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NMU FOUNDATION COMMUNITY ENGAGEMENT MEMORANDUM

To: Dave Nyberg and Brad Canale: NMU Foundation

From: Callie New, Luke Mich, and Rosalie Starenko:
Design Workshop

Date: May 31, 2022

Project Name: NMU Foundation community discussions on
potential redevelopment of former hospital site

Subject: Forum and Affinity Group Discussion Summary

Marquette Community Forums and Affinity Groups: Polling and Discussion Results

Overview

The Northern Michigan University (NMU) Foundation invited residents of the Marquette community to participate in forums related to the potential redevelopment of the former hospital site located adjacent to the NMU campus. The objective of the community engagement activities was to 1) inform residents about the potential redevelopment process and work that has been done to date by the NMU Foundation in evaluating the possibilities and potential challenges associated with redevelopment of the site and 2) gather high-level resident feedback on goals to consider for the project. This engagement occurred prior to the NMU Foundation entering into an agreement with a Master Developer who will be the principal majority partner of the site.

Two methods of engagement were utilized — two in-person forums were held on May 3, 2022 (one afternoon and one evening session), and two in-person discussion-based meetings with specific community members, referred to as “Affinity Groups,” took place on May 4 and May 9, 2022. The first Affinity Group meeting was targeted to community leaders, meaning attendees were those that hold leadership positions at NMU, private businesses and government agencies. The second Affinity Group was organized through Connect Marquette, which is a networking group of working professionals that promotes professional development through events and leadership opportunities.

Feedback was gathered from Community Forums through interactive polling software called Mentimeter (comment cards were available for those without smartphones; comment card responses to polling questions have been added to survey totals). The meeting format for the Affinity Groups was a round-robin facilitated discussion where all participants were provided an opportunity to voice their perspective per question. The same set of questions was asked in both settings.

Community forums were advertised through press release and social media; affinity group attendees were invited via email from the NMU Foundation and through coordination with Connect Marquette. All meetings were conducted at the Northern Center on NMU’s campus. A total of 74 people participated in the forums and 19 community members participated in the Affinity Group discussions. The engagement tools helped provide a foundational understanding of what opportunities the vacant site might offer the community.

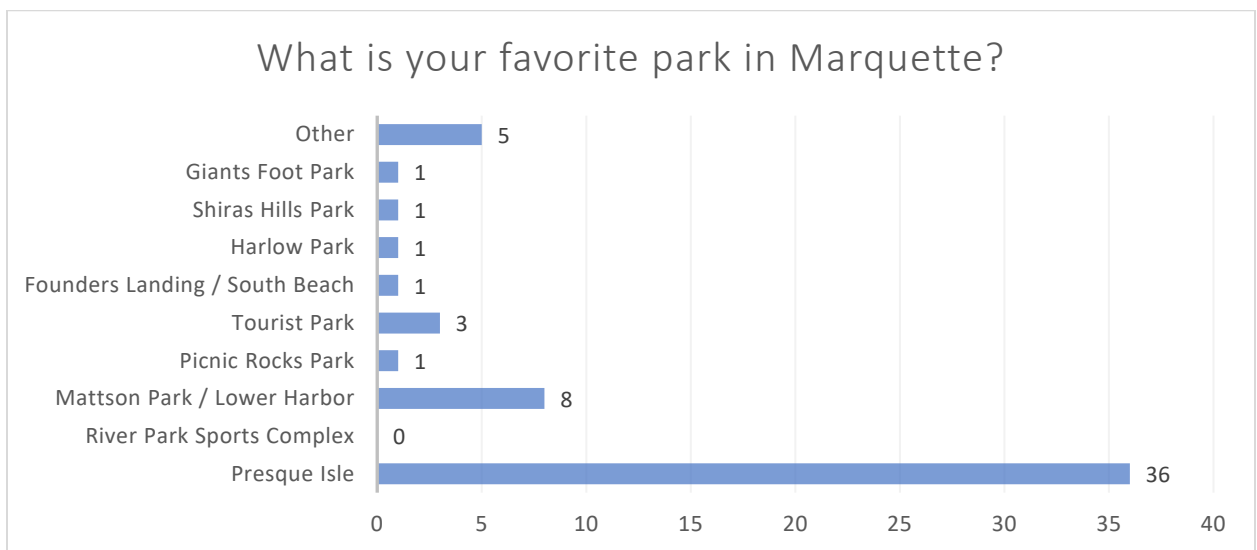
These responses will be passed along to the developer and considered while moving into a development timeline.

Engagement Summary Organization

The following provides a report of the Mentimeter polling questions followed by a summary of the Affinity Group discussion. The bar charts display data collected in the polling during both Community Forums, and the Affinity Group discussions are summarized after, where applicable. Note that the Affinity Group summaries are provided separately to distinguish how feedback came from the two groups. The memo concludes with a table containing all feedback gathered via comment cards (comments are reported verbatim).

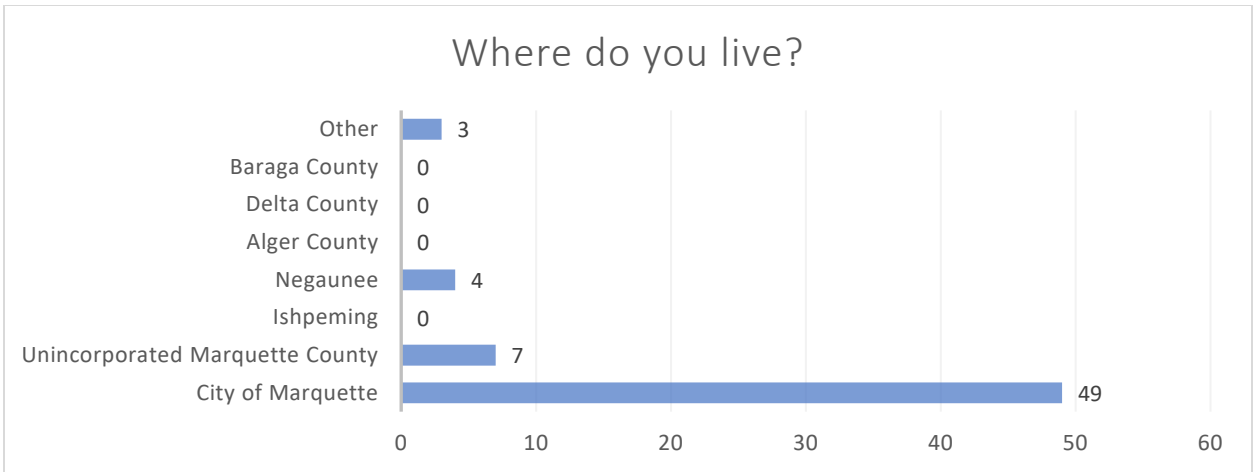
1. What is your favorite park in Marquette?

This icebreaker question showed Presque Isle as the favorite park among attendees.



2. Where do you live?

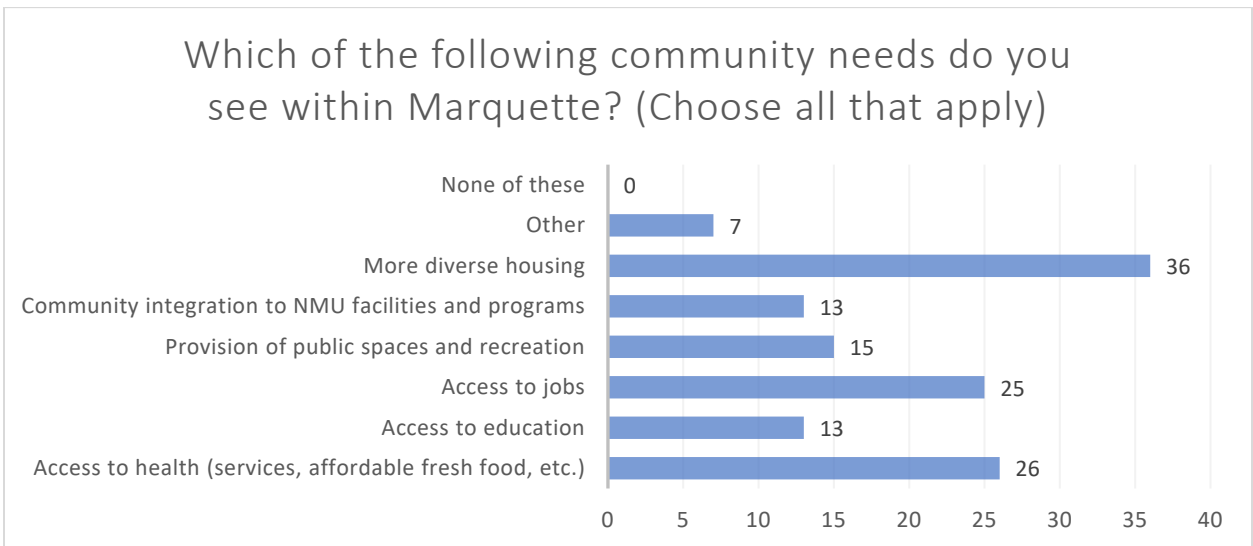
The top response revealed that almost all participants of the polls live in the city of Marquette, with a few participants from Negaunee and any area of unincorporated Marquette County.



The following questions followed a brief presentation that conveyed reported economic development strengths, weaknesses and opportunities within Marquette County, per the Marquette County Economic Recovery and Resilience Strategy document (CUPPAD, 2022).

3. Which of the following community needs do you see within Marquette?

The top response revealed that more diverse housing is seen as a top community need, followed closely by access to jobs and health/wellness.



a. Summary of Affinity Group discussions:

- i. **Community Leaders:** The affinity group discussion highlighted affordable and diverse housing as a major community need. The Affinity Groups offered childcare, access to mental health services, and jobs as additional needs, bringing attention to the lack of a “trailing-spouse” program at the university (where a prospective faculty hire might turn down a position because their

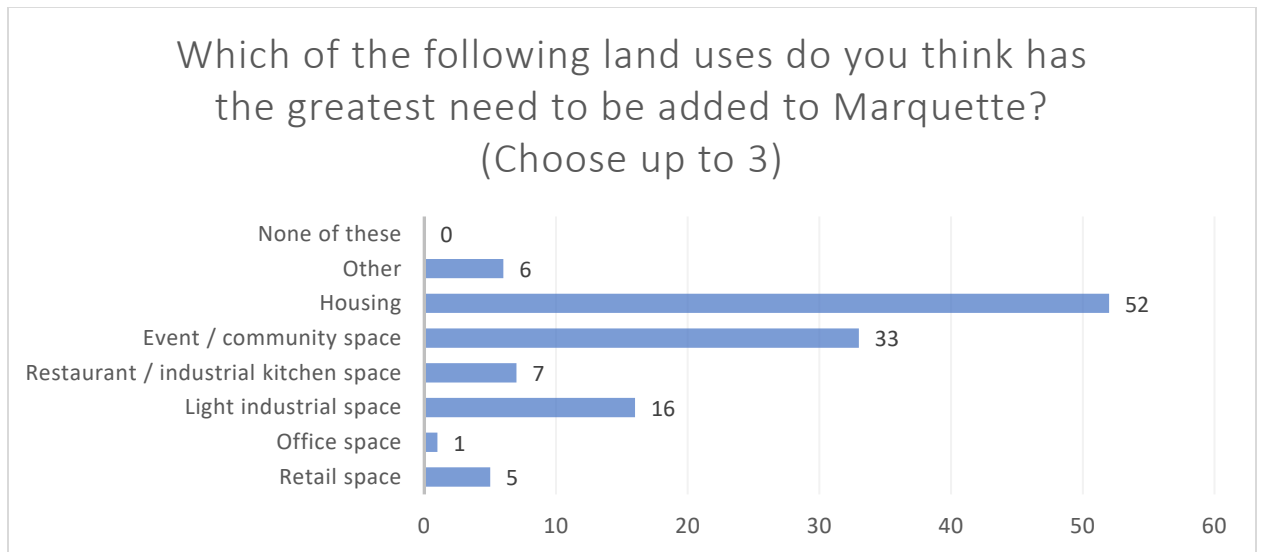
spouse in unable to find work in Marquette, and without two incomes the couple or family cannot afford housing).

ii. **Connect Marquette:** Attendees similarly noted the need for diverse housing, specifically attainable workforce housing (defined by the group as housing that is affordable for those living within 60 to 120 percent of Marquette’s average median income (AMI)). Respondents discussed the mismatch in above average housing costs compared to below average wages in Marquette. Other needs discussed:

- Infrastructure and services to support a remote, tech-driven workforce, including broadband connectivity and electronics and office supply retailer/service providers;
- Space that can be utilized by the public and organizations for meetings and events;
- Access to healthcare (availability and cost noted as barriers);
- Childcare services; and
- Public parks.

4. **Which of the following land uses do you think has the greatest need to be added to Marquette?**

The top response highlighted housing as the greatest need in terms of land use, followed by event/community space.



a. Summary of Affinity Group discussions:

i. **Community Leaders:** In addition to attainable housing (defined by the group as housing that’s valued at ~\$200,000), the Affinity Groups offered ideas for land use such as light industrial space, event and community-oriented spaces.

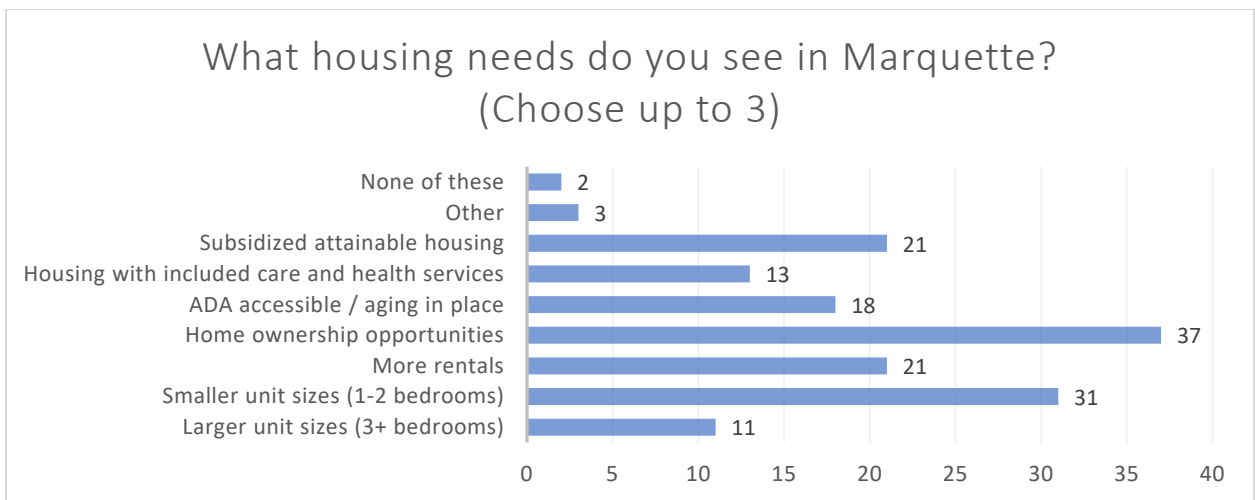
In particular, there was a desire to see a range of ages catered to, with the potential to incorporate a senior center, performing arts space, youth sports complex with associated hospitality, and early childhood education.

Connect Marquette: All participants noted housing as being the greatest land use need in the community. Discussion highlighted the opportunity for housing to be mixed with ground floor retail space including restaurants and cooperative market space for several vendors to utilize (bodega or kiosk model). Related to site design, the provision of public / green space, thoughtful layout to support walk/bikeability and connections to public transit were noted as critical amenities for quality development. Fourplexes were identified as an appropriate housing type that might fit contextually as a transition into the broader neighborhood. Like the Community Forums, participants noted event space as the next highest need after housing. Light industrial space was noted as a need within the community but could be more appropriate in other locations.

The next set of questions followed a brief presentation of current statistics and recommendations for how the City of Marquette might address housing challenges; content was sourced from the Ad Hoc Housing Committee Final Report of Findings (City of Marquette, 2021).

5. What housing needs do you see in Marquette?

Home ownership opportunities is seen the most major housing need according to attendees, followed by smaller unit sizes. The pairing of these two responses might indicate a trend of current homeowners looking to downsize as they age.



a. Summary of Affinity Group discussions:

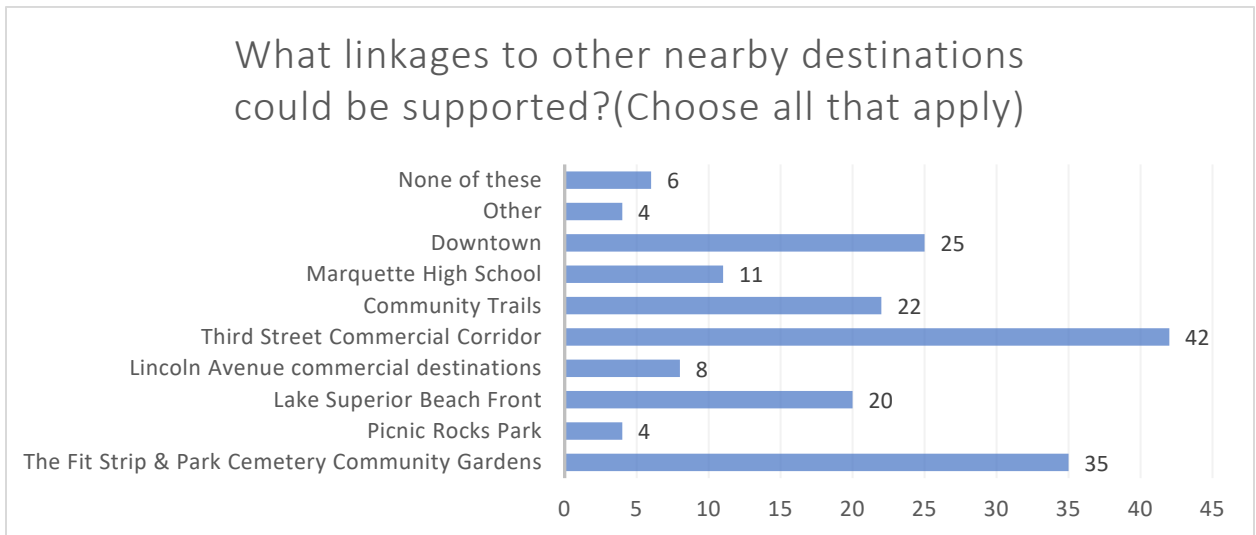
- i. **Community Leaders:** The Affinity Groups see the need for a diversity of housing sizes and types in their community (1-3 bedrooms, availability of high-

quality rentals for students and early-career professionals, and a well-defined path to home ownership and post-starter homes).

- ii. **Connect Marquette:** Opportunities for home ownership was similarly noted by participants; the idea that ownership roots people within community was cited as a positive effect that the group would like to see within Marquette more broadly. The group noted there is a need for both smaller and larger unit sizes, reflective of community demographics containing both older adults and younger families. The group also noted the need for more and higher quality rental housing stock.

6. What linkages to other nearby destinations could be supported?

The top response for linkage to a nearby destination is the Third Street commercial corridor, followed by the Fit Strip and Park Cemetery Community Gardens.



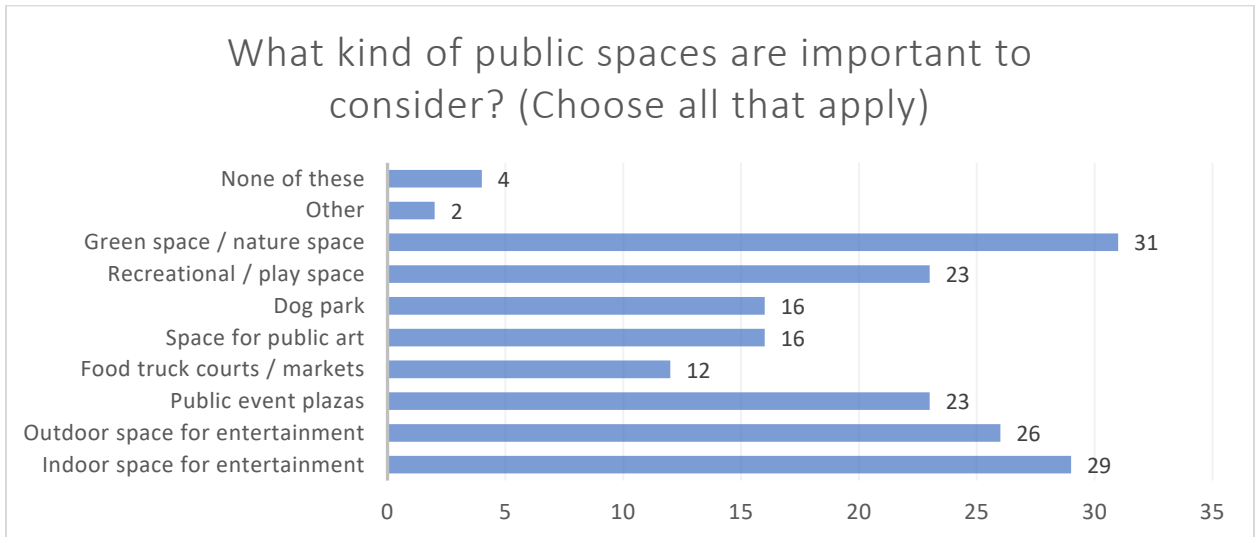
a. Summary of Affinity Group discussions:

- i. **Community Leaders:** The Affinity Groups would like to see all the above destinations as supported linkages to the new development, especially building upon the current trail network. They highlighted the importance of walkability/bikeability and the connection to downtown from the Third Street corridor. This connection would also offer physical and programmatic support to existing open spaces, recreational facilities, and performing arts spaces (such as the Kaufman Auditorium).
- ii. **Connect Marquette:** Attendees noted the connection to the lake front as essential and “quintessential Marquette.” Similarly, the group noted connections to trails. Building upon previous discussions, public transit and walkability were again highlighted. With good design and site planning, this

development has the potential to support “live / work / play” with residents not requiring a car.

7. What kind of public spaces are important to consider?

Green space is the top response among polers as an important public space to consider for this development. It’s followed closely by both indoor and outdoor spaces for entertainment.

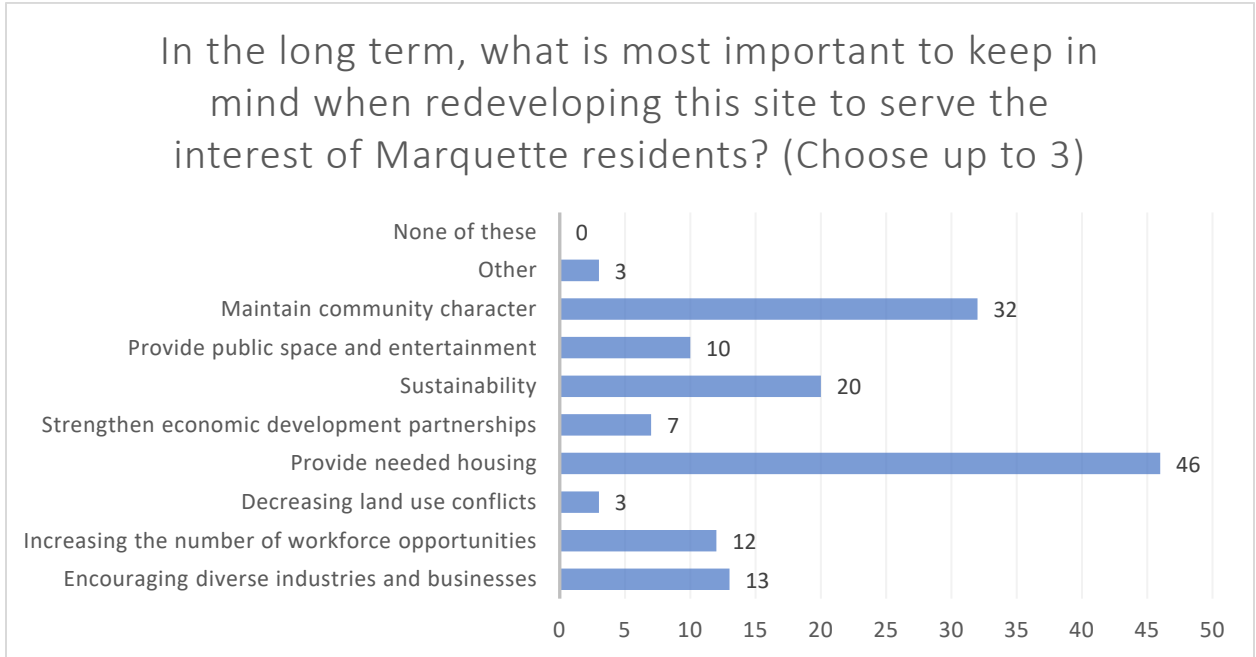


a. Summary of Affinity Group discussions:

- i. **Community Leaders:** Indoor public event spaces were especially highlighted by the Affinity Groups (such as performing arts, sports, etc.) with the idea that these spaces could be multi-use or combined with other public programming areas such as rentable meeting space, childcare services and intergenerational programming. Other ideas include flexible public plazas (i.e., a shared street that closes for gatherings and events), dog parks and green space that celebrates native plantings.
- ii. **Connect Marquette:** Attendees noted the need for all types of public spaces listed. More specific ideas include:
 - Food court;
 - Outdoor venue (with consideration to surrounding neighborhood);
 - Public plaza;
 - Outdoor shopping;
 - Play space;
 - Passive park;
 - Dog park; and
 - Event space with opportunities for food trucks.

8. In the long term, what is most important to keep in mind when redeveloping this site to serve the interest of Marquette residents?

In the long term, polled participants would like to see housing and efforts made to maintain community character as a key consideration for the development of this site.



a. Summary of Affinity Group discussions:

- i. **Community Leaders:** Participants noted the importance of Marquette’s community character as a long-term need. This was defined as enhancing connection to and identity with the lake at a personal level (“the lake changes you”) and as a method for opening the conversation to the surrounding area, which includes the smaller towns of Ishpeming and Negaunee.
- ii. **Connect Marquette:** According to the group, the most important factor to consider for the future is attainable, long-term housing options, including “missing middle” housing and targeted housing for those living at the lower end of the income spectrum. The group noted that housing is critical for community retention including the ability of recent NMU graduates to stay in Marquette. Additional considerations include quality management and ongoing partnerships with community organizations to support the arts, culture and NMU.

Table 1: Comment Cards

1	<p>This 23-acre site has the potential to be spectacular in a Marquette - natural way. Make it:</p> <ul style="list-style-type: none"> • Walkable • Pleasing to look at • Multigenerational
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	<ul style="list-style-type: none"> • Greenspace – family friendly • Consider a pocket neighborhood is a nice way to house people – look at pocket neighborhoods around the world.
2	Community leader - Margaret Brumm – 331-444-8497, mickeybrumm@aol.com .
3	Home ownership that people can afford. Provide needed housing as single family homes.
4	We need to think more about KIDS in our community. We can lower suicide rates if we provide support for our children. Preschools with music classes, a community fine arts center and programs in the arts provide coping skills. Those children can end up at NMU and then stay in the community.
5	Public spaces – indoor rec & community pool. Housing should include accessible housing, not three-story condos. Single floor bungalows/large front porches.
6	Housing – middle income & elders. Keep it local!
7	Senior housing – ground floor Small – 2 bedroom No high-end, fancy appliances, limited high tech Small storage for bike(s) Patio Cap on rent for x years and can this apply to current housing rentals? Why wait
8	Provide needed housing. Maintain community character. Educational opportunities like alumni college to bring seniors to NMU – guess this could be on campus!
9	Affordable housing, not just attainable. Households less than 80% AMI. Retail & restaurant workers, bus drivers, etc. deserve and need to live in the city they work and serve.
10	Need more quality daycare for the community.
11	Access to a grocery store for neighborhood and campus.
12	Work with what we have to make events/gathering easier/cost effective for groups (ay of the parks & commons). Food truck/café space in new developments. Improvement considerations: -green space -housing -quality development with character Avoid square block building without character.