feel justified in saying that the summary of needs and priorities is legitimate and portrays the sentiments of a broad range of Ishpeming residents. While there was mention of lack of jobs to keep the kids in the community and the need for a community space with opportunities for cross generational recreation and community building, the priority areas mentioned most often included: need for higher quality and more variety of housing; the need to address blight (this is related to the housing issue); and the unrealized opportunity to harness the many recreation and other assets of Ishpeming and aggressively market them to not only attract tourists, business and potential residents, but to dispel the erroneous image of Ishpeming.

**Housing and Blight:** The city has a relatively high rate of rental properties that are in bad repair or blighted. Many of these are (apparently) owned by just a few landlords that are taking advantage of desperate people who can’t afford to rent better quality units. Although the city does have neighborhoods with lovely, modest single family housing that is suitable for first time homebuyers and young families, there are not many units available (often they get snapped up by investors) and the city lacks a variety of housing types for other folks such as seniors. Although the Land Bank is working furiously to demolish dangerous/blighted buildings, there are still examples of properties in bad need of clean up or demolition.

**Harnessing Assets, and Crafting and Marketing a Unique Identity for Ishpeming:** Across the board, leaders and residents of Ishpeming understand that although the community has many assets that could make it a destination, these assets are not being marketed. They understand that in order to thoughtfully, yet assertively move the city forward, a planning committee must be formed that will focus solely on this task – crafting an identity of Ishpeming that bolsters the image problem, rallies everyone in Ishpeming around it and

effectively communicates to the world that Ishpeming is a unique and wonderful place. Building on the great history of mining and fearless, hard-working miners; and gutsy, rugged outdoor recreation the message should be one of a plucky, brawny, gritty place – sisu country!

## RECOMMENDATIONS

The purpose of the assessment process was to gather feedback from a cross section of Ishpeming stakeholders, summarize what we heard, share our observations and make recommendations for areas of focus that the community, partnering with the Community Foundation, might pursue.

FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
Housing	Create a housing committee. Consider inviting representatives from: Alger/Marquette Community Action Agency (AMCAP), Marquette Co, Habitat for Humanity, other interested parties: churches, banks (such as TruNorth Federal Credit Union, a member of the Federal Home Loan Bank)	Community Foundation	<ol style="list-style-type: none"> <li>Michelle LaJoie, Executive Director Email: <a href="mailto:mLaJoie@communityactionam.org">mLaJoie@communityactionam.org</a> (906) 228-6522 Phone Extension: 208</li> <li>Habitat for Humanity <a href="http://www.mqthabitat.org/">http://www.mqthabitat.org/</a></li> <li>Reach out to Pennies from Heaven Foundation director, Monica Schuyler (<a href="mailto:monica.schuyler@pfhf.org">monica.schuyler@pfhf.org</a>) to learn about the Housing Committee she spearheaded in Ludington</li> </ol>
	Create a step by step strategy to address housing issues in Ishpeming: improve existing housing stock; develop a variety of new types of housing;	Housing Committee	<ol style="list-style-type: none"> <li>MSHDA is exploring the feasibility of modular housing for affordable homeownership. Contact Tiffany King at <a href="mailto:KingT12@michigan.gov">KingT12@michigan.gov</a></li> <li>AMCAP – Weatherization funding: <a href="http://communityactionam.org/housing-and-utilities">http://communityactionam.org/housing-and-utilities</a></li> <li>USDA RD –Donald Gerrie, <a href="mailto:Donald.Gerrie@mi.usda.gov">Donald.Gerrie@mi.usda.gov</a> USDA Rural Development Single Family Home Repair Loans and Grants can help very low income applicants remove health and safety hazards,</li> </ol>

FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
	encourage and support homeownership.		<p>make essential repairs or make accessible for residents with disabilities. Learn about all the USDA RD programs here. <a href="http://www.rd.usda.gov/about-rd/agencies/rural-housing-service">http://www.rd.usda.gov/about-rd/agencies/rural-housing-service</a>.</p> <p>7. Federal Home Loan Bank of Indianapolis programs: In partnership with their members, FHLBI offers three grant programs designed to address the affordable housing needs:</p> <ul style="list-style-type: none"> <li>• the Homeownership Opportunities Program (HOP) to help first-time homebuyers with down payment assistance;</li> <li>• the Neighborhood Impact Program (NIP) to assist low-income homeowners with home repairs;</li> <li>• and the Accessibility Modifications Program (AMP) to aid seniors and households with disabled family members with home improvements that will allow them to remain in their current homes.</li> </ul> <p><a href="https://www.fhlbi.com/products-services/communities-and-housing">https://www.fhlbi.com/products-services/communities-and-housing</a></p> <ul style="list-style-type: none"> <li>• Mary Beth Wott, Community Investment Officer; (317) 465-0368, <a href="mailto:mwott@fhlbi.com">mwott@fhlbi.com</a></li> </ul> <p>TruNorth Federal Credit Union is a member of FHLBI. Contact them to learn more about these grant programs. (906) 485-5563</p>
	Explore rental rehabilitation for upper story units in the downtown.	City Manager with business/property owners in the downtown; DDA	<p>8. MEDC offers Community Development Block Grant resources for Rental Rehabilitation, a program that partners with landlords to provide safe, decent affordable rental housing. Contact Jennifer Tucker of the MEDC CATeam at <a href="mailto:tuckerj6@michigan.org">tuckerj6@michigan.org</a> ; or read more about the rental rehab program at <a href="http://www.michiganbusiness.org/cm/files/fact-sheets/cdbg.pdf">http://www.michiganbusiness.org/cm/files/fact-sheets/cdbg.pdf</a></p>
	Create a contractor group to assist persons interested in redeveloping property and starting a business in	DDA, City Manager	<p>9. Attracting and assisting persons interested in redeveloping properties and starting businesses downtown would increase tax base and enliven the downtown. Contractors/ business owners with experience could align with the city efforts to become RRC certified and provide guidance to potential building/business owners.</p>



FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
	Ishpeming		RRC Program: <a href="https://www.miplace.org/communities/rrc/">https://www.miplace.org/communities/rrc/</a>
<b>Blight</b>	Address blight and vacancy with a Vacant Property Registration ordinance.	City Manager; Police Department; Dept of Public Works	<p>10. Vacant Property Registration Ordinance (VPRO) can be designed to serve a number of purposes related to vacant property issues. Chiefly, a VPRO provides a way for the Village to gather current, local contact information for the owners of vacant properties. This contact information is then used to communicate with owners when there is a property maintenance issue that needs to be resolved. Some VPROs also require owners to provide a plan for repair and re-occupancy with their registration.</p> <ul style="list-style-type: none"> <li>Find more information on VPROs: <a href="http://www.communityprogress.net/tool-1--vacant-property-registrationordinances--pages-257.php">http://www.communityprogress.net/tool-1--vacant-property-registrationordinances--pages-257.php</a></li> </ul> <p>11. MML also offers a sample of ordinances from across the state, which can be found: <a href="http://www.mml.org/resources/sample_docs/ordinances/index.html">http://www.mml.org/resources/sample_docs/ordinances/index.html</a></p> <p>12. The City of Muskegon Heights, for example, outlines a VPRO with an escalating fee of \$0 if the structure is vacant for less than six months to more than \$5,000 if the structure is vacant for more than 10 years. <a href="http://www.muskegon-mi.gov/cresources/vacant_building_FAQ.pdf">http://www.muskegon-mi.gov/cresources/vacant_building_FAQ.pdf</a></p>
	Consider developing a general Blight Ordinance to address storage on premises of junk cars, construction materials, refuse/garbage, etc.	City Manager; Police Department; Dept of Public Works	13. See sample ordinance from Plymouth: <a href="http://www.mml.org/resources/sample_docs/ordinances/blight/blight/blight-plymouth.pdf">http://www.mml.org/resources/sample_docs/ordinances/blight/blight/blight-plymouth.pdf</a>
	Address blight through “peer pressure”	City Council; Dept of Public Works	14. At City Council meetings report out the top 10 worst properties (blighted; vacant and underutilized; etc.) by address.
	Develop an anti-blight strategy/plan: conduct organized neighborhood sweeps in targeted neighborhoods. Replace the system of reacting to	City Manager; Dept of Public Works; and possibly other city departments	15. Warren developed a plan for addressing blight that included targeting specific neighborhoods and focusing resources there. They identified vacant/blighted properties; sent “warning letters”; conducted inspections; assisted with junk/trash removal. This would likely require pick up of large items for removal. Perhaps one of the service groups or the Community Foundation could assist the city with the cost of pick up.

FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
	<p>blight complaints citywide to initiate a proactive program that would produce visible results in target neighborhoods.</p>		<p>These “sweeps” not only immediately improved conditions in the targeted neighborhood but spurred adjacent property owners to tend to their properties.</p> <p><a href="https://www.mml.org/resources/sample_docs/ordinances/blight/league-publications/operation%20clean%20sweep%20review-janfeb2013%20warren.pdf">https://www.mml.org/resources/sample_docs/ordinances/blight/league-publications/operation%20clean%20sweep%20review-janfeb2013%20warren.pdf</a></p> <p>16. Consider a community-wide contest to reward residents for well-maintained properties. In some communities the Garden Club is the sponsor and members act as judges. The prize is a sign that declares that property to be the winner of the beautification competition. The sign (or signs if first, second and third places are awarded) can be circulated from year to year.</p>
	<p>Reporting and managing code violations</p>	<p>City Manager; Dept of Public Works; and possibly other city departments</p>	<p>17. SeeClickFix is a communications platform for citizens to report non-emergency issues and governments to track manage, and reply – ultimately making communities better through transparency, collaboration, and cooperation. Learn more <a href="https://seeclickfix.com/">https://seeclickfix.com/</a>. Allegan very recently started using SeeClickFix technology and is pleased with the preliminary results. Contact Joel Dye, City Manager for more information <a href="mailto:jdye@cityofallegan.org">jdye@cityofallegan.org</a></p>
<p><b>Fashion an Identity for Ishpeming and Market It</b></p>	<p>Address the “self-deprecating” nature and image of Ishpeming through an informational, inspirational State of the City Message</p>	<p>Mayor</p>	<p>18. <b>Annual “State of the City” address</b> by the Mayor could be a celebration of both successes and efforts underway. This would serve to keep residents updated on the City’s work, building a shared sense of momentum and accomplishment, as well as provide acknowledgement of remaining needs in order to set priorities. Instead of having it in conjunction with a City Council meeting, plan it as a celebration in the evening or on a weekend so that more people can attend. Invite, and acknowledge, community groups and business leaders to attend, particularly those that have actively supported the City’s efforts.</p> <p>a. The National League of Cities has produced a guide with tips on composing an effective State of the City address: <a href="http://nlc.org/sites/default/files/2017-02/NLC_State_of_the_Cities_Brief_WEB_2017_0.pdf">http://nlc.org/sites/default/files/2017-02/NLC_State_of_the_Cities_Brief_WEB_2017_0.pdf</a></p>

FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
			<p>b. The Michigan Municipal League has recently completed an analysis of State of the City addresses from around Michigan that can be used as a reference. The August 2017 report: <a href="http://www.mml.org/pdf/resources/publications/StateoftheCities-Final-2017.pdf">http://www.mml.org/pdf/resources/publications/StateoftheCities-Final-2017.pdf</a> .</p>
	<p>Create a marketing/branding committee</p>	<p>Community Foundation</p>	<p><b>19.</b> This could be spearheaded by the Community Foundation and possibly staffed part-time with donations from major employers and Community Foundation. The objective would be to develop a community-wide marketing and branding strategy. The key is to gather and unify the key partners associated with the many assets in Ishpeming (both formal and informal)– the City, the Cliffs Shaft Mine Museum, the Ski Hall of Fame, Adventure Team, volunteer groups maintaining the trails and working to improve beaches, businesses downtown, etc. – the overall goal to agree to back and market a message and brand for Ishpeming. The RRC program has developed an excellent step by step guide entitled Marketing and Branding Strategy Guide found here: <a href="https://www.miplace.org/globalassets/media-documents/rrc/rrc-guide---marketing--branding.pdf">https://www.miplace.org/globalassets/media-documents/rrc/rrc-guide---marketing--branding.pdf</a>            Contact your MEDC CATeam representative, Jennifer Tucker at <a href="mailto:tuckerj6@michigan.org">tuckerj6@michigan.org</a> for assistance.</p>
<p><b>Other</b></p>	<p>Community/Recreation Center</p>	<p>City Parks and Rec</p>	<p>20. Create a planning committee made up of Parks and Rec, Greater Ishpeming Commission on Aging, School Administration and Community Foundation. Ascertain feasibility of developing a community/rec center.</p> <p>21. Contact City Manager of Shelby (Rob Widigan, <a href="mailto:administrator@shelbyvillage.com">administrator@shelbyvillage.com</a>) to learn about The Ladder, a community center developed in Shelby through private funding.</p> <p>22. USDA RD Community Facilities Loans and Grants: This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings. Learn more</p>

FOCUS AREA	ACTIVITY	FACILITATOR	RESOURCES
			<a href="https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program">https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program</a> . Contact Donald Gerrie, <a href="mailto:Donald.Gerrie@mi.usda.gov">Donald.Gerrie@mi.usda.gov</a>
	Investing in Ishpeming’s children	Community Foundation and Alumni Group	23. Children’s Savings Accounts - CSAs are long-term savings or investment accounts that help children (ages 0-18) and their families, especially those from low-income families, build savings for the future. CSAs: <ul style="list-style-type: none"> <li>a. Provide incentives to grow savings, such as initial deposits, savings matches or prize-linked savings.</li> <li>b. Are usually used for postsecondary education (e.g. college, vocational/technical schools), though other possible uses include homeownership and financing a small business.</li> </ul> Contact Brian Rakovitis, <a href="mailto:rakovitis@cedamichigan.org">rakovitis@cedamichigan.org</a> , for additional information and assistance on CSAs in Michigan.
	Arts and Culture: Create a Mural Program	Community Foundation Youth Advisory Council	24. There are many creative ways to inexpensively create murals. This type program could give youth of Ishpeming an opportunity to spearhead public art projects. Murals can be done with “miss-mixed” paint from the hardware store and volunteer artists.
	Arts for school aged kids	Community Foundation Youth Advisory Council with School Administration	25. Michigan Youth Arts offers a \$500 grant to help pay for transportation for an arts and culture related field trip. The deadline for this year’s application is October 19, 2018. Learn more at <a href="https://www.michiganyoutharts.org/grants.html">https://www.michiganyoutharts.org/grants.html</a>

**APENDIX 1**  
**Marquette County Community Assessment: 9/19/18**  
**COMMUNITY FEEDBACK**

**FOCUS GROUPS**

GROUP	PROBLEMS/CHALLENGES	STRENGTHS/ASSETS	WHAT WOULD LIKE TO ACCOMPLISH?	IF YOU WERE GOING TO DO ONE THING, WHAT WOULD IT BE?
<b>Community and Village Employees and Elected and Appointed officials</b>	<b>Housing</b> <ul style="list-style-type: none"> <li>Substandard housing stock. Marquette is really expensive so people look here and Nauganee. Slum lords own the stock and have a transient population.</li> <li>Housing stock decreases the tax base from “slummy rental housing”</li> <li>Have crazy low SEVs and a high millage rate. All new housing is LIHTC.</li> <li>Blight that goes along with substandard housing. Tires in the yard, car doors hanging. There’s a blight</li> </ul>	<b>Downtown</b> <ul style="list-style-type: none"> <li>Downtown has some great committed business owners like Wilderness Sports and Bob’s restaurant and Rare Earth Goods. People are really investing and bringing programming to the school.</li> <li>Downtown is like a diamond in the rough. Could really sparkle, but hard to see because of old street lights and roads. Some of it is getting repaired. Need to</li> </ul>	<b>Eliminate Blight</b> <ul style="list-style-type: none"> <li>Get rid of the slum lords – raise inspection fees or something. 25% of units in the city are rentals. Have more than 1,000 rental units in Ishpeming with two or three landlords who are at the heart of the matter.</li> <li>Blight, rental getting up to code and address the drug issue.</li> </ul> <b>Increase Income/Work Opportunities</b> <ul style="list-style-type: none"> <li>Increase the annual household income of the residents. New businesses have to be cash</li> </ul>	<b>More Cultural/Recreation Opportunities</b> <ul style="list-style-type: none"> <li>Create a skate park and more opportunities for the folks living downtown. (3)<sup>2</sup></li> <li>Ice rink or swimming area. More stuff for older people for recreation</li> <li>Mining museum thriving and attracting people from all over.</li> <li>Water park at Teal Lake</li> <li>Parks – continuing to grow them and build a sense of community and build walkability.</li> </ul>

<sup>2</sup> # indicates frequency of response.

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	<p>ordinance, but not the appropriate standards in place to deal with it efficiently. The follow-through has never been there.</p> <p><b>No Funding for City Staff</b></p> <ul style="list-style-type: none"> <li>• Need more money for police.</li> <li>• Lack of money for infrastructure, equipment, staff, etc.</li> <li>• The city doesn't have the staff to enforce ordinances and follow through. There are many part-time folks including code enforcement.</li> <li>• Part time employees don't have long-term retention. Have had five different rental inspectors in the last five years, so you're constantly training.</li> <li>• Have high cost for benefits, which could be argued that the city can't afford. When you create a full-time position, the benefits are nearly as much as the salary for the city. Nobody wants to give up benefits – especially when they've given up wage increases.</li> </ul>	<p>keep it rolling and build the sparkle.</p> <ul style="list-style-type: none"> <li>• Have a grocery store and pharmacy right downtown, so it is walkable and provides basic services. But, prices downtown are very different than on the expressway. Much more expensive downtown because there's no competition.</li> <li>• Have been making the downtown a priority, including a historic preservation district downtown so you can get federal historic tax credits. Also focusing on water and sewer lines and other infrastructure. Still need to find ways to partner locally and with the county to secure commercial blight elimination funds in downtown. Also need to continue to seek out federal and state funding sources.</li> <li>• Downtown from six years ago to today is great. Investment in facades</li> </ul>	<p>heavy and sell booze in order to succeed. They have to increase their prices to make margins. We're a bedroom community, but we need to increase our AMI for homeowners.</p> <ul style="list-style-type: none"> <li>• Want better paying jobs to keep younger people here. Young people don't have a dime. Many are not working. Had many hired for the water project, but may not last the year.</li> <li>• More jobs. Need to replace the large employer or create a diversity of employers.</li> </ul> <p><b>Increase Business Investment/Incentives</b></p> <ul style="list-style-type: none"> <li>• We faced these issues when we were a Main Street. Need to find tax abatements like OPRA or some incentives to open or build here.</li> <li>• Have untapped opportunity for investors to come in and install facilities for bikers and snowmobiles and attract vacation folks. We're under-advertising our amenities. We need to identify the community's needs and then find a way to help them move in the right direction, we could continue the community aspect</li> </ul>	<p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Buy every one of Dan Clum's units and burn them down! Blight needs to come down.</li> <li>• Downtown restored. Butler Theater, Anderson Building in the core downtown and work out.</li> <li>• City getting more full-time staff all around.</li> <li>• Getting a new firetruck with a ladder tower (actually happening!), but would love to rehab and upgrade our fire hall.</li> <li>• Developing by Lake Bancroft as an entry into the city</li> <li>• Continuing the water project to replace everything</li> <li>• Department focused solely on developing services for the community that are self-sustaining and looking at tax incentives for growth (like tax breaks if your kids go to our schools). Get grants to provide day care for low income folks, grocery store with real prices, etc.</li> <li>• Take down the egg beater.</li> <li>• Kalamazoo City Promise here (already to kickstart program)</li> <li>• Seek out private funding to</li> </ul>

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	<p>Have large numbers of benefits liability.</p> <p><b>Image/Reputation</b></p> <ul style="list-style-type: none"> <li>• Stereotype and image for Ishpeming in out-Marquette County. Keeps people from wanting to live here. People say that the schools are no good, meth heads have taken over the city, etc. KI Sawyer has the same issue.</li> <li>• Make ten steps forward and then immediately ten steps back. Reputation is a huge destructive force.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• From the county perspective, redevelopment can be a challenge due to the codes causing extra cost. That's an impediment to growing businesses here unless they have large collateral. Sprinkler issue is a big issue here for commercial buildings.</li> <li>• City Atty has compiled a list of what she's work on – historical projects, day to day work and future projects. The vast majority are historical projects that take lots of time.</li> </ul>	<p>and other infrastructure, which then is developing pride in the community.</p> <p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• City Council and city leadership invest back into the infrastructure. Really working on water and sewer infrastructure that has to be done even if it is a financial hit.</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Lower price on housing is also an asset. Young families can afford something here.</li> <li>• Cheaper to buy a house in Ishpeming than rent in Marquette</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Schools are an asset – just need more positive press. Mining Journal does not give good press. Schools get limited resources so all of the schools are competing with each other. Ishpeming schools just put out a ten-minute video to talk about how</li> </ul>	<p>we have and elevate folks.</p> <ul style="list-style-type: none"> <li>• Our new businesses who open don't fail. We just don't have enough folks who want to take advantage of the opportunities. The ones who do, do great!</li> <li>• Have a NEZ. We're a poor community for brownfield, which makes us qualify. People just don't know about the incentives and see it as a bad place. Really need to work on the image.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Need to think about more than just downtown. Just closed the theater and other items in country village.</li> <li>• More development and opportunities for senior housing. Are some things happening, but need more.</li> <li>• Need the leadership in the community and the citizens working together and getting more engaged to talk about what's important to them.</li> </ul>	<p>pay volunteers who are improving the community; which creates a better community and gives folks jobs.</p>



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	<ul style="list-style-type: none"> <li>• Geography of the city is big, but we don't have nearly as many residents as we used to.</li> <li>• The sprawl has affected businesses in the downtown; spread out geographically, so Downtown has a gap-tooth quality. Doesn't lend itself well to funding and financing opportunities. It's a tough argument to show that there's the density with WalkScore and Enterprise 360, even though \$40 million in recent attendance.</li> </ul>	<p>great the schools are. Have a great science background.</p> <p><b>Business, Recreation and Cultural attractions</b></p> <ul style="list-style-type: none"> <li>• Trail system</li> <li>• Events like bike and running races, festivals, 4<sup>th</sup> of July parade, national ski events, longest annual running sports event is here (ski event)</li> <li>• Lots of culture, heritage and history in the area. Have hundreds of years of history</li> <li>• Blight elimination with Anne, which has been great. Bob Marietti and others are working like mad on every garden and area. People are invested and showing that good stuff is going on.</li> <li>• The west end of Marquette county, Ishpeming is the hub with the ski hall of fame, library and hospital. We're a central drawing point for the west end of the county.</li> </ul>		



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		<ul style="list-style-type: none"> <li>• Close as we are to the city of Marquette. People come here to eat and go antiquing.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Great and strong-minded people dedicated to the community. They love their town and want it to be better, but we've struggled from boom and bust that you see in mining towns.</li> <li>• Balked at 20-year trend of not improving equipment. Added a fire truck and other equipment and coming up with funding.</li> <li>• Have a high-quality workforce here. With the Empire Mine, with 300 workers laid off, we have a surplus of quality trade workers who are used to working hard.</li> <li>• Partnerships with the county, land bank, police department, etc., we do the job and partner with many others.</li> <li>• Deliver a welcome basket to everyone who comes</li> </ul>		

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		<p>to town. People at times hide, but they are almost exclusively young families with children. Talk to them about who to call. Eagle Mine provides swag, etc.</p>		
<p><b>Service Providers</b></p>	<p><b>Identity/Reputation</b></p> <ul style="list-style-type: none"> <li>Lack of a plan and identity – especially based on how the economy has changed. Need to figure out what is the priority and why. There’s never been an assessment done on what should be done and where we’ll be in five years.</li> <li>Lack of an identity. Do bike events and finish in Ishpeming on purpose. Ishpeming doesn’t see or act on its opportunity based on mountain bike and trails. Need a vision and ability to market it.</li> <li>Attitude is bad. People are down. It was great once, but now it’s nothing.</li> <li>If anything negative happens, it’s always in the newspaper. However, they are ignoring events in other communities. Feel singled</li> </ul>	<p><b>Pride</b></p> <ul style="list-style-type: none"> <li>Very strong community pride (just tends to be drowned out), but starting to age itself out. The young people don’t yet have that pride</li> <li>Have pride in our history</li> </ul> <p><b>Support for School/Students</b></p> <ul style="list-style-type: none"> <li>Great group of caring parents in the school system.</li> <li>People come out to school sports</li> <li>Area coaches are very involved and helping to inspire kids to get involved in volunteering. They also hold events to support the community and make kids more accountable. The kids are required to do 8-10 hours of community work</li> </ul>	<p><b>Need a Plan/Vision</b></p> <ul style="list-style-type: none"> <li>Create a plan and corral resources to the same thing. The plan and assessment will show the return to the community.</li> <li>Need to have a vision that inspires people to volunteer and something they can get behind.</li> <li>Need a plan, but first you need the right people to execute the plan. Want to see a group come together that develops an identity with a singular goal. They may have different identities, but in the room need to have a goal and have people agree to that goal in the room. Ishpeming could be the bridge for the entire west side community</li> <li>Want a group strictly promoting the great things in Ishpeming</li> <li>Can’t focus on just Ishpeming, the township and neighboring communities need to be</li> </ul>	<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>An adventure center for kids.</li> <li>Community Center, centrally located with youth and seniors alike for things to do. (3)</li> <li>Build a new senior center</li> <li>Beach on Teal Lake</li> <li>Really promote the cliff mine shafts and shore up the building to bring an elevator to the top of it for use.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Organized collaborative leadership group for the west end combining all of the churches, nonprofits and leaders in the community. This needs to be a grass roots effort from the community and prioritizes and addresses the needs. (2)</li> <li>To not need the social services in the county</li> <li>Better housing options (2)</li> </ul>

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	<p>out in the county for negative news. If you keep hearing it, it reinforces your negative attitude.</p> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>Housing – low income or rentals. Rentals are charging way too much and are not attractive. Need more affordable and convenient to downtown housing. It’s substandard and expensive.</li> <li>Don’t have the type of housing that seniors want. Don’t want to live in the high rise. Marquette has it so we’re losing them to Marquette.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Getting people to stop on the way from point A to point B. Can’t get people to stop from Marquette. Country Village used to get people to stop, but not now. Need to fix downtown.</li> <li>Kids and college educated are leaving</li> <li>Have two school districts in a small area which divides the community. Also has a negative impact on the downtown, as if the schools</li> </ul>	<p><b>Recreation/Cultural/Community Events</b></p> <ul style="list-style-type: none"> <li>On the west end, is the mountain biking community. Margie Jessup bike race this weekend. Tons of trail builders and people who are buying homes and turning them into Air B&amp;B for the tourists.</li> <li>More services and events here than what there used to be. Biking Community and Todd handles a ton of events. Adventure Team has three events.</li> <li>The National Ski Hall of Fame. Have great ski trails and jumpers. The schools and kids jump for free. Dick Ziegler and Gary Rassmussen are getting things done for free.</li> <li>Cliff Shaft Mines and the museum – totally unique</li> </ul> <p><b>Philanthropic Community</b></p> <ul style="list-style-type: none"> <li>The community fund of Ishpeming has funded nearly every organization in the room. It’s the</li> </ul>	<p>included</p> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>Are trying to reintroduce a beach at Teal Lake. Ishpeming owns the beach and Nauganee owns the water. Haven’t yet spoken to the state but after the news, heard from sponsors and we have a rowing club coming in, and we are hoping to add handicap accessible areas,</li> <li>Create a Teal Lake trail system</li> <li>Many local, city employees are grooming the trails. We should be promoting this.</li> <li>We have a high tax rate, but have all the recreational facilities, the library, etc.</li> <li>Deer lake hiking trails are even more pristine than Teal Lake and a great opportunity for trails.</li> </ul>	<ul style="list-style-type: none"> <li>To have a means of getting involved with the volunteers and folks who want to create a plan</li> <li>To develop a more positive identity. Ishpeming is...</li> <li>More services operating in Ishpeming so people don’t have to go to Marquette</li> <li>Schools have more services to be safer, have music, get more counselors, etc.</li> <li>Place for kids to go when parents are in treatment and get mental health assistance</li> </ul>

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	<p>were located together, it would be bringing everyone together. Now, it's divided.</p> <ul style="list-style-type: none"> <li>• Drug problem here. Big meth problem. Wonderful program, Great Lakes, that works with them, but there is a big issue. Drugs are everywhere in the county, but bad reputation is focused on here.</li> <li>• Need to have more of a focus on vocation education. Have it, but need to consolidate it with the other districts and do more.</li> <li>• Resources. Have volunteer base but need resources to get to the next level. Older base is aging out and young people don't have time to volunteer.</li> </ul>	<p>affiliate for the community foundation that gives out grants to the Ishpeming area.</p> <ul style="list-style-type: none"> <li>• High school gives out a ton of scholarships</li> <li>• Ishpeming out gives Marquette with donations.</li> <li>• Have a very generous community to help those in need.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Strong faith community</li> <li>• Mental health is more supported in our community</li> <li>• Great hospital</li> <li>• Have great service organizations but they seem to only focus on their own thing. Have a great opportunity to work as a team to get things done. No work is being done to bring everyone together – including with the faith based organizations</li> </ul>		
<p><b>Business and Property</b></p>	<p><b>Reputation</b></p> <ul style="list-style-type: none"> <li>• Reputation. Lowest cost housing in the UP.</li> </ul>	<ul style="list-style-type: none"> <li>• DDA is spending all of its current budget on beautification</li> </ul>	<p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>• Market the city as a bedroom community</li> </ul>	<p><b>Downtown</b></p> <ul style="list-style-type: none"> <li>• Get people downtown easily</li> <li>• Get the core of downtown</li> </ul>

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<b>Owners</b>	<ul style="list-style-type: none"> <li>Reputation in general. Bad perception of what the area is for years. Schools are fabulous. Don't know how we get over it.</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>Valuation of housing is really down and have substandard housing</li> <li>Landlocked for new housing. Nowhere in the city to put new housing. Not building new or bringing in the new dollars for housing, which then means no new taxes. We need to either get the current housing up to par or build.</li> <li>Land Bank is tearing down homes and wouldn't be in business if not for Ishpeming</li> <li>Have more blight than new development</li> </ul> <p><b>Branding/Marketing</b></p> <ul style="list-style-type: none"> <li>Not doing a great job as a community marketing the strengths. Need to educate folks on the opportunities downtown.</li> <li>Not a clear group of folks working together. Downtown needs to sell experiences, not products</li> </ul>	<ul style="list-style-type: none"> <li>Have highest testing numbers in the local school district and an alum group that gives out \$500k annually for scholarships.</li> <li>Started a business downtown in November 2016 (pawn shop) and drawing in people from all over the area – especially utilizing google and trying to engage the youth. Ishpeming has hit rock bottom and has nowhere to go but up.</li> <li>Great infrastructure that can be revitalized.</li> <li>Great opportunity to attract folks from downstate</li> <li>Have a great and helpful community</li> <li>City and DDA has worked on infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Marketing – look at the Pure Michigan ads. We need to focus on the good.</li> </ul> <p><b>Events and Recreation</b></p> <ul style="list-style-type: none"> <li>Working on bringing back the Gus Macker tournament downtown next fall.</li> <li>Had a study done last year with Beckett and Raeder. Study said that we should focus on the historical value of Ishpeming. Spoke about Hematite and getting rid of all of the asphalt and making all green space. People didn't grasp it at first, but now thinking about it, it's a great plan!</li> </ul> <p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>Get wayfinding signage</li> <li>Market to tourists, including those who have side by sides (fancy ATVs)</li> <li>Air B&amp;B is a good option for us, as we have houses that could be rehabbed and turned into tourist rentals. It's nearly outlawed in Marquette, but not here. Let's jump on it.</li> <li>Population has been declining or at least stagnant. Need to figure out how to capture who is traveling through. Biking events</li> </ul>	<ul style="list-style-type: none"> <li>revitalized with rehabbed facades and businesses</li> <li>Busy, bustling downtown with 150 jobs</li> <li>Don't destroy the downtown, but get rid of the housing between businesses. Get Mayberry back. Make people drive through the downtown.</li> </ul> <p><b>Recreation/Tourism</b></p> <ul style="list-style-type: none"> <li>Want to a community center with an indoor skate park and arcade</li> <li>Kybibrewing – kayak, bike and brewery tour. Could we do something with snowshoeing, etc. where it's super unique and work in assets like Lake Bancroft.</li> <li>Get a beer trolley</li> <li>Expand on the bike trails and build a Great Wolf Lodge with a water park</li> <li>Pump out the mine and get in tourists</li> <li>Zipline</li> <li>Create a bypass that goes to the top of the mountain off 41 so people get a glimpse of the city</li> <li>Build a bigger brewery</li> </ul>

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	<ul style="list-style-type: none"> <li>Worst marked (signage) downtown ever.</li> <li>Need to rebrand the school. Currently have 1040 eligible Ishpeming school kids, but only have 700 of them in the schools.</li> <li>People on the highway warned us not to open a business downtown. Existing businesses in the heyday are taking the history of the boom and applying it to today. But, it's a sign of the times and mentality.</li> <li>Need to put the focus on being a bedroom community, but build up the things being offered.</li> </ul> <p><b>Red Tape for Developers</b></p> <ul style="list-style-type: none"> <li>Have hoops with rehabbing buildings</li> <li>County building authority is an issue. Sprinklers, for example, are a giant issue.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Snow removal is an issue especially in the downtown with large snow banks.</li> <li>Vision the city had was to start at the core downtown and work out. Better</li> </ul>		<p>are great, but need to make them even more localized. How do we become more bike friendly and capitalize on the winter. Develop a plan on how we're a tourist destination and work around it.</p> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>Need to look at what new businesses are paying in taxes. Need to develop the highway in concert with downtown. Need to have volume.</li> <li>Had a business development group where people paid dues and created a risk capital pool. Institutional knowledge here is great, but couldn't find ten people to invest \$1,000/person, so it died.</li> <li>Have a chamber and business association. The business association is becoming a nonprofit. They currently sponsor music in the park. Treasures, ladies night, parade, etc. DDA doesn't currently do events. Have a west-end chamber. Chamber does events and promotions. But, need social media campaign on biking and snowmobiling. Market unique name, first ski hill, oldest</li> </ul>	<p><b>Other</b></p> <ul style="list-style-type: none"> <li>Get beyond the stigma of Ishpeming with the drugs. Have people think it's great!</li> </ul>

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	<p>infrastructure and buildings. But, the ring of houses needs work. Signage, wayfinding, etc. to get people to Cognition and Bucks.</p> <ul style="list-style-type: none"> <li>Lack of investment in the community in general. In 1979, there were more retail sales in downtown Ishpeming than Marquette</li> <li>No money to clean up or fix up or help other businesses</li> <li>DDA brings in about \$300k on an annual basis and generally eaten up by bonding debt. Currently have about \$10k, but will have \$70k in 2020.</li> <li>Utility billing is high, as well as taxes.</li> </ul>		<p>competing team in the country, good schools etc.</p> <ul style="list-style-type: none"> <li>Need to work on more foot traffic. People live here and drive to Marquette. We need to come up with more stuff for them to do here. Need to get little shops, galleries, etc. in the downtown and neighborhoods.</li> <li>Gossard Building is a diamond in the rough. Need entrepreneurs to come in and open coffee shops, etc.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Capitalize on the assets – the most important being the people</li> <li>Average house in Marquette is high. Have an issue with the missing middle, but the housing prices here are great. But, people need to know that this is good and safe housing. Need code enforcement. Those things help to get people into the community.</li> </ul>	
<p><b>Schools and students</b></p>	<p><b>Drugs</b></p> <ul style="list-style-type: none"> <li>Drug use</li> <li>Image that the drug use give the school district</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>Housing – condition and</li> </ul>	<p><b>School Support</b></p> <ul style="list-style-type: none"> <li>Loyalty to the school district</li> <li>Great school with an amazing alumni group</li> <li>Committee that gets</li> </ul>	<p><b>Beautification/Blight Elimination</b></p> <ul style="list-style-type: none"> <li>Have beautiful, older Victorian homes. However, it's a bit grungy. Need to fix it up and look nicer.</li> <li>Would love to see the</li> </ul>	<p><b>Beautification/Business Development</b></p> <ul style="list-style-type: none"> <li>Beautification of the town, especially incorporating art</li> <li>Beautify the entire community and then move</li> </ul>



GROUP	PROBLEMS/CHALLENGES	STRENGTHS/ASSETS	WHAT WOULD LIKE TO ACCOMPLISH?	IF YOU WERE GOING TO DO ONE THING, WHAT WOULD IT BE?
	<p>quality of housing</p> <ul style="list-style-type: none"> <li>• Low-valued housing brings in transplants looking for low-income housing, which brings drug use</li> <li>• Land locked for housing – nowhere to build so the community is stunted for growth</li> </ul> <p><b>Lack of Recreation for Young</b></p> <ul style="list-style-type: none"> <li>• Not enough for the kids to do in town</li> <li>• Lack of funds to fund the things for kids to do</li> <li>• Kids: want something around here, but don't know what it would be. Maybe movies, good restaurants, the beach and lake. There's a great card shop outside of town. Once you go all the way to Marquette, you have to commit to staying there.</li> <li>• No skate park here.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Lack of transportation</li> <li>• Feels unsafe at times in the neighborhoods</li> <li>• Kids think they may return someday when they are grown up.</li> <li>• Have lost the feeling of</li> </ul>	<p>together to fund school programs that are not funded by the alumni group</p> <ul style="list-style-type: none"> <li>• Great school video</li> </ul> <p><b>Community Support</b></p> <ul style="list-style-type: none"> <li>• Great sense of community</li> <li>• Strong community system in the neighborhood like project keep kids warm, food pantry, etc.</li> <li>• People look out for one another</li> <li>• Always looking out for other people's kids. Continue to see it here.</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Ski hall of fame, traditions, suicide jump, mining history</li> <li>• Al Qual Trail system</li> <li>• Ball diamonds</li> <li>• Carnegie Library</li> <li>• Bancroft Lake Area</li> <li>• Historic Society</li> </ul>	<p>community beautified – especially downtown and around the school</p> <p><b>Expanded School Programming</b></p> <ul style="list-style-type: none"> <li>• Want to see more arts and other programs for diversity within the school system – not athletics. Currently no arts program at all in high and middle school. Because the community is very transient, the community doesn't invest in these things.</li> <li>• There aren't opportunities to explore things like computer sciences, etc. Kids are not getting a well-rounded experience in the school; you're forced to figure it out on your own</li> <li>• Have the Honor Credit Union working on a savings program at the school</li> <li>• Create a big campus for the schools including a museum and a weight room</li> </ul> <p><b>Career Planning/Preparation</b></p> <ul style="list-style-type: none"> <li>• More job opportunities – especially those for younger people (13 – 18). You're now leaving kids without any responsibility or skills and nothing to do</li> </ul>	<p>on to the older homes and downtown buildings. That will change the perception of the community – (2)</p> <ul style="list-style-type: none"> <li>• Renovate all of the downtown buildings for new businesses especially the Butler Theater (3)</li> <li>• Bring a Foot Locker store downtown</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Completely fix up Lake Bancroft with a beach, ice skating, kayaks, etc.</li> <li>• Create a youth center, possibly with Big Brothers Big Sisters</li> <li>• Create a community center with a skate park that is sustainable. (2)</li> </ul> <p><b>Support Education/Schools</b></p> <ul style="list-style-type: none"> <li>• Fund afterschool or extracurricular activities and foster an attachment to the school and the town. If we can't fund things as a school, let's do them after school for robotics, art, etc.</li> <li>• History and traditions are the strength of the community and school system. Need to put money</li> </ul>



GROUP	PROBLEMS/CHALLENGES	STRENGTHS/ASSETS	WHAT WOULD LIKE TO ACCOMPLISH?	IF YOU WERE GOING TO DO ONE THING, WHAT WOULD IT BE?
	<p>downtown shopping</p> <ul style="list-style-type: none"> <li>• High taxes</li> <li>• General lack of appreciation of the arts as a whole in the entire community. It's not offered in the schools</li> </ul>		<ul style="list-style-type: none"> <li>• Prepared with an education, but not at all for what you want to major in in college or know what you want for a career option.</li> <li>• Have senior year internship programs with local ISD for a couple of hours per day at Head Start, the dentist, city hall, Advantage Health. Would like to expand it more. Biggest issue is that kids need to get to Marquette for the internships.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Want to see more people donate money to the community foundation. YAC only has about \$3000 per year and many people asking for assistance. When people donate, they choose how they donate (youth or adult board). Kids are generally giving to hunger or other issues, but no planning for things like a skate park, etc.</li> <li>• Help with the drug problem and the reputation of schools; reputation that it's a meth school overblown</li> </ul>	<p>back into the school system to get more kids into the school. Need to fix the housing surrounding the community as well.</p> <ul style="list-style-type: none"> <li>• See the museum room in the basement of the school back into the light and upstairs – (2)</li> <li>• Ishpeming Promise – all post-secondary education is paid for</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Address the housing problems.</li> </ul>

**COMMUNITY MEETING**

Group	Vision	Assets	Challenges
Community Meeting	<ul style="list-style-type: none"> <li>• “Vacation in Place” – Great marketing</li> <li>• People put a flag in the sand here</li> <li>• Welcome to everyone</li> <li>• Ishpeming tells its story and competes with neighbors</li> <li>• Mining Museum is a world-class attraction</li> <li>• Vibrant downtown</li> <li>• Kids stay in the Ishpeming schools</li> <li>• Valuing and building on History</li> <li>• Plenty of job opportunities</li> <li>• People can use their gifts – whatever they are</li> <li>• Kids want to stay here</li> <li>• Musicians and artists are valued and have a great space</li> <li>• <u>Quality</u> affordable housing</li> <li>• Businesses are supported</li> <li>• Sustainable <u>community center</u> and things for kids to do</li> <li>• Recreational destination for the Midwest – all season</li> <li>• Lodging including downtown, campground, etc.</li> <li>• Youth engaged</li> <li>• Improved activities for seniors and accessible aging in place</li> <li>• Great use and access to technology and people working remotely</li> <li>• Affordable infrastructure and increased investment</li> <li>• Pristine Lake Bancroft and Cedar Lake</li> </ul>	<ul style="list-style-type: none"> <li>• Trail System (2)</li> <li>• Large faith-based community</li> <li>• Al Quall Park</li> <li>• Awesome murals</li> <li>• Civil servants are great</li> <li>• People</li> <li>• Jasper Knob (biggest gemstone)</li> <li>• Community is engaged</li> <li>• School system</li> <li>• Historic buildings</li> <li>• Value</li> <li>• History</li> <li>• Volunteerism and promo videos – Sisu (grit)</li> <li>• Untouched beauty and outdoor recreation</li> <li>• 24 City parks</li> </ul>	<ul style="list-style-type: none"> <li>• Blight</li> <li>• Housing</li> <li>• Getting from the highway to downtown</li> <li>• People love it here and want to live here, but no jobs</li> <li>• Lack of good groceries downtown</li> <li>• Don’t get along with neighboring towns</li> <li>• Negative news and stigma</li> <li>• Lack of indoor activities in inclement weather</li> <li>• Nothing for non-sporty youth</li> <li>• Vacant spaces downtown</li> <li>• Things gravitate to Marquette</li> <li>• Expensive Utilities</li> <li>• Lack of accommodations/hotels</li> <li>• No community center</li> <li>• Lack of transportation in general and to services in Marquette</li> <li>• Lack of public transportation</li> </ul>

	<ul style="list-style-type: none"> <li>Community is <u>safe</u> and people feel safe</li> </ul>	
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GROUP	ASSETS	PROJECTS	VOLUNTEERS
Break-out Working Groups	<ul style="list-style-type: none"> <li>SE Beautification Committee does good stuff</li> <li>Senior Center</li> <li>Take care of those in need</li> <li>Community schools program</li> <li>Topography</li> <li>Walkable city – “good bones”</li> <li>Local musicians</li> <li>Caring people – willing service volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Intergenerational Rec/Community Center Including: <ul style="list-style-type: none"> <li>-Skate park</li> <li>-Curling facility</li> <li>-Ice Rink</li> <li>-Art Center</li> </ul> </li> </ul>	Ginny Graybill Mark Slown (485-1091) Pam Olgren (458-4161) Maria Crofoot Anne Zoman Shannon Edmark Sandy Arsenault (485-5464) (Gossard)
		<ul style="list-style-type: none"> <li>Dog Park</li> </ul>	Anne Giroux Greg Veale Lindsay Bean Marie Crofoot Shannon Edmark
		<ul style="list-style-type: none"> <li>Re-Invigorate Cedar Lake/Suicide Ski Trails – cooperation/lease with CCI/Neg City</li> </ul>	Marie Crofoot (Cedar Beach) Kate Argall (ALL OF THEM) Chelsee Hyry (ALL OF THEM)
	<ul style="list-style-type: none"> <li>Small business owners</li> <li>Cliffs, shaft mine museum</li> <li>Great historical buildings</li> <li>Great people</li> <li>Historical (Kelly Johnson, Volker, Seaborg)</li> <li>Business area attractiveness</li> <li>Beautification program</li> <li>Streetscape</li> <li>Untapped potential</li> </ul>	<ul style="list-style-type: none"> <li>Bring More Business downtown →Tax incentives</li> </ul>	Mark Slown (485-1091) Sandy Arsenault (485-5464) (Gossard)
	<ul style="list-style-type: none"> <li>Young families</li> <li>City art program (Maria Crofoot)</li> <li>Parks – grants federal or local</li> <li>Artists</li> <li>Students</li> <li>Music valued in community (individual, groups)</li> </ul>	<ul style="list-style-type: none"> <li>Indoor Activity Center in Gossard Building</li> </ul>	Maria Crofoot Michael Laveve Kate Laveve

GROUP	ASSETS	PROJECTS	VOLUNTEERS
	<ul style="list-style-type: none"> <li>• People</li> <li>• Michael and Kate Laveve – supplies from high school?</li> </ul>		
	<ul style="list-style-type: none"> <li>• Volunteer</li> <li>• Youth Center</li> </ul>	<ul style="list-style-type: none"> <li>• Engage a new volunteer base</li> <li>• Time Banking</li> </ul>	Marie Crofoot Lindsay Bean
	<ul style="list-style-type: none"> <li>• Trails and Outdoor Recreation, parks</li> <li>• Access/Easy</li> <li>• TIF?</li> <li>• 600 Acres</li> <li>• Heritage Hills</li> <li>• Trails</li> <li>• Consensus</li> </ul>	<ul style="list-style-type: none"> <li>• Development plan for 600 Acres</li> <li>• Malton Road Development</li> <li>• Rustic Campground (Al Quaal? Cedar? Malton Rd?)</li> </ul>	Amy Lerlie Lindsay Bean
	<ul style="list-style-type: none"> <li>• Proximity to MQT</li> </ul>	<ul style="list-style-type: none"> <li>• Express Commuter Bus (Marq Tran) between Ishpeming and Marquette that caters to the business traveler</li> <li>• MARQ – TRAN</li> <li>• ISH-&gt; MQT Direct Line</li> </ul>	Anne Giroux Karen Kasper
	<ul style="list-style-type: none"> <li>• Cheap housing stock</li> </ul>	<ul style="list-style-type: none"> <li>• Get Rid of Slumlords (risky)</li> </ul>	Ed Anderson Steve Snowehead (?)
	<ul style="list-style-type: none"> <li>• We have a hospital</li> <li>• Local Festivals and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Committee with set priorities along with collaborative board with service organizations set common priorities</li> </ul>	Kate Argall (ALL OF THEM) Chelsee Hyry (ALL OF THEM)
	<ul style="list-style-type: none"> <li>• History</li> <li>• Museums</li> </ul>	<ul style="list-style-type: none"> <li>• Lake Bancroft Restoration</li> </ul>	Anne Giroux
	<ul style="list-style-type: none"> <li>• Artistic citizens</li> <li>• Peterson Auditorium</li> </ul>	<ul style="list-style-type: none"> <li>• Butler Theater Restoration (3)</li> </ul>	Karen Kasper
	<ul style="list-style-type: none"> <li>• Recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor run concession at AlQuaal</li> </ul>	Greg Veale
	<ul style="list-style-type: none"> <li>• Merricks</li> <li>• Empty Store Fronts</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelop Merricks</li> </ul>	
	<ul style="list-style-type: none"> <li>• Historical Society Museum (and staff/volunteers)</li> <li>• Responsible people</li> </ul>	<ul style="list-style-type: none"> <li>• Residential Area Attractiveness</li> </ul>	
	<ul style="list-style-type: none"> <li>• History</li> <li>• Space</li> </ul>	<ul style="list-style-type: none"> <li>• Plan to repurpose Country Village (Recreational)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Strong school systems</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Video</li> </ul>	

GROUP	ASSETS	PROJECTS	VOLUNTEERS
	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• History and “sisu” and mining heritage museum</li> <li>• Generous donors</li> <li>• Four Seasons tourism</li> <li>• Great schools</li> <li>• Bell Hospital</li> </ul>		
	<ul style="list-style-type: none"> <li>• Welcome Signs</li> </ul>	<ul style="list-style-type: none"> <li>• Re-route 10HRA (?) through Cliffs Shaft property</li> </ul>	
	<ul style="list-style-type: none"> <li>• Access to Waters</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Lodging (attract)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Snow/Cold</li> </ul>	<ul style="list-style-type: none"> <li>• Skate Park (My dream spot Brownstone Rec Center)</li> <li>• Ice Rink/Skate Park</li> </ul>	
	<ul style="list-style-type: none"> <li>• Teal Lake</li> </ul>	<ul style="list-style-type: none"> <li>• Teal Lake Beach</li> </ul>	
		<ul style="list-style-type: none"> <li>• Signs to Downtown</li> </ul>	