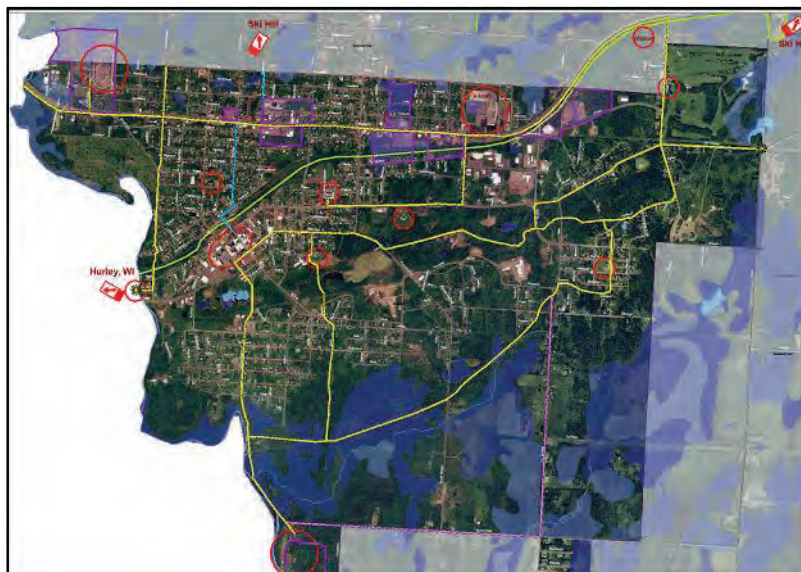


**ABOVE : CURRENT LAND USE MAP, IRONWOOD.**

**BELOW: PROPOSED TRAILS IN IRONWOOD**



UPEA worked with the Gogebic County Economic Development Commission to create a Comprehensive Plan that would address common issues and opportunities in the County. The EDC wanted to explore opportunities for collaboration, and UPEA designed a planning process that would encourage and facilitate a habit of cooperation. A County-wide workshop was held to gain broad-based input and to encourage visioning toward a shared future. Then area planning commissions and municipal staff were invited to a joint workshop where issues were addressed in break-out sessions, culminating in group presentations which helped municipalities envision common ground.

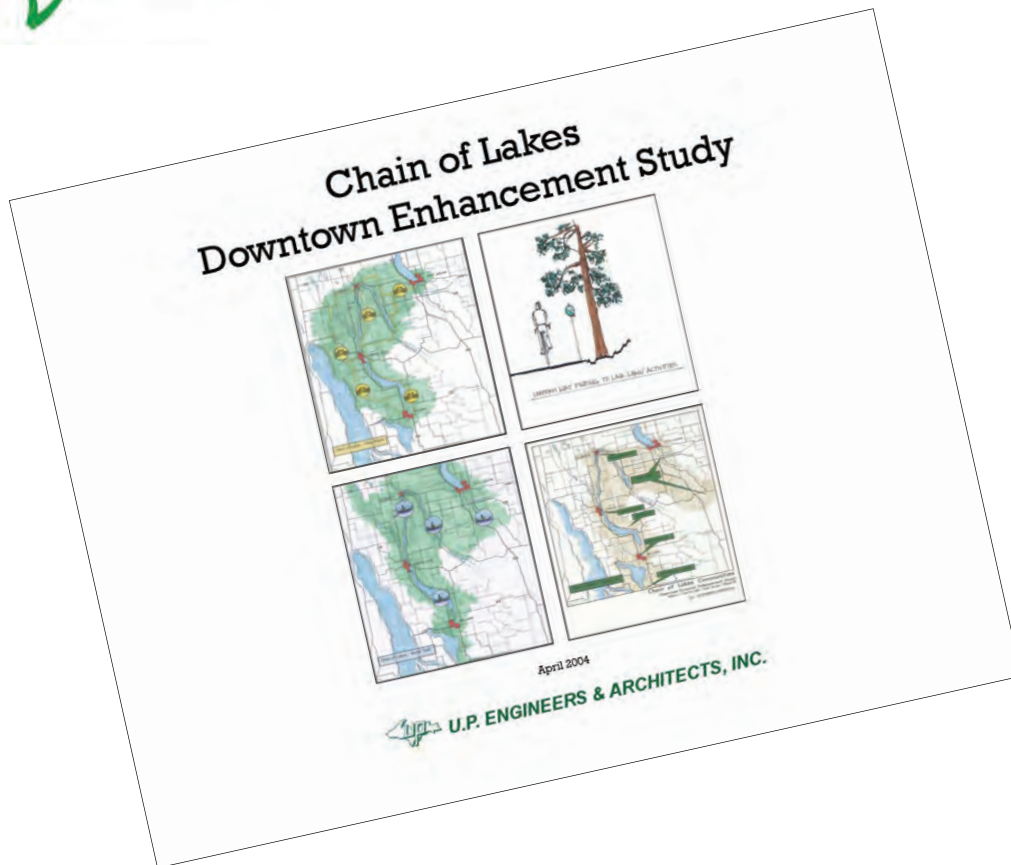
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# DOWNTOWN STUDY

Chain of Lakes Region, Northern Lower Michigan



PROJECT: Downtown Enhancement Study

REFERENCE: Sheri Rhoads, Northern Lakes Economic Alliance, 231-582-6482

The communities of Bellaire, Central Lake, Ellsworth and East Jordan formed a partnership in 2003 to develop strategies to improve downtown retail and overall economic development opportunities. The Northern Lakes Economic Alliance, a multi-county economic development organization, assisted the group with a successful application to the Michigan Economic Development Corporation for a Michigan Community Development Block Grant for financial assistance for the planning project. The project was intended to develop economic enhancement strategies for each community as well as generate ideas for regional cooperation that will strengthen the area's overall economy. The plan was organized with a regional overview and a specific planning report for each community. It included recommendations, by community, as well as for collaborative efforts. The study included the following planning activities:

- Analysis of demographics, socio-economic characteristics, and retail market data.
- Identification and analysis of downtown issues and opportunities.
- Community participation in the planning process.
- An analysis of downtown and economic development potentials in each community.
- Development of strategies of cooperation among the four communities.
- An action plan for implementation.



# CALUMET AIR FORCE STATION RE-USE

KEWEENAW COUNTY, MICHIGAN



PROJECT COST:      \$2.6 million

The Department of Defense closed the Calumet Air Force Station in 1988. The buildings sat unoccupied for nearly a decade. Officially the facility was in Federal caretaker status, but the facilities were slowly degrading to a condition where before long they would be unusable. When the Keweenaw County Board of Commissioners saw an opportunity to take over the facility, they turned to U.P. Engineers & Architects Inc. for economic development and engineering services. UPEA secured a major tenant for the base and grants totaling \$1.6 million. UPEA then designed a variety of infrastructure improvements and did the architectural design work to convert the buildings from military use to a youth correctional facility. Today the former radar base is known as the Keweenaw Academy and is operated by Youth Services International, one of the largest youth correctional companies in the nation. The re-use has created more than 130 jobs in Keweenaw County, the least populated county in Michigan. The former air station, rather than crumbling as it had been, is now a valued community asset.