



ISHPEMING | 2018

Embracing Our History
Achieving Our Potential

Assessment Focus

Ishpeming Downtown Development Authority Vision Statement - 2015

Ishpeming's downtown will be alive with economic, social, and cultural activities! The core downtown will be the hub for the entire community and set an example as a regional leader and innovator. Historic buildings will be restored and maintained to a high standard of excellence. New, complementary buildings will be constructed with architecturally interesting details, using high quality, natural materials to fill strategic gaps in the downtown. The streetscape will contain beautiful decorations, flowers, and public art. The downtown will be pedestrian friendly with easy access for bicycles and other innovative, low-impact transportation. Unique green spaces will be provided as islands of tranquility in the busy downtown landscape. Technological devices will be used widely to assist commerce for visitors and residents. Ample parking will be available. Streetscape enhancement and neighborhood design will exceed universal design standards. Easy to read, and pedestrian-friendly signage will guide people to key destinations. The existing features of the city will be groomed, maintained, and well presented. New placemaking features--based on our unique history, culture, and innovation--will be created to enhance the experience of residents and visitors alike. All people are welcomed and respected.

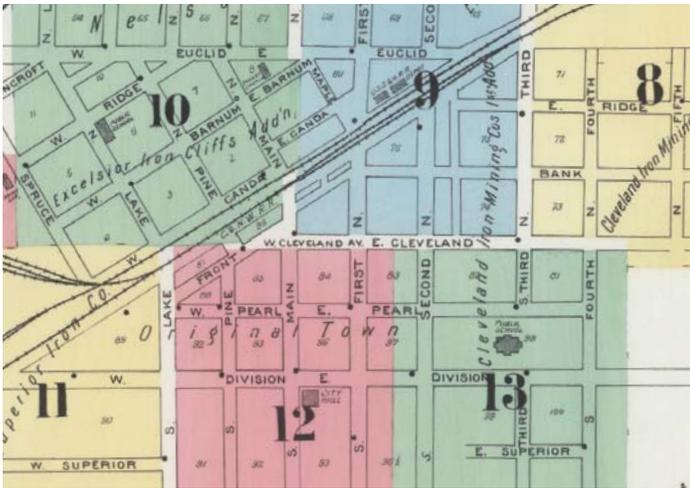
Ishpeming Downtown Assessment

On October 26 and October 27, 2017, MEDC consultants were in the community to assess the downtown, conduct an informational session, evaluate the existing stock of historic buildings, and perform a preliminary site assessment at the Cliffs Shaft Mine Museum Museum.

Regional access to downtown Ishpeming is from US 41-M28 at the N. 2nd Street roundabout. Once on N 2nd Street another roundabout diverts downtown traffic to N 3rd Street. N 3rd Street eventually connects with Hematite Drive, Bank Street, Cleveland Street or Pearl Street. Another regional route is from the US41 M28 / Lakeshore Drive intersection.

The downtown area is roughly bounded by Hematite Drive, Division Street, Lake Street and 4th. However, the core downtown area is smaller bounded by Hematite, Division, Pine Street and 2nd.

Hematite Drive was a former rail line as depicted on the Sanborn Map below.



SITE ANALYSIS

The community is immersed in the history and business associated with iron ore mining. The physical development of the community, the various nationalities represented in the population, housing stock, building materials, and topography are related to a century of iron ore mining. The Cliffs Shaft Mine Museum provides a look into the past with the preservation of several mining-related buildings and structures that create iconic landmarks. In the late Fall and Winter, after the tree canopy foliage falls, the disposal tailings of the Tilden Mine provide a backdrop to the City.



Cleveland Cliffs Shaft Museum

Positive attributes of the downtown noted through the field site analysis include:

- Signage directing traffic from US 41 M28 to the downtown is provided by a gateway sign located on the railroad trestle at 2nd Street.
- Critical mass of downtown buildings, especially in the core downtown area.
- Quality of the building architecture.
- Unique downtown businesses with a special emphasis on antique stores.
- Abundance of parking.
- Relatively good mix of businesses.

On the other hand, downtown has some challenges that were noted in the site analysis and these include:

- Vast land areas dedicated to cars and asphalt.
- Confusing road network.
- The presence of an intra-downtown bypass; Hematite Drive, which is a physical barrier to neighborhoods to the north.
- Blank façade buildings.
- Several deteriorating buildings.
- Parking lots that are not buffered or appropriately landscaped.
- Narrow sidewalks and absence of street trees.
- Limited street furnishings.
- Lack of building mass outside of the core downtown area.
- Lack of wayfinding signage and signage that lacks a cohesive theme and messaging.
- Abundance of parking.

Community Informational Meeting

During the evening of October 26, a community information meeting was held to review the site analysis and initial observations, and discuss community input and expectations for the downtown. Attendees included the Mayor and City Council, Administrative staff, Downtown Development Authority Board, members of the Ishpeming Historical Society, and interested residents. Prior to reviewing initial observations, attendees were asked to identify downtown assets and issues of concern. These are reflected in the following table.

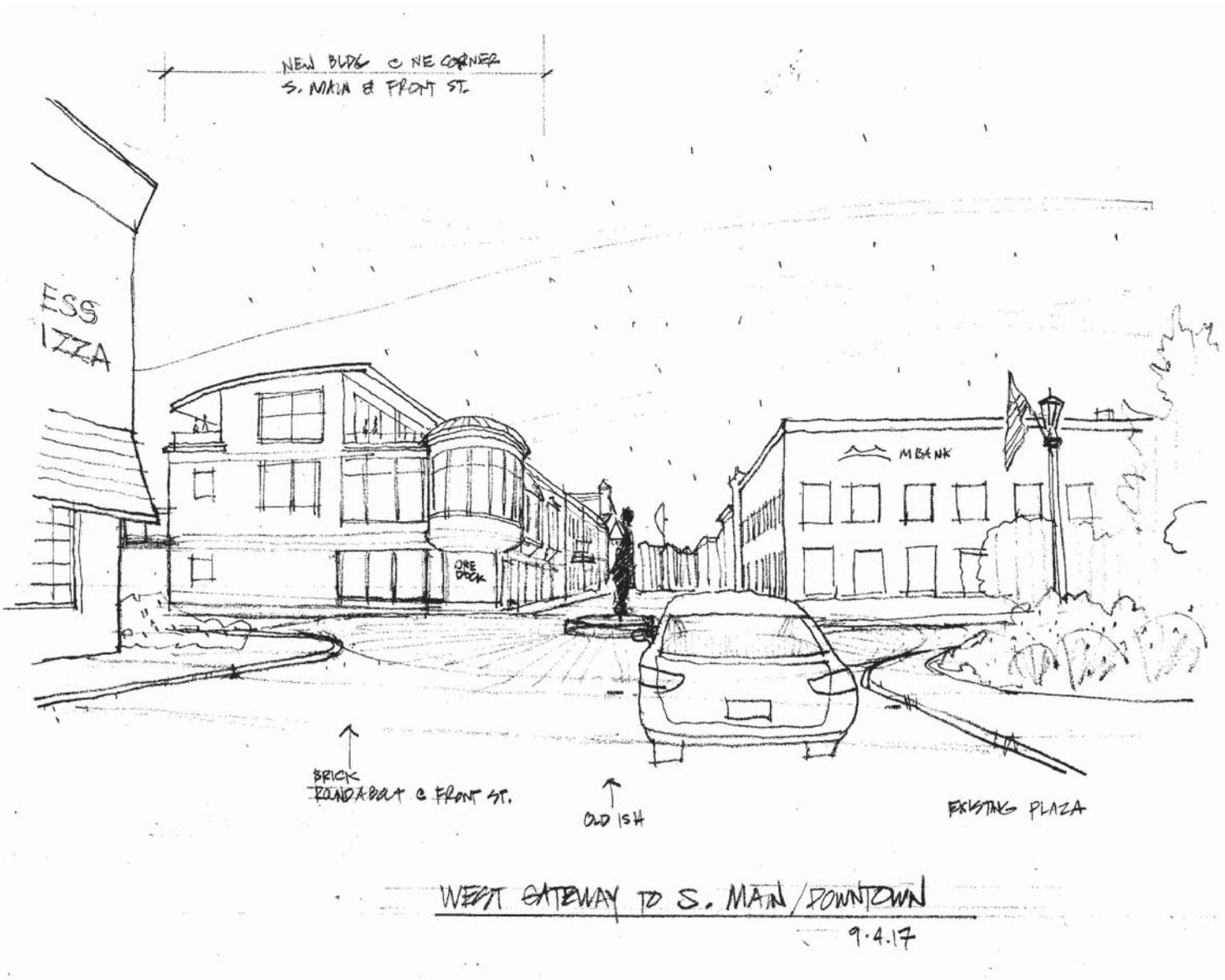
Assets	Downtown Issues
Synergy of governing bodies	Slum lords
Ski hall of fame	Bedroom community of Marquette
Congress pizza	Need continuity of style
RAMBA trails	ADA compliance is hard
Ski trails	Low food / healthy access zones
Beautification efforts	Medium to high income housing needed
Workforce quality	Downtown walkability
Partridge creek farms	
Restored downtown buildings	
County support good	
Gossard building	
DDA/city collaboration	
Chamber of commerce is strong	
More enterprise zones needed	
Opportunities to fix blight	
Restoration without subsidies does not work	
Project positive commercial environment	
Quality senior housing	
Appeal to millennials	
Lack of green space	
Heritage trail	
Lake Bancroft	
Rock Hounds	
AI Qual recreation area	
Good fishing	
Year-round sports events	
Housing inexpensive	
Excellent schools (NCAA accredited)	
MEDC efforts	
Mather Inn	
Great events	
Volunteerism	
5 antique stores	

Building Assessments in Downtown

Former Woolworth Building
101-109 South Main Street

Butler Theater
113 South Main Street

Anderson Building
203 South Main Street



Former Woolworth Building

101-109 South Main Street

A



OVERVIEW

This building is really two buildings. The westerly building is a single story replacement building of the former "Woolworth" building that exploded some time ago. Only the original foundations remain. The easterly building is also a one-story building, both buildings date to the 1960's. Although they technically qualify as potentially historic structures neither building has historic details that remain or associative history that would warrant application for historic designation and investment tax credits.

One option for adaptive reuse is the addition of a second story for residential units (rental or owner-occupied) over first story mercantile. There is an existing fire suppression system in place for both buildings that presumably can be expanded to a new second floor units. The problem with this approach is the overall building footprint, which covers the whole property from line to line. At over 100 ft deep, the mercantile rental requires a specific tenant that can use all of the rear space (60 ft depth is more optimal for most tenants). Further, the new upper level residential at this depth

requires some units face on the alleyway, which is sub-optimal for the price point of unit rental or sale. Generally this footprint requires reinvestment in 40% of the space that is sub-optimal for rental or sale at both levels.

A better solution is to raze the building and build a new two- to three-story mixed use building. Because of the property location at the west gateway to Main Street, an iconic structure here is important. Further, this property is at one corner of the downtown square, the angled building on the southwest

corner. This pedestrian place-making space for events can be encouraged by a new building on the Northeast corner with angled corner as well. This new 60 foot deep structure would be mixed-use with five to six residential units that face on Main Street and mercantile that can be useful to small businesses as well as larger businesses. The residence could also have mezzanine 3rd floors and rooftop gardens and patios. The remaining 40 feet of property depth off the alleyway would be for project parking and landscaped access to the businesses and the residences above.

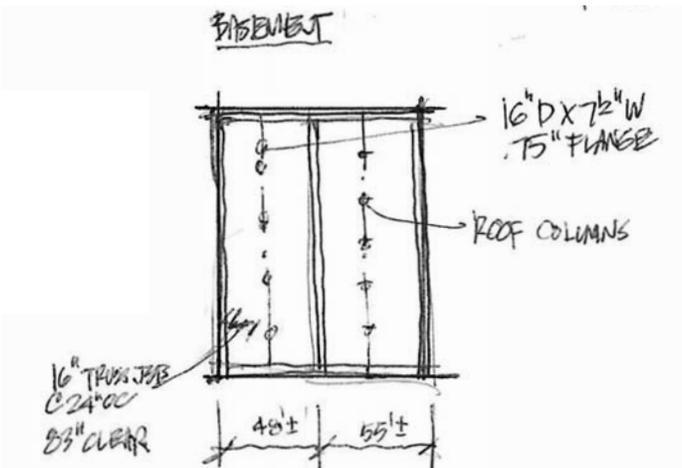
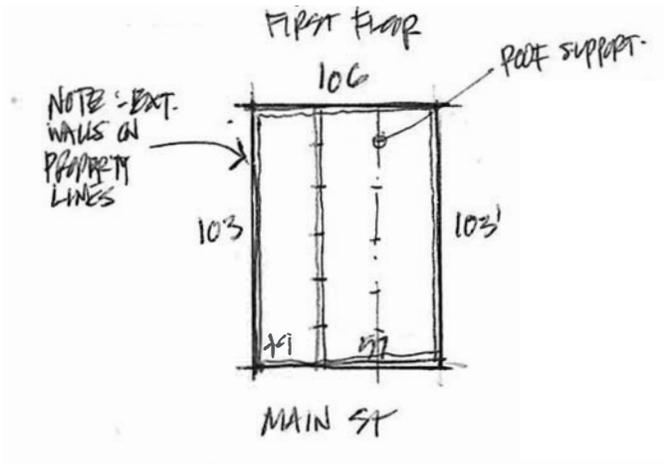
HISTORIC RESOURCE (Marginally Historic)

DESCRIPTION	Front facade	Original Woolworth Building
VINTAGE	1960's	1880's
CONDITION	Mostly replaced	Gone via explosion
OPTIONS	Recreate original	N/A



DESCRIPTION

- 103" feet from basement to first floor
- Fully suppressed
- 160" to original ceiling at first floor
- 10,900 square feet gross grade plane



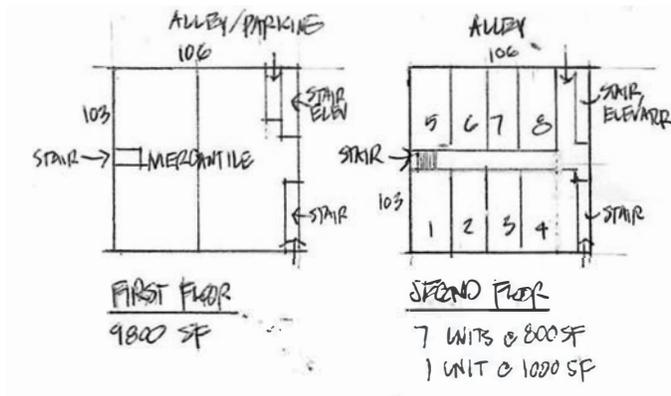
CODE REVIEW

USE / OCCUPANCY	Mercantile - existing and proposed
CONSTRUCTION TYPE	VB
FIRE SUPPRESSION	Yes. 9,000 sf x 4 = 36,000 sf allowed
FIRE SAFETY	Yes. Fire suppression reduces 1 HR rating to 0.
ACCESSIBILITY	Yes
STRUCTURE	Masonry exterior walls, wood floors, metal roof structure
ENERGY EFFICIENCY	No
MEP	Needs all new
CONVEYING SYSTEMS	No
SPECIAL CONSTRUCTION	n/a



COST ANALYSIS | Option A, Add One Level

- Add one level R-2 Residential
- First Floor: 9,800 SF x \$100/SF = \$985,000
- Second Floor: 11,000 SF x \$150/SF = \$1,650,000
\$2,635,000



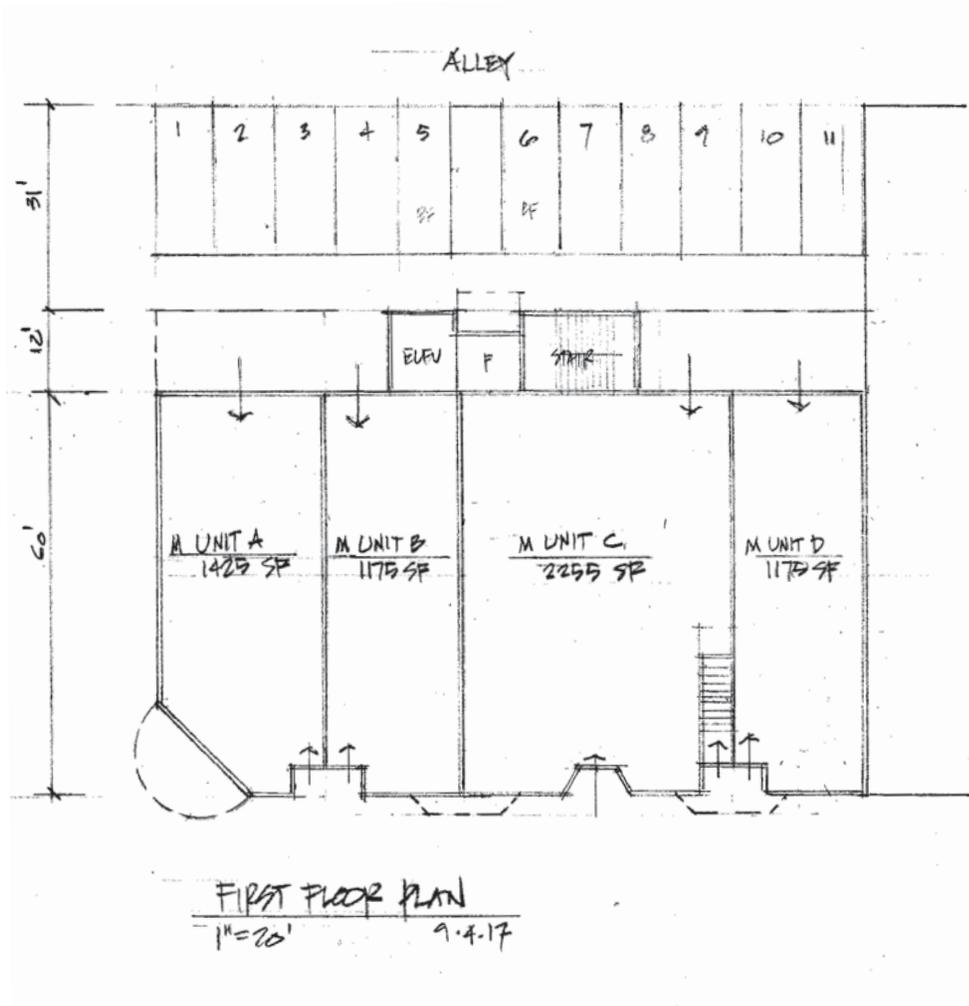
RECOMMENDATION

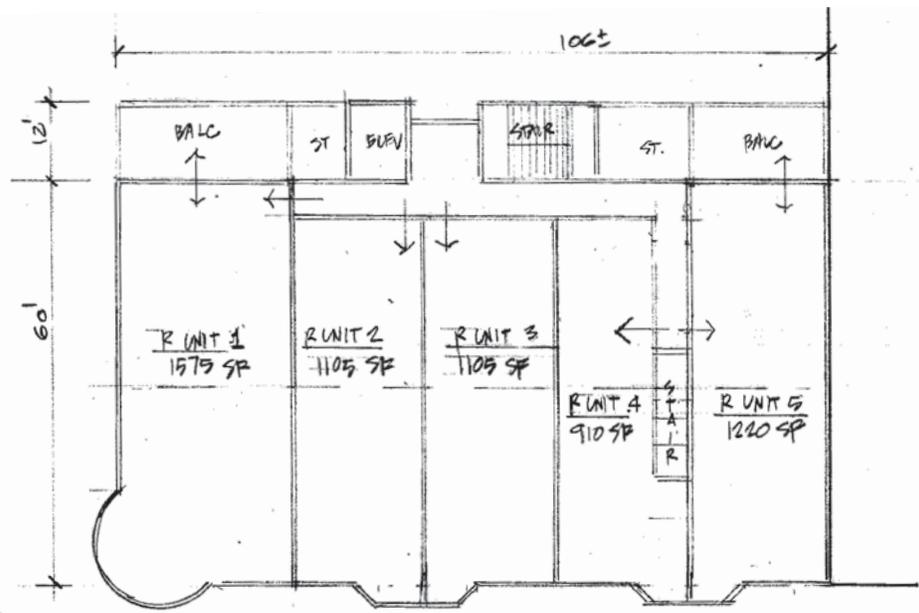
- Non-contributing resource although > 50 years
- Building depth inefficient for mercantile and residential reuse
 - 60' Mercantile depth better than 103'
 - Residential units on Main Street are better than on alley
 - Rear parking on-site better
- Rebuilding excess floor area at 2 levels. Cost \$1,140,000, better to demolish, rebuild at 60 feet deep x 106 feet wide (about \$1,000,000 project)
 - Mercantile rental better/easier
 - Residential rental or condo
 - Angle southwest building opener to mimic building across town square (Main & Front St.)



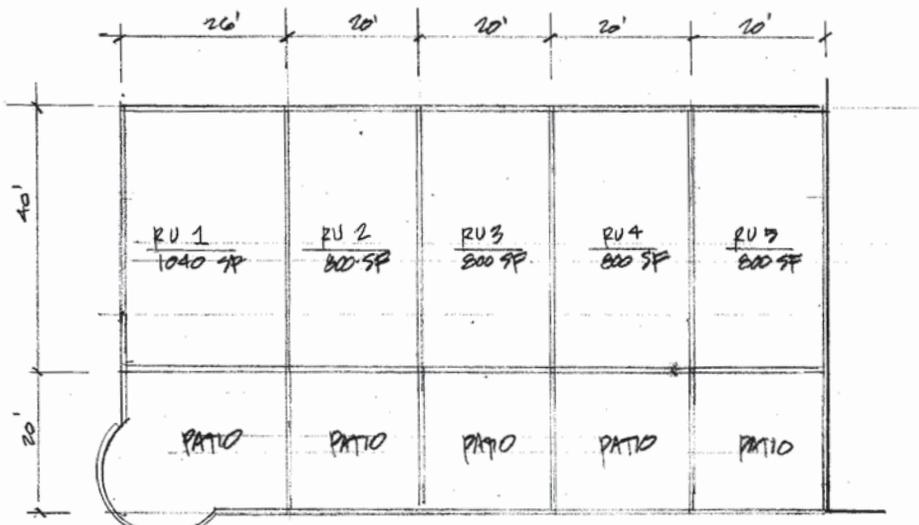
Concept Drawing

101-109 S. Main • Option B, New Building





SECOND FLOOR PLAN
 1" = 20'



THIRD FLOOR PLAN
 1" = 20'

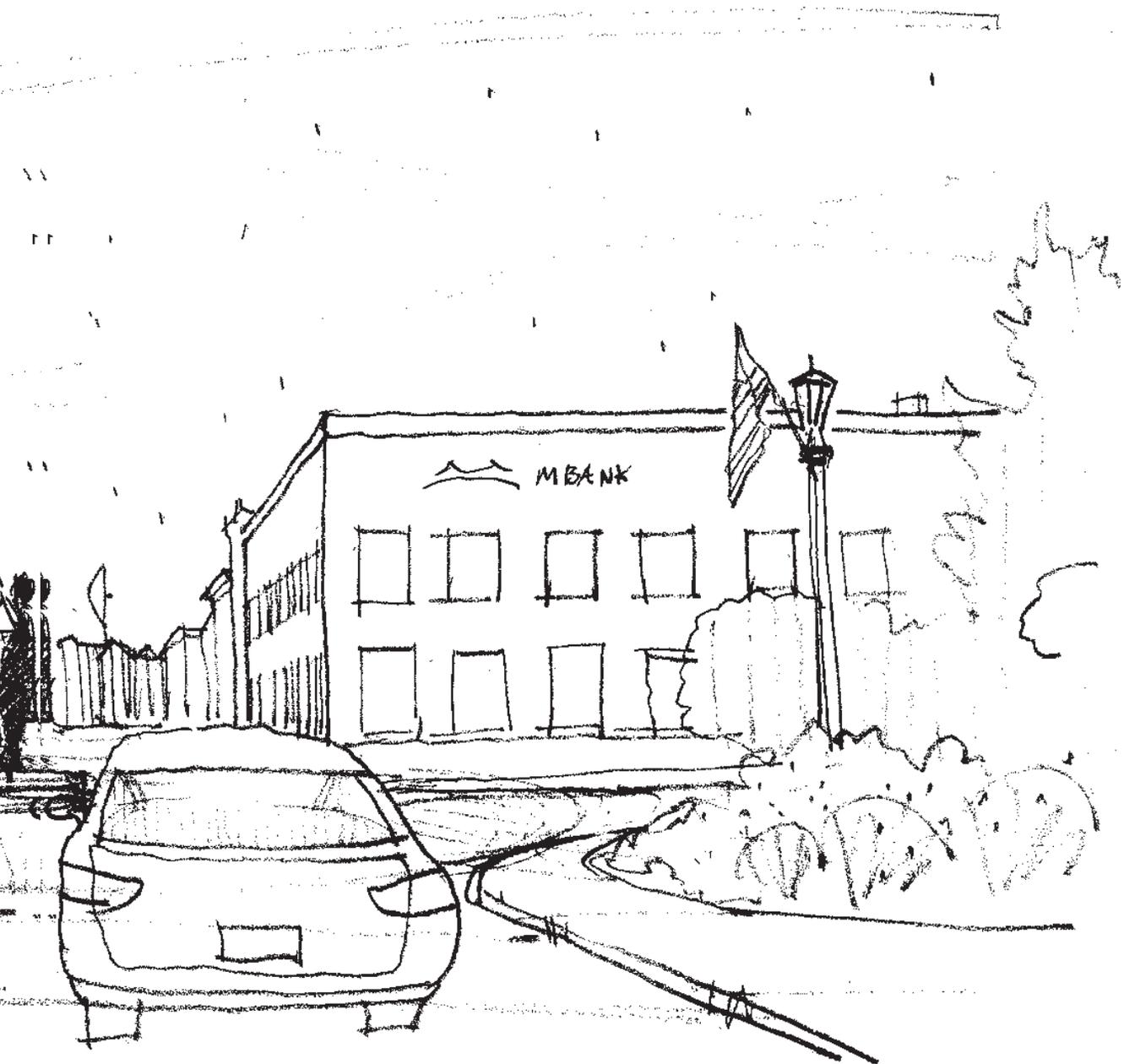
NEW DWG @ NE CORNER
S. MAIN & FRONT ST.



↑
BRICK
KANDARAT @ FRONT ST.

↑
OLD

WEST GATEWAY



EXISTING PLAZA

ISHA

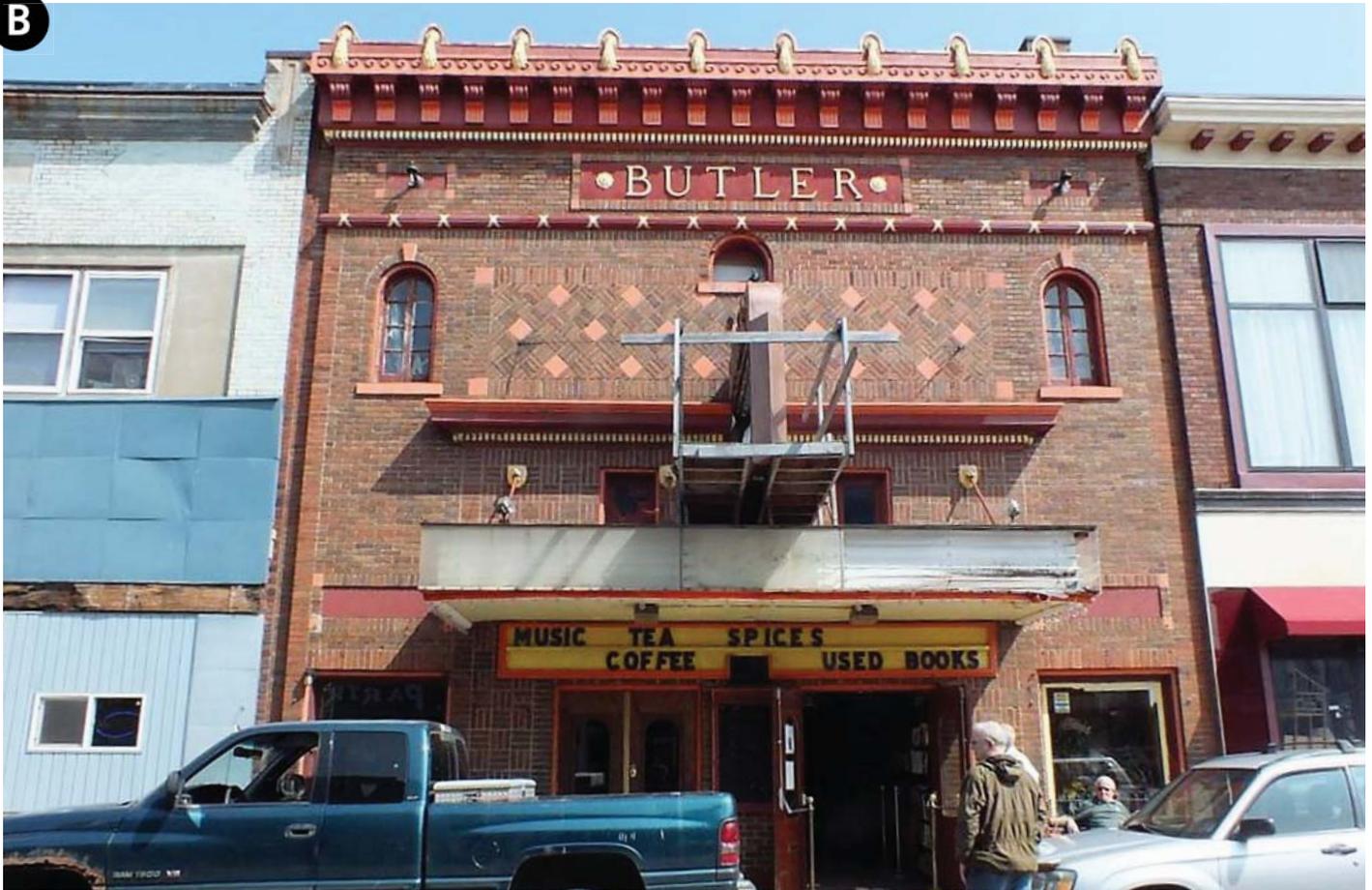
TO S. MAIN / DOWNTOWN

9.4.17

Butler Theater

113 South Main Street

B



OVERVIEW

With love (and funding) this structure can be refurbished inside and out, to bring it back to its original glory. It should have historic designation to help with the restoration effort due to its associative history (Anatomy of a Murder premier, other) and its historic fabric (marquee, cornice, and other facade details).

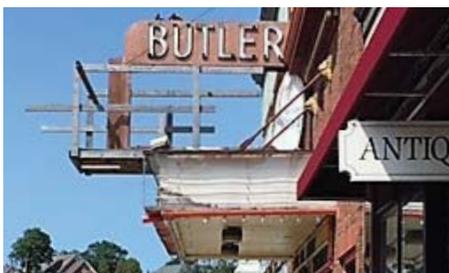
The real issue is to what use it should be restored—night club with table seating for meals and beverages or theater for cinema/live events with sloped seating like the original use. Although the nightclub use is intriguing, the downtown could use the latter cinematic restoration more. This may require an owner/operator with resources to withstand a few years losses to get established as a “boutique” cinema theater. This restored and reestablished theater would become, as it was before, an anchor for the downtown.

In the meanwhile the building should be stabilized as follows:

- All roof leaks should be repaired to protect the resource.
- As the building is currently used for private events, the existing fire egress doors and lanes should be signed with equipped with appropriate emergency/exit lighting and be clear of lane obstructions.
- Accessibility and code-compliant bathroom(s) should be verified and/or remediated.

HISTORIC RESOURCE (Contributing Historic Resource)

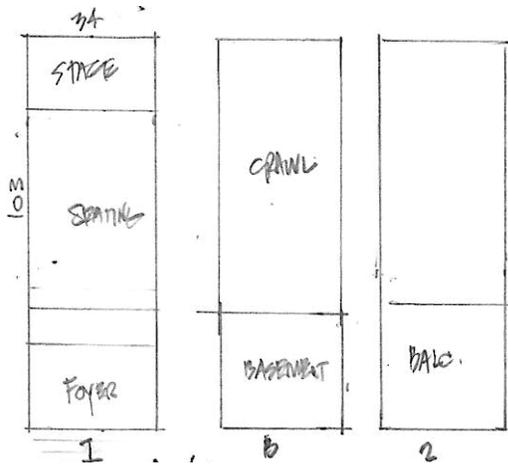
DESCRIPTION	Building Facade	Marquee	Interior Architecture	Interior Cladding	Floor	Seats
VINTAGE	Early 1900's	Early 1900's	Early 1900's	Early 1900's	1980's	1900's
CONDITION	Standard Repair for Vintage	<ul style="list-style-type: none"> • Some original fabric gone • Structure decaying needs repair • Lights not operable 	<ul style="list-style-type: none"> • Some original details still intact • Some covered over 	<ul style="list-style-type: none"> • Some original trim intact • Some trim covered over • Ceiling covered with sound baffles 	Flat floor over original sloping floor	Gone
OPTIONS	<ul style="list-style-type: none"> • Clean brick, and details • Tuck and point as required • Repaint as required 	Restore to Original	Restore and repair	Restore and repair	1) Keep flat floor 2) Remove and restore original floor	x





DESCRIPTION

- One story building with partial basement & upper mezzanine



COST ANALYSIS

- Refurbish 3,500 SF

	A	B
Façade	50,000	50,000
Marquis	20,000	20,000
Interior Trim / Cladding	300,000	300,000
Floor/Seats (Fixed)		50,000
Accessibility (3 Levels)	40,000	40,000
Fire Suppression	50,000	50,000
MEP	100,000	100,000
	\$ 560,000	\$ 610,000
Contingency (20%)	\$ 112,000	\$ 122,000
TOTAL	\$ 672,000	\$ 732,000

CODE REVIEW

USE / OCCUPANCY	Assembly A-1 (original) A-2 (current)
CONSTRUCTION TYPE	V B
FIRE SUPPRESSION	None
FIRE SAFETY	Four Exits (three do not operate or are covered)
ACCESSIBILITY	Front door access only (one double door), one unisex bathroom at first floor, mens and womens in basement (non-BF)
STRUCTURE	Exterior Roof Leaks
ENERGY EFFICIENCY	Unknown
MEP	Boiler decommissioned, only elect resistance, heat needs all new MEP (elect unknown)
CONVEYING SYSTEMS	No accessibility to balcony & basement
SPECIAL CONSTRUCTION	Roof (needs repair)

RECOMMENDATION

Low Hanging Front

- Restore facade, marquee, interior cladding, and trim
- Clear fire exits, add emergency exit, and lights
- Roof repair

Major Reinvestment

- Elevator, fire suppression, MEP

Anderson Building

203 South Main Street



OVERVIEW

This building is another important anchor for the downtown. It is a three-story historic gem worthy of historic designation and investment tax credits. It is currently owned by investors who have stabilized the building (new roof) and now seek to reinvest to bring the building fully back to mixed-use. This effort should address windows, storefronts, oriel bays, exterior cladding materials, cornice, and other detailing per federal guidelines.

An architect’s plan is in process that describes how to make this adaptive reuse happen—a good first step:

- The proposed craft brew restaurant tenant is one of the key elements of success for the downtown near-term future. The rear addition does make sense as a brew production room. The 40-person event space will probably be well used by local businesses and residents.
- The second floor is proposed for office use. That fits the pattern of keeping the original walls, doors, and trim detail

in place. Also, if the building has full fire suppression the first floor original tin ceiling can remain in place for replace-and-repair only.

- The third floor residential units (all but one) face the two streets with original windows and oriel bays. There is the required accessibility means (elevator and original main stair) and a second stair down to street level, which is good for resident access to the downtown. The original skylight/roof monitor opening should be exposed and a new fixed skylight installed for daylighting the stairwell.

There are a few issues for the architect to solve. One issue to investigate is residential accessibility on the west side sidewalk to the elevator/stair foyer. The door threshold appear to be about 6” to 8” higher than the sidewalk gradient. Another issue is the floor displacement at the rear addition. A structural engineer should look at the foundations to see if this is a dynamic event and determine the reason for the extreme floor displacement at two levels. Further, there is evidence of water penetration inside the foundation north wall that should be investigated.

HISTORIC RESOURCE (Contributing Historic Resource)

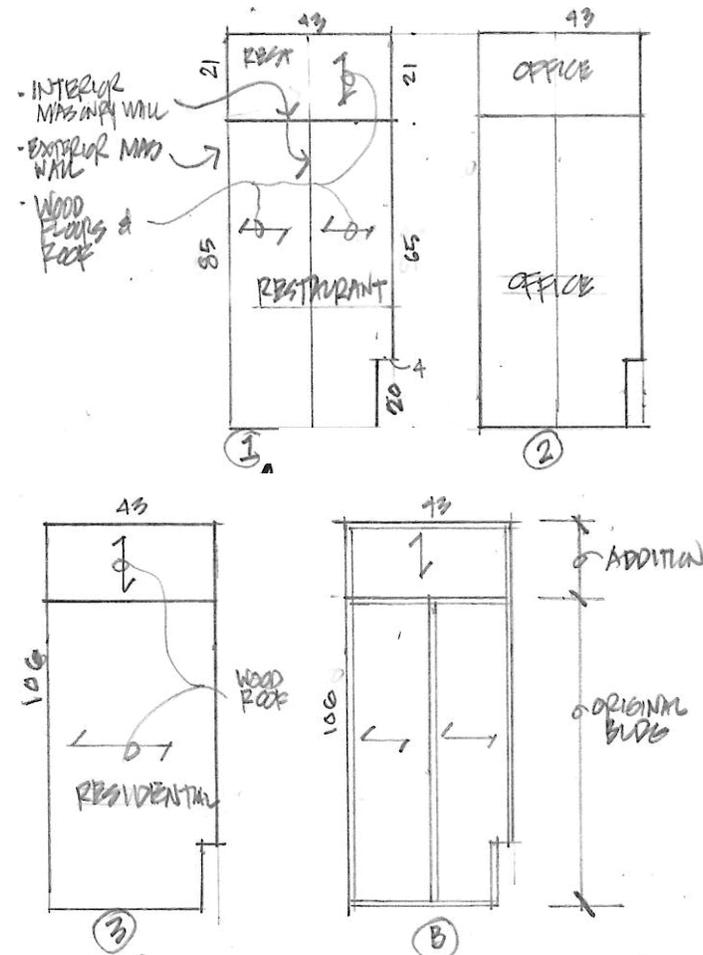
DESCRIPTION	Exterior Facade	Interior Architecture (trim and stairs)	Skylight at stairwell	Rear addition
VINTAGE	1880's	1880's	1880's	1890's
CONDITION	Poor: <ul style="list-style-type: none"> • Windows • Bay • Oriel • Storefront • Brick • Details • Cornice 	Stair: Good Trim: Good Metal Ceiling: Fair	<ul style="list-style-type: none"> • Opening intact • Skylight gone 	<ul style="list-style-type: none"> • Floors poor • FNDN Uncertain
OPTIONS	Restore facade elements	<ul style="list-style-type: none"> • Refurbish • Expose brick exterior walls 	Add fixed skylight	Rebuild as required





DESCRIPTION

- Three levels at 4,400 square feet
- +/- Gross grade plane = 13,200 square feet plus basement



COST ANALYSIS

- Full build out (includes tenant improvements)

Exterior Façade	50,000
Windows (38 @ \$1K+)	50,000
Bays (2 @ \$10K)	20,000
Oriel	10,000
Storefront	100,000
Interior Build-Out	
Level 1 - Restaurant (*)	880,000
Level 2- Office (*)	440,000
Level 3 - Residential (*)	660,000
Elevator	180,000
Roof / Skylight	100,000
MEP	300,000
	\$ 2,790,000
Contingency (20%)	\$ 558,000
TOTAL	\$ 3,348,000

(*) includes fire suppression

Handwritten calculations:

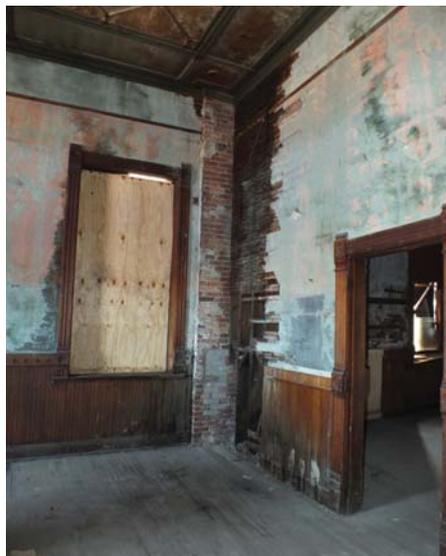
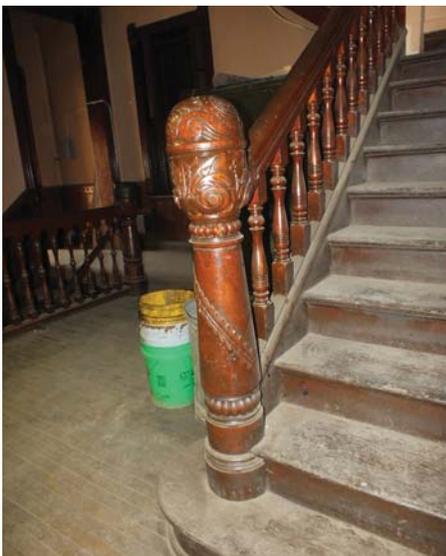
20% CONTINGENCY
 $2,710,000 \times 1.2 \approx \$3,250,000$ TOTAL INVESTMENT
 $\$3,250,000 - 13,200 \text{ SF} = \$246/\text{SF}$
 $3,250,000 - \$750,000 (\text{RESTAURANT INVESTMENT}) =$
 $\$2,500,000$
 NOTE: \$ 2.5 M. COULD BE HIGH END OF RANGE
 \$ 1.5 M COULD BE LOW END OF RANGE

CODE REVIEW - MIXED USE

USE / OCCUPANCY	First assembly A-2, second-B, third R-2, basement A-2 storage
CONSTRUCTION TYPE	V B, All Usable Area < Allowable
FIRE SUPPRESSION	None current, Add at all levels
FIRE SAFETY	A-2, 2 means, B-2 means, R-2 2 means
ACCESSIBILITY	No Elevator
STRUCTURE	Brick - 3 wythe masonry, exterior walls, wood floors and roof
ENERGY EFFICIENCY	Unknown, assumed non compliant to MEC
MEP	Boiler ht. / elect unknown
CONVEYING SYSTEMS	No elevator
SPECIAL CONSTRUCTION	Skylight over stairwell

RECOMMENDATION

- Investigate additions foundation and solve floor dip issue, water issue
- Stabilize roof (done)
- Add skylight, demo interior walls under
- Solve accessibility for residential @ west side (6" up to first floor)
- Pursue architect's plan for building
 - First level: Craft Brew (keep tin ceiling)
 - Second level: Office use (fire suppression allows leaving 1st floor tin ceiling in place)
 - Third level: Five residential units per plans - condominiums, owner-occupied, work out parking arrangement with City



Market Potential

INITIAL OBSERVATIONS

Establish a Defined Vehicular Route

The core downtown area is approximately a mile from the US 41 M28 / 2nd Street intersection and a little over a mile from the US 41 M28 / Lakeshore intersection. Both routes need to be clearly demarcated as downtown Ishpeming routes. The suggested routes to downtown include:

1. The N 3rd Street corridor down to Cleveland Avenue and then west to Main Street.
2. Lakeshore Drive to Division Street to Main Street.
(An alternate route from the Lakeshore Drive approach is Lakeshore Drive to Euclid Street to Main Street.)

The proposed routes should be uniformly landscaped with similar lighting fixtures and consistent wayfinding signage.

Establish a National Register District

As noted at the informational meeting, downtown property owners have a difficult time meeting the intent of ADA regulations when renovating a historic building. This is not uncommon. It is suggested that the core downtown area and the Cleveland Cliffs Museum be listed on the National Register of Historic Places. The advantages of being listed on the National Register include access to historic investment tax credits (HITC) and International Building Code fire and life safety code alternatives. The investment tax credits that provide eligible property owners with a 20% investment tax credit on the value of approved exterior and interior improvements can significantly change the pro forma of a rehabilitation project.

Outdoor Dining Areas

When the streetscape along Main Street was installed it was designed for two lanes of traffic with on-street parking. This resulted in narrow sidewalks with no space for outdoor use during the summer months. It is suggested that restaurants, taverns, and cafes that desire outdoor seating be allowed to use the on-street parking stalls to provide outdoor seating. This will likely require a zoning ordinance amendment or a police power ordinance to approve.

Retail Leakage

Discussion with several merchants resulted in the creation of a market trade area map that includes Ishpeming and communities to the west including Republic and Champion. The market area is roughly 82 square miles and includes 11,468 residents and 4,815 households. The median household income is \$46,580, which is approximately \$6,000 lower than the State median household income.

As a group, consumers prefer to buy American and price is more important than brand. When they shop for brands, coupons are used and there is preference to buy a brand that supports a charity. Compared to overall U.S. buying habits consumers have a higher tendency to spend on household pets and household improvements.

The demand for total retail trade and food and drink is approximately \$141 million dollars. However, the supply is estimated at \$97 million resulting in \$44 million of sales leakage outside the market area. The leakage is prevalent throughout all retail groups except food and drinking establishments, which tend to bring retail dollars into the market area.

Almost 60% of the market area households fall within three ESRI market segmentations: Heartland Communities, Traditional Living, and Salt of the Earth.

Ishpeming downtown and commercial establishments along the US 41 / M28 corridor should focus on products, goods, and services that cater to the various market segments and position itself as a stop-n-shop location for convenience items saving residents from traveling further east to Marquette. The Ishpeming market will not compete against the big boxes located in Marquette Township but they can capture retail spending on other items, such as sporting goods, home gardening supplies, convenience groceries, specialty food items, fast food / drive-in restaurants, and taverns / pubs.

As more retail is displaced by i-retailing (internet-based retail sales) downtown's will likely backfill with entertainment and eating establishments. Dining out will replace the shopping experience.

A priority strategy for downtown Ishpeming should be a focus on the recruitment of eating and drinking venues along Main Street and the renovation of the Butler Theater back to a movie house.

RETAIL LEAKAGE (General Market Profiles)

INDUSTRY GROUP	DEMAND	SUPPLY	GAP
Motor Vehicle & Parts Dealers	\$28,343,280	\$7,156,412	\$21,186,868
Automobile Dealers	\$22,935,241	\$2,080,450	\$20,854,791
Other Motor Vehicle Dealers	\$2,596,582	\$1,380,416	\$1,216,166
Auto Parts, Accessories & Tire Stores	\$2,811,457	\$3,695,546	-\$884,089
Furniture & Home Furnishings Stores	\$3,980,835	\$401,936	\$3,578,899
Furniture Stores	\$2,428,662	\$401,936	\$2,026,726
Home Furnishings Stores	\$1,552,173	\$0	\$1,552,173
Electronics & Appliance Stores	\$3,876,266	\$1,755,690	\$2,120,576
Bldg Materials, Garden Equip. & Supply Stores	\$9,455,646	\$5,357,477	\$4,098,169
Bldg Material & Supplies Dealers	\$8,545,533	\$5,357,477	\$3,188,056
Lawn & Garden Equip & Supply Stores	\$910,113	\$0	\$910,113
Food & Beverage Stores	\$22,807,648	\$20,934,075	\$1,873,573
Grocery Stores	\$20,058,843	\$19,887,060	\$171,783
Specialty Food Stores	\$1,119,718	\$286,225	\$833,493
Beer, Wine & Liquor Stores	\$1,629,088	\$760,790	\$868,298
Health & Personal Care Stores	\$9,523,413	\$9,623,231	-\$99,818
Gasoline Stations	\$15,209,765	\$17,679,352	-\$2,469,587
Clothing & Clothing Accessories Stores	\$6,067,935	\$1,143,698	\$4,924,237
Clothing Stores	\$4,102,025	\$571,697	\$3,530,328
Shoe Stores	\$879,418	\$572,001	\$307,417
Jewelry, Luggage & Leather Goods Stores	\$1,086,492	\$0	\$1,086,492
Sporting Goods, Hobby, Book & Music Stores	\$3,284,557	\$2,127,079	\$1,157,478
Sporting Goods/Hobby/Musical Instr Stores	\$2,766,521	\$2,127,079	\$639,442
Book, Periodical & Music Stores	\$518,035	\$0	\$518,035
General Merchandise Stores	\$19,328,354	\$16,424,440	\$2,903,914
Department Stores Excluding Leased Depts.	\$13,060,747	\$12,907,713	\$153,034
Other General Merchandise Stores	\$6,267,607	\$3,516,727	\$2,750,880
Miscellaneous Store Retailers	\$4,850,258	\$1,776,172	\$3,074,086
Florists	\$227,270	\$253,793	-\$26,523
Office Supplies, Stationery & Gift Stores	\$907,870	\$450,967	\$456,903
Used Merchandise Stores	\$743,007	\$580,302	\$162,705
Other Miscellaneous Store Retailers	\$2,972,111	\$491,109	\$2,481,002
Nonstore Retailers	\$2,420,996	\$0	\$2,420,996
Electronic Shopping & Mail-Order Houses	\$1,831,030	\$0	\$1,831,030
Vending Machine Operators	\$132,551	\$0	\$132,551
Direct Selling Establishments	\$457,415	\$0	\$457,415
Food Services & Drinking Places	\$12,535,378	\$13,110,614	-\$575,236
Special Food Services	\$379,900	\$437,371	-\$57,471
Drinking Places - Alcoholic Beverages	\$684,301	\$741,328	-\$57,027
Restaurants/Other Eating Places	\$11,471,177	\$11,931,915	-\$460,738

Heartland Communities (24.4% of market area households)



- Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.
- Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless.
- Many residents have paid off their home mortgages but still hold auto loans and student loans. Noninterest checking accounts are common.
- To support their local community, residents participate in public activities.
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.
- They enjoy country music and watch CMT.
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- To get around these semirural communities, residents prefer domestic trucks or SUVs.
- They prefer to travel in the US and favor the convenience of packaged deals.

Traditional Living (22.7% of market area households)



- They shop for groceries at discount stores such as Walmart supercenters.
- Kmart is also a favorite for apparel and sundry household and personal care products.
- Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.
- They tend to carry credit card balances, have student loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- They watch their favorite channels including QVC, CMT, and Game Show Network.
- They're fast food devotees.
- They enjoy outdoor activities such as camping and taking day trips.

Salt of the Earth (12.6% of market area households)



- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and many still require dial-up modems to access the Internet.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

Possible Redevelopment Priorities for the City of Ishpeming



OVERVIEW

The City of Ishpeming is attempting to become a Redevelopment Ready Certified Community. This designation will help to secure grants and investors. One of the requirements of certification is for the community to select and prioritize the top three redevelopment sites. The following is a list of possible sites.

REDEVELOPMENT PROCESS

The City of Ishpeming received in September 2016 the “Report of Findings” from MEDC regarding their assessment of the City redevelopment ready status. The assessment included a number of items that the City needed to address in order to become certified as a Redevelopment Ready Community (RRC); a designation that is recognized by developers and commercial real estate entities. Best Practice 5.0 entails the identification

and prioritization of potential redevelopment sites. The list of sites on the next page was prepared with assistance of RRC professional staff from MEDC. The tables below outline Best Practice 5.0 and the suggested prioritization of sites based on property ownership and the City’s capacity to assist with the redevelopment process.

5.0 Redevelopment Ready Site Process	
1	IDENTIFY & PRIORITIZE SITES Compile a list of known public and private properties that would be available for redevelopment. Determine which parcels have a high priority for redevelopment.
2	GATHER SITE INFORMATION Compile site information for each parcel that includes ownership, dimensions, zoning, building size (if any), utilities, broadband, and desired development outcome.
3	CREATE A VISION Based on the site information and input from interested stakeholders pull together a vision for the property. In some instances, community engagement may be required. Part of this process includes the identification of a “champion” that spearheads the redevelopment vision.
4	IDENTIFY RESOURCES This stage of the redevelopment process is the identification of resources that can be utilized to implement the vision. These can include tax incentives, working with the developer on historic tax credits, leveraging assistance through the DDA or Brownfield Authority.
5	ASSEMBLE PROPERTY INFO PACKAGE Compile all applicable information on the redevelopment site including property information, environmental reports, traffic information, market feasibility and assessments, infrastructure availability and costs, property survey, GIS parcel information, and zoning.
6	ACTIVELY MARKET Publish the information in print and online. Online applications including posting through Lake Superior Partnership, and Zoom Prospecter through MEDC. Conduct an informational meeting with the local Board of Realtors and/or Home Builders Association.

Suggested Priority Sites		
Redevelopment Strategy	Site	Suggested Use
TIER ONE City Owned Parcels These are parcels owned by the City of Ishpeming that could be repurposed for redevelopment. There would be no acquisition due to public ownership which can be used as an incentive. City in control. Reasonable complexity.	C	Single Family Detached Residential in a New Urbanism format
	H	Mixed-use. Small commercial along Division Greenwood with a combination of Single Family Detached and Townshouses. Requires rezoning to allow planned unit development.
TIER TWO Privately Owned Parcels These are properties that are privately owned that if redeveloped or developed would have a significant impact of the City. Private owners control real estate with the City providing incentives. Moderate complexity.	D	Maintain current commercial zoning and encourage development which significantly increases DDA revenue capture.
	G	Mixed use; historic preservation of signature building in downtown. Use of MEDC and HITC are applicable for this project.
TIER THREE Combination of Ownership Combination of City-owned and private parcels. Redevelopment would entail acquisition of private parcels and/or a planned unit development that integrates ownership classes into one unified site. Complex	B	Mixed uses including commercial, warehousing, and light industrial. Opportunities for public access via Iron Ore Heritage Trail.

POTENTIAL REDEVELOPMENT SITES

- A** [207/209 Division](#)
Owner: the City of Ishpeming. Zoning: Central Business District; size: at 80 x 120 Square feet, this is a small site, but could become part of a larger development project, including nearby parcels, such as the parcel on the other side of the bar, which the City also owns. All utilities available. Fronts on BR-28. Known interested parties: new owner of Rumorz Bar. Highest and best use: a two story (or more) mixed use (commercial and residential) development.
- B** [Brownstone Area](#)
Multiple Owners: the City, Bell Forest Products, and others; Zoning: Industrial. Size: eight acres. All utilities available. Some frontage on BR-28. Recently, UPPCO removed a transformer station and via a blight grant the old steam plant was also removed. There is still lot of blight on this site that casts a shadow over the area. Biggest issue is deed restrictions and environmental concerns. All utilities available.
- C** [Malton Road Corridor](#)
Multiple Owners: the City, Malton Electric, Heritage Hills Recreational Riding Stables, Jointly owned landfill, and several more. Zoning: Deferred Development (offers options). Size: about 600 acres. Many, but not all, utilities are available. Behind Malton Electric, there is about 50 acres that could be used for future industrial development. This area has a great advantage for industrial uses because it is immediately adjacent to the railroad; although, a spur would need to be cut through a large tailings pill. The larger 600 acre area has many well established and frequently used recreational trails, such as the IOHT, Snow Trail #8, and mountain biking trails. The Planning Commission has recommended development in stages with phase one to be a small residential development adjacent to existing residential neighborhoods of Wabash Heights and New York Street. Development/redevelopment of this area is complicated by deed restrictions, some caving grounds, and possible environmental issues.
- D** [US-41 \(new roundabout area\)](#)
With the investment of more than \$6 million in the new roundabouts, the adjoining properties are ripe for redevelopment, especially vacant buildings. All available parcels are in private ownership. Size: multiple lots. The Ski Hall has completed major upgrades which enhance the area. This area should be a welcoming point to draw highway travelers into the community. All utilities available.
- E** [Brogie's Tavern](#)
Owner: Matt DeWitt. Zoning: Central Business District. Size: approximately 100 x 200 square feet with existing building and some green space. Fronts on Second Street, near Post Office—a nice commercial site. All utilities available.
- [First Street and Cleveland](#)
Owner: Frank Andriacci. Zoning: Central Business District. Size: approximately 100 x 300 square feet of vacant land, covered in gravel. Fronts on First Street, in the heart of the downtown. All utilities available. This site has been discussed as a prime location for a downtown park.
- F**
- [Main and Pearl](#)
There is one vacant building at this intersection right at the heart of downtown. The Anderson Building (after the original owner's name). Mr. Pat Moyle is planning to redevelop this building. It is a classic sandstone and brick, three-story historic building. Redevelopment is pending sufficient grant funding and final approval of the owner. All utilities available.
- G**
- [Division and Greenwood Street, City Property](#)
The City acquired this property with the intention of using it to build a new Fire and Police Department Facility. Size: about six acres. Zoned: three different zoning districts. All utilities are available. Several recreational trails currently cross this site.
- H**
- [Corner of Lake Street and Division Street](#)
Owner: the City. Zoning: General Business District. Current use: water project stock piling and construction station. Adjacent parcel is a vacant plumbing business—a blighted structure. All utilities available.
- I**
- [Senior Center](#)
The City owns this land and it is leased to the Greater Ishpeming Council on Aging for use as a Senior Center. Zoning: Part General Business, part Residential. The Council on Aging has been exploring the possibilities of building a new Senior Center on this site due to condition issues with the existing building. All utilities available.
- J**

Downtown Framework Plan

The Ishpeming economy, like Marquette County and other Upper Peninsula communities, is delicately balanced between a natural resource-based economy and a service-based economy. The long, storied history of iron ore and copper mining in the UP, coupled with the timber industry have provided residents with family-sustainable incomes, anchoring local economies and providing a source of disposable wealth to support both the retail and service markets. The service economy consisting of educational, health-care and government functions supplements the area economy with similar family-sustainable incomes.

According to the Michigan Department of Technology, Management and Budget labor statistics, mining employment provides 1,157 jobs, or 5.3% of the Marquette County total employment but contributes \$119,990,000 in annual wages, or 28% of the estimated aggregated wages paid in the county. Although the number of jobs is relatively small the economic impact of the wages earned is disproportionately high. An extrapolation of 3rd quarter 2017 data shows that average wages paid in the mining industry are roughly two times the county wage average.

Payroll Wages by Industry; Marquette County, 3rd Q 2017						
	Total Wages	Employees	%	Annual Estimated Wages	%	Estimated Wages per Employee
Ag, Forest, Fishing & Hunting	\$908,675	129	0.6%	\$3,634,700.00	0.4%	\$28,175.97
Mining	\$29,997,660	1,157	5.3%	\$119,990,640.00	14.0%	\$103,708.42
Construction	\$16,414,033	1,437	6.6%	\$65,656,132.00	7.7%	\$45,689.72
Manufacturing	\$12,994,473	1,088	5.0%	\$51,977,892.00	6.1%	\$47,773.80
Wholesale	\$7,014,765	528	2.4%	\$28,059,060.00	3.3%	\$53,142.16
Retail Trade	\$20,409,902	3,499	16.1%	\$81,639,608.00	9.5%	\$23,332.27
Transportation	\$7,438,043	602	2.8%	\$29,752,172.00	3.5%	\$49,422.21
Information	\$4,691,599	477	2.2%	\$18,766,396.00	2.2%	\$39,342.55
Finance and Insurance	\$7,891,710	657	3.0%	\$31,566,840.00	3.7%	\$48,046.94
Real Estate	\$2,711,332	311	1.4%	\$10,845,328.00	1.3%	\$34,872.44
Professional and Technical	\$10,098,737	833	3.8%	\$40,394,948.00	4.7%	\$48,493.33
Management	\$4,981,734	308	1.4%	\$19,926,936.00	2.3%	\$64,697.84
Administrative	\$3,262,894	485	2.2%	\$13,051,576.00	1.5%	\$26,910.47
Educational	\$993,942	115	0.5%	\$3,975,768.00	0.5%	\$34,571.90
Health Care	\$63,564,620	5,413	24.8%	\$254,258,480.00	29.6%	\$46,971.82
Arts / Culture	\$1,500,019	352	1.6%	\$6,000,076.00	0.7%	\$17,045.67
Accommodation and Food Services	\$14,180,260	3,398	15.6%	\$56,721,040.00	6.6%	\$16,692.48
Other Services (\$5,369,950	992	4.6%	\$21,479,800.00	2.5%	\$21,653.02
Unclassified	\$49,672	12	0.1%	\$198,688.00	0.0%	\$16,557.33
TOTAL	\$214,474,020	21,793		\$857,896,080.00		
<i>Data Source: MI DTMB LMISI Employment Projections</i>						
<i>Extrapolation: Beckett & Raeder</i>						

State employment projections indicate that mining-related jobs in the UP will slowly decline through 2024, losing another 300 jobs. At the same time, service-related employment will rise.

Service-based jobs tend to consolidate in areas that have access to a combination of assets; people, infrastructure, broadband, and other business unlike natural-resource based jobs which are located where the resource is available. As a result, the ability to attract qualified employees will depend on the combination of these assets and the quality of the place that these assets are located. This economic concept is referred to as the “place-based economy.”

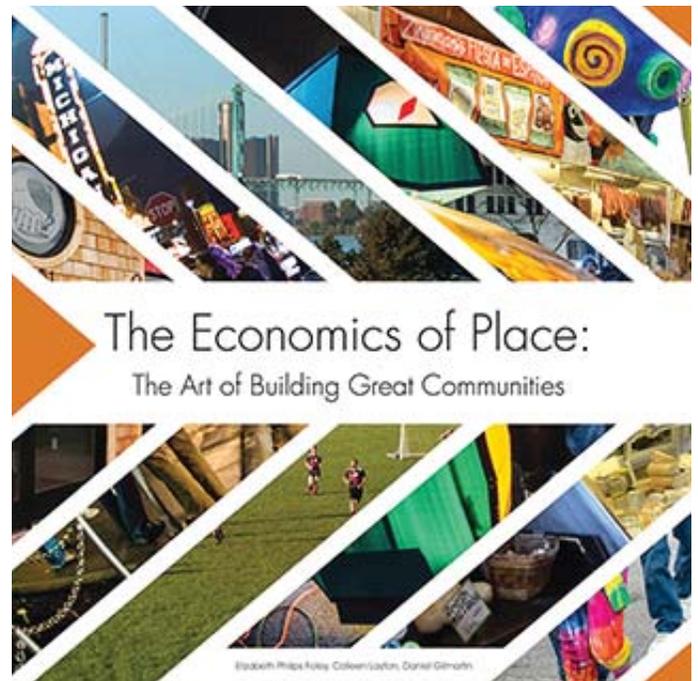
In Marquette County the best example of a place-based economy is the City of Marquette with its mixed-use waterfront, downtown, extensive park system, University campus and regional healthcare facilities. Emerging place-based economies in Marquette County include Ishpeming and Negaunee. The degree to which the emerging communities succeed in becoming place-based economies will depend on how they leverage their unique assets and resources. Place-based economies cater to people. A vibrant downtown, well maintained neighborhoods, a variety of housing types and choices, access to recreation and cultural venues, preservation of historic resources, and quality schools attract people, and in turn, attract business. As boomer generation (1946-1964) gravitated toward job opportunities. Today's generation and tomorrow's residents are gravitated to quality places.

Local economies that are dependent on one or two major industries for employment and wages are more susceptible to decline than communities that are populated with a variety of mid-size and small businesses. This was verified in the last recession. Communities firmly linked to a large employer or reliant on a particular industry cluster (i.e. automotive, steel,

etc.) lost population and taxable valuation, and experienced high rates of property foreclosure.

Place-based economy communities weathered the Great Recession better and experienced an increase in small business start-ups and they also recovered much faster.

The recommendations outlined in this assessment are focused on providing opportunities to the City of Ishpeming to become a place-based economy lessening its reliance on the Empire Mine. This is not to say that the mining industry isn't important but suggests that a place-based economy can help weather the downturns often associated with a natural-resource based economy. The presence of both types of economies will provide a better quality of life for current and future residents.



Downtown Ishpeming is a historic downtown. The downtown is based on traditional grid with blocks that are roughly 225 feet to 250 feet in length. As noted in the Downtown Plan many residential neighborhoods are within a ¼ mile walking distance of the downtown core (Main and Pearl Street intersection) which is reflected in a Walk Score of 83 (100 is the highest).

Access to the downtown is from several directions; US-41/M-28 via 3rd Street to Hematite, Cleveland or Pearl Streets, Lakeshore to Division, and Division from the City of Negaunee. The former rail line which has been converted to Hematite Drive bisects the downtown creating two districts; north (Main, Canda, Varnum and Maple) and south (Main, 1st, 2nd, 3rd, Cleveland, Pearl, and Division). Due to the pavement width of Hematite Drive and flow of traffic, walkability is reduced between the two districts most notably the residential neighborhood north of Hematite Drive.

The downtown includes several institutional uses including City Hall at the corner of Main Street and Division Street, the Public Library at Main Street and Varnum Street, and the Ishpeming Public School on Pearl Street.

DOWNTOWN HOUSING

The Downtown Plan highlights existing buildings in a bluish purple and parking lots in a pale yellow. This done to show the location and clustering of buildings and prevalence of off-street parking facilities. Main Street from Varnum to Division has a very strong massing of historic commercial buildings. Conversely, 1st Street has several building clusters primarily between Pearl and Cleveland Streets but a significant amount of off-street parking lots. The acreage of off-street parking on 1st Street alone is approximately 1.4 acres, or enough parking to support 50,000 square feet of retail. In addition, these parking lots have minimal screening from the street and in some instances lack pedestrian walkways.

The availability of off-street parking lots, especially publicly-owned lots, are an asset. Downtown Ishpeming has on-street parking which is very desirable and large publicly-owned parking lots should be viewed as potential development sites for new mixed-use development. Several “infill” development sites are highlighted in brown on the Downtown Plan which could accommodate a variety of uses. For example, the 2016 Target Market Analysis, prepared by Land Use USA for CUPPAD noted a residential market in Ishpeming for 169 single family detached homes, 63 apartments, and 43 townhouses. The apartment demand can be satisfied through the conversion of upper story commercial buildings for residential living space.

The proposed redevelopment and preservation of the Anderson Building is an excellent example of how residential uses can be incorporated into the adaptive reuse and preservation of a historic commercial building.

Off-street parking lots can also serve as development pads for townhouse development. The advantage associated with this type of development is that the public sector is the property owner which eliminates the need to acquire property, the property is already served with utilities which reduces the development costs, and a public parking lot contributes nothing to the local tax base. The accrued benefit to the community is these housing types bring additional residents and disposable income into the downtown.



Upper story apartments satisfy market demand and provide housing opportunities for residents not interested in renting or owning a single family detached house

PUBLIC SPACES

There are few locations in downtown Ishpeming for people to congregate and both happen to be located at the intersection of Main Street and Pearl Street. The width of the sidewalks along Main Street are too narrow to accommodate outdoor activities such as dining or cafes. This constraints opportunities for outdoor displays and eating and drinking prevalent in other downtowns, Downtown businesses and DDA encourage a local farmers market but the lack of space causes the event to be fragmented along the street. Downtown Ishpeming needs to favor pedestrian activity over snow removal. The Downtown Plan suggests the development of a formal Farmers Market along Hematite Drive between Main Street and 1st Street. The long-range objective is to eventually convert Hematite Drive to a linear greenway through the downtown. As a result, the Farmers Market would be located on the greenway and provide ample space for vendors and residents to congregate. The building should be designed to serve multiple purposes and venues. Community gathering areas, farmers markets, and other place-based improvements can avail themselves to the Public Spaces, Community Places campaign offered through MEDC, the Michigan Municipal League and Patronicity.



Townhouses built on a former parking lot

In order to accommodate outdoor eating and drinking opportunities in the summer months on-street decks, or parklets are encouraged. These platforms extend the sidewalk into the on-street parking spaces increasing the width of the pedestrian area and allowing businesses, especially eating and drinking establishment to offer out dining.



Outdoor dining; on-street parking converted to dining platforms in the summer months



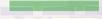
Example of a Farmers Market pavilion and outdoor plaza space

ISHPEMING DOWNTOWN PLAN

ISHPEMING, MICHIGAN

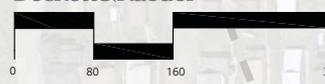
DOWNTOWN DEVELOPMENT PLAN
JULY 2018

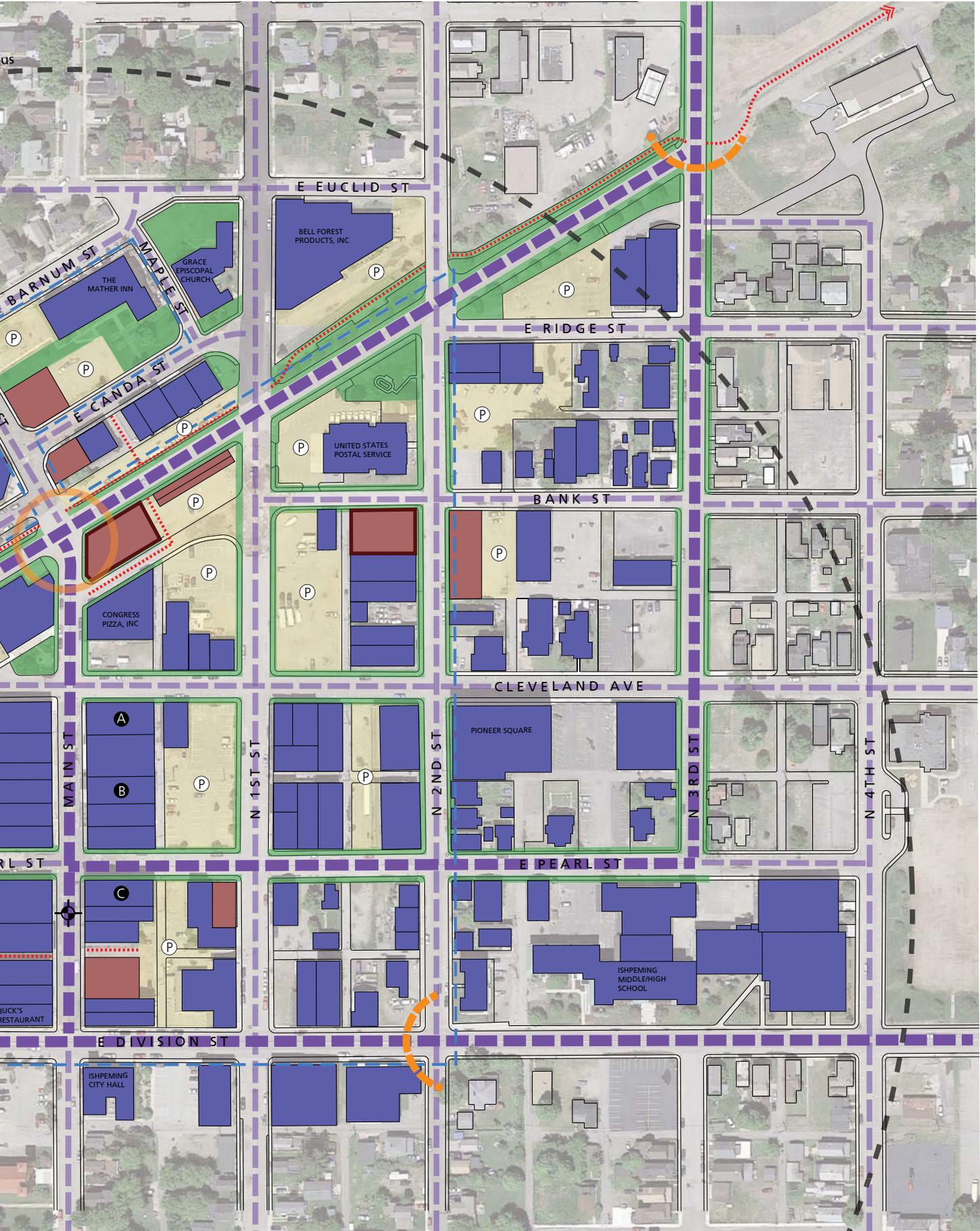
Legend

-  Major Streets & Secondary Streets
-  National Register of Historic Places District
-  1/4 Mile Radius or 5 Minute Walk
-  Nonmotorized / Pedestrian Connections
-  Open Space / Streetscape Improvements
-  Existing Downtown Buildings
-  Infill Opportunities
-  Rehab Opportunities
-  Parking Opportunities
-  Former Woolworth Building
-  Butler Theater
-  Anderson Building
-  Major Intersection Treatment
-  Primary Gateway



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CULTURAL and EVENT SPACE

When the Butler Theater closed, Downtown Ishpeming lost an important cultural and event venue. Although the current owner of the Butler Theater has done an admirable job of sustaining the building the theater should be restored as a performing arts center for the community. Other Michigan communities have been successful with the restoration and preservation of their historic theaters. Examples include the State Theater in downtown Traverse City and the recently renovated and restored Vogue Theater in Manistee.

Restoration of the Butler Theater is beyond the financial capacity of the current owner. Recent historic theater restorations have been through local theater non-profits that fund raise to local and former residents, area businesses, and foundations. A restored Butler Theater could be used for film festivals, local performing art programs, regional and national performances, and corporate events.

The restoration of the Butler Theater will also have a positive influence on the downtown, and depending on its utilization, would spawn additional eating and drinking establishments which benefit from the increased foot traffic. The formation of a local non-profit to champion the restoration of the theater could come from the Downtown Development Authority.



Vogue Theater (exterior and interior) located in Manistee MI



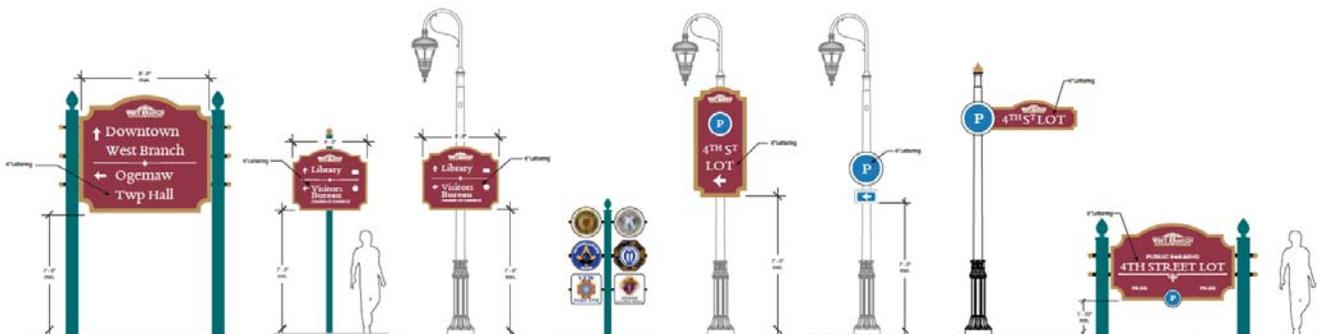
State Theater in downtown Traverse City, MI

IDENTITY, APPEARANCE, AND WAYFINDING

Identity

Access to downtown Ishpeming is either from Division Street (BR-M28) or through neighborhoods via 3rd Street connecting to US-41 and M-28. As a result, getting to downtown can be cumbersome for a non-resident. Some of this perception can be attributed to the lack of uniform and consistent wayfinding system. Although there are some signs that suggest routes to downtown Ishpeming there is very little information regarding other assets within the downtown. Solutions to the identity problem is twofold. First, a brand name needs to be created that can be used to promote and unify the district. Secondly, there needs to be a well-designed wayfinding system that provide information and directions on owtown and community assets.

An example of a successful branding effort is from the City of Grayling where the brand is used by the City, Township, Chamber and Downtown Development Authority/ Main Street Board. An example of well designed and implemented wayfinding program is the City of West Branch which includes entrance and gateway signs, asset identification signs and directional signage.



SPECIAL AREAS OF FOCUS

Cliffs Shaft Mine Museum

The museum is located on Euclid Street between Lakeshore Drive and Spruce Street. The property is on the State Register of Historic Places (1973) and the National Register of Historic Places (92000832; 7/17/1992). The property was donated to a nonprofit group so that the structures could be preserved, and the underground mining industry appropriately interpreted. Of the numerous structures on the property three are unique: the two 1919 headframes designed by Chicago Architect George Washington Maher, and the 1955 headframe, which includes the first Koep Hoist built in the Western Hemisphere. The museum hosts approximately 3,500 visitors a year, which includes school-age children.

The museum has access from Lakeshore Drive, which connects with US 41 / M28. It is approximately six miles from the State of Michigan Iron Ore Museum, which exhibits some of the same material, except the Iron Ore Museum is located within a former operable mining facility like the Cliffs Shaft Mine Museum.

The museum property is unique and the 1919 headframes are the only remaining remnants of the extensive iron ore range operations that permeated the UP economy for over a century. Preservation of the campus is critical. However, based on visitor numbers the operation does not appear to take in the revenue needed to maintain the various buildings and exhibits. Further, the museum is operated by retired employees associated with the mine industry and they are concerned about their transition to another generation. Further, there is some concern about increasing visitor numbers because the museum is operated by volunteers and increased tourists may strain available time constraints.

A long-term operational and campus plan is needed that focuses on resources needed to operate and expand tourism potential and funding needed to preserve the historic structures, which are in need of repair. The museum is immediately north of the downtown and could be accessible along the southeast boundary via a non-motorized trail / shared pathway connecting the museum, downtown, and the Iron Ore Trail. This route would mirror the location of the former rail lines based on the Sanborn Fire Insurance Map. The museum property already serves as a trailhead for the Iron Ore Heritage Trail and the trail uses Lakeshore Drive and Hematite Drive.



Hematite Drive

The former rail line was converted as an internal community bypass between N 3rd Street and Lakeshore Drive. The right-of-way east of N 3rd Street is used exclusively for the Iron Ore Heritage Trail. Canda and Front Street parallel this route and Hematite Drive accommodates vehicular traffic and the Iron Ore Heritage Trail long its northern edge. Like the former rail line, Hematite Drive divides the northern neighborhoods from the downtown area. The distance to cross Canda and Hematite Drive is approximately 105 feet of pavement. Although recently improved, long-term Hematite Drive should eventually revert to a greenway accommodating the Iron Ore Heritage Trail and possibly a community space, like a Farmers Market, or community event area. The community focal point should connect Main Street with the residential neighborhoods to the north and provide a well-landscaped and lighted connection.

The current width of the street is too wide. The drone aerial distinctly shows that the traffic travels near the centerline of the road and results in added pavement on each side. In addition to creating more stormwater runoff this excess pavement needs to be plowed resulting in more maintenance expense.

The photo modifications show what the removal of excess would look like resulting in a softening of the streetscape. Lastly, when the road needs to be replaced its removal should be evaluated with the potential replacement of all of the pavement and relocation of the Iron Ore Heritage Trail into this larger park setting.



Malton Road Development

The cities of Ishpeming and Negaunee own a considerable amount of former Cleveland Cliffs property. In Ishpeming this property is located on the east side of the city north of Division Street (BR-28). Prior to the reorganization of the Downtown Development Authority (DDA) district some of this property was located in the DDA and this entity issued debt to construct Malton Road which connects Division Street to US-41 / M-28.

Several studies have been conducted on this expanse of property to determine which areas are develop-able and those that may be susceptible to cave-in caused by the settlement on underground mining shafts and tunnels. Most notably the report prepared in 2006 entitled, "Study of Development Plan Options of the Cliffs Land Purchased," authored by ECI.

Properties that are deemed develop-able are wooded and surrounded by undulating topography. Two small plots are located near New York Street and Wabash Street and separated by a rock outcropping. These two sites could easily accommodate ten to fifteen single family detached homes. Infrastructure is readily available and the parcels are adjacent to some very interesting non-motorized trails and mountain biking paths. Currently the properties are tax exempt and not generating any taxable valuation to the City. Development, via a developer RFP process, is encouraged. The City is positioned to provide a developer with the property in exchange for getting a new urbanism, walkable neighborhood at a price point the market can absorb. The upside for the City is it gets new housing, residents and additional taxable valuation.



Strategies to Achieve Our Potential

	Redevelopment-related Zoning Revisions <i>Short Term (1-2 Years)</i>	Incorporate in the Zoning Ordinance a development review process that includes a step-by-step process for (re) development reviews and an Administrative Site Plan approval process.
	Redevelopment-related Administrative Procedures <i>Short Term (1-2 Years)</i>	Create an additional tab on the City website under "Departments" that is titled Economic Development. Under this tab include property information on each redevelopment site and related background information. Also include the Guide to Development currently being prepared.
	National Register of Historic Places District <i>Short Term (1-2 Years)</i>	Finalize the inventory and the nomination process to establish a National Register of Historic Places district for downtown Ishpeming. This will provide an opportunity for property owners to utilize the historic investment tax credit (HITC) program.
CITY	Upper Story Residential <i>Short Term (1-2 Years)</i>	Allow as a Use by Right; no off-street parking requirements
	Downtown Parking <i>Short Term (1-2 Years)</i>	Make the "core" downtown exempt from off-street parking requirements
	Wayfinding <i>Near Term (3-5 Years)</i>	Coordinate with the DDA on a phased implementation of a well-designed wayfinding system
	On-Street Parklets / Dining Platforms <i>Short Term (1-2 Years)</i>	Permit decks to restaurants, cafes and coffee shops during the summer months.
	Put Hematite Drive on a road diet <i>Long Term (6-10 Years)</i>	Reduce the excessive exterior pavement width and install street trees to soften the impact of the street
	Coordination with Cleveland Cliffs Shaft Museum Board <i>Near Term (3-5 Years)</i>	Work with the Board on a succession strategy to ensure long-term sustainability of the property. Also, look at the extension of the Iron Ore Heritage shared pathway into the property.
	Developer RFQ - Downtown Housing <i>Near Term (3 - 5 Years)</i>	Coordinate with the DDA on the issuance of a developer RFQ to build downtown townhouses along N 1st Street or Pine Street.
	Developer RFQ - Malton Road <i>Short Term (1-2 Years)</i>	Issue a developer RFQ to build a small, single family detached development on Malton Road adjacent to the Iron Ore Heritage Trail.
DDA	Branding <i>Near Term (3-5 Years)</i>	Undertake a Branding study to develop a unique brand for downtown Ishpeming that can be used for the wayfinding system, marketing, and information dissemination
	Wayfinding <i>Near Term (3-5 Years)</i>	Coordinate with the City on a phased implementation of a well-designed wayfinding system
	Butler Theater <i>Short Term (1-2 Years) Feasibility Study</i> <i>Near Term (3-5 Years) Implementation</i>	Work with current owner on a succession plan; champion the creation of a local non-profit working in conjunction with the Marquette County Community Foundation. Submit an application either to MDARD or USDA Rural Development to fund a feasibility study.
	Farmers Market <i>Near Term (3-5 Years)</i>	Assess the feasibility of placing a Farmer Market along Hematite Drive and coordinate a local fund development drive to build a pavilion.

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