



## MEMO

**To:** Mayor Burchell and the City Commission

**From:** Michael J. D. Brown, Community Development Director

**Date:** January 29, 2016

Meeting Date: February 8, 2016

**Re:** Ironwood Planning Commission 2015 Annual Report

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Please accept the following Ironwood Planning Commission Annual Report as required by the Michigan Planning Enabling Act (MCL 125.3819(2)).

### **Operations of the Commission**

1. Please see the attached table titled "2015 Planning Commission Cases".

### **Status of ongoing activities**

Provide a summary of the following activities if they took place:

1. Comprehensive Plan

The City of Ironwood Comprehensive Plan, adopted in July 2014, was the recipient of the 2015 Daniel Burnham Award for a Comprehensive Plan from the Michigan Association of Planning.

- A. The following are Implementation Tools identified in Chapter 8 of the Comprehensive Plan and the status of each:

- I. Implementation Matrix: A spreadsheet was developed during the planning process that is used to help organize, coordinate, direct, and most importantly, monitor progress made on the various strategies and action items. Community Development staff uses this tool on a daily basis.

- a. The following table is a quantitative breakdown of the Strategies/Sub-Strategies status. While quantitative data is important, it is also important to look at the qualitative data as it provides prospective on the quantitative data. Qualitative data can be found on the attached Implementation Matrix.

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<b>Description</b>	<b>#</b>
Total Strategies/Sub-Strategies	74
<i>Total is based on strategies/sub-strategies tracked in the implementation matrix. There may be strategies that are not counted as its sub-strategy(s) acts as the main strategy(s). For example Strategy 3.1 has 5 sub-strategies, the matrix recognizes all 5 sub-strategies as a specific action item but doesn't recognize Strategy 3.1 as its on action item. Conversely, Strategy 5.1 has 2 sub-strategies; however, Strategy 5.1 has specific projects that can be tracked so the matrix recognizes both the main strategy and both sub-strategies.</i>	
Total Immediate Action Strategies/Sub-Strategies (2014-2105)	26
Total Short-Term Action Strategies/Sub-Strategies (2016-2020)	16
Total Ongoing Strategies/Sub-Strategies	32
Total Priorities set	22
Total Priorities initiated	19
Total Priorities completed	7
Total Priorities still in progress	12
<i>The Comprehensive Plan identified a number of first year projects that the City decided it would include for the remainder of 2014 and all of 2015. 22 projects were identified as priorities, 19 were initiated with 7 being completed and a number of projects still underway that should be completed by 2016. Some projects were stalled due to a lack of funding.</i>	
Total Immediate Action Strategies/Sub-Strategies (2014-2105) priorities set	21
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) priorities set	1
Total Immediate Action Strategies/Sub-Strategies (2014-2105) priorities initiated	18
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) priorities initiated	1
Total Ongoing Strategies/Sub-Strategies initiated	19
Total Immediate Action Strategies/Sub-Strategies (2014-2105) priorities completed	7
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) priorities completed	0
Total Ongoing Strategies/Sub-Strategies completed	9
<i>Not all ongoing strategies/sub-strategies can be completed, they can be initiated and continued as many are pragmatic type functions of the City. Those completed may be continued as well.</i>	
Total Immediate Action Strategies/Sub-Strategies (2014-2105) non-priorities initiated	2
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) non-priorities initiated	8
<i>While there are strategies/sub-strategies that were not set as priorities, inevitably opportunities are presented and programs are developed or projects are completed in addition to the priorities that were set.</i>	

Total Immediate Action Strategies/Sub-Strategies (2014-2105) non-priorities completed	1
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) non-priorities completed	4
Total Strategies/Sub-Strategies priorities and non-priorities Completed	21
Total Immediate Action Strategies/Sub-Strategies (2014-2105) continued once completed	
Total Short-Term Action Strategies/Sub-Strategies (2016-2020) continued once completed	
Total Ongoing Strategies/Sub-Strategies continued once initiated/completed	
<i>Once strategies/sub-strategies have been initiated/completed many of them require continuation of a specific program or regular maintenance; these figures represent this category of strategies/sub-strategies. These figures will be tracked from 2016 forward.</i>	
Grant Assistance Current Year (Public & Private Grants and Donations)	\$3,199,877.00 or 98%
City Cost Current Year (City Funds + In-Kind Labor (DPW Crews). Doesn't include administrative staff time)	\$65,243.00 or 2%
Investment Current Year (Grant Assistance + City Cost)	\$3,265,120.00
Total Grant Assistance over life of the plan (Public & Private Grants and Donations)	\$3,199,877.00 or 98%
Total City Cost over life of the plan (City Funds + In-Kind Labor (DPW Crews). Doesn't include administrative staff time)	\$65,243.00 or 2%
Total Investment over life of the plan (Grant Assistance + City Cost)	\$3,265,120.00

- b. Please see the attached table titled "Parks Action Plan" for a status update.
  - c. Please see the attached table titled "Performance Measures" for a status update on the plans impact.
  - d. The Comp Plan and You: Each chapter offers ways for community members to get involved with implementing the plan. Many of these are difficult to track but it is important to remember that there are opportunities for the community to be involved.
- II. Spark Plans: The City has utilized the Spark Plans that were developed as part of the Comprehensive Plan in implementing the Strategies and Priority Actions identified. Please see the attached table titled "Spark Plans" for a status update.
- a. University Projects: The City has had conversations with Gogebic Community College regarding internship opportunities, staff will continue to work towards this goal. In addition, the plan suggests using university students in related fields to planning, community development and urban design to assist with projects for class projects. Staff will investigate this opportunity during the course of the next year.

B. The following are methods to Keeping The Plan Off The Shelf:

- I. The plan as a guide to decision making: When Community Development staff presents reports to the various boards and commissions it provides an overview of how the topic of discussion relates to the following elements in the plan to guide the decision making process:
  - a. Guiding Principles
  - b. What We've Heard
  - c. Goals and Policies
  - d. Framing Concepts
  - e. Strategies
  - f. Priority Actions
  - g. Potential Partners
  - h. Cost and Funding
  - i. Spark Plans
  - j. Project Drivers
- II. The Plan as a marketing tool: As an adopted policy plan through a participatory public process, the Comprehensive Plan helps solidify the support, commitment and collaboration needed to mobilize the community. The plan is regularly referenced at meetings, celebrated at various events and promoted to the community, the region and state when projects and programs are run. The plan is also provided to prospective businesses, residents, visitors and tourists to illustrate the City's commitment to creating a great place to live, work and play. The City also uses the plan when applying for grant funding, which strengthens its position to receive grant dollars.
- III. The Plan as a "to do list": City officials and staff members use the plan to develop its annual goals and work programs as a "to do list". As projects are completed they are checked off the list which assists with implementation of the plan as well as improves the image of efficiencies in City government.
- IV. Key Implementation Practices
  - a. Grow and Promote Volunteerism and Philanthropy: Volunteerism is important within small towns across America. It is of critical importance to the community in Ironwood. Volunteerism helps build ownership in the community, strengthens civic engagement, builds relationships, and ultimately, contributes to the "quality of life" aspired by the Ironwood community. The following are actions the plan recommends considering to building on volunteerism:
    - i. Establish a coordinator of volunteer activities.
      1. The Planning Commission has generated a list of volunteer and civic groups within the area that can play a role in implementation of the plan. The Planning Commission will work to engage these groups with projects that will have an impact on the community.
    - ii. Provide a means to align and connect community member's strengths, skills, passions and assets with appropriate implementation strategy, project or idea.

1. The City has worked to engage volunteers on its various boards and commissions, volunteer/civic groups and individuals within the community. As community members approach the City with ideas and interest in engaging it encourages it by discussing opportunities to become engaged.
  - iii. Establish specific targets and goals for volunteerism.
    1. The City plans to gathered data for the volunteer and civic groups to identify the impact they have on the community. This will take place in future years.
  - iv. Establish a recognition and appreciation program that celebrates accomplishments and recognizes contributions.
    1. The Planning Commission will discuss and evaluate this concept over the next year.
  - v. Create/advocate for matching contributions from local organizations that seek to benefit by the volunteer activities and efforts.
    1. As the implementation matrix shows, 3.2 million dollars has been invested into the plan in its first year and a half and only 2% of City funds have been used. The City has been successful in leveraging funds and volunteers to make Ironwood a better community.
- b. Establish a "Future of the City Forum": The City has established a "Future of the City Forum" to review the Comprehensive Plan on an every other year basis which facilitates a community dialogue about what has worked well and what has maybe not worked so well. Through this evaluation amendments or updating the "to do list" are identified. This event is designed to "take the pulse of the community" and celebrate community accomplishments.

The first forum will take place at the end of 2016 and be held every other year moving forward. A summary of the event will be provided each year it takes place.

- c. Maintain and Update the Comprehensive Plan: Comprehensive Plans are not static documents. Rather they are dynamic plans that inspire innovative thought and a desire for progress. They must be reviewed and updated on a regular basis. The implementation tools provided in this plan (action plans, spark plans, implementation database, and future of the city forum) provide a means to evaluate progress towards implementing the plan. Michigan state law requires that Comprehensive Plans be updated every 5 years; however, more frequent updates may be warranted. Key indicators for major plan updates include:
- i. significant economic or physical change occurs in the community
  - ii. frequent requests for variances from policies and laws are received and granted
  - iii. completion of several spark plans or action items
  - iv. four years have passed and little progress has been made

***Each year the Planning Commission should discuss if an official update is warranted.***

2. Capital Improvement Plan (CIP): The Planning Commission has reviewed the CIP and recommended approval to the City Commission at its November 5, 2015 meeting.
3. Other planning studies **not identified in the Comprehensive Plan** (such as transportation, sub area plans etc.). None at this time.
4. Other activities that may be applicable. None at this time.

**Priority Action Items for next year and fiscal impacts**

30 Priority Action Items/Strategies/Sub-Strategies have been identified for 2016. Fiscal impacts have not been identified for all projects as that will be discussed during the upcoming budget process.

Planning Commission Case #	Case Name	Detail Description	Site Address	Petitioner Name	Development Action Request 1	Development Action Request 2	PC Meeting Date 1	PC Action 1	PC Meeting Date 2	PC Action 2	City Commission Meeting Date 1	City Commission Action 1	City Commission Meeting Date 2	City Commission Action 2	Ordinance/Resolution Number	Comments
2015-001	600 E. Ayer Rezoning	Rezoning of 600 E. Ayer from R-1 to C-1	600 E. Ayer St	Cynthia O'Brien	Rezoning		3/5/2015	Tabled	4/2/2015	Approved	4/13/2015	Tabled	4/27/2015	Approved	509	
2015-002	Zoning Text Amendment	Amend C-1 to add bookstores and community centers as permitted uses	213 S. Marquette St	Staff	Text Amendment		4/2/15	Approved			4/27/2015	Approved			508	
2015-004	Excel Energy Service Center	Site Plan and Conditional Use for Outdoor Storage for Excel Service Center	1771 Liberty St	Xcel Energy	Site Plan	Conditional Use	8/6/15	Approved								City sold 15.7 acres of Industrial Park Land to Excel for project
2015-006	Capital Improvement Plan CIP	Review and Recommend to City Commission Capital Improvement Plan CIP	213 S. Marquette St	Staff	CIP		10/1/15	Tabled	11/5/15	Approved	11/23/2015	Approved				
2015-007	Surplus Property Tier I	Review and Recommend to City Commission Tier I Surplus Property List and Map	213 S. Marquette St	Staff	Surplus Property		10/1/15	Tabled	11/5/15	Approved	11/23/2015	Approved				
2015-008	Surplus Property Tier II	Review and Recommend to City Commission Tier II Surplus Property for RFP	213 S. Marquette St	Staff	Surplus Property		10/1/15	Tabled	11/5/15	Tabled						Tabled until Zoning Ordinance Update complete

\*Scheduled

Strategy	Sub-Strategy	Investment (City Cost + Grant Assistance)	City Cost (City Funds - In-Kind Labor (DPW Crews), Down's Includes administrative staff time)	Grant Assistance (Public & Private Grants and Donations)	2014-2015 Status	Key Accomplishments 2014	2014 Project Cost (City Cost + Grant Assistance)	2014 City Cost (City Funds - In-Kind Labor (DPW Crews), Down's Includes administrative staff time)	2014 Grant Assistance (Public & Private Grants and Donations)	Key Accomplishments 2015	2015 Project Cost (City Cost + Grant Assistance)	2015 City Cost (City Funds - In-Kind Labor (DPW Crews), Down's Includes administrative staff time)	2015 Grant Assistance (Public & Private Grants and Donations)
3.1 Update City Ordinances	3.1(a) Update zoning ordinance	\$0.00	\$0.00	\$0.00	In Progress	Started discussions with Planning Commission and City Commission and requested funding through City Budget Process.	\$0.00			Project on hold until funding can be secured/approved	\$0.00		
3.1 Update City Ordinances	3.1(b) Update zoning map	\$0.00	\$0.00	\$0.00	In Progress	Held discussion with Planning Commission and decided to wait until Zoning Ordinance Update complete	\$0.00			Held discussion with Planning Commission and decided to wait until Zoning Ordinance Update complete	\$0.00		
3.1 Update City Ordinances	3.1(c) Create subdivision ordinance	\$0.00	\$0.00	\$0.00	In Progress	Started discussions with Planning Commission and City Commission	\$0.00			Project on hold until funding can be secured/approved	\$0.00		
3.1 Update City Ordinances	3.1(d) Formalize the development review process	\$0.00	\$0.00	\$0.00	Completed	On-line Version Complete. Printed Versions can be made available upon request	\$0.00			Update as necessary	\$0.00		
3.1 Update City Ordinances	3.1(e) Consider creation of a Unified Development Code	\$0.00	\$0.00	\$0.00	Not Started	Held discussion with Planning Commission Focus is on Zoning Ordinance Update/Subdivision Ordinance	\$0.00			Held discussion with Planning Commission	\$0.00		
3.2 Facilitate understanding of land use policies and procedures	3.2(a) Provide print and online access to resources and technical support	\$0.00	\$0.00	\$0.00	Completed	On-line Version Complete. Printed Versions can be made available upon request	\$0.00				\$0.00		
3.2 Facilitate understanding of land use policies and procedures	3.2(b) Develop resources to explain administrative processes to developers and property owners	\$0.00	\$0.00	\$0.00	Completed	On-line Version Complete. Printed Versions can be made available upon request	\$0.00				\$0.00		
3.3 Conduct regular land use and building condition inventories		\$303,265.00	\$0.00	\$303,265.00	On-Going	Received Grant for \$675,000 to raze blighted residential structures from MSHDA	\$0.00			1. Razed 16 residential structures from MSHDA Grant (\$303,265.89) 2. Applied for DEQ Scrap Tire Removal Grant 2. \$5,000 Forest Service grant for river clean up	\$303,265.00		\$303,265.00
3.4 Identify a project area for a pilot small area plan		\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
4.1 Identify and implement pilot routes for a Complete Streets program		\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
4.2 Prepare a wayfinding master plan		\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
4.3 Prepare a street maintenance and reconstruction plan		\$0.00	\$0.00	\$0.00	In Progress	Updated PAZER Rating Map based on Mitigation	\$0.00			Regional Road Maintenance Feasibility Study initiated by WUPPPOR through RPI grant funding tracked under strategy 6.9 (\$50,000)	\$0.00		
4.4 Define and construct priority improvements to the pedestrian network		\$476,200.00	\$30,000.00	\$446,200.00	On-Going	Awarded Safe Routes to School Grant	\$0.00			1. Constructed sidewalks through Safe Routes to School Grant (\$46,200) 2. Requested \$100,000 funding through the budget	\$476,200.00	\$30,000.00	\$446,200.00
4.5 Define and construct priority trail improvements		\$360,000.00	\$5,000.00	\$355,000.00	In Progress	Held discussion with Parks and Rec Committee October 2014 and set priorities: 1. Connect Regional Trail to Miners Park west of Luemore (Short Term) 2. Action Plan (Grade on South Side of City Long Term) 3. River Walk (Long Term)	\$0.00			Constructed Western Gateway/Tron Belle Trail with DNR Trust Fund Grant	\$360,000.00	\$5,000.00	\$355,000.00
5.1 Implement the Park Action Program		\$0.00	\$0.00	\$0.00	On-Going	Applied for DNR Trust Fund Grant for Curry Park Electrical Upgrades	\$0.00			1. Awarded DNR Trust Fund Grant for Curry Park Electrical Upgrades 2. Applied for DNR Trust Fund Grant for Little League Field 3. Authorized Miners & HOPE to plan for and design a dog park in Miners Park 4. Mt Zion viewing deck plans donated	\$0.00		
5.1 Implement the Park Action Program	5.1 (a) Review and set goals based on the Park Action Plan	\$0.00	\$0.00	\$0.00	Completed		\$0.00			Complete	\$0.00		
5.1 Implement the Park Action Program	5.1 (b) Develop a park fund for capital improvements	\$0.00	\$0.00	\$0.00	On-Going		\$0.00			Park and Rec Committee recommended \$25,000 to City Commission for 15/16 budget	\$0.00		
5.2 Understand and balance the needs of parks and trail users	5.2(a) Conduct an annual park user survey	\$0.00	\$0.00	\$0.00	Completed		\$0.00			Conducted survey for Miner's Park Master Plan	\$0.00		
5.2 Understand and balance the needs of parks and trail users	5.2(b) Hold an annual parks and recreation summit	\$0.00	\$0.00	\$0.00	Completed	1. Started conversation with motorized groups about trail locations October 2014 2. Held Trail Summit Meeting December 10, 2014 and input motorized trails into GIS.	\$0.00			1. Held follow-up meeting to the December 2014 meeting with motorized trail groups and Miners group in February 2015. 2. Site visit with groups in April and August 2015. 3. City Commission adopted Resolution 015-015 Officially Designating Off Road Motorized Routes	\$0.00		
5.3 Prepare a natural resources inventory and plan		\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
5.4 Develop park master plans	5.4(a) Update and strengthen the master plan for Miners Memorial Heritage Park	\$0.00	\$0.00	\$0.00	In Progress	Initiated Planning Process with Friends of the Miners	\$0.00			Continued Planning Process with Friends of the Miners	\$0.00		
5.4 Develop park master plans	5.4(b) Continue implementation of the existing Depot Park master plan	\$0.00	\$0.00	\$0.00	In Progress	Applied for DNR Trust Fund Grant for Playground	\$0.00			Awarded DNR Trust Fund Grant for Playground	\$0.00		
5.5 Provide tools that direct people to parks in the community		\$0.00	\$0.00	\$0.00	Not Started	Waiting until Branding Project complete	\$0.00			Waiting until Branding Project complete	\$0.00		
5.6 Program the parks	5.6(a) Support programming that highlights local history	\$0.00	\$0.00	\$0.00	On-Going	Events in Miners Memorial Heritage Park and the LP History Conference	\$0.00			Events in Miners Memorial Heritage Park and the LP History Conference	\$0.00		
5.6 Program the parks	5.6(b) Support sporting and recreation events that utilize local parks	\$0.00	\$0.00	\$0.00	On-Going	SSU, Art in the Park, Snowshoeing Groups, Biking Groups, Snowmobile Olympus, Ghouls Run, GRBB, Festival Ironwood Run	\$0.00			SSU, Art in the Park, Snowshoeing Groups, Biking Groups, Snowmobile Olympus, Ghouls Run, GRBB, Festival Ironwood Run	\$0.00		
5.7 Develop efficient and prioritized practices for park maintenance		\$0.00	\$0.00	\$0.00	In Progress	See Strategy 6.8(a)	\$0.00			Started conversation with parks supervisor	\$0.00		
5.8 Incorporate public art into parks and open space	5.8 (a) Incorporate art into Citywide Arts Planning (see strategy 6.8(a))	\$0.00	\$0.00	\$0.00	Not Started	See Strategy 6.8(a)	\$0.00			See Strategy 6.8(a)	\$0.00		
5.8 Incorporate public art into parks and open space	5.8 (b) Encourage community-led arts projects	\$24,860.00	\$0.00	\$24,860.00	Completed	1. Developed Downtown Art Park Design and color M&LC Crowdfunding	\$0.00			1. Constructed phase 1 of Art Park 2. Art installed in Depot Park without children	\$24,860.00		\$24,860.00
6.1 Invest in Quality of Life		\$60,000.00	\$7,100.00	\$52,900.00	On-Going	Events that include but not limited to Festival Ironwood, Jack Frost Festival, Historic Ironwood Theater events, Theater North events, Carnegie Library events, Memorial Day Parade and Service and more.	\$0.00				\$60,000.00	\$7,100.00	\$52,900.00
6.1 Invest in Quality of Life	6.1 (a) Allocate funds for economic development and marketing	\$0.00	\$0.00	\$0.00	Completed	\$5,000 budgeted see Strategy 6.6(e)	\$0.00			See Strategy 6.6	\$0.00		
6.1 Invest in Quality of Life	6.1(b) Develop a Leadership Center	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.10 Encourage Housing Rehabilitation		\$101,000.00	\$0.00	\$101,000.00	Completed	Awarded MSHDA CEDEB Housing Rehabilitation Grant (\$123,900)	\$0.00			Rehabilitated 4 Homes in the Norrie Area	\$101,000.00		\$101,000.00
6.10 Encourage Housing Rehabilitation	6.10(a) Develop a housing rehab toolkit	\$0.00	\$0.00	\$0.00	Completed	Initiated Housing Rehab Toolkit	\$0.00			Completed Housing Rehab Toolkit. Online and Print version available	\$0.00		
6.10 Encourage Housing Rehabilitation	6.10(b) Host remodeling workshops and provide consultation services	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.10 Encourage Housing Rehabilitation	6.10(c) Host a home remodelers showcase	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.10 Encourage Housing Rehabilitation	6.10(d) Develop a scattered site housing redevelopment program	\$0.00	\$0.00	\$0.00	In Progress	Developed Surplus Property Policy Resolution 014-043	\$0.00				\$0.00		
6.11 Support Infill & Redevelopment	6.11(a) Conduct a market study	\$0.00	\$0.00	\$0.00	In Progress		\$0.00			Target Market Analysis initiated by WUPPPOR through RPI Grant - funding tracked under strategy 6.9 (\$50,000)	\$0.00		
6.11 Support Infill & Redevelopment	6.11(b) Work with community partners to target market gaps	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.11 Support Infill & Redevelopment	6.11(c) Pursue alternative strategies to encourage, fund, and facilitate redevelopment projects	\$0.00	\$0.00	\$0.00	Completed	Surplus Property Policy Approved (Res 014-043)	\$0.00			1. Tier 1 Property list approved (Res 014-049) 2. Sale of Tier 1 properties initiated. 3. Developed Tier 1 Map 4. Updated Tier 1 Property list approved (Resolution 015-039) and sale of updated list initiated	\$0.00		
6.12 Market Housing Assets	6.12(a) Encourage events such as remodeled home tours and a citywide housing fair	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.12 Market Housing Assets	6.12(b) Maintain a catalog of historic home renovation opportunities	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.13 Promote Neighborhood Capacity Building	6.13(a) Provide capacity building trainings for neighborhood groups	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.13 Promote Neighborhood Capacity Building	6.13(b) Sponsor community-wide events that encourage community cohesion, volunteerism, and fun	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.13 Promote Neighborhood Capacity Building	6.13(c) Partner with neighborhood groups on rehabilitation, community clean-up and other service projects	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.13 Promote Neighborhood Capacity Building	6.13(d) Develop a mini-grant program to support local initiatives and service projects	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.13 Promote Neighborhood Capacity Building	6.13(e) Cultivate neighborhood branding/identity	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.2 Develop Business-Supportive Zoning and Regulatory Environment		\$0.00	\$0.00	\$0.00	In Progress	See strategy 3.1(a)	\$0.00			See strategy 3.1(a)	\$0.00		
6.3 Develop Economic Gardening Programs and Activities		\$0.00	\$0.00	\$0.00	On-Going	Chamber Events	\$0.00			1. Chamber Events, Regional Chamber Meetings and Business Box Lunch 2. GCC Held 1st Annual Connect Summit 3. GCC Business Seminars	\$0.00		
6.3 Develop Economic Gardening Programs and Activities	6.3(a) Continue City's Façade Improvement Program	\$2,473.00	\$2,473.00	\$0.00	Completed	1. \$2,500 Budgeted for local façade program	\$0.00			1. Awarded grants to Stems Flower Shop and Brewsters and construction completed 2. Requested funding through Budget however no funding available. 3. ODA budgeted \$2,000 for 2016.	\$2,473.00		\$2,473.00
6.3 Develop Economic Gardening Programs and Activities	6.3(b) Improve the City's Revolving Loan Fund Program	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.3 Develop Economic Gardening Programs and Activities	6.3(c) Implement a business mentoring program (already underway)	\$0.00	\$0.00	\$0.00	Completed	Initiated Program	\$0.00			Continued program with assistance by GCC and other local partners	\$0.00		
6.3 Develop Economic Gardening Programs and Activities	6.3(d) Develop a Business Retention Program	\$0.00	\$0.00	\$0.00	Completed	Initiated Program	\$0.00			1. Continued with Program 2. Able to retain Xcel Energy and develop a new facility in the industrial Park	\$0.00		
6.3 Develop Economic Gardening Programs and Activities	6.3(e) Develop an Economic Development Toolkit	\$100,000.00	\$0.00	\$100,000.00	Completed	Posted on Business Assistance Page on City website	\$0.00			1. Industrial Park Energy Study initiated by CUPPAD and MTU through an EDA Grant (\$100,000) 2. Update tool kit on website	\$100,000.00		\$100,000.00
6.3 Develop Economic Gardening Programs and Activities	6.3(f) Expand Broadband/WiFi/Cellular Network	\$0.00	\$0.00	\$0.00	Completed	Working with Gogebic/iron County Wi broadband group	\$0.00			Gogebic County Technology Action Plan Completed by WUPPPOR through RPI Grant funding tracked under strategy 6.9 (\$32,000)	\$0.00		\$0.00
6.3 Develop Economic Gardening Programs and Activities	6.3(g) Develop Business Incubator	\$271,000.00	\$0.00	\$271,000.00	Completed	Downtown Art Place established and capital improvements made to city building (\$271,000)	\$271,000.00		\$271,000.00	900Broom Opened at 300 E. Aurora St	\$0.00		\$0.00
6.3 Develop Economic Gardening Programs and Activities	6.3(h) Develop Entrepreneurial Support Spaces	\$0.00	\$0.00	\$0.00	In Progress	Held discussion with property owner in the downtown	\$0.00				\$0.00		
6.4 Develop Training/Educational programs to fill workforce needs		\$0.00	\$0.00	\$0.00	In Progress	1. Met with GCC on partnerships and programs	\$0.00			1. GCC Connect Summit Held April 2015 and Business survey developed - how do we help youth in the area? 2. CTE Marketing Campaign initiated by WUPPPOR through RPI Grant (Funding from Michigan.com) funding tracked under strategy 6.9 (\$19,000) 3. Initiated discussion with Ironwood Schools to use business leaders to educate students on steps wide career opportunities	\$0.00		
6.5 Enhance downtown business & retail environment	6.5 (a) Continue downtown streetscape, public realm, and institutional investments	\$0.00	\$0.00	\$0.00	On-Going	Awarded Downtown Art Park MEDC Crowdfunding Grant (DIDA, DAP, HIT partners)	\$0.00			Constructed Downtown Art Park (funding tracked under strategy 5.8a)	\$0.00	\$0.00	\$0.00
6.5 Enhance downtown business & retail environment	6.5 (b) Work with community partners to support ongoing downtown revitalization efforts	\$22,910.00	\$17,670.00	\$5,240.00	Completed	Installation and Maintenance of DIDA Pocket Park, Flower Baskets and Christmas Wreaths	\$10,363.00	\$8,068.00	\$2,245.00	Installation and Maintenance of DIDA Pocket Park, Flower Baskets and Christmas Wreaths and assistance with demolition of Kenney's Studio and Art Park	\$12,607.00	\$8,612.00	\$2,995.00
6.5 Enhance downtown business & retail environment	6.5 (c) Promote "pop-up stores" and events in downtown	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.6 Market the Community	6.6(a) Market the community through the city website and other media outlets	\$0.00	\$0.00	\$0.00	In Progress	See strategy 6.6(e)	\$0.00			See strategy 6.6(e)	\$0.00		
6.6 Market the Community	6.6(b) Develop and distribute a promotional/community maps	\$3,750.00	\$3,000.00	\$750.00	Completed	City and Chamber created an attraction booklet	\$3,750.00	\$3,000.00	\$750.00		\$0.00		
6.6 Market the Community	6.6(c) Develop a shop Local/Hospitality Campaign	\$0.00	\$0.00	\$0.00	Not Started	Turnover in Chamber Director/Unable to initiate	\$0.00			Turnover in Chamber Director/Unable to initiate	\$0.00		
6.6 Market the Community	6.6(d) Conduct a retail and commercial market study	\$0.00	\$0.00	\$0.00	Not Started	No funding available	\$0.00			No funding available	\$0.00		
6.6 Market the Community	6.6(e) Brand and market the city	\$0.00	\$0.00	\$0.00	In Progress	1. \$5,000 budgeted in 14/15 budget 2. Met with Branding/Marketing Firm September 2014 3. Prepared draft RFP for Branding October 2014	\$0.00			1. Initiated Fundraising Campaign for Branding (raised \$4,000)	\$0.00		
6.7 Encourage events and festivals in the community	6.7(a) Establish an annual event calendar/speaker series	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.7 Encourage events and festivals in the community	6.7(b) Create a venue to brainstorm new ideas for events, festivals, or entertainment experiences	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
6.8 Develop Unique Local Assets	6.8(a) Develop a community wide arts plan	\$0.00	\$0.00	\$0.00	In Progress	Met with DAP to discuss concepts	\$0.00			Gogebic Range Murals and Attractions Committee Established	\$0.00		
6.8 Develop Unique Local Assets	6.8(b) Coordinate activities to promote local history	\$0.00	\$0.00	\$0.00	Completed	Adopt a Picture Program at the Memorial building through the Historical Society	\$0.00			1. Smithsonian: The Way We Worked Event April-May 2 LUP Historical Society Conference June	\$0.00		
6.9 Coordinate Local and Regional Economic Development Efforts		\$568,750.00	\$0.00	\$568,750.00	Completed	Regional Prosperity Plan Approved December 2014 (\$250,000 State Grant to WUPPPOR)	\$250,000.00		\$250,000.00	Implementation of RPI Plan includes the following projects funded by a grant administered by WUPPPOR in cooperation with CUPPAD, LUPPPOR and LSCP: 1. Economic Development Service Delivery (\$60,000) 2. Broadband - Connect Michigan (\$2,000) 3. Regional Housing Study/TMA (\$50,000) 4. CTE Asset Mapping (\$95,000) 5. Regional Chamber Alliance (\$3,750) 6. Regional Road Maintenance Feasibility Study (\$50,000) 7. Regional Transit Mobility Report (\$5,000) 8. Grant Administration (\$30,000)	\$318,750.00		\$318,750.00
7.1 Prepare infrastructure system master plans	7.1(a) Prepare master plan for gray water collection system	\$725,912.00	\$0.00	\$725,912.00	In Progress	Received \$725,912 Grant from DEQ	\$0.00			Initiated DEQ grant work (\$725,912)	\$725,912.00		\$725,912.00
7.1 Prepare infrastructure system master plans	7.1(b) Prepare master plan for potable water system	\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
7.1 Prepare infrastructure system master plans	7.1(c) Prepare master plan for stormwater system	\$245,000.00	\$0.00	\$245,000.00	In Progress	Received \$245,000 Grant from DEQ	\$0.00			Initiated DEQ grant work (\$245,000)	\$245,000.00		\$245,000.00
7.2 Prepare community facilities and services master plan		\$0.00	\$0.00	\$0.00	Not Started		\$0.00				\$0.00		
<b>TOTAL</b>		<b>\$3,265,120.00</b>	<b>\$65,243.00</b>	<b>\$3,199,877.00</b>			<b>\$335,053.00</b>	<b>\$11,058.00</b>	<b>\$523,995.00</b>		<b>\$2,730,067.00</b>	<b>\$54,185.00</b>	<b>\$2,675,882.00</b>
<b>PERCENTAGE</b>													



Parks Action Plan

2015	
Status*	Description
In Progress	Land Acquisition for Trails
In Progress	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
In Progress	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
Not Started	Outdoor Rink at Pat O'Donnell
In Progress	Miners Park Master Plan
Not Started	Playground North of Hwy 2
Not Started	Historic Signage
Not Started	Implement a stormwater demonstration project
In Progress	Mt. Zion Improvements
In Progress	Upgrade Electrical at Curry
On-Going	Maintenance/Operations
Completed	Parks User Survey and Summit
Completed	Annual Review of Parks Action Program

Identified as Priority Action 2015

2016	
Status*	Description
Not Started	Land Acquisition for Trails
Not Started	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
Not Started	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
In Progress	Dog Park
Not Started	Playground Upgrades at Hiawatha
Not Started	Build River Walk
Not Started	Park Wayfinding
In Progress	Improvements to Little League Field
Not Started	Explore Museum Feasibility (nature/childrens)
Not Started	Fill in new + spillover from last year
Not Started	Maintenance/Operations
Not Started	Parks User Survey and Summit
Not Started	Annual Review of Parks Action Program

2017	
Status*	Description
Not Started	Land Acquisition for Trails
Not Started	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
Not Started	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
Not Started	Playground at East Side of Miners Park
Not Started	Lighted Ski Trail in Miners Park
Not Started	Improvements to Dam at Norrie Park
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Maintenance/Operations
Not Started	Parks User Survey and Summit
Not Started	Annual Review of Parks Action Program

2018	
Status*	Description
Not Started	Land Acquisition for Trails
Not Started	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
Not Started	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
In Progress	Depot Park Playground
Not Started	Depot Park Pavilion Upgrades
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Maintenance/Operations
Not Started	Parks User Survey and Summit
Not Started	Annual Review of Parks Action Program

2019	
Status*	Description
Not Started	Land Acquisition for Trails
Not Started	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
Not Started	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
Not Started	5 Year Parks System Plan
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Maintenance/Operations
Not Started	Parks User Survey and Summit
Not Started	Annual Review of Parks Action Program

2020	
Status*	Description
Not Started	Land Acquisition for Trails
Not Started	Develop & Improve Trails & Trailheads
Not Started	Implement Bike Routes on City Streets (Stripe/Sign)
Not Started	Depot Park Improvements
Not Started	Establish Community & Flower Gardens + Art
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Fill in new + spillover from last year
Not Started	Maintenance/Operations
Not Started	Parks User Survey and Summit
Not Started	Annual Review of Parks Action Program

\*For details on status see Implementation Matrix and Comprehensive Plan Annual Report

Performance Measures

<b>Performance Measures Chapter 3</b>	<b>2014</b>	<b>2015</b>
Number of Zoning/Development Requests (see annual report for details)	10	6
Number of Building Permits	98	116
Number of Blight Issues addressed prior to formal notice issues	0	0
Number of Blight Notices Issued	285	226
Number of Blight Notice Compliance (estimate)	80%	85%
Number of Blight Notices that went to the CC for Public Hearing & Action	10	3
Number of Condemnations	2	0
Number of Condemned Structures Removed	0	0
Number of Structures Removed	2	16
<b>Performance Measures Chapter 4</b>		
Linear feet of streets resurfaced/reconstructed	26,928	58,608
Linear feet of new or replaced sidewalk	7,546	9,898
Linear feet of new paved trails	0	15,840
Linear feet of new unpaved trails	0	0
Linear feet of new on road bike lanes	0	0
Accidents	201	186
Automobile	199	186
Pedestrian	1	0
Bicycle	1	0
ATV	0	0
Snowmobile	0	0
<b>Performance Measures Chapter 5</b>		
Funding budgeted for Park Capital Improvement Fund	0	0
Number of outdoor/sporting events	18	18
<b>Performance Measures Chapter 6</b>		
<b>Economic Development</b>		
Number of Local Business Visits	75	185
Number of Business Workshop/Events	3	12
Number of Events/Festivals	47	80
Number of Jobs Reported	1,197	2,621
Number of Businesses Reported	193	317
Expansion in square feet of existing businesses	0	0
Square feet of vacant developed sites	0	683,892
Square feet of redeveloped sites	0	0
Number of Businesses engaged in mentorship	0	0
Amount of funds loaned out	\$0.00	\$100,000.00
Amount of funds paid back (RLF)	\$ 2,770.00	\$ 1,232.00
Property tax valuation (non-residential)	\$ 67,153,160.00	\$ 62,737,760.00
<b>Housing</b>		
Number of new homes built	1	0
Property tax valuation (residential)	\$ 118,676,860.00	\$ 123,184,720.00
Number of development/redevelopment projects led, facilitated or brokered by City	0	0
Number of redevelopment sites sold off of the City Tier II Surplus list	0	0
<b>Performance Measures Chapter 7</b>		
Gallons of water pumped	349,130,020	282,399,850
Gallons of water usage	181,819,352	132,619,652
Gallons of unmetered water (difference between water pumped and water used and includes but not limited to hydrant flushing, fire calls, leaks, let runs)	167,310,668	149,780,198
Gallons of waste water treated (increased difference from water pumped due to Infiltration and Inflow or I&I)	809,136,000	
Linear Feet of New Water Main Installed (planned projects, excludes repairs)	8,653	23,824
Linear Feet of New Sanitary Sewer Main Installed (planned projects, excludes repairs)	6,063	19,581
Linear Feet of New Storm Sewer Installed (planned projects, excludes repairs)	4,201	12,392
Number of water main breaks	37	16
Number of service line breaks	36	31
Number of flooding events	0	0
Amount /cost of flood damage	0	0
ISO Rating	6	6
Annual funds invested in capital improvements (Streets, Water, Sewer, Parks etc - CIP)	\$ 2,794,122.00	\$ 5,692,463.00

## Spark Plans

#	Spark Plan	2014-2015
1	Entrepreneurial Support Spaces	906Boom explored its use and is in the early stages of implementation
2	Business Retention Program	City used to develop the current program
3	Revolving Loan Fund	City used to assist with regionalization of the current program
4	Business Mentorship Program	City used to develop the current program
5	Business Incubator	906Boom used during development of 906Boom
6	Pop-up Storefronts	Not Used
7	Economic Development Coordination	City used with RPI
8	Citywide Arts Plan	Used in discussions with arts community
9	Neighborhood Branding/Identity	Not Used
10	Historic Preservation & Interpretation	Not Used
11	Housing Market Study	Used with TMA through RPI
12	Scattered Site Housing Redevelopment Program	Used through Blight Elimination Grant
13	Homeowner's Toolkit/Handbook	Used to develop Housing Rehab Toolkit
14	Housing Rehab Program	Used with MSHDA housing rehab grant
15	Home Remodeler's Showcase	Not Used
16	Trail & Sidewalk Improvements	Used to prioritize trail improvements
17	Trail Users Forum	Used to start motorized trail discussions
18	Wayfinding	Not Used
19	Miners Park Master Plan	Used to develop Miners Park Plan
20	Community Gardens/Adopt-A-Lot	Used in discussions with Regional Food Group
21	Community-built Playground	Used in discussions with local resident interested in a community-built playground
22	Youth Center	Used in discussions with local group interested in developing a youth center
23	Develop a Local/Regional Map	Not Used
24	Parks & Business Partnerships	Not Used
25	Make your own Spark Plan!	Used to develop Regional Food Group plans on farmers markets, community gardens and commercial kitchens