

**Public Gathering Spaces Initiative Application**  
**Community Development Block Grant Program**  
**Funding Round**

Public Gathering Spaces Application			
<b>UGLG (Unit of General Local Government) Point of Contact</b>	First and Last Name: Amber Goodman		
	Email: manager@villageofcalumet.com		
	Cell Number:		Office Number: (906)337-1713
	Best way to contact:	<input type="checkbox"/> Email	<input type="checkbox"/> Cell Phone <input checked="" type="checkbox"/> Office Phone
	Business Role:	<input checked="" type="checkbox"/> Employee	<input type="checkbox"/> Consultant <input type="checkbox"/> Other:
<b>UGLG Information</b>	UGLG Name: Village of Calumet		
	Street/PO Box:340 Sixth Street		
	City: Calumet		County: Houghton
	State: Michigan		Zip Code:49913
	UGLG's SAM# GSNMMV8SUGK6		
	UGLG's DUNS #096829965		
	UGLG's Federal Tax ID #386007159		
	State the UGLG's status in the Redevelopment Ready Communities Program (RRC) and/or a Michigan Main Street program.	<input type="checkbox"/> Redevelopment Ready Communities <input checked="" type="checkbox"/> Essentials <input type="checkbox"/> Certified	
		<input type="checkbox"/> Michigan Main Street <input type="checkbox"/> Select <input type="checkbox"/> Master	
	Please verify the UGLG's low to moderate income community percentage. Note – in order to apply for the Public Gathering Spaces program, the community must be considered a low to moderate income community (51% or greater).	<input type="checkbox"/> 51-55% <input type="checkbox"/> 56-60% <input type="checkbox"/> 61-65% <input checked="" type="checkbox"/> 66% and above	
		A direct link listing the LMI Community Percentage can be found here: <a href="#">lmi-community-customers-and-project-areas.xlsx (live.com)</a>	
	Does the UGLG have open CDBG grants, including CDBG housing or infrastructure grants, or executed Letters of Intent (LOI) related to a CDBG project?	<input checked="" type="checkbox"/> Yes	
		<i>If yes, please provide the grant number(s) and/or project name (if the project is still under LOI):</i>  MSC 218032-CDF	
<input type="checkbox"/> No			
	<input type="checkbox"/> Yes		

<b>UGLG Information (Continued)</b>	Does the UGLG have any unresolved CDBG grant issues and/or findings?	<i>If yes, please provide the grant number and explain the issues and findings:</i>		
		<input checked="" type="checkbox"/> No		
<b>CDBG Certified Grant Administrator Questions</b>	In this section, identify who will be administering the proposed project  (Check One).	<input checked="" type="checkbox"/> <b>A MEDC CGA will administer the project.</b> The CGA has not yet been selected and the contract amount is unknown. The contract has not yet been signed, the MSF will fund the costs, and the administration line item on the CDBG budget (Attachment B) has been left blank.		
		<input type="checkbox"/> <b>A MEDC CGA on the staff of the UGLG will administer the project.</b> These costs are not eligible as match or CDBG reimbursement. The administration line item on the CDBG budget (Attachment B) has been left blank.  Provide the name and contact information for the MEDC CGA person at the UGLG who will be responsible for administering the proposed project:		
		Name:		
		Business Address:		
		Phone Number:		
		E-mail:		
<b>Project Details</b>	Address of Proposed Project	Street Address: 340 6 <sup>th</sup> Street, 323-325 5 <sup>th</sup> Street		
		City: Calumet	State: MI	Zip: 49913
	Identify the total square footage of any <u>NEW</u> (currently vacant or underutilized) space being activated? 0 sq ft, all is currently public space.	Total Square Footage being activated: 14205 sq ft		
		How long has the space been vacant and/or underutilized? At least since 1989.		
How long has the property been owned/maintained by the UGLG?	Please describe: The now vacant lots at 323-325 5 <sup>th</sup> were donated to the Village of Calumet DDA in 2019. The property at 340 6 <sup>th</sup> Street has been owned by the Village for over 40 years.			

	<b>REQUIRED ATTACHMENT:</b> Please include a Project Location Map. This map will be an aerial map showing the project location and boundaries (ex. Aerial Google map with the boundaries outlined). Include as Attachment A.
<b>Project Scope</b>	<p>Please describe the scope of the project the community is seeking to fund through the Community Development Block Grant Public Gathering Spaces program. Please highlight where the project is located, why this improvement is needed, and how the project will benefit the community. Additionally, please provide examples of how this project aligns with the UGLG's master plan (or other locally approved plan).</p> <p>The Downtown Calumet Green Space project will create an attractive, historically compatible, public space suited for flexible use, public events and social opportunities. The space will offer residents and visitors alike a space to rest when shopping, gather for music or art events, enjoy a quiet moment or take in the weekly farmers market.</p> <p>The project area is located in the heart of downtown Calumet, a National Landmark District, and within the Keweenaw National Historical Park. One of the two and half lots that comprise the project area, is located immediately adjacent to the historic Calumet Theatre, and serves as a small green space and front yard for the Theatre. Unfortunately, over time this space has become cluttered with various signage elements (historic markers, etc) which makes the space somewhat awkward to use. The space has also suffered due to the recent required removal of four historic shade trees which were aging and diseased.</p> <p>Just across the alley from the long-standing Calumet Theatre green space are 1.5 lots that were donated to the Village of Calumet DDA in 2019 . Prior to acquisition, the property was an eyesore that was formerly home to the Sterk Block. The Sterk Block had been vacant since 1989, when it collapsed and remained a secured pile of rubble for nearly a decade before the property changed hands and was cleaned up by the new private owner. Upon donation in 2019, the Village completed a basic improvement plan by having the space graded and seeded with grass. The space is now a relatively flat lawn that is open to the public. However, it is not easily accessible by those with mobility issues and presents a sense of emptiness where buildings once tightly lined the street.</p> <p>The Downtown Calumet Green Space concept plan takes two disparate, underused spaces and transforms them into a central park that will invite pedestrians of all abilities to recreate safely. Lighting and firm, correctly graded concrete walkways will create an opportunity for pedestrians to cross between the two major downtown streets, allowing easy access to adjacent historic sites, entertainment venues and retail areas. An accessible seating plaza along Fifth Street and permanent benches alongside the Calumet Theatre, invite pedestrians to rest, sit and visit or perhaps enjoy an alfresco snack. Electrical access will be a welcome addition for farmers market vendors who will fill the space every Saturday and will make an annual Christmas Lights Ceremony possible. Installation of water on site will allow volunteers and Village staff to care for the planted elements with ease and could make for occasional sprinkler fun for children in the community.</p>

	<p>This project is referenced in the 2021 Village of Calumet Development and Tax Increment Financing Plan as a priority for design improvements on areas of public land to be left open.</p>	
	<p><b>OPTIONAL ATTACHMENT:</b> Please include a copy of the locally approved plan that references the creation or improvement of the public gathering space.</p>	
	<p><b>REQUIRED ATTACHMENT:</b> Provide a minimum of three before photos that represent the scope of the Public Gathering Spaces request. Include as Attachment B.</p>	
	<p><b>REQUIRED ATTACHMENT:</b> Provide a detailed site plan of the project site. Include as Attachment C.</p>	
	<p><b>REQUIRED ATTACHMENT:</b> Provide a detailed rendering of the proposed project. Include as Attachment D.</p>	
<p><b>Project Budget</b></p>	<p>Total Project Cost: \$311,538.20</p>	
	<p>Grant Request: \$280,384.38</p>	
	<p>Match Amount (a minimum 10% match is required): \$31,538.20</p>	
	<p>Match to Total Project Cost Ratio:  <input checked="" type="checkbox"/> 10%     <input type="checkbox"/> 11-15%     <input type="checkbox"/> 16-24%     <input type="checkbox"/> 25%     <input type="checkbox"/> Other:</p>	
	<p>Source(s) of UGLG's committed cash matching funds (please check all that apply):  <input type="checkbox"/> General Fund     <input type="checkbox"/> Road Funds     <input checked="" type="checkbox"/> DDA or other district funds  <input type="checkbox"/> Bonding     <input type="checkbox"/> Other            *Note: Special assessments are not allowed</p>	
	<p>If the UGLG included "other" funds above, please check the specific funding source(s) that the "other" committed</p>	<p><input type="checkbox"/> Other grants and/or loans where agreements are in place and the funds are immediately available  <input type="checkbox"/> Other public and/or private cash that is immediately available  <input type="checkbox"/> Other funds that are immediately available</p>

	cash match will be comprised of:	Describe all “other” funds:
<b>Timeline</b>	<b>REQUIRED ATTACHMENT:</b> Attach a detailed project budget that includes the full scope of the completed project. See Appendix B.	
	<b>REQUIRED ATTACHMENT:</b> Attach a third-party cost estimate that aligns with the expenses listed in the project budget. Please note Davis Bacon wages will apply. See the “Program Requirements and Compliance” section of the <a href="#">CDBG Funding Guide</a> for more information. Include as Attachment E.	
	Proposed Project Start Date: 1/1/23	Anticipated Project Completion Date: 12/31/23
	Design Engineering Start Date: 1/1/23	Design Engineering End Date: 3/1/23
	Construction Start Date: 6/1/23	Construction End Date 11/15/23
	Please describe how your community determined the timeline for the proposed project? Additionally, please reference any local approvals that will need to take (or have already taken) place for the project to remain in-line with the timeline above.	
	<p>July, 2022 - Selection of CGA and return of background check forms within 24hrs of receipt, after Letter of Intent received, according to program guideline.</p> <p>July - Dec 31, 2022 - Complete environmental review as stipulated by grant guideline.</p> <p>July - Dec 31, 2022 - Initiate selection process for design professional, contract awarded after environmental review complete and grant contracts in place.</p> <p>January 1 - March 1 - Complete construction plans, time needed to complete plans and make adjustments as needed.</p> <p>March 1-15, 2023 Village of Calumet Historic District Commission (HDC) review</p> <p>March 15-31st, 2023 Complete plans and specifications and publish advertisement for construction bids, deadline per grant guideline.</p> <p>April 1- 30th, 2023 Construction bid advertisement</p> <p>May 1 -31st, 2023 - Construction bid awarded</p> <p>June 1, 2023 - Begin construction, this is an estimate of earliest feasible construction date due to snow/frost leaving the ground, end date is the end of the construction season.</p> <p>November 15th, 2023 - Construction end date, traditional end date for the construction season due to weather related complications.</p>	

<b>Narrative Questions</b>	<p>The Public Gathering Spaces funding round aspires to support projects that are <b>expanding the seasonal operation</b> of a new or existing public spaces. Please provide specific examples of how the proposed project will meet this objective – including, but not limited to – design elements, programming, and space functionality.</p>
	<p>The spaces as they are currently arranged do not provide electrical access and multiple decorative elements in the 340 Sixth Street lot make snow removal and thus use more difficult in the winter months. Adding electrical access to this project space will make winter holiday lighting and events possible. The new stage space, which is also outfitted with electrical access, will provide a new and unique location for outdoor performances musical, dramatic or otherwise!</p> <p>Spring will provide an opportunity for gardening groups to plant annuals in the raised seat planter by the pedestrian pavilion and will serve as a great location for Easter Egg hunts in years with low snowfall or early melts.</p> <p>Summer has been the highest use season for these spaces so far. With the construction of a small stage, accessible walkways and multiple seating opportunities more pedestrians will be drawn to this space.</p> <p>The space will make an excellent location for the Halloween events hosted by the Calumet Theatre Board and Main Street Calumet, including a Trunk-or-Treat event and yard games.</p> <p>The addition of lighting throughout the space will make use more practical and safe during the shorter daylight hours of spring and fall.</p> <p>Due to the large amount of snow our community receives, on average over 200”, but this year over 300”, year-round site use is not feasible currently. The site has been designed with snow removal in mind, so it can easily be accommodated in the future.</p> <p><i>The Public Gathering Spaces funding round aspires to support projects that are <b>increasing universal accessibility</b> of new or existing public spaces. Please describe how the proposed project incorporates Universal Design elements and why these elements are needed in order to make the public space more accessible. Please provide specific examples that can be clearly identified in the project site plan. Elements &amp; Examples of Universal Design can be found in Appendix C.</i></p>

	<p>Currently the project spaces are not universally accessible, and pedestrians cannot reach these adjacent spaces without traversing uneven lawn and/or rough gravel surfaces. Historic elements are now planted several feet away from the sidewalk, so only those able to walk on uneven ground are able to view them at a distance that allows for legibility of signage.</p> <p>Creation of well drained, gently sloping pathways will allow an individual to park curbside, access a ramp and be able to move from one sidewalk, through the reactivated greenspace to the other sidewalk. Along the way, individuals of all abilities will now be able to read the Calumet Theatre Historic Marker, take in the historic Theatre Bell and Cambourne, Cornwall Twinning Sign.</p> <p>Pedestrians will also enjoy 3 opportunities for seating with accessible companion seat space, perfect for enjoying a treat or meal from a local restaurant.</p> <p>Overhead and bollard style lights will allow for good visibility along pathways during low light times. During the summer, shade trees will offer protection from the sun.</p> <p>The position of the stage, facing the circular pathway, allows for a range of viewing options, including sitting on the lawn, on a bench or remaining on the hard surface for placement of wheelchairs or other temporary seating. The pathways will also make the farmers market more accessible, with vendors lining the walkways so that pedestrians can remain on the hard surface while shopping.</p> <p><i>In conjunction with the low-to-moderate area-wide benefit national objective of the Community Development Block Grant program, please describe how the proposed project will benefit the entire community. Please provide specific examples.</i></p>
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	<p>The project area is open to the public and the entire population of the Village of Calumet lives within 4 blocks of the project area. Calumet is known for being very walkable due to the flat terrain, small surface roads and traditionally dense downtown building style. The location of the project space makes it a great asset to all residents.</p>
	<p>Please describe the steps that the UGLG will take to ensure maintenance of the proposed space including – but not limited to – funding, the municipal department managing the maintenance, and anticipated long-term/annual tasks associated with up-keep.</p>
	<p>Village maintenance staff will mow and string-line trim the lawn as needed in the summer to keep it looking tidy. Pruning and weeding perennial plantings will be taken on, spring and fall by a Main Street Calumet organized gardening group. Village staff will also be utilized to winterize the water service, and install and remove snow fencing to prevent winter damage to the space. Snow plowing of the fire escape access of the Calumet Theatre is performed by Village Streets Department staff. All associated expenses are to be covered by the Village of Calumet DDA.</p>
	<p><b>REQUIRED ATTACHMENT:</b> Please provide a copy of the UGLG’s maintenance plan for this public space. Include as Attachment F.</p>
	<p>Please describe how the UGLG will market and promote the new and/or existing public space to encourage events, public gathering, and increased seasonality. Please include precise examples – including but not limited to – specific events, the UGLG department responsible for outreach efforts, and/or the budget associated with promotion of the new public space.</p>



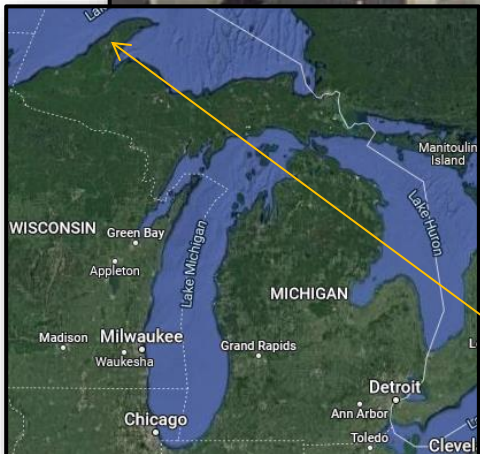
	<p>The Village of Calumet works with Main Street Calumet, Inc, a local non-profit focused on economic development in Calumet, Michigan to promote the downtown district, support redevelopment and coordinate with property and business owners. Main Street Calumet operates the weekly farmers market in Calumet, conducts holiday events during the year within the project space and promotes these events with print, radio and social media advertising. Events taking place in the space conducted by Main Street Calumet will be promoted by that organization.</p> <p>The Village of Calumet is also home the Calumet Theatre Company that holds annual events for Halloween and Christmas in conjunction with Main Street Calumet in the project space. The Calumet Theatre Company also promotes its events with social media, radio, and print advertising.</p> <p>Budgets for promotion are determined by Main Street Calumet and the Calumet Theatre Company independently.</p> <p><b>OPTIONAL ATTACHMENT:</b> Please provide a copy of the UGLG's marketing &amp; promotion plan for this public space.</p>	
<b>Additional CDBG Program Requirements</b>	<b>UGLG Conflict of interest Disclosure:</b>	<input type="checkbox"/> Employees, agents, consultants, officers, elected or appointed officials of the UGLG will obtain a financial interest or benefit from a CDBG assisted activity or will have an interest in any contract, subcontract or agreement with respect thereto, or in the proceeds hereunder, either for themselves or for those with whom they have family or business ties, during their tenure or for one year thereafter.
		<input type="checkbox"/> Officials and staff of the UGLG will be a party to contracts involving the procurement of goods and services assisted with CDBG funds.
		<input checked="" type="checkbox"/> No conflicts.
	<b>Compliance Requirements. Check all that apply:</b>	<input checked="" type="checkbox"/> The project will impact historic properties or archaeological sites and districts.
		<input type="checkbox"/> The project will impact wetlands.
		<input type="checkbox"/> The project is in a floodplain and/or will impact a floodplain.
		<input type="checkbox"/> The project is in a coastal zone.
<input checked="" type="checkbox"/> The project will require local, state, and federal permits.		
<input type="checkbox"/> The project will result in demolition or conversion of residential dwelling units, both occupied and vacant.		
<input type="checkbox"/> The project will result in temporary or permanent relocation of businesses, non-profit organizations, homeowners, or tenants.		

		<input type="checkbox"/> The project will result in special fees (i.e., tap in / hookup fees, special assessments). <input type="checkbox"/> None of the above <b><u>PLEASE DESCRIBE ALL THAT APPLY:</u></b>  The project area is within the Keweenaw National Historic District, excavation for water and electrical services as well as stage footings and pathways will disturb soil. A section 106 SHPO review will be required.  Also due to installation of footings a Houghton County building permit may be needed.  Additional permitting is not anticipated.
<b>Application &amp; Eligibility Confirmation</b>	<p>By submitting this application on behalf of the identified UGLG, I certify – to the best of my ability – that the following information is accurate and complete.</p> <p>Sample templates for required attachments G-M can be found in the document titled <i>Public Gathering Spaces Initiative Application Instructions</i>.</p>	<input checked="" type="checkbox"/> The UGLG is listed on the <a href="#">CDBG Low/Mod Income Community Customers and Project Areas List</a> . <input checked="" type="checkbox"/> The UGLG anticipates that the project will be completed within two years of funding award. <input checked="" type="checkbox"/> The UGLG is requesting a grant between \$200,000 and \$1,000,000 – in line with the parameters outlined in the program guide. <input checked="" type="checkbox"/> The UGLG has committed a minimum cash match equal to 10% of the total project cost. <input checked="" type="checkbox"/> The proposed project is located on a property owned by the UGLG. <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Project Location Map – Attachment A <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> A minimum of three before photos – Attachment B <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Project Site Plan Attachment C <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Project Rendering – Attachment D <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Detailed Project Budget - (See Appendix B) <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Third Party Cost Estimate (Davis Bacon will apply). Attachment E <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Detailed Maintenance Plan – Attachment F

		<input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Authorizing Resolution – Attachment G <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Public Participation Certification Form – Attachment H <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Public Hearing Notice-Published – See Template Attachment I <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Public Hearing Minutes or Summary of Meeting – Attachment J <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Certification by the UGLG Applicant Form – Attachment K <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Statement of Assurances Form Attachment L <input checked="" type="checkbox"/> <b>REQUIRED ATTACHMENT INCLUDED:</b> Anti- Displacement and Relocation Plan – Attachment M
By signing below, I certify that the Public Gathering Spaces Initiative application is complete on behalf of the UGLG for which I am applying.		
<b>Signature from Authorized UGLG Official:</b>  		<b>Date:</b>  
<b>Name &amp; Title</b>	<b>Email Address:</b>	

## Attachment A: Project Location Map

Project boundaries are outlined in red. This map represents the 300 blocks of 5<sup>th</sup> and 6<sup>th</sup> Streets in Calumet, Michigan.



The approximate location of Calumet, Michigan is indicated by the arrow.



## Attachment B: Site Images



Lots 323 & 325 Fifth Street. Clockwise from upper left; with the Sterk Block still standing but vacant in 1989, still standing but blighted in 2008, aerial view after collapse shows debris and fencing, with partial fencing still in place in 2018 and after site clean-up with the farmers market in place during summer 2020.

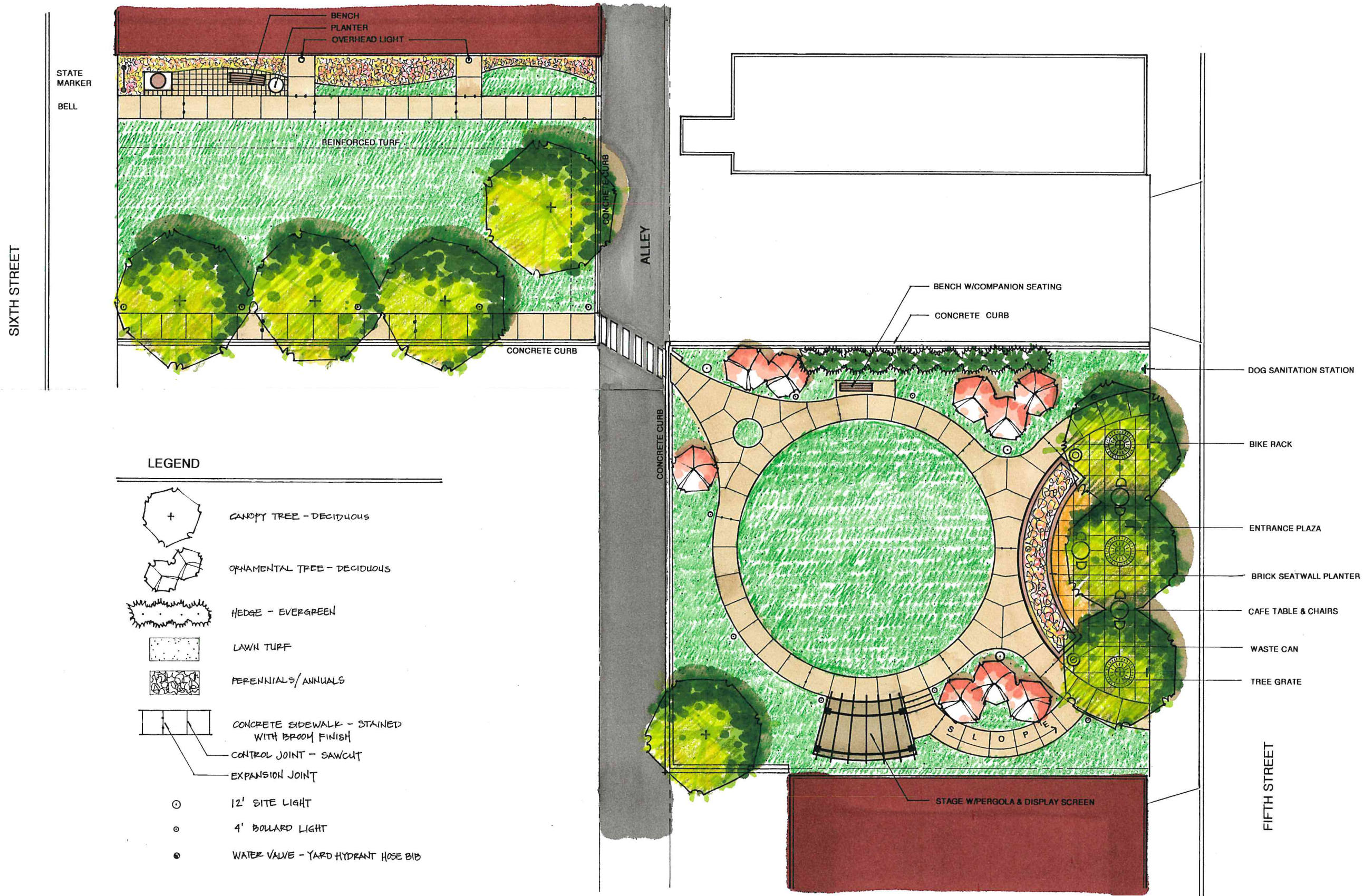




## A photograph of the Calumet Trolley Bell in Calumet, Michigan. The bell is mounted on a wooden stand in a grassy area with fallen leaves. To the left is a historical marker for the Calumet Trolley, and to the right is a 'Welcome to CALUMET' sign. In the background, there are buildings, a utility pole, and a white truck.

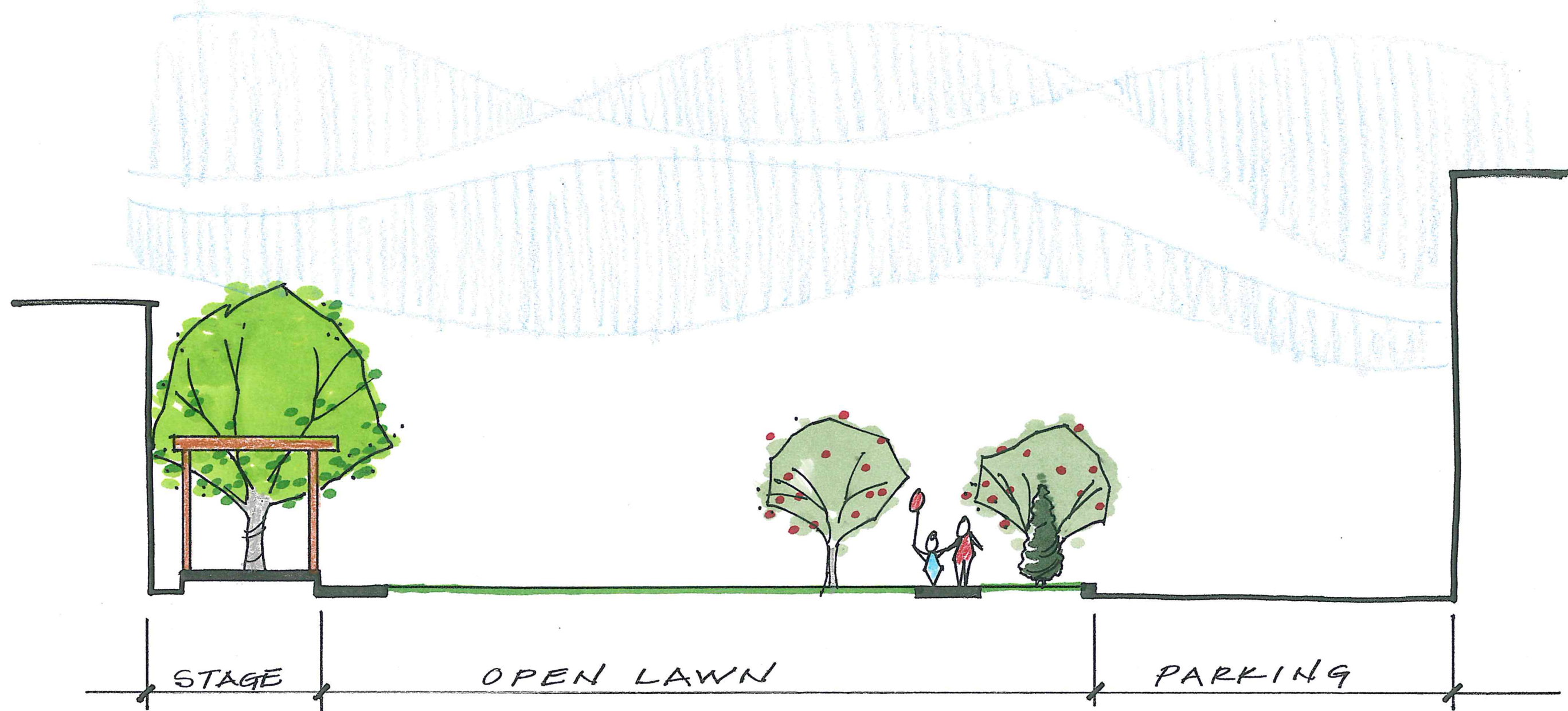
A large, multi-story historic building with a prominent clock tower and arched windows, identified as the Historic Calumet Theatre. The building features a mix of brick and lighter-colored stone or concrete. The clock tower is a central feature, with two clock faces visible. The ground floor has several arched entrances, some with yellow doors. A sign above one of the arches reads "GUY &amp; DOLL". The building is surrounded by a sidewalk and some greenery. A white text box is overlaid on the right side of the image, containing text about a perspective on distance from a sign, a bench, and a damaged tree prior to removal. Below this text, it says "The Historic Calumet Theatre with the above pictured lot to the right."





CALUMET GREENSPACE: Main Street Calumet – Village of Calumet



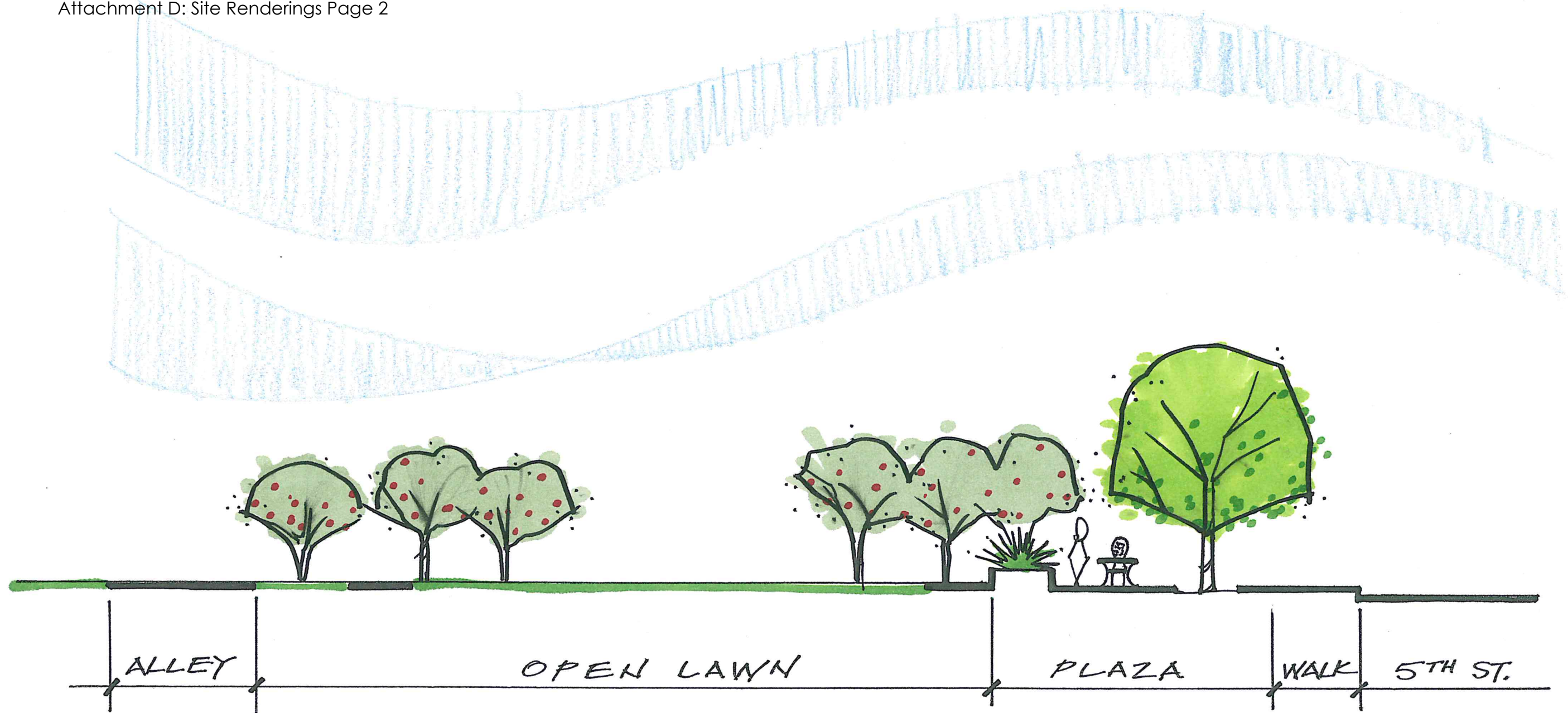


## SITE CROSS SECTION – CALUMET GREENSPACE

SCALE 1":10'

From 5th Street looking west towards 6th Street.

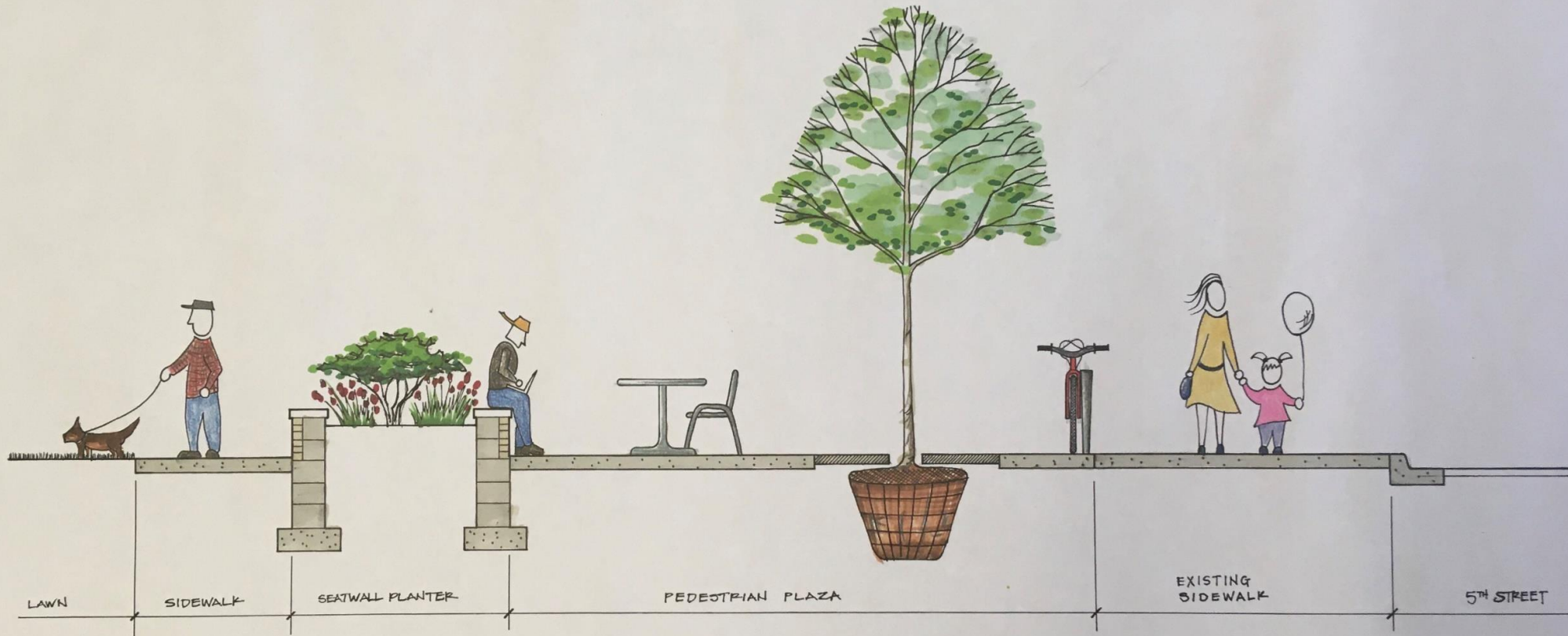




## SITE CROSS SECTION – CALUMET GREENSPACE

SCALE 1":10'

View of 323-325 Lots from within space looking north.

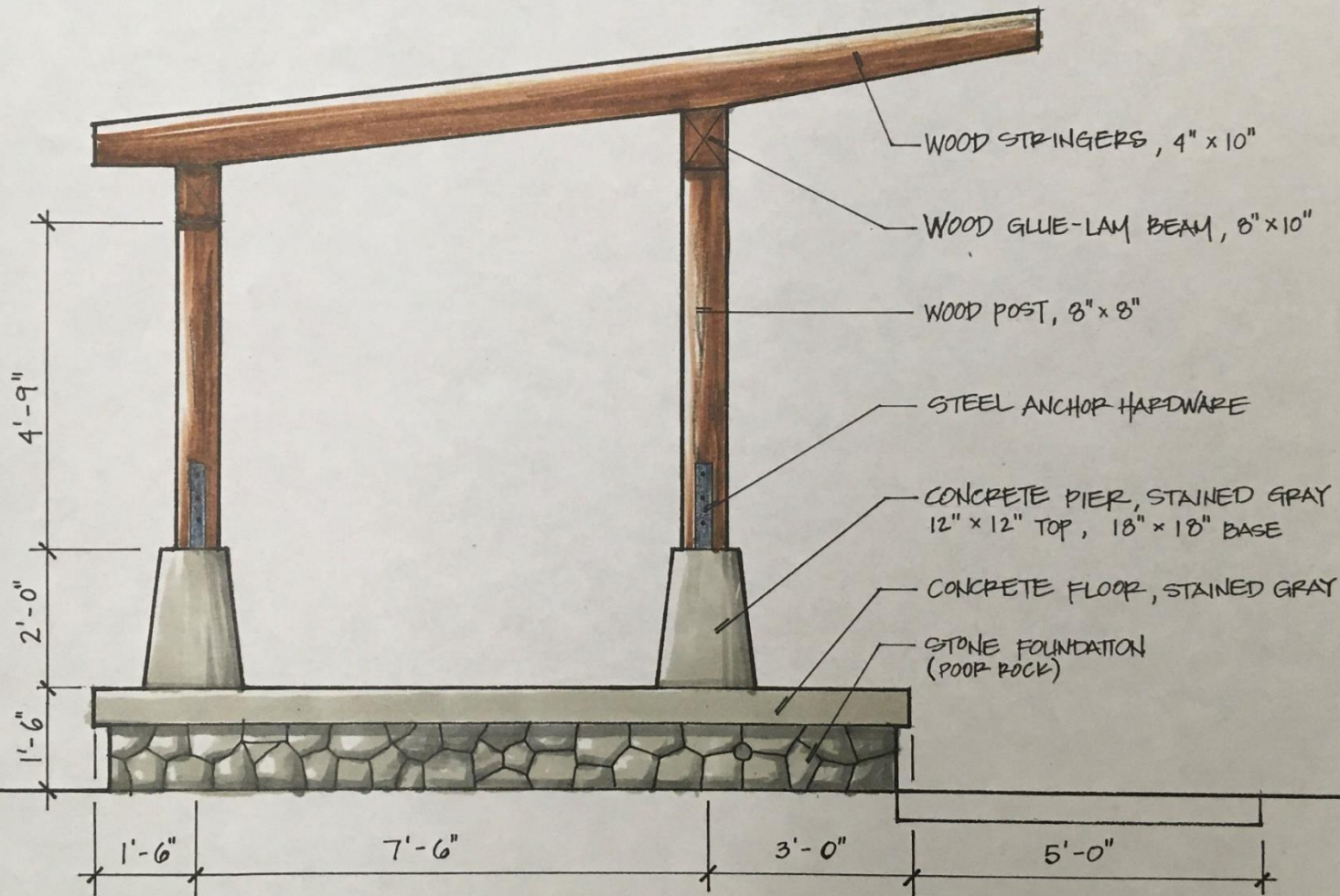


CALUMET GREENSPACE: Pedestrian Plaza Cross Section



CALUMET GREENSPACE: Stage – Side Elevation

scale 1/2":1'-0"



## Attachment E : Third Party Cost Estimate DRAFT

## Calumet Greenspace Probable Costs

Prepared by  
Steve DeLong  
3/16/2022

NOTES

	6th St. Qty	5th St. Qty	Unit	Unit Rate	6th St. Cost	5th St. Cost	Subtotals	
<b>5th Street Entrance Plaza &amp; Seatwall Planter</b>							<b>\$ 44,331.82</b>	
Excavation - Seatwall Planter, 40' x 10' x 4.5'	67	0	BCY	7.95	\$532.65	\$0.00	\$ 532.65	
Concrete Footings, 18" x 9" Reinforced	11	0	CY	331.77	\$3,649.47	\$0.00	\$ 3,649.47	
Concrete Block Foundation Wall, Reinforced, #4 Vert @ 48"	330	0	SF	11.95	\$3,943.50	\$0.00	\$ 3,943.50	
Concrete Block Back Up, Reinforced, #4 Vert @ 48"	130	0	SF	9.60	\$1,248.00	\$0.00	\$ 1,248.00	
Brick Veneer Masonry, Std Size + %30 for Curved Wall	130	0	SF	22.36	\$2,906.80	\$0.00	\$ 2,906.80	
Concrete or Cast Stone Coping, 14" wide, tapers to 3-1/2"	100	0	LF	42	\$4,200.00	\$0.00	\$ 4,200.00	
Excavation - Plaza, 55' x 18' x 1'	37	0	BCY	7.95	\$294.15	\$0.00	\$ 294.15	
Base Course Aggregate - Plaza, 3/4" minus stone	110	0	SY	7.30	\$803.00	\$0.00	\$ 803.00	
Compaction - Base Course Aggregate	19	0	ECY	2.65	\$50.35	\$0.00	\$ 50.35	
Plaza Concrete, 3500 PSI slab on grade 6" thick	19	0	CY	228.00	\$4,332.00	\$0.00	\$ 4,332.00	
Concrete Finishing - Seeding w/wash and curing agent application	1,000	0	SF	2.00	\$2,000.00	\$0.00	\$ 2,000.00	
Concrete Sawcutting	550	0	LF	2.29	\$1,259.50	\$0.00	\$ 1,259.50	
Tree Grates, Cast Iron, 6' diameter	3	0	ea	2000	\$6,000.00	\$0.00	\$ 6,000.00	
Tables, Catena Series, Landscape Forms	3	0	ea	976.8	\$2,930.40	\$0.00	\$ 2,930.40	2019 List price - NCPA discount
Chairs, Catena Series, Landscape Forms	9	0	ea	466.4	\$4,197.60	\$0.00	\$ 4,197.60	2019 List price - NCPA discount
Trash Receptacles, Concord Series Landscape Forms	2	0	ea	1786.4	\$3,572.80	\$0.00	\$ 3,572.80	2019 List price - NCPA discount
Bike Rack Loops	3	0	ea	387.2	\$1,161.60	\$0.00	\$ 1,161.60	2019 List price - NCPA discount
Install Sanitary Dog Station	1	0	ea	\$250.00	\$250.00	\$0.00	\$ 250.00	
Install Tree Grates, Tables, Trash Receptacles, Bike Racks	1	0	lump	1000	\$1,000.00	\$0.00	\$ 1,000.00	
<b>Sidewalks, Curb &amp; Gutter, Crosswalk Marking</b>							<b>\$ 35,125.98</b>	
Excavation - Curb and Gutter	6	4.5	BCY	\$7.95	\$47.70	\$35.78	\$ 83.48	adjusted qty for theatre lot revision
CIP Concrete Curb & Gutter, 6 x 18"	200	150	LF	\$11.10	\$2,220.00	\$1,665.00	\$ 3,885.00	adjusted qty for theatre lot revision
Install Integral Stained Concrete Sidewalks, 6" thick, 5' Wide	500	205	LF	\$41.50	\$20,750.00	\$8,507.50	\$ 29,257.50	adjusted qty for theatre lot revision
Install Integral Stained Patterned Concrete Sidewalk @ Theatre Bench, 6" thick	0	2.5	CY	\$228.00	\$0.00	\$570.00	\$ 570.00	new item for theatre lot revision
Install Integral Stained Concrete Stairs, 5' wide, 3 risers	1	0	ea	\$1,250.00	\$1,250.00	\$0.00	\$ 1,250.00	
Crosswalk Marking, Painted	40	0	SF	\$2.00	\$80.00	\$0.00	\$ 80.00	new item
<b>Site Electrical</b>							<b>\$ 41,952.00</b>	
Meter & Panel Installation	1	0	lump	\$2,500.00	\$2,500.00	\$0.00	\$ 2,500.00	adjusted work item and price
Concrete Light Pole & Bollard Bases	11	5	ea	\$500.00	\$5,500.00	\$2,500.00	\$ 8,000.00	adjusted qty for theatre lot revision
Trenching and Electrical Conduit & Wire Installation	500	160	LF	\$5.00	\$2,500.00	\$800.00	\$ 3,300.00	adjusted qty for theatre lot revision
Pedestrian Lighting - 12' Site Lights	3	0	ea	\$3,282.40	\$9,847.20	\$0.00	\$ 9,847.20	2019 List price - NCPA discount
Pedestrian Lighting - 4' Bollard Lights	8	5	ea	\$1,029.60	\$8,236.80	\$5,148.00	\$ 13,384.80	2019 List price - NCPA discount
Backfill Trench & Restore Turf	500	160	LF	\$2.00	\$1,000.00	\$320.00	\$ 1,320.00	adjusted qty for theatre lot revision
Install light fixtures	11	5	ea	\$200.00	\$2,200.00	\$1,000.00	\$ 3,200.00	adjusted qty for theatre lot revision
Overhead Building Lights at Doors	0	2	ea	\$200.00	\$0.00	\$400.00	\$ 400.00	new item for theatre lot revision
<b>Site Water</b>							<b>\$ 7,350.00</b>	
Excavation - Water Line, 6' deep x 1' wide	80	10	LF	\$5.00	\$400.00	\$50.00	\$ 450.00	adjusted qty for theatre lot revision
Tap New 8" Water Line in Alley - Michigan American Water	1	0	ea	\$0.00	\$0.00	\$0.00	\$ -	
Install Meter Pit with valve and backflow preventer - Michigan American Water	1	0	ea	\$600.00	\$600.00	\$0.00	\$ 600.00	
Connect to Theatre Water Line - Interior	0	1	lump	\$1,500.00	\$0.00	\$1,500.00	\$ 1,500.00	adjusted qty for theatre lot revision
Install 1" Dia. Water Line, Copper	80	20	LF	\$10.00	\$800.00	\$200.00	\$ 1,000.00	additional length for theatre lot
Install Yard Hydrant @ Seatwall Planter, non-freeze, bronze, 6' depth	1	0	ea	\$1,800.00	\$1,800.00	\$0.00	\$ 1,800.00	
Install Yard Hydrant in South Bldg elevation planter, non-freeze, bronze, 6' depth	0	1	ea	\$1,800.00	\$0.00	\$1,800.00	\$ 1,800.00	new item for theatre lot revision
Backfill Excavation	80	20	LF	\$2.00	\$160.00	\$40.00	\$ 200.00	adjusted qty for theatre lot revision
<b>Stage</b>							<b>\$ 19,171.21</b>	
Excavation - Stage Foundation, 12' x 20' x 4.5'	40	0	BCY	\$7.95	\$318.00	\$0.00	\$ 318.00	
Concrete Footings, 18" x 9" Reinforced	3	0	CY	\$331.77	\$995.31	\$0.00	\$ 995.31	
Concrete Block Foundation Wall, Reinforced, #4 Vert @ 48"	210	0	SF	\$11.95	\$2,509.50	\$0.00	\$ 2,509.50	
Brick Veneer Masonry, Std Size + %30 for Curved Wall	90	0	SF	\$22.36	\$2,012.40	\$0.00	\$ 2,012.40	
Install Concrete Stage Floor, 18' x 12' Integral Stain, Formed in Place and finished	216	0	SF	\$8.50	\$1,836.00	\$0.00	\$ 1,836.00	
Concrete Piers - formwork, reinforcement, poured in place	4	0	ea	\$175.00	\$700.00	\$0.00	\$ 700.00	
Install Wood Posts, Wood Beams and Wood Stringers w/hardware, Stained	1	0	lump	\$10,800.00	\$10,800.00	\$0.00	\$ 10,800.00	Corrected error from \$1,800 to \$10,800
<b>Bell Display</b>							<b>\$ 1,732.50</b>	
Bell Display, Brick Masonry, 5' x 7' x 3'	0	72	SF	\$17.50	\$0.00	\$1,260.00	\$ 1,260.00	
Bell Display - Concrete Cap, formwork and integral stain	0	35	SF	\$8.50	\$0.00	\$297.50	\$ 297.50	
Install Bell on Display Structure	0	1	lump	\$100.00	\$0.00	\$100.00	\$ 100.00	
Install Interpretive Sign on Display Structure	0	1	lump	\$75.00	\$0.00	\$75.00	\$ 75.00	

## DRAFT

<b>Plantings &amp; Amendments</b>								<b>\$ 24,050.00</b>
Canopy Trees, 3" B&B	4	4	ea	\$600.00	\$2,400.00	\$2,400.00	\$	4,800.00
Ornamental Trees, 2" B&B	9	0	ea	\$450.00	\$4,050.00	\$0.00	\$	4,050.00
Evergreens, 5' ht. B&B	11	0	ea	\$150.00	\$1,650.00	\$0.00	\$	1,650.00
Shrubs / Grasses, assorted containers	1	0	lump	\$1,500.00	\$1,500.00	\$0.00	\$	1,500.00
Perennials / Annuals, assorted containers	1	0	lump	\$2,000.00	\$2,000.00	\$0.00	\$	2,000.00
Shrubs / Grasses, assorted containers	0	1	lump	\$2,000.00	\$0.00	\$2,000.00	\$	2,000.00
Perennials / Annuals, assorted containers	0	1	lump	\$3,000.00	\$0.00	\$3,000.00	\$	3,000.00
Soil, Planter and Tree Pits Installed	18	6	CY	\$50.00	\$900.00	\$300.00	\$	1,200.00
Portable Planter at Theatre Bench	1	0	ea	\$2,000.00	\$2,000.00	\$0.00	\$	2,000.00
Bench at Theatre	1	0	ea	\$1,850.00	\$1,850.00	\$0.00	\$	1,850.00
<b>State Historical Marker - Calumet Theatre</b>								<b>\$ 1,850.00</b>
Removal	0	1	ea	\$250.00	\$0.00	\$250.00	\$	250.00
New Posts	0	1	ea	\$1,000.00	\$0.00	\$1,000.00	\$	1,000.00
Relocation & Installation	0	1	lump	\$600.00	\$0.00	\$600.00	\$	600.00
<b>Calumet - Camborne Twinning Sign</b>								<b>\$ 650.00</b>
Removal	0	1	ea	\$250.00	\$0.00	\$250.00	\$	250.00
Relocation & Installation	0	1	lump	\$400.00	\$0.00	\$400.00	\$	400.00
<b>Flagpole</b>								<b>\$ 750.00</b>
Removal	0	1	lump	\$750.00	\$0.00	\$750.00	\$	750.00
<b>Public Art</b>								<b>\$ 1.00</b>
TBD	1	0	lump	\$1.00	\$1.00	\$0.00	\$	1.00
<b>Site Improvements &amp; Restoration</b>								<b>\$ 5,000.00</b>
Lawn Repair								
Topsoil, fine grading, seed, and mulch	1	1	lump	\$2,500.00	\$2,500.00	\$2,500.00	\$	5,000.00
<b>SUBTOTAL DIRECT CONSTRUCTION COSTS</b>								<b>\$142,245.73 \$39,718.78 \$ 181,964.51</b>
A&E Professional Services	6%						\$	10,917.87
Design Contingency	15%						\$	27,294.68
<b>DIRECT CONSTRUCTION COSTS</b>								<b>\$ 220,177.05</b>
Historic Preservation Factor	2%						\$	4,403.54
<b>SUBTOTAL NET CONSTRUCTION COSTS</b>								<b>\$ 224,580.59</b>
Escalation (6% annual for 2020-2022)	18%						\$	40,424.51
<b>SUSTOTAL ESCALATED CONSTRUCTION COSTS</b>								<b>\$ 265,005.10</b>
Overhead	8%						\$	17,966.45
Profit	10%						\$	22,458.06
<b>ESTIMATED NET CONSTRUCTION COSTS</b>								<b>\$ 305,429.61</b>
Bonds & Permits	2%						\$	6,108.59
<b>TOTAL ESTIMATED NET COST of CONSTRUCTION</b>								<b>\$ 311,538.20</b>

new item for theatre lot revision  
new item for theatre lot revision  
new item for theatre lot revision  
new item for theatre lot revision

adjusted price from \$800 to \$1,000  
adjusted price from \$500 to \$600

adjusted price from \$100 to \$250  
adjusted price from \$200 to \$400

adjusted price from \$500 to \$750

78% 6th St and 22% 6th St.

**Attachment F: Calumet Downtown Greenspace Maintenance Schedule**

<b>Item</b>	<b>Hours Required</b>	<b>Cost/Hr</b>	<b>Total Expense</b>	<b>Performing Entity</b>	<b>Financial Responsibility</b>
winterizing water spigot	1	\$ 25.00	\$ 25.00	Village DPW	Village DDA
Install and remove snow fence	9	\$ 25.00	\$ 225.00	Village DPW	Village DDA
materials - replace every 2 years - snow fencing and poles			\$ 500.00		Village DDA
Electrical Service Expense			\$ 821.25		Village DDA
6 poles at 100 watts, 5 at 30 watts, 12 hrs/day, 365 days, at \$0.25/kwh					
Water Service Expense			\$500		Village DDA
Mowing and string line trimming	20	\$ 15.00	\$ 300.00	Village Maintenance Staff	Village DDA
Weeding and pruning plantings, spring and fall	16			Main Street Calumet Volunteers	
		Annual Exp.	\$ 2,371.25		
		2nd Yr Exp.	\$ 1,871.25		

## Attachment G – Authorizing Resolution

### VILLAGE OF CALUMET COMMUNITY DEVELOPMENT BLOCK GRANT AUTHORIZING RESOLUTION

The following is a copy of a resolution adopted by the Calumet Village Council during the Special Village Council Meeting held at \_\_\_\_\_ on April 12th, in the Calumet Village Council Chambers, located at 340 6th Street, Calumet, Michigan.

Moved by \_\_\_\_\_, Supported by \_\_\_\_\_,

**WHEREAS**, the Michigan Strategic Fund has invited Units of General Local Government to apply for its Public Gathering Spaces (PGS) Competitive Funding Round; and

**WHEREAS**, the Village of Calumet desires to request \$280,384.38 in CDBG funds to create an attractive, historically compatible, outdoor public space; and

**WHEREAS**, the Village of Calumet commits local funds from the Village of Calumet Downtown Development Authority in the amount of \$31,538.2; and

**WHEREAS**, the proposed project is consistent with the local Downtown Development & TIF Plan as described in the Application; and

**WHEREAS**, the proposed project will benefit all residents of the project area and at least 51 percent of the residents of the Village of Calumet are low and moderate income persons as determined by census data provided by the U.S. Department of Housing and Urban Development; and

**WHEREAS**, local funds and any other funds to be invested in the project have not been obligated/incurred and will not be obligated/incurred prior to a formal grant award, completion of the environmental review procedures and a formal written authorization to obligate/incur costs from the Michigan Economic Development Corporation.

**NOW, THEREFORE, BE IT RESOLVED** that the Village of Calumet hereby designates the Village Manager as the Environmental Review Certifying Officer, the person authorized to certify the Michigan CDBG Application, the person authorized to sign the Grant Agreement and payment requests, and the person authorized to execute any additional documents required to carry out and complete the grant.

Ayes:

Nays:

Absent:

### RESOLUTION DECLARED ADOPTED.

I, \_\_\_\_\_, Clerk of the Village of Calumet, do hereby certify and set my seal to the above resolution as adopted \_\_\_\_\_ at the Calumet Village Office, 340 6th Street, Calumet, Michigan.

\_\_\_\_\_  
\_\_\_\_\_, Clerk

## ATTACHMENT H – VILLAGE OF CALUMET PUBLIC PARTICIPATION CERTIFICATION FORM

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1. The VILLAGE OF CALUMET has furnished its citizens with information concerning the amount of funds available and being applied for, and the proposed community development and housing activities to be undertaken. This includes the estimated amount proposed to be used for activities that will benefit persons of low and moderate income and the plans for minimizing displacement of persons.
2. The VILLAGE OF CALUMET has published a public notice in such manner to afford affected citizens an opportunity to examine and submit comments on the proposed application and community development and housing activities.
3. One or more public hearings have been held to obtain the views of citizens on the proposed application and community development and housing needs.
4. Citizens have been provided reasonable access to the proposed application and related information on community development and housing needs.
5. The VILLAGE OF CALUMET will provide its citizens with reasonable notice of, and opportunity to comment on, any substantial change proposed to be made in the use of funds if funds are received.
6. The VILLAGE OF CALUMET provided for and encouraged citizen participation, with particular emphasis on participation by persons of low and moderate income, residents of slum and blight areas and of areas in which Section 106 funds are proposed to be used, and in the case of grantees described in Section 106(a), provided for participation of residents in low- and moderate-income neighborhoods as defined by the local jurisdiction. Opportunities to participate must be made available by advertising in publications, which are distributed in the slum and blight areas and the low- and moderate-income neighborhoods.
7. The VILLAGE OF CALUMET provided citizens with reasonable and timely access to local meetings, information, and records relating to the applicant's proposed use of funds, as required by regulations of the Secretary, and relating to the actual use of funds under this title.
8. The VILLAGE OF CALUMET provided for technical assistance to groups representative of persons of low and moderate income that request such assistance in developing proposals with the level and type of assistance to be determined by the grantee.
9. The VILLAGE OF CALUMET provided for public hearings to obtain citizen views and to respond to proposals and questions at all stages of the community development program, including at least the development of needs, the review of proposed activities, and review of program performance, which hearings shall be held after adequate notice, at times and locations convenient to potential or actual beneficiaries, and with accommodation for the handicapped. Review of program performance shall apply to previously funded CDBG grants.
10. The VILLAGE OF CALUMET has identified how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate. If 51% of the expected participants are non-English speaking, the hearings will be advertised in a non-English publication available to those residents. A person fluent in their language must be available to discuss the project and respond to their questions at the hearings.

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Amber Goodman, Manager, Village of Calumet

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Official Date



## Attachment I : Notice of Public Hearing

### **VILLAGE OF CALUMET NOTICE OF PUBLIC HEARING FOR MICHIGAN COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDING FOR THE DOWNTOWN CALUMET GREEN SPACE PROJECT**

**The Village of Calumet will conduct a public hearing on Tuesday, April 12<sup>th</sup>, 2022 at 5:30pm at Village Hall Council Chambers at 340, 6<sup>th</sup> Street, Calumet, Michigan 49913**, for the purpose of affording citizens an opportunity to examine and submit comments on the proposed application for a CDBG grant.

The Village of Calumet proposes to use \$280,384.38 CDBG funds, and \$31,538.20 Village of Calumet Downtown Development Authority (DDA) funds, to create an attractive, compatible, public green space suited for flexible use, public events and social opportunities at 340 6<sup>th</sup> Street and 323-325 5<sup>th</sup> Street in downtown Calumet and benefit at least 51% low to moderate income persons. Zero (0) persons will be displaced as a result of the proposed activities.

Further information, including a copy of The Village of Calumet's community development plan and CDBG application is available for review. To inspect the documents, please contact Amber Goodman, (906)337-1713 or review at Calumet Village Hall, 340 6<sup>th</sup> Street, Calumet, Michigan 49913, or on-line at <http://www.villageofcalumet.com/calumet-greenspace-improvement-project.html>. **Comments may be submitted in writing through Tuesday, April 12<sup>th</sup> at 5:00pm, 2022**, or made in person at the public hearing.

Individuals who are planning to attend and require reasonable auxiliary aids should contact Amber Goodman, Village Manager at 906-337-1713, [manager@villageofcalumet.com](mailto:manager@villageofcalumet.com).

Citizen views and comments on the proposed application are welcome.

The Village of Calumet  
Amber Goodman – Village Manager  
(906)337-1713

## **Attachment J – Minutes of Public Hearing**

### **PUBLIC HEARING VILLAGE OF CALUMET**

The foregoing is a summary description of substantive comments made at the public hearing held by the Calumet Village Council during the Village Council Meeting held at \_\_\_\_\_. on Tuesday, April 12th, 2022 at the Village Hall, located at 340 6<sup>th</sup> Street, Calumet, Michigan.

In Attendance:

Absent:

Others:

President \_\_\_\_\_ convened the public hearing at \_\_\_\_\_. to receive public comment on the proposed 2022 Community Development Block Grant (CDBG) application for funding from the Michigan Economic Development Corporation to assist the improvements to a public green space indowntown Calumet. Leah Polzien, Chair of the Village of Calumet Downtown Development Authority described the scope of the project, source and amount of funds to be expended, and the nature of the work to be done. President \_\_\_\_\_solicited comments from the Village Council and public.

Questions and comments received by those in attendance at the meeting or in writing prior to the meeting.

President \_\_\_\_\_ closed the public hearing for the proposed CDBG application for funding from the Michigan Economic Development Corporation at \_\_\_\_\_.

## ATTACHMENT K– CERTIFICATION BY THE APPLICANT

---

The VILLAGE OF CALUMET hereby certifies that it:

1. Possesses legal authority to submit a grant application.
2. Has in a timely manner:
  - a. furnished its citizens information concerning the amount of funds available and being applied for, and the proposed community development and housing activities to be undertaken, including the estimated amount proposed to be used for activities that will benefit persons of low and moderate income and the plans for minimizing displacement of persons as a result of proposed activities and for assisting persons actually displaced;
3. published a public notice (a copy of which is attached) in such manner to afford citizens an opportunity to examine and submit comments on the proposed application and community development and housing activities;
4. held one or more public hearings to obtain the views of citizens on the proposed application and community development and housing needs; and
5. made the proposed application available to the public;
6. Will conduct and administer the grant in conformity with Public Law 88-352 and Public Law 90-284, and will affirmatively further fair housing;
7. Has developed the proposed application so as to give maximum feasible priority to activities which will benefit low and moderate income families or aid to the prevention or elimination of slum or blight; or to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to health or welfare of the community where other financial resources are not available to meet such needs;
8. Has developed a community development plan that identifies community development and housing needs and specifies both short and long term community development objectives that have been developed in accordance with the primary objective and requirements of the Title I Housing and Community Development Act of 1974, as amended;
9. Will not attempt to recover any capital costs of public improvements assisted in whole or in part with Title I funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements, unless (A) Title I funds are used to pay the proportion of such fee or assessment that related to capital costs of such public improvement that are financed from revenue sources other than Title I funds; or (B) for purposes of assessing any amounts against properties owned and occupied by persons of low and moderate income who are not persons of very low income, and (name of local unit) certifies that it lacks sufficient Title I funds to comply with the requirements of clause (A);
10. Will adopt a policy of prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations; and enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such nonviolent civil rights demonstrations within its jurisdictions;
11. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement;
12. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;

13. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly;
14. Will comply with other provisions of Title I of the Housing and Community Development Act of 1987, as amended, and with other applicable laws.

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Amber Goodman, Manager, Village of Calumet

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Official Date

ATTACHMENT L – STATEMENT OF ASSURANCES FORM

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The Village of Calumet hereby assures and certifies that it has complied or shall comply with Title I of the Housing and Community Development Act of 1974, as amended (42 U.S.C. 5301), and related statutes and implementing rules, regulations, and guidelines applicable to projects financed under the Michigan CDBG program. Specific assurances and certifications include but are not limited to the following:

1. Compliance with grant and financial management guidelines in 2 CFR Part 200, et al.; Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule.
2. Compliance with Civil Rights and Equal Opportunity statutes as set forth in Title I of the Civil Rights Act of 1964 (Public Law 88-352), Title VIII of the Civil Rights Act of 1968 (Public Law 90-284), the Michigan Civil Rights Act 453 of 1976, the Michigan Fair Employment Practices Act (MCL 423, 301-423, 311), related statutes and implementing rules and regulations.
3. Compliance with Labor Standards statutes as set forth in the Davis-Bacon Fair Labor Standards Act (40 U.S.C. 276a-276a-5), related statutes and implementing rules and regulations.
4. Compliance with Lead Based Paint Poisoning Prevention Act (42 U.S.C. 4831).
5. Compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (42 U.S.C. 4630) and implementing regulations.
6. Compliance with OMB Circular No. A-133, Audits of States, Local Governments and Non-Profit Organizations and implementing rules and regulations.
7. Compliance with Section 504 of the Rehabilitation Act of 1973, as amended, and implementing rules and regulations 24 CFR Part 8.
8. Authorized state officials and representatives will have access to all books, accounts, records, reports, files, and other papers, things, or property pertaining to the project in order to make audits, examinations, excerpts and transcripts; each contract or subcontract also shall provide for such success to relevant data and records pertaining to the development and implementation of the project.

The Village of Calumet agrees to assume all of the responsibilities for environmental review, decision making, and action as specified and required under the National Environmental Policy Act of 1969 (42 U.S.C. 4321) and Section 104 (f) of Title I of the Housing and Community Development Act and implementing regulations 24 CFR Part 58.

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Amber Goodman, Manager, Village of Calumet

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Official Date

## **VILLAGE OF CALUMET**

### **RESIDENTIAL ANTIDISPLACEMENT AND RELOCATION PLAN UNDER SECTION 104(D) OF THE HOUSING AND COMMUNITY DEVELOPMENT ACT OF 1974, AS AMENDED**

This Residential Antidisplacement and Relocation Plan (RARAP) is adopted by the Village of Calumet (“the Village”) in accordance with the Housing and Community Development Act of 1974, as amended; and HUD regulations at 24 CFR 42.325 and is applicable to CDBG projects of the Village.

#### **Minimize Displacement**

Consistent with the goals and objectives of activities assisted under the Act, the Village of Calumet will take the following steps to minimize the displacement of persons from their homes:

- A. Coordinate code enforcement with rehabilitation and housing assistance programs.
- B. Stage rehabilitation of apartment units to allow tenants to remain during and after rehabilitation by working with empty units or buildings first.
- C. Arrange for facilities to house persons who must be relocated temporarily during rehabilitation.
- D. Arrange for counseling centers to provide homeowners and renters with information on the assistance available to help them remain in their neighborhood in the face of revitalization pressures.
- E. Where feasible, give priority to rehabilitation of housing, as opposed to demolition, to avoid displacement.
- F. If feasible, demolish or convert only dwelling units that are not occupied or vacant occupiable dwelling units (“especially those units which are “lower-income dwelling units” as defined in 24 CFR 42.305).
- G. Target only those properties deemed essential to the needs or success of the project.

#### **Relocation Assistance to Displaced Persons**

The Village of Calumet will provide relocation assistance for lower-income tenants who, in connection with an activity assisted under the CDBG Program, move permanently or move personal property from real property as a direct result of the demolition of any dwelling unit or the conversion of a lower-income dwelling unit in accordance with the requirements of 24 CFR 42.350. A displaced person who is not a lower-income tenant, will be provided relocation assistance in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR Part 24.

### **One-for-One Replacement of Lower-Income Dwelling Units**

The Village of Calumet will replace all occupied and vacant occupiable low- and moderate--income dwelling units demolished or converted to a use other than as low- and moderate-income housing in connection with a project assisted with funds provided under the Housing and Community Development Act of 1974, as amended, as described in 24 CFR 570.488 (c) in Subpart I.

Before entering into a contract committing the Village of Calumet to provide funds for an activity that will directly result in demolition or conversion, the Village of Calumet will make public by publication in the Daily Mining Gazette and submit to Grants Administration the following information in writing:

- A. A description of the proposed assisted activity;
- B. The location on a map and number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than as low-or moderate-income dwelling units as a direct result of the assisted activities;
- C. A time schedule for the commencement and completion of the demolition or conversion;
- D. To the extent known, the location on a map and the number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units. If such data are not available at the time of the general submission, the Village of Calumet will identify the general locations on an area map and the approximate number of dwelling units by size and provide information identifying the specific location and number of dwelling units by size as soon as it is available;
- E. The source of funding and a time schedule for the provision of the replacement dwelling units;
- F. The basis for concluding that each replacement dwelling unit will remain a low- and moderate-income dwelling unit for at least 10 years from the date of initial occupancy; and
- G. Information demonstrating that any proposed replacement of dwelling units with smaller dwelling units (e.g., a 2-bedroom unit with two 1-bedroom units) is consistent with the housing needs of lower income households in the jurisdiction.

To the extent that the specific location of the replacement units and other data in items D-G are not available at the time of the general submission, the Village of Calumet will identify the general location of such dwelling units on a map and complete the disclosure and submission requirements as soon as the specific data is available.

## **Contacts**

The Village Administrator, Village Hall, 340 Sixth Street, Calumet, Michigan 49913, telephone (906) 337-1713, is responsible for tracking the replacement of housing and ensuring that it is provided within the required period.

The Village Administrator, Village Hall, 340 Sixth Street, Calumet, Michigan 49913, telephone (906) 337-1713, is responsible for ensuring that requirements are met for notification and provision of relocation assistance, as described in 570.488 (c), to any lower income person displaced by the demolition of any dwelling unit or the conversion of a low and moderate-income dwelling unit to another use in connection with an assisted activity.



Village of Calumet Downtown Green Space Project  
 Public Gathering Spaces Initiative  
 Appendix B: Budget

ACTIVITY COSTS	CDBG	UGLG	OTHER	TOTAL
Engineering	\$7,058.73	\$27,653.82	\$	\$38,212.55
3 <sup>rd</sup> Party Environmental		\$ 3,500.00	\$	\$3,500
Construction (includes contingency and bonding)	\$269,825.65	\$	\$	\$269,825.65
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
<b>GRAND TOTAL</b>	<b>\$280,384.38</b>	<b>\$31,153.82</b>	<b>\$</b>	<b>\$311,538.20</b>

# Village of Calumet

## DEVELOPMENT PLAN & TAX INCREMENT FINANCING PLAN



JUNE 2021

# BOARD APPROVAL

DRAFT

# Acknowledgements

## List of Figures

Figure 1: What Brings Visitors to Calumet?	12
Figure 2: What Draws You to the Downtown?	13
Figure 3: What Prevents You from Going Downtown More Often?	13
Figure 4: How Easy Is It To...	14
Figure 5: What should be the DDA's top 3 priorities for improving downtown Calumet?	14
Figure 6: What Keeps You Running a Business in Downtown Calumet?	15
Figure 7: What Do You Think Limits Customers from Coming Downtown?	16
Figure 8: What Are Your Most Pressing Business Challenges?	16
Figure 9: What Could the Village Do to Help Your Business Succeed?	17
Figure 10: Calumet Area Trails Overview	29

## List of Tables

Table 1: DDA and Main Street: How They Help and Hinder Business	17
Table 2: Downtown Streets	18
Table 3: Land Use Codes	20
Table 4: Proposed Projects	30
Table 5: Project Cost Summary	32
Table 6: Captured Taxable Valuations	38
Table 7: Anticipated Captured Millage Rates	39
Table 8: Captured Revenues	40
Table 9: Forecasted Revenue by Source	41

## List of Maps

Map 1: Downtown Development Authority	19
Map 2: Zoning	21

# Table of Contents

<b>Introduction</b>	<b>6</b>
<b>Public Process</b>	<b>12</b>
<b>Development Plan</b>	<b>18</b>
<b>Tax Increment Financing Plan</b>	<b>35</b>
<b>Appendices</b>	<b>43</b>
<i>A: Detailed Project Table</i>	<i>44</i>
<i>B: Downtown Survey Results</i>	<i>50</i>
<i>C: Business Owner Survey Results</i>	<i>55</i>
<i>D: Ordinance Creating DDA, with Amendments</i>	<i>60</i>
<i>E: Plan Adoption Resolution and Ordinance</i>	<i>76</i>

# 1

## Introduction

### The Purpose of a Downtown Development Authority

In Michigan, Public Acts 57 of 2018, commonly referred to as the Tax Increment Financing Act, enables municipalities to establish a Downtown Development Authority (DDA). Through part two of this legislation, a DDA can carry out the following duties:

#### Plan

- » Economic analysis
- » Growth analysis
- » Implement plans
- » Long range plan and persuading property owners to implement

#### Finance

- » Enter into contracts
- » Charge for buildings and facilities and pay bonds
- » Lease out any building or part of building under its control
- » Accept grants and donations
- » Market the downtown
- » Loan money for existing downtown buildings
- » Levy up to 2 mills ad valorem tax dedicated to the DDA district, unrelated to other millage or increment capture

#### Develop

- » Plan, propose, build, repair, preserve, rehab, reconstruct facilities and buildings
- » Acquire and dispose of property
- » Improve land and operate buildings
- » Acquire and construct public facilities
- » Contract for broadband
- » Retail business incubator

The act empowers a DDA to tackle urban decline and prevent its advancement and strengthen its existing infrastructure. In practice, DDAs seek to accomplish this goal by providing the necessary legal, monetary, and organizational tools to revitalize downtown districts either through public-initiated projects or in concert with privately motivated development projects. How a DDA chooses to use these tools depends on the specific problems and opportunities it faces balanced with the community's development priorities.

### Village History

Calumet's history is tied to its access to natural resources. Known as "Copper Country" for its proximity to (and prowess in extracting from) local mines rich with copper, the area's early economy peaked and waned with the availability of copper. By the Great Depression in the 1930s, most mines were shut down, although the industry continued at a smaller scale until 1968 when the Calumet and Hecla Company's operations closed.<sup>1</sup>



*Historic downtown Calumet.*  
Source: Michigan Tech Archives



The region has had to pivot to new employment sectors and ways to appeal to the community as its original industry disappeared. In the 1980s and 1990s, growth of Michigan Technological University in Houghton as well as small manufacturing firms helped to stabilize economic conditions in the Keweenaw Peninsula, showing a greater balance between “old” economy powered by manual labor and the “new” economy comprised of knowledge-based employment sectors. The Keweenaw Peninsula has a modest tourism-based economy fueled in part by vast amounts of annual snowfall that pairs well with several winter recreational activities, such as Swedetown Recreation Area’s cross-country ski and mountain biking trails and Mount Bohemia’s ski resort. Despite the region’s assets, the Village of Calumet’s population continued to decline. The 2000 census reflects the first population growth (7%) since 1920. Between 2010 and 2018, there was an estimated increase of 23 persons or 3% growth.<sup>2</sup> In addition to its permanent residents, the Keweenaw Peninsula receives an estimated 300,000 annual visitors and has 4,500 seasonal residents with reports that tourism spending has consistently seen large increases.<sup>3</sup>

The Village of Calumet has historically served as the central business district for the surrounding area. The former prominence and wealth of the Copper Country is evident in Calumet’s fine commercial architecture and in the quality of public facilities, such as the Calumet Theatre. The Village’s entire commercial district was placed on the National Register of Historic Places during the early 1970s and is included in the boundaries of one of the nation’s newest national parks, the Keweenaw

National Historical Park (KNHP). The establishment of KNHP in 1992 created opportunity in the village of Calumet as key historical buildings were acquired, including the Union Building and the C&H Administration and library buildings.

## DDA History

The DDA and the district boundaries were established in 1979. That same year, the first Downtown Historic Preservation Plan was prepared, showing a long-standing dedication to its heritage. Since then, the DDA boundaries have expanded once, in 1983,<sup>4</sup> and the Village has adopted amended development plans in 1992 and 2002. A public board of nine members meets regularly with the sole intention of bettering the downtown. The DDA works primarily with the Village, Main Street Calumet (described below) and other partners, to manage the downtown’s public space, promote its businesses, and invest in public works projects, among other specialized tasks.

## Planning History and Context

A review of relevant planning documents ensures that the Village of Calumet’s DDA Plan aligns with larger efforts conducted at different geographic scales, and works to coordinate with, instead of duplicate, previous work. Below is a summary of relevant planning documents.

## 2018 Village of Calumet Master Plan

The Village of Calumet’s recent Master Plan takes a strong look at the housing market in terms of quality and variety, above and below ground infrastructure, transportation safety, and potential



redevelopment properties. The list of strategies includes some bolder actions and a call to update the Zoning Ordinance, which is one of the most powerful tools to regulate land uses, appearance and preservation of building stock, and walkability. Its downtown recommendations are mainly aesthetic, and under the primary responsibility of the DDA. Given the recency of this plan and the extensive list of proposed improvements, these recommendations were considered by the DDA Board and incorporated as appropriate into the Project List of this Plan.

### 2017-2022 Comprehensive Economic Development Strategy

The Western Upper Peninsula Planning and Development Region Commission (WUPPDR) has served as the region's planning body since 1970. One of its primary planning tools for the six counties it supports is the Comprehensive Economic Development Strategies (CEDS). At their inception in the 1970s, CEDS were understood as a planning document for funds disbursed by the United States Economic Development Administration; it can be described as a "strategy-driven plan for regional economic development."<sup>5</sup> The most recent CEDS (2016) outlines major accomplishments dating back to 2004, describing heavy investment in expanding educational and business opportunities through incubators which were established or renovated to build economic opportunity for entrepreneurs. As a part of the regional inventory, the CEDS also notes challenges of an aging population, resistance to change, geographic isolation, and limited infrastructure that slows the transportation of good and services that hinder growth. Understanding the region's weaknesses, WUPPDR created a broad framework that supports business opportunities, its rural and natural setting, investment in infrastructure that enhances the flow of information and goods, and partnerships to coordinate such efforts. It does not identify individual projects in the Village of Calumet.

### 2013 National Park Service Cultural Landscape Plan and Environmental Assessment

The National Park Service commissioned a Cultural Landscape Plan and Environmental

## Combined CLR/EA

The purpose of the combined CLR/EA is to document and record the history and current conditions of the historic landscapes within the Calumet Unit of Keweenaw National Historical Park and to provide guidance for the future treatment and use of these landscapes. The document informs preservation of significant cultural and natural resources while providing guidance for developing opportunities and facilities for visitor education and use. Keweenaw National Historical Park is a partnership park, with the majority of the land and resources within the Calumet Unit owned by entities other than the federal government.

Assessment of the KHNP "Calumet Unit" that was completed in 2013.<sup>6</sup> These are standard National Park documents that bring considerable planning acumen and resources to bear on their subjects, and offer detailed recommendations which consider local planning processes in their development. These recommendations have been reviewed and incorporated into the Action Plan where appropriate.

### Main Street Calumet

In 2003, the Village of Calumet launched a local chapter of the national Main Street program established by the National Trust for Historic Preservation to save historic places and revitalize communities. The structure of the program is consistent across chapters: a group of volunteers is organized into committees addressing Design, Promotion, Organization, and Economic Vitality, and a Board of Directors makes leadership decisions while an Executive Director provides management support. Main Street Calumet is highly active in the community, hosting a year-round series of diverse events and providing linkages to historic and recreational events and resources. There is significant overlap between the missions of Main Street and the Downtown Development Authority, and many of the same people serve both. Coordination between them so as to reinforce, rather than duplicate, each organization's individual efforts will be valuable.

## 2002 Downtown Development Plan

The last DDA Plan, completed in 2002, identified key issues and opportunities across a range of topics including parking, appearance and landscaping, traffic, and “general problems” that touched on connectivity, business recruitment, cooperation with business owners, and signage. Opportunities for improvement were identified which could remedy some of its current challenges as well as build clout in the region as a tourist destination. The Plan contained a Development Framework with strategies that focus on incentivizing private development. Of the 13 strategies, the top three priorities were listed as:

- » Sixth Street improvements, funded by CDBG grants: lighting restoration, pave an extension, funding sidewalk replacement, a stop sign



*Images of downtown Calumet.*  
Source: Village of Calumet

### Downtown District

An area in a business district that is specifically designated by ordinance of the governing body of the municipality for taxing purposes.

### Business District

An area in the downtown of a municipality that is zoned and used principally for business.

- » Code inspection and enforcement: aggressive inspection of blighted buildings and issuance of citations
- » Marketing and business development: develop a brand that appeals to consumers and investors



## Basis for the Tax Increment Financing Plan and Development Plan

The Downtown Development Authority Act provides the legal mechanism for local officials to address economic development in the business district. The Act refers to a “business district” as an area in the downtown of a municipality that is zoned and used principally for business. A “downtown district” is an area within a business district that is specifically designated by ordinance of the governing body of the municipality pursuant to the Act. This

“downtown district” is the subject of both the tax increment financing plan (where funds will be captured from) and the development plan (where funds will be spent). By definition, a tax increment financing plan seeks to capitalize on and make use of the increased tax base created by economic development within the boundaries of a downtown district. The legal basis or support for the Tax Increment and Development Plans are identified in Act 57 of the Public Acts of 2018, as amended.

### Sec. 201a. The legislature finds all of the following:

- (a) That there exists in this state conditions of property value deterioration detrimental to the state economy and the economic growth of the state and its local units of government.
- (b) That government programs are desirable and necessary to eliminate the causes of property value deterioration thereby benefiting the economic growth of the state.
- (c) That it is appropriate to finance these government programs by means available to the state and local units of government in the state, including tax increment financing.
- (d) That tax increment financing is a government financing program that contributes to economic growth and development by dedicating a portion of the increase in the tax base resulting from economic growth and development to facilities, structures, or improvements within a development area thereby facilitating economic growth and development.
- (e) That it is necessary for the legislature to exercise its power to legislate tax increment financing as authorized in this part and in the exercise of this power to mandate the transfer of tax increment revenues by city, village, township, school district, and county treasurers to authorities created under this part in order to effectuate the legislative government programs to eliminate property value deterioration and to promote economic growth.
- (f) That halting property value deterioration and promoting economic growth in the state are essential governmental functions and constitute essential public purposes.
- (g) That economic development strengthens the tax base upon which local units of government rely and that government programs to eliminate property value deterioration benefit local units of government and are for the use of the local units of government.
- (h) That the provisions of this part are enacted to provide a means for local units of government to eliminate property value deterioration and to promote economic growth in the communities served by those local units of government.





*Calumet Theatre.*  
Source: Village of Calumet

### *Sources*

- 1 2002 DDA Downtown Development Plan. Page 2.
- 2 Ibid. ACS 2018 5 Year Estimates.
- 3 Keweenaw Economic Alliance. Village of Calumet Prospectus. September 2016. Page 6.
- 4 Village of Calumet. "What is a DDA?" <http://www.villageofcalumet.com/what-is-a-dda.html#:~:text=The%20DDA%20District%20was%20established,to%20light%20industrial%20to%20residential.&text=A%20DDA's%20main%20ability%20is,management%20expertise%20into%20downtown%20districts>.
- 5 WUPPDR. Comprehensive Development Strategy 2017-2022. "Purpose." Page 1.
- 6 US National Park Service. "Calumet Unit Cultural Landscape Report and Environmental Assessment," 2013. Page I-1.



## Public Process

Three surveys were conducted during the writing of this plan to discern stakeholders' interests, concerns, and priorities for downtown. One survey was targeted toward the general public, and was distributed electronically and via social media in order to obtain feedback from visitors and former residents as well as locals. A second survey was developed for business owners within the DDA. Also during this time, the DDA Board reviewed the downtown-related goals and actions from the Village's most recent Master Plan and prioritized them. Findings from each of these exercises, which are summarized briefly below and more extensively in the Appendix, heavily informed the Development Plan.

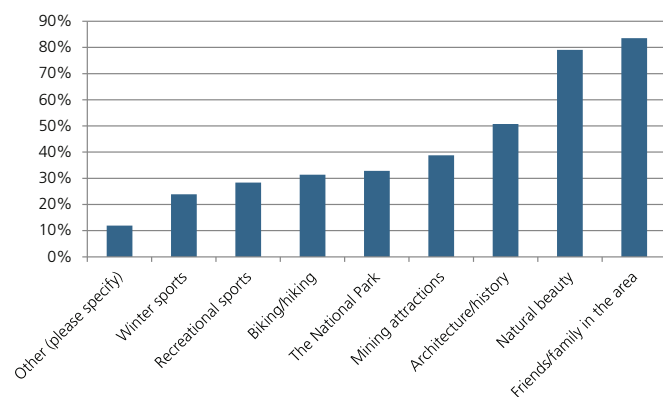
### Downtown Survey Summary Results

The survey was open from December 2020 to February 2021 and 348 residents and visitors responded. Only 19% of survey-takers were residents of the Village of Calumet. Just over half of respondents (56%) were from elsewhere in the Keweenaw Peninsula, and a full 25% were from "outside of the Keweenaw Peninsula." This indicates a tremendous amount of non-local interest in the Village, which could ideally be transformed into investment. In age, respondents spanned the cohorts but leaned slightly more heavily towards those 55 and older (42%).

When respondents from outside the Village were asked "What brings you to Calumet?", most of them answered that "family/friends in the area" (84%) were the biggest draw. After that, features unique to the region were selected: "natural beauty (79%)," "architecture/history (51%)," and "mining attractions (39%)."

The survey asked about the frequency and specific location of visits to the downtown. For those

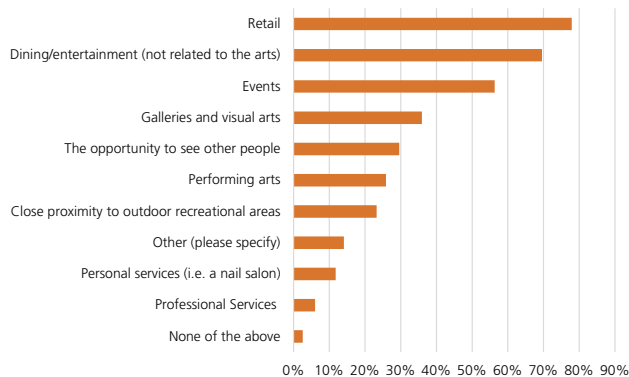
Figure 1: What Brings Visitors to Calumet?



respondents who live on the Keweenaw Peninsula, there is relatively little change in the frequency of visiting downtown daily by season, but the seasonal nature of the downtown visits is exposed by analyzing visitor respondents: In the summer, 92% visit downtown daily, compared to 25% in the winter. This finding shows that although summer tourism is important, the downtown can and should serve its residents consistently year-round.

Currently, the largest draws to downtown are "retail" (78%), "dining/entertainment" (70%), and "events" (56%); when asked about specific destinations, respondents cited Copper World, Keweenaw Coffee Works, and Michigan House, a café and brew pub. Art also plays an influential role; combined, respondents selected "galleries and visual arts" and "performing arts" as a bigger draw to the downtown than planned events. Participants were also asked to select the type of retail and services/spaces they want to see come downtown, and to estimate how frequently they would visit them, on average. The results again demonstrated the dual constituency that downtown Calumet

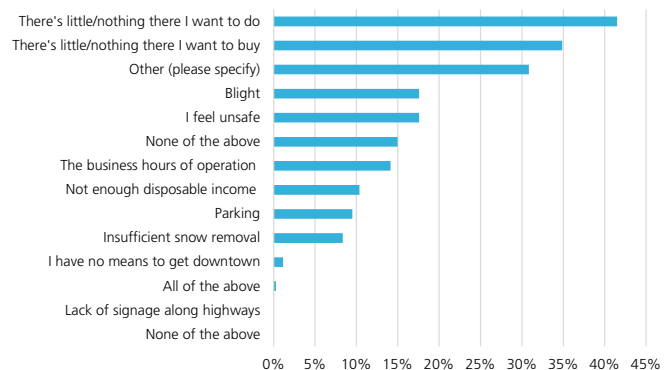
**Figure 2: What Draws You to the Downtown?**



serves. The top three responses, selected by respondents who would visit at least on monthly basis, represented essential purchases: “food and beverage,” “general merchandise,” and “sporting goods” stores. While these tend to be larger storefronts than what is suitable for a historic downtown, they can fit in a modified footprint. For services, survey-takers were most interested in seeing “restaurants/cafes (77%),” “recreational/public spaces (61%),” “bars/entertainment venues (47%).” However, because a substantial proportion of survey-takers are visitors (from outside of the Keweenaw Peninsula), the responses change drastically when they are removed. While restaurants/cafes, bars/entertainment venues, and recreational/public spaces remain in the top three, the majority reported that they would only come “a couple times per year” or “never.”

When respondents were asked what prevents them from going downtown, the top two responses were very telling: there is nothing there I want to do (42%) and nothing there I want to buy (35%). On a scale of 1-5 with 5 being best, survey-takers rated Calumet’s night life at 1.9. Just 18% of participants selected blight as an impediment, which diverges from the 74% of business owners surveyed who feel that blight prevents people from coming downtown. Both of these experiences – limited commercial offerings and blight – are related to vacancy. This is easy to see in the reverse: the chances of a building being blighted are reduced by orders of magnitude if it is occupied than if it is not, and every building filled with a commercial enterprise by definition increases the district’s breadth.

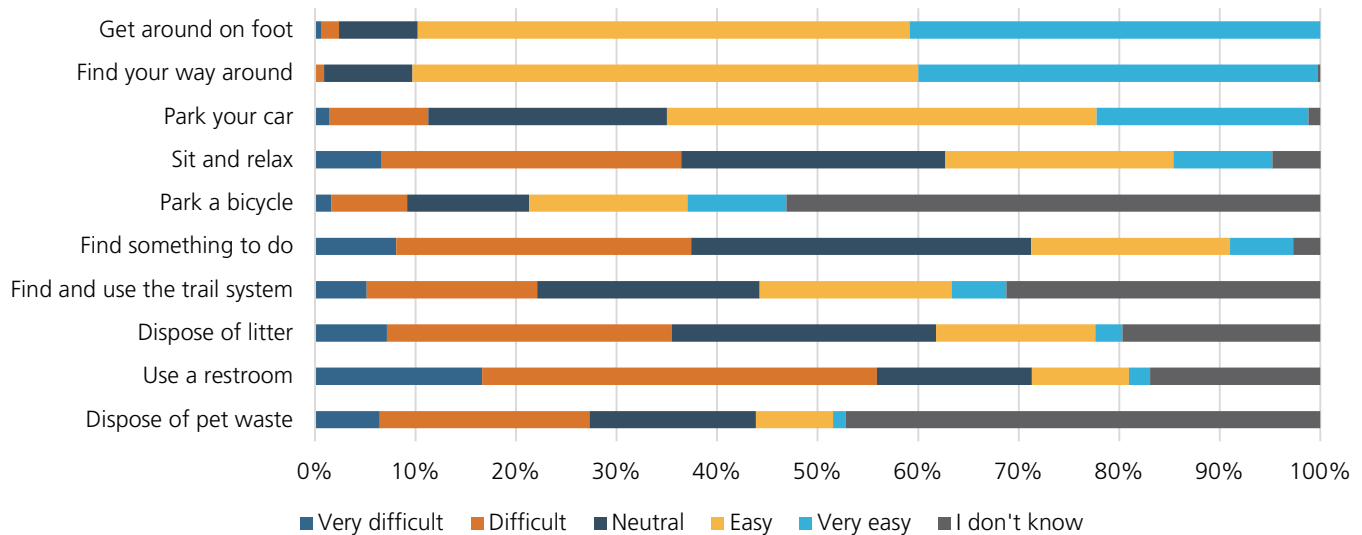
**Figure 3: What Prevents You from Going Downtown More Often?**



Business owners and visitors were more aligned in their assessment that the lack of commercial variety stymied patronage. A threat of crime is a detractor from visiting downtown for a little less than one-third visitors (n=38). Parking and snow removal affected less than 10% of respondents’ decisions to frequent the downtown. When asked to estimate how often they would go to downtown businesses if they were open in the evening and at night, almost 53% of respondents predicted they would visit on a weekly or monthly basis if that option were available.

Survey-takers’ preference for mode of travel to get downtown is largely motorized, but not in a private vehicle: options for rideshare, zip car, and bus were the most popular modes selected for getting downtown in the future. A preference for bicycles was also expressed, with a majority of respondents (55%) reporting that they arrive downtown now by bicycle and even more (64%) indicating that they would like bike downtown in the future. This finding provides strong support for connected local trails and nonmotorized amenities. Once downtown, respondents indicate that “getting around on foot,” “finding your way around,” and “parking a car” can be done with relative ease. However, a substantial portion of downtown patrons find it difficult to “find something to do” (37%) or even “sit and relax (36%).” Of greater difficulty is “using a restroom (56%).” Almost half of survey-takers (47%), including a significant portion of non-local respondents, would be happy not to travel downtown at all but rather already be there, living in a loft above a commercial use or

Figure 4: How Easy Is It To...



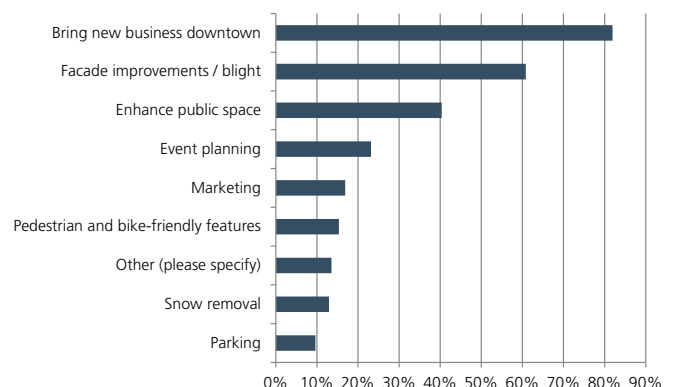
in an apartment/condo building (n=337). Close to one-quarter of locals would live in a rowhouse in neighborhood close to downtown.

This plan benefits from the unique perspective of having been developed during the 2020-2021 COVID-19 pandemic which thoroughly disrupted all types of business and commerce operations. When this survey was issued, respondents were split on how to support businesses during this time. While 39% disagreed with the statement, "during quarantine, I wanted to support local business but wasn't sure how," a close second 34% agreed, and 28% "neither agree nor disagreed." More consensus was found on the following statement: "during quarantine, if downtown businesses had websites where I could order food/items online, I would have spent more money locally;" two-thirds of respondents agreed (n=337). As a result of the virus, nearly 55% of survey-takers will go downtown less while it remains prevalent in Michigan, another indication that businesses may need an online presence to reach clientele. While it would not make sense to plan specifically for another such unique and disruptive event, the pandemic did dramatically shift customer behavior by forcing millions of purchasers to learn digital commerce skills. These skills will persist into the "new normal," and businesses which continue to develop a virtual sales channel alongside its in-person operations will continue to benefit

from that investment. For businesses located in a community with accessibility challenges, such as Calumet, this new customer base could be transformative.

Survey-takers reported that the DDA's top three priorities for improving downtown Calumet should be to "bring new businesses downtown (82%)," "façade improvements/blight (61%)," and "enhance public space (40%)." These findings imply that there is a need to "fix up" downtown before promoting it, as "event planning" and "marketing" fall lower on the list of priorities.

Figure 5: What should be the DDA's top 3 priorities for improving downtown Calumet?





## Business Owner Survey Summary Results

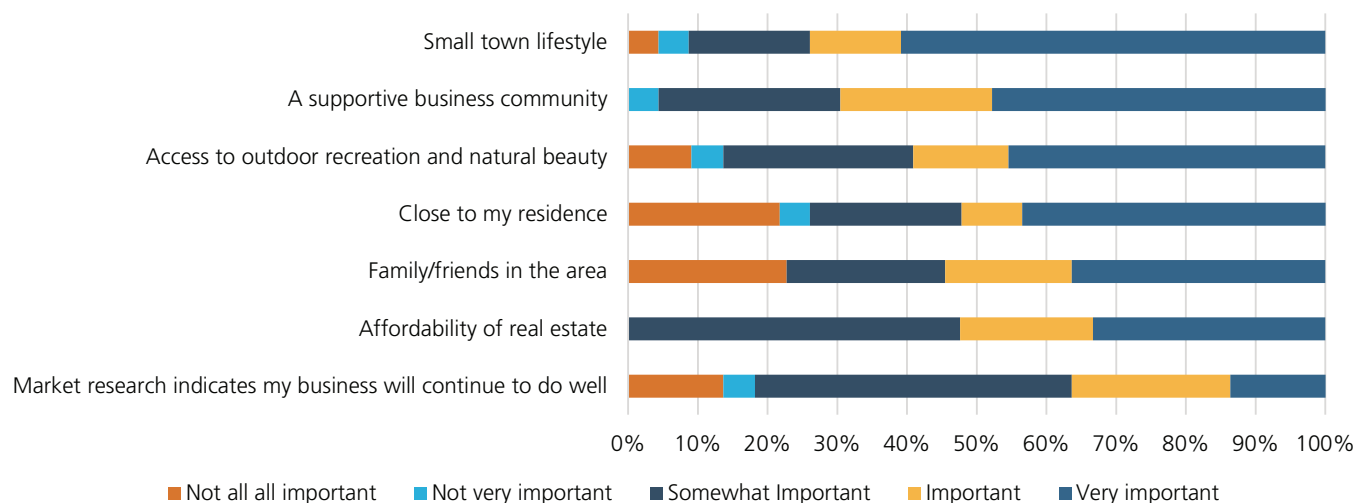
The survey was open from September 2020 to February 2021 and 23 business owners responded. Over half of the business owner respondents have operated a business in Calumet for over 15 years (57%), and no responses came from businesses that started less than a year ago. The greatest proportion of responses were represented by retail trade (44%). Almost two-thirds of business owners' primary residence is not in Calumet (defined as spending more than six months per year in the village), and almost half of the business owners were within 10 years of retirement age; 47% are aged 55 or older. The majority of them plan to retire in Calumet (65%), but no respondent had already retired.

The most important factors keeping business owners in Calumet are more closely related to the area's appeal, as opposed to the business environment. Four of the top five reasons for staying in the village are related to lifestyle, access to nature, and proximity to home and loved ones. "Supportive business community" fared well, coming in as the second most important factor. As already established businesses were the primary respondents, the affordability of real estate and market research were the least impactful factors.

Business owners reported that the top two most effective customer draws are relatively low-tech: established client base (70%) and word of mouth (61%). "Online promotion for my business" ranked third (57%), and the number of respondents citing this method exactly matched the number of respondents who reported having a website for their business. A slightly smaller number regularly engage potential customers via social media (50%) or reported that patrons could buy products or services through the website (42%).

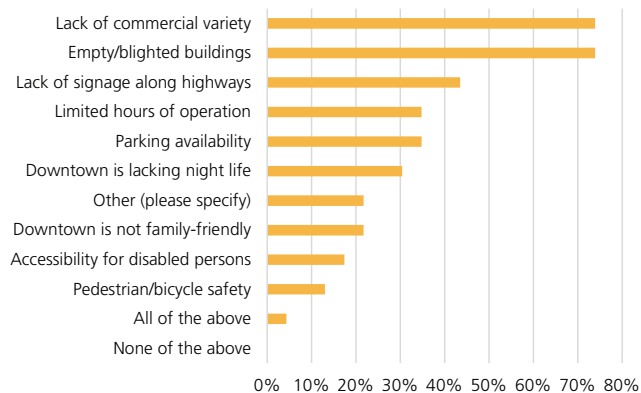
When asked what limits their customers from coming downtown, respondents stated that "empty/blighted buildings" and "lack of commercial variety" (74%) are equally limiting factors for customers coming downtown, although as mentioned above, patrons reported significantly more concern over variety than blight. Similarly, parking was seen as a more significant barrier by business owners than by patrons. The responses dwindled significantly for the third most common response: "lack of signage along US-41, M-26, and M-203" (44%). When responses are filtered for retail business owners, "downtown is lacking nightlife" rises to the top. The highest proportion of business owners reported that they close their establishments before 5 pm for every day of the week and are closed on the weekends; the hours of operation change significantly when the responses

Figure 6: What Keeps You Running a Business in Downtown Calumet?

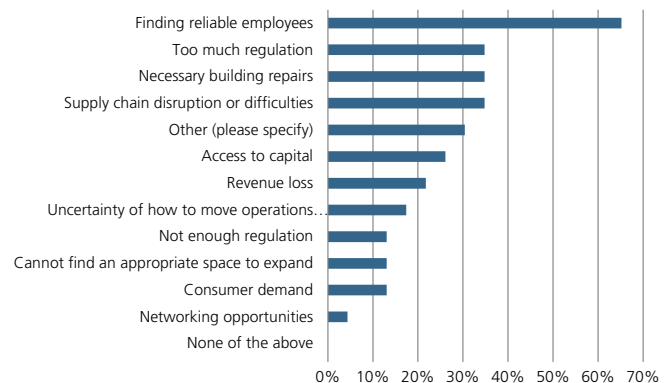




**Figure 7: What Do You Think Limits Customers from Coming Downtown?**



**Figure 8: What Are Your Most Pressing Business Challenges?**



are filtered specifically for retail trade, but still over half are closed on Sundays.

When asked about business challenges, by far the most pressing was “finding reliable employees (65%).” Mid skilled (some training beyond high school) and skilled trades (certification other than college degree) are the most difficult to find. Business owners were then asked if they would benefit from a stronger connection to local educational institutions. Half of them were unsure, and the others expressed interest in an apprenticeship or internship program. Almost all business owners (95%) anticipate over the next five years that the number of full-time and part-time employees will grow or stay the same, corresponding directly to the majority of business owners planning to continue at their current size or expand in the next five years. Asked about retirement or succession planning, 44% of business owners reported that they plan to “pass [the business] on to a trusted colleague/friend/family member” when they retire. Yet, about one-quarter “don’t have a plan;” signaling a group that the DDA should work with to create a transition plan prior to retirement. About 30% responded as an open comment that they plan is to sell their business in retirement.

During COVID-19, a top business challenge was a disruption to the regular supply chain (35%). It is safe to assume that post-pandemic, this issue will resolve itself.

Business owners were asked what the Village could do to help their enterprise, and given seven options to rate on a scale of “no impact” to “extremely helpful.” “Low interest loans for code-based improvements” was selected by the greatest percentage of respondents (88%) as providing some level of assistance. This solution would directly meet the identified challenge of “necessary building repairs,” which was tied for second most pressing concern. “Ordinance/code enforcement” (69%) was the runner-up most impactful activity, followed by “update the zoning ordinance”; these activities would help adjust the regulatory burden that is also tied for the second most pressing concern.

Two-thirds of business owners believe that façade improvements would encourage them to invest more in their business. There was a three-way tie with “downtown events,” “wayfinding,” and “regular meeting with business owners and the DDA/Main Street” as other ways to encourage private investment. When filtered for responses from retail business owners, “improved walkability for visitors” rises to the top. Business owners feel that “poorly maintained building stock” (47%) is the top barrier for starting or expanding a business, followed by “little public investment in the downtown” (41%). Some of the “other” comments reflected a need for beautification and more timely communication.

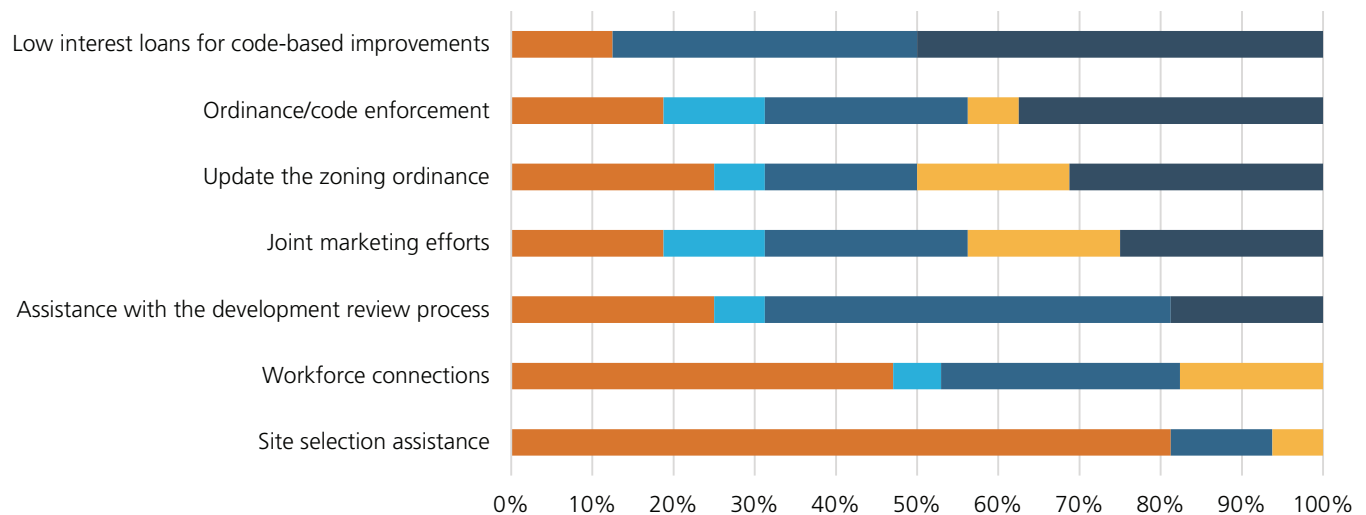
In order to gauge business owners’ awareness of two organizations whose work centers on

the downtown, survey-takers rated their level of familiarity with the DDA and Main Street. Almost 74% of business owners were at least familiar with both organizations, with no one selecting the option “very unfamiliar.” Next, they were asked to describe each organizations’ primary functions. Business owners largely see the difference as the following: the DDA assists businesses and downtown development, and Main Street promotes the downtown businesses. Primarily, business owners did not know if either organizations’ practices or policies helped or hinder their business. When they did respond, the most popular answers are summarized in Table 1.

**Table 1: DDA and Main Street: How They Help and Hinder Business**

Organization	Helps Your Business	Hinders Your Business
DDA	Façade improvements	Poor coordination with the Village
Main Street	Events	Poor communication with Village and business owners

**Figure 9: What Could the Village Do to Help Your Business Succeed?**



# 3

## Development Plan

### 1. Development Area Boundary

The Development Area is located within the village of Calumet and follows the DDA boundaries as illustrated on Map 1. The boundaries can be generally described as all properties fronting Fourth Street between Elm Street and Red Jacket Road; all properties fronting Fifth Street between Pine Street and Scott Street; all properties fronting Sixth Street between Elm Street and Scott Street along with select properties north of Elm Street; select properties fronting Seventh Street concentrated on the east side between Elm Street and Scott Street; and select properties fronting Pine Street concentrated on the north side between Seventh Street and Third Street and on the south side concentrated between Fifth Street and Third Street.

### 2. Location and Extent of Existing Streets and Other Public Facilities Within the Development Area; Location, Character and Extent of Existing Public and Private Land Uses

#### Streets

The Village's downtown is built on a grid network with historic downtown density. The streets are two-lanes and feature either diagonal or parallel parking spaces. The sidewalks are wide enough for convenient pedestrian travel and access to storefronts that sit directly on their property line, yet not wide enough for extensive right-of-way landscaping. Some businesses have put out planter boxes to liven up the sidewalks. One interesting feature of the street grid is the varying building materials. For example, on Oak Street between

Fourth and Fifth, the street is made of red brick, but continuing west on Oak Street, the brick changes color to grey, and then eventually to concrete.

Table 2: Downtown Streets

Streets (North to South)	Streets (East to West)
4th Street	Pine Street
5th Street	Elm Street
6th Street	Oak Street
7th Street	Portland Street
	Scott Street

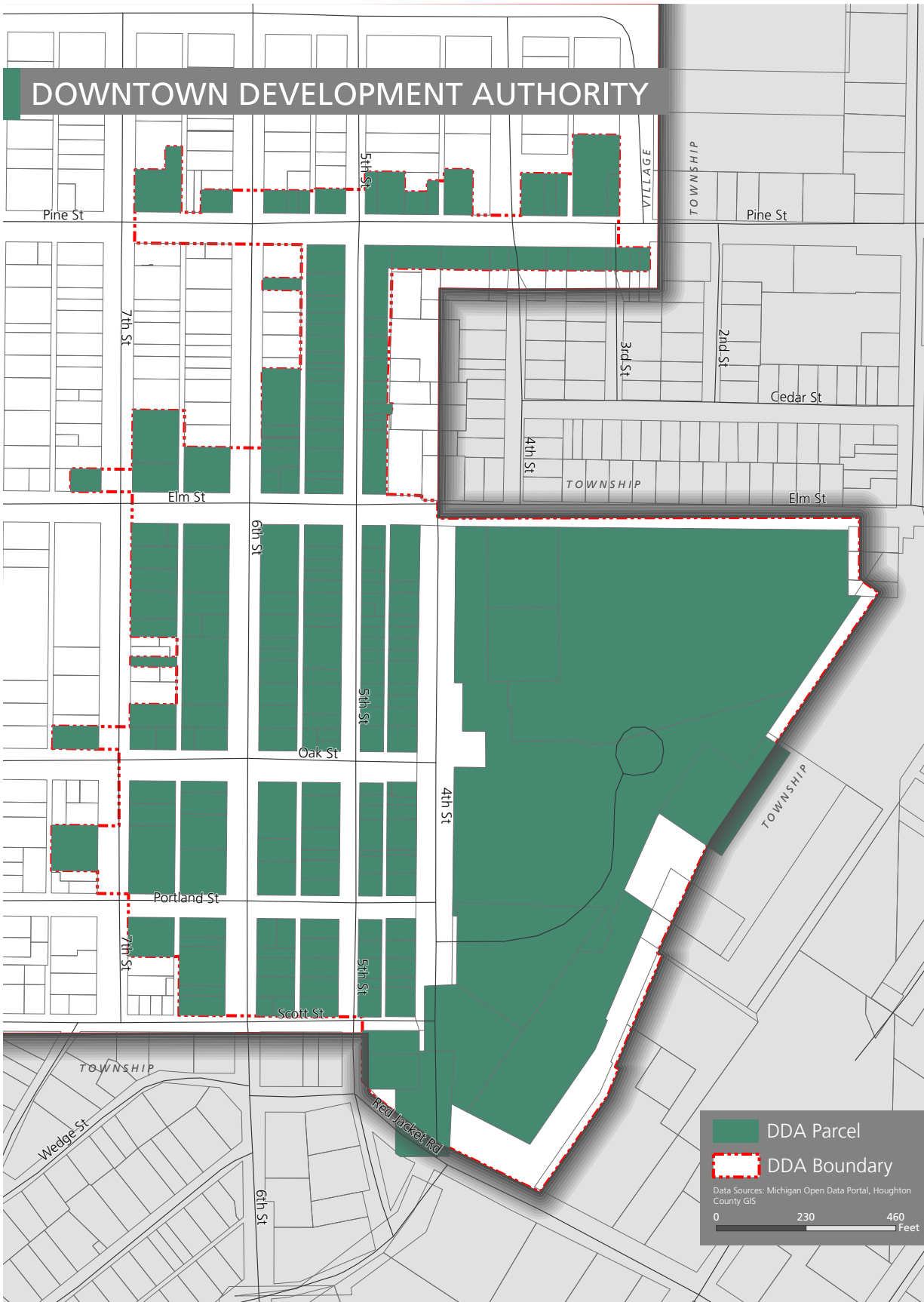
#### Public Facilities

The Village-owned water system is operated and maintained by the Michigan American Water Company. The company owns the source and delivers high quality water through the Village's distribution system. The Village also provides sanitary sewer and stormwater systems through North Houghton County Sewer Authority. The Village is encompassed by the Keweenaw National Historic Park; at the southern gateway to the downtown is a Calumet Visitor Center with information about historic and natural features in the area.

#### Public and Private Land Uses Within the Development Area

There are about 209 parcels within the DDA boundaries. The land use classifications made by the assessor can be found in the table "Land Use Codes."

Map 1: Downtown Development Authority



BOARD APPROVAL

Table 3: Land Use Codes

Land Use	Number of parcels
Residential	53
Commercial	136
Industrial	5
Exempt	15
Total	209

Source: Assessor

## Private

### Residential

There are 35 structures classified as residential in the downtown area. The single-family homes are of a historic nature, while the second story units are tucked away above commercial uses.

### Commercial

The vast majority of parcels downtown are dedicated to commercial uses. There is a mix of local restaurants, small-scale retail, and services. Aside from local businesses, Calumet has a historic theatre with wider reach for its entertainment value. The Calumet Theatre, a regional gem now run by a non-profit, hosts 55-65 events per year drawing in 18,000 attendees annually.<sup>1</sup>

### Industrial

There is only one industrial property in the downtown area that spans five parcels on the northern side of the district. The downtown area's density is not suitable for the continuation of industrial properties as is reflected in the permitted uses in the Zoning Ordinance.

## Public

### Educational

The Copper Country Firefighters' History Museum was originally built as a fire station in 1898 and was used until the 1960s. Built in Romanesque style of architecture, it is one of 21 heritage sites in the Keweenaw National Historical Park. The building is now used to display some of the first fire trucks and apparatus used dating back to the 1850s.<sup>2</sup>

### Recreational

The DDA district hosts smaller recreational areas such as Theatre Park to provide a public space for visitors and residents seeking a quieter respite in the downtown.

The downtown is bordered on the east by Agassiz Park, a recreational facility that is considered an underused asset. It hosts a wooded park, pathways, horseshoe pits, basketball/pickleball court and pavilion with restroom facilities. In its history, some of its land has been sold to build multi-family residential units, but several acres remain available to the public. It is a large land use with great potential to serve the community. Some detailed visioning and planning has been conducted by the National Parks Service, but an updated, community-supported vision should be developed.

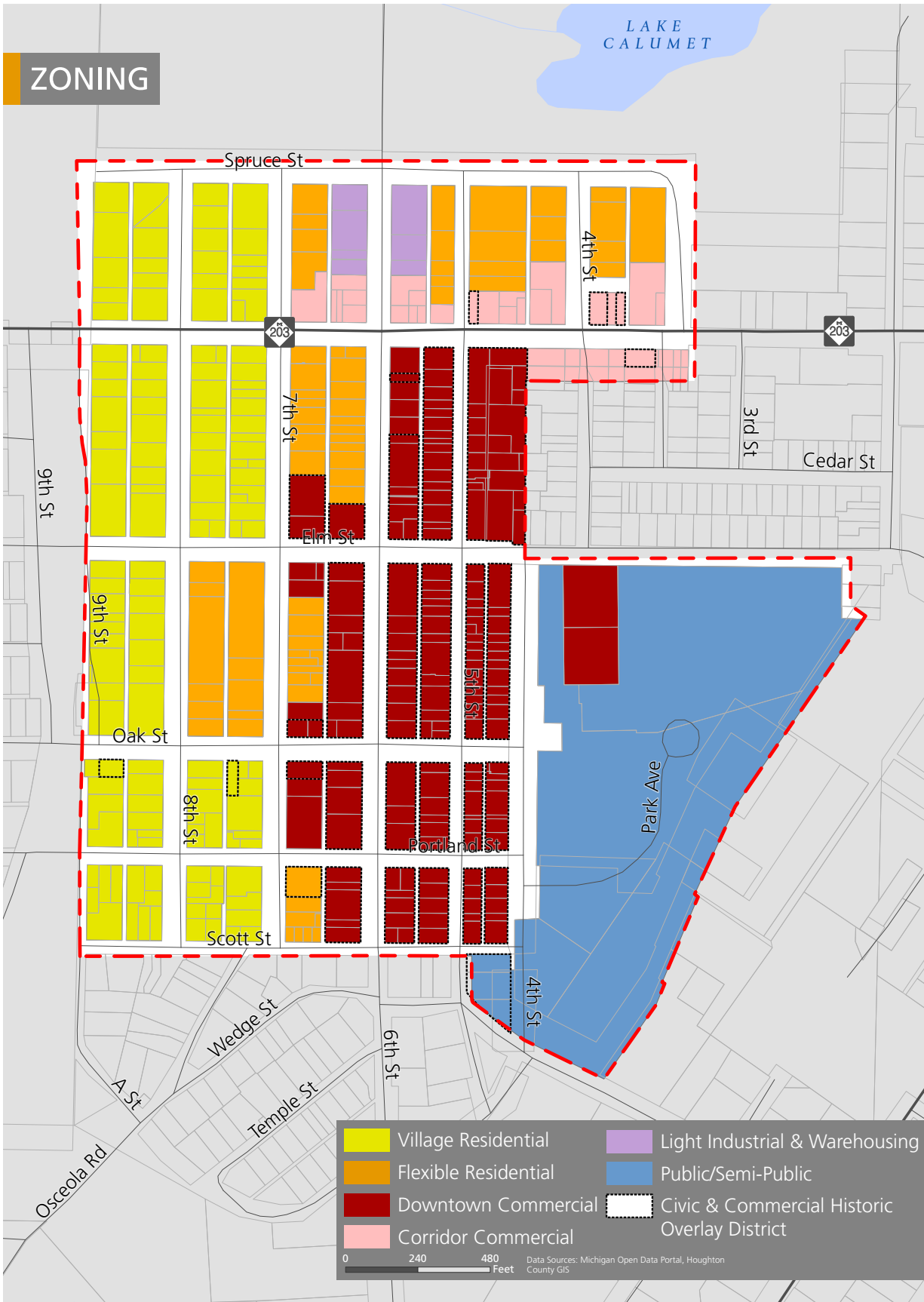
### Transportation

There is no public transportation that runs through the development area.

## 3. Location and Extent of Proposed Public and Private Land Uses

The Village adopted a Master Plan in 2018 and is amending its Zoning Ordinance and Map in conjunction with the writing of this plan in 2021. The new downtown zoning permits a range of retail and professional services and government buildings and educational institutions. While the Master Plan calls for updating permitted uses (and the Zoning Ordinance follows suit), land uses are expected to stay largely the same. Single-family homes may remain as they are now, but would be converted to businesses over time. There are two proposed changes to public land, both owned by the Village of Calumet. At 325-359 Fifth Street, preliminary site work has been conducted to determine the feasibility of converting a vacant lot into a community asset: a public greenspace. A block south, 413-415 Fifth Street are being developed for short-term use as a community garden with raised beds available for rent and a central "patio" area that could be used for historical interpretation.

Map 2: Zoning



BOARD APPROVAL



#### 4. Legal Description of the Development Area

Block 10, Lots 9 and 10;  
Block 11, Lots 9 and 10;  
Block 18, Lots 9 and 10;  
Block 23, the East 80' of Lot 9 and all of Lot 10;  
Lots A, B, C, and D, fronting Pine Street from the Easterly Village limits to Fifth Street, also Lots 1 through 11, and the 86' x 58' parcels of land adjacent to Lots 2 through 11 and East thereof, all being a part of Block E;  
Lots A and 1 through 15 and the South ½ of Lot 16 of Block 19;  
All of Block 20;  
All of Block F;  
All of Block A;  
All of Block G;  
All of Block I;  
All of Block H;  
All of Block B;  
Lots 1 through 5 and 9 and 10, Block K;  
Lots 3 and 4, Block C;  
Lot 10, Block 32;  
Lots 1 through 10, 11, and 12, and 16 through 20, in Block 21;  
Lots 9, 10, 11, 12, 13, and the south 36' of Lot 14, Block 22;  
The East 78' of Lot 10, Block 31;  
The South ½ of Lot 20, Block 19 on Sixth Street;  
3 parcels of property bounded by Scott Street, Fourth Street, Red Jacket Road and Fifth Street, said parcels being 146' in the east-west dimension and 60', 90', and 112.14' respectively along Fourth Street;  
Also all that property abutting the East Side of Fourth Street from Elm Street to Red Jacket Road, said property along Fourth Street being bounded by the Easterly village limits typically, and being described as follows: Commencing at the NW corner of Block F, thence 240' East to the Point of Beginning, thence East 1004.51', thence S 00°-08'-20" E 161.20', thence S 55°-58'10" E 58.00', thence S 33°-44'-10" W 771.60', thence S 24°-24'10" W 310.86' thence N 56°-02'-40" W 92.15', thence S 33°-57'-20" W 698.65', thence N 63°-23'-10" W 33.92', thence N 00° 06'-50" E 601.25', thence North 1030.00' to the Point of Beginning.

#### 5. Existing Improvements in the Development Area to Be Demolished, Repaired, or Altered and Time Required for Completion

The following properties are owned by the DDA and are available for sale. The DDA has no plans for their immediate demolition, but recognizes that their age and condition may necessitate it without substantial, timely, private-sector investment.

- » 512 Portland St.: Stabilization work is underway, with assistance from the Keweenaw National Historical Park Youth Works Crew.
- » 427 5th St.: Stabilization work is underway, with assistance from the Keweenaw National Historical Park Youth Works Crew.
- » 428 5th St (Mihelcich Slaughterhouse); Historical documentation is likely to be conducted with assistance from the MTU Social Sciences Department summer 2021. While not set in stone, the deteriorating condition of the property and high cost associated with redevelopment and even stabilization of the structure has led the DDA to strongly consider demolition, though funding for that project is not currently available.

No other existing improvements are specifically slated to be demolished, repaired, or altered except in conjunction with larger projects and efforts identified in this report. Infrastructure condition and unrelated activities outside the purview of the DDA may require that infrastructure previously installed by the DDA, such as sidewalks, be replaced and repaired.

#### 6. Location, Extent, Character and Estimated Cost of Improvements Including Rehabilitation for the Development Area and an Estimate of Time Required for Completion

##### General Development Plan for Calumet

The success of Calumet's downtown revitalization efforts will depend, in large measure, on its stakeholders' ability to combine their assets into



*Old fashioned cyler at Pasty Fest.*  
Source: Village of Calumet



*Farmer's Market.*  
Source: Village of Calumet

a cohesive strategy. It is generally agreed that the Village is home to unparalleled historic, cultural, and natural resources. However, each of these needs significant support in terms of money, time, or both. One example are the historic buildings which have earned national designation, yet their restoration may cost up to ten times the purchase price. Another is the extraordinary snow season that enables recreation opportunities available almost nowhere else, yet is difficult to learn about and even harder to access in this remote area.

An impressive catalog of national support is already involved in the area, including the National Park Service and the National Trust for Historic Preservation. However, these resources can only be deployed with focused local effort, and this is where Calumet must make an internal commitment to work together. Overall, the vision for the community is well-established: residents and stakeholders would like to see the historic downtown preserved as much as possible, to continue to emphasize and reflect its mining history, and to serve as a commercial hub for outdoor events and attractions. Detailed plans have been crafted spelling out an array of activities that will support these aims.

The shortfall to date has been in marshalling the execution. Capacity precedes funding here:

the methodical, successful organization and accomplishment of community goals inspires the confidence of a return on both public and private investments. The reverse is also true: public disharmony is an active deterrent to investment, because it compounds the risk inherent in the investment with an added layer of uncertainty that the process may break down in ways that are out of the investor's control. Though it may be counterintuitive, the single greatest thing the Village of Calumet can do to improve its physical downtown environment is for each of its governmental and quasi-governmental entities commit to working together to become a functional, attractive investment opportunity.

This foundational challenge of lack of staff capacity and budget is acutely felt within the DDA organization. Many of the projects and programs identified require consistent and coordinated management, and technical knowledge in grant writing, fundraising, program development and administration, small business assistance, and project management. Vacancy and depressed property values have resulted in insufficient capture to support professional staff, which in turn is a lost opportunity to draw more money to the downtown as fewer grants are secured, businesses are recruited, and public improvements



Village	DDA	Main Street Calumet
<ul style="list-style-type: none"> <li>» Influences entire community</li> <li>» Authority over long-range planning, zoning, and development review</li> <li>» Authority to plan, implement, and finance physical improvements</li> <li>» Funding stream</li> <li>» Staff</li> </ul>	<ul style="list-style-type: none"> <li>» Legal physical boundaries</li> <li>» Authority to plan, implement, and finance physical improvements</li> <li>» May provide business support or joint marketing</li> <li>» Funding stream</li> <li>» Volunteer board</li> </ul>	<ul style="list-style-type: none"> <li>» Legal physical boundaries</li> <li>» Defined areas of focus: Design, Promotions, Economic Vitality, Organization</li> <li>» Taken the lead in local events and promotion</li> <li>» Staff</li> <li>» Volunteer pool</li> </ul>

are implemented that spur private investment. The DDA's first priority should be rigorous investigation for securing staff capacity, including:

- » Dedicating more of the village staff time to the DDA, which may include introducing a new shared position.
- » Continuing, expanding, and formalizing the existing partnership between the DDA and Main Street Calumet to share funding streams, board and staff capacity, and volunteer hours.
- » Beginning with a volunteer or part-time staff. The position could be offered on a volunteer basis with a roadmap of actions which, if successfully executed, result in sufficient funds to implement a paid position.
- » Fundraising and grant writing. Board members could establish a fundraising campaign and/or engage in grant writing to develop the necessary funds.

The best outcome likely incorporates all four of these suggestions, with Board members and volunteers taking on early actions toward a goal of increased participation from both the Village and Main Street Calumet. The powers and strengths of each organization are described below. The DDA's unique attributes are its downtown focus and its funding stream. Its primary job will be to prioritize historic preservation efforts, working with building owners to meet applicable codes

and to maintain their architectural splendor. The strategy will be equal parts implementing physical improvements, harnessing private investment for redevelopment projects, and working closely with existing businesses owners to retain them and grow their operations.

The program of improvements and activities presented in table "Development Plan" is a compilation of the findings from several outreach methods: Business Owner survey, Community (and beyond) survey, DDA Board Priority survey based on the village's previous Master Plan, NPS Calumet Unit Cultural Landscape and Environmental Assessment, Calumet Area Trail System Concept Plan, and fieldwork conducted in September 2020. Because the DDA Board's priorities were pulled from Calumet's most recent Master Plan, the actions are in alignment with the village's larger strategies and the DDA's current undertakings. The Action Plan's organization parallels the Main Street areas of focus to emphasize the synergy between the two groups, and is supplemented by major themes that emerged from the outreach efforts.

### Building Preservation

The poor condition of buildings was mentioned several times and warrants an entire set of actions dedicated to this topic. Calumet is fortunate to have historic building stock with enviable architectural detail and character. Its leadership and residents alike prize these irreplaceable historical assets, and considerable investment in them is

being made through projects large and small. However, as building codes progress to keep us safer, many older buildings become noncompliant, driving up the investment it requires to modernize them (not necessarily the façade but the internal systems). When coupled with the effects of one to two hundred years of aging and wear and tear and a limited customer base for any establishment that would occupy the building, rehabilitation projects do not “pencil out” to a desirable return for all but the most dedicated of investors. It is acknowledged that a massive influx of will and funding would be required to save every historic building, yet the issue is urgent because every building that falls into disrepair diminishes the incentive for other building owners to make the necessary and substantial investments into their own.

The DDA and Village can develop several tools to help to quantify and address issues of vacancy and blight. A vacant property registry could collect valuable data such as potential for upper story units and any recent investment in the property. These findings can be tied to the building on GIS and monitored over time. Secondly, a property maintenance inventory is needed to determine which buildings are blighted, unsafe, or inhabitable. The maintenance inventory can provide a fair, data driven scheme for assessing fines to vacant buildings that are contributing to blight to disincentivize neglect.

There are tools which are already in Calumet’s arsenal that can also be deployed. The Village has duly adopted ordinances related to property maintenance, blight, and dangerous buildings; the challenge, as in many places, is to enforce them and to do so fairly and consistently. This requires a firm commitment from the community in order to withstand criticism from the affected parties and establish new norms. It is also the most cost-effective method possible for building preservation, as the prevention of deterioration requires only a fraction of the funds it takes to rehabilitate its effects.

With the data collected from the registry and blight violations, the Village and DDA can develop a set of criteria to determine which buildings should be the focus for preservation. These criteria should expose the balance between a building’s value to the community and the feasibility of repurposing

it. These criteria should be built with stakeholders and analyzed as a group to develop much needed consensus on such a controversial endeavor. One of the most common responses from business owners was a desire for low interest loans to become code compliant. With more specific data, the DDA can establish incentives for redeveloping vacant properties. Appropriate incentives will require further discussion from the Village and DDA to determine available capacity to administer them, but some relatively low-cost incentives could be waiving certain fees associated with new occupancy or site development, matching funds for certain repairs, and additional assistance through the process. In addition to incentives, the DDA can focus more intentionally on preserving select buildings through the development of a formal Preservation Plan.

The priority should be on keeping buildings safe and habitable. When those criteria are met, the DDA should continue to offer façade improvement grants with stipulations about maintaining the exterior’s historical integrity. Funds should not be awarded to building owners that will move the design aesthetic farther from its founding architectural roots. Much of the DDA district overlaps with the Village’s Historic District, which is a formally adopted district for which design guidelines were developed in 2006. Development approval within the Historic District requires an appearance before the Historic District Commission (HDC), which is charged with reviewing the proposed improvements. In the new Zoning Ordinance drafted by the Village concurrently with the development of this Plan, the design guidelines and HDC review are codified into a Civic and Commercial Overlay District. This step does not introduce any new requirements, but it does ensure that regulations for land development have a clear regulatory line to the HDC so that the downtown can improve the quality of new development and ensure that it maintains a similar look to its founding years.

The Keweenaw Economic Development Alliance developed a prospectus of properties in need of redevelopment in the village. The prospectus outlines basic features of the buildings, the cost, and images, as well as a list of redevelopment tools and the permitting process. This is an excellent tool that should be maintained and integrated into



*Historic architecture in Downtown Calumet.*  
Source: Village of Calumet

the preservation criteria and plan, and marketed through traditional and social media channels specializing in preservation, national parks, mining and union history, and other niche audiences. Crowdfunding and crowdsourcing a vision for the highest-priority buildings, as established by the Preservation Plan, can help Calumet market more broadly the public support behind preservation and market these buildings to a broader audience. Visual cues such as educational banners on priority properties may help draw interest.

There may also be “out of the box” strategies that are worth pursuing. For example, a team of craftspersons with historic restoration skills could teach a destination “retreat” workshop to hobby or professional restorers, using actual projects to advance work where possible. Or a program of cooperative building ownership could be developed in which investment is traded for time-share vacation lodging. Calumet Such unique programs could offer exposure and advertising in addition to the financial arrangements.

Because financing the renovation of a building is not always achievable by pure market forces, some public financial funding is available through Houghton County’s Brownfield Redevelopment Authority, MEDC’s Community Assistance Program, Historic Development Tax Credit, Houghton County and the Keweenaw Economic Development Alliance, and the Calumet DDA.

As the drafting of this plan concluded, a major fire event occurred in the 100 block of Fifth Street

that destroyed three buildings and damaged a fourth. The plan acknowledges that funds will be used to provide temporary screening for the site, and contribute to its eventual redevelopment as necessary.

### Economic Vitality

The first obstacle to making public improvements is a limited budget. Currently, 60% of the DDA’s budget goes to snow removal. A special assessment district dedicated to snow removal can shift this burden to a tool more appropriately designed for this service, while freeing up designated capture funds for activities that advance the downtown’s long-term goals.

Many of the DDA Board’s priority action called for looking for outside funding. This is a necessary task but cannot be the only priority; smaller projects must be launched during the pursuit of and waiting time for grant money. The DDA can also participate in crowdsourcing funds for specific projects to build momentum for reinvestment. Crowdsourcing ideas through regular meetings with business owners and other valuable partners to develop buy in for new policies, programs, and plans will be crucial. The DDA cannot do all this work alone, so it will rely heavily on civic organizations and investors to actualize change.

This plan recognizes that lodging is foundational to and enabling of other tourism activities: it establishes visitors’ “home base” from which they will make decisions related to entertainment,

shopping, and dining. An inventory and market study of lodging opportunities, both traditional commercial and short-term rentals, should be conducted. If unrealized capacity is documented, new lodging facilities should be prioritized.

Calumet's mining history has related aspects which could be expanded upon to broaden its appeal to other special-interest groups. Its rich labor union heritage could be capitalized upon as a destination for outings of union organizations, unionized corporations, or local lodges. Themed educational and/or entertainment events, such as live-action re-enactments of major events, could be developed in conjunction with KHNP. Market research could identify ways to showcase its diverse ethnic history, such as themed restaurants, and a recruitment program could be conducted in groups or cohorts to encourage mutual aid and support of these new businesses while building up a critical mass.

## Design

There are several low-to-no cost design improvements that could offer immediate impact. One is to encourage commercial businesses to host street-related activities, offering assistance by developing a program of suggestions and contacting business owners directly to hear about ideas and help problem-solve. Recognizing volunteers and civic organizations who adopt and maintain beautification efforts can also be effective. A local artist competition and prominent display of winning and submitted art adds personal character to the downtown.

The Keweenaw Historic National Park report identified improvements at Italian Hall Park and Red Jacket Road Park as desirable, as well as gateway treatments at Sixth Street and Red Jacket Road. KHNP would be a good partner for these projects, as well as for a coordinated wayfinding plan that guides visitors to attractions and parking. There is also a proposed community garden on village parcels that connect 5th and 6th Streets for which preliminary design work has been conducted.

With a special assessment, more funds will be freed up to spend on "traditional" public improvements and amenities such as benches, recycling and trash bins, and public art. Once these are installed, the village can look to other amenities mentioned in

the survey findings: a public restroom, bicycle racks, painted cross walks, and landscaping that provides protection from the elements. At the end of the development program, the Village should begin thinking about activating its alleys as unique public spaces.

## Organization

Businesses are also in need of direct assistance. In addition to needing capital for building improvements, they struggle to find and keep a workforce. The DDA and Village could play an intermediary role connecting businesses to local educational institutions and MiWorks to help them find reliable employees. Due to limited capacity, the DDA could identify a regional workforce program and introduce business owners to already established internship or apprenticeship programs without having to develop a new program.

Another intermediary role would be to work with business owners who are planning to retire in the next couple years or would like to start a business. After identifying people who fall into those categories, the DDA can connect them to the appropriate agencies, such as the Small Business Development Center, so that the village does not miss out on great business ideas or lose businesses as people age.

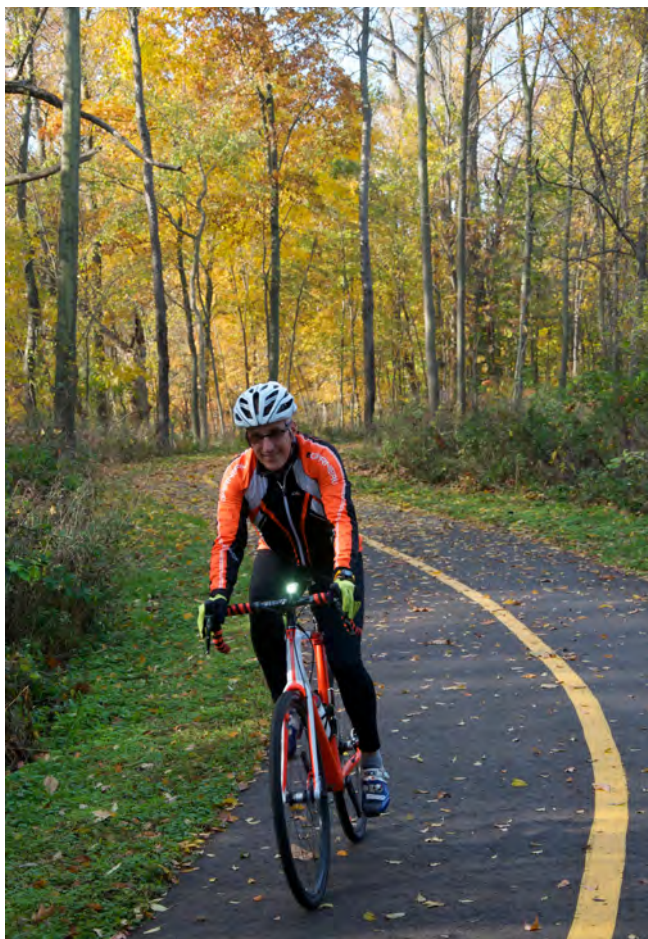
## Promotions

Promotion is broadly defined in this plan, including marketing, education, and collaboration. Each of those tasks are time intensive and will likely require staff, at a minimum for oversight, but otherwise can be done by dedicated volunteers.

Winter-themed events to promote Calumet as a destination all year long are a high priority. With the help of stakeholders, winter markets and events could draw greater attention to the area, if done with local businesses in mind. There were some comments in the survey that events have not been helpful in generating more business downtown, but with greater participation from business owners and data collection to gauge its success, events can be tailored to be favorable to downtown businesses.

Main Street Calumet has taken a strong approach to local events, and the DDA should coordinate





*Existing bike trail.*  
Source: Village of Calumet

with and support those activities while leveraging them. For example, local lodging can be promoted alongside events, such as on the Keweenaw Peninsula Convention and Visitors Bureau website. This strategy can also be used for events both inside and outside the Village, including the Great Bear Chase, Chain Drive, Ride the Keweenaw, Copper Harbor Mountain Bike Fest, and more.

Finally, while businesses did not suggest they want to keep different hours of operation, the community said that they would frequent downtown more if it was open at night. For locally owned businesses, this could be difficult, but the DDA could plan and promote one day a week or one day per month where businesses have later hours. First Fridays or other themed nights provide more flexibility for patrons without overextending small business owners.

## Trails for Access and Recreation

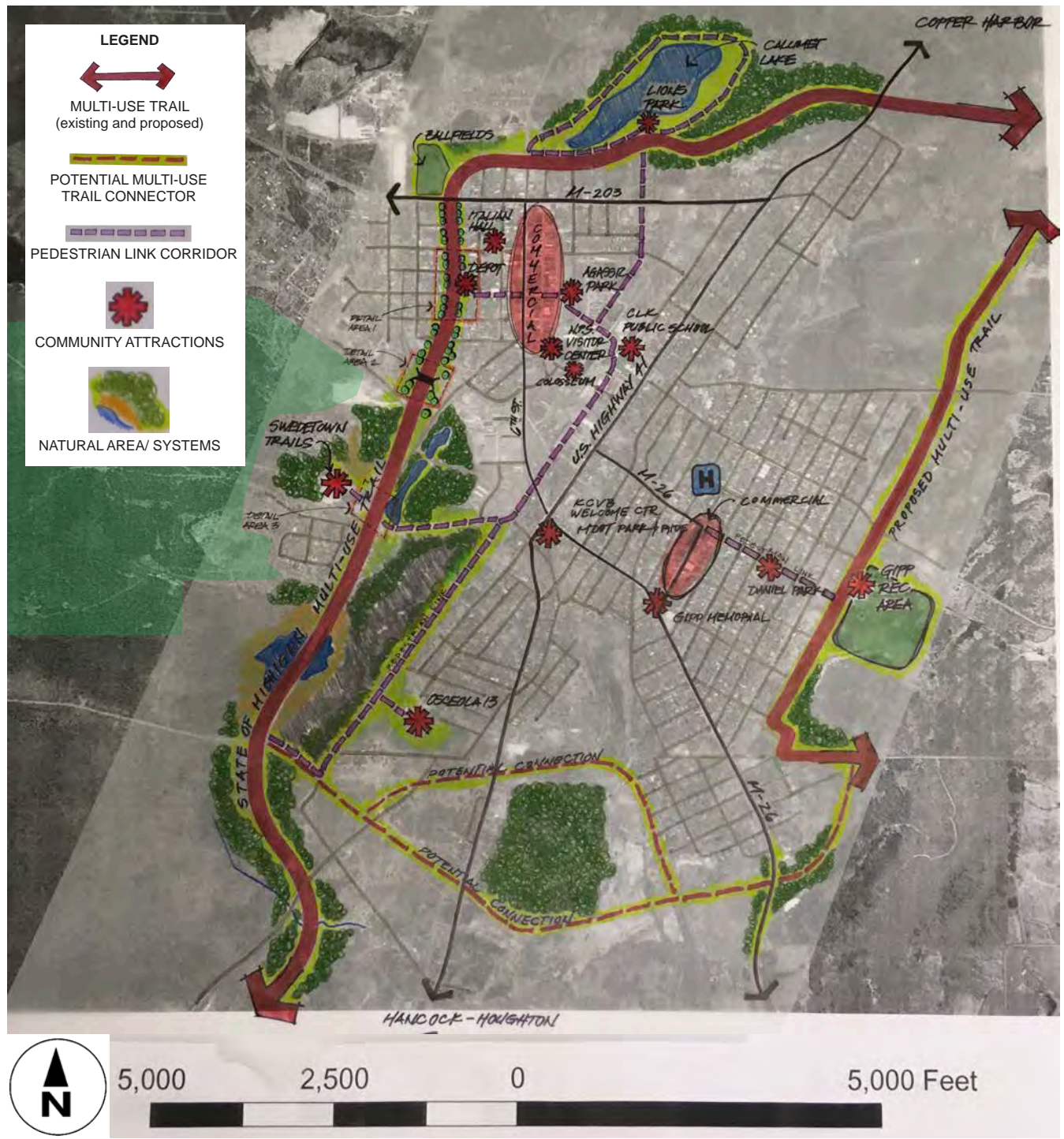
In 2020, the Calumet Area Trail System (CATS) Committee developed a concept plan to meet its vision of linking motorized, nonmotorized, and walking routes that feature local heritage, recreation, and commercial destinations to stimulate the area's social vitality and economy (see Figure 10). The committee, comprised of representatives from the village of Calumet, the village of Laurium, and Calumet Township, worked with stakeholders through a grant from the National Park Service's Rivers, Trails, and Conservation Assistance Program. While the value of a trail system was already apparent to locals, the rise in tourism and the onset of COVID-19 deepened the commitment to recreation; a recent survey conducted by the National Recreation and Parks Association found that 83% of adults in US reported that local parks, trails, and open space were essential to maintaining their mental and physical health during the pandemic. In other words, a trail system has tremendous potential economic and public health benefits for the region.

It is within the DDA's best interest to plan with the Trail System Concept Plan in mind. While the concept overview sketches show trails that mostly circle downtown, pedestrian links can be improved to connect to the larger system. As highlighted on the map, repairs to Oak Street sidewalks in the direction of the Calumet Depot, that are accessible and have lighting, would connect downtown to a potential trailhead. In addition to finding the funding to upgrade its connection to the regional system, the DDA should continue to meet on a regular basis with stakeholders to keep the momentum going and to stay abreast of funding opportunities. In the meantime, the CATS "implementation matrix" recommends that the Village of Calumet conduct a survey of sidewalks, develop a snow clearing plan, create a wayfinding system, and create a database of volunteers to assist in each step of this process.

With the trails operational and well-maintained, the next step would be to develop interpretive amenities along them. In particular, Oak Street and the historic streetcar route were identified by KHNP, and that organization would serve as a good partner for implementation.



Figure 10: Calumet Area Trails Overview



BOARD APPROVAL

**Table 4: Proposed Projects**

Project	Development Program (Cost)		Management Program (Time, in hours)		Time
Building Preservation					
Create GIS- based vacant property database including basic information (i.e. contact information of owner, reason for vacancy, building code compliance, upper story potential)	\$5,000		24	annual	1-2 years
Adopt a property/building maintenance code that includes progressive fines for noncompliance; enforce equitably and consistently with GIS-based tracking; use fine to pay for enforcement	\$5,000		240	annual	1-2 years
Using data from the vacant property database and property maintenance code violations, develop criteria for which buildings downtown can be the focus for preservation (could also include condition, significant historical events, cost of adaptive reuse, interest by community members, demonstrated value per market research); develop a Preservation Plan for specific buildings based on findings	\$15,000		40		1-2 years
Create a program disbursing grants and low-interest loans with eligibility criteria tied to the Preservation Plan	\$200,000		120	annual	2-3 years
To actively recruit developers/investors to renovate existing unused buildings for mixed use development – Post information in windows of historic buildings that explain its history and resources that can be used to rehabilitate the property to entice local investors.	\$200	annual	40	annual	2-3 years
Update the Calumet Prospectus, possibly with the help of a marketing professional, and market it through specific social and traditional media channels specializing in preservation, national parks, mining history, and other niches targeted toward "affinity" audiences	\$1,000		60	annual	2-3 years
Publicly recognize individuals who improve their buildings or land through several channels	\$200	annual	8	annual	Immediate and ongoing
Pursue "out of the box" strategies for building rehabilitation <ul style="list-style-type: none"><li>» Crowdsource funding from Calumet residents and visitors dedicated to historic preservation</li><li>» Recruit a team with historic restoration skills to teach destination workshops on craft techniques to both professionals and amateurs; harness where possible to perform actual improvements</li><li>» Develop a program of cooperative building ownership where disparate small investors can fund a local team of restoration professionals to rehabilitate a building</li></ul>	\$100,000		240	annual	3-5 years
Temporary screening and contribution to rebuilding after 2021 fire	\$50,000				
Economic Vitality					
Develop a special assessment district to pay for snow removal	\$500		100		Immediate
Conduct an inventory and market study of downtown lodging opportunities; prioritize development of facilities to capture any unrealized capacity because lodging enables other tourism revenue	\$15,000		100		1-2 years for study; 3-10 years for implementation
Identify potential businesses that showcase the area's diverse ethnic history, such as themed restaurants, and conduct a recruitment program organized by cohorts to encourage mutual aid and support of businesses	\$20,000		80		3-10 years
Work with KHNP to implement programs showcasing the Village's mining and union history, such as themed entertainment and live-action recreations	\$60,000		60	annual	Begin immediately; 5 years for program development
Continue to seek federal and state funding for building improvements, stabilization, infrastructure, and cultural resources	\$50,000		120	annual	Immediate and ongoing

Project	Development Program (Cost)		Management Program (Time, in hours)		Time
Design					
Encourage commercial businesses to host street-related activities by developing a program of suggestions and contacting business owners directly			40		Immediate and ongoing
Identify volunteers and civic organizations that can adopt, maintain, and develop parks, green spaces and beautification projects, including on vacant lots	\$800	annual	120	annual	2-3 years
Work with the Village, NPS, and Calumet Township to create the wayfinding plan, coordination signage from key locations on Sixth Street, M-203/Pine Street, and U.S. 41/Calumet Avenue, to include public parking and attractions	\$60,000		80		3-5 years
Create a local artist competition and display winning submissions downtown	\$150		20		3-5 years
Implement the Sach's and Calumet Theatre public greenspace	\$10,000		40		3-5 years
Conduct a similar activity to the Calumet Theatre public greenspace design to activate the 400 block	\$25,000		60		5-7 years
Improve and maintain Italian Hall Park and Red Jacket Road Park	\$25,000		80		5-7 years
Provide public realm amenities for patrons; benches, garbage and recycling bins	\$50,000		20		7-10 years
Gateway treatments at both Sixth Street and Red Jacket Road	\$60,000		40		10-15 years
Alley improvements and winter maintenance to provide parking	\$7,500		20	annual	15+ years
Organization					
Hold regular meetings with business owners to discuss current and future planning			60	annual	Immediate and ongoing
Connect business owners who are unsure of what to do with the business after they retire to agencies that can assist with a transition			12	annual	5+ years
Partner with local/regional educational institutions to connect business owners to the workforce			80	annual	3-5 years
Promotion					
Collaborate with other area organizations to create a sustainable annual winter festival, featuring family outdoor activities, snow/ice sculpture, winter market, food, and music	\$5,000	annual	100	annual	Immediate and ongoing
Coordinate with and support Main Street Calumet's marketing and promotion activities			60	annual	Immediate and ongoing
Promote lodging opportunities on the Keweenaw Peninsula CVB website; secure advertising in conjunction with local events including those outside the Village such as recreation or sports	\$1,000	annual	10	annual	Immediate and ongoing
Designate one day per week (or month) where businesses stay open later, i.e. the First Friday of the month; promote and supplement with activities such as street performances	\$3,600	annual	60	annual	Immediate and ongoing
Trails for Access & Recreation					
Establish the Village's nonmotorized network, including connections to local and regional trails, and create a schedule of sidewalk, curb, and crosswalk improvements and maintenance to implement it, prioritizing access to the regional trail system	\$15,000		80		1-2 years
Within the network, develop prioritized snow management procedures			20		1-2 years
Implement sidewalk, trail, curb, and crosswalk improvements identified in the nonmotorized network plan which are within the Development Area	\$150,000		120		3-10 years
Develop interpretive corridors, including Oak Street and the historic streetcar route	\$35,000		40		10-15 years



Table 5: Project Cost Summary

Project Cost Summary		
Cost, one-time	\$959,150	
Cost, annual	\$10,800	
Time, one-time	\$19,200	960 hours
Time, annual	\$28,680	1434 hours
Cumulative annual expenses over 30 years, including time at \$20/hour	\$1,184,400	
<b>TOTAL</b>	<b>\$2,162,750</b>	
Funds	\$2,163,436	
Difference	\$686	



*Autumn in Calumet.*  
Source: Village of Calumet

## 7. A Statement of the Construction or Stages of Construction Planned, and the Estimated Time of Completion

The schedule for construction of the public improvement program for the Development Area is based on the DDA's prioritization of projects and programs. The timeframe for completion will vary depending on the form of capital funding. If the DDA elects a pay-as-you-go approach, then the timeframe to complete the projects identified will be spread out over many fiscal years. On the other hand, if the DDA elects to utilize a limited general obligation bond issued through the Village, then the timeframe for several projects will be accelerated. If a special assessment is enacted, some of the smaller scale projects may be completed with those additional funds.

## 8. Parts of the Development Area to be Left as Open Space and Contemplated Use

The primary form of open space within the Development Area will consist of established sidewalks for pedestrians. The vacant lots at 325-329 5th Street are proposed to become a public greenspace. This Village-owned parcel is separated by an alley from a privately owned parcel on 6th Street. Together they total 2.5 acres and have potential to be a pedestrian crossing that hosts farmer's markets, outdoor theatre, art, and site furnishings. Two other Village-owned lots, at 413 and 415 Fifth Street, are being developed for short-term use as a community garden with raised beds. Existing park property, including Agassiz Park, as well as rights-of-way and plazas, will remain as open space.

## 9. Portions of the Development Area Which the Authority Desires to Sell, Donate, Exchange, or Lease to or from the Municipality and the Proposed Terms

No portion of the development area is intended to be sold, donated, exchanged, or leased to or from the Village of Calumet as part of this Development Plan.

## **10. Desired Zoning Changes and Changes in Streets, Street Levels, Intersections, and Utilities**

An updated Zoning Ordinance for the Village of Calumet was drafted concurrently with this Plan. The new standards permit dwelling units above the first floor of a commercial use by right, previously only permitted by special land use approval. The Civic and Commercial Historic Overlay District provides an additional layer of design standards to ensure that new development aligns with its architectural heritage and existing buildings cannot veer too dramatically from their history. In that sense, it will preserve the existing relationship between building facades and the public realm, where buildings sit on or near the front property line and are served by sidewalks. The new standards call for greater landscaping to buffer between less compatible uses, and also codify the required review by the Historic District Commission and incorporate the HDC's design standards into the regulations by reference.

Desired street level changes include improvements to the sidewalks so that they are accessible, well lit, and connected to the region's trail system.

## **11. An Estimate of the Cost of the Development, Proposed Method of Financing and Ability of the Authority to Arrange the Financing**

Financing for the public improvement projects outlined in Section 6 would be provided through funds generated by the Tax Increment Financing Plan induced by annual increases in property valuations from natural growth and new construction within the Development Area. In addition, funds may be sought from special assessment districts (SADs), National Trust for Historic Preservation Planning Grants, Department of Natural Resources (DNR) National Trust Fund Grants, Community Development Block Grant program funds, Michigan Department of Transportation (MDOT) TAP Enhancement monies, Keweenaw Economic Development Alliance, Keweenaw National Historic Park, and the USDA Rural Economic Development Grants.

## **12. 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**

The public improvements undertaken pursuant to this Development Plan are intended to remain in public ownership for the public benefit. A possible exception may be the use of public funds to invest in private buildings, which would be disbursed according to the findings and criteria of preservation plan.

## **13. The Procedures for Bidding for the Leasing, Purchasing, or Conveying of All of 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.**

All land acquisitions will proceed according to Michigan Public Act 344 of 1945, as amended; Michigan Public Act 87 of 1980, as amended; and the Federal Uniform Relocation Assistance and Real Property Acquisition Policy Act of 1970, as amended; and the regulations promulgated thereunder by the US Department of Housing and Urban Development.

Any such sale, lease, or exchange shall be conducted by the Downtown Development Authority pursuant to requirement specified in Act 57 of 2018, Part 2, with the consent of the Village Council. If needed, more detailed procedures will be developed before the transaction, according to applicable Village policy and Michigan State Law.

## **14. Estimates of the Number of Persons Residing in the Development Area and the Number of Families and Individuals to be Displaced**

There are an estimated 53 residential properties in the Development Area with an average household size of 2.76 for owner-occupied units, and 1.84 for renter-occupied units. As renter-occupied units are the majority (74.3%), 1.84 is used to calculate the number of residents in the Development Area. The estimate is 98 persons. This Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the DDA District and Development Area.

### **15. A Plan for Establishing Priority for the Relocation of Persons Displaced by the Development in Any New Housing in the Development Area**

Because the Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the DDA District and Development Area, a plan for compliance with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 has not been developed. If it becomes necessary to displace individuals at some future date, the DDA shall abide by the provisions for relocation from the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Michigan Public Act 227 of 1972.

### **16. Provision for the Costs of Relocating Persons Displaced by the Development, and Financial Assistance and Reimbursement of Expenses, Including Litigation Expenses and Expenses Incident to the Transfer of Title in Accordance with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.**

Because the Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the DDA District and Development Area, a plan for compliance with the Federal Uniform Relocation Assistance and Real Property

Acquisition Policies Act of 1970 has not been developed. If it becomes necessary to displace individuals at some future date, the DDA shall abide by the provisions for relocation from the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Michigan Public Act 227 of 1972.

### **17. A Plan for Compliance with Act 227 of the Public Acts of 1972**

Act 227 of Public Acts of 1972 provides financial assistance and advisory services and reimbursement of certain expenses to persons displaced from real property or deprived of certain right in real property. This Act requires procedures and policies comparable to the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. Because this Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the DDA District and Development Area, a plan for compliance with Act 227 is not addressed. If it becomes necessary to displace individuals and address location at some future date, the DDA shall abide by the provisions for relocation from the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Act 227 of Public Acts of 1972.

#### *Sources*

- 1 Calumet Theatre. "Theatre History." <http://www.calumettheatre.com/about/our-history/> Retrieved August 3 2020.
- 2 Copper Country Firefighters History Museum. <https://www.coppercountryfirefightershistorymuseum.com/>. Retrieved March 16 2021.

# 4

## Tax Increment Financing Plan

### 1. Definitions from PA 57 of 2018

**“Assessed Value”** means the assessed value, as equalized, as follows:

- » For valuations made before January 1, 1995, the state equalized valuation as determined under the general property tax act, 1893 PA 206, MCL 211.1 to 211.155.
- » For valuations made after December 31, 1994, the taxable value as determined under section 27a of the general property tax 15 act, 1893 PA 206, MCL 211.27a.

**“Captured Assessed Value”** means the amount in any one year by which the current assessed value of the project area, including the assessed value of property for which specific local taxes are paid in lieu of property taxes as determined in subdivision (x), exceeds the initial assessed value. The state tax commission shall prescribe the method for calculating captured assessed value.

**“Eligible Obligation”** means an obligation issued or incurred by an authority or by a municipality on behalf of an authority before August 19, 1993 and its subsequent refunding by a qualified refunding obligation. Eligible obligation includes an authority’s written agreement entered into before August 19, 1993 to pay an obligation issued after August 18, 1993 and before December 31, 1996 by another entity on behalf of the authority.

**“Initial Assessed Value”** means 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 plan is approved, as shown by

the most recent assessment roll of the municipality for which equalization has been completed at the time the resolution is adopted. Property exempt from taxation at the time of the determination of the initial assessed value shall be included as zero. For the purpose of determining initial assessed value, property for which a specific local tax is paid in lieu of a property tax shall not be considered to be property that is exempt from taxation. The initial assessed value of property for which a specific local tax was paid in lieu of a property tax shall be determined as provided in subdivision [X]. In the case of a municipality having a population of less than 35,000 which established an authority prior to 1985, created a district or districts, and approved a development plan or tax increment financing plan or amendments to a plan, and which plan or tax increment financing plan or amendments to a plan, and which plan expired by its terms December 31, 1991, the initial assessed value for the purpose of any plan or plan amendment adopted as an extension of the expired plan shall be determined as if the plan had not expired December 31, 1991. For a development area designated before 1997 in which a renaissance zone has subsequently been designated pursuant to the Michigan renaissance zone act, 1996 PA 376, MCL 125.2681 to 125.2696, the initial assessed value of the development area otherwise determined under this subdivision shall be reduced by the amount by which the current assessed value of the development area was reduced in 1997 due to the exemption of property under section 7ff of the general property tax act, 1893 PA 206, MCL 211.7ff, but in no case shall the initial assessed value be less than zero.



**“Obligation”** means a written promise to pay, whether evidenced by a contract, agreement, lease, sublease, bond, or note, or a requirement to pay imposed by law. An obligation does not include a payment required solely because of default upon an obligation, employee salaries, or consideration paid for the use of municipal offices. An obligation does not include those bonds that have been economically defeased by refunding bonds issued under this act. Obligation includes, but is not limited to, the following:

- » A requirement to pay proceeds derived from ad valorem property taxes or taxes levied in lieu of ad valorem property taxes.
- » A management contract or a contract for professional services.
- » A payment required on a contract, agreement, bond, or note if the requirement to make or assume the payment arose before August 19, 1993.
- » A requirement to pay or reimburse a person for the cost of insurance for, or to maintain, property subject to a lease, land contract, purchase agreement, or other agreement.
- » A letter of credit, paying agent, transfer agent, bond registrar, or trustee fee associated with a contract, agreement, bond, or note.

**“Special Local Tax”** means a tax levied under 1974 PA 198, MCL 207.551 to 207.572, the commercial redevelopment act, 1978 PA 255, MCL 207.651 to 207.668, the technology park development act, 1984 PA 385, MCL 207.701 To 207.718, Section 5 of the State Essential Services Assessment Act, 2014 PA 92, MCL 14 211.1055, Section 5 of The Alternative State Essential Services 15 Assessment Act, 2014 PA 93, MCL 211.1075, and 1953 PA 189, MCL 211.181 to 211.182. The initial assessed value or current assessed value of property subject to a specific local tax shall be the quotient of the specific local tax paid divided by the ad valorem millage rate. However, after 1993, the state tax commission shall prescribe the method for calculating the initial assessed value and current assessed value of property for which a specific local tax was paid in lieu of a property tax.

## 2. Purpose of the Tax Increment Financing Plan

The Village of Calumet’s Downtown Development Area has experienced property value deterioration detrimental to the health of the downtown and the village. Tax increment financing is a governmental financing program that dedicates a portion of the increase in the tax base resulting from economic growth and development to facilities, structures, or improvements within a development area to facilitate continued economic growth and development.

The Village of Calumet agrees with the following legislative findings:

- A. That halting property value deterioration and promoting economic growth in the village are essential governmental functions and constitute essential public purposes.
- B. That economic development strengthens the tax base upon which local units of government rely and that government programs to eliminate property value deterioration benefit local units of government and are for the use of the local units of government.

The Authority has determined that a tax increment financing plan is necessary for the achievement of the purposes of the Downtown Development Authority, as stated under the provisions of Act 57 of 2018 (the “Act”). The Tax Increment Financing Plan (the “Plan”) shall include a development plan, 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 Authority.

## 3. Explanation of the Tax Increment Procedure

The theory of tax increment financing holds that investment in necessary capital improvements in a designated area within a municipality will result in greater property tax revenues from that area than



would otherwise occur if no special development were undertaken. This section is intended to explain the tax increment procedure.

- A. In order to provide a downtown development authority with the means of financing development proposals, the Act affords the opportunity to undertake tax increment financing of development programs. These programs must be identified in a tax increment financing plan, which has been approved by the governing body of a municipality. Tax increment financing permits the Authority to capture incremental tax revenues attributable to increases in value of real and personal property located within an approved development area. The increases in property value may be attributable to new construction, rehabilitation, remodeling, alterations, additions, or any other factors which cause growth in value.
- B. At the time the ordinance establishing a tax increment financing plan is approved, the sum of the most recently assessed values, as equalized, of those taxable properties located within the development area is established as the "Initial Assessed Value" (the IAV). Property exempt from taxation at the time of determination of the Initial Assessed Value is included as zero. In each subsequent year, the total real and personal property within the district, including abated property on separate rolls, is established as the current "Assessed Value."
- C. The amount by which the total assessed value exceeds the IAV is the "Captured Assessed Value" (the CAV). During the period in which a tax increment-financing plan is in effect, local taxing jurisdictions continue to receive ad valorem taxes based on the IAV. Property taxes paid on a predetermined portion of the CAV in years subsequent to the adoption of tax increment financing plan, however, are payable to an authority for the purposes established in the tax increment financing plan.

## 4. Taxing Jurisdiction Agreement

Tax increment revenues for the Downtown Development Authority result from the application of the general tax rates of the incorporated

municipalities and all other political subdivisions, which levy taxes in the development area to the captured assessed value. Since the Plan may provide for the use of all or part of the captured tax increment revenue, the DDA may enter into agreements with any of the taxing units to share a portion of the revenue of the District.

The Village of Calumet Downtown Development Authority has not entered into any taxing jurisdiction agreements at this time. The Authority intends to utilize all other captured revenue from the District until the projects addressed in this Plan are completed and until any bonded indebtedness is paid.

## 5. Proposed Valuations and Captured Revenue

The property valuation on which incremental tax revenues will be captured is the difference between the Initial Assessed Valuation and the current Assessed Valuation. The purpose of this section is to set forth the Initial Assessed Valuation, the projected Captured Assessed Valuation, and the anticipated increment revenues to be received by the Authority from the local taxing jurisdictions including the Village of Calumet, Houghton County, and any other authorities or special tax districts that may be eligible to levy property taxes within the boundaries of the Downtown Development Authority, herein collectively referred to as the "Local Taxing Jurisdictions."

- A. The Initial Assessed Valuation is established based on the state taxable valuations on real property and on all non-exempt parcels within the Development Area as of December 31, 1992. The Initial Assessed Valuation of the Authority is set forth below.

**Base Year 1992 Taxable Valuations: \$2,445,256**

- B. The anticipated assessed value is equivalent to the annual total taxable value within the Development Area boundaries, less the Initial Taxable Value as described above. The tax increment revenues are then the product of all millages levied by all taxing units in the Development Area on the CTV. The CTV is projected based on a number of factors, including historical growth patterns, recent

Table 6: Captured Taxable Valuations

	Fiscal Year Jan-Dec	Tax Roll Assessment Date	TIF District Annual Valuation	Annual Taxable Growth (+/-)	Total Valuation	Taxable Valuation Annual Growth	Captured Valuation
		Base Year	\$2,445,256				
1	2020-21	12-31-20	\$4,542,900	0.25%	\$4,554,257	\$11,357	\$2,109,001
2	2021-22	12-31-21	\$4,554,257	0.25%	\$4,565,643	\$11,386	\$2,120,387
3	2022-23	12-31-22	\$4,565,643	0.25%	\$4,577,057	\$11,414	\$2,131,801
4	2023-24	12-31-23	\$4,577,057	0.25%	\$4,588,500	\$11,443	\$2,143,244
5	2024-25	12-31-24	\$4,588,500	0.25%	\$4,599,971	\$11,471	\$2,154,715
6	2025-26	12-31-25	\$4,599,971	0.25%	\$4,611,471	\$11,500	\$2,166,215
7	2026-27	12-31-26	\$4,611,471	0.25%	\$4,622,999	\$11,529	\$2,177,743
8	2027-28	12-31-27	\$4,622,999	0.25%	\$4,634,557	\$11,557	\$2,189,301
9	2028-29	12-31-28	\$4,634,557	0.25%	\$4,646,143	\$11,586	\$2,200,887
10	2029-30	12-31-29	\$4,646,143	0.25%	\$4,657,759	\$11,615	\$2,212,503
11	2030-31	12-31-30	\$4,657,759	0.25%	\$4,669,403	\$11,644	\$2,224,147
12	2031-32	12-31-31	\$4,669,403	0.25%	\$4,681,077	\$11,674	\$2,235,821
13	2032-33	12-31-32	\$4,681,077	0.25%	\$4,692,779	\$11,703	\$2,247,523
14	2033-34	12-31-33	\$4,692,779	0.25%	\$4,704,511	\$11,732	\$2,259,255
15	2034-35	12-31-34	\$4,704,511	0.25%	\$4,716,273	\$11,761	\$2,271,017
16	2035-36	12-31-35	\$4,716,273	0.25%	\$4,728,063	\$11,791	\$2,282,807
17	2036-37	12-31-36	\$4,728,063	0.25%	\$4,739,883	\$11,820	\$2,294,627
18	2037-38	12-31-37	\$4,739,883	0.25%	\$4,751,733	\$11,850	\$2,306,477
19	2038-39	12-31-38	\$4,751,733	0.25%	\$4,763,612	\$11,879	\$2,318,356
20	2039-40	12-31-39	\$4,763,612	0.25%	\$4,775,521	\$11,909	\$2,330,265
21	2040-41	12-31-40	\$4,775,521	0.25%	\$4,787,460	\$11,939	\$2,342,204
22	2041-42	12-31-41	\$4,787,460	0.25%	\$4,799,429	\$11,969	\$2,354,173
23	2042-43	12-31-42	\$4,799,429	0.25%	\$4,811,428	\$11,999	\$2,366,172
24	2043-44	12-31-43	\$4,811,428	0.25%	\$4,823,456	\$12,029	\$2,378,200
25	2044-45	12-31-44	\$4,823,456	0.25%	\$4,835,515	\$12,059	\$2,390,259
26	2045-46	12-31-45	\$4,835,515	0.25%	\$4,847,604	\$12,089	\$2,402,348
27	2046-47	12-31-46	\$4,847,604	0.25%	\$4,859,723	\$12,119	\$2,414,467
28	2047-48	12-31-47	\$4,859,723	0.25%	\$4,871,872	\$12,149	\$2,426,616
29	2048-49	12-31-48	\$4,871,872	0.25%	\$4,884,051	\$12,180	\$2,438,795
30	2049-50	12-31-49	\$4,884,051	0.25%	\$4,896,262	\$12,210	\$2,451,006

BOARD APPROVAL

**Table 7: Anticipated Captured Millage Rates**

Local Unit of Government	Mills	Percentage
<b>Village of Calumet</b>		
Village Allocated	1.2797	4.04%
Operating	13.0827	41.33%
Streets & Roads	4.0672	12.85%
Refuse/Garbage	2.8844	9.11%
<i>Village Subtotal</i>	<i>21.3140</i>	<i>67.33%</i>
<b>Houghton County</b>		
County Operating	6.2860	19.86%
Medical Care	2.5474	8.05%
Veterans & Roads	1.5094	4.77%
<i>County Subtotal</i>	<i>10.3428</i>	<i>32.67%</i>
<b>Total Millage Subject to Capture</b>	<b>31.6568</b>	<b>100.00%</b>

construction trends, economic indicators, and the impact of certain development projects anticipated to be undertaken by the Downtown Development Authority. For projection purposes, the annual growth rate for years 2021-2050 is factored at 0.25% (one quarter of one percent). A more detailed depiction of the Captured Taxable Valuations can be found in Table 6.

- C. The Authority will receive that portion of the tax levy of all taxing jurisdictions paid each year on the Captured Taxable Value of the eligible property included in the Development Area. The Authority may use the revenue for any legal purpose as is established under the Act including the payment of principal and interest on bonds.

The Calumet Township Treasurer will collect the general property taxes from property owners in the development area district. After taxes are collected, the Treasurer will deduct that portion of the total tax revenues that is derived from captured taxable value within the development area and distribute

it to the DDA to use for purposes outlined in the development plan. A review of the 2020 millage rates for all Local Taxing Jurisdictions in the development area is as set forth in Table 7.

## 6. Maximum Indebtedness

This plan does not directly anticipate any debt-financed projects. Decisions about methods of finance, including bonding, should be made with prudence and in consideration of the overall financial picture and DDA goals. The maximum amount of indebtedness to be incurred by the DDA under this 2021 Development and Tax Increment Financing Plan will be limited to only those projects and programs identified in the Development Plan and will be limited by the annual revenues available to DDA for bond interest and principal payments. The exact amount of a bond is determined by the availability of revenues and approval by the Village Council. Currently, revenues captured will be used to accomplish projects in the Development Area on a "pay-as-you-go" basis.

## 7. Use of Captured Revenues

Revenues captured through this Tax Increment Plan will be used to finance those improvements and projects outlined in Table 4 of the Development Plan. Further, captured revenues can be used to finance current financial obligations of the DDA, to pay for costs incurred by the Village or DDA in implementing both the Development Plan and the Tax Increment Financing Plan, and to pay for costs associated with the administration and operation of the Development and Tax Increment Plan.

Table 8 summarizes the revenues available for capital projects over the life of this plan. There is an estimated \$2,163,436 to be available for capital projects.

## 8. Duration of the Program

The duration of the Development Plan shall extend through the life of the bond issues or other debt obligations of the Authority, or the final completions of the financing required to accomplish all projects delineated in the Development Plan, or the collection of taxes levied through December of 2049, whichever is earlier.

Table 8: Captured Revenues

Fiscal Year Jan-Dec	Captured Valuation	Village of Calumet	County of Houghton	Captured Revenues
		21.3140	10.3428	
2020-21	\$2,109,001	\$44,951	\$21,813	\$66,764
2021-22	\$2,120,387	\$45,194	\$21,931	\$67,125
2022-23	\$2,131,801	\$45,437	\$22,049	\$67,486
2023-24	\$2,143,244	\$45,681	\$22,167	\$67,848
2024-25	\$2,154,715	\$45,926	\$22,286	\$68,211
2025-26	\$2,166,215	\$46,171	\$22,405	\$68,575
2026-27	\$2,177,743	\$46,416	\$22,524	\$68,940
2027-28	\$2,189,301	\$46,663	\$22,644	\$69,306
2028-29	\$2,200,887	\$46,910	\$22,763	\$69,673
2029-30	\$2,212,503	\$47,157	\$22,883	\$70,041
2030-31	\$2,224,147	\$47,405	\$23,004	\$70,409
2031-32	\$2,235,821	\$47,654	\$23,125	\$70,779
2032-33	\$2,247,523	\$47,904	\$23,246	\$71,149
2033-34	\$2,259,255	\$48,154	\$23,367	\$71,521
2034-35	\$2,271,017	\$48,404	\$23,489	\$71,893
2035-36	\$2,282,807	\$48,656	\$23,611	\$72,266
2036-37	\$2,294,627	\$48,908	\$23,733	\$72,641
2037-38	\$2,306,477	\$49,160	\$23,855	\$73,016
2038-39	\$2,318,356	\$49,413	\$23,978	\$73,392
2039-40	\$2,330,265	\$49,667	\$24,101	\$73,769
2040-41	\$2,342,204	\$49,922	\$24,225	\$74,147
2041-42	\$2,354,173	\$50,177	\$24,349	\$74,526
2042-43	\$2,366,172	\$50,433	\$24,473	\$74,905
2043-44	\$2,378,200	\$50,689	\$24,597	\$75,286
2044-45	\$2,390,259	\$50,946	\$24,722	\$75,668
2045-46	\$2,402,348	\$51,204	\$24,847	\$76,051
2046-47	\$2,414,467	\$51,462	\$24,972	\$76,434
2047-48	\$2,426,616	\$51,721	\$25,098	\$76,819
2048-49	\$2,438,795	\$51,980	\$25,224	\$77,204
2049-50	\$2,451,006	\$52,241	\$25,350	\$77,591
		\$1,456,606	\$706,830	\$2,163,436
		67.33%	32.67%	

BOARD APPROVAL

**Table 9: Forecasted Revenue by Source**

	Village of Calumet				Houghton County		
	Allocated	Operating	Streets	Refuse (DDA)	Operating	Med Care	Roads
Mills	1.2797	13.0827	4.0672	2.8844	6.2860	2.5474	1.5094
Dollars	\$87,455	\$894,076	\$277,954	\$197,121	\$429,587	\$167,846	\$99,453
Percentage	4.06%	41.52%	12.91%	9.15%	19.95%	7.79%	4.62%

## 9. Plan Impact on Local Taxing Jurisdictions

The Authority recognizes that future development in the Village's business district will not be likely in the absence of tax increment financing. The Authority also recognizes that enhancement of the value of nearby property will indirectly benefit all local governmental units included in their plan. It is expected that the affected local taxing jurisdictions will experience a gain in property tax revenues from the Development Area during the duration of the plan and should realize increased property tax revenues thereafter as a result of activities financed by the plan. Such future benefits cannot be accurately quantified at this time.

## 10. Release of Captured Revenues After Completion of Plan

When the Development and Financing Plans have been accomplished, the captured revenue is released, and the local taxing jurisdictions receive all the taxes levied on it from that point onward.

## 11. Assumption of Tax Increment Financing Plan

The following assumption were considered in the Tax Increment Financing Plan:

- » Real property is based on a forecasted annual growth rate of 0.25% for years 2021 through 2049.
- » Commercial facilities exemptions certificates (CFT) have expired and new certificates have not been issued as of the date of issuance of this plan.

- » Costs provided for the various development projects enumerated in Table 4 are estimated costs in 2021 dollars. Final costs are determined after the Authority authorizes the final designs and will vary depending on the year authorized.

## 12. Operating Agreement Between Downtown Development Authority and Local Unit of Government Regarding Use of Tax Increment Revenues

The Downtown Development Authority will not spend any funds outside of those annually approved through the budget process and shall not commit to any loans, leases, or purchases without sufficient evidence of an adequate revenue source to support the proposal.

## 13. Agreement Between Downtown Development Authority and Other Development Authorities

The Downtown Development Authority has not entered into an agreements with other development authorities at this time.

## 14. Relationship of the Tax Increment Financing Plan with Other Funding Programs

As discussed in the Development Plan, the revitalization and preservation of the downtown business district will include tax increment financing and other forms of intergovernmental financing such as grants, special assessments, and loans. It is strongly recommended that tax increment financing revenues be used to leverage public funds and private financing in order to implement the planned program.



## 15. Relationship to Community Master Plan

The 2018 Community Master Plan was reviewed in detail during the preparation of this plan, and all relevant action items were presented to the DDA Board for consideration and prioritization. They are incorporated into the Action Plan of this report.

## 16. Submission of an Annual Report

The Recodified Tax Increment Financing Act, 2018 PA 57 (“Act 57”) was signed by Governor Rick Snyder on March 15, 2018. It consolidates the legislative authority to create and operate tax increment authorities into a single statute and repeals the Downtown Development Authority Act (1975 PA 197). Authorities created under Act 197 before Act 57 goes into effect will not be subject to the new legislation, with the exception of new reporting requirements. The initial reporting requirement occurs within 90 days of Act 57’s effective date of Jan. 1, 2019, when each authority must send Treasury a copy of, or an email link to, its currently adopted development plan or its currently adopted tax increment finance plan. Act 57 also requires an authority to submit a comprehensive annual report to Treasury and the governing bodies of its related municipality and of each taxing unit levying taxes subject to capture by the authority. Further, notice of the report shall be published in a newspaper of general circulation.



*Fifth Street in the winter.*  
Source: Village of Calumet

# Appendices

## Appendix A: Detailed Project Table

Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Building Preservation								
Create GIS- based vacant property database including basic information (i.e. contact information of owner, reason for vacancy, building code compliance, upper story potential)	\$5,000	one-time	24	year	Village	Landgrid or MTU	1-2 years	Consultant assistance for development
Adopt a property/building maintenance code that includes progressive fines for noncompliance; enforce equitably and consistently with GIS-based tracking; use fine to pay for enforcement	\$5,000	one-time	240	year	Village	LandGrid or MTU; consultant	1-2 years	Consultant assistance for development, management program supports part time ordinance enforcement officer; fines to offset legal fees, \$5000-\$10,000 a case.
Using data from the vacant property database and property maintenance code violations, develop criteria for which buildings downtown can be the focus for preservation (could also include condition, significant historical events, cost of adaptive reuse, interest by community members, demonstrated value per market research); develop a Preservation Plan for specific buildings based on findings	\$15,000	one-time	40	one-time	DDA	State Historic Preservation Office, consultant, KNHP, HDC, KEDA	1-2 years	Consultant assistance for development; scope to include significant public input
Create a program disbursing grants and low-interest loans with eligibility criteria tied to the Preservation Plan	\$200,000	one-time	120	year	DDA	Village	2-3 years	Consultant assistance for program development
To actively recruit developers/investors to renovate existing unused buildings for mixed use development – Post information in windows of historic buildings that explain its history and resources that can be used to rehabilitate the property to entice local investors.	\$200	year	40	year	DDA		2-3 years	\$50 and 10 hours per building for research and printing; 4 buildings per year
Update the Calumet Prospectus, possibly with the help of a marketing professional, and market it through specific social and traditional media channels specializing in preservation, national parks, mining history, and other niches targeted toward "affinity" audiences	\$1,000	one-time	60	year	DDA	KEDA	2-3 years	Cost includes professional design and marketing consultation; time is seeking new channels and responding to followup

Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Publicly recognize individuals who improve their buildings or land through several channels	\$200	year	8	year	HDC	Main Street Calumet	Immediate and ongoing	One ceremony and 4 social media posts per year; \$50 and 2 hours for identification and recognition
Pursue "out of the box" strategies for building rehabilitation <ul style="list-style-type: none"> <li>» Crowdsource funding from Calumet residents and visitors dedicated to historic preservation</li> <li>» Recruit a team with historic restoration skills to teach destination workshops on craft techniques to both professionals and amateurs; harness where possible to perform actual improvements</li> <li>» Develop a program of cooperative building ownership where disparate small investors can fund a local team of restoration professionals to rehabilitate a building</li> </ul>	\$100,000	one-time	240	year	DDA	TBD	3-5 years	Program will be informed by the Preservation Plan and supporting materials
Temporary screening and contribution to rebuilding after 2021 fire	\$50,000	one-time						
<b>Economic Vitality</b>								
Develop a special assessment district to pay for snow removal	\$500	one-time	100	one-time	Village	Village	Immediate	Funds support liaisons with downtown business owners and plan development
Conduct an inventory and market study of downtown lodging opportunities; prioritize development of facilities to capture any unrealized capacity because lodging enables other tourism revenue	\$15,000	one-time	100	one-time	DDA	Consultant, possible coordination with Western Upper Peninsula Planning and Development Region Office	1-2 years for study; 3-10 years for implementation	\$10,000 for study and \$5,000 to support recruitment If coordination with WUPPDR saves study funds, those should be applied to long-term recruitment.

Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Economic Vitality, continued								
Identify potential businesses that showcase the area's diverse ethnic history, such as themed restaurants, and conduct a recruitment program organized by cohorts to encourage mutual aid and support of businesses	\$20,000	one-time	80	one-time	DDA	Recruiting consultant	3-10 years	
Work with KHNP to implement programs showcasing the Village's mining and union history, such as themed entertainment and live-action recreations	\$60,000	one-time	60	year	DDA	KHNP, Main Street Calumet, TBD	Begin immediately; 5 years for program development	
Continue to seek federal and state funding for building improvements, stabilization, infrastructure, and cultural resources	\$50,000	one-time	120	year	DDA	Main Street Calumet, KEDA, Village	Immediate and ongoing	Funds are reserved for match; part time role that peaks when grants are due and then drops off, but consistently looking for new opportunities
Design								
Encourage commercial businesses to host street-related activities by developing a program of suggestions and contacting business owners directly			40	one-time	DDA	Business owners	Immediate and ongoing	
Identify volunteers and civic organizations that can adopt, maintain, and develop parks, green spaces and beautification projects, including on vacant lots	\$800	year	120	year	DDA	Volunteers, civic organizations	2-3 years	Someone to spend a couple hours a week finding volunteers through different organizations, and updating their contact information, coordinating volunteer activities; cost is for volunteer recognition and support
Work with the Village, NPS, and Calumet Township to create the wayfinding plan, coordination signage from key locations on Sixth Street, M-203/Pine Street, and U.S. 41/ Calumet Avenue, to include public parking and attractions	\$60,000	one-time	80	one-time	DDA	Village, NPS, Township, MDOT, design consultant	3-5 years	



Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Design, continued								
Create a local artist competition and display winning submissions downtown	\$150	one-time	20	one-time	DDA	Local artists and businesses; Main Street Calumet	3-5 years	Supplies for competitors or as prize money
Implement the Sach's and Calumet Theatre public greenspace	\$10,000	one-time	40	one-time	DDA		3-5 years	Taken from powerpoint "400 Block Community Garden Plan" in projects folder (and rounded up)
Conduct a similar activity to the Calumet Theatre public greenspace design to activate the 400 block	\$25,000	one-time	60	one-time	DDA		5-7 years	
Improve and maintain Italian Hall Park and Red Jacket Road Park	\$25,000	one-time	80	one-time	Village	KHNP, Village	5-7 years	
Provide public realm amenities for patrons; benches, garbage and recycling bins	\$50,000	one-time	20	one-time	DDA		7-10 years	
Gateway treatments at both Sixth Street and Red Jacket Road	\$60,000	one-time	40	one-time	Village	Design consultant, KNHP, Calumet Township, Village of Laurium, MDOT	10-15 years	
Alley improvements and winter maintenance to provide parking	\$7,500	one-time	20	year	Village		15+ years	Because this item doesn't begin until halfway through the program, it could allocate 40 hours per year
Organization								
Hold regular meetings with business owners to discuss current and future planning			60	year	DDA	Business owners, Main Street Calumet	Immediate and ongoing	
Connect business owners who are unsure of what to do with the business after they retire to agencies that can assist with a transition			12	year	DDA	Business owners, Small Business Development Center, Main Street Calumet	5+ years	Refer to Small Business Development Center; time is for person to keep in touch with business owners and connect them to SBDC

Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Organization, continued								
Partner with local/regional educational institutions to connect business owners to the workforce			80	year	DDA	Educational institutions; business owners, Main Street Calumet	3-5 years	DDA board to help identify educational institutions
Promotion								
Collaborate with other area organizations to create a sustainable annual winter festival, featuring family outdoor activities, snow/ice sculpture, winter market, food, and music	\$5,000	year	100	year	DDA	Main Street Calumet; Village	Immediate and ongoing	DDA board to identify organizations
Coordinate with and support Main Street Calumet's marketing and promotion activities			60	year	DDA	Main Street Calumet	Immediate and ongoing	This line item generally refers to management time, but could be converted to \$1200 per year in contracted services
Promote lodging opportunities on the Keweenaw Peninsula CVB website; secure advertising in conjunction with local events including those outside the Village such as recreation or sports	\$1,000	year	10	year	DDA	Keweenaw Peninsula CVB; lodging business owners	Immediate and ongoing	Funds support advertising development and placement
Designate one day per week (or month) where businesses stay open later, i.e. the First Friday of the month; promote and supplement with activities such as street performances	\$3,600	year	60	year	DDA	Business owners; Main Street Calumet	Immediate and ongoing	Liaison with businesses, make any arrangements needed for downtown, promote
Trails for Access & Recreation								
Establish the Village's nonmotorized network, including connections to local and regional trails, and create a schedule of sidewalk, curb, and crosswalk improvements and maintenance to implement it, prioritizing access to the regional trail system	\$15,000	one-time	80	one-time	Village	Calumet Area Trails Group	1-2 years	
Within the network, develop prioritized snow management procedures			20	one-time	DDA	Village	1-2 years	Time is for stakeholder meetings

Project	Development Program (Cost)		Management Program (Time, in hours)		Responsible Party	Partners	Time	Assumptions / Notes
Trails for Access & Recreation, continued								
Implement sidewalk, trail, curb, and crosswalk improvements identified in the nonmotorized network plan which are within the Development Area	\$150,000	one-time	120	one-time	DDA		3-10 years	Also enlist required 1% of funds to be spent on nonmotorized transportation per Act 51
Develop interpretive corridors, including Oak Street and the historic streetcar route	\$35,000	one-time	40	one-time	DDA	KHNP	10-15 years	

## Appendix B: Downtown Survey Results

### Village of Calumet

### Downtown Survey Results

March 2021

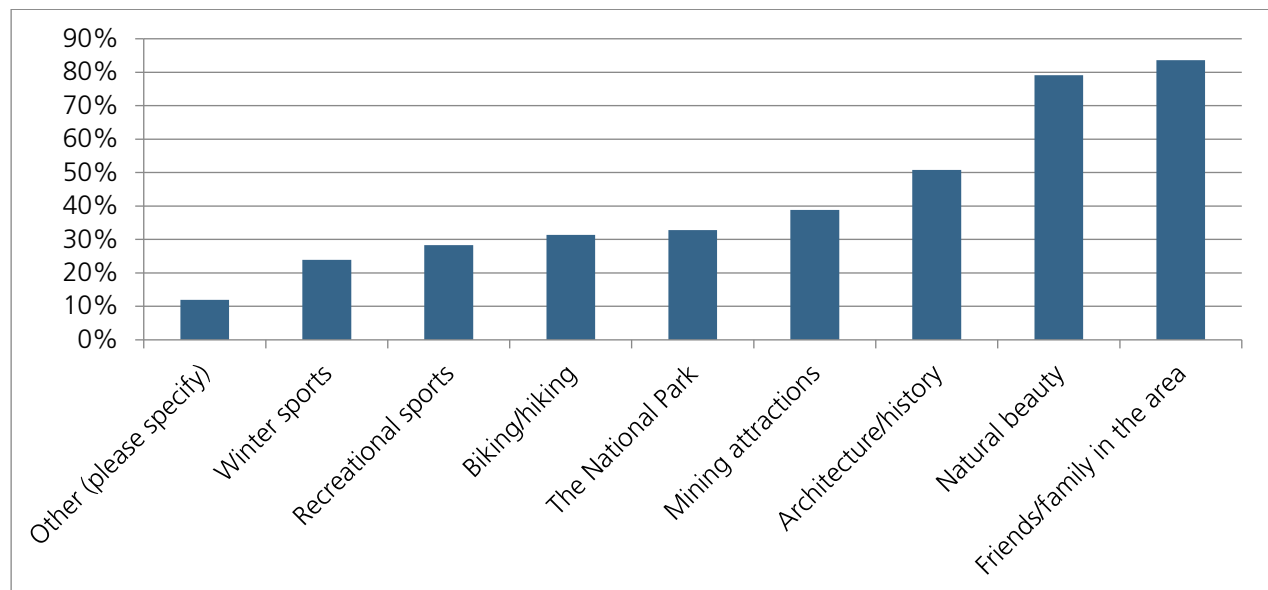
The survey was open from December 2020 to February 2021 and 348 residents and visitors responded. As not every question was mandatory, the number of respondents varies per question. When the number deviates from 348, it will be signified with “n =” followed by the numbers of respondents.

#### *Who Took the Survey? (Q18, 19, Q22)*

The vast majority of survey-takers (81%) were not residents of the village of Calumet (n=332). The remaining participants can be categorized in two major categories (n=266); 25% were from “outside of the Keweenaw Peninsula” (25%) and the rest were from a municipality within Keweenaw County. Survey-takers span the seven age cohorts provided (n=331) but lean slightly more heavily towards those 55 and older (42%).

#### *What Brings Visitors to Calumet? (Q21)*

Of the 67 respondents, most of them answered that “family/friends in the area”(84%) were the biggest draw. After that, features unique to the region were selected, “natural beauty (79%),” “architecture/history (51%),” and “mining attractions (39%).”



#### *Downtown Visits: Frequency and Destinations (Q1-Q2)*

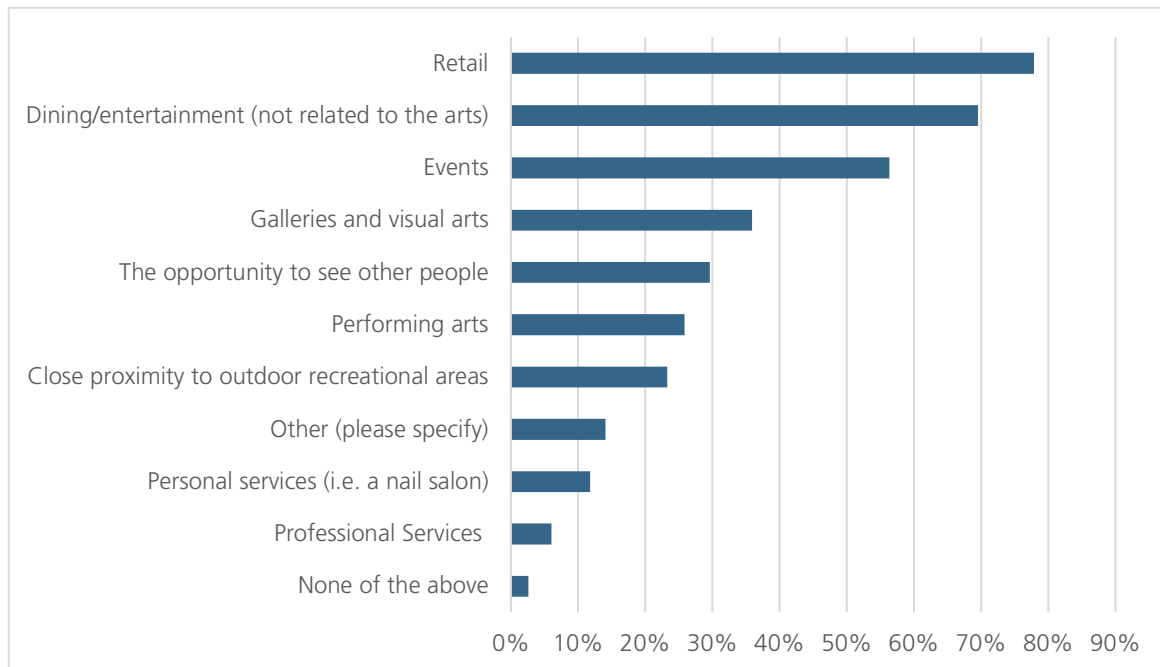
When only locals are included (those that live within the county), there is relatively little change in the frequency of visiting downtown daily by season (n=199). When only visitors are included, the seasonal nature of the downtown visits is exposed (n=67). In the summer, almost 92% of respondents visit downtown daily, compared to 25% in the winter. This finding shows that tourism is a year-round appeal for Calumet, but that it flourishes in the summer. As survey-takers allude to



later, retail and dining are major destinations to the downtown; Copper World and Keweenaw Coffee Works were the most popular destinations listed. Michigan House, a café and brew pub, received the third highest mentions.

#### *Current and Future Draws to Downtown (Q3-Q4)*

Currently, the largest draws to downtown are “retail (78%),” “dining/entertainment (70%),” and events (56%).” Art also plays an influential role; combined, respondents selected “galleries and visual arts” and “performing arts” as a bigger draw to the downtown than planned events (62%). Participants were then asked to select the type of retail and services/spaces they want to see come downtown, and to estimate how frequently they would visit them, on average. The results indicate that survey-takers are looking for retail essentials. The top three responses, selected by respondents who would visit at least on monthly basis, were “food and beverage,” “general merchandise,” and “sporting goods” stores. While these tend to be larger storefronts than what is suitable for a historic downtown, they can fit in a modified footprint. For services, survey-takers were most interested in seeing “restaurants/cafes (77%),” “recreational/public spaces (61%),” “bars/entertainment venues (47%).”

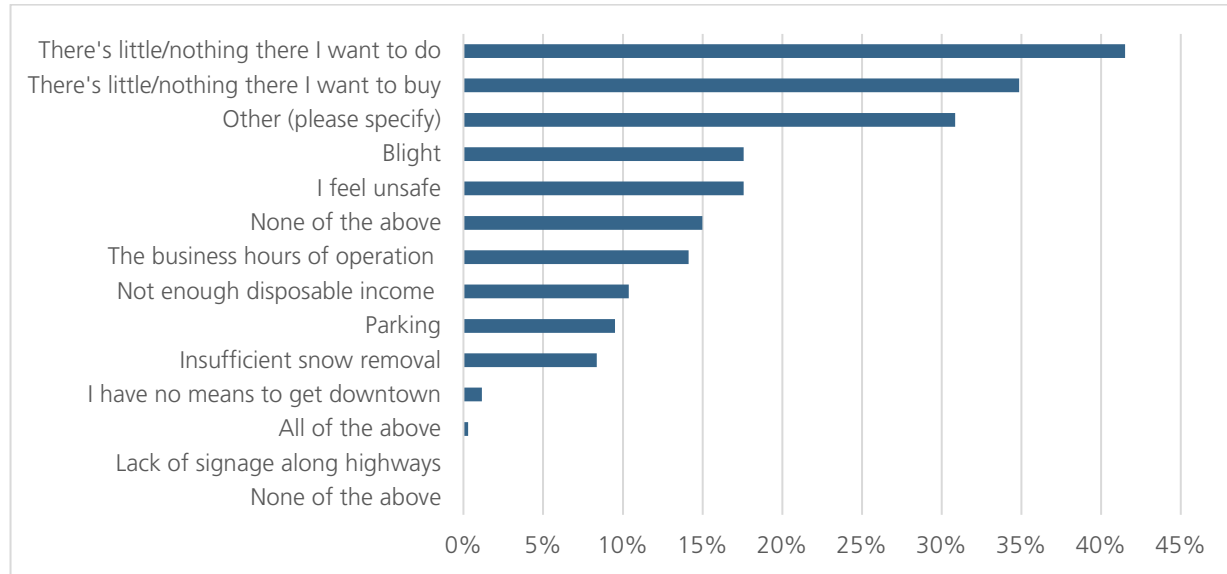


However, because a substantial proportion of survey-takers are visitors (from outside of the Keweenaw Peninsula), the responses change drastically when they are removed. While restaurants/cafes, bars/entertainment venues, and recreational/public spaces remain in the top three, the majority reported that they would only come “a couple times per year” or “never.”

#### *What Prevents You from Going Downtown? (Q6 & 7)*

The top two responses are very telling: there is nothing there I want to do (42%) and nothing there I want to buy (35%). Interestingly, 18% of participants selected blight as an impediment compared to about 74% of business owners who feel that blight prevents people from coming downtown.

Business owners and visitors were more aligned in their assessment that the lack of commercial variety stymied patronage (n=347). Residents also reported feeling unsafe because of armed anti-mask supporters. Outside of covid-specific protests, a threat of crime is a detractor from visiting downtown for a little less than one-third visitors (n=38).



#### *Hours of Operation (Q8 – Q9)*

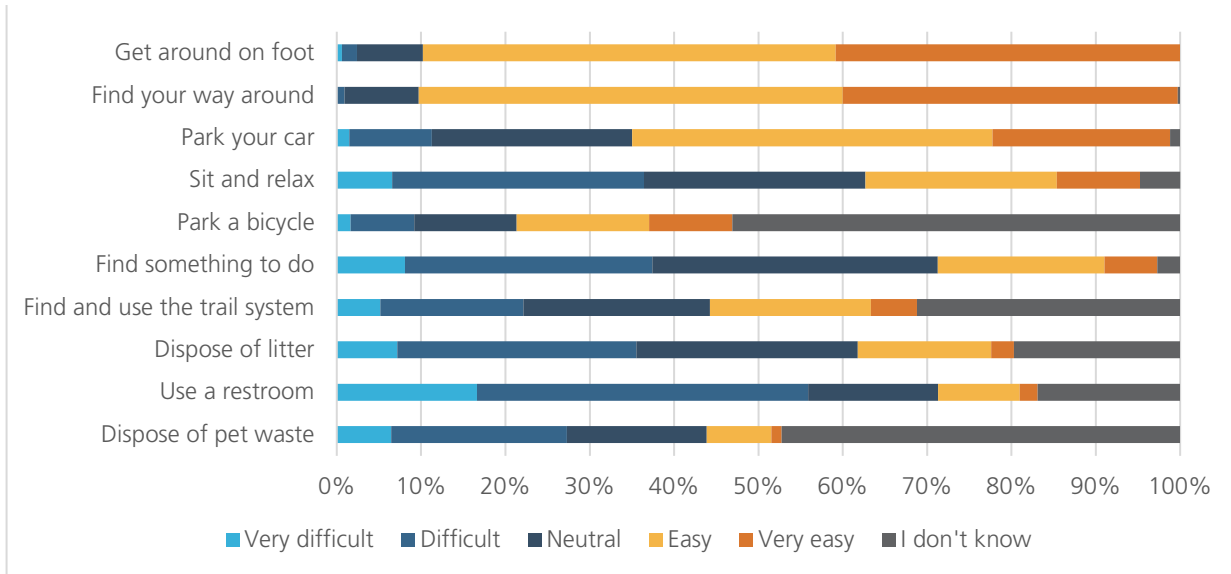
On a scale of 1 to 5 (excellent), survey-takers rated Calumet's night life as 1.9 (n=323). Participants were asked to estimate how often they would go to downtown businesses if they were open in the evening and at night; almost 53% of respondents predicted they would visit on a weekly or monthly basis if that option were available (n=334).

#### *How Would You Prefer to Get Downtown? (Q10)*

When given the option, survey-takers' preference for getting downtown is largely motorized, but not in a private vehicle (n=337). The options for rideshare, zip car, and bus were the most popular modes selected for getting downtown in the future. A preference for bicycles was also expressed in a shift from 55% reporting that they arrive downtown now by bicycle to 64% that would like bike downtown in the future.

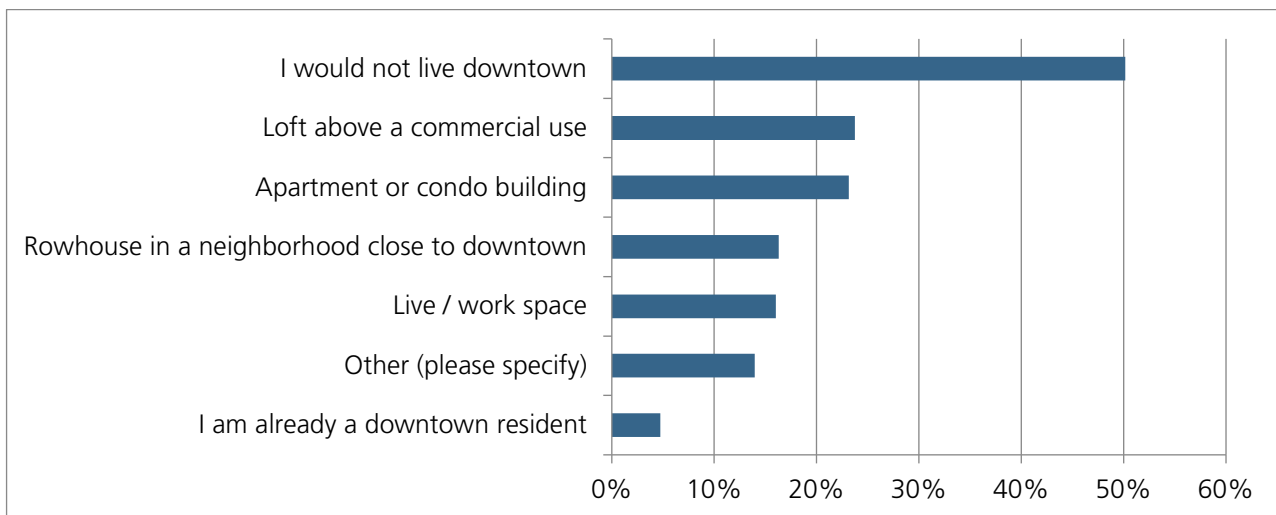
#### *Navigating the Downtown (Q11)*

The findings for "getting around on foot," "finding your way around," and "parking a car" demonstrate that these can be done with relative ease. However, the remaining actions are shown to be more difficult. For example, a substantial portion of downtown patrons (37%) find it difficult to "find something to do" or even "sit and relax (36%)." Of greater difficulty is "using a restroom (56%)."



### *Downtown Housing (Q12)*

Assuming that attractive housing downtown could be provided in good condition, about 47% of survey-takers would live in a loft above a commercial use or in an apartment/condo building (n=337). However, when visitors are excluded this percentage drops to 37%. Close to one-quarter of locals would live in a rowhouse in neighborhood close to downtown.



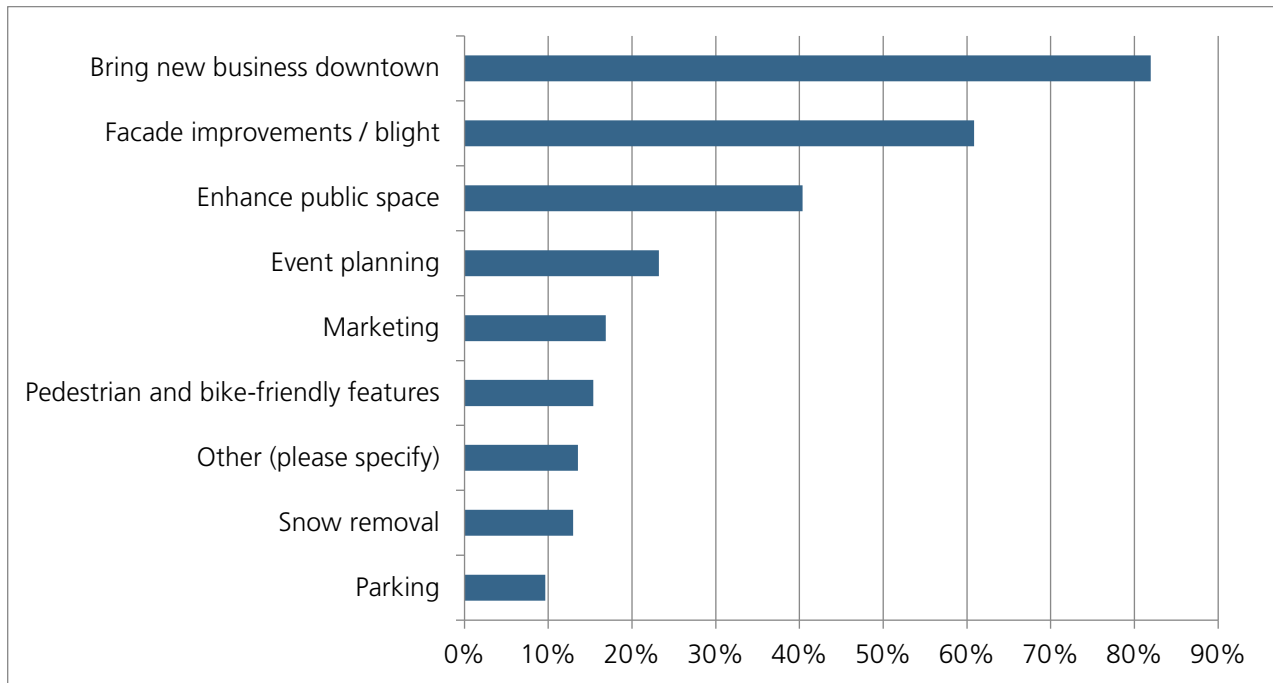
### *COVID-19 (Q13- Q16)*

The intensity and the regulations surrounding the COVID-19 pandemic have changed many times in 2020 and 2021. When this survey was issued, respondents were split on how to support businesses during this time. While 39% disagreed with the statement, "during quarantine, I wanted to support local business but wasn't sure how," a close second 34% agreed, and 28% "neither agree nor disagreed." More consensus was found on the following statement: "during quarantine, if downtown businesses had websites where I could order food/items online, I would have spent more money locally;" two-thirds of respondents agreed (n=337). As a result of the

virus, nearly 55% of survey-takers will go downtown less while it remains prevalent in Michigan, another indication that businesses may need an online presence to reach clientele. Survey-takers would feel safer downtown if “everyone was required to wear a mask” (85%), “employees wore masks” (76%), and “capacity was limited to maintain 6 feet of distance (74%).”

#### *Q17 Priorities for Improvement*

Survey-takers reported that the DDA’s top three priorities for improving downtown Calumet should be to “bring new businesses downtown (82%),” “façade improvements/blight (61%),” and “enhance public space (40%)” These findings imply that there is a need to “fix up” downtown before promoting it as “event planning” and “marketing” fall lower on the list of priorities (n=332).



## Appendix C: Business Owner Survey Results

### Village of Calumet

### Business Owner Survey Results

March 2021

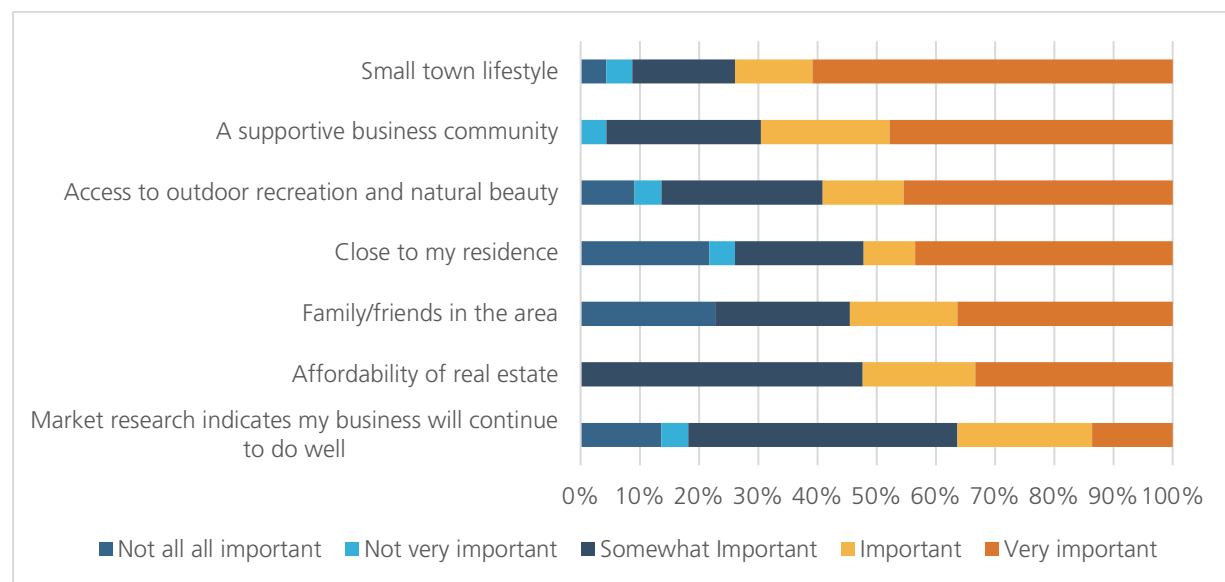
The survey was open from September 2020 to February 2021 and 23 business owners responded. As not every question was mandatory, the number of respondents varies per question. When the number deviates from 23, it will be signified with “n =” followed by the numbers of respondents.

#### *Who Took the Survey? (Q1, Q2, Q11, Q26, Q27)*

Over half of the business owner respondents have operated a business in Calumet for over 15 years (57%), and no responses came from businesses that started less than a year ago (possibly as a result of COVID-19). The greatest proportion of responses were represented by retail trade (44%). Almost two-thirds of business owners’ (n=19) primary residence is not in Calumet (defined as spending more than six months per year in the village). Almost half of the business owners were within 10 years of retirement age; 47% are aged 55 or older (n=19). The majority of them plan to retire in Calumet (65%), but no respondent had already retired.

#### *What Keeps You Running a Business Downtown? (Q3)*

The most important factors keeping business owners in Calumet are more related to the area’s appeal, as opposed to the business environment. Four of the top five reasons for staying in the village are related to lifestyle, access to nature, and proximity to home and loved ones. “Supportive business community” fared well, coming in as the second most important factor. As already established businesses were the primary respondents, the affordability of real estate and market research were the least impactful factors.



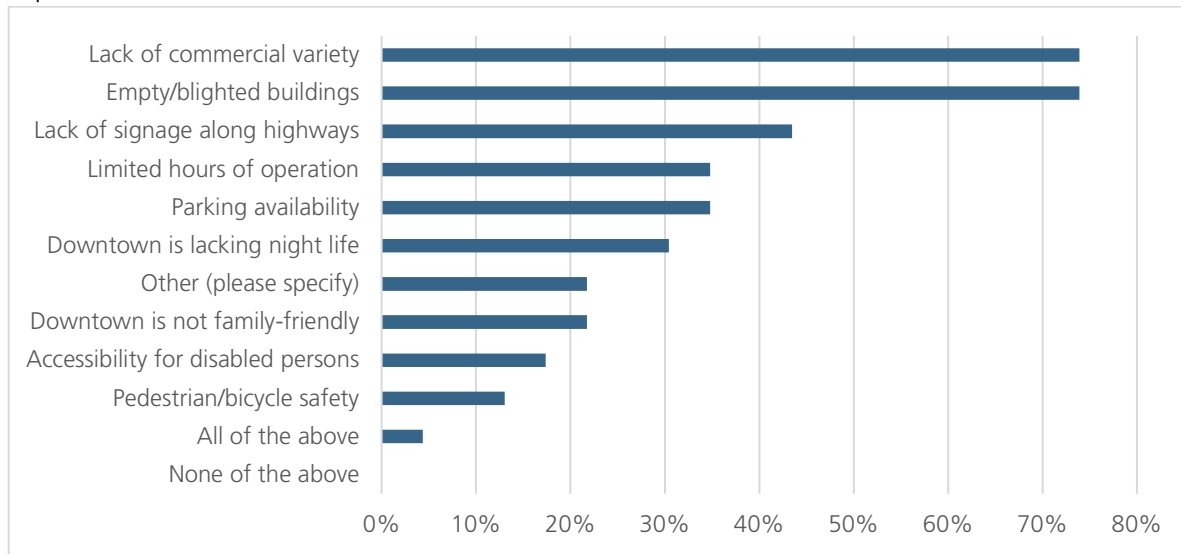
#### *Top Three Most Effective Ways of Drawing Customers to Your Business (Q5)*



The top two most effective customer draws are relatively low-tech: established client base (70%) and word of mouth (61%). In third was “online promotion for my business (57%).” After that, there is a large drop off in what is considered effective. None of the remaining options garnered more than 18% of the votes.

#### *What Limits Customers from Coming Downtown? (Q6)*

Business owners believe that “empty/blighted buildings” and “lack of commercial variety” (74%) are equally limiting factors for customers coming downtown. The responses dwindled significantly for the third most common response: “lack of signage along US-41, M-26, and M-203” (44%). When responses are filtered for retail business owners, “downtown is lacking nightlife” rises to the top.

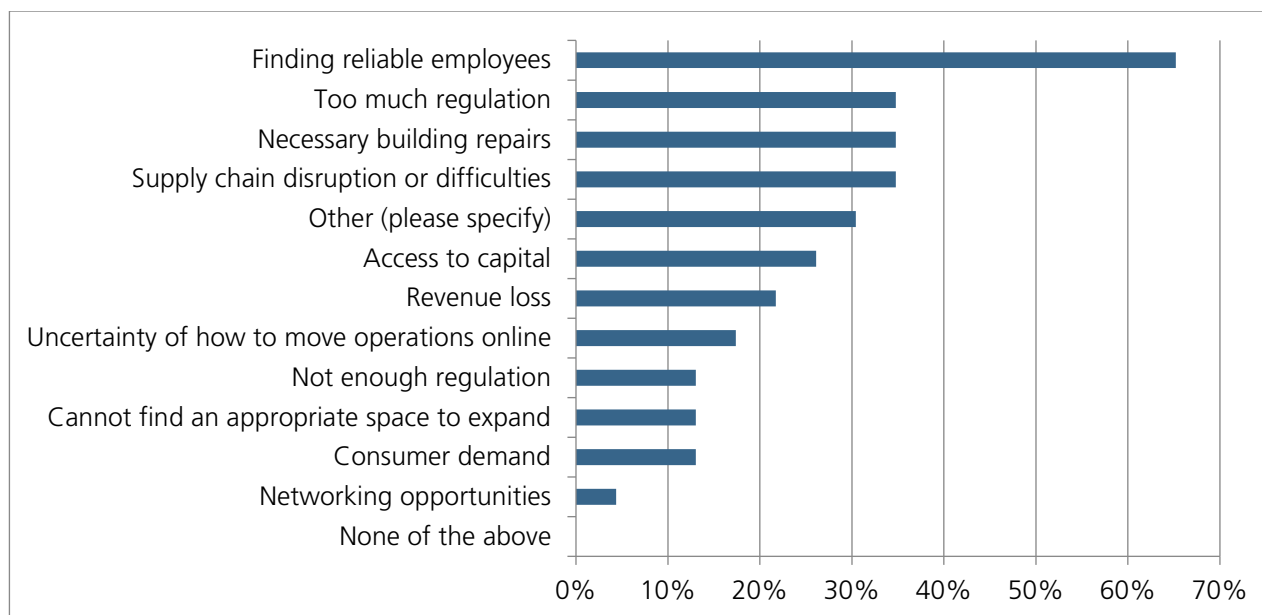


#### *Workforce (Q4, Q7, Q9, Q10)*

By far, the most pressing business challenge was “finding reliable employees (65%).” Mid skilled (some training beyond high school) and skilled trades (certification other than college degree) are the most difficult to find. Business owners were then asked if they would benefit from a stronger connection to local educational institutions (n=22). Half of them were unsure, but the others expressed interest in an apprenticeship or internship program. Having said that, almost all business owners (95%) anticipate over the next five years that the number of full-time and part-time employees will grow or stay the same. This finding directly corresponds to majority of business owners planning to continue at their current size or expand in the next five years.

#### *Other Pressing Business Challenges (Q4)*

During COVID-19, a top business challenge was a disruption to the regular supply chain (35%). It is safe to assume that post-pandemic, this issue will resolve itself. Receiving equal votes were the options “necessary building repairs” and “too much regulation.” Both of these responses are tied to questions later in the survey that ask how the village can help their businesses succeed; the former challenge could be potentially helped with low-interest loan assistance for code-based improvements and the latter through an updated zoning ordinance.



#### *Retirement (Q12)*

Fortunately, 44% of business owners plan to “pass [the business] on to a trusted colleague/friend/family member” when they retire. Yet, about one-quarter “don’t have a plan;” signaling a group that the DDA should work with to create a transition plan prior to retirement. About 30% responded as an open comment that they plan is to sell their business in retirement.

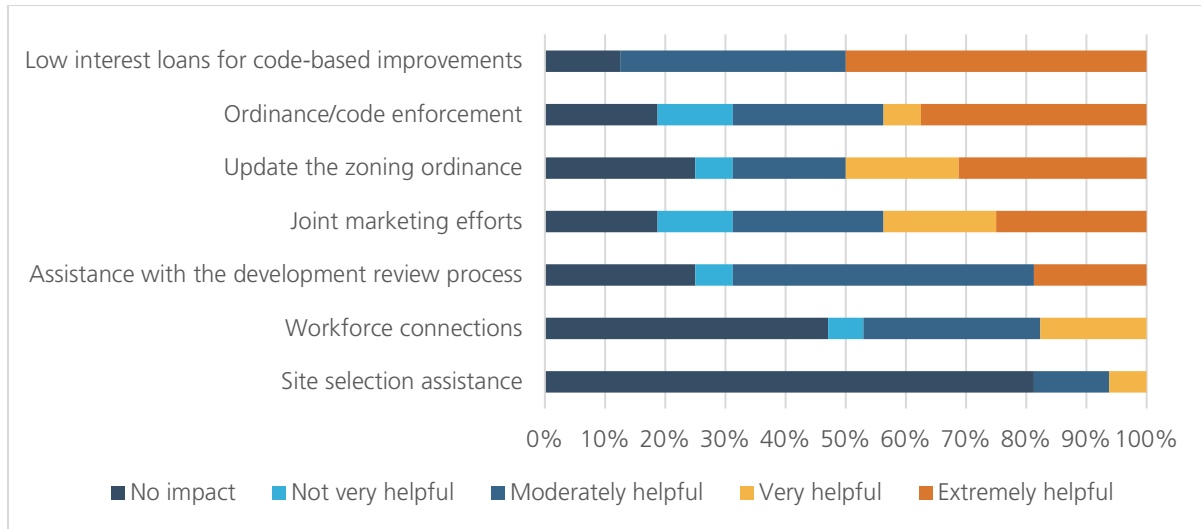
#### *DDA vs. Main Street (Q14- 17)*

In order to gauge business owners’ awareness of two organizations whose work centers on the downtown, survey-takers rated their level of familiarity with the DDA and Main Street. Almost 74% of business owners were at least familiar with both organizations, with no one selecting the option “very unfamiliar.” Next, they were asked to describe each organizations’ primary functions (n=13). Business owners largely see the difference as the following: the DDA assists businesses and downtown development, and Main Street promotes the downtown businesses. Primarily, business owners did not know if either organizations’ practices or policies helped or hinder their business. When they did respond, the most popular answers are summarized in the table below.

Organization	Helps Your Business	Hinders Your Business
DDA	Façade improvements	Poor coordination with the Village
Main Street	Events	Poor communication with Village and business owners

#### *What Could the Village Do to Help Your Business? (Q18)*

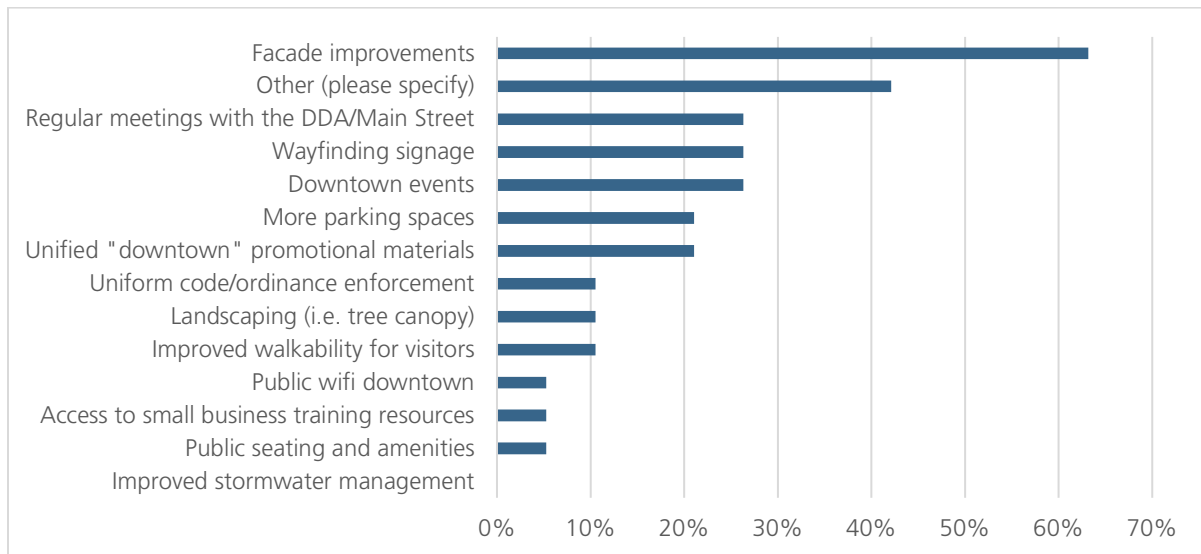
Business owners were given seven options to rate on a scale of “no impact” to “extremely helpful.” “Low interest loans for code-based improvements” was selected by the greatest percentage of respondents (88%) as providing some level of assistance. This was followed by “ordinance/code enforcement” (69%), and then by “update the zoning ordinance” (n=17). Those results suggest that the zoning ordinance is antiquated and code enforcement is inconsistent.



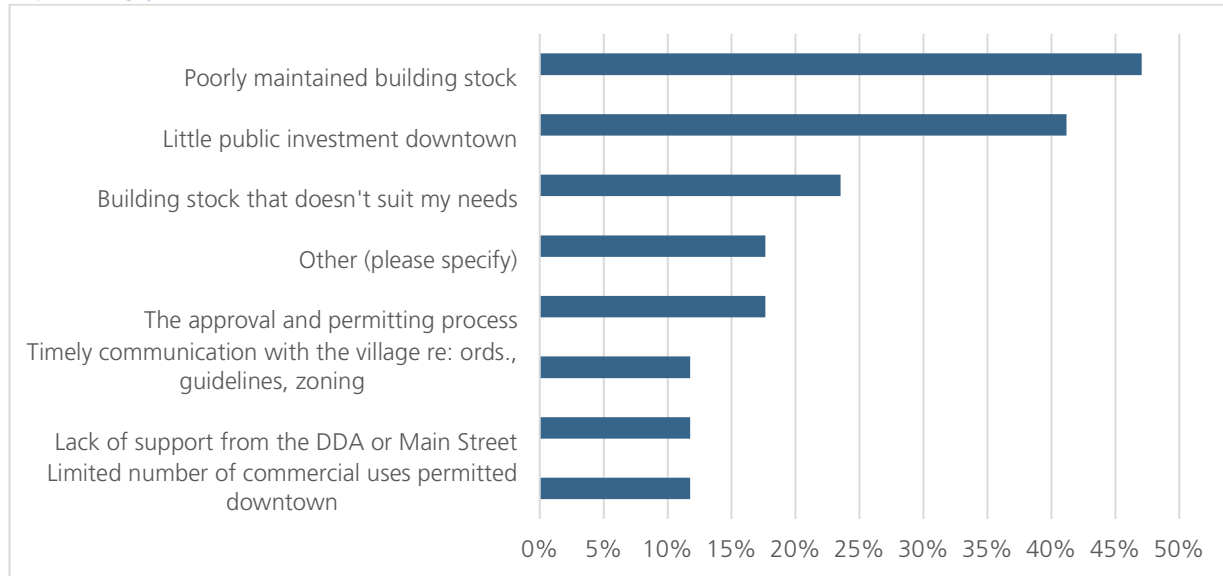
### Investment in Your Business & Barriers (Q19 & Q20)

Two-thirds of business owners believe that façade improvements would encourage them to invest more in their business. There was a three-way tie with “downtown events,” “wayfinding,” and “regular meeting with business owners and the DDA/Main Street” as other ways to encourage private investment. Some of the “other” comments reflected a need for beautification and more timely communication (n=19). When filtered for responses from retail business owners, “improved walkability for visitors” rises to the top (n=10). Similarly, business owners feel that “poorly maintained building stock” (47%) is the top barrier for starting or expanding a business, followed by “little public investment in the downtown (41%)” (n=17).

### Q19 What changes to the downtown area would encourage you to increase investment into your business?



*Q20 Outside of personal barriers, what else prevents you from starting a new business or expanding your business downtown?*



#### *Hours of Operation (Q21)*

The highest proportion of businesses close before 5 pm for every day of the week, and are closed on the weekends (n=19). When the responses are filtered specifically for retail trade, the hours of operation change significantly, but still over half are closed on Sundays.

#### *Technology (Q22-25)*

At the time of this survey, 58% of business owners had a website, yet only 42% reported that patrons could buy products or services through the website (n=19). The main reason for not conducting business online was that it "was not necessary" (n=18). Half business owners regularly engage potential customers via social media (n=18).

## Appendix D: Ordinance Creating DDA, with Amendments

### VILLAGE OF CALUMET

### ORDINANCE NO. 110

An Ordinance pertaining to the creation of a Downtown Development Authority for the Village of Calumet.

The Village of Calumet Ordains that a Downtown Development Authority shall be and hereby is created for the Village of Calumet pursuant to Act 163 of the Public Acts of Michigan for 1975, and further that the Articles of Incorporation of the aforementioned Downtown Development Authority shall be as follows:

#### ARTICLES OF INCORPORATION OF DOWNTOWN DEVELOPMENT AUTHORITY OF THE VILLAGE OF CALUMET

These Articles of Incorporation are adopted by the Village of Calumet for the purpose of creating a Downtown Development Authority pursuant to the provisions of Act 163, Public Acts of Michigan for 1975, as amended.

#### ARTICLE I

The name of this Authority is "DOWNTOWN DEVELOPMENT AUTHORITY OF THE VILLAGE OF CALUMET". The principal office of the Authority will be located at the Calumet Village Hall, 340 Sixth Street, Calumet, Michigan 49913. The Authority is incorporated pursuant to the provisions of Act 163, Public Acts of Michigan for 1975, as amended, hereinafter referred to as "the Act".

#### ARTICLE II

The downtown district which is subject to the jurisdiction of the Downtown Development Authority shall encompass or lie within the following geographic area: All property abutting Fourth, Fifth, Sixth, Seventh, Pine Street and Scott Street and that property bounded on the east by Fourth Street, on the west by Seventh Street, on the North by Pine Street, and on the South by Scotts Street.

BOARD APPROVAL



ARTICLE III

The purpose of this Authority is to halt property value deterioration and increase property tax valuation where possible in the downtown district, to eliminate the causes of that deterioration, to promote economic growth, and to accomplish such other goals as are authorized by the Act.

ARTICLE IV

The Authority shall be a public body corporate which may sue or be sued in any court of this State. It shall possess all of the powers granted by statute and by these Articles, and those incident thereto, except that the Authority may not do the following acts without the authorization by resolution of the Village Council of the Village of Calumet:

1. Levy an ad valorem tax as provided by Section 12(1) of the Act.
2. Borrow money and issue negotiable revenue bonds of the Authority pursuant to Section 13 of the Act.
3. Implement a tax increment financing plan pursuant to Section 14 and Section 15 of the Act.

The enumeration of any powers herein shall not be construed as a limitation upon the general powers of the Authority unless the context shall clearly indicate otherwise. The Authority shall have a corporate seal.

ARTICLE V

The fiscal year of the Authority shall be the calendar year. The Authority shall prepare a budget for each of its fiscal years which shall be subject to the approval of the Village Council. The revenues of the Authority shall consist of voluntary contributions or donations, gifts, grants, and devises, non-tax revenues raised or earned by the Authority, appropriations to the Authority made from time to time by the Village Council, borrowings, the proceeds of revenue bonds or general obligation bonds, and other revenues raised pursuant to the Act and with the approval of the Village Council.

ARTICLE VI

The Authority shall continue in existence perpetually or until dissolved by act of the Village Council or by law. Provided, however, that the Authority shall not be dissolved if such dissolution could operate as an impairment of any of its contracts.

ARTICLE VII

The governing body of the Authority shall be a Board of Trustees, hereinafter referred to as the Board, which shall consist of the President of the Village and eight (8) members appointed by the President of the Village, subject to approval by the Village Council. At least five (5) of the members of the Board shall be persons having an interest in property located in the downtown district, as defined in the Act. At least one (1) of the members shall be a resident of the downtown district if the downtown district has 100 or more persons residing within it. Of the members first appointed, two (2) shall be appointed for one year, two (2) for two years, two (2) for three years, and two (2) for four years. A member shall hold office until the member's successor is appointed. Thereafter, a member shall serve for a term of four years. An appointment to fill a vacancy shall be made by the Village President for the unexpired term only. Members of the Board shall serve without compensation, but may be reimbursed for actual and necessary expenses by resolution of the Board. Before assuming the duties of office, a member shall qualify by taking and subscribing to the constitutional oath of office. Pursuant to notice and an opportunity to be heard, a member of the Board may be removed for cause by the Village Council. Removal of a member is subject to review by the Circuit Court for Houghton County. In case of a temporary absence or disability of any member, the Village President may appoint some person temporarily to act in his stead, subject to the approval of the Village Council.

ARTICLE VIII

The Officers of the Board shall be a Chairman, Vice-Chairman, Secretary and Treasurer. The Officers of the Board shall be elected by the Board. The term of the office of the Officers shall be for a period of one (1) year. In case of the temporary absence or disability of any officer, the Board may appoint some person temporarily to act in his stead.

The Chairman shall preside at meetings of the Board of Trustees and may sign and execute all authorized bonds, contracts, checks, and other obligations and execute interest coupons with his facsimile signature in the name of the Authority when so authorized by the Board of Trustees. He shall do and perform such other duties as may be fixed by the Bylaws and from time to time assigned to him by the Board of Trustees.

The Vice-Chairman shall preside and accomplish the duties of the Chairman in the absence of the Chairman and shall perform such other duties as may be fixed by the Bylaws and from time to time assigned to him by the Board of Trustees.

The Secretary shall keep the minutes of all meetings of the Board of Trustees in books provided for that purpose. He shall attend to the giving, serving and receiving of all notices or process of or against the Corporation. He may sign with the Chairman in the name of the Authority all bonds, contracts and other obligations authorized by the Board of Trustees, and when so ordered, he shall affix the seal of the Authority thereto. He shall have charge of all books and records which shall at all reasonable times be open to inspection and examination by the Board of Trustees or any member thereof, and by the Village Council, and, in general, perform all the duties incident to his office and such other duties as may be fixed by the Bylaws and from time to time assigned to him by the Board of Trustees.

The Treasurer shall have custody of all the funds and securities of the Authority which may come into his hands or possession. When necessary or proper, he shall endorse in behalf of the Authority for collection, checks, notes and other obligations and shall deposit them to the credit of the Authority in a designated bank or depository.

He shall sign all receipts and vouchers for payment made to the Authority. He shall jointly with such other officer as may be designated by the Board of Trustees sign all checks, promissory notes, and other obligations of the Authority when so ordered by the Board of Trustees. He shall render a statement of his cash accounts when required by the Board of Trustees. He shall regularly, in the books of the Authority to be kept by him for that purpose, keep full and accurate accounts of all monies received and paid by him on account of the Authority and shall, at all reasonable time, exhibit his books and accounts to the Board of Trustees or any member thereof when so required. He shall perform all acts incidental to the position of Treasurer fixed by the Bylaws and as assigned to him from time to time by the Board of Trustees. He shall be bonded for the faithful discharge of his duties as Treasurer, the bond to be of such character, form, and in such amount as the Board of Trustees may require. The bond of the Treasurer shall be paid by the Authority.

#### ARTICLE IX

Meetings of the Board shall be held at least monthly at such time and place as shall be prescribed by resolution of the Board. Special meetings of the Board may be called by the Chairman or any three members thereof, by serving written notice of the time, place and purpose thereof, upon each member of the Board, personally, or by leaving it at his place of residence at least twenty-four hours prior to the time of such meeting, or by depositing the same in a United States Post Office or mailbox within the Village of Calumet at least seventy-two hours prior to the time of such meeting, enclosed in a sealed envelope properly addressed to him at his home or office address, with postage fully pre-paid. Special meetings of the Board at which all members are present shall be deemed to be valid even though no written notice thereof may be given as above specified. Any member of the Board may waive notice of any meeting either before or after the holding thereof. At least the majority of the members of the Board shall be required for a quorum. The Board shall act by motion or resolution. For the passage of any

resolution providing for the issuance of bonds or the levy of a tax or for the execution of any contract, there shall be required a majority vote of the members of the Board. For all other matters, a vote of the majority of the members of the Board present at any meeting at which a quorum is present shall be sufficient for passage. The Board shall have the right to adopt rules or bylaws governing its procedure which are not in conflict with terms of any statute or of these Articles, subject to the approval by resolution of the Village Council. The Board shall keep a journal or minutes of its proceedings which shall be signed by the Secretary. All votes shall be "ayes" and "nays", except that where the vote is unanimous, it shall only be necessary to so state.

#### ARTICLE X

The Authority shall possess the power, subject to limitations of law and these Articles, necessary to carry out its purposes and functions. It may acquire private property by purchase, lease, gift, or devise, either within or without the downtown district, and may hold, manage, control, sell, exchange or lease such property. Provided, however, that the purchase, sale or lease of real property by the Authority shall be subject to the approval of the Village Council. Provided, further, however, that the power of the Authority to purchase or lease property shall be subject to the limitations imposed by its budget.

The Authority, at the time of organization, has no assets, real or personal.

#### ARTICLE XI

The Board shall have the power to hire a director and other employees to carry out its functions and to fix the compensation therefor, subject to the approval of the Village Council.

#### ARTICLE XII

The Board shall cause an annual audit to be made of its financial transactions by a certified public accountant and shall furnish at least five (5) copies thereof to the Village Council.



ARTICLE XIII

If words or terms are used in these Articles of Incorporation which are defined in the Act, then these words or terms shall have the same meaning in these Articles that they do in the Act.

ARTICLE XIV

The resident agent of the Authority is the Village Clerk of the Village of Calumet. The location and post office address of the registered office of the Authority is Calumet Village Hall, 340 Sixth Street, Calumet, Michigan 49913.

ARTICLE XV

The Ordinance which creates these Articles shall be published once in the Daily Mining Gazette, of Houghton, Michigan, which newspaper has general circulation within the limits of the jurisdiction of the Authority. One printed copy of the Ordinance by which the Articles of Incorporation are created, certified as a true copy thereof, with a date and place of publication, shall be filed with the Secretary of State within thirty (30) days after the adoption of such Ordinance. The Authority shall become effective upon the filing of the certified copy of these Articles with the Secretary of State.

ARTICLE XVI

These Articles of Incorporation may be amended from time to time by the Village Council by a duly adopted ordinance which shall be published at least once in a newspaper of general circulation in the Village of Calumet and by the filing with the Secretary of State of such ordinance. Provided, however, that the Village Council may not alter or amend the boundaries of the downtown district to include or exclude lands from the downtown district unless it complies with the requirements prescribed for adopting the ordinance creating the Authority set forth in the Act.

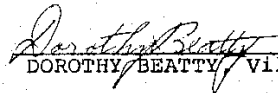
This Ordinance by which the aforementioned Articles of Incorporation are adopted, shall be effective after publication and expiration of the time prescribed by law.

Adopted and approved by the Village Council of the Village  
of Calumet on the 21st day of June , 1979.

RITA FINCH, President

*Dorothy Beatty*  
DOROTHY BEATTY, Village Clerk

I hereby certify that the foregoing is a true and complete copy of an Ordinance adopted by the Village Council of the Village of Calumet, County of Houghton, Michigan, on the 21st day of June, 1979, and that public notice of said meeting was given pursuant to and in compliance with Act no. 267, Public Acts of Michigan, 1976.

  
DOROTHY BEATTY Village Clerk

VILLAGE OF CALUMET  
AMENDMENT TO ORDINANCE NO. 110

Ordinance No. 110 of the Village of Calumet is hereby amended as follows, with all articles of the Articles of Incorporation of the Downtown Development Authority of the Village of Calumet, following Article I, remaining unchanged from Ordinance No. 110 as originally adopted:

An Ordinance pertaining to the creation of a Downtown Development Authority for the Village of Calumet.

The Village of Calumet Ordains that a Downtown Development Authority shall be and hereby is created for the Village of Calumet pursuant to Act 197 of the Public Acts of Michigan for 1975, and further that the Articles of Incorporation of the aforementioned Downtown Development Authority shall be as follows:

ARTICLES OF INCORPORATION  
OF  
DOWNTOWN DEVELOPMENT AUTHORITY OF THE VILLAGE OF CALUMET

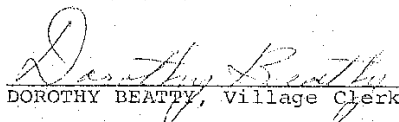
These Articles of Incorporation are adopted by the Village of Calumet for the purpose of creating a Downtown Development Authority pursuant to the provisions of Act 197, Public Acts of Michigan for 1975, as amended.

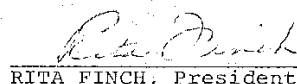
ARTICLE I

The name of this Authority is "DOWNTOWN DEVELOPMENT AUTHORITY FOR THE VILLAGE OF CALUMET". The principal office of the Authority will be located at the Calumet Village Hall, 340 Sixth Street, Calumet, Michigan 49913. The Authority is incorporated pursuant to the provisions of Act 197, Public Acts of Michigan for 1975, as amended, hereinafter referred to as "the Act".

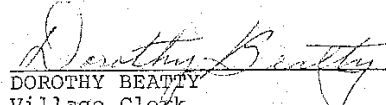
This Amendment to Ordinance No. 110 shall be effective after publication and expiration of the time prescribed by law.

Amendment adopted and approved by the Village Council of the Village of Calumet on the 20th day of September, 1979.

  
DOROTHY BEATTY, Village Clerk

  
RITA FINCH, President

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Village Council of the Village of Calumet, County of Houghton, Michigan, at a regular meeting held on September 20, 1979, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976.

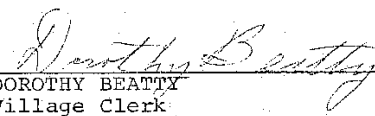
  
DOROTHY BEATTY  
Village Clerk

TERCIA & DAVIDETIA  
ATTORNEYS AT LAW  
416 HIGHLAND AVENUE  
HOUGHTON, MICHIGAN 49931



CERTIFICATE

I hereby certify that the attached is a true copy of the proposed minutes of a regular meeting of the Village Council of the Village of Calumet held on September 20 , 1979, and that proposed minutes have been available for public inspection at the address designated on the posted public notice of said meeting from and after the 20 th day of September , 1979.

  
DOROTHY BEATY  
Village Clerk

VILLAGE OF CALUMET  
COUNTY OF HOUGHTON  
STATE OF MICHIGAN

RESOLUTION CALLING FOR A PUBLIC HEARING  
CONCERNING A PROPOSED AMENDMENT BY ORDINANCE  
TO ORDINANCE NO. 110 OF THE VILLAGE OF CALUMET

Minutes of a special meeting of the Village Council of the Village of Calumet, Houghton County, Michigan, held on the 8th day of December, 1983, at 12:01 p.m. Eastern Standard Time in the Village Hall.

PRESENT: Members AUBIN, CARON, ERKKILA, GERMAIN, JOHNSON AND

PRESIDENT LA BONTE

ABSENT: Members BREWER

The following resolution was offered by Member ERKKILA and seconded by Member AUBIN.

RESOLVED, that a public meeting or hearing shall be held at 6:00 p.m. on Friday, December 30, 1983, in the Village Council Chambers at the Village Hall, 340 6th Street, Calumet, Michigan 49913, following which there shall be a special meeting of the Village Council of the Village of Calumet.

The purpose of the aforementioned public hearing will be to consider an amendment to Ordinance No. 110 of the Village of Calumet which shall amend all of the language contained in Ordinance No. 110 from the beginning of the Ordinance through Article II of the Ordinance, this amendment being as follows:

An Ordinance pertaining to the creation of a Downtown Development Authority for the Village of Calumet.

The Village of Calumet Ordains that a Downtown Development Authority shall be and hereby is created for the Village of Calumet pursuant to Act 197 of the Public Acts of Michigan for 1975, and further that the Articles of Incorporation of the aforementioned Downtown Development Authority shall be as follows:

ARTICLES OF INCORPORATION  
OF  
DOWNTOWN DEVELOPMENT AUTHORITY OF THE VILLAGE OF CALUMET

These Articles of Incorporation are adopted by the Village of Calumet for the purpose of creating a Downtown Development Authority pursuant to the provisions of Act 197, Public Acts of Michigan for 1975, as amended.

ARTICLE I

The name of this Authority is "DOWNTOWN DEVELOPMENT AUTHORITY OF THE VILLAGE OF CALUMET". The principal office of the Authority will be located at the Calumet Village Hall, 340 Sixth Street, Calumet, Michigan 49913. The Authority is incorporated pursuant to the provisions of Act 197, Public Acts of Michigan for 1975, as amended, hereinafter referred to as "the Act".

ARTICLE II

The downtown district which is subject to the jurisdiction of the Downtown Development Authority shall encompass or lie within the following geographic area:

Block 10, Lots 9 and 10;  
Block 11, Lots 9 and 10;  
Block 18, Lots 9 and 10;  
Block 23, the East 80' of Lot 9 and all of Lot 10;  
Lots A, B, C, and D, fronting Pine Street from the Easterly Village limits to Fifth Street, also Lots 1 through 11, and the 86' x 58' parcels of land adjacent to Lots 2 through 11 and East thereof, all being a part of Block E;  
Lots A and 1 through 15 and the South  $\frac{1}{2}$  of Lot 16 of Block 19;  
All of Block 20;  
All of Block F;  
All of Block A;  
All of Block G;  
All of Block I;  
All of Block H;  
All of Block B;  
Lots 1 through 5 and 9 and 10, Block K;  
Lots 3 and 4, Block C;  
Lot 10, Block 32;  
Lots 1 through 10, 11, and 12, and 16 through 20, in Block 21;  
Lots 9, 10, 11, 12, 13, and the South 36' of Lot 14, Block 22;  
The East 78' of Lot 10, Block 31;  
The South  $\frac{1}{2}$  of Lot 20, Block 19 on Sixth Street;

3 parcels of property bounded by Scott Street, Fourth Street, Red Jacket Road and Fifth Street, said parcels being 146' in the east-west dimension and 60', 90' and 112.14' respectively along Fourth Street;


Also all that property abutting the East Side of Fourth Street from Elm Street to Red Jacket Road, said property along Fourth Street being bounded by the Easterly Village limits typically, and being described as follows: Commencing at the NW corner of Block F, thence 240' East to the Point of Beginning, thence East 1004.51', thence S 00°-08'-20" E 161.20', thence S 55°-58'10" E 58.00', thence S 33°-44'-10" W 771.60', thence S 24°-24'10" W 310.86', thence N 56°-02'-40" W 92.15', thence S 33°-57'-20" W 698.65', thence N 63°-23'-10" W 33.92', thence N 00°-06'-50" E 601.25', thence North 1030.00' to the Point of Beginning.

The special meeting following the aforementioned public hearing or meeting shall be for the purpose of consideration by the Village Council of the adoption of the amendment set forth above.

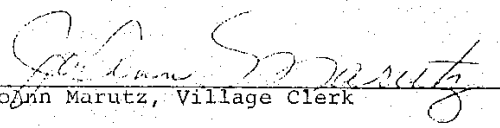
AYES: Members TRUSTEES ERKKILA, AUBIN, JOHNSON

NAYS: Members TRUSTEES CARON, GERMAIN

RESOLUTION DECLARED ADOPTED.

  
JoAnn Marutz, Village Clerk

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Village Council of the Village of Calumet, County of Houghton, Michigan, at a special meeting held on December 8, 1983, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976.

  
JoAnn Marutz, Village Clerk

*Respectfully*

**Place adopted resolution  
amending the fiscal year to  
coincide with the Village's  
fiscal year on this page.**



## Appendix E: Resolution and Ordinance Adopting the 2021 Development and Tax Increment Finance Plan

**Place adopted resolution from  
the DDA and adopted Village  
ordinance on these pages.**

BOARD APPROVAL

