

City of Negaunee  
Economic Development Strategy  
MOVING FORWARD  
2018



# Acknowledgments

The Negaunee Economic Development Strategy was funded through the Michigan Economic Development Corporation.

## Negaunee Economic Development Advisory Team

Don Gladwell, Mayor  
Nate Heffron, City Manager  
Amy Clickner, CEO, Lake Superior Partnership  
Mary VanTilburg, Lake Superior Partnership  
Marybeth Kurtz, Downtown Business Owner  
Ryan Soucy, CUPPAD  
Haley Thomas, Resident  
Kelly Jandron, Range Bank  
Dave Nelson, Planning and Zoning Administrator  
Dan Skewis, Superintendent, Negaunee Public Schools

## City of Negaunee

Don Gladwell, Mayor  
William Anderson, Jr., Council  
David Kangas, Council  
Jim Kantola, Council  
Paul Maino, Council  
Jon Becker, Council  
Jason Wallner, Council  
Nate Heffron, City Manager

Community and Economic Development Assistance provided by:



# Community Framework

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

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

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

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

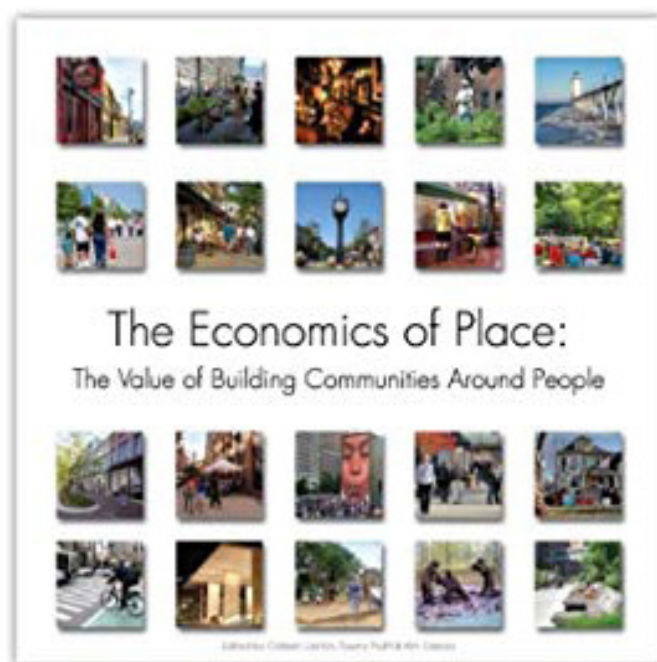
Service-based jobs tend to consolidate in areas that have access to a combination of assets; people, infrastructure, broadband, and other business unlike natural-resource based jobs which are located where the resource is available. As a result, the ability to attract qualified employees will depend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

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

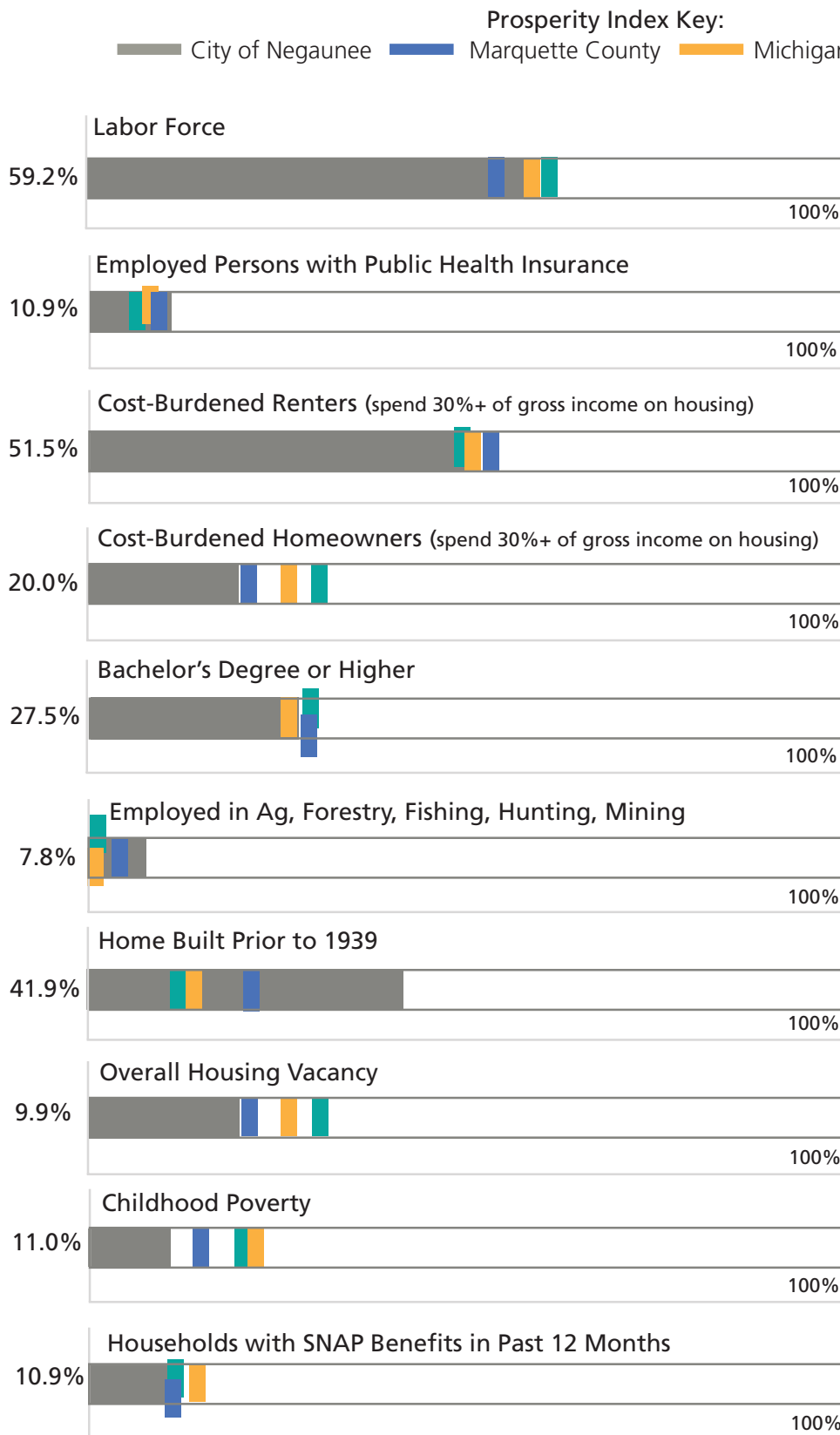
Local economies that are dependent on one or two major industries for employment and wages are more susceptible to decline than communities that are populated with a variety of mid-size and small businesses. This was verified in the last recession. Communities firmly linked to a large employer or reliant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

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

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



## City of Negaunee Prosperity Index



### **Households**

Total Households  
1,864  
Average Household Size  
2.42 People  
Median Household Value  
\$110,400  
Median Gross Rent  
\$580  
Non-family Households  
37.3%

### **Education**

No High School Diploma  
5.6%  
High School Graduate  
29.1%  
Population Enrolled in Preschool  
6.6%

### **Commuting**

Commuters who Drive Alone  
86.5%  
Commute by Public Transit  
0.0%  
Average Commute  
18.3 Minutes

### **Employment**

Retail  
13.3%  
Eds & Meds  
24.7%  
Unemployed, no health insurance  
15.5%

### **Income**

Median Household Income  
\$47,991  
Male Full-Time Earnings  
\$47,656  
Female Full-Time Earnings  
\$35,417

### **Poverty**

All people  
11.8%  
Families with female householder, no husband  
17.0%  
65 year and over in poverty  
12.1%



## Indicators of Prosperity

Local economies are made up of people. In the City of Negaunee there are 4,582 residents and over 59% of the residents work. Based on census information the average one-way commute to work is just over 18 minutes. The map on the next page illustrates the geographic extend of the 18 minute drive time or the employment shed for the City.

The City has many favorable indicators; cost of living is lower than State and National costs, housing is less expensive but affordable, violent and property crime is lower than State and National indexes, and access to physicians (health care) is high. As expressed in the table below Negaunee meets or exceeds many comparative indices's.

The Prosperity Index indicates that the burden of a homeowner and/or renter is lowered than the County and State averages. This is another indicator of housing affordability. Similarly, housing vacancy is low and the percentage of homes built prior to 1939 is very high. This can be viewed as an asset.

Child poverty and the number of households receiving Supplemental Nutrition Assistance Program (SNAP) is low. This is reflected in data compiled through the ALICE project coordinated by Michigan United Way. ALICE is an acronym for Asset Limited, Income Constrained, Employed – households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county (the ALICE Threshold, or AT).

## City of Negaunee Indicator Benchmarks

	Negaunee	Marquette	State of Michigan	United States
Population	4,582	21,297	9,900,000	323,000,000
Average Household Size	2.42	2.2	2.51	2.6
Median Age	39.2	28.7	39.3	37.4
Median Income	\$ 45,856	\$35,719	\$67,330	\$55,775
Average Home Value	\$124,100	\$173,000	\$126,100	\$276,900
Average Commute	18.3	21.1	24.4	26.0
Overall Cost of Living (COL)	85.2	93.6	88.0	100
Housing (COL)	58.0	85.0	67.0	100
Transportation (COL)	99.0	99.0	101	100
Utilities (COL)	98.0	98.0	102	100
Groceries (COL)	93.7	93.7	95.5	100
Unemployment	5.40%	5.40%	5.10%	4.00%
Recent Job Growth	0.29%	0.30%		
Future 10-Year Job Growth	35.1%	35.2%	38.0%	
Crime - Violent	2.84	2.28	4.59	4.00
Crime - Property	13.55	21.24	19.10	25.00
Physicians per 100,000 Residents	350	350		250

 Above - Meet or Exceed State and/or National Index

 Below - Below State and/or National Index

Source: datausa, U.S. Census, Sperling Best Places, Neighborhood Scout, and National Association of Realtors

Combined, the number of poverty and ALICE households equals the total population struggling to afford basic needs.

In Marquette County a 1-person household needs to earn \$9.00 or more an hour to exceed the ALICE threshold. A family of 2 adults with 1 infant and 1 pre-schooler needs to earn \$27.00 an hour to exceed the threshold. For the entire county, 26% of all households earn higher than the Federal poverty level but less than the ALICE threshold. Coupled with the 15% of households considered impoverished the total percentage of households at or below the ALICE threshold is 41%; which means 4 out of 10 households are struggling to make ends meet. For the City of Negaunee this percentage is 42% which is lower than the City of Ishpeming (54%) and the City of Marquette (55%), but higher than Negaunee Township (24%).

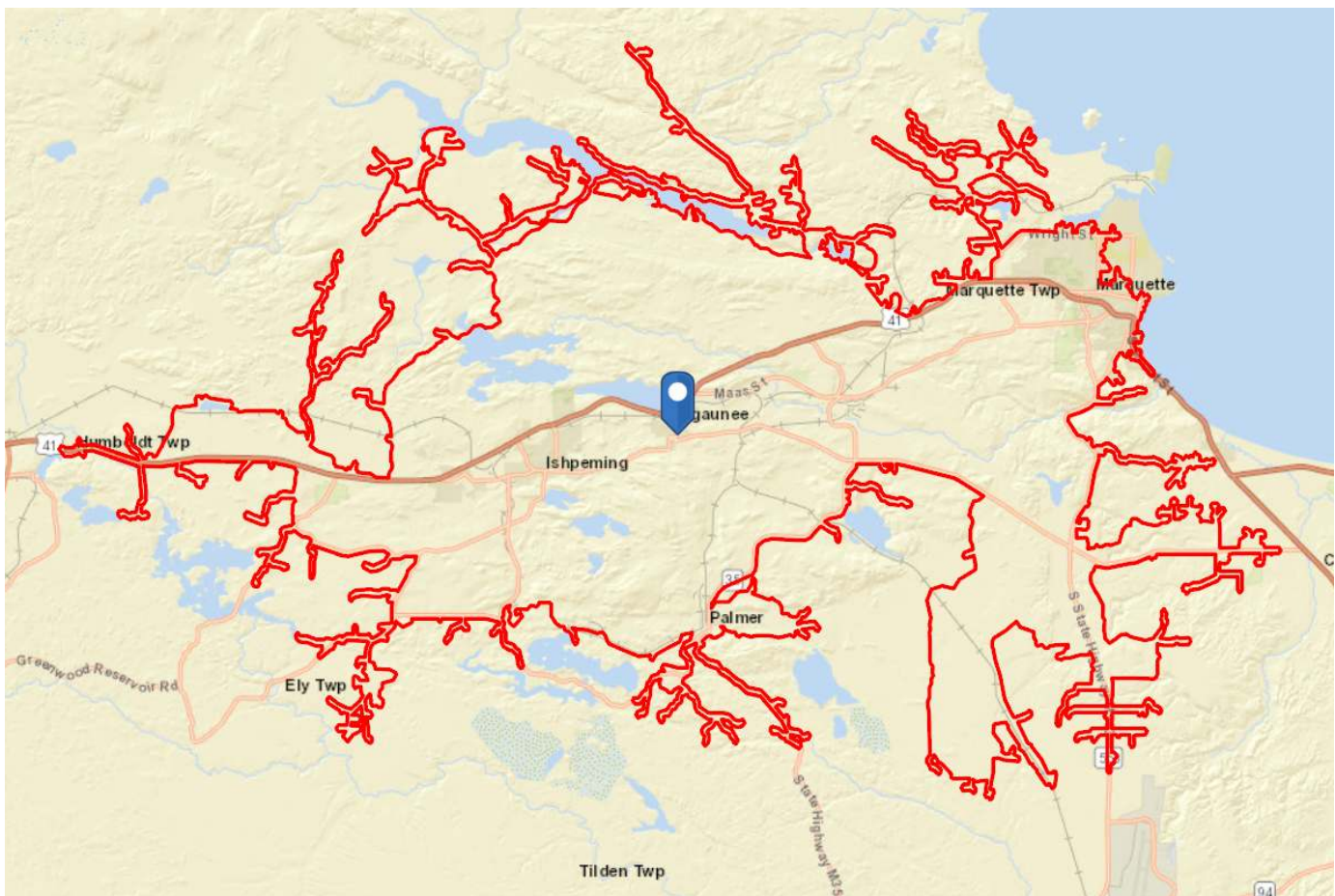
The key to reducing the percentage of ALICE households is to retain and/or create family-wage sustainable jobs with wages that are above the ALICE threshold; or \$56,160 per year. Another strategy is to provide affordable, quality housing and community amenities, like a vibrant downtown, where people

desire to live but work within the employment shed. For example, health care-related professionals who work at UP Health System or education-related professionals who work at NMU in Marquette that live in Negaunee.

Economic development is local and regional. Local economic development strategies should focus on creating a great place for residents to live and small business to prosper; regional economic development strategies should focus on leveraging regional assets such transportation and logistics, health care, workforce development, new business recruitment, and education and training. This synergy between local and regional economic roles, responsibilities and strategies is effective because it reduces redundancy of services and appropriately uses the capacity of both.

Local economic development strategies need to address site availability, streamlining development review processes, permitting, flexible zoning, and access to infrastructure. Reinforcing the need to have one's ducks in a roll.

### **Employment Shed (based on 18 minute commute)**



## Retail Leakage Assessment

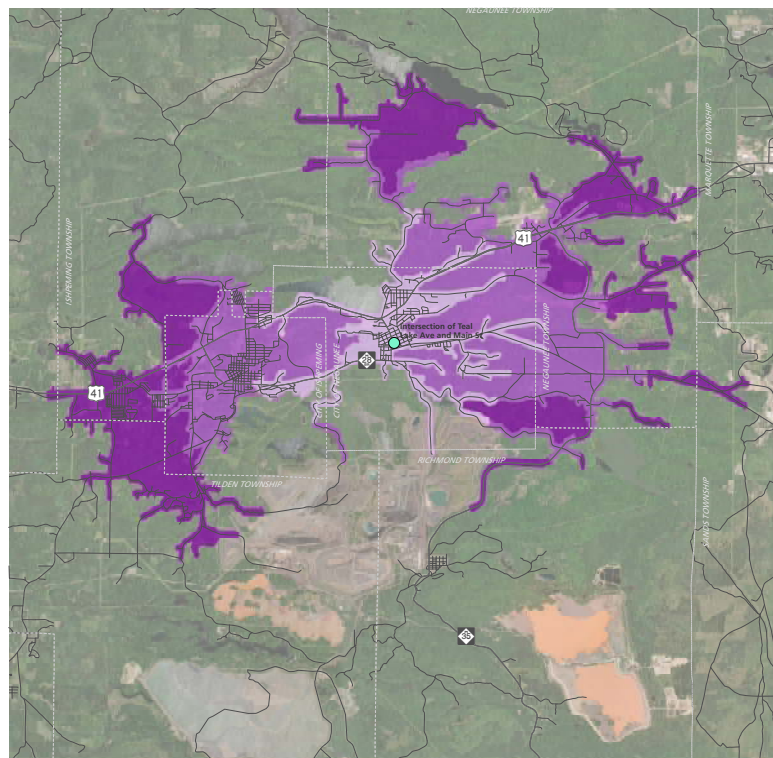
The data in the adjacent table was compiled from ESRI Business Analyst. Esri's business, consumer spending, and demographic data encompasses a wide variety of datasets that are updated quarterly, semiannually, annually, and decennially in the case of U.S. Census data. Data is also procured through sales information provided through credit and debit card purchases.

The retail leakage assessment used a 3-mile, 5-mile, and 7-mile drive time from the intersection of Teal Lake Avenue and Main Street. The relatively small size of the time-drive market area provides a better snapshot of what goods and services are leaking out (green) of the immediate Negaunee market and those that flowing into (red) the Negaunee market. As noted in the table most of the categories indicate that a fair amount of disposable income is leaking out of the Negaunee market with the exception of food and beverage stores, and grocery stores.

A closer review of the data suggests three potential business clusters for the downtown area. These would include a home furnishings cluster (furniture, home furnishing and accessories, and interior decorating), clothing and accessories cluster, and foods service cluster (specialty foods, eating and drinking establishments).

	3-Mile	5-Mile	7-Mile
2018 Population	9,103	14,877	18,587
2018 Households	3,909	6,330	7,780
2018 Median Income	\$37,909	\$39,398	\$40,551
2018 Per Capita Income	\$24,620	\$25,895	\$26,785
Total Retail Trade Leakage	\$29,128,214	\$48,185,403	\$63,356,143
Total Food & Drink Leakage	\$1,680,515	\$3,234,195	\$6,718,261

*Market Leakage*



### CITY OF NEGAUNEE Drive Time Analysis

Data Source: State of Michigan Geographic Data Library City of Negaunee, Marquette County GIS, Esri Basemap

— State Roads

— All Roads

Drive Time Distances:

3 Miles

5 Miles

7 Miles

Beckett & Raeder



INDUSTRY GROUP	Drive Time		
	3-Mile	5-Mile	7-Mile
Automobile Dealers	\$2,844,520	\$14,042,468	\$20,192,328
Other Motor Vehicle Dealers	\$1,396,250	\$551,429	-\$597,788
Auto Parts, Accessories & Tire Stores	-\$324,007	-\$1,095,805	\$1,884,411
Furniture & Home Furnishings Stores	\$1,174,821	\$3,235,334	\$3,698,857
Furniture Stores	\$1,166,293	\$1,192,048	\$1,58,752
Home Furnishings Stores	\$1,174,821	\$2,034,286	\$2,640,105
Electronics & Appliance Stores	\$2,371,001	\$3,737,244	\$3,928,397
Bldg Materials, Garden Equip. & Supply Stores	\$1,760,260	\$1,959,995	\$269,609
Bldg Material & Supplies Dealers	\$1,125,707	\$832,185	-\$1,188,855
Lawn & Garden Equip & Supply Stores	\$634,562	\$1,127,809	\$1,467,663
Food & Beverage Stores	-\$2,528,245	-\$1,244,123	\$7,028,358
Grocery Stores	-\$3,748,542	-\$3,787,783	\$3,460,709
Specialty Food Stores	\$850,522	\$1,170,443	\$1,583,792
Beer, Wine & Liquor Stores	\$481,085	\$1,373,216	\$1,983,857
Health & Personal Care Stores	\$3,133,079	\$437,546	\$1,265,499
Gasoline Stations	-\$168,110	\$281,057	\$2,955,799
Clothing & Clothing Accessories Stores	\$4,111,540	\$6,966,452	\$9,151,439
Clothing Stores	\$2,800,664	\$4,895,306	\$6,441,590
Shoe Stores	\$682,427	\$600,822	\$883,614
Jewelry, Luggage & Leather Goods Stores	\$850,894	\$1,470,324	\$1,899,576
Sporting Goods, Hobby, Book & Music Stores	\$940,724	\$2,400,488	\$3,137,735
General Merchandise Stores	\$12,903,985	\$14,191,577	\$9,246,607
Department Stores Excluding Leased Depts.	\$10,012,903	\$9,034,035	\$3,205,972
Other General Merchandise Stores	\$3,751,596	\$5,157,542	\$6,040,635
Miscellaneous Store Retailers	\$2,045,147	\$3,993,222	\$5,381,522
Florists	\$167,145	\$41,370	\$130,176
Office Supplies, Stationery & Gift Stores	\$628,751	\$879,843	\$1,116,347
Used Merchandise Stores	-\$41,472	\$324,800	\$546,772
Other Miscellaneous Store Retailers	\$1,393,468	\$2,747,210	\$3,588,226
Electronic Shopping & Mail-Order Houses	\$1,393,468	\$2,395,090	\$3,079,243
Vending Machine Operators	\$101,231	\$173,419	\$222,679
Direct Selling Establishments	-\$3,175,748	-\$3,839,949	-\$3,719,732
Food Services & Drinking Places	\$1,680,515	\$3,234,195	\$6,718,261
Special Food Services	\$286,857	\$156,055	\$197,807
Drinking Places - Alcoholic Beverages	-\$299,487	-\$30,440	\$231,623
Restaurants/Other Eating Places	\$1,779,631	\$3,108,580	\$6,288,830

Leakage

Surplus

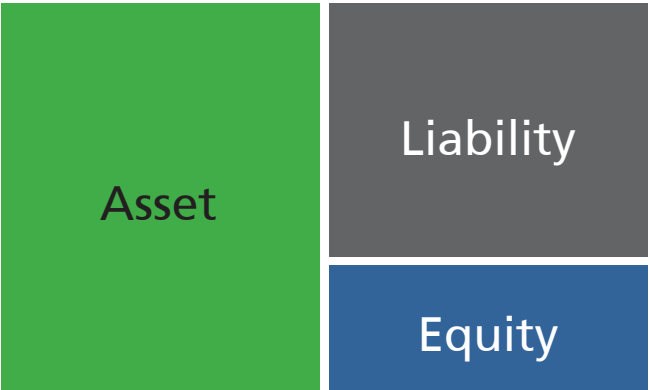
# Community Balance Sheet

In accounting, a balance sheet consists of the enumeration of assets minus the disclosure of liabilities to derive a net worth. It can be summarized as:

*Assets = Liabilities + Net Worth (shareholders equity)*

A community balance sheet is very similar. The assets are what attracts a person to the community, the liabilities include factors that create barriers that influence decisions not to consider a community as a place to reside or work, and the net worth is outcome of determining if the assets outweigh these liabilities, or vice versa. The type of liability determines if it is a local or regional issue. For example, utility costs (gas and electric) are typically regional in nature where on the other hand, lack of potable water and sewer capacity is a local issue. Addressing and resolving local liabilities better positions the community for economic development. The assessment of assets and liabilities needs to be honest evaluation in order to have value.

The balance sheet categories come from research conducted by Purdue University Extension Community Development Program and focus on understanding the community’s capital framework.



## City of Negaunee Community Balance Sheet

FINANCIAL	
<i>Assessing the variety of financial resources available to invest in projects</i>	
ASSETS	LIABILITIES
Marquette County Community Foundation	Commercial Buildings are undercapitalized
Range Bank	“Donor Fatigue”
Fox Motors (major community supporter)	Uncertainty of State Revenue Sharing
Negaunee Residents (support for local millages)	EQUITY
State and Federal Grants	Local residents provide a foundation of support for the City and School. This is supplemented by local, regional and businesses who donate financial resources for local projects and programs.
City of Negaunee (fund balance increasing)	

POLITICAL	
The ability to shape the distribution of public and private resources	
ASSETS	LIABILITIES
Volunteers	Lack of young, emerging community leaders
City Manager outreach within the Community	Proximity to Ishpeming (both communities are sometimes lumped together)
Negaunee - School of Choice	Generational rivalries with Ishpeming
School is foundation of community	EQUITY
Social media is reducing rivalries	The Negaunee Public Schools is the glue that binds the community together and creates the strong sense of community. The school is in the top 20% of all Michigan schools with an almost perfect graduation rate. This is reflected in the support of the school and number of citizen volunteers. The Mayor and City Council desire to move the community forward and the City Manager’s outreach to businesses and the community reinforces this commitment to move forward.
People acceptance of differences	
Supportive Mayor and City Council	
SOCIAL	
The “glue” that holds the community together	
ASSETS	LIABILITIES
Community Events; Pioneer Days	Difficult to be part of the Community
Respect for the School - Events, Arts and Sports	Acceptance
Being a “Miner”	EQUITY
Negaunee Irontown Association (community non-profit)	Fierce pride in being a “Miner.” This emanates from the school and is reinforced through the annual Pioneer Days celebration where residents and former residents convene for a week long celebration hosted by the Negaunee Irontown Association. The Negaunee Irontown Association was formed to preserve the heritage of Negaunee and encourage former residents to return.
CULTURAL	
Our values, norms, beliefs and traditions that are inherit from the family and community	
ASSETS	LIABILITIES
The City feels like a “Village”	Downtown historic buildings are underutilized
Passion for community involvement	New residents find it difficult to assimilate in the community
Family-oriented	EQUITY
Hardworking	Family. The community defines “middle-income” America. Hardworking, community-minded, loyalty to community, school and neighbors. Willingness to help those in need.
Pro-Union	
Loyalty as a value	
Long lasting friendships	

<b>HUMAN</b> <i>The attributes of individuals within a community to earn a living</i>	
ASSETS	LIABILITIES
Bedroom community	42% of population categorized as Asset Limited, Income Constrained and Employed (ALICE)
Job opportunities in the greater Marquette area	Lack of emerging young professionals
85% of 2018 High School graduates plan to get Bachelors degree, Associate degree or enter the Military.	Many High School graduates that leave community do not return. Some return when they decide to raise a family.
	Few High School graduates (5%) going into Apprenticeship programs
	Dependency on large regional employers; Northern Michigan University, Hospital, and mining companies.
	Few major employers in the Negaunee area
	EQUITY
	Negaunee is a commuter community dependent on job opportunities within a 20 plus minute drive of the City. 42% of the households are within ALICE guidelines which exposes them to downturns in the regional economy.
<b>NATURAL</b> <i>The quality and quantity of natural resources existing in the community</i>	
ASSETS	LIABILITIES
Ice Arena	Lack of a bike shop
Iron Ore regional trail and numerous mountain bike trails	Eagle Mine closing (2023)
Teal Lake	Teal Lake is underutilized for recreation
Redevelopment of former mining properties	EQUITY
Access to State and Federal lands for a variety of outdoor recreation opportunities	Abundant natural resources and open space. Portion of the economy is natural resource-based and subject to global economic conditions and/or the depletion of the natural resource.



<b>BUILT</b> <i>Represents infrastructure, facilities and services, and how the community and neighborhoods are laid out.</i>	
ASSETS	LIABILITIES
Historic Downtown	Some downtown buildings acquired cheaply and used for storage
Recently completed downtown facades	Undercapitalized downtown property owners
Capital Improvement Program (CIP)	Lack of broadband - fiber available in facilities but lack connection to regional network
Neighborhoods provide access to affordable housing for new families and young professionals	Lack of contractors to perform restoration and construction services
Water Asset Management Plan	EQUITY
Vista Theater	The City was incorporated in 1873 based on a grid system which adds to the historic context and walkability of the community. The downtown and adjacent residential neighborhoods are considered historic with many of the structure dating to the late 1800's and early 1900's.
Community is walkable	

### Community Capital Framework

The City of Negaunee was incorporated in 1873, and its early residents consisted of hardworking immigrants from Finland, Italy, Germany, England, and Sweden. Decedents of these early “pioneers” still live and work in the community and still imbibe the same values and norms; hardworking, trustworthy, loyal, family-oriented, and accepting. These values and norms are the underpinning of the community and are evident in the support for the Negaunee Public Schools, downtown businesses, civic organizations, and residents in need. These relationships form a community network that connects local government, school, and the business community together. These shared values and relationships can also be harnessed to advance an economic development agenda based on the community’s equity.

The following framework, based on local equity, is suggested for the City’s economic development strategy.

1. Maintain continued community support for the Negaunee Public Schools.
2. Promote partnerships that involve and benefit the City and the Negaunee Public Schools.
3. Embrace the concept that Negaunee is an independent, unique, family-oriented community and, in conjunction with a quality school system, use this to recruit families and young professionals to live in the City.
4. Leverage the historic commercial and residential building stock to create quality, walkable neighborhoods, and downtown. This both encourages people to relocate to the City and also improves the quality of life of current residents.
5. Inventory and designate portions of the City that have a high concentration of historic structures on the registry National Register of Historic Place.
6. Use the regional Iron Ore Trail and the number of mountain bike trails in former mining properties to position the City to become a “Trail Town.” These hubs are destinations for outdoor recreation enthusiasts providing access to lodging, restaurants, pubs, and bike repair and sales outlets.
7. Implement recommendations from previous studies that focus on the redevelopment of underutilized former mining properties. These sites, depending on their sub-surface classification, can provide residential, commercial, light industrial and recreation opportunities for the City.
8. Continue and expand community promotions and events that draw residents and customers to the downtown. This would include restoration of the Vista Theater which could be the centerpiece of these activities.
9. Continue facade restoration of downtown commercial buildings in collaboration with MEDC.
10. Reactivate the Downtown Development Authority and adopt a tax increment financing plan to aid in revitalization efforts.
11. Prepare a downtown physical design plan that connects parking areas with the business district, improves traffic circulation and increases pedestrian activity.
12. Pool community resources and establish a “Young Professionals” group that supports living in the City and starting new small businesses.
13. Ensure access to broadband and fiber optics for access to the Internet.
14. Consider the formation of an economic development advisory group that meets quarterly to discuss projects and opportunities.

# Redevelopment Sites

## Redevelopment Ready Process

The Michigan Economic Development Corporation (MEDC) has been promoting and educating municipalities on a process referred to as Redevelopment Ready Communities (RRC). This process differs from traditional site development in that it prioritizes available redevelopment sites based on availability, market realities, and community expectations. The end result of the process is that sites have gone through a pre-development process and are positioned for reuse streamlining the development timeframe.

According to MEDC, “Redevelopment Ready Sites® (RRSites) are sites targeted by the community and ready for investment. The first step in the RRSites process is the selection of priority sites for redevelopment. This process is different for every community, but this section will suggest key guidelines to follow. Sites should be prioritized carefully and strategically, as many barriers in the redevelopment process start with selecting the wrong site.

Redevelopment sites can be:

- Vacant land
- Surface parking lots
- Former industrial sites
- Brownfields
- Historic rehab or adaptive reuse
- Vacant storefronts
- Vacant upper stories

The RRSites approach is most impactful with vacant, obsolete, or underutilized properties in walkable downtowns and neighborhoods because these properties allow the community to reuse and upgrade existing infrastructure, return previously underutilized parcels to the tax rolls and meet goals associated with creating a stronger sense of place. These sites also have greater challenges that are barriers to traditional economic development models, such as higher costs associated with historic building rehabilitation, environmental cleanup, or conflicting interests from neighboring property owners. Therefore, they should be chosen carefully and with the community’s overall strategy in mind.”

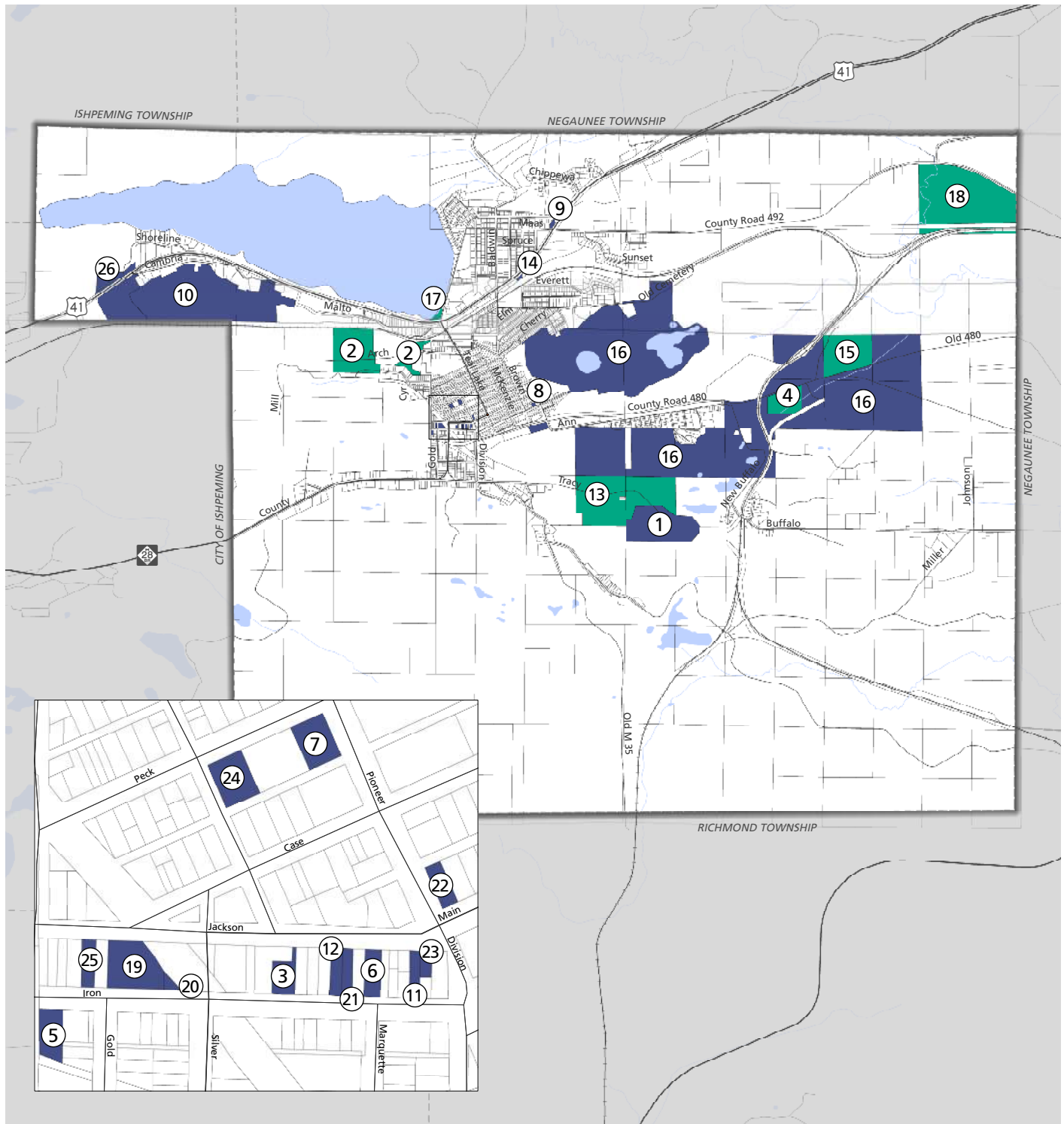
The City identified a list of twenty-six potential redevelopment sites. The goal will be to select three to four sites that have the highest potential for redevelopment. Site selection factors will include ownership status and availability, access to infrastructure, proximity to the downtown, zoning, environmental status, the condition of existing buildings if any, and market feasibility. These factors will be used in a site selection matrix that evaluates each property and assists in the prioritization process.

## 5.0 Redevelopment Ready Site Process

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

## Identified Redevelopment Sites

Site ID	Property Owner / Address	Acreage	Zoning	Description
1	L & H INDUSTRIES INC 401 Tracy Rd 52-53-705-013-00	34	Industrial	Tracy Mine
2	CITY OF NEGAUNEE PO Box 70 Negaunee 52-53-601-002-00	40	R-2	Mather B Mine
3	ERIC MILJOUR 324 Iron Street 52-53-010-017-00	0	B-1	Kirkwood Block
4	CITY OF NEGAUNEE 251 Cuntly Road 480 52-53-705-004-00	12	PA/Prop IND	Waste Water Treatment Facility
5	KANTOLA, ANN 521 Iron Street 52-53-010-031-00	0	B-1	Sundberg Block - Vacant Lot
6	P A A C 230 Iron Street 52-53-010-010-00	0	B-1	Vista Theatre
7	VISSER, NICK 225 N Pioneer Avenue 52-53-020-075-00	0	B-1	Negaunee Cable Building
8	TRESEDDER, GARY & KATHY 321 E Lincoln Street 52-53-020-360-00	0	R-1	Tressedar Aptment Complex
9	O'DOVERO, PETER 829 Croix Street 52-53-160-029-00	0	B-2	Old UP Hospice Building
10	PORTER LIMITED 213 Shoreline Drive 52-53-535-012-00	69	R-2/Prop TR	Vacant Land behind Cambria Rd
11	JANDRON JR, ROBERT & KELLY 208 on Street 52-53-010-004-00	0	B-1	Vacant Building next to Smarties Saloon
12	ROWE, CORWYN 308 Iron Street 52-53-010-013-00	0	B-1	Antique building across from Midtown Bakery
13	CITY OF NEGAUNEE PO Box 70 Negaunee 52-53-706-019-00	37	R-2	City Owned Land in Tracy Mine vicinity
14	BEEF A ROO 541 US 41 E 52-53-431-074-00	0	B-2	Beef-a-Roo



## CITY OF NEGAUNEE Redevelopment Sites

Data Sources: State of Michigan Geographic Data Library, City of Negaunee, Marquette County GIS



Parcels



State Roads



All Roads



Railroads

### Redevelopment Sites\*



Public (City-Owned) Redevelopment Sites



Private Redevelopment Sites

\*Please refer to table for site information





Site ID	Property Owner / Address	Acreage	Zoning	Description
15	CITY OF NEGAUNEE 300 County Road 480 52-53-704-006-00	27	RR/Prop IND	City Owned land near Wastewater facility
16	NORTHVIEW CO LLC 300 County Road 480 52-53-705-003-00	100	RR/Prop IND	Proposed Industrial Corridor on CR 480
17	CITY OF NEGAUNEE 100 US 41 W 52-53-431-045-00	0	B-2	Old Water Dept Building (recreation only)
18	CITY OF NEGAUNEE PO Box 70 Negaunee 52-53-433-003-00	40	RR/IND	City Owned Land south of cemetery on CR 492
19	PERRY, MICHAEL 401 Jackson Street 52-53-010-024-00	0	B-1	Old Russo's Building
20	JANDRON CUSTOM HOMES 400 Iron Street 52-53-010-023-00	0	B-1	Old Jandron's Building
21	CODYLAN LLC 304 Iron Street 52-53-010-012-00	0	B-1	Old Rookie's Sports Bar
22	KIVISTO, MARIAN & HASTINGS, DIANE 126 W Main Street 52-53-020-137-00	0	B-1	Sub Station
23	STANAWAY, THOMAS 102 S Pioneer Street 52-53-010-003-00	0	B-1	Corner Lot Main & Division
24	ST PAUL'S RECTORY 225 W Peck Street 52-53-020-076-00	0	R-2	Old Catholic School
25	TRESEDDER, GARY & KATHY 428 Iron Street 52-53-010-026-00	0	B-1	Red's Convenience Store
26	TEAL LAKE LLC US 41 52-53-535-006-00	7	B-2	Corridor 41 W of Shoreline DR

## Site Selection Matrix

Site ID	Ownership Status	Potential Use	Zoning	Utilities	Proximity Downtown	Market Feasibility	Environmental Issues	Score
	City Ownership 1 Point	Residential - 1 Point Commercial - 2 Points Mixed Use - 3 Points	Zoned for Potential Use 1 Point	Utilities Available 2 Points	within 1/4 mile 2 Points	Supported 1 Point	Historic Property 2 Points Brownfield / Obsolete 3 Points	Total Points Possible 15
1	Private		1	2			3	6
2	City; Available	3		2	2		3	10
3	Private	3	1	2	2	1	3	12
4	City; Available			2			3	5
5	Private	3	1	2	2			8
6	Private	2	1	2	2		2	9
7	Private	3	1	2	2		2	10
8	Private	<i>recently sold</i>						
9	Private	2	1	2		1		6
10	Private	3	1	2		1	3	10
11	Private	3	1	2	2			8
12	Private	3	1	2	2	1	2	11
13	City; Available	1	1	2			3	7
14	Private	2	1	2		1		6
15	City; Available			2				2
16	Private			2				2
17	City; Available	2	1	2			2	7
18	City; Available		1	2				3
19	Private	3	1	2	2		3	11
20	Private	2	1	2	2			7
21	Private	3	1	2	2		2	10
22	Private	2	1	2	2	1	2	10
23	Private	2	1	2	2			7
24	Private	3		2	1		2	8
25	Private	2	1	2	2	1		8
26	Private	3		2				5

## Targeted Site Selection

Based on the site selection evaluation three sites were chosen to further their redevelopment and include the Kirkwood Building, Old Russo's Building and parking lot, and vacant property behind Cambria Rd.

### Kirkwood Block (Site 3)

The Kirkwood Building is a historically significant building in the downtown and defines a large segment of the city block that it situated on. It is a large three-story building that is in a state of disrepair and will require reinvestment and incentives to stabilize and redevelop the building as a mixed-use. The City's recent effort to inventory and designate the downtown on the National Register of Historic Places will allow a potential developer to access historic investment tax credits. In addition, because the property is consider "obsolete" it can also access brownfield incentives or the Obsolete Property Rehabilitation Act (OPRA) tax abatement.



### US-41 and Cambria Properties (Site 10)

Downtown Negaunee is located approximate 1/2 mile from the US-41 / M-28 corridor and includes a variety of two and three story historic commercial buildings. Properties along the corridor provide opportunities for highway-oriented development which accommodate a variety of businesses typically not found nor not compatible in a traditional downtown. A well planned development at this location can provide job opportunities and enhance the local tax base.



### Old Russo's Building (Site 19)

This is a former downtown grocery store with a large parking lot and when combined it is just shy of an acre. It is vacant and the parking lot is in disrepair. The property is large enough to accommodate several private and public uses and its location at the west end on the downtown can serve as an major activity anchor.



# Moving Forward Strategies

Many in Negaunee may not know, but the name Negaunee comes from an Anishinabemowin (Ojibwa) word “nigani,” meaning “foremost, in advance, leading,” which was determined to be the closest Ojibwa translation for “pioneer”. To sum all this up, Negaunee is “always looking ahead”. This is the mantra behind the Economic Development Strategy for the City of Negaunee. **Moving Forward!**, will begin as an upfront short-term strategy for economic growth. The plan eventually will morph into a long-term strategy. The focus of the short-term strategy includes four principle actions;



Building Relationships



Reinvestment



Providing Opportunity



Planning / Collaboration



## Partnership With Lake Superior Community Partnership (LSCP) - Business Retention

Earlier this spring the City signed a two-year service contract with Lake Superior Community Partnership (LSCP) to assist in the its efforts of economic development. Established in the early 1980's as the Lake Superior Jobs Coalition the organization was renamed in 1997 as the Lake Superior Community Partnership (LSCP).

LSCP is formed around the following guiding principles that improve the region's quality of life.

- Truly regional in nature; recognizing that we can accomplish far more together and that our competition is truly global.
- Build around true private-public partnership; recognizing that too often in the past we have not shared responsibility for the progress of our community.
- Focused on community development; recognizing that enduring economic benefit can spring only from a well of true community development and improvement

Since March 2018, the LSCP has been working with City Manager Nate Heffron conducting face-to-face visits of downtown businesses, these meeting are known as “business retention and expansion visits”. These visits begin to build a foundation of trust and real relationships between the city and the business owners. According to Rhoda Gavadoni, *“In the 20 years that I have been in business the City Manager has never came to my business until now, this is very refreshing to see”*.

During these visits business owners are asked about their day-to-day operations, what problems they face, areas the city could improve in, and if they would like to take advantage of several programs the city has access to. Such programs like a free energy audit conducted by our energy provider WPPI, or if they are interested in applying for a facade grant through MEDC.

The city and LSCP will soon be conducting these same interviews along the Corridor 41 routes this summer into late fall. Upon completion of these visits the City Administration hopes to continue to grow these relationships through the reactivation of the Negaunee Downtown Development Authority and additional follow-up.

The City, based on ESRI Business Analyst data, has 139 business firms employing 1,262 people. This results in an employee to resident ratio of 28 employees per 100 residents which is lower than Marquette County at 56 employees per 100 residents. The data reinforces local perceptions that Negaunee is a bedroom community where County residents like to live due to available affordable housing and good school system but work elsewhere.

Table 1: Negaunee Business Summary

Business by NAICS Code	# of Firms	Employees
Agriculture, Forestry and Fishing	1	2
Construction	10	48
Manufacturing	1	1
Wholesale Trade	3	88
Retail Trade	15	171
Transportation & Warehouse	2	5
Information	2	8
Finance & Insurance	14	160
Real Estate	6	28
Professional & Technical	6	13
Education	9	232
Health Care	16	257
Arts & Entertainment	5	24
Accommodation & Food Service	10	88
Other Services	26	86
Public Administration	9	51
Unclassified	4	0
Total	139	1,262

Source: Copyright 2018 Infogroup, Inc.





## Partnership with Superior Trade Zone

The City also joined a new economic group known as the Superior Trade Zone, the city's involvement at this stage is as full member at a non-paying rate. The Superior Trade Zone is a multi-governmental partnership between units of government in Delta and Marquette Counties. The Superior Trade Zone provides in helping to establish and implementing programs which encourages regional economic growth, development, investment, job creation and job retention.

There are eight (8) key roles of the members:

- Educate the public about regional planning issues that will encourage economic development and investment, job creation and job retention, and ancillary growth.
- Cooperate and coordinate with other units of government on matters that impact the region with respect to economic development activities and functions supportive of economic development activities within the designated Superior Trade Zone Territory.
- Prepare, adopt, and maintain design standards to be applied to property and developments, which receive economic development incentives under the program and relevant laws.
- Prepare, adopt, and maintain a Superior Trade Zone Master
- Design Plan for areas within the district of the Corporation.
- Review Superior Trade Zone partners community's draft master plans when submitted for that purpose, and provide coordination of planning and zoning in other units of government when asked to do so.
- Review and comment on proposed public works projects for business development when part of a Superior Trade Zone Territory.
- Prepare and annually adopt an operating budget and capital improvement program.
- Prepare and review incentive plans.

By working together as a region, the city will be able to better leverage opportunities for growth. Having a seat at the table will bring awareness of our community to investors and developers looking for a great community to re-locate, expand, or just starting up.

### Our Development Partners

Central Upper Peninsula Planning and Development Regional Commission (CUPPAD)

Delta County Economic Development Alliance

Lake Superior Community Partnership

Marquette Chamber of Commerce

MI Works

Northern Initiatives

Upper Peninsula Economic Development

Greater Ishpeming Negaunee Chamber of Commerce

Delta County Chamber of Commerce

Bays de Noc Convention Bureau

Marquette Visitor and Convention Bureau

Upper Peninsula Travel and Recreation Association

Telkite Tech Park

Michigan Economic Development Corporation



## Downtown Plan and Streetscape Project

Recently the City has received technical support from the MEDC through the Michigan Economic Development Corporation. In addition to assisting with the preparation of the Economic Development Strategy efforts will be also be focused on a physical design plan for the downtown.

The City will be working closely with Beckett and Raeder, MEDC's consultant firm, to partner with the downtown business owners and residents of Negaunee to achieve the goals of preserving our history, enhancing our character, and spawning new economic opportunities.

On September 24, 2018 a session was held with downtown merchants to discuss their ideas to improve the downtown. On October 29 a session was held in the afternoon at the Negaunee Public Schools to discuss options and opinions with high school students followed by an evening session with the entire community. Information gleaned from these sessions will be used to prepare the downtown design plan.

By preserving Negaunee's history much needed attention to downtown buildings will be the focus, rather than tearing down old buildings or watch them disintegrate before our eyes. It is hoped that these proactive approaches that will allow building owners to take advantage of all the tool other communities have to preserve their buildings.

Enhancing the downtown's character by implementing simple solutions, making repairs to sidewalks, planting trees and flowers, and providing trashcans are just a few items that can really enhance our atmosphere.

As part of our Moving Forward Strategic Plan, this proposed streetscape project will begin to add additional value to our community's downtown. To retain and attract new businesses, the community will need to invest in improving the downtown district, this in turn will cause existing business owners re-invest in their businesses externally and internally and attract new businesses.

As we move into the next era of Negaunee's economy, great emphasis will be placed on tourism. A good sign of a thriving community is the vibrancy of its downtown. Focusing on tourism and catering to tourist our community will be able to stabilize its economy across the board, providing better wages and more jobs.



*City (formerly Village) of Dexter, Michigan  
AFTER Photos of Streetscape Project - featured in MML the  
Economics of Place publication*

## MEDC Facade Grants

Everyone can see the effect that small projects like Tinos Pizzeria and Smarty's Salon have had on the downtown. The City is working hard with the MEDC to continue the momentum that has created because of these projects. Overall over \$200,000 dollars has been reinvested in the downtown between the business owners and MEDC for these projects.

The City is diligently working with all business owners in the downtown to take advantage of the opportunities that MEDC can provide our community. Continuous improvements of the downtown will meet the community's goal of both preserving our history and enhancing our character.

Recently the City and MEDC held a meeting with twelve different business owner's in the downtown to see who wants to take on a facade project. Simple actions like this, where the City works by building relationships with the businesses to help them achieve their vision is the type of economic atmosphere we are creating in Negaunee. The City anticipates additional businesses will be submitting applications for projects to take place as early as Spring 2019.



*Smarty's Salon facade renovation with funding assistance from MEDC*



*Tony's Pizzeria facade renovation with funding assistance from MEDC*





## Invent NMU Partnership

The City has partnered together with **Invent NMU** to install the first community idea incubator kiosk site. Think of this kiosk as idea incubator you bring in your idea, and NMU works with you step by step to carefully craft the product or business concept and, when appropriate, launch it. Their innovative five-step process gives individualized attention to every detail. From market analysis and initial concept refinement, to prototyping, testing, and marketing, they breakdown the daunting entrepreneurial process. Whether it's a simple hardware product or a small business, they believe all ideas are worth exploring.

If you have an idea, stop in at the Negaunee public library and put your idea into the kiosk site. You can also gain access from your personal devices by going to <https://invent.nmu.edu/> look for the "Submit An Idea" button at the top right-hand side of the site.



## Neighborhood Improvement Authority

Several of the redevelopment sites are zoned and access to infrastructure to accommodate new residential development. A mechanism that can be used to assist with the development process is the Neighborhood Improvement Authority (NIA). An NIA may use its funds, including tax increment financing, to fund residential and economic growth in residential neighborhoods.

The Neighborhood Improvement Authority is set up very similar to a Downtown Development Authority where the Board is appointed by the Mayor and Village Council. A development plan is required which outline projects that the NIA is anticipated to participate and a tax increment financing plan can be used to capture revenues to build needed infrastructure. Activities of the NIA may be financed by:

1. Donations to the authority
2. Revenue bonds
3. Revenues from buildings or property owned or leased by the NIA
4. Tax increments
5. Special assessment
6. Grants

The suggested use of a NIA is to partner with a developer on the development of new housing projects and use the NIA to reimburse the developer for the construction of public infrastructure through tax increment proceeds. This approach is result-driven where tax increments are reimbursed as the project gets developed and begins to pay property taxes.

## SUCCESS STORY - TINKNOCKER TOOL



The story behind the evolution of the Tinknocker Tool is a great example of entrepreneurial spirit exhibited in Marquette. Ron Aho, a local sheet metal worker, developed a product that will change a method of his trade for the better. After undergoing rotator cuff surgery from years of damage to his shoulders, he knew there could be a more efficient way to drive cleats as he installs HVAC ductwork. Instead of the traditional method of hammering, he invented the Tinknocker Tool: a hammer-drill attachment that provides the same installation without the fatigue of hammering the cleats above his head, while saving him half the time during the process.

Aho walked into Invent NMU's doors ready to move forward with his prototype after welding an initial unit himself. Right away, the student team found that his concept was truly unique and began working to get his concept in motion. Aho also received support from the engineering technology programs at Northern Michigan University where a professor, and Invent NMU advisory panel member, saw the Tinknocker Tool as an opportunity for his advanced CNC Operations class to gain real-world experience by manufacturing a pilot run of 50 units. Aho's experience with Invent NMU's process served not only as entrepreneurial success for him, but NMU students as well. "There are ideas out there," he explained. "Invent NMU is a place that wants to help individuals take an idea and turn it into a product. My advice for people is to just go on into Invent NMU, tell them your idea and they will get you started."





## Establishment of a Historic District

Spring of 2018, Council approved a resolution to engage with the Michigan Economic Development Corporation (MEDC) for the purpose of researching the necessary steps in order to obtain a National Register of Historic Places Designation for the downtown and adjacent properties. In addition to the inventory a strategic plan will be developed to outline next steps and other actions that the City will need to undertake.

As a result of City Council action the Department of Talent and Economic Development (TED) approved funding for technical assistance to the City of Negaunee for the pursuit of a National Register of Historic Places Designation. Technical assistance will also include education for community members and city staff on historic preservation as a tool for economic development. In addition, the City of Negaunee will have the opportunity to work directly with Jessica Flores of Preservation Forward, a historic preservation professional, who will assist the City with a strategic plan for its historic resources. Funds will be provided through the Project Empire initiative.

The National Park Service administers the National Register of Historic Places. The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.

Listing in the National Register of Historic Places provides formal recognition of a property's historical, architectural, or archeological significance based on national standards used by every state.

As of today the Special Committee on Cultural and Historical Preservation has been established and its membership filled, this committee has also determined the boundaries of the historic district will include from Division Street to Rail Street, From Rail Street to Tobin Street, From Tobin Street to Peck Street, From Peck Street to Teal Lake Avenue, and Teal Lake Avenue to Jackson Street. In some areas a buffer zone will be established, which will be part of the historic district, to protect future developments from occur that could negatively affect the character of the district.

Information obtained through the historic inventory can be used to prepare a historic overlay ordinance as part of the Negaunee Zoning Code. Properties in the overlay boundary would be required to follow the zoning provisions for their respective zoning classification but, in addition, would be required to follow additional requirements outline in the overlay ordinance. The design guidelines inform owners about the best practices for restoring, rehabilitating, or maintaining their piece of architectural history. These practices will help preserve the historic appearance that contributes to the overall appeal of the neighborhood as well as its individual properties while protecting property values.



## Michigan Main Street Program

Michigan Main Street (MMS) began in 2003 and is a Main Street America™ Coordinating Program. As a Main Street America™ coordinating program, MMS is affiliated with the National Main Street Center, which helps to lead a powerful, grassroots network consisting of over 40 coordinating programs and over 2,000 neighborhoods and communities across the country committed to creating high-quality places and to building stronger communities through preservation-based economic development.

MMS communities are designated through a competitive application process. These communities have continued to generate real results by supporting new and existing businesses, planning and funding physical improvements, organizing events and promotions to raise the profile of their downtown district and engaging community members in downtown revitalization. Information reflecting the impact of the MMS Program is self-collected and shared with the Michigan Main Street Center by Select and Master Level communities on a monthly and annual basis.

The Main Street Approach is a unique, historic preservation based economic development strategy that focuses on leveraging existing social, economic, physical and cultural assets to energize community revitalization efforts and help manage success for the long term. The approach leads to tangible outcomes that benefit the entire community through encouraging communities to enact long-term change while also implementing short-term, inexpensive and place-based activities that attract people to the commercial core and create a sense of enthusiasm about the community.



The Main Street Approach is a methodology consisting of three integrated components:

1. The vision provides a foundation for outlining the community's identity, expectations and ideals for future development while being grounded in an understanding of the economic market realities of the district.
2. Transformation strategies identify long-term and short-term actions that provide a clear sense of priorities and direction to help move a community closer to implementing their vision. Work on these strategies should align with the Main Street Four Points of organization, promotion, design and economic vitality.
3. The Main Street organization must show visible results that can only come from implementing action items and completing projects in the short-term and long-term. Main Street must focus on measuring progress and results in order to justify and demonstrate the wise use of scarce resources.

Currently, there are no other communities in the Upper Peninsula besides the City of Sault Ste. Marie participating in the Michigan Main Street program.

### BY THE NUMBERS

In 2014 the State of Michigan evaluated the economic impact of that the Main Street program had since its inception. So here is what happened on average in a Michigan Main Street in a typical year.

- 3,437 volunteer hours with a value of \$70,912
- 2.4 net new businesses
- 10.4 net new full time equivalent jobs
- 2.4 buildings sold
- \$264,064 in new construction
- \$1,231,164 in building rehabilitation
- \$67,260 in façade work
- \$381,496 in public improvements

Source: PlaceEconomics; May 2014

The City of Negaunee has begun this process by attending both the Main Street Basics and Main Streets in Practice trainings. This involved both City staff and business leader/owners within the community. The next step will involve formally developing a steering committee from the community to work with city staff to formally engage the MEDC under the Michigan Main Street Program. This work will include the following:

### **Engaged Level**

A community will officially be recognized as an Engaged Level Main Street Community once they have participated in the Main Street Training Series and have developed their communications and fund development plans. A community has up to three years to participate as an Engaged Level community working to implement their plans and apply to the Select Level. Communities interested in applying for the Select Level will need to complete the following activities prior to application.

#### **Engaged Community Activities:**

- Identify or establish local MMS host organization
- Implement communications plan
- Implement fund development plan
- Host community site visit

Upon the submission of the city's application, the Governor's office will review it and determine which communities are ready to move to the next step and become a "Select Level" community.

### **Select Level**

A Select level community is a community that has successfully fulfilled the requirements of the Engaged Level, they have the option to apply for the Select Level. At this level, communities can expect assistance in implementing the Main Street Approach™. Michigan Main Street staff, along with other professionals, work closely with Select Level communities to train their boards and committees, hire a full-time Main Street Director, recruit volunteers and get the program up and running. The Select Level requires a 5 year commitment from participating communities.

### **Master Level**

The Master Level is available to communities that have successfully completed 5 years in the Select Level. The Master Level focuses on continuing to assist communities that have successfully integrated a full Main Street program into their community. This is achieved by continuing to offer Select Level trainings and networking opportunities through MMS, as well as the opportunity to act as mentors for other Michigan Main Street communities. The Master Level requires a 2 year commitment from participating communities. Communities have the opportunity to renew their participation for as long as they are actively practicing the Main Street Approach™.



*Downtown Boyne, MI. Master Michigan Main Street Community*





## Michigan Redevelopment Ready Community program (RRC)

Currently Negaunee is in the evaluation stage of the Michigan Redevelopment Ready Community program (RRC). This program is open to any community in Michigan—at no cost. Those who will benefit most are communities that either already have an area of concentrated development such as a traditional downtown or commercial corridor or are planning for such development.

The Redevelopment Communities® (RRC) process consists of three steps: Engagement, Evaluation and Certification. Learn more about each step below.

### Engagement

Formal engagement consists of three steps:

#### 1. Learn

Attend Best Practices Trainings—A community must complete training on all 6 best practices. We offer in-person, 2-day trainings across the state: Day 1 includes practices 1/2/3 and Day 2 covers 4/5/6. To learn about upcoming trainings, visit our RRC trainings page or check out the left side bar.

#### 2. Assess

Complete a Self-Evaluation—Using the information from best practices training, a community must complete a self-evaluation. This is a tool used to assess how a community's current planning, zoning and development documents, policies and procedures measure up to RRC Best Practices. This must be done prior to receiving a formal evaluation by a RRC planner. Communities are not required or expected to have all of the best practices criteria met at the time of initial engagement.

#### 3. Approve

Pass a Resolution of Intent—The community's governing body must pass a resolution of intent outlining the value the community sees in engaging in the process. For guidance throughout this process, you will be assigned to a Community Assistance Team (CA Team) Specialist. All completed documents should be provided directly to them.

### Evaluation

After formal engagement, communities will be placed in the RRC pipeline. While awaiting formal evaluation, communities should begin to update the plans, policies and procedures identified in their self-evaluation that do not meet best practices criteria. The formal evaluation process is conducted by the RRC team through stakeholder interviews, meeting observations and data analysis.

### Certification

To become a certified Redevelopment Ready Community, your community must demonstrate that all RRC Best Practices criteria are being met. The RRC certification is a formal recognition that a community has a vision for the future and the fundamental practices in place to get there. Once certified, communities have access to additional technical assistance and opportunities to showcase their community to potential developers. A community is expected to be making progress toward certification on a regular basis in order to remain in good standing, but ultimately a community can work toward certification at its own pace.

## RRC BEST PRACTICES

### 1 - Community Plans and Public Outreach

Requires a recently adopted master plan, a downtown plan and capital improvements program. Also required to have a community participation strategy to actively engage residents.

### 2 - Zoning Regulations

Zoning regulations that encourage mixed-use, upper story residential in downtown buildings, streamline review procedures, and building design standards.

### 3 - Development Review Procedures

Clear and concise development review procedures, clearly defined roles in the review process, and defined development review standards.

### 4 - Recruitment and Education

Provide educational materials to new elected officials, appointees and commission members. Allocate funds for training and continuing education.

### 5 - Redevelopment Ready Sites

Identify redevelopment sites, establish a vision for their redevelopment, assemble property information, and prioritize at least 3 sites.

### 6 - Economic Development Strategy

Prepare a strategy that integrates other planning, local goals and objectives, and regional initiatives.



## Capital Improvement Plan

The City of Negaunee has contracted with the CUPPAD Regional Commission to complete a program of work that will result in a RRC-approved Capital Improvements Plan that meets the standards of P.A. 33 of 2008. The resulting document will provide intelligence on the types of public improvements that will be necessary or desirable in the City's future and the document will serve as a resource for decision makers during the annual budget process. The program of work contains multiple phases, broken down into sub-tasks as follows.

### Phase I: Building a familiarity with the CIP

CUPPAD will work with elected city leaders, planning commissioners, department heads, and the public to understand the purpose and process of developing a Capital Improvements Plan. In this phase:

- Basic introductory information is presented to groups intended to be part of the CIP building process.
- A policy team consisting of department heads, elected leaders, and planning commissioners is assembled to make administrative decisions on the discretionary elements of the program.
- Public engagement is commenced to provide local residents with the document that is being created and provides an understanding of how they may participate in the process. Information is gathered at this stage, which will contribute to the development of the scoring rubric and potentially the cultivation of future projects.

### Phase II: Creating a framework for a Capital Improvements Program and initiating the call for projects

CUPPAD will work with the City to develop a project schedule and framework for submitting capital projects. This phase includes:

- Creation/modification of documents like the project submission form, project tracking spreadsheet, guidance documents.
- A process for submitting projects is developed. CUPPAD works with the policy team to define what constitutes a local capital improvement and on the development of a scoring rubric for rating projects.
- Thumb drives are packaged, distributed to department heads during the call for projects, and gathered when the project submission window has closed.

### Phase III: Manual data entry of submissions

CUPPAD will gather the submissions from department heads and the City Manager and manually input the data into the Plan-It: Capital Planning Software.

- Projects will be summarized on the Project Tracking Spreadsheet and reviewed by the City Manager for any omissions. Project Forms will be created for any missing projects.
- CUPPAD will manually enter data from the project forms into the Capital Planning software and will produce reports showing the range of improvements from various perspectives, including: by department, by priority, and by funding source.

### Phase IV: Development of the CIP document

CUPPAD will create and format a plan document to house the reports, analysis text, and recommendations that will be included within the plan.

### Phase V: Presentation and acceptance of the CIP

CUPPAD will present the draft of the plan to planning commissioners and the City Council in anticipation of acceptance. Once accepted, the plan may be used for deliberations on the annual budget to provide long-term insights on capital projects.

The Capital Improvements Plan is a vital document that will be used to help prepare the City for future projects. This will allow the city to match up real-time projects and ensure responsible spending is linked to budget process.



# PATHWAY TO BECOMING A REDEVELOPMENT READY COMMUNITY

## Six Best Practice Steps

### ONE COMMUNITY PLANS & PUBLIC OUTREACH

#### THE PLANS

Adopted a master plan in the past five years, and must achieve:

- Reflects a desired future direction
- Identify priority redevelopment area



### COMMUNITY PLANS & PUBLIC OUTREACH

- Identify land use, infrastructure, & complete streets elements
- Includes zoning plan
- Implementation recommendations
- Progress annually reported
- Available online

Adopted a downtown plan & corridor plan

- Identify projects, costs, & timeline
- Identify development boundaries
- Includes mixed-uses & pedestrian oriented development
- Includes transit oriented development
- Coordinates with master plan & capital improvements plan
- Available online

Adopted a capital improvements plan

- Details a minimum of a six year projection with annual review
- Coordinates with other projects to minimize construction costs
- Coordinates with master plan & budget
- Available online

#### PUBLIC PARTICIPATION

Public participation strategy for engaging a diverse set of community stakeholders

- Identify key stakeholders
- Identify public participation methods & venues
- Any third party adheres to strategy

Public participation efforts go beyond the basic methods

- Basic practices: Open Meetings Act, newspaper, website, community hall door, postcards, water bills inserts, local cable access, announcements

- Proactive practices: Individual mailings, charrettes, focus groups, workshops, canvassing, crowd-sourcing, social networking, interviews

Share outcomes of the public participation processes

- Track outreach methods
- Communicate outcomes

### TWO ZONING REGULATIONS

Alignment with the goals of the master plan

- Evaluate master plan recommendations

Provide for areas of concentrated development in appropriate locations & encourages the type & form of development desired

- Allow mixed-use by right in development
- Consider form-based code
- Requires one or more: build-to lines, open store fronts, outdoor dining, ground floor transparency, streetscaping, preservation of historic & environmentally sensitive features



### ZONING REGULATION

Include flexible tools to encourage development & redevelopment

- Define special land use & conditional rezoning requirements
- Allow for compatible uses that serve new economy businesses in commercial and industrial districts

Allow for a variety of housing options

- Requires two or more: accessory dwelling units, attached single family units, stacked flats, live/work, co-housing, corporate temp housing, cluster, micro units

Include flexible parking standards and improves nonmotorized transportation

- Includes bicycle parking, pedestrian-scale lighting, traffic calming, public realm standards where appropriate
- Includes pedestrian connectivity ordinance
- Requires two or more: parking off street requirements, parking lot connectivity, shared parking, parking max, parking waivers, electric vehicle charging, bicycle parking, payment in lieu of parking, complementary use accommodation

Include standards for green infrastructure

- Requires one or more: low impact development techniques, green roofs, pervious pavement, native species, existing tree protection
- Requires street trees & parking lot landscaping

Creating a user-friendly ordinance

- Portrays clear definitions & requirements
- Provide electronic format
- Convenient hard copies
- Accessible online

### THREE DEVELOPMENT REVIEW PROCESS

#### DEVELOPMENT REVIEW PROCEDURES

Zoning articulates a thorough site plan review process

- Provide clear roles & responsibilities for all bodies

Define & offer conceptual site plan review meetings for applicants

- Defined expectations online



Qualified intake professional

- Identify a point person for receiving applications, documenting contact, explaining procedures, facilitating meetings, processing approvals, & excellent customer service

Encourage developers to seek input from neighboring residents & businesses at the onset of the application process

- Assist the developer in soliciting input from the public

Joint site plan review

- Define the joint site plan review process

A clearly documented review policy

- Define clear roles, responsibilities, & timelines
- Define development standards

### REDEVELOPMENT & ECONOMIC DEVELOPMENT



### DEVELOPMENT REVIEW PROCESS

Promptly act on development projects

- Allow permitted use changes administratively rezone
- Adhere to procedures
- Provide development review flowchart with timelines
- Coordinate among departments for development, permitting, inspections

Create method to track development projects

- Develop a tracking system for projects during permitting, and inspection

# COMMUNITY

team  
e plan team,  
disciplines  
d internal staff

responsibilities,  
nt review

## RECRUITMENT EDUCATION



NT

development requests  
es to be  
reviewed  
ures & timelines  
ent process  
eline  
g community  
mitting, &  
ck development  
g mechanism  
g development,  
pection process

Annually review successes & challenges with the development review process

- Obtain customer feedback & integrate changes
- Capture lessons learned from joint site plan review team

### GUIDE TO DEVELOPMENT

Annually review the fee schedule

- Cover the community's true cost
- Accept credit card payment

Maintains guide to development, explaining policies, procedures & steps to obtain approvals

- Provide: contact information, meeting schedules & procedures, flowcharts of development processes, relevant ordinances, site plan review requirements & application, administrative approval requirements, process & applications for rezoning, variances, & special uses, fee schedule, financial assistance tools, design guidelines & processes, building permit requirements & applications
- Available online

## FOUR RECRUITMENT & EDUCATION

### RECRUITMENT & ORIENTATION

Set expectations for board & commission positions

- Outline expectations & desired skill sets defined
- Available online

Provide orientation packets to all appointed & elected members of development related boards & commissions

- Include all relevant planning, zoning & development information

### EDUCATION & TRAINING

A dedicated source of funding for training

- Allocate budget for elected & appointed officials & staff

Identify training needs & track attendance for elected & appointed officials & staff

- Manage tracking mechanisms: training needs & attendance
- Identify trainings which relate to stated goals & objectives

Encourage elected & appointed officials to attend trainings & share information

- Notify elected & appointed officials & staff about training opportunities
- Hold collaborative work sessions & joint trainings
- Prepare annual report

## FIVE REDEVELOPMENT READY SITES

Identify & prioritizes redevelopment sites

- Maintain updated list of sites

Gather basic information for prioritized redevelopment sites

- Require photo/rendering, desired outcomes, owner contact, community contact, zoning, lot & building sizes, SEV, & utilities

Create a vision for priority redevelopment sites

- Include desired development outcomes
- Identify community champions
- Require public engagement with high controversy sites

Identify potential resources & incentives for prioritized redevelopment sites

- Identify negotiable development tools, financial incentives and/or in-kind support linked to desired outcomes

Assemble property information packages for prioritized sites

- Include financial incentives, deed restrictions, tax assessment, survey, past uses, existing conditions, known environmental and/or contamination conditions, soils, demographics, amenities, planned infrastructure improvements, GIS, natural features, traffic studies, target market analysis, feasibility studies

Prioritize redevelopment sites and actively market

- Available online

## SIX COMMUNITY PROSPERITY

### ECONOMIC DEVELOPMENT STRATEGY

An approved economic development strategy

- May be part of the master plan or annual budget
- Connects to the master plan & capital improvements plan
- Identify opportunities & challenges within the community
- Incorporate recommendations for implementation
- Coordinate with a regional economic development strategy
- Available online

Annually review the economic development strategy

- Report progress on economic development strategies annually

### MARKETING & PROMOTION

Develop a marketing strategy

- Identify opportunities & steps to attract businesses, consumers & real estate development
- Creates or strengthens the community image
- Identify approach to market priority development sites
- Coordinate marketing efforts with local, regional, & state partners

## COMMUNITY PROSPERITY

An updated, user-friendly municipal website

- Link to master plan, downtown plan, corridor plan, capital improvements plan, zoning ordinance, development guide, online payment, partner organizations, board & commission applications, property information packages, & economic development strategy
- Easy to navigate



## Prioritize Redevelopment Sites

The RRC program requires that the community prioritize at least 3 sites for redevelopment. These sites should be selected based on their readiness to accommodate new development influenced by zoning, availability of utilities, and community expectations. The site selection matrix (page 16) was used to select three potential redevelopment sites. As a result, site #3, #10, and #19 were selected as highest priority. All the selected sites are under private ownership requiring the City to serve as a facilitator in the redevelopment process.



## Reactivate the Downtown Development Authority

Chapter 290 of the City of Negaunee Municipal Code established a Downtown Development Authority pursuant to Act 197 of 1975. The DDA district is as follows:

*Commencing at the intersection of the centerline of Tobin Street and Jackson Street, thence south on Tobin Street to the northwest corner of Lot 88 of the Iron Plat Addition, thence southeasterly along the north lot line of Lot 88 to the centerline of Gold Street; thence south along the centerline of Gold Street to Copper Street; thence east along the centerline of Copper Street to Silver Street; thence north along the centerline of Silver Street to Rail Street; thence east along the centerline of Rail Street to the centerline of Division Street; thence south along the centerline of Division Street 300 feet; thence east 750 feet; thence northwesterly to the intersection of the centerline of Teal Lake Avenue and Case Streets; thence west along the centerline of Case Street to the centerline of Jackson Street; thence west on Jackson Street to the point of beginning.*

Reactivation of the DDA is a step stone for downtown revitalization. Several of the projects in the Moving Forward Strategy, like Michigan Main Street participation, downtown streetscape and assisting downtown property owners with facade renovations and historic tax credits can all be supported through a DDA. Steps to reactivate a DDA would include the appointment of a Board of Directors, preparation and adoption of a Development Plan and Tax Increment Financing Plan.

Associated with reactivation of the DDA would be a review and consideration of establishing a Principal Shopping District (PSD; Public Act 120 of 1961) which would address downtown maintenance, promotions and events.















*Like Downtown Negaunee with its historic theater, Downtown Farmington has both a Downtown Development Authority and Principal Shopping District.*

# Sequence of Actions

The table below graphically depicts when the various Moving Forward Strategies would be initiated (green) and when they would be carried out (blue). For example, the establishment of a historic district began in 2018 and will likely conclude in 2019. These timeframes are not absolute and would merely indicate the sequence of activities.

The sequence of actions should be integrated into the Community Master Plan, and City Council goals and objectives. This ensures that projects and programs are appropriately aligned between plans and public policy which is advantageous for seeking State and Federal funding assistance. The lead organization that has primary responsibility for the initiative is highlighted.

		2018	2019	2020	2021	2022	City	DDA	LSCP
	Partnership With Lake Superior Community partnership (LSCP) - Business Retention								
	Partnership with Superior Trade Zone								
	Downtown Plan and Streetscape Project								
	MEDC Facade Grants								
	Invent NMU Partnership								
	Neighborhood Improvement Authority								
	Establishment of a Historic District								
	Michigan Main Street Program								
	Michigan Redevelopment Ready Community program (RRC)								
	Capital Improvement Plan								
	Prioritize Redevelopment Sites								
	Reactivate the Downtown Development Authority								

CITY - City of Negaunee  
DDA - Downtown Development Authority  
LSCP - Lake Superior Community Partnership

