

Welcome to the City of

Ishpeming, MI



2022-2027 Master Plan

Adopted February 22, 2023



Acknowledgments

This plan could not have been developed without the collaboration and cooperation between community leaders, businesses, and residents. The people listed below dedicated their expertise and many hours of their time in order to complete this project.

City of Ishpeming Staff

- Craig Cugini, City Manager
- Cathy Smith, City Clerk
- Al Pierce, Planning and Zoning Administrator

Ishpeming City Council

- Lindsay Bean, Mayor
- Pat Scanlon, Mayor Pro Tem
- Jason Chapman, Member
- Elizabeth Firby, Member
- Stuart Skauge, Member

Ishpeming Planning Commission

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- Lindsay Bean, City Council Representative



Ishpeming Downtown Development Authority

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- Carrie Meyer
- Eric Laksonen
- Robert Taylor
- Brian Buchanan
- Sandy Arsenault
- Jason Chapman, City Council Representative

Thank you to the following organizations and groups for their support and input on this plan:

My Great Ishpeming

Partridge Creek Farm

The Ishpeming Area Historical Society

Ishpeming Public Schools

Ishpeming Carnegie Public Library

Ishpeming Citizens and Community Members

*Prepared by Central Upper Peninsula Planning and
Development for the City of Ishpeming
2022*

Resolution & Adoption

RESOLUTION #5-2023

ADOPTION OF THE CITY OF ISHPEMING MASTER PLAN

WHEREAS, the Michigan Planning Enabling Act (or MPEA, also known as P.A. 33 of 2008) authorizes the Planning Commission to prepare and adopt a Master Plan for the use, development and preservation of all lands in the City; and

WHEREAS, the Planning Commission prepared a proposed Master Plan and submitted the plan to the City Council for review and comment; and

WHEREAS, on October 5, 2022, the City Council received and reviewed the proposed Master Plan and authorized distribution the Master Plan to the Notice Group entities identified in the MPEA for a public review period of 63 days; and

WHEREAS, notice was provided to the Notice Group entities as provided in the MPEA on October 6, 2022, and

WHEREAS, the Planning Commission provided notice of a public hearing in a newspaper of general circulation on October 5, 2022 and held a public hearing for Master Plan adoption on February 6, 2023; and

WHEREAS, the MPEA authorizes the City Council to assert by resolution its right to approve or reject the proposed Master Plan but did not initiate this action; and

WHEREAS, the Planning Commission, following an affirmative vote of two-thirds of its members will be the final approving body for the Master Plan.

NOW THEREFORE BE IT RESOLVED AS FOLLOWS:

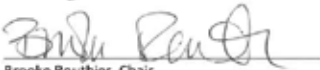
- Adoption of Ishpeming Master Plan.** The Planning Commission hereby approves and adopts the Ishpeming Master Plan, including all chapters, figures, maps and tables contained therein.
- Distribution to Notice Group.** The Planning Commission recommends the distribution of final draft of the master plan to all entities which responded to the initial notice requesting a copy and specified format.
- Findings of Fact.** The Planning Commission has made the foregoing determination based on a review of existing land uses in the City, a review of the existing Master Plan provisions and maps, input received from the City Commission and DDA, a public hearing, and with the assistance of professional planners and finds that the Ishpeming Master Plan will accurately reflect and implement the City's goals and strategies for the use, preservation, and development of lands in the City of Ishpeming.
- Effective date.** The Ishpeming Master Plan shall be effective as of the date of adoption of this resolution.

The vote is as follows:

Yeas: 8

Nays: 0

Absent: 1



Brooke Routhier, Chair
Ishpeming City Planning Commission

Reserved for 2028 Resolution





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Each section of the Master Plan starts with a description, important figures or data, along with the strategic priorities identified by the public and the Planning Commission, followed by the Goals and Objectives.

1. Introduction

Welcome to the City of Ishpeming Master Plan

What is a Master Plan?

A Master Plan is a document that provides guidance for the growth, development, and physical improvements within a municipality. The document reflects the community it serves and draws on public input to define a united vision of the community's future. Based on thorough analysis of community data, the Master Plan offers constructive recommendations and implementation steps that can be undertaken to achieve the City's vision.

The core purpose of a Master Plan is to guide land use patterns, economic development and redevelopment, transportation and access, community infrastructure and services, and the management of the community's natural resources. It is a tool for identifying the long-range community challenges on the horizon and provides the framework for how we will adapt to meet the needs of the future.



View of Ishpeming

Authority to Plan

In Michigan, P.A. 33 of 2008, commonly referred to as the *Michigan Planning Enabling Act*, authorizes units of government to plan, create Planning Commissions, and regulate and subdivide land. The act permits and mandates the Planning Commission to create and adopt a Master Plan. The Master Plan is the basis for land use regulations and zoning. For units of government that have and enforce zoning, that zoning must be based on a plan. The purpose of this Master Plan is to guide future development towards more economic and efficient use of the land; promote public health, safety, and the general welfare; and provide for adequate transportation systems and infrastructure, public utilities, and recreation.

The Planning Process, Generally

Community planning is a cyclical process. Every five years, a community must review its Master Plan and consider necessary updates. An annual review provides the important details which can be analyzed to determine the need for updates to the plan prior to the five year review.

The master plan development cycle (right) describes the phases of the plan's development, starting with identifying the need for review of the last plan, along with identifying major directional changes and new priorities. Next, the plan engages and explores with community members and stakeholders who will provide important perspectives and feedback on areas relevant to their interests and specialties.

In the third step, a vision for the community is crafted and goals are set to achieve that vision. Developing objectives and strategies is a roadmap to how those goals will be met. This part of the process is led by the planning commission and influenced by community needs.



The Master Plan Development Cycle

Step five involves review and approval from the Planning Commission, City Council, and the public. Once it has been approved by the Commission and the Council, it will move forward to public comment and review, a part of the process in which any member of the public can submit comments and suggestions. After this, the planning commission reviews it one more time before formal adoption.

After the adoption of the Master Plan, local elected and appointed leaders, city administrators, and other public and private stakeholders will work together on step six to implement the action items and recommendations found in the plan.

Five years from the adoption of the plan, the Commission will start again from the beginning of the cycle to identify what has been accomplished and what changes need to be made to the strategy in light of new information.



Planning Session

Past and Present Planning Activities

In order to adequately plan for the future, a community must first review the recommendations and strategies of other relevant and recent community plans. By coordinating and aligning strategies with these past efforts, we avoid the pitfall of “reinventing the wheel” and build a strategy that interrelates with other programs and initiatives to build mutual support, as opposed to pushing in different directions in pursuit of the same vision.

2010 Master Plan

Developed in coordination with CUPPAD, the 2010 Master Plan provided the fundamental elements that were required by newly enacted Michigan Planning Enabling Act of 2008. A number of strategic items contained within this plan have been accomplished while others are still in progress and have been carried over into this new plan.

2016 Marquette County Target Market Analysis

This report provided an analysis of the housing market potential as it pertains to Marquette County, City of Ishpeming included. Topics covered were housing market availability, seasonality and population, rental markets, and more. From this report, Ishpeming’s economic profile and history suggest it is an opportune area in which to develop new housing.

2018 Project Empire Report: Embracing Our History/ Achieving Our Potential

This report was sponsored by the Michigan Economic Development Corporation (MEDC) as part of Project Empire and put together by the planning firm, Beckett & Raeder. This report details the downtown assets of Ishpeming along with a set of recommendations for future redevelopment.

2018 Ishpeming Community Assessment

Presented by the Community Foundation of Marquette County (CMFC) and the Community Economic Development Association of Michigan (CEDAM), this report details the community assessment where a cross section of community leaders and residents shared their thoughts, feelings, and aspirations about Ishpeming. This information was turned into a visioning and working session to generate project ideas and form teams of volunteers to work on them.

2018-2022 City of Ishpeming Recreation Plan

Prepared by the Ishpeming City Council and the Ishpeming Parks and Recreation Commission, this five year rec plan inventories publicly and privately owned recreation facilities, with recommended upgrades and future development.

2021 Marquette County Master Plan

Formally named Marquette County 2040, this comprehensive master plan encompasses the entire county. The planning process has named segments of the county, with Ishpeming landing in the Iron Core Planning Region.

2021 Central Upper Peninsula Comprehensive Economic Development Strategy (CEDS)

CUPPAD gathers information and priority projects from communities in the central region to include in the CEDS. The strategy guides economic development and Federal funding for the region.

2021 Redevelopment Ready Communities Certification

Also known as RRC, it is a community and economic development certification program for cities offered by the Michigan Economic Development Corporation. It reviews and certifies communities for their adoption of best practices for planning, zoning, development review processes, consideration of existing redevelopment sites, and local economic development and community marketing strategies. Ishpeming is currently working towards becoming RRC Certified.

2022 Marquette County Recovery and Resiliency Plan

After the economic challenges brought on by COVID-19, recovery and resiliency became the top priorities for the region. New industry development and attracting and retaining a talented workforce were among the priorities in Marquette County. This Strategy is meant to complement the County’s Marquette 2040 Master Plan and the CEDS.

2022-2027 City of Ishpeming Recreation Plan

Prepared in coordination with CUPPAD, this 5 year recreation plan is an update, allowing for new upgrades and recommendations, with the opportunity to apply for funding from the State of Michigan.



City of Ishpeming in Winter

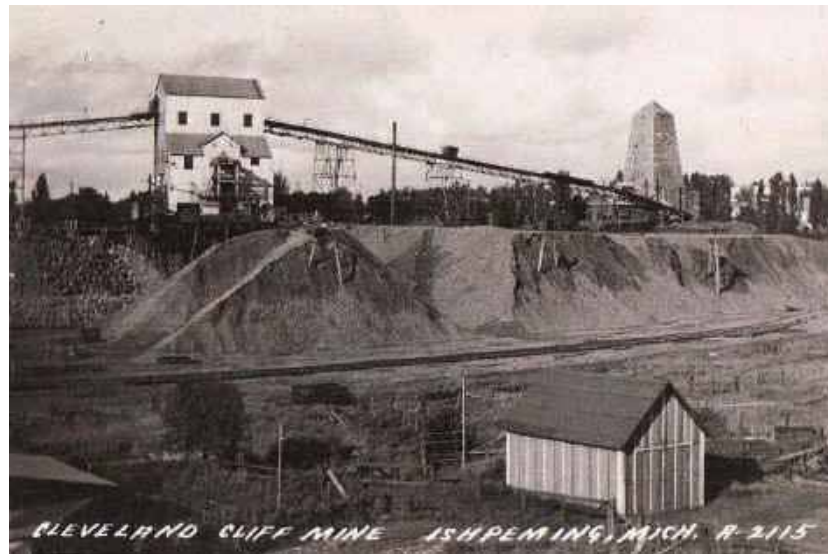
Historical Ishpeming

The beginning of Ishpeming coincides with the history of mining on the Marquette range. In 1846, explorer Philo Everett was led by a Chippewa Indian to a mountain made of ore 180 feet high and 1,000 feet wide. Today, this historic mountain is known as Jasper Knob, “The World’s Largest Gemstone,” and its discovery was the first step in the establishment of the city known today as Ishpeming.

Until 1862, the town was known only as “Lake Superior Location.” When the town gained enough citizens to be a city, it was difficult to find a suitable name. The settlers decided upon “Ishpeming,” a Chippewa word for “high” or “on the summit.” This name was appropriate because Ishpeming sits on a ridge about 850 feet above nearby Lake Superior. A statue of a Native American figure has stood in the small town square since 1884 and is referred to as “Old Ish.” It is important to note, that although the City’s name has a Chippewa basis, the Native Americans had not settled in the area.



In the fall of 1856, Henry Ely employed the Longtine brothers of Marquette to clear timber on what was the Lake Superior Mine land. The first permanent building, a



boarding house for miners (located in the SE corner of the current downtown area) was then built. Up until this time workers lived in tents and in the summer had to camp by smudge fires at night and deal with mosquitoes. In 1860, the first store was established by Robert Nelson. This business occupied a portion of his boarding house, called “The Ishpeming House.” Three years later, a post office was established in the same building. The Iron Cliffs Mining Company was formed in 1865 by financier Samuel J. Tilden and other influential New Yorkers. In the fall of 1869, Ishpeming was incorporated as a village and the first town elections were held. In 1873, the village of Ishpeming was granted a charter. Ishpeming was a boom town like the gold rush towns in California, only iron was the reason for the massive influx of settlers. The large amount of money in the area at the time drew in special and eclectic characters. In 17 years (1856 to 1873) Ishpeming grew from its first building to a population of 6,000.

Robert Nelson, called the “Father of Ishpeming” had a major influence in developing downtown Ishpeming. In 1869, Nelson purchased the surface rights of the area now

known as the original plat of the downtown area, from the Iron Cliffs Company for \$470. This area was the middle of a large cedar swamp, but Nelson made the land usable by getting the waste rock from the Cliff Mine and used it as fill. Once filled in, the lots sold rapidly and within four months, there were ten businesses on Division Street and seven on Main Street. The Mather Inn, which remains in existence to this day, was built in its place with assistance from William G. Mather, the longtime president of Cleveland Cliffs Mining Company.



Mining History

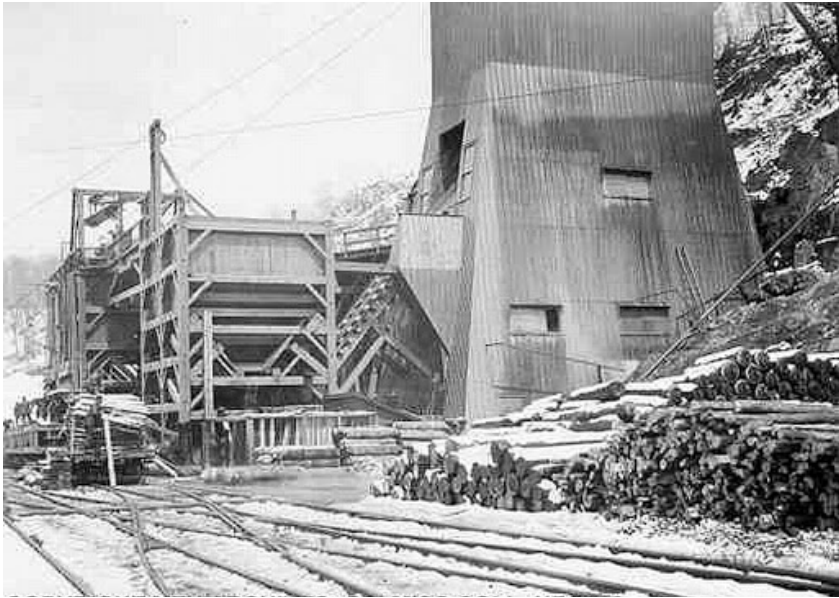
In the late 1870s the Iron Cliffs Company began exploratory work in the north and drilled two holes. The first hole, given the name “A,” was started in March of 1877. No ore was found by February of 1878 and the drilling was stopped. The second drill hole, to the west, was started in June of 1877 and was named “B.” Hole “B” was completed in July of 1878 and ore was found. The two exploratory holes became mine shafts and the operation was called the “New Barnum.” In 1886 the New Barnum’s name was changed to the Cliffs Shaft, then two years later, changed to Cleveland-Cliffs Mining Company. William G. Mather was the first

president of the newly formed merger. The Cliffs Shaft became the principle mine and worked continually long after the Old Barnum open pit mine was closed in 1897. In 1919 Architect George Washington Mather designed a 97-foot tall concrete Egyptian-revival Obelisk for both the “A” and “B” shafts. These structures are recognizable symbols of Ishpeming and the mining company.



In the 1950s the mine was in need of modernization and in 1955 a new shaft was placed into service. The “C” shaft was located between the “A” and “B” shafts and was marked by a 174-foot tall structure. The “A” and “B” shafts were retired the same year because they were no longer useful. The longest operation of an underground iron mine in the world ended in December of 1967. Over 100 years, the mine had produced 27 million tons of high grade ore. Cleveland-Cliffs Iron Company had also established the Mather Mine in 1941, which produced ore until 1979. After its closure, there were no longer any mines in operation within the City limits. Some residents are still involved in the mining industry;

many current Ishpeming inhabitants are employed at the Eagle and Tilden Mines. For years, Ishpeming prospered because of its mining industry. Nonetheless, many mines across the country began to compete with the mines surrounding Ishpeming. The main highway, US-41 was then rerouted. Originally, the road had run directly through downtown Ishpeming, making the area visible to people traveling through. When the road was rerouted, the town became essentially invisible to travelers. In the 1990s, an entrepreneur built the Country Village along the rerouted highway. This part of town has led to business development along the US 41 corridor, but has been declining in recent years.



Challenges and Opportunities

Every city is unique in its strengths, weaknesses, opportunities, and threats or challenges. At the start of the Master Plan process, members of the community were asked to provide input on these categories as it pertains to Ishpeming. These categories, also known as a SWOT analysis, can be seen in its entirety on the following page.

Challenges

A major challenge facing the City of Ishpeming is maintaining and improving the existing quality of life for residents while enriching the characteristics that make the City an attractive place to live. This plan seeks to find ways to attract redevelopment while maintaining the significant natural and cultural resources currently enjoyed by residents. The master plan can be viewed as a community blueprint for the future, a mechanism to help ensure each decision fits as part of the whole vision.

Opportunities

The City of Ishpeming has bountiful trail systems and friendly community residents. The history of the region is rich and insightful. The downtown has room to be developed or redeveloped, with beautiful potential. This plan seeks to find ways to encourage responsible enjoyment of the natural assets while providing a plan to improve quality of life for residents and visitors alike. Ishpeming is in need of historical redevelopment and housing.

Asset Category	Strengths	Weaknesses	Opportunities	Threats
Human Capital	<ul style="list-style-type: none"> Hemattie Pride Pride in toughness Available workers Appreciation for nature General friendliness Pride in schools Residents care about their town Industrious Reliable Hard-working Community Pride 	<ul style="list-style-type: none"> Lack of Volunteer Diversity Lack of community vision Income levels Aging Population Limited cultural diversity Aging population Busy schedules – little volunteer time Lack of diversity (socio-economic) 	<ul style="list-style-type: none"> "Work from Home" expanding Intensity or investment (?) in community pride Experience of older population Few (as in few opportunities in general) Better media coverage of academic success at HIS People willing to move back 	<ul style="list-style-type: none"> Youth leaving area. Brain drain Many young adults leave Limited income potential Young people moving away Dwindling population Busy schedule – little volunteer time Brain drain as people leave for jobs
Natural	<ul style="list-style-type: none"> Trails, Al Quaal Wild spaces Trees, lakes, streams Lends to recreational opportunities Great for winter sports Great for summer sports Bike trails/lakes Snow Activities (skiing, snow biking, tubing) IOHT, Mtn. Biking (RAMBA) Hilly Topography 4 seasons Within minutes of: hunting, fishing, biking, hiking, skiing, viewing, swimming etc. Minerals Teal Lake Al Quaal Heritage Trail Bike Trails (RAMBA) 	<ul style="list-style-type: none"> Signage, Advertisement Environmental Contamination "The rest of the U.P. offers the same (what makes us special?)" Limited overnight lodging Lack of culinary variety Winter dominance Heritage Trail through town passes blight and is hard to follow Hotel use more focused in Marquette. Tourists go through town and stay in Marquette. 	<ul style="list-style-type: none"> Bancroft Cleanup Develop recreational assets Tourism FIS Certified cross-country ski trail Bike Races/events Al Quaal Lake Bancroft Ski trails Hiking trails Biking trails Vacant land tracts Jasper Knob Events that use resource Fat-ish Bike Race More natural resource support (infrastructure: Restrooms, Eating) 	<ul style="list-style-type: none"> Funding for maintenance Unplanned development Climate Change Ski Trails are Declining Mining becoming no longer viable Volunteer for events
Built Environment	<ul style="list-style-type: none"> History, Mather Inn, Downtown, Ski Hall Historic Buildings Museums Bancroft Park/Pavilion Antique Stores Two Breweries Some Good Restaurants New Senior Center Historic Buildings City Hall, Carnegie Library Bell Memorial Historical value Cliffs Shaft Mining Museum National Ski Hall of Fame City Hall Country Village Affordable housing Historic downtown 	<ul style="list-style-type: none"> Deterioration, lack of maintenance No Shopko replacement No lumber yard Old Housing Stock Downtown Appearance – No Theme Aging population Blight downtown Access to town routes are not "attractive" 	<ul style="list-style-type: none"> Playgrounds, parking, facilities, restrooms Historic Designation Shopko Replacement Affordable Commercial and Residential Buildings/Spaces Room for Downtown (fill-in development) Mather Inn W.C. Peterson Auditorium 3rd Street corridor improvements 	<ul style="list-style-type: none"> Funding Business Closures More Blight US-41 Disjointed Downtown traffic pattern Deteriorating condition Property deterioration
Political	<ul style="list-style-type: none"> Small town so votes count Opportunity for civic involvement/engagement Open style of governance Representation on county boards 	<ul style="list-style-type: none"> Lack of visible hopelessness Cycle of failure Rust Belt slide Infighting Low community interest or Retirement Funding High Utility Rates Tax exempt areas Older population People move to the township 	<ul style="list-style-type: none"> Youth Involvement Ride on the "coattails of Marquette Boom" Seven Member Council 	<ul style="list-style-type: none"> Loss of tax base due to business closures Apathy Loss of hope/vision Budget/infrastructure issues Lack of open-mindedness
Social	<ul style="list-style-type: none"> Attractiveness of affordable startups near "hip" Marquette Finance Director Past Grants: tube hill, water and sewer 4th of July, Italian Fest, Ski Hall, Santa's House, Sleigh rides, Thursday concerts, Tube Slide Friendliness Churches Civic Groups: Rotary, Kiwanis, Elks, VFW, American Legion, Blue Notes Caring school staff Community team support 	<ul style="list-style-type: none"> Youth Programming, Skate Park, Senior Programming Challenges of getting people together in Winter 	<ul style="list-style-type: none"> USDA Sewer Funding Improving Housing Stock Historical restoration and preservation grants 8th addition housing improvements More Advertising for those items listed in the strengths section 	<ul style="list-style-type: none"> Health Care Costs Industry moving out Business moving out – retail and service Health insurance + retirement costs Declining school enrollment
Cultural	<ul style="list-style-type: none"> Italian Fest Mining History Historical Buildings Yopper cultural Identification Ski Culture Native Culture (not celebrated as much as it could be) Ski Hall of Fame Cliffs Shaft Mining Museum Carnegie Library W.C. Peterson Auditorium Old lab, Carnegie Library, Mining towers 	<ul style="list-style-type: none"> Sense of unified home (identity) to attract tourism Board of Directors/Promotion Not well known outside of Ishpeming 	<ul style="list-style-type: none"> Build a local home (identity) to brand us Carnegie Library Concerts Training for new innovation Walking tours 	<ul style="list-style-type: none"> Stereotype that Ishpeming is blight ridden Funding Funding for library

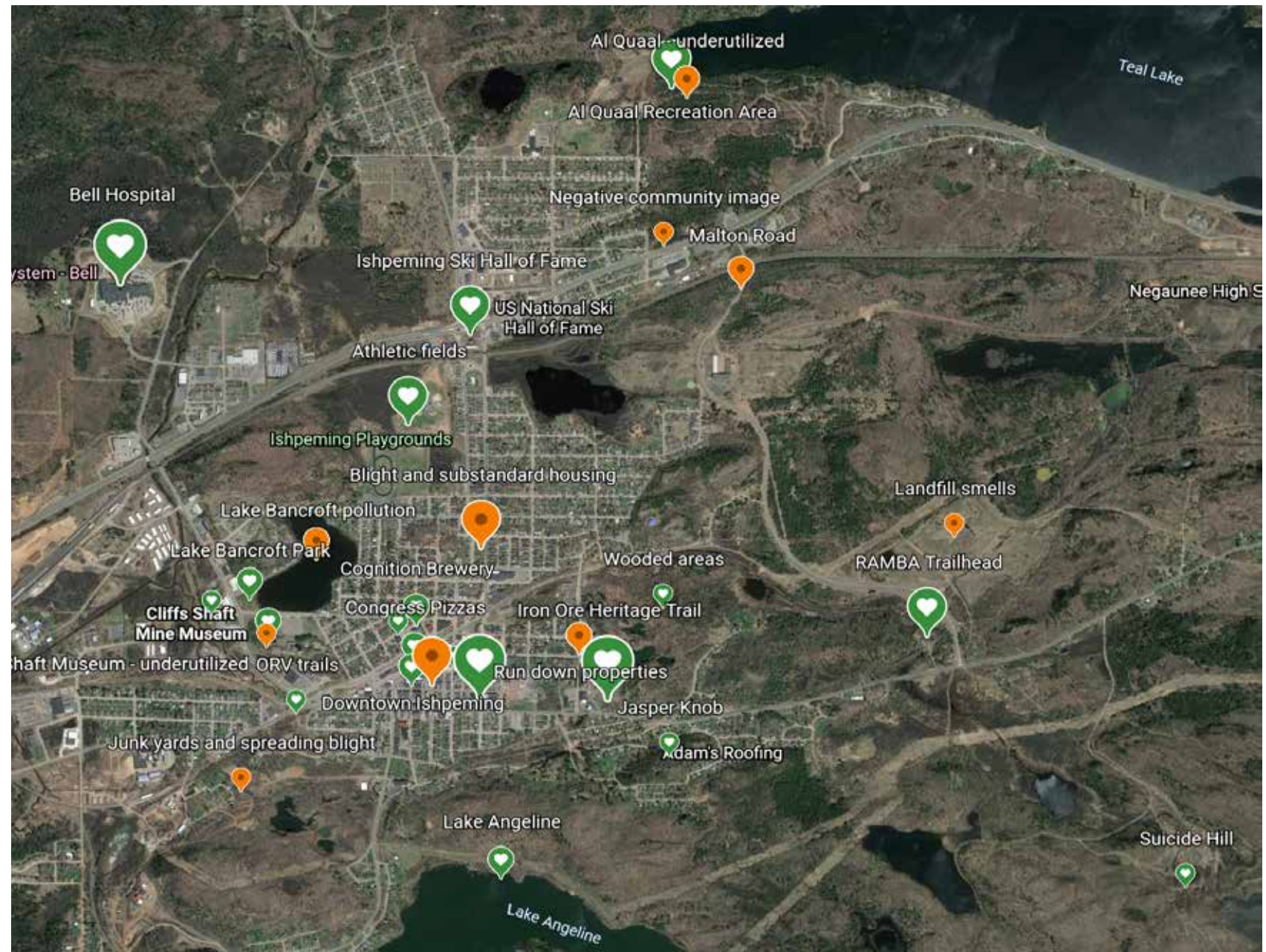
Love and Regret

Residents of Ishpeming were invited to map out what they love and regret about their city and surrounding area. The map shows the locations that residents love with a green and white heart marker. The regrets (or things that can be improved upon) are in orange and have corresponding notes. The size of the marker corresponds to the number of mentions, a larger marker means more people mentioned it.

The top “Love”s for the region are Downtown Ishpeming, the Iron Ore Heritage Trail, Al Quaal Recreation Area, and Bell Hospital.

The top “Regret”s for the region are Downtown Ishpeming, Blight and Substandard Housing in the neighborhoods, Malton Road, and general underutilized assets such as Al Quaal and the ORV trails.

The love and regret map will inform the strategic framework and help to address major obstacles in the weak areas, as well as to form a guide from which to strengthen the areas’ strong points and bolster community pride.



2. Guiding Principles & Future Vision



Word Cloud generated from public input

Throughout the process of developing the 2022 Master Plan, a number of overarching guiding principles were consistently mentioned which described common values held by the community. These guiding principles and the Vision Statement paint a unifying picture of Ishpeming's future, which will result from the implementation of strategic elements found in this plan.

Pride in Heritage and History

Ishpeming embodies small town characteristics unique to cities in the Upper Peninsula. The community values a sense of pride in their excellent schools, hard working members, and in their history and heritage. The community is known to be welcoming, generous, and supportive of visitors and each other.

The City of Ishpeming is rich in heritage, destinations and recreation opportunities. Ishpeming's cultural heritage is a perfect example of the "melting pot" approach to community life exhibited throughout the United States. Early Ishpeming residents flocked to the area to work in the mines, bringing many unique personalities as well as their strong work ethics to the area.

Appreciation of Natural and Cultural Assets

The natural assets and community events of Ishpeming are valued, highly anticipated, and appreciated by visitor and residents alike. The area is a year-round draw for regional

recreation opportunities, including hiking, skiing, all-season biking, snowmobiling, and unmatched access to extensive trail systems. Culturally, Ishpeming has a diverse mix of nationalities and ethnicities, each bringing their own unique assets and timeless traditions to the area.

Ishpeming is a recreational hub for the region and beyond, boasting such amenities as the Al Quaal Recreation Area, the Suicide Bowl, Lake Bancroft, RAMBA trail system, and the Iron Ore Heritage Trail. The City has many opportunities for responsible growth and economic development. The academic excellence of area schools is a major draw for families looking to move to the area. Strengthening remote working possibilities could entice people who moved away to return to Ishpeming.

The People's Vision for Ishpeming

By assembling the individual pieces that comprise the guiding principles in our community, we start to develop a picture of the qualities we expect to maintain and develop in the future. An inclusive, tightly knit community who values hard work, family, and generosity who welcomes visitors and seizes opportunities for growth and change.

The Ishpeming Planning Commission has guided the development of a strategic framework to ensure the achievement of this vision. The strategy created was the result of multiple meetings with input from key stakeholders, other relevant studies and plans, and from the inclusion of community development best practices. This strategic framework begins at the start of each section, starting with *People & Community* on page 16.



The City of Ishpeming is a culturally-rich, innovation-focused community that is committed to continuous improvement for the benefit of residents and visitors alike.

The core values of the past that made this historic mining community great, such as generosity and strong work ethic still thrive, making Ishpeming a welcoming community where opportunity flourishes.

Families will proclaim what a nurturing environment it is to support a successful future, with its exceptional schools, historical neighborhoods, attainable living options, and supportive networks.

In winter as much as summer, our region abounds with exciting recreation possibilities for people of all types, ensuring there is never a dull moment.

Whether young or old, entrepreneur or tradesperson, scientist or artist, there is a place for you to call home in the City of Ishpeming.

3. Trends Shaping the City & Region

This section of the Master Plan is often referred to as the “fact book”, an important component that provides data on the changes that are occurring in the community with regard to population, economics, and housing, among other topics. By analyzing the data of the past, we can draw conclusions about what the future might bring and be better prepared for the changes that take place.

Population Trends

The vast majority of settlers in the Ishpeming area were of European descent. For example, the 1870 Census reported a population of 6,103 residents, with 30% of residents being of Irish descent, 27% Cornish, and 18% of Swedish descent. In subsequent Census data, residents of Italian and Finnish heritage were strongly represented as well. Each group of immigrants brought their own unique customs, foods, and ideas that endure to make Ishpeming the place it is today.

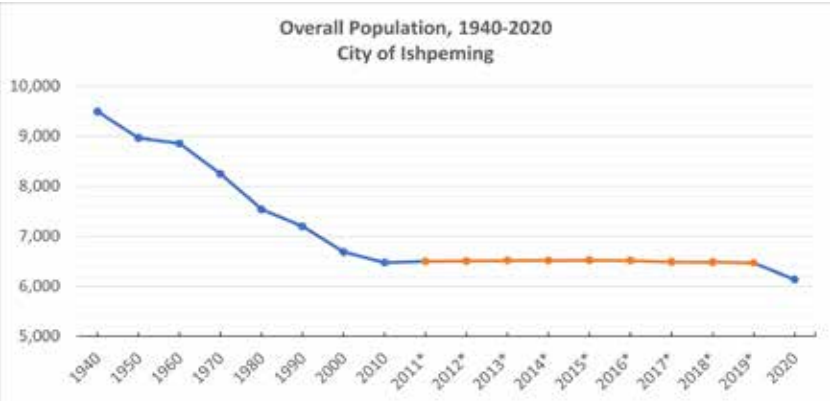


Figure 1: Overall Population 1940-2020
Source: US Census, American Communities Survey

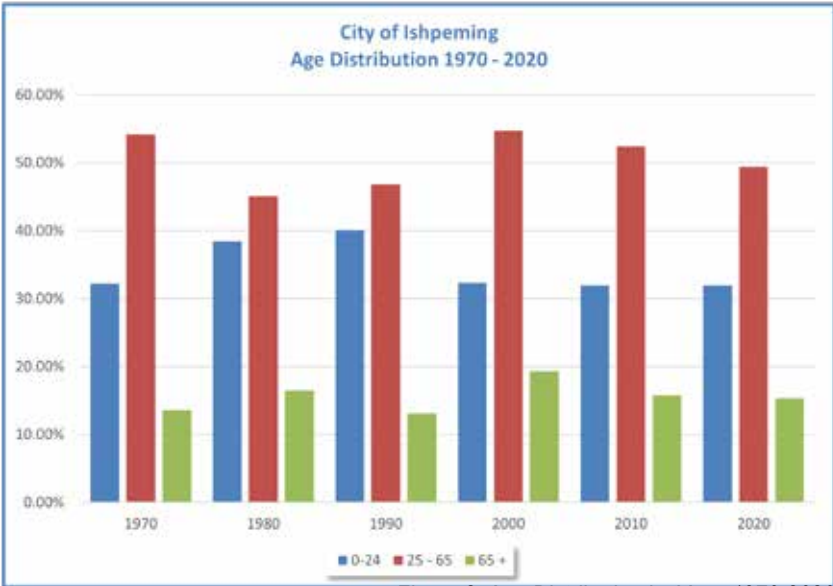


Figure 2: Age Distribution by Year, 1970-2020
Source: US Census, American Communities Survey

The Overall Population of the City of Ishpeming from 1940 – 2020 (figure 1) has generally declined each year since 1940. However, the population stabilized at around 6,500 people in 2011, staying near this number until 2019. A more pronounced decline is seen again from the year 2019 to the year 2020. There is no easy explanation for population decline because the factors that contribute are nuanced and many. Some reasonable explanations for this most recent decline in population include, but are not limited to factors involving migration, job loss or large employer shut downs, lower birth rates than previous years, stagnating wages, educational and professional opportunities elsewhere, and the remoteness of the area which makes it difficult to attain specialty goods and services.

Almost half of Ishpeming’s residents are in the 25-65 age bracket and is the fastest growing over time. This could be attributed to, at least partially, to Ishpeming’s affordable and available housing market and excellent school system, drawing new families to the area.

Population pyramids are useful tools meant to measure subsets of age groups split by sex. They are a snapshot in time of the structure of our population and how they are changing, which helps communities plan for the future needs of its citizens. Population pyramids are useful for making future predictions as well as examining historical and current population trends. Generalizations can be made about the makeup of generational cohorts, for example, retirement age, Baby Boomers, and Generation Z. In Ishpeming’s population pyramid for 2020 (figure 3), female residents often outnumber male residents except in those aged 40-59 and those under 5 years old. In making future predictions using this pyramid, the Baby Boomer generation will continue to age out of the workforce, growing the senior population of Ishpeming. This may result in the need for more specialty services and senior housing.

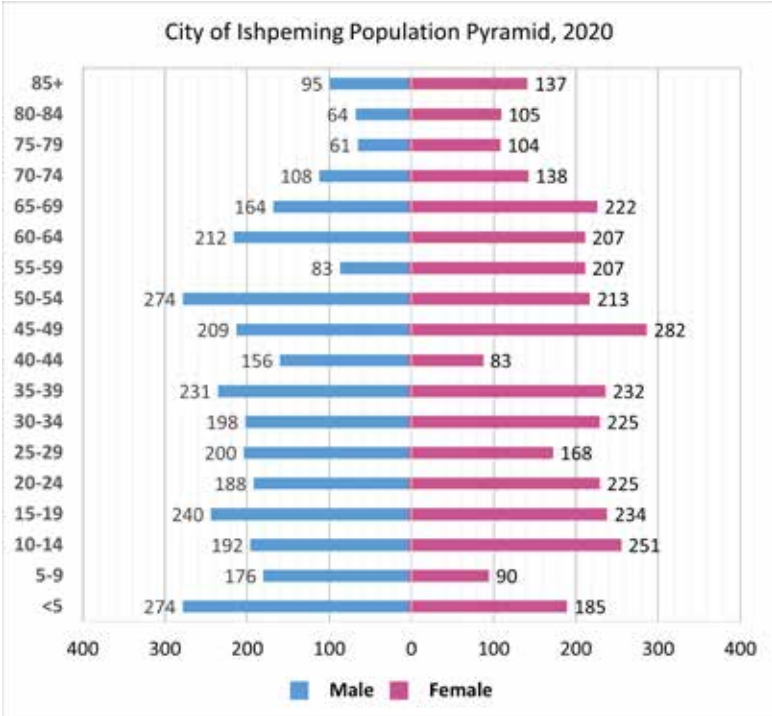


Figure 3: Age Distribution by Sex, 2020
Source: US Census, American Communities Survey

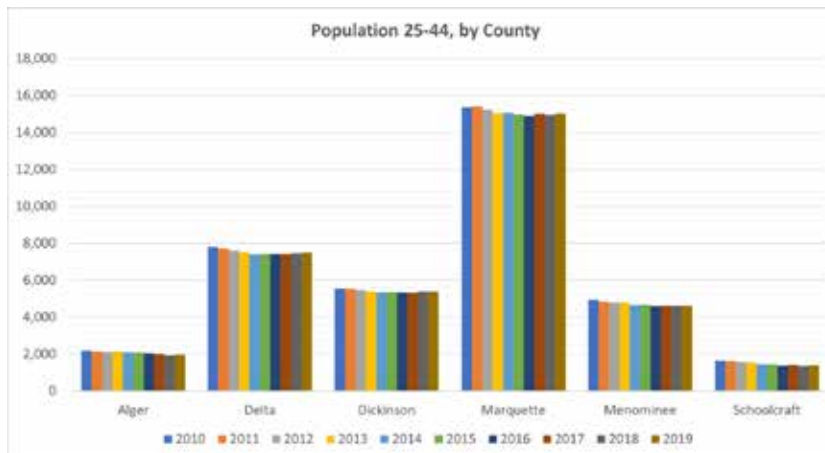


Figure 4: Population 25-44 by County, 2010, 2019
Source: US Census, American Communities Survey

Countywide trends can also be useful for making predictions about the future needs of the City and its residents. Marquette County has the highest share of people aged 25-44 (figure 4) and, looking at the other counties in the central U.P., the number of those in this age cohort is slightly declining over the past ten years. The slight decline over time may be due to the increased mobility of this section of the population and the ability to follow opportunity. Younger people are concentrated in Marquette and Delta County, presumably due to the locations of higher education institutions.

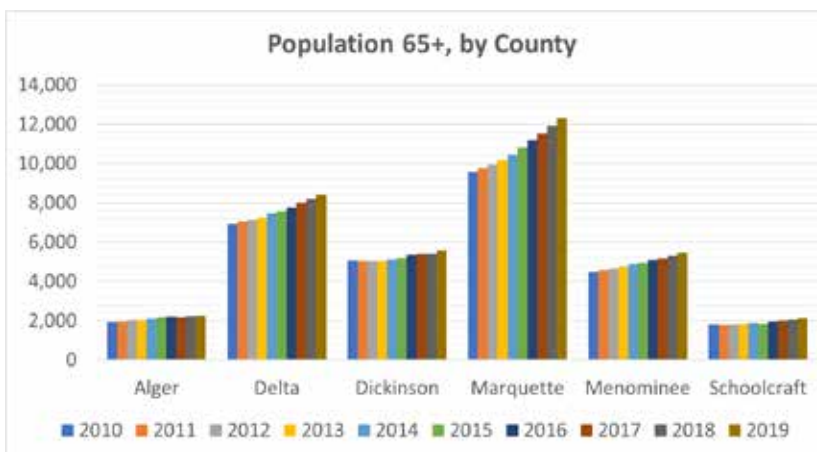


Figure 5: Population 65+ by County, 2010, 2019
Source: US Census, American Communities Survey

The population 65 and older, however, has been steadily growing over the same ten years. In figure 5, Marquette County has seen an exponential increase in this subset. Comparing these two population subsets allows for development of the relation between those in the workforce and those who are dependent, or retired.

A concept known as Old Age Dependency Ratio compares the population of working age individuals to retirement age individuals. As figure 6 shows, all counties in the central U.P. region, including Marquette County, are experiencing a rapidly increasing ratio of retired aged individuals to working ones over the last 10 years. In Marquette County, the rate is comparatively low at almost 30%. Schoolcraft County has the highest ratio at nearly 50%. This might also mean that,

as older residents of outlying communities grow older, the City of Ishpeming is likely to see a growing need for services and amenities that help to support this demographic.

A countywide decline in the share of working age individuals also poses potential challenges for the future of the labor force as the need to replace senior workers by younger ones plays out. It also suggests that the city, with the help of its local employers, workforce, and economic development professionals should focus heavily on talent attraction and retention efforts aimed at young working age individuals to fill the community's available professional and skilled trades jobs.

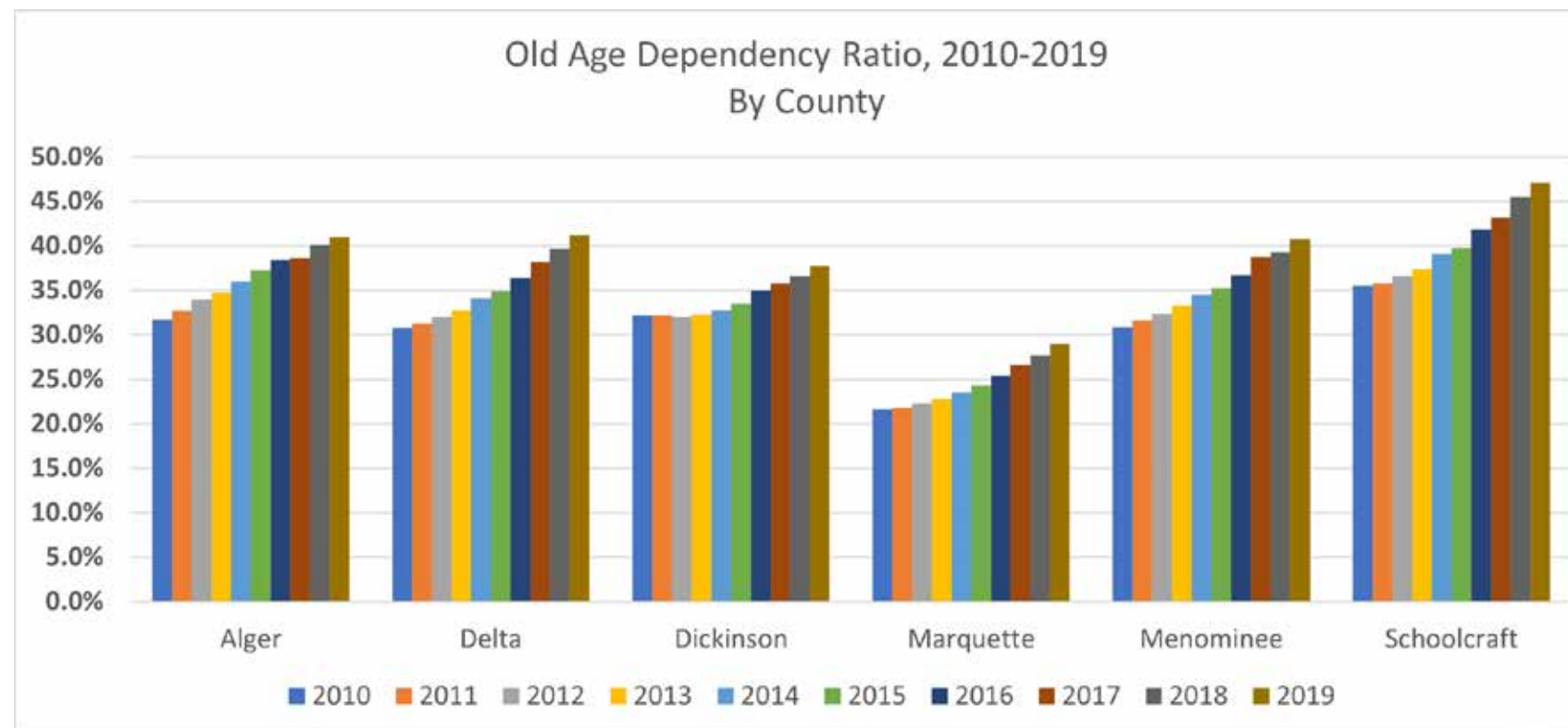


Figure 6: Old Age Dependency Ratio, 2010, 2019
Source: US Census, American Communities Survey

Income Trends

At this point in 2022, the most current and best available income figures are provided by the Census Bureau’s 2020 American Community Survey (ACS). Like any survey, it comes with a margin of error relative to the size of the community sample. In Ishpeming’s case, the sample size of the population has an average margin of error of about 5%. Figure 7 depicts two types of income data, households and families, which were measured using two different data sets (the 2010 ACS and the 2019 ACS) representing a period of ten years. A **household** consists of all people who occupy a housing unit, collectively, while a **family** is defined by two or more related individuals within a single household. The bars in the graph show household data with blue representing data from 2010, while the red bars show the most current data from 2020. Similarly, the line graphs display the incomes for families, with the green line representing 2010 incomes and the orange line reports income from 2020.

This information provides a profile on both the number of households and families in each income group. Comparing the estimates, a significant decline can be observed from 2010 between 2019 in the \$25,000-34,000 category, and again in the \$50,000 – 74,000 category. These middle-income brackets are facing a decline in income, while the number of households and families continue to grow. Those in categories making \$75,000 and above made moderate gains in both households and families categories. Although it is possible that some of these middle-income households and families have shifted to higher income groups, the data does not provide clear evidence that such a change has occurred; rather, it is observed that the decline in the number of middle income earners are not evenly matched with growth in the higher income earners.

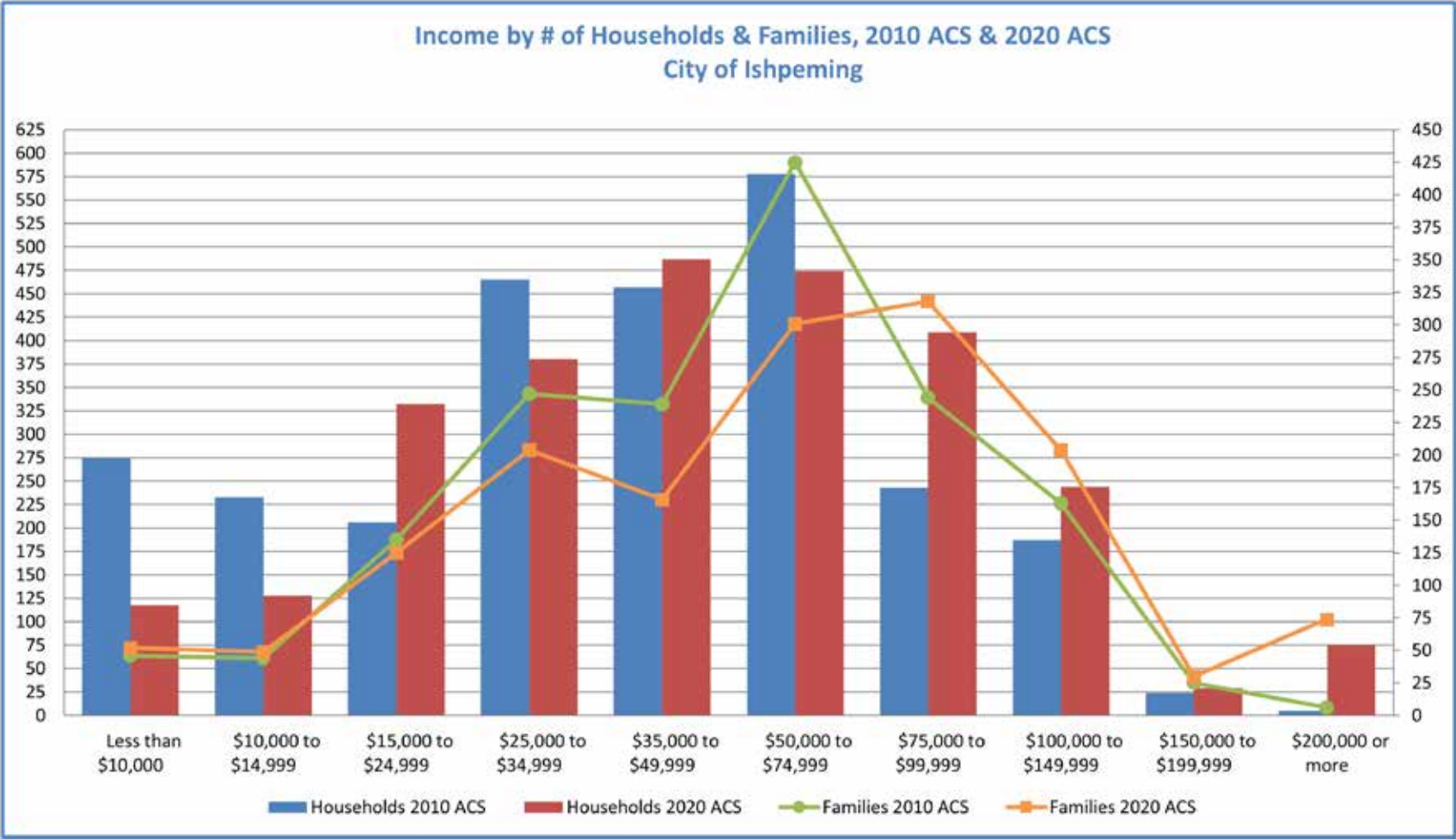


Figure 7: Income over time by number of households and families 2010-2020
Source: US Census, American Communities Survey

To further understand changes in income for Ishpeming residents, we compare median incomes for the same datasets. During this period of time, the yearly rate of inflation in the U.S. was 2.74%. This data indicates that median **family** income has experienced a small percentage of growth (about 5%) while median **household** income increased over 18% over 10 years. This suggests that, across both of these measures, families and households may be feeling less financially secure than they were 10 years ago, as expenses like housing, energy, and the costs of goods and services have continued to increase while wages have been slow to grow.

	2010	2020
Median Household Income (MHI)	\$39,065	\$46,299 (+18.50%)
Median Family Income (MFI)	\$53,840	\$57,065 (+5.90%)

Figure 8: Comparison summary of Figure 7
Source: US Census, American Communities Survey

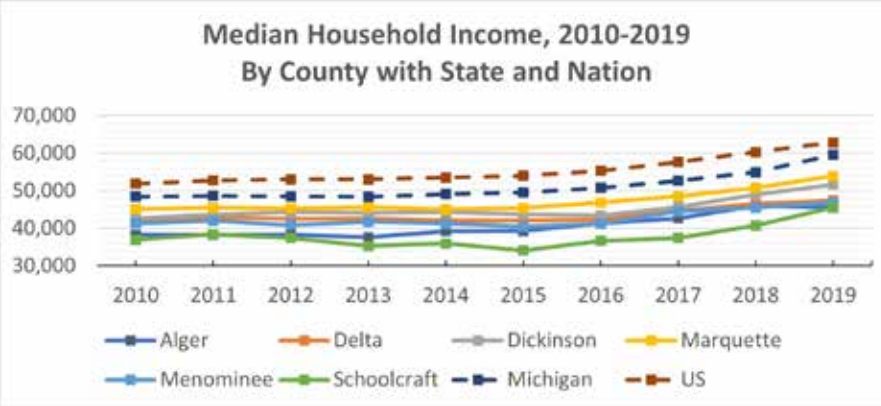


Figure 9: Median Household Income by county, state, and nation 2010-2019
Source: US Census, American Communities Survey

As figure 9 (above) shows, median household income has been slowly rising since 2010. However, all counties in the Upper Peninsula are well below that of the state and country average. Marquette County has the highest median household income of the Central U.P. but poverty levels for residents continue to increase. According to the U.S. Census Bureau and the American Community Survey for 2020, the percent of residents in poverty in Marquette County is 13.6%, while the percent of residents in the City of Ishpeming is about 12.6%. Compared with the poverty rate of the country (11.4%), local rates are slightly higher. However, the poverty level alone is not a complete indication of financial health.

ALICE is an acronym for Asset Limited, Income Constrained, Employed – households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county (the ALICE Threshold). Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs. The number of households below the ALICE Threshold changes over time; households move in and out of poverty and ALICE status as their circumstances improve or worsen.

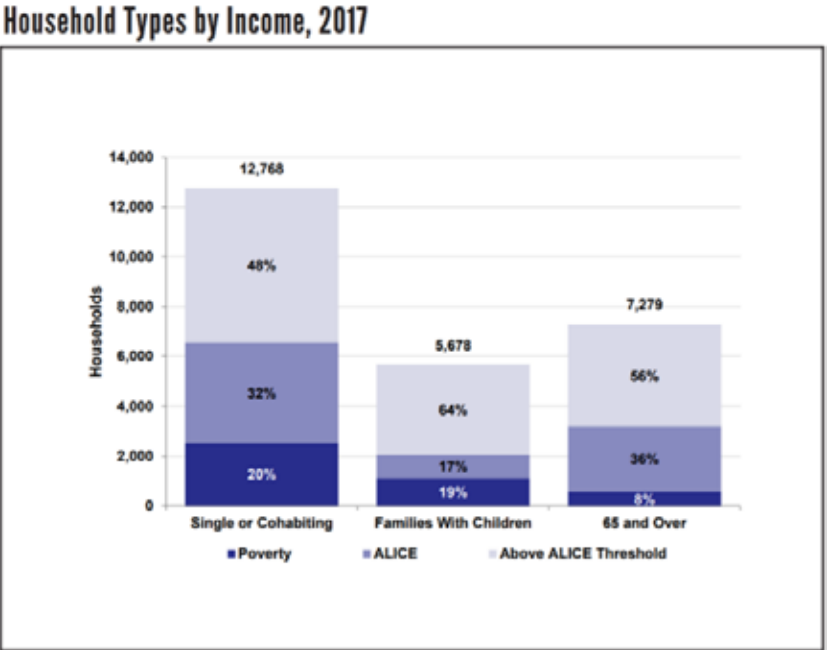


Figure 10: ALICE Household Types by Income, Marquette County, 2017

By studying statistics associated with ALICE households, we can begin to see a broader picture, not only those in poverty and those not, but the households that make up the middle, who often fall through the cracks in governmental assistance. In Marquette County the largest share of those in poverty tend to be single or co-habiting adult households. Those same households have over 30 percent in the ALICE segment. They outweigh the families with children households, and in the 65 and older households, only 8 percent are in poverty, but more qualify for ALICE. These trends can be indicative of the number of young adults attending college, a time of significant financial strain for most. Over time, the number of households considered ALICE have been growing, but poverty has been shrinking until the rates stayed steady from 2014 and beyond. In figure 12, a household survival budget is listed with the basic needs of living. The last line indicates the hourly wage needed to afford these basics alone.

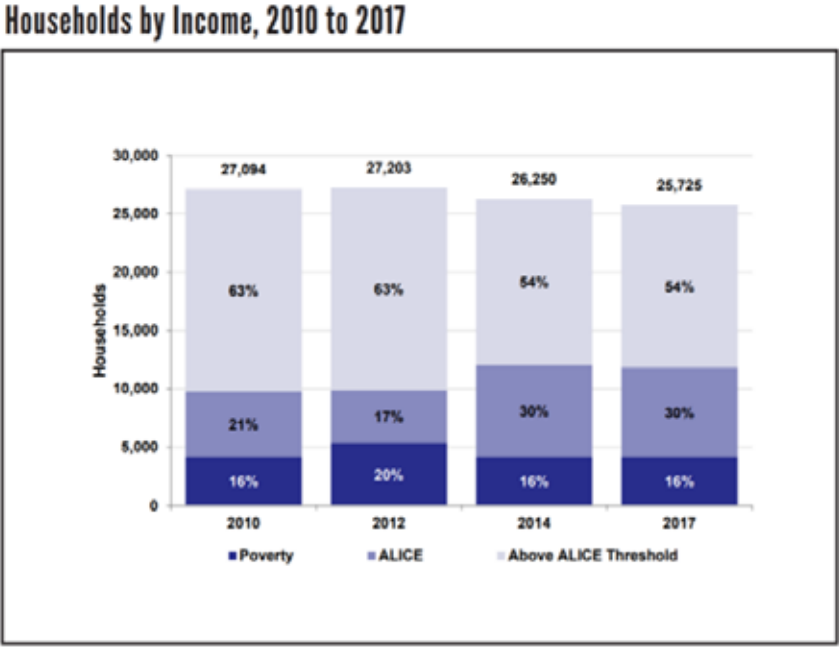


Figure 11: ALICE Households by Income, Marquette County, 2017

Household Survival Budget, Marquette County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs		
Housing	\$453	\$714
Child Care	\$-	\$1,360
Food	\$199	\$604
Transportation	\$340	\$679
Health Care	\$236	\$888
Technology	\$55	\$75
Miscellaneous	\$151	\$492
Taxes	\$227	\$597
Monthly Total	\$1,661	\$5,409
ANNUAL TOTAL	\$19,932	\$64,908
Hourly Wage	\$9.97	\$32.45

Figure 12: ALICE Household Survival Budget for Marquette County, 2017
Sources 10-12: 2017 Point-in-Time Data: American Community Survey, 2017. ALICE Demographics: American Community Survey and the ALICE Threshold, 2017. Wages: BLS, 2017. Budget: BLS, 2017; Consumer Reports, 2017; HUD, 2017; IRS, 2016, 2017; Michigan Department

Economic Trends

Employment

The Bureau of Labor Statistics (BLS) reports the most accurate and current labor force data. The BLS only provides city-level data for the top 50 most populous cities in the U.S., so the most relevant data set for Ishpeming is Marquette County's annual labor force average data. In 2000, the County's employment total was 32,958 with an average annual unemployment rate of 4.5%. The most recent total in late 2020 indicates the employment total was 29,121 with an average annual unemployment rate of 9.7%. In figure 14, the shaded areas indicate a recession, with the blue line indicating the unemployment rate. The Great Recession, which officially lasted from about December 2007 through June 2009 resulted in an average unemployment rate of just over 10%.

In subsequent years, Michigan experienced a longer recovery period than the rest of the nation, presumably as a result of having a less diversified economy, heavily centered

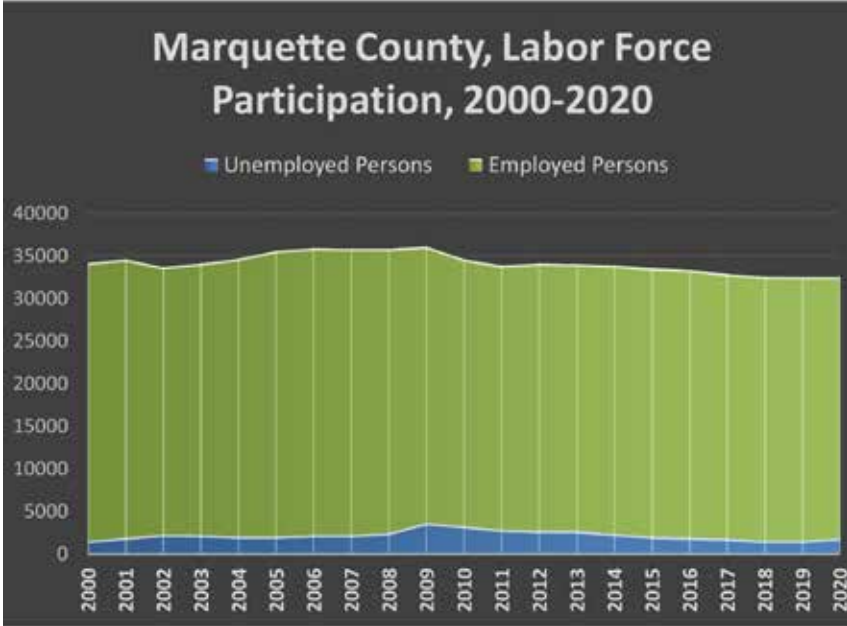


Figure 13: Marquette County Labor Force Participation
Source: Bureau of Labor Statistics, 2020

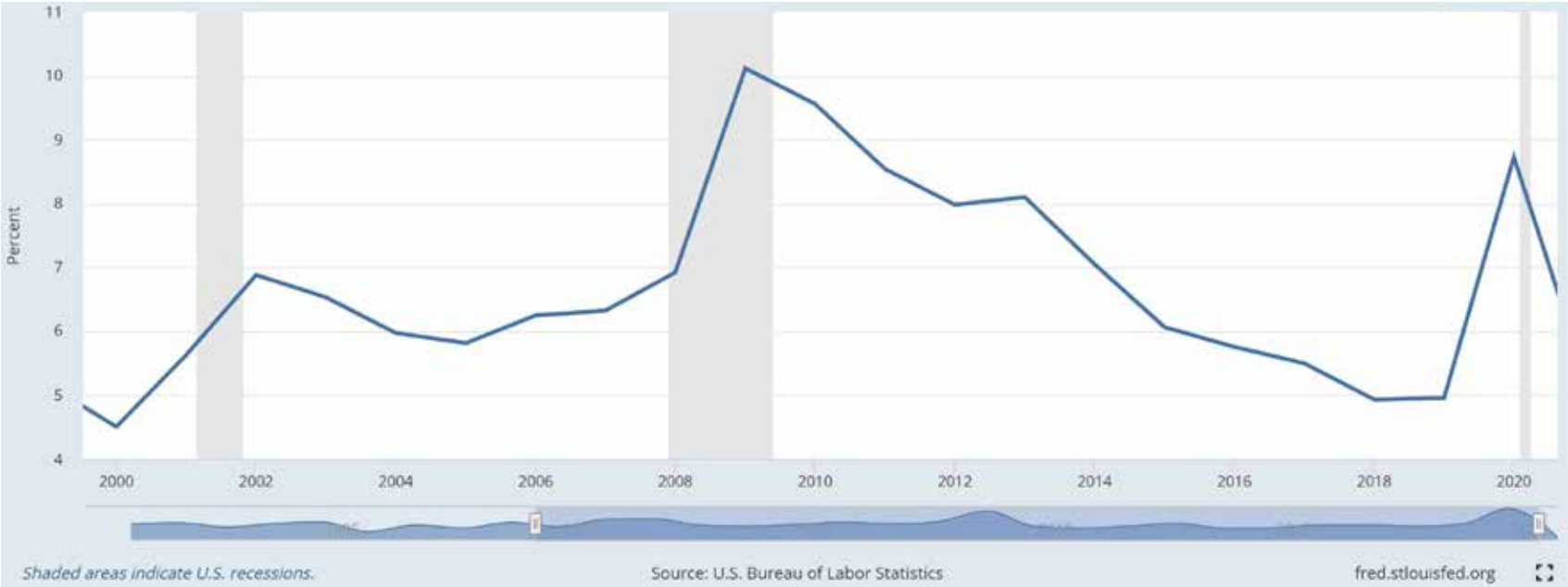


Figure 14: Marquette County Average Annual Unemployment Rate
Source: Bureau of Labor Statistics, 2022

around manufacturing. Since this event, the employment numbers have not fully recovered to pre-recession levels. In 2020, the COVID-19 pandemic is responsible for higher unemployment numbers, as certain professions and trades were put on hold for lockdowns to stop the spread. Also in 2020, employment numbers dipped by almost 1,000 jobs. It is possible that following the pandemic, many workers have permanently left the local labor force; perhaps moved, retired, or are in disability status.

Industry Cluster Analysis

EMSI, the Economic Modeling Specialists International, congregates data from the BLS and the U.S. Census Bureau to give us the most complete and up-to-date industry data available. EMSI data also reports on the strength of various clusters relative to the selected area and the country. Data is only available at a county level but this data can assist understanding of the local labor market, industry strength, and give us the ability to make predictions about the future growth and needs of certain sectors. As of 2020, Marquette

County's industry diversity rating is 99.4% (figure 15), a robust figure suggesting industries are becoming more diverse and healthy.

For most of Marquette County's history, the economy was principally based on the iron ore mining industry. Mining on the Marquette Iron Range in Marquette County goes back more than 150 years. Since the closing of many of these mines, the economy has had to shift from iron ore production to a more service and tourism-based economy.

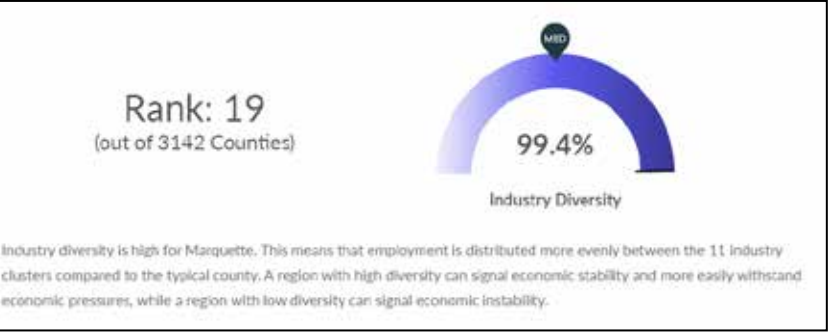


Figure 15: Industry Diversity Ranking Marquette County
Source: Bureau of Labor Statistics, EMSI, 2020

Commuting

Many residents in the area commute for work. The next two figures show the inflow and outflow job counts for the City of Ishpeming. In 2018 the number of people employed in the City but live outside of it was 1,399. 2,316 people live in the city and are employed outside of it, nearly twice as many people. Only a fraction of residents (518 people) live and work in the City of Ishpeming.

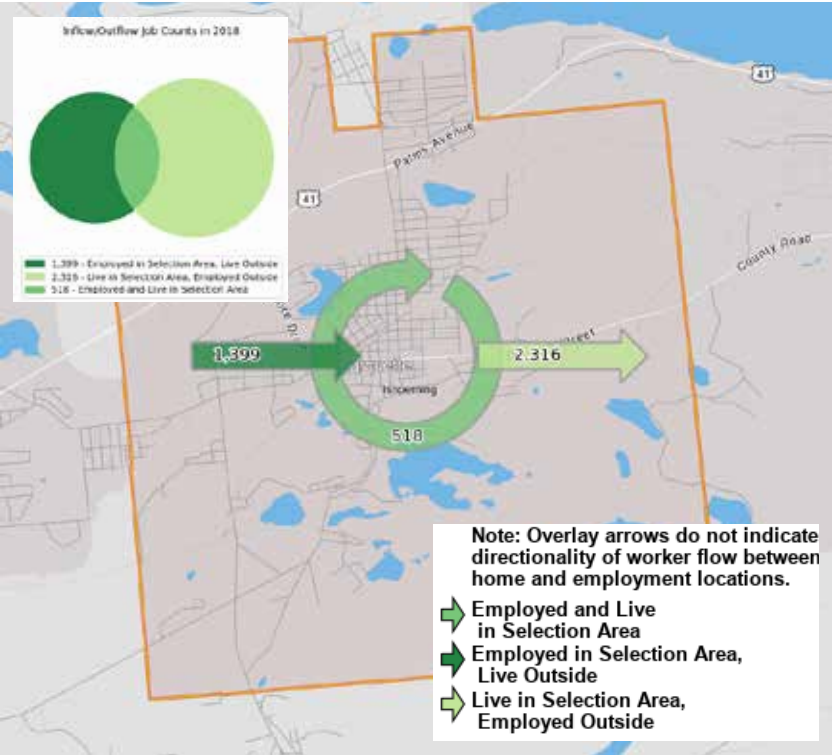


Figure 16: Commuters by the numbers, Ishpeming, 2018
Source: Bureau of Labor Statistics, Emsi, 2020

Housing, transportation, and workforce conditions are only a few of the causes associated with large commuter numbers. It is possible that many who reside in Ishpeming seek out employment in bigger cities such as Marquette, where employment opportunities are more plentiful. It is also possible that due to the current housing challenges facing Marquette County, more people are having to live outside of city centers in the surrounding smaller cities and

towns such as Ishpeming and Negaunee. Ishpeming could benefit from new local employers, resulting in less commuters traveling outside of the City for work while increasing the amount of commuters traveling into the City for work. Therefore, a new economic development opportunity exists: capitalizing on those who pass through the community for business and work opportunities. More trends are discussed in Chapter 5, *Economic Development*.



U.S. 41/M-28 Corridor

Housing Trends

Housing availability, type, and condition are all important factors contributing to the overall quality of life in Ishpeming. This section assesses various housing characteristics using 2010 and 2019 Census data, the latest American Community Survey (ACS) data, and local real estate listings. Since the 2020 pandemic, the housing market has been booming. Home prices continue to rise and demand for affordable housing in Marquette County continues to grow. Ishpeming’s home prices, however, have not seen the same surge seen elsewhere in the county and country. Homes in Ishpeming remain relatively affordable, the median list price peaking at \$92,200.

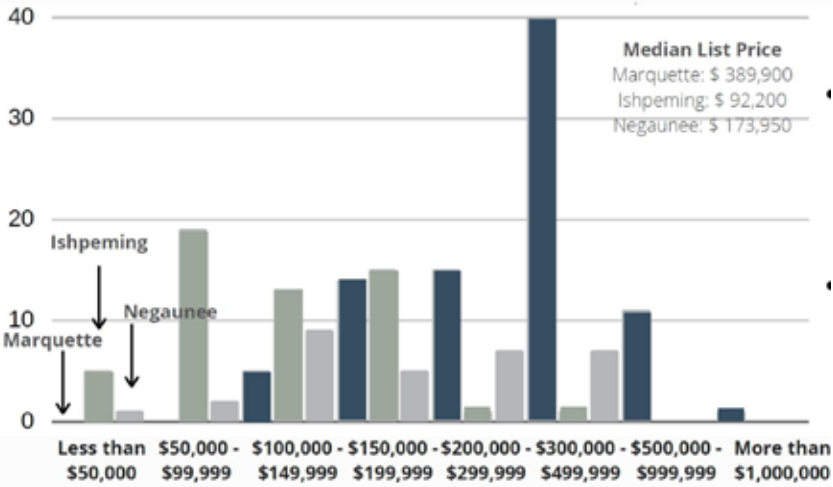


Figure 17: Median List Prices of homes, Marquette, Ishpeming, Negaunee
Source: Marquette County Housing Needs Assessment, 2020

Most of Ishpeming’s housing stock is made up of single-family homes, with multi-family dwellings (2 units or more) making up just under 30 percent. Mobile homes account for only 1.2 percent of all housing. Ishpeming is unique in that 53% of homes were built before the year 1939. Many of Ishpeming’s older homes need consistent updates and maintenance, adding to the rising costs facing many homeowners. Only 5% of homes in Ishpeming were built within the last 20 years, suggesting there has been little recent development despite growing demand.

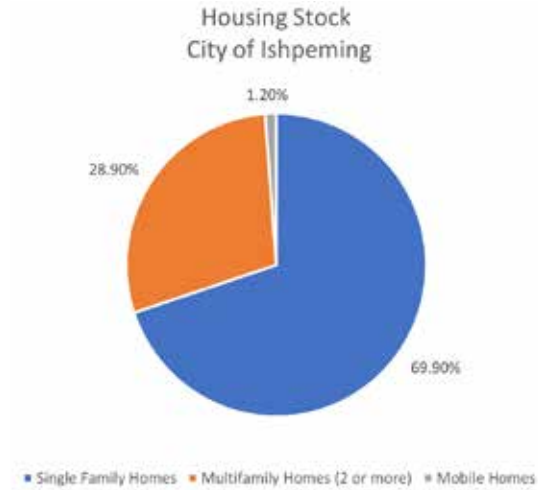


Figure 18: Housing Stock in Ishpeming
Source: Marquette County Housing Needs Assessment, 2020

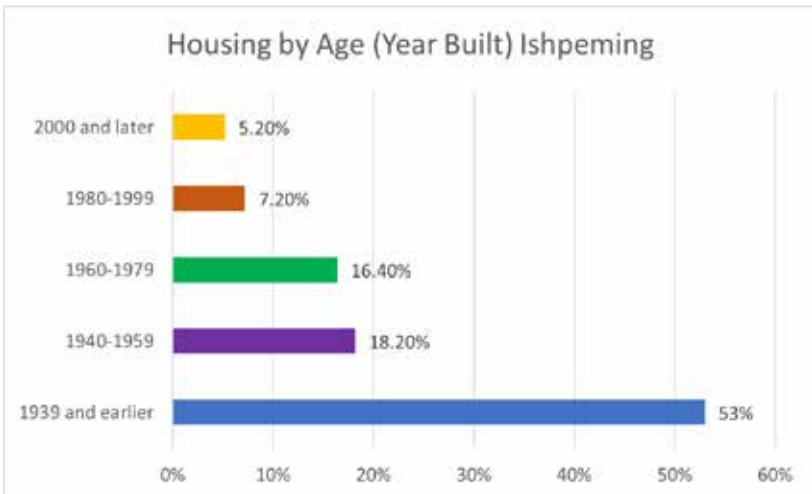


Figure 19: Housing Stock by Year Built, Ishpeming.

Source: Marquette County Housing Needs Assessment, Realtor.com, 2020

As previously stated, over half of Ishpeming's current housing stock was built before 1939. Older homes retain the original character of the City, but are often more expensive to maintain. Building new developments or redeveloping lesser used land for housing would be beneficial to the City and provide more affordable housing.

Housing affordability is defined as a family spending no more than 30 percent of total income on rent or mortgage. In Ishpeming, the number of homeowners continues to grow. Renter households have also continued to grow but at a slower pace. According to American Communities Survey 2019, 22 percent of owners and about 39% of renters pay more than 30 percent of their income on housing. This means that about a quarter of all homeowners in Ishpeming are paying more than what is affordable. Almost half of all renters are paying more than what is considered affordable. Due to the recent increase in housing demands, the Planning Commission recognizes the need to address this issue and is committed to increasing the housing stock and availability in the City of Ishpeming.

Since 2011, the number of homeowners and renters have risen despite higher market prices for both. In 2019, data shows that homeowners increased by 52 households while the number of renters increased by almost 100. This data could suggest that renters are growing more numerous than owners in the City of Ishpeming, reinforcing the claim that home ownership is out of reach for many.

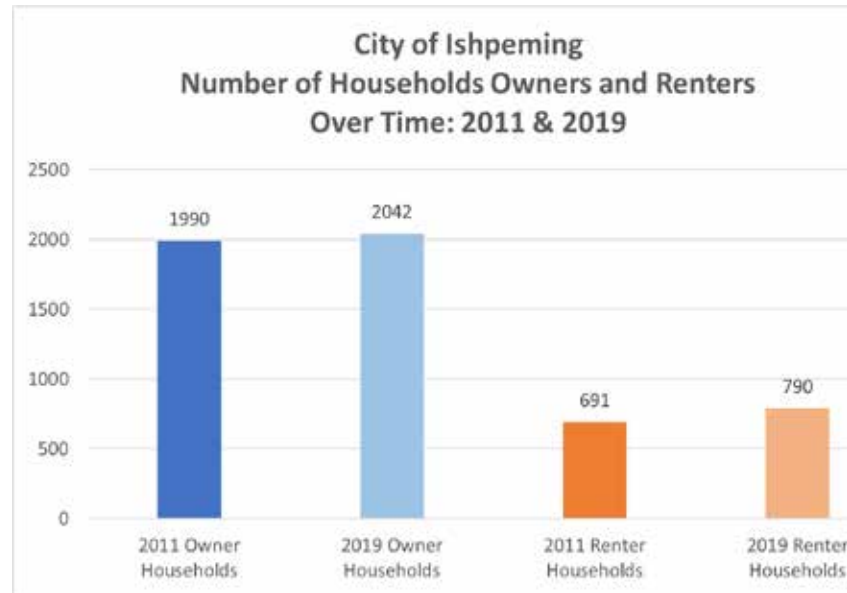


Figure 20: Households: Owners and Renters Over Time, Ishpeming.

Source: Marquette County Housing Needs Assessment, Realtor.com, 2020

According to the Housing Needs Assessment for Marquette County (2020), the median price for rent, by home type, in the City of Ishpeming were hovering around an average of \$750 per month, much more affordable than Marquette's average of \$1,250 per month. Affordability of housing is a strong point for the Ishpeming, attracting people who wish to move to the area without the high cost of living in the City of Marquette. The data also suggests that renting is more expensive for a single family home than an apartment or duplex.

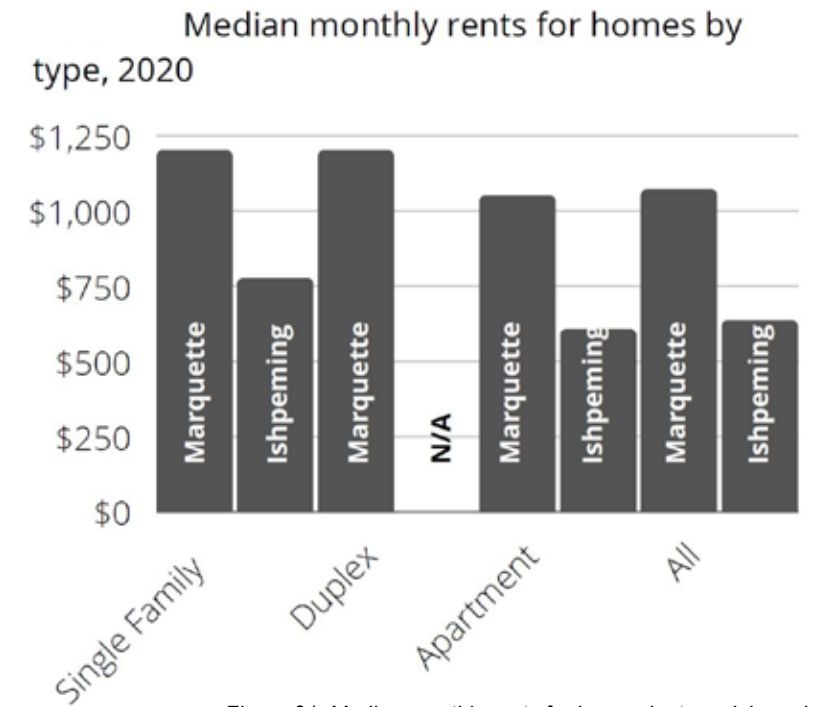


Figure 21: Median monthly rents for homes by type, Ishpeming.

Source: Marquette County Housing Needs Assessment, Realtor.com, 2020



A House for Sale in Ishpeming

4. People & Community

Trends shaping the City and Region provides an analysis of important facts and figures pertaining to demographic changes in the U.P. and in Ishpeming. An analysis of the data suggests that Ishpeming, like the rest of the U.P., has been experiencing a slow, gradual decline in population since the 1980s and that trend is anticipated to continue for the foreseeable future unless intervening factors such as a growing birth rate or an in-migration of residents changes the trajectory of population loss.

While the general population of Ishpeming is growing older, family household sizes are declining, despite the recent uptick of younger families moving to the area. An aging population which includes fewer working and school-aged residents suggests strategies to slow or reverse these trends are needed to ensure long-term sustainability of the community. Influencing these trends is a particularly important task as it relates to the local workforce (talent pool), school system (enrollment), and the provision of healthcare services (increased demand). Finding a balance between elderly and youth services is key.

Notable Ishpeming Residents

Ishpeming has had many influential and innovative leaders who worked tirelessly for the greater good, and their efforts can still be seen and reflected upon today. These Ishpeming residents challenged the status quo and we honor them still.

Robert Nelson

Robert Nelson was born in Ohio in 1821 and came to the Ishpeming area in the late 1840's, where he would become the "father of Ishpeming". Mr. Nelson provided supplies to

early settlers and later moved the business to become one of the first buildings constructed in the downtown. He also opened the Barnum House, the area's first hotel, which after its destruction by fire, was rebuilt as the Nelson House, now the Mather Inn. In the early 1870's Nelson established and operated the Ishpeming Bank, later changing careers and opening the Hematite Mine, which he then sold to the Cleveland Iron Mining Company. Mr. Nelson was also responsible for platting the City's downtown in 1869 and his lasting marks can still be seen today.

Dr. Glen T. Seaborg

Nobel Laureate and chemist Glen T. Seaborg was born in 1912 in Ishpeming. Dr. Seaborg began undergraduate studies at UCLA in 1929 and graduated in 1934. He moved on to graduate school at the University of California-Berkeley and received his PHD in 1937. In 1941, Dr. Seaborg and other scientists discovered plutonium-238 and later, plutonium-239m, which would then set the framework for the United States to create the first atomic bomb. Seaborg would continue his scientific pursuits throughout the war and discovered over 10 trans uranium elements over the years. In 1994 the American Chemical Society honored Glen Seaborg by naming element 106 Seaborgium. Northern Michigan University established the Glen T.

Seaborg Center for Teaching Science and Mathematics in 1985. Groundbreaking for the Center was held in 1998. Dr. Seaborg was the recipient of over 50 honorary degrees and has left a lasting influence in nuclear disarmament and education.

Ward L. Quaal

Ward Quaal was an Ishpeming native and the retired president of WGN Continental Broadcasting Company, now known as the Tribune Broadcasting Company. Mr. Quaal was elected to the Hall of Fame of Broadcasting & Cable magazine in 1991. He holds five honorary degrees and a multitude of honors from educational and civic groups. In 2000 Mr. Quaal was one of one hundred men and women selected by the magazine as the most influential persons in broadcasting and cable in the twentieth century. In 2003, the National Academy of Television Arts and Sciences honored Mr. Quaal as an inaugural inductee into the Management Hall of Fame for his pioneering work in broadcast station management.

John Voelker

John Voelker was a lawyer, author, and Michigan Supreme Court Justice. Mr. Voelker graduated from Ishpeming High School in 1922 and from the University of Michigan in 1928. He was the Marquette County prosecutor from 1935-1950.



The Three Sons of Ishpeming Memorial

Voelker was appointed to the Michigan Supreme Court in 1956 and wrote 99 opinions while serving. He later resigned to write novels under the pen-name Robert Traver. Among his many novels, Anatomy of a Murder became the most popular and was later developed into a feature film produced and directed by Otto Preminger. The movie featured many local citizens as extras and received seven Oscar nominations.

Borghild Braastad

Born in Ishpeming in 1893, Ms Braastad was the daughter of F. Braastad, one of the most prominent businessmen of the Upper Peninsula and held the position of elected treasurer for the state of Michigan. She studied voice at Northwestern University in Illinois and earned a placement in the A capella choir as a freshman: a first in the history of the University. After many successes singing around Ishpeming and Marquette, the soprano went on to New York, studying under the highly acclaimed Sergie Klibansky, singing for a much larger audience on the national scale.

Dr. Goldie Corneliuson and Nurse Elba Lila Morse

Dr. Goldie and Miss Elba, as they have come to be known, are responsible for starting the Upper Peninsula’s first children’s camp focused on health, Bay Cliff Health Camp. During the Great Depression, Dr Goldie and Miss Elba traveled throughout the UP caring for malnourished children and teaching them good health habits. Deciding they needed a central location to house their efforts, they bought an old dairy farm in Big Bay, transforming it into the Bay Cliff Camp we know today. In the summer of 1940, however, polio was ravaging the youth of the Upper Peninsula. The health care systems of the time were overloaded. Upon this dire need Dr Goldie and Miss Elba created rehabilitation and therapy programs. The polio epidemic changed the focus from

a camp for malnourished children to one for children with physical disabilities. It has been a therapy camp ever since, offering many different programs.



Community Events

Italian Fest

The annual Itailian Fest is presented by the Italian American Mutual Aid Society of St. Rocco/ St Anthony Society in Ishpeming. The event is held at Al Quaal Recreation Area in late July. There is no admission to the event and public is welcome. Events often include: free pony rides, games of chance, a dunk tank, bingo, and arts and crafts. Live music and food is a centerpiece of Italian Fest.

Gem and Mineral Show

The annual Gem and Mineral Show is usually held at the Elks Club Hall the first Saturday in August. The show presents displays, dealers, a silent auction, cracker barrel, and a children’s area. There is no admission and the public is welcome to attend. There are also field trips conducted around the area to explore rock finding sites, drawing people from all over the mid-west.

Noquemanon Ski Marathon

The “MGH Noquemanon Ski Marathon” and the “mBank Half Noque” attracts cross country skiers from around the nation and world. Thousands of skiers have taken the 51K or 25K trek from Ishpeming, the birthplace of organized skiing and home to the US National Ski Hall of Fame to Marquette’s Superior Dome, the world’s largest wooden domed stadium along the shore of Lake Superior. Along the way, skiers experience the area’s celebrated wilderness. The marathon and half marathon offer separate classic and freestyle races with men’s and women’s divisions. The first Noquemanon was held in 1999 and attracted 669 skiers. Since that time, thousands of skiers have participated in these events.

Torch Light Trek

Ishpeming’s annual Torch Light Trek youth ski event is typically seen as a kick-off for the entire Noquemanon weekend and serves to introduce a whole new generation to the sport of cross-country skiing. The event is held on Main Street in downtown Ishpeming.

Ski Jumps at Suicide Hill

Ski jumping has been held in Ishpeming since 1887 and held at Suicide Hill since 1926. The ski jumps are presented by the Ishpeming Ski Club and have been for the past 122 years. Suicide Hill is a 90-meter jump with an official hill record of 328 feet and unofficial jump of around 340 feet. Junior Olympics events are also held at Suicide Hill. The Suicide Hill Ski-Jumping Competition attracts and welcomes skiers from around the world and is part of the ski-jumping circuit. Suicide Hill is also the training site for ski jumpers involved in the US Olympic Education Center program at Northern Michigan University.

Ishpeming Fourth of July Celebration

The City of Ishpeming has a phenomenal turnout for its Fourth of July festivities. The day kicks off with the annual Firecracker 5K race and One-mile walk at the Al Quaal Recreation Area. The Ride for Glory 5K bike race is also held at the recreation area. There is a “Kids Parade” starting at the Mather Inn and proceeding on Main Street from Canada to Division. The Kids Parade ends with a balloon launch and goody bags for each child who participated by decorating bicycles or marching in the parade. The Ishpeming Fourth of July Parade follows the annual route beginning at Empire and Third Streets and ending at the former Bell Memorial Hospital building on Division Street. After the parade, a community picnic is held featuring food booths, activities, bingo, live entertainment, and alumni softball games. Fireworks end the celebration, beginning at dusk at the recreation area.



Ishpeming's Annual Fourth of July Parade

Festival of Treasures

The Festival of Treasures is held in conjunction with Ishpeming’s Fourth of July Celebration. The Festival is put on by the Ishpeming Business Association and is held on Main Street. The festival runs from 10am to 6pm with downtown stores having in-store and sidewalk specials throughout the day. In addition to sales, Ishpeming shuts down Main, Pearl, and Cleveland streets to host different events. Live music and children’s events are also held all day.

Ishpeming’s Christmas Parade and Santa’s Workshop

The City of Ishpeming hosts an annual Christmas parade starting at Bluff Street and travels through the streets of downtown, spreading joy. After the parade, the Christmas tree lighting ceremony takes place, followed by children’s activities such as visiting Santa’s Workshop and the Winter Wonderland displays throughout town. This event is free and the public is welcome and encouraged to attend.

Strategic Priorities

The planning commission recognizes the following as strategic priorities when considering the Goals and Objectives for People & Community.

Healthy Population Growth & Retention

Population decline is a challenging issue for small cities to overcome, as many of the factors are beyond the control of the community and due to economic and demographic changes. However, small towns can take steps to mitigate population losses by embracing regional talent attraction and retention strategies, placemaking efforts, and enhancing quality of life. Maintaining the housing stock is another important feature for increasing in-migration and retention as quality of housing is a top feature when considering where to live.

Attracting and Retaining a Talented Workforce

Talent is the fuel for the new economy and communities are in constant competition to attract workers, particularly young, highly mobile ones. Talented workers are looking not only for good jobs, but quality places to live that provide the types of amenities that support their lifestyles. Ishpeming has an advantage in this regard, as the city’s natural assets and beauty are authentic selling points for outdoor recreation enthusiasts. A successful talent attraction strategy should coordinate with local employers and educational institutions to highlight this point whenever possible.



Students at Northern Michigan University

Adapting to an Older Population

The population shift towards an older population is inevitable, which means there will be an increased demand on features and services the population commonly relies on. Healthcare and transportation services are two of the main considerations that will experience increased demand. Seniors may be looking to downsize their homes and look for more accessible homes that accommodate aging in place. Accessible events such as the annual Gem and Mineral Show and downtown concerts will be in high demand for seniors, especially following the COVID-19



Annual Gem and Mineral Show

pandemic. Creating more events specifically for seniors can help mitigate loneliness, increase activity, and reinforce connections to the larger community.

The Jasperlite Senior Housing development is the most recent addition to elderly housing in Ishpeming. Formerly the Bell Memorial Hospital Site, this development has 36 units with no availabilities, suggesting more senior housing may be needed for the area in the near future.

Increasing Public Engagement

Public participation is a critical element in the development of broadly inclusive communities that are responsive to their constituents. Participation can be a powerful force as it relates to civic matters; it can drive the support needed to bolster a public initiative to success, or in other cases, significant public opposition too late in the process can spell disaster for a project. Proactive communities recognize that harnessing early input from the public is an essential step for major projects, from master planning to physical development projects.

Meaningful engagement has the additional benefit of cultivating a more informed citizenry when it comes to current City issues. When residents are aware of the facts and circumstances regarding changes in their community, they are more empowered to provide constructive feedback which can result in project modifications that better align with the needs and wants of the community. Consistently meeting the public's expectations for public engagement serves to build a sense of trust and understanding that enhances the bond between the city and its residents, and often leads to better outcomes.

Creation and adoption (along with regular updating) of a public participation framework could be useful in helping to guide future engagement with stakeholders. Community champion groups in Ishpeming, such as My Great Ishpeming, Partridge Creek Farm, and the Youth Advisory Council can be relied upon to assist in public engagement and information sharing especially over social media channels to engage a larger audience.



The Ishpeming Youth Advisory Council

Goals

Building upon the work of Ishpeming's historic leaders, the goals for People & Community reflect Ishpeming's innovative spirit, community priorities, and the dedication of current city leaders

Goal 4.1:

Work to sustain and grow the population over the next 20 years by developing strategies that encourage young workers and families to move to Ishpeming.

- *Objective 4.1.1:* Enhance the appeal of living and working in Ishpeming by coordinating with Economic Development Organizations and local businesses to provide and promote opportunities for remote working.
- *Objective 4.1.2:* Market the region's unique natural assets that enhance quality of life and target young professionals with an interest in four-season outdoor recreation and lifestyles.
- *Objective 4.1.3:* Ensure that quality affordable and attainable housing options are available for families and individuals that meet the current demand.
- *Objective 4.1.4:* Maintain a reasonable and responsible balance between the tourism economy and the community oriented commercial establishments, neighborhoods, and industries that support year-round residents.
- *Objective 4.1.5:* Leverage nearby assets that draw in new residents such as higher learning institutions, career technical colleges, community colleges, and traditional universities as well as manufacturing opportunities, healthcare, and tourism industries.

Goal 4.2:

Make improvements that positively impact senior residents' ability to age in place.

- *Objective 4.2.1:* Facilitate community walkability and transportation mobility improvements that support a healthy and active lifestyle for seniors.
- *Objective 4.2.2:* Support programs and updates to zoning and building codes that enable residents to make home improvements for better access and independent living.
- *Objective 4.3.3:* Continue to support community champions such as Partridge Creek Farms in projects such as their intergenerational farm project.
- *Objective 4.2.4:* Provide more senior-friendly attractions and events.



Senator Gary Peters with Seniors

Goal 4.3:

Engage with youth residents to learn about and provide for the types of amenities that are important to their enjoyment and experiences in Ishpeming.

- *Objective 4.3.1:* Begin identifying and providing the amenities and opportunities that appeal to young people by holding workshops with young residents to gather information about activities that would enhance their quality of life, then develop a plan to provide these things.
- *Objective 4.3.2:* Include young people, such as high school students and the Youth Advisory Committee, in projects and planning for quality of life, and potentially appoint a youth member or liaison to the planning commission.
- *Objective 4.3.3:* Include community involvement training and education in local school curriculum and youth organizations.



Fifth Graders Participating in the Community Gardens

Goal 4.4:

Increase public participation in community development and planning processes across a wide range of stakeholders.

- *Objective 4.4.1:* The City, in coordination with local partners, will update, approve, and publish a public participation plan that will help to guide the City's outreach and communication efforts when engaging in community development and public notification activities.
- *Objective 4.4.2:* Provide "welcome wagon" services and an organization of local residents willing to be ambassadors to new residents by directing them to resources and answering questions.
- *Objective 4.4.3:* Each year, host multiple public engagement and input activities in coordination with local groups and events to determine the interest of residents in seeing future community development activities.
- *Objective 4.4.4:* Coordinate with local groups and community champions to develop a community newsletter, providing residents with ongoing and up to date information on community development projects.

5. Economic Development

The field of Economic Development has traditionally focused on the strategies of business attraction, retention, and expansion to drive job growth and local prosperity. However, the evolution of our society, driven by factors like advancements in technology, globalization, and others have changed the game of economic development significantly. Today, talented workers are the fuel of the new global economy and where they go and cluster, industries tend to follow and thrive. Skilled and talented workers are free and willing to relocate to places where they can achieve a high quality of life, competitive salaries, and high-quality affordable housing options. Thus, the strategy for economic development has had to adjust in recent years; while traditional strategies are still needed, incorporating principles of community development that aims to create vibrant places where these workers want to stay has become a necessity.



Recent Redevelopment

While the evolution described above is growing to be the norm for knowledge and skill-based industries, it should be noted that land-based industries such as fishing, forestry, and tourism are anchored to the locations in which these resources reside. The immediate region has a high reliance on these industries since the establishment of

mining when Ishpeming first formed. This fact is a double-edged sword, as they ensure reliable living-wage jobs locally, but these industries are subject to broader market trends and sustainability practices. The workforces of these industries also tend to skew more toward local labor and are not commonly targets for talent attraction. Heavy reliance on relatively few land-based industries may leave the community less resilient when faced with economic shocks, which suggests a significant effort should be put into cultivating diversification.

Strategic Priorities

For most of Ishpeming and Marquette County’s history, the economy was principally based on the iron ore mining industry. Mining on the Marquette Iron Range in Marquette County goes back more than 150 years. Since the closing of many of these mines, the economy has had to shift from iron ore production to a more service and tourism-based economy.

Redevelopment Ready

As of this point in 2022, Ishpeming is working on becoming a Redevelopment Ready Community, or RRC, through the Michigan Economic Development Corporation. Through this certification the City will be eligible for certain grant programs and obtain priority on shovel-ready projects that meet the criteria.

Redevelopment of vacant and underutilized properties is a high priority in the City of Ishpeming. Reinvestment in these types of properties enhances a community’s potential to attract businesses and talent by creating a stronger sense of place and catalyzing future opportunities. Redevelopment visions should align with the future needs of the community, and in Ishpeming’s case, these visions should consider the possibility of strategies like increasing

density, providing missing middle housing options, growing the tax base, welcoming new businesses and enterprises, and eliminating development barriers that impede the constructive and innovative use of land.

Priority Redevelopment Sites



Priority Site #1: Area Near Malton Road

Location: Malton Road, east of downtown

Opportunity: Close to downtown Ishpeming and the Iron Ore Heritage Trail, this location could be ideal for a housing development that is oriented toward the outdoor recreation lifestyle in a mixed-use style of development.

Vision: A new neighborhood is carefully planned and developed in such a way that supports the needs and aesthetics of Ishpeming. Connection roads are established to those already in place. New construction of homes could bring in new residents, an increased tax base, and could help stabilize housing prices in the area.

Priority Site #2: Butler Theater

Location: 113 South Main Street

Opportunity: A historic designation could help with restoration efforts and funding to bring it back to its original glory, whether used for a theater or a night club, still providing an anchor and attraction for the downtown.

Vision: The Butler Theater is designated as a historic structure and efforts are made to fully restore to original condition where appropriate. Accessibility and code compliance is remediated and updated to be inclusive of all users. The building is not only stabilized but remains a focal point and attraction for the City.



The Butler Theater

Priority Site #3: Anderson Building

Location: 203 South Main Street

Opportunity: This building is a three-story historic gem dating back to the 1880's and an anchor for the downtown. The historic details are in good condition and can be reasonably restored to their original design and purpose.

Vision: The Anderson Building is restored and updated to provide a unique area in which to house a restaurant or brewery with room for special events. The second floor contains offices or other businesses, while the third floor is adapted for residential use with owner-occupied condominiums.

The Anderson Building is also a prime opportunity to create and establish an innovation center which could support emerging entrepreneurs and businesses, particularly as they relate to the outdoor recreation economy.



An Event Inside the Anderson Building



The Anderson Building



Suicide Hill



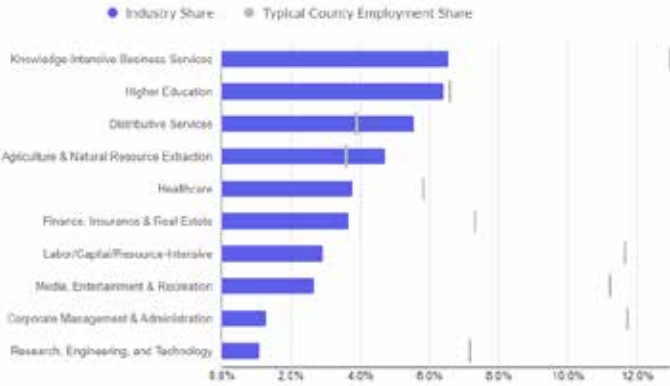
Ski Hall of Fame

Industry Diversification

Industry diversification is a strategy that seeks to grow the output, workforce, and wages of new and emerging industries in regions where few larger industries dominate the economy. Diversification of industries, similar to investment planning, can result in reduced potential losses and greater potential for rapid recovery when impacted by economic shocks, such as the Great Recession and the COVID-19 Pandemic.

According to EMSI, Economic Modeling Specialists International, which provides high-quality employment data and economic analysis via web tools and reports, the highest industry cluster in the county is Non-Function Employment, meaning, service-based uncategorical industries such as food service and retail, numbering over 16,000 jobs in 2020 (figure 23). Knowledge-Intensive Business Services is the next highest industry cluster, followed closely by Higher Education. Agriculture and Natural Resource extraction is still high up on the list, but only employs about 5% of the local workforce.

Mining remains a current staple of Marquette County industries, but is expected to continue its downward trend. Figure 24 shows the employment rates of the County along with the national average. Marquette County has many more employees than the national average, but there has been a 26% drop in growth over 2015-2020, and is projected to fall another 20% by 2025.

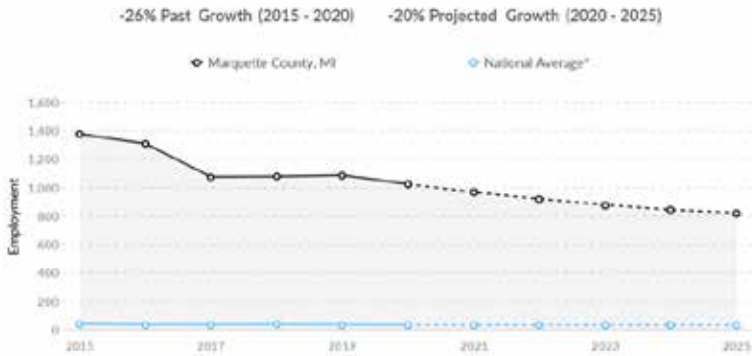


Industry Cluster	2020 Jobs	% of Total Employment	% of Typical County Employment
Non-Function Employment	16,105	61.3%	18.4%
Knowledge-Intensive Business Services	1,724	6.6%	12.9%
Higher Education	1,683	6.4%	6.6%
Distributive Services	1,460	5.6%	3.9%
Agriculture & Natural Resource Extraction	1,243	4.7%	3.6%
Healthcare	993	3.8%	5.8%
Finance, Insurance & Real Estate	961	3.7%	7.3%
Labor/Capital/Resource-Intensive	765	2.9%	11.6%
Media, Entertainment & Recreation	705	2.7%	11.2%
Corporate Management & Administration	536	1.3%	11.7%
Research, Engineering, and Technology	284	1.1%	7.1%
	26,258	100.0%	100.0%

Figure 23: Industry Shares by Sector in Marquette County
Source: Economic Modeling Specialists International (EMSI), 2020

Supply is Higher Than the National Average

The regional vs. national average employment helps you understand if the supply of Mining (except Oil and Gas) is a strength or weakness for Marquette County, MI, and how it is changing relative to the nation. An average area of this size would have 31* employees, while there are 1,022 here. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is projected to narrow over the next 5 years.



*National average values are derived by taking the national value for Mining (except Oil and Gas) and scaling it down to account for the difference in overall workforce size between the nation and Marquette County, MI. In other words, the values represent the national average adjusted for region size.

Figure 24: Mining Industry Employment Rates
Source: Economic Modeling Specialists International (EMSI), 2020

A breakdown of those currently employed in the mining industry by age in figure 25 shows that most employees are between the ages of 35 and 54, with almost a quarter of those being over 55. This suggests that those in the mining industry may stay until they retire. These figures also suggest that young people are not relying on employment in the mining industry but may be searching elsewhere for more sustainable and reliable opportunities.



Figure 25: Mining Industry Age Breakdown
Source: Economic Modeling Specialists International (EMSI), 2020

The decline of the mining industry ultimately means less entry-level family-wage jobs for the residents of Marquette County. While mining remains an important industry in Marquette County, it is not sustainable nor dependable for future generations as the natural resources in the area are limited and finite.

There has been a recent shift away from mining and manufacturing from 2020 onwards, with management and technical services industries growing the fastest (figure 26). The top growing occupations meanwhile include management, transportation and material moving, and business/financial operations. Transportation and material moving occupations are quickly out-pacing the rest, with the number of positions reaching over 140 in Marquette County alone. This suggests that skills and experience are vital when seeking specialized or management positions.

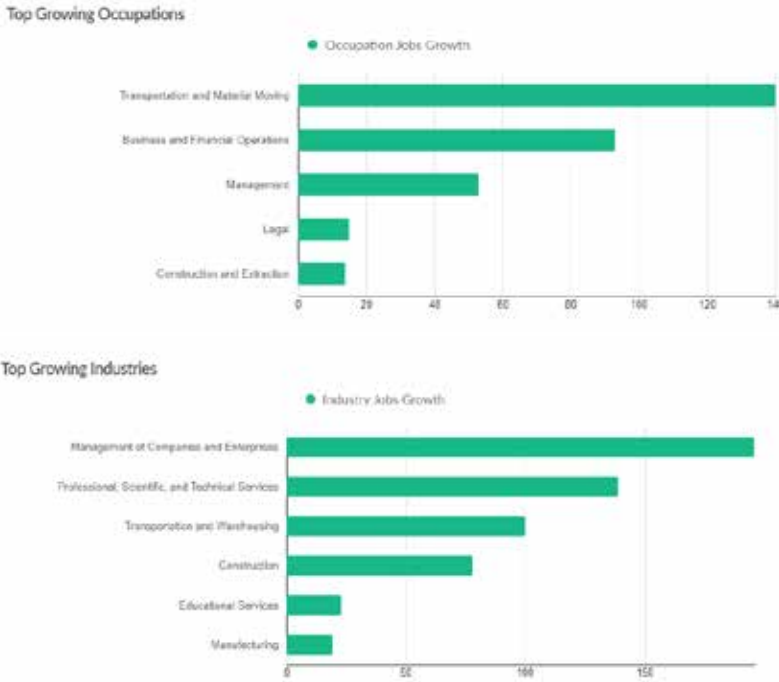


Figure 26: Top Growing Occupations and Industries, Marquette County
Source: Economic Modeling Specialists International (EMSI), 2020



Figure 27: Top Hard Skills vs National Average, Marquette County
Source: Economic Modeling Specialists International (EMSI), 2020

Figure 27 shows the top Hard Skills in Marquette County compared to the National Average. Hard skills refer to the job-related knowledge and abilities that employees need to perform their job duties effectively. Soft skills are the personal qualities that make an employee successful, such as personal relations, collaboration, and time management. Hard skills show the level of training and specialization an employee needs to be eligible for certain occupations. Nursing is the top hard skill for Marquette County, followed closely by Basic Life Support and Merchandising. All of these skills exceed the national average, and is indicative of the importance of the health sector in the County and those who support it.

Accounting, Selling Techniques, and Auditing are hard skills where Marquette County falls behind the National Average, but are not vastly important for the region's economy. Growing skills in a workforce is often a necessary and difficult task, especially when there is a major shift in industries, like in Marquette County. Talent and skill pipelines can make a large impact and often seek to reach high school and college students.

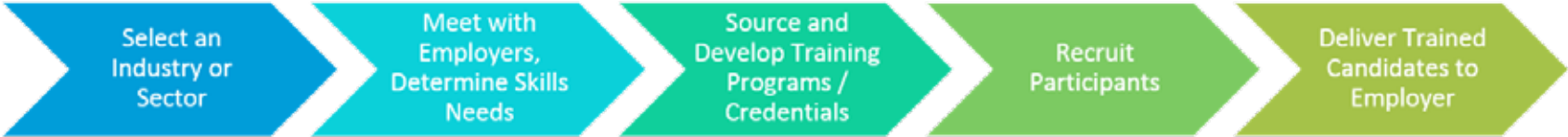


Figure 28: Talent and Skill Pipeline Example

Talent and Skill Pipeline Development

Talent and skill pipelines are a method of keeping and maintaining a pool of talented and skilled workers, ready to fill in employment and knowledge gaps in a certain industry. Pipelines can be built with the help of local employers, schools, and other community driven or economic development organizations. These pipelines can also help support emerging industries, such as the tech industry, remote working, and outdoor recreation.

Figure 27 shows an example process in which the City, an economic developer, higher education institution, or a local employer can start to develop a highly skilled and already trained pool of potential employees. First an industry is selected and their needs are assessed. Where are they lacking? What sorts of positions need to be filled either now or in the near future? Develop training programs and/or credentials to meet those specific needs. Recruitment starts, often at the high school level, for interested students. The candidates that complete the program are now hire-ready and strengthen the local economy.

By forming mutually beneficial partnerships with local businesses and industries, the local economy can be strengthened with potential workers while encouraging the future workforce (students) to stay in the area. These pipelines can provide a clear path from school to career and are an investment in specially trained individuals for companies. Likewise, outside of traditional career paths, entrepreneurship and business incubators also have

the potential to create further jobs and opportunities. These activities could also be supported using a pipeline or other services offered by the local SmartZone or employee resources such as Michigan Works.

Outdoor Recreation & Electrification

Outdoor recreation has recently been recognized as an emerging and growing industry cluster, especially in Marquette County. Tourism and service-based jobs and industries are readily available, but due to their seasonal nature, these sectors are difficult to sustain a community on its own. However, following the COVID-19 Pandemic, Marquette County, along with much of Michigan, saw increased tourism and visitors, often overwhelming outdoor



Electric snowmobile on trails in winter

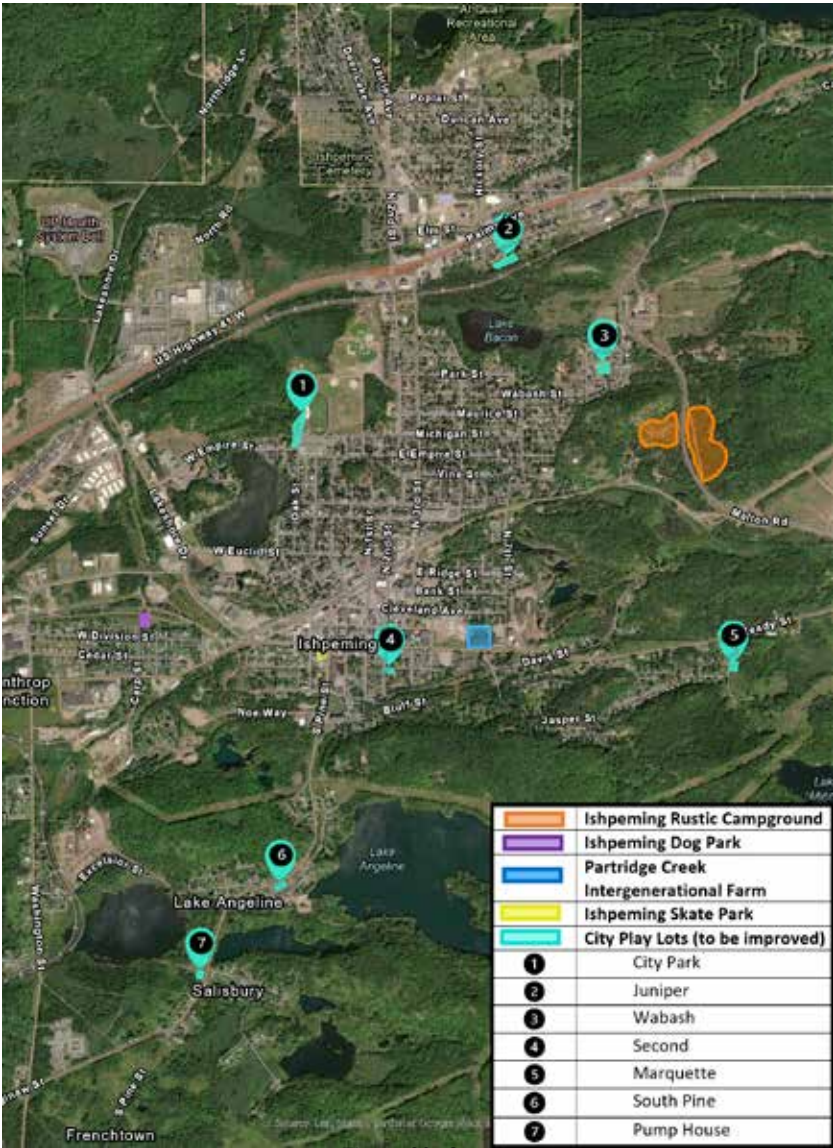


Figure 29: Ongoing and Future Recreation Projects
Source: City of Ishpeming, 2022

recreational capacities and threatening sustainability practices for popular facilities and attractions.

The Bureau of Economic Analysis calculates the economic output nationwide for outdoor recreation is \$689 billion, surpassing other industries such as mining, farming, and manufacturing. Since COVID-19, outdoor recreation

has played an increasingly important role in supporting economic growth in the United States. Harnessing this industry growth for destination states, like Michigan, could be a strong economic driver for prosperity and quality of life. As demand for outdoor recreation increases, so does the region’s ability to grow this industry responsibly and sustainably. The City of Ishpeming is at a unique vantage point in the U.P. and could increase the availability and quality of outdoor attractions, capturing tourists who value the distinctive amenities the City has to offer. At this time in 2022, City leaders have recognized the need for increased capacity at recreational sites within the city limits and the surrounding area and have outlined ongoing and future projects, as seen in figure 28. Proposed outdoor facilities include a downtown skatepark, a dog park, city play lots to be improved upon, and the development of a rustic campground near Malton Road. The proximity to trails, lakes, and downtown make Ishpeming a near perfect destination for recreation in all seasons.

The Michigan Office on Outdoor Recreation Industry was recently established by the state and works with industry partners from many different sectors to anticipate emerging trends, create effective policy and elevate outdoor recreation



An EV Charging Station

opportunities and resources across Michigan. Communities across Michigan recognize that outdoor recreation supports health, contributes to a high quality of life and—perhaps most importantly—attracts and sustains employers and families. Outdoor recreation in Michigan is a real and steady economic driver, especially in the Upper Peninsula.

As demand for reliable electric vehicles (EVs) continues to rise, it is imperative that consideration be given to other modes of transportation, such as electric scooters, bikes,

and even snowmobiles. There are few electric vehicle charging stations in the U.P. and overcoming that shortage could be advantageous to the local economy. Upgrades on trailheads could introduce this technology, made available through recreational resources. Why not take a hike along the trails while your EV charges? A synergistic relationship can be formed where infrastructure meets recreation.



Mountain biking in Ishpeming

In Michigan, outdoor recreation annually generates:



**\$26.6 BILLION in
consumer spending**



232,000 direct jobs



**\$2.1 BILLION in state and
local tax revenue**



**\$7.5 BILLION in wages
and salaries**

Figure 30: Outdoor Recreation in Michigan Values
Source: Michigan Office of Outdoor Recreation Industry, 2021

Goals

The Planning Commission recognizes that proactive and well-coordinated economic development efforts are necessary if the city and region are expected to grow and thrive in the future.

Goal 5.1:

Attract and grow modern, light, and small industries within the city.

- *Objective 5.1.1:* The Planning Commission will periodically review the zoning code to determine where possibilities exist for incorporating new light and small industry uses within zoning districts.
- *Objective 5.1.2:* Review contemporary data on locational advantages and possible opportunities for new industries, then work with the region's economic development organizations to entice new business to start.
- *Objective 5.1.3:* Develop a downtown innovation center to facilitate and encourage entrepreneurship and innovative product development.

Goal 5.2:

Maintain an appropriate balance of tourism-focused development and community-oriented commercial and service establishments.

- *Objective 5.2.1:* Assess the proportion of tourism related businesses and community oriented commercial and service establishments to determine if an appropriate mix exists and if not provide zoning or ordinance amendments to control for that.
- *Objective 5.2.2:* Gain an understanding of the City of Ishpeming's tourism appeal and what opportunities and challenges exist.



Backpackers hiking

Goal 5.3:

Improve the diversity of industries and employment opportunities by building on existing strengths, locational advantages, and emerging opportunities.

- *Objective 5.3.1:* Work with local economic development organizations to identify existing strengths and opportunities, then seize opportunities to develop within a fixed timeline.
- *Objective 5.3.2:* Use cluster strategies to build upon existing strengths in tourism, outdoor recreation, and local businesses.
- *Objective 5.3.3:* Consider improving high tech infrastructure such as broadband or fiber access to encourage the location of new and emerging businesses and industries.
- *Objective 5.3.4:* Consider the implementation of incentives for purchasing and redeveloping property within the City.
- *Objective 5.3.5:* Consider the adoption and implementation of a skills and/ or talent pipeline working with local establishments and educational institutions.
- *Objective 5.3.6:* Get involved and stay in contact with the Michigan Office of Outdoor Recreation Industry for updates and best practices.

Goal 5.4:

Promote existing businesses and opportunities in Ishpeming through consistent marketing of history, recreation, and assets.

- *Objective 5.4.1:* Continue and improve upon marketing strategies already in place by working with community groups such as My Great Ishpeming and Visit the West End.
- *Objective 5.4.2:* Consider hiring a professional marketing and branding team to bring a new and updated look to Ishpeming.
- *Objective 5.4.3:* Consider developing an economic development newsletter or bulletin board for businesses, events, and opportunities in the area.

Goal 5.5:

Promote and encourage innovation and modernization in the outdoor recreation industry to drive local economic development.

- *Objective 5.5.1:* Plan for and develop amenities to meet the needs and challenges of electrification infrastructure.
- *Objective 5.5.2:* Develop accessibility improvements to trails and other outdoor amenities to create equitable experiences for all.
- *Objective 5.5.3:* Coordinate with regional and state partners on an outdoor recreation and innovation district or similar project intended to foster and complementary industry based economic development as described in CUPPAD's CEDS and Marquette County's Recovery and Resiliency Strategy.

Goal 5.6:

Encourage and energize small scale entrepreneurial businesses in the production, processing, and distribution of goods and food services.

- *Objective 5.6.1:* Review the intent and lists of permitted and special land uses in commercial zoning districts for opportunities to add small food processors as allowable uses where appropriate.
- *Objective 5.6.2:* Continue to encourage partnerships between local food producers and institutions, such as schools, hospitals, prisons, and elder care.
- *Objective 5.6.3:* Connect producers and consumers through expanded market opportunities.
- *Objective 5.6.4:* Identify licensed commercial kitchens that could be rented to food entrepreneurs.



Cross country skiing on the trails



Value-added Food Producing Program

6. Natural Resources, Environment, and Energy

Ishpeming is fortunate to have an abundance of unique and impressive natural features that make the region a draw for outdoor enthusiasts of all types. Seemingly endless possibilities exist all four seasons of the year, due to the regional climate and the variety of landscapes.

As the COVID-19 pandemic continues, the entire Upper Peninsula has been seeing record numbers of visitors and tourists, here to take in all that we can offer. With this boon comes a responsibility to the community, the environment, and the natural resources we all enjoy on a daily basis.

The natural resources of the region were the assets that originally allowed the region to be settled as a center for logging, mining, and commercial fishing. These industries, although smaller today, still employ a fair share of residents and these occupations still play a major role in shaping the identity of Ishpeming.

Strategic Priorities

As the global economy and climate changes, industries like these are particularly vulnerable to the shockwaves that occur making it more important than ever to adopt sustainable practices and develop new markets to ensure the heritage and the culture of the community remains intact.

Growing Renewable Energy Capacity

As the cost to distribute energy from non-renewable sources grows high and the efficiency and prices of renewable energy technologies improves, it is worth considering updates to infrastructure and amenities that are less expensive, renewable, and sustainable.

UPPCO, the City's electrical energy provider, recently published its Integrated Resource Plan, which states



Example solar panels on a residence

its intention to achieve 56% of its energy needs through renewable sources by 2025.

To reach this goal, the City should consider its ordinances to determine where small-scale renewable energy sources, such as solar panels, may be installed. Some possibilities include on the roofs of homes and businesses, vacant lots, and parking lots. Encouraging assessments of current energy use and upgrading to more energy efficient devices also help reach this goal, while saving customers money.

Low-Impact Approaches to Development

Low-Impact Development (LID) is a term that refers to the development precautions and structural best practices when engaging in the development of land which attempt to allow a site to function in a state as close as possible to its pre-development conditions. For example, existing soils, vegetation, and mature trees may be protected from encroachment on unused portions of the development site to ensure healthy stormwater drainage occurs. In other instances, it may include a reduction in the amount of

impervious surfaces like parking lots, which increase runoff. LID is not a “one size fits all” approach, nor is it a solution to every environmental problem, but in considering it for the right applications, LID can be a helpful tool to make communities more resilient in the face of extreme weather.

Planning for Balance

As a growing city it is essential to promote balanced and responsible growth and development. Establishing, growing, and maintaining green spaces within the city is beneficial for residents quality of life, visitors' impressions, and for stewardship of the environment. Green spaces can be anything from a butterfly garden, a pocket park, or simply an unmowed area reserved for traveling pollinators.

These spaces can be seamlessly integrated in and around the vast network of trails surrounding the City. Other considerations can include dark sky lighting to simultaneously light the City while preserving the ability of residents and visitors to appreciate the fullness of the night sky.



Example rain garden in neighborhood

Goals

Based on the input and content generated at focused workshops, goals were generated related to areas of significant interest. The Planning Commission recognized the importance of local issues surrounding energy, resources, and environment.

Goal 6.1:

Increase the adoption of renewable energy systems within residential, commercial, and municipal sectors.

- *Objective 6.1.1:* Review city building and zoning ordinances for potential barrier to the development of renewable energy technologies and improve upon any outdated or overly burdensome regulations, as appropriate.
- *Objective 6.1.2:* Encourage and educate residents, local establishments, and public sector organizations about cost savings from improved energy efficiency upgrades.
- *Objective 6.1.3:* Encourage including energy efficiency and renewable energy requirements during any upgrade, renovation, or new construction of municipal facilities.
- *Objective 6.1.4:* Create a comprehensive energy plan covering current energy use, goals, timelines, technologies including solar, wind, energy storage, electric vehicle infrastructure, priority buildings, etc.

Goal 6.2:

Adopt a low-impact approach regarding natural resources and development for improved environmental health and enjoyment of the natural landscape.

- *Objective 6.2.1:* Create zoning ordinance standards for green infrastructure and low-impact development options to provide additional possibilities for the on-site management of stormwater.
- *Objective 6.2.2:* Work with Superior Watershed Partnership to develop and implement best practices for improving water quality.
- *Objective 6.2.3:* Identify and develop tools for preserving sensitive environmental areas, greenways, and other desirable places for natural resource protection and recreational activities.
- *Objective 6.2.4:* Work with MSU Extension on community education in native and weather tolerant plants that could help manage stormwater runoff.
- *Objective 6.2.5:* Identify natural areas or parks that would benefit most from dark sky lighting and take steps toward implementation and certification.



West end flooding in Spring of 2022

Goal 6.3:

Encourage the responsible use by the general public and upkeep of local trails and amenities.

- *Objective 6.3.1:* Launch a public awareness campaign for trail etiquette and expectations, i.e., “leave no trace”. Consider working with organizations who already have campaigns in place, like Travel Marquette and their “Respect Marquette” campaign.
- *Objective 6.3.2:* Coordinate with and support local volunteers and outdoor recreation organizations to maintain current trails with possibilities of upgrades and/or expansions.
- *Objective 6.3.3:* Promote Ishpeming as a trail network hub in the region.



Sign in Taquemenon Falls, Michigan

7. Housing and Neighborhoods

The resiliency of small towns directly relates to the health of neighborhoods that support their adjacent downtowns. Ishpeming has a historic pattern of development that has largely been favorable to dense, walkable neighborhoods built around the core of downtown, providing access to employment, goods, and services.

Unfortunately, neighborhoods may deteriorate over time due to lack of investment, blight, and deterioration of residential character, so it is important to take steps to maintain the integrity of these residential zones, not only for current residents but for future ones as well. Blight removal, rental rehabilitation, and housing availability are among the top challenges for this section.

Strategic Priorities

Ishpeming's historic neighborhoods bring a certain charm and visage to the City. It is important to retain, strengthen, and beautify these old attractive neighborhoods for the longevity of residents and future homeowners. Having adequate and affordable housing is the foundation of any great neighborhood. The Planning Commission recommends the following strategic priorities and goals.

Quality Affordable Neighborhoods

Currently the housing market is experiencing a trend that hasn't been directly faced before. There are more people than housing, driving up the prices for homeownership and affecting rental rates in the same way. "Missing middle"

is a term that refers to housing types that are not commonly present in Michigan communities and

typically include such forms as mixed-use loft apartments above a commercial business, townhouses and rowhouses, duplexes, fourplexes, and other structures that fit well into the fabric of moderately dense urban neighborhood. These types of housing developments are practical for small towns with traditional downtowns and in adjacent downtown neighborhoods where density and walkability are desired.



In Ishpeming, the growth of missing middle housing could appeal to those who find themselves priced out of the current market. Smaller living spaces that are typical in downtown settings can be ideal for retirees looking to downsize, empty-nesters, and young professionals who want to be close to the downtown near the services and amenities they tend to use. City leaders should consider the redevelopment opportunities that exist in the downtown and transitional zones and engage the community and decision makers on the future uses of these potential redevelopment sites. The City, the Downtown Development Authority, and community champion groups could all support this activity while ordinances are reviewed and barriers to creating missing middle housing are removed. Potential barriers include but are not limited to zoning restrictions and redevelopment limitations.

Housing Stock Improvements

Improving the quality of housing stock in Ishpeming could be beneficial to much of the community. Over 50% of all housing units in Ishpeming were built before 1939. Older homes typically require more investment and considerations as they undergo improvements than modern homes, and energy efficiency updates, utilities, roofs, and exteriors are relatively common needs among these older structures. Home improvement grants and loans are an excellent way to keep the existing stock of housing in good condition and City or County leaders are in an ideal position to help facilitate a program that could support this objective. Neighborhood redevelopment through the support of homeowner rehabilitation is also an effective strategy for combating blight, which has a corrosive effect on the aesthetic and social value of neighborhoods.

Neighborhood Enterprise Zones

The Neighborhood Enterprise Zone (NEZ) program was established by Public Act 147 of 1992 and provides a tax incentive for the development and rehabilitation of residential housing. The program was established to spur the development and rehabilitation of residential housing in communities where it may not otherwise occur. The program also encourages owner-occupied housing and new investments in communities. Ishpeming currently has three NEZs that could be marketed and advertised to potential developers. These zones are on the next page in green.





City of Ishpeming: Neighborhood Enterprise Zones

2022

- Neighborhood Enterprise Zones
- City of Ishpeming Boundary

- State Trunkline
- Major Road
- Local Road

- Railroad
- River
- Lake



This map and data are to be used for reference and display purposes only. The Central Upper Peninsula Planning and Development Commission (CUPPAD) is not responsible for damages or other liabilities due to the accuracy, availability, use, or misuse of the map and data provided.

Goals

Based on the input and content generated at focused workshops, surveys, and meetings, these goals reflect the needs and desires of Ishpeming's residents.

Goal 7.1:

Control the proliferation of blight and vacancies through the consistent enforcement of ordinances, volunteer assistance, and community placemaking efforts to encourage investment in adjacent properties.

- *Objective 7.1.1:* Review zoning and general law ordinances related to blight and nuisances to determine if updates are necessary to improve community appearances.
- *Objective 7.1.2:* Develop a rental code and require periodic inspection for residential rental units for health, safety, and community welfare.
- *Objective 7.1.3:* Develop a short-term rental specific set of codes and require periodic inspections for health, safety, and community welfare.



Blight Example in Michigan

Goal 7.2:

Increase the stock of quality, affordable, attainable, and market rate housing that meets the need and incomes of the workforce in Ishpeming.

- *Objective 7.2.1:* Consider the creation of a local housing committee to address the specific needs of the City.
- *Objective 7.2.2:* Support mixed-use and missing middle housing redevelopment projects in and around the downtown to increase overall supply of housing.
- *Objective 7.2.3:* Utilize the NEZ incentive for housing development in priority areas to direct housing redevelopment where it is needed.
- *Objective 7.2.4:* Utilize MEDC and EGLE brownfield redevelopment programs in order to remediate and redevelop sites for housing.
- *Objective 7.2.5:* Maintain reasonable and responsible balance of short-term rentals.
- *Objective 7.2.6:* Work with City leaders and developers to prioritize and build an inventory of workforce and missing middle housing priced at attainable levels.
- *Objective 7.2.7:* Permit additional missing middle housing types in appropriate neighborhoods.

Goal 7.3:

Establish neighborhood strong places to serve as community identifiers and anchors.

- *Objective 7.3.1:* Consider and apply for grant funds to assist in home improvement costs for neighborhoods, for example, MSHDA's Neighborhood Enhancement Program and MI-hope.
- *Objective 7.3.2:* Support home improvements focused on assisting senior and persons with disabilities to live independently in their own homes.
- *Objective 7.3.3:* Develop a central Community Recreation Center to be a hub for community activities and news.
- *Objective 7.3.4:* Work with the Downtown Development Authority and neighborhood groups to identify and create other anchors.



Trade students constructing an access ramp

8. Quality of Life

Quality of life addresses the features, amenities, experiences, and conditions that collectively make Ishpeming a desirable place to live. What makes Ishpeming a place where new residents want to locate? How can we create a great place that Ishpeming's college-bound youth would want to move back to after graduating? What can we do as a community to make the overall population more happy, healthy, and safe? These are the big questions that we should attempt to find solutions to as we engage in meaningful community development over the coming years.

Strategic Priorities

Quality of life is important for resident longevity and general health. Quality of life also impacts future residents, children, and visitors. The following strategic priorities were considered when crafting the goals and objectives for this section.

Recreational Assets and Walkability

Walkable communities are highly desirable, good for community economics, promote physical activity, and are more environmentally friendly. Small towns like Ishpeming have a significant advantage in this regard with their downtown connectedness and short distance connections to the region's trails and natural resources. Improving these connections could lead to more local trail use and vice versa; trail users could easily make the connection to downtown eateries, shopping, and more.

Local Food Access

Access to fresh, healthy, local food is vitally important to the health and general well-being of our community. According to a survey done in tandem with CUPPAD and Partridge

Creek Farms, about 75% of surveyed community members travel outside the City of Ishpeming to get groceries, suggesting that Ishpeming does not have a grocery store that meets most of the community's needs. Furthermore, over 65% of those surveyed cook dinner nearly every night, but only 28% shopped for produce locally. An overwhelming majority of those surveyed expressed interest in a local farmers market or similar sort of marketplace. Improving the availability of locally grown and raised food products requires a vision and commitment on many levels. Partridge Creek Farms has this vision and commitment, making a positive impact with their Farm-to-School and Intergenerational Farm projects. Investing in local food growth and programs, Ishpeming could build connections regionally to achieve a thriving local food hub in the Central U.P.



Community Garden, Partridge Creek Farm

Desireable Public Spaces and Amenities

When maintained and well-used, public spaces can contribute significantly to community vitality and vibrancy. By enhancing and investing in public spaces, these actions tend to have the effect of encouraging private investment in nearby properties. Placemaking means creating places that people want to be and focuses on transforming public spaces to strengthen the connections between people and these places. Placemaking is a process centered on people

and their needs, aspirations, desires, and visions, which relies strongly on community participation. Ishpeming could benefit from temporary or pop-up placemaking activities, or public art installations. Businesses tend to thrive in areas with high foot traffic, so traditional downtowns with their open store fronts, ground floor windows, and sidewalk amenities are the ideal places for these types of placemaking efforts.



Summer Concert Series, 2021, Mining Journal

A concept forged by the Project for Public Spaces known as the Power of 10 suggests that a place needs ten major destinations in the region, ten places within each destination, and ten things to do in each place to create a desirable and attractive place where people want to gather. This concept provides local leaders with a target for creating a transformational placemaking strategy that includes incremental and tangible goals. City leaders and the Downtown Development Authority should work together and attempt to map the placemaking assets it currently has, then determine where and how it can be enhanced to achieve the Power of 10 principles.

Goals

Based on the input and content generated at focused workshops, surveys, and meetings, these goals reflect the needs and desires of Ishpeming’s residents.

Goal 8.1:

Improve walkability, walk appeal, and pedestrian connectivity city-wide.

- *Objective 8.1.1:* Conduct a Sidewalk Management Study to rate the state of sidewalks and repair/update as needed.
- *Objective 8.1.2:* Develop a strong network of pedestrian connectivity from residential areas to key points of interest such as, schools, downtown, public parks, trailheads, and grocery stores.
- *Objective 8.1.3:* Continue participating in programs such as Safe Routes to School and having accessible sidewalk amenities for people of all abilities.
- *Objective 8.1.4:* Install public-use trash and recycling bins to encourage clean streets, sidewalks, and trails.
- *Objective 8.1.5:* Integrate and implement the Complete Streets components of planning, design, and context sensitive solutions for all City transportation projects to ensure roadways provide appropriate access to all legal users.

Goal 8.2:

Improve the health of Ishpeming’s residents through increased access, affordability, and consumption of local foods.

- *Objective 8.2.1:* Support community food champions such as Partridge Creek Farm in their Farm-to-School, intergenerational farm, and future initiatives aimed at bringing local food knowledge closer to the consumer.
- *Objective 8.2.2:* Create or expand upon educational programs regarding eating healthy, gardening, composting, etc.
- *Objective 8.2.3:* Encourage and expand knowledge on local regulations regarding small scale agriculture and raising of small livestock in residential areas to increase participation.
- *Objective 8.2.4:* Consider creation of a weekly farmers market or similar program to promote locally produced goods and services, public entertainment, and meeting spaces.



Students working in the Community Garden

Goal 8.3:

Improve wayfinding and community marketing to attract visitors and help them explore the area and spend money at local establishments.

- *Objective 8.3.1:* Develop a community marketing and branding strategy and apply it to community wayfinding signage and other materials.
- *Objective 8.3.2:* Work among community stakeholders to determine most important points of interest that would be most important in wayfinding signage.



Welcome to Downtown Ishpeming

9. Downtown Development

Ishpeming is fortunate to have a unique, historic, and walkable downtown full of personality and potential. Many factors over the past century have shaped growth and uses in the downtown; however, in recent times city leaders have taken greater interest in creating a highly livable downtown while maintaining a balance with authentic small-town character. The availability of redevelopment sites, developer interest, and how city leaders plan for the future will be the key factors that determine what our downtown will become.

Strategic Priorities

An active and inviting downtown is one that naturally fosters community and business growth. For Ishpeming, this means relying on strengths like preserving historic buildings and enhancing small town charm while recognizing weaknesses and opportunities, like the state of public infrastructure and how residents and visitors would like to use the downtown.



Downtown Ishpeming

Historic Preservation

Ishpeming’s Main Street was honored as a historic district in late 2021. With this designation from the National Register of Historic Places, the downtown will be allowed to access historic preservation tax credits, which can help offset the high costs of maintaining and rehabilitating historic buildings

and landmarks. This district contains all of the buildings from Front Street to Ready Street, many of which were built in the 1880’s. Retaining the historic character of downtown Ishpeming is one of the top-most priorities of the Planning Commission.



Ishpeming Skyline Mural

Beautification and Business Attraction

Beautification is the process of making visual improvements to a town, city, or urban area. Most often this involves planting trees or other greenery, installing lighting, taking care of weeds and garbage, and replacing broken sidewalks. Beautification turns a town into a place where residents are proud to call home and are a welcoming charm for visitors. When residents were polled about issues regarding the downtown, adding green spaces was mentioned the most. This could include parks with playgrounds or compact pocket parks in a walkway or alleyway.

Beautification is also a method to attract and retain businesses in the downtown area. City beauty has been attributed to higher populations, more jobs, and a happier community. Ishpeming has the capacity to be truly beautiful with its unique structures and skyline, proximity to trails and recreational activities, and downtown charm.

A Proactive Downtown Development Authority

In Michigan, a DDA is a public body empowered to support the growth and development of the downtown, typically by capturing growth in tax revenues and reinvesting in downtown businesses and infrastructure. The DDA is also responsible for the planning and implementation of economic development, historic preservation, and prevention of deterioration in the downtown business district. Maintaining a proactive DDA is essential for a town like Ishpeming when balancing history and future development.

Becoming a Vibrant Place

A vibrant place is one full of energy, enthusiasm, activity, and life. A vibrant place is healthy, resilient, connected, and inspiring. Simply put, a vibrant place is somewhere you want to be. Ishpeming has the potential to create a vibrant downtown with its rich history and its distinctive authentic character. Placemaking and public art can be a tool to create vibrancy, as well as community events and thoughtfully planned public spaces.



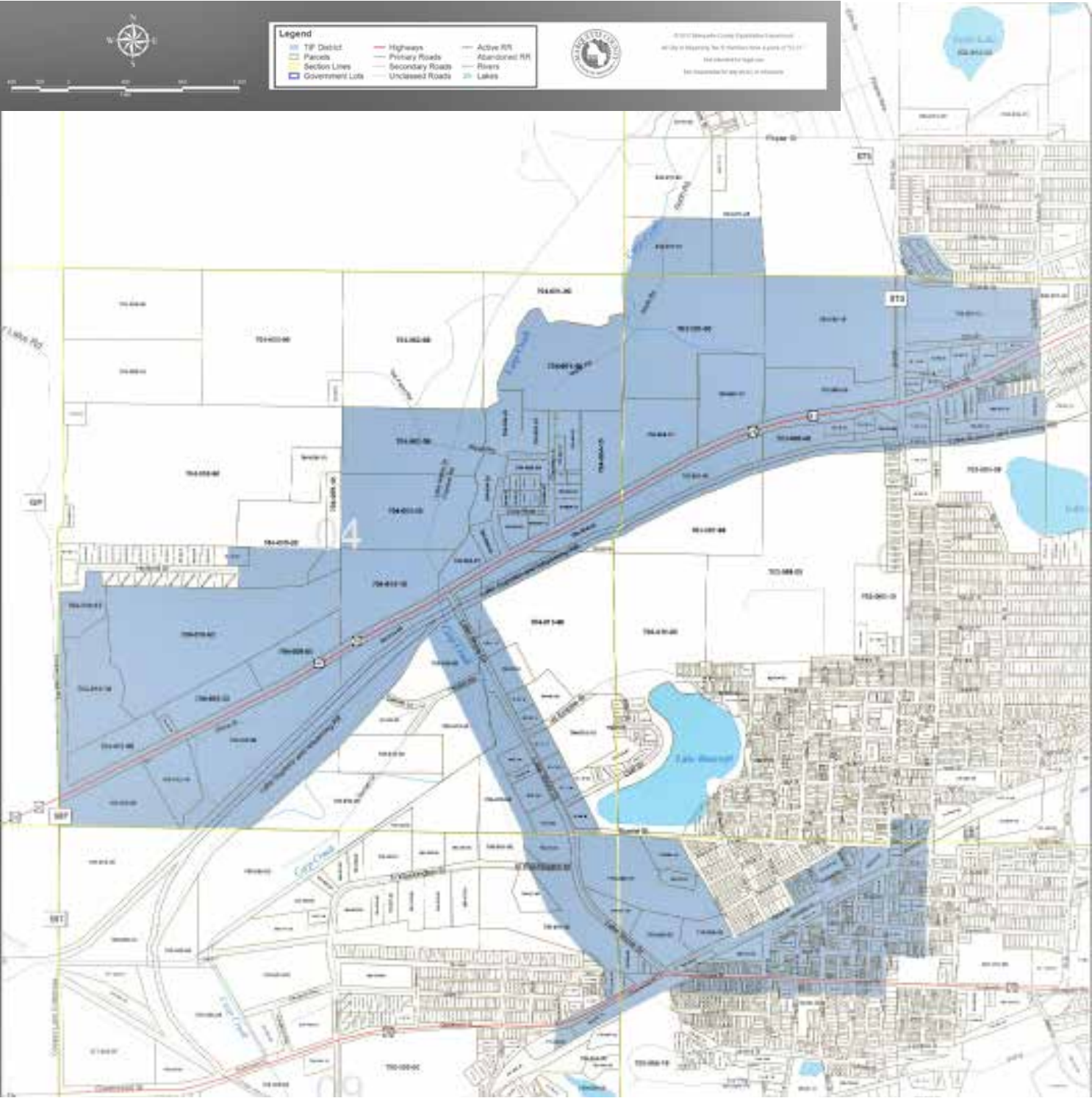
Photo Op Mural outside Rare Earth Goods

Tax Increment Financing

The City of Ishpeming, along with hundreds of other communities around the state, participates in a Tax Increment Financing program, or TIF, which aims to bring redevelopment opportunities to certain designated areas of the City. TIFs can be a useful economic development tool when utilized correctly.

The TIF districts, colored in blue, are primarily around the gateways to the City, and the traditional downtown. The TIF districts encompass both US 41 and US 28 outside of Ishpeming, along Lake Shore Drive leading into town, and covers the downtown district down Division and Hematite Drive. The TIF district essentially freezes property values in this area, and, as the area is redeveloped, property values go up. The difference between these two values is tangible growth, and this money gets put directly back into the district, spurring more development. These districts remain in place typically for about 20 to 30 years.

Ishpeming’s TIF plan outlines planned improvements for public infrastructure such as parks, roads, and lighting, historic preservation, business development, and beautification efforts among others. The City’s TIF plan (2016) and yearly reports can be viewed on the City’s website.



Ishpeming Tax Increment Financing District

Goals

Based on the input and content generated at focused workshops, surveys, and meetings, these goals reflect the needs and desires of Ishpeming's residents.

Goal 9.1:

Enhance coordination among the Planning Commission, DDA, and City Council on redevelopment and beautification activities in the downtown.

- *Objective 9.1.1:* Organize regular joint meetings between the Planning Commission and the DDA to discuss shared objectives in work plans.
- *Objective 9.1.2:* Work with the Downtown Development Authority on placemaking projects in and near the downtown to spur a sense of community pride.
- *Objective 9.1.3:* Prioritize use of TIF funds to the traditional downtown area of Ishpeming.



Example of crosswalk placemaking

Goal 9.2:

Address ordinance changes that will support the growth of a vibrant and prosperous downtown.

- *Objective 9.2.1:* City ordinances and provisions will be reviewed to identify barriers to placemaking activities, such as temporary sidewalk dining.
- *Objective 9.2.2:* Review ordinances and recommend changes to protect the traditional and historical design of downtown and features that enhance the appeal of walking and non-motorized transportation.



Example of extended sidewalk dining

Goal 9.3:

Make the downtown an inviting and friendly place with easy to find public amenities.

- *Objective 9.3.1:* Create a marketing and branding strategy for the downtown.
- *Objective 9.3.2:* Implement the branding strategy on wayfinding signs and other materials in the downtown to achieve a unified and recognizable image of Ishpeming.
- *Objective 9.3.3:* Work with Travel Marquette to further market the downtown to visitors outside the region.



Downtown Ishpeming

10. Infrastructure and Community Facilities

Infrastructure and community facilities are the assets that make modern life possible in our communities. It includes our transportation networks, water and sewer lines, government buildings and public spaces, private utilities, and community services that operate oftentimes unnoticed when in working order. However, when any of these essential services become interrupted, City leaders are quick to find out from the public how much of an inconvenience it can be. In the worst case scenarios, the failure of infrastructure can lead to consequences for public health and safety, economic setbacks, and legal liability. It is critical that the City and its partners properly maintain these assets for the resiliency of the community and to mitigate the potential for consequences that result from failure.

Strategic Priorities

Maintenance of these infrastructure networks, assets, and community facilities directly relates to the quality of life and services of Ishpeming’s residents. A well cared for city is one in which residents feel a sense of pride and belonging, while ensuring a place where visitors seek to return again and again.

Asset Management & Capital Improvement Planning

What are the assets that we own? What condition are they in and what is their remaining lifespan? How will

we budget for their repair and replacement in the future? These are the questions we ask as we develop a holistic approach to the management of infrastructure. It may be hard to believe, but this is a relatively new concept in Michigan. When the anticipated life of a sewer pipe is greater than the lifespan of your average person, it is reasonable that the party who was responsible for its installation overlooked the fact that it may eventually need to be replaced. Nearly a century later, following the rapid growth that gave rise to our cities of today, we are experiencing challenges that come with the end-life of many infrastructure assets, particularly water and sewer pipes that have been hidden from view for decades.



The Ishpeming Area Wastewater Treatment Facility

Complete Streets and Walkability

Complete streets is a concept that recommends roads are designed and operated so they are safe, comfortable, and convenient for all practical users, which may include pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. This type of policy is not intended to place additional requirements on road redesigns where compatibility is not appropriate, but rather to simply enhance considerations for incorporating improvements for uses

who may typically be present in an area to better serve the populace. Such an example could include the placement of a high visibility crosswalk in an area where pedestrians are common or eliminating curbing in areas where wheelchair and stroller access may be desired.

Walkability and walk appeal are similar concepts that address the community’s potential for pedestrian mobility and desirability. The quality of walkability is often considered what is located within a five or ten-minute walk from one’s surroundings to acquire basic needs like groceries. Walk appeal addresses the quality of the walking environment, as some 5-minute walks may be unpleasant due to factors like proximity to high-speed traffic and highways. A complete streets policy may provide some flexible recommendations that can enhance the prospect of non-motorized mobility in and around Ishpeming. It is well-documented that these types of improvements enhance the value and marketability of real estate in a city.

Prioritizing Repairs to Existing Assets

City budgets are, unfortunately, not unlimited. City leaders must be fiscally responsible and informed when making decisions that impact the community. For the City of Ishpeming, many infrastructure maintenance projects should take priority over expanding services and new developments. These timely repairs are essential to local quality of life and visitor attraction alike. Construction and repairs to systems can sometimes be made at the same time with the help of tools such as the MIC Dig Once Project Portal from the State of Michigan, which allows authorized entities to document ongoing and future infrastructure projects.

Transportation and Connectivity

The basic objective of a road system is to facilitate the safe and efficient movement of vehicles. Communities depend on the safe and effective movement of people and goods to sustain a functioning economy. Transportation efficiency is a key factor in decisions affecting land use and development. Making sure that transportation systems in the City are equitable, efficient, and inexpensive should be the top-most priority for the community.

Roads

The Michigan Department of Transportation (MDOT) is responsible for all state trunk-lines and works with the Marquette County Road Commission (MCRC) and city road agencies to provide routine maintenance. The MCRC is responsible for the county road system and the City of Ishpeming is responsible for City streets. Many roads in Ishpeming are in poor condition, with noticeable distortion, cracks, and potholes. There are several factors contributing to the current road conditions. The most critical factor could be lack of funds with which to properly maintain the roads.

Roads within Ishpeming have been evaluated using the PASER (PAVement Surface and Evaluation and Rating) system. Survey teams drove all the roads to inventory surface type, such as concrete, asphalt, gravel, and unimproved earth and to evaluate road conditions. The survey utilizes such characteristics as surface distress, pavement strength, and deflection. Roadways are rated on a scale of one to ten. Ten indicates the pavement surface is in excellent condition, displaying no visible signs of distress and have a quality rating of “new construction”. A roadway



given a rating of one represents the poorest roadway condition with visible signs of distress and extensive loss of surface integrity. In 2021 CUPPAD rated all of Ishpeming’s City roads, logging about 55 miles. Poor roads show on the PASER map in red, Good roads show on the map in green, while Fair rated roads are in yellow.

Bridges and Culverts

Bridges and culverts are critical elements in the City’s transportation and infrastructure systems, making rivers, streams, and drainage ways passable, while providing an outlet for constant or intermittent waterflow. The failure of these structures can have catastrophic effects that result in danger to people and property, or serious disruptions to the overall transportation network.

Michigan’s climate is expected to see more frequent rainfall in greater quantities as the climate changes, and so preparedness is essential. Managing, maintaining, and upgrading these assets is the responsibility of local, county, and State government agencies who coordinate through asset management practices and Capital Improvements Planning.

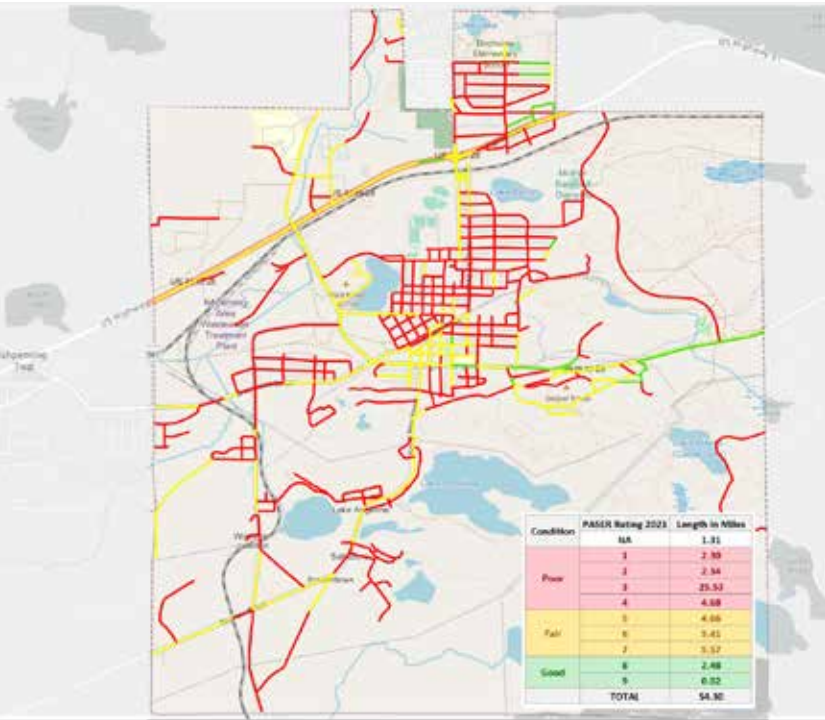


Figure 31: PASER Road Ratings Ishpeming, 2021



Pothole in Ishpeming

Non-Motorized Assets

An important part of transportation and connectivity is non-motorized assets. Non-motorized travel is fast becoming a choice for many people across the country as they are faced with high fuel prices and other environmental issues affecting the planet. Types and uses can range from on-road bicycle facilities, sidewalks, shared-use off-road paths, and side paths. Ishpeming is uniquely positioned within multiple trail heads that serve as a draw for locals and tourists alike.

Making the trails accessible to multiple modes of non-motorized transportation should be a priority for the City. Ensuring equitable access and usability will keep drawing people to the trail systems.

Al Quaal Recreation Area

The Al Quaal Recreation Area is a 4k cross-country ski trail in Ishpeming. Al Quaal features hiking, mountain biking, trail running, and cross-country ski trails, as well as a picnic area, playground, tennis courts, disc golf, and fishing in nearby Teal Lake. There are 20k of groomed cross country ski trails, ranging in difficulty from beginner to advanced.



Wayfinding on the IOHT



Polar Roll Fat Rire Bike Race

Iron Ore Heritage Trail

The Iron Ore Heritage Trail is a 47-mile, year-round, multi-use, interpretive trail that crosses the Marquette Iron Range, serving Ishpeming, Negaunee, Marquette, and beyond. The IOHT draws many visitors year after year, many of which use the trail to traverse between the three cities.

Range Area Mountain Bike Association Trails System

Often shortened to RAMBA, they are a nonprofit, volunteer organization dedicated to inspiring people to realize the benefits of mountain biking and living a healthy lifestyle.

RAMBA maintains 77 miles of handbuilt singletrack for mountain biking, snow biking, and showshoeing which they maintain for their year round events and races.

Noquemanon Trail Network

The Noquemanon Trail Network is a collection of 8 trail systems stretching from Munising to Big Bay with over 80 miles of single track trails. They also have 2 pump tracks,

35 miles of groomed winter trails, and over 125km of nordic ski trails, making the Noquemanon network great for races, activities, and outings.

North Country National Scenic Trail

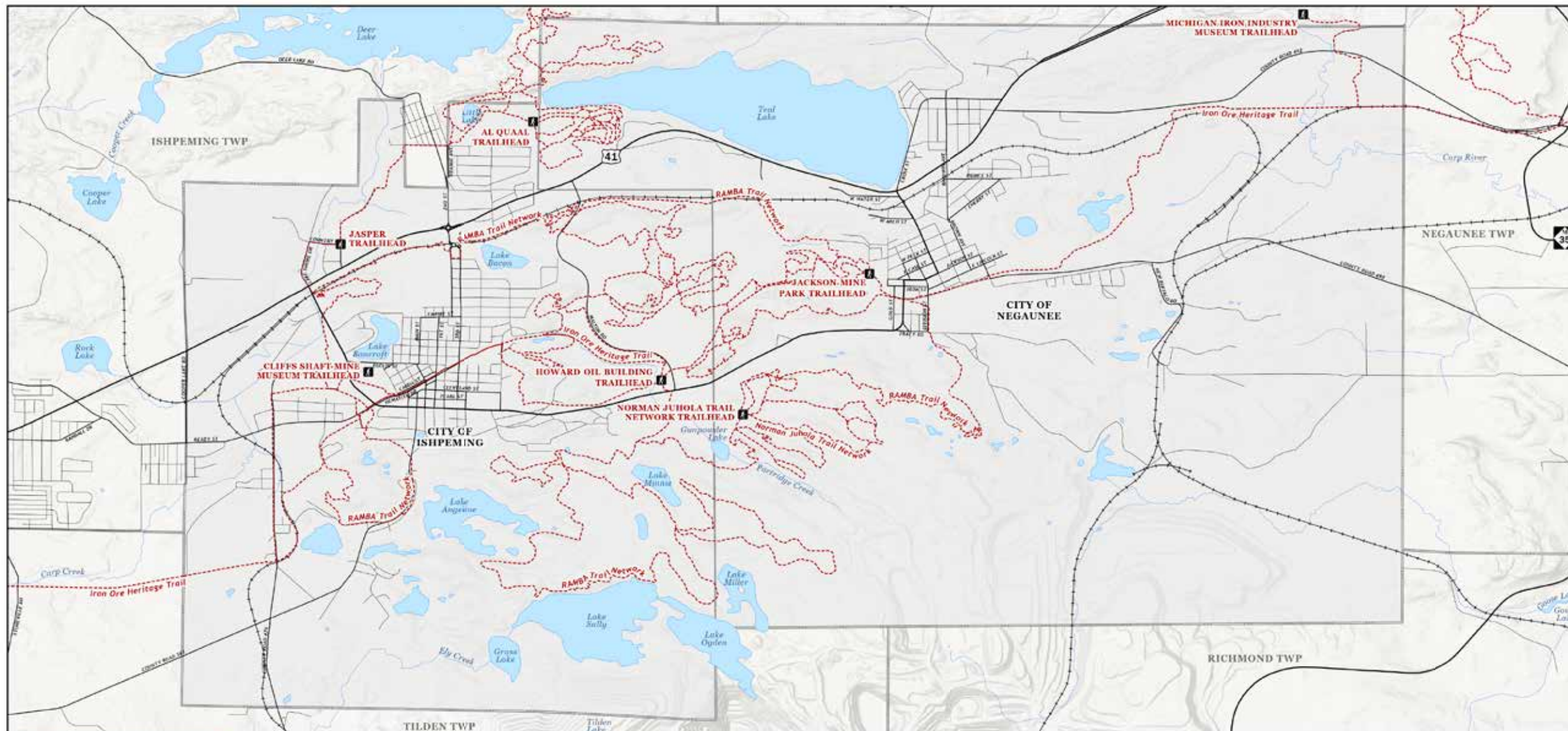
North Country National Scenic Trail is the premier hiking path across the northern tier of the United States, made possible by a trail-wide coalition of volunteers and partners. The Upper Peninsula section of the NCT goes through Pictured Rocks National Lakeshore and runs along the coast of Lake Superior through Marquette.

Norman Juhola Trail System

Maintained by the Ishpeming Ski Club, this set of ski trails range in difficulty from easy to hard. The Ishpeming Ski Club started over 135 year ago and still maintains this iconic trail system today.



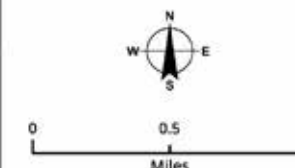
Cycling on the IOHT in Ishpeming



Non-Motorized Trails: City of Ishpeming & City of Negaunee

- | | | | | |
|---|---|--|---|---|
| Trailhead | State Trunkline | Local Road | River | Township Boundary |
| Non-Motorized Trail | Major Road | Railroad | Lake | City Boundary |

This information presented on this map is intended for reference and planning purposes only. The Central Upper Peninsula Planning and Development Regional Commission (CUPPAD) is not responsible for damages or other liabilities due to the accuracy, availability, use, or misuse of the information included on this map.



CUPPAD

Sewer, Water, and Storm Drainage

Water services are essential to all members of a community. The City keeps these services running as smoothly as possible to avoid interruptions in the daily life of the citizenry. These services need upkeep and maintenance while also participating in upgrades as new information and best practices are established. As part of the Master Plan, Ishpeming’s services and facilities are described and evaluated as to their present condition and adequacy to meet the present and future needs of the City. Communities around the Upper Peninsula are facing many economic challenges. Current budgetary restraints require innovative and responsible spending techniques that will be necessary to continue to provide the community with a high level of services with reduced funding.



Ishpeming Area Wastewater Treatment Facility

Wastewater Treatment and Sanitary Sewers

Wastewater collected from Ishpeming, Negaunee, and Ishpeming Township is treated at the facility jointly owned by the City of Ishpeming and Ishpeming Township. The wastewater treatment plant, which went online in April

of 1986, is owned 67 percent by the City of Ishpeming and 33 percent by Ishpeming Township. The five-member Ishpeming Area Joint Wastewater Board consists of two member appointed by the City Council, two members appointed by the Ishpeming Township Board, and one member appointed by the Marquette County Health Department, who oversee the general operations of the plant. Residential wastewater users are charged a flat rate per month. The majority of the City is served by this wastewater system with the exception of about 40 septic systems.

Recent upgrades to this facility include the ability to turn biowaste and other organic material into compost, which is then distributed to local farms and made available to



"Dump no waste" storm grate

citizens.

Storm Water Infrastructure

Stormwater runoff consists of rainwater that runs off land and surfaces like roads and parking lots into a larger body of water. Storm sewers in the City direct this runoff into the Carp River. There is no pumping system for storm water. The City may want to participate in an Infiltration and Inflow audit, which analyzes how groundwater (infiltration) and

stormwater (inflow) flows into sewer pipes. This excess water can cause capacity issues in the pipes, resulting in larger volumes to be processed by the wastewater facility, and potential sewer overflows into homes. Infiltration and inflow is often caused by aging infrastructure that needs replacement.

Culverts are one method used to aid surface drainage. A culvert is a conduit used to enclose a flowing body of water. Culverts may be used to allow water to pass underneath a road, railway, or embankment. There are two culverts in the City, one located on Washington Street, the other on Lakeshore. A City-wide surface drainage plan should be developed for control of stormwater runoff and discharge. Language requiring adequate surface drainage could be included in the zoning ordinance.

Public Water Supply

The City of Ishpeming, the City of Negaunee, and Ishpeming Township is served by a municipal water system. The water system is overseen by a joint municipal water authority, with two members from Ishpeming, two members from Negaunee, and one member from the county on the Negaunee Ishpeming Water Authority Board. The City utilizes nine wells for water service. There are residents in the southwest portion of the City that use private wells for water. The current water distribution system is in poor condition and is in need of upgrades. The City currently has plans to audit the system with the help of state funding with the intention of updating the infrastructure in compliance with Michigan’s Lead and Copper Rule to protect drinking water from high lead and copper content.

Water storage capacity for the City is 500,000 gallons. The City has three pumping stations for water and the drinking water quality is assessed on a yearly basis. These reports can be found on the City’s website.

Community Facilities

A variety of public facilities which serve the everyday needs of residents are located within the City Limits. An inventory and basic assessment of these city-owned facilities are described below.

Buildings and Grounds

City Hall

City Hall is located in historic downtown Ishpeming at 100 East Division Street. The Hall was built in 1891 and over the past several years, structural upgrades and renovations were made, modernizing the building and meeting ADA Standards. City Hall houses the offices of the Assessor, City Clerk, City Manager, City Treasurer, Zoning Administrator, and Rental Inspector. Meetings are held upstairs in the newly renovated conference room.



Ishpeming City Hall

Police Department

The Ishpeming Police Department is located at 100 South Lake Street in downtown Ishpeming. The Police Department was originally located in City Hall but is now shared jointly with the Ishpeming Volunteer Fire Department. There are currently 11 full and part-time officers that provide the community with 24 hour protection.

Fire Department

The Ishpeming Volunteer Fire Department was organized in March of 1880 and shares the Police Department building at 100 South Lake Street. Mutual aid agreements currently exist between the City of Ishpeming Fire Department and the fire departments of the City of Negaunee and Ishpeming Township. Mutual aid agreements between fire departments provide cooperation in the use of personnel and fire equipment for the safety, health, and welfare of the people in the region in times of emergency.

Public Works

The Department of Public Works is located at 208 South Lake Street. The Department of Public Works encompasses a wide array of city services which include: streets, water, sewer, recycling, snowplowing, cemetery, parks, equipment maintenance, and more. The Supervisor also provides support to the Cemetery Board and the Parks and Recreation Commission.

Rental Inspection

The City of Ishpeming employs a part time rental inspector. Landlords are required to register their rental units and the inspector will set up a walk-through appointment. There is a charge to register each rental unit. If there are code violations in the unit, a citation is issued. Property owners are given the opportunity to make the necessary repairs and once completed, a three year certificate of occupancy is issued.

Zoning Administration

The City's Zoning Ordinance is administered by the City Zoning Administrator. Among other duties, the Planning Commission is responsible to issuance of Conditional Use Permits, review of Planned Unit Developments, and review and recommendation concerning amendments to the zoning ordinance. Building permits are obtained through the Marquette County Resource Management Department.



Dedication of the Senior Center

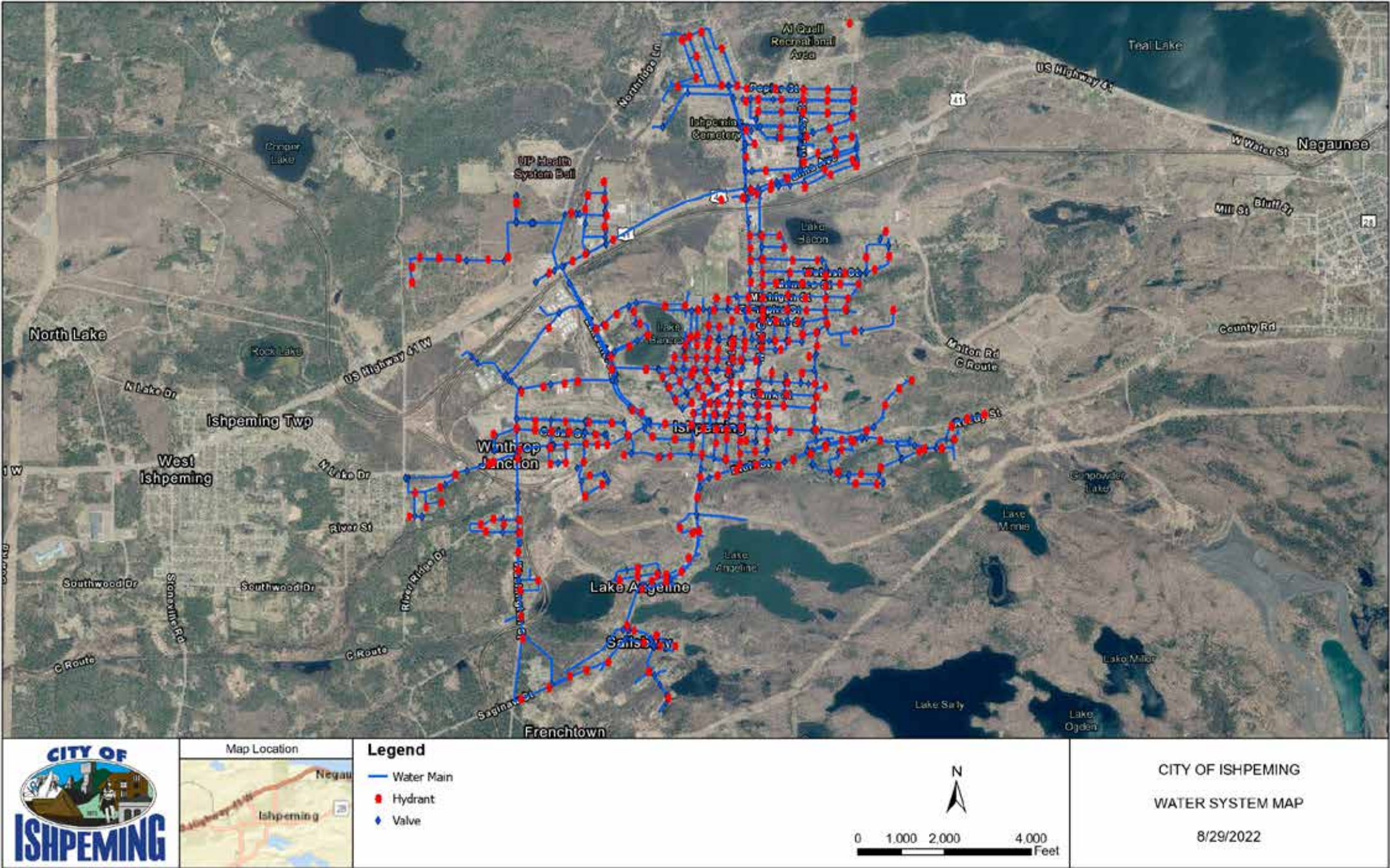
Multi-Purpose Senior Center

Opened in 2021, the Senior Center is located at 121 Greenwood Street. The Center is run by the Commission on Aging and services to seniors are largely funded by the State of Michigan and Marquette County. Public meetings are also held here as the building is ADA compliant.

Parks, Public Spaces, Assets

- Al Quaal Recreation Area
- Cliffs Shaft Mine Museum
- Ishpeming Carnegie Library
- US National Ski Hall of Fame
- Lake Bancroft Park
- City Playground – west Empire Street

Water System Map



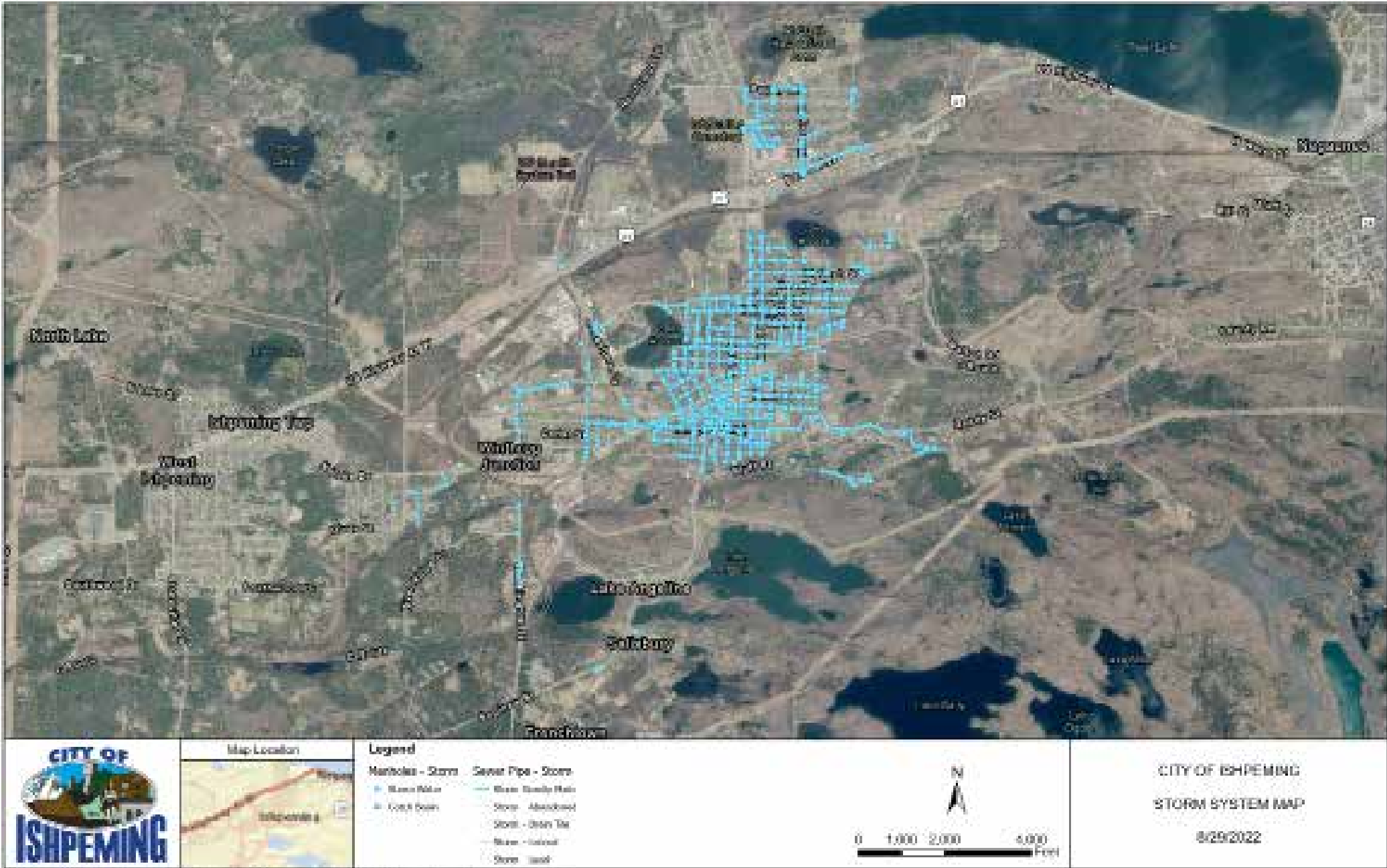
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Sewer System Map



City of Ishpeming, Michigan. City of Ishpeming - Sewer System Map. (2022). Retrieved from <https://www.cityofishpeming.com/DocumentCenter/View/11111/Sewer-System-Map>

Storm System Map



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Goals

Based on the input and content generated at focused workshops, surveys, and meetings, these goals reflect the needs and desires of Ishpeming’s residents.

Goal 10.1:

Develop and maintain plans for the management of public assets and capital improvements as supportive tools for the City’s annual budget process.

- *Objective 10.1.1:* Maintain a local Asset Management Plan and a Capital Improvements Plan that includes transportation, water, wastewater, and storm water infrastructure, and provide updates as new infrastructure is added to the system, or as capital assets are re-assessed.
- *Objective 10.1.2:* Increase knowledge of asset management practices and priorities by taking advantage of training programs offered to officials and staff.
- *Objective 10.1.3:* Complete an Asset Management Readiness Assessment then make progress toward improving mastery in areas that require establishment or repair.
- *Objective 10.1.4:* Update plans annually, adjusting for priorities and possible financial opportunities such as grants or other State funding programs.

Goal 10.2:

Support the development of improved roadway designs and configurations that improve safety, access, and flow of traffic across and through the City.

- *Objective 10.2.1:* Coordinate with area road agencies and neighboring jurisdictions to consider development and access management policies.
- *Objective 10.2.2:* Improve road and sidewalk conditions for ease of pedestrian and bicycle access and safety. Consider adopting a sidewalk snow removal policy for property owners for increased pedestrian mobility in the winter months.
- *Objective 10.2.3:* Consider traffic calming efforts in and around the downtown area with natural buffers such as trees and other greenery.



Clearing snow

Goal 10.3:

Maintain and improve public utilities, communications systems, community facilities and services to accommodate the needs of residents and visitors.

- *Objective 10.3.1:* Maintain and update the Asset Management Plan and the Capital Improvement Plans to reflect priority items and possible funding sources.
- *Objective 10.3.2:* Assess the City’s sewer and water infrastructure according to Michigan’s Lead and Copper Rule (LCR) to protect public health and minimize lead and copper levels in drinking water.
- *Objective 10.3.3:* Encourage responsible usage of public utilities to limit excess use and general wear and tear on these systems.
- *Objective 10.3.4:* Encourage and work towards development of affordable high speed internet to increase connectivity.



Traffic calming element examples

11. Land Use and Zoning Plan

The land use and zoning plan section is one of the most integral components in the development of a master plan. The Michigan Planning Enabling Act of 2008 specifically requires the plan to address land use issues and recommendations for the physical development of the community 20 years or more into the future. As proposals for development are considered, the Planning Commission, City Council, and other City administrators should refer to this section to ensure that the vision, principles, and intent of districts are followed as closely as possible or amended when a new direction is determined to be necessary.

Strategic Priorities A Modern Community with Contemporary Land Uses

Ishpeming’s roots in the mining industry are still visible today; however the landscape of the City and its employment base look a little different today. The City has transformed into a budding hub of tourism and recreation, situated at a unique vantage point with opportunities abound. Ishpeming is leaning into the emerging outdoor recreation industry, becoming a destination for outdoor enthusiasts of all types, all year round.

As uses like breweries, short-term rentals, marijuana facilities, and renewable energy generation infrastructure become more commonplace around Michigan, Ishpeming leaders recognize that it is essential to carefully consider the pros and cons of each new land use type relative to the impact it will have on compatibility within the community.

They recognize the need to make their best judgment of where and if such uses may be located. Leaders should periodically assess the need to add new permitted and conditional uses, especially in the traditional downtown and neighborhoods. The zoning ordinance should also be improved upon and reworked as needed, making room for these modern uses and reducing inefficiencies in the approval process where appropriate.



The “Eggbeater”

Responsible and Sustainable Land Use Practices

As Ishpeming increasingly becomes a tourist destination, city leaders recognize the need for responsible development and preservation of the natural recreation assets. Downtown development should be prioritized for those seeking an authentic small-town experience, with dilapidated buildings and blight being removed or redeveloped in a timely fashion. Access to trails and other outdoor recreation assets should always be considered when development is proposed.

Planning for and adjusting to the needs of the community should be a top priority of the land use plan. The map on the next page relates the possible future changes to the land use and zoning in the City. New zones identified during this master plan process include Agriculture, Educational Campus, and Institutional. These will be described more fully in the next section, but represent Ishpeming’s changing and evolving to meet the needs of the community.

Increasing Housing Stock and availability

Ishpeming is quickly becoming one of the few places where housing is available and affordable. Young professionals and families are drawn to the close-knit neighborhoods and authenticity of community members. Growing the housing stock of Ishpeming could be advantageous in increasing the tax base of the community and could form incentives for developers. Currently, there is a high demand for quality affordable housing in the area, suggesting that people have a desire to move to the area and put down roots in the community.

Existing Land Use

The City is currently divided into ten zoning districts. The intent and general purpose will be depicted for each district. A review of the schedule of regulations starts on page 49 in the Zoning Plan. A review of the current districts is pertinent to the discussion of any zoning ordinance revision efforts as well as future land use.

Future Land Use

Future land use is a way to describe, plan for, and adapt to changes in community, environment, and developmental needs. The Future Land Use Map on the next page reflects those changes as input from City staff, the Planning Commission, and citizens who have contributed. The future land use and zoning changes are documented in detail in the next section, the Zoning Plan. Generally, industrial uses are moved to the west end near the railroad tracks and to the west of the downtown. The General Commercial area, which previously encompassed the area around the downtown and to the north along US-41, will be split into General Commercial, the area around downtown, and the Commercial Corridor, the area along US-41, as more big box stores are located here, and amenities for the traveling public.

New areas added include Agricultural, Educational Campus, and Low Impact Recreational Mixed Use. The Agricultural area is to the north, colored in green on the map. This area is unique in that it is Partridge Creek Farm and is meant to be protected and preserved, and has the potential to grow in the future. The Educational Campus includes the high school, middle school, and the Hematite Art Park, all located near the downtown. Low Impact Recreational Mixed Use district replaces the Deferred Development district, and has grown to cover the areas previously zoned as Mining to the east of the City. This district also runs through and along the neighborhood districts and its primary purpose is to preserve this space to the greatest extent possible for public trails, parks, or future endeavors in recreational amenities such as the proposed rustic campground.

Goals

Goal 11.1:

Maintain the balance between residential and commercial uses by following the updated zoning plan.

- *Objective 11.1.1:* Discourage areas of incompatible uses in order to preserve the integrity, character, and safety of Ishpeming.
- *Objective 11.1.2:* Review zoning ordinances yearly to maintain and prioritize the zoning plan.
- *Objective 11.1.3:* Consider collaboration with neighboring cities on recurring or controversial issues.
- *Objective 11.1.4:* Encourage preservation of open and green spaces that maintain the rural character and scenic views that make Ishpeming unique.

Goal 11.2:

Establish new zoning districts for Agriculture, Educational Campus, and Corridor Commercial.

- *Objective 11.2.1:* Amend the Zoning Ordinance to establish new districts and regulations within those districts and provide for in the Schedule of Regulations.
- *Objective 11.2.2:* Rezone parcels to newly established zoning classifications.

Goal 11.3:

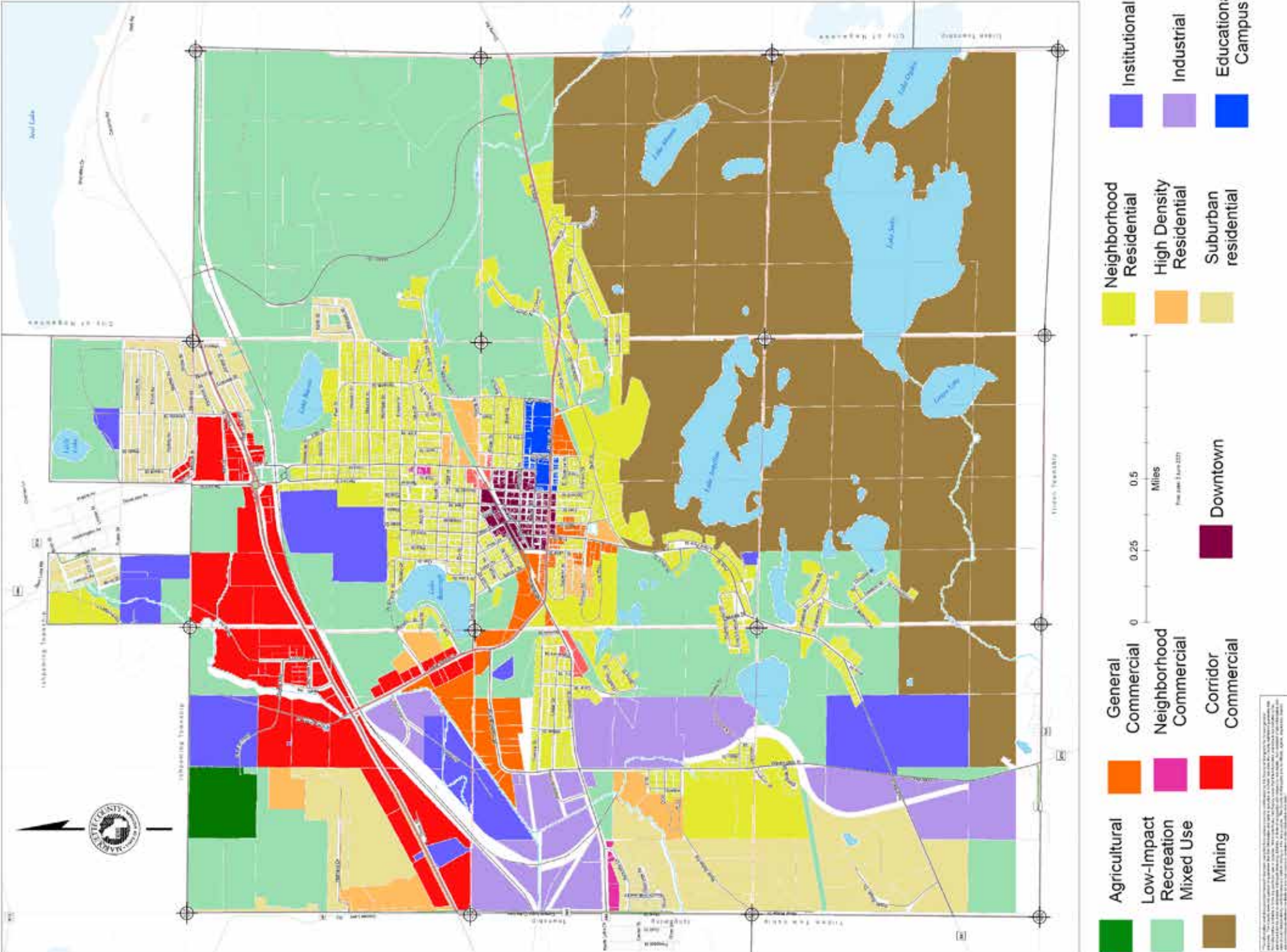
Enhance the City through redevelopment or rehabilitation of vacant and underutilized properties, while preserving and protecting natural and built amenities.

- *Objective 11.3.1:* Consider creation and/ or participation in a regional trails planning project to enhance and maintain the trail system.
- *Objective 11.3.2:* Develop more green spaces within the City to offset development, ie) gardens in unused lots; trees along the streets, etc.
- *Objective 11.3.3:* Encourage establishment of environmentally friendly industry practices whenever possible to protect the natural areas.



Hiking trail

Future Land Use Map City of Ishpeming



Zoning Plan

The Michigan Zoning Enabling Act of 2006 is a state law that provides the authority for communities in Michigan to use zoning as a tool for the regulation of land. This law states that local zoning regulations in a community must be based upon a plan and this means particularly a zoning plan. A zoning plan describes the ways in which the current existing land uses in the community may change in the future by relating those changes to the aspirations described on the Future Land Use Map and discussion on zoning districts.

The zoning plan is the legal basis for the zoning ordinance of Ishpeming, which means any decisions contrary to what is stated in this plan could lack legal defensibility. The zoning plan is intended to guide all future rezoning activities and discretionary land use decision in the community, so leaders should consult this section whenever these topics are under consideration. The table that follows describes the anticipated changes or lack thereof across districts in Ishpeming.



Future Land Use	Current Land Use and Zoning	Strategies & Potential Zoning Changes
SR-Suburban Residential: The Suburban Residential district corresponds to the Single-Family Residential zoning classification. The district is primarily made up of contemporary owner-occupied single family housing, with a lower density than compared to the neighborhood residential district. Lot sizes are slightly larger than in Neighborhood Residential, and the district is situated further from the older traditional neighborhoods, giving them a slightly more suburban feel.	SR-Single Family Residential: Single family residential areas are set up for the establishment and preservation of quiet neighborhoods of detached single family dwellings with a low to medium density. The City has approximately 589 acres of land designated for single family residential use.	Primary: Maintain and Enhance Secondary: Preserve and Protect Changes: Areas to the northwest and southwest of downtown remain the same, but reserves spaces for trails and other recreation with low impact recreation mixed use. The name change of the district reflects the suburban nature of homes on the edge of town.
NR-Neighborhood Residential: The Neighborhood Residential district corresponds to the General Residential zoning classification and is where a majority of the city’s housing stock resides. The Neighborhood Residential district is generally located in the core of the city and surrounding the Downtown district. The pattern of development here is primarily medium density, with small lot sizes and most development is in a traditional city block, or grid pattern, as is typical of neighborhoods built pre-WWII. Homes are generally single family with one to two stories and may include duplexes. Most include driveways and garages, with sidewalks that enable a high level of walkability.	GR-General Residential: General residential areas are created for the establishment and preservation of medium density residential neighborhoods, 815 acres.	Primary: Maintain and Enhance Secondary: Preserve and Protect Changes: Neighborhood Residential is reserved for medium density buildings while allowing for mixed use recreation in the spaces between neighborhoods.

Future Land Use	Current Land Use and Zoning	Strategies & Potential Zoning Changes
HDR-High Density Residential: The High Density Residential district aligns with the City’s Multiple-Family Residential Zoning district. This area provides for dense housing formats, such as apartment complexes and townhomes and building in this district typically range from one to three stories and are primarily renter-occupied. As the demand for more rental housing increases, this district could potentially expand to provide more options at all available price points.	MR-Multiple Residential: Multiple residential areas are established for high density residential neighborhoods. 102 acres of the City were designated MR.	Primary: Maintain and Enhance Secondary: Preserve and Protect Changes: No changes recommended.
NC-Neighborhood Commercial: The neighborhood commercial land use district is located among existing residential neighborhoods. Uses within this district tend to be mixed-use, homes converted into businesses, or small one story commercial buildings that are compatible with the surrounding neighborhood. The uses within this district are typically neighborhood-serving establishments, catering to the needs of local residents, such as corner stores and auto repair garages.	NC-Neighborhood Commercial: Neighborhood commercial areas are intended to encompass businesses which cater to the retail and service needs of the surrounding neighborhoods, but which do not require large areas of land.	Primary: Maintain and Enhance Secondary: Preserve and Protect Changes: Parcels added along 3rd Street to accommodate the businesses there. No further changes recommended.
GC-General Commercial: The general commercial district is Ishpeming’s general purpose commercial district and is generally located along southern Lake Shore Drive, on the outskirts of the downtown on Division, and along the north end of Pine Street. General commercial areas are designed to establish and preserve a general commercial business district containing uses which include the retail sale or combination retail/wholesale of commodities catering to the whole community.	GC-General Commercial: General commercial areas are designed to establish and preserve a general commercial business district containing uses which include the retail sale or combination retail/wholesale of commodities catering to the whole community and/or the need of highway tourist traffic.	Primary: Maintain and Enhance Secondary: Preserve and Protect Changes: General Commercial is limited to certain areas of the downtown.

Future Land Use	Current Land Use and Zoning	Strategies & Potential Zoning Changes
<p>DD- Downtown District: The downtown is an area of more concentrated, intensive development, with a variety of historic building dating back to the early days of mining industry. Buildings in this district are typically mixed use and range from one to four stories. Ishpeming’s downtown is a destination for both locals and visitors, and offers a mixture of food and drinking establishments, services, retail, and residential living spaces. There are no parking requirements for uses in the downtown, and parking is primarily provided on street, or in the existing surface lots. The City has designated approximately 30 acres of land for the central business district, accounting for 0.5 percent of the City’s total acreage.</p>	<p>CB-Central Business: Central business areas are established to provide flexible regulations that apply to businesses located in the core area of the City, the traditional downtown, where intensive economic development occurs.</p>	<p>Primary: Redevelop and Intensify Secondary: Preserve and Protect Changes: No changes recommended.</p>
<p>LIR- Low Impact Recreational Mixed Use: The LIR Mixed-Use district is perhaps the most substantial change to the city’s land use strategy in this update of the master plan. Much of the land in this district was formerly designated as the Deferred Development district, which sought to a set aside larger undeveloped parcels of the City for future development purposes, by limiting unplanned development. Development options were limited in this district, which may have contributed to its limited growth. The LIR-Mixed Use district begins to recognize the unique recreational and environmental assets of this district, and envisions a pattern of development that preserves and incorporates these features, while enabling the development of innovative commercial and residential mixed-use developments which complement the area’s active outdoor recreational character. Buildings here are envisioned to be no greater than three stories, with small minimum parking totals, incorporation of green infrastructure and dispersed development that utilizes cluster zoning, conservation subdivisions, and planned unit development.</p>	<p>DD-Deferred Development: Deferred development areas are established to set aside larger undeveloped parcels of the City for future development purposes, by limiting unplanned development which tends to divide the areas into smaller, more difficult to develop pieces. Development is also delayed until utilities and services can be provided to the area.</p>	<p>Primary: Preserve and Protect Secondary: Maintain and Enhance Changes: LIR district has grown to encompass the area east of Malton Road and the area surrounding Little Lake. Many parcels that have trail access or easements are also now included in this designation.</p>

Future Land Use	Current Land Use and Zoning	Strategies & Potential Zoning Changes
<p>MD-Mining District: Land that are within the mining district are exclusively owned by Cleveland Cliffs, Inc. and are not planned for future development at this time. It is unknown if any of these lands will become available for redevelopment, but will likely require some degree of reclamation to become safe for habitation. Mining areas are designed to establish and preserve tracts of mineral lands within the City which have a potential for developing into mining projects. The City has designated approximately 2,652 acres of land for potential mining, accounting for 44.6 percent of the City's total acreage.</p>	<p>MD-Mining District: Mining areas are designed to establish and preserve tracts of mineral lands within the City which have a potential for developing into mining projects.</p>	<p>Primary: Maintain and Enhance Secondary: Redevelop and Intensify Changes: The Mining District is now smaller and only encompasses the area to the southeast around Lake Angeline and Lake Sally.</p>
<p>I-Industrial Land Use: Industrial uses are relegated to the west and south along the railroad lines. This will give the City a more cohesive feel without sacrificing prime land for neighborhoods or recreation.</p>	<p>I-Industrial Land Use: Industrial land is intended to preserve land for industrial and related uses, isolated from other types of land uses. There are several areas of land reserved for industrial use in the City, including an industrial park.</p>	<p>Primary: Redevelop and Intensify Secondary: Maintain and Enhance Changes: Industrial districts are now principally located in the west end of Ishpeming along the railroad. Locating like uses together preserves the character and uses within the City.</p>
<p>CC- Corridor Commercial: The corridor commercial district is generally located along the US-41/Palms Ave. corridor, the Country Village area, and Lake Shore Drive. Due to their proximity to the highway, uses are typically subject to access management standards and are set back a fair distance from the roadway, and are oriented to vehicular traffic. The uses in this district serve the region, such as gas stations, fast food restaurants, and grocery stores, although some neighborhood serving amenities are interspersed with the area too.</p>	<p>GC-General Commercial: General commercial areas are designed to establish and preserve a general commercial business district containing uses which include the retail sale or combination retail/wholesale of commodities catering to the whole community and/or the need of highway tourist traffic.</p>	<p>Primary: Expand and Grow Secondary: Redevelop and Intensify Changes: A new designation specific to the US 41 highway corridor commercial businesses.</p>

Future Land Use	Current Land Use and Zoning	Strategies & Potential Zoning Changes
<p>EC-Educational Campus: The Educational Campus future land use district is a new concept as of this master plan. The intention of this district is to create an environment around the downtown schools, which are central to Ishpeming’s population retention strategy, that is complementary and supportive of redevelopment efforts that attracts and retains families. Institutional uses, mixed use commercial and residential uses, as well as parks are encouraged for this area.</p>	<p>GC-General Commercial: General commercial areas are designed to establish and preserve a general commercial business district containing uses which include the retail sale or combination retail/wholesale of commodities catering to the whole community and/or the need of highway tourist traffic.</p>	<p>Primary: Maintain and Enhance Secondary: Redevelop and Intensify Changes: A new designation protecting the area in and around educational institutions, while allowing for complementary development, such as housing and small commercial establishments.</p>
<p>A-Agricultural: The Agricultural land use district is comprised of a single parcel in the city of Ishpeming. The approximately 37-acre parcel in the city’s northwestern corner is an existing farm. As development pressures increase in future years, city leaders should be sensitive to preserving agricultural land, and areas of the city that are conducive to farming operations, as food system development is a high priority in the city’s development strategy.</p>	<p>DD-Deferred Development: Deferred development areas are established to set aside larger undeveloped parcels of the City for future development purposes, by limiting unplanned development which tends to divide the areas into smaller, more difficult to develop pieces. Development is also delayed until utilities and services can be provided to the area.</p>	<p>Primary: Preserve and Protect Secondary: Maintain and Enhance Changes: A new designation to preserve the areas in and around farming activities. The only current zone is in the northwest of town and houses Partridge Creek Farm.</p>

Schedule of Regulations						
District	Minimum Lot Size (Square Feet or Acreage)	Minimum Lot Width (Feet)	Minimum Setback (Feet)			Maximum Height (Feet)
			Front	Side	Rear	
SR	7,500 square feet	80 feet	25 feet	10 feet	30 feet	35 feet
NR	6,000 square feet	75 feet	20 feet	6/8 feet	25 feet	35 feet
HDR	15,000 square feet	100 feet	30 feet	15 feet	30 feet	35 feet
NC	----	----	20 feet	6/8 feet	25 feet	35 feet
GC	----	----	20 feet	10 feet	10 feet	48 feet (4 stories)
DD	----	----	----	5 feet	10 feet	48 feet (4 stories)
LIR	----	----	500 feet	50 feet	50 feet	35 feet
MD	----	----	----	----	----	----
I	----	----	30 feet	15 feet	15 feet	40 feet
CC	(Not yet established)					
EC	(Not yet established)					
A	(Not yet established)					

12. Implementation Strategy

Proactive application of the master plan is supported by the use of a well-coordinated implementation strategy. It includes the actions necessary for the achievement of goals and objectives expressed in previous sections, as well as other statutorily-required duties that local leaders should expect to accomplish relative to the plan. Accountability for this strategy is reinforced through the identification of responsible parties, estimated costs, and by budgeting for time and deadlines for these actions. The tool provided in this section is a five-year workplan that should be reviewed and updated each year along with the Annual Report. For best results, commitments from responsible parties should be secured when coordinated actions are identified.

Timeframe Key
Short: 1-12 months
Medium: 12-24 months
Long: 24+ months

○ People & Community

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
4.1.1	Assess City's existing technology infrastructure and facilities to determine needs for supporting remote workers.			Short	
4.1.2	Work with partners to highlight the unique qualities of Ishpeming to target outdoor enthusiasts.	Travel Marquette, GINCC, Northern Michigan University			
4.1.3	Incrementally develop new and rehabbed housing developments.	Marquette Co Land Bank, Community Action Alger and Marquette			
4.1.5	Assist in promoting successes of key local partners in education, skilled trades, and industry.				
4.2.1	Conduct walkability assessment city-wide and identify needs for improvement.	CUPPAD			
4.2.1	Take advantage of AARP's Age-Friendly Livable Communities Training Resources.	AARP, City boards and commissions			
4.2.4	Work with the senior center to understand the various interests of seniors and types of events and attractions could appeal to this demographic.				
4.3.1	Work with local schools to survey youth to understand interests and events.				
4.3.2	Work with schools to appoint a youth liaison to the planning commission.				
4.3.3	Work with high school to discuss creating a curriculum / module for civic engagement and involvement.				

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
4.4.1	Formally adopt and annually review the City's Public Participation Plan				
4.4.2	Create a page on the City Website for new residents that directs them to resources and things they should know when moving to the City.	My Great Ishpeming			
4.4.3	Create opportunity for local groups to discuss community development activities as they relate to City plans.				

Economic Development

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
5.1.1	Annually review the zoning code for new types of uses which may need to be added.	Zoning Administrator, Planning Commission		Short	
5.1.3	Work with Innovate MQT SmartZone to develop an innovation center in the Anderson Building.	Innovate MQT SmartZone			
5.2.2	Work with MSU’s First Impressions Tourism program to determine opportunities and challenges.	Michigan State University Extension			
5.3.3	Work with internet service providers on broadband expansion and efforts to bring fiber connections to businesses, community facilities, and households.				
5.3.4	Consider the development of a local incentives policy.	City Council			
5.4.2	Develop and adopt a marketing plan.				
5.4.3	Work with LSCP to produce an annual economic development publication for the City	LSCP			
5.5.1	Locate public EV charging hubs at trailheads and key recreational locations.				
5.5.2	Work with SAIL to assess local outdoor recreation amenities and suggest improvements that could make them universally accessible. Equitable experiences	SAIL			

○ Natural Resources, Environment, and Energy

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
6.1.1	Annually review ordinances and note consistent areas of challenge and discuss with appropriate boards and the County.			Short	
6.1.2	Work with organizations like UPCO and Mi Energy Office to educate and market energy efficiency resources.				
6.2.1	Review best practices for storm water management and adopt appropriate regulations.				
6.2.3	Develop a recreational trails sustainability plan.				
6.3.2	Develop standards for new trail development.				

○ Housing and Neighborhoods

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
7.2.2	Identify opportunities for infill development within the downtown and adjacent neighborhoods and work with the Marquette County Land Bank to encourage development.	Marquette County Land Bank			
7.2.7	Amend zoning ordinance to allow for accessory dwelling units, townhomes, and triplex/ quadplex housing by right.				

○ Downtown Development

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
9.1.2	Engage in discussions with the InnovateMarquette SmartZone about establishing a potential local innovation center in the Anderson Building.	City Manager, Innovate Marquette SmartZone		short	

○ Quality of Life

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
8.1.1	Work with CUPPAD or a similar entity to conduct a sidewalk management study and include future improvements in the City's Capital Improvements Plan.				
8.1.2	Develop a Pedestrian Mobility Plan to enhance walkability and mobility.				

○ Infrastructure

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
10.1.1	Annually review and update the Capital Improvements Plan.				
10.2.1	Participate in monthly regional US 41 Corridor Management Meetings				

Land Use

Follows goal(s)	Action Item	Responsible party/ Partner	Estimated cost	Timeframe to complete	Completed
11.1.1	Review zoning ordinances for opportunities for incorporating form based elements.	Zoning Administrator, Planning Commission		Medium	
11.1.2	Review the zoning ordinances annually for balance between development and preservation of natural resources and for future land use.	Planning Commission	\$0	Short	
11.1.4 / 11.2.1 / 11.2.2	Develop zoning districts such as Low impact future land, wetland, waterway and forest preservation to preserve select environments.	Planning Commission		Long	
11.1.3	Coordinate with neighboring cities on recurring or controversial topics.	City Manager		Short	
11.1.4	Assist and support developers in using techniques such as PUD and conservation subdivisions which could preserve open space within developments.				
11.1.4	Preserve open space by supporting development that preserves open space such as PUD and conservation subdivisions.	Zoning Administrator, Planning Commission		Short	
11.3.1	Encourage regional trail planning to enhance and maintain the existing trail network.	Planning Commission, City Staff, DPW, Parks and Rec		Short	



Ishpeming/Partridge Creek Farm Community Voice Survey

CUPPAD and Partridge Creek Farm have collaborated to develop the following survey on the topic of quality of life in the city of Ishpeming. Responses from this survey will be used in developing the update to the Ishpeming Master Plan, and for the expansion of offerings from Partridge Creek Farm, including the upcoming Jasperlite Intergenerational Farm project.

Growing Future Farmers, Healthy Eaters, and Leaders Community Voice Events
Partridge Creek Farm will be hosting four events in the community to share the results of this survey and elicit feedback for upcoming projects. If you're able, please join us for one of these events on the upcoming dates:

Virtual (Zoom), Tuesday October 12, at 11:30am EST
(<https://msu.zoom.us/j/93464641488>)

Ishpeming High School Annex (Childcare provided), Tuesday October 12, at 6:00pm EST

Ishpeming Senior Center, Tuesday October 19, at 11:00am EST
Ishpeming Carnegie Library, Tuesday October 19, at 3:30pm EST

Refreshments will be provided, and participants at the in-person events will have an opportunity to receive a \$20 gift certificate for their participation. Please provide your information at the end of this survey if you would like to attend.

Your participation is voluntary and you do not have to answer every question. Thank you for taking the time to complete this survey and we appreciate your feedback.



Ishpeming/Partridge Creek Farm Community Voice Survey

1. When you travel to obtain food, what is your primary way of getting there and back?

- ☐ Walk ☐ Personal vehicle
☐ Bicycle ☐ Friend or family takes me
☐ Public transit ☐ I do not travel to purchase food
☐ Other (please specify)

2. How far do you travel for your primary grocery purchases?

- ☐ I purchase the majority of my groceries in **Ishpeming** ☐ I purchase the majority of my groceries in **Marquette**
☐ I purchase the majority of my groceries in **Negaunee** ☐ I don't travel when I purchase my groceries
☐ Other (please specify)

3. During the past 30 days, how many times did you or your family cook meals at home?

- ☐ Nearly every day ☐ About once a week
☐ A few times a week ☐ Rarely

4. Generally, I eat healthy food...

- ☐ Always ☐ Rarely
☐ Usually ☐ Never
☐ Sometimes

5. I make a point to buy local produce from farmer's markets, other vendors...

- ☐ Whenever I can ☐ Rarely
☐ Occasionally ☐ Never

6. I would like to learn more about how to eat healthier.

- ☐ Yes
☐ No

7. In the last 12 months, did you ever eat less than you felt you should because there wasn't enough money for food?

- ☐ Yes
☐ No
☐ N/A

8. Check the box(es) closest to your own answer for each statement below:

- ☐ I personally garden and know how to grow food.
- ☐ I currently hunt or fish for food (deer, rabbit, fowl, walleye, etc.), depending on the season.
- ☐ I participate in community gardening with Partridge Creek Farm or others.
- ☐ I compost my food waste at home
- ☐ I raise animals in my yard (e.g., chickens).

9. Please select your level of interest in these topics:

	Very Interested	Somewhat Interested	Not Interested
I would like to know more about the city regulations for urban agriculture, livestock.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to see more vacant land in the city used for urban agriculture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be interested in attending events on urban agriculture hosted by Partridge Creek Farm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be interested in volunteering with Partridge Creek Farm's gardens/events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be interested in supporting Partridge Creek Farm's compost program with my food waste.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. I would support:

	Agree	Disagree	N/A
Opportunities for youth to learn about urban agriculture in schools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for youth to participate in agriculture outside of school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for community centers to distribute healthy food grown in the community to those with less access to it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to reduce food waste and increase food recovery by supporting composting and collection.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to create jobs in support of local food production and/or processing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. I believe the city of Ishpeming could support:

	More intensively	At the current level	Less intensively
A walkable city by maintaining infrastructure and pedestrian connectivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A rideable city by supporting local trail projects and bicycling infrastructure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Areas for children to play or learn outside of school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability of residents to increase their consumption of local foods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability of residents to participate in personal/community agriculture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability for seniors to "age in place" within their home and in the community at-large.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The enhancement or creation of public spaces throughout the city.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for community events and gathering spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for local businesses to enhance or expand their presence or storefronts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for local artists to display work in public spaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for new businesses to locate in Ishpeming.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. When I seek out recreational opportunities for myself or my family, I generally use:

☐ Recreation spaces in or near my home.

☐ Recreation spaces that connect between communities.

☐ Recreation spaces within the city of Ishpeming.

☐ Recreation spaces outside of the community.

☐ Other (please specify)

13. What are your ideas to enhance quality of life in the city of Ishpeming?



Ishpeming/Partridge Creek Farm Community Voice Survey

Voluntary Demographic Questions

The following is optional, but we would appreciate any information you can provide. This information helps us understand WHO completed the survey, which can be used to compare to past surveys, census information, etc.

14. What is your gender?

☐ Male

☐ Female

☐ Non-binary

15. What age group do you fall into?

☐ Under 18

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

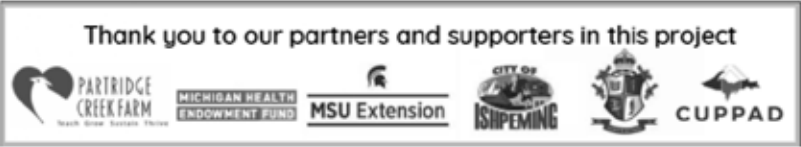
☐ 65+

16. Do you have any children under 17 in your household? If so, how many?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4 or more



18. (Optional) Please provide your email address so that we can send you a reminder for the event you chose.



Ishpeming/Partridge Creek Farm Community Voice Survey

Growing Future Farmers, Healthy Eaters, and Leaders Community Voice Events

Partridge Creek Farm is hosting four community voice events to connect with people in the community, share the results of this survey, and elicit ideas and feedback for the Jasperlite Intergenerational Farm project. These open houses are intended to last approximately one hour. Participants in the in-person sessions will have the opportunity to receive a \$20 gift certificate for their participation if they would like.

In order to help us plan for these events, please RSVP and indicate your preference. Including your email address will let us send you a reminder in the days leading up to the event.

17. I am interested in attending:

	I will attend and accept a gift card/certificate	I will attend	I will not attend
Virtual (Zoom) Open House, Tuesday October 12, at 11:30am EST (no certificate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ishpeming High School Annex (Childcare provided), Tuesday October 12, at 6:00pm EST	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ishpeming Senior Center, Tuesday October 19, at 11:00am EST	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ishpeming Carnegie Library, Tuesday October 19, at 3:30pm EST	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ishpeming Master Plan Community Survey

General Questions

The City of Ishpeming is starting a process to create a new community Master Plan. The new Master Plan will serve as a guide for strategic community development and will be a plan for the future of land use throughout Ishpeming.

Public input from Ishpeming's residents is an essential part of the plan's development and this feedback is valuable for informing the Planning Commission of what values are important to the community.

Please take a few minutes to share your perspective on the statements on the following pages, indicating the level to which you agree or disagree. Responses will be gathered until the end of 2020. The results will be shared with the Planning Commission at a future meeting and published within the plan.

1. Starting in early 2020, several one-hour public workshops will be held on specific topics featured in the My Great Ishpeming Master Plan. If you would like to be involved and receive an invitation to these workshops via email, please indicate your interest in the various subjects below.

☐ People and Community

☐ Quality of Life

☐ Economic Development

☐ Downtown Development

☐ Natural Resources and Environment

☐ Infrastructure and Community Facilities

☐ Housing and Neighborhoods

☐ Land Use and Zoning

Please provide your email address so we may contact you about future workshops.

2. What age group are you a part of?

☐ School age (10-21)

☐ Young adult (22-44)

☐ Older adult (45-64)

☐ Senior (65+)

3. What is your relationship to the City of Ishpeming? (select all that apply)

☐ an Ishpeming resident

☐ employed in Ishpeming but living elsewhere

☐ a business owner

☐ a regular visitor

If none of the above, why are you choosing to take this survey?

4. Do you have a personal vehicle that you have access to at least five days out of an average week?

☐ Yes

☐ No

☐ If no, enter transportation method here.

Ishpeming Master Plan Community Survey

People and Community

5. As the U.P. continues to experience a downward population trend, more effort is needed to grow or maintain the population of Ishpeming.

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neither agree nor disagree

6. Ishpeming would benefit from focusing more energy into promoting its unique assets and local culture to draw more residents and visitors.

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neither agree nor disagree

7. Ishpeming Schools could benefit from a greater variety of programming, particularly arts, after school clubs, activities, and internships with local employers.

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neither agree nor disagree

8. Generally speaking, Ishpeming is an affordable place to live and raise a family.

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neither agree nor disagree

9. Generally speaking, Ishpeming is an age-friendly city where seniors are able to live comfortably, independently, and affordably.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

10. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Downtown Development

11. Generally speaking, there is an abundance of well-placed parking in the downtown which allows people to park within a reasonable walking distance of their destinations.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

12. Ishpeming needs to bring new, diverse businesses downtown in order for it to thrive.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

13. In order to have a thriving downtown, the City should focus efforts on redevelopment and beautification in coordination with developers.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

14. Navigating the downtown is simple and straightforward.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

15. I generally consider the downtown a vibrant place where I want to spend time and gather with friends.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

16. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Environment and Natural Resources

17. The City should invest more time and resources working with partner organizations and state agencies to improve the aquatic health and water quality of inland lakes in Ishpeming.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

18. As the frequency of extreme weather events increases, the City should do more to adapt to changing conditions to preserve public health and infrastructure.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

19. I am concerned about the increased prevalence of ticks, mosquitoes, and other vector-borne disease carriers which can lead to public health issues.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

20. Local air quality issues are a significant concern for me, at least ten (10) days out of the year.

- ☐ Strongly agree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly disagree
- ☐ Neither agree nor disagree

21. The City has adequately protected itself against vulnerabilities to flooding through design and construction techniques to manage storm water.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

22. Cold weather issues, such as freezing pipes and personal exposure to extreme temperatures, should receive additional attention and planning.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

23. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Quality of Life

24. Ishpeming has an abundance of recreational and physical assets that provide the means for people of all types to engage in physical activity year-round.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

25. Ishpeming should develop more year-round opportunities for outdoor recreation and entertainment.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

26. I have access to fresh, healthy, and affordably priced foods within a reasonable distance.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

27. Community regulations on urban agriculture (for example, backyard chickens) should support expanding the ability to engage in these activities while reducing the barriers.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

28. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Housing and Neighborhoods

29. Housing problems and blight (meaning the accumulation of unwanted junk or deterioration of buildings) need to be addressed, especially around the downtown and the school.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

30. Ishpeming should actively pursue programs that can provide financial support to homeowners for fixing up their homes.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

31. Ishpeming needs a new, more effective approach to eliminate blight (meaning the accumulation of unwanted junk or deterioration of buildings) and substandard rental housing.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

32. A wider variety of housing types (e.g. apartments, townhouses, condominiums, and duplexes) are needed to accommodate the changing make-up of households in Ishpeming.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

33. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Infrastructure and Community Facilities

34. The modes of transportation currently available in Ishpeming are adequate for supporting everyday life and commuting to work.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

35. Maintaining existing infrastructure (roads, water, and sewer) is a higher priority than expanding or growing the system for the purpose of attracting new development.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

36. Cost sharing among neighboring communities for services and facilities can be an effective and efficient method when city budgets are tight.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

37. As a pedestrian, I feel like I can get from place-to-place in Ishpeming without experiencing significant mobility challenges due to the design or physical condition of sidewalks and pathways.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

38. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Land Use and Zoning

39. The city should develop regulations and better define the placement of future land use districts in a manner that creates a more compatible balance between residential and industrial uses.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

40. Zoning regulations that put a greater emphasis on developing a more harmonious blend in the appearance and function of development areas are more beneficial than the current strategy of separating land uses based on the type of activity happening at that location.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

41. A wider range of housing structure types should be permissible under the zoning ordinance and future development should encourage alternatives to single-family homes.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

42. The City should attempt to conserve more undeveloped land on the City's outskirts to discourage expanding the City's footprint while focusing more on redeveloping existing built-up areas.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

43. Marijuana industry land uses should not be permitted to operate within the City's boundaries.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

44. The locations of marijuana industry land uses, such as cultivation facilities, and retail store fronts should be carefully studied and considered if the City anticipates accepting them as new potential land uses.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

45. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Economic Development

46. There needs to be a focused and targeted effort to market the many assets of Ishpeming to the greater U.P. region and its visitors.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

47. Growing small businesses and supporting local entrepreneurs is a higher priority than attracting new, non-local businesses.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

48. Growing the number of living-wage jobs and diversity of industries in the area is a priority that Ishpeming should actively support at the regional (U.P.-wide) scale.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

49. Ishpeming should provide incentives for businesses to purchase and redevelop properties downtown.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

50. Ishpeming could grow locally and attract more diverse industry jobs if it provided and promoted access to high tech infrastructure.

- ☐ Strongly agree ☐ Disagree
☐ Agree ☐ Strongly disagree
☐ Neither agree nor disagree

51. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Community Energy Planning Questions

52. On a scale of 1 (lowest) - 5 (highest), how important is each value when creating master planning energy goals for Ishpeming?

	1 (Lowest)	2	3	4	5 (Highest)
Increasing energy efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

greenhouse gas emissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide better air and water quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving energy cost savings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting renewable energy solutions (e.g. solar; wind)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify ways to help residents increase efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better, more efficient transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy services tailored for business specific needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attract a talented workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attract new businesses, investments, products, and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show community leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Significantly reduce our impact on the planet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Align with climate change targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting energy reduction goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinate energy efforts with other local units of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Include energy planning as a central component to all economic development strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New buildings should meet minimum energy standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a non-reverting energy fund for additional projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53. Is there anything you would like to add that was not addressed by the questions on this topic?

Ishpeming Master Plan Community Survey

Community Values

54. What are the top community values that you think Ishpeming embodies?

- | | |
|---|---|
| <input type="checkbox"/> Prosperous | <input type="checkbox"/> Heritage |
| <input type="checkbox"/> Scenic | <input type="checkbox"/> Historic |
| <input type="checkbox"/> Small Town Character | <input type="checkbox"/> Traditional |
| <input type="checkbox"/> Vibrant | <input type="checkbox"/> SISU |
| <input type="checkbox"/> Friendly | <input type="checkbox"/> Beautiful |
| <input type="checkbox"/> Creative | <input type="checkbox"/> Healthy |
| <input type="checkbox"/> Responsible | <input type="checkbox"/> Accessible |
| <input type="checkbox"/> Economical | <input type="checkbox"/> Volunteerism |
| <input type="checkbox"/> Walkable | <input type="checkbox"/> Caring |
| <input type="checkbox"/> Affordable | <input type="checkbox"/> Hard-Working |
| <input type="checkbox"/> Natural | <input type="checkbox"/> Engaged Youth |
| <input type="checkbox"/> Kindness | <input type="checkbox"/> Forward-Thinking |
| <input type="checkbox"/> Strong | <input type="checkbox"/> Sustainable |
| <input type="checkbox"/> Pride | <input type="checkbox"/> Connected |
| <input type="checkbox"/> Organized | <input type="checkbox"/> Balanced |
| <input type="checkbox"/> Equitable | <input type="checkbox"/> Respect |
| <input type="checkbox"/> Generous | <input type="checkbox"/> Nurturing |
| <input type="checkbox"/> Devotion | |
| <input type="checkbox"/> Other (please specify) | |