

# 2023 Development Plan and Tax Increment Financing Plan

Downtown Ironwood Development Authority, City of Ironwood, Michigan



DRAFT – January, 2023





# 2023 Development Plan and Tax Increment Financing Plan

*for the*

**City of Ironwood Downtown Ironwood Development Authority**

Downtown Ironwood Development Authority (DIDA)  
City of Ironwood  
Gogebic County, Michigan

Recommended by the Downtown Ironwood Development Authority (DIDA): **XXXX, 2023**

Approved by the Ironwood City Commission: **XXXX, 2023**

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In particular, we acknowledge the efforts of:

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This Development and TIF Plan contains the information required by Sections 125.4214 and 125.4217 of Public Act 57 of 2018, the Recodified Tax Increment Financing Act.

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# Executive Summary

The City of Ironwood DIDA was formed as a response to the ongoing need for upkeep, maintenance, enhancement, and preservation of Ironwood's emerging downtown area. Over the years, the City of Ironwood DIDA has accomplished many exciting projects and programs for the enhancement of Downtown Ironwood. This purpose of this Plan is to celebrate the DIDA's success, and also outline a plan for the future of Downtown Ironwood, by means of project Implementation and financing.

Overall, the key components of this Plan can be summarized into the following overarching goals:

- Foster strategic redevelopment partnerships with transparent development processes, business assistance programs, and strategic acquisitions.
- Utilize DIDA resources to improve and enhance the unique character and charm of Downtown Ironwood.
- Promote and market Downtown Ironwood as a regional destination for fun, recreation, and culture.
- Partner with public and private investment institutions in and around Downtown to build community connections and ensure a sustainable economy.

Further, through a robust public engagement program as a component to this Plan, the Downtown Ironwood residents, business owners, and stakeholders identified several areas that which the DIDA should focus throughout the duration of this Plan including (but not limited to):

- Enhancing economic development initiatives, such as creating jobs and building businesses
- Focusing on physical improvements such as façade updates, plantings, streetscape improvements, and others
- Developing housing, such as more housing and attainable housing alternatives
- Creating more recreation in terms of parks, playgrounds, and open space
- Enhancing transportation alternatives, such as a robust and connected bike network, traffic calming measures, installing crosswalks, and enhancing public transit
- Creating identity, by using public art and establishing a wayfinding system

## INTRODUCTION

The purpose of this Development Plan and Tax Increment Financing (TIF) Plan is to provide for the acquisition, construction, and financing of the necessary street, sidewalk, lighting, streetscaping, parking, leisure, recreational and other facilities in Ironwood’s Downtown District. The 2022 Development Plan and TIF Plan are anticipated to carry out the objectives of the Downtown Ironwood Development Authority (DIDA) so as to prevent any deterioration of the Downtown District while promoting economic growth, which is to the benefit of all taxing jurisdictions located within and benefitted by the Downtown District.

Public Act 197 of 1975, the Downtown Ironwood Development Authority Act, has been one of the most successful tools to facilitate reinvestment and the boom in popularity of downtowns. With over 40 years of success, 100s of DIDAs in Michigan have been established to revive declining downtowns. While Public Act 57 of 2018 replaced the DIDA Act, the entity along with its powers and duties remains. All the powers and duties are given by P.A. 57 of 2018 and are excerpted below:

An ACT to provide for the recodification and establishment of certain tax increment finance authorities; to prescribe the powers and duties of the authorities; to correct and prevent deterioration in residential, commercial, and industrial areas and certain other areas; to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas; to promote residential and economic growth; to create certain boards; to prescribe the powers and duties of certain boards; to authorize the issuance of bonds and other evidences of indebtedness; to levy certain taxes; to authorize the use of tax increment financing; to prescribe powers and duties of certain state officials; to provide for rule promulgation; to provide for enforcement of this act; and to repeal acts and parts of acts.

The DIDA wishes to attract and stimulate additional investment in the development area as well as maintain and nurture existing businesses and partnerships. As such, this Plan includes marketing, recreation, economic development, organizational, and planning and design projects to stimulate investment in the District.

As required by P.A. 57 of 2018, the Ironwood Downtown Ironwood Development Authority has prepared this Development and Tax Increment Financing Plan to guide the continued development of the Downtown District. It is the purpose of this Development and TIF Plan to establish the legal basis and procedure for the capture and expenditure of tax increment revenues in accordance with P.A. 57 of 2018, for the purpose of stimulating and encouraging private investment.



## OVERVIEW OF IRONWOOD'S DIDA

According to the City of Ironwood:

*“The Downtown Ironwood Development Authority (DIDA) is charged with creating an environment in Downtown Ironwood that is inviting and welcoming to residents, visitors, and the business community. Utilizing placemaking concepts; the Authority is working to implement its Downtown Blueprint Plan as part of the city-wide Comprehensive Plan. The DIDA is a City Authority whose membership includes business representatives, city officials, and city residents. Together they meet monthly to develop strategies and event plans to improve the downtown environment.*”

*Downtown Ironwood is the location for The Historic Ironwood Theatre, the Ironwood Depot, the Memorial Building, Carnegie Library, and a diverse number of stores and restaurants.”*

Downtown Ironwood is generally comprised of parcels located within the downtown core and immediately adjacent neighborhoods. The northernmost boundary is located at Pewabic Street, traversing along the rail line to Frederick Street. The southernmost boundary runs along McLeod Avenue and Suffolk Street. The westernmost boundary includes the river, and the easternmost boundary includes Curry Street.

Not only is the DIDA responsible for the general aesthetic upkeep and maintenance of the downtown, but the group also spearheads multiple efforts for business assistance, business attraction, and business retention. The DIDA provides information pertaining to available business space readily available to the public and to potential developers, and also offers business-friendly programs such as the restaurant revitalization program, local grant opportunities, partnerships with State economic development agencies, and more!

## A Brief History of Ironwood

The City of Ironwood, is located in Gogebic County, in Michigan's Upper Peninsula on the Michigan-Wisconsin border. Because of this, the City of Ironwood is considered the westernmost City in Michigan. The City is situated in a prime geographic location, being within close proximity to Lake Superior, the Porcupine Mountains, the Iron Belle Trail, extensive cross-country ski and snowmobile trails, and much more. These aspects of the City make Ironwood an excellent place to live, work, and recreate.

Ironwood's roots date all the way back to 1885, when the first settlers arrived. The town was first established as a village in 1887 and later became a City in 1889. During that time, it was discovered that the area was rich in iron ore and quickly became a mining town.

Ironwood is also rich in cultural heritage and history. The City boasts two popular theatrical venues, Theatre North and the Ironwood theatre. Further, the City includes a two well-known dance companies, and has the oldest operating Carnegie Library in the State of Michigan. Ironwood is also home to Hiawatha, the world's largest Native American statue.

Today, many people visit the City of Ironwood to experience a little bit of everything; a small, charming downtown, scenic views, and exciting community events held all year-round. The City has been a long-time popular winter destination for winter sports and scenic “up north” views. But has quickly gained regional recognition also as a great destination for visiting during the warmer summer months.

The fabric of Downtown Ironwood is comprised of a historic building stock with traditional downtown infrastructure such as brick buildings, mixed uses, sidewalks, decorative streetscape elements, and more.

## **Vision Statement**

The Downtown Ironwood Development Authority (DIDA) is charged with creating an environment in Downtown Ironwood that is inviting and welcoming to residents, visitors, and the business community.

## DIDA GOALS AND OBJECTIVES

Goals are general in nature and are statements of ideals. Goals represent the values and environment that the community views as important to protect. Objectives, in contrast, are more specific and are intended to provide a strategy for achieving the goals.

Together, the goals and objectives provide the foundation for the DIDA's Development Plan and framework for implementation.

# Goal 01: Building Business.

Foster strategic redevelopment partnerships with transparent development processes, business assistance programs, and strategic acquisitions.

### OBJECTIVES:

- **Business Assistance.** Provide resources and guidance to businesses on how best to interact with the public realm to ensure consistency, equity, and uniformity in the district.
- **Business Attraction.** Continue to develop and deploy economic development, marketing, and regional outreach strategies to secure Ironwood's spot as the premier Gogebic County Downtown for prospective businesses to site and grow entrepreneurial vision.
- **Development Assistance.** Advance programs and partnerships that foster redevelopment of underperforming sites, adaptive reuse of structures, and strategic upgrades to within Downtown and surrounding neighborhoods.



## Goal 02: Creating Spaces

Utilize DIDA resources to improve and enhance the unique character and charm of Downtown Ironwood.

### OBJECTIVES:

- **Amenities and Culture.** Foster the growing spirit of Ironwood's cultural presence through support of the arts, creation of public space, and sponsorship of public events.
- **Diversity, Equity, and Inclusion.** Ensure the Downtown community welcomes all people and promotes the spirit of diversity through elevating young voices and creating opportunities for people of all races, ages, abilities, and cultures to visit, live, and start a business in Downtown Ironwood.
- **Public Programming.** Ensure that the public infrastructure and utilities are provided to support community growth through both parks system needs assessments and even resources, like stages, shelters, bathrooms, power, and storage for movable equipment in the Downtown area.
- **Outdoor Recreation.** Support the growth and development of Downtown Ironwood as a regional destination for year-round outdoor recreation activities.
- **Mobility Improvements.** Invest in new mobility infrastructure, bike system improvements, and pedestrian enhancements that connect Ironwood residents to Downtown and other City resources such as parks, cultural institutions, and businesses.



## Goal 03: Establishing Presence

Promote and market Downtown Ironwood as a regional destination for fun, recreation, and culture.

### OBJECTIVES:

- **Marketing and Promotion.** Develop strategies to promote and advertise Downtown Ironwood as a means to attract year-round businesses, residents, and customers.
- **Promotion Strategies.** Continue partnerships with local, State, and regional agencies to market and promote Ironwood.
- **Marketing Professionals.** Consider the assistance of a professional marketing firm, as needed, to spread the word about Ironwood, including a robust media presence.



## Goal 04: Promoting Partnerships.

Partner with public and private investment institutions in and around Downtown to build community connections and ensure a sustainable economy.

### OBJECTIVES:

- **Technical Assistance.** Continue to provide businesses and community members with technical assistance to build capacity and resources available to Ironwood businesses and residents.
- **Supporting Collaboration.** Continue to support and encourage working partnerships between City Departments and applicable committees/organizations to realize a common vision for Downtown Ironwood.
- **Enhanced Partnerships.** Continue to support and search for new public and private partnerships that will help to further build community connections and support project implementation.
- **Streetscape Improvements.** Work to update, reimagine, and reinvest the streetscape within the Development Area to create a cohesive transition to and from the Downtown Core.



# Ironwood Development Plan



## **DESIGNATION OF BOUNDARIES OF THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(A)*

A Development Area encapsulates a geographic area, within the Downtown District established by the DIDA, for proposed future development that will be guided by a development plan and financed through tax increment financing.

In general, Ironwood's Development Area encompasses parcels located within the downtown core and immediately adjacent neighborhoods. The northernmost boundary is located at Pewabic Street, traversing along the rail line to Frederick Street. The southernmost boundary runs along McLeod Avenue and Suffolk Street. The westernmost boundary includes the river, and the easternmost boundary includes Curry Street.

Map 1: Development Area shows the boundaries of the DIDA District.

## **LEGAL DESCRIPTION OF THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

The legal description of the Development Area boundary is contained in Appendix A, as provided by the City of Ironwood.

## LOCATION AND EXTENT OF EXISTING STREETS AND OTHER PUBLIC FACILITIES WITHIN THE DEVELOPMENT AREA; AND THE LOCATION, CHARACTER AND EXTENT OF EXISTING PUBLIC AND PRIVATE LAND USES

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

Existing land uses in the Development Area are shown on Map 2: Existing Land Use, and are classified based on City, County and Google Earth data.

The Existing Land Uses within the DIDA Boundary are largely commercial in nature, with a variety of retail, entertainment, and restaurant establishments in mixed-use and single-use buildings. Further, within the DIDA Boundary, there is a notable amount of public/semi-public land uses. The DIDA Boundary also encompasses residential land uses as well as office and recreation land uses.

Within the DIDA Boundary, a breakdown of the existing land uses is included in the table below.

Table 1: Existing Land Use Within the Development Area

Existing Land Use Type
Residential (single-family and multi-family homes and/or units)
Commercial (includes downtown mixed use, single-use retail, restaurant, and office buildings)
Industrial
Vacant

### RESIDENTIAL USES

Residential uses are categorized by three (3) different housing typologies:

1. **Single Family Residential.** This classification includes parcels with one-family, detached homes.
2. **Two Family Residential.** This classification includes improved single land parcels with attached, single-family structures. These are typically single-family homes that have been converted into rental units and are randomly located within single family neighborhoods.
3. **Multiple Family Housing.** Multiple family uses consist primarily of apartment buildings, however, there are several areas in the community where single-family homes have been transformed into multiple family units.

### COMMERCIAL USES

Ironwood's Development Area includes a variety of commercial businesses that can be subclassified into multiple commercial uses including:

1. **Single-Use Retail.** This classification includes all retail businesses within the Development Area in which retail is the only dedicated use located on the site. Primarily, the single-use retail

classification includes single-story retail businesses located within the Downtown Core.

2. **Single-Use Restaurant/Entertainment.** This classification within the commercial designation includes sites in which a bar, restaurant, or theatre is the sole dedicated use on site.
3. **Single-Use Office.** The single-use office classification includes all office buildings that are the sole land uses located on the site.

## MIXED-USES

Ironwood's Development Area also includes a variety of mixed-use development located primarily within the Downtown Core on Aurora Street. The mixed-use land uses greatly contribute to the Development Area's downtown historic charm and context. For the purposes of this analysis, the mixed-use classification is subclassified into several different types of mixed-uses:

1. **Mixed-Use Retail/Commercial.** This subclassification includes all the sites within the Development Area, particularly within the Downtown Core, that include ground floor retail or other similar type commercial businesses with upper floor residential dwelling units or offices. Most of the sites classified as mixed-use fall within this subclassification.
2. **Mixed-Use Office.** Within the Development Area, several sites are subclassified as mixed-use office. These lots are located within the Downtown Core and include businesses with ground floor office space with upper floor residential dwelling units, or other commercial space.
3. **Mixed-Use Restaurant/Entertainment.** The Development Area consists of mixed-use developments with ground floor bars or restaurants and upper floor residential dwelling units or office space. This land use subclassification is primarily located within the Downtown Core.

## PUBLIC / SEMI-PUBLIC USES

Public and semi-public land uses include government and municipal buildings, parks, parking lots, and other similar type uses. Generally, public/semi-public uses are those parcels and corresponding land uses that are owned by the City of Ironwood, or City-designated entity.

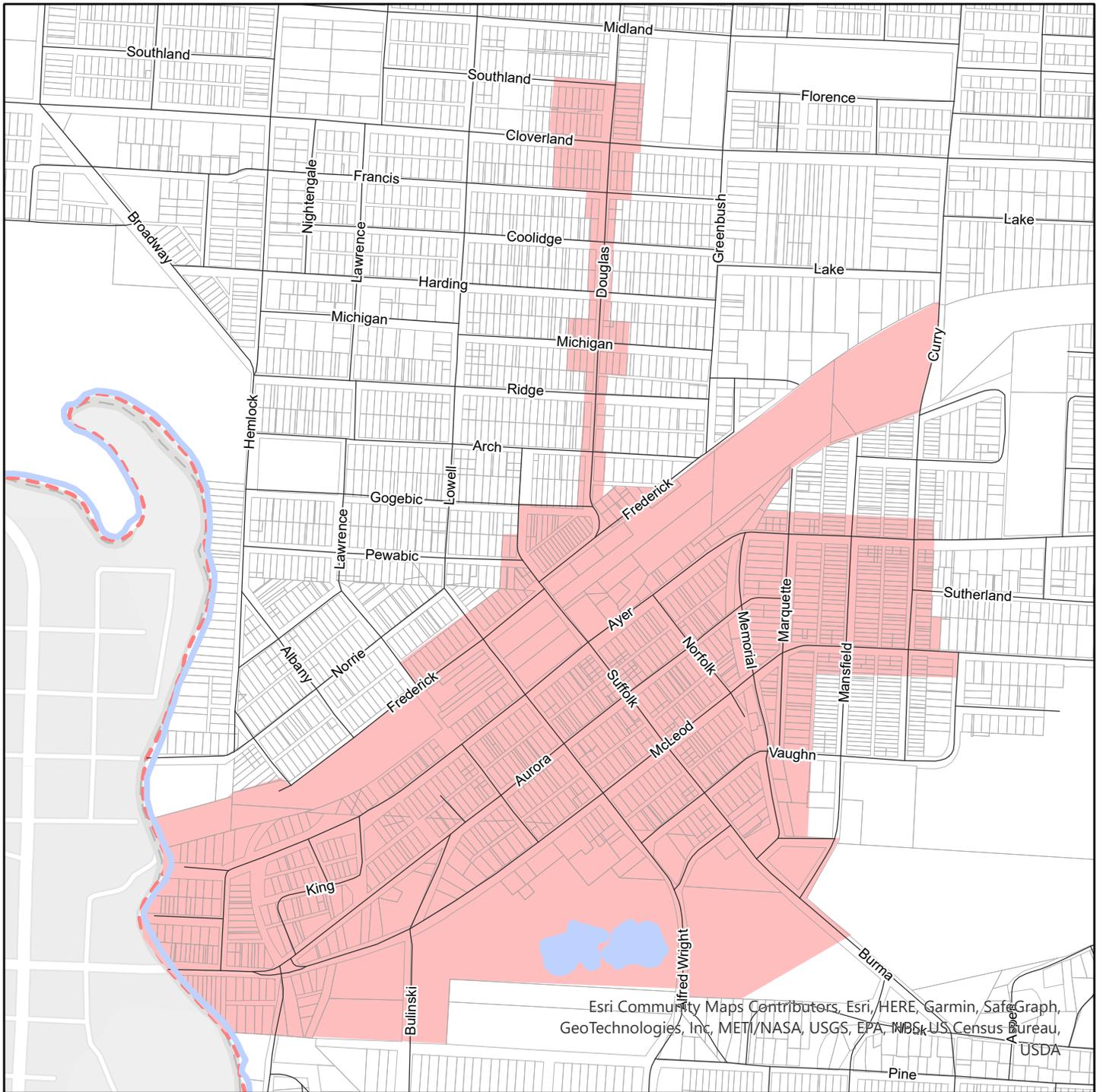
## **STREETS AND OTHER PUBLIC FACILITIES**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

There are no parcels dedicated to the railroad right-of-way within the Development Area, in addition to street right-of-way, alleys or easements.

Public streets within the Development Area include portions of the following:

- Frederick Street
- Lowell Street
- Ayer Street
- Lawrence Street
- Aurora Street
- Suffolk Street
- Norfolk Street
- McLeod Avenue
- Silver Street
- Vaughn Street
- Ashland Court
- Curry Street



# Development Area Boundary

City of Ironwood, Michigan

October 5, 2022

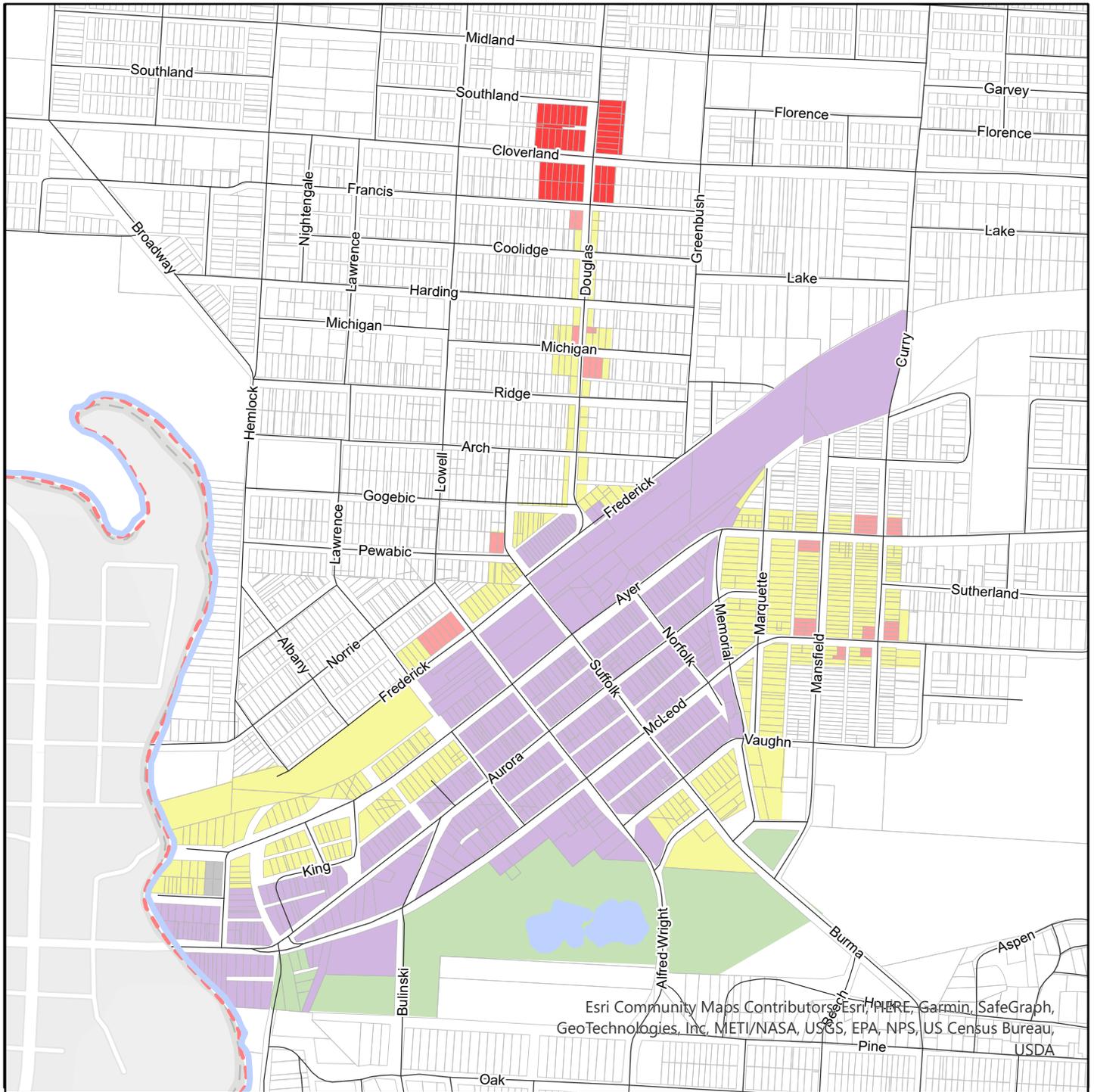
## LEGEND

- Proposed Development Area Boundary
- Bodies of Water
- City of Ironwood Boundary



Basemap Source: Michigan Center for Geographic Information, v. 17a.  
Data Source: Ironwood 2022. McKenna 2022.





Esri Community Maps Contributors, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA

# Existing Land Use

City of Ironwood, Michigan

October 5, 2022

## LEGEND

- Residential
- Downtown Commercial
- Commercial
- Highway Commercial
- Industrial
- Vacant



Basemap Source: Michigan Center for Geographic Information, v. 17a.  
Data Source: Ironwood 2022. McKenna 2022.



## LOCATION AND EXTENT OF PROPOSED PUBLIC AND PRIVATE LAND USES

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

Existing and proposed land uses for the Development Area are generally consistent with those in the City Comprehensive Plan. Mixed-use developments, entertainment opportunities, public spaces (especially along the riverfront and lakefront), and contemporary upgrades to make the downtown a more desirable, walkable, attractive district are envisioned.

It is the intent of this Plan that all potential land use changes are contingent upon agreement between the property owner, DIDA, City of Ironwood, and the Ironwood Planning Commission. Redevelopment must also be considered within the context of the City's Comprehensive Plan and zoning regulations to further the DIDA's adopted goals.

## EXISTING IMPROVEMENTS IN THE DEVELOPMENT AREA TO BE DEMOLISHED, REPAIRED OR ALTERED, AND TIME REQUIRED FOR COMPLETION

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(C)*

The implementation projects detailed in Table 2 are anticipated to be accomplished over the next 20 years and further the priorities of the DIDA.

Public improvements, as identified in Table 2, offers a plethora of possible improvement projects. The DIDA may assist with renovation, alteration, and repair of existing public improvements such as public roads and utility facilities within the Development Area boundaries; assistance with construction of public infrastructure, utilities, and drainage improvements; landscaping, lighting, sidewalks, open space, and streetscape enhancements; installation of public art; construction of new improvements such as the addition of sidewalks and bike paths; repair/upgrading and installation of street lights; and public transportation facilities. Improvements will be located throughout the Development Area, along the road corridors, at intersections and gateways, or on publicly owned or controlled sites.

The full extent of demolition, repair, or alternation of existing improvements has not been determined as of yet, however design plans remain in draft format for the various projects. Demolition, repair, construction, enhancement, and/or replacement of existing infrastructure is likely as part of the various projects, including sidewalks, curbing, pavement, above and below-ground utilities, decorative walls, fencing, and others. Replacement of landscaping, public signs, lighting and other projects may require demolition, removal, repair or alteration to the existing conditions. Further, redevelopment of privately owned sites may be assisted, on a case-by-case basis, consistent with the priorities and procedures in this Plan, and only as permitted under PA 57 of 2018.

The projects listed in Table 2 below have been identified as a result of a robust public engagement process that includes:

- Strategic working sessions with the DIDA Board and City Staff
- Online survey publicly advertised and administered to the public
- Three (3) public roundtable discussions with Development Area stakeholders
- Establishing a Development Area Citizens Council (DACC) and holding one public meeting

## LOCATION, EXTENT, CHARACTER, AND ESTIMATED COST OF IMPROVEMENTS AND STAGES OF CONSTRUCTION PLANNED

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(E)*

The Ironwood DIDA plans a variety of projects over the next 20 years that will help make the Downtown District into a more special and distinctive place. These proposals include: improving public infrastructure, enhancing streetscapes; placing special emphasis on public gathering spaces and other amenities; implementing projects that more directly lead to new private business investment and tax base increase. Facilitation of development to increase the Development Area's tax base is a high priority.

The location, extent, character, and estimated cost of the improvements including rehabilitation contemplated for the Development Area and an estimate of the time required for completion are listed in Table 2: Planned Projects within the Development Area. Generally, the projects described in Table 2 will be undertaken over a period of one (1) to 20 years and are proposed to remain flexible to permit the DIDA to respond to private interest when said interest is expressed and as funding and land opportunities become available. The sequence of timing for implementing the recommendations of this Plan are also flexible to allow the DIDA to take advantage of funding and other opportunities which may arise.

As anticipated, the implementation projects in Table 2 are grouped into the following three (3) phases:

- **Phase I: 2023 – 2026**
- **Phase 2: 2027 – 2031**
- **Phase 3: 2032 – 2043**

This phasing is based on several factors, including input from the DIDA Board members, expected timing of tax increment revenues, City of Ironwood Capital Improvements Program (CIP), opportunities to promote jobs and economic development, the availability of other related investments and funding, the relative speed with which various projects are likely to be accomplished, and potential collaboration and partnerships, along with the benefits and value of each to the community. It should be noted that while each project is assigned a phase and estimated timing for budget and planning purposes, the projects in Phase 1 may be expedited in Phase 1, may continue into Phases 2 or 3, may not begin until Phase 2 or 3, and those in Phase 2 or 3 may begin sooner. Overall, the projects within each phase are not mutually exclusive to one phase or another.

Cost estimates for projects in Table 2 are very preliminary as the extent of these projects is not yet known, construction/engineering drawings have not been completed, and therefore costs are presented as general budget estimates or with costs to be determined and in current 2022 dollars. Actual costs may increase or decrease based on changes, opportunities to maximize return, or factors that are unknown today. Specific plans and refined cost estimates will be completed and approved prior to the initiation of each project.

Funding will be obtained from a variety of sources. The amount of tax increment revenues generated will be low for the first several years but will increase as property values increase due to development and reinvestment. Important outside funding sources may include federal and state grants (which may include but are not limited to HUD, CDBG, MDOT, Michigan Economic Development Corporation, Michigan State Housing Development Authority); private donations; City funds; and additional sources consistent with PA 57 of 2018, and to be determined. The DIDA intends to leverage its TIF dollars with other funding sources to the maximum extent practicable to achieve its goals.

Table 2: Planned Projects within the Development Area

Phase I: 2023-2026

Goal	Objective	Project Name	Brief Project Details	Estimated Cost
<b>Phase I: 2023-2026</b>				
<b>Creating Spaces</b>	Development Assistance	<b>Downtown Blueprint Plan</b>	<ul style="list-style-type: none"> <li>•Continue partnerships with City leadership and organizations to update the Downtown Blueprint Plan</li> <li>•Develop an implementation schedule within the Blueprint Plan to realize the future vision for Downtown</li> </ul>	\$25,000
		<b>Façade Improvement Program (\$15,000/year)</b>	<ul style="list-style-type: none"> <li>•Develop a set checklist and guidelines for the administration of the DDA's façade improvement program.</li> <li>•Administer the Façade Improvement Program and streamline the application review process.</li> </ul>	\$60,000
	Mobility Improvements	<b>Sidewalk Connections</b>	<ul style="list-style-type: none"> <li>•Determine primary sidewalk routes that connect the Downtown Core with connecting secondary residential streets</li> <li>•Enhance walking conditions on these routes to provide a visible transition from Downtown Core to adjacent areas - continued community character</li> </ul>	\$100,000
	Amenities and Culture	<b>Public Art</b>	•Continue efforts to encourage public art within the Development Area such as murals, installations, electrical box paintings, and others	\$15,000
	Public Programming	<b>Pocket Parks</b>	<ul style="list-style-type: none"> <li>•Assess small spaces of underutilized area to establish as pocket parks</li> <li>•Establish a funding mechanism to implement pocket parks equipped with benches, lighting, trash receptacles, public art, and other elements</li> </ul>	\$15,000
		<b>Public Restrooms</b>	<ul style="list-style-type: none"> <li>•Determine the best locations for new public restroom facilities</li> <li>•Develop a long-term cleaning and maintenance schedule for restroom facilities</li> </ul>	\$50,000
		<b>Snow Removal Services</b>	•Establish a partnership with a local snow removal company to ensure that all roads and sidewalks are safe and clear during snow cover months	\$100,000
<b>Building Business</b>	Business Assistance	<b>Outdoor Seating &amp; Dining</b>	<ul style="list-style-type: none"> <li>•Assess the City's need for a Downtown Social Zone</li> <li>•Determine primary locations in the Development Area for outdoor dining equipment</li> <li>•Assist business owners in renting or purchasing outdoor dining equipment (as needed)</li> </ul>	\$60,000
	Business Attraction	<b>Downtown Hotels &amp; Lodging</b>	<ul style="list-style-type: none"> <li>•Select/acquire the desired parcel (or several parcel options) that would be the most ideal for a new hotel establishment</li> <li>•Advertise the parcel to local (or regional) developers with the desired vision</li> <li>•Establish a partnership with a developer to secure funding and implement the hotel business</li> </ul>	\$750,000
<b>Promoting Partnerships</b>	Streetscape Improvements	<b>Sidewalk Improvements</b>	<ul style="list-style-type: none"> <li>•Assess current walking conditions in the Development Area</li> <li>•Develop a list of priority enhancement segments or corridors</li> <li>•Secure funding for sidewalk enhancements and construct</li> </ul>	\$100,000
<b>Establishing Presence</b>	Marketing Professionals	<b>Robust Marketing Campaign</b>	<ul style="list-style-type: none"> <li>•Hire a local or regional marketing firm to develop/continue a robust marketing campaign to advertise Ironwood as a place for year-round fun and recreation</li> <li>•Maintain Ironwood's digital presence, upkeep social media accounts, and analyze upcoming trends in social media</li> <li>•Continue partnerships with local, regional, and State agencies to market Ironwood as a great place to live and visit</li> </ul>	\$400,000
Other projects consistent with this Plan				TBD
<b>TOTAL for Phase I</b>				<b>\$1,675,000</b>

**PHASE II: 2027-2031**

Phase II: 2027-2031				
<b>Creating Spaces</b>	Streetscape Improvements	<b>Enhanced Landscaping</b>	<ul style="list-style-type: none"> <li>•Develop a maintenance plan and schedule for planter boxes, parking lot landscaping, and street trees.</li> <li>•Routinely trim and maintain the street trees so patrons can see store names and building facades.</li> </ul>	\$15,000
		<b>Corridor Beautification</b>	<ul style="list-style-type: none"> <li>•Create and maintain aesthetic enhancements in the Development Area such as hanging baskets, holiday/seasonal decorations, planters, and others</li> <li>•Target specific corridors in the Development Area for beautification and connectivity, such as the western portion of Downtown</li> </ul>	\$100,000
	Mobility Improvements	<b>Bike Racks</b>	<ul style="list-style-type: none"> <li>•Determine the best locations for new bike rack facilities, such near popular Downtown destinations, near and within parks and public spaces, near mixed-use buildings, and others.</li> <li>•Place new bike rack facilities in strategic locations within the Development Area</li> </ul>	\$5,000
	Development Assistance	<b>Façade Improvement Program (\$15,000/year)</b>	<ul style="list-style-type: none"> <li>•Develop a set checklist and guidelines for the administration of the DDA's façade improvement program.</li> <li>•Administer the Façade Improvement Program and streamline the application review process.</li> </ul>	\$60,000
	Public Programming	<b>Youth Center/Indoor Recreation Facility</b>	<ul style="list-style-type: none"> <li>•Develop a plan for activity programming for a new indoor recreation center</li> <li>•Plan for land acquisition within the Development Area for the placement of a new indoor recreation center</li> <li>•Work alongside City leadership to establish a funding mechanism to implement an indoor recreation center</li> </ul>	\$2,000,000
<b>Foster Business</b>	Business Assistance	<b>Alleyway Facades</b>	<ul style="list-style-type: none"> <li>•Develop a schedule for alleyway façade improvements</li> <li>•Assist property owners in alleyway facade improvements, including screening or enclosures for dumpsters, rear façade renovations, infrastructure repairs, and others</li> </ul>	\$750,000
	Business Attraction	<b>Business Incubators</b>	<ul style="list-style-type: none"> <li>•Host several business incubator events within the Development Area</li> </ul>	\$50,000
Other projects consistent with this Plan				TBD
<b>Total for Phase II</b>				<b>\$2,980,000</b>

PHASE III: 2032 - 2043

Phase III: 2032-2042				
<b>Creating Spaces</b>	Development Assistance	<b>Façade Improvement Program (\$15,000/year)</b>	<ul style="list-style-type: none"> <li>•Develop a set checklist and guidelines for the administration of the DDA's façade improvement program.</li> <li>•Administer the Façade Improvement Program and streamline the application review process.</li> </ul>	\$60,000
	Public Programming	<b>Parking Lot Improvements</b>	<ul style="list-style-type: none"> <li>•Repave and maintain public parking lots and develop a schedule for maintenance or improvements</li> </ul>	\$1,000,000
	Outdoor Recreation	<b>Water Trail</b>	<ul style="list-style-type: none"> <li>•Establish partnerships with the necessary State Departments for design and implementation</li> <li>•Create a designated water trail on the Montreal River (and applicable connections)</li> </ul>	\$300,000
	Amenities and Culture	<b>Wayfinding Signage</b>	<ul style="list-style-type: none"> <li>•Develop a plan for wayfinding/interpretive signage in the Development Area</li> <li>•Showcase Ironwood's rich history in mining to develop a unique signage brand for wayfinding</li> </ul>	\$100,000
<b>Foster Business</b>	Business Attraction	<b>Business Diversity</b>	<ul style="list-style-type: none"> <li>•Partner with a marketing firm or economic development agency to identify market gaps within the Development Area, such as restaurants and shops</li> <li>•Research and target specific businesses identified in the market study</li> <li>•Establish relationships with targeted businesses to establish a presence or open new stores in the Development Area</li> </ul>	\$300,000
Other projects consistent with this Plan				TBD
<b>Total for Phase III</b>				<b>\$1,760,000</b>

**ONGOING: 2023 – 2043**

Ongoing: 2022 - 2042				
<b>Creating Spaces</b>	Public Programming	<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Incorporate best practices in sustainability and environmental resiliency whenever feasible (such as permeable pavement, rain gardens, bioswales, etc.)</li> </ul>	\$100,000
		<b>Housing Development</b>	<ul style="list-style-type: none"> <li>Determine the best locations for additional housing units within the Development Area</li> <li>Partner with any applicable local or regional housing agencies to construct more housing, especially for local students</li> <li>Assist in the growth and development of the housing market in Ironwood, acquiring property as needed for the marketing of new housing development</li> </ul>	\$750,000
	Amenities and Culture	<b>Public Festivals/Events</b>	<ul style="list-style-type: none"> <li>Plan and host more public events and festivals for all seasons, including opportunities for live music events</li> </ul>	\$25,000
	Outdoor Recreation	<b>Year-Round Outdoor Recreation</b>	<ul style="list-style-type: none"> <li>Evaluate the City's existing opportunities for outdoor recreation</li> <li>Determine opportunities for additional outdoor recreation activities such as fishing, bird watching, and hiking</li> </ul>	\$300,000
	Mobility Improvements	<b>Non-Motorized Transportation</b>	<ul style="list-style-type: none"> <li>Determine bike routes that are best suited for new infrastructure to connect to a larger Citywide or regional bike network, especially providing connections to Miners Park.</li> <li>Improve pedestrian access, mobility, and safety with the Downtown. Begin by completing a walkability audit to identify unsafe intersections or road segments.</li> <li>Plan for all modes of transportation in Downtown (multi-modal crossings, bike parking, maintain sidewalks, etc.)</li> </ul>	\$100,000
	Mobility Improvements	<b>Public Road / Infrastructure Improvements</b>	<ul style="list-style-type: none"> <li>Partner with applicable organizations to assist in the planning, design, repair, or replacement of roads, alleys, public rights-of-way and other infrastructure.</li> </ul>	\$1,000,000
Amenities and Culture	<b>Cultural Amenities</b>	<ul style="list-style-type: none"> <li>Attract new development proposals to address universal design by utilizing principles such as walkability, welcoming facades, ADA compliancy, and flexibility of uses.</li> </ul>	\$10,000	
<b>Establishing Presence</b>	Enhanced Partnerships	<b>Marketing and Promotion</b>	<ul style="list-style-type: none"> <li>Create and maintain a robust online presence to market Downtown Ironwood by utilizing available resources such as social media, press releases, and website enhancements</li> <li>Utilize regional resources to market Ironwood (such as Pure Michigan, MEDC, MDNR, and other groups as applicable)</li> </ul>	\$1,000,000
<b>Building Business</b>	Business Assistance	<b>Redevelopment Loans</b>	<ul style="list-style-type: none"> <li>Continue to provide property owners in the Development Area assistance with redevelopment loans</li> </ul>	\$1,000,000
		<b>Downtown Vacancies</b>	<ul style="list-style-type: none"> <li>Continue to work with local businesses, developers, City organizations, and other entities to address commercial and residential vacancies within the Development Area</li> <li>Support the revitalization of underutilized downtown buildings.</li> </ul>	\$500,000
		<b>Strategic Land Acquisitions</b>	<ul style="list-style-type: none"> <li>Provide assistance for improvements to public roads, utilities and other infrastructure to further the goals of this Development Plan.</li> <li>Plan for strategic land acquisitions (where most appropriate) in targeted areas, such as along the Montreal Riverfront and along Lawrence and Aurora Streets</li> </ul>	\$5,000,000
	Development Assistance	<b>Façade Improvement Program (\$15,000/year)</b>	<ul style="list-style-type: none"> <li>Develop a set checklist and guidelines for the administration of the DDA's façade improvement program.</li> <li>Administer the Façade Improvement Program and streamline the application review process.</li> </ul>	\$60,000

	Business Attraction	Innovative Approaches	<ul style="list-style-type: none"> <li>•Continue to provide business attraction programs and initiatives in Ironwood</li> <li>•Continue partnerships to assist with economic development activities</li> <li>•Develop a creative approach to business development such as encouraging business incubators, business showcase events, and others</li> </ul>	\$300,000
<b>Promoting Partnerships</b>	Enhanced Partnerships	Public/Private Partnerships	<ul style="list-style-type: none"> <li>•Continue to seek out and support efforts to establish key public/private partnerships to assist with funding and project implementation</li> </ul>	\$750,000
Other projects consistent with this Plan				TBD
<b>Total for Ongoing Projects</b>				<b>\$10,895,000</b>
<b>TOTAL for all projects 2022 - 2042</b>				<b>\$17,310,000</b>

**Footnotes to Table 2:**

1. Costs estimated for the projects are preliminary and are budget guides only; specific plans and refined cost estimates for Development Area improvements will be completed upon initiation of each project. Funding is expected to come from a combination of sources to be evaluated and optimized by the DIDA, including but not limited to grants, loans, TIF revenues, donations, etc. Expenditures will not exceed available funds. Estimates consider design, construction and associated costs.
2. Other projects that arise and are consistent with the objectives and priorities of the DIDA – as outlined in this Plan – may be funded consistent with the financing methods described in the Tax Increment Financing Plan.

## PROJECT DESCRIPTIONS

The following public improvements, activities, and projects are proposed for implementation in the City of Ironwood Development Plan and TIF Plan through 2043, the life of this Plan. Please note that not every project listed in Table 2 above is described in detail below.

### PHASE I: 2023 – 2026

The following priority projects are proposed to be implemented over the next five years.

**Downtown Blueprint Plan.** Downtown Ironwood has operated with a Downtown Blueprint Plan for a number of years. The Downtown Blueprint Plan serves as a visionary guiding policy document, similar to a master plan or comprehensive plan. The Blueprint Plan was last updated in 2009, making the Plan approximately 13 years old. This Plan should be updated to reflect the community's needs and desires for the Downtown projecting 20-30 years into the future.

**Sidewalk Improvements and connections.** Enhancing the pedestrian experience is an imperative component to enhancing the Development Area. Measures may be taken to analyze current sidewalk infrastructure and other pedestrian facilities to determine priority segments in need of improvements or enhancements. Consideration will also be given to ensure that sidewalks are located on both sides of the street not only within the Downtown Core, but also connecting to adjacent residential areas located on the fringes of the Development Area. The primary goal is to maintain a consistent, fluid, and walkable environment to transition from the Downtown Core to adjacent areas.

**Public Art.** The DIDA will continue to work and form partnerships with local artists and art advocacy groups to implement public art within the Development Area. Some forms of public art may include sculptures, installations, murals, electrical box paintings, and other similar projects.

**Outdoor Dining.** The DIDA may work alongside Downtown business owners to evaluate, plan, and implement outdoor seating and dining opportunities. The DIDA may utilize its financial resources to assist with the purchasing of outdoor seating and dining equipment (including winterized/winterizing equipment).

**Downtown Hotel and Lodging.** Because Ironwood is a popular year-round travel destination, it is important to also accommodate for visitors. A Downtown hotel or additional lodging accommodations would serve as a great amenity to the Downtown business stock. Further, this would help other Downtown businesses to thrive while hotel guests would likely search for shopping, dining, entertainment, recreation, and other activities to do in the area during their stay.

**Façade Improvement Program.** The Façade Improvement Program will continue to encourage owners, developers, and tenants to upgrade their properties, thus adding to the overall value of the area. The DIDA may offer small loans or forgivable grants for the architectural design of building façades and for the construction of such improvements, subject to design guidelines and criteria to be adopted by the DIDA. Additional activities that could be considered under such a program include parking lot enhancements, replacement of nonconforming signs, and other exterior improvements that impact the public, consistent with the requirements of PA 57 of 2018.

**Robust Marketing Campaign.** Working with a marketing company can substantially elevate Ironwood's place in Northern Michigan as a destination to live, work, and recreate. The City already has a growing reputation as a great place to visit. Establishing a robust marketing campaign is a great way to advertise for new development opportunities, seek new businesses, and gain new residents.

## PHASE II: 2027 – 2031

The projects anticipated for Phase 2 all focus on improving the business climate for the City, public amenities, appearance, and tax base to spur reinvestment in Ironwood.

**Enhanced Landscaping.** The DIDA may work alongside applicable City Departments or other organizations to develop a landscaping maintenance schedule for the Development Area. A landscaping maintenance schedule will include upkeep of planters, planter boxes, hanging baskets, street trees, and other items.

**Corridor Beautification.** To maintain and enhance all streetscapes in the Development Area, the DIDA may allocate funding to the purchase and maintenance of hanging baskets, holiday/seasonal decorations, planters, and other aesthetic elements.

**Youth Center/Indoor Recreation Facility.** To offer additional year-round recreational facilities for the community, the DIDA can focus efforts on the program design, targeted land acquisition, and development of a new indoor recreation facility in the Development Area. This can also be accomplished by creating public/private partnerships to assist with project funding and implementation.

**Enhance Alleyway Building Facades.** The DIDA may work alongside property owners, applicable City Departments, and other necessary organizations to enhance and improve alleyway building facades within the Development Area. Improvement tasks may include enhancements to dumpster screening and/or enclosures, reviving building materials, replacing windows, and other similar tasks. The DIDA may assist Downtown property owners in the improvement and beautification of alleyway building faces to ensure the safety and contiguous architecture throughout the Development Area.

**Business Incubators.** As a means to support and encourage the growth and development of businesses in the Development Area, the DIDA may develop a program to host event(s) for artisan business booths. Business incubator events are intended to support and assist small business operations in Ironwood and the surrounding area.

**Façade Improvement Program.** Continue efforts from Phase I.

## PHASE III: 2032 – 2043

The following long-term projects are intended to foster regional marketing efforts and support high quality development in the Development Area.

**Parking Lot Improvements.** The DIDA will allocate resources as necessary and applicable to repave, restripe, or complete other improvement tasks to public parking lots within the Development Area.

**Public Restrooms.** The DIDA can focus efforts on developing public restrooms in the Development Area to accommodate visitors.

**Snow Removal Services.** To ensure that all customers and business owners have adequate access to businesses in the Development Area, the DIDA can partner with a local snow removal company to enhance snow removal services during winter months. This includes adequate snow removal of all roads, sidewalks, bike infrastructure, and parking lots.

**Water Trail.** In order to support the Montreal River as a regional outdoor recreation destination, the DIDA may establish partnerships with applicable local, regional, and State organizations to design and implement a waterway interpretive plan. Over time, the Montreal River may become a designated Water Trail.

**Wayfinding Signage.** The DIDA may hire a marketing firm to develop a design and branding specific to Downtown Ironwood. The updated design and branding materials can be used to develop wayfinding signage to guide visitors to Downtown businesses, parking areas, parks and trails, municipal offices, and other popular destinations. Defining specific locations for wayfinding signage will be determined.

**Business Diversity.** Building partnerships with a local or regional marketing company to design a robust marketing plan can greatly impact the business diversity in Downtown Ironwood. This can be accomplished by hiring a firm to conduct a market study to identify the retail, restaurant, entertainment, essential services, or other gaps that may exist in the Development Area. Once the study is complete, the DIDA can focus efforts on working with local or State agencies to attract businesses into Ironwood to expand business diversity.

**Façade Improvement Program.** Continue efforts from Phase 2.

## ONGOING: 2023 – 2043

The following projects are anticipated to continue throughout the life of this Plan, as funding permits.

**Sustainability.** Ironwood is in a prime position for growth and development. As the City's population continues to grow, the DIDA will assist with incorporating elements related to sustainability and resiliency in the City. Some of these elements may include rain gardens, bioswales, permeable pavement, best practices in LEED design, and others.

**Housing Development.** Throughout the duration of this Development Plan, the DIDA may establish partnerships with private housing development companies or agencies to target additional housing opportunities in the Development Area. New housing opportunities should be attainable and support newcomers into the City, while encouraging current residents to age in place.

**Public Events / Festivals.** As a means to attract more residents and visitors to Ironwood, the DIDA may plan and host additional public events and festivals, especially events related to entertainment and live music.

**Year-Round Outdoor Recreation.** Downtown Ironwood is situated in a prime geographic location to support year-round outdoor recreation opportunities. Throughout the duration of this Development Plan, the DIDA should focus support and efforts to enhance outdoor recreation experiences during all seasons, and work to accommodate recreation users. This can include prioritizing connections to local trails, providing incentives for cyclists, cross-country skiers, snowmobilers, etc. to engage in Downtown activities and businesses, assessing opportunities for additional outdoor recreation activities, and others.

**Non-Motorized Transportation.** The DIDA may engage in the repair, replacement, and construction of sidewalks, crosswalks, multi-use pathways, bicycle infrastructure, and ADA improvements for improved access, mobility and safety throughout the district and to create a pedestrian friendly community. Assistance with new sidewalks, multi-use pathways and other non-motorized elements may all be needed in conjunction with the enhancements of the streetscape within the Development Area. Elements of non-motorized improvements may include, but are not limited to:

- Acquisition of property, right-of-way, and easements.
- Removal of plant material, bituminous material, sidewalk, curb, and gutter, and filling, grading, and site preparation.
- Installation of curb, gutter, sidewalks, and other paving.
- Construction of non-motorized, multi-use pathways and bike lanes.

- Landscape improvements and site amenities including, but not limited to grass, trees, other plantings, and other decorative items.
- Installation of pedestrian amenities such as benches, trash receptacles, lighting, signage, banners, tree grates, bike racks, bike repair stations, trail heads, etc.
- Acquisition of equipment and improvements for those with disabilities.
- Engineering, architectural, legal, and other professional fees.
- Any other items that are necessary or incidental to the items listed above or that the DIDA Board determines to be desirable in connection with this project.

**Public Road / Infrastructure Improvements.** The DIDA may partner with and assist the City and other jurisdictions with authority on the planning, design, construction, repair, or replacement of roads, alleys, other public right-of-way, and other public infrastructure. This may include the realignment, modification, or improvement of utilities (i.e., water and sewer, storm sewers, and stormwater management facilities) and other improvements that the DIDA may determine as necessary to further the goals of this Development Plan and maintain the values of properties in the Development Area.

Public road and infrastructure improvements may include, but are not limited to:

- Acquisition of land, right-of-way, and easements.
- Studying existing infrastructure.
- Grading, erosion control, drainage, and site preparation.
- Installation of the roadbed and paving.
- Installation of new utility mains and lines, lift stations, and associated infrastructures.
- Related energy management and efficiency improvements.
- Improvements for advanced traffic management and autonomous driving or electric vehicles.
- Installation of road lighting, signage and traffic signals and control devices.
- Vacating and closing streets, alleys, and right-of-way, removal of the street, and remediation and landscaping, the construction of access roads and the elimination of curb cuts.
- Engineering, architectural, legal, and other professional fees.
- Any other items that are necessary or incidental to the items listed above or that the DIDA determines to be desirable in connection with this project.

**Cultural Amenities.** Throughout the duration of this Plan, the DIDA may partner with local artists, production companies, and other cultural groups to enhance opportunities for cultural amenities within Downtown Ironwood. Cultural amenities can include art galleries, local theatre, a Downtown movie theatre, artisan events, and more. The DIDA may work to assist in funding cultural events as well as new culturally-related businesses.

**Marketing and Promotion.** Promotion and advertising for Downtown Ironwood is a means of promoting revitalization and attracting businesses, residents and customers. The DIDA may engage in marketing and public relations efforts to reinforce that Downtown Ironwood is a great place to do business.

Maintaining Downtown Ironwood’s strong online presence and marketing collateral such as professionally prepared brochure(s), targeted advertising, marketing of special events, promotion of available business sites and real estate marketing, property tours, use of site consultants, and promotion of the general assets of the Development Area are all elements of a robust marketing program. Collaborative efforts may be pursued with adjacent communities.



**Redevelopment Loans and Vibrancy Micro-Grants.** The Ironwood DIDA can allocate resources to assist property owners in obtaining redevelopment loans and vibrancy-micro grants to enhance properties within the Development Area.

**Business Retention / Attraction.** The DIDA may engage in community business outreach to stimulate new economic investment, create an expanded tax base, provide public improvement incentives to attract desirable new business and investment, and to retain existing businesses.

A business recruitment and retention program may involve actions such as hiring staff or consultant(s) to assist, adopting standards for public/private partnerships, identifying financial, infrastructure and other possible incentives, and specifying the criteria for those incentives. A focus will be to ensure that the incentives are only those necessary to make the targeted private investment happen, and to maximize the public return on investment.

One business retention activity the DIDA may implement early on is to provide the City with assistance in reviewing procedures to encourage business investment in the Development Area. This will involve a review of current policies for zoning, permitting, and regulatory needs. Additionally, this review process may also include clarifying application procedures, consolidating approvals, and implementing other efficiencies to simplify and expedite the development process.

## **PARTS OF THE DEVELOPMENT AREA TO BE LEFT AS OPEN SPACE AND CONTEMPLATED FUTURE USE**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(F)*

Various park and open space projects may be undertaken pursuant to the DIDA's established listing of Planned Projects within the Development Area. These improvements are designed to enhance the walkability and livability of downtown Ironwood, thereby supporting property values within the community. They also support the business environment by strengthening the downtown market.

## **PORTIONS OF THE DEVELOPMENT AREA WHICH THE AUTHORITY DESIRES TO SELL, DONATE, EXCHANGE OR LEASE TO OR FROM THE MUNICIPALITY AND THE PROPOSED TERMS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(G)*

Further, the DIDA has no plans to sell, donate, exchange, or lease to or from the City any land or building in the Development Area. If opportunities arise consistent with the goals and purposes of this Plan, land and/or building purchases may be considered and terms would be determined at that time.

Additional right-of-way and/or easements may be required to accomplish the planned streetscape, connections, utilities, and other public improvements. While it is not the intent of the DIDA to purchase either right-of-way or easements since considerable benefits will accrue to the abutting parcels from the public improvements, purchase may be required. Any road right-of-way acquired will be transferred to the road agency with jurisdiction.

## **DESIRED ZONING, STREETS, INTERSECTIONS AND UTILITY CHANGES**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(H)*

No zoning changes are currently proposed as part of this Plan. Zoning changes on parcels in the Development Area will be coordinated between the DIDA, the Planning Commission, and the City Commission according to State enabling acts and the adopted procedures of the City. Any change will occur in a manner that ensures appropriate future land uses within the district.

## **AN ESTIMATE OF THE COST OF THE DEVELOPMENT, PROPOSED METHOD OF FINANCING AND ABILITY OF THE AUTHORITY TO ARRANGE THE FINANCING**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(I)*

During the 20-year term of this Development Plan and TIF Plan, the estimated cost of the public improvements to be undertaken by the DIDA is approximately **\$17,310,000**. These costs include the cost of associated administration, engineering, planning, and design.

It is anticipated that the proposed projects will be paid for, in part with tax increment revenues generated by annual increases in property valuations from economic growth and new construction within the Development Area, in accordance with this Development and TIF Plan. Particularly in the early years of this Plan, it is expected that the tax increment revenues will be low, and will have to be supplemented with developer contributions, grant dollars, donations, and other funds as may become available. Projects will not be initiated until such time as sufficient funds have been identified and secured to pay for the project or debt service for project financing. Matching funds, contributions from other funding entities, grants, donations, bonding, special assessments, and other sources available to the DIDA pursuant to PA 57 of 2018 may be utilized, consistent with the goals and objectives of this Plan.

It is anticipated that most projects will be financed on a “pay-as-you-go” basis using funds on-hand or accumulated from prior years’ captures. However, the DIDA may determine that there is a need to sell bonds, obtain loan funds or grants, or receive contributions from any of the other sources permitted under PA 57 of 2018, to facilitate completion of one or more of the improvement projects. Per PA 57 of 2018, City Commission approval is required for bonding and other financings.

## **DESIGNATION OF PERSON OR PERSONS, NATURAL OR CORPORATE, TO WHOM ALL OR A PORTION OF THE DEVELOPMENT IS TO BE LEASED, SOLD, OR CONVEYED IN ANY MANNER AND FOR WHOSE BENEFIT THE PROJECT IS BEING UNDERTAKEN IF THAT INFORMATION IS AVAILABLE TO THE AUTHORITY**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(J)*

All public improvement projects undertaken as part of this plan will remain in public ownership for the public benefit. The DIDA may participate in and/or facilitate a purchase of other land for use or redevelopment in accordance with the City Comprehensive Plan, Downtown Blueprint Plan, and the goals of this Development Plan. The Authority may convey any such property to another entity, yet unknown. Further, the Authority may consider other property acquisition, lease, or sale, as appropriate, in furtherance of the goals of this Plan. The person or persons to whom such property may be leased or conveyed is unknown at this time.

**THE PROCEDURES FOR BIDDING FOR THE LEASING, PURCHASING, OR CONVEYING OF ALL OR A PORTION OF THE DEVELOPMENT UPON ITS COMPLETION, IF THERE IS NO EXPRESSED OR IMPLIED AGREEMENT BETWEEN THE AUTHORITY AND PERSONS, NATURAL OR CORPORATE, THAT ALL OR A PORTION OF THE DEVELOPMENT WILL BE LEASED, SOLD, OR CONVEYED TO THOSE PERSONS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(K)*

In the event the DIDA purchases, receives a donation of, or otherwise comes to own property in the Development Area, it will conform with any bidding or land disposition process adopted by the City or, in the absence of such procedures, the DIDA will adopt suitable procedures to govern the management and disposition of property in conformance with all applicable Federal, State, and local regulations. The DIDA currently has no express or implied agreement between the DIDA and any persons, natural or corporate, that all or a portion of the development area will be leased, sold, or conveyed to those persons.

**ESTIMATE OF THE NUMBER OF PERSON RESIDING IN THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(L)*

No families or individuals are planned to be displaced and no occupied residences are designated for acquisition and clearance by this Plan. Since it is estimated that approximately 100 people reside in the Development Area, the City Commission has appointed a Development Area Citizens Council (DACC) as required by the DIDA Act. The DACC has met and will review and make its recommendation on this Plan as required by law.

**PLAN FOR ESTABLISHING PRIORITY FOR THE RELOCATION OF PERSONS DISPLACED AND PROVISION FOR COSTS OF RELOCATION OF DISPLACED PERSONS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(M)*

Not applicable. The DIDA does not intend to acquire any residential property in conjunction with this Plan. Any residential properties that are redeveloped under this Plan are intended to be acquired by the private sector for private development and ownership. However, in the future, if the condemnation of property is necessary to meet the objectives of this Plan and would result in persons being displaced, the DIDA will submit to the City Commission an acquisition and relocation plan, consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. As dictated by that Act, provision for the costs of relocation of displaced persons, including financial assistance and reimbursement of expenses will be made.



## **COMPLIANCE WITH ACT 227 OF THE PUBLIC ACTS OF 1972, SECTIONS 213.321 - 213.332 OF THE MICHIGAN COMPILED LAWS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(O)*

The DIDA does not intend to condemn property in conjunction with this plan. However, in the future if the condemnation of property is necessary to meet the objective of this plan, the DIDA will submit to the City Commission a plan and will comply with Act No. 227 of the Public Acts of 1972, as amended, Sections 213.321 to 213.332 of the Michigan Compiled Laws.



# Tax Increment Financing Plan

## INTRODUCTION

The TIF Plan includes the preceding Development Plan, along with a detailed explanation of the tax increment procedure, the maximum amount of bonded indebtedness to be incurred, the duration of the program, the impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located, and a statement of the portion of the captured assessed value to be used by the DIDA.

## EXPLANATION OF THE TAX INCREMENT PROCEDURE

*REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)*

As provided in Public Act 57 of 2018, tax increment financing is a tool that can be used to assist redevelopment within a DIDA Development Area. Tax increment financing is the process of expending new property tax dollars for improvements that generally benefit the parcels that pay the taxes. Tax dollars generated from new private property developments and from improvements to existing private property within a designated Development Area are “captured” and utilized by the DIDA to finance public improvements within that Development Area, which supports and encourages continued private investment.

To utilize tax increment financing, the DIDA must prepare and adopt a Development Plan and a Tax Increment Financing Plan. Both plans are submitted to the City Commission, are subject to public hearing, and City Commission must approve the plans by ordinance. The plans specify the initial assessed value, estimate the captured assessed value, and provide for the expenditure of the funds. These plans may be amended in the future to reflect changes desired by the DIDA, subject to approval by Council. All amendments must follow the procedures of PA 57 of 2018.

Captured assessed value is defined in PA 57 of 2018 as the amount, in any one year, by which the current assessed value of the Development Area exceeds the initial assessed value. Initial assessed value is defined as the assessed value, as equalized, of all the taxable property within the boundaries of the Development Area at the time the ordinance establishing the tax increment financing (TIF) plan is approved, as shown by the most recent assessment roll of the municipality for which equalization has been completed at the time the ordinance is adopted. Tax increment revenue is generated when the current assessed value of all properties within a Development Area in each year subsequent to the adoption of the TIF Plan, exceeds the initial assessed value of those properties.

Such funds transmitted to the DIDA are termed “tax increment revenues”. Tax increment revenues are the amount of ad valorem and specific local taxes attributable to the application of the levy of all taxing jurisdictions other than the state education tax, local or intermediate school districts, and several other entities specifically exempted under PA 57 of 2018, upon the captured assessed value of real and personal property in the Development Area.

## INITIAL ASSESSED VALUE AND APPLIABLE MILLAGE

*REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)*

The initial assessed value under this 2022 Plan is established as the total taxable value for all real and personal property in the Development Area as of November 2022 which is the most recent assessment roll of the City for which equalization has been completed at the time of adoption of this Plan. The initial assessed value of the Development Area is \$13,817,439.

The applicable tax levy for tax increment purposes in the Development Area will be the total millage levied by the eligible taxing jurisdictions. A list of the taxing jurisdictions and the current millage subject to capture (rates per \$1,000 of taxable value) is shown below Table 2, and totals 36.3267 mills.

Table 3: Applicable Millage Summary

Taxing Jurisdiction	Projected Captured Millage Rate
City of Ironwood	28.6856
Library Operating	0.9611
Gogebic County	6.6800
<b>TOTAL APPLICABLE MILLAGE</b>	<b>36.3267</b>

*Source: City of Ironwood, 2022*

## ESTIMATE OF TAX INCREMENT REVENUES

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)*

Under this TIF Plan, the tax levy on the entire captured assessed valuation is planned to be utilized by the DIDA. The tax increment revenues will be expended in the manner set forth in this Plan. Estimates of the projected growth in taxable value and projected captured revenue for the duration of this Plan are in Table 3. Only real property assessments are included in the taxable value projections.

The projected annual growth in taxable value is estimated at the current equalized value for FY 2022, the Assessor’s estimated taxable value for FY 2023, and thereafter at 1% increase per year. Over the life of this 20-year Plan, the total tax increment revenue captured is estimated at \$1,363,426.

The actual tax increment revenue to be transmitted to the DIDA will likely vary from the estimates herein based upon the actual tax levies of the taxing jurisdictions and the actual taxable value in the Development Area over the duration of the Plan. Additional increases in the assessed valuation for the Development Area and resultant tax increment revenues may occur from new other construction, expansion, rehabilitation, appreciation of property values, or other factors. Such increases are beyond those projected in this Plan, but if increases occur, the tax increment revenues will be spent according to this Plan to accelerate the implementation of the public improvement program. It is the intention of the DIDA to use the entire captured assessed value in the Development Area for the purposes defined in the Development Plan and period hereinafter set forth, and to not exclude assessed value growth in property resulting solely from inflation.



## ESTIMATED IMPACT ON TAXING JURISDICTIONS

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)*

The maximum effect of this Plan on the taxing jurisdictions in which the Development Area is located is the taxable value upon which taxes are now levied will remain constant over the life of the Plan. If private development occurs and values increase as anticipated in this Plan, potential taxes captured from each taxing jurisdiction over the duration of the Plan are estimated in Table 4.

It is anticipated that the public improvements proposed for the Development Area in this Plan and the private improvements they induce will provide long-term stability and growth in the Development Area and the City as a whole. This will benefit all taxing jurisdictions. Benefits will result from increases in property values surrounding the Development Area, increased property values in the Development Area at the time the TIF Plan is completed, and from increases in property values throughout the entire community which are, to some degree dependent upon the well-being of the downtown district for stability and growth. All taxing jurisdictions will benefit substantially from a tax base that has been stabilized and enhanced as a result of the public improvement program.

Table 4: Future Capture Projections

Fiscal Year	Millages	Total Taxable Value	Total Captured Value	Total Tax Increment Revenue
2022		\$13,817,439		
2023	36.3267	\$13,955,613	\$138,174	\$5,019
2024	36.3267	\$14,095,170	\$277,731	\$10,089
2025	36.3267	\$14,236,121	\$418,682	\$15,209
2026	36.3267	\$14,378,482	\$561,043	\$20,381
2027	36.3267	\$14,522,267	\$704,828	\$25,604
2028	36.3267	\$14,667,490	\$850,051	\$30,880
2029	36.3267	\$14,814,165	\$996,726	\$36,208
2030	36.3267	\$14,962,306	\$1,144,867	\$41,589
2031	36.3267	\$15,111,930	\$1,294,491	\$47,025
2032	36.3267	\$15,263,049	\$1,445,610	\$52,514
2033	36.3267	\$15,415,679	\$1,598,240	\$58,059
2034	36.3267	\$15,569,836	\$1,752,397	\$63,659
2035	36.3267	\$15,725,534	\$1,908,095	\$69,315
2036	36.3267	\$15,882,790	\$2,065,351	\$75,027
2037	36.3267	\$16,041,618	\$2,224,179	\$80,797
2038	36.3267	\$16,202,034	\$2,384,595	\$86,624
2039	36.3267	\$16,364,054	\$2,546,615	\$92,510
2040	36.3267	\$16,527,695	\$2,710,256	\$98,455
2041	36.3267	\$16,692,972	\$2,875,533	\$104,459
2042	36.3267	\$16,859,901	\$3,042,462	\$110,523
2043	36.3267	\$17,028,500	\$3,211,061	\$116,647
2044	36.3267	\$17,198,785	\$3,381,346	\$122,833
<b>TOTALS</b>				<b>\$1,363,426</b>

Source: City of Ironwood, November 2022

Footnotes to Table 4:

- a. Annual increase in taxable value estimated at 1% (the average increase over a 20-year period provided by City Assessor)
- b. 2022 Taxable Value estimated based on 2021 figures
- c. Millage rate source: City of Ironwood, 2022

Table 5: Estimated Capture by Taxing Jurisdiction

Fiscal Year	Total Taxable Value	Total Captured Value	City Operating 28.6856 Mills	Library Operating 0.9611 mills	County 6.6800 Mills	Total Tax Increment Revenue
2022	\$13,817,439		0.0286856	0.0009611	0.0066800	
2023	\$13,955,613	\$138,174	\$3,964	\$133	\$923	\$5,019
2024	\$14,095,170	\$277,731	\$7,967	\$267	\$1,855	\$10,089
2025	\$14,236,121	\$418,682	\$12,010	\$402	\$2,797	\$15,209
2026	\$14,378,482	\$561,043	\$16,094	\$539	\$3,748	\$20,381
2027	\$14,522,267	\$704,828	\$20,218	\$677	\$4,708	\$25,604
2028	\$14,667,490	\$850,051	\$24,384	\$817	\$5,678	\$30,880
2029	\$14,814,165	\$996,726	\$28,592	\$958	\$6,658	\$36,208
2030	\$14,962,306	\$1,144,867	\$32,841	\$1,100	\$7,648	\$41,589
2031	\$15,111,930	\$1,294,491	\$37,133	\$1,244	\$8,647	\$47,025
2032	\$15,263,049	\$1,445,610	\$41,468	\$1,389	\$9,657	\$52,514
2033	\$15,415,679	\$1,598,240	\$45,846	\$1,536	\$10,676	\$58,059
2034	\$15,569,836	\$1,752,397	\$50,269	\$1,684	\$11,706	\$63,659
2035	\$15,725,534	\$1,908,095	\$54,735	\$1,834	\$12,746	\$69,315
2036	\$15,882,790	\$2,065,351	\$59,246	\$1,985	\$13,797	\$75,027
2037	\$16,041,618	\$2,224,179	\$63,802	\$2,138	\$14,858	\$80,797
2038	\$16,202,034	\$2,384,595	\$68,404	\$2,292	\$15,929	\$86,624
2039	\$16,364,054	\$2,546,615	\$73,051	\$2,448	\$17,011	\$92,510
2040	\$16,527,695	\$2,710,256	\$77,745	\$2,605	\$18,105	\$98,455
2041	\$16,692,972	\$2,875,533	\$82,486	\$2,764	\$19,209	\$104,459
2042	\$16,859,901	\$3,042,462	\$87,275	\$2,924	\$20,324	\$110,523
2043	\$17,028,500	\$3,211,061	\$92,111	\$3,086	\$21,450	\$116,647
2044	\$17,198,785	\$3,381,346	\$96,996	\$3,250	\$22,587	\$122,833
			<b>\$1,076,638</b>	<b>\$36,072</b>	<b>\$250,716</b>	<b>\$1,363,426</b>

Source: City of Ironwood, November 2022

**Footnotes to Table 5:**

a. Annual increase in taxable value estimated at 1% (the average increase over a 20-year period provided by City Assessor)

b. 2022 Taxable Value estimated based on 2021 figures

c. Millage rate source: City of Ironwood, 2022

*Expenditure of Tax Increment Revenues*

REFERENCE TO PA 157 OF 2018: SECTION 125.4214 (1)

The program and schedule for the expenditure of tax increment revenues to accomplish the proposed public improvements for the Development Area is outlined in Table 1 of the Development Plan. As described elsewhere, the cost estimates in Table 1 are approximations and very preliminary. These cost estimates are based solely upon concepts and have not been developed from construction drawings. Specific plans and refined cost estimates for the Development Area improvements will be completed upon initiation of each project.

As can be seen from the projections, the amount of TIF revenues will be very limited until such time as one or more of the larger redevelopments occur. Leveraging of funds will be very important for success. It is intended that outside grants and other sources of funding will be pursued, as permitted under PA 57 of 2018. Other private funds, in kind contributions, public-private partnerships, and non-tax increment sources will also be considered to maximize the success of this Development and TIF Plan.

Any additional tax increment revenues beyond those projected in this Plan will:

- be used to further the implementation of the public improvement program, projects, priorities, and objectives of this Plan,
- be used to expedite any debt service to the extent possible, or
- be returned, pro-rata, to the taxing units as provided by law.

If the tax increment revenues are less than projected, the DIDA may choose to:

- Collect and hold the captured revenues until a sufficient amount is available to implement specific public improvements.
- Implement public improvement projects based upon the ability to match existing funds with expenditures, while seeking out additional funding sources.
- Amend the development plan and/or tax increment financing plan to allow for alternative projects and funding.

The DIDA shall annually review its proposed increment expenditures and revenues to prioritize the use of any additional funds, or to reduce expenditures if necessary. Other projects that arise and are consistent with the objectives and priorities of the Plan may also be funded consistent with the financing methods described in this Plan.



## **DURATION OF THE PROGRAM**

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)*

DIDA Authority maintenance and administration may utilize a reasonable portion of the annual TIF revenues. Additionally, architectural and rehabilitation assistance for facades, blight improvements to commercial buildings, signs, and interior landscaping may be funded by a portion of annual TIF revenues.

TIF revenues may be used on an as-needed basis for development projects that cannot yet be estimated for budgeting purposes, such as parcel assemblage and the acquisition of blighted parcels. Other examples of as-needed projects include right-of-way acquisition for greenways/non-motorized improvements, marketing, public/private opportunities, or other similar projects.

Annually and in accordance with Public Act 57 of 2018, the DIDA shall submit to the City Commission and the State Tax Commission a report on the status of the tax increment financing account. The report shall be published annually in the official City newspaper, or other paper, as available.

## **MAXIMUM AMOUNT OF BONDED INDEBTEDNESS**

*REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)*

The DIDA has no bonded indebtedness. Most of the DIDA's proposed improvements are planned to be implemented on a "pay-as-you-go" basis as tax increment revenues are transmitted to the DIDA, or as may be accumulated over more than one year and held in reserve to allocate for projects. However, bonded indebtedness may be undertaken if the DIDA determines, subject to City Commission approval, that it would be advantageous to completing all or portions of the improvement program.

Alternately, or in combination with bond proceeds, with the approval of City Commission, the DIDA may borrow funds from other sources as permitted under PA 57 of 2018. Loans from other sources may be used, depending upon the favorability of terms, availability of other funds, and suitability for the size and type of project involved.

The maximum amount of bonded indebtedness to be incurred under this TIF Plan shall be \$10 million. Bonds issued under this TIF Plan may be issued in any form authorized under PA 57 of 2018.

# Appendix



## **APPENDIX A: LEGAL DESCRIPTION**

The boundaries of the Downtown Ironwood Development Authority (DIDA) District are described as follows:

## APPENDIX B: LIST OF PARCELS WITHIN THE DOWNTOWN DEVELOPMENT AREA

The following real properties, as of November, 2022 are located within the City of Ironwood DIDA Development Area and are eligible for TIF capture:

52-15-381-030	52-22-134-190	52-22-254-250	52-22-257-150	52-22-326-050	52-22-262-080
52-15-380-060	52-22-134-180	52-22-254-161	52-22-260-070	52-22-257-090	52-22-329-210
52-15-381-070	52-22-134-170	52-22-280-080	52-22-281-070	52-22-260-270	52-22-329-140
52-15-382-050	52-22-135-010	52-22-255-140	52-22-281-030	52-22-284-030	52-22-284-090
52-15-382-070	52-22-135-190	52-22-256-090	52-22-260-080	52-22-259-100	52-22-262-090
52-15-382-060	52-22-134-130	52-22-255-090	52-22-257-240	52-22-261-010	52-22-329-010
52-15-381-080	52-22-134-150	52-22-181-120	52-22-326-100	52-22-260-150	52-22-329-130
52-15-381-090	52-22-134-160	52-22-181-110	52-22-326-090	52-22-257-080	52-22-262-010
52-15-382-110	52-22-135-020	52-22-182-010	52-22-260-090	52-22-260-260	52-22-329-120
52-15-381-100	52-22-176-100	52-22-182-140	52-22-326-070	52-22-284-040	52-22-329-110
52-22-126-150	52-22-177-010	52-22-182-130	52-22-260-320	52-22-257-070	52-22-404-010
52-22-126-190	52-22-176-080	52-22-182-120	52-22-257-170	52-22-329-160	52-22-303-040
52-22-127-120	52-22-176-090	52-22-182-110	52-22-258-020	52-22-259-090	52-22-404-230
52-22-126-080	52-22-177-030	52-22-182-150	52-22-281-050	52-22-260-160	52-22-329-090
52-22-127-050	52-22-255-240	52-22-256-080	52-22-259-160	52-22-260-250	52-22-405-010
52-22-129-160	52-22-179-110	52-22-254-130	52-22-257-180	52-22-257-050	52-22-405-400
52-22-128-210	52-22-179-100	52-22-254-150	52-22-260-100	52-22-329-170	52-22-262-020
52-22-129-150	52-22-178-010	52-22-182-060	52-22-260-310	52-22-284-100	52-22-426-010
52-22-128-030	52-22-180-040	52-22-181-090	52-22-259-150	52-22-259-080	52-22-405-420
52-22-128-040	52-22-179-020	52-22-258-010	52-22-257-190	52-22-260-170	52-22-329-080
52-22-130-150	52-22-179-030	52-22-182-050	52-22-260-110	52-22-257-040	52-22-426-220
52-22-131-010	52-22-179-040	52-22-182-020	52-22-259-140	52-22-260-240	52-22-334-150
52-22-130-140	52-22-179-050	52-22-259-010	52-22-257-210	52-22-284-060	52-22-404-020
52-22-131-030	52-22-179-060	52-22-259-180	52-22-257-100	52-22-259-070	52-22-426-020
52-22-133-200	52-22-179-070	52-22-260-040	52-22-260-120	52-22-257-030	52-22-330-190
52-22-133-190	52-22-179-080	52-22-260-360	52-22-260-300	52-22-260-180	52-22-303-030
52-22-133-180	52-22-179-090	52-22-182-040	52-22-259-130	52-22-329-190	52-22-329-070
52-22-133-170	52-22-178-020	52-22-257-220	52-22-257-010	52-22-260-230	52-22-262-030
52-22-133-160	52-22-178-050	52-22-281-240	52-22-260-130	52-22-303-060	52-22-405-410
52-22-132-010	52-22-178-060	52-22-281-230	52-22-260-290	52-22-259-050	52-22-405-380
52-22-132-250	52-22-178-080	52-22-182-030	52-22-326-040	52-22-260-190	52-22-403-010
52-22-132-240	52-22-256-020	52-22-260-340	52-22-284-010	52-22-262-070	52-22-330-210
52-22-133-130	52-22-178-040	52-22-259-170	52-22-326-060	52-22-260-220	52-22-404-200
52-22-133-140	52-22-256-030	52-22-260-050	52-22-284-330	52-22-261-020	52-22-303-020
52-22-133-150	52-22-280-100	52-22-257-230	52-22-259-120	52-22-284-070	52-22-404-030
52-22-132-050	52-22-256-040	52-22-281-020	52-22-260-280	52-22-329-200	52-22-405-030
52-22-132-060	52-22-256-050	52-22-257-130	52-22-284-020	52-22-329-150	52-22-405-370
52-22-202-090	52-22-255-080	52-22-260-060	52-22-259-110	52-22-260-210	52-22-404-190
52-22-134-200	52-22-255-150	52-22-260-330	52-22-260-140	52-22-284-080	52-22-426-030

52-22-330-220	52-22-404-100	52-22-331-030	52-22-332-060	52-22-352-030	52-22-356-020
52-22-262-040	52-22-330-050	52-22-333-030	52-22-354-060	52-22-351-010	52-22-356-010
52-22-334-160	52-22-333-100	52-22-408-070	52-22-409-040	52-22-352-020	52-22-358-030
52-22-405-360	52-22-327-020	52-22-313-030	52-22-314-040	52-21-478-010	52-21-480-020
52-22-404-050	52-22-330-030	52-22-314-130	52-22-377-090	52-21-478-070	52-21-480-030
52-22-426-040	52-22-327-010	52-22-310-030	52-22-312-050	52-22-356-090	52-21-480-041
52-22-330-230	52-22-401-120	52-22-331-020	52-22-312-060	52-22-376-020	52-22-357-010
52-22-334-180	52-22-333-120	52-22-332-130	52-22-332-050	52-22-355-070	52-22-358-050
52-22-403-020	52-22-331-140	52-22-408-080	52-22-354-080	52-22-351-020	52-22-358-020
52-22-330-240	52-22-401-110	52-22-313-090	52-22-312-040	52-22-355-130	52-22-357-020
52-22-404-060	52-22-333-060	52-22-314-140	52-22-409-020	52-22-355-090	52-22-377-110
52-22-334-190	52-22-401-170	52-22-335-090	52-22-377-100	52-22-355-100	52-15-380-130
52-22-334-130	52-22-331-120	52-22-408-090	52-22-314-200	52-22-376-010	52-22-128-010
52-22-330-150	52-22-404-110	52-22-314-150	52-22-376-040	52-22-355-110	52-22-128-020
52-22-334-200	52-22-401-100	52-22-335-110	52-22-332-030	52-21-478-020	52-22-131-020
52-22-334-120	52-22-401-180	52-22-332-110	52-22-312-030	52-21-478-040	52-22-132-020
52-22-403-040	52-22-331-160	52-22-408-100	52-22-312-020	52-21-478-050	52-22-132-030
52-22-330-010	52-22-333-130	52-22-314-080	52-22-409-030	52-21-478-060	52-22-132-040
52-22-404-070	52-22-401-090	52-22-314-160	52-22-332-040	52-22-355-120	52-22-133-120
52-22-334-010	52-22-401-030	52-22-332-100	52-22-377-010	52-22-351-030	52-15-380-070
52-22-327-070	52-22-313-070	52-22-408-020	52-22-311-020	52-22-355-010	52-15-380-080
52-22-334-110	52-22-331-110	52-22-408-110	52-22-377-060	52-22-356-130	52-15-380-090
52-22-330-120	52-22-331-010	52-22-312-090	52-22-354-090	52-22-351-040	52-15-380-100
52-22-403-050	52-22-401-200	52-22-314-060	52-22-409-010	52-22-355-040	52-15-380-110
52-22-402-010	52-22-331-090	52-22-314-170	52-22-312-010	52-22-355-030	52-15-381-040
52-22-334-100	52-22-333-010	52-22-335-140	52-22-354-010	52-22-351-050	52-15-381-050
52-22-330-110	52-22-333-050	52-22-332-070	52-22-353-050	52-22-355-020	52-15-381-060
52-22-327-060	52-22-313-060	52-22-332-140	52-22-354-050	52-21-479-110	52-15-381-110
52-22-334-080	52-22-331-080	52-22-312-080	52-22-376-030	52-21-479-100	52-22-000-700
52-22-330-090	52-22-313-050	52-22-314-050	52-22-377-040	52-21-479-090	52-21-478-030
52-22-404-080	52-22-401-070	52-22-314-180	52-21-477-010	52-21-479-080	52-21-000-100
52-22-327-050	52-22-331-060	52-22-332-150	52-22-353-060	52-21-479-070	52-22-000-101
52-22-330-080	52-22-335-060	52-22-335-010	52-22-353-070	52-22-351-060	52-22-000-200
52-22-403-060	52-22-332-120	52-22-314-190	52-22-353-010	52-22-356-040	52-22-000-500
52-22-401-140	52-22-401-060	52-22-312-070	52-22-354-040	52-22-356-030	52-22-000-600
52-22-334-210	52-22-408-050	52-22-312-100	52-22-377-030	52-21-479-020	52-22-177-020
52-22-327-040	52-22-331-050	52-22-409-081	52-22-352-050	52-22-351-080	52-22-178-030
52-22-330-070	52-22-314-120	52-22-314-010	52-22-352-060	52-21-479-030	52-22-181-100
52-22-333-140	52-22-331-040	52-22-408-030	52-22-353-040	52-22-351-090	52-22-183-010
52-22-334-030	52-22-401-050	52-22-335-030	52-22-356-110	52-22-351-110	52-22-183-020
52-22-331-130	52-22-333-040	52-22-377-070	52-22-352-070	52-21-479-040	52-22-183-021
52-22-327-030	52-22-408-060	52-22-409-050	52-22-353-030	52-21-479-050	52-22-183-024
52-22-330-060	52-22-313-040	52-22-335-020	52-22-352-010	52-21-479-060	52-22-183-030
52-22-333-090	52-22-335-050	52-22-377-080	52-22-353-020	52-22-359-040	52-22-183-040

52-22-183-050	52-22-329-060	52-22-404-040
52-22-183-060	52-22-329-180	52-22-405-390
52-22-183-070	52-22-330-020	52-22-408-040
52-22-183-080	52-22-330-040	52-22-409-080
52-22-183-090	52-22-330-250	52-27-101-010
52-22-183-100	52-22-330-100	52-22-377-140
52-22-183-110	52-22-330-130	52-22-377-020
52-22-183-150	52-22-330-140	52-22-351-100
52-22-183-160	52-22-330-160	52-22-402-030
52-22-183-170	52-22-330-170	52-22-402-040
52-22-183-180	52-22-330-180	52-22-407-030
52-22-255-100	52-22-330-200	52-27-102-010
52-22-255-110	52-22-331-170	52-22-377-050
52-22-256-010	52-22-331-070	52-22-407-050
52-22-256-060	52-22-331-100	52-22-407-070
52-22-256-070	52-22-331-150	52-22-183-140
52-22-257-020	52-22-333-020	52-22-183-120
52-22-257-110	52-22-333-070	52-22-183-130
52-22-257-200	52-22-333-080	52-22-358-010
52-22-258-030	52-22-334-020	52-22-407-010
52-22-259-020	52-22-334-050	52-22-407-020
52-22-259-040	52-22-334-031	52-22-409-060
52-22-260-010	52-22-334-040	52-22-359-020
52-22-260-020	52-22-334-060	52-22-327-090
52-22-260-030	52-22-334-090	52-22-327-130
52-22-260-200	52-22-334-140	52-22-327-120
52-22-260-350	52-22-334-170	52-22-359-030
52-22-260-370	52-22-335-070	52-22-452-010
52-22-262-060	52-22-335-080	52-22-407-061
52-22-281-010	52-22-351-070	52-22-453-020
52-22-284-320	52-22-354-070	52-21-480-010
52-22-313-080	52-22-355-050	52-21-479-010
52-22-314-070	52-22-355-060	52-21-476-020
52-22-314-090	52-22-356-100	52-22-377-150
52-22-314-100	52-22-356-120	52-22-328-020
52-22-314-110	52-22-357-011	52-22-183-025
52-22-326-080	52-22-358-040	52-22-183-023
52-22-327-110	52-22-401-010	
52-22-328-010	52-22-401-020	
52-22-328-030	52-22-401-040	
52-22-329-020	52-22-401-150	
52-22-329-030	52-22-401-160	
52-22-329-040	52-22-401-190	
52-22-329-050	52-22-403-030	



## APPENDIX C: ADOPTION DOCUMENTS

Insert: Development and TIF Resolutions, Notices and Adopting Ordinance

## APPENDIX D: SURVEY RESULTS

The City of Ironwood surveyed residents to inform the Downtown Development Plan and Tax-Increment Financing Plan. The online survey received 193 total responses. Further, the City conducted three (3) stakeholder roundtables, which were virtual video meetings held to discuss more ideas for the Plan. Below is a summary of the responses gathered from the online survey.

Survey respondents were asked about their relationship to Ironwood and were given the option to check all that apply. Out of 190 responses, 60% said they were residents in the City, another 31% said that they were business/property owner in the City, and 25% said they work in the City. There were 53 respondents (28%) who answer “other”. When asked how often they visit Downtown Ironwood, most respondents (47%) said once a week. Another 32% said they visit Downtown Ironwood every day and just 14% said they visit about once a month. Respondents were then asked what they typically visit Downtown Ironwood for and overwhelmingly (74%) they said restaurants and bars. Others mentioned going to Downtown Ironwood for events (62%), retail shopping (55%), parks and greenspaces (41%), and work (18%).

Participants were then asked to share their big idea for downtown Ironwood. There were 149 responses to this question. Of those surveyed, most felt that having family events or concerts in the City Park would be a great idea. The park could host games and activities in the summer months and ice skating in cold months. Many participants mentioned wanting to see the city be cleaned up. They specifically mentioned things like storefront improvements and fixing broken windows in vacant buildings. Many respondents suggested having more options for youth and young adults like a splash pad, or a Boy’s and Girl’s Club. Other popular responses are listed below:

- More festivals and events.
- Cleaning up the current infrastructure -weeding sidewalks, vacant buildings, façade improvements
- Embracing short-term rentals
- More spaces geared toward youth and young adults – indoor play space, laser tag, arcade
- Better infrastructure to encourage business – public restrooms, signage.
- More retail options – women’s clothing store, Aldi, Target, grocery store
- Reduce the noxious smells from marijuana grow operations.
- Adding or converting buildings to apartments or condos.

Next, respondents were asked to rank the importance of the following community goals in Ironwood from 1-5 with 1 being the most important: building business, creating spaces, establishing presence, promoting partnerships. Participants felt that building business (44%) was the most important community goal in Ironwood, followed by creating spaces (24%), establishing presence (20%), and promoting partnerships (13%).

Respondents were then asked what they liked most about Downtown Ironwood and walkability (76%) was the largest choice, followed by historic architecture and building character (65%), shopping and dining opportunities (63%), open/green space for gathering and recreation, and tourism opportunities (27%). When asked to rank the things that need to be improved in Downtown Ironwood, respondents answered economic development (40%), physical improvements (25%), housing improvements (17%), recreation improvements (11%), transportation improvements (7%), and identity improvements (5%).

Survey respondents were then asked what they think needs to be created in Downtown Ironwood. Of the 187 respondents, the most popular response was outdoor seating and dining (64%), followed by community events and programs (57%), entertainment opportunities (56%), housing (44%), bike trails and bike lanes (24%), public parking lots (24%), wayfinding signs (24%), parks and open spaces (24%), office space (15%), and crosswalks and sidewalks (15%).

Respondents were then asked how long it typically takes to find parking in Downtown Ironwood. The largest answer was “immediately/first place I look” (40%), followed by “often have to look for a second parking option” (33%), and “often have to circle several times to find a spot” (10%), and “I don’t need a parking spot, I typically walk, bike or get dropped off” (3%). It’s clear from the responses to this question that Ironwood residents feel that there is enough parking to meet their level of need. Respondents were then asked to share the average length of time they park on a typical visit to Downtown Ironwood. The largest response group was 30 minutes to 1 hour (48%), followed by 2-3 hours (31%), and less than 30 minutes (18%).

Respondents were then asked to share what they believe should be the City’s biggest priority for enhancing Downtown Ironwood. Several respondents mentioned having family friendly events, or something to do for the kids as their top priority. This includes many respondents mentioning adding or upgrading play structures and other play infrastructure. Others prioritized things like cross walks, street signage, and cleaning up vacant buildings downtown as their highest priority items. Others mentioned adding new businesses like bars and restaurants, parking, and housing as their top priorities for Ironwood.

Next, respondents were asked to name the programs, services, or events they would suggest the DIDA offer. The majority of responses mentioned activities like art and craft fairs, concerts, music festivals, places to swim inside, holding clean up days for downtown, a gift card for downtown Ironwood businesses, and places for youth to gather.

Participants were then asked to share what they would love to see in Downtown Ironwood that isn’t currently there. The majority of responses suggested that Downtown Ironwood should add restaurants and dining options of all kinds—specifically late-night and outdoor eating options. Others suggested a youth activity center, a bookstore, and other commercial options. One respondent suggested adding outdoor pickleball courts. Another participant suggested offering walking history tours of the area.

Another question was aimed at business and property owners and asked what would be most helpful to them. Out of the 142 responses to this question, downtown beautification (54%) was the largest response followed by grand programs for signage and facades (49%), marketing of the downtown /region (45%), special events and activities (42%), adding parking (23%), shared waste removal (23%), and workshops and technical assistance (13%).

Lastly, respondents were given a chance to include any other thoughts regarding Downtown Ironwood. Of the 100 responses to this question, several said adding places for youth and young adults is a top priority. In addition, respondents mentioned wanting to see more music and arts in the downtown, a business incubator to encourage new businesses, and doing façade and streetscape improvements in downtown.



